



Director of Equal Opportunity in Public Employment

Annual report 2014

Letter of Transmittal

Hon C J Barnett MEC MLA
PREMIER

In accordance with s. 144 of the *Equal Opportunity Act 1984*, I hereby submit my annual report for the year ending 30 June 2014, for your information and presentation to Parliament.



Fiona Roche
Director of Equal Opportunity
in Public Employment
10 September 2014

Enquiries:

Accountability, Policy and Performance
Public Sector Commission
Dumas House, 2 Havelock Street, West Perth 6005
Locked Bag 3002, West Perth WA 6872
Telephone: (08) 6552 8500 Fax: (08) 6552 8501
Email: app@psc.wa.gov.au
Website: www.publicsector.wa.gov.au

© State of Western Australia 2014

There is no objection to this publication being copied in whole or part, provided there is due acknowledgement of any material quoted or reproduced from the publication.

Published by the Public Sector Commission (Western Australia), September 2014.

Copies of this report are available on the Public Sector Commission website at www.publicsector.wa.gov.au

Disclaimer

The Western Australian Government is committed to quality service to its customers and makes every attempt to ensure accuracy, currency and reliability of the data contained in this document. However, changes in circumstances after time of publication may impact the quality of this information.

Confirmation of the information may be sought from originating bodies or departments providing the information.

Accessibility

Copies of this document are available in alternative formats upon request.

ISSN 1328-7001

Contents

Director's message.....	1
The role of the DEOPE	3
The DEOPE's <i>Strategic plan 2012–2014</i>	4
DEOPE activities and achievements.....	5
Improving diversity planning and evaluation.....	5
Improving data collection	7
Supporting Aboriginal employment	7
Supporting women in management	10
Supporting good mental health in the workplace.....	11
Preventing workplace bullying	11
Updating online resources.....	12
Reviewing organisational structures under the EO Act	12
Reviewing the policy framework for substantive equality.....	12
Future activities	13
Outcomes for diversity in public employment	14
EEO data collection	14
Employment outcomes	15
Inclusive culture	38
Identification of diversity status.....	41
Appendices	42
Appendix A – Legislative framework for public authorities	43
Appendix B – Public authorities reporting to the DEOPE	44
Public sector entities	44
Non-public sector authorities	46
Independent authorities reported by larger authorities	47
Appendix C – Glossary	48
Appendix D – References	51

Director's message



As the Director of Equal Opportunity in Public Employment (DEOPE), I am pleased to present my annual report. In doing so, I acknowledge the achievements made by public authorities¹ in relation to the requirements of Part IX of the *Equal Opportunity Act 1984* (EO Act) over the reporting period.

The promotion of equal opportunity in public employment reinforces the Government's commitment to reflecting diversity in the community and recognising the value of individual differences. This year's report outlines the activities of my office in the preceding year and highlights progress in outcomes for diversity groups in public authorities.

A key highlight this year is the improvement in distribution across salary levels for people with disability in all sectors. For Aboriginal Australians,² representation in the public sector is 2.9%, which continues to be one of the highest for public sector workforces across Australia.

In 2014, I worked with five public sector entities to identify the challenges and issues faced in increasing the representation of Aboriginal employees in the public sector. I found that employment initiatives are most successful when there is senior executive ownership and accountability for performance with respect to achieving diversity outcomes. Additionally, aligning Aboriginal employment initiatives with workforce and strategic planning is a critical success factor.

This year has seen an increase in the representation of women in public sector management, at the chief executive level in local government authorities, and at tier 3 management levels in public universities and other authorities (such as government trading enterprises, the Police Force and electorate offices).

¹ Public authorities refers to public sector entities and non-public sector authorities (such as local government authorities, public universities and other authorities including government trading enterprises, the Police Force and electorate offices).

² The term 'Aboriginal Australians' respectfully describes persons of Aboriginal and/or Torres Strait Islander descent who identify as such and are accepted as such by the community in which they live.

Improving the representation of women in senior leadership roles remains an important priority. To contribute to supporting women in leadership, I hosted a public sector diversity forum in March this year, in which I shared the research findings of a study by the Public Sector Commission into the motivations, beliefs, goals, internal conflict and values of women in public sector leadership positions, and explored with senior executives some of the challenges to encouraging women into management.

The forum considered how senior executives, both as decision makers and role models in their authorities, can contribute to a positive change. Attendees benefited from hearing from two senior public sector leaders, Mr Richard Sellers (Director General of the Department of Mines and Petroleum) and Ms Gail McGowan (then Deputy Director General State Initiatives, Department of State Development, and now Director General of the Department of Planning) about their views and experiences. Themes arising from the forum included the importance of strong organisational values and a positive culture that respects diversity, and the need for a proactive approach to flexible work practices. These themes are informing the development of strategies to assist public authorities to achieve a better representation of women in leadership.

This year saw an increase in the proportion of youth employed in local government authorities and mature workers in some sectors. Harnessing the corporate knowledge and experience of mature workers and engaging with the next generation entering into public employment remains a priority. I anticipate continuing to work with the Commission on targeted programs to improve outcomes for these groups over the coming year.

I conclude with thanking public authorities for their commitment to improving workforce diversity and their contribution to the information in this report.

I also thank the Public Sector Commissioner, Mr Mal Wauchope, for his continued support, and my team for their dedication to advancing the equity and diversity agenda.

I look forward to continuing to engage with public authorities and other stakeholders to improve the representation and distribution of diversity groups in public employment.



Fiona Roche
Director of Equal Opportunity in Public Employment

The role of the DEOPE

The DEOPE is a statutory officer appointed by the Governor to perform the functions outlined in Part IX of the EO Act.

The DEOPE's role exists to ensure all employees in public authorities have equal opportunity in their workplace and are not subject to discrimination in employment. This role is guided by the following functions set out in s. 143 of the EO Act:

- advising and assisting public authorities to develop equal employment opportunity (EEO) management plans
- evaluating the effectiveness of EEO management plans in achieving the objects of Part IX of the EO Act
- reporting to the Minister on the operation of EEO management plans.

The DEOPE's authority extends to public sector entities, local government authorities, (LGAs), public universities and other authorities (including government trading enterprises, the Police Force and electorate offices). The legislative framework for public authorities is outlined in Appendix A.

The DEOPE's role is integrated with that of the Commission. While legislative responsibilities and jurisdictions are separately defined for the DEOPE and the Commission, there is considerable alignment of functions and ongoing cooperation between the offices in:

- workforce data collection and reporting
- program evaluation
- professional advice and consulting
- promotion of merit and equity in public employment.

The Commission is the accountable authority for the purposes of the *Financial Management Act 2006* and provides staff, accommodation, corporate services and administrative support to the DEOPE.

The DEOPE's Strategic plan 2012–2014

The *Strategic plan 2012–2014* assists the DEOPE in eliminating and ensuring the absence of discrimination in public employment, and in promoting EEO for all employees.

Key result area	DEOPE function	DEOPE work and activities
1. Build and support quality practices in EEO management	<ul style="list-style-type: none">advise and assist public authorities in relation to EEO management plansevaluate the effectiveness of EEO management plans in achieving the objects of Part IX of the EO Act.	<ul style="list-style-type: none">provide guidance to public authorities to support their development and implementation of EEO management plansmake publicly available a range of relevant information services, products and resourcesimplement a program of evaluating the effectiveness of EEO management plans in accordance with the EO Act.
2. Provide high quality, accurate, and timely reporting	<ul style="list-style-type: none">make reports and recommendations as to the operation of EEO management plansmake reports and recommendations on such matters as the DEOPE thinks appropriate.	<ul style="list-style-type: none">support the development and implementation of EEO data collection and reporting initiatives across sectorsprepare and table DEOPE annual reports in Parliamentundertake and report on investigations where and when appropriate in accordance with s. 147 of the EO Actprepare DEOPE input into Commission reports as required.
3. Embrace performance partnering	<ul style="list-style-type: none">consult with persons or peak bodies who are concerned with any or all of the objects of Part IX of the EO Act.	<ul style="list-style-type: none">build and facilitate partnerships across sectors that foster leadership in improving equity and diversity outcomessupport joint initiatives that provide leverage for achieving the objects of Part IX of the EO Act.
4. Establish effective personnel, systems and processes	<ul style="list-style-type: none">ensure accountability in implementation, evaluation and reporting through effective personnel, systems and processes.	<ul style="list-style-type: none">develop and lead a committed and appropriately skilled teamestablish a framework of processes and procedures to ensure the DEOPE can fulfil all required functions.

DEOPE activities and achievements

Improving diversity planning and evaluation

Section 145 of the EO Act requires public authorities to prepare and implement an EEO management plan. In May 2014, there were 264 public authorities in scope under this section of the EO Act and the DEOPE holds plans for 99% of these public authorities.³

Under s. 143 of the EO Act, the DEOPE is required to evaluate the effectiveness of EEO management plans in achieving the objects of Part IX of the Act. The objects relate to eliminating and ensuring the absence of discrimination in employment and promoting EEO for all persons in public authorities. In March 2014, the DEOPE undertook a project to consider how to better assess the effectiveness of EEO management plans and support public authorities to achieve improved diversity outcomes. This resulted in the development of the following key principles to underpin the DEOPE's evaluation of plans:

- all public authorities are effectively supported to enable them to comply with the reporting requirements under the EO Act
- feedback to public authorities is meaningful and its primary purpose is to assist them in achieving their equity and diversity outcomes
- greater use is made of EEO data collected by the DEOPE to provide tailored feedback in relation to performance in diversity employment
- extent of performance evaluation is proportional to the size of the authority in relation to the total relevant sector
- feedback to public authorities is supportive, encouraging and recognises effort, investment and achievements
- successful strategies reported to the DEOPE are shared across sectors to assist public authorities in achieving their equity and diversity outcomes.

³ As a result of machinery of government or other changes, 1% of public authorities have been asked to provide new plans.

In July 2013, the DEOPE collaborated with the Public Sector Commissioner to update *Public Sector Commissioner's Circular 2013-04: EEO management plans and workforce planning in the public sector*. The revised circular encourages public sector entities to develop an integrated workforce and diversity plan, and to continue moving from EEO planning to implementation. To date, 65% of public sector entities have provided an integrated workforce and diversity plan to the DEOPE and 32% have provided a standalone EEO management plan.⁴

Non-public sector authorities such as LGAs, public universities and other authorities (such as government trading enterprises, the Police Force and electorate offices), while not in scope for the Commissioner's circular, can elect to provide an integrated workforce and diversity plan to the DEOPE. However, the four public universities and 95% of other authorities have elected to retain a standalone EEO management plan at this time.⁵

Along with other resources, a range of templates are available on the Commission's website to assist public authorities in the preparation of their EEO management plans. For example, the DEOPE has made a short 'checklist' plan available online to reduce the reporting burden for smaller public authorities. Table 1 provides an overview of the number of checklist plans in place across public authorities.

Table 1 Types of EEO management plans in public authorities, 2014

Public authority groups	Numbers			
	Full plans	Checklists	New plans requested	Total
Public sector entities	70	30	3	103
Non-public sector authorities	39	122	0	161
Total	109	152	3	264

Source: Plans held by the DEOPE's office

Overall, 41% of public authorities have full plans in place and 58% have checklists. All public universities have full plans whereas more than 80% of LGAs have checklists. Other authorities (including government trading enterprises, the Police Force and electorate offices) are almost equally split across the two types of plans.

⁴ As a result of machinery of government or other changes, 3% of public sector entities have been asked to provide new plans.

⁵ This information is not currently available for LGAs.

Improving data collection

Public sector entities are required to report quarterly EEO data through the human resource minimum obligatory information requirement (HRMOIR data is collected by the Commission). Non-public sector authority data is obtained through annual EEO surveys (except data for the Police Force and electorate offices, which is collected through HRMOIR).

This year, the DEOPE undertook to ensure terminology in EEO surveys is consistent with that used by the Australian Bureau of Statistics and HRMOIR. This enabled enhanced comparisons in diversity outcomes between public sector entities and non-public sector authorities.

The EEO data collection process can be challenging where human resource information systems do not record diversity information or where resources or capability is limited within public authorities. In these instances, and predominantly for small and regional LGAs in 2014, the DEOPE's office consults with authorities to assist them in improving their EEO data collection and completing their EEO surveys. These consultations have resulted in the development of more positive relationships across sectors and have facilitated dialogue on improvements for future practices. Feedback from this year is informing planning for the 2015 EEO data collection process.

Supporting Aboriginal employment

As one of the biggest employers in WA, the Government is well placed to make a significant contribution to the economic and social wellbeing of the state by providing Aboriginal employment and career development opportunities across all sectors of public employment.

Since 2011, the Commission's *Aboriginal employment strategy 2011–2015* has assisted public sector entities to focus on long term, sustainable employment opportunities and career pathways for Aboriginal Australians. The strategy describes a range of employment initiatives aimed at contributing to meeting the Aboriginal employment target of 3.2% by 2015.⁶

The DEOPE worked closely with the Commission on the development of the strategy, which supports the attraction, employment, development and retention of Aboriginal employees. The DEOPE is also a member of the 'Aboriginal employment strategy governance group', with one of its tasks being to monitor the implementation and effectiveness of the strategy.

⁶ WA is a signatory to the Council of Australian Governments' *National partnership agreement on Indigenous economic participation*. The council has set a national target of 2.6% representation in the public sector by 2015 (representing the estimated Aboriginal proportion of the total Australian working age population in 2015), and WA has committed to a target of 3.2% for the public sector. In working to this target, WA is mindful that the Australian Bureau of Statistics has estimated the Aboriginal proportion of the WA working age population to be 2.8%, based on the *2002.0 – Census of population and housing: Aboriginal and Torres Strait Islander peoples (Indigenous) profile, 2011 third release*.

In October 2013, the governance group agreed the DEOPE would further engage with public sector entities to better understand the extent and nature of challenges in Aboriginal employment, and to ask them what further support would help them to contribute to the WA public sector target of 3.2%.

Evaluation of Aboriginal employment practices

In early 2014, the DEOPE commenced an evaluation of Aboriginal employment practices in a sample of five public sector entities. The objective of the evaluation was to identify some of the successes and challenges experienced in Aboriginal employment, and further support required to improve the outcomes of programs and initiatives deployed in the sector.

The evaluation approach involved the identification of eight key success factors, considered fundamental to the achievement of Aboriginal employment outcomes. The key success factors were leadership, awareness, culture, strategic alignment, recruitment and selection, retention, monitoring, and reporting.

The evaluation studied the extent to which these factors were developed in a representative sample of five public sector entities. The five sample entities were selected to allow for a cross section of organisational function and size, and Aboriginal representation.

The following questions framed the evaluation process:

- Is there strong visible leadership and high level sponsorship at executive level?
- Is there strong understanding and appreciation of cultural diversity?
- Is there an inclusive and welcoming work culture?
- Is there strong alignment between strategic objectives and Aboriginal employment outcomes?
- Do clear recruitment strategies exist to support the employment of Aboriginal Australians?
- Is there a flexible work environment that supports career development opportunities for Aboriginal employees?
- Are Aboriginal employment initiatives regularly reviewed and analysed through a continuous improvement cycle?
- Is data collected and used to report on the alignment of core business with Aboriginal employment?

For the five public sector entities, the evaluation was conducted by:

- obtaining the views of their human resource managers, Aboriginal employment officers and workforce planners through face to face meetings
- considering the nature, maturity and status of relevant strategies referenced in their EEO management and workforce and diversity plans
- observing commitment to the Aboriginal employment agenda in their corporate documentation.

Innovative practices

Many examples of innovative approaches to Aboriginal employment practices were observed through the evaluation process. Some better practice strategies within public sector entities included:

- cultural awareness modules built into selection and recruitment training to improve understanding of Aboriginal cultural considerations
- advanced Aboriginal awareness training incorporated in manager and supervisor professional development programs to strengthen cultural competence
- an authority ‘champion’ at the senior executive level to drive Aboriginal employment outcomes
- the use of local and broader Aboriginal networks to advertise vacancies and achieve good business outcomes.

Challenges experienced in employment

A number of challenges in achieving Aboriginal employment outcomes were identified, such as:

- a lack of regular sharing of Aboriginal employment ‘good practice’ and knowledge across public sector entities
- competition with the mining and resources sector, which impacts on the retention of Aboriginal expertise in the public sector.

Support factors

The evaluation indicated that Aboriginal employment outcomes are best achieved when supported by:

- senior leadership committed to Aboriginal employment outcomes through measurable key performance indicators
- a robust corporate induction process covering all aspects of EEO and supported by cultural awareness and training, which provide an important platform for understanding and inclusiveness
- a culturally competent professional development program that adds value to the retention of Aboriginal employees
- aligned planning processes combining corporate strategic planning and workforce and diversity planning.

Next steps

The DEOPE will share more detailed information on the evaluation with the ‘Aboriginal employment strategy governance group’ and intends to separately release a report on this body of work in the future.

One of the strategic objectives of the Commission's Centre for Public Sector Excellence is to increase the representation of diversity groups. The DEOPE continues to work with the Centre and the governance group to assist in increasing the representation of Aboriginal Australians in the public sector.

The Centre is progressing options for more information sharing and professional development opportunities across the sector.

Supporting women in management

During late 2013, the DEOPE analysed information gathered by the Commission for a women in senior leadership research project. The following practical initiatives were reported to support women at senior levels in the public sector:

- managing organisational culture
- observing and engaging with role models in the workplace
- building rapport with mentors to receive support and guidance, and be challenged
- undertaking personal and professional growth, such as taking risks, stretching skills and experience, and working across organisations where possible
- building self-confidence, such as 'speaking up', participating in meetings and networking, both formally and informally (similar to the Australian Public Service⁷)
- working in a supportive environment, with flexible conditions for all employees, that enables work and home life to be well balanced.

In March 2014, the DEOPE hosted a diversity forum entitled 'Bridging the gap – women in leadership' for senior executives in the public sector to share the findings of the Commission's women in senior leadership research project. Mr Richard Sellers, Director General of the Department of Mines and Petroleum and Ms Gail McGowan, former Deputy Director General State Initiatives at the Department of State Development (now Director General of Department of Planning), spoke to attendees about their own experiences and challenges in supporting women in leadership.

Both speakers highlighted the importance of challenging the prevailing norms that work against flexibility in employment, and eliminating any unconscious bias against women in management. They also noted the importance of developing a positive culture with strong organisational values, which sets clear standards in relation to equity and diversity for both men and women, and for leaders to model these values.

Ongoing consultation with senior executives and human resources practitioners will drive the development of practical strategies and initiatives to assist in increasing the proportion of women in leadership positions.

⁷ Australia and New Zealand School of Government's Institute for Governance 2013, *Not yet 50/50: Barriers to the progress of senior women in the Australian Public Service*.

Supporting good mental health in the workplace

The EO Act addresses discrimination on the grounds of ‘impairment’, which has a broad definition under the Act and includes mental illness and other disability.

In line with the objects of Part IX of the EO Act, the DEOPE collaborated with the Commission and Mental Health Commission to develop and launch *Supporting good mental health in the workplace – A resource for agencies* in June 2014.

Targeted at chief executives and managers, the guide provides information about:

- mental health in the workplace
- the legal and ethical responsibilities of employers
- activities and strategies for creating a supportive and inclusive work environment
- links to other resources and support services.

Preventing workplace bullying

In November 2013, the DEOPE contributed to the development of the Commission’s *Prevention of workplace bullying in the WA public sector – A guide for agencies*. Factors that may contribute to workplace bullying include diversity characteristics such as age, gender, ethnicity, disability, religion, political views and sexual preference, all of which are covered by Part IX of the EO Act.

The workplace guide encourages public sector entities to have appropriate systems and processes in place to prevent and address bullying. The avenues for raising concerns and reporting allegations of bullying are also covered.

The DEOPE is a member of the ‘Senior officers’ workplace bullying and associated issues group’ convened by the Department of Commerce. The group comprises a number of public sector representatives who address matters such as inappropriate or unreasonable treatment in the workplace. A matrix of legislation, support services and other information has been developed by the group, with a view to identifying potential gaps and enhancing service delivery to the community.

Updating online resources

To enhance the focus on diversity planning, while reflecting its integration with broader workforce planning, the DEOPE's online resources were reviewed in early 2014. This review included an audit of EEO management tools and updates to workforce and diversity planning advice.

Anecdotal evidence indicated more targeted support in this area was needed by LGAs. As a result, a customised page was developed on the Commission's website in August 2014, covering EEO management and planning information specifically tailored to LGAs.

The DEOPE is currently working with the Commission to ensure any online EEO information and advice is accessible, such as by vision-impaired employees.

Reviewing organisational structures under the EO Act

In accordance with a request from the WA Attorney General, the Commission examined the organisational structures that would enable the most efficient and effective achievement of the EO Act's objects. As well as making a submission to the review, as a member of the reference group, the DEOPE contributed to the examination of the roles and structures of the Equal Opportunity Commission and the DEOPE.

The examination was concluded in August 2014, with the Public Sector Commissioner providing advice and recommendations to the Attorney General. The review recommendations are currently under consideration by the Attorney General.

Reviewing the policy framework for substantive equality

In November 2013, the DEOPE collaborated with the Commission to review and update *Public Sector Commissioner's Circular 2009-23: Implementation of the policy framework for substantive equality*, following the abolition of the Equal Opportunity Commission's Substantive Equality Unit. The updated circular outlines the requirement for public sector departments to implement the Equal Opportunity Commission's *Policy framework for substantive equality*, and also provides links to further resources.

Future activities

The DEOPE has planned a number of activities for 2014/15, including:

- research into best practice initiatives, occurring nationally and internationally, to improve diversity and build an inclusive workplace culture
- leading a diversity forum for the public sector, LGAs and/or public universities
- further consideration of strategies to increase the representation of women in management
- progressing any actions that flow from Government's consideration of the review of organisational structures under the EO Act
- improving EEO data quality for public authorities.

A program of diversity awareness raising will also commence across public authorities, to include key findings from the DEOPE's research and annual reports. The DEOPE will present information to smaller authorities where requested, and prepare information for public authorities to use in their own awareness raising.

Outcomes for diversity in public employment

EEO data collection

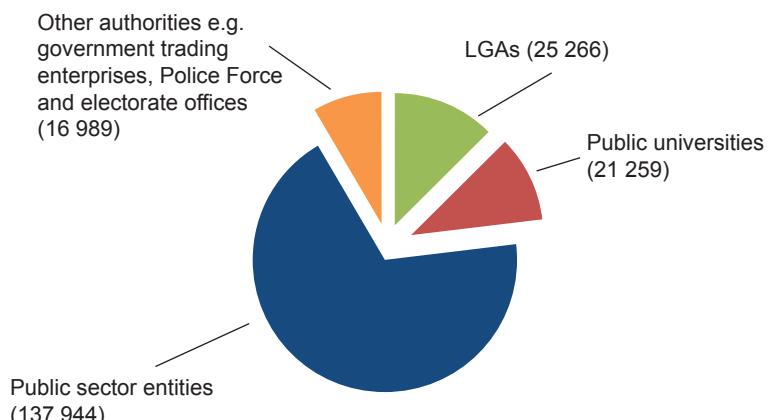
Each year, the DEOPE collects EEO data from public authorities and determines the representation and distribution across salary levels of diversity groups. As well as supporting public authorities to meet their obligations to report annually to the DEOPE under s. 146 of the EO Act, this data assists the DEOPE in evaluating the effectiveness of EEO management plans.

At 30 June 2014, the DEOPE received EEO data through the HRMOIR process for 108 public sector entities (including the non-public sector authorities of the Police Force and the electorate offices). The remaining non-public sector authorities provided data through EEO surveys as follows:

- 138 LGAs (March 2014)
- 4 public universities (March 2014)
- 20 other authorities, including government trading enterprises (June 2014).

Figure 1 provides total employee numbers within each sector reporting to the DEOPE. There was a total of 201 458 employees across all public authorities reporting in 2014. Appendix B provides a list of these public authorities.

Figure 1 Public authorities reporting to the DEOPE, 2014



Source: EEO surveys and HRMOIR

Employment outcomes

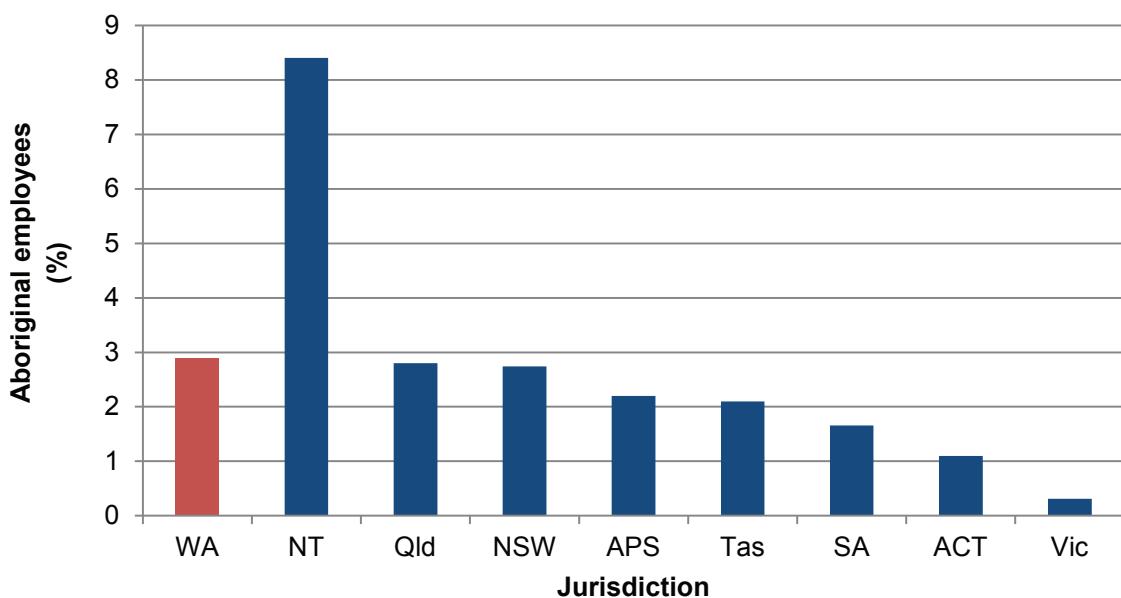
Aboriginal Australians

WA is a signatory to the Council of Australian Governments' (COAG's) *National partnership agreement on Indigenous economic participation*. This partnership aims to halve the gap in employment outcomes between Aboriginal and non-Aboriginal Australians within a decade. In 2011, 38% of Aboriginal Australians (aged 15 years and over) in WA were employed, compared to 65% of non-Aboriginal Australians.⁸

COAG's agreement sets a national target of 2.6% Aboriginal representation in the public sector workforce, and WA has committed to a target of 3.2% by 2015. In working towards this target, WA is mindful that the Australian Bureau of Statistics has estimated Aboriginal representation in the WA working age population (i.e. between 15 and 64 years) is 2.8%.⁹ It is also recognised that public sector entities face some challenges in Aboriginal employment, particularly in the context of competition for labour from the mining and resources sector.

The proportion of Aboriginal Australians in the WA public sector this year (2.9%) compared favourably to the estimated proportion in the WA working age population (2.8%). The WA public sector also continued to have one of the highest representations across all Australian jurisdictions as seen in Figure 2.

Figure 2 Representation of Aboriginal employees across public sector jurisdictions, 2013 and 2014



Source: HRMOIR and other jurisdictions' publications (see Appendix D)

⁸ Australian Bureau of Statistics 2013, 2002.0 – *Census of population and housing: Aboriginal and Torres Strait Islander peoples (Indigenous) profile, 2011 third release*.

⁹ Ibid.

Table 2 provides a snapshot of Aboriginal Australians in the WA public sector in June 2014. This shows most Aboriginal employees were women, and were fairly evenly split across metropolitan and regional work locations. A substantial proportion were mature workers and, across the salary bands, the largest proportion (32.4%) was employed at the *Public Service and Government Officers General Agreement 2011* (PSGOGA) equivalent Level 1 salary band or below (up to \$53 150 per annum).

At 10.1%, permanent Aboriginal staff had a higher rate of separation from their organisations than permanent public sector staff (8.1%). The Aboriginal workforce also had a slightly higher representation of people with disability than the broader public sector (2.8%, compared to 2.3% respectively).

Table 2 Aboriginal workforce within the WA public sector, 2014

Aboriginal employees (number)	PSGOGA equivalent salary bands (%)	
Headcount	2 390	Level 1 and below 32.4
FTE	1 910.1	Level 2 15.6
Employment type (%)		
Permanent	72.6	Level 3 10.0
Fixed term	21.3	Level 4 13.4
Casual	4.5	Level 5 11.3
Others	1.6	Level 6 11.3
		Level 7 4.3
		Level 8 1.0
		Level 9 0.4
Perth metropolitan area	44.4	Class 1 and above 0.4
Regional WA	55.6	
Geographical distribution (%)	Separation rate (%)	
Women	75.1	Permanent staff from public sector entity 10.1
Men	24.9	
Gender (%)	Senior management (% on headcount basis)	
Less than 25	8.5	Senior Executive Service 0.13
25 to 44	46.3	
45 and over	45.2	Disability status (% on headcount basis) Ongoing disability and employment restriction 2.8

Note: All percentages, apart from separation rate, represent proportions of the total Aboriginal workforce.
Source: HRMOIR

Table 3 shows the representation of Aboriginal Australians in public employment over time. There has been little change this year, with the exception of a decrease in the proportion of Aboriginal outdoor workers in LGAs. This decrease appears to be due to LGAs collecting more staff diversity information, thus resulting in a more representative statistic for Aboriginal Australians this year.

A public sector recruitment freeze and round of voluntary severances appears to have had some impact on the overall representation of Aboriginal Australians in the public sector this year (with at least 60 Aboriginal staff either not commencing traineeships, or leaving the sector with severance packages). While this is not a large number of employees, and trainees may have been able to take up positions after 1 July 2014, small numbers can make a difference when representation is low. Improvements in data collection by public authorities have also impacted on representation this year.

It should be noted that Aboriginal employment statistics have some limitations due to non-identification of Aboriginal status. For example, in HRMOIR data provided by public sector entities at 30 June 2014, Aboriginal status was not identified for 40% of employees (54 950).¹⁰

Table 3 Aboriginal Australian representation, 2010 to 2014

		Representation (%)				
		2010	2011	2012	2013	2014
Public sector	All staff	2.9	3.1	3.3	3.0	2.9
LGAs	Indoor workers	1.4	n/a	1.8	1.7	1.4
	Outdoor workers	6.4	n/a	6.1	6.3	4.6
Public universities	Academic staff	1.2	1.3	1.2	1.0 [^]	0.9
	General staff	1.2	1.2	0.9	1.1 [^]	0.9
Other authorities	All staff	1.1	1.1	1.4	1.5	1.6

Note: For Tables 3 and 4, for 2011, the reporting date for LGAs was changed from December 2011 to March 2012. This change resulted in no LGA data for 2011.

[^]Public university representation for 2013 differs from last year's report due to improvements in data collection and reporting.

Source: EEO surveys and HRMOIR

10 Each year, public sector entities provide workforce data, including EEO data, through the HRMOIR process. If an employee moves to another entity, the data for that individual is not retained in HRMOIR and will only be captured if the new entity collects EEO data for that individual.

Table 4 shows the distribution of Aboriginal Australians across salary levels (equity index¹¹) in public employment. There has been little significant change this year.

Table 4 Aboriginal Australian distribution (equity index), 2010 to 2014

		Distribution				
		2010	2011	2012	2013	2014
Public sector	All staff	41	36	35	39	41
LGAs	Indoor workers	65	n/a	61	60	59
	Outdoor workers	93	n/a	91	90	87
Public universities	Academic staff	76	76	71	85	90
	General staff	53	56	51	61	57
Other authorities	All staff	52	46	51	49	53

Source: EEO surveys and HRMOIR



Public sector trainees undertaking the 'Aboriginal traineeship program'

¹¹ The equity index measures the distribution of a diversity group across salary levels. The ideal index is 100, with an index of less than 100 indicating that a diversity group is concentrated at lower salary levels.

Under s. 50(d) of the EO Act, it is recognised that services to Aboriginal Australians may be most effectively delivered by Aboriginal employees. To ensure an open and accessible employment process for all diversity groups, the DEOPE encourages public sector entities to consider the *Aboriginal employment strategy 2011–2015* and other human resource flexibilities in their approach to workforce planning, position development and recruitment.



The Public Sector Commission's Manager Aboriginal Employment presenting at the Aboriginal traineeship graduation ceremony, November 2013

Consistent with the findings of the evaluation of Aboriginal employment practices, the DEOPE is keen to share good practice examples showcasing the work of public authorities to increase the representation of Aboriginal Australians. Some examples of good practice in Aboriginal employment in public authorities are provided in the following case studies.

Case study

Aboriginal health worker up-skilling in the Department of Health

The Department of Health's 'Aboriginal health worker up-skilling project' is a three year project to further develop the knowledge, skills and abilities of Aboriginal health workers, enabling them to meet the requirements of the nationally accredited qualification, Certificate IV in Aboriginal and/or Torres Strait Islander Primary Health Care (Practice).

Health consulted extensively with Aboriginal Australians about what is needed to deliver culturally secure health care in communities. This included building sustainable relationships, gaining trust, and tailoring the project according to the community's needs.

Delivered by five Aboriginal registered training organisations, the training met the Aboriginal health workers' learning needs in terms of flexibility and clinical placement times and locations. Training was undertaken with existing primary health care teams, particularly in regional and remote locations where service delivery and accessibility present significant workforce attraction and retention issues.

Specific training was developed to address identified gaps in training for eye, ear and oral health. The evaluation of the 'Ear health' program revealed that over 70% of Aboriginal health workers have used the new skills they acquired, and almost 60% have identified an ear or hearing related condition and made a referral that resulted in the client receiving treatment.

The project led to the issuing of over 400 health related qualifications that will directly benefit the Aboriginal health workers' careers and encourage them to consider new career pathways. The up-skilling project is a finalist in the 2014 'Premier's awards for excellence in public sector management'.



Public Sector Commission staff discussing the *Aboriginal employment strategy 2011–2015*

Case study

The Housing Authority's Aboriginal trainees transition to employment

The Housing Authority has been participating in the Commission's 'Aboriginal traineeship program' since its inception in 2012.

The Authority has committed to host six trainees per year and offer a permanent full-time position with the Authority to every trainee who completes the program. Trainees have been placed in offices across the state including Broome, Port Hedland, Geraldton, Kalgoorlie, Fremantle, Mirrabooka, Midland and Perth. To date, 11 people from the program have completed their traineeships and accepted full-time positions.

There has been a number of initiatives implemented to support the trainees during the program, and as they transition into employment, such as:

- managers being encouraged to complete the Commission's 'Supervising Aboriginal staff' training program
- Aboriginal mentors being assigned to each trainee to support them in cultural security and work/life balance
- buddies being assigned to each trainee to provide practical support with work related issues, and a safe and accessible 'go to' person
- new employees from the traineeship program acting as role models in meeting regularly with trainees to provide support and share information.

The Authority supports new employees from the traineeship program to continue with their studies through Certificate in Government courses and the assignment of five hours per week of study leave during work hours. Supervisors ensure that relevant work is allocated to support their course requirements. A desired outcome is to develop the knowledge and skill base of new employees to ensure they have opportunities for career advancement.

The supervisors, mentors, buddies, trainees and new employees also attend an annual session to consider what is working well in the traineeship program and to provide feedback for improvements.



Public Sector Commission staff reviewing Aboriginal employment strategies from public authorities

Case study

Aboriginal employment in the Water Corporation

The Water Corporation has implemented an ‘Aboriginal and Torres Strait Islander recruitment standard’ that supports a number of wider initiatives, including the Corporation’s ‘Reconciliation action plan 2013-15’. The aim of the standard is to help shape the Corporation’s workforce to be more representative of the WA community, with the Corporation aiming for an employment target of 3.2% Aboriginal representation by 2018. The recent introduction of the standard has helped to boost Aboriginal representation by 36% in the past 12 months,¹² with all new appointments retained.

The Corporation has worked closely with partnering bodies from Aboriginal organisations, such as the Clontarf Foundation and Wirrpanda Foundation, to develop a shared understanding of Aboriginal culture and communities in the approach to Aboriginal recruitment. The proactive establishment of ongoing relationships with Aboriginal communities and corporate partners has been essential to maximising Aboriginal applicants e.g. through the ‘Yokai forum’, secondary schools, tertiary institutions, employment agencies and job network agencies. The Corporation has also researched where Aboriginal job seekers find job postings and career information, and has showcased opportunities at career fairs and Aboriginal employment and training workshops.

Providing a welcoming environment has been key to the improvement in recruitment and retention of Aboriginal employees over the last 12 months. The Corporation carries out extensive cultural awareness training for all employees, including supervisors of Aboriginal employees. Relevant programs for hiring managers and candidates include:

- the opportunity to have a workplace buddy and Aboriginal mentor to assist in addressing cultural issues or barriers
- access to mentors trained through the Corporation’s mentoring program
- the provision of support to hiring managers to ensure the workplace is culturally safe and welcoming.

The monitoring of Aboriginal employment assists to identify any possible issues. The equity and diversity manager works collaboratively with the relevant manager and employees to find solutions as needed.



Water Corporation staff at their annual National Aborigines and Islanders Day Observance Committee (NAIDOC) celebrations in July 2014

¹² Source: EEO survey data provided to the DEOPE by the Water Corporation in 2013 and 2014.

People with disability

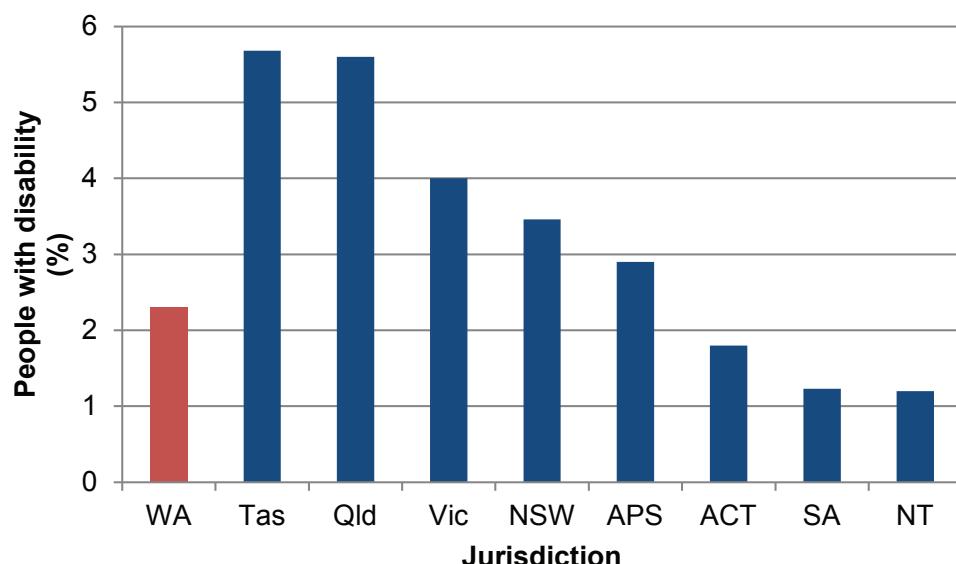
In 2012, WA committed to COAG's *National disability agreement*. This national partnership aims to drive improved services in delivering outcomes for people with disability, and to ensure people with disability participate as valued members of the labour force and broader community.

The Australian Bureau of Statistics has estimated the working age representation of people needing assistance with core activities (i.e. those aged between 15 and 64 years with profound or severe disability in self-care, mobility and/or communication) to be 1.9% in WA.¹³

The DEOPE works collaboratively with the Commission on the *Disability employment strategy 2013–2015* and aims to improve participation, inclusion and access for people with disability across the public sector. The DEOPE is also a member of the 'Public sector employment of people with disability reference group', which monitors the implementation and effectiveness of the strategy. This group has most recently focused on public sector recruitment practices, such as optimising selection processes for people with disability.

Figure 3 shows the proportion of people with disability in the WA public sector this year (2.3%), which positions WA close to midway across the Australian jurisdictions. The WA result compares favourably to the estimated proportion in the WA working age population needing assistance with core activities (1.9%).

Figure 3 Representation of employees with disability across public sector jurisdictions, 2013 and 2014



Source: HRMOIR and other jurisdictions' publications (see Appendix D)

¹³ Australian Bureau of Statistics 2012, 2011 *Census of population and housing*.

Table 5 provides a snapshot of people with disability in the WA public sector in June 2014. This shows the majority of employees with disability were women and working in the Perth metropolitan area. A large proportion comprised mature workers and people with disability showed a fairly equitable distribution across PSGOGA equivalent salary bands.

At 10.6%, permanent employees with disability had a higher rate of separation from their organisations than permanent public sector staff (8.1%).

Table 5 Employees with disability in the WA public sector, 2014

Employees with disability (number)	PSGOGA equivalent salary bands (%)		
Headcount	1 953	Level 1 and below	16.4
FTE	1 576.6	Level 2	13.0
Employment type (%)			
Permanent	81.6	Level 4	17.6
Fixed term	11.5	Level 5	12.7
Casual	5.5	Level 6	19.0
Others	1.4	Level 7	7.3
Geographical distribution (%)			
Perth metropolitan area	77.2	Level 8	3.0
Regional WA	22.8	Level 9	0.9
Class 1 and above			1.4
Gender (%)	Separation rate (%)		
Women	60.4	Permanent staff from public sector entity	10.6
Men	39.6		
Age (% in years)	Senior management (% on headcount basis)		
Less than 25	2.7		
25 to 44	35.3	Senior Executive Service	0.41
45 and over	62.0		

Note: All percentages, apart from separation rate, represent proportions of the total workforce with disability.

Source: HRMOIR

Table 6 shows the representation of people with disability in public employment over time. There was a slight trend downwards this year across most sectors although this decrease appears to be due to improvements in data collection by public authorities this year.

It should be noted that statistics on disability employment have some limitations due to non-identification of disability status. For example, in HRMOIR data provided by public sector entities at 30 June 2014, disability status was not available for 40% of employees (54 512).¹⁴

Table 6 Representation of people with disability, 2010 to 2014

		Representation (%)				
		2010	2011	2012	2013	2014
Public sector	All staff	3.5*	4.2*	4.8*	2.6	2.3
LGAs	Indoor workers	1.8	n/a	1.7	1.7	1.4
	Outdoor workers	3.3	n/a	3.1	2.9	3.0
Public universities	Academic staff	1.4	1.9	1.7	1.8^	1.4
	General staff	1.5	1.7	1.3	1.5^	1.2
Other authorities	All staff	1.7	1.5	1.5	1.6	1.4

Note: For Tables 6 and 7, for 2011, the reporting date for LGAs was changed from December 2011 to March 2012. This change resulted in no LGA data for 2011.

* In 2013, the Department of Health identified a significant over-reporting error for employees with disability. This means the public sector figures for 2010 to 2012 reflect an over-representation of employees with disability.

^Public university representation for 2013 differs from last year's report due to improvements in data collection and reporting.

Source: EEO surveys and HRMOIR

Table 7 shows the distribution of people with disability across salary levels (equity index) in public employment. While representation may have decreased slightly, the equity index for people with disability increased across all sectors. This indicates people with disability are more evenly distributed across salary levels this year.

14 Each year, public sector entities provide workforce data, including EEO data, through the HRMOIR process. If an employee moves to another entity, the data for that individual is not retained in HRMOIR and will only be captured if the new entity collects EEO data for that individual.

Table 7 People with disability distribution (equity index), 2010 to 2014

		Distribution				
		2010	2011	2012	2013	2014
Public sector	All staff	95*	95*	100*	87	99
LGAs	Indoor workers	74	n/a	77	78	92
	Outdoor workers	91	n/a	83	81	84
Public universities	Academic staff	108	104	97	101	104
	General staff	72	77	76	76	84
Other authorities	All staff	136	86	91	88	97

Source: EEO surveys and HRMOIR

Between 1 July 2013 and 1 April 2014, 16% of full-time trainees were people with disability and 12% of school based trainees were people with disability.

A public sector example of employing trainees with disability is described in the following case study.

Case study

The Department of the Attorney General – Trainees with disability

Consistent with its commitment to employing people with disability, the Department of the Attorney General (DotAG) instigated research into developing a disability employment strategy. The research investigated the rates of employment for people with disability around Australia. It was determined that DotAG's strategy should focus on employing more people with disability and destigmatising disability in the workplace. In developing the strategy, DotAG's barriers to employment, recruitment and retention of people with disability were examined in conjunction with best practice in other public sector entities.

The strategy was developed in conjunction with DotAG staff, disability employment providers and the Commission. Implemented across DotAG, including regional offices, a key success factor was the focus on traineeships. The first intake of trainees with disability was in October 2013 with traineeships due to conclude in October 2014.

Preliminary findings on the success of the traineeships indicate that DotAG has reduced negative perceptions of, and barriers to, working with people with disability.

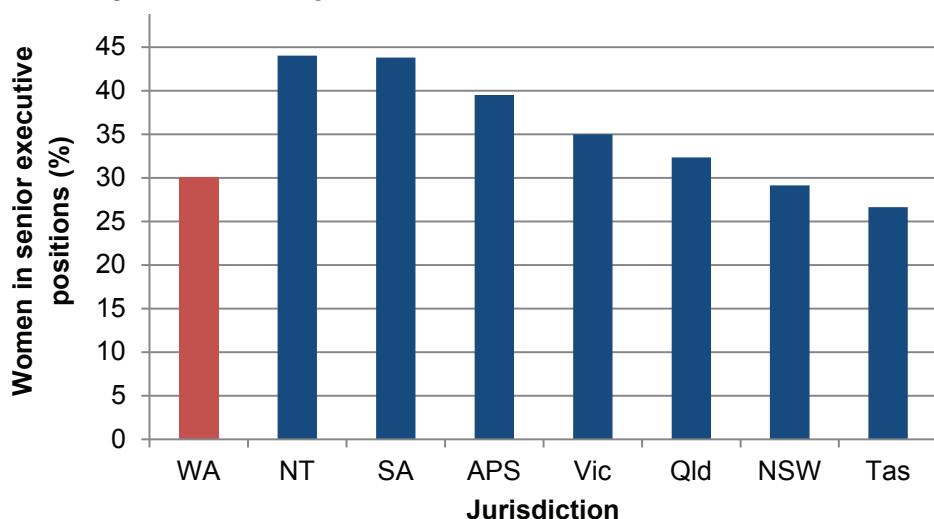
Continuing the traineeships will be key in ensuring DotAG services better meet the needs of clients and staff and in promoting DotAG as an employer of choice for people with disability.

Women in management

In accordance with the objects under Part IX of the EO Act, the DEOPE works to eliminate discrimination in employment on the grounds of sex, among other factors. Improving the representation of women in management continues to present a challenge for public employment. Similar issues are experienced across the private sector, with only 9.7% of executive management positions in Australia's top 200 companies being held by women.¹⁵

Figure 4 shows the proportion of women in the WA Senior Executive Service (SES) this year has risen to 30.1%. This continues to be lower than most other Australian jurisdictions. However, women comprised 29% of the chairs of WA government-appointed boards and committees in 2013, which is higher than for board directors of Australia's top 200 companies (17%).¹⁶

Figure 4 Representation of women in senior executive positions across public sector jurisdictions, 2013 and 2014



Source: HRMOIR and other jurisdictions' publications (see Appendix D)

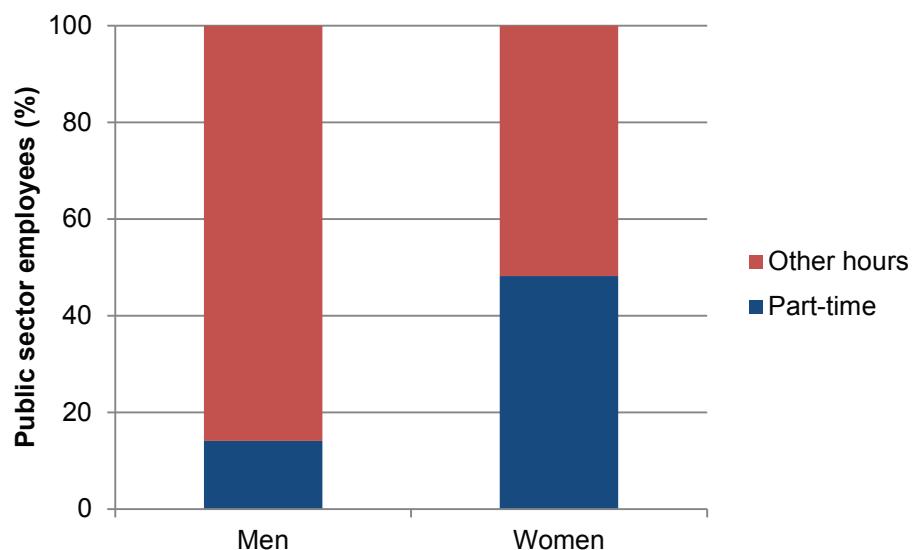
¹⁵ Equal Opportunity for Women in the Workplace Agency 2012, 2012 Australian census of women in leadership.

¹⁶ Department of Local Government and Communities 2014, *Being board ready: a guide for women*.

Women made up the majority (71.9%) of the WA public sector workforce at June 2014. Of these women, a substantial proportion worked part-time.

Figure 5 shows that 48.2% of all women in the public sector worked part-time, compared to 14.1% of all men. It is likely that more women seek part-time arrangements to accommodate the needs of their families.¹⁷ This corresponds to a decline in women's participation rates in the 30 to 35 year age bracket for the public sector (HRMOIR data for June 2014) and aligns to the Australian Bureau of Statistics' findings¹⁸ that mothers with dependents have a much lower labour force participation rate than fathers with dependents.

Figure 5 Public sector employees working part-time by gender, 2014



Source: HRMOIR

It is possible that the interruption to women's careers when they move to part-time employment contributes to the lower representation of women in leadership positions. Women may miss out on important development and progression opportunities while they are out of the workplace and also when working part-time. This can affect their educational and occupational choices, with some careers or jobs seen as more 'family-friendly' than others,¹⁹ and may be helping to drive the pay gap for women and men across the public sector.

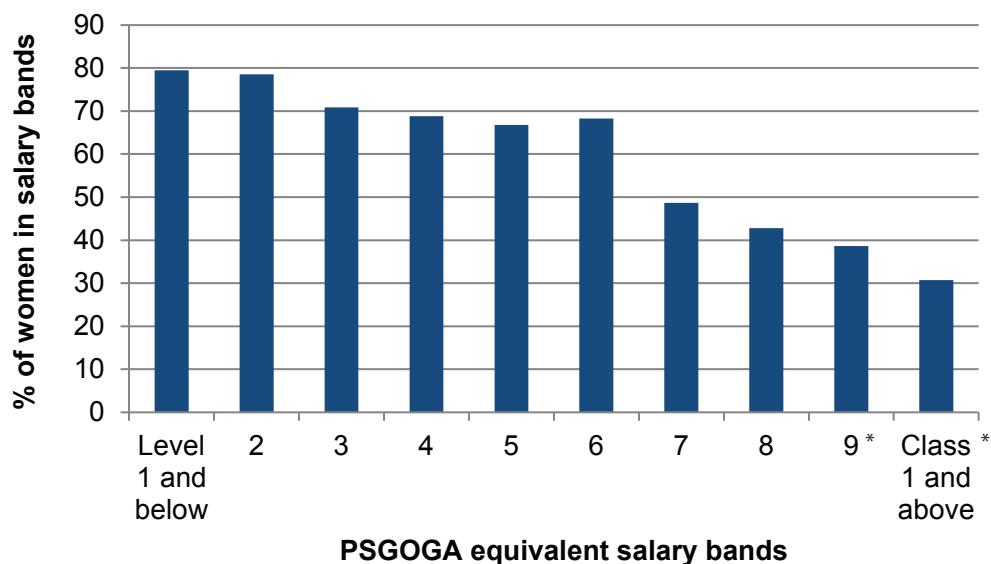
17 Australian Bureau of Statistics 2006, *4102.0 – Australian social trends, 2006*.

18 Australian Bureau of Statistics 2014, 'Women's participation in the labour force lower than men's' media release.

19 Workplace Gender Equality Agency, 'Behind the gender pay gap' webpage.

Figure 6 shows that women made up most of the public sector workforce at the lower PSGOGA equivalent salary bands (Level 6 and below) in June 2014. Around 80% of public sector employees at the Level 1 equivalent salary band (up to \$53 150 per annum) were women.

Figure 6 Representation of women across PSGOGA equivalent salary bands in the public sector, 2014



* These PSGOGA equivalent levels include both SES and non-SES employees receiving similar remuneration packages under PSGOGA and other awards/agreements such as the *WA Health - Health Services Union Award 2006* and the *Teachers (Public Sector Primary and Secondary Education) Award 1993*.

Source: HRMOIR

Representation continues to reflect the percentage of women overall in the public sector, until women reach Level 7. At this level and above, which coincides with classification levels where management roles are prevalent, the percentage of women steadily declines. HRMOIR data suggests women reaching this mid-level classification are often in the 30 to 35 year age group, when the advent of family responsibilities is likely.

Table 8 shows the representation of women in management across public authorities over time. This year, there were increases in the representation of women at most public sector management levels. There were also increases in women working at the chief executive level in LGAs, and at tier 3 management levels in public universities and other authorities (including government trading enterprises, the Police Force and electorate offices).

Table 8 Representation of women in management, 2010 to 2014

		Representation (%)				
		2010	2011	2012	2013	2014
Public sector	SES	26.7	26.4	27.6	29.2	30.1
	Tier 1	27.7	29.6	31.4	26.2	29.3
	Tier 2	36.9	35.6	33.7	35.4	34.8
	Tier 3	39.0	40.0	40.5	42.0	42.7
LGAs	Tier 1 (indoor workers)	7.8	n/a	7.9	8.6	12.3
	Tier 2 (indoor workers)	28.3	n/a	34.2	32.1	30.0
	Tier 2 (outdoor workers)	13.4	n/a	6.9	1.6	1.8
	Tier 3 (indoor workers)	39.1	n/a	38.0	37.2	38.0
	Tier 3 (outdoor workers)	11.5	n/a	9.3	11.0	6.7
Public universities	Tier 1 (academic and general staff)	25.0	25.0	25.0	25.0	25.0
	Tier 2 (academic and general staff)	37.5	40.0	39.1	33.3	36.4
	Tier 3 (academic and general staff)	36.0	41.4	36.4	40.8	47.2
Other authorities	Tier 1	10.5	10.5	5.3	10.0	5.0
	Tier 2	16.0	16.1	18.3	19.1	17.6
	Tier 3	19.3	21.1	20.7	19.5	27.0

Note: For Tables 8 and 9, for 2011, the reporting date for LGAs was changed from December 2011 to March 2012. This change resulted in no LGA data for 2011.

Source: EEO surveys and HRMOIR

Table 9 shows the distribution of women across salary levels (equity index) in public employment.²⁰ There has been some improvement this year in the equity index for women in other authorities. This indicates women in other authorities are more evenly distributed across salary levels this year.

Table 9 Distribution (equity index) of women, 2010 to 2014

		Distribution				
		2010	2011	2012	2013	2014
Public sector	All staff	67	69	69	71	72
LGAs	Indoor workers	83	n/a	79	81	78
	Outdoor workers	92	n/a	87	88	84
Public universities	Academic staff	69	70	71	72	70
	General staff	81	82	83	84	85
Other authorities	All staff	77	65	66	65	71

Source: EEO surveys and HRMOIR



Director of Equal Opportunity in Public Employment with Public Sector Commission staff

²⁰ Distribution is not available for women in management because salary levels closely correlate with age and experience.

The following case study highlights the Shire of Mundaring's commitment to supporting women in senior leadership roles.

Case study

Shire of Mundaring – Supporting women in leadership roles

The Shire of Mundaring has demonstrated a strong commitment to supporting women in leadership roles. This has been achieved through instilling an organisational culture that supports the Shire's values of respect, integrity, diversity and communication. The Shire also has a leadership capability framework to link these values to leadership position outcomes.

Embedding the leadership framework and values into the workplace has been supported by human resource policies that provide for flexibility in work arrangements. One innovative way this has translated into practice is the Shire's support of an onsite, staff-led crèche. The Shire has designated a room for the crèche that provides after school care for children of staff as required.

The workplace culture, commitment and support for women in the Shire has been a strong attraction incentive for those seeking leadership roles. With 28%²¹ of senior positions at the Shire being held by women, women are able to continue their senior leadership roles while balancing family commitments such as caring for young children.

People from culturally diverse backgrounds

The Government continues to support and encourage an inclusive workforce that values and supports cultural and linguistic diversity in delivering services. This commitment is demonstrated through:

- Department of Training and Workforce Development's *Western Australian skilled migration strategy*, which aims to attract skilled labour from interstate and overseas to support service delivery
- Office of Multicultural Interests' *Western Australian language services policy 2014*, which seeks to ensure that people from culturally diverse backgrounds are not restricted in accessing services
- Office of Multicultural Interests' *Multicultural planning framework*, which is designed to assist LGAs to integrate multicultural initiatives and principles into planning and reporting processes.

The Australian Bureau of Statistics has estimated people from culturally diverse backgrounds make up 14.0% of the population in WA.²² This predominantly includes people from India, Malaysia, Philippines, China, Vietnam and Singapore.

21 EEO survey received by the DEOPE from the Shire of Mundaring.

22 Australian Bureau of Statistics 2012, *2011 Census of population and housing*.

The DEOPE participates in the ‘WA culturally and linguistically diverse across government network’ (WACAN). This group shares information, knowledge and resources on key issues affecting WA’s culturally and linguistically diverse community.

WACAN has most recently addressed a range of employment and training issues, such as raising awareness of ‘Diverse WA’, which is an online package that trains staff to assist people from culturally diverse backgrounds. The package is hosted by the Department of Local Government and Communities’ Office of Multicultural Interests, and was developed in partnership with the Commission.

Table 10 shows the representation of people from culturally diverse backgrounds in public employment over time. There was a small trend downwards for LGAs this year.

Table 10 Representation of people from culturally diverse backgrounds, 2010 to 2014

		Representation (%)				
		2010	2011	2012	2013	2014
Public sector	All staff	13.1	13.1	12.7	12.4	12.5
LGAs	Indoor workers	14.6	n/a	19.6	21.4	18.0
	Outdoor workers	11.4	n/a	16.0	17.6	15.0
Public universities	Academic staff	22.8	25.4	25.7	27.6^	24.8
	General staff	18.8	19.9	19.7	21.5^	20.3
Other authorities	All staff	16.0	17.8	19.6	13.5	12.3

Note: For Tables 10 and 11, for 2011, the reporting date for LGAs was changed from December 2011 to March 2012. This change resulted in no LGA data for 2011.

[^]Public university representation for 2013 differs from last year’s report due to improvements in data collection and reporting.

Source: EEO surveys and HRMOIR

Table 11 shows the distribution of people from culturally diverse backgrounds across salary levels (equity index) in public employment. While there was a decrease for other authorities this year, there were increases for both indoor and outdoor workers in LGAs. This indicates people from culturally diverse backgrounds are slightly more concentrated at higher salary levels in LGAs this year and less so in other authorities.

Table 11 Distribution (equity index) of people from culturally diverse backgrounds, 2010 to 2014

		Distribution				
		2010	2011	2012	2013	2014
Public sector	All staff	97	93	96	96	95
LGAs	Indoor workers	108	n/a	116	112	119
	Outdoor workers	103	n/a	108	109	116
Public universities	Academic staff	86	88	88	87	89
	General staff	93	92	93	95	96
Other authorities	All staff	154	159	142	153	141

Source: EEO surveys and HRMOIR

The following case study highlights the success of a collaborative seminar series in government on increasing cultural competency to improve the quality of service delivery.

Case study

Mental Health Commission and the Department of Health – ‘Let’s talk culture’

The ‘Let’s talk culture’ seminar series is championed by the Transcultural Mental Health Service at Royal Perth Hospital, the Mental Health Commission and the Cultural Diversity Unit of the Department of Health. The seminars aim to assist professionals to work in a culturally responsive way with people from culturally diverse backgrounds.

A range of topics are covered at the seminars, such as refugees, alcohol, drugs, stigma, mining, gender and ageing.

Attendees include people from the non-government and government sectors, such as clinicians, policy makers, researchers, educators, students, service users, carers, lawyers, advocacy workers, police officers, general practitioners and professional interpreters.

The series has enabled candid discussions about the impact of mental illness on people from culturally diverse backgrounds, cultural differences surrounding resilience and acceptance, and how to effectively engage with those who receive services.

The popularity and reputation of the seminar series has resulted in registrations for each seminar reaching maximum numbers. A primary reason for this is the capacity to tap into any knowledge gaps identified by the WA community in both metropolitan and regional areas (via video conferencing facility).

The series is the only regular forum that makes a platform available for the wider WA community to debate, discuss and listen to these issues. Comments from participants consistently reaffirm that the seminars are valuable for professional and personal development.

Youth and mature workers

Youth

The Australian Bureau of Statistics has estimated youth (aged 15 to 24 years) make up 20.2% of the working age population (15 to 64 years) in WA.²³ Therefore, supporting youth employment and services are critical to the future of the WA workforce.

The Department of Local Government and Communities has developed *Our youth – Our future*, a whole-of-government framework to guide integrated youth programs and service planning into the future. In addition, through the ‘Youth matters’ project, the WA State Training Board is conducting research into understanding the employer’s perspective on employing young people, the obligation to have ‘youth friendly’ recruitment practices and the benefits of having youth in the workforce.

²³ Australian Bureau of Statistics 2012, 2011 Census of population and housing.

The DEOPE is supportive of the Commission's traineeship programs, which are aimed at those less than 25 years of age who are seeking to enter the public sector workforce. The programs include streams for school based traineeships and Aboriginal traineeships. They prepare youth for a career in the public sector by teaching administrative skills that may lead to a Certificate in Government.

Table 12 shows the representation of youth in public employment over time.²⁴ There was a small trend upwards for LGAs and general university staff this year.

Table 12 Representation of youth, 2010 to 2014

		Representation (%)				
		2010	2011	2012	2013	2014
Public sector	All staff	5.5	5.5	5.4	5.1	4.6
LGAs	Indoor workers	15.0	n/a	11.4	14.2	15.5
	Outdoor workers	10.1	n/a	6.4	7.0	8.5
Public universities	Academic staff	2.4	4.1	2.4	3.3	2.9
	General staff	8.1	9.6	8.0	8.3	9.6
Other authorities	All staff	6.8	6.1	5.6	6.3	6.2

Note: For 2011, the reporting date for LGAs was changed from December 2011 to March 2012. This change resulted in no LGA data for 2011.

Source: EEO surveys and HRMOIR

²⁴ For data collected by the Commission, 'youth' includes all employees aged less than 25 years, not just those between 15 and 24 years. For youth, distribution (equity index) is not available because salary levels closely correlate with age and experience.

The following case study outlines a public sector program in place to foster youth employment.

Case study

Youth in the State Solicitor's office

The State Solicitor's Office (SSO), within DotAG, has developed strategies to successfully recruit, develop and retain graduates, in an approach aimed at supporting long-term careers.

The SSO identifies and recruits graduates, who are in their final year of university and demonstrating high levels of talent, to enter the program in their following year, with a view to retention by the SSO on completion of the program.

The SSO promotes the program through the annual 'Law careers fair', and through close links with local universities. Features of the program include:

- assignment of a supervisor/coach over the four year program who is an information source for career management and development
- learning opportunities through rotation in various SSO practice areas and other public authorities
- increased support for younger practitioners in building resilience for managing busy workloads.

The program is well known and popular with the legal sector, receiving around 230 applications each year, of which six to seven graduates are recruited.

Mature workers

The Australian Bureau of Statistics identifies mature persons as those aged 45 to 64 years.²⁵ As part of the DEOPE's work this year to better support public authorities to achieve improved diversity outcomes, a review of the definition of 'mature workers' for reporting purposes is being considered.

It is estimated that mature persons (45 to 64 years) make up 37.0% of the working age population (15 to 64 years) in WA.²⁶

Mature workers make a significant contribution to the performance development of others in the workplace through sharing their years of corporate knowledge and practical experience.²⁷

25 Australian Bureau of Statistics 2005, 4905.0.55.001 – *Mature age persons statistical profile: Living arrangements, Feb 2005*.

26 Australian Bureau of Statistics 2012, 2011 *Census of population and housing*.

27 Department of Training and Workforce Development 2013, *A revision of Skilling WA – a workforce development plan for Western Australia, Discussion paper 1: Participation in the Western Australian workforce*.

Table 13 shows the representation of mature persons in public employment over time.²⁸ There was a slight upward trend in some sectors this year.

Table 13 Representation of mature workers, 2010 to 2014

		Representation (%)				
		2010	2011	2012	2013	2014
Public sector	All staff	51.7	51.9	51.9	51.9	52.4
LGAs	Indoor workers	38.7	n/a	37.2	37.5	40.5
	Outdoor workers	56.6	n/a	53.3	56.2	53.4
Public universities	Academic staff	42.0	46.1	39.3	40.4	37.4
	General staff	30.9	33.1	37.0	35.0	37.3
Other authorities	All staff	45.8	46.8	45.3	41.6	42.9

Note: For 2011, the reporting date for LGAs was changed from December 2011 to March 2012. This change resulted in no LGA data for 2011.

Source: EEO surveys and HRMOIR

Inclusive culture

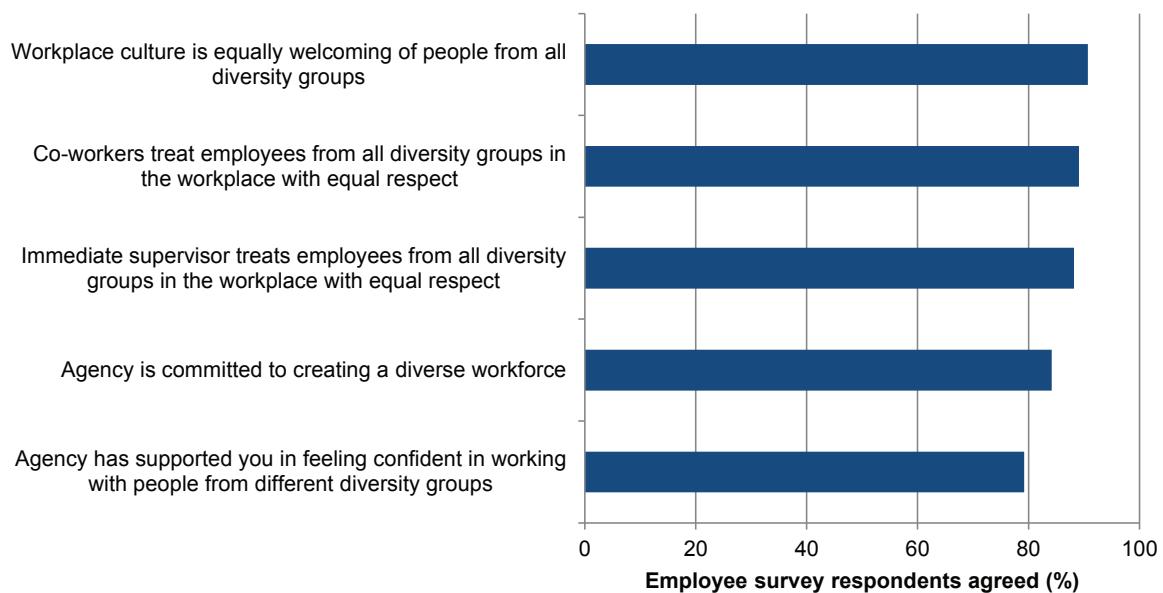
An inclusive culture welcomes people from all diversity groups into the workplace, with respect for differences and equity.

The Commission surveys the workplace views of WA public sector staff each year through the employee perception survey (EPS). The EPS evaluates staff perceptions of organisational issues, such as equity and diversity.

28 For data collected by the Commission, 'mature workers' includes all employees aged 45 years and over, not just those between 45 and 64 years. For mature workers, distribution (equity index) is not available because salary levels closely correlate with age and experience.

In analysing this year's EPS data, the DEOPE observed public sector entities continue to build an inclusive workplace culture. Figure 7 shows at least four out of five public sector respondents agreed their co-workers and supervisor treat employees from all diversity groups with respect, their public sector entity is committed to a diverse workforce, and their workplace culture is equally welcoming of all diversity groups.

Figure 7 Public sector employee views on equity and diversity in their workplace, 2014



Source: EPS

This year, for the first time, each public authority was asked through the Commission's public sector entity survey and EEO surveys about the EEO initiatives they had actioned during the year. Public authorities most commonly reported actioning:

- policies and programs to promote discrimination free employment and EEO
- collection and recording of data on employment of people from diversity groups
- the designation of persons responsible for monitoring and implementing EEO initiatives.

The following case study outlines a successful program to create an inclusive culture that supports lesbian, gay, bisexual, transgender and intersex (LGBTI) staff and students at the University of Western Australia.

Case study

University of Western Australia – The ALLY initiative

While the University of Western Australia (UWA) has generally been an accepting environment for LGBTI students and staff, the ‘ALLY program’ was established to ensure that people did not feel they had to hide some aspect of their identity at the university.

An ‘ALLY’ is someone who is informed about, sensitive toward, and understanding of, LGBTI people and their experiences. The ‘ALLY program’ aims to increase awareness of the issues faced by those with a diverse sexual orientation or gender identity.

The program was implemented through a cultural change strategy, developed through extensive consultation. The initiative was innovative in that it was targeted at heterosexual staff and students. ‘ALLY’ workshops became a regular feature on the staff development calendar. Additionally, lectures on sexual and gender diversity were also included in the curriculum of degrees leading to a professional qualification.

Reports from newly recruited staff indicated the inclusive culture with specific awareness and understanding of diverse sexualities and genders had attracted them to working at UWA. Many students have also reported how positive it has been to join a progressive and inclusive university.

The ‘ALLY program’, now structurally embedded at UWA, has provided the springboard for a wide range of LGBTI inclusion strategies over the past decade and has been emulated in many higher education institutions across Australia. UWA has been recognised as one of Australia’s ‘Top 10 employers – LGBTI workplace inclusion’ for four consecutive years, since the inception of the awards, through the ‘Australian workplace equality index’.

Identification of diversity status

The low rate of employee identification in relation to diversity status continues to present an issue for public authorities. While the data is important for planning and monitoring purposes, it also forms the foundation for evaluating the effectiveness of programs and initiatives in place to support diversity groups.

The provision of some diversity information, such as Aboriginal, disability and culturally diverse background status, is voluntary and confidential. Consequently, as with any large anonymous data collection that is not mandatory, representation may be underestimated. This leaves a gap in the knowledge and understanding of diversity in public employment.

To further investigate this issue, diversity status reported by employees (from a sample of public sector entities) responding to the Commission's 2014 EPS was compared with HRMOIR data provided separately by the same entities to the Commission.

There was little difference in Aboriginal representation data between HRMOIR and the EPS responses for the public sector sample. However, for people with disability, 3.9% of EPS respondents identified as having disability, compared to 2.7% of employees for the same entities in HRMOIR. It may be that some people feel more comfortable in disclosing their diversity status through an independent survey not administered by their workplace.

While individual identification of diversity status will remain optional and confidential, the DEOPE intends to further consult with public authorities in the coming year to identify any possible areas of improvement in collecting this data. This will ensure a clearer picture of representation and a sound basis for future decision making on government programs and priorities.

Appendices

Appendix A – Legislative framework for public authorities	43
Appendix B – Public authorities reporting to the DEOPE.....	44
Appendix C – Glossary.....	48
Appendix D – References.....	51

Appendix A – Legislative framework for public authorities

The EO Act provides for a shared accountability by the DEOPE and public authorities in achieving diversity outcomes.

To achieve the objects of Part IX of the EO Act, public authorities are required to prepare and implement an EEO management plan as outlined in s. 145 of the EO Act. Meeting the requirements of the Act may be achieved through a standalone EEO management plan or a workforce and diversity plan.

EEO management plans are a key tool in guiding the absence of discrimination in employment and promoting equal opportunity for all persons. In accordance with the EO Act, the plans must include the following provisions:

- a process for the development of EEO policies and programs
- strategies to communicate the EEO policies and programs
- strategies to evaluate the EEO policies and programs
- methods for the collection and recording of EEO data
- processes for the review of personnel practices to identify any discriminatory practices
- goals and targets to determine the success of the EEO management plan
- a process to review and amend the EEO management plan
- the delegation of implementation, monitoring and review responsibilities.

All public authorities are to provide copies of their EEO management plans, and any amendments of their plans, to the DEOPE.

In addition, s. 146 of the EO Act outlines the requirement for public authorities to report annually to the DEOPE. This is generally met by the provision of workforce data to the DEOPE each year.

Appendix B – Public authorities reporting to the DEOPE

Public sector entities

Public sector entities as at 30 June 2014		
Animal Resources Authority	Corruption and Crime Commission	Department of Fire and Emergency Services
Architects Board of Western Australia	Country High School Hostels Authority	Department of Fisheries
Art Gallery of WA	Department for Child Protection and Family Support	Department of Health
Botanic Gardens and Parks Authority	Department of Aboriginal Affairs	Department of Housing
Burswood Park Board	Department of Agriculture and Food	Department of Lands
C Y O'Connor Institute	Department of Commerce	Department of Local Government and Communities
Central Institute of Technology	Department of Corrective Services	Department of Mines and Petroleum
Challenger Institute of Technology	Department of Culture and the Arts	Department of Parks and Wildlife
Chemistry Centre (WA)	Department of Education	Department of Planning
Commissioner for Equal Opportunity	Department of Education Services	Department of Racing, Gaming and Liquor
Commissioner of Main Roads	Department of Environment Regulation	Department of Regional Development
Construction Training Fund	Department of Finance	Department of Sport and Recreation

Public sector entities as at 30 June 2014

Department of State Development	Goldfields Institute of Technology	Legal Practice Board
Department of the Attorney General	Goldfields-Esperance Development Commission	Lotterywest (Lotteries Commission)
Department of the Premier and Cabinet	Government Employees Superannuation Board (GESB)	Mental Health Commission
Department of the Registrar Western Australian Industrial Relations Commission	Great Southern Development Commission	Metropolitan Cemeteries Board
Department of Training and Workforce Development	Great Southern Institute of Technology	Metropolitan Redevelopment Authority
Department of Transport	Health and Disability Services Complaints Office	Mid West Development Commission
Department of Treasury	Healthway (Western Australian Health Promotion Foundation)	Minerals and Energy Research Institute of Western Australia
Department of Water	Insurance Commission of Western Australia	Office of the Auditor General
Disability Services Commission	Keep Australia Beautiful Council (W.A.)	Office of the Commissioner for Children and Young People
Drug and Alcohol Office	Kimberley Development Commission	Office of the Director of Public Prosecutions
Durack Institute of Technology	Kimberley Training Institute	Office of the Environmental Protection Authority
Economic Regulation Authority	Landgate (Western Australian Land Information Authority)	Office of the Information Commissioner
Forest Products Commission	Law Reform Commission of Western Australia	Office of the Inspector of Custodial Services
Gascoyne Development Commission	Legal Aid Commission of Western Australia	Ombudsman (Parliamentary Commissioner for Administrative Investigations)

Public sector entities as at 30 June 2014

Peel Development Commission	School Curriculum and Standards Authority	West Coast Institute of Training
Perth Market Authority	Small Business Development Corporation	Western Australian Electoral Commission
Perth Theatre Trust	South West Development Commission	Western Australian Meat Industry Authority
Pilbara Development Commission	South West Institute of Technology	Western Australian Tourism Commission
Pilbara Institute	State Heritage Office	Western Australia Police
Polytechnic West	Swan River Trust	Wheatbelt Development Commission
Potato Marketing Corporation of Western Australia	The Library Board of WA	WorkCover Western Australia Authority
Public Sector Commission	The National Trust of Australia (W.A.)	Zoological Parks Authority
Public Transport Authority of Western Australia	VenuesWest (Western Australian Sports Centre Trust)	
Rottnest Island Authority	Veterinary Surgeons' Board	
Salaries and Allowances Tribunal	WA Museum	

Non-public sector authorities

LGAs

A list of all LGAs is on the Department of Local Government and Communities website at www.dlg.wa.gov.au. Please note that the Shire of Christmas Island and the Shire of Cocos (Keeling) Islands are not required to report to the DEOPE under the EO Act.

Public universities

Public universities as at 30 March 2014

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

Other authorities (including government trading enterprises, the Police Force and electorate offices)

Other authorities as at 30 June 2014

Albany Port Authority	Fremantle Port Authority	The Independent Market Operator
Broome Port Authority	Geraldton Port Authority	The Regional Power Corporation (Horizon Power)
Bunbury Port Authority	Gold Corporation	Water Corporation
Bunbury Water Board	Police Force	Western Australian Greyhound Racing Association
Busselton Water Board	Port Hedland Port Authority	Western Australian Land Authority
Dampier Port Authority	Racing and Wagering Western Australia	Western Australian Treasury Corporation
Electorate offices	The Electricity Networks Corporation (Western Power)	
Esperance Port Authority	The Electricity Retail Corporation (Synergy)	

Independent authorities reported by larger authorities

For the purposes of EEO reporting, some public authorities are covered by the EEO management plans and processes of larger authorities. For example:

- Office of the Public Advocate and Public Trustee's Office provide data through DotAG
- State Supply Commission is reported through the Department of Finance
- Teacher Registration Board of Western Australia is reported through the Department of Education Services
- Liquor Commission and Racing Penalties Appeal Tribunal are reported through the Department of Racing, Gaming and Liquor.

Appendix C – Glossary

Aboriginal Australians

Term respectfully used in this report to refer to persons of Aboriginal and/or Torres Strait Islander descent who identify as such and are accepted as such by the community in which they live.

ABS

Australian Bureau of Statistics.

Academic staff

A person who is employed by a public university as an academic member of staff.

DEOPE

Director of Equal Opportunity in Public Employment.

Distribution (equity index)

The equity index determines the distribution of a diversity group across salary levels. The ideal index is 100, with an index of less than 100 indicating that a diversity group is concentrated at lower salary levels.

EEO

Equal employment opportunity.

EO Act

Western Australia's *Equal Opportunity Act 1984*.

Full-time equivalent (FTE)

One FTE is one person paid for a full-time position. FTE totals include all current employees except board members (unless they are on a public authority's payroll); trainees engaged through any traineeship program, award or agreement; and casuals who were not paid in the final pay period for the financial year. FTE calculations do not include any time that is not ordinary time paid such as overtime and flex-time.

General staff

A person who is employed by a public university as a non-academic member of staff.

Headcount

Number of employees directly employed by a public authority at a point in time, regardless of employment type.

Indoor workers

Staff in LGAs who are generally office based.

Management tiers

Linked to decision making responsibility rather than salaries.

Tier 1: Directs and is responsible for the public authority, as well as its development as a whole. Has ultimate control of, and responsibility for, the upper layers of management. Typical titles include Director General, Chief Executive Officer, General Manager, Executive Director and Commissioner.

Tier 2: Reports to tier 1. Assists tier 1 by implementing organisational plans. Is directly responsible for leading and directing the work of other managers of functional departments. May be responsible for managing professional and specialist employees. Does not include professional and graduate staff, such as engineers, medical practitioners and accountants, unless they have a primary management function.

Tier 3: Reports to tier 2. Formulates policies and plans for areas of control. Manages a budget and employees. Does not include professional and graduate staff, such as engineers, medical practitioners and accountants, unless they have a primary management function.

Mature workers

For data collected by the Commission, ‘mature workers’ includes all employees aged 45 years and over, not just between 45 and 64 years.

Outdoor workers

Staff in LGAs who generally work outdoors.

People from culturally diverse backgrounds

People who are born in countries other than the below, which have been categorised by the ABS as mainly English speaking countries:

- Australia
- Canada
- England
- Ireland
- New Zealand
- Northern Ireland
- Scotland
- South Africa
- United States of America
- Wales.

People with disability

People who have an ongoing disability and employment restriction that requires:

- modified hours of work or time schedules
- adaptations to the workplace or work area
- specialised equipment
- extra time for mobility or for some tasks
- ongoing assistance or supervision to carry out their duties.

Representation

Number of employees who self-identify as belonging to a diversity group, expressed as a proportion of the number of responses to voluntary diversity questionnaires, which have been administered by public authorities.

SES

Senior Executive Service. Generally comprises positions classified at PSGOGA equivalent Level 9 or above, with specific management and/or policy responsibilities.

Women in management

Women in management refers to the representation of women in the top three management tiers, and includes the SES in public sector entities.

Youth

For data collected by the Commission, ‘youth’ includes all employees aged less than 25 years, not just those between 15 and 24 years.

Appendix D – References

Interjurisdictional data sources

- Australian Capital Territory Chief Minister and Treasury Directorate 2013, *State of the service report – ACT public service 2012–2013*, viewed 8 July 2014,
http://www.cmd.act.gov.au/__data/assets/pdf_file/0005/497345/2012_2013_state_of_the_service_report.pdf
- Australian Public Service Commission 2013, *State of the service report 2012–13*, viewed 8 July 2014,
<http://www.apsc.gov.au/about-the-apsc/parliamentary/state-of-the-service/sosr-2012-13>
- New South Wales Public Service Commission 2013, *Workforce profile report 2013*, viewed 8 July 2014,
http://www.psc.nsw.gov.au/ArticleDocuments/964/WFP%20Report_2013%20Workforce%20Profile%20Report.pdf.aspx
- Office of the Commissioner for Public Employment Northern Territory 2013, *State of the service report 2012–2013*, viewed 8 July 2014,
http://www.ocpe.nt.gov.au/workforce_planning/state_of_the_service_report
- Office of Public Employment and Review South Australia 2013, *2013 South Australian workforce information summary tables*, viewed 8 July 2014,
<http://www.oper.sa.gov.au/page-57>
- Office of the State Service Commissioner Tasmania 2013, *The Tasmanian State Service annual report 2012-13*, viewed 8 July 2014,
http://www.dpac.tas.gov.au/__data/assets/pdf_file/0003/212079/Tasmanian_State_Service_Annual_Report_2012-13.pdf
- Queensland Public Service Commission 2013, *Queensland public service workforce characteristics*, viewed 8 July 2014,
<http://www.psc.qld.gov.au/publications/workforce-statistics/assets/characteristics-qps-2013.pdf>
- State Services Authority Victoria 2013, *The state of the public sector in Victoria 2012–2013*, viewed 8 July 2014,
http://www.ssa.vic.gov.au/images/stories/product_files/309_SSA043%20State%20of%20the%20Public%20Sector%20FA%20-%20web_R3.pdf

Other sources

- Australia and New Zealand School of Government's Institute for Governance 2013, *Not yet 50/50: Barriers to the progress of senior women in the Australian Public Service*, viewed 8 July 2014,
[https://www.wgea.gov.au/sites/default/files/not%20yet%2050%EF%80%A250%20report-Final%20Version%20for%20print\(1\)%5B1%5D.pdf](https://www.wgea.gov.au/sites/default/files/not%20yet%2050%EF%80%A250%20report-Final%20Version%20for%20print(1)%5B1%5D.pdf)
- Australian Bureau of Statistics 2014, 'Women's participation in the labour force lower than men's', media release, viewed 2 September 2014,
<http://www.abs.gov.au/AUSSTATS%5Cabs@.nsf/mediareleasesbyCatalogue/BBFFAEB8C564175BCA257CD20025F9D9?OpenDocument>
- Australian Bureau of Statistics 2013, *2002.0 – Census of population and housing: Aboriginal and Torres Strait Islander peoples (Indigenous) profile, 2011 third release*, viewed 8 July 2014,
<http://www.abs.gov.au/AUSSTATS/abs@.nsf/Lookup/2002.0Main+Features12011%20Third%20Release?OpenDocument>
- Australian Bureau of Statistics 2012, *2011 Census of population and housing*, viewed 8 July 2014,
<http://www.abs.gov.au/AUSSTATS/abs@.nsf/Lookup/2011.0.55.001Main+Features1182011?OpenDocument>
- Australian Bureau of Statistics 2006, *4102.0 – Australian social trends, 2006*, viewed 8 July 2014,
<http://www.abs.gov.au/AUSSTATS/abs@.nsf/Lookup/4102.0Main+Features12006?OpenDocument>
- Australian Bureau of Statistics 2005, *2005 Yearbook*, viewed 8 July 2014,
<http://www.abs.gov.au/ausstats/abs@.nsf/Previousproducts/1301.0Contents12005?opendocument&tabname=Summary&prodno=1301.0&issue=2005&num=&view>
- Australian Bureau of Statistics 2005, *4905.0.55.001 – Mature age persons statistical profile: Living arrangements*, Feb 2005, viewed 8 July 2014,
<http://www.abs.gov.au/AUSSTATS/abs@.nsf/Lookup/4905.0.55.001Main+Features1Feb%202005?OpenDocument>
- Council of Australian Governments 2012, *National disability agreement*, viewed 8 July 2014,
<http://www.federalfinancialrelations.gov.au/content/npa/disability/national-agreement.pdf>
- Council of Australian Governments 2009, *National partnership agreement on Indigenous economic participation*, viewed 8 July 2014,
http://www.federalfinancialrelations.gov.au/content/npa/skills/economic_participation/national_partnership.pdf

- Department of Local Government and Communities 2014, *Being board ready: a guide for women*, viewed 8 July 2014,
http://www.communities.wa.gov.au/communities-in-focus/women/Leadership/BeingBoardReady/Documents/WAC_Toolkit.pdf
- Department of Training and Workforce Development 2013, *A revision of Skilling WA – a workforce development plan for Western Australia, Discussion paper 1: Participation in the Western Australian workforce*, viewed 8 July 2014,
<http://www.dtd.wa.gov.au/workforcedataworkforcedevelopment/skillingWA/participateinforums/Pages/default.aspx>
- Equal Opportunity for Women in the Workplace Agency 2012, *2012 Australian census of women in leadership*, viewed 8 July 2014,
https://www.wgea.gov.au/sites/default/files/2012_CENSUS%20REPORT.pdf
- Workplace Gender Equality Agency, ‘Behind the gender pay gap’, viewed 4 September 2014,
https://www.wgea.gov.au/sites/default/files/behind_the_gender_pay_gap_branded.pdf

