6200. Hon Alison Xamon to the Minister for Commerce.

I refer to the ongoing shortage of WorkSafe inspectors, and I ask --

(1) During the 2007-08, 2008-09, 2009-10, 2011-12, 2012-13 financial years, has the Department of Commerce commissioned any external consultants to --

(a) review and report on the staffing issues facing WorkSafe; and/or

(b) make recommendations as to how the situation might be improved?

(2) If yes to (1), in respect of each report or set of recommendations please --

(a) briefly explain the terms of reference;

(b) provide the date of commission and publication; and

(c) table a copy?

(3) If no to (1), why not?

(1)(a) - (b) Yes, in 2011/12.

(2)(a) The terms of reference (scope) for the review were to look at ‘generalist’ inspector positions and make recommendations in relation to deficiencies in attracting and securing new inspector recruits.

(2)(b) The consultant was engaged in November 2011 to conduct the review. An interim report from the review was finalised in April 2012. There was no final report.

(2)(c) A copy of the interim report is provided for tabling [see tabled paper No ].

(3) Not applicable.
Worksafe

Inspector Attraction Project

Interim Report

April 2012

(This interim report will be reviewed and updated early June 2012)

Paddi Brown & Associates
Inspector Attraction Project – Interim report

The Objective:
Addressing current deficiencies in attracting and securing quality new Inspector recruits is part of WorkSafe's strategy to implement a holistic program aimed at attracting and retaining excellent Inspectors who exemplify the Department of Commerce values, and providing them with opportunities to succeed personally, professionally and organisationally through the development and implementation of a comprehensive talent coaching and management program.

The Scope:
This interim report looks at "generalist" inspector positions and does not specifically address specified calling positions although much of the information it contains is relevant for all inspector roles.

The interim report recommendations focus on two "timeframes"
a) Do now
b) Do for the future

The Process:
A variety of methodologies was used in developing this report including:
- 3 facilitated focus groups – executive; team managers and inspectors at a range of levels. A summary of the comments is shown in Appendix 2 (pages 13 – 17)
- 3 facilitated meetings with a reference group made up of a number of inspectors; Dianne Hyde and a rep from HR who acted as a sounding board on a range of issues including the Recruit for Talent Matrix.
- Literature search
- Discussions with a range of DMP people involved in developing the strategies used in the attraction and selection of mines safety inspectors (in particular the positions relating to OSH) including Carol Fuller, General Manager Human Resources, Marka Haasnoot, Manager Learning and Development and David Burley; Senior Human Resources Consultant.

The Context:
The success of the recommendations made in this report will rest heavily on their integration into a much broader "People and Culture Strategy" (See figure below)

Our People and Culture Strategy ©
The organisation's values are the cornerstones of this strategy.

© Paddi Brown & Associates
It is one thing to attract the right people – the challenge is then to retain them. While the WorkSafe values are often mentioned, there is not a lot of evidence they drive recruitment or underpin how the area does its business – including how people relate/interact with each other.

For example:

- There was significant feedback from team managers and some staff during the focus group sessions about “what would be different this time”. There is a sense that over a number of years staff have been asked to have input to what needs to change and how it could be done – with little or no feedback or evidence of any significant outcome. (Value our people and their contribution)

- Current staff shortages are causing delineation of responsibilities between the various levels to become blurred with the result e.g. Level 4 inspectors may be taking on tasks more appropriate to their more senior colleagues. This could pose a possible risk for both the Agency and the well-being of individual inspectors. (Integrity and professionalism; Value our people and their contribution)

- Selection panels for inspector positions are often “chaired” by the Director of the area – rather than the team manager. The level of the panel in relation to the vacancy can be too “high powered”. (Value our people and their contribution)

- There appears to be a “scatter gun” approach across the Agency in response to the attraction and retention issue and efforts can be duplicated or lost. The HR area (to their credit) had done some creative work earlier this year around rewording the advertisements for inspectors – sadly, we were working on the same thing at the same time without knowing this. It appears as if the Department of Commerce is now also working on an attraction strategy. (Innovation)

- The attraction and retention issue needs to be considered in the context of the broader review of the area currently underway. (Making a difference)

- There seems to be a view held by some that if WorkSafe inspectors were paid more, everything would be “fixed”. It is noted how often the Resource Safety Division of DMP is mentioned in this context. While their people are offered an attractive total package which includes an Attraction and Retention Incentive Milestone payment, the inspectors are also required to meet up to 18 key performance indicators to qualify (see Appendix 4, page 20). (Integrity and professionalism)
The Recommendations:

<table>
<thead>
<tr>
<th>Do Now</th>
<th>Action Required</th>
<th>By Whom</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INTRODUCE RECRUIT FOR TALENT MATRIX</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Implement the Recruit for Talent Matrix (See Appendix 1 pages 8 - 12)</td>
<td>Endorse Matrix for use in recruitment</td>
<td>Executive</td>
</tr>
<tr>
<td>This matrix is designed specifically for use in recruitment as a more “applicant friendly” version of a traditional JDF. It also balances the requirements for experience and qualifications with expertise and attributes and includes:</td>
<td>Update existing JDFs to reflect the Matrix content</td>
<td>Establishment staff</td>
</tr>
<tr>
<td>a) A comparison by level of the role, responsibilities, eligibility and work related requirements for easy comparison by selection panels and potential applicants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) At the recommendation of current inspectors, the inclusion of “resilience” as an eligibility requirement, which states:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Be capable of dealing with:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• direct exposure to matters of a sensitive, confronting and potentially emotionally disturbing nature, e.g. physical &amp; emotional trauma experienced by others;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• a possible unwelcome or hostile reception</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) The reworking of the current work related requirements to the following five broad headings which are then described differently depending on level. These descriptions are useful in helping both the panel and the potential applicants understand what’s required.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Work Expertise</td>
<td>Rework selection process and ads</td>
<td>Selection Panel in conjunction with HR</td>
</tr>
<tr>
<td>• Critical Thinking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Management of Relationships</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Leadership</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Individual Effectiveness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Please note: This reworking of the role statements is not intended to impact on the scope or level of responsibility. Greater emphasis has been placed on expertise rather than experience and the critical role of team managers as “people” leaders.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Use the Recruit for Talent Matrix to advertise positions at different levels in the one selection process e.g. Level 4 and 5 positions - include both the Level 4 and Level 5 columns of the Matrix in the advertising package and ask applicants to self assess where they see their expertise etc “fits”. The Panel can then appoint at either Level 4 or 5 depending on the applicant’s level of suitability. Following is an example from Department of Agriculture and Food (further details can be provided):</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Role and Salary Level**

Please identify on the following matrix (place “x” where appropriate):

- the level you believe you are competitive for based on the work requirements of each role
- the minimum level for the role (refer to advert for Spa) that you would be prepared to accept.

Please note should the selection panel consider this higher than their assessment, this may preclude you from further consideration.

<table>
<thead>
<tr>
<th>BUILD ON CURRENT ATTRACTION STRATEGIES</th>
<th>Include in ad</th>
<th>Selection Panel in conjunction with HR</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Continue to use similar ad content to the currently advertised Level 5 positions, which highlights the difference WorkSafe inspectors can make [shown at <a href="http://search.jobs.wa.gov.au/">http://search.jobs.wa.gov.au/</a>][id=160&amp;windowJID=0&amp;AdvertID=129034]</td>
<td>Agree key features to be included</td>
<td>Executive and HR</td>
</tr>
<tr>
<td>4. Include some additional features relating to benefits up front in the ad— in particular, the benefits not so readily available in other sectors which may be attractive to prospective applicants e.g.</td>
<td>Arrange web site and brochure update</td>
<td>Dianne Hyde; Robyn Parker, Corporate Communications, HR, IT</td>
</tr>
<tr>
<td>o Long Service Leave after 7 years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Public Service Holidays</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Purchased Leave</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Paid Parental Leave</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Deferred Salary Scheme</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Please note: The current Information Pack attached to the ad clearly shows these benefits— highlighting a few more in the ad might encourage more people to read on</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Update the web site and produce an updated brochure to reflect “A day in the Life of a WorkSafe Inspector” using material gathered in a reference group session facilitated by R Parker (see Appendix 3 pages 18, 19)</td>
<td>Identify whom to target, where to target and what message to use each time an ad campaign is launched</td>
<td>Panel, HR</td>
</tr>
<tr>
<td></td>
<td>Apply for additional funding for advertising</td>
<td>Corporate Communications</td>
</tr>
<tr>
<td>6. Continue to explore alternatives for getting the message out to prospective applicants including:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Ongoing use of OSH email networks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Professional/industry publications including those published in other states and overseas</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o The use of social media</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Teaser ads in the trade/business sections of the West Australian newspaper</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Special funding for a large “colour ad” campaign outside of the public sector job ads similar to what DMP has launched</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Guest spots on radio shows to promote what WorkSafe does— similar to what Consumer Protection has in place with ABC radio 720</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Enhance Current Assessment of Suitability Methodologies

7. Review the composition of “inspector” panels to increase diversity including:
   - Using team managers to chair panels for Level 6 positions and below and only including Directors on panels for Level 7 positions
   - Using inspectors as “job experts” on panels e.g. a Level 5 inspector for a Level 4 vacancy; Level 6 for a Level 5 vacancy
   - Increasing the number of “younger” panel members trained to sit on panels
   - Including an “independent” member on every panel – preferably a stakeholder from another agency/organisation
   - Aiming for cultural diversity whenever possible

8. Utilise a greater variety of assessment methodologies.
   DMP are currently using the following methods in their selection process:
   - Resume and covering letter
   - Written assessment (a scenario/case study with applicants having to produce a report – has proven to be an effective screening tool plus measures written skills early on in the process. Depending on the volume of applicants, this may be held in a “group” setting or individually.
   - Interview with strong focus on values and motivation
   - Referee checks
   - Psych assessment using the Humm-Wadsworth temperament scale which is only licensed to Chandler Macleod in WA. (Cost is approximately $1000 per applicant – this is anecdotal information and is not confirmed by Chandler McLeod). The test measures a range of factors including cognitive ability, coping with stress, mentoring, leading to change. The possibilities are endless and a range of options is shown at Appendix 5 page 21

| Directors to delegate responsibility to team managers for recruitment of their staff |
| Upskill more staff to sit on panels |
| Form the selection panel early on in the process to ensure availability |
| Develop a list of prospective stakeholder representatives to draw from |
| Include an assessment methodology matrix as part of the “request to fill” process |
| Develop a “tool kit” of assessment methodologies for panels to draw on |

| Executive |
| Team managers to arrange |
| HR, Panel chair |
| Team managers, Directors and HR |
| Chair/Selection Panel and HR |
| Dianne Hyde in conjunction with HR and team managers/directors |
The Recommendations cont’d:

Do for the future

THE CULTURE

1. Develop a People and Culture Strategy and allocate a Level 6/7 project officer with expertise in organisational development/workplace change to drive it for at least the first 12 months – then make it part of ongoing business planning with responsibility resting with the leadership group (Executive and team managers).

THE BUSINESS MODEL

2. Meet with DMP senior HR staff and identify the process they have worked through to bring about the significant changes they have made. These changes are far reaching and involved a significant shift “in doing business”. For example: some positions were relocated to regional areas to be closer to stakeholders/clients, structures were changed to give more flexibility, the educational qualifications for some non OSH positions were lowered from a degree as minimum to a trade certificate to attract a broader field of applicants; a significant emphasis is placed on change management in the role descriptions. Feedback from clients and other stakeholders is indicating the changes are working.

3. Consider abandoning the Level 4 as the “entry level” for WorkSafe inspectors and convert to Level 5. This recommendation is based on two factors:
   a. The level of responsibility and skill/expertise required at entry level is more indicative of a Level 5 position.
   b. The “entry level” for DMP Inspectors (Occupational Safety and Health) is Level 6 – all other positions in the OSH area are level 7, Specified Calling L3 or L4 positions.

4. Lobby government/industry/others to attract more funding to invest in attraction and retention of WorkSafe inspectors.

APPROACHES TO ASSESSMENT OF SUITABILITY

5. Develop on line assessment methodologies to use in screening applicants at the earlier stages – similar to the public sector entrance exam.

6. Conduct collaborative recruitment activities with other areas of Commerce/other agencies employing people in similar roles (Your current Graduate Recruitment Program is an example with links to Departments of State Development, Mines and Petroleum and Regional Development and Lands). The same five core capabilities can be used for a variety of roles with the main difference being the description of what’s required.
<table>
<thead>
<tr>
<th>WorkSafe Inspector</th>
<th>Level 7 Team Manager</th>
<th>Level 7 Principal Inspector</th>
<th>Level 6 Inspector</th>
<th>Level 5 Inspector</th>
<th>Level 4 Inspector</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The role</strong> You will:</td>
<td><strong>Operate as a technical specialist to:</strong></td>
<td><strong>Take on more complex and sensitive cases, often across industry, including prosecutions.</strong></td>
<td><strong>With limited guidance and advice, take on complex work, (including the investigation of fatalities and preparation of prosecutions) to meet the continuing challenge of making Western Australian workplaces safe and healthy.</strong></td>
<td><strong>During your initial 12 months in the role:</strong></td>
<td></td>
</tr>
<tr>
<td>• Lead, manage and develop a team of Worksafe inspectors to meet the continuing challenge of making all Western Australian workplaces safe and healthy.</td>
<td>• Ensure the preparation and presentation of high quality prosecutions.</td>
<td>• Deliver expert coaching, advice and specialised training both in-house and to industry.</td>
<td>• Spend the first 4-6 months undertaking in-house &amp; on the job training to undertake routine inspections and issue infringement notices.</td>
<td>• Carry out more complex workplace inspections, and taking enforcement action when health and safety laws are breached.</td>
<td></td>
</tr>
<tr>
<td>• Deliver specialised training and advice and investigate/respond to the most highly sensitive/complex issues, often across industry.</td>
<td>• Investigate/respond to the most highly sensitive/complex issues with the aim of making all Western Australian workplaces safe and healthy.</td>
<td>• Represent WorkSafe in state and national stakeholder forums.</td>
<td>• Investigating workplace incidents and accidents including fatalities</td>
<td>• Investigating workplace incidents and accidents including fatalities.</td>
<td></td>
</tr>
<tr>
<td>• Represent WorkSafe in state and national stakeholder forums.</td>
<td>• Represent WorkSafe in state and national stakeholder forums.</td>
<td>• Develop the expertise and capability of others in relation to a range of occupational safety and health issues.</td>
<td>• Coordinating/participating in a range of projects.</td>
<td>• Gathering evidence and making recommendations about prosecutions.</td>
<td></td>
</tr>
<tr>
<td>• Continue to develop your leadership and professional expertise.</td>
<td>• Continue to develop your own expertise and professional capability.</td>
<td>• Continue to build your own and others capability to take on more senior/complex roles.</td>
<td>• Preparing and presenting less complex prosecutions.</td>
<td>• Preparing and presenting less complex prosecutions.</td>
<td></td>
</tr>
</tbody>
</table>

| **Your responsibilities may include:** | **Having input to developing & implementing WorkSafe’s strategic plan and change management strategies.** | **Preparing and presenting the most complex, sensitive & controversial prosecutions.** | **As a senior member of the team:** | **As part of a team:** |
| • Having input to developing & implementing WorkSafe’s strategic plan and change management strategies. | • Liaising with legal professionals/others to ensure the accuracy and quality of prosecutions. | • Carrying out the most complex workplace inspections, and taking enforcement action when health and safety laws are breached. | • Carrying out more routine workplace inspections, and taking enforcement action when health and safety laws are breached. |
| • Developing a team business plan in the line with WorkSafe’s priorities. | • Reviewing prosecutions prepared by other to ensure a high quality and accuracy of work. | • Investigating more complex, sensitive and/or controversial workplace incidents and accidents including fatalities. | • Carrying out preliminary investigations on less complex or sensitive workplace incidents and accidents. |
| • Planning, prioritising and allocating work appropriate to team members’ skill/experience. | • Delivering expert training and coaching to other WorkSafe Inspectors to build their expertise, particularly in relation to prosecutions. | • Coordinating/participating in a range of projects. | • Gathering evidence and making recommendations about prosecutions. |
| • Undertaking performance reviews; coaching and mentoring of team members to build performance, passion and potential and embrace change. | • Investigating/responding to the most highly sensitive/complex issues. | • Preparing and presenting prosecutions. | • Preparing and presenting less complex prosecutions. |
| • Participating in the recruitment of new inspectors. | • Representing WorkSafe in. | • Promoting OSH and delivering presentations/information to organisations/industries with the aim of enabling them to create and sustain safe and healthy workplaces that meet legislative. | • Promoting OSH and delivering presentations/information to organisations/industries with the aim of enabling them to create and sustain safe and healthy workplaces that meet legislative. |
| • Delivering specialised advice. | As a senior member of the team: | As part of a team: | As part of a team and with guidance: | **Promoting OSH and delivering presentations/information to organisations with the aim of enabling the creation and sustaining of a safe and** |

**Please Note:** all new inspectors are required to successfully complete the WorkSafe Inspector induction program.

**During your initial 12 months in the role:**
• Spend the first 4-6 months undertaking in-house & on the job training to undertake routine inspections and issue infringement notices.
• Then continue to build your capability to take on the more challenging aspects of making Western Australian workplaces safe and healthy.
Please Note: all new inspectors are required to successfully complete the WorkSafe Inspector induction program

<table>
<thead>
<tr>
<th>Level 7 Inspector</th>
<th>Level 7 Team Manager</th>
<th>Level 7 Principal Inspector</th>
<th>Level 6 Inspector</th>
<th>Level 5 Inspector</th>
<th>Level 4 Inspector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthy workplaces that meet legislative requirements</td>
<td>Identifying and responding to emerging issues and trends related to workplace safety and health</td>
<td>Participating in the recruitment of new inspectors</td>
<td>Participating in the development of legislation, policy, systems and projects</td>
<td>Representing WorkSafe in a range of state and national forums</td>
<td>Coordinating/team projects and having input to future policy/direction</td>
</tr>
<tr>
<td>- Statutory and other investigations</td>
<td>- Identifying and responding to emerging issues and trends related to workplace safety and health</td>
<td>- Participating in the recruitment of new inspectors</td>
<td>- Coaching and mentoring less experienced team members on more complex/sensitive issues including the investigation of fatalities</td>
<td>- Liaising with a wide range of employer groups and forums</td>
<td>- Seeking opportunities to take on more senior/complex roles</td>
</tr>
<tr>
<td>- Representing WorkSafe in state and national forums as the Department strives to meet the challenge of making all Western Australian workplaces safe and healthy</td>
<td>- Having input to, and influencing, the national agenda relating to creating and sustaining safe and healthy workplaces.</td>
<td>- Participating in the development of legislation, policy, systems and projects</td>
<td>- Identifying and responding to emerging issues and trends related to workplace safety and health</td>
<td>- Representing the Department in a range of committees/ working groups and forums</td>
<td>- Representing the Department in a range of committees/ working groups and forums</td>
</tr>
<tr>
<td>- Chaining or representing the Department on a range of committees/working groups.</td>
<td>- Continuing to develop your leadership and professional capability</td>
<td>- Identifying and responding to emerging issues and trends related to workplace safety and health</td>
<td>- Having input to, and influencing, the national agenda relating to creating and sustaining safe and healthy workplaces.</td>
<td>- Liaising and building networks with a wide range of client groups including employers, employees, government, unions and industry organisations</td>
<td>- Continuing to develop your own capability and expertise to take on more senior/complex roles</td>
</tr>
<tr>
<td>- Identifying and responding to emerging issues and trends related to workplace safety and health</td>
<td>- Continuing to develop your leadership and professional capability</td>
<td>- Identifying and responding to emerging issues and trends related to workplace safety and health</td>
<td>- Identifying and responding to emerging issues and trends related to workplace safety and health</td>
<td>- Liaising and building networks with a wide range of client groups including employers, employees, government, unions and industry organisations</td>
<td>- Representing the Department in a range of committees/ working groups and forums</td>
</tr>
<tr>
<td>- Having input to, and influencing, the national agenda relating to creating and sustaining safe and healthy workplaces.</td>
<td>- Continuing to develop your leadership and professional capability</td>
<td>- Identifying and responding to emerging issues and trends related to workplace safety and health</td>
<td>- Identifying and responding to emerging issues and trends related to workplace safety and health</td>
<td>- Liaising and building networks with a wide range of client groups including employers, employees, government, unions and industry organisations</td>
<td>- Representing the Department in a range of committees/ working groups and forums</td>
</tr>
<tr>
<td>- Continuing to develop your leadership and professional capability</td>
<td>- Identifying and responding to emerging issues and trends related to workplace safety and health</td>
<td>- Identifying and responding to emerging issues and trends related to workplace safety and health</td>
<td>- Identifying and responding to emerging issues and trends related to workplace safety and health</td>
<td>- Liaising and building networks with a wide range of client groups including employers, employees, government, unions and industry organisations</td>
<td>- Representing the Department in a range of committees/ working groups and forums</td>
</tr>
</tbody>
</table>

Eligibility Requirements: To take on this role you will need:

- Expertise and extensive experience relevant to the role
- A current Drivers Licence
- To obtain a Police Clearance before commencing
- To have a Q Fever inoculation if required after screening

Please note: Psychological assessment may form part of

- A diploma or higher occupational safety & health qualification and/or equivalent relevant experience
- A current Drivers Licence
- To obtain a Police Clearance before commencing
- To have a Q Fever inoculation if required after screening

Please note: Psychological assessment may form part of

- A current Drivers Licence
- To obtain a Police Clearance before commencing
- To have a Q Fever inoculation if required after screening

Please note: Psychological assessment may form part of
<table>
<thead>
<tr>
<th>WorkSafe Inspector</th>
<th>Level 7 Team Manager</th>
<th>Level 7 Principal Inspector</th>
<th>Level 6 Inspector</th>
<th>Level 5 Inspector</th>
<th>Level 4 Inspector</th>
</tr>
</thead>
</table>

**Please Note:** All new inspectors are required to successfully complete the WorkSafe Inspector induction program.

### Resilience

- Be capable of dealing with:
  - direct exposure to matters of a sensitive, confronting and potentially emotionally disturbing nature, e.g. physical & emotional trauma experienced by others;
  - a possible unwelcome or hostile reception

### Hours Of Work

- Be available to work outside standard working hours.
- Be available to travel interstate and within the State as required.

### Travel

- Be available to travel interstate and within the State as required.

### Work Expertise

- Have a proven track record for inspiring, guiding and developing others to deliver quality results which contribute to achieving an organisation's goals; and
- Are acknowledged as a credible voice on a range of issues related to creating and sustaining safe and healthy workplaces
- Can produce a range of high quality documents including reports and recommendations for action
  - It would be a plus if your expertise is in a sector/field relevant to this role.

- Are widely acknowledged for your expertise in:
  - Successfully preparing and presenting complex, difficult and demanding prosecutions.
  - Delivering high level advice and input which contributes to the aim of making all Western Australian workplaces safe and healthy
  - Can produce a range of high quality documents including reports and recommendations for action
  - It would be a plus if your expertise is in a sector/field relevant to this role.

- Are recognised for:
  - Making a significant contribution to creating and sustaining safe & healthy workplaces
  - Your expertise in undertaking complex investigative work and prosecutions
  - Can produce a range of high quality documents including reports and recommendations for action
  - It would be a plus if your expertise is in a sector/field relevant to this role.

- Are recognised for:
  - Making a contribution to creating and sustaining safe & healthy workplaces
  - Being able to undertake investigative work and prosecutions
  - It would be a plus if your expertise is in a sector/field relevant to this role.

- Can produce a range of high quality documents including reports and recommendations for action

- Have expertise relevant to the role
- A strong interest in, & commitment to, occupational safety & health
- Can produce a range of high quality documents including reports and recommendations for action

---

10
<table>
<thead>
<tr>
<th>WorkSafe Inspector</th>
<th>Level 7 Team Manager</th>
<th>Level 7 Principal Inspector</th>
<th>Level 6 Inspector</th>
<th>Level 5 Inspector</th>
<th>Level 4 Inspector</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Critical Thinking</strong></td>
<td>Are able to:</td>
<td>Are able to:</td>
<td>Are able to:</td>
<td>Are able to:</td>
<td>Are able to:</td>
</tr>
<tr>
<td></td>
<td>• Guide/coach others to formulate workable solutions to challenging or complex problems</td>
<td>• Guide/coach others to formulate workable solutions to challenging or complex problems</td>
<td>• Formulate workable solutions to a range of problems</td>
<td>• Gather the right information to formulate workable solutions to problems</td>
<td>• think on your feet when responding under pressure</td>
</tr>
<tr>
<td></td>
<td>• Make appropriate judgments on a range of complex issues including the allocation of work and the delivery of specialist advice.</td>
<td>• Appraise evidence and evaluate arguments, particularly in relation to more complex prosecutions</td>
<td>• Ask the right questions to gather and interpret data; appraise evidence and evaluate arguments.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Management of Relationships</strong></td>
<td>• Have an outstanding ability to create and sustain relationships and influence a wide range of key stakeholders including the executive, your staff, colleagues, employers, employees, government, unions and industry organisations</td>
<td>• Have an outstanding ability to create and sustain networks and influence a wide range of key stakeholders including colleagues, members of the legal profession, employers, employees, government, unions and industry organisations</td>
<td>• Can gain the cooperation of others even when a situation is challenging or confronting</td>
<td>• Can gain the cooperation of others even when a situation is challenging or confronting</td>
<td>• Can gain the cooperation of others even when a situation is challenging or confronting</td>
</tr>
<tr>
<td></td>
<td>• Can get a message across when speaking and writing to any audience/individual.</td>
<td>• Can get your message across when you speak and write to any audience/individual sometimes in challenging or confronting circumstances</td>
<td>• Can speak and write to any audience/individual with clear &amp; accurate language</td>
<td>• Can show empathy &amp; compassion when dealing with people impacted by workplace safety and health issues</td>
<td>• Can show empathy &amp; compassion when dealing with people impacted by workplace safety and health issues</td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
<td>• Have a proven track record for taking the lead to inspire and guide work groups/individuals to</td>
<td>• Have a proven track record for taking the lead to inspire and guide others to achieve the</td>
<td>• Inspire and guide others towards achieving the right results in often challenging</td>
<td>• Are highly motivated to achieve the right results in often challenging</td>
<td>• Are highly motivated to achieve the right results even when circumstances</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please Note: All new inspectors are required to successfully complete the WorkSafe Inspector induction program relevant to this role.
Please Note: all new inspectors are required to successfully complete the WorkSafe Inspector induction program.

<table>
<thead>
<tr>
<th>WorkSafe Inspector</th>
<th>Level 7 Team Manager</th>
<th>Level 7 Principal Inspector</th>
<th>Level 6 Inspector</th>
<th>Level 5 Inspector</th>
<th>Level 4 Inspector</th>
</tr>
</thead>
<tbody>
<tr>
<td>deliver high quality results and embrace change.</td>
<td>• Develop and manage the motivation and potential of a team</td>
<td>• Develop and manage the motivation and potential of a team</td>
<td>• Develop and manage the motivation and potential of yourself and others</td>
<td>• Develop and manage the motivation and potential of others</td>
<td>• Develop and manage the motivation and potential of others</td>
</tr>
<tr>
<td>Take responsibility for creating &amp; sustaining a positive team culture.</td>
<td>• Take responsibility for creating &amp; sustaining a positive team culture.</td>
<td>• Take responsibility for creating &amp; sustaining a positive team culture.</td>
<td>• Take responsibility for creating &amp; sustaining a positive team culture.</td>
<td>• Take responsibility for creating &amp; sustaining a positive team culture.</td>
<td>• Take responsibility for creating &amp; sustaining a positive team culture.</td>
</tr>
<tr>
<td><strong>Individual Effectiveness</strong></td>
<td>• Use and encourage the use of innovative strategies to ensure the right results are achieved on time and on budget.</td>
<td>• Use and encourage the use of innovative strategies to ensure the right results are achieved on time and on budget.</td>
<td>• Use and encourage the use of innovative strategies in your approach to achieving the right results, on time and on budget.</td>
<td>• Use and encourage the use of innovative strategies in your approach to achieving the right results, on time and on budget.</td>
<td>• Use and encourage the use of innovative strategies in your approach to achieving the right results, on time and on budget.</td>
</tr>
<tr>
<td></td>
<td>• Are passionate about the contribution the area can make to the business and its people.</td>
<td>• Are passionate about the contribution the area can make to the business and its people.</td>
<td>• Are passionate about the contribution the area can make to the business and its people.</td>
<td>• Are passionate about the contribution the area can make to the business and its people.</td>
<td>• Are passionate about the contribution the area can make to the business and its people.</td>
</tr>
<tr>
<td></td>
<td>• Take responsibility and be accountable for own and others' actions.</td>
<td>• Take responsibility and be accountable for own and others' actions.</td>
<td>• Take responsibility and be accountable for own and others' actions.</td>
<td>• Take responsibility and be accountable for own and others' actions.</td>
<td>• Take responsibility and be accountable for own and others' actions.</td>
</tr>
</tbody>
</table>

- Work to develop your own performance, motivation and potential.
- Contribute to sustaining a positive team culture.
- Are passionate about the difference you can make.
- Can plan & organise your own work schedule so things get completed accurately and on time.
- Take responsibility for and be accountable for own actions.