

# PUBLIC SECTOR COMMISSION

## PUBLIC SECTOR ENTITY SURVEY 2015

### CHIEF EXECUTIVE CERTIFICATION

This section should be completed after the entity's responses to the survey have been approved by the chief executive as complete and accurate. The completed page should be received by the Public Sector Commission by no later than 17 July 2015 (please see instructions on page 1).

***I am satisfied that, to the best of my knowledge, information provided in this survey is complete and accurately reflects activities undertaken between 1 July 2014 and 30 June 2015, unless otherwise stipulated.***

***I recognise that responses provided by the entity may be subject to a quality assurance audit by the Commission. The entity has maintained copies of documents, communication and other evidence that have been relied upon in order to complete this survey.***

Name of entity:.....

Name of chief executive:.....

Signature:.....

Date: .....

# Introduction

## What is the purpose of this survey?

Section 22D of the *Public Sector Management Act 1994* (PSM Act) requires the Public Sector Commissioner to report annually to each House of Parliament on the state of administration and management of the public sector and on the compliance of public sector bodies. Similarly, s. 22 of the *Public Interest Disclosure Act 2003* (PID Act) requires the Commissioner to report annually to Parliament on the compliance of public authorities with the PID Act.

Conducted by the Public Sector Commission, the public sector entity survey (PSES) is one of the methods used to report on the state of the sector at the time of reporting, or for the period **between 1 July 2014 and 30 June 2015**.

The survey is sent to chief executive officers (CEOs) and chief employees of all public sector entities, including Senior Executive Service (SES) organisations, non-SES organisations and departments of state. Data from the PSES is reported in the Commissioner's State of the sector (SOTS) report and the SOTS statistical bulletin. Relevant sections of the survey may also be used to assess performance with regard to sector-wide initiatives.

## Who should complete this survey?

One person (e.g. senior internal audit officer, senior organisational performance officer, human resources manager) should ideally be responsible for coordinating input to the PSES from the relevant areas of your entity. Once your entity has completed the PSES, a copy of the completed survey can be printed out so that your chief executive can verify the completeness and accuracy of the responses by filling out the 'Chief executive certification'. Well considered and accurate responses will ensure consistent and accurate reporting by the Commission to Parliament. Survey responses may be audited by the Commission from time to time.

## How should the survey be completed?

For the purposes of this survey, 'entity' refers to and includes departments, SES organisations and non-SES organisations as defined in s. 3 of the *Public Sector Management Act 1994*. It does not include bodies that are not part of the WA public sector as defined.

Your entity's responses **must be submitted online**. The online survey will be accessible through the Commission's website using your entity's logon details that will be provided by email to your entity. Please read the instructions carefully once you login to the online survey. Different sections of the PSES can be completed by different users at the same time. However, only one user should access any one section of the survey at one time.

It is suggested that your entity use the PDF or Word versions of the PSES to document the collected information before beginning the process of entering the entity's responses into the online survey. Your entity should maintain copies of documents, communications and other evidence that have been relied upon in order to complete the PSES.

When the PSES responses have been cleared by your chief executive, and the 'Chief executive certification' has been signed, your entity should lock its responses using the 'Finalise and submit' link in the online survey. The Commission will retrieve entity responses from the online database following the end of the survey administration period on 17 July 2015.

## How can answers be clarified or comments provided?

Please ensure your entity's response covers all parts of the questions. Where strategies, processes or experiences vary in different areas of your entity, only one example is required. The Commission will contact you with any further questions, if required.

A general comment box has been provided at the end of the survey. This box can be used to provide comment, clarifications or qualifications on any of the items in the survey.

### **Are all systems and processes described in the survey expected to be in place?**

It is not expected that all entities will have all systems or processes in place as they may not be appropriate for the entity due to entity structure, size, location, administrative arrangements or business imperatives.

### **Will actions taken, but not yet completed, be recognised?**

Allowance has been made for entities that are in the process of implementing new systems and processes or changing existing arrangements. Entities should only indicate they have systems and processes in place if they are currently operational and being used by staff.

The following table provides guidance on how your entity should interpret some of the response options:

<b>Response option</b>	<b>Interpretation</b>
Yes–fully	System or process is currently in place and operational across your <b>entire</b> entity
Yes–partially	System or process is currently in place and operational in <b>part</b> of your entity
Being developed	A firm decision has been made to implement the system or process AND action is underway to implement within the <b>next 12 months</b>
No	The system or process is not currently in place in your entity or 'being developed' (as defined above)

### **Should 'Yes–fully' be chosen if part of the entity has a system or process in place?**

Some functions such as professional development may be devolved to line areas within entities and it is possible that some areas have systems or processes in place while others do not.

Your entity should answer 'Yes–fully' if the entire entity has a system or process in place, or 'Yes–partially' if only part of the entity has a system or process in place. For example, the survey might ask whether your entity trained its managers in how to handle reports of unethical behaviour. In Entity X, four of its 12 business units may have trained its managers but the remaining eight business units did not. In this situation, Entity X would answer 'Yes–partially' because only part of the entity trained these managers.

### **What confidentiality and security measures are in place?**

Your entity's results will be used as an information source for the 2015 SOTS report. Entity level data may be included in the SOTS report, the SOTS statistical bulletin or related evaluations on specific issues.

The online responses are stored in a secure password protected environment maintained by the Commission.

### **When is the survey due?**

Please submit the survey **online by no later than 17 July 2015**.

The 'Chief executive certification', with the certification box completed and signed by your chief executive, should be received by the Commission by 17 July 2015. Please fax or email the signed and completed certification to (08) 6552 8810 or [app@psc.wa.gov.au](mailto:app@psc.wa.gov.au). Please note that your entity's reporting and compliance obligations will only be recorded as being met once the Commission has received the signed certification.

### **Any questions?**

If you have any queries relating to the survey or the SOTS report, please contact: Laura Cook, Senior Project Officer, on (08) 6552 8751, Teo Yuan, Project Officer, on (08) 6552 8862 or email [survey@psc.wa.gov.au](mailto:survey@psc.wa.gov.au).

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## A. Public interest disclosure (PID)

Completion of this section of the survey (and separate PID registers for any disclosures received) **cover the annual reporting responsibilities of entities.**

It may be most appropriate for your entity's principal PID officer to complete this section of the survey. Your entity's PID officer may work with, but not be employed by, your entity. For further information, see the [Commission's website](#).

Listed below are your entity's PID officer details provided to the Commission in 2014. If these details require updating, please email the new details to [survey@psc.wa.gov.au](mailto:survey@psc.wa.gov.au).

.....  
 .....

A1. Which of the following measures were used by your entity in 2014/15 to ensure it complied with the PID Act? **(Please select all that apply)**

- ☐<sub>1</sub> Designated at least one occupant of a specified position with your entity to receive disclosures of public interest information under the PID Act (i.e. to be a PID officer)?
- ☐<sub>2</sub> Published internal procedures relating to the entity's obligations under the PID Act
- ☐<sub>3</sub> Ensured employees attended entity sessions covering PID awareness
- ☐<sub>4</sub> Distributed the link to the PID digital media file (*Speaking out: A guide to making a public interest disclosure*) available from the Commission's website
- ☐<sub>5</sub> Provided in-house training to PID officers
- ☐<sub>6</sub> Ensured PID officers attended the Commission's PID officer training
- ☐<sub>7</sub> Published the names of the entity's PID officers
- ☐<sub>8</sub> Published the Commission's PID advice and referral line number (Ph: 08 6552 8888)
- ☐<sub>9</sub> Others **(please specify)** .....

A2. What are the details of any disclosures received by your entity in 2014/15?  
**(If your entity received 0 disclosures, please input 0 in the first two columns)**

a. How many disclosures were received by your entity in 2014/15?	b. How many of the disclosures received were <b>assessed as disclosures</b> for the purposes of the PID Act?  (e.g. 7 disclosures were received but only 2 were assessed as disclosures of public interest information, made to a proper authority for the purposes of the PID Act.)	c. If your entity assessed any disclosures as NOT being disclosures for the purposes of the PID Act, what were the reasons?  (Please refer to the relevant sections, for example ss. 3 and 5 of the PID Act, in responding.)
.....	.....	.....

### IMPORTANT INFORMATION

For those disclosures received by your entity and **assessed as disclosures for the purposes of the PID Act**, please download a PID register from:

[http://surveys.publicsector.wa.gov.au/Documents/PID\\_Register.xlsm](http://surveys.publicsector.wa.gov.au/Documents/PID_Register.xlsm)

Complete a separate copy for each disclosure, and submit it via email to [confidential.pids@psc.wa.gov.au](mailto:confidential.pids@psc.wa.gov.au) by no later than 10 July 2015. Information entered into this register is password protected using the 'secure and save' feature.

PID registers are confidential and information contained in the registers must comply with s. 16 of the PID Act. PID registers should only be submitted once for each disclosure.

### Allegations of non-compliance

A3. Did your entity receive any allegations in 2014/15 that it did not comply with its obligations under the PID Act, or that its PID officers did not comply with the *PID officers' code of conduct and integrity*?  
**(Please select all that apply)**

- ☐<sub>1</sub> No
- ☐<sub>2</sub> Yes, that the entity did not comply with its obligations under the PID Act **(please specify)**.....  
.....
- ☐<sub>3</sub> Yes, that the entity's PID officers did not comply with the *PID officers' code of conduct and integrity*  
**(please specify)**.....

## B. Ethics and integrity

Commissioner's Instructions No. 7 – Code of Ethics and No. 8 – Codes of conduct and integrity training *apply to all public sector employees, including CEOs and chief employees, and public sector bodies covered by the PSM Act. All public sector employees must observe Commissioner's Instructions No. 7 and No. 8 and their entity's code of conduct.*

B1. Did your entity's code of conduct reflect the principles of *Commissioner's Instruction No.7 – Code of Ethics* and the requirements of *No. 8 – Codes of conduct and integrity training* during 2014/15?

☐<sub>1</sub> Yes

☐<sub>2</sub> No

☐<sub>3</sub> The entity did not have a code of conduct in place during 2014/15

B2. How many of your entity's employees (headcount) have participated in Accountable and ethical decision making (AEDM) training over the last five years? **(or please input 'Information not available')**

.....

☐<sub>1</sub> Information not available **(please specify if you have records for any years and the number of participants in those years)** .....

B3. How many of your entity's corporate executive members (headcount) have participated in AEDM training over the last five years? **(or please input 'Information not available' or 'Not applicable')**

.....

☐<sub>1</sub> Information not available **(please specify if you have records for any years and the number of participants in those years)** .....

☐<sub>2</sub> Not applicable – the entity has not had a corporate executive group in place

## Misconduct

B4. What strategies or policies are in place in your entity to prevent misconduct?

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B5. How does your entity consider and apply outcomes from its misconduct processes to guide the development and review of education and prevention strategies?

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B6. What strategies does your entity use to manage misconduct and ensure consistency across the entity?

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## C. Human resource management

As part of the Commission's monitoring, assistance and parliamentary reporting role, it gathers information about how well the public sector standards are applied when developing human resource policies and procedures; communicating with employees about the standards; and making human resource decisions.

- C1. How many breach of standard claims were **resolved within** your entity during 2014/15?  
(If no claims were resolved within your entity, please input 0 in each row of the second column)

	1. Number of breach of standard claims	2. Information not available
a. Employment		
i. Recruitment, selection and appointment	.....	<input type="checkbox"/> <sub>1</sub>
ii. Acting	.....	<input type="checkbox"/> <sub>1</sub>
iii. Secondment	.....	<input type="checkbox"/> <sub>1</sub>
iv. Transfer	.....	<input type="checkbox"/> <sub>1</sub>
b. Grievance resolution	.....	<input type="checkbox"/> <sub>1</sub>
c. Performance management	.....	<input type="checkbox"/> <sub>1</sub>
d. Redeployment	.....	<input type="checkbox"/> <sub>1</sub>
e. Termination	.....	<input type="checkbox"/> <sub>1</sub>

- C2. Did your entity **complete** any discipline processes<sup>1</sup> in 2014/15? (Please select all that apply)

- ☐<sub>1</sub> Yes  
☐<sub>2</sub> No (skip to C9)

- C3. How many discipline processes were **completed** by your entity in 2014/15 for **current and former** employees? (Please count each discipline process only once regardless of whether breaches of discipline were found. If no discipline processes were completed, please input 0 in each row of the second column.)

	i. Number of completed processes	ii. Information not available
a. Under the <i>Public Sector Management Act 1994</i>	.....	<input type="checkbox"/> <sub>1</sub>
b. Under another instrument (e.g. industrial award, policy)	.....	<input type="checkbox"/> <sub>1</sub>

<sup>1</sup> This includes processes to manage allegations of breaches of your entity's code of conduct or *Commissioner's Instruction No.7 – Code of Ethics*. Breaches of discipline may be defined in various statutes and industrial instruments applicable to the relevant category of employee. For example, Part 5 of the PSM Act defines breaches of discipline for employees covered by this Part as disobeying or disregarding a lawful order; contravening any applicable provision of the PSM Act or any public sector standard or code of ethics; committing an act of misconduct; being negligent or careless in the performance of their functions; or committing an act of victimisation as it is defined in s. 15 of the PID Act.

C4. What was the **average** length of time taken to complete the discipline processes?

- ☐<sub>1</sub> Information not available  
☐<sub>2</sub> Within 3 months  
☐<sub>3</sub> Between 3 and 6 months  
☐<sub>4</sub> Between 6 and 12 months  
☐<sub>5</sub> More than 12 months

C5. Were any **breaches** of discipline found in these discipline processes **completed** by your entity in 2014/15?

- ☐<sub>1</sub> Yes  
☐<sub>2</sub> No (**skip to C7**)  
☐<sub>3</sub> Not applicable or information not available (**skip to C7**)

C6. How many of the **completed** discipline processes reported in C3 found at least one **breach** of discipline?

	i. Number of completed processes with <b>at least one breach</b> of discipline	ii. Information not available
a. Under the <i>Public Sector Management Act 1994</i>	.....	<input type="checkbox"/> <sub>1</sub>
b. Under another instrument (e.g. industrial award, policy)	.....	<input type="checkbox"/> <sub>1</sub>

C7. For all **completed** discipline processes in 2014/15 relating to breaches of your entity's code of conduct or *Commissioner's Instruction No.7 – Code of Ethics*, regardless of whether breaches of discipline were found, please complete the following table (**or please input 'Not applicable' or 'Information not available'**):

☐<sub>1</sub> Not applicable

☐<sub>2</sub> Information not available (**where 'Type of breach' is not available, please specify the total number of completed processes and the number with breaches of discipline, where possible**)

.....

**\* A completed process can be counted against more than one type of breach**

Element of code of conduct/ <i>Code of Ethics</i>	Type of breach	Number* of completed processes	
		i. Total	ii. With <b>breach of discipline</b>
<i>Personal integrity</i> Acting with care and diligence, and making decisions that are honest, fair, impartial and timely, and consider all relevant information	a. Unauthorised disclosure of information	.....	.....
	b. Falsification of information or records	.....	.....
	c. Failure to manage conflicts of interest (e.g. a conflict between public role and personal interests)	.....	.....
	d. Inappropriate acceptance of gifts or benefits	.....	.....
	e. Fraudulent or corrupt behaviour (e.g. using position to obtain an inappropriate benefit)	.....	.....
	f. Improper use of internet or email	.....	.....
	g. Inappropriate access of confidential information (e.g. entity database)	.....	.....
<i>Accountability</i> Using the resources of the state in a responsible and accountable manner that ensures the efficient, effective and appropriate use of human, natural, financial and physical resources, property and information	h. Workplace theft (e.g. stationery, computers, petty cash)	.....	.....
	i. Use of public resources (e.g. improper use of vehicles, computers)	.....	.....
<i>Relationships with others</i> Treating people with respect, courtesy and sensitivity and recognising their interests, rights, safety and welfare	j. Misuse of drugs or alcohol	.....	.....
	k. Bullying	.....	.....
	l. Personal behaviour during working hours ( <b>other than bullying or misuse of drugs or alcohol</b> ) (e.g. inappropriate language, disrespectful treatment of co-workers)	.....	.....
	m. Personal behaviour outside working hours ( <b>other than bullying or misuse of drugs or alcohol</b> ) (e.g. social functions, comment made online in a personal capacity)	.....	.....
<i>Other elements</i>	n. Others ( <b>please specify</b> ).....	.....	.....

C8. For those **completed** discipline processes where breaches of your entity's code of conduct or the *Code of Ethics* were found, please indicate the type of outcomes in the following table (**or please select 'Not applicable' or 'Information not available'**):

☐<sub>1</sub> Not applicable

☐<sub>2</sub> Information not available (**where 'Type of outcome' is not available, please specify the number of completed processes where breaches were found, where possible**).....

*\* A completed process can be counted against more than one type of outcome*

Type of outcome	Number* of times the outcome was applied
a. Formal written warning issued	.....
b. Improvement notice issued	.....
c. Termination of employment	.....
d. Further employment contract not offered	.....
e. Employee transferred	.....
f. Reduction in classification	.....
g. Reassignment of duties	.....
h. Reduction in salary	.....
i. Deductions from salary by way of a fine	.....
j. Reprimanded	.....
k. Counselling/dispute resolution	.....
l. Training and development	.....
m. Performance management	.....
n. No sanction imposed due to resignation or abandonment of employment of investigated employee	.....
o. No sanction imposed for other reasons	.....
p. Others ( <b>please specify</b> ) .....	.....

## Grievance management

C9. How many grievance cases addressed through a **formal process** were **completed** by your entity in 2014/15? **(Or please select 'Information not available')**

.....

☐<sub>1</sub> Information not available

C10. Which of the following matters were contained within the grievance cases **completed** through a formal process by your entity in 2014/15? **(Please select all that apply)**

- ☐<sub>1</sub> Information not available
- ☐<sub>2</sub> Disagreement with a decision of the entity
- ☐<sub>3</sub> Disagreement with a policy/procedure of the entity
- ☐<sub>4</sub> Unfair treatment
- ☐<sub>5</sub> Performance feedback or assessment
- ☐<sub>6</sub> Access to leave or other conditions of employment
- ☐<sub>7</sub> Procedural issues relating to recruitment actions
- ☐<sub>8</sub> Interpersonal conflict
- ☐<sub>9</sub> Bullying
- ☐<sub>10</sub> Discrimination
- ☐<sub>11</sub> Inappropriate behaviour in the workplace
- ☐<sub>12</sub> Workplace change (e.g. changes in duties)
- ☐<sub>13</sub> Others **(please specify)** .....
- ☐<sub>14</sub> Not applicable – no grievance cases completed through a formal process

## Substandard performance management

C11. During 2014/15, how many staff in your entity have been subject to a **substandard** performance process that **commenced** in that financial year (including those processes that are ongoing)?

	i. Number of staff	ii. Information not available
a. Under s. 79(5) of the <i>Public Sector Management Act 1994</i>	.....	<input type="checkbox"/> <sub>1</sub>
b. Under similar provisions (e.g. industrial award, policy)	.....	<input type="checkbox"/> <sub>1</sub>

## D. Development and planning

*Performance development activities include on-the-job experiences such as job shadowing, and participation in more formal activities such as classroom training courses and academic study.*

D1. Did any of your entity's employees participate in the following development activities during 2014/15?

	i. Yes	ii. Being developed	iii. No	iv. Information not available
a. Leadership development programs	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
b. Job-specific skill development programs	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
c. Formal mentoring	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
d. Formal coaching	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
e. Planned stretch assignments	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
f. Planned job rotations	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
g. Planned job shadowing	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
h. Secondments	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
i. Exchange programs	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
j. Others ( <b>please specify</b> ).....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>

D2. How did your entity **broadly** determine (or endeavour to measure) return on investment in staff performance development activities during 2014/15?

.....

.....

D3. Overall, what percentage of your entity's **Tier 2 and 3** officers participated in at least one formal, **documented** performance planning or appraisal meeting conducted by their manager in 2014/15? (**For the purposes of this question, Tier 2 officers are those that report directly to your chief executive, and Tier 3 officers are those that report to the Tier 2 officers, regardless of whether they have managerial responsibility**)

	0–19%	20–39%	40–59%	60–79%	80–100%	Information not available
Tier 2 and 3 officers participating in <b>at least one</b> documented meeting	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>6</sub>

D4. Overall, what percentage of your entity's **other staff** participated in at least one formal, **documented** performance planning or appraisal meeting conducted by their line manager in 2014/15?

	0–19%	20–39%	40–59%	60–79%	80–100%	Information not available
Other staff participating in <b>at least one</b> documented meeting	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>6</sub>

D5. What is **one** significant challenge your entity faced during 2014/15 in ensuring meaningful feedback and direction was provided during performance feedback meetings?

.....

.....

D6. When was your entity's equal employment opportunity (EEO) management plan (or workforce and diversity plan) last reviewed within your entity?

- ☐<sub>1</sub> Currently under review
- ☐<sub>2</sub> During 2013/14
- ☐<sub>3</sub> During 2012/13
- ☐<sub>4</sub> Prior to 2012/13
- ☐<sub>5</sub> The plan has not yet been reviewed
- ☐<sub>6</sub> Do not have a plan

D7. To what extent were the following EEO initiatives actioned in your entity during 2014/15?

	Documented and actioned	Documented but not actioned	Being developed	No firm plans to document and/or action
a. Policies and programs to promote discrimination free employment and EEO	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
b. Communication strategies to ensure all employees are aware of EEO policies and programs	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
c. Collection and recording of data on employment of people from diversity groups	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
d. Strategies to review recruitment practices, staff development, promotion and transfer opportunities, and conditions of service to identify any discriminatory practices	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
e. Monitoring goals or targets to measure the effectiveness of the EEO plan	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
f. Procedures to evaluate EEO policies and programs	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
g. Procedures to review and amend the EEO plan	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
h. Specified persons within the entity responsible for monitoring and implementing the above provisions	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
i. Others <b>(please specify)</b> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>

D8. Did your entity implement the following strategies during 2014/15 to contribute to the employment of Aboriginal Australians?

	Yes—fully	Yes—partially	Being developed	No
a. Cultural awareness training/information is included in induction materials or programs	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
b. Managers are educated regarding supervision of Aboriginal employees	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
c. Flexible work practices have been promoted to assist Aboriginal employees to balance work and cultural issues	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
d. Recruitment policies and practices have been reviewed to ensure they are culturally inclusive	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
e. Advertising strategies adopt a proactive approach to seeking Aboriginal applicants	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
f. Strategies are in place to provide leadership development opportunities for Aboriginal employees	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
g. Strategies are in place to provide other development opportunities for Aboriginal employees	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
h. Peer support networks and/or programs are in place for Aboriginal employees	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
i. Aboriginal employees are encouraged to disclose information about their diversity status during workforce data collection	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
j. The entity has a 'Reconciliation action plan' that provides an overview of inclusive employment strategies	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
k. The entity's employment strategies are informed by the Commission's <i>Aboriginal Employment Strategy 2011-2015</i>	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
l. Others <b>(please specify)</b> .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>



D9. Did your entity implement the following strategies during 2014/15 to contribute to the employment of people with disability?

	Yes— fully	Yes— partially	Being developed	No
a. Information about working with people with disability is included in induction materials or programs	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
b. Employees with disability are encouraged to disclose information about their diversity status during workforce data collection	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
c. Selection criteria and job requirements have been designed with consideration of how to make jobs more accessible to people with disability	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
d. Information about working with the entity is available in a variety of accessible formats	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
e. Managers are educated about available support options for people with disability	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
f. The entity's 'Disability access and inclusion plan' provides an overview of inclusive employment strategies	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
g. Strategies are in place to provide leadership development opportunities to employees with disability	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
h. Employees with disability participate in mentoring programs or other formal support networks	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
i. The entity's employment strategies are informed by the Commission's <i>Disability Employment Strategy 2013-2015</i>	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
j. Others ( <b>please specify</b> ).....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>

D10. Please briefly comment on your entity's overall experience, perceived challenges or successes in improving the representation of women in senior roles during 2014/15.

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## E. Administration and management

E1. What is **one** significant action your entity took during 2014/15 to improve its efficiency and effectiveness (e.g. through red tape reduction, innovation or collaboration)?

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E2. Did your entity use the following strategies in 2014/15 to meet the requirements of the *State Records Act 2000*?

	Yes– fully	Yes– partially	Being developed	No
a. Provide online advice about recordkeeping requirements	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
b. Provide in-house recordkeeping training	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
c. Monitor the usage of the entity's recordkeeping system	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
d. Provide employees with access to a copy of the entity's recordkeeping plan	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
e. Monitor allegations of non-compliance with the entity's recordkeeping plan	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
f. Include records management in the entity's internal audit plan	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>
g. Others ( <b>please specify</b> ) .....	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>

E3. What factors are driving your entity's agility in responding to a changing operating environment?

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E4. What are the biggest challenges facing your entity in the next few years?

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E5. What are the key implications of these challenges for your entity's operations?

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E6. What factors would facilitate transformational change in your entity?

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**Comment box – please provide any additional comments your entity would like to make about its responses to this survey.**

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**Thank you for completing this survey**