

# PUBLIC SECTOR COMMISSION

## ANNUAL AGENCY SURVEY 2013

### CHIEF EXECUTIVE CERTIFICATION

This section should be completed after the agency'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 Friday 19 July 2013 (please see instructions on page 4).

***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 2012 and 30 June 2013, unless otherwise stipulated.***

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

Name of Agency: .....

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. The Annual Agency Survey (AAS) is one of the methods used to report on the overall state of the sector and compliance.

The AAS collects information on the application of *Commissioner's Instruction No. 7 – Code of Ethics*, agency codes of conduct and general principles of human resource management and public interest disclosure, and on overall agency administration and management at the time of reporting or for the period **between 1 July 2012 and 30 June 2013**.

The survey is sent to chief executive officers (CEOs) and chief employees of all public sector agencies, including Senior Executive Service (SES) organisations, non-SES organisations and departments of state.

Data from the AAS 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 outlined in CEO Performance Agreements.

### Who is conducting the survey?

The AAS is being conducted internally by the Public Sector Commission.

### 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 AAS from the relevant areas of your agency. Once your agency has completed the AAS, 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?

Your agency's responses **must be submitted online**. The online survey can be accessed through the Commission's website at <http://surveys.publicsector.wa.gov.au/annual-agency-survey-2013> using your agency's logon details that have been provided by email to your agency.

Please read the instructions carefully once you login to the online survey. Different sections of the AAS 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 agency use the PDF or Word versions of the AAS to document the collected information before beginning the process of entering the agency's responses into the online survey.

Your agency should maintain copies of documents, communications and other evidence that have been relied upon in order to complete the AAS.

When the AAS responses have been cleared by your chief executive, and the Chief Executive Certification has been signed, your agency should lock its responses using the 'Finalise and submit' link in the online survey.

The Commission will retrieve agency responses from the online database following the end of the survey administration period (Friday 19 July 2013).

### **What if your agency needs to clarify its answers?**

General comment boxes have been provided at the end of each section of the AAS. The boxes can be used to provide comment, clarifications or qualifications on any of the items in that section.

### **Will actions your agency has taken but not yet completed be recognised?**

Throughout the AAS, allowance has been made for instances where agencies are in the process of implementing new systems or processes or changing existing arrangements. This means that agencies should only indicate they have systems or processes in place if they are currently operational and being used by staff. The following table provides guidance on how your agency 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 agency
Yes—partially	System or process is currently in place and operational in PART of your agency
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 agency or being developed (as defined above)

### **Should your agency answer 'Yes—fully' if only part of the agency has a system or process in place?**

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

In the AAS, your agency should answer 'Yes—fully' if the entire agency has a system or process in place, or 'Yes—partially' if only part of the agency has a system or process in place.

For example, the survey might ask whether your agency trained its managers in how to handle reports of unethical behaviour. In Agency X, four of its 12 business units may have trained its managers but the remaining eight units did not. In this situation, Agency X would answer 'Yes—partially' because only part of the agency trained its managers.

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

Your agency's results will be used as a key information source for the 2013 SOTS. Agency 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.

### **What happens after your agency takes part in the survey?**

The Commission will retrieve agency responses from the online database to inform the SOTS report (which includes a report on public interest disclosure) and the *SOTS Statistical bulletin*.

Your agency may be contacted after taking part in the AAS to clarify responses or for the purposes of a quality assurance audit by the Commission.

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

Please submit the survey **online** by Friday 19 July 2013. Your agency will also need to ensure that the Chief Executive Certification, with the certification box completed and signed by your chief executive, has been received by the Commission by Friday 19 July 2013.

Please fax or email the signed and completed certification to Amanda Corrie, Administration Assistant, on (08) 6552 8810 or email [app@psc.wa.gov.au](mailto:app@psc.wa.gov.au).

Please note that your agency'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 AAS or the SOTS report, please contact Tamara Erlandson, A/Assistant Director, on (08) 6552 8794; Laura Cook, Project Officer, on (08) 6552 8751; or email [survey@psc.wa.gov.au](mailto:survey@psc.wa.gov.au).

## TABLE OF CONTENTS

Introduction.....	2
A. Public interest disclosure (PID) .....	6
PID register .....	7
B. Ethics and integrity .....	9
C. Human resource management.....	13
Public sector standards .....	13
Discipline management.....	14
Grievance management.....	18
Performance management.....	20
D. Professional development and workforce planning .....	22
Professional development.....	22
Workforce planning .....	22
E. Occupational safety, health and wellbeing.....	24
F. Efficiency and effectiveness .....	26
Red tape reduction .....	26
Innovation.....	27
Collaboration .....	28
G. Administration and management.....	30
Agency capability .....	30
Strategic planning .....	30
Internal audit and evaluation .....	31
Risk management .....	32
Indigenous economic participation.....	32
Recordkeeping .....	33
Social media.....	33
Website accessibility .....	34

## A. Public interest disclosure (PID)

*The Public Interest Disclosure Act 2003 (PID Act) enables people to make disclosures about certain types of wrongdoing (public interest information) without fear of reprisal. Agencies are required to comply with the PID Act.*

A1. Have you designated at least one occupant of a specified position in your agency to receive disclosures of public interest information under the PID Act (i.e. to be a PID officer)?

- ☐<sub>1</sub> Yes  
☐<sub>2</sub> No **(skip to A3)**

A2. What are the names and position titles of all your agency's PID officers? *(Please note this information will be used to update the Commission's register of PID officers.)*

.....  
.....  
.....

A3. Which of the following measures were used by your agency in 2012–13 to ensure it complies with the PID Act? **(Please select all that apply)**

- ☐<sub>1</sub> Publishing procedures within the agency relating to the PID process  
☐<sub>2</sub> Ensuring employees attend the agency's PID awareness sessions  
☐<sub>3</sub> Distributing 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>4</sub> Providing in-house training to PID officers  
☐<sub>5</sub> Ensuring PID officers attend the Commission's PID officer training  
☐<sub>6</sub> Publishing the names of your agency's PID officers  
☐<sub>7</sub> Publishing the Commission's PID advice and referral line number  
☐<sub>8</sub> Others **(please specify)** .....

A4. Did your agency receive any allegations in 2012–13 that the agency did not comply with its obligations under the PID Act?

- ☐<sub>1</sub> Yes  
☐<sub>2</sub> No **(skip to A6)**

A5. What was the nature of the allegations received by your agency and what actions were taken in response to the allegations?

.....  
.....  
.....

A6. Did your agency receive any allegations in 2012–13 that its PID officers have not complied with the PID Officers Code of Conduct and Integrity?

☐<sub>1</sub> Yes

☐<sub>2</sub> No (**skip to A8**)

A7. What was the nature of the allegations received by your agency and what actions were taken in response to the allegations?

.....

.....

.....

### **PID register**

*Note: This section is for your agency's principal PID officer to complete.*

A8. In 2012–13, were any disclosures received by your agency under the PID Act?

☐<sub>1</sub> Yes

☐<sub>2</sub> No (**skip to Comment Box A**)

A9. How many disclosures were received by your agency in 2012–13?

.....

A10. How many of the disclosures received by your agency were assessed as being **appropriate** for the purposes of ss. 3 and 5 of the PID Act?

.....

### **IMPORTANT INFORMATION**

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

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

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 31 July 2013. Information entered into this spreadsheet is password protected using the 'Secure and Save' feature.

The PID register is highly confidential and information contained in the register must comply with s. 16 of the PID Act. PID registers must only be submitted by your agency's PID officer. If your agency has more than one PID officer, only the principal PID officer should submit the PID register.

A11. How many of the disclosures received by your agency were assessed as **NOT** being appropriate for the purposes of ss. 3 and 5 of the PID Act?

.....

A12. If your agency assessed any disclosures as **NOT** being appropriate for the purposes of ss. 3 and 5 of the PID Act, why were they not appropriate?

.....  
.....  
.....

**Comment Box A – Public interest disclosure**

.....  
.....  
.....



## B. Ethics and integrity

*The principles of conduct are outlined in s. 9 of the PSM Act. These principles require all employees to act with integrity in the performance of official duties and to be scrupulous in the use of official information, equipment and facilities. Employees are also required to exercise proper courtesy, consideration and sensitivity in their dealings with members of the public and other employees.*

*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 agency's code of conduct.*

B1. Does your agency have a code of conduct?

- ☐<sub>1</sub> Yes  
☐<sub>2</sub> No **(skip to B3)**

B2. Does your agency's code of conduct reflect the requirements of *Commissioner's Instructions No.7 – Code of Ethics and No.8 – Codes of Conduct and Integrity Training*?

- ☐<sub>1</sub> Yes  
☐<sub>2</sub> No

B3. Which of the following approaches were used in 2012–13 to monitor your agency's compliance with the *Code of Ethics and Commissioner's Instruction No.8*? **(Please select all that apply)**

- ☐<sub>1</sub> Internal reviews or audits (e.g. audits of procurement decisions, gifts and benefits registers, conflict of interest declarations)  
☐<sub>2</sub> External reviews or audits (e.g. audits conducted by a central agency such as the Office of the Auditor General or the Commission)  
☐<sub>3</sub> General staff survey feedback  
☐<sub>4</sub> Exit interview/survey feedback  
☐<sub>5</sub> Employee consultative committees  
☐<sub>6</sub> Performance management meetings  
☐<sub>7</sub> Analysis of non-compliance complaints or issues  
☐<sub>8</sub> Regular corporate executive monitoring of outcomes  
☐<sub>9</sub> Others **(please specify)** .....

B4. Which of the following measures did your agency have in place in 2012–13 to ensure that all employees are familiar with the *Code of Ethics*? **(Please select all that apply)**

- ☐<sub>1</sub> Induction program for new employees
- ☐<sub>2</sub> Requiring employees to verify that they have read, understand and commit to your agency's code of conduct or other policy
- ☐<sub>3</sub> Reinforcement of obligations in regular performance management meetings
- ☐<sub>4</sub> Regular information sessions for employees
- ☐<sub>5</sub> Information included in staff newsletters or bulletins
- ☐<sub>6</sub> Information provided to managers about their role in upholding the *Code of Ethics*
- ☐<sub>7</sub> Included in job descriptions
- ☐<sub>8</sub> Promoted on your agency's intranet site
- ☐<sub>9</sub> Others **(please specify)**.....

B5. Did your agency conduct Accountable and Ethical Decision Making (AEDM) training **within the agency** during 2012–13?

- ☐<sub>1</sub> Yes
- ☐<sub>2</sub> No **(skip to B7)**

B6. How was the AEDM training delivered to your agency's employees? **(Please select all that apply)**

- ☐<sub>1</sub> Workshops or seminars conducted by in-house trainers
- ☐<sub>2</sub> Workshops or seminars conducted by trainers contracted from the Common Use Arrangement for Training Courses (CUATRA2012)
- ☐<sub>3</sub> Online training developed internally
- ☐<sub>4</sub> Online training developed by trainers from the CUATRA2012
- ☐<sub>5</sub> Others **(please specify)**.....

B7. Does your agency have any records of employee participation in AEDM training **within the agency** over the last five years?

- ☐<sub>1</sub> Yes—fully
- ☐<sub>2</sub> Yes—partially **(skip to B10)**
- ☐<sub>3</sub> No **(skip to B13)**

B8. How many employees (headcount) does your agency currently have?

.....

B9. How many of these current employees (headcount) have participated in AEDM training conducted **within the agency** over the last five years?

.....

B10. Does your agency have complete records of corporate executive participation (e.g. employees at the Tier 1 and Tier 2 management levels in your agency's hierarchy) in AEDM training conducted **within the agency** over the last five years?

☐<sub>1</sub> Yes

☐<sub>2</sub> No (**skip to B13**)

B11. How many corporate executive members (headcount) does your agency currently have?

.....

B12. How many of your current corporate executive members (headcount) have participated in AEDM training conducted **within the agency** over the last five years?

.....

B13. Were the following strategies in place in your agency in 2012–13 to encourage employee reporting of unethical behaviour?

	Yes-fully	Yes-partially	Being developed	No
a. The chief executive has publicised a commitment to the reporting of unethical behaviour in the agency's code of conduct or other policy	<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. The way to report unethical behaviour is published in the agency's code of conduct or other policy	<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. The agency's code of conduct or other policy contains a statement that victimisation of those reporting unethical behaviour will not be tolerated	<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. The agency communicates to employees (e.g. in employee newsletters, emails) how to report unethical behaviour	<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 receive training in how to handle reports of unethical behaviour	<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 contact names for reporting unethical behaviour are accessible to 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. A confidential phone or email service has been set up to encourage the reporting of unethical behaviour	<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. The agency's public interest disclosure procedures are accessible to 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. 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>

B14. How did your agency ensure in 2012–13 that unethical behaviour is managed and investigated?  
**(Please select all that apply)**

- ☐<sub>1</sub> The agency's code of conduct outlines how allegations of unethical behaviour will be managed and investigated
- ☐<sub>2</sub> The agency's policy (other than a code of conduct) outlines how allegations of unethical behaviour will be managed and investigated
- ☐<sub>3</sub> A position or section within the agency is responsible for managing and investigating allegations of unethical behaviour
- ☐<sub>4</sub> Managers are trained in how to receive reports of unethical behaviour and who to refer them to for investigation
- ☐<sub>5</sub> Managers are trained in how to conduct or oversee investigations
- ☐<sub>6</sub> PID officers understand their obligations under the *Public Interest Disclosure Act 2003*
- ☐<sub>7</sub> Others **(please specify)**.....

**Comment Box B – Ethics and integrity**

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## C. Human resource management

Management of employees within the public sector is guided by the general principles of human resource management set out in s. 8 of the PSM Act, together with the Public Sector Standards in Human Resource Management. As part of the Commission's monitoring, assistance and parliamentary reporting role, it gathers information about how well the Standards are incorporated and applied within agencies: for example, in human resource policies and procedures; in communicating with employees about the Standards; in applying the Standards when making human resource decisions; and in determining adherence to the Standards.

### Public sector standards

C1. Which of the following approaches were used by your agency in 2012–13 to monitor its compliance with the Public Sector Standards in Human Resource Management? **(Please select all that apply)**

- ☐<sub>1</sub> Reviews or audits of human resource policies or checklists to ensure consistency with the Standards
- ☐<sub>2</sub> Internal reviews or audits of transactions/processes conducted under the Standards
- ☐<sub>3</sub> External reviews or audits of transactions/processes conducted under the Standards
- ☐<sub>4</sub> Staff feedback through surveys of recruits following recruitment processes
- ☐<sub>5</sub> Staff feedback through exit interviews/surveys
- ☐<sub>6</sub> Analysis of number and nature of breach claims lodged with the agency
- ☐<sub>7</sub> Analysis of, and action resulting from, substantiated breach claims
- ☐<sub>8</sub> Others **(please specify)**.....

C2. Did your agency use the following strategies in 2012–13 to ensure employees are aware of the Breach of Standard claim process?

	Yes– fully	Yes– partially	Being developed	No
a. Including information in induction material	<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. Conducting employee awareness raising sessions	<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. Providing information on the agency's intranet site	<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. Providing information through newsletters or bulletins	<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. Providing a link from the agency's intranet site to the Commission's website	<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. Providing training to panel members	<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. Providing notification in accordance with the <i>Public Sector Management (Breaches of Public Sector Standards) Regulations 2005</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>
h. 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>

C3. Did your agency resolve internally (i.e. not refer to the Commission) any Breach of Standard claims in 2012–13?

- ☐<sub>1</sub> Yes  
☐<sub>2</sub> No **(skip to C6)**  
☐<sub>3</sub> Information not available **(skip to C6)**

C4. Does your agency maintain records on the number of Breach of Standard claims **by type of Standard** resolved internally?

- ☐<sub>1</sub> Yes—for all Standards  
☐<sub>2</sub> Yes—for some Standards  
☐<sub>3</sub> No **(skip to C6)**

C5. How many Breach of Standard claims were resolved internally for the following Standards during 2012–13?

	i. Number of Breach of Standard claims	ii. Information not available
a. Employment	.....	<input type="checkbox"/> <sub>1</sub>
b. Performance management	.....	<input type="checkbox"/> <sub>1</sub>
c. Grievance resolution	.....	<input type="checkbox"/> <sub>1</sub>
d. Redeployment	.....	<input type="checkbox"/> <sub>1</sub>
e. Termination	.....	<input type="checkbox"/> <sub>1</sub>

## Discipline management

C6. Did your agency **complete** any investigations into suspected breaches of discipline<sup>1</sup> in 2012–13?  
**(Please select all that apply)**

- ☐<sub>1</sub> Yes—under the *Public Sector Management Act 1994*  
☐<sub>2</sub> Yes—under another instrument (e.g. industrial award, policy)  
☐<sub>3</sub> No **(skip to C13)**

<sup>1</sup> This includes allegations of breaches of your agency's code of conduct or Commissioner's Instruction No.7 – Code of Ethics.

C7. How many investigations into suspected breaches of discipline were **completed** in 2012–13?

	i. Number of completed investigations	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>

C8. What was the **average** length of time taken to complete the investigations?

- ☐<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

C9. For those **completed** investigations into suspected breaches of discipline, were any **substantiated** (i.e. found to have been a breach of discipline)?

- ☐<sub>1</sub> Yes
- ☐<sub>2</sub> No (**skip to C11**)

C10. How many **completed** investigations into suspected breaches of discipline were **substantiated** (i.e. found to have been a breach of discipline)?

	i. Number of completed investigations that were substantiated	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>

C11. For those **completed** investigations into breaches of your agency's code of conduct or *Commissioner's Instruction No.7 – Code of Ethics*, please indicate 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 possible, please specify the number of completed investigations suspected to have breached and the number found to have breached where 'type of breach' is not available) .....

*\* A completed investigation 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 investigations	
		i. <b>Suspected</b> to have breached	ii. Found to have <b>breached</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. agency 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> ).....	.....	.....



C12. For those **completed** investigations found to have **breached** your agency's code of conduct or the *Code of Ethics*, please indicate 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 possible, please specify the number of completed investigations found to have breached where type of outcome is not available).....

*\* A completed investigation 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. Employment contract not extended	.....
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. Management of substandard performance	.....
n. No sanction imposed due to resignation or abandonment of employment of investigated employee	.....
o. No sanction imposed for other reasons	.....
p. Others (please specify) .....	.....

## Grievance management

C13. Did your agency have the following strategies in place in 2012–13 to support grievance management?

	Yes– fully	Yes– partially	Being developed	No
a. Clear policies and processes have been established for dealing with grievances	<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. Policies and processes are communicated to all staff through email, the agency's intranet site or posters	<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. Policies and processes are monitored and reviewed to ensure they are being appropriately applied	<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. Senior management monitors and ensures that incidents are properly addressed	<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 trained in grievance resolution	<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 agency has at least one grievance officer to whom employees can report incidents	<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. The agency's grievance officers are trained in grievance resolution	<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. 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>

C14. How many grievance cases were **underway** in your agency in 2012–13?

	a. Number of cases	ii. Information not available
a. Cases carried over from 2011–12	.....	<input type="checkbox"/> <sub>1</sub>
b. New cases lodged in 2012–13	.....	<input type="checkbox"/> <sub>1</sub>

C15. Did your agency **complete** any grievance cases in 2012–13?

- ☐<sub>1</sub> Yes  
☐<sub>2</sub> No (**skip to C22**)

C16. How many grievance cases were **completed** by your agency in 2012–13? (**Please enter 'NA' if this information is not available**)

.....

C17. What was the **average** length of time taken to complete the grievance cases?

- ☐<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

C18. Were any of the completed grievance cases **substantiated** by your agency in 2012–13?

- ☐<sub>1</sub> Yes
- ☐<sub>2</sub> No (**skip to C21**)

C19. How many of the completed grievance cases were **substantiated** by your agency in 2012–13?  
(Please enter 'NA' if this information is not available)

.....

C20. Which of the following matters were contained within the grievance cases **substantiated** by your agency? (**Please select all that apply**)

- ☐<sub>1</sub> Information not available
- ☐<sub>2</sub> Disagreement with a decision of the agency
- ☐<sub>3</sub> Unfair treatment
- ☐<sub>4</sub> Performance feedback or assessment
- ☐<sub>5</sub> Access to leave or other conditions of employment
- ☐<sub>6</sub> Procedural issues relating to selection exercises
- ☐<sub>7</sub> Interpersonal conflict
- ☐<sub>8</sub> Bullying
- ☐<sub>9</sub> Discrimination
- ☐<sub>10</sub> Inappropriate behaviour in the workplace
- ☐<sub>11</sub> Workplace change (e.g. changes in duties)
- ☐<sub>12</sub> Others (**please specify**) .....

C21. Which other actions were taken in response to the grievance cases **completed** by your agency?  
**(Please select all that apply)**

- ☐<sub>1</sub> Information not available
- ☐<sub>2</sub> Commencement of a discipline process
- ☐<sub>3</sub> Commencement of an industrial process
- ☐<sub>4</sub> Commencement of a substandard performance process
- ☐<sub>5</sub> Referral to the agency's occupational health and safety policies and processes
- ☐<sub>6</sub> Referral to the Equal Opportunity Commission
- ☐<sub>7</sub> Training
- ☐<sub>8</sub> Counselling
- ☐<sub>9</sub> Others **(please specify)** .....
- ☐<sub>10</sub> No other actions taken

## Performance management

C22. Did your agency have the following strategies in place in 2012–13 to assist managers to effectively manage employee performance?

	Yes– fully	Yes– partially	Being developed	No
a. A timeline defined within the agency's policies for the completion of the performance management process	<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. Key performance indicators relating to performance management included in managers' performance agreements	<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. Agency-wide performance indicators relating to performance management set and promoted by corporate executive	<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. Compliance with agency performance management directives tested (e.g. in staff surveys)	<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. An electronic system (e.g. computer based performance management 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>
f. Regular reporting to corporate executive	<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>

C23. Overall, what proportion of your agency's **Tier 2 and 3** managers (within your agency's hierarchy) participated in formal, **documented** performance management meetings conducted by their manager in 2012–13?

	0–19%	20–39%	40–59%	60–79%	80–100%	Information not available
a. Tier 2 and 3 managers participating in <b>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>
b. Tier 2 and 3 managers participating in <b>two or more</b> documented meetings	<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>

C24. Overall, what proportion of your agency's **other staff** participated in formal, **documented** performance management meetings conducted by their line manager in 2012–13?

	0–19%	20–39%	40–59%	60–79%	80–100%	Information not available
a. Other staff participating in <b>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>
b. Other staff participating in <b>two or more</b> documented meetings	<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>

C25. Did your agency have strategies in place in 2012–13 to assist managers to effectively handle **substandard** performance?

- ☐<sub>1</sub> Yes–fully  
☐<sub>2</sub> Yes–partially  
☐<sub>3</sub> Being developed  
☐<sub>4</sub> No

C26. How many staff in your agency are currently subject to a **substandard** performance process?

	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>

#### Comment Box C – Human resource management

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## D. Professional development and workforce planning

### Professional development

*Professional development includes learning on-the-job as well as more formal off-the-job activities. Seminars, conferences, classroom training courses, leadership programs, academic study and in-house programs are included, along with mentoring, coaching, job rotation and work placements.*

D1. Did your agency have an overarching professional development strategy or framework in place in 2012–13?

- ☐<sub>1</sub> Yes—fully
- ☐<sub>2</sub> Yes—partially
- ☐<sub>3</sub> Being developed
- ☐<sub>4</sub> No

### Workforce planning

*Workforce planning is an essential aspect of planning for the future. It is about knowing the agency's workforce and being responsive to the various factors that will influence workforce needs. Social, economic, political, environmental and technological factors can influence the way that services are provided, as well as the people and skills that are required to provide the services.*

D2. What are the greatest workforce risks facing your agency in the **next five years**?

**(Please choose up to five options only)**

- ☐<sub>1</sub> Addressing capability gaps due to agency growth
- ☐<sub>2</sub> Addressing capability gaps due to a reduction in agency size
- ☐<sub>3</sub> Addressing capability gaps due to a changing operating environment
- ☐<sub>4</sub> Inadequate resources for changing business needs
- ☐<sub>5</sub> Dealing with changing business needs due to varying needs of clients
- ☐<sub>6</sub> Skill shortages which impact on agency capability
- ☐<sub>7</sub> Loss of public confidence or agency reputation
- ☐<sub>8</sub> Long and costly recruitment
- ☐<sub>9</sub> Recruiting appropriately skilled people
- ☐<sub>10</sub> Loss of corporate knowledge or talent due to retirement
- ☐<sub>11</sub> Loss of corporate knowledge or talent due to competition for staff
- ☐<sub>12</sub> Retaining appropriately skilled employees
- ☐<sub>13</sub> Underdeveloped management or leadership capability among line managers
- ☐<sub>14</sub> Underdeveloped management or leadership capability among senior leaders
- ☐<sub>15</sub> Lack of capable employees for future senior leadership roles
- ☐<sub>16</sub> Retaining employees with a high potential for succession
- ☐<sub>17</sub> Limited career advancement or mobility opportunities for employees
- ☐<sub>18</sub> Inability to identify or manage talent
- ☐<sub>19</sub> Lack of professional development opportunities
- ☐<sub>20</sub> Others **(please specify)** .....

D3. Which of the following strategies did your agency use in 2012–13 to address or prevent skills shortages?  
(Please select all that apply)

- ☐<sub>1</sub> Improved attraction or recruitment strategies
- ☐<sub>2</sub> Strategies aimed at improving retention or culture (e.g. flexible working arrangements)
- ☐<sub>3</sub> Investment in professional development of the existing workforce
- ☐<sub>4</sub> Investment in knowledge management initiatives
- ☐<sub>5</sub> Strategies aimed at reducing the demand for skills (e.g. job redesign)
- ☐<sub>6</sub> Strategies aimed at increasing the supply of skills (e.g. skilled migration, supported study)
- ☐<sub>7</sub> Strategies aimed at better management of contractors or external service providers
- ☐<sub>8</sub> Talent management strategy aimed at ensuring ongoing supply of suitably qualified, trained and experienced people for critical roles (either separately or within other workforce plans)
- ☐<sub>9</sub> Others (please specify) .....
- ☐<sub>10</sub> Not applicable as no current or anticipated skills shortages

D4. Did your agency conduct the following training programs during 2012–13?

**\*Please do not include capacity building programs managed by the Commission or other central government departments**

Agency-specific program*	Yes— fully	Yes— partially	Being developed	No
<b>a. Cadetship program</b> A training program for employees specifically recruited to a Cadet position. Cadets undertake a tertiary degree or Vocational Education and Training (VET) qualification while employed.	<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>b. Graduate program</b> A training program for employees specifically recruited to a Graduate position, usually for a period of 12 months. Graduates have successfully completed an undergraduate university degree within the last two years.	<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>c. Apprenticeship program</b> Apprentices enter into an apprenticeship training contract with an employer who teaches all aspects of a trade. Apprenticeships are structured programs where an employee learns on-the-job and attends off-the-job training at a registered training provider.	<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>d. Traineeship program</b> Trainees enter into a traineeship training contract with an employer to gain hands-on skills and work experience while earning a wage. Traineeships are usually in non-trade related areas.	<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>e. Agency-specific executive development program</b> An executive development program aimed at developing leadership and senior management competencies.	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>

**Comment Box D – Professional development and workforce planning**

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## E. Occupational safety, health and wellbeing

*The Occupational Safety and Health Act 1984, the Workers' Compensation and Injury Management Act 1981 and the Public Sector Commissioner's Circular 2012–05, Code of Practice: Occupational Safety and Health in the Western Australian Public Sector, provide guidance to public sector agencies on ensuring the safety, welfare and injury management of their employees through the establishment of appropriate systems and policies and the provision of information and training. This is also reinforced in that 80 per cent or more of managers and supervisors are required to be trained in occupational safety, health and injury management responsibilities.*

E1. Did your agency use the following strategies in 2012–13 to minimise the risk of injury or disease in the workplace?

	Yes– fully	Yes– partially	Being developed	No
a. Policies are communicated to all staff through various awareness raising initiatives (e.g. email, intranet, posters)	<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. Clear processes have been established for consultation with staff and dealing with 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>
c. Managers receive training on how to respond to and manage workplace injuries	<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. Senior management monitors and ensures that incidents are properly addressed	<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. Senior management utilises safety, workers' compensation and injury management performance data to regularly monitor the success of associated 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>
f. 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>

E2. Did your agency use the following strategies in 2012–13 to minimise the amount of time an injured worker is absent from work following a workplace injury?

	Yes– fully	Yes– partially	Being developed	No
a. Policies are communicated to all staff through various awareness raising initiatives (e.g. email, intranet, posters)	<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. Clear processes have been established for consultation with staff and dealing with 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>
c. Managers receive training on how to respond to and manage workplace injuries	<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. Senior management monitors and ensures that incidents are properly addressed	<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. Senior management utilises safety, workers' compensation and injury management performance data to regularly monitor the success of associated 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>
f. 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. Did your agency use the following strategies in 2012–13 to minimise the risk of bullying in the workplace?

	Yes– fully	Yes– partially	Being developed	No
a. Policies are communicated to all staff through various awareness raising initiatives (e.g. email, intranet, posters)	<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. Clear processes have been established for dealing with allegations	<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. Managers receive training on how to respond to allegations of bullying	<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. The agency has at least one bullying officer to whom employees can report incidents	<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. Senior management monitors and ensures that incidents are properly addressed	<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. 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>

E4. Which of the following issues did your agency's workplace health and wellbeing programs target in 2012–13? **(Please select all that apply)**

- ☐<sub>1</sub> General lifestyle/health/fitness (e.g. counselling or periodic assessments)
- ☐<sub>2</sub> Ergonomics (e.g. workstation assessments)
- ☐<sub>3</sub> Smoking
- ☐<sub>4</sub> Alcohol
- ☐<sub>5</sub> Diet
- ☐<sub>6</sub> Exercise
- ☐<sub>7</sub> Mental health
- ☐<sub>8</sub> Others **(please specify)**.....
- ☐<sub>9</sub> Not applicable – the agency did not have any health and wellbeing programs

**Comment Box E – Occupational safety, health and wellbeing**

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## F. Efficiency and effectiveness

Section 7 of the PSM Act outlines the principles of public administration and management that are to be observed by the public sector. Agencies should seek continued improvement in their efficiency and effectiveness and should be administered with that goal in view. The role of government is to be responsive to change whether it is economic, technological or service user-driven. This may be achieved through a number of ways including, but not limited to, reducing red tape, and embracing innovation and collaboration.

### Red tape reduction

The aim of red tape reduction is to reduce the regulatory burden on business and the community to increase overall efficiencies in the services delivered by agencies. Red tape reduction can also focus internally on simplifying and streamlining processes to increase operational efficiencies. This is consistent with government policy and the principles of public sector administration and management.

F1. Did your agency undertake the following initiatives in 2012–13 to reduce the regulatory burden on business and the community?

	Yes— fully	Yes— partially	Being developed	No
a. Undertake an associated review or regulatory impact assessment	<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. Develop target timeframes for specific decision making processes	<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. Publish or communicate internal policies and guidelines used in decision making processes with the aim of increasing awareness (e.g. email, internet, information sessions)	<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. Take direct action to reduce regulatory burden or improve regulation making processes specific to a core area of the agency's business	<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. Develop online systems to reduce paperwork or speed up processes	<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. Undertake critical path or workflow analysis to simplify tasks, systems and processes	<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>

F2. Did your agency undertake the following initiatives in 2012–13 to simplify or streamline internal processes?

	Yes— fully	Yes— partially	Being developed	No
a. Undertake an associated review or internal impact assessment	<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. Develop target timeframes for specific internal decision making processes (e.g. approval processes)	<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. Publish or communicate internal policies and guidelines to streamline internal decision making processes (e.g. via email, intranet, information sessions)	<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. Take direct action to refine decision making processes to improve internal efficiency (e.g. internal delegation of authority, internal approvals/decisions devolved to middle level managers)	<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. 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>

F3. Please briefly describe **one** effective program to simplify or streamline internal processes within your agency in 2012–13.

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## Innovation

*Innovation is the implementation of a new or significantly improved product (good or service), process or method in business practices, workplace organisation or external relations. Innovation is central to responsiveness and drives continuous improvement and excellence in public administration.*

F4. Did your agency use the following innovation strategies during 2012–13?

	Yes– fully	Yes– partially	Being developed	No
a. Specific goals/targets for innovation activities	<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. A process for identifying innovation	<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. Regular evaluations of innovation processes	<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. A process for rewarding employees for innovations	<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. The promotion of innovation was included as part of the agency's performance outcomes	<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. Senior executive employees had the promotion of innovation as part of their performance agreements	<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>

F5. Please briefly describe **one** significant innovation within your agency in 2012–13. **(Please consider any broad examples across your agency, including human resources, policy development and service delivery examples)**

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F6. Has your agency developed a corporate innovation strategy?

- ☐<sub>1</sub> Yes–fully
- ☐<sub>2</sub> Yes–partially
- ☐<sub>3</sub> Being developed
- ☐<sub>4</sub> No **(skip to F8)**

F7. Please briefly describe any **significant** challenges experienced in the development or implementation of your agency's corporate innovation strategy in 2012–13.

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## Collaboration

*Effective collaboration is another way that public sector bodies can increase efficiency and effectiveness. This can occur through developing an integrated approach to service delivery or identifying common purpose programs that could be approached collaboratively. It can include collaboration between divisions or branches in an agency, across the sector between agencies, or with the not-for-profit or private sector.*

F8. Did your agency use the following collaboration strategies during 2012–13?

	Yes— fully	Yes— partially	Being developed	No
a. Specific goals/targets for collaboration activities	<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. A process for identifying collaboration opportunities	<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. Regular evaluations of collaborative processes	<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. A process for recognising employees for collaborative efforts	<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. Success in collaborative projects was included as part of the agency's performance outcomes	<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. Senior executive employees had the promotion of collaboration as part of their performance agreements	<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>

F9. Please briefly describe **one** significant collaborative project involving your agency in 2012–13. **(Please consider any broad examples, including human resources, policy development and service delivery examples)**

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F10. Does your agency monitor whether its external customers, clients or stakeholders are satisfied with its services?

☐<sub>1</sub> Yes

☐<sub>2</sub> No **(skip to Comment Box F)**

F11. Did your agency use the following strategies to monitor satisfaction with services?

	Yes– fully	Yes– partially	Being developed	No
a. Telephone survey	<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. Hard copy mail survey	<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. Online survey	<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. Focus 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>
e. Public forums	<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. Social media	<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>

**Comment Box F – Efficiency and effectiveness**

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## G. Administration and management

Section 7 of the PSM Act outlines the principles of public administration and management that are to be observed by the public sector. This section of the survey collects information about the maturity of administration, management and information and communications technology systems, as well as information relevant to the State's contribution to National Indigenous Economic Participation objectives.

### Agency capability

G1. Which of the following options **best** describes your agency?

- ☐<sub>1</sub> Gazetted department (established under s. 35 of the PSM Act)
- ☐<sub>2</sub> SES organisation (listed in Schedule 2 of the PSM Act)
- ☐<sub>3</sub> Other (**skip to G3**)

G2. Does your agency have systems in place to ensure compliance with Approved Procedure 5 – Approved Contracts for Services Procedures?

- ☐<sub>1</sub> Yes—fully
- ☐<sub>2</sub> Yes—partially (**please specify**).....
- ☐<sub>3</sub> Being developed (**please specify**).....
- ☐<sub>4</sub> No (**please specify**).....

*The following questions will enable the identification of any systematic issues in key capabilities across the public sector. You may wish to involve your corporate executive at an early stage to complete the following questions.*

### Strategic planning

G3. Which of the following options **best** reflects the nature of strategic planning in your agency?  
(Please select one option only)

- ☐<sub>1</sub> The agency does not have a strategic plan and has no current plans to develop one
- ☐<sub>2</sub> The agency does not have a strategic plan but processes are underway to develop one
- ☐<sub>3</sub> The agency has a strategic plan that includes clear, achievable and measurable objectives and strategies. However, its objectives and strategies need to be refined to address either changes in policy direction or changes in the operating environment.
- ☐<sub>4</sub> The agency has a strategic plan and is confident that its objectives and strategies are relevant to the agency's policy direction and operating environment, and that they are clear, achievable and measurable. As yet, there has been limited formal evaluation of progress against the plan.
- ☐<sub>5</sub> The agency has a strategic plan and is confident that its objectives and strategies are relevant to the agency's policy direction and operating environment, and that they are clear, achievable and measurable. Established systems are in place to periodically evaluate progress against the plan.
- ☐<sub>6</sub> The agency has a strategic plan and is confident that its objectives and strategies are relevant to the agency's policy direction and operating environment and that they are clear, achievable and measurable. Established systems are in place to regularly evaluate progress against the plan. These evaluation systems include reference to a variety of stakeholder perspectives.
- ☐<sub>7</sub> None of the above reasonably reflect the nature of strategic planning in the agency  
(**please specify**).....

G4. Which of the following options **best** reflects the connection between strategic and operational planning in your agency? **(Please select one option only)**

- ☐<sub>1</sub> The agency does not have an operational plan and/or strategic plan
- ☐<sub>2</sub> The agency does not have a common operational plan and/or strategic plan. However, business units have developed operational and/or strategic plans to align their particular area of activity to strategic goals and these are shared at the executive level.
- ☐<sub>3</sub> The agency has a common operational plan to optimise the alignment of business activity to the common strategic plan. There is some common internal reporting against strategic objectives but this could not be considered to be uniform, comprehensive or highly integrated.
- ☐<sub>4</sub> The agency has a common operational plan to ensure the alignment of business activity to the common strategic plan. All business units apply the operational plan in a consistent way and common internal reporting against strategic objectives provides for uniform, comprehensive and centralised monitoring of progress.
- ☐<sub>5</sub> The agency has a common operational plan to ensure the alignment of business activity to the common strategic plan. All business units apply the operational plan in a consistent way with uniform, comprehensive and centralised monitoring of progress. Relevant performance metrics have been established for all business functions and these are connected to whole of agency key performance indicators.
- ☐<sub>6</sub> The agency has a common operational plan to ensure the alignment of business activity to the common strategic plan. All business units apply the operational plan in a consistent way with uniform, comprehensive and centralised monitoring of progress. Relevant performance metrics established for all business functions and connected to whole of agency key performance indicators are routinely used as an integral part of continuous improvement activities in the agency.
- ☐<sub>7</sub> None of the above reasonably reflect the connection between strategic and operational planning in the agency **(please specify)**.....

## Internal audit and evaluation

G5. Which of the following options **best** reflects the scope of your agency's internal audit and evaluation program? **(Please select one option only)**

- ☐<sub>1</sub> The agency's internal audit and/or evaluation program is non-existent or ad hoc
- ☐<sub>2</sub> The agency has an internal audit and/or evaluation function and a plan that is based on identified risks. Activity is limited to testing essential compliance controls.
- ☐<sub>3</sub> The agency has a well-established internal audit and/or evaluation function with a program of activity addressing internal controls and systems auditing. This does not routinely extend to more comprehensive evaluation activity to assess the effectiveness and efficiency of programs or activities.
- ☐<sub>4</sub> The agency has a well-established internal audit and/or evaluation function with a program of activity addressing internal controls and systems auditing. More comprehensive evaluation activity does occur from time to time via separate processes not connected to the internal audit and/or evaluation function.
- ☐<sub>5</sub> The agency has a well-established internal audit and/or evaluation function with a program of activity addressing internal controls and systems auditing, using a range of internal and external expertise. Separate processes are in place to regularly assess the effectiveness and efficiency of key programs or activities.
- ☐<sub>6</sub> The agency has a well-established internal audit and/or evaluation function with a program of activity addressing internal controls and systems auditing, using a range of internal and external expertise. This includes more comprehensive program evaluation that assesses the effectiveness and efficiency of key programs or activities. The internal audit and/or evaluation function is integrated and connected to both risk management and continuous improvement processes.
- ☐<sub>7</sub> None of the above reasonably reflect the nature and scope of the internal audit and evaluation program in this agency **(please specify)**.....

## Risk management

G6. Which of the following options **best** reflects the nature of risk management in your agency?

**(Please select one option only)**

- ☐ <sub>1</sub> While the agency recognises the importance of risk management, the systems in place for assessing and managing risk are limited. The agency relies on experience and managerial expertise to identify and manage risks.
- ☐ <sub>2</sub> Some policies and procedures are in place to ensure a common approach to assessing and managing risk. There are pockets of good practice across the agency however other areas rely on experience and managerial expertise to identify and manage risks.
- ☐ <sub>3</sub> The agency has a common risk management framework and promotes a consistent approach to the identification and assessment of risks. All business units are expected to apply the framework in a consistent way. An overall risk profile exists for the agency that documents material risks, controls and planned mitigation strategies.
- ☐ <sub>4</sub> The agency has a common risk management framework which is consistently applied. Some employees have been trained in the identification and assessment of risks and/or in the development of appropriate mitigation strategies. There is periodic monitoring and reporting on the overall risk profile.
- ☐ <sub>5</sub> The agency has a common risk management framework which is consistently applied. All relevant employees have been trained in the identification and assessment of risks and in the development of appropriate mitigation strategies. There is integrated monitoring and reporting on the overall risk profile.
- ☐ <sub>6</sub> None of the above reasonably reflect the nature of risk management in the agency **(please specify)**.....

## Indigenous economic participation

*State and Commonwealth parties to the Indigenous Economic Participation National Partnership Agreement (IEPNA) aspire to halving the gap in employment outcomes between Aboriginal and non-Aboriginal Australians within a decade. Elements of the IEPNA focus on providing opportunities for Aboriginal Australians in government procurement; incorporating employment strategies into implementation plans for 'closing the gap targets'; and increasing Aboriginal public sector employment. It is acknowledged that strategies to enhance Aboriginal economic participation and wellbeing may extend well beyond these elements.*

*Note: The terms Aboriginal and Indigenous are used interchangeably in this survey and respectfully refer to Aboriginal and Torres Strait Islander people.*



G7. Did your agency support public sector participation in the IEPNA in 2012–13 according to the following criteria?

	Yes– fully	Yes– partially	Being developed	No
a. The agency has specific programs and strategies in place to increase Aboriginal economic wellbeing	<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. The agency has Reconciliation Action Plans (RAPs) incorporating Aboriginal economic participation 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>
c. The agency's procurement strategies are targeted to identify opportunities for Aboriginal employment and contracting of Aboriginal suppliers of goods and services	<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. The agency has measureable Aboriginal workforce strategies including target-driven recruitment (may include particular strategies in the agency's Equal Employment Opportunity Management 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. The agency actively engages with Aboriginal clients to better understand their needs relevant to the agency's services	<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. Staff have a contemporary understanding of Aboriginal people and culture and how this relates to the work of the agency	<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>

## Recordkeeping

G8. Did your agency use the following strategies in 2012–13 to ensure it meets 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 agency'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 agency'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 agency'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 agency'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>

## Social media

*Social media is interacting with others using an online platform or networking tool while creating content at the same time. Content can include discussions, videos and photos. Social media is interactive information being passed in all directions. Examples of types of social media platforms and networking tools include Facebook, MySpace, YouTube, Twitter, online forums, blogs and wikis.*

G9. Did your agency use any social media platforms or networking tools (e.g. Facebook or Twitter) in 2012–13?

- ☐<sub>1</sub> Yes  
☐<sub>2</sub> No **(skip to G11)**

G10. Did your agency use social media platforms or networking tools in the following areas?

	Yes— fully	Yes— partially	Being developed	No
a. Service delivery	<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. Public consultation	<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. Intra-agency collaboration	<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. Inter-agency collaboration	<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. Customer, client or stakeholder feedback	<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. 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>

## Website accessibility

*Website accessibility is about ensuring that web content can be accessed by as many people as possible, including people with a disability, people living in remote locations and people using alternative online technologies such as a mobile phone.*

*The Web Content Accessibility Guidelines (WCAG), developed by the World Wide Web Consortium, are used by the public sector as the basis for achieving and assessing website accessibility. Since 2010, all new and redeveloped websites have been required to achieve WCAG v2 A as a minimum. The WA Government Website Accessibility Policy extends this requirement to include all existing websites (public-facing internet websites, intranets and extranets) and sets the timeframe of 31 December 2013, by which all Government websites will need to comply.*

G11. Approximately how many websites does your agency have?

- ☐<sub>1</sub> Information not available
- ☐<sub>2</sub> None **(skip to Comment Box G)**
- ☐<sub>3</sub> 1 – 10
- ☐<sub>4</sub> 11 – 30
- ☐<sub>5</sub> 31 – 50
- ☐<sub>6</sub> More than 50

G12. What is the accessibility level of your agency's main website? *(For further information, see [http://www.finance.wa.gov.au/cms/uploadedFiles/Government\\_Procurement/Website\\_Governance\\_Framework/website\\_accessibility\\_policy.pdf](http://www.finance.wa.gov.au/cms/uploadedFiles/Government_Procurement/Website_Governance_Framework/website_accessibility_policy.pdf))*

- ☐<sub>1</sub> Information not available **(please specify main website address)**.....
- ☐<sub>2</sub> None **(please specify main website address)**.....
- ☐<sub>3</sub> WCAG v1 A **(please specify main website address)**.....
- ☐<sub>4</sub> WCAG v1 AA **(please specify main website address)**.....
- ☐<sub>5</sub> WCAG v1 AAA **(please specify main website address)**.....
- ☐<sub>6</sub> WCAG v2 A **(please specify main website address)**.....
- ☐<sub>7</sub> WCAG v2 AA **(please specify main website address)**.....
- ☐<sub>8</sub> WCAG v2 AAA **(please specify main website address)**.....

G13. Which of the following represents your agency's progress on the Web Accessibility Project?

**(Please select all that apply)**

- ☐<sub>1</sub> Not started yet
- ☐<sub>2</sub> Started discussing the project at executive level
- ☐<sub>3</sub> Started planning/scoping the project
- ☐<sub>4</sub> Started evaluating the current level of compliance
- ☐<sub>5</sub> Identified the issues and planning to resolve them
- ☐<sub>6</sub> Ensuring continuing compliance by changing internal processes
- ☐<sub>7</sub> Compliant (WCAG v2) and internal processes in place to continue to meet this level of compliance
- ☐<sub>8</sub> Others **(please specify)**.....

G14. What is the **greatest** issue facing your agency in meeting the Web Accessibility Project requirements?

**(Please select one only)**

- ☐<sub>1</sub> Don't know where to start
- ☐<sub>2</sub> No way to determine our current level of compliance so no way to move forward
- ☐<sub>3</sub> Funding
- ☐<sub>4</sub> Resourcing
- ☐<sub>5</sub> Not enough time
- ☐<sub>6</sub> Lack of executive support
- ☐<sub>7</sub> Others **(please specify)**.....
- ☐<sub>8</sub> Agency is unaware of any significant issue facing the agency

G15. What is **most** important for the Department of Finance to facilitate in helping your agency to meet the Web Accessibility Project requirements? **(Please select one only)**

- ☐<sub>1</sub> A 'whole of government' reporting process
- ☐<sub>2</sub> An evaluation methodology
- ☐<sub>3</sub> More workshops and seminars
- ☐<sub>4</sub> Frequently Asked Questions (FAQs) on specific topics
- ☐<sub>5</sub> Enlisting executive support
- ☐<sub>6</sub> A list of training providers and approved courses
- ☐<sub>7</sub> Others **(please specify)**.....
- ☐<sub>8</sub> Agency is not sure

**Comment Box G – Administration and management**

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**Thank you for completing this survey**