

## LEGISLATIVE COUNCIL STANDING COMMITTEE ON ESTIMATES AND FINANCIAL OPERATIONS

## QUESTION PRIOR TO HEARING

## Public Sector Commission

## The Committee asked:

- 1) For each matter that had an impact in 2017-18, how much was spent on  
 a) each spending change identified in the 2017-18 Budget and the 2018-19 Budget

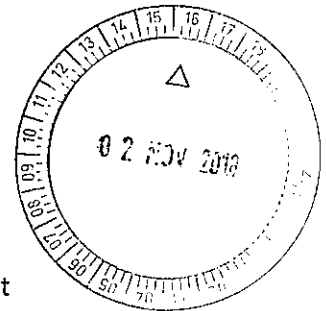
Answer:

Question: 1 (a)	2017-18 \$'000	
	Budget Estimate Spending Change	Actual
<b>2017-18 Budget Papers:</b>		
2017-18 Incentive for Streamlined Budget Process	244	20
2017-18 Transfer of Funding of Office of Emergency Management Accommodation (OEM)	(452)	(452)
Freeze Salaries and Allowances Determined Salaries	(14)	(14)
<b>2018-19 Budget Papers:</b>	<b>Budget Estimate Spending Change</b>	<b>Actual</b>
Senior Executive Services (SES) Reduction	(375)	(375)
Government Office Accommodation Reform Program	299	210
New Public Sector Wages Policy	(134)	(134)
State Fleet Policy and Procurement Initiatives	(16)	(16)
Voluntary Targeted Separation Scheme (VTSS)	23	23

- (b) each capital project listed in the 2018-19 Budget asset investment program?

Answer:

Question: 1 (b)	2017-18 \$'000	
	Budget Estimate	Actual
<b>2018-19 Budget Papers:</b>		
Replacement of Computing Equipment - 2017-18 Program	138	60



- 2) How frequently do you review your
  - a) key performance indicators
  - b) key performance indicator targets?
- 3) When were your key performance indicators last reviewed?

Answer 2 and 3:

The Commission considers the performance indicators each year as part of preparation of the budget and annual report. The Commission undertook a formal review in 2014 and in 2017, seeking changes to the outcome based management framework.

- 4) Can you provide any documentation from your last review of your key performance indicators?

Answer:

Documentation proposing the changes in 2014 and in 2017 and the approval from the Under Treasurer are attached (Attachment A)

- 5) Can you list any new key performance indicators for this year?

Answer:

Following the incorporation of new key effectiveness indicators in 2017/18, all key performance indicators will remain unchanged.

#### **Public Sector Commission**

##### **The Hon Tjorn Sibma MLC asked:**

1. On page 4, the Commissioner remarks that "To ensure strong and effective leadership, the Commission undertook a streamlined recruitment and selection process to secure the Offices of Directors General for nine of the newly amalgamated departments." Can you please clarify:

- (a) How the streamlined recruitment and selection process differed from regular appointment arrangements;

Answer:

The former Commissioner undertook a quarantined selection process to fill the nine offices of Director General following Machinery of Government changes introduced from 1 July 2017.

The quarantined process differed from a regular process in that the ability to apply was quarantined to substantive and acting heads of agencies that were significantly impacted by the Machinery of Government reform. The process met all legislative requirements pursuant to s.45 of the *Public Sector Management Act 1994* (PSM Act).

- (b) The time period in which this streamlined process occurred; and

Answer:

The process commenced on 3 July 2017 and for eight offices of Director General, Her Excellency, the Governor, approved the appointments of the individuals on 29 August 2017.

- (c) If further DG/CEO recruitment practices either were or are likely to be undertaken in this streamlined manner?

Answer:

The decision to depart from the regular practice was made in response to the exceptional circumstances of the Machinery of Government changes and the number of substantive or acting chief executive officers impacted by the reform.

In determining the most appropriate recruitment process for an office of chief executive officer, the Commissioner can depart from regular practice while ensuring the legislative requirements pursuant to s.45 of the PSM Act are met.

2. Please provide evidence or supporting material which justifies the claim made on page 4, that "(i)t is anticipated that impending changes to arrangements for SES right of return and the way SES compensation payments are calculated will also help drive efficiencies, both within agencies and across the public sector."?

Answer:

Compensation for executive officers is provided for pursuant to s.59 of the *Public Sector Management 1994* (PSM Act). The amount of compensation cannot exceed 12 months remuneration (remuneration includes base salary, superannuation and the nominal contract value of a motor vehicle). Provision of 12 months remuneration compensation became the accepted practice regardless of length of contract remaining. Since 1 September 2017, compensation is being applied on the basis of 4 months' remuneration for each full year remaining on the contract with a minimum of 4 months' remuneration, or the remainder of the contract term, whichever is the lesser.

The proposed changes to the executive officer compensation provisions of the PSM Act and the *Health Services Act 2016* will remove the non-salary components of remuneration, which typically includes motor vehicle and superannuation entitlements, from the calculation of compensation. This is expected to generate savings in the vicinity of 15 per cent per compensation arrangement going forward.

Removing the right of return for most executive officers is also expected to have a downward impact on public sector employment costs by removing the obligation for employing authorities to accommodate executive officers who return to their substantive positions. An accurate calculation of this cost is difficult to determine as it depends on a number of variables.

3. Referring to the PSC's commitment to employing a diverse workforce on page 14, what efforts is the Commission undertaking to employ veterans and encourage this 'diversity' focus across the public sector?

Answer:

The Commission itself (and in supporting the office of the Director of Equal Opportunity in Public Employment) develops and supports a range of initiatives to encourage agencies to consider diversity within their workforces.

The Commission this year has supported agencies in their diversity ambitions with the release of *Measures to achieve equality in human resource management* circular and supporting resources.

The Commission's commitment to public sector diversity is across all diversity groups and, while the Commission this year has focused on specific initiatives to support women in leadership and sexuality, sex and gender diversity, other diversity groups and representation of veterans are also acknowledged. By way of example, the Commission has previously looked at ways to support officers who have left the Australian Defence Force and considering employment within the Western Australian public sector.

4. Regarding the changes to the outcome-based management framework described on page 17:

- (a) what support will the PSC continue to provide to government boards and committees; and
- (b) if the PSC no longer considers government boards and committees as a core client group, which agency will provide those organisations with the support previously provided by the PSC?

Answer (a) and (b)

The Public Sector Commission is committed to supporting government boards and committees. The diverse nature of boards and committees, and their different legal status, means the Commission's interactions are on an 'as needs basis'. These interactions include providing advice on governance and integrity matters and general guidance with respect to public sector management issues.

The Commission changed the definition of "core client" in 2017 for the purposes of its outcome based management structure. This change to "core client" was to reflect the bodies for which the Commission has statutory responsibilities. Specifically, it was changed to including local government, public universities and government trading enterprises following the transfer of minor misconduct functions pursuant to the *Corruption, Crime and Misconduct Act 2003*.

5. Noting the information provided on page 19 under the heading "Progressing the Government's public sector reform agenda", I ask:

- (a) (Can the PSC table "...the framework for a public sector reform implementation plan" which was endorsed by Cabinet in May;

Answer:

The reform program is being shaped by the recommendations of three independent examinations of the public sector: the *Service Priority Review*, the *Special Inquiry into Government Programs and Projects*, and the *Sustainable Health Review* (to report in November), as well as the recommendations of two CEO Working Group reports.

The implementation plan endorsed by Cabinet in May 2018 incorporates the reform directions set out in these reviews, and is represented by the *Roadmap for Reform* provided at Attachment B.

The Department of the Premier and Cabinet (DPC), on behalf of the Government, established the framework for the Public Sector Reform Program. The Public Sector Reform Unit, within DPC, works closely with all agencies to deliver a coordinated whole of sector approach to reform implementation.

- (b) Can the PSC also describe the "20 early initiatives" which were also endorsed by Cabinet in May; and

Answer:

Attachment C describes the 20 early initiatives in more detail.

Work on all of the 20 early initiatives has commenced, with projects at various stages of implementation.

- (c) Which of these initiatives has the PSC commenced work on, and what progress has been made?

Answer:

The Commission is the lead agency for seven of the early initiatives.

- Converting contract employees is well progressed with the issuing of *Commissioner's Instruction No. 23 - Conversion and appointment of fixed term contract and casual employees to permanency* on 10 August 2018.
- Standardising temporary personnel services is currently in data collection phase.
- The following are in project scoping phase:
  - Developing a whole of sector diversity strategy
  - Fostering talent management
  - Strengthening the CEO performance framework
  - Designing an agency capability improvement framework
  - Designing a functional leadership framework.

6. I refer to the Voluntary Targeted Separation Scheme (VTSS) referred to as a "Budget repair measures" on page 33, which noted that 2314 employees across the sector received severances approximating \$280 million, and I ask:

- (a) What enduring operational and/or financial efficiencies will be retained by the public sector should the Government persevere with the "conversion and permanent appointment" of at least 13,000 fixed term and casual employees?

Answer:

The VTSS is separate to the conversion and permanent appointment of fixed term and casual employees.

Pursuant to *Commissioner's Instruction No. 23 - Conversion and appointment of fixed term contract and casual employees to permanency* there is an established criteria for eligibility and the employing authority needs to confirm that ongoing funding is available in order for conversion or permanent appointment to occur.

The conversion is intended to decrease the use of fixed term contracts with a view to providing increased security for employees where there is an ongoing and funded need for positions.

7. Regarding the "simplified" CEO performance agreement process referred to on page 35, that implemented as a consequence of the Machinery of Government changes and "anticipated outcomes" arising from the Service Priority Review, I ask:

- (a) What was that simplified process and how did it differ to the ordinary manner in which CEOs have been appointed;

Answer:

The State General Election was held in March 2017. Following the Election, the Government announced significant Machinery of Government changes to take effect from 1 July 2017 and also commissioned the Service Priority Review.

This was taken into consideration in guiding chief executive officers and their responsible authorities regarding the performance agreement framework for 2017/2018 pursuant to s.47 of the *Public Sector Management Act 1994*.

The simplified performance agreement comprised two sections instead of three (Key priorities for the cycle and sector wide initiatives) and focused on agency requirements at the time. This included delivering on specific initiatives in relation to workforce management (*Public Sector Commissioner's Circular 2017-02: Workforce Management – Senior Executive Service and leave liability* and *Premier's Circular 2017/04: Review of payment of all existing attraction and retention incentives*).

The third section - professional development – was not included. This was to be reinstated when there was clearer role and relationship designations following the Machinery of Government changes and a revised focus on development and support for CEOs.

- (b) Will the Public Sector Commission table those performance agreements;

Answer:

No.

- (c) If not, why not;

Answer:

In keeping with past practice across consecutive Governments, the performance agreements between CEOs and their responsible authorities will not be tabled. In order to foster and maintain robust and candid assessments, it is appropriate for the agreements to be considered confidential.

- (d) Do those performance agreements refer to key performance indicators (KPIs) or other outcomes to be delivered over the course of those agreements; if so, can these be tabled? If not, why not;

Answer:

KPIs are developed by each CEO and their responsible authority and are specific to the agency and officeholder. The decision to release KPIs are a matter for the CEO and their responsible authorities.

Agency KPIs are reported in the annual reports of the agency.

- (e) Are there any penalties or bonuses attached to the achievement or non/under-achievement of those KPIs or outcomes;

Answer:

No, not as part of the current KPI development for individual CEO performance agreements. Government is committed to the development of whole of government targets as part of the public sector reform program and to link the KPIs of these to CEO remuneration.

- (f) If yes to (e) above, what are these penalties/bonuses;

Answer:

Not applicable.

- (g) Have the performance agreements referred to been altered or amended at any stage since they were originally agreed; and:

Answer:

For the 2017/18 simplified process the agreements may have been amended by the individuals and their responsible authority if all parties agreed. This cycle is now concluded.

For the 2018/19 process currently underway, the framework has the third section - professional development reinstated. CEOs and responsible authorities are currently agreeing on the content of the CEO performance agreement and all parties must sign this.

- (h) If so, please explain the nature of these amendments?

Answer:

For example, additional priorities can be added to agreements where a new priority initiative is agreed or an amendment can be made to priority timelines or scope where required.

8. As per the information provided at page 36, can the PSC please table the details of the 24 attraction and retention incentives which were in place at 30 June 2018, as well as the details of the six officers engaged under AP6 arrangements also in places as at 30 June 2018?

Answer: Table below (Department; Position; Contract dates).

### AP7 payments at 30 June 2018

Department	Position	Class	Type	Cessation Date
Mines, Industry Regulation and Safety	Executive Director Energy Safety	Class 2	Retention	7/5/2019
Mines, Industry Regulation and Safety	Executive Director Petroleum	Class 1	Retention	24/11/2018
Local Government, Sport and Cultural Industries	Project Director New Perth Stadium	Class 2	Retention	30/06/2018
Office of the Auditor General	Assistant Auditor General, Standards and Quality	Class 2	Retention	6/09/2021

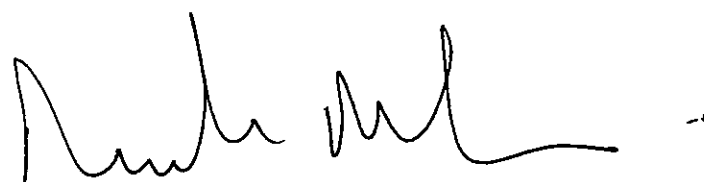
Department	Position	Class	Type	Cessation Date
Economic Regulation Authority	Executive Director Energy Markets	Class 1	Retention	30/06/18
Economic Regulation Authority	Executive Director Regulation and Inquiries	Class 1	Retention	30/06/18
Economic Regulation Authority	Principal Regulatory Adviser	Class 1	Retention	30/06/18
Lotterywest	General Manager Information Services (CIO)	Level 9	Retention	06/06/2019
Metropolitan Redevelopment Authority	Executive Director Project Delivery	Class 1	Retention	7/07/2018
Main Roads	Director Strategy and Communications	Level 9	Attraction	8/02/2020
Main Roads	Executive Director Road Network Services	Class 2	Retention	10/10/2019
Main Roads	Executive Director Planning and Technical Services	Class 2	Retention	21/02/2020
Main Roads	Executive Director Network Operations	Class 2	Attraction	28/05/2018
Main Roads	Director Budget and Investment Planning	Level 9	Attraction	18/01/2022
Main Roads	Executive Director Infrastructure Delivery	Class 2	Retention	23/12/2020
Main Roads	Executive Director Regional Services	Class 2	Retention	23/12/2020
Main Roads	Chief Information Officer	Level 9	Retention	17/05/2021
Main Roads	Executive Director Finance and Commercial Services	Class 2	Retention	2/01/2021
Public Transport Authority	General Manager, Transwa	Level 9	Retention	16/12/2019
Public Transport Authority	Executive Director People and Organisational Development	Level 9	Retention	25/10/2018
Public Transport Authority	Executive Director Transperth Regional Bus Services	Class 2	Retention	20/05/2022
Public Transport Authority	Executive Director, Finance and Contracts	Class 1	Attraction	30/11/2018
Public Transport Authority	Executive Director Safety and Strategic Development	Class 1	Retention	31/05/2019
Transport	General Manager On Demand Transport	Class 1	Attraction	16/11/2020

### AP6 payments at 30 June 2018

Department	Position	Contract Start	Contract End
Treasury	Specialist Markets	15/01/2018	14/01/2021



Treasury	Specialist Commercial	1/07/2015	30/06/2018
Jobs, Tourism, Science and Innovation	Principal Counsel, Legal and Commercial Strategy	27/06/2017	26/06/2020
Treasury	Principal Project Director (WA Schools PPP Project)	22/11/2015	21/11/2020
Treasury	Principal Project Director (WA Museum Project)	1/07/2015	30/06/2020
Finance	Director Special Projects (GovNext)	10/03/2016	30/06/2018

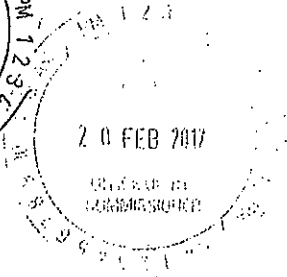
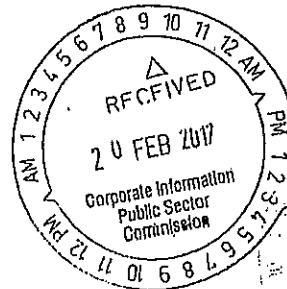
A handwritten signature in black ink, appearing to read "Nathan ...". The signature is fluid and cursive, with a long horizontal stroke at the end.



Government of Western Australia  
Department of Treasury

Your ref : 82272  
Our ref : 00386942  
Enquiries : Ashley Proctor  
Telephone : 6551 2662

Mr M Wauchope  
Public Sector Commissioner  
Public Sector Commission  
Locked Bag 3001  
WEST PERTH WA 6872



Dear Mr Wauchope *Mal*

**PUBLIC SECTOR COMMISSION PROPOSED CHANGES TO OUTCOME  
BASED MANAGEMENT STRUCTURE 2017-18**

I am pleased to advise that the proposed amendments to your Outcome Based Management (OBM) structure, as requested in your letter of 20 January 2017 and as detailed in **Attachment 1**, have been approved and will apply from the 2017-18 annual reporting period.

The approved OBM framework should be disclosed in line with the annual reporting requirements outlined in Treasurer's instruction 904 (TI 904), which include the disclosure of Key Performance Indicators in the Agency Performance section of the annual report.

Please note that, where practicable, comparative information for preceding years should be disclosed in the Budget Papers and the Annual Report as the disclosure of trends and benchmarks, over time, contributes to the usefulness of the performance indicators.

For further clarification, please refer to TI 904 or contact your agency's Treasury analyst.

Yours sincerely

Michael Barnes  
UNDER TREASURER  
16 FEB 2017  
Enc.

ATTACHMENT 1

	Key Effectiveness Indicator 1	Key Effectiveness Indicator 2	Key Effectiveness Indicator 3	Key Effectiveness Indicator 4	Core Clients
Current	The portion of core clients who indicate that the Commission has delivered policy assistance and oversight that has assisted them to enhance integrity within their agencies.	The portion of core clients who indicate that the Commission has delivered policy assistance and oversight that has assisted them to enhance the effectiveness and efficiency of their agencies.	The portion of core clients who indicate that assistance provided by the Commission has helped them to meet their statutory obligations under the Public Interest Disclosure Act 2003.	The portion of core clients who indicate that assistance provided by the Commission has helped them to meet their statutory obligations under part IX of the <i>Equal Opportunity Act 1984</i> .	<ul style="list-style-type: none"> <li>Departments created under section 35 of the <i>Public Sector Management Act 1994</i> (PSM Act).</li> <li>Ministerial Offices.</li> <li>SES organisations specified in column Two of Schedule Two of the PSM Act</li> <li>Non-SES organisations including government Boards and Committees that have undertaken the Public Sector Commission's good governance and ethical decision making professional development within the financial.</li> </ul>
Proposed	The portion of core clients who indicate that the Commission has delivered policy assistance and oversight that has helped them to enhance integrity within their organisations.	The portion of core clients who indicate that the Commission has delivered policy assistance and oversight that has helped them to enhance the effectiveness and efficiency of their organisations.	The portion of core clients who indicate that the Commission has delivered policy assistance and oversight that has helped them to enhance diversity and inclusion within their organisations.	The portion of core clients who indicate that the Commission has delivered policy assistance and oversight that has helped them to enhance diversity and inclusion within their organisations.	<ul style="list-style-type: none"> <li>Departments created under section 35 of the <i>Public Sector Management Act 1994</i> (PSM Act).</li> <li>Ministerial Offices.</li> <li>SES organisations specified in column Two of Schedule Two of the PSM Act.</li> <li>Non SES organisations excluding government Boards and Committees.</li> <li>Local government, public universities and government trading enterprises.</li> </ul>



**PSC** | Public Sector  
Commission  
Office of the Commissioner

Our Ref: 82272

20 January 2017

MR MICHAEL BARNES  
UNDER TREASURER  
DEPARTMENT OF TREASURY

**PUBLIC SECTOR COMMISSION PROPOSED CHANGES TO OUTCOME BASED  
MANAGEMENT STRUCTURE 2017-18**

Attached for your consideration and approval is an overview of the proposed changes to the Public Sector Commission Outcome Based Management Structure for 2017-18.

The proposal has been prepared in accordance with the Department of Treasury's Outcome Based Management Guidelines. Consultation has taken place with the required internal and external stakeholders including the Office of the Auditor General and the Department of Treasury.

Should you require any additional information regarding the proposal, please contact Ms Rebecca Harris, A/Executive Director Strategic Engagement and Coordination on (08) 6552 8656.

A handwritten signature in black ink, appearing to read "M. C. Wauchop".

M. C. Wauchop  
PUBLIC SECTOR COMMISSIONER

Att.

## PUBLIC SECTOR COMMISSION PROPOSED OUTCOME BASED MANAGEMENT STRUCTURE FOR 2017-18

### 1. Background

The Public Sector Commission (Commission) is responsible for assisting Government through the delivery of services to achieve the broad goal of a 'Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.' To realise this goal, the Commission provides services to public authorities to achieve the key agency desired outcome of 'An efficient and effective public sector that operates with integrity.'

Since the last review of the Outcome Based Management (OBM) Framework for 2013/14, the Commission's functions, strategic priorities and structure have changed and another revision of the OBM framework is required. While the Commission's three service areas continue to accurately reflect these changes, it is considered the Key effectiveness indicators (KEIs) and core clients could better reflect the work of the Commission going forward.

### 2. Proposal

The Commission is a dynamic organisation and within the context of an Agency expenditure review, structural change and continued pressure on service demands, priorities must change and adapt accordingly. Attachment 1 provides the OBM framework for 2016/17 and Attachment 2 provides the proposed OBM framework for 2017/18 in the table format prescribed in the OBM guidelines.

#### 2.1 Key effectiveness indicators

It is proposed the Commission develop a set of broader KEIs that encompass a range of functions, so that the OBM Structure does not have to be revised on such a regular basis.

Under this proposal, KEIs one and two will remain essentially the same, with slight wording adjustments to broaden the scope of the KEIs and encompass all of our core clients as per the comparative table below.

	Current	Proposed
Key effectiveness indicator one	The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has assisted them to enhance integrity within their agencies.	The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has <u>helped</u> them to enhance integrity within their <u>organisations</u> .

	Current	Proposed
Key effectiveness indicator two	The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has assisted them to enhance the effectiveness and efficiency of their agencies.	The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has <u>helped</u> them to enhance the effectiveness and efficiency of their <u>organisations</u> .

KEIs three and four, which refer to the *Public Interest Disclosure Act 2003* and the *Equal Opportunity Act 1984* respectively, are considered too specific. Activities relating to public interest disclosure will be included under KEI one and a new third KEI will be developed to encompass equal opportunity, diversity and inclusion as per the following.

	Proposed
Key effectiveness indicator three	The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance diversity and inclusion within their organisations.

## 2.2 Core clients

Following the transfer of minor misconduct functions, the Commission assumed responsibility for the oversight of local government, public universities and government trading enterprises. These entities are not listed under the current definition of core clients.

Although our interactions with boards and committees continue to grow, their large number and diverse responsibilities mean that our contact with some are greater than others. As such, not all boards and committees are deemed 'core clients'.

It is proposed the definition of core clients be changed to include local government, public universities and government trading enterprises, and remove boards and committees as per the following:

- Departments created under section 35 of the *Public Sector Management Act 1994* (PSM Act)
- Ministerial Offices
- SES organisations specified in column two of Schedule Two of the PSM Act
- Non SES organisations excluding government boards and committees
- Local government, public universities and government trading enterprises.

These changes will more accurately reflect the Commission's key stakeholders and will provide a better indication of the Commission's performance against the KEIs.

### 2.3 Measurement

Each year, the Commission distributes a Client perception survey (CPS) to our core clients. The chief purpose of the CPS is to assess how the Commission is performing against its KEIs. Respondents to the CPS are asked to rate the extent to which they agree whether the Commission has met our KEIs.

As part of this, respondents are asked to further elaborate on the assistance and support they received. These sections can be more targeted and specific, to gain a fuller picture of how our core clients are using and benefitting from our services. Respondents also have the opportunity to provide comments on how our services can be improved via open-ended questions. The Commission has the ability to revise the CPS each year. As such, it is considered beneficial to keep the KEIs broad and use the CPS as a tool to elicit further information.

The CPS is distributed to core clients in March each year and is open for approximately four weeks. The survey is administered through the online platform SurveyMonkey, allowing core clients to easily access and complete the survey. A key requirement during the project is to engage in regular communication with survey recipients to encourage their response. This is achieved through written and email correspondence, and telephone contact. In 2015/16, a total of 111 survey responses were received from the Commission's 150 core clients. This response rate of 74% was a 2% improvement on the 2014/15 rate.

Once the survey period has closed and all information has been collected, SurveyMonkey completes an analysis of the data meaning no manual intervention occurs. The only manual work is to compare the current year's information to previous years'.

### **3. Review process**

- On 24 October 2016, the Commission contacted Mr Yusoof Ariff, Office of the Auditor General and Mr Luke Illich, Department of Treasury to advise of the intention to change the KEIs.
- The OAG subsequently responded to the Commission with a number of questions regarding how the KPIs will be measured and the methodology of the CPS (including population, timing, response rate and analysis).
- On 7 November 2016, it was confirmed that the OAG had no further queries regarding the Commission's proposal.
- On 9 November 2016, the Commission advised Mr Illich that the OAG had no further queries and a proposal would be submitted to the Premier for endorsement. This was submitted to the Premier on the 22 November 2016.
- On 29 December 2016 the proposal was endorsed by the Premier.

## ATTACHMENT 1

PUBLIC SECTOR COMMISSION OUTCOME-BASED MANAGEMENT STRUCTURE 2016-17	
<b>GOVERNMENT GOAL</b>	Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.
<b>AGENCY LEVEL GOVERNMENT DESIRED OUTCOME</b>	An efficient and effective public sector that operates with integrity.
<b>KEY EFFECTIVENESS INDICATORS</b>	<ol style="list-style-type: none"> <li>1. The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has assisted them to enhance integrity within their agencies.</li> <li>2. The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has assisted them to enhance the effectiveness and efficiency of their agencies.</li> <li>3. The portion of core clients who indicate that assistance provided by the Commission has helped them to meet their statutory obligations under the <i>Public Interest Disclosure Act 2003</i>.</li> <li>4. The portion of core clients who indicate that assistance provided by the Commission has helped them to meet their statutory obligations under part IX of the <i>Equal Opportunity Act 1984</i>.</li> </ol> <p>Core clients comprise:</p> <ul style="list-style-type: none"> <li>• Departments created under section 35 of the <i>Public Sector Management Act 1994</i> (PSM Act)</li> <li>• Ministerial Offices</li> <li>• SES organisations specified in column Two of Schedule Two of the PSM Act</li> <li>• Non-SES organisations including government boards and committees that have undertaken the Public Sector Commission's good governance and ethical decision making professional development within the financial year.</li> </ul>
<b>SERVICES</b>	<p>Service One: Public sector leadership</p> <p>Service Two: Assistance and support</p> <p>Service Three: Oversight and reporting</p>



## KEY EFFICIENCY INDICATORS

Service Area	Efficiency Indicators
<b>Service One:</b> Public sector leadership	<ul style="list-style-type: none"> <li>• Average cost per leadership development product, program or training hour.</li> <li>• Average cost per workforce development program, product or training hour.</li> </ul>
<b>Service Two:</b> Assistance and support	<ul style="list-style-type: none"> <li>• Average cost per hour of assistance and support provided.</li> <li>• Average cost per public administration, standards and integrity program, product or training hour.</li> </ul>
<b>Service Three:</b> Oversight and reporting	<ul style="list-style-type: none"> <li>• Average cost per hour addressing legislative and policy development.</li> <li>• Average cost per hour of performance and oversight activity.</li> <li>• Percentage of oversight actions completed within target timeframes.</li> </ul>

## ATTACHMENT 2

PUBLIC SECTOR COMMISSION OUTCOME-BASED MANAGEMENT STRUCTURE 2017-18
<p><b>GOVERNMENT GOAL</b></p> <p>Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.</p>
<p><b>AGENCY LEVEL GOVERNMENT DESIRED OUTCOME</b></p> <p>An efficient and effective public sector that operates with integrity.</p>
<p><b>KEY EFFECTIVENESS INDICATORS</b></p> <ol style="list-style-type: none"> <li>1. The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance integrity within their organisations.</li> <li>2. The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance the effectiveness and efficiency of their organisations.</li> <li>3. The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has helped them to enhance diversity and inclusion within their organisations.</li> </ol> <p><b>Core clients</b> comprise:</p> <ul style="list-style-type: none"> <li>• Departments created under section 35 of the <i>Public Sector Management Act 1994</i> (PSM Act)</li> <li>• Ministerial Offices</li> <li>• SES organisations specified in column Two of Schedule Two of the PSM Act</li> <li>• Non SES organisations excluding government boards and committees</li> <li>• Local government, public universities and government trading enterprises</li> </ul>
<p><b>SERVICES</b></p> <p>Service One: Public sector leadership</p> <p>Service Two: Assistance and support</p> <p>Service Three: Oversight and reporting</p>

## KEY EFFICIENCY INDICATORS

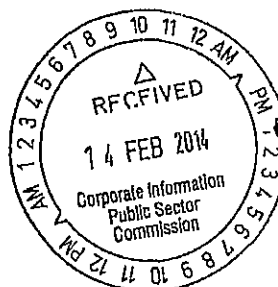
Service Area	Efficiency Indicators
<b>Service One:</b> Public sector leadership	<ul style="list-style-type: none"> <li>• Average cost per leadership development product, program or training hour.</li> <li>• Average cost per workforce development program, product or training hour.</li> </ul>
<b>Service Two:</b> Assistance and support	<ul style="list-style-type: none"> <li>• Average cost per hour of assistance and support provided.</li> <li>• Average cost per public administration, standards and integrity program, product or training hour.</li> </ul>
<b>Service Three:</b> Oversight and reporting	<ul style="list-style-type: none"> <li>• Average cost per hour addressing legislative and policy development.</li> <li>• Average cost per hour of performance and oversight activity.</li> <li>• Percentage of oversight actions completed within target timeframes.</li> </ul>



Government of Western Australia  
Department of Treasury

Our ref : 00154298  
Enquiries : Michelle Alexius-Brown  
Telephone : 65512599

Mr M C Wauchope  
Commissioner  
Public Sector Commission  
2 Havelock Street  
WEST PERTH WA 6005



Dear Mr Wauchope *M.C.*

**PUBLIC SECTOR COMMISSION – PROPOSED CHANGES TO OUTCOME  
BASED MANAGEMENT STRUCTURE**

Further to your correspondence of 13 December 2013 and 17 January 2014, I am pleased to advise that changes to the Outcome Based Management (OBM) Key Performance Indicator (KPI) measures for the Public Sector Commission have been approved. The proposed changes to the Key Effectiveness Indicators will be effective for the 2013-14 annual reporting period and changes to the Key Efficiency Indicators will come into effect for the 2014-15 annual reporting period.

The approved OBM information (see Attachment) is to be disclosed in line with the annual reporting requirements outlined in the Treasurer's Instruction 903, which include the disclosure of the KPI in the 'Agency Performance' section of the annual report. Please note that, where practicable, comparative information for preceding years will be disclosed in the budget papers (if applicable) and the annual report as the disclosure of trends, over time, contributes to the usefulness of the KPI.

Furthermore, while advice has been sought from the Office of the Auditor General (OAG), the OAG will continue its independent audit of your KPI. It would be appreciated if you could inform your Minister of the approved OBM structure.

Yours sincerely

Timothy Marney  
UNDER TREASURER

7 February 2014

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PUBLIC SECTOR COMMISSION PROVIDING INTEGRITY-BASED LEADERSHIP AND ETHICAL DECISION MAKING
<p><b>GOVERNMENT GOAL</b></p> <p>Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians.</p>
<p><b>AGENCY LEVEL GOVERNMENT DESIRED OUTCOME</b></p> <p>An efficient and effective public sector that operates with integrity.</p>
<p><b>KEY EFFECTIVENESS INDICATORS</b></p> <ol style="list-style-type: none"> <li>1. The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has assisted them to enhance integrity within their agencies.</li> <li>2. The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has assisted them to enhance the effectiveness and efficiency of their agencies.</li> <li>3. The portion of core clients who indicate that assistance provided by the Commission has helped them to meet their statutory obligations under part IX of the <i>Equal Opportunity Act 1984</i>.</li> <li>4. The portion of core clients who indicate that assistance provided by the Commission has helped them to meet their statutory obligations under the <i>Public Interest Disclosure Act 2003</i>.</li> </ol> <p><b>Core clients</b> comprise</p> <ul style="list-style-type: none"> <li>• Departments created under section 35 of the <i>Public Sector Management Act 1994</i> (PSM Act)</li> <li>• Ministerial Offices</li> <li>• SES organisations specified in column Two of Schedule Two of the PSM Act</li> <li>• Non-SES organisations including government boards and committees that have undertaken the Public Sector Commission's good governance and ethical decision making professional development within the financial year.</li> </ul>
<p><b>SERVICES</b></p> <p>Service One: Public Sector Leadership  Service Two: Assistance and Support  Service Three: Oversight and Reporting</p>

**KEY EFFICIENCY INDICATORS**

Service Area	Efficiency Indicators
<b>Service One:</b> Public sector leadership	<ul style="list-style-type: none"><li>• Average cost per leadership development product, program or training hour.</li><li>• Average cost per workforce development program, product or training hour.</li></ul>
<b>Service Two:</b> Assistance and support	<ul style="list-style-type: none"><li>• Average cost per hour of assistance and support provided.</li><li>• Average cost per public administration, standards and integrity program, product or training hour.</li></ul>
<b>Service Three:</b> Oversight and reporting	<ul style="list-style-type: none"><li>• Average cost per hour addressing legislative and policy development.</li><li>• Average cost per hour of performance and oversight activity.</li><li>• Percentage of oversight actions completed within target timeframes.</li></ul>



13 December 2013

MR TIM MARNEY  
UNDER TREASURER  
DEPARTMENT OF TREASURY

**PUBLIC SECTOR COMMISSION PROPOSED OUTCOME BASED MANAGEMENT  
STRUCTURE AND KEY PERFORMANCE INDICATORS FOR 2013/14**

Attached for your consideration and approval is a proposal to make changes to the Public Sector Commission's Outcome Based Management structure and Key Performance Indicators.

The proposal has been prepared in accordance with the Department of Treasury's Outcome Based Management Guidelines. Consultation has taken place with the required internal and external stakeholders including the Office of the Auditor General and the Department of Treasury

Should you require any additional information regarding this proposal, please contact Ms Rebecca Harris, Director Office of the Commissioner on (08) 6552 8656 or at [rebecca.harris@psc.wa.gov.au](mailto:rebecca.harris@psc.wa.gov.au).

A handwritten signature in black ink, appearing to read "M. C. Wauchope".

M. C. Wauchope

PUBLIC SECTOR COMMISSIONER

# Public Sector Commission Proposed Outcome Based Management Structure and Key Performance Indicators for 2013/14

## 1. Background

The Public Sector Commission (the Commission) is responsible for assisting Government through the delivery of services to achieve the broad goal of a 'greater focus on achieving results in key service delivery areas for the benefit of all Western Australians'. To realise this goal, the Commission provides services to public authorities to achieve our key agency desired outcome of an *efficient and effective public sector that operates with integrity*.

A realignment of the Commission's services occurred in 2012 which resulted in the conversion of six service areas to three service areas. The six former service areas reported in the 2010/11 and 2011/12 annual reports were

- Advice and assistance
- Public sector reform
- Professional development and training
- Development and monitoring of human resource standards, ethical codes and public interest disclosure guidelines
- Advice and evaluation of equity and diversity in public employment
- Independent CEO selection and recruitment advice

The three current services areas as reported on in the 2012/13 annual report are

- Public sector leadership
- Assistance and support
- Oversight and reporting

The Commission's three service areas continue to accurately reflect the Commission's functions, strategic priorities and structure. However, when collating the 2012/13 Annual Report and preparing the 2013/14 Budget estimate papers, it became evident that the alignment of the Key Efficiency Indicators were not reflective of the corresponding service areas.

## 2. Proposal

### 2.1 Desired Outcomes and Key Effectiveness Indicators

The agency desired outcome of an *efficient and effective public sector that operates with integrity* is consistent with the Commission's functions, strategic priorities and the new strategic plan. As such there are no proposed changes to the desired outcomes section.

The Key Effectiveness Indicators provide appropriate measures against the Commission's agency desired outcome. However, the current definition of core clients as comprising 37 departments and 17 Ministerial Offices does not accurately reflect the Commission's key



stakeholders It is therefore proposed the definition of core clients be changed to comprise

- Departments created under section 35 of the *Public Sector Management Act 1994* (PSM Act)
- Ministerial Offices
- SES organisations specified in column 2 of Schedule 2 of the PSM Act
- Non-SES organisations including government boards and committees that have undertaken the Public Sector Commission's good governance and ethical decision making professional development within the financial year

These changes will more accurately reflect the Commission's key stakeholders and will provide a better indication of the Commission's performance against the Key Effectiveness Indicators As the proposed definition of core clients now captures a much larger scope, it is also proposed 'core clients' replace 'Public Authorities' as a measure in indicators 3 and 4

## 2.2 Services and Key Efficiency Indicators

As discussed in the background section, the Commission's three service areas continue to accurately reflect the Commission's functions, strategic priorities and structure As such, there are **no proposed changes** to the current service areas listed below

- 1 Public sector leadership
- 2 Assistance and support
- 3 Oversight and reporting

However, as the alignment of the Key Efficiency Indicators is not considered to be reflective of Commission's functions, strategic priorities and structure, **it is proposed they be realigned** as shown in the comparative table below

Service Area	Current alignment of Efficiency Indicators	Proposed alignment of Efficiency Indicators
Service 1 <b>Public sector leadership</b>	<ul style="list-style-type: none"> <li>• Average cost per hour addressing legislative and policy development</li> </ul>	<ul style="list-style-type: none"> <li>• Average cost per leadership development product, program or training hour</li> <li>• Average cost per workforce development program, product or training hour</li> </ul>
Service 2 <b>Assistance and support</b>	<ul style="list-style-type: none"> <li>• Average cost per hour of assistance and support provided</li> <li>• Average cost per workforce and diversity program, product or training hour</li> </ul>	<ul style="list-style-type: none"> <li>• Average cost per hour of assistance and support provided</li> <li>• Average cost per public administration, standards and integrity program product or training hour</li> </ul>

	<ul style="list-style-type: none"> <li>• Average cost per public administration, standards and integrity program product or training hour</li> <li>• Average cost per leadership development product, program and training hour</li> </ul>	
Service 3 <b>Oversight and reporting</b>	<ul style="list-style-type: none"> <li>• Average cost per hour of performance and oversight activity</li> <li>• Percentage of oversight actions completed within target timeframes</li> </ul>	<ul style="list-style-type: none"> <li>• Average cost per hour addressing legislative and policy development</li> <li>• Average cost per hour of performance and oversight activity</li> <li>• Percentage of oversight actions completed within target timeframes</li> </ul>

This proposed realignment of the efficiency indicators is necessary to accurately reflect the Commission's functions and structure. It will also make reporting on the Indicators much more straightforward and deliver more precise reporting figures.

It is also proposed the current indicator 'average cost per workforce and diversity program, product or training hour' be changed to 'average cost per workforce development program, product or training hour' as highlighted in the table above. This proposed change is necessary to correctly reflect the nature of the programs, products and training related to workforce planning.

**Attachment 1** provides the proposed Outcome Based Management (OBM) structure in the table format prescribed in the OBM guidelines.

### 3. Review Process

- Mr Steve Johnston, Department of Treasury was contacted by the Commission on Wednesday 13 November 2013 to advise of the initial intention to change the Key Efficiency Indicators.
- Ms Michelle Alexis-Brown, Department of Treasury provided the Commission with guidelines and timeframes for seeking changes to Outcome Based Management (OBM) Structures on Friday 15 November 2013.
- The Commission's Corporate Executive approved the proposed changes at a meeting on Monday 18 November 2013.
- Mr Vince Turco, Senior Director Assurance Services, Office of the Auditor General (OAG) was advised of the proposed changes at a meeting with the Commission on Monday 15 November 2013.
- Mr Turco provided written confirmation of the OAG's support for the proposed changes on Thursday 28 November 2013.

- Ms Alexis-Brown was provided with the Commission's initial proposal on Wednesday 11 December 2013
- Ms Alexis-Brown provided confirmation on Wednesday 11 December 2013 that the proposal was ready for formal submission to the Under Treasurer

## ATTACHMENT 1

<b>PUBLIC SECTOR COMMISSION PROPOSED OUTCOME BASED MANAGEMENT STRUCTURE</b>	
<b>GOVERNMENT GOAL</b>	Greater focus on achieving results in key service delivery areas for the benefit of all Western Australians
<b>AGENCY LEVEL GOVERNMENT DESIRED OUTCOME</b>	An efficient and effective public sector that operates with integrity
<b>KEY EFFECTIVENESS INDICATORS</b>	<ol style="list-style-type: none"> <li>1 The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has assisted them to enhance integrity within their agencies *</li> <li>2 The portion of core clients who indicate that the Commission has delivered policy, assistance and oversight that has assisted them to enhance the effectiveness and efficiency of their agencies</li> <li>3 The portion of core clients who indicate that assistance provided by the Commission has helped them to meet their statutory obligations under the <i>Public Interest Disclosure Act 2003</i></li> <li>4 The portion of core clients who indicate that assistance provided by the Commission has helped them to meet their statutory obligations under part IX of the <i>Equal Opportunity Act 1984</i></li> </ol> <p>* Core clients comprise</p> <ul style="list-style-type: none"> <li>• Departments created under section 35 of the <i>Public Sector Management Act 1994</i> (PSM Act)</li> <li>• Ministerial Offices</li> <li>• SES organisations specified in column 2 of Schedule 2 of the PSM Act</li> <li>• Non-SES organisations including government boards and committees that have undertaken the Public Sector Commission's good governance and ethical decision making professional development within the financial year</li> </ul>

**SERVICES**

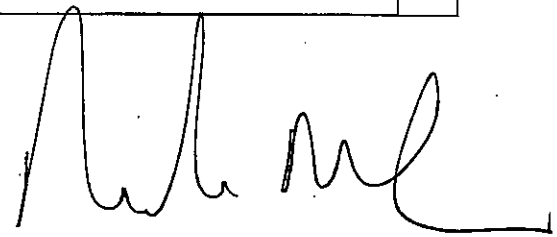
Service 1 Public sector leadership

Service 2 Assistance and support

Service 3 Oversight and reporting

**KEY EFFICIENCY INDICATORS**

Service Area	Efficiency Indicators
Service 1 Public sector leadership	1 1 Average cost per leadership development product, program or training hour 1 2 Average cost per workforce development program, product or training hour
Service 2 Assistance and support	2 1 Average cost per hour of assistance and support provided 2 2 Average cost per public administration, standards and integrity program, product or training hour
Service 3: Oversight and reporting	3 1 Average cost per hour addressing legislative and policy development 3 2 Average cost per hour of performance and oversight activity 3 3 Percentage of oversight actions completed within target timeframes





## Community

An outward-facing sector committed to improving longer-term outcomes for the community

1. Improve the quality of engagement with the community and other key stakeholders to enable a shared understanding of the State's needs and priorities
  - Introducing Whole of Government Targets
  - Establishing Infrastructure WA
  - Establishing Cabinet Priorities and Undertaking Strategic Planning

2. Increase online service delivery to provide multiple channels for delivering transactional services
  - Progressing Multi-Channel Service Delivery

3. Improve the coordination of service delivery to the regions
  - Strengthening Royalties for Regions

4. Drive regulatory approaches that are risk-based and outcomes-focused
  - Driving Regulatory Stewardship



## Systems & Structures

An efficient and agile sector supported by enabling systems and structures

5. Strengthen data sharing and improve ICT performance and cyber security

- Enhancing Data and Information Sharing
- Strengthening ICT Leadership

6. Leverage government procurement to both reduce costs and improve outcomes for the community

- Enhancing Procurement Policy and Practice

7. Overhaul the budget system to focus on fiscal sustainability and support agencies to achieve outcomes for the community

- Reinforcing Budget Processes and Institutions



## Transparency & Accountability

An open and accountable sector in which the community has confidence

8. Improve the governance, accountability, and transparency of public sector processes

- Enhancing Support Services for Cabinet

9. Ensure public sector entities are supported by key organisational design principles and appropriate governance arrangements

- Reforming Government Trading Enterprises



## People

A capable, high performing workforce that delivers on government and community priorities

10. Develop a shared public sector workforce identity to support purposeful collaboration

11. Strengthen employee capability through better workforce planning and talent management

- Developing a Whole of Sector Diversity Strategy
- Fostering Talent Management

12. Modernise the employment framework to support employees and assist agency heads

- Standardising Temporary Personnel Services
- Converting Contract Employees



## Leadership

Sector-wide leadership that drives coordination and collaboration

13. Ensure leaders have effective structures and support mechanisms to drive performance

- Strengthening the CEO Performance Framework
- Designing an Agency Capability Improvement Framework

14. Strengthen the capacity of central agencies to take on more of a stewardship role

- Mobilising the Public Sector Reform Program

15. Establish system-wide leadership to drive performance across common functions

- Designing a Functional Leadership Framework

## EARLY INITIATIVES

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### Community

An outward-facing sector committed to improving longer-term outcomes for the community

#### Introducing Whole of Government Targets

**Initiative purpose:** A coordinated, collaborative and aligned approach can achieve more effective progress on shared government and community priorities. The introduction of whole of government targets will improve system-wide performance, support better ways of working and make progress on some of the most complex issues facing the community.

**Proposed Project Lead:** Department of the Premier and Cabinet

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#### Establishing Infrastructure WA

**Initiative purpose:** Infrastructure planning and decision-making has, at times, had an overly short-term focus. The establishment of Infrastructure WA as an independent advisory body will provide an improved and more coordinated approach to infrastructure planning and prioritisation to maximise the value to WA of every dollar spent on infrastructure.

**Proposed Project Lead:** Department of the Premier and Cabinet

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#### Establishing Cabinet Priorities and Undertaking Strategic Planning

**Initiative purpose:** Develop a whole of state strategic plan that provides clear direction to Government, the sector and key stakeholders around State priorities to harness a common purpose and coordinate effort to drive more effective progress on shared priorities.

**Proposed Project Lead:** Department of the Premier and Cabinet

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#### Progressing Multi-Channel Service Delivery

**Initiative purpose:** Progress an overarching integrated service delivery strategy for WA to provide citizens with access to convenient, timely, and fair services through face to face, phone and online channels.

**Proposed Project Lead:** Department of the Premier and Cabinet

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## Strengthening Royalties for Regions

**Initiative purpose:** Align the Royalties for Regions program with regional objectives and state priorities and strengthen governance and evaluation of the program to maximise the value of investment and deliver lasting economic and social outcomes to regional WA.

**Proposed Project Lead:** Department of Primary Industries and Regional Development

## Driving Regulatory Stewardship

**Initiative purpose:** Drive risk-based and outcomes-focused regulatory approaches across the public sector to ensure the State's regulation delivers effective outcomes for government and end-users.

**Proposed Project Lead:** Department of Treasury



### Systems & Structures

An efficient and effective sector supported by enabling systems and structures

## Enhancing Data and Information Sharing

**Initiative purpose:** Develop legislation that facilitates and governs data sharing among WA government agencies and with third parties as required, while ensuring sensitive information is appropriately protected, and contribute to the creation of a data sharing environment within the WA public sector that will enable the public sector to work more effectively and efficiently for WA citizens.

**Proposed Project Lead:** Department of the Premier and Cabinet

## Strengthening ICT Leadership

**Initiative purpose:** Strengthen cross-government ICT leadership to deliver better value from technology and leverage the benefits of digital transformation to improve public sector performance and the delivery of services to the people of Western Australia.

**Proposed Project Lead:** Department of the Premier and Cabinet (Office of Digital Government)

### Enhancing Procurement Policy and Practice

**Initiative purpose:** Develop a whole of government procurement framework that consolidates or aligns practices and policies and accounts for operational, economic and social outcomes, including regional outcomes, to deliver value for money, reduced costs and improved outcomes for the community.

**Proposed Project Lead:** Department of Finance

### Reinforcing Budget Processes and Institutions

**Initiative purpose:** Develop a budget system that enables a high-performing sector by re-establishing robust budget processes, strengthening budget forecasting, building financial management capability and improving asset management to drive sustainable and transparent public sector finances and value for money outcomes in service delivery and infrastructure provision.

**Proposed Project Lead:** Department of Treasury



### Transparency & Accountability

An open and accountable sector in which the community has confidence

### Reforming Government Trading Enterprises

**Initiative purpose:** Improve interactions with Government Trading Enterprises by standardising and strengthening governance and oversight and providing clarity of roles, to drive sustainable and transparent public sector finances and deliver better value to the State.

**Proposed Project Lead:** Department of Treasury

### Enhancing Support Services for Cabinet

**Initiative purpose:** Strengthen the Cabinet submission process and equip the Cabinet Office with the authority and expertise to provide a quality assurance role to enable well-informed, strategic decision-making that delivers better outcomes for WA.

**Proposed Agency Lead:** Department of the Premier and Cabinet





## People

A capable, high performing workforce that delivers on government and community priorities

### Developing a Whole of Sector Diversity Strategy

**Initiative purpose:** Develop and adopt a more robust whole of sector diversity strategy to inject a broader range of skills, knowledge, experiences and backgrounds into the public sector workforce to create a public sector that reflects the diversity of the community it serves.

**Proposed Project Lead:** Public Sector Commission

### Fostering Talent Management

**Initiative purpose:** Establish a strategic talent management framework within agencies and across the sector to attract top talent, motivate employees, address known capability shortfalls, foster a culture of mobility and encourage diversity representation.

**Proposed Project Lead:** Public Sector Commission

### Standardising Temporary Personnel Services

**Initiative purpose:** Ensure temporary personnel services are engaged and deployed appropriately and effectively based on public sector and workforce requirements to achieve better value for money for the sector and State.

**Proposed Project Lead:** Public Sector Commission

### Converting Contract Employees

**Initiative purpose:** Develop criteria to convert contract and casual employees to permanency to enable job security for workers, continuity of experienced staff and a more stable, efficient public sector that delivers improved services to Western Australians.

**Proposed Project Lead:** Public Sector Commission



## Leadership

Sector-wide leadership that drives coordination and collaboration

### Strengthening the CEO Performance Framework

**Initiative purpose:** Improve the CEO performance framework by clarifying responsibilities and expectations and measuring success to support high performance, with a focus on the achievement of whole of government outcomes and public sector stewardship.

**Proposed Project Lead:** Public Sector Commission

### Designing an Agency Capability Improvement Framework

**Initiative purpose:** Introduce a regular cycle of agency capability reviews to support agency heads to assess and build their agency's capability and drive ongoing improvement across the sector that enables the achievement of better outcomes for WA.

**Proposed Project Lead:** Public Sector Commission

### Mobilising the Public Sector Reform Program

**Initiative purpose:** Establish a central implementation team, the Public Sector Reform Unit, that supports and coordinates effective reform implementation to ensure the intended benefits of reform are realised and improved outcomes for Western Australians are delivered.

**Proposed lead agency:** Department of the Premier and Cabinet

### Designing a Functional Leadership Framework

**Initiative purpose:** Establish system-wide leadership of key corporate functions - such as human resources, procurement, and financial management - to build capability, ensure consistency, improve performance and reduce costs in these areas, while reinforcing a 'one-sector' culture.

**Proposed lead agency:** Public Sector Commission

