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# Workforce plan 2011-2014

December 2011



Department of  
Environment and Conservation



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## Foreword

‘Workforce planning is about ensuring that the right people are in the right roles doing the right work with the right engagement and enthusiasm to ensure the future success of the organisation.’

This is one of the most critical human resource challenges in Western Australia and in particular in the public sector. It is particularly relevant for the Department of Environment and Conservation (DEC) due to the complexity of the operating environment and the diverse and geographically dispersed staffing groups that make up the organisation of DEC.

The Workforce plan sets the strategic agenda for achieving our current and future workforce needs. If we are to continue to deliver on our priorities, we must have effective strategies in place to ensure that we attract, retain and engage appropriately skilled staff and offer ongoing developmental and motivational opportunities to facilitate organisational development.

## Director General's statement

As an executive team we are committed to planning and implementing an effective workforce plan for the long-term success of DEC. We recognise that this is a key strategic driver for the future of our organisation and will be supporting the ongoing delivery of this plan.

We have invested time and effort in reviewing the best possible solutions and ensuring that we have listened to staff and a range of stakeholders in the development of the plan. The plan is a compilation of feedback from within the business, together with internal and external research and is therefore a robust result.

The strategies in this plan will enhance a range of workforce initiatives already in place, for example the newly invigorated leadership program commenced in 2010, implementation of a range of flexible work practices, and refinement of recruitment and selection processes, as well as address a number of areas identified through the research and consultation process. As such the Workforce plan will remain a 'live' document. This is not a one-off planning process; it is a dynamic one that will be reviewed and actioned in line with the changing environment in which we operate. This will guide how we manage our people and ensure that we have an energised workforce to lead DEC forward.

The Workforce plan provides a high level focus from a corporate perspective; however, due to the diversity in the organisation, it will be necessary to complement this with other relevant strategic DEC documents, such as the Disability Access and Inclusion Plan (DAIP) and Aboriginal Employment Strategy (AES).

We look to each of the department's management teams to ensure that they are driving the changes necessary for the continued success of their division as well as the success of the whole organisation.

Through working together to develop and implement a workforce plan for our people, we will secure the future success of DEC.



*Keiran McNamara*  
*Director General*

## Executive summary

The executive summary provides an overview of the process of defining the plan, the key external and demographic data, and the opportunities identified in the consultation process and the proposed solutions. Further detail is articulated in the body of the report.

### Defining the Workforce plan

The Workforce plan was produced based on a comprehensive review of the organisation's needs as well as the environmental data that were available. This review included:

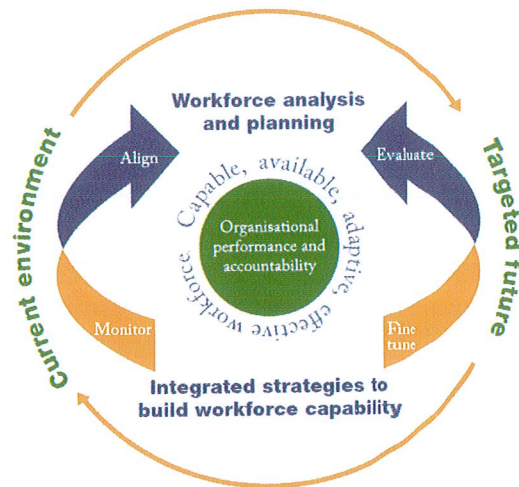
- an assessment of the internal and external demographics
- a review of external research and best practice examples
- a review of relevant papers and legislation
- a robust consultation process which included more than 100 people.

The consultation process included staff from diverse organisational levels and a range of generational categories, and covered all DEC divisions. This was to ensure that the issues highlighted were based on a holistic view and that pragmatic and workable solutions were articulated.

### The context for workforce planning

Contextualising workforce planning is essential as it is not a stand-alone process. The Australian Public Service Commission (APSC) states that “workforce planning is not a stand-alone process or system. An effective approach must be integrated with business practices; incorporate an analysis of the agency's current and possible future operating contexts; and include ongoing monitoring of the environment, workforce issues and organisational strategies.”

Figure 1 Workforce planning  
 (www.apsc.gov.au/publications06/workforceplanning.html)



## Key environmental operating data

The environmental operating data indicate that the top issues confronting the Australian economy are: “the reality of ongoing economic change and competition, the ageing of our population, climate change and the continued projected expansion of China and India.”<sup>1</sup> These challenges are not new and are likely to remain fairly consistent into the future. Researchers may differ in the degree to which they emphasise the various issues; however, they all pose some level of challenge in relation to managing our workforce into the future.

In relation to Western Australia in particular, Skilling WA notes that “Western Australia is on the brink of another period of significant economic activity ... While there are some variations between projections, due in part to the use of different data sets and modelling assumptions, they all suggest there will be significant growth in the economy and in employment over the coming decade.”<sup>2</sup> Organisationally, these WA-specific issues need to be taken into account in strategically planning the workforce. The tight employment market in Australia and, in particular, in WA is and will continue to be a challenge for organisations. Our unemployment levels are consistently low with no likelihood that this situation will change. The Australian Bureau of Statistics’ figures indicate “employment in Western Australia is 1.4% higher than a year ago ... Unemployment rate fell from 4.6% to 4.2% over the past month<sup>3</sup>”. From the perspective of attracting and retaining valuable employees, this is an important factor that needs to be taken into account in relation to finding new ways to attract people to the organisation.

<sup>1</sup> Australia 2020 Summit Final Report [www.australia2020.gov.au/final\\_report/index.cfm](http://www.australia2020.gov.au/final_report/index.cfm)

<sup>2</sup> Skilling WA – A workforce development plan for Western Australia. Department of Training and Workforce Development (2010)

<sup>3</sup> Australian Bureau of Statistics, February 2011 Western Australian Economic Notes



There is evidence that within the WA context there is a need to focus on the enhancement, attraction and retention of human capital. The Australian Bureau of Statistics notes that “Specific ideas will be needed to help raise Australia’s human capital. In a world where human capital, participation and productivity are crucial, our workforce participation rate is only in the middle of OECD rankings and the pace of productivity improvements has been slowing over recent years.”<sup>4</sup> In relation to this it is essential for DEC to ensure a flexible, engaged and innovative workforce that is becoming ever more productive. These trends and environmental challenges are likely to continue to pose an ongoing challenge to the process of planning our workforce for the future. It is therefore essential to be constantly seeking new and innovative ways of delivering a skilled and energised workforce that meets the needs of the business now and in the future.

## Key demographic data

The internal demographic data indicate that DEC is facing some key issues and is heading into an increasingly tough future in relation to the management of its workforce. Some of the key demographic issues are an ageing workforce, labour separation in some key areas, generational difference and salary differentials.

The DEC workforce is ageing and the level of attrition anticipated by an ageing workforce needs to be carefully managed. Those close to retirement hold a high level of corporate knowledge and skill that will exit the organisation with their retirement. Plans need to be in place to systematically manage the transfer of the intellectual capital of these individuals to their future successors.

Presently labour separation is sitting at an overall figure of seven per cent<sup>5</sup> which in itself is an acceptable level. This percentage is likely to increase with escalating pressure on the economy due to demand in Asia and the rapid growth of the mining sector. The current separation percentage, however, hides the more pressing challenges that are being experienced by some of the divisions and specific job categories where attracting and retaining staff is already challenging.<sup>6</sup>

Generational differences pose some challenges to how the workforce is managed now and how it will need to be managed into the future. “A lack of understanding across generations can have detrimental effects on communication and working relationships and undermine effective services.”<sup>7</sup> In the process of defining the Workforce plan it is essential to recognise that as the older generation moves on, the needs of the younger generations will become more prominent in DEC. It is important to ensure that succession planning and well-articulated career progression

<sup>4</sup> Australian Bureau of Statistics, February 2011 Western Australian Economic Notes

<sup>5</sup> Separation is measured by headcount of permanent employees for the 2010 calendar year

<sup>6</sup> For example, within Environmental Regulation Division the overall separation percentage rate is three per cent but the separation rate for environmental officers within the division is 21 per cent

<sup>7</sup> Dittmann, M. Generational differences at work – A psychologist studies ways to help traditionalists, baby boomers, gen Xers and millennials work better together, despite their generational differences. *Monitor Staff*, 36, (6) 54

work towards retaining younger people who may otherwise be lost from the organisation. The growing number of generation 'Y' employees necessitates a focus on more creative career management and capacity building in the younger workforce.

Government salaries are on average lower than those of the private sector. DEC has some challenges in relation to salary differential externally as well as having areas that are not competitive within the government sector. The Workforce plan needs to take these differentials into account and ensure that these issues are creatively addressed to ensure that the right people are retained.

## Summary consultation data

The data from the consultation process identified a number of opportunities for DEC to enhance its organisational capacity through well thought out strategies that address the key workforce issues.

The data identified a number of opportunities that have been grouped into four key themes:

### **Living our values, setting our strategic direction and developing our future leaders**

A number of challenges have been identified in relation to retaining the right people. It is a well-researched fact that the leadership style has a strong impact on people's motivation levels and their choice to stay with an organisation.

#### *Living our values*

The implementation of a newly proposed set of organisational values<sup>8</sup> provides an opportunity to build a values program that is implemented across the business and driven by the executive.

#### *Setting our strategic direction*

It is proposed that a consultative strategic planning process is implemented and that a fully articulated strategic plan is put in place for the business.

#### *Developing our future leaders*

The state government has created a set of leadership competencies<sup>9</sup> that articulate what the leadership style is for success in government organisations. These competencies have been used to form the basis of the 360 degree feedback process in the DEC Executive Leadership program. There is an opportunity to further develop these competencies and clearly define these as they relate to DEC and how they articulate the behaviours that will evidence living these competencies.

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<sup>8</sup> DEC Corporate Plan 2010/11 – 2012/13 – draft

<sup>9</sup> [www.publicsector.wa.gov.au/Positioning/WorkforcePlanning/Pages/PlanningResources.aspx#top](http://www.publicsector.wa.gov.au/Positioning/WorkforcePlanning/Pages/PlanningResources.aspx#top)

## **Attracting a skilled workforce**

### *Selection and recruitment*

While improvements in this area have been made, there are still opportunities for further progress. Although there is a relatively controlled labour separation at present, this is not the case in some specific areas. For some parts of the business there is an ongoing challenge to find high-calibre candidates.

### *Reward and recognition*

There is recognition that salaries of government employees are not competitive with the private sector. This differential is unlikely to change and needs to be addressed in a more creative way to deliver the results that are necessary to attract and retain the future workforce of DEC. There are positive messages for the range of non-salary benefits available for staff, especially at the Kensington site. There is an opportunity to explore how these benefits can be mirrored at other DEC offices and regional locations.

## **Retaining valued DEC employees**

There is a lot of development being implemented across the organisation, which is seen as very positive. However there is not a fully articulated development schedule. There is an opportunity to enhance the communication of what is available as well as create further developmental options, including training, coaching, mentoring, job rotation and project work.

DEC has the opportunity to offer a diverse range of roles, locations and career paths for employees to experience. This, however, is not being well articulated internally and individuals within the organisation perceive the possibility of career progression or succession planning as challenging.

## **Building our capacity**

The plan provides an opportunity to further integrate DEC's business for synergistic working and achieve better outcomes for the future. There needs to be a concerted effort by everyone to build greater integration within DEC. This will set the scene for enhanced team development and collaborative working across the organisation and within divisions.

The external market is less aware of the range of roles and the diversity of career path opportunities in DEC. The organisation has an inherently positive story to tell in relation to employment opportunities, work/life balance and career progression, as well as contributing to the greater good of the community.

The opportunities identified throughout this process have been themed into four key areas each with a number of strategies to be addressed during 2011–2014. A summary of the strategies follows.

Table 1 Summary of DEC workforce strategies 2011–2014

STRATEGIES	Living our values, Setting our strategic direction and Developing our future leaders	Attracting a skilled workforce	Retaining valued DEC employees	Building our capacity
<b>GOALS 2011–2014</b>	Develop and deliver the roll-out of the revised DEC values	Simplify application processes and job descriptions	Expand the current awards ceremony to recognise innovation, leadership and outstanding contributions	Strengthen and expand our partnerships with universities
	Develop DEC leadership competencies	Target overseas recruitment and engage with specialist recruitment agencies to assist with talent searches and hard-to-fill positions	Conduct staff satisfaction surveys every two years	Reinvigorate the Indigenous cadetship program
	Embed revised values and leadership competencies into the Employee Performance Development Plan (EPDP) and DEC Job Description Forms (JDF)	Roll-out training for managers on the revised public sector standards for recruitment and appointment	Develop mentoring, coaching and supervision training programs	Explore career mobility within DEC and across the sector
	Develop the DEC Strategic plan	Review our marketing and branding strategies	Review the current succession planning model	Explore opportunities for targeted engagement with year 11 and 12 students, especially in regional areas
	Introduce a DEC Orientation program for new staff	Investigate strategies to extend non-salary benefits and options across the agency	Explore opportunities to broaden the range of phased retirement options available	Improve the quality of workforce data and develop KPIs to support decision-making of workforce issues
			Use targeted recruitment <sup>10</sup> (as defined by the PSC) strategies to facilitate positive outcomes for DEC and employees	

<sup>10</sup> [www.publicsector.wa.gov.au/SiteCollectionDocuments/CI%20Employment%20Standard.pdf](http://www.publicsector.wa.gov.au/SiteCollectionDocuments/CI%20Employment%20Standard.pdf)

## DEC Workforce plan - introduction

Workforce planning is about having the right people (with the right skill sets) in the right jobs at the right time. Workforce planning assists in analysing current workforce needs and determining future workforce requirements. It is a proactive process to plan future staffing and skill needs.

The DEC Workforce plan 2011–2014 is the first step in an ongoing development of people management strategies. The success of this plan is dependent on the combined effort of all staff to ensure that we strive for ongoing improvement in our business processes. It is a 'living' document that will be regularly reviewed and progress towards achievements monitored and options for further improvement identified.

Our workforce planning supports the Public Sector Commission objectives (as outlined in the *Public Sector Workforce Plan 2010–2012*<sup>11</sup>) and is informed by the following key documents:

- Public Sector Commission Strategic Plan 2009–10<sup>12</sup>
- Equity and Diversity Management Plan 2007–12<sup>13</sup>
- Strategic Directions for the Public Sector Workforce 2009–2014<sup>14</sup>
- Reform of the *Public Sector Management Act 1994*<sup>15</sup>
- Training WA – Planning for the Future 2009–18<sup>16</sup>
- Skilling WA – A Workforce Development Plan for Western Australia, 2010<sup>17</sup>

The Workforce plan is linked to other key DEC planning documents such as DEC's Corporate Plan, Equity and Diversity Plan and Risk Management Policy.

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<sup>11</sup> [www.publicsector.wa.gov.au/Positioning/WorkforcePlanning/Pages/PlanningResources.aspx](http://www.publicsector.wa.gov.au/Positioning/WorkforcePlanning/Pages/PlanningResources.aspx)

<sup>12</sup> [www.publicsector.wa.gov.au/Positioning/WorkforcePlanning/Pages/PlanningResources.aspx](http://www.publicsector.wa.gov.au/Positioning/WorkforcePlanning/Pages/PlanningResources.aspx)

<sup>13</sup> [www.publicsector.wa.gov.au/Positioning/WorkforcePlanning/Pages/PlanningResources.aspx](http://www.publicsector.wa.gov.au/Positioning/WorkforcePlanning/Pages/PlanningResources.aspx)

<sup>14</sup> [intranet/csd/People\\_Services/ws/ed/default.aspx](http://intranet/csd/People_Services/ws/ed/default.aspx)

<sup>15</sup> [www.publicsector.wa.gov.au/Positioning/WorkforcePlanning/Pages/PlanningResources.aspx](http://www.publicsector.wa.gov.au/Positioning/WorkforcePlanning/Pages/PlanningResources.aspx)

<sup>16</sup> Available at [www.dtwd.wa.gov.au/dtwd/detcms/portal/](http://www.dtwd.wa.gov.au/dtwd/detcms/portal/)

<sup>17</sup> Available at [www.dtwd.wa.gov.au/dtwd/detcms/portal/](http://www.dtwd.wa.gov.au/dtwd/detcms/portal/)

Our Corporate Plan identifies several key people management strategies:

- 1 Manage and support our people effectively
  - a Provide open and two-way internal communication and sound training, safety and support programs
  - b Match staff to the department's present and future needs and provide career development opportunities
- 2 Strengthen our organisational capacity
  - a Enhance regional service delivery
  - b Build leadership and management capacity within the department
  - c Enhance our corporate systems and services
- 3 Increase involvement of Aboriginal people on managing conservation reserves and 'country'
  - a Provide opportunities for training and employment of Aboriginal people

The Workforce plan is also linked to the Director General's Performance Agreement in terms of reporting against diversity and ethics and accountability training targets.

An extensive consultation process was undertaken with staff across divisions to develop the Workforce plan and ensure its strategic alignment to the Corporate Plan's outcomes.

Regular workforce reports will be presented to Corporate Executive to monitor workforce issues and trends. These reports will be based on workforce reporting and analysis of workforce data (such as exit interviews, induction feedback, leave liability, survey results, and recruitment data) with the aim to improve and benchmark DEC's performance reporting.

The Workforce plan will be available to all staff via the intranet, including a snapshot document summarising the key workforce strategies.

The Workforce plan will be reviewed annually by the Manager People Services Branch.

## Environmental operating data

### External influences and drivers

Workforce planning addresses the demand and supply for staff and skills. The Public Sector Commission (in *Strategic Directions for the Public Sector Workforce 2009–2014*, 2009<sup>18</sup>) identifies the following factors as key influences on the public sector workforce:

- increasing demand for services and state infrastructure
- increasing demand for key occupational groups across the sector
- declining supply of skilled people to perform roles and services
- changing employee expectations of working arrangements.

WA had the highest population growth of all states and territories in 2007, with strong regional population growth in the Pilbara (14.7 per cent) and South West (12.4 per cent) during 2001–07. By 2056, WA's population is expected to double to 4.3 million people. Net overseas migration counted for 60.7 per cent of the growth of WA's population in 2007–08 (*Strategic Directions for the Public Sector Workforce 2009–2014*, 2009<sup>19</sup>).

WA had the fastest wage growth of all states and territories in 2008.

The Centre for Labour Market Research<sup>20</sup> (CLMR) at Curtin University has indicated that the public sector will need to increase its recruitment by 47 per cent and recruit 44,512 new people by 2017–18. This recruitment figure is comprised of: the 15,159 employees who are projected to leave the public sector due to retirement or other exit factors, net of new entrants; and the 29,353 new employees that need to be recruited to meet the increasing demands of public sector services. The CLMR's research estimates an increase of 47 per cent for the state's entire regional public sector workforce to 2017–18, with the Kimberley Region requiring a recruitment increase of 71.3 per cent of its 2008 workforce.

In terms of workforce supply, labour force participation rates begin to decline after 45 years of age. In June 2008, 19.1 per cent of the Western Australian public sector labour force was aged over 55 years. Although rising, the levels of participation for women in the workforce are below men. The Indigenous population grew by 18 per cent from 2001–06.

By 2026, the number of persons aged over 65 is expected to increase by 66.9 per cent from 2006 figures. At the same time, a decline of 16 per cent is projected for those aged 15 years or younger.

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<sup>18</sup> [www.publicsector.wa.gov.au/Positioning/WorkforcePlanning/Pages/PlanningResources.aspx](http://www.publicsector.wa.gov.au/Positioning/WorkforcePlanning/Pages/PlanningResources.aspx)

<sup>19</sup> [www.publicsector.wa.gov.au/Positioning/WorkforcePlanning/Pages/PlanningResources.aspx](http://www.publicsector.wa.gov.au/Positioning/WorkforcePlanning/Pages/PlanningResources.aspx)

<sup>20</sup> Cited in *Public Sector Workforce 2009*, p23

As well as impacting on workforce planning demands, the expected economic growth in regional WA '*Building WA's Workforce for Tomorrow*'<sup>21</sup> will also increase pressure on housing availability and affordability, wage competition, local infrastructure, including health and education facilities, professional isolation and the cost of living.

## Regional skills project

The Public Sector Commission is coordinating an initiative to identify, promote and facilitate the implementation of a sample of strategies to assist WA public sector agencies to address workforce issues in regional areas, specifically relating to attraction and retention.

The four strategies currently under consideration are:

- 1 Partnering for partners – in the situation where one partner is recruited to a regional location, other local agencies would be encouraged to offer employment options for the partner
- 2 Multi-agency graduate (or traineeship) program – where a regional agency is too small to support a graduate or trainee, a graduate or trainee would rotate their quarterly placements across a number of local agencies
- 3 Community and social induction and support program – an induction package of information would be developed and provided to new employees, providing an introduction to the local community through networks and support mechanisms
- 4 Grow local talent – recruit locally to ensure retention in regional areas

DEC is a member of the Regional Skills Committee and Workforce Planning Consultation Working Group which is sponsoring this regional initiative and has contributed towards developing these strategies.

## Attracting a skilled workforce

In December 2008, Cabinet imposed a 'full-time equivalent' (FTE) ceiling on public sector agencies in order to gain three per cent efficiency. In 2008–09, the number of total vacancies advertised within DEC was 618. In 2009–10, it dropped to 482. The average time to fill 90 per cent of vacancies in the September quarter of 2009 was 81 days and it has improved to 66 days in the September quarter of 2010. The best practice timeframe for filling vacancies is 21 working days<sup>22</sup> from the date the vacancy closes.

Opportunities for employment and selecting the best person recommended for the position can be lost through lengthy delays in advertising and recruiting. The percentage of unfilled vacancies (i.e. no suitable or available applicants) in September 2010 was 15 per cent, an increase from 10 per cent in September 2009, and the percentage of appointments made per vacancy dropped from 92 per cent in September 2009 to 85 per cent in September 2010.

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<sup>21</sup> Chamber of Commerce and Industry's '*Building WA's Workforce for Tomorrow*'

<sup>22</sup> Cited in DEC guidelines for selection panels



Changes to the Public Sector Management Act in relation to the Recruitment and Appointment Standard<sup>23</sup>, will offer greater flexibility for selection processes.

## Retaining valued DEC employees

The Department of the Premier and Cabinet conducted the *Retirement Intention Survey*<sup>24</sup> in 2006 and found that of the 18,000 public sector employees aged over 45 years, 64 per cent of these intended to retire by 2016, and nearly three-quarters of these employees have 15 years or more experience in the public sector.<sup>25</sup>

The top factors influencing their decision to retire are:

- financial security – 97 per cent
- job satisfaction – 93 per cent
- work/life balance – 91 per cent
- time for leisure activities – 84 per cent
- job stress/pressure – 84 per cent.

The challenge is to retain these mature-aged employees while developing newer employees and to support those employees who want a longer working life, or are perhaps looking for a phased retirement, and capture their knowledge and experience.

The separation rate of permanent employees improved from four per cent in September 2009 to one per cent in September 2010.

The voluntary permanent employee separation with greater than five years of service for the September quarter of 2009 was 22, and 48 for permanent staff with less than five years of service. In the September quarter of 2010, voluntary employee separation with greater than five years of service was four, and the voluntary separation of employees with less than five years of service was eight. This dramatic decrease can partly be explained by a large number of voluntary redundancies being offered in 2009 and implementation of the three per cent efficiency dividend.

## Demographics and other internal data

### Employee Perception Survey

In April 2010, DEC participated in the annual Employee Perception Survey<sup>26</sup> (previously known as the Climate Survey) conducted by the Office of the Public Sector Standards Commissioner (OPSSC). This survey is an opportunity for employees to express their views on the extent to which behaviour in DEC is consistent with the Human Resource Standards, the Public Sector Code of Ethics, and equity and diversity principles.

<sup>23</sup> [www.publicsector.wa.gov.au/Positioning/PublicSectorReform/Pages/Reform.aspx](http://www.publicsector.wa.gov.au/Positioning/PublicSectorReform/Pages/Reform.aspx)

<sup>24</sup> [www.publicsector.wa.gov.au](http://www.publicsector.wa.gov.au)

<sup>25</sup> [www.publicsector.wa.gov.au/Positioning/PublicSectorReform/Pages/Reform.aspx](http://www.publicsector.wa.gov.au/Positioning/PublicSectorReform/Pages/Reform.aspx)

<sup>26</sup> Office of the Public Sector Standards Commissioner (2010). Department of Environment and Conservation Employee Perceptions Survey

DEC's response rate to the 2010 survey was 33 per cent of the workforce, with 44 per cent males, 46 per cent females and 10 per cent no response. In terms of other EEO groups, 0.8 per cent identified as Aboriginal or Torres Strait Islander, 2.6 per cent as People of non-English speaking background and 2.8 per cent as people with disabilities. Staff rated DEC equal to or better than other Public Sector agencies in relation to being satisfied with their jobs, involved in decisions that affect them and with DEC as an employer; knowledge and awareness of Human Resources Standards and related DEC policies and procedures.

Areas identified by staff that require our attention within DEC are:

- feeling valued by the organisation – 37 per cent of DEC respondents and 32 per cent of senior DEC managers did not feel valued for their contribution
- dealing with grievances – 52 per cent of DEC respondents and 45 per cent of senior DEC managers had not undertaken or been provided with information on DEC's internal grievance resolution procedures
- recruitment and selection processes – 44 per cent of DEC respondents and 49 per cent of senior DEC managers did not think that positions were generally advertised within a reasonable time of becoming vacant; 34 per cent of DEC respondents thought that favouritism plays a part in the selection processes for relieving or acting opportunities
- breach of standard claims – 51 per cent of DEC respondents and 35 per cent of senior DEC managers did not understand the courses of action available should a breach of standard occur and 64 per cent of DEC respondents and 54 per cent of senior DEC managers were unaware that the period for lodging breaches had been reduced from 10 to four working days
- performance development meetings – 40 per cent of DEC respondents and 36 per cent of senior managers did not think that performance development was fairly or consistently applied in the workplace, and 42 per cent of DEC respondents and 42 per cent of senior DEC managers, who had been employed for more than 12 months in DEC, had not participated in one or more performance development meetings with their supervisor in the past 12 months
- impact of flexible work options – 36 per cent of DEC respondents and 43 per cent of senior DEC managers felt that if they take up flexible work options and leave arrangements, then it could limit their career within DEC.

## Developing our workforce

### Agency-wide training needs

An agency-wide training survey<sup>27</sup> was conducted in June 2010, via an online questionnaire issued to all staff. The aim of the survey was to identify:

- staff training and development needs
- the frequency of performance development sessions
- training preferences and availability
- perceived barriers to training
- top training priorities of employees.

The primary training needs identified from the survey were:

- regional – fire management and general skills training
- metropolitan – general skills training and supervisory/managerial training
- training needs identified by managers for staff – field operations and fire management.

The highest (overall) initial training requirements were Budgeting (143), Project Management (141), Aboriginal Heritage and Native Title (123), Employment Conditions (112) and Excel (111).

The highest (overall) refresher requirements were Senior First Aid (124), Excel (109), DECSafe/Safety (105), Radio Communications (86) and Cross Cultural Awareness (75).

The management/supervisor training requirements were Team Building (91), Managing Performance Issues (86), Strategic/Operational Planning (80), Managing Others (77) and Budgets (51). The top personal training priorities were general skills (Budgeting, Project Management, Senior First Aid, Conflict Management), and supervisory/management skills. Induction training had the overall lowest priority.

Employees prefer a combination of training methods with video conferencing the least preferred option. June/July was the most preferable time of the year for training to be conducted. Midweek and mornings were the most preferable times for training delivery, however many had no preference.

Employees identified the main perceived barriers to attending training as workload and budget concerns. Lack of management interest/approval was also evident in the qualitative responses.

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<sup>27</sup> [intranet/csd/People\\_Services/OLD/default.aspx](http://intranet/csd/People_Services/OLD/default.aspx)

## Performance development (EPDP)

From the training survey responses, it was apparent that employee performance development plans (EPDP) are being conducted on an annual basis for approximately 30 per cent of staff.

Throughout 2010, the Organisational Learning and Development Section has delivered information sessions on performance development to employees and sought feedback on the policy, procedure and relevant documentation. Approximately 50 per cent of staff have attended these sessions.

## Aboriginal employment and development

Employment of Aboriginal people continues to be a high priority for DEC with three per cent of our workforce identifying as Aboriginal. DEC's target for Indigenous employment is to achieve seven per cent by 2016.

The Mentored Aboriginal Training and Employment Scheme (MATES) and Indigenous Cadet programs continue to be high priorities and 2011 has seen the completion of the DEC Aboriginal Employment Strategy.

The Indigenous Cadetship Support (ICS) program aims to improve the professional employment prospects of Indigenous Australians through a program involving full-time study and work experience. ICS is part of the Australian Government's Indigenous Employment Policy (and is administered through the Department of Education, Employment and Workplace Relations). Cadets can gain qualifications at diploma, advanced diploma or undergraduate level and can commence their cadetship with DEC at any time of the year and during any stage of their study.

## Graduate program

A comprehensive review of the graduate program was conducted in 2010. The review also included research of other government agencies which conduct graduate programs.

The review highlighted many positive aspects to DEC's program and identified additional strategies to improve the workforce requirements of the department, the expectations of the graduates and their respective managers.

The new Graduate Development Program commenced in 2011, with participants commencing in January 2012.

## Women in management

DEC's *Equity and Diversity Management Plan 2007–2012*<sup>28</sup> developed strategies to actively encourage women in the workplace and increase their representation across all levels of the department, particularly in senior management. Statistics from the report *Department of Environment and Conservation. How does your agency compare in*

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<sup>28</sup> [intranet/csd/People\\_Services/ws/ed/Documents/Equity-diversity-plan%2007%20-12.pdf](http://intranet/csd/People_Services/ws/ed/Documents/Equity-diversity-plan%2007%20-12.pdf)

2010<sup>29</sup> shows the department has 15.1 per cent of women in management tier two and three, compared to the public sector overall at 34.1 per cent. The Equity and Diversity Management Committee has the key responsibility for monitoring progress in employee equity and diversity and has noted that particular focus needs to be in the area of women in senior management.

A pilot 'Leadership Journey for Women' program has commenced in 2011 with 30 participants from levels 4 to 6 (or equivalent). The program is comprehensive and incorporates:

- core program
- mentor workshop
- skills workshop
- peer learning and group mentoring combined
- final presentation of the learning outcomes of the peer learning groups and mentors
- reports of outcomes from the consultants.

## Workforce data

Workforce data are based on Human Resource Minimum Information Requirement (HR MOIR) workforce data that are provided by public sector agencies to the Public Sector Commission. Information on the Western Australian Public Sector is based on 120 agencies.

At 30 March 2011, DEC had a 'full-time equivalent' (FTE) of 1,941 and an active/paid headcount of 2,297. For the previous quarter, December 2010, DEC had an FTE count of 1,931 and a headcount of 2,289. At the end of the previous financial year, June 2010, the Western Australian Public Sector had an FTE count of 116,355 and a headcount of 148,685.

### Age profile

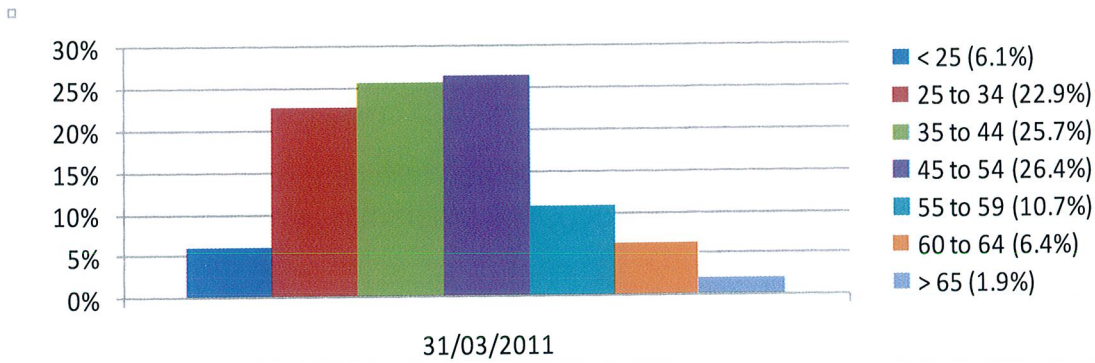
There are a significant number of people who are eligible to leave the workforce over the next five to 10 years through planned retirement.

In DEC, the median age for males is 45.7 years and 39.5 years for females (using headcount HR MOIR data, 30 March 2011). For the public sector the median age of males is 46.7 years and 44.7 years for females (HR MOIR data, June 2010). The public sector as a whole faces the issues of an ageing workforce with the median age of 45.7 years (HR MOIR data, June 2010).

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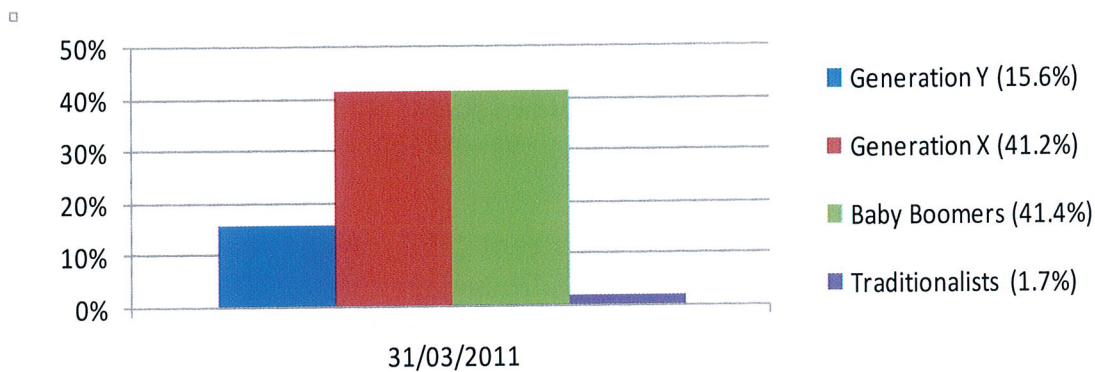
<sup>29</sup> Public Sector Commission (2011) *Department of Environment and Conservation. How does your agency compare in 2010?* [www.publicsector.wa.gov.au](http://www.publicsector.wa.gov.au)

Figure 2 DEC age distribution (using headcount, from HR MOIR data, 31 March 2011)



Based on the staff headcount of 2,554 at 28 June 2011, Baby Boomers (born between 1946 and 1964) comprise 41.4 per cent of DEC’s workforce, Generation X (born between 1965 and 1980) comprise 41.2 per cent, and Generation Y (born between 1981 and 1999) comprise 15.6 per cent. Traditionalists are those born prior to 1946 (i.e. prior to Baby Boomers) and these comprise 1.7 per cent.

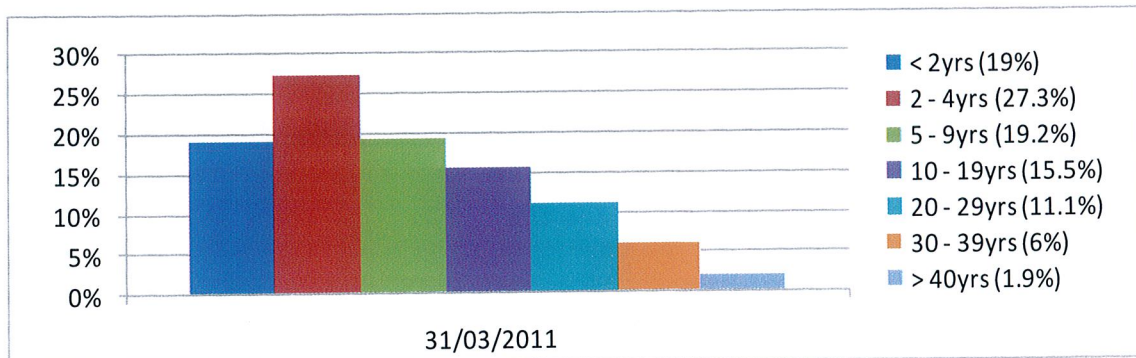
Figure 3 DEC age distribution (using headcount, from HR MOIR data, 28 June 2011)



**Length of service**

The length of service is based on person’s first commencement date with DEC and does not consider breaks in service. 46.3 per cent of DEC’s work force has been employed for less than four years.

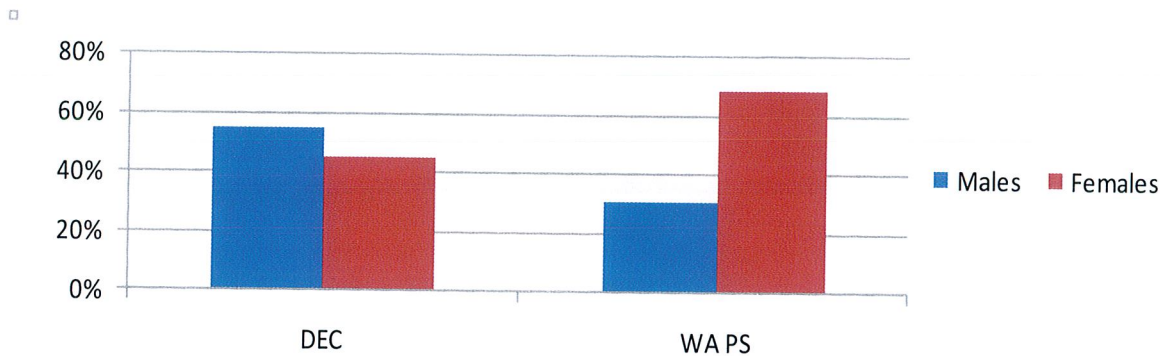
Figure 4 Length of service (based on headcount, using HR MOIR data, 31 March 2011)



## Gender profile

The DEC workforce is comprised of 55.2 per cent males and 44.8 per cent females (headcount HR MOIR data, 31 March 2011). This is in contrast to the WA public sector, where males comprise 31.18 per cent and females comprise 68.82 per cent (HR MOIR data, June, 2010).

Figure 5 Gender profile (excludes casuals, using HR MOIR data, 31 March 2011)



## Diversity profile

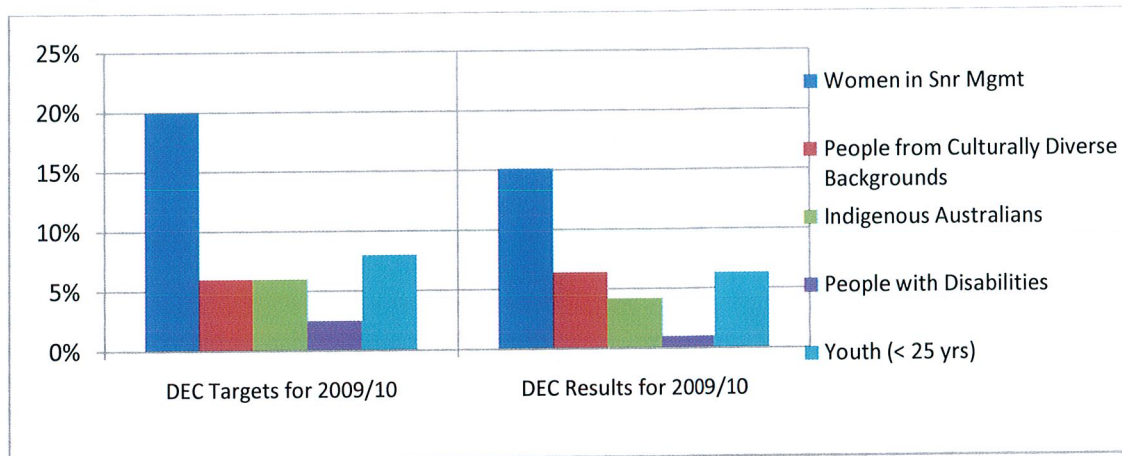
DEC's Equity and Diversity Management Plan 2007–2012 provides the diversity targets to be achieved for 2009/10. A report from the Director of Equal Opportunity in Public Employment, Public Sector Commission (*How does your agency compare in 2010?* PSC, 2011<sup>30</sup>) indicates that DEC has achieved its equity index for women. DEC set an objective of 60 per cent and achieved 64.6 per cent, while the average index across the public sector was 62 per cent (this index measures the extent to which staff from EEO groups is distributed evenly through the salary levels of the organisation).

From its Equity and Diversity Management Plan 2007–2012, DEC also achieved its objective of six per cent for people from culturally diverse backgrounds by achieving 6.4 per cent. DEC has not met its targets for women in senior management (target was 20 per cent and DEC achieved 15.1 per cent), Indigenous Australians (target was six per cent and DEC achieved 4.2 per cent), people with disabilities (target was 2.5 per cent and DEC achieved one per cent) and youth (target was eight per cent and DEC achieved 6.3 per cent).

The representation of Indigenous Australians and youth are the only categories where DEC exceeds the Public Sector targets.

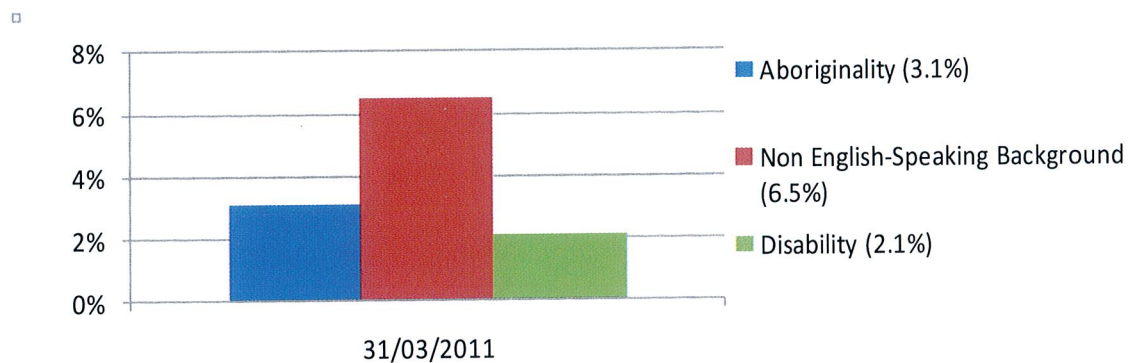
<sup>30</sup> Public Sector Commission (2011) *Department of Environment and Conservation. How does your agency compare in 2010?* [www.publicsector.wa.gov.au](http://www.publicsector.wa.gov.au)

Figure 6 Achievement and comparison of diversity targets in 2009–10 (based on Department of Environment and Conservation. How does your agency compare in 2010?)



Providing diversity data is optional for DEC employees which may partly account for the low percentages.

Figure 7 Diversity data (based on HR MOIR data, 31 March 2011)



### Skilled migration

In the past, DEC has conducted skilled migration campaigns to recruit staff from overseas to areas of particular shortages, or to specific regional locations. These campaigns have provided positive outcomes in terms of attraction and retention.

Table 2 Staff employed by DEC under a sponsored fixed-term contract (SFTC) 2006–2011

Country of origin	Number employed	Number still with DEC	Retention %
South Africa	9	8	88%
United Kingdom	3	1	33%
United States	2	2	100%
Germany	2	1	50%



France	2	1	50%
Colombia	1	1	100%
Belgium	1	0	0%
Switzerland	1	1	100%
Ireland	1	1	100%
Total	24	16	66%

### Employment type and tenure

In terms of employment type in DEC, 1,102 males are employed in full-time positions, 546 females in full-time positions, and 111 males and 328 females in part-time positions. Of these, 1,655 are permanently employed and 432 are on fixed-term contracts. A further 182 are casuals and 28 fall into the category of 'others', for example graduates or trainees.

From September 2010, all trainees engaged via a trainee program/award/agreement (there are 28 trainees in DEC as at July 2011), are exempt from FTE ceiling reporting as an incentive to increase the Public Sector's youth employment levels.

Figure 8 Employment type and gender (excludes casuals, using HR MOIR data, 31 March 2011)

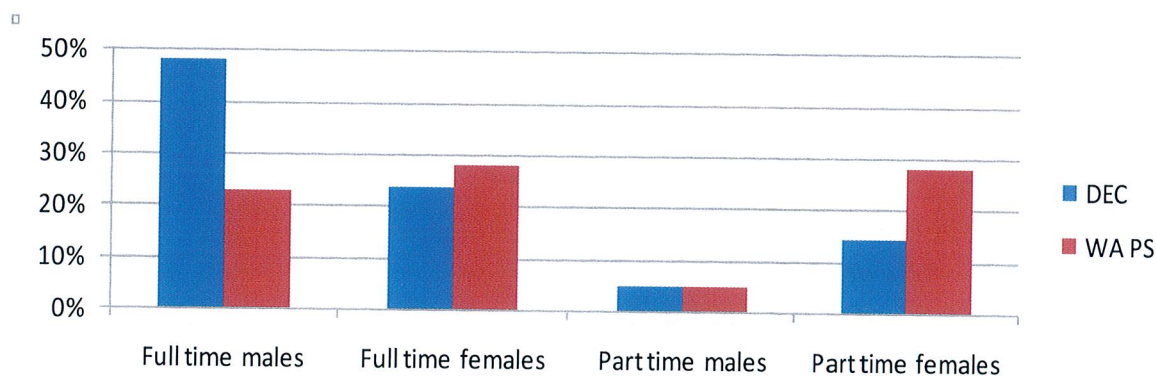
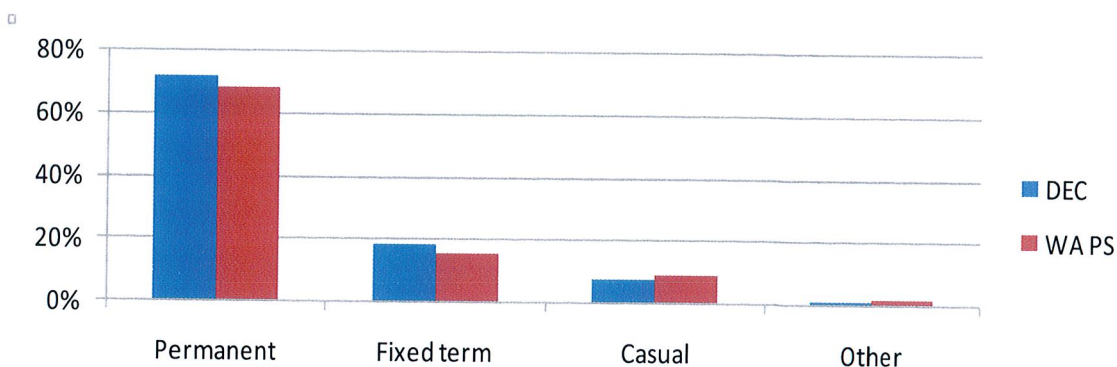
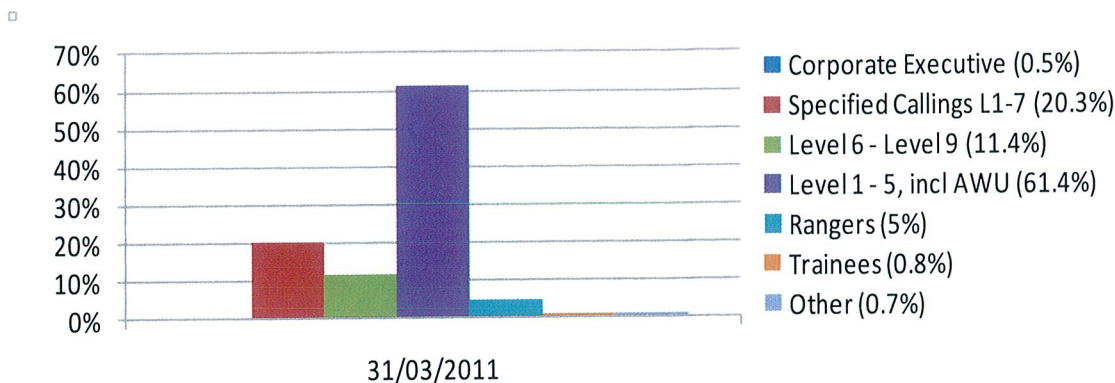


Figure 9 Employment tenure (using HR MOIR data, 31 March 2011)



### Classification profile

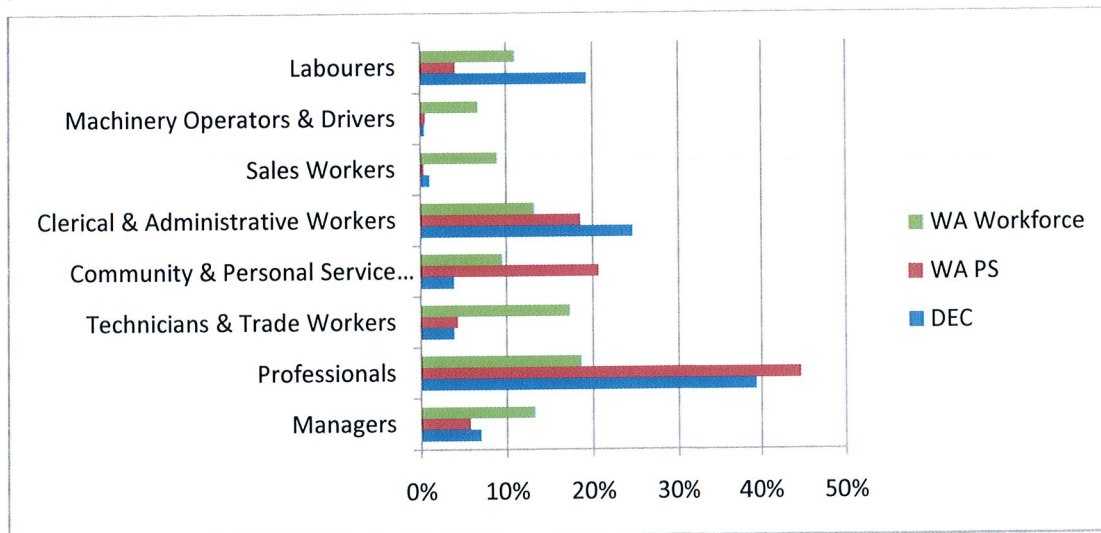
Figure 10 Classification profile (using HR MOIR data, 31 March 2011)



### Occupational profile

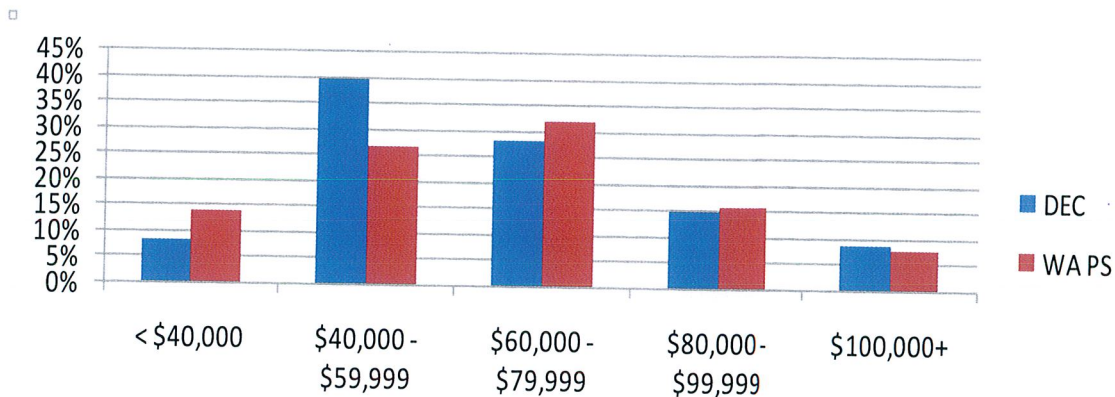
The majority of DEC staff fall into the 'professional' category, with 477.7 (FTE) of 765.2 (FTE) being environmental scientists. Other professional staff include natural and physical science professionals (38.4), and urban and regional planners (31.1). The next highest category of staff is 'clerical and administrative workers'. 'Labourers' (376 in total), include 347.5 'farm, forestry and garden workers'. 'Community and personal service workers' (75.2 in total) include fire and emergency workers (44.2). 'Technicians and trade workers' (75.7 in total) include science technicians (61.4).

Figure 11 DEC occupational category (based on the Australian and New Zealand Standard Classification of Occupation – ANZSCO, using HR MOIR data, 31 March 2011 for DEC profile, and Bureau of Statistics data for WA Public Sector and WA Workforce profiles)



## Salary profile

Figure 12 Annual base salary (based on headcount, using HR MOIR data, 31 March 2011)



In June 2009, the median salary of public sector employees was \$61,583 and employees in the 'Professional' occupational category represent the highest earning (Public Sector Workforce 2009, pp 7–8).

## Separation data

Separation refers to permanent employees (based on headcount) who have left the department. Exit interviews are provided for permanent or fixed-term contract employees who completed more than 12 months of service. In the September quarter of 2009, 14 per cent of staff (12 of 87 staff) completed an exit interview. In the September quarter of 2010, 26 per cent (nine of 35 staff) completed an exit interview. In the March quarter, 18 per cent (15 of 85 staff) completed exit interviews.

Table 3 Separation data using HR MOIR data, March 2011

	2009+	2010	2011**
Permanent staff separations	254	106	45
Permanent staff	1,492	1,639	1,655
	17%	6%	3%

Table 4 Separation data via division using HR MOIR data, March 2011

Division	2009	Div. %	2010	Div. %	2011	Div. %
Corporate Services Division	5	4%	10	7%	5	4%
DDG – Environment	9	15%	4	11%	1	3%
DDG – Parks and Conservation	3	10%	2	6%	0	0%
Environmental Impact Assessment	47	96%				
Environmental Regulation Division	24	27%	7	7%	3	3%
Nature Conservation Division	5	3%	4	2%	0	0%
Office of the Director General	2	11%	3	14%	2	10%
Parks and Visitor Services Division	9	8%	2	1%	2	1%
Regional Services Division	91	8%	54	5%	21	2%
Science Division	8	4%	4	2%	0	0%
Strategic Development and Corporate Affairs Division	9	17%	3	4%	0	0%
Strategic Policy and Programs Division	25	156%	10	14%	3	4%
Sustainability Division	9	26%				
Sustainable Forest Management Division	5	9%	3	5%	3	5%
Total	251		106		45	

Data for percentage of division that separated is an approximate view only due to the nature of the data. The separation totals for 2009 and 2010 are for the full calendar year, and 2011 data only includes the first quarter of 2011. The headcount of the division is used to determine the percentage and is a snapshot at the end of the year. This calculation method and the transfers of staff from DEC to the Office of the Environmental Protection Authority on its establishment in November 2009 account for Strategic Policy and Programs Division's percentage (156 per cent) exceeding 100 per cent.

Table 5 Separation data for Regional Services Division using HR MOIR data, March

Regional Services regions	2009	2010	2011
Goldfields Region	3	3	6
Kimberley Region	4	4	3
Midwest Region	4	2	2
Pilbara Region	10	6	0
South Coast Region	12	4	1
South West Region	10	13	2
Swan Region	22	14	4
Warren Region	8	3	0
DEC Radio Section	1	2	0
Environ Regulation and Industry Licensing Unit	1	1	0
Fire Management Services Branch	5	0	0
Regional Services Division Unattached	7	0	0
Regional Services Division Executive Support	1	0	2
	88	52	20

### Population distribution

Approximately 50 per cent of DEC's workforce is located in regional areas, with the Swan Region having the highest figure. The following diagrams depict the FTE distribution across the state and within the Swan Region (which also includes metropolitan-based staff).

Figure 13 DEC FTE distribution

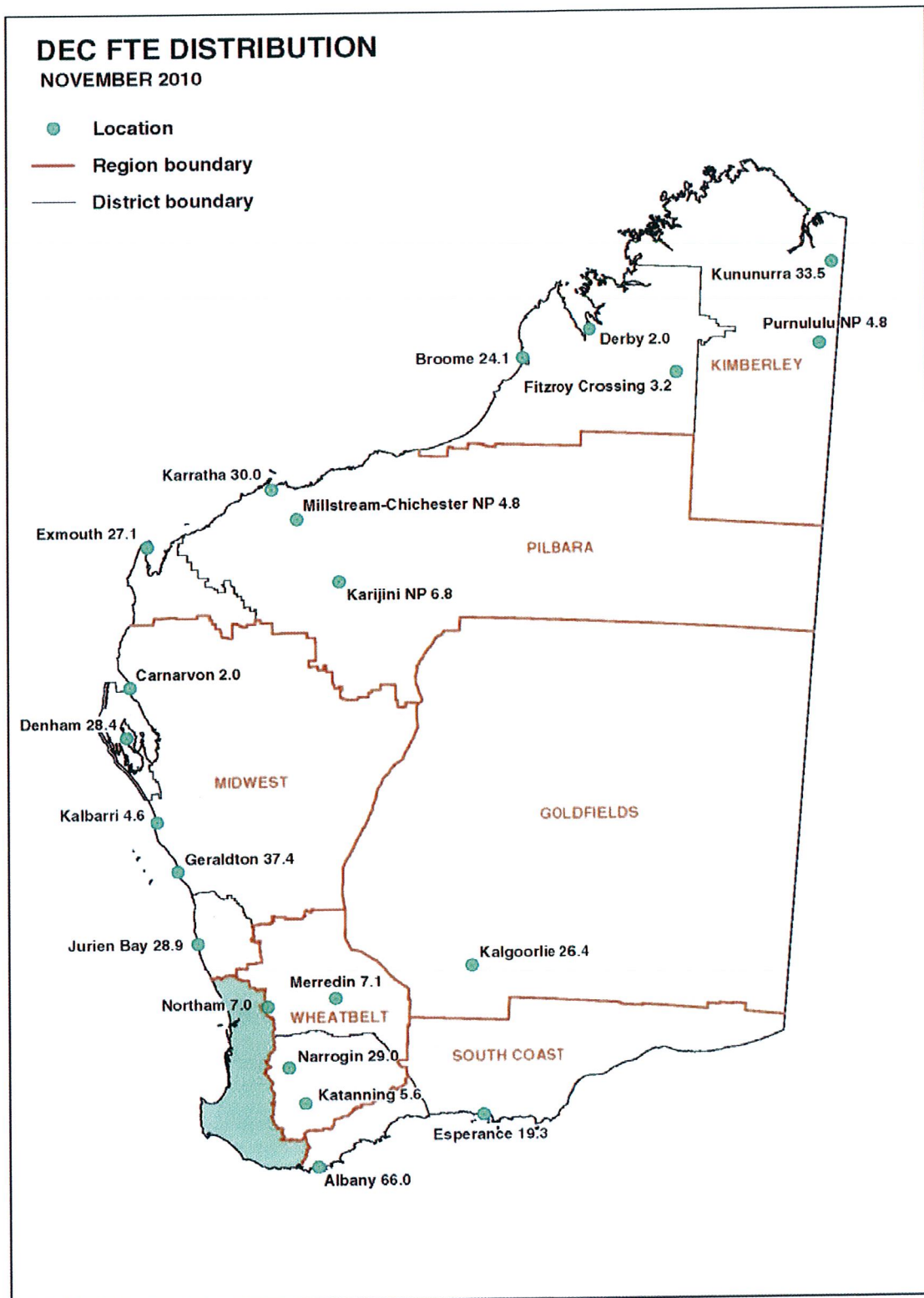
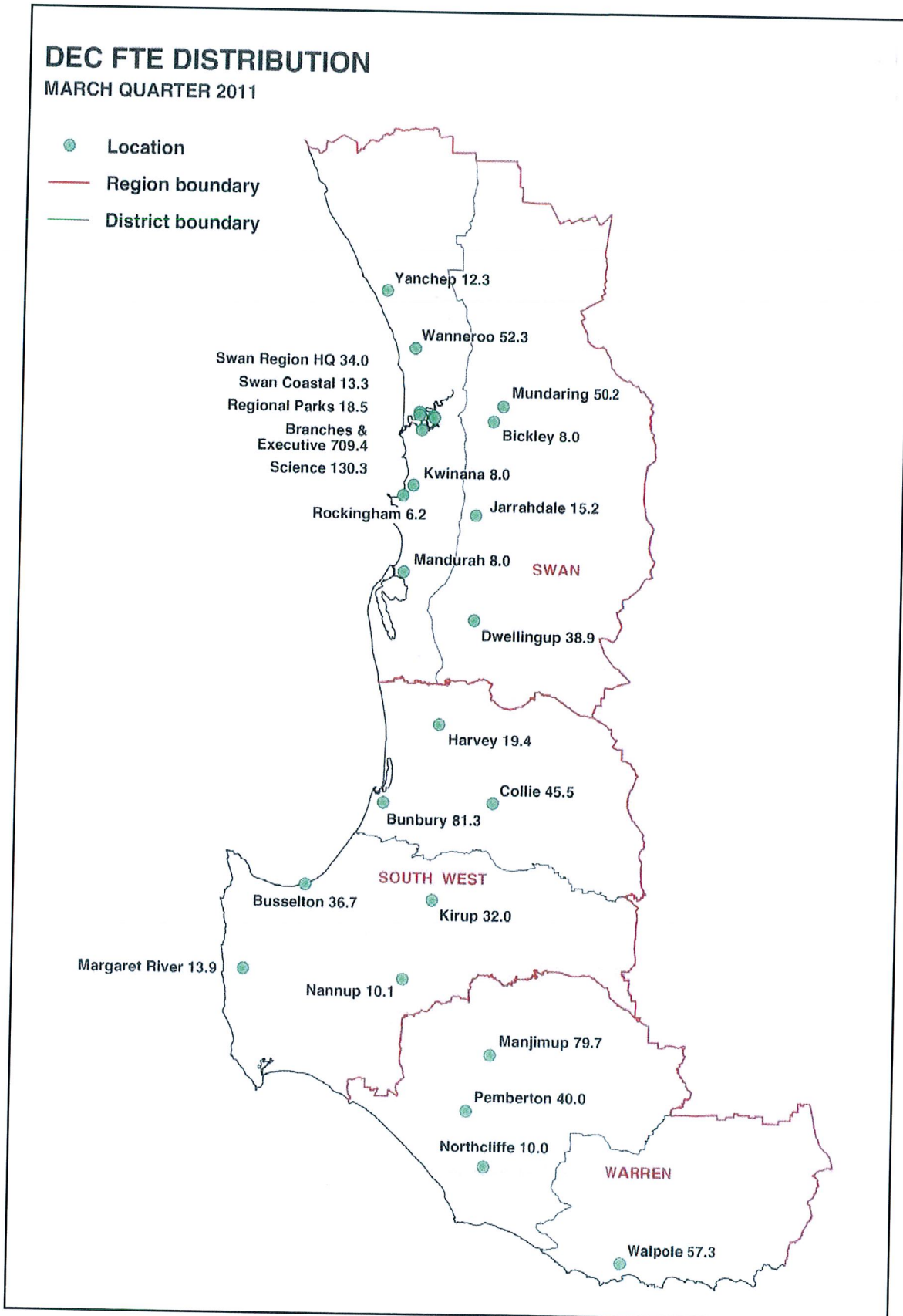


Figure 14 DEC FTE distribution, Swan Region



## Findings from the consultation process

The consultation process took place across all divisions. This was an opportunity for representatives from across the organisation to give input into the development of the Workforce plan. The reason for this consultation was to ensure that the plan was aligned with the reality of the business and meets the diverse challenges in DEC.

The process included:

- six group sessions with a range of managers and staff
- individual interviews with key people who were not covered during the group sessions but were essential to gaining a holistic perspective.

The data generated during this process were reviewed and are presented in this section in summary form.

The data identified a number of opportunities that have been grouped into four key themes:

- Living our values, Setting our strategic direction and Developing our future leaders
- Attracting a skilled workforce
- Retaining valued DEC employees
- Building our capacity.

### Living our values, setting our strategic direction and developing our future leaders

A number of challenges have been identified in relation to retaining the right people. It is a well-researched fact that leadership style has a strong impact on people's motivation levels and their choice to stay with an organisation. Further development of DEC's organisational goals and objectives was a recurring theme in the consultations, with employees demonstrating a high level of interest to engage in strategic planning.

Some of the challenges identified would indicate that there are some strategic, high level issues that if addressed would have a positive organisational impact.

Based on the range of feedback that has been given in relation to values, leadership and strategic direction the following solutions are proposed.

#### Living our values

The implementation of a newly proposed set of organisational values<sup>31</sup> provides an opportunity to build a values program that is implemented across the business and driven by the executive. This will require the leadership team of DEC defining the positive and negative behaviours that are indicators of each of the values and then workshop these behaviours with all staff to ensure that these behaviours are imbedded in the culture of

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<sup>31</sup> DEC Corporate Plan 2010/11–2012/13 draft



DEC. This process would be facilitative and would ensure that the behaviours are clear for all staff.

Making the new values operational will allow the opportunity to promote and embed some strong messages. Some of the key messages and change domains will include the following areas:

- accountability and work ethic values will provide an opportunity to drive a 'can do culture' that is focused on innovation
- team work values will allow enhancement of the commitment to bring greater integration into the organisation
- relationship with others values will encourage people to take responsibility for making an effort in relation to each other.

Once this process has been rolled out and the values are fully understood and behaviourally defined, the next stage of this process will be:

- 1 To embed this into the employee performance development plan (EPDP) process so that the behaviours become measurable. Again it is well researched that what we measure in organisations is what we get in terms of behaviours and this is therefore a key stage in formalising the values and how they are lived in all areas of the business.
- 2 To embed this into behaviour-based job specifications and interviewing practice. This will ensure that people are clear that behaviours are an important part of working for DEC and will allow DEC managers to ensure that they are recruiting people who will live the values and will be a valuable asset to the organisation.

### **Setting our strategic direction**

It is proposed that a consultative strategic planning process is implemented and that a fully articulated strategic plan is put in place for the business.

This would include a number of key stages:

- consultation within the organisation on what the strategic issues are
- review and analysis of the environmental challenges for DEC
- the leadership team taking time out to define the strategic plan based on the consultation and the environmental analysis
- communication of the strategic plan to the business
- defining the operational plans for each department
- embedding the key strategic drivers into each job specification and EPDP objectives.

### **Developing our future leaders**

The state government has created a set of leadership competencies<sup>32</sup> that articulate what the leadership style is for success in government organisations. These

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<sup>32</sup> [www.publicsector.wa.gov.au/Positioning/WorkforcePlanning/Pages/PlanningResources.aspx#top](http://www.publicsector.wa.gov.au/Positioning/WorkforcePlanning/Pages/PlanningResources.aspx#top)

competencies have been used to form the basis of the 360 degree feedback process in the DEC Executive Leadership program.

There is an opportunity to further develop these competencies and clearly define them as they relate to DEC and how they articulate the behaviours that will evidence living these competencies. This process will ensure that leadership across the business:

- is delivered consistently
- is motivational and creates true engagement of the staff across the business
- delivers results and ensures that the business of DEC is well managed
- delegates work to the appropriate level.

Once the competencies are clear and existing leaders have been engaged in the process of articulating the behaviours, the next stage of the process will be to create organisational tools to ensure leadership behaviours are further developed and enhanced.

It is proposed that this includes:

- Embedding the competencies into the EPDP process. This will ensure that the leadership competencies are measurable and that leaders across DEC are given feedback on their leadership style for increased performance.
- Using the competencies as a more objective foundation for succession planning. Once the EPDP process is defined, these competencies can be utilised to assess future managers and leaders across the organisation and then feed this into the succession planning process.
- Utilising the leadership competencies to identify developmental opportunities for leaders across the business. The use of a 360 degree measure of competencies will give leaders the opportunity to assess their leadership competence and to then plan their development in a more systematic and objective way. This will enhance the self awareness of the leaders and improve leadership skills across the business.
- Defining the competencies that are key for each leadership level and then carrying our behavioural-based interviews to assess for these competencies.

<b>What we can achieve</b>		
Living our values	Setting our strategic direction	Developing our future leaders
<ul style="list-style-type: none"> <li>• Develop and deliver the roll-out of the revised DEC values</li> </ul>	<ul style="list-style-type: none"> <li>• Develop the DEC Strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>• Develop DEC leadership competencies</li> </ul>
<ul style="list-style-type: none"> <li>• Embed revised values into the EPDP and DEC Job Description Forms (JDFs)</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce a DEC Orientation program for new staff</li> </ul>	<ul style="list-style-type: none"> <li>• Embed revised leadership competencies into the EPDP and DEC JDFs</li> </ul>

## Attracting a skilled workforce

### Selection and recruitment

#### *The challenge*

While improvements in this area have been made, there are still opportunities for further progress. Although there is a relatively controlled labour separation at present, this is not the case in some discrete areas. For some parts of the business there is an ongoing challenge to find high-calibre candidates.

There needs to be a review of the recruitment process to ensure it is designed to deliver the candidates necessary in a timely manner.

Feedback from the consultation process offered a range of positive ideas and suggestions on how DEC can address this issue. These included simplifying the application process; promoting targeted recruitment for hard-to-fill and specialist positions; and recruiting people whose behaviour and values are a match for DEC. The following goals have been developed from these and other suggestions identified through the consultation process.

#### **What we can achieve**

- Further simplify the application process
- Update JDFs to reflect DEC values and key leadership competencies and DEC's goals and objectives
- Continue to reduce the average time for vacancy selection, with the aim to achieve 21 days from advertisement closing<sup>33</sup>
- Engage specialist recruitment agencies to assist with talent searches, especially in hard-to-fill positions/locations
- Target overseas recruitment for hard-to-fill/specialist positions
- Investigate a range of supplementary selection processes that will assist with getting the right organisational fit, e.g. assessment centres, values matching
- Roll-out training to managers on the changes to the Public Sector Standards in relation to recruitment and appointment<sup>34</sup>
- Review and reinvigorate DEC's current marketing and branding strategies
- Continue targeted marketing at career expos and fairs
- Develop the DEC Aboriginal Employment Strategy

<sup>33</sup> As noted in the DEC guidelines for selection panels

<sup>34</sup> [www.publicsector.wa.gov.au/SiteCollectionDocuments/CI%20Employment%20Standard.pdf](http://www.publicsector.wa.gov.au/SiteCollectionDocuments/CI%20Employment%20Standard.pdf)

## Reward and recognition

### *The challenge*

There is recognition that salaries of some occupational groups are not competitive with the private sector. This differential is unlikely to change and needs to be addressed in a more creative way to deliver the results that are necessary to attract and retain the future workforce of DEC.

There are also positive messages for the range of non-salary benefits available for staff, especially at the Kensington site. This plan provides an opportunity to explore how these benefits can be mirrored at other DEC offices and regional locations.

The following goals have been developed from these and other suggestions identified through the consultation process.

### **What we can achieve**

- Review the current annual awards ceremony to include awards for innovation, leadership and outstanding contribution
- Investigate reward and recognition strategies available across government
- Investigate strategies to extend non-salary benefits and options across the agency
- Commence work on the development of career pathways
- Review and reinvigorate DEC marketing and branding strategies
- Conduct analysis of DEC salary and conditions against similar agencies across government
- Investigate alternative options/arrangements for fire services and regional services, including 'fly in, fly out' arrangements

## Retaining valued DEC employees

### *The challenge*

There is a range of workforce development strategies being implemented across the organisation, which is seen as very positive. However there is not a fully articulated workforce development schedule. There is an opportunity to enhance the communication of what is available as well as create further developmental options, including through training, coaching, mentoring, job rotation and project work.

DEC has the opportunity to offer a diverse range of roles, locations and career paths for employees to experience. This, however, is not being well articulated internally and individuals within the organisation perceive the possibility of career progression or succession planning as challenging.

Feedback from the consultation process offered a range of positive ideas and suggestions on how DEC can address this issue. These included developing a

succession plan for key roles within DEC; defining career pathways; providing coaching and mentoring programs; managing transition to retirement; ensuring consistent application of flexible working arrangements; providing induction for all employees; and providing management training. The following goals have been developed from these and other suggestions identified through the consultation process.

In addition to this, the revised Public Sector Standard for Employment<sup>35</sup> includes the provision for targeted recruitment within agencies. There are now opportunities to use targeted recruitment processes to support succession planning, employee contribution, maximise suitably competent fields of applicants and recruiting from within.

### **What we can achieve**

- Continue with revised notification for EPDP with the aim to raise current completion levels across the agency
- Review the current EPDP framework to incorporate DEC values and strategic objectives
- Review current delegation levels across the agency
- Develop supervision training for managers with an emphasis on staff engagement and feedback mechanisms
- Develop a mentoring process and training program
- Formalise the process for application for flexible working arrangements, which includes a review process
- Develop and roll-out training for managers on flexible working arrangements
- Complete the DEC leadership framework for talent identification and development, and training programs
- Develop a DEC orientation program (face-to-face for metropolitan and online for regional)
- Review the current succession planning model with an emphasis on implementing a pragmatic and workable plan for key positions across the department
- Develop career pathways and market internally and externally
- Develop an in-house coaching/training program for managers
- Conduct analysis of current contract positions to determine if alternative processes can be implemented
- Identify long-term acting arrangements and implement strategy to address
- Investigate opportunities for internal job/project rotations across the agency
- Explore opportunities to broaden current phased retirement options

<sup>35</sup> [www.publicsector.wa.gov.au/SiteCollectionDocuments/CI%20Employment%20Standard.pdf](http://www.publicsector.wa.gov.au/SiteCollectionDocuments/CI%20Employment%20Standard.pdf)

## What we can achieve

- Replace the current Learning and Development manual with an online training and development calendar
- Implement the new Graduate Development Program
- Further expand the range of training available through e-learning for regional staff
- Conduct staff satisfaction and training needs surveys every two years

## Building our capacity

### *The challenge*

The plan provides us with an opportunity to further integrate DEC's business for synergistic working and achieve better outcomes for the future.

There needs to be a concerted effort by everyone to build greater integration within DEC. This will set the scene for enhanced team development and collaborative working across the organisation and within divisions.

The external labour market is less aware of the range of roles and the diversity of career path opportunities in DEC. The organisation has an inherently positive story to tell in relation to employment opportunities, work/life balance and career progression as well as about contributing to the greater good of the community. The salary differentials are one aspect of the external labour market perception that is likely to remain and it is therefore necessary to build a positive profile that moderates the impact of remuneration on recruitment and retention.

Even with the salary differential, the positive framing of the career prospects at DEC can play a part in attracting those who are looking for a broader range of benefits outside of salary alone. The marketing of DEC needs to clearly portray these broader benefits and ensure that the message is articulated to potential employees.

Recruiting is becoming tougher and it is therefore essential that connections are made with potential employees earlier in their education journey. Some roles are becoming more challenging to recruit and it is therefore imperative for DEC to target students in these areas. Attracting future employees at an earlier stage will ensure that there is a flow of skilled and educated employees for the future.

Feedback from the consultation process offered a range of positive ideas and suggestions on how DEC can address this issue. These included: provide team-building activities in and across divisions; set team objectives to increase collaboration; sponsor more students; ensure well-timed intake of graduates; promote success stories in local communities; and find new ways to retain intellectual capital. The following goals have been developed from these and other suggestions identified through the consultation process.

**What we can achieve**

- Develop stronger engagement with universities
- Market the benefits of working for DEC with university students and schools
- Reinvigorate the Indigenous Cadetship program
- Explore opportunities for career mobility within and across the sector
- Identify opportunities to build partnerships with universities and other educational providers
- Explore opportunities for targeted engagement with year 11 and 12 students, especially in regional areas
- Continue to support employment and training opportunities through a range of partnerships with other agencies and not-for-profit organisations
- Improve the quality of workforce data management and develop KPIs to inform decision-making on key workforce issues





## Appendices

### Appendix 1 Template for DEC reporting on corporate performance

<b>PEOPLE SERVICES QUARTERLY REPORT FOR THE PERIOD ENDING 30 March 2011 (for distribution to the Executive and People Services)</b>					
People measures	March 2011	March 2010	YTD variance	Frequency data collected	Reference
<b>WORKFORCE DEMOGRAPHICS</b>					
Age profile (headcount)				Quarterly	MOIR
Under 25 years	6.1%	6.8%	-0.7%		
25 to 34	22.9%	23.9%	-1.0%		
35 to 44	25.7%	26.3%	-0.5%		
45 to 54	26.4%	25.9%	+0.5%		
55 to 59	10.7%	10.1%	+0.6%		
60 to 64	6.4%	5.7%	+0.7%		
65 years and over	1.9%	1.4%	+0.5%		
Gender profile (headcount)				Quarterly	MOIR
Males	55.2%	56.1%	-0.9%		
Females	44.8%	43.9%	+0.9%		
FTE					
No. of full-time equivalent employees	1,940.6	1,867.2	+3.9%	Quarterly	MOIR

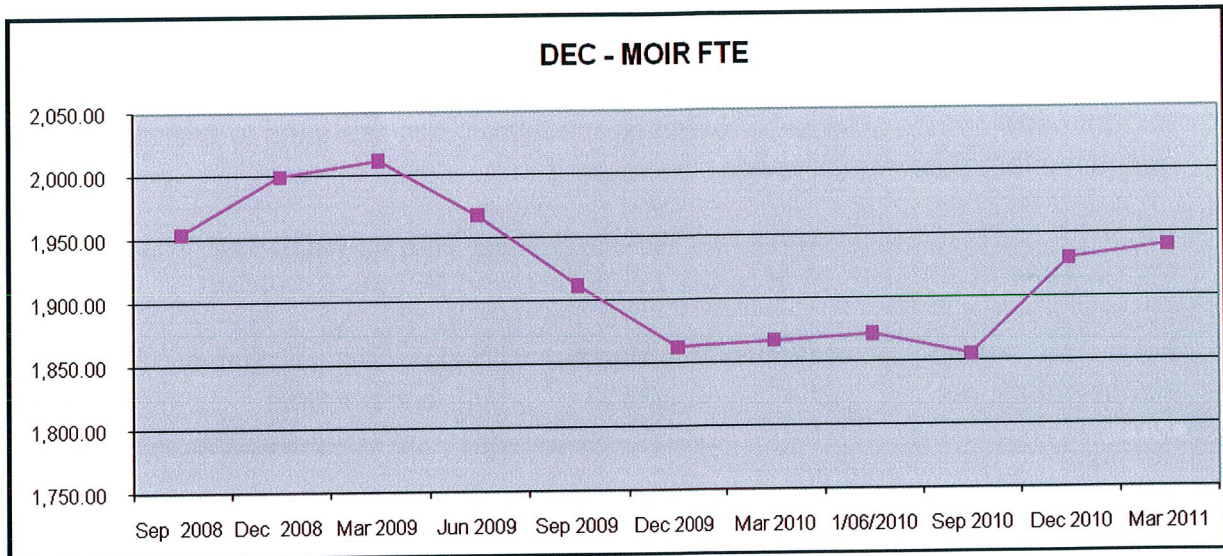
Strategic outcomes	Category	Recommended people measures	Reporting		
			Public Sector	DEC	Reporting frequency (DEC)
Providing strategic leadership	Effectiveness	Workforce/People Strategy approved by DG and integrated with planning process	✓	☐	Annually
		Comprehensive set of HR policies reviewed	✓	☐	Annually
	Human capital	Diversity of Executives	✓	☐	Annually
Workforce demographics	Effectiveness	Age profile	✓	✓	Quarterly
		Gender profile	✓	✓	Quarterly
		FTE	✓	✓	Quarterly
		Headcount	✓	✓	Quarterly
		Classification profile	✓	✓	Quarterly
		Tenure	✓	✓	Quarterly
		Diversity profile	✓	✓	Quarterly
		Salary profile	✓	✓	Quarterly
		Length of service	✓	✓	Quarterly
		Employment type	✓	✓	Quarterly
		Employee distribution	✓	✓	Quarterly
Attracting a skilled workforce	Effectiveness	Vacancies unfilled	✓	✓	Quarterly
		Applicants per vacancy	✓	✓	Quarterly
		Appointments made	✓	✓	Quarterly
		Time to fill vacancies	✓	✓	Quarterly
Retaining valued employees	Effectiveness	Voluntary employee turnover	✓	✓	Quarterly
		Part-time employees	✓	✓	Annually
		Internal appointments	n/a	n/a	Quarterly
		Changes in tenure (full-time and part-time)	n/a	n/a	Bi-annually
		Exit interviews	n/a	✓	Quarterly
Building a supply of talent	Effectiveness	EPDPs	n/a	n/a	Bi-annually
		Organisational Learning and Development	n/a	n/a	Annually
		Vacancy numbers	n/a	n/a	Quarterly
Meeting regional needs	Effectiveness	Vacancies unfilled	n/a	n/a	Quarterly
Ensuring an efficient and flexible DEC (through HR operations)	Efficiency	People Services expenditure	✓	n/a	Bi-annually
		Ratio of People Services staff to total FTE	✓	n/a	Bi-annually
Managing risk	Effectiveness	Business liability – OS & H – Leave	✓	✓	Quarterly

The table above indicates the recommended measures for reporting. These are further expanded on the pages that follow.

## DEC reporting on corporate performance

Below is a 'dashboard' that provides an easy-to-read snapshot of the department's current performance against the selected measures. It is designed to provide relevant information to assist decision-making.

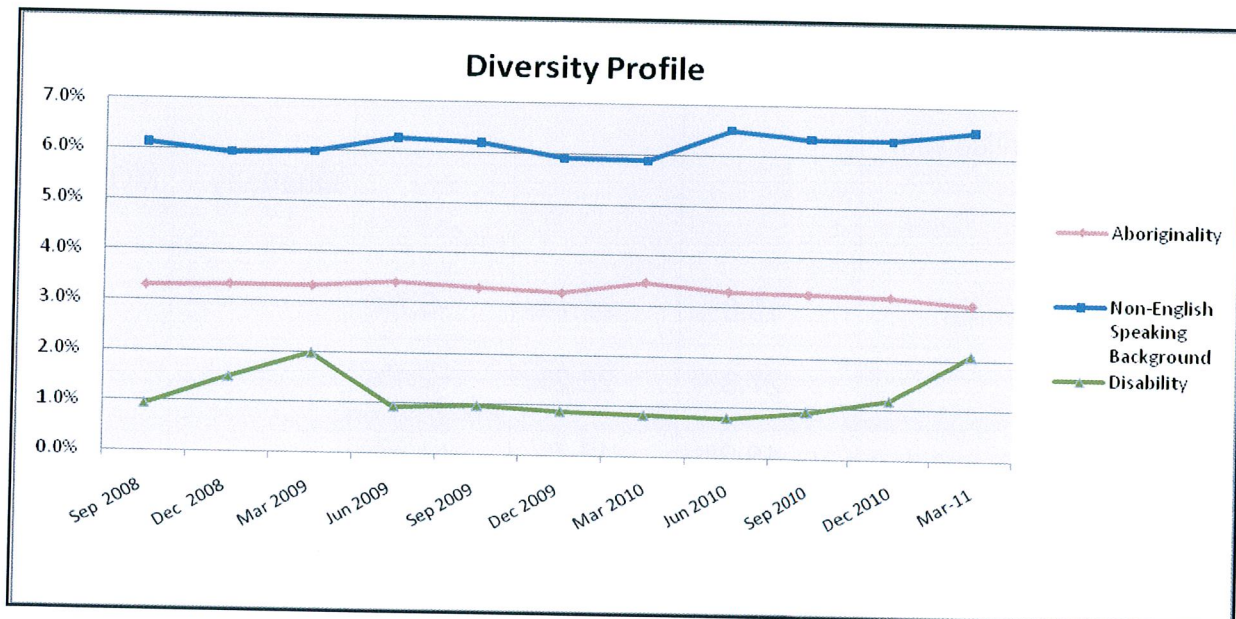
<b>PEOPLE SERVICES QUARTERLY REPORT FOR THE PERIOD ENDING 30 March 2011 (for distribution to the Executive and People Services)</b>					
People measures	March 2011	March 2010	YTD variance	Frequency data collected	Reference
<b>WORKFORCE DEMOGRAPHICS</b>					
Age profile (headcount)				Quarterly	MOIR
Under 25 years	6.1%	6.8%	-0.7%		
25 to 34	22.9%	23.9%	-1.0%		
35 to 44	25.7%	26.3%	-0.5%		
45 to 54	26.4%	25.9%	+0.5%		
55 to 59	10.7%	10.1%	+0.6%		
60 to 64	6.4%	5.7%	+0.7%		
65 years and over	1.9%	1.4%	+0.5%		
Gender profile (headcount)				Quarterly	MOIR
Males	55.2%	56.1%	-0.9%		
Females	44.8%	43.9%	+0.9%		
FTE No. of full-time equivalent employees	1,940.6	1,867.2	+3.9%	Quarterly	MOIR



<b>PEOPLE SERVICES QUARTERLY REPORT FOR THE PERIOD ENDING 30 March 2011 (for distribution to the Executive and People Services)</b>					
People measures	March 2011	March 2010	YTD variance	Frequency data collected	Reference
<b>WORKFORCE DEMOGRAPHICS</b>					
Headcount No. of employees	2,297	2,192	+4.8%	Quarterly	MOIR
Classification profile Employees by level (headcount)				Quarterly	MOIR
Corporate Executive	0.5%	0.6%	-0.1%		
Specified callings					
L1-7	20.3%	20.7%	-0.4%		
L6-L9	11.4%	10.6%	+0.7%		
L1-L5	61.4%	61.6%	-0.2%		
Rangers	5.0%	4.5%	+0.4%		
Trainees	0.8%	1.1%	-0.4%		
Other	0.7%	0.8%	-0.1%		

**PEOPLE SERVICES QUARTERLY REPORT FOR THE PERIOD ENDING 30 March 2011 (for distribution to the Executive and People Services)**

People measures	March 2011	March 2010	YTD variance	Frequency data collected	Reference
Tenure (headcount)	72.1% permanent	70.3% permanent	+1.8%	Quarterly	MOIR
Diversity profile (headcount)				Quarterly	MOIR
Aboriginality	3.1%	3.5%	-0.4%		
Non-English speaking background	6.5%	5.9%	+0.6%		
Disability	2.1%	0.8%	+1.3%		



**PEOPLE SERVICES QUARTERLY REPORT FOR THE PERIOD ENDING 30  
March 2011 (for distribution to the Executive and People Services)**

People measures	March 2011	March 2010	YTD variance	Frequency data collected	Reference
<b>WORKFORCE DEMOGRAPHICS</b>					
Salary profile (headcount)				Quarterly	MOIR
<\$40,000	8.4%	10.7%	-2.3%		
\$40,000–\$59,999	39.7%	41.3%	-1.6%		
\$60,000–\$79,999	28.3%	27.1%	+1.2%		
\$80,000–\$99,999	14.9%	15.4%	-0.4%		
\$100,000 and above	8.6%	5.5%	+3.1%		
Length of service with DEC (headcount)				Quarterly	MOIR
Less than 2 years	19.0%	24.7%	-5.7%		
2–4 years	27.3%	25.2%	+2.1%		
5–9 years	19.2%	17.7%	+1.6%		
10–19 years	15.5%	14.0%	+1.6%		
20–29 years	11.1%	11.4%	-0.3%		
30–39 years	6.0%	5.7%	+0.3%		
> 40 years	1.9%	1.4%	+0.5%		
Employment type (headcount)				Quarterly	MOIR
Full-time	72.4%	70.4%	+2.0%		

**PEOPLE SERVICES QUARTERLY REPORT FOR THE PERIOD ENDING 30  
March 2011 (for distribution to the Executive and People Services)**

People measures	March 2011	March 2010	YTD variance	Frequency data collected	Reference
Part-time	27.6%	29.6%	-2.0%		
Employee distribution regions (headcount)				Quarterly	MOIR
Goldfields	1.3%	1.6%	-0.2%		
Kimberley	3.4%	3.1%	+0.3%		
Midwest	5.1%	5.5%	-0.5%		
Pilbara	3.6%	3.2%	+0.4%		
South Coast	4.3%	4.4%	-0.1%		
South West	12.5%	12.7%	-0.2%		
Swan	56.2%	59.3%	-3.1%		
Warren	11.1%	8.4%	+2.8%		
Wheatbelt	2.5%	2.0%	+0.5%		

**Comments:**

Length of service is based on first commenced with DEC date stored on the system and does not consider breaks in service

Diversity – is non-compulsory data item – data is based on volunteered information

Employee distribution is geographical, e.g. – Swan Region includes all Perth-based employees

From March 2010 OEPA is reported separately from DEC

From September 2010, school-based trainees and staff employed under the MATES program are not considered in the FTE calculation

Paid FTE definition – fortnight ordinary hours paid divided by twice the fortnightly standard award hours. Only employees directly paid by the agency (including paid employees who are either seconded in or out of the agency) are included. Some exclusions apply to the FTE calculations such as overtime and the hours worked by board members. Example: If an employee is paid for 60 hours worked in a fortnight under an award/agreement specifying 37.5 hours per week, the FTE would be 0.8.

\*Note – YTD Variance = difference between March 2011 data and March 2010

**PEOPLE SERVICES QUARTERLY REPORT FOR THE PERIOD ENDING 30  
March 2011 (for distribution to the Executive and People Services)**

People measures	March 2011	March 2010	Quarterly variance	Frequency data collected	Reference
<b>ATTRACTING A SKILLED WORKFORCE</b>					
% of vacancies unfilled – no suitable/available applicants	11.0%	6.6%	4.4%	Quarterly	Recruitment Pers docs/project
Average no. of applicants per vacancy	11.0	11.5	-0.5	Quarterly	Recruitment
Average no. of suitable applicants per vacancy	1.2	1.8	-0.6	Quarterly	Recruitment
% of appointments made per vacancy	89.0%	93.4%	-4.4%	Quarterly	Recruitment
Average time to fill 90% of vacancies	98 days	97.5 days	0.5 days	Quarterly	Recruitment
<b>RETAINING VALUED EMPLOYEES</b>					
No. of voluntary employee resignations (> 5 years of service) (permanent staff)	18	21	-3	Quarterly	ALESCO
No. of voluntary employee resignations (< 5 years of service) (permanent staff)	23	12	+7	Quarterly	ALESCO
Turnover rate of permanent staff (no. of exits/permanent staff)	2%	2%	-	Quarterly	ALESCO
% of exit interviews conducted to total exits of permanent or fixed-term contract employees	18% (15/85)	6% (4/65)	+12%	Quarterly	Personnel Docs/ALESCO
% of part-time employees to full-time employees	38.0%	42.0%	-4.0%	Quarterly	MOIR
Comments: Exit interviews are only provided for permanent or fixed-term contract employees who completed more than 12 months of service and are voluntary.					



**PEOPLE SERVICES QUARTERLY REPORT FOR THE PERIOD ENDING 30  
March 2011 (for distribution to the Executive and People Services)**

People measures	March 2011	March 2010	Quarterly variance	Frequency data collected	Reference
<b>MANAGING RISK</b>					
Business liability –					
OS & H				Quarterly	Risk Mgt
Total lost time injuries (LTI)	34	26	+8	(*)	
Frequency rate (LTI)	9	7	+2	(*)	
Average days lost	18	15	+3	(*)	
Leave liability (in excess of policies)					ALESCO
Annual leave	\$7,363,528	\$7,902,415	-\$538,887		
Long service leave	\$4,914,040	\$5,051,109	-\$137,069		

(\*) Data refers to the 12 months to date.

## Appendix 2 Additional demographic data

### Gender pay equity

The pay equity gap is based on comparing female base salary—without loadings and other benefits—to the average male base salary for permanent and fixed-term full-time and part-time employees.

A pay equity report by the Department of Commerce's Labour Relations Division (June, 2010) shows that DEC's gender pay gap in June 2010 is 6.2 per cent compared with its June 2008 gender pay gap of 9.2 per cent. The public sector average in June 2010 is 17.8 per cent compared with the average in June 2008 of 17.5 per cent. The average for the 26 largest public sector agencies in June 2010 is 17.4 per cent compared with the average in June 2008 of 17.2 per cent.

*Appendix 2 table 1 Permanent and contract staff only – average salaries by gender*

	Jun 2008	Jun 2009	Jun 2010
Females	55,470	62,187	65,181
Males	61,114	68,262	69,462
Average salary	58,744	65,679	67,713
Gap index	9.2%	8.9%	6.2%

This appears to show excellent performance by DEC in reducing the gender pay gap. However, in comparing the salary ranges for males and females, as per the table below, it is clear that proportion of males is higher to the number of females in the higher salary ranges.

*Appendix 2 table 2 Proportion of males to females by salary range*

DEC	Jun 2008		Jun 2009		Jun 2010	
	Males	Females	Males	Females	Males	Females
<\$40,000	3.7%	4.2%	1.9%	2.9%	2.4%	2.8%
\$40,000–\$59,999	29.4%	23.0%	23.3%	17.8%	22.9%	14.9%
\$60,000–\$79,000	13.3%	12.1%	15.2%	15.0%	16.0%	15.4%
\$80,000–\$99,000	7.9%	2.1%	11.7%	5.7%	10.2%	5.8%
\$100,000 and above	3.7%	0.6%	5.4%	1.1%	7.7%	2.0%
Total	58.0%	42.0%	57.5%	42.5%	59.1%	40.9%

Once salaried employees are separated from wages employees, as per the tables below, the pay equity index increases significantly.

*Appendix 2 table 3 Salaried staff (as per table 1 but only staff under the PSGA and RGA awards) – average salaries by gender*

	Jun 2008	Jun 2009	Jun 2010
Females	56,634	63,620	66,831
Males	66,938	74,906	78,416
Average salary	62,104	69,590	72,997
Gap index	15.4%	15.1%	14.8%

*Appendix 2 table 4 Wages staff (as per table 1 but all staff excluding those under the PSGA and RGA awards) – average salaries by gender*

	Jun 2008	Jun 2009	Jun 2010
Females	36,253	39,189	38,917
Males	40,910	43,932	44,063
Average salary	40,248	43,176	43,366
Gap index	11.4%	10.8%	11.7%

It may be noted that the average for DEC for June 2010 of 6.2 per cent is significantly below the averages for wages of 11.7 per cent and for salaries of 14.8 per cent. Nonetheless, the percentages are correct. The apparent inconsistency can be explained by noting that the proportion of males in the wages workforce is significantly higher than the proportion of males in the salaries workforce and the average base pay of wages employees (which excludes fire-related payments) is significantly lower than the average base pay of salaries employees. In effect, the large number of lower paid male wages employees pulls down the gender pay gap for DEC to well below the gaps when wages and salaries are considered separately.

### **Leave liability**

Concern has been raised about the extent of current liability the department carries as a result of excess accrued leave entitlements. During the past six years, salary and wage increases have been averaging in the order of four per cent per annum and naturally, with accrued leave costs, this has a flow-on cumulative effect each year.

DEC's leave policies set out that annual leave should not be accrued beyond the value of two calendar years, while long service leave is to be cleared within three years of it becoming due. Based on these principles, the department's excess annual leave liability is currently running at around \$2.8 million and for long service leave, it is around \$3 million. At the current rate of increase, this is not sustainable.

Staff are being directed to manage the reduction of leave of those identified staff and to put in place additional measures to offset any other staff members from exceeding the policy accrual limits. Staff may also accrue fire leave, which increases the leave liability.

The progress of the reduction in leave accruals is being monitored and regularly reported, and managers are issued with quarterly leave liability reports.

*Appendix 2 table 5 Excess annual leave and associated costs at March 2011*

DEPT OF ENVIRONMENT AND CONSERVATION	Number of staff	Excess hours	Cost
DEC (DG)	11	2,503	180,790
DDG – Parks and Conservation	4	3,191	176,083
DDG – Environment	3	764	43,127
Corporate Services Division	21	3,092	120,209
Environmental Regulation Division	11	1,383	71,038
Nature Conservation Division	33	6,070	256,385
Parks and Visitors Services Division	26	2,583	102,424
Regional Services Division	184	37,701	1,411,976
Science Division	50	4,931	210,905
Strategic Development and Corporate Affairs Division	9	976	41,407
Strategic Policy and Programs Division	9	1,100	50,240
Sustainable Forest Management Division	13	1,813	79,281
Keep Australia Beautiful Council	2	26	704
Swan River Trust	4	873	45,122
<b>Totals</b>	<b>380</b>	<b>67,006</b>	<b>2,789,693</b>

Appendix 2 table 6 Excess long service leave and associated costs, 31 March 2011

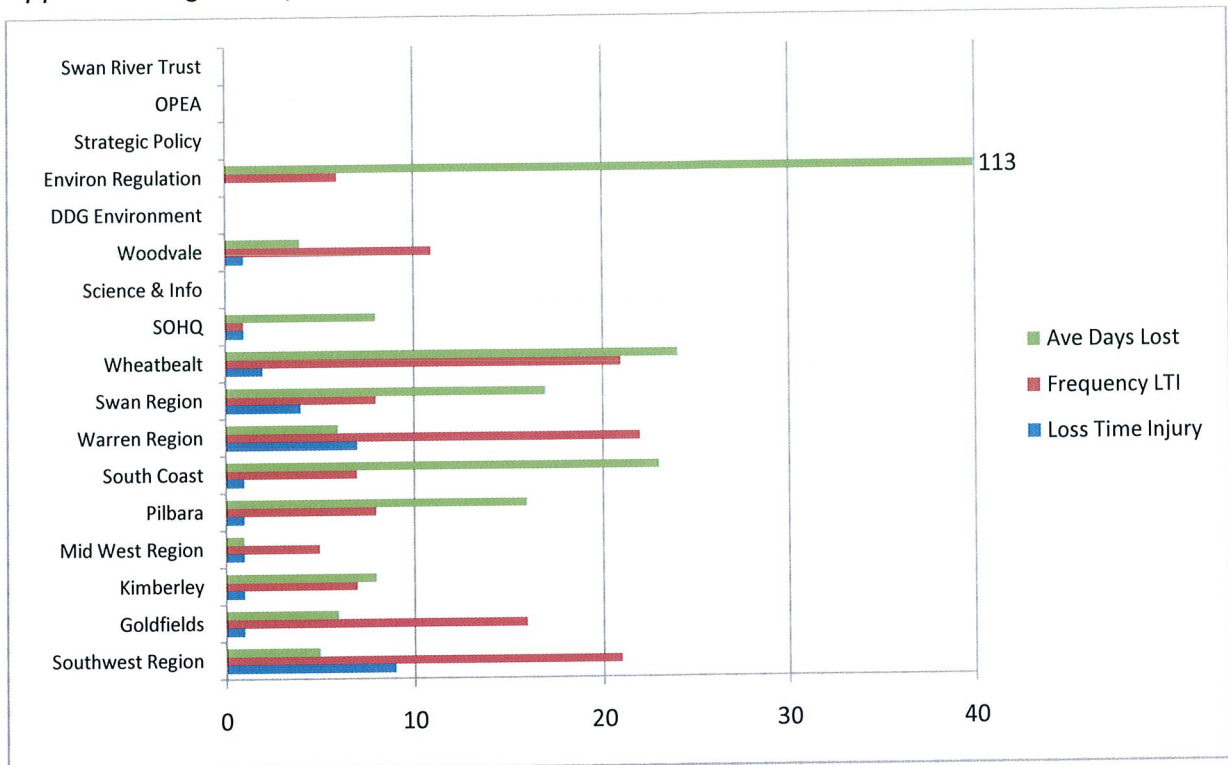
DEPT OF ENVIRONMENT AND CONSERVATION	Number of staff	Excess weeks	Cost
DEC (DG)	8	2,986	210,273
DDG – Parks and Conservation	5	1,393	76,087
DDG – Environment	3	816	50,827
Corporate Services Division	29	3,481	132,592
Environmental Regulation Division	15	1,573	80,092
Nature Conservation Division	30	6,637	287,138
Parks and Visitor Services Division	17	2,860	112,478
Regional Services Division	249	41,771	1,593,637
Science Division	36	5,291	232,229
Strategic Development and Corporate Affairs Division	8	1,017	42,9212
Strategic Policy and Programs Division	11	1,160	52,764
Sustainable Forest Management Division	13	1,944	84,427
Keep Australia Beautiful Council	-	-	-
Swan River Trust	7	892	46,427
Totals	431	71,821	3,002,187

### Managing risk

Workplace injuries and work time lost due to injuries impact on DEC's workers' compensation payments, as well as reflecting its occupational health and safety practices and return to work programs.

During the July 2010–June 2011 financial year, DEC averaged eight days in 'lost time injuries' per claim (i.e. eight working days lost due to injury). This is an increase from seven days at the same time in the previous year. The average number of days before a person returned to work as a result of an injury was 13 days (a decrease of two days). Environmental Regulation Division's 113 average days lost is the result of one claim for stress leave.

Appendix 2 figure 1 (DEC Risk Management data, July 2010 to June 2011)



Agencies are required to report on occupational safety and health performance, policies and initiatives in their annual report. This requirement is a part of a Western Australian government commitment to a national strategy. The report is to include:

- number of fatalities
- lost time injury rates
- average injury days off
- percentage of managers trained in occupational safety, health and injury management responsibilities >greater than or equal to 50 per cent.

The changes to the relevant occupational health and safety legislation will place a greater emphasis on the health of employees and the due diligence for managers.

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