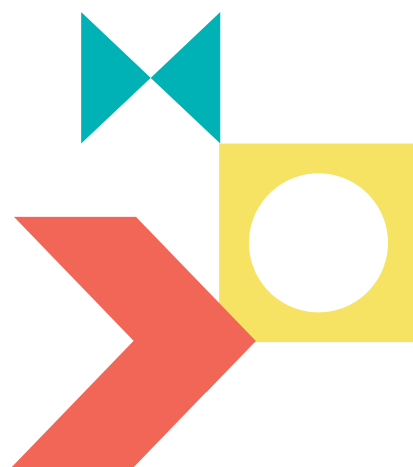




Public Sector  
Commission

*We're working for  
Western Australia.*

# *People with Disability*



ACTION PLAN TO IMPROVE  
WA PUBLIC SECTOR  
EMPLOYMENT OUTCOMES  
2020-2025



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PSC1959532

# From the Minister



Increasing employment and development opportunities for people with disability in the public sector is a Government priority.

Currently, representation of people with disability employed in the sector is only at 1.5% and continues to trend downward.

As the State's largest employer, the Government wants – indeed requires – the sector to lead by example. That's why we have set a target of 5% by the end of 2025, with interim targets along the way to guide the sector.

We expect this target to be met.

There is an abundance of evidence showing that employing people with disability makes good business sense, with increased productivity and decreased absenteeism.

With the right leadership, support and actions, I am confident that greater workforce representation can be achieved.

This plan aims to provide that leadership, with actions by the Public Sector Commission and every agency supported by the Government.

It is important that we all work towards realising the full advantage of the benefits that people with disability bring to the service of the Western Australian community.

*Hon Stephen Dawson MLC*

MINISTER FOR DISABILITY SERVICES



# From the Commissioner



Workforce diversity is not only about everyone being treated with dignity and respect, it's key to improving productivity and innovation in organisations.

It's also important for our workforce – our people – to have diversity of thought. This means different and more expansive thinking beyond our worldviews.

To shift the focus of diversity from compliance to workforce imperative, we have to change gears. We must move from a singular focus on awareness raising to deliberate action and intervention – and see this move as both a personal and a collective responsibility.

This action plan is part of the Workforce Diversification Strategy 2020-25 for WA Public Sector Employment. The twin goals of the strategy are to increase the representation of people from different backgrounds at all levels across our sector, and to ensure they experience an inclusive work environment.

Like this action plan for all people with disability, there are action plans for women; youth; Aboriginal Australians; culturally and linguistically diverse people; and people of diverse sexualities and genders.

Together, they are a driver for change in our sector.

*Sharyn O'Neill*

PUBLIC SECTOR COMMISSIONER

# Target for people with disability

This plan aims to increase the representation of people with disability employed in the public sector to 5% by the end of 2025 and support an inclusive work environment.

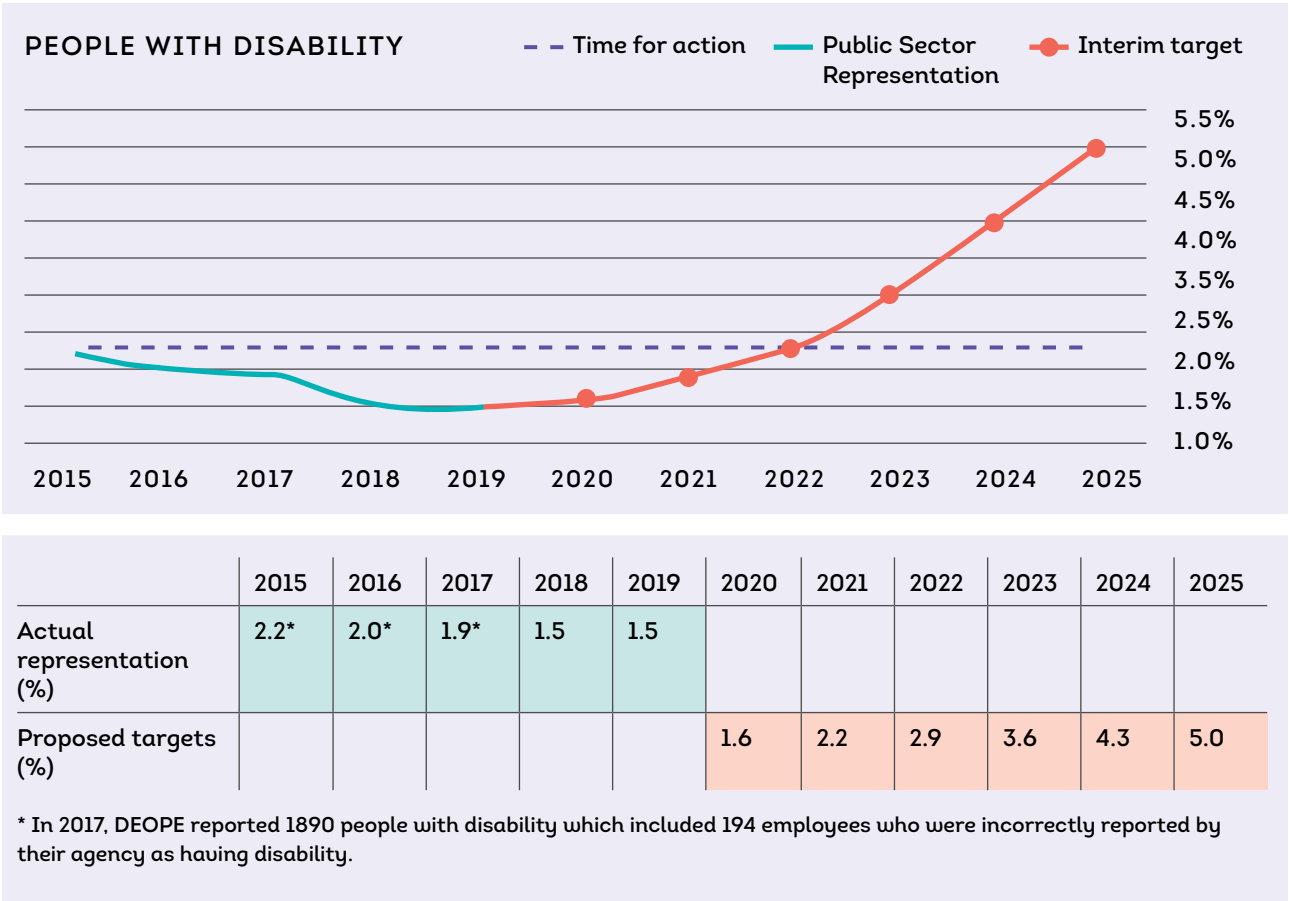
Representation across the sector is at 1.5% in 2019 and has been declining in recent years.

The most recent ABS disability, ageing and carers data (2015) shows that 5% of working age people (15 to 64 years old) in Western Australia are considered to have a moderate or mild core activity limitation. This ABS definition of disability is currently used by the sector. It should be noted that the definition of disability varies across Australian jurisdictions so comparisons are not possible.

The goal in the previous Time for Action strategy was set at 2.3% by 2019.

Setting the target based on matching the Western Australian working age population of 5% is ambitious given the downward trend over recent years.

Interim targets – rising to 5% in 2025 – are set at smaller increments for the initial years to allow for the lag between implementation and employment outcomes.





# Key actions to achieve the target

Increasing the number of people with disability employed in the sector requires sustained effort, a different way of doing things and stronger accountability.

All agencies are responsible for achieving the new target. Any actions taken also require added input and support of employees with disability whose ideas and participation in making our sector as inclusive as possible are essential.

This action plan focuses on four key improvement areas.

Actions to be initiated by the Commission are described, together with a suite of actions for agencies to implement.

It is understood that agencies have differing needs and contexts, and therefore they should adopt those actions in a way best suited to their needs.

This action plan has four key areas for improvement.

## 01

### EDUCATE AND EMPOWER

A knowledge and capability uplift is a priority consideration in planning for people with disability.

## 02

### ATTRACT AND DEVELOP

Recruitment and development practices proactively identify and grow the talent of people with disability.

## 03

### LEAD AND BUILD

There is deliberate leadership to build organisation cultures where all people are treated fairly and respectfully.

## 04

### ACCOUNT AND CELEBRATE

Responsibility is taken for improving the representation and inclusion of people with disability.



# Actions for the *Commission*

## 01

### Educate and empower



#### 1.1 PROVIDE TOOLS

Modernise existing, and develop new practical tools and resources to assist agencies to recruit and retain people with disability.

Provide advice on streamlining the on boarding of people with disability when they move between agencies.

#### 1.2 INCREASE DISCLOSURE

Propose ideas for agencies to help staff feel safe to share information regarding their disability, to improve data quality and inform practice.

#### 1.3 RECRUIT FOR DIVERSITY

Provide guidance on the use of provisions in the Equal Opportunity Act 1984 to specifically target recruitment and employment of people with disability.

#### 1.4 USE DATA ANALYTICS

Provide different perspectives to agencies on agency and comparative data to assist them in workforce planning for people with disability.

Participate in the Public Sector National Disability Working Group to explore consistent definitions for national comparisons, identify issues, and share good practice.

**A knowledge and capability uplift is a priority consideration in planning for people with disability.**

#### 1.5 PARTNER FOR GREATER IMPACT

Partner with education institutions to provide students with disability opportunities through cadetships and internships.

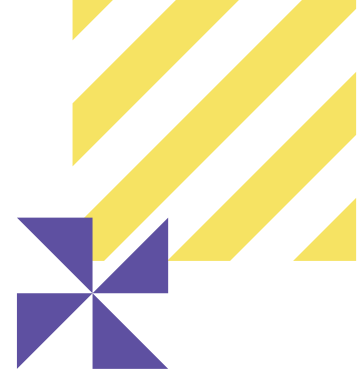
#### 1.6 BUILD EMPLOYEE NETWORKS

Initiate a new support network to connect people with disability working in the sector with collegial support.

#### 1.7 BUILD DISABILITY CONFIDENCE

Develop a disability confident employment program in partnership with the National Disability Service.

Work with agencies to pilot the Disability Confident Accreditation program to inform sector-wide application.



# 02

## Attract and develop

### 2.1 CHANGE THE RULES

Review recruitment, selection and appointment policies and practices to increase inclusion and access to employment of people with disability.

### 2.2 REDUCE BIAS

Work with agencies to investigate initiatives to reduce bias such as training and piloting blind selection processes.

### 2.3 SET TARGETS FOR TALENT POOLS

Ensure new sector-wide talent pools include an identified percentage for people with disability.

### 2.4 STRENGTHEN TALENT PIPELINE

Review new mechanisms such as RecruitAbility to provide opportunities for people with disability to obtain job interviews, work experience and support role matching to skills.

Expand numbers in vocational training (cadetships, traineeships, graduate and other employment based training pathways and programs) including opportunities for short term tasters through work experience and internships.

**Recruitment and development practices proactively identify and grow the talent of people with disability.**

### 2.5 PARTNER TO EXTEND REACH

Implement processes to distribute all public sector vacancies to disability employment providers.

### 2.6 MOVE TOWARDS DIRECT EMPLOYMENT

Explore direct employment opportunities for people with disability who are graduates of public sector traineeships and other programs.

### 2.7 PROMOTE THE VALUE

Develop options to promote the public sector as an employer of choice for people with disability.





# 03

## Lead and build

### 3.1 LEAD FROM THE TOP

Plan an annual review for the Public Sector Leadership Council to consider progress against the target.

### 3.2 PUT DIVERSITY AT THE EXECUTIVE TABLE

Promote the inclusion of people with disability on public sector decision making forums.

### 3.3 CO-DESIGN AND ADVISE

Create a forum for staff with disability to inform public service policy and direction.

### 3.4 BUILD DIVERSITY INTO PLANNING

Provide best practice models of workforce and diversity plans for agency use that feature strong measures for increasing employment and advancement of people with disability.

There is deliberate leadership to build organisation cultures where all people are treated fairly and respectfully.

### 3.5 MODEL FLEXIBILITY

Give guidance to agencies on contemporary workplace flexibility practices such as customised employment, job redesign and workplace adjustments to increase employment of people with disability.

### 3.6 IMPROVE CULTURE

Crowdsource innovative ideas for improving employment outcomes for people with disability.



# 04

## Account and celebrate

### 4.1 SET TARGETS

Establish targets to increase representation of people with disability in employment, and monitor sector and agency progress.

### 4.2 AIM HIGHER

Require agencies to set goals to shift the equity index for people with disability to ensure they are increasingly represented in higher salary groupings.

### 4.3 LISTEN AND RESPOND

Amend the annual reporting guidelines to include reporting on perceptions of employees with disability about the extent to which their workplaces are inclusive.

### 4.4 ACCOUNT FOR PROGRESS

Add diversity targets for people with disability into CEO performance agreements and annual reporting guidelines.

Identify opportunities for agencies to monitor and report on initiatives that promote inclusion of people with disability such flexible working arrangements and other workplace adjustments.

**Responsibility is taken for improving the representation and inclusion of people with disability.**

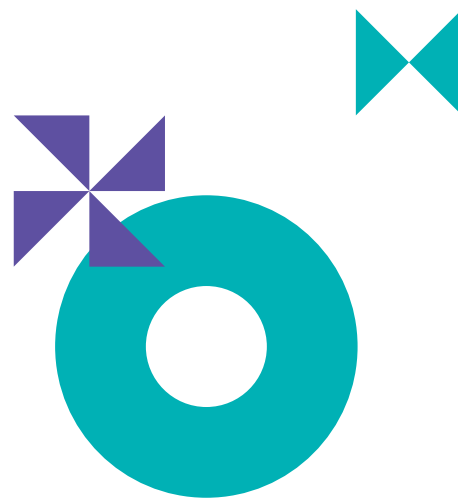
### 4.5 IMPROVE USE OF DATA

Review qualitative and quantitative data collection strategies to ensure the best information about employment and development of people with disability is gathered and used to inform improvement.

Participate in the Public Sector National Data Working Group to ensure alignment of data collection, reporting and activities.

### 4.6 SHARE GOOD STORIES

Publish stories and blogs on iThink (WA Public Sector) ideas community and in other communications channels.





## Educate and empower

### 1.1 REVIEW POLICIES AND PROCESSES

Examine policies and processes to ensure access and inclusion of people with disability.

Design workplaces and systems that support identified adjustments, to enable people with disability to perform their duties.

### 1.2 INCREASE DISCLOSURE

Explore different avenues such as induction, surveys and other methods to provide regular opportunities for staff to share information regarding their disability.

### 1.3 MAKE BETTER USE OF DATA

Use public sector workforce and community representation data on people with disability to set agency-specific targets, and inform recruitment and workforce planning.

### 1.4 BECOME DISABILITY RECRUITMENT CONFIDENT

Implement 'disability confident recruiter' training, and encourage participation in shared learning opportunities to improve awareness and understanding.

**A knowledge and capability uplift is a priority consideration in planning for people with disability.**

### 1.5 LEARN TO TARGET

Implement strategies under Sections 66S and 66R of the Equal Opportunity Act 1984 to target recruitment and development opportunities to increase representation and advancement of people with disability in employment.

### 1.6 LINK UP STAFF

Consider establishing an agency support network for staff with disability.

### 1.7 BRING TOGETHER

Bring together all planning for better access and inclusion for people with disability (such as the Disability Access and Inclusion Plan).

## 02

# Attract and develop

### 2.1 LOOK FOR BARRIERS AND SOLUTIONS

Examine job applicant data, job descriptions and other information to identify and address access and inclusion requirements for people with disability.

Conduct accessibility audits and modify or improve workplaces and equipment for the inclusion of people with disability.

### 2.2 REDUCE BIAS

Incorporate unconscious bias principles in recruitment training.

### 2.3 PROVIDE APPROPRIATE SUPPORT

Work with employee assistance program providers to ensure programs are disability confident.

### 2.4 HELP CREATE JOBS

Target a percentage of places on existing traineeships and graduate programs to increase participation of people with disability.

**Recruitment and development practices proactively identify and grow the talent of people with disability.**

### 2.5 OPEN OPPORTUNITIES

Partner with disability employment providers and networks to attract candidates with disability and to distribute job vacancies.

### 2.6 BROADEN DEVELOPMENT

Proactively provide people with disability opportunities in mobility and development programs such as secondments, internships, work experience and mentoring.



# 03

## Lead and build

### 3.1 LEAD CHANGE

Include people with disability in workforce, access and inclusion planning.

### 3.2 LISTEN TO THE VOICES

Include people with disability in policy making and service design to ensure outcomes are inclusive and accessible, including building design.

Ensure workplace adjustment requirements and supports are included in regular workplace discussions between employees with disability and their supervisors.

### 3.3 TARGET EXECUTIVE DECISION MAKING

Increase the representation of people with disability on boards, committees and other decision making forums.

### 3.4 SPONSOR

Appoint executive leaders to promote the importance of people with disability in the workplace, and give visibility to the commitment of executive.

Provide supervisors with support to mentor and coach people with disability.

There is deliberate leadership to build organisation cultures where all people are treated fairly and respectfully.

### 3.5 MODEL FLEXIBILITY

Review and implement flexible work options such as job redesign and workplace adjustments to enable accessible and inclusive workplaces for people with disability.

### 3.6 PLAN FOR ADJUSTMENTS

Support and enable reasonable adjustments for people with disability when planning agency budgets.

# 04

## Account and celebrate

### 4.1 WORK TOWARDS TARGETS

Set explicit expectations across the agency to work towards the employment target for people with disability.

Set a target to improve the equity index, ensuring people with disability are increasingly represented in higher salary groupings.

Responsibility is taken for improving the representation and inclusion of people with disability.

### 4.2 REPORT PROGRESS

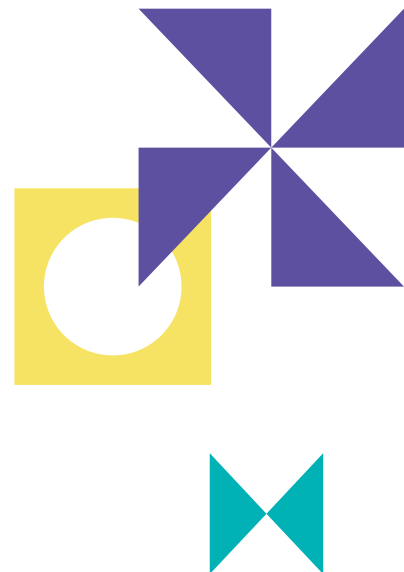
Monitor and report progress against the employment target for people with disability.

### 4.3 CELEBRATE

Celebrate events such as the International Day of People with Disability.

### 4.4 SHARE SUCCESS

Strengthen the sharing of positive stories and achievements of people with disability in annual and other reports, and through internal and external communications channels.



# Principles, measures and definitions

## Principles

Sustainable improvement in workforce diversification is driven by four principles guiding agency actions.

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### LEADERSHIP

Public sector leaders are visible advocates, and take strong and deliberate action to drive improvements in workforce diversification.

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### COLLABORATION

Public sector agencies work together to improve diversity employment outcomes and share best practice.

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### ACCOUNTABILITY

The head of each public sector agency is accountable for improving workforce diversification.

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### CULTURAL INCLUSION

The public sector has culturally inclusive workplaces where employees are supported and valued for their contribution, and where managers are diversity aware.

## Measures

The target to increase the representation of people with disability employed in the public sector to 5% by the end of 2025 is ambitious – but progress is achievable if it is driven from the top.

Agencies are currently required to report diversity outcomes each year to the Commission.

Under this strategy, the Commission will report agency progress towards each of the targets in its annual report on the State of the WA Sector report.

The Commission will also gather information from agencies in relation to better attraction and retention of talented people; a culture that is viewed positively; and more satisfied customers, clients and stakeholders.

## Definitions

The terms used in the Workforce Diversification Strategy and the action plans are defined below.

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### WOMEN IN SES

People who identify as women and are part of the Senior Executive Service.

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### YOUTH

People who are aged 24 years and under.

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### ABORIGINAL AUSTRALIANS

People who identify as being of Aboriginal or Torres Strait Islander origin.

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### CULTURALLY AND LINGUISTICALLY DIVERSE PEOPLE

People who are born in identified countries which are not mainly English speaking.

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### PEOPLE WITH DISABILITY

People who identify as having a mild or moderate core activity limitation.

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### PEOPLE OF DIVERSE SEXUALITIES AND GENDERS

People who identify as having genders or sexualities that fall outside the dominant social norm.

