



Public Sector
Commission

Leadership Expectations

Leading
Leaders

Building
Leadership
Impact
in practice



Leading Leaders



Context summary

Leadership in this context is about getting results through leaders and their teams in a single business area, and by influencing leaders in other business areas.

Leaders create a culture of high performance and accountability while embedding best practice. They add value by providing direction, and developing and coaching their leaders to achieve operational objectives.

Leaders typically no longer act as individual contributors. They shift their thinking from supporting others to do good work to influencing leaders in other business areas.

They make decisions about how services should be provided based on the resources at hand. They make trade offs between current work and potential future work.

They focus on attracting and developing the next generation of leaders and experts to ensure agency sustainability.

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Leadership in this context involves leaders:

- contributing to the strategic intent of their business area
- developing plans for the short and medium term
- embedding good professional practice in their business area and achieving results through leading best practice
- shifting thinking to include broad strategic knowledge of the work of the agency
- working and leading in culturally informed ways
- being skilled in influencing without formal authority
- displaying a significant depth of knowledge in their domain of expertise
- allocating time and improving their ability to coach, mentor and develop others.

The differences between people leaders and knowledge leaders are amplified in this context.

People leaders also:

- support their leaders to enable their teams to deliver excellence
- guide their leaders to decide how services can be undertaken by their teams to realise strategic goals
- align their leaders and teams with the strategic directions of the agency.

Knowledge leaders also:

- display a significant depth of knowledge in their domain of expertise and a broad understanding of the work of the agency
- are recognised as credible knowledge leaders in their domain of expertise
- are skilled in influencing without line management authority.

Development in this context focuses on leaders:

- further developing their core managerial and leadership skills, primarily their coaching ability
- shifting thinking from their domain of expertise to the broader agency
- being cautious about promoting technical expertise over leadership capability in their business area.

Leaders in this context spend the majority of time:

- enhancing their domain of expertise and embedding good professional practice in their teams
- coaching the next generation of leaders and experts
- making decisions about priorities of current work against potential future work
- communicating effectively with those in their business area and/or with a broad variety of stakeholders.

Leaders in this context contribute to the work of others by:

- motivating and inspiring team members
- setting a challenging yet achievable standard of excellence and offering necessary coaching to achieve it
- advancing the strategy of the agency through their own depth of knowledge as well as by developing the expertise and capability of those they influence.

Transitioning to the next leadership context:

During the transition from the Leading Leaders context to the Multiple Area Leader context, leaders need to develop skills for managing whole business areas. These includes executing strategy across multiple business areas and recruiting talent to meet the needs of each business area. They need to become skilled at turning agency strategy into tangible operational goals and objectives for their business areas.

The fundamental shifts that occur during the transition include:

- pursuing multiple strategies and adapting them when necessary
- maintaining operational excellence by coordinating the work of direct reports and the knowledge specialists they are working with
- translating longer term agency objectives into operational strategies for each business area.

People leaders

Transitioning for people leaders means focusing on:

- keeping their leaders working together to deliver on time and on budget
- designing solutions that are effective for multiple end users
- mobilising people across the agency towards new solutions
- applying a strategic mindset to their domain of responsibility
- assuming responsibility for agency targets and goals.

Knowledge leaders

Transitioning for knowledge leaders means focusing on:

- broadening their domain of expertise so they are seen as having knowledge that is both deep and broad
- facilitating the interaction between specialists in the agency and their relationships with multiple stakeholders
- influencing key agency priorities and strategy by providing insights for executive decision making
- being recognised in the agency and their domain of expertise as having knowledge leadership that is national – and to some extent – global
- contributing to building a competitive edge through knowledge leadership.

Challenges of transitioning to the next leadership context

The most difficult aspect of this transition is that leaders are required to develop a business mindset, understanding how to manage more than one business area and influence agency strategy. If they do not transition well, they may have difficulty embracing a strategic rather than operational and project orientation, have a low tolerance for what is unfamiliar and ambiguous, and demonstrate ineffective delegation and communications skills.



Leading Leaders

Expected behaviour: Lead collectively

The expected behaviour is to **lead collectively**, consciously adopting the mindset **“I am part of something bigger.”**

You contribute to achieving the outcomes of your agency and understand the impact on the sector.

You are able to translate and communicate the agency’s objectives into strategic projects and key performance areas for your leadership teams. You communicate the connection between your work and the sector. You coach those you lead and influence to align their practices and understand how their contributions add value. You consider the impact of the decisions you make on those you lead and those in your business area.

You identify key stakeholders and build relationships and networks, leveraging these to meet the agency’s objectives. You continuously seek to align your work to support an agency wide perspective. You focus on aligning goals and purpose across different teams in the agency, seeking opportunities for cross agency collaboration.

To **lead collectively**, you consciously adopt the mindset **“I am part of something bigger.”**
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You consider and weigh up the impact and consequences of your decisions on your team*. You actively resolve potential conflicts between functions.	You consider and weigh up the impact and consequences of your decisions on your team and on the strategy of the agency.	You anticipate the impact and consequences of your decisions on your team and business area, and the strategy of the agency. You make decisions based on understanding the intended and unintended consequences on the agency.
You set and communicate clear objectives for your leaders to ensure they are aligned to the operational strategy of the agency.	You coach your leaders to recognise the connections between their work and the sector as they set their own objectives.	You ensure your leaders understand the importance of considering the broader impact of their actions on the agency when setting objectives.
You provide clear guidance to your teams to deliver operational excellence.	You articulate the operational objectives for your leaders, linking them to agency goals and ensuring their ability to deliver operational excellence.	You shape the operational goals of your business area to align with the goals of the agency by setting key performance criteria and clear objectives for those you lead.
You draw on your own and others’ knowledge and expertise to take action that adds value to the work your business area delivers.	You draw on your own and others’ knowledge and expertise to introduce and incorporate best practices to allow your business area to deliver value adding services.	You confidently apply deep knowledge and expertise to identify and communicate opportunities for continuous improvement to deliver value.
You identify and maintain relationships with key stakeholders to achieve desired outcomes.	You actively extend networks with multiple key stakeholders and use these to achieve objectives.	You strategically build networks and high quality relationships with key stakeholders, leveraging these to achieve objectives.
You engage and collaborate with others across the agency.	You seek out opportunities to collaborate and connect across the agency, sharing and using your own expertise or that of your team.	You strategically identify and contribute to opportunities for collaboration across the agency to break down silos and deepen collective expertise.

* Use of **team** in this context can mean the people or knowledge area you lead or manage.



Leading Leaders

Expected behaviour: Think through complexity

The expected behaviour is to **think through complexity**, consciously adopting the mindset “**There is more than one solution.**”

You think critically and strategically to solve problems and enhance effectiveness.

You use logical analysis to think through complexity and differentiate essential and non-essential information. You use systems thinking* and see the bigger picture, breaking it down into prioritised components.

You can summarise large volumes of data, extracting the essential information and translating it for your target audience. You are able to interrogate information from a wide array of sources and use criteria to evaluate its merits.

You are up for the challenge of solving problems without obvious solutions. You apply your knowledge and expertise to understand problems from parallel perspectives so you identify fit for purpose solutions. You support your business area to be solutions focused even when the solutions may not seem obvious to them.

You respect and oversee policies and processes related to risk and ensure your business area complies with agency and sector requirements. You identify potential opportunities to further mitigate risk and communicate these opportunities upwards to deliver continuous improvement of agency and sector work practices.

To **think through complexity**, you consciously adopt the mindset “**There is more than one solution.**”
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You investigate the problem and contributing factors to identify the root cause of the problem. You know when to seek alternative viewpoints or expertise.	You tackle complexity by breaking down the task into smaller parts, seeing both the broader picture and component parts so they can be prioritised. You acknowledge and understand how the component parts work in isolation and interrelate.	You process different and competing information in parallel to create the big picture and identify the best possible solution.
You widen your gaze to gather all available information from a range of sources. You integrate and summarise the most relevant data and information.	You summarise large volumes of data, extract the essential information and translate the key strategic elements for your target audience.	You navigate and summarise large volumes of data with ease, quickly and efficiently identifying the relevant information to get to a sustainable solution.
You identify when procedures are limiting outcomes and problem solve possible solutions. You empower your team* to do the same.	You identify and take action when procedures are limiting outcomes. You implement ways to address this and seek opportunities for improvement and to mitigate risk.	You consult with leaders/ experts and implement change to continuously improve procedures that are limiting outcomes and/or increasing risk.
You recognise and communicate the importance of risk mitigation strategies in your teams.	You lead by example by overseeing and implementing plans, policies and procedures for risk mitigation. You take the time to understand legislative and corporate requirements to ensure they are met.	You reduce risk through mitigation strategies, continually reviewing processes and enabling your teams to do the same.

* Use of **team** in this context can mean the people or knowledge area you lead or manage.

* **Systems thinking** is the process of understanding the whole and the parts at the same time. It recognises there are multiple interventions to complex problems and requires individuals to determine the best way forward for the benefit of the organisation as a whole.



Leading Leaders

Expected behaviour: Dynamically sense the environment

The expected behaviour is to **dynamically sense the environment**, consciously adopting the mindset **“There is always more to the story.”**

You understand the societal, political and economic changes that may affect your ability to deliver results.

You read patterns, trends and or connections – both internal and external to your work environment – that impact the work of your business area. You actively listen to, understand and recognise the needs of others in your work environment.

You intervene early when issues arise and take decisive action once the most viable solutions are identified. You approach problems systematically, seeking to understand and solve the root cause of problems. You consider your solutions carefully, exploring the wider impact of your decisions on your business area and the broader operations of the agency.

You communicate clearly and concisely, and translate your message for your target audience. You directly resolve conflict and approach crucial conversations with thoughtfulness, diplomacy and confidence. You recognise the importance of building professional networks, actively seeking to build relationships that enable your business area to deliver.

To **dynamically sense the environment**, you consciously adopt the mindset **“There is always more to the story.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You seek and take into consideration the views and suggestions of your stakeholders before acting.	You think and act with your stakeholders in mind when designing and optimising your work.	You demonstrate both a depth of knowledge and an understanding of the environmental factors impacting your stakeholders.
You forecast trends based on past performance and use this to inform the operational delivery of your teams*.	You read patterns, trends and connections in your environment. You understand the potential impacts, making adjustments as needed.	You make choices about the allocation of resources for established operating practices by reading emerging trends in your environment.
You make the time to understand the external environmental factors that may impact decisions.	You use environmental information you have gathered to inform your planning and decision making. You consider alternatives before allocating resources.	You use emergent societal, government and legislative trends that may affect the future viability of the agency to inform your work and the work of those you lead and influence.
You use relevant information, data and logic to construct rationale to persuade or influence a case for change.	You carefully build a case for change, prioritising areas of agreement and giving attention and energy to areas where there is disagreement.	You coach those you lead on how to understand and use data from environmental scanning to build a compelling case for change.
You use your expertise to lead a knowledge domain.	You build your leadership brand as a technical or knowledge expert in your domain of expertise.	You build a strong leadership brand as a technical or knowledge expert across the agency.
You are aware when others do not recognise your expert point of view and seek to understand their thinking.	You recognise resistance to your ideas and act to influence others to understand and consider your expert knowledge and point of view.	When there is resistance to your ideas, you adjust your communications style and use your influencing skills to enhance understanding and arrive at the best possible solution.
You deal with interpersonal conflict effectively and in a timely manner.	You resolve interpersonal conflict tactfully, recognising the influence of your approach on your success and that of your teams.	You coach those you lead to resolve interpersonal conflict in their teams. You ensure your leaders engage in and do not avoid difficult and crucial conversations.

* Use of **team** in this context can mean the people or knowledge area you lead or manage.



Leading Leaders

Expected behaviour: Deliver on high leverage areas

The expected behaviour is to **deliver on high leverage areas**, consciously adopting the mindset **“Some actions are more powerful than others.”**

You pursue with tenacity the high leverage priorities that are essential to your work and agency.

You deliver on high leverage areas by setting clear operational objectives that align with the business area’s strategies, often without any control over the final results. You identify high leverage areas for your leaders, proactively communicating priorities and adjusting as necessary.

You delegate work appropriately, supporting and coaching your leaders to achieve outstanding results. You drive excellent performance in your teams, setting clear role and performance expectations, and ensuring a shared understanding. You focus on embedding best practice approaches and systems aligned to your agency.

You are open minded, explore innovative approaches and strive to develop a culture of continuous improvement. You persevere with determination to deliver exemplary results for your business area, supporting and encouraging your people to deliver beyond expectations. You display a positive approach to navigating obstacles and challenges to your goals. You draw on your personal resilience in the face of setbacks.

To **deliver on high leverage areas**, you consciously adopt the mindset **“Some actions are more powerful than others.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You set clear objectives that drive performance for your business area, adapting them when required.	You set clear objectives for the performance of your teams*, aligning your priorities and timelines with the agency’s objectives.	You identify and prioritise the most critical activities and assignments, and continuously adjust priorities to meet the agency’s requirements.
You allocate tasks to others to maximise productivity and outcomes. You invest time in monitoring progress and delivery of allocated work.	You strategically delegate work to your leaders and ensure tasks, activities and goals are delivered on time, on budget and to a high quality.	You determine progress towards high level performance criteria rather than specific tasks. You anticipate needs and make necessary and timely adjustments so the overarching outcome is achieved.
You seek innovative solutions to problems, embedding best practice approaches in your business area.	You embed practices in your teams to support a culture of continuous improvement by focusing on areas to drive and improve performance.	You take responsibility for creating a culture of continuous improvement. You foster the mindsets and behaviours of those you lead and influence to support this culture of improvement.
You accept challenges and setbacks as development opportunities. You seek alternatives to overcome obstacles.	You enhance the resilience of your teams and remain motivated in the face of setbacks and challenges.	You foster a growth mindset** in your business area. You promote resilience that holds up under pressure.
You develop plans that leverage relevant technical expertise available to deliver crucial outcomes.	You take a variety of needs into account when developing plans to deliver results.	When planning, you demonstrate a mature balance of technical expectations and the strategic focus of the agency to maximise results.

* Use of **team** in this context can mean the people or knowledge area you lead or manage.

** A **growth mindset** is when people believe that their most basic abilities can be developed through dedication and hard work – brains and talent are just the starting point. This view creates a love of learning and a resilience that is essential for great accomplishment. Professor Carol Dweck, 2006



Leading Leaders

Expected behaviour: Build capability

The expected behaviour is to **build capability**, consciously adopting the mindset **“We are only as good as our people.”**

You contribute to the development of others in the sector.

You include people development as a key focus for your leaders and measure their performance against this. You empower those you lead and influence, encouraging their development by setting goals and providing learning assignments that stretch their capability.

You recognise and embrace your role as a coach to others, dedicating and committing the required time. You embed team effectiveness practices and recognise the importance of regular review. You support the optimisation of diversity and cohesion in your teams and across the agency, endorsing and supporting processes and policies of the sector. You understand your role in creating a healthy culture in your business area and contributing to a productive culture in your agency.

You acknowledge the current capability in the various teams, identify gaps and actively work to resolve them. You identify talent, enabling development opportunities and engaging in strategies that support talent retention in the sector. You encourage your teams to seek learning opportunities that align with their development needs. You ensure your leaders know what is expected of them by defining their role expectations and monitoring their performance.

To **build capability**, you consciously adopt the mindset **“We are only as good as our people.”**
Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You prioritise people development as a key performance area.	You act as a coach for others and reinforce the need for them to actively manage and drive their own development.	You demonstrate that people development is a key performance area for your leaders, driving their efforts to build the wider talent pipeline in your business area.
You ensure team* members know what is expected of them and monitor their performance. You ensure performance is embedded in your teams' meeting cycles.	You create a shared understanding of the performance expectations of your leaders and teams. You monitor and direct performance accordingly.	You engage in ongoing performance and feedback conversations, both formal and informal. You ensure that your leaders establish regular performance conversations with their teams.
You support your leaders to participate in professional learning and build their capability through challenging tasks and stretch assignments.	You jointly identify areas for development with your leaders and generate a variety of relevant development opportunities to build their capabilities.	You empower your leaders to identify challenging tasks and set stretch assignments to further develop their capabilities, and coach them through any challenges.
You identify gaps in capability in your teams as they arise. You select and develop the right candidates to balance capability.	You acknowledge the current capability in your teams, seeking development opportunities that build capability in required areas.	You forecast and identify future capability needs. You select and develop skilled individuals to meet these needs.
You embrace your role as a coach and recognise this as a core component of your responsibility.	You apply effective coaching practices to nurture the development of capability in your business area.	You model coaching practices across your teams to influence other leaders to practice the same approach and enhance agency capability.
You actively role model embracing different perspectives and other behaviours that promote diversity and inclusion.	You develop the capability of your leaders to effectively manage a diverse group of people, promoting the unique strengths of your individual leaders.	You hold your leaders accountable for managing a diverse group of people. You promote the unique strengths of your leaders.
You develop team practices that support the wellbeing of your leaders and their teams.	You understand your role and responsibility for building and creating a healthy culture, ensuring it is aligned with your business area's strategy.	You act as a champion for healthy work practices and recognise and celebrate others for embedding supportive practices.

* Use of **team** in this context can mean the people or knowledge area you lead or manage.



Leading Leaders

Expected behaviour: Embody the spirit of public service

The expected behaviour is to **embody the spirit of public service**, consciously adopting the mindset **“We do everything for the public good.”**

You display and embody the spirit of public service in all your decision making, interactions and professional activities.

You show empathy and compassion, integrity and humility. You lead by example and understand the principles of good corporate governance, implementing your plans and procedures accordingly.

You deliver outstanding results while maintaining an ethical and professional reputation for yourself and your agency. You instil a culture of compliance with legislative and corporate requirements, encouraging vigilance from your leaders and teams.

You promote respect and ensure your teams operate ethically, identifying any unethical behaviour early and resolving it expediently. You coach your leaders to role model the spirit of service and to reinforce this in their teams.

To **embody the spirit of public service**, you consciously adopt the mindset **“We do everything for the public good.”**

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You demonstrate empathy, compassion and support for how your decisions impact others.	You coach your leaders to lead in a manner that demonstrates empathy and compassion.	You create a culture where empathy and compassion for stakeholders are consistently demonstrated.
You act authentically as a leader with personal integrity.	You develop your leaders to understand, see and feel the importance of leading with personal integrity.	You create a culture where the pursuit of personal integrity is valued by all. You use interpersonal styles and methods that inspire, motivate and create enthusiasm for this pursuit of personal integrity.
You demonstrate humility which inspires trust and confidence in your teams*.	You coach your leaders to lead in a manner that demonstrates humility, and promote recognition of this important leadership trait.	You develop and maintain a practice of humility across your teams which is reflected in the trust others place in your teams.
You display a genuine passion for the way your leaders deliver high quality value for your business area and the agency.	You coach your leaders to lead in a manner that promotes high quality value and a sense of pride in work undertaken.	You create a culture in your teams where high quality work and the pursuit of excellence are considered the norm.
You promote respect in your business area and operate ethically.	You lead by example. You conduct all work activities in a manner that promotes an ethical approach.	You hold your leaders accountable for promoting the expectation of acting ethically in all work activities.
You lead by example and act in a manner that enhances your reputation and that of the agency.	You take responsibility for acting authentically as a leader, building your personal brand and enhancing the reputation of the agency.	You demonstrate to your leaders an understanding of how your decisions, actions and behaviours enhance your own reputation and that of the agency and sector.

* Use of **team** in this context can mean the people or knowledge area you lead or manage.



Leading Leaders

Expected behaviour: Lead adaptively

The expected behaviour is to **lead adaptively**, consciously adopting the mindset “**I am forever curious, forever learning.**”

You are continually learning and adjusting your approach to be effective in the changing work environment.

You lead adaptively by proactively seeking learning opportunities to extend the knowledge, skills and expertise that support your current and future development needs. You take responsibility and accountability for your own development pathways, willingly embracing learning opportunities and applying the learnings.

You understand the impact of your personal style on those you lead and interact with, deliberately adapting your approach to achieve desired outcomes. You value self awareness, investing time and energy to reflect on your approach and strengths. You identify areas for development. You seek feedback to enable your development and improvement. You seek to understand the feedback, evaluate its usefulness and take necessary action if required.

You identify appropriate guidance relevant to your current development needs and engage with a number of coaches and mentors. You take ownership of change initiatives in your area, removing obstacles to change and working to achieve buy in.

To **lead adaptively**, you consciously adopt the mindset “**I am forever curious, forever learning.**”

Examples of this behaviour in action at the 3 mastery levels:

Developing	Proficient	Mature
You demonstrate behaviours that are evolving and starting to add value in this context.	You demonstrate behaviours that are appropriate for this context and have room to grow.	You demonstrate behaviours that are expected for someone who is fully developed in this context and can stretch.
You develop and maintain the knowledge, skills and expertise necessary to achieve positive results.	You proactively seek learning opportunities that align with your current and future development needs, engaging in learning that enhances your knowledge and expertise and stretches your capability.	You support the development of other leaders by actively sharing your learning and expertise.
You selectively seek feedback from multiple sources and adapt your behaviour and approach based on trusted feedback.	You regularly seek feedback from multiple sources, taking time to understand and consider the feedback before making changes.	You seek feedback from multiple sources and make considered changes to work practices which drive effectiveness.
You demonstrate personal improvement as you are open to learning.	You take time to deepen your expertise and share your learnings with others, influencing staff to learn and improve their performance.	You proactively model and encourage continuous learning and development across your teams*.
You identify the impact of your personal leadership style on those you lead, making a conscious effort to adapt your behaviours in engaging with people from diverse backgrounds.	You adapt your personal leadership style to achieve the desired outcomes from your leaders. You demonstrate the importance of diversity and inclusion.	You modify your personal leadership style in appropriate settings while maintaining a strong personal presence. You promote diversity and inclusion.
You develop personal and professional goals for yourself. You seek appropriate pathways to maintain your knowledge and skills.	You take responsibility for creating and implementing your own development pathways, regularly engaging with others for guidance and seeking to establish trusted mentor relationships.	You proactively shape your own development pathways. You seek counsel from internal and external expert sources to fast track your learning wherever possible.
You show support and provide input into change forums, and effectively implement change processes.	You display a visible openness to new ideas and change, readily adapting to new demands, and lead your teams through change processes.	While leading through times of change you support your team while ensuring sustained performance and operational stability.
You look for ways to innovate through improved processes, technologies and practices.	You drive innovation in your business area. You identify and implement improved processes, technologies and practices.	You drive innovation in your business area and influence innovation in the agency. You identify and implement improved processes, technologies and practices.

* Use of **team** in this context can mean the people or knowledge area you lead or manage.

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This publication can be copied in whole or part with due acknowledgement.
Copies are available in different formats on request.

Public Sector Commission | 2 Havelock Street, West Perth WA 6005
08 6552 8500 | admin@psc.wa.gov.au | WA.gov.au

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