

# Annual Report

Tasmanian State Service

2014 - 2015



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Will Hodgman, MP  
PREMIER

Dear Minister

In accordance with the requirements of Section 19 of *the State Service Act 2000*, I enclose for sending to Parliament the 2014-15 Tasmanian State Service Annual Report.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'G. Johannes', with a large loop at the end.

Greg Johannes  
Secretary, Department of Premier and Cabinet

23 October 2015



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*This Report addresses the functions and powers of the Employer in accord with the requirement of Section 20(2) of the State Service Act.*

*The Employer's functions (as prescribed in Section 15 of Act) are all related to the State Service Principles, and the functions that encompass employment provisions, and State Service workforce management, for the effective delivery of services to the Tasmanian community.*

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*The Tasmanian State Service supports the government of the day in serving the Tasmanian Community.*

*This is undertaken across eight Agencies and eight Authorities by providing direct public services to the Tasmanian community.*

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## **FOREWORD BY THE HEAD OF THE STATE SERVICE**

This year's *Tasmanian State Service Annual Report* is the second report that I have presented as the Head of the State Service, and reflects my first full year in that role. It has been a challenging and rewarding year, one where the Tasmanian State Service has progressed a number of reforms, and focused on developing the right workforce within the right workforce management framework to meet the Government's expectations and priorities.

This year has also seen a number of machinery of government changes, including the commencement of the Department of State Growth, and preparations for the start of the Tasmanian Health Service.

In last year's Report, I outlined a series of priorities, focusing on reducing prescriptive instructions, and providing State Service leaders with the tools and guidance needed to lead a productive and efficient workforce. These priorities continue to inform work across the State Service, and this year's report reflects how we are working to ensure that the State Service continues to develop the capability to meet the requirements of the Tasmanian community.

We have achieved many positive outcomes over the past 12 months:

- We delivered a new workforce survey, the *People Matter Survey*, in partnership with the Victorian Public Sector Commission. This year's survey had our highest ever level of participation, at 30.6 per cent. The survey indicated that our engagement index is at 66 per cent, which is comparable to other public sector jurisdictions, and a pleasing result given we have come to the end of a year of much change. I anticipate this solid result will continue to improve in light of new workforce management practices and policies across the Agencies implemented in 2014 -15.
- We undertook the first ever skills audit of our senior executive. The audit results will be used to develop a senior executive capability program, to build a strong leadership cohort.
- We also held a number of SES forums which addressed 'Tasmanian's relationship with China – Insights and Opportunities', and 'Leadership', and delivered an inaugural 'State of the Service' address in Launceston and Hobart.
- We progressed the redevelopment of the State Service Jobs Website, and anticipate that the new website will be launched in early 2016.
- We continued to increase our capability in work health safety and wellbeing through a number of initiatives and through our collaboration with WorkSafe Tasmania and Skills Tasmania.
- We have continued our work on the HR Integration Project to increase effective HR systems, data and reporting capability.
- We implemented a suite of tools under *Managing Positions in the State Service* to assist agencies meet their budget and staffing targets.

My priorities for the coming year are to review our employment processes so that they provide clear principles and accountabilities, invest in the capability of our people to lead and manage, and to ensure robust, consistent and transparent rules are in place to manage issues such as gifts and hospitality.

I look forward to working with state service employees and officers across the State throughout the coming year, and to reporting again on our further achievements in 2015-16.

Greg Johannes

Head of the State Service





## STATE SERVICE OVERVIEW

# What is the Tasmanian State Service?

The Tasmanian State Service supports the government of the day by providing robust and independent policy advice and ensuring a wide range of services are delivered to the Tasmanian Community. This is done primarily through eight Agencies and eight Authorities, who work in areas including:

- Health and community services
- Environment including parks, water and natural resources
- Education
- Infrastructure
- Justice and corrections
- Industry sector support

The Tasmanian State Service also provides support to Ministers to develop and implement policies and legislation, administer state finances, manage resources and deliver or support a wide range of public services for the Tasmanian community.



There are more than 200 occupational groups in the State Service. This includes teachers, nurses, ambulance officers, fire fighters, consultants, road engineers and correctional officers, to name just a few.

GARDENERS, CARTOGRAPHERS, BIOCHEMISTS, GEOLOGISTS, WAITER, LIBRARY TECHNICIANS , MEDICAL LIBRARY SCIENTISTS, KITCHENHAND, FIRE FIGHTER, HOSPITAL ORDERLY, GRAPHIC AND WEB DESIGNER, BUILDING INSPECTOR, PHYSIOTHERAPIST, ENROLLED NURSE, CARPENTER AND JOINER, PAYROLL CLERK, MEDICAL LABORATORY TECHNICIAN, PROPERTY MANAGER, ACCOUNTANT, YOUTH WORKER, FORESTRY WORKER, ANAESTHETIST, MANAGEMENT CONSULTANT, SPEECH PATHOLOGIST, PERSONAL CARE ASSISTANT, MANAGEMENT CONSULTANT, WINE MAKER, SWITCHBOARD OPERATOR, MOTOR MECHANIC, CUSTOMER SERVICE MANAGER, INTENSIVE CARE SPECIALIST, SURVEYING OR SPATIAL SCIENTIST, CARDIOLOGIST, BARRISTER, RESIDENT MEDICAL OFFICER, COUNSELLOR, MEDICAL PRACTITIONER, MUSEUM CURATOR, ENVIRONMENTAL HEALTH OFFICER, REAL ESTATE AGENT

The Tasmanian State Service is made up of eight Agencies and eight Authorities. We are the Departments of:

- Education
- Health and Human Services
- Justice
- Primary Industries, Parks, Water and Environment
- Police and Emergency Management
- Premier and Cabinet
- State Growth
- Treasury and Finance

and the following Authorities:

- Tasmanian Audit Office
- Integrity Commission
- Macquarie Point Development Corporation
- Port Arthur Historic Site Management Authority
- Tasmanian Health Organisation – North
- Tasmanian Health Organisation – South
- Tasmanian Health Organisation – North West
- TasTAFE
- Public Trustee



For further information about the Tasmanian State Service please use the following link – <http://www.dpac.tas.gov.au/divisions/ssmo>

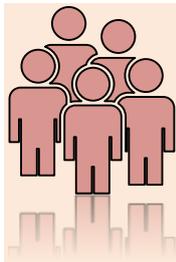
From this link you can find out about the legislation covering the State Service, about workforce management matters, publications, the State Service Principles, and our Code of Conduct. There is also a link to our Jobs Website, and information about working in the Tasmanian State Service.



# Tasmanian State Service

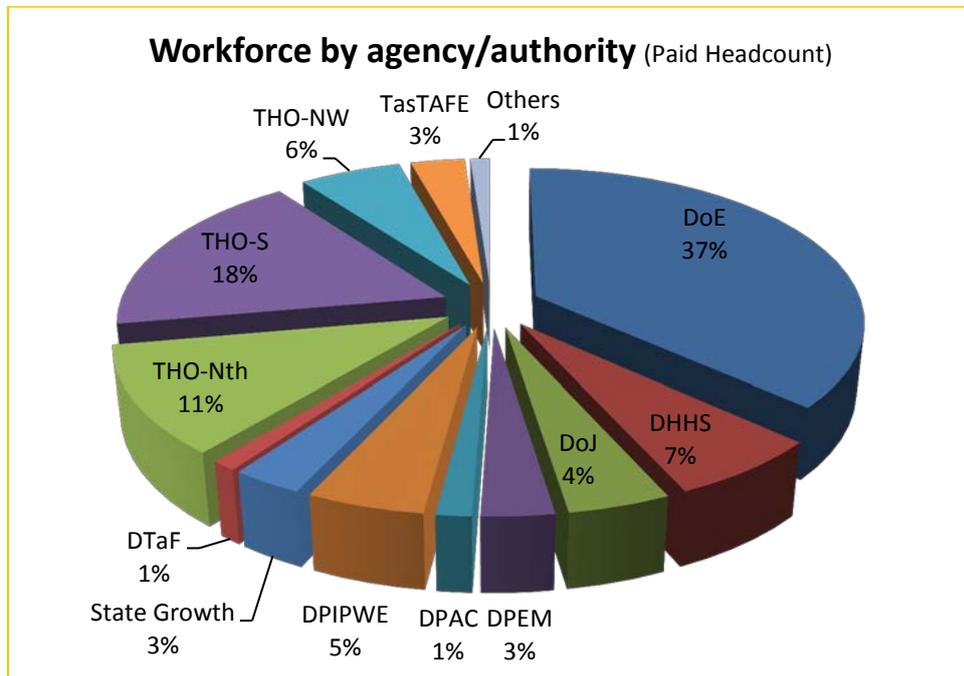
## Our Workforce – at a glance 30 June 2015

### Workforce – our people



We have a diverse workforce of 27 529 people. This compares to 28 310 last year so our workforce has reduced by 781. Or in paid FTE terms, our workforce decreased by 744.21 this year to 21 736.\*

### Where do they work?



The Department of Education is our largest agency with over 10 000 employees. Our smallest organisation is the Macquarie Point Development Corporation authority with 9 employees.

### Age & Gender



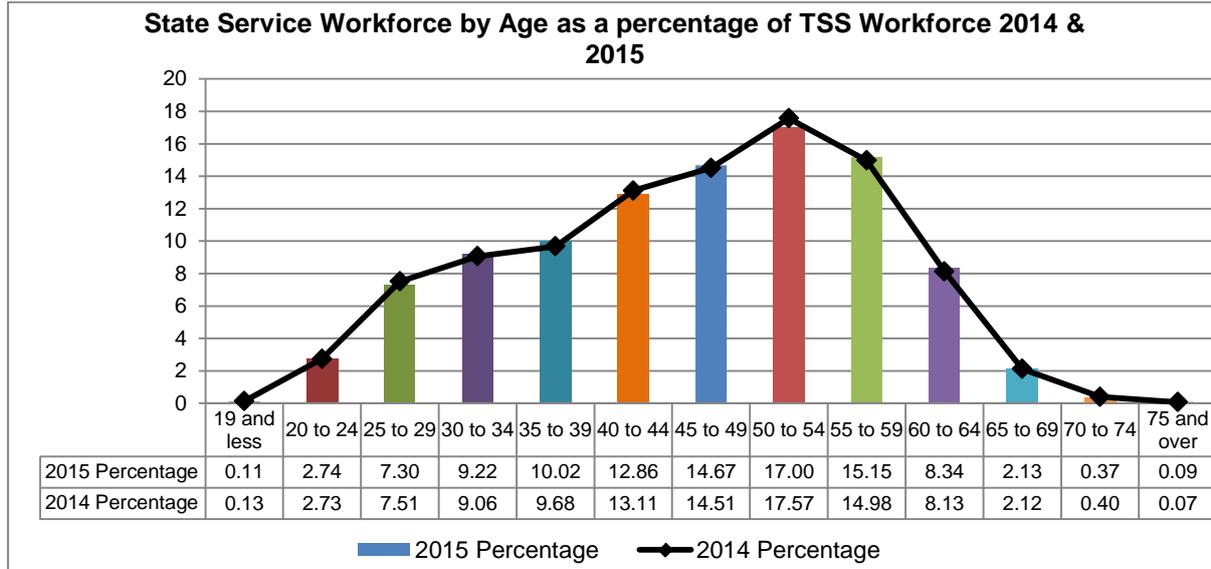
29.75 per cent are men



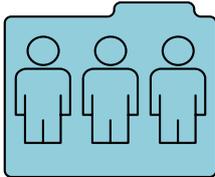
70.25 per cent are women

\*Note: This Workforce Overview presents information collected through the Workplace Analysis and Collection Application (WACA) system. Treasury reported data on Paid FTEs is collected using different capture rules and requirements, such as rules for calculating casuals.

The average age of the workforce is **45.82** years (45.48 in 2014)



## E Employment Status



### Workforce Composition

84.68 % - Permanent

14.66 % - Fixed-term

0.66 % - Senior Executive Service/Equivalent Specialists

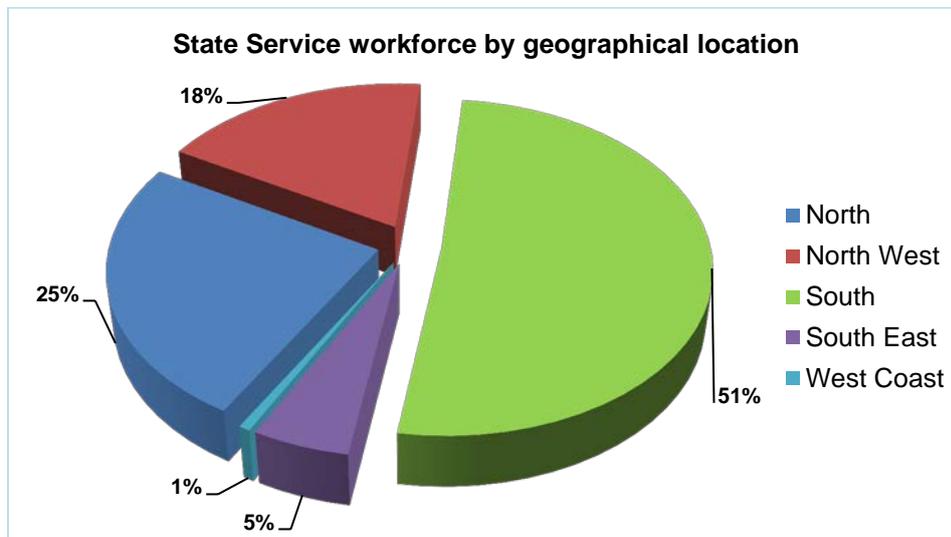
### Employment Category

13 705 people work part-time – 85.06% of the part-time workforce are women and 14.94% are men.

Part-time employment represents 49.78% of the workforce (48.54% - 2014).

14 224 people work full-time (represents 51.67% of the workforce)

## W Work Location





## **Introduction**

This is the third *Tasmanian State Service Annual Report* to be presented to the Minister and the Tasmanian Parliament in accordance with Section 19 of the *State Service Act 2000* (the Act), and as delegated to the Head of the State Service under Section 20 of the Act.

This Report details the performance and exercise of the Employer's functions and powers between 1 July 2014 and 30 June 2015, and outlines how the Head of the State Service's workforce management priorities have guided the functions and powers of the Employer in 2014-15.

The Employer's functions (as prescribed in Section 15 of Act) are all related to the State Service Principles, and the functions encompass employment provisions, State Service workforce management, and the development of state service employees and officers for the effective delivery of services to the Tasmanian community.

It is the Head of the State Service's responsibility to ensure that the State Service is run effectively and efficiently, and to uphold, promote and implement arrangements for effective service delivery and State Service workforce management.

In addition to reporting on workforce priorities, the Report includes information on reform measures such as *Managing Positions in the State Service*, as well as employment matters such as vacancies, Code of Conduct and Grievance matters, and workplace behaviour. The appendices include reference information, a profile of the workforce, and a summary of the *People Matter Survey 2015* results. The Report is informed by a range of sources, including the *People Matter Survey* results, the annual Agency Survey, and 'Employer' records and reports.

Significant progress continues to be made across the State Service to develop the workforce's professionalism and management. There are a number of important projects at the whole-of-service level that have been reported, and the Report also highlights a number of initiatives and improvements supported by specific Agencies. All have the aim of providing the right workforce management framework to ensure that the State Service is a highly professional service that delivers quality services to the Tasmanian community.

*Please note: that the term 'agencies' is used throughout the report to represent agencies and authorities unless otherwise specified.*



## **Chapter 1 – BUILDING A RESPONSIVE, PRODUCTIVE AND EFFECTIVE STATE SERVICE**

Continued re-shaping is necessary to ensure that the State Service is best placed to meet the needs of the Tasmanian community within the Government's available financial resources. During the reporting period, there was a focus on ensuring that the State Service:

- delivers the right services to meet the needs of the community when these needs can only be satisfied by Government;
- is lean and uses public resources as wisely and efficiently as possible to get the best return for Tasmania; and
- has the right people, with the right skills and knowledge, in the right positions, to deliver these services.

Getting to the Right Size, Right Skills and Right Service is about optimising the use of our financial resources and the deployment of our people. Agencies are required to ensure they match positions to people with the right skill sets, and develop and recruit people for the State Service of the future while maintaining workplace diversity.

*Managing Positions in the State Service* (MPSS) was released under Section 15(1)(b) of the *State Service Act 2000* in September 2014 to assist Heads of Agencies meet the Government's commitment to have a more productive and effective State Service through reducing employment related expenses. It outlines a range of approaches available to agencies to manage their budgets through:

- identifying essential and non-essential functions within agencies;
- identifying where employee savings can be made in the short and long-term;
- establishing strict controls for filling vacancies;
- clarifying redeployment mechanisms; and
- providing voluntary incentives to encourage specific individuals to cease employment.

A suite of tools was developed by State Service Management Office (SSMO) to assist Heads of Agencies to manage their workforces and to realise the required savings. The primary mechanisms involved whole-of-service vacancy management to facilitate redeployment of surplus employees, and the provision of incentive payments to encourage specific employees to exit the State Service.

MPSS included a number of activities such as agency-level position management, whole-of-service vacancy control, redeployment processes, targeted and negotiated voluntary redundancies, workforce renewal incentive programs (within specific Agencies). Outcomes for these activities are:

- Positions considered by Central Vacancy Control: 1966
- Targeted and Negotiated Voluntary Redundancies: 325 total exits between 1 July 2014 and 30 June 2015 (inclusive)
- Workforce Renewal Incentive Program payments: 663 total exits between 1 July 2014 and 30 June 2015 (inclusive)

- Number of suitability assessments (across agencies): 170
- Number of placements through suitability assessments: 45 (includes fixed term placements and trial arrangements)

An evaluation into compliance with MPSS was undertaken in 2015. The overall objective of the review was to identify and assess any opportunities for improving processes and compliance with the MPSS guidelines (including TNVRs and WRIPs).

The Government also implemented wage growth restraint, with the majority of State Service employees covered by industrial agreements until the end of 2015 or mid-2016. These agreements have been negotiated and developed consistent with the Government's commitment to an enterprise bargaining framework where wages and other employment costs are sustainable.

Generally, negotiated wage outcomes have not exceeded two per cent per annum after allowing for productivity change. There were two notable exceptions – Paramedics and Salaried Medical Practitioners.



## **Chapter 2 – WORKPLACE HEALTH, SAFETY AND WELLBEING**

The Government is committed to ensuring the health, safety and wellbeing of all its employees and officers. The Work Health, Safety and Wellbeing Unit within the State Service Management Office (SSMO) aims to improve the health and safety of the State Service workforce by:

- developing, implementing and evaluating work health, safety and wellbeing strategies across the State Service; and
- providing advice, coordination, consultancy and auditing services to State Service agencies on work health, safety and wellbeing, and injury and compensation management.

### **Activities in 2014-15**

In 2014-15, SSMO continued to focus on developing stronger partnerships and improving collaboration across the State Service, with the aim of building and sustaining a safe and healthier workplace. Work has included:

- continuing to coordinate the State Service Work Health and Safety Reference Group, which leads and supports initiatives within and across agencies;
- leading and participating in the Public Sector Work Health and Safety Consultative Forum, which supports consultation with public sector unions on work health, safety and wellbeing matters;
- continuing collaboration with Worksafe Tasmania and Skills Tasmania, resulting in better access to resources and keynote speakers;
- continuing to work with the Menzies Medical Research Centre, to share knowledge and research, such as through a joint research project on 'how mental wellness initiatives can have a positive impact on reducing work stress';
- working with the Employee Assistance Program (EAP) Working Group to develop a service delivery model that focuses on empowering employees and building a mentally healthy environment; and
- working with agencies to improve consistency in work health, safety and wellbeing management and monitoring and reporting systems across the State Service, including piloting an electronic WHS module that forms part of the Employee Self Service HR system.

Service-wide there has been a range of work health, safety and wellbeing initiatives implemented, many of which have been supported by SSMO, including:

- ongoing training and awareness sessions (including online training);
- mental health awareness sessions;
- risk assessments; and
- reviews of policies and practices (including hazardous material registers and relevant reporting).

Employees and officers continue to build their understanding of their workplace health, safety and wellbeing responsibilities and roles through agency-coordinated activities, training and information

sharing. This includes publications on their intranets (including special work health, safety and wellbeing intranet sites), emails, newsletter items, as well as being discussion points at workplace meetings and during orientation activities.

Agencies have implemented work health, safety and wellbeing online training modules to support their employees' awareness and understanding of workplace health, safety and wellbeing. The Training Consortium (TTC) (SSMO) also delivered three specific work health, safety and wellbeing courses for managers in all regions. TTC has continued to provide State Service employees with a range of relevant training courses and workshops covering wellbeing, such as resilience, anti-discrimination and workplace harassment during the reporting period.

Another activity supporting this priority area was SSMO's project 'Beyond Healthy@Work: Workplace Health and Wellbeing in the Tasmanian State Service', which reviewed the whole-of-service Healthy@Work program that ran between 2008 and 2012. The review considered ways to leverage the successes of Healthy@Work and its successor 'Tasmanian Healthy Workplace Initiative' (THWI). The learnings from this review will inform whole-of-service and agency-level initiatives in years to come.

In addition, an external review of agencies' human resources information services (HR systems) identified a number of areas to improve data capture and management processes, including work health, safety and wellbeing. The findings of this review have led to the establishment of a service-wide HR integration project which will include a pilot of an Empower module that allows for 'real time' reporting and monitoring, including on recorded hazard notifications, incidents, injuries, lost time, and resulting actions (including required monitoring, additional advice or training). The pilot will commence in July 2015.

### **Progress and next steps**

The hard work in this space has been evident in the reduction of the number of workers' compensation claims across the State Service, particularly since the introduction of the new work health and safety laws in January 2012. For example, the incidence rate of serious workers' compensation claims for the Service has decreased by over 30 per cent during the past four to five years.

This reduction reflects the commitment by agencies, supported by SSMO to actively address work health and safety. Some of the focus areas for the next period are around reducing the incidents of serious stress-related claims and ensuring employees return to work as soon as practical after incidents.

The results of the 2015 employee survey, the *People Matter Survey* (the Survey), also suggest that the commitment and effort towards work health, safety and wellbeing is having positive effects. For example, 83.48 per cent of survey respondents indicated that they have received training appropriate to their roles to address work health and safety hazards, incidents and injuries in accordance with the organisation's policies. The statement 'I have both the opportunities and resources to support my health and wellbeing' resulted in over 70 per cent of participants agreeing with this statement. Manager and organisational commitment to employee wellbeing resulted in more than 70 per cent of participants selecting 'agree' or 'strongly agree' to these questions.

Areas that require further work include identifying and reduction of work stressors, and how work health, safety and wellbeing is discussed at the workgroup level.

Continued education and investment in prevention measures was also noted in the Agency Survey as an area for further work.

Work health, safety and wellbeing is an area that requires ongoing investment and continual improvement to ensure that the Service exercises its duty of care to employees and officers, reduces direct/indirect costs of injury and sickness, and ensures the wellbeing of our employees.

The legislative basis for this workforce priority relates directly to Section 7(1)(h) and (i) and (l) of the Act:

- the State Service establishes workplace practices that encourage communication, consultation, cooperation and input from employees on matters that affect their work and workplace; and
- the State Service provides a fair, flexible, safe and rewarding workplace.

*Employment Direction No. 27 – Work, Health and Safety* prescribe the requirements for all State Service agencies in relation to managing and improving the health, safety and wellbeing of all employees and officers. In November 2012, the former Premier signed the *State Service Work, Health and Safety Policy* which sets out a range of tasks and priorities to improve health and safety across the State Service.

*Employment Direction No. 24 – Workplace Health and Wellbeing* provides direction to agencies to implement workplace health and wellbeing programs in order to increase the efficiency and productivity of the State Service through a State Service culture that values, supports and improves the health and wellbeing of employees.



### Chapter 3 – Improving Performance Management Systems & Practices

Providing people with development opportunities supports employee engagement and is a strong contributor to productivity. At the individual level, providing new development opportunities for employees allows them to acquire new skills and knowledge. At the organisational level, investing in groups of employees, such as work groups and sections, is important in order to increase productivity and achieve organisational goals.

There is strong emphasis across the State Service agencies on improving performance reviews, performance improvement plans and related training and development activities.

In 2014-15 agencies undertook monitoring, review or evaluation of their current systems, practices and training frameworks. A number of agencies prioritised improving performance through focusing on capability identification in their organisation to better prepare the State Service to meet future challenges and provide professional and quality services to the Tasmanian community.

Agencies are also improving their performance management systems and practices through initiatives like renewing or issuing guidelines, and supporting managers to improve their recording of performance management. Communication about performance management has also been prioritised by a number of agencies, such as information sharing through news items, specific intranet sites, emails, newsletters, division/section meetings, and at induction and orientation sessions.

16 Agencies indicated that during 2014-15, almost 16,000 employees and officers had participated in a performance management review.

#### Performance Management Participation

Number of Agencies/Authorities	Participation percentage
2	Less than 20 per cent
4	Between 60 and 76 per cent
2	Between 80 and 87 per cent
3	Between 90 and 95 per cent
5	100 per cent

Over 950 managers/supervisors participated in agency-specific performance management training during the reporting period. Comments provided by agencies indicated that this was part of the induction/orientation processes, and that individuals could seek further support, advice or training if required. It would also appear that there are different requirements across agencies regarding the frequency of such training. However, in most agencies, support for managers and supervisors is available in a one-to-one setting and includes mentoring, coaching, and the provision of toolkits, guides and templates.

Two Agencies were not able to report on the number and percentage of the total number of employees who had participated in a formal performance management review, as the numbers were not centrally recorded.

The *People Matter Survey* results indicate that 80 per cent of survey respondents have received both formal and informal feedback on their individual performance. Results to other questions about performance management indicate that further work is required to support employees understand how performance management helps them to identify and understand their own work priorities, and the link between their performance plan and what that they actually do/experience during the year.

Performance Improvement Plans (PIPs) are designed to assist employees to gain skills, knowledge or experience to allow them to work effectively. This may also include training, supervision or peer support, task training and the setting of key performance criteria. Nine Agencies reported that a total of 33 PIPs were in place during the reporting period compared with 29 in 2013-14. In addition, in 2014-15 31 PIPs had been completed (across eight Agencies), compared with 50 the previous year. These results show that PIPs continue to be a useful and valuable tool for agencies to support their employees to achieve their potential in the State Service.

Other work that has been undertaken to support this priority area includes the efforts of The Training Consortium (TTC) and the work of the HR Integration Project.

In 2014-15, TTC continued to provide sector training that supports better performance management, such as the 'Managing People and Performance' course. In addition, the continued work and development on the HR Integration Project will extend the effectiveness and efficacy of performance management systems and processes. The specifications for a new performance management module were approved during the year, and it is anticipated it will be tested in late 2015. This module will support agencies by improving recording of performance management meetings, key milestones and outcomes, as well as reporting of individuals and groups' training and development needs.

To build on these achievements, SSMO will continue to work with agencies to support their management of performance management, as well as their recording, and reporting on progress.

*Employment Direction No. 26 - Managing Performance in the State Service* requires agencies to implement a formal system of performance management and appropriate reporting frameworks. The purpose of this Direction is:

- to emphasise that effective performance and managing for performance are critical for the State Service workforce to deliver quality services for Tasmanians;
- to outline the performance management roles, responsibilities, administrative requirements and accountabilities of Heads of Agency, managers and employees; and
- to ensure Performance Management Systems in the State Service are based on regular constructive feedback, support a clear link between the performance and development of individual employees, and achieve business requirements and other workforce management practices.



## **Chapter 4 – Improving Workforce Data Collections – Development and Reporting**

Improving State Service workforce data collection continues to be a key workforce priority, so that appropriate reporting and ongoing development frameworks can be implemented to ensure a capable, productive workforce and a rewarding employment environment for employees.

Having appropriate, timely and accurate workforce data and systems is required by all contemporary organisations. Such data and systems assist with current and future planning activities, as well as ensuring accurate reporting of compliance matters and milestone reporting of key activities.

One of the main activities underway in 2014-15 that supported improved reporting and data collection was the HR Integration Project. The project follows an external human resources (HR) information services review, which found that those services required improvement because current systems:

- require very high levels of manual transactions;
- contribute to high overheads;
- have limited ability to provide whole-of-government reporting;
- have an operational (rather than strategic) focus; and
- have been constrained by vendor (not owner/business)-driven development.

A business case to reform these services was finalised during 2014-15, and includes the following activities:

- align the deployment, structure and coding of agency databases and existing interfaces, simplifying and standardising as required;
- deploy existing automatic transaction processes, as well as identifying and building additional automated processes for current high-cost or frequent processes;
- create a data warehouse to manage whole-of-government reporting, and standardise agency reporting and legacy data;
- build organisational capacity in HR systems and data management fields; and
- progressively migrate all small and medium agencies' production databases to one central database.

In addition to these activities, agencies will be able to implement a range of new modules and interfaces to improve services and reporting in the following areas:

- recruitment and application management;
- work health and safety; and
- performance management.

When fully implemented, the project is anticipated to deliver the following benefits:

- reduced maintenance costs;
- reduced resourcing requirement within agency HR groups;

- better reporting to Government and line managers;
- service enhancement through quicker upgrades, faster service, greater availability; and
- significantly improved HR productivity.

All agencies have endorsed the HR Integration Project's Business Plan, and SSMO is working on a funding model to secure resources and on a program plan to realise the identified benefits of the project.

In addition to the work on the HR Integration Project, there are a number of other initiatives underway that contribute to this priority area.

Many agencies have focused on reviewing their existing reporting requirements, processes and current systems in 2014-15. For example, some agencies have improved reporting of employee training on topics such as work health and safety, anti-discrimination, workplace behaviour awareness sessions, and the State Service Principles. The recording of events using electronic systems will further reduce the requirement for the manual inputting of information and make the information more accessible.

At the whole-of-service and agency-levels there has been work on improving the use of non-HR system information to support workforce planning activities, such as the data collected through the *People Matter Survey*, skills audits, monitoring of training books, reports on performance review processes and capability assessment tools. Improving the use of these data sources will not only support workforce planning, but also, building agencies' capability to respond to workforce management challenges and opportunities.

During 2014-15, there was a growth in the demand for workforce data, at the whole-of-service and agency-level. This increase has helped drive some of the improvements mentioned above and SSMO will continue to work with agencies to improve the collection and effective use of workforce data sources in order to support this growing need.



## **Chapter 5 – Supporting Leadership and Management Development**

The Government's commitment to an effectively led and efficient State Service is demonstrated by recruiting, developing and retaining a professional leadership cohort of highly skilled senior executives.

The Senior Executive Service (SES) have responsibility for high-level policy advice and a variety of complex organisational and project management challenges across a diverse range of areas. SES are also responsible for providing frank, impartial and timely advice to government and high quality services to the Tasmanian community.

Members of the SES:

- are appointed to the Tasmanian State Service not to a particular Agency;
- have a particular accountability for the achievement of agency and Government goals reflected in their statement of duties, instrument of appointment and performance management system;
- furnish high level policy advice and undertake high level responsibilities in and across agencies to achieve Government targets;
- are required to develop and apply a broad range of capabilities (knowledge, skills and abilities) across the State Service; and
- are required to display high level leadership and personal attributes that demonstrate the State Service Principles, and shape strategic thinking to achieve results on an agency and on a whole-of-service basis.

### **Leadership capability and development**

Building on the initiatives mentioned in last year's report, such as the development of a Senior Executive Leadership Capability Framework, and a rotation and mobility program, in 2014-15 work has continued in relation to the ongoing development of a sustainable and effective leadership and management cohort.

A skills audit was undertaken across the whole of the SES this year by Government Skills Australia. The objectives of the 'SES Workforce Skills Audit and Analysis' was to understand the current skill and qualification base of our SES, and to determine SES generic and individual professional learning, training and capability development needs. The online questionnaire was distributed to all SES across our 18 Agencies<sup>1</sup>. The results are currently being analysed and will be provided in an aggregate-level report that will outline the key recommendations related to the professional development and learning of the SES. In addition to supporting our understanding of which areas of leadership and senior management capability require further development, it is anticipated that a further benefit of this audit will be that it will support increased mobility across the SES.

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<sup>1</sup> As at 30 June 2015 there were 148 senior executive service officers and 16 equivalent specialists, compared with 160 senior executive service officers and 18 equivalent specialists as at 30 June 2014. (paid headcount)

Leadership and management capability development has been further improved in 2014-15 with:

- Two Senior Executive Forums being held during the period:
  1. Leadership – how to create a successful organisational culture. This involved the Head of the State Service hosting a question and answer session following a presentation by Alastair Clarkson and Luke Hodge (Hawthorn Football Club); and
  2. Tasmanian's relationship with China – Insights and Opportunities. This was presented by the Head of the State Service and involved Heads of Agency to highlight the importance of China to the future of Tasmania's economy, the key initiatives to develop the relationship with China, the importance of cultural awareness and personal insights from working with China's business and government representatives.
- Our continuing involvement with the Australian and New Zealand School of Government (ANZSOG) and participation of State Service employees and officers in its Executive Master of Public Administration, Executive Fellows Program and a series of executive workshops. This has been supported by a scholarship fund administered by SSMO.

TTC has continued to provide senior leaders with relevant courses, seminars and workshops to support their leadership development, including:

- ANZSOG Masterclasses & Leadership in Action Workshops;
- Public Sector Management Program;
- Diploma of Government (Policy);
- Performance Indicators for Government;
- Business Planning for Government;
- Critical Thinking and Problem Solving; and
- Women in Leadership.

TTC has also continued to undertake a secretariat role for the Tasmanian chapter of the Institute of Public Administration Tasmania (IPAA), and arranged a range of contemporary public sector leadership events, including:

- Measuring Productivity: Can it guide organisations to better long-run performance?;
- 2015-16 State Budget Briefing;
- Reflection on the state of social services in Tasmania;
- IPAA Vic/Tas Executive Forum 2015 - Re-imagining Government/ Re-imagining Public Administration; and
- Participation in internal and external committees (consultation/collaboration roles and focus) was also noted as a means to develop leadership capability.

At the agency-level, work continues to build the skills and knowledge required for developing and sustaining leadership capability now and into the future. The majority of agencies have linked their leadership development to their Business Plans and talent management (including succession planning and workforce planning).

Development of leadership capability is undertaken at the agency level, where their senior leaders have participated in:

- specific programs within the organisation (27 SES across seven Agencies);
- specific programs external to the organisation (four SES across five Agencies);
- planned rotation and mobility (eight SES across three Agencies);
- on-the-job assignments (42 SES across four Agencies); and
- relationship/stakeholder learning (18 SES in one Agency).

Leadership development activities are regularly reported to the agency senior executive groups, and the majority of these activities are formally evaluated. In addition, responses to the Agency Survey indicate that more than 180 senior people had attended an ANZSOG course or workshop, or an IPAA event, during the reporting period.

### **Manager/management capability development**

Managers participate in TTC or other provider-run activities with larger agencies supporting their managers through participation in specific management development programs, delivered in-house, by external providers, or in partnership arrangements. In 2014-15, agencies used Higher Duties Allowances, More Responsible Duties Allowances, rotation and project opportunities to provide capability development opportunities for managers and potential managers. A number of management/manager capability development focus areas were identified across the State Service such as frontline manager development training, compulsory training in areas including managing people, legislation, recruitment and workplace health and safety. Ethics and integrity, performance management, mental health awareness, resilience, transparency and accountability were other training areas identified.

SSMO continues to support this priority area through the promotion of a range of resources and templates for the Senior Executive Leadership Capability Framework (SELCF), which was established in 2013-14. Agency support for managers to develop or improve their capability was also provided by coaching or HR direct one-on-one support or relationship case management. Training manuals, e-learning tools, templates, toolkits were other supports reportedly available to managers.

### **Leadership and management**

A major initiative in 2014-15 to build capability in the leadership and management area has been the development of the State Service Strategic Management Program (S3MP). The program is a good demonstration of working collaboratively as the program was developed by SSMO, the Department of Police and Emergency Management and the University of Tasmania. A pilot course will take place in August and September 2015 and involves a three week residential school at the Tasmania Police Academy. This program builds upon the existing Police Inspectors Program and covers a range of contemporary management areas including decision-making, stakeholder engagement, ethics, strategic financial management, equity and diversity, workplace health and safety, human resource management, and media/communication management. The program is accredited through the University of Tasmania.

Leadership and management capability areas that will be the focus for agencies in the next reporting period include: change management, ethics and integrity, stakeholder relationships, financial management, performance management and managing people and teams. Other areas, including understanding and using data, policy/program evaluation, project management and organisational planning/strategy development were also listed as priority areas for some agencies. The activities will either be provided in-house, via the TTC, or an external provider.

To ensure that activities are relevant and contemporary, Agencies and SSMO continue to build or enhance current collaborative networks and relationships with agency and whole-of-service links to external organisations including the University of Tasmania, Worksafe Tasmania, Queensland University (School of Business), the Australian College of Health Service Management and the CPA Australia.

A State Service Workforce Development Network commenced during the reporting period. The purpose of the network is to provide a platform to discuss and support workforce development through the sharing of information and collaboration.

At agency levels and at a whole-of-service level there is a clear commitment to and demonstration of building leadership and management capability to have the State Service workforce led well and managed productively.

Section 15 (1)(g) of the *State Service Act 2000* states that the function of the Employer (the Minister administering the Act) is to develop and coordinate training, education and development programs for the State Service. In addition, the Head of the State Service, as per Section 20(2) of the Act, is required to perform and exercise the functions and powers of the Employer and in addressing Section 15(1)(g) is required to take such steps as to further develop high quality leadership.

There is also the requirement that performance management is undertaken well. Section 34(l)(ga) of the Act requires Heads of Agencies to develop and implement performance management and development arrangements for SES and Section 51 of the Act requires officers to manage their performance. *Employment Direction No. 26 – Managing Performance in the State Service* provides for the principles and practices of performance management of employees.



## **Chapter 6 – Increasing Human Resources & Industrial Relations Capability**

One of the workforce priorities identified last year was the need to increase the capability of Human Resources (HR) and Industrial Relations (IR) employees and sections in agencies, so that workforce policies, practices and management are well supported across the State Service, including the provision of support to senior managers, line managers and employees.

### **Industrial Relations (IR) Capability**

The IR Capability program, delivered through TTC, was developed to support State Service HR Practitioners with workplace relations responsibilities to enhance their skills and knowledge. Following feedback from previous participants and agencies, the IR Capability Training Program has remained practically focused with strong theoretical foundations, and participants are supported to enable them to more effectively undertake their role and to transition to expert practitioner level.

In 2014-15 the program comprised four one-day workshops, scheduled over a five-month period. A two-month "practical application" period between workshops three and four provided an opportunity for the participants to undertake a range of individual and team-based activities to apply and consolidate their learnings and build strong networks. Participants who attended all workshops and successfully completed all set tasks graduated from the program received certificates of completion. The key content areas were Legislative Framework and Policies/Tribunals; the Employment Relationship/Terms and Conditions; Advocacy and Case Preparation before a Tribunal; and Performance Management/Investigating Grievances. Fifteen people from ten Agencies participated in the program, which was held twice in 2014-15 during the reporting period.

In addition to the IR Program, agencies reported that a number of other measures were used to support the development of their IR capability, such as mentoring or coaching; involvement in IR negotiations; research; preparation of Tasmanian Industrial Commission (TIC), union or Executive briefing documents; attendance at TIC conferences; on-the-job training and undertaking grievance investigations. Other activities to increase IR capability development included seminar presentations by external providers/TTC, mentoring and coaching; investigation skills training, attendance at TIC proceedings, and participation in the IR Practitioners Network (convened by SSMO).

Three Agencies reported that they were supporting employees to attain relevant degrees, and four Agencies reported that they had supported 17 people with non-tertiary IR-related development opportunities. Eight Agencies reported that their focus for the coming period would be on building capability in the areas of tribunal representation, union negotiations and dispute resolution. Other comments provided related to participation in the IR Practitioners Network, resourcing levels and ongoing support from SSMO.

Another initiative during the reporting year has been the formation of a Tasmanian State Service Industrial Relations Network Group consisting of SSMO and agency representatives to promote best practice, information sharing and improved communication across the Service for Industrial Relations. Meetings of the network focus on generating discussion and communicating information

on current Industrial Relations and employment related issues. It is also intended that this network would assist to build IR capability and provide skill development opportunities for IR and HR practitioners to build on current IR knowledge and skill sets.

### **Human Resources (HR) Capability Framework & Program**

The Tasmanian State Service HR Capability Framework provides structure to build the capabilities, skills and knowledge of Human Resource professionals, as well as staff with people management and supervisory responsibilities. The Framework was specifically designed for the Tasmanian State Service and was accredited by the Australian Human Resources Institute (AHRI). The seven capabilities are designed to meet the objectives of a high performing, capable and competent HR workforce in the Tasmanian State Service, delivering quality people services.

During the reporting period the HR Capability Program continued to be delivered via TTC and brought together a series of unique learning and development opportunities that address many of the core knowledge and skill requirements for people working in the HR area.

The program consisted of a series of six workshops that are relevant to HR practitioners in all organisations, and drew on HR case studies, systems and practices from a broad range of organisations. The program also supports the Tasmanian State Service HR Capability Framework and was last held in October 2014. The six workshops covered:

- communication and HR;
- introduction to HR and the law;
- professional HR in Practice;
- achieving effective HR outcomes;
- enhancing HR practices and skills; and
- advanced HR practices and skills.

The program is currently under review and an SSMO-led project is underway to evaluate the HR Capability Framework and to determine how the framework is used in agencies. This project will also examine aspects of HR functions and roles with the aim of strengthening HR capability across the service.

Agencies indicated that opportunities were available to program participants and HR staff to continue developing their HR capabilities through project work and experience in working in other HR areas. Supporting line managers' HR capability is also important, and Agencies reported that the following activities were undertaken in the reporting period:

- coaching/mentoring;
- the development of a manager's toolbox;
- HR specific training;
- investigation skills training;
- selection panel training; and
- project work.

A number of agencies noted that they had specific plans to assist HR capability development or that they were currently being developed.

The areas of focus for agencies in the coming period include:

- managing underperformance
- change management
- conflict resolution
- case management
- data analysis and trends
- culture diagnosis
- recruitment and selection
- cross-skilling specialist HR staff to generalist HR tasks
- performance improvement capability for line managers
- business partnering
- client service improvement
- WHS training for managers

SSMO and TTC support the ongoing development of Human Resources and Industrial Relations capabilities, given the important role they have in supporting effective and essential workforce management policies and practices. This has benefits for agencies, employees, officers and the whole-of-the State Service.



## CHAPTER 7 – IMPROVING WORKFORCE MANAGEMENT FRAMEWORKS

Employment Directions relate to the administration of the State Service and employment matters relevant to the *State Service Act 2000*. Practices, Procedures and Standards are to guide agencies in relation to employment management matters. Reviewing the employment framework has been, and continues to be, a priority for the State Service during the reporting period. There have been a number of reviews commenced during this period, and some workplace guidance and Employment Directions have been revised, re-issued or rescinded as noted below.

The focus is to move to a less prescriptive framework, providing agencies with appropriate tools and guidance to allow Heads of Agencies to effectively manage their organisations.

### Re-issued Employment Directions

The following instruments were re-issued during the reporting period:

- *Employment Direction No. 17 - Senior Executive Service and Equivalent Specialist Officers Administrative Arrangements and Conditions of Service* was revised and re-issued during the reporting period; and
- *Practices, Procedures and Standards No. 1- Agency Fixed-term and Casual Employment Registers* was revised and re-issued on 29 October 2014.

### Rescinded Employment Directions and Practices, Procedures and Standards

The following three instruments were rescinded during the reporting period:

- *Employment Direction No. 25 - State Service Vacancy Control Process (SSVCP)* – which was replaced by *Managing Positions in the State Service*;
- *Employment Direction No. 19 - Consultation in the Tasmanian State Service*; and
- *Practices, Procedures and Standards No. 4 - Targeted Voluntary Redundancy* – which was replaced by *Managing Positions in the State Service*.

When Employment Directions and Practices, Procedures and Standards are issued or renewed, agencies are required to implement them within their workforce management policies and practices. Agencies indicated that they have reviewed or revised their policies and practices in light of the changes noted above.

During the reporting period, the Integrity Commission and Auditor-General released a number of reports. These report recommendations are being considered at both whole-of-service and agency-levels to ensure that all requirements are being addressed, including reviewing Employment Directions and or Practices, Procedures and Standards. Where new guidelines and templates are required, SSMO will work with Agencies to develop them.

SSMO last year undertook examination into the use, management and recording of Higher Duties Allowances and More Responsible Duties Allowances. One of the outcomes from this was that Agencies reviewed their relevant practices and improved record keeping and approval practices during the year.

Employment Directions (EDs) are issued by the Minister administering the *State Service Act 2000* under Section 17 of the Act and concern the administration of the State Service and employment matters relevant to that Act. There are currently 25 EDs, which cover a range of employment matters such as determining the requirements for statements of duties, advertising of duties, selection, essential requirements, performance management, workplace diversity and the State Service Principles and Code of Conduct.

Under Section 15(1)(b) of the Act, the Employer can determine Practices, Procedures and Standards in relation to management of, and employment in, the State Service and evaluate their application within agencies.



## CHAPTER 8 – DIVERSITY AND GOOD WORKPLACES

### Building Diversity

A diverse workforce is one where employees bring a range of qualities and experiences and where their needs are supported at the workplace. Diversity in the workplace is good business in that employees and officers can contribute to organisation's goals and productivity by providing key insights of the community and can also provide new ways of working and innovation. Increasing the diversity of the State Service remains a workforce priority, as it supports productive workplaces and reflects the State Service as a fair and equitable employer.

The purpose of *Employment Direction No. 3 – Workplace Diversity* is to assist all State Service Agencies in making arrangements to provide a work environment that is free from discrimination and harassment, and that utilises the diversity of the community it serves in accordance with the State Service Principles (Section 7 - *State Service Act 2000*). Guidelines accompany the ED to assist a Head of Agency to develop a Workplace Diversity Program, and ensure that:

- all Tasmanian and Commonwealth anti-discrimination laws are complied with;
- employment decisions are made taking into account the diversity of the community, the organisational and business goals of the agency and the skills required to perform the relevant duties;
- the diverse background of State Service officers and employees are effectively utilised, taking into account the organisational and business goals of the agency and the skills required to perform the relevant duties;
- people from diverse groups have access to recruitment, promotion, career development and mobility opportunities; and
- officers and employees are supported in balancing their work and family responsibilities.

All Agencies have implemented or renewed their Workplace Diversity Program during the last four years. Activities that were undertaken to support workplace diversity during the reporting period included reviewing flexible work guidelines, participation in Harmony Day, Refugee Week, NAIDOC Week, International Literacy Day, Racism Stops with Me campaign, Multicultural Food Day, Chinese culture and awareness workshops and on-line training in cultural learning.

Selection panel training and advice to managers were noted to be key to increasing diversity in employment. In this respect, one Agency reported that 353 people had participated in online training. Equal employment opportunity, anti-discrimination measures and diversity support were elements noted in training provided across the service to assist in increasing diversity representation across the State Service.

During the reporting period, SSMO conducted research into workforce diversity and the various approaches to supporting inclusive recruitment and employment practices. This has included reviewing academic and Human Resources publications, researching how other jurisdictions and State Service agencies are currently managing and supporting workforce diversity, and analysing the

results of the State Service workforce surveys for the last few years. This research has led to the start of work on a broad diversity framework for the State Service.

### **People with Disabilities**

During the reporting period a number of activities across the State Service have been underway to increase employee awareness of how they can better support their colleagues, and people in the community, with disabilities. For example, initiatives providing entry-level pathways into State Service employment, such as the Graduate Program for People with Disabilities, and the Fixed-term Register for People with Disabilities have continued to be utilised. In addition to this, a number of programs and practices have developed State Service relationships on employment matters with key stakeholder groups, including the Premier's Disability Advisory Council, and Disability Support Networks. Other initiatives undertaken in the reporting period have included providing awareness training to employees and the development (and use) of 'reasonable adjustment guides' in a number of agencies.

### **Youth Employment**

Supporting youth employment is another aspect of the State Service's diversity focus. Graduate Programs, Cadet Programs, Transition to Practice Programs, apprenticeships, traineeships and the creation of entry-level jobs and pathways continue to be used by agencies to support their employment of younger workers and help them to meet the challenges of an ageing workforce. In 2014-15 other initiatives such as participation in school careers days, University of Tasmania's (UTAS) Career Expo, internships in partnership with UTAS and VET work placements, have also continued to be used to engage with young Tasmanians. Participation in International Youth Day, National Youth Week Activities and school work experience placements were also noted as means of relationship-building across the community.

### **Cultural and Linguistic Diversity**

In 2014-15 a range of initiatives were used across the Service to improve support for people from cultural and linguistically diverse backgrounds in the Service, as well as in the community. Most agencies reported that they were providing awareness and information sessions to employees and officers, including cultural and linguistic aspects in selection panel training. Other specific initiatives include the Department of Education's Migrant Education Program, and training conducted by the Australian Institute of Management to assist people from culturally diverse backgrounds at LINC sites.

The Tasmanian Government Work Placement Program, for people from diverse cultural and linguistic backgrounds, has been running since 2003. The aim of the program is to support improved settlement and employment outcomes by helping former humanitarian entrants and recently-arrived migrants gain experience of an Australian workplace in order to improve their skills and confidence, and to help them develop important networks within State and Local Government agencies and organisations. The program also provides the opportunity for host workplaces to experience the benefits of working with people from diverse cultural and linguistic backgrounds. In all, 35 people completed the 2014 program. The participants came from 14 different countries including Afghanistan, Bhutan, Burma, China, DR Congo, El Salvador, Ethiopia, Hong Kong, India, Iran, Korea, Nepal, the Philippines and Thailand. The work placements were in the Departments of Education, Premier and Cabinet, Primary Industries, Parks, Water and the Environment, Health and

Human Services, State Growth and the Audit Office (placements were also arranged for the three Councils and Parliament House). Participants experienced work in policy, administration, community services, environmental protection, fleet services, finance and information systems.

### **Aboriginal and Torres Strait Islander people**

Supporting our Aboriginal and Torres Strait Islander employees and community is another aspect of the State Service's diversity focus. In 2014-15 a range of initiatives were used across the Service to support this focus, such as Department of Education's Aboriginal Training Program for students, and the delivery of their Cultural Understanding Professional Learning module for all teachers to improve cultural competency. Other agencies, such as the Department of Health and Human Services reported that its Ida West Aboriginal Health Scholarship aims to support Aboriginal people who choose to undertake study or training in health and human services-related occupations in Tasmania. The Department of Primary Industries, Parks, Water and the Environment reported that their Working on Country Aboriginal Program (Aboriginal Trainee Ranger), which commenced in 2010, continues to achieve great results. This program involves the Department recruiting identified Aboriginal and Torres Strait Islander people to undertake on-the-job vocational education and training through a Certificate or Diploma in Conservation and Land Management.

### **Women**

Across the State Service, 70.25 per cent of employees are women. There was an ongoing focus on increasing the representation of women at senior levels and in providing appropriate career pathways and development opportunities. Work has also been underway to ensure policies and practices do not provide barriers to participation.

### **Fair, flexible and safe workplaces – workplace behaviour and conduct**

The above section described service-wide and agency-level activities that aim to increase diversity employment and participation in the State Service. Section 7(c) and (i) of the *State Service Act 2000* states that:

- (c) the State Service provides a workplace that is free from discrimination and recognises and utilises the diversity of the community it serves; and
- (i) the State Service provides a fair, flexible, safe and rewarding workplace.

Agencies deliver a range of awareness and training events to ensure that there is equity, respect and flexibility in the workplace, consistent with the State Service Principles and Code of Conduct. Training, development and information for employees in each of the areas listed below have been delivered either face-to-face or online (for example, through induction, manager/supervisor training, selection panel training), across the State Service this year:

- integrity and ethics;
- work health, safety and wellbeing;
- State Service Principles;
- grievance and resolution processes;
- workplace behaviour (and Conduct);

- diversity awareness and inclusion (topics including supporting employment of people with disability, people from cultural and linguistically diverse backgrounds, Aboriginal and Torres Strait Islander people, and women);
- anti-discrimination (including harassment and bullying); and
- supporting employees who are experiencing family violence.

Significant work has also been undertaken during the reporting period to combat discrimination and harassment, including training and support for Workplace Contact Officers, the introduction of e-learning and other training activities and, in one Agency, a Restorative Practices Program. The Agency Survey results also indicated how many people had participated in anti-discrimination, anti-bullying and/or anti-harassment training during the reporting period:

- Training for senior managers - 198
- Training for managers/supervisors - 523
- Training for team leaders - 180
- Training for contact officers - 14
- Training for employees – 3 402

These topic areas are also incorporated into other training and awareness activities, including induction, orientation, manager and supervisor training.

## ADDRESSING CONDUCT MATTERS

Agencies must ensure that there are appropriate mechanisms to address inappropriate conduct.

### Inappropriate Conduct Matters

Agencies are required to take reasonable and appropriate action to address conduct that does not meet the requirements of the State Service Principles. This is addressed through *Employment Direction No. 5 – Procedures for the Investigation and Determination of whether an employee has breached the Code of Conduct*. During the reporting year, ten matters were carried over from 2013-2014 and 39 new investigations commenced across ten Agencies. Thirty-four of these cases resulted in a formal investigation, with reports being provided to the Head of Agencies; 16 matters were sustained, nine were not upheld and nine were unable to be determined as the people involved had resigned prior to determinations being made. Sanctions can be imposed when a breach is determined. Of those matters where a breach was determined sanctions involved two demotions, five terminations and the remainder involved counselling and or formal reprimands. Fifteen matters were carried over into the next year.

### Inability

Four Agencies undertook investigations under *Employment Direction No. 6 – Procedures for the Investigation and Determination of whether an employee is able to efficiently and effectively perform their duties* during the reporting period. One matter was carried over, and 16 new matters commenced. Of these, seven matters were finalised (two resignations, one termination, three matters withdrawn and one matter discontinued). Nine matters were carried over.

## Terminations

There are a number of grounds under which an employee's contract of employment may be terminated, as provided in Section 44(3) of the Act. Terminations during the reporting period were:

- termination of a permanent employee (two employees);
- abandonment of employment (two permanent employees and one fixed-term employee);
- breach of the Code of Conduct (four permanent employees); and
- inability (one permanent employee).

There were no terminations of probationary employees and no terminations following *Employment Direction No. 26 – Managing Performance in the State Service*.

## SUPPORTING EMPLOYEES

*Employment Direction No. 3 – Workplace Diversity* (ED No. 3) requires Agencies to assist employees to balance their work, family and other caring responsibilities effectively by mutually beneficial practices through the provision of a fair, flexible, safe and rewarding workplace (ED No. 3 – Section 6(1)(b) and the Act Section 7(i)). The following sections provide information about measures taken to support employees in the workplace.

### Grievance notifications

Employees are able to lodge information with or notify their Agency if they have grievances or matters requiring resolution. During the reporting period, 116 formal grievances were lodged across agencies. The nature of these grievances covered matters such as work performance, negative workplace behaviour, discrimination/harassment, work-life balance and selection matters. The outcomes of the formal grievances were as follows:

- satisfactorily resolved by agreement - 51
- withdrawn – 8
- upheld - 11
- not sustained – 12
- pending or not resolved – 34.

Resolved grievances required mediation, counselling, additional training and a range of the other measures, including better supervision. Twenty-three grievances concerning bullying/harassment were resolved through agency grievance resolution processes, while two matters were resolved via organisations outside the agency, and another eight matters were unresolved (pending) at the end of the reporting period.

Employees are able to seek resolution of a grievance matter by taking it to an external organisation including the Tasmanian Industrial Commission, the Anti-Discrimination Commission, the Human Rights and Equal Opportunities Commission and the Ombudsman. Forty-six matters were taken to an external organisation, of which nineteen had initially been through the organisation's grievance process. External grievance matters included award classification, termination of employment, status

of employment, management decisions, and breach of award/conditions of employment, discrimination and harassment.

Agencies reported through the Agency Survey that the review and evaluation of their policies and practices will continue to ensure appropriate mechanisms for employees to notify them of workplace grievances and to have matters dealt with fairly and in a reasonable time frame.

### **Supporting employees experiencing Family Violence**

*Employment Direction No. 28 - Family Violence – Workplace Arrangements and Requirements* addresses the resources and support available to employees and officers experiencing family violence. Responses to the Agency Survey reveal that 29 people sought access to personal leave and special leave entitlements during the reporting period as a result of family violence. All applications were supported by the relevant agencies. In addition to the leave entitlements, agencies also reported that they had provided employees experiencing family violence with other supports such as altered work arrangements or referral to the Employee Assistance Program. In addition, across the Service approximately 520 employees and officers were trained to support staff experiencing family violence in 2014-15.

The Training Consortium is finalising an online awareness training program for all State Service employees and officers so that they understand their entitlements under this Employment Direction, and more importantly they know where to seek support should they or a colleague experience family violence.

### **Assisting employees absent from the work place**

*Employment Direction No. 29 – Managing Employees absent from the workplace* aims to emphasise the State Service's commitment to supporting employees who are absent from work because of illness or injury, whether or not the matter is work-related. The objective is to return the ill or injured employee back to their pre-illness/injury position and performance level, with effective support by the organisation. Responses to the Agency Survey show that across 15 Agencies, 508 employees had work-related absences of more than five consecutive days. The number of non-related absences of more than five consecutive days across 18 Agencies was 3 313. A range of full-time and graduated return-to-work programs assisted employees' return to work.

### **Workplace Flexibility**

There are a range of flexible work arrangements available to assist employees to balance their work and life, such as alternative work hours and arrangements, return to work, study leave and work location change. The following details some of the initiatives used by agencies to support their employees' wellbeing and workplace flexibility.

The State Service has two schemes for acquiring additional leave:

- The State Service Purchased Leave Scheme (SSALS) saw a total of 765 permanent and 13 fixed-term employees participating in the scheme during the reporting period (across 15 agencies).

- The State Service Accumulated Leave Scheme is also available to permanent and fixed-term employees, and 98 permanent employees renewed their application to participate in the scheme and 91 new applications from permanent employees were received during the reporting period. 186 people were approved to take SSALS during the period.

Responding to changing employee needs has also seen the development of a Carer's Action Plan (one Agency) and the introduction of dedicated intranet sites with resources and information.

Leave granted for parental reasons is detailed below:

- paid parental or maternity leave – 796 employees (14 Agencies);
- paid adoption leave – one employee (one Agency); and
- unpaid maternity, paternal leave – 520 employees (13 Agencies).

Transition to retirement policies and practices are being developed across a number of agencies and for some it is updating the former phased-in retirement policy or program. SSMO is currently working on a whole-of-service policy as well as guides and templates. It is important that this provides a level of flexibility for both the employee and the organisation to achieve positive outcomes.

### **Study Assistance – supporting employee development**

Eleven Agencies reported that a total of 376 employees received direct study assistance in the form of altered work patterns, study leave and financial assistance. Other support was also reported to enable employees to undertake relevant study. The study discipline areas included accounting, business, law, policy, science, economics, project management, professional writing, and information technology.

### **Working arrangements**

There is a range of flexible work options available to employees, and the part-time workforce is 49.78 per cent or 13 705 people. Employees are able to request changes to their working arrangements in terms of changing from or to part-time and full-time and varying their working hours. Policies and practices across the State Service are underpinned by the State Service Principles and Employment Directions, and the State Service will continue to meet the flexible working arrangements where possible so that individuals and organisations can benefit from this.



## CHAPTER 9 – WORKFORCE MANAGEMENT

This chapter provides information regarding 'Employer' matters, including change of employment status, secondments and job vacancies.

There are employment arrangements maintained to ensure that agencies are able to manage flexible workforces and that are best placed to meet the needs of the Tasmanian community. Fixed-term and casual registers operate to provide a mechanism to fill specific short, fixed-term (including casual) duties that are critical for business or service continuity, and where normal advertising requirements for fixed-term duties under *Employment Direction No. 1: Employment in the State Service* are not practicable or efficient in securing employees at short notice.

Twenty-four Fixed-term/Casual Registers were approved during the reporting period across eight agencies for a range of duties including visitor officers, teachers, allied health professionals, nurses and administrative positions. Secondments provide the opportunity for people to gain additional experience outside their normal roles, and secondments are approved to positions both outside the State Service and into the State Service. During the reporting period, 18 secondments outside the State Service were approved, and six into the State Service were approved.

*Employment Direction No. 1 – Employment in the State Service* and *Employment Direction No. 9 - Change of Employment Status of a Teacher from A Fixed-Term to a Permanent Employee* provide employees and Heads of Agencies the opportunity to request that a fixed-term employee is approved to become a permanent employee without having to go through a merit selection process. These provisions are based on a number of criteria that must be met for the request to be approved by the Director or Deputy Director of SSMO. During the reporting period, SSMO received 188 applications from employees and 35 applications from Heads of Agencies. As a result of these request, 186 individuals transitioned to permanent employment.

There is an ongoing partnership with the University of Tasmania for an internship program. This year nine interns were placed in three agencies and the interns undertook research and policy work on matters relating to heritage, cultural, economics and change management. This successful program continues to provide tertiary students with the opportunity to complement their study with practical work placements.

The number of vacancies advertised on the Jobs Website decreased to 2 007 in the reporting period, compared with 2 399 in 2013-14 and 2 414 in 2012-13. The decrease may be as a result of the MPSS reform activities. A monthly total of 104 378 visits were made to the website on average. SSMO is currently well underway with a project to build a new contemporary Jobs Website that meets high standards of contemporary design and the accessibility needs of its visitors.

The 2015 *People Matter Survey* was also coordinated, managed and delivered by SSMO working with the Victoria Public Sector Commission and the summary results of this Survey can be found in Appendix B. Further information about SSMO is provided in the additional resources section of Appendix A.



## APPENDIX A – RESOURCES/LINKS

### State Service Management Office

The key role of the State Service Management Office (SSMO) is to assist the Premier (as the employer) and the Head of the State Service to achieve the social, economic, cultural and political aims of government through high-quality policy for State Service employment management and development. To achieve this, the office provides policy and services on:

Workforce Management and Relations – employment policy and programs; industrial relations; health, wellbeing and safety; and central vacancy management;

Workforce Development – training, education and development delivered through The Training Consortium (113 events delivered in 2014-2015); and the development of management and leadership programs and strategies; and

Workforce Reform – performance culture and governance arrangements.

### For information about:

State Service legislation – <http://www.dpac.tas.gov.au/divisions/ssmo/legislation>

Employment Directions – [http://www.dpac.tas.gov.au/divisions/ssmo/employment\\_directions](http://www.dpac.tas.gov.au/divisions/ssmo/employment_directions)

Performance Management – [http://www.dpac.tas.gov.au/divisions/ssmo/employment\\_directions](http://www.dpac.tas.gov.au/divisions/ssmo/employment_directions)

Managing Positions in the State Service –  
[http://www.dpac.tas.gov.au/divisions/ssmo/Managing\\_Positions\\_in\\_the\\_State\\_Service](http://www.dpac.tas.gov.au/divisions/ssmo/Managing_Positions_in_the_State_Service)

Work, Health and Safety – [http://www.dpac.tas.gov.au/divisions/ssmo/workplace\\_health\\_and\\_safety](http://www.dpac.tas.gov.au/divisions/ssmo/workplace_health_and_safety)

Senior Executive Service – [http://www.dpac.tas.gov.au/divisions/ssmo/senior\\_executives](http://www.dpac.tas.gov.au/divisions/ssmo/senior_executives)

People Matter Survey – [http://www.dpac.tas.gov.au/divisions/ssmo/people\\_matter\\_survey\\_2015](http://www.dpac.tas.gov.au/divisions/ssmo/people_matter_survey_2015)

Workforce Profile – <http://www.dpac.tas.gov.au/divisions/ssmo>

Publications – <http://www.dpac.tas.gov.au/divisions/ssmo/publications>

Jobs / careers in the State Service – <http://www.jobs.tas.gov.au/>



## APPENDIX B – PEOPLE MATTER SURVEY

### Key Points – People Matter Survey 2015 results

#### Background

- The *People Matter Survey 2015 – the Tasmanian State Survey workforce survey* (the Survey) was open to all State Service employees and officers from 11 to 29 May 2015.
- In 2015, the Survey was delivered by the State Service Management Office (SSMO) in partnership with the Victorian Public Service Commission (VPSC) and Orima Research Pty Ltd.
- The Survey asked employees questions about their experience of work, including topics such as change management, employee engagement, workplace health, safety and wellbeing, job satisfaction and team work.
- A total of 8 380 people participated in the Survey in 2015, providing a response rate of 30.61 per cent for the State Service. A response rate of 30 per cent is considered to be statistically valid for the purposes of actioning findings.

#### A brief summary of the whole-of-service results

- Areas that received high levels of agreement (respondents agreed with the statements presented in the Survey) included individuals' perception of: their behaviour in the workplace; their working relationships with colleagues; and their commitment to working in the State Service.

Survey Question	Tasmanian State Service Strongly agree/agree
<i>My workgroup strives to achieve customer satisfaction</i>	95%
<i>I provide help and support to other people in my workgroup</i>	99%
<i>I receive help and support from other people in my workgroup</i>	95%

- Areas that the results suggest may require improvement at the whole-of-service and agency-level include change management, leadership, and workplace wellbeing. When considered in the context of a number of agencies going through significant long-term changes during the last year, such as restructuring processes, these findings are understandable.

Survey Question	Tasmanian State Service Strongly agree/agree
<i>There is a clear consultation process when change in my organisation is proposed</i>	56%
<i>I am provided with the opportunity to influence changes in my organisation</i>	53%
<i>Senior managers provide clear strategy and direction</i>	64.46%

With reference to these findings, ensuring that employees are provided with support and information through change processes will continue to be a priority for agencies and at the whole-of-service-level. It is also encouraging to see that there are such high levels of support between employees and their colleagues, and that employees have continued to be focused on providing high quality services to the Tasmanian community.

Further information about the 2015 *People Matter Survey* and previous surveys can be found at: [http://www.dpac.tas.gov.au/divisions/ssmo/people\\_matter\\_survey\\_2015](http://www.dpac.tas.gov.au/divisions/ssmo/people_matter_survey_2015).

# 2015

## STATE SERVICE WORKFORCE PROFILE



### WHO WE ARE

As at June 2015 the Tasmanian State Service has a total paid headcount of 27,529 (28,310 in 2014) which equates to 21,736 paid full-time equivalent employees (FTEs) (22,480.29 in 2014)<sup>2</sup>. In total the year 2014-15 saw a total reduction of 744.29 Paid FTEs across the Service.<sup>3</sup>

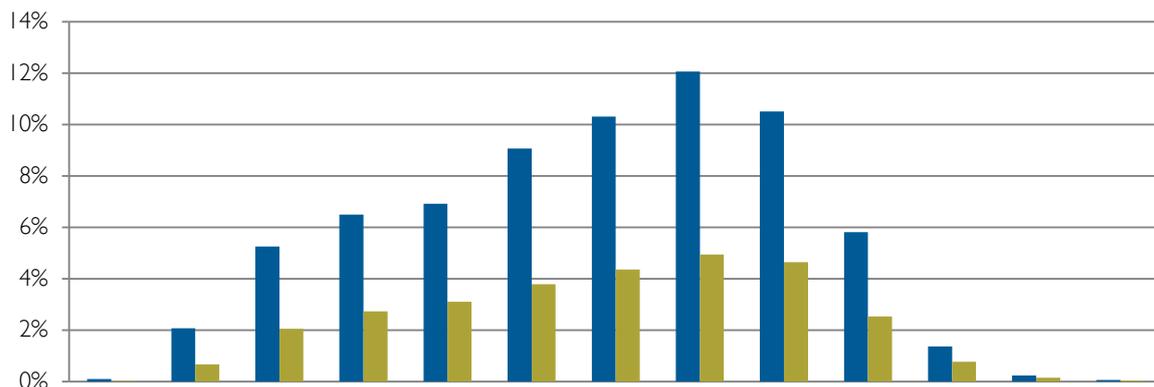
The total number of employees under the age of 30 fell slightly from 2,938 to 2,794 over the year, and the average age of our workforce rose from 45.78 years in 2014 to 45.82 years. For permanent employees, the average length of service rose slightly to 12.46 years from 12.34 years in 2014.

#### Percentage of total Paid Headcount by Employment Status

Our largest employee group continues to be women working in a part-time capacity (42.38 per cent).

Full-time		Part-time	
Female %	Male %	Female %	Male %
27.86	22.29	42.38	7.47

#### Paid Headcount by Age and Gender



	19 and less	20 to 24	25 to 29	30 to 34	35 to 39	40 to 44	45 to 49	50 to 54	55 to 59	60 to 64	65 to 69	70 to 74	75 and over	Total
Female	0.09%	2.07%	5.26%	6.50%	6.92%	9.07%	10.31%	12.06%	10.51%	5.81%	1.36%	0.23%	0.06%	70.25%
Male	0.02%	0.66%	2.04%	2.72%	3.10%	3.79%	4.36%	4.94%	4.65%	2.53%	0.77%	0.14%	0.03%	29.75%

<sup>2</sup> Unless otherwise stated, all totals and averages are based on paid permanent and fixed-term employee numbers, and exclude casual employees.

<sup>3</sup> The Tasmanian State Service Workforce Profile presents information collected through the Workplace Analysis and Collection Application (WACA) system. Treasury reported data on Paid FTEs is collected using different capture rules and requirements, such as rules for calculating casuals.



## WHERE WE WORK

The Department of Education continues to have the largest number of employees at 10 128, while the Macquarie Point Development Corporation has the smallest at nine.

### Paid Headcount by Agency and Employment Category

Agency	Fixed-term	Permanent	Senior Exec	Total
Department of Education	1 909	8 204	15	10 128
Department of Health and Human Services	96	1 671	24	1 791
Department of Justice	58	1 094	21	1 173
Department of Police and Emergency Management	27	796	8	831
Department of Premier and Cabinet	29	353	25	407
Department of Primary Industries, Parks, Water and Environment	74	1 259	15	1 348
Department of State Growth <sup>4</sup>	44	746	26	816
Department of Treasury and Finance	22	252	16	290
Tasmanian Audit Office	13	30	2	45
Integrity Commission of Tasmania	2	11	1	14
Macquarie Point Development Corporation	1	6	2	9
Port Arthur Historic Site Management Authority	18	102	2	122
Tasmanian Health Organisation - North	463	2 620	4	3 087
Tasmanian Health Organisation - South	842	4 010	11	4 863
Tasmanian Health Organisation - North West	288	1 332	3	1 623
TasTAFE	142	719	4	865
The Public Trustee	5	53	2	60
Tourism Tasmania <sup>5</sup>	2	53	2	57
<b>Total</b>	<b>4 035</b>	<b>23 311</b>	<b>183</b>	<b>27 529</b>

### Paid Headcount by Region and Employment Category

Employee numbers reduced across the State by a total paid headcount of 781 (2.84 per cent). The largest reduction of 527 employees occurred in the South (1.91 per cent), and the smallest reduction was on the West Coast with 22 employees leaving the service (0.08 per cent).

Region	Fixed-term	Permanent	Senior Exec	Total
North	1 044	5 821	7	6 872
North West	793	4 246	4	5 043
South	1 896	11 959	169	14 024
South East	258	1 161	3	1 422
West Coast	44	124	-	168
<b>Total</b>	<b>4 035</b>	<b>23 311</b>	<b>183</b>	<b>27 529</b>

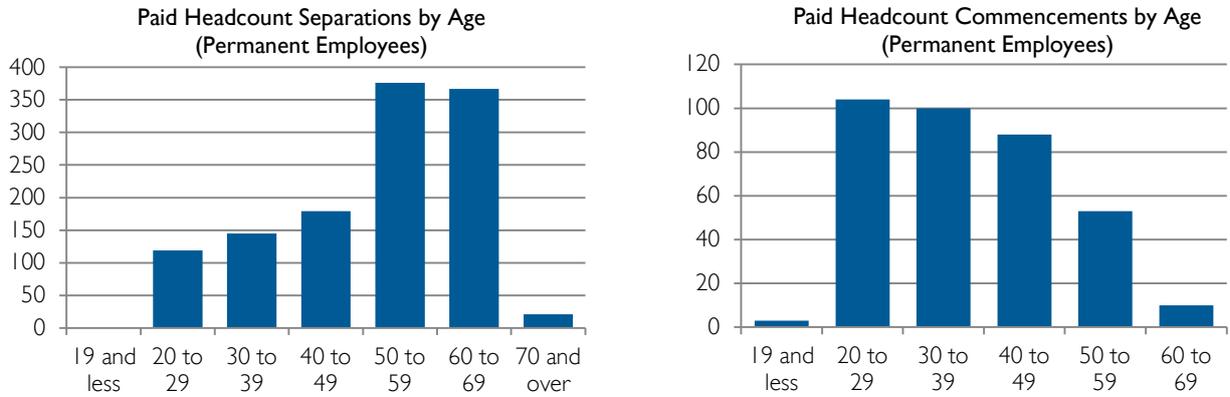
<sup>4</sup> The Department of State Growth was established from 1 July 2014 following the amalgamation of the Department of Economic Development, Tourism and the Arts, and the Department of Infrastructure, Energy and Resources.

<sup>5</sup> Tourism Tasmania was established as a State Authority from 1 July 2014.



## SEPARATIONS AND COMMENCEMENTS

Of the 1 208 permanent employees who left the State Service in 2014-15, a total of 523 (43.29 percent) resigned.



Resignations do not include employees who accepted a Workforce Renewal Incentive Program payment or Voluntary Redundancy package.

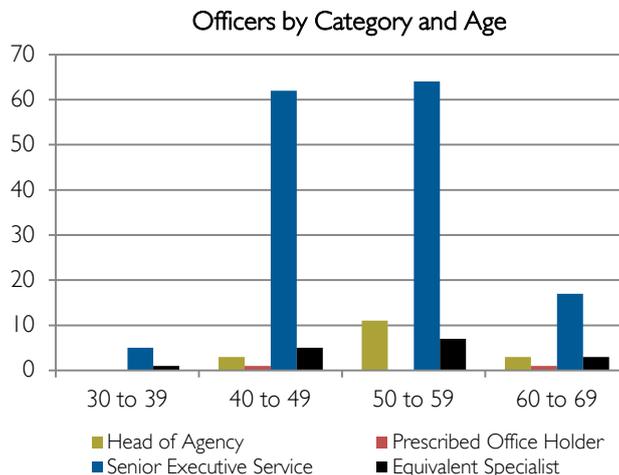


## OFFICERS

An Officer is anyone appointed under Part 6 of the *State Service Act 2000* and includes Heads of Agency, Prescribed Office Holders, members of the Senior Executive Service, and Equivalent Specialists.

At the end of the 2014-15, period there were 17 fewer Officers in the State Service when compared with the previous financial year, the majority of this reduction was in the Senior Executive Service which decreased by a total of 12 during the period.

Type	2015		
	Female	Male	Total
Head of Agency	4	13	17
Prescribed Office Holder	0	2	2
Senior Executive Service	44	104	148
Equivalent Specialist	5	11	16
<b>Total</b>	<b>53</b>	<b>130</b>	<b>183</b>





## MORE INFO

For more information on any of the information contained in this profile, contact the State Service Management Office via email to [ssmo@dpac.tas.gov.au](mailto:ssmo@dpac.tas.gov.au).



## DEFINITIONS

**Paid headcount** is the number of employees and Officers (excluding casuals) engaged and paid as at the reporting date, including employees on paid leave. It excludes employees on Leave Without Pay or on secondment. For example, an employee who works two part-time jobs will be counted as two employees.

**Paid full-time equivalent (FTE)** is the full-time equivalent value of employees and Officers (excluding casuals) who are engaged and paid as at the reporting date. For example, two employees working part-time at a value of 0.5 FTE will equal 1.0 FTE.

**‘Senior Exec’** refers to any Head of Agency, Prescribed Office Holder, member of the Senior Executive Service, or Equivalent Specialist appointed under Part 6 of the *State Service Act 2000*.

### Data Comparisons

The Tasmanian State Service Workforce Profile reflects information collected through the Workplace Analysis and Collection Data Application (WACA) system. WACA figures are a standardised national employee reporting system which is derived from quarterly snapshots of agency payroll data, in accordance with defined reporting standards. Data in the WACA is validated against a set of business rules and translation tables to ensure consistent reporting at a whole-of-service level. WACA data includes only those employees appointed under the *State Service Act 2000* and employed within the agencies and authorities listed in Schedule 1 of that Act.

Please note: For Paid Full-time Equivalent (FTE) reporting. The Tasmanian State Service Workforce Profile presents information collected through the Workplace Analysis and Collection Application (WACA) system. Treasury reported data on Paid FTEs is collected using different capture rules and requirements, such as rules for calculating casuals.



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