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This year has been the first full year operating under the *State Service Act 2000* (SSA) and, as such, this Annual Report represents the first Report to be tabled in Parliament as solely the Report of the State Service Commissioner. Achievements outlined in this Report relate to my statutory functions. As the staff of my Office are administratively part of the Department of Premier and Cabinet, all administrative issues are reported via that Department's Annual Report.

Significant progress has been made, in cooperation with Agencies, on the implementation of the SSA and raising awareness and understanding of the State Service Principles (the Principles). Government policies directed at providing greater job security have been very successful, particularly with the shift in emphasis from fixed-term to permanent employment.

Throughout the course of the year a number of Commissioner's Directions have been developed, reviewed and revised.

Foremost amongst these was Commissioner's Direction No 4 concerning the implementation of workplace diversity. The Direction aims to assist all State Service Agencies in making arrangements to provide for a State Service that is free from discrimination and harassment and which utilises the diversity of the community it serves in accordance with the State Service Principles. A set of guidelines was also released in conjunction with the Direction, to help Agencies embed the principles of workplace diversity in their corporate culture and management systems. The Direction and associated guidelines do not seek to prescribe the most appropriate structure and reporting responsibilities, rather, Agencies are encouraged to implement innovative systems within the broad framework established by the Direction in a manner consistent with the State Service Principles.

During the year a review of Commissioner's Direction No 5 concerning investigation and determination of alleged breaches of the Code of Conduct was undertaken. The main objective of the review and subsequent revision was to streamline the process relating to alleged breaches of the Code of Conduct, particularly relating to the investigation phase, and to more clearly reflect the role of performance management in the overall process.

Upon completion of this review the Commissioner's Direction relating to investigation and determination of alleged inability to perform duties was revised to align the processes used to investigate and determine inability cases with those used for breaches of the Code of Conduct. The Direction has recently been circulated to Agencies and public sector unions for comment and a revised version will be released following the completion of this process.

A new Commissioner's Direction relating to performance management has been developed and widely circulated to Agencies and public sector unions for comment. The Direction and associated guidelines will be released in the near future.

In the coming year it is my intention to revise and review Commissioner's Direction No 1 Employment in the State Service. I envisage this as a complex but vital review as this Direction prescribes the legal requirements associated with many aspects of State Service employment and, in the period since the Direction was released, a number of issues have emerged in its implementation. As with the Directions reviewed this year, the process will involve extensive consultation with both Agencies and public sector unions.

During the course of the year my Office has undertaken extensive work on establishing a review and evaluation framework to enable me to undertake a number of my statutory functions. To this end, a survey instrument has been developed which was circulated to Agencies seeking information on a range of topics concerning the State Service Principles. Aggregate information from this survey has been included (in rudimentary form) in this Report. I envisage this information will be progressively built on in the future to form the basis for an annual review of Agency practices and procedures. In addition to this, an ongoing three year program will be designed that will identify particular areas for more detailed evaluation each year. Such areas for evaluation will include the operation of performance management systems within Agencies, the management of workplace diversity and family friendly work practices. I wish to formally acknowledge my appreciation of Agencies' prompt and detailed responses to the survey.

Over the course of the year a number of ethics seminars were facilitated by my office in collaboration with Professor Jeff Malpas, Head of the School of Philosophy at the University of Tasmania and Director of the University Centre for Applied Philosophy and Ethics. These seminars focussed on awareness and understanding of the State Service Principles and were presented to Heads of Agency, Deputy Secretaries and senior executives. Feedback from these sessions has been very positive and as such work is underway to present similar sessions at all levels of the State Service.

As part of an ongoing focus on developing consultative forums, this year has seen significant modifications to the form and role of the State Service Commissioner's Advisory Group (SSCAG) with a view to developing the group as a forum for high-level discussion and decision-making. Representatives from my office also continue to participate in the regular Human Resource Managers' meetings organised

by Agencies. In the year ahead I would like to broaden this consultative framework considerably through the establishment of two new initiatives.

In the first place, I am looking to establish a forum that will bring together Heads of Agency and senior executives for informal discussions on a range of issues of interest or concern primarily relating to public sector administration and management. I envisage this forum will serve an educative purpose through presentations from guest speakers but will also provide a vehicle for informal peer discussions amongst this group. The feedback to date on this proposal has been overwhelmingly positive and I look forward to commencing the program in the near future.

In the second place, I am looking to establish more formal consultations between my Office and public sector unions. Historically, consultation with unions has occurred on an ad hoc issue-specific basis. It is my intention to meet regularly with representatives from unions to enable consultation on matters relating to the application of the State Services Principles and my statutory functions. In doing so I hope to raise mutual awareness of State Service management and employment issues and provide a structured forum for discussion.

The Training Consortium, staffed by a unit within my Office, has built significantly on its past successes this year and continues to offer an innovative and varied range of training opportunities for staff at all levels of the State Service. With the appointment of a Business Development Manager earlier this year the Training Consortium has further diversified the range of training opportunities it provides and continues

to attract strong attendances. Particular successes this year have been the numerous workplace diversity presentations given by Duncan Smith, principal with ADC Consulting, and the informative and entertaining range of speakers The Training Consortium continues to attract to its Leadership in Action series. Speakers of particular note this year have included Professor Theodore Lowi, Dr. John Hewson and Mr Richard Butler.

This year has seen my office focus particularly on my role under the SSA to ensure that employment decisions are based on merit. Merit is identified as one of the State Service Principles and is central to the ideas and values underpinning the SSA. As State Service Commissioner, I have a responsibility to ensure members of the community have access to employment opportunities within the State Service. In order to uphold this responsibility I am increasingly requiring Agencies to open employment opportunities to as many potential applicants as possible. In order to ensure the merit principle is upheld it has been, and will continue to be, my practice to view any requests to impose restrictions on appointment to the State Service increasingly critically, to ensure potential applicants are not being unnecessarily or unfairly excluded from applying for State Service employment opportunities.

Finally, I would like to thank all the staff of my Office for their enthusiastic and diligent work throughout the past year. I would also like to record my appreciation for the assistance and support received from the Department of Premier and Cabinet, Office of Industrial Relations and for the contribution of Agency representatives on the SSCAG and Human Resources Managers Forum.

Greg Vines
State Service Commissioner
November 2002

Introduction

The Office of the State Service Commissioner (OSSC) has, over the past twelve months, developed a strategic plan which:

- plans our direction;
- sets our targets;
- assesses our performance; and
- finds ways and means of improving our results.

The Strategic Plan is a working document designed to be sufficiently flexible to accommodate emerging issues and changing priorities. In order to ensure the currency of the plan it is reviewed regularly by the management team.

This Annual Report will report on achievements that have previously been identified via the strategic planning process and the vision, mission, challenges and values that the Office aims to achieve.

Our Vision

Our vision is to take a leading role in developing a highly professional, competent, equitable and ethical State Service that responds to the present and future needs of the Tasmanian Government and community.

We see the State Service as being responsive to the policy setting of Government and to the changing needs of the community. It will be apolitical, performance oriented, demonstrating a high level of leadership and management capability directed towards delivering services in an independent, impartial manner and demonstrating the highest level of integrity and ethical conduct.

Our Mission

Our mission is to facilitate the development of the State Service through the provision of strategic direction and leadership for State Service management and employment.

Our Challenge

Our challenge is to facilitate the most innovative, flexible, exciting and progressive State Service in Australia to the satisfaction of the Government, the employees and the community.

Our Values

Our key organisational values are:

- a strategic and proactive approach;
- professionalism, efficiency and excellence;
- supportive leadership through promoting participation, personal development and acknowledgment of achievement;
- recognition of the importance of the development, health and welfare of our people;
- a service culture in the provision of external and internal services; and
- a focus on continuous improvement.

We uphold the following values:

- personal integrity, responsibility and commitment to openness;
- learning, collaboration and flexibility;
- respect for others;
- a commitment to equity and diversity;
- excellence in client service;
- fairness and impartiality; and
- performing duties in a professional manner.

What We Do

Our purpose is to provide leadership in the management of the State Service to facilitate the efficient, effective and ethical delivery of services in a way that respects the rights of employees and citizens of the Tasmanian community.

Factors That Will Ensure Our Success

We have determined that the following factors are indicators of our success:

- independent statutory responsibilities are delivered in accordance with the provisions of the *State Service Act 2000*;
- relevant Government policies are effectively implemented;
- advice and information are accurate, consistent and timely;
- advice is objective and has regard for stated Government priorities;
- key milestones set by the Government are met;
- responses to requests are appropriate and addressed courteously;
- information provided is easily understood and comprehensive and a reasonable time is allowed for responses to our requests; and
- suitable working conditions are provided to enable job satisfaction.

Outputs

The Office of the State Service Commissioner achieves its Mission through working closely with agencies in delivering the following outputs:

1. ensuring adherence to the State Service Principles and Code of Conduct by undertaking reviews, investigations and determinations, and promoting ethics and workplace diversity;
2. determining practices, procedures and standards in relation to the management of, and employment in, the State Service and to evaluate their application within Agencies;
3. providing advice to:
 - the Minister to inform policy on the State Service and on how it can communicate its policy agenda; and
 - Heads of Agency and managers on strategic people management;
4. facilitating and supporting quality people-management and organisational performance, including through sharing information and learning from good practice;
5. facilitating and providing Service-wide development and training to meet current and emerging needs;
6. evaluating and reporting on the performance of the State Service through the Annual Report and the collection, analysis and reporting of demographic information.

Role and Functions

Section 17 of the SSA states there is to be a State Service Commissioner. The principal powers and functions of the State Service Commissioner (the Commissioner) are set out in Part 5 of the Act. Other powers and functions of the Commissioner are contained in specific sections of the Act. A summary of all provisions relating to the role and functions of the Commissioner is provided below.

The State Service Commissioner is an independent statutory office whose powers and functions are to:

- uphold, promote and ensure adherence to the State Service Principles;
- determine and evaluate the application of management and employment practices, procedures and standards in Agencies;
- provide advice to the Minister on any matter relating to the State Service;
- assist Heads of Agency in the implementation of the State Service Principles and the Code of Conduct and evaluate their implementation within Agencies;
- investigate and determine alleged breaches of the Code of Conduct;
- investigate and determine whether employees are able to efficiently and effectively perform their duties;
- undertake reviews of any State Service action;
- develop principles and standards for assisting Heads of Agency in evaluating employees' performance;
- develop and coordinate training, education and development programs;
- develop and implement recruitment programs;
- develop classification standards and procedures for application by Heads of Agency, or, where no standard has been developed, to approve the assignment of classifications;
- determine qualifications and other requirements for employment;
- determine which duties are of a senior executive or equivalent specialist nature;
- at the request of the Minister, investigate any matter relating to the administration of the State Service; and
- conduct such investigations as are necessary for the purposes of the Act.

The Commissioner may issue binding Directions on any matter relating to the Commissioner's functions. The Commissioner has the power to direct Heads of Agency in the exercise of their management and employment functions. Decisions arising from the determination of Reviews are also binding and final. In the exercise of the functions of the office, the Commissioner is required to act according to equity and good conscience and is afforded the same protection as a judge of the Supreme Court.

The Commissioner is appointed by the Governor and reports to Parliament. The Commissioner's appointment may only be terminated by a vote of both Houses of Parliament.

Legislative Framework

The SSA was introduced on 1 May 2001, replacing the *Tasmanian State Service Act 1984*. The SSA is less prescriptive and offers greater flexibility in its provisions than the 1984 Act and is designed as enabling legislation, supplemented by Regulations, Ministerial Directions and Determinations, Commissioner's Directions and Advices. Many of the issues previously prescribed by regulations are now covered in Ministerial Directions and will ultimately be moved into the relevant industrial awards and agreements.

Commissioner's Directions

Commissioner's Directions are binding documents issued by the Commissioner. Commissioner's Directions cover matters relating to the Commissioner's duties and functions under the SSA.

Currently there are 11 Commissioner's Directions. These are:

- Employment in the State Service;
- State Service Principles;
- Workplace Diversity;
- Breaches of the Code of Conduct;
- Inability to Perform Duties;
- Review of State Service Actions;
- Suspension;
- Pre-employment Checks;
- Redeployment;
- Retirement Benefits Fund Board Exemptions; and
- No Paid Smoking Breaks.

All current Commissioner's Directions are available from the OSSC's website: www.osscc.tas.gov.au

Commissioners' Directions may be accompanied by a set of guidelines. These guidelines are not binding but are aimed at providing assistance in the practical implementation of the Commissioner's Direction to which they refer.

In the past year, substantial work has been done to review and revise a number of Commissioner's Directions. This has included the release of a revised Commissioner's Direction No 5 *Procedures for Investigation and Determination of Alleged Breaches of the Code of Conduct* and revision of Commissioner's Direction No 6 *Procedures for Investigation and Determination into Alleged Inability to Perform Duties*, which is currently being circulated for consultation.

In addition, two new Commissioner's Directions were released. These were Commissioner's Direction No 13 *Standards for the Implementation of No Paid Smoking Breaks* in April 2002 and Commissioner's Direction No 3 *Workplace Diversity* in May 2002. The Workplace Diversity Direction was accompanied by a set of guidelines designed to assist Agencies in implementing a workplace diversity program. A draft Commissioner's Direction No 4 *Performance Management* has been circulated to State Service Agencies and public sector unions for consultation and comment prior to issuing a final direction.

Ministerial Directions

Ministerial Directions relate to the administration of the State Service and incorporate many issues that were previously prescribed in regulations.

Currently there are seven Ministerial Directions concerning the following matters:

- Administration;
- Work Arrangements and Leave;
- Teaching Service Federal Award;
- TAFE Teachers Federal Award;
- Fire Service Federal Award;
- Nurses Federal Award; and
- Transport Federal Award.

In the past year the Premier has approved several amendments to Ministerial Directions. Ministerial Direction No 2 *Work Arrangements and Leave* was varied to provide paid adoption leave to State Service employees who are to be the primary carer of an adopted child. Paid adoption leave is available for a period of 6 weeks in accordance with an approved framework.

The Premier also approved an amendment to Ministerial Direction No 1 *Administration* to enable State Service employees required to undertake a course of study as a condition of their employment to make application to their Head of Agency for reimbursement of the Higher Education Contribution Scheme contribution.

Ministerial Determinations

Section 38(1) of the SSA provides that an employee's terms and conditions of employment are to be those specified in the award under which they are engaged. In the event that no such award is in force, the Minister is empowered to determine the terms and conditions of employment.

To date, only one Ministerial Determination has been issued specifying the allowances payable with respect to appointment, promotion or assignment of duties.

Ministerial Determinations are binding on all State Service employees and officers.

Public Interest Disclosures Act 2002

The new *Public Interest Disclosures Act 2002* received Royal Assent on 25 June 2002, but is yet to be proclaimed. Under the Act, the State Service Commissioner is given responsibility for dealing with any disclosed issue that may constitute a breach of the Code of Conduct. The Commissioner is able to refer disclosures to either an Agency or the Ombudsman and, in turn, can have disclosures referred to him from these areas. The aim of the new legislation is to create an efficient process by which disclosures made by "whistleblowers" can effectively be investigated.

Support for the State Service Commissioner

OSSC Office Structure

The SSA provides for the State Service Commissioner to make arrangements with the Secretary of the Department of Premier and Cabinet for State Service officers and employees to be made available to the Commissioner.

Office of the State Service Commissioner Staff

	As at 30 June 2001	As at 30 June 2002
Permanent Employees	14	15
Officers	1	1
Fixed-term Employees	0	2

There are currently 16 fully funded positions allocated to the OSSC. This includes one senior executive and 15 employees. Two additional fixed-term employees are also currently allocated to the Office (one trainee and one Graduate Research Officer). There has been no increase or decrease in fully funded positions since last financial year when the Office was established, although some vacant positions have been filled during this time.

There are two principal areas of activity that the staff of the OSSC undertake to support the State Service Commissioner:

- Policy and Development; and
- Evaluation and Review.

The Policy and Development Unit is responsible for assisting and providing advice to the Commissioner on a range of matters that include:

- promotion and advice on the State Service Principles;
- provision of advice for the employer;
- development of Commissioner's Directions and Advices;
- policy development and advice relating to the Commissioner's functions;
- development and coordination of training, education and development programs for the State Service; and
- public notification.

The Evaluation and Review Unit is responsible for assisting and providing advice to the Commissioner on a range of matters including:

- evaluating employment and management practices within Agencies;

- providing advice in relation to breaches of the Code of Conduct, internal grievance procedures and evaluating compliance with the Code of Conduct;
- undertaking reviews of State Service actions; and
- direct selections, conversions, transfer, inability and suspension applications.

The OSSC is located on Level 2 (Evaluation and Review Unit) and Level 9 (Policy and Development Unit and Executive) of 144-148 Macquarie St, Hobart. Postal address is GPO Box 621, Hobart 7001. Internet site www.osscc.tas.gov.au. Email osscc@dpac.tas.gov.au

OSSC Staff Training

OSSC staff participated in a number of development sessions during the year designed to increase levels of awareness and understanding on relevant and emerging issues. The framework for this program was developed in consultation with staff to ensure identified development needs were addressed.

Sessions, using facilitators both internal and external to the State Service, covered such areas as:

- Legal Opinions;
- Organisational Design;
- Corporate Planning;
- Indigenous Affairs Awareness;
- Introduction to Project Management; and
- Emotional Intelligence.

The SSA introduced a set of State Service Principles that provide an overarching statement of principle as to both the nature and operation of the State Service and the expectations of those who work within it. Under the SSA employment is focussed on principles and upholding the State Service Principles is linked to the Code of Conduct. Whilst many of these principles have been implicit in expectations of managers and staff in the past, it is seen as important to enunciate them in a much more explicit manner.

The State Service Principles ensure we have effectively managed workplaces, providing opportunities for employees based on equity and fairness, and delivering a high standard of services to the Government and community. Under the SSA, the OSSC has a duty to promote these Principles to all employees and Officers.

The Principles cover four general areas:

- diversity and equity
- merit and employment
- ethics and accountability
- provision of services

The full list of the Principles can be found at Section 7 in the SSA.

Heads of Agency must uphold, promote and comply with the State Service Principles and all decisions made and actions taken must be consistent with the Principles. All State Service employees and officers are required to uphold the Principles.

All Agencies were requested to provide information as to the measures that have been put in place to ensure their promotion. Agencies have reported that the following measures have been put in place:

- ensure the State Service Principles are incorporated into induction processes;
- promotion of the OSSC website to employees via intranet links;
- provide relevant documentation;
- provide newsletters;
- hard copies of documentation in work areas;
- include the Principles in Statements of Duties and letters of appointment; and
- reference in Agency documentation such as handbooks.

Overall, Agencies reported between five percent and one hundred percent of employees have participated in activities to promote the Principles, such as presentations, information sessions and other activities. Across Agencies the average employee participation rate in such activities was 59 percent.

Ethics

Since the introduction of the SSA in May 2001, the Office has undertaken extensive work to promote the State Service Principles throughout the State Service.

Throughout this year staff from the Office have worked closely with Professor Jeff Malpas, Head of the School of Philosophy at the University of Tasmania and Director of the University Centre for Applied Philosophy and Ethics.

Professor Malpas has conducted a number of presentations and workshops on the State Service Principles and ethics involving Heads of Agency, Deputy Secretaries and other senior executives, with the aim of raising the level of awareness and understanding of the Principles amongst these groups.

Professor Malpas has recently met with several senior executives from across the State Service who participated in the original workshops to discuss a number of issues. As a result of these discussions, work is underway to develop a series of regular forums and discussions for Heads of Agency and senior executives. The purpose of these forums will be to provide an opportunity for informal discussion on a range of issues particularly related to public sector administration and management. It is intended that the presentations will attract high-level speakers who are challenging and informative and that the forums will offer participants professional development opportunities in addition to informal peer discussions.

Following on from the initial presentations, staff have continued to liaise and work with Professor Malpas to develop and implement an ongoing program to ensure awareness of the State Service Principles and broader ethical issues at all levels of the State Service.

Staff have already commenced work with Professor Malpas to plan a program of information sessions for the coming year, which will focus on the State Service Principles and the broader ethical framework within which the State Service operates. To this end, work is underway to organise a number of interactive programs targeted at the manager/supervisor level which will be designed to facilitate general awareness of these issues and ensure that this information is available to employees at all levels of the State Service. The focus of these sessions will be on what it means to work within a set of principles rather than to a set of rules.

Merit and Opportunity

The State Service is a public service:

- in which employment decisions are based on merit;
- which utilises the diversity of the community;
- that promotes equity in employment; and
- where a reasonable opportunity is provided to members of the community to apply for State Service employment.

Employment decisions must be based on merit and made in accordance with Commissioner's Directions.

Subsection 7(2) of the SSA provides that a decision relating to appointment or promotion is based on merit if:

- an assessment is made of the relative suitability of the candidates for the duties;
- the assessment is based on the relationship between the candidates' work-related qualities and the work-related qualities genuinely required for the duties;
- the assessment focuses on the relative capacity of the candidates to achieve outcomes related to the duties; and
- the assessment is the primary consideration in making the decision.

In accordance with the application of merit, all Agencies are required to advertise permanent positions. Responding Agencies reported a total of 1,731 permanent positions advertised for the period 2001-2002 financial year.

The number of advertised permanent positions filled in the

seven Agencies that responded to this question was 803. Of these, 536 were filled by existing Agency employees, a further 50 by employees from elsewhere in the State Service and 217 by people external to the State Service.

Promotions Without Advertising

Section 40 of the SSA allows Heads of Agency to make a request to the State Service Commissioner to promote an employee without advertising the duties. For the State Service Commissioner to consider a request for promotion without advertising, certain conditions will usually apply, such as:

- a major restructure has taken place in an Agency; or
- an employee has been performing the relevant duties for in excess of 12 months, was selected on merit to perform those duties following advertisement in the Gazette, and meets all the requirements for the performance of the duties; or
- the duties are varied such that the essential nature of the assignment of duties is the same but the outcome is a higher classification level, and the employee performing those duties meets all of the requirements for their performance; or
- duties require a high degree of specialist knowledge or skill not otherwise available from within the State Service or the labour market.

These circumstances represent a minimum requirement for the Commissioner to consider a request for promotion without advertising. Each request will be considered on its merits and the fulfilment of the above conditions will not necessarily result in the approval of a request for promotion without advertising.

Statistical information relating to promotions without advertising for the period 1 July 2001 to 30 June 2002 is set out in the following table.

Promotions Without Advertising (Direct Selections) 1 July 2001 to 30 June 2002

Agency	Received	Approved	Not Approved
Department of Education	46	39	7
Department of Health and Human Services	60	41	19
Department of Primary Industries, Water and Environment	3	2	1
Department of Police and Public Safety	6	6	-
Department of Justice and Industrial Relations	5	5	-
Department of State Development	3	2	1
Department of Infrastructure, Energy and Resources	11	8	3
Department of Premier and Cabinet	4	4	-
Department of Treasury and Finance	2	2	-
Public Trustee Office	1	1	-
TAFE	7	7	-
Tasmanian Fire Service	1	1	-
TOTAL	149	118	31

Employment Portal (Job Site) www.jobs.tas.gov.au

The jobs.tas.gov.au employment portal supports the State Service Commissioner’s merit protection role by upholding, promoting and ensuring adherence to the following Principles:

- the State Service is a public service in which employment decisions are based on merit;

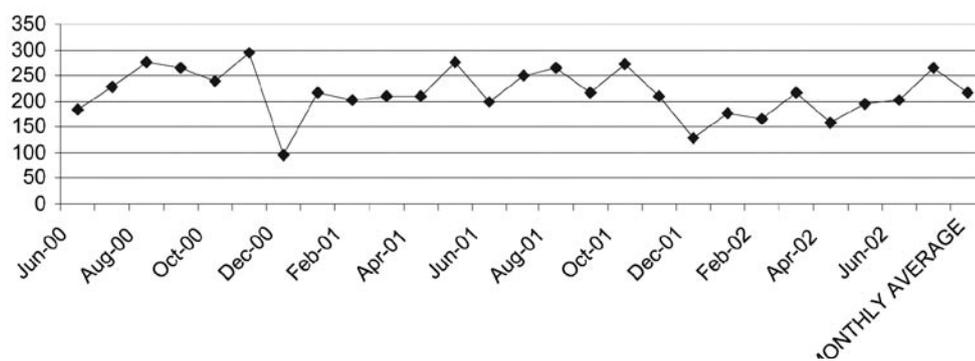
- the State Service provides a reasonable opportunity to members of the community to apply for State Service employment.

The number of jobs advertised by agencies for the period was as follows:

Agency	Vacancy Advertisements 1 July 2000 to 30 June 2001	Vacancy Advertisements 1 July 2001 to 30 June 2002
Department of Education	521	363
Department of Health and Human Services	1318	1119
Department of Infrastructure, Energy and Resources	144	140
Department of Justice and Industrial Relations	83	83
Department of Police and Public Safety	57	63
Department of Premier and Cabinet	47	64
Department of Primary Industries, Water and Environment	337	279
Department of State Development	62	116
Department of Treasury and Finance	107	88
Port Arthur Historic Site Management Authority	0	8
Tasmanian Audit Office	15	10
TAFE Tasmania	14	117
Tasmanian Grain Elevators Board	1	0
The Public Trustee	10	7
Total	2716	2457

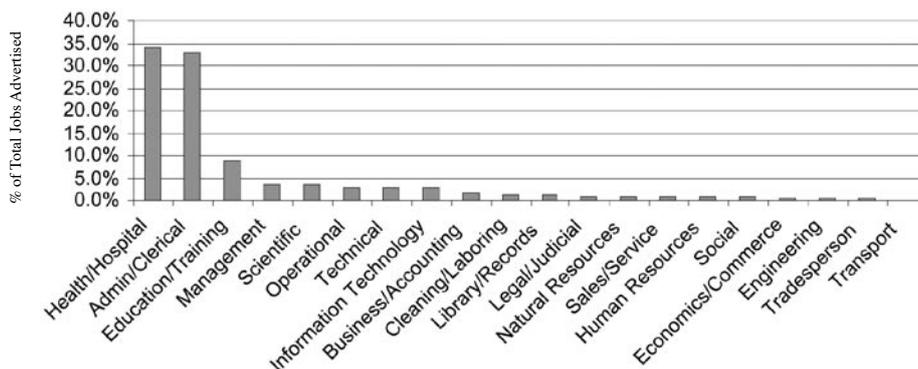
The site has averaged 553,000 requests each month, which correlates to about 222,000 pages being viewed per month and an average of about 31,400 job kits being downloaded each month.

Total Number of Vacancy Advertisements



The types of vacancies are as follows:

Vacancy Type



Over the past 12 months the job site has been redeveloped and this work is nearing completion. The new site will be launched in August 2002.

The redeveloped site will include a number of new features:

- user-configurable email notification system. This will allow members of the public to be informed via email when new vacancies are posted on the site;
- specialist marketing area for Agency and whole-of-government use;
- pages that will highlight the presence and procedure for the use of fixed-term employment registers;
- staff movements and appointments without advertising notices will now be included on the site;
- automated compilation and delivery of vacancy notices to the Printing Authority of Tasmania for the State Service Notices Section of the Tasmanian Government Gazette and advertising contractor for print media, journals and website;
- automatic jobs kit delivery mechanisms; and
- text formatting facilities.

The site will seamlessly integrate unique branding, intuitive design and up-to-date content to provide one of the most popular web sites within the Tasmanian State Service.

The *jobs.tas* site redevelopment and the ongoing maintenance of the site is funded by all Agencies through a user-pays model that is coordinated through OSSC.

Conversion of Fixed-term employees to Permanent Status

Conversion is a process whereby a fixed-term employee has their employment status changed from fixed term to permanent.

Section 37(4) of the SSA authorises the Minister, on the recommendation of the State Service Commissioner, to change the status of an employee from a fixed-term employee to a permanent employee. Requests for conversion must be submitted to the relevant Head of Agency.

The Head of Agency is to indicate whether he or she supports the request for conversion and should only indicate support if:

- the employee is a participant in a State Service recruitment program approved by the Commissioner; or
- the employee was selected to perform the duties on merit, through recruitment procedures approved by the Commissioner, following advertising of those duties in the Gazette; and
- the employee possesses all necessary prerequisites to become a permanent employee; and
- the Head of Agency certifies that the employee who is to be made permanent is unlikely to be made available for redeployment; and
- the Head of Agency certifies that sufficient funding is available for the employee's permanent employment.

Recommendations for conversion from fixed-term to permanent status are normally only made by the Commissioner at a base-grade level and only in exceptional circumstances will the Commissioner recommend conversion of fixed-term employees who have been employed for less than 12 months.

As with direct selections these conditions represent a minimum and their fulfilment does not automatically guarantee the Commissioner's recommendation.

Applications for conversion from fixed-term to permanent employment status 1 July 2001 to 30 June 2002

AGENCY	RECEIVED	APPROVED	NOT APPROVED	BEING PROCESSED
Department of Education	580	554	-	26
Department of Health and Human Services	94	54	9	31
Department of Primary Industries, Water and Environment	33	22	4	7
Department of Police and Public Safety	10	6	1	3
Department of Justice and Industrial Relations	6	5	-	1
Department of State Development	3	3	-	-
Department of Infrastructure Energy and Resources	2	2	-	-
Department of Premier and Cabinet	1	1	-	-
Port Arthur Historic Site Management Authority	20	-	-	20
TOTAL	749	647	14	88

Diversity and Equity

The Tasmanian State Service recognises the importance of encouraging a diverse workforce and a range of initiatives have been put in place in the period 1 July 2001 to 30 June 2002.

Commissioner's Direction on Workplace Diversity

In March 2002, the State Service Commissioner issued a Direction to assist all State Service Agencies in making arrangements to provide for a State Service that is free from discrimination and harassment and that utilises the diversity of the community it serves in accordance with the State Service Principles. The State Service Principles provide for a State Service that is free from discrimination and harassment and recognises and utilises the diversity of the community it serves. In accordance with Commissioner's Direction No 3 – *Workplace Diversity*, all Agencies are required to have a workplace diversity program.

The Direction and associated guidelines relate to the implementation, evaluation and review of workplace diversity programs in State Service Agencies.

The Direction sets out the minimum requirements an Agency must implement in its workplace diversity programs and the required reporting arrangements. The guidelines are designed to assist Agencies meet their statutory obligation to develop a workplace diversity program and to help them embed the principles of workplace diversity in their corporate culture and management systems.

Agencies are currently in the process of developing their workplace diversity programs. To assist Agencies in the implementation of innovative workplace diversity programs and practices, Mr Duncan Smith of ADC Associates was engaged to present a series of workshops and seminars on managing workplace diversity.

Presentations were made to Heads of Agency, the State Service Commissioner's Advisory Group, human resource managers and practitioners and unions and a series of workshops have been held for general staff.

Nine out of ten respondents report having a workplace diversity program in place. Due to the recent release of the Commissioner's Direction and guidelines, Agency programs vary in their stage of development. Of these Agencies, four report establishing networks/committees/groups specifically to address diversity issues within the Agency. One Agency reports providing presentations to all Divisions of the Agency seeking employee input into the development of the Agency workplace diversity plan, while other Agencies report using presentations as a communication tool. The number of Agencies reporting that they had a documented policy addressing workplace diversity was eight.

Aboriginal and Torres Strait Islander Employment in the State Service

Aboriginal and Torres Strait Islander people are considered to be a related group who experience employment disadvantage.

The Commissioner has a role to recognise and address on a whole of service level the employment related issues including low representation, discrimination and disadvantage for Aboriginal and Torres Strait Islander people within the Tasmanian State Service.

In 1993, an agreement was developed between the Federal and State Governments to implement the Aboriginal and Torres Strait Islander Employment and Career Development Strategy. Aboriginal Employment Policy Guidelines were developed and released in 1998 to form an interface between the strategy and employment practice within the State Service.

A critical element of the Aboriginal employment strategy is the fixed-term Aboriginal Employment Register. This register has been approved by the Commissioner and is maintained by the Office of Aboriginal Affairs. This register is used to fill a range of fixed-term vacancies within the State Service.

The Federal Government in July 1999 released its Indigenous Employment Policy (IEP) and a Structured Training and Employment Program was negotiated between the State and Federal Governments.

The IEP prompted a review of the Aboriginal Employment Policy Guidelines and this was undertaken in November 2001. The recommendations of this review are currently being used to redevelop the Guidelines.

Tasmania *Together* Goal 10, Standard 2.2 specifies the number of Aboriginal people employed in the State Service as an indicator to measure the participation of Aboriginal people in the processes of government. The target for this indicator is to be set by 2003.

Youth Recruitment Strategy

Initiatives to assist people under 25 years of age to obtain employment within the State Service were continued following the success of previous years.

In 2001-2002, the Government allocated \$300,000 to provide part funding for 94 traineeship placements, 9 graduate recruitment placements and 3 cadet placements for young people as part of the youth recruitment strategy.

State Service Agencies set themselves a target of recruiting 536 people under 25 for the 2001-2002 financial year. The majority of Agencies achieved or exceeded their youth recruitment target levels by the end of the financial year.

Tasmania *Together* establishes benchmarks for employment of people under 29 in the State Service. Goal 15 indicator 1.1 specifies that by 2005 Tasmania should achieve parity with other states in this respect.

Family Friendly Employment Practices

The Tasmanian Government remains committed to a State Service that offers family friendly employment practices. As part of the State Service Wages Agreement 2001 and related agreements, a number of family friendly initiatives were introduced including the introduction of paid maternity leave. The Agreements also recognised the value of family friendly work practices such as the State Service Accumulated Leave Scheme, part-time employment and parental leave. In addition to these initiatives, over the past year the Government has introduced paid adoption leave and the State Service Commissioner has issued a Direction on Workplace Diversity.

Agencies report that they undertake the following activities to promote family friendly employment practices:

- provision of work/family balance policies and guidelines;
- availability of part time work;
- availability of job sharing;
- availability of flextime;
- provision of working from home opportunities;
- promotion of the State Service Accumulated Leave Scheme; and
- individually agreed work arrangements.

The majority of Agencies report policies on family friendly work practices were developed through broad consultation with staff, and implementation is negotiated at the individual employee level. Agencies report communication of policies on family friendly work practices to employees has occurred via:

- Agency intranets;
- seminars and presentations;
- inclusion in induction programs;
- human resources (HR) newsletters;
- emails to all employees;
- documentation in HR handbooks; and
- staff meetings.

Part-time work

All Agencies responding to the survey report they are supportive of employees who wish to work part-time. While not all Agencies have a formal policy regarding part-time work, all respondents report they are willing to consider requests on an individual basis.

For the 2001-2002 financial year, Agencies responding to the survey report placing 637 advertisements for part-time positions. A further 384 existing employees elected to reduce their hours and, as at 30 June 2002, responding Agencies report 8,429 employees work part-time.

State Service Accumulated Leave Scheme (SSALS)

Agencies responding to the survey reported that, for the 2001-2002 financial year, 23 new applications were made by employees to participate in a SSALS program. Amongst respondents total participation in SSALS for the financial year was 53.

Maternity Leave

The State Service Wage Agreement 2001 introduced 12 weeks paid maternity leave for female employees with at least 12 months continuous service. This initiative has proved highly successful to date and Agencies responding to the survey report the number of employees taking paid maternity leave for the 2001-2002 financial year was 430. All respondents report providing a degree of flexibility in working arrangements for employees returning from maternity leave. In most cases such conditions are individually negotiated, taking into account employee and employer needs. Examples of flexible working arrangements provided to employees returning from maternity leave include:

- graduated return to work;
- relief or fixed-term employment opportunities during maternity leave;
- regular contact during periods of extended leave;
- flexible working hours;
- working from home; and
- availability of part-time work opportunities upon returning to work.

Lactation Breaks

While all Agencies responding to the survey support the provision of lactation breaks, most report addressing the issue on an ad hoc basis. Agencies report the following activities to promote the availability of lactation breaks:

- included in HR guidelines and policies;
- promoted during HR information sessions;
- addressed at individual level through employee/manager relationship; and
- provision of facilities for breastfeeding.

Adoption Leave

The Premier, as Minister administering the SSA, has recently approved the provision of paid adoption leave for employees within an approved framework. The maximum period of paid adoption leave is 6 weeks. Employees taking 6 weeks paid adoption leave are also entitled to 46 weeks unpaid adoption leave.

Responding Agencies report the number of employees taking adoption leave for the 2001-2002 financial year was one.

Parental Leave

Agencies responding to the survey report the number of employees taking unpaid parental leave for the 2001-2002 financial year was 13.

Mature Age Workers

In December 1999 the State Government released the *Tasmanian Plan for Positive Ageing 2000-2005* (TPPA). One objective of this plan was to:

“Conduct research into employment issues for older people in Tasmania including unemployment, access to training and promotional opportunities, compulsory retirement, discrimination on the basis of age and models of inclusive practices for mature age workers”.

OSSC coordinated a project in consultation with the Employment Working Party of the TPPA, including a pilot study incorporating a questionnaire to investigate employment issues relating to mature age workers and jobseekers in Tasmania.

Questionnaire responses and background research were presented in a report to the Employment Working Party of the TPPA. Recommendations were developed by the Employment Working Party in consultation with key stakeholders, suggesting that a multi-sectorial approach should be taken regarding the implementation of the recommendations, reflecting the finding that the question of employment issues facing older Tasmanians is a community issue that needs to be addressed at a number of levels.

The final report was issued in November 2001 and was endorsed by the Premier. The Policy Division of the Department of Premier and Cabinet is managing the Government response to the recommendations in conjunction with the Department of State Development.

No Paid Smoking Breaks

The State Service Wages Agreement 2001 phased out the practice of employees smoking during paid work time. The employer agreed to provide support for employees endeavouring to quit smoking during the 12-month phase-out period.

In April, a Commissioner's Direction was released which set the framework for Agencies to establish arrangements for phasing out paid smoking breaks. Arrangements are to be implemented in a fair and sensible manner.

As part of the requirement to provide fair, flexible, safe and rewarding workplaces, Agencies report the following in relation to the implementation of Commissioner's Direction No 13 *Standards for the Implementation of No Paid Smoking Breaks*:

- availability of QUIT packs;
- access to QUIT programs;
- support for staff who wish to attend QUIT programs, including financial assistance and/or time off;
- development of Agency policies;
- provision of information through e-mail, intranet and presentations; and
- Agency policies on breaks from the workplace.

Seven out of ten respondents were able to supply information regarding employee participation in Agency practices to help reduce the incidence of smoking. Responding Agencies report a total of 30 employees have participated in such programs.

Performance Management

The State Service Principles provide that the State Service focuses on managing its performance and achieving results. In accordance with section 18(1) of the SSA, one of the Commissioner's functions is to develop principles and standards to assist Heads of Agency in evaluating the performance of employees and provide assistance to Heads of Agency in the application of those principles and standards.

A draft Commissioner's Direction and accompanying Guidelines on Performance Management have been developed, aimed at providing minimum requirements for Agency performance management systems. OSSC will have the ongoing role of monitoring the implementation and effectiveness of these systems.

The draft Direction is currently being circulated to State Service Agencies and public sector unions for comment.

Of the ten Agencies that responded to the survey, seven report having a system of performance management in place. A further two Agencies report they have performance

management systems under development. While three Agencies report 100% employee participation in performance management, not all Agencies yet employ a formal mechanism to measure employee participation. As the Commissioner's Direction on Performance Management is still in draft form, the nature and content of Agency performance management systems is yet to be investigated. It is envisaged that this will be reported in the 2002-03 Annual Report.

Leadership and Development

The Training Consortium

The Training Consortium (TTC) is a unit within OSSC that brokers training and development services on a contract management basis to provide professional learning and development programs and events throughout Tasmania for its member organisations. TTC was established in 1998 and has grown from 4 member organisations to 18, including Agencies from the Tasmanian State Service, the Australian Public Service, Local Government, Government Business Enterprises, private organisations and the University of Tasmania.

Tasmania *Together* Goal 15, indicator 3.2 aims to improve the standard of government strategic planning processes at all levels of government by providing a range of leadership development opportunities. TTC has a role in achieving this benchmark as it relates to the State Service through the number and variety of programs it offers member organisations.

TTC provides a diverse program of leadership programs, courses, workshops, information seminars and forums using local, national and international speakers.

TTC has established a number of working relationships in order to enhance the range and quality of training activities offered to member organisations.

Leadership Programs

Speakers for TTC's popular "Leadership in Action" Series over the past year have included Lyn Ferencz, Chris White, Tom Hafey, Professor Theodore Lowi (USA), Dr. John Hewson and Richard Butler.

The University of Tasmania's School of Government launched its Graduate Public Policy Program during the year. This program, culminating in a Master of Public Policy, was designed in consultation with the State Service Commissioner and TTC promotes the program as a key element of its overall leadership development program.

Public Sector Management Program

TTC provides co ordination for the Public Sector Management Program in Tasmania. The PSM Program is a joint Commonwealth/State venture accredited at Postgraduate Certificate level through Flinders University. It is targeted at middle managers in State, Commonwealth and Local Government sectors with participants' course fees typically

funded by Agency contributions. One program was commenced this financial year with 20 participants. Fourteen participants graduated in April 2002 at a ceremony held at Parliament House.

Agency Leadership and Development Initiatives

The State Service Principles require that the State Service develop leadership of the highest quality. Agencies undertake a variety of leadership development programs and activities including:

- attendance at courses and programs run by The Training Consortium;
- participation in leadership forums such as Leadership in Action breakfast sessions, Institute of Public Administration seminar series and Tasmanian Chamber of Commerce and Industry seminars;
- study assistance programs;
- the Public Sector Management Course;
- Tasmanian University Postgraduate Courses in Public Policy;
- Agency specific leadership programs;
- mentoring; and
- accreditation of workplace skills and knowledge towards attaining a qualification.

In regard to secondments and voluntary transfers to gain experience in leadership roles in other areas, most Agencies report making such opportunities available. In total, respondents report there were 53 secondments and 30 voluntary transfers during the 2001-2002 financial year.

State Service Graduate Training and Development Program

The State Service Graduate Training and Development Program is coordinated by TTC and provides a comprehensive and challenging induction and development program which equips graduate recruits with relevant concepts and experiences to allow them to operate effectively in the public sector environment. Sixty percent of responding Agencies report that their graduate recruits participate in the State Service Graduate Training and Development Program. As graduate recruiting is done on a needs basis, it should be noted that not all Agencies employed graduate recruits during the reporting period. In addition, graduates in a number of Agencies are offered in-house training and development, including occupation specific programs.

Communication and Consultation

The State Service Principles provide that the State Service is a workplace that encourages communication, consultation,

cooperation and input from employees on matters that affect their workplace. In relation to internal grievance procedures, 8 Agencies report having formal procedures in place. Agencies report developing and communicating internal grievance procedures to employees in the following ways:

- working groups;
- consultation with employees, stakeholders, unions and employee assistance providers;
- advisory groups;
- promotion on the intranet;
- staff meetings;
- seminars and information sessions;
- promotion through HR newsletters;
- email; and
- practical skills development exercises.

Of the five Agencies that provided information in response to this survey question, a total of 84 employees have formally used internal grievance procedures. Outcomes of these procedures were reported as follows:

Grievance Procedure Outcome	Number
Satisfactorily Resolved	46
Withdrawn	15
Still pending	23
TOTAL	84

To adequately inform employees about practices and policies that affect their workplace, Agencies report that they have undertaken the following:

- training and information sessions including presentations;
- staff meetings;
- HR newsletters and bulletins;
- intranet;
- email;
- hard copies of policies disseminated through divisions;
- extensive consultation;
- access and equity officer network;
- policy launches and team meetings;
- annual reviews of policies; and

- managers and supervisors responsible for ensuring all employees are kept informed.

To ensure employees are able to comment on proposals and practices that affect their workplace, Agencies report that they utilise the following:

- staff climate surveys;
- staff consultative groups;
- HR visits to work centres;
- exit interviews;
- team meetings;
- feedback section on intranet;
- consultations on proposals;
- discussion papers;
- e-mail;
- discussion groups; and
- section planning sessions

The State Service Principles require that the State Service be accountable for its actions and performance, within the framework of Ministerial responsibility, to the Government, the Parliament and the community. Agencies report the following formal processes to allow customers to provide feedback on their services:

- annual stakeholder surveys;
- customer satisfaction surveys;
- industry reference groups;
- client feedback forms;
- advice to clients of the process to lodge a complaint or seek a review;
- website feedback sections;
- complaint forms/brochures;
- regular reviews seeking input from stakeholders;
- stakeholder forums;
- customer service charters; and
- ad hoc responses initiated by clients/customers.

Agencies report developing and communicating client/customer feedback mechanisms in the following ways:

- consultation with stakeholders;
- draw from accreditation requirements;
- reference to best practice models;
- customers charters;
- corporate planning processes; and
- as part of continuous improvement strategies.

State Service Consultative Framework

During the year the State Service Commissioner has utilised a number of forums to ensure consultation with Agencies at a variety of levels.

State Service Commissioner's Advisory Group

The role and function of the State Service Commissioner's Advisory Group (SSCAG) is to provide a forum for knowledge sharing, discussion and decisions on strategic whole of government issues and to provide the State Service Commissioner with advice on high-level policy issues. Issues discussed are therefore at the strategic rather than operational level.

Human Resource Managers Meeting

To support the consultative and information sharing process, the OSSC introduced a regular Human Resource Manager's meeting. The meetings are chaired by Agency representatives on a rotational basis and discuss issues arising from the State Service Commissioner's Advisory Group, the operation of Directions and the associated legislative framework.

Presentations to Public Sector Unions and State Service Agencies

During the past year, staff members of the Evaluation and Review Unit have been actively involved in a number of seminars and forums arranged by public sector unions and State Service Agencies.

Staff participated in seminars arranged by the Community and Public Sector Union (CPSU) in relation to the Code of Conduct (on the North West Coast) and Interview and Selection Processes (in Hobart).

The Unit was also pleased to provide assistance to the Department of Justice and Industrial Relation with a presentation on the Code of Conduct and Commissioner's Direction No 6, *Procedures for Investigation and Determination into Alleged Inability to Perform Duties* at an Investigation Skills Course run by the Ombudsman's Office.

A representative from the Unit attended and assisted at a forum conducted by the Department of Health and Human Services relating to general recruitment matters.

Forums with Public Sector Unions

The State Service Commissioner has identified a need for regular contact with public sector unions in order to share information and to foster a consultative relationship. These meetings will provide a structured forum for representatives from OSSC and public sector unions to meet regularly for wide ranging discussions on issues identified by both parties.

Public Service Commissioners' Conference

The Public Service Commissioners' Conference (The Conference) is held twice a year, once in the form of a face-to-face meeting and once via teleconference. The Conference provides an opportunity for the State Service Commissioner to meet with his counterparts from other jurisdictions to discuss issues specific to individual jurisdictions in addition to a number of common items affecting all public services.

Issues considered during the past year include:

- public employment legislation
- emerging issues in employment relations
- workforce planning and profiling
- leadership development
- E-initiatives
- Principles, values and integrity

Strategic Public Sector Leaders' Summit

The Strategic Public Sector Leaders' Summit stimulates, and focuses on, exploration of ideas and concepts around significant issues facing government. The Strategic Public Sector Leaders' Summit provides senior managers with new perspectives and ideas, including policy, managing people and improving public sector performance. The program is a joint Australia/New Zealand initiative to share public sector perspectives, knowledge and skills.

The objective of the Summit is to extend the strategic thinking and future orientation of senior high-performing executives so as to better inform high-level policy development and public sector initiatives.

The Summit program is more than just an individual delegate learning experience. Leading thinkers and practitioners from across the public and private sectors are invited to contribute their knowledge and experience as guest speakers. The speakers are outstanding representatives of their field and are drawn from various streams, including politics and government, business, media and communications, academia, regional affairs, social welfare, health care, education, technology, industry bodies and indigenous affairs.

National Public Sector Appeals Conference

The State Service Commissioner will host the Public Sector Appeals Conference to be held in Hobart between 4 and 6 September 2002. The Conference will be attended by representatives of Administrative Appeal Bodies from the States, Territories and the Commonwealth, and each jurisdiction provides a report outlining significant events which have occurred in the area since the last conference. A number of guest speakers have also been invited to address the conference on a variety of topics.

Partnership Agreements

The Office of the State Service Commissioner has actively participated in a number of Partnership Agreements with councils, facilitating liaison and engagement between different levels of Government. In addition, OSSC has been involved in the Partnership Agreement with the University of Tasmania with a focus on skills development, training and staff exchanges.

OSSC has been involved in the Hobart, Launceston and West Coast Council Partnership Agreements in the following ways:

- Hobart and West Coast Council Partnership Agreements

The parties recognise the value of staff exchanges that enable cross-sector development and the transfer of skills and knowledge, and are working to facilitate such exchanges.

- Launceston Partnership Agreement

The Launceston City Council (LCC) has joined The Training Consortium to access quality training and development to foster leadership and skills development in the north of the State.

A protocol between OSSC and LCC has been developed concerning secondments between the parties for the purpose of staff development.

- The University of Tasmania Partnership Agreement

A number of key areas of mutual interest and areas of priority have been identified to foster cross-sector networking and exchange in the area of human resources.

The Postgraduate Public Policy program is successfully running in its first year with enrolments at the certificate, diploma and masters levels.

The State Service Code of Conduct ('the Code') establishes the conduct requirements for State Service officers and employees and complements the State Service Principles. The Code clearly sets out the standards of behaviour expected from Heads of Agency, officers and employees.

The Minister may impose a sanction on a State Service employee or senior executive who is found to have breached the Code. The Minister may delegate this power.

Under the Act the Commissioner is required to establish procedures for investigation and determination of alleged breaches of the Code (section 10) and alleged inability to perform duties (section 48). A finding that an employee, including a senior executive, has breached the Code, and the imposition of a sanction, may only be made in accordance with these procedures. Unsatisfactory performance by employees may be managed within Agencies without calling upon these procedures. These procedures do not apply to alleged breaches of the Code by Heads of Agency. The Commissioner, in accordance with the Act, deals with such breaches.

Alleged Breaches of Code of Conduct

The Commissioner's Direction relating to breaches of the Code was reviewed during the year, in consultation with Agencies and unions. The main objective of the review was to streamline the process relating to alleged breaches of the Code – particularly relating to the investigation phase, and to more clearly reflect the role of ongoing performance management in the overall process. The review was conducted in consultation with Agencies and public sector unions.

A revised Commissioner's Direction No 5 was issued in May 2002.

The information provided here on alleged breaches of the Code dealt with by the office for the period 1 July 2001 to 30 June 2002 refer only to significant breaches occurring in the reporting period as opposed to the broad definition contained in the revised Commissioner's Direction No. 5.

The Commissioner received 12 alleged breaches of the Code for determination in the period 1 July 2001 to 30 June 2002. In three cases a breach was found to have occurred. In one case, it was found that no breach had occurred. Two cases have been carried forward and six cases were resolved prior to determination.

Inability to Perform Duties

The SSA sets out the legislative provisions surrounding an alleged inability by an employee to efficiently and effectively undertake the duties assigned to the employee. Where Agency performance management systems have identified an inability issue and are unable to address the issue or where the alleged inability is not the result of performance management, it is to be managed in accordance with Commissioner's Direction No 6.

Statistical information for the period 1 July 2001 to 30 June 2002 provided below relates only to instances of significant inability referred to the State Service Commissioner for determination, as required under the current Commissioner's Direction No 6.

Five inability cases were referred to the State Service Commissioner in the period 1 July 2001 to 30 June 2002. Three cases have been resolved. One case was established and another has been carried forward.

Selection and State Service Action Reviews

Under section 50 of the SSA an employee is entitled to make application to the Commissioner for a review, in accordance with the Commissioner's Directions, of –

- (a) of the selection of a person or an employee to perform duties other than duties to be performed for a specified term or for the duration of a specified task; or
- (b) of any other State Service action that relates to his or her employment in the State Service.

In considering such an application, the Commissioner may:

- (a) refuse to grant the application for a review and, if appropriate, direct the Head of Agency to take such action as the Commissioner considers appropriate; or
- (b) in the case of an application for a review under section 50(1)(a), grant the application and direct the Head of Agency to undertake again the selection in accordance with section 39 and undertake such other requirements as are imposed by the Commissioner; or
- (c) in the case of an application for a review under section 50(1)(b), grant the application and recommend or direct the Minister or the Head of Agency or any person to whom the powers of the Minister or the Head of Agency have been delegated, to take such action as the Commissioner considers appropriate.

Selection Reviews Period 1 July 2001 to 30 June 2002

Agency	Brought Forward	Received	Granted	Not Granted	Resolved	Withdrawn	Carried Forward
DHHS	-	28	-	1	19	6	2
DIER	-	6	-	3	-	3	-
DOE	-	10	-	4	2	2	2
DPIWE	-	6	-	1	4	1	
DSD	-	1	-	1	-	-	-
DOJIR	-	1	-	-	-	1	-
TAFE	-	4	-	4	-	-	-
TFS	-	4	-	-	4	-	-
TOTALS	-	60	-	14	29	13	4

Other State Service Action Reviews Period 1 July 2001 to 30 June 2002

Agency	Brought Forward	Received	Granted	Not Granted	Resolved	Withdrawn	Carried Forward
DHHS	1	29	-	1	17	1	11
DOE	-	1	-	-	1	-	-
DPIWE	-	4	1	-	2	-	1
DOJIR	-	5	-	1	1	-	3
DPPS	-	1	-	-	1	-	-
TAFE	-	2	-	1	1	-	-
TOTALS	1	42	1	3	23	1	15

Investigations under section 15 of the *State Service Act 2000*

Section 15 of the SSA provides for the Minister administering the SSA to request the Commissioner to conduct an investigation into any matter that relates to the administration of the State Service. During the course of the year, a number of investigations have been undertaken.

Review of the Retirement Benefits Fund Board

With the development of the SSA, the application of the Act to a number of Government organisations was considered and resolved. It was, however, decided in the case of the Retirement Benefits Fund Board (RFBF) to defer a final decision pending more detailed consideration.

In accordance with section 15 of the SSA, the Premier requested the Commissioner to undertake an investigation into, and present recommendations to him on, the future application of the SSA to the RFBF.

As part of the investigation, the Commissioner has consulted widely with the RFBF, the Departments of Treasury and Finance and Premier and Cabinet and the Community and Public Sector Union.

A review report containing a number of recommendations is currently being finalised and will be presented to the Premier in the near future.

Review of the Tasmanian Grain Elevators Board

In November 2001, the Premier requested the State Service Commissioner to undertake an investigation into, and present recommendations to him on, the future application of the SSA to the Tasmanian Grain Elevators Board (TGEB).

Following consultation with the TGEB, the Departments of Treasury and Finance, Premier and Cabinet and Primary Industries, Water and the Environment and the Community and Public Sector Union, the Commissioner recommended to the Premier that the TGEB be removed from Schedule 1 of the SSA and that it cease to be an Agency for the purposes of that Act. In May 2002, the Premier approved this recommendation. It is proposed that this change will come into effect in the near future.

Representatives of the OSSC have held discussions with the staff of the TGEB and other key stakeholders concerning the most appropriate transitional arrangements.

State Service Employees

Permanent Employment

The State Service Commissioner has issued Commissioner's Direction No 1 in relation to Employment in the State Service, which states:

Permanent employment is the usual form of employment in the State Service. However, where necessary to meet the operational needs of an Agency, fixed-term appointments are permitted for a specified term or for the duration of a specified task.

Fixed-Term Employment

Fixed-term employment must be within the framework established by the SSA and Commissioner's Direction No 1. Fixed-term employment can be progressed in a number of ways, including fixed-term employment registers.

Fixed-Term Employment Registers

A significant number of fixed-term employment registers have been established or re-established during the year. The registers provide for merit-based selection of fixed-term employees and greater opportunity for employment for members of the community and are administratively more efficient for Agencies. Employment registers operating during the reporting period cover the following areas:

- teachers, guidance officers, speech pathologists and social workers;
- tutors, technical employees, operational employees, child care workers, examination supervisors, computer services officers, support services workers;
- nurses, physiotherapists, medical practitioners, scientists, pharmacists, podiatrists, diagnostic radiographers, occupational therapists, orthotists, radiation therapists, dieticians and youth workers;
- transcription typists, judge's attendants and security officers;
- administrative trainees, assistants and voice communications officers;
- aboriginal employment;

- scientific disciplines, including: Agricultural Science, Applied Science, Aquaculture, Biology, Botany, Engineering, Entomology, Environmental Science, Environmental Management, Environmental Studies, Marine Ecology, Marine Science, Medical Laboratory Science, Microbiology, Natural Resource Management, Plant Pathology, Plant Science, Soil Science, Veterinary Science and Zoology;
- track workers, field assistants; and
- Project Hahn instructors, gallery assistants, familiarisation coordinators and travel consultants.

Priority Placement Register

A Priority Placement Register is maintained by the State Service Commissioner and comprises names of permanent employees who have been declared by a Head of Agency to be surplus to the requirements of that Agency.

An employee can be listed on the Register for a period of up to 12 months. The Commissioner may transfer an employee on the Register to any vacant position that a Head of Agency is seeking to fill involving duties which the Commissioner considers the employee capable and competent to perform.

If, at the expiration of 12 months from the date of registration on the Register, an employee has not been transferred, or otherwise had their name removed from the Register, then the Act requires that the Commissioner advise the Head of Agency, who must call on the employee to resign or retire from the State Service or be subject to dismissal.

This year there has been one employee formally declared surplus to the requirements of an Agency.

State Service Officers

An officer is a person appointed under the SSA as either a Head of Agency, a prescribed office holder or a senior executive (or equivalent specialist).

Under the SSA, where it is intended to create a senior executive office, a determination must first be sought from the State Service Commissioner that the relevant duties are of senior executive or equivalent specialist nature. Subject to this determination, the Premier may then be requested to create the office. These procedures are to be followed for an appointment of a senior executive to be valid.

Once a senior executive office has been created the classification of that office is to be approved by the Senior Executive Salaries and Conditions of Employment Committee, which comprises the Secretary, Department of Premier and Cabinet, Secretary, Department of Treasury and Finance and the State Service Commissioner.

The Premier has the power to appoint senior executives once the above actions have occurred. However, this power has been delegated to Heads of Agency. A new standard form instrument of appointment for senior executives was issued which specifies details relating to length of appointment, remuneration and terms and conditions of appointment.

As at 31 December 2001, there were 202 officers in the State Service. These included Heads of Agency, senior executives/equivalent specialists and prescribed office holders. Of these, 152 were male and 50 were female. At 31 December 2001, 119 out of 202 positions were classified as senior executives. Of these, 84 were male and 35 were female. At April 2001, there was a total of 104 senior executive positions, of which 77 were male and 27 were female. This represents an increase in the number of senior executive positions held by women from 26% of positions in April 2001 to 29% of positions in December 2001. Structured training programs for women, particularly below SES level, have assisted and will continue to assist in preparing women for higher-level management positions.

Instruments of Appointment

During the course of the year, the standard Instrument of Appointment for Officers underwent revision. A clause was included in the standard Instrument to enable officers to elect to vary superannuation contributions in accordance with salary sacrificing arrangements and consistent with the provisions operating for employees.

Terminations

The SSA provides for the termination of employment of a permanent employee (section 44) and a fixed-term employee (section 45).

The Minister has delegated the power to terminate a permanent employee to Heads of Agency. Heads of Agency are required to consult with the State Service Commissioner prior to exercising the power to terminate.

Since 1 July 2001 eight permanent employees have been terminated from the State Service -

- Two permanent employees were terminated as a result of a breach of the Code of Conduct.

- Six permanent employees were terminated as a result of abandonment of employment. The State Service Regulations provide for the termination of a permanent employee as a result of abandonment of employment. An employee who is absent from duty for a period of 14 days without notifying his or her Head of Agency is taken to have abandoned his or her employment.

The termination of an Officer is in accordance with their Instrument of Appointment. Since 1 July 2001 one Officer has been terminated.

Review of the Senior Executive Classification System

Throughout the course of the year a review of employment of senior executives in the State Service was undertaken. It is intended that the outcome of the review will be consolidated into a management system for senior executives to be endorsed by the Premier and the State Service Commissioner.

The review was conducted in two stages. Stage one involved a review of the current classification system for senior executives, which is based on narrative standards reflecting the historic public service culture and has a three-level structure. The development of a preferred model was undertaken in consultation with Agencies. Mercer Cullen Egan and Dell (MCED) were contracted following a tender process to work with OSSC on the review.

Stage two of the review was undertaken by the OSSC and included extensive consultation with Heads of Agency. The issues considered during the course of the entire review included:

- the classification framework;
- assignment and variation of classification;
- remuneration issues (including provision of vehicles, superannuation arrangements and allowances);
- performance management;
- application of merit;
- development of core selection criteria; and
- transitional arrangements.

A report presenting recommendations on issues considered during the course of the review is currently being finalised.

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Overview

Fifteen Government Departments and State Authorities have produced the statistics contained in this report on State Service Employment for the period ending 30 June 2002 from standard electronic data returns.

Government Departments and State Authorities are:

- Department of Health and Human Services (including the Tasmanian Fire Service)
- Department of Education
- Department of Primary Industries, Water and Environment
- Department of Justice and Industrial Relations
- Department of Police and Public Safety
- Department of Premier and Cabinet
- Department of Treasury and Finance
- Department of Infrastructure, Energy and Resources
- Department of State Development
- Tasmanian Audit Office
- Port Arthur Historic Site Management Authority
- Retirement Benefits Fund Board
- TAFE Tasmania
- Tasmanian Grain Elevators Board
- The Public Trustee

As at 30 June 2002 there were 23,748 people employed under the State Service Act 2000. The number of full time equivalent employees represented by this figure is 19,940.91

At the last pay period of June 2002 the number of paid casual employees was 2,468.

Definitions

The following definitions apply to subsequent Figures and Tables:

- Officers are appointed under Part 6 of the *State Service Act 2000* and include Heads of Agencies, Prescribed Office Holders and Senior Executives.
- *Permanent Employees* are appointed under Part 7 of the *State Service Act 2000*.
- *Fixed Term Employees* are appointed under Part 7 of the *State Service Act 2000* for a specified term or for the duration of a specified task.
- *Casual Employees* are included as fixed term employees and work on an “as and when required basis” and are paid a loaded rate in lieu of receiving certain entitlements.
- *Non State Servants* are people not employed under the *State Service Act 2000*.
- *Full Time Equivalent* provides a measure of the proportional number of employments where the hours engaged is expressed as a percentage of normal award full time hours.
- *Headcount* provides a measure of individual employments recorded at a specified date regardless of the hours employed.

State Service Employment

Table 1: Headcount by Agency 30 June 2002

Agency	Officers	Permanent	Fixed Term	Total
Department of Health and Human Services (including Tasmania Fire Service)	51	6,808	1,709	8,568
Department of Education	22	7,205	2,194	9,421
Department of Primary Industries, Water and Environment	19	1,279	230	1,528
Department of Justice and Industrial Relations	11	563	133	707
Department of Police and Public Safety	3	364	70	437
Department of Premier and Cabinet	20	260	25	305
Department of Treasury and Finance	18	248	39	305
Department of Infrastructure, Energy and Resources	17	633	73	723
Department of State Development	28	301	183	512
Tasmanian Audit Office	2	31	3	36
Port Arthur Historic Site Management Authority	2	69	21	92
Retirement Benefits Fund Board	0	23	1	24
TAFE Tasmania	6	912	115	1,033
Tasmanian Grain Elevators Board	1	7	1	9
The Public Trustee	1	43	4	48
Total	201	18,746	4,801	23,748

Table 2: Headcount by Agency and Gender 30 June 2002

	Officers		Permanent		Fixed Term		Total
	Male	Female	Male	Female	Male	Female	
Department of Health and Human Services (including Tasmania Fire Service)	34	17	1857	4951	673	1036	8568
Department of Education	14	8	2006	5199	498	1696	9421
Department of Primary Industries, Water and Environment	16	3	785	494	126	104	1528
Department of Justice and Industrial Relations	9	2	323	240	41	92	707
Department of Police and Public Safety	3	0	153	211	22	48	437
Department of Premier and Cabinet	11	9	111	149	7	18	305
Department of Treasury and Finance	15	3	132	116	8	31	305
Department of Infrastructure, Energy and Resources	17	0	354	279	35	38	723
Department of State Development	23	5	110	191	78	105	512
Tasmanian Audit Office	2	0	21	10	3		36
Port Arthur Historic Site Management Authority	2	0	31	38	14	7	92
Retirement Benefits Fund Board	0	0	10	13	1	0	24
TAFE Tasmania	4	2	448	464	33	82	1033
Tasmanian Grain Elevators Board	1	0	7	0	1	0	9
The Public Trustee	0	1	19	24	2	2	48
Total	151	50	6367	12379	1542	3259	23748

State Service Statistics

Table 3: Full Time Equivalents by Agency 30 June 2002

Agency	Officers	Permanent	Fixed Term	Total
Department of Health and Human Services (including Tasmania Fire Service)	47.97	5737.43	1180.61	6966.01
Department of Education	22	6227.26	1424.81	7674.07
Department of Primary Industries, Water and Environment	19	1182.74	208.56	1410.30
Department of Justice and Industrial Relations	11	545.11	104.71	660.82
Department of Police and Public Safety	3	349.02	55.51	407.53
Department of Premier and Cabinet	20	244.67	20.92	285.59
Department of Treasury and Finance	17.40	236.88	37.40	291.68
Department of Infrastructure, Energy and Resources	17	549.34	71.67	638.01
Department of State Development	28	280.57	174.57	483.14
Tasmanian Audit Office	2	30.75	3	35.75
Port Arthur Historic Site Management Authority	2	52.46	19.22	73.68
Retirement Benefits Fund Board	0	21.63	1	22.63
TAFE Tasmania	6	842.2	87.50	935.70
Tasmanian Grain Elevators Board	1	7	1	9
The Public Trustee	1	42.60	3.40	47.00
Total	197.37	16349.66	3393.88	19940.91

Table 4: Comparative Head Counts by Agency June 01-June 02

Agency	Officers		Permanent		Fixed Term		Total	
	June 2001	June 2002	June 2001	June 2002	June 2001	June 2002	June 2001	June 2002
Department of Health and Human Services (including Tasmania Fire Service)	48	51	6341	6808	1482	1709	7871	8568
Department of Education	22	22	6044	7205	3230	2194	9296	9421
Department of Primary Industries, Water and Environment	18	19	1225	1279	247	230	1490	1528
Department of Justice and Industrial Relations	10	11	557	563	122	133	689	707
Department of Police and Public Safety	3	3	346	364	57	70	406	437
Department of Premier and Cabinet	18	20	241	260	42	25	301	305
Department of Treasury and Finance	16	18	246	248	33	39	295	305
Department of Infrastructure, Energy and Resources	16	17	610	633	76	73	702	723
Department of State Development	37	28	240	301	83	183	360	512
Tasmanian Audit Office	2	2	31	31	2	3	35	36
Port Arthur Historic Site Management Authority	2	2	75	69	15	21	92	92
Retirement Benefits Fund Board	0	0	30	23	0	1	30	24
TAFE Tasmania	6	6	909	912	104	115	1019	1033
Tasmanian Grain Elevators Board	1	1	8	7	0	1	9	9
The Public Trustee	1	1	43	43	5	4	49	48
Grand Total	200	201	16946	18746	5498	4801	22644	23748

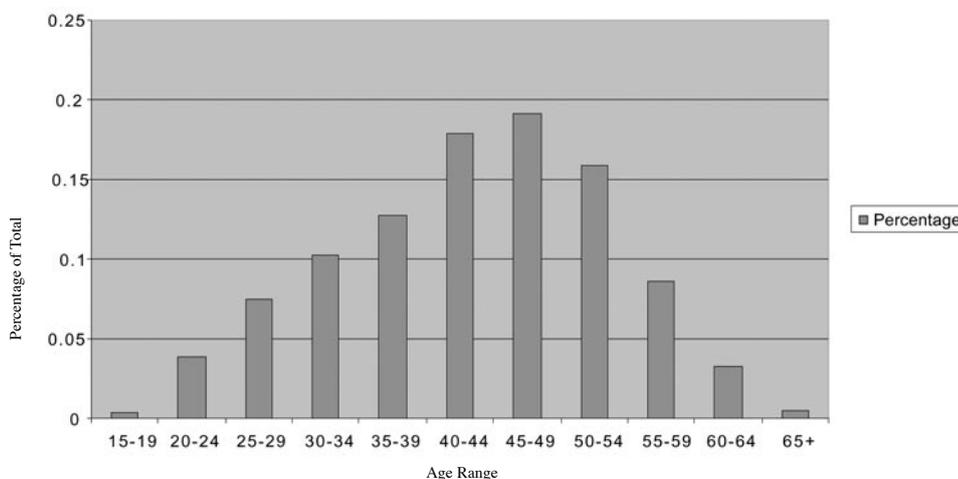
Table 5: Variations in Total FTEs and Headcount by Agency

Agency	Total FTEs 30/6/2001	Total FTEs 30/6/2002	FTE Variation	Total Headcount 30/6/2001	Total Headcount 30/6/2002	Headcount Variation
Department of Health and Human Services (including Tasmania Fire Service)	6830.53	6966.01	135.48	7871	8568	697
Department of Education	7616.79	7674.07	57.28	9296	9421	125
Department of Primary Industries Water and Environment	1373.58	1410.30	36.72	1490	1528	38
Department of Justice and Industrial Relations	648.53	660.82	12.29	689	707	18
Department of Police and Public Safety	380.09	407.53	27.44	406	437	31
Department of Premier and Cabinet	287.30	285.59	-1.71	301	305	4
Department of Treasury and Finance	285.86	291.68	5.82	295	305	10
Department of Infrastructure Energy and Resources	620.07	638.01	17.94	702	723	21
Department of State Development	329.12	483.14	154.02	360	512	152
Tasmanian Audit Office	35.00	35.75	0.75	35	36	1
Port Arthur Historic Site Management Authority	72.82	73.68	0.86	92	92	0
Retirement Benefits Fund Board	28.24	22.63	-5.61	30	24	-6
TAFE Tasmania	931.35	935.70	4.35	1019	1033	14
Tasmanian Grain Elevators Board	7.80	9.00	1.20	9	0	-9
The Public Trustee	47.90	47.00	-0.90	49	48	-1
Egg Marketing Board	0	0	0	0	0	0
Tasmanian Dairy Industry Authority	0	0	0	0	0	0
Total	19494.98	19940.91	445.93	22644	23739	1095

State Service Profiles

Age Profiles

Figure 1: State Service Age Distribution



The above graph illustrates that over 60 % of State Service employees are 40 years of age or older, while 25 % are 50 years of age or older. The age category showing the greatest percentage of State Service employees is 45-49 years (19.17 %). Less than 12 % of State Service employees are aged under 30 years of age.

Figure 2: Age Distribution of State Service Employees, 1999-2002.

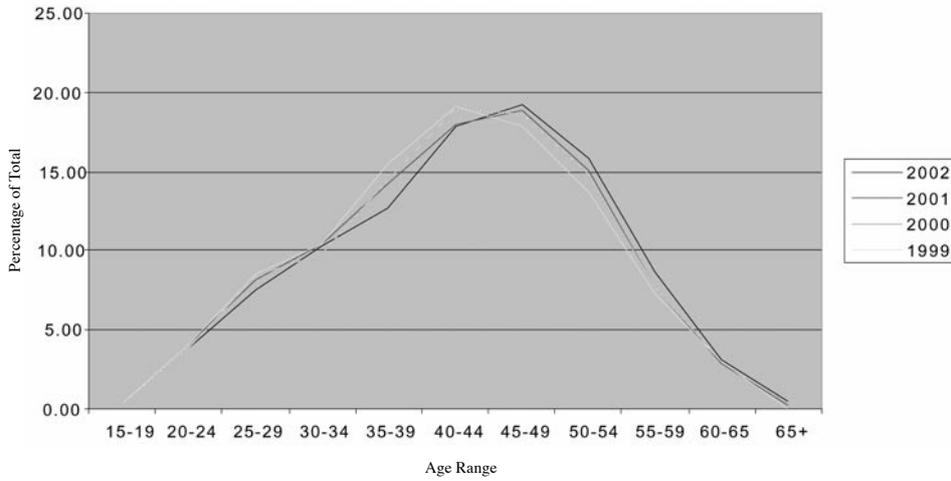


Figure two displays a comparison of age profiles for the past 4 years and shows that the State Service workforce is ageing. This is consistent with trends in other State Service jurisdictions and the general Australian workforce.

Figure 3: State Service Age and Gender Distribution

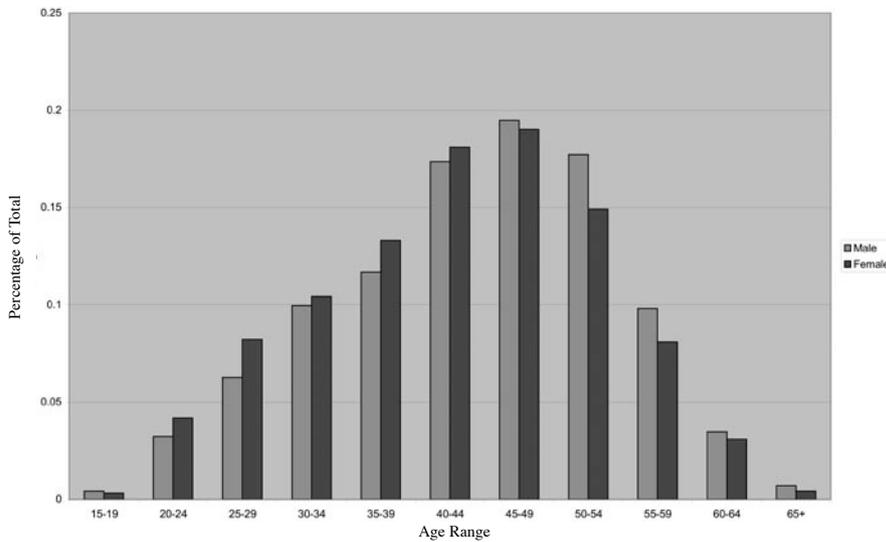
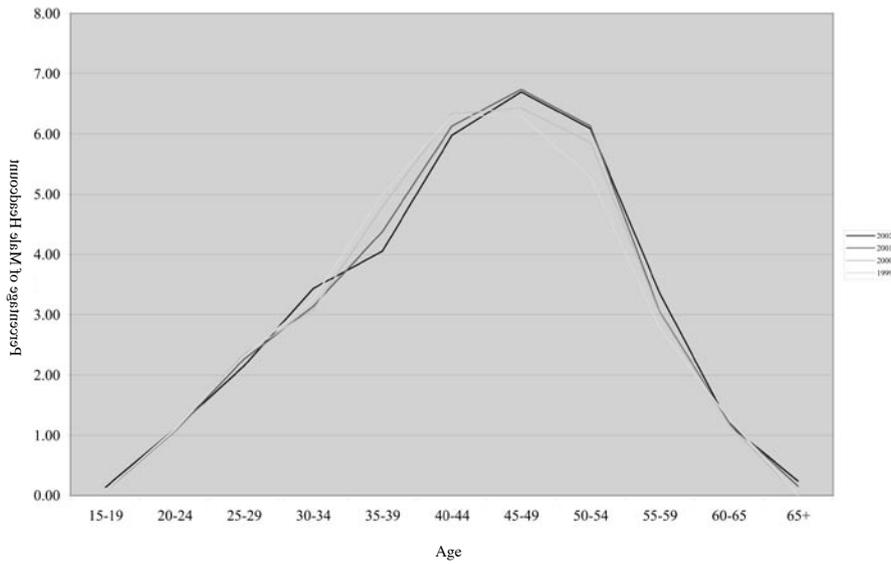


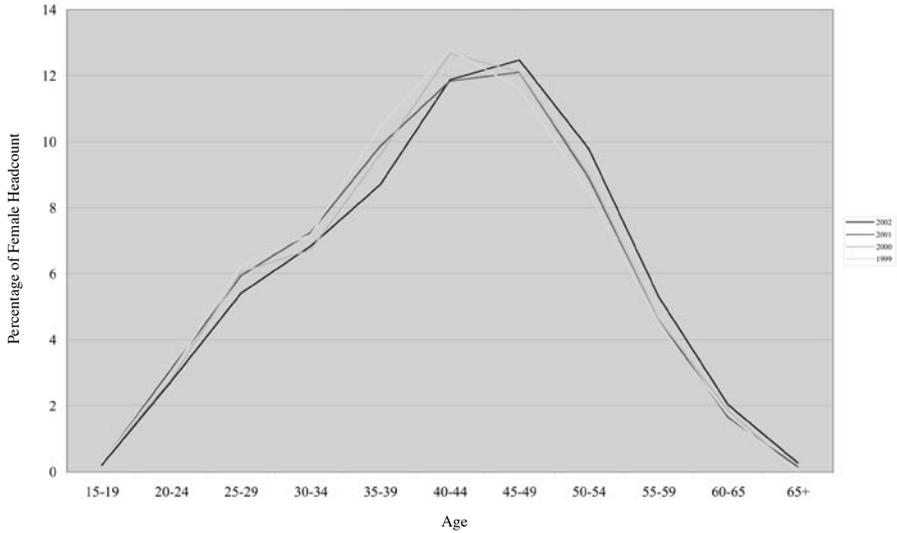
Figure three illustrates that up to the age of 45 years females outnumber males in the State Service workforce. For age groups 45 years and above the inverse applies.

Figure 4: Age Distribution of Male State Service Employees, 1999-2002.



This figure shows an ageing trend for male State Service employees. In particular, the percentage of males in the 35-45 years and over 50 year age categories is increasing.

Figure 5: Age Distribution of Female State Service Employees, 1999-2002.



Consistent with figures for male State Service employees, this figure shows an ageing trend for female State Service employees.

Salary Profiles

Figure 6: State Service Salary Profile

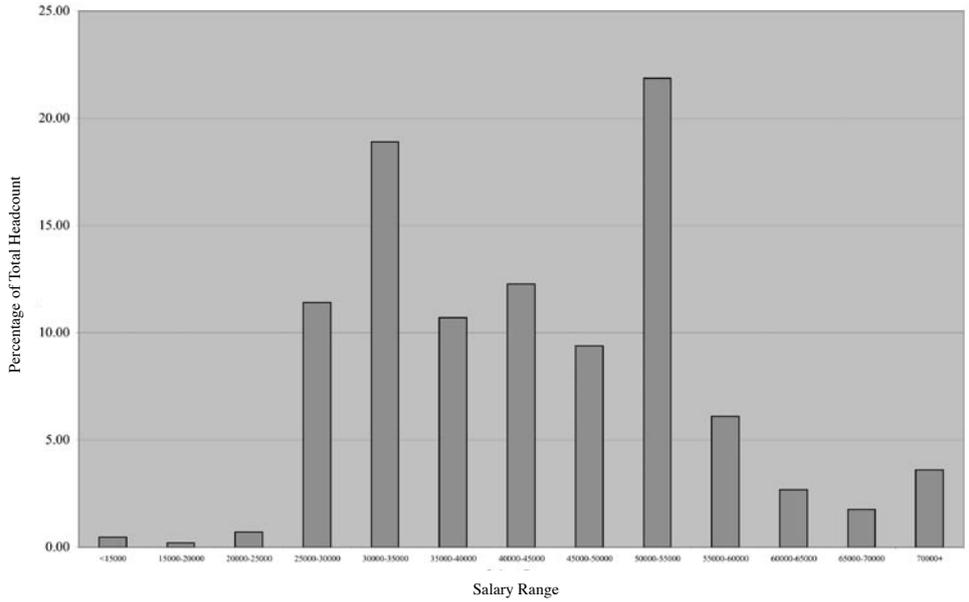
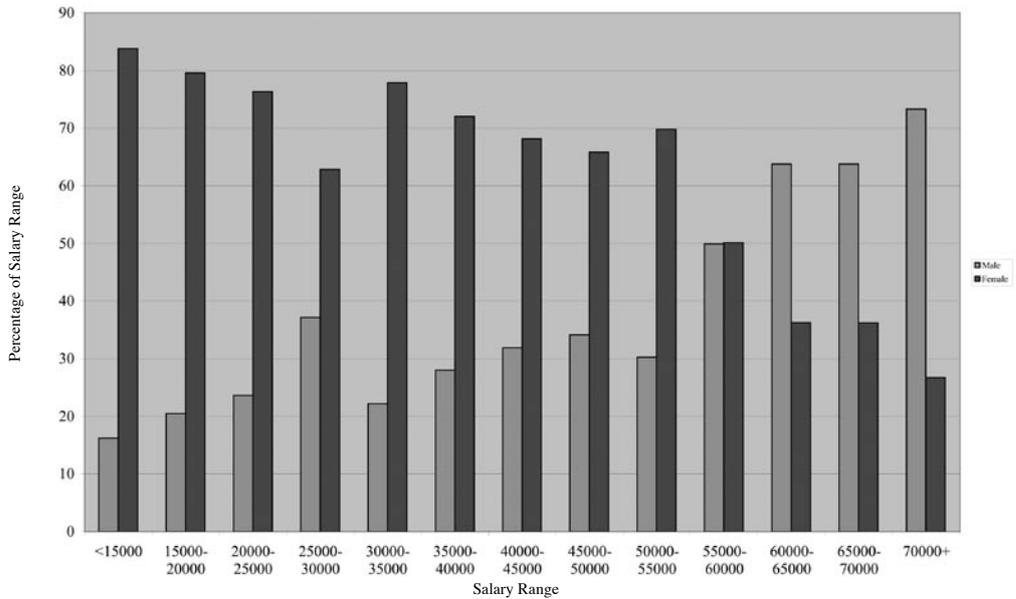


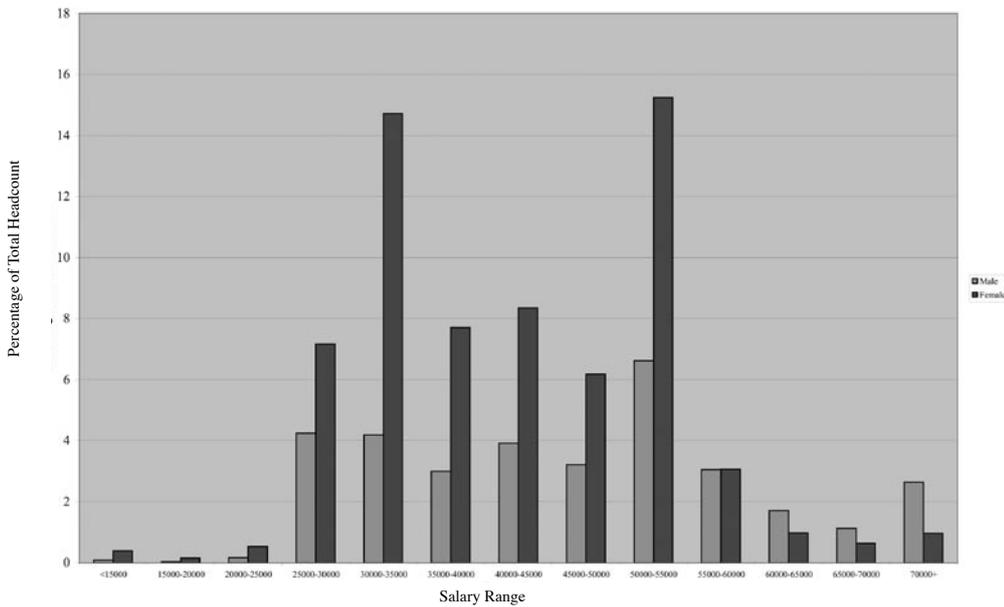
Figure six shows the majority of State Service employees fall within the \$30,000 - \$55,000 salary range.

Figure 7: Gender Composition of the Tasmanian State Service June 2002



This figure shows a dominance of female employees for the salary ranges between \$15,000 and \$55,000. Male employees dominate the salary ranges above \$60,000. For the \$55,000 to \$60,000 salary range, a similar number of males and females are employed.

Figure 8: Salary Profile of Gender by Percentage of Total Headcount



This figure shows that overall the State Service employs more female than males. Females outnumber males for all salary ranges up to \$55,000, where a similar number of males and females are employed. Male employees dominate the salary ranges above \$60,000. The \$30,000 - \$35,000 and \$50,000 - \$55,000 salary ranges show the greatest representation of female employees.

Employment Categories

Figure 9: Age Distribution of Permanent Employees

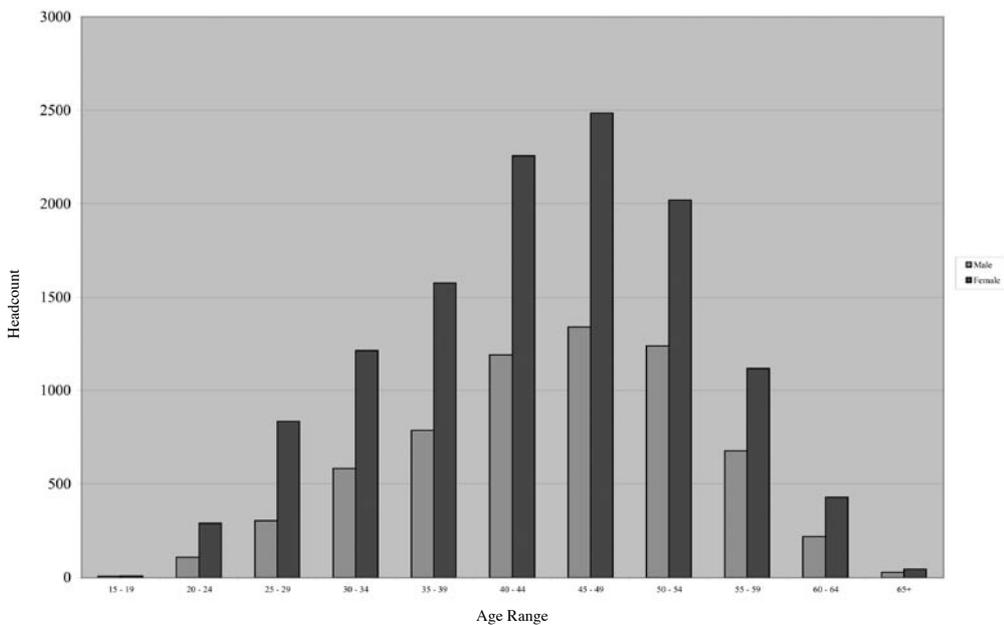


Figure 10: Age Distribution of Fixed Term Employees

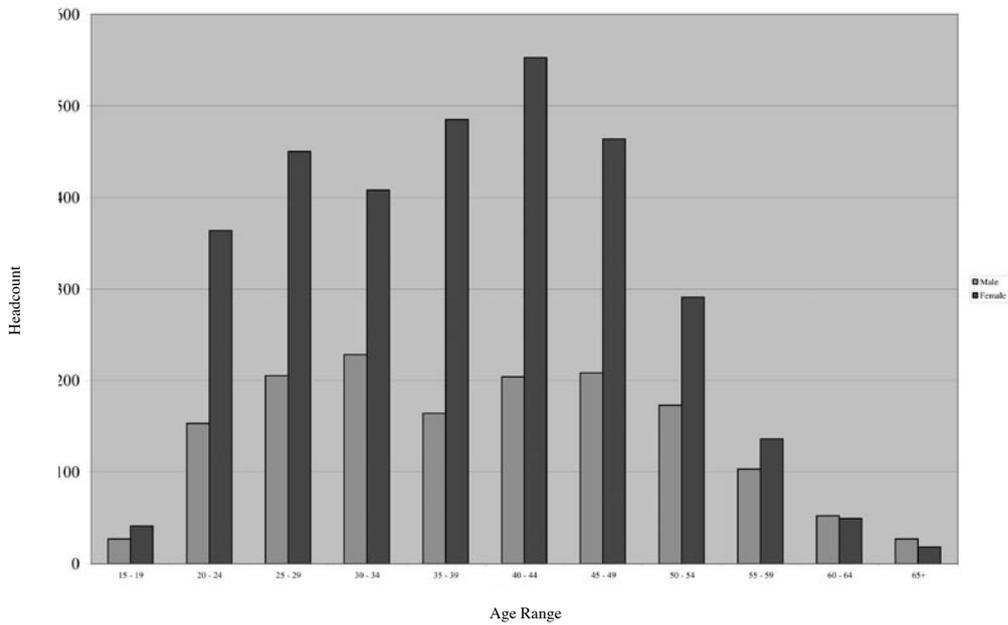
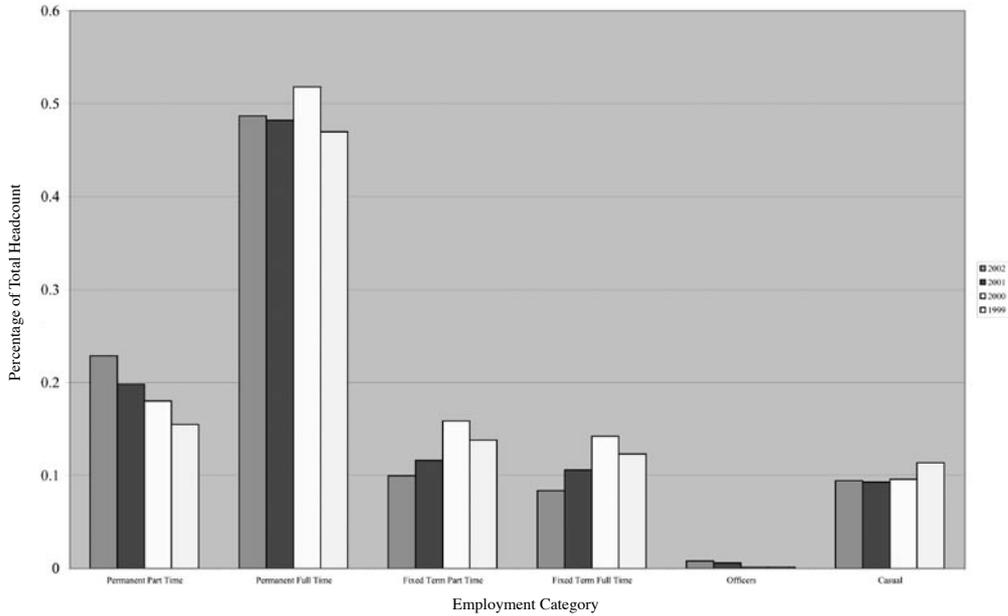


Figure 11: Employment Category Distribution of the State Service 1999-2002



This figure shows that overall the number of permanent State Servants has increased, while the number of fixed term employees has decreased. This change is evident from the year 2001, which corresponds with the introduction of the State Service Act 2000 that saw the conversion of a number of fixed term employees to permanent status.

The absence of data for Officers for 1999 and 2000 is a result of changes in definitional terminology.

The percentage of casual employees has remained static for the past three years.

Casual Employment

Table 6: Casuals Paid in Last Pay Period June 2002 by Agency

Agency	Male	Female	Total
Department of Health and Human Services	204	791	995
Department of Education	194	571	765
Department of Primary Industries, Water and Environment	46	25	71
Department of Justice and Industrial Relations	20	26	46
Department of Police and Public Safety	15	20	35
Department of Premier and Cabinet	3	7	10
Department of Infrastructure, Energy and Resources	2	12	14
Department of State Development	17	39	56
Port Arthur Historic Site Management Authority	6	12	18
TAFE Tasmania	196	260	456
Tasmanian Grain Elevators Board	0	2	2
Retirement Benefits Fund Board	0	0	0
Department of Treasury and Finance	0	0	0
Tasmanian Audit Office	0	0	0
The Public Trustee	0	0	0
Total	703	1765	2468

Table 7: Average Number of Casuals Paid by Agency for June 2002 Quarter

Agency	Male	Female	Total
Department of Health and Human Services	250.50	689.50	940
Department of Education	261	794	1055
Department of Primary Industries, Water and Environment	56	25.33	81.33
Department of Justice and Industrial Relations	17	33	50
Department of Police and Public Safety	14.5	14.66	29.16
Department of Premier and Cabinet	3	6	9
Department of Infrastructure, Energy and Resources	2	10.17	12.17
Department of State Development	14	40	54
Port Arthur Historic Site Management Authority	8	16	24
TAFE Tasmania	277	379	656
Tasmanian Grain Elevators Board	0	2	2
Retirement Benefits Fund Board	0	0	0
Department of Treasury and Finance	0	0	0
Tasmanian Audit Office	0	0	0
The Public Trustee	0	0	0
Total	903	2009.66	2912.66

Non State Servants

Table 8: Head Count Non State Servants

Agency	Total
Department of Health and Human Services	0
Department of Education	0
Department of Primary Industries, Water and Environment	3
Department of Justice and Industrial Relations	27
Department of Police and Public Safety	1153
Department of Premier and Cabinet	84
Department of Infrastructure, Energy and Resources	0
Department of State Development	1
Port Arthur Historic Site Management Authority	0
TAFE Tasmania	0
Tasmanian Grain Elevators Board	0
Retirement Benefits Fund Board	80
Department of Treasury and Finance	1
Tasmanian Audit Office	0
The Public Trustee	0
Total	1349