



Our People and Policies



Investment in our people is requires a strategic focus on people management.

We are committed to a strategic approach to the management of our people through:

- providing a clear focus for workforce management
- creating a safe, supportive and equitable work environment for employees, which sustains high levels of satisfaction, empowerment, commitment and accountability
- supporting processes and practices which recognise and reward excellence and value the contribution people make to our success
- promoting leadership and coaching
- ensuring our policies and practices provide for transparency, honesty and fairness.

STRATEGIC PLAN

During the year a small working undertook a review of our current HR strategic plan and this resulted in a proposed structure with a vision of "Getting the Right People in the Right Roles at the Right Time with the Right Skills" and based around the objectives of:

- Attracting and Retaining the Right People
 - Engaging our People
 - Attraction and Retention
- Developing and Recognising our Peoples' Capabilities and Performance
 - Build Organisational Capability by Developing our People
 - Recognise and Celebrate the Achievements of our People
- Leading and Managing for the Future
 - Successfully Leading and Managing our People
 - Leading and Supporting Change
- Shaping our Workforce and Workplace Environment
 - Workforce Planning
 - Safe and Healthy Workplaces.

During 2015-16 the above objectives will be validated or changed as part of the process of completing and implementing the strategic plan.

EMPLOYEE STATISTICS – DPAC

As at 30 June 2015, DPAC employed 355 (337.23 FTEs) employees and 125 (119.15 FTEs) employees in Ministerial and Parliamentary Support (MPS) offices. This includes both TSS and non-TSS employees and excludes casual employees and employees on unpaid leave. The figures are presented below in two groups: DPAC and MPS offices.

Headcount & FTE – DPAC Staff

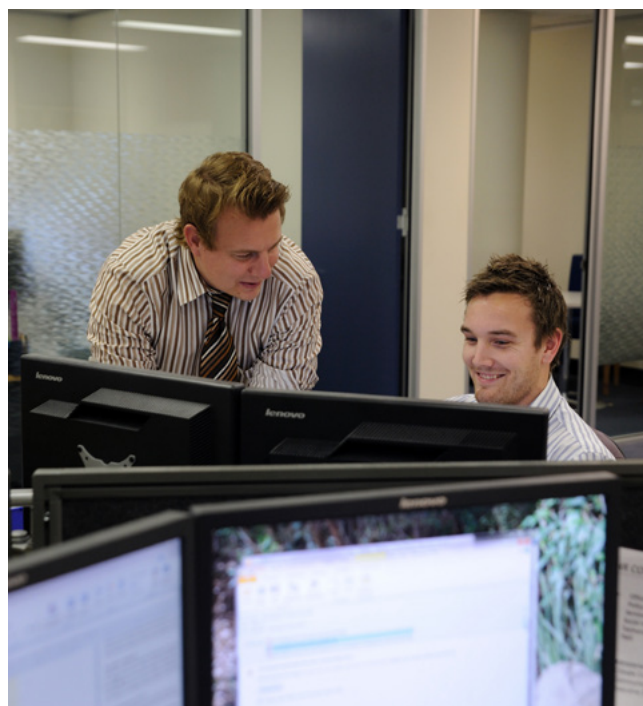
Divisions	Headcounts			FTEs		
	TSS	Non-TSS	Total	TSS	Non-TSS	Total
Communities, Sport & Recreation	84	0	84	79.17	0.0	79.17
Corporate & Governance (includes Corporates Services and Executive Division)	85	0	85	80.85	0.00	80.85
Government Courier Services	7	0	7	7.00	0.00	7.00
Local Government Division	12	0	12	10.7	0.00	10.7
Office of eGovernment	7	0	7	7.00	0.00	7.00
Office of Parliamentary Counsel	13	0	13	11.60	0.00	11.60
Office of Security and Emergency Management	5	0	5	5.00	0.00	5.00
Policy Division	20	0	20	19.17	0.00	19.17
Service Tasmania Unit	10	0	10	9.57	0.00	9.57
State Service Management Office	24	0	24	23.40	0.00	23.40
Tasmanian Climate Change Office	10	0	10	9.00	0.00	9.00
TMD	78	0	78	74.77	0.00	74.77
Total	355	0	355	337.23	0.00	337.23

FTE Change

Total FTEs have increased from 306.37 FTEs in 2014 to 337.23 FTEs in 2015, largely due to the transfer of Sport and Recreation Tasmania from the Department of State Growth.

Casual Employment

The Department also employs 30 casuals to fulfil the duties of Government Courier (7), Communications Assistant (2) and Front of House Assistant, Silverdome (21).

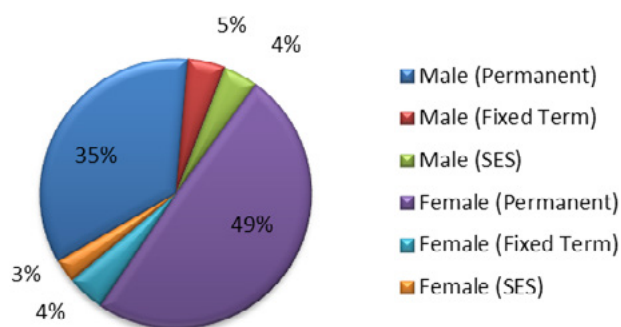


Headcounts, FTEs, Gender, Employments Status, Age and Salary

DPAC employees by gender and employment status

DPAC employs more women than men, with 56 per cent women and 44 per cent men, with the majority of staff employed on a permanent basis.

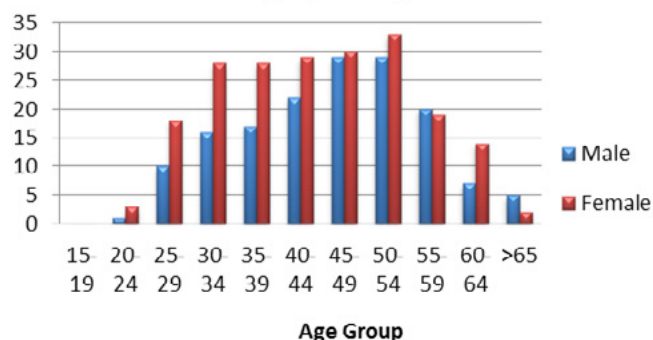
**Employees as at 30 June 2015
by Gender and Employment Status**



DPAC employee profile by age

The age profile of DPAC staff has remained constant from 2012-13. A significant number of employees aged greater than > 50 years representing employees who potentially will retire within the next 10 to 15 years.

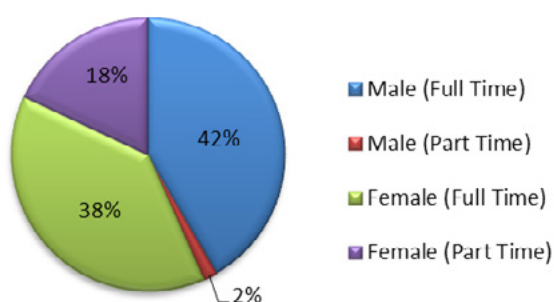
**Employees as at 30 June 2015
by Age Group**



DPAC employees by full-time/part-time employment

Twenty per cent of the DPAC workforce is employed on a part-time basis, with the majority of these employees being women.

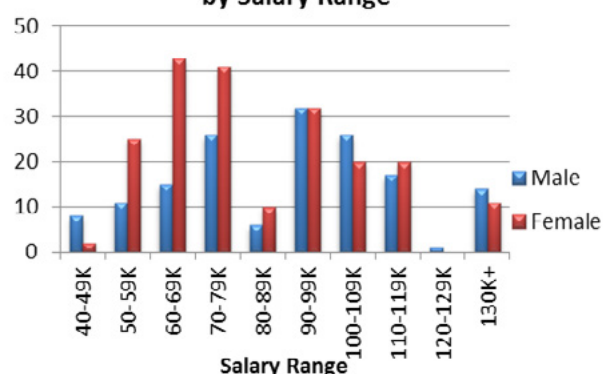
**Employees as at 30 June 2015
Full Time vs Part Time**



DPAC employees by salary range

The average (full-time) salary is \$89 428. The average salary for men is \$95 829 and the average salary for women is \$84 533.

**Employees as at 30 June 2015
by Salary Range**





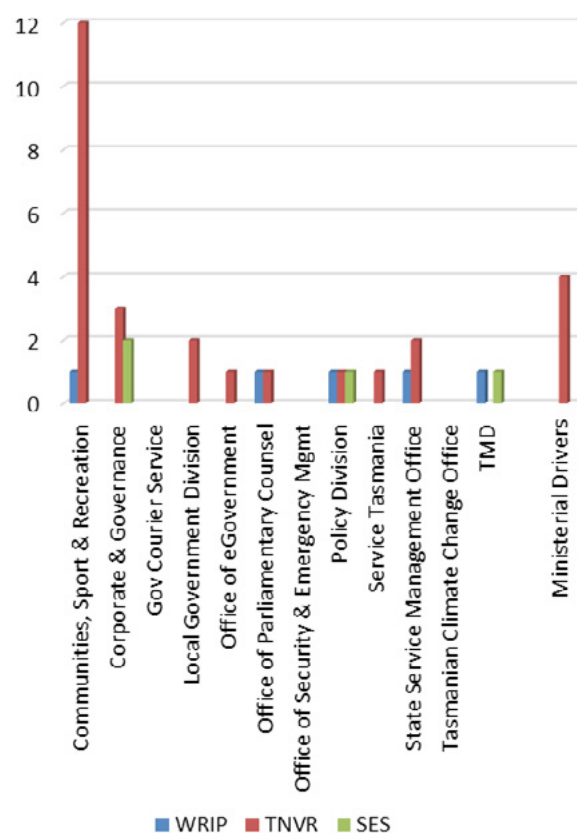
DPAC Staff movements

Staff Movements 2014-15	Male	Female	Total
Appointments			
Permanent	7	10	17
Fixed-term	8	12	20
SES	1	3	4
Total Appointments	16	25	41
Status Changes			
Promotions without advertising	0	0	0
Number of conversions from Fixed Term to Permanent	0	0	0
Total Status Changes	0	0	0
Transfers/Secondments			
Fixed-term transfers to DPAC as at 30 June 2015	3	3	6
Fixed-term transfers/secondment out of DPAC as at 30 June 2015	4	2	6
Total Transfers/Secondments	7	5	12
Terminations			
Resignations	7	8	15
Resignations (WRIPs)	1	4	5
Retirements (including ill health retirements)	1	4	5
Contract expiries	2	7	9
Transfers/promotions to other agencies	2	3	5
Voluntary redundancies	7	16	23
Termination of SES contracts	4	0	4
Abandonments of employment	0	1	1
Total Terminations	24	43	67

TNVRs, WRIPs & SES Terminations

DPAC has paid 23 Targeted and Negotiated Voluntary Redundancies (TNVRs), 5 Workforce Renewal Incentive Programs (WRIPs) and ceased 4 SES Contracts in 2014-15.

TNVRs, WRIPs & SES Terminations by Division 2014-15

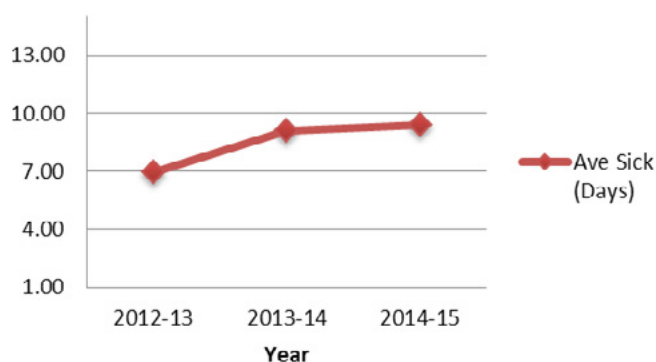


Leave Management

DPAC average sick leave (excluding carers' leave)

The average amount of sick leave taken has risen in the last year, as shown in the graph below. In 2014-15 the average sick leave days was 9.39 days. However, four employees had significant sick leave during the year totalling 555.09 days. When these four employees are excluded the average amount of sick leave taken is 7.74 days instead of 9.39 days.

Employees Average Sick Leave Days



DPAC leave liability

Recreation and Long Service Leave (as at 30 June)	2013	2014	2015
Average number of days recreation leave per employee	17.2	15.5	16.6
Employees with > 40 days recreation leave	14	12	20
Average number of days LSL per employee with a minimum of 10 years service ¹	52.7	52.0	53.6
Employees with >100 days LSL	1	1	1

Note:

1. Performance measure changed from greater than 20 days to greater than 40 days in line with legislative requirements.

Leave without pay

Forty-two employees accessed leave without pay (LWOP) during the year and this totalled 3 069 days: 8 employees took less than 5 days, 11 employees took less than 20 days and 23 employees took more than 20 days unpaid leave.



EMPLOYEE STATISTICS – MPS

Headcount & FTE – MPS Staff

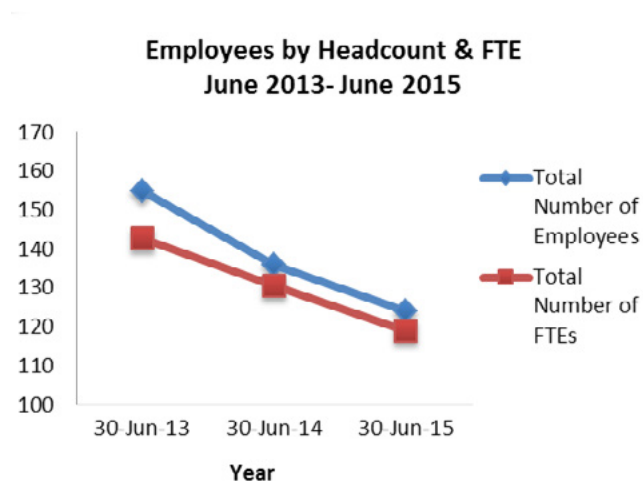
Offices	Headcounts			FTEs		
	TSS	Non-TSS	Total	TSS	Non-TSS	Total
Government Ministerial and Electorate Offices	0	90	90	0.00	86.75	86.75
Labor Opposition Office and Electorate Offices	0	16	16	0.00	14.2	14.2
Tasmanian Greens Electorate Offices	0	3	3	0.00	3.00	3.00
Ministerial Drivers	11	0	11	11.00	0.00	11.00
Other Government Offices	0	4	4	0.00	4.00	4.00
Total	11	113	124	11.00	107.95	118.95

Casual Employment

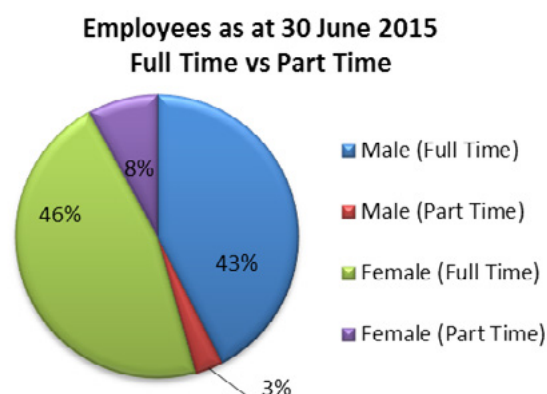
MPS also employs 5 casual Ministerial Drivers.

Headcounts, FTEs, Gender, Employments Status, Age and Salary

MPS employees as at 30 June 2015 by FTEs and headcounts



MPS employees by full-time/part-time employment

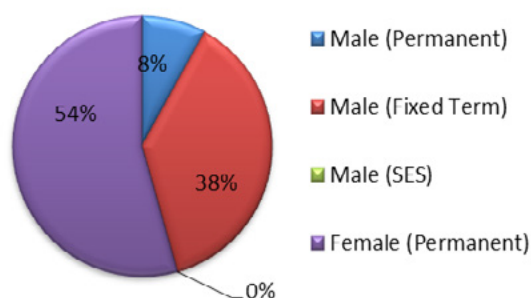


MPS employees by gender and employment status

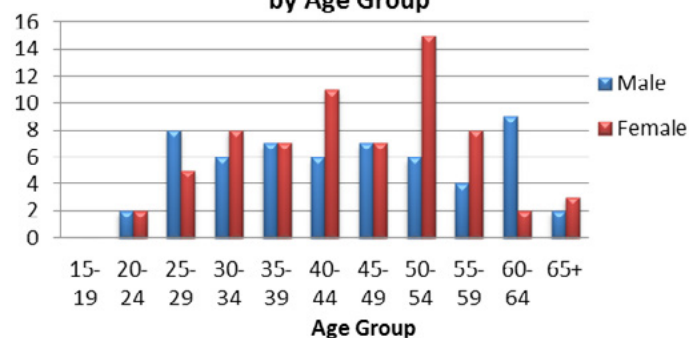
Ministerial offices have a high proportion of fixed-term employees as many are employed for the term of the Government.

MPS employee profile by age.

**Employees as at 30 June 2015
by Gender and Employment Status**

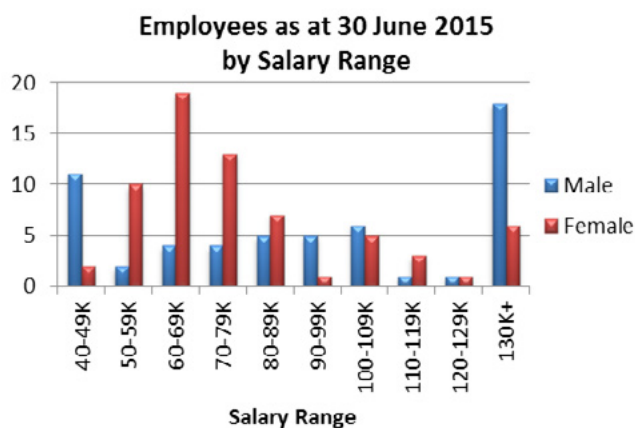


**Employees as at 30 June 2015
by Age Group**



MPS employees by salary range

The average (full-time) salary is \$94 183. The average salary for men is \$109 475 and the average salary for women is \$81 365. (Salary excludes Ministerial driver and other allowances)



MPS staff movements

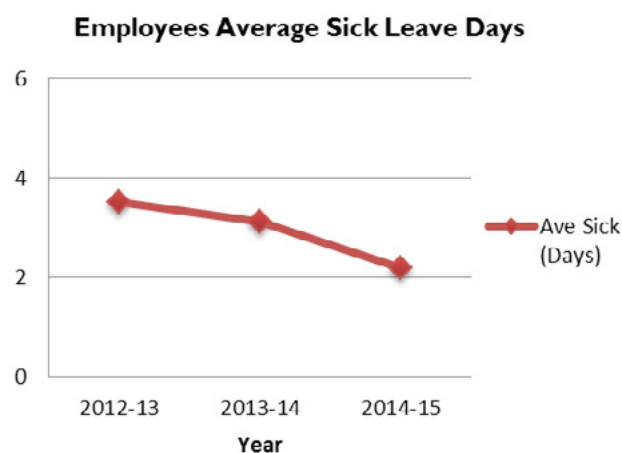
Staff movements	2014-15
Number of employees on secondment to MPS as at 30 June	19
Number of new appointments (including secondments)	19
Number of resignations	16
Number of retirements	0
Number of contract expiries	9
Number of redundancies	5

There were four redundancies within the Ministerial Transport Service.

Leave Management

MPS average sick leave (excluding carers leave)

The average amount of sick leave taken has decreased in the last year.



MPS leave liability

Recreation and Long Service Leave (as at 30 June)	2013	2014	2015
Average number of days rec leave per employee	19.5	10.0	16.9
Employees with > 40 days recreation leave	12	4	6
Average number of days LSL per employee with a minimum of 10 years service	60.1	53.63	51.06
Employees with >100 days LSL	0	0	0

Note:

1. Performance measure changed from greater than 20 days to greater than 40 days in line with legislative requirements.



HUMAN RESOURCES ACTIVITIES

Recruitment policies and programs

We are committed to providing a family friendly employment environment that provides employees with a number of options to balance their work/life commitments.

Recruitment practices across the Department are conducted in accordance with the State Service Act, including State Service EDs. We manage vacancies within the parameters of MPSS.

As part of our recruitment process, we commit to encouraging and identifying opportunities for staff mobility and development across all of our vacancies.

Performance management

We are committed to making DPAC a challenging and supportive place to work, and one that develops and fosters its people. The performance management and development (PMD) program provides a mechanism to assess employee performance, to identify the tasks that employee needs to undertake over the coming year, to develop plans to further develop their skills and potential, and to reward performance.

The intent of the PMD program is to:

- integrate corporate, group and individual planning and performance management;
- identify the standards of performance expected from employees;
- improve communication at all levels;
- provide regular documented feedback on performance to all employees;
- identify and address under performance; and
- recognise and reward effective and high performance.

The PMD process is fundamental to ensuring staff in DPAC are given every opportunity to develop their skills and potential to deliver on the Department's goals. During the year 90% of undertook a PMD discussion with their supervisor.

Workplace diversity

DPAC aims to provide a positive workplace that respects the background and characteristics of each employee and recognises all employees for their valuable contributions. DPAC values diversity and recognises that harnessing the strengths of a wide variety of individual employees is how we achieve our organisational goals. DPAC appreciates the importance of a workplace culture that treats external clients and stakeholders with respect and courtesy, regardless of their attributes.

The principles that support the Workplace Diversity Policy are:

- Promote a positive workplace culture
- Encourages a healthy work/life balance
- Value and respect diversity in the workplace
- Acknowledge and appreciates diversity in the community.

Grievance resolution

Our Grievance Resolution Policy is designed to support employees in resolving workplace grievances in a prompt and professional manner. The Policy encourages employees to reach grievance resolution before a situation escalates, while maintaining positive workplace relationships. A key principle of the DPAC Workplace Behaviour Policy is that employees behave in a respectful manner towards all colleagues, to provide a positive working environment, free from bullying, victimisation, sexual harassment and discrimination.

There were no formal grievances reported in the Department during 2014-15.

Work, health and safety strategies

The people who work for us are our greatest assets and we all have the right to work in an environment where our health, safety and wellbeing are paramount to everything that we do. The commencement of the *Work Health and Safety Act* on 1 January 2013 has created the impetus for a renewed focus on health and safety for all our workers and to demonstrate our commitment to the State Service being a “Leader in Workforce Health, Safety, Wellbeing and Injury Management”.

The objective of our WHS Plan is to identify strategies, actions and performance measures that will enable our people to work together to build a culture that values, supports and improves the work health, safety and wellbeing of everyone within DPAC. WHS is everyone's responsibility.



Performance measures

The following measures are indicators of the Department's success in actively providing a safe and healthy work environment:

DPAC

Measure	June 2014	June 2015
Number of incidents reported	30	34
Number of workers' compensation claims	7	5
Number of employees participating in OHS activities	122	51
Number of First Aid Officers	25	24
Number of employees participating in flu vaccine program	170	207

MPS

Measure	June 2014	June 2015
Number of incidents reported	16	10
Number of workers' compensation claims	4	0
Number of employees participating in OHS activities	6	59
Number of First Aid Officers	2	2
Number of employees participating in flu vaccine program	22	27

Workers Compensation Claim Statistics

	2011-12	2012-13	2013-14	2014-15
Number of claims by year of injury				
DPAC	5	5	7	5
MPS	1	3	4	-
Total	6	8	11	5