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## State Service Commissioner Introduction

The previous twelve months have provided a period of significant development and refinement of the legislative framework governing the State Service. Staff of the Office continue to work closely with Agencies in further developing awareness and understanding of the *State Service Act 2000* (SSA), and in particular the State Service Principles (the Principles), throughout the State Service.

The program of further developing and reviewing the legislative framework has continued this year with the release of Commissioner's Direction 4 *Performance Management* and the revised Commissioner's Direction 5 *Procedures for Investigation and Determination of Whether an Employee has Breached the Code of Conduct* and Commissioner's Direction 6 *Procedures for Investigation and Determination of Whether an Employee is Able to Efficiently and Effectively Perform their Duties*. Commissioner's Direction 14 *Gifts and Benefits*, designed to assist State Service Agencies in ensuring that officers and employees are aware of their statutory obligations in relation to the giving and receiving of gifts and benefits, has been circulated in draft form for stakeholder comment, and will be released early in the next financial year.

A key element of the legislative review program commenced this year with the appointment of a project officer to undertake the review of Commissioner's Direction 1 *Employment in the State Service* (CD 1). CD 1 was generally viewed as an implementation requirement of the Act, with the intention being to review CD 1 as soon as practicable. It is intended that the review determine whether CD 1, and associated processes relating to employment decisions, are consistent with the intent of the SSA, the principle of merit and other State Service Principles, as well as determining how promotion and appointment can best occur within the framework provided by the Act.

It is anticipated that this will be one of the more complex reviews, as it encompasses a diverse range of issues associated with employment in the State Service. The review will be conducted over a six month period to enable wide ranging formal and informal opportunities for stakeholder consultation.

The focus on facilitating ethical behaviour at all levels of the State Service has continued this year, facilitated by the 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. Professor Malpas recently delivered a presentation to the Parliamentary Labor Party to further enhance Members' understanding of the Principles and the nature and operation of the State Service. The next phase in this successful awareness raising project will see Professor Malpas deliver a further series of seminars to State Service employees in the area of ethical awareness. The delivery of these programs will mean that Professor Malpas' work on facilitating an understanding of the Principles has encompassed elected representatives, Heads of Agency, senior executives and State Service employees.

In recognition of the value of consultative forums, this year has seen significant modifications to the form and role of the State Service Commissioner's Advisory Group. A review of the appropriate focus for this group and identification of

priority strategic issues for consideration has allowed this forum to facilitate valuable, high level policy discussion and development on a range of issues. The Advisory Group now serves as a forum for the identification of policy issues, ensures employment issues are appropriately understood and addressed at Agency level, assists in disseminating information throughout Agencies and provides a valuable reference group for consideration of matters raised by the State Service Commissioner.

Representatives from the Office continue to play a key role in the regular Human Resource Managers' meetings organised by Agencies. Recent discussions at this forum indicate that in the year ahead this group will also undergo a shift in focus to primarily consider those issues Agencies identify as priorities or of strategic importance. This will continue to build on the current level of cooperation between Agencies as they address common issues. By adopting a collaborative approach to these matters, it is hoped Agencies will be able to better understand the issues, take advantage of expertise within the State Service and ensure a degree of consistency is evident in the approach taken to issues across the State Service.

This year has also seen mechanisms for regular discussions between staff of the Office and representatives of major public sector unions established. The discussions have addressed a wide variety of current and emerging issues of interest to both parties.

A notable development in the past year has been the commencement of a series of Head of Agency forums. These events allow Heads of Agency and senior executives an opportunity for informal discussions on a range of issues of interest or concern primarily relating to public sector administration and management. The forums serve an educative purpose through presentations from guest speakers but also allow a rare opportunity for informal peer discussions amongst this group. The formal program was initiated following a highly successful presentation from Don Watson in August, which generated a high level of interest in, and support for, a continuing program of events. The Premier was the guest speaker at the inaugural forum followed by Australian Public Service Commissioner Andrew Podger in June. The reception from those who have attended the forums has been overwhelmingly positive and it is intended to continue the series, taking advantage of opportunities to obtain the services of high calibre presenters whenever possible.

In addition to specific training and development initiatives such as those outlined above, The Training Consortium continues to deliver a wide range of quality training programs for employees at all levels, addressing the diverse knowledge and skill requirements of the State Service. Particular successes this year have been the continuing workplace diversity presentations given by Duncan Smith, and the Leadership in Action Series, which has attracted presenters such as Don Watson, Rodney Eade, Bob Ellis and Professor Danny Samson and has continued to draw strong attendances, largely as a result of the informative and entertaining range of speakers it attracts. The Training Consortium has also established an invaluable working relationship with the Australian Public Service Commission around the issue of Leadership Development which is expected to be formalised

## State Service Commissioner Introduction

through a Memorandum of Understanding in the next financial year. This positive development will increase our access to quality leadership initiatives and strengthen links between the State and Commonwealth sectors. The relationship will also assist in increasing program viability.

The Office has been involved in developing two successful initiatives in recent months.

The first was the State Service Work Placement Program trial which was launched in June. The Program, administered by the Office with support from Multicultural Tasmania and the Multicultural Council of Tasmania, is designed to promote cultural awareness and diversity within State Service Agencies and to provide useful work placement opportunities within the State Service for identified groups in the Tasmanian community.

The trial provides work placements for college and university students in a number of State Service Agencies for a period of approximately two weeks. The Program includes the provision of cultural awareness training for Agency staff and several structured training sessions for students on a range of topics including the structure of the State Service, State Service Principles, the Code of Conduct, occupational health and safety, the Tasmanian Government jobs website and State Service job application procedures. If the trial is considered successful, it is anticipated it will continue in future years. I would like to extend my appreciation to those Agencies who have supported this initiative, particularly those who have offered to provide placements for students.

The second initiative was the introduction of the State Service Workplace Giving Scheme. The scheme allows an employee to donate money on a regular basis, through payroll deductions, to an Australian Taxation Office approved charity or non-profit organisation chosen by the employee. The scheme will commence at the beginning of the new financial year and the Premier has encouraged all State Service employees to support Tasmanian and national charities and non-profit organisations through this initiative.

This year has also seen the completion of the review of the Senior Executive Classification System, including the implementation of the recommendations arising from the review. As part of this process, a capability framework for senior executives has been developed, drawing together the knowledge, skills and personal attributes required of senior executives at each of the four levels. The framework has been released for use by Agencies in designing senior executive roles as well as personal and career development and performance management.

In upholding the State Service Commissioner's statutory function to evaluate the application of practices, procedures and standards in relation to the management of, and employment in, the State Service, further work has been undertaken to refine the review and evaluation framework introduced last year. For the second time, a survey instrument has been developed and circulated to Agencies, seeking information on a range of topics relating to the State Service Principles. This year's instrument incorporated some improvements based on feedback received last year as well as some additional questions designed to build upon the information previously provided. This will enable the Office

to monitor Agency progress and undertake some valuable benchmarking work around key issues. The survey was distributed to fourteen Agencies, with fourteen providing responses. I wish to take this opportunity to formally acknowledge my appreciation of Agencies' prompt and detailed responses to the survey.

Achievements outlined in this Report relate to the State Service Commissioner's statutory functions. As the staff of the Office are administratively part of the Department of Premier and Cabinet, all administrative issues are reported via that Department's Annual Report.

I would like to take this opportunity to thank Greg Vines who resigned from the Office of State Service Commissioner in June to take up an appointment with the Victorian Government. Greg was the driving force behind the development and implementation of the SSA and, as State Service Commissioner, made an outstanding contribution, displaying high levels of independence and simultaneously bringing a practical, common sense approach to issues as well as a genuine belief in the importance of the public sector. Greg has played a pivotal role in modernising and revitalising the State Service and I would like to thank him for the outstanding contribution he made to the Tasmanian State Service in his time as Commissioner.

Finally, I would like to thank the staff of the Office for their work throughout the past year. I would also like to record my appreciation for the continued assistance and support received from the Department of Premier and Cabinet, the Director, Office of Industrial Relations and the Solicitor-General of Tasmania, and for the contribution of Agency representatives through the State Service Commissioner's Advisory Group and Human Resources Managers Forum and public sector unions.

Chris Smyth  
*Acting State Service Commissioner*  
October 2003

## Strategic Plan

### Introduction

The Office of the State Service Commissioner (the Office) has, over the past twelve months, continued a strategic planning process which:

- plans our direction;
- sets our targets;
- assesses our performance; and
- identifies various 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
- performance of 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.

## Strategic Plan

### 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 SSA;
- 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:

#### Output 1.

ensuring adherence to the State Service Principles and Code of Conduct by undertaking reviews, investigations and determinations, and promoting ethics and workplace diversity;

#### Output 2.

determining practices, procedures and standards in relation to the management of, and employment in, the State Service and evaluating their application within Agencies;

#### Output 3.

providing advice to:

- the Minister to inform policy on the State Service, and on how it can communicate its employment policy agenda; and
- Heads of Agency and managers on strategic people management;

#### Output 4.

facilitating and supporting quality people-management and organisational performance, including through sharing information and learning from good practice;

#### Output 5.

facilitating and providing State Service-wide development and training to meet current and emerging needs; and

#### Output 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 SSA. Other powers and functions of the Commissioner are contained in specific sections of the SSA.

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, 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 SSA.

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 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.

### Legislative Framework

The SSA commenced 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 the *State Service Regulations 2001*, Ministerial Directions and Determinations, Commissioner's Directions and Advices.

### 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 12 Commissioner's Directions. These are:

- Employment in the State Service;
- State Service Principles;
- Workplace Diversity;
- Performance Management;
- 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 Commissioner's Directions are available from the Office's website: [www.ossctas.gov.au](http://www.ossctas.gov.au).

Commissioner's 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, one new Commissioner's Direction has been released, Commissioner's Direction 4 *Performance Management*. The Direction was accompanied by a set of guidelines to assist Agencies in the implementation of their performance management systems.

The program of review of Commissioner's Directions has continued with a major project, the review of Commissioner's Direction 1, commencing in May. It is anticipated this will be one of the more complex reviews, as it encompasses a diverse range of issues associated with employment in the State Service. As a result, a project officer has been appointed and the review is being conducted over a six month period to enable wide ranging formal and informal opportunities for stakeholder consultation.

CD 1 was generally viewed as an implementation requirement of the Act, with the intention being to review CD 1 as soon as practicable. It is intended that the review determine whether CD 1, and associated processes relating to employment decisions, are consistent with the intent of the SSA, the principle of merit and other State Service principles, as well



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as determining how promotion and appointment can best occur within the framework provided by the SSA.

The project scope includes those issues covered by CD 1. The project is not a review of the SSA, although examination of issues has raised matters associated with the SSA and these will be considered as appropriate.

The review is to be conducted in a number of stages. Initially, preliminary submissions will be sought to inform a discussion paper outlining the issues to be considered. Submissions received, in response to the discussion paper, will be considered in the development of an options paper. Community and key stakeholder comment will be sought on the options paper and this will inform the development of a draft Commissioner's Direction on employment.

### Commissioner's Advices

In the past year a second Commissioner's Advice has been released, providing Agencies with information on Severe Acute Respiratory Syndrome (SARS). The Advice details the processes to be followed by a Head of Agency when an employee returns to work following travel to a SARS affected area and also stipulates the Government policy on employees undertaking work related travel to SARS affected areas.

### Ministerial Directions

Ministerial Directions relate to the administration of the State Service. Many of the issues previously prescribed by regulations are now covered in Ministerial Directions.

Currently there are eight Ministerial Directions concerning the following matters:

- Administration;
- Work Arrangements and Leave;
- Teaching Service (Tasmanian Public Sector) Award 2000;
- TAFE Teachers Federal Award;
- Fire Service Federal Award;
- Nurses Federal Award;
- Transport Federal Award; and
- Indemnity Against Legal Process.

Ministerial Direction 8 *Indemnity Against Legal Process* was finalised and released in the past year and specifies the circumstances in which indemnity will be provided for State Service officers and employees who are subject to or threatened with legal proceedings arising from the performance of their duties. As at 30 June 2003, a second attachment to Ministerial Direction 8 applying to the granting of indemnity against legal process to medical practitioners was awaiting Ministerial approval.

In the past year the Premier has approved an amendment to Ministerial Direction 3 *Teaching Service (Tasmanian Public Sector) Award 2000*. The Direction was varied to provide paid adoption leave to teachers employed in the State Service who are to be the primary carer of an adopted child, in line with amendments previously made to Ministerial Direction 2, which provided paid adoption leave to State Service employees.

### 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 may determine the terms and conditions of employment.

To date, two Ministerial Determinations have been issued, namely:

1. Reimbursement with respect to appointment and assignment of duties due to promotion or otherwise; and
2. Reimbursement of officers with respect to appointment and assignment of duties due to promotion or otherwise.

### Public Interest Disclosures Act 2002

The *Public Interest Disclosures Act 2002* received Royal Assent on 25 June 2002, but is not yet proclaimed. Under the *Public Interest Disclosures Act 2002* a disclosure may be made to the Ombudsman, the State Service Commissioner, the Commissioner for Police, the President of the Legislative Council or the Speaker of the House of Assembly, depending on the status of the person or body to whom the disclosure relates. The Act contains provision for the referral of disclosures between persons to whom a disclosure can be made. 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. It is anticipated that the Ombudsman will be the main point of contact and will receive most disclosures and refer appropriate issues to the State Service Commissioner. The aim of the new legislation is to create an efficient process by which disclosures made by "whistleblowers" can effectively be investigated.

## State Service Commissioner

### Support for the State Service Commissioner

#### Office Structure

The SSA provides for the 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.

Currently the Secretary of the Department of Premier and Cabinet provides the Commissioner with 17 staff, who are for administrative purposes employees of the Department of Premier and Cabinet, to enable the Commissioner to perform the statutory requirements of the Office.

**Table 1: Office of the State Service Commissioner staff**

	As at 30 June 2002	As at 30 June 2003
Permanent Employees	15	14
Officers	1	1
Fixed-Term Employees	2	2

There are currently seventeen fully funded positions allocated to the Office. This includes one senior executive and sixteen employees. The two fixed-term employees currently allocated to the Office are engaged to replace one employee on secondment and one on leave without pay.

There are two principal areas of activity that the staff of the Office undertake to support the 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 Office 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](http://www.osscc.tas.gov.au)

Email [osscc@dpac.tas.gov.au](mailto:osscc@dpac.tas.gov.au)

#### Staff Training

Work has been undertaken this year to revise the forward learning and development program for staff of the Office. The new program will combine a series of topic based programs, offered in the form of half day seminars conducted approximately every three months. Topics covered will include performance management, ethics, service excellence and succession planning. Interspersed with these will be a number of shorter presentations from Heads of Agency and other speakers from within the State Service, local government and the Australian Public Service (APS). It is also intended to utilise relevant speakers visiting the state for presentations, if such opportunities arise.



## State Service Principles

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 standards expected of those who work within it. Under the SSA, employment is focussed on principles, and upholding the Principles is linked to the Code of Conduct. Whilst many of the 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 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 State Service Commissioner 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; and
- 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 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 on the current programs or activities conducted to familiarise employees with the Principles, Code of Conduct, internal grievance procedures and the merit principle. Of the fourteen Agencies responding to the survey, eleven have reviewed or evaluated their existing programs in the 2002-03 financial year, with the following outcomes:

- increased number and variety of forums in which information on these topics is provided;
- redevelopment of induction programs;
- continuing improvement of induction materials;
- development of new staff guidelines;
- information sessions for managers;
- increased circulation of information to staff; and
- increased emphasis on support and consultancy in human resource areas.

Additionally, Agencies implemented the following initiatives in the reporting period:

- provision of information through the Agency intranet;
- development of whole of Agency induction program;

- training for senior managers on the SSA, workplace diversity and negotiation and communication skills;
- development of an electronic induction package for new employees;
- inclusion of information on internal grievance processes during staff induction; and
- inclusion of State Service Principles and Code of Conduct in staff induction processes and employee handbook.

Overall, 1073 employees across the twelve Agencies that responded to this question participated in these programs in the reporting period. All Agencies responding to the survey rated their current programs as successful to highly successful based largely on staff feedback, rates of staff participation in Agency programs and increased staff awareness of policy in these areas. Two Agencies based their assessment on a reduction in the number of internal grievances, requests for review of State Service actions and/or matters referred to the Anti-Discrimination Commissioner for investigation.

## Ethics

Throughout the past year staff have again 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, in evaluating and promoting the understanding of the State Service Principles and Code of Conduct, across the Service and in the evaluation of the implementation of the SSA. Professor Malpas has also been involved in the evaluation, design, and implementation, of reporting mechanisms and various forms of staff feedback, as well as training activities.

## State Service Principles

### 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 it serves;
- which 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.

The current project reviewing CD 1 is examining whether the Direction, and associated processes relating to employment decisions, are consistent with the intent of the SSA, the principle of merit and other State Service Principles and how appointment and promotion can best occur within the framework provided by the SSA.

### Promotion Without Advertising

Section 40 of the SSA allows a Head of Agency to make a request to the Commissioner to promote an employee without advertising the duties. For the 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 more than 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 is 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 2002 to 30 June 2003 is set out in the following table.

**Table 2: Promotions Without Advertising, 1 July 2002 to 30 June 2003**

Agency	Received	Approved	Not Approved
Department of Education	19	16	3
Department of Health and Human Services	18	17	1
Department of Primary Industries, Water and Environment	1	1	-
Department of Treasury and Finance	4	-	4
Department of Premier and Cabinet	4	1	3
Department of Police and Public Safety	5	5	-
Public Trustee	1	1	-
<b>Total</b>	<b>52</b>	<b>41</b>	<b>11</b>

## State Service Principles

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

The jobs.tas.gov.au employment portal supports the 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; and
- the State Service provides a reasonable opportunity to members of the community to apply for State Service employment.

The site has averaged 644,692 requests each month, which correlates to about 250,065 pages being viewed and an average of about 39,144 job kits being downloaded each month.

Over the past 12 months, the job site has undergone a significant redevelopment to build on the demonstrated success of the initiative. The new site was launched in August 2002, with all the refinements completed by January 2003.

The redevelopment introduced a number of new features including:

- user-configurable email notification system. This allows jobseekers to be informed via email when new vacancies are posted on the site;

- vacancies are searchable based on job type, occupation, Agency, salary and location;
- specialist marketing area for Agency and whole-of-government use;
- pages that highlight the presence and procedure for the use of fixed-term employment registers;
- general information on career opportunities and State Service selection processes;
- staff movements and promotions without advertising notices are now 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 to the advertising contractor;
- automatic job kit delivery mechanisms; and
- text formatting facilities.

The site is giving people greater access to employment information and opportunities to gain employment in the State Service and contributes to Tasmania *Together* Goal 16 which aims to increase job and meaningful work opportunities in Tasmania.

**Table 3: Vacancy Advertisements by Agency**

Agency	2001-02	2002-03
Department of Economic Development	-	24
Department of Education	363	339
Department of Health and Human Services	1119	1206
Department of Infrastructure, Energy and Resources	140	152
Department of Justice and Industrial Relations	83	94
Department of Police and Public Safety	63	57
Department of Premier and Cabinet	64	39
Department of Primary Industries, Water and Environment	279	242
Department of State Development	116	-
Department of Tourism, Parks, Heritage and the Arts	-	98
Department of Treasury and Finance	88	81
Port Arthur Historic Site Management Authority	8	9
Tasmanian Audit Office	10	5
TAFE Tasmania	117	119
Tasmanian Grain Elevators Board	0	0
The Public Trustee	7	12
<b>Total</b>	<b>2457</b>	<b>2521</b>

## State Service Principles

The site has integrated distinctive branding, intuitive design and up-to-date content for those seeking employment opportunities in the State Service. The jobs.tas site is one of the most popular websites within the Tasmanian State Service.

The Local Government Association of Tasmania (LGAT) is developing an employment portal to advertise local government employment opportunities throughout Tasmania. The State Government has entered into an agreement with LGAT to include hyperlinks on both the LGAT and jobs.tas.gov.au employment portals, which alert users to the existence of, and provide a direct link to, the other site. In establishing a link between the advertising of employment opportunities in both State and local government this initiative will provide the public with enhanced access to employment opportunities at both levels of government. It is anticipated the links will be added to both sites early in the new financial year.

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 the Office.

### **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 Commissioner, to change the status of an employee from fixed-term to permanent. Requests for

conversion must be submitted through 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 promotion without advertising, these conditions represent a minimum and their fulfilment does not automatically guarantee the Commissioner's recommendation.

**Table 4: Applications for conversion from fixed-term to permanent employment status, 1 July 2002 to 30 June 2003**

Agency	Brought Forward	Received	Approved	Not Approved	Carried Forward
Department of Education	26	289	234	69	5
Department of Health and Human Services	31	168	174	21	8
Department of Primary Industries, Water and Environment	7	17	19	8	-
Department of Justice and Industrial Relations	1	11	12	-	-
Department of Premier and Cabinet	-	2	2	-	-
Department of Tourism, Parks, Heritage and the Arts	-	12	4	-	8
Department of Police and Public Safety	3	20	17	3	4
TAFE Tasmania	-	4	1	2	-
Port Arthur Historic Site Management Authority	20	2	22	-	-
<b>Total</b>	<b>88</b>	<b>525</b>	<b>485</b>	<b>103<sup>1</sup></b>	<b>25</b>

<sup>1</sup> All applications for conversion not approved were not supported by the Head of Agency.

## State Service Principles

### Diversity and Equity

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 3 *Workplace Diversity*, all Agencies are required to have a workplace diversity program.

### Development of Agency Diversity Programs

Over the previous year, Agencies have been working to develop and implement their workplace diversity programs. To assist Agencies in the implementation of innovative workplace diversity programs and practices, Mr Duncan Smith, principal with ADC Consulting, was engaged to present a series of workshops and seminars on workplace diversity.

Following presentations made to Heads of Agency, the State Service Commissioner's Advisory Group, human resource managers and practitioners and unions in 2001-02, a series of workshops have been held this year for general staff. In the past 12 months programs have been run in Hobart, Launceston and Devonport. Ten half-day seminars were offered and 313 people from across the State Service participated. This very successful program has facilitated an understanding and awareness of diversity issues at all levels of the State Service and helped participants to recognise the value of diversity in the workplace.

Of the twelve Agencies responding to this question, nine reported that they had reviewed or evaluated their workplace diversity programs in the reporting period, with the following outcomes:

- development of new workplace diversity management plans, programs and policies in consultation with employees;
- establishment of a "Managing Diversity" committee to oversee whole of Agency strategy on workplace diversity;
- implementation of a staff survey to assess understanding of workplace diversity issues;
- revised Access and Equity Management Plan; and
- workshops on workplace diversity issues targeting senior managers.

Eight Agencies implemented new workplace diversity initiatives in the reporting period. These included Agency-wide distribution of workplace diversity posters and promotional materials, the establishment of an internet site to provide information and policy advice on workplace diversity programs, the introduction of workplace diversity contact officers, the implementation of workplace diversity presentations, supporting the development of young people within the Agency, participation in the Government's Work Placement Program Trial and exploring methods for improved data collection on workplace diversity.

### Aboriginal and Torres Strait Islander Employment in the State Service

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

The Aboriginal Employment Policy Guidelines were originally developed by the Office of Aboriginal Affairs and the former Office of the Commissioner for Public Employment to support Aboriginal and Torres Strait Islander employment and development within the Tasmanian State Service. These guidelines support various federally funded employment and development strategies that are delivered by the Office of Aboriginal Affairs to provide Aboriginal people with a skills base in order to achieve employment.

The guidelines assist the Commissioner to determine practices and procedures in relation to workplace diversity programs specifically for Aboriginal and Torres Strait Islander employment and to monitor and evaluate those programs under the SSA.

The Commissioner, pursuant to section 19(1)(l) of the SSA, may determine essential requirements for employment. The Aboriginal Employment Policy Guidelines provide for two types of essential requirements:

- identified positions - where the Aboriginal client group is the major group affected by the work of the occupant. These positions have an essential requirement of "Aboriginality".
- tagged positions - these positions involve working with Aboriginal clients providing service to Aboriginal clients and/or developing policy or programs which impact on the Aboriginal community. These positions have an essential requirement of "An ability to communicate effectively and sensitively with Aboriginal and Torres Strait Islander peoples and a knowledge and understanding of contemporary Aboriginal culture and society". Applicants do not need to be Aboriginal to apply for these positions.

The guidelines also outline the process of establishing eligibility for employment where there is an essential requirement of "Aboriginality". There is a three tiered test for determining Aboriginality - descent, identification as Aboriginal and recognition by the Aboriginal community - which was developed following a number of Federal Court cases. The State Government has recently reaffirmed its policy in relation to the application of this three-tiered test.

Tasmania *Together* Goal 10, Indicator 2.2 specifies the number of Aboriginal people employed in the State Service as a measure of the participation of Aboriginal people in the processes of government.



## State Service Principles

### *Youth Recruitment Strategy*

The aim of the State Service Youth Recruitment Strategy is to provide training and employment opportunities for young people under 25 years of age.

Initiatives to assist people under 25 obtain employment within the State Service were continued in a similar manner to previous years.

Since the program commenced in 1996, \$300 000 per annum has been allocated as an administrative payment to assist State Service Agencies in providing employment opportunities for young people under 25 years of age. This assistance was primarily distributed through a 'one-off' payment of \$3 000 for each employee engaged on a traineeship, apprenticeship, cadetship or as a graduate.

In 2002-03, the State Government allocated \$300 000 to provide part-funding for 92 traineeship placements, 3 graduate recruit placements, 5 cadet placements and 2 permanent appointments for young people as part of the youth recruitment strategy.

The total number of young people who commenced employment for six months duration or longer in State Service Agencies for the year ending 30 June 2003 was 563, compared to 689 for the year ending 30 June 2002. This figure comprises 481 employed directly by Agencies and 82 engaged through group employment organisations.

Whilst most Agencies have participated in this initiative and accessed the financial incentives, the program has not led to any sustained improvement in the permanent employment of young people.

As a consequence, this administrative payment will be discontinued from the 2003-04 financial year and a more strategic approach will be developed to encourage Agencies to permanently appoint young people. Strategies to improve youth recruitment rates will be developed in consultation with the State Service Commissioner's Advisory Group. The employment of youth within the State Service will remain a priority, particularly the development of initiatives to achieve Tasmania *Together* Goal 15, Indicator 1.1 which establishes targets for the proportion of people under 29 employed in all levels of government.

### *Work Placement Program*

The State Service Work Placement Program was launched in June. The Program, administered by the Office with support from Multicultural Tasmania and the Multicultural Council of Tasmania, was designed to promote cultural awareness and diversity within State Service Agencies and to provide useful work placement opportunities within the State Service for identified groups in the Tasmanian community.

The Program provides work placements for students in State Service Agencies for a period of approximately two weeks. A number of State Service Agencies accepted an invitation to provide placements, allowing most students to be provided placements in areas in which they expressed an interest.

The Program includes cultural awareness training for Agency staff and several training sessions for student participants on a range of topics including State Service structure, State Service Principles, the Code of Conduct, occupational health

and safety, the Tasmanian Government jobs website and State Service job application procedures.

Upon completion of the second round of placements in July the trial will be evaluated and, if considered successful, it is anticipated the Program will continue.

### *Family Friendly Employment Practices*

The Tasmanian Government remains committed to a State Service that offers family friendly employment practices. The State Service Wages Agreement 2001 and related agreements recognised the value of family friendly work practices such as the State Service Accumulated Leave Scheme, part-time employment and parental leave. State Service Agencies make a variety of family friendly employment arrangements available to their employees.

In the reporting period, five Agencies reviewed their flexible work arrangements designed to assist staff to balance work commitments with personal and family needs, and six Agencies introduced new procedures or practices to support flexible work arrangements. These arrangements assist in fulfilling the Office's obligations under Tasmania *Together* Goal 16, Indicator 1.5, which measures the proportion of employees with flexible leave options.

Major initiatives introduced included:

- the implementation of flexible work practice policies;
- review of "Hours of Work Guidelines";
- a trial of special shift arrangements;
- implementation of additional shift work arrangements;
- future commitment to developing appropriate arrangements to broaden work location flexibility;
- the introduction of working from home arrangements; and
- development of appropriate policies and guidelines to support these and other flexible work practices.

Many Agencies reported that flexible work options are negotiated individually with employees to accommodate their work and family situations.

### *Part-time work*

Two Agencies reviewed their policy on part-time work in the financial year, resulting in the development of new guidelines or policies on part-time employment in both cases. Overall, within the twelve Agencies who responded to this question 314 positions were advertised on a part-time basis. 422 employees within the thirteen Agencies that responded to this question reduced their hours to part-time.

### *State Service Accumulated Leave Scheme (SSALS)*

In the 2002-03 financial year, 26 new applications were made by employees to participate in a SSALS program within the thirteen Agencies responding to this question. In total, 59 employees within these Agencies participated in SSALS in the reporting period.



## State Service Principles

### *Maternity Leave*

The State Service Wages Agreement 2001 introduced 12 weeks paid maternity leave for female employees with at least 12 months continuous service. Thirteen Agencies responded to this question, reporting that the number of employees taking paid maternity leave for the 2002-03 financial year was 441.

Although only three of the twelve Agencies responding to this question introduced new flexible work arrangements to assist employees returning to work from maternity leave, several Agencies reported active support for staff seeking flexible work arrangements in these circumstances. Agencies report that applications are managed individually, and often informally, to accommodate both business and employee needs.

### *Lactation Breaks*

Of the twelve Agencies responding to this question, eight Agencies provided facilities for lactation breaks. Overall, a total of 12 sites across these Agencies were available for this purpose. One Agency reported having such facilities available at all its sites.

### *Adoption Leave*

In June 2002 the Premier, as Minister administering the SSA, 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.

Thirteen Agencies responded to this question, reporting that the number of employees taking paid or unpaid adoption leave for the 2002-03 financial year was 7, an increase of 6 from the 2001-02 reporting period.

### *Parental Leave*

All Agencies responding to the survey answered this question, reporting that the number of employees taking unpaid maternity or parental leave for the 2002-03 financial year was 133.

### *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 cease smoking and Commissioner's Direction 13 *Standards for the Implementation of No Paid Smoking Breaks* was released in April 2002. The Direction determined the framework for Agencies to establish arrangements for phasing out paid smoking breaks.

Two of the twelve Agencies responding to this question reported that they had reviewed their formal programs designed to assist employees to cease smoking, with one of these Agencies offering all staff support from QUIT.

Three of the twelve respondents to this question reported implementing new programs in the 2002-03 financial year to assist employees who wish to cease smoking.

These initiatives included:

- development of new Agency policy and guidelines;
- introduction of smoking cessation programs with the offer of part payment of program fees by the Agency;
- counselling support for staff;
- provision of training for managers;
- introduction of health and wellbeing programs delivered by the National Heart Foundation; and
- provision of individually tailored support programs.

Two out of twelve respondents provided information on employee participation in Agency programs aimed at reducing the incidence of smoking. A total of 46 employees participated in these programs in the reporting period.

## Performance Management

The State Service Principles require that the State Service focus 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.

In November 2002, the Commissioner issued a Direction to Heads of Agency establishing mandatory minimum standards for performance management systems. A set of Guidelines that underpin the Direction were also issued, designed to assist Heads of Agency to meet their statutory obligation to implement a performance management system within their Agency.

Of the twelve Agencies responding to this question, eight conducted reviews of their performance management systems in the reporting period, with the following results:

- development of performance management systems and guidelines;
- re-evaluation of methods for undertaking performance management reviews;
- development of skills based training in the giving and receiving of feedback;
- development of new performance management documentation and updating of existing documentation and processes;
- development of training programs for managers;
- development of staff resource packages; and
- modification of existing performance management system to address different occupational groups and levels.

Eight of the twelve Agency respondents to this question implemented changes to their performance management systems in the 2002-03 financial year. These included:

- revision of statements of duties for senior executive officers;
- redesigned performance management system;

## State Service Principles

- rating individual performance against agreed targets;
- replacing several departmental review systems with a single overarching performance management policy;
- inclusion of core job competencies in reviews; and
- provision of career path options and succession planning information.

Overall, a total of 7 476 employees across twelve Agencies participated in performance management reviews in the reporting period. Although three Agencies reported a one hundred per cent employee participation rate in these programs, the staff participation rate across the four other Agencies responding to this question ranged from 3 to 97 per cent.

## Leadership Development

### *The Training Consortium*

The Training Consortium (TTC) brokers a wide range of training and development services on a contract management basis, to provide 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 23, including Agencies from

the Tasmanian State Service, the Australian Public Service, local government, Government Business Enterprises, private organisations and the University of Tasmania.

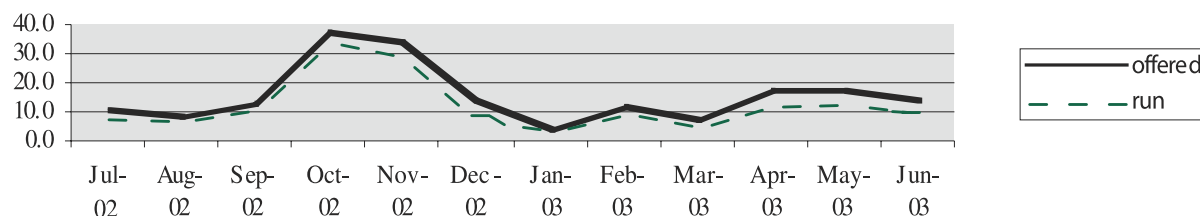
Tasmania *Together* Goal 15, Indicator 3.2 aims to improve the standard of government strategic planning processes at all levels of government by providing a range of leadership development opportunities. TTC has a role in achieving this benchmark through the number and variety of programs it offers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

TTC provides a diverse range of leadership programs, courses, workshops, information seminars and forums using local, national and international presenters. The program content is continually reviewed to ensure that latest developments and best practice standards are included.

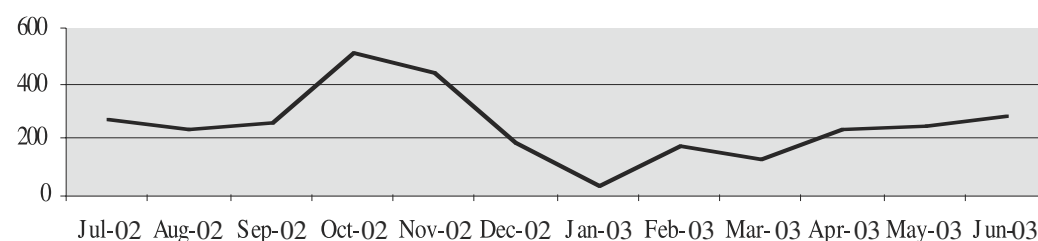
TTC has established a number of working relationships in order to enhance the range and quality of training activities offered to its member organisations. A Memorandum of Understanding will soon be signed between the State Service Commissioner and the Australian Public Service Commissioner, which will further enhance the variety and scope of both leadership and general training opportunities coordinated by TTC.

Statistical information on TTC's performance for the period 1 July 2002 to 30 June 2003 is provided below.

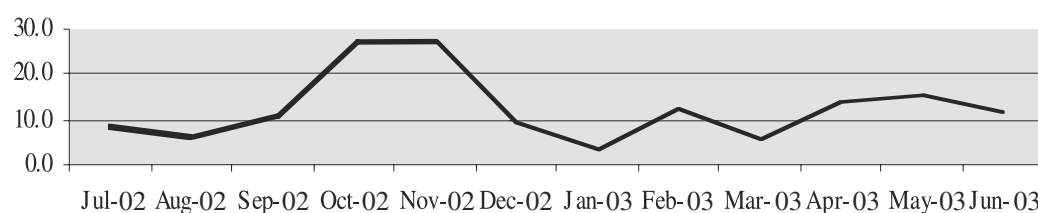
**Figure 1: Events Offered / Run**



**Figure 2: Registrations**



**Figure 3: Training Days**



## State Service Principles

### *Leadership Programs*

Speakers for TTC's popular "Leadership in Action" series over the past year have included Professor Meredith Edwards, Jill Jamieson, Bill Farmer, Bob Ellis, Rodney Eade, Dr David Brown (UK), Professor Danny Samson and Andrew Podger.

The University of Tasmania's School of Government offers a Graduate Public Policy Program. This program, culminating in a Master of Public Policy, was designed in consultation with the Commissioner and is promoted by TTC as a key element of its overall leadership development package.

### *Public Sector Management Program*

TTC provides co-ordination for the Public Sector Management Program (PSMP) in Tasmania. The PSMP is a joint Commonwealth/State/Territory venture accredited at Postgraduate Certificate level through four universities. It is targeted at middle managers in State, Commonwealth and local government sectors. One program was commenced this financial year with 35 participants and a graduation for a number of participants of past programs is scheduled for early in the next financial year.

### *Agency Leadership and Development Initiatives*

The State Service Principles require that the State Service develop leadership of the highest quality. Ten of the twelve Agencies responding to this question conducted reviews of their leadership development programs in the 2002-03 financial year, with the following results:

- evaluation of Leadership Coaching pilot program resulted in continuation of the program;
- design and development of a first time managers' and supervisors' program;
- development and implementation of a senior managers' series in conjunction with TTC; and
- extension of leadership development programs for senior executives to include assistant directors and managers.

The following new leadership development activities were provided for staff:

- one-on-one leadership coaching;
- support for employees to undertake tertiary study;
- provision of seminars and workshops on leadership and management development;
- development of tailored programs for individual staff members;
- introduction of new leadership programs specifically for managers, senior managers and supervisors; and
- participation in the "Leadership in Action" and "First Time Managers" series and other TTC courses.

A total of 952 employees across twelve Agencies participated in these programs in the past year.

All responding Agencies offered opportunities to gain experience in leadership roles in other areas by making available secondments and voluntary transfers. In the

reporting period there were 97 secondments and 71 voluntary transfers across the State Service. This is a significant increase on the 2001-02 reporting period when there were 53 secondments and 30 voluntary transfers within ten Agencies who responded to the survey.

### *State Service Graduate Training and Development Program*

In the reporting period, seven Agencies appointed or promoted a total of 21 people to the Administrative Trainee (Graduate Recruit) classification. As administrative trainee recruiting is done on a needs basis, it should be noted that not all Agencies employed administrative trainees during the reporting period.

Of those administrative trainees, nine participated in the State Service Graduate Training and Development Program coordinated by TTC.

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 state service environment.

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, eight Agencies report having reviewed these procedures in the 2002-03 financial year, with the following outcomes:

- development and implementation of new or revised internal grievance policies and procedures;
- amendments to reporting requirements;
- variation of procedures to ensure legislative compliance; and
- amendments to internal investigation processes and the responsibilities of employees.

A total of 109 employees across the twelve Agencies responding to this question utilised these formal procedures in the reporting period. The outcomes were reported as follows:

Satisfactorily resolved	65
Withdrawn	23
Still pending	19
Not resolved	2

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.

## State Service Principles

In the 2002-03 financial year, six of the twelve Agencies that responded to this question reviewed their formal processes which allow customers to provide feedback on Agency services.

Additionally, the following new initiatives were introduced to facilitate customer feedback:

- implementation of Agency-wide survey seeking feedback from internal and external clients;
- release of new Agency "Accountability Policy";
- development of client evaluation survey;
- development of feedback mechanism on Agency website;
- development of complaint policy and procedure and introduction of a complaint register; and
- provision of staff training in dealing with complaints.

### *State Service Consultative Framework*

During the year, the Commissioner has utilised a number of forums to facilitate consultation with Agencies at a variety of levels.

#### *Head of Agency Forums*

A program of forums for Heads of Agency and senior executives has been established. The purpose of these forums is to provide an opportunity for informal and confidential discussion on a range of issues particularly related to public sector administration and management. Each forum features a high calibre external presenter with relevant experience, and is interactive in nature. The forums provide an opportunity for informal discussion on a range of issues related to public sector administration and management and allow opportunity for peer discussion on a range of State Service-wide issues. The catalyst for establishing a program of speakers was a lunchtime presentation delivered to Heads of Agency in August 2002 by Don Watson, which was well received by those who attended. Since the formal program commenced two forums have been run. The inaugural speaker was the Premier followed by the Australian Public Service Commissioner, Andrew Podger, in June. The feedback received has been overwhelmingly positive and it is intended that the program will continue with forums held regularly.

#### *State Service Commissioner's Advisory Group*

Over the past year, extensive work has been undertaken to refocus the Commissioner's Advisory Group (the Advisory Group), including refining the group's role and function and reshaping the meetings into a strategic forum which considers major issues and takes a key role in policy development.

The role and function of the Advisory Group is to provide a forum for knowledge sharing, discussion and decision making on strategic whole of government employment issues, and for advice to the Commissioner in the exercise of the statutory functions of the Office, particularly with regard to the Principles. As part of this role the Advisory Group provides the Commissioner with advice on high level strategic policy issues.

The Advisory Group meets every six weeks. However, on occasions subgroups have been formed to address specific issues (over the past year these have considered the concept of the Government as a 'single employer', the Senior Executive Capability Framework and possible employment arrangements for specific occupational groups), special meetings have been convened to address significant or emerging issues, and presentations have been organised around issues of interest or relevance to the Advisory Group.

The Advisory Group is considered a valuable forum for the identification of strategic employment related issues and the development and implementation of policies to address these issues.

#### *Human Resource Managers Meeting*

To support the consultative and information sharing process, the Office continues to facilitate a regular Human Resource Managers' meeting. The meetings are chaired by Agency representatives on a rotational basis and discuss issues arising from the State Service Commissioner's Advisory Group and the State Service legislative framework, in addition to matters identified as priorities by Agencies. The focus of this forum is shifting towards a more cooperative, information sharing arrangement, enabling issues with whole of government impact to be considered and providing opportunities for Agencies to draw on experience and knowledge in other areas of the State Service.

#### *Discussions with Public Sector Unions*

This year has also seen the Commissioner initiate a series of regular discussions with public sector unions. These meetings allow discussion on a range of issues of interest to both parties. This approach provides for more structured relations between the Office and public sector unions and complements the other formal consultative mechanisms the Office has in place for all stakeholders.

#### *Presentations to State Service Agencies*

Over the past year, staff of the Evaluation and Review unit have continued to participate in departmental staff development and training sessions to discuss the role of the Office generally and the review function in particular. Forums of this nature provide an opportunity for the Office to have input into other issues, particularly those related to appointment and promotion processes and procedural fairness. They also afford the opportunity to establish first hand those areas of concern for Agency operatives.

#### *Public Service Commissioners' Conference*

The Public Service Commissioners' Conference is held twice a year. The Conference provides an opportunity for the State Service Commissioner to meet with counterparts from other jurisdictions, including the APS and New Zealand, 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;



## State Service Principles

- leadership development;
- E-initiatives;
- principles, values and integrity; and
- equal employment opportunity.

### *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 Summit provides senior managers with new perspectives and ideas, in areas including policy development, 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 Summit program is more than just a learning experience for individual delegates. 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 disciplines, including politics and government, business, media and communications, academia, regional affairs, social welfare, health care, education, technology, industry bodies and indigenous affairs.

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. Tasmania had three participants in the program during the reporting period.

### *National Public Sector Appeals Conference*

The Office hosted the 9th Annual Public Sector Appeals Conference, in Hobart during September 2002.

The conference was attended by representatives of administrative appellate jurisdictions from all the States and Territories with the exception of Western Australia.

The conference, which was opened by the Hon. Michael Aird MLC, included a number of interesting speakers, who added valuable contributions to the central theme of the conference, ethics in decision making and dispute resolution processes.

Tasmania's contribution to the conference focussed on the review procedures arising out of the SSA. Of particular interest to other jurisdictions was the requirement under the SSA for Agencies to implement their own internal grievance procedures as a precursor to the lodgement of a review with the Commissioner.

The 2003 Annual Public Sector Appeals Conference is to be jointly hosted by the Crime and Misconduct Commission, Queensland Rail and the Office of Public Service Merit and Equity in Queensland.

### *Partnership Agreements*

The Office has actively participated in a number of Partnership Agreements between the State Government and local councils, the Local Government Association of Tasmania, the University of Tasmania and Volunteering Tasmania Inc. The Partnership Agreements primarily focus on facilitating liaison and engagement between the bodies and provide opportunities for skills development, training and staff exchanges.

The Office has been involved in the following Partnership Agreements:

- Hobart City 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. A framework has been developed through consultation between the Office and both Hobart City and West Coast Councils to facilitate staff exchanges, and the Councils are now considering areas in which they wish to progress exchanges.

- Launceston City Council

Launceston City Council 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 the Office and Launceston City Council 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 continues to run successfully with enrolments at the certificate, diploma and masters levels.

- Volunteering Tasmania Inc.

In May the State Government signed a Partnership Agreement with Volunteering Tasmania Inc., an aim of which was to build the practice and profile of volunteering in the State. The Agreement provides for the continuation of the Volunteer for a Day Program and the Office is refining the current government policy in relation to employees undertaking voluntary work in response to this. The Office's involvement in this Partnership assists in meeting Tasmania *Together* Goal 3, Indicator 1.1 which aims to improve the rate of participation in community and service activities, and Indicator 1.3 which measures the level of employer support for volunteers.

- Communication and Consultation

The Communication and Consultation Partnership Agreement was signed in March 2003 and aims to improve communication and consultation between State and local governments in Tasmania.

Under the Agreement, the Office of the State Service Commissioner, specifically through The Training Consortium, is responsible for including the Local Government Association of Tasmania (LGAT) in the marketing and promotion of learning and development programs. In return, LGAT is required to identify its learning and development needs and advise TTC of these needs.

## State Service Commissioner Determinations

Under the SSA the Commissioner is required to establish procedures for investigation and determination of alleged breaches of the Code of Conduct (section 10) and alleged inability to perform duties (section 48).

### Alleged Breaches of the Code of Conduct

The State Service Code of Conduct (the Code) establishes the conduct requirements for State Service officers and employees and complements the Principles. The Code clearly sets out the standards of behaviour expected from Heads of Agency, officers and employees. Commissioner's Direction 5 establishes the processes for investigation and determination of whether an employee has breached the Code. 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.

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.

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 SSA, deals with such breaches.

This is the first full reporting period operating under the revised Commissioner's Direction 5 *Procedures for Investigation and Determination of Whether an Employee has Breached the Code of Conduct*, which was reviewed during the course of last financial year. The following were the main changes incorporated in the revised document:

- all alleged breaches are now determined by the Commissioner or delegate. Under the original Direction, breaches categorised as "minor" were determined by the Agency and only those categorised as "significant" were referred to the Commissioner for determination. This categorisation no longer exists;
- a section on Performance Management has been included in the revised Direction in recognition of its importance to the overall process and to establish the distinction between an alleged breach of the Code and performance matters; and
- overall the document has been simplified and streamlined, including the discontinuation of the use of "note" boxes. This has resulted in a more "user friendly" document and feedback from Agencies has been positive in this regard.

The Commissioner received 5 alleged breaches of the Code for determination in the reporting period, in addition to two cases that were carried forward from the 2001-02 reporting period. In three cases a breach was found to have occurred, two cases were resolved prior to determination and a further two cases have been carried forward.

### 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.

Commissioner's Direction 6 *Procedures for Investigation and Determination of Whether an Employee is Able to Efficiently and Effectively Perform their Duties* was also reviewed this financial year with a revised Direction released in November 2002. The procedures contained in the revised Commissioner's Direction 6 are consistent with the procedures outlined in the revised Commissioner's Direction 5.

Two inability cases were referred to the State Service Commissioner in the reporting period in addition to one outstanding case that was carried forward from the previous reporting period. Two cases have been resolved and the other was found not to be an inability issue.



## State Service Reviews

### 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) 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) 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.

**Table 5: Selection Reviews, 1 July 2002 to 30 June 2003**

Agency	Brought Forward	Received	Granted	Not Granted	Resolved	Withdrawn
Department of Health and Human Services	2	16	1	6	8	3
Department of Education	2	17	1	11	7	-
<b>Totals</b>	<b>4</b>	<b>33</b>	<b>2</b>	<b>17</b>	<b>15</b>	<b>3</b>

**Table 6: Other State Service Action Reviews, 1 July 2002 to 30 June 2003**

Agency	Brought Forward	Received	Not Granted	Resolved	Carried Forward
Department of Health and Human Services	11	14	-	22	3
Department of Education	-	14	2	10	2
Department of Primary Industries, Water and Environment	1	4	-	2	3
Department of Justice and Industrial Relations	3	3	1	5	-
Department of Police and Public Safety	-	3	-	3	-
TAFE Tasmania	-	4	-	4	-
Tasmania Fire Service	-	1	-	1	-
<b>Totals</b>	<b>15</b>	<b>43</b>	<b>3</b>	<b>47</b>	<b>8</b>

## State Service Investigations

### **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 progressed.

#### ***Review of Retirement Benefits Fund Board***

With the development of the SSA, the application of the SSA to a number of Government organisations was considered and resolved. It was, however, decided in the case of the Retirement Benefits Fund Board (RBFB) 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 RBFB.

During 2001-02, the Commissioner undertook an investigation to determine the future application of the SSA to the RBFB. A review report was developed following consultation with key stakeholders.

After consideration of the review report recommendations, the Premier agreed, in principle, to bring the RBFB under the provisions of the SSA.

A Steering Committee has been established to identify and determine appropriate employment, legislative and industrial arrangements to give effect to the Premier's decision. It is anticipated that the transition will occur early in 2004.

#### ***Review of Tasmanian Grain Elevators Board***

In November 2001, the Premier requested the 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 an investigation by the Commissioner under section 15 of the SSA, the Premier approved a recommendation in May 2002 that the TGEB be removed from Schedule 1 of the SSA and cease to be an Agency for the purposes of the SSA.

Prior to the recommendation being implemented, the State Government announced the proposed sale of the TGEB and enacted the *Government Business Enterprises (Sale) Act 2003* for this purpose. The sale process is being coordinated by the Department of Treasury and Finance, with the Office of the State Service Commissioner providing assistance with employment issues associated with the sale of the TGEB. It is anticipated the sale process will be completed early in 2004.

### **Review of Administrative Appeal Processes**

In late 2002, the Attorney-General requested the State Service Commissioner to undertake a review of Administrative Appeal mechanisms in Tasmania. The review was to consider and make recommendations on the appropriate processes to provide for the effective review of administrative decision making in Tasmania and the linkages that should exist between these structures. The review encompassed the relationships between the Ombudsman, the Anti-Discrimination Commissioner and the Anti-Discrimination Tribunal, the State Service Commissioner and the Ombudsman (exercising responsibilities under the *Public Interest Disclosures Act 2002*), the Legal Aid Commission legal advice and referral service, the Office of Consumer Affairs and Fair Trading consumer advice function, the Administrative Appeals Division of the Magistrates Court and any other bodies exercising an administrative review function.

The Department of Justice and Industrial Relations provided funding for a senior consultant to be appointed to undertake the review, with other personnel and resources provided by the Office. The review initially called for submissions and held discussions with the bodies named in the terms of reference in addition to State Service Agencies and a number of other relevant persons and bodies. Upon receipt of the first round submissions, an Issues Paper was prepared and released in December 2002 inviting more detailed and focussed responses. The release of the Issues Paper was publicised through the public notices in all three major Tasmanian newspapers. Upon receipt of second round submissions a final report was prepared detailing a number of recommendations for reforms, which was presented to the Attorney-General in April. The Attorney-General has since sought Cabinet approval to progress the recommendations of the review and has publicly released the final report, which is available from the Department of Justice and Industrial Relations website at

<http://www.justice.tas.gov.au/legpol/admin-appeals-final-report.doc>

## Employment in the State Service

### State Service Employees

#### *Permanent Employment*

The 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 CD1. 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, 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, judges' 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.

#### *Fixed-Term Instruments of Appointment*

During the course of the year, the instruments of appointment for fixed-term employees were reviewed.

It was agreed that the most appropriate approach to the revision process was to develop specific Instruments of Appointment for a number of categories of employees in addition to the standard instruments used across the State Service. The revised Instruments were developed following consultation with Agencies and have been approved by the Solicitor-General. It is anticipated the Premier will approve the revised Instruments of Appointment early in the new financial year, following which they will be released for use by Agencies.

#### *Priority Placement Register*

A Priority Placement Register (the Register) is maintained by the Commissioner and comprises the 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. If the Commissioner considers the employee capable and competent to perform the duties of any vacant position that a Head of Agency is seeking to fill, the Commissioner may transfer the employee to that position. Employees who are considered to be potentially surplus to the requirements of an Agency can also be placed on the Register. The 12 month time limit does not apply to employees declared potentially surplus, and priority is given to redeploying employees who have been formally declared surplus to Agency requirements.

If, at the expiration of 12 months from the date of placement on the Register, an employee has not been transferred, or otherwise had their name removed from the Register, then the SSA requires that the Commissioner advise the Head of Agency. The Head of Agency may then call on the employee to resign or retire from the State Service or request the Minister to terminate the employment of the employee in accordance with the requirements of the SSA.

This year there have been three potentially surplus employees redeployed to vacancies in the State Service and 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 Commissioner that the relevant duties are of senior executive (or equivalent specialist) nature.

The Office has produced a document entitled "Practices, Procedures and Standards for the Creation, Filling and Management of Senior Executive Offices in the Tasmanian State Service", which has been issued to Agencies who are required to follow the procedures in relation to all requests for classification of senior executive roles. The procedures are to be followed for an appointment of a senior executive to be valid.

## Employment in the State Service

The Premier has delegated to Heads of Agency the power to appoint senior executives once the necessary processes have been completed. A standard form instrument of appointment is used for senior executive appointments, specifying details relating to length of appointment, remuneration and terms and conditions of appointment.

The gender composition of the officer category in the State Service as at 30 June 2003 was as follows:

Category	Male	Female	Total
Head of Agency <sup>2</sup>	12	1	13
Prescribed Office Holder <sup>3</sup>	4	2	6
Senior Executive	122	43	165
Equivalent Specialist	29	9	38
<b>Total</b>	<b>167</b>	<b>55</b>	<b>222</b>

The percentage of male and female senior executives over the past 6 reporting periods is as follows:

Reporting Date	Percentage Male	Percentage Female
June 2003	74	26
December 2001	71	29
May 2000	72.5	27.5
May 1999	73	27
July 1998	78	22
August 1997	80	20

Structured training programs for women, particularly below SES level, have assisted and will continue to assist in preparing women for higher level management positions.

To assist the Commissioner in better understanding the demographics and associated details of the officer category, Agencies were requested to provide information on the advertising of senior executive positions and appointments to these roles in this year's State Service review and evaluation survey.

Within the eleven Agencies that responded three senior executive positions were advertised in the *Tasmanian Government Gazette* and job site only and all three positions were filled by staff from within the Agency.

Eight senior executive positions were advertised in the *Tasmanian Government Gazette*, job site and Tasmanian press only. Two positions were filled by Agency staff and two by persons external to the Agency but within the State Service. Four positions were not filled.

There were 16 senior executive positions advertised through the interstate or international press in the reporting period. Of the 12 positions filled, seven were filled by Agency staff, four by persons external to the Agency but within the State Service and one by a person external to the State Service.

### 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. A Head of Agency is required to consult with the State Service Commissioner prior to exercising the power to terminate.

Since 1 July 2002, 4 permanent employees have been terminated from the State Service:

- 1 permanent employee was terminated as a result of a breach of the Code of Conduct.
- 3 permanent employees were terminated as a result of abandonment of employment.

The *State Service Regulations 2001* 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.

<sup>2</sup> Three Heads of Agency are not reported as they are not employees of the State Service. Their Head of Agency status reflects their roles as chairs of boards and trusts of certain State Authorities. The State Authorities concerned are: the Retirement Benefits Funds Board, the Tasmanian Grain Elevators Board and The Public Trustee. Two Heads of Agency of State Authorities are reported as senior executives in the State Service. The State Authorities concerned are the Rivers and Water Supply Commission and the Tasmanian Dairy Industry Authority.

<sup>3</sup> A Prescribed Office Holder may also be appointed as a senior executive.

## Employment in the State Service

### Review of the Senior Executive Classification System

During the past twelve months the review of employment of senior executives in the State Service has been finalised and the Premier has approved the recommendations arising from the review.

The review was conducted in two stages. Stage one involved a review of the existing classification system for senior executives, which was based on narrative standards and had 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 the Office on the review.

Stage two of the review was undertaken by this Office and included extensive consultation with Heads of Agency. The issues considered during both stages of the 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.

The report contained 11 recommendations, all of which have been approved by the Premier. The key recommendations included:

- the introduction of a four level framework for senior executives and the adoption of a job evaluation methodology as the primary classification tool for senior executives to support this framework;
- the implementation of revised processes for the classification of senior executive positions;
- revised remuneration arrangements including the provision of vehicles to senior executive level 1;
- changes to telephone and relocation expenses;
- development of performance management systems for senior executives; and
- the development of capability profiles for senior executives.

Extensive work was undertaken to give effect to the recommendations of the review with all of the key recommendations implemented by May 2003.

## Other Initiatives

### *Senior Executive Capability Framework*

As a result of the review of the senior executive classification system, the Commissioner released the Senior Executive Capability Framework in May 2003.

This framework seeks to clarify the nature of senior executive positions in the Tasmanian State Service by providing clarity in relation to the roles undertaken by, and the skills and personal attributes required of, senior executives in the State Service.

The Senior Executive Capability Framework combines the new classification criteria with the core competencies and qualities required of senior executives at each level.

The framework can assist in a range of activities including:

- developing statements of duties;
- conducting professional development programs;
- describing requirements for performance management; and
- self appraisal and career development.

The framework provides a map of the range of capabilities that may be utilised by senior executives in the performance of their duties. The framework is intended to be a 'dictionary' of competencies, rather than a description of required competencies for all positions. The focus of the framework is on the generic management functions of senior executives, and does not address technical or specialist qualifications that may be required for certain roles.

### *Workplace Giving*

In April 2003 the Premier approved the introduction of Workplace Giving in the Tasmanian State Service, to commence early in July 2003.

Workplace Giving allows an employee to donate money on a regular basis, through payroll deductions, to an approved charity or non-profit organisation chosen by the employee, which has deductible gift recipient (DGR) status with the Australian Taxation Office (ATO).

Information concerning the approved list of charities and non-profit organisations, together with a Workplace Giving brochure outlining the scheme and how it is to operate has been made available by State Service Agencies to all employees and placed on this Office's website: [www.osscc.tas.gov.au](http://www.osscc.tas.gov.au)

The Premier has encouraged all State Service employees to support Tasmanian and national charities and non-profit organisations through this initiative.

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## State Service Statistics

### 1. Overview

Sixteen Agencies and Authorities have produced the statistics contained in this report on State Service employment for the quarter ending 30 June 2003 from standard electronic data returns.

Government Departments and State Authorities are:

- Department of Health and Human Services (including Tasmania 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 Economic Development
- Department of Tourism, Parks, Heritage and the Arts
- Tasmanian Audit Office
- Port Arthur Historic Site Management Authority
- Retirement Benefits Fund Board
- TAFE Tasmania
- Tasmanian Grain Elevators Board
- The Public Trustee

The State Service has been restructured during the reporting period, resulting in the creation of the Departments of Tourism, Parks, Heritage and the Arts and Economic Development and the abolition of the Department of State Development. A number of employees from the Departments of Primary Industries, Water and Environment and State Development have been transferred to the Departments of Tourism, Parks, Heritage and the Arts and Economic Development.

As at 30 June 2003, there were 24 112 people employed under the *State Service Act 2000*. The number of full time equivalent employees represented by this figure is 20 197.15.

At the end of the June 2003 quarter the number of paid casual employees was 2 640.

### 2. 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 Agency, Prescribed Office Holders, Senior Executives and Equivalent Specialists.
- *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 fixed-term employees who work on an “as and when required” basis and are paid a loaded rate in lieu of receiving certain entitlements.
- *Full Time Equivalents* provide a measure of the proportional number of employments where the hours engaged are 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 Statistics

### 3. State Service Employment

**Table 1: Headcount by Agency, 30 June 2003**

Agency	Officers	Permanent	Fixed-Term	Total
Department of Economic Development	22	103	91	216
Department of Education	24	7407	2058	9489
Department of Health and Human Services <sup>4</sup>	58	7042	1686	8786
Department of Infrastructure, Energy and Resources <sup>5</sup>	17	645	77	739
Department of Justice and Industrial Relations	13	588	153	754
Department of Police and Public Safety	3	383	44	430
Department of Premier and Cabinet	23	270	18	311
Department of Primary Industries, Water and Environment	16	1013	162	1191
Department of Tourism, Parks, Heritage and the Arts	17	460	141	618
Department of Treasury and Finance	18	262	35	315
Port Arthur Historic Site Management Authority	2	84	18	104
Retirement Benefits Fund Board	0	23	0	23
TAFE Tasmania	5	930	106	1041
Tasmanian Audit Office	2	36	0	38
Tasmanian Grain Elevators Board	1	7	1	9
The Public Trustee	1	42	5	48
<b>Total</b>	<b>222</b>	<b>19295</b>	<b>4595</b>	<b>24112</b>

**Table 2: Headcount by Agency and Gender, 30 June 2003**

Agency	Officers		Permanent		Fixed-Term		Gender Total	
	Male	Female	Male	Female	Male	Female	Male	Female
Department of Economic Development	17	5	39	64	52	39	108	108
Department of Education	14	10	2024	5383	479	1579	2517	6972
Department of Health and Human Services	39	19	1917	5125	679	1007	2635	6151
Department of Infrastructure, Energy and Resources	17	0	353	292	37	40	407	332
Department of Justice and Industrial Relations	10	3	325	263	58	95	393	361
Department of Police and Public Safety	3	0	161	222	15	29	179	251
Department of Premier and Cabinet	15	8	117	153	5	13	137	174
Department of Primary Industries, Water and Environment	14	2	609	404	81	81	704	487
Department of Tourism, Parks, Heritage and the Arts	13	4	239	221	54	87	306	312
Department of Treasury and Finance	15	3	131	131	12	23	158	157
Port Arthur Historic Site Management Authority	2	0	37	47	10	8	49	55
Retirement Benefits Fund Board	0	0	10	13	0	0	10	13
TAFE Tasmania	4	1	452	478	31	75	487	554
Tasmanian Audit Office	2	0	23	13	0	0	25	13
Tasmanian Grain Elevators Board	1	0	7	0	1	0	9	0
The Public Trustee	1	0	18	24	2	3	21	27
<b>Total</b>	<b>167</b>	<b>55</b>	<b>6462</b>	<b>12833</b>	<b>1516</b>	<b>3079</b>	<b>8145</b>	<b>15967</b>

<sup>4</sup> Figures for the Department of Health and Human Services include Tasmania Fire Service.

<sup>5</sup> Figures for the Department of Infrastructure, Energy and Resources include Private Forests.

## State Service Statistics

Table 3: Comparative Headcounts by Agency, 30 June 2002 - 30 June 2003

Agency	Officers		Permanent		Fixed-Term		Total		Variation 2002-2003	
	2002	2003	2002	2003	2002	2003	2002	2003	Number	%
Department of Economic Development	n/a	22	n/a	103	n/a	91	n/a	216	216	100.00%
Department of Education	22	24	7205	7407	2194	2058	9421	9489	68	0.72%
Department of Health and Human Services	51	58	6808	7042	1709	1686	8568	8786	218	2.54%
Department of Infrastructure, Energy and Resources	17	17	631	645	75	77	723	739	16	2.21%
Department of Justice and Industrial Relations	11	13	563	588	133	153	707	754	47	6.65%
Department of Police and Public Safety	3	3	364	383	70	44	437	430	-7	-1.6%
Department of Premier and Cabinet	20	23	260	270	25	18	305	311	6	1.97%
Department of Primary Industries, Water and Environment	19	16	1279	1013	230	162	1528	1191	-337	-22.05%
Department of State Development	28	n/a	301	n/a	183	n/a	512	n/a	-512	-100.00%
Department of Tourism, Parks, Heritage and the Arts	n/a	17	n/a	460	n/a	141	n/a	618	618	100.00%
Department of Treasury and Finance	18	18	248	262	39	35	305	315	10	3.28%
Port Arthur Historic Site Management Authority	2	2	69	84	21	18	92	104	12	13.04%
Retirement Benefits Fund Board	0	0	23	23	1	0	24	23	-1	-4.17%
TAFE Tasmania	6	5	912	930	115	106	1033	1041	8	0.77%
Tasmanian Audit Office	2	2	32	36	2	0	36	38	2	5.56%
Tasmanian Grain Elevators Board	1	1	7	7	1	1	9	9	0	0.00%
The Public Trustee	1	1	43	42	4	5	48	48	0	0.00%
<b>Total</b>	<b>201</b>	<b>222</b>	<b>18745</b>	<b>19295</b>	<b>4802</b>	<b>4595</b>	<b>23748</b>	<b>24112</b>	<b>364</b>	<b>1.53%</b>

## State Service Statistics

**Table 4: Full Time Equivalents by Agency, 30 June 2003**

<b>Agency</b>	<b>Officers</b>	<b>Permanent</b>	<b>Fixed-Term</b>	<b>Total</b>
Department of Economic Development	22	99.66	88.24	209.90
Department of Education	24	6297.61	1383.43	7705.04
Department of Health and Human Services	54.03	5848.85	1206.3	7109.18
Department of Infrastructure, Energy and Resources	17	565	72.27	654.27
Department of Justice and Industrial Relations	13	565.54	133.80	712.34
Department of Police and Public Safety	3	363.73	32.80	399.53
Department of Premier and Cabinet	23	257.70	16.14	296.84
Department of Primary Industries, Water and Environment	16	935.82	142.68	1094.50
Department of Tourism, Parks, Heritage and the Arts	17	420.38	124.17	561.55
Department of Treasury and Finance	17.88	251.26	35	304.14
Port Arthur Historic Site Management Authority	2	64.54	19.21	85.75
Retirement Benefits Fund Board	0	21.63	0	21.63
TAFE Tasmania	5	855.50	88.37	948.87
Tasmanian Audit Office	2	36	0	38
Tasmanian Grain Elevators Board	1	7	1	9
The Public Trustee	1	41.21	4.40	46.61
<b>Total</b>	<b>217.91</b>	<b>16631.43</b>	<b>3347.81</b>	<b>20197.15</b>

## State Service Statistics

Table 5: Comparative FTEs by Agency, 30 June 2002 – 30 June 2003

Agency	Officers		Permanent		Fixed-Term		Total		Variation 2002-2003	
	2002	2003	2002	2003	2002	2003	2002	2003	Number	%
Department of Economic Development	n/a	22	n/a	99.66	n/a	88.24	n/a	209.90	209.90	100%
Department of Education	22	24	6227.26	6297.61	1424.81	1383.43	7674.07	7705.04	30.97	.40%
Department of Health and Human Services	47.97	54.03	5737.43	5848.85	1180.61	1206.30	6966.01	7109.18	143.17	2.06%
Department of Infrastructure, Energy and Resources	17	17	549.34	565	71.67	72.27	638.01	654.27	16.26	2.55%
Department of Justice and Industrial Relations	11	13	545.11	565.54	104.71	133.80	660.82	712.34	51.52	7.8%
Department of Police and Public Safety	3	3	349.02	363.73	55.51	32.80	407.53	399.53	-8	-1.96%
Department of Premier and Cabinet	20	23	244.67	257.70	20.92	16.14	285.59	296.84	11.25	3.94%
Department of Primary Industries, Water and Environment	19	16	1182.74	935.82	208.56	142.68	1410.3	1094.50	-315.8	-22.39%
Department of State Development	28	n/a	280.57	n/a	174.57	n/a	483.14	n/a	-483.14	-100%
Department of Tourism, Parks, Heritage and the Arts	n/a	17	n/a	420.38	n/a	124.17	n/a	561.55	561.55	100%
Department of Treasury and Finance	17.4	17.88	236.88	251.26	37.4	35	291.68	304.14	12.46	4.27%
Port Arthur Historic Site Management Authority	2	2	52.46	64.54	19.22	19.21	73.68	85.75	12.07	16.38%
Retirement Benefits Fund Board	0	0	21.63	21.63	1	0	22.63	21.63	-1	-4.42%
TAFE Tasmania	6	5	842.2	855.50	87.50	88.37	935.7	948.87	13.17	1.41%
Tasmanian Audit Office	2	2	30.75	36	3	0	35.75	38	2.25	6.29%
Tasmanian Grain Elevators Board	1	1	7	7	1	1	9	9	0	0
The Public Trustee	1	1	42.6	41.21	3.4	4.40	47	46.61	-.39	-.83%
<b>Total</b>	<b>197.37</b>	<b>217.91</b>	<b>16349.66</b>	<b>16631.43</b>	<b>3393.88</b>	<b>3347.81</b>	<b>19940.91</b>	<b>20197.15</b>	<b>256.24</b>	<b>1.28%</b>

**Table 6: Variations in Total FTEs and Headcount by Agency, 2002-2003**

Agency	Headcount			FTE		
	2002	2003	Variation	2002	2003	Variation
Department of Economic Development	n/a	216	+216	n/a	209.90	+209.9
Department of Education	9421	9489	+68	7674.07	7705.04	+30.97
Department of Health and Human Services <sup>7</sup>	8568	8786	+218	6966.01	7109.18	+143.17
Department of Infrastructure, Energy and Resources	723	739	+16	638.01	654.27	+16.26
Department of Justice and Industrial Relations	707	754	+47	660.82	712.34	+51.52
Department of Police and Public Safety	437	430	-7	407.53	399.53	-8
Department of Premier and Cabinet	305	311	+6	285.59	296.84	+11.25
Department of Primary Industries, Water and Environment	1528	1191	-337	1410.3	1094.50	-315.8
Department of State Development	512	n/a	-512	483.14	n/a	-483.14
Department of Tourism, Parks, Heritage and the Arts	n/a	618	+618	n/a	561.55	+561.55
Department of Treasury and Finance	305	315	+10	291.68	304.14	+12.46
Port Arthur Historic Site Management Authority	92	104	+12	73.68	85.75	+12.07
Retirement Benefits Fund Board	24	23	-1	22.63	21.63	-1
TAFE Tasmania	1033	1041	+8	935.7	948.87	+13.17
Tasmanian Audit Office	36	38	+2	35.75	38	+2.25
Tasmanian Grain Elevators Board	9	9	0	9	9	0
The Public Trustee	48	48	0	47	46.61	-0.39
<b>Total</b>	<b>23748</b>	<b>24112</b>	<b>364</b>	<b>19940.91</b>	<b>20197.15</b>	<b>256.24</b>

<sup>7</sup> Numbers reported here for the Department of Health and Human Services will differ from those reported in the Department's own Annual Report as they report the number of employees paid at the last pay date in the period while this report cites FTE and headcount as at 30 June.



## State Service Statistics

### Explanation of Variations by Agency

The increase in FTEs across the State Service can be attributed to the following factors:

- the creation of the Department of Economic Development and the Department of Tourism, Parks, Heritage and the Arts which resulted in the transfer of a number of employees from the Department of Primary Industries, Water Environment and the abolition of the Department of State Development;
- the increased numbers in the Department of Education are primarily due to individual schools increasing staff through the expenditure of their discretionary funds;
- the increased numbers in the Department of Health and Human Services are primarily due to:
  - successful recruitment and retention strategies for nursing staff;
  - successful recruitment and retention strategies for medical practitioners;
  - the establishment of the Gambling Support Bureau; and
  - the establishment of the Our Kids Bureau;
- the increased numbers in the Department of Infrastructure, Energy and Resources are the result of special projects being undertaken in Infrastructure Policy and Mineral Resources Tasmania;
- the increased numbers in the Department of Justice and Industrial Relations are primarily due to:
  - additional intake of custodial staff over and above natural attrition;
  - additional intake of non-custodial staff in Prison Services;
  - additional staff in the Legal Aid Commission, Magistrates Courts and Fines Enforcement;
  - additional staff in Corporate Services; and
  - additional staff in the Office of the Secretary;
- the increased numbers in the Department of Premier and Cabinet are mainly due to the transfer of the Seniors Bureau from the Department of Health and Human Services. The variation in the ratio of headcount to FTE is due to a number of part time employees increasing their hours to full time;
- the increased numbers in the Department of Treasury and Finance are primarily due to an increase of 6 FTEs to support expanded activities in the Office of the Energy Regulator and the Government Prices Oversight Commission. The variation in the ratio of headcount to FTE is due to four part time employees increasing their hours to full time;
- the increased numbers in the Port Arthur Historic Site Management Authority are :
  - the increased numbers in the Port Arthur Historic Site Management Authority are in proportion to increased visitor numbers;
  - the increased number of permanent employees is the result of a number of fixed-term employees being converted to permanent; and
  - a number of additional fixed-term positions have been created in response to increased visitor numbers;
- the increased numbers in TAFE Tasmania are primarily due to the creation of positions to accommodate increased commercial activity as a result of successful competitive tendering. TAFE Tasmania employs a considerable number of fixed-term and permanent employees, many of whom have fluctuating working hours, at their request and/or to meet TAFE Tasmania's business needs. This also causes increases in FTE numbers greater than the increase in headcount.

## 4. State Service Profiles

### Age Profiles

**Figure 1: State Service Age Distribution**

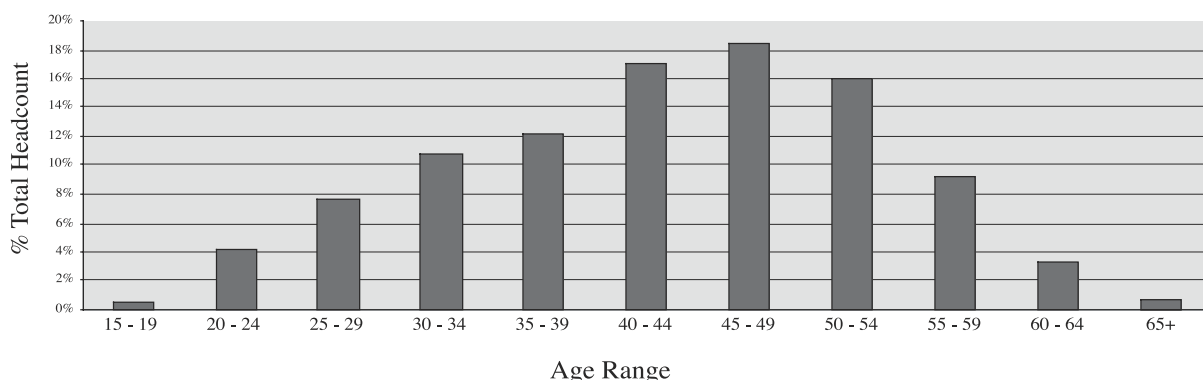


Figure 1 illustrates that approximately 65% of State Service employees are 40 years of age or older and almost 30% are 50 years or older. 12% of State Service employees are aged under 29.

**Figure 2: State Service Age and Gender Distribution**

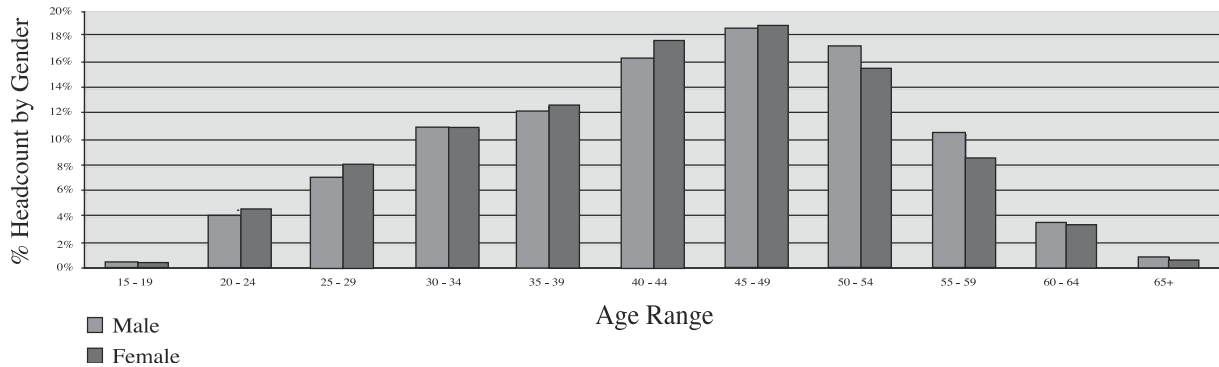


Figure 2 shows that, up to the age of 49, females outnumber males in the State Service, with 72.5% of female State Service employees in this age range. For age groups 50 years and above, males outnumber females. 31% of male and 27% of female State Service employees are aged 50 or older, with a further 35% of males and 36% of females in the 40-49 age group.

**Figure 3: Age Distribution of State Service Employees, 2001-2003**

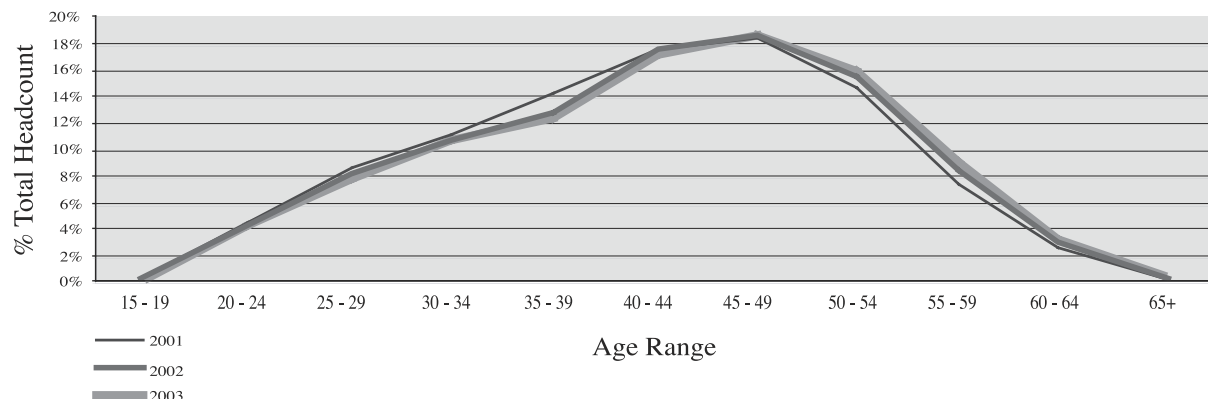


Figure 3 provides a comparison of age profiles for the past 3 years and shows that the State Service workforce continues to age. This is consistent with trends in other State Service jurisdictions and the general Australian workforce.

## State Service Statistics

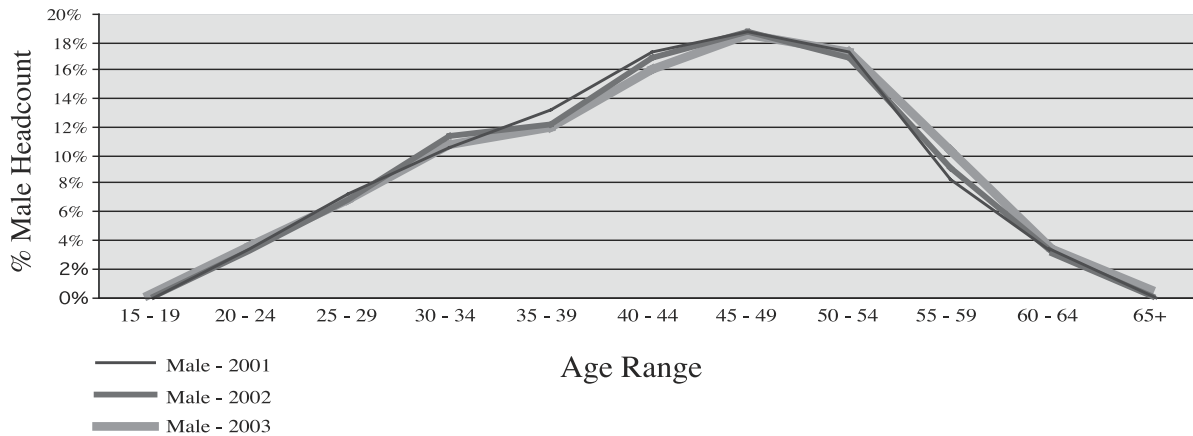
**Figure 4: Age Distribution of Male State Service Employees, 2001-2003**

Figure 4 shows an ageing trend for male State Service employees, illustrated by the increasing percentage of male State Service employees in the 50 and over age group.

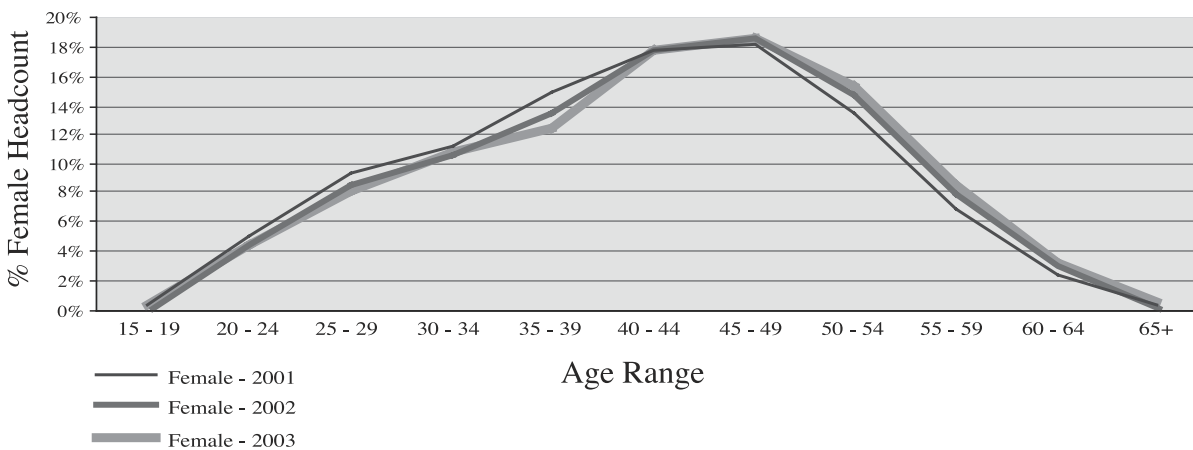
**Figure 5: Age Distribution of Female State Service Employees, 2001-2003**

Figure 5 shows that female State Service employees are also ageing with the proportion in the 45 and over age groupings continuing to increase.

## State Service Statistics

### Salary Profiles

**Figure 6: State Service Salary Profile**

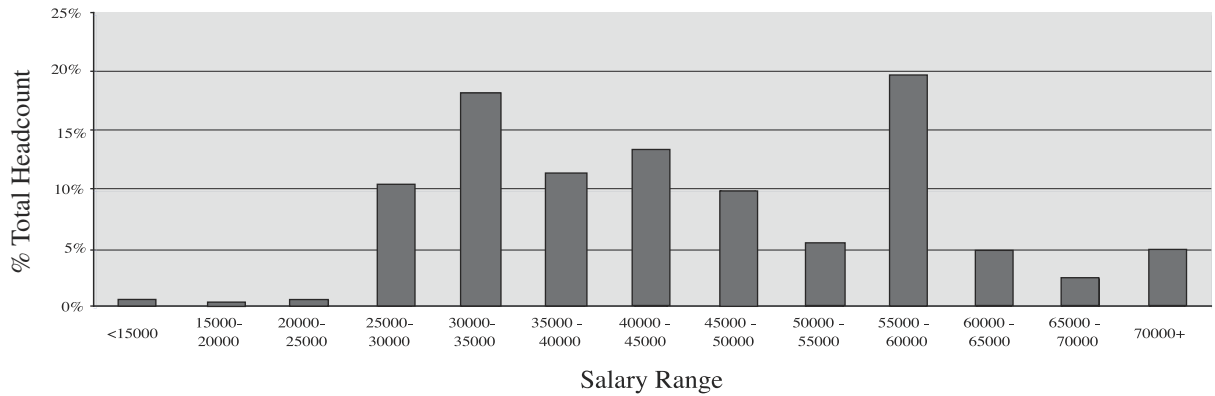


Figure 6 shows that the majority (77%) of State Service employees fall within the \$30 000 - \$60 000 salary groupings. Approximately 10% fall within the \$15 000 - \$30 000 range, 52% within the \$31 000 - \$50 000, 32% within the \$51 000 - \$70 000 and 4.92% in the over \$70 000 category.

**Figure 7: Salary Profile by Gender Composition**



Figure 7 shows that the salary ranges between \$15 000 and \$60 000 are dominated by women while those groupings above \$60 000 are populated predominantly by males. The \$50 000 - \$55 000 grouping is the only category in which the gender split is close to even.

## State Service Statistics

**Figure 8: Salary by Gender Comparison**

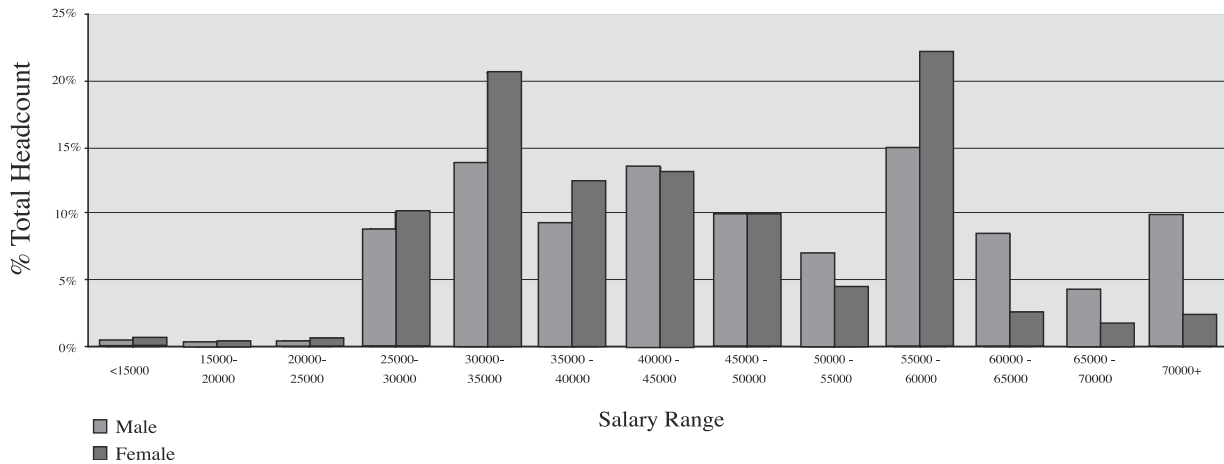


Figure 8 indicates that for salaries up to \$40 000 and in the \$55 000 to \$60 000 range females outnumber males whilst for salaries above \$60 000 males outnumber females. In the \$40 000 - \$50 000 brackets the gender comparison is largely even.

## 5. Employment Categories

**Figure 9: Age Distribution of Permanent Employees**

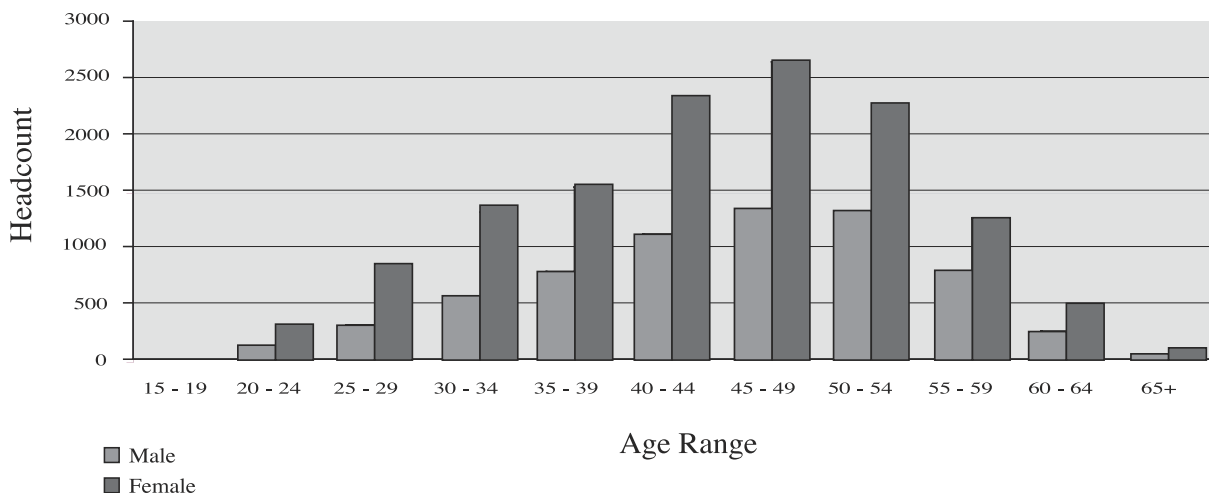


Figure 9 shows that 13 182 permanent employees, representing 68% of permanent State Service employees, fall within the 35-54 age groups. 13 677 permanent employees, 71% of the total, are aged 40 or over. 8% of permanent State Service employees are aged under 29.



**Figure 10: Age Distribution of Fixed-Term Employees**

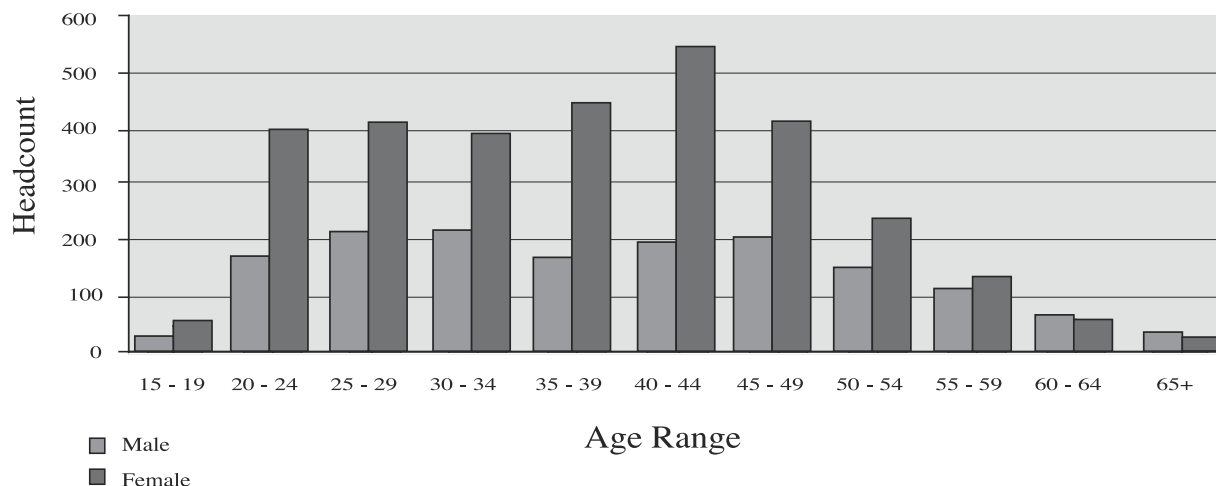
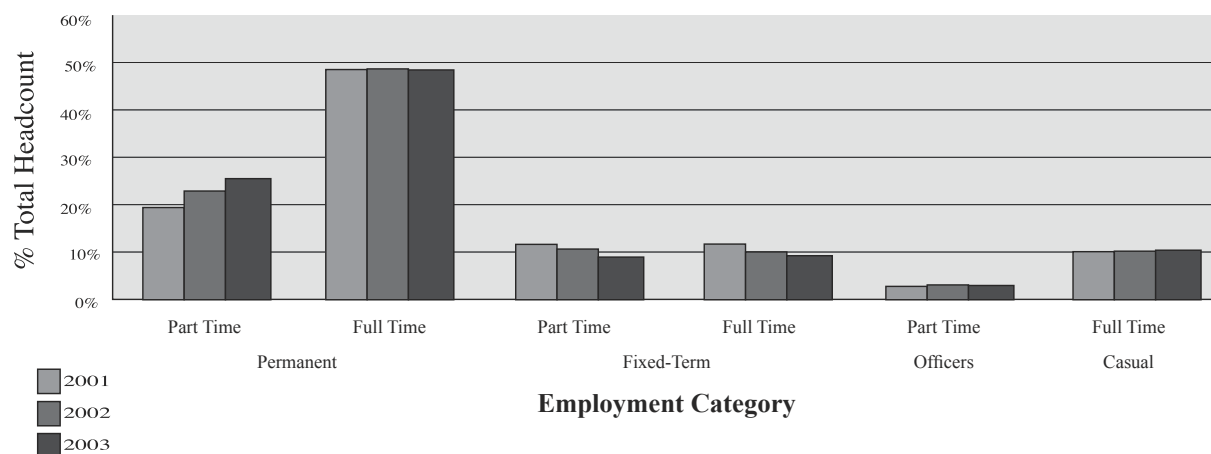


Figure 10 indicates that 1 256 fixed-term employees, representing 27% of the total, are aged 29 or under. 2 343 fixed-term employees, 51% of all fixed-term employees, are aged between 35 and 54, with 2 120 employees, or 46%, aged 40 or over.

**Figure 11: Employment Category Distribution of the State Service, 2001-2003**



This figure shows that the percentage of permanent State Service employees continues to increase, with a corresponding decrease in the number of fixed-term employees in the State Service. This can be attributed to the Government's policy of converting fixed-term employees to permanency under the *State Service Act 2000*.

The number of permanent part time employees has also increased, which can be attributed in part to the Government's commitment to flexible work arrangements.

The percentage of casual employees and officers has remained relatively static for the past 3 years.

## State Service Statistics

## 6. Casual Employment

Table 7: Casuals by Agency Paid in Last Pay Period June 2003

Agency	Male	Female	Total
Department of Economic Development	4	2	6
Department of Education	183	553	736
Department of Health and Human Services (including Tasmania Fire Service)	223	869	1092
Department of Infrastructure, Energy and Resources (including Private Forests)	2	1	3
Department of Justice and Industrial Relations	15	26	41
Department of Police and Public Safety	11	3	14
Department of Premier and Cabinet	2	12	14
Department of Primary Industries, Water and Environment	20	18	38
Department of Tourism, Parks, Heritage and the Arts	22	47	69
Department of Treasury and Finance	0	0	0
Port Arthur Historic Site Management Authority	4	7	11
Retirement Benefits Fund Board	0	0	0
TAFE Tasmania	264	352	616
Tasmanian Audit Office	0	0	0
Tasmanian Grain Elevators Board	0	0	0
The Public Trustee	0	0	0
<b>Total</b>	<b>750</b>	<b>1890</b>	<b>2640</b>

**Table 8: Average Number of Casuals Paid by Agency for June 2003 Quarter**

<b>Agency</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Department of Economic Development	4	1.60	5.60
Department of Education	232	766	998
Department of Health and Human Services (including Tasmania Fire Service)	221.16	848.53	1069.69
Department of Infrastructure, Energy and Resources (including Private Forests)	2	0	2
Department of Justice and Industrial Relations	17	30	47
Department of Police and Public Safety	12.50	3.17	15.67
Department of Premier and Cabinet	3	9	12
Department of Primary Industries, Water and Environment	19.83	14.50	34.33
Department of Tourism, Parks, Heritage and the Arts	22	47	69
Department of Treasury and Finance	0	0	0
Port Arthur Historic Site Management Authority	4	7	11
Retirement Benefits Fund Board	0	0	0
TAFE Tasmania	253.71	335.29	589
Tasmanian Audit Office	0	0	0
Tasmanian Grain Elevators Board	1	1	2
The Public Trustee	0	0	0
<b>Total</b>	<b>792.20</b>	<b>2063.09</b>	<b>2855.29</b>