



STATE SERVICE COMMISSIONER
Annual Report 2006-07

2006•2007



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Commissioner's Introduction

I am pleased to present my Annual Report in accordance with s.23(1) of the *State Service Act 2000* (the Act) for the period 1 July 2006 to 30 June 2007.

As I have outlined in my earlier reports, when I took up the role of State Service Commissioner in 2004, I made a decision to separate the employment policy functions under the Act from the statutory functions of the Commissioner. This was achieved by delegating my employment policy powers and functions to the Secretary of the Department of Premier and Cabinet, which are now administered through the Public Sector Management Office.

A major focus of my Office over the last three years has been the development and refinement of one of my statutory functions, that is, to evaluate practices, procedures and standards in relation to the management of employment in the State Service. In this regard, significant progress has been made in relation to the development of the annual Agency Survey and biennial Employee Survey, both of which provide a valuable perspective on issues relevant to my statutory functions and underpin the evaluation role of the Office. Importantly, the results of these surveys are a major factor in determining areas to target for specific evaluation projects.

During the 2006-2007 reporting period the office conducted an evaluation of Agency Performance Management Systems. The decision to evaluate performance management was prompted by the fact that two of the lowest scoring areas in the *Tasmanian State Service Employee Survey 2005* were associated with managing performance. In relation to evaluation outcomes, all Agencies were provided with their own individual Agency results for verification and comment. The verified results were then used to generate a whole-of-service report, which was provided in printed, compact disc and electronic forms. The electronic version is available on my web site at www.osscc.tas.gov.au. I have also provided more information on this evaluation project under separate heading later in this section of my Annual Report.

Another objective of the evaluation of performance management systems was to collect relevant data to inform a review of Commissioner's Direction No. 4 – *Performance Management Principles and Standards*. A revised Commissioner's Direction No. 4 – *Performance Management Systems* was issued on 8 June 2007 as an outcome of the review. The revised Direction provides minimum requirements and reporting requirements for performance management systems in Agencies.

I would expect that the next major evaluation project will be commenced during the next reporting period following analysis of the results from the *Tasmanian State Service Agency Survey 2007* and *Tasmanian State Service Employee Survey 2007*. In the meantime, work is proceeding on a review of Agency internal grievance resolution systems.

I noted in my last report that Commissioner's Directions No. 5 *Procedures for the investigation and determination of whether an employee has breached the Code of Conduct* and No. 6 *Procedures for the investigation and determination of whether an employee is able to efficiently and effectively perform his/her duties* were reviewed and re-issued in order to provide Heads of Agencies the authority to determine alleged breaches of the Code of Conduct and alleged inability to perform duties. Although both new Directions had generally been operating satisfactorily, I became aware that there was still some lack of understanding about certain aspects of the process, particularly in relation to the investigation process itself. I considered that it was essential that these matters be addressed in order to ensure that procedural fairness and natural justice were consistently applied in these processes. Accordingly, following consultation with Agencies and public sector unions, I addressed these matters in both Directions and re-issued revised Directions operative from 19 February 2007.

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There are no major trends to report in relation to my other ongoing statutory functions. Approvals of promotions without advertising in accordance with section 40(1) of the Act have trended slightly down, which is a reflection of my continued policy of applying a strict test in relation to special circumstances in my approval process. When the effect of the Replacement Teachers program [refer Ministerial Direction No.15] is taken into account, conversions of employment status from fixed-term to permanent in accordance with section 37(4) of the Act have remained relatively consistent. In my consideration of requests for both conversions and promotions without advertising, a key element is to ensure that the merit principle is not compromised.

There has been a slight decrease in both Selection and Other State Service Action reviews lodged for the period, however this is not considered to be statistically significant. A high percentage of all reviews dealt with by the Office continue to be resolved through conciliation rather than arbitration.

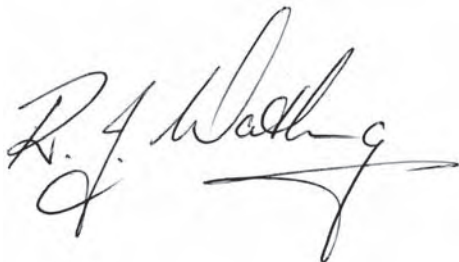
Following on from the success of the last intern placement with this Office, and in keeping with my policy of providing developmental opportunities for young Tasmanians, I again provided a placement for a UTAS undergraduate to undertake an internship with this office. The topic for research chosen by the intern was The Origin & Evolution of the Tasmanian Senior Executive Service.

The project was undertaken as part of the requirements for completion of a Bachelor of Arts Degree and was designed to examine the origins and evolution of the Senior Executive Service (SES) within the Tasmanian State Service. As well as satisfying the requirements for the completion of a degree, the completed document also provides a useful guide to the history of the SES in the Tasmanian State Service.

I have included in this report for the first time detailed information relating to Officers in the State Service. An officer is a person appointed under the Act as a Head of Agency, a prescribed office holder, a senior executive or an equivalent specialist. The Secretary, Department of Premier and Cabinet, under delegation referred to earlier in my introduction, determines if the duties are of a senior executive or equivalent specialist nature. Where the Secretary has determined that duties are of a senior executive or equivalent specialist nature, the Premier may create a senior executive office to enable those duties to be performed. The information on Officers has been included at Table 33 in the State Service Statistics section.

Review Panel members perform an important and valuable role in the determination of selection reviews and I would like to record my appreciation for their continued support and thank them for their involvement in this important process.

I would again like to take the opportunity to thank my staff, and the staff of the Public Sector Management Office, for their efforts during the year. Also, I would again like to record my appreciation for the continued assistance and support received from the Department of Premier and Cabinet.



Robert J. Watling
State Service Commissioner

October 2007

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Commissioner's Role and Functions

Section 17 of the Act states that there is to be a State Service Commissioner. The Commissioner is an independent statutory officer whose powers and functions are set out in part 5 of the Act.

Employment policy functions contained in section 18(1) of the Act relating to the management and administration of the State Service continue to be delegated to the Secretary, Department of Premier and Cabinet.

Statutory functions under section 18(1) of the Act that have been retained by the State Service Commissioner are:

- 18(1)(a) to take such steps as the Commissioner considers necessary to uphold, promote and ensure adherence to the State Service Principles;
- 18(1)(b) to evaluate the application within Agencies of practices, procedures and standards in relation to management of, and employment in, the State Service;
- 18(1)(e) to evaluate the adequacy of systems and procedures in Agencies for ensuring compliance with the Code of Conduct;
- 18(1)(f) to investigate alleged breaches of the Code of Conduct by Heads of Agencies and to report to the Premier on the results of such investigations;
- 18(1)(g) to undertake reviews applied for under section 50 of the Act;
- 18(1)(l) to determine requirements, including qualifications, for the employment of employees or groups of employees in the State Service;
- 18(1)(n) to determine the period within which action arising under this Act may be taken by the Commissioner, an officer or an employee;
- 18(1)(o) such other functions as are imposed by or under the Act.

As from February 2004, the following functions under section 18(1) of the Act were delegated to the Secretary, Department of Premier and Cabinet:

- 18(1)(b) to determine practices, procedures and standards within Agencies in relation to management of, and employment in, the State Service;
- 18(1)(c) to provide advice to the Minister on any matter relating to the State Service;
- 18(1)(d) to consult with, and provide assistance to, Heads of Agencies in relation to the implementation of the State Service Principles and the Code of Conduct;
- 18(1)(h) to develop principles and standards to assist Heads of Agencies in evaluating the performance of employees and provide assistance to Heads of Agencies in the application of those principles and standards;
- 18(1)(i) to develop and coordinate training, education and development programs for the State Service;
- 18(1)(j) to develop and implement recruitment programs for the State Service;

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- 18(1)(k) to develop classification standards and, where appropriate, procedures to enable Heads of Agencies to classify duties to be performed within the State Service and, where no classification standards have been developed, to approve the assignment of classifications to duties; and
- 18(1)(m) to determine duties to be of a senior executive nature or equivalent specialist nature.
- 29(4) If the Commissioner has determined duties to be of a senior executive nature or equivalent specialist nature, the Premier may create an office to enable those duties to be performed.

The Public Sector Management Office, Department of Premier and Cabinet, performs all the above-delegated functions.

From 4 May 2006, I delegated the following to the Chief of Staff and Deputy Chief of Staff, Office of the Premier -

- 46(1)(b) Secondment of permanent employees employed in the State Service to undertake and/or occupy positions within Ministerial and Parliamentary Offices.

Legislative Framework

The Act is enabling legislation that is supplemented by the *State Service Regulations 2001* (the Regulations), Commissioner's Directions, and Ministerial Directions and Determinations.

Commissioner's Directions

The Commissioner may issue legally binding Directions in relation to any matter relating to the Commissioner's statutory functions. During the reporting period, the following amendments and alterations were made to existing Directions:

- Commissioner's Direction No. 5 - *Procedures for the Investigation and Determination of Whether an Employee has Breached the Code of Conduct* – and Commissioner's Direction No. 6 – *Procedures for the Investigation and Determination of Whether an Employee is Able to Efficiently and Effectively Perform His/Her Duties* – were revised and re-issued operative from 19 February 2007.

As I outlined in my last report, these Directions had been revised and re-issued in order to provide Heads of Agencies with the authority to investigate and determine alleged breaches of the Code of Conduct and alleged inability to efficiently and effectively perform duties. Although both Directions had generally been operating satisfactorily under the revised arrangements, I became aware that there was still some lack of understanding about some aspects of the process, particularly in relation to the investigation process itself. Accordingly, following consultation with Agencies and public sector unions, these matters were addressed and revised Directions were re-issued operative from 19 February 2007.

- Commissioner's Direction No. 4 – *Performance Management Principles and Standards* – was revised following the evaluation of performance management systems in Agencies. A revised Commissioner's Direction No. 4 – *Performance Management Systems* – was re-issued on 8 June 2007. The revised Direction provides minimum requirements and reporting requirements for performance management systems in Agencies. The guidelines that were attached to the earlier version of the Direction were removed as the matter of employment policy guidelines is considered the role of the employer.

Currently there are 12 Commissioner's Directions covering:

- Employment in the State Service
- State Service Principles
- Workplace Diversity
- Performance Management Systems
- Procedures for the investigation and determination of whether an employee has breached the Code of Conduct
- Procedures for the investigation and determination of whether an employee is able to efficiently and effectively perform his/her duties
- Review of State Service Actions
- Procedure for suspension of State Service employees with or without pay
- Pre-employment checks
- Gifts and Benefits

The Commissioner's Directions can be found at www.osscc.tas.gov.au

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Ministerial Directions

Ministerial Directions are issued pursuant to section 14 of the Act and relate to the administration of the State Service. They can be amended, issued or revoked by the Minister administering the Act (currently the Premier).

A new Ministerial Direction – No 16 *Pay Advice Details* – was issued with an operational date of 1 July 2006. Ministerial Direction No. 16 provides the ability for Agencies to issue pay advice slips directly to the employee via a self-service electronic system.

The Ministerial Directions are currently subject to review.

Ministerial Determinations

Section 38(1) of the Act provides that an employee's terms and conditions of employment are to be those specified in the award under which they are employed. In the event that no such award is in force, the Minister may determine the terms and conditions of employment. The Minister may also make determinations in relation to matters not covered by an award.

No new Ministerial Determinations were issued in the reporting period, and the Ministerial Determinations are currently subject to review.

The Public Sector Management Office provides advice and assistance to the Minister on a range of employment policy issues including the development of Ministerial Directions and Determinations.

Ministerial Directions and Determinations can be found at www.dpac.tas.gov.au or www.osscc.tas.gov.au

Support for the Commissioner

Staffing

The Act 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.

Under this arrangement, 5 staff are made available to me for the ongoing function of the Office.

State Service Employee Survey 2007

Following the success of the inaugural State Service Employee Survey, planning commenced during the reporting period for the second biennial State Service Employee Survey [*State Service Employee Survey 2007* (the Survey)], which is scheduled to be conducted at the end of July 2007. The structure of the 2007 Survey will be similar to the initial survey and continue to give employees the opportunity to express their views about whether work culture and practices within their workplace reflect the requirements of the State Service Principles.

The Principles and Code of Conduct, which are incorporated in the Act, are designed to ensure the effective management of workplaces, that opportunities provided for employees are based on equity and fairness, and that the delivery of services are of a high standard to both Government and the community.

The most significant changes to the Survey were in the area relating to the employee's experiences over the last 12 months and specifically in the area of bullying and harassment. The results of the Survey are currently being analysed and the Whole of State Service Report is to be published in December 2007.

The results of the Survey will remain a valuable means of assessing the performance of the State Service as a whole alongside the Principles and act as a benchmark against the results of the *State Service Employee Survey in 2005*. The results of the Survey represent employee views across all Agencies and Authorities in the Tasmanian State Service. Together with information provided through the annual State Service Agency Survey, this information will continue to provide me with a more complete understanding of the actual workplace culture within the State Service.

State Service Agency Survey 2007

As State Service Commissioner, one of my independent statutory functions is to evaluate the application of management practices, procedures and standards in agencies.

In order to fulfil this function my Office conducts an annual survey of Agencies to ascertain what actions have been taken, and what practices, procedures and standards are in place, to ensure compliance with the State Service Principles, Code of Conduct and other statutory requirements of the Act. The Agency Survey was reviewed and the questions enhanced where appropriate to obtain additional information. Additional questions included for this year were focused around performance management, managing diversity and anti-bullying and harassment training activities.

This information, which is collated and analysed on an aggregated basis, forms the basis of the following information included in this Report in relation to the State Service Principles and State Service Code of Conduct.

Evaluation of Agency Performance Management Systems

Based on information gathered through my State Service Agency Survey and State Service Employee Survey, and the analysis of matters brought before me as State Service Commissioner, and consistent with my statutory functions, I decided to undertake an evaluation of performance management systems operating in Agencies as a major project in 2006 through my Evaluation Program.

The primary objective of this evaluation was to assess the extent to which Agency PM Systems comply with the Act and, in particular, with the minimum standards of Commissioner's Direction No. 4 (CD No. 4). It should be noted that an assessment of the effectiveness of the Performance Management System (PM System) in meeting Agency objectives was not part of this evaluation.

Section 34(1)(g) of the Act requires Heads of Agencies to develop and implement systems to evaluate the performance of employees and CD No. 4 sets out the minimum principles, standards and requirements to assist Heads of Agencies. This Commissioner's Direction is supported by Performance Management Guidelines that provide assistance to Agencies by outlining the key elements of performance management systems and offer suggestions about how to establish and implement an effective system.

Agencies were advised during May 2006 of the evaluation process and provided with background material. During June 2006, Agencies were provided with a project briefing, a documentation package and a data collection instrument or worksheet to assist information-gathering. Agencies with an agency-wide PM System completed the data worksheet and presented appropriate documentary evidence. Where Agencies did not have an agency-wide PM System currently in place, they were requested to provide background information, an outline of their current situation, and their plans regarding the development of an agency-wide system.

Following is a chart presenting the *Overall Summary of Outcomes* for the evaluation. It is followed by the *Key Positive Findings and Key Opportunities for Improvement*.

Please note that details of Agency PM Systems based on information obtained from the *State Service Agency Survey 2007* is contained later in this report under the separate heading "Performance Management". This latter information is consistent with detail provided in earlier Annual Reports.

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Evaluation of Agency Performance Management Systems – Overall Summary of Outcomes

Assessment Key:

- Complies with Legislative Requirement
- Does not comply with Legislative Requirement
- No agency-wide PM System
- N/A Unable to assess

	DED	DOE	DHHS	DIER	DOJ	DPEM	DPAC	DPIW	DTAE	DOTAF	PAHSMA	TAFE	TAO	TPT
1. System Overview														
1.1 A PM System developed and implemented	●	●	●	●	●	●	●	●	●	●	●	●	●	●
2. Management Principles														
2.1 There is an appropriate level of understanding of the connection between individual duties and performance and broader organisational goals and performance	●	●	●	●	●	●	●	●	●	●	●	●	●	●
2.2 There is sufficient flexibility in the system to accommodate diverse working environments within the Agency	●	●	●	●	●	●	●	●	●	●	●	●	●	●
2.3 There is a clear and agreed understanding of performance objectives, criteria and standards on the part of both supervisors and employees	●	●	●	●	●	●	●	●	●	●	●	●	●	●
2.4 Performance evaluations relate to agreed objectives, criteria and standards, and these are clearly communicated to, and understood by, employees	●	●	●	●	●	●	●	●	●	●	●	●	●	●
2.5 Resources and training needs relevant to performance objectives are clearly identified and agreed upon and a strategy put in place to address them	●	●	●	●	●	●	●	●	●	●	●	●	●	●
3. Management Standards														
3.1 The PM System promotes and maintains the State Service Principles	●	●	●	●	●	●	●	●	●	●	●	●	●	●
3.2 The PM System is fair and equitable	●	●	●	●	●	●	●	●	●	●	●	●	●	●
3.3 The PM System is aligned with Agency corporate objectives, priorities, strategies and processes	●	●	●	●	●	●	●	●	●	●	●	●	●	●
3.4 The PM System has clearly defined objectives and is well documented	●	●	●	●	●	●	●	●	●	●	●	●	●	●
3.5 The PM System ensures confidentiality and appropriate use of all information generated in the performance management process	●	●	●	●	●	●	●	●	●	●	●	●	●	●
3.6 The PM System operates on a regular cycle with performance management reviews occurring on at least an annual basis	●	●	●	●	●	●	●	●	●	●	●	●	●	●
3.7 The PM System includes measures to report on its effectiveness	●	●	●	●	●	●	●	●	●	●	●	●	●	●
3.8 The PM System is reviewed on a regular basis	●	●	●	●	●	●	●	●	●	●	●	●	●	●
4. Equity														
4.1 Non-discriminatory principles are specifically outlined in Agency policy and documents	●	●	●	●	●	●	●	●	●	●	●	●	●	●
4.2 Performance management processes are applied consistently and fairly to all employees	●	●	●	●	●	●	●	●	●	●	●	●	●	●
4.3 The PM System policies and procedures are accessible to all employees	●	●	●	●	●	●	●	●	●	●	●	●	●	●
5. Reporting														
5.1 PM System details and documentation have been provided to the Commissioner	●	●	●	●	●	●	●	●	●	●	●	●	●	●
5.2 The latest version of the PM System has been lodged with the Commissioner prior to this evaluation	●	●	●	●	●	●	●	●	●	●	●	●	●	●
6. Evaluation														
6.1 The PM System includes a set of performance indicators to evaluate the system's effectiveness and outcomes	●	●	●	●	●	●	●	●	●	●	●	●	●	●
6.2 The Agency provides adequate information and statistical data on the PM System to the Commissioner	●	●	●	●	●	●	●	●	●	●	●	●	●	●
7. Review														
7.1 The Agency meets the requirement to review the PM System at least once every four years	●	●	●	●	●	●	●	●	●	●	●	●	●	●
7.2 The review ensures that the PM System continues to assist in promoting and maintaining the State Service Principles	N/A	●	●	N/A	●	N/A	●	N/A	N/A	●	●	●	●	●
7.3 The review ensures that the PM System continues to be consistent with the requirements of Section 4 of Commissioner's Direction No. 4	N/A	●	●	N/A	●	N/A	●	N/A	N/A	●	●	●	●	●

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Key Positive Findings

Most State Service Agencies have performance management systems that meet the minimum requirements of the Act and CD No. 4. In summary:

- Eleven of the fourteen Agencies comply with the Legislative requirement to have a PM System in place to evaluate the performance of all Agency employees. This represents 79% of all Agencies, covering approximately 20% of State Service employees. Of these, two Agencies have systems that have been in place for over 10 years, although they have been reviewed and revised in recent years. One other Agency system is over 5 years old and is currently under review, and two others have been operational for around 2 years. Six Agencies have completed the implementation of new systems in the last two years.
- Ten of the eleven Agencies with a PM System met the five Management Principles that: there is an appropriate connection between individual duties and performance and broader organisational goals and performance; there is sufficient flexibility to accommodate diverse working environments within the Agency; there is a clear and agreed understanding between managers and employees regarding performance objectives and the assessment of performance against those objectives; and resource and training needs are identified and actioned accordingly.
- Ten of the eleven Agencies with a PM System met the eight Management Standards that the system must: promote and maintain the State Service Principles: be fair and equitable; be aligned with Agency corporate objectives; have clearly defined objectives and is well documented; ensure confidentiality; operate on a regular cycle; include measures to report on its effectiveness and be reviewed on a regular basis. All Agency PM Systems had policies and procedures that were available to all employees and they were being applied consistently and fairly.
- All Agencies with a PM System met the Equity requirements that the system must not disadvantage, discriminate, harass or victimise any individual on the basis of gender, race, disability, sexuality, age, linguistic or cultural background, being an indigenous Australian or any other attribute not relevant to the workplace.
- Five of the eleven Agencies with a PM System had provided details of their system and supporting documentation to the State Service Commissioner.
- Nine of the eleven Agencies with a PM System met the Evaluation requirements to develop a set of performance indicators to evaluate the effectiveness and outcomes of their respective Agency's PM System, although these indicators generally only focussed on participation aspects.
- All Agencies with a PM System met the requirement to review their system at least once every four years, noting that all but two of the eleven Agency systems were introduced in the last four years following management reviews of existing arrangements.

Key Opportunities for Improvement

Overall the evaluation identified that the key area for improvement was to ensure that those State Service Agencies currently without an agency-wide PM System take action to meet the Legislative requirement, consistent with CD No. 4. The evaluation also identified a small number of criteria where some Agencies have not fully met the minimum requirements of CD No. 4.

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In addition, the evaluation has identified a range of issues related to the principles, standards and requirements of CD No. 4 where some Agencies could consider improvements to assist them to more fully meet the requirements of CD No. 4, and enhance the quality and outcomes of their respective performance management arrangements. In summary:

- Three Agencies did not comply with the legislative requirement, as they do not currently have an agency-wide PM System. These Agencies represent 21% of all Agencies, covering approximately 80% of all State Service employees. However, the evaluation found that two of these Agencies had a significant number of independent but limited PM Systems operating within some functional areas or business units within their Agency. The third Agency had a performance development program which addressed some aspects of a full performance management system. Further, all three Agencies have advised that they are actively developing appropriate PM Systems that will be implemented progressively.
- In a few Agencies the connection between individual duties and broader organisational goals is addressed as a requirement in their policy documentation but the limited scope of their 'performance review' documentation has resulted in the poor demonstration of these links. An improved agreement process that includes the documentation of an individual's specific job responsibility, tasks and/or projects, and their relationship to business plans, may enhance the system's value as a management tool.
- Some Agency PM Systems do not appear to have a process or documentation to measure the 'standard' of work expected of employees. Generally PM Systems have a documented process that outlines and assesses progress and performance against a set of core competencies and/or job-specific responsibilities to a prescribed standard. Whilst it is accepted that generally these Agencies initially developed their systems to encourage open, two-way communication between supervisors and employees, they could develop these further (as their systems mature), to improve the systems emphasis and documentation around the assessment of employee performance against specific job-related objectives, criteria and standards.
- The majority of Agencies operate their review cycle simultaneously throughout the Agency, over a set timeframe. However, a number of Agencies have systems where the timing of 'performance reviews' is activated by an employee's commencement or anniversary date, or is left to the discretion of business unit managers. Undertaking performance reviews other than simultaneously throughout the organisation (while consistent with the objective in some Agencies to build relationships) could be detrimental to the operation and efficiency of the PM System in the longer term. In particular, participation may be reduced and the relevance of performance agreements to the business planning cycle could be compromised.
- Some Agencies did not meet the administrative requirement to provide details of their PM Systems to the State Service Commissioner. This was not considered a significant omission and could be easily incorporated into their respective Agency management practices. The significance of the omission lies more in its potential impact on the Commissioner's capacity to undertake his review function when not having immediate access to current Agency policy information.

- Generally the performance indicators used to evaluate system effectiveness and outcomes were essentially limited to participation statistics such as the number of employees with agreements, reviews undertaken, and the nature and number of training and development activities completed. In a few cases, employee feedback mechanisms were also employed, essentially to gauge employee satisfaction with the system and/or to identify potential improvements.

Although important, a focus that is limited essentially to the measurement of participation and employee satisfaction ignores the important issue of the overall effectiveness of the PM System in assisting the achievement of organisational and individual employee goals and strengthening management practice.

All Agencies could consider developing a more comprehensive set of performance indicators to evaluate their respective system's effectiveness and to apply these measurements on a regular basis. The indicators might focus, for example, on issues such as the system's effectiveness in assisting the achievement of individual, divisional and organisational goals and on its effect on, or contribution to, improving morale and minimising employee turnover and grievances.

- Some Agencies could review their data collection systems to improve the frequency, quality and range of information gathered and their collection methods and procedures. Generally this could involve a move away from manual collection processes to regular system-based reporting arrangements. Improvements in this area would generate more accurate and meaningful data for the evaluation and operational management of their systems, particularly in regard to employee training and development matters.
- There are a number of small to medium-size Agencies that have PM Systems that are well constructed and managed, providing them with an opportunity to consider adapting their current manual systems to an 'online' application. Progression to an online system may generate additional benefits, such as increased participation, and improve administrative efficiency around records management, statistical reporting and evaluation processes.

STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

State Service Principles and Code of Conduct

The State Service Principles are the cornerstone of the Act. The Principles provide a statement as to both the way that employment is managed in the State Service, and the standards expected of those who work within it.

All employees are required to comply with and uphold the Principles, and Heads of Agency are also required to promote the Principles.

The Principles incorporate a number of inter-related themes:

- merit and opportunity;
- equity and diversity;
- performance management;
- leadership and development;
- ethics and accountability, including fair and impartial service to the community; and
- a fair, flexible, safe and rewarding workplace.

The State Service Code of Conduct (which is contained in section 9 of the Act) reinforces and upholds the Principles by establishing standards of behaviour and conduct that apply to all employees and officers, including Heads of Agencies.

Promoting the State Service Principles and Code of Conduct

The *State Service Agency Survey 2007* returns indicate that the majority of Agencies continue to be active in informing employees about the State Service Principles and Code of Conduct, with all Agencies having a number of strategies in place to inform their employees about the Principles and Code.

All Agencies inform new employees about the State Service Principles and Code of Conduct, with the majority providing this in an interactive manner and through induction processes, with half also requiring that these new employees verify that they understand these requirements.

All Agencies also include information about the Principles and Code in their Statements of Duty and 11 Agencies publicise this information on their intranet sites. A number of Agencies provide information through their annual performance management discussions and regular information sessions. Within the reporting period about half of the Agencies provided managers/supervisors with information about their role in upholding the Principles and Code.

MERIT AND OPPORTUNITY

Merit and Opportunity

The Principles state that the State Service is a public service:

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

Employment decisions must be based on merit and made in accordance with the legislative requirements and Commissioner's Directions. Section 7(2) of the Act provides that a decision relating to employment 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.

Upholding the merit principle and providing a reasonable opportunity for members of the community to apply for State Service employment

The *State Service Agency Survey 2007* reported that a total of 2,731 permanent vacancies were filled during the reporting period across all Agencies. In addition, 1,409 fixed-term vacancies of 12 months duration or longer were also filled in the same period and of these employees, 52.1% (compared with 51.3% in 2005/06) were filled by applicants from outside the Agency.

There were 291 fixed-term contracts of employment extended during the reporting period that extended the total period of employment to more than 12 months. Of these extensions, the majority were in the Department of Education (173) and the Department of Primary Industries and Water (86). Statistics were not available from the Department of Health and Human Services for this reporting period.

During the reporting period all Agencies undertook activities to ensure that employees and potential applicants for vacancies were familiar with the merit principle. These activities included:

- | | |
|--|-------------|
| • provision of training for panel members | 10 Agencies |
| • general awareness with information published in newsletters or bulletins | 9 Agencies |
| • promoted through the Agency intranet website | 9 Agencies |
| • provision of guidelines to selection panels | 8 Agencies |
| • outlined in statements of duty | 8 Agencies |
| • through information sessions for managers/supervisors | 6 Agencies |
| • through information sessions for employees | 4 Agencies |

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Other training provided to a lesser extent included coaching for selection panels, recruitment and selection courses and advice from Human Resource Branches.

Table 1. Employees in receipt of Higher Duties Allowances (HDA) or More Responsible Duties Allowances (MRDA) for a period in excess of 12 months duration

AGENCY	Number of Employees	Number of Employees	Number of Employees
	2004/05	2005/06	2006/07
Dept. of Economic Development	2	14	2
Dept. of Education	315	251	279
Dept. of Health and Human Services	86	117	249
Dept. of Infrastructure, Energy and Resources	9	3	2
Dept. of Justice	76	1	45
Dept. of Police and Emergency Management	24	19	22
Dept. of Premier and Cabinet	0	3	7
Dept. of Primary Industries and Water	18	13	22
Dept. of Tourism, Arts and Environment	1	7	6
Dept. of Treasury and Finance	9	4	2
Port Arthur Historic Site Management Authority	1	0	0
Public Trust Office	0	5	3
TAFE Tasmania	25	34	36
Tasmanian Audit Office	1	1	9
TOTAL	567	472	684

Reporting through the State Service Agency Survey 2007 indicated that, during the reporting period, a total of 684 employees received HDA's or MRDA's for periods in excess of 12 months; compared to 472 and 567 in the previous two reporting periods.

There may be a number of legitimate reasons why HDA's or MRDA's are appropriate to recompense employees for undertaking higher or more responsible duties for an extended period beyond 12 months. However, the increase use this year and continued practice of Agencies utilising these remuneration mechanisms for extended periods beyond 12 months needs to be questioned and the situations managed in accordance with Commissioner's Direction No.1.

Advertisement of State Service vacancies at www.jobs.tas.gov.au

The jobs.tas.gov.au employment portal supports the State Service Commissioner's merit protection role by facilitating broad access to up-to-date information about State Service vacancies, thus providing a reasonable opportunity for members of the community to apply for State Service employment.

The following table details, by Agency, vacancies advertised on the website over the past 3 reporting periods.

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Table 2. Vacancies advertised at www.jobs.tas.gov.au

AGENCY	2004-05	2005-06	2006-07
Dept. of Economic Development	66	70	79
Dept. of Education	345	557	335
Dept. of Health and Human Services	1768	2207	1585
Dept. of Infrastructure, Energy and Resources	199	197	155
Dept. of Justice	176	156	190
Dept. of Police and Emergency Management	80	66	110
Dept. of Premier and Cabinet	52	77	81
Dept. of Primary Industries and Water	279	281	265
Dept. of Tourism, Arts and Environment	117	156	156
Dept. of Treasury and Finance	113	93	65
Port Arthur Historic Site Management Authority	34	28	30
Statutory Office Holders	1	0	0
Tasmanian Audit Office	7	33	14
TAFE Tasmania	171	257	161
The Public Trustee	18	15	14
TOTALS	3426	4193	3240

The number of vacancies advertised at www.jobs.tas.gov.au decreased significantly during the current reporting period. The site averaged 56,315 visits per month, which correlates to an average of 460,164 pages being viewed monthly.

The site features integrated, distinctive branding and intuitive design, and is actively marketed through promotional events including the University of Tasmania's Careers Fair and the National Careers and Employment Expo.

The Public Sector Management Office manages the site.

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Advertisement of senior executive vacancies

The following table provides the number of senior executives in each agency and information on the advertising and filling of those vacancies.

Table 3 Senior Executive Service, 1 July 2006 – 30 June 2007

AGENCY	No of Senior Executives as at 30 June 07	No of Vacancies advertised	Appointments from within the Service	Appointments from outside the Service
Dept. of Economic Development	24	4	3	1
Dept. of Education	26	7	5	2
Dept. of Health and Human Services	36	14	5	5
Dept. of Infrastructure, Energy and Resources	23	4	2	1
Dept. of Justice	20	5	3	1
Dept. of Police and Emergency Management	9	3	2	0
Dept. of Premier and Cabinet	28	2	2	0
Dept. of Primary Industries and Water	16	2	0	1
Dept. of Tourism, Arts and Environment	17	6	1	1
Dept. of Treasury and Finance	17	2	0	0
Port Arthur Historic Site Management Authority	1	1	0	1
Public Trust Office	2	0	0	0
TAFE Tasmania	8	4	2	1
Tasmanian Audit Office	1	0	0	0
TOTAL	228	54	25	14

Promotion without advertising

It is the fundamental position of the Office of the State Service Commissioner that, in order to uphold the merit principle, permanent vacancies should normally be publicly notified and filled on the basis of merit. It is recognised, however, that special circumstances may exist that warrant the promotion of a permanent employee without advertising.

Accordingly, section 40 of the Act allows a Head of Agency to seek the approval of the Commissioner to promote an employee without advertising the duties. The Commissioner may grant the request if he is satisfied that:

- special circumstances exist that warrant promotion without advertising; and
- not advertising the duties is consistent with the merit principle.

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Table 4. Promotions without advertising, 1 July 2006 to 30 June 2007

AGENCY	B/F	Received	Approved	Not Approved	C/F
Dept. of Education	-	1	1	-	-
Dept. of Health and Human Services	-	47	28	19	-
Dept. of Justice	-	13	9	4	-
Dept. of Police and Emergency Management	-	10	10	-	-
Dept. of Primary Industries and Water	-	10	8	2	-
Dept. of Tourism, Arts and the Environment	-	2	1	1	-
The Public Trustee	-	1	-	1	-
TOTALS	-	84	57	27	-

The following statistics show the trend in approvals over the last 7 years.

- 2000/2001 748 approvals
- 2001/2002 118 approvals
- 2002/2003 41 approvals
- 2003/2004 44 approvals
- 2004/2005 105 approvals
- 2005/2006 66 approvals
- 2006/2007 57 approvals

The application of a strict test as to the existence of special circumstances sufficient to warrant promotion without advertising continues and this is reflected in the continued downward trend in approvals. Almost half of approvals in the reporting period relate to the Department of Health and Human Services, however it should be noted that the figure for this Agency includes the following:

- The promotion without advertising of 11 Pharmacy Stores Officers and Managers State-wide following an independent review and acceptance that special circumstances existed that warranted promotion without advertising.
- The promotion without advertising of 9 Ambulance Officers to Ambulance Officer Advanced Life Support and 3 Enrolled Nurses to Registered Nurse following completion of appropriate qualifications.

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Conversion of fixed-term employees to permanent status

Section 37(4) of the Act authorises the Minister, on the recommendation of the Commissioner, to change an employee's employment status from fixed-term to permanent.

Requests for conversion must be submitted through the relevant Head of Agency.

The process for conversions is set down in Commissioner's Direction No. 1/2004.

Table 5. Conversions - fixed-term to permanent, 1 July 2006 to 30 June 2007

AGENCY	B/F	Received	Approved	Not Approved	C/F
Dept. of Education	34	206	240	-	-
Dept. of Health and Human Services	11	48	58	1	-
Dept. of Justice	1	4	4	-	1
Dept. of Police and Emergency Management	1	8	9	-	-
Dept. of Primary Industries and Water	-	14	14	-	-
Dept. of Tourism, Arts and the Environment	-	2	2	-	-
Port Arthur Historic Site Management Authority	2	9	11	-	-
TAFE	-	14	13	-	1
Tasmanian Audit Office	-	2	2	-	-
TOTALS	49	307	353	1	2

The decrease in applications dealt with this year can be attributed largely to a "levelling off" of Replacement Teacher approvals since the initial implementation of this program in September 2005. In the previous reporting period, 353 conversions for Replacement Teachers were approved and this has reduced to 169 approvals for the current period.

The following information shows the trend in applications dealt with and approvals for the last 6 years:

- 2001/2002 – 749 applications dealt with (87% of which were approved)
- 2002/2003 – 613 applications dealt with (79% of which were approved)
- 2003/2004 – 230 applications dealt with (80% of which were approved)
- 2004/2005 – 406 applications dealt with (94% of which were approved)
- 2005/2006 – 589 applications dealt with (99% of which were approved)
- 2006/2007 – 356 applications dealt with (99.72% of which were approved)

As indicated in earlier reports, the high percentage of approvals in recent reporting periods is due to a change in procedure, which has resulted in only requests that are supported by the Agency being forwarded to this Office. The one non-approved case was supported by the Agency but not recommended by the Commissioner, as it was not considered to satisfy the criteria of Commissioner's Direction No. 1.

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Fixed-term employment registers

Fixed-term registers are established by Agencies to manage fixed-term employment requirements in a particular employment category or categories. Registers must be advertised at least every 12 months and selection for registration must comply with the merit requirements of the Act. Registers are posted on the job site and are open at all times to interested applicants. The registers provide an opportunity for members of the community to gain access to fixed-term employment; facilitate merit-based selection of fixed-term employees; and are administratively efficient for Agencies.

A significant number of fixed-term employment registers have been established or re-established during the reporting period. Current employment registers cover the following areas:

- Teachers, and IT trainees;
- TAFE teachers, technical employees, library technician, clerical employee, computer systems officer, examination supervisor, librarian, operational employee, support services worker (cleaners, grounds person, stores person, residential, utility), kitchen hand/cafeteria assistant;
- Nurses, physiotherapists, medical scientists, pharmacists, podiatrists, diagnostic radiographers, occupational therapists, orthotists, radiation therapists, dieticians, disability and youth workers, social workers, speech pathologists;
- Administrative trainees, assistants and voice communications officers;
- Aboriginal and Torres Strait Islanders;
- People with disabilities;
- Scientific disciplines, including: Agricultural Science, Applied Science, Aquaculture, Biology, Botany, Engineering, Entomology, Marine Ecology, Marine Science, Medical Laboratory Science, Microbiology, Natural Resource Management, Plant Pathology, Plant Science, Soil Science, Veterinary Science and Zoology;
- Community service order supervisors;
- Field officers, interpretation rangers, cave guides, seasonal fire fighters, laboratory technical officers, landscape assistants, horticulturalists, asset maintenance and cleaners;
- Wilderness Program instructors, operational facilitators, Silverdome operations assistants and graduate project officers; and
- Tourism operations including bookings and ticketing officers, food and beverage assistant, courtesy vehicle driver, day guide, ghost tour guide, cleaner, general and multi skilled labourers and works assistants.

Redeployment

Under section 47 of the Act, if a Head of Agency considers a permanent employee employed in their agency to be surplus, the Head of Agency may recommend to the Commissioner that the employee be made available for redeployment. Prior to making such a recommendation, the Head of Agency must advise the employee in writing of that intention, the reasons for it and request a response.

If the Commissioner accepts the recommendation, the Commissioner will take such action as considered necessary and practicable to identify duties in the State Service which could be assigned to the surplus employee.

During the reporting period, no permanent employees have been declared surplus to the Commissioner.

Equity and Diversity

The State Service Principles demand a workplace that is free from discrimination and recognises and utilises the diversity of the community it serves.

Section 34(1)(h) of the Act requires all Heads of Agencies to develop a workplace diversity program, and Commissioner's Direction 3 - *Workplace Diversity* sets out the essential requisites with which Agency workplace diversity programs must comply.

At a minimum, Agencies' workplace diversity programs must support officers and employees in balancing their work and family responsibilities, and address employment related disadvantage on the basis of gender, race, disability, sexuality, age, linguistic or cultural background, or being an indigenous Australian.

Encouraging communication, consultation, cooperation and input from employees

The *State Service Agency Survey 2007* reported that 13 of the 14 Agencies have a requirement for managers/supervisors to hold regular team meetings with employees and all Agencies have a policy of consulting with and informing employees about change that affects them. The predominant mechanisms used by Agencies to communicate with employees were:

• team meetings	14 Agencies
• senior management & branch meetings	14 Agencies
• email	14 Agencies
• communication from Head of Agency	13 Agencies
• intranet	13 Agencies
• regular print and/or electronic newsletters	12 Agencies
• communication plan/change management strategy	11 Agencies
• formal and informal meetings	11 Agencies

Other mechanisms used to a lesser extent included meetings with peak bodies or representative groups, business planning processes and Agency information forums.

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The State Service provides a workplace that is free from discrimination and recognises and utilises the diversity of the community

The *State Service Agency Survey 2007* returns indicate that 11 of the 14 Agencies have developed workplace diversity programs. Of these, the Department of Treasury and Finance, Department of Police and Emergency Management, Tasmanian Audit Office, The Public Trustee and the Port Arthur Historic Site Management Authority have either reviewed or implemented their programs within the reporting period.

There were a number of Workplace Diversity initiatives undertaken by 12 of the 14 Agencies during the reporting period. These activities were mainly designed to promote workplace diversity policies, specialist training for workplace diversity contact officers and managers, informing employees of training options and resources available, as well as encouraging greater diversity representation in Agencies.

Table 6. Agency Workplace Diversity Programs, 1 July 2006 – 30 June 2007

AGENCY	Diversity Program in place	Program implemented or last reviewed	Diversity Initiatives undertaken	Diversity Program lodged with OSSC
Dept. of Economic Development	Yes	July 2005	No	Yes
Dept. of Education	Expired, under development	1999	Yes	N/A
Dept. of Health and Human Services	Yes	2005	Yes	Yes
Dept. of Infrastructure, Energy and Resources	Yes	2005	Yes	Yes
Dept. of Justice	Yes	2005	Yes	Yes
Dept. of Police and Emergency Management	Yes	2006/07	Yes	Yes
Dept. of Premier and Cabinet	No, Under development	Under development	No	N/A
Dept. of Primary Industries and Water	Yes	2002	Yes	Yes
Dept. of Tourism, Arts and the Environment	No, Under development	Under development	Yes	N/A
Dept. of Treasury and Finance	Yes	2006	Yes	Yes
Port Arthur Historic Site Management Authority	No	Oct 2006	Yes	No
Public Trust Office	Yes	2007	Yes	Yes
TAFE Tasmania	Yes	2007	Yes	Yes
Tasmanian Audit Office	Yes	2006/07	Yes	Yes

The Department of Premier and Cabinet and the Department of Tourism, Arts and the Environment are currently developing a diversity plan for their Agencies. The Department of Education's diversity plan had expired and a new plan was under development. As a workplace diversity program for Agencies has been a legislative requirement for a number of years, I expect that all three Agencies to be able to advise compliance with this provision in my next report.

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Training Initiatives

During the reporting period, all Agencies provided employees with the opportunity to undertake training in relation to bullying and harassment, workplace conflict or discrimination in the workplace. Specific training initiatives for managers/supervisors was conducted in the following areas:

- bullying and/or harassment 12 Agencies
- workplace conflict 10 Agencies
- discrimination 8 Agencies

Other initiatives included combined training, workplace contact officer training and a leadership training program.

Table 7 Anti-Bullying and Harassment, Workplace Conflict or Discrimination Training Conducted, 1 July 2006 – 30 June 2007

AGENCY	Manager / Supervisors Participated in Training	Employees Participated in Training
Dept. of Economic Development	84	0
Dept. of Education	100	113
Dept. of Health and Human Services	70	563
Dept. of Infrastructure, Energy and Resources	98	57
Dept. of Justice	150	100
Dept. of Police and Emergency Management	86	140
Dept. of Premier and Cabinet	103	17
Dept. of Primary Industries and Water	252	108
Dept. of Tourism, Arts and Environment	38	No data available
Dept. of Treasury and Finance	105	22
Port Arthur Historic Site Management Authority	8	2
Public Trust Office	39	33
TAFE Tasmania	126	67
Tasmanian Audit Office	11	25
Total Trained	1270	1247

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As at 30 June 2007 Agency senior managers who had completed anti-bullying and harassment training are provided in the following table: (senior managers is defined for this question as administrative and clerical level 10 and above or its equivalent)

Table 8. Senior Manager's anti-bullying and harassment training, 1 July 2006 – 30 June 2007

AGENCY	Senior Managers Participated in Training	Percentage of Total Senior Managers Trained
Dept. of Economic Development	65	92%
Dept. of Education	100	69%
Dept. of Health and Human Services	42	5%
Dept. of Infrastructure, Energy and Resources	7	7%
Dept. of Justice	120	100%
Dept. of Police and Emergency Management	64	87%
Dept. of Premier and Cabinet	50	49%
Dept. of Primary Industries and Water	7	6%
Dept. of Tourism, Arts and Environment	38	42%
Dept. of Treasury and Finance	50	81%
Port Arthur Historic Site Management Authority	7	100%
Public Trust Office	3	75%
TAFE Tasmania	113	84%
Tasmanian Audit Office	11	100%
Total Trained	677	

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Recruitment of young people

Table 9 - Recruitment of Young people under 25 years of age appointed for a period of 6 months duration or longer, 1 July 2006 – 30 June 2007

AGENCY	Permanent employees recruited		Fixed-Term employees recruited		Total employees recruited	
	2005/06	2006/07	2005/06	2006/07	2005/06	2006/07
Dept. of Economic Development	3	1	8	9	11	10
Dept. of Education	52	21	124	124	176	145
Dept. of Health and Human Services	43	38	109	118	152	156
Dept. of Infrastructure, Energy and Resources	9	7	26	16	35	23
Dept. of Justice	41	16	20	17	61	33
Dept. of Police and Emergency Management	5	14	11	11	16	25
Dept. of Premier and Cabinet	3	9	5	9	8	18
Dept. of Primary Industries and Water	7	6	34	26	41	32
Dept. of Tourism, Arts and Environment	3	0	42	19	45	19
Dept. of Treasury and Finance	0	4	4	3	4	7
Port Arthur Historic Site Management Authority	1	0	4	11	5	11
Public Trust Office	0	1	0	1	0	2
TAFE Tasmania	3	4	10	5	13	9
Tasmanian Audit Office	0	0	0	0	0	0
TOTALS	170	121	397	369	567	490

It is noted that there was a decrease of 77 young people under 25 years of age recruited by Agencies between the 2006 and 2007 reporting periods, 49 permanent employees and 28 fixed-term employees. This decrease represents an overall reduction of 13.5% from the previous reporting period. The most significant recruitment reductions occurred in the Department of Education with 31 and the Department of Justice with 28 and the Department of Tourism, Arts and the Environment with 26 less young people recruited. The persistent low level of youth recruitment – recruitment of young people under 25 years of age - continues to be an issue of concern that needs to be addressed.

In addition to the recruitment levels outlined above, the following State Service employment statistics point out that over the past three reporting periods the percentage of young people under 25 years of age employed in the State Service has fallen from 4.5% to 4.34% as at 30 June 2007. The ongoing employment of young people in a permanent capacity in the State Service is an area that needs to be specifically addressed, especially given the aging workforce.

Table 10. Percentage of Youth under 25 years of age employed in the State Service

Total Youth under 25 years Employed in the State Service	As at 30/06/05	As at 30/06/06	As at 30/06/07
	4.5%	4.47%	4.34%

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State Service Graduate Recruits

The *State Service Agency Survey 2007* indicates that 6 Agencies appointed Administrative Trainees (Graduate Recruits) under 25 years of age during the reporting period, and a total of 12 Graduate Recruits were appointed across the State Service. Of these appointments 2 were permanent appointments and 10 fixed-term appointments.

It should be noted, however, that there may be other recent graduates appointed that were over 25 years of age and others that were appointed to vacancies that were not classified as Administrative Trainees (Graduate Recruit) vacancies. Graduates are, for example, often employed in base-grade Professional Employee roles.

Whole of Government diversity initiatives

Both the Office of the State Service Commissioner and the Public Sector Management Office have a role in ensuring that the State Service is free from discrimination and harassment. The Public Sector Management Office has an additional role in assisting Agencies to develop workplace diversity programs that meet business needs and comply with Commissioner's Direction 3 - *Workplace Diversity*.

A number of programs and strategies are in place to assist Agencies in meeting their obligations.

Employment of Aboriginal people

The Public Sector Management Office has responsibility for the *Aboriginal Employment Policy Guidelines*. The Guidelines are contained in Ministerial Direction No. 12 of 23 November 2005.

Where a Head of Agency wishes to specify essential requirements other than those specified in an award, including requirements relating to Aboriginal-identified positions, they must first obtain the approval of the Commissioner in accordance with Section 18(1)(l) of the Act.

Ministerial Direction No. 12 creates two types of essential requirements:

- Identified positions. These are positions in which the Aboriginal community is the major client group; therefore Aboriginality is an essential requirement. The positions involve working with Aboriginal clients; providing a service to Aboriginal clients; and/or developing policy or programs that have an impact on the Aboriginal community.
- Tagged positions. An essential requirement for 'tagged positions' is "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". Aboriginality is not an essential requirement for 'tagged positions'. Part of the work of these positions involves working with Aboriginal clients; providing a service to Aboriginal clients; and/or developing policy and programs that have an impact on the Aboriginal community.

Although the Public Sector Management Office is responsible for the employment policy, the Commissioner must still determine whether a position is Identified or Tagged as an essential requirement for employment in accordance with Section 18(1)(l) of the Act. Under the procedure contained in Ministerial Direction No. 12, Agencies must forward such requests through the Office of Aboriginal Affairs for endorsement.

In the reporting period, the State Service Commissioner approved 8 Identified and 3 Tagged positions under this program in the following agencies:-

Department of Education	4 Identified and 1 Tagged
Department of Premier and Cabinet	2 Identified
Department of Tourism, Arts & the Environment	2 Identified and 2 Tagged

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As indicated in the following table, as at 30 June 2007, there were 73 Aboriginal Identified and 10 Aboriginal Tagged positions in the State Service.

Table 11 – Aboriginal Identified and Tagged Positions as at 30 June 2007

AGENCY	Aboriginal “Identified” Positions	Aboriginal “Tagged” Positions	Totals
Dept. of Economic Development	2	-	2
Dept. of Education	40	5	45
Dept. of Health and Human Services	8	2	10
Dept. of Infrastructure, Energy and Resources	1	-	1
Dept. of Justice	2	-	2
Dept. of Premier and Cabinet	4	1	5
Dept. of Primary Industries and Water	1	-	1
Dept. of Tourism, Arts and Environment	10	3	13
TAFE Tasmania	5	-	5
TOTALS	73	11	84

The Tasmanian Government Work Placement Program – people from diverse cultural and linguistic backgrounds

The *Tasmanian Government Work Placement Program* is now in its fifth year. The program, which is managed by the Public Sector Management Office in conjunction with Multicultural Tasmania, is designed to promote cultural awareness and diversity within State Service Agencies and to provide useful work experience for humanitarian entrants and newly arrived migrants.

This year’s program was consolidated into a single event involving 22 participants and featured work placements with a local council and 10 government Agencies. Participating organisations were:

- Department of Education;
- Department of Health and Human Services;
- Department of Infrastructure, Energy and Resources;
- Department of Police and Emergency Management;
- Department of Premier and Cabinet;
- Department of Primary Industries and Water;
- Department of Tourism, Arts and the Environment;
- Department of Treasury and Finance;
- TAFE Tasmania;
- Hobart City Council.

The program format includes information sessions presented by the Anti-Discrimination Commission, the Public Sector Management Office and Multicultural Tasmania. The program also provides participants with useful information on applying for State Service employment. This year’s participants

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were awarded a Certificate of Achievement at a presentation event held at Parliament House.

People with disabilities

This program was launched as a 12-month trial in December 2005, with the aim of increasing the employment of people with a disability in the State Service.

The Public Sector Management Office undertook a review of the program by surveying Agencies and the Employment Service Providers approved under the program to establish and manage fixed term employment registers.

The surveys identified a number of issues concerning levels of awareness and understanding, barriers to participation, and opportunities for enhancing the effectiveness of the program.

Despite modest results, it is considered that the program is valuable in providing an additional entry point for recruiting people with a disability into the State Service.

The program has been approved for a further two years to December 2008. Further work is being undertaken to improve awareness and utilisation across the state service. This includes:

- Development of promotional materials for use by HR recruitment staff in raising awareness of the program among vacancy managers;
- Provision of information on available Commonwealth funding;
- Liaison with Agency HR Managers and Diversity staff, for the purpose of promoting use of the program in Managing Diversity planning within Agencies; and
- Approval to fill fixed term vacancies classified up to and including A&C Level 6 or its equivalent from an approved register.

Performance Management

The State Service Principles incorporate a focus on managing performance and achieving results. Section 34(1)(g) of the Act requires Heads of Agencies to develop and implement systems to evaluate the performance of employees, and Commissioner's Direction 4/2002 establishes the minimum standards for such systems.

As detailed earlier in this report, a major project to evaluate the performance management systems of all Agencies commenced in the previous reporting period was completed in November 2006. The aim of this evaluation project was to measure the extent to which Agencies have complied with the Section 34(1)(g) of the Act, to implement systems to evaluate the performance of employees and in particular, compliance with the minimum standards of CD No. 4 *Performance Management*.

A separate whole of service Evaluation Report on Agency Performance Management Systems, outlining the findings of the evaluation was published in December 2006, as part of the ongoing OSSC Evaluation Program.

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The information contained in the following section is based on information obtained from the *State Service Agency Survey 2007*.

Table 12. Performance Management Systems within the State Service
1 July 2006 – 30 June 2007

AGENCY	Performance Management System in place	Employees in Agency as at 30/06/07	Employees Participated in the Reporting Period	% of Total Employees in Agency 2006/07
Dept. of Economic Development	Yes	273	211	77%
Dept. of Education	Under development	11077	No data available	No data available
Dept. of Health and Human Services	Being Piloted	10478	No data available	No data available
Dept. of Infrastructure, Energy and Resources	Yes	625	312	50%
Dept. of Justice	Yes	1076	860	80%
Dept. of Police and Emergency Management	Yes	949	503	53%
Dept. of Premier and Cabinet	Yes	360	186	52%
Dept. of Primary Industries and Water	Yes	1152	917	80%
Dept. of Tourism, Arts and Environment	Yes	823	605	74%
Dept. of Treasury and Finance	Yes	340	340	100%
Port Arthur Historic Site Management Authority	Yes	116	92	79%
Public Trust Office	Yes	52	46	88%
TAFE Tasmania	Under development	1191	No data available	No data available
Tasmanian Audit Office	Yes	36	32	89%

The *State Service Agency Survey 2007* has shown that as at 30 June 2007, 11 of the 14 Agencies have performance management systems operating in their respective Agency. All 11 Agencies with performance management systems have lodged them with my Office. The Department of Health and Human Services, TAFE Tasmania and the Department of Education did not have a system in place covering all employees, although there may be a number of ad-hoc systems operating in each Agency. The Department of Health and Human Services are currently piloting a performance management system and the Department of Education and TAFE Tasmania have a system under development.

The Department of Education, Department of Health and Human Services and TAFE Tasmania were unable to supply any employee participation data for the reporting period. I expect that my next report will be able to report the full participation statistics of all Agencies.

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Table 13 Performance Management Familiarisation and Supervisor Training

AGENCY	Familiarisation Training			Supervisor Training		
	2004/05	2005/06	2006/07	2004/05	2005/06	2006/07
Dept. of Economic Development	204	199	0	64	No data available	0
Dept. of Education	No data available	No data available	40	No data available	No data available	0
Dept. of Health and Human Services	No data available	No data available	80	No data available	No data available	80
Dept. of Infrastructure, Energy and Resources	163	266	32	126	16	9
Dept. of Justice	550	100	260	No data available	50	96
Dept. of Police and Emergency Management	No data available	110	0	No data available	45	0
Dept. of Premier and Cabinet	0	0	0	3	12	0
Dept. of Primary Industries and Water	98	131	354	51	19	229
Dept. of Tourism, Arts and Environment	574	No data available	131	161	No data available	19
Dept. of Treasury and Finance	14	14	0	94	14	0
Port Arthur Historic Site Management Authority	0	109	0	0	29	0
Public Trust Office	45	50	46	9	10	0
TAFE Tasmania	300	No data available	0	50	No data available	0
Tasmanian Audit Office	18	0	10	3	0	2
Total Employee Participation	1966	979	953	561	195	435

The *State Service Agency Survey 2007* results stated that 8 Agencies provided employees with familiarisation training and 6 Agencies provided managers/supervisors with access to training in relation to dealing with employee's performance management. The main areas of training provided for managers/supervisors were:

- conflict management & effective communication training 9 Agencies
- workplace behaviour training 9 Agencies
- the performance management process 8 Agencies
- managing people effectively 8 Agencies
- communication and mediation skills 8 Agencies
- managing feedback & poor performance 7 Agencies
- understanding management & industrial relations 4 Agencies
- principles of effective leaders to support good performance 4 Agencies
- giving and receiving feedback for competency based training 4 Agencies

LEADERSHIP AND DEVELOPMENT

Other training provided included respect in the workplace, leadership training, Code of Conduct and anti bullying and harassment.

Of the 12 Agencies who have performance management systems operating or being piloted, all were directly linked to the achievement of Agency corporate objectives, priorities, strategies or processes, and 10 incorporated a career-planning element for their employees.

Agencies reported that the following processes and activities were involved in the identification, acknowledgement and/or reward of good performance:

• through the performance management process	12 Agencies
• by recognition from Agency managers	11 Agencies
• acknowledged through awards or in newsletters etc	10 Agencies
• with opportunities in the Agency outside current workplace	8 Agencies
• training provided to managers	7 Agencies
• values system in an informal manner	5 Agencies
• formal recognition by senior management	4 Agencies
• reward & recognition program	3 Agencies

Other methods utilised to a lesser extent included staff meetings, scholarships, individual recognition & board dinner invitations.

All 14 Agencies provided managers/supervisors with access to training in relation to dealing with employees where issues of work performance or workplace behaviour are involved. Agencies reported that these issues were dealt with in the following ways:

• specialist advice from the human resource area or external providers	14 Agencies
• through the Agency's performance management system	11 Agencies
• delegated to agency managers for appropriate attention	11 Agencies
• managers are provided with training	10 Agencies
• supporting information & guidelines on the intranet	9 Agencies
• the Agency has a specific policy	8 Agencies

Leadership and Development

Agency leadership and development initiatives

The State Service Principles include a commitment to developing leadership of the highest quality and it is expected that agencies will develop specific programs to address this requirement.

The following table provides information on the implementation of leadership development programs in each agency and where that training is targeted.

LEADERSHIP AND DEVELOPMENT

**Table 14. Structured Agency Leadership Development Programs
1 July 2006 – 30 June 2007**

AGENCY	Program in place	Implemented or last reviewed	Number of Participants	Where is the training targeted
Dept. of Economic Development	Yes	2006	86	Senior & Middle Managers High potential employees
Dept. of Education	No	N/A	N/A	N/A
Dept. of Health and Human Services	No	N/A	N/A	Refer Note 1 below
Dept. of Infrastructure, Energy and Resources	No	N/A	N/A	Refer Note 2 below
Dept. of Justice	Yes	Ongoing	120	Senior Managers Middle Managers
Dept. of Police and Emergency Management	Yes	2005	No data available	Senior Managers Middle Managers
Dept. of Premier and Cabinet	No	N/A	N/A	N/A
Dept. of Primary Industries and Water	Yes	2006	236	Senior & Middle Managers High potential employees
Dept. of Tourism, Arts and Environment	Yes	Sept 2007	No data available	No data available
Dept. of Treasury and Finance	Yes	2006	31	Senior Managers Middle Managers
Port Arthur Historic Site Management Authority	No	N/A	N/A	N/A
Public Trust Office	Yes	2006	18	Senior & Middle Managers High potential employees
TAFE Tasmania	Yes	Oct 2006	33	Everyone
Tasmanian Audit Office	Yes	2006/07	10	Senior & Middle Managers High potential employees
Total Number of Participants			599	

Note 1. The Department of Health and Human Services reported that the first Agency-wide leadership development program is to be implemented in August 2007. However, two senior specific leadership development programs were undertaken during the reporting period, at the Royal Hobart Hospital and the Launceston General Hospital for a total of 65 managers.

Note 2. The Department of Infrastructure, Energy and Resources reported that the design and development of an Agency specific leadership development program commenced in late 2006/07, with a rollout to occur in the 2007/08 reporting period.

The results of the *State Service Agency Survey 2007* show in the above table that nine of the fourteen Agencies have a structured leadership development program in place, with the majority of these programs catering for senior and middle managers. Four Agencies have also targeted employees with a high degree of potential. Of these, a number were focused on assisting emerging leaders, middle managers, as well as extension programs for senior managers. Coaching and mentoring of employees, together with team leader training and practical management skills were other common elements.

A total of 37 employees participated in secondment arrangements made during the reporting period to external organisations.

LEADERSHIP AND DEVELOPMENT

Employee Training and Development

**Table 15. Structured Employee Training and Development Programs
1 July 2006 – 30 June 2007**

AGENCY	Employee Program in place	Human Resource Management Program in place	Where is the training targeted
Dept. of Economic Development	Yes	No	Senior & Middle Managers High potential employees, Graduates Everyone (not targeted)
Dept. of Education	No	No	Refer Note 1 below
Dept. of Health and Human Services	Yes	No	Senior & Middle Managers High potential employees Everyone (not targeted)
Dept. of Infrastructure, Energy and Resources	Yes	No	Everyone (not targeted)
Dept. of Justice	Yes	No	Everyone (not targeted) Individual programs
Dept. of Police and Emergency Management	Yes	Yes	Senior & Middle Managers High potential employees, Graduates Everyone (not targeted) Career Fire-fighters Human Resource Management
Dept. of Premier and Cabinet	No	Yes	Human Resource Management
Dept. of Primary Industries and Water	Yes	No	Senior & Middle Managers High potential employees, Graduates Fox Eradication, Quarantine Officers Policy Officers
Dept. of Tourism, Arts and Environment	Yes	No	Everyone (not targeted)
Dept. of Treasury and Finance	Yes	No	Everyone (not targeted)
Port Arthur Historic Site Management Authority	Yes	No	Permanent employees
Public Trust Office	Yes	No	Senior & Middle Managers High potential employees, Graduates Everyone (not targeted)
TAFE Tasmania	Yes	No	Middle Managers High potential employees Everyone (not targeted)
Tasmanian Audit Office	No	No	N/A

Note 1. The Department of Education reported that as the Agency is a large, highly decentralised organisation, focussed on ongoing learning for all, it does not have one Agency-wide training and development structure. The Agency does however; provide a significant range of training and development programs through the various divisions, with many targeted to specific employee groups and needs.

Although the Department of Education has indicated that there is not an Agency-wide, structured employee training and development program in place, a significant range of training and development programs and opportunities are provided by various divisions across the Agency.

It is noted that there has been no improvement from the last two reporting periods concerning the implementation of a structured development program for employees within Human Resource Management, with only 2 of the 14 Agencies reported having a program in place. I must emphasise again, that good human resource management continues to be fundamental to achieving organisational goals, and given responsibility for this function rests with individual Agencies, I believe every Agency would receive considerable benefit from the development and implementation of a structured training program for employees working in the human resources area.

LEADERSHIP AND DEVELOPMENT

The Training Consortium

The Training Consortium (TTC) is part of the Public Sector Management Office. 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. The Consortium was established in 1998 and has grown from 4 member organisations to 21, including Agencies from the State Service, the Australian Public Service, Local Government, Government Business Enterprises, private organisations and the University of Tasmania.

TTC provides a diverse range of leadership programs, courses, workshops, information seminars and forums using local, national and international presenters. Program content is continually reviewed to ensure that the 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. TTC has a Memorandum of Understanding with the Australian Public Service Commission, which further enhances the variety and scope of both leadership and general training opportunities coordinated by TTC.

Statistical information about TTC's activity for the period 1 July 2006 to 30 June 2007 is provided below.

Table 16. Summary of events offered by TTC to member organisations for 2006/2007

Number Events Offered	Registrations Received
557	6509

Leadership Speakers

Speakers for TTC's popular "Leadership in Action" series over the past year have included Pru Goward, Dr Peter Cotton, Alistair Man (UK), Pamela Frost, John Toomey, and Avril Henry.

Public Sector Management Program

The Public Sector Management Program (PSM Program) in Tasmania is co-ordinated by the TTC. The PSM Program 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 and takes some 18 months to complete. Twenty-two participants graduated in July 2006 and a new Program commenced in October 2006 with 29 participants. Participants from this intake will graduate in July 2008.

Introduction to the Public Sector Program

This innovative program was launched in August 2004. The series of information workshops presented in the program have been specifically designed for new employees to complement their department's own induction process. They are intended to help people settle into their role and provide important and useful information about how all levels of Government, and particularly the State sector, work. The majority of information sessions are suitable for people from Commonwealth, State and Local Government organisations. The program was run twice during the year.

State Service Graduate Training and Development

TCC has developed a program of events targeting graduate recruits and other new employees to the State Service. This "Workplace Essentials Toolkit" offers a comprehensive and challenging range of training workshops, information sessions and regular guest speaker forums. It has been designed to equip graduate recruits and other new employees from across the State Sector with relevant concepts and experiences to allow them to operate effectively in the public sector environment.

ETHICS AND ACCOUNTABILITY

Ethics and Accountability

The State Service is a public service that is:

- apolitical, performing its functions in an impartial, ethical and professional manner;
- accountable for its actions and performance, within the framework of Ministerial responsibility, to the Government, the Parliament and the community;
- responsive to Government in providing honest, comprehensive, accurate and timely advice and in implementing the Government's policies and programs; and
- delivers services fairly and impartially to the community.

Promoting impartial, ethical and professional behaviour

The State Service Agency Survey 2007 returns indicated that, 10 Agencies provided managers/supervisors and employees with information and/or training about potential conflicts of interest and how to avoid them. All Agencies have guidelines in place for employees concerning the issue of receiving Gifts and Benefits and Internet and Email Usage Guidelines. All 14 Agencies embarked on activities to make their employees aware of these guidelines. These activities included:

- | | |
|---|-------------|
| • a Gifts and Benefits Policy | 13 Agencies |
| • information on the Intranet | 12 Agencies |
| • agency introduction program/employee handbook | 6 Agencies |
| • email, face to face discussions employees | 5 Agencies |

Other activities undertaken to a lesser extent included team meetings, periodic reminders and signed annual declaration.

All 14 Agencies have Internet and Email Usage Guidelines for employees and inform employees of them through:

- | | |
|---------------------------------------|-------------|
| • publication on the internet | 13 Agencies |
| • induction and the employee handbook | 11 Agencies |
| • logging onto the computer | 10 Agencies |
| • periodic reminders | 6 Agencies |
| • internal email | 4 Agencies |

Other methods used to a lesser extent included statements of duty, employment contracts and signed declaration.

Ensuring accountability to Government

The State Service Agency Survey 2007 reported that 12 Agencies provided employees with information about Government priorities relevant to their workplace. The methods used to disseminate this information are:

- | | |
|---|-------------|
| • business/budget planning process | 12 Agencies |
| • by managers/supervisors/team meetings | 10 Agencies |
| • internal newsletters and e-bulletins | 9 Agencies |
| • by the agency intranet | 9 Agencies |
| • performance management process | 8 Agencies |

Other methods used to a lesser extent included information forums and induction processes.

ETHICS AND ACCOUNTABILITY

Agency Customer Service Charters and customer service strategies

The *State Service Agency Survey 2007* indicates that 9 of the 14 Agencies have a Customer Service Charter and 10 Agencies have Customer Service Strategies in place.

Agencies have been making employees aware of their Agency Customer Service Charter/Customer Service Strategies using the following methods:

• induction process	10 Agencies
• team meetings	8 Agencies
• business planning process	7 Agencies
• face to face information sessions	6 Agencies
• performance management process	6 Agencies
• internal newsletters and e-bulletins	5 Agencies
• customer service reports	3 Agencies
• agency intranet	2 Agencies

Other methods used included business rules, employee training and individual strategies.

Mechanisms used by Agencies to ensure that the general public is aware of their Agency Customer Service Charter/Customer Service Strategy include:

• promotion on the agency intranet	10 Agencies
• direct client feedback	6 Agencies
• business planning process	6 Agencies
• information leaflets and feedback mechanisms as part of the service transaction	5 Agencies
• promotion at the venues where services provided	5 Agencies
• newsletters and other publications	5 Agencies

Other methods used included project planning and individual strategies.

All Agencies encourage the public to give feedback on the services provided. The following mechanisms are in place to enable the public to provide feedback on these services:

• telephone contact	11 Agencies
• face to face with clients	9 Agencies
• internet feedback forms	9 Agencies
• surveys	7 Agencies
• hard copy forms	6 Agencies
• dedicated customer service emails	5 Agencies

Other methods used included service level agreements and general correspondence.

PROVIDING A FAIR, FLEXIBLE, SAFE & REWARDING WORKPLACE

Providing a Fair, Flexible, Safe & Rewarding Workplace

The Principles foster a State Service that:

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

Promoting a safe workplace

The *State Service Agency Survey 2007* returns reported that all Agencies have an Occupational Health and Safety (OH&S) policy in place, as well as an appropriate Incident Reporting System, including hazard reporting, incident and injury reporting and risk assessing activities/jobs/tasks. However, only 12 Agencies included risk management as part of the business planning process.

12 of the 14 Agencies also have a documented OH&S management system in place in their Agency and 13 Agencies provide employees with appropriate training relevant to their duties and responsibilities. The Department of Health and Human Services is currently completing a needs analysis and will be implementing a training program over the next 12 months.

**Table 17. Occupational Health and Safety (OH&S) Training completed
- 1 July 2006 – 30 June 2007**

AGENCY	Responsible Officer Training		Manager/Supervisor Training		Employee OH&S Training		Employee Safety Representative Training	
	2006/07	Total Trained	2006/07	Total Trained	2006/07	Total Trained	2006/07	Total Trained
Dept. of Economic Development	4	12	4	0	No data	No data	12	12
Dept. of Education	100	100	0	0	25	800	55	126
Dept. of Health and Human Services	No data	No data	No data	No data	No data	No data	No data	250
Dept. of Infrastructure, Energy and Resources	2	No data	20	No data	76	No data	0	No data
Dept. of Justice	No data	No data	No data	No data	No data	No data	1	10
Dept. of Police and Emergency Management	9	27	65	110	419	823	22	36
Dept. of Premier and Cabinet	1	8	1	1	28	123	1	9
Dept. of Primary Industries and Water	No data	8	No data	150	No data	No data	No data	No data
Dept. of Tourism, Arts and Environment	1	18	75	237	138	501	No data	No data
Dept. of Treasury and Finance	1	1	14	16	1	53	5	9
Port Arthur Historic Site Management Authority	0	0	24	26	61	61	0	0
Public Trust Office	2	7	1	12	0	No data	0	0
TAFE Tasmania	1	7	20	116	0	326	0	37
Tasmanian Audit Office	0	1	7	10	19	25	0	2
TOTALS	121	189	231	678	767	2712	96	491

PROVIDING A FAIR, FLEXIBLE, SAFE & REWARDING WORKPLACE

Flexible working arrangements

Results of the *State Service Agency Survey 2007* indicate that nearly all Agencies have continued to utilise flexible working arrangements when filling vacant positions. 10 of the 14 Agencies said that all employees in their Agency have access to flexible hours of work. Five Agencies put in place new flexible working arrangements during the reporting period. These included; flexible arrangements for medical practitioners, phased in retirement, increased part-time employment and job sharing arrangements, part-time disability employment and flexible employment options for employees returning from maternity leave.

13 Agencies stated that they allowed employees to work from home on occasions, with 7 reported having a policy covering working from home. However, only 8 Agencies were able to provide statistics concerning the number of employees who utilised the working from home policy, indicating a total of 62 employees.

There was an increase in the use of part-time employment options during the reporting period, with 577 permanent part-time and 731 fixed-term part-time vacancies advertised in Agencies, a total of 1308, compared with 495 and 416 respectively (a total of 911), in the previous reporting period. Of these, 29 permanent and 23 fixed-term vacancies were advertised with the flexibility to be undertaken either in a full-time or part-time capacity.

Flexible work practices in Agencies provided for 693 permanent and 229 fixed-term employees to change their employment status from full-time to part-time during the reporting period. This represents an increase of 37 taking up this option in the previous reporting period. Other flexible working practices and the number of employees seeking to take advantage of these policies are as follows:

Table 18 Utilisation of flexible work options, 1 July 2006 – 30 June 2007

FLEXIBLE WORK PRACTICES	No. of Employees
Employees who applied to participate in State Service Accumulated Leave Scheme (SSALS)	99
Employees who had these new SSALS arrangements approved	99
Employees earning more than \$68,000 pa elected to participate in a SSALS	24
Employees earning more than \$68,000 pa worked part-time	2441
Employees who took paid maternity leave	515
Employees who took paid adoption leave	8
Employees who took unpaid maternity or parental leave	288

Results of the *State Service Agency Survey 2007* reported that 10 Agencies have specific policies or guidelines that foster 'reasonable hours of work' within their Agency and 13 Agencies require their managers/supervisors to consider work/life balance issues as part of the business planning process.

PROVIDING A FAIR, FLEXIBLE, SAFE & REWARDING WORKPLACE

Internal grievance resolution processes

Section 34(1)(j) of the Act requires Heads of Agencies to develop and implement an internal grievance resolution system for their Agency.

Table 19. Agency Internal Grievance Resolution Systems

AGENCY	Grievance System implemented	Grievance System last reviewed	Employees accessing the System 2004/05	Employees accessing the System 2005/06	Employees accessing the System 2006/07
Dept. of Economic Development	2001	2006	2	1	2
Dept. of Education	1997	2005	29	14	27
Dept. of Health and Human Services	Sept 2005	Sept 2005	12	68	38
Dept. of Infrastructure, Energy and Resources	Jan 2005	To be determined	4	3	2
Dept. of Justice	Pre 2003	2005	13	20	15
Dept. of Police and Emergency Management (See Note 1)	2004	2006	0	17	18
Dept. of Premier and Cabinet	1998	2006	5	1	0
Dept. of Primary Industries and Water	2003	Jan 2006	11	20	25
Dept. of Tourism, Arts and Environment	June 2004	June 2006	2	1	1
Dept. of Treasury and Finance	2002	2003	0	0	0
Port Arthur Historic Site Management Authority	June 2000	Oct 2006	4	1	2
Public Trust Office	2003	2006	0	0	0
TAFE Tasmania	2003	Under review	1	0	0
Tasmanian Audit Office	Yes	2006/07	0	1	1
TOTAL			83	147	131

Note 1: The number of internal grievances recorded here only relate to the Tasmania Fire Service, no other Agency statistics were recorded.

Results of the *State Service Agency Survey 2007* indicated that all Agencies had internal grievance resolution systems in place, and only the Department of Education and Department of Health and Human Services had not lodged a current copy of their system with the Commissioner. In addition to having formal internal grievance resolution systems in place all 14 Agencies have processes or guidelines to assist employees to resolve grievances informally.

PROVIDING A FAIR, FLEXIBLE, SAFE & REWARDING WORKPLACE

In the survey responses, Agencies sought to inform employees of their formal internal grievance procedures in a variety of ways in the reporting period. These methods mainly included:

- published on the Agency intranet 12 Agencies
- provided information during the induction process 12 Agencies
- provided face-to-face information sessions for employees 6 Agencies
- published in Agency newsletters and bulletins 3 Agencies
- managers regular meetings 2 Agencies

Other methods used to a lesser extent included seeking employees input in reviewed grievance procedures, informing contact officers, information provided by managers or human resources and through team meetings.

Table 20. Type and number of issues addressed through Agency's internal grievance resolution processes

Type of Grievance	2004/05 Grievances		2005/06 Grievances		2006/07 Grievances	
	Number	% of total	Number	% of total	Number	% of total
Recruitment, Selection, Appointment (excluding reviews under 50(1)(a) but including higher duties and fixed-term appointments)	0	0%	12	6%	1	1%
Work Performance	10	12%	34	18%	13	11%
Bullying and/or Harassment (See Note 1)	49	59%	100	54%	62	48%
Discrimination	-	-	11	6%	4	3%
Re-assignment/Transfers	0	0%	1	1%	4	3%
Management Decisions	13	16%	6	3%	21	16%
Work/life balance	-	-	1	1%	0	0%
Other:	11	13%	20	11%	26	18%
TOTAL	83		185		131	

Note 1: The number of grievances in the 2005/06 reporting period includes 23 grievances from one employee.

Note 2: Department of Health & Human Services does not maintain a record of the number or nature of internal grievances prior to the 2005/06 reporting period.

Self-reporting by Agencies indicates that allegations of bullying and/or harassment were again the greatest number with 62 grievances being lodged within the reporting period. This figure represents a decrease from the previous reporting period, although the fact that one employee lodged 23 grievances last period needs to be taken into account. Of the 62 instances of alleged bullying or harassment, it was encouraging to note that 40 were resolved through the Agencies internal grievance processes and only 3 were dealt with by organisations outside the Agencies.

PROVIDING A FAIR, FLEXIBLE, SAFE & REWARDING WORKPLACE

In the survey responses, Agencies sought to minimise the risk of bullying and/or harassment in a variety of methods in the reporting period. These methods included:

- specialist advice to managers and employees from internal and external providers 14 Agencies
- specific policies developed and implemented 13 Agencies
- these specific policies included a definition of what bullying and/or harassment IS or IS NOT 12 Agencies
- clear processes have been established for dealing with allegations 11 Agencies
- training provided to managers and supervisors 11 Agencies
- contact officers whom employees can report incidents 11 Agencies
- training is provided to employees 9 Agencies
- senior managers monitor to ensure that incidents are properly addressed 9 Agencies
- processes are monitored and reviewed to ensure that they are being appropriately applied 8 Agencies

Other methods used to a lesser extent included a bullying survey and poster campaign, promotion of external courses/programs, an orientation day and information on the intranet.

Table 21. Resolution of grievances within Agencies

OUTCOME	2002/2003		2003/2004		2004/2005		2005/2006		2006/2007	
	No.	% Total	No.	% Total	No.	% Total	No.	% Total	No.	% Total
Satisfactorily resolved	65	60%	37	62%	49	59%	102	56%	76	61%
Withdrawn	23	21%	1	2%	7	8%	10	6%	7	5%
Still pending	19	17%	17	28%	23	28%	61	33%	41	32%
Not resolved	2	2%	5	8%	4	5%	9	5%	3	2%
TOTAL	109		60		83		182		127	

Note 1: The number of grievances in 2005/06 includes 23 grievances from one employee.

Note 2: Department of Health & Human Services does not maintain a record of the number or nature of internal grievances prior to the 2005/06 reporting period.

Self-reporting by Agencies indicates a majority of these grievance matters are satisfactorily resolved by internal grievance resolution procedures. Agencies also reported that 88 grievances were taken to organisations outside the Agency. Of these, 66 were taken to the Office of the State Service Commissioner, 10 to the Anti-Discrimination Commissioner, 8 to Industrial Tribunals, 1 to the Ombudsman and 3 to the Nursing Board of Tasmania.

COMMISSIONER'S REVIEWS

Commissioner's Reviews

Reviews of selection decisions and other State Service actions

Under section 50(1)(a) and (b) of the *State Service Act 2000*, an employee is entitled to make application to the State Service Commissioner for a review:

50(1)(a) *“of the selection of a person or an employee to perform duties other than duties to be performed for a specified term or for the duration of a specified task; or*

50(1)(b) *of any other State Service action that relates to his or her employment in the State Service.”*

An employee is not entitled to make an application for a review under subsection (1)(a) unless that employee was an applicant for the duties to which the appointment or promotion relates.

An employee is not entitled to make an application for a review under subsection (1)(b) in respect of the termination of the employee's employment. These disputes are to be dealt with by the appropriate industrial tribunal.

The Commissioner may:

- refuse to grant the application for a review and direct the Head of Agency to take such action as the Commissioner considers appropriate; or
- in the case of an application for a review of a selection decision [section 50(1)(a)] grant the application and direct the Head of Agency to undertake the selection process again in accordance with the provisions of Section 39 of the Act, and undertake such other requirements as are imposed by the Commissioner; or
- in the case of an application for a review of another State Service action [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 Head of Agency have been delegated, to take such action as the Commissioner considers appropriate.

The following tables provide detail of selection and other State Service action reviews dealt with by the Office during the reporting period.

Table 22. Selection Reviews (section 50(1)(a) of the Act), 1 July 2006 – 30 June 2007

AGENCY	B/F	Received	Granted	Not Granted	Resolved	Withdrawn	C/F
Dept. Economic Development	-	1	-	-	1	-	-
Dept. of Education	4	9	1	4	7	1	-
Dept. of Health and Human Services	3	20	1	4	13	3	2
Dept. of Infrastructure, Energy and Resources	-	7	2	-	5	-	-
Dept. of Justice	-	2	-	-	2	-	-
Dept. of Police & Emergency Management	1	1	-	1	-	-	1
Port Arthur Historic Site management Authority	-	1	-	-	1	-	-
TOTALS	8	41	4	9	29	4	3

COMMISSIONER'S REVIEWS

**Table 23. Other State Service Action Reviews (section 50(1)(b) of the Act)
1 July 2006 – 30 June 2007**

AGENCY	B/F	Received	Granted	Not Granted	Resolved	Withdrawn	C/F
Dept. of Education	5	19	-	-	23	-	1
Dept. of Health and Human Services	5	27	-	4	19	2	7
Dept. of Infrastructure, Energy and Resources	1	1	-	-	2	-	-
Dept. of Justice	1	8	-	1	2	1	5
Dept. of Police & Emergency Management	-	3	-	1	2	-	-
Dept. of Primary Industries, Water and Environment*	6	2	-	-	7	1	-
Dept. of Tourism Arts and the Environment	-	1	-	-	1	-	-
TAFE Tasmania	1	4	-	-	5	-	-
TOTALS	19	65	-	6	61	4	13

The above tables indicate that a high percentage of reviews dealt with during the reporting period were resolved through conciliation. Specifically, the figures show:

Selection Reviews	Granted	8.5%
	Not Granted	19.5%
	Resolved or withdrawn	72%
Other State Service Action Reviews	Not Granted	8.5%
	Resolved or withdrawn	91.5%

Determinations

Alleged breaches of the State Service Code of Conduct

The State Service Code of Conduct reinforces the State Service Principles by establishing the conduct required of all State Service employees, officers and Heads of Agencies. The Code of Conduct (the Code) is found in section 9 of the Act.

Section 10(3) of the Act requires that the Commissioner establishes procedures for the investigation and determination of whether an employee has breached the Code of Conduct and I establish these procedures under Commissioner's Direction No. 5.

Commissioner's Direction No. 5 – *Procedures for the investigation and determination of whether an employee has breached the Code of Conduct* – provides Heads of Agencies with the power and responsibility to both investigate and determine alleged breaches of the Code in their Agency (under the earlier Direction, determination was undertaken by the Commissioner).

DETERMINATIONS

If a Head of Agency determines that an employee or senior executive has breached the Code, that Head (as the Minister's delegate) may impose one or more of the sanctions outlined in section 10 of the Act.

Where any sanction, other than termination of employment, is imposed as a result of a determination, the employee has right of review to the Commissioner pursuant to section 50 (1) (b) of the Act and in accordance with Commissioner's Direction No 7. The revised procedure has strengthened the statutory independence of the review function in relation to these matters. Where a sanction of termination of employment is imposed, the appropriate industrial tribunal will deal with any dispute.

The procedures established under Commissioner's Direction 5 do not apply in respect of alleged breaches of the Code by Heads of Agencies. Section 18(1)(f) of the Act provides that the Commissioner is to investigate alleged breaches of the Code by Heads of Agencies and to report to the Premier on the results of such investigations.

Unsatisfactory employee performance, including minor deviations from the standards of behaviour and conduct set down in the Code, may be managed within Agencies without the need for formal investigation and determination processes as set out above.

Table 24. Determinations (by Heads of Agencies) of alleged breaches of the State Service Code of Conduct, 1 July 2006 – 30 June 2007

AGENCY	B/F	Commenced	Breach	No Breach	Resolved	Withdrawn	C/F
Dept. of Education	2	12	11	3	-	-	-
Dept. of Health and Human Services	4	14	7	3	4	-	4
Dept. of Infrastructure, Energy and Resources	-	5	-	-	1	-	4
Dept. of Justice	-	3	3				
Dept. of Police & Emergency Management	4	4	5	1	-	-	2
Dept. of Primary Industries & Water	2	6	4	-	3	-	1
Dept. of Tourism, Arts and the Environment	1	19	8	8	2	1	1
Dept. of Treasury and Finance	-	1	-	-	-	-	1
Port Arthur Historic Site Management Authority	-	2	2	-	-	-	-
TAFE Tasmania	4	4	6	-	-	1	1
TOTALS	17	70	46	15	10	2	14

Alleged inability to perform duties

Section 48 of the Act provides a range of actions that can be taken by the Minister (or his delegate) if it is determined that an employee is unable to efficiently and effectively perform their duties.

Section 48(3) of the Act requires that the Commissioner establishes procedures for the investigation and determination of whether an employee is unable to perform their duties and I establish these procedures under Commissioner's Direction No. 6 - *Procedures for the investigation and determination of whether an employee is able to efficiently and effectively perform his/her duties*. This Direction provides Heads of Agencies with the authority to determine these matters.

TERMINATION OF EMPLOYMENT

Table 25. Determinations by Heads of Agencies of alleged inability, 1 July 2006 – 30 June 2007

AGENCY	B/F	Commenced	Inability	No Inability	Resolved	Withdrawn	C/F
Dept. of Health and Human Services	2	3	2	-	2	-	1
Dept. of Infrastructure, Energy and Resources	-	1	1	-	-	-	-
Dept. of Justice							
Dept. of Primary Industries & Water	-	2	-	-	1	-	1
TOTALS	2	6	3	-	3	-	2

Termination of Employment

The Act gives the Minister the power to terminate the employment of permanent employees (section 44) and fixed-term employees (section 45). The employment of a permanent employee may be terminated:

- If they are found to have breached the Code of Conduct;
- If they are found to be unable to efficiently and effectively perform their duties (inability);
- If they are surplus to the requirements of their Agency and no alternative duties can be found for them within a 12-month period;
- On any other grounds prescribed in the Regulations.

Regulation 36 provides for the termination of a permanent employee who has abandoned their 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.

Regulation 36 also provides for the termination of a permanent employee during probation.

Fixed-term employment may be terminated in accordance with the terms and conditions under which the employee is appointed.

The Minister has delegated the power to terminate both permanent and fixed-term employees to Heads of Agency. Heads of Agency are required to consult with the Public Sector Management Office before exercising the delegation.

During the reporting period, 34 permanent employees were terminated from the State Service for the following reasons:

- Termination of probationary employment (4 employees)
- Abandonment of Employment (15 employees)
- Breach of the Code of Conduct (13 employees)
- Inability (2 employees)

OTHER STATE SERVICE INITIATIVES

Other State Service Initiatives

Public Sector Unions Wages Agreement

A State Service-wide wages agreement, called the Public Sector Unions Wages Agreement (PSUWA) 2007, was negotiated with the public sector unions early in 2007. The PSUWA 2007 runs from 1 January to 31 December 2007 and replaces the earlier agreement – PSUWA 2004 – which operated from 1 January 2004 until 31 December 2006.

In brief, the PSUWA 2007 provides a framework for the parties to undertake a comprehensive review of the award classification standards and structures and to develop a contemporary model that recognises the value of work, which aligns individual capability and organisational productivity, and which provides parity with mainland state sector employees who undertake similar work with similar work value.

It was recognised by the parties that this work will require significant resources and time to research, develop and implement. The parties accepted, in principle, that an agreed model may need to be introduced in stages over a five year period. It was also agreed that the contents of PSUWA 2008 would depend on progress made during the life of the current Agreement.

The PSUWA 2007 also provides a wage increase of 4.5 percent from the first full pay period on or after 1 December 2007, and is expected to be ratified by the Tasmanian Industrial Commission (TIC) with effect in early July 2007.

Workforce Analysis Comparative Application (WACA)

The WACA is a web-based workforce information system, developed in partnership with other State and Territory Governments.

The WACA was adopted to allow Government to report on State Service employment statistics and forecast employment trends with a view to potentially benchmark Tasmania's public sector workforce demographics against other jurisdictions.

During the reporting period:

- Shared hosting arrangements for the WACA system transferred from Victoria to Queensland in July 2006; and
- The Service Level Agreement for the provision of system administration services for the WACA between PSMO and TMD was renewed; and
- PSMO hosted the annual WACA Interjurisdictional Management meeting in Hobart in May 2007.

State Service Agencies are now able to access their own WACA employment data through a new web portal managed by TMD for the purpose of strategic data analysis.

Harassment, Bullying & Discrimination Awareness Training

The *Public Sector Unions Wages Agreement 2004* provided for the development of training for supervisors, managers and union workplace delegates to prevent bullying, harassment and discrimination in State Service workplaces.

To that end, the *Stop! Bullying and Harassment Program* was developed and formally launched at an event in July 2006 attended by Heads of Agency and a large number of Senior Executives from various Agencies. A Statement of Support was read on the Premier's behalf at the launch.

OTHER STATE SERVICE INITIATIVES

State Service Agencies can access the *Stop! Bullying and Harassment* training program through The Training Consortium (TTC), schedule in-house own training programs, or access equivalent training from the Anti-Discrimination Commission.

As an indication of activity in this area, there were 22 program events co-ordinated by the TTC during the period.

Private sector employers are also able to access the training through the TTC.

A total of 656 managers/supervisors and 1078 employees, from the State Service undertook training in anti-bullying and/or harassment.

Phased In Retirement

The State Service Phased-In Retirement Program was launched in December 2006 to assist Agencies to better manage the ageing State Service workforce.

The program allows mature age employees approaching retirement to reduce their normal hours of work over a specified period leading to retirement. The program also benefits Agencies by facilitating the transition of knowledge from mature age employees approaching retirement and also assists with improving retention of these employees.

The program can also complement mentoring in the workplace whereby mature age employees are able to reduce their direct service delivery responsibilities and undertake mentoring of younger employees. The Public Sector Management Office (PSMO) is also working on a Government wide Mentoring Program with a specific focus on the ageing of the workforce.

While initial take-up of phased in retirement has been low, it is anticipated that prospective changes to superannuation arrangements will eventually result in greater demand for phased in retirement.

People Direction Framework

Tasmania has the fastest ageing workforce profile both in the public and private sectors in Australia. To address this critical challenge, in terms of the Government's ability to recruit and retain expertise, the People Directions Framework is being developed in consultation with key stakeholders.

The Framework objective is to develop a workforce, now and into the future, that is innovative, accountable, motivated, responsive and forward thinking.

To meet this objective, the Framework presents a strategy that provides for, now and into the future, a State Service sector that has a brand and culture that is recognised in the areas of:

- Workforce Management- planning, performance and flexibility;
- Leadership and Management- current and future leaders and managers leading productive people;
- Attraction and Retention- attracting and retaining the best; and
- Capability, Development and Succession- skilling people for optimum performance, now and into the future.

OTHER STATE SERVICE INITIATIVES

The major underpinning of the Framework, supported by the State Service Principles, is:

The understanding that effective and well informed people management practices enables its workforce to turn:

- Strategy into Results;
- Knowledge into Productivity; and
- Ideas into Action.

The State Service Principles at the highest level are:

- Performance focused;
- Ethical and professional behaviour;
- Excellence in leadership; and
- Valuing equity and merit.

Mentoring Program

In line with the State Governments *Working Life Policy*, a mentoring program is in development for trial and delivery in the 2007-08 reporting period.

While the program is primarily focussed on the government sector, the program models and promotional materials are being made available to private sector employers and employees.

The mentoring program will also be linked into other whole of government programs such as the HR Strategic Framework and associated programs, i.e. leadership programs and Phased in Retirement. The overall focus is on keeping the knowledge and skills in the workforce through:

- Recruitment and retention strategies;
- Youth employment strategies;
- Effectively managing the ageing workforce; and
- Developing HR capabilities.

The program will feature information sessions, practical workshops, support networks and self-help web based tools.

STATE SERVICE STATISTICS

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STATE SERVICE STATISTICS

Overview

Fourteen Agencies and Authorities have produced the following statistics on State Service employment for the period ending 30 June 2007. The Public Sector Management Office and TMD in the Department of Premier and Cabinet used the Workforce Analysis Comparative Application to prepare the information.

The statistics cover the following Agencies and Authorities:

- Department of Economic Development
- Department of Education
- Department of Health and Human Services
- Department of Infrastructure, Energy and Resources (including Private Forests)
- Department of Justice
- Department of Police and Emergency Management (including Tasmania Fire Service)
- Department of Premier and Cabinet
- Department of Primary Industries & Water
- Department of Tourism, Arts and the Environment
- Department of Treasury and Finance
- Port Arthur Historic Site Management Authority
- TAFE Tasmania
- Tasmanian Audit Office
- The Public Trustee

As at 30 June 2007, there was a headcount of 28,548 people (excluding casual employees) employed under the *State Service Act 2000*. The number of full-time equivalent employees (structured FTEs) represented by this figure is 22,804.62.

At the end of the June 2007 quarter, the number of paid casual employees was 2,444.

Definitions

The following definitions apply to subsequent Figures and Tables:

- *Officers* are appointed under Part 6 of the *State Service Act 2000* and include Heads of Agencies, Prescribed Office Holders and Senior Executives.
- *Permanent Employees* are appointed under Part 7 of the *State Service Act 2000*. Permanent employment is the usual form of employment in the State Service.
- *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 leave entitlements – casuals are reported separately.
- *Full-Time Equivalents* provides a measure of the proportional number of employments where the hours engaged is expressed as a percentage of normal award full-time hours.
- *Headcount* provides a measure of individual employments (excluding casual employees) recorded at the specified date regardless of the hours employed.

STATE SERVICE STATISTICS

State Service Numbers

Table 26. Headcount by Agency 30 June 2007

AGENCY	Part 6	Permanent	Fixed-Term	Total
Department of Economic Development	26	196	51	273
Department of Education	27	8,448	2,602	11,077
Department of Health and Human Services	72	8,353	2,053	10,478
Department of Infrastructure, Energy and Resources	24	528	73	625
Department of Justice	20	907	149	1,076
Department of Police and Emergency Management	11	868	70	949
Department of Premier and Cabinet	30	309	21	360
Department of Primary Industries & Water	17	875	260	1,152
Department of Tourism, Arts and the Environment	18	602	203	823
Department of Treasury and Finance	18	290	32	340
Port Arthur Historic Site Management Authority	2	105	9	116
TAFE Tasmania	8	1,014	169	1,191
Tasmanian Audit Office	2	34	0	36
The Public Trustee	2	46	4	52
Total	277	22,575	5,696	28,548

Note: The above figures do not include Casual Employees – these are reported separately at Table 32.

STATE SERVICE STATISTICS

Table 27. Headcount by Agency and Gender 30 June 2007

AGENCY	Part 6		Permanent		Fixed-Term		Gender Total		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Department of Economic Development	19	7	89	107	24	27	132	141	273
Department of Education	17	10	2,129	6,319	607	1,995	2,753	8,324	11,077
Department of Health and Human Services	51	21	1,923	6,430	765	1,288	2,739	7,739	10,478
Department of Infrastructure, Energy and Resources	22	2	277	251	36	37	335	290	625
Department of Justice	14	6	494	413	52	97	560	516	1,076
Department of Police and Emergency Management	10	1	557	311	17	53	584	365	949
Department of Premier and Cabinet	21	9	127	182	8	13	156	204	360
Department of Primary Industries & Water	12	5	474	401	135	125	621	531	1,152
Department of Tourism, Arts and the Environment	12	6	309	293	72	131	393	430	823
Department of Treasury and Finance	14	4	132	158	10	22	156	184	340
Port Arthur Historic Site Management Authority	1	1	47	58	3	6	51	65	116
TAFE Tasmania	5	3	483	531	76	93	564	627	1,191
Tasmanian Audit Office	2	0	18	16	0	0	20	16	36
The Public Trustee	2	0	19	27	1	3	22	30	52
Total	202	75	7,078	15,497	1,806	3,890	9,086	19,462	28,548

Note: The above figures do not include Casual Employees – these are reported separately at Table 32.

STATE SERVICE STATISTICS

Table 28. Full-Time Equivalents by Agency 30 June 2007

AGENCY	Part 6	Permanent	Fixed-Term	Total
Department of Economic Development	26	189.5	49.06	264.56
Department of Education	27	6,739.94	1,354.41	8,121.35
Department of Health and Human Services	65	6,734.56	1,550.08	8,349.64
Department of Infrastructure, Energy and Resources	23.95	454.15	63.16	541.26
Department of Justice	19.4	860.58	124.55	1,004.53
Department of Police and Emergency Management	11	836.99	56.51	904.5
Department of Premier and Cabinet	29.49	292.02	18.7	340.21
Department of Primary Industries & Water	16.4	780.71	218.04	1,1015.15
Department of Tourism, Arts and the Environment	18	534.95	156.31	709.26
Department of Treasury and Finance	18	275.51	30.89	324.4
Port Arthur Historic Site Management Authority	2	76.15	5.15	83.3
TAFE Tasmania	8	929.76	125.1	1,062.86
Tasmanian Audit Office	2	33.1	0	35.10
The Public Trustee	2	43.4	3.1	48.5
Total	268.24	18,781.32	3,755.06	22,804.62

Note: The above figures do not include Casual Employees – these are reported separately at Table 32.

STATE SERVICE STATISTICS

Table 29. Comparative Head Counts by Agency June 2006-June 2007

Agency	Part 6		Permanent		Fixed-Term		Total		Variation	
	Jun-06	Jun-07	Jun-06	Jun-07	Jun-06	Jun-07	Jun-06	Jun-07	Count	%
Department of Economic Development	23	26	177	196	53	51	253	273	20	7.91%
Department of Education	22	27	8,405	8,448	2,615	2,602	11,042	11,077	35	0.32%
Department of Health and Human Services	61	72	8,065	8,353	1,990	2,053	10,116	10,478	362	3.58%
Department of Infrastructure, Energy and Resources	21	24	527	528	69	73	617	625	8	1.30%
Department of Justice	20	20	885	907	149	149	1,054	1,076	22	2.09%
Department of Police and Emergency Management	8	11	835	868	74	70	917	949	32	3.49%
Department of Premier and Cabinet	27	30	293	309	21	21	341	360	19	5.57%
Department of Primary Industries & Water	20	17	880	875	224	260	1,124	1,152	28	2.49%
Department of Tourism, Arts and the Environment	19	18	613	602	257	203	889	823	-66	-7.42%
Department of Treasury and Finance	18	18	281	290	36	32	335	340	5	1.49%
Port Arthur Historic Site Management Authority	1	2	98	105	19	9	118	116	-2	-1.69%
TAFE Tasmania	5	8	949	1,014	207	169	1,161	1,191	30	2.58%
Tasmanian Audit Office	2	2	35	34	0	0	37	36	-1	-2.70%
The Public Trustee	2	2	48	46	3	4	53	52	-1	-1.89%
Total	249	277	22,091	22,575	5,717	5,696	28,057	28,548	491	1.75%

Note: The above figures do not include Casual Employees – these are reported separately at Table 32.

STATE SERVICE STATISTICS

Table 30. Comparison of Total Full-Time Equivalents by Agency June 2006 – June 2007

AGENCY	Total FTEs 30/06/2006	Total FTEs 30/6/2007	Variation FTE
Department of Economic Development	245.72	264.56	18.84
Department of Education	8,182.59	8,121.35	-61.24
Department of Health and Human Services	8,060.87	8,349.64	288.77
Department of Infrastructure, Energy and Resources	534.81	541.26	6.45
Department of Justice	986.86	1004.53	17.67
Department of Police and Emergency Management	876.51	904.50	27.99
Department of Premier and Cabinet	319.06	340.21	21.15
Department of Primary Industries & Water	988.27	1015.15	26.88
Department of Tourism, Arts and the Environment	774.74	709.26	-65.48
Department of Treasury and Finance	322.87	324.40	1.53
Port Arthur Historic Site Management Authority	81.71	83.3	1.59
TAFE Tasmania	1,027.49	1,062.86	35.37
Tasmanian Audit Office	36.60	35.1	-1.5
The Public Trustee	50.15	48.5	-1.65
Grand Total	22,488.25	22,804.62	316.37

Note: The above figures do not include Casual Employees – these are reported separately at Table 32.

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

- The increase of 18.84 FTEs in the Department of Economic Development is primarily due to:
 - Filling of vacant positions;
- The decrease of 61.24 FTEs in the Department of Education is primarily due to:
 - Reduced staffing in schools and colleges reflecting lower enrolment numbers
- The increase of 288.77 FTEs in the Department of Health and Human Services is primarily due to the investment of additional funding to expand services in key areas of the agency including:
 - Increased Dentist and Dental Attendant staffing in Oral Health Services;
 - Additional state-wide Ambulance Officer staffing;
 - Additional Nursing, Medical and Allied Health Professional staffing associated with the Better Hospitals initiative;
 - Implementation of new policy funding contained in the 2006-07 Budget including opening the Geriatric Evaluation and Management Unit and the new Emergency Medicine Department at the Royal Hobart Hospital and the employment of additional Nurse Educators within major public hospitals;
 - Increased staffing in Child Protection Services; and
 - Growth in forensic mental health services staffing at the new Wilfred Lopes Centre.

STATE SERVICE STATISTICS

- The increase of 6.45 FTEs in the Department of Infrastructure, Energy and Resources is primarily due to:
 - Filling of vacant positions.
- The increase of 17.67 FTEs in the Department of Justice is primarily due to:
 - Increased staffing associated with the new Tasmania Prison Service facilities; and
 - Filling of vacancies in the areas of Administration of Justice, Legal Services and Electoral Services.
- The increase of 27.99 FTEs in the Department of Police and Emergency Management is primarily due to:
 - The filling of vacant fire fighter and fire education positions;
- The increase of 21.15 FTEs in the Department of Premier and Cabinet is primarily due to:
 - The establishment of the Office of the Stolen Generations;
 - The completion of staff recruitment for the Disability Bureau;
 - The engagement of additional fixed term staff to assist with the preparation of a Tasmanian Ministerial Council Meeting;
 - The establishment of a Community Development Division Secretariat to co-ordinate the increased complexity and responsibilities of the Division; and
 - The filling of vacant positions within the Department.
- The increase of 26.88 FTEs in the Department of Primary Industries and Water is primarily due to:
 - Filling of positions for the Fox Eradication Program;
- The decrease of 65.48 FTEs in the Department of Tourism, Arts and the Environment is primarily due to:
 - Tourism Tasmania realignment
 - Closure of Melbourne and Sydney Travel Centres.
- The increase of 1.53 FTEs in the Department of Treasury and Finance is primarily due to:
 - General staff movement and the creation of positions associated with short-term projects currently being completed within the Department.
- The increase of 1.59 FTEs in the Port Arthur Historic Site Management Authority is primarily due to:
 - Filling of vacant positions.
- The increase of 35.37 FTEs in TAFE Tasmania is primarily due to:
 - Additional staffing to support significant increase in training activity in the areas of Trade/Construction, Electrical and Tourism;
 - Increase in full time and part time student population;
 - Conversion of a number of sessional teachers to fixed term part time employment.
- The decrease of 1.5 FTEs in the Tasmanian Audit Office is primarily due to:
 - Vacancies pending recruitment action.
- The decrease of 1.65 FTEs in the Public Trustee is primarily due to:
 - Funded vacancies to be filled.

STATE SERVICE STATISTICS

Table 31. Part-Time Employees by Agency June 2007.

Agency	Females Working Part-Time		Males Working Part-Time	
	No. working part-time	As a % of total female employees	No. working part-time	As a % of total male employees
Department of Economic Development	26	18.44%	1	0.76%
Department of Education	4,995	60.01%	804	29.2%
Department of Health and Human Services	4,174	53.93%	643	23.48%
Department of Infrastructure, Energy and Resources	113	38.97%	22	6.57%
Department of Justice	151	29.26%	16	2.86%
Department of Police and Emergency Management	84	23.01%	16	2.74%
Department of Premier and Cabinet	55	26.96%	4	2.56%
Department of Primary Industries & Water	216	40.68%	67	10.79%
Department of Tourism, Arts and the Environment	172	40%	54	13.74%
Department of Treasury and Finance	34	18.48%	4	2.56%
Port Arthur Historic Site Management Authority	46	70.77%	21	41.18%
TAFE Tasmania	236	37.64%	69	12.23%
Tasmanian Audit Office	0	0.00%	0	0.00%
The Public Trustee	7	23.33%	3	13.64%
Total	10,309	53.93%	1724	23.48%

Note: The above figures do not include Casual Employees – these are reported separately at Table 32.

53.93% of women and 23.48% of men work part-time. The Departments of Health and Human Services and Education and the Port Arthur Historic Site Management Authority having the largest proportion of males and females who work part-time.

STATE SERVICE STATISTICS

Table 32. Casuals by Agency Paid in Last Pay Period June 2007

AGENCY	Male	Female	Total
Department of Economic Development	7	2	9
Department of Education	160	385	545
Department of Health and Human Services	284	1,155	1,439
Department of Infrastructure, Energy and Resources	5	12	17
Department of Justice	11	21	32
Department of Police and Emergency Management	4	6	10
Department of Premier and Cabinet	1	5	6
Department of Primary Industries & Water	6	2	8
Department of Tourism, Arts and the Environment	11	3	14
Department of Treasury and Finance	0	0	0
Port Arthur Historic Site Management Authority	8	6	14
TAFE Tasmania	156	194	350
Tasmanian Audit Office	0	0	0
The Public Trustee	0	0	0
Total	653	1,791	2,444

STATE SERVICE STATISTICS

Table 33. Number of Officers in the State Service as at 30 June 2007

AGENCY	Type	Male	Female	Total
Department of Economic Development	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	17	7	24
	Senior Executive - Specialist	1	0	0
TOTAL		19	7	26
Department of Education	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	16	10	26
	Senior Executive - Specialist	0	0	0
TOTAL		17	10	27
Department of Health and Human Services	Head of Agency	1	0	1
	Prescribed Office Holder	1	1	2
	Senior Executive	23	13	36
	Senior Executive - Specialist	25	7	32
TOTAL		50	21	71
Department of Infrastructure, Energy and Resources	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	21	2	23
	Senior Executive - Specialist	0	0	0
TOTAL		22	2	24
Department of Justice	Head of Agency	0	1	1
	Prescribed Office Holder	0	0	0
	Senior Executive	14	6	20
	Senior Executive - Specialist	3	1	4
TOTAL		17	8	25
Department of Police and Emergency Management (includes Tasmania Fire Service)	Head of Agency	1	0	1
	Prescribed Office Holder	1	0	1
	Senior Executive	8	1	9
	Senior Executive - Specialist	0	0	0
TOTAL		10	1	11
Department of Premier and Cabinet	Head of Agency	0	1	1
	Prescribed Office Holder	1	0	1
	Senior Executive	20	8	28
	Senior Executive - Specialist	1	1	2
TOTAL		22	10	32

STATE SERVICE STATISTICS

Table 33. Number of Officers in the State Service as at 30 June 2007 (continued)

AGENCY	Type	Male	Female	Total
Department of Primary Industries and Water	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	11	5	16
	Senior Executive - Specialist	0	0	0
TOTAL		12	5	17
Department of Tourism, Arts and the Environment	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	11	6	17
	Senior Executive - Specialist	0	0	0
TOTAL		12	6	18
Department of Treasury and Finance	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	13	4	17
	Senior Executive - Specialist	0	0	0
TOTAL		14	4	18
Port Arthur Historic Site Management Authority	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	0	1	1
	Senior Executive - Specialist	0	0	0
TOTAL		1	1	2
TAFE Tasmania	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	5	3	8
	Senior Executive - Specialist	0	0	0
TOTAL		6	3	9
Tasmanian Audit Office	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	1	0	1
	Senior Executive - Specialist	0	0	0
TOTAL		2	0	2
The Public Trustee ¹	Head of Agency	0	0	0
	Prescribed Office Holder	0	0	0
	Senior Executive	2	0	2
	Senior Executive - Specialist	0	0	0
TOTAL		2	0	2
TOTAL		206	78	284

¹ The Head of Agency for The Public Trustee is not reported as he is not an employee of the State Service

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An officer is a person appointed under the *State Service Act 2000* as a Head of Agency, a prescribed office holder, a senior executive or an equivalent specialist. The Secretary, Department of Premier and Cabinet, under delegation from the State Service Commissioner, determines if the duties are of a senior executive or equivalent specialist nature. Where the Secretary has determined that duties are of a senior executive or equivalent specialist nature, the Premier may create a senior executive office to enable those duties to be performed.

Under the section 31(1)(a) of the Act, the Premier or the Premier's delegate appointment as a senior executive is made by pursuant to Section 31(1)(a) of that Act. The appointment is made by an Instrument of Appointment that contains details relating to the length of appointment, remuneration level, and terms and conditions of appointment.

There are four classification levels for senior executives. Under the four level classification structure current salary ranges for senior executives are outlined in Table 1. Senior executive and officers have been granted the salary increases provided to the general State Service workforce. These increases do not apply to those officers whose salaries are set by legislation.

Table 34 Senior Executive Salary Ranges

Level	Salary Range (\$)
Level 1	89,067 – 97,974
Level 2	105,049 – 115,554
Level 3	121,034 – 133,137
Level 4	153,033 – 168,336

As at 30 June 2007 there were 277 officers in the State Service. These included Heads of Agency, senior executives, equivalent specialists and prescribed office holders. This compares with 249 officers at 30 June 2006.

The gender composition of the Officer category in the State Service is provided in Table 35 below²:

Table 35 Gender comparison of State Service Officers

Category	Male	Female	Total
Head of Agency ³	11	2	13
Prescribed Office Holder ⁴	3	1	4
Senior Executives	161	65	226
Equivalent Specialists	30	9	39
Total	205	77	282

2 Only employees of the State Service are included. A senior executive may also hold the office of a prescribed office holder.

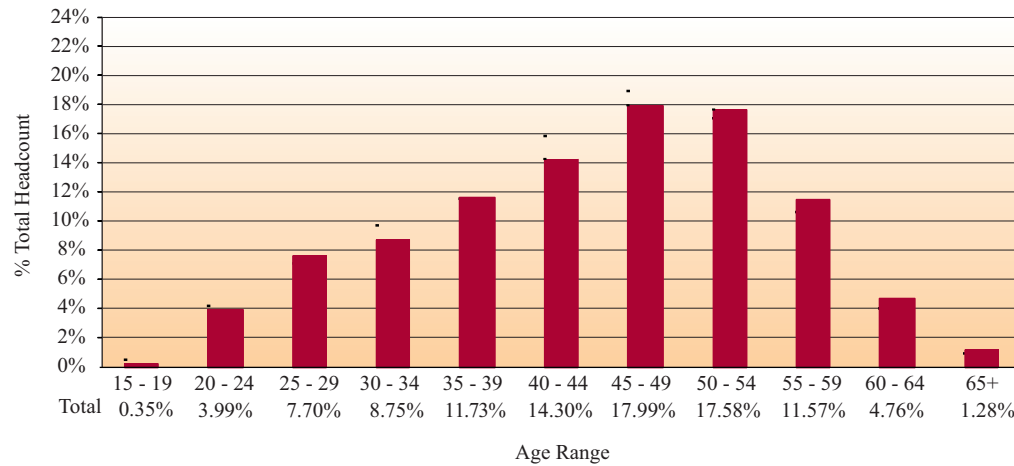
3 The Head of Agency for The Public Trustee is not reported as he is not an employee of the State Service. His Head of Agency status reflects his role as chair of the trust of that State Authority. Two Heads of Agency are reported as senior executives in the State Service. The State Authorities are the Rivers and Water Supply Commission and the Tasmanian Dairy Industry Authority.

4 A Senior Executive may also hold the office of a prescribed Office Holder.

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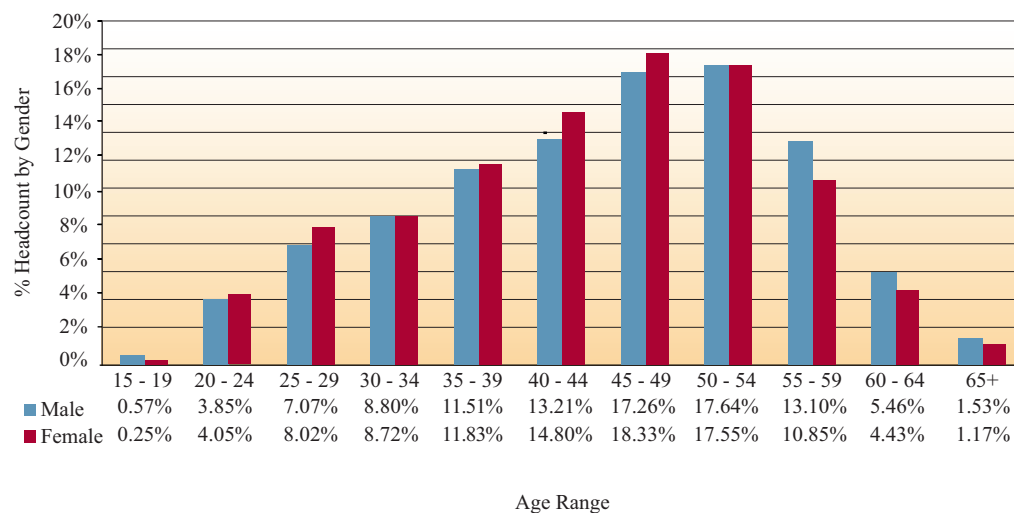
Age Profiles

Figure 1. Age Distribution of State Service Employees, June 2007



The above graph illustrates that 67.48 % of employees are 40 years of age or older and 35.19% are 50 years or older. Approximately 12% of the workforce is less than 30 years of age. The 4.34% of employees under 25 years of age represents a declining trend in this category of employment – refer Table 10 page 26 and Figure 3 page 64.

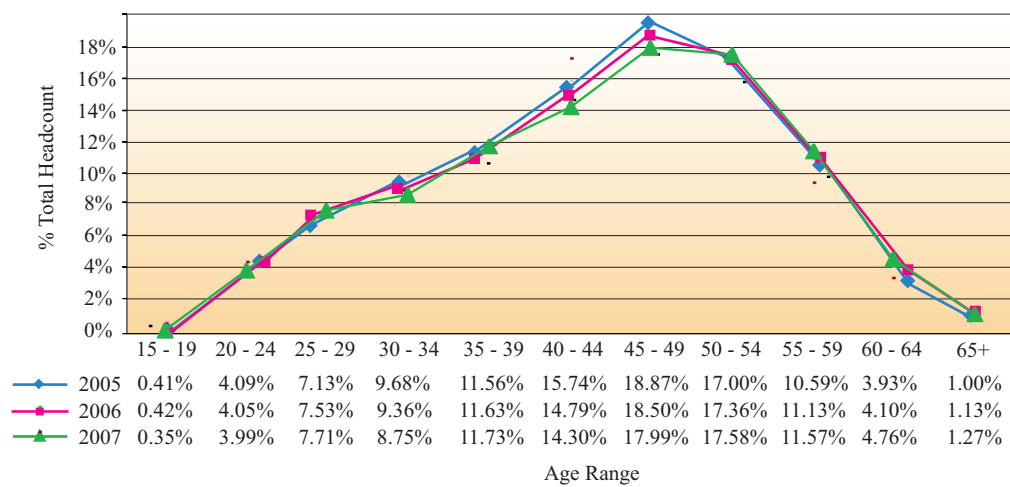
Figure 2. Age Distribution of State Service Employees by Gender, June 2007



The age trends by gender type illustrates a higher proportion of females than males up to the age of 49 with the inverse applying among those over 49 years of age.

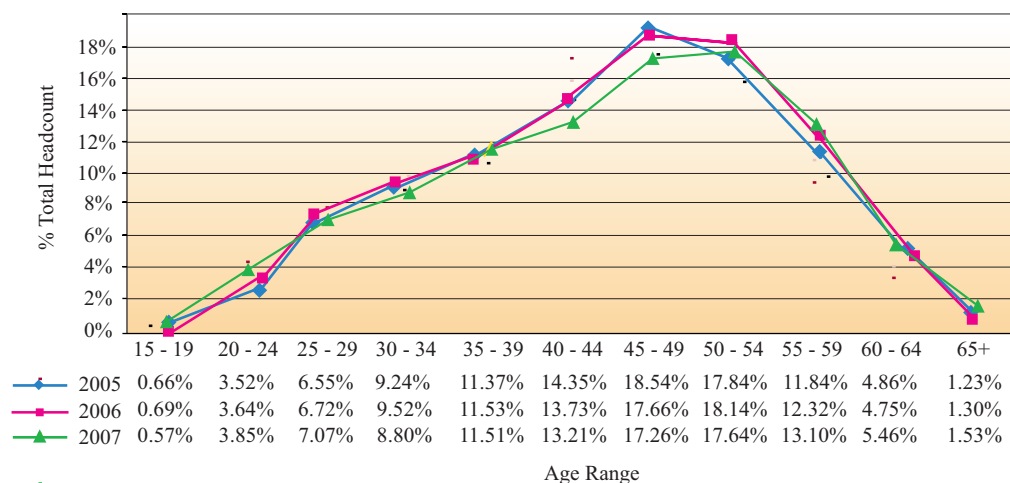
STATE SERVICE STATISTICS

Figure 3. Age Distribution of State Service Employees, 2005-2007



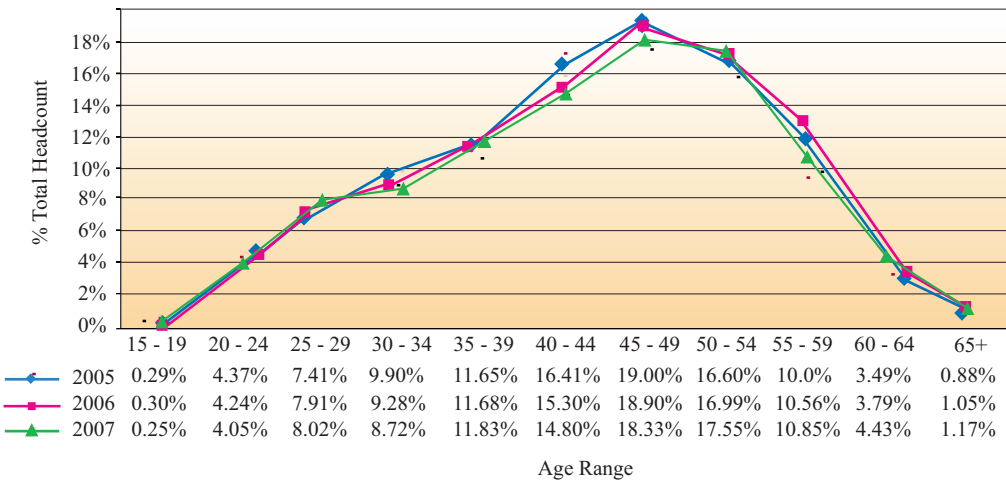
Comparison of age profiles for the past 3 years shows an ageing trend in the State Service workforce. This is consistent with trends in other State Service jurisdictions.

Figure 4. Age Distribution of Male State Service Employees, 2005-2007



The percentage of males aged over 45 years of age has increased slightly over the past three years, whilst the percentage of younger males has declined slightly.

Figure 5. Age Distribution of Female State Service Employees, 2005-2007

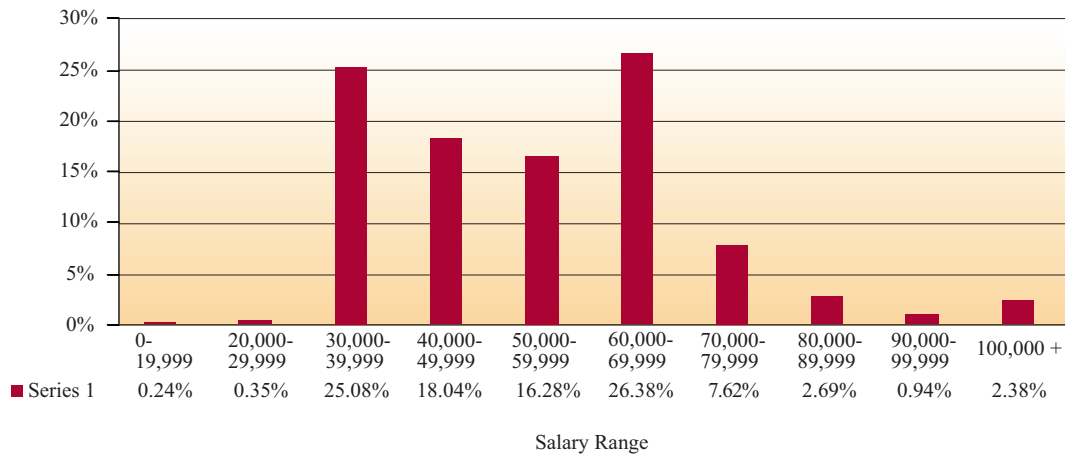


The percentage of females aged over 45 has increased over the past three years, whilst the percentage of females aged under 45 years has decreased.

STATE SERVICE STATISTICS

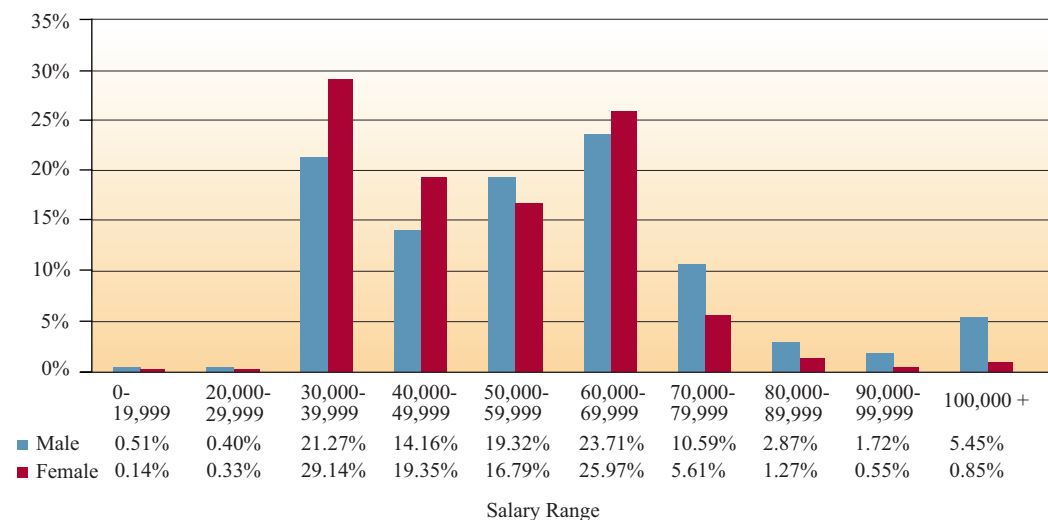
Salary Profiles

Figure 6. State Service Salary Profile, June 2007



The majority of State Service employees' earnings fall within the \$30,000 - \$69,999 salary groupings.

Figure 7. State Service Salary Profile by Gender, June 2007



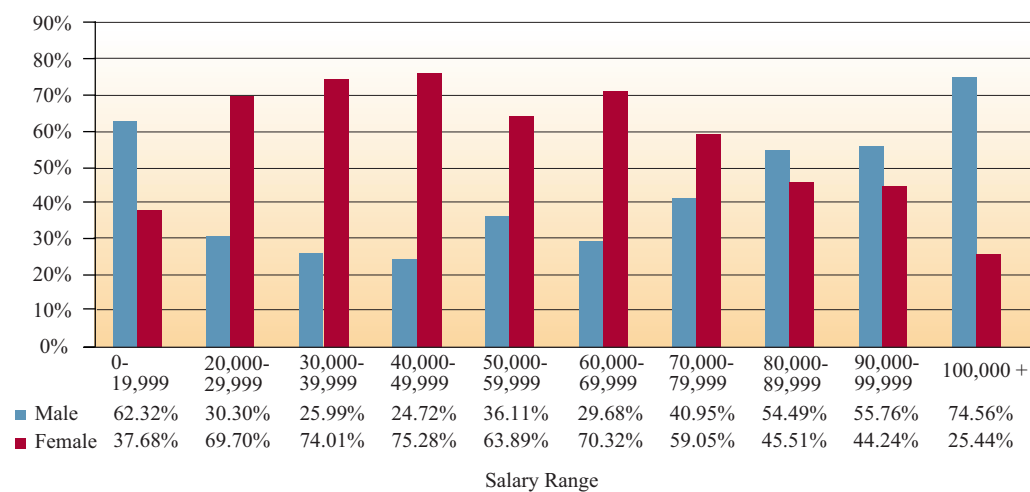
91.25% of female employees and 78.46% of male employees earn salaries of between \$30,000 and \$69,999.

8.28% of female employees and 20.63% of male employees earn salaries over \$69,999.

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Figure 8. Proportion of Males and Females by Salary Range, June 2007

Gender Composition of the Tasmanian State Service



There are a relatively high number of females employed in the teaching and nursing professions and this, in part, explains the predominance of female employees in the salary ranges up to \$69,999. Anecdotal evidence suggests that women are more likely than men to be employed at the lower to middle levels of the Administrative and Clerical Employees Award stream, and this may also help to explain this trend.

The high proportion of males among those earning more than \$69,999 is at least partially explained by the fact that 76% of senior managers are males.

Employment Category Profiles

Figure 9: Distribution of Permanent Employees by Age, June 2007

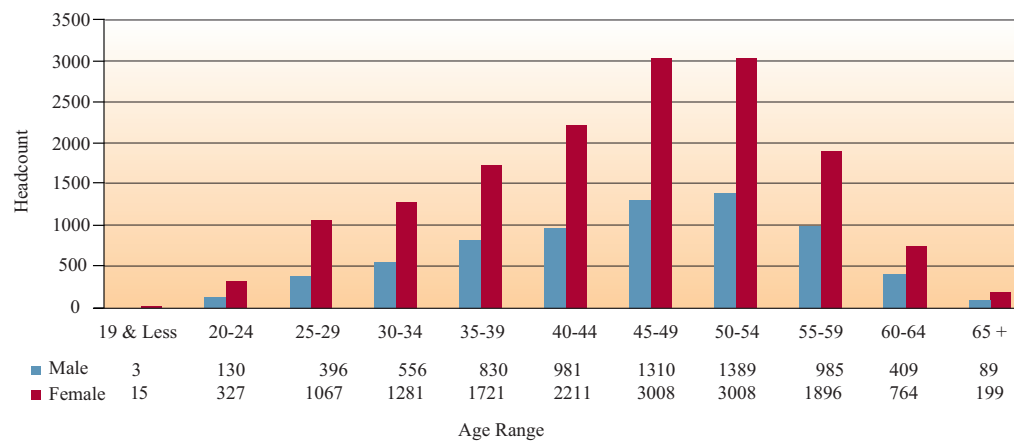
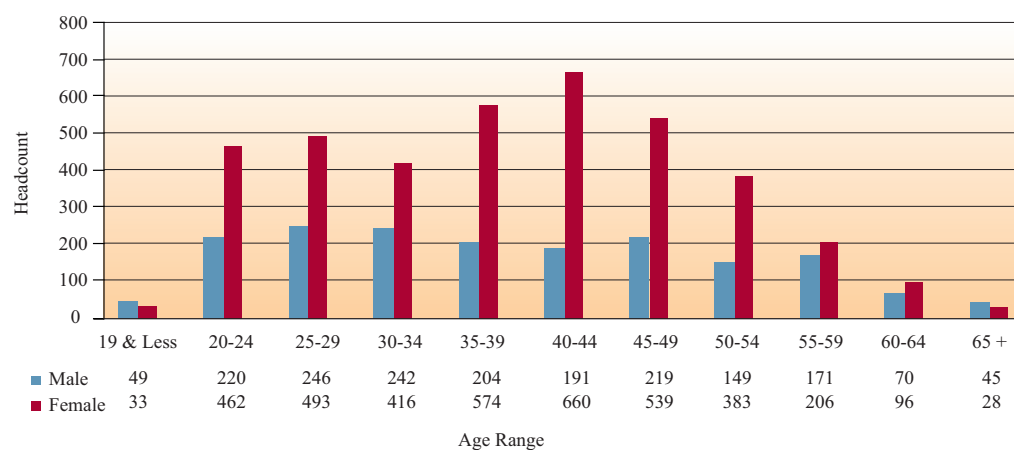


Figure 10. Distribution of Fixed Term Employees by Age, June 2007

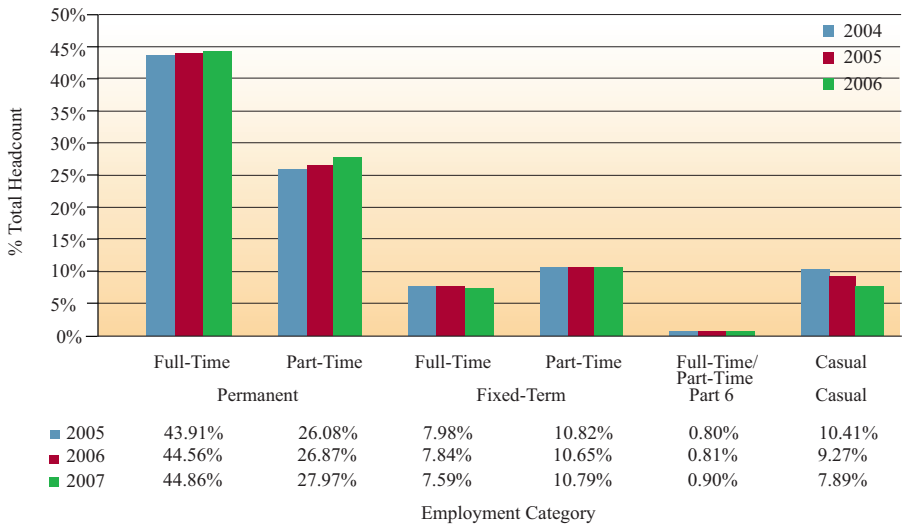


Taking Figures 9 and 10 together, it is apparent that fixed-term employees tend to reflect a younger demographic than permanent employees. A high proportion (51.99%) of permanent male employees are aged between 40 and 55 years.

A relatively high proportion (53.21%) of male fixed term employees are aged under 40 years. The same trend is observable in relation to female permanent and fixed term employees but it is slightly less marked.

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Figure 11. Distribution of Employees by Employment Category, 2005-2007





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