



STATE SERVICE COMMISSIONER
TASMANIA

Annual Report 2008–2009

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COMMISSIONER'S INTRODUCTION

I am pleased to present the Annual Report in accordance with s.23(1) of the *State Service Act 2000* (the Act) for the period 1 July 2008 to 30 June 2009.

The last 12 months have been particularly challenging for State Service agencies given the pressures created by the global economic crisis and by the consequential need for agencies to adapt accordingly. As a result, a raft of administrative measures were introduced to minimise the impact on agencies and on the delivery of services to the community. Such measures included targeted separation arrangements, a vacancy referral process, more flexible employee access to part-time employment (including phased-in retirement) and leave without pay arrangements. All of these have been made available to State Service agencies to achieve budget savings in areas of changed priority or activity or where there has been a transfer of services or functions necessitated by the State's changed financial position. The overall impact of these measures on State Service employment arrangements is more likely to be evident in the next reporting year.

As a result of the prevailing economic climate and the consequent budgetary constraints, a decision was taken to defer the planned *Tasmanian State Service Employee Survey* until 2010. The employee survey is designed to give all Tasmanian State Service employees the opportunity to express views about whether the work culture and practices in their workplace reflect the requirements of the State Service Principles. Such information has greatly assisted this office to identify matters related to agency practices, procedures, standards and systems worthy of service-wide evaluation. In reaching that decision we also took into account the fact that conducting a survey of this nature in a challenging environment may have produced some unreliable results.

During the reporting year the major evaluation project undertaken in relation to State Service employment practices concerned *Agency Workplace Diversity Programs*, with the report being released in December 2008. This was the third such report under our over-arching evaluation program, aimed particularly at examining the human resource practices and procedures in operation within all State Service agencies. The decision to undertake this particular evaluation resulted from the results of previous *Tasmanian State Service Employee Surveys* which had revealed that whilst most employees believed in the respectful treatment of others in the workplace; fewer believed that their organisation was committed to creating a diverse workforce and only half reported that their workplace was free of bullying and/or harassment.

Whilst the primary objective of this evaluation was to assess Agency compliance with legislative requirements, a secondary objective was to review the range of workplace diversity measures in place in order to highlight any innovative strategies or activities and to support a review of Commissioner's Direction No 3 *Workplace Diversity* (CD No.3). In terms of outcomes, we are pleased to report that twelve agencies had an endorsed workplace diversity program in place and the remaining two agencies were close to finalising endorsement. However, the evaluation also identified a key area for improvement related to the need for most agencies to include specific targets and timeframes to review the effectiveness of measures implemented. That said, the evaluation also identified and documented a significant number of innovative agency-specific strategies and activities that could have positive impact in other State Service agencies. Accordingly, we recommend the report to all Heads of Agencies as a useful reference when reviewing and revising their respective workplace diversity programs. This work will be further supported with a review and re-release of CD No.3 in early 2010.

The evaluation review project currently underway relates to an examination of recruitment practices across all State Service agencies. The decision to undertake an evaluation of this activity was based upon information gleaned from our Agency and Employee Survey's, review activities under the Act, operational interaction with agencies and from public comment, all of which tended to support the view that existing recruitment practices may tend to focus heavily on 'process' rather than 'outcomes' and as a result recruitment processes may not be as efficient or effective as they could be.

The primary objectives of the evaluation are to identify the major issues restricting the ability of State Service agencies to achieve efficient and effective recruitment outcomes consistent with the Act and Commissioner's Direction No 1 *Employment in the State Service* (CD No.1), and where possible, to develop viable options to address the issues identified (consistent with prevailing best practice) to enable the State Service to move into a more sophisticated and increasingly competitive labour market as economic conditions improve. The evaluation will primarily report at a whole-of-service level and it is anticipated that it will be released in early 2010.

As detailed in last year's Annual Report, significant revisions were made to CD No.1 primarily to strengthen the provisions relating to fixed-term employment, and to Commissioner's Direction No 7 *Review of State Service Actions*, (CD No.7) to streamline crucial selection review lodgement procedures. The revisions to CD No.7 have operated well with Agency feedback in relation to the faster selection review turnarounds being most positive. However, CD No.1 remains under review to ensure that it satisfies the

STATE SERVICE COMMISSIONER

requirements of a contemporary workforce. To this end, the office undertook an interim assessment of the impact of the earlier revisions to CD No.1 and assisted a reference group of Agency representatives, established by the Public Sector Management Office (Department of Premier and Cabinet) to also report on the matter. It is anticipated that these activities will translate to some fine-tuning of the provisions and a re-release of the direction in the latter half of 2009.

A major organisational change to occur during the reporting period resulted from the Government's Tasmania *Tomorrow* reforms which established three new education and training entities under specific legislation for the purpose of providing young people with more flexible post Year 10 career pathways. These new entities were established as State Service Agencies on 1 January 2009 and are known as the Tasmanian Academy, the Tasmanian Skills Institute and the Tasmanian Polytechnic. As a consequence of the establishment of the three new Agencies, TAFE Tasmania was abolished.

TAFE Tasmania employees and identified college based employees from the Department of Education were transferred to the new agencies in accordance with the transitional provisions contained in the Tasmania *Tomorrow* legislation. The legislation also included a consequential amendment to the Act, which created a new type of State Service employee titled sessional employee, which is exclusive to the Tasmanian Skills Institute and the Tasmanian Polytechnic.

Award changes came with the finalisation of a new Public Sector Union Wages Agreement in November 2008. Apart from salary increases, the main thrust of the agreement was the establishment of new general and professional classification structures and standards and recognition of, and commitment by all parties to, a State Service reform agenda. Implementation of the new classification streams and the translation of employees to the new structure were to have been finalised in the 2008/09 financial year although progress has generally been slower. Accordingly, an anticipated high volume of translation reviews to this office, in relation to disputes relating to the Statement of Duties, did not eventuate. It remains to be seen as to what may flow into the next reporting period.

In terms of our ongoing focus, we will aim to further develop our support for and communication with agencies and to provide a management environment that provides agency operatives with operational flexibility within existing legislative frameworks. We will do this by further refining key Commissioner's Directions, by stimulating discussion on issues such as common values and conflicts of interest and through the provision of information products that relate to the statutory responsibilities of the office.

By way of conclusion, I would like to take this opportunity on behalf of all State Service employees, to thank Robert (Bob) Watling who retired early this year from the Office of State Service Commissioner after completing a five year appointment. Bob had a genuine belief in the importance of the public sector, a strong desire to maintain the independence of the role of the State Service Commissioner and worked hard to provide agencies and employees with a fair and progressive working environment in which to operate. His major achievements included: the significant revision of key Commissioner's Directions in line with prevailing management practice, oversight of a major moratorium in relation to identifying fixed-term employees who would be more appropriately appointed as permanent employees; the instigation of an ongoing employee survey to provide all Tasmanian State Service employees with an opportunity to express their views about how their workplace culture and practices reflect the requirements of the State Service Principles; and the implementation of a structured evaluation program examining Agency practices, procedures and standards in the management of employment within the State Service.

Finally, I would like to thank the staff of the Office for their dedication and professionalism and to specifically acknowledge the assistance and support given to me as Acting Commissioner following the retirement of Mr Watling: thanks to Roseanne Armstrong, Ian Wilcox, Clio Simmons and Benn Rafferty. Thanks also to Tony Brown who retired earlier this year after a long association with the office as a Senior Consultant - his experience and contributions to the office have been greatly appreciated. I would also like to record my appreciation for the continued assistance and support received from the Secretary and staff of the Department of Premier and Cabinet, in particular the Public Sector Management Office, and for the contribution of agency representatives and public sector unions.

Iain Frawley

Acting State Service Commissioner

November 2009

STATE SERVICE COMMISSIONER

COMMISSIONER'S ROLE AND FUNCTIONS

Section 17 of the *State Service Act 2000* 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 *State Service Act 2000*, (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; and
- 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;
- 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.

As from 23 March 2005, the following function was delegated to the Secretary, Department of Premier and Cabinet:

- 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.

As from 4 May 2006, the following function was delegated 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, Ministerial Directions and Ministerial Determinations.

Commissioner's Directions

Under section 20 of the Act, the Commissioner may issue legally-binding Directions in relation to any matter relating to the Commissioner's functions. Such Directions have effect according to their tenor unless they are inconsistent with or repugnant to other provisions of the Act.

During the reporting period the following Commissioner's Directions were reviewed and re-issued:

- Commissioner's Direction No. 1 – *Employment in the State Service* was amended in January 2009 to provide a Head of Agency with the ability to delegate a function or power to be exercised in accordance with this Direction, with the exception of Clause 12: – Secondment of a person or employee.
- Commissioner's Direction No. 5 – *Procedures for the determination of whether an employee had breached the Code of Conduct* was amended in January 2009 to provide for the Head of the Department of Health and Human Services with the ability to delegate to certain senior Officers in the Department, subject to those Officers obtaining appropriate Ministerial delegations, the authority to take actions in alleged breach of the Code of Conduct cases.
- Commissioner's Direction No. 6 – *Procedures for the investigation of whether an employee is able to efficiently and effectively perform his/her duties* was amended to provide for the Head of the Department of Health and Human Services with the ability to delegate to certain senior Officers in that department, subject to those Officers obtaining appropriate Ministerial delegations, the authority to take actions in alleged inability cases.

The purpose of the revisions to Commissioner's Directions Nos. 5 and 6 are to enable the Secretary, Department of Health and Human Services, as part of his reform agenda, to have all CEO's within the Agency more accountable for all aspects of their portfolios. This included managing and taking responsibilities for investigating alleged breaches of Code of Conduct and alleged inability cases, and to decide appropriate action.

There are 10 current 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

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).

The following new Ministerial Directions were issued during the reporting period:

- Ministerial Direction No. 18 - *Administrative Arrangements for Classification of Duties at General Stream Bands 9 & 10 and Professional Stream Band 6*: issued on 19 May 2009.

This Ministerial Direction provides guidance on the implementation of three new classification bands established within the modernised Tasmanian State Service Award 2008 and Health and Human Services (Tasmanian State Service) Award 2008.

- Ministerial Direction No. 19 - *State Service Vacancy Referral Process (SSVRP)* issued on 13 May 2009.

This Ministerial Direction established vacancy management arrangements across agencies to assist with State Service budget management. In particular, this Direction prescribes administrative requirements for the management of specified Agency vacancies and the associated transfer of Officers (except Heads of Agency) and permanent employees between agencies to undertake the duties of those vacancies.

- Ministerial Direction No. 20 - *Application of Market Allowance*: issued on 19 May 2009.

This Ministerial Direction established arrangements for the approval of Market Allowances under the modernised Tasmanian State Service Award 2008. A Market Allowance can be approved in exceptional circumstances where it can be demonstrated that the total salary and conditions package for the band are not sufficient to attract and retain suitable persons.

- Ministerial Direction No. 22 - *H1N1 Influenza (Human Swine Influenza) Employment Management*: (includes associated management guidelines) issued on 19 June 2009.

This Ministerial Direction established employment management arrangements during the pandemic of H1N1 Influenza A09 (Human Swine Influenza) according to the terms and conditions of employment applicable in the Tasmanian State Service.

Ministerial Directions are subject to review on an ongoing basis, with Ministerial Direction No. 8 – *Indemnity against Legal Process* and Ministerial Direction No. 2-*Work Arrangements and Leave* were reviewed but not finalised during the reporting period.

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; however Ministerial Determinations No. 1 & 2 relating to reimbursement of expenses incurred due to appointment and promotion are under review and will be re-issued during the 2009/10 reporting period.

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.osscc.tas.gov.au or www.dpac.tas.gov.au/divisions/psmo/.

STATE SERVICE COMMISSIONER

SUPPORT FOR THE COMMISSIONER

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, 6 staff are made available to the Commissioner for the ongoing function of the Office.

Employees of the Office of the State Service Commissioner support the Commissioner by providing general administrative services and by assisting him with the administration and conduct of selection and other State Service action reviews.

They also assist him with the development, conduct and reporting of his ongoing Evaluation Program and with the preparation of his Annual Report to Parliament. Employees also assist the Commissioner to service Agency and other client requests and provide him with information and internal advice in relation to his statutory functions.

In addition, the Public Sector Management Office (PSMO) provides the Commissioner with data and information on those functions which have been delegated from his Office. The PSMO also work with TMD, in the Department of Premier and Cabinet, to provide him with State Service statistics gathered through a national web-based workforce information system known as the Workforce Analysis Comparative Application (WACA).

Government Departments and State Authorities also assist the Commissioner through the preparation and presentation of much of the data and information collected by the Commissioner's Office. This data and information is mainly gathered through the Commissioner's Annual Agency Survey and as a result of his Annual Evaluation Program.

Given the nature and importance of this assistance, all contributors recognize that they have a responsibility to establish and maintain adequate and appropriate internal controls relevant to the preparation and accurate presentation of data and information to ensure that it is, as far as it is possible, free from material misstatement.

In turn, the Office of the State Service Commissioner takes all reasonable measures to accurately validate, interpret and present this information and data to ensure that the material contained in The Commissioner's Annual Report and other publications is complete and correct at the time of publication.

COMMISSIONER'S EVALUATION PROGRAM

STATE SERVICE EMPLOYEE SURVEY 2009

The biennial Tasmanian State Service Employee Survey serves to contextualise and compliment the information obtained through the State Service Agency Survey by providing information about employees' confidence in the application of the State Service Principles in their workplace and benchmarked against previous employee surveys to help assess change in the State Service.

A decision was made to defer the third Tasmanian State Service Employee Survey scheduled for July 2009 to an appropriate time in 2010, in view of the prevailing economic climate and consequent budgetary constraints. In reaching this decision, we also took into account the fact that conducting a survey of this nature in a challenging environment may have produced some unreliable results.

EVALUATION OF AGENCY WORKPLACE DIVERSITY PROGRAMS

Based on information gathered through the State Service Agency and Employee Surveys, and the analysis of matters brought before the State Service Commissioner, and consistent with his statutory functions, it was decided to undertake an evaluation of workplace diversity programs operating in agencies as a major project under the 2008 Evaluation Program.

The primary objective of this evaluation was to assess the extent to which Agency workplace diversity programs complied with the *State Service Act 2000* and, in particular, with the minimum standards of Commissioner's Direction No. 3, *Workplace Diversity* (CD No.3). A secondary objective was to review the range of workplace diversity measures in place in order to highlight any innovative strategies or activities and support the review of CD No.3. It should be noted that an assessment of the effectiveness of these programs was not part of this evaluation.

Section 34(1)(h) of the *State Service Act 2000* requires Heads of Agencies to develop and implement a Workplace Diversity Program (WDP) to assist in giving effect to the State Service Principles. CD No.3 sets out the minimum principles, standards and requirements for Heads of Agencies in this area. This Commissioner's Direction is supported by guidelines for implementing a Workplace Diversity Program which do not form part of the CD. Nevertheless, they provide assistance to agencies by outlining the key elements of workplace diversity programs and offer suggestions about how to establish and implement an effective program.

Agencies were advised during March 2008 of the evaluation process and provided with background material. During May and June of 2008, agencies were provided with a project briefing and a questionnaire to assist with information gathering. Agencies with a WDP in place completed the data worksheet and presented appropriate documentary evidence. Where an Agency did not have a current WDP in place as at 30 June 2008, they were requested to provide background information, an outline of their current situation, and their plans regarding the development of an Agency workplace diversity program.

The following chart presents the *Overall Summary of Outcomes* for the evaluation. This is followed by a written summary of the Key Positive Findings, Key Opportunities for Improvement and comments related to Additional Workplace Diversity Criteria, as drawn from the Workplace Diversity Program Guidelines accompanying CD No.3.

COMMISSIONER'S EVALUATION PROGRAM

TABLE 1: Overall Summary of Outcomes – Workplace Diversity Evaluation

Assessment Key:

- Complies with requirements of Commissioner's Direction No. 3
- Does not comply with requirements of Commissioner's Direction No. 3
- No endorsed WDP in place
- NA Not Assessable

System Overview	DEDT	DOE	DEPHA	DHHS	DIER	DOJ	DPEM	DPAC	DPIW	DOTAF	PAH5MA	TAFE	TAO	TPT
A Workplace Diversity Program has been fully developed, and either fully or partly implemented, as at 30 June 2008	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Workplace Diversity Measures														
The Head of Agency has put in place measures to help provide a workplace free from all forms of discrimination, bullying and harassment	●	●	●	●	●	●	●	●	●	●	●	●	●	●
The Head of Agency has put in place measures to ensure that all Tasmanian and Commonwealth anti-discrimination laws are complied with in the Agency's activities	●	●	●	●	●	●	●	●	●	●	●	●	●	●
The Head of Agency has put in place measures to promote equity in the workplace	●	●	●	●	●	●	●	●	●	●	●	●	●	●
The Head of Agency has put in place measures to ensure that employment decisions within the Agency take into account the diversity of the community, while allowing for the Agency's skill requirements and organisational and business goals	●	●	●	●	●	●	●	●	●	●	●	●	●	●
The Agency's Workplace Diversity Program recognises and utilises the diverse backgrounds of employees in the workforce	●	●	●	●	●	●	●	●	●	●	●	●	●	●
The Head of Agency has put in place measures to ensure that people from diverse groups have access to recruitment, promotion, career development and mobility opportunities	●	●	●	●	●	●	●	●	●	●	●	●	●	●
The Agency has supported employees and officers in achieving a balance between their work, family and other caring responsibilities	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Evaluation and Assessment of the WDP														
The Agency's Workplace Diversity Program includes a set of performance indicators	●	●	●	●	●	●	●	●	●	●	●	●	●	●
The Head of Agency has put in place measures to evaluate the effectiveness and outcomes of the Workplace Diversity Program	●	●	●	●	●	●	●	●	●	●	●	●	●	●
The Agency reports on employment policies, practices and statistics concerning the Workplace Diversity Program	●	●	●	●	●	●	●	●	●	●	●	●	●	●
The latest version of the Workplace Diversity Program has been lodged with the Commissioner	●	●	●	●	●	●	●	●	●	●	●	●	●	●
The Head of Agency has provided the Commissioner with the required information to evaluate the Workplace Diversity Program	●	●	●	●	●	●	●	●	●	●	●	●	●	●
The Head of Agency has provided the Commissioner with the required Workplace Diversity Program information for the Commissioner's Annual Report	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Review of the Workplace Diversity Program														
The Head of Agency has reviewed the Workplace Diversity Program in the past 4 years	NA	●	NA	●	●	●	●	●	●	NA	●	●	●	●
The Workplace Diversity Program is achieving the outcomes determined by the Agency	●	●	●	●	●	●	●	●	●	●	●	●	●	●

Note: Agencies were assessed as 'NA' (Not Assessable) in cases where their endorsed Workplace Diversity Programs had been implemented for less than 4 years (the maximum timeframe for formal program review, as required by CD No. 3).

COMMISSIONER'S EVALUATION PROGRAM

Key Positive Findings

Most State Service Agencies have workplace diversity programs in place that meet the minimum requirements of the *State Service Act 2000* and CD No. 3. In summary:

Workplace Diversity Program Overview

- Twelve of the fourteen State Service agencies had an endorsed WDP in place as at 30 June 2008.
- The remaining two agencies, the Department of Education (DOE) and the Department of Premier and Cabinet (DPAC), reported that, as of the same date, they were in the final stages of consultation and development, prior to formal endorsement of the WDP. These were completed by the time the evaluation report was published.
- Agencies with an endorsed WDP in place were at different stages of the implementation life cycle. Six agencies had recently completed a review of their existing WDP and were in the process of implementing a revised WDP and three were currently undertaking a formal program review. The remaining three agencies were, respectively, continuing to implement the program within the prescribed operational timeframes, commencing implementation of a brand new WDP, or fully implemented and due for review.

Workplace Diversity Measures

- All twelve agencies with an endorsed WDP in place met the requirements to implement measures addressing the elimination of workplace discrimination, bullying and harassment, compliance with Tasmanian and Commonwealth anti-discrimination laws, promotion of equity, accounting for the diversity of the community, recognising and utilising the diversity of existing employees, ensuring equal access to employment opportunities and balancing work, family and other caring responsibilities.
- Training proved to be the key measure used by all agencies with an endorsed WDP in place, followed by the implementation of formal Agency processes and procedures in this area, and the development of support materials such as guidelines and information resources on the Agency intranet.

Evaluation and Assessment of Agency Workplace Diversity Programs

- All twelve agencies with an endorsed WDP in place met the requirements to report on employment policies, practices and statistics concerning the WDP.
- All twelve agencies with an endorsed WDP in place also met the requirement to provide information to the State Service Commissioner in relation to both the annual Agency survey and the evaluation of Workplace Diversity Programs.
- Eleven of the twelve agencies with an endorsed WDP in place met the requirement to implement measures to evaluate the effectiveness and outcomes of their program. The same agencies met the requirement to include a set of performance indicators as one of these measures.

Review of the Workplace Diversity Program

- All twelve agencies with an endorsed WDP in place reported that their Program was achieving the outcomes determined by the Agency.
- There was less compliance, however, with the requirement to review the WDP after four years of operation. Seven of the twelve agencies with an endorsed WDP in place met this criterion, with a further three agencies not being assessed, due to the immaturity of their WDP.

COMMISSIONER'S EVALUATION PROGRAM

Key Opportunities for Improvement

The evaluation identified that the key area for improvement was to ensure that those State Service agencies without a workplace diversity program in place take action to meet the legislative requirement, by completing, endorsing and implementing their programs. The evaluation also identified a number of areas which agencies could address, either because they did not meet the requirements of CD No. 3. or because there were areas where potential improvements could be made.

The following compliance issues were identified as part of the evaluation:

Ongoing Evaluation and Monitoring

- Only one Agency (the Department of Health and Human Services) did not meet the requirement to implement measures to evaluate the effectiveness and outcomes of the WDP.
- The same Agency did not meet the requirement to include a set of performance indicators in the WDP, although it was noted that the Agency had developed performance indicators in the past which were not being used in conjunction with the current WDP.
- Many of the performance indicators being used by other agencies were principally qualitative in nature and may prove difficult to use as the basis for meaningful evaluation. Inclusion of specific targets and timeframes tied to individual measures would address this.
- Similarly, where measures were to be implemented on an ongoing basis, it would have been useful to have included timeframes for a review of each measure.

Reporting Processes

- While all agencies meet the requirement to report on employment policies, practices and statistics concerning the WDP, the range of reporting mechanisms varied between agencies. Five of the twelve agencies with an endorsed WDP in place did not report on the progress of the Program in the Agency's annual report. Such reporting may provide a means to raise awareness of the Agency's WDP and to recognise the success of individual activities and measures in place.
- Many agencies did not have a system of regular progress reporting in relation to the Program as a whole – rather they mainly reported on individual workplace diversity activities, or individual statistical indicators.
- Ten of the twelve agencies with an endorsed WDP in place indicated that their human resources system was able to collect and/or provide data across the majority of statistical areas listed in the evaluation. If this information is being captured, agencies should give consideration to including this additional information, where appropriate, in general reports being run from the system for monitoring purposes, as part of their Agency's reporting processes.

Review of the Workplace Diversity Program

- CD No.3 requires that Agency WDPs are reviewed at least once every four years. It also requires that the formal review of the WDP ensures that the program assists in giving effect to the State Service Principles and achieves the outcomes set down in the CD.
- It is suggested that the terms of reference for any formal review of the WDP include the relevant sections of the Principles, as well as the requirements set down in CD No.3. This can easily be incorporated into the review process alongside more quantitative analysis based on performance indicators.
- Two of the twelve agencies with an endorsed WDP in place did not meet the requirement to have reviewed the WDP in the past four years. A further three agencies did not receive an assessment against this criterion, as their WDP had been implemented less than four years ago. However, given that it has been a requirement for agencies to have developed and implemented a WDP since the introduction of the Act in 2000, these agencies have been previously non-compliant with this and other WDP-related criterion.

COMMISSIONER'S EVALUATION PROGRAM

EVALUATION OF RECRUITMENT IN STATE SERVICE AGENCIES

Over the past five financial years, an average of 3,436 State Service job vacancies have been advertised each year by government agencies covered by the *State Service Act 2000*.

As a result of Agency and Employee Survey's, review activity, operational interaction with agency operatives and from public comments received, it was decided that some matters regarding the application of the merit principle and related agency recruitment practices required examination. There was also some anecdotal evidence from agency human resource practitioners suggesting that existing recruitment practices tended to focus heavily on 'process' rather than 'outcomes' and as a result recruitment processes may not be as efficient or effective as they could be.

In particular, the Tasmanian State Service Employee Surveys of 2005 and 2007 found that approximately half of the workforce showed uncertainty or disagreement that employment decisions were based primarily on merit, and a similar number did not agree that recruitment and promotion decisions were fair. In addition, most applications for a selection review lodged at OSSC relate to both relative merit and process issues, with the majority of applications essentially arguing the fairness and/or thoroughness of selection processes and procedures. There was also some evidence that the unsatisfactory selection processes and lack of courtesy and fairness issues, identified in the 2003 Auditor General's report on staff selection, may still be of concern.

Based on these views, and consistent with the State Service Commissioner's statutory functions, it was decided to undertake an evaluation of recruitment practices across all State Service agencies as a major project under the ongoing OSSC Evaluation Program 2009.

The primary objectives of this evaluation are to identify the major issues restricting the ability of State Service agencies to achieve efficient and effective recruitment outcomes consistent with the *State Service Act 2000* and Commissioner's Direction No. 1 and where possible, to develop viable options to address the issues identified, consistent with prevailing best practice.

The scope of the evaluation will include an examination of the entire process of recruitment and appointments from vacancy identification to vacancy finalisation (gazetted) within all State Service agencies in respect of permanent and fixed-term appointments; and any other positions filled by employees, as defined by the *State Service Act 2000*. The scope of the evaluation will not however include Heads of Agency, senior executives (or equivalent specialists) or prescribed officers.

As at 30 June 2009, the evaluation team had completed the initial round of consultations with nominated Agency representatives and had finalised an extensive list of issues requiring further examination, together with a list of specific operational issues related to Commissioner's Direction No. 1. The next phase of the evaluation will be to collect an additional range of data through an examination of a sample of agency recruitment/selection files and to review documented Agency recruitment guidelines and procedures. The evaluation will primarily report at a whole-of-service level and it is anticipated that the report will be published in early 2010.

STATE SERVICE AGENCY SURVEY 2009

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

In order to fulfil this function the 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 and Code of Conduct. The structure and content of this year's Agency Survey was reviewed with considerable refinements being made to the amount of information sought.

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

STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

The State Service Principles are the cornerstone of the *State Service Act 2000*. 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 Agency.

Promoting the State Service Principles and Code of Conduct

Agency Survery 2009 returns reported that a total of 2,175 permanent vacancies were filled during the reporting period across all agencies and of these, 13% were filled by applicants from outside the State Service. In addition, 571 fixed-term vacancies of 12 months duration or longer were also filled in the same period and of these, 17% were filled by applicants from outside the State Service.

All agencies continued to inform potential applicants for vacancies and employees about the State Service Principles and Code of Conduct during the reporting period through the inclusion of this information in all Statements of Duty.

Other activities undertaken by agencies to promote the State Service Principles and Code of Conduct amongst employees included:

- | | |
|--|-------------|
| • providing new employees with written information as part of the induction process | 15 Agencies |
| • promotion on each Agency intranet website | 14 Agencies |
| • providing new employees with interactive or face-to-face information | 13 Agencies |
| • requiring new employees to verify that they understand the Principles and Code of Conduct | 9 Agencies |
| • providing managers/supervisors with information about their role in upholding the Principles and Code of Conduct | 8 Agencies |
| • reinforcement when conducting regular performance management reviews | 7 Agencies |
| • providing employees with this information via electronic or hard copy newsletters or bulletins | 6 Agencies |
| • providing regular information sessions for employees | 5 Agencies |

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 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

Agency Survey 2009 returns reported that a total of 2,175 permanent vacancies were filled during the reporting period across all agencies and of these, 13% were filled by applicants from outside the State Service. In addition, 571 fixed-term vacancies of 12 months duration or longer were also filled in the same period and of these, 17% were filled by applicants from outside the State Service.

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

- | | |
|--|-------------|
| • provision of electronic or hard-copy guidelines to selection panels | 15 Agencies |
| • promotion through information on the Agency newsletters or bulletins | 14 Agencies |
| • promotion through the Agency intranet websites | 12 Agencies |
| • outlined in statements of duty | 10 Agencies |
| • provision of guidelines to selection panels | 6 Agencies |
| • through information sessions for managers/supervisors | 3 Agencies |
| • through information sessions for employees | 3 Agencies |

MERIT AND OPPORTUNITY

The following table details, by Agency, the number of higher duties or more responsible duties allowances, received by employees for periods in excess of 12 months, over the past 5 reporting periods.

TABLE 2: 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 2004/05	Number of Employees 2005/06	Number of Employees 2006/07	Number of Employees 2007/08	Number of Employees 2008/09
Dept. of Economic Development and Tourism	2	14	2	2	4
Dept. of Education	315	251	279	266	234
Dept. of Environment, Parks, Heritage and the Arts	1	7	6	2	2
Dept. of Health and Human Services	86	117	249	244	214
Dept. of Infrastructure, Energy and Resources	9	3	2	3	0
Dept. of Justice	76	1	45	126	35
Dept. of Police and Emergency Management	24	19	22	23	5
Dept. of Premier and Cabinet	0	3	7	1	2
Dept. of Primary Industries and Water	18	13	22	14	6
Dept. of Treasury and Finance	9	4	2	5	22
Tasmanian Audit Office	1	1	9	0	0
Port Arthur Historic Site Management Authority	1	0	0	0	0
TAFE Tasmania	25	34	36	47	18
Tasmanian Academy	-	-	-	-	0
Tasmanian Polytechnic	-	-	-	-	15
Tasmanian Skills Institute	-	-	-	-	4
The Public Trustee	0	5	3	0	0
TOTALS	567	472	684	733	561

Reporting through the Agency Survey 2009 indicated that, during the reporting period, a total of 561 employees received HDA's or MRDA's for periods in excess of 12 months, a decrease of 172 or 23% from the 2007/08 reporting period.

There may be 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 continued practice of agencies utilising these remuneration mechanisms for extended periods needs to be appropriately managed in accordance with Commissioner's Direction No.1.

MERIT AND OPPORTUNITY

Advertisement of State Service vacancies on the Jobs website

The Jobs website at www.jobs.tas.gov.au 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 4 reporting periods.

TABLE 3: Vacancies advertised at www.jobs.tas.gov.au, 1 July 2005 – 30 June 2009

AGENCY	2005-06	2006-07	2007-08	2008-09
Dept. of Economic Development and Tourism	70	79	119	105
Dept. of Education	557	335	454	542
Dept. of Environment Parks Heritage and the Arts	156	156	276	105
Dept. Health and Human Services	2207	1585	1590	2019
Dept. of Infrastructure, Energy and Resources	197	155	186	119
Dept. of Justice	156	190	224	144
Dept. of Police and Emergency Management	66	110	97	89
Dept. of Premier and Cabinet	77	81	77	70
Dept. of Primary Industries and Water	281	265	281	131
Dept. of Treasury and Finance	93	65	104	109
Tasmanian Audit Office	33	14	10	13
Port Arthur Historic Site Management Authority	28	30	19	16
TAFE Tasmania	257	161	134	54
Tasmanian Academy	-	-	-	6
Tasmanian Polytechnic	-	-	-	35
Tasmanian Skills Tasmania	-	-	-	8
The Public Trustee	15	14	20	16
TOTALS	4193	3240	3591	3581

The site features integrated, distinctive branding and intuitive design, and is actively marketed through promotional events including the University of Tasmania's Careers Fair. On 14 February 2009, a refreshed media format for the Tasmanian Government's print advertising was introduced to improve its effectiveness in attracting job seekers and to brand the Government as a contemporary and people-focused employer. This new format was also used to refresh the Jobs website's online appearance which included improved search functionality.

In the past 12 months, the average number of visits to the Jobs website per month was 68,898, up significantly from 65,709 visits per month in 2007-08. The average number of pages viewed per month was down to 481,317 compared to 542,026 pages viewed per month in 2007-08. This was due to the lower number of vacancies advertised in the second half of the reporting period.

The Public Sector Management Office manages the site.

MERIT AND OPPORTUNITY

Advertisement of senior executive vacancies

The following table shows the number of senior executives in each agency as at 30 June 2009 and provides information on the advertising and filling of those vacancies over the reporting period.

TABLE 4: Senior Executive Service, 1 July 2008 – 30 June 2009

AGENCY	No of Senior Executives as at 30 June 09	No of Vacancies advertised	Appointments from within the Service	Appointments from outside the Service
Dept. of Economic Development and Tourism	24	3	3	0
Dept. of Education	22	0	0	0
Dept. of Environment, Parks, Heritage and the Arts	13	3	3	0
Dept. of Health and Human Services	43	9	3	0
Dept. of Infrastructure, Energy and Resources	21	7	3	2
Dept. of Justice	20	4	1	3
Dept. of Police and Emergency Management	9	1	0	0
Dept. of Premier and Cabinet	31	3	3	0
Dept. of Primary Industries and Water	20	2	2	0
Dept. of Treasury and Finance	15	2	1	0
Tasmanian Audit Office	2	0	0	0
Port Arthur Historic Site Management Authority	1	0	0	0
Tasmanian Academy	0	0	0	0
Tasmanian Polytechnic	7	0	0	0
Tasmanian Skills Institute	1	1	0	1
The Public Trustee	2	0	0	0
TOTAL	231	35	19	6

Reporting through the Agency Survey indicated that, as at 30 June 2009 there were 231 Senior Executives employed in the State Service. Consistent with recent years, the number of vacancies filled was less than those advertised and the percentage of appointments from outside the State Service was around 25%.

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

The criteria and procedure for seeking approval are contained in Commissioner's Direction No. 1. – *Employment in the State Service*.

MERIT AND OPPORTUNITY

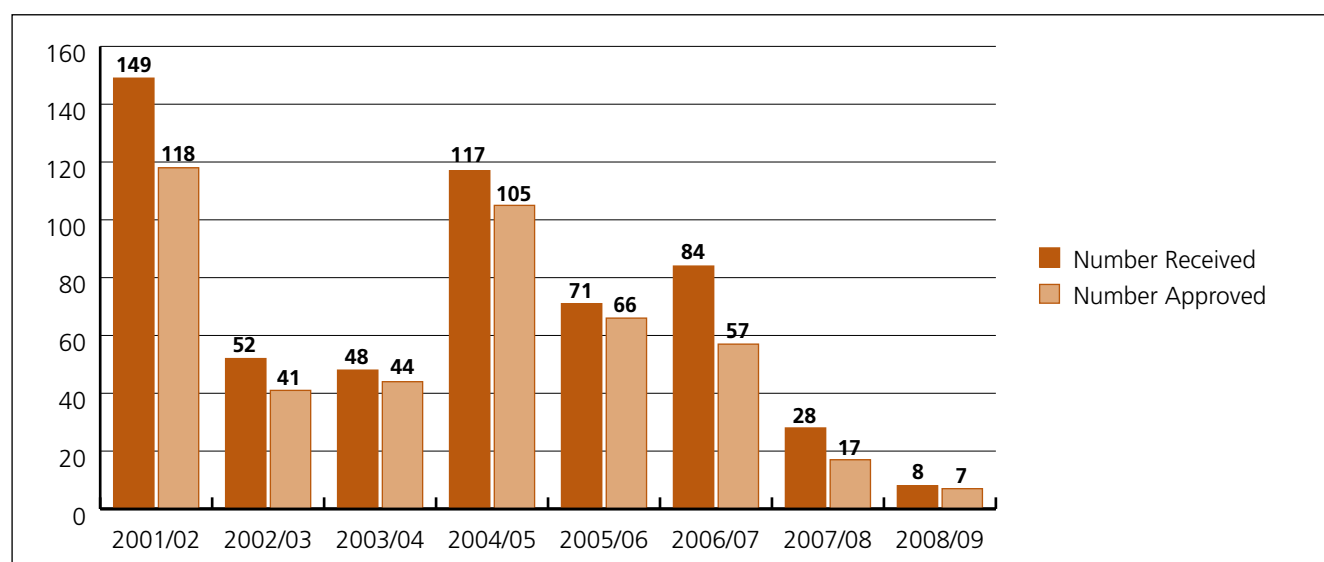
The following table provides details of requests dealt with by the Commissioner in the reporting period:

TABLE 5: Promotions without advertising, 1 July 2008 – 30 June 2009

AGENCY	B/F	Received	Approved	Not Approved	C/F
Dept of Economic Development and Tourism	-	1	-	1	-
Dept. of Environment, Parks, Heritage and the Arts	-	1	1	-	-
Dept. of Health and Human Services	-	6	6	-	-
TOTALS	-	8	7	1	-

The following table shows the trend in promotion without advertising dealt with and approved for the last 8 years:

TABLE 6: Promotions without advertising - Requests Received & Approved between, 1 July 2001 – 30 June 2009



The application of a strict test to all requests for promotion without advertising, for the existence of special circumstances sufficient to warrant promotion without advertising, continues. The continued decrease in approvals during the reporting period is a reflection of this policy. Furthermore, the majority of these approvals (six of the seven) relate to Ambulance Officers who had successfully completed the Advanced Life Support Program. Requests for promotion without advertising resulting from formal training programs such as this are considered to satisfy the special circumstances requirements of Commissioner's Direction No. 1.

Requests to change the employment status of an employee from a fixed-term employee to a permanent employee.

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. The process for dealing with requests is set down in Commissioner's Direction No. 1.

In 2008 the Commissioner agreed to a moratorium, at the request of the Premier, on the application of appropriate provisions contained in Commissioners' Direction No. 1, during which time agencies would identify those fixed-term employees who should more appropriately be appointed as permanent employees. The *Moratorium* applied from 1 January 2008 until the close of business on 30 May 2008.

Following the completion of the *Moratorium*, Commissioner's Direction No. 1. was reviewed and the provisions relating to changing an employee's employment status were amended and a revised Commissioner's Direction No. 1 was issued on 16 June 2008 with an operative date of 1 July 2008. The amended processes for dealing with requests for change of employment

MERIT AND OPPORTUNITY

status included provision to enable a fixed-term employee as well as a Head of Agency to make a request for an individual to be made permanent as outlined below:

A request may be made by the Head of Agency to change the employment status of a fixed-term employee to permanent, where an employee has been employed for 12 months or more and meets other criteria as indicated in Commissioner's Direction No. 1. Table 7 below provides statistics for the reporting period of requests made by Heads of Agency.

A request may also be made by an employee who has been employed as a fixed-term employee for a continuous period in excess of 24 months and who meets other criteria as outlined in Commissioner's Direction No. 1. Table 8 below provides statistics for the reporting period of requests made by fixed-term employees.

TABLE 7: Agency requests to change the employment status of an employee from a fixed-term employee to a permanent employee, 1 July 2008 to 30 June 2009

AGENCY	B/F	Received	Approved	Not Approved	C/F
Dept. of Education	-	168	110	-	58
Dept. of Environment, Parks, Heritage and the Arts	-	1	1	-	-
Dept. of Health and Human Services	-	22	22	-	-
Dept. of Infrastructure, Energy and Resources	-	4	4	-	-
Dept. of Primary Industries and Water	-	3	3	-	-
Dept. of Treasury and Finance	-	1	1	-	-
Tasmanian Audit Office	-	1	1	-	-
Port Arthur Historic Site Management Authority	-	1	1	-	-
TAFE Tasmania	-	1	1	-	-
Tasmanian Academy	-	1	1	-	-
Tasmanian Polytechnic	-	5	5	-	-
TOTALS	-	208	150	-	58

TABLE 8: Employee requests to change the employment status of an employee from a fixed-term employee to a permanent employee, 1 July 2008 to 30 June 2009

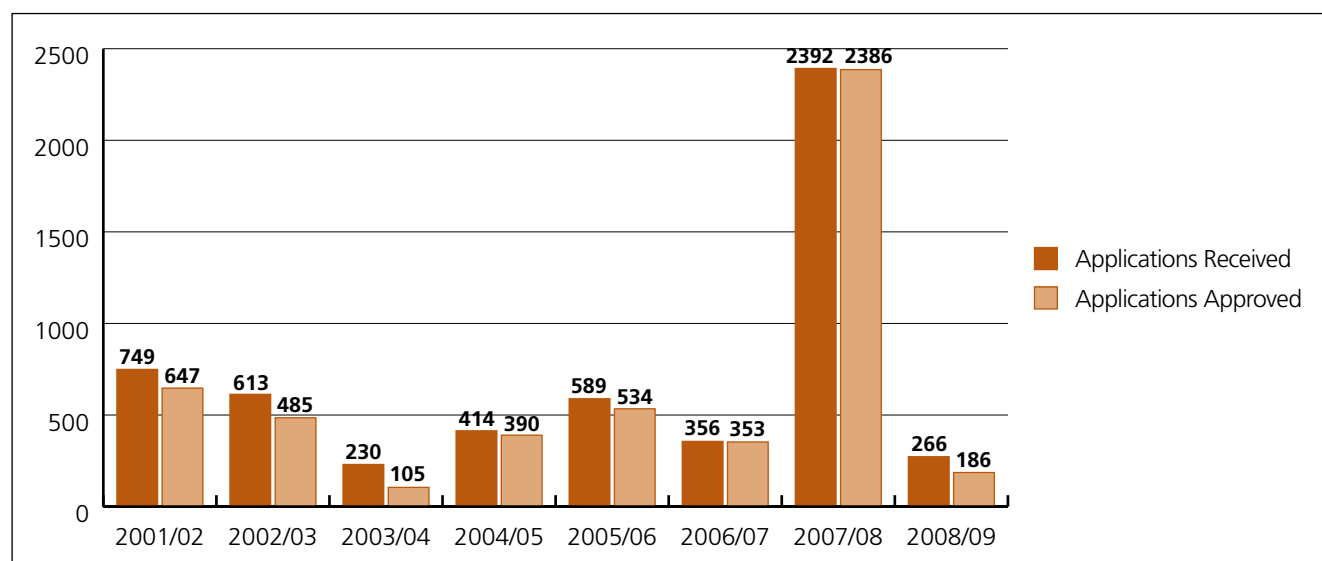
AGENCY	B/F	Received	Approved	Not Approved	C/F
Dept. of Education	-	36	25	5	6
Dept. of Health and Human Services	-	13	9	4	-
Dept. of Justice	-	2	1	1	-
Dept. of Primary Industries and Water	-	2	-	2	-
TAFE Tasmania	-	4	1	3	-
Tasmanian Polytechnic	-	1	-	-	1
TOTALS	-	58	36	15	7

The combined figures indicate that a total of 186 fixed-term employees were approved and had their employment status changed to permanent in the reporting period. Of these 186 fixed-term employees, the majority (157) were Replacement Teachers approved in accordance with Ministerial Direction No. 15 and who had completed six continuous and complete school terms of satisfactory teaching as a fixed-term employee in a school or schools.

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The following table shows the trend in applications dealt with and approvals given over the last 8 years:

TABLE 9: Change of Employment Status, 1 July 2001 – 30 June 2009



The decrease in applications dealt with this reporting period can mainly be attributed to the large number of fixed-term employees (2,223 fixed-term employees in 2007-08) having their employment status changed to permanent under the *Moratorium process*, which applied from 1 January 2008 until the close of business on 30 May 2008.

Agency based fixed-term employment registers

Agency based fixed-term employment 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 from the registers must comply with the merit requirements of the Act. Registers are posted on the Jobs website and are open at all times to potential applicants. The registers are administratively efficient for agencies and provide an opportunity for members of the community to gain fixed-term employment while ensuring a merit-based selection.

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

- graduate project officers, operational facilitators, operations and front-of-house assistants;
- administrative and clerical officer, administrative assistant, accounts/finance officer, computer systems officer, field officer, cave guide and information officers, discovery ranger, seasonal fire fighter, cleaner, laboratory technical officer, horticulturalist, food and beverage assistant, kitchen and kiosk assistant, ranger, gallery assistant, environmental officer, horticultural assistant, landscape assistant, utility officer, visitor services officer, travel consultant, survey interviewer, destination promotion guide;
- teachers, and information technology trainees;
- allied health professionals including diagnostic radiographer, dietitian, medical scientist, occupational therapist, orthotists, pharmacist, physiotherapist, podiatrist, radiation therapist, social worker, speech pathologist;
- enrolled nurse, registered nurse, disability workers;
- community service order supervisor;
- switchboard operator/telephonist, call centre operator, customer service officer, radio dispatch operator, legal officer, mechanic, communications technical officer, stores clerk, maintenance officer, support communications services, communication technician, fire equipment officer (battery replacement), appliance fabrication maintenance technician;
- voice communication officer;

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- tourism operations -bookings and ticketing officer, food and beverage assistant, retail assistant, courtesy vehicle driver;
- tour guiding - day guide, historic ghost tour guide;
- conservation and infrastructure – cleaner, general labourer, multi-skilled labourer, works assistant; and
- TAFE/Post Year 10 sessional teacher; technical employee, library technician, information technology customer support officer, participation assistant, librarian, operational employee, support services worker (cleaner, groundsperson, storesperson, residential, utility,) and kitchen hand/cafeteria assistant.

Practices, procedures and standards for establishing Agency based fixed-term employment registers were re-issued by the Secretary, Department of Premier and Cabinet, on 4 July 2008 (under delegation from the State Service Commissioner) pursuant to section 18 (1)(b) of the *State Service Act 2000*.

Whole-of-Service fixed-term employment registers

Whole-of-service fixed-term registers have been established to manage the fixed-term employment requirements in the following two particular employment categories:

- people with disabilities; and
- Aboriginal people and Torres Strait Islanders.

Priority Placement Register

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

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 No. 3 sets out the essential requisites with which Agency workplace diversity programs must comply.

At a minimum, Agency 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 Agency Survey 2009 reported that the predominant mechanisms used by agencies to communicate with employees were:

- | | |
|---|-------------|
| • from Head of Agency | 17 Agencies |
| • by senior management & branch meetings | 17 Agencies |
| • by team meetings and informal meetings | 17 Agencies |
| • by regular print and/or electronic newsletters | 17 Agencies |
| • by email | 17 Agencies |
| • by intranet | 14 Agencies |
| • through a communication plan/change management strategy | 10 Agencies |

Other mechanisms used to a lesser extent included information sessions and regular meetings with peak and representative groups and unions.

A State Service workplace that is free from discrimination and recognises and utilises the diversity of the community

Fifteen of the 17 Agencies reported that they had developed and either fully or partly implemented their Workplace Diversity Program as at 30 June 2009. The newly formed Tasmanian Polytechnic and Tasmanian Academy currently do not have a Workplace Diversity Program in place. As a Workplace Diversity Program for agencies is a legislative requirement, I expect both agencies to be able to report compliance with this provision in my next report.

EQUITY AND DIVERSITY

TABLE 10: Agency Workplace Diversity Programs, 1 July 2008 – 30 June 2009

AGENCY	Fully or Partly Implemented	Program implemented or last reviewed	Diversity Initiatives undertaken	Diversity Program lodged with OSSC
Dept. of Economic Development and Tourism	Fully	July 2005	Yes	Yes
Dept. of Education	Partly	Aug 2008	Yes	Yes
Dept. of Environment, Parks, Heritage and the Arts	Partly	April 2008	Yes	Yes
Dept. of Health and Human Services	Fully	2009	Yes	Yes
Dept. of Infrastructure, Energy and Resources	Fully	April 2008	Yes	Yes
Dept. of Justice	Fully	2007	Yes	Yes
Dept. of Police and Emergency Management	Partly	June 2008	Yes	Yes
Dept. of Premier and Cabinet	Fully	Aug 2008	Yes	Yes
Dept. of Primary Industries and Water	Fully	June 2008	Yes	Yes
Dept. of Treasury and Finance	Fully	2008/09	Yes	Yes
Tasmanian Audit Office	Partly	2008/09	Yes	No
Port Arthur Historic Site Management Authority	Partly	June 2008	Yes	Yes
TAFE Tasmania	Partly	June 2008	Yes	Yes
Tasmanian Academy	No	No	No	No
Tasmanian Polytechnic	No	No	No	No
Tasmanian Skills Institute	Partly	2009	No	No
The Public Trustee	Fully	July 2008	Yes	Yes

Of the 15 agencies that had a Workplace Diversity Program, 11 had performance indicators in place. The following mechanisms were utilised to communicate the program to Agency employees:

- internet 15 Agencies
- communication from Head of Agency 7 Agencies
- via regular print and/or electronic newsletters 7 Agencies
- through team meetings & informal meetings 7 Agencies
- via email 7 Agencies
- through senior management & branch meetings 5 Agencies

Workplace Diversity - Training Initiatives

Managers and supervisors undertook workplace training activities in 10 agencies during the reporting period, with eight agencies focusing on issues of workplace discrimination and seven agencies focusing on workplace conflict. Other training activities focused on leadership and workplace diversity generally.

This resulted in a total of 291 managers and supervisors attending workplace discrimination training and 261 attending workplace conflict training within the reporting period. In addition to these figures, 151 attended other workplace diversity related training.

EQUITY AND DIVERSITY

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. A summary of the specific workplace diversity initiatives conducted during the reporting period included:

• workplace contact officers training and maintenance	5 Agencies
• development of a disability action plan	5 Agencies
• flexible work practices/work life balance	5 Agencies
• workplace behaviour information and training sessions	4 Agencies
• recruitment from use of fixed term disability register	3 Agencies
• training delivered in workplaces	2 Agencies
• volunteer/work experience programs	2 Agencies

Other activities included in-house "stop bullying and harassment training sessions", a training program for managers and a leadership program for women.

Minimising Bullying and/or Harassment in the Workplace

Throughout the reporting period agencies have been working towards reducing the risk of bullying and/or harassment in the workplace through the following activities:

• specialist advice to managers and employees	17 Agencies
• establishing clear processes for dealing with allegations	15 Agencies
• development and implementation of specific policies	12 Agencies
• including a definition of what bullying and harassment is or is not in Agency policies	11 Agencies
• appointing Agency bullying and/or harassment officer(s)	11 Agencies
• senior management monitors to ensure incidents addressed	12 Agencies
• processes are monitored to ensure that they are being applied	11 Agencies
• training provided to managers/supervisors and employees	10 Agencies

The following table shows the anti-bullying and harassment training conducted by agencies within the reporting period.

EQUITY AND DIVERSITY

TABLE 11: Anti-Bullying and Harassment Training Conducted, 1 July 2008 – 30 June 2009

AGENCY	Managers/ Supervisors Trained 2008/09	Total Managers/ Supervisors Trained	Employees Trained 2008/09	Total Employees Trained	Contact Officers Trained 2008/09	Total Contact Officers Trained
Dept. of Economic Development and Tourism	0	84	0	0	0	9
Dept. of Education	20	120	127	240	0	0
Dept. of Environment, Parks, Heritage and the Arts	23	133	28	228	0	0
Dept. of Health and Human Services	97	244	447	633	17	111
Dept. of Infrastructure, Energy and Resources	0	63	18	114	0	12
Dept. of Justice	0	130	0	100	0	40
Dept. of Police and Emergency Management	3	92	108	248	8	8
Dept. of Premier and Cabinet	0	32	0	17	0	8
Dept. of Primary Industries and Water	23	114	7	115	2	23
Dept. of Treasury and Finance	11	73	1	6	0	4
Tasmanian Audit Office	0	11	0	25	0	0
Port Arthur Historic Site Management Authority	0	7	0	2	0	0
TAFE Tasmania	0	126	0	67	0	45
Tasmanian Academy	0	0	0	0	0	0
Tasmanian Polytechnic	0	0	0	0	0	0
Tasmanian Skills Institute	0	0	0	0	0	0
The Public Trustee	1	40	6	14	0	3
TOTALS	178	1269	742	1809	27	263

The above table indicates that most agencies are making steady progress towards the training of managers/supervisors but progress towards training employees and contact officers is still slow. However, it is pleasing to note that the Departments of Education, Health and Human Services and Police and Emergency Management have shown a marked improvement in the training of both managers/supervisors and employees.

EQUITY AND DIVERSITY

Agency senior managers who had completed anti-bullying and harassment training over the past three reporting periods are outlined in Table 12 below (senior managers are defined for this table as Band 7 and above or the equivalent):

TABLE 12: Senior Manager's Anti-Bullying and Harassment Trained, 1 July 2006 – 30 June 2009

AGENCY	Senior Managers Trained in 2006/07	Senior Managers Trained in 2007/08	Senior Managers Trained in 2008/09	Total Senior Managers Trained
Dept. of Economic Development and Tourism	65	0	0	65
Dept. of Education	100	0	14	114
Dept. of Environment, Parks, Heritage and the Arts	38	52	0	90
Dept. of Health and Human Services	42	0	0	42
Dept. of Infrastructure, Energy and Resources	7	11	26	45
Dept. of Justice	120	60	0	180
Dept. of Police and Emergency Management	64	3	0	67
Dept. of Premier and Cabinet	50	21	0	71
Dept. of Primary Industries and Water	7	94	1	102
Dept. of Treasury and Finance	50	0	3	53
Tasmanian Audit Office	11	0	0	11
Port Arthur Historic Site Management Authority	7	0	0	7
TAFE Tasmania	113	0	0	113
Tasmanian Academy	-	-	0	0
Tasmanian Polytechnic	-	-	0	0
Tasmanian Skills Institute	-	-	0	0
The Public Trustee	3	0	0	2
TOTAL	677	241	44	962

The above table indicates that service-wide a significant number of senior managers have completed anti-bullying and harassment training.

Only four agencies have undertaken training of senior managers in the reporting period, these being the Departments of Education, Infrastructure, Energy and Resources, Primary Industries and Water and Treasury and Finance.

The Department of Health and Human Services and to a lesser extent the Department of Education are yet to make significant progress.

EQUITY AND DIVERSITY

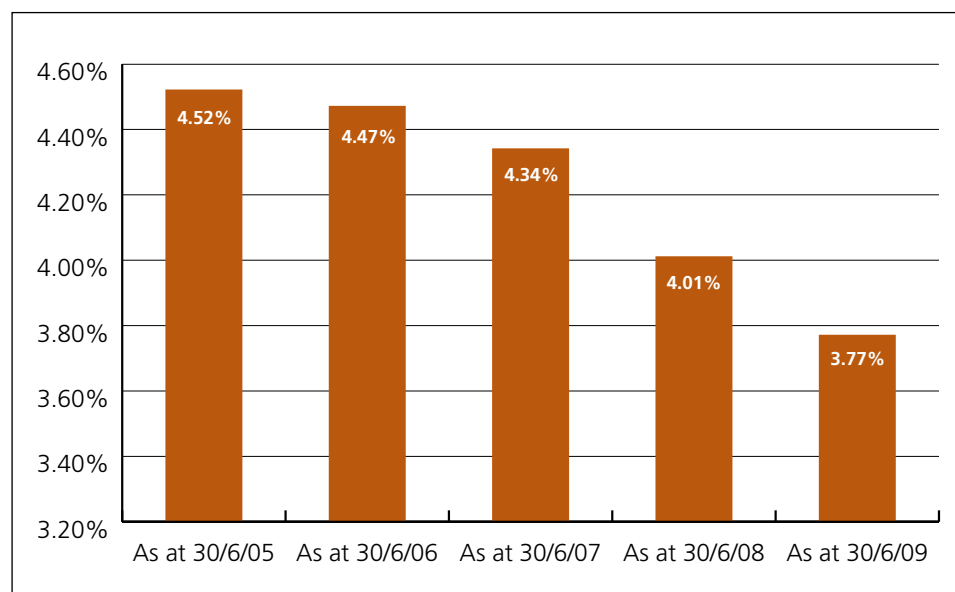
Recruitment of Young People

TABLE 13: Recruitment of Young people under 25 years of age appointed for a period of 6 months duration or longer, 1 July 2006 – 30 June 2009

AGENCY	Permanent employees recruited			Fixed-Term employees recruited			Total employees recruited		
	2006/07	2007/08	2008/09	2006/07	2007/08	2008/09	2006/07	2007/08	2008/09
Dept. of Economic Development and Tourism	1	7	6	9	10	3	10	17	9
Dept. of Education	21	15	8	124	142	67	145	157	75
Dept. of Environment, Parks, Heritage and the Arts	0	2	2	19	33	14	19	35	16
Dept. of Health and Human Services	38	34	44	118	99	118	156	133	162
Dept. of Infrastructure, Energy and Resources	7	6	7	16	13	13	23	19	20
Dept. of Justice	16	17	1	17	12	1	33	29	2
Dept. of Police and Emergency Management	14	15	5	11	5	0	25	20	5
Dept. of Premier and Cabinet	9	35	7	9	32	6	18	67	13
Dept. of Primary Industries and Water	6	19	32	26	26	20	32	45	52
Dept. of Treasury and Finance	4	5	0	3	13	2	7	18	2
Tasmanian Audit Office	0	4	0	0	5	4	0	9	4
Port Arthur Historic Site Management Authority	0	4	1	11	8	5	11	12	6
TAFE Tasmania	4	3	3	5	5	4	9	8	7
Tasmanian Academy	-	-	0	-	-	0	-	-	0
Tasmanian Polytechnic	-	-	2	-	-	3	-	-	5
Tasmanian Skills Institute	-	-	1	-	-	2	-	-	3
The Public Trustee	1	0	0	1	2	1	2	2	1
TOTAL	121	166	119	369	405	263	490	571	382

There was a decrease of 189 young people under 25 years of age recruited by agencies between the 2008 and 2009 reporting periods: 47 permanent employees and 142 fixed-term employees. This represents an overall reduction of 33.1% from those recruited in the 2008 reporting period. The most significant recruitment reductions occurred in the Department of Education and the Department of Premier and Cabinet with reductions of 82 and 54 young people respectively compared to 2007/08. However, the Department of Health and Human Services had an increase of 29 young people recruited compared with 2007/08.

TABLE 14: Percentage of Youth under 25 years of age employed in the State Service between 2005 and 2009



State Service employment statistics in the above table indicates that over the past five reporting periods the percentage of young people under 25 years of age employed in the State Service has continued to fall from 4.52% as at 30 June 2005 to 3.77% as at 30 June 2009. The ongoing employment of young people under 25 years of age in the State Service is an area of concern that agencies need to continue to address, especially given an ageing workforce.

State Service Graduate Recruits

The Agency Survey 2009 shows that four agencies appointed Administrative Trainees (Graduate Recruits) under 25 years of age during the reporting period, with a total of 25 Graduate Recruits appointed across the State Service, 7 being permanent appointments and 18 fixed-term appointments. This is a reduction of 5 compared to the 30 employed in the previous reporting period.

However, it should be noted that there may be other recent graduates appointed to the State Service that were under 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 as Teachers, Nurses, Allied Health Professionals and 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 No. 3.

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.

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.

EQUITY AND DIVERSITY

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. These 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 determines 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 one Identified and two Tagged positions under this program in the following agencies:-

Department of Education	1 Tagged
Department of Environment, Parks, Heritage and the Arts	1 Identified and 1 Tagged

In some instances, the above approvals may have replaced existing approvals. Also, the Office of Aboriginal Affairs had reviewed the records of approvals for all agencies, which has resulted in a number of out-of date approvals being deleted. Accordingly, as at the 30 June 2009, there were 69 Aboriginal Identified and 13 Aboriginal Tagged positions in the State Service. The following table provides the number and type of approval for each Agency.

TABLE 15: Aboriginal Identified and Tagged Positions as at 30 June 2009

AGENCY	Aboriginal "Identified" Positions	Aboriginal "Tagged" Positions	Totals
Dept. of Economic Development and Tourism	1	1	2
Dept. of Education	38	5	43
Dept. of Environment Parks, Heritage and the Arts	9	5	14
Dept. of Health and Human Services	8	1	9
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
Tasmania Polytechnic	5	-	5
TOTALS	69	13	82

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

The *Tasmanian Government Work Placement Program* was established in 2003 as a joint project between the Public Sector Management Office and Multicultural Tasmania.

The aim of the program is to support improved settlement and employment outcomes by helping recently-arrived migrants gain work experience in an Australian workplace in order to improve their skills, confidence and help them to develop important networks within State and Local Government agencies and organisations.

EQUITY AND DIVERSITY

It also provides the opportunity for host workplaces to promote good practice in working with people from diverse cultural and linguistic backgrounds.

Highlights of the 2008 program included an increased participation in the north of the state and participation for the first time by recently-arrived Bhutanese migrants.

While overall participant numbers were slightly less than previous years, the program continues to complement the Australian Government's Humanitarian Settlement Program for the region. Fifteen participants were placed with the following organisations:

TABLE 16: Organisations and Participants in the Work Placement Program

AGENCY	No. Participants	Placement type	Placement Division/Branch
Dept of Health and Human Services	2	Hospital Aide	Royal Hobart Hospital
Dept of Health and Human Services	1	Pathology Services	Royal Hobart Hospital
Dept of Health and Human Services	3	Hospital Aide	Nursing and Patient Care - LGH
Dept of Health and Human Services	1	Food Services	Food Services - LGH
Dept of Health and Human Services	1	House Services	House Services - LGH
Dept of Health and Human Services	1	House Services	House Services - LGH
Dept of Premier and Cabinet	1	Office Administration	Social Inclusion Unit
Dept of Premier and Cabinet	1	Computing	TMD
Dept of Primary Industries and Water	1	Laboratory	BPI/Diagnostic Services Branch/Animal Health Lab
Dept of Treasury and Finance	1	Business Development Unit	Revenue Branch & Liquor & Gaming Branch
Office of the Governor	1	Kitchen	Government House
Ravenswood Neighbourhood House	1	Community Programs	Community Development
TOTALS	15		

The following table is a summary of program participant placements by region and their place of origin:

TABLE 17: Work Placement Program placements from 1 to 12 December 2008

Place of Origin	Participants by Region		
	South	North	Total Participants
Bhutan	-	4	4
Congo	2	-	2
Liberia	-	1	1
Sierra Leone	3	2	5
Sudan	1	2	3
TOTALS	6	9	15

EQUITY AND DIVERSITY

People with Disabilities

The Tasmanian Government's *Disability Framework for Action 2005-2010* is a whole-of-government approach to policy; planning, service delivery and evaluation that seeks to remove barriers and enable people with disability to enjoy the same rights and opportunities as other Tasmanians.

The People with Disability Employment Program is a joint arrangement between the State Government and various registered Disability Employment Service Providers. The program is valuable in providing an additional entry point for recruiting people with a disability into the State Service. The program also assists Agencies to promote a work environment that better supports employees with a disability.

Other activities being managed or planned include:

- reintroducing Agency participation in the Willing and Able Mentoring (WAM) Program for University of Tasmanian students with a disability;
- training on building confidence in managing and working with people with disability;
- using a partnership network to help deliver Agency awareness sessions to provide a work environment that better supports employees with a disability;
- providing information on award-based arrangements such as the Workplace Modification Scheme and Supported Wage System; and
- developing an e-brochure for the internet promoting the benefits of the Disability Employment Program.

PERFORMANCE MANAGEMENT

PERFORMANCE MANAGEMENT

The State Service Principles incorporate a focus on managing performance and achieving results. Section 34(1)(g) requires Heads of Agencies to develop and implement systems to evaluate the performance of employees, and Commissioner's Direction No. 4, *Performance Management Systems* establishes the minimum standard for such systems.

A major project to evaluate the performance management systems of all Agencies was undertaken in 2006. The aim of that evaluation project was to measure the extent to which Agencies had complied with Section 34(1)(g) of the *State Service Act 2000*, to implement systems to evaluate the performance of employees, and in particular, Agency compliance with the minimum standards of Commissioner's Direction No. 4 – *Performance Management*.

The evaluation report on Agency Performance Management Systems was published in December 2006. The report found that 11 of the 14 Agencies complied with the legislative requirement to have a performance management system in place to evaluate the performance of all Agency employees.

The outcomes from the performance management evaluation project also formed the basis for a review of Commissioner's Direction No. 4. As a result, revised Commissioner's Direction No. 4 – *Performance Management Systems* was issued on 8 June 2007.

TABLE 18: Performance Management Systems within the State Service, 1 July 2008 – 30 June 2009

AGENCY	Performance Management System Implemented	Employees in Agency as at 30/06/09	Employees Participated in Agency 2008/09	% of Total Employees in Agency 2008/09
Dept. of Economic Development and Tourism	Fully	471	No data	No data
Dept. of Education	Partly	10,634	6840	64%
Dept. of Environment, Parks, Heritage and the Arts	Fully	738	498	67%
Dept. of Health and Human Services	Partly	11,524	No data	No data
Dept. of Infrastructure, Energy and Resources	Fully	638	537	84%
Dept. of Justice	Partly	1,129	830	74%
Dept. of Police and Emergency Management	Fully	926	145	16%
Dept. of Premier and Cabinet	Fully	398	232	58%
Dept. of Primary Industries and Water	Fully	1,119	977	71%
Dept. of Treasury and Finance	Fully	339	320	94%
Tasmanian Audit Office	Fully	38	38	100%
Port Arthur Historic Site Management Authority	Fully	120	113	94%
TAFE Tasmania (see Note 1)	Partly	Nil	No data	No data
Tasmanian Academy (see Note 1)	Under development	198	No data	No data
Tasmanian Polytechnic (see Note 1)	Under development	1,280	No data	No data
Tasmanian Skills Institute (see Note 1)	Partly	402	No data	No data
The Public Trustee	Partly	54	0	0%
TOTALS		30,008	10,530	35%

The Agency Survey indicated that as at 30 June 2009, with the exception of the newly formed Tasmanian Academy and Tasmanian Polytechnic, all agencies have a performance management system in place.

The above table shows the extent to which Agency performance management systems have been implemented. Of the fifteen agencies with a performance management system in place, nine agencies have their system fully implemented and six agencies are partly implemented. Fourteen agencies have lodged copies of their performance management systems with this Office.

PERFORMANCE MANAGEMENT

TABLE 19: Performance Management Familiarisation and Supervisor Training

AGENCY	Familiarisation Training				Supervisor Training			
	2005/06	2006/07	2007/08	2008/09	2005/06	2006/07	2007/08	2008/09
Dept. of Economic Development and Tourism	199	0	70	0	No data	0	0	0
Dept. of Education	No data	40	113	6211	No data	0	27	870
Dept. of Environment, Parks, Heritage and the Arts	No data	131	0	0	No data	19	102	15
Dept. of Health and Human Services	No data	80	0	430	No data	80	559	430
Dept. of Infrastructure, Energy and Resources	266	32	35	69	16	9	7	0
Dept. of Justice	100	260	360	0	50	96	100	0
Dept. of Police and Emergency Management	110	0	290	13	45	0	No data	0
Dept. of Premier and Cabinet	0	0	0	7	12	0	0	0
Dept. of Primary Industries and Water	131	354	70	48	19	229	41	24
Dept. of Treasury and Finance	14	0	33	15	14	0	14	14
Tasmanian Audit Office	0	10	42	43	0	2	14	0
Port Arthur Historic Site Management Authority	109	0	0	40	29	0	0	0
TAFE Tasmania	No data	0	0	0	No data	0	0	0
Tasmanian Academy	-	-	-	0	-	-	-	0
Tasmanian Polytechnic	-	-	-	0	-	-	-	0
Tasmanian Skills Institute	-	-	-	0	-	-	-	0
The Public Trustee	50	46	8	7	10	0	3	0
TOTALS	979	953	1021	6883	195	435	867	1353

The information provided in the above table indicates that all Agencies except TAFE have provided some level of familiarisation training for employees, and supervisor training for the conduct of performance management reviews, in recent years.

In the reporting period, 10 Agencies conducted performance management employee familiarisation training and five Agencies conducted supervisors training in relation to dealing with employee's performance management. The Departments of Education and Health and Human Services undertook significant training of employees and supervisors during the current reporting period consistent with the comparatively recent introduction of performance management systems in their Agencies.

PERFORMANCE MANAGEMENT

The specific Agency training provided for managers/supervisors is outlined below:

• managing people effectively	9 Agencies
• the performance management process	7 Agencies
• managing feedback & poor performance	7 Agencies
• communication and mediation skills	7 Agencies
• conflict management & effective communication training	7 Agencies
• workplace behaviour training	7 Agencies
• principles of effective leaders to support good performance	6 Agencies
• giving and receiving feedback for competency based training	4 Agencies
• understanding management & industrial relations	3 Agencies

Other training provided to a lesser extent included tailored operational management, ethics, leadership and anti bullying and harassment training.

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

• acknowledged through awards or in newsletters etc	13 Agencies
• through the performance management process	12 Agencies
• by recognition from Agency managers	11 Agencies
• through the values system in an informal manner	9 Agencies
• with Agency opportunities outside their current workplace	6 Agencies
• by training provided to managers	5 Agencies
• through a reward & recognition program	3 Agencies

Other methods utilised to a lesser extent included formal recognition by senior management, staff meetings, and individual recognition by the Head of Agency, Chief Executive Officer or Board.

Thirteen agencies provided managers/supervisors with access to training in relation to dealing with employees whose work performance or workplace behaviour was inadequate. Agencies reported that these issues were handled in the following ways:

• with specialist advice from the human resource area or external providers	17 Agencies
• through the Agency's performance management system	14 Agencies
• delegated to agency managers for appropriate attention	12 Agencies
• supporting information & guidelines on the intranet	12 Agencies
• the Agency has a specific policy	10 Agencies
• by managers provided with appropriate training	8 Agencies

LEADERSHIP AND DEVELOPMENT

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.

TABLE 20: Structured Agency Leadership Development Programs, 1 July 2008 – 30 June 2009

AGENCY	Leadership Program in place	Implemented or last reviewed	Number of Participants	Where is the training targeted
Dept. of Economic Development and Tourism	Yes	May 2008	80	Senior & Middle Managers High potential employees
Dept. of Education	Yes	No data	No data	(Refer Note 1. below)
Dept. of Environment, Parks, Heritage and the Arts	Yes	June 2008	15	Senior & Middle Managers
Dept. of Health and Human Services	Yes	August 2008	60	Middle Managers
Dept. of Infrastructure, Energy and Resources	Yes	October 2008	72	Senior & Middle Managers
Dept. of Justice	Yes	2007	40	All employees
Dept. of Police and Emergency Management	No	No data	25	All employees
Dept. of Premier and Cabinet	Yes	March 2009	22	Senior Managers
Dept. of Primary Industries and Water	Yes	December 2008	0	No data
Dept. of Treasury and Finance	Yes	2008	22	Senior & Middle Managers
Tasmanian Audit Office	Yes	No data	No data	No data
Port Arthur Historic Site Management Authority	No	No data	1	No data
TAFE Tasmania	Yes	Oct 2006	0	No data
Tasmanian Skills Institute	No	No data	No data	No data
Tasmanian Academy	No	No data	No data	No data
Tasmanian Polytechnic	No	No data	No data	No data
The Public Trustee	Yes	2008	4	Senior & Middle Managers
TOTAL			341	

Note 1. The Department of Education reported that as the Agency is a large, highly decentralised organisation, focussed on ongoing learning for all, a range of leadership development programs and opportunities for aspirant leaders are provided through and by various divisions; EG Learning Services provide a program for emergent school leaders, while a number of corporate business units have developed programs specific to their employee needs. As a result the Department does not have one system wide leadership development program.

The table above shows that 12 of the 17 agencies have a structured leadership development program in place, with the majority of these programs catering for senior and middle managers. However, five agencies have reported that a structured leadership program is not currently in place, with three being the newly formed agencies. Training generally focused on leadership development for middle managers, leadership extension and communication workshops or programs, leadership coaching and mentoring, coaching workshops and corporate management team development.

It was noted from the Agency returns that the number of participants under structured leadership development programs across agencies has declined significantly when compared to the previous reporting period, from 1 028 in 2007/08 to 341 participants in 2008/09.

LEADERSHIP AND DEVELOPMENT

Employee Training and Development

TABLE 21: Structured Employee Training and Development Programs, 1 July 2008 – 30 June 2009

AGENCY	Employee Program Delivered	Number of Participants	Where is the training targeted
Dept. of Economic Development and Tourism	No data	No data	
Dept. of Education	No data	No data	(Refer Note 1. below)
Dept. of Environment, Parks, Heritage and the Arts	Yes	313	Middle Managers, Graduates, All employees
Dept. of Health and Human Services	No data	No data	
Dept. of Infrastructure, Energy and Resources	No data	No data	
Dept. of Justice	No data	No data	
Dept. of Police and Emergency Management	Yes	92	Senior & Middle Managers High potential employees, All employees
Dept. of Premier and Cabinet	Yes	14	Senior Managers
Dept. of Primary Industries and Water	No data	No data	
Dept. of Treasury and Finance	Yes	277	Senior & Middle Managers High potential employees, Graduates, All employees
Tasmanian Audit Office	No		
Port Arthur Historic Site Management Authority	No	0	
TAFE Tasmania	No	0	
Tasmanian Academy	No	0	
Tasmanian Polytechnic	No	0	
Tasmanian Skills Institute	No	0	
The Public Trustee	Yes	51	Senior & Middle Managers All employees
TOTAL		747	

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.

The table above indicates that there are a significant number of agencies without a structured employee training development program. In addition, all 17 agencies reported that they did not have a training program in place for human resource personnel, which has been the situation over the past four reporting periods.

It must continue to be emphasised that well trained employees and good human resource management is fundamental to achieving organisational goals. Given that responsibility for this function rests with individual agencies, I firmly believe every agency would receive considerable benefit from the development and implementation of structured training programs for all employees and those working in their human resources area. A State Service wide structured training program for human resource personnel may be a more effective way to implement this type of structured training program to meet that particular need.

LEADERSHIP AND DEVELOPMENT

Secondment Arrangements

During the reporting period, there were no secondments into agencies from outside the State Service under section 46(1) (a) of the Act and 40 employees participated in secondment arrangements to external organisations under section 46(1) (b).

Of the 40 employees seconded under section 46(1) (b) of the Act, the Commissioner entered into 34 secondment arrangements and the Chief of Staff of the Premier's Office, under delegation from the Commissioner, entered into six secondment arrangements to positions within Ministerial and Parliamentary Offices.

TABLE 20: Secondment Arrangements, 1 July 2008 – 30 June 2009

AGENCY	No of Employees Seconded outside the State Service	No of Employees Seconded into the State Service
Dept. of Economic Development and Tourism	3	0
Dept. of Education	12	0
Dept. of Environment, Parks, Heritage and the Arts	0	0
Dept. of Health and Human Services	3	0
Dept. of Infrastructure, Energy and Resources	1	0
Dept. of Justice	4	0
Dept. of Police and Emergency Management	1	0
Dept. of Premier and Cabinet	1	0
Dept. of Primary Industries and Water	14	0
Dept. of Treasury and Finance	1	0
Tasmanian Audit Office	0	0
Port Arthur Historic Site Management Authority	0	0
TAFE Tasmania	0	0
Tasmanian Academy	0	0
Tasmanian Polytechnic	0	0
Tasmanian Skills Institute	0	0
The Public Trustee	0	0
TOTALS	40	0

Note: There has been a substantial decline in the number of secondment arrangement made this reporting period. This is due to 386 employees from the Department of Health and Human Services being seconded in 2007/08 to the Australian Government Department of Health & Ageing as a result of the Commonwealth taking over the running of the Mersey Hospital. This has since been reversed with the return of the hospital to State Government administration.

The Training Consortium

The Training Consortium (TTC) is part of the Public Sector Management Office. TTC brokers and co-ordinates a wide range of training and development services to provide learning and development programs and events throughout Tasmania for its member organisations. The Consortium was established in 1998 and has grown from its initial four member organisations to 21, including Agencies from the Tasmanian State Service, the Australian Public Service, Local Government, Government Business Enterprises, private organisations and the University of Tasmania.

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

LEADERSHIP AND DEVELOPMENT

The TTC has established a number of working relationships in order to enhance the range and quality of training activities offered to its member organisations. A Memorandum of Understanding has been established with the Australian Public Service Commission, which further enhances the variety and scope of the leadership and general training opportunities coordinated by TTC.

Current TTC Member Organisations are: Australian Antarctic Division; Aurora Energy; Centrelink Tasmania; Departments of Economic Development and Tourism, Education, Health and Human Services; Infrastructure Energy and Resources; Justice, Police and Emergency Management, Premier and Cabinet, Primary Industries and Water, Environment, Parks, Heritage and the Arts, Treasury and Finance; Local Government Association of Tasmania; Tasmanian Academy; Tasmanian Audit Office; Tasmanian Polytechnic; Tasmanian Skills Institute; The Federal Group; Transend Networks and the University of Tasmania.

Leadership Speakers

Speakers for TTC's popular "Leadership in Action" series over the past year have included:

- Julie Sloan (Australia) – workforce planning
- Dr Doug McKenzie-Mohr (Canada) – environmental leadership / sustainable behaviour change
- Professor James Lingle (US) - 2008-09 Fulbright ANU Distinguished Chair in American Political Science
- John Toomey (Australia) – health and wellbeing / men's health
- John Smyrk (Australia) – project management leadership
- Dr Don Lenihan (Canada) – public policy / public engagement
- Alistair Mant (UK / Australia) – systems thinking

Public Sector Management Program

The TTC co-ordinates the Public Sector Management (PSM) Program in Tasmania. The PSM Program is a joint Commonwealth/State/Territory venture accredited at Postgraduate Certificate level through Flinders University, South Australia. It is targeted at middle managers in State, Commonwealth and Local Government sectors and takes some 18 months to complete. Twenty-five participants graduated in July 2008 and a new Program commenced in September 2008 with 29 participants. Participants from this intake will graduate in July 2010.

Introduction to the Public Sector Program

This innovative series of information workshops have been specifically designed for new employees to the Public Sector to complement their organisation's own induction process. The information sessions 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 once during the year.

Programs

The TTC regularly introduces new training programs to meet special needs, emerging trends and to address new knowledge and skill requirements. Some of the new and more popular development areas covered during the year include:

- Writing for Government;
- Managing Policy;
- Project Management;
- Creating a Sustainable Workplace;
- Computer Training (various workshops); and
- Developing a Mentoring Relationship.

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 Agency Survey 2009 returns indicated that 11 Agencies provided managers/supervisors and employees with information and/or training about potential conflicts of interest and how to avoid them. With the exception of the two newly formed agencies, all agencies have guidelines in place for employees concerning the issue of receiving gifts and benefits. All Agencies embarked on activities to make their employees aware of these guidelines. These activities included:

- | | |
|---|-------------|
| • providing information on the intranet | 15 Agencies |
| • a gifts and benefits policy | 15 Agencies |
| • communication by email, face to face discussions with employees | 10 Agencies |
| • provision of an agency induction program/employee handbook | 8 Agencies |
| • provision of periodic reminders to employees | 4 Agencies |
| • team meetings | 3 Agencies |

Others activities undertaken to a lesser extent included team meetings and signed annual declarations.

All Agencies have internet and email usage guidelines and informed employees of them through:

- | | |
|--|-------------|
| • induction programs and the employee handbook | 15 Agencies |
| • publication on the internet | 14 Agencies |
| • when logging onto the computer | 10 Agencies |
| • periodic reminders | 4 Agencies |
| • Statements of duty | 2 Agencies |

Other methods used to a lesser extent were signed annual declarations and internal emails.

Ensuring accountability to Government

The Agency Survey 2009 reported that 16 agencies provided employees with information about Government priorities relevant to their workplace. The methods used to disseminate this information were:

- | | |
|---|-------------|
| • business/budget planning processes | 13 Agencies |
| • performance management processes | 10 Agencies |
| • by managers/supervisors/team meetings | 13 Agencies |
| • internal newsletters and e-bulletins | 16 Agencies |
| • by the agency intranet | 9 Agencies |

Other methods used to a lesser extent included through the Agency corporate plan and executive meeting minutes.

ETHICS AND ACCOUNTABILITY

Agency Customer Service Charters and customer service strategies

The Agency Survey 2009 indicated that 12 of the 17 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 processes	13 Agencies
• business planning processes	9 Agencies
• team meetings	8 Agencies
• internal newsletters and e-bulletins	7 Agencies
• face to face information sessions	4 Agencies
• performance management processes	4 Agencies
• customer service reports	4 Agencies
• agency intranet	2 Agencies

Mechanisms used by agencies to ensure that the general public is aware of their Agency Customer Service Charter/customer service strategy include:

• promotion through the agency intranet	12 Agencies
• direct feedback from clients	11 Agencies
• through the business planning process	10 Agencies
• promotion at the venues where services are provided	9 Agencies
• through newsletters and other publications	6 Agencies
• information leaflets and feedback mechanisms as part of the service transaction	5 Agencies

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:

• by telephone contact	14 Agencies
• through face to face discussions with clients	13 Agencies
• through internet feedback forms	12 Agencies
• through client surveys	11 Agencies
• by dedicated customer service emails	10 Agencies
• through hard copy forms	9 Agencies

A FAIR, FLEXIBLE, SAFE AND REWARDING WORKPLACE

PROVIDING A FAIR, FLEXIBLE, SAFE AND 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 Agency Survey 2009 returns reported that all agencies have an Occupational Health and Safety (OH&S) policy in place. Sixteen agencies have a documented Incident and Injury Reporting System and Hazard Reporting System and 15 agencies reported undertaking risk assessing activities/jobs/tasks. However, only 12 agencies included risk management as part of the business planning process.

Twelve of the 17 agencies also have a documented OH&S management system in place and 10 agencies provide employees with appropriate training relevant to their duties and responsibilities.

TABLE 21: Occupational Health and Safety (OH&S) Training completed, 1 July 2008 – 30 June 2009

AGENCY	Responsible Officer Training		Manager/Supervisor Training		Employee OH&S Training		Employee Safety Representative Training	
	2008/09	Total Trained	2008/09	Total Trained	2008/09	Total Trained	2008/09	Total Trained
Dept. of Economic Development and Tourism	0	12	0	0	0	0	0	24
Dept. of Education	0	100	0	0	0	800	0	126
Dept. of Environment, Parks, Heritage and the Arts	6	25	26	247	30	481	0	0
Dept. of Health and Human Services	45	48	300	315	0	394	0	250
Dept. of Infrastructure, Energy and Resources	1	12	33	92	76	203	0	0
Dept. of Justice	No data	No data	No data	No data	No data	No data	0	13
Dept. of Police and Emergency Management	0	25	112	338	356	1179	0	36
Dept. of Premier and Cabinet	0	5	0	2	0	123	5	14
Dept. of Primary Industries and Water	0	8	58	219	85	101	No data	No data
Dept. of Treasury and Finance	0	3	21	72	18	76	2	15
Tasmanian Audit Office	0	2	0	10	0	25	0	2
Port Arthur Historic Site Management Authority	1	1	19	54	63	164	0	4
TAFE Tasmania	0	9	0	118	0	404	0	40
Tasmanian Skills Institute	3	4	0	0	0	0	0	0
Tasmanian Academy	0	0	0	0	0	0	0	0
Tasmanian Polytechnic	0	0	0	0	0	0	0	0
The Public Trustee	1	9	0	2	5	5	12	12
TOTALS	57	263	569	1469	633	3955	19	536

A FAIR, FLEXIBLE, SAFE AND REWARDING WORKPLACE

Flexible working arrangements

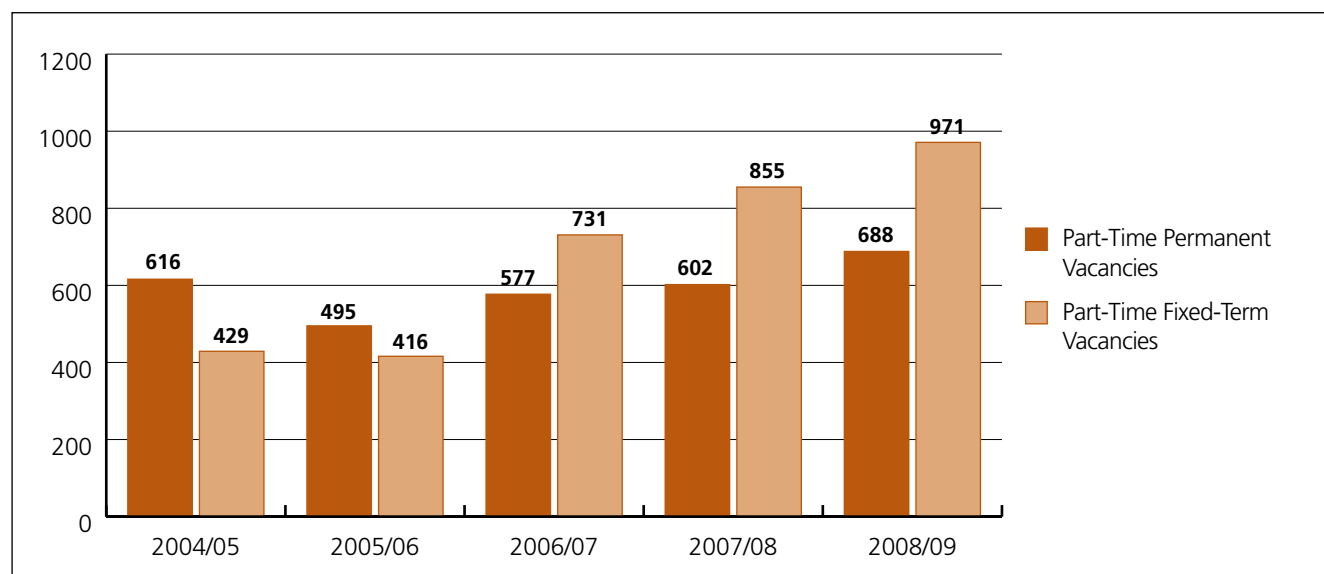
Results of the Agency Survey 2009 indicated that nearly all agencies have continued to utilise flexible working arrangements when filling vacancies. All 17 agencies indicated that employees in their Agency have access to flexible hours of work.

Five agencies put in place new flexible working arrangements during the reporting period. These included; flexible working practices being actively promoted; State Service Award - Workplace Flexibility Arrangements and phased-in retirement.

Seven agencies stated that they had a policy that covered employees working from home on occasions. However, agencies did not collect working from home statistical information.

The number of part-time vacancies available in the State Service is an indicator of employment flexibility. The following table shows the number of part-time vacancies advertised over the last five reporting periods.

TABLE 22: Part-Time Permanent and Fixed-Term Vacancies Advertised, 1 July 2004 – 30 June 2009

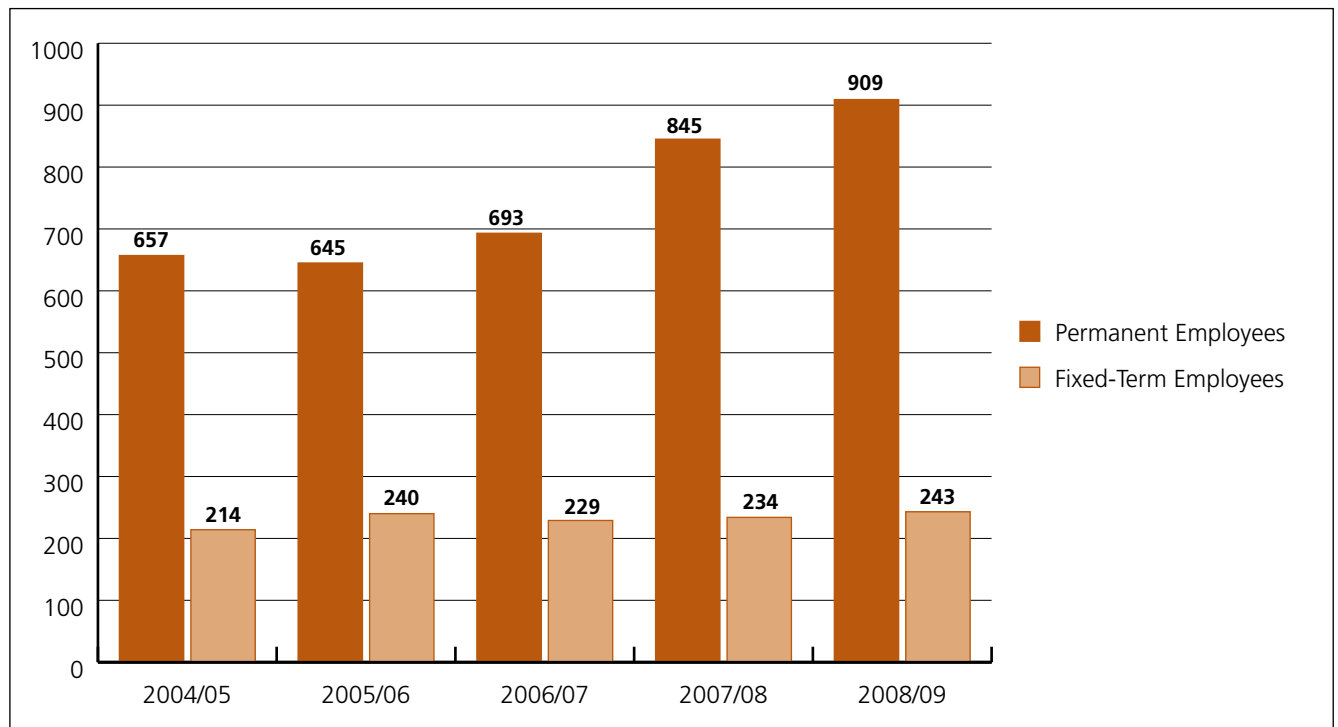


Note: The 2008/09 statistics include 14 permanent and 17 fixed-term vacancies that were advertised in the reporting period with the flexibility to be undertaken either on a part-time or full-time basis.

The number of part-time permanent vacancies advertised continues to trend upwards, with an increase of 86 or 14.3% over 2007/08. Part-time fixed-term vacancies followed the same trend recording an increase of 116 or 13.6% over 2007/08.

A FAIR, FLEXIBLE, SAFE AND REWARDING WORKPLACE

TABLE 23: Permanent & Fixed-Term Employees Changing to Part-Time Employment, 1 July 2004 – 30 June 2009



The statistics in the table above shows an increase of 73 employees (64 permanent and 9 fixed-term) taking up the option to change to part-time employment, compared with the previous reporting period. Whilst the number of fixed-term employees changing to part-time employment has remained constant, there has been a steady increase in the number of permanent employees taking up this option.

Other Flexible Work Options Utilised

Other flexible work options and the number of employees seeking to take advantage of these options are included in the table below:

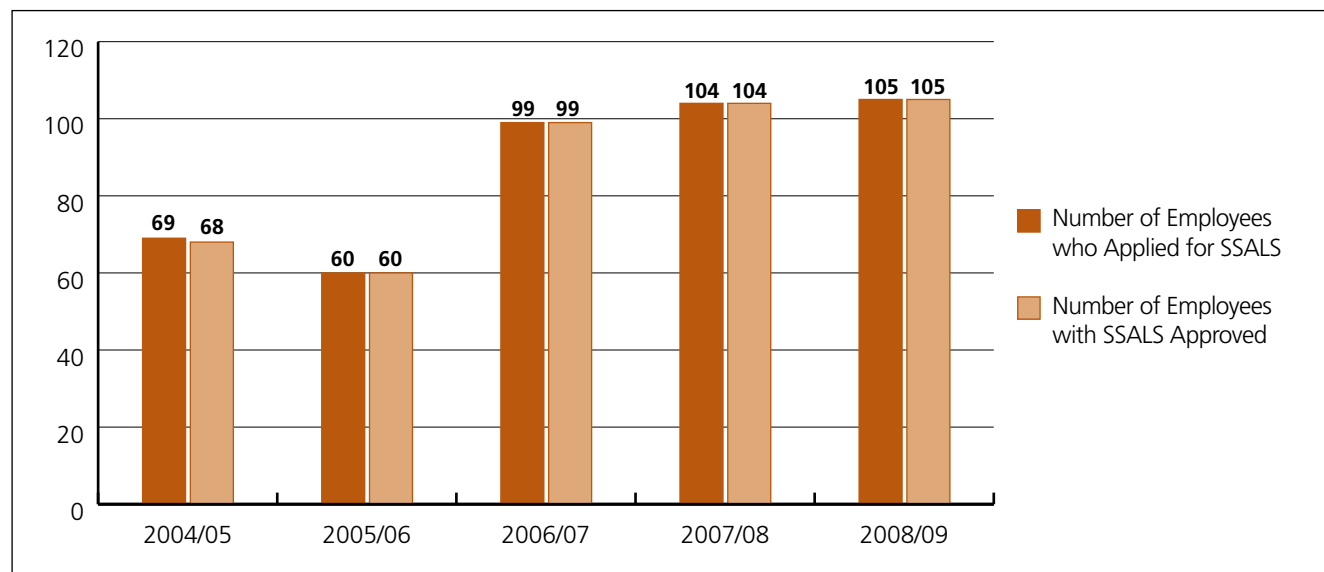
TABLE 24: Utilisation of Flexible Work Practices, 1 July 2007 – 30 June 2009

	No. of Employees in 2007/08	No. of Employees in 2008/09
Employees earning the equivalent of \$81,000 pa or more working part-time:	527	651
Employees who took paid maternity leave	559	605
Employees who took paid adoption leave	7	2
Employees who took unpaid maternity or parental leave	269	315

Another flexible work option is the State Service Accumulated Leave Scheme (SSALS) which allows employees to in effect 'buy' extra leave over an agreed period of time by working their normal hours at a reduced rate. This allows employees to 'bank' or 'buy' extra days of leave, which are then taken at an agreed time.

A FAIR, FLEXIBLE, SAFE AND REWARDING WORKPLACE

TABLE 25 State Service Accumulated Leave Scheme (SSALS) Applications and Approvals, 1 July 2004 - 30 June 2009



The above table indicates that there has been a consistent increase in SSALS applications from employees interested in taking up the flexible working option of SSALS over the past three reporting periods. It is noted that over the past four reporting periods there has been a 100% approval of all employee applications to participate in the SSALS.

This brings the total number of employees participating in SSALS as at 30 June 2009 to 178, made up of 169 permanent and nine fixed-term employees. Of the total participants there were 24 permanent and six fixed-term employees earning the equivalent \$81 000 pa or more.

Results of the Agency Survey 2009 reported that all agencies required their managers/supervisors to consider work/life balance issues in the workplace generally using the following types of strategies:

- part-time working arrangements and policies
- performance management discussions
- flexible working hours
- working from home
- branch planning process - 'resource assessment and management'
- leave without pay
- monitor leave balances
- adequate resource levels for ongoing projects
- phased in retirement
- agreed time off in lieu
- SSALS
- part of business planning process to consider team and individuals
- work planning, e.g. rosters
- job sharing

A FAIR, FLEXIBLE, SAFE AND 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 26: Employees accessing Agency Internal Grievance Resolution Systems, 1 July 2005 – 30 June 2009

AGENCY	Grievance System last reviewed	Employees accessing the System 2005/06	Employees accessing the System 2006/07	Employees accessing the System 2007/08	Employees accessing the System 2008/09
Dept. of Economic Development and Tourism	2005	1	2	3	0
Dept. of Education	2007	14	27	11	18
Dept. of Environment, Parks, Heritage and the Arts	Mar 2008	1	1	2	0
Dept. of Health and Human Services	2008	68	38	28	48
Dept. of Infrastructure, Energy and Resources	Jan 2005	3	2	0	2
Dept. of Justice	2007	20	15	10	2
Dept. of Police and Emergency Management	2006	17	18	19	9
Dept. of Premier and Cabinet	April 2006	1	0	0	1
Dept. of Primary Industries and Water	Jan 2009	20	25	23	10
Dept. of Treasury and Finance	2003	0	0	0	0
Tasmanian Audit Office	2007	1	1	1	1
Port Arthur Historic Site Management Authority	Nov 2008	1	2	0	1
TAFE Tasmania	2008	0	0	10	3
Tasmanian Academy	Under development	-	-	-	0
Tasmanian Polytechnic	Under development	-	-	-	6
Tasmanian Skills Institute	Under development	-	-	-	7
The Public Trustee	July 2007	0	0	0	5
TOTALS		147	131	107	113

Agency Survey 2009 results indicated that all agencies, with the exception of the three new agencies, had: an internal grievance system in place; had lodged a current copy of their system with the Commissioner; and had processes in place to assist employees to resolve grievances informally.

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:

- by publishing on the agency intranet 14 Agencies
- through the induction process 12 Agencies
- through face-to-face information sessions with employees 5 Agencies
- by publishing in agency newsletters and bulletins 4 Agencies
- by managers regular meetings 4 Agencies

Survey responses further indicated that the majority of employees were provided with information or accessed information on their agency's internal grievance resolution system, either through their human resources area, via the internet or through their agency's contact officer.

A FAIR, FLEXIBLE, SAFE AND REWARDING WORKPLACE

TABLE 27: Type and number of issues addressed through Agency's Internal Grievance Resolution Processes, 1 July 2005 – 30 June 2009

Type of Grievance	2005/06 Grievances		2006/07 Grievances		2007/08 Grievances		2008/09 Grievances	
	Number	% of Total	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)	12	6%	1	1%	5	4.5%	1	0.9%
Work Performance	34	18%	13	11%	12	11%	12	10.6%
Bullying and/or Harassment (See Note 1)	100	54%	62	48%	42	39%	21	18.6%
Discrimination	11	6%	4	3%	3	3%	9	8.0%
Re-assignment/Transfers	1	1%	4	3%	2	2%	2	1.8%
Management Decisions	6	3%	21	16%	19	18%	23	20.4%
Misconduct (See Note 2)	-	-	-	-	17	16%	18	15.9%
Work/life balance	1	1%	0	0%	2	2%	4	3.5%
Employee conflict(See Note 3)	-	-	-	-	-	-	20	17.7%
Other:	20	11%	26	18%	5	4.5%	3	2.6%
TOTALS	185		131		107		113	

Note: 1. The number of grievances in the 2005/06 reporting period includes 23 grievances from one employee.
 2. The misconduct grievance category was introduced in the 2007/08 reporting period.
 3. The employee conflict category was introduced in the current reporting period.

Agencies have reported that issues related to management decisions represented the greatest number of grievances with 23 lodged, slightly higher than the 19 in the previous reporting period.

Grievance matters relating to bullying and/or harassment recorded a significant decline from 42 in 2007/08 to 21 in the current reporting period. This is a decrease of 21 grievances, a 50% reduction from the previous reporting period.

In addition agencies reported that, of the 21 instances of bullying and/or harassment, 12 were resolved through internal grievance processes, with nine currently not resolved or pending resolution. No instances of bullying and/or harassment were taken to organisations outside the Agency.

TABLE 28: Resolution of grievances within Agencies, 1 July 2004 – 30 June 2009

OUTCOME	2004/2005		2005/2006		2006/2007		2007/2008		2008/2009	
	No.	% Total	No.	% Total	No.	% Total	No.	% Total	No.	% Total
Satisfactorily resolved	49	59%	102	56%	76	61%	64	60%	85	75%
Withdrawn	7	8%	10	6%	7	5%	10	9%	1	1%
Still pending	23	28%	61	33%	41	32%	29	27%	22	20%
Not resolved	4	5%	9	5%	3	2%	4	4%	5	4%
TOTALS	83		182		127		107		113	

Note: The number of grievances in 2005/06 includes 23 grievances from one employee and the Department of Health and Human Services did not maintain a record of the number or nature of internal grievances prior to the 2005/06 reporting period.

A FAIR, FLEXIBLE, SAFE AND REWARDING WORKPLACE

Self-reporting by agencies indicates that the large majority of grievance matters are satisfactorily resolved through internal grievance resolution procedures.

In addition to the above, the number of grievance matters taken outside an agency's internal grievance process is outlined below:

TABLE 29: Grievance matters taken to outside organisations, 1 July 2006 – 30 June 2009

External organisations where grievances were lodged	No. of External Grievances		
	2006/07	2007/08	2008/09
Ombudsman	1	4	7
Anti-Discrimination Commissioner	10	9	12
Human Rights and Equal Opportunities Commission	0	1	0
State Service Commissioner [section 50(1)(b)] (see note 1 below)	66	80	51
Tasmanian Industrial Commission	0	19	24
Other Industrial Tribunals	8	2	3
Other	3	0	1
TOTALS	89	115	98

The statistics in the above table indicate that there was a significant reduction of 29 section 50(1)(b) matters taken to the Office of the State Service Commissioner in the reporting period, partly offset by an increase of five matters taken to the Tasmanian Industrial Commission and three each to the Ombudsman and Anti-Discrimination Commissioner.

It should be noted that 45 of the matters taken to the Office of the State Service Commissioner in 2007/08 were directly related to the *Moratorium* in connection with requests for change in employment status from fixed-term to permanent.

A FAIR, FLEXIBLE, SAFE AND REWARDING WORKPLACE

The following table provides information on the number of contact officers and managers/supervisors who received training in agency internal grievance resolution systems during the reporting period.

TABLE 30: Contact Officer - Manager/Supervisor Training Agency Internal Grievance Resolution Systems, 1 July 2007 – 30 June 2009

AGENCY	Contact Officer Training			Manager/Supervisor Training		
	Total Trained 2007/08	Total Trained 2008/09	Total Trained as at 30/6/09	Total Trained 2007/08	Total Trained 2008/09	Total Trained as at 30/6/09
Dept. of Economic Development and Tourism	0	0	9	0	0	0
Dept. of Education	0	0	0	0	0	0
Dept. of Environment, Parks, Heritage and the Arts	0	0	0	113	0	113
Dept. of Health and Human Services	28	17	45	135	97	232
Dept. of Infrastructure, Energy and Resources	0	0	0	0	0	0
Dept. of Justice	40	0	40	60	0	60
Dept. of Police and Emergency Management	0	2	24	41	1	41
Dept. of Premier and Cabinet	0	0	14	0	0	14
Dept. of Primary Industries and Water	3	0	22	0	0	0
Dept. of Treasury and Finance	0	0	4	0	0	0
Tasmanian Audit Office	0	0	0	0	0	0
Port Arthur Historic Site Management Authority	0	0	0	0	0	0
TAFE Tasmania	35	0	35	10	0	10
Tasmanian Academy	-	0	0	-	0	0
Tasmanian Polytechnic	-	0	0	-	0	0
Tasmanian Skills Institute	-	0	0	-	0	0
The Public Trustee	0	2	5	0	1	8
TOTALS	106	21	198	359	99	478

The information in the above table shows that only a small number of agencies conducted training in the reporting period, with the Department of Health and Human Services doing the majority of this training. However, as this is the second year that these statistics have been collected, the table does not reflect training that may have occurred in agencies in previous years.

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. In determining a review, 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 31: Selection Reviews (section 50(1)(a) of the Act), 1 July 2008 – 30 June 2009

AGENCY	B/F	Received	Granted	Not Granted	Resolved	Withdrawn	C/F
Dept. of Education	1	7	1	5	1	-	1
Dept. of Environment, Parks, Heritage and the Arts	-	1	-	-	1	-	-
Dept. of Health and Human Services	-	14	-	4	6	1	3
Dept. of Infrastructure Energy and Resources	-	1	-	-	1	-	-
Dept. of Justice	-	9	-	-	9	-	-
Dept. of Primary Industries and Water	-	1	1	-	-	-	-
Dept. of Treasury and Finance	-	1	-	1	-	-	-
TAFE Tasmania	-	1	-	1	-	-	-
Tasmanian Skills Institute	-	1	-	-	1	-	-
TOTALS	1	36	2	11	19	1	4

The above table shows that a high percentage of selection reviews dealt with during the reporting period were resolved through conciliation. It is noted that there was a significant reduction in the number of selection reviews lodged this reporting period: 36 compared to 101. However, the figures for 2007/08 include two applicants lodging 19 reviews each against similar vacancies advertised at the same time.

For those Selection Reviews finalised this reporting period, the figures show:

Granted	6.06%
Not Granted	33.33%
Resolved or withdrawn	60.61%

COMMISSIONER'S REVIEWS

TABLE 32: Other State Service Action Reviews (section 50(1)(b) of the Act), 1 July 2008 – 30 June 2009

AGENCY	B/F	Received	Granted	Not Granted	Resolved	Withdrawn	C/F
Dept. of Education	2	16	-	-	11	-	7
Dept. of Environment, Parks, Heritage and the Arts	-	2	-	-	1	-	1
Dept. of Health and Human Services	1	11	-	-	5	3	4
Dept. of Infrastructure, Energy and Resources	-	1	-	-	1	-	-
Dept. of Justice	-	10	-	-	6	2	2
Dept. of Police and Emergency Management	-	24	-	-	2	-	22
Dept of Premier and Cabinet	1	-	-	-	1	-	-
Dept. of Primary Industries and Water	-	8	-	1	2	2	3
TAFE Tasmania	1	2	1	-	2	-	-
Tasmanian Polytechnic	-	2	1	-	1	-	-
Tasmanian Skills Institute	-	2	1	-	1	-	-
The Public Trustee	-	1	-	-	1	-	-
TOTALS	5	79	3	1	34	7	39

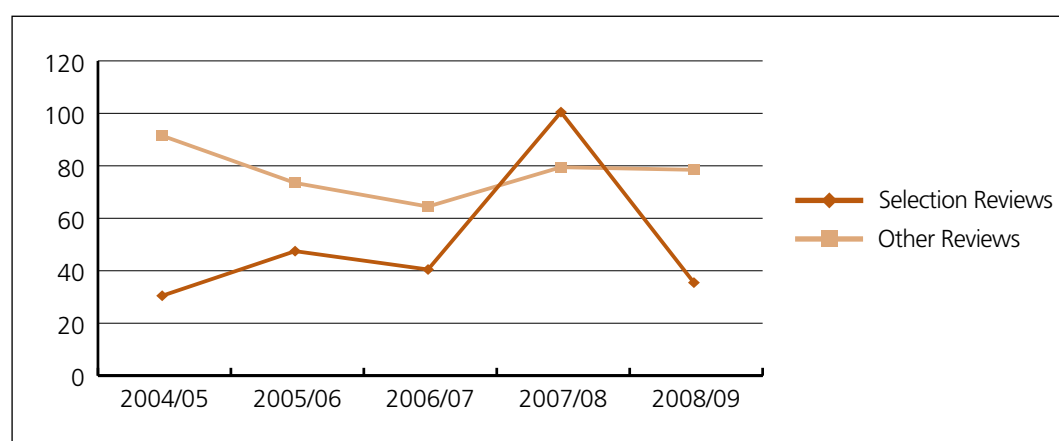
The above table shows that a significant proportion of other reviews dealt with during the reporting period were resolved through conciliation. The number of other reviews lodged was similar to the previous reporting period: 79 compared to 80. However, the figures in this period include 21 Tasmanian State Service Award Translation reviews and the figures for 2007/08 include 45 other reviews associated with the *Moratorium* process.

For those Other State Service Action Reviews finalised this reporting period, the figures show:

Granted	6.67%
Not Granted	2.22%
Resolved or withdrawn	91.11%

Table 33 below shows the number of Selection Reviews and Other Reviews lodged over the past 5 reporting periods:

TABLE 33: Number of Reviews received between 2004/05 and 2008/09



Note 1: The "Selection Review" figures for 2007/08 include 2 applicants lodging 19 reviews each against similar vacancies advertised at the same time.

Note 2: The "Other Review" figures for 2007/08 include 45 reviews during the Moratorium process between 1 January and 30 May 2008, where Agencies identified those fixed-term employees who should more appropriately have their employment status changed to permanent.

Note 3: The "Other Review" figure for 2008/09 includes 21 Tasmanian State Service Award Translation reviews.

Taking into account the specific increases in 2007/08 (as outlined in the notes above) generally selection review numbers have decreased whilst other reviews have remained stable.

DETERMINATIONS

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. These procedures are established 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.

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. 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 No.5. do not apply in respect of alleged breaches of the Code by Heads of Agencies. One of the functions of the Commissioner under section 18(1)(f) of the Act, 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.

The following table provides details of alleged breaches of Code of Conduct dealt with by Heads of Agencies during the 2008/09 reporting period:

TABLE 34: Determinations in relation to alleged breaches of the State Service Code of Conduct determined by Heads of Agencies, 1 July 2008 – 30 June 2009

AGENCY	B/F	Commenced	Breach	No Breach	Resolved	Withdrawn	C/F
Dept. of Education	2	9	6	2	1	-	2
Dept. of Environment, Parks, Heritage and the Arts	-	2	2	-	-	-	-
Dept. of Health and Human Services	3	13	13	-	-	-	3
Dept. of Justice	1	3	2	1	-	1	-
Dept. of Police and Emergency Management	1	2	-	-	-	1	2
Dept. of Premier and Cabinet	-	2	-	-	-	1	1
Dept. of Primary Industries and Water	1	3	3	-	-	-	1
Dept. of Treasury and Finance	-	1	-	-	-	-	1
TAFE Tasmania	-	2	1	-	-	1	-
Tasmanian Polytechnic	-	1	-	1	-	-	-
Tasmanian Skills Institute	-	1	-	-	-	1	-
The Public Trustee	1	1	2	-	-	-	-
TOTALS	9	40	29	4	1	5	10

DETERMINATIONS

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. These procedures are established 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.

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

The following table provides details of alleged inability dealt with by Heads of Agencies during the 2008/09 reporting period:

TABLE 35: Determinations in relation to alleged inability determined by Heads of Agencies, 1 July 2008 – 30 June 2009

AGENCY	B/F	Commenced	Inability	NoInability	Resolved	Withdrawn	C/F
Dept. of Education	1	-	-	-	-	-	1
Dept. of Health and Human Services	1	6	2	-	2	-	3
Dept. of Infrastructure, Energy and Resources	-	1	1	-	-	-	-
Dept. of Justice	-	1	-	-	-	1	-
Dept. of Police and Emergency Management	1	-	-	-	-	1	-
Dept. of Primary Industries and Water	1	1	2	-	-	-	-
The Public Trustee	1	-	1	-	-	-	-
TOTALS	5	9	6	0	2	2	4

TERMINATION OF EMPLOYMENT

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 also 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.

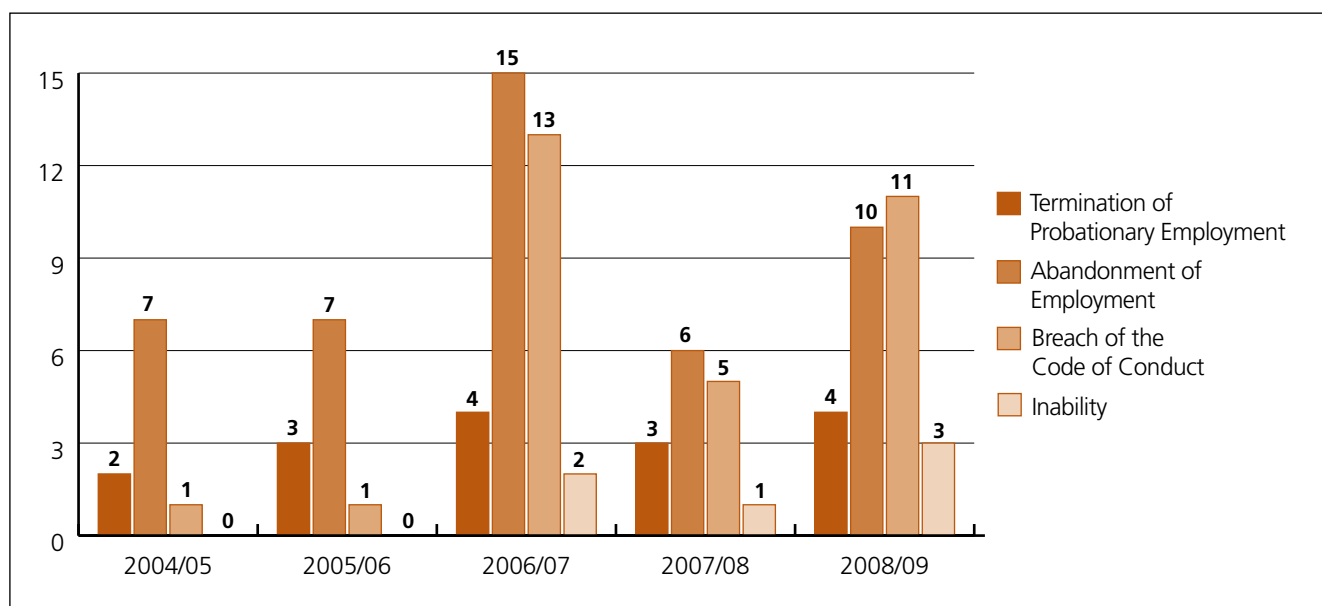
The Minister has delegated the power to terminate both permanent and fixed-term employees to Heads of Agency. Heads of Agency are required to consult with the Director of the Public Sector Management Office before exercising the delegation.

During the reporting period, 28 permanent employees were terminated from the State Service for the following reasons:

- termination of probationary employment (4 employees);
- abandonment of Employment (10 employees);
- breach of the Code of Conduct (11 employees);
- inability (3 employees).

The following table shows the number of permanent employees terminated from the State Service over the last five reporting periods:

TABLE 36: Termination of Employment Statistics between 2004/05 and 2008/09



OTHER STATE SERVICE INITIATIVES

OTHER STATE SERVICE INITIATIVES

Workforce Analysis Comparative Application (WACA)

The WACA is a web-based workforce information system developed under a consortium arrangement involving State and Territory Governments.

The WACA was adopted by the State Service in 2004 to allow the Government to report on State Service employment statistics and forecast employment trends with a view to benchmarking Tasmania's public sector workforce demographics against other jurisdictions.

During the reporting period, the WACA Steering Committee approved a new contract and costing model for system development and support services. Each jurisdiction now contracts directly with the AEC Group (WACA system developer) based on a part fixed, part variable costing arrangement. The WACA database hosting arrangements will be reviewed during the next 12 months.

Another key issue considered was the withdrawal of New South Wales from the WACA consortium following a wide ranging review which resulted in that State deciding to develop a purpose built workforce information system.

The WACA Steering Committee also endorsed that the development of a cross-jurisdictional portal for comparative workforce analysis be discontinued due to the possible misinterpretation of data arising from scope differentials and nuances within individual jurisdictions. Future comparative benchmarking will be undertaken on an ad hoc basis as determined by the Steering Committee.

At a local level, State Service agencies (with the exception of the Department of Education and the Department of Health and Human Services) implemented Australian New Zealand Standard Classification of Occupation (ANZSCO) coding for the purpose of whole of government occupational analysis which complements State Service workforce planning capability.

Workforce Planning

The People Directions framework which is a whole of government people management plan includes a critical workforce planning project to assist State Service agencies with improving their planning capability to meet current, emerging and future workforce needs.

As a preliminary project output, the PSMO prepared a State Service Workforce Profile which includes data on ageing populations at a national and state level together with demographic data such as age, gender, service length, salary, separation data, occupational groupings, and employment category. This State Service Workforce Profile will be updated annually. In addition, individual Agency Workforce Profiles with expanded data sets were also prepared to further assist agencies with workforce analysis.

To further build capability within agencies, the PSMO has established a Workforce Planning Network to advance awareness and understanding of workforce planning and to skill participating human resource practitioners in this critical area of employment management.

Phased-In Retirement

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

Anecdotally, agencies report that current superannuation policy does not complement phased-in retirement as part time employment affects final average salary thereby impacting on retirement benefits. It is understood that the Department of Treasury and Finance intends to initiate consultation with key stakeholders on the potential alignment of current superannuation arrangements with federal Transition to Retirement legislation.

While the current number of phased-in retirements within the State Service continues to be low, there is evidence that the program will become more relevant as larger numbers of employees approach retirement and superannuation issues are resolved.

OTHER STATE SERVICE INITIATIVES

Mentoring Program

The Government's *Working Life Policy*, includes a commitment to the delivery of a workplace mentoring program for the Tasmanian community.

The program supports the transition of skills and knowledge from mature aged workers to younger workers within the Tasmanian workforce.

The program involves a two day workshop for paired mentors and mentees facilitated by an expert consultant with ongoing evaluation post-workshop.

While the program has been initially trialled within State Service agencies, the program is also available to local government and private sector employees on a subsidised basis. Feedback evaluation from participants has been very positive on the benefits of effective mentoring relationships.

The mentors and mentees program was offered during the reporting period, involving workshops and a web-based longitudinal evaluation over a six-month period.

Voluntary Targeted Employment Separation Arrangements

A set of guidelines known as Voluntary Targeted Employment Separation Arrangements (VTESA) were approved in April 2009, by the Secretary, Department of Premier and Cabinet pursuant to his delegated power (from the State Service Commissioner) under Section 18 (1)(b) of the *State Service Act 2000* to determine practices, procedures and standards within agencies, in relation to management of, and employment in, the State Service.

The VTESA is one of a number of measures available to State Service agencies to achieve salary savings in areas of changed priority/activity or transferred services necessitated by the State's changed financial position.

Other measures include internal and across State Service vacancy management processes, and more flexible access to part-time employment (including phased-in retirement) and leave without pay.

Forty-five (45) employees and officers separated under the VTESA during 2008/09 reporting period. It is anticipated that an additional number of separations may occur under the VTESA in the next reporting period.

State Service Vacancy Referral Process

The Premier, under Section 14 of the *State Service Act 2000*, issued Ministerial Direction No. 19 on 13 May 2009, establishing the State Service Vacancy Referral Process (SSVRP).

The SSVRP complements internal Agency vacancy management and facilitates the referral of vacancies across the State Service for the purpose of matching those vacancies with potentially surplus employees in other agencies before they are advertised on the 'open' market.

While all vacancies are subject to the SSVRP, certain vacancies that are specialised in nature and predominately exclusive to one Agency (e.g. medical practitioners and nurses) may be exempted from the SSVRP.

The SSVRP strategy is a cost effective means to achieve natural attrition and minimise redundancies across the State Service.

Public sector unions were consulted on the proposed implementation of the SSVRP and indicated support for this initiative.

OTHER STATE SERVICE INITIATIVES

People Directions

People Directions is a strategic people and workforce management framework for the State Service. It is integrated, business-focused and flexible. The framework is relevant at both whole-of-service and agency levels.

The framework has been developed collaboratively and has been marked by extensive consultation with agencies and people across the workforce. The key objective, fundamental purpose and goal of the People Directions, and for all those who work within the Tasmanian State Service, is – ‘delivering quality services for Tasmanians’.

The framework’s five key themes which were collaboratively identified as the key issues across the service are:

- knowing who we are, what we do, why we do it and how we do it;
- attracting and retaining the right people;
- developing and recognising our people capability;
- leading and managing for the future; and
- shaping our workforce and performance.

Each of these themes and the 15 projects contained within them will be tailored by each agency to meet their specific needs while also being pursued at a whole-of-service level.

The framework is now into its second year and progress to date for the 15 phased projects includes:

- *Who We Are* - an online voting system and forum to identify whole-of-service attributes has commenced;
- *Talking With Our People* - development, deployment and launch of the People Directions website which is available to all State Service employees has been launched;
- *Getting Our Act Together* - a review which focuses on the *State Service Act 2000* and providing a contemporary employment and industrial relations framework is underway;
- *Right Job, Right Person* - this customised and integrated recruitment program, led by the Department of Health and Human Services, has been launched;
- *Welcome to the Service* - the development of a service-wide induction component to complement individual agency programmes has commenced;
- *Keeping Our People* – a number of mentoring workshops have been delivered to transfer and retain knowledge across the service;
- *Improving Literacy and Numeracy* – this project has been scoped and a partnership established with unions to progress the objectives;
- *Celebrating Innovation* – a research paper has been compiled. Agency and Whole-of-Service models to encourage innovative ideas from within the workforce are being formalised;
- *Professionalising the Profession* – the development of a Human Resources (HR) capability framework for HR professionals and those who manage people has been completed;
- *Right Capability and Leading and Managing for the Future* – work has commenced on a whole of workforce capability model;
- *Planning for Our Future* – the development of a Whole-of-Service workforce profile, and platforms for effective workforce planning across the State Service has commenced; and
- *Healthy@Work* – this project has been launched with 334 teams across the State Service enrolled in the Global Corporate Challenge.

A web portal for People Directions has been developed and is located at www.people.tas.gov.au.

OTHER STATE SERVICE INITIATIVES

Health and Wellbeing Program

Healthy@Work is a four year workplace-based health and wellbeing project that will benefit State Service employees and the employer. The project will support each agency to develop an effective workplace health and wellbeing program. The support will be provided through a range of centralised and agency specific strategies that address issues relating to the health risk factors of smoking, nutrition (including hydration), alcohol, physical activity and mental health. During 2008-09 Healthy@Work has:

- undertaken an audit of the health and wellbeing activities of each agency;
- conducted a voluntary employee health and wellbeing survey. A total of 7 784 employees completed the survey and received immediate feedback on their health status and appropriate referral points. Reports on the health and wellbeing profile of each agency were also developed;
- subsidised the participation of 2 338 employees, from across all agencies, in the Global Corporate Challenge. The Challenge is a 125-day pedometer based event that encourages employees, and in turn the workplace, to be physically active.

During 2009-10 the Healthy@Work project will deliver and support the development of strategies that address the findings from the agency audit of activity and employee health and wellbeing survey.

State Service Bargaining Outcomes

During the reporting period, negotiations over replacement enterprise agreements for various groupings of employees have continued with the Public Sector Management Office either providing the lead negotiator or research, policy advice and supplementary advocacy on behalf of individual agencies.

The new Tasmanian State Service Award and the Health and Human Services (Tasmanian State Service) Award were approved by the Tasmanian Industrial Commission following extensive negotiations with agencies and relevant public sector unions. In addition, a new bargaining agreement (the Tasmanian State Service Union Agreement 2008) was made which includes a range of employment-related matters to be examined during the term of the agreement. These matters collectively establish the basis of significant reform of State Service employment.

The work undertaken in the making of these awards and the agreement was the most comprehensive review of classifications, salaries and conditions of employment arrangements for general sector employees since the Award Restructuring exercise of the mid-1990s.

In addition, a replacement agreement for ministerial drivers was finalised after many months of intense negotiations. This realised significant productivity gains through the more efficient rostering of staff, mandating health and safety issues and the establishment of a salary structure to compensate drivers for the often long and unsociable hours associated with the job.

Correctional Officers within the Department of Justice have also agreed to a new two year replacement agreement. This provides significant opportunities for employees in respect of work life balance issues, it has established a joint management/union review of absenteeism, mandated training requirements for special occupational groups and provided improved training overall for correctional officers.

Another major replacement agreement was reached with education facilities attendants who undertake cleaning and maintenance activities within the public sector education system. A new career structure with a comprehensive re-assessment and restructuring of workplace allowances are features of the agreement as is the inclusion of new clauses pertaining to parental, bereavement and personal leave, lifting the entitlements to the equivalent of those available to other state service employees.

Communication and Consultation Strategies

The Public Sector Management Office (PSMO) has established the following:

The Strategic Human Resources Forum

This Forum involves Human Resource Managers from each agency meeting on a monthly basis to discuss a range of strategic-related matters in areas of employment policy, industrial relations, as well as learning and development.

OTHER STATE SERVICE INITIATIVES

The Combined Public Sector Consultative Council

The Consultative Council involves the PSMO and representatives from public sector unions meeting quarterly to discuss major employee relations issues affecting State Service employees.

The Agency Business Advisory Council

The Business Advisory Council involves Deputy Secretaries or Directors of Corporate Services from each Agency meeting monthly to discuss strategic employment management issues relevant to Agency business.

Partnership between the State Government and the University of Tasmania (UTAS)

The PSMO supports the State Government's Partnership Agreement with UTAS, through an undergraduate internship program and the co-ordination of marketing activities aimed at promoting the State Service as a diverse and innovative employer that provides a wide range of career opportunities.

During the reporting period, PSMO co-ordinated the placement of 12 UTAS interns with State Service agencies to undertake research projects related to their course of study. In addition, PSMO actively participates in UTAS Career Week (17-20 March) and the UTAS Careers Fair by providing information sessions on State Service careers and employment.

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STATE SERVICE STATISTICS

OVERVIEW

Sixteen Agencies have produced the following statistics on State Service employment for the period ending 30 June 2009. The Public Sector Management Office and TMD in the Department of Premier and Cabinet used the Workforce Analysis Comparative Application (WACA) to prepare the information, which is provided to the Commissioner at the end of each financial year for inclusion in this report.

Information in the WACA is derived from quarterly snapshots of human resource data provided to TMD by agencies in accordance with standard data definitions. Data in the WACA is validated against a set of business rules and translation tables to ensure consistent reporting at whole of Government level.

The statistics cover the following Agencies:

- Department of Economic Development and Tourism
- Department of Education
- Department of Environment, Parks, Heritage and the Arts
- Department of Health and Human Services
- Department of Infrastructure, Energy and Resources
- Department of Justice
- Department of Police and Emergency Management
- Department of Premier and Cabinet
- Department of Primary Industries and Water
- Department of Treasury and Finance
- Tasmanian Audit Office
- Port Arthur Historic Site Management Authority
- Tasmanian Academy
- Tasmanian Polytechnic
- Tasmanian Skills Institute
- The Public Trustee

As at 30 June 2009, there was a headcount of 30 008 people (excluding casual and sessional employees) employed under the *State Service Act 2000*. The number of full-time equivalent employees (structured FTEs) represented by this figure is 23 711.93.

At the end of the June 2009 quarter, there were 2 671 casual employees and 139 sessional employees paid in the last paid period.

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, Senior Executives and Equivalent Specialists.
- *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.
- *Sessional Employees* are defined as employees of either the Tasmanian Polytechnic or the Tasmanian Skills Institute who undertake duties for the purpose of delivering training sessions in accordance with the *Education and Training (Tasmanian Polytechnic) Act 2008* and the *Education and Training (Tasmanian Skills Institute) Act 2008*.
- *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 and sessional employees) recorded at the specified date regardless of the hours employed.

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TABLE 37: Headcount by Agency 30 June 2009¹

AGENCY	Part 6	Permanent	Fixed-Term	Total
Department of Economic Development and Tourism	27	389	55	471
Department of Education	23	8,888	1,723	10,634
Department of Environment, Parks, Heritage and the Arts	14	633	91	738
Department of Health and Human Services	73	9,518	1,933	11,524
Department of Infrastructure, Energy and Resources	22	568	48	638
Department of Justice	26	1,037	66	1,129
Department of Police and Emergency Management	11	889	26	926
Department of Premier and Cabinet	35	344	19	398
Department of Primary Industries and Water	22	981	116	1,119
Department of Treasury and Finance	16	280	43	339
Tasmanian Audit Office	3	35	0	38
Port Arthur Historic Site Management Authority	2	102	16	120
Tasmanian Academy ²	1	137	60	198
Tasmanian Polytechnic ²	8	1,037	235	1,280
Tasmanian Skills Institute ²	2	375	25	402
The Public Trustee	2	48	4	54
TOTALS	287	25,261	4,460	30,008

¹ Figures do not include Casual or Sessional employees as these are reported separately at Table 43 and 44.

² Please note that the Tasmanian Academy, Tasmanian Polytechnic and Tasmanian Skills Institute were established on 1 January 2009 as part of the Tasmania Tomorrow reform of post Year 10 education and training. This reform also resulted in the abolition of TAFE Tasmania on the same date.

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TABLE 38: Headcount by Agency and Gender 30 June 2009¹

AGENCY	Part 6		Permanent		Fixed-Term		Gender Total		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Department of Economic Development and Tourism	18	9	156	233	25	30	199	272	471
Department of Education	13	10	2,071	6,817	411	1,312	2,495	8,139	10,634
Department of Environment, Parks, Heritage and the Arts	12	2	340	293	40	51	392	346	738
Department of Health and Human Services	43	30	2,166	7352	764	1,169	2,973	8,551	11,524
Department of Infrastructure, Energy and Resources	20	2	302	266	20	28	342	296	638
Department of Justice	20	6	531	506	17	49	568	561	1,129
Department of Police and Emergency Management	10	1	547	342	10	16	567	359	926
Department of Premier and Cabinet	22	13	134	210	9	10	165	233	398
Department of Primary Industries and Water	17	5	508	473	62	54	587	532	1,119
Department of Treasury and Finance	13	3	123	157	15	28	151	188	339
Tasmanian Audit Office	3	0	19	16	0	0	22	16	38
Port Arthur Historic Site Management Authority	1	1	43	59	6	10	50	70	120
Tasmanian Academy ²	1	0	59	78	26	34	86	112	198
Tasmanian Polytechnic ²	5	3	385	652	67	168	457	823	1,280
Tasmanian Skills Institute ²	1	1	250	125	13	12	264	138	402
The Public Trustee	2	0	14	34	1	3	17	37	54
TOTALS	201	86	7,648	17,613	1,486	2,974	9,335	20,673	30,008

¹ Figures do not include Casual or Sessional employees as these are reported separately at Table 43 and 44.

² Please note that the Tasmanian Academy, Tasmanian Polytechnic and Tasmanian Skills Institute were established on 1 January 2009 as part of the Tasmania Tomorrow reform of post Year 10 education and training. This reform also resulted in the abolition of TAFE Tasmania on the same date.

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TABLE 39: Full-Time Equivalents by Agency 30 June 2009¹

AGENCY	Part 6	Permanent	Fixed-Term	Total
Department of Economic Development and Tourism	26.85	337.57	52.30	416.72
Department of Education	23	6,833.55	956.20	7,812.75
Department of Environment, Parks, Heritage and the Arts	14	532.32	65.06	611.38
Department of Health and Human Services	67.47	7,480.59	1,442.27	8,990.33
Department of Infrastructure, Energy and Resources	22	490.48	42.90	555.38
Department of Justice	25.30	965.05	59.12	1,049.47
Department of Police and Emergency Management	11	853.24	18.13	882.37
Department of Premier and Cabinet	33.58	323.61	16.70	373.89
Department of Primary Industries and Water	21.26	852.74	93.46	967.46
Department of Treasury and Finance	16	265.08	40.16	321.24
Tasmanian Audit Office	3	33.60	0	36.60
Port Arthur Historic Site Management Authority	2	70.05	9.71	81.76
Tasmanian Academy ²	1	122.65	29.88	153.53
Tasmanian Polytechnic ²	8	891.60	146.02	1,045.62
Tasmanian Skills Institute ²	2	341.57	19.86	363.43
The Public Trustee	2	45	3	50
TOTALS	278.46	20,438.70	2,994.77	23,711.93

¹ Figures do not include Casual or Sessional employees as these are reported separately at Table 43 and 44.

² Please note that the Tasmanian Academy, Tasmanian Polytechnic and Tasmanian Skills Institute were established on 1 January 2009 as part of the Tasmania Tomorrow reform of post Year 10 education and training. This reform also resulted in the abolition of TAFE Tasmania on the same date.

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TABLE 40: Comparative Head Counts by Agency June 2008-June 2009¹

AGENCY	Part 6		Permanent		Fixed-Term		Total		Variation	
	Jun-08	Jun-09	Jun-08	Jun-09	Jun-08	Jun-09	Jun-08	Jun-09	Count	%
Department of Economic Development and Tourism	30	27	363	389	55	55	448	471	23	5.13%
Department of Education	25	23	9,242	8,888	1,968	1,723	11,235	10,634	-601	-5.35%
Department of Environment, Parks, Heritage and the Arts	14	14	621	633	93	91	728	738	10	1.37%
Department of Health and Human Services	67	73	8,829	9,518	1,611	1,933	10,507	11,524	1,017	9.68%
Department of Infrastructure, Energy and Resources	26	22	547	568	75	48	648	638	-10	-1.54%
Department of Justice	25	26	1,015	1,037	67	66	1,107	1,129	22	1.99%
Department of Police and Emergency Management	12	11	884	889	52	26	948	926	-22	-2.32%
Department of Premier and Cabinet	37	35	330	344	25	19	392	398	6	1.53%
Department of Primary Industries and Water	18	22	978	981	174	116	1,170	1,119	-51	-4.36%
Department of Treasury and Finance	18	16	280	280	35	43	333	339	6	1.80%
Tasmanian Audit Office	1	3	38	35	0	0	39	38	-1	-2.56%
Port Arthur Historic Site Management Authority	2	2	105	102	8	16	115	120	5	4.35%
Tasmanian Academy ²	-	1	-	137	-	60	-	198	198	100%
Tasmanian Polytechnic ²	-	8	-	1,037	-	235	-	1,280	1,280	100%
Tasmanian Skills Institute ²	-	2	-	375	-	25	-	402	402	100%
TAFE Tasmania	8	-	1,133	-	97	-	1,238	-	-1,238	-100%
The Public Trustee	2	2	42	48	8	4	52	54	2	3.85
TOTALS	285	287	24,407	25,261	4,268	4,460	28,960	30,008	1,048	3.62%

¹ Figures do not include Casual or Sessional employees as these are reported separately at Table 43 and 44.

² Please note that the Tasmanian Academy, Tasmanian Polytechnic and Tasmanian Skills Institute were established on 1 January 2009 as part of the Tasmania Tomorrow reform of post Year 10 education and training. This reform also resulted in the abolition of TAFE Tasmania on the same date.

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TABLE 41: Comparison of Total Full-Time Equivalents by Agency June 2008 – June 2009¹

AGENCY	Total FTEs 30/6/2008	Total FTEs 30/6/2009	Variation FTE
Department of Economic Development and Tourism	416.51	416.72	0.21
Department of Education	8,228.98	7,812.75	-416.23
Department of Environment, Parks, Heritage and the Arts	610.74	611.38	0.64
Department of Health and Human Services	8,334.38	8,990.33	655.95
Department of Infrastructure, Energy and Resources	565.9	555.38	-10.52
Department of Justice	1,032.03	1,049.47	17.44
Department of Police and Emergency Management	905.27	882.37	-22.90
Department of Premier and Cabinet	366.78	373.89	7.11
Department of Primary Industries and Water	1,013.12	967.46	-45.66
Department of Treasury and Finance	317.15	321.24	4.09
Tasmanian Audit Office	38.1	36.60	-1.50
Port Arthur Historic Site Management Authority	79.80	81.76	1.96
TAFE Tasmania ²	1,081.65	-	-1,081.65
Tasmanian Academy ²	-	153.53	153.53
Tasmanian Polytechnic ²	-	1,045.62	1,045.62
Tasmanian Skills Institute ²	-	363.43	363.43
The Public Trustee	48.4	50	1.60
GRAND TOTAL	23,038.81	23,711.93	673.12

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

- A decrease of 416.23 FTEs in the Department of Education primarily due to:
 - a decrease, due to the transfer of approximately 303 FTEs from four Colleges to the Tasmanian Polytechnic and the Tasmanian Academy; and
 - an increase of approximately 100 FTEs due to an increase in literacy and numeracy programs (Raising the Bar, Closing the Gap) and additional funding for students with disabilities.
 - a decline in school enrolment numbers which has resulted in reduced staffing requirements within schools. In addition, implementation of internal vacancy management processes within the Agency has also resulted in a decline in the numbers in non-school areas.
- An increase of 655.95 FTEs, in the Department of Health and Human Services (DHHS) primarily due to:
 - an increase of 112.78 structured FTEs for three major hospitals and primary health services for Allied Health Professionals and Radiation Therapists. These increases are in part attributable to initiatives including the Commonwealth Dental Program, additional funding for Allied Health (LGH), the Sexual Assault Service and Medical Retrieval;
 - an increase of 168.03 structured FTEs due in part to the finalisation of recruitment of additional nurses under the Nurses Public Sector Enterprise Agreement 2007 and continuing recruitment to the Nurse Educator Program;
 - an increase of 53.70 structured FTEs for Medical Practitioners due to ongoing recruitment for hard to fill, and other posts, for this profession;

¹ Figures do not include Casual or Sessional employees as these are reported separately at Table 43 and 44.

² Please note that the Tasmanian Academy, Tasmanian Polytechnic and Tasmanian Skills Institute were established on 1 January 2009 as part of the Tasmania Tomorrow reform of post Year 10 education and training. This reform also resulted in the abolition of TAFE Tasmania on the same date.

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- an increase of 13.00 structured FTEs Ambulance Officers to meet an election commitment to increase the number of Ambulance Officers;
- an increase of 78.70 structured FTEs for Health and Human Services (Administrative and Clerical, Technical and Operational) on a fixed term basis in health and human services delivery support roles;
- an increase of 75.56 structured FTEs for Health and Human Services (Administrative and Clerical, Technical and Operational) on a permanent basis for filling of approved vacancies across DHHS in health and human service delivery support roles; and
- an increase of 146.08 FTEs attributed to a group of fixed-term employees (previously mis-coded as casuals) who subsequently had their employment status changed from fixed-term to permanent under the *Moratorium* on fixed-term employment.
- implementation of internal vacancy management.
- A decrease of 10.52 FTEs in the Department of Infrastructure, Energy and Resources primarily due to:
 - the cessation of employment contracts associated with the completion of the Brighton Hub and Motor Registry Projects.
- An increase of 17.44 FTEs in the Department of Justice primarily due to:
 - the transfer of the Sullivans Cove Waterfront Authority from the Department of Economic Development and Tourism;
 - appointment of six trainee Inspectors at Workplace Standards;
 - recruitment of additional employees for the Witness Assistance Program, additional funding for Legal staff (Legal Aid Commission of Tasmania) and filling of vacancies for Inspectors at Workplace Standards; and
 - an extra intake of Tasmanian Prison Service Custodial Officer recruits.
- A decrease of 22.90 FTEs in the Department of Police and Emergency Management (including Tasmania Fire Service) primarily due to:
 - conclusion of fixed-term contracts for defined project work and completion of initiatives for clearing fine enforcement backlogs; and
 - a reduction in the hours worked by a number of part-time employees and the retirement of a number of fire fighters.
- An increase of 7.11 FTEs in the Department of Premier and Cabinet primarily due to:
 - additional recruitment following the establishment of the Climate Change Office and Social Inclusion Unit; and
 - additional staffing in various business units including Policy Division and Corporate Services.
- A decrease of 45.66 FTEs in the Department of Primary Industries and Water primarily due to:
 - a decrease in staffing levels with the completion of fixed term contracts in programs including the Fox Eradication Branch; and
 - voluntary redundancies.
- A decrease of 1 081.65 FTEs in TAFE Tasmania due to:
 - the establishment of the Tasmanian Academy, the Tasmanian Skills Institute and the Tasmanian Polytechnic and the associated abolition of TAFE Tasmania on 31 December 2008.
- An increase of 153.53 FTEs in the Tasmanian Academy due to:
 - the establishment of the Tasmanian Academy and associated transfer of employees from the Department of Education.
- An increase of 1045.62 FTEs in the Tasmanian Polytechnic due to:
 - the establishment of the Tasmanian Polytechnic and associated transfer of employees from the Department of Education and TAFE Tasmania.
- An increase of 363.43 FTEs in the Tasmanian Skills Institute due to:
 - the establishment of the Institute and associated transfer of employees from TAFE Tasmania.

STATE SERVICE STATISTICS

TABLE 42: Part-Time Employees by Agency June 2009¹

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 and Tourism	78	28.68%	19	9.55%
Department of Education	4,911	60.34%	762	30.54%
Department of Environment, Parks, Heritage and the Arts	167	48.27%	84	21.43%
Department of Health and Human Services	4,839	56.59%	800	26.91%
Department of Infrastructure, Energy and Resources	125	42.23%	14	4.09%
Department of Justice	157	27.99%	18	3.17%
Department of Police and Emergency Management	94	26.18%	10	1.76%
Department of Premier and Cabinet	59	25.32%	11	6.67
Department of Primary Industries and Water	241	45.30%	64	10.90%
Department of Treasury and Finance	43	22.87%	3	1.99%
Tasmanian Audit Office	0	0.00%	0	0.00%
Port Arthur Historic Site Management Authority	52	74.29%	23	46.00%
Tasmanian Academy ²	59	52.68%	28	32.56%
Tasmanian Polytechnic ²	391	47.51%	101	22.10%
Tasmanian Skills Institute ²	61	44.20%	33	12.50%
The Public Trustee	7	18.92%	2	11.76%
TOTALS	11,284	54.58%	1,972	21.12%

54.58% of women and 21.12% of men work part-time. This compares with 53.57% of women and 19.90% of men who worked part-time in 2007-08 and indicates increasing participation in part-time employment.

The Departments of Health and Human Services, Education and the Port Arthur Historic Site Management Authority have the largest percentage of males and females who work part-time.

¹ Figures do not include Casual or Sessional employees as these are reported separately at Table 43 and 44.

² Please note that the Tasmanian Academy, Tasmanian Polytechnic and Tasmanian Skills Institute were established on 1 January 2009 as part of the Tasmania Tomorrow reform of post Year 10 education and training. This reform also resulted in the abolition of TAFE Tasmania on the same date.

STATE SERVICE STATISTICS

TABLE 43: Casuals by Agency Paid in Last Pay Period June 2009

AGENCY	Male	Female	Total
Department of Economic Development and Tourism	4	0	4
Department of Education	307	1,049	1,356
Department of Environment, Parks, Heritage and the Arts	0	1	1
Department of Health and Human Services	227	938	1,165
Department of Infrastructure, Energy and Resources	7	10	17
Department of Justice	18	22	40
Department of Police and Emergency Management	8	2	10
Department of Premier and Cabinet	4	2	6
Department of Primary Industries and Water	1	1	2
Department of Treasury and Finance	0	0	0
Tasmanian Audit Office	0	0	0
Port Arthur Historic Site Management Authority	12	9	21
Tasmanian Academy ¹	5	4	9
Tasmanian Polytechnic ¹	18	14	32
Tasmanian Skills Institute ¹	4	4	8
The Public Trustee	0	0	0
TOTALS	615	2,056	2,671

Note: The casual employment statistics for the Department of Education appears higher than in the two previous reporting periods as those previous years' statistics included part of a school holiday period, where the requirement for casual employees was reduced. The Department of Education reporting processes have been amended to take account of this anomaly.

TABLE 44: Sessionals by Agency Paid in Last Pay Period June 2009¹

AGENCY	Male	Female	Total
Tasmanian Polytechnic ¹	58	69	127
Tasmanian Skills Institute ¹	6	6	12
TOTALS	64	75	139

¹ Please note that the Tasmanian Academy, Tasmanian Polytechnic and Tasmanian Skills Institute were established on 1 January 2009 as part of the Tasmania Tomorrow reform of post Year 10 education and training. This reform also resulted in the abolition of TAFE Tasmania on the same date.

STATE SERVICE STATISTICS

OFFICERS

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 Section 31(1)(a) of the Act, the Premier or the Premier's delegate may appoint a person as an officer to a vacancy in a senior executive or equivalent specialist office created under section 29 of the 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 45 below.

Senior executive and other officers generally were 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. However, in June 2009, government made a decision to freeze the salaries of officers for a period of 12 months commencing 1 July 2009 due to the prevailing economic situation.

TABLE 45: Senior Executive Salary Ranges

LEVEL	SALARY RANGE (\$)
Level 1	101,638 – 127,024
Level 2	119,876 – 149,816
Level 3	144,694 – 173,636
Level 4	182,947 – 219,536

As at 30 June 2009 there were 287 officers in the State Service, These include Heads of Agency, senior executives, equivalent specialists and prescribed office holders.

The gender composition of the Officer category in the State Service is as follows:

TABLE 46: Gender Composition of Officers¹

Category	Male	Female	Total
Head of Agency ²	13	2	15
Prescribed Office Holder ³	3	1	4
Senior Executives	160	71	231
Equivalent Specialists	25	12	37
TOTALS	201	86	287

There has been an increase in female participation in the officer category from 79 in 2007-08 to 86 in the current reporting period. This is an increase of 7 female officers and represents an increase of 8.86%.

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

2 The Head of Agency for The Public Trustee is not reported as she is not an officer of the State Service. Her Head of Agency status reflects her role as chair of the trust of that State Authority. Two Heads of Agency are reported as senior executives, those being the Chair of the Rivers and Water Supply Commission and the Tasmanian Dairy Industry Authority.

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

STATE SERVICE STATISTICS

Statistics on the types and numbers of officers in each agency are provided in the following table:

TABLE 47: Number of Officers in the State Service as at 30 June 2009

AGENCY	Type	Male	Female	Total
Department of Economic Development and Tourism	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	15	9	24
	Equivalent Specialist	2	0	2
	TOTAL	18	9	27
Department of Education	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	12	10	22
	Equivalent Specialist	0	0	0
	TOTAL	13	10	23
Department of Environment, Parks, Heritage and the Arts	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	11	2	13
	Equivalent Specialist	0	0	0
	TOTAL	12	2	14
Department of Health and Human Services	Head of Agency	1	0	1
	Prescribed Office Holder	1	1	2
	Senior Executive	24	19	43
	Equivalent Specialist	17	10	27
	TOTAL	43	30	73
Department of Infrastructure, Energy and Resources	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	19	2	21
	Equivalent Specialist	0	0	0
	TOTAL	20	2	22
Department of Justice	Head of Agency	0	1	1
	Prescribed Office Holder	0	0	0
	Senior Executive	16	4	20
	Equivalent Specialist	4	1	5
	TOTAL	20	6	26

STATE SERVICE STATISTICS

TABLE 47: Number of Officers in the State Service as at 30 June 2009 (continued)

AGENCY	Type	Male	Female	Total
Department of Police and Emergency Management	Head of Agency	1	0	1
	Prescribed Office Holder	1	0	1
	Senior Executive	8	1	9
	Equivalent Specialist	0	0	0
	TOTAL	10	1	11
Department of Premier and Cabinet	Head of Agency	1	0	1
	Prescribed Office Holder	1	0	1
	Senior Executive	19	12	31
	Equivalent Specialist	1	1	2
	TOTAL	22	13	35
Department of Primary Industries and Water	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	15	5	20
	Equivalent Specialist	1	0	1
	TOTAL	17	5	22
Department of Treasury and Finance	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	12	3	15
	Equivalent Specialist	0	0	0
	TOTAL	13	3	16
Tasmanian Audit Office	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	2	0	2
	Equivalent Specialist	0	0	0
	TOTAL	3	0	3
Port Arthur Historic Site Management Authority	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	0	1	1
	Equivalent Specialist	0	0	0
	TOTAL	1	1	2

STATE SERVICE STATISTICS

TABLE 47: Number of Officers in the State Service as at 30 June 2009 (continued)

AGENCY	Type	Male	Female	Total
Tasmanian Academy ¹	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	0	0	0
	Equivalent Specialist	0	0	0
	TOTAL	1	0	1
Tasmanian Polytechnic ¹	Head of Agency	0	1	1
	Prescribed Office Holder	0	0	0
	Senior Executive	5	2	7
	Equivalent Specialist	0	0	0
	TOTAL	5	3	8
Tasmanian Skills Institute ¹	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	0	1	1
	Equivalent Specialist	0	0	0
	TOTAL	1	1	2
The Public Trustee ²	Head of Agency	0	0	0
	Prescribed Office Holder	0	0	0
	Senior Executive	2	0	2
	Equivalent Specialist	0	0	0
	TOTAL	2	0	2
TOTAL		201	86	287

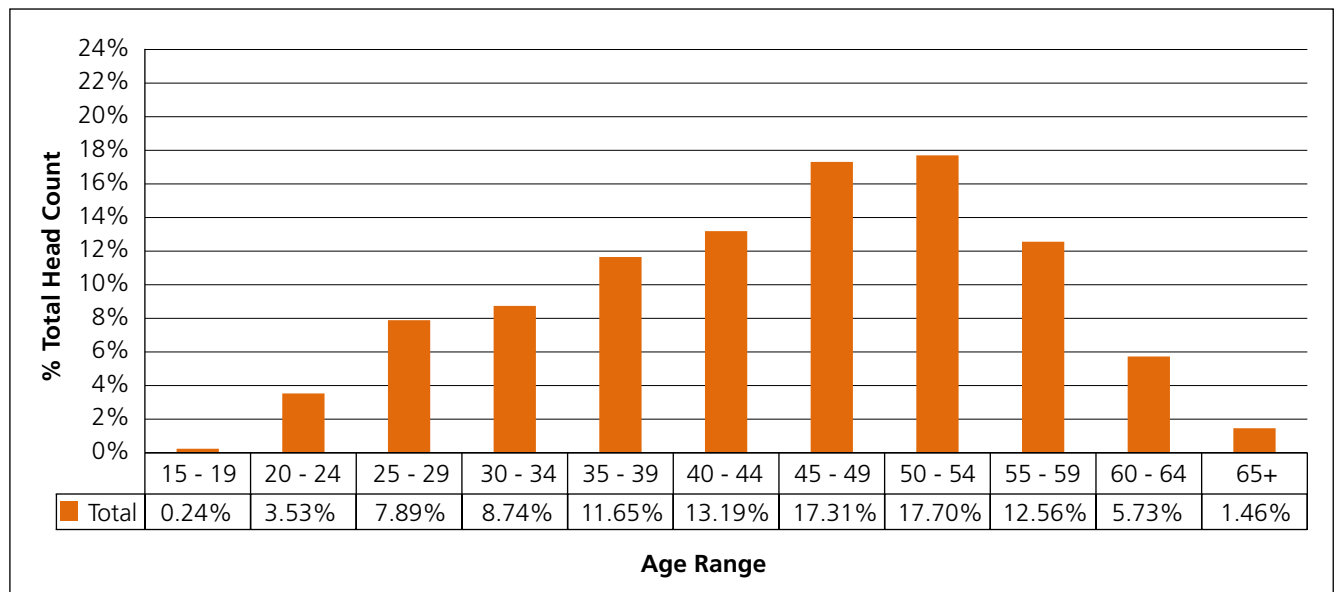
¹ Please note that the Tasmanian Academy, Tasmanian Polytechnic and Tasmanian Skills Institute were established on 1 January 2009 as part of the Tasmania Tomorrow reform of post Year 10 education and training. This reform also resulted in the abolition of TAFE Tasmania on the same date.

² The Head of Agency for The Public Trustee is not reported as she is not an officer of the State Service. Her Head of Agency status reflects her role as chair of the trust of that State Authority.

STATE SERVICE STATISTICS

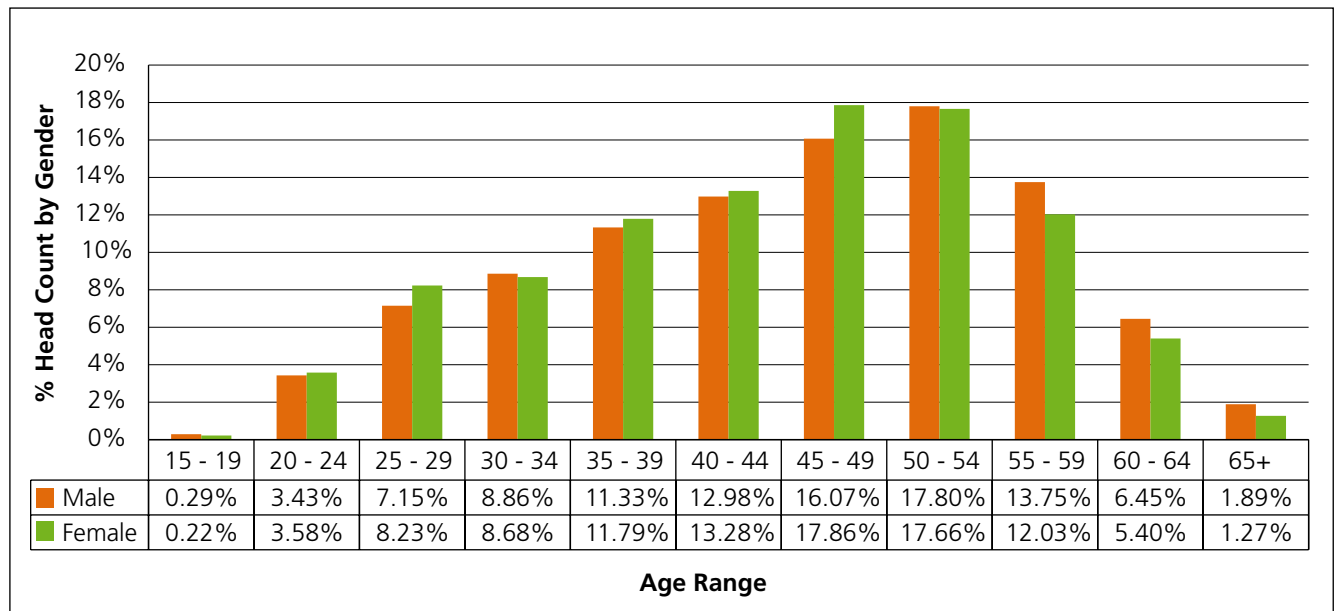
AGE PROFILES

FIGURE 1: Age Distribution of State Service Employees, June 2009



The above graph illustrates that the State Service workforce is slowly ageing. Over 67.96% of employees are 40 years of age or older, 37.46% are 50 years or older and 11.66% of the workforce is less than 30 years of age. Although the proportion of employees aged over 50 years has increased over the past three years, the age profile of the State Service has otherwise remained fairly constant.

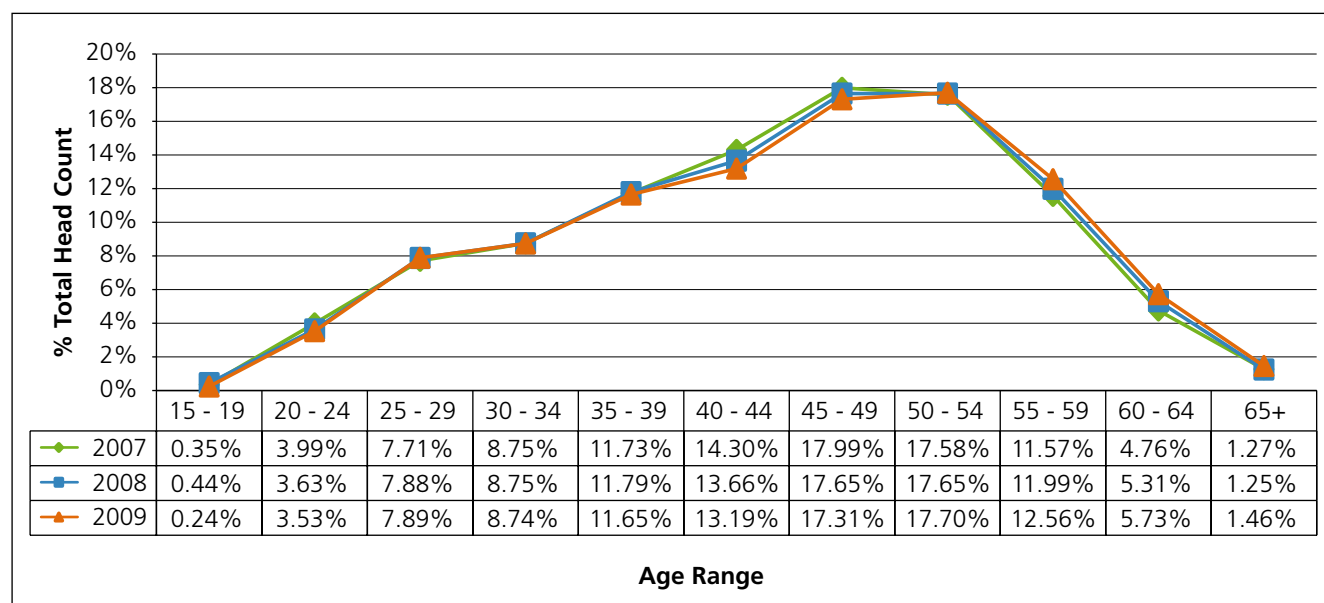
FIGURE 2: Age Distribution of State Service Employees by Gender, June 2009



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

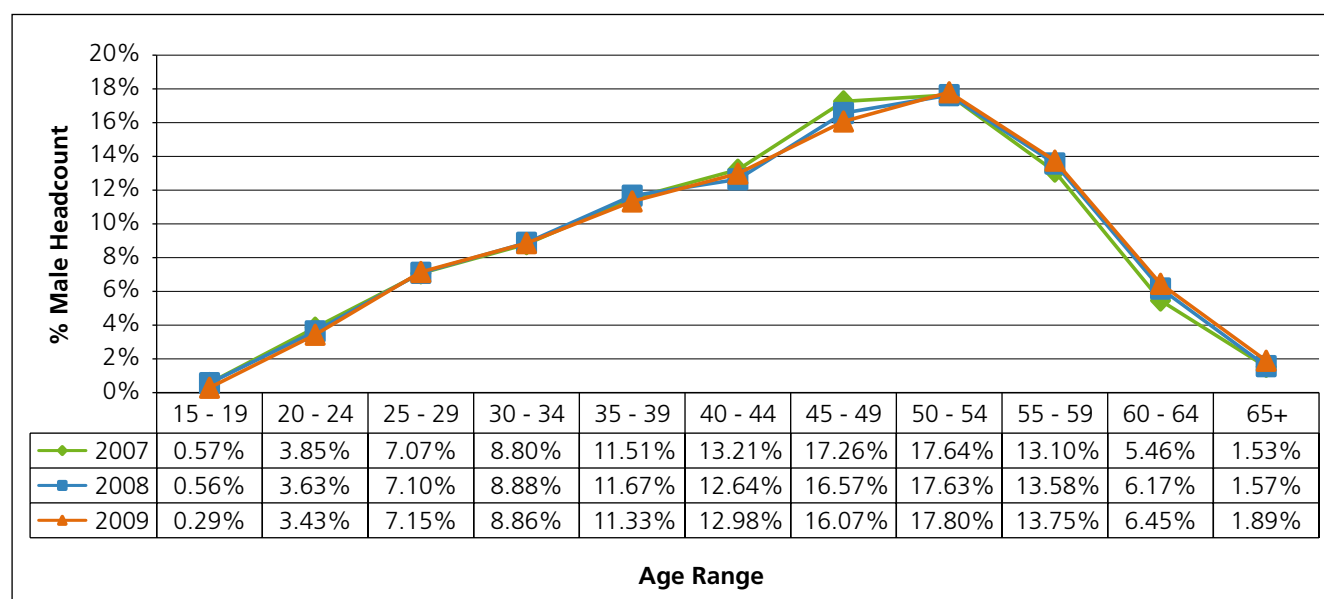
STATE SERVICE STATISTICS

FIGURE 3: Age Distribution of State Service Employees 2007-2009



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

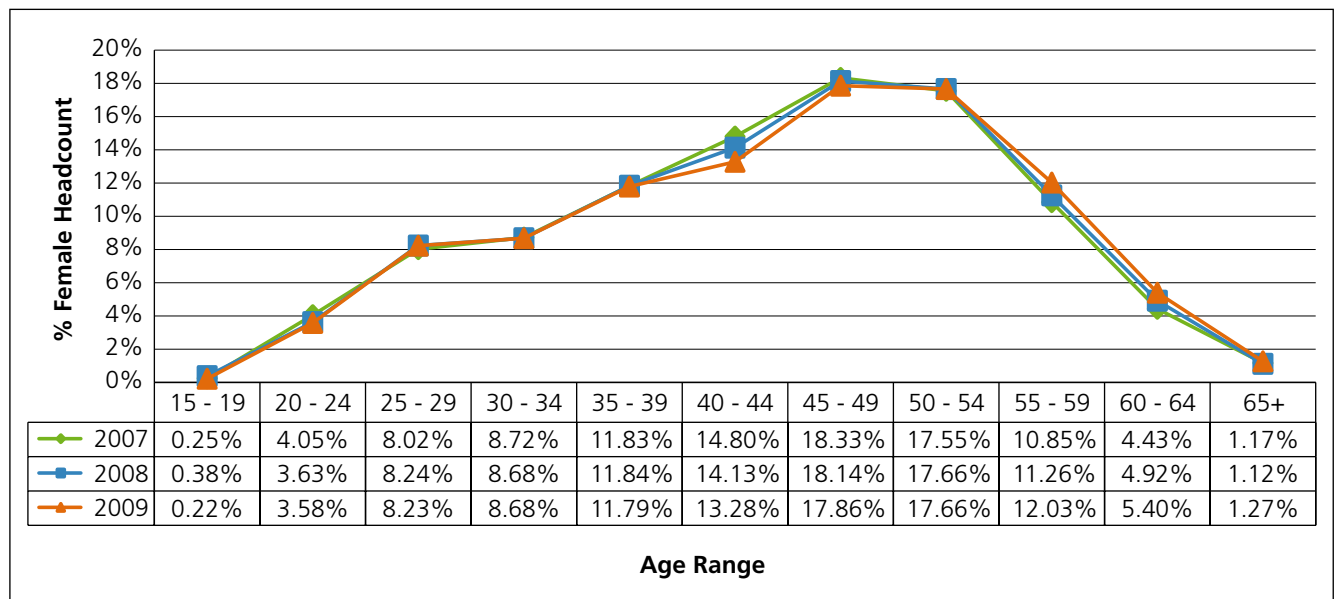
FIGURE 4: Age Distribution of Male State Service Employees 2007-2009



The percentage of males in the 40-44 year age group through to those aged over 65 years of age has increased slightly over the past three years, whilst the percentage of younger males and males in the 45-49 year age group has declined slightly.

STATE SERVICE STATISTICS

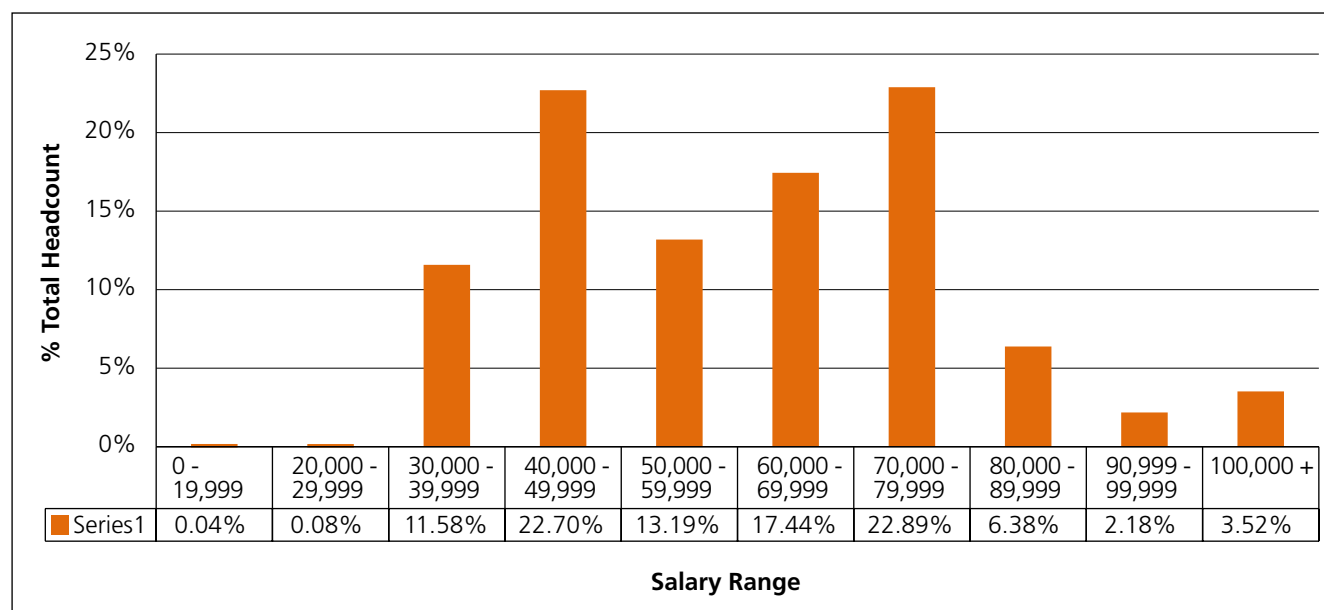
FIGURE 5: Age Distribution of Female State Service Employees 2007-2009



There has been a slight decrease in the 35-39, 40-44 and 45-49 year age groups. Participation in the 30-34 and 50-54 year age groups remain stable compared with small increases in all age groups over 55 years of age. This is generally indicative of an ageing workforce.

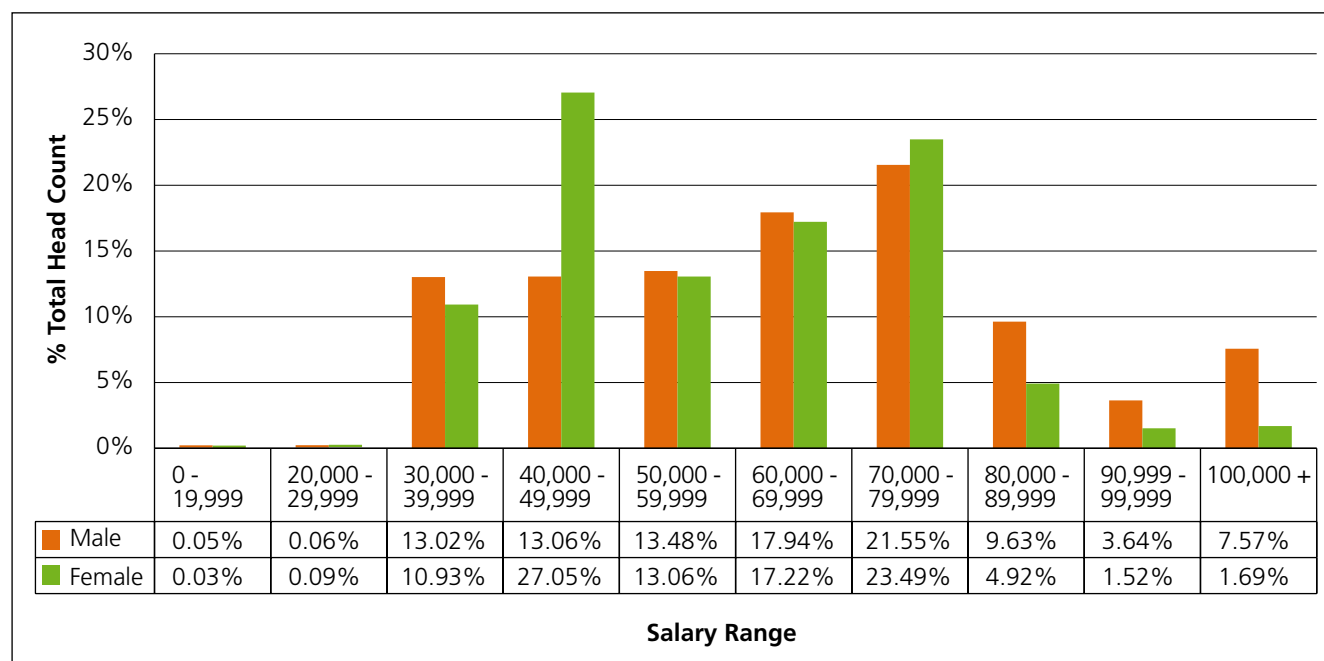
SALARY PROFILES

FIGURE 6: State Service Salary Profile, June 2009



Over 76% of State Service employees' earnings now fall within the \$40,000 - \$79,999 salary groupings. This has resulted from the revised classification structures and salary adjustments generated by the introduction of the new Tasmanian State Service and Health and Human Services (Tasmanian State Service) Awards.

FIGURE 7: State Service Salary Profile by Gender, June 2009

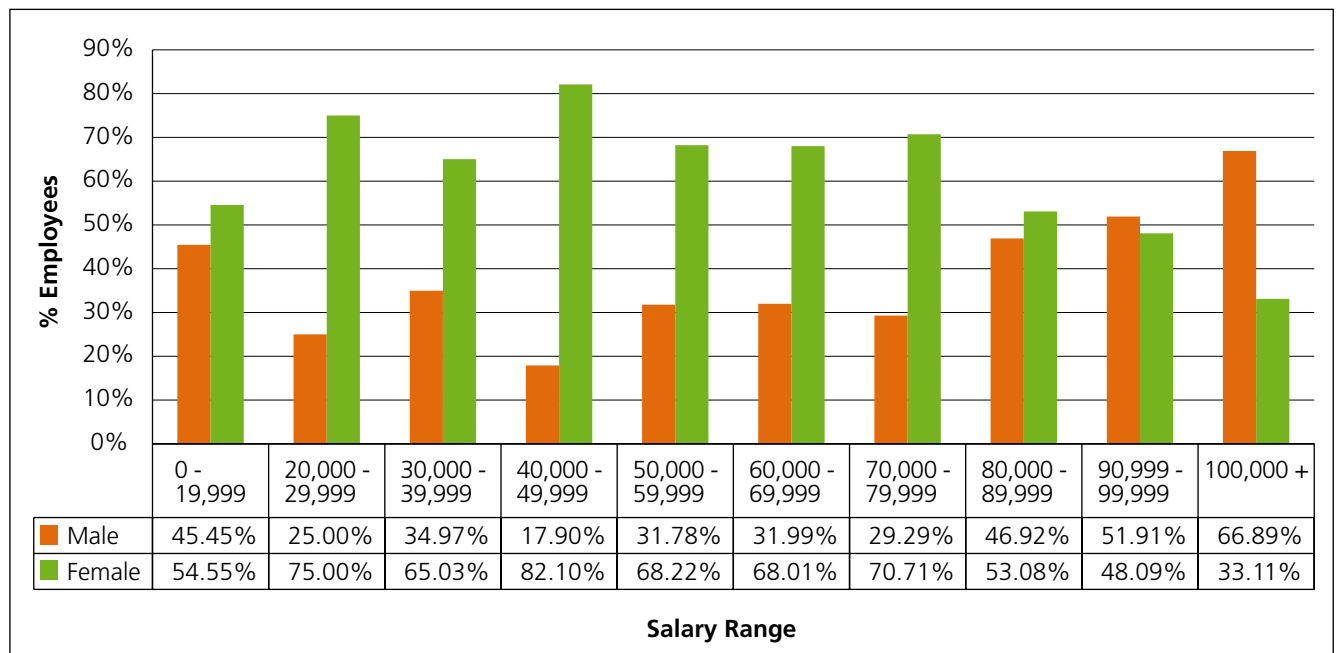


Over 80% of female employees and 66% of male employees earn salaries of between \$40,000 and \$79,999.

Over 8% of female employees and 20% of male employees earn salaries over \$79,999, which is a significant increase on the figures for June 2008 of 3% and 11% respectively.

STATE SERVICE STATISTICS

FIGURE 8: Proportion of Males and Females by Salary Range, June 2009



The proportion of male and female employees by salary range follows a similar pattern to previous years, except for a significant increase in the proportion of females in the under \$30,000 salary range. Note that this graph does not provide for identification of part-time employment which will affect the distribution patterns.

STATE SERVICE STATISTICS

EMPLOYMENT CATEGORIES

FIGURE 9: Distribution of Permanent Employees by Age, June 2009

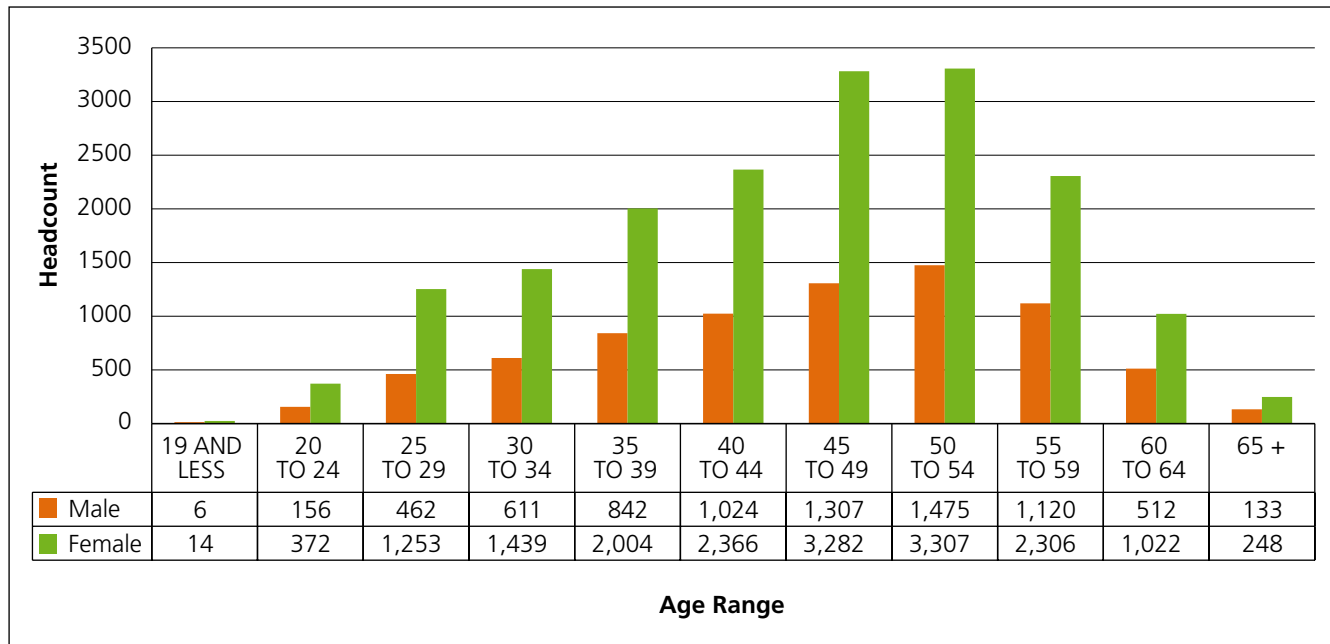
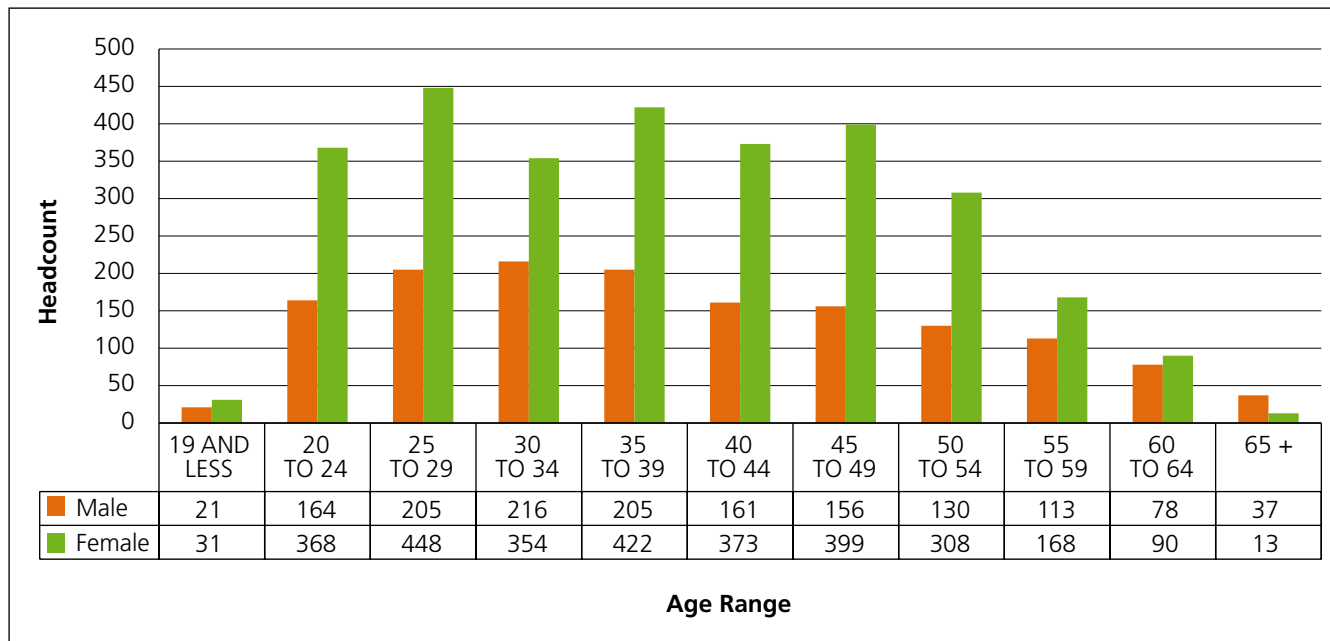


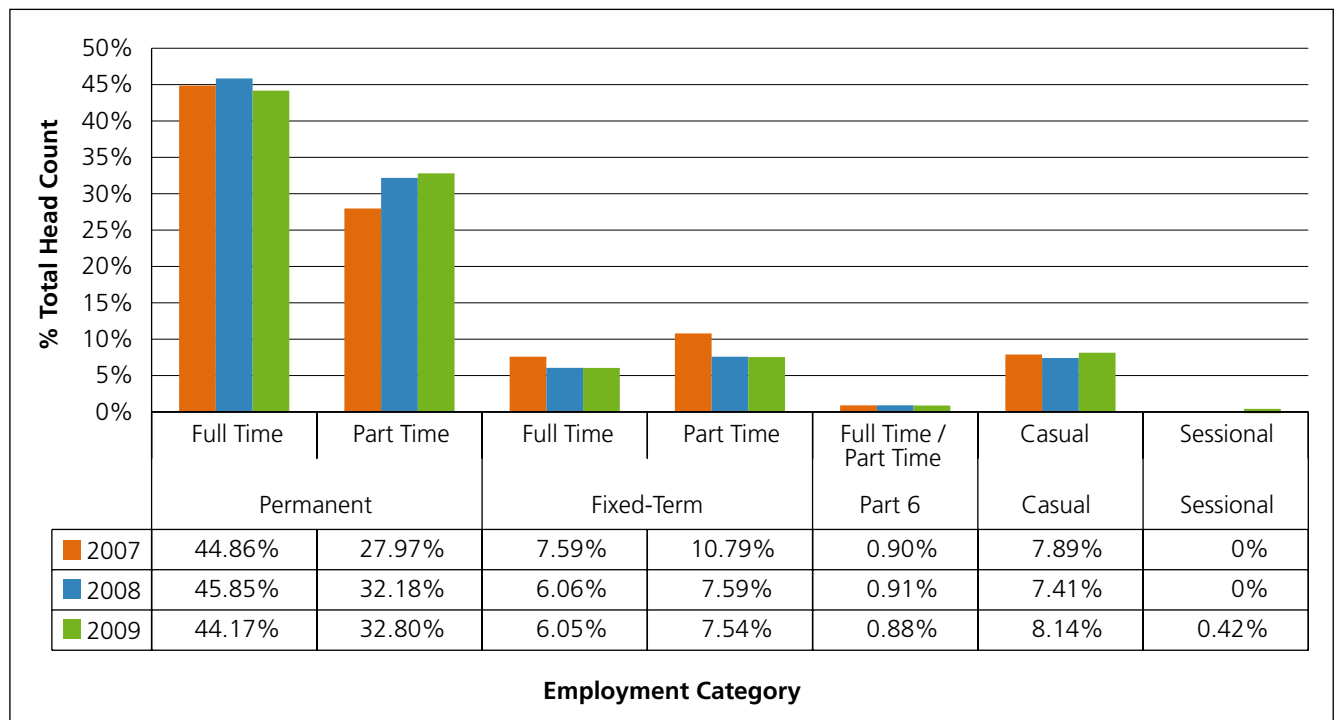
FIGURE 10: Distribution of Fixed-Term Employees by Age, June 2009



Taking Figures 9 and 10 together, it is apparent that fixed-term employees tend to reflect a younger demographic than permanent employees. Around 50% of permanent male and female employees are aged between 40 and 55 years, compared with 54% of male and 50% of female fixed-term employees who are under 40 years of age.

STATE SERVICE STATISTICS

FIGURE 11: Distribution of Employees by Employment Category 2007-2009



APPENDIX 1: CD CONTENTS

ON THIS CD:

1. State Service Commissioner's Annual Report 2008–2009
2. State Service Commissioner's Annual Report 2007–2008
3. State Service Workplace Diversity Evaluation Report 2008
4. Commissioner's Direction No. 3 Workplace Diversity
5. Commissioner's Guidelines for Implementing a Workplace Diversity Program
6. State Service Principles
7. State Service Code of Conduct



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