

The cover features a minimalist design with several overlapping rectangular frames. A large olive-green frame encloses the title. To its right is a smaller purple square. Below the title, a teal rectangle contains the year. A red line forms a path around the teal box and extends across the page. At the bottom left, an orange square is positioned. A blue wavy line spans the width of the page near the footer.

Tasmanian State Service ANNUAL REPORT

2012-2013

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Lara Giddings, MP
MINISTER ADMINISTERING THE STATE SERVICE ACT 2000

Dear Minister

In accordance with the requirements of Section 19 of State Service Act 2000, I enclose for sending to Parliament the Head of the State Service - 2012-2013 Tasmanian State Service Annual Report.

Yours sincerely



Rhys Edwards
Head of the State Service

22 October 2013



Mr Rhys Edwards, Secretary Department of Premier and Cabinet, Delegated Employer as defined in the *State Service Act 2000*

Report of Factual Findings in connection with completion of agreed upon procedures on the Employer's Annual Report prepared under the *State Service Act 2000* and which deals with the Employer's functions and powers

Report of Factual Findings

I have performed the procedures agreed with you to report factual findings for the purpose of assessing, in combination with other information obtained by the State Service Management Office, compliance against section 19 of the *State Service Act 2000* (the Act), which requires you to prepare an annual report for the year ended 30 June 2013.

Employer's Responsibility for the Procedures Agreed

The Employer is responsible for the adequacy or otherwise of the procedures agreed to be performed by me. The Employer, supported by the State Service Management Office, are responsible for determining whether the factual findings provided by me, in combination with any other information obtained, provide a reasonable basis for any conclusions which you or other intended users wish to draw on the subject matter in the annual report.

Assurance Practitioner's Responsibility

My responsibility is to report factual findings obtained from conducting the procedures agreed. I conducted the engagement in accordance with Standard on Related Services ASRS 4400 *Agreed-Upon Procedures Engagements to Report Factual Findings*.

Because the agreed-upon procedures do not constitute either a reasonable or limited assurance engagement in accordance with Standards issued by the Auditing and Assurance Standards Board, I do not express any conclusion and provide no assurance on the report of the Employer as of 30 June 2013. Had I performed additional procedures or had I performed an audit or a review of the Report in accordance with Standards issued by the Auditing and Assurance Standards Board, other matters might have come to my attention that would have been reported to you.

...1 of 3

To provide independent assurance to the Parliament and Community on the performance and accountability of the Tasmanian Public sector.
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Independence

I have complied with ethical requirements equivalent to those applicable to Other Assurance Engagements, including independence.

Factual Findings

The procedures were performed solely to assist the Employer in evaluating the Annual Report against the reporting obligations stated in the Act. The procedures performed and resulting factual findings are as follows:

Agreed Upon Procedure	Procedures Performed	Factual Findings
Section 15 – Functions of the Employer	Identify and document that the requirements of section 15 – Functions of the Employer have been reported in the Annual Report of the State Service Management Office.	I am satisfied that the Annual Report addresses each of the functions of the Employer. While some of the functions are not overtly addressed within the Annual Report due to their nature, the report as a whole does implicitly address these functions.
Section 16 – Powers of the Employer	Identify and document that the requirements of section 16 – Powers of the Employer have been reported in the Annual Report of the State Service Management Office.	Section 16 (1) is not explicitly documented within the Annual Report. That the actions of the Employer and those with delegated authority be in accordance with the Act is supported by the Annual Report as a whole. Section 16 (2) has been addressed within various chapters of the Annual Report.
Statistical information and data utilised in the Annual Report support compliance with the Act and has been compiled from reputable sources and purports to represent the facts.	Agree statistical information to source documentation to ensure consistence with the reported data in the Annual Report.	I am satisfied that the statistical information and data contained within the Annual Report has been obtained from reputable sources and purports to represent the facts so as not to mislead the reader.

There were no procedures in the terms of the engagement that could not be performed.

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Restriction on Distribution and Use of Report

My report may be relied upon by the Employer for the purpose set out above only pursuant to the terms of my letter of engagement.

I disclaim all responsibility to any other party for any loss or liability that the other party may suffer or incur arising from or relating to or in any way connected with the contents of my report, the provision of my report to the other party or the reliance upon my report by the other party.

Tasmanian Audit Office



**H M Blake
Auditor-General**

Hobart
22 October 2013

...3 of 3

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Introduction to the Report by the Head of the State Service

It is a pleasure to present the inaugural report for the Tasmanian State Service for the period 1 July 2012 to 30 June 2013, in accordance with Section 19 of the *State Service Act 2000* (the Act).

The past year has seen a number of significant changes to the Tasmanian State Service in light of legislative amendments to the *State Service Act 2000* which came into effect on 4 February 2013.

State Service Governance Changes

An independent review by Mr George O'Farrell examined governance arrangements, roles and responsibilities for the Employer, State Service Commissioner (SSC) and the Tasmanian Industrial Commission (TIC) and Employee review mechanisms for the Tasmanian State Service (TSS). Mr O'Farrell's report was finalised in March 2012.

Following wide ranging consultation on the Report and Government endorsement, a number of changes to the *State Service Act 2000*, the *Industrial Relations Act 1984* and the *Audit Act 2008* were passed by Parliament and received Royal Assent on 22 November 2012. The amendments to the legislation were proclaimed and came into effect on 4 February 2013.

The new arrangements provide that the Employer (the Minister Administering the *State Service Act 2000* [the Act]), is responsible to uphold, promote and ensure adherence to the State Service Principles and that employment practices are in place to support State Service employees. This makes explicit the importance of stewardship of the Tasmanian State Service and the requirement of the Head of the State Service to uphold, promote and to implement arrangements for effective service delivery and state service workforce management.

The Head of the State Service, on behalf of the Minister administering the Act, is responsible for ensuring that the State Service is run effectively and efficiently. I, as the Secretary, Department of Premier and Cabinet (DPAC) have been appointed as the Head of the State Service and have the responsibility for the Employer role on behalf of the Minister (the Premier). The Director of the State Service Management Office (formerly the Public Sector Management Office - PSMO) undertakes a range of functions under delegation by the Head of the State Service on a day-to-day basis.

The amended legislation resulted in the abolition of the role of the State Service Commissioner. The Tasmanian Industrial Commission (TIC), as an independent and external body will now hear and decide on *Tasmanian State Service Act 2000* employee review matters, which is separate from the *Industrial Relations Act 1984* role. The President of the TIC has issued Practices & Procedures for Employee Reviews under the *Tasmanian State Service Act 2000*.

The Auditor-General, as an independent and external statutory office holder, will undertake examinations and investigations into and report on the performance and exercise of the Employer's functions and powers. The Auditor-General's findings will be reported separately to the Parliament of Tasmania.

Commissioners Directions and Ministerial Directions have been replaced by Employment Directions. The Employment Directions are progressively being reviewed to reflect the new governance structural arrangements.

Annual Report

It was previously a responsibility of the State Service Commissioner to prepare an Annual Report on the performance or exercise of the Commissioner's function or powers during the period of 12 months ending on 30 June in that year. The amendments to the *State Service Act 2000* (Section 19) now requires the Employer to present a report on the performance and exercise of the Employer's functions and powers during the period of 12 months ending on 30 June in that year.

To provide a seamless report the functions and responsibilities of the State Service Commissioner that were in place from 1 July 2012 till 4 February 2013 are incorporated into this Annual Report. The only matter reported independently is Section 50(1)(a) of the *State Service Act 2000* - Employee Reviews relating to selection and Section 50(1)(b) Employee Reviews for other State Service actions. Employee Review matters under Section 50(1)(a) and (b) from 4 February 2013 became a matter for the Tasmania Industrial Commission as part of the legislative changes.

Key priorities 2012 -2013

Changes to the *State Service Act 2000* and subordinate legislation as detailed above has been the major change to the State Service for the reporting period. This has entailed changes to the structures not only of reporting, but also to activities relating to the evaluation or assessment of workforce planning, management and development for the Tasmanian State Service. This has become a key priority and has resulted in a significant refocus on how the State Service can continuously improve and in turn, effectively and efficiently deliver the services as required by the Government.

A number of governance and structural arrangements such as Employment Directions have been reviewed and will continue to be reviewed during the coming year in order to better align workforce policies and practices as they relate to the State Service within workforce management and development framework to further enhance workforce capability and sustainability.

The priorities are outlined in the State Service Management Office's (SSMO) Business Plan (which can be accessed through this link: <http://www.dpac.tas.gov.au/divisions/ssmo>) which in effect establishes the People Management and Employment Strategic Direction for the Tasmanian State Service. This is also a primary planning and reporting tool for evaluating, monitoring and reporting of the State Service in terms of reform, workforce management and performance. The identified key activities for 2012 – 2013 were:

- Establishing a new reporting framework for the State Service;
- Reviewing employment programs;
- Reviewing Policies, Practices and Standards;
- Reviewing Employment Directions;
- Developing and leading healthy, wellbeing and safety policies, practices and reporting to achieve workplace safety (and compliance with new Commonwealth Work, Health and Safety legislative requirements);
- Continuing to develop practices and frameworks for high performance;
- Developing a whole-of-service Employee Survey and additional survey instruments with which to assess employee views (and the results of which contribute to workplace and workforce policies and practices and employment framework standards);

- Leading the development and implementation of a State Service Wages Policy;
- Improving management and leadership development by working with the Heads of Agency to implement a whole-of-service approach to Leadership and Management development;
- Improving Human Resources Management and Industrial Relations knowledge, skills and practices across the State Service;
- Continuing reform measures including vacancy control;
- Continuing to strengthen workforce capability through ongoing training, education and development through the Training Consortium and key partnerships with the Australian and New Zealand School of Government (ANZSOG) and other organisations including the Institute of Public Administration, the Menzies Research Institute and the University of Tasmania;
- Strengthening engagement with Agencies in workforce planning, development and management activities; and
- Throughout the year the following priorities also emerged:
 - Providing a work environment where positive workplace behaviour is actively promoted and evident, has become a focus during the reporting period. Appropriate responses to these challenges and changing policies and practices to address and eliminate negative workplace behaviour have been instigated and will be outlined in the Report; and
 - Changes to the Tasmanian State Service also occur in light of changing societal needs, which is evidenced with the introduction of new employment policies and practices. In November 2012, the Premier as the Minister Administering the *State Service Act 2000* authorised Employment Direction No. 28 Family Violence – Workplace Arrangements and Requirements which prescribes workplace arrangements and requirements for supporting State Service officers and employees experiencing family violence and their co-workers. This Employment Direction establishes arrangements that allow employees to access personal leave entitlements (in relevant awards/agreements) to address health issues, or to attend to legal, financial, child care, housing or any other matter arising from family violence; arrangements upon which employees may access flexible work arrangements to reasonably accommodate their needs arising from family violence; access to Employee Assistance Programs (EAP) or associated services that appropriately support employees experiencing family violence; and additional arrangements to support employees. This extends to training for Human Resources practitioners and managers to ensure appropriate support is available to employees.

Overview of the Report

The inaugural Tasmanian State Service Annual Report has been structured to provide for the formal reporting requirements as required by the legislation, but similar to other contemporary reports this Report aims to provide relevant and descriptive information to provide a clear understanding and representation of how the Tasmanian State Service is structured, managed and developed. The Report's design provides for the clear reporting on the Employer's functions and powers but also how employment is managed, and how the State Service is performing in terms of its structure and capability. The Report provides for the identification of priorities and actions to meet challenges during the reporting period and how responses to these challenges are being developed and enhanced.

Statistical information about employment matters (for example, the Senior Executive Service and recruitment patterns) are detailed along with State Service Workforce statistics. The Report identifies the key priorities for the coming period, and, in doing so, provides a cycle of reporting, which is aimed at presenting clear and accurate information about State Service governance and management. This and subsequent Reports will provide for the presentation of the Employer's functions and powers, but, also how the State Service as a whole is managed, developed and enhanced over time as a quality, capable and effective service to meet the government's and the Tasmanian community's expectations.

Chapter 2 provides a formal component by presenting the requirements, roles, functions and responsibilities of the Head of the State Service as set out in the *State Service Act 2000*. It also identifies how employment and workforce matters are executed and developed by Heads of Agencies.

A brief overview of the Tasmanian State Service workforce is provided in Chapter 2 by identifying the Agencies and Authorities and the range of occupational diversity found across the State Service. This allows for a better understanding of the scope of service delivery requirements in workforce terms, and how dynamic the State Service is, and needs to be in meeting the service delivery changes and challenges.

Attracting and Supporting New Employees to the Tasmanian State Service is the third chapter of the Report. The third chapter aims to provide an overview of the how the State Service recruits diverse people and reports on a number of Employment Directions including Employment Direction No. 3 - Workplace Diversity and Employment Direction No. 10 - Aboriginal and Torres Strait Islander employment. Employment of People with Disabilities has been an important focus area and this is further described in the chapter. It also details 'work experience' opportunities, internship participations, careers expo at the University of Tasmania and other activities that promote the State Service as being an 'employer of choice'.

Despite the Tasmanian State Service being in a period of reform, Chapter 3 also details the numbers and types of vacancies that were advertised during the reporting period. Agency specific recruitment programs and other initiatives are reported, all of which aim to substantiate the State Service as being a progressive and diverse workforce. The final part of the chapter will identify how mechanisms are being improved at providing a whole-of-service quality approach to supporting new employees through induction and support programs.

Chapter 4 presents progress on workforce priorities and reforms as outlined in the State Service Management Office's Business Plan. The progress of the actions is detailed and linked to the key performance areas across the State Service. In essence, the State Service Management Office

undertakes a pivotal role as it assists the Employer to balance the social, economic, cultural and political aims of Government through the provision of high-quality policy for state service employment and workforce management and development. To achieve this, the State Service Management Office (SSMO) comprises units that provide policy and services on:

- Workforce Management and Relations – employment policy and programs; industrial relations; health, wellbeing and safety; and central vacancy management;
- Workforce Development – training, education and development delivered through The Training Consortium; development of management and leadership programs and coordination of the Tasmanian State Service Scholarship Fund; and
- Workforce Reform – performance culture and governance arrangements.

The SSMO Business Plan provides for the key output areas for State Service management, reform, evaluation and reporting on State Service employment and effective workforce management. This section of the report details the activities undertaken by the State Service Management Office and Agencies relating to the key priorities of Performance Management, Leadership and Management, Workplace Relations, Positive Workplace Behaviour and Workforce Planning.

A further section of this chapter reports on employment and workforce matters relating to Employment Direction No. 1- Employment in the State Service. Current reform strategies or actions concerning workforce renewal, secondments, conversions, Targeted Voluntary Redundancy Packages, Workforce Renewal Incentive Program and vacancy control measures. Changes to current Employment Directions are also detailed in order to provide information about the State Service's ongoing role in establishing and adapting Employment Directions to achieve effective outcomes. Information about how the State Service upholds the State Service Principles are detailed in terms of Code of Conduct breaches, Employee Reviews and Agency Internal Grievance Resolution processes.

Chapter 5 focusses on activities aimed at building capability in terms of Workforce Training and Development and outlines the range and type of development opportunities that are available across the State Service. This extends to detailing the partnerships and linkages with organisations in programs designed to increase State Service workforce capability.

The State Service Principles underpin State Service actions and decisions and Chapter 6 of this Report details the State Service work environment, including workplace behaviour, frameworks or programs that support employees in the workplace for work, health and safety provisions, and employee health and wellbeing. Managing diversity in the workplace is also detailed along with the provisions available for employees to access flexible work arrangements, leave provisions and communication mechanisms across the service about employment relations and policies.

Chapter 7 presents the examinations and evaluations undertaken during the reporting period by both the Head of the State Service, and previously by the State Service Commissioner. This chapter makes evident the link between these examinations and evaluations in making the State Service effective and efficient, and, how these link to the State Service Management Office's activities and key priorities as detailed in the Office's Business Plan. The information provided in this chapter emphasises the importance of undertaking appropriate evaluation and assessment in order to guide and inform ongoing improvement strategies or initiatives that are aimed at achieving an effective and efficient State Service workforce.

The State Service Workforce Profile is presented in Chapter 8 and details workforce demographics. The profile provides demographic and employment information to demonstrate the diversity of the workforce and the depth or breadth of experience found in the State Service. Age, gender, geographic location and salary profiles all provide valuable information that supports future workforce planning, development and management frameworks.

Chapter 9 presents a collated summary of the first Tasmanian State Service Workforce Survey under the new governance arrangements, which was held in May 2013. The survey results contribute to understanding how employees perceive their employment across a number of different areas: recruitment, engagement and performance, expectations and standards regarding workforce behaviour, management and leadership, workforce performance, workplace health and safety, capability and development, and aspects relating to workforce retention.

The key findings from the Tasmanian State Service Workforce Survey assist and inform whole-of-service and organisational workforce planning and development policies and initiatives. The survey provides one evaluation mechanism in order to assess current employment perceptions and where future actions should be directed in order to achieve and maintain a capable State Service workforce.

The final chapter of the Report presents a summary of the key findings for the reporting period and outlines the priorities for the next year.

It has been a significant year of change and reform. The priorities outlined provide how important it is to continue to develop the Tasmanian State Service in a way that enables it to meet future challenges and provide effective and efficient quality services to the Tasmanian community.

Rhys Edwards
Head of the State Service



CHAPTER 2 STATE SERVICE GOVERNANCE

Introduction

The *State Service Act 2000* (the *Act*) sets out the governance and employment arrangements for the Tasmanian State Service. The *State Service Act 2000* is supplemented by the *State Service Regulations 2011* (the *Regulations*) and Employment Directions.

Legislative amendments to the *State Service Act 2000* were proclaimed and came into effect on 4 February 2013 as part of the State Service Structural Reform Program. These changes primarily related to the governance and structural arrangements for the State Service and the amendments did not change employee employment entitlements.

The *State Service Act 2000* covers the following Agencies and Statutory Authorities (as at 30 June 2013):

State Service Agencies and Authorities

Division 1 Agencies

- Department of Economic Development, Tourism and the Arts
- Department of Education
- 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, Parks, Water and Environment
- Department of Treasury and Finance

Division 2 Agencies

- Tasmanian Audit Office

State Authorities

- Integrity Commission
- Macquarie Point Development Corporation
- Port Arthur Historic Site Management Authority
- Tasmanian Dairy Industry Authority*
- Tasmanian Health Organisation – North
- Tasmanian Health Organisation – South
- Tasmanian Health Organisation – North West
- Tasmanian Skills Institute
- The Public Trustee

*The Tasmanian Dairy Industry Authority is reported under DPIPWE

State Service Principles

Section 7 of the *State Service Act 2000* sets out the State Service Principles which all Heads of Agencies, prescribed office holders, senior executives and employees are bound by. The principles set out standards and expectations that decisions are undertaken in an impartial, equitable manner, demonstrating integrity. The principles govern how the state service is to provide the government with honest, accurate and timely advice and is accountable, responsive and professional; and that appointment and promotion are based on merit. The State Service Principles can be accessed via this link:

http://www.dpac.tas.gov.au/divisions/ssmo/legislation/state_service_legislation_overview#act

State Service Code of Conduct

The Code of Conduct (Section 9 of the *Act*) is underpinned by the State Service Principles and incorporates other legislative requirements as noted below. The Code of Conduct reinforces and upholds the Principles by establishing standards of behaviour and conduct that apply to all employees, including officers and Heads of Agency. The State Service Code of Conduct can be accessed via this link:

http://www.dpac.tas.gov.au/divisions/ssmo/legislation/state_service_legislation_overview#act

The Employer

The Employer is defined as the Minister administering the *Act* and Part 4 of the *Act* sets out the functions and powers of the Employer. The Employer is responsible to uphold, promote and ensure adherence to the State Service Principles and that employment practices are in place to support State Service employees. Outlined below are key sections of the *Act* that articulate the functions, powers and responsibilities of the Employer. Section 15 provides:

(1) The Employer has the following functions:

- (a) to take such steps as the Employer considers necessary to uphold, promote and ensure adherence to the State Service Principles;
- (b) to determine practices, procedures and standards in relation to management of, and employment in, the State Service and to evaluate their application within Agencies;
- (c) 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;
- (d) to evaluate the adequacy of systems and procedures in Agencies for ensuring compliance with the Code of Conduct;
- (e) to determine requirements for the employment of employees or groups of employees in the State Service;
- (f) to determine duties to be of a senior executive nature or equivalent specialist nature;
- (g) to develop and coordinate training, education and development programs for the State Service;
- (h) to develop and implement recruitment programs for the State Service;
- (i) to develop classification standards for officers not covered by an award and, where appropriate, procedures to enable Heads of Agencies to classify duties to be performed by officers within the State Service and, where no classification standards have been developed, to approve the assignment of classifications to duties of officers;

(j) to develop principles and standards to assist Heads of Agencies in the management of the performance of employees.

(2) The Employer, in performing the functions referred to in subsection (1), is to act according to equity and good conscience and in a manner that is consistent with the provisions of this Act.

(3) The Employer is to keep a record of all officers and employees showing such details as are prescribed.

Section 16. Powers of the Employer

(1) The Employer may, consistent with the provisions of this Act, do all things necessary or convenient to be done for or in connection with, or incidental to, the performance of the Employer's functions under this Act.

(2) Without limiting subsection (1), in addition to any power conferred on the Employer by any other provision of this Act, the Employer may, for the purpose of carrying out the Employer's functions under this Act –

(a) conduct such investigations as the Employer considers necessary for the purposes of this Act; and

(b) refer any matter arising under this Act to the Ombudsman, Integrity Commission, Tasmanian Industrial Commission, Anti-Discrimination Commissioner or any other person or body that may be prescribed by the Regulations; and

(c) disclose information to the Integrity Commission if the information is relevant to the performance or exercise by the Integrity Commission of its functions or powers.

In summary, the Employer is required to undertake their functions and powers to ensure that employment arrangements achieve the requirements for an effective and efficient state service. This requires the Employer to ensure the state service employees conduct their work in a professional and ethical manner and that decisions made are based on the State Service Principles and are accountable. To that extent, the Employer's powers and functions and State Service arrangements are able to be examined as noted in Section 18.

Section 18. Investigations into administrative and management matters

(1) The Employer may request the Auditor-General to conduct an investigation into any matter which relates to the administration or management of the State Service.

(2) The Employer may make arrangements with any Head of Agency for such officers, employees and resources as the Employer considers necessary to be made available to the Auditor-General to enable an investigation referred to in subsection (1) to be conducted.

(3) The Auditor-General may examine the performance and exercise of the Employer's functions and powers under this Act.

(4) The Auditor-General is to include in the annual plan referred to in section 11 of the *Audit Act 2008* such matters as the Auditor-General considers necessary to be examined pursuant to the exercise of the Auditor-General's power under subsection (3).

The Head of the State Service

The Head of the State Service, on behalf of the Minister administering the *State Service Act 2000*, is responsible for ensuring that the State Service is run effectively and efficiently. The Secretary, Department of Premier and Cabinet (DPAC) has been appointed as the Head of the State Service to have responsibility for the Employer role on behalf of the Minister (the Premier). The State Service Management Officer (SSMO) (formerly Public Sector Management Office - PSMO) undertakes related activities on a day to day basis on behalf of the Head of the State Service. The role and responsibilities of the Head of the State Service are outlined below and as described in Section 5 of the *Act*.

Section 20. Head of the State Service

(1) The Premier is to appoint a person holding an office specified in Column 2 of Part 1 of Schedule 1 to be the Head of the State Service.

(2) The Head of the State Service is to perform and exercise the functions and powers of the Employer under this *Act* (other than the power to issue Employment Directions).

(3) Anything done by the Head of the State Service pursuant to subsection (2) is taken to have been done, and is as valid and effectual as if it had been done, by the Employer.

(4) In addition to performing the functions and exercising the powers referred to in subsection (2), the Head of the State Service is to perform and exercise such other functions and powers as may be specified in this *Act*.

Section 21. Delegation by Head of the State Service

The Head of the State Service may delegate –

(a) any of the functions and powers of the Employer that the Head of the State Service is to perform or exercise by virtue of section 20(2); and

(b) any of his or her other functions or powers (other than this power of delegation).

Therefore, the Head of the State Service is principally accountable for the management and development of the State Service and as noted in Chapter 1 is required in being appointed as the Head of the State Service to provide a report to both houses of Parliament on the performance and exercise of the Employer's functions and powers during the period of 12 months ending on 30 June in that year (Section 19 of the *Act*). Delegations empower the authorisation of a particular function; however, the Head of the State Service remains accountable for these.

Legislative Directions

Employment Directions

Employment Directions, under Section 17 of the *Act* concern the administration of the State Service and employment matters relevant to the *Act* and are issued by the Minister administering the *State Service Act 2000*.

Former Commissioner's Directions and Ministerial Directions were replaced by Employment Directions on 4 February 2013 with the governance changes. These have been approved and signed by the Premier as the Minister responsible for the *State Service Act 2000*. The amendment

to Employment Directions reflects the changes in responsibilities, but the intent and effect have initially been largely unchanged from the content of Commissioners and Ministerial Directions.

The following is a list of the current Employment Directions:

- Employment Direction No. 1 - Employment in the State Service- advertising, employment categories, employment status-conversions, promotion, secondment, probation
- Employment Direction No. 2 - State Service Principles – provides for the State Service principles in application to the Code of Conduct
- Employment Direction No. 3 - Workplace Diversity
- Employment Direction No. 4 - Procedure for the Suspension of State Service Employees with or without Pay
- Employment Direction No. 5 – Procedures for the Investigation and Determination of whether an employee has breached the Code of Conduct
- Employment Direction No. 6 - Procedures for the Investigation and Determination of whether an employee is able to Efficiently and Effectively perform their Duties
- Employment Direction No. 7 - Pre-Employment Checks
- Employment Direction No. 8 - Gifts and Benefits
- Employment Direction No. 9 - Change of Employment Status of a Teacher from a Fixed-Term to a Permanent Employee
- Employment Direction No. 10 - Aboriginal and Torres Strait Islander employment in the Tasmanian State Service
- Employment Direction No. 11 - Statements of Duties
- Employment Direction No. 12 - Internet and Email Use by State Service Officers and Employees
- Employment Direction No. 13 - Pay Advice Details
- Employment Direction No. 14 - Teaching Service (Tasmanian Public Sector) Award 2000 - leave, salaries, scholarships
- Employment Direction No. 15 - Leave and related arrangements for emergency service volunteers - TasFire, Ambulance, SES
- Employment Direction No. 17 - Senior Executive Service and Equivalent Specialist Officers Administrative Arrangements and Conditions of Service
- Employment Direction No. 18 - Administrative Arrangements for Allocation of Duties to Positions at General Stream Bands 9 & 10 and Professional Stream Band 6 classifications
- Employment Direction No. 20 - Application of Market Allowance
- Employment Direction No. 23 - Workplace Health and Wellbeing
- Employment Direction No. 24 - Workforce Renewal Incentive Program
- Employment Direction No. 25 - State Service Vacancy Control Process (SSVCP)
- Employment Direction No. 26 - Managing Performance in the State Service
- Employment Direction No. 27 - Workforce Health and Safety

- Employment Direction No. 28 - Family Violence – Workplace Arrangements and Requirements

A number of Ministerial Directions remain in place at this time and will be transited to either an Employment Direction, or where appropriate, to an award or agreement. The following Ministerial Directions are still currently in place:

1. Administration - administrative procedures, entitlements, transport, certain employees
2. Work arrangements and leave - Leave provisions, personal/carers leave, State Service holidays
5. Tasmanian Fire Fighting Industry Employees Award 1995 – part-time employment
6. Nurses (Tasmanian Public Sector) Award 1992 – part-time employment, salary calculations, jury service, leave
7. Transport - calculation of salary, increments, leave, transport
8. Indemnity Against Legal Process
21. Travel and Relocation Assistance with respect to Appointment, Promotion or Assignment of Duties for Officers and Employees

Practices, Procedures and Standards

Section 15(1)(b) of the *Act* determines that the Employer is to determine Practices, Procedures and Standards in relation to management of, and employment in, the State Service and to evaluate their application within Agencies. At the report date there are three Practices, Procedures and Standards that guide Agencies in relation to employment management matters:

- Agency-based fixed-term employment registers;
- Agency-specific recruitment programs; and
- Contesting Federal, State and Local Government elections.

State Service Regulations

The *State Service Regulations 2011* also underpin the *Act* and pertain to administration and employment matters and are made under the authority and prescription provided in the *Act*. The Regulations set out the requirements relating to the administration, such as the authority to pay salaries, employee records, absence from duty and other administration requirements. Allowances with respect to appointment, promotion or assignment of duties are provided for in Part 3 of the *Regulations*. Leave, Training, Education and Development, Suspension and Termination matters are found in Parts 4 to 7 of the *Regulations*.

Key roles and responsibilities

The *Act* provides for the appointment of Heads of Agencies and their roles and functions are detailed in Part 6. A Head of Agency is required to uphold the State Service Principles and to undertake employment and management activities. Accordingly, Heads of Agency are required to provide the Head of the State Service with a range of reporting requirements in order for the Head of the State Service to report on employment functions and powers in this Report. Furthermore, Heads of Agencies are required to provide an Annual Report to their Minister regarding their Agency's activities including employment management matters as prescribed in Section 36 of the *Act*.

As noted earlier in this chapter the State Service Management Office (SSMO) undertakes the day-to-day activities on behalf of the Head of the State Service.

Beyond the legislative requirements, there is an ongoing challenge to shape and develop the State Service in order to meet the State Service Principles, and to deliver the required services of the Government to the people of Tasmania. Changing priorities mean that the State Service must continually strive to develop in order to meet the Government's objectives and requirements. Therefore, there is a need to have clearly identified and defined priorities within which effective management and development can occur. The State Service Management Office's Business Plan provides this and the Key Priority Areas for 2012-13 identified involved:

- Building a State Service culture of high performance.
- Implementing effective governance and structural arrangements following the *State Service Amendment Act 2012*.
- Strengthening engagement with Agencies to implement active workforce planning, development and management.
- Leading health and safety of the State Service workforce (including wellbeing).
- Leading the development and implementation of State Services Wages Policy.
- Improving leadership and management capability.
- Improving Human Resources and Industrial Relations knowledge skills and practices in Agencies.

These priority areas will be addressed in the Report, specifically in Chapter 4, but the relatedness of these and other priorities to employment management and workforce development activities are noted throughout the Report.

Information contributing to the Annual Report

There is a wide range of information sources used in the preparation of this Report. Employment Directions and Regulations provide for key accountabilities of actions and a number of these require reporting to the Head of the State Service on employment and management matters. An Annual Agency Survey requires each Agency to report across the matters set out in the legislation and associated regulations and directions. Information about recruitment, performance management, work, health and safety and leadership development matters are some of the areas covered in the Agency Survey.

In addition to this the Tasmanian State Service Workforce Survey results provide an evaluation mechanism that informs the Report by providing a measurement of employee perceptions about their work, work environment and through to matters relating to engagement, retention and workforce development.

Workforce statistical data is drawn from the Workforce Analysis and Collection Application (WACA) and the information is derived from quarterly snapshots of Agency human resource data in accordance with defined reporting standards. Data in the WACA is validated against a set of business rules and translation tables to ensure consistent reporting at a whole-of-service level. Further definitions and explanatory notes are provided in Chapter 8 and Appendix A. The Report uses the word Agency to report on Agencies and Authorities and unless specifically indicated should be read as such.

Overview of the Tasmanian State Service

Chapter 8 of the Report provides the State Service Workforce Profile; however, it is important to describe the State Service workforce in order to gain an appreciation of the workforce size and diversity.

There are 18 Agencies and Authorities across the State Service. These Agencies and Authorities are entities established as per Section 11 of the Act. These organisations provide and deliver all of the Government's policies and include service delivery, regulation, development and cover the environment, health, education, justice, economic development, tourism and the arts, parks, water, infrastructure, police and emergency management, fire, audit, treasury and finance to name a few. Therefore the State Service needs to have professional and capable people to deliver a wide range of services across this diverse spectrum in many locations across the state.

As at 30 June 2013 the service comprised 27 938 people (paid headcount) employed as permanent or fixed-term employees (including Heads of Agencies, Senior Executives, Prescribed Office Holders and employees).

In addition, the State Service employs casual and sessional staff. Fixed-term employment represents 14.16 per cent of the State Service workforce, 0.78 per cent are in the senior executive service and 85.06 per cent are permanent employees. The State Service is a contemporary workforce that upholds and promotes diversity and this is seen in the substantial level of part-time employment. 47.23 per cent of the State Service work part-time and this representation continues to increase with part-time employment representing 42.15 per cent of the workforce in 2006-07. The number of male employees working part-time has also followed this trend. The State Service continues to have a strong representation of women and this continues to increase with 69.72 per cent in 2012-13 compared to 68.17 per cent in 2006-07. Almost 30 per cent of vacancies lodged in the reporting period were specifically for part-time employment.

The State Service has a high level of occupational diversity from administration positions to analysts, scientists, horticulturalists, track workers, call centre operators, nurses, teachers, tour guides, quarantine officers, teacher aides, communication officers, ambulance and fire officers, radiologists, pharmacists, physiotherapists, social workers, speech pathologists, auditors, archivists and librarians are some of the occupations. Gardeners, forensic scientists, cleaners, computer systems officers, accountants, mechanics and technical officers are also employed across a number of agencies and authorities.

The level of experience in the State Service continues to increase with the average service length for permanent employees at 10.18 years, an increase of 0.62 per cent since 2011. This level of service length is an indication of the capability of employees in meeting the needs of the government and that the service continues to adapt to the changing needs and challenges placed upon it. The average service length is an indicator of the engagement levels of employees and contributes to determining or assessing workforce capability and sustainability.

The average age of permanent state service employees is 46.64 years an increase of 0.60 over the past two years. The State Service is experiencing an ageing workforce, similar to other organisations and industries, and ongoing work is aimed at building the future capability of the workforce. This includes the challenge for many public sector jurisdictions to create an attractive employment proposition for younger employees. The State Service has and continues to endeavour to increase

the employment participation of younger people and currently 10.25 per cent of employees are aged under 30 years. The youngest employee in the State Service at the reporting date was 18 years of age and 2.27 per cent of employees are over the age of 65 years and this is in part, a further demonstration of the diversity of the State Service in terms of age.

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Introduction

This chapter describes how the Head of the State Service upholds, promotes and ensures adherence to the State Service Principles in relation to employment. This encompasses how the State Service provides employment opportunities for people to gain employment in the State Service and, in doing so provides a diverse workforce which is representative of the community it serves. Other pathways to employment and work experience will be presented to demonstrate the types of opportunities for people to gain experience and employment in the State Service.

The State Service Principles as established under Section 7 of the *State Service Act 2000* (the *Act*) underpin all employment and workforce management matters, and, set out the standards expected of employees. The State Service Principles provide for a State Service that promotes equity and diversity in employment:

- the State Service provides a workplace that is free from discrimination and recognises and utilises the diversity of the community it serves (Section 7(1)(c)); and
- the State Service promotes equity in employment (Section 7(1) (k)).

The Head of the State Service, Heads of Agency, senior executives and employees are required to comply with, and, uphold the Principles. The Principles are not singular or isolated as such, but they provide the following tenets that guide all employment and workforce management decisions:

- Merit and opportunity;
- Equity and diversity;
- Performance management;
- Leadership development;
- Ethics and accountability, including fair and impartial service to the community; and
- A fair, flexible, safe and rewarding workplace.

The *State Service Act 2000* (the *Act*) sets out the Code of Conduct (Section 9 of the *Act*) which provides that an employee must at all times behave honestly and with integrity; must act with care and diligence and must treat everyone with respect and without harassment, victimisation or discrimination. This Code of Conduct is evidenced in how employment opportunities are advertised, how duties are assigned and classified and how people apply for, and are appointed to the State Service.

Part 7, Section 37 of the *Act* determines that the appointment of a person as an employee or the promotion of an employee is to be based on merit. The importance of merit is first and foremost the key principle that underlies all employment decisions as found in Section 7(1) of the *Act*:

- The State Service is a public service in which employment decisions are based on merit [Section 7(1)(b)]; and
- The State Service provides a reasonable opportunity to members of the community to apply for State Service employment [Section 7(1) (l)].

The requirement of 'Merit' in respect of employment decisions is found in Section 7(2) of the *Act* where 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 those duties; and
- The assessment is the primary consideration in making the decision.

Employment Direction No. 1 - Employment in the State Service details the procedures and set out the minimum requirements relating to the advertising and selecting of persons to undertake duties. Recruitment, promotion, probation and secondment matters are provided for in this Employment Direction. (http://www.dpac.tas.gov.au/divisions/ssmo/employment_directions)

All Agencies (18) are required to actively provide employees and potential applicants with information about the merit principle when advertising vacancies. Activities to this extent are provided in the table below from the 17 Agencies who provided information in their Agency survey.

Table 3/1 Agency information – merit principle

Action taken	Number of Agencies
Provision of electronic or hard-copy guidelines to selection panels	13
Promotion through agency intranet websites	11
Promotion through information on the agency newsletters or bulletins	9
Included in statements of duty	8
Provision of training for selection panel members	8
Though information sessions for managers/supervisors	6
Through information sessions for employees	5

Please refer to the Explanatory Notes for information about the above table

Other actions involved review or refresher activities for selection panel members, advice to selection panels in guidelines and senior management representation on selection panels to ensure compliance with the merit principle.

Employment Direction No. 1 – Employment in the State Service provides Agencies with the ability to uphold merit in their employment practices, while also supporting the efficient operation of the State Service by allowing Agencies to adopt administrative efficiencies relating to:

- advertising of State Service vacancies at the Jobs website;
- the advertising of 'hard-to-fill' vacancies;
- change of employment status from a fixed-term to a permanent employee;
- performance of higher or more responsible duties by a permanent employee;
- promotion without advertising a vacancy; and
- redeployment of surplus employees.

The first two dot points are detailed in this chapter with the remaining ones being described and detailed in Chapter 4 of this Report.

Advertising of State Service vacancies at the Jobs website

The Jobs website at www.jobs.tas.gov.au supports the Head of the State Service's role in promoting and protecting merit by facilitating broad access to up-to-date information about State Service vacancies. The site features integrated, distinctive branding and intuitive design, and is actively marketed through events, including the University of Tasmania's Careers Fair. The State Service Management Office administers and manages the Jobs website and is currently undertaking a project to revise this website in order to promote State Service employment through the provision of vacancies and related information.

A new initiative this year has been the introduction of 'career videos' which highlights the experiences of graduates new to the State Service along with a career guide and application information. This information can be accessed via the following link: <http://www.jobs.tas.gov.au/careers/videos.php>

In the past 12 months, the average number of visits to the Jobs website per month was 103 004. This was a significant increase from 78 399 visits per month in the 2011-12 reporting period. The average number of pages viewed per month was 720 285, compared with 532 983 pages viewed per month in the 2011-12 reporting period. Table 1, below, details permanent and fixed-term vacancies advertised at the Jobs website over the past four reporting periods.

Table 3/2 Vacancies advertised at the Jobs website, 1 July 2009 – 30 June 2013

Agency	2009-10	2010-11	2011-12	2012-13
Dept. of Economic Development, Tourism and the Arts	106	103	45	41
Dept. of Education	430	470	346	434
Dept. of Health and Human Services	1,540	1,491	812	503
Dept. of Infrastructure, Energy and Resources	71	95	58	94
Dept. of Justice	141	164	113	130
Dept. of Police and Emergency Management	66	57	44	31
Dept. of Premier and Cabinet	42	76	40	56
Dept. of Primary Industries, Parks, Water and Environment	144	170	79	129
Dept. of Treasury and Finance	44	50	38	41
Tasmanian Audit Office	3	9	15	13
Integrity Commission	-	14	6	6
Macquarie Point Development Corporation	-	-	-	5
Port Arthur Historic Site Management Authority	19	19	9	14
Tasmanian Health Organisation - South	-	-	-	380
Tasmanian Health Organisation - North	-	-	-	271
Tasmanian Health Organisation - NW	-	-	-	241
Tasmanian Academy	12	3	-	-
Tasmanian Polytechnic	91	4	-	-
Tasmanian Skills Institute	28	17	3	4
The Public Trustee	9	12	19	21
Totals	2,746	2,754	1,627	2,414

In addition to these vacancies and as part of the vacancy control process, a further 511 vacancies were made available to existing state service employees on the basis of an expression of interest. These vacancies were provided in this format in order to redeploy identified employees into other assigned duties within and across Agencies. This is further detailed in Chapter 4.

The advertising of 'hard-to-fill' vacancies

Competition among employers for a small number of suitably qualified employees in certain occupational groups is very strong at times. As a result, agencies may have a number of vacancies that they are not able to fill from a standard advertising campaign. Agencies engage specialist recruitment firms to undertake a global search for candidates, or the agency may simply have to wait for a suitably qualified person to migrate to Tasmania and then make themselves known to prospective employers.

A revised Commissioner's Direction No. 1 – Employment in the State Service (CD No. 1), was issued in November 2010, in paragraphs 4.2(a) and (b), 4.3(c) and 4.4(e) to respond to changing labour markets. The new Employment Direction No. 1 – Employment in the State Service, issued in February 2013, provided agencies with the ability to seek approval for certain permanent vacancies to remain continuously open and be advertised once every two years. These 'hard-to-fill vacancies' are routinely available due to the scarcity of suitably qualified applicants, with the new provision allowing agencies to appoint qualified applicants at any time within the period.

During the reporting period there were no applications received from Agencies to use this new provision.

The management of Employment Registers

Fixed-term employment registers have been established to manage short-term employment requirements in a particular employment category or categories. Such registers are administratively efficient and provide an opportunity for members of the community to gain fixed-term employment in the State Service, while ensuring that a selection process is followed. Registers must be advertised at least every 12 months, and selection from registers must comply with the merit requirements of the *Act*. Registers are posted on the Jobs website and are open at all times to applicants.

Two whole-of-service fixed-term registers have been established to manage the fixed-term employment requirements for people with disabilities and for Aboriginal and Torres Strait Islanders.

Agency-based registers are established by agencies for their own specific needs. Practices, Procedures and Standards for establishing agency-based fixed-term employment registers were issued by the Director, State Service Management Office on 4 February 2013 under subsection 15(1)(b) of the *Act* (by delegation of the Head of the State Service). Some of the occupations covered by agency-based registers are shown in Table 3/3 below.

Table 3/3 Jobs covered by the current employment registers, as at June 2013

Administration	Health and Allied Services
Accounts/finance officer	Audiologists
Administrative assistant	Diagnostic radiographer
Administration/clerical officer	Dietician
Executive officer	Enrolled nurse
School administration clerk	Medical scientist
Communications and Customer Service	Occupational therapist
Call centre operator	Orthotist
Client services officer (Service Tasmania)	Pharmacist
Communications officer	Physiotherapist
Customer service officer	Podiatrist
Information technology customer support officer	Radiation therapist
Public enquiries officer	Registered nurse
Senior front of house assistant	Social worker
Telephonist	Speech pathologist
Environment and Tourism	Support Services
Bookings and ticketing assistants	Canteen assistant
Casual survey interviewer	Cleaner
Cave guide/information officer	Education facility attendant
Courtesy vehicle driver	Food and beverage assistant
Field assistant	Labourer
Field officer	Landscape assistant
Macquarie Island field assistant (also dog handlers)	Operations assistant (also senior operations assistant)
Horticulturalist	Stores clerk
Horticultural assistant	Utility officer
Ghost tour guide	Technical
Ranger (also Discovery ranger)	Communications technician (also technical officer)
Quarantine officer	Computer systems officer
Retail assistant	Fire equipment officer
Seasonal fire fighter	Laboratory technical officer
Tour guide	Library technician
Track worker	Maintenance officer
Visitor reception officer	Mechanic
Visiting journalist program guide	Technical officer
Education and Training	Professional
Sessional teacher	Archivist
Teacher	Auditor (also senior financial auditor)
Teacher aide	Librarian

EQUITY AND DIVERSITY IN EMPLOYMENT

The State Service Management Office has a whole-of-Service role in ensuring that the State Service is free from discrimination and harassment, and recognises equity and diversity in employment. The

State Service Management Office has an additional role to develop specific workplace diversity programs that assist agencies to meet business needs and comply with Employment Direction No. 3 - Workplace Diversity. The specific programs and strategies described in this section assist agencies in meeting their obligations. Further information regarding whole-of-service and individual Agencies' Workplace Diversity Policies and Plans are detailed in Chapter 6.

Employment of Aboriginal people

Employment Direction No. 10 (ED No. 10) - Aboriginal and Torres Strait Islander Employment in the Tasmanian State Service, specifies criteria applicable to supporting the employment of Aboriginal people in the State Service. 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 Director, State Service Management Office in accordance with subsection 15(1) of the Act. Under the procedure contained in ED No. 10, Agencies must forward requests through the Office of Aboriginal Affairs for endorsement. ED No. 10 creates two types of essential requirements:

- Identified positions are positions in which the Aboriginal community is the major client group; therefore Aboriginality is an essential requirement. The positions involve working with Aboriginal clients; providing a service to Aboriginal clients; and/or developing policy or programs that have an impact on the Aboriginal community.
- Tagged positions have as an essential requirement "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.

In the reporting period, three positions were approved under Employment Direction No. 10. All three positions were identified positions in the Department of Primary Industries, Parks, Water and the Environment.

Employment of People with Disabilities

The Tasmanian Government's Disability Framework for Action 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. A number of elements that support this strategy include:

The People with Disabilities Employment Register

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

During the current reporting period, two fixed-term employees were engaged through the approved People with Disability Fixed-Term Employment Register, one in the Department of Premier and Cabinet and one in the Department of Treasury and Finance.

Graduate Program for People with Disabilities

The Graduate Program for People with Disabilities was a Budget initiative in 2010, which provided funding of \$59,000 per annum for two years (2010-11 and 2011-12) to assist agencies with costs related to appointing a person with disability. During the current reporting period, three Agencies participated in the program: the Department of Premier and Cabinet, the Department of Infrastructure, Energy and Resources, and the Department of Police and Emergency Management.

Learning and development

Training on building confidence in managing and working with people with disability has been developed and provided by The Training Consortium (TTC) (Disability Awareness: A practical approach for employees, and Access and inclusion: Leadership and opportunities). TTC has also established a Disability Awareness Training Panel and Mental Health and Wellbeing Training Panel, which use a partnership network to help deliver agency awareness sessions to provide a work environment that better supports employees with disability.

Australian Government Employment Assistance Fund

The State Service Management Office provides information about the Australian Government's Employment Assistance Fund, which provides funding to agencies for workplace modifications needed to support a person with disability in employment.

Supported Wage System

The State Service Management Office also provides advice on the award-based Supported Wage System for People with Disability, which may allow an award wage to be adjusted in those rare instances that an individual's productivity is less than the average productivity/work value for the job being performed because of the impact of disability.

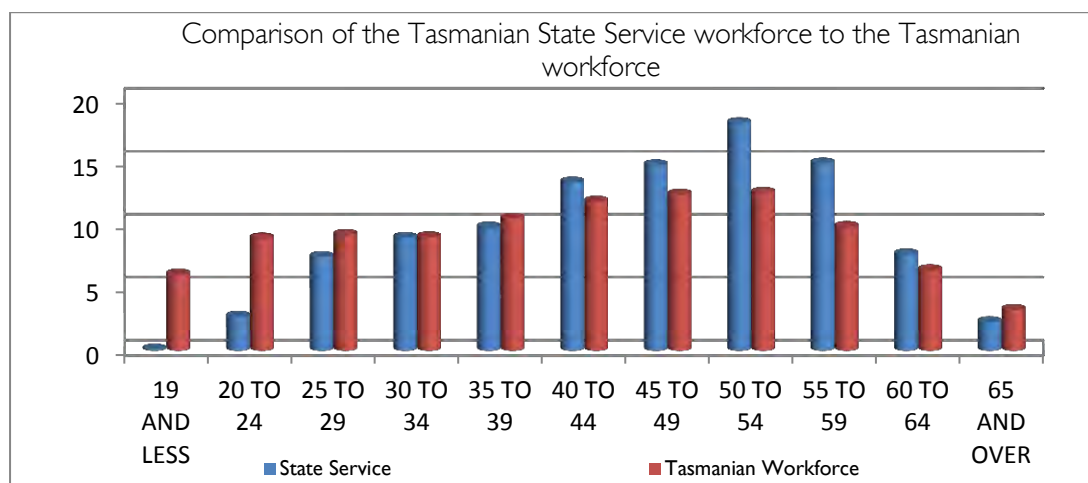
Willing and Able Mentoring Program

The Willing and Able Mentoring program (WAM) matches tertiary students with a disability to a mentor in an organisation in the area in which the student hopes to establish a career. WAM is a national mentoring program (not a work experience program). The WAM mentoring relationship is a voluntary, informal, helpful partnership to encourage the mentee's growth and development through the sharing of the mentor's experience, skills and knowledge. The partnership between the State Service and Tasmanian National Disability Coordination Officers (supported by the Community Development Division, Department of Premier and Cabinet) has continued to engage University of Tasmania students through this program.

YOUTH AND EMPLOYMENT

The age profile of the State Service workforce differs from that of the Tasmanian workforce or labour market as illustrated in the following chart.

Chart 3/1 Comparison of the Tasmanian State Service workforce to the Tasmanian workforce (expressed as a percentage of each workforce)



Tasmanian workforce statistics sources from the Australian Bureau of Statistics 2011 Census of Population and Housing-W01 Labour Force Status by Age-count of employed persons aged 15 years and over

The chart above identifies that in regards to youth employment, the Tasmanian State Service has a smaller percentage of young people in its workforce compared to the Tasmanian State workforce. The State Service youth workforce representing employees under the age of 30 is 2 864 or 10.25 per cent compared to 51 171 employees or 24.18 per cent of the state workforce. Differences in the types of occupational groups, skills and knowledge requirements between the two groups are noted, with more diversity across a range of industry groups noted for the state workforce. With demographic data showing young people entering the labour market later and different patterns of progression through tertiary study, this comparison has considered youth to be people under 30 years of age. This is in line with other statistical data and youth employment trends.

Other age group comparisons show that for the 30 to 40 year age groups there is a similar or proportionate representation between the two workforces. Differences are also identified in the age groups from 40 to 65 years where a higher representation is noted in the Tasmanian State Service workforce to that of the Tasmanian workforce. This may be a result of what may be perceived as traditional occupational groups (teaching, nursing) where there is more stability and longer term employment duration is noted.

Youth employment is being monitored and analysed in order to achieve a higher representation in the Tasmanian State Service workforce. A number of strategies are used by Agencies to increase the levels of youth employment, most of which focus on attracting new recruits who are either undertaking entry level training and education programs, or who have recently completed such programs. Whilst suitably qualified applicants for such programs may be of any age, younger people with less work experience may find entry-level positions more attractive. The following table in line with previous reports shows the number of people aged under 25 years who commenced in the Tasmanian State Service during the reporting period. Future reports will use a youth definition of people under the age of 30 years.

Table 3/4 Recruitment of young people under 25 years of age appointed on a permanent basis, 1 July 2012 – 30 June 2013

AGENCY	Permanent employees recruited		
	2010-11	2011-12	2012-13
Dept. of Economic Development, Tourism and the Arts	3	1	1
Dept. of Education	39	24	9
Dept. of Health and Human Services	7	3	3
Dept. of Infrastructure, Energy and Resources	2	-	5
Dept. of Justice	0	2	-
Dept. of Police and Emergency Management	1	2	4
Dept. of Premier and Cabinet	6	1	1
Dept. of Primary Industries, Parks, Water and the Environment	0	0	1
Dept. of Treasury and Finance	1	3	0
Tasmanian Audit Office	0	0	0
Integrity Commission	0	0	0
Macquarie Point Development Corporation	-	-	0
Port Arthur Historic Site Management Authority	0	0	0
Tasmanian Health Organisation-North	-	-	1
Tasmanian Health Organisation-South	-	-	^
Tasmanian Health Organisation-North West	-	-	3
Tasmanian Skills Institute	1	0	0
The Public Trustee	0	1	1
TOTAL	60	37	29

^THO – South did not report on this

Table 3/5 Recruitment of young people under 25 years of age appointed on a fixed-term basis of 6 months or more, 1 July 2012 – 30 June 2013

AGENCY	Permanent employees recruited		
	2010-11	2011-12	2012-13
Dept. of Economic Development, Tourism and the Arts	6	0	0
Dept. of Education	124	50	68
Dept. of Health and Human Services	116	117	11
Dept. of Infrastructure, Energy and Resources	5	2	5
Dept. of Justice	11	4	0
Dept. of Police and Emergency Management	4	2	0
Dept. of Premier and Cabinet	8	0	4
Dept. of Primary Industries, Parks, Water and the Environment	12	7	11
Dept. of Treasury and Finance	4	2	2
Tasmanian Audit Office	1	1	1
Integrity Commission	0	1	0
Macquarie Point Development Corporation	-	-	0
Port Arthur Historic Site Management Authority	8	11	12
Tasmanian Health Organisation-North	-	-	56
Tasmanian Health Organisation-South	-	-	^
Tasmanian Health Organisation-North West	-	-	23
Tasmanian Skills Institute	1	1	0
The Public Trustee	0	1	1
TOTAL	300	199	194

^THO – South did not report on this

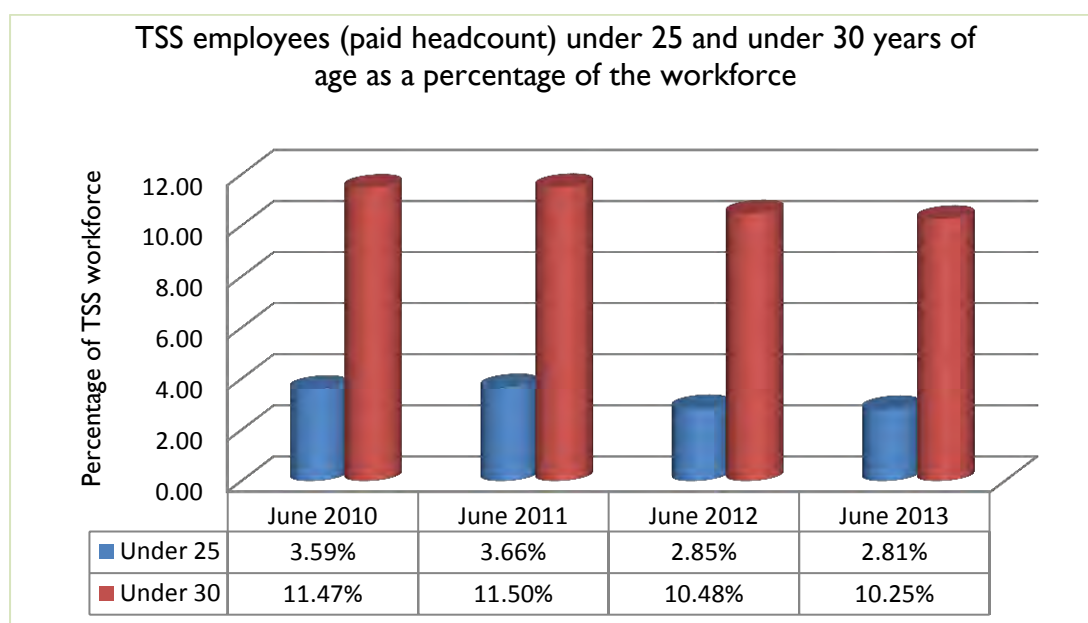
As shown in the two tables above, a total of 223 young people under 25 years of age were recruited into the State Service during the reporting period (29 permanent employees and 194

fixed-term employees). The decreases noted over the past two reporting periods for both permanent and fixed-term employees may be related to the extent of significant budget reforms, changing patterns regarding the ages of people applying for what is considered entry level positions and a lower turnover rate for occupational groups resulting in fewer positions being available.

The occupational range of these positions include Teachers, Nurses, Teacher Aids, Speech Pathologists, Doctors-in-Training, Administrative Trainees, Apprentices and entry level administration or operational roles.

The following chart shows the percentage of employees aged under 25 years and employees aged less than 30 years over the past four reporting periods.

Chart 3/2 TSS employees aged under 25 and 30 years as a percentage of the State Service Workforce



It is evident that the level of youth employment has decreased over the past years and the data represents both permanent and fixed-term employees. A research project is being undertaken by the State Service Management Office at the time of this report to examine youth employment and potential strategies or programs that could increase the level of youth employment across the State Service. Further detail of this project and information about supporting new employees will be provided in Chapter 4.

Partnership between the State Government and the University of Tasmania - Internships

The State Service Management Office supports the State Government's Partnership Agreement with the University of Tasmania 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 for members of the community. Internships are unpaid, but they provide an excellent opportunity for undergraduates to gain valuable insight and experience in their chosen field, making them more competitive in their future job-search activities.

In Semester 2, 2012, the State Service Management Office coordinated the placement of five University of Tasmania interns from the School of Social Sciences (Government) with four State

Service agencies, to undertake research projects related to their courses of study. Semester 1 in 2013 saw six interns placed across five different Agencies as part of the Internship Program.

In addition, the State Sector Management Office actively participated in the University of Tasmania's Careers Week and Careers Fair by providing information sessions on State Service careers and employment opportunities. In 2013, the Careers Fair (18-22 March) was primarily an online event, the State Service Management Office provided content for a State Service careers page including five newly-developed Graduate Career biography videos to promote employment in the State Service - <http://www.utas.edu.au/careers-fair/graduate-employers/employers/tasmanian-state-service>

Opportunities for people from diverse cultural and linguistic backgrounds

The Tasmanian Government Work Placement Program, for people from diverse cultural and linguistic backgrounds, was established in 2003 by the Department of Premier and Cabinet (as a joint project between the State Service Management Office and Multicultural Tasmania).

The aim of the program is to support improved settlement and employment outcomes by helping recently-arrived migrants gain experience of an Australian workplace in order to improve their skills and confidence, and to help them develop important networks within State and local government agencies and organisations. The program also provides the opportunity for host workplaces to experience the benefits of working with people from diverse cultural and linguistic backgrounds. The program continues to complement the Australian Government's Humanitarian Settlement Program for the region.

A significant highlight of the program since 2010 was the extension of the work placement period to three weeks. Feedback from participants had consistently included requests that the two-week placement be extended, and this was successfully trialled in 2010. In all, 41 people completed the 2013 program, compared with 32 people in 2011. One person commenced, but did not complete the program. The program ran from 19 November to 7 December 2012.

Table 3/6 below provides details of participating organisations, numbers, placement type and placement business unit. Table 7 then provides details on the community of origin and placement location.

Table 3/6 Details of program placements – December 2012

Agency	No. Participants	Placement type	Placement Division/Branch
Department of Economic Development, Tourism and the Arts	2	Research Officer	Sport and Recreation, Premier's Physical Activities Council
Department of Health and Human Services	1	Office Administration	Ambulance Tasmania, Southern Operations Emergency & Medical Services
	1	Dental Assistant	Oral Health Services Tasmania (South)
	2	Food Services	Royal Hobart Hospital
	1	Social Worker	Social Work, Royal Hobart Hospital
	1	Nursing Aide	Repatriation, Royal Hobart Hospital
	1	Office Administration	Youth Justice
	1	Food Services	Launceston General Hospital
	1	Office Administration/Finance	Ambulance Tasmania (North)
	1	Dental Assistant	Oral Health Services (North)
	1	Horticultural Services	Launceston General Hospital – Building and Works
	1	Community Services	Health Promotion (North)
	4	Hospital Aide	Launceston General Hospital – Patient Care Services
	1	Finance Officer	Strategic Control, Workforce and Regulation
Department of Infrastructure, Energy and Resources	1	Technical Officer	Asset Information
Department of Police and Emergency Management	1	Technician	Fleet Services, Police Garage
Department of Justice	1	Office Administration	Office of the Anti-Discrimination Commissioner
	1	Mediation Officer	Resource Management Planning and Appeal Tribunal
	1	IT Consultant	Information Technology, Corporate Services
	1	Social Work	Tasmanian Prison Service, Corrections
Tasmanian Audit Office	1	Finance	Financial Audit Services
Department of Education	1	Office Administration	Government Education & Training - International
	2	Teacher's Aide	Glenorchy Primary School
	2	Library Services	LINCS and Community Learning (North)
	1	Community Services	Tasmanian Polytechnic – Migrant Education Services (North)
Department of Primary Industries, Parks, Water and the Environment	1	Field Officer	Inland Fisheries Service
	1	Administration Officer	Lands Titles Office
	1	Horticultural Officer	Gardens Operations, Collections and Research, Botanical Gardens
Details of each local government and other entities program placements			
Clarence City Council	1	Maintenance	Physical Services
Glenorchy City Council	1	Community Programs	Community Development
	1	Office Administration	Waste Management Services
Kingborough Council	1	Health Officer	Environmental Health
Launceston City Council	2	Engineering Services	Infrastructure Assets
	1	Finance	Corporate Services
Total	42		

Table 3/7 Community of origin and placement location of successful participants – December 2012

Country	Southern Tasmania	Northern Tasmania	Total
Iran	5		5
Nepal	6	2	8
Ethiopia	1		1
DR Congo	3	2	5
Bhutan	1	6	7
Sierra Leone	1		1
Zimbabwe	1		1
Eritrea	1		1
Burma	2	1	3
Afghanistan	1		1
China	1		1
Sudan		3	3
Philippines		2	2
Africa (unspecified)	2		2
Totals	25	16	41

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CHAPTER 4 STATE SERVICE WORKFORCE MANAGEMENT

Introduction

The exercise of a number of functions and powers of the Head of the State Service is detailed in this chapter and covers employment management, workforce priorities and workforce structures and change. The authority of the Head of the State Service to determine applications for change of employment status, promotions without advertising, extension of fixed-term contracts and exemptions from prescribed requirements such as essential requirements will be detailed in this chapter.

The first part of this chapter titled 'Workforce Structures and Change', examines how the functions and powers of the Head of the State Service have been exercised during the reporting period. A sub-section details how recent State Service Reforms have been implemented, with a focus on increasing productivity through performance management, changes to business systems and budget savings measures such as vacancy control processes.

The second part of the chapter examines the State Service Workforce priorities in light of these reforms and other activities aimed at further developing a professional and capable workforce. Performance excellence, leadership and management, workplace relations, positive workplace behaviour and workforce planning have been key focus areas during the reporting period.

State Service Workforce Management

The *State Service Act 2000*, Section 15, sets out the functions of the Employer. This section reports on a number of these functions and the first one is Section 15, where the Employer (the Head of the State Service by appointment) is to take such steps as the Employer considers necessary to uphold, promote and ensure adherence to the State Service Principles. This underpins all decision making about employment and workforce matters. Decisions about workforce matters including appointments and performance for example, are delegated to Heads of Agency or Authority and to other appropriate senior officers or employees. The *Act*, *Regulations* and *Employment Directions* provide the framework for these employment and workforce management matters.

There are a number of workforce employment decisions that are required to be undertaken by the Head of the State Service. Whilst the authority for some workforce management decisions are delegated to the Director, State Service Management Office, the Head of the State Service remains accountable and responsible for such actions as required in Section 15 of *Act* including:

- (b) to determine practices, procedures and standards in relation to management of, and employment in, the State Service and to evaluate their application within Agencies;
- (c) 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;
- (d) to evaluate the adequacy of systems and procedures in Agencies for ensuring compliance with the Code of Conduct;
- (e) to determine requirements for the employment of employees or groups of employees in the State Service;
- (f) to determine duties to be of a senior executive nature or equivalent specialist nature;

- (g) to develop and coordinate training, education and development programs for the State Service;
- (h) to develop and implement recruitment programs for the State Service;
- (i) to develop classification standards for officers not covered by an award and, where appropriate, procedures to enable Heads of Agencies to classify duties to be performed by officers within the State Service and, where no classification standards have been developed, to approve the assignment of classifications to duties of officers;
- (j) to develop principles and standards to assist Heads of Agencies in the management of the performance of employees.

Section 15(2) requires that the Employer, in performing the functions referred to in subsection (1), is to act according to equity and good conscience and in a manner that is consistent with the provisions of the Act. The following section details and reports on a number of these functions.

Change of employment status from a fixed-term employee to a permanent employee

Subsection 37(4) of the Act authorises the Employer (the Head of the State Service) to change an employee's employment status from a fixed-term employee to a permanent employee under certain provisions and circumstances. When a change in employment status occurs, the employee may continue to perform the same duties but on an ongoing basis, or new duties may be assigned to the employee, but the Agency is not required to have advertised a permanent vacancy. For this reason there is a strict process and criteria for dealing with requests set down in Employment Direction No. 1- Employment in the State Service. A request may be made by a 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 Employment Direction No. 1. Table 4/1, below, provides statistics for the reporting period for requests made by Heads of Agency.

Table 4/1 Agency requests to change the employment status of an employee from a fixed-term employee to a permanent employee, 1 July 2012 – 30 June 2013

Agency	Approved	Not approved	Carried forward
Dept. of Economic Development, Tourism and the Arts	1		
Dept. of Education	258		1
Dept. of Health and Human Services	88		
Dept. of Justice	4	1	1
Dept. of Primary Industries, Parks, Water and Environment	2		
Dept. of Treasury and Finance	1		
Tasmanian Health Organisation - South	17		
Tasmanian Health Organisation - North	13		
Tasmanian Health Organisation – North West	3		
Tasmanian Skills Institute	10		
Total	397	1	2

Please refer to Explanatory Note 6 for information about the above table.

Many of the requests from the Department of Education are related to the provisions set out in Employment Direction No. 9 - Change of Employment Status - Teacher - Fixed-Term to Permanent. The higher numbers in the Department of Health and Human Services and the Tasmanian Health Organisations are the result of an agreed framework to rectify previous arrangements, and to align the employment status with the requirements of the Act and Employment Direction No. 1. A request may 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 Employment Direction No. 1. Table 4/2, below, provides data for the reporting period for requests made by fixed-term employees.

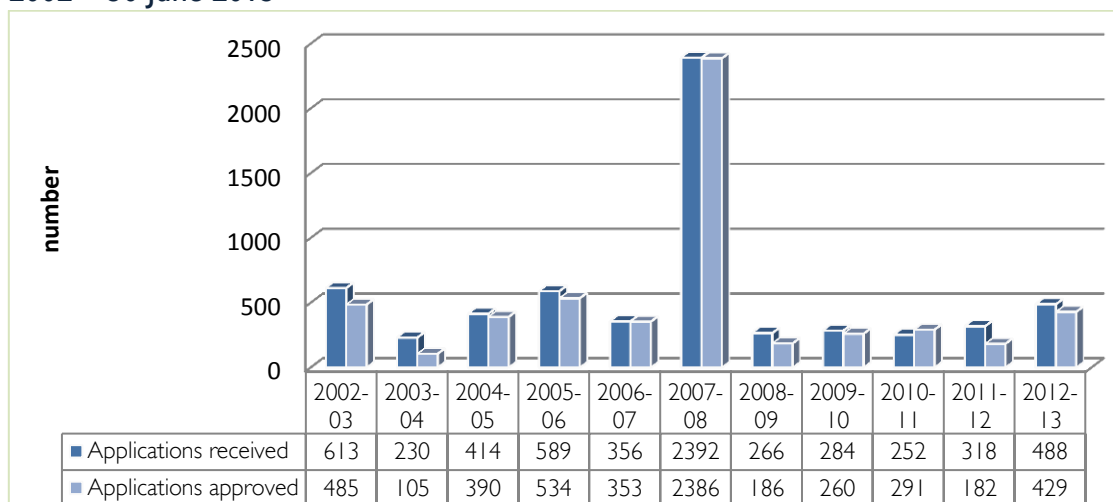
Table 4/2 Employee requests to change the employment status of an employee from a fixed-term employee to a permanent employee, 1 July 2012 – 30 June 2013

Agency	Approved	Not approved	Not progressed	Carried forward
Dept. of Education	15	9	2*	9
Dept. of Health and Human Services	13	12#	3*	3
Dept. of Justice	1			1
Dept of Police and Emergency Management		1		
Dept. of Primary Industries, Parks, Water and Environment	1	4		4
Tasmanian Skills Institute	2	2		
Tasmanian Health Organisation – South		1		3
Tasmanian Health Organisation – North West				1
Total	32	29	5	21

Please refer to Explanatory Note 6 for information about the above table. *not approved is where an employee has requested a change of employment status and are already a permanent employee. # 4 employee requests were not approved in light of the employees obtaining permanency through a gazetted selection process during the request assessment process.

Chart 4/1, below, shows the trend in applications dealt with and approvals given for all change of employment status requests from agencies and employees over the last eleven years. Though a slight increase is noted for the past reporting period, this is a result of an increase in ED No. 9 requests (Education-Teachers) and the Health sector changes as noted above.

Chart 4/1 Change of employment status (both agency and employee requests), 1 July 2002 – 30 June 2013



Please refer to Explanatory Note 6 for information about the above chart.

Performance of higher or more responsible duties by a permanent employee

The performance of higher or more responsible duties refers to the temporary assignment of duties that are classified at a higher salary level, or of duties that are more responsible than the employee's substantive role. These situations commonly occur when an employee performs the duties of their supervisor or manager, while that more senior employee is absent (in which case there is always a 'vacancy') or when an employee is assigned to a special project for a fixed period. Permanent employees undertaking these higher duties or more responsible duties may be paid an appropriate allowance, subject to their industrial award or agreement, for the level of work, or additional work, undertaken.

The performance of higher or more responsible duties is a valuable leadership and career development opportunity for employees and can be a useful succession-planning tool for the Employer and Agencies. The provision of higher or more responsible duties does not replace promotion and appointment to a vacancy under the merit principle as provided for in Employment Direction No. 1 – Employment in the State Service (ED No. 1).

Reporting through the Agency Survey indicated that, during the reporting period, a total of 420 permanent employees received higher or more responsible duties allowances for periods in excess of 12 months, a reduction of 102, or 19.54 per cent, from the 2011-12 reporting period. The most significant reduction of 139, or 60.43 per cent, occurred in the Department of Health and Human Services. Other variations may be due to significant periods of restructuring or realignment of work divisions or sections in light of changing legislation i.e. the commencement of the Tasmanian Health Organisations.

There may be legitimate reasons why higher or more responsible duties allowances 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 ED No. 1. Table 4/3, below, provides details of the number of employees performing higher or more responsible duties for periods in excess of 12 months, by agency, over the past six reporting periods.

Table 4/3 Permanent employees in receipt of higher or more responsible duties allowance for a period in excess of 12 months duration, 1 July 2007 – 30 June 2013

Agency	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Dept. of Economic Development, Tourism and the Arts	2	4	3	2	5	7
Dept. of Education	266	234	299	281	219	195
Dept. of Environment, Parks, Heritage and the Arts	2	2	0	0	0	0
Dept. of Health and Human Services	244	214	242	68	230	91
Dept. of Infrastructure, Energy and Resources	3	0	0	1	3	14
Dept. of Justice	126	35	28	32	37	37
Dept. of Police and Emergency Management	23	5	15	8	8	15
Dept. of Premier and Cabinet	1	2	9	13	1	3
Dept. of Primary Industries, Parks, Water and Environment	14	6	18	6	17	13
Dept. of Treasury and Finance	5	22	9	16	0	1
Tasmanian Audit Office	0	0	0	0	0	1
Tasmanian Health Organisation – South [^]	-	-	-	-	-	0
Tasmanian Health Organisation – North	-	-	-	-	-	19
Tasmanian Health Organisation – North West	-	-	-	-	-	19
TAFE Tasmania	47	18	-	-	-	-
Tasmanian Academy	-	-	2	-	-	-
Tasmanian Polytechnic	-	15	22	-	-	-
Tasmanian Skills Institute	-	4	5	2	1	4
The Public Trustee	-	0	0	0	1	1
Totals	733	561	652	429	522	420

Please refer to Explanatory Notes 1 and 2 for information about the above table. [^]THO South did not report on this.

Promotion without advertising the duties

It is fundamental that in order to uphold the merit principle, permanent vacancies should 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 the duties. Accordingly, Section 40 of the Act allows a Head of Agency to seek the approval of the Head of the State Service to promote an employee without advertising the duties. The Director, State Service Management Office (as delegated by the Head of the State Service) may grant the request if 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 Employment Direction No. 1. Promotions without advertising the duties are publicly notified in the Tasmanian Government Gazette, and are open to review.

The application of a strict test for all requests for promotion without advertising, requiring the existence of special circumstances sufficient to warrant promotion without advertising, results in a limited number of approvals. The Requests for promotion without advertising resulting from

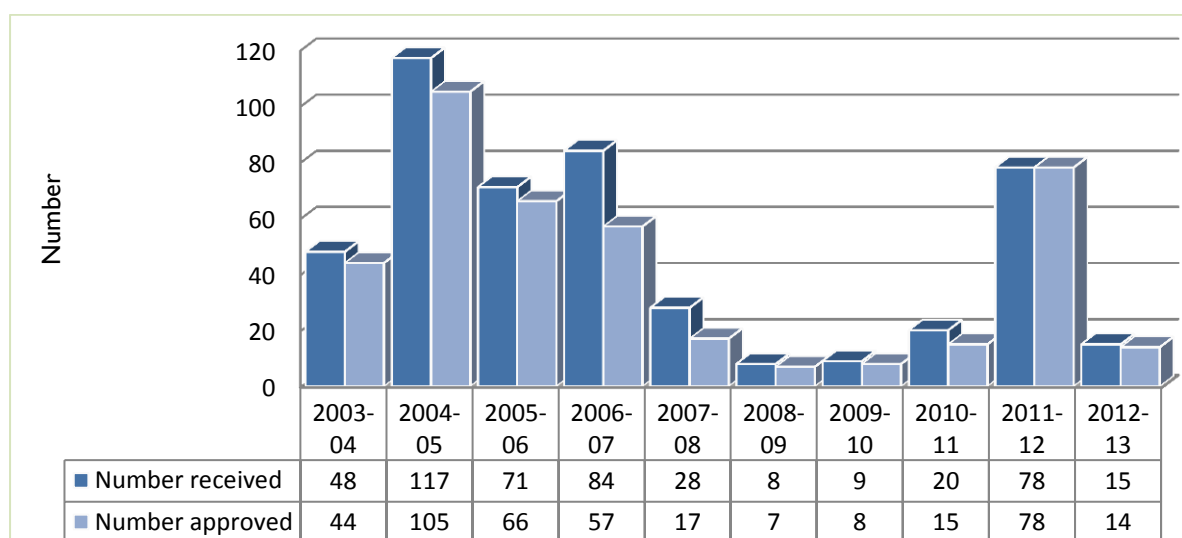
approved formal training programs are considered to satisfy the special circumstances requirements of Employment Direction No. 1. A total of 15 requests for promotion without advertising were received in the reporting period. This is a significant reduction from 2011-12 when 78 requests were made. Table 4/4 below provides details of requests for promotion without advertising the duties.

Table 4/4 Promotion without advertising the duties, 1 July 2012 – 30 June 2013

Agency	Received	Approved	Not approved
Dept. of Health and Human Services	5	4	1
Dept. of Justice	1	1	0
Dept. Police & Emergency Management	4	4	0
Dept. of Premier and Cabinet	1	1	0
Department of Primary Industries, Parks, Water and the Environment	1	1	0
Tasmanian Audit Office	1	1	0
Tasmanian Health Organisation - South	2	2	
Totals	15	14	1

Please refer to Explanatory Note 5 for information about the above table.

Chart 4/2, below, shows the trend in promotion without advertising dealt with and approved for the last eleven years:



Please refer to Explanatory note 5 for important information about the above chart.

Redeployment of surplus employees (Section 47 of the Act)

Under section 47 of the Act, if a Head of Agency considers a permanent employee employed in their Agency to be surplus to their requirements, the Head of Agency may recommend to the Employer that the employee be made available for redeployment. Prior to making such a recommendation, the Head of Agency must make every effort to redeploy the employee to a suitable vacancy at level within their agency or, if possible, another State Service Agency. They must advise the employee in writing of their intention to make the recommendation, the reasons for it and request a response. If the Employer accepts the recommendation, the Employer will take such

action as is considered necessary and practicable to identify duties in the State Service that could be assigned to the surplus employee.

During the reporting period, no permanent employees were declared as surplus. A further section of this chapter details workforce priorities relating to redeployment and vacancy control.

Providing reasonable opportunity for members of the community in employment

Members of the community must be given a reasonable opportunity to apply for State Service vacancies. As outlined earlier, the Jobs website is the main mechanism for the advertising of vacancies within the State Service, thus providing a reasonable opportunity for members of the community to apply for State Service employment. Employment Direction No. 1 – Employment in the State Service (ED No. 1) provides the legislative basis for how Agencies can provide such reasonable access by prescribing circumstances under which State Service vacancies should be publicly advertised. ED No. 1 supports the efficient operation of the State Service by allowing Agencies to take advantage of administrative efficiencies through employment registers.

Permanent employment

In respect to permanent employment in the State Service, Agency Survey returns reported that a total of 1 348 (2011-12: 1 368) permanent vacancies were filled during the reporting period across all Agencies. This figure includes gazetted notices, change of employment status and promotion without advertising approved requests. 11 Agencies reported in the Agency Survey that over 38 per cent of permanent vacancies were filled by external applicants (not all Agencies were able to report against this).

Fixed-term employment

Fixed-term employment is a legitimate form of employment to meet business needs and gives an employee valuable work experience in the State Service that helps them obtain a further fixed-term appointment or an appointment as a permanent employee. There were 563 (610 in 2011-12) fixed-term vacancies of 12 months duration or longer that were filled in the reporting period. In addition, four Agencies reported that there were 19 fixed-term employees that had their contract of employment extended for a total period greater than 24 months. 10 Agencies reported in the Agency Survey that more than 60 per cent of their fixed-term vacancies were filled by external applicants (not all Agencies were able to report against this).

Employment Direction No. 1 (Clause 9.3) provides that fixed-term appointments, including those that are the subject of additional appointment(s), that provide continuous employment in excess of 36 months, may only be made in special circumstances and with the prior approval of the Head of the State Service. Specific project work or duties that are critical to Agency service delivery or other activities may at times require the extension of a fixed-term contract. The following table sets out the approvals granted during the reporting period:

Table 4/5 Fixed-term contract approvals in excess of 36 months

Agency	Number
Department of Economic Development, Tourism and the Arts	4
Department of Education	40
Department of Health and Human Services	4
Department of Infrastructure, Energy and Resources	1
Tasmanian Skills Institute	21

Senior Executive employment

The Government seeks to promote the effectiveness and efficiency of the State Service by recruiting, developing and retaining a government-wide resource of mobile and highly skilled senior executives that identify the Service as their employer, rather than a particular agency. Internal appointments to the senior executive service may be from the existing senior executive service pool or from State Service employees. It is not uncommon for a senior executive contract to be renewed toward the end of its term, in the same or in a different role, but these renewals are not reported here.

Employment Direction No. 17 – Senior Executive Service and Equivalent Specialist Officers – administrative arrangements and conditions of service sets out the requirements for the senior executive service and equivalent specialist officers. All Agencies are required under the Employment Direction to report to the State Service Management Office each year for their senior executive and equivalent specialist offices.

The number of senior executive vacancies advertised in the current reporting period was considerably less than in the last reporting period (15 compared with 24 in the 2011-12 reporting period). 235 applications were received for the 15 senior executive vacancies and seven internal and eight external appointments were made. Additional demographic and employment data is available in Chapter 8.

WORKFORCE REFORMS

In 2011, in light of the Global Financial Crisis and as a means to improve productivity across the Tasmanian State Service a number of initiatives and strategies were implemented including:

- An independent review into the governance and structural arrangements in the Tasmanian State Service;
- State Service Vacancy Control Process (intra and inter agency vacancy management, redeployment);
- Managing for Performance;
- Workforce Renewal Incentive Program; and
- Targeted Voluntary Redundancy Arrangements.

The Independent Review has been undertaken and resulted in changes to the legislation as noted earlier in this Report. Implementation of the governance changes has continued with amendment to the State Service Act Regulations to reflect these changes and Employment Directions are currently being reviewed.

State Service Vacancy Control

The Head of the State Service, under Section 15(b) of Act, is to determine practices, procedures and standards in relation to management of, and employment in, the State Service and to evaluate their application within Agencies. To address the challenges of the Global Financial Challenge and to increase productivity in the State Service, the State Service Vacancy Control Process was developed and is found in Employment Direction No. 25 – State Service Vacancy Control Process. The State Service Vacancy Control Process (SSVCP) supports State Service Reforms through employment strategies and processes to minimise the impact on affected State Service employees.

The State Service Vacancy Control is a process to manage State Service vacancies and enable an examination of alternative employment options for employees identified as surplus to requirements,

as the result of a decision to cease or change the way an Agency activity, program or function operates. Sections 34(1)(a) and (f) of the Act provides that a Head of Agency is required to ensure that the Agency is operated as effectively, efficiently and economically as is practicable and to ensure that the services of employees in that Agency are used as effectively and efficiently as is practicable. All Agencies are required to report to the State Service Management Office for the purpose of reporting progress, actions and outcomes under the reporting requirements determined for State Service Reform strategies. Further accountability is noted in the Employment Direction whereby the State Service Management Office is required to report monthly to the Budget Committee.

The Agency Survey requested Agencies to report on redeployment (inter and intra Agency) activities during the reporting period. Not all Agencies were able to report in full on this; however, 10 Agencies reported that 204 permanent and fixed-term employees were redeployed. Section 34 of the Act requires a Head of Agency to assign duties to each employee within that Agency and to vary those duties; and therefore a reassignment of duties may not be recorded as a redeployment action.

Nine Agencies reported (via the Agency survey) that 18 employees were placed in their Agency as part of the Vacancy Control Process. Not all Agencies were able to report on this given their reporting parameters or systems, and a number of non-reported placements may have been recorded as transfers within their employment management systems. As reported earlier, 511 vacancies were advised during the reporting period as 'Expressions of Interest' which allowed current employees to apply for these vacancies and where determined suitability for the vacancies were determined, employees were then transferred or placed against that vacancy. When a vacancy notification was either not suitable for this, the vacancy was then openly advertised in the Gazette.

Targeted Voluntary Redundancy Arrangements

Details of the redundancy process and separation arrangements are contained in the Standards, Practices and Procedures - Targeted Voluntary and Involuntary Redundancy Arrangements which are issued separately under Section 15(1)(b) of the Act. Where as part of the Agency Vacancy Management process a Head of Agency determines that the duties being undertaken will no longer be required to be performed and there is little prospect for redeployment of that employee they may seek approval to make a Targeted Voluntary Redundancy offer. All proposed offers of a Redundancy made must be approved by the Director, State Service Management Office prior to making an offer. These arrangements apply to permanent employees only.

The Practices, Procedures and Standards document provides for effective and accountable management of target voluntary arrangements with reporting requirements determined by the Head of the State Service. In the reporting period 144 people from 11 Agencies received a Targeted Voluntary Redundancy.

Workforce Renewal Incentive Program

The Workforce Renewal Incentive Program (established in Employment Direction No. 24) is a re-profiling tool that allows agencies to offer incentives to permanent employees, or groups of permanent employees, that may result in early separation or retirement from the State Service. The rationale for the program is a need for the State Service to maintain a balanced workforce profile, to ensure that it maintains an appropriate combination of skills, capabilities and experience to

address future social, economic and workforce challenges.

195 employees elected to receive an incentive under the Workforce Renewal Incentive Program. The Agency Survey indicates that 10 Agencies participated in the program; however, it was not made available by all Agencies in the reporting period.

Tasmanian State Service Workforce Priorities

The part of this chapter details the key challenges facing the Tasmanian State Service Workforce and was listed earlier in this Report. Many of the priorities are identified and addressed through the State Service Management Office's Business Plan. The Business Plan is structured under the themes of:

- Workforce Reform – creating a dynamic, accountable workforce;
- Workforce Management and Relations – attracting, retaining and building a skilled workforce; and
- Workforce Development – building the capabilities of the workforce.

A number of matters relating to these themes have already been structured and reported on within the Report's framework. The key challenges and priorities for the State Service Management Office for the reporting period and addressed in this section include:

- Leadership and Management;
- Driving Performance Excellence;
- Workplace Relations;
- Positive Workplaces (Behaviours); and
- Workforce Planning

Leadership and Management

The State Service Principles contained within section 7 of the *Act* provide for a State Service that promotes leadership in that 'the State Service develops leadership of the highest quality' (Section 7(1)(g)).

The Employer, under Section 15(1)(a) of *Act*, has the function to undertake such steps as the Employer considers necessary to uphold, promote and ensure adherence to the State Service Principles. The Employer (the Minister administering the *Act*) in April 2012 addressed the Senior Executive Service and stressed the importance of leadership and that the leadership skills of managers and supervisors across the State Service are of a high standard.

The Head of the State Service, as per Section 20(2) of the *Act*, is required to perform and exercise the functions and powers of the Employer and therefore in addressing the State Service Principle as noted above, is required to take such steps as to further develop high quality leadership. To this extent, the Head of the State Service following discussions with Heads of Agency, instigated a Heads of Agency subgroup (comprising Agency Heads from the Departments of Infrastructure, Energy and Resources; Police and Emergency Management, Justice and Primary Industries, Parks, Water and the Environment) to develop a framework to strengthen the management and leadership in the Tasmanian State Service.

The framework to strengthen management and leadership has seen the identification of eight specific projects involving senior leadership collaboration and participation. This is an innovative

approach to develop the right capabilities and skills of current and future leaders and managers. The projects have been prioritised and are supported by the State Service Management Office. Leaders and participants in the development and implementation of the projects are being drawn from senior management and leadership roles across the State Service. The first priority project was to develop a contemporary Leadership Capability Framework and three further projects (priority 2) are either underway or nearing completion. Current projects are:

- to research, map and report on all current Agency leadership and manager development programs and models in order to identify common elements and gaps relating to contemporary development of effective leadership and management;
- to develop and implement a contemporary, high quality Manager Development Program that targets current managers and emerging managers transitioning into a management role; and
- to develop a framework for rotation and mobility for aspiring senior officers.

The projects are reported to the Heads of Agency group and their endorsement sought. This results in a coordinated and appropriate approach across the State Service to ensure effective leadership and management. Further information about the current and future planned projects and development can be accessed at

http://www.dpac.tas.gov.au/divisions/ssmo/learning_and_development/leadership.

Continuous development of leadership and management capability in the State Service is also evidenced with the Tasmanian State Government being a member of the Australia and New Zealand School of Government (ANZSOG). ANZSOG provides world-class postgraduate education to emerging leaders and senior executives in the public sector. ANZSOG offers participants the opportunity to study and learn alongside colleagues from public sector jurisdictions across Australia and New Zealand and scholarships are highly sought after, attracting outstanding candidates.

A number of ANZSOG scholarships are sponsored by the Head of the State Service (Secretary of the Department of Premier and Cabinet) as part of a state-wide Leadership Education Development Program. The program provides an opportunity for talented individuals to build relationships across sectors, share better practice, and to increase the research capacity of the State Service which will lead to a high level of excellence and innovation. The Training Consortium (TTC) promotes local ANZSOG programs.

The Training Consortium (TTC) has continued to provide leadership development opportunities with the presentation of a number of key Leadership in Action seminars/workshops and Legal Lunchbox activities with local, national and international presenters. Leadership in Action workshops included:

- The Neuroscience of Leadership with Paul Taylor
- Evidence Based Policy in Practice with Dr George Argyrous
- Innovation in times of constraint with Professor David Albury
- Managing Emotions in turbulent times with Professor Peter Jordan
- Building a Culture of Accountability with Dan Collins
- The Lessons You Learn with Christine Nixon

In December 2012 and March 2013 the State Service Management Office partnered with the ANZSOG to conduct two Women in Leadership Executive Workshops. The workshops delivered through TTC, were designed to strengthen the leadership and management skill of senior female managers, executives and emerging leaders in the Tasmanian State Service. The workshops were led by Christine Nixon APM.

Agency leadership development initiatives

The section above detailed a whole-of-service approach to leadership and management development. This section looks at individual Agency approaches and involvement in the development of effective and capable leaders and managers and therefore meets the Act's State Service Principles (Section 7(1)(g)) in that the State Service develops leadership of the highest quality.

The Agency Survey seeks information from Agencies as to the range of programs and activities undertaken in the reporting period. It should be noted that given the machinery of government changes with the commencement of the Tasmanian Health Organisations and the Macquarie Point Development Corporation, these entities have initially adopted a range of programs and policies including leadership and management from the Department of Health and Human Services and the Department of Economic Development, Tourism and the Arts respectively. A number of Agencies have extended their leadership activities beyond senior management level and have not separated the levels of managers within their survey responses. 15 of the 18 Agencies have a structured leadership development program and eight Agencies have either reviewed their program in the last two years or are currently reviewing their program.

Participation in leadership development programs for some Agencies involves participation in a number of ANZSOG courses and programs. The Department of Primary Industries, Parks, Water and the Environment have developed a specific leadership program whilst other Agencies have developed their own in-house programs or designed specific programs to meet their own Agency or divisional requirements.

Other activities included involvement in the Tasmanian Leaders Program, Senior Executive level seminars and workshops, Australian Institute of Management workshops and seminars, Women in Leadership Program (ANZSOG), the Public Sector Management Program and support for tertiary level course participation. Agencies reported on the numbers of participants across the range of specific or complementary training and development opportunities.

TSS Workforce Survey Question 4C – *'In my organisation, there is adequate opportunity to develop the required capabilities for being a leader'*. 44.3% of respondents strongly agreed or agreed with the statement, a further 27.31% neither agreed or disagreed with the statement.

TSS Workforce Survey comments:

'The Leadership and Management Program is a good program'.

'The current Leadership Development Course is good and should remain'.

Driving Performance Excellence

Effective performance management is critical component of improving the quality of the State Service and remains a key reform activity. The importance placed on having effective and efficient performance in the State Service is evidenced in the recent legislation to enable active management of performance with the aim of achieving improved performance, and in turn, productivity.

The State Service Principles contained within section 7 of the *Act* provide for a State Service that promotes performance management in that the State Service focuses on managing its performance and achieving results (Section 7(1)(j)). In addition, Section 34(1)(g) of the *Act* requires Heads of Agency to develop and implement systems to evaluate the performance of employees.

Following the *State Service Amendment (Performance) Act 2011*, Employment Direction No. 26 – Managing Performance in the State Service was implemented, the purpose of which is to:

- emphasise that effective performance and managing for performance are critical for the State Service workforce to deliver quality services for Tasmanians;
- outline the performance management roles, responsibilities, administrative requirements and accountabilities of Heads of Agency, managers and employees; and
- ensure Performance Management Systems in the State Service are based on regular constructive feedback, support a clear link between the performance and development of individual employees, and achieve business requirements and other workforce management practices.

The Employment Direction applies to all employees appointed under the *Act*, and provides for a performance management system in which performance is planned and assessed on a continuous basis so that appropriate training and development can be identified and matters relating to underperformance can be remedied in a fair and procedural manner. Reporting requirements are included in the Employment Direction. Reporting is provided by Heads of Agencies in the Annual Report and to the Head of the State Service through the Agency Survey. Appropriate training for employees and managers is also included in the Employment Direction to ensure that all employees have an understanding of, and commitment, to their roles, obligations and responsibilities.

The Agency Survey asked 'to what extent has your Agency's performance management system or systems been implemented within the Agency (as per Section 34(1)(g) of the *Act* and Employment Direction No. 26. The following table represents Agencies and Authorities responses to the level of implementation (maturity) of their performance management systems.

Table 4/6 Performance Management Systems – maturity

Agency	Fully implemented	Partially implemented	Developed but not implemented	Did not report
Department of Economic Development, Tourism and the Arts	1			
Department of Education	1			
Department of Health and Human Services	1			
Department of Infrastructure Energy and Resources	1			
Department of Justice		1		
Department of Police and Emergency Management	1			
Department of Premier and Cabinet	1			
Department of Primary Industries, Parks, Water and Environment	1			
Department of Treasury and Finance	1			
Tasmanian Audit Office	1			
Integrity Commission	1			
Macquarie Point Development Corporation	1			
Port Arthur Historic Site Management Authority			1	
Tasmanian Health Organisation – North		1		
Tasmanian Health Organisation – North West	1			
Tasmanian Health Organisation – South				1
Tasmanian Skills Institute	1			
The Public Trustee	1			
Total	14	2	1	1

The level of maturity of each Agency's system needs to be considered in light of the legislative requirements and the Agency's previous performance management systems. The additional requirement regarding training and awareness for managers and employees and appropriate reporting mechanisms has been a substantial task. Further refinements and reporting systems are needed as not all Agencies were able to report on the number of employees who had participated in a training session about their Agency's performance management system. This is not to say that participation or attendance has not occurred, but it would appear that the capturing of these events have not been entirely consolidated at a central level at this time.

One Agency indicated that 100 per cent of their employees had attended, while another Agency undertook this training at the time employees participated in induction activities/programs. The question did not specify the period in which the training had occurred and this may have resulted in different reporting. Only nine Agencies provided a quantitative reply and the State Service Management Office will specifically examine this aspect when the Employment Direction is reviewed, so that better clarity of reporting can be obtained. The numbers of employees who have participated in a formal performance management review are as follows:

Table 4/7 Number of Performance Management Reviews undertaken

Agency	Number of employees	As a % of Agency workforce
Department of Economic Development, Tourism and the Arts	478	100.0
Department of Education	10 207	98.2
Department of Health and Human Services	Not reported	Not reported
Department of Infrastructure Energy and Resources *(implementation incomplete)	390	66.0
Department of Justice	862	75.0
Department of Police and Emergency Management	563	69.2
Department of Premier and Cabinet	267	82.4
Department of Primary Industries, Parks, Water and Environment	1 440	97.0
Department of Treasury and Finance	301	98.0
Tasmanian Audit Office	20	59.0
Integrity Commission	16	100.0
Macquarie Point Development Corporation	4	100.0
Port Arthur Historic Site Management Authority	76	89.0
Tasmanian Health Organisation - North	Not reported	Not reported
Tasmanian Health Organisation - North West	Not reported	Not reported
Tasmanian Health Organisation - South	Not reported	Not reported
Tasmanian Skills Institute	200	75.0
The Public Trustee	55	100.0

The Agencies with non-reported data is noted and it is acknowledged that further improvements are required for the next reporting period. Reporting limitations are also noted regarding the participation or activity levels for managers. This may be due to the incorporation of this training into other programs, workshops, seminars and meetings. Further examination of this will occur with the review of the Employment Direction.

Table 4/8 Specific training for Managers – performance management

Specific training provided for managers/supervisors	Number of Agencies
Agency's performance management process	10
Managing feedback & poor performance	12
Principles of effective leaders to support good performance	12
Understanding management & industrial relations	7
Managing people effectively	13
Communication & mediation skills	8
Conflict management & effective communication training	9
Giving & receiving feedback for competency based training	7
Workplace behaviour training	9
Other (specify): Management development training/workshops	4

Another important component is the recognition and or acknowledgement of good performance. Agencies continue to report on an array of measures that provide the opportunity to recognise good performance outside of the formal review processes.

Table 4/9 Recognising good performance

Action taken	Number of agencies
Through the performance management process	17 Agencies
By recognition from Agency managers	12 Agencies
Acknowledged through awards or in newsletters etc	11 Agencies
With agency opportunities outside their current workplace	7 Agencies
Through a reward and recognition program (formal/informal)	12 Agencies

Appropriate Performance Management Systems, including awareness sessions for employees, training for managers to undertake effective formal and informal performance management reviews, communicating and acknowledging good performance and having appropriate measures to address under-performance, will continue to remain a priority across the State Service. The importance is noted in light of the Agency and Workforce Survey responses and additional resources and development is warranted and planned for during the next reporting period. Employment Direction No. 26 holds that the manager's role is critical to guide, encourage and support employees to do their best in achieving performance outcomes. As Agencies fully implement their performance management processes, it is important that appropriate training and development for managers and employee awareness continue so that high performance levels can be achieved.

The continued focus and development of performance management is warranted in light of the Agency Survey and reporting. The need for improvement and further development of performance management is noted given responses to the TSS Workforce Survey. There is however many employees who support current performance management actions, especially in relation to training and development.

TSS Workforce Survey comments:

'Training opportunities have been actively encouraged, and my views on my own professional development have been sought by my manager'.

'The new performance framework is excellent. I can see it being utilised... and hope that it will make a real difference'.

'I have received excellent training in areas relevant to my work. My direct manager is strongly supportive of this aspect of work'.

TSS Workforce Survey Question 4b – 'I have adequate opportunity to develop the required capabilities for my role'. 70.05% of respondents agreed or strongly agreed with this statement.

TSS Workforce Survey Question 8f – 'I understand how my organisation's performance management system works'. 56.83% of respondents agreed or strongly agreed with this statement.

TSS Workforce Survey Question 8j – 'My organisation effectively manages underperforming employees'. 28.10% of responses indicated a response of strongly disagree, 25.69% disagreed and a further 25.55% neither agreed nor disagreed with the statement. 14.88% supported the statement with either an agree or strongly agree response.

Improving performance

Employment Direction No. 26 sets out the requirements of Agencies, managers and employees when performance is assessed as being not satisfactory. There can be a number of reasons that an employee has not performed to a required level or standard. Changing tasks or duties,

implementation of technology or changing service delivery or reporting processes can alter the employee's performance and measurement thereof. As detailed in Section 10 of the Employment Direction, an informal discussion and dedicated support for the employee may be sufficient in addressing underperformance. A formal Performance Improvement Plan may be required at times so that performance improvement requirements can be detailed and structured in a manner that provides support for the employee. The employee and manager both sign this Plan and the principles of procedural fairness and timeliness guide the Plan. Performance is critical to delivering services to the Tasmanian community and therefore it is necessary to ensure appropriate recording and reporting is undertaken. The systems required and available for this to occur have been examined during the reporting period by the State Service Management Office, and the development of appropriate systems is currently being assessed.

The Agency Survey asked Agencies to provide what mechanisms are in place to address unsatisfactory work performance. The table below details the responses.

Table 4/10 Addressing unsatisfactory performance

Mechanism	Number of Agencies
Through Employment Direction No. 26 provisions	14
Performance management processes	16
Delegated to Agency managers for appropriate attention	15
Agency has a specific policy	11
Managers are provided with specific training	10
Specialist advice from the Human Resource area or external providers	17
Supporting information and guidelines on the Intranet	14

Positive Workplaces

A concern that has arisen during the past few years is that of negative workplace behaviour, the effects of which can be detrimental to employee health and wellbeing, performance and may detract from Agencies meeting Agency goals. The State Service takes pride in being an employer that attracts, engages and retains employees in a positive and supportive workplace. In light of contemporary literature, a review of employee grievances and reviews, the results of employee surveys and consultation with unions, human resource representatives and Heads of Agency, there was an identified need to examine and analyse how to remedy negative behaviour in the workplace.

The State Service Management Office is undertaking a project to:

- identify current contemporary literature regarding positive and negative workplace behaviour;
- consult with Agencies regarding good practice for sustaining positive workplace behaviour and mechanisms to address negative behaviour;
- undertake guided discussions with Human Resource practitioners and line managers to assess the efficacy of Agency policies and practices;
- review employee survey responses regarding workplace behaviour; and
- consult with the Anti-Discrimination Commissioner, unions and other stakeholders.

The aim of the project is to identify a range of tools and good practice mechanisms, including training, advice and support whereby employees and managers understand the importance of appropriate workplace behaviour in line with the Agency values and the State Service Principles. Ethical conduct and integrity are included as is having good communication, performance management frameworks and appropriate notification of negative behaviours and or grievances along with effective conflict resolution mechanisms. Appropriate measures are being examined and assessed including effective induction and orientation programs; team building and team work skills and knowledge and aligned with this is development and training for managers and supportive measures including Human Resource practitioner and contact officer assistance to managers and employees.

Workforce Planning

The State Service Management Office had previously prepared an annual *State Service Workforce Profile*, which included data on ageing populations at a national and state level, together with State Service demographic data such as age, gender, length of service, salary, separation data, occupational groupings, and employment category. The Profile was used by the State Service Management Office across the range of its activities to identify and analyse whole-of-service trends, including potential challenges to the continuation and development of a sustainable and capable workforce. The State Service Workforce Profile now forms part of this Report.

Workforce Planning is a strategic objective of the State Service Management Office and during the past year a review of workforce planning activities across the State Service, other public sector jurisdictions, the private sector and contemporary approaches and research identified implementation barriers and challenges. The review noted the complexity in which workforce planning, development and management occurs and a number of activities are being developed and implemented to engage Agencies in active workforce planning, development and management.

The development of a sector workforce planning model/standard is occurring along with a number of projects, including an examination of entry level employment across the Service and a project that involves the application of the model to an across-sector occupational group.

Workplace Relations

In 1999 Cabinet established the Public Sector Industrial Relations Committee of Cabinet and a supporting inter-departmental committee, the Public Sector Industrial Relations Committee (PSIRC) to deal with certain public sector industrial relations issues.

The State Service Management Office reports to the Public Sector Industrial Relations Committee and also has the role to lead, develop and implement the State Service Wages Policy. Wages Policy is determined by the Cabinet. Industrial Relations matters are reported to PSIRC regarding:

- present or upcoming wage negotiations across the State Service;
- a summary of all current Industrial Agreements;
- Significant Industrial Relations matters;
- Productivity and reform matters; and
- National public sector Industrial relations matters.

The current Wages Policy as endorsed by Government was adopted in May 2011. The Policy is predicated upon ensuring fair working conditions, and allowing reasonable wages with a focus on

creating a more flexible, highly capable, mobile, and outcome driven State Service in order to meet the priorities of Government. The Policy provides appropriate remuneration to employees that reflect the Government's current difficult budget position whilst recognising changes in productivity, the efficient delivery of services to the Tasmanian community, the skills and experience of employees and of on-going workplace reform.

Salary, allowances and/or conditions packages (non-productivity based increases) are capped at 2.00% per annum. An additional productivity component capped at the equivalent of 0.5% per annum is available for realizable savings. The replacement agreements for the current reporting period cover a diverse range of occupational groups. These include:

- General State Service employees across Agencies in administrative, clerical, technical, trade, operational and professional grades;
- Education facility attendants located in primary and secondary schools, colleges and TasTAFE;
- Radiation therapists and allied health professionals generally;
- Non-clinical occupations within the Department of Health & Human Services and the Tasmanian Health Organisations;
- Teaching staff – both Kindergarten to Year 10, Post Year 10 and Skills Institute;
- Ministerial Drivers;
- Environment and invasive species personal, track workers, rangers, wild life workers in National Parks;
- All employees engaged by the Port Arthur Historic Site Authority;
- Correctional officers engaged in the Tasmanian Prison System;
- Visiting Medical Specialists at Tasmania's public hospitals; and
- Professional Engineers engaged in road and bridge construction in Department of Industry, Energy and Resources.

All the above replacement agreements were negotiated with outcomes reflective of the Government's Wages Policy. The agreements negotiated to date represent some 22,000 employees across all Agencies

In addition, a new comprehensive classification structure was finalised and inserted by consent into the Nurses Heads of Agreement 2010, which provides a contemporary structure for entry level to senior management levels. Negotiations also concluded following a trial at the Mersey Community Hospital, for a significant agreement outlining practice settings for midwives in the care and support of birthing mothers in public hospitals. In order to conclude the current round of replacement agreements, negotiations are to commence in July 2013 with unions representing Police, Fire Fighters and Nurses.

All State Service Awards were amended to include the introduction of family violence leave and enhancing personal leave provisions. This is in line with Employment Direction No. 28 – Family Violence – Workplace Arrangements and Requirements and is evidence of the Government's commitment to workplace arrangements that support employees experiencing family violence to remain in employment, maintain financial independence and continue to work safely.

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CHAPTER 5 BUILDING CAPABILITY - STATE SERVICE WORKFORCE TRAINING AND DEVELOPMENT

Introduction

Having a knowledgeable and skilled workforce is critical for productivity, workforce sustainability, meeting service delivery requirements and to continuously build the workforce in light of future challenges. The importance of effective training and development for the State Service is already evident given the focus placed on training and development reported in the previous chapters. This chapter presents information about the various types of training and development opportunities available across the State Service, as well as partnerships and linkages with organisations that seek to enhance the State Service's workforce capability. Providing training and development opportunities is of primary importance to ensure that the engagement and productivity levels of employees remain appropriate and positive.

Chapter 4 provided information regarding training and development for managers and employees about performance management and leadership. Training and development requirements are noted in a number of Employment Directions or undertaken as a component of 'good practice' to meet State Service and Agency needs or requirements. Training and development may be in relation to specific occupational groups, for example, teachers, nurses or for finance or human resources employees in light of new software, to increase or maintain occupational capability, recording or reporting systems or Agency specific service delivery activities. All training and development activities across the State Service enhance our workforce capability and it is an investment that contributes to providing quality services to the Tasmanian community currently, and in building a sustainable workforce to meet future needs.

During the reporting period a number of whole-of-service awareness or training and development activities were undertaken in relation to Employment Direction No. 28 – Family Violence – Workplace Arrangements and Requirements. Similarly, Work, Health and Safety training and development is provided in Employment Direction No. 27. Training and awareness regarding anti-discrimination training and workplace bullying have been highlighted as priority training matters at Agency and at a whole-of-service level. Agency support for employees undertaking formal courses of study is another investment to assist employees in gaining formal qualifications, knowledge and experience. Support in the form of study assistance may include the provision of time to attend courses or study related activities, financial assistance to meet course costs, or arranging for the placement of an employee in an area related to their study for project or research work required of their course. Induction or orientation training or Agency specific training, for example: coaching, mentoring, health and wellbeing or systems training are not included in this chapter in data form but the importance of these is noted. The provision of arrangements for higher duties or more responsible duties allowance as reported in Chapter 4 of this Report provides employees with a training and development opportunity.

Training and development or awareness activities are not related solely to participation in formal courses, workshops or seminars. Skills and knowledge acquisition can also occur through a range of activities, for example, project work, secondments, undertaking higher duties through a higher duties or more responsible duties allowance for a period of time. Shadowing or having work experience in a different area can increase employees' skills and knowledge. Agencies have

developed partnerships with organisations (University of Tasmania) outside the State Service for specific training and development needs.

Partnerships and Collaboration

Australian and New Zealand School of Government (ANZSOG)

The Tasmanian State Government is a member of the Australian and New Zealand School of Government (ANZSOG), which was established with the vision of creating a world-leading educational institution that teaches strategic management and high-level policy to public sector leaders and acts as a trusted facilitator that helps governments find solutions to real world public issues.

ANZSOG is dedicated to creating value for the public by providing world-class education for public sector leaders, delivering programs that build new policy, research and management capability, conducting research that makes a significant contribution to policy knowledge and encouraging public sector innovation.

The School seeks to attract high potential participants from all Australian and New Zealand jurisdictions and, in due course, from the non-government sector. The Head of the State Service provides scholarships as part of the service-wide leadership program.

The Public Sector Management Program

The Public Sector Management Program (PSM Program) is a tertiary level management education program aimed at managers from middle to senior levels in Commonwealth, State, Territory and Local Government public sectors across Australia.

The PSM Program is a joint venture between the Commonwealth, States and Territories of Australia. It has been running in Tasmania since 1992 with an exceptionally high per capita take-up rate. The Program incorporates the latest developments in public sector management and theory and has been developed to offer participant centred, flexible and varied learning opportunities to a diverse student population.

Participants in the PSM Program currently graduate with a Graduate Certificate in Public Sector Management from the Flinders University, South Australia. The Program is administered on behalf of the Tasmanian Local Leadership Group and by The Training Consortium, State Service Management Office, Department of Premier and Cabinet.

This year, The Training Consortium (TTC) not only managed the PSM Program in Tasmania, but in Victoria as well. Twenty-two State Service, Local Government and Commonwealth employees graduated from the program in the reporting period.

Institute of Public Administration Australia

The Institute of Public Administration Australia (IPAA) is supported through The Training Consortium's secretariat role. The TTC coordinates the delivery of IPAA state-wide events. IPAA is the nationwide professional association for those involved in public administration. It has divisions in all states and territories and a national office based in New South Wales. Membership is open to all individuals and organisations with an interest in public sector management.

IPAA Tasmania provides professional networking opportunities; seminars with key speakers on topical subjects, designed for maximum interaction by members; Forums with top line panels of speakers on issues concerning public administration; and awards and prizes for agencies, Councils and Government Business Enterprises. IPAA produces quality journals about public sector administration, management and development and a National Conference is held each year.

The Training Consortium

The Training Consortium (TTC) was established in 1998 and continues to provide learning and development programs and events on behalf of its members. The Training Consortium is based in the State Service Management Office (DPAC) and during the reporting period delivered 197 calendar events and coordinated 176 in-house training programs for its member organisations. The member organisations are represented by State Service Agencies, State Government Business Enterprises, Commonwealth and Local Government organisations.

Table 5/1 The Training Consortium membership, as at June 2013

State Government Agencies	Other organisations
Department of Economic Development, Tourism and the Arts	Australian Antarctic Division
Department of Education	Australian Bureau of Statistics
Department of Health and Human Services	Australian Health Practitioner Regulation Agency
Department of Infrastructure, Energy and Resources	Department of Human Services
Department of Justice	Department of Veterans' Affairs
Department of Police and Emergency Management	Australian Antarctic Division
Department of Premier and Cabinet	Aurora Energy
Department of Primary Industries, Parks, Water and Environment	Local Government Association of Tasmania (includes all member councils)
Department of Treasury & Finance	Metro Tasmania
Tasmanian Skills Institute	Retirement Benefits Fund Board
Tasmanian Audit Office	Southern Water
	Transend Networks
	University of Tasmania

New members in 2012-13 were Australian Health Practitioner Regulation Agency and the Australian Bureau of Statistics.

The Training Consortium highlights for 2012-13 included:

- the re-design of TTC website;
- the introduction of an online registration and electronic invoicing;
- a staffing review and restructure;
- Specific training programs for DOE and DHHS;
- a client survey;
- the delivery of ANZSOG and IPAA events in Tasmania; and
- the implementation of training to support State Service initiatives.

In supporting The Training Consortium's member organisations, TTC established a panel of providers for People and Performance Management to support State Service Agencies and other member organisations to access training in these areas.

Human Resources and Industrial Relations Capability

Human Resource Capability Framework

The Capability Framework for human resources and people managers was designed to map capability against a common framework of reference including to the Australian Human Resources Institute (AHRI) professional recognition pathway. In 2012-13 The Training Consortium delivered the HR Capability Program, a series of nine workshops aimed at developing knowledge and skills aligned with the capability framework.

A total of 114 participants participated in the Program. In addition to knowledge and skills development, the program provides the opportunity for cross agency networking and sharing of practices and experience, both amongst fellow participants and through the exposure to experienced practitioners from a range of agencies. A new HR Lunchbox series was introduced in the reporting period, in partnership with Mercer Australia, to provide networking and development opportunities to HR Practitioners on contemporary HR topics.

Industrial Relations Capability Framework

In response to a need identified by Agencies, TTC developed and commenced delivery of the Industrial Relations (IR) Capability Program, which aims to enhance the skills and knowledge of HR Practitioners with workplace relations responsibilities. The Program is comprised of four one-day workshops scheduled over a five-month period. A two month “practical application” period between Workshops 3 and 4 provides an opportunity for participants to undertake a range of individual and team-based activities to apply and consolidate their learnings.

This unique Program attracted strong interest with a full program of 22 commencing in May 2013. A wait list has been established with plans to offer a second program in late 2013. Additional programs have been delivered and coordinated through the Training Consortium to meet individual Agency requirements.

103 participants successfully completed whole-of-service external leadership programs (e.g. ANZSOG, PSMP and the Australian Public Service Commission). More than 6 000 participants attended TTC programs and events during the reporting period. The Training Consortium continues to respond to the changing training and development needs of the State Service and member organisations.

Agency reporting on training and development

The following table reports Agency data regarding participation by senior managers, managers, high potential employees, graduates and employees in a structured training and development program initiative. It is noted that four Agencies were unable to report against all categories due to decentralised training records management or incomplete records being maintained. Several Agencies were not able to report on each of the categories e.g. senior managers, middle managers and therefore the data combines the two groups. Agency and structural changes during the reporting period may have resulted in training and development records not transitioning in time for reporting. Data presented in this table is based on each Agency’s survey responses to this question and other structured training and development related questions in the Survey.

Table 5/2 Agency reports on training and development activities

Agency	Number of program participants	Employee groups receiving targeted structured training
Department of Economic Development, Tourism and the Arts	152	All employees
Department of Education	6 856	Senior and middle managers, high potential employees, all employees
Department of Health and Human Services	2 244	Senior and middle managers, all employees
Department of Infrastructure, Energy and Resources	447	Senior and middle managers, high potential employees, all employees
Department of Justice	61	Middle managers, all employees
Department of Police and Emergency Management*	470	Senior and middle managers, all employees
Department of Premier and Cabinet	159	Senior and middle managers, all employees
Department of Primary Industries, Parks, Water and Environment	623	
Department of Treasury & Finance	307	Senior and middle managers, high potential employees, all employees
Tasmanian Audit Office	14	Senior and middle managers, all employees
Integrity Commission	1	Senior Manager
Macquarie Point Development Corporation#	-	-
Port Arthur Historic Site Management Authority	0	0
Tasmanian Health Organisation – North	0	0
Tasmanian Health Organisation – North West	323	Managers, all employees
Tasmanian Health Organisation – South^	-	-
Tasmanian Skills Institute	0	0
Public Trustee	11	Managers

*The Department of Police and Emergency Management also reported 732 competency unit acquisitions (both internal and external providers) across all employee groups. #Macquarie Point Development Corporation initially participated in DEDTA's training and development for the period of reporting and has been included in this.. ^THO – South did not report on this

From the information provided by Agencies, it is evident that an improvement is needed in reporting training and development activities. This would extend to Agency approvals for study assistance and mentoring/coaching activities which combine to increase the skills, knowledge and capability across the State Service. Professional development and other prescriptive training and development activities that are required for a number of professional occupations in order to register with a professional board should be considered for inclusion in future reports.

Secondments within and external to the State Service

Secondments provide an opportunity for employees and Agencies to gain additional skills and knowledge. Employees seconded to external organisations can return to the State Service with new knowledge, skills and experience that can enhance their own and their section's work. Knowledge sharing and skills acquisition at the work level can be gained through external secondments.

Agencies at times undertake to second people from outside the State Service to meet specific organisational needs where there is a requirement for specific duties or for a specified period of time. This brings the opportunity for Agencies to gain additional skills and knowledge from the seconded person during the period of their placement.

Secondments may be for a specific period or task and as directed in Employment Direction No. 1 – Employment in the State Service, Section 10 - the Head of the State Service may agree to a secondment arrangement following the agreement of the Head of Agency, the organisation and the employee. Arrangements for a secondment are to be in accordance with Section 46(a) and (b) of the Act. The following table shows the number of secondments into and external to the State Service for the reporting period.

Table 5/3 Secondment arrangements July 2012 – June 2013

Agency	Employees seconded to an external organisation	Employees seconded into the State Service
Department of Economic Development, Tourism and the Arts		1
Department of Education	9	3
Department of Infrastructure, Energy and Resources	3	1
Department of Premier and Cabinet	2	
Department of Police and Emergency Management		1
Department of Primary Industries, Parks Water and the Environment	3	
Tasmanian Audit Office	1	
Total	18	6

State Service employees' views and perceptions about training and development are provided below:

'Working at [...] has been excellent. The training, experience, opportunities and mentoring I have received (and will continue to receive) has been phenomenal'.

'I think the opportunity to attend Professional Learning/Professional Development events is one of the best things about working for the Tasmanian State Service'.

'I am very fortunate and am encouraged to learn and develop my skills and pass them onto others'.

'The Department has enabled me to upgrade my skills at the diploma level and I have had access to some excellent training programs'.

'My team and Director support me well and have provided me with the development opportunities to assist my role'.

TSS Workforce Survey responses

Question 4a – 'I understand the knowledge, skills and behaviour (capabilities) required for my role'. 2.36% of respondents indicated that they disagreed or strongly disagreed with the statement. 97.45% of respondents recorded a strongly agree or agree response.

Question 4b – *'I have adequate opportunity to develop the required capabilities for my role'*. 70.05% of respondents strongly agreed or agreed with this statement. 12.58% of respondents answered that they disagreed or strongly disagreed with the statement.

Question 6b – *'Development opportunities are available to perform at a high level in my role'*. 49.06% of respondents recorded a strong agree or agree response, whereas 24.91% neither agreed nor disagreed with the statement.

The comments and responses to the TSS Workforce Survey further demonstrate the importance placed on training and development by employees. At a whole-of-service and Agency levels the training and development identified needs and responses to these needs has been demonstrated in the information provided in this chapter. Appropriate and timely training and development activities will continue to be designed, implemented and evaluated to ensure that employees are supported in developing and maintaining the right skills and knowledge for a productive and responsive workforce.

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Introduction

This chapter details a number of employment aspects that relate to the work environment. How employees are provided with flexible work arrangements, the importance placed on respect in the workplace and through to the management of employee grievances and how alleged code of conduct matters are addressed will be detailed in this chapter.

There are a number of State Service Principles that apply and relate directly to the work environment and require equity, respect and flexibility and are provided for in Section 7 of the Act:

- the State Service provides a fair, flexible, safe and rewarding workplace;
- the State Service established workplace practices that encourage communication, consultation, cooperation and input from employee on matters that affect their work and workplace;
- the State Service provides a workplace that is free from discrimination and recognises and utilises the diversity of the community it serves; and
- the State Service provides a fair system of review of decisions taken in respect of employees.

State Service Principle - Section 7(1)(a) states that the State Service is apolitical, performing its functions in an impartial, ethical and professional manner. The high standards expected of performance, ethical and professional conduct apply to all employees and officers in the State Service. Therefore, employee conduct should at all times be of a high standard and that the State Service has appropriate practices and policies in place to support this.

Employment Direction No. 2 – State Service Principles sets out the expectations and standards associated with the State Service Principles for all employees and officers. There is also the requirement for Heads of Agency to implement mechanisms directed at ensuring that the State Service Principles and the Code of Conduct provisions (Section 9 of the Act) are known and understood by employees and officers in terms of their responsibilities. The Employment Direction requires that officers and employees must help to ensure that the State Service upholds the first Principle in that it performs all of its functions and actions in an apolitical, impartial, ethical and professional manner.

The functions of the Employer as set out in Section 15 of the Act has a direct connection to the application of the State Service Principles and Section 15(1)(a to f, h and j) specifically. Section 15(2) states that the Employer, in performing the functions referred to in 15(1), is to act according to equity and good conscience and in a manner that is consistent with the provisions of the Act. Therefore, the Head of the State Service is bound by these, and it is through mechanisms such as this Annual Report that formal evidence can be reported for the exercise of the powers and functions of the Head of the State Service.

Ensuring awareness about the State Service Principles and the Code of Conduct

As noted earlier, Heads of Agencies and Authorities are required to implement actions that are directed at ensuring all employees and officers are aware of the State Service Principles and the Code of Conduct provisions and what their responsibilities are in this regard. The Agency Survey

asked what measures did your Agency use during the reporting period to ensure that all employees and officers were familiar with the State Service Principles and the Code of Conduct.

Table 6/1 Agency activities – State Service Principles and the Code of Conduct

Activity	Number of Agencies
Provide new employees with written information as part of the induction process	16
Provide new employees with interactive or face-to-face information	14
Discuss the important of upholding the State Service Principles with employees regularly to ensure their understanding of this and requirements of the Code of Conduct	5
Provide regular information sessions for employees about the State Service Principles and Code of Conduct requirements	5
Provide employees with this information via electronic or hard copy newsletters or bulletins (available to employees at all times)	8
Provide managers/supervisors with information about their role in upholding the Principles and Code of Conduct	11
Include this information in Statements of Duty	17
Promote this information on your Agency intranet website	14

The Department of Health and Human Services indicated that an e-learning format was used and a number of Agencies indicated that they had included this in their organisation's Induction Manual is in place or is currently being developed. The Department of Justice reported that this was a mandatory training requirement for all employees in 2012-2013 and this may be a similar, but not reported activity in other Agencies.

Section 9(8) of the Act provides that employees must disclose, and take reasonable steps to avoid any conflict of interest in connection with their State Service employment. Agencies were asked whether they undertook training or the provision of information for employees (including managers and supervisors) regarding potential conflicts of interests and how to avoid a conflict of interest. Of the 17 Agencies that responded to this question, 14 Agencies indicated that they had done so during the reporting period. 3 Agencies indicated that they had not undertaken this as a specific activity.

Section 9(11) and (12) of the Act sets out the requirements relating to the receiving and giving of gifts and benefits. A number of agencies reported that they discussed this at division or section meetings or had the matter addressed during Integrity in the Public Sector training. Employment Direction No. 8 – Gifts and Benefits provides a direction that Agencies need to ensure that all employees and officers are aware of their statutory obligations in relation to the giving and receiving of gifts and benefits. The table below provides for other activities undertaken at the Agency level to inform employees and officers about the requirements of the Employment Direction in relation to their employment.

Table 6/2 Receiving or giving of gifts and benefits in the course of employment

Activity	Number of Agencies
Publication on the intranet	16
Email, face-to-face & initial induction	7
Agency induction/employee handbook	11
Gifts & Benefits Guidelines	16
Periodic reminders to employees	7
Team meetings	2
Signed annual declaration	2

Under the Code of Conduct Section 9(9) of the Act, an employee is required to use Tasmanian government resources in a proper manner. Employment Direction No. 12 – Internet and Email Use by State Service officers and employees provides clarity in relation to the appropriate use of Internet, computer and email facilities to further emphasise the level of understanding of this requirement and to provide direction to Agencies and Authorities to implement appropriate guidelines and user agreements. A number of Agencies reported the development of, and or implementation of specific policies which have been extended to include social media or a policy which sets out acceptable use and reinforces the employee or officer's responsibilities and requirements as required by the Code of Conduct. Table 6/3 provides Agency responses on the mechanisms in place to ensure awareness and compliance with this Employment Direction.

Table 6/3 Awareness of Internet and email use

Activity	Number of Agencies
Publication on the intranet	16
When logging on to the computer	13
Agency induction/employee handbook	13
Internal email	5
Periodic reminders to employees	10
Statements of Duty	3
Employment contract	3

The Tasmanian State Service Workforce Survey also sought to gain employees and officers understanding of the importance of these matters and in the larger frame of the purpose of the State Service and their employment. The survey asked respondents about their agreement with the statement: *'I understand the role of the Tasmanian State Service and its purpose in delivering quality services for Tasmanians'* and a strong response resulted with 89.46 per cent of respondents indicating that they strongly agreed or agreed with this statement. A further 91.17 per cent of respondents strongly agreed or agreed with the statement: *'I understand what my Organisation does and the part we play in the wider Tasmanian State Service'*. These responses provide for the strength of commitment that employees and officers hold in being a member of the Tasmanian State Service, and the importance placed on this in respect of their conduct and responsibilities relating to the State Service Principles and the Code of Conduct.

The Code of Conduct awareness of employees and officers was also sought in the TSS Workforce Survey that asked respondents to indicate their agreement with the statement: *'I am aware of the Tasmanian State Service Code of Conduct and how it applies to me'*. 93.17 per cent of respondents indicated that they strongly agreed or agreed with this statement. A further 97.53 per cent of

respondents provided a strongly agree or agree response to the question that *'I have a good understanding of the ethical standards expected of me'*.

The importance placed on merit for appointment or selection and promotion cannot be understated and as per Section 9(1)(c) of the State Service Principles provides that the State Service is a public service in which employment decisions are based on merit. As such, Agencies undertake a range of activities to ensure that all employees are familiar with the merit principle.

Table 6/4 Ensuring awareness of merit principle

Activity	Number of Agencies
General awareness through information in newsletters or bulletins	8
Information sessions	5
Information sessions for managers/supervisors	5
Provision of electronic or hard-copy guidelines to selection panels	13
Provision of training for panel members	8
An outline in the Statements of Duty	7
Promotion via the Agency Intranet website	11

A number of other related activities undertaken by Agencies were noted earlier in the report. Chapter 4 of the Report detailed a current Workforce Priority activity regarding positive workplaces and the need to ensure that all employees and officers have a safe and fair working environment. This is supported by the State Service Principles 7(1)(c) and (i). Inappropriate behaviour is not acceptable and is antithesis of the State Service Principle 7(1)(a) in that the State Service is one that performs its functions in an impartial, ethical and professional manner.

The importance placed on this is evidenced in the activities undertaken by Agencies and Authorities that seek and work to minimise the risk of discrimination, bullying and/or harassment in the workplace. To that extent, Agencies and Authorities are required to develop, implement and evaluate their policies and programs. The responses to the Agency Survey provided below may not include activities that are included in other workforce management practices, for example, Work, Health and Safety; and team or values training or awareness activities.

Table 6/5 Agency activities that seek to minimise negative behaviour

Activities	Number of Agencies
Specific policies developed, implemented and evaluated	8
Policies include a definition of what bullying and/or harassment IS or IS NOT	13
Clear processes have been established for dealing with allegations	14
Processes are monitored and reviewed to ensure that the policies and processes are being appropriately applied	11
Training is provided for managers and supervisors	10
Training is provided for employees	11
Specialist advice is available to managers and employees from internal and external providers	16
Senior management monitors and ensures that incidents are properly addressed	15
The Agency has a bullying and/or harassment officer(s) to whom employees can report incidents	12

The Agency Survey asked how many senior managers, manager/supervisors, contact officers and employees participated in discrimination, anti-bullying and or harassment training during the reporting period. As noted above, many aspects regarding inappropriate behaviour may be addressed as a component or element in other training programs, awareness sessions or as part of an induction activity. From the responses it would appear that a number of Agencies have not captured specific data regarding these training / awareness activities. Additional work will be done in the coming reporting period to ensure that accurate reporting is undertaken consistently across all Agencies and Authorities.

13 Agencies and Authorities were able to report as noted in the table below and those not listed reported that either the data was not available or unknown. Given the variation in Agencies' workforce size, the table reports which groups participated in training, rather than actual numbers. Several Agencies had combined records for senior managers and manager/supervisors. The Department of Economic Development, Tourism and the Arts undertakes specific workplace behaviour training with their "Be Brave" program and the Department of Infrastructure, Energy and Resources has a workplace behaviour contact officer network and contact officers receive structured training, development and support.

Table 6/6 Training for senior managers, manager/supervisors and employees – Anti-discrimination, harassment and anti-bullying

Agency	Senior Managers	Managers/ Supervisors	Employees	Contact Officers
Department of Economic Development, Tourism and the Arts	✓	✓	✓	✓
Department of Education	✓	✓	✓	
Department of Infrastructure Energy and Resources				✓
Department of Police and Emergency Management			✓	
Department of Premier and Cabinet*			✓	
Department of Primary Industries, Parks, Water and Environment	✓	✓	✓	✓
Department of Treasury and Finance	✓	✓	✓	
Tasmanian Audit Office	✓	✓		
Integrity Commission	✓		✓	✓
Macquarie Point Development Corporation**	✓		✓	
Tasmanian Health Organisation - North	✓		✓	✓
Tasmanian Skills Institute	✓	✓	✓	
The Public Trustee				✓

*DPAC reported a combined total

** Macquarie Point Development Corporation's training is from DEDTA at the time of reporting

The State Service Workforce Survey provides further evidence from the employee perspective that ongoing development is needed to address inappropriate negative behaviour in the workplace. To the question '*My organisation does not tolerate bullying*', a total of 52.1 per cent agreed or strongly agreed with the statement. However, 65.82 per cent of survey respondents agreed or strongly agreed with the statement that '*There is a high value put on ethical behaviour*'. These findings support the need for ongoing work to support positive workplaces and it is a noted workforce priority as detailed in Chapter 4.

Code of Conduct and Inability

Section 10 of *State Service Act 2000* determines sanctions for breaches of the Code of Conduct and Section 10(3) requires the Employer to establish procedures for the investigation and determination of whether an employee has breached the Code of Conduct. These procedures are required to afford and ensure procedural fairness in the determination of whether an employee has breach the Code of Conduct and the procedures may differ for different categories of employees and may vary according to the circumstances of the alleged breach (Section 10(4)).

Employment Direction No. 5 – Procedures for the Investigation and Determination of Whether an Employee has breached the Code of Conduct establishes the procedures and apply to employees, senior executives, equivalent specialists and Prescribed Office holders. As per Section 1.2 of ED No. 5 a finding that an employee has breach the Code may only be made in accordance with the procedures, which are to be applied with procedural fairness, natural justice and in a timely manner. ED No. 5 sets out the roles and responsibilities for Heads of Agency, when there is a reasonable ground to believe that a Breach of the Code may have occurred. The process of investigating or determining an alleged breach, the imposition of a sanction and notification of a sanction are all provided for in ED No. 5. Whilst this may be considered a very formal approach, it is important to ensure that the employee against whom an allegation and determination is made, is provided with natural justice and procedural fairness at each stage. ED No. 5 Section 11 provides that where a Head of Agency determines that an employee has breached the Code of Conduct and a sanction is imposed the employee has review rights under Section 50(1) of the *Act*.

This Report has already presented information about how employees and officers are provided with awareness and understanding regarding the State Service Principles and Code of Conduct requirements. Actions will continue to ensure that this remains important aspect of State Service employment. Five Agencies and Authorities reported Code of Conduct proceedings during the reporting year and are listed below:

- The Department of Health and Human Services reported five cases that are currently ongoing at the time of reporting. One matter was discontinued and one resulted in no breach being found. A further seven cases were determined as a breach of the Code of Conduct and the sanctions imposed ranged from a reprimand, reassignment or reduction in salary and counselling. One employee resigned before the imposition of the sanction.
- The Department of Justice reported one case where a breach of the Code of Conduct was determined and resulted in the termination of the employee. One investigation into an alleged breach of the Code of Conduct was determined as not being a breach and a further case was discontinued in light of the employee resigning. Three matters remain pending and one breach of the Code of Conduct was found and a sanction imposed under Section 10 of the *Act*.
- The Department of Police and Emergency Management reported two cases, one resulted in a breach being determined and a sanction imposed involving counselling, retraining and a reduction in salary. The other case remains pending.
- The Department of Primary Industries, Parks, Water and the Environment had three finalised outcomes regarding found Code of Conduct breaches, with two terminations and one reprimand / reduction in salary. One further matter remains pending at the time of reporting.

- The Tasmanian Health Organisation – North reported that an investigation into an alleged breach has been undertaken and that the outcome or determination of the breach is currently pending.

Section 48(3) of the *Act* requires that the Employer may take one or more actions in relation to an employee who is found, under procedures established under subsection (3), to be unable to efficiently and effectively perform the duties assigned to the employee.

Employment Direction No. 6 – Procedures for the Investigation and Determination of Whether an Employee is Able to Efficiently and Effectively Perform His / Her Duties. ED No. 6 directs the Head of Agency where there are reasonable ground to believe that an employee is unable to efficiently and effectively perform their duties, to appoint a person to investigate the alleged inability in accordance with the procedures detailed in the ED. The ED provides for a number of actions should the alleged inability be found or determined and procedural fairness and natural justice applies at all times.

During the reporting period, only one Agency reported proceedings under Employment Direction No. 6. The Department of Health and Human Services reported that four investigations had been proceeded with during the reporting period. One matter was discontinued and the other three cases remain pending.

Termination of Employment

The employment relationship of an individual can end at the initiative of either the employee or the employer. The *Act* gives the Minister the power to initiate the termination of the employment of employees under prescribed circumstances. The Minister has delegated that power to Heads of Agency, but Heads of Agency are required to consult with the Director, State Service Sector Management Office before exercising their delegation.

Section 44 of the *Act* prescribes grounds for termination of the employment of permanent employees as:

- 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 not performing their functions to the standard and requirement identified in the performance management plan relating to that officer or employee; and
- On any other grounds prescribed in the Regulations.

State Service Regulation 36 provides for the termination of a permanent employee who has abandoned their employment. An employee who is absent from duty for a period of 14 days without notifying his or her Head of Agency is taken to have abandoned their employment. Regulation 36 also provides for the termination of a permanent employee during probation.

In the period 1 July 2012 to 30 June 2013 four Agencies reported seven terminations for the following reasons:

- Termination of probationary employment (two employees)
- Abandonment of employment (one employee)

- Breach of the Code of Conduct (three employees)
- Termination following ED. No. 26 (one employee).

Good workplaces

The sections and chapters in this Report inform how the State Service performs in terms of the requirements of the Act and in having a workplace that upholds the State Service Principles. Having effective workforce management and workplace policies and practices and good working environments all contribute to having 'good workplace'. A key component across all areas in the workplace and across the State Service lies with how employees are advised about their Agency's activities and goals, workplace matters as noted above and how communication about these and changes that can or may affect employees is undertaken. The legislative basis for this related directly to Section 7(1)(h) and (i) of the Act:

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

The following table provides how Agencies reported the mechanisms used to consult with and inform employees about changes that affect them.

Table 6/7 Communication in the workplace

Agency action	Number of Agencies
Communication from the Head of Agency	17
Senior management & Branch meetings	16
Team meetings & informal meetings	17
Communications plan/change management strategy	14
Regular newsletters, print and electronic	16
Intranet	15
Email	17

*The Tasmanian Health Organisation – South did not report.

Regular meetings and consultation with unions was a common mechanism with the implementation of a Change Management Framework with a focus on communication and quarterly forums or meetings also noted as mechanisms by which employees are consulted or informed about workplace matters.

The TSS Workforce Survey asked respondents whether '*Information about changes in my organisation is made available to me*'. 60.18 per cent strongly agreed or agreed with the statement. 87.45 per cent of the survey respondents also strongly agreed or agreed with the statement that '*I understand my Organisation's core purpose*'.

Employees need to be provided with information that assists them in understanding their own, their Agency's and Government's priorities. The following table identifies how Agencies and Authorities provide information about Government priorities relevant to their workplace.

Table 6/8 Workplace communication about Government priorities

Communication medium	Number of Agencies
Through the corporate and business/budget planning process	16
Through internal newsletters and e-bulletins	15
By managers/supervisors/team meetings	17
As part of performance management process	14
Promoted on the intranet	13

*The Tasmanian Health Organisation – South did not report.

Workplace Grievances

A fair workplace is one where there are formal mechanisms whereby an employee can lodge a grievance about a workplace matter. Subsection 34(1)(j) of the Act requires Heads of Agency to develop and implement an internal grievance resolution system for their agency. 17 Agencies and Authorities reported that they have a formal grievance resolution system in place. The Tasmanian Health Organisation – South did not provide a survey response. 10 Agencies had reviewed their systems in the past two years and the remainder indicated that their review is currently underway or would occur within the next 12 months.

A component of a responsive internal grievance resolution system is how employees are made aware of the system, the processes involved; and their rights and responsibilities in either lodging or responding to a grievance. Table 6/8 provides how employees access the full version of the Agency's current formal internal grievance resolution system.

Table 6/9 Advising employees about grievance resolution systems

Action	Number of Agencies
A copy is available on the Agency's intranet	16
A copy is available through the Agency's contact officers	16
A copy is available through the Human Resource Area	16
Provided information during the induction process	12
A copy is available through Agency notice boards	1

Other actions reported by Agencies included the provision of a hard copy of the resolution policy / process in each business unit or by providing a link to the electronic document management system. Other activities undertaken to inform employees of the formal internal grievance resolution procedure involved:

- Providing information during the induction process (14 Agencies);
- Providing face-to-face information sessions for employees (6 Agencies);
- At regular Managers meetings (3 Agencies);
- Information published on the Agency's intranet (15 Agencies); and
- Published in Agency newsletters, bulletins and in the workplace (2 Agencies).

Another reported activity involved support provided to managers by their Human Resources section.

Training and awareness of an Agency's internal grievance resolution system is a further important component. As noted earlier in the report, workplace behaviour and professional conduct matters

may be addressed in a consolidated training or awareness activity and as such Agencies may not be able to report on each element of the training or awareness activity. Therefore the actual reporting of participation may not be clearly recorded for each element or aspect and reporting therefore is not as clear as it could be.

The systems and practices for grievance notification, management, resolution and reporting are based on those grievances that have been formally reported. Therefore, it is not possible to quantify how many grievances are successfully resolved at an informal level. The number of formal grievances lodged for the reporting period was 110 as reported in the table below. This is a decrease of 40 from the previous year.

Table 6/10 Number of formal grievances

Agency	Number of lodged formal grievances
Department of Education	14
Department of Health and Human Services	21
Department of Justice	27
Department of Police and Emergency Management	8
Department of Primary Industries, Parks, Water and the Environment	1
Tasmanian Audit Office	1
Tasmanian Health Organisation – North	15
Tasmanian Health Organisation – North West	23

Table 6/10 below lists the category or description of the grievances lodged during the reporting period (but excludes award translation matters).

Table 6/11 Grievance issues

Grievance Description	Number
Recruitment, Selection, Appointment (excluding reviews under 50(1)(a) but including higher duties and fixed-term appointments)	2
Work Performance	6
Bullying and/or Harassment	32
Discrimination	2
Management Decisions	17
Misconduct	10
Employee conflict	32

A further 12 grievances concerned employment matters relating to fixed-term employment or inability matters. Of the 110 formal grievances lodged in the reporting period 41 were resolved by agreement, four were withdrawn, 20 were upheld, 14 were dismissed and one was not resolved. 30 matters remained pending at the time of reporting. Of those grievances reported as being related to bullying and or harassment behaviour, 59.38 per cent were resolved through the Agency's internal grievance resolution processes and 12.5 per cent were resolved through organisations outside the Agency. 18.75 per cent are still pending at the time of reporting.

Agencies and Authorities also reported about the instances where a grievance matter was lodged outside their organisation. Four matters were taken to the Ombudsman (one was subsequently withdrawn), seven matters were lodged with the Anti-Discrimination Commission, 31 applications were made to the State Service Commissioner (up to 4 February 2013) and a further 23 were

lodged with the Tasmanian Industrial Commission (4 February 2013 to 30 June 2013). 22 Award Translation grievances were lodged with the Tasmanian Industrial Commission; a further six grievances were reported and one matter was notified to the Integrity Commission. (Please refer to Explanation Note 7)

Agencies and Authorities indicated in the Agency Survey that, of those matters noted above, 25 related to an award classification matter or alleged breach of an award regarding the conditions of employment, 28 matters concerned status of employment, one was in relation to a termination matter, four matters were related to discrimination, four were bullying and or harassment matters and two were grievances regarding process matters.

It is not appropriate to comment on the particulars of these matters or the outcome, however, it is appropriate to state that this demonstrates that State Service employees are able to raise matters that are of a concern to them. The importance placed on resolving and preventing workplace grievances before they become formal matters is noted in Agency policies and grievance resolution systems.

'The procedures and processes for addressing grievances are known in my organisation' was a question asked in the State Service Workforce Survey and 57.89 per cent of respondents agreed or strongly agreed with this statement. 76.6 per cent of respondents answered that they agreed or strongly agreed that they *'... could approach their direct manager to discuss concerns and or grievances'*.

The Workforce Survey also asked respondents about the statement *'My organisation has fair procedures and processes for addressing grievances'*. This received a lower 'strongly agree' or 'agree' response of 48.11 per cent compared to the previous question. The Workforce Survey results indicate that there needs to be ongoing actions to raise the awareness of grievances or conflict resolution processes as not all respondents may fully understand the procedures or how matters may be resolved.

Reviews under Section 50 of the State Service Act

The State Service Principles contained within section 7 of the State Service Act 2000 (the *Act*) provide for a State Service that promotes a fair system of review of employment decisions: 'the State Service provides a fair system of review of decisions taken in respect of employees' (Section 7(1)(m)).

A fair system of review of decisions includes fair grievance resolution systems and a right of review of decisions. Agency grievance resolution systems are discussed in the previous section. Under subsection 50(1)(a) and 50(1)(b) of the *Act*, an employee is entitled to make application to the Tasmanian Industrial Commission 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'.

Section 51(8) of the *Act* requires the Tasmanian Industrial Commission to report annually on the performance of its functions and exercise of its powers under the *Act* during the period of 12

months ending on the last preceding 30 June. Therefore all matters under Section 51(1)(a) and 50(1)(b) from 4 February to 30 June 2013 will not be provided in this Report.

Prior to 4 February 2013, an employee could make application under Section 50 of *Act*, to the State Service Commissioner. An employee was not entitled to make an application for a review under subsection 50(1)(a) unless that employee was an applicant for the duties to which the appointment or promotion relates. An employee was not entitled to make an application for a review under subsection 50(1)(b) in respect of the termination of the employee's employment and these matters were dealt with by the appropriate industrial tribunal. In determining a review, the Commissioner could:

- Refuse to grant the application for a review and direct the Head of Agency to take such action as the Commissioner considered appropriate; or
- In the case of an application for a review of a selection decision under subsection 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 under Section 50(1)(b), grant the application and recommend or direct the Minister or the Head of Agency or any person to whom the powers of the Minister or Head of Agency have been delegated, to take such action as the Commissioner considered appropriate.

Table 6/12 Reviews under Section 50(1) (a) of the Act*

Agency	Brought forward	Received	Granted	Not granted	Resolved	Withdrawn	Carried forward
Department of Education	1	1	-	-	1	1	-
Department of Health and Human Services	-	3	-	-	-	1	2
Department of Justice	-	1	1	-	-	-	-
Total	1	5	1	-	1	2	2

*Reviews reported in this table cover the period up to 4 February 2013.

Translation Reviews under Section 50(1)(b) of the *Act* are reported separately to other Section 50(1)(b) matters in this report. For the period 1 July 2012 to 4 February 2013, one Translation Review matter was carried forward and a further eight Translation Review applications were received. Of these, 1 was not granted and four were resolved. Four Translation Reviews were transferred on 4 February 2013 to the Tasmanian Industrial Commission given the changes to the *Act* at that date.

Table 6/13 Reviews under Section 50(1) (b) of the Act*

Agency	Brought forward	Received	Granted	Not granted	Resolved	Withdrawn	Carried forward
Department of Education	6	11	0	0	8	2	7
Department of Health and Human Services	6	8	1	2	7	1	3
Department of Justice	1	1	0	0	2	0	0
Department of Police and Emergency Management	0	1	0	0	0	1	1
Department of Primary Industries, Parks, Water and the Environment	1	2	0	0	1	1	1
Department of Treasury and Finance	0	0	0	0	1	0	0
Tasmanian Audit Office	0	1	0	0	1	0	0
Total	15	24	1	2	20	5	12

*Reviews reported in this table cover the period up to 4 February 2013.

Diversity at Work

Chapter 3 provided information regarding diversity and recruitment. This section details how diversity is supported and enhanced across the State Services Agencies and Authorities. In support of the State Service Principles, Employment Direction No. 3 – Workplace Diversity is a direction to assist Agencies in making arrangements to provide for a State Service that is free from discrimination and recognises and utilises the diversity of the community it serves and that is a State Service that promotes equity in employment (Section 7(1)(c) and (k)).

Employment Direction No. 3 – Workplace Diversity provides that a Head of Agency must put in place measures to:

- i. help provide a workplace free from all forms of discrimination and harassment, whether direct or indirect (Section 7(1)(c)) in a manner consistent with all Tasmanian and Commonwealth law;
- ii. recognise and utilise the diversity available in the workplace and the community it serves (Section 7(1)(c));
- iii. promote equity in the workplace (Section 7(1)(l)); and
- iv. provide a reasonable opportunity to members of the community to apply for State Service employment (Section 7(1)(k)).

A Head of Agency is encouraged to assist employees to balance their work, family and other caring responsibilities effectively by developing mutually beneficial practices through the provision of a fair, flexible, safe and rewarding workplace (Section 7(1)(l)).

Employment Direction No. 3 also sets out measures for workplace diversity programs in that a Head of Agency must develop and implement a workplace diversity program to assist in giving effect to the State Service Principles (Section 34(1)(h)) as outlined in this Direction.

There is the requirement that a workplace diversity program must include measures directed at ensuring that:

- a. all Tasmanian and Commonwealth anti-discrimination laws are complied with in all activities of the Agency;
- b. employment decisions in the Agency are made taking into account the diversity of the community, the organisational and business goals of the Agency and the skills required to perform the relevant duties;
- c. the diverse backgrounds of State Service officers and employees are effectively utilised, taking into account the organisational and business goals of the Agency and the skills required to perform the relevant duties;
- d. a workplace diversity program is in place which ensures that people from diverse groups have access to recruitment, promotion, career development and mobility opportunities as required under section 34(1)(h) of the *Act*; and
- e. officers and employees are supported in balancing their work and family responsibilities.

17 Agencies and Authorities reported in the Agency Survey that they currently have a Workplace Diversity Program fully implemented (as required under Section 34(1)(h) of the *Act*). Tasmanian Health Organisation – South did not provide a survey response and therefore are not included in the results provided. All Agencies and Authorities indicated that they have either recently reviewed their programs, are currently reviewing or plan to review this within the next reporting period. A range of actions are undertaken to communicate the Agency's Workplace Diversity Program and these are listed in the following table.

Table 6/14 Agency actions to promote their Workplace Diversity Program

Actions	Number of Agencies
Communication from the Head of Agency	3
Senior management & Branch meetings	5
Team meetings & informal meetings	6
Agency intranet, newsletters, print and electronic	14
Email	4

Other actions reported included awareness or advice provided by the Agency's Workplace Behaviour Contact Officer Network and information provided through the Agency's electronic document management system.

Eight Agencies and Authorities indicated that they have performance indicators in place to measure the progress of success of their Workplace Diversity Programs; and nine indicated that they did not have performance indicators in place. Two Agencies indicated that performance indicators were being developed at the time of reporting as part of their review. The 8 Agencies and Authorities with performance indicators identified a range of different measurements that provide progress or success and examples of these include workforce survey results, work-life balance or health and wellbeing activities and applications for purchased leave or change of working arrangements.

Workplace Diversity initiatives reported by Agencies and Authorities for the reporting period included Diversity Contact Officer Network training, Disability Framework for Action Plan 2013-17, Workplace Behaviour training, the development of guidelines for flexible work arrangements, a review of youth employment, improved access to work locations, ensuring vision accessibility to computer based operations, disability awareness seminars, newsletters, mental health in the workplace awareness sessions and participation in Harmony Day activities.

Workplace and working flexibility

Employment Direction No. 3 provides support for employees' work-life balance and requires Agencies and Authorities to report on their approach to promote and deliver flexible working arrangements. One arrangement is evidenced in the level of part-time employment across the State Service. Over 13 000 employees work part-time in the State Service and this represents 47.23 per cent of the workforce (permanent and fixed-term).

11 Agencies and Authorities reported that they had advertised permanent part-time vacancies in the reporting period; however, not all were able to report whether other vacancies were advertised with the flexibility for full or part-time work. Fixed-term part-time vacancies were reported by 12 Agencies and reporting for other types of vacancies advertised were not fully reported by all Agencies. A vacancy may be advertised as full-time, but filled in a part-time capacity at the selection stage and therefore reporting may not be possible.

Employees may also seek to change their employment from full to part-time in order to meet work-life balance needs. A total of 742 permanent employees sought and were approved to change their employment status from full-time to part-time (15 Agencies). 126 fixed-term employees from eight Agencies sought to change their employment status from full-time to part-time. This demonstrates Agencies and Authorities understanding that employees may need to change their employment status to meet their work-life balance needs.

Purchased Leave Scheme

The Purchased Leave Scheme is another working arrangement whereby an employee can make arrangements in order to meet their personal needs. The Purchased Leave Scheme (PLS) is the main component of the Public Sector Unions Wages Agreement 2012 (PSUWA 2012). The PLS applies to employees covered by the Tasmanian State Service Award (TSSA), the Health and Human Services (Tasmanian State Service) Award and the Education Facility Attendants Salary and Conditions of Employment Industrial Agreement 2011. It is an arrangement that allows an employee to receive ten additional days of leave per year by purchasing nine of those days. It is in place for a trial period until 30 June 2013. The scheme provides the opportunity for employees to have a better work-life balance and for the employer to improve leave planning and achieve productivity savings.

A total of 759 permanent employees and 26 fixed-term employees were approved to participate in the Planned Purchased Leave Scheme during the reporting period. Actual participation (in leave being taken during the period) was 724 permanent and 19 fixed-term employees.

State Service Accumulated Leave Scheme

The Tasmanian Government is committed to the establishment and continuation of a flexible workplace. This commitment includes implementing work arrangements that help employees

balance family and work responsibilities. Many people may work full-time or part-time but want to take extra periods of time off in the near or long-term future to look after children or elderly relatives, for further study or for travel. The State Service Accumulated Leave Scheme (SSALS) offers State Service employees a range of flexible work and leave options. The State Service Accumulated Leave Scheme is a form of work arrangement where an employee works full-time or part-time over an agreed period but paid a proportion of their normal salary. This allows them to bank extra hours that is taken as accumulated leave while receiving the same proportional salary.

In the reporting period, 99 permanent employees applied to participate in the Scheme and 172 employees were approved to participate (11 Agencies). Applications may occur in a reporting period but the leave taken in another period and this is why the two figures above differ. One fixed-term employee applied and was approved to participate in the Scheme during the reporting period.

49 permanent employees and one fixed-term employee who participated in the Scheme earned a full-time equivalent salary of equal to or more than \$88 000 per annum. 440 permanent part-time and 135 part-time fixed-term employees who participated in the Scheme earned a full-time equivalent salary of less than \$88 000 per annum.

Work-life balance

The Agency Survey asked how managers/supervisors are required to consider work-life balance issues. The table below provides how this is undertaken.

Table 6/15 Work-life balance considerations

Element	Number of Agencies
Part of the business planning process	11
Part-time working arrangements	16
Flexible working policy and/or guidelines	13
Leave without pay	15
SSALS	13
PLS	15
Job sharing	12
Through performance management discussions	16
Phased retirement	14
Work planning e.g. rosters	13
Through the business planning process to consider team & individuals	13
Adequate resource levels for ongoing projects	16
Monitor leave balances	17
Agreed time off in lieu	16
Working from home	16

Guidance and support mechanisms available to managers about work-life balance matters were noted across all Agencies and Authorities, with the exception of Tasmanian Health Organisation – South. Agency workplace policies, assistance the Employment Assistance Program Advisors, health and wellbeing resources, consultation and advice from their Agency's Human Resources section, and as noted by one Agency, the use of a Workload Management Policies and Reasonable Adjustment Guide.

Of the 17 Agencies and Authorities that completed the Agency Survey, ten indicated that they had a policy covering employees formally working from home. 17 Agencies indicated that employees in their workplace have access to flexible hours of work. The range of flexible work arrangements shows the acknowledgements of Agencies have in terms of meeting employee needs for flexible working arrangements.

The TSS Workforce Survey results show that 69.07 per cent of respondents agreed or strongly agreed with the statement that *'I am able to access flexible work arrangements to assist in my work-life balance'*.

Supporting Families

The State Service provides a range of leave provisions and support for employees to enable them to take paid parental, maternity or adoption leave. During the reporting period, 17 Agencies granted 587 applications for paid maternity, parental or adoption leave. A further 200 applications were approved for unpaid maternity or parental leave.

Employment Direction No. 28 – Family Violence – Workplace Arrangements and Requirements prescribes workplace arrangements and requirements for supporting State Service officers and employees experiencing family violence, and their co-workers. A signatory to the National Plan to Reduce Violence Against Women and their Children, the Tasmanian Government is committed to implement policies, programs and services that reduce and mitigate family violence such as the Safe at Home Program. This commitment is also evidenced with the implementation of the Employment Direction and it acknowledges that policies need to address the workplace needs of employees who are experiencing family violence. The table below reports on Agencies and Authorities implementation of the Employment Direction.

Table 6/16 ED No. 28 Implementation actions

Actions	Number of Agencies
Publication on the intranet	12
Email, face-to-face & initial induction	3
Agency induction/employee handbook	2
Family Violence Workplace Arrangement Guidelines	2
Periodic reminders to employees	2
Team meetings	4

Other reported activities included training for identified contact officers, communication – intranet/newsletters, Head of Agency communication and an email sent to all Agency employees. Six Agencies also reported that they were in the process of developing and implementing specific guidelines. Three applications for leave under the provisions of the Employment Direction were applied for and approved in the reporting period. For the three applications a total of 68.03 hours leave was noted.

Work, Health and Safety

The Government is committed to ensuring the health, safety and wellbeing of all its employees and officers. The legislative basis for this related directly to Section 7(1)(h) and (i) of the Act:

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

Employment Direction No. 27 – Work, Health and Safety prescribe the requirements for all State Service Agencies in relation to managing and improving the health, safety and wellbeing of all employees and officers. In November 2012, the Premier signed the State Service Work, Health and Safety Policy which sets out a range of tasks and priorities to improve health and safety across the State Service.

The Work, Health and Safety Unit was established within the State Service Management Office with the aim of improving the health and safety of the State Service workforce by:

- developing, implementing and evaluating work health and safety strategy across the State Service; and
- providing advisory, coordination, consultancy and auditing services to State Service Agencies and Authorities on work health, safety, wellbeing, injury and compensation management.

A State Service Work, Health and Safety Reference Group has been formed in order to share Work, Health and Safety initiatives. A Public Sector Work, Health and Safety Consultative Forum has also been convened and in consultation with Union groups, supports good work, health and safety practice across the State Service.

The Agency Survey asked about Agencies and Authorities activities for Work, Health and Safety and 16 of the 17 Agencies and Authorities that reported indicated that a Work, Health and Safety Policy was in place at the time of reporting. One Agency is currently reviewing its existing Occupational Health and Safety Policy and this will be replaced in August 2013 with their Work, Health and Safety Policy. 12 Agencies and Authorities indicated that they have a documented Work, Health and Safety Management system.

Documented processes for Hazard Reporting were confirmed by 16 Agencies, Incident and Injury Reporting is in place for 17 Agencies and Risk Assessment activities were noted for 12 Agencies. The changes to the federal workplace safety legislation has resulted in a number of key priority activities being adopted across the State Service and full implementation and reporting systems is still to be fully achieved.

Work, Health and Safety training is a key requirement under the new legislation and during the reporting period Agencies (17) reported that a total of 136 Responsible Officers, 452 Manager/supervisors, 1172 employees and 37 Employee Safety representatives attended required training events. This combined with previous training undertaken has resulted in over 3 000 employees and officers have now attended work, health and safety related training. Improved recording of training events is to be undertaken across many Agencies and Authorities during the next reporting period to increase the level of effective and accurate reporting as a number of Agencies are still implementing this.

Responses to the TSS Workforce Survey to the question *'I am aware of the work, health and safety requirements and supporting information'* resulted in 80.46 per cent of responses as being strongly agree or agree. 83.05 per cent of respondents agreed or strongly agreed with the statement *'I am encouraged to report health and safety incidents and injuries'*. Less positive were the responses to the question *'The health and safety programs offered by my organisation are effective'*, where 54.73 per cent strongly agreed or agreed. The survey did not ask respondents to indicate their involvement in health and safety or health and wellbeing programs and therefore their measurement of effectiveness may be due to a number of factors, including non-participation or participation in activities not branded under work, health and safety. However, 70.98 per cent stated that they strongly agreed or agreed with the statement: *'I am aware of the work, health and safety priorities of my Organisation'*.

Other comments made in the TSS Workforce Survey about the work environment include:

'I appreciate that my workplace has been taking measures to assist employees to deal with any mental health issues in their lives. We had an information session and documentation [was] handed out'.

'[My organisation] has a strong work, health and safety culture... The Secretary has demonstrated consistently strong leadership on this issue and that filters down to all levels. He clearly takes it seriously'.

'I think it is fantastic that we now have a health and wellbeing group established in our workplace. Hopefully this will reduce the level of sickness and absenteeism'.

Health and Wellbeing

Employment Direction No. 25 – Workplace Health and Wellbeing provides direction to Agencies and Authorities to implement workplace health and wellbeing programs in order to increase the efficiency and productivity of the State Service through a State Service culture that values, supports and improves the health and wellbeing of employees. The legislative basis for this related directly to Section 7(1)(h) and (i) of the Act:

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

A part of increasing the health and wellbeing of the State Service is the Partnership with the Menzies Research Institute by providing ongoing support to PhD candidates to undertake research associated with health and wellbeing; workers compensation and injury management. A process evaluation project also commenced in March 2013 and this will assess the effectiveness of the Healthy@Work program delivered to all Tasmanian State Service employees from 2008-2012. This project is being led by the Menzies Research Institute and University of Tasmania as a component of the Partnering Healthy@Work project.

A proactive approach to Work, Health, Safety and Wellbeing will continue as part of a combined health, wellbeing and safety approach being developed with Agencies and other stakeholders.

The Agency Survey asked Agencies what program and activities were undertaken in their Agency during the reporting period as detailed in Employment Direction No. 24. 17 Agencies and Authorities reported a range of activities including:

- Participation in the Global Corporate Challenge
- Participation in the BUPA Challenge
- RBF/Centrelink Seminars
- Mental Health focus days 'R U Ok?'
- Intranet information
- Exertime trial
- Cholesterol, blood, glucose and hypertension testing
- Healthy cooking demonstration
- Massage session
- Development of a 'break out' space
- Audiology testing
- Quarterly Health magazine
- Health Assessments
- Influenza vaccinations
- Subsidised fitness programs
- Workplace Toolkit
- Promotion of Employee Assistance Program
- Cricket challenge
- Health and wellbeing survey
- Vision Screening
- Health Foods Afternoon Tea
- Point to Pinnacle Race participation
- 'No More Butts' Campaign participation
- Zumba fitness classes (discount)
- Healthy at Work posters and brochures
- Newsletter – 'Healthy Bites'

Introduction

This chapter presents the examinations and evaluations undertaken during the reporting period relating to the *State Service Act 2000*. A noted change has been the passage of the *State Service Amendment 2012 Bill* and the Employer has responsibility for the examination of matters relating to the purpose of carrying out the Employer's functions under the *Act*. This power is undertaken by the Head of the State Service.

Section 16 of the *State Service Act 2000* sets out the powers of the Employer:

(1) The Employer may, consistent with the provisions of this *Act*, do all things necessary or convenient to be done for or in connection with, or incidental to, the performance of the Employer's functions under this *Act*.

(2) Without limiting subsection(1), in addition to any power conferred on the Employer by any other provision of this *Act*, the Employer may, for the purpose of carrying out the Employer's functions under this *Act* –

(a) conduct such investigations as the Employer considers necessary for the purposes of this *Act*.

Furthermore, the Employer has the power to under Sections 16(b) and (c) to refer any matter arising under the *Act* to the Ombudsman, Integrity Commission, Tasmanian Industrial Commission, Anti-Discrimination Commissioner or any other person or body that may be prescribed by the regulations; and to disclose information to the Integrity Commission if the information is relevant to the performance or exercise by the Integrity Commission of its functions or powers.

Under the new legislation the role of the Auditor-General is noted in Section 18(3) which provides for investigations into administrative and management matters:

(1) The Employer may request the Auditor-General to conduct an investigation into any matter which relates to the administration or management of the State Service.

The Auditor-General is also empowered to undertake examinations regarding the performance and exercise of the Employer's functions and powers under the *Act* (Section 18(3)). This Report does not provide information regarding the Auditor-General's examinations.

This chapter presents a summary of examinations and evaluations that the Head of the State Service has considered necessary for the purposes of the *Act* that are relevant to the prescribed functions and powers. Examinations and evaluations may be required in order to assess or examine a matter that is prescribed in the *Act*, *Regulations* or Employment Directions or Practices, Procedures and Standards. As such, an examination may be to assess the level of compliance with an Employment Direction. This provides the mechanism for the Head of the State Service to examine such matters, but also to evaluate (assess) their effectiveness, and or benefit to the employment of State Service employees, Heads of Agency or senior executive. Examinations and evaluations may also cover emerging issues that require decisive and appropriate responses to

ensure that the State Service Principles are being upheld across all State Service Agencies and Authorities, or relating to specific employment actions.

The State Service Management Office, under direction of the Head of the State Service, has prime responsibility for the efficient and effective evaluation and examination of employment and related matters pertaining to the *Act*. This chapter will detail examinations and evaluations that have been undertaken in light of current or emerging concerns, or to assess compliance or implementation of Employment Directions or programs; or as a means of understanding a matter more thoroughly in order to determine an appropriate response.

Given the new governance arrangements taking effect in February 2013, a full investigation and examination plan has not been able to be undertaken in the period from February 2013 to June 2013. Two matters have however been examined and or evaluated during the period and these are detailed below.

Fixed-term employment of Nurses in the Tasmanian State Service

A fixed-term employee is defined in Section 3 of the *Act*: 'means a person appointed for a specified term or for the duration of a specified task as referred to in Section 37(3)(b). Report No. 1 of 2013 – Fixed-term employment of Nurses in the Tasmanian State Service identified that 'whilst fixed-term employment in the Tasmanian State Service is an essential structural component of the Government's workforce supporting efficient and cost effective service delivery, it is also an area of employment frequently subject to industrial disputes regarding its use and consequent claims of unfair dismissal upon termination'.

'Whenever an employment issue arises with the potential to undermine the effectiveness of government business, or to detrimentally affect our employees that we should review our employment policies and practices to determine whether they are providing the right outcomes, whether they are fair and equitable, and what changes, if any need to be made' (Report No. 1). The Head of the State Service determined that an examination and evaluation of fixed-term employment should be undertaken to identify the problems that consistently challenge the management of fixed-term employment and to develop strategies that will ensure that fixed-term employment remains a fair, but effective part of our employment structure (Report No. 1).

As noted in Report No. 1:

'... the State Service Commissioner has provided an employment moratorium to enable Agencies to identify fixed-term employment issues and to request approval for the conversion of eligible fixed-term employees to permanent employment. The moratoriums were initiated at least in part to enable Agencies to conform to a long standing Government tenet that permanent employment is the usual form of employment in the TSS'.

The Department of Health and Human Services in reviewing their fixed-term employment arrangements identified a significant number of shortcomings in their fixed-term employment practices, particularly in nursing which compromised their ability to reduce their number of fixed-term employees (Report No. 1). A resolution framework was established to resolve outstanding fixed-term employment issues and following the completion of that process, the Head of the State Service identified fixed-term employment as a priority for review in accordance with the powers (Section 16 of the *Act* (Report No. 1).

The examination and evaluation reviewed current practices across the Australian public sector, legal frameworks for fixed-term employment and identified the issues in relation to the use of fixed-term employment for nursing (Report No. 1:9). The accuracy of Instruments of Appointment, employment practices for recruitment and how fixed-term employment is normally related to providing relief work, or work where there is limited funding, or where it is linked to a time based task of project. Report No. 1 will be presented after further consultation and will provide findings from Industrial Relations matters pertaining to fixed-term employment in order to identify common challenges and or issues that need to be addressed. There will be six recommendations resulting from the Report and these will be further examined and consultation will occur with key stakeholders regarding the adoption of these recommendations. The recommendations will also be considered in light of fixed-term employment across the Tasmanian State Service. The Report on fixed-term employment of nurses in the Tasmanian State Service is due to be released to the relevant Agencies and stakeholders in the near future.

The Report's examination and findings has the primary focus of ensuring appropriate management and employment frameworks that met all related legislation, and that provides for the effective and efficient fixed-term employment in the Tasmanian State Service.

Entry level employment in the State Service

This examination was a research project undertaken within the State Service Management Office in 2013 in light of a number of identified issues relating to the employment of Graduates, Trainees, Apprentices and Cadets. Previous reports and papers had highlighted the level of these entry level employment groups across the State Service. Furthermore, the employment of young people in the State Service has continued to be a concern and in light of workforce demographics and labour market trends; and therefore it was appropriate to examine and evaluate the level of employment of young people and entry level employment groups across the State Service.

The Research Project involved consultation with key Human Resources practitioners and senior managers and an examination of Agency and Authority approaches to recruitment and management of the identified groups. Inter-jurisdictional research was also undertaken to identify common concerns, employment patterns and trends and to examine specific employment programs relating to youth employment and graduate, trainee, cadet and apprentices. The level of whole-of-sector programs and management thereof were also examined. The levels and types of programs were also investigated to determine the framework in which recruitment, management and access to further training and development was involved. Support for the groups through mentoring, coaching and networks were also examined, as were the potential for career or development pathways.

The Research Project identified that the ageing demographic profile of the State Service workforce presents a number of challenges to ensure that the Tasmanian Government is able to adopt to change workforce and labour market conditions, build upon its organisational capacity, and deliver outcomes to the Tasmanian community. The findings of the project identified a variation in approaches to the identification, recruitment and management of these employment groups with some Agencies having a well-defined graduate or cadet program in place that provides the opportunity for ongoing career and development opportunities. There would appear to be differences in Agencies' approaches regarding traineeships and given the absence of a standard for the employment and development of this group, the Report indicated that a whole-of-service

standard and supporting guidelines be developed. The ability to track these entry level employment groups and young people across their employment in the State Service is not well developed and therefore medium or longer term planning and the evaluation of the effectiveness of this employment category is not sufficient for developing and sustaining a capable workforce.

The research also involved a literature review regarding youth employment barriers and challenges and noted a range of initiatives or strategies that should be considered in order to increase the level of youth employment in the State Service. These recommendations involved reviewing the recruitment and selections processes and to consider a range of options including broadening of work experience or work placement opportunities and the possible adoption of specific occupational or a whole-of-service approach.

A Summary Report – Entry level employment in the Tasmanian State Service was provided to senior managers for their comment. Consultation with unions about youth employment has been ongoing. Following the release of the Summary Report, a working group comprising Agency representatives met with the purpose of identifying a number of key priorities including the possible development of different recruitment and selection processes, current induction/orientation practices, activities to address the identified barriers for young people to apply for vacancies in the State Service and the identification of a number of occupational entry level positions that could be better tailored at a traineeship level and provide a pathway for trainees to gain a permanent position in the State Service.

Following the release of the Summary Report, and further to the working group's discussions, an analysis of the Report's findings identified that the barriers and challenges faced by people seeking entry level employment in the State Service are faced by others including people with disabilities, people returning to work after illness or injury, people who have made Australia their home and people re-entering the workforce. The Government's commitment to diversity is found in the Act's State Service Principles, in recruitment and management policies and practices, and in Employment Direction No. 3 – Workplace Diversity.

Building a capable workforce requires addressing skills shortages and it is appropriate therefore to align the needs of the organisation in having the required skills and knowledge of the workforce to deliver the services needed to the Community; and to ensure that the State Service workforce represents the Community that it serves in terms of diversity. The importance of workforce diversity is strongly identified in the literature as being a key component for workplace innovation and in the workforce being able to identify with and understand the Community's needs.

This work will be ongoing into the next reporting period and it is envisaged that a whole-of-service standard will be developed, along with a range of specific programs and activities to be selected and adopted by Agencies in order to meet their skills and knowledge requirements for a capable workforce, and in building the level of diversity in the workplace.

CHAPTER 8 STATE SERVICE WORKFORCE PROFILE

Introduction

Eighteen Agencies (State Service Agencies and State Authorities) have produced the following statistics on State Service employment for the period ending 30 June 2013. The workforce statistical data for the Workforce Profile is drawn from the Workforce Analysis and Collection Application (WACA), which is derived from quarterly snapshots of Agency human resource data, in accordance with defined reporting standards. Data in the WACA is validated against a set of business rules and translation tables to ensure consistent reporting at a whole-of-service level.

The data is accepted on the understanding that all due care has been taken to establish and maintain adequate and appropriate systems and controls relevant to its preparation and presentation, in order to ensure that it is, as far as it is possible, free from material misstatement. As this is snapshot data all reasonable measures have been taken to accurately validate and interpret this data for inclusion in this Report.

The reporting of State Service Workforce statistics in this Annual Report uses the reporting standards of paid full-time equivalent (paid FTE) and paid headcount. The 'paid counts' more accurately reflect the active capacity of the State Service as a workforce at a single point in time, because it excludes employees on secondment outside the State Service or on unpaid leave. This standard was adopted in previous State Service Commissioner's reports and maintaining this allows for data comparison across years. However, it should be noted that some tables and charts contain historical data which relate to entities that are no longer agencies (State Service Agencies or State Authorities under Schedule 1 of the Act. Please refer to the explanatory notes in Appendix A for further information).

As at 30 June 2013, there was a total paid headcount of 27 938 people employed under the Act, excluding casual and sessional employees. The number of paid full-time equivalent employees (paid FTEs) was 22 257.83. As at 30 June 2013, the paid headcount for casual employees was 2 654 and there was one sessional employee. The numbers of paid full-time equivalent casual employees was 855.06.

Definitions

The following definitions may assist in understanding the following charts and tables:

- *Officers* are appointed under Part 6 of the *State Service Act 2000* and include Heads of Agency, holders of prescribed offices, and 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 typically paid a loaded rate in lieu of receiving paid leave entitlements.
- *Sessional employees* are employees within the Department of Education (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* or the *Education and Training (Tasmanian Skills Institute) Act 2008*, as the case may be.
- *Paid headcount* is the number of State Service employees and officers engaged at the reporting date that are in receipt of remuneration at the reporting date, that is, employees either undertaking their work duties or on paid leave. *Please note that an employee who was paid for two or more different State Service jobs is counted according to the number of such arrangements, for example: an employee who was paid for two part-time jobs is counted twice.*
- *Paid full-time equivalent* (paid FTE) provides a measure of the proportional number of employments where the hours worked and paid are expressed as a percentage of the industrial award full-time hours at the reporting date. *Please note that paid FTE only includes employees and officers engaged at the reporting date who are active, in that, they are in receipt of remuneration, that is, employees either undertaking their work duties or on paid leave.*
- *Employment category* refers to the type of employment. For employees these are: permanent, fixed-term, casual and sessional employee. For officers, these are: Head of Agency, prescribed office holder, senior executive and equivalent specialist.

Explanatory notes

Statistical data for this annual report was obtained from:

- operational data held within the SSMO (the most recent data is from 1 July 2012 to 30 June 2013)
- annual Agency Surveys conducted by SSMO (the most recent data is from 1 July 2012 to 30 June 2013);
- The Tasmanian State Service Workforce Survey (undertaken in May 2013);
- Workforce Analysis and Collection Application (data as at 30 June 2013); and
- The Australian Bureau of Statistics (where referenced).

The explanatory notes provided in Appendix A may further assist in understanding the charts and tables presented in this annual report.

State Service Workforce Profile

This section reports the numbers of paid headcount and paid full-time equivalent employees in the State Service. Numbers are reported by agency, with permanent or fixed-term employment categories and part-time employment. Gender, age, service length and commencement data is also presented in this section.

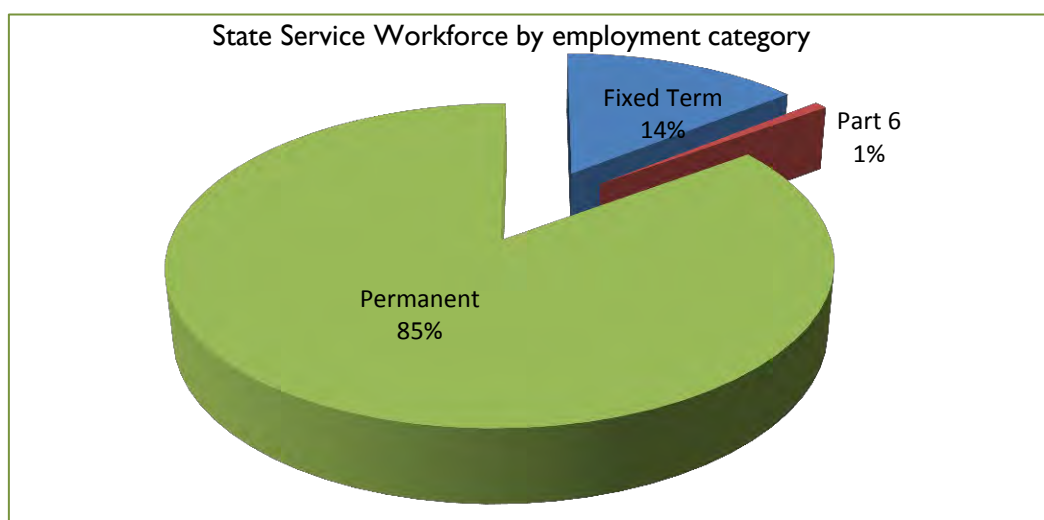
The statistics date for all data presented in this section is as at 30 June 2013 and 30 June for comparison years. All data is paid headcount.

Table 8/1 Paid headcount by employment category

Agency	Fixed-Term	Part 6 (officers)	Permanent	Total
Department of Economic Development, Tourism and the Arts	34	13	393	440
Department of Education	1 837	27	9 366	11 230
Department of Health and Human Services	182	31	1 795	2 008
Department of Infrastructure, Energy and Resources	40	18	514	572
Department of Justice	72	23	1 054	1 149
Department of Police and Emergency Management	18	10	785	813
Department of Premier and Cabinet	18	26	293	337
Department of Primary Industries, Parks, Water and Environment	133	22	1 292	1 447
Department of Treasury and Finance	27	17	257	301
Tasmanian Audit Office	8	2	35	45
Integrity Commission	4	1	10	15
Macquarie Point Development Corporation	1	1	2	4
Port Arthur Historic Site Management Authority	21	2	89	112
Tasmanian Health Organisation - North	471	7	2 321	2 799
Tasmanian Health Organisation - North West	279	2	1 295	1 576
Tasmanian Health Organisation - South	785	12	3 945	4 742
Tasmanian Skills Institute	22	2	265	289
The Public Trustee	5	2	52	59
Total	3 957	218	23 763	27 938

The above table provides paid headcount by agency and by employment category. It is evident that there is a variation in agency size from a workforce of four up to 11 230. The following pie chart shows the totals for each employment category as a percentage of the TSS workforce.

Figure 8 State Service Workforce by Employment Category



It is apparent that for 2012-2013 the TSS Workforce the largest employment category representation of 85 per cent is for permanent employment. Permanent employment is the usual form of employment; the representation for this employment category remains at a stable level. However there is the provision that fixed-term employment is suitable where there is a need for a specified task or specified term (Section 37(3)(b) of the Act).

The following table provides the same information but identifies gender representation across each of the Agencies and by employment category. The data shows the predominance of female employment for fixed-term and permanent employment categories, however, there is an inverse relationship for the senior executive service, where male representation is higher. Across all employment categories female representation is 19 477 or 69.72 per cent and male representation is 8 461 or 30.28 per cent. The senior executive service comprises 0.78 per cent of the state service and within that group males represent 73.39 per cent. Additional comparative data is presented later in this chapter.

The final tables in this section provide a comparative view of paid headcount by agency and by employment category for 2012 and 2013. The table demonstrates that there have been increases for fixed-term and permanent employment categories and a decrease in paid headcount for the senior executive service. The differences noted are examined in further detail in the paid FTE section as the table below reports on headcount as opposed to the number of FTE positions.

Table 8/2 Paid headcount by employment category and gender

Agency	Fixed-Term		Part 6		Permanent		Total
	Female	Male	Female	Male	Female	Male	
Department of Economic Development, Tourism and the Arts	23	11	4	9	238	155	440
Department of Education	1 405	432	8	19	7 062	2 304	11 230
Department of Health and Human Services	138	44	11	20	1 168	627	2 008
Department of Infrastructure Energy and Resources	22	18	3	15	239	275	572
Department of Justice	43	29	6	17	540	514	1 149
Department of Police and Emergency Management	14	4	1	9	281	504	813
Department of Premier and Cabinet	13	5	8	18	168	125	337
Department of Primary Industries, Parks, Water and Environment	67	66	4	18	596	696	1 447
Department of Treasury and Finance	21	6	2	15	140	117	301
Tasmanian Audit Office		8		2	16	19	45
Integrity Commission	3	1	1		7	3	15
Macquarie Point Development Corporation	1		1		1	1	4
Port Arthur Historic Site Management Authority	14	7	1	1	44	45	112
Tasmanian Health Organisation - North	304	167	3	4	1 908	413	2 799
Tasmanian Health Organisation - North West	179	100		2	1 077	218	1 576
Tasmanian Health Organisation - South	487	298	4	8	3 043	902	4 742
Tasmanian Skills Institute	13	9	1	1	98	167	289
The Public Trustee	5			2	41	11	59
Total	2 752	1 205	58	160	16 667	7 096	27 938

Table 8/3 Comparative paid headcount by Agency and employment category

Agency	Fixed-term		Part 6		Permanent	
	2012	2013	2012	2013	2012	2013
Department of Economic Development, Tourism and the Arts	24	34	17	13	424	393
Department of Education	1 559	1 837	27	27	9 401	9 366
Department of Health and Human Services	1 664	1 82	57	31	9 121	1 795
Department of Infrastructure Energy and Resources	20	40	17	18	525	514
Department of Justice	84	72	22	23	1 033	1 054
Department of Police and Emergency Management	23	18	11	10	799	785
Department of Premier and Cabinet	10	18	28	26	282	293
Department of Primary Industries, Parks, Water and Environment	143	133	25	22	1 297	1 292
Department of Treasury and Finance	30	27	15	17	258	257
Tasmanian Audit Office	4	8	3	2	36	35
Integrity Commission	9	4		1	6	10
Macquarie Point Development Corporation		1		1		2
Port Arthur Historic Site Management Authority	14	21	2	2	96	89
Tasmanian Health Organisation - North		471		7		2 321
Tasmanian Health Organisation - North West		279		2		1 295
Tasmanian Health Organisation - South		785		12		3 945
Tasmanian Skills Institute	24	22	2	2	283	265
The Public Trustee	9	5	2	2	45	52
Total	3 617	3 957	228	218	23 606	23 763

Noting changes in an agency or service workforce is another component in formal reporting. The table below is comparative in that it compares the total paid headcount by agency for 2012 and 2013, the increase or decrease of the two years and the final column shows the percentage of change for each agency.

Noting changes in an agency or service workforce is another component in formal reporting. The table below is comparative in that it compares the total paid headcount by agency for 2012 and 2013, the increase or decrease of the two years and the final column shows the percentage of change for each agency.

Table 8/4 Comparative paid headcount total by Agency 2012-2013

Agency	2012	2013	Variation	Variation%
Department of Economic Development, Tourism and the Arts	465	440	- 25	-5.38
Department of Education	10 987	11 230	243	2.21
Department of Health and Human Services	10 842	2 008	-8 834	-81.48
Department of Infrastructure Energy and Resources	562	572	10	1.78
Department of Justice	1 139	1 149	10	0.88
Department of Police and Emergency Management	833	813	- 20	-2.40
Department of Premier and Cabinet	320	337	17	5.31
Department of Primary Industries, Parks, Water and Environment	1 465	1 447	- 18	-1.23
Department of Treasury and Finance	303	301	- 2	-0.66
Tasmanian Audit Office	43	45	2	4.65
Integrity Commission	15	15	0	0.00
Macquarie Point Development Corporation	0	4	4	100.00
Port Arthur Historic Site Management Authority	112	112		0.00
Tasmanian Health Organisation - North	0	2 799	2 799	100.00
Tasmanian Health Organisation - North West	0	1 576	1 576	100.00
Tasmanian Health Organisation - South	0	4 742	4 742	100.00
Tasmanian Skills Institute	309	289	- 20	-6.47
The Public Trustee	56	59	3	5.36
Total	27 451	27 938	487	1.77

The above table shows the variation for each Agency and the differences noted are discussed in more detail in the paid FTE section. However, there is a noted headcount increase of 487 which translates to a 1.77 per cent overall increase in the reporting year for the State Service.

Another way of considering employment levels is to use FTE or full-time equivalent values. FTE provides a measure as at a point in time (i.e. 30 June 2013) of the proportional number of employments where the hours worked and paid are expressed as a percentage of the industrial award full-time hours at the reporting date.

Table 8/5 below shows FTE values by employment category and identifies the significant differences in total numbers for each employment category and agency. The differences between FTE and Paid headcount depict also the significant levels of part-time employment across the employment categories.

Table 8/5 Paid full-time equivalent by employment category

Agency	Fixed-term	Part 6	Permanent	Total
Department of Economic Development, Tourism and the Arts	28.59	12.90	350.53	392.02
Department of Education	989.93	27.00	7 281.44	8 298.37
Department of Health and Human Services	156.43	30.20	1 602.33	1 788.96
Department of Infrastructure Energy and Resources	24.85	17.80	442.06	484.71
Department of Justice	63.36	22.30	953.14	1 038.80
Department of Police and Emergency Management	16.80	10.00	754.13	780.93
Department of Premier and Cabinet	17.29	25.45	274.77	317.51
Department of Primary Industries, Parks, Water and Environment	112.48	22.00	1 149.07	1 283.55
Department of Treasury and Finance	23.05	16.80	239.35	279.20
Tasmanian Audit Office	6.40	2.00	32.80	41.20
Integrity Commission	4.00	1.00	9.60	14.60
Macquarie Point Development Corporation	1.00	1.00	2.00	4.00
Port Arthur Historic Site Management Authority	11.05	2.00	70.14	83.19
Tasmanian Health Organisation - North	362.77	6.50	1 760.91	2 130.18
Tasmanian Health Organisation - North West	237.72	2.00	1 022.04	1 261.76
Tasmanian Health Organisation - South	612.44	11.00	3 122.74	3 746.18
Tasmanian Skills Institute	17.05	2.00	240.60	259.65
The Public Trustee	3.57	2.00	47.45	53.02
Total	2 688.78	213.95	19 355.10	22 257.83

The next table considers employment using paid FTE values.

Table 8/6 Comparison of paid FTE for 2012-2013

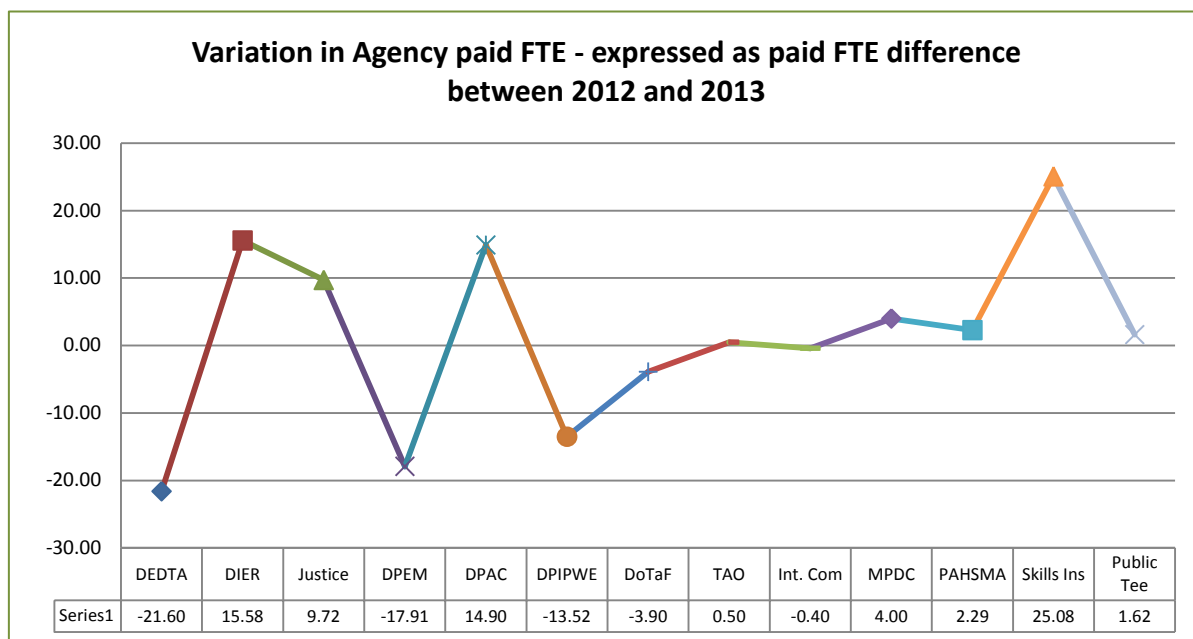
Agency	2012	2013	Total
Department of Economic Development, Tourism and the Arts	413.62	392.02	-21.60
Department of Education	7 459.51	8 298.37	838.86
Department of Health and Human Services	8 706.20	1 788.96	-6 917.24
Department of Infrastructure Energy and Resources	469.13	484.71	15.58
Department of Justice	1 029.08	1 038.80	9.72
Department of Police and Emergency Management	798.84	780.93	-17.91
Department of Premier and Cabinet	302.61	317.51	14.90
Department of Primary Industries, Parks, Water and Environment	1 297.07	1 283.55	-13.52
Department of Treasury and Finance	283.10	279.20	-3.90
Tasmanian Audit Office	40.70	41.20	0.50
Integrity Commission	15.00	14.60	-0.40
Macquarie Point Development Corporation	0.00	4.00	4.00
Port Arthur Historic Site Management Authority	80.90	83.19	2.29
Tasmanian Health Organisation - North	0.00	2 130.18	2 130.18
Tasmanian Health Organisation - North West	0.00	1 261.76	1 261.76
Tasmanian Health Organisation - South	0.00	3 746.18	3 746.18
Tasmanian Skills Institute	234.57	259.65	25.08
The Public Trustee	51.40	53.02	1.62
Total	21 181.73	22 257.83	1 076.10

Table 8/6 shows an increase of 1 076.10 in the employment numbers for the State Service for the reporting period.

A number of Agencies report no variation or variation of a minimal level as a result of recruitment activities, changes to employee working hours, restructuring of Agency activities, vacancy control measures as part of the budget reform program and voluntary redundancy or Workforce Renewal Incentive Program separations.

The following figure provides a representation in paid FTE numbers for Agencies, excluding the Department of Education, the Department of Health and Human Services and the Tasmanian Health Organisations as these are discussed later. The Department of Economic Development, Tourism and the Arts had the largest decrease and the Skills Institute had the highest increase for the reporting period. It should be noted that further comparisons between Agencies need to consider the total workforce or employment numbers for each Agency as they vary significantly as noted earlier in this chapter.

Figure 8/1 Variation in Agency paid FTE



The substantial changes in the Health agencies are due to the commencement of the Tasmanian Health Organisations (North, North-West and South) on 1 July 2012. This resulted in the transition of a substantial number of employees from the Department of Health and Human Services to the Tasmanian Health Organisations.

The other notable difference is the Department of Education where an increase of 838.86 is identified. The reasons for this difference are, in part, as a result of moving from a three term to four term school year. The Department of Education employs a large number of employees that work 40-42 weeks of the year and when school holidays fall they proceed on unpaid leave. In June of 2012 the reporting pay day date included seven days of unpaid leave for school holidays. With the introduction of a four term school year for 2013, no holidays fell this year in June resulting in the last pay of June paying all staff normal pay for the entire pay period which will result in an increased paid FTE and headcount details. This variation is noted to this significant level where reporting of snapshot data at 30 June occurs during school term dates.

The next section considers the level of employment and how part-time employment and gender representation provides information that demonstrates the levels of gender representation and the State Service approach to flexible work arrangements through the provision of part-time employment and a measure of the level of diversity across the State Service.

Table 8/7 Part time employees (paid headcount) by Agency and by gender

Agency	PT Head Count	% of Gender	PT Head Count	% of Gender
	Female		Male	
Department of Economic Development, Tourism and the Arts	107	40.38	27	15.43
Department of Education	5 156	60.84	959	34.81
Department of Health and Human Services	500	37.97	56	8.10
Department of Infrastructure Energy and Resources	124	46.97	33	10.71
Department of Justice	209	35.48	41	7.32
Department of Police and Emergency Management	75	26.87	6	0.52
Department of Premier and Cabinet	53	28.04	5	3.38
Department of Primary Industries, Parks, Water and Environment	321	48.13	101	12.95
Department of Treasury and Finance	59	36.20	6	4.35
Tasmanian Audit Office	4	25.00	3	10.34
Integrity Commission	1	9.09	0	0.00
Macquarie Point Development Corporation	0	0.00	0	0.00
Port Arthur Historic Site Management Authority	40	67.80	28	52.83
Tasmanian Health Organisation - North	1 583	71.47	192	32.88
Tasmanian Health Organisation - North West	773	61.54	91	28.44
Tasmanian Health Organisation - South	2 168	61.35	384	31.79
Tasmanian Skills Institute	52	46.43	22	12.43
The Public Trustee	16	34.78	0	0.00
Total	11 241	57.71	1 954	23.09

There are 19 477 women in the State Service and as a percentage of this group 57.71 per cent are employed on a part-time basis. There are 8 461 men in the State Service and 1 954 males are employed in a part-time capacity; this represents 23.09 per cent of all males in the State Service. The levels of part-time employment continue to increase for both males and females which may be in light of more employees seeking this type of flexible work arrangements, or changes to the types of work undertaken (and the service or organisational demands and requirements) of each Agency.

A total of 13 195 employees work part-time and this represents 47.23 per cent of the State Service. The continuing increase of this employment group is important in understanding both individual and organisational requirements both currently, and into the future. The following table provides for the gender representation across the State Service and the higher levels of female employment in some agencies due to either traditional career streams or employment options that meet their work and personal requirements.

Table 8/8 Paid headcount by Agency and by gender

Agency	Female	Male	Total
Department of Economic Development, Tourism and the Arts	265	175	440
Department of Education	8 475	2 755	11 230
Department of Health and Human Services	1 317	691	2 008
Department of Infrastructure Energy and Resources	264	308	572
Department of Justice	589	560	1 149
Department of Police & Emergency Management	296	517	813
Department of Premier and Cabinet	189	148	337
Department of Primary Industries, Parks, Water and Environment	667	780	1 447
Department of Treasury and Finance	163	138	301
Tasmanian Audit Office	16	29	45
Integrity Commission of Tasmania	11	4	15
Macquarie Point Development Corporation	3	1	4
Port Arthur Historic Site Management Authority	59	53	112
Tasmanian Health Organisation - North	2 215	584	2 799
Tasmanian Health Organisation - North West	1 256	320	1 576
Tasmanian Health Organisation - South	3 534	1 208	4 742
Tasmanian Skills Institute	112	177	289
The Public Trustee	46	13	59
Total	19 477	8 461	27 938

A number of Agencies have a close or even representation of both male and female employees, thereby providing that for many Agencies and from a whole-of-service perspective the representation and participation in the State Service workforce of women is significant.

Casual and sessional employment in the State Service

In order to meet immediate or short term needs due to project and or work requirements (including seasonal work demands) casual employment is used by Agencies. Sessional employees are employed by the Department of Education or the Tasmanian Skills Institute as defined in their related legislation. The following table shows the number of casual employees who received payments for hours worked in the last pay period of the snapshot reporting date of 30 June.

Table 8/9 Casual employees as paid headcount

Agency	Female	Male	Total
Department of Economic Development, Tourism and the Arts	21	17	38
Department of Education	1 135	391	1 526
Department of Health and Human Services	22	19	41
Department of Infrastructure Energy and Resources	11	5	16
Department of Justice	15	1	16
Department of Police and Emergency Management	1	3	4
Department of Primary Industries, Parks, Water and Environment	1	2	3
Port Arthur Historic Site Management Authority	11	7	18
Tasmanian Health Organisation - North	235	64	299
Tasmanian Health Organisation - North West	169	39	208
Tasmanian Health Organisation - South	370	113	483
Tasmanian Skills Institute	2	0	2
Total	1 993	661	2 654

When considering casuals employed at a paid FTE value the figures for casual employees was 855.06. This is an increase of 349.57 which may be representative of the structural Agency changes concerning the Department of Health and Human Services and the Tasmanian Health organisations. The increase is also noted for the Department of Education where casual employment may be as a result of a disproportionate increase due to changes to the term dates. All other Agencies had minimal increases or decreases in 2013.

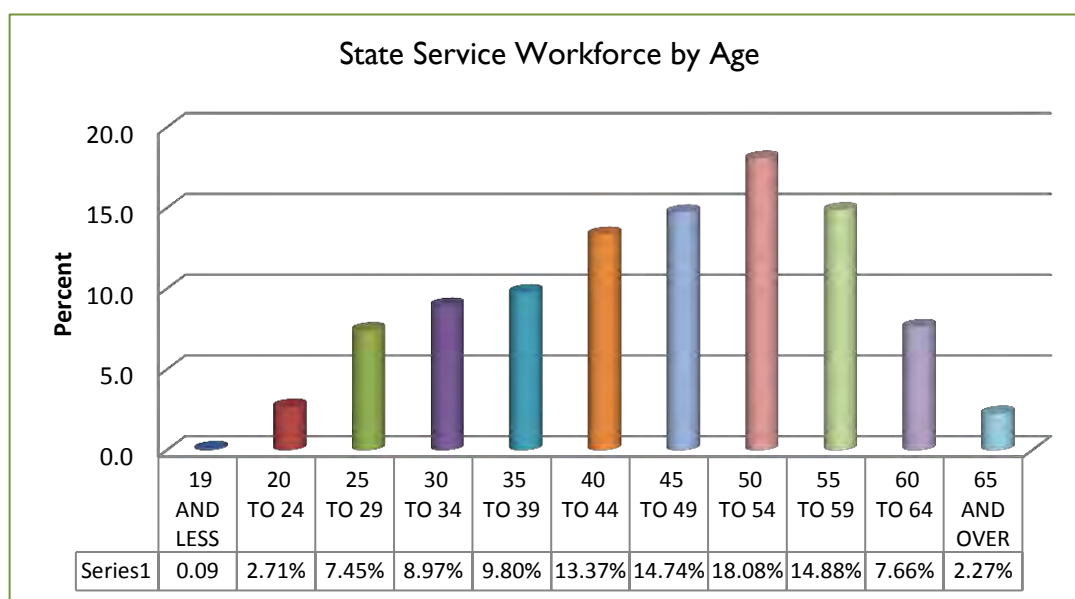
Sessional employees

The Department of Education had only one (male) sessional employee who was paid for hours worked as at the reporting snapshot date.

Age and employment in the State Service

Many organisations and industries are facing challenges relating to ageing workforces. The State Service is no different and workforce planning activities are being undertaken at Agency and at a whole-of-service level to analyse what the State Service needs to do to continue to engage and retain older workers and to provide employment opportunities for younger people. All public sector jurisdictions have also faced this and increasing the level of participation of youth employment has been a matter of analysis and strategy development and action.

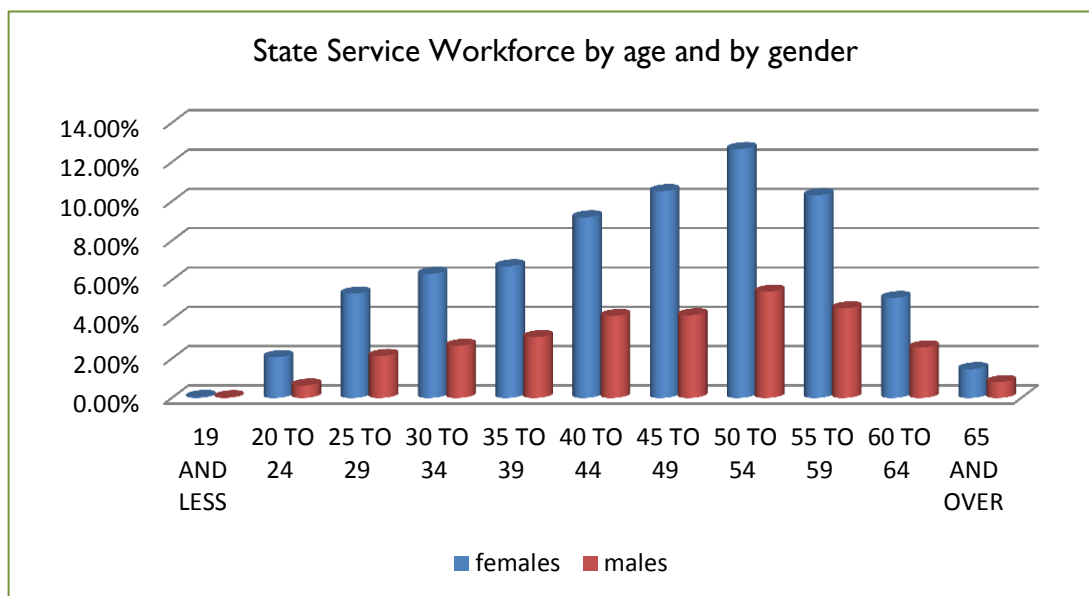
Figure 8/2 State Service workforce by age



The figure highlights that the State Service can be described as a mature aged workforce with 57.63 per cent over the age of 45 years. At the reporting date almost one quarter (24.81%) of the workforce are at or over the minimum retirement age. Youth employment (employees under the age of 30 years) comprises 10.25 per cent of the workforce. Therefore almost one-third of the workforces (32.12%) are aged between 30 and 45 years. The progressive ageing of the workforce has been noted over recent years and work continues to address this in light of occupational requirements and in maintaining workforce capability and sustainability.

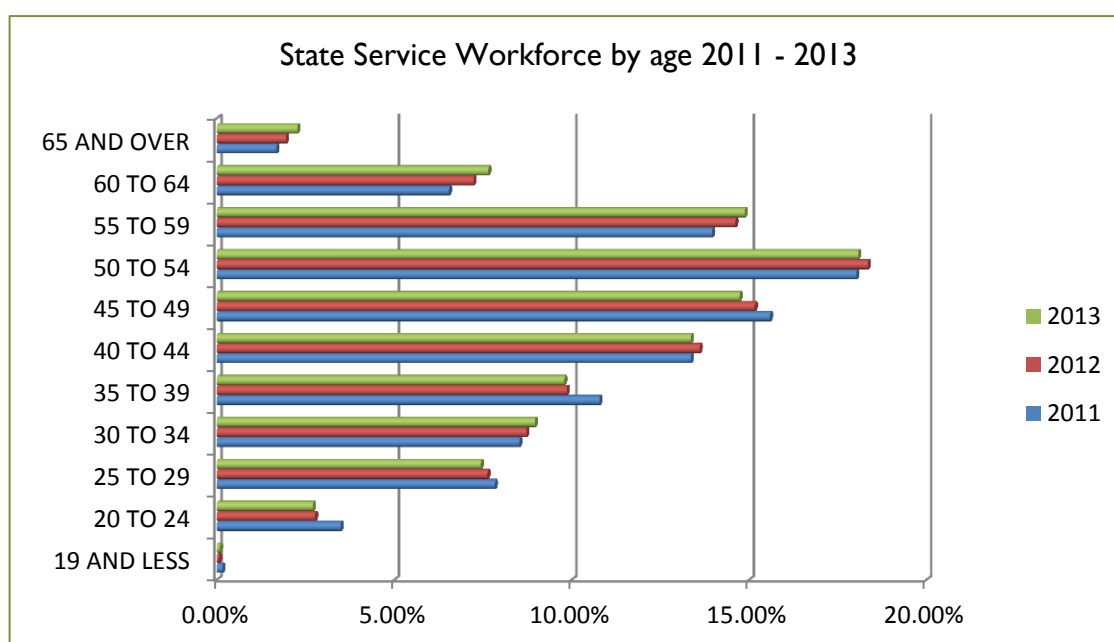
The following figure highlights the age distribution by gender and given that gender ratio of almost two females to every one male, there is a need to consider gender in terms of occupational trends, life stage trends and succession planning. Given the high percentage of female representation across all age groups, but particularly in the age groups of 45 years and older, this warrants careful monitoring and evaluation.

Figure 8/3 State Service Workforce by age and by gender



The final figure in this section presents the state service workforce profile over the past three years and shows evidence of the ageing workforce with increases since 2011 in the older age groups. However, there is minimal change across the middle and lower age groups which may be based on changing recruitment and or retention patterns.

Figure 8/4 State Service Workforce by age 2011-2013

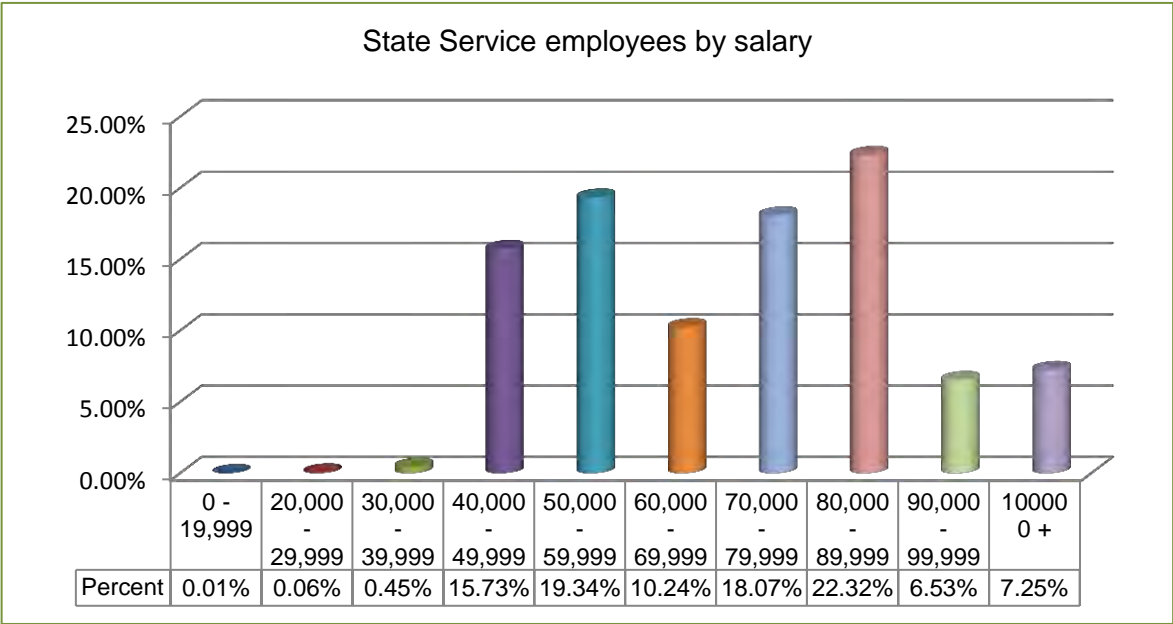


Salary and employment in the State Service

The representations for salary in the State Service workforce need to be considered within the context of the high levels of part-time employment.

With the diverse occupational groups represented in the state service workforce, there is also a diverse representation of the different salary levels for fixed-term, permanent and senior executive service employees.

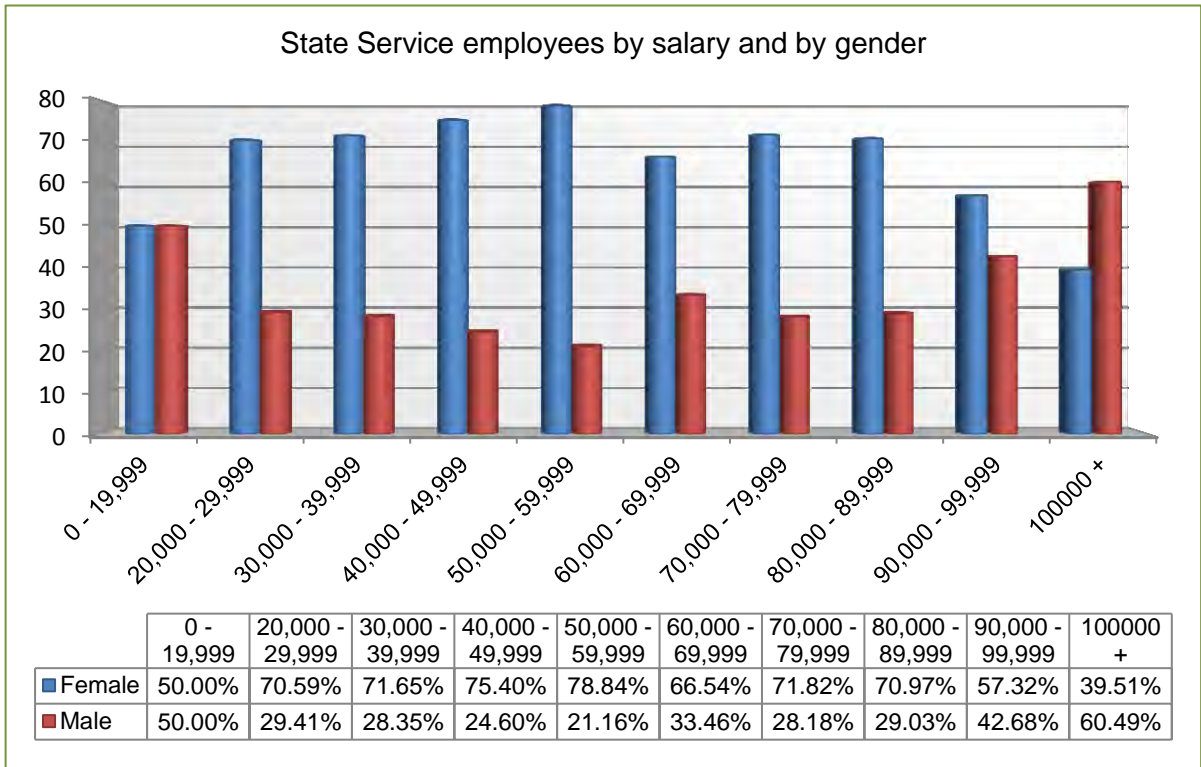
Figure 8/5 State Service employees by salary



Less than one per cent of the State Service workforce (0.52%) earns less than \$40 000 per year and this group would comprise primarily of short period fixed-term contract employees or employees who work minimal hours. The highest representation is for those employees who earn \$80 000 to \$89 999 per year and may represent part-time employment given the high percentage of part-time employment across the service. Only 7.25 per cent of employees earn over \$100 000. Given the budget reform package in place over the past years there has been minimal increases in salaries.

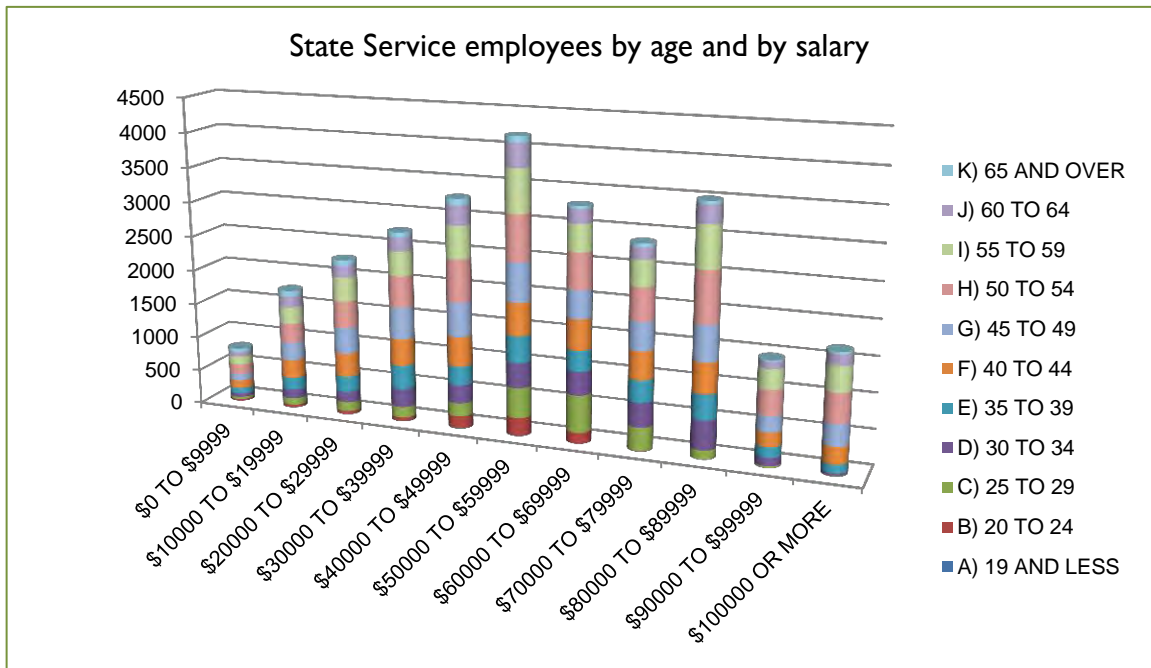
For each of the salary groups the following figure shows the gender representation and demonstrates the higher percentage of women represented at 50 per cent or over in each of the salary groups with the exception of the highest salary group.

Figure 8/6 State Service employees by salary and age group



Viewing salary by age group provides for the array of salary by age group, for example employees aged between 25 and 29 years of age are represented in each salary level. This shows a level of occupational diversity across the State Service.

Figure 8/7 State Service employees by salary and by age group



The diversity of the workforce is also demonstrated in the following figure which shows salary by employment category and there is a representation for both permanent and fixed-term employees across all salary groups.

Figure 8/8 State Service employees by salary and by employment category



State Service workforce and geographic location

The following figure shows where the State Service workforce is deployed across the state. Employees in the North of the state represent 24.69 per cent of the workforce and 18.25 per cent work in the North West. Slightly over 50 per cent work in the south (51.56%). The number of employees working outside the South sector continues to increase and this trend has been noted in recent years.

Figure 8/9 State Service workforce by geographic location

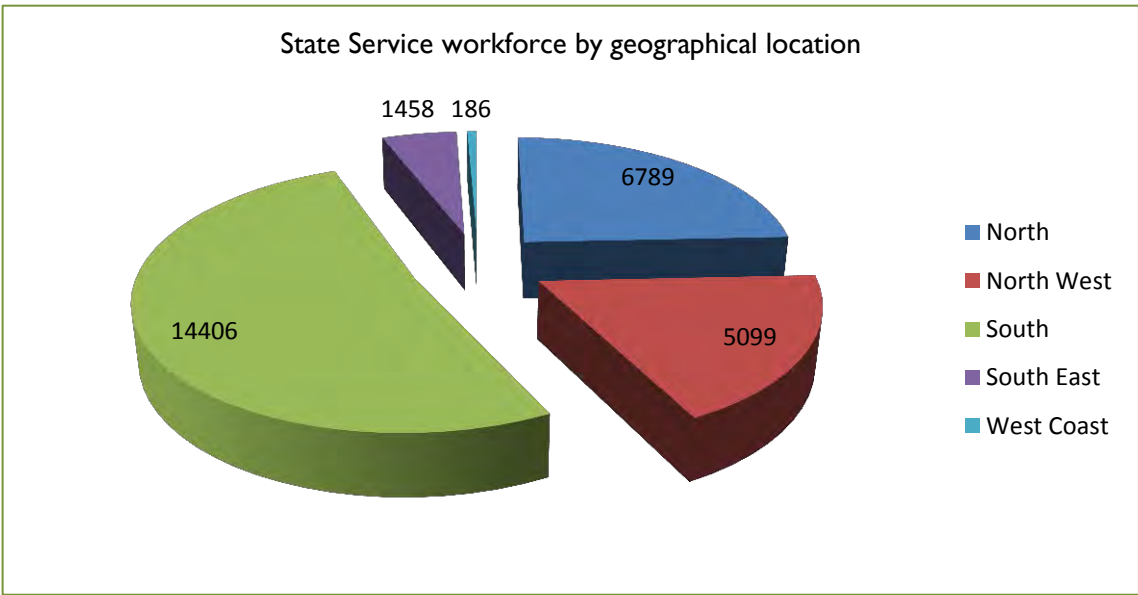


Table 8/10 State Service by geographic location and employment category

Area	Part 6	Permanent	Fixed-Term	Total
North	12	5 771	1 006	6 789
North West	4	4 268	827	5 099
South	199	12 376	1 831	14 406
South East	3	1 195	260	1 458
West Coast	0	153	33	186
Total	218	23 763	3 957	27 938

All employment categories are represented in each of the geographical locations, except for the Senior Executive Service in the West Coast. The following table provides for the workforce by geographic location and age and demonstrates that each geographical location has employees across each of the age groups, with the exception of the 19 years or less age group in the West Coast.

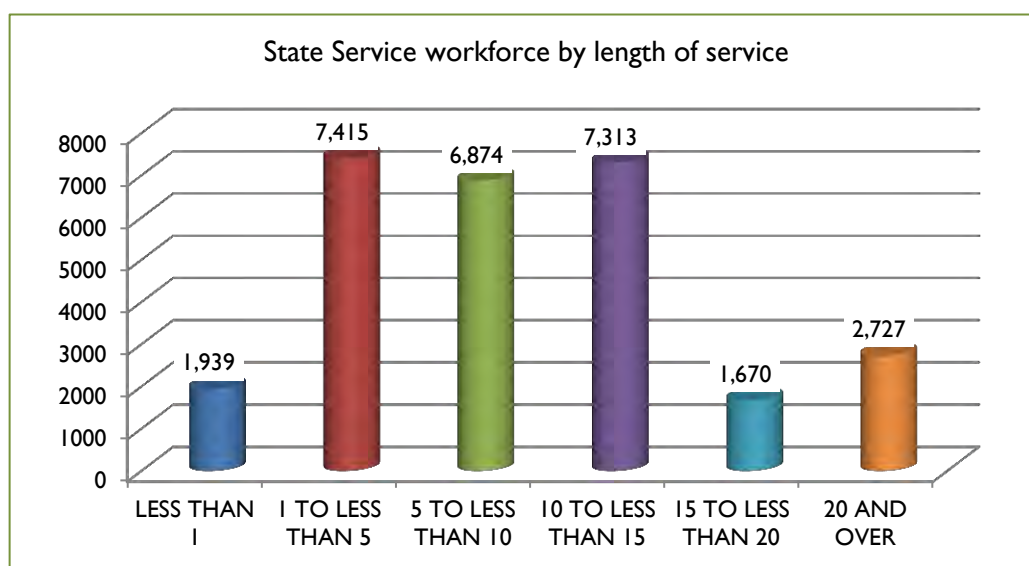
Table 8/11 State Service workforce by geographic location and age

Age Groups	North	North West	South	South East	West Coast	Total
19 AND LESS	4	6	13	3	0	26
20 TO 24	173	144	399	33	9	758
25 TO 29	520	364	1 072	101	23	2 080
30 TO 34	580	422	1 384	109	10	2 505
35 TO 39	692	474	1 428	134	9	2 737
40 TO 44	897	679	1 968	168	22	3 734
45 TO 49	1 028	781	2 079	204	25	4 117
50 TO 54	1 184	963	2 585	287	31	5 050
55 TO 59	1 038	747	2 095	252	25	4 157
60 TO 64	489	408	1 088	131	23	2 139
65 AND OVER	184	111	295	36	9	635
Total	6 789	5 099	14 406	1 458	186	27 938

State Service Workforce and Length of Service

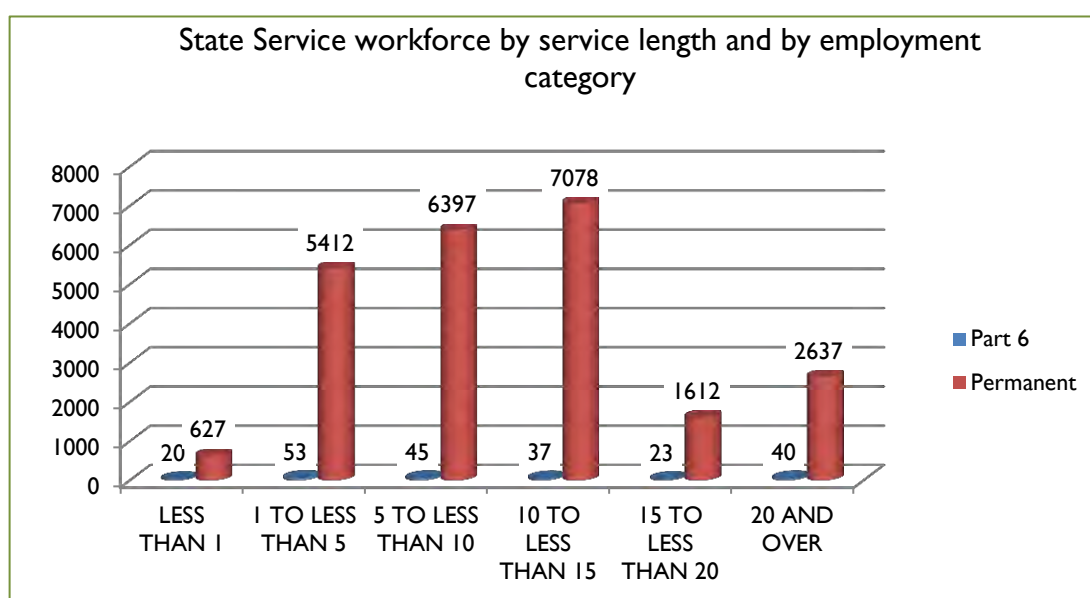
This section presents data relating to the length of state service employment. This information is important in that it provides evidence of the layering or the depth of skills, knowledge and experiences of employees. It also demonstrates how recruitment and retention patterns indicate a measure of new employment and monitoring of this data assists with workforce planning, talent management activities, leadership development and succession planning.

Figure 8/10 State Service workforce by length of service



Employees with more than 10 years service in the Tasmanian State Service represent 41.91 per cent of the workforce. The largest representation is in the group with one to less than five years service at 26.54 per cent closely followed by 26.18 per cent for the group with 10 to less than 15 years service length. This cohort however, represents both permanent and fixed-term employees and therefore will show a higher proportion in the lower service length groups. It is useful to view this data when considering diversity, skills and knowledge capacity and experience. The next figure provides the same data but with employment category added.

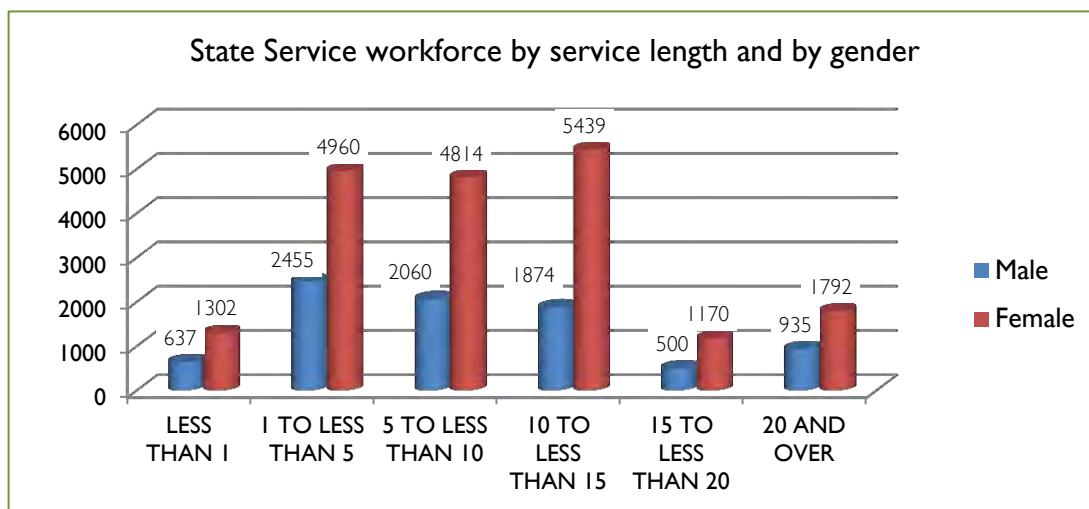
Figure 8/11 State Service workforce by service length and by employment category



The above figure shows that for the senior executive service and permanent employees there is a different representation when viewing service length. For the senior executive service there is representation across all service length groups with the highest group being the one to less than five year service group. The permanent workforce shows more variation as would be expected and the increase between the second and fourth service length groups has increased over recent years. This

information contributes to understanding retention and workforce capability in terms of knowledge and experience.

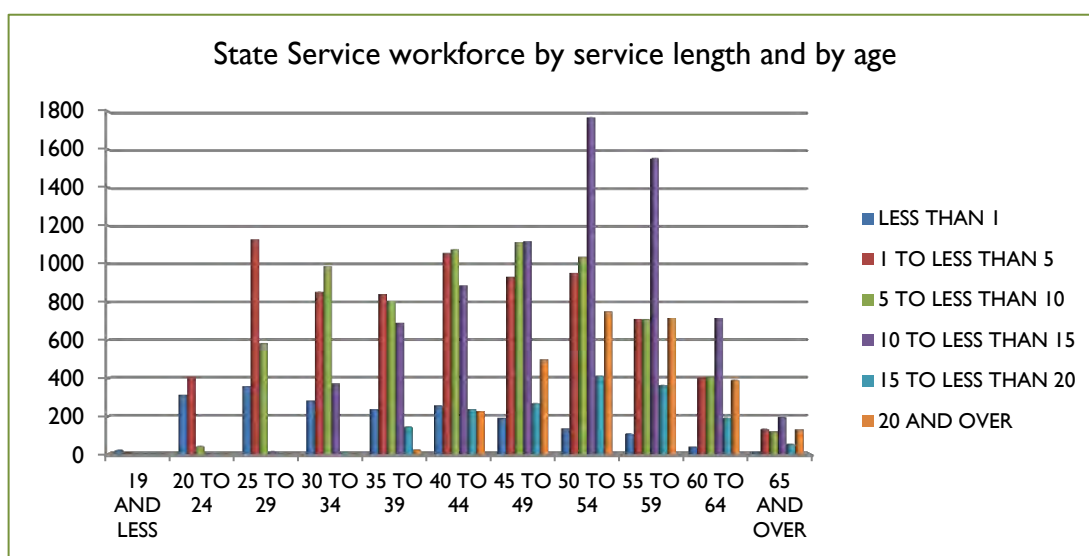
Figure 8/12 State Service workforce by service length and by gender



The above figure is interesting in the level of representation for both men and women across the different service length groups. For the first three service level groups (less than one year to the less than 10 year groups) there is almost an equal representation i.e. there is almost twice as many women than men for each of these groups. This changes for the 10 to less than 15 years length of service group, where men represent only 25.63 per cent of this service group. The 15 to 20 years and over 20 years length of service groups show a similar pattern for females to the earlier service length groups, with approximately 50 per cent of males to females.

The final figure in this section portrays service length by age group. The information identifies that service length is not dependent on age except that the older age groups have more representation in the higher service lengths. Considering the amount of skills and knowledge that may potentially leave the State Service due to age retirement will warrant careful monitoring to ensure workforce capability is maintained.

Figure 8/13 State Service workforce by service length and by age group



State Service workforce – separations

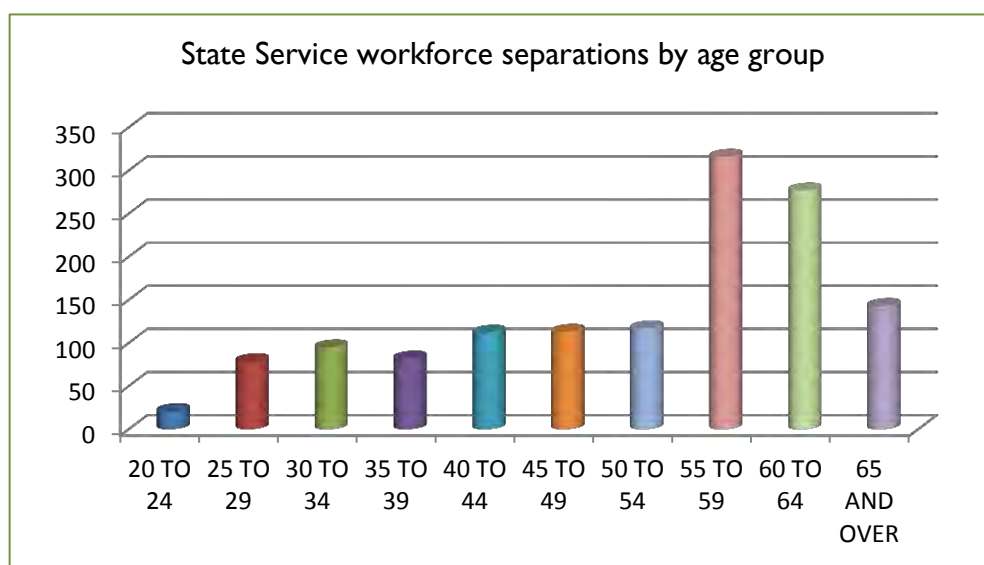
This section presents a range of data concerning employees who have left the State Service during the reporting period. Permanent and senior executive service employment categories are only reported in this section. State Service employees who have transferred to another State Service agency are not included.

For the reporting period separations are reported in arrears and therefore the data presented provides for separations retrospectively i.e. 1 April 2012 to 31 March 2013. This is similar to previous reporting protocols. A total of 1 355 employees left the State Service for the reporting period. This represents a turnover rate of 4.85 per cent. Almost 50 per cent of separations were employee resignations (675) and a further 34.69 per cent (470) left the State Service due to age or ill health retirement. Details regarding Targeted Voluntary Redundancy Arrangement (TVRA) exits, Workforce Renewal Incentive Program (WRIPs) exits and other termination exits are provided for in Chapter 4.

In comparison in 2011, 1 553 employees left the State Service and in 2012, 1 608 employees separated. This means that there has been a decline in separations over the three years and the reduction in turnover may be a result of the prevailing economic conditions where employees have delayed their retirement, or where redeployment opportunities have provided ongoing employment. The higher levels of separations for 2011-2012 are the result of a higher number of resignations (922) and the acceptance of Targeted Voluntary Redundancy Arrangement (TVRA) exits and Workforce Renewal Incentive Program (WRIPs) exits.

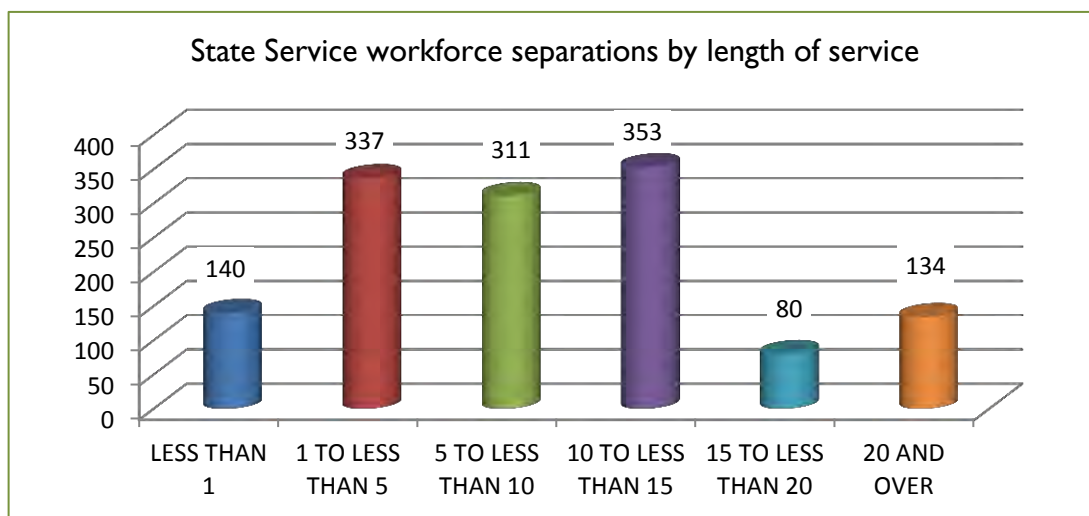
The chart below provides for separations by age group and excluding the age groups where the number of employees in those groups who have ceased employment on the grounds of age or ill health retirement; there is a relatively stable pattern to age and exits. This data represents permanent employees and the senior executive service.

Figure 8/14 State Service workforce separations by age group



Workforce analysis is being undertaken to further examine separation reasons, age and exits. Length of service also provides data with which to identify further separation patterns as shown in the figure below.

Figure 8/15 State Service workforce separations by length of service



The highest length of service group to leave the workforce are employees with 10 to less than 15 years of service with the two groups representing one to less than 10 years the next highest groups. The experience, skills and knowledge of separating employees needs to be considered in terms of loss and corresponding ongoing development of existing employees.

State Service workforce – commencements

The commencement of new employees and senior executives to the State Service demonstrates the recruitment patterns and amounts for the reporting period. A total of 10 Part 6 senior executive officers and 507 permanent employees commenced during the reporting period. The following figure and table provides for this information by age group and shows that recruitment of new employees is identified across all age groups. Given the nature of the senior executive it is not expected that recruitment of this cohort would necessarily be represented within the younger age groups.

Figure 8/16 State Service workforce commencements by age group and employment category



The following table shows the same data as the chart above but compared with 2011 and 2012 data noting the lower number of commencements in light of budget reform measures.

Table 8/12 State Service workforce commencements by age group and employment category

Age group	2011			2012			2013		
	Part 6	Permanent	Total	Part 6	Permanent	Total	Part 6	Permanent	Total
19 AND LESS	0	13	13	0	3	3	0	2	2
20 TO 24	0	88	88	0	43	43	0	62	62
25 TO 29	0	130	130	0	73	73	0	87	87
30 TO 34	0	98	98	1	48	49	0	78	78
35 TO 39	0	93	93	1	50	51	0	70	70
40 TO 44	4	103	107	2	59	61	1	77	78
45 TO 49	2	72	74	1	49	50	5	57	62
50 TO 54	1	63	64	1	28	29	2	37	39
55 TO 59	4	50	54	2	13	15	1	29	30
60 TO 64	1	7	8	1	8	9	0	7	7
65 AND OVER	0	1	1	0	2	2	1	1	2
Total	12	718	730	9	376	385	10	507	517

Table 8/13 State Service workforce commencements by employment category and status

Employment status	Part 6	Permanent	Total
Full-Time	8	353	361
Part-Time	2	154	156
Total	10	507	517

The above table shows that 30.37 per cent of commencements for permanent employees were part-time and this compares to 20 per cent of senior executive appointments. Whilst this table reports the employment status at the time of commencement, the employment status may vary during the period of employment when an employee elects to alter their working arrangements or pattern of work. For the 10 senior executive commencements in the reporting period the gender ratio was 40 per cent female to 60 per cent male.

Senior Executive Service

The numbers in the Senior Executive Service continues to decrease as noted in the table below.

Table 8/14 Senior Executive Service by category for 2011 – 2013

Category	2011	2012	2013
Head of Agency	12	11	17
Prescribed Officer Holder	4	6	6
Senior Executive	204	185	172
Equivalent Specialist	29	26	23
Total	249	228	218

There is an increase in the Head of Agency numbers due to the commencement of new agencies as noted in the explanatory notes. Decreases are noted for Senior Executives and Equivalent Specialists and this trend has been noted over the reporting period and in light of budget reform measures.

The following table identifies the senior executive service by Agency and category.

Table 8/15 Senior Executive Service by Agency and category

Agency		Male	Female	Total
Department of Economic Development, Tourism & the Arts	Head of Agency	1	0	1
	Senior Executive	8	4	12
	Total	9	4	13
Department of Education	Head of Agency	1	0	1
	Senior Executive	18	8	26
	Total	19	8	27
Department of Health and Human Services	Head of Agency	1	0	1
	Prescribed Officer Holder	2	0	2
	Senior Executive	15	10	25
	Equivalent Specialist	2	1	3
	Total	20	11	31
Department of Infrastructure Energy and Resources	Head of Agency	1	0	1
	Senior Executive	14	3	17
	Total	15	3	18
Department of Justice	Head of Agency	1	0	1
	Senior Executive	10	5	15
	Equivalent Specialist	6	1	7
	Total	17	6	23

Department of Police and Emergency Management	Head of Agency	1	0	1
	Prescribed Officer Holder	1	0	1
	Senior Executive	7	1	8
	Total	9	1	10
Department of Premier and Cabinet	Head of Agency	1	0	1
	Prescribed Officer Holder	1	0	1
	Senior Executive	16	7	23
	Equivalent Specialist	0	1	1
	Total	18	8	26
Department of Primary Industry, Parks Water and Environment	Head of Agency	1	0	1
	Prescribed Officer Holder	1	0	1
	Senior Executive	16	4	20
	Total	18	4	22
Department of Treasury and Finance	Head of Agency	1	0	1
	Senior Executive	14	2	16
	Total	15	2	17
Tasmanian Audit Office	Head of Agency	1	0	1
	Senior Executive	1	0	1
	Total	2	0	2
Integrity Commission of Tasmania	Head of Agency	0	1	1
	Total	0	1	1
Macquarie Point Development Corporation	Head of Agency	0	1	1
	Total	0	1	1
Port Arthur Historic Site Management Authority	Head of Agency	1	0	1
	Senior Executive	0	1	1
	Total	1	1	2
Tasmanian Health Organisation - North	Head of Agency	1	0	1
	Senior Executive	2	1	3
	Equivalent Specialist	1	2	3
	Total	4	3	7
Tasmanian Health Organisation - South	Head of Agency	0	1	1
	Prescribed Officer Holder	1	0	1
	Senior Executive	1	1	2
	Equivalent Specialist	6	2	8
	Total	8	4	12
Tasmanian Health Organisation - North West	Head of Agency	1	0	1
	Equivalent Specialist	1	0	1
	Total	2	0	2
Tasmanian Skills Institute	Head of Agency	1	0	1
	Senior Executive	0	1	1
	Total	1	1	2
The Public Trustee	Senior Executive	2	0	2
	Total	2	0	2
Total		160	58	218

Table 8/16 Senior Executive Service by gender

Agency	Male	Female	Total
Head of Agency	14	3	17
Prescribed Officer Holder	6	0	6
Senior Executive	124	48	172
Equivalent Specialist	16	7	23
Total	160	58	218

As a group the Senior Executive Service has a gender representation of 26.61 per cent female to 73.39 per cent male. For Senior Executives only this ratio is 28.41 per cent female and 71.59 per cent male. Part-time employment is less evident in this group with only 5.96 per cent working part-time.

Table 8/17 Senior Executive Service by employment status

Category	Full-Time	Part-Time	Total
Head of Agency	17	0	17
Prescribed Officer Holder	6	0	6
Senior Executive	165	7	172
Equivalent Specialist	17	6	23
Total	205	13	218

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CHAPTER 9 STATE SERVICE WORKFORCE SURVEY

Introduction

The first State Service Workforce Survey by the Head of the State Service was undertaken in May 2013. Two similar surveys were undertaken in 2010 and 2011 prior to the change in governance arrangements. This survey will be complemented by the Welcome to the Tasmanian State Service and Leaving the State Service Surveys which commenced in July 2013.

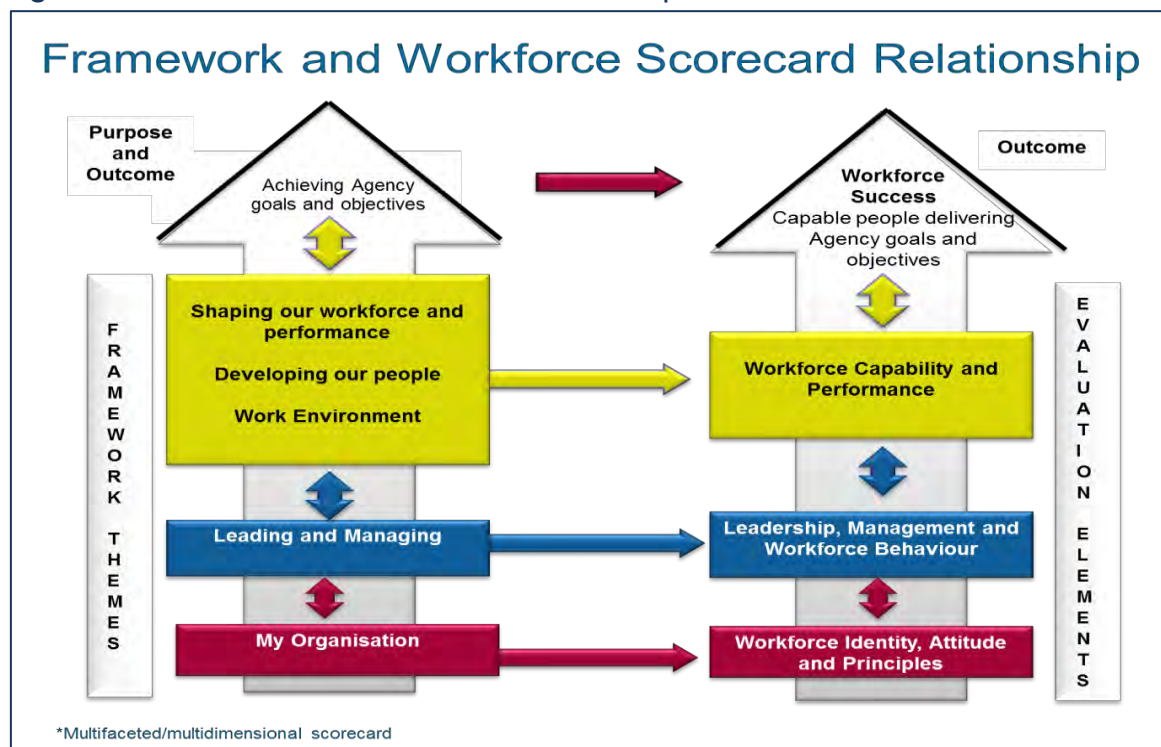
The survey forms part of the Head of the State Service's evaluation program, and, in turn, provides valuable information regarding employees' perceptions about their employment. All three State Service Surveys have been designed against five themes as detailed in the table below.

Table 9/1 TSS Workforce Survey themes

THEME	PRIMARY PERFORMANCE INDICATOR	FOCUS AREA (QUESTION GROUP) INDICATOR
1	My Organisation	Workforce Identity, Attitude and Principles
2	Work Environment	Attraction and Retention Employment Processes Fairness in the workplace
3	Developing our People	Capability and Development
4	Leading and Managing	Management and Innovation Leadership Workplace Behaviour
5	Shaping our Workforce and Performance	Performance and Outcomes Achievement and Recognition Workplace Health and Safety

The following diagram shows the relationship of the survey themes to the evaluation framework.

Figure 9/1 Framework and scorecard relationship



The survey results assist in informing whole-of-service workforce planning and development of policies and initiatives. The findings are used to gauge employee views about their employment, gather information about workforce behaviour, management and leadership, workforce performance, workplace health and safety, capability and development, and employment matters of the Tasmanian State Service.

2013 TSS Workforce Survey Results

The 2013 Tasmanian State Service Workforce Survey uses a census based approach, where all employees (fixed-term and permanent) are invited to participate. The Survey (electronic) was open from 8 to 31 May. Each section of the Survey provided respondents with the opportunity to contribute by adding additional comments. The comments will be examined and analysed to contribute to future decision-making about workforce employment and management matters.

All 18 Agencies and Authorities participated in the Survey. However, the Department of Education limited the invitation to participate in the Survey. In March 2013 the State Service comprised of 27 751 employees (paid headcount) with 11 025 employees in the Department of Education. Of these 8 755 employees were excluded (due to other national education surveys and evaluations taking place at the time of this survey) and therefore only 2 270 (Department of Education) employees were invited to participate.

A total of 18 996 employees were invited to participate in the survey and 5 138 employees responded to the invitation. The response rate of 27.04 per cent provides a positive result, where the findings can be considered to be representative of the State Service. The following table represents the participation level of employees by Agency, as a percentage of that Agency and as a percentage of total survey responses.

Table 9/2 Employee Participation by Agency

Agency Employee Survey Responses as a % of Paid Headcount			
Agency	Paid Headcount as at 31/3/2013	Survey Participants	% of Participants to Agency Workforce
Department of Economic Development, Tourism & the Arts	453	105	23.2
Department of Education	11 025	997	9.0
Department of Health and Human Services	2 827	865	30.6
Tasmanian Health Organisation – North	2 663	364	13.7
Tasmanian Health Organisation – North West	1 452	304	20.9
Tasmanian Health Organisation – South	4 149	492	11.9
Department of Infrastructure, Energy and Resources	572	242	42.3
Department of Justice	1 139	341	29.9
Department of Police and Emergency Management	814	359	44.1
Department of Premier and Cabinet	336	218	64.9
Department of Primary Industries, Parks, Water and Environment	1 485	514	34.6
Department of Treasury and Finance	303	140	46.2
Integrity Commission of Tasmania#	13	15	100
Port Arthur Historic Site Management Authority	127	30	23.6
Tasmanian Audit Office	42	14	33.3
Tasmanian Skills Institute	297	108	36.4
The Public Trustee	54	25	46.3
Macquarie Point Development Corporation#		4	
Total	27 751	5 138*	18.5

*One survey participant did not have an Agency recorded due to a systems miscode

The second column shows the number of employees in March 2013. The Survey ran in May 2013 where there were a higher number of employees.

72.89 per cent of respondents were employed on a full-time basis and this is similar to the Workforce Profile representation of 53.266 per cent. Over 25 per cent of respondents are employed part-time compared to 46.74 per cent across the State Service (Workforce Profile) shows the diversity in this employment category that meets Service and individual needs.

This similarity to the Workforce Profile in terms of gender representation is also noted with 34.78 per cent of respondents being male and 63.97 per cent female, however 1.25 per cent of respondents did not disclose this information. Eighty-nine per cent of respondents were permanent employees, 8.35 per cent were fixed-term employees and 56 respondents were in the Senior Executive Service. The age of respondents is represented in the following table.


Table 9/3 Age group of survey respondents

Age Group	Number of Responses	% of Responses
15 - 24	111	2.16
25 - 34	742	14.44
35 - 44	1 253	24.39
45 - 54	1 822	35.46
55 - 64	1 136	22.11
65 +	74	1.44

The number of respondents aged over 45 years was 59.01 per cent and this is a similar representation to the State Service's Workforce Profile of 57.63 per cent. This further emphasises the representativeness of the survey respondents to that of the State Service and, how then, the responses can be considered to be confident representations for the whole of the State Service.

Not previously captured in any reporting instrument for the State Service is the educational qualification of employees. The survey responses to the question of what the highest level of formal education completed received the following results.









Table 9/4 Education level of respondents

What is your highest level of formal education completed?	No Responses	% of responses	
a) Doctoral/PhD Degree level	114	2.22	
b) Master Degree level	501	9.75	
c) Graduate Diploma or Graduate Certificate level	823	16.02	
d) Bachelor Degree level including honours degrees	1393	27.11	
e) Advanced Diploma or Diploma level	725	14.11	
f) Certificate level, including trade	715	13.92	
g) Year 12 or equivalent (TCE/Leaving certificate)	431	8.39	
h) Less than year 12 or equivalent	436	8.49	

Over 55.1 per cent of respondents had attained a university tertiary level degree and an additional 28.03 per cent had a vocational or advanced vocational level education. Given the diverse range of skills and knowledge required by the State Service, this result indicates that the educational level of the State Service is well served by its employees' educational and qualification levels.

The depth of employee experience can also be demonstrated by considering the length of employment. The following table represents respondents by length of service.

Table 9/5 Service length of respondents

How long have you worked in the Tasmanian State Service?	No of Responses	% of responses	
Less than 1 year	294	5.72	
1 year to less than 3 years	426	8.29	
3 years to less than 5 years	538	10.47	
5 years to less than 10 years	1 261	24.54	
10 years to less than 15 years	853	16.60	
15 years to less than 20 years	547	10.65	
More than 20 years	1 219	23.73	

This representation differs slightly to that of the State Service Workforce Profile in that 50.98 per cent of survey respondents had 10 years or more of service compared to the 41.91 of the Workforce Profile. However, the strong representation of 49.02 per cent of respondents with less than 10 years of service shows that this group has responded to the survey to a degree that confirms the validity and application of the results when considering recruitment or engagement actions and policies.

As a means of identifying language and cultural diversity the Survey asked respondents to indicate whether English was their first language. The responses provided that 97.61 per cent of participants indicated English as their first language; however 383 respondents indicated that they were proficient in more than 17 different languages at a level of competence that they could complete work tasks. Two point one per cent of respondents identified as being Aboriginal or Torres Strait Islander people.

The Survey asked respondents to indicate whether they had an on-going disability and 5.68 per cent indicated that they had with only 46.05 per cent of this group indicating that they required a disability related adjustment to their work or workplace. The Survey also sought to gain a better understanding of employees' caring responsibilities and 55.37 per cent of respondents indicated that they did not having daily caring responsibilities. Respondents that indicated that they had primary daily caring responsibilities of a child or children was 39.41 per cent, 4.65 per cent had primary daily caring responsibilities for an elderly relative and 3.43 per cent of respondents indicated that they had primary daily care responsibilities of another person.

Appendix B of this Report provides a summary of the survey and responses under the follow headings:

- Organisation - Workforce Identity, Attitude and Principles;
- Work Environment;
- Developing our People;
- Leading and Managing; and
- Shaping our Workforce and Performance.

The following figure shows a summary of the top 5 highest responses to the survey questions. The left hand side of the diagram provides the survey question with the percentage of respondents who answered with a rating of 'strongly agree' or 'agree'. All of the questions in this group relate to employees' understanding of the importance of ethical standards, their role and the standards of conduct.

Figure 9/2 State Service Workforce Survey – Highest Positive Responses

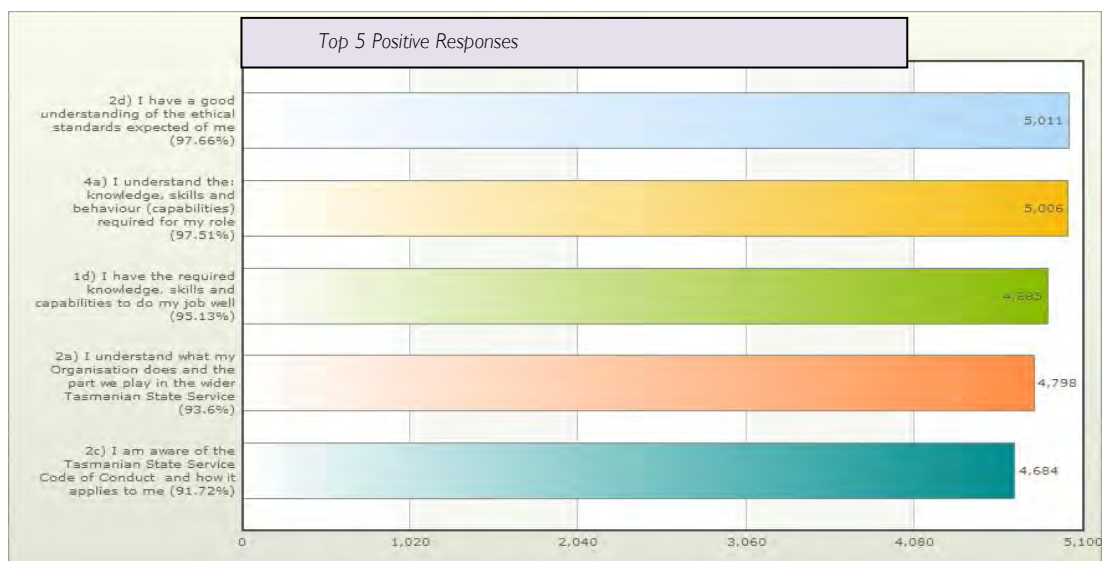
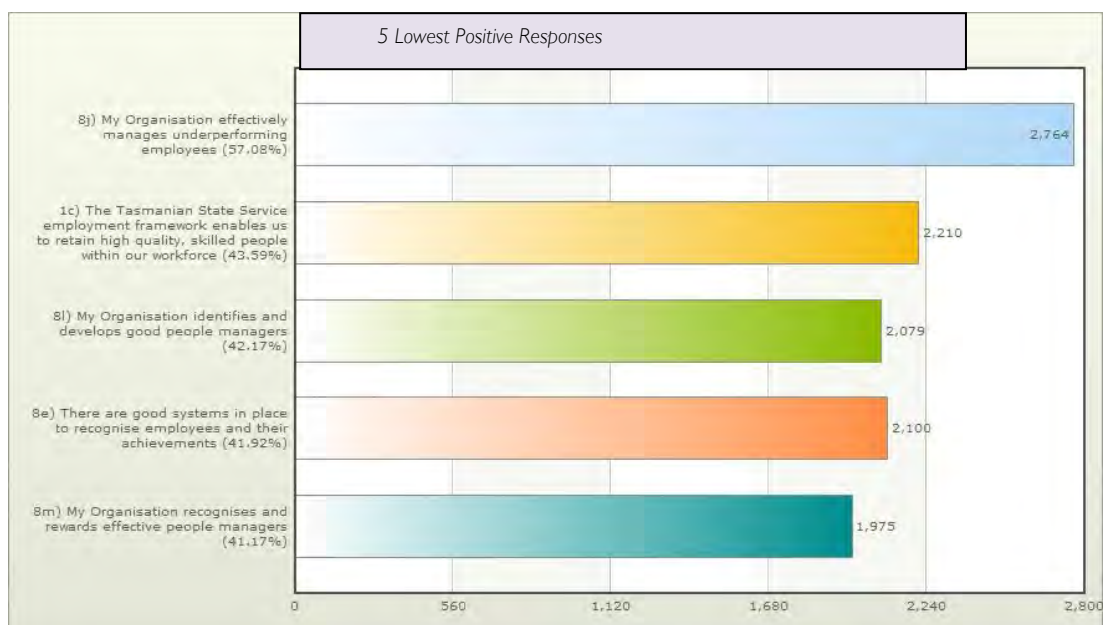


Figure 2 provides for the five questions which received the lowest positive responses and therefore identifies those questions that received the highest level of 'disagree' or 'strongly disagree' responses. The higher scoring 'negative' responses were predominantly under 50 per cent except for the question relating to the management of underperformance (57.08%). All other questions in this group were less than 50 per cent. These results will be analysed and examined within the context of state service performance, current policies and procedures and in light of future priority setting.

Figure 9/3 State Service Workforce Survey – Lowest Positive Responses



CHAPTER 10 CONCLUSION

The chapters and sections in this Report have provided how the Employer of the Tasmanian State Service has exercised the functions and powers as set out in the *State Service Act 2000*. The Employer's functions (as prescribed in Section 15 of Act) are all related to the State Service Principles and the functions encompass employment provisions, State Service workforce management and development for the effective delivery of services to the Tasmanian community.

It is not possible to simply prepare a chart or table whereby the Employer's functions are listed and a compliance record noted against each function. There is a level of complexity that doesn't allow for this to occur. For example, the first function requires the Employer to take such steps considered necessary to uphold, promote and ensure adherence to the State Service Principles. There are fifteen separate principles and these cannot be considered in isolation from each other, and similarly, the 10 different functions of the Employer also cannot be considered separately. This Report has addressed the functions and powers of the Employer as per the requirement of Section 20(2) of the Act in that the Head of the State Service is required to perform and exercise the functions and powers of the Employer under the Act.

The complexity is also noted in that Section 15(g) requires the Employer (Head of the State Service) to develop and coordinate training, education and development programs for the State Service. The Head of the State Service does not do this directly, nor is it confined to a singular training program. The linkages between training, education and development is noted for not only skills or knowledge development, but training and education is also related to the provisions regarding performance management or work, health and safety matters. This is also related to the need to deliver quality services (State Service Principle (1)(a)(iii)) in that there is an expectation that officers and employees will deliver quality services. Also linked to this is that a Head of Agency is required to develop and implement effective performance management and associated development for all officers and employees employed in that Agency (Section 34(g) and (ga)). Therefore, to simply report on training, education and development would result in a numerical figure, it does not represent or link the importance of these to performance management and communication, nor does it clearly link to just one or two State Service Principles.

In addition to this, is the requirement for all employees and officers to act in accordance with the State Service Principles and the Code of Conduct. It is the contribution of these and each State Service employee and officer that provides for the quality of services delivered, that is responsive to government priorities; and that ensures that the State Service is impartial, ethical and professional in all its actions that provide for the Report's findings.

With the legislative changes to the *State Service Act 2000*, there has been significant progress across the State Service to further develop it as a professional and valuable service. The reform measures outlined in this report, including the changes to the Act and Regulations, have provided for a more contemporary and flexible approach to managing and building the State Service.

Changes to improving the work environment along new work, health and safety legislation has been a significant body of work, but it is critically important along with taking all reasonable steps to provide a fair, flexible, safe and rewarding workplace.

The priority for positive workplaces was detailed in this Report and ongoing awareness training and development will be continuously improved to achieve and support a fair and safe workplace.

Performance Management systems have also been advanced across Agencies and Authorities and will continue to develop and implement new initiatives that further strengthen the capability and productivity of the State Service.

The Report has highlighted the need to better capture a range of workforce activities across areas such as work, health and safety, performance management and training and development activities. Work is underway currently to improve this data collection so that appropriate reporting and ongoing development frameworks can be designed with the aim of ensuring a capable workforce and rewarding employment for employees.

Leadership and management of the State Service was another critical priority during the reporting period with significant work undertaken by a Heads of Agency sub-group and the State Service Management Office. Leadership and management development will also be supported through activities, such as the promotion of the Public Sector Management Program is one example, where the State Service will continue to build the skills and knowledge required for developing workforce capability into the future.

Further development activities will be focussed on increasing the capability of Human Resources and Industrial Relations employees so that workforce policies, practices and management are well supported across the State Service.

The importance of merit in employment decisions was also included in this Report, as was the ability for employees to seek a review of an employment matter, both at the Agency level and through mechanisms provided for in Section 50 of the *Act*. This has demonstrated that the State Service provides a fair system of review of decisions taken in respect of employees.

Employment Directions will continue to be progressively reviewed so that the agility requirements of the State Service can be met, whilst still ensuring procedural fairness and clear accountability where required.

Leading the development and implementation of a State Service Wages policy which provides for fair and reasonable salary arrangements and conditions of employment, whilst still being responsive to the Government's responsibility to maintain budget levels, will continue into the next reporting period.

Building collaborative partnerships with key organisations such as the Australian and New Zealand School of Government, the Institute for Public Administration and the Menzies Research Institute will continue to develop and grow so that the State Service can further develop the necessary skills and knowledge to meet current and future challenges.

Increasing the diversity of the State Service will be another priority area for the next reporting period so that our State Service is representative of the community it serves. This will also focus on

identified skills needs of the State Service and will serve to promote the State Service as a rewarding and contemporary workforce that serves the Government and the Tasmanian community. Ongoing work to provide flexible work arrangements to assist employees' work-life balance needs will be undertaken.

Focus or priority areas for the State Service for 2013-14 can be accessed via this link: <http://www.dpac.tas.gov.au/divisions/ssmo>. The State Service Management Office's 2013-14 Business Plan - Outcomes Framework provides additional detail and shows the outcomes areas as well as an Evaluation Plan Framework.

To all State Service employees and officers, your commitment and contribution in delivering services to the Tasmanian community is acknowledged and valued. It is with confidence that the Tasmanian State Service will continue to provide professional and quality services by further developing the required skills and capability; and by demonstrating that all actions are undertaken in an impartial, ethical and professional manner.

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Explanatory notes – statistical data—terminology—Agency/Authority abbreviations

Note Number	Explanatory Note
1	<p>The 2012- 2013 Tasmanian State Service Annual Report covers the period 1 July 2012 to 30 June 2013 and therefore encompass the reporting requirements for the period immediately before the legislative changes to the <i>Act</i> came into effect on 4 February 2013 and for the period from then until 30 June 2013.</p> <p>Therefore the functions and responsibilities previously undertaken by the State Service Commissioner became an Employer responsibility from 4 February 2013. Reporting on these functions and responsibilities have been consolidated in this report so as to provide clear reporting on a matter, rather than report these in a segmented manner.</p>
2	<p>State Service agencies</p> <p>The State Service is constituted under section 6 of the <i>Act</i> and State Service Agencies are listed under Schedule 1 of the <i>Act</i>. Changes to the administration and structure of the State Service may have a significant impact on the numbers reported against a category when reported 'by agency'. Such changes occur as a result of:</p> <ul style="list-style-type: none"> • 'State Service (Agencies and Heads of Agencies) Orders', which the Governor makes to amend the list of agencies or State authorities in Schedule 1 of the <i>Act</i>, under section 12 of that <i>Act</i>. There have been six such orders made under the <i>Act</i> since it commenced. • 'State Service (Restructuring) Orders', which the Governor makes to establish, abolish or change the name of a Government department or State authority, or to restructure Government departments and State authorities, under section 11 of the <i>Act</i>. There have been 11 such orders made under the <i>Act</i> since it commenced. Consequential amendments to the <i>Act</i> via other Acts of Parliament. The number of these is unknown, but is at least five. <p>Significant changes are usually noted at the time they occur, but may not be noted in later reporting periods. Changes that are not significant may not be reported (for example, a 2010 restructuring order involved the transfer of two employees from one agency to another). Readers should identify relevant administration and structural changes before inferring a meaning to an increase or decrease in numbers reported over time.</p> <p>Recent significant changes to the State Service (2010-2013)</p> <p>The <i>Integrity Commission Act 2009</i> established the Integrity Commission, which commenced its operations on 1 October 2010.</p> <p>The Tasmanian Polytechnic and the Tasmanian Academy ceased being State Service agencies and transferred to the Department of Education from 1 January 2011. The Tasmanian Skills Institute continued as an Agency until 30 June 2013.</p> <p>The Tasmanian Health Organisations (THO) commenced operation on 1 July 2012. The THO South, THO North and THO North-west became Agencies at this time.</p> <p>The <i>Macquarie Point Development Corporation Act 2012</i> received Royal Assent in November 2012. The Macquarie Point Development Corporation commenced operations in January 2013 and the Macquarie Point Development Corporation Board was appointed by the Governor in March 2013.</p>
3	<p>The absence of numerical data related to Agency Survey results may be due to either an Agency reporting a '0' response in that they were either unable to report or had reported a zero response for a particular item. A record of '-' represents where data is not reported or required as the organisation was not in place at the time of reporting, but is in existence for other years reported (i.e. comparison year tables). Additional notations and related footnotes are made across the report for other recorded responses i.e. ^ indicates that THO – South did not report on a particular item.</p>

4	<p>Impact of Budget measures</p> <p>As noted in the State Service Commissioner's Annual Report 2011-12, due to the governments constrained budget situation during the current and previous reporting periods, all agencies and authorities have being directed to reduce operating costs, including labour costs. As a direct consequence, stricter controls have been placed on the management and advertising of vacancies and on the recruitment of fixed-term and casual employees. It is also anticipated that most agencies will seek to achieve financially sustainable outcomes when making other human resource decisions around issues such as leave without pay, secondments, back-filling arrangements, change of employment status requests, etc., which may in turn generate increased grievance and review activity. The overall consequence of these operational decisions may change activity levels and trend data for a significant number of statistical measurements in subsequent annual report.</p>
5	<p>Promotion without advertising the duties refers to the Employer's power under section 40 of the Act to determine that duties not be advertised under certain circumstances. Approved programs may be formally established in order to satisfy the requirements of relevant parts of Employment Direction No. 1 – <i>Employment in the State Service</i>; an example of such a program is the program for employees who are enrolled nurses to become registered nurses.</p> <p>Promotion without advertising duties may have been referred to as 'direct selection' in the past. Significant changes in the number of 'promotions without advertising the duties' reported have occurred since the commencement of the Act, with changes in qualifying rules.</p>
6	<p>Change of employment status from a fixed-term employee to a permanent employee may occur under subsection 37(4) of the Act. Approved programs may be formally established in order to satisfy the requirements of the relevant parts of Employment Direction No. 1 – <i>Employment in the State Service</i>; examples of such programs are those for ambulance officers and replacement teachers.</p> <p>The 2007-08 Moratorium on fixed-term employment refers to the period between 1 January 2008 and 30 May 2008, during which agencies identified fixed-term employees who should more appropriately have been permanent employees, and the Commissioner's subsequently recommended that a large number of these employees have their employment status changed from a fixed-term employee to a permanent employee.</p> <p>The Moratorium significantly affected the numbers of 'change of employment status' reported in Chart 1 for the 2007-08 reporting period. This event also affected the 'other review' figures reported in Chart 8 for 2007-08, which included 45 reviews during the Moratorium on fixed-term employment process.</p>
7	<p>Translation reviews are reviews available to employees under the <i>Tasmanian State Service Award</i> or the <i>Health and Human Services (Tasmanian State Service) Award</i>, in relation to the agency's decision to translate the classification of the employee's substantive duties from the previous award career structure to the new structure, a process that began from November 2008.</p>
8	<p>Concerning employment categories, the term 'employees' describes Heads of Agency and senior executive officers and equivalent specialists, but generally does not include prescribed office holders.</p> <p>The term 'officers' describes Heads of Agency, senior executive officers and equivalent specialists, and prescribed office holders.</p> <p>The use of the term 'Agency' is used at times in the Report to represent both Agencies and Authorities.</p>
9	<p>'Selections' includes recruitment, selection and appointment (excluding reviews under 50(1)(a) but including higher duties and fixed-term appointments).</p>

10	Tasmania Fire Service is part of the Department of Police and Emergency Management and is not reported independently.	
11	<p>Tasmanian Health Organisation – South did not provide an Agency Survey response. However, a range of statistical or workforce data was able to be drawn for THO South from WACA data. Further, the Department of Health and Human Services had reported a number of responses for the Agency Survey in a collated form and given the additional information provided by THO North and THO North-West it was possible to identify the results for THO South.</p> <p>A number of Agency Survey questions for THO South were able to be reported as the matters were under a central or supported activity or policy from the Department of Health and Human Services.</p>	
12	Agency Name	Agency Abbreviation
	Department of Economic Development, Tourism and the Arts	DEDTA
	Department of Education	DOE or DoE
	Department of Health and Human Services	DHHS
	Department of Infrastructure, Energy and Resources	DIER
	Department of Justice	DOJ or DoJ
	Department of Police and Emergency Management	DPEM
	Department of Premier and Cabinet	DPAC
	Department of Primary Industries, Parks, Water and Environment	DPIPWE
	Department of Treasury and Finance	DoTaF
	Tasmanian Audit Office	TAO or Audit
	Integrity Commission	IC
	Macquarie Point Development Corporation	MPDC
	Port Arthur Historic Site Management Authority	PASHMA
	Tasmanian Health Organisation - North	THO – N or THO - North
	Tasmanian Health Organisation - North West	THO – NW or THO – North West
	Tasmanian Health Organisation - South	THO - S or THO - South
	Tasmanian Skills Institute	TSI
	The Public Trustee	P'Tee

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Tasmanian State Service Workforce Survey 2013 – Results Summary

Participation

Agency/Organisation	Responses	Response%	Chart
Economic Development, Tourism and the Arts	105	2.04	
Education	997	19.41	
Skills Institute	108	2.10	
Health and Human Services	865	16.84	
THO-North	364	7.09	
THO-North West	304	5.92	
THO-South	492	9.58	
Infrastructure, Energy and Resources	242	4.71	
Justice	341	6.64	
Police and Emergency Management	202	3.93	
Tasmania Fire Service	157	3.06	
Premier and Cabinet	218	4.24	
Primary Industries, Parks, Water and Environment	514	10.01	
Treasury and Finance	140	2.73	
Integrity Commission	15	0.29	
Port Arthur Historic Site Management Authority	30	0.58	
Public Trustee	25	0.49	
Tasmanian Audit Office	14	0.27	
Macquarie Point Development Corporation	4	0.08	

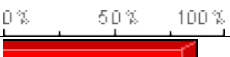



Education

What is your highest level of formal education completed?	Responses	Response%	Chart
Doctoral/PhD Degree level	114	2.22	
Master Degree level	501	9.75	
Graduate Diploma or Graduate Certificate level	823	16.02	
Bachelor Degree level including honours degrees	1393	27.11	
Advanced Diploma or Diploma level	725	14.11	
Certificate level, including trade	715	13.92	
Year 12 or equivalent (TCE/Leaving certificate)	431	8.39	
Less than year 12 or equivalent	436	8.49	








Employment Type

Are you employed:	Responses	Responses%	Chart
Full time	3745	72.89	
Part time	1311	25.52	
Casual/ Sessional	82	1.60	







Employment Category

Please confirm the employment category you belong to:	Responses	Responses%	Chart
Permanent	4 573	89.00	
Fixed-term	429	8.35	
Casual	80	1.56	
Senior Executive Service	56	1.09	




Service Length

How long have you worked in the Tasmanian State Service?	Responses	Responses%	Chart
Less than 1 year	294	5.72	
1 year to less than 3 years	426	8.29	
3 years to less than 5 years	538	10.47	
5 years to less than 10 years	1 261	24.54	
10 years to less than 15 years	853	16.60	
15 years to less than 20 years	547	10.65	
More than 20 years	1 219	23.73	

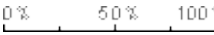

Age Group

Please confirm which age range you belong to:	Responses	Responses %	Chart
15 - 24	111	2.16	
25 - 34	742	14.44	
35 - 44	1 253	24.39	
45 - 54	1 822	35.46	
55 - 64	1 136	22.11	
65 +	74	1.44	

Gender

Please confirm your gender:	Responses	Responses %	Chart
Male	1 787	34.78	
Female	3 287	63.97	
Undisclosed	64	1.25	

Language

Is English your first language?	Responses	Responses %	Chart
Yes	5 015	97.61	
No	123	2.39	

In what languages do you have a sufficient degree of competence for work-related tasks?	Responses	Responses %	Chart
English	3 399	95.61	
Arabic	4	0.11	
Cantonese	9	0.25	
Dutch	15	0.42	
French	79	2.22	
German	60	1.69	
Greek	10	0.28	
Hindi	11	0.31	
Indonesian	8	0.23	
Italian	29	0.82	
Japanese	18	0.51	
Korean	1	0.03	
Mandarin	14	0.39	
Polish	11	0.31	
Other	102	2.87	
Russian	5	0.14	
Turkish	2	0.06	
Vietnamese	5	0.14	

Diversity

Do you identify as an Aboriginal or Torres Strait Islander?	Responses	Responses %	Chart
Yes	108	2.10	
No	5 030	97.90	

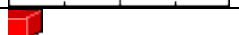

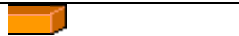



Do you have an ongoing disability?	Responses	Responses%	Chart
Yes	292	5.68	
No	4 846	94.32	

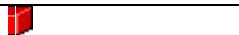
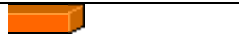



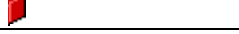
If you have an ongoing disability, does this require a work-related adjustment(s)?	Responses	Responses %	Chart
Yes	134	46.05	
No	157	53.95	

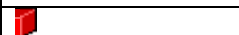
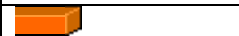
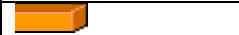



Dependents and Caring Responsibilities



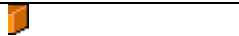



Do you have primary daily caring responsibilities for another person?	Responses	Responses%	Chart
Yes - Child or children	2 025	39.41	
Yes - Elderly relatives	239	4.65	
Yes - Other person	176	3.43	
Not applicable	2 845	55.37	

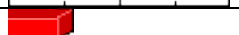

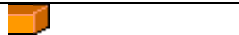



Section I Organisation Culture

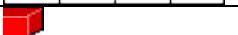

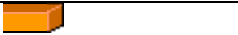



Question 1A			
The Tasmanian State Service is an attractive place to work	Responses	Responses%	Chart
Strongly Agree	509	9.91	
Agree	2 990	58.19	
Neither Agree nor Disagree	1 089	21.20	
Disagree	412	8.02	
Strongly Disagree	130	2.53	
Don't Know	8	0.16	






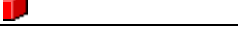
Question 1B			
The Tasmanian State Service approach to recruitment, selection and appointment enables us to attract high quality, skilled applicants for our vacancies	Responses	Responses %	Chart
Strongly Agree	156	3.04	
Agree	1 569	30.54	
Neither Agree nor Disagree	1 537	29.91	
Disagree	1 268	24.68	
Strongly Disagree	535	10.41	
Don't Know	73	1.42	





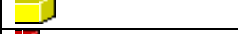
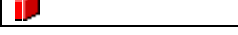
Question 1C			
The Tasmanian State Service employment framework enables us to retain high quality, skilled people within our workforce	Responses	Responses %	Chart
Strongly Agree	125	2.43	
Agree	1 297	25.24	
Neither Agree nor Disagree	1 438	27.99	
Disagree	1 544	30.05	
Strongly Disagree	666	12.96	
Don't Know	68	1.32	

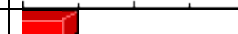

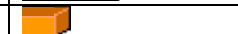
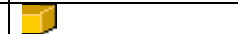


Question 1D			
I have the required knowledge, skills and capabilities to do my job well	Responses	Responses %	Chart
Strongly Agree	2 116	41.18	
Agree	2 769	53.89	
Neither Agree nor Disagree	153	2.98	
Disagree	72	1.40	
Strongly Disagree	25	0.49	
Don't Know	3	0.06	




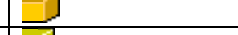
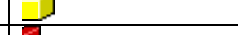
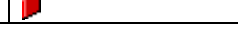
Question 1E			
My direct manager encourages me and recognises the contribution I make	Responses	Responses %	Chart
Strongly Agree	1 316	25.61	
Agree	2 180	42.43	
Neither Agree nor Disagree	718	13.97	
Disagree	487	9.48	
Strongly Disagree	419	8.15	
Don't Know	18	0.35	

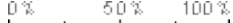
Question IF			
Performance reviews are focused on individual and business outcomes within my Organisation	Responses	Responses %	Chart
Strongly Agree	576	11.21	
Agree	2 112	41.11	
Neither Agree nor Disagree	1 154	22.46	
Disagree	548	10.67	
Strongly Disagree	449	8.74	
Don't Know	299	5.82	


Question IG			
Good ideas are recognised by my Organisation's Executive	Responses	Responses%	Chart
Strongly Agree	299	5.82	
Agree	1 508	29.35	
Neither Agree nor Disagree	1 630	31.72	
Disagree	899	17.50	
Strongly Disagree	573	11.15	
Don't Know	229	4.46	


Question IH			
Good performance is recognised by my Organisation's Executive	Responses	Responses%	Chart
Strongly Agree	281	5.47	
Agree	1 479	28.79	
Neither Agree nor Disagree	1 522	29.62	
Disagree	988	19.23	
Strongly Disagree	666	12.96	
Don't Know	202	3.93	


Question II			
Good ideas are recognised by my Direct Manager	Responses	Responses%	Chart
Strongly Agree	1 001	19.48	
Agree	2 387	46.46	
Neither Agree nor Disagree	823	16.02	
Disagree	493	9.60	
Strongly Disagree	391	7.61	
Don't Know	43	0.84	


Question IJ			
Good performance is recognised by my Direct Manager	Responses	Responses%	Chart
Strongly Agree	1 034	20.12	
Agree	2 304	44.84	
Neither Agree nor Disagree	810	15.76	
Disagree	526	10.24	
Strongly Disagree	424	8.25	
Don't Know	40	0.78	

Question IK			
My Organisation's Executive team provide effective leadership	Responses	Responses%	Chart
Strongly Agree	339	6.60	
Agree	1 634	31.80	
Neither Agree nor Disagree	1 550	30.17	
Disagree	833	16.21	
Strongly Disagree	664	12.92	
Don't Know	118	2.30	

Question IL			
My Organisation's Executive expects and exhibits professional workplace behaviour	Responses	Responses%	Chart
Strongly Agree	574	11.17	
Agree	2 221	43.23	
Neither Agree nor Disagree	1 293	25.17	
Disagree	501	9.75	
Strongly Disagree	403	7.84	
Don't Know	146	2.84	

Question IM			
My Direct Manager expects and exhibits professional workplace behaviour	Responses	Responses%	Chart
Strongly Agree	1 234	24.02	
Agree	2507	48.79	
Neither Agree nor Disagree	682	13.27	
Disagree	386	7.51	
Strongly Disagree	306	5.96	
Don't Know	23	0.45	

Question IN			
I understand the role of the Tasmanian State Service and its purpose is 'delivering quality services for Tasmanians'	Responses	Responses%	Chart
Strongly Agree	1 422	27.68	
Agree	3 174	61.78	
Neither Agree nor Disagree	389	7.57	
Disagree	91	1.77	
Strongly Disagree	40	0.78	
Don't Know	22	0.43	

Question IO			
I am proud to work for the Tasmanian State Service and happy to tell people that I do	Responses	Responses%	Chart
Strongly Agree	1 098	21.37	
Agree	2 447	47.63	
Neither Agree nor Disagree	1 123	21.86	
Disagree	312	6.07	
Strongly Disagree	147	2.86	
Don't Know	11	0.21	

Question 1P			
I am aware of the procedures and processes that my Organisation uses to address employee grievances	Responses	Responses%	Chart 0% 50% 100%
Strongly Agree	728	14.17	
Agree	2 952	57.45	
Neither Agree nor Disagree	782	15.22	
Disagree	433	8.43	
Strongly Disagree	167	3.25	
Don't Know	76	1.48	

Question 1Q			
What are the 3 most rewarding aspects about working in your organisation?	Responses	Responses / %	Chart 0% 50% 100%
Satisfaction in serving the Tasmanian community and making a difference to it	1 852	36.05	
Teamwork	1 157	22.52	
Varied job roles	1 093	21.27	
Job security	2 020	39.31	
Learning and development opportunities	560	10.90	
Opportunities to extend my skills through challenging roles	980	19.07	
Leaders and managers who really motivate and inspire me	207	4.03	
The ability to apply the skills I have	1 835	35.71	
The level of salary	1 020	19.85	
Good conditions of employment	1 710	33.28	
The range of people with whom I work	2 130	41.46	
The organisation's recognition and encouragement of my contribution	140	2.72	
Other aspect	215	4.18	

My organisation

Question 2A			
I understand what my Organisation does and the part we play in the wider Tasmanian State Service	Responses	Responses %	Chart 0% 50% 100%
Strongly Agree	1 605	31.24	
Agree	3 193	62.14	
Neither Agree nor Disagree	270	5.25	
Disagree	41	0.80	
Strongly Disagree	17	0.33	
Don't Know	12	0.23	

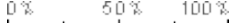
Question 2B			
I strongly associate with my Organisation's goals and objectives	Responses	Responses%	Chart
Strongly Agree	981	19.09	
Agree	2 711	52.76	
Neither Agree nor Disagree	1 149	22.36	
Disagree	184	3.58	
Strongly Disagree	49	0.95	
Don't Know	64	1.25	


Question 2C			
I am aware of the Tasmanian State Service Code of Conduct and how it applies to me	Responses	Responses%	Chart
Strongly Agree	1 477	28.75	
Agree	3 207	62.42	
Neither Agree nor Disagree	330	6.42	
Disagree	80	1.56	
Strongly Disagree	13	0.25	
Don't Know	31	0.60	


Question 2D			
I have a good understanding of the ethical standards expected of me	Responses	Responses%	Chart
Strongly Agree	2 111	41.09	
Agree	2 900	56.44	
Neither Agree nor Disagree	87	1.69	
Disagree	22	0.43	
Strongly Disagree	11	0.21	
Don't Know	7	0.14	


Question 2E			
People in my Organisation are accountable for their actions	Responses	Responses%	Chart
Strongly Agree	626	12.18	
Agree	2 107	41.01	
Neither Agree nor Disagree	1 127	21.93	
Disagree	793	15.43	
Strongly Disagree	446	8.68	
Don't Know	39	0.76	


Question 2F			
My Organisation has high ethical standards	Responses	Responses%	Chart
Strongly Agree	766	14.91	
Agree	2 374	46.20	
Neither Agree nor Disagree	1 241	24.15	
Disagree	465	9.05	
Strongly Disagree	252	4.90	
Don't Know	40	0.78	

Question 2G			
My Organisation has a shared vision	Responses	Responses%	Chart
Strongly Agree	496	9.65	
Agree	1 977	38.48	
Neither Agree nor Disagree	1 650	32.11	
Disagree	633	12.32	
Strongly Disagree	282	5.49	
Don't Know	100	1.95	

Question 2H			
My Organisation has a team approach	Responses	Responses%	Chart
Strongly Agree	575	11.19	
Agree	2 100	40.87	
Neither Agree nor Disagree	1 253	24.39	
Disagree	776	15.10	
Strongly Disagree	397	7.73	
Don't Know	37	0.72	

Question 2I			
My Organisation collaborates with other Organisations	Responses	Responses%	Chart
Strongly Agree	567	11.04	
Agree	2 517	48.99	
Neither Agree nor Disagree	1 338	26.04	
Disagree	363	7.07	
Strongly Disagree	169	3.29	
Don't Know	184	3.58	

Question 2J			
I understand my Organisation's core purpose	Responses	Responses%	Chart
Strongly Agree	1 245	24.23	
Agree	3 248	63.22	
Neither Agree nor Disagree	482	9.38	
Disagree	88	1.71	
Strongly Disagree	42	0.82	
Don't Know	33	0.64	

Question 2K			
I understand my Organisation's values	Responses	Responses%	Chart
Strongly Agree	1 073	20.88	
Agree	2 919	56.81	
Neither Agree nor Disagree	843	16.41	
Disagree	192	3.74	
Strongly Disagree	57	1.11	
Don't Know	54	1.05	

Question 2L			
Information about changes in my organisation is made available to me	Responses	Responses%	Chart
Strongly Agree	519	10.10	
Agree	2 573	50.08	
Neither Agree nor Disagree	1 053	20.49	
Disagree	615	11.97	
Strongly Disagree	345	6.71	
Don't Know	33	0.64	

Question 2M			
I am able to access flexible work arrangements to assist in my work-life balance	Responses	Responses%	Chart
Strongly Agree	1 147	22.32	
Agree	2 402	46.75	
Neither Agree nor Disagree	768	14.95	
Disagree	449	8.74	
Strongly Disagree	304	5.92	
Don't Know	68	1.32	

Work Environment

Question 3A			
The reputation of my Organisation as an employer makes it an attractive place to work	Responses	Responses %	Chart
Strongly Agree	417	8.12	
Agree	1 965	38.24	
Neither Agree nor Disagree	1 770	34.45	
Disagree	716	13.94	
Strongly Disagree	223	4.34	
Don't Know	47	0.91	

Question 3B			
The Tasmanian State Service is an attractive place to work because of the career options	Responses	Responses%	Chart
Strongly Agree	250	4.87	
Agree	1 850	36.01	
Neither Agree nor Disagree	1 753	34.12	
Disagree	918	17.87	
Strongly Disagree	326	6.34	
Don't Know	41	0.80	

Question 3C			
The Tasmanian State Service is an attractive place to work because of the opportunities to serve the community	Responses	Responses%	Chart
Strongly Agree	600	11.68	
Agree	2 895	56.34	
Neither Agree nor Disagree	1 292	25.15	
Disagree	256	4.98	
Strongly Disagree	75	1.46	
Don't Know	20	0.39	


Question 3D			
The Tasmanian State Service is an attractive place to work because of the learning and development opportunities	Responses	Responses%	Chart 0% 50% 100%
Strongly Agree	315	6.13	
Agree	1 948	37.91	
Neither Agree nor Disagree	1 647	32.06	
Disagree	823	16.02	
Strongly Disagree	376	7.32	
Don't Know	29	0.56	


Question 3E			
I would recommend my Organisation as a great place to work to others	Responses	Responses%	Chart 0% 50% 100%
Strongly Agree	530	10.32	
Agree	2 185	42.53	
Neither Agree nor Disagree	1 509	29.37	
Disagree	612	11.91	
Strongly Disagree	277	5.39	
Don't Know	25	0.49	


Question 3F			
I have a lot of variety at work	Responses	Responses%	Chart 0% 50% 100%
Strongly Agree	1 057	20.57	
Agree	2 819	54.87	
Neither Agree nor Disagree	686	13.35	
Disagree	434	8.45	
Strongly Disagree	141	2.74	
Don't Know	1	0.02	

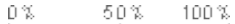
Question 3G			
I enjoy the role I currently undertake	Responses	Responses%	Chart 0% 50% 100%
Strongly Agree	1 498	29.16	
Agree	2 642	51.42	
Neither Agree nor Disagree	616	11.99	
Disagree	267	5.20	
Strongly Disagree	113	2.20	
Don't Know	2	0.04	


Question 3H			
My Organisation provides rewarding career pathways through supporting and mentoring employees	Responses	Responses%	Chart 0% 50% 100%
Strongly Agree	250	4.87	
Agree	1 362	26.51	
Neither Agree nor Disagree	1 589	30.93	
Disagree	1 153	22.44	
Strongly Disagree	699	13.60	
Don't Know	85	1.65	

Question 3I			
My Organisation has fair procedures and processes for addressing grievances	Responses	Responses%	Chart
Strongly Agree	319	6.21	
Agree	2 153	41.90	
Neither Agree nor Disagree	1 435	27.93	
Disagree	558	10.86	
Strongly Disagree	427	8.31	
Don't Know	246	4.79	







Question 3J			
The procedures and processes for addressing grievances are known in my Organisation	Responses	Responses%	Chart
Strongly Agree	343	6.68	
Agree	2 631	51.21	
Neither Agree nor Disagree	1 231	23.96	
Disagree	516	10.04	
Strongly Disagree	223	4.34	
Don't Know	194	3.78	







Question 3K			
I can approach my direct manager to discuss concerns and grievances	Responses	Responses%	Chart
Strongly Agree	1 388	27.01	
Agree	2 548	49.59	
Neither Agree nor Disagree	541	10.53	
Disagree	337	6.56	
Strongly Disagree	307	5.98	
Don't Know	17	0.33	







Question 3L			
My Organisation is fair and equitable in its people management practices	Responses	Responses%	Chart
Strongly Agree	427	8.31	
Agree	1 828	35.58	
Neither Agree nor Disagree	1 348	26.24	
Disagree	868	16.89	
Strongly Disagree	593	11.54	
Don't Know	74	1.44	







Question 3M			
My organisation does not tolerate bullying	Responses	Responses%	Chart
Strongly Agree	781	15.20	
Agree	1 896	36.90	
Neither Agree nor Disagree	1 093	21.27	
Disagree	710	13.82	
Strongly Disagree	560	10.90	
Don't Know	98	1.91	

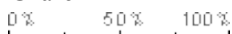
Developing Our People


Question 4A			
I understand the: knowledge, skills and behaviour (capabilities) required for my role	Responses	Responses%	Chart
Strongly Agree	2 160	42.05	
Agree	2 846	55.40	
Neither Agree nor Disagree	103	2.01	
Disagree	18	0.35	
Strongly Disagree	7	0.14	
Don't Know	3	0.06	


Question 4B			
I have adequate opportunity to develop the required capabilities for my role	Responses	Responses / %	Chart
Strongly Agree	984	19.16	
Agree	2 614	50.89	
Neither Agree nor Disagree	881	17.15	
Disagree	491	9.56	
Strongly Disagree	155	3.02	
Don't Know	12	0.23	


Question 4C			
In my Organisation, there is adequate opportunity to develop the required capabilities for being a leader	Responses	Responses%	Chart
Strongly Agree	424	8.25	
Agree	1 852	36.05	
Neither Agree nor Disagree	1 403	27.31	
Disagree	952	18.53	
Strongly Disagree	397	7.73	
Don't Know	109	2.12	

Question 4D			
In my Organisation, there is adequate opportunity to develop the required capabilities for being a manager	Responses	Responses%	Chart
Strongly Agree	305	5.94	
Agree	1 485	28.91	
Neither Agree nor Disagree	1 632	31.77	
Disagree	1 090	21.22	
Strongly Disagree	479	9.32	
Don't Know	146	2.84	


Question 4E			
In my Organisation, there is adequate opportunity to develop capabilities to coach or mentor other people	Responses	Responses%	Chart
Strongly Agree	359	6.99	
Agree	1 962	38.19	
Neither Agree nor Disagree	1 477	28.75	
Disagree	903	17.58	
Strongly Disagree	322	6.27	
Don't Know	114	2.22	

Question 4F			
In my Organisation, opportunities are offered which support me in my role	Responses	Responses%	Chart
Strongly Agree	410	7.98	
Agree	2 128	41.42	
Neither Agree nor Disagree	1 366	26.59	
Disagree	825	16.06	
Strongly Disagree	372	7.24	
Don't Know	36	0.70	

Question 4G			
I am recognised for the contribution I make	Responses	Responses%	Chart
Strongly Agree	565	11.00	
Agree	2 204	42.90	
Neither Agree nor Disagree	1 232	23.98	
Disagree	700	13.63	
Strongly Disagree	404	7.86	
Don't Know	32	0.62	

Question 4H			
Good ideas are encouraged and supported in my workplace	Responses	Responses%	Chart
Strongly Agree	569	11.08	
Agree	2 275	44.29	
Neither Agree nor Disagree	1 265	24.63	
Disagree	633	12.32	
Strongly Disagree	361	7.03	
Don't Know	34	0.66	

Leading and Managing

Question 5A			
My direct manager promotes growth of new ideas and concepts	Responses	Responses%	Chart
Strongly Agree	893	17.38	
Agree	2 301	44.78	
Neither Agree nor Disagree	1 054	20.51	
Disagree	516	10.04	
Strongly Disagree	332	6.46	
Don't Know	42	0.82	

Question 5B			
I am recognised and supported in providing high quality services for the Organisation's clients	Responses	Responses%	Chart
Strongly Agree	613	11.93	
Agree	2 341	45.56	
Neither Agree nor Disagree	1 322	25.73	
Disagree	586	11.41	
Strongly Disagree	245	4.77	
Don't Know	31	0.60	

Question 5C			
Managers communicate the goals and priorities of my Organisation	Responses	Responses%	Chart
Strongly Agree	520	10.12	
Agree	2 420	47.10	
Neither Agree nor Disagree	1 235	24.04	
Disagree	634	12.34	
Strongly Disagree	301	5.86	
Don't Know	28	0.54	

Question 5D			
My direct manager supports and encourages me to achieve high ethical standards	Responses	Responses%	Chart
Strongly Agree	1 033	20.11	
Agree	2 429	47.28	
Neither Agree nor Disagree	1 052	20.47	
Disagree	358	6.97	
Strongly Disagree	239	4.65	
Don't Know	27	0.53	

Question 5E			
My Organisation's Executive leads by encouraging the application of the Organisation's values	Responses	Responses%	Chart
Strongly Agree	461	8.97	
Agree	1 865	36.30	
Neither Agree nor Disagree	1 633	31.78	
Disagree	611	11.89	
Strongly Disagree	367	7.14	
Don't Know	201	3.91	

Question 5F			
My direct manager leads my team by encouraging the Organisation's values	Responses	Responses%	Chart
Strongly Agree	738	14.36	
Agree	2 218	43.17	
Neither Agree nor Disagree	1 337	26.02	
Disagree	471	9.17	
Strongly Disagree	296	5.76	
Don't Know	78	1.52	

Question 5G			
I am aware of Organisational values when making decisions and providing advice	Responses	Responses%	Chart
Strongly Agree	836	16.27	
Agree	3 060	59.56	
Neither Agree nor Disagree	905	17.61	
Disagree	199	3.87	
Strongly Disagree	80	1.56	
Don't Know	58	1.13	

Question 5H			
I understand my team strategic direction and how it applies to my work	Responses	Responses%	Chart
Strongly Agree	887	17.26	
Agree	2 800	54.50	
Neither Agree nor Disagree	900	17.52	
Disagree	330	6.42	
Strongly Disagree	162	3.15	
Don't Know	59	1.15	

Shaping our Workforce and Performance

Question 6A			
I feel supported by the team that I work with and can ask for advice	Responses	Responses%	Chart
Strongly Agree	1 483	28.86	
Agree	2 649	51.56	
Neither Agree nor Disagree	561	10.92	
Disagree	309	6.01	
Strongly Disagree	130	2.53	
Don't Know	6	0.12	

Question 6B			
Development opportunities are available to assist me perform at a high level in my role	Responses	Responses%	Chart
Strongly Agree	538	10.47	
Agree	1 983	38.59	
Neither Agree nor Disagree	1 280	24.91	
Disagree	941	18.32	
Strongly Disagree	362	7.05	
Don't Know	34	0.66	

Question 6C			
My Organisation expects a high level of performance	Responses	Responses / %	Chart
Strongly Agree	1 248	24.29	
Agree	2 878	56.00	
Neither Agree nor Disagree	663	12.90	
Disagree	236	4.59	
Strongly Disagree	90	1.75	
Don't Know	23	0.45	

Question 6D			
As a team, we are accountable for the outcomes of our Organisation	Responses	Responses%	Chart
Strongly Agree	1 123	21.86	
Agree	2 991	58.20	
Neither Agree nor Disagree	670	13.04	
Disagree	214	4.17	
Strongly Disagree	94	1.83	
Don't Know	46	0.90	

Question 6E			
There is a high value put on ethical behaviour within the workplace	Responses	Responses%	Chart
Strongly Agree	925	18.00	
Agree	2 456	47.81	
Neither Agree nor Disagree	1 036	20.16	
Disagree	442	8.60	
Strongly Disagree	243	4.73	
Don't Know	36	0.70	

Question 6F			
There is a high value put on health and wellbeing within the workplace	Responses	Responses %	Chart
Strongly Agree	681	13.25	
Agree	2 141	41.67	
Neither Agree nor Disagree	1 203	23.41	
Disagree	689	13.41	
Strongly Disagree	398	7.75	
Don't Know	26	0.51	

Performance Management

Question 8A			
I know how my work relates to the Organisation's goals and priorities	Responses	Responses%	Chart
Strongly Agree	954	18.57	
Agree	3 205	62.38	
Neither Agree nor Disagree	720	14.01	
Disagree	169	3.29	
Strongly Disagree	51	0.99	
Don't Know	39	0.76	

Question 8B			
Managers clearly communicate the goals and priorities of the Organisation	Responses	Responses%	Chart
Strongly Agree	496	9.65	
Agree	2 308	44.92	
Neither Agree nor Disagree	1 363	26.53	
Disagree	656	12.77	
Strongly Disagree	277	5.39	
Don't Know	38	0.74	

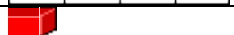

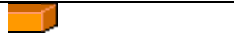


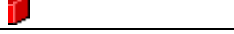
Question 8C			
Performance Management within the Organisation reinforces employees' expected behaviours in relation to State Service Principles	Responses	Responses%	Chart 0% 50% 100%
Strongly Agree	406	7.90	
Agree	2 088	40.64	
Neither Agree nor Disagree	1 467	28.55	
Disagree	612	11.91	
Strongly Disagree	316	6.15	
Don't Know	249	4.85	





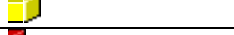
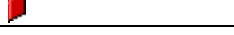
Question 8D			
Performance Management within the Organisation reinforces employees' expected behaviours in relation to the Organisation's values	Responses	Responses%	Chart 0% 50% 100%
Strongly Agree	376	7.32	
Agree	2 034	39.59	
Neither Agree nor Disagree	1 535	29.88	
Disagree	617	12.01	
Strongly Disagree	330	6.42	
Don't Know	246	4.79	




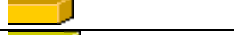
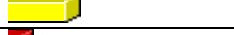
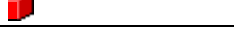
Question 8E			
There are good systems in place to recognise employees and their achievements	Responses	Responses%	Chart 0% 50% 100%
Strongly Agree	182	3.54	
Agree	1 118	21.76	
Neither Agree nor Disagree	1 609	31.32	
Disagree	1 398	27.21	
Strongly Disagree	702	13.66	
Don't Know	129	2.51	




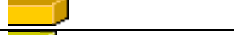
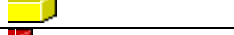
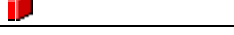
Question 8F			
I understand how my Organisation's performance management system works	Responses	Responses%	Chart 0% 50% 100%
Strongly Agree	490	9.54	
Agree	2 430	47.29	
Neither Agree nor Disagree	1 147	22.32	
Disagree	633	12.32	
Strongly Disagree	280	5.45	
Don't Know	158	3.08	




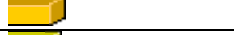
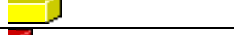
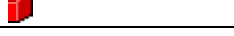
Question 8G			
In my team, differences in performance are recognised in a meaningful way	Responses	Responses%	Chart 0% 50% 100%
Strongly Agree	229	4.46	
Agree	1 402	27.29	
Neither Agree nor Disagree	1 640	31.92	
Disagree	1 109	21.58	
Strongly Disagree	586	11.41	
Don't Know	172	3.35	

Question 8H			
I am able to raise my concerns regarding my performance plan with my manager	Responses	Responses%	Chart
Strongly Agree	780	15.18	
Agree	2 526	49.16	
Neither Agree nor Disagree	917	17.85	
Disagree	438	8.52	
Strongly Disagree	334	6.50	
Don't Know	143	2.78	

Question 8i			
Conversations I have with my manager provide constructive suggestions to improve my job performance	Responses	Responses%	Chart
Strongly Agree	754	14.67	
Agree	2 248	43.75	
Neither Agree nor Disagree	1 147	22.32	
Disagree	532	10.35	
Strongly Disagree	389	7.57	
Don't Know	68	1.32	

Question 8j			
My Organisation effectively manages underperforming employees	Responses	Responses%	Chart
Strongly Agree	104	2.02	
Agree	661	12.86	
Neither Agree nor Disagree	1 313	25.55	
Disagree	1 320	25.69	
Strongly Disagree	1 444	28.10	
Don't Know	296	5.76	

Question 8K			
My Organisation treats People Management as a priority	Responses	Responses%	Chart
Strongly Agree	191	3.72	
Agree	1 124	21.88	
Neither Agree nor Disagree	1 617	31.47	
Disagree	1 144	22.27	
Strongly Disagree	870	16.93	
Don't Know	192	3.74	

Question 8L			
My Organisation identifies and develops good people managers	Responses	Responses%	Chart
Strongly Agree	162	3.15	
Agree	1 070	20.83	
Neither Agree nor Disagree	1 619	31.51	
Disagree	1 122	21.84	
Strongly Disagree	957	18.63	
Don't Know	208	4.05	

Question 8M			
My Organisation recognises and rewards effective people managers	Responses	Responses%	Chart
Strongly Agree	138	2.69	
Agree	883	17.19	
Neither Agree nor Disagree	1 801	35.05	
Disagree	1 079	21.00	
Strongly Disagree	896	17.44	
Don't Know	341	6.64	

Workplace Health and Safety

Question 9A			
I am aware of the work health and safety requirements and supporting information	Responses	Responses%	Chart
Strongly Agree	898	17.48	
Agree	3 236	62.98	
Neither Agree nor Disagree	623	12.13	
Disagree	262	5.10	
Strongly Disagree	60	1.17	
Don't Know	59	1.15	

Question 9B			
I am encouraged to report health and safety incidents and injuries	Responses	Responses%	Chart
Strongly Agree	1 254	24.41	
Agree	3 013	58.64	
Neither Agree nor Disagree	555	10.80	
Disagree	221	4.30	
Strongly Disagree	83	1.62	
Don't Know	12	0.23	

Question 9C			
The health and safety programs offered by my Organisation are effective	Responses	Responses%	Chart
Strongly Agree	573	11.15	
Agree	2 239	43.58	
Neither Agree nor Disagree	1 446	28.14	
Disagree	444	8.64	
Strongly Disagree	168	3.27	
Don't Know	268	5.22	

Question 9D			
I am aware of the work health and safety priorities in my Organisation	Responses	Responses%	Chart
Strongly Agree	792	15.41	
Agree	2 855	55.57	
Neither Agree nor Disagree	895	17.42	
Disagree	407	7.92	
Strongly Disagree	96	1.87	
Don't Know	93	1.81	

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*"Strategically well
managed and directed."*



*"... The people are helpful
and pleasant to work with
and the 'team-based'
culture of the organisation is
very strong."*



*"Every employee is here for
the right reasons. They have
a love of this unique
community and want to do
everything that they can to
support it."*

All quotes provided by Tasmanian State Service employees in response
to the 2013 Tasmanian State Service Workforce Survey.



"The work environment is overwhelmingly positive and supportive."



"In my team we strive for improvement, in order to deliver a high standard of product to our clients. We share ideas and support each other."

