

TASMANIAN STATE SERVICE

Annual Report

October 2022

2021-22





COVER

IMAGE TITLE	CREATOR/PHOTOGRAPHER
1. Handing over a pile of clothes	Simon Birch
2. People on the Land: Version 2	Simon Birch
3. Nurse, mother and baby: Version 2	Chris Crerar
4. Careers with Government: Version 9	Chris Crerar
5. Deciduous beech Tam Shelf	Chris Crerar
6. Cardio boxing in the park version 5	Chris Crerar
7. Working in a surgery unit version 1	Chris Crerar
8. DPAC Graduate training	Chris Crerar

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LETTER OF TRANSMISSION

Jeremy Rockliff MP
Premier
Minister administering the *State Service Act 2000*

In accordance with the requirements of Section 19 of the *State Service Act 2000*, I enclose for sending to Parliament the *Tasmanian State Service Annual Report 2021-22*.



Jenny Gale
Head of the State Service
October 2022

FOREWORD



The 2021-22 period has been a time of ongoing change and growth for the Tasmanian State Service (TSS), as we continue to work through the challenges of the last couple of years and look to the future.

The beginning of 2021-22 saw the continued mobilisation of the TSS workforce to deliver COVID-19 vaccinations to the Tasmanian community. Our outstanding health professionals and the many others involved in supporting this critical task are to be commended for their commitment and effort. At the same time, a wide range of other stakeholders and employees from across the TSS continued to

collaborate to develop fit-for-purpose systems and processes to support the transition to open interstate borders, which occurred in December 2021.

During this period, the TSS has continued to work to ensure its workplaces are COVID-safe and that its employees are supported to meet the challenges that COVID-19 continues to present and to safeguard service delivery to the Tasmanian community. This has included reviews of COVID-19 Safety Plans and Work Health and Safety Risk Assessments; continued leave support for employees affected by COVID-19 through the COVID-19 Leave Regulation; support to obtain COVID-19 vaccinations; and business continuity contingency planning.

The Final Report of the Tasmanian State Service Review (the Review) was handed down in July 2021. The Review made 77 recommendations relating to structural, legislative and administrative improvements to ensure the TSS continues to deliver high quality, efficient and effective services to the Tasmanian community now and into the future. The Tasmanian Government released its response to the Review in September 2021, which supports or supports-in-principle all 77 recommendations. The TSS is prioritising actions to implement the recommendations of the Review, with the first tranche currently well underway.

In May 2022, hearings commenced for the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings. The Government continues to fully support the Commission of Inquiry and is supporting TSS employees who give evidence at hearings by providing up to two days' leave without loss of pay or deduction of leave.

The Government continues to prioritise the implementation of the Our Watch Workplace Equality and Respect Standards. In 2021-22, progress has included the establishment of an inter-agency governance structure to oversee implementation of the Standards and development of agreed Key Performance Indicators that will form the basis of annual Whole of Service reporting.

Leadership and professional development programs were able to continue on a more regular schedule during 2021-22, with a variety of face-to-face and online options being delivered via the Tasmanian Training Consortium and other key programs. The TSS Manager Essentials Program enjoyed international recognition in December 2021, when it received Bronze in the People Development Program of the Year Award – Public Sector category at the UK Learning and Performance Institute Learning Awards.

Fostering a diverse, equitable and inclusive workplace culture continues to be a priority for the TSS. As at 30 June 2022, women now make up 50% of the Senior Executive Service, which is a fantastic outcome for the TSS and is an important success to build momentum from as we work to advance other key aspects of diversity and inclusion. Youth employment continues to be a key focus, with successful rounds of the TasGraD and School-based Traineeship Programs contributing to an increase in the proportion of TSS employees under age 30 to 14.42% (from 13.10% in 2020-21). In these same programs, an Aboriginal Graduate and two Aboriginal

School-based Trainees were employed, continuing the strong commitment to increasing Aboriginal employment in the TSS as set out under the *Tasmanian State Service Aboriginal Employment Strategy to 2022*.

As Tasmania continues to emerge from the challenges presented by the pandemic, we look forward to making 2022-23 a strong and productive year for the TSS in which we continue to deliver excellent services and outcomes for the Tasmanian community.

Jenny Gale
Head of the State Service

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WHOLE-OF-SERVICE COVID-19 RESPONSE

WORK, HEALTH AND SAFETY MEASURES RELATING TO COVID-19

The Tasmanian Government is committed to making sure the health and safety of State Service employees is protected.

During the Public Health Emergency, COVID-19 Safety Plans were implemented across agencies. These considered a range of COVID safety measures to apply in each agency broadly, but also some that were specific to particular workplaces or work activities. Reviews of COVID-19 Safety Plans have included considerations of booster vaccination doses, and gradual decreasing of restrictions by Public Health such as changes to close contact management.

Agencies have also undertaken Work Health and Safety Risk Assessments under the *Work Health and Safety Act 2012* and continue to regularly review these in consultation with employees and unions.

Leave support

Leave Because of COVID-19 (COVID-19 Leave) was a key support measure introduced in response to the unique circumstances arising out of COVID-19. The COVID Leave Regulation provides additional leave for employees when:

- they have exhausted their personal leave entitlements and have contracted COVID-19, or are caring for a member of their immediate family or household who has contracted COVID-19; or
- they have exhausted their personal leave entitlements and experience side effects following vaccination for COVID-19, or are caring for a member of their immediate family or household who experiences side effects following vaccination for COVID-19; or
- they are required to enter isolation, in accordance with a direction made in relation to an authorisation of emergency powers under the *Emergency Management Act 2006*, or a direction made under the *Public Health Act 1997*; or
- they are responsible for providing care or support to a member of their immediate family or household who is unable to attend school or other care arrangements, due to the school or care arrangements being unavailable due to COVID-19; or
- they are in self-isolation awaiting test results but are otherwise ready, willing and able to return to the workplace, and are unable to work from home; or
- they are unable to work for any other reason relating to COVID-19 and are unable to work from home.

The entitlement provides access to paid leave of up to 20 days pro-rata (which can be extended if necessary, by the Head of Agency).

The State Service Management Office (SSMO) continues to assist and advise agencies about managing COVID-19 leave provisions in line with ongoing changes to Public Health Directions.

COVID-19 Escalation Allowance Agreement

In early 2022, the Government began negotiations for health service employees to receive an allowance of up to \$60 per day, where the health facility is declared at an agreed Escalation Level by the State Health Commander. As at 30 June 2022, preparations were being made to finalise registration of the Agreement.

Vaccination support

As a result of Work Health and Safety Risk Assessments conducted under the *Work Health and Safety Act 2012*, the majority of TSS agencies introduced vaccination as a necessary control measure against the threat of COVID-19 in December 2021.

Support to assist employees in receiving a COVID-19 vaccination, consistent with the Roll-out Strategy, has included:

- identification/certification that particular employees fit a priority group for vaccination because of their work;
- where a vaccination appointment is scheduled during work hours, employees will continue to be paid their normal working hours, including reasonable travel time; and
- reasonable travel expenses, where significant travel is required to access a vaccination site

Agencies are regularly reviewing their COVID-19 Safety Plans and risk assessments, including any policy regarding vaccination as a necessary control measure against the threat of COVID-19.

If updated risk assessments and COVID-19 Safety Plans show that vaccination is no longer necessary as a control measure, agencies will update their policies accordingly.

Visitor screening at Government premises

In accordance with ongoing updates to public health directions, use of the Check-in Tas app is currently not required. Visitor screening may still be undertaken at certain high-risk settings such as correctional facilities and hospitals.

BUSINESS CONTINUITY

Business continuity plans may also be in place for some settings to ensure the State Service can continue to deliver services to the Tasmanian community during the pandemic.

Many agencies have been supporting employees to work from home where possible and necessary as part of ongoing management of the workplace response to COVID-19. Workplaces have planned for a range of scenarios in relation to risk mitigation or business continuity, as part of COVID-19 planning measures.

Employment Directions

To support ongoing business continuity, it remains necessary for Heads of Agencies to be flexible and agile when managing recruitment activities including fixed-term arrangements, filling vacancies, and Senior Executive Service mobility. To support this, SSMO extended the additional Employment Directions (EDs)¹ established in 2019-20, which effected temporary changes to ED1 - *Employment in the State Service* and ED17 - *Senior Executive Service and Equivalent Specialist Officers Administrative Arrangements and Conditions of Service* and made amendments to delegations relating to ED17.

¹ http://www.dpac.tas.gov.au/divisions/ssmo/employment_directions

These additional arrangements give Heads of Agencies discretion when making employment decisions to support business continuity response and recovery efforts, including the power to extend fixed-term arrangements, and to extend the period for making subsequent selections for up to an additional six months. ED1a and ED17a remain in force as at 30 June 2022 and are due to expire on 31 August 2022.

TASMANIAN STATE SERVICE REVIEW

The Tasmanian Government announced the Tasmanian State Service Review (the Review) in June 2019 to consider whether the governing framework of the State Service is fit-for-purpose for Tasmania today and into the future. The Review set out to identify structural, legislative and administrative improvements that will ensure the TSS is fit-for-purpose for Tasmania now and into the future, through transforming current structures, services and practices to deliver a more efficient and effective public service.

The Final Report of the Review was provided to the Premier and Treasurer in July 2021. It made 77 recommendations across five key domain areas. The key domains are Principles and Values, Leadership, Capability, Workforce and Service Delivery. Each domain can be considered individually, but the complete inter-relationships between the reforms mean that success relies on attention across all five.

The Government released its response to the review in September 2021, which supports or supports-in-principle all 77 recommendations. For the 15 recommendations that were supported in-principle, the recommendation is supported but the specific details may be modified following further consultation with agencies, unions and other stakeholders.

The Government's response planned the delivery of the 77 recommendations over five years in three, 18-month tranches. The Government is currently focusing on the following actions in tranche one:

- Digital Enhancement including the Human Resource Information System and scoping of functional leadership capacity, Service Delivery and enhancements to Service Tasmania;
- building shared capability for investigations relating to serious breaches of the Code of Conduct, in line with recommendations from the review relating to ED5²;
- improving the Right to Information process;
- reviewing Employment Directions and reform of the *State Service Act 2000*;

Tranches two and three will build on these foundations, covering reforms across all other recommendations of the Review. Implementation of the recommendations of the Review is being led from the most senior levels of the TSS, through the Secretaries Board, chaired by the Secretary of the Department of Premier and Cabinet.

Three standing subcommittees have been established to support the Secretaries Board, which will focus on the following issues:

- Policy and Intergovernmental;
- Corporate and Workforce; and
- Data and Digital.

The Secretaries Board will report to Cabinet twice a year to inform the Government on the progression of the recommendations.

² Funding of \$240,000 was allocated in the 2022 State Budget support this work. ED5 establishes the process under which Code of Conduct investigations are conducted, including investigations into child sexual abuse claims against State Service employees.

DIVERSITY AND INCLUSION

Within the State Service it is important to attract, celebrate and retain talented people to achieve a diverse and inclusive workforce.

ABORIGINAL EMPLOYMENT STRATEGY

Work has continued to progress under the *Tasmanian State Service Aboriginal Employment Strategy to 2022* (the Strategy), which includes a range of initiatives aimed at attracting more Aboriginal people to TSS jobs, developing and progressing the careers of existing Aboriginal employees and supporting culturally safe and respectful workplaces.

Activities in 2021-22 included:

- recruitment of an Aboriginal Graduate in the TSS Graduate Development Program; and recruitment of two Aboriginal School-based Trainees;
- delivering Aboriginal Cultural Respect Training state-wide, covering 16 agencies and approximately 357 TSS employees;
- the ongoing promotion of significant local and national Aboriginal events and commemorative days across all agencies through the Calendar of Aboriginal Significant Dates and Events;
- the release of the *Tasmanian State Service Acknowledgement of Aboriginal People and Country and the Welcome to Country Guide* across TSS Agencies in November 2021;
- continuing to publish and distribute the TSS Aboriginal Employment e-newsletter, with approximately 240 subscribers³;
- active ongoing management of the Aboriginal Employment Portal on the Tasmanian Government Jobs website; and
- commencing work on the development of an Aboriginal Mentoring Program (and associated support resources) to support Aboriginal School-based Trainees in the TSS.

A review of the *TSS Aboriginal Employment Strategy to 2022* is planned, with the outcomes to be considered by Government.

The TSS Aboriginal Employee Network is made up of approximately 100 Aboriginal employees working across the TSS and continues to hold regular state-wide workshops and an annual Gathering. The annual Gathering continues to grow and in addition to providing support to all TSS Aboriginal employees, it is committed to supporting the *Tasmanian Closing the Gap Implementation Plan* and building Aboriginal Community controlled partnerships. The Network also contributes to the delivery of the Aboriginal Cultural Respect training sessions and to progressing other actions under the Strategy, including the new Aboriginal Mentoring Program to support Aboriginal School-based Trainees.

³ http://www.dpac.tas.gov.au/divisions/ssmo/aboriginal_employment_strategy/aboriginal_employment_newsletter

NATIONAL AGREEMENT ON CLOSING THE GAP

The Tasmanian Government is committed to work in partnership with Tasmanian Aboriginal people across the four priority reform areas identified under the *National Agreement on Closing the Gap* and the *Tasmanian Closing the Gap Implementation Plan*. This work is being coordinated by the Office of Aboriginal Affairs.

In support of the *Tasmanian Closing the Gap Implementation Plan*, SSMO will reframe priorities in the Strategy to reflect a greater commitment to work in partnership with Aboriginal People and determine how support can be provided across the TSS to implement the actions that are prioritised under the *National Agreement on Closing the Gap*. The actions laid out under the Strategy and the Aboriginal Employee Network's activities provide unique avenues to explore and support a range of initiatives to progress actions and priorities under the *National Agreement on Closing the Gap*.

As at June 2022, there were 107 Aboriginal Identified positions within the Tasmanian State Service that could only be filled by Aboriginal and/or Torres Strait Islander People.

SCHOOL-BASED TRAINEESHIP PROGRAM

The School-based Traineeship Program (the Program) provides opportunities for Tasmanian students to combine work, training and education. Through the Program, students are able to gain a nationally recognised qualification by working within the State Service while staying at school to complete their Tasmanian Certificate of Education in Years 11 and 12.

The Program supports increasing Tasmania's grade 12 retention rate by providing varied and vocational specific opportunities. In 2021-22, 13 school-based trainees were recruited across seven TSS Agencies. The Program continues to support workforce diversity, with two Aboriginal trainees and one trainee with disability recruited in the 2021-22 round. This takes the total number of trainees employed through the Program since its inception in 2018-19 to 36.

Work commenced in April 2022 to prepare for the 2023 Program.

CADETSHIPS

As at 30 June 2022, a total of 33 cadets were employed across the Department of Treasury and Finance and the Department of Natural Resources and Environment Tasmania. Cadetships allow young people to undertake university study in conjunction with employment in the TSS and provide pathways to ongoing employment.

GRADUATE RECRUITMENT

The Tasmanian State Service Graduate Development Program (TasGraD) was created to provide a link between high-quality graduates and the TSS through a centrally co-ordinated recruitment process and a development program that supports foundational skills and knowledge for graduates commencing their careers.

The TSS advertised 38 TasGraD roles in 2021, with 33 new Graduates commencing in early 2022. TasGraD continues to focus on diversity and inclusion, with additional targeted promotion to increase interest from Aboriginal applicants. Of the successful candidates in 2021-22, one Aboriginal person and one person with disability were employed.

Since the TasGraD Program commenced in 2017 a total of 191 graduates have been employed through the program and associated talent pool.

The TasGraD Pool is managed by SSMO and remains available until the next graduate recruitment process commences, so that any agency can recruit for other graduate vacancies as they arise.

In 2021-22 the State Service hosted three interns as part of our ongoing partnership with the School of Social Sciences, University of Tasmania. Interns worked on projects in the Departments of Communities Tasmania and Natural Resources and Environment Tasmania.

GENDER DIVERSITY

Equity in Leadership

In August 2016, Heads of Agencies set a goal towards achieving gender equity in our leadership with a target of at least 40% of the Senior Executive Service (SES) to be women by 2020. This target was achieved well ahead of that timeframe, and as at 30 June 2022 women now make up 50% of the SES.

The *Heads of Agencies Commitment to Gender Diversity* continues to provide impetus to identify the barriers to women working in the senior levels of the State Service, to combat unconscious bias, and to support flexible working options.

Our Watch

In October 2020, the Premier committed all Tasmanian Government departments to implementing the Our Watch Workplace Equality and Respect Standards (the Standards). The Standards are designed to guide workplaces through a comprehensive organisational change process and highlight what needs to be done to create change in the three key areas of leadership, strategy, and norms and practices. Implementing the Standards continues the Government's commitment to gender equality across TSS workplaces.

After some delays due to the COVID-19 pandemic, a Workplace Equality and Respect Standards (WERS) inter-agency committee chaired by the Department of Premier and Cabinet was created in October 2021 to provide overarching leadership and decision-making on implementation of the Standards. This oversees the work being driven by agency-level teams to drive implementation of agency-level action plans.

In collaboration with Our Watch, agencies have developed key performance indicators (KPIs) to measure the performance of the TSS on workplace equality and respect. These KPIs will be reported as at 30 June each year to the Head of the State Service through the WERS inter-agency Committee. Each year the KPI report will be published as a whole-of-TSS document.

AGENCY ACTIVITIES

Agencies have continued to work to improve inclusion and diversity, remove barriers to employment and increase employment opportunities within the State Service for all members of the community.

Targeted Recruitment

In 2021-22, Agencies reported using targeted recruitment to add greater diversity to their team or to provide employment opportunities to candidates that were disadvantaged due to a prescribed attribute. This included recruitment targeted at Aboriginal and/or Torres Strait Islander People and people with disability. In total 45 targeted roles were advertised, leading to 25 appointments.

In addition to these targeted roles, a further 23 fixed-term and nine fixed-term casual appointments were made from approved Employment Registers managed through the Department of Education, TasTAFE and Department of Premier and Cabinet. Seven vacancies were referred to Disability Employment Service providers through the Disability Fixed-term Employment Register, leading to seven appointments.

Agency activities in 2021-22 also included:

ABORIGINAL AND/OR TORRES STRAIT ISLANDER

- promoting the Aboriginal Cultural Respect training sessions to employees and executives;
- promoting NAIDOC Week and activities, and supporting employees to attend NAIDOC Week events;
- actions planned to increase the employment rates of Aboriginal Tasmanians in the health workforce under the *Health Workforce 2040* strategy, released in November 2021;
- targeted recruitment of an Aboriginal Graduate and two Aboriginal School-based Trainees;
- providing all-staff webinars facilitated by the Diversity Council of Australia on inclusivity for Aboriginal and/or Torres Strait Islander employees;
- promoting the Aboriginal Employee Network and monthly newsletter; and
- increasing adoption of Welcome to Country and Acknowledgement of Country for meetings, workshops and events and in plaques, displaying the Aboriginal flag and local Aboriginal artwork.

GENDER EQUITY

- creating KPIs to enable agency and service-wide reporting against the Workplace Equality and Respect Standards (as part of the Our Watch Commitment);
- promoting International Women's Day;
- implementing a Gender Respect and Fairness Action Plan and developing manager toolkits to assist in supporting gender equality at work;
- Promotion and support of Mentor Walks for Women program for women at all stages of their career to walk and talk with female leaders (in partnership with Hydro Tasmania);
- providing a range of information through agency intranets on recognising and responding to disrespect towards women; and
- supporting and participating in initiatives of the whole-of-government Women Supporting Women network.

AGE

- facilitating the UTas State Service Internship Program;
- working with educational institutions to provide student placements;

- supporting youth recruitment through continuing participation in the TasGraD, School-based Traineeship and cadetship programs;
- coordinating events to celebrate and thank long serving employees;
- promoting the EveryAGE Counts campaign and Unveiling Ageism and Elder Abuse during COVID-19;
- promoting Seniors Week; and
- promoting the Phased-in Retirement Scheme.

LGBTIQ+

- ongoing participation in the whole-of-government LGBTIQ+ working group;
- promoting Pride Month and TasPride;
- promoting and supporting employees to participate in Wear Purple Day;
- launching LGBTIQ+ inclusive Healthcare Online training; and
- launching Working it Out training to Correctional Officer recruits.

PEOPLE WITH DISABILITY

- providing Disability Confident Workforces eLearning modules;
- developing Job Access partnerships;
- co-hosting a Job Access information session with DES providers;
- collaborating with an employment provider to provide field work experience to people with disability; and
- introducing an e-learning module for employees on how to create accessible Word documents.

OTHER DIVERSITY AND INCLUSION ACTIVITIES

- providing access to Unconscious Bias training, including the Human Library;
- commencing work to create a new TSS Diversity and Inclusion Policy and Framework, which is being led by SSMO in collaboration with the inter-agency Diversity and Inclusion Reference Group;
- multiple agencies working to develop agency-specific Diversity and Inclusion Strategies or topic-specific Action Plans;
- multiple Agencies standing up reference or working groups to provide employee input into diversity and inclusion initiatives;
- releasing a Respectful Language at Work Guideline and Fact Sheets;
- implementing Cultural Safety training and Trauma Awareness training provided by the Migrant Resource Centre;
- reviewing and updating information and resources, including eLearning, available to employees across a number of diversity areas, including support for employees experiencing family violence; and
- continuing to support all employees through access to flexible working arrangements.

In 2021-22 the Tasmanian Government jobs website⁴ advertised over 6,752 vacant positions⁵ across the state and attracted 4,309,044 unique page views from over one million visitors.

⁴ www.jobs.tas.gov.au

⁵ This total represents the number of advertisements appearing on the www.jobs.tas.gov.au website and does not account for advertisements that offered multiple vacancies.

A CULTURE OF LEARNING

Building a high-performing learning culture to support the development of individual and organisational capability needed for now, and into the future.
Developing high-performing, professional and ethical leaders and managers.

A skilled and capable workforce with progressive, innovative and collaborative leadership is key to ensuring that the State Service performs its role effectively and efficiently.

DPAC, through the SSMO, facilitates a broad range of whole-of-TSS management and leadership skill development programs. These complement and support agency-specific training programs.

An inter-agency Workforce Development Network, now in its eighth year as a community of practice, supports information sharing and collaboration across government agencies and acts as a mechanism to engage, share and collaborate with a diverse range of employees engaged in organisational design and learning and development.

LEADERSHIP DEVELOPMENT

State Service Strategic Management Program (S3MP)

The S3MP is a joint program delivered by SSMO and Tasmania Police in partnership with the University of Tasmania (UTAS). Participants who successfully complete the S3MP are awarded a Professional Honours (Public Sector Leadership and Management).

As at June 2022 expressions of interest were being sought for the next cohort of the S3MP, which is planned to commence later in 2022.

During 2021-22, 22 Senior Executive Service officers were assigned to other offices as part of intra, or inter-agency mobility arrangements.

MANAGER DEVELOPMENT

Manager Essentials Program

The Manager Essentials Program⁶ (the Program) is a contemporary program that develops the fundamental and essential capabilities of State Service managers (or equivalent roles). The Program uses a blend of active learning modules and learning guides including self-directed *Getting Started Guides*, *Participant Workbooks* and an *On-the-job Guide* that contains further activities to apply learnings back in the workplace. The Program is bookended by an Emotional Intelligence diagnostic.

⁶ http://www.dpac.tas.gov.au/divisions/ssmo/learning_and_development/leadership

In February 2022, the Program received the Bronze Award at the UK Learning and Performance Institute Learning Awards in the People Development Program of the Year Award – Public Sector. This is an international recognition for our Program and inter-agency Working Group which oversees it. This Working Group designed the Program for TSS employees, which delivers benefits to the whole TSS by supporting managers to be prepared for their role.

The 2021-22 period saw an additional eight Manager Essentials Programs scheduled across the State. Since its inception in May 2017, a total of 448 State Service managers have fully completed the Program.

GRADUATE DEVELOPMENT

The Tasmanian State Service Graduate Development program (TasGraD) provides Graduates with foundation skills and knowledge for a successful State Service career. In addition to the structured development program, TasGraDs have the opportunity to contribute to key projects within Government and play a part in the development and delivery of key policies, programs and services to the Tasmanian community.

In 2021-22, there were 63 participants in the TasGraD program encompassing two graduate intakes⁷.

Since commencing in 2017, a total of 191 Graduates have participated in the TasGraD Program.

TASMANIAN TRAINING CONSORTIUM (TTC) ACTIVITIES

Throughout 2021-22, the TTC continued to offer courses that delivered valuable skills and knowledge to its member organisations across Tasmania.

This year the TTC delivered 79 calendar courses across the state to a total of 1,315 participants, an increase of more than 10% in registrations from 2020-21. The 2021-22 calendar also included new courses such as:

- DiSC Thinking and Communication Preferences (live online);
- Recruitment Skills for Hiring Managers;
- Policy Skills; and
- Governance and Risk – Principles and Practice.

Offering a mix of face-to-face and online delivery options is proving to be successful and the TTC has continued to seek out opportunities for live online, and self-paced online course options through 2021-22.

The TTC also continued to event-manage the development program component of the TasGraD Program, the online and face-to-face delivery of the award-winning Manager Essentials Program and facilitated the delivery of 34 in-house training sessions including the popular TSS Aboriginal Cultural Respect training.

The TTC also provides secretariat and event management services to support the Institute of Public Administration Australia (Tasmanian Division). In 2021-22 this included supporting the delivery of the 2022 State Budget Briefing.

⁷ This includes Graduates appointed from the TasGraD pool, and Graduates appointed by agencies through other recruitment processes.

SUSTAINABILITY, AGILITY, AND SAFETY IN THE WORKPLACE

Providing workplaces that are safe and promote employee wellbeing, supported by a sustainable employment and industrial framework that recognises and rewards capability.

WORKPLACE RELATIONS, AWARDS AND AGREEMENTS

The SSMO supports agencies and provides advice on workplace relations matters to ensure a collaborative and cooperative approach to the management of the employment and industrial framework including advice, grievances, interpretations, industrial disputes, terminations and other employment matters affecting employees. It also has responsibility for management of all State Service Awards and Agreements and represents the employer in the Tasmanian Industrial Commission for matters relating to the registration of new Agreements or the variation of Awards.

In the 2021-22 financial year, a number of agreements were completed and registered with the Tasmanian Industrial Commission. This included Teachers, TasTAFE Teachers, Port Arthur Historic Site Management Authority, Legal Practitioners and Rural Medical Practitioners (refer to Appendix A for a full list of Agreements). Further, a variation was made to the Police Award with respect to wages and conditions of employment.

STATE SERVICE RECRUITMENT

Given the vital role of the TSS in continuing to respond to the COVID-19 public health emergency and to Tasmania's recovery, the size of our TSS workforce has grown from a head count of 33,416 in June 2021 to a total of 35,248 as at 30 June 2022, an increase of 1,832 in 12 months.

In 2021-22, there were 6,752 roles externally advertised on the Tasmanian Government Jobs website.

This increased investment in the workforce has led to the need for the TSS to substantially increase its overall recruitment effort in many key areas such as health, education, prisons, and infrastructure to meet operational requirements as efficiently as possible.

The COVID-19 pandemic has required Agencies to be more flexible and agile in management of recruitment activities, fixed term employment arrangements and Senior Executive Service (SES) movements to support response and recovery efforts. ED 1a and ED 17a (the supplementary EDs) remain in place as at 30 June 2022 to enable flexibility in recruitment and staff movements.

COMMISSION OF INQUIRY – LEAVE FOR TSS EMPLOYEES

The Tasmanian Government established the Commission of Inquiry (the Commission) to bring past, and any current failures, of government institutions to protect children to light, and to learn from them to ensure we can effectively safeguard children and young people into the future.

An important element to make things better for children and young people is to hear from our State Service employees. State Service employees are fully supported in coming forward to the Commission, to take up this opportunity to ensure that our systems operate to protect our most vulnerable.

To better support State Service employees who have evidence to provide to the Commission, employees are authorised to have up to two days where they don't attend work without loss of pay or deduction of leave. This time can be used to enable the preparation of statements, and to appear in the Commission.

NON-WAGE AGREEMENT MATTERS

Negotiations were finalised through 2021-22 for several non-wage Agreements, including the Paramedic Immuniser Agreement within Ambulance Tasmania and the Bushfire Suppression and Planned Burns Agreement with the Australian Workers' Union within the Department of Natural Resources and Environment Tasmania.

Following the removal of hotel quarantine requirements in Tasmania in February 2022, agreements previously negotiated to provide an allowance to employees working in hotel quarantine were retired, effective from 24 April 2022. This included the Police Officers Domestic Hotel Quarantine Agreement, the Police Officers International Arrival and Hotel Quarantine Agreement, the International Arrival and Hotel Quarantine Agreement and the Domestic Hotel Quarantine Agreement.

During the period negotiations continued for several non-wage agreements, including the Parks and Wildlife Agreement within the Department of Natural Resources and Environment and the Incident Management Operations Agreement within the Department of Police, Fire and Emergency Management.

EMPLOYEE ASSISTANCE PROGRAM

The Tasmanian Government is committed to supporting healthy TSS workplaces where positive mental health and wellbeing are a priority. Agencies are conducting audits of their stress management practices to evaluate the effectiveness of systems, processes and controls to manage risks. Counselling is provided for employees and their families through the Employee Assistance Program, with new contracts recently negotiated to ensure that our employees have access to local and tailored services.

SUPPORTING EMPLOYEES EXPERIENCING FAMILY VIOLENCE

In 2021-22, support and assistance continued to be available to employees experiencing family violence in line with the provisions of *Employment Direction 28: Family Violence – Workplace Arrangements and Requirements* (ED28). Agencies train key staff in relation to workplace policies, employee leave entitlements, workplace safety planning processes and employee support referral options.

In 2021-22, a total of 47 applications for leave were made and approved.

Agencies also work to raise awareness of family violence issues and support employees who are experiencing family violence through agency-specific initiatives. These include family violence awareness training, guides for

managers, access to flexible working arrangements, referral to external support services, the State Service Employee Assistance Program, development of Workplace Safety Plans, and a network of Workplace Contact Officers.

In 2021-22, 1,315 key staff⁸ across the State Service received training to support employees who are experiencing family violence.

MANAGING OCCUPATIONAL VIOLENCE

The Government recognises that occupational violence and aggression can be a significant risk to employees.

The Government is actively seeking to reduce this risk in its workplace through a range of actions, including:

- building employee knowledge of occupational violence and providing appropriate guidance and training;
- providing physical work environments that reduce the potential for violent and aggressive behaviours;
- increasing internal reporting of incidents;
- increasing the awareness of expected and appropriate behaviours by both employees and clients; and
- supporting employees who require medical or other professional assistance because of an incident.

De-escalation training is occurring across the majority of State Service Agencies, especially focussing on employees in client facing roles where incidences of occupational violence and aggression are most likely to occur.

Agencies are proactively implementing programs and initiatives in relation to occupation violence and aggression, including undertaking training. These include the Departments of Health, Justice, Education, Police Fire and Emergency Management, Natural Resources and Environment Tasmania, and Premier and Cabinet.

STATE SERVICE VACANCY MANAGEMENT

The *Managing Positions in the Tasmanian State Service* framework continued to support agencies to manage their employment needs according to current priorities. During 2021-22, a total of 25 Targeted and Negotiated Voluntary Redundancies were progressed, and a further 14 employees left the State Service after accepting a Workforce Renewal Incentive Program payment.

⁸ Key staff are as defined in Section 7 of ED28. Training may have also been provided to other employees who do not fall into one of these categories, however Clause 9 of ED28 only requires agencies to report on training provided to key staff.

SUPPORTING EMPLOYEES

In addition to the more than 1,700 employees who had a formal flexible working arrangement (including formal working from home arrangements) in 2021-22, employees also accessed a range of leave provisions as shown in the following table.

TYPE OF LEAVE	NO. OF EMPLOYEES
Maternity leave	1,111
Parental leave	264
Unpaid maternity/parental or adoption leave	729
State Service Purchased Leave Scheme (PLS)	762
State Service Accumulated Leave Scheme (SSALS)	260

WORKPLACE HEALTH, SAFETY AND WELLBEING TRAINING

During 2021-22, 17,957 employees and managers received training in line with the requirements of *Employment Direction 27: Work Health and Safety*⁹.

Training accessed by employees and managers included first aid and CPR, mental health first aid, risk management and hazard reporting, COVID-19 safety, infection control and hygiene, building healthy coping skills and emotional intelligence, emergency planning, and training for Health and Safety Representatives, Workplace Contact Officers, and Fire Wardens.

General workplace health and safety and mental health training was also provided as part of employee and senior executive induction processes.

⁹ http://www.dpac.tas.gov.au/_data/assets/pdf_file/0006/186054/ED27_WorkHealthSafety.PDF

WORKFORCE MANAGEMENT

Managing State Service employment on behalf of the Premier as the Employer, through high-quality policy, programs and governance arrangements.

INVESTIGATIONS

Code of Conduct

In 2021-22 there were 302 allegations of breaches of the Code of Conduct (Section 9 of the *Tasmanian State Service Act 2000*) (the Act), being investigated in line with the provisions of *Employment Direction 5: Procedures for the Investigation and Determination of whether an employee has breached the Code of Conduct*.

Of the 100 that were finalised during the period, 80 breaches were identified and sanctions were imposed that included counselling, formal reprimands, reduction in classification, fines, and termination of employment. The remaining cases were either resolved with no breach found, finalised through other means, or were carried forward into the 2022-23 period.

Suspension of Employees

Employment Direction 4: Procedure for the Suspension of State Service Employees with or without Pay, sets out the basic procedural requirements for the suspension with pay of a State Service employee by a Head of Agency who has reasonable grounds to believe it is in the public interest.

Across the State Service in the 2021-22 financial year, a total of 133 employees were suspended during the course of investigations into alleged breaches of the Code of Conduct. Of that number, 32 investigations related to allegations of child sexual abuse resulting from the Royal Commission into Institutional Responses to Child Sexual Abuse¹⁰. This included a number of matters carried over from the previous reporting period.

A further 92 employees were stood aside for being unable to lawfully perform their duties due to non-compliance with a Public Health Direction.

Inability

Six agencies reported investigations into alleged inability of an employee to perform their duties, in line with *Employment Direction 6: Procedures for the Investigation and Determination of whether an employee is able to efficiently and effectively perform their duties*.

A total of 17 cases were under investigation in 2021-22 which included those carried forward from 2020-21. Seven investigations were finalised in 2021-22. Of the cases finalised, six were found to be unable to perform their duties, resulting in termination or resignation of the employee. The remaining unresolved cases were carried forward into the 2022-23 period.

¹⁰ This figure includes a number of investigations carried over from the 2020-21 reporting period.

Terminations

Section 44(3) of the *State Service Act 2000* provides a number of grounds on which an employee's employment may be terminated. In 2021-22, a total of 181 sanctions of termination were imposed across seven agencies.

REASON FOR TERMINATION	PERMANENT	FIXED-TERM	TOTAL
Termination of a probationary employee	2	-	2
Abandonment of employment	1	-	1
Breach of the Code of Conduct (excluding vaccination status)	7	-	7
Breach of the Code of Conduct (vaccination status)	53	112	165
Inability	5	-	5
Termination following ED26 process	1	-	1
TOTAL	69	112	181

GRIEVANCES

Internal grievances

Employees are able to raise grievances or matters with their agency under the agency's grievance management process. In 2021-22, a total of 185 formal grievances were reported across 12 agencies, which is a decrease from 204 grievances across eight agencies in 2020-21.

The nature of the grievances lodged included work performance issues, employee conflicts, allegations of misconduct, management decisions, bullying and/or harassment, and sexual harassment. Where these grievances were resolved, actions taken included mediation, counselling, additional training, re-allocation of duties, and coaching. The following table shows the outcome of all formal grievances reported in 2021-22, compared to 2020-21.

OUTCOME OF FORMAL GRIEVANCE	2020-21	2021-22
Satisfactorily resolved by agreement	43	42
Withdrawn	4	7
Upheld	49	35
Dismissed	46	27
Carried forward	62	74
TOTAL	204	185

Bullying and/or Harassment and Sexual Harassment

Of the formal grievances raised through agency grievance management processes in 2021-22, 59 related to allegations of bullying and/or harassment, and a further eight related to allegations of sexual harassment. A total of 30 grievances relating to bullying and/or harassment and eight relating to sexual harassment were resolved. The remaining unresolved grievances were carried forward into the 2022-23 year.

External grievances

In 2021-22, a total of 58 grievances were taken to external organisations (15 to the Ombudsman, eight to Equal Opportunity Tasmania, 34 to the Tasmanian Industrial Commission and one to the Integrity Commission), these grievances included matters referred by employees that were referred back to the agency for investigation. Matters referred related to management decisions, discrimination, conflict of interest, and bullying and/or harassment.

EMPLOYMENT DETERMINATIONS

Determinations by the State Service Management Office

In 2021-22, a number of matters were referred to SSMO for determination using the powers of the Employer under the Act, in line with relevant Employment Directions¹¹, and Practices, Procedures and Standards¹². The following table shows the requests made during this period and their status as at 30 June 2022¹³.

REQUEST TYPE	CARRIED OVER	NEW	REJECTED /W'DRAWN	APPROVED	CARRIED FWD
Agency-specific recruitment programs (PPS2)	0	1	0	1	0
Pre-employment checks (ED7)	1	76	1	75	1
Essential Requirements (ED1, 10, and 18 and Offices under s29 of the <i>State Service Act 2000</i>)	1	21	1	19	2
Extension of fixed-term beyond 36 months (ED1) or 42 months (ED1a)	0	22	3	17	2
Fixed-term and casual employment registers (PPS1) ¹⁴	1	18	0	19	0
Appointment without advertising (ED1)	0	4	2	2	0
Promotion without advertising (ED1)	2	89	4	84	3
Secondments into the State Service (ED1)	0	13	1	12	0
Secondments out of the State Service (ED1)	0	17	0	17	0
TOTAL	5	261	12	246	8

Determinations by Heads of Agencies

Fixed-term employees who meet the provisions of Clause 13 of ED1 may apply to their Head of Agency to have duties they are performing advertised for filling on a permanent basis, in accordance with the ED.

The power of the Employer to change the employment status of a fixed-term employee to permanent under Section 37 (4) of the Act is delegated to Heads of Agencies and exercised in accordance with the provisions of ED1. In addition, this power extends to the Head of Agency of the Department of Education to change the employment status of eligible fixed-term teachers who meet the requirements of *Employment Direction 9: Change of Employment Status of Fixed-term Teachers to Permanent* (ED9).

¹¹ http://www.dpac.tas.gov.au/divisions/ssmo/employment_directions

¹² http://www.dpac.tas.gov.au/divisions/ssmo/employment_policy/practices_procedures_and_standards

¹³ In 2021-22, the Head of the State Service made a determination that an essential requirement to be vaccinated against COVID-19 would be applied to all roles in the TSS. This only represents one item in the Employment Determinations table.

¹⁴ Currently approved fixed-term and casual employment registers can be viewed on the www.jobs.tas.gov.au website.

The following table sets out the number of determinations approved by Heads of Agencies in 2021-22.

REQUEST TYPE	APPROVED
Application by a fixed-term employee to have their duties advertised for filling on a permanent basis (Clause 13 of ED1).	7
Change of employment status from fixed-term to permanent where special and compelling circumstances exist (Clause 14 of ED1).	115
Change of employment status for eligible fixed-term teachers (ED9).	226
TOTAL	348

MANAGING PERFORMANCE

Performance management systems provide a framework for regular, constructive discussions that create a link between the performance and development of employees and officers and an agency's business requirements. In 2021-22, agencies reported approximately 9,022 employees participated in a performance management process, representing 25.60% of the State Service workforce. This was a decrease from 16,844 in 2020-21 (50.41% of the State Service workforce). This decrease is partly attributable to the Department of Education not requiring schools to report data on performance management processes during the reporting period to enable them to focus on learning and other core business amid the ongoing impact of COVID-19.

Performance Improvement Plans (PIPs) provide additional support to employees in meeting performance measures, by providing a structured plan that can include additional training, supervision, role clarification, or a skills review. In 2021-22, there were 18 PIPs in place (an increase from 15 in 2020-21) and a total of 17 were completed in the period.

WORKFORCE PROFILE

PAID FULL-TIME EQUIVALENT BY AGENCY

AGENCY	2021	2022	VAR. 2021-22
Department of Communities Tasmania	803.73	800.83	-2.90
Department of Education	8,522.53	8,704.53	182
Department of Health	10,622.50	11,564.08	941.58
Department of Justice	1,425.19	1,522.72	97.53
Department of Police, Fire and Emergency Management	1,007.88	1,049.50	41.62
Department of Premier and Cabinet	390.81	449.07	58.26
Department of Natural Resources and Environment Tasmania	1,334.35	1,284.39	-49.96
Department of State Growth	797.47	790.88	-6.59
Department of Treasury and Finance	305.87	346.99	41.12
Tasmanian Audit Office	43.91	44.53	0.62
Brand Tasmania	6.00	5.60	-0.40
Environment Protection Authority	-	92.79	92.79
Integrity Commission of Tasmania	15.10	19.12	4.02
Macquarie Point Development Corporation	9.93	12.43	2.50
Port Arthur Historic Site Management Authority	102.36	109.81	7.45
TasTAFE	772.86	802.81	29.95
The Public Trustee	53.75	57.68	3.93
Tourism Tasmania	60.30	66.08	5.78
TOTAL	26,274.54	27,723.84	1,449.30

*As at 30 June 2022, the State Service had a total paid headcount of 35,248 employees.
This is an increase of 1,832 paid headcount (from 33,416 as at 30 June 2021).*

STATE SERVICE EMPLOYEES BY AGE GROUP

Age profile of TSS employees

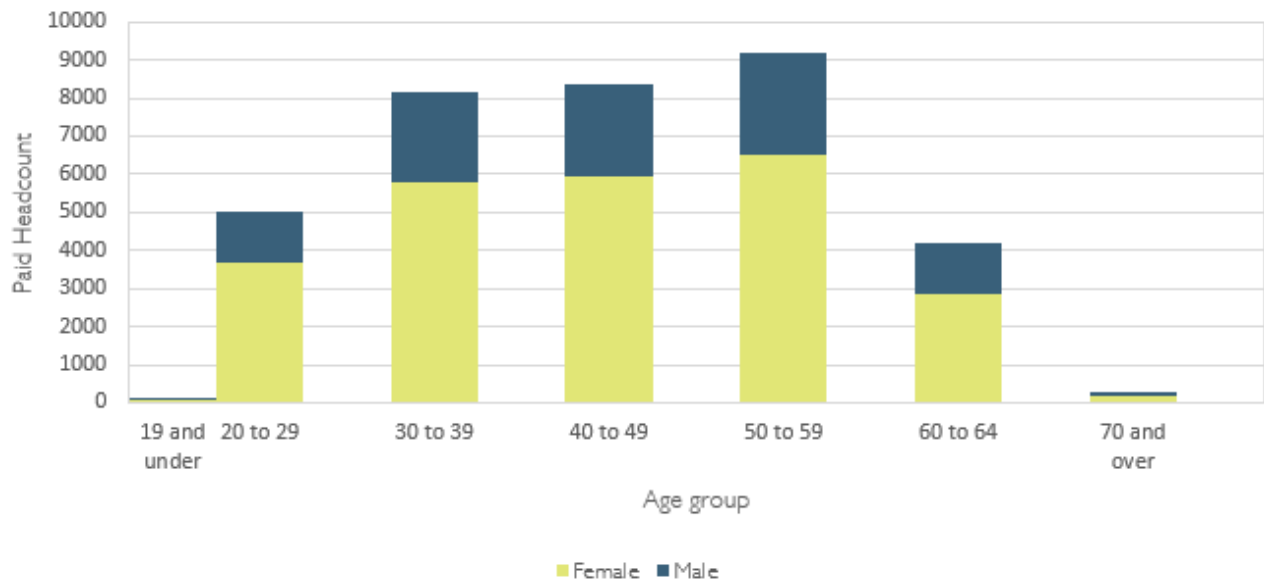


PAID HEADCOUNT BY AGENCY AND EMPLOYMENT CATEGORY

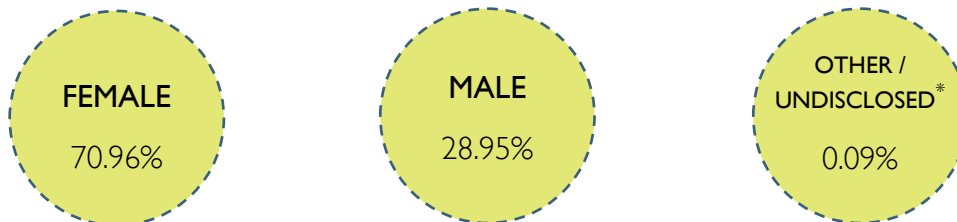
AGENCY	FIXED-TERM	PERM.	OFFICER	TOTAL
Department of Communities Tasmania	121	759	12	892
Department of Education	2,774	8,990	27	11,791
Department of Health	2,846	12,244	41	15,131
Department of Justice	197	1,415	30	1,642
Department of Police, Fire and Emergency Management	83	1,002	10	1,095
Department of Premier and Cabinet	100	408	19	527
Department of Natural Resources and Environment Tasmania	322	1,141	22	1,485
Department of State Growth	105	788	28	921
Department of Treasury and Finance	40	312	20	372
Tasmanian Audit Office	9	39	1	49
Brand Tasmania	1	3	2	6
Environment Protection Authority	-	99	4	103
Integrity Commission of Tasmania	8	12	1	21
Macquarie Point Development Corporation	7	4	2	13
Port Arthur Historic Site Management Authority	12	118	2	132
TasTAFE	110	812	7	929
The Public Trustee	7	56	1	64
Tourism Tasmania	8	65	2	75
TOTAL	6,750	28,267	231	35,248

The total number of employees under age 30 increased to 5,093 paid headcount in 2021-22 (from 4,378 in 2020-21).

PAID HEADCOUNT BY AGE GROUP AND GENDER



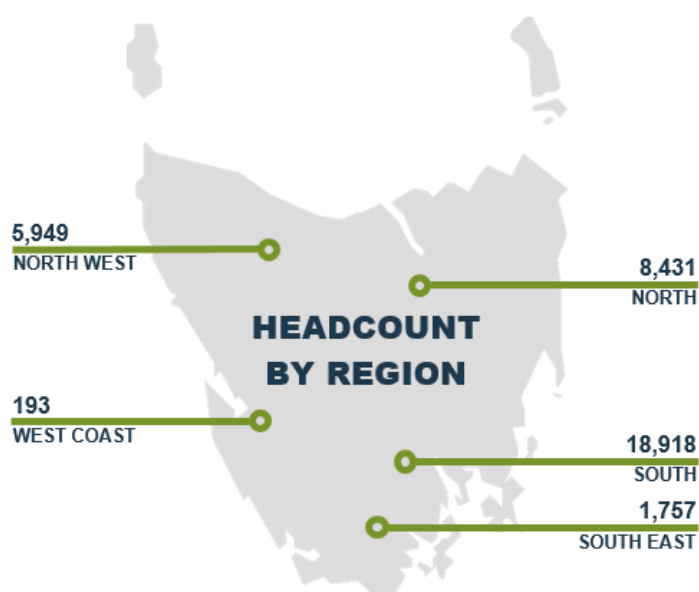
GENDER DIVERSITY



	FEMALE	% OF STATE SERVICE	MALE	% OF STATE SERVICE
Permanent	20,196	57.30	8,055	22.85
Fixed-term	4,711	13.37	2,025	5.75
Officers	106	0.30	125	0.35
TOTAL	25,013	70.96	10,205	28.95

EMPLOYMENT BY REGION

	FIXED-TERM %	PERMANENT %	OFFICER %	TOTAL %
Interstate	-	-	-	-
North	4.37	19.52	0.03	23.92
North West	3.31	13.56	0.01	16.88
South	10.14	42.93	0.60	53.67
South East	1.19	3.78	0.01	4.98
West Coast	0.14	0.41	0.00	0.55
TOTAL % OF STATE SERVICE	19.15	80.19	0.66	100.00

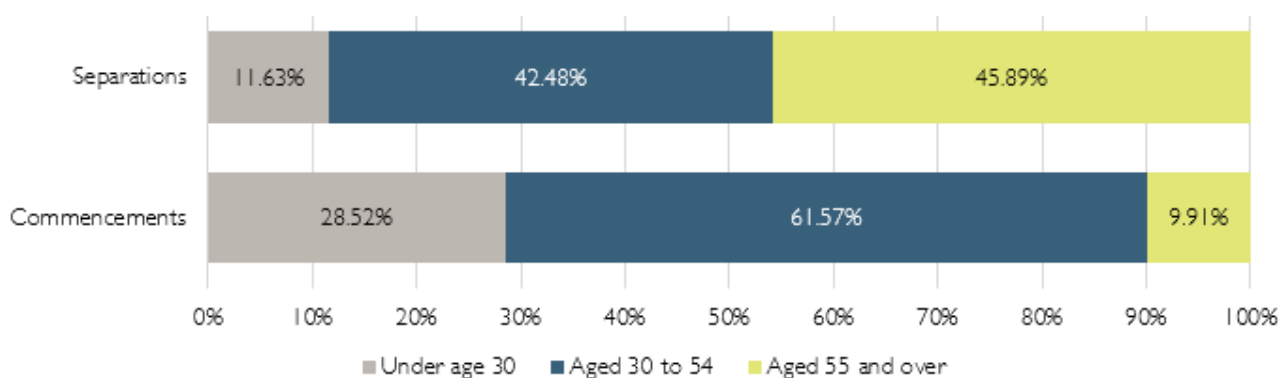


CHANGE IN PAID HEADCOUNT BY REGION (2021-22)

REGION	VAR.	
Interstate	-	-
North	462	^
North West	238	^
South	1,072	^
South East	56	^
West Coast	4	^
TOTAL	1,832	^

COMMENCEMENTS AND SEPARATIONS

Of the 1,961 permanent employees who left the State Service in the 2021-22 period, 1,857 (94.69%) resigned¹⁵ or retired. The following chart shows the percentage of permanent separations and commencements in each age group during the reporting period.



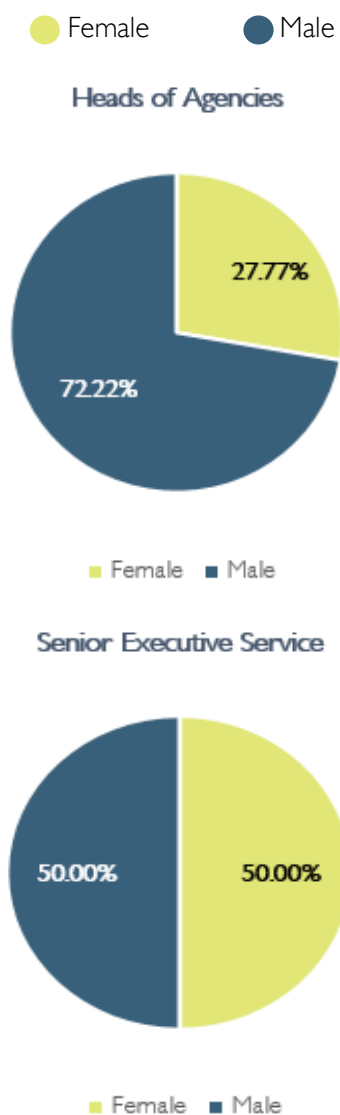
¹⁵ Does not include employees who accepted a Workforce Renewal Incentive Program payment or Voluntary Redundancy package.

OFFICERS

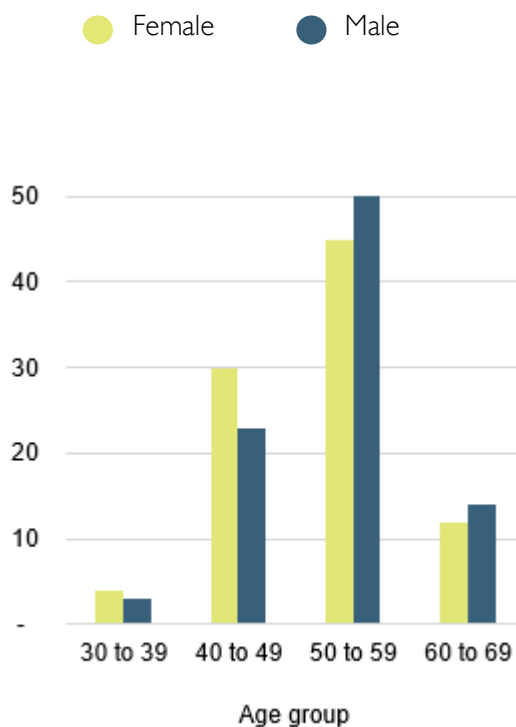
An Officer is anyone appointed under Part 6 of the *State Service Act 2000* (the Act), and includes Heads of Agencies, Prescribed Office Holders, Senior Executive Services (SES) and Equivalent Specialists¹⁶. Overall, the total paid headcount of Officers in the State Service increased over the 2021-22 period to 231 (from 214 in 2020-21).

	MALE	FEMALE	TOTAL
Heads of Agencies	13	5	18
Senior Executive Service	91	91	182
Equivalent Specialists	20	9	29
Prescribed Office Holders	1	1	2
TOTAL	125	106	231

HEADS OF AGENCIES AND SES BY GENDER



SES BY GENDER AND AGE



¹⁶ This definition relates to those employed in TSS agencies and state authorities as outlined in Schedule 1 of the *State Service Act 2000*.

Data notes

Data included in this Workforce Profile reflects information collected through the Workforce Information Reporting System (WiRS). WiRS is a standardised employee reporting system, validated against a set of business rules and translation tables to ensure consistent reporting at a whole-of-service level. WiRS data only includes those people employed under the *State Service Act 2000* (the Act), and within the agencies listed in Schedule 1 of that Act¹⁷.

Data is uploaded to WiRS on a quarterly basis and manually reviewed as part of an ongoing quality assurance process. This process may include the correction of coding errors that affect historical paid headcount or full-time equivalent data. As a result of these corrections, there may be inconsistencies in historic data shown in this Report when compared to previously published State Service and Agency Annual Reports.

Gender

From June 2018, the State Service's Empower Human Resources Information System supports the recording of a third gender option (Other). From June 2021, some agencies commenced providing employees with the option to not disclose their gender (Undisclosed). To protect the privacy of the low number of employees who do not identify as male or female, or who do not wish to disclose their gender, data in this Report relating to these employees has been included only in totals and has not been extracted to identify their agency, age group, or employment status/category.

Definitions

Paid Headcount is an indicative number of employees and officers (excluding casuals) employed and paid as at the reporting date, including employees on paid leave. It excludes employees who were not paid as at the reporting date, such as people on Leave Without Pay or on secondment out of the State Service. As this data is based on payroll, as opposed to establishment, headcount numbers reported here will differ to those reported by agencies.

Paid Full-time Equivalent is the full-time equivalent value of employees and officers (excluding casuals) who are employed and paid as at the reporting date (e.g. two employees each working in a part-time role of 0.5 full-time equivalent combine to equal 1.00 full-time equivalent).

An Officer is anyone appointed under Part 6 of the Act and includes Heads of Agencies, Prescribed Office Holders, Senior Executive Service, and Equivalent Specialists.

For More Information

For more information on any of the information contained in the Profile, contact SSMO via email at ssmo@dpac.tas.gov.au.

This Report and previous Tasmanian State Service Annual Reports can be viewed on the SSMO website at http://www.dpac.tas.gov.au/divisions/ssmo/about_ssмо/annual_reports.

¹⁷ <https://www.legislation.tas.gov.au/view/html/inforce/current/act-2000-085#|S1@EN>

APPENDIX A – AGREEMENTS

The following tables set out those Awards and Agreements finalised as part of the 2021-22 bargaining round.

WAGE AGREEMENTS FINALISED DURING THE 2021-22 TSS BARGAINING ROUND

AGREEMENT	DATE REGISTERED
Legal Practitioners Agreement 2021	23 July 2022
Port Arthur Historic Site Management Authority Staff Agreement 2021	10 February 2022
Rural Medical Practitioners Agreement 2021	14 April 2022
TasTAFE Teaching Staff Industrial Agreement 2021	27 May 2022
Teachers Agreement 2019	5 April 2022

AWARDS FINALISED DURING THE 2021-22 TSS BARGAINING ROUND

AWARD	DATE APPROVED
Police Award	13 October 2021



Head of the State Service
State Service Management Office

Email: ssmo@dpac.tas.gov.au

www.dpac.tas.gov.au