

# Review of the Tasmanian State Service

## Terms of Reference

January 2021

### Objectives

The Review of the Tasmanian State Service (the Review) will ensure the Tasmanian State Service (the TSS) is fit-for-purpose for Tasmania today and into the future. The Review will make findings and recommendations to the Premier and Treasurer for consideration.

### Background

The TSS and its nearly 30,000 employees need an operating environment that supports development and can meet the requirements of governments and the community. The *State Service Act 2000* and other laws, policies and procedures establish the framework for management and employment of the TSS. These arrangements determine the structure of the TSS and govern its ways of working.

The novel coronavirus (COVID-19) pandemic of 2020 sparked a whole-of-service response and triggered a number of workplace changes throughout the TSS. This impacted both the physical environment and working pattern of TSS employees and the ways of working both within and across agencies.

### Scope of the Review

This Review will focus primarily on the governing framework of the TSS. It will identify structural, legislative and administrative improvements that will transform current structures, services and practices to deliver a more efficient and effective public service and reflect on lessons learned during the COVID-19 pandemic to identify improved ways of working.

This is primarily a structural review. However, it is anticipated that broader findings related to operational and cultural improvements may arise in the process.

The Independent Reviewer will examine the following key areas of focus:

1. Facilitating public service change and innovation that improves the delivery of public policy and services to support the aims of government and meets the needs of the community;
2. Identifying opportunities to improve the delivery of government services, programs, projects and other initiatives more efficiently or effectively, including information technology platforms;
3. Identifying ways to promote collaboration and partnerships including to support more flexible movement of employees between the private, non-government and public sectors;
4. Achieving greater economies and efficiencies in TSS administration, including opportunities to streamline bureaucracy and services where suitable;
5. Examining the appropriateness of the current location of government services, and the desirability of any change;
6. Facilitating areas of cultural change within the TSS (e.g. promoting risk-based decision making, increasing diversity, promoting innovation, improving accountability and identifying ways to enhance performance);
7. Identifying ways to help develop the long-term capability and agility of the TSS;
8. Implementing enhanced workforce management processes across the employee life cycle, including opportunities to implement improvements to how the TSS recognises, develops and manages employee performance; and

9. Attracting, developing and retaining a skilled public sector workforce with the capacity to meet emerging economic, social, environmental and technological opportunities and challenges.

Having considered the above focus areas, the Review will then provide proposed changes to the State Service Act and associated administrative arrangements to ensure that the governing framework is fit for purpose, and meets the current and ongoing requirements of the TSS.

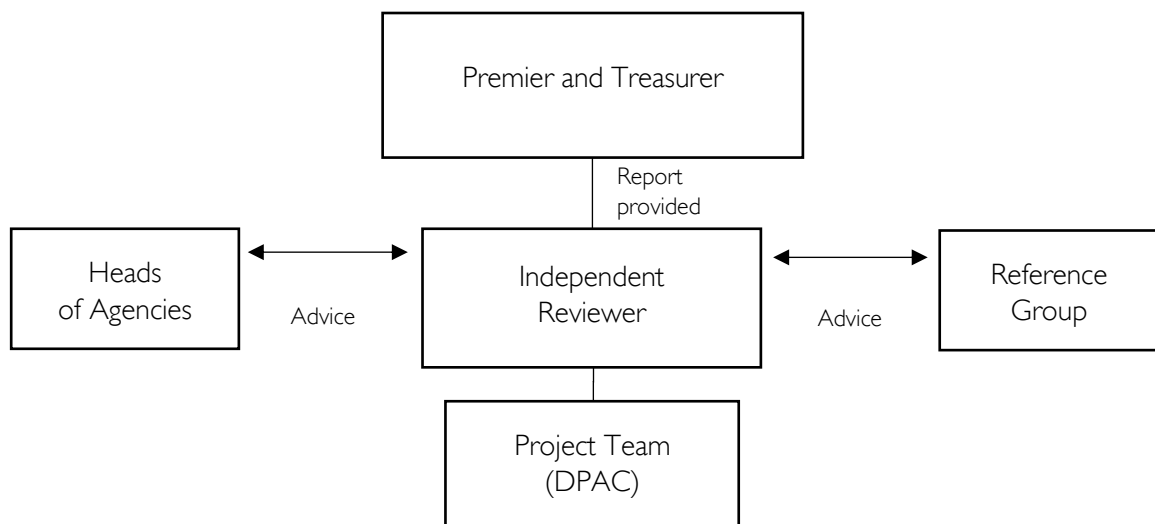
The above issues are to be considered in the context of relevant previous reviews and experiences, in Tasmania, other states and territories, nationally and internationally; and to consider how such reviews may inform a future TSS.

The following items are outside the scope of the Review:

- Employment matters relating to Tasmanian Government employees who are not covered by the State Service Act such as Government Business Enterprises and State-Owned Companies;
- Cultural and operational matters unrelated to the governing framework of the TSS;
- Wages policy and conditions for public sector employees that are negotiated through awards and agreements;
- The role of trade unions to advocate for public sector employees; and
- The introduction of either a minimum or maximum target for the total numbers public sector employees in Tasmania.

## Governance

The governance of the Review is set out in the diagram below:



- The Independent Reviewer will lead the Review and provide their report to the Premier and Treasurer.
- The Reference Group will provide advice, community views and industry best practice to the Independent Reviewer to inform their deliberations. It will comprise six to eight members with public and private sector experience, together with a representative from the unions and the not-for-profit sector respectively.
- Heads of Agencies will have the opportunity to provide advice and suggestions to the Independent Reviewer, as will stakeholders.
- A project team based in the Department of Premier and Cabinet (DPAC) will support the Review.

**Deliverables**

- A report will be provided to the Premier and Treasurer before 31 October 2020. A further report will be provided to the Premier and Treasurer before 31 May 2021.
- The Government will then consider the findings and recommendations of the Review and associated implementation, including any legislative amendments, in 2021.