



State
Service
Commissioner
Tasmania



ANNUAL REPORT 2010-2011

Published November 2011

Copyright – Office of the State Service Commissioner

Print: ISSN 1448-9066

Online (PDF): ISSN 1448-9074

Permission to copy is granted provided the source is acknowledged.

Contact: Office of the State Service Commissioner
Level 2/144 Macquarie Street
GPO Box 621, Hobart, 7001
Tasmania, Australia
Telephone: 03 6232 7007
Email: ossc@dpac.tas.gov.au
Facsimile: 03 6233 2693



COMMISSIONER'S INTRODUCTION	3
CHAPTER 1: ROLE OF THE STATE SERVICE COMMISSIONER	5
Commissioner's functions.....	5
<i>Delegations</i>	<i>5</i>
<i>Support for the Commissioner</i>	<i>6</i>
Legislative framework	6
<i>State Service Regulations</i>	<i>6</i>
<i>Commissioner's Directions.....</i>	<i>6</i>
<i>Ministerial Directions</i>	<i>7</i>
<i>Ministerial Determinations</i>	<i>8</i>
CHAPTER 2: COMMISSIONER'S EVALUATION PROGRAM.....	9
Elements of the evaluation program.....	9
State Service Agency Survey	9
State Service Employee Survey	9
<i>Summary of key findings</i>	<i>11</i>
Major evaluation projects	13
<i>Employment of people with disability in the State Service</i>	<i>13</i>
<i>Labour hire practices in State Service agencies.....</i>	<i>13</i>
<i>State Service employment appointments.....</i>	<i>14</i>
CHAPTER 3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT	15
Upholding and promoting the State Service Principles and Code of Conduct	15
Merit and opportunity	15
<i>Upholding merit.....</i>	<i>15</i>
Advertising of State Service vacancies at the Jobs website.....	16
The advertising of 'hard-to-fill' vacancies	17
Change of employment status from a fixed-term employee to a permanent employee	17
Performance of higher or more responsible duties by a permanent employee	18
Promotion without advertising the duties	19
Redeployment of surplus employees	20
<i>Providing reasonable opportunity for members of the community in employment</i>	<i>20</i>
Numbers of external appointments to the State Service	21
The management of employment registers.....	22
Equity and diversity.....	23
<i>Implementing a workplace equity and diversity program.....</i>	<i>23</i>
<i>Equity and diversity in employment</i>	<i>25</i>
Employment of Aboriginal people	25
Employment of people with disability	26
Recruitment of young people.....	27
Opportunities for people from diverse cultural and linguistic backgrounds	29
Performance management	31
<i>Implementing a performance management system.....</i>	<i>31</i>
<i>Employee training and development</i>	<i>33</i>
<i>Managing performance issues</i>	<i>34</i>
Leadership development	36
Ethics and accountability	37
<i>Promoting apolitical, impartial, ethical and professional behaviour.....</i>	<i>37</i>

CONTENTS

Accountable for its actions and performance.....	38
Responsive to the Government	38
Delivering services fairly and impartially to the community	39
Providing a fair, flexible, safe and rewarding workplace.....	39
Encouraging communication, consultation, cooperation and input from employees	39
Promoting a fair workplace.....	40
Promoting a flexible workplace.....	43
Promoting a safe workplace.....	46
Promoting a rewarding workplace.....	47
Review of State Service selection decisions and actions	48
Right of review	48
Determination of reviews	48
Number of reviews	48
Compliance with Code of Conduct	50
CHAPTER 4: STATE SERVICE EMPLOYMENT POLICY	51
State Service reform	51
Voluntary Targeted Employment Separation Arrangements	51
Workforce Renewal Incentive Program.....	51
People Directions.....	51
Knowing Who We Are, What We Do, Why We Do It and How We Do It.....	52
Attracting and Retaining the Right People.....	52
Developing and Recognising our People Capability	52
Leading and Managing for the Future.....	52
Shaping our Workforce and Performance.....	52
Planning and reporting.....	52
Workforce Analysis Collection Application	52
Reporting standards	52
Workforce planning	52
Training and development.....	53
State Service health and wellbeing	53
Termination of employment.....	54
CHAPTER 5: STATE SERVICE STATISTICS.....	55
Overview.....	55
Definitions	56
Explanatory notes	57
Tables and charts in Chapter 5	57
State Service Statistics	61
State Service numbers.....	61
Casual and sessional employment	65
Officers	66
Senior executive gender composition	68
Senior executive salaries.....	68
Age profiles	68
Salary profiles.....	71
Employment categories.....	72
APPENDIX 1: CD CONTENTS	74



I have pleasure in presenting my Annual Report, covering the period 1 July 2010 to 30 June 2011, in accordance with subsection 23(1) of the *State Service Act 2000* (the Act).

The last 12 months have continued to present major financial and human resource management challenges for the State Service. The Mid Year Financial Report demonstrated that the Tasmanian Government was no longer able to meet its Interim Fiscal Strategy targets and risked moving to an unsustainable financial position unless action was taken. In response, the Government outlined a plan to return the Budget position to its pre-Global Financial Crisis level. The plan requires strong financial management over a number of years, with part of the plan aiming to reduce operating expenses in the public service, including labour costs, by around three per cent per annum over the next three years. To support this objective, work commenced on the development of a range of employment related strategies aimed at assisting Heads of Agency to make the State Service workforce more sustainable, whilst taking into account the impact of these changes on employees and services to the community.

The first two strategies, approved in late April 2011, were Internal Agency Vacancy Management and the Workforce Renewal Incentive Program. Internal Agency Vacancy Management involves a thorough examination within agencies of all of their job vacancies and the assignment of different duties to employees affected by Budget measures. The Workforce Renewal Incentive Program enables agencies to make judgements about areas that would benefit from workplace skills renewal, by offering a financial incentive to employees that result in early retirement or separation from the State Service. The focus here is on renewal and re-profiling, not on the abolition of jobs.

As of June 2011, another set of strategies was under development, some of which would require amendments to the Act. These strategies included:

- the establishment of processes and requirements in managing excess positions and surplus employees [with an emphasis on redeployment using section 47 of the Act];
- reducing the period during which redeployment is sought from 12 months to six months;
- sharpening focus on managing for performance, recognising good performance and, where it exists, dealing with underperformance; and
- the development of practices, procedures and standards associated with targeted voluntary redundancy and involuntary redundancy packages.

The overall approach being to identify a balance between savings on employee costs, to ensure the sustainability of the workforce by retaining existing skills, and to further develop a highly productive workforce providing quality services to the Tasmanian community, all whilst minimising uncertainty and disruption for employees and ensuring due process is followed.

In November 2010, I published the third report on the results of the State Service Employee Survey. This survey is usually conducted every two years but had been deferred for a year in 2009 due to Budget constraints related to the prevailing economic climate. The survey is designed to give all State Service employees the opportunity to express their views about whether the work culture and practices in their workplaces reflect the requirements of the State Service Principles. The results continue to be a valuable means of assessing the performance of the State Service as a whole against the Principles and of providing valuable feedback to assist the Office to establish its evaluation priorities. The executive summary from the report has been re-presented in this annual report, whilst the full *Tasmanian State Service Employee Survey 2010: Survey Report* can be accessed at www.osscc.tas.gov.au

Over the reporting period, a number of evaluation projects were commenced by the Office. A significant project related to the employment of people with disability in the State Service. The first stage of the project was an examination of the effectiveness of the various initiatives introduced into the State Service to facilitate the employment of people with disability. A second stage is now looking to develop potential solutions to the barriers identified, through consultation with relevant stakeholders on draft proposals and by researching prevailing best practice. It is anticipated that a final report will be released in the next reporting period. A similar project on indigenous employment is being planned, and the approach adopted will be like that used in the disability employment review.

Another evaluation project that was also commenced was a review of labour hire use and practices in the State Service. Following analysis of current practices in this area, consultation will occur on how best to accommodate arrangements of this nature within the State Service employment framework. In this context, 'labour hire' refers to the engagement of persons to perform duties where the person is paid by an employment agency and hosted by a State Service agency. The review also includes agency employment relationships with group training companies or organisations (GTO's), where an agency has agreed to host an apprentice or trainee and the GTO is the employer.

COMMISSIONER'S INTRODUCTION

Underpinning State Service recruitment practices are the procedures and minimum requirements as set out in Commissioner's Direction No.1 – *Employment in the State Service* (CD No.1). A comprehensive review of CD No.1 (which was undertaken in parallel with last year's major evaluation project on State Service recruitment practices) resulted in the implementation of a substantially revised Direction on 1 November 2010. As part of the release, the Commissioner and senior consultants in the Office conducted an information session for all agency human resource managers, and similar sessions for larger agencies with multiple human resource operatives.

As a further adjunct to the evaluation of recruitment practices in the State Service, and the associated revision of CD No.1, another project was commenced examining recent permanent and some fixed-term State Service appointments. In summary, the project seeks to quantify the volume of more recent external appointments to the State Service, to determine the extent to which subsequent selections of external appointees have occurred and to assess whether these appointments have been appropriately constituted. A report on the progress of this project should be released in early 2012.

In relation to industrial matters, the major focus over the reporting period was on negotiations for key replacement industrial agreements and awards. An agreement covering nurses and midwives was finalised after negotiations involving the relevant unions. Another key agreement covered legal practitioners, with a revised classification structure together with appropriate classification descriptors being the highlights.

Under the State Service Internship Program, the Office again provided an opportunity for a University of Tasmania student to undertake a relevant research project. On this occasion, the project examined shared services arrangements in other Australian public sector jurisdictions pertinent to the potential application of shared services arrangements in the Tasmanian context. A report to selected senior state administrators was completed and circulated in late 2010.

In my role as Acting State Service Commissioner, I joined the Board of the Integrity Commission as an ex-officio member when it commenced operating on 1 October 2010. The role of the Board is to provide oversight and guidance to the Integrity Commission to ensure that the organisation is well positioned to implement the *Integrity Commission Act 2009* and to establish and embed appropriate values that will underpin decision-making and other actions across the public sector. The involvement of all Board members has by necessity been comparatively time-consuming, but I am confident that our efforts will put the Commission on a solid footing to professionally deliver its charter in future years.

By way of conclusion, I want to acknowledge the recent Tasmanian Government announcement to establish a review to examine and analyse current State Service governance arrangements and structures. It is understood that the review will include an examination of roles and responsibilities in relation to State Service employment and management, including the roles and responsibilities of the Minister administering the State Service Act as the employer, the independent State Service Commissioner, the Secretary of the Department of Premier and Cabinet and Heads of Agency. The review is also expected to examine and analyse appeal rights and other rights of review in relation to State Service employment, including mechanisms, grounds and jurisdiction.

Finally, I would like to take the opportunity to thank the staff of the Office for their support, dedication and professionalism during the year: in particular, thanks to Roseanne Armstrong, Ian Wilcox, Benn Rafferty, Clio Simmons and Jodi Molhuysen. I again record my appreciation for the continued assistance and support received from the Secretary and staff of the Department of Premier and Cabinet, and in particular from the Public Sector Management Office, and for the contribution of agency representatives and public sector unions.



Iain Frawley
ACTING STATE SERVICE COMMISSIONER
November 2011



1: ROLE OF THE STATE SERVICE COMMISSIONER

Commissioner's functions

Section 17 of the *State Service Act 2000* (the Act) states that there is to be a State Service Commissioner. The Commissioner is an independent statutory officer whose powers and functions are set out in Part 5 of the Act. A number of the Commissioner's statutory functions are the subject of delegations.

Retained functions

Statutory functions under subsection 18(1) of the Act retained by the Commissioner are:

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

Previously, subsection 18(1)(f) of the Act provided that the Commissioner had a function "to investigate alleged breaches of the Code of Conduct by Heads of Agency and to report to the Premier on the results of such investigations". This provision was repealed by the *Integrity Commission Act 2009*, effective from 1 October 2010.

Delegations

Employment policy functions contained in subsection 18(1) of the Act relating to the management and administration of the State Service were delegated to the Secretary of the Department of Premier and Cabinet as from February 2004:

- 18(1)(b) (in part) to determine practices, procedures and standards within Agencies in relation to management of, and employment in, the State Service;
- 18(1)(c) to provide advice to the Minister on any matter relating to the State Service;
- 18(1)(d) to consult with, and provide assistance to, Heads of Agencies in relation to the implementation of the State Service Principles and the Code of Conduct;
- 18(1)(h) to develop principles and standards to assist Heads of Agencies in evaluating the performance of employees and provide assistance to Heads of Agencies in the application of those principles and standards;
- 18(1)(i) to develop and coordinate training, education and development programs for the State Service;
- 18(1)(j) to develop and implement recruitment programs for the State Service;
- 18(1)(k) to develop classification standards and, where appropriate, procedures to enable Heads of Agencies to classify duties to be performed within the State Service and, where no classification standards have been developed, to approve the assignment of classifications to duties; and
- 18(1)(m) to determine duties to be of a senior executive nature or equivalent specialist nature.

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

- 29(4) If the Commissioner has determined duties to be of a senior executive nature or equivalent specialist nature, the Premier may create an office to enable those duties to be performed.

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

As from 4 May 2006, the following function was delegated to the Chief of Staff and Deputy Chief of Staff, Office of the Premier:

- 46(1)(b) Secondment of permanent employees employed in the State Service to undertake duties within [Ministerial and Parliamentary Offices].

1: ROLE OF THE STATE SERVICE COMMISSIONER

Support for the Commissioner

The Act provides for the Commissioner to make arrangements with the Secretary of the Department of Premier and Cabinet for State Service officers and employees to be made available to the Commissioner.

Staffing of the Office

Under the above arrangement, four full-time equivalent employees were made available to the Commissioner for the ongoing functioning of the Office. Employees within the Office of the State Service Commissioner support the Commissioner by providing general administrative services and by assisting the Commissioner with the administration and conduct of selection and other State Service action reviews.

They also assist the Commissioner with the conduct and reporting of the major ongoing evaluation program and with the preparation of the annual report to the Tasmanian Parliament. Employees also assist the Commissioner to service agency and other client requests and provide information and internal advice in relation to the Commissioner's statutory functions.

External support

In addition to the above support from within the Office, the Public Sector Management Office provides external support to the Commissioner by collating data and information on those functions that have been delegated to the Secretary of the Department of Premier and Cabinet. The Public Sector Management Office also works with TMD, in the Department of Premier and Cabinet, to provide State Service statistics gathered through a national web-based workforce information system known as the Workforce Analysis Collection Application (WACA).

Government departments also assist the Commissioner through the preparation and presentation of much of the data and information collected by the Commissioner's Office. This data and information is mainly gathered through the Commissioner's annual State Service Agency Survey and as a result of the Commissioner's evaluation program.

Given the nature and importance of this assistance, all contributors recognise that they have a responsibility to establish and maintain adequate and appropriate internal controls relevant to the preparation and accurate presentation of data and information to ensure that it is, as far as it is possible, free from material misstatement. In turn, the Office of the State Service Commissioner takes all reasonable measures to accurately validate, interpret and present this information and data to ensure that the material contained in the Commissioner's annual report and other publications is complete and correct at the time of publication.

Legislative framework

The *State Service Act 2000* (the Act) is enabling legislation that is supplemented by the State Service Regulations 2011 (the Regulations), Commissioner's Directions, Ministerial Directions and Ministerial Determinations, and industrial awards and agreements.

State Service Regulations

The Regulations were re-made during the reporting period, which was necessary because they were scheduled to automatically expire in April 2011 in accordance with the *Subordinate Legislation Act 1992*. Only one minor change was made at this time, to Schedule 1 to reflect a machinery of government change. The Regulations took effect on 18 April 2011.

Commissioner's Directions

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

There are 10 current Commissioner's Directions covering:

- Employment in the State Service
- State Service Principles
- Workplace diversity
- Performance management systems
- Procedures for the investigation and determination of whether an employee has breached the Code of Conduct
- Procedures for the investigation and determination of whether an employee is able to efficiently and effectively perform their duties
- Review of State Service actions
- Procedure for suspension of State Service employees with or without pay
- Pre-employment checks
- Gifts and benefits.

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

1: ROLE OF THE STATE SERVICE COMMISSIONER

Commissioner's Direction No. 1 – *Employment in the State Service*

During the reporting period, Commissioner's Direction No.1 – *Employment in the State Service* (CD No.1) was re-issued following a comprehensive review undertaken in parallel with the 2009-2010 major evaluation project on State Service recruitment practices.

The stimulus for the review was the knowledge that agencies were keen to be provided with sufficient operational flexibility to enable them to operate and succeed in more aggressive, sophisticated and increasingly competitive local, national and international labour markets. The clear objective of this Office was to re-design the Direction to provide appropriate flexibility whilst maintaining the integrity of the State Service Principles requiring employment decisions to be based on merit, equity and diversity.

To achieve this balance, the Office initially canvassed input from agency human resource managers and from a Public Sector Management Office (PSMO) reference group that had been established by that office to provide an employer perspective. A first draft of a revised Direction was then circulated to relevant stakeholders for comment, including to Heads of Agency, PSMO and unions.

The main changes to CD No.1 (focussing on improved operational efficiencies) were:

- Inclusion of a new arrangement that, with the approval of the Commissioner, certain permanent vacancy types will be capable of being advertised on a long term basis to respond to 'ad hoc' or unanticipated applications for "hard-to-fill" vacancies which are routinely available due to the scarcity of potential applicants.
- Revision of the provisions relating to fixed-term employment to allow Heads of Agencies to appoint a fixed-term employee (on a fixed-term contract) or a permanent employee (on higher duties allowance) to undertake fixed-term duties for a continuous period of up to 36 months (increased from 24 months).
- Inclusion of a provision to allow a Head of Agency to agree with a Group Training Organisation (GTO) to provide a placement in an agency to host an apprentice or trainee engaged by the GTO for the purpose of undertaking vocational educational and training for part of, or all of, the period of the approved apprenticeship or training agreement.
- Revision of the existing provisions whereby Heads of Agency could make subsequent appointments or promotions from a permanent selection process to also allow subsequent fixed-term and part-time selections in certain circumstances.
- Revision of the existing provisions related to change of employment status requests in order to strengthen merit requirements, by clarifying the required standards applicable to an applicant's original selection into the State Service and by specifying the nature and length of that service.
- Inclusion of a provision to allow a Head of Agency an option to appoint a person without probation where immediately before appointment the person was a fixed-term employee for a period in excess of six months in the same agency and all aspects of their performance had been assessed as satisfactory.

Ministerial Directions

Ministerial Directions are issued pursuant to section 14 of the Act and relate to the administration of the State Service. They can be amended, issued or revoked by the Minister administering the Act (currently the Premier). Ministerial Directions are subject to review on an ongoing basis and the following changes were made during the reporting period.

Ministerial Direction No.13 revoked – Voluntary transfers

This Ministerial Direction, which specified certain criteria relating to employees voluntarily transferring from one agency to another under the provisions of section 41 of the Act, and was issued on 22 November 2004, was revoked on 9 May 2011.

Ministerial Direction No.17 amended – Senior Executive Service and Equivalent Specialist Officers Administrative Arrangements and Conditions of Service

This Ministerial Direction, issued on 21 December 2009, prescribes administrative arrangements and requirements in relation to the appointment of Senior Executive Service and equivalent specialist officers. Attachment 1.1 to the Ministerial Direction contains tables of salary rates and this was amended on 16 November 2010.

Ministerial Direction No.24 issued – Workforce Renewal Incentive Program

This Ministerial Direction, issued on 12 April 2011, addresses the need for the Tasmanian 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. This program also seeks to renew and re-profile the workforce to ensure the State Service has the capabilities to meet future needs and delivers necessary savings to assist in meeting the budget. The program will provide an opportunity to re-profile the workforce by offering incentives throughout an agency to permanent employees or groups of permanent employees and officers that result in early retirements or separations from the State Service.

1: ROLE OF THE STATE SERVICE COMMISSIONER

Ministerial Determinations

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

There are no Ministerial Determinations issued for that purpose at this time.

The Public Sector Management Office provides advice and assistance to the Minister on a range of employment policy issues including the development of Ministerial Directions and Ministerial Determinations. Ministerial Directions and Ministerial Determinations may be found at the following web page:

www.dpac.tas.gov.au/divisions/psmo/hr/ministerial_directions__and__determinations



2: COMMISSIONER'S EVALUATION PROGRAM

Elements of the evaluation program

One of the statutory functions of the Commissioner described in subsection 18(1) of the *State Service Act 2000* (the Act) is to evaluate the application within agencies of practices, procedures and standards in relation to management of and employment in, the State Service. To achieve this function, the Office conducts an ongoing evaluation program with the aim of examining agency employment and management practices – both from a compliance perspective and to identify and stimulate best practice. The evaluation program consists of the following three components:

- **State Service Agency Survey** – The central plank of the evaluation function is the annual State Service Agency Survey (Agency Survey), which gathers information about agency procedures, practices and standards, and seeks to identify the strategies and actions that have been put in place to uphold, promote and ensure adherence to the State Service Principles. Results of the Agency Survey are incorporated into the Commissioner's annual report.
- **State Service Employee Survey** – Another core component of the evaluation function is the biennial State Service Employee Survey (Employee Survey), which seeks to contextualise and compliment the information obtained through the Agency Survey by providing information about employees' confidence in the application of the State Service Principles in their workplaces, benchmarked against previous Employee Surveys to help assess change in the State Service. The most recent results of the Employee Survey were published in the *Tasmanian State Service Employee Survey 2010: Survey Report* and the executive summary has been included in this section of the annual report.
- **Major evaluation projects** – Another element of the evaluation program consists of major evaluation projects, each designed to examine particular agency-wide practices and procedures related to the management of human resources in the State Service. A report of findings is usually produced for each completed project, under the general main title of *Tasmanian State Service Evaluation Report*. Evaluation reports published to date are: *Agency Performance Management Systems* (2006), *Agency Internal Grievance Resolution Systems* (2007), *Agency Workplace Diversity Programs* (2008) and, more recently, *Recruitment in the State Service* (2010).

An overview of the surveys and evaluation projects commenced or completed in the current reporting period are as follows.

State Service Agency Survey

The annual Agency Survey has been conducted since 2002 as a major part of the Commissioner's evaluation program. The structure and content of this year's Agency Survey was again reviewed, with refinements made to the amount and nature of the information sought. For example, specific information was sought this reporting period relating to what action agencies had taken, or intended to take, to address the low scoring Principles identified in their individual gap analysis results from the 2010 Employee Survey.

Once the information is gathered from all agencies, it is collated and analysed on an aggregated basis. The resultant qualitative and quantitative data is then used to describe the activity that has occurred across the State Service over the reporting period, against specific State Service Principles, with these reports contributing significantly to the Commissioner's annual report.

State Service Employee Survey

The biennial Employee Survey serves to contextualise and compliment the information obtained through the Agency Survey by providing information about employees' confidence in the application of the State Service Principles in their workplace, benchmarked against previous employee surveys to help assess change in the State Service. The third Employee Survey, which was deferred in 2009 due to the prevailing economic climate and consequent Budget constraints, was conducted in July 2010.

The results of the 2010 Employee Survey were published in the *Tasmanian State Service Employee Survey 2010: Survey Report*, and the survey has again proved to be a valuable means of assessing the performance of the State Service as a whole alongside the Principles. The results, where possible, have been measured against any changes in employee perspectives that have occurred between conducting the 2007 and 2010 Employee Surveys.

It was pleasing to note that the 2010 Employee Survey showed that there continues to be greater awareness amongst employees of the State Service Principles and the Code of Conduct. The overall evaluation that the Principles are being upheld within the State Service has increased (by three per cent) since the 2007 Employee Survey. Managing Performance and Flexible Workplace were the Principles that showed the greatest improvement since the 2007 survey (each achieving an improvement of three per cent). There was also a considerable increase in the participation rate in formal performance management discussions with managers or supervisors (14 per cent improvement). Nevertheless, there is still considerable room for improvement in both these areas. To a lesser extent, an improvement was also seen in the Fair Internal Grievance Resolution Systems and Equity in Employment Principles (each achieving an improvement of two per cent). However, there are a number of other areas identified in the report that need to be addressed, including a need to improve employee consultation and input, ensuring that employment is merit based, improving the way performance is managed, and improving confidence in leadership.

2: COMMISSIONER'S EVALUATION PROGRAM

Together with information provided through the annual Agency Survey, the Employee Survey information provides a more complete understanding of the actual workplace culture within the State Service. Agencies have initiated the development and review of a considerable number of policies, procedures, standards and systems in recent years. Employee views obtained through the Employee Survey could therefore assist agencies to determine how well these changes have been communicated to employees and offer an insight into the effectiveness of new programs and supports the view that regular evaluation of management practices within agencies is a standard part of good modern management practices within any organisation.

Employee surveys of this nature will continue to provide a mechanism by which agencies measure progress. However, it must continue to be emphasised that the results obtained through this and earlier surveys are the perceptions of employees and not necessarily findings of fact. These perceptions may or may not match the facts and further research and analysis may need to be undertaken to validate the issues identified.

Chart 1, below, shows employee perceptions of the degree to which the State Service Principles are upheld in the State Service.

Chart 1: Category scores for 14 Principles in Part 1 of the Employee Survey 2010



Please refer to Explanatory note 2 for important information about the above chart.

The primary score that is used to report employees' confidence in the application of the Principles is the percentage of employees who agree or strongly agree with the statements regarding the Principles. For example: the score for the statement "The State Service is apolitical, performing its functions in an impartial, ethical and professional manner" is 70 per cent, indicating that about 5,228 of the 7,468 respondents answered 'agree' or 'strongly agree' with this particular statement.

In addition, no comparisons have been made between the 2007 and the 2010 Employee Surveys where additional questions were included in the 2010 survey, or where questions have changed.

2: COMMISSIONER'S EVALUATION PROGRAM

Summary of key findings

Summary of the key positive findings

Many strengths of the State Service were identified, including the following:

- The highest scoring statements in the Employee Survey were those associated with Community Service and Fairness. Specifically, there was strong agreement amongst employees that confidentiality of information is taken seriously, that employees do not abuse their position of authority when dealing with customers and clients, and that employees are committed to providing excellent customer service.
- Statements relating to Application for Employment Open To All were also scored very highly by employees. There was strong agreement that most job vacancies are advertised publicly and that people outside the State Service have the opportunity to apply for jobs within the State Service.
- Equity In Employment was another area that received strong support from employees. A very clear majority of employees felt that cultural background, gender, sexual orientation and age are not barriers to success in their workplaces.
- There was strong endorsement from employees for the level of commitment to safety within the State Service. There was a high level of agreement that employees display good occupational health and safety awareness. Employees also feel that their managers and supervisors encourage employees to report health and safety risks and take action to ensure employees' health and safety in the workplace.
- There was extensive agreement that employees are expected to treat each other respectfully. Additionally, most employees believed their workplaces are free of sexual harassment.
- Employees reported a high level of awareness of the State Service Principles and the Code of Conduct. There was also good awareness amongst employees of a formal procedure for grievance resolution.
- Finally, employees reported a strong understanding of what their workplace needs to achieve.

These results are similar to the findings from the 2007 Employee Survey, and are quite normal for a survey of a workforce of this size. Marked differences are more likely to emerge for individual agencies, departments and workplaces rather than across the entire State Service. A comparison was made between the 2007 and 2010 Employee Surveys to determine where there had been increases or decreases from the 2007 Employee Survey. However, comparison for all items and Principles was not possible as the 2010 Employee Survey included some items that were not included in the 2007 Employee Survey. In accordance with best practice for employee surveys, direct comparisons are only made where the item or category content is identical. Generally, scores had increased compared to the 2007 Employee Survey.

The main improvements compared to the 2007 survey were:

- Employees indicated a greater awareness of the formal process for performance management. Indeed this was supported by a significant increase in the percentage of employees who reported having been involved in a formal performance management discussion.
- There was greater satisfaction with the amount of performance feedback from manager/supervisors.
- There was an increase in the percentage of employees reporting an awareness of State Service Principles and the State Service Code of Conduct.
- There was stronger agreement amongst employees that working part-time or using other flexible work options is not a barrier to workplace success. There was also greater agreement regarding the provision of part-time work opportunities for those who want to and that managers/supervisors take into account the differing needs of employees.
- Employees showed more confidence in manager's commitment to managing the performance of employees and in their skills to resolve workplace grievances.
- Employees also indicated a greater awareness of formal processes or procedures for resolving grievances and disputes in their workplace.
- There was stronger belief that disability is not a barrier to workplace success.
- Fewer employees reported having been bullied and/or harassed compared to the 2007 Employee Survey.

2: COMMISSIONER'S EVALUATION PROGRAM

Summary of the key opportunities

Overall, as was the case for the 2007 Employee Survey, the results in this report are similar to, and in some areas better than, results from large-scale surveys of other public and private sector organisations. Whilst the results have generally improved compared to the 2007 Employee Survey, there are opportunities for improvement in the following areas:

- **Merit** – As was found in the 2007 Employee Survey, just under half of the workforce showed uncertainty or disagreement regarding employment decisions being based on merit. More specifically results indicate concerns from employees regarding the fairness of recruitment and promotion decisions. There was a significant proportion of employees who felt that those who serve on selection panels may not have the appropriate skills. Similarly, there was reservation over whether people with the right knowledge, skills and abilities are chosen for vacant positions.

As has been raised in previous reports, employee surveys such as the State Service Employee Survey will never demonstrate universal support for recruitment and promotion processes because of the limited number of promotion opportunities within organisations and the different experience employees have of the selection process. Whilst scores in this area have improved compared to the 2007 Employee Survey there would still appear to be some room for improvement on these issues. Compared to the 2007 Employee Survey, there has been an increase in the percentage of respondents participating on a selection panel; there has also been a slight increase in confidence in recruitment and selection processes. This may be attributable to increased involvement by employees in the selection process, although the size of the increase suggests this could only become clearer in future surveys.

- **Grievances** – As mentioned above, there has been an increase in awareness of, and confidence, in formal grievance handling procedures as well as improved confidence in managers/supervisors ability to deal with grievances. However, still only approximately half of the workforce has confidence in the processes and in the way their manager would handle the matter. Also, it is still the case that only a minority of employees felt that they would not suffer any negative consequences if they did lodge a grievance.
- **Performance management** – In a similar result to the 2007 Employee Survey, of all the issues measured in the survey, employees showed the least confidence regarding how managers handle employees who are performing poorly. Similarly, approximately less than half of employees agreed that good performance was sufficiently recognised (although this has increased compared to the previous survey). It is interesting to note that there has been a noticeable increase in the percentage of employees who are satisfied with the amount of feedback given. Once again, matching results from the 2007 Employee Survey, the 2010 survey found that those employees who have had a sit-down performance management discussion with their manager or supervisor reported noticeably greater overall confidence in the way performance is managed. Whilst this may have had some bearing on the increase in those employees who feel good performance is recognised, the size of the increase did not match that for satisfaction with the amount of feedback given. This suggests there may be other factors contributing to satisfaction with recognition of good performance.
- **Leadership** – The majority of employees again showed support for the quality of leadership within their workplace. The percentage of employees who felt that leadership was of a high standard was slightly more than in the 2007 survey. Nonetheless, a significant minority of employees expressed a lack of support regarding the quality of leadership and a majority lacked confidence in the way change is managed (indeed more than in the previous survey). As has been highlighted previously, leadership is commonly a poorly performing section of many employee surveys, partly because employees often have insufficient knowledge of their senior leaders to have strong confidence in their abilities. Another possible reason identified in the current survey for this lack of confidence might be perceptions of communication between senior managers and employees. This was a new item for the 2010 survey and indicated that less than half of all employees feel that senior managers communicate effectively with employees. Lack of opportunities for leadership training reported by some employees could be another contributing factor to perceptions of leadership quality.
- **Bullying and harassment** – Most employees reported their workplaces as being free of bullying or harassment. Indeed, reports of experiencing bullying or harassment have decreased since the 2005 Employee Survey. Nevertheless, a significant minority of employees still do not perceive their workplace as being free of bullying and/or harassment, and whilst the percentage of employees reporting having been bullied and/or harassed has decreased, their satisfaction with how the matter was handled is lower compared to 2007. As was shown in 2007, there is a significant correlation between personal experience of bullying or harassment and overall satisfaction levels. In the 2007 Employee Survey, a far more detailed set of questions was included in order to improve the understanding of the source and nature of bullying and harassment, and these questions were replicated in the 2010 survey. Bullying and harassment are perceived to be equally enacted by fellow employees as well as managers and supervisors, and to a noticeably lesser extent by clients. Clients were a lesser source of bullying and harassment in the 2010 Employee Survey compared to 2007. The most common forms of bullying and harassment are intimidating and aggressive body language, persistent or unjustified criticism, sarcasm and humiliation, shouting and offensive verbal behaviour, withholding information, being isolated and ostracised, inequitable treatment, gossip and rumours being spread, and verbal threats.

2: COMMISSIONER'S EVALUATION PROGRAM

- **Stress** – With regards to stress, compared to the 2007 results, there has been no change in the percentage of employees who are satisfied with their stress level. That is, approximately only half are satisfied with their current stress level. In relation to workload, there has been a slight improvement in the percentage of employees who feel their workload is about right. Overall whilst the data suggest there may have been a slight improvement regarding stress and workload issues there are still significant numbers of employees who are feeling uncomfortable with their workload and stress level.

Finally, a gap analysis was conducted to explore the potential priorities arising from the Employee Survey. The issues identified by this analysis as being key areas for improvement were: increasing confidence in the grievance resolution system, improving employee consultation and input, improving the way performance is managed, ensuring employment is merit based, improving the feeling of reward and recognition in the workplace, and improving confidence in leadership. These issues were also highlighted in the 2007 report, and whilst there has been improvement in some of these areas, the results provide confirmation that they are still prime opportunities for improvement.

The main decreases compared to the 2007 Employee Survey were:

- Fewer employees agreed that most job vacancies are advertised publicly and that people outside the State Service have a reasonable opportunity to apply for jobs.
- There was less agreement amongst employees that managers encourage employees to report health and safety incidents and that employees display good occupational health and safety awareness.
- A smaller percentage of employees felt that change was managed well.
- Fewer employees agreed that customer feedback is used to improve services and that their workplace strives to meet customer service needs.
- A slightly smaller percentage of employees felt that their workplace was free of bullying and/or harassment.
- There was marginally less agreement regarding employees taking responsibility for their decisions and actions.

A full copy of the report can be obtained at the Office's website www.osscc.tas.gov.au

Major evaluation projects

The Office maintains a rolling three-year work program of potential evaluation projects designed to examine particular agency-wide practices and procedures related to the management of human resources in the State Service. A report of the findings is usually produced for each completed project, under the general main title of Tasmanian State Service Evaluation Report. Three evaluation projects from the work program were commenced during the reporting period. These were:

Employment of people with disability in the State Service

This significant project relates to the recruitment of people with disability in the State Service. The first stage of the project involved an examination of the effectiveness of the various initiatives introduced into the State Service to facilitate the employment of people with disability. This aspect of the review examined individual agency Disability Action Plans, collected and categorised existing disability employment strategies, measured actual outcomes, and identified any major inhibitors or barriers that were having a negative impact on the development or achievement of appropriate outcomes.

A second stage is now examining potential solutions to the barriers identified, through consultation with relevant stakeholders on draft proposals and by researching prevailing best practice. The aim is to determine what service-wide strategies and administrative changes might be implemented in order to provide greater flexibility for agencies to employ people with disability. It is anticipated that a final report will be released in the next reporting period.

Labour hire practices in State Service agencies

This project seeks to gain an understanding of what existing practices are in place in terms of how, when and why labour hire services are being utilised by individual agencies and to quantify engagement levels. Following this, consultation will occur on how best to accommodate arrangements of this nature within the State Service employment framework. In this context, 'labour hire' refers to the engagement of persons for duties where the person is paid by an employment agency and hosted by an agency; therefore, any employment relationship is between the employment agency and the person concerned, and the person is not appointed as a State Service employee. This is distinct from arrangements utilising an employment agency to simply administer an approved fixed-term employment register on behalf of the agency, which involves the referral to the agency of suitable persons to cover short-term vacancies but the person is paid by that agency as their employee.

The current review, which is expected to be completed by late 2011, also includes agency employment relationships with group training organisations (GTO's), where an agency has agreed to host an apprentice or trainee but the GTO is the employer. The review may also examine labour-hire contracting, which is often referred to as 'Odco' contracting after the system that was the subject of a definitive court ruling (*Odco v BWIU and ors 29 FCR 104*).

2: COMMISSIONER'S EVALUATION PROGRAM

State Service employment appointments

As an adjunct to the evaluation report *Recruitment in the State Service* (completed June 2010), and in the context of considering refinements to Commissioner's Direction No. 1 – *Employment in the State Service*, the Office has commenced a project looking at recent permanent and some fixed-term State Service appointments. In summary, the project seeks to quantify the volume of more recent external appointments to the State Service, to determine the extent to which subsequent selections of external appointees have occurred and to assess the appointment arrangements. It is anticipated that this project will be completed in early 2012.

Projects under consideration for the 2011-12 business planning period include:

- Practices related to the use of fixed-term employment registers by agencies.
- Indigenous employment in the State Service.
- Probation practices and outcomes in agencies.
- Code of Conduct, inability and suspension practices in the State Service.
- Higher, more responsible and extra duties allowances practices and procedures in agencies.
- Internal grievance practices in agencies.
- Delegation arrangements and practices in agencies.



3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

The State Service Principles are the cornerstone of the *State Service Act 2000* (the Act). The Principles, established under section 7 of the Act, provide a statement as to both the way that employment is managed in the State Service, and the standards expected of those who work within it. All employees are required to comply with and uphold the Principles, and Heads of Agency are also required to promote the Principles. The Principles incorporate a number of inter-related themes:

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

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

Upholding and promoting the State Service Principles and Code of Conduct

The State Service Agency Survey 2011 (Agency Survey) returns for the 1 July 2010 to 30 June 2011 reporting period indicated that all agencies continued to be active in informing employees about the State Service Principles and Code of Conduct, with all agencies having a variety of strategies in place to inform their employees.

All agencies continued to inform potential applicants for vacancies and employees about the State Service Principles and Code of Conduct during the reporting period through the inclusion of this information in all statements of duty. Other activities commonly undertaken by agencies to promote the State Service Principles and Code of Conduct amongst employees were as follows (activities used that were not as widely reported were new communications policy, workplace behaviour presentations and tailoring processes for employee groups):

ACTIONS TAKEN	No. agencies
Providing new employees with written information as part of the induction process	13 Agencies
Included this information in statements of duty	13 Agencies
Providing new employees with interactive or face-to-face information	12 Agencies
Promotion on each agency intranet website	12 Agencies
Requiring new employees to verify that they understand the Principles and Code of Conduct	7 Agencies
Providing managers/supervisors with information about their role in upholding the Principles and Code of Conduct	6 Agencies
Providing employees with this information via electronic or hard copy newsletters or bulletins	5 Agencies
Reinforcement when conducting regular performance management reviews	4 Agencies
Providing regular information sessions for employees	3 Agencies

Merit and opportunity

The State Service Principles contained within section 7 of the Act provide for a State Service that promotes merit and opportunity in employment:

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

Upholding merit

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

- an assessment is made of the relative suitability of the candidates for the duties;
- the assessment is based on the relationship between the candidates' work-related qualities and the work-related qualities genuinely required for the duties;
- the assessment focuses on the relative capacity of the candidates to achieve outcomes related to the duties; and
- the assessment is the primary consideration in making the decision.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

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

ACTIONS TAKEN	No. agencies
Provision of electronic or hard-copy guidelines to selection panels	10 Agencies
Promotion through agency intranet websites	10 Agencies
Promotion through information in agency newsletters or bulletins	9 Agencies
Provision of guidelines to selection panels	8 Agencies
Included in statements of duty	8 Agencies
Through information sessions for managers/supervisors	4 Agencies
Through information sessions for employees	3 Agencies

The Commissioner's Direction No. 1 – *Employment in the State Service* (CD No.1) provides the basis for how agencies can uphold merit in their employment practices, while also supporting the efficient operation of the State Service by allowing agencies to take advantage of administrative efficiencies when dealing with:

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

Advertising of State Service vacancies at the Jobs website

The Jobs website at www.jobs.tas.gov.au supports the Commissioner's role in promoting and protecting merit by facilitating broad access to up-to-date information about State Service vacancies, thus providing agencies with an opportunity to attract the widest pool of potential applicants for a vacancy. The site features integrated, distinctive branding and intuitive design, and is actively marketed through events including the University of Tasmania's Careers Fair. The Public Sector Management Office manages the Jobs website.

In the past 12 months, the average number of visits to the Jobs website per month was 88,414. This was a significant increase from 77,452 visits per month in the 2009-10 reporting period. The average number of pages viewed per month was 632,790, compared with 575,203 pages viewed per month in the 2009-10 reporting period. **Table 1, below**, details permanent and fixed-term vacancies advertised at the Jobs website over the past four reporting periods.

Table 1: Vacancies advertised at the Jobs website, 1 July 2007 – 30 June 2011

AGENCY	2007-08	2008-09	2009-10	2010-11
Dept. of Economic Development, Tourism and the Arts	119	105	106	103
Dept. of Education	454	542	430	470
Dept. of Environment Parks Heritage and the Arts	276	105	-	-
Dept. of Health and Human Services	1,590	2,019	1,540	1,491
Dept. of Infrastructure, Energy and Resources	186	119	71	95
Dept. of Justice	224	144	141	164
Dept. of Police and Emergency Management	97	89	66	57
Dept. of Premier and Cabinet	77	70	42	76
Dept. of Primary Industries, Parks, Water and Environment	281	131	144	170
Dept. of Treasury and Finance	104	109	44	50
Tasmanian Audit Office	10	13	3	9
Integrity Commission	-	-	-	14
Port Arthur Historic Site Management Authority	19	16	19	19
TAFE Tasmania	134	54	-	-
Tasmanian Academy	-	6	12	3
Tasmanian Polytechnic	-	35	91	4
Tasmanian Skills Institute	-	8	28	17
The Public Trustee	20	16	9	12
TOTALS	3,591	3,581	2,746	2,754

Please refer to Explanatory note 1 for important information about the above table.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

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. Sometimes agencies must 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.

Following extensive consultation with agencies during the revision of Commissioner's Direction No.1 – *Employment in the State Service* (CD No.1), issued in November 2010, the Direction incorporated a new provision in paragraphs 4.2(a) and (b), 4.3(c) and 4.4(e) to respond to this labour market reality. The new provision allows agencies to seek the Commissioner's approval for certain permanent vacancies to remain continuously open and only 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, which came into effect from 1 November 2010.

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

Subsection 37(4) of the Act authorises the Minister, on the recommendation of the Commissioner, to change an employee's employment status from a fixed-term employee to a permanent employee. 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 for dealing with requests set down in CD No.1. 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 CD No.1. **Table 2, below**, provides statistics for the reporting period for requests made by Heads of Agency.

Table 2: Agency requests to change the employment status of an employee from a fixed-term employee to a permanent employee, 1 July 2010 – 30 June 2011

AGENCY	Brought forward	Received	Approved	Not approved	Carried forward
Dept. of Education	61	186	247	-	-
Dept. of Health and Human Services	3	21	23	-	1
Dept. of Justice	1	1	2	-	-
Dept. of Primary Industries, Parks, Water and Environment	-	1	1	-	-
Dept. of Treasury and Finance	-	1	1	-	-
TOTALS	65	210	274	-	1

Please refer to Explanatory note 1 for important information about the above table.

A request may also be made by an employee who has been employed as a fixed-term employee for a continuous period in excess of 24 months and who meets other criteria as outlined in CD No.1. However, as a general rule, more of the requests that come from employees fail to meet the criteria prescribed in CD No.1 than those requests that come from Heads of Agency. **Table 3, below**, provides data for the reporting period for requests made by fixed-term employees.

Table 3: Employee requests to change the employment status of an employee from a fixed-term employee to a permanent employee, 1 July 2010 – 30 June 2011

AGENCY	Brought forward	Received	Approved	Not approved	Carried forward
Dept. of Education	-	30	14	15	1
Dept. of Health and Human Services	1	8	-	8	1
Dept. of Justice	-	1	1	-	-
Dept. of Primary Industries, Parks, Water and Environment	-	3	2	1	-
TOTALS	1	42	17	24	2

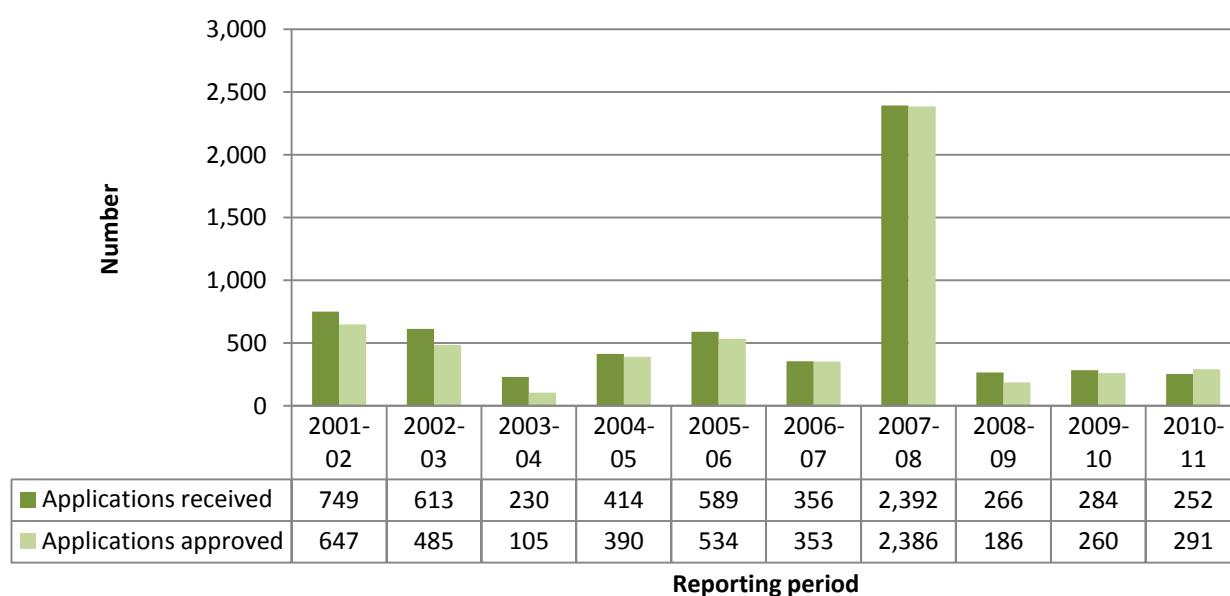
Please refer to Explanatory note 1 for important information about the above table.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

The combined numbers in **Table 2 and Table 3**, above, indicate that a total of 291 fixed-term employees had their employment status changed from fixed-term employee to a permanent employee in the reporting period. Of the 291 fixed-term employees, 232 were replacement teachers approved in accordance with Ministerial Direction No.15 *Replacement Teachers Within the Department of Education* and who had completed six continuous and complete school terms of satisfactory teaching as a fixed-term employee in a school or schools.

Chart 2, 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 ten years.

Chart 2: Change of employment status (both agency and employee requests), 1 July 2001 – 30 June 2011



Please refer to Explanatory note 6 for important 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 the employee and a useful succession-planning tool for the employer. However, the Commissioner has an interest in ensuring that the performance of higher duties does not replace promotion and appointment to a vacancy under the merit principle; Commissioner's Direction No.1 – *Employment in the State Service* (CD No.1) deals with these circumstances.

Reporting through the Agency Survey indicated that, during the reporting period, a total of 429 permanent employees received higher or more responsible duties allowances for periods in excess of 12 months, a reduction of 223, or 34 per cent, from the 2009-10 reporting period. The most significant reduction of 174, or 72 per cent, occurred in the Department of Health and Human Services.

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 CD No.1. A review of these practices is being considered for inclusion in the Office's 2011-12 evaluation program.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Table 4, 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 five reporting periods.

Table 4: Permanent employees in receipt of higher or more responsible duties allowance for a period in excess of 12 months duration, 1 July 2006 – 30 June 2011

AGENCY	Number of employees 2006-07	Number of employees 2007-08	Number of employees 2008-09	Number of employees 2009-10	Number of employees 2010-11
Dept. of Economic Development, Tourism and the Arts	2	2	4	3	2
Dept. of Education	279	266	234	299	281
Dept. of Environment, Parks, Heritage and the Arts	6	2	2	-	-
Dept. of Health and Human Services	249	244	214	242	68
Dept. of Infrastructure, Energy and Resources	2	3	-	-	1
Dept. of Justice	45	126	35	28	32
Dept. of Police and Emergency Management	22	23	5	15	8
Dept. of Premier and Cabinet	7	1	2	9	13
Dept. of Primary Industries, Parks, Water and Environment	22	14	6	18	6
Dept. of Treasury and Finance	2	5	22	9	16
Tasmanian Audit Office	9	-	-	-	-
TAFE Tasmania	36	47	18	-	-
Tasmanian Academy	-	-	-	2	-
Tasmanian Polytechnic	-	-	15	22	-
Tasmanian Skills Institute	-	-	4	5	2
The Public Trustee	3	-	-	-	-
TOTALS	684	733	561	652	429

Please refer to Explanatory note 1 for important information about the above table.

Promotion without advertising the duties

It is the fundamental position of the Commissioner 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 Commissioner to promote an employee without advertising the duties. The Commissioner 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 CD No.1. Promotions without advertising the duties are publicly notified in the *Tasmanian Government Gazette*, and are open to review.

The application of this strict test to 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 majority of these approvals this reporting period (10 of the 15) related to ambulance officers who had successfully completed the Advanced Life Support program. The remaining five employees were enrolled nurses who completed their nursing registration qualifications. Requests for promotion without advertising resulting from such formal training programs are considered to satisfy the special circumstances requirements of CD No.1.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Table 5, below, provides details of requests for promotion without advertising the duties, dealt with by the Commissioner in the reporting period.

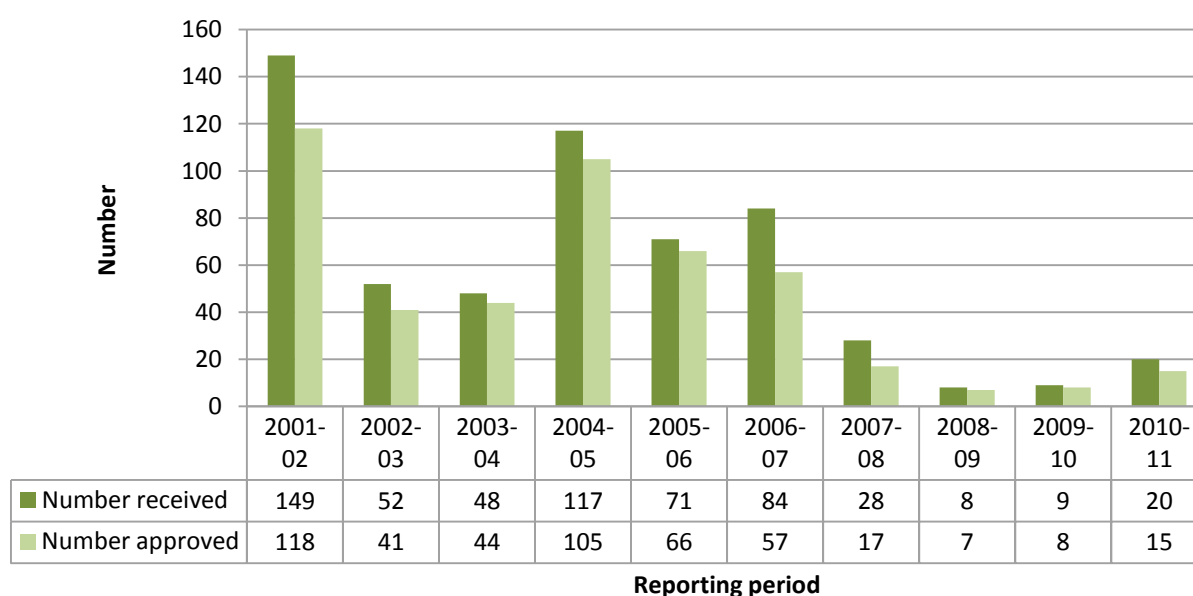
Table 5: Promotion without advertising the duties, 1 July 2010 – 30 June 2011

AGENCY	Brought forward	Received	Approved	Not Approved	Carried forward
Dept. of Health and Human Services	-	16	15	1	-
Dept. Police & Emergency Management	-	4	-	4	-
TOTALS	-	20	15	5	-

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

Chart 3, below, shows the trend in promotion without advertising dealt with and approved for the last ten years:

Chart 3: Requests received and approvals given for promotion without advertising the duties, 1 July 2001 – 30 June 2011



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

Redeployment of surplus employees (under 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 Commissioner 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 also advise the employee in writing of their intention to make the recommendation, the reasons for it and request a response. If the Commissioner accepts the recommendation, the Commissioner 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 to the Commissioner.

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. Commissioner's Direction No. 1 – *Employment in the State Service* (CD No.1) provides a legislative basis for how agencies can provide such reasonable access by prescribing circumstances under which State Service vacancies should be publicly advertised. Agencies monitor and report on the number of external applicants securing employment with them and the Commissioner includes this data in the annual report. CD No.1 also supports the efficient operation of the State Service by allowing agencies to take advantage of administrative efficiencies through employment registers.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Numbers of external appointments to the State Service

Typically, although a large percentage of applicants for vacancies are external to the State Service, a much smaller percentage of external applicants are successful in gaining selection for a vacancy.

Permanent employment

In respect to permanent employment in the State Service, Agency Survey returns reported that a total of 2,145 permanent vacancies were filled during the reporting period across all agencies and of these, 261 (12 per cent) were filled by applicants from outside the State Service. This figure is consistent with those reported in recent annual reports of 12 per cent in 2009-10 and 13 per cent in the 2008-09 reporting period. However, it is possible that a large proportion of successful internal applicants are in fact fixed-term State Service employees, who are therefore internal applicants, who sought and obtained permanent employment.

Fixed-term employment

Fixed-term employment can give the 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 956 fixed-term vacancies of 12 months duration or longer that were filled in the reporting period and of these, 186 (19 per cent) were filled by applicants who were not current employees. In addition, agencies reported that there were 530 fixed-term employees that had their contract of employment extended for a total period greater than 24 months. This represents a significant increase from the 35 employment extensions reported in the previous reporting period. One reason for this significant increase may be the change in CD No.1 in November 2010, which gave Heads of Agency the ability to appoint an employee to undertake fixed-term duties for a total continuous period of up to 36 months.

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 such renewals are not reported here.

Reporting through the Agency Survey indicated that, as at June 2011 there were 207 senior executives. The number of senior executive vacancies advertised in the current reporting period was considerably more than in the last reporting period (26 compared with 13 in the 2009-10 reporting period). The number of vacancies filled was less than those advertised and the percentage of appointments from outside the State Service was considerably less, at around 15 per cent compared with around 31 per cent in the 2009-10 reporting period.

Table 7, below, provides the number of senior executives in each agency as at 30 June 2011 and provides information on the advertising and filling of senior executive vacancies over the reporting period

Table 7: Senior executive service, 1 July 2010 – 30 June 2011

AGENCY	No of senior executives as at 30 June 2011	No of vacancies advertised in the period	Appointments from within the Service in the period	Appointments from outside the Service in the period
Dept. of Economic Development Tourism and the Arts	19	1	-	1
Dept. of Education	27	7	6	-
Dept. of Health and Human Services	44	6	2	-
Dept. of Infrastructure, Energy and Resources	18	-	-	-
Dept. of Justice	19	1	1	-
Dept. of Police and Emergency Management	9	-	-	-
Dept. of Premier and Cabinet	27	4	3	1
Dept. of Primary Industries, Parks, Water and Environment	24	4	3	-
Dept. of Treasury and Finance	14	2	2	-
Tasmanian Audit Office	1	-	-	-
Integrity Commission	-	1	-	1
Port Arthur Historic Site Management Authority	1	-	-	-
Tasmanian Skills Institute	2	-	-	-
The Public Trustee	2	-	-	-
TOTAL	207	26	17	3

Please refer to Explanatory note 18 for important information about the above table.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

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 merit-based 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 disability and for Aboriginal and Torres Strait Islanders. More information on these two registers is provided in the relevant 'equity in employment' section of this report.

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 Secretary of the Department of Premier and Cabinet on 4 July 2008 under subsection 18(1)(b) of the Act (by delegation). Some of the occupations covered by agency-based registers are shown in **Table 6, below**.

Table 6: Jobs covered by the current employment registers, as at June 2011

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
Ghost tour guide	Operations assistant (also senior operations assistant)
Horticulturalist	Stores clerk
Horticultural assistant	Utility officer
Macquarie Island field assistant (also dog handlers)	Technical
Quarantine officer	Communications technician (also technical officer)
Ranger (also Discovery ranger)	Computer systems officer
Retail assistant	Fire equipment officer
Seasonal fire fighter	Laboratory technical officer
Tour guide	Library technician
Trackworker	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

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Equity and diversity

The State Service Principles contained in section 7 of the Act 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 (subsection 7(1)(c)); and
- the State Service promotes equity in employment (subsection 7(1)(k)).

Implementing a workplace equity and diversity program

Subsection 34(1)(h) of the Act requires Heads of Agency to develop a workplace diversity program, and Commissioner's Direction No. 3 – *Workplace Diversity* (CD No.3) sets out the essential features that an agency workplace diversity program must have. At a minimum, agency workplace diversity programs must support officers and employees in balancing their work and family responsibilities, and address employment related disadvantage on the basis of gender, race, disability, sexuality, age, linguistic or cultural background, or being an indigenous Australian.

Thirteen of the 14 agencies reported that they had developed and either fully or partly implemented their workplace diversity program as at 30 June 2011. Although the Tasmanian Skills Institute does not currently have a workplace diversity program in place, this is to be developed and implemented in the next 12 months. One agency also advised it will be relaunching its program in late 2011. Of the 13 agencies that had a workplace diversity program, nine had performance indicators in place.

Table 8: Agency workplace diversity programs, 1 July 2010 – 30 June 2011

AGENCY	Fully or partly implemented	Program implemented or last reviewed	Diversity initiatives undertaken	Diversity program lodged with OSSC
Dept. of Economic Development, Tourism and the Arts	Fully	2011	Yes	Yes
Dept. of Education	Partly	2009	Yes	No
Dept. of Health and Human Services	Fully	2009	Yes	Yes
Dept. of Infrastructure, Energy and Resources	Partly	2008	Yes	Yes
Dept. of Justice	Partly	2007	Yes	Yes
Dept. of Police and Emergency Management	Fully	2011	Yes	Yes
Dept. of Premier and Cabinet	Partly	2008	Yes	Yes
Dept. of Primary Industries, Parks, Water and Environment	Fully	2011	Yes	Yes
Dept. of Treasury and Finance	Fully	2011	Yes	Yes
Tasmanian Audit Office	Fully	2008	No	Yes
Integrity Commission	Partly	N/A	No	No
Port Arthur Historic Site Management Authority	Fully	2008	Yes	Yes
Tasmanian Skills Institute	No	N/A	No	No
The Public Trustee	Fully	2010	Yes	Yes

The following actions were utilised to communicate the program to agency employees (actions used by fewer agencies included through agency induction and face-to-face training sessions):

ACTION TAKEN	No. agencies
Internet	13 Agencies
Via regular print and/or electronic newsletters	6 Agencies
Through senior management and branch meetings	6 Agencies
Communication from Head of Agency	6 Agencies
Through team meetings and informal meetings	5 Agencies
Via email	5 Agencies

Workplace diversity training initiatives

Managers and supervisors undertook workplace training activities in eight agencies during the reporting period, with the main focus being on the development and promotion of workplace diversity policy, promotion to agency employees, and training of agency contact officers and senior managers. Other training initiatives included mental health, disability awareness, and dealing with bullying and harassment.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

This resulted in a total of 63 managers and supervisors attending workplace discrimination training, and 67 attending workplace conflict training within the reporting period. In addition, 14 attended mental health training and nine attended dealing with bullying and harassment. A summary of the specific workplace diversity initiatives conducted during the reporting period included:

ACTION TAKEN	No. agencies
Workplace diversity manual and contact officer training	5 Agencies
Disability awareness training for employees, including supervisors and senior managers	4 Agencies
Workplace behaviour presentations and training for senior managers	3 Agencies
Diversity committee established, plan reviewed, inclusion plan developed	3 Agencies
Disability work placement program and rehabilitation provider placements	2 Agencies
Parental leave scheme information sessions and provisions implemented	2 Agencies

Other actions included assessment of the physical disability access to agency buildings and programs, and a review of the Tasmania Fire Service values and supportive brigades workshops. In addition, a road trip by a person with disability resulted in the upgrading of road rest areas.

Minimising bullying and/or harassment in the workplace

Throughout the reporting period, the most common actions taken by agencies to reduce the risk of bullying and/or harassment in the workplace were as follows (other actions taken that were not as widely reported were the establishment of a shared behaviour values framework and the revision of the equity and diversity policy):

ACTION TAKEN	No. agencies
Establishing clear processes for dealing with allegations	14 Agencies
Appointing agency bullying and/or harassment officer(s)	13 Agencies
Including a definition of what bullying and harassment is or is not in agency policies	12 Agencies
Specialist advice to managers and employees	11 Agencies
Senior management monitors to ensure incidents are addressed	11 Agencies
Development and implementation of specific policies	10 Agencies
Monitoring to ensure that processes are being applied	9 Agencies
Training provided to managers/supervisors	7 Agencies
Training provided to employees	7 Agencies

Table 9, below, shows the anti-bullying and harassment training conducted by agencies within the reporting period.

Table 9: Anti-bullying and harassment training conducted, 1 July 2009 – 30 June 2011

AGENCY	Managers/ supervisors trained 2009-10	Managers/ supervisors trained 2010-11	Employees trained 2009-10	Employees trained 2010-11	Contact officers trained 2009-10	Contact officers trained 2010-11
Dept. of Education	50	-	-	-	-	-
Dept. of Health and Human Services	38	29	373	456	16	8
Dept. of Police and Emergency Management	1	-	33	-	23	-
Dept. of Premier and Cabinet	6	-	24	-	-	2
Dept. of Primary Industries, Parks, Water and Environment	2	-	28	2	-	-
Dept. of Treasury and Finance	6	7	-	-	3	2
Tasmanian Audit Office	9	9	22	21	1	1
Port Arthur Historic Site Management Authority	15	-	79	-	2	-
The Public Trustee	10	-	35	-	4	2
TOTALS	137	45	594	479	49	15

Please refer to Explanatory note 1 for important information about the above table.

Table 9, above, indicates that, apart from the Department of Health and Human Services and the Tasmanian Audit Office, little anti-bullying and harassment training has been conducted for managers/supervisors, or employees and contact officers, over the reporting period.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Agency senior managers who had completed anti-bullying and harassment training over the past four reporting periods are outlined in **Table 10, below** (for this table, 'senior managers' is defined as Band 7 and above or the equivalent). This table indicates that a significant number of senior managers have completed anti-bullying and harassment training over the past four years. However, only two agencies had undertaken training of senior managers in the reporting period.

Table 10: Senior manager's anti-bullying and harassment training, 1 July 2007 – 30 June 2011

AGENCY	Senior managers trained in 2007-08	Senior managers trained in 2008-09	Senior managers trained in 2009-10	Senior managers trained in 2010-11
Dept. of Economic Development and Tourism and the Arts	-	-	25	-
Dept. of Environment, Parks, Heritage and the Arts	52	-	-	-
Dept. of Education	-	14	5	-
Dept. of Infrastructure, Energy and Resources	11	26	-	-
Dept. of Justice	60	-	-	-
Dept. of Police and Emergency Management	3	-	-	-
Dept. of Premier and Cabinet	21	-	-	-
Dept. of Primary Industries, Parks, Water and Environment	94	1	7	1
Dept. of Treasury and Finance	-	3	1	-
Tasmanian Audit Office	-	-	4	4
Port Arthur Historic Site Management Authority	-	-	12	-
The Public Trustee	-	-	6	-
TOTAL	241	44	60	5

Please refer to Explanatory note 1 for important information about the above table.

Equity and diversity in employment

Both the Office of the State Service Commissioner and the Public Sector Management Office each have 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 Public Sector Management Office has an additional role to develop specific workplace diversity programs that assist agencies to meet business needs and comply with CD No.3. The specific programs and strategies described in this section assist agencies in meeting their obligations.

Employment of Aboriginal people

Ministerial Direction No. 12 (MD No.12) - 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 Commissioner in accordance with subsection 18(1)(l) of the Act. Under the procedure contained in MD No.12, agencies must forward requests through the Office of Aboriginal Affairs for endorsement. MD No.12 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.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

In the reporting period, the Commissioner approved three Identified and two Tagged positions under this program. In some instances, the below approvals may have replaced existing approvals. As at the 30 June 2011, there were 74 Aboriginal Identified and 18 Aboriginal Tagged positions in the State Service. **Table 11, below**, provides the number and type of approval for each agency.

Table 11: Aboriginal Identified and Tagged positions as at 30 June 2011, and approvals in July 2010 – June 2011

AGENCY	Number of positions as at June 2011			Number of positions approved during 2010-11	
	Identified	Tagged	Totals	Identified	Tagged
Dept. of Economic Development, Tourism and the Arts	6	-	6	1	-
Dept. of Education	38	7	45	-	-
Dept. of Health and Human Services	8	6	14	-	1
Dept. of Justice	2	-	2	-	-
Dept. of Premier and Cabinet	7	1	8	-	-
Dept. of Primary Industries, Parks, Water and Environment	13	4	17	2	1
TOTALS	74	18	92	3	2

Employment of people with disability

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. The Disability Employment Program established by the Public Sector Management Office has a number of elements that support this strategy:

The People with Disability Employment Register

This 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, there were two fixed-term employees engaged through the approved People with Disability Fixed-Term Employment Register, one by the Department of Economic Development, Tourism and the Arts and one by the Office of the State Service Commissioner (the Department of Premier and Cabinet).

Graduate Program for People with Disability

The Graduate Program for People with Disability was a Budget initiative in 2010, which provided funding of \$59,000 per annum for two years to assist agencies with costs related to appointing a person with disability. During the current reporting period, three agencies participated in the inaugural program: the Department of Economic Development, Tourism and the Arts, 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 Public Sector 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.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Supported Wage System

The Public Sector 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.

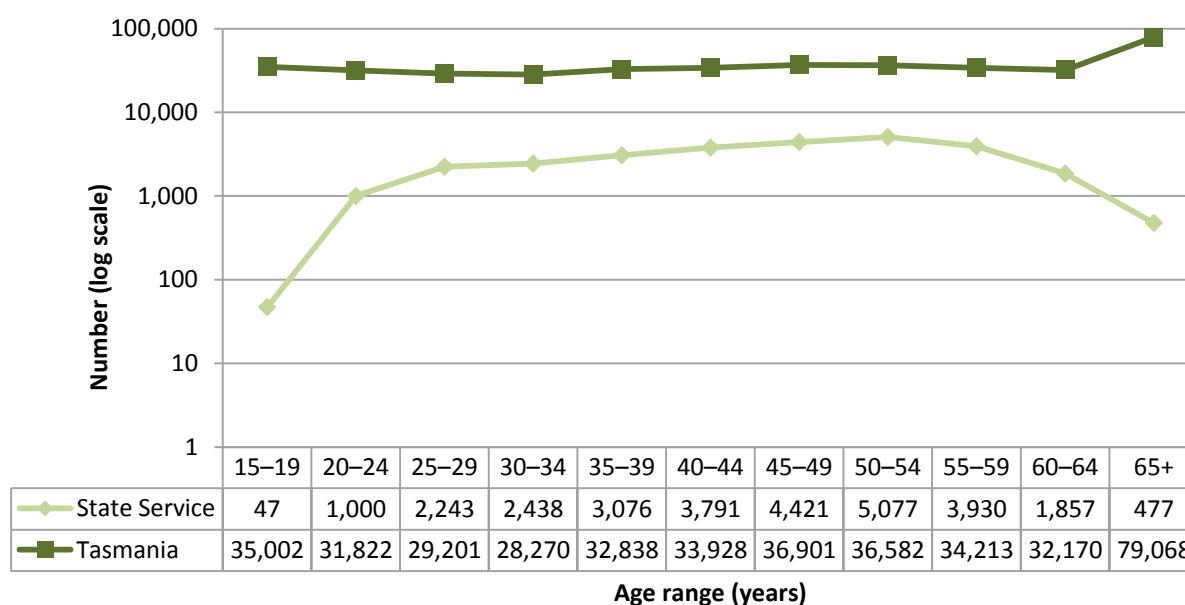
Willing and Able Mentoring Program

The Willing and Able Mentoring program (WAM) matches tertiary students with 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.

Recruitment of young people

The age profile of the State Service workforce significantly differs from that of the Tasmanian community it serves in respect to the employment of people aged under 25 years, as is illustrated in **Chart 4, below**.

Chart 4: Age profiles of the State Service (paid headcount 2011) and Tasmanian community (2010)



Please refer to Explanatory note 9 for important information about the above chart.

A number of strategies are used by agencies to help address this imbalance, 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 age, younger people who may lack work experience often find entry-level positions more attractive than do many older workers who have both qualifications and relevant life and/or work experience.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

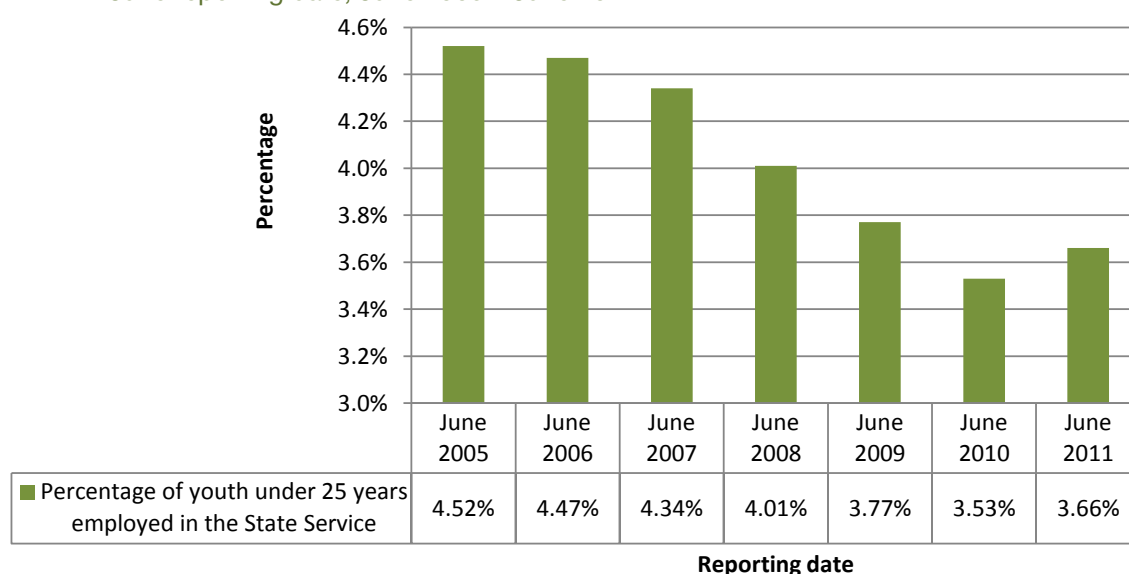
Table 12: Recruitment of young people under 25 years of age appointed for a period of 6 months duration or longer, 1 July 2008 – 30 June 2011

AGENCY	Permanent employees recruited			Fixed-term employees recruited			Total employees recruited		
	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11	2008-09	2009-10	2010-11
Dept. of Economic Development, Tourism and the Arts	6	5	3	3	9	3	9	14	6
Dept. of Education	8	8	39	67	64	85	75	72	124
Dept. of Environment, Parks, Heritage and the Arts	2	-	-	14	-	-	16	-	-
Dept. of Health and Human Services	44	39	7	118	185	109	162	224	116
Dept. of Infrastructure, Energy and Resources	7	5	2	13	1	3	20	6	5
Dept. of Justice	1	-	0	1	2	11	2	2	11
Dept. of Police and Emergency Management	5	3	1	-	4	3	5	7	4
Dept. of Premier and Cabinet	7	-	6	6	-	2	13	-	8
Dept. of Primary Industries, Parks, Water and Environment	32	4	0	20	22	12	52	26	12
Dept. of Treasury and Finance	-	-	1	2	2	3	2	2	4
Tasmanian Audit Office	-	4	0	4	-	1	4	4	1
Port Arthur Historic Site Management Authority	1	2	0	5	6	8	6	8	8
TAFE Tasmania	3	-	-	4	-	-	7	-	-
Tasmanian Academy	-	1	-	-	3	-	-	4	-
Tasmanian Polytechnic	2	8	-	3	6	-	5	14	-
Tasmanian Skills Institute	1	2	1	2	-	-	3	2	1
The Public Trustee	-	1	-	1	-	-	1	1	-
TOTAL	119	82	60	263	304	240	382	386	300

See explanatory notes 4, 5 and 6 for important information about this table.

As shown in **Table 12, above**, a total of 300 young people under 25 years of age were recruited into the State Service during the reporting period (60 permanent employees and 240 fixed-term employees). Overall, this represented a 22 per cent decrease compared with the previous reporting period (down 22 permanent and 64 fixed-term employees), with the more significant decline being in permanent recruitment. The most significant variations for agencies were for the Department of Education (increased by 52 employees, or 72 per cent) and the Department of Health and Human Services (decreased by 128 employees, or 48 per cent).

Chart 5: Percentage of young people under 25 years of age employed in the State Service as at the June reporting date, June 2005 – June 2011



3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

The State Service employment statistics in **Chart 5, above**, show that over the past seven reporting periods the percentage of young people under 25 years of age employed in the State Service has fallen by less than one percentage point, from about 4.5 per cent as at June 2005 to about 3.7 per cent as at June 2011. Whilst the percentage of young people under the age of 25 years employed in the State Service as at June 2011 is a slight increase on 2009-10 reporting period, the ongoing employment of young people continues to be an area of concern that agencies need to address, especially given an ageing State Service workforce. The Commissioner intends to explore this issue in greater detail in the next reporting period through a project for a State Service intern.

State Service graduate recruits

The Agency Survey shows that only four agencies appointed Administrative Trainees (Graduate Recruits) under 25 years of age during the reporting period, with a total of nine graduate recruits appointed across the State Service: two permanent and seven fixed-term appointments. This is an increase of two from the previous reporting period. However, it should be noted that in addition to these recruits there were 135 other recent graduates employed in the State Service that were under 25 years of age during the reporting period: 27 permanent and 108 fixed-term appointments. These recruits included teachers, nurses, allied health professionals and others in base-grade professional employee roles.

Interns partnership between the State Government and the University of Tasmania

The Public Sector 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 1, 2011, the Public Sector Management Office co-ordinated the placement of six University of Tasmania interns from the School of Government with State Service agencies, to undertake research projects related to their courses of study. In addition, the Public Sector Management Office actively participated in the University of Tasmania's Career Week (7 March to 11 March 2011) and the University of Tasmania Careers Fair by providing information sessions on State Service careers and employment opportunities.

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 Public Sector Management Office and Multicultural Tasmania).

The aim of the program is to support improved settlement and employment outcomes by helping recently-arrived migrants gain 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 2010 program 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, running from 22 November 2010 to 9 December 2010. In all, 23 people were placed into the 2010 program, compared with 22 people in 2009. **Table 13** and **Table 14, below**, provide details of participating organisations, numbers, placement type and placement business unit. **Table 15, below**, provides details on the community of origin and placement location.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Table 13: Details of program placements (State Service), 1 July 2010 – 30 June 2011

AGENCY	Number	Placement type	Placement business unit
Dept. of Economic Development, Tourism and the Arts	1	Office administration	Human Resources
	1	Office administration	Arts Tasmania
	1	Office administration	Sports and Recreation Tasmania
	1	Office administration	Culture, Recreation and Sport Tasmania
	1	Photography and Office Administration	Corporate Communication – Culture, Recreation and Sport
Dept. of Education	1	Office administration	Rosetta Primary School
	1	Office administration/library services	Launceston LINC – Community Knowledge Network
	1	Early learning education	Lauderdale Primary School – Discovery Early Learning Centre
Dept. of Health and Human Services	1	Office administration	Workforce Development Unit – Statewide and Mental Health Services
	1	Community services	Assessment and Case Management Services
	1	Social work	Social Work Department – Launceston General Hospital
	1	Office administration	Capital Works Unit – Launceston General Hospital
	1	Social work	Social Work Unit - Royal Hobart Hospital
	2	Food services	Launceston General Hospital – Food Services
Dept. of Infrastructure, Energy and Resources	1	Office administration	Transport Industry Accreditation Vehicle Operations
Dept. of Justice	1	Office administration	Workplace Standards
	1	Office administration	Magistrates Court - Launceston
Dept. of Police and Emergency Management (Tasmania Fire Service)	1	Administration, mechanical services and fabrication	Engineering Services, Library and Information and Records
Dept. of Primary Industries, Parks, Water and Environment	1	Laboratory	Animal Health Laboratory
TOTAL	20		

Table 14: Details of program placements (local government), 1 July 2010 – 30 June 2011

LOCAL GOVERNMENT	Number	Placement type	Placement business unit
Clarence City Council	1	Maintenance	Parks and Gardens
Glenorchy City Council	1	Community programs	Community Development
Hobart City Council	1	Finance	Financial Services Division
TOTAL	3		

Table 15: Community of origin and placement location, 1 July 2010 – 30 June 2011

COMMUNITY OF ORIGIN	Southern Tasmania	Northern Tasmania	Total of participants
Bhutan	-	6	6
Burma	2	-	2
Sudan	8	-	8
Ethiopia	2	1	3
Kenya	1	-	1
Iran	3	-	3
TOTAL	16	7	23

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Performance management

The State Service Principles contained within section 7 of the Act provide for a State Service that promotes performance management:

- the State Service focuses on managing its performance and achieving results (subsection 7(1)(j)).

In addition, subsection 34(1)(g) of the Act requires Heads of Agency to develop and implement systems to evaluate the performance of employees and the Commissioner has issued Commissioner's Direction No. 4 – *Performance Management Systems*, which establishes the minimum standard for such systems.

As of June 2011, the Minister foreshadowed a sharpened focus on managing for performance in the State Service. Legislative change is expected to better facilitate recognition of good performance and, where it exists, improve mechanisms for dealing with underperformance.

Implementing a performance management system

Table 16, below, provides information about the number of employees who have participated in a formal performance management review during the reporting period.

Table 16: Performance management systems within the State Service, 1 July 2010 – 30 June 2011

AGENCY	Performance management system implemented	Employees in agency as at June 2011	Employees participated in agency 2010-11	Percentage of total employees in agency 2010-11
Dept. of Economic Development, Tourism and the Arts	Fully	503	479	95%
Dept. of Education	Fully	11,331	7,616	67%
Dept. of Health and Human Services	Partly	11,377	No data	No data
Dept. of Infrastructure, Energy and Resources	Fully	590	562	95%
Dept. of Justice	Partly	1,125	No data	No data
Dept. of Police and Emergency Management	Fully	889	446	50%
Dept. of Premier and Cabinet	Fully	330	292	88%
Dept. of Primary Industries, Parks, Water and Environment	Fully	1,548	1,363	88%
Dept. of Treasury and Finance	Fully	313	320	100%
Tasmanian Audit Office	Fully	42	26	62%
Integrity Commission	Developed but not implemented	15	0	0%
Port Arthur Historic Site Management Authority	Fully	112	96	86%
Tasmanian Skills Institute	Fully	380	82	22%
The Public Trustee	Partly	51	54	100%
TOTALS		28,606	11,336	40%

Please refer to Explanatory note 1 for important information about the above table.

Table 16, above, shows the results of the Agency Survey indicating that, with the exception of the newly formed Integrity Commission, all agencies have a performance management system in place. However, it was noted that two of the 14 agencies (both larger agencies) do not have systems in place to provide statistics on the number of employees that have participated in a formal performance management review in the reporting period. For those agencies that have provided participation statistics, over 70 per cent of employees have participated in a formal performance management review. Anticipated legislative changes will hopefully assist to improve participation.

Table 16, above, also shows the extent to which agency performance management systems have been implemented. Of the 14 agencies with a performance management system in place, 10 agencies have their system fully implemented and three agencies are partly implemented, with only 12 agencies having lodged copies of their performance management systems with this Office.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Performance management training initiatives

Table 17, below, provides the numbers of participants in performance management familiarisation and supervisor training for the past four reporting periods.

Table 17: Performance management familiarisation and supervisor training, 1 July 2007 – 30 June 2011

AGENCY	Familiarisation Training				Supervisor Training			
	2007-08	2008-09	2009-10	2010-11	2007-08	2008-09	2009-10	2010-11
Dept. of Economic Development, Tourism and the Arts	70	-	-	180	-	-	50	99
Dept. of Education	113	6,211	5,674	5,433	27	870	668	757
Dept. of Environment, Parks, Heritage and the Arts	-	-	-	-	102	15	-	-
Dept. of Health and Human Services	-	430	-	No data	559	430	95	No data
Dept. of Infrastructure, Energy and Resources	35	69	23	-	7	-	-	-
Dept. of Justice	360	-	-	No data	100	-	-	20
Dept. of Police and Emergency Management	290	13	15	34	No data	-	32	-
Dept. of Premier and Cabinet	-	7	195	78	-	-	50	6
Dept. of Primary Industries, Parks, Water and Environment	70	48	380	150	41	24	26	50
Dept. of Treasury and Finance	33	15	207	37	14	14	79	8
Tasmanian Audit Office	42	43	45	3	14	-	13	-
Port Arthur Historic Site Management Authority	-	40	-	-	-	-	-	10
The Public Trustee	8	7	53	-	3	-	13	13
TOTALS	1,021	6,883	6,592	5,947	867	1,353	1,026	963

Please refer to Explanatory note 1 for important information about the above table.

The information provided in **Table 17, above**, shows that ten agencies have provided some level of familiarisation training for employees, and supervisor training for the conduct of performance management reviews, in this reporting period. In particular, nine agencies conducted performance management employee familiarisation training and eight agencies conducted supervisors training in relation to dealing with employee performance management. The Department of Economic Development, Tourism and the Arts, the Department of Education, the Department of Premier and Cabinet, the Department of Primary Industries, Parks, Water and Environment, and the Department of Treasury and Finance undertook significant training of employees and supervisors during the current reporting period. The type of training provided for supervisors and managers was as follows:

ACTION TAKEN	No. agencies
The performance management process	8 Agencies
Managing feedback and poor performance	8 Agencies
Managing people effectively	7 Agencies
Communication and mediation skills	6 Agencies
Principles of effective leaders to support good performance	6 Agencies
Workplace behaviour training	5 Agencies
Conflict management and effective communication training	5 Agencies
Leadership program, styles and one on one coaching	3 Agencies

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Employee training and development

To enhance employee performance, agencies may undertake a wide range of training and development activities, including formal training conducted through in-house or external programs, and/or through The Training Consortium.

Agency employee training and development activities

Table 18, below, provides the numbers of participants in structured employee training and development programs in the reporting period.

Table 18: Structured employee training and development programs, 1 July 2010 – 30 June 2011

AGENCY	Employee program delivered	Numbers of participants in programs	Employee groups receiving targeted structured training
Dept. of Economic Development, Tourism and the Arts	Yes	529	Senior and middle managers, Graduates All employees
Dept. of Education	No data	No data	
Dept. of Health and Human Services	Yes	366	Senior and middle managers, High potential employees, Graduates, All employees
Dept. of Infrastructure, Energy and Resources	No data	No data	
Dept. of Justice	No data	1	Senior managers
Dept. of Police and Emergency Management	Yes	480	Senior and middle managers, All employees
Dept. of Premier and Cabinet	Yes	176	Senior and middle managers, Graduates, All employees
Dept. of Primary Industries, Parks, Water and Environment	No data	No data	
Dept. of Treasury and Finance	Yes	305	Senior and middle managers, High potential employees, Graduates, All employees
Tasmanian Audit Office	No data	1	High potential employees
Integrity Commission	No data	No data	
Port Arthur Historic Site Management Authority	No data	No data	
Tasmanian Skills Institute	Yes	236	Middle managers, All employees
The Public Trustee	Yes	74	Senior and middle managers, All employees
TOTAL		2,168	

Please refer to Explanatory notes 1 and 15 for important information about the above table. **The Table 18, above**, indicates that there are a considerable number of agencies without a structured employee training and development program.

It was pleasing to note that three of the 14 agencies reported that they had initiated a training program for human resource personnel. Well-trained employees and good human resource management is fundamental to achieving agency organisational goals. Given that responsibility for this function rests with individual agencies, considerable benefit can be derived from the development and implementation of a structured training program for all employees, including those working in their human resources area. These human resource and people management agency training initiatives may include uptake of The Training Consortium's HR Capability program, which is described below. This State Service wide structured training and development program for human resource and people management personnel would be an effective way to implement this type of structured training program to meet that particular need.

The Training Consortium employee training and development opportunities

The Training Consortium (TTC), in the Public Sector Management Office, provides a diverse range of leadership development, management and skills development courses, workshops, information seminars and forums using local, national and international presenters. Many agencies access these programs through the Regular Events Calendar at the TTC website www.ttc.tas.gov.au. The program content is continually reviewed to ensure that the latest developments and best practice standards are included. Some of the more popular development areas covered during the year are:

- Writing for Government;
- Managing Policy;
- Diploma of Government (Policy Development);
- Project Management;
- Managing People and Performance; and
- Computer training (various workshops).

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

A key innovation has been the packaging of toolkits to support specific learning pathways. These structured programs provide the knowledge needed in specialist roles or at key career stages. Employees may participate in all, or only some, of the elements of these structured programs. The following toolkits have been developed:

- Financial Literacy for the State Sector
- Project Management
- Records Management
- Working in the Public Sector - This is an innovative series of information workshops designed for new employees to complement agency induction processes. The information sessions are intended to help people settle into their role, and provide important and useful information about how all levels of government, and particularly the State sector, work. The majority of information sessions are suitable for people from Commonwealth, State and local government organisations. The program was run twice during the year.
- HR Capability Framework - Which was launched in early 2011. This toolkit consists of a series of six workshops especially designed to address many of the core knowledge and skill requirements for people working in human resources. The toolkit provides flexibility to suit different levels of skill, experience and workplace requirements, as participants only complete those workshops that are of personal interest or benefit.
- Workplace Essentials
- Management Essentials
- Mental Health and Wellbeing.

Development through secondment arrangements

During the reporting period, there were 32 secondments into agencies from outside the State Service under subsection 46(1)(a) of the Act. Of these, 30 were in the Department of Justice, principally to cover additional staffing requirements during the relocation of inmates to other secure facilities, while security failures in most of the maximum-security accommodation units at the Risdon Prison Complex were rectified.

During the reporting period, there were 64 employees seconded to external organisations under subsection 46(1)(b) of the Act. Of these, the Commissioner entered into 53 secondment arrangements and the Chief of Staff of the Premier's Office, under delegation from the Commissioner, entered into 11 secondment arrangements to positions within Ministerial and Parliamentary Offices. **Table 19, below**, provides the number of secondment arrangements entered into by the Commissioner for each participant agency.

Table 19: Secondment arrangements, 1 July 2010 – 30 June 2011

AGENCY	No. of employees seconded to outside the State Service	No. of employees seconded into the State Service
Dept. of Economic Development, Tourism and the Arts	2	-
Dept. of Education	23	-
Dept. of Health and Human Services	13	-
Dept. of Infrastructure, Energy and Resources	5	1
Dept. of Justice	5	30
Dept. of Police and Emergency Management	2	1
Dept. of Premier and Cabinet	1	-
Dept. of Primary Industries, Parks, Water and Environment	9	-
Dept. of Treasury and Finance	2	-
Tasmanian Skills Institute	2	-
TOTALS	64	32

Please refer to Explanatory note 1 for important information about the above table.

Managing employee performance issues

Managing employee performance in the State Service includes managing good performance as well as underperformance, non-performance and inability to perform duties.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

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

ACTION TAKEN	No. agencies
Through the performance management process	13 Agencies
By recognition from agency managers	12 Agencies
Acknowledged through awards or in newsletters etc	10 Agencies
Through the values system in an informal manner	9 Agencies
By training provided to managers	7 Agencies
With agency opportunities outside their current workplace	6 Agencies
Through a reward and recognition program	5 Agencies

All agencies provided supervisors and managers with access to training in relation to dealing with employees whose work performance or workplace behaviour was inadequate, reporting that these issues were handled in the following ways (a method used less commonly was that of performance indicators in a supervisor's or manager's agreement):

ACTION TAKEN	No. agencies
With specialist advice from the human resource area or external providers	14 Agencies
Through the agency's performance management system	13 Agencies
Delegated to agency managers for appropriate attention	12 Agencies
Supporting information and guidelines on the intranet	9 Agencies
The agency has a specific policy	9 Agencies
By managers being provided with appropriate training	7 Agencies

Alleged inability to perform duties

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

Subsection 48(3) of the Act requires that the Commissioner establishes procedures for the investigation and determination of whether an employee is unable to perform their duties. These procedures are established under Commissioner's Direction No. 6 – *Procedures for the investigation and determination of whether an employee is able to efficiently and effectively perform his/her duties* (CD No.6). CD No.6 provides Heads of Agency with the authority to investigate and determine these matters. Where any sanction, other than termination of employment, is imposed as a result of a determination, the employee has right of review to the Commissioner pursuant to subsection 50(1)(b) of the Act and in accordance with Commissioner's Direction No. 7 – *Review of Actions*. Where a sanction of termination of employment is imposed, the appropriate industrial tribunal will deal with any dispute.

Table 20, below, provides details of alleged inability dealt with by Heads of Agency during the current reporting period:

**Table 20: Determinations in relation to alleged inability determined by Heads of Agency,
1 July 2010 – 30 June 2011**

AGENCY	Brought forward	Commenced	Inability	No inability	Resolved	With-drawn	Carried forward
Dept. of Education	-	3	-	-	-	1	2
Dept. of Health and Human Services	3	2	1	-	-	1	3
Dept. of Infrastructure, Energy and Resources	-	1	-	-	-	-	1
Dept. of Treasury and Finance	-	1	-	-	-	-	1
TOTALS	3	7	1	-	-	2	7

Please refer to Explanatory note 1 for important information about the above table.

Termination of employment on performance-related grounds

The Act gives the Minister the power to terminate the employment of permanent employees (section 44 of the Act) and fixed-term employees (section 45 of the Act). The Minister has delegated the power to terminate the employment of employees to Heads of Agency. Heads of Agency are required to consult with the Director of the Public Sector Management Office before exercising this delegation.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

During the reporting period, the employment of four permanent employees was terminated by a Head of Agency for performance-related reasons:

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

Additional information on termination of employment is provided in Chapter 4.

Leadership development

The State Service Principles contained within section 7 of the Act provide for a State Service that promotes leadership:

- the State Service develops leadership of the highest quality (subsection 7(1)(g)).

It is expected that agencies will develop specific programs to address this requirement.

Agency leadership development initiatives

Some agencies provided targeted leadership training opportunities in areas related to disability employment and aspiring leadership, and encouraged participation in The Training Consortium leadership development program and activities. Agency Survey 2011 returns also identified the following as the main internal training actions taken:

ACTION TAKEN	No. agencies
Mentoring, coaching and team building, communications and collaboration training for managers and supervisors	4 Agencies
Leadership development programs for middle managers	4 Agencies
Leadership coaching program at all levels	4 Agencies
Leadership development programs generally	3 Agencies
Leadership program redesigned	2 Agencies

Table 21, below, provides information on the implementation of leadership development programs in each agency and to whom the training was targeted.

Table 21: Structured agency leadership development programs, 1 July 2010 – 30 June 2011

AGENCY	Leadership program in place	Implemented or last reviewed	Numbers of participants in programs	Employee groups receiving targeted structured training
Dept. of Economic Development, Tourism and the Arts	Yes	August 2009	17	Senior and middle managers, High potential employees
Dept. of Education	Yes	No data	529	Senior and middle managers, High potential employees, All employees
Dept. of Health and Human Services	Yes	2010	365	Senior and middle managers, High potential employees, Graduate recruits, All employees
Dept. of Infrastructure, Energy and Resources	Yes	May 2010	84	Senior and middle managers
Dept. of Justice	Yes	2007	No data	Middle managers
Dept. of Police and Emergency Management	Yes	2010	95	Senior and middle managers, All employees
Dept. of Premier and Cabinet	Yes	2011	50	Senior and middle managers
Dept. of Primary Industries, Parks, Water and Environment	Yes	2011	20	Senior and middle managers
Dept. of Treasury and Finance	Yes	June 2011	25	Senior and middle managers, High potential employees
Tasmanian Audit Office	Yes	June 2010	-	All employees
Integrity Commission	No	No data	No data	No data
Port Arthur Historic Site Management Authority	No	No data	No data	No data
Tasmanian Skills Institute	No	No data	No data	No data
The Public Trustee	Yes	2011	13	Senior and middle managers
TOTAL			1,198	

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Table 21, above, shows that 11 of the 14 agencies had a structured leadership development program in place, with the majority of these programs catering for senior, middle managers and high potential employees. However, three agencies did not have a structured leadership program in place. Training generally focused on mentoring and coaching, team building, leadership communication and collaboration training. The number of participants attending the structured leadership development training programs across agencies was 1,198. Participation in these training programs was made up of 505 senior and middle managers, 448 high potential employees and 245 general employees.

The Training Consortium leadership development opportunities

The Training Consortium (TTC), in the Public Sector Management Office, this year again offered its popular *Leadership in Action* series, with speakers from all over the world, including:

- Bill Eggers (United States) – innovation
- Dr Don Lenihan (Canada) – public engagement expert
- Paul Gilding (Australia) – environmental expert.

TTC's popular *Legal Lunchbox* series provided an opportunity for subject matter experts, both from within the State Service and external, to present on a wide range of topics of interest and importance. The timing of these events over lunch has proved popular, making them readily accessible for many. Feedback from participants has been very positive on the benefits of this initiative. Speakers during the reporting period included:

- Simon Alston – Ombudsman
- Leigh Sealey – Solicitor-General
- Barbara Etter – CEO, Integrity Commission
- Anita Smith – President Guardianship and Administration Board
- Dr Peter Patmore – Senior Lecturer in Law, University of Tasmania
- Alan Morgan – Crown Solicitor
- Brendan Gogarty – Communication Technology Risks, University of Tasmania.

TTC also co-ordinates the *Public Sector Management Program* (PSM Program) in Tasmania. The PSM Program is a joint Commonwealth, and state and territory governments venture accredited at postgraduate certificate level through Flinders University in South Australia. The PSM Program is targeted at middle-level managers and usually takes 18 months to complete. Twenty-three participants graduated in July 2010. A new program commenced in September 2010, with the 25 participants in this intake being due to graduate in July 2012.

Australia and New Zealand School of Government (ANZSOG)

The Tasmanian State Government is a member of the Australia and New Zealand School of Government (ANZSOG), which 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 Secretary of the Department of Premier and Cabinet as part of a statewide 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. TTC also promotes local ANZSOG programs.

Ethics and accountability

There are several State Service Principles contained within section 7 of the Act that provide for a State Service that promotes ethics and accountability:

- the State Service is apolitical, performing its functions in an impartial, ethical and professional manner (subsection 7(1)(a));
- the State Service is accountable for its actions and performance, within the framework of Ministerial responsibility, to the Government, the Parliament and the community (subsection 7(1)(d));
- the State Service is responsive to the Government in providing honest, comprehensive, accurate and timely advice and in implementing the Government's policies and programs (subsection 7(1)(e)); and
- the State Service delivers services fairly and impartially to the community (subsection 7(1)(f)).

Promoting apolitical, impartial, ethical and professional behaviour

The Commissioner is an ex-officio member of the Board of the Integrity Commission, which was established in October 2010. The Integrity Commission has a range of statutory functions and will work to raise standards of conduct, propriety and ethics in public authorities, including in the State Service.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Accountable for its actions and performance

The Agency Survey 2011 indicated that eight of the 14 agencies had a customer service charter and six agencies had customer service strategies in place. Methods used to make employees aware of agency customer service charter/customer service strategies included intranet and individual strategies, alignment with agency values and collected visitor comments. However, the main actions were:

ACTION TAKEN	No. of agencies
Induction processes	8 Agencies
Team meetings	8 Agencies
Business planning processes	7 Agencies
Internal newsletters and e-bulletins	4 Agencies
Face to face information sessions	4 Agencies
Customer service reports	4 Agencies
Performance management processes	3 Agencies

Actions used by agencies to ensure that the community is aware of their agency customer service charter/customer service strategy included:

ACTION TAKEN	No. of agencies
Through newsletters and other publications	9 Agencies
Through the business planning process	8 Agencies
Promotion through the agency intranet	6 Agencies
Direct feedback from clients	5 Agencies
Promotion at the venues where services are provided	5 Agencies
Information leaflets and feedback mechanisms as part of the service transaction	2 Agencies

All agencies encouraged the community to give feedback on the services provided. Methods used included communication mechanisms in branches and school associations, but the main actions in place to enable the community to provide feedback on these services were:

ACTION TAKEN	No. of agencies
Through face to face discussions with clients	12 Agencies
By telephone contact	12 Agencies
Through client surveys	10 Agencies
Through internet feedback forms	10 Agencies
By dedicated customer service emails	10 Agencies
Through hard copy forms	8 Agencies

Responsive to the Government

The Agency Survey 2011 reported that all agencies provided employees with information about Government priorities relevant to their workplace. Methods used included general and executive staff meeting and agency orientation sessions, but the main actions used to disseminate this information were:

ACTION TAKEN	No. of agencies
Business/budget planning processes	13 Agencies
By managers/supervisors/team meetings	13 Agencies
Internal newsletters and e-bulletins	12 Agencies
Performance management processes	11 Agencies
By the agency intranet	10 Agencies
By email from the Head of Agency	2 Agencies

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Delivering services fairly and impartially to the community

The Agency Survey 2011 returns indicated that nine agencies provided managers/supervisors and employees with information and/or training about potential conflicts of interest and how to avoid them. All agencies had guidelines in place for employees concerning the issue of receiving gifts and benefits and embarked on activities to make their employees aware of these guidelines. Signed annual declarations were used, but the main actions included:

ACTION TAKEN	No. of agencies
Providing information on the Intranet	14 Agencies
A gifts and benefits policy	11 Agencies
Communication by email, face to face discussions with employees	9 Agencies
Provision of an agency induction program/employee handbook	8 Agencies
Provision of periodic reminders to employees	2 Agencies

All agencies had internet and email usage guidelines and most commonly informed employees of them through the following actions (also, but in fewer cases, through statements of duty and revised email policy):

ACTION TAKEN	No. of agencies
Induction programs and the employee handbook	13 Agencies
Publication on the internet	12 Agencies
When logging onto the computer	9 Agencies
Periodic reminders	4 Agencies
Internal email	4 Agencies

A fair, flexible, safe and rewarding workplace

The State Service Principles contained in section 7 of the Act provide for a State Service that promotes a fair, flexible, safe and rewarding workplace:

- the State Service establishes workplace practices that encourage communication, consultation, cooperation and input from employees on matters that affect their work and workplace (subsection 7(1)(h)); and
- the State Service provides a fair, flexible, safe and rewarding workplace (subsection 7(1)(i)).

Encouraging communication, consultation, cooperation and input from employees

Communication, consultation, cooperation and input from employees is facilitated by the employer through agency-specific strategies and through whole-of-service strategies established by the Public Sector Management Office.

Agency communication and consultation initiatives

The Agency Survey 2011 reported that the predominant actions used by agencies to communicate with employees were as follows:

ACTION TAKEN	No. of agencies
From Head of Agency	14 Agencies
By regular print and/or electronic newsletters	14 Agencies
By intranet	14 Agencies
By senior management and branch meetings	13 Agencies
By team meetings and informal meetings	13 Agencies
By email	13 Agencies
Through a communication plan/change management strategy	11 Agencies
By noticeboards	6 Agencies

Other mechanisms reported were information presentations, regular meetings with peak and representative groups, case management by human resources and change management guidelines.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Whole-of-Service communication and consultation strategies

The Public Sector Management Office engages in a number of whole-of-Service communication and consultation forums:

- *The Strategic Human Resources Forum*: This forum involves human resource managers from each agency meeting on a monthly basis to discuss a range of strategic-related matters in areas of employment policy, industrial relations, health and wellbeing; and learning and development.
- *The Combined Public Sector Consultative Council*: This Council involves the Public Sector Management Office and representatives from public sector unions meeting as required to discuss major employee relations issues affecting State Service employees.
- *The Agency Business Advisory Council*: This Council involves Deputy Secretaries or Directors of Corporate Services from each agency meeting monthly to discuss strategic employment management issues relevant to agency business.
- *The Strategic Human Resource Systems Reference Group*: This forum involves the Public Sector Management Office, TMD and key agency representatives meet as required to discuss strategic management of human resource systems from a whole-of-service perspective.

Promoting a fair workplace

One way in which agencies promote a fair workplace is through the development and implementation of formal processes and procedures for the handling of employee grievances. This is also a separate requirement under the Act.

Internal grievance resolution processes

Subsection 34(1)(j) of the Act requires Heads of Agency to develop and implement an internal grievance resolution system for their agency. Agency Survey 2011 results show that all agencies had an internal grievance system in place, with 12 agencies having lodged a current copy of their system with the Commissioner.

Table 22: Employees accessing agency internal grievance resolution systems, 1 July 2007 – 30 June 2011

AGENCY	Grievance system last reviewed	Employees accessing the system 2007-08	Employees accessing the system 2008-09	Employees accessing the system 2009-10	Employees accessing the system 2010-11
Dept. of Economic Development, Tourism and the Arts	2009	3	-	2	4
Dept. of Education	2010	11	18	9	35
Dept. of Environment, Parks, Heritage and the Arts	May 2008	2	-	-	-
Dept. of Health and Human Services	2010	28	48	60	64
Dept. of Infrastructure, Energy and Resources	2010	-	2	1	2
Dept. of Justice	2011	10	2	11	23
Dept. of Police and Emergency Management	2011	19	9	5	12
Dept. of Premier and Cabinet	April 2006	-	1	1	-
Dept. of Primary Industries, Parks, Water and Environment	2011	23	10	1	2
Dept. of Treasury and Finance	2009	-	-	-	-
Tasmanian Audit Office	Jul 2007	1	1	-	-
Integrity Commission	2011	-	-	-	-
Port Arthur Historic Site Management Authority	Nov 2008	-	1	1	-
TAFE Tasmania	2008	10	3	-	-
Tasmanian Academy	Aug 2009	-	-	-	-
Tasmanian Polytechnic	Aug 2009	-	6	2	-
Tasmanian Skills Institute	2010	-	7	-	1
The Public Trustee	Mar 2011	-	5	-	-
TOTALS		107	113	93	143

Please refer to Explanatory note 1 for important information about the above table.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

In the survey responses, agencies reported the main actions taken to inform employees of their formal internal grievance procedures included:

ACTION TAKEN	No. of agencies
By publishing on the agency intranet	14 Agencies
Through the induction process	13 Agencies
Through the human resource area	11 Agencies
Through agency contact officers	11 Agencies
Through face-to-face information sessions with employees	2 Agencies
By publishing in agency newsletters and bulletins	2 Agencies

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

Table 23: Type and number of issues addressed through agency's internal grievance resolution processes, 1 July 2007 – 30 June 2011

TYPE OF GRIEVANCE	2007-08		2008-09		2009-10		2010-11	
	Number	% Total	Number	% Total	Number	% Total	Number	% Total
Recruitment, selection, appointment (excluding reviews under 50(1)(a) but including higher duties and fixed-term appointments)	5	5%	1	1%	-	0%	7	5%
Work performance	12	11%	12	11%	7	7%	3	2%
Bullying and/or Harassment	42	39%	21	19%	51	54%	55	38%
Discrimination	3	3%	9	8%	2	2%	7	5%
Re-assignment/Transfers	2	2%	2	2%	2	2%	3	2%
Management decisions	19	18%	23	20%	10	11%	27	19%
Misconduct	17	16%	18	16%	5	5%	12	8%
Work/life balance	2	2%	4	4%	1	1%	-	0%
Employee conflict	-	-	20	18%	11	12%	13	9%
Award translation	-	-	-	-	-	-	13	9%
Other:	5	5%	3	3%	5	5%	3	2%
TOTALS	107		113		94		143	

Please refer to Explanatory notes 7 and 16 for important information about the above table.

Agencies have reported that issues related to bullying and/or harassment represented the greatest number of grievances lodged at 55, or 38 per cent, which is an improvement on the 54 per cent of grievances reported in the previous reporting period. Of the 55 instances reported, 33 were resolved through internal grievance processes, 21 were not resolved or were pending resolution at the end of the reporting period, and one was taken to an organisation outside the agency. Agencies also reported a significant increase in the number of management decision grievances from 10 to 27 in the current reporting period.

Table 24: Resolution of grievances within agencies, 1 July 2006 – 30 June 2011

OUTCOME	2006-07		2007-08		2008-09		2009-10		2010-11	
	No.	Percent total	No.	Percent total	No.	Percent total	No.	Percent total	No.	Percent total
Satisfactorily resolved	76	61%	64	60%	85	75%	50	53%	84	59%
Withdrawn	7	5%	10	9%	1	1%	3	3%	7	5%
Still pending	41	32%	29	27%	22	20%	37	40%	37	26%
Not resolved	3	2%	4	4%	5	4%	4	4%	15	10%
TOTALS	127		107		113		94		143	

Self-reporting by agencies indicates that the large majority of internal grievance matters continued to be satisfactorily resolved through internal grievance resolution procedures. In addition to the above, the number of grievance matters taken outside agency internal grievance processes is outlined in **Table 25, below**.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Table 25: Grievance matters taken to outside organisations, 1 July 2006 – 30 June 2011

External organisations where grievances were lodged	Number of external grievances				
	2006-07	2007-08	2008-09	2009-10	2010-11
Ombudsman	1	4	7	1	1
Anti Discrimination Commissioner	10	9	12	4	6
Human Rights and Equal Opportunities Commission	-	1	-	1	-
State Service Commissioner [section 50(1)(b)]	66	80	51	148	56
(Award translation grievances)	-	-	-	(111)	(32)
(Other 50(1)(b) grievances)	-	-	-	(37)	(24)
Tasmanian Industrial Commission	0	19	24	107	11
(Award translation grievances)	-	-	-	(97)	(2)
(Other grievances)	-	-	-	(10)	(9)
Other Industrial Tribunals	8	2	3	1	-
Other	3	-	1	1	-
TOTALS	88	115	98	263	74

Please refer to Explanatory notes 6 and 7 for important information about the above table.

The statistics in **Table 25, above**, indicate that there was a total of 56 matters under subsection 50(1)(b) of the Act taken to the Commissioner in this reporting period, a significant decrease of 92 from the previous reporting period. Fifty-seven per cent were in relation to award translation matters.

Similarly, **Table 25, above** shows that there were a total of 11 matters taken to the Tasmanian Industrial Commission in the reporting period, a significant decrease of 96 from the previous reporting period. Two of the 11 grievances were in relation to award translation matters.

Agency Survey responses further indicated that of the 74 grievance matters taken to external organisations in the reporting period, 30 matters (41 per cent) were taken to external organisations without first seeking a resolution through agency internal grievance resolution processes.

Table 26: Category of grievance matters taken to outside organisations, 1 July 2009 – 30 June 2011

CATEGORY OF GRIEVANCE	Number of grievances 2009-10	Number of grievances 2010-11
Award classification	218	18
Termination of employment	5	1
Status of employment	2	2
Management decision	16	36
Breach of award/conditions of employment	14	-
Discrimination	4	6
Process	1	6
Bullying and/or harassment	1	5
Other	2	-
TOTAL	263	74

Table 26, above shows large decreases in the numbers of 'Award classification', 'Termination of employment' and 'Breach of award/conditions of employment' grievances, compared with increases in 'Management decision', 'Discrimination', 'Process' and 'Bullying and/or harassment' grievances, compared with the previous reporting period.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Table 27, below, provides information on the number of contact officers and managers/supervisors who received training in agency internal grievance resolution systems during the reporting period.

Table 27: Contact officer – manager/supervisor training in agency internal grievance resolution systems, 1 July 2008 – 30 June 2011

AGENCY	Contact officer training			Manager/supervisor training		
	Total trained 2008-09	Total trained 2009-10	Total trained 2010-11	Total trained 2008-09	Total trained 2009-10	Total trained 2010-11
Dept. of Health and Human Services	17	32	199	97	34	59
Dept. of Police and Emergency Management	2	23	58	1	32	33
Dept. of Primary Industries, Parks, Water and Environment	-	-	-	-	1	-
Dept. of Treasury and Finance	-	-	4	-	-	-
Tasmanian Audit Office	-	-	2	-	4	2
Port Arthur Historic Site Management Authority	-	2	1	-	-	-
The Public Trustee	2	2	1	1	8	5
TOTALS	21	59	265	99	79	99

Please refer to Explanatory note 1 for important information about the above table.

The information in **Table 27, above,** shows that only a small number of agencies conducted training in the reporting period, with the Department of Health and Human Services and the Department of Police and Emergency Management doing the majority of this training.

Promoting a flexible workplace

All 14 agencies indicated that employees in their agency have access to flexible hours of work. Five agencies put in place either new or revised flexible working arrangements during the reporting period (including the trial of work from home arrangements using an office computer). Nine agencies stated that they had a policy that covered employees working from home occasionally. However, no agency collects working from home statistical information.

Flexible working policy and/or guidelines

Results of the Agency Survey 2011 reported that all agencies have a flexible working policy and/or guidelines in place and that managers/supervisors are required to consider work/life balance issues in the workplace generally using the following types of management actions:

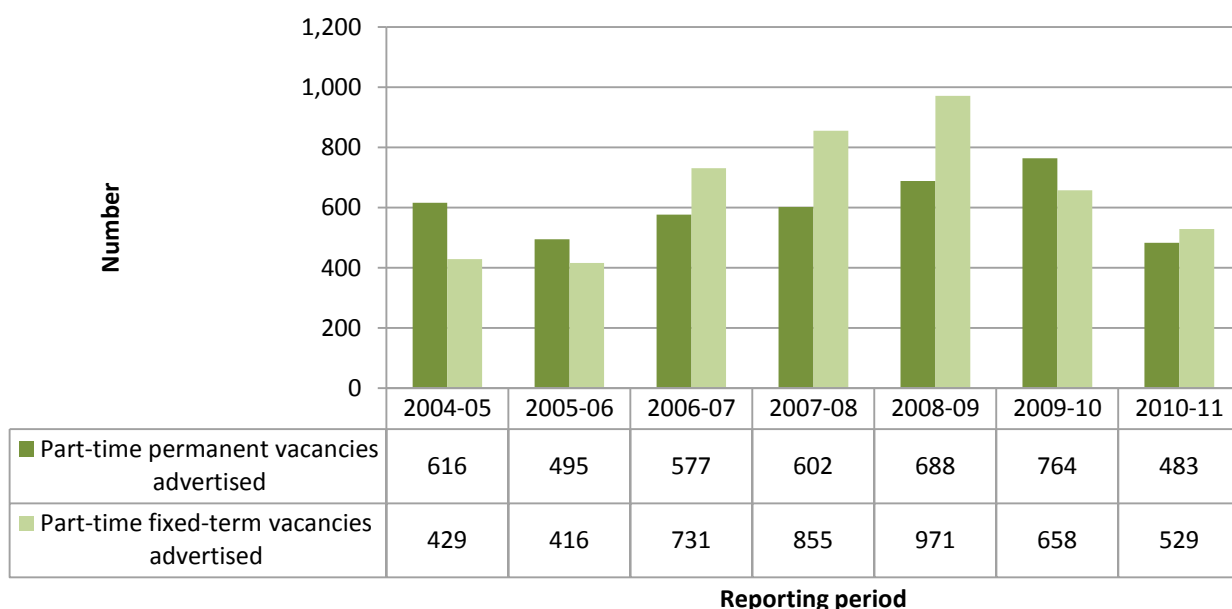
ACTION TAKEN	No. agencies
Part-time working arrangements	13 Agencies
Leave without pay	13 Agencies
Through performance management discussions	13 Agencies
Monitor leave balances	13 Agencies
Agreed time off in lieu	12 Agencies
Flexible working policy and/or guidelines	12 Agencies
Working from home	12 Agencies
SSALS	11 Agencies
Work planning, eg rosters	11 Agencies
Adequate resource levels for ongoing projects	10 Agencies
Part of the business planning process	9 Agencies
Job sharing	9 Agencies
Through the business planning process to consider team & individuals	9 Agencies
Phased retirement	8 Agencies

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Part-time working arrangements

The provision of part-time work is an important inclusive practice that supports the employment of people who are unable to work full-time due to caring responsibilities, disability, external study requirements or lifestyle choice. The number of part-time vacancies available in the State Service is an indicator of employment flexibility generally. **Chart 6, below**, shows the number of part-time vacancies advertised over the last seven reporting periods

Chart 6: Part-time permanent and fixed-term vacancies advertised, 1 July 2004 – 30 June 2011



Please refer to Explanatory note 10 for important information about the above chart

The number of permanent part-time vacancies advertised has trended downwards, with a decrease of 281 (37 per cent) over the 2009-10 reporting period. The number of fixed-term part-time vacancies also reduced by 129 (20 per cent) over the 2009-10 reporting period. The considerable reduction in the number of vacancies being advertised can most likely be attributed to the current financial challenges facing the State Service. However, there has also been a large decrease in the proportion of part-time vacancies advertised, as is illustrated in **Chart 7, below**.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Chart 7: Percentage of jobs advertised as part-time, 1 July 2004 – 30 June 2011

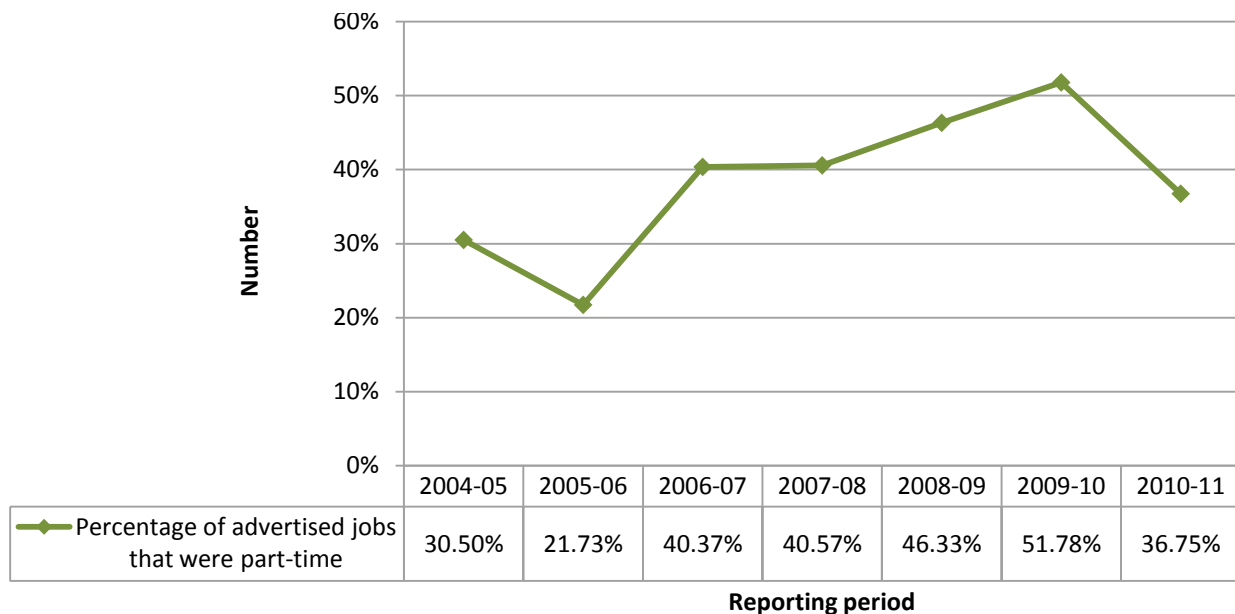
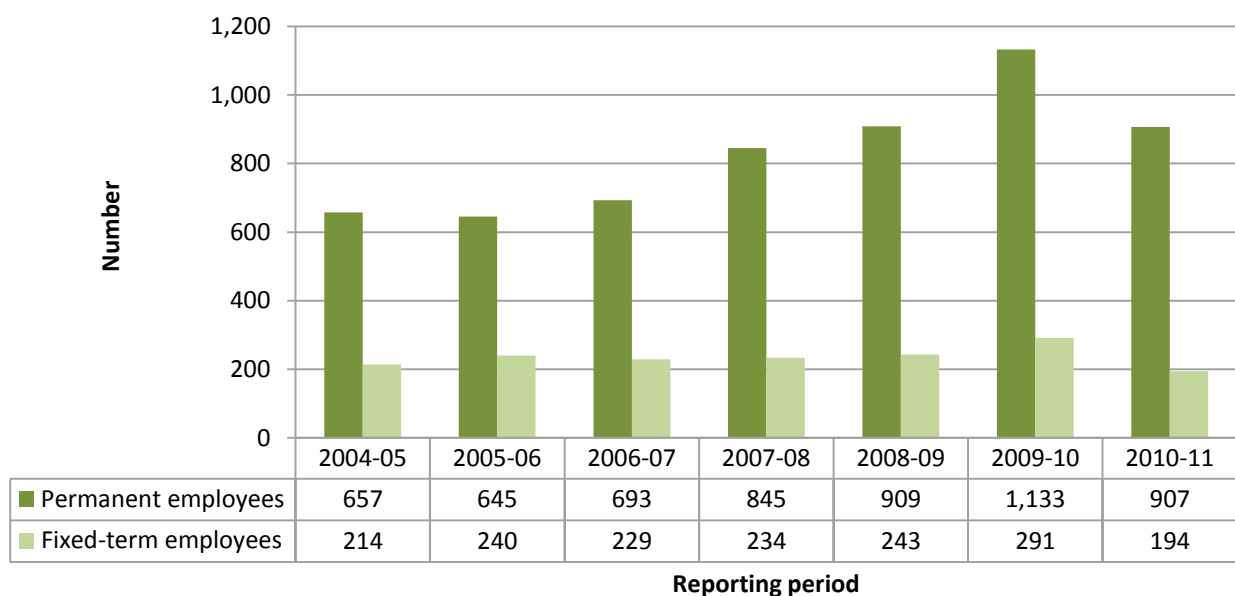


Chart 8: Permanent and fixed-term employees changing to part-time employment, 1 July 2004 – 30 June 2011



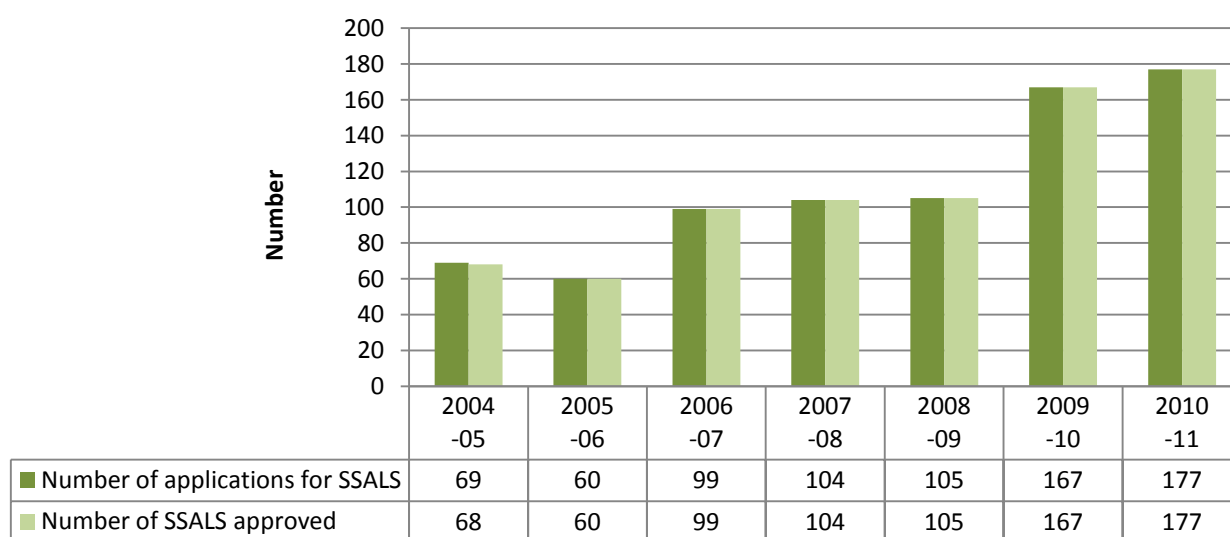
The statistics in **Chart 8, above**, show a decrease of 323 employees (226 permanent and 97 fixed-term) taking up the option to change to part-time employment, compared with the previous reporting period. This represents a 20 per cent decrease for permanent and a 33 per cent decrease for fixed-term employees (see also **Table 28**, Utilisation of flexible work practices, below).

State Service Accumulated Leave Scheme

Another flexible work option utilised by employees is the State Service Accumulated Leave Scheme (SSALS), which allows employees to in effect 'buy' extra leave over an agreed period of time by working their normal hours at a reduced rate. The 'banked' or 'bought' extra days of leave are then taken at an agreed time. Numbers of employees accessing the SSALS scheme are shown in **Chart 9, below**.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Chart 9: State Service Accumulated Leave Scheme applications and approvals (SSALS),
1 July 2004 – 30 June 2011



Reporting period

Chart 9, above, indicates that there has been a consistent increase in applications from employees interested in taking up the flexible working option of SSALS over the past six reporting periods, with an increase of 10 employees (six per cent) in the current reporting period. It is noted that over the past six reporting periods there has been a 100 per cent approval of all employee applications to participate in the SSALS. The total number of employees participating in SSALS as at 30 June 2011 was 241, made up of 237 permanent and four fixed-term employees. Of the total participants, there were 55 permanent and two fixed-term employees earning the equivalent of \$88,000 per annum or more.

Flexible working arrangements for families

Agencies support families through a range of specific flexible working arrangements, including parental leave. The number of employees seeking to take advantage of parental leave, and the number of senior employees accessing part-time work options, are shown in **Table 28, below**:

Table 28: Utilisation of flexible work practices, 1 July 2007 – 30 June 2011

FLEXIBLE WORK PRACTICE	No. of Employees in 2007-08	No. of Employees in 2008-09	No. of Employees in 2009-10	No. of Employees in 2010-11
Employees earning the equivalent of \$88,000 pa or more working part-time	527	651	711	689
Employees who took paid maternity leave	559	605	645	747
Employees who took paid adoption leave	7	2	3	2
Employees who took unpaid maternity or parental leave	269	315	317	429
Employees who took unpaid paternity or parental leave	-	-	-	38

Please refer to Explanatory note 17 for important information about the above table.

Promoting a safe workplace

Agency Survey 2011 returns reported that all agencies had an occupational health and safety (OH&S) policy in place. Ten agencies had a documented incident and injury reporting system, and hazard reporting system, and 12 agencies reported undertaking risk assessing activities/jobs/tasks. All agencies included risk management as part of the business planning process. All agencies also had a documented OH&S management system in place.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Table 29: Occupational health and safety (OH&S) training completed, 1 July 2009 – 30 June 2011

AGENCY	Responsible officer training		Manager/supervisor training		Employee OH&S training		Employee Safety Representative training	
	2009-10	2010-11	2009-10	2010-11	2009-10	2010-11	2009-10	2010-11
Dept. of Economic Development, Tourism and the Arts	No data	-	No data	-	No data	-	No data	35
Dept. of Education	No data	187	No data	-	No data	272	No data	-
Dept. of Health and Human Services	12	-	1,038	101	20	-	8	-
Dept. of Infrastructure, Energy and Resources	-	-	55	-	4	-	-	-
Dept. of Justice	No data	No data	No data	No data	No data	No data	No data	No data
Dept. of Police and Emergency Management	13	5	50	105	380	381	40	9
Dept. of Premier and Cabinet	-	-	3	20	-	24	6	-
Dept. of Primary Industries, Parks, Water and Environment	-	9	27	1	102	1	-	-
Dept. of Treasury and Finance	-	-	11	9	29	63	2	2
Tasmanian Audit Office	1	-	-	1	-	1	-	-
Integrity Commission	-	-	-	3	-	1	-	-
Port Arthur Historic Site Management Authority	-	2	16	25	28	80	-	2
Tasmanian Skills Institute	3	1	27	6	-	-	-	-
The Public Trustee	1	-	-	1	-	-	-	-
TOTALS	30	204	1,227	272	563	823	56	48

Please refer to Explanatory note 1 for important information about the above table.

Table 29, above, shows that all except two agencies reported providing employees with appropriate training relevant to their duties and responsibilities (whether as responsible officer, manager or supervisor, employee safety representative or employee duties). However, data on the number trained in one agency was not available. The low overall level of OH&S training reported is a concern, particularly given annual recruitment and staff movement levels. The expectation would be that larger numbers of employees receive OH&S training for their roles, and that agencies maintain accurate records of that training.

Promoting a rewarding workplace

The term 'a rewarding workplace' means different things to different people. One way people are rewarded is through recognition of their high performance. As of June 2011, the Minister foreshadowed a sharpened focus on managing for performance, including change expected to better facilitate recognition of good performance in the State Service.

Industrial awards and agreements can also incorporate ways of rewarding employees, through career development opportunities, special programs and allowances, and through salaries and wages. Subsection 38(1) of the Act provides that the terms and conditions of employment of employees are to be those specified in an award relating to persons engaged in the work for which they are employed or, if no such award is in force, are to be determined by the Minister. During the reporting period, negotiations over replacement industrial agreements for various occupational groups of employees continued, with the Public Sector Management Office either providing lead negotiator or research, policy advice, and supplementary advocacy on behalf of individual agencies. Several industrial agreements were finalised during the reporting period as well, but a number of these only covered small numbers of employees in specialist occupational groups.

Two agreements were finalised in relation to larger employee groups: one for legal practitioners and one for nurses and midwives: The industrial agreement for legal practitioners includes a revised classification structure together with appropriate classification descriptors are the main elements of the replacement agreement. A new allowance for lawyers undertaking 'circuit' duty around the State recognises the difficulty employees face in this challenging environment when faced with extended periods away from home. The nurses and midwives industrial agreement was finalised after extensive negotiations involving the Australian Nursing Federation and the Health and Community Services Union. The agreement provides for a new career structure for nurses and midwives, with comprehensive classification descriptors, advancement based on skill criteria, restructuring of allowances and clarification of public holiday provisions.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Review of State Service selection decisions and actions

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 (subsection 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 'promoting a fair workplace'.

Right of review

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

- 50(1)(a) "of the selection of a person or an employee to perform duties other than duties to be performed for a specified term or for the duration of a specified task; or
- 50(1)(b) "of any other State Service action that relates to his or her employment in the State Service."

An employee is not entitled to make an application for a review under subsection 50(1)(a) unless that employee was an applicant for the duties to which the appointment or promotion relates. An employee is not entitled to make an application for a review under subsection 50(1)(b) in respect of the termination of the employee's employment; these disputes are to be dealt with by the appropriate industrial tribunal.

Determination of reviews

In determining a review, the Commissioner may:

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

Number of reviews

Table 30, below, provides detail of selection reviews dealt with by the Office during the reporting period.

Table 30: Selection reviews under subsection 50(1)(a) of the Act, 1 July 2010 – 30 June 2011

AGENCY	Brought forward	Received	Granted	Not Granted	Resolved	With-drawn	Carried forward
Dept. of Economic Development, Tourism and the Arts	-	2	-	-	2	-	-
Dept. of Education	1	5	1	2	2	-	1
Dept. of Health and Human Services	2	12	2	6	5	-	1
Dept. of Primary Industries, Parks, Water and Environment	-	2	-	-	2	-	-
Tasmanian Skills Institute	-	1	-	-	1	-	-
TOTALS	3	22	3	8	12	-	2

Please refer to Explanatory note 1 for important information about the above table.

Table 30, above, shows that a high percentage of selection reviews dealt with during the reporting period were resolved through conciliation. It is noted that the number of selection reviews lodged this reporting period was significantly lower than the previous reporting period. For those selection reviews finalised this reporting period, the figures show:

Granted	13 per cent
Not Granted	35 per cent
Resolved or withdrawn	52 per cent

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Table 31, below, provides detail of other State Service action reviews dealt with by the Office during the reporting period.

Table 31 Other State Service action reviews under subsection 50(1)(b) of the Act, 1 July 2010 – 30 June 2011

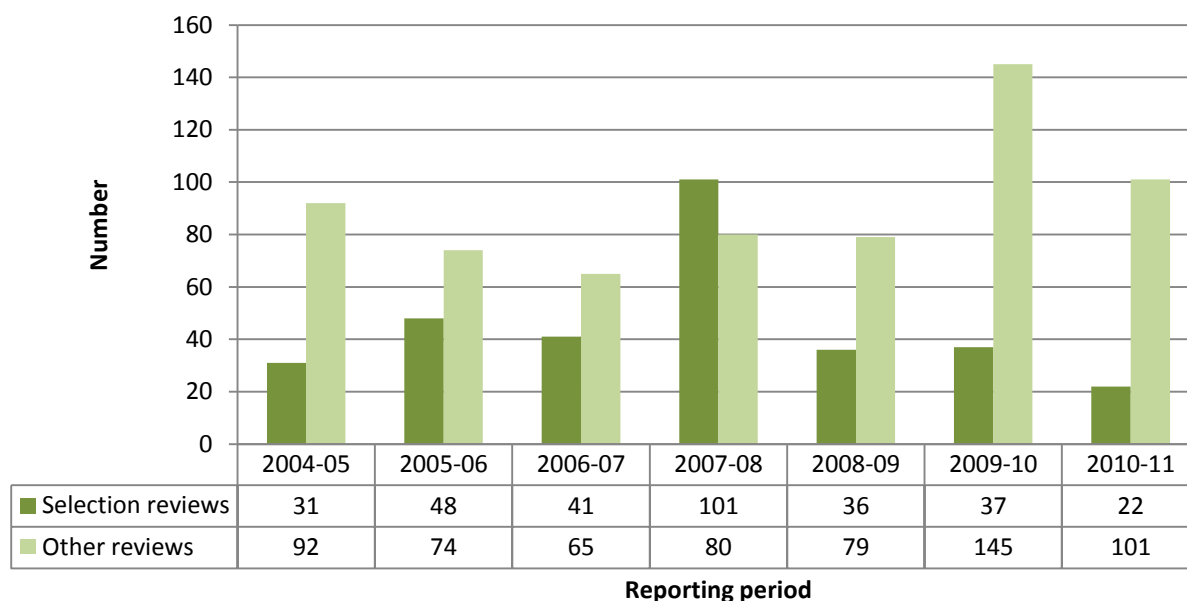
AGENCY	Brought forward	Received	Granted	Not Granted	Resolved	Withdrawn	Carried forward
Dept. of Economic Development, Tourism and the Arts	1	-	-	-	1	-	-
Dept. of Education	6	25	-	-	11	4	16
Dept. of Health and Human Services	49	47	-	2	51	2	41
Dept. of Infrastructure, Energy and Resources	1	1	-	-	1	-	1
Dept. of Justice	-	14	-	-	5	-	9
Dept. of Primary Industries, Parks, Water and Environment	3	11	-	-	4	-	10
Port Arthur Historic Site Management Authority	3	1	-	-	3	-	1
Tasmanian Skills Institute	6	2	-	-	2	-	6
TOTALS	69	101	0	2	78	6	84

Please refer to Explanatory note 1 for important information about the above table.

The number of other State Service action reviews lodged was considerably lower than in the previous reporting period: 101 compared with 145. Of the reviews in this period, about one third (32 of the 101 reviews, or 32 per cent) were in relation to *Tasmanian State Service Award* translation matters. There has been a significant decrease in the number of new *Tasmanian State Service Award* translation matters, but a significant increase in the number of other new reviews in the reporting period. For the other State Service action reviews finalised this reporting period, the figures show that nearly all were either resolved or withdrawn through conciliation.

Chart 10, below, shows the number of selection reviews and other reviews lodged over the past seven reporting periods:

Chart 10: Number of reviews received, 1 July 2004 – 30 June 2011



Please refer to Explanatory notes 6, 7 and 11 for important information about the above chart.

3: STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

Compliance with Code of Conduct

Alleged breaches of the State Service Code of Conduct

Subsection 10(3) of the Act requires that the Commissioner establishes procedures for the investigation and determination of whether an employee has breached the Code of Conduct. These procedures are established under Commissioner's Direction No. 5 – *Procedures for the investigation and determination of whether an employee has breached the Code of Conduct* (CD No.5).

CD No.5 provides Heads of Agency with the power and responsibility to both investigate and determine alleged breaches of the Code of Conduct in their agency. If a Head of Agency determines that an employee or senior executive has breached the Code of Conduct, that Head of Agency (as the Minister's delegate) may impose one or more of the sanctions outlined in section 10 of the Act.

Unsatisfactory employee performance, including minor deviations from the standards of behaviour and conduct set down in the Code, may be managed within agencies without the need for formal investigation and determination processes prescribed by CD No.5.

In the event that a breach of the Code of Conduct has been found and a sanction other than termination of employment, has been imposed as a result of the determination, the employee has a right of review to the Commissioner pursuant to subsection 50(1)(b) of the Act and in accordance with the Commissioner's Direction No.7 – *Review of Actions*. Where a sanction of termination of employment is imposed, the appropriate industrial tribunal will deal with any dispute.

The procedures established under CD No.5 do not apply in respect of alleged breaches of the Code of Conduct by Heads of Agency; the authority to investigate those matters is now with the Integrity Commission.

Table 32, below, provides details of alleged breaches of the Code of Conduct dealt with by Heads of Agency during the current reporting period:

Table 32: Determinations in relation to alleged breaches of the State Service Code of Conduct determined by Heads of Agency, 1 July 2010 – 30 June 2011

AGENCY	Brought forward	Commenced	Breach	No breach found	Resolved	Withdrawn	Carried forward
Dept. of Economic Development, Tourism and the Arts	-	1	-	-	-	-	1
Dept. of Education	6	14	11	3	-	-	6
Dept. of Health and Human Services	6	6	6	1	-	1	4
Dept. of Infrastructure, Energy and Resources	-	1	-	-	1	-	-
Dept. of Justice	5	12	5	4	2	1	5
Dept. of Police and Emergency Management	1	3	-	-	1	-	3
Dept. of Primary Industries, Parks, Water and Environment	1	-	1	-	-	-	-
Tasmanian Skills Institute	1	1	-	-	1	1	-
The Public Trustee	1	-	1	-	-	-	-
TOTALS	21	38	24	8	5	3	19

Please refer to Explanatory note 1 for important information about the above table.

Termination of employment due to a breach of the Code of Conduct

The Act gives the Minister the power to terminate the employment of permanent employees (section 44 of the Act) and fixed-term employees (section 45 of the Act). The Minister has delegated the power to terminate the employment of employees to Heads of Agency. Heads of Agency are required to consult with the Director of the Public Sector Management Office before exercising this delegation.

During the reporting period, the employment of eight permanent employees was terminated by a Head of Agency due to a breach of the Code of Conduct.

Additional information on termination of employment is provided in Chapter 4.



4: STATE SERVICE EMPLOYMENT POLICY

State Service reform

In its 2010-11 Mid Year Financial Report, the Tasmanian Government reported on the impact of the Global Financial Crisis (GFC). The financial information provided in the Mid Year Financial Report showed Tasmania is no longer able to meet Interim Fiscal Strategy targets and risks moving into an unsustainable position without action being taken. The Mid Year Financial Report outlined a plan to return the Budget position to its pre-GFC level over a number of years.

Part of the Government's plan is to reduce operating expenses in the public service, including labour costs, by around three per cent per annum over the next three years. A range of employment-related strategies are being implemented to enable a sustainable State Service workforce for the future and to take into account the impact on employees and services to the community. By taking action now, Government expects that the impact on services and jobs will ultimately be much lower than it would otherwise be.

Voluntary Targeted Employment Separation Arrangements

The Voluntary Targeted Employment Separation Arrangements (VTESA) guidelines were approved in April 2009 by the Secretary of the Department of Premier and Cabinet, pursuant to his delegated power under subsection 18(1)(b) of the Act. The VTESA is available to agencies to achieve salary savings in areas of changed priority and/or activity, or to facilitate the transfer of services, as may be approved by government from time to time.

One hundred and forty-five (145) employees and officers separated under the VTESA during the 2010-11 reporting period.

Workforce Renewal Incentive Program

The Workforce Renewal Incentive Program (established in *Ministerial 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.

Table 33, below, shows the number of employees who have elected to receive an incentive under the Workforce Renewal Incentive Program, by agency, during the reporting period (the program was not made available by all agencies in the reporting period).

Table 33: Uptake of Workforce Renewal Incentive Program by employees, 1 July 2010 – 30 June 2011

AGENCY	Number of Employees
Department of Economic Development, Tourism and the Arts	3
Department of Education	110
Department of Health and Human Services	4
Department of Infrastructure, Energy and Resources	22
Department of Justice	9
Department of Primary Industries, Parks, Water and Environment	17
Department of Treasury and Finance	3
Total	168

People Directions

People Directions was developed by the Public Sector Management Office as an overarching strategic people and workforce management framework for the State Service, and it is now into its third year of implementation. The year has been marked by a consolidation of projects within People Directions' five key themes, which are:

- Knowing Who We Are, What We Do, Why We Do It and How We Do It;
- Attracting and Retaining the Right People;
- Developing and Recognising our People Capability;
- Leading and Managing for the Future; and
- Shaping our Workforce and Performance.

During the reporting period, the report for the first whole-of-service People Directions evaluation survey was completed and all agencies participated in the second survey. In line with the specific evaluation strategy for People Directions, the report identified trend information on particular themes and an overall percentage score of the strategy's effectiveness for agencies and the State Service. Progress on some of the projects that are being completed under the auspices of People Directions are reported below, under the relevant theme.

4: STATE SERVICE EMPLOYMENT POLICY

Knowing Who We Are, What We Do, Why We Do It and How We Do It

- **Who We Are** – A discussion paper was prepared on the uses and benefits of social media and a communication strategy was developed for the implementation of whole of State Service 'attributes'.
- **Talking With Our People** – The People Directions website was updated with new information to support project developments and trials online networks to connect specific professional groups occurred.

Attracting and Retaining the Right People

- **Right Job, Right Person** – this recruitment program, with the Department of Health and Human Services as lead agency, has been further customised to enhance ease of use.
- **Welcome to the Service** – Service-wide on-boarding surveys have been implemented to enable data collection and trend reporting by agencies and at the whole of State Service level.
- **Keeping Our People** – the mentoring program continued. In addition, Service-wide exit surveys have been implemented to enable data collection and trend reporting by agencies and at the whole of State Service level.

Developing and Recognising our People Capability

- **Improving Literacy and Numeracy** – the trial of Clear+Simple=Safe (a collaboration with the Health and Community Services Union, Skills Institute, LINC, Royal Hobart Hospital and sponsored by WorkCover) has been completed. The focus of the project was to improve workplace safety through improved literacy and numeracy.
- **Professionalising the Profession** – the first series of Human Resource (HR) Capability Framework training and education workshops was implemented.

Leading and Managing for the Future

- **Right Capability and Leading and Managing for the Future** – the Senior Executive Capability Profile and supporting material was completed and there was substantial progress toward the completion of the whole of State Service capability profile up to SES level.

Shaping our Workforce and Performance

- **Planning for Our Future** – the State Service Workforce Profile 2010 was released.

The web address for People Directions is www.people.tas.gov.au

Planning and reporting

Workforce Analysis Collection Application

The Commissioner is required to maintain employment records under Regulation 8 of the State Service Regulations 2011. The Public Sector Management Office co-ordinates the collection of relevant summary data from these employment records through the Workforce Analysis Collection Application (WACA). The WACA is a web-based workforce information system that was initially developed in 2004 through a consortium of state and territory governments, including Tasmania. WACA data can be used for a variety of planning and reporting purposes, and it may allow future benchmarking of State Service demographics against the demographics of other state and territory public sector workforces.

Reporting standards

Agencies continue to implement the Australian New Zealand Standard Classification of Occupation (ANZSCO) coding for the purpose of whole of State Service occupational analysis.

As foreshadowed in the Commissioner's 2009-10 annual report, and on the recommendation of the Secretary of the Department of Premier and Cabinet, the Commissioner has adopted a change to the reporting standard from 'structured' full-time equivalent and headcount data to 'paid' data. The new standard better reflects the active capacity of the State Service as a workforce at a single point in time, because paid counts exclude employees on secondment outside the State Service or on unpaid leave. Implementation of the change began in 2009-10, with the transition to a single paid full-time equivalent and paid headcount reporting standard being completed in the current annual report.

Workforce planning

The Public Sector Management Office prepares an annual *State Service Workforce Profile*, which includes 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 Public Sector Management Office has also established a Workforce Planning Network to build capability within agencies by advancing awareness and understanding of workforce planning and increasing the skills of participating human resource practitioners in this critical area of employment management. Network activities have included development workshops and case study scenarios.

4: STATE SERVICE EMPLOYMENT POLICY

Training and development

The Public Sector Management Office has responsibility for facilitating training and development programs for the State Service. This work is principally undertaken by The Training Consortium.

About The Training Consortium

The Training Consortium (TTC) is part of the Public Sector Management Office. TTC was established in 1998 and has grown from its initial four members to 19 in 2011 (see **Table 34, below**, for the member list). TTC brokers and co-ordinates a wide range of services to provide learning and development programs and events throughout Tasmania on behalf of its member organisations. TTC provides a diverse range of leadership development, management and skills development courses, workshops, information seminars and forums using local, national and international presenters; these are discussed in more detail in the Performance Management section of the annual report.

Table 34: The Training Consortium membership, 1 July 2010 – 30 June 2011

AGENCIES	OTHER ORGANISATIONS
Department of Economic Development, Tourism and the Arts	Australian Antarctic Division
Department of Education	Aurora Energy
Department of Health and Human Services	Centrelink Tasmania
Department of Infrastructure Energy and Resources	Local Government Association of Tasmania (includes member councils)
Department of Justice	Metro Tasmania
Department of Police and Emergency Management	Retirement Benefits Fund Board
Department of Premier and Cabinet	Transend Networks
Department of Primary Industries, Parks, Water and Environment	University of Tasmania
Department of Treasury and Finance	
Tasmanian Audit Office	
Tasmanian Skills Institute	

TTC partnerships and working relationships

TTC has also established a number of working relationships in order to enhance the range and quality of training activities offered. These include working with the Australian Public Service Commission and the Local Government Association of Tasmania. TTC also actively supports the *Institute of Public Administration Australia* (IPAA) in Tasmania by providing secretariat and event co-ordination support. This arrangement provides a positive, co-operative arrangement and an opportunity for TTC members to attend an increased range of leadership and management events.

Supporting TTC member organisations

TTC has established a panel of providers to develop and deliver disability awareness training. The *Disability Awareness Training Panel* is available to provide ready options for State Service agencies, and other TTC member organisations, for training to support the Government's Disability Framework for Action 2005-10. Similarly, TTC's *Mental Health and Wellbeing Training Panel* brings together learning and development opportunities to help agencies promote workplace mental health and wellbeing.

State Service health and wellbeing

Healthy@Work is a four-year Tasmanian Government project administered by the Public Sector Management Office to support the development of workplace health and wellbeing programs in State Service agencies (it will conclude in 2012). The project supports each agency to develop an effective workplace health and wellbeing program. A range of centralised and organisation-specific strategies are provided to address the issues of smoking, nutrition, alcohol consumption, physical activity, sedentary behaviour and mental health.

During the 2010-11 reporting period, the Healthy@Work team has:

- Conducted a base-line audit of each agency's performance in relation to *Ministerial Direction No.23 (Workplace Health and Wellbeing)*, and provided each agency with feedback in relation to this audit;
- Supported the number of organisations with a workplace health and wellbeing program plan to grow from three in July 2010 to seven in June 2011. An additional five organisations had established draft program plans by June 2011;
- Commenced the first professional development program for coordinators responsible for the development of an organisation's workplace health and wellbeing program;
- Provided \$268,000 funding to support six organisations to implement specific workplace health and wellbeing activities, including a health and wellbeing newsletter, nutrition education and training programs, improvement to building infrastructure to increase physical activity and development of a resource kit to support implementation of workplace health and wellbeing programs;

4: STATE SERVICE EMPLOYMENT POLICY

- Provided free mental health and wellbeing training to 500 State Service participants;
- Subsidised the participation of more than 2,300 State Service employees in a workplace pedometer challenge; and
- In partnership with the Menzies Research Institute and University of Tasmania, supported the establishment of the three university doctoral research positions to undertake research associated with the Healthy@Work project. This research project was funded through a National Health and Medical Research Council Partnership Grant. This research has quantified, for the first time, the cost of presenteeism (attending work despite being unwell) and absenteeism in the State Service at \$3,276 per employee per year.

Termination of employment

The employment relationship of an individual can end at the initiative of either the employee or the employer. Employees may resign or retire from the State Service under a variety of circumstances by providing the required notice. 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 of the Public Sector Management Office before exercising their delegation.

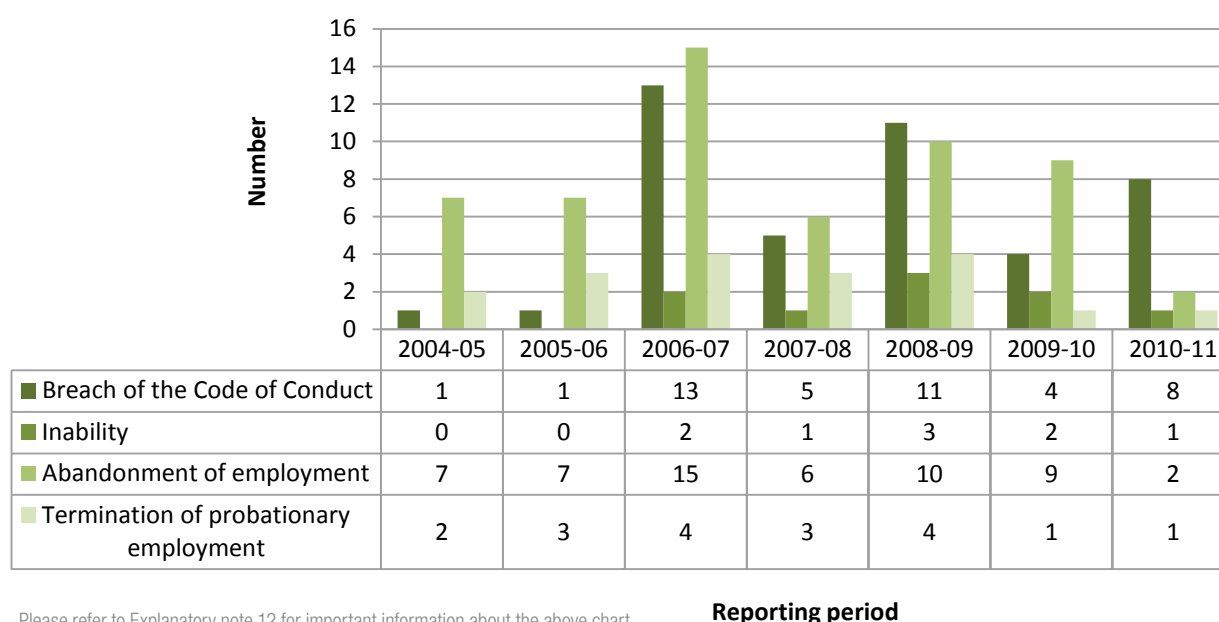
- Section 44 of the Act prescribes grounds for termination of the employment of permanent employees as:
 - If they are found to have breached the Code of Conduct;
 - If they are found to be unable to efficiently and effectively perform their duties (inability);
 - If they are surplus to the requirements of their agency and no alternative duties can be found for them within a 12-month period (the Minister has foreshadowed a reduction to this period to six months through legislative amendment); and
 - On any other grounds prescribed in the Regulations:
 - Regulation 36 provides for the termination of a permanent employee who has abandoned their employment. An employee who is absent from duty for a period of 14 days without notifying his or her Head of Agency is taken to have abandoned their employment.
 - Regulation 36 also provides for the termination of a permanent employee during probation.

Section 45 of the Act prescribes that employment of fixed-term employees may be terminated in accordance with the terms and conditions under which the employee is appointed.

Chart 11, below, provides the number of permanent employees who had their employment terminated by a Head of Agency over the last seven reporting periods. This includes 12 in the current reporting period, which occurred for the following reasons:

- Termination of probationary employment (one employee)
- Abandonment of employment (two employees)
- Breach of the Code of Conduct (eight employees)
- Inability (one employee).

Chart 11: Termination of employment statistics, 1 July 2004 – 30 June 2011



Please refer to Explanatory note 12 for important information about the above chart.

Reporting period

See also relevant sections of Chapter 3 on performance management and compliance with the Code of Conduct.



5: STATE SERVICE STATISTICS

Overview

Fourteen agencies (State Service agencies and State authorities) have produced the following statistics on State Service employment for the period ending 30 June 2011.

The Public Sector Management Office and TMD (in the Department of Premier and Cabinet) use the Workforce Analysis and Collection Application (WACA) to prepare the data provided to the Commissioner at the end of each financial year. Information in the WACA is derived from quarterly snapshots of human resource data provided to TMD by agencies 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 whole-of-service level. The Commissioner accepts this data in good faith, 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. In turn, the Office takes all reasonable measures within its control to accurately validate and interpret this data for presentation in the Commissioner's annual report.

The statistics cover the following 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
- Tasmanian Audit Office.

The statistics also cover the following State authorities:

- Integrity Commission
- Port Arthur Historic Site Management Authority
- Tasmanian Skills Institute
- The Public Trustee.

The Tasmanian Dairy Industry Authority is identified as a State authority in Schedule 1 of the *State Service Act 2000* (the Act), however, it is not counted as a separate agency for the purposes of this annual report as it is administered through the Department of Primary Industries, Parks, Water and Environment. In addition, 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).

The reporting of State Service employment statistics in the annual report this year uses the reporting standards of paid full-time equivalent (paid FTE) and paid headcount, as opposed to structured data which was used previously. Previously, the headcount and related full-time equivalents count measured individual employment statistics recorded at the reporting date regardless of the actual hours worked (generally excluding casuals and sessionals). The 'paid counts' effectively exclude those employees who are technically employed but not paid at the reporting date. This method more accurately reflects 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 change was foreshadowed in the Commissioner's 2009-10 annual report and the terminology is detailed further in the Definitions section of this report. Structured full-time equivalent and structured headcount data is available separately in this report on the compact disc that accompanies the printed edition, for historical comparison purposes (the additional data on the disc replicates the analysis provided in Tables 36-48 and Charts 12-33 of the printed annual report).

As at June 2011, there was a paid headcount of 28,606 people appointed under the Act, excluding casual and sessional employees. The number of paid full-time equivalent employees (paid FTEs) represented by this figure is 22,389.76. As at June 2011, the paid headcount for casual employees was 2,142 and the paid headcount for sessional employees was 42. The number of paid full-time equivalent employees represented by these figures are 680.91 for casual employees and 7.43 for sessional employees.

5: STATE SERVICE STATISTICS

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.*

Structured headcount is a measure of individual employments (excluding casual and sessional employees) recorded at the reporting date regardless of the hours employed.

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.*

Structured full-time equivalent is a measure of the proportional number of employments where the hours engaged are expressed as a percentage of the award full-time hours. It also includes employees that are employed but not paid at the reporting date.

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.

5: STATE SERVICE STATISTICS

Explanatory notes

Statistical data for this annual report was obtained from:

- operational data held within the Office (the most recent data is from 1 July 2010 to 30 June 2011)
- annual Agency Surveys conducted by the Office (the most recent data is from 1 July 2010 to 30 June 2011);
- biannual Employee Surveys conducted by the Office (the most recent data is from August 2010);
- Workforce Analysis and Collection Application (provided by the Public Sector Management Office, the most recent data is from June 2011); and
- Australian Bureau of Statistics (where referenced).

The following explanatory notes may assist in understanding the charts and tables presented in this annual report.

Table 35: Explanatory notes

Note number	Explanatory note
1	<p>State Service agencies</p> <p>The State Service is constituted under section 6 of the Act and State Service agencies are listed under Schedule 1 of the Act. 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 Act, under section 12 of that Act. There have been six such orders made under the Act 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 Act. There have been 11 such orders made under the Act since it commenced.• Consequential amendments to the Act 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). Researchers 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</p> <p>The Department of Environment, Parks, Heritage and Arts was abolished on 1 July 2009.</p> <p>The Divisions of Heritage and Arts transferred to the Department of Economic Development and Tourism, and the Divisions of Environment and Parks were transferred to the Department of Primary Industries, Parks, Water and the Environment.</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 Academy, Tasmanian Polytechnic and Tasmanian Skills Institute were first established under the 'Tasmania Tomorrow' reforms on 1 January 2009, corresponding with the abolition of TAFE Tasmania.</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.</p>
2	<p>Employee Survey</p> <p>The Employee Survey uses a primary score to report employees' confidence in the application of the Principles, which is the percentage of employees who agree or strongly agree with the statements regarding the Principles. For example: the score for the statement "The State Service is apolitical, performing its functions in an impartial, ethical and professional manner" is 70 per cent, indicating that about 5,228 of the 7,468 respondents answered 'agree' or 'strongly agree' with this particular statement.</p> <p>No comparisons have been made between the 2007 and the 2010 Employee Surveys where additional questions were included in the 2010 survey, or where questions have changed.</p>

5: STATE SERVICE STATISTICS

Table 35: Explanatory notes (continued)

Note number	Explanatory note
3	<p>Agency Survey</p> <p>For all Agency Survey data, '0' indicates the agency reported nil for the category, whereas '-' indicates that the agency did not report against the category queried and 'no data' indicates the agency was not able to provide data.</p> <p>In some cases, where 'no data' or '-' is reported, the reason is that the agency did not exist at that time. In addition, it may also be the case that some agencies do not consistently report 'nil' data as '0'.</p>
4	<p>Impact of Budget measures</p> <p>Due to the governments constrained budget situation during the current and previous reporting periods, all agencies 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 the Commissioner's annual report.</p>
5	<p>Promotion without advertising the duties</p> <p>Promotion without advertising the duties refers to the Commissioner'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 Commissioner's 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.</p> <p>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 by the presiding Commissioner being a factor.</p>
6	<p>Change of employment status and the 2007-08 Moratorium</p> <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 Commissioner's Direction No. 1 – <i>Employment in the State Service</i>; examples of such programs are those for ambulance officers and replacement teachers.</p> <p>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 2 for the 2007-08 reporting period.</p> <p>This event also affected the 'other review' figures reported in Chart 10 for 2007-08, which included 45 reviews during the Moratorium on fixed-term employment process.</p> <p>In Table 25, the 2007-08 reporting period included 45 matters that were directly related to the Moratorium.</p>
7	<p>Translation reviews are reviews available to employees under the Tasmanian State Service Award or the Health and Human Services (Tasmanian State Service) Award, 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> <p>The 'award translation' category of grievance was introduced to Table 23 in the 2010-11 reporting period.</p> <p>In Chart 10, 'other reviews' includes 21 award translation reviews for the 2008-09 reporting period, 111 for the 2009-10 reporting period and 55 for the 2010-11 reporting period.</p>

5: STATE SERVICE STATISTICS

Table 35: Explanatory notes (continued)

Note number	Explanatory note
8	For Chart 2, the number of 'approvals' is greater than the number of requests for 2010-11 period due to a carry forward of 66 from previous reporting period/s.
9	For Chart 4, the source of Tasmanian Community data is ABS Catalogue 3201.0 – Population by Age and Sex, Australian States and Territories, Jun 2010 , TABLE 6. Estimated Resident Population By Single Year Of Age, Tasmania.
10	In Chart 6, the 2010-11 statistics include 31 permanent and 41 fixed-term vacancies that were advertised in the reporting period with the flexibility to be undertaken either on a part-time or full-time basis.
11	In Chart 10, the 'selection review' figures reported for the 2007-08 reporting period include two applicants who each lodged 19 reviews against similar vacancies advertised at the same time.
12	In Chart 11, the higher figures for termination of employment for a breach of the Code of Conduct for the 2006-07 reporting period and beyond may reflect the impact of a revised Commissioner's Direction at that time, which empowered Heads of Agency to investigate and make their own determinations in relation to an alleged breach of the Code of Conduct.
13	Charts 14, 15 and 16 provide data over the previous three reporting periods, and similar charts have been produced in previous annual reports. Prior to and in the 2009-10 annual report, these charts were based on structured headcount data. To ensure the series remain comparable, all of the data – including that for the previous reporting periods – has been corrected to reflect only the paid headcount data.
14	<p>Salaries</p> <p>The salaries shown in Chapter 5 are the relevant industrial award annual salaries for the classification of the work being performed. They are not actual employee earnings.</p> <p>Charts 17, 18 and 19 contain salary data and similar charts have been produced in previous annual reports. There has been salary creep in the State Service over the past ten years, and in response to this effect, the lowest salary range shown in these charts has been adjusted to \$0-\$39,999.</p>
15	For Table 18, the Department of Education reported that, as the Agency is a large and highly decentralised organisation focussed on ongoing learning for all, it does not have one Agency-wide training and development structure. However, the Agency does provide a range of training and development programs through the various divisions, with many targeted to specific groups and needs.
16	In Table 23, the 'employee conflict' category of grievance was introduced in the 2008-09 reporting period.
17	In Table 28, the threshold salary level of \$88,000 was chosen to align with the General Stream Band 7 minimum salary level. In the 2007-08 reporting period, the equivalent threshold amount was \$76,000 and in the 2008-09 reporting period it was \$81,000.
18	<p>Employment categories</p> <p>The term 'employees' describes Heads of Agency and senior executive officers and equivalent specialists, but generally does not include prescribed office holders.</p> <p>Tables 42 to 45 provide data on casual and sessional employees, however, Chapter 5 charts and tables do not include casual and sessional employees unless otherwise specified.</p> <p>The term 'officers' describes Heads of Agency, senior executive officers and equivalent specialists, and prescribed office holders.</p> <p>For Tables 46 and 47, a Prescribed Office Holder or Head of Agency may hold office in conjunction with employment as an employee or senior executive officer, but is only reported once. The Head of Agency for the Public Trustee is not reported as an officer of the State Service, as his Head of Agency status reflects his role as chair of the trust of that State Authority. The chair of the Tasmanian Dairy Industry Authority is a Head of Agency under Schedule 1 of the Act, however, they are reported only as a senior executive in the State Service and not as a Head of Agency.</p>

5: STATE SERVICE STATISTICS

Tables and charts in Chapter 5

STATE SERVICE NUMBERS	61
Table 36: Paid headcount by employment category, June 2011	61
Table 37: Paid headcount by employment category and gender, June 2011	61
Table 38: Paid full-time equivalents by employment category, June 2011	62
Table 39: Comparative paid headcounts by employment category, June 2010 – June 2011	62
Table 40: Comparison of paid full-time equivalents, June 2010 – June 2011	63
Table 41: Part-time employees (paid headcount) by gender, June 2011	64
CASUAL AND SESSIONAL EMPLOYMENT	65
Table 42: Casuals (paid headcount) by gender, June 2011	65
Table 43: Casuals (paid FTE) by gender, June 2011	65
Table 44: Sessionals (paid headcount) by gender, June 2011	65
Table 45: Sessionals (paid FTE) by gender, June 2011	66
OFFICERS	66
Table 46: Number of officers in the State Service by category, June 2011	66
Table 47: Gender composition of officers by category (whole-of-service), June 2011	68
Table 48: Senior executive salary ranges, June 2011	68
AGE PROFILES	68
Chart 12: Age distribution of State Service employees (paid headcount), June 2011	68
Chart 13: Age distribution of State Service employees by gender (paid headcount), June 2011	69
Chart 14: Age distribution of State Service employees (paid headcount), June 2009 – June 2011	69
Chart 15: Age distribution of male State Service employees (paid headcount), June 2009 – June 2011	70
Chart 16: Age distribution of female State Service employees (paid headcount), June 2009 – June 2011	70
SALARY PROFILES	71
Chart 17: State Service salary profile (paid headcount), June 2011	71
Chart 18: State Service salary profile by gender (paid headcount), June 2011	71
Chart 19: Comparative proportion of males and females (paid headcount) by salary range, June 2011	72
EMPLOYMENT CATEGORIES	72
Chart 20: Age distribution of permanent employees by age and gender (paid headcount), June 2011	72
Chart 21: Age distribution of fixed-term employees by age and gender (paid headcount), June 2011	73
Chart 22: Distribution of employees (paid headcount) by employment category, June 2009 – June 2011	73

5: STATE SERVICE STATISTICS

State Service Statistics

State Service numbers

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 by gender the focus of separate tables.

Table 36: Paid headcount by employment category, June 2011

AGENCY	Part 6 (officers)	Permanent	Fixed-Term	Total
Department of Economic Development, Tourism and the Arts	19	436	48	503
Department of Education	29	9,442	1,860	11,331
Department of Health and Human Services	61	9,317	1,999	11,377
Department of Infrastructure, Energy and Resources	19	553	18	590
Department of Justice	27	1,012	86	1,125
Department of Police and Emergency Management	11	841	37	889
Department of Premier and Cabinet	31	287	12	330
Department of Primary Industries, Parks, Water and Environment	26	1,354	168	1,548
Department of Treasury and Finance	15	265	33	313
Tasmanian Audit Office	3	38	1	42
Integrity Commission	1	4	10	15
Port Arthur Historic Site Management Authority	2	100	10	112
Tasmanian Skills Institute	3	332	45	380
The Public Trustee	2	43	6	51
TOTAL	249	24,024	4,333	28,606

Table 37: Paid headcount by employment category and gender, June 2011

AGENCY	Part 6 (officers)		Permanent		Fixed-Term		Gender		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Department of Economic Development, Tourism and the Arts	14	5	175	261	15	33	204	299	503
Department of Education	21	8	2,380	7,062	468	1,392	2,869	8,462	11,331
Department of Health and Human Services	37	24	2,166	7,151	699	1,300	2,902	8,475	11,377
Department of Infrastructure, Energy and Resources	17	2	302	251	7	11	326	264	590
Department of Justice	20	7	498	514	20	66	538	587	1,125
Department of Police and Emergency Management	10	1	524	317	11	26	545	344	889
Department of Premier and Cabinet	20	11	120	167	4	8	144	186	330
Department of Primary Industries, Parks, Water and Environment	20	6	745	609	83	85	848	700	1,548
Department of Treasury and Finance	12	3	122	143	12	21	146	167	313
Tasmanian Audit Office	3	0	20	18	0	1	23	19	42
Integrity Commission	0	1	1	3	5	5	6	9	15
Port Arthur Historic Site Management Authority	1	1	50	50	4	6	55	57	112
Tasmanian Skills Institute	2	1	224	108	16	29	242	138	380
The Public Trustee	2	0	14	29	1	5	17	34	51
Total	179	70	7,341	16,683	1,345	2,988	8,865	19,741	28,606

5: STATE SERVICE STATISTICS

Table 38: Paid full-time equivalents by employment category, June 2011

AGENCY	Part 6 (officers)	Permanent	Fixed-Term	Total
Department of Economic Development, Tourism and the Arts	18.90	390.45	41.54	450.89
Department of Education	29.00	6,905.49	887.34	7,821.83
Department of Health and Human Services	57.12	7,591.53	1,599.81	9,248.46
Department of Infrastructure, Energy and Resources	19.00	463.70	12.77	495.47
Department of Justice	25.70	926.96	77.83	1,030.49
Department of Police and Emergency Management	11.00	809.30	28.91	849.21
Department of Premier and Cabinet	29.40	273.03	11.40	313.83
Department of Primary Industries, Parks, Water and Environment	25.60	1,205.06	133.55	1,364.21
Department of Treasury and Finance	15.00	248.62	30.43	294.05
Tasmanian Audit Office	3.00	36.20	1.00	40.20
Integrity Commission	1.00	4.00	10.00	15.00
Port Arthur Historic Site Management Authority	2.00	77.54	4.87	84.41
Tasmanian Skills Institute	3.00	301.44	31.17	335.61
The Public Trustee	2.00	39.60	4.50	46.10
TOTAL	241.72	19,272.92	2,875.12	22,389.76

Table 39: Comparative paid headcounts by employment category, June 2010 – June 2011

AGENCY	Part 6 (officers)		Permanent		Fixed-Term		Total		Variation	
	2010	2011	2010	2011	2010	2011	2010	2011	Count	Percent
Department of Economic Development, Tourism and the Arts	22	19	436	436	61	48	519	503	-16	-3.08%
Department of Education	20	29	8,347	9,442	1,686	1,860	10,053	11,331	1,278	12.71%
Department of Health and Human Services	68	61	9,301	9,317	1,830	1,999	11,199	11,377	178	1.59%
Department of Infrastructure, Energy and Resources	20	19	542	553	20	18	582	590	8	1.37%
Department of Justice	26	27	977	1,012	75	86	1,078	1,125	47	4.36%
Department of Police and Emergency Management	11	11	838	841	42	37	891	889	-2	-0.22%
Department of Premier and Cabinet	28	31	308	287	14	12	350	330	-20	-5.71%
Department of Primary Industries, Parks, Water and Environment	25	26	1,316	1,354	124	168	1,465	1,548	83	5.67%
Department of Treasury and Finance	17	15	277	265	37	33	331	313	-18	-5.44%
Tasmanian Audit Office	3	3	40	38	0	1	43	42	-1	-2.33%
Integrity Commission	1	1	0	4	0	10	1	15	14	1,400.00%
Port Arthur Historic Site Management Authority	2	2	95	100	12	10	109	112	3	2.75%
Tasmanian Academy	1	0	196	0	72	0	269	0	-269	-100.00%
Tasmanian Polytechnic	8	0	1,055	0	274	0	1,337	0	-1,337	-100.00%
Tasmanian Skills Institute	3	3	347	332	33	45	383	380	-3	-0.78%
The Public Trustee	2	2	50	43	2	6	54	51	-3	-5.56%
TOTAL	257	249	24,125	24,024	4,282	4,333	28,664	28,606	-58	-0.20%

Please refer to Explanatory note 1 for important information about the above table.

The percentage increase figure for the Integrity Commission in Table 39, above, is the result of staffing the Commission following its establishment in October 2010.

5: STATE SERVICE STATISTICS

Table 40: Comparison of paid full-time equivalents, June 2010 – June 2011

AGENCY	30 June 2010	30 June 2011	Variation
Department of Economic Development, Tourism and the Arts	459.66	450.89	-8.77
Department of Education	7,159.98	7,821.83	661.85
Department of Health and Human Services	9,031.25	9,248.46	217.21
Department of Infrastructure, Energy and Resources	494.11	495.47	1.36
Department of Justice	998.81	1,030.49	31.68
Department of Police and Emergency Management	852.13	849.21	-2.92
Department of Premier and Cabinet	329.08	313.83	-15.25
Department of Primary Industries, Parks, Water and Environment	1,301.59	1,364.21	62.62
Department of Treasury and Finance	311.96	294.05	-17.91
Tasmanian Audit Office	41.90	40.20	-1.70
Integrity Commission	1.00	15.00	14.00
Port Arthur Historic Site Management Authority	84.69	84.41	-0.28
Tasmanian Academy	203.38	0	-203.38
Tasmanian Polytechnic	1,088.33	0	-1,088.33
Tasmanian Skills Institute	349.05	335.61	-13.44
The Public Trustee	50.30	46.10	-4.20
TOTAL	22,757.22	22,389.76	-367.46

Please refer to Explanatory note 1 for important information about the above table.

Variations in paid full-time equivalents across the State Service shown in **Table 40, above**, can generally be attributed to specific operational factors within individual agencies, combined with the application of service-wide employment-related strategies aimed at making the workforce more sustainable, including:

- the general application of internal vacancy control measures;
- the application of the State Service Vacancy Referral Process (SSVRP);
- uptake of the Workforce Renewal Incentive Program; and/or
- uptake of the Voluntary Targeted Employment Separation Arrangements (VTESA).

Agency variations in paid full-time equivalents are due to:

- An increase of 661.85 paid full-time equivalents in the Department of Education primarily due to:
 - the transfer of the Tasmanian Polytechnic and the Tasmanian Academy on 1 January 2011; and
 - increased funding for programs including National Partnerships, Lead Teachers and Raising the Bar, Closing the Gap.
- An increase of 217.21 paid full-time equivalents in the Department of Health and Human Services primarily due to:
 - an increase of 9.91 paid full-time equivalent ambulance officers to meet increased demand; and
 - increased staffing levels in Area Health Services including:
 - 35.93 paid full-time equivalents Allied Health Professionals;
 - 72.68 paid Medical Practitioners, due to ongoing recruitment of graduates for this profession and expansion in service delivery; and
 - 200.78 paid full-time equivalents nurses, due to a commitment to increase the recruitment of graduate Nurses.
- An increase of 32.38 paid full-time equivalents in the Department of Justice primarily due to:
 - the recruitment of Community Corrections employees due to additional funding reflecting significant increased demand;
 - increased staffing levels to the Monetary Penalties Enforcement Services;
 - additional funding for increased staffing levels for Crown Law, Legal Aid Commission of Tasmania and the Tasmanian Prison Service; and
 - the cancellation of an outsourced counselling service, resulting in the service being provided by State Service employees.
- A decrease of 15.25 paid full-time equivalents in the Department of Premier and Cabinet despite:
 - the commencement of the Secretariat, Electricity Industry Expert Panel, with resultant recruitment; and
 - increased staffing in TMD due to organisational transformation to meet service requirements.

5: STATE SERVICE STATISTICS

- An increase of 62.62 paid full-time equivalents for the Department of Primary Industries, Parks, Water and Environment primarily due to recruitment activity associated with additional:
 - funding for the Parks and Wildlife Service and support for the Macquarie Island Eradication Project and the Three Capes Track Project;
 - positions for the Office of the Valuer General; and
 - staff to meet minimum staffing level agreement in Service Tasmania.
- A decrease of 17.91 paid full-time equivalents in the Department of Treasury and Finance primarily due to:
 - 12.6 employees on leave without pay and some on external secondment.
- A decrease of 203.38 paid full-time equivalents in the Tasmanian Academy due to:
 - the transfer and restructuring of the Tasmanian Academy to the Department of Education on 1 January 2011.
- A decrease of 1,088.33 paid full-time equivalents in the Tasmanian Polytechnic due to:
 - the transfer and restructuring of the Tasmanian Polytechnic to the Department of Education on 1 January 2011.
- A decrease of 13.44 paid full-time equivalents in the Tasmanian Skills Institute primarily due to:
 - changes in working hour arrangements of employees; and natural attrition.

Table 41: Part-time employees (paid headcount) by gender, June 2011

AGENCY	Females working part-time		Males working part-time	
	No. working part-time	Percentage of female agency employees	No. working part-time	Percentage of male agency employees
Department of Economic Development, Tourism and the Arts	112	37.46	21	10.29
Department of Education	5,020	59.32	908	31.65
Department of Health and Human Services	4,779	56.39	701	24.16
Department of Infrastructure, Energy and Resources	126	47.73	29	8.90
Department of Justice	183	31.18	27	5.02
Department of Police and Emergency Management	89	25.87	10	1.83
Department of Premier and Cabinet	49	26.34	5	3.47
Department of Primary Industries, Parks, Water and Environment	332	47.43	105	12.38
Department of Treasury and Finance	51	30.54	5	3.42
Tasmanian Audit Office	0	0.00	0	0.00
Integrity Commission	0	0.00	0	0.00
Port Arthur Historic Site Management Authority	40	70.18	29	52.73
Tasmanian Skills Institute	69	50.00	31	12.81
The Public Trustee	11	32.35	1	5.88
TOTAL	10,861	55.02	1,872	21.12

As at June 2011, there were 12,733 State Service employees working part-time (about 45 per cent of the paid headcount). A small majority of 55 per cent of women worked part-time and 21 per cent of men worked part-time in the reporting period. The Department of Health and Human Services, Department of Education and the Port Arthur Historic Site Management Authority had the largest proportions of part-time employees.

5: STATE SERVICE STATISTICS

Casual and sessional employment

This section reports the numbers of casual and sessional paid headcount and paid full-time equivalent employees in the State Service. Numbers are reported by agency and gender.

Table 42: Casuals (paid headcount) by gender, June 2011

AGENCY	Male	Female	Total
Department of Economic Development, Tourism and the Arts	4	6	10
Department of Education	240	659	899
Department of Health and Human Services	232	906	1,138
Department of Infrastructure, Energy and Resources	2	3	5
Department of Justice	13	21	34
Department of Police and Emergency Management	3	4	7
Department of Premier and Cabinet	1	1	2
Department of Primary Industries, Parks, Water & Environment	1	6	7
Department of Treasury and Finance	0	0	0
Tasmanian Audit Office	0	0	0
Integrity Commission	1	0	1
Port Arthur Historic Site Management Authority	13	8	21
Tasmanian Skills Institute	10	8	18
The Public Trustee	0	0	0
TOTAL	520	1,622	2,142

Table 43: Casuals (paid FTE) by gender, June 2011

AGENCY	Male	Female	Total
Department of Economic Development, Tourism and the Arts	1.7	1.36	3.06
Department of Education	46.32	108.48	154.80
Department of Health and Human Services	113.08	373.06	486.14
Department of Infrastructure, Energy and Resources	0.16	0.18	0.34
Department of Justice	4.28	10.66	14.94
Department of Police and Emergency Management	1.89	1.57	3.46
Department of Premier and Cabinet	0.70	0.70	1.40
Department of Primary Industries, Parks, Water and Environment	0.75	2.51	3.26
Department of Treasury and Finance	0.00	0.00	0.00
Tasmanian Audit Office	0.00	0.00	0.00
Integrity Commission	0.40	0.00	0.40
Port Arthur Historic Site Management Authority	1.02	0.69	1.71
Tasmanian Skills Institute	6.85	4.55	11.40
The Public Trustee	0.00	0.00	0.00
TOTAL	177.15	503.76	680.91

Table 44: Sessionals (paid headcount) by gender, June 2011

AGENCY	Male	Female	Total
Department of Education (Tasmanian Polytechnic)	20	13	33
Tasmanian Skills Institute	6	3	9
TOTAL	26	16	42

5: STATE SERVICE STATISTICS

Table 45: Sessionals (paid FTE) by gender, June 2011

AGENCY	Male	Female	Total
Department of Education (Tasmanian Polytechnic)	3.67	2.17	5.84
Tasmanian Skills Institute	1.35	0.24	1.59
Total	5.02	2.41	7.43

Officers

An officer is a person appointed under the Act as a Head of Agency, a prescribed office holder, a senior executive or an equivalent specialist.

Heads of Agency are offices created under section 30 of the Act, whereas prescribed offices are created under specific legislation.

When the Secretary, Department of Premier and Cabinet, under delegation from the State Service Commissioner, determines that duties are of a senior executive or equivalent specialist nature, the Premier may create a senior executive office under section 29 of the Act to enable those duties to be performed. Under subsection 31(1)(a) of the Act, the Premier or the Premier's delegate may appoint a person as an officer to a vacancy in a senior executive or equivalent specialist office created under section 29 of the Act. The appointment is made by an Instrument of Appointment that contains details relating to the length of appointment, remuneration level, and terms and conditions of appointment.

As at June 2011, there were 257 officers in the State Service, including 207 senior executives. These figures show a small decrease in the number of officers, from 263 officers (including 210 senior executives) at June 2010. Statistics on the types and numbers of officers in each agency are provided in **Table 46, below**:

Table 46: Number of officers in the State Service by category, June 2011

AGENCY	Category	Male	Female	Total
Department of Economic Development, Tourism and the Arts	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	13	6	19
	Equivalent Specialist	0	0	0
	TOTAL	14	6	20
Department of Education	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	20	7	27
	Equivalent Specialist	0	0	0
	TOTAL	21	7	28
Department of Health and Human Services	Head of Agency	1	0	1
	Prescribed Office Holder	1	0	1
	Senior Executive	23	21	44
	Equivalent Specialist	13	10	23
	TOTAL	38	31	69
Department of Infrastructure, Energy and Resources	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	16	2	18
	Equivalent Specialist	0	0	0
	TOTAL	17	2	19
Department of Justice	Head of Agency	0	1	1
	Prescribed Office Holder	0	0	0
	Senior Executive	14	5	19
	Equivalent Specialist	6	1	7
	TOTAL	20	7	27

5: STATE SERVICE STATISTICS

AGENCY	Category	Male	Female	Total
Department of Police and Emergency Management	Head of Agency	1	0	1
	Prescribed Office Holder	1	0	1
	Senior Executive	8	1	9
	Equivalent Specialist	0	0	0
	TOTAL	10	1	11
Department of Premier and Cabinet	Head of Agency	1	0	1
	Prescribed Office Holder	1	0	1
	Senior Executive	17	10	27
	Equivalent Specialist	1	1	2
	TOTAL	20	11	31
Department of Primary Industries, Parks, Water and Environment	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	18	6	24
	Equivalent Specialist	1	0	1
	TOTAL	20	6	26
Department of Treasury and Finance	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	11	3	14
	Equivalent Specialist	0	0	0
	TOTAL	12	3	15
Tasmanian Audit Office	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	1	0	1
	Equivalent Specialist	1	0	1
	TOTAL	3	0	3
Integrity Commission	Head of Agency	0	1	1
	Prescribed Office Holder	0	0	0
	Senior Executive	0	0	0
	Equivalent Specialist	0	0	0
	TOTAL	0	1	1
Port Arthur Historic Site Management Authority	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	0	1	1
	Equivalent Specialist	0	0	0
	TOTAL	1	1	2
Tasmanian Skills Institute	Head of Agency	1		1
	Prescribed Office Holder			
	Senior Executive	1	1	2
	Equivalent Specialist			
	TOTAL	2	1	3
The Public Trustee	Head of Agency	0	0	0
	Prescribed Office Holder	0	0	0
	Senior Executive	2	0	2
	Equivalent Specialist	0	0	0
	TOTAL	2	0	2
TOTAL		180	77	257

Please refer to Explanatory note 18 for important information about the above table.

5: STATE SERVICE STATISTICS

Senior executive gender composition

The gender composition of each officer category in the State Service is shown in **Table 47, below**.

Table 47: Gender composition of officers by category (whole-of-service), June 2011

CATEGORY	Male	Female	Total
Head of Agency	11	2	13
Prescribed Office Holder	3	0	3
Senior Executives	144	63	207
Equivalent Specialists	22	12	34
TOTAL	180	77	257

Please refer to Explanatory note 18 for important information about the above table.

At about 30 per cent, there was less than one percentage point difference between the proportion of female officers in 2011 compared with 2010, despite the overall reduction in numbers of officers over the past two reporting periods.

Senior executive salaries

For the purposes of determining salary, there are currently four classification levels for senior executives, which are outlined in **Table 48, below**. Senior executives salaries are prescribed in Attachment 1.1 of *Ministerial Direction No.17 - Senior Executive Service and Equivalent Specialist Officers - Administrative Arrangements and Conditions of Service*. Access to remuneration above the Maximum Performance Incentive Point to the Market Salary Point as shown will be by exception and will require a submission from the Head of Agency to the Secretary, Department of Premier and Cabinet, for approval of the Premier. Senior executives have been granted the salary increases provided to the general State Service workforce.

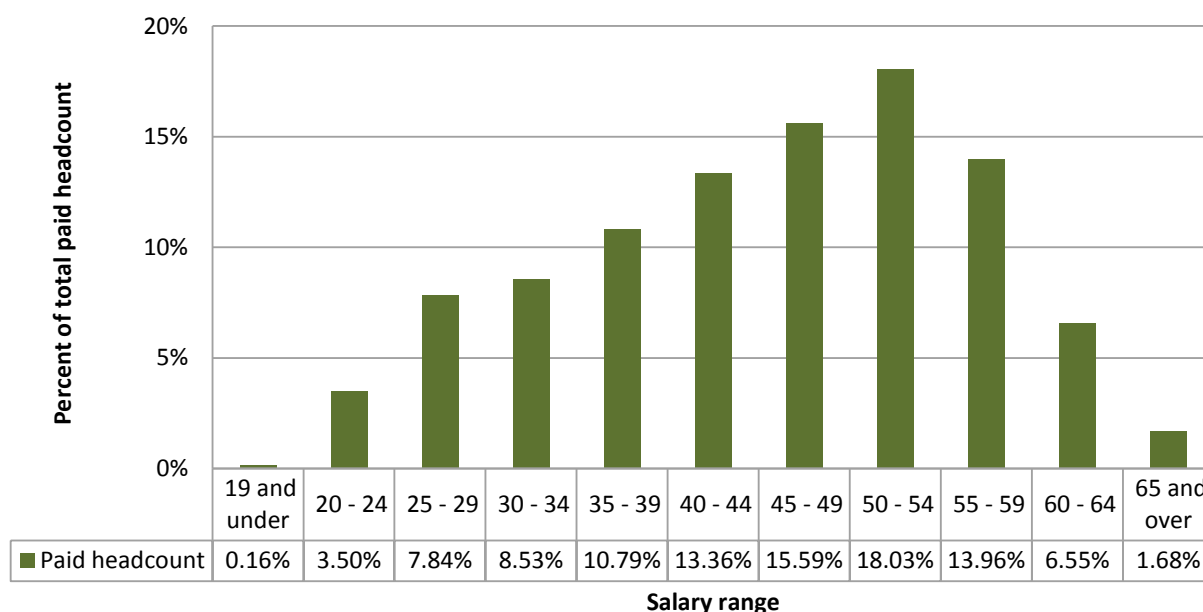
Table 48: Senior executive salary ranges, June 2011

LEVEL	Base	Max Performance Incentive Point	Market Salary Point
Level 1	\$110,455	\$121,501	\$127,023
Level 2	\$130,275	\$143,303	\$149,816
Level 3	\$157,247	\$172,972	\$180,834
Level 4	\$189,350	\$217,753	\$227,220

Age profiles

The Demographic Change Advisory Council was established in June 2006 to provide advice relating to demographic change issues that are likely to affect the Tasmanian community and economy over the coming years. These demographic changes include population ageing and the possible decline in the number of people in Tasmania's workforce and the number of younger Tasmanians in general. Demographic change is expected to have an impact on the State Service in the coming years.

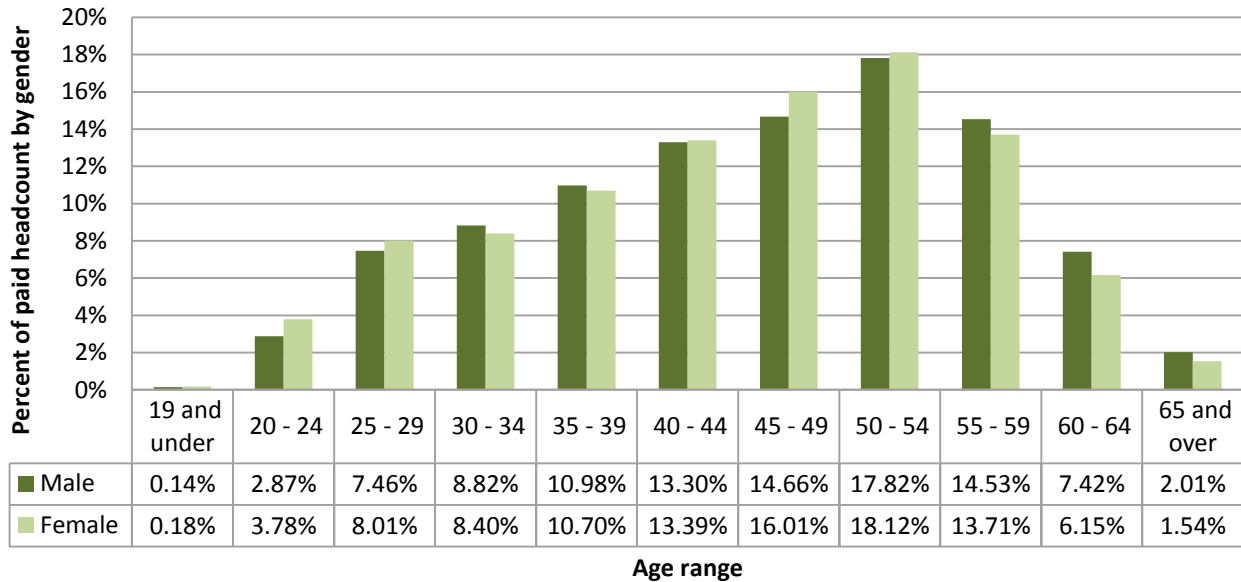
Chart 12: Age distribution of State Service employees (paid headcount), June 2011



5: STATE SERVICE STATISTICS

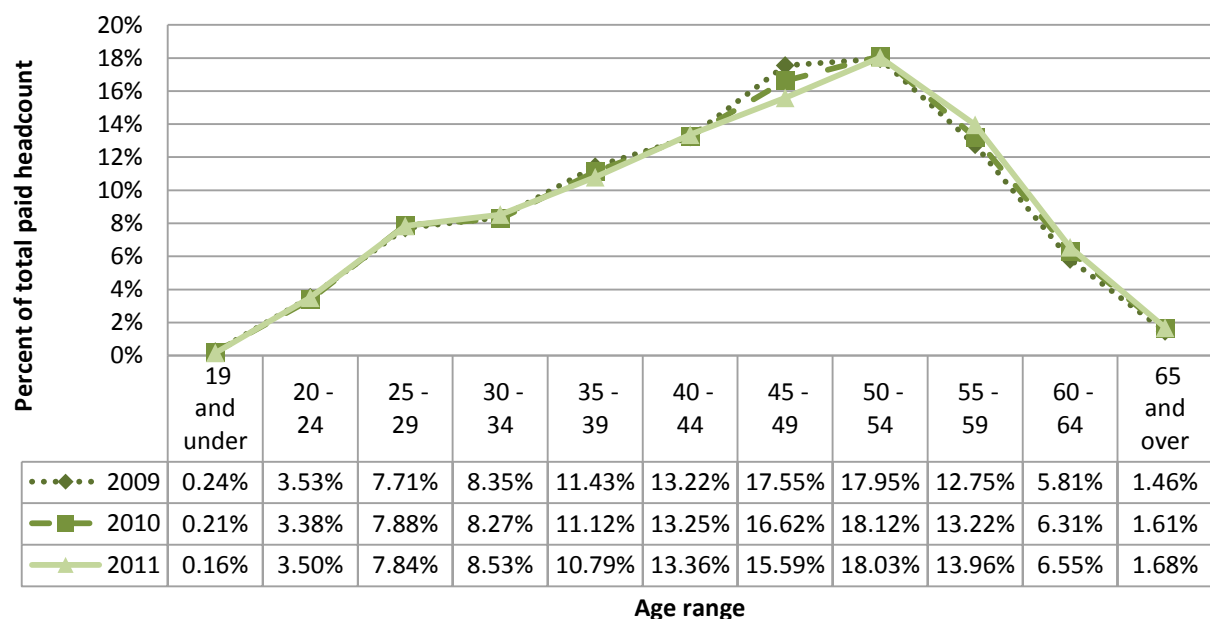
Chart 12, above, shows that as at June 2011, 40 per cent of employees were 50 years of age or older, whereas only about 12 per cent were aged under 30 years. This reflects the trend of an ageing workforce that has been observed over a number of years.

Chart 13: Age distribution of State Service employees by gender (paid headcount), June 2011



As at June 2011, there were higher proportions of females among all age groups except 30-39 year olds and those aged 55 and over.

Chart 14: Age distribution of State Service employees (paid headcount), June 2009 – June 2011

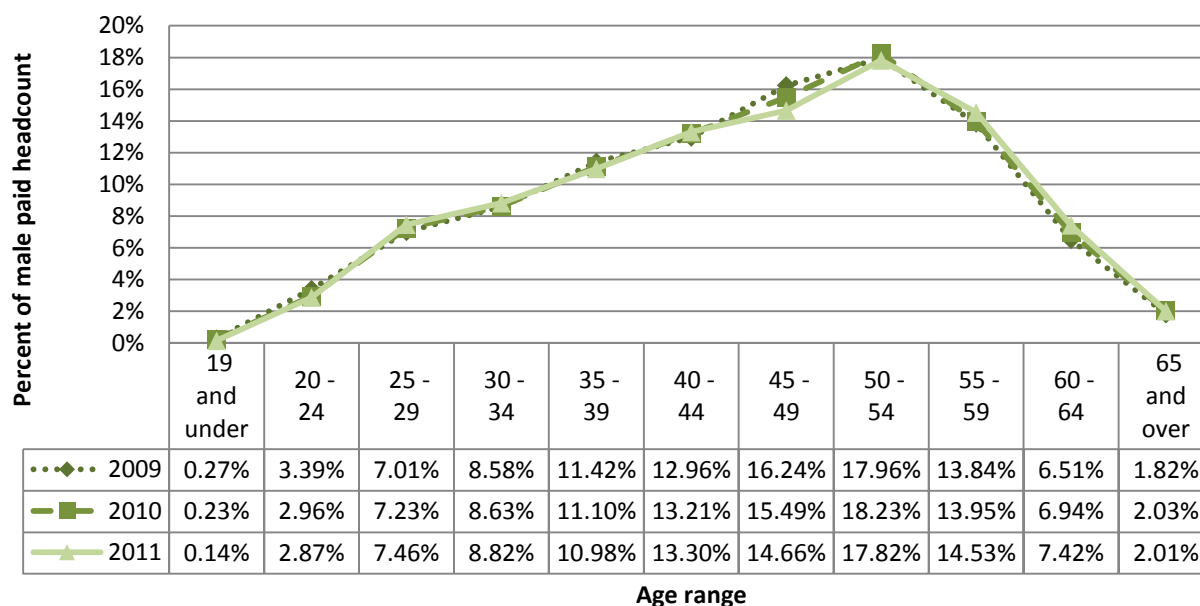


Please refer to Explanatory note 13 for important information about the above chart.

The proportion of employees aged 50 years and over has increased slightly over the past three years. This is consistent with the ageing trend observed over a longer period in the data.

5: STATE SERVICE STATISTICS

Chart 15: Age distribution of male State Service employees (paid headcount), June 2009 – June 2011

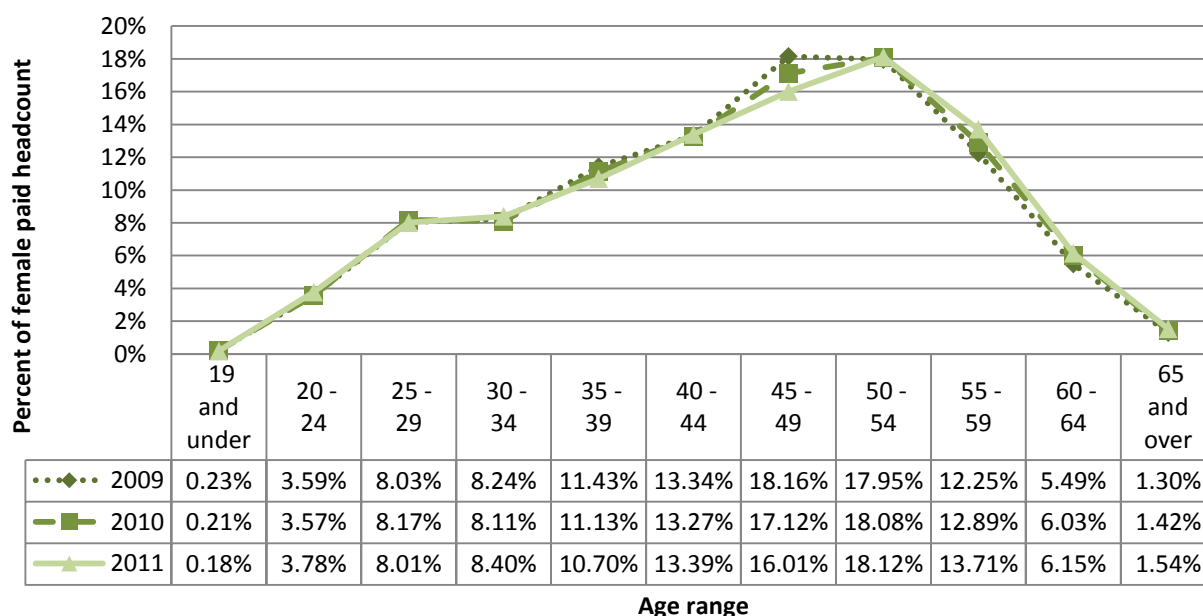


Please refer to Explanatory note 13 for important information about the above chart.

Minor changes in the age distribution of male employees are observed for the three-year period 2009-2011, which are not significant in themselves, but these small changes are consistent with the overall ageing trend.

Similarly, the changes in the age distribution of female employees observed for the three-year period 2009-2011 are not statistically significant, but they are consistent with the overall ageing trend.

Chart 16: Age distribution of female State Service employees (paid headcount), June 2009 – June 2011



Please refer to Explanatory note 13 for important information about the above table.

5: STATE SERVICE STATISTICS

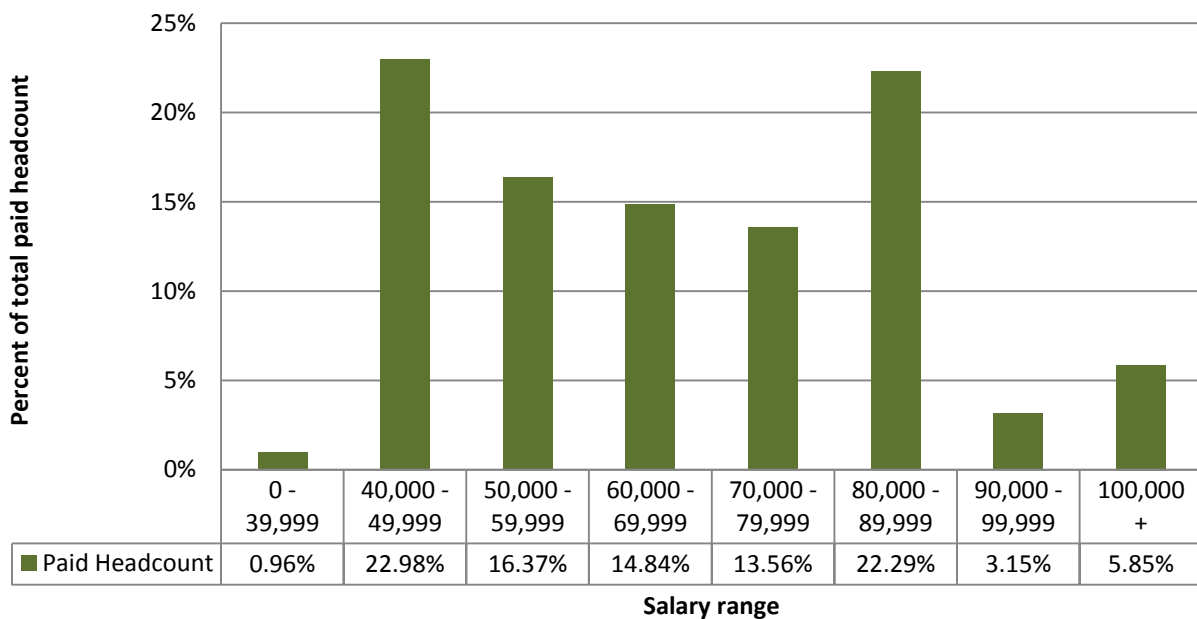
Salary profiles

The salaries shown in this section are the relevant industrial award annual salaries for the classification of the work being performed. They are not actual employee earnings.

There has been salary creep in the State Service over the past ten years, and in response to this effect, the lowest salary range shown in the current data has been adjusted to \$0-\$39,999. This data includes officers, but additional information on salaries for senior executive officers is provided under the section specifically dealing with officers.

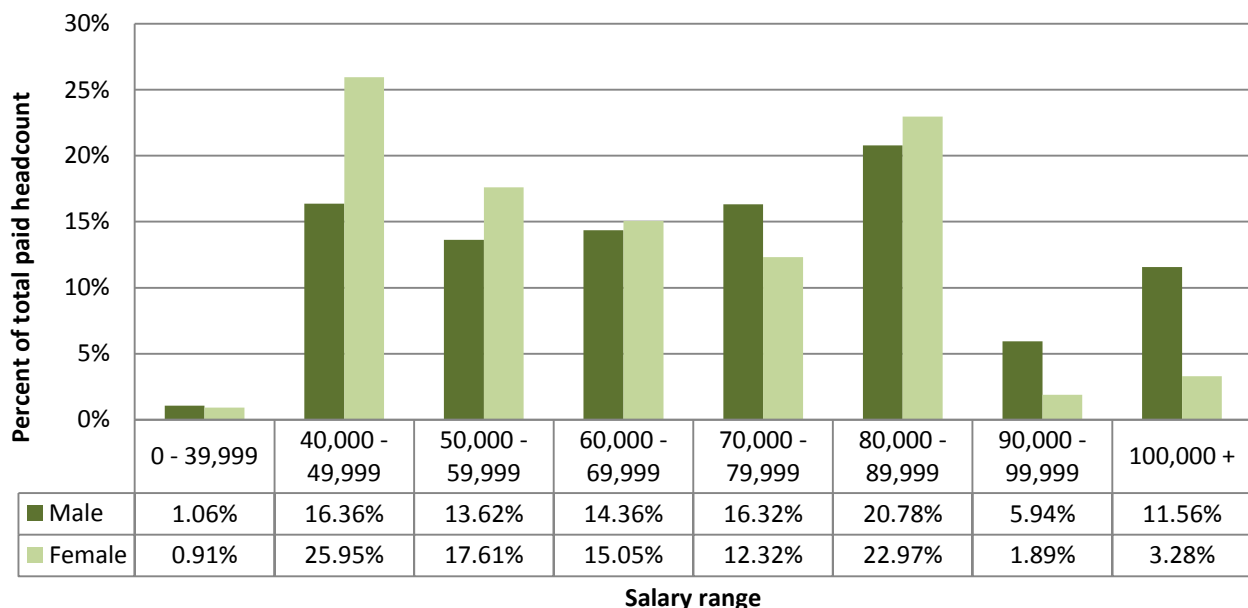
Just over 90 per cent of State Service employees' earnings now fall within the \$40,000 - \$89,999 salary range. There is a significant increase in the number of employees in the \$80,000 to \$89,999 salary range (from about 8 per cent in 2010 to about 23 per cent in 2011) and a decrease in the \$70,000 to \$79,999 salary range (from 24 per cent in 2010 to about 14 per cent in 2011) which is primarily due to recent salary increases under industrial instruments.

Chart 17: State Service salary profile (paid headcount), June 2011



Please refer to Explanatory note 14 for important information about the above table.

Chart 18: State Service salary profile by gender (paid headcount), June 2011



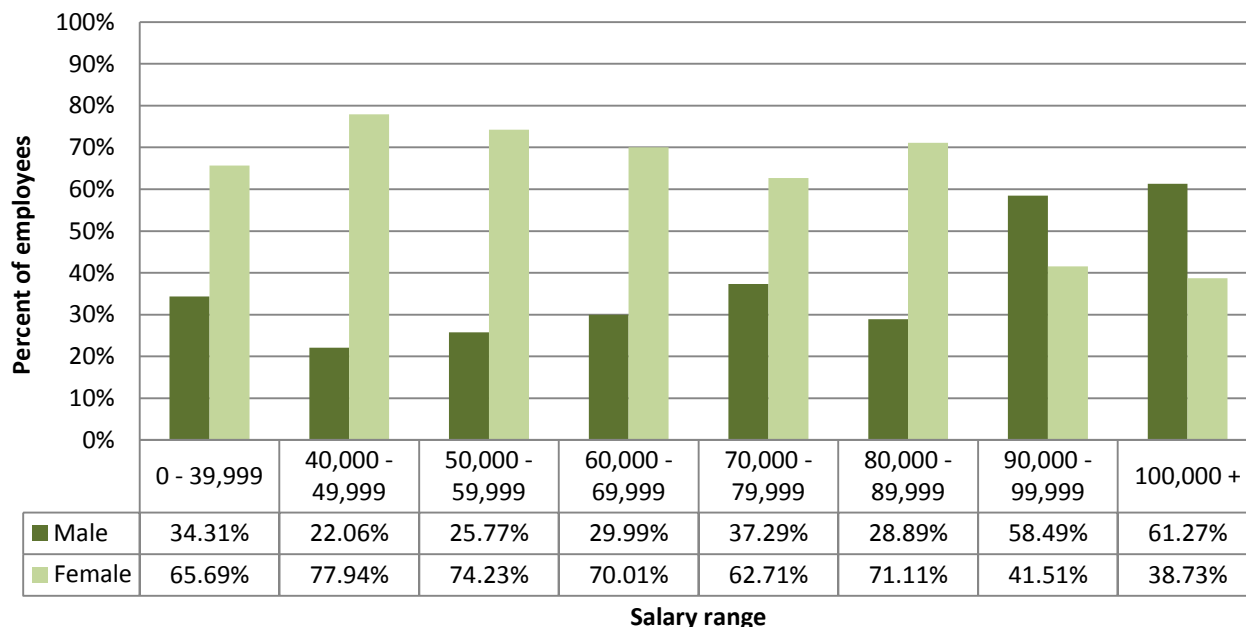
Please refer to Explanatory note 14 for important information about the above table.

5: STATE SERVICE STATISTICS

As at June 2011, 94 per cent of female employees and about 81 per cent of male employees earned salaries of between \$40,000 and \$89,999, whereas 5 per cent of female employees and about 18 per cent of male employees earn salaries over \$89,999.

The proportions of female and male employees in the State Service are 69 per cent and 31 per cent respectively. There are a relatively high number of females employed in the teaching and nursing professions and women are also more likely than are men to be employed at the lower to middle Bands of the Tasmanian State Service Award and Health and Humans Services (Tasmanian State Service) Award streams.

Chart 19: Comparative proportion of males and females (paid headcount) by salary range, June 2011

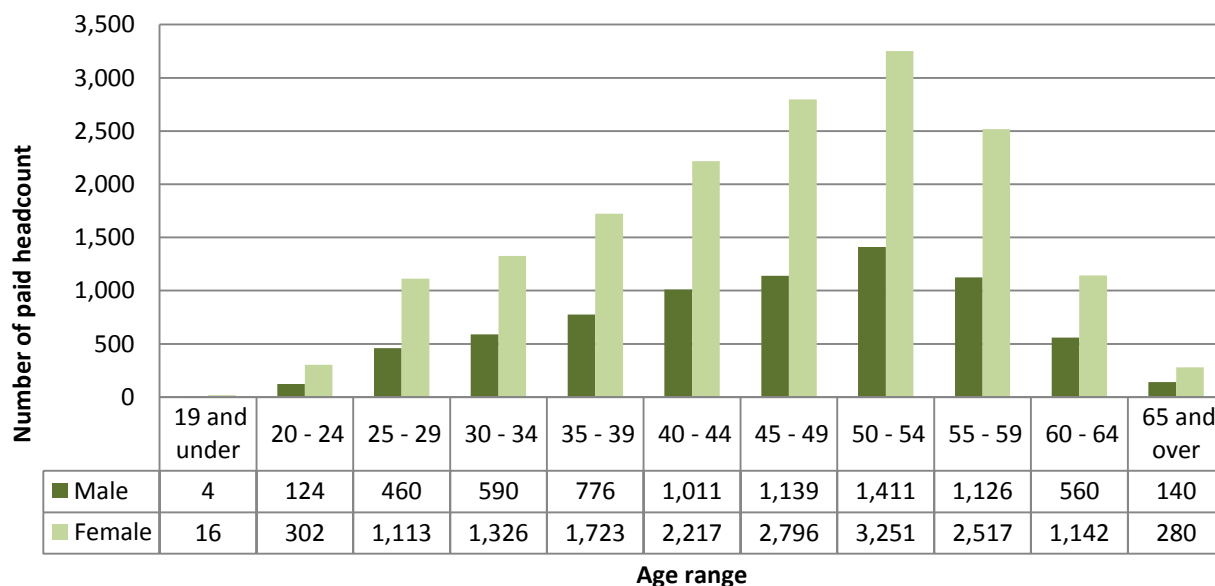


Please refer to Explanatory note 14 for important information about the above table.

Employment categories

As at June 2011, there was no significant difference in the age profile of permanent female employees compared with that of permanent male employees. Examining **Chart 20 and Chart 21, both below**, together, it is apparent that fixed-term employees reflect a younger demographic than permanent employees in that, approximately 55 per cent of fixed-term employees are under 40 years of age compared with 27 per cent of permanent employees. The same approximate percentages apply equally to both males and females. Conversely, a high proportion of permanent male employees are aged 40 to 54 years (around 49 per cent), compared with fixed-term male employees (around 29 per cent). A similar pattern is observable in relation to female permanent employment, but is slightly less marked for fixed-term females employees.

Chart 20: Age distribution of permanent employees by age and gender (paid headcount), June 2011



5: STATE SERVICE STATISTICS

Chart 21: Age distribution of fixed-term employees by age and gender (paid headcount), June 2011

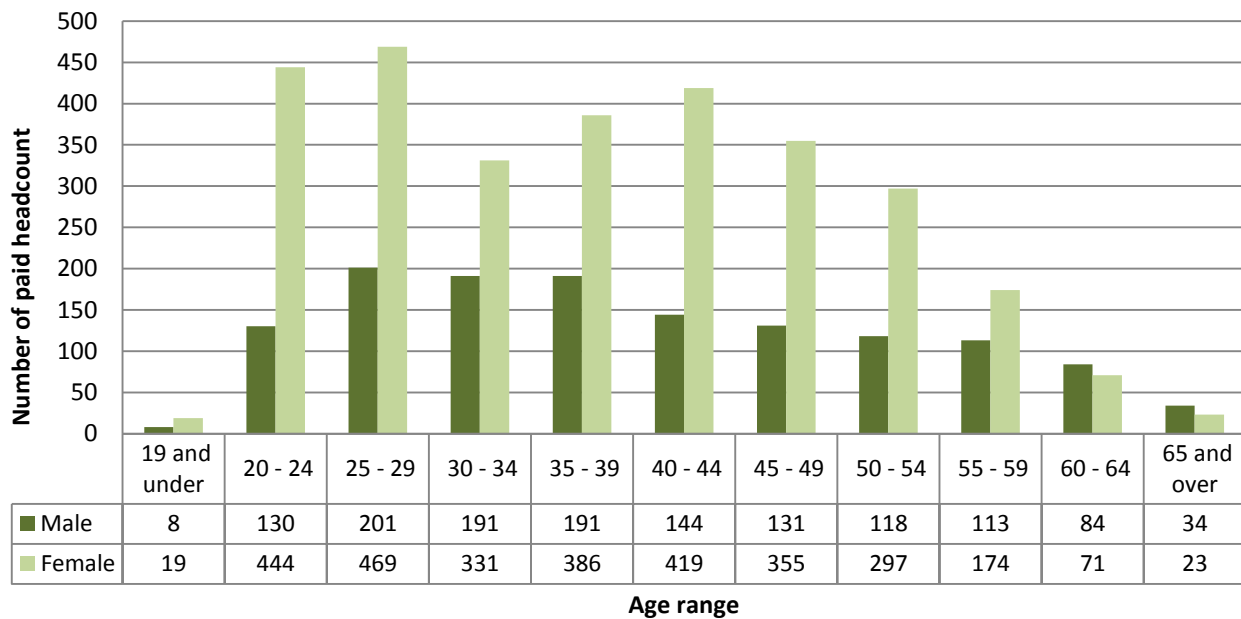


Chart 22: Distribution of employees (paid headcount) by employment category, June 2009 – June 2011

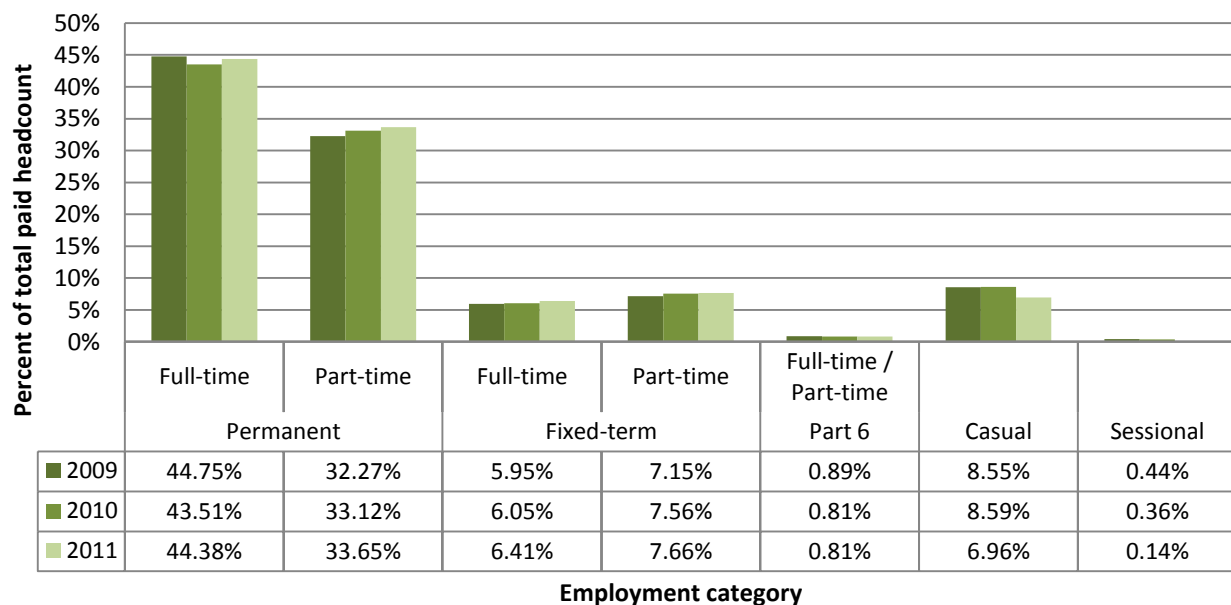


Chart 22, above, illustrates that, despite the decrease in sessional and casual employment reported by agencies elsewhere in this annual report, the relative proportions of employees by employment category have remained stable over the period 2009-2011.



APPENDIX 1: CD CONTENTS

1. State Service Commissioner's Annual Report 2010–2011
2. State Service Commissioner's Annual Report 2009–2010
3. State Service Employee Survey Report 2010
4. Addendum: Structured headcount and structured full-time equivalent data tables and charts, for historical comparison.
5. State Service Principles
6. State Service Code of Conduct



Office of the State Service Commissioner

Level 2/144 Macquarie Street

GPO Box 621, Hobart, 7001

Tasmania, Australia

Telephone: 03 6232 7007

Facsimile: 03 6233 2693