



STATE SERVICE COMMISSIONER  
Annual Report 2005-06

2005·2006



TASMANIA

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### Commissioner's Introduction

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I have pleasure in presenting my Annual Report for the 2005/2006 reporting period.

This year has seen further development and refinement of my State Service evaluation program. Underpinning this program are the State Service Agency Survey, which is conducted each year, and the State Service Employee Survey, which is to be conducted every two years. More information on these surveys is contained in the body of the report.

The findings of the inaugural Employee Survey were released in November 2005 in the form of the *Tasmanian State Service Employee Survey Report 2005*. This was released in hard copy and compact disc formats. A Summary of Findings brochure was also forwarded to all State Service employees. Both the main report and the summary of findings are available on my web-site at [www.osscc.tas.gov.au](http://www.osscc.tas.gov.au)

Based on information gathered through the Agency and Employee surveys and through analysis of matters brought before me in my statutory review and determination role, I decided to undertake an evaluation of performance management systems operating in State Service Agencies. In this regard, I noted that two of the lowest scoring areas in the Employee Survey were associated with managing performance.

The primary objective of the *Evaluation of Performance Management Systems in State Service Agencies* is to assess the extent to which Agency performance management systems complied with the requirements of the *State Service Act 2000* and the minimum standards set out in Commissioner's Direction No. 4 *Performance Management*. Activity during the reporting period involved the development of an evaluation plan; establishment of the project methodology; and design of the Agency assessment questionnaire. In order to verify the proposed methodology and documentation, a pilot of the evaluation process was undertaken in the Department of Infrastructure, Energy and Resources. I would like to thank all those involved from that Agency for their assistance and cooperation in conducting this successful pilot. Based on the results of the pilot, the evaluation of all other Agencies was commenced in June 2006 and I propose to report on the results of the evaluation in the next reporting period.

Commissioner's Directions No. 5 *Procedures for the Investigation and Determination of Whether an Employee has Breached the Code of Conduct* and No. 6 *Procedures for the Investigation and Determination of Whether an Employee is able to Efficiently and Effectively Perform his/her Duties* were reviewed and re-issued in November 2005. A main purpose of this review was to provide Heads of Agencies with the authority to determine alleged breaches of the Code of Conduct and alleged inability to perform duties. Under previous arrangements, although Heads of Agencies carried out investigations, I undertook the determination of those matters as State Service Commissioner. Under the new procedures, which became operative from 1 December 2005, my role in the process is to provide an independent review of the determination. In this regard an employee may seek, pursuant to section 50(1)(b) of the Act, a review of any sanction imposed other than termination of employment which, in accordance with the Act, must be dealt with by the appropriate industrial tribunal. In determining these matters I will, if necessary, go behind the sanction to consider whether or not the Head of Agency's determination of a breach of the Code or inability was justified. I am of the view that the revised procedure has enhanced the ability of Heads of Agencies to manage their respective Agencies and has strengthened the statutory independence of the review function in relation to these matters.

## STATE SERVICE COMMISSIONER

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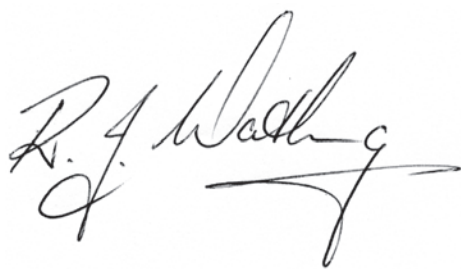
Conversions of employment from fixed-term to permanent status have increased for the year. This has been primarily due to the creation, under Ministerial Direction No. 15 of 1 September 2005, of the permanent employment category of Replacement Teacher in the Department of Education. Under this Direction, fixed-term teachers who complete six continuous and complete school terms of satisfactory teaching are eligible for employment as a permanent Replacement Teacher. Permanency is achieved by the conversion of eligible employees from fixed-term to permanent employment status. During the period 353 employees were converted to permanent Replacement Teacher.

At first blush, it may appear that the lodgement of Other State Service Action Reviews is down from the previous year. It should be noted, however, that 57 of the 92 reviews lodged last year related to the one issue at the Royal Hobart Hospital. Taking this into account, the 74 reviews lodged during this reporting period represent an increase from last year in the number of issues dealt with by this Office. The number of Selection Reviews lodged in the reporting period has also increased from the previous year. An extremely high percentage of all reviews dealt with by the Office were resolved during a conciliation process as opposed to arbitration.

It was pleasing to note that, during the reporting period, the Division of Industrial Relations and State Service Management launched a trial program focussing on the employment of people with a disability. This excellent initiative is in line with the State Service Principle of recognising and utilising the diversity of the community, as well as the Principles of promoting equity in employment and providing a reasonable opportunity to members of the community to apply for State Service employment.

During the reporting year my staff and I have continued to be involved in staff development and training programs run by Agencies and employee organisations. I have found these forums to be a useful vehicle for disseminating information about the role and functions of the State Service Commissioner and in promoting the State Service Principles. It is also an opportunity to raise and discuss current issues with Agency employees and obtain their comments and feedback on these matters.

I would like to take the opportunity to thank my staff, and the staff of the Division of Industrial Relations and State Service Management, for their efforts during the year. Also, I would again like to record my appreciation for the continued assistance and support received from the Department of Premier and Cabinet.

A handwritten signature in black ink, appearing to read 'R. J. Watling', with a long horizontal flourish extending to the right.

Robert Watling  
**State Service Commissioner**

November 2006

## STATE SERVICE COMMISSIONER

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### Commissioner's Role and Functions

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

Employment policy functions contained in section 18(1) of the Act relating to the management and administration of the State Service continue to be delegated to the Secretary, Department of Premier and Cabinet.

Statutory functions under section 18(1) of the Act that have been retained by the State Service Commissioner are:

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

As from February 2004, the following functions under section 18(1) of the Act were delegated to the Secretary, Department of Premier and Cabinet:

- 18(1)(b) to determine practices, procedures and standards within Agencies in relation to management of, and employment in, the State Service;
- 18(1)(c) to provide advice to the Minister on any matter relating to the State Service;
- 18(1)(d) to consult with, and provide assistance to, Heads of Agencies in relation to the implementation of the State Service Principles and the Code of Conduct;
- 18(1)(h) to develop principles and standards to assist Heads of Agencies in evaluating the performance of employees and provide assistance to Heads of Agencies in the application of those principles and standards;
- 18(1)(i) to develop and coordinate training, education and development programs for the State Service;
- 18(1)(j) to develop and implement recruitment programs for the State Service;

## STATE SERVICE COMMISSIONER

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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;

18(1)(m) to determine duties to be of a senior executive nature or equivalent specialist nature.

From 23 March 2005, I delegated the following to the Secretary, Department of Premier and Cabinet:

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

The Division of Industrial Relations and State Service Management, Department of Premier and Cabinet, performs all the abovementioned delegated functions.

From 4 May 2006, I delegated the following to the Chief of Staff and Deputy Chief of Staff, Office of the Premier:

46(1)(b) Secondment of permanent employees employed in the State Service to undertake and/or occupy positions within Ministerial and Parliamentary Offices.

### Legislative Framework

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The *State Service Act 2000* (the Act) is enabling legislation that is supplemented by the State Service Regulations 2001 (the Regulations), Commissioner's Directions, and Ministerial Directions and Determinations.

#### Commissioner's Directions

The Commissioner may issue legally binding Directions in relation to any matter relating to the Commissioner's statutory functions. During the reporting period, the following amendments and alterations were made to existing Directions:

Commissioner's Direction No. 5 *Procedures for the Investigation and Determination of Whether an Employee has Breached the Code of Conduct* and 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* were revised and re-issued operative from 1 December 2005.

Under the amended Directions, Heads of Agencies have been provided with the authority to investigate and determine alleged breaches of the Code of Conduct and alleged inability. Where any sanction, other than termination of employment, is imposed as a result of these proceedings, the employee has a right of review to the Commissioner pursuant to section 50(1)(b) of the Act and in accordance with Commissioner's Direction No 7. The revised procedure has strengthened the statutory independence of the review function in relation to these matters. Where a sanction of termination of employment is imposed, the appropriate industrial tribunal will deal with any dispute.

Commissioner's Direction No. 12 *Retirement Benefits Fund Board Exemptions* was revoked on 22 May 2006 in response to the removal of the Retirement Benefits Fund Board from Schedule 1 of the *State Service Act 2000*.

Currently there are 12 Commissioner's Directions covering:

- Employment in the State Service
- State Service Principles
- Workplace Diversity
- Performance Management
- Breaches of the Code of Conduct
- Inability to Perform Duties
- Review of State Service Actions
- Suspension
- Pre-employment Checks
- Redeployment
- No Paid Smoking Breaks
- Gifts and Benefits

The Commissioner's Directions can be found at [www.osscc.tas.gov.au](http://www.osscc.tas.gov.au)



## STATE SERVICE COMMISSIONER

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### 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 *State Service Act 2000* (currently the Premier). During the period 1 July 2005 to 30 June 2006, the following Ministerial Direction was issued:

- Ministerial Direction No. 15 *Replacement Teachers*

Under this Ministerial Direction, a teacher who has completed six continuous school terms of satisfactory teaching as a fixed-term employee may have their employment status converted to permanent as a Replacement Teacher. During the reporting period, 353 fixed-term teachers in the Department of Education were converted to permanent Replacement Teachers.

### Ministerial Determinations

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

No new Ministerial Determinations were issued in the reporting period.

The Division of Industrial Relations and State Service Management provides advice and assistance to the Minister on a range of employment policy issues including the development of Ministerial Directions and Determinations.

Ministerial Directions and Determinations can be found at [www.ossctas.gov.au](http://www.ossctas.gov.au)

## Support for the Commissioner

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### Staffing

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

Under this arrangement, as at 30 June 2006, 5 permanent staff were made available to me for the ongoing function of the Office.



### State Service Employee Survey 2005

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#### Overview

The inaugural Tasmanian *State Service Employee Survey 2005* (the Survey), which was conducted towards the end of July and released in December 2005, was designed to give all Tasmanian State Service employees the opportunity to express their views about whether work culture and practices within their workplace reflect the requirements of the State Service Principles.

Principles and a Code of Conduct were incorporated into the *State Service Act 2000* and designed to ensure the effective management of workplaces; that opportunities provided for employees are based on equity and fairness; and the delivery of services are of a high standard to both Government and the community.

The results of the Survey are a valuable means of assessing the performance of the State Service as a whole alongside the Principles and serve as a benchmark against which future employee surveys can be measured. The Survey report results represent employee views across all Agencies and Authorities in the State Service. Together with information provided through the annual *Tasmanian State Service Agency Survey*, this information has provided me with a more complete understanding of the actual workplace culture within the State Service.

In discussing some of the results in the report, an effort has been made to compare the results from the Survey with results from other organisations. Overall, the results in the Survey report are similar to, and in some areas better than, results from large-scale surveys of other public and private sector organisations.

Some caution is needed when interpreting these results. The primary score that is used to report employees' confidence in the application of the Principles is the percentage of the employees who agreed or strongly agreed with the statements regarding the Principles.

It must be emphasised that the results obtained through this Survey are the perceptions of employees and not findings of fact.

#### Summary of key positive findings for the State Service:

- The highest-scoring statements in the Survey were those associated with community service and fairness. Specifically, employees showed strong agreement that confidentiality is taken seriously in their workplace, and there was also strong belief that employees are committed to providing excellent customer service, behaving ethically, professionally and fairly, and not abusing their authority or position.
- Employees showed strong agreement that job vacancies within their workplaces are advertised publicly and that people outside of the State Service have a reasonable opportunity to apply for advertised jobs.
- A large majority of employees believed that cultural background, gender, sexual orientation and age are not barriers to success in their workplaces. Similarly, most employees believed that their workplaces are free of sexual harassment.
- There was extensive support for the level of commitment to safety within the State Service. Employees believe that their managers and supervisors encourage them to report health and safety risks. There was also a high level of agreement that employees display good safety awareness.
- Finally, employees reported a good understanding of the priorities of their organisation and what their workplace needs to achieve.

## STATE SERVICE COMMISSIONER

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### Summary of key opportunities for improvement in the State Service:

The areas identified here for improvement are very similar to those identified in recent public sector surveys in other States and Territories. The results suggest there are opportunities for improvement in the following areas:

- Roughly half of the employees that responded showed uncertainty or disagreement that employment decisions were based primarily on merit. While many employees believed recruitment and selection decisions were fair, a similar number of employees showed less confidence in these processes believing that favouritism was a factor in such decisions. Some employees showed a lack of confidence in the people who serve on selection panels.
- A small majority of employees showed uncertainty or disagreement regarding grievance and internal dispute resolution processes. While most employees agreed that grievance and dispute resolution processes were in place, and reported feeling comfortable approaching their manager or supervisor to discuss a grievance, only a minority of employees felt confidence in these processes and that they would not suffer any negative consequences if they lodged a grievance.
- Two of the lowest-scoring areas of the Survey were associated with managing performance. Employees showed their lowest level of confidence in the way their managers handle employees who are performing poorly. A similarly small number of employees showed confidence that good performance is sufficiently recognised.
- The majority of employees showed support for the quality of leadership within their workplaces. Nevertheless, a substantial number of employees expressed a lack of confidence in the quality of leadership and in the way change is managed.
- While the majority of employees reported being satisfied with their workload and not being overly stressed, a large minority of employees indicated dissatisfaction with their workload and stress. On a related theme, a similarly small majority of employees reported being satisfied with the level of their work/life balance.
- While most employees reported their workplaces as being free of bullying, a significant number of employees disagreed.
- Overall, the key areas for improvement were identified as building a fair internal review system; improving the quality of leadership; creating a more rewarding workplace; better managing performance; encouraging employee consultation and input; strengthening the perception of merit in recruitment and promotion decisions; and enhancing the perception of the State Service as being apolitical, impartial and ethical.

### State Service Agency Survey 2006

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As State Service Commissioner, one of my independent statutory functions is to evaluate the application of management practices, procedures and standards in Agencies.

In order to fulfil this function my Office conducts an annual survey of Agencies to ascertain what actions have been taken, and what practices, procedures and standards are in place, to ensure compliance with the State Service Principles and Code of Conduct.

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

## STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

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### State Service Principles and Code of Conduct

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The State Service Principles are the cornerstone of the *State Service Act 2000*. The Principles provide a statement as to both the way that employment is managed in the State Service, and the standards expected of those who work within it.

All employees are required to comply with and uphold the Principles, and Heads of Agencies are also required to promote the Principles.

The Principles incorporate a number of inter-related themes:

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

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

#### **Promoting the State Service Principles and Code of Conduct**

The State Service Agency Survey 2006 returns indicate that the majority of Agencies continue to be active in informing employees about the State Service Principles and Code of Conduct, with nearly all Agencies having a number of strategies in place to inform their employees about the Principles and Code.

All Agencies inform new employees about the State Service Principles and Code of Conduct, with the majority providing this in an interactive manner and just under half also requiring these new employees to verify that they understand these requirements.

The majority of Agencies include information about the Principles and Code in their Statements of Duty and publicise this information on their intranet sites and through their annual performance management discussions. Within the reporting period nearly half of the Agencies have continued to publish information in their newsletters and bulletins, together with providing employees and managers/supervisors with information about their role in upholding the Principles and Code.

## MERIT AND OPPORTUNITY

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### Merit and Opportunity

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The Principles state that the State Service is a public service:

- in which employment decisions are based on merit;
- that utilises the diversity of the community it serves;
- that promotes equity in employment; and
- where members of the community are provided with reasonable opportunity to apply for State Service employment.

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

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

#### **Upholding the merit principle and providing a reasonable opportunity for members of the community to apply for State Service employment**

The State Service Agency Survey 2006 reported that a total of 2,413 permanent vacancies were filled during the reporting period across all Agencies. 958 fixed-term vacancies of 12 months duration or longer were also filled during the reporting period and, of these employees, 51.3% (compared with 25.6% in 2004/05) were filled by applicants from outside the Agency.

There were 2,312 fixed-term employee contracts of employment extended during the reporting period. Of these extensions, the majority were in the Department's of Health and Human Services with 1,224, Education 504, Tourism, Arts & the Environment with 120 and TAFE Tasmania with 115.

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

- general awareness of the merit principle through information on the Agency intranet, newsletters or bulletins (10 Agencies)
- electronic or hard-copy information guidelines on the merit principle provided to selection panel members (10 Agencies)
- training provided to panel members on the merit principle (9 Agencies)
- the merit principle outlined in the Statements of Duty (7 Agencies)

## MERIT AND OPPORTUNITY

**Table 1. Employees in receipt of Higher Duties Allowances (HDA) or More Responsible Duties Allowances (MRDA) for a period in excess of 12 months duration**

AGENCY	Number of Employees	Number of Employees
	2004/05	2005/06
Dept. of Economic Development	2	14
Dept. of Education	315	251
Dept. of Health and Human Services	86	117
Dept. of Infrastructure, Energy and Resources	9	3
Dept. of Justice	76	1
Dept. of Police and Emergency Management (includes Tasmania Fire Service)	24	19
Dept. of Premier and Cabinet	0	3
Dept. of Primary Industries and Water	18	13
Dept. of Tourism, Arts and the Environment	1	7
Dept. of Treasury and Finance	9	4
Port Arthur Historic Site Management Authority	1	0
The Public Trustee	0	5
TAFE Tasmania	25	34
Tasmanian Audit Office	1	1
<b>TOTAL</b>	<b>567</b>	<b>472</b>

Self-reporting through the State Service Agency Survey 2006 indicated that, during the reporting period, a total of 472 employees received HDA or MRDA for periods in excess of 12 months; this is compared to 567 in the previous reporting period.

There may be a number of legitimate reasons why HDA or MRDA is appropriate to recompense an employee for undertaking higher or more responsible duties for an extended period beyond 12 months. However, the practice of Agencies utilising these remuneration mechanisms for extended periods beyond 12 months needs to be questioned and the situations managed in accordance with Commissioner's Direction No. 1.

### **Advertisement of State Service vacancies at [www.jobs.tas.gov.au](http://www.jobs.tas.gov.au)**

The [jobs.tas.gov.au](http://www.jobs.tas.gov.au) employment portal supports the State Service Commissioner's merit protection role by facilitating broad access to up-to-date information about State Service vacancies, thus providing a reasonable opportunity for members of the community to apply for State Service employment.

The site also contributes to the achievement of Tasmania Together Goal 16, which aims to increase job and meaningful work opportunities in Tasmania.

## MERIT AND OPPORTUNITY

The following table provides detail, by Agency, of vacancies advertised on the website over the past 3 reporting periods.

**Table 2. Vacancies advertised at [www.jobs.tas.gov.au](http://www.jobs.tas.gov.au)**

AGENCY	2003-04	2004-05	2005-06
Dept. of Economic Development	77	66	70
Dept. of Education	329	345	557
Dept. of Health and Human Services	1388	1768	2207
Dept. of Infrastructure, Energy and Resources	145	199	197
Dept. of Justice	117	176	156
Dept. of Police and Emergency Management (includes Tasmania Fire Service)	54	80	66
Dept. of Premier and Cabinet	43	52	77
Dept. of Primary Industries and Water	215	279	281
Dept. of Tourism, Arts and the Environment	98	117	156
Dept. of Treasury and Finance	90	113	93
Port Arthur Historic Site Management Authority	28	34	28
Statutory Office Holders	2	1	0
Tasmanian Audit Office	5	7	33
TAFE Tasmania	123	171	257
The Public Trustee	14	18	15
<b>TOTALS</b>	<b>2728</b>	<b>3426</b>	<b>4193</b>

The number of vacancies advertised at [www.jobs.tas.gov.au](http://www.jobs.tas.gov.au) increased significantly during the current reporting period. The site averaged 54,338 visits per month, which correlates to an average of 629,338 pages being viewed monthly.

The site features integrated, distinctive branding and intuitive design, and is actively marketed through promotional events including the University of Tasmania Careers Fair and the National Careers and Employment Expo.

The site is managed by the Division of Industrial Relations and State Service Management.

## MERIT AND OPPORTUNITY

### Advertisement of senior executive vacancies

The following table provides the number of senior executives in each Agency and information on the advertising and filling of those offices.

**Table 3. Senior Executive Service, 1 July 2005 – 30 June 2006**

AGENCY	No of Senior Executives as at 30 June 06	No of Vacancies advertised	Appointments from within the Service	Appointments from outside the Service
Dept. of Economic Development	23	1	0	0
Dept. of Education	23	6	5	0
Dept. of Health and Human Services	26	3	1	1
Dept. of Infrastructure, Energy and Resources	20	4	0	0
Dept. of Justice	18	3	1	0
Dept. of Police and Emergency Management (includes Tasmania Fire Service)	8	1	1	0
Dept. of Premier and Cabinet	24	3	2	0
Dept. of Primary Industries and Water	17	2	2	0
Dept. of Tourism, Arts and the Environment	18	1	1	0
Dept. of Treasury and Finance	19	1	0	1
Port Arthur Historic Site Management Authority	2	0	0	0
The Public Trustee	2	1	0	1
TAFE Tasmania	4	4	1	0
Tasmanian Audit Office	1	1	1	0
<b>TOTAL</b>	<b>205</b>	<b>31</b>	<b>15</b>	<b>3</b>

### Women in senior management positions

Women comprise 67.9% of employees in the State Service. However, they remain under-represented in senior management roles (including Heads of Agencies, senior executives and equivalent specialists).

**Table 4. State Service officers<sup>1</sup> – by gender 2002-2006**

YEAR	Male	Female	Total	% Female
30 June 2002	151	50	201	24.9%
30 June 2003	167	55	222	24.7%
30 June 2004	173	54	227	23.8%
30 June 2005	184	58	242	24.0%
30 June 2006	185	64	249	25.7%

<sup>1</sup> State Service officers include Heads of Agencies and senior executives.



## MERIT AND OPPORTUNITY

### Promotion without advertising

It is the fundamental position of the Office of the State Service Commissioner that, in order to uphold the merit principle, permanent vacancies should normally be publicly notified and filled on the basis of merit. It is recognised, however, that special circumstances may exist that warrant the promotion of a permanent employee without advertising.

Accordingly, section 40 of the Act allows a Head of Agency to seek the approval of the Commissioner to promote an employee without advertising the duties. The Commissioner may grant the request if he is satisfied that:

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

**Table 5. Promotions without advertising, 1 July 2005 to 30 June 2006**

AGENCY	B/F	Received	Approved	NotApproved	C/F
Dept. of Education	-	1	1	-	-
Dept. of Health and Human Services	-	64	62	2	-
Dept. of Justice	-	1	1	-	-
Dept. of Tourism, Arts and the Environment	-	3	1	2	-
Port Arthur Historic Site Management Authority	-	1	-	1	-
The Public Trustee	-	1	1	-	-
<b>TOTALS</b>	<b>-</b>	<b>71</b>	<b>66</b>	<b>5</b>	<b>-</b>

The following statistics show the trend in approvals over the last 6 years.

- 2000/2001 748 approvals
- 2001/2002 118 approvals
- 2002/2003 41 approvals
- 2003/2004 44 approvals
- 2004/2005 105 approvals
- 2005/2006 66 approvals

I have noted in earlier reports that the downward trend in approvals has been the result of the application of stringent criteria in my approval of requests. In this regard, it must be demonstrated that special circumstances sufficient to warrant promotion without advertising exist in each case. This strict test is still applied. I also commented that last year's "spike" in approval numbers was due to "one-off" special circumstances in the Department of Health and Human Services and the The Public Trustee.

In relation to this year's report it should be noted that, although the number of approvals in the reporting period has again trended down, this number would have been significantly less had it not been for the following "one-off" factors in relation to Department of Health and Human Services approvals:

- The promotion without advertising of 38 Central Sterilising and Supply Department Technicians State-wide, 11 Communication Support Officers at the North West Regional Hospital and 5 Theatre Support Officers at the Launceston General Hospital following separate independent reviews and acceptance that special circumstances existed in each case warranting promotion without advertising.
- The promotion without advertising of 5 Directors of Nursing following a recommendation from the Australian Industrial Relations Commission and acceptance that special circumstances existed warranting promotion without advertising.

## MERIT AND OPPORTUNITY

### Conversion of fixed-term employees to permanent status

Section 37(4) of the Act authorises the Minister, on the recommendation of the Commissioner, to change an employee's status from fixed-term to permanent.

Requests for conversion must be submitted through the relevant Head of Agency.

The process for conversions is set down in Commissioner's Direction No. 1 *Employment in the State Service*.

**Table 6. Conversions - fixed-term to permanent, 1 July 2005 to 30 June 2006**

AGENCY	B/F	Received	Approved	Not Approved	C/F
Dept. of Education		511	471	6	34
Dept. of Health and Human Services	2	39	30		11
Dept. of Justice		8	7		1
Dept. of Police and Emergency Management (includes Tasmania Fire Service)		8	7		1
Dept. of Premier and Cabinet		1	1		
Dept. of Primary Industries and Water		2	2		
Dept. of Tourism, Arts and the Environment		6	6		
Port Arthur Historic Site Management Authority		10	8		2
TAFE		2	2		
<b>TOTALS</b>	<b>2</b>	<b>587</b>	<b>534</b>	<b>6</b>	<b>49</b>

The reason that requests for conversion were not approved was that they did not satisfy the criteria for conversion provided in Commissioner's Direction No. 1 and were therefore not recommended for conversion by the Commissioner.

As indicated below, the number of applications dealt with this year has again increased and this can be attributed to a conversion program for Replacement Teachers in the Department of Education, which resulted in 353 conversions. Ministerial Direction No. 15 of 1 September 2005 created the permanent employment category of "Replacement Teacher". Under the Ministerial Direction, fixed-term employees who complete six continuous and complete school terms of satisfactory teaching are eligible for employment as permanent Replacement Teachers, and this is effected by the conversion of appropriate employees from fixed-term to permanent employment status.

- 2001/2002 – 749 applications dealt with (87% of which were approved)
- 2002/2003 – 613 applications dealt with (79% of which were approved)
- 2003/2004 – 230 applications dealt with (80% of which were approved)
- 2004/2005 – 406 applications dealt with (94% of which were approved)
- 2005/2006 – 589 applications dealt with (99% of which were approved)

## MERIT AND OPPORTUNITY

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As indicated in my last report, the higher percentage approved in this and the previous reporting periods is due to a change in procedure, which has resulted in only requests which are supported by the Agency being forwarded to this Office. The 6 non-approved cases, which represent the 1% not approved in the reporting period, were supported by the Agency but not recommended by the Commissioner, as they were not considered to satisfy the criteria of Commissioner's Direction No. 1.

### **Fixed-term employment registers**

Fixed-term registers are established by Agencies to manage fixed-term employment requirements in a particular employment category or categories. Registers must be advertised at least every 12 months and selection for registration must comply with the merit requirements of the Act. Registers are posted on the job website and are open at all times to interested applicants. The registers provide an opportunity for members of the community to gain access to fixed-term employment; facilitate merit-based selection of fixed-term employees; and are administratively efficient for Agencies.

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

- teachers, guidance officers, speech pathologists, IT trainees and social workers;
- tutors, technical employees, operational employees, child-care workers, examination supervisors, computer services officers, support services workers;
- nurses, physiotherapists, medical practitioners, scientists, pharmacists, podiatrists, diagnostic radiographers, occupational therapists, orthotists, radiation therapists, dieticians, disability and youth workers;
- transcription typists, judges' attendants and security officers;
- administrative trainees, assistants and voice communications officers;
- Aboriginal employment;
- people with a disability;
- scientific disciplines, including: Agricultural Science, Applied Science, Aquaculture, Biology, Botany, Engineering, Entomology, Environmental Science, Environmental Management, Environmental Studies, Marine Ecology, Marine Science, Medical Laboratory Science, Microbiology, Natural Resource Management, Plant Pathology, Plant Science, Soil Science, Veterinary Science and Zoology;
- probation officers, community service order supervisors, assessors, facilitators and custodial officers;
- track workers, field assistants, cave guides and farm hands; and
- Project Hahn instructors, gallery assistants, customer service officers, familiarisation coordinators and travel consultants.

## MERIT AND OPPORTUNITY

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### **Priority Placement Register**

During the reporting period a Priority Placement Register (the Register) was maintained by the State Service Commissioner, comprising names of permanent employees who have been made available for redeployment by a Head of Agency.

An employee can be listed on the Register for a period of up to 12 months. If the Commissioner considers the employee capable and competent to perform the duties of any vacant position that a Head of Agency is seeking to fill, the Commissioner may transfer the employee to that position. Employees who are considered to be potentially surplus to the requirements of an Agency can also be placed on the Register. The 12-month time limit does not however, apply to employees who are potentially surplus, and therefore priority is given to redeploying employees who have been formally made available for redeployment.

If, at the expiration of 12 months from the date of placement on the Register, an employee has not been transferred, or otherwise had their name removed from the Register, the Act requires that the Commissioner advise the Head of Agency. The Head of Agency may then call on the employee to resign or retire from the State Service or request the Minister to terminate the employment of the employee in accordance with the requirements of the Act.

During the reporting period, no employee was listed on the Priority Placement Register for redeployment within the State Service.

### **Equity and Diversity**

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The State Service Principles demand a workplace that is free from discrimination and harassment, promotes equity in the workplace and recognises and utilises the diversity of the community it serves.

Section 34(1)(h) of the Act requires all Heads of Agencies to develop a workplace diversity program, and Commissioner's Direction No.3 *Workplace Diversity* sets out the essential requisites with which Agency workplace diversity programs must comply.

At a minimum, Agencies' 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.

Both the Office of the State Service Commissioner and the Division of Industrial Relations and State Service Management have a role in ensuring that the State Service is free from discrimination and harassment. The Division of Industrial Relations and State Service Management has an additional role in assisting Agencies to develop workplace diversity programs that meet business needs and comply with Commissioner's Direction 3.

A number of programs and strategies are in place to assist Agencies in meeting their obligations.

### **Encouraging communication, consultation, cooperation and input from employees**

The State Service Agency Survey 2006 reported that 13 of the 14 Agencies require managers/supervisors to hold regular team meetings with employees and all Agencies require managers/supervisors to involve employees in corporate and business planning exercises.

With regard to agency policies on consulting with and informing employees about change that affects them, all Agencies stated that this was a policy in the Agency. The predominant mechanisms used to communicate with employees are: team meetings; regular newsletters; the Internet, email; formal and informal meetings; and the corporate planning process and communication from the Heads of Agencies.

## EQUITY AND DIVERSITY

### The State Service provides a workplace that is free from discrimination and recognises and utilises the diversity of the community it serves

The State Service Agency Survey 2006 returns indicate that 11 of the 13 Agencies have developed workplace diversity programs. Of these, the Department of Education, Department of Health and Human Services, Department of Infrastructure, Energy and Resources, Department of Primary Industries and Water and the Tasmanian Audit Office have reviewed their respective programs within the reporting period.

The Department of Premier and Cabinet is currently developing a plan and the Department of Tourism, Arts and the Environment and the Port Arthur Historic Site Management Authority do not have a diversity plan. The Department of Economic Development, Department of Police and Emergency Management, TAFE Tasmania and The Public Trustee reviewed their programs in the previous reporting period.

A number of Workplace Diversity initiatives were undertaken by 10 of the 14 Agencies during the reporting period. These activities were mainly designed to promote workplace diversity policies, and inform employees of training options and resources available, as well as facilitating greater diversity representation in Agencies.

**Table 7. Agency Workplace Diversity Programs, 1 July 2005 – 30 June 2006**

AGENCY	Diversity Program in place	Program implemented or last reviewed	Diversity Initiatives undertaken in reporting period	Diversity Program lodged with OSSC
Dept. of Economic Development	Yes	2005	Yes	Yes
Dept. of Education	Yes	Currently being reviewed	Yes	No
Dept. of Health and Human Services	Yes	Currently being reviewed	Yes	Yes
Dept. of Infrastructure, Energy and Resources	Yes	Currently being reviewed	Yes	Yes
Dept. of Justice	Yes	Reviewed 2003	Yes	Yes
Dept. of Police and Emergency Management (includes Tasmania Fire Service)	Yes	Reviewed June 2005	Yes	Yes
Dept. of Premier and Cabinet	No, Under development	Under development	No	N/A
Dept. of Primary Industries and Water	Yes	Currently being reviewed	Yes	Yes
Dept. of Tourism, Arts and the Environment	No, Under development	Under development	No	N/A
Dept. of Treasury and Finance	Yes	2004	Yes	Yes
Port Arthur Historic Site Management Authority	No	N/A	No	N/A
The Public Trustee	Yes	June 2005	Yes	Yes
TAFE Tasmania	Yes	April 2005	Yes	Yes
Tasmanian Audit Office	Yes	Currently being reviewed	No	N/A

## EQUITY AND DIVERSITY

It is noted that the Department of Premier and Cabinet, Department of Tourism, Arts and The Environment and Port Arthur Historic Site Management Authority still do not have a diversity program in place. As this has been a legislative requirement for a number of years, I will expect to report full compliance with this provision in my next report.

In the survey responses, Agencies sought to work towards minimising the risk of bullying and/or harassment to employees in the workplace in a variety of ways. In the reporting period these mainly included:

- anti-bullying and/or harassment policies were developed (12 Agencies)
- clear internal processes established to deal with allegations of bullying and/or harassment (14 Agencies)
- internal processes were monitored or reviewed to ensure that the policies and processes being appropriately applied (8 Agencies)
- anti-bullying and/or harassment training provided to managers (11 Agencies)
- anti-bullying and/or harassment training provided to employees (12 Agencies)
- advice available to managers and employees from Human Resources (13 Agencies)
- senior management monitored incidents of bullying and/or harassment to ensure they are properly addressed (10 Agencies)
- Agency had bullying and/or harassment officer(s) to report incidents (12 Agencies)

All Agencies stated that they provided managers/supervisors with the opportunity to undertake training in relation to handling workplace conflict and allegations of bullying, harassment and discrimination. However, only 9 Agencies indicated attendance at these training sessions for managers/supervisors for a total attendance of 263 individuals during the reporting period. This figure represents a considerable increase from the 86 individuals reported in the 2005 reporting period. Three Agencies stated that they were unable to obtain information concerning attendance at these training sessions.

### Recruitment of young people

**Table 8. Recruitment of young people under 25 years of age appointed for a period of 6 months duration or longer**

AGENCY	Permanent employees recruited		Fixed-term employees recruited		Total employees recruited	
	2004/05	2005/06	2004/05	2005/06	2004/05	2005/06
Dept. of Economic Development	5	3	4	8	9	11
Dept. of Education	32	52	52	124	84	176
Dept. of Health and Human Services	45	43	100	109	145	152
Dept. of Infrastructure, Energy and Resources	8	9	7	26	15	35
Dept. of Justice	6	41	8	20	14	61
Dept. of Police and Emergency Management (includes Tasmania Fire Service)	13	5	6	11	19	16
Dept. of Premier and Cabinet	17	3	7	5	24	8
Dept. of Primary Industries and Water	9	7	19	34	28	41
Dept. of Tourism, Arts and the Environment	2	3	33	42	35	45
Dept. of Treasury and Finance	3	0	5	4	8	4
Port Arthur Historic Site Management Authority	0	1	0	4	0	5
The Public Trustee	0	0	0	0	0	0
TAFE Tasmania	3	3	6	10	9	13
Tasmanian Audit Office	0	0	0	0	0	0
<b>TOTALS</b>	<b>143</b>	<b>170</b>	<b>247</b>	<b>397</b>	<b>390</b>	<b>567</b>

## EQUITY AND DIVERSITY

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It was noted that there was a significant increase of 177 young people under 25 years of age recruited by Agencies in the 2006 reporting period. This 45% increase was made up of 150 fixed-term employees and only 27 permanent employees. It should also be noted that the majority occurred in the Department of Education, with an additional 92, and the Department of Justice, with an additional 47 young people recruited. The low level of youth recruitment – recruitment of young people under 25 years of age – continues to be an issue of concern.

This is further highlighted by the State Service employment statistics, which show that young people under 25 years of age represented only 4.47% of State Service employees as at 30 June 2006, and this is a small reduction from 2005. The ongoing employment of young people in permanent positions in the State Service is an area that needs to be specifically addressed.

The State Service Agency Survey 2006 indicates that 7 Agencies appointed Administrative Trainees (Graduate Recruits) under 25 years of age during the reporting period, and a total of 9 Graduate Recruits<sup>1</sup> were appointed across the State Service. Of these appointments 6 were permanent appointments and 3 fixed-term appointments.

### Whole of Government diversity initiatives

#### Employment of Aboriginal people

The Division of Industrial Relations and State Service Management has responsibility for the Aboriginal Employment Policy Guidelines. The Guidelines were reviewed by that Office and re-issued under Ministerial Direction No.12 of 23 November 2004.

Where a Head of Agency wishes to specify essential requirements other than those specified in an award, including requirements relating to Aboriginal-identified positions, they must first obtain the approval of the Commissioner in accordance with section 18(1)(l) of the Act.

Ministerial Direction No. 12 creates two types of essential requirements:

- **Identified positions.** These are positions in which the Aboriginal community is the major client group; therefore Aboriginality is an essential requirement. 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.** An essential requirement for ‘tagged positions’ is “An ability to communicate effectively and sensitively with Aboriginal and Torres Strait Islander peoples and a knowledge and understanding of contemporary Aboriginal culture and society”.

Aboriginality is not an essential requirement for ‘tagged positions’. Part of the work of these positions involves working with Aboriginal clients; providing a service to Aboriginal clients; and/or developing policy and programs that have an impact on the Aboriginal community.

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<sup>1</sup> It should be noted, however, that there may be other recent graduates appointed who were over 25 years of age and others who were appointed to vacancies that were not classified as Administrative Trainees (Graduate Recruit) vacancies. Graduates are, for example, often employed in base-grade Professional Employee roles.



## EQUITY AND DIVERSITY

Although the Division of Industrial Relations and State Service Management is responsible for the employment policy, the Commissioner must still determine whether a position is Identified or Tagged as an essential requirement for employment in accordance with section 18(1)(l) of the Act. In the reporting period, the State Service Commissioner approved 5 additional identified positions under this program in the following Agencies:

Department of Education	1
Department of Infrastructure, Energy & Resources	1
Department of Premier and Cabinet	1
Department of Tourism, Arts & the Environment	2

As indicated in the following table, as at 30 June 2006, there were 73 Aboriginal Identified and 10 Aboriginal Tagged positions in the State Service.

**Table 9. Aboriginal Identified and Tagged Positions, 30 June 2006**

AGENCY	Aboriginal "Identified" Positions	Aboriginal "Tagged" Positions	Totals
Dept. of Economic Development	2	-	2
Dept. of Education	39	5	44
Dept. of Health and Human Services	7	1	8
Dept. of Infrastructure, Energy and Resources	1	-	1
Dept. of Justice	2	-	2
Dept. of Premier and Cabinet	4	2	6
Dept. of Primary Industries and Water	1	-	1
Dept. of Tourism, Arts and the Environment	11	2	13
TAFE Tasmania	6	-	6
<b>TOTALS</b>	<b>73</b>	<b>10</b>	<b>83</b>

## EQUITY AND DIVERSITY

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### **Work Placement Program – people from diverse cultural and linguistic backgrounds**

The State Service Work Placement Program is now in its fourth year. The program which is managed by the Division of Industrial Relations and State Service Management in conjunction with Multicultural Tasmania, is designed to promote cultural awareness and diversity within State Service Agencies and to provide useful work experience for humanitarian entrants and newly arrived migrants.

This year's program was consolidated into a single event involving 21 participants and featured work placements with a local council and a Government Business Enterprise for the first time. Participating organisations included:

- Department of Premier and Cabinet;
- Department of Police and Emergency Management;
- Department of Economic Development;
- Department of Primary Industries and Water;
- Department of Infrastructure, Energy and Resources;
- Department of Health and Human Services;
- Government House;
- Forestry Tasmania; and
- Glenorchy City Council.

The program format includes information sessions presented by the Anti-Discrimination Commission, the Division of Industrial Relations and State Service Management, and Multicultural Tasmania. In particular, the program provides participants with useful information on applying for State Service employment. The Premier of Tasmania, the Hon. Paul Lennon MHA presented this year's participants with a certificate of achievement at a presentation event held at Parliament House.

### **People with a disability**

In December 2005, the Division of Industrial Relations and State Service Management launched a trial program focusing on the employment of people with a disability.

The objectives of the trial program include:

- increasing awareness within the State Service of the skills and capabilities of people with a disability;
- dispelling a range of myths regarding the employment of people with a disability;
- increasing the potential for people with a disability to obtain ongoing employment in the State Service; and
- identifying systematic challenges for people with a disability to gain employment in the State Service (eg the selection process).

The program uses a number of employment services providers that specialise in assisting people with a disability to secure employment. Each provider has established an approved register from which fixed term vacancies can be filled. In addition to the registers, the program also encompasses awareness training for managers and supervisors, and the introduction of a new State Service Application for Employment Form.

## PERFORMANCE MANAGEMENT

### Performance Management

The State Service Principles incorporate a focus on managing performance and achieving results.

Section 34(1)(g) requires Heads of Agencies to develop and implement systems to evaluate the performance of employees, and Commissioner's Direction No. 4 *Performance Management* establishes the minimum standard for such systems.

Under the 2006 OSSC Evaluation Program a major project was commenced to evaluate performance management systems in all Agencies. The primary aim of this evaluation project is to measure the extent to which Agencies have complied with section 34(1)(g) of the *State Service Act 2000* to implement systems to evaluate the performance of employees and, in particular, compliance with the minimum standards of Commissioner's Direction No. 4 *Performance Management*.

A separate *Whole State Service Performance Management Evaluation Report* will be produced outlining the findings of the evaluation and released in late 2006 or early 2007.

#### Performance Management Systems within the State Service

**Table 10. Performance Management, 1 July 2005 – 30 June 2006**

AGENCY	Performance Management System in place	Employees in Agency as at 30/06/2006	Employees Participated as at 30/06/06	Employees Participated as % of the Agency
Dept. of Economic Development	Yes	253	192	76%
Dept. of Education	No	11042	No data available	N/A
Dept. of Health and Human Services	No	10116	No data available	N/A
Dept. of Infrastructure, Energy and Resources	Yes	617	257	42%
Dept. of Justice	Yes	1054	400	38%
Dept. of Police and Emergency Management (includes Tasmania Fire Service)	Yes	917	594	65%
Dept. of Premier and Cabinet	Yes	341	142	42%
Dept. of Primary Industries and Water	Yes	1124	774	69%
Dept. of Tourism, Arts and the Environment	Yes	889	No data available	N/A
Dept. of Treasury and Finance	Yes	335	314	94%
Port Arthur Historic Site Management Authority	Yes	118	95	81%
The Public Trustee	Yes	53	45	85%
TAFE Tasmania	No	1161	456	39%
Tasmanian Audit Office	Yes	37	37	100%

The State Service Agency Survey 2006 has shown that as at 30 June 2006, 11 of the 14 Agencies have performance management systems operating in their respective Agency. The Department of Education, Department of Health and Human Services and TAFE Tasmania did not have a system in place covering all employees, although there were a number of ad-hoc systems operating in each Agency. All three Agencies are currently working on the development of a performance management system, which should be implemented prior to 30 June 2007.

## PERFORMANCE MANAGEMENT

The Department of Education, Department of Tourism, Arts and the Environment and Department of Health and Human Services were unable to supply employee participation data for the reporting period. I expect that I will be able to report the full participation statistics in my next report.

**Table 11. Performance Management - Employee Familiarisation and Supervisor Training**

AGENCY	Employee Familiarisation Training		Supervisor Training	
	2004/05	2005/06	2004/05	2005/06
Dept. of Economic Development	204	199	64	No data available
Dept. of Education	No data available	No data available	No data available	No data available
Dept. of Health and Human Services	No data available	No data available	No data available	No data available
Dept. of Infrastructure, Energy and Resources	163	266	126	16
Dept. of Justice	550	100	No data available	50
Dept. of Police and Emergency Management (includes Tasmania Fire Service)	No data available	110	No data available	45
Dept. of Premier and Cabinet	0	0	3	12
Dept. of Primary Industries and Water	98	131	51	19
Dept. of Tourism, Arts and the Environment	574	No data available	161	No data available
Dept. of Treasury and Finance	14	14	94	14
Port Arthur Historic Site Management Authority	0	109	0	29
The Public Trustee	45	50	9	10
TAFE Tasmania	300	135	50	91
Tasmanian Audit Office	18	0	3	0
<b>Total Employee Participation</b>	<b>1966</b>	<b>1114</b>	<b>561</b>	<b>286</b>

The State Service Agency Survey 2006 indicated that the majority of Agencies provided employee familiarisation training and supervisor training regarding dealing with employee work performance or workplace behaviour, although a number of Agencies could not provide statistical data. The main areas of training provided for supervisors were:

- performance management training;
- the performance review process and conducting a review;
- managing feedback & poor performance;
- understanding management & industrial relations;
- providing team members with skills to maintain good performance;
- managing and working with difficult people;
- communication & mediation skills; and
- conflict management & effective communication training.

10 of the 11 Agencies with performance management systems also reported that the performance management process is directly linked to the achievement of Agency/Government priorities, and 7 of these indicated that their Agency performance management system incorporated a formal career-planning element.

## LEADERSHIP AND DEVELOPMENT

### Leadership and Development

#### Agency leadership and development initiatives

The State Service Principles include a commitment to developing leadership of the highest quality and it is expected that Agencies will develop specific programs to address this requirement.

The following table provides information on the implementation of leadership development programs in each Agency and where that training is targeted.

**Table 12. Structured Agency Leadership Development Programs, 1 July 2005 – 30 June 2006**

AGENCY	Leadership Development Program in place	Where Leadership Development training is targeted
Dept. of Economic Development	Yes	Senior & Middle Managers High-potential employees Graduates
Dept. of Education	Yes, not Agency-wide	Middle Managers High-potential employees Some target groups Everyone generally
Dept. of Health and Human Services	Under Development	N/A
Dept. of Infrastructure, Energy and Resources	Yes	Senior Managers Middle Managers
Dept. of Justice	Yes	Senior Managers Middle Managers
Dept. of Police and Emergency Management (includes Tasmania Fire Service)	Yes	Senior Managers Middle Managers
Dept. of Premier and Cabinet	No	N/A
Dept. of Primary Industries and Water	Yes	Senior Managers Middle Managers
Dept. of Tourism, Arts and the Environment	Yes	Senior & Middle Managers High-potential employees Graduates Project Managers
Dept. of Treasury and Finance	Yes	Everyone generally
Port Arthur Historic Site Management Authority	No	N/A
The Public Trustee	Yes	Senior Managers Middle Managers High-potential Employees
TAFE Tasmania	Yes	Support staff Teaching staff
Tasmanian Audit Office	No	N/A

## LEADERSHIP AND DEVELOPMENT

The results of the State Service Agency Survey 2006 show in the above table that 9 of the 14 Agencies have a structured leadership development program in place, with the majority of these programs catering for senior and middle managers. Four Agencies have also targeted employees with a high degree of potential and two Agencies indicated that they targeted leadership initiatives for graduate recruits. A number of Agencies provided these training opportunities to all employees and three Agencies targeted specific occupational groups.

Of the 9 Agencies that reported having leadership development programs in place, 5 provided statistics indicating 667 employees in total participated in training activities during the reporting period.

A total of 63 employees participated in secondment arrangements made during the reporting period to external organisations, and 4 employees were seconded into the State Service from external organisations. In most instances, secondments of employees to external organisations are regarded as development opportunities for those employees.

### Employee Training and Development

**Table 13. Employee Training and Development Programs, 1 July 2005 – 30 June 2006**

AGENCY	Employee training & development program in place	Where employee training and development is targeted	Human Resource Management program in place
Dept. of Economic Development	Yes	Senior & Middle Managers High-potential employees Graduates Everyone (not targeted)	No
Dept. of Education	No	Senior & Middle Managers High-potential employees Graduates Everyone (not targeted)	No
Dept. of Health and Human Services	Yes	Senior & Middle Managers High-potential employees	No
Dept. of Infrastructure, Energy and Resources	Yes	Everyone (not targeted)	No
Dept. of Justice	Yes	Everyone (not targeted)	No
Dept. of Police and Emergency Management (includes Tasmania Fire Service)	Yes	Career Fire-fighters	Yes
Dept. of Premier and Cabinet	No	N/A	No
Dept. of Primary Industries and Water	Yes	Senior & Middle Managers Quarantine Officers Rangers	No
Dept. of Tourism, Arts and Environment	Yes	Senior & Middle Managers High-potential employees Graduates Everyone (not targeted)	Yes
Dept. of Treasury and Finance	Yes	Everyone (not targeted)	No
Port Arthur Historic Site Management Authority	No	N/A	No
The Public Trustee	Yes	Senior & Middle Managers High-potential employees Everyone (not targeted)	Yes
TAFE Tasmania	Yes	Everyone (not targeted)	No
Tasmanian Audit Office	Yes	High-potential employees	No

## LEADERSHIP AND DEVELOPMENT

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It was noted that there has been no improvement from the last reporting period concerning a structured development program in place for employees within the Human Resource Management Branch. Only 3 of 14 Agencies reported having a program in place, which is the same as the last reporting period.

As indicated in the last reporting period, good human resource management is fundamental to achieving organisational goals. Given the greater responsibility placed on individual Agencies for this function, I believe every Agency would receive considerable benefit from the development and implementation of a structured training program for employees working in human resource management branches.

### The Training Consortium

The Training Consortium (TTC) is part of the Division of Industrial Relations and State Service Management. TTC brokers a wide range of training and development services on a contract management basis, to provide learning and development programs and events throughout Tasmania for its member organisations. The Consortium was established in 1998 and has grown from 4 member organisations to 22, including Agencies from the State Service, the Australian Public Service, local government, Government Business Enterprises, private organisations and the University of Tasmania.

Tasmania Together Goal 15, indicator 3.2 aims to improve the standard of government strategic planning processes at all levels of government by providing a range of leadership development opportunities. TTC has a role in achieving this benchmark through the number and variety of programs it offers member organisations.

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

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

Statistical information about TTC's activity for the period 1 July 2005 to 30 June 2006 is provided below.

### The Training Consortium

**Table 14. Summary of events offered to member organisations for 2005/2006**

Number of Events Offered	Registrations Received	Training Days
384	4041	348

### Leadership Speakers

Speakers for TTC's popular "Leadership in Action" series over the past year have included Professor Bob Dick, Frank Shaw (UK), John Menadue and Avril Henry.

### Public Sector Management Program

TTC co-ordinates the Public Sector Management Program (PSM Program) in Tasmania. The PSM Program is a joint Commonwealth/State/Territory venture accredited at Postgraduate Certificate level through four universities. It is targeted at middle managers in State, Commonwealth and local government sectors and takes some 18 months to complete. Thirteen participants graduated in July 2005 and a new Program commenced in October 2005 with 35 participants. Participants from this intake will graduate in July 2007.



## LEADERSHIP AND DEVELOPMENT

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### **Introduction to the Public Sector Program**

This innovative program was launched in August 2004. The series of information workshops presented in the program have been specifically designed for new employees to complement their department's own induction process. They 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.

### **State Service Graduate Training and Development**

TTC has developed a program of events targeting graduate recruits and other new employees to the State Service. This new "Workplace Essentials Toolkit" offers a comprehensive and challenging range of training workshops, information sessions and regular guest speaker forums. It has been designed to equip graduate recruits and other new employees from across the State sector with relevant concepts and experiences to allow them to operate effectively in the public sector environment.

## Ethics and Accountability

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The State Service is a public service that:

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

### **Promoting impartial, ethical and professional behaviour**

The State Service Agency Survey 2006 returns indicated that all Agencies now have guidelines in place for employees concerning the issue of receiving Gifts and Benefits and Internet and Email Usage.

All 14 Agencies embarked on activities to make their employees aware of these guidelines. These activities included:

- emailing employees;
- the induction process and issuing of an employee handbook;
- issuing of a Gifts and Benefits Policy;
- publishing information on the Intranet;
- sending out Circulars;
- informing employees at team meetings;
- signing an annual declaration;
- advice when logging on to their computer; or
- advice through employee Statements of Duty.

### **Ensuring accountability to Government**

The State Service Agency Survey 2006 indicated that 11 Agencies provided employees with information about Government priorities relevant to their workplace. The methods that Agencies used to disseminate this information are as follows:

## ETHIC AND ACCOUNTABILITY

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- as part of the Corporate and Business Planning process (11 Agencies)
- through internal newsletters and e-bulletins (9 Agencies)
- by managers/supervisors/team meetings, as part of the performance management process as part of the Corporate and Business Planning process (9 Agencies)
- as part of the performance management process (8 Agencies)
- other methods including the intranet and team meetings

### Agency Customer Service Charters and Customer Service Strategies

The State Service Agency Survey 2006 indicated that 7 Agencies have a Customer Service Charter and 11 Agencies have Customer Service Strategies in place.

These Agencies make employees aware of their Agency Customer Service Charter/Customer Service Strategies as follows:

- through the Agency Induction process (9 Agencies)
- as part of the performance management process (9 Agencies)
- through team meetings (6 Agencies)
- other methods including internal newsletters and e-bulletins, face-to-face information sessions, the corporate planning process and specific customer service training sessions.

The mechanisms utilised by agencies to ensure that the general public is aware of their Agency Customer Service Charter/Customer Service Strategy include:

- provision of information leaflets and feedback mechanisms to the general public as part of the service transaction (5 Agencies)
- promotion of Customer Service Charter/Customer Service Strategy at the venues where services to the public are provided (3 Agencies)
- promotion of Customer Service Charter/Customer Service Strategy on the Agency internet site (7 Agencies)
- provision of newsletters and other publications (6 Agencies)
- other methods including direct contact with clients, customer service agreements and individual division strategies.

All Agencies encourage the public to give feedback on the services provided. The following mechanisms are in place to enable the public to provide feedback on these services:

- the internet (9 Agencies)
- use of a telephone hotline (8 Agencies)
- Agency printed forms (7 Agencies)
- other methods including surveys, face-to-face meetings or telephone contact.

### Partnership between State Government and community

The Division of Industrial Relations and State Service Management is a participant in a range of Partnership Agreements that have been forged between the State Government and local councils, and between the State Government and the Local Government Association of Tasmania (LGAT). These Agreements facilitate liaison, engagement and development between different levels of government.

The Division is also a participant in the State Government's Partnership Agreement with the University of Tasmania, which provides for research opportunities through undergraduate internships and promotion of the State Service as an employer of choice.

## PROVIDING A FAIR, FLEXIBLE, SAFE & REWARDING WORKPLACE

### Providing a Fair, Flexible, Safe & Rewarding Workplace

The Principles foster a State Service that:

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

#### Promoting a safe workplace

The State Service Agency Survey 2006 returns indicated that all Agencies have an Occupational Health and Safety (OH&S) policy in place, as well as an appropriate Incident Reporting System, including identifying hazards, assessing/analysing the risk and addressing these identified risks. However, only 12 Agencies use a systems-based approach or management plan.

11 of the 14 Agencies also have OH&S included as part of the business planning process in their Agency and all 14 Agencies provide employees, having specific OH&S responsibilities with appropriate training.

**Table 15. Occupational Health and Safety (OH&S) Training completed ,  
1 July 2005 – 30 June 2006**

AGENCY	Responsible Officer Training 2005/06	Manager/Supervisor Training 2005/06	Employee Safety Representatives OH&S Training 2005/06
Dept. of Economic Development	6	88	0
Dept. of Education	0	0	40
Dept. of Health and Human Services	20	Data not available	135
Dept. of Infrastructure, Energy and Resources	0	10	0
Dept. of Justice	Data not available	Data not available	Data not available
Dept. of Police and Emergency Management (includes Tasmania Fire Service)	30	25	45
Dept. of Premier and Cabinet	1	13	5
Dept. of Primary Industries and Water	3	48	16
Dept. of Tourism, Arts and the Environment	0	12	59
Dept. of Treasury and Finance	0	6	9
Port Arthur Historic Site Management Authority	0	0	7
The Public Trustee	5	0	0
TAFE Tasmania	1	30	14
Tasmanian Audit Office	1	0	0
<b>TOTALS</b>	<b>67</b>	<b>232</b>	<b>330</b>

## PROVIDING A FAIR, FLEXIBLE, SAFE & REWARDING WORKPLACE

### Flexible working arrangements

Responses of the State Service Agency Survey 2006 indicate that nearly all Agencies have continued to utilise flexible working arrangements when filling vacant positions. 8 of the 14 Agencies said that all employees in their Agency have access to flexible hours of work. 12 Agencies stated that they allowed employees to work from home on occasions, with a total of 40 employees making use of these arrangements. Of these, 12 Agencies have a policy covering working from home.

Results of the State Service Agency Survey 2006 indicate that 9 Agencies have specific policies or guidelines that foster 'reasonable hours of work' within their Agency and also require their managers/supervisors to consider work/life balance issues as part of the business planning process.

There was a total of 911 part-time vacancies advertised in Agencies during the reporting period – 495 permanent and 416 fixed-term.

In addition there were 40 vacancies advertised with the flexibility to be undertaken either on a full-time or part-time basis. Of these, 22 were permanent and 18 were fixed-term vacancies within the reporting period. This figure of 40 is considerably below the 81 vacancies advertised in the previous reporting period.

Flexible work practices in Agencies allowed 645 permanent and 240 fixed-term employees to change their employment status from full-time to part-time during the reporting period. This represents an increase of 14 from the previous year. Other flexible working practices and the number of employees seeking to take advantage of these policies are as follows:

**Table 16. Agency Survey – Utilisation of flexible work options**

<b>FLEXIBLE WORK PRACTICES</b>	<b>No. of employees 2004/05</b>	<b>No. of employees 2005/06</b>
Employees who applied to participate in State Service Accumulated Leave Scheme (SSALS)	69	60
Employees who had these new SSALS arrangements approved	68	60
Employees earning more than \$68,000 p.a. elected to participate in the SSALS	8	28
Employees earning more than \$68,000 p.a. working part-time	486	721
Employees who took paid maternity leave	507	470
Employees who took paid adoption leave	6	6
Employees who took unpaid maternity or parental leave	388	210

The number of employees earning more than \$68,000 p.a. and electing to participate in SSALS or working part-time has increased significantly from the previous reporting period.

## PROVIDING A FAIR, FLEXIBLE, SAFE & REWARDING WORKPLACE

### Internal grievance resolution processes

Section 34(1)(j) of the Act requires Heads of Agencies to develop and implement an internal grievance resolution system for their Agency.

**Table 17. Agency Internal Grievance Resolution Systems**

AGENCY	Grievance Resolution System in place	Employees accessing the System in 2004/05	Employees accessing the System in 2005/06
Dept. of Economic Development	Yes	2	1
Dept. of Education	Yes	29	14
Dept. of Health and Human Services	Yes	12	68
Dept. of Infrastructure, Energy and Resources	Yes	4	3
Dept. of Justice	Yes	13	20
Dept. of Police and Emergency Management (includes Tasmania Fire Service)	Yes	0	17
Dept. of Premier and Cabinet	Yes	5	1
Dept. of Primary Industries and Water	Yes	11	20
Dept. of Tourism, Arts and the Environment	Yes	2	1
Dept. of Treasury and Finance	Yes	0	0
Port Arthur Historic Site Management Authority	Yes	4	1
The Public Trustee	Yes	0	0
TAFE Tasmania	Yes	1	0
Tasmanian Audit Office	Yes	0	1
<b>TOTAL</b>	<b>14</b>	<b>83</b>	<b>147</b>

In the survey responses, Agencies indicated that employees are informed of their formal internal grievance resolution procedures in a variety of ways. In the reporting period these mainly included:

- provision of information during the induction process (11 Agencies)
- face-to-face information sessions for existing employees (4 Agencies)
- informing employees about the procedures as part of regular meetings (4 Agencies)
- through the Agency intranet (12 Agencies)
- through Agency newsletters and bulletins (6 Agencies)
- other methods include using information sessions for managers and pamphlets distributed to employees.

As indicated in Table 18 on the following page, during the reporting period Agencies confirmed that a total of 100 instances of alleged bullying or harassment and 11 instances of discrimination were dealt with through their internal grievance resolution process. This figure of 100 included 23 grievances submitted by one employee and represents a considerable increase from the 49 instances of bullying, harassment and discrimination that occurred in the 2005 reporting period. The majority of these increases occurred in the Department of Education and the Department of Health and Human Services.

Of this number, 9 cases were referred to organisations outside the Agency, such as the Ombudsman, Anti-Discrimination Commission, Human Rights Commission, Industrial Tribunals or the Office of the State Service Commissioner for resolution.

## PROVIDING A FAIR, FLEXIBLE, SAFE & REWARDING WORKPLACE

**Table 18. Type and number of issues addressed through Agency's internal grievance resolution processes**

Type of Grievance	Number in 2004/05	% of total 2004/05	Number in 2005/06	% of total 2005/06
Recruitment, Selection, Appointment (excluding reviews under 50(1)(a) but including higher duties and fixed-term appointments)	0	0%	12	6%
Work Performance	10	12%	34	18%
Bullying or Harassment <sup>1</sup>	49	59%	100	54%
Discrimination <sup>2</sup>	-	-	11	6%
Re-assignment/Transfers	0	0%	1	1%
Management Decisions	13	16%	6	3%
Work/life balance <sup>3</sup>	-	-	1	1%
Other:	11	13%	20	11%
<b>TOTAL<sup>4</sup></b>	<b>83</b>		<b>185</b>	

Notes:

1. The Bullying and Harassment figures for 2005/06 include 23 grievances from one employee.
2. Discrimination statistics were included with Bullying and Harassment in 2004/05.
3. Work/life Balance statistics were included with Management Decisions in 2004/05.
4. Department of Health & Human Services did not maintain a record of the number or nature of internal grievances prior to the 2005/06 reporting period.

**Table 19. Resolution of grievances within Agencies**

OUTCOME	2001/2002		2002/2003		2003/2004		2004/2005		2005/2006	
	No.	% Total	No.	% Total	No.	% Total	No.	% Total	No.	% Total
Satisfactorily resolved	46	55%	65	60%	37	62%	49	59%	106	57%
Withdrawn	15	18%	23	21%	1	2%	7	8%	10	5%
Still pending	23	27%	19	17%	17	28%	23	28%	61	33%
Not resolved	-	-	2	2%	5	8%	4	5%	9	5%
<b>TOTAL<sup>2</sup></b>	<b>84</b>		<b>109</b>		<b>60</b>		<b>83</b>		<b>186<sup>1</sup></b>	

Notes:

1. Grievances in 2005/06 include 23 grievances from one employee.
2. Department of Health & Human Services did not maintain a record of the number or nature of internal grievances prior to the 2005/06 reporting period.

Self-reporting by Agencies indicates a majority of these grievance matters were satisfactorily resolved by internal grievance resolution procedures.

Agencies reported that 62 grievances were taken to organisations outside the Agency. Of these, 43 were taken to the Office of the State Service Commissioner, 10 to the Anti Discrimination Commissioner, 6 to Industrial Tribunals, 2 to the Ombudsman and 1 to the Human Rights and Equal Opportunities Commission.

## COMMISSIONER'S REVIEWS

### Commissioner's Reviews

#### Reviews of selection decisions and other State Service actions

Under section 50(1)(a) and (b) of the State Service Act 2000, an employee is entitled to make application to the State Service Commissioner for a review:

50(1)(a) *"of the selection of a person or an employee to perform duties other than duties to be performed for a specified term or for the duration of a specified task; or*

50(1)(b) *of any other State Service action that relates to his or her employment in the State Service."*

An employee is not entitled to make an application for a review under subsection (1)(a) unless that employee was an applicant for the duties to which the appointment or promotion relates.

An employee is not entitled to make an application for a review under subsection (1)(b) in respect of the termination of the employee's employment. These disputes are to be dealt with by the appropriate industrial tribunal.

The Commissioner may:

- refuse to grant the application for a review and direct the Head of Agency to take such action as the Commissioner considers appropriate; or
- in the case of an application for a review of a selection decision (section 50(1)(a)) grant the application and direct the Head of Agency to undertake the selection process again in accordance with the provisions of Section 39 of the Act, and undertake such other requirements as are imposed by the Commissioner; or
- in the case of an application for a review of another State Service action (section 50(1)(b)), grant the application and recommend or direct the Minister or the Head of Agency or any person to whom the powers of the Minister or Head of Agency have been delegated, to take such action as the Commissioner considers appropriate.

The following tables provide detail of selection and other State Service action reviews dealt with by the Office during the reporting period.

**Table 20. Selection Reviews (section 50(1)(a) of the Act), 1 July 2005 – 30 June 2006**

AGENCY	B/F	Received	Granted	Not Granted	Resolved	With- drawn	C/F
Dept. of Economic Development	-	1	1	-	-	-	-
Dept. of Education	1	13	-	1	8	1	4
Dept. of Health and Human Services	1	18	1	1	7	7	3
Dept. of Infrastructure, Energy and Resources	-	3	-	1	1	1	-
Dept. of Justice	-	2	-	-	2	-	-
Dept. of Police & Emergency Management (includes Tasmania Fire Service)	-	1	-	-	-	-	1
Dept. of Primary Industries & Water	1	5	-	2	4	-	-
Dept. of Tourism, Arts and the Environment	-	1	-	-	1	-	-
Dept. of Treasury and Finance	1	1	1	-	1	-	-
The Public Trustee	1	-	-	1	-	-	-
TAFE Tasmania	1	3	-	2	1	1	-
<b>TOTALS</b>	<b>6</b>	<b>48</b>	<b>3</b>	<b>8</b>	<b>25</b>	<b>10</b>	<b>8</b>



## COMMISSIONER'S REVIEWS

**Table 21. Other State Service Action Reviews (section 50(1)(b) of the Act),  
1 July 2005 – 30 June 2006**

AGENCY	B/F	Received	Granted	Not Granted	Resolved	With- drawn	C/F
Dept. of Education	4	26	-	1	20	4	5
Dept. of Health and Human Services	2	28	-	1	17	7	5
Dept. of Infrastructure, Energy and Resources	-	1	-	-	-	-	1
Dept. of Justice	-	10	-	-	8	1	1
Dept. of Primary Industries & Water	-	7	-	-	1	-	6
Dept. of Tourism, Arts and the Environment	-	1	-	-	1	-	-
TAFE Tasmania	-	1	-	-	-	-	1
<b>TOTALS</b>	<b>6</b>	<b>74</b>	<b>-</b>	<b>2</b>	<b>47</b>	<b>12</b>	<b>19</b>

The above tables indicate that a high percentage of both Selection and Other State Service Action Reviews dealt with during the reporting period were resolved through conciliation or otherwise withdrawn. Specifically, the figures show:

Selection Reviews	Granted	6.5%
	Not Granted	17.5%
	Resolved or withdrawn	76%
Other State Service Action Reviews	Not Granted	3%
	Resolved or withdrawn	97%

## Determinations

### Alleged breaches of the State Service Code of Conduct

The State Service Code of Conduct reinforces the State Service Principles by establishing the conduct required of all State Service employees, officers and Heads of Agencies. The Code of Conduct (the Code) is found in section 9 of the Act.

Section 10(3) of the Act requires that the Commissioner establish procedures for the investigation and determination of whether an employee has breached the Code of Conduct and I establish these procedures under Commissioner's Direction No. 5.

As foreshadowed in my previous report, Commissioner's Direction No. 5 *Procedures for the Investigation and Determination of Whether an Employee has Breached the Code of Conduct* has been reviewed and revised procedures have been re-issued operative from 1 December 2005. Under the revised procedures, I have provided Heads of Agencies with the power and responsibility to both investigate and determine alleged breaches of the Code in their Agency (under the previous Direction, determination was my responsibility as Commissioner).

If a Head of Agency determines that an employee or senior executive has breached the Code, that Head (as the Minister's delegate) may impose one or more of the sanctions outlined in section 10 of the Act.

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

## DETERMINATIONS

Unsatisfactory employee performance, including minor deviations from the standards of behaviour and conduct set down in the Code, may be managed within Agencies without the need for formal investigation and determination processes as set out above.

The procedures established under Commissioner's Direction No. 5 do not apply in respect of alleged breaches of the Code by Heads of Agencies. Section 18(1)(f) of the Act provides that the Commissioner is to investigate alleged breaches of the Code by Heads of Agencies and to report to the Premier on the results of such investigations.

In view of the changes to the determination process outlined above, matters dealt with during the reporting period are reported in the following two tables – Table 22 representing determinations made by the Commissioner in the period 1 July 2005 to 30 November 2005 and Table 23 representing determinations made by Heads of Agencies under the revised procedures in the period 1 December 2005 to 30 June 2006.

It should be noted that similar revised determination procedures also apply in respect of determination of alleged inability to perform duties.

**Table 22. Determinations in relation to alleged breaches of the State Service Code of Conduct determined by the Commissioner, 1 July 2005 – 30 November 2005**

Agency	C/F	Received	Breached	Not Breached	Resolved	With-drawn	C/F
Dept. of Education	-	1	1	-	-	-	-
Dept. of Health and Human Services	1	2	3	-	-	-	-
Dept. of Primary Industries & Water	-	2	2	-	-	-	-
<b>TOTALS</b>	<b>1</b>	<b>5</b>	<b>6</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Table 23. Determinations in relation to alleged breaches of the State Service Code of Conduct determined by Heads of Agencies, 1 December 2005 – 30 June 2006**

Agency	B/F	Initiated	Breached	Not Breached	Resolved	With-drawn	C/F
Dept. of Education	1	3	1	1	-	-	2
Dept. of Health and Human Services		4	1	-	-	-	3
Dept. of Infrastructure, Energy and Resources	1	1	1	-	1	-	-
Dept. of Justice		2	2	-	-	-	-
Dept. of Police & Emergency Management (includes Tasmania Fire Service)		5	-	-	1	-	4
Dept. of Primary Industries & Water		3	-	-	1	-	2
Dept. of Tourism, Arts and the Environment		1	-	-	-	-	1
TAFE Tasmania		5	-	-	1	-	4
<b>TOTALS</b>	<b>2</b>	<b>24</b>	<b>5</b>	<b>1</b>	<b>4</b>	<b>-</b>	<b>16</b>

## DETERMINATIONS

### Alleged inability to perform duties

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

Section 48(3) of the Act requires that the Commissioner establish procedures for the investigation and determination of whether an employee is unable to perform their duties and I establish these procedures under Commissioner's Direction No. 6. This Direction was also revised and reissued operative from 1 December 2005 to provide Heads of Agencies with the authority to determine these matters.

In view of the changes to the determination process, matters dealt with during the reporting period are reported in the following two tables – Table 24 representing determinations made by the Commissioner in the period 1 July 2005 to 30 November 2005 and Table 25 representing determinations made by Heads of Agencies under the revised procedures in the period 1 December 2005 to 30 June 2006.

**Table 24. Determinations in relation to alleged inability determined by the Commissioner, 1 July 2005 – 30 November 2005**

Agency	B/F	Received	Inability Found	Inability Not Found	Resolved	With-drawn	C/F
Department of Education		2	-	-	2	-	-
Dept. of Health and Human Services		1	-	-	1	-	-
<b>TOTALS</b>		<b>3</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>-</b>

**Table 25. Determinations in relation to alleged inability determined by Heads of Agencies, 1 December 2005 – 30 June 2006**

Agency	B/F	Initiated	Inability Found	Inability Not Found	Resolved	With-drawn	C/F
Department of Education		1	-	-	1	-	-
Dept. of Health and Human Services		2	-	-	-	-	2
Dept. of Primary Industries & Water		1	1	-	-	-	-
<b>TOTALS</b>		<b>4</b>	<b>1</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>2</b>

## Termination of Employment

The Act gives the Minister the power to terminate the employment of permanent employees (section 44) and fixed-term employees (section 45). The employment of a permanent employee may be terminated:

- if they are found to have breached the Code of Conduct;
- if they are found to be unable to efficiently and effectively perform their duties;
- if they are surplus to the requirements of their Agency and no alternative duties can be found for them within a 12-month period;
- on any other grounds prescribed in the Regulations.

## TERMINATION OF EMPLOYMENT

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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 his or her employment.

Regulation 36 also provides for the termination of a permanent employee during probation.

Fixed-term employment may be terminated in accordance with the terms and conditions under which the employee is appointed.

The Minister has delegated the power to terminate both permanent and fixed-term employees to Heads of Agencies. Heads of Agencies are required to consult with the Division of Industrial Relations and State Service Management before exercising the delegation.

During the reporting period, 11 permanent employees were terminated from the State Service for the following reasons:

- Termination of probationary employment (3 employees)
- Abandonment of employment (7 employees)
- Breach of the Code of Conduct (1 employee)

## Other State Service Initiatives

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### **Workforce Analysis Comparative Application (WACA)**

The WACA is a web-based workforce information system, developed in partnership with other State and Territory Governments.

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

During the reporting period:

- participating jurisdictions approved the transfer of shared hosting arrangements for the WACA system from Victoria to 'stand alone' hosting arrangements in Queensland commencing July 2006; and
- Telecommunications Management Division (TMD) assumed responsibility (via a Service Level Agreement) for the provision of system administration services for the WACA.

These new arrangements have delivered significant benefits for data integrity and reporting capacity.

### **Harassment, Bullying & Discrimination Awareness Training**

The development of awareness training for the prevention of harassment, bullying and discrimination within State Service workplaces was awarded to TAFE Tasmania following a tender process.

The training requirements have been developed into a program known as Stop! Bullying and Harassment which will be formally launched in July 2006.

### **Phased-in Retirement**

A draft phased-in retirement program that specifies criteria against which mature age employees can be considered for part-time employment leading up to retirement was finalised during the reporting period.

Final consultation on the draft program will be undertaken before the program is implemented in State Service Agencies.

The program will have formal linkages with a mentoring program that is to be developed during 2006-07.

### State Service Statistics

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## STATE SERVICE STATISTICS

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### Overview

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Fourteen Agencies have produced the following statistics on State Service employment for the period ending 30 June 2006. The information was prepared by the Division of Industrial Relations and State Service Management and TMD in the Department of Premier and Cabinet using the Workforce Analysis Comparative Application.

The statistics cover the following Agencies:

- Department of Economic Development
- Department of Education
- Department of Health and Human Services
- Department of Infrastructure, Energy and Resources (including Private Forests)
- Department of Justice
- Department of Police and Emergency Management (including Tasmania Fire Service)
- Department of Premier and Cabinet
- Department of Primary Industries & Water
- Department of Tourism, Arts and the Environment
- Department of Treasury and Finance
- Port Arthur Historic Site Management Authority
- TAFE Tasmania
- Tasmanian Audit Office
- The Public Trustee

As at 30 June 2006, there was a headcount of 28,057 people (excluding casual employees) employed under the State Service Act 2000. The number of full-time equivalent employees (structured FTEs) represented by this figure is 22,488.25.

At the end of the June 2006 quarter, the number of paid casual employees was 2,868.

### Definitions

The following definitions apply to subsequent Figures and Tables:

- **Officers** are appointed under Part 6 of the *State Service Act 2000* and include Heads of Agencies, Prescribed Office Holders and Senior Executives.
- **Permanent Employees** are appointed under Part 7 of the *State Service Act 2000*. Permanent employment is the usual form of employment in the State Service.
- **Fixed-Term Employees** are appointed under Part 7 of the *State Service Act 2000* for a specified term or for the duration of a specified task.
- **Casual Employees** are fixed-term employees who work on an “as and when required basis” and are paid a loaded rate in lieu of receiving leave entitlements – casuals are reported separately.
- **Full-Time Equivalents** provides a measure of the proportional number of employments where the hours engaged is expressed as a percentage of normal award full-time hours.
- **Headcount** provides a measure of individual employments (excluding casual employees) recorded at the specified date regardless of the hours employed.

## STATE SERVICE STATISTICS

### State Service Numbers

**Table 26. Headcount by Agency, 30 June 2006**

Agency	Part 6	Permanent	Fixed-Term	Total
Department of Economic Development	23	177	53	253
Department of Education	22	8405	2615	11042
Department of Health and Human Services	61	8065	1990	10116
Department of Infrastructure, Energy and Resources (including Private Forests)	21	527	69	617
Department of Justice	20	885	149	1054
Department of Police and Emergency Management <sup>1</sup> (includes Tasmania Fire Service)	8	835	74	917
Department of Premier and Cabinet	27	293	21	341
Department of Primary Industries & Water <sup>2</sup>	20	880	224	1124
Department of Tourism, Arts and the Environment <sup>3</sup>	19	613	257	889
Department of Treasury and Finance	18	281	36	335
Port Arthur Historic Site Management Authority	1	98	19	118
TAFE Tasmania	5	949	207	1161
Tasmanian Audit Office	2	35	0	37
The Public Trustee	2	48	3	53
<b>Total</b>	<b>249</b>	<b>22,091</b>	<b>5,717</b>	<b>28,057</b>

<sup>1</sup> Formerly Department of Police and Public Safety

<sup>2</sup> Formerly Department of Primary Industries, Water and Environment

<sup>3</sup> Formerly Department of Tourism, Parks, Heritage and the Arts



## STATE SERVICE STATISTICS

**Table 27. Headcount by Agency and Gender, 30 June 2006**

Agency	Part 6		Permanent		Fixed-Term		Gender Total		
	Male	Female	Male	Female	Male	Female	Male	Female	Total
Department of Economic Development	19	4	85	92	26	27	130	123	253
Department of Education	13	9	2173	6232	631	1984	2817	8225	11042
Department of Health and Human Services	44	17	1849	6216	785	1205	2678	7438	10116
Department of Infrastructure, Energy and Resources (including Private Forests)	19	2	279	248	34	35	332	285	617
Department of Justice	14	6	490	395	41	108	545	509	1054
Department of Police and Emergency Management <sup>1</sup> (includes Tasmania Fire Service)	7	1	537	298	15	59	559	358	917
Department of Premier and Cabinet	18	9	126	167	4	17	148	193	341
Department of Primary Industries & Water <sup>2</sup>	15	5	485	395	105	119	605	519	1124
Department of Tourism, Arts and the Environment <sup>3</sup>	14	5	314	299	107	150	435	454	889
Department of Treasury and Finance	14	4	130	151	15	21	159	176	335
Port Arthur Historic Site Management Authority	1	0	39	59	10	9	50	68	118
TAFE Tasmania	3	2	457	492	86	121	546	615	1161
Tasmanian Audit Office	2	0	20	15	0	0	22	15	37
The Public Trustee	2	0	19	29	0	3	21	32	53
<b>Total</b>	<b>185</b>	<b>64</b>	<b>7,003</b>	<b>15,088</b>	<b>1,859</b>	<b>3,858</b>	<b>9,047</b>	<b>19,010</b>	<b>28,057</b>

<sup>1</sup> Formerly Department of Police and Public Safety

<sup>2</sup> Formerly Department of Primary Industries, Water and Environment

<sup>3</sup> Formerly Department of Tourism, Parks, Heritage and the Arts

## STATE SERVICE STATISTICS

**Table 28. Full-Time Equivalents by Agency, 30 June 2006**

Agency	Part 6	Permanent	Fixed-Term	Total
Department of Economic Development	23	172.13	50.59	245.72
Department of Education	22	6751.75	1408.84	8182.59
Department of Health and Human Services	52.7	6517.49	1490.68	8060.87
Department of Infrastructure, Energy and Resources (including Private Forests)	21	455.27	58.54	534.81
Department of Justice	19.5	842.71	124.65	986.86
Department of Police and Emergency Management <sup>1</sup> (includes Tasmania Fire Service)	8	808.78	59.73	876.51
Department of Premier and Cabinet	26.78	274.33	17.95	319.06
Department of Primary Industries & Water <sup>2</sup>	18.95	785.01	184.31	988.27
Department of Tourism, Arts and the Environment <sup>3</sup>	19	545.54	210.2	774.74
Department of Treasury and Finance	18	268.87	36	322.87
Port Arthur Historic Site Management Authority	1	69.65	11.06	81.71
TAFE Tasmania	5	871.64	150.85	1027.49
Tasmanian Audit Office	2	34.6	0	36.6
The Public Trustee	2	46	2.15	50.15
<b>Total</b>	<b>238.93</b>	<b>18443.77</b>	<b>3805.55</b>	<b>22488.25</b>

<sup>1</sup> Formerly Department of Police and Public Safety

<sup>2</sup> Formerly Department of Primary Industries, Water and Environment

<sup>3</sup> Formerly Department of Tourism, Parks, Heritage and the Arts

## STATE SERVICE STATISTICS

**Table 29. Comparative Headcounts by Agency, June 2005-June 2006**

Agency	Part 6		Permanent		Fixed-Term		Total		Variation	
	Jun-05	Jun-06	Jun-05	Jun-06	Jun-05	Jun-06	Jun-05	Jun-06	Count	%
Department of Economic Development	25	23	165	177	38	53	228	253	25	10.96%
Department of Education	25	22	8110	8405	2796	2615	10931	11042	111	1.02%
Department of Health and Human Services	64	61	7980	8065	1899	1990	9943	10116	173	1.74%
Department of Infrastructure, Energy and Resources (including Private Forests)	21	21	642	527	77	69	740	617	-123	-16.62%
Department of Justice	15	20	675	885	134	149	824	1054	230	27.91%
Department of Police and Emergency Management <sup>1</sup> (includes Tasmania Fire Service)	3	8	403	835	68	74	474	917	443	93.46%
Department of Premier and Cabinet	27	27	281	293	20	21	328	341	13	3.96%
Department of Primary Industries & Water <sup>2</sup>	16	20	1001	880	235	224	1252	1124	-128	-10.22%
Department of Tourism, Arts and the Environment <sup>3</sup>	17	19	492	613	208	257	717	889	172	23.99%
Department of Treasury and Finance	17	18	277	281	39	36	333	335	2	0.60%
Port Arthur Historic Site Management Authority	2	1	90	98	36	19	128	118	-10	-7.81%
Retirement Benefits Fund Board <sup>4</sup>	0	0	19	0	0	0	19	0	-19	-100.00%
TAFE Tasmania	7	5	896	949	132	207	1035	1161	126	12.17%
Tasmanian Audit Office	2	2	35	35	0	0	37	37	0	0.00%
The Public Trustee	1	2	40	48	4	3	45	53	8	17.78%
<b>Total</b>	<b>242</b>	<b>249</b>	<b>21,106</b>	<b>22,091</b>	<b>5,686</b>	<b>5,717</b>	<b>27,034</b>	<b>28,057</b>	<b>1,023</b>	<b>3.7841%</b>

<sup>1</sup> Formerly Department of Police and Public Safety

<sup>2</sup> Formerly Department of Primary Industries, Water and Environment

<sup>3</sup> Formerly Department of Tourism, Parks, Heritage and the Arts

<sup>4</sup> RBFB removed as an Agency from the State Service

## STATE SERVICE STATISTICS

**Table 30. Comparison of Total Full-Time Equivalents by Agency, June 2005 – June 2006**

Agency	Total FTEs 30/06/2005	Total FTEs 30/6/2006	Variation FTE
Department of Economic Development	222.50	245.72	23.22
Department of Education	8094.99	8182.59	87.60
Department of Health and Human Services	7955.34	8060.87	105.53
Department of Infrastructure, Energy and Resources (including Private Forests)	657.55	534.81	-122.74
Department of Justice	768.50	986.86	218.36
Department of Police and Emergency Management <sup>1</sup> (includes Tasmania Fire Service)	436.61	876.51	439.90
Department of Premier and Cabinet	310.20	319.06	8.86
Department of Primary Industries & Water <sup>2</sup>	1108.00	988.27	-119.73
Department of Tourism, Arts and the Environment <sup>3</sup>	623.93	774.74	150.81
Department of Treasury and Finance	319.86	322.87	3.01
Port Arthur Historic Site Management Authority	85.09	81.71	-3.38
Retirement Benefits Fund Board <sup>4</sup>	17.67	0	-17.67
TAFE Tasmania	936.04	1027.49	91.45
Tasmanian Audit Office	37.00	36.60	-.40
The Public Trustee	42.10	50.15	8.05
<b>Grand Total</b>	<b>21 615.38</b>	<b>22488.25</b>	<b>872.87</b>

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

- The increase of 23.22 FTEs in the Department of Economic Development is primarily due to:
  - Filling of permanent and fixed-term trainee and graduate vacancies across a number of business units;
  - Additional recruitment to support internally and externally funded budget initiatives such as the Tasmanian Leaders Council, Intelligent Island Project, Premier's Physical Activity Council and the Tasmanian Institute of Sport.

<sup>1</sup> Formerly Department of Police and Public Safety

<sup>2</sup> Formerly Department of Primary Industries, Water and Environment

<sup>3</sup> Formerly Department of Tourism, Parks, Heritage and the Arts

<sup>4</sup> RBFB removed as an Agency from the State Service

## STATE SERVICE STATISTICS

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- There is an increase of 87.60 FTEs in the Department of Education. Factors which have influenced the variation in this Agency include:
  - Additional staffing to support students with special/additional needs arising from the Atelier Report;
  - Transfer of Children and Youth Affairs Unit to the Department of Premier and Cabinet;
  - An interim increase in administrative staffing in schools including additional Information Technology positions.
- The increase of 105.53 FTEs in the Department of Health and Human Services is primarily due to:
  - Transfer of Tasmania Fire Service to the Department of Police and Emergency Management;
  - Increased Dental Attendant staffing in Dental Health Services;
  - Additional Ambulance Officer staffing associated with the Mersey Rescue Package;
  - Filling of Youth Worker vacancies at the Ashley Detention Centre;
  - Additional Nursing, Medical, Health Professional, Operational and Administrative staffing associated with the following initiatives:
    - Disability Services Review;
    - Better Hospitals;
    - Living Independently;
    - Social Infrastructure Fund;
    - Community Client Health Project;
    - Mental Health Services (Bridging the Gap);
    - Recruitment Technology Solution;
    - Transitional Care Unit;
    - Clinical Administration System for Personal E-health Record (CASPER);
    - Establishment of Information Strategy Branch;
    - Nursing Hours per Patient Day;
    - Wilfred Lopes Centre.

## STATE SERVICE STATISTICS

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- There is a decrease of 122.74 FTEs in the Department of Infrastructure, Energy and Resources. Factors which have influenced the variation in this Agency include:
  - Transfer of Workplace Standards Tasmania to the Department of Justice;
  - Transfer of Driver Testing from the Department of Primary Industries and Water;
  - Filling of vacancies across a range of business units.
- The increase of 218.36 FTEs in the Department of Justice is primarily due to:
  - Transfer of Workplace Standards Tasmania from the Department of Infrastructure, Energy and Resources;
  - Increased staffing associated with the new Tasmania Prison Service facilities;
  - Filling of vacancies in the areas of Administration of Justice, Legal Services and Electoral Services.
- The increase of 439.90 FTEs in the Department of Police and Emergency Management is primarily due to:
  - The transfer of Tasmania Fire Service from the Department of Health and Human Services;
- The increase of 8.86 FTEs in the Department of Premier and Cabinet is primarily due to:
  - Transfer of Children and Youth Affairs Unit from the Department of Education;
  - Filling of funded vacancies.
- The decrease of 119.73 FTEs in the Department of Primary Industries and Water is primarily due to:
  - The transfer of the Division of Environment to the Department of Tourism, Arts and the Environment;
  - The transfer of Land Use Planning Services (including RMPAT and RPDC) to the Department of Justice;
  - The transfer of Driver Testing to the Department of Infrastructure, Energy and Resources.
- The increase of 150.81 FTEs in the Department of Tourism, Arts and the Environment is primarily due to:
  - The transfer of the Environment Division from the Department of Primary Industries and Water.
- The increase of 3.01 FTEs in the Department of Treasury and Finance is primarily due to:
  - Additional fixed-term staffing associated with the Electronic Data Management System/ Archiving project and filling of vacancies in the Revenue Branch.
- The decrease of 17.67 FTEs in the Retirement Benefits Fund Board is due to:
  - The removal of the RBFB as an Agency from the State Service.
- The increase of 91.45 FTEs in TAFE Tasmania is primarily due to:
  - Additional staffing to support significant increase in training activity in the areas of Trade/ Construction, Electrical and Tourism;
  - Increase in full-time and part-time student population;
  - Conversion of a number of sessional teachers to fixed-term part-time employment.
- The decrease of 0.40 FTEs in the Tasmanian Audit Office is primarily due to:
  - Vacancies pending recruitment action.
- The increase of 8.05 FTEs in the Public Trustee is primarily due to:
  - Filling of funded vacancies.

## STATE SERVICE STATISTICS

**Table 31. Part-Time Employees by Agency, June 2006.**

Agency	Females Working Part-Time		Males Working Part-Time	
	No. working part-time	As a % of total female employees	No. working part-time	As a % of total male employees
Department of Economic Development	19	15.45%	4	3.08%
Department of Education	4792	58.26%	808	28.68%
Department of Health and Human Services	3979	53.50%	641	23.94%
Department of Infrastructure, Energy and Resources (including Private Forests)	105	36.84%	24	7.23%
Department of Justice	142	27.90%	13	2.39%
Department of Police and Emergency Management <sup>1</sup> (includes Tasmania Fire Service)	80	22.35%	15	2.68%
Department of Premier and Cabinet	52	26.94%	5	3.38%
Department of Primary Industries & Water <sup>2</sup>	198	38.15%	73	12.07%
Department of Tourism, Arts and the Environment <sup>3</sup>	186	40.97%	54	12.41%
Department of Treasury and Finance	29	16.48%	4	2.52%
Port Arthur Historic Site Management Authority	49	72.06%	21	42.00%
TAFE Tasmania	249	40.49%	70	12.82%
Tasmanian Audit Office	0	0.00%	0	0.00%
The Public Trustee	7	21.88%	1	4.76%
<b>Total</b>	<b>9887</b>	<b>52.01%</b>	<b>1733</b>	<b>19.16%</b>

52.01% of women and 19.16% of men work part-time. The Department of Health and Human Services, the Department of Education and the Port Arthur Historic Site Management Authority have the largest proportion of males and females who work part-time.

<sup>1</sup> Formerly Department of Police and Public Safety

<sup>2</sup> Formerly Department of Primary Industries, Water and Environment

<sup>3</sup> Formerly Department of Tourism, Parks, Heritage and the Arts



## STATE SERVICE STATISTICS

**Table 32. Casuals by Agency Paid in Last Pay Period, June 2006**

Agency	Male	Female	Total
Department of Economic Development	3	1	4
Department of Education	261	673	934
Department of Health and Human Services	277	1137	1414
Department of Infrastructure, Energy and Resources (including Private Forests)	4	11	15
Department of Justice	17	29	46
Department of Police and Emergency Management <sup>1</sup> (includes Tasmania Fire Service)	8	3	11
Department of Premier and Cabinet	3	8	11
Department of Primary Industries & Water <sup>2</sup>	6	4	10
Department of Tourism, Arts and the Environment <sup>3</sup>	5	21	26
Department of Treasury and Finance	0	0	0
Port Arthur Historic Site Management Authority	7	5	12
TAFE Tasmania	179	206	385
Tasmanian Audit Office	0	0	0
The Public Trustee	0	0	0
<b>Total</b>	<b>770</b>	<b>2098</b>	<b>2868</b>

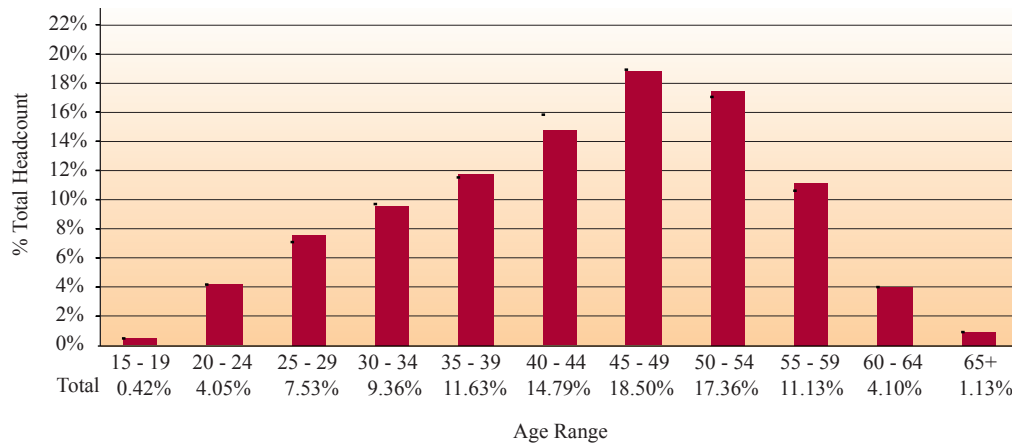
<sup>1</sup> Formerly Department of Police and Public Safety

<sup>2</sup> Formerly Department of Primary Industries, Water and Environment

<sup>3</sup> Formerly Department of Tourism, Parks, Heritage and the Arts

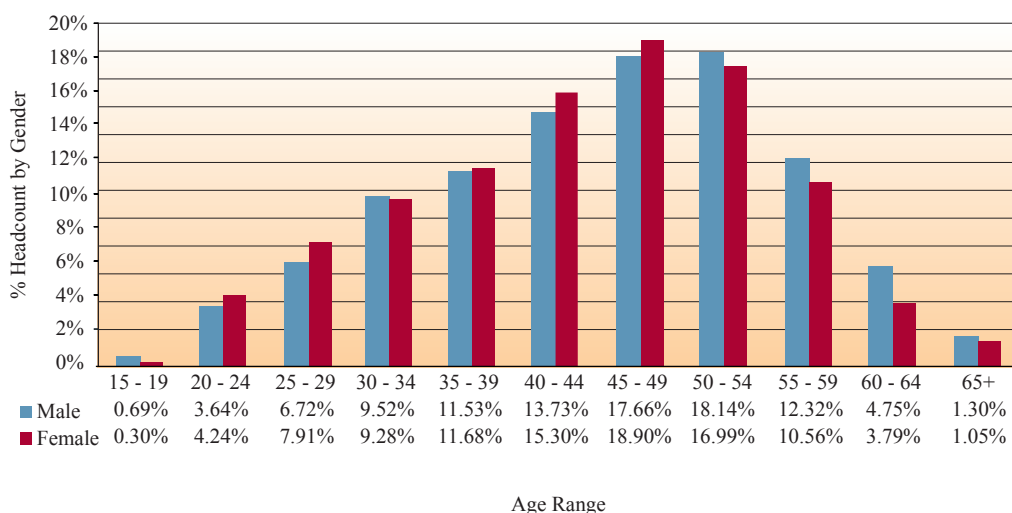
### Age Profiles

**Figure 1. Distribution of State Service Employees**  
**Percentage of Total Headcount by Age, June 2006**



Over 67 % of employees are 40 years of age or older and 33% are 50 years of age or older. 12% of the workforce is less than 30 years of age. Although the proportion of employees aged 50 years or more has increased over the past three years, the age profile of the State Service has otherwise remained fairly constant.

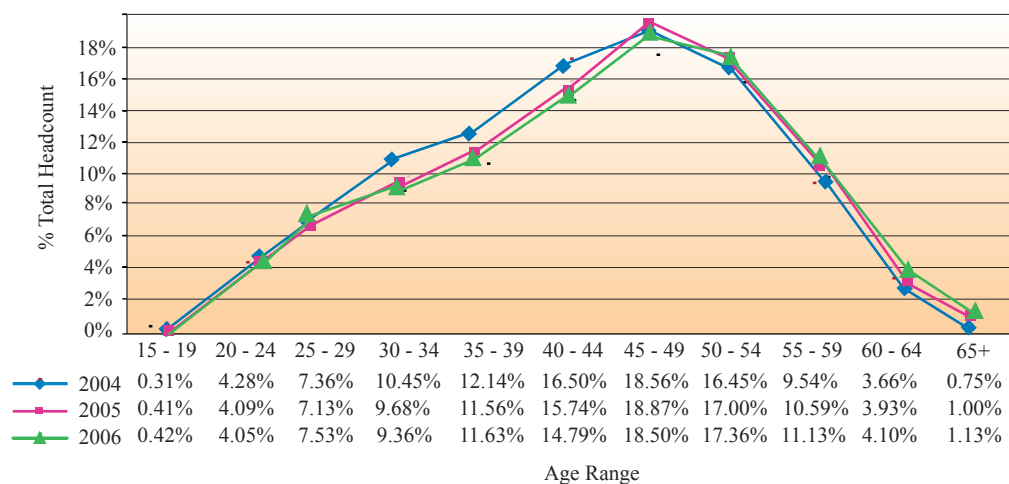
**Figure 2. Distribution of State Service Employees**  
**Percentage of Male and Female Headcount by Age, June 2006**



The age trend by gender type illustrates a higher proportion of females than males up to the age of 49 with the inverse applying among those over 49 years of age.

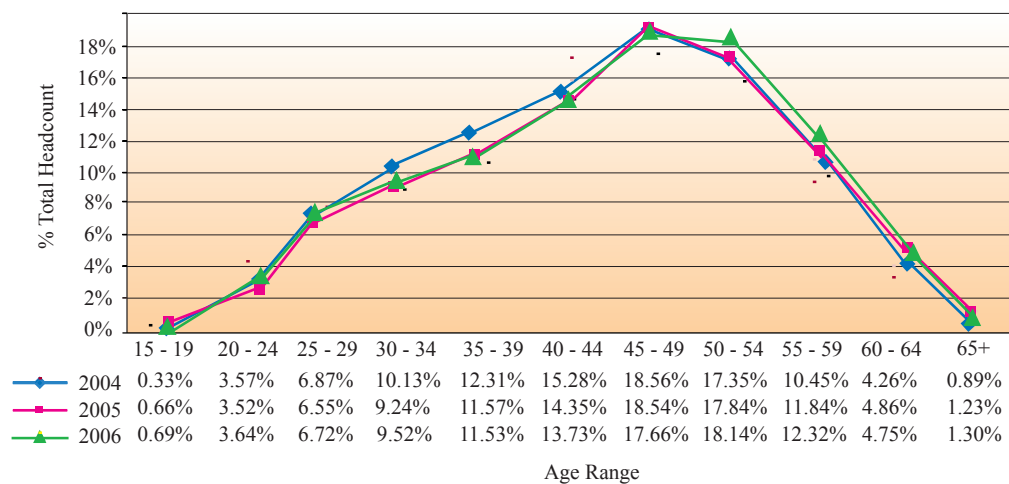
## STATE SERVICE STATISTICS

**Figure 3. Distribution of State Service Employees by Age, 2004-2006**



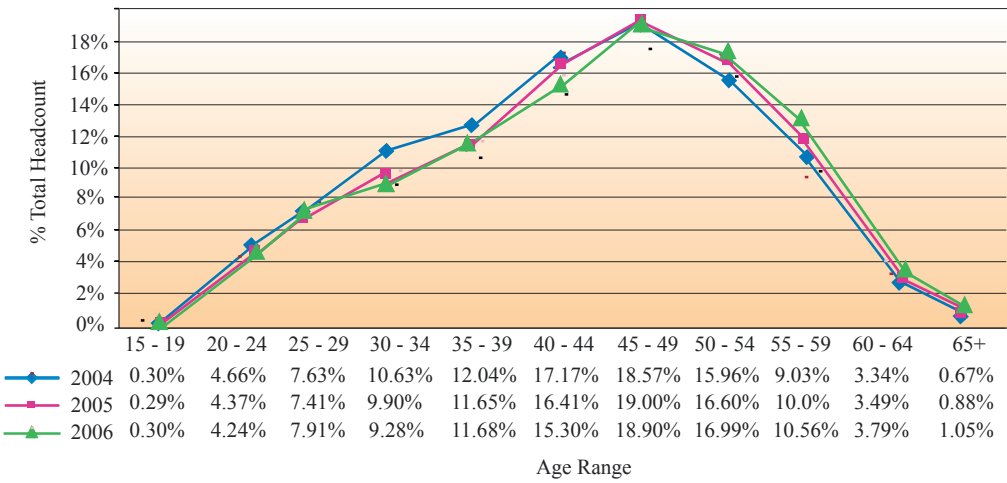
Comparison of age profiles for the past 3 years shows an ageing trend in the State Service workforce. This is consistent with trends in other State Service jurisdictions.

**Figure 4. Distribution of Male State Service Employees by Age, 2004-2006**



The percentage of males aged 45 years or more has increased slightly over the past three years, whilst the percentage of younger males has declined slightly.

Figure 5. Distribution of Female State Service Employees by Age, 2004-2006



The percentage of females aged 45 years or more has increased over the past three years, whilst the percentage of females aged under 45 years has decreased.

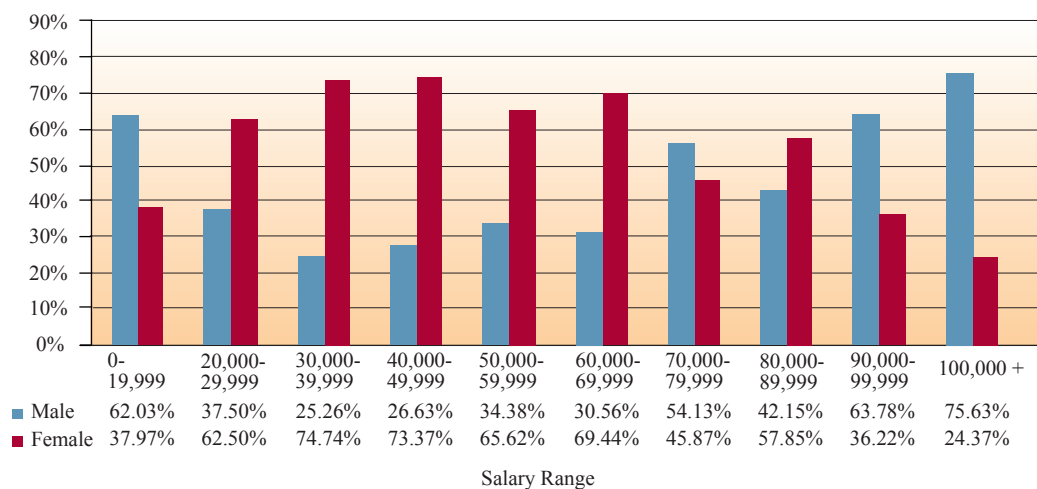
### Salary Profiles

**Figure 6. State Service Salary Profile, June 2006**



**Figure 7. Proportion of Males and Females by Salary Range, June 2006**

#### Gender Composition of the Tasmanian State Service

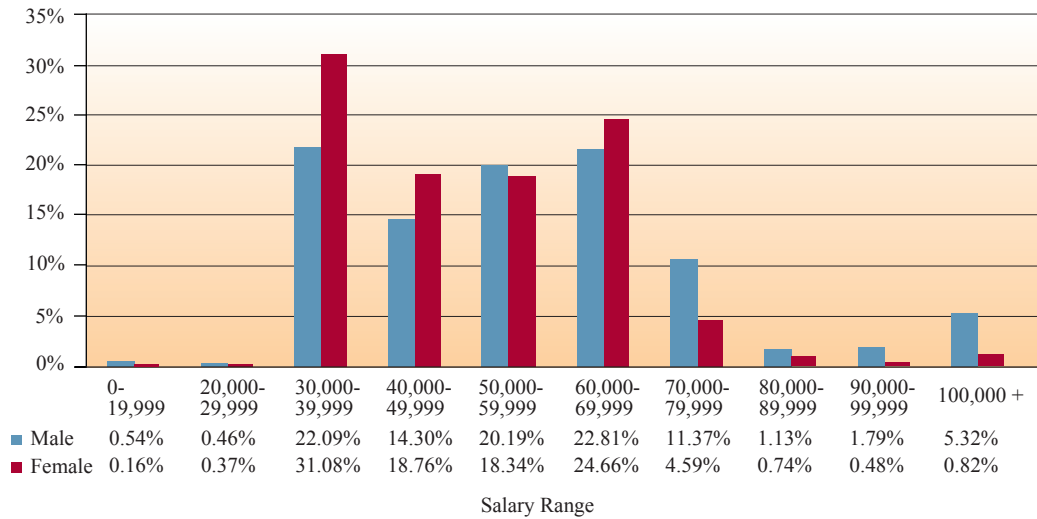


There are a relatively high number of females employed in the teaching and nursing professions and this, in part, explains the predominance of female employees in the salary ranges up to \$69,999. Anecdotal evidence suggests that women are more likely than men to be employed at the lower to middle levels of the Administrative and Clerical Employees Award stream, and this may also help to explain this trend.

The high proportion of males among those earning more than \$69,999 is at least partially explained by the fact that 76% of senior managers are males.

## STATE SERVICE STATISTICS

**Figure 8. Comparison of Salary by Gender, June 2006**  
**Salary Profile - Gender Comparison by Salary Grouping**

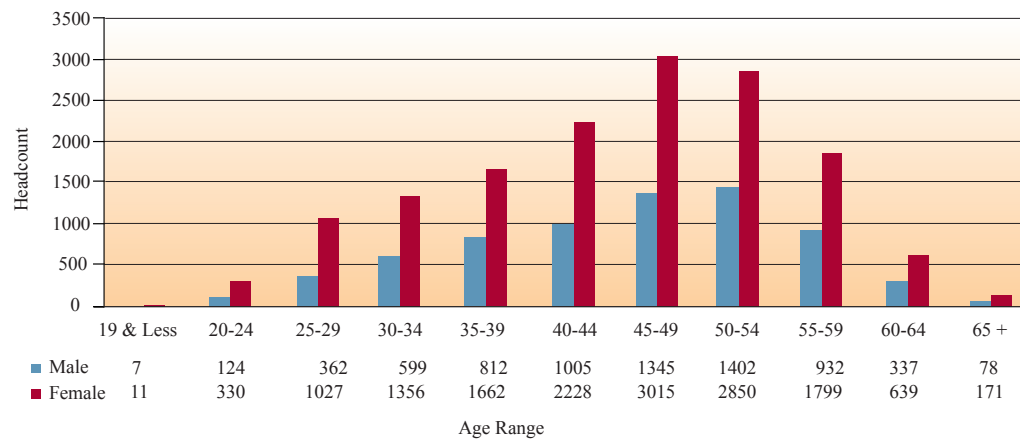


92.85% of female employees and 79.37% of male employees earn salaries of between \$30,000 and \$69,999.

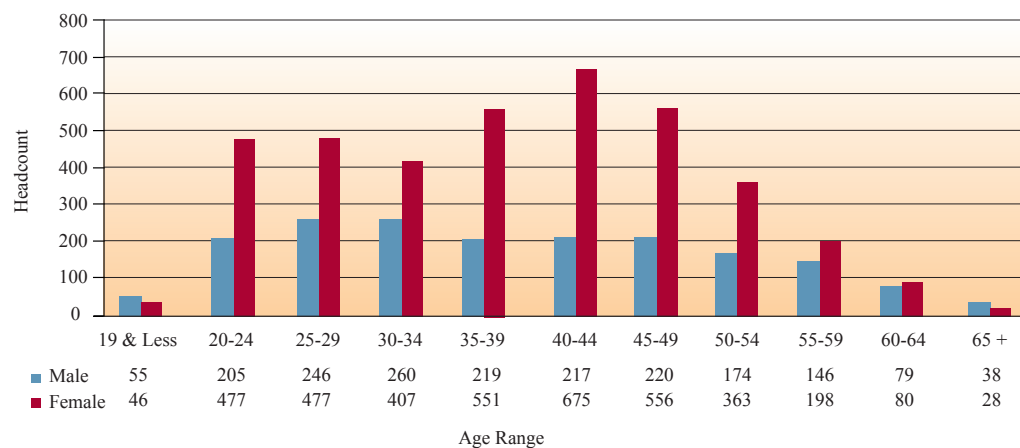
6.63% of female employees and 19.81% of male employees earn salaries over \$69,999.

## Employment Distribution

**Figure 9. Distribution of Permanent Employees by Age, June 2006**



**Figure 10. Distribution of Fixed-Term Employees by Age, June 2006**



Taking Figures 9 and 10 together, it is apparent that fixed-term employees tend to reflect a younger demographic than permanent employees. A high proportion (55%) of permanent male employees are aged between 40 and 55 years.

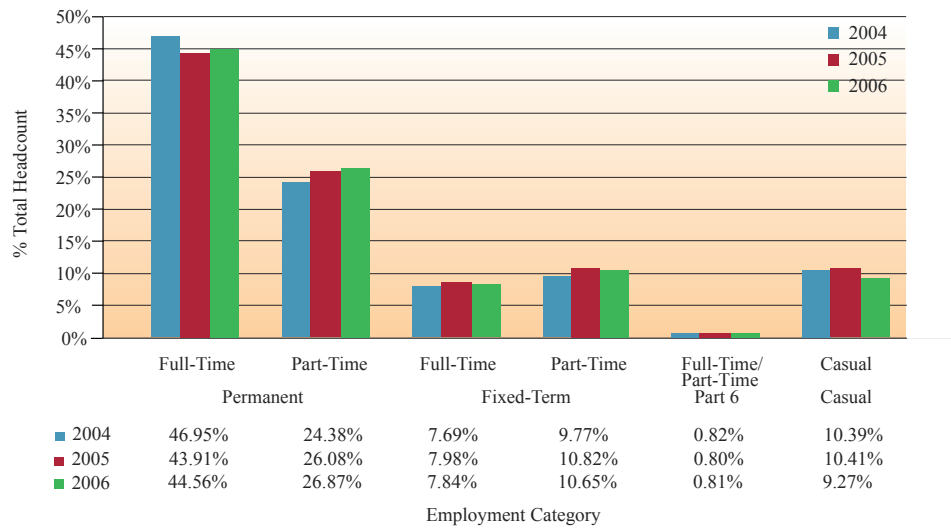
A relatively high proportion (52%) of male fixed-term employees are aged under 40 years.

The same trend is observable in relation to female permanent and fixed-term employees but it is slightly less marked.



## STATE SERVICE STATISTICS

**Figure 11. Distribution of Employees by Employment Category, 2004-2006**





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