



# Annual Report 2016-17

**Tasmanian State Service**  
October 2017



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ISSN 2202-8587 (Print)  
ISSN 2202-8595 (Online, PDF)

17/56877



Will Hodgman MP  
Premier  
Minister administering the *State Service Act 2000*

In accordance with the requirements of Section 19 of the *State Service Act 2000*, I enclose for sending to Parliament the *Tasmanian State Service Annual Report 2016-17*.

Greg Johannes  
Head of the State Service

3 October 2017



## Foreword



Greg Johannes  
Head of the State Service

When I gave my annual State of the Service address in December 2016, I said it was a great opportunity to reflect on the work the State Service does, and that it reminds me that no matter how great the challenges are ahead, we should have confidence as we look to the future. To be able to meet those future challenges we have to make sure that we are a responsive and agile State Service that is representative of the community we serve.

In the past 12 months I have witnessed the great work that is being done to build diversity and inclusion across the Service. Some of the ways that we have demonstrated our commitment in this area are detailed in this Report, such as the launch of the *Whole-of-Government Graduate Recruitment Program* in December last year, and in May this year our whole-of-government *Diversity Inclusion Policy* and *Diversity and Inclusion Framework* (the Policy and Framework).

A four-year funding commitment announced in the *2017-18 State Budget* to support the Policy and Framework means that work has already begun on the development of a new schools-based traineeship program for students in regional areas, and we've also started consulting on an *Aboriginal Employment Strategy*.

In March, as part of our commitment to *Gender Diversity in the State Service*, Heads of Agencies and their Deputy Secretaries took part in training to help them identify and address unconscious bias in decision-making. We've also been working hard on improving the leadership skills of our officers and managers, and this year we launched the *Manager Essentials Program* with participation from every agency across the Service. These initiatives will continue to be delivered through 2017-18 and are helping us towards our target of 40 per cent representation of women in leadership by 2020.

We strengthened our commitment to the health and wellbeing of employees this year when we negotiated a new *Public Sector Union Wages Agreement* that included a number of improved entitlements including additional leave for people experiencing domestic violence. In April we were joined by key unions to launch the *Occupational Violence and Aggression Against State Service Employees* awareness campaign to help keep employees safe in the workplace.

This Report also covers activities by the State Service Management Office undertaken on a whole-of-service basis, and includes information on the progress of a number of work priorities such as the examination of our Employment Framework, and the Empower Integration and Automation Program. It also reports on employment matters as required by the *State Service Act 2000*, including Code of Conduct and grievance matters, and the exercising of the Employer's powers.

In 2017-18 we will continue to deliver on our commitments of improving diversity and inclusion as we implement the Policy and Framework, improve the way we work as we progress further with the examination of the Employment Framework and continue to support State Government priorities including the *Population Strategy*, the *Safe Home, Safe Communities: Family Violence Action Plan*, and the *Active Ageing Plan 2017-2020*.



# Contents

<b>1. Building Diversity and Inclusion .....</b>	<b>7</b>
Diversity and Inclusion Policy and Framework Implementation .....	7
Youth Employment .....	7
Gender Diversity in the State Service .....	8
Diversity in Employment .....	9
<b>2. Improving the Way We Work .....</b>	<b>10</b>
Examination of the State Service Employment Framework .....	10
State Service Vacancy Management .....	10
Workforce Reporting and Planning .....	11
Activities Resulting from External Examinations .....	11
Governance Review .....	12
Empower Integration and Automation Program .....	12
Change Management .....	13
Capability Framework .....	13
People Matter Survey .....	14
<b>3. Developing Our Leaders .....</b>	<b>15</b>
Senior Executive Leadership Development Program .....	15
Manager Essentials Program .....	15
Public Sector Management Program .....	15
State Service Strategic Management Program (S3MP) .....	16
Executive Forums and Australian and New Zealand School of Government Events .....	16
<b>4. Developing our People .....</b>	<b>18</b>
Whole-of-Government Graduate Recruitment Program .....	18
Graduate Officer (Human Resources/Industrial Relations) Fixed-Term Employment Register .....	18
Performance Management .....	18
Talent Management and Development .....	19
Secondments .....	19
Study Assistance .....	19
The Training Consortium .....	20
Institute of Public Administration Australia (IPAA) – Tasmanian Division .....	21
<b>5. Providing Safe and Supportive Workplaces .....</b>	<b>22</b>
Occupational Violence and Aggression Against State Service Employees .....	22
Stress Management Training Intervention Study .....	22
Employee Assistance Program .....	23
Workplace Flexibility .....	23
Family Violence .....	24
Work Health, Safety and Wellbeing Activities .....	24
<b>6. Managing Workplace Relations .....</b>	<b>25</b>
Negotiating Awards and Agreements .....	25
Public Sector Industrial Relations Directors Conference .....	26
Other Activities .....	26



<b>7. Workforce Management .....</b>	<b>27</b>
Conduct and Behaviour .....	27
Investigations .....	27
Code of Conduct .....	27
Inability .....	27
Internal Grievances .....	28
External Grievances .....	29
Employment Determinations.....	29
<b>8. Appendix 1: Workforce Profile .....</b>	<b>31</b>



# 1. Building Diversity and Inclusion

## Diversity and Inclusion Policy and Framework Implementation

Our commitment to workforce diversity and being an inclusive employer was strengthened in May when we launched the *Diversity and Inclusion Policy* and the supporting *Diversity and Inclusion Framework*<sup>1</sup>.

The Framework sets out three critical action areas that we will focus on for the next three years:

- building an inclusive and diverse workforce;
- supporting our employees; and
- working together to create change.



Welcome to Country at the launch of the *Diversity and Inclusion Policy and Framework*, with Auslan interpretation.

The Framework was developed with the assistance of all agencies, relevant community groups and other stakeholders, and outlines the priorities and initiatives the State Service will champion over the next few years to achieve our commitment. This includes:

- establishing a workforce flexibility policy;
- releasing toolkits with practical advice on making employment practices more inclusive; and
- initiatives that focus on increasing participation of specific groups in the workforce.

We will also be trialling new recruitment methods to eliminate barriers and encourage people with diverse backgrounds to apply for roles in the Tasmanian State Service (TSS), providing agencies with appropriate tools to support positive workplace cultures, and working closer with community stakeholders to achieve positive outcomes.


## Youth Employment

In December 2016, the State Service Management Office (SSMO) co-ordinated a new Whole-of-Government Graduate Recruitment Program that offered vacancies in policy, human resources, and corporate services areas across seven agencies. The Program attracted applications from 122 graduates and resulted in 17 appointments being made. The Program includes a calendar of professional development events to support the Graduates' ongoing development.

As at 30 June 2017, there were 3,289 people under the age of 30 working in the State Service. This is 11.32 per cent of our total workforce.

<sup>1</sup> [http://www.dpac.tas.gov.au/divisions/ssmo/workforce\\_diversity\\_and\\_inclusion](http://www.dpac.tas.gov.au/divisions/ssmo/workforce_diversity_and_inclusion)





The 2017-18 budget announced funding for four years to support a coordinated approach to employment in the State Service for young Tasmanians. Working with agencies and community stakeholders, the State Service Management Office is developing a new program to provide young Tasmanians in regional areas with employment opportunities through school-based traineeships.

## Gender Diversity in the State Service

In August 2016, we made a commitment to having equal representation of women and men in the Senior Executive Service with the launch of *Gender Diversity in Tasmanian State Service*. As part of this commitment, Heads of Agencies and Deputy Secretaries attended unconscious bias training in March 2017. This training aimed to raise awareness of automatic associations made about people based on life experience and external influences such as the media. Additional unconscious bias training is planned for the 2017-18 period.



Heads of Agencies and Deputy Secretaries at the first in a series of sessions to raise awareness of unconscious bias.

As at 30 June 2017,  
there were **149 SES**  
officers in the TSS.

**36.91%** were women  
**63.09%** were men

In April, Heads of Agencies and Deputy Secretaries across all State Service departments completed training and coaching in diversity, and are now implementing strategies in their organisations to be more inclusive.

We also continued working with agencies and unions to increase opportunities for employees to access flexible working arrangements.

In May the first forum focussing on women in the State Service was held. This Forum featured female State Service officers and employees talking about their career experiences and provided an opportunity for women across agencies to meet and network. A second forum is being planned for 2017-18, to build on and consolidate the key aspects of the initial forum.

Agencies also continue to support gender diversity through a variety of activities, including strategies to increase the proportion of women in senior leadership, the creation of gender diversity working groups, and reviewing recruitment activities to support increased gender diversity.



## Diversity in Employment

The principles of diversity and inclusion have also been extended to conditions in our industrial Awards and Agreements. In 2016-17 negotiations were completed to finalise the new *Public Sector Union Wages Agreement*. Changes implemented cover important entitlements like increasing paid parental leave for the non-birth parent, compassionate and bereavement leave, and family violence leave.

We have also commenced working on removing gender-based wording from our Awards and Agreements.

Agencies have continued to support diversity in employment through a number of measures, including:

- targeted graduate and cadet recruitment;
- work experience placements;
- improved flexible work options;
- the Working on Country Trainee Ranger Program;
- the Teacher Internship Placement Program;
- occupational-specific intakes (e.g. nurses and teachers); and
- medical intern placements for pharmacists and medical practitioners.

In partnership with the University of Tasmania we provided 10 internship placements in 2016-17. Students worked on projects in the Departments of Health and Human Services, Justice, Premier and Cabinet and State Growth.

To increase inclusion and diversity within workplaces agencies developed policies and programs to support greater employment opportunities for people with disability, Aboriginal or Torres Strait Islander people, and people who identify as LGBTIQ. Education and awareness-raising activities along with the establishment of working groups to support existing employees and promote greater awareness in the way agencies work with the community are also noted.





## 2. Improving the Way We Work

### Examination of the State Service Employment Framework

In August 2016, a discussion paper on the examination of the State Service Employment Framework was provided to Heads of Agencies and unions. The aim of the Paper was to open discussion about our current employment practices and the opportunities to make these more contemporary and relevant to today's workforce, and move towards a less prescriptive and more principles-based approach to workforce management.

The feedback received from these stakeholders will contribute to the development of a conceptual draft framework, with a principles-based focus. It is anticipated that a draft will be provided to stakeholders for discussion early in 2017-18.

As part of this work, two Employment Directions (EDs) were revoked and replaced with principles-based policies issued in line with Section 15(1)(b) of the *State Service Act 2000* (the Act):

- *Employment Direction No. 3: Workplace Diversity* was replaced with the *State Service Diversity and Inclusion Policy*<sup>2</sup>; and
- *Employment Direction No. 8: Gifts and Benefits* was replaced with the *Whole-of-Government Gifts, Benefits, and Hospitality Policy*<sup>3</sup>.

To support their successful implementation the changes to these EDs occurred in consultation with agencies, public sector unions, and other stakeholders. Agencies indicated that they have reviewed or revised their policies and practices as a result of the new policies.

Work has also commenced on new policies in support of positive behaviour and conduct, and the management of grievances. SSMO will commence consultation with stakeholders on the draft policies and supporting toolkits in early 2017-18.

### State Service Vacancy Management

The revised *Managing Positions in the Tasmanian State Service* (2016) framework continued to support agencies to meet the State Service's commitment to reduce employment-related costs through:

- identifying essential and non-essential functions;
- maintaining strict controls for filling vacancies;
- clarifying redeployment mechanisms; and
- providing voluntary incentives to support specific individuals to cease employment.

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<sup>2</sup> [http://www.dpac.tas.gov.au/divisions/ssmo/workforce\\_diversity\\_and\\_inclusion/diversity\\_and\\_inclusion\\_policy](http://www.dpac.tas.gov.au/divisions/ssmo/workforce_diversity_and_inclusion/diversity_and_inclusion_policy)

<sup>3</sup> [http://www.dpac.tas.gov.au/\\_data/assets/pdf\\_file/0008/309437/WCAG\\_FINAL\\_Whole-of-Government\\_Gifts\\_Benefits\\_and\\_Hospitality\\_Policy.pdf](http://www.dpac.tas.gov.au/_data/assets/pdf_file/0008/309437/WCAG_FINAL_Whole-of-Government_Gifts_Benefits_and_Hospitality_Policy.pdf)

In 2016-17 a total of 52 Targeted and Negotiated Voluntary Redundancies (TNVR) were progressed, and 64 people left the TSS after accepting a Workforce Renewal Incentive Program (WRIP) payment.

Enhancements to the PageUp system have been made throughout the year to support agency vacancy advertising, including the implementation of a streamlined vacancy control process which allows vacancies to progress through to advertising without manual approval from SSMO.

State Service Principle 7(l), requires that members of the community have a reasonable opportunity to apply for State Service employment.

In 2016-17, a total of 3,093 advertisements appeared on the Government jobs website, advertising 3,412 vacant positions<sup>4</sup>.

#### Government Jobs Website Visitor stats

- **416,356** unique site visitors in 2016-17.
- **84,679** average site visits per month.

## Workforce Reporting and Planning

In response to the Auditor-General's *Report No.2 of 2016-17*, a Workforce Planning Community of Practice group was established by SSMO with representatives from all agencies. From April 2017, the group began meeting monthly to work through modules of the newly-developed *State Service Workforce Planning Model*. The group will continue to meet through 2017-18 to identify, and provide support for agency workforce planning activities.

Agency workforce planning has continued across the TSS in 2016-17, with the majority of agencies reporting they were undertaking activities that are part of the workforce planning process. Most commonly the activities were aimed at supporting managers to develop unit-specific plans. Broad activities reported included tracking workforce data and trends, leadership development and career pathway planning, and addressing gender diversity.

In June, SSMO released the *Workforce Reporting Standard*. Although not a mandatory reporting standard, it provides a common and consistent set of parameters for workforce data reporting across the State Service. In addition to this, SSMO is working to improve TSS workforce data collections and data analysis capability, and is contributing to interjurisdictional workforce data analysis through its involvement in the Interjurisdictional Workforce Data and Analytics Committee.

## Activities Resulting from External Examinations

In October 2016, the Auditor-General tabled in Parliament his Performance Audit Report No. 2 of 2016-17, *Workforce Planning in the State Service*. This report identified areas for improvement to agency-level planning, and made a number of recommendations which are being considered and incorporated into whole-of-service and agency-level initiatives.

<sup>4</sup> Vacancies that were withdrawn are not included in these totals. SSMO does not report on the number of appointments made.



The Auditor-General also advised in March 2017 the commencement of the planning process for a *Performance Review into Recruitment of Tasmanian State Service Senior Executive Service* (SES). This is in line with the Tasmanian Audit Office's *Annual Plan of Work: 2016-17*. SSMO provides assistance to the Auditor-General during performance audits.

In May 2017, the Integrity Commission Report No. 2 of 2017 was tabled in Parliament. The Report dealt with an investigation into a complaint of an alleged conflict of interest against senior executive officers of TasTAFE. As a result of this Report the development of new induction processes for board members of public authorities, Chief Executive Officers, and members of the Senior Executive Service has commenced.

SSMO and agencies continue to work together to review the recommendations from these and earlier reports, so as to enhance State Service workforce management policies and practices.

## Governance Review

The *State Service Amendment Act 2012*, introduced changes to the governance arrangements of the State Service. Included in this Act is the requirement for a review of the changes to governance arrangements that had been introduced.

In November 2016, the Report on the *Review of the Operations of the State Service Amendment Act 2012*, was tabled in Parliament. The Review found that there have been improvements to the efficiency and effectiveness of the governance arrangements as a result of the Act, and identified further opportunities for modernising State Service employment and management. The Review also identified the need for ongoing review of employment policies and procedures, and to ensure appropriate accountability and reporting mechanisms are in place.

SSMO continues to implement the recommendations of the Review, many of which align with existing work priorities and ongoing activities. An example is the commencement of the whole-of-service Workforce Planning Community of Practice.

## Empower Integration and Automation Program

Work on the Empower Integration and Automation Program continued in 2016-17 with an agency-based funding model to support the Program being developed along with a governance framework for all agencies that use Empower. Detailed planning of the Program's initial tasks commenced and supporting program documentation developed.

Work also began on a pilot data extraction program to support the Joint Agency Reporting System (JARS) in the Department of Justice. This pilot will be the model for a fully functional dashboard reporting system for all agencies in 2017-18. This will happen in conjunction with activities to evaluate the structure and configuration of existing production databases prior to a planned migration of a number of databases into a single, shared database.



## Change Management

November 2016 saw the launch of the *Change Management Toolkit*<sup>5</sup> to support better management and leadership of change within the TSS. The Toolkit includes resources such as checklists, factsheets, and templates on all areas the change process. The Toolkit was developed by SSMO in consultation with the whole-of-service Workforce Development Network and a group of key managers from three agencies. The Toolkit is in use by a number of agencies to manage a range of change processes that occurred, or commenced in 2016-17.

In addition to the Toolkit, agencies have demonstrated an ongoing commitment to positive change management through a mixture of consultation, providing information and keeping people up-to-date, and developing internal resource kits to help support the management of changes within their agencies.

A number of change processes managed through 2016-17, included:

- the Department of Education commenced the implementation of the *Education Act 2016*, which will see ongoing implementation activities occurring through to 2021;
- the Department of Primary Industries, Parks, Water and Environment implemented a new electronic document management system and undertook a document digitisation project;
- the Department of Treasury and Finance oversaw the establishment of the Office of the Superannuation Commission; and
- a number of agencies noted internal restructuring activities, or the physical relocation of employees across the state. This included processes to support relocation into the new Parliament Square development, and in support of the ongoing Royal Hobart Hospital redevelopment project.

## Capability Framework

SSMO examined capability frameworks in use across Australia, New Zealand and the United Kingdom to determine the viability and usefulness of a capability framework for general band employees within the TSS.

Capability frameworks provide a map of skills and knowledge that relate to occupational groups or across broad function areas. This assists with workforce development and planning.

The draft *Capability Frameworks and the State Service* report is to be finalised following a desktop analysis of existing frameworks, and consultation with Tasmanian State Service agencies and interjurisdictional counterparts.

The report's recommendations will be considered by SSMO and agencies.

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<sup>5</sup> [http://www.dpac.tas.gov.au/divisions/ssmo/change\\_management](http://www.dpac.tas.gov.au/divisions/ssmo/change_management)



## People Matter Survey

In previous years the People Matter Survey has been delivered by SSMO in partnership with the Victorian Public Sector Commission (VPSC) and Orima Research Pty Ltd. Following completion of the 2016 Survey and the conclusion of the partnership agreement with VPSC, SSMO started the process of reviewing the delivery of the Survey, with the aim of identifying future delivery options. Because of this the People Matter Survey was not conducted in 2017.

The review of the People Matter Survey included gathering feedback from agencies on the delivery of the survey, as well as reviewing feedback provided from agencies as part of the 2016 survey process. A summary of the feedback and recommendations for future People Matter Survey delivery is currently being considered.

SSMO is continuing to work with agencies on the design and delivery of a new employee survey, and reviewing how survey results can assist agencies in workforce decision-making and planning.







### 3. Developing Our Leaders

A total of 45 Senior Executive Service (SES) vacancies were advertised across 13 agencies in 2016-17, attracting a total of 593 applications. Twenty-seven of these vacancies were filled in the reporting period.

Agencies also reported 20 officers were assigned to other SES offices as part of SES mobility arrangements, with seven of these officers moving between agencies.

#### Senior Executive Leadership Development Program

Continuing the work started in 2015-16, in response to the *SES Workforce Skills Audit*, in 2016-17 SSMO worked with a high-level, whole-of-service Reference Group to create a Senior Executive Leadership Development Program for delivery by the Australian and New Zealand School of Government (ANZSOG). The design of the program came from the results of the SES Skills Audit completed in 2015-16 and aims to increase SES capabilities in shaping strategic thinking and delivering results.

#### Manager Essentials Program

The whole-of-service Manager Essentials Program was launched at the end of the 2015-16 year, with the pilot Program's half-day induction session taking place in May 2017 and attended by representatives from every agency. The Program is a high-quality, contemporary manager development program with the aim of improving the essential skills of managers across the State Service, and is fully supported and endorsed by Heads of Departments.

The Program is comprised of four active learning modules and has been well received by all agencies. *Module 1 - Understanding self and developing others; the reflective mindset* was delivered in June 2017, and the remaining three modules will be completed by December 2017.

Two further Program intakes will commence during the 2017-18 year.

#### Public Sector Management Program

The Public Sector Management Program (PSMP) celebrates its 25<sup>th</sup> anniversary in 2017. The program is delivered nationally by Queensland University of Technology (QUT) with The Training Consortium (TTC) providing local support to ensure it remains relevant, and includes local case studies and guest speakers.

On 5 May 2017, 17 managers from across all three levels of government were awarded a Graduate Certificate in Business (Public Sector Management) at a graduation ceremony at Hobart Town Hall.



Graduates of the Public Sector Management Program, 2017.





## State Service Strategic Management Program (S3MP)

The *State Service Strategic Management Program* (S3MP) is a collaborative management and leadership development program coordinated by the Department of Police, Fire and Emergency Management (DPFEM), SSMO and the University of Tasmania. The intensive whole-of-service Program aims to increase management and leadership skills and capabilities of State Service employees and Police Officers ready for senior management roles. Participants can exit the program early with a Graduate Certificate (Public Sector Management Leadership) after completing two units, or be awarded a Professional Honours (Public Sector Management Leadership) or Research Honours (Public Sector Management Leadership) after completing four units.

The second cohort of 28 people, included 18 State Service employees, six Police Officers, three Department of Police, Fire and Emergency Management employees and one Police Officer from Victoria.

In recognition of the success of the Tasmanian program, the S3MP model has been adopted by the Victorian Police Department with a pilot run in late 2016.


## Executive Forums and Australian and New Zealand School of Government Events

SSMO in partnership with The Training Consortium has supported a number of whole-of-service events aimed at building the capability of managers and leaders in 2016-17. This included presentations delivered through the continuing relationship between SSMO and ANZSOG, as well as Senior Executive Forums, like:

- ANZSOG Applied Learning Seminars;
  - Changing Behaviour: through appropriate government interventions, with Dr Liam Smith; and
  - Public Value with Professor Mark Moore, Harvard University.
- TSS Senior Executive Service Forums;
  - Sharing Information: within, between and beyond government;
  - Gender Equity in the TSS; and
  - Understanding Aboriginal culture within government.

TTC has also continued to provide senior leaders and managers with relevant courses, seminars and workshops to support their leadership development, including:

- ANZSOG Masterclasses & Leadership in Action Workshops;
- Diploma of Government (Policy);
- Performance Indicators for Government;
- Business Planning for Government;
- Critical Thinking and Problem Solving; and
- Women in Leadership.



SSMO also coordinated the delivery of a number of activities related to the professional learning and development of the senior executive service (SES) and managers. Leadership development within agencies focussed mainly on supporting involvement in whole-of-government initiatives.

Areas of leadership development that were focussed on in 2016-17 included:

- critical and strategic thinking;
- employee engagement and team building;
- strategic and operational planning;
- managing people and resources;
- diversity and inclusion;
- ethics and integrity;
- information security;
- accountability;
- the Code of Conduct;
- change management; and
- Work Health, Safety and Wellbeing.





## 4. Developing our People

### Whole-of-Government Graduate Recruitment Program

In October 2016, a whole-of-service approach to graduate recruitment and development was launched with the *Whole-of-Government Graduate Recruitment Program*. Initially, up to 12 graduate vacancies across seven agencies were advertised under the Program, with a mix of fixed-term and permanent opportunities available.

The Program, coordinated by SSMO, focusses on providing graduates with the skills needed for a successful career in the State Service including:

- policy and strategic thinking skills;
- understanding the machinery of Government;
- communication skills;
- collaboration and team work; and
- presentation skills.

#### The 2017 Graduate Recruitment Program

- 122 applications were received.
  - 37 applicants were interviewed.
  - 17 appointments were made.
- 

Ten Graduates that were already employed in the State Service were supported by their agencies to participate in the formal training component of the Program, bringing participation in the initial Program to a total of 27 graduates.

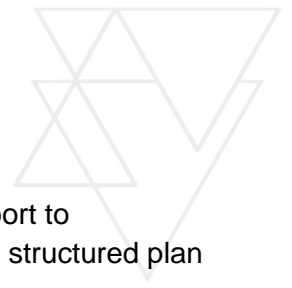
### Graduate Officer (Human Resources/Industrial Relations) Fixed-Term Employment Register

In 2016-17, SSMO continued to work with agencies on initiatives focussed on attracting and building the capability of human resources and industrial relations employees.

The Whole-of-Government Graduate Officer (Human Resources/Industrial Relations) Fixed-Term Employment Register exists to support agencies in filling short, fixed-term graduate vacancies in human resources and industrial relations teams. The Register also provides valuable work experience for individuals interested in beginning a career in human resources or industrial relations.

### Performance Management

Performance Management Systems provide a framework of regular, constructive discussions that create a link between the performance and development of individual employees, and the agency's business requirements. In 2016-17, agencies reported a total of 13,025 employees participated in a performance management process, an increase from 11,282 the previous year.



Performance Improvement Plans (PIPs) are put in place to provide additional support to employees to meet performance measures. A PIP helps employees by providing a structured plan that can include:

- training and/or coaching;
- setting measurable standards;
- additional supervision;
- buddying and job shadowing; and
- skill review/role clarification.

This year there was a decrease in the number of PIPs in place across the service, with 12 reported across six agencies in 2016-17 (from 16 in 2015-16).

## Talent Management and Development

Talent management and development continues to be of importance to agencies and across the service, with many activities included in individual performance development plans. A broad range of opportunities for development were reported including job rotation, reward and recognition, access to secondments, and ongoing internal graduate/cadet development programs.

### Secondments

Development opportunities continued to be available to employees through access to secondments in 2016-17. A total of 38 secondment arrangements were supported during the period, which saw TSS employees working with the University of Tasmania, Unions, not-for-profit organisations, the Office of the Governor, and the Australian Government.

Four secondment arrangements were supported that brought skilled people into the TSS from educational organisations and the energy industry.

To create further interaction between the public and private sectors and develop human resource capabilities, SSMO also collaborated with the Employer of Choice organisation to offer a State Service human resource practitioner the opportunity to be part of the judging panel for this year's Employer of Choice Awards.

### Study Assistance

Access to study assistance was supported by 16 agencies in 2016-17, an increase from 11 agencies last year. The total number of employees who accessed study assistance decreased overall, with agencies reporting 92 male employees and 327 female employees accessing assistance that included altered work patterns, study leave and financial assistance.

There was a wide variety of course discipline areas studied in 2016-17, which included accounting, law, media, allied health, corporate governance, management, and project management.

# The Training Consortium

The Training Consortium (TTC) facilitates and promotes cost-effective, quality learning opportunities for its member organisations<sup>6</sup> and the broader public.

In 2016-17, TTC Executive commissioned a review to assess the continued relevance of TTC in view of the significant changes in the learning and development environment over the last 20 years. The review was completed by RDME Consulting, with the outcome confirming the important and highly-valued role TTC plays in supporting professional development for the public sector in Tasmania.

The report identified a range of strategies for ensuring the ongoing financial sustainability of TTC that will be evaluated and implemented over the coming year.

## Training Activities

TTC and SSMO worked together in 2016-17 to deliver the first whole-of-service Graduate Program and together are coordinating the roll-out of the *Manager Essentials Program*.

In 2016-17, TTC delivered 100 events across the State, with registrations up three per cent. A number of new specialised courses were introduced over this period, including:

- *Getting to and through Cabinet;*
- *Towards best practice in policy evaluation;*
- *Preparing documents for decision makers;*
- *Improve your decision making;*
- *Prince2;*
- *Masterclass: Agile Project Management; and*
- *The Art of Collaboration.*

TTC also worked with a number of public sector organisations to deliver whole-of-government training and highly successful initiatives including:

- supporting the Solicitor General's Office to deliver a new Understanding the Law series, which has attracted over 450 registrations to seven events;
- working with Department of Justice to offer the Certificate IV in Government (Statutory Compliance), 78 people have been awarded this qualification over the last three years, and another 56 are currently finalising their study;
- in association with the Department of Health and Human Services, brought a specialist trainer to Tasmania to *deliver Make it Count: How to Collect and Give Evidence in Court*, for family violence practitioners in each region; and
- supporting the development of a Cultural Awareness eLearning module which will be made available to all state service agencies.



Harvard Professor Mark Moore delivered a session on Public Value as part of the TTC/ANZSOG Applied Learning seminar series.

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<sup>6</sup> TTC members include State Service agencies, other public sector bodies and private sector bodies.



## Institute of Public Administration Australia (IPAA) – Tasmanian Division


This year IPAA Tasmania continued to engage TTC to provide secretariat and event management services to support the development of public sector employees. Key highlights achieved for this period included working with third-year University of Tasmania students to develop and implement a new IPAA website, a 33 per cent increase in individual membership, and a record number of entries for the Public Sector Excellence Awards.

Twelve IPAA events were scheduled and delivered in 2016-17, including the;

- IPAA Connections events;
- State of the Service Address;
- annual Executive Forum delivered in partnership with IPAA Victoria which focused on digital transformation; and
- State Budget Briefing.

A highlight of the year was the Future of Work forum where Michael Hill from KPMG was joined by Erma Ranieri, Commissioner for Public Sector Employment, South Australia, and Professor David Adams from the University of Tasmania for a fascinating discussion on the future of work and its impact on the public sector.

### The 2017 TTC Client Survey

- **200** responses.
  - **93 per cent** would recommend TTC to friends or colleagues.
  - **79 per cent** rate the quality of TTC courses/events as very good or excellent
  - **70 per cent** rate the range of TTC courses/events as very good or excellent.
- 



## 5. Providing Safe and Supportive Workplaces

### Occupational Violence and Aggression Against State Service Employees <sup>7</sup>

In April 2017, the State Service and key unions launched a joint awareness campaign to help address occupational violence and aggression against State Service employees. The launch included a Statement of Principles, making it clear that the State Service is committed to:

- providing a safe working environment;
- valuing equally the safety and well-being of employees and the public; and
- promoting a culture where violence and aggressive behaviour is not accepted.

The awareness campaign will be expanded over coming months, and will be supported with training and resources for managers and employees.



Heads of Agencies and Tasmanian union representatives launch the Occupational Violence and Aggression Against State Service Employees awareness campaign.

### Stress Management Training Intervention Study

TTC in partnership with the University of Tasmania (UTAS) developed a stress management training intervention study for employees in higher-stress (particularly front-line service) roles across the State Service.

The training will be delivered by a recognised and accredited service provider to:

- cultivate resilience and reduce distress;
- reduce emotional reactivity and improve interpersonal relationships;
- develop attention and improve task performance;
- lessen the impact of psychosocial risk factors; and
- reduce the number and severity of work-related safety and conflict incidents.

<sup>7</sup> [http://www.dpac.tas.gov.au/divisions/ssmo/occupational\\_violence\\_and\\_aggression](http://www.dpac.tas.gov.au/divisions/ssmo/occupational_violence_and_aggression)





## Employee Assistance Program

The State Service Employee Assistance Program (EAP) is designed to assist employees and officers with 24/7 access to information, support, and practical solutions for issues that impact their work, health, and life.

In August 2016, Converge International was appointed as the preferred supplier for services under the EAP. The move to a single service provider allows for better reporting, collaboration, and the ability to feed into an integrated framework that will assist in building a mentally healthy workplace.

## Workplace Flexibility

Work continues at a whole-of-service level to increase workplace flexibility arrangements where possible to support employees and officers in managing their work/life balance.

A total of 269 formal workplace flexibility agreements were in place as at 30 June 2017 (203 in 2016).

Agencies provide flexible working arrangements including flexible start/finish times, access to laptops to support flexible work practices, and access to flex time. Informal flexible arrangements are also supported by agencies, with discussion between employees and managers the basis for putting arrangements in place. These arrangements are not formally reported.

The Port Arthur Historic Site Management Authority, the Department of Treasury and Finance, the Department of Premier and Cabinet, and the Tasmanian Audit Office have all moved to promoting flexible arrangements when advertising vacancies.

In addition to formal and informal flexibility, employees have the ability to access additional leave, in 2016-17 this included:

- 652 permanent and 14 fixed-term employees who participated in the State Service Purchased Leave Scheme (746 participants in 2015-16);
- 233 permanent and seven fixed-term employees who participated in the State Service Accumulated Leave Scheme (321 participants in 2015-16); and
- an increase in employees accessing parental leave entitlements:
  - 864 employees accessed paid maternity or parental leave (16 agencies);
  - one employee accessed paid adoption leave; and
  - 596 employees accessed unpaid maternity or parental leave (13 agencies).



## Family Violence

As part of the *Public Sector Union Wages Agreement 2016*, employees now have access to up to 10 days family violence leave per year, with support provisions included in Awards and Agreements. Employees can also access personal leave to provide support to a family member experiencing family violence.

Agencies reported a total of 33 applications for leave were made and approved under the provisions of *Employment Direction No. 28: Family Violence – Workplace Arrangements and Requirements* (ED28), during 2016-17 (compared to 29 in 2015-16). Agencies also reported a variety of informal support options were available to employees that included flexible working arrangements, workplace adjustments, counselling, and accommodation assistance.

Agencies also continued to ensure that key staff were trained in the support of employees who may be experiencing family violence, with a combined total of 365 managers and Contact Officers trained during the period. Agencies also reported information and training was provided to other employees outside of the requirement of ED28.

## Work Health, Safety and Wellbeing Activities

The State Service Management Office worked closely with a number of agencies and other organisations to develop and coordinate work health and safety initiatives for the TSS. These include:

- working with the Office of the Solicitor General, the administrator of the Tasmanian Risk Management Fund, and agencies on the initiation of a health and safety Legal Advisory Service;
- active involvement in the development of a best practice framework for improving mental health and wellbeing across the state service with the Department of Health and Human Services (DHHS), and Worksafe Tasmania;
- working with DHHS and Worksafe Tasmania as part of the Tasmanian Healthy and Safe workplace initiative;
- facilitating discussions between BeyondBlue, and the Department of Police, Fire and Emergency Management on the development of a mental health and wellbeing framework for first responders. This has resulted in mental health first aid training and a pilot peer support program; and
- facilitating a workshop with participation from agencies to better understand our ageing workforce.



## 6. Managing Workplace Relations

### Negotiating Awards and Agreements

In 2016-17, major activities included the renegotiation of the majority of State Service industrial instruments. In the past year the majority of negotiations for updated Agreements in the Tasmanian State Service have been finalised, with updated Agreements registered with the Tasmanian Industrial Commission.


Standard improvements have been implemented for employees covered by the newly registered Agreements and Awards, in areas like:

- parental leave;
- compassionate and bereavement leave;
- family violence leave;
- wages; and
- access to entitlements such as novated leasing.

These improvements on a whole-of-service level will ensure best practice entitlements are available to all Tasmanian State Service employees.

Employment groups covered include: all staff covered by the Tasmanian State Service Award (TSSA) and the Health and Human Services Award (HaHSA), Dental Officers, Nurses and Midwives, Allied Health Professionals, Ambulance Tasmania staff, Teachers (Department of Education and TasTAFE), Correctional Officers, Legal Practitioners, Tasmania Fire Service employees, and Visiting Medical Practitioners. Awards and Agreements negotiated included:

- *The Public Sector Union Wages Agreement 2016*, covering TSSA and HaHSA (excluding Dental Officer) employees;
- *Allied Health Professionals Public Sector Union Wages Agreement 2016*;
- *Ambulance Tasmania Agreement 2016*;
- *AWU Public Sector Union Wages Agreement 2016*;
- *Correctional Officers Agreement 2016*;
- *Dental Officers Agreement 2016*;
- *Education Facility Attendant Salaries and Conditions of Employment Industrial Agreement 2016*;
- *Legal Practitioners Agreement 2016*;
- *Ministerial Drivers Agreement 2017*;
- *Nurses and Midwives (Tasmanian State Service) Agreement 2016*;
- *Port Arthur Historic Site Authority Agreement 2017*;
- *Radiation Therapists Agreement 2016*;
- *Tasmanian Fire Fighting Industry Employees' Industrial Agreement 2016*;
- *Tasmanian Visiting Medical Practitioners (Public Sector) Agreement 2016*;
- *TasTAFE Teaching Staff Industrial Agreement 2017*; and
- *Teachers Agreement 2017*.



Negotiations remain outstanding but nearing finalisation for Salaried Medical Practitioners.  
Negotiations are continuing for Police Officers.

## Public Sector Industrial Relations Directors Conference

On 2 and 3 March 2017, Tasmania hosted the Public Sector Industrial Relations Directors Conference. Representatives from all jurisdictions attended and discussed a range of public sector industrial relations (IR) matters. Major items discussed included the ongoing development of a national IR online database (GovDex), and a comparison of wages policies across the states, territories and the Commonwealth.

## Other Activities

SSMO continued to provide IR support and advice through 2016-17, including:

- coordinating the Industrial Relations Practitioners Network meetings, with IR representatives from across the State Service. These regular meetings have been an opportunity to share information and work with colleagues across Agencies in order to better grow IR knowledge and capability within the TSS.
- acting as secretariat and support for the Public Sector Industrial Relations Committee (PSIRC). PSIRC is comprised of a group of senior leaders from across the State Service who oversee and make recommendations to resolve IR issues and wage negotiation parameters, and provide advice to Government on these issues.
- monitoring and provide advice on disputes that arose through the Tasmanian Industrial Commission, and assist agencies in the interpretation and application of clauses in Awards and Agreements.





## 7. Workforce Management

### Conduct and Behaviour

The State Service Management Office has continued to work with agencies to support the *State Service Code of Conduct* (the Code) and *State Service Principles* (the Principles).

Agencies are required to take reasonable and appropriate action to address conduct that does not meet the requirements of the Code or the Principles, as set out in *Employment Direction No.5: Procedures for the Investigation and Determination of Whether an Employee has Breached the Code of Conduct*.

### Investigations

#### Code of Conduct

In 2016-17 there were a total of 44 new investigations into alleged breaches of the Code of which 34 were finalised. Of those finalised 26 breaches were identified, and sanctions imposed included:

- counselling;
- reassignment of duties;
- fine;
- reduction in classification;
- reprimand; and
- termination.

The remaining cases were finalised with either no breach found, or were resolved through other means.

#### Inability

Six agencies reported investigations into a total of six new cases of alleged inability of an employee to perform their duties, in line with *Employment Direction No.6: Procedures for the Investigation and Determination of Whether and Employee is Able to Efficiently and Effectively Perform Their Duties*. Of these, four were finalised with only one case finding an employee was not able to perform their duties, as a result the employee was terminated. Of the remaining cases, two were resolved through an employee resigning and the fourth was withdrawn.



## Terminations

There are a number of grounds under which an employee's employment may be terminated, as provided in Section 44(3) of the Act. In 2016-17, nine employees had their employment terminated.

Reason for termination	Permanent	Fixed-term
Termination of probationary employee	1	0
Abandonment of employment	2	0
Breach of the Code of Conduct	5	0
Inability	1	0
As a result of a process under Employment Direction No.26.	0	0
As a result of a process under Section 47 of the Act.	0	0
<b>Total</b>	<b>9</b>	<b>0</b>

## Internal Grievances

Employees are able to raise grievances or matters with their agency that require resolution under the agency's grievance management process. In 2016-17 ten agencies reported that a total of 114 formal grievances were lodged. The nature of the grievances lodged included employee conflicts, management decisions, harassment, misconduct, and work performance. The following table shows the outcome of formal grievances during this period.

Request type	Total
Satisfactorily resolved by agreement	28
Withdrawn	7
Upheld	15
Dismissed	18
Not resolved	7
Still pending	39
<b>Total</b>	<b>114</b>

Resolution of these formal grievances was reached using mediation, counselling, reallocation of duties, and a range of other measures.



## External Grievances

In 2016-17, a total of 59<sup>8</sup> grievances were taken to external organisations such as Equal Opportunity Tasmania, the Human Rights Commission, the Integrity Commission, and the Tasmanian Industrial Commission. Of these grievances, 13 were managed internally by the agency before being referred. Matters which were referred to an external organisation included management decisions, discrimination, termination of employment, and matters relating to award conditions.

Agencies continued to review their internal grievance management processes and related policies in 2016-17 and noted ongoing training in key areas such as ethical behaviour, coaching for managers in performance management and managing under performance, and on the grievance process.

## Employment Determinations

A number of employment matters were referred for determination using the powers of the Employer under the Act, in line with relevant Employment Directions,<sup>9</sup> and Practices, Procedures and Standards<sup>10</sup>. The following table shows the requests made in the 2016-17 reporting period and their status as at 30 June 2017.

Request type	Carried over	New Requests	Rejected/ withdrawn	Approved	Carried forward
Agency-specific recruitment programs (PPS2)	1	2	0	3	0
Pre-employment checks (ED7)	0	5	0	5	0
Essential Requirements (ED1)	0	39	0	38	1
Extension of fixed-term employment beyond 36 months (ED1)	0	18	1	16	1
Fixed-term and casual employment registers (PPS1) <sup>11</sup>	0	24	0	24	0
Appointment without advertising (ED1)	0	5	0	5	0
Promotion without advertising (ED1)	0	19	4	14	1
Secondments into the TSS (ED1)	0	4	0	4	0
Secondments out of the TSS (ED1)	0	38	0	38	0

<sup>8</sup> This number includes grievances which were directly submitted to the external organisation before being referred back to the agency for resolution.

<sup>9</sup> [http://www.dpac.tas.gov.au/divisions/ssmo/employment\\_directions](http://www.dpac.tas.gov.au/divisions/ssmo/employment_directions)

<sup>10</sup> [http://www.dpac.tas.gov.au/divisions/ssmo/employment\\_policy/practices\\_procedures\\_and\\_standards](http://www.dpac.tas.gov.au/divisions/ssmo/employment_policy/practices_procedures_and_standards)

<sup>11</sup> Current approved Fixed-term and Casual Employment registers are listed on the [www.jobs.tas.gov.au](http://www.jobs.tas.gov.au) website.





In 2016, *Employment Direction No. 1: Employment in the State Service* (ED1) was reissued with amendments that supported the delegation of the Employer's powers under Section 37(4) of the Act to Heads of Agency, allowing them to determine an employee's status to be changed from fixed-term to permanent. The following table reports the number of requests approved by Heads of Agencies in 2016-17.

The power to change the employment status of eligible fixed-term teachers in line with the provisions of *Employment Direction No. 9: Change of Employment Status of Fixed-term Teachers to Permanent* (ED9) also relies on the delegated Employer power under Section 37(4) of the Act. The number of teachers who had their employment status changed is therefore also recorded.

Request type	Approved
Application by a fixed-term employee to have duties advertised for filling on a permanent basis (Clause 13, ED1).	1
Change of employment status from fixed-term to permanent where special and compelling circumstances exist (Clause 14, ED1).	11
Change of employment status for eligible fixed-term teachers (ED9).	139



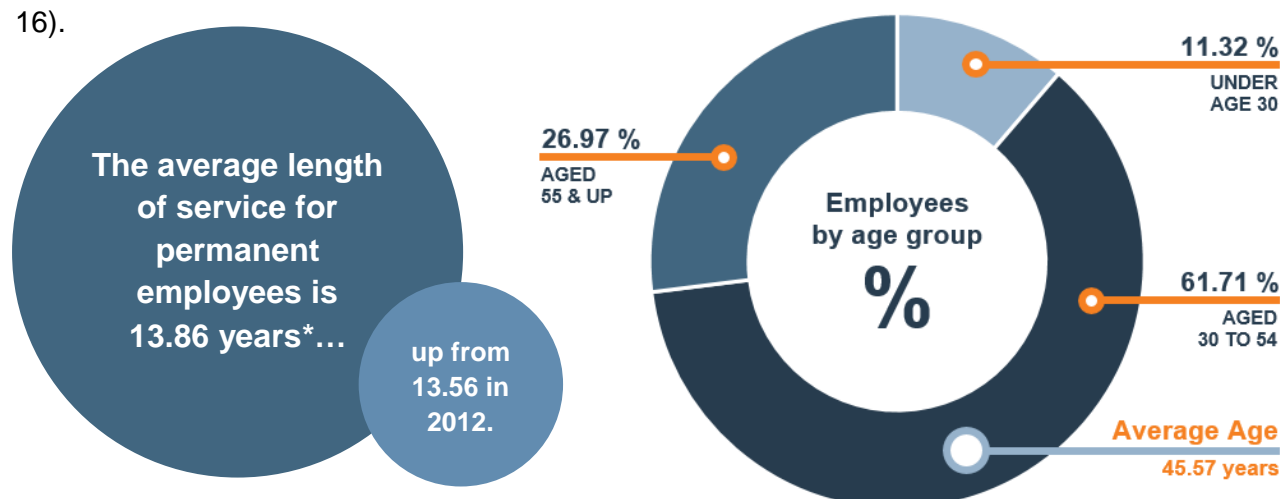
## 8. Appendix 1: Workforce Profile

As at June 2017, the State Service had a total paid headcount<sup>12</sup> of 29,051 (28,000 in 2016), which equates to a total of 23,004.50 paid full-time equivalent (FTE) employees (22,135.01 in 2016). This is an increase of 869.49 FTE in the twelve months to June 2017.

### Paid FTE by agency as at 30 June 2016 and 2017

	2016	2017	Variation 2016-17
Department of Education	7,644.95	7,952.85	307.90
Department of Health and Human Services	1,631.46	1,607.33	- 24.13
Department of Justice	1,107.46	1,142.02	34.56
Department of Police, Fire and Emergency Management	786.22	852.74	66.52
Department of Premier and Cabinet	458.23	474.05	15.82
Department of Primary Industries, Parks, Water and Environment	1,091.97	1,156.96	64.99
Department of State Growth	678.22	703.75	25.53
Department of Treasury and Finance	260.03	307.00	46.97
Tasmanian Audit Office	43.00	39.08	- 3.92
Integrity Commission of Tasmania	14.40	12.90	- 1.50
Macquarie Point Development Corporation	11.16	3.00	- 8.16
Port Arthur Historic Site Management Authority	98.19	104.00	5.81
Tasmanian Health Service <sup>13</sup>	7,498.56	7,849.76	351.20
TasTAFE	711.81	695.08	- 16.73
The Public Trustee	50.59	53.62	3.03
Tourism Tasmania	48.76	50.36	1.60
<b>Total</b>	<b>22,135.01</b>	<b>23,004.50</b>	<b>869.49</b>

The total number of employees under age 30 increased to 3,289 in 2016-17 (from 2,959 in 2015-16).



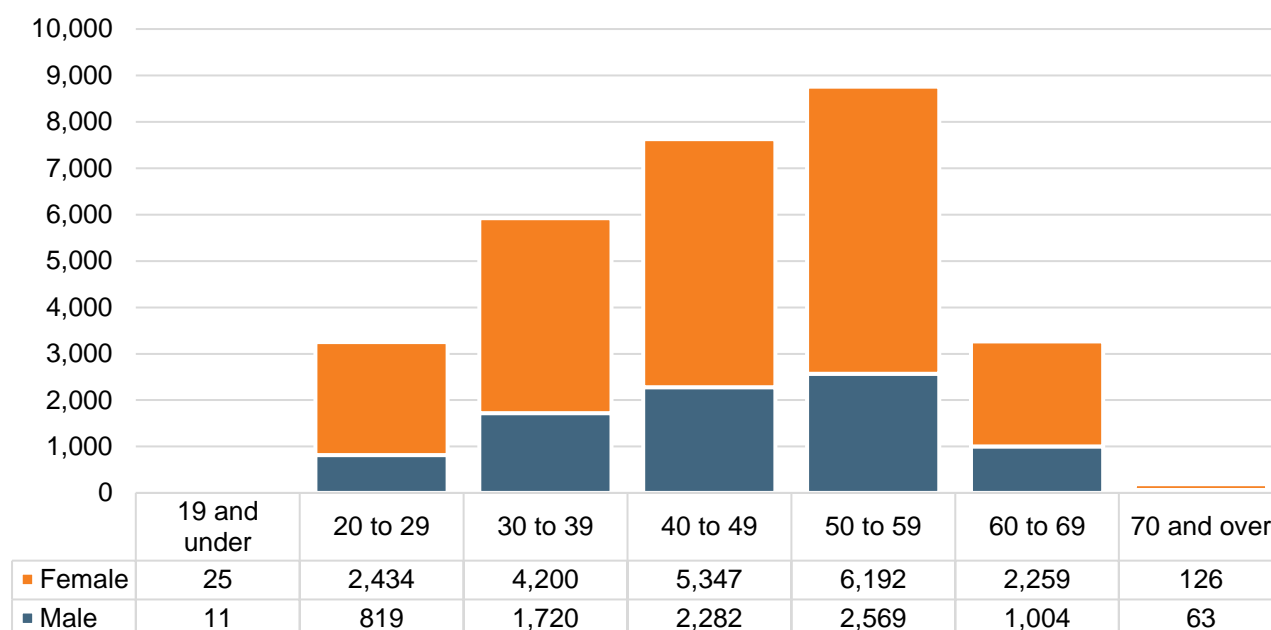
\* The 2015-16 Annual Report reported the average length of service as 12.30 years. This figure included the length of service for all employees including fixed-term and Part 6.

<sup>12</sup> Unless otherwise stated all totals and averages are based on paid permanent and fixed-term employee numbers and exclude casual employees. A full definition appears at the end of this chapter.

<sup>13</sup> Part of this increase is due to the transfer of the Child Health and Parenting Service (CHaPS) from DHHS to the THS effective as at 1 January 2017.

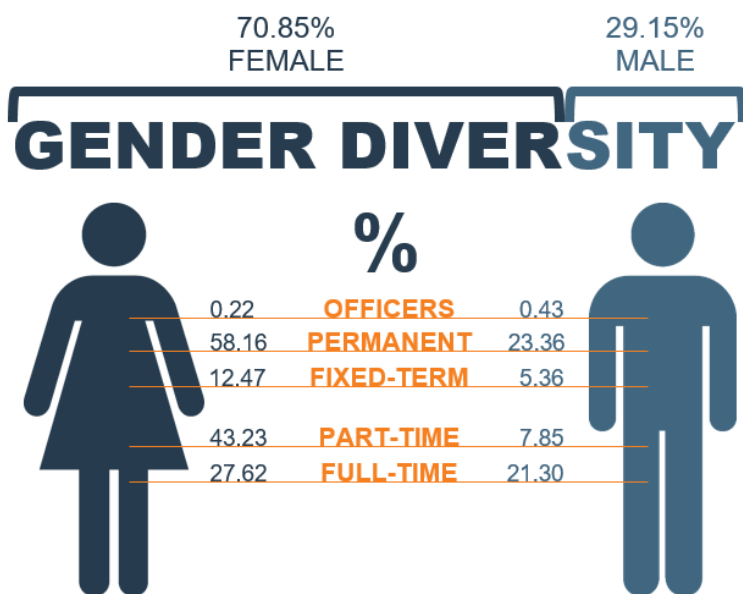


## Paid Headcount by age and gender



## Paid Headcount by agency and employment category

	Fixed-term	Permanent	Part 6	TOTAL
Department of Education	2,485	8,237	14	10,736
Department of Health and Human Services	147	1,600	28	1,775
Department of Justice	98	1,136	23	1,257
Department of Police, Fire and Emergency Management	61	821	10	892
Department of Premier and Cabinet	57	468	18	543
Department of Primary Industries, Parks, Water and Environment	141	1,110	20	1,271
Department of State Growth	44	752	24	820
Department of Treasury and Finance	22	269	16	307
Tasmanian Audit Office	10	30	2	42
Integrity Commission of Tasmania	1	12	1	14
Macquarie Point Development Corporation	2	-	1	3
Port Arthur Historic Site Management Authority	6	96	2	104
Tasmanian Health Service	1,964	8,360	20	10,344
TasTAFE	131	686	6	823
The Public Trustee	7	53	1	61
Tourism Tasmania	4	53	2	59
<b>Total</b>	<b>5,180</b>	<b>9,248</b>	<b>188</b>	<b>29,051</b>



The TSS paid headcount of 29,051 is made up of 20,583 females and 8,468 males.

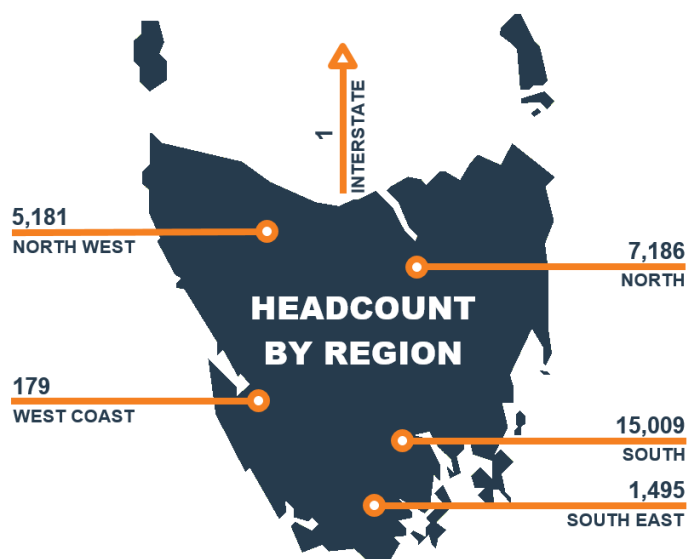
The total percentage of people working part-time has increased to 51.08%, with a female/male ratio of 2.43:1.

### Employment status by region as a percentage of the TSS workforce

	Fixed-term %	Permanent %	Part 6 %
Interstate	0.00	0.00	0.00
North	4.23	20.47	0.03
North West	3.27	14.55	0.01
South	9.09	41.98	0.59
South East	1.13	4.00	0.01
West Coast	0.10	0.52	0.00
Total % of TSS	17.82	81.52	0.64

### Change in Paid Headcount by Region

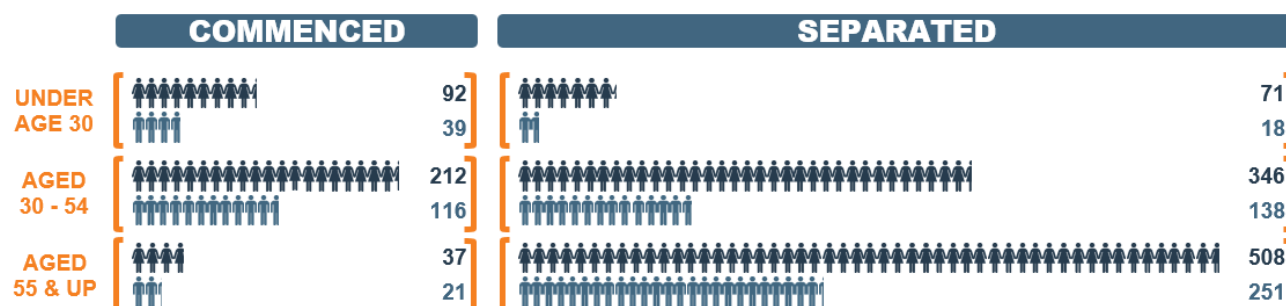
Region		
Interstate	1	▲
North	164	▲
North West	185	▲
South	658	▲
South East	53	▲
West Coast	-10	▼
Total	1,051	▲





## Commencements and separations

Of the 1,337 permanent employees who left the State Service in 2016-17, a total of 1,192 (89.15 per cent) resigned<sup>14</sup> or retired.

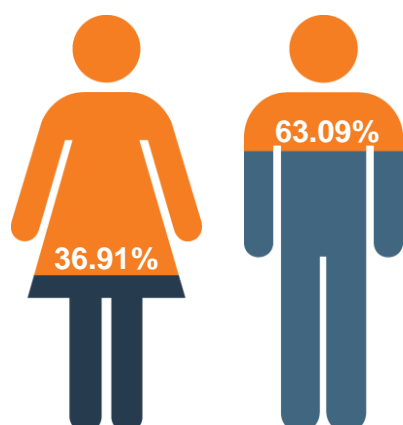


## Officers

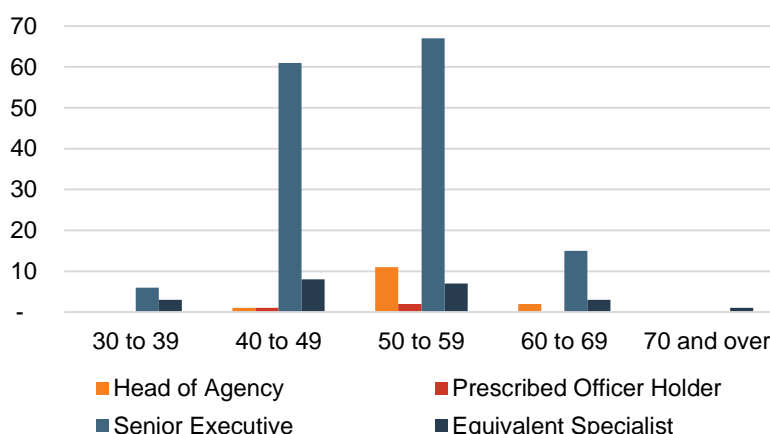
An officer is anyone appointed under Part 6 of the Act, and includes Heads of Agencies, Prescribed Office Holders, Senior Executive Service, and Equivalent Specialists. Overall, the total number of officers in the State Service rose over the 2016-17 reporting period to 188 (from 183 in 2015-16). Senior Executive Service (SES) officer numbers increased from 147 to 149, which includes an increase of female officers from 50 in 2015-16 to 55 in 2016-17.

Category	Male	Female	Total
Head of Agency	13	1	14
Prescribed Office Holder	2	1	3
Senior Executive Service	94	55	149
Equivalent Specialist	16	6	22
Total	125	63	188

### SES BY GENDER



### OFFICERS BY CATEGORY AND AGE



<sup>14</sup> Does not include employees who accepted a Workforce Renewal Incentive Program payment or Voluntary Redundancy package.



## Data notes

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

## Definitions

**Paid Headcount** is the number of employees and officers (excluding casuals) engaged and paid as at the reporting date, including employees on paid leave. It excludes employees who were not paid as at the reporting date, such as people on Leave Without Pay or on secondment out of the State Service.

**Paid Full-time Equivalent (FTE)** is the full-time equivalent value of employees and officers (excluding casuals) who are engaged and paid as at the reporting date (e.g. one person working two part-time roles of 0.5 FTE each equals 1.00 FTE).

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

## For more information

For more information on any of the information contained in the Profile, contact SSMO via email to [ssmo@dpac.tas.gov.au](mailto:ssmo@dpac.tas.gov.au).

This Report can also be view electronically on the SSMO website at [www.dpac.tas.gov.au/divisions/ssmo/publications](http://www.dpac.tas.gov.au/divisions/ssmo/publications).

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