



STATE SERVICE COMMISSIONER
Annual Report 2007-08

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TASMANIA

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COMMISSIONER'S INTRODUCTION

I am pleased to present my Annual Report for the period 1 July 2007 to 30 June 2008 in accordance with s.23 (1) of the *State Service Act 2000*.

Over these twelve months I have continued my efforts to refine the legislative framework governing the State Service and further advanced my ongoing evaluation and review program. The legislative emphasis centred on revisions to Commissioner's Direction No.1 *Employment in the State Service*, with a view to strengthening the provisions relating to fixed-term employment, and to Commissioner's Direction No.7 *Review of State Service Actions*. The main purpose of the latter revisions was to streamline crucial lodgement procedures to shorten the time taken to finalise appointments and selections.



In recognition of the significance of these changes I participated in a number of forums which allowed Heads of Agency, senior executives and line managers an opportunity for informal discussions on these particular changes and on other issues of interest or concern relating to public sector administration and management. It is my strong view that these forums serve an educative purpose through presentations, and allow a rare opportunity for informal peer group discussion.

As the catalyst for the revision of Commissioner's Direction No.1, an important and administratively significant initiative undertaken during the reporting period was the implementation of a moratorium in relation to requests for change of employment status from fixed-term to permanent in accordance with section 37(4) of the Act. In December 2007, the Premier noted that the rate of fixed-term employment in the State Service may be higher than appropriate and formed the prima facie view that there was a need to remedy that situation. In order to achieve this, the Premier sought my agreement to a moratorium on my application of the change of employment status provisions contained in Commissioner's Direction No. 1. I agreed with the request made by the Premier and the *Moratorium* applied from 1 January 2008 until 30 May 2008. During this period, Agencies identified fixed-term employees who would be more appropriately appointed as permanent employees and submitted requests for those employees to have their employment status changed to permanent. A total of 2223 fixed-term employees had their employment status changed to permanent under this process. From my perspective, this was a very significant step towards equity for a significant section of the existing State Service workforce and an opportunity to review and strengthen administrative provisions and practices.

It was always my intention that, following the *Moratorium*, I would review Commissioner's Direction No.1 – *Employment in the State Service* with a view to strengthening the provisions relating to fixed-term employment. This review was undertaken and the revised Direction was issued on 16 June 2008, operative from 1 July 2008. As part of the review, the opportunity was also taken to examine and revise where necessary other provisions contained in the Direction. Full detail of this process is contained under the "Legislative Framework" section of my Report.

In that same section of my Report I have also reported on a review of Commissioner's Direction No.7 - *Review of State Service Actions*. The main purpose of this review was to include a requirement that employees intending to lodge a selection review must first, within a period of seven days of being notified the outcome of the selection, submit a *Notice of Intention to Lodge an Application for Selection Review*. If a notice of intention is not received within the seven day timeframe, the selection may be finalised. As the vast majority of selections do not attract any reviews, this has enabled these selections to be cleared a week earlier than was previously the case.



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These changes to Commissioner's Direction No. 7 are an example of my objective to always look for ways to streamline existing processes and provide more flexibility where possible, whilst overall maintaining adherence to the merit principle. Another example of this approach was the inclusion in Commissioner's Direction No. 1 of a provision that enables Heads of Agencies to make subsequent selections from the same selection process.

In November 2007 I published my second employee survey report – *Tasmanian State Service Employee Survey Report 2007*. This survey, conducted every two years, is designed to give all Tasmanian State Service employees the opportunity to express their views about whether the work culture and practices in their workplace reflect the requirements of the State Service Principles. This information assists me, as Commissioner, in evaluating Agency practices, procedures, standards and systems in relation to management and employment in the State Service.

During the reporting period I also continued to strengthen my emphasis on evaluating the mechanisms that Agencies have in place to ensure compliance with the State Service Principles and Code of Conduct, and other requirements set out in the *State Service Act 2000*. To facilitate this, my Office runs an evaluation program with the aim of examining particular areas of interest within the human resource practices and procedures in place in each of the 14 State Service Agencies. In March 2008 I published my evaluation report - *Agency Internal Grievance Resolution Systems*. I decided to undertake this evaluation in light of the results of the 2005 and 2007 State Service Employee Surveys, which revealed a low level of confidence in Agency internal grievance resolution systems. This is also an area which relates directly to the review function undertaken by my Office.

It was pleasing to note that the evaluation confirmed that all fourteen State Service Agencies had an internal grievance resolution system in place, that these systems were fully compliant with the legislative requirements of the Act and that no compliance issues in relation to Commissioner's Directions No. 2 and 7 were identified. Agencies expressed interest in the outcome of the evaluation and I am confident that the evaluation will be a useful tool for each Agency to review the current features of their systems against those in operation in other Agencies. It has also provided me with information and an opportunity to consider developing a specific Commissioner's Direction for this legislative requirement.

In addition, as another major project under my 2008 evaluation program, I have commenced an evaluation of Agency workplace diversity programs. The objectives of this evaluation are to assess the extent to which Agency workplace diversity programs comply with the legislation, to review the range of strategies being employed by Agencies, to measure the extent to which Agencies record and report on employee participation in the programs, to measure the extent to which Agencies evaluate their workplace diversity practices and procedures and to obtain sufficient data and information to inform a revision of Commissioner's Direction No.3 - *Workplace Diversity*. As at 30 June 2008, Agency evaluation assessments were well underway. My formal report on the outcomes of the evaluation will be published by the end of 2008.

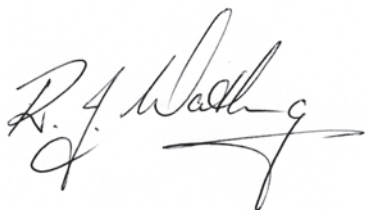
Since commencing in the role of State Service Commissioner, my Office has undertaken five annual Agency Surveys, two biennial Employee Surveys and three major evaluations – Performance Management, Agency Internal Grievance Systems and Workplace Diversity. This body of work, undertaken in what I consider to be a significant aspect of my statutory role, has hopefully provided Agencies with valuable information that has assisted them to identify any internal policy and operational weaknesses and to aid the process of ensuring that employment issues are appropriately understood and addressed.

Finally I would like to thank the staff of my Office and the staff of the Public Sector Management Office for their assistance and support throughout the past year. I would also like to record my



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appreciation for the continued assistance and support received from the Department of Premier and Cabinet, and for the contribution of Agency representatives and public sector unions in review and other matters.



Robert J. Watling
State Service Commissioner

November 2008

COMMISSIONER'S ROLE AND FUNCTIONS

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; and
- 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:



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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;

18(1)(k) to develop classification standards and, where appropriate, procedures to enable Heads of Agencies to classify duties to be performed within the State Service and, where no classification standards have been developed, to approve the assignment of classifications to duties; and

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

As from 23 March 2005, I delegated the following function 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 Public Sector Management Office, Department of Premier and Cabinet, performs all the above-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.



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LEGISLATIVE FRAMEWORK

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

Commissioner's Directions

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

During the reporting period the following Commissioner's Directions were reviewed and re-issued:

- Commissioner's Direction No. 1 – *Employment in the State Service* was reviewed following the *Moratorium*, which commenced on 1 January 2008 and ended on 30 May 2008.

A major focus of this review was to strengthen the provisions relating to fixed-term employment, including the provisions relating to change of employment status in accordance with section 37(4) of the Act. The main changes in relation to fixed-term employment were:

- Clarification in relation to fixed-term employees engaged on a casual basis. A new clause provides that, unless otherwise specified in an award or industrial agreement, a fixed-term employee engaged on a casual basis is engaged to work on an irregular basis and at short notice and where the offered engagement may be accepted or rejected on each and every occasion, thus excluding a casual employee from being placed on a regular employment roster.
- Inclusion of a provision that a Head of Agency may employ a person on a fixed-term basis for a total continuous period of up to 24 months, regardless of the number of contracts or extensions.
- Inclusion of a provision that fixed-term employment in excess of 24 months may only be made in special and compelling circumstances and with the prior approval of the Commissioner.
- Inclusion of a requirement that a Head of Agency must not make fixed-term appointments that could lead to an expectation of continuing employment.
- Revision of the provisions relating to the change of employment status of a fixed-term employee in accordance with section 37(4) of the Act, including provisions allowing employees to submit a request in appropriate circumstances. New forms for submission of Head of Agency and employees requests were developed and issued at the same time.

In addition, the opportunity was taken to review and revise other provisions contained in the Direction, including:

- Revision of the information required to be included in Gazette advertisements for permanent appointments and promotions.
- Provision of a closing date for applications of no less than 9 calendar days after the date of publication in the Gazette (in lieu of a specific 16 days contained in the previous Direction).
- Inclusion of a new provision to allow Agencies to make a subsequent selection from the same selection process within a period of 6 months from the date of advertising where



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the successful applicant has failed to take up the appointment or promotion; or where the successful applicant has vacated the duties; or where another identical or substantially the same vacancy occurs.

- A new provision addressing requirements for advertising where an employee is to receive a higher duties allowance.
- A revision of the provisions relating to probation, including updating Attachment 1 Special Probationary Arrangements.

The revised Direction was re-issued on 16 June 2008, operative from 1 July 2008. Following the re-issue of revised Commissioner's Direction No. 1, the Commissioner attended a number of forums throughout the State on the new provisions. The forums provided the opportunity to discuss various aspects of the provisions, explain some elements and receive feedback from Agency personnel.

- Commissioner's Direction No. 7 – *Review of State Service Actions*. The main purpose of this review was to include a requirement that employees intending to lodge a selection review are first required, within a period of 7 days from the date appearing on the written advice to the employee of the selection, to submit a "*Notice of Intention to lodge an Application for Selection Review*". Following submission of their notice of intention, employees retain the full 14 day period, from the date appearing on the written advice to the employee of the selection, in which to lodge their formal "*Application for Selection Review*".

In the event that a "*Notice of Intention to lodge an Application for Selection Review*" is not submitted within the required 7 day timeframe, this Office informs the Agency that they may finalise the appointment or promotion to the vacancy in question. As the overwhelming majority (approximately 99%) of selections for permanent appointment or promotion to State Service vacancies do not attract reviews, this change to lodgement procedure allows most selections to be finalised earlier than was previously the case.

In order to preserve the integrity of the review process and ensure that employee entitlements were not diminished, a number of safeguards were included under the revised Direction. These included a requirement that Agencies notify employees of the outcome of the selection in writing, that the written notification be dispatched no later than the date on the notification and that review rights and timeframes be included.

The revised Direction, Commissioner's Direction No. 7 – *Review of Actions*, was issued on 19 December 2007, operative from 4 February 2008. As at 30 June 2008, the new procedure had been operating for approximately 5 months and in this time no major difficulties have been encountered and feedback from Agencies in relation to the faster review turnaround has been positive.



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Currently there are 12 Commissioner's Directions covering:

- Employment in the State Service
- State Service Principles
- Workplace Diversity
- Performance Management Systems
- Procedures for the investigation and determination of whether an employee has breached the Code of Conduct
- Procedures for the investigation and determination of whether an employee is able to efficiently and effectively perform his/her duties
- Review of State Service Actions
- Procedure for suspension of State Service employees with or without pay
- Pre-employment checks
- Gifts and Benefits

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

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).

No new Ministerial Directions were issued during the reporting period and all Ministerial Directions are currently subject to review.

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, and the Ministerial Determinations are currently subject to review.

The Public Sector Management Office provides advice and assistance to the Minister on a range of employment policy issues including the development of Ministerial Directions and Determinations.

Ministerial Directions and Determinations can be found at www.dpac.tas.gov.au or www.osscc.tas.gov.au



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SUPPORT FOR THE COMMISSIONER

The Act provides for the Commissioner to make arrangements with the Secretary of the Department of Premier and Cabinet for State Service officers and employees to be made available to the Commissioner. Under this arrangement, 6 staff are made available to the Commissioner for the ongoing function of the Office.

Employees of the Office of the State Service Commissioner support the Commissioner by providing general administrative services and by assisting him with the administration and conduct of selection and other State Service action reviews.

They also assist him with the conduct and reporting of his major ongoing Evaluation Program and with the preparation of his Annual Report to Parliament. Employees also assist the Commissioner to service Agency and other client requests and provide him with information and internal advice in relation to his statutory functions.

In addition, the Public Sector Management Office (PSMO) provides the Commissioner with data and information on those functions which have been delegated from his Office. The PSMO also work with TMD, in the Department of Premier and Cabinet, to provide him with State Service statistics gathered through a national web-based workforce information system known as the Workforce Analysis Comparative Application (WACA).

Government Departments and State Authorities also assist the Commissioner through the preparation and presentation of much of the data and information collected by the Commissioner's Office. This data and information is mainly gathered through the Commissioner's Annual Agency Survey and as a result of his Annual Evaluation Program.

Given the nature and importance of this assistance, all contributors recognize that they have a responsibility to establish and maintain adequate and appropriate internal controls relevant to the preparation and accurate presentation of data and information to ensure that it is, as far as it is possible, free from material misstatement.

In turn, the Office of the State Service Commissioner takes all reasonable measures to accurately validate, interpret and present this information and data to ensure that the material contained in The Commissioner's Annual Report and other publications is complete and correct at the time of publication.



COMMISSIONER'S EVALUATION PROGRAM

STATE SERVICE EMPLOYEE SURVEY 2007

Overview

The second *Tasmanian State Service Employee Survey 2007* was conducted in late July and early August 2007, with the report released in December 2007. Results were measured against the results of the inaugural 2005 Employee Survey, in order to highlight changes in employee perspectives over the past two years.

It is pleasing to note in this report that in 2007 employees indicated a greater awareness of the State Service Principles, Code of Conduct and internal grievance resolution processes. However, there are a number of other areas identified in the report that need to be addressed. Together with information provided through the annual *Tasmanian State Service Agency Survey*, this information provides me with a more complete understanding of the actual workplace culture within the State Service.

Agencies have developed a significant number of new policies, procedures, standards and systems. Employee views obtained through this survey may assist Agencies to determine how well these have been communicated to employees and offer an insight into their effectiveness. It is my view that regular evaluation of management practices within government Agencies is a standard part of good modern management practices within any organisation.

In discussing some of the results in the report, an effort has also 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.

In the years ahead, surveys of this nature will continue to provide benchmarks against which Agencies progress with policies and procedures, and employee perceptions of their effectiveness within the State Service, can be measured. However, I must emphasise that the results obtained through this and earlier surveys are the perceptions of employees and not findings of fact. They may or may not be factual. Further research and analysis would need to be undertaken to validate the issues identified in the employee survey.

The following table summarises the survey results by showing the overall category scores for the 14 Principles in Part 1 of the survey.



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

	% Agree & Strongly Agree 2007	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	% Don't Know	% Agree & Strongly Agree 2005	% Difference Between 2007 & 2005
Overall Evaluation That Principles Are Upheld (Question 1.73 of the survey)	66%						4%	65%	1%
Apolitical, Impartial & Ethical Section s7 (1) (a) of the State Service Act	69%						2%	69%	0%
Accountable For Actions & Performance Section s7 (1) (d) of the State Service Act	67%						1%	70%	-3%
Community Service & Fairness Section s7 (1) (f) of the State Service Act	79%						1%	80%	-1%
Managing Performance* Section s7 (1) (j) of the State Service Act	54%						4%	59%	-3%
Employment Based On Merit* Section s7 (1) (b) of the State Service Act	54%						5%	61%	1%
Application For Employment Open To All Section s7 (1) (l) of the State Service Act	80%						5%	79%	1%
Equity In Employment Section s7 (1) (k) of the State Service Act	73%						4%	74%	-1%
Discrimination Free & Diversity Recognised Section s7 (1) (c) of the State Service Act	70%						3%	72%	-2%
Quality Leadership Section s7 (1) (g) of the State Service Act	65%						2%	66%	-1%
Employee Consultation & Input Encouraged Section s7 (1) (h) of the State Service Act	56%						1%	59%	-3%
Safe Workplace Section s7 (1) (i) of the State Service Act	74%						2%	72%	2%
Flexible Workplace Section s7 (1) (i) of the State Service Act	62%						5%	61%	1%
Rewarding Workplace Section s7 (1) (i) of the State Service Act	63%						2%	61%	2%
Fair Internal Review System Section s7 (1)(m) of the State Service Act	57%						6%	57%	0%

* Items were not identical from 2005 survey to 2007 survey and therefore not directly comparable

*Note: No comparisons have been made between the 2005 and 2007 Employee Surveys where additional questions were included in the 2007 Survey



COMMISSIONER'S EVALUATION PROGRAM

Summary of the key positive findings for the State Service:

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

- The highest scoring statements in the Survey were those associated with Application for Employment Open To All. Specifically, employees showed strong agreement that job vacancies within their workplaces are advertised publicly and there was also strong belief that people outside of the State Service have a reasonable opportunity to apply for advertised jobs.
- Employees showed extensive agreement that confidentiality is taken seriously in their workplace, and that their workplace strives to meet customer service needs. There was also strong belief that employees are committed to providing excellent customer service, behave ethically, professionally and fairly, and do not abuse their authority or position.
- There was strong support for the level of commitment to safety within the State Service. Employees believe that their managers and supervisors encourage employees to report health and safety risks and take action to ensure employees' health and safety. There was also a high level of agreement that employees display good occupational health and safety awareness.
- 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 their workplaces are free of sexual harassment, and there was strong agreement that employees are expected to treat each other respectfully.
- Finally, employees reported good understanding of the priorities of their organisation and understand what their workplace needs to achieve.

These results are similar to the findings from the 2005 Survey. This is not unusual for a survey of a workforce of this size. Marked differences are more likely to emerge for individual agencies, departments and workplaces rather than across the entire State Service. Accordingly a comparison was made between the 2007 and 2005 Surveys to determine where there had been increases or decreases from the 2005 Survey. A comparison for all items and Principles was not possible as the 2007 Survey included some items that were not included in the 2005 Survey. In accordance with best practice for employee surveys, direct comparisons are only made where the item or category content is identical.

The main improvements compared to the 2005 Survey were:

- A greater percentage of employees reported an awareness of State Service principles and the State Service Code of Conduct.
- Employees indicated a greater awareness of formal processes or procedures for resolving grievances and disputes in their workplace.
- There was stronger belief that academic qualifications and achievements are valued in the workplace.
- There was also a stronger belief in the view that effort is invested in matching services to customer needs.



COMMISSIONER'S EVALUATION PROGRAM

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

Overall, as was the case for the 2005 Survey, the results in this report are similar to, and some areas better than, results from large-scale surveys of other public and private sector organisations. The results suggest there are opportunities for improvement in the following areas:

- As was found in the 2005 Survey, approximately half of the workforce showed uncertainty or disagreement that employment decisions were based primarily on merit, and a similar number did not agree that recruitment and promotion decisions were fair. Related concerns were a lack of confidence in the people who serve on selection panels, and being unsure that people with the right knowledge, skills and abilities are chosen for vacancies. As was highlighted in the 2005 report, employee surveys such as the State Service Employee Survey will never demonstrate universal support for recruitment and promotion processes because of the limited number of promotion opportunities within organisations (for example, those employees who have had an unsuccessful job application showed significantly less confidence in recruitment and selection decisions). Nevertheless, the scores shown in this report suggest there may be some room for improvement on these issues. Interestingly, as for the 2005 Survey, those employees who have participated on a selection panel showed noticeably greater confidence in recruitment and selection processes. It should be noted that there has been an increase in the percentage of respondents participating on a selection panel; this participation over time may increase confidence in recruitment and selection processes, although such an increase was not evident across the 2005 and 2007 Surveys.
- Mirroring results from the 2005 Survey, of all the issues measured in the Survey, employees showed their lowest level of confidence in the way their managers handle employees who are performing poorly. Similarly, approximately only half of employees agreed that good performance was sufficiently recognised. As was suggested in the 2005 report, a potential reason for this lack of confidence is that many employees believe that managers and supervisors give insufficient feedback about performance. Once again, matching results from the 2005 Survey, the 2007 Survey found that those employees who have had a sit-down performance management discussion with their manager or supervisor reported noticeably greater overall confidence in the way performance is managed.
- As mentioned previously, there was a noticeable increase in awareness of, and confidence, in formal grievance handling procedures. Nevertheless, still only half of the workforce has confidence in the formal processes and in the way their manager would handle grievances. Only a minority of employees felt confidence in these processes and felt that they would not suffer any negative consequences if they lodged a grievance. Additionally, compared to the 2005 Survey results, there was a decrease in employees' confidence regarding their manager's or supervisor's capacity to deal with grievances and disputes in the workplace.
- The majority of employees showed support for the quality of leadership within their workplace. Also, more employees felt that leadership was of a high standard than they did in the 2005 Survey. Nevertheless, a large minority of employees expressed a lack of confidence regarding leadership quality and a majority lacked confidence in the way change is managed. It should be noted that leadership is commonly a poorly performing section of many employee surveys, in part because employees often have insufficient knowledge of their senior leaders to have strong confidence in their abilities. A further possible reason identified in the current survey for this lack of confidence might be the lack of opportunities for leadership training reported by some employees.



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- Compared to the 2005 results, slightly fewer employees are reporting satisfaction with their workload, although there is evidence that levels of stress have marginally decreased. Overall, only half of the workforce is reporting being satisfied with workload and stress levels.
- Most employees reported their workplaces as being free of bullying or harassment. Nevertheless, a significant minority of employees disagreed. Indeed, reports of experiencing bullying or harassment have marginally increased since the 2005 Survey. As was found in 2005, there is a significant correlation between personal experience of bullying or harassment and overall satisfaction levels. In the 2007 Survey, a far more detailed set of questions was included to improve understanding of the source and nature of bullying and harassment. Bullying and harassment are perceived to be equally enacted by fellow employees as well as managers and supervisors and to a still significant but noticeably lesser extent by clients. The most common forms of bullying and harassment are intimidating and aggressive body language, shouting and offensive verbal behaviour, verbal threats, persistent criticism, sarcasm and humiliation, gossip and rumours being spread, inequitable treatment, withholding information, and being isolated and ostracised.
- Finally, a gap analysis and key driver analysis were conducted to explore the potential priorities arising from the Survey. The two issues identified by both of the analyses as being key areas for improvement were building a fair internal grievance resolution system and creating a more rewarding workplace. These two issues were also highlighted in the 2005 report, providing confirmation of the need to continue pursuing improvements in these areas. Other potential priorities identified by either the gap analysis or the key driver analysis included better managing performance, encouraging employee consultation and input, strengthening the perception of merit in recruitment and promotion decisions, improving confidence in leadership, creating greater recognition of diversity and enhancing the perception of the State Service being apolitical, impartial and ethical.

The main decreases compared to the 2005 Survey were:

- A smaller percentage felt that employees in their workplace are committed to helping to achieve the workplace's goals.
- Fewer employees felt comfortable approaching their manager/supervisor to discuss a workplace grievance or dispute. Similarly, fewer employees also felt that their manager or supervisor was skilled enough to effectively resolve grievances and disputes that arise in the workplace.
- A slightly smaller percentage of employees felt that their workplace was free of bullying and/or harassment.
- There were fewer employees who felt that their workload was at the right level.



COMMISSIONER'S EVALUATION PROGRAM

EVALUATION OF AGENCY INTERNAL GRIEVANCE RESOLUTION SYSTEMS

One of the statutory functions of the Office of the State Service Commissioner (OSSC) is to evaluate practices, procedures and standards in relation to the management of employment in the State Service. Both the 2005 and 2007 State Service Employee Surveys revealed that there is a relatively low level of confidence among State Service employees in the operation and outcomes of their Agency's internal grievance resolution system. This evaluation grew out of a desire to examine what internal grievance resolution systems are currently in place within Agencies, not in terms of the operation of the system in practice, but in terms of the basic features of these systems.

Section 34(1)(j) of the *State Service Act 2000* (the Act) requires Heads of Agencies to develop and implement internal grievance resolution systems in the Agency. This is supported by Commissioner's Direction No.7 (Review of Actions) which specifies that internal grievance resolution systems must reflect the principles of natural justice and procedural fairness, and Commissioner's Direction No. 2 (State Service Principles) which requires the State Service to provide "a fair system of review of decisions taken in respect of employees."

The key objectives in undertaking the evaluation were:

1. To confirm that all Agencies have an internal grievance resolution system in place;
2. To confirm that these Agency systems comply with the minimum requirements of the Act and Commissioner's Directions 2 and 7; and
3. To identify the range of current features of Agencies' internal grievance resolution systems.

The evaluation was limited to an examination of the key internal grievance resolution system documentation supplied to OSSC by each Agency. The evaluation did not take account of performance data or the range of supporting materials available within Agencies that were not connected with the key source documentation.

Key Positive Findings

The evaluation of Agency internal grievance resolution systems found that:

- All Agencies comply with the legislative requirements to have implemented an internal grievance resolution system that reflects the principles of natural justice and procedural fairness, and
- There is a wide range of internal grievance resolution systems in place within State Service Agencies. The differences between the internal grievance resolution systems in place within Agencies principally centre around two criteria:
 - The degree of documentation of the internal grievance resolution system, and
 - The functional purpose of the primary internal grievance resolution system documentation.

The evaluation report also identified the following in relation to the operation of internal grievance resolution systems within Agencies:

- Internal grievance resolution systems are not necessarily static;
- Agencies have different needs in relation to their internal grievance resolution systems;
- Agencies need to adopt a practical approach in relation to documentation of the system;



COMMISSIONER'S EVALUATION PROGRAM

- Agencies use a variety of means to inform employees about the internal grievance resolution system; and
- Internal grievance resolution systems do not operate in isolation.

Agency internal grievance resolution systems have a core set of features in common, as set out in the summary below, but there is also a variety of other features apparent in a smaller number of Agency systems that might be of interest to other Agencies.

The features that were either fully or partially in place in *all* Agency internal grievance resolution systems include:

- A distinction between informal and formal processes is clearly made;
- Use of informal grievance processes is recommended as the first step;
- The internal grievance resolution system outlines when formal grievance processes should be used;
- The internal grievance resolution system provides for referral of grievance matters to the appropriate level of management;
- The internal grievance resolution system formally mentions adherence to the principles of natural justice and/or procedural fairness;
- The internal grievance resolution system provides the parties to a grievance with information on their rights and responsibilities in the grievance resolution process;
- The internal grievance resolution system provides both parties with a reasonable opportunity to prepare a submission and/or response;
- The internal grievance resolution system requires outcomes to be based on a proper consideration of the facts and circumstances prevailing at the time of the grievance;
- The internal grievance resolution system requires decision makers to be impartial and transparent;
- The internal grievance resolution system outlines an employee's right of review to an external body (e.g. appropriate Industrial Tribunal, Office of the State Service Commissioner);
- The internal grievance resolution system outlines the roles and responsibilities for:
 - Managers/supervisors
 - The grievant
 - The respondent;
- The internal grievance resolution system includes mediation as an option for the resolution of grievances;
- The internal grievance resolution system clearly outlines the options that are available to employees with a grievance;
- The internal grievance resolution system outlines the processes involved in each option in logical sequence;



COMMISSIONER'S EVALUATION PROGRAM

- The internal grievance resolution system requires grievance matters to be handled as quickly as possible after the event/behaviour/inaction leading to the grievance;
- The internal grievance resolution system directs employees to handle grievance matters as close as possible to the source of the grievance;
- The internal grievance resolution system clearly outlines all documentation required throughout the grievance process;
- Parties are informed of all information that might influence the resolution of the grievance matter;
- Parties are informed of the outcome of any grievance matter and where appropriate, are provided with a copy of the written decision or outcome;
- The internal grievance resolution system requires employees to maintain appropriate confidentiality in all matters;
- The internal grievance resolution system is fully documented;
- Internal grievance resolution system documentation is written in clear and plain English;
- Internal grievance resolution system documentation has been lodged with the Office of the State Service Commissioner; and
- The internal grievance resolution system outlines sources of assistance for employees, managers/supervisors, Human Resources personnel and Contact Officers.

Features that *did not* appear in any Agency internal grievance resolution systems include:

- Internal grievance resolution system documentation makes reference to the *Privacy Act 1998* (Cth);
- Internal grievance resolution system documentation makes reference to the *Personal Information Protection Act 2004*;
- The internal grievance resolution system includes information on where to obtain relevant industrial awards and agreements; and
- The document refers to relevant Ministerial Directions (e.g. Ministerial Direction 1 - Administration, 2 - Leave Arrangements, 10 - Internet Usage).

Features that are fully or partially in place in 3 or less Agency internal grievance resolution systems include:

- Internal grievance resolution system documentation makes reference to any of the following: *Age Discrimination Act 2004* (Cth), *Archives Act 1983*, *Disability Discrimination Act 1992* (Cth), *Evidence Act 1995*, *Industrial Relations Act 1984*, *Human Rights and Equal Opportunity Act 1986* (Cth), *Freedom of Information Act 1991*, *Public Interest Disclosures Act 2002*, *Racial Discrimination Act 1975* (Cth), *Sentencing Act 1997*, *Sex Discrimination Act 1984*, *State Service Regulations 2001*, *Workplace Health and Safety Act 1995*, *Workplace Relations Act 1996* (Cth), *Youth Justice Act 1997*;
- The internal grievance resolution system includes references to relevant industrial awards and/or agreements;



COMMISSIONER'S EVALUATION PROGRAM

- Grievance documentation refers to Commissioner's Direction 3, Workplace Diversity;
- Grievance documentation refers to Commissioner's Direction 6, Procedures for the Investigation and Determination of whether an employee is able to efficiently and effectively perform their duties;
- The internal grievance resolution system provides assistance with documentation for grievants who are unable to put their grievance in writing (e.g. due to language or comprehension difficulties);
- Grievants are informed to take due care with the wording of written information, in view of potential Freedom Of Information (FOI) requests and/or use of the grievance documentation by third parties;
- Delays at any time in the grievance process are required to be explained to all parties;
- The internal grievance resolution system requires any meetings to be conducted in an appropriate location;
- The system states that any grievance matter documentation remains with the Agency; and
- Information and forms that supplement the primary internal grievance resolution system document are included in appendices or are hyperlinked from the main document.

Positive Outcomes of the Evaluation

In summary, the evaluation of Agency internal grievance resolution systems revealed that:

- Agencies fully comply with the legislative requirements of the Act and relevant Commissioner's Directions;
- All Agencies have documented their internal grievance resolution systems;
- Agencies are aware of the need to regularly review their internal grievance resolution systems. 6 Agencies have reviewed their internal grievance resolution system since its implementation and 6 Agencies also indicated that they are in the process of, or about to embark on, a system revision or review;
- Agencies have implemented internal grievance resolution systems which are underpinned by the principles of natural justice and procedural fairness, and which address key areas such as transparency, confidentiality, legislative requirements, and access to support services; and
- Agencies expressed interest in the outcome of the evaluation.

The following issues that were raised in the evaluation report for consideration by Agencies:

- The need for consistency between documentation available to support the internal grievance resolution system i.e. between documents available in hard copy and via the intranet, between managerial documents and operational documents;
- Accessibility of the internal grievance resolution system documentation to both employees using the intranet and those without internet/intranet access;



COMMISSIONER'S EVALUATION PROGRAM

- Consideration of the target audiences for the information contained in the internal grievance resolution system documentation. Some Agencies provide a number of documents which are aimed at different audiences e.g. the principal document provides information for employees with a grievance, while supplementary documents are guidelines for managers/supervisors or Contact Officers;
- Potential risks. E.g. those associated with Freedom of Information legislation, record keeping (*the Archives Act 1983*) and/or any diversity related legislation;
- Equity and access issues. Agencies could consider how well their internal grievance resolution system caters for the needs of people with language or comprehension difficulties or other diversity issues;
- Support that is available to Contact Officers. This might include training, provision of written materials and guidelines, and/or availability of processes such as debriefing if required;
- Examination of the distinction (if any) between diversity processes and grievance processes to maintain consistency, particularly relating to non-diversity grievances; and
- The opportunity to review what is available in other Agencies' internal grievance resolution systems.

The formal report – *Agency Internal Grievance Resolution Systems Evaluation Report* – was published in March 2008. A copy of this report is available from my Office or from my web site at www.osscc.tas.gov.au.

STATE SERVICE AGENCY SURVEY 2008

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. The Agency Survey was reviewed and the questions enhanced where appropriate to obtain additional information. Additional questions included this year were focused around performance management, managing diversity and anti-bullying and harassment training activities.

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



STATE SERVICE PRINCIPLES & CODE OF CONDUCT

STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

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 Agency are also required to promote the Principles.

The Principles incorporate a number of inter-related themes:

- merit and opportunity;
- equity and diversity;
- performance management;
- leadership 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 2008 (Agency Survey 2008) responses indicated that the majority of Agencies continue to be active in informing employees about the State Service Principles and Code of Conduct, with all Agencies having a variety of strategies in place to inform their employees.

All Agencies informed potential applicants for vacancies and employees about the State Service Principles and Code of Conduct during the reporting period through the inclusion of this information in all Statements of Duty.

Other activities undertaken by Agencies to promote the State Service Principles and Code of Conduct amongst employees included:

- | | |
|--|-------------|
| • providing new employees with written information as part of the induction process | 12 Agencies |
| • promotion on each Agency intranet website | 12 Agencies |
| • providing new employees with interactive or face-to-face information | 11 Agencies |
| • reinforced when conducting regular performance management reviews | 10 Agencies |
| • requiring new employees to verify that they understand the Principles and Code of Conduct | 8 Agencies |
| • providing regular information sessions for employees | 7 Agencies |
| • providing managers/supervisors with information about their role in upholding the Principles and Code of Conduct | 7 Agencies |
| • providing employees with this information via electronic or hard copy newsletters or bulletins | 4 Agencies |



MERIT AND OPPORTUNITY

MERIT AND OPPORTUNITY

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 Agency Survey 2008 responses reported that a total of 2,960 permanent vacancies were filled during the reporting period across all Agencies. In addition, 674 fixed-term vacancies of 12 months duration or longer were also filled in the same period and of these, 56% were filled by applicants from outside their respective Agency, compared with 52.1% in 2006/07.

There were 542 fixed-term employment contracts extended during the reporting period, which resulted in the total period of employment being greater than 12 months, compared with 291 in 2006/07. Of these extensions, the majority were in the Department of Education (451). Statistics were not available from the Department of Health and Human Services.

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

- | | |
|---|-------------|
| • provision of training for panel members | 11 Agencies |
| • information published in newsletters or bulletins | 11 Agencies |
| • provision of guidelines to selection panels | 11 Agencies |
| • promotion through the Agency intranet website | 10 Agencies |
| • outlined in statements of duty | 9 Agencies |
| • through information sessions for managers/supervisors | 7 Agencies |
| • through information sessions for employees | 6 Agencies |

Other training provided to a lesser extent included coaching for selection panels, recruitment and selection courses and a recruitment tool kit.



MERIT AND OPPORTUNITY

Table 2: 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 2004/05	Number of Employees 2005/06	Number of Employees 2006/07	Number of Employees 2007/08
Dept. of Economic Development and Tourism	2	14	2	2
Dept. of Education	315	251	279	266
Dept. of Environment, Parks, Heritage and the Arts	1	7	6	2
Dept. of Health and Human Services	86	117	249	244
Dept. of Infrastructure, Energy and Resources	9	3	2	3
Dept. of Justice	76	1	45	126
Dept. of Police and Emergency Management	24	19	22	23
Dept. of Premier and Cabinet	0	3	7	1
Dept. of Primary Industries and Water	18	13	22	14
Dept. of Treasury and Finance	9	4	2	5
Tasmanian Audit Office	1	1	9	0
Port Arthur Historic Site Management Authority	1	0	0	0
TAFE Tasmania	25	34	36	47
The Public Trustee	0	5	3	0
TOTAL	567	472	684	733

Reporting through the Agency Survey 2008 indicated that, during the reporting period, a total of 733 employees received HDA's or MRDA's for periods in excess of 12 months, an increase of 49 (7%) from the 2006/07 reporting period.

There may be legitimate reasons why HDA's or MRDA's are appropriate to recompense employees for undertaking higher or more responsible duties for an extended period beyond 12 months. However, the increase this year, and continued practice of Agencies utilising these remuneration mechanisms for extended periods beyond 12 months, needs to be examined to ensure that these employment situations are managed in accordance with Commissioner's Direction No.1.



MERIT AND OPPORTUNITY

Advertisement of State Service vacancies on the Jobs website

The Jobs website at www.jobs.tas.gov.au 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 following table details, by Agency, vacancies advertised on the website over the past 4 reporting periods.

**TABLE 3: Vacancies advertised at www.jobs.tas.gov.au
1 July 2004 - 30 June 2008**

AGENCY	2004-05	2005-06	2006-07	2007-08
Dept. of Economic Development and Tourism	66	70	79	119
Dept. of Education	345	557	335	454
Dept. of Environment, Parks, Heritage and the Arts	117	156	156	276
Dept. of Health and Human Services	1768	2207	1585	1590
Dept. of Infrastructure, Energy and Resources	199	197	155	186
Dept. of Justice	176	156	190	224
Dept. of Police and Emergency Management	80	66	110	97
Dept. of Premier and Cabinet	52	77	81	77
Dept. of Primary Industries and Water	279	281	265	281
Dept. of Treasury and Finance	113	93	65	104
Tasmanian Audit Office	7	33	14	10
Port Arthur Historic Site Management Authority	34	28	30	19
TAFE Tasmania	171	257	161	134
The Public Trustee	18	15	14	20
Statutory Office Holders	1	0	0	0
TOTALS	3426	4193	3240	3591

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

In the past 12 months, the average number of visits to the jobs website per month was 65,709 and the average number of pages viewed per month was 542,026, up significantly from 56,315 visits per month and 460,164 pages per month in 2006-07.

The Public Sector Management Office manages the site.



MERIT AND OPPORTUNITY

Advertising of senior executive vacancies

The following table shows the number of senior executives in each agency as at 30 June 2008 and provides information on the advertising and filling of senior executive vacancies over the reporting period.

TABLE 4: Senior Executive Service 1 July 2007 – 30 June 2008

AGENCY	No of Senior Executives as at 30 June 08	No of Vacancies advertised	Appoint-ments from within the Service	Appoint-ments from outside the Service
Dept. of Economic Development and Tourism	26	4	1	1
Dept. of Education	24	2	2	0
Dept. of Environment, Parks, Heritage and the Arts	13	5	4	0
Dept. of Health and Human Services	37	11	5	1
Dept. of Infrastructure, Energy and Resources	25	2	0	0
Dept. of Justice	18	1	0	1
Dept. of Police and Emergency Management	10	1	1	0
Dept. of Premier and Cabinet	32	5	4	1
Dept. of Primary Industries and Water	17	5	3	1
Dept. of Treasury and Finance	17	2	0	1
Tasmanian Audit Office	0	1	1	0
Port Arthur Historic Site Management Authority	1	0	0	0
TAFE Tasmania	7	1	1	0
The Public Trustee	2	0	0	0
TOTAL	229	40	22	6

Reporting through the Agency Survey indicated that, as at 30 June 2008 there were 229 Senior Executives employed in the State Service.

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

The criteria and procedure for seeking approval are contained in Commissioner's Direction No. 1 – *Employment in the State Service*.



MERIT AND OPPORTUNITY

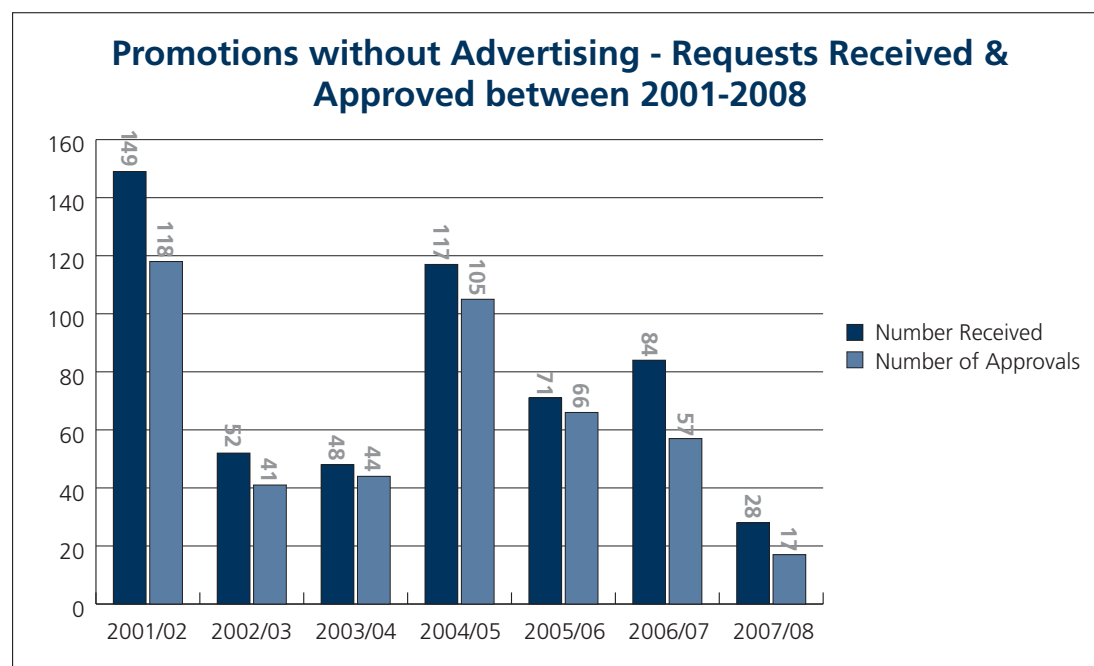
The following table provides details of requests dealt with by the Commissioner in the reporting period.

TABLE 5: Promotions without advertising, 1 July 2007 – 30 June 2008

AGENCY	B/F	Received	Approved	Not Approved	C/F
Dept. of Environment, Parks, Heritage & the Arts	-	2	-	2	-
Dept. of Health and Human Services	-	9	2	7	-
Dept. of Justice	-	13	13	-	-
Dept. of Premier and Cabinet	-	2	2	-	-
TAFE Tasmania	-	2	-	2	-
TOTALS	-	28	17	11	-

The following information shows the trend in promotions without advertising dealt with for the last 7 years:

TABLE 6: Promotions without advertising, 1 July 2001 – 30 June 2008



The application of a strict test as to the existence of special circumstances sufficient to warrant promotion without advertising continues. The sharp decrease in approvals during the reporting period is a reflection of this continued policy. Furthermore, the majority of these approvals – 13 of the 17 – related to the outcome of the Legal Practitioners Agreement translation review process in the Department of Justice. Under this Agreement, Legal Practitioners were able to seek a review of their translation by a translation review panel chaired by the President of the Tasmanian Industrial Commission. Requests for promotion without advertising resulting from this formal process were considered to satisfy the special and compelling circumstances requirements of Commissioner's Direction No. 1.



MERIT AND OPPORTUNITY

Requests to change the employment status of an employee from a fixed-term employee to a permanent employee.

Section 37(4) of the Act authorises the Minister, on the recommendation of the Commissioner, to change an employee's employment status from fixed-term to permanent. The process for dealing with requests is set down in Commissioner's Direction No. 1.

In December 2007, the Premier acknowledged that permanent employment is the usual form of employment in the State Service and committed himself to ensuring it continued to be observed not just in policy but in practice. However, at the same time, he noted the rate of fixed-term employment in the State Service may be higher than appropriate.

With that in mind, the Premier formed the *prima facie* view that there was a need to remedy that situation and he sought the Commissioner's agreement to a moratorium on the application of appropriate provisions contained in Commissioners' Direction No. 1 during which time Agencies would identify those fixed-term employees who should more appropriately be appointed as permanent employees.

The Commissioner agreed to the request made by the Premier and the *Moratorium* applied from 1 January 2008 until the close of business on 30 May 2008. During this period requests for change of employment status, received by the Commissioner from Heads of Agencies for recommendation to the Premier for approval, were not subject to the normal criteria as specified in Commissioner's Direction No. 1.

Following the *Moratorium*, the Commissioner undertook a review of Commissioner's Direction No. 1 – *Employment in the State Service*. A major focus of this review was to strengthen the provisions relating to fixed-term employment, including the provisions relating to change of employment status in accordance with section 37(4) of the Act. Full details of this revision are outlined in the Legislative Framework section earlier in my report. In summary, the changes in relation to fixed-term employment were:-

- Clarification in relation to fixed-term employees engaged on a casual basis.
- Inclusion of a provision that a Head of Agency may employ a person on a fixed-term basis for a total continuous period of up to 24 months, regardless of the number of contracts or extensions.
- Inclusion of a provision that fixed-term employment in excess of 24 months may only be made in special and compelling circumstances and with the prior approval of the Commissioner.
- Inclusion of a requirement that a Head of Agency must not make fixed-term appointments that could lead to an expectation of continuing employment.
- Revision of the provisions relating to the change of employment status of a fixed-term employee in accordance with section 37(4) of the Act.

The *Moratorium* process, which resulted in a significant number of fixed-term employees having their employment status changed to permanent, has enabled the issue of the high level of fixed-term employment across the State Service to be addressed. It will be expected that Agencies will strictly comply with the provisions relating to fixed-term employment contained in Commissioner's Direction No. 1 of 1 July 2008 and the ongoing situation in relation to levels of fixed-term employment across the Service will be closely monitored over the coming years.



MERIT AND OPPORTUNITY

Given the *Moratorium* during the reporting period, the statistics on the change of employment status from fixed-term to permanent are provided in the following two tables. The first table provides statistics for the periods 1 July 2007 to 1 January 2008 and 1 June 2008 to 30 June 2008, which excludes the *Moratorium* period. The second table provides statistics only for the *Moratorium* period of 1 January 2008 to 30 May 2008.

TABLE 7: Requests to change the employment status of an employee from a fixed-term employee to a permanent employee - 1 July 2007 to 30 June 2008 (excluding the Moratorium period of 1 January 2008 to 30 May 2008)

AGENCY	B/F	Received	Approved	Not Approved	C/F
Dept. of Education	-	93	93	-	-
Dept. of Environment, Parks, Heritage & the Arts	-	6	4	2	-
Dept. of Health and Human Services	-	23	21	2	-
Dept. of Justice	1	2	1	2	-
Dept. of Police and Emergency Management (includes Tasmania Fire Service)	-	1	1	-	-
Dept. of Primary Industries and Water	-	1	1	-	-
Dept. of Treasury and Finance	-	2	2	-	-
Tasmanian Audit Office	-	2	2	-	-
TAFE Tasmania	1	37	38	-	-
TOTALS	2	167	163	6	-

TABLE 8: Requests to change the employment status of an employee from a fixed-term employee to a permanent employee - 1 January 2008 to 30 May 2008 (The Moratorium Period)

AGENCY	Received	Approved	Not Approved	Carried Forward
Dept. of Economic Development and Tourism	53	53	-	-
Dept. of Education	940	940	-	-
Dept. of Environment, Parks, Heritage & the Arts	93	93	-	-
Dept. of Health and Human Services	809	809	-	-
Dept. of Infrastructure, Energy and Resources	13	13	-	-
Dept. of Justice	92	92	-	-
Dept. of Police and Emergency Management (includes Tasmania Fire Service)	31	31	-	-
Dept. of Premier and Cabinet	9	9	-	-
Dept. of Primary Industries and Water	83	83	-	-
TAFE Tasmania	98	98	-	-
The Public Trustee	2	2	-	-
TOTALS	2223	2223	-	-

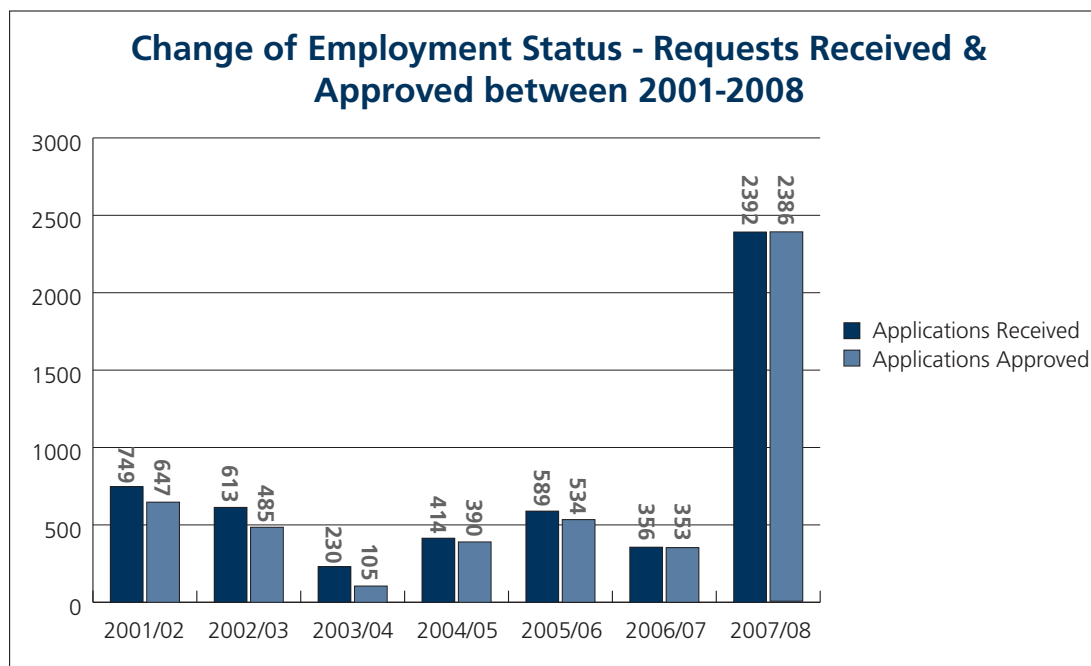


MERIT AND OPPORTUNITY

The overall figures indicate that a total of 2,386 fixed-term employees had their employment status changed to permanent in the reporting period.

The following information shows the trend in applications dealt with and approvals for the last 7 years:

TABLE 9: Change of Employment Status, 1 July 2001 – 30 June 2008



Agency based fixed-term employment registers

Agency based 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 from registers must comply with the merit requirements of the Act. Registers are posted on the job site and are open at all times to potential applicants. The registers are administratively efficient for Agencies and provide an opportunity for members of the community to gain fixed-term employment while ensuring merit-based selection.

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:

- graduate project officers, operational facilitators, operations and front-of-house assistants;
- administrative and clerical officer, administrative assistant, accounts/finance officer, computer systems officer, field officer, cave guide and information officers, discovery ranger, seasonal fire fighter, cleaner, laboratory technical officer, horticulturalist, food and beverage assistant, kitchen and kiosk assistant, ranger, gallery assistant, environmental officer, horticultural assistant, landscape assistant, utility officer, visitor services officer, travel consultant, survey interviewer, destination promotion guide;
- teachers, and information technology trainees;
- allied health professionals including diagnostic radiographer, dietitian, medical scientist, occupational therapist, orthotists, pharmacist, physiotherapist, podiatrist, radiation therapist, social worker, speech pathologist;



MERIT AND OPPORTUNITY

- enrolled nurse, registered nurse, disability workers;
- community service order supervisor;
- switchboard operator/telephonist, call centre operator, customer service officer, radio dispatch operator, legal officer, mechanic, communications technical officer, stores clerk, maintenance officer, support communications services, communication technician, fire equipment officer (battery replacement), appliance fabrication maintenance technician;
- voice communication officer;
- tourism operations -bookings and ticketing officer, food and beverage assistant, retail assistant, courtesy vehicle driver;
- tour guiding - day guide, historic ghost tour guide;
- conservation and infrastructure – cleaner, general labourer, multi-skilled labourer, works assistant;
- TAFE teacher, technical employees, library technician, information technology customer support officer, participation assistant, librarian, operational employee, support services worker (cleaner, groundsperson, storesperson, residential, utility,) kitchen hand/cafeteria assistant, and sessional teachers.

Current practices, procedures and standards for establishing Agency Based Fixed-Term Employment Registers have been reviewed within the period and will be re-issued by the Secretary DPAC as per the delegation prescribed in section 18 (1)(b) of the State Service Act 2000 in the 2008/09 financial year.

Priority Placement Register

During the reporting period a Priority Placement Register (the Register) was maintained by the State Service Commissioner to record the names of permanent employees who are 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 vacancy that a Head of Agency is seeking to fill, the Commissioner may transfer the employee to that vacancy. 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

EQUITY AND DIVERSITY

The State Service Principles demand a workplace that is free from discrimination 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 3/2002 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.

Encouraging communication, consultation, cooperation and input from employees

The Agency Survey 2008 reported that 12 of the 14 Agencies have a requirement for managers/supervisors to hold regular team meetings with employees and all Agencies have a policy of consulting with and informing employees about change that affects them. The predominant mechanisms used by Agencies to communicate with employees were:

• from Head of Agency	14 Agencies
• by senior management & Branch meetings	14 Agencies
• by regular print and/or electronic newsletters	14 Agencies
• by email	14 Agencies
• by intranet	13 Agencies
• by team meetings and informal meetings	12 Agencies
• through a communication plan/change management strategy	11 Agencies

Other mechanisms used to a lesser extent included meetings with peak bodies or representative groups, dedicated change management networks or Agency information forums.

The State Service workplace that is free from discrimination and recognises and utilises the diversity of the community

Twelve of the 14 Agencies reported that they had developed and implemented a Workplace Diversity Program as at 30 June 2008. For the remaining two agencies, the Department of Premier and Cabinet has a draft Workplace Diversity Program that will be implemented in late 2008, whilst the Department of Education's diversity plan had expired, but a new plan is under development. As a workplace diversity program for Agencies has been a legislative requirement for a number of years, I expect both Agencies to be able to report compliance with this provision in my next report.



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TABLE 10: Agency Workplace Diversity Programs - 1 July 2007 – 30 June 2008

AGENCY	Diversity Program in place	Program implemented or last reviewed	Diversity Initiatives undertaken	Diversity Program lodged with OSSC
Dept. of Economic Development and Tourism	Yes	July 2005	Yes	Yes
Dept. of Education	Expired, under development	1999	Yes	No
Dept. of Environment, Parks, Heritage and the Arts	Yes	April 2008	Yes	Yes
Dept. of Health and Human Services	Yes	August 2003	Yes	Yes
Dept. of Infrastructure, Energy and Resources	Yes	April 2008	Yes	Yes
Dept. of Justice	Yes	2007	Yes	Yes
Dept. of Police and Emergency Management	Yes	2006/07	Yes	Yes
Dept. of Premier and Cabinet	Currently in draft	To be implemented in late 2008	Yes	No
Dept. of Primary Industries and Water	Yes	June 2008	Yes	Yes
Dept. of Treasury and Finance	Yes	October 2004	Yes	Yes
Tasmanian Audit Office	Yes	May 2007	Yes	Yes
Port Arthur Historic Site Management Authority	Yes	June 2008	Yes	Yes
TAFE Tasmania	Yes	June 2008	Yes	Yes
The Public Trustee	Yes	July 2007	Yes	Yes

Of the 12 Agencies that had a Workplace Diversity Program, 11 had performance indicators in place. The following mechanisms were used to communicate the program to Agency employees:

- specific communication from Head of Agency 9 Agencies
- through senior management & Branch meetings 10 Agencies
- through the intranet & document library 11 Agencies
- via regular print and/or electronic newsletters 8 Agencies
- through team meetings & informal meetings 6 Agencies
- via email 6 Agencies

Workplace Diversity - Training Initiatives

Managers and supervisors undertook workplace training activities in 11 Agencies during the reporting period, with 10 Agencies focusing on issues of workplace discrimination and 7 Agencies focusing on workplace conflict.

This resulted in a total of 240 managers and supervisors attending workplace discrimination training and 236 attending workplace conflict training within the reporting period. In addition to these figures, one Agency had 324 attendees to a combined workplace discrimination and workplace conflict course.



EQUITY AND DIVERSITY

In other related training, 51 attended sessions on managing workplace issues and behaviour and 113 attended a general leader development program.

These activities were mainly designed to promote workplace diversity policies, specialist training for workplace diversity contact officers and managers, informing employees of training options and resources available, as well as encouraging greater diversity representation in Agencies. A summary of the specific workplace diversity initiatives conducted during the reporting period included:

• workplace contact officers training & maintenance	6 Agencies
• development of a disability action plan	5 Agencies
• workplace behaviour information and training sessions	4 Agencies
• implementation of flexible work practices/work life balance	3 Agencies
• diversity training for managers	3 Agencies
• cultural awareness training	2 Agencies
• stop bullying & harassment training sessions	2 Agencies
• anti-bullying & discrimination posters and brochures	2 Agencies
• employee assistance program	2 Agencies
• communication & interpersonal skills training	2 Agencies
• flexible working arrangements on returning from maternity leave	2 Agencies

Minimising Bullying and/or Harassment in the Workplace

Throughout the reporting period Agencies have been working towards reducing the risk of bullying and/or harassment in the workplace through the following activities:

• establishing clear processes for dealing with allegations	14 Agencies
• development and implementation of specific policies	13 Agencies
• including a definition of what bullying and harassment is or is not in Agency policies	13 Agencies
• specialist advice to managers and employees	13 Agencies
• appointing Agency bullying and/or harassment officer(s)	11 Agencies
• monitoring and reviewing processes to ensure they are being appropriately applied	10 Agencies
• training provided to managers/supervisors and employees	10 Agencies
• ensuring incidents are properly addressed by senior management	8 Agencies



EQUITY AND DIVERSITY

The following table shows the anti-bullying and harassment training conducted by Agencies in the reporting period.

TABLE 11: Anti-Bullying and Harassment Training Conducted 1 July 2007 – 30 June 2008

AGENCY	Managers/ Supervisors Trained 2007/08	Total Managers/ Supervisors Trained	Employees Trained 2007/08	Total Employees Trained	Contact Officers Trained 2007/08	Total Contact Officers Trained
Dept. of Economic Development and Tourism	0	84	0	0	1	9
Dept. of Education	n/a	100	n/a	113	n/a	n/a
Dept. of Environment, Parks, Heritage and the Arts	72	110	200	200	0	0
Dept. of Health and Human Services	10	147	186	186	17	94
Dept. of Infrastructure, Energy and Resources	13	63	37	96	2	12
Dept. of Justice	60	130	30	100	40	40
Dept. of Police and Emergency Management	3	89	n/a	140	0	0
Dept. of Premier and Cabinet	0	32	0	17	0	8
Dept. of Primary Industries and Water	72	91	0	108	21	21
Dept. of Treasury and Finance	8	62	5	5	0	4
Tasmanian Audit Office	0	11	0	25	0	0
Port Arthur Historic Site Management Authority	0	7	0	2	0	0
TAFE Tasmania	0	126	0	67	45	45
The Public Trustee	0	39	0	8	3	3
Total Trained	238	1091	458	1067	129	236

The above table indicates that most Agencies are making steady progress towards the training of managers/supervisors and contact officers, although progress towards training employees is much slower.

In the reporting period, 4 Agencies in particular have significantly improved their training activity, these being the Departments of Environment, Parks, Heritage and the Arts, Infrastructure, Energy and Resources, Justice and Primary Industries and Water.

The Departments of Education and Health and Human Services are yet to make significant progress.



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Agency senior managers who had completed anti-bullying and harassment training in the reporting period and total trained as at 30 June 2008, are outlined in the following table: (senior managers are defined for this table as administrative and clerical level 10 and above or its equivalent)

TABLE 12: Senior Managers Anti-Bullying and Harassment Training

AGENCY	Senior Managers Trained in 2006/07	Senior Managers Trained in 2007/08	Total Senior Managers Trained
Dept. of Economic Development and Tourism	65	0	65
Dept. of Education	100	0	100
Dept. of Environment, Parks, Heritage and the Arts	38	52	90
Dept. of Health and Human Services	42	0	42
Dept. of Infrastructure, Energy and Resources	7	11	19
Dept. of Justice	120	60	180
Dept. of Police and Emergency Management	64	3	67
Dept. of Premier and Cabinet	50	21	71
Dept. of Primary Industries and Water	7	94	101
Dept. of Treasury and Finance	50	0	50
Tasmanian Audit Office	11	0	11
Port Arthur Historic Site Management Authority	7	0	7
TAFE Tasmania	113	0	113
The Public Trustee	3	0	2
Total Trained	677	241	918

The above table indicates that most Agencies are making good progress towards training senior managers.

In the reporting period, 5 Agencies have made a noticeable training effort, these being the Departments of Environment, Parks, Heritage and the Arts, Infrastructure, Energy and Resources, Justice, Premier and Cabinet and Primary Industries and Water.

The Department of Health and Human Services, and to a lesser extent the Department of Education, are yet to make significant progress.



EQUITY AND DIVERSITY

Recruitment of young people

TABLE 13 : Recruitment of Young people under 25 years of age appointed for a period of 6 months duration or longer 1 July 2005 – 30 June 2008

AGENCY	Permanent employees recruited			Fixed-Term employees recruited			Total employees recruited		
	2005/06	2006/07	2007/08	2005/06	2006/07	2007/08	2005/06	2006/07	2007/08
Dept. of Economic Development and Tourism	3	1	7	8	9	10	11	10	17
Dept. of Education	52	21	15	124	124	142	176	145	157
Dept. of Environment, Parks, Heritage and the Arts	3	0	2	42	19	33	45	19	35
Dept. of Health and Human Services	43	38	34	109	118	99	152	156	133
Dept. of Infrastructure, Energy and Resources	9	7	6	26	16	13	35	23	19
Dept. of Justice	41	16	17	20	17	12	61	33	29
Dept. of Police and Emergency Management	5	14	15	11	11	5	16	25	20
Dept. of Premier and Cabinet	3	9	35	5	9	32	8	18	67
Dept. of Primary Industries and Water	7	6	19	34	26	26	41	32	45
Dept. of Treasury and Finance	0	4	5	4	3	13	4	7	18
Tasmanian Audit Office	0	0	4	0	0	5	0	0	9
Port Arthur Historic Site Management Authority	1	0	4	4	11	8	5	11	12
TAFE Tasmania	3	4	3	10	5	5	13	9	8
The Public Trustee	0	1	0	0	1	2	0	2	2
TOTALS	170	121	166	397	369	405	567	490	571

It is noted that there was an increase of 81 young people under 25 years of age recruited by Agencies between the 2007 and 2008 reporting periods - 45 permanent employees and 36 fixed-term employees. This represents an overall increase of 16.5% from the 2007 reporting period. The most significant recruitment increases occurred in the Department of Premier and Cabinet and the Department of Environment, Parks, Heritage and the Arts with increases over 2006/07 of 49 and 16 young people respectively. However, the Department of Health and Human Services had a reduction of 23 young people recruited compared with 2006/07.



EQUITY AND DIVERSITY

TABLE 14: Percentage of Youth under 25 years of age employed in the State Service

Total Youth under 25 years Employed in the State Service	As at 30/06/05	As at 30/06/06	As at 30/06/07	As at 30/06/08
	4.5%	4.47%	4.34%	4.01%

Although Table 13 indicates a numeric increase in recruitment of young people, the State Service employment statistics indicate that over the past four reporting periods the percentage of young people under 25 years of age employed in the State Service has continued to fall from 4.5% as at 30 June 2005 to 4.01% as at 30 June 2008. The ongoing employment of young people under 25 years of age in the State Service is an area that Agencies need to continue to address, especially given an ageing workforce.

State Service Graduate Recruits

The Agency Survey 2008 shows that 6 Agencies appointed Administrative Trainees (Graduate Recruits) under 25 years of age during the reporting period, with a total of 30 Graduate Recruits appointed across the State Service, 17 being permanent appointments and 13 fixed-term appointments. This is a considerable increase from the 12 employed in the previous reporting period.

However, it should be noted that there may have been other recent graduates appointed to the State Service that were over 25 years of age and others that 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.

Whole of Government diversity initiatives

Both the Office of the State Service Commissioner and the Public Sector Management Office have a role in ensuring that the State Service is free from discrimination and harassment. The Public Sector Management Office has an additional role in assisting Agencies to develop workplace diversity programs that meet business needs and comply with Commissioner's Direction 3/2002.

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

Employment of Aboriginal people

The Public Sector Management Office has responsibility for the *Aboriginal Employment Policy Guidelines*. The Guidelines are contained in Ministerial Direction No.12 of 23 November 2005.

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.



EQUITY AND DIVERSITY

Although the Public Sector Management Office 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. Under the procedure contained in Ministerial Direction No. 12, Agencies must forward such requests through the Office of Aboriginal Affairs for endorsement.

In the reporting period, the State Service Commissioner approved 3 Identified and 9 Tagged positions under this program in the following agencies:-

Department of Education	3 Tagged
Department of Health	1 Identified
Department of Environment, Parks, Heritage and the Arts	2 Identified and 4 Tagged
Department of Economic Development and Tourism	1 Tagged
TAFE	1 tagged

In a number of instances, the above approvals replace existing approvals. Also, the Office of Aboriginal Affairs had reviewed the records of approvals for all Agencies, which has resulted in a number of out-of date approvals being deleted. Accordingly, as at the 30 June 2008, there were 71 Aboriginal Identified and 14 Aboriginal Tagged positions in the State Service. The following table provides the number and type of approval for each Agency.

TABLE 15: Aboriginal Identified and Tagged Positions as at 30 June 2008

AGENCY	Aboriginal "Identified" Positions	Aboriginal "Tagged" Positions	Totals
Dept. of Economic Development	1	1	2
Dept. of Education	40	6	46
Dept. of Environment, Parks, Heritage and the Arts	8	4	12
Dept. of Health and Human Services	9	1	10
Dept. of Infrastructure, Energy and Resources	1	-	1
Dept. of Justice	2	-	2
Dept. of Premier and Cabinet	4	1	5
Dept. of Primary Industries and Water	1	-	1
TAFE Tasmania	5	1	6
TOTALS	71	14	85

The Tasmanian Government Work Placement Program – people from diverse cultural and linguistic backgrounds

The *Tasmanian Government Work Placement Program* was established in 2003 as a joint project between the Public Sector Management Office and Multicultural Tasmania.

The aim of the program is to support improved settlement and employment outcomes by helping recent arrivals become job ready by providing them with opportunities to improve their skills and confidence and to develop important networks within State and Local Government agencies and organisations.



EQUITY AND DIVERSITY

The Program enhances an agency/organisation's diversity profile and has two-fold benefits in assisting participants and contributing to the achievement of Tasmania *Together* goals.

The range of participant host opportunities in 2007/08 indicates strong networked connections. Through the operation of a brokering and support service, 22 participants were placed with the following organisations:

- Department of Education;
- Department of Environment, Parks, Heritage and the Arts;
- Department of Health and Human Services;
- Department of Infrastructure, Energy and Resources;
- Department of Premier and Cabinet;
- Department of Primary Industries and Water;
- Department of Treasury and Finance;
- TAFE Tasmania;
- Hobart City Council; and
- Commissioner for Children and Other Organisations.

The program boasts close to a 100% completion rate. In recognition of this success, the Commonwealth Department of Immigration and Citizenship nominated the program for inclusion in a national best practice guide that showcased 29 of the best refugee settlement projects around Australia.

People with disabilities

The Tasmanian Government's *Disability Framework for Action 2005-2010* is a whole-of-government approach to policy and planning, service delivery and evaluation that seeks to remove barriers and enable people with disability to enjoy the same rights and opportunities as other Tasmanians. The Framework includes a comprehensive range of actions that the Government will pursue to promote the rights of Tasmanians with disability.

The People with Disabilities program has been developed and is valuable in providing an additional entry point for recruiting people with a disability into the State Service.

The program is currently approved until December 2008. Further work is being undertaken to improve awareness and utilisation across the State Service. This includes:

- Development of promotional materials for use by HR recruitment staff in raising awareness of the program among vacancy managers;
- Provision of information on available Commonwealth funding;
- Liaison with Agency HR Managers and Diversity staff, for the purpose of promoting use of the program in Managing Diversity planning within Agencies.

The program has been specifically incorporated into Department of Premier and Cabinet's Disability Action Plan to assist that Agency with increasing the number of people with a disability that they employ.



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 establishes the minimum standard for such systems.

A major project to evaluate the performance management systems of all Agencies was undertaken in 2006. The aim of that evaluation project was to measure the extent to which Agencies had complied with Section 34(1)(g) of the *State Service Act 2000*, to implement systems to evaluate the performance of employees, and in particular, Agency compliance with the minimum standards of Commissioner's Direction No. 4.

The evaluation report on Agency Performance Management Systems was published in December 2006. The report found that 11 of the 14 Agencies complied with the Legislative requirement to have a performance management system in place to evaluate the performance of all Agency employees.

The outcomes from the performance management evaluation project also formed the basis for a review of Commissioner's Direction No. 4. As a result, revised Commissioner's Direction No. 4 - *Performance Management Systems* was issued on 8 June 2007.

**TABLE 16: Performance Management Systems within the State Service
1 July 2007 – 30 June 2008**

AGENCY	Performance Management System	Employees in Agency as at 30/06/08	Employees Participated in Agency 2007/08	% of Total Employees in Agency 2007/08
Dept. of Economic Development and Tourism (see Note 1)	Yes	448	162	36%
Dept. of Education	Yes	11054	257	2%
Dept. of Environment, Parks, Heritage and the Arts(see Note 2)	Yes	730	568	78%
Dept. of Health and Human Services	Yes	10528	No data	No data
Dept. of Infrastructure, Energy and Resources	Yes	648	411	63%
Dept. of Justice	Yes	1107	860	78%
Dept. of Police and Emergency Management	Yes	948	222	23%
Dept. of Premier and Cabinet	Yes	392	269	69%
Dept. of Primary Industries and Water	Yes	1170	1125	96%
Dept. of Treasury and Finance	Yes	333	340	100%
Tasmanian Audit Office	Yes	39	42	100%
Port Arthur Historic Site Management Authority	Yes	115	87	76%
TAFE Tasmania	Yes	1238	236	19%
The Public Trustee	Yes	52	41	79%
TOTALS		28802	4620	16%

Note 1. The performance management statistics for the Department of Economic Development and Tourism do not include Tourism participation statistics, due to the transfer of Tourism to the Department of Economic Development in March 2008.

Note 2. The performance management statistics for the Department of Environment, Parks, Heritage and the Arts includes Tourism participation statistics, due to the transfer from the then Department of Tourism, Arts and the Environment in March 2008.



PERFORMANCE MANAGEMENT

The 2008 Agency Survey indicated that as at 30 June 2008, all Agencies have a performance management system operating in their respective Agency, with 13 Agencies having lodged them with my Office. However, the Department of Health and Human Services, the Department of Education and the Department of Police and Emergency Management's (Tasmania Fire Service) performance management systems were only partly implemented.

All Agencies apart from the Department of Health and Human Services have their performance management system directly linked to the achievement of their Agency corporate objectives, priorities, strategies or processes. With the exception of the Department of Health and Human Services and Port Arthur Historic Site Management Authority, all Agencies systems also incorporate a career planning element for their employees.

TABLE 17: Performance Management Familiarisation and Supervisor Training

AGENCY	Familiarisation Training				Supervisor Training			
	2004/05	2005/06	2006/07	2007/08	2004/05	2005/06	2006/07	2007/08
Dept. of Economic Development and Tourism	204	199	0	70	64	No data available	0	0
Dept. of Education	No data available	No data available	40	113	No data available	No data available	0	27
Dept. of Environment, Parks, Heritage and the Arts	574	No data available	131	0	161	No data available	19	102
Dept. of Health and Human Services	No data available	No data available	80	0	No data available	No data available	80	559
Dept. of Infrastructure, Energy and Resources	163	266	32	35	126	16	9	7
Dept. of Justice	550	100	260	360	No data available	50	96	100
Dept. of Police and Emergency Management	No data available	110	0	290	No data available	45	0	No data available
Dept. of Premier and Cabinet	0	0	0	0	3	12	0	0
Dept. of Primary Industries and Water	98	131	354	70	51	19	229	41
Dept. of Treasury and Finance	14	14	0	33	94	14	0	14
Tasmanian Audit Office	18	0	10	42	3	0	2	14
Port Arthur Historic Site Management Authority	0	109	0	0	0	29	0	0
TAFE Tasmania	300	No data available	0	0	50	No data available	0	0
The Public Trustee	45	50	46	8	9	10	0	3
Total Employee Participation	1966	979	953	1021	561	195	435	867



PERFORMANCE MANAGEMENT

The information provided in the above table indicates that all Agencies have provided familiarisation training for employees and supervisor training in the conduct of performance management reviews when appropriate.

In the reporting period, 9 Agencies conducted performance management employee familiarisation training and 9 Agencies conducted supervisors training in relation to dealing with employee's performance management.

The specific Agency training provided for managers/supervisors is outlined below:

• the performance management process	11 Agencies
• managing feedback & poor performance	11 Agencies
• managing people effectively	11 Agencies
• communication and mediation skills	9 Agencies
• conflict management & effective communication training	8 Agencies
• workplace behaviour training	8 Agencies
• principles of effective leaders to support good performance	6 Agencies
• giving and receiving feedback for competency based training	5 Agencies
• understanding management & industrial relations	4 Agencies

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

• through the performance management process	14 Agencies
• acknowledged through awards or in newsletters etc	13 Agencies
• by recognition from Agency managers	12 Agencies
• with Agency opportunities outside their current workplace	7 Agencies
• through the values system in an informal manner	7 Agencies
• by training provided to managers	6 Agencies
• through a reward & recognition program	2 Agencies

Other methods utilised to a lesser extent included formal recognition by senior management, staff meetings, scholarships, and individual recognition & board dinner invitations.

Thirteen Agencies provided managers/supervisors with access to training in relation to dealing with employees whose work performance or workplace behaviour was inadequate. Agencies reported that these issues were dealt with in the following ways:

• with specialist advice from the human resource area or external providers	14 Agencies
• through the Agency's performance management system	13 Agencies
• delegated to agency managers for appropriate attention	11 Agencies
• by managers provided with appropriate training	11 Agencies
• supporting information & guidelines on the intranet	10 Agencies
• the Agency has a specific policy	10 Agencies



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 was targeted.

**TABLE 18: Structured Agency Leadership Development Programs
1 July 2007 – 30 June 2008**

AGENCY	Program in place	Implemented or last reviewed	Number of Participants	Where is the training targeted
Dept. of Economic Development and Tourism	Yes	May 2008	103	Senior & Middle Managers High potential employees
Dept. of Education	No	No data	No data	(Refer Note 1. below)
Dept. of Environment, Parks, Heritage and the Arts	Yes	June 2008	102	Senior Managers Middle Managers
Dept. of Health and Human Services	Yes	August 2007	70	Middle Managers
Dept. of Infrastructure, Energy and Resources	Yes	Sept 2007	50	Senior Managers Middle Managers
Dept. of Justice	Yes	Ongoing	240	Senior Managers Middle Managers
Dept. of Police and Emergency Management	Yes	Ongoing	11	Senior & Middle Managers High potential employees & Everyone
Dept. of Premier and Cabinet	No	No data	No data	No data
Dept. of Primary Industries and Water	Yes	2006	100	Senior & Middle Managers High potential employees
Dept. of Treasury and Finance	Yes	2008	11	Middle Managers High potential employees
Tasmanian Audit Office	Yes	2006/07	12	Senior & Middle Managers High potential employees
Port Arthur Historic Site Management Authority	No	No data	No data	No data
TAFE Tasmania	Yes	Oct 2006	314	Everyone
The Public Trustee	Yes	2008	15	Middle Managers High potential employees
Total Number of Participants			1028	

Note 1. The Department of Education reported that as the Agency is a large, highly decentralised organisation, focussed on ongoing learning for all, a range of leadership development programs and opportunities for aspirant leaders are provided through and by various divisions; EG Learning Services provide a program for emergent school leaders, while a number of corporate business units have developed programs specific to their employee needs. As a result the Department does not have one system wide leadership development program.



LEADERSHIP AND DEVELOPMENT

Table 18 shows that 11 of the 14 Agencies have a structured leadership development program in place, with the majority of these programs catering for senior and middle managers. Six Agencies have also targeted employees who were considered to possess a high degree of potential. Training for these employees focused on leadership development for middle managers, leading change and diversity, emerging leadership, leadership coaching and mentoring, coaching workshops and managing performance.

I note that the Department of Premier and Cabinet and Port Arthur Management Authority have reported that a structured leadership program is not currently in place within their Agencies.

Employee Training and Development

**TABLE 19: Structured Employee Training and Development Programs
1 July 2007 – 30 June 2008**

AGENCY	Employee Program in place	Human Resource Management Program in place	Where is the training targeted
Dept. of Economic Development and Tourism	Yes	No	Senior & Middle Managers High potential employees, Graduates Everyone (not targeted)
Dept. of Education	No	No	(Refer Note 1. below)
Dept. of Environment, Parks, Heritage and the Arts	Yes	No	Middle Managers High potential employees, Graduates
Dept. of Health and Human Services	Yes	No	Middle Managers High potential employees Everyone (not targeted)
Dept. of Infrastructure, Energy and Resources	Yes	No	Everyone (not targeted)
Dept. of Justice	Yes	No	Everyone (not targeted)
Dept. of Police and Emergency Management	Yes	No	Senior & Middle Managers High potential employees, Graduates
Dept. of Premier and Cabinet	No	No	(Refer Note 2. below)
Dept. of Primary Industries and Water	Yes	No	Senior & Middle Managers High potential employees, Graduates Everyone (not targeted)
Dept. of Treasury and Finance	Yes	No	Senior & Middle Managers High potential employees, Everyone (not targeted)
Tasmanian Audit Office	No	No	(Refer Note 2. below)
Port Arthur Historic Site Management Authority	Yes	No	Permanent employees
TAFE Tasmania	Yes	No	Middle Managers High potential employees Everyone (not targeted)
The Public Trustee	Yes	No	Senior & Middle Managers Everyone (not targeted)

Note 1. The Department of Education reported that as the Agency is a large, highly decentralised organisation, focussed on ongoing learning for all, it does not have one Agency-wide training and development structure. The Agency does however, provide a significant range of training and development programs through the various divisions, with many targeted to specific employee groups and needs.

Note 2. The Agency maintains that it provides training and development opportunities targeted to specific employee needs.



LEADERSHIP AND DEVELOPMENT

It is noted that there has been no improvement over the last three reporting periods concerning the development and implementation of a structured development program for employees within Human Resource Management areas within Agencies, with none of the 14 Agencies having reported a program in place.

I must continue to emphasise that good human resource management is fundamental to achieving organisational goals. Given that responsibility for this function rests with individual Agencies, I firmly believe that every Agency would receive considerable benefit from the development and implementation of a structured training program for employees working in their human resources area. Alternatively, a State Service wide structured training program for human resource personnel may be a more effective way to implement this type of structured training program.

Secondment Arrangements

During the reporting period, 2 people were seconded into Agencies from outside the State Service under section 46(1) (a) of the Act and 446 employees participated in secondment arrangements to external organisations under section 46(1) (b). Note that over 87% of the latter secondments relate to the Health and Human Services sector.

Of the 446 employees seconded under section 46(1) (b) of the Act, the Commissioner entered into 436 secondment arrangements and, under delegation from the Commissioner, the Chief of Staff of the Premier's Office entered into 10 secondment arrangements to positions within Ministerial and Parliamentary Offices.

TABLE 20: Secondment Arrangements 1 July 2007 – 30 June 2008

AGENCY	No of Employees Seconded outside the State Service	No of Employees Seconded into the State Service
Dept. of Economic Development and Tourism	0	1
Dept. of Education	18	0
Dept. of Environment, Parks, Heritage and the Arts	2	0
Dept. of Health and Human Services	391	0
Dept. of Infrastructure, Energy and Resources	3	0
Dept. of Justice	1	0
Dept. of Police and Emergency Management	0	0
Dept. of Premier and Cabinet	0	0
Dept. of Primary Industries and Water	28	0
Dept. of Treasury and Finance	2	1
Tasmanian Audit Office	0	0
Port Arthur Historic Site Management Authority	0	0
TAFE Tasmania	1	0
The Public Trustee	0	0
TOTALS	446	2



LEADERSHIP AND DEVELOPMENT

The Training Consortium

The Training Consortium (TTC) is part of the Public Sector Management Office. TTC brokers and co-ordinates a wide range of training and development services to provide learning and development programs and events throughout Tasmania for its member organisations. The Consortium was established in 1998 and has grown from its initial 4 member organisations to 22, including Agencies from the Tasmanian State Service, the Australian Public Service, Local Government, Government Business Enterprises, private organisations and the University of Tasmania.

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. TTC has a Memorandum of Understanding with the Australian Public Service Commission, which further enhances the variety and scope of the leadership and general training opportunities coordinated by TTC.

Member Organisations of TTC are as follows: Australian Antarctic Division; Aurora Energy; Centrelink Tasmania; Departments of Economic Development and Tourism, Education, Health and Human Services, Infrastructure Energy & Resources, Justice, Police & Emergency Management, Premier & Cabinet, Primary Industries & Water, Environment, Parks, Heritage and the Arts, Treasury & Finance; Hobart City Council; Netcom; TAFE Tasmania; Tasmanian Audit Office; The Federal Group; Transend Networks; and University of Tasmania.

Statistical information about TTC's activity for the period 1 July 2004 to 30 June 2008 is provided below.

TABLE 21: The Training Consortium
Summary of events offered to member organisations for 2004/2008

Events Offered to Member Organisations				Registrations Received			
2004/05	2005/06	2006/07	2007/08	2004/05	2005/06	2006/07	2007/08
310	384	557	451	3686	4041	6509	4971

Leadership Speakers

Speakers for TTC's popular "Leadership in Action" series over the past year have included: Dr Yuhani Ilmarinen (Finland), Alistair Mant (UK), Michael Mobbs (Aus) and Peter Williams (Aus).

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. Twenty three participants graduated in July 2007 and a new Program commenced in September 2007 with 26 participants. Participants from this intake will graduate in July 2009.



LEADERSHIP AND DEVELOPMENT

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.

New Programs

TTC regularly introduces new training programs to meet special needs, meet emerging trends and address new knowledge and skill requirements. Some of the areas covered during the year include speech writing, Freedom of Information, science writing, managing remote workers and specialised software testing.



ETHICS AND ACCOUNTABILITY

ETHICS AND ACCOUNTABILITY

The State Service is a public service that is:

- apolitical, performing its functions in an impartial, ethical and professional manner;
- accountable for its actions and performance, within the framework of Ministerial responsibility, to the Government, the Parliament and the community;
- 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 Agency Survey 2008 responses indicated that 10 Agencies provided managers/supervisors and employees with information and/or training about potential conflicts of interest and how to avoid them. All Agencies have guidelines in place for employees concerning the issue of receiving Gifts and Benefits. All 14 Agencies embarked on activities to make their employees aware of these guidelines. These activities included:

- | | |
|---|-------------|
| • providing information on the Intranet | 14 Agencies |
| • development of a Gifts and Benefits Policy | 14 Agencies |
| • communication by email, face to face discussions employees | 7 Agencies |
| • provision of an agency introduction program/employee handbook | 5 Agencies |
| • provision of periodic reminders to employees | 4 Agencies |

Others activities undertaken to a lesser extent included team meetings and signed annual declarations.

All 14 Agencies have Internet and Email Usage Guidelines and informed employees of them through:

- | | |
|---|-------------|
| • publication on the internet | 13 Agencies |
| • induction program and the employee handbook | 11 Agencies |
| • when logging onto the computer | 11 Agencies |
| • periodic reminders | 6 Agencies |
| • internal emails | 5 Agencies |

Another method used to a lesser extent was a signed annual declaration.

Ensuring accountability to Government

The Agency Survey 2008 reported that 12 Agencies provided employees with information about Government priorities relevant to their workplace. The methods used to disseminate this information are:

- | | |
|---|-------------|
| • business/budget planning process | 12 Agencies |
| • performance management process | 10 Agencies |
| • by managers/supervisors/team meetings | 10 Agencies |
| • internal newsletters and e-bulletins | 10 Agencies |
| • by the agency intranet | 8 Agencies |



ETHICS AND ACCOUNTABILITY

Other methods used to a lesser extent included correspondence from the Head of Agency and induction processes.

Agency Customer Service Charters and customer service strategies

The Agency Survey 2008 indicated that 10 of the 14 Agencies have a Customer Service Charter and 10 Agencies have Customer Service Strategies in place.

Agencies have been making employees aware of their Agency Customer Service Charter/Customer Service Strategies using the following methods:

- | | |
|--|------------|
| • induction process | 9 Agencies |
| • team meetings | 8 Agencies |
| • business planning process | 8 Agencies |
| • face to face information sessions | 6 Agencies |
| • performance management process | 6 Agencies |
| • internal newsletters and e-bulletins | 5 Agencies |
| • customer service reports | 4 Agencies |
| • agency intranet | 2 Agencies |

Mechanisms used by Agencies to ensure that the general public is aware of their Agency Customer Service Charter/Customer Service Strategy include:

- | | |
|---|------------|
| • promotion through the agency intranet | 9 Agencies |
| • direct feedback from clients | 8 Agencies |
| • through the business planning process | 7 Agencies |
| • promotion at the venues where services are provided | 6 Agencies |
| • information leaflets and feedback mechanisms as part of the service transaction | 5 Agencies |
| • through newsletters and other publications | 3 Agencies |

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:

- | | |
|---|-------------|
| • by telephone contact | 11 Agencies |
| • through the internet feedback forms | 10 Agencies |
| • through face to face discussions with clients | 9 Agencies |
| • through hard copy forms | 9 Agencies |
| • through client surveys | 8 Agencies |
| • by dedicated customer service emails | 6 Agencies |

Other methods used included service level agreements and general correspondence.



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 Agency Survey 2008 responses reported that all Agencies have an Occupational Health and Safety (OH&S) policy in place, as well as an appropriate Incident Reporting System, including hazard reporting, incident and injury reporting and risk assessing activities/jobs/tasks. However, only 13 Agencies included risk management as part of the business planning process.

Documented processes were in place in all Agencies for Incident and Injury Reporting, 13 Agencies for Hazard Reporting and 12 Agencies for Risk Assessing Activities. Twelve of the 14 Agencies also have a documented OH&S management system in place and all Agencies provide employees with appropriate training relevant to their duties and responsibilities.

TABLE 22: Occupational Health and Safety (OH&S) Training completed, 1 July 2007 – 30 June 2008

AGENCY	Responsible Officer Training		Manager/ Supervisor Training		Employee OH&S Training		Employee Safety Representative Training	
	2007/08	Total Trained	2007/08	Total Trained	2007/08	Total Trained	2007/08	Total Trained
Dept. of Economic Development and Tourism	1	12	0	0	0	0	10	24
Dept. of Education	0	100	0	0	0	800	0	126
Dept. of Environment, Parks, Heritage and the Arts	3	19	9	221	34	451	0	0
Dept. of Health and Human Services	3	3	15	15	394	394	0	250
Dept. of Infrastructure, Energy and Resources	1	11	29	59	51	127	0	0
Dept. of Justice	No data	No data	No data	No data	No data	No data	3	13
Dept. of Police and Emergency Management	10	25	113	223	No data	823	1	36
Dept. of Premier and Cabinet	0	5	1	2	0	123	2	9
Dept. of Primary Industries and Water	No data	8	11	161	16	16	No data	No data
Dept. of Treasury and Finance	0	3	35	51	5	58	4	13
Tasmanian Audit Office	0	2	0	10	0	25	0	2
Port Arthur Historic Site Management Authority	0	0	32	35	97	101	2	4
TAFE Tasmania	2	9	2	118	78	404	3	40
The Public Trustee	3	8	2	2	0	0	0	0
TOTALS	23	205	249	897	675	3322	25	517



A FAIR, FLEXIBLE, SAFE & REWARDING WORKPLACE

Flexible working arrangements

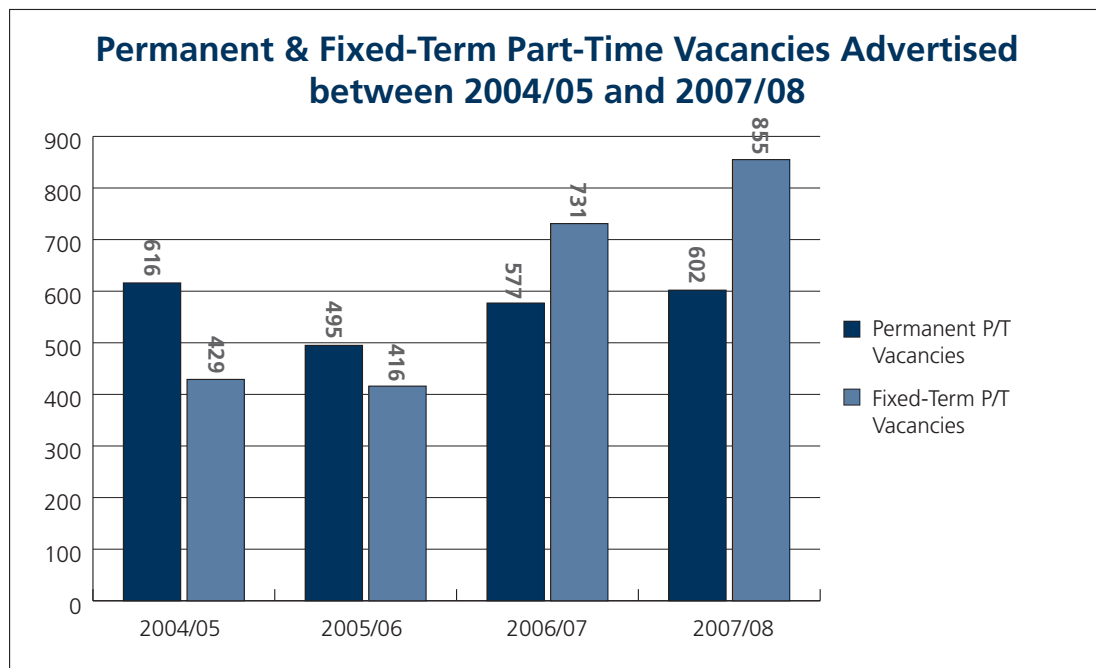
Results of the Agency Survey 2008 indicated that nearly all Agencies have continued to incorporate flexible working arrangements when advertising vacancies. Ten of the 14 Agencies said that all employees in their Agency have access to flexible hours of work.

Four Agencies put in place new flexible working arrangements during the reporting period. These included: Flexible Work – Principles, Guidelines & Facts Sheets; extension of unpaid leave following parental leave; temporary reduction from full-time to part-time, employment to suit parenting & returning from maternity leave; and through provisions contained in the Teacher Aide Agreement.

Thirteen Agencies stated that they allowed employees to work from home on occasions. Seven stated that they have a policy covering working from home, 6 of these Agencies indicated a total of 70 employees making use of this policy. However, a number of Agencies did not collect working from home statistical information.

The number of part-time vacancies available in the State Service is an indicator of employment flexibility. The following table shows the number of part-time vacancies advertised over the last four reporting periods.

TABLE 23: Part-Time Vacancies Advertised, 1 July 2004 – 30 June 2008



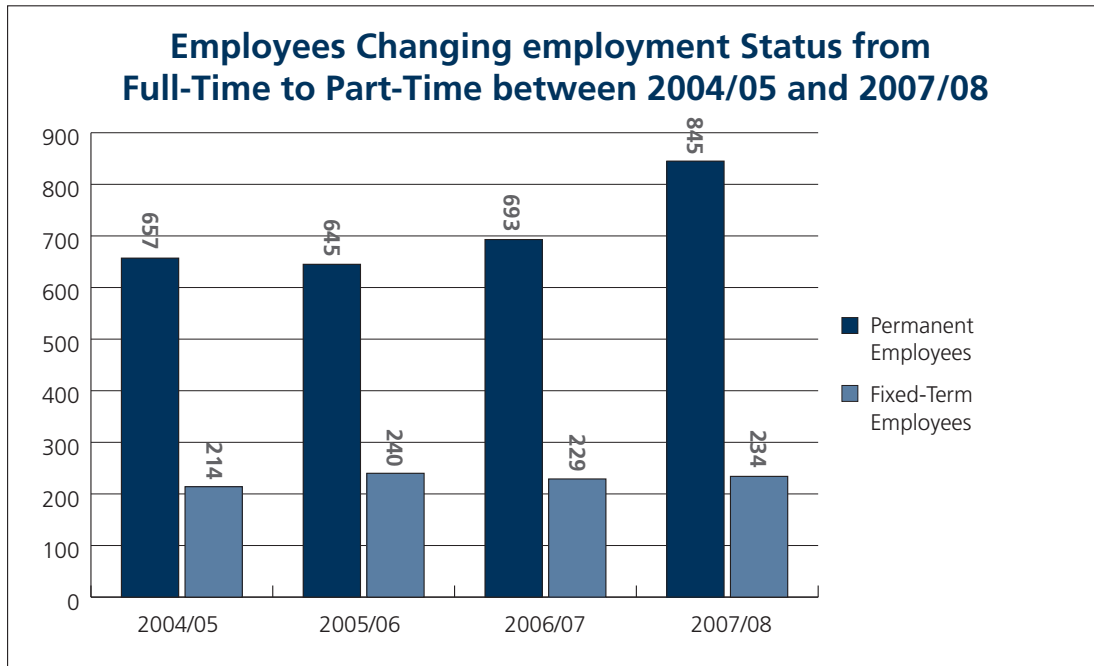
Note: The 2007/08 statistics include 28 permanent and 24 fixed-term vacancies that were advertised with the flexibility to be undertaken either in a full-time or part-time capacity.

The number of permanent part-time vacancies advertised continues to trend upwards, with a 4.3% increase over 2006/07. Fixed-term part-time vacancies increased significantly compared with 2006/07, recording a 21.5% increase.



A FAIR, FLEXIBLE, SAFE & REWARDING WORKPLACE

TABLE 24: Changed Employment Status, 1 July 2004 – 30 June 2008



The statistics in the above table represent an overall increase of 157 permanent and fixed-term employees taking up this option from the previous reporting period. This increase in take up of part-time employment options, mainly by permanent employees, has been consistent and has generally increased over the last few years.

Other Flexible Work Options Utilised

Other flexible work options and the number of employees seeking to take advantage of these options are included in the table below:

TABLE 25: Utilisation of flexible work options, 1 July 2007 – 30 June 2008

FLEXIBLE WORK PRACTICES	No. of Employees in 2007/08
Employees who applied to participate in State Service Accumulated Leave Scheme (SSALS) (See note 1 below)	104
Employees who had these new SSALS arrangements approved	104
Employees earning more than \$76,000 pa elected to participate in a SSALS	18
Employees earning more than \$76,000 pa working part-time	527
Employees who took paid maternity leave	559
Employees who took paid adoption leave	7
Employees who took unpaid maternity or parental leave	269

Note 1: The SSALS scheme allows employees to in effect 'buy' extra leave over an agreed period of time by working their normal hours at a reduced rate. This allows employees to 'bank' or 'buy' extra days of leave, which are then taken at an agreed time.



A FAIR, FLEXIBLE, SAFE & REWARDING WORKPLACE

Results of the Agency Survey 2008 indicated that 13 Agencies require their managers/supervisors to consider work/life balance issues as part of the business planning process and 10 have specific policies or guidelines that foster 'reasonable hours of work' within their Agencies. Examples of these policies are outlined below:

- part-time working arrangements
- performance management discussions
- flexible working hours
- working from home
- branch planning process - 'resource assessment & management'
- leave without pay
- monitor working hours so they are not excessive
- manager & Employee Service Centre
- paternity & parental leave
- flexible work principles & guidelines
- adequate resource levels for projects
- phased in retirement
- agreed time off in lieu
- decision making ethos
- work planning, e.g. rosters & fatigue management
- carers leave policy
- part of business planning process to consider team & individuals
- job sharing
- SSALS
- monitor leave balances



A FAIR, FLEXIBLE, SAFE & REWARDING WORKPLACE

Internal grievance resolution systems

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

TABLE 26: Employees accessing Agency Internal Grievance Resolution Systems, 1 July 2004 – 30 June 2008

AGENCY	Grievance System last reviewed	Employees accessing the System 2004/05	Employees accessing the System 2005/06	Employees accessing the System 2006/07	Employees accessing the System 2007/08
Dept. of Economic Development and Tourism	2005	2	1	2	3
Dept. of Education	Under review	29	14	27	11
Dept. of Environment, Parks, Heritage and the Arts	Mar 2008	2	1	1	2
Dept. of Health and Human Services	Sept 2005	12	68	38	28
Dept. of Infrastructure, Energy and Resources	Jan 2005	4	3	2	0
Dept. of Justice	2007	13	20	15	10
Dept. of Police and Emergency Management	2006	0	17	18	19
Dept. of Premier and Cabinet	2006	5	1	0	0
Dept. of Primary Industries and Water	Feb 2008	11	20	25	23
Dept. of Treasury and Finance	2003	0	0	0	0
Tasmanian Audit Office	2007	0	1	1	1
Port Arthur Historic Site Management Authority	Under review	4	1	2	0
TAFE Tasmania	Under review	1	0	0	10
The Public Trustee	July 2007	0	0	0	0
TOTAL		83	147	131	107

Results of the Agency Survey 2008 indicated that all Agencies had an internal grievance system in place, had lodged a current copy of their system with the Commissioner and had processes in place to assist employees to resolve grievances informally.

In the survey responses, Agencies sought to inform employees of their formal internal grievance procedures in a variety of ways in the reporting period. These methods mainly included:

- through the induction process 12 Agencies
- by publishing on the Agency intranet 12 Agencies
- through face-to-face information sessions with employees 4 Agencies
- by publishing in Agency newsletters and bulletins 4 Agencies
- by managers regular meetings 4 Agencies

Survey responses further indicated that the majority of employees accessing information on their agency's internal grievance resolution system did so either through their Human Resources area, via the internet or through their agency's contact officer.



A FAIR, FLEXIBLE, SAFE & REWARDING WORKPLACE

TABLE 27: Type and number of issues addressed through Agency Internal Grievance Resolution Systems. 1 July 2005 – 30 June 2008

Type of Grievance	2005/06 Grievances		2006/07 Grievances		2007/08 Grievances	
	Number	% of Total	Number	% of Total	Number	% of Total
Recruitment, Selection, Appointment (excluding reviews under 50(1)(a) but including higher duties and fixed-term appointments)	12	6%	1	1%	5	4.5%
Work Performance	34	18%	13	11%	12	11%
Bullying and/or Harassment (See Note 1)	100	54%	62	48%	42	39%
Discrimination	11	6%	4	3%	3	3%
Re-assignment/Transfers	1	1%	4	3%	2	2%
Management Decisions	6	3%	21	16%	19	18%
Misconduct (See Note 2)	-	-	-	-	17	16%
Work/life balance	1	1%	0	0%	2	2%
Other:	20	11%	26	18%	5	4.5%
TOTAL	185		131		107	

Note 1: The number of grievances in the 2005/06 reporting period includes 23 grievances from one employee.

Note 2: The misconduct grievance category was introduced in the 2007/08 reporting period.

Agencies have reported that issues related to bullying and/or harassment again represented the greatest number of grievances lodged with 42 within the reporting period. This represents a decrease of 20 grievances from the previous reporting period. In addition Agencies reported that, of the 42 instances of bullying and/or harassment, 35 were resolved through internal grievance processes and 5 were dealt with by organisations outside the Agency.

In the Agency Survey responses, Agencies sought to minimise the risk of bullying and/or harassment in a variety of methods in the reporting period. These methods included:

- specialist advice to managers and employees from internal and external providers 14 Agencies
- specific policies developed and implemented 13 Agencies
- these specific policies included a definition of what bullying and/or harassment is or is not 12 Agencies
- clear processes have been established for dealing with allegations 11 Agencies
- training provided to managers and supervisors 11 Agencies
- contact officers whom employees can report incidents 11 Agencies
- training is provided to employees 9 Agencies
- senior managers monitor to ensure that incidents are properly addressed 9 Agencies
- processes are monitored and reviewed to ensure that they are being appropriately applied 8 Agencies



A FAIR, FLEXIBLE, SAFE & REWARDING WORKPLACE

TABLE 28: Resolution of grievances within Agencies, 1 July 2003 – 30 June 2008

OUTCOME	2003/2004		2004/2005		2005/2006		2006/2007		2007/2008	
	No.	% Total	No.	% Total	No.	% Total	No.	% Total	No.	% Total
Satisfactorily resolved	37	62%	49	59%	102	56%	76	61%	64	60%
Withdrawn	1	2%	7	8%	10	6%	7	5%	10	9%
Still pending	17	28%	23	28%	61	33%	41	32%	29	27%
Not resolved	5	8%	4	5%	9	5%	3	2%	4	4%
TOTAL	60		83		182		127		107	

Note : The number of grievances in 2005/06 includes 23 grievances from one employee and the Department of Health & Human Services does not maintain a record of the number or nature of internal grievances prior to the 2005/06 reporting period.

Self-reporting by Agencies indicates that consistently, a significant number of grievance matters are satisfactorily resolved through the internal grievance resolution procedures.

In addition to the internal grievances indicated above, the number of grievance matters taken outside an Agencies internal grievance process is outlined below:

TABLE 29: Grievances matters taken to organisations outside Agencies, 1 July 2006 – 30 June 2008

External organisations where grievances were lodged	No. of External Grievances	
	2006/07	2007/08
Ombudsman	1	4
Anti Discrimination Commissioner	10	9
Human Rights and Equal Opportunities Commission	0	1
State Service Commissioner [section 50(1)(b)]	66	80
Tasmanian Industrial Commission	0	19
Other Industrial Tribunals	8	2
Other	3	0
TOTAL	89	115

The above statistics show that there was a considerable increase of 19 matters taken to the Tasmanian Industrial Commission in 2008 and an increase of 14 section 50(1)(b) matters taken to the Office of the State Service Commissioner.

However, it should be noted, that of the 80 section 50(1)(b) matters take to the Office of the State Service Commissioner, 45 were directly related to the *Moratorium*, that applied from 1 January 2008 until 30 May 2008, which provided a mechanism to allow existing fixed-term employment irregularities to be corrected and for the employment status of those fixed-term employees to be changed to permanent.



A FAIR, FLEXIBLE, SAFE & REWARDING WORKPLACE

The following table provides information on the number of contact officers and managers/supervisors who received training in agency internal grievance resolution systems during the reporting period.

**TABLE 30: Contact Officer - Manager/Supervisor Training
Agency Internal Grievance Resolution Systems, 1 July 2007 – 30 June 2008**

AGENCY	Contact Officer Training 2007/08	Manager/ Supervisor Training 2007/08
Dept. of Economic Development and Tourism	0	0
Dept. of Education	0	0
Dept. of Environment, Parks, Heritage and the Arts	0	113
Dept. of Health and Human Services	28	135
Dept. of Infrastructure, Energy and Resources	0	0
Dept. of Justice	40	60
Dept. of Police and Emergency Management	0	41
Dept. of Premier and Cabinet	0	0
Dept. of Primary Industries and Water	3	0
Dept. of Treasury and Finance	0	0
Tasmanian Audit Office	0	0
Port Arthur Historic Site Management Authority	0	0
TAFE Tasmania	35	10
The Public Trustee	0	0
TOTAL	106	359

The information indicates that only a small number of Agencies conducted training in the reporting period. However, as this is the first year that these statistics have been collected, the table does not reflect training that may have occurred in Agencies in previous years.



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.

In determining a review, the Commissioner may:

- refuse to grant the application for a review and; if appropriate, 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.

A major change to the procedure for lodgement of selection reviews was included in revised Commissioner's Direction No. 7 – *Review of State Service Actions*, operative from 19 December 2007. Under the revised arrangements, employees intending to lodge a selection review are first required, within a period of 7 days from the date appearing on the written advice to the employee of the selection outcome, to submit a *"Notice of Intention to lodge an Application for Selection Review"*. Following submission of their notice of intention, employees retain the full 14 day period, from the date appearing on the written advice to the employee of the selection, in which to lodge their formal *"Application for Selection Review"*.

In the event that a notice of intention is not submitted within the required 7 day timeframe, the Office of the State Service Commissioner informs the Agency that they may finalise the appointment or promotion to the vacancy in question. As the overwhelming majority (approximately 99%) of selections for permanent appointment or promotion to State Service vacancies do not attract reviews, this change to lodgement procedure allows most selections to be finalised earlier than was previously the case.

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



COMMISSIONER'S REVIEWS

TABLE 31: Selection Reviews (section 50(1)(a) of the Act), 1 July 2007 – 30 June 2008

AGENCY	B/F	Received	Granted	Not Granted	Resolved	With- drawn	C/F
Dept. of Education	-	12	-	2	8	1	1
Dept. of Environment, Parks, Heritage & the Arts	-	1	-	-	-	1	-
Dept. of Health and Human Services	2	52	2	2	28	22	-
Dept. of Justice	-	9	-	1	8	-	-
Dept. of Police & Emergency Management	1	2	-	-	3	-	-
Dept. of Primary Industries & Water	-	13	-	-	10	3	-
Dept. of Treasury & Finance	-	1	-	-	1	-	-
Tasmanian Audit Office	-	11	-	-	-	11	-
TOTALS	3	101	2	5	58	38	1

**TABLE 32: Other State Service Action Reviews (section 50(1)(b) of the Act),
1 July 2007 – 30 June 2008**

AGENCY	B/F	Received	Granted	Not Granted	Resolved	With- drawn	C/F
Dept. of Economic Development and Tourism	-	1	-	-	1	-	-
Dept. of Education	1	24	1	-	22	-	2
Dept. of Health and Human Services	7	38	-	-	44	-	1
Dept. of Justice	5	5	-	-	9	1	-
Dept. of Police & Emergency Management	-	1	-	-	1	-	-
Department of Premier and Cabinet	-	3	-	-	2	-	1
Dept. of Primary Industries & Water	-	3	-	-	3	-	-
Port Arthur Historic Site Management Authority	-	2	-	-	2	-	-
TAFE Tasmania	-	3	-	-	2	-	1
TOTALS	13	80	1	-	86	1	5

The above table indicated that the high percentage of reviews dealt with during the reporting period were resolved through conciliation. Specifically, the figures show:

Selection Reviews	Granted	1.9%
	Not Granted	4.8%
	Resolved or withdrawn	92.3%
Other State Service Action Reviews	Granted	1.1%
	Not Granted	Nil
	Resolved or withdrawn	93.5%



DETERMINATIONS

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 establishes procedures for the investigation and determination of whether an employee has breached the Code of Conduct. These procedures are established under Commissioner's Direction No. 5.

Commissioner's Direction No. 5 – *Procedures for the investigation and determination of whether an employee has breached the Code of Conduct* – provides Heads of Agencies with the power and responsibility to both investigate and determine alleged breaches of the Code in their Agency.

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.

The procedures established under Commissioner's Direction 5 do not apply in respect of alleged breaches of the Code by Heads of Agencies. One of the functions of the Commissioner under section 18(1)(f) of the Act, is to investigate alleged breaches of the Code by Heads of Agencies and to report to the Premier on the results of such investigations.

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 following table provides detail of alleged breaches of Code of Conduct dealt with by Heads of Agencies during 2007/2008.



DETERMINATIONS

TABLE 33: Determinations in relation to alleged breaches of the State Service Code of Conduct determined by Heads of Agencies 1 July 2007 – 30 June 2008

AGENCY	B/F	Commenced	Breach	No Breach	Resolved	With-drawn	C/F
Dept. of Economic Development and Tourism	-	1	-	1	-	-	-
Dept. of Education	6	14	13	4	-	1	2
Dept. of Environment, Parks, Heritage & the Arts	1	2	2	1	-	-	-
Dept. of Health and Human Services	4	12	6	3	4	-	3
Dept. of Infrastructure, Energy and Resources	4	4	5	3	-	-	-
Dept. of Justice	-	5	3	1	-	-	1
Dept. of Police & Emergency Management	2	1	1	1	-	-	1
Dept. of Premier and Cabinet	-	1	-	-	1	-	-
Dept. of Primary Industries & Water	1	4	1	1	2	-	1
Dept. of Treasury and Finance	1	-	1	-	-	-	-
TAFE Tasmania	-	5	-	1	4	-	-
The Public Trustee	-	1	-	-	-	-	1
TOTALS	19	50	32	16	11	1	9

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 establishes procedures for the investigation and determination of whether an employee is unable to perform their duties. These procedures are established under Commissioner's Direction No. 6 - *Procedures for the investigation and determination of whether an employee is able to efficiently and effectively perform his/her duties*. This Direction provides Heads of Agencies with the authority to determine these matters.

The following table provides detail of alleged inability dealt with by Heads of Agencies during 2007/2008.

TABLE 34: Determinations in relation to alleged inability determined Heads of Agencies 1 July 2007 – 30 June 2008

AGENCY	B/F	Commenced	Inability	No Inability	Resolved	With-drawn	C/F
Dept. of Education	-	1	-	-	-	-	1
Dept. of Health and Human Services	4	1	1	-	1	2	1
Dept. of Police & Emergency Management	-	1	-	-	-	-	1
Dept. of Primary Industries & Water	1	1	-	-	1	-	1
Port Arthur Historic Site Management Authority	-	1	1	-	-	-	-
TAFE Tasmania	1	1	-	1	-	1	-
The Public Trustee	-	1	-	-	-	-	1
TOTALS	6	7	2	1	2	3	5



TERMINATION OF EMPLOYMENT

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 (inability);
- If they are surplus to the requirements of their Agency and no alternative duties can be found for them within a 12-month period;
- On any other grounds prescribed in the Regulations.

Regulation 36 provides for the termination of a permanent employee who has abandoned their employment. An employee who is absent from duty for a period of 14 days without notifying his or her Head of Agency is taken to have abandoned 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 Agency. Heads of Agency are required to consult with the Public Sector Management Office before exercising the delegation.

During the reporting period, 15 permanent employees were terminated from the State Service for the following reasons:

- Termination of probationary employment (3 employees)
- Abandonment of Employment (6 employees)
- Breach of the Code of Conduct (5 employees)
- Inability (1 employee)



OTHER STATE SERVICE INITIATIVES

OTHER STATE SERVICE INITIATIVES

Workforce Analysis Comparative Application (WACA)

The WACA is a web-based workforce information system developed under a consortium arrangement involving State and Territory Governments.

The WACA was adopted by the Tasmanian State Service in 2004 to allow Government to report on State Service employment statistics and forecast employment trends with a view to benchmarking Tasmania's public sector workforce demographics against other jurisdictions.

During the reporting period, the Australian Capital Territory formally joined the WACA consortium as a full member.

Key discussions at the annual WACA Management Committee held in Perth Western Australia in May 2008, focussed on proposed changes to contractual arrangements for the ongoing provision of system support by the AEC Group to all participating jurisdictions. A number of costing and contract models were identified for consideration by the individual member jurisdictions with final decisions to be made by the WACA Steering Committee at the Commissioners Conference in October 2008.

At a local level, discussions commenced with State Service Agencies to implement Australian New Zealand Standard Classification of Occupation (ANZSCO) coding for the purpose of improving whole of government occupational analysis and to underpin Agency workforce planning capabilities.

Harassment, Bullying & Discrimination Awareness Training

The *Public Sector Unions Wages Agreement 2004* provided for the development of training for supervisors, managers and union workplace delegates to prevent bullying, harassment and discrimination in State Service workplaces.

To that end, the *Stop! Bullying and Harassment Program* was formally launched in July 2006.

Subsequently the Government strengthened its support for this initiative under its *Working Life* policy commitments by specifically requiring that all senior public sector managers undertake anti-bullying, harassment and discrimination training which focuses on legislative responsibilities and prevention strategies.

State Service Agencies can access the *Stop! Bullying and Harassment* training program through The Training Consortium (TTC), or schedule his or her own training programs in-house, or access equivalent training from the Anti-Discrimination Commission.

During the reporting period, there were 21 sessions of the *Stop! Bullying and Harassment* training program co-ordinated by TTC. Of these sessions, 17 were for the Department of Primary Industries and Water, 2 for the Department of Justice and 2 were open to all agencies. This training was attended by a total of 226 participants.

Private sector employers are also able to access the training through the TTC.

Phased-In Retirement

The State Service Phased-In Retirement Program was launched in December 2006 to assist Agencies to better manage the ageing of the State Service workforce.

The program allows mature age employees approaching retirement to reduce their normal hours of work over a specified period leading to retirement. The program also benefits Agencies by



OTHER STATE SERVICE INITIATIVES

facilitating the transition of knowledge from mature age employees approaching retirement and also assists with improving retention of these employees.

The program can also complement mentoring in the workplace whereby mature age employees are able to reduce their direct service delivery responsibilities and undertake mentoring of younger employees. The Public Sector Management Office (PSMO) has also implemented a Government wide Mentoring Program with a specific focus on the ageing of the workforce (see report below).

While the number of phased in retirements within the State Service continues to be low, there is evidence that the program will become more relevant as larger numbers of employees approach retirement.

People Strategies: People- Directions for the Future

A framework for leading and managing people is currently being developed. This is a long-term strategic people action plan that identifies and provides integrated people solutions and approaches for common issues faced across the state service workforce now and into the future. It is integrated, business-focused and flexible. The framework is relevant at both a whole-of-government and agency levels.

The framework has been developed collaboratively with agencies and has been marked by extensive consultation with agencies and across the workforce.

Five key areas that have been identified are:

- Knowing who we are, what we do and why we do it,
- Attracting and retaining the right people ,
- Developing and recognising our people capability,
- Leading and managing for the future, and
- Shaping our workforce and performance.

These form the key focus areas/themes of the framework and incorporate a number of core projects that will assist agencies in developing tailored solutions for their particular requirements.

Mentoring Program

The Government's *Working Life Policy*, includes a commitment to the delivery of a workplace mentoring program for the Tasmanian community.

The program is primarily focussed on transitioning skills and knowledge from mature aged workers to younger workers within the Tasmanian workforce.

While the program has been initially trialled within public sector Agencies, the program models and promotional materials are also available to private sector employers and employees.

During the reporting period, 46 participants (mentors and mentees) commenced the program which involves workshops and a web-based longitudinal evaluation over a six-month period.

Initial feedback from participants has been very positive and interest in future programs is significant.

State Sector Wages Negotiation

Under the Public Sector Unions Wages Agreement 2007, it was agreed that a new classification structure with resultant salary scales would be developed encompassing the current "four stream" awards, and in turn this would form the basis of a new agreement in 2008.

In late December 2007 the Public Sector Management Office in conjunction with State Service



OTHER STATE SERVICE INITIATIVES

Agencies developed a comprehensive set of new classification standards encompassing administrative, clerical, operational and technical employees. Additional classification standards for professional employees were to follow. The new classification standards included new career structures, addressed previous anomalies and provided new salary ranges with an annual adjustment over the life of the proposed agreement.

Discussions between PSMO and public sector unions continued through the first half of 2008 leading to the tabling of a revised offer containing significant changes to the original offer of December 2007. These changes included alteration to career progression scales, additional salary points and increased monetary outcomes, revised processes and procedures, and a range of improved award entitlements. Unions are examining the revised package for consideration by their respective memberships.

It is anticipated that a new wages agreement will be finalised by the end of 2008.

Communication and consultation strategies

The Public Sector Management Office (PSMO) has established the following:

The Human Resources Managers Forum

Involves Human Resources Managers, from each agency meet on a monthly basis to discuss a range of strategic and operational matters in areas of employment policy, industrial relations and learning and development.

The Combined Public Sector Consultative Forum

Involves the Public Sector Management Office (PSMO) and representatives from public sector unions meeting quarterly to discuss major employee relations issues affecting state service employees.

The Directors Advisory Group

Involves Deputy Secretaries or Directors of Corporate Services from each agency meeting monthly to discuss strategic and critical industrial relations and employment matters that have cross agency implications.

Partnership between State Government and community

The Public Sector Management Office (PSMO) contributes to a number of Partnership Agreements between the State Government and local councils, and the Local Government Association of Tasmania (LGAT). The Agreements primarily support a goal of the revised Tasmania *Together* 2020 framework by promoting lifelong learning and skill development.

The Office also supports the State Government's Partnership Agreement with the University of Tasmania (UTAS), through an undergraduate internship program and the co-ordination of marketing activities aimed at promoting the State Service as a diverse and innovative employer that provides a wide range of appealing and challenging career and work opportunities for Tasmanians.

During the reporting period, PSMO co-ordinated the placement of 8 UTAS interns with State Service Agencies for the purpose of undertaking research projects relevant to their course of study. In addition, PSMO actively participates in UTAS Career Week (11-14 March) and the UTAS Careers Fair by providing information sessions on State Service careers and employment.



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STATE SERVICE STATISTICS

OVERVIEW

Fourteen Agencies and Authorities have produced the following statistics on State Service employment for the period ending 30 June 2008. The Public Sector Management Office and TMD in the Department of Premier and Cabinet used the Workforce Analysis Comparative Application to prepare the information, which is provided to the Commissioner at the end of each financial year for inclusion in this report.

Information in the WACA is derived from quarterly snapshots of human resource data provided to TMD by agencies in accordance with standard data definitions. Data in the WACA is validated against a set of business rules and translation tables to ensure consistent reporting at Whole of Government level.

The statistics cover the following Agencies and Authorities:

- Department of Economic Development and Tourism¹
- Department of Education
- Department of Environment, Parks, Heritage and the Arts²
- Department of Health and Human Services
- Department of Infrastructure, Energy and Resources
- Department of Justice
- Department of Police and Emergency Management
- Department of Premier and Cabinet
- Department of Primary Industries & Water
- Department of Treasury and Finance
- Tasmanian Audit Office
- Port Arthur Historic Site Management Authority
- TAFE Tasmania
- The Public Trustee

As at 30 June 2008, there was a headcount of 28,960 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 23,038.81.

At the end of the June 2008 quarter, there were 2,320 casual employees paid in the last pay period.

All TAFE Tasmania statistics exclude sessional employees.

¹ Formerly Department of Economic Development

² Formerly Department of Tourism, Arts and Environment



STATE SERVICE STATISTICS

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 NUMBERS

TABLE 35: Headcount by Agency 30 June 2008¹

AGENCY	Part 6	Permanent	Fixed-Term	Total
Department of Economic Development and Tourism ²	30	363	55	448
Department of Education	25	9,242	1,968	11,235
Department of Environment, Parks, Heritage and the Arts ³	14	621	93	728
Department of Health and Human Services	67	8,829	1,611	10,507
Department of Infrastructure, Energy and Resources	26	547	75	648
Department of Justice	25	1,015	67	1,107
Department of Police and Emergency Management	12	884	52	948
Department of Premier and Cabinet	37	330	25	392
Department of Primary Industries & Water	18	978	174	1,170
Department of Treasury and Finance	18	280	35	333
Tasmanian Audit Office	1	38	0	39
Port Arthur Historic Site Management Authority	2	105	8	115
TAFE Tasmania	8	1,133	97	1,238
The Public Trustee	2	42	8	52
TOTAL	285	24,407	4,268	28,960

¹ Figures do not include Casual Employees as these are reported separately at Table 41. The figures also do not include TAFE Tasmania sessional employees

² Formerly Department of Economic Development

³ Formerly Department of Tourism, Arts and the Environment



STATE SERVICE STATISTICS

TABLE 36: Headcount by Agency and Gender 30 June 2008¹

AGENCY	Part 6		Permanent		Fixed-Term		Gender Total		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Department of Economic Development and Tourism ²	20	10	136	227	26	29	182	266	448
Department of Education	15	10	2,232	7,010	495	1,473	2,742	8,493	11,235
Department of Environment, Parks, Heritage and the Arts ³	12	2	337	284	47	46	396	332	728
Department of Health and Human Services	46	21	2,005	6,824	651	960	2,702	7,805	10,507
Department of Infrastructure, Energy and Resources	23	3	285	262	36	39	344	304	648
Department of Justice	20	5	509	506	23	44	552	555	1,107
Department of Police and Emergency Management	11	1	553	331	17	35	581	367	948
Department of Premier and Cabinet	23	14	129	201	12	13	164	228	392
Department of Primary Industries & Water	13	5	509	469	93	81	615	555	1,170
Department of Treasury and Finance	14	4	124	156	15	20	153	180	333
Tasmanian Audit Office	1	0	21	17	0	0	22	17	39
Port Arthur Historic Site Management Authority	1	1	45	60	3	5	49	66	115
TAFE Tasmania	5	3	534	599	36	61	575	663	1,238
The Public Trustee	2	0	14	28	2	6	18	34	52
TOTAL	206	79	7,433	16,974	1,456	2,812	9,095	19,865	28,960

¹ Figures do not include Casual Employees as these are reported separately at Table 41. The figures also do not include TAFE Tasmania sessional employees

² Formerly Department of Economic Development

³ Formerly Department of Tourism, Arts and the Environment



STATE SERVICE STATISTICS

TABLE 37: Full-Time Equivalents by Agency 30 June 2008¹

AGENCY	Part 6	Permanent	Fixed-Term	Total
Department of Economic Development and Tourism ²	30	332.8	53.71	416.51
Department of Education	25	7,165.15	1,038.83	8,228.98
Department of Environment, Parks, Heritage and the Arts ³	14	522.93	73.81	610.74
Department of Health and Human Services	62.18	7,080.57	1,191.63	8,334.38
Department of Infrastructure, Energy and Resources	25.95	471.78	68.17	565.9
Department of Justice	24.4	945.5	62.13	1,032.03
Department of Police and Emergency Management	12	850.7	42.57	905.27
Department of Premier and Cabinet	36.38	308.32	22.08	366.78
Department of Primary Industries & Water	17.46	849.82	145.84	1,013.12
Department of Treasury and Finance	18	265.86	33.29	317.15
Tasmanian Audit Office	1	37.1	0	38.1
Port Arthur Historic Site Management Authority	2	73.71	4.09	79.8
TAFE Tasmania	8	1,004.89	68.76	1,081.65
The Public Trustee	2	39.8	6.6	48.4
TOTAL	278.37	19,948.93	2,811.51	23,038.81

¹ Figures do not include Casual Employees as these are reported separately at Table 41. The figures also do not include TAFE Tasmania sessional employees

² Formerly Department of Economic Development

³ Formerly Department of Tourism, Arts and the Environment



STATE SERVICE STATISTICS

TABLE 38: Comparative Head Counts by Agency June 2007-June 2008¹

AGENCY	Part 6		Permanent		Fixed-Term		Total		Variation	
	Jun-07	Jun-08	Jun-07	Jun-08	Jun-07	Jun-08	Jun-07	Jun-08	Count	%
Department of Economic Development and Tourism ²	26	30	196	363	51	55	273	448	175	64.10%
Department of Education	27	25	8,448	9,242	2,602	1,968	11,077	11,235	158	1.43%
Department of Environment, Parks, Heritage and the Arts ³	18	14	602	621	203	93	823	728	-95	-11.54%
Department of Health and Human Services	72	67	8,353	8,829	2,053	1,611	10,478	10,507	29	0.28%
Department of Infrastructure, Energy and Resources	24	26	528	547	73	75	625	648	23	3.68%
Department of Justice	20	25	907	1,015	149	67	1,076	1,107	31	2.88%
Department of Police and Emergency Management	11	12	868	884	70	52	949	948	-1	-0.11%
Department of Premier and Cabinet	30	37	309	330	21	25	360	392	32	8.89%
Department of Primary Industries & Water	17	18	875	978	260	174	1,152	1,170	18	1.56%
Department of Treasury and Finance	18	18	290	280	32	35	340	333	-7	-2.06%
Tasmanian Audit Office	2	1	34	38	0	0	36	39	3	8.33%
Port Arthur Historic Site Management Authority	2	2	105	105	9	8	116	115	-1	-0.86%
TAFE Tasmania	8	8	1,014	1,133	169	97	1,191	1,238	47	3.95%
The Public Trustee	2	2	46	42	4	8	52	52	0	0%
TOTAL	277	285	22,575	24,407	5,696	4,268	28,548	28,960	412	1.44%

¹ Figures do not include Casual Employees as these are reported separately at Table 41. The figures also do not include TAFE Tasmania sessional employees

² Formerly Department of Economic Development

³ Formerly Department of Tourism, Arts and the Environment



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TABLE 39: Comparison of Total Full-Time Equivalents by Agency, June 2007 – June 2008¹

AGENCY	Total FTEs 30/6/2007	Total FTEs 30/6/2008	Variation FTE
Department of Economic Development and Tourism ²	264.56	416.51	151.95
Department of Education	8,121.35	8,228.98	107.63
Department of Environment, Parks, Heritage and the Arts ³	709.26	610.74	-98.52
Department of Health and Human Services	8,349.64	8,334.38	-15.26
Department of Infrastructure, Energy and Resources	541.26	565.9	24.64
Department of Justice	1,004.53	1,032.03	27.5
Department of Police and Emergency Management	904.50	905.27	0.77
Department of Premier and Cabinet	340.21	366.78	26.57
Department of Primary Industries & Water	1,015.15	1,013.12	-2.03
Department of Treasury and Finance	324.40	317.15	-7.25
Tasmanian Audit Office	35.1	38.1	3
Port Arthur Historic Site Management Authority	83.3	79.80	-3.5
TAFE Tasmania	1,062.86	1,081.65	18.79
The Public Trustee	48.5	48.4	-0.10
GRAND TOTAL	22,804.62	23,038.81	234.19

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

- An increase of 151.95 FTEs in the Department of Economic Development and Tourism is primarily due to:
 - The transfer of Tourism Tasmania from the Department of Department of Environment, Parks, Heritage and the Arts to the Department of Economic Development.
- An increase of 107.63 FTEs in the Department of Education is primarily due to:
 - Increased staffing levels due to an additional two weeks for 40 week administrative staff;
 - Increased staffing levels due to an additional two weeks for teacher aides;
 - Increased staffing levels due to the School Administration Resourcing Agreement 2008 (SARA) initiative commenced in Term 2, that provided additional funding for administrative staff;
 - Increased staffing levels due to literacy and numeracy initiatives (e.g. Raising the Bar, Closing the Gap) in targeted areas;
 - The fixed term moratorium had a minor effect on FTE values for staff previously employed as fixed term part time or casual.

¹ Figures do not include Casual Employees as these are reported separately at Table 41. The figures also do not include TAFE Tasmania sessional employees

² Formerly Department of Economic Development

³ Formerly Department of Tourism, Arts and the Environment



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- The decrease of 98.52 FTE's in the Department of Environment, Parks, Heritage and the Arts is primarily due to;
 - The transfer of Tourism Tasmanian from the Department of Environment, Parks, Heritage and the Arts to the Department of Economic Development.
- The decrease of 15.26 FTEs in the Department of Health and Human Services (DHHS) is primarily due to:
 - General staff movements and the pending filling of vacancies.
- An increase of 24.64 FTEs in the Department of Infrastructure, Energy and Resources is primarily due to:
 - Increased in infrastructure planning activities around road and rail infrastructure (including rail management and Brighton Hub planning)
 - Increase in support for mining and forestry planning activities.
- An increase of 27.5 FTEs in the Department of Justice is primarily due to:
 - Increased staffing levels to manage a range of projects including the Court Mandated Diversion Project and Legal Aid's second stage compute project;
 - Increase in numbers to ensure adequate staffing levels covering leave and transfers;
 - Increase and/or change to staffing arrangements within the Tasmanian Prison Service.
- An increase of 0.77 FTEs in the Department of Police and Emergency Management (including Tasmanian Fire Service) is primarily due to:
 - An increase in staff to provide support for the introduction of the new Fine Enforcement and other backlog issues.
- An increase of 26.57 FTEs in the Department of Premier and Cabinet is primarily due to:
 - The establishment of the Offices of Climate Change and Social Inclusion Unit.
 - The transfer of Ministerial Drivers from contract (outside of Tasmanian State Service) to Tasmanian State Service permanent employees;
 - Net change in staffing numbers in various business units.
- The decrease of 2.03 FTEs in the Department of Primary Industries and Water is primarily due to:
 - General staff movements.
- A decrease of 7.25 FTEs in the Department of Treasury and Finance is primarily due to:
 - Minor branch restructuring across the Department.
- An increase of 3 FTEs in the Tasmanian Audit Office is primarily due to:
 - Filling of vacancies.



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- A decrease of 3.5 FTEs in the Port Arthur Historic Site Management Authority is primarily due to:
 - Vacancies pending recruitment action.
- An increase of 18.79 FTEs in TAFE Tasmania is primarily due to:
 - Increased numbers due to training activities particularly in trades (construction, plumbing)
 - Increased numbers due to training activities for nursing and working with students who have a disability;
- A decrease of 0.1 FTEs in the Pubic Trustee is primarily due to:
 - Vacancies pending recruitment action.



STATE SERVICE STATISTICS

TABLE 40: Part-Time Employees by Agency June 2008¹

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 and Tourism ²	64	24.06%	3	1.65%
Department of Education	5,099	60.04%	838	30.56%
Department of Environment, Parks, Heritage and the Arts ³	148	44.58%	73	18.43%
Department of Health and Human Services	4,301	55.11%	652	24.13%
Department of Infrastructure, Energy and Resources	116	38.16%	21	6.10%
Department of Justice	163	29.37%	19	3.44%
Department of Police and Emergency Management	86	23.43%	12	2.07%
Department of Premier and Cabinet	61	26.75%	8	4.88%
Department of Primary Industries & Water	235	42.34%	63	10.24%
Department of Treasury and Finance	37	20.56%	4	2.61%
Tasmanian Audit Office	0	0.00%	0	0.00%
Port Arthur Historic Site Management Authority	48	72.73%	22	44.90%
TAFE Tasmania	274	41.33%	93	16.17%
The Public Trustee	9	26.47%	2	11.11%
TOTAL	10,641	53.57%	1810	19.90%

53.57% of women and 19.90% of men work part-time. The Departments of Health and Human Services and Education and the Port Arthur Historic Site Management Authority have the largest proportion of males and females who work part-time.

¹ Figures do not include Casual Employees as these are reported separately at Table 41. The figures also do not include TAFE Tasmania sessional employees

² Formerly Department of Economic Development

³ Formerly Department of Tourism, Arts and the Environment



STATE SERVICE STATISTICS

TABLE 41: Casuals by Agency Paid in Last Pay Period June 2008

AGENCY	Male	Female	Total
Department of Economic Development and Tourism ¹	9	3	12
Department of Education	175	437	612
Department of Environment, Parks, Heritage and the Arts ²	3	1	4
Department of Health and Human Services	260	1,055	1,315
Department of Infrastructure, Energy and Resources	5	12	17
Department of Justice	23	27	50
Department of Police and Emergency Management	5	5	10
Department of Premier and Cabinet	1	2	3
Department of Primary Industries & Water	0	1	1
Department of Treasury and Finance	0	0	0
Tasmanian Audit Office	0	0	0
Port Arthur Historic Site Management Authority	9	10	19
TAFE Tasmania	122	154	276
The Public Trustee	0	1	1
TOTAL	612	1,708	2,320

¹ Formerly Department of Economic Development

² Formerly Department of Tourism, Arts and the Environment



STATE SERVICE STATISTICS

OFFICERS

An officer is a person appointed under the *State Service Act 2000* as a Head of Agency, a prescribed office holder, a senior executive or an equivalent specialist. The Secretary, Department of Premier and Cabinet, under delegation from the State Service Commissioner, determines if the duties are of a senior executive or equivalent specialist nature. Where the Secretary has determined that duties are of a senior executive or equivalent specialist nature, the Premier may create a senior executive office to enable those duties to be performed.

Under Section 31(1)(a) of the Act, the Premier or the Premier's delegate may appoint a person as an officer to a vacancy in a senior executive or equivalent specialist office created under section 29 of the Act. The appointment is made by an Instrument of Appointment that contains details relating to the length of appointment, remuneration level, and terms and conditions of appointment.

There are four classification levels for senior executives. Under the four level classification structure current salary ranges for senior executives are outlined in Table 42. Senior executives and officers have been granted the salary increases provided to the general State Service workforce. These increases do not apply to those officers whose salaries are set by legislation.

TABLE 42 Senior Executive Salary Ranges

LEVEL	SALARY RANGE (\$)
Level 1	93,075 – 102,383
Level 2	109,777 – 120,754
Level 3	126,480 – 139,128
Level 4	159,920 – 175,911

As at 30 June 2008 there were 285 officers in the State Service. These included Heads of Agency, senior executives, equivalent specialists and prescribed office holders.

The gender composition of the Officer category in the State Service is provided in Table 40 below¹:

TABLE 43 Gender comparison of State Service Officers

Category	Male	Female	Total
Head of Agency ²	12	1	13
Prescribed Office Holder ³	3	2	5
Senior Executives	163	66	229
Equivalent Specialists	28	10	38
Total	206	79	285

Statistics on the types and numbers of officers in each agency are provided in the following table:

¹ Only employees of the State Service are included. A senior executive may also hold the office of a prescribed office holder.

² The Head of Agency for The Public Trustee is not reported as he is not an employee of the State Service. His Head of Agency status reflects his role as chair of the trust of that State Authority. Two Heads of Agency are reported as senior executives in the State Service. The State Authorities are the Rivers and Water Supply Commission and the Tasmanian Dairy Industry Authority.

³ A Senior Executive may also hold the office of a prescribed Office Holder



STATE SERVICE STATISTICS

TABLE 44: Number of Officers in the State Service as at 30 June 2008

AGENCY	Type	Male	Female	Total
Department of Economic Development and Tourism ¹	Head of Agency	1	0	1
	Prescribed Office Holder	0	1	1
	Senior Executive	17	9	26
	Senior Executive - Specialist	2	0	2
	TOTAL	20	10	30
Department of Education	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	14	10	24
	Senior Executive - Specialist	0	0	0
	TOTAL	15	10	25
Department of Environment, Parks, Heritage and the Arts ²	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	11	2	13
	Senior Executive - Specialist	0	0	0
	TOTAL	12	2	14
Department of Health and Human Services	Head of Agency	1	0	1
	Prescribed Office Holder	1	1	2
	Senior Executive	24	13	37
	Senior Executive - Specialist	20	7	27
	TOTAL	46	21	67
Department of Infrastructure, Energy and Resources	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	22	3	25
	Senior Executive - Specialist	0	0	0
	TOTAL	23	3	26
Department of Justice	Head of Agency	0	1	1
	Prescribed Office Holder	0	0	0
	Senior Executive	15	3	18
	Senior Executive - Specialist	5	1	6
	TOTAL	20	5	25
Department of Police and Emergency Management	Head of Agency	1	0	1
	Prescribed Office Holder	1	0	1
	Senior Executive	9	1	10
	Senior Executive - Specialist	0	0	0
	TOTAL	11	1	12

¹ Formerly Department of Economic Development

² Formerly Department of Tourism, Arts and the Environment



STATE SERVICE STATISTICS

TABLE 44: Number of Officers in the State Service as at 30 June 2008 (continued)

AGENCY	Type	Male	Female	Total
Department of Premier and Cabinet	Head of Agency	1	0	1
	Prescribed Office Holder	1	0	1
	Senior Executive	20	12	32
	Senior Executive - Specialist	1	2	3
	TOTAL	23	14	37
Department of Primary Industries and Water	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	12	5	17
	Senior Executive - Specialist	0	0	0
	TOTAL	13	5	18
Department of Treasury and Finance	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	13	4	17
	Senior Executive - Specialist	0	0	0
	TOTAL	14	4	18
Tasmanian Audit Office	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	0	0	0
	Senior Executive - Specialist	0	0	0
	TOTAL	1	0	1
Port Arthur Historic Site Management Authority	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	0	1	1
	Senior Executive - Specialist	0	0	0
	TOTAL	1	1	2
TAFE Tasmania	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	4	3	7
	Senior Executive - Specialist	0	0	0
	TOTAL	5	3	8
The Public Trustee ¹	Head of Agency	0	0	0
	Prescribed Office Holder	0	0	0
	Senior Executive	2	0	2
	Senior Executive - Specialist	0	0	0
	TOTAL	2	0	2
TOTAL		206	79	285

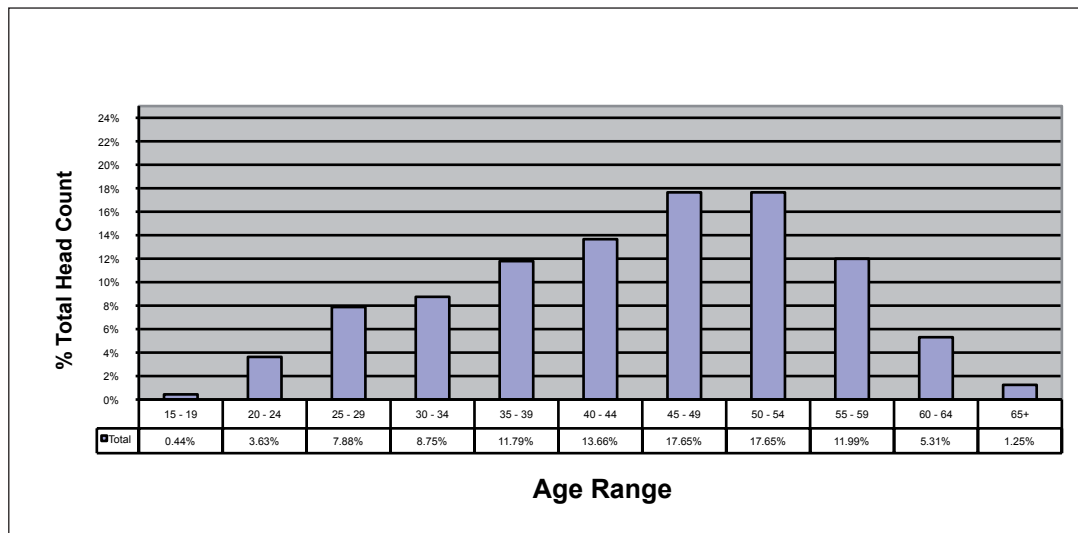
¹ The Head of Agency for The Public Trustee is not reported as he is not an employee of the State Service.



STATE SERVICE STATISTICS

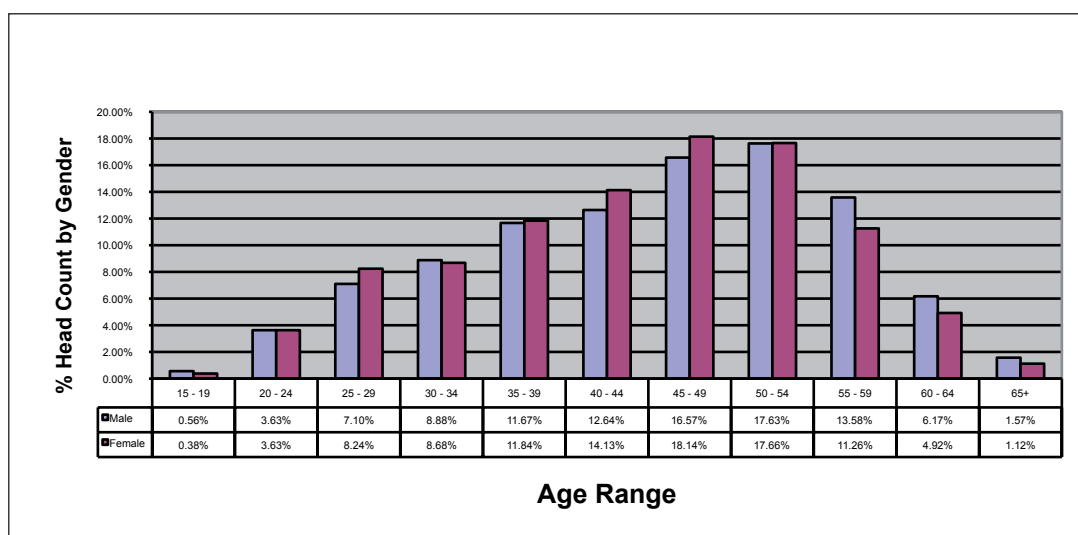
AGE PROFILES

FIGURE 1: Age Distribution of State Service Employees, June 2008



The above graph illustrates that the State Service workforce is slowly ageing. Over 67.51 % of employees are 40 years of age or older, 36.2% are 50 years or older and 11.95% of the workforce is less than 30 years of age. Although the proportion of employees aged over 50 years has increased over the past three years, the age profile of the State Service has otherwise remained fairly constant.

FIGURE 2: Age Distribution of State Service Employees by Gender, June 2008

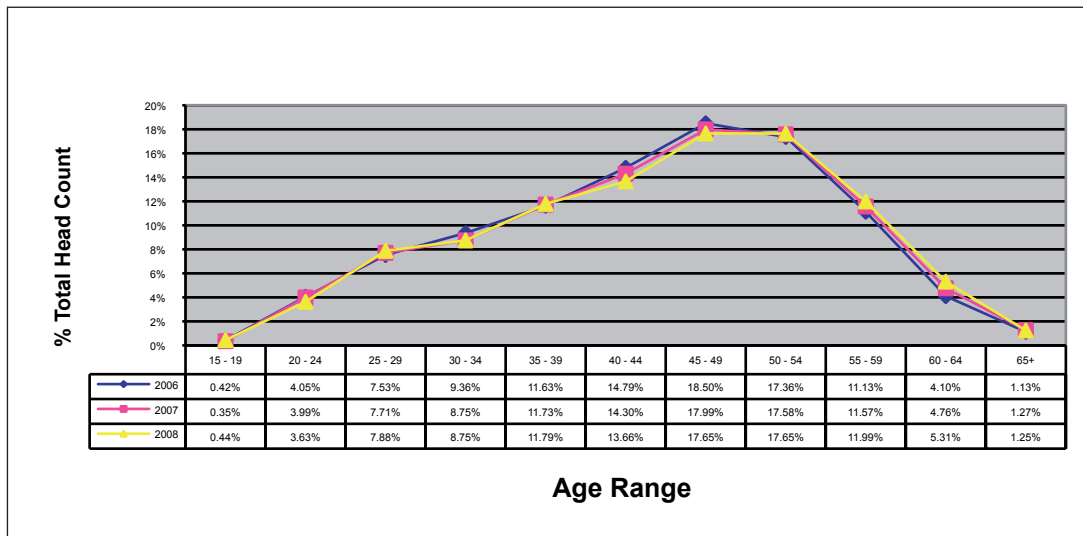


The age trends by gender type illustrates a higher proportion of females than males up to the age of 54 with the inverse applying among those over 54 years of age.



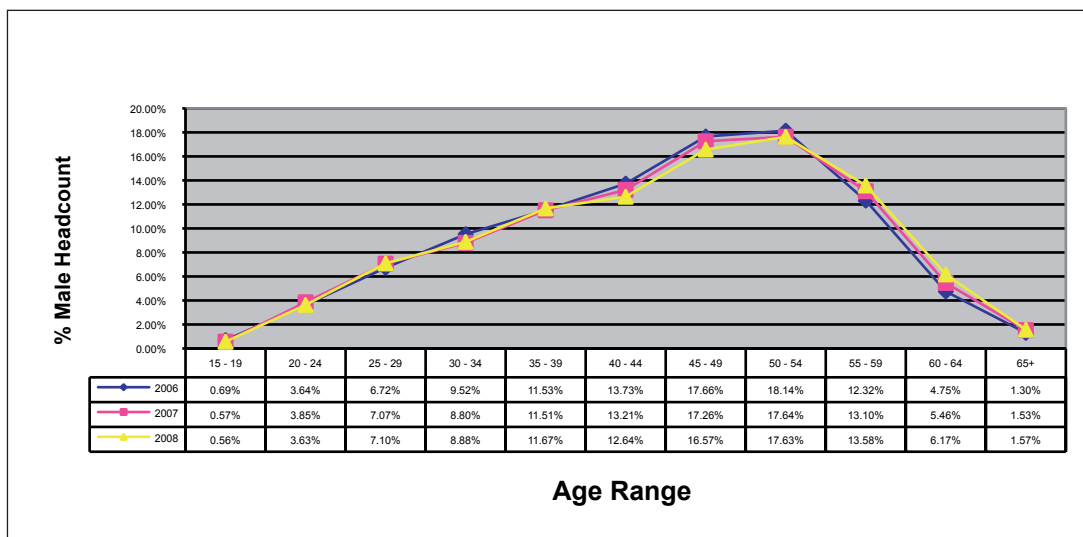
STATE SERVICE STATISTICS

FIGURE 3: Age Distribution of State Service Employees 2006-2008



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.

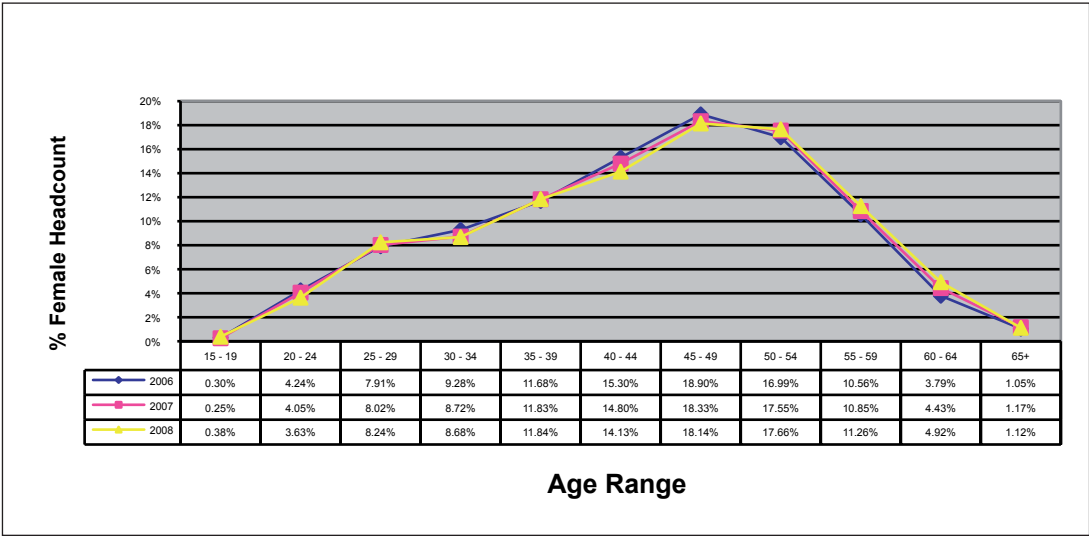
FIGURE 4: Age Distribution of Male State Service Employees 2006-2008



The percentage of males aged over 55 years of age has increased slightly over the past three years, whilst the percentage of younger males has declined slightly.



FIGURE 5: Age Distribution of Female State Service Employees 2006-2008

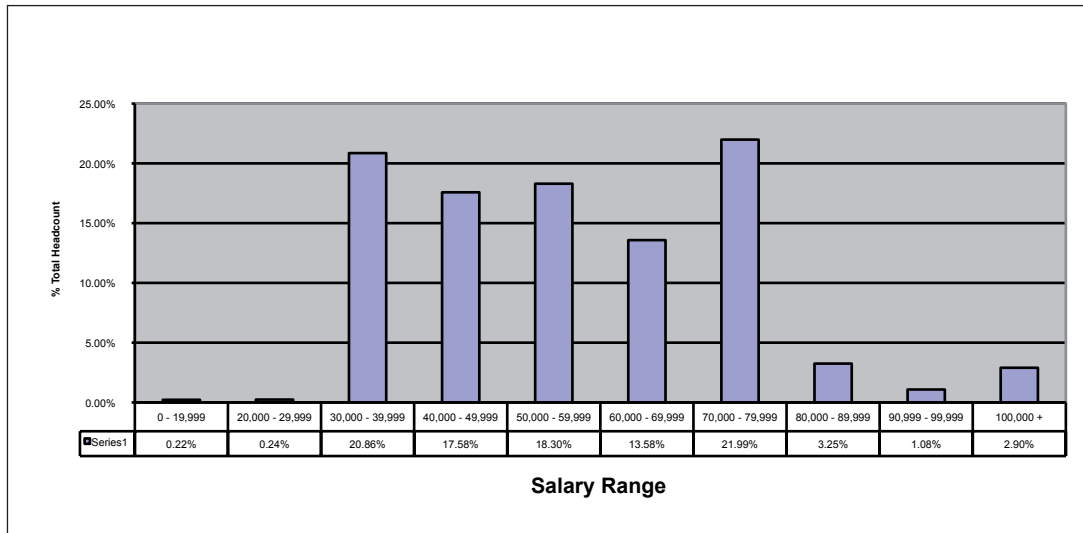


The percentage of females aged over 50 has increased over the past three years, whilst the percentage of females aged under 50 years has decreased.

STATE SERVICE STATISTICS

SALARY PROFILES

FIGURE 6: State Service Salary Profile, June 2008



Over 92% of State Service employees' earnings fall within the \$30,000 - \$79,999 salary groupings.

FIGURE 7: State Service Salary Profile by Gender, June 2008



96.38% of female employees and 87.85% of male employees earn salaries of between \$30,000 and \$79,999. 3.2% of female employees and 11.3% of male employees earn salaries over \$79,999.



STATE SERVICE STATISTICS

FIGURE 8: Proportion of Males and Females by Salary Range, June 2008



STATE SERVICE STATISTICS

EMPLOYMENT CATEGORIES

FIGURE 9: Distribution of Permanent Employees by Age, June 2008

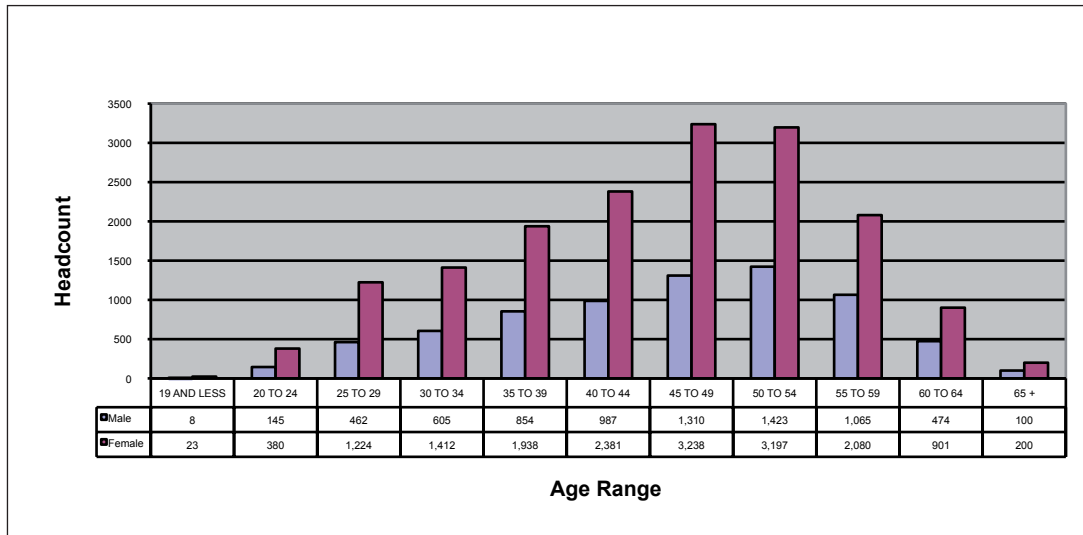
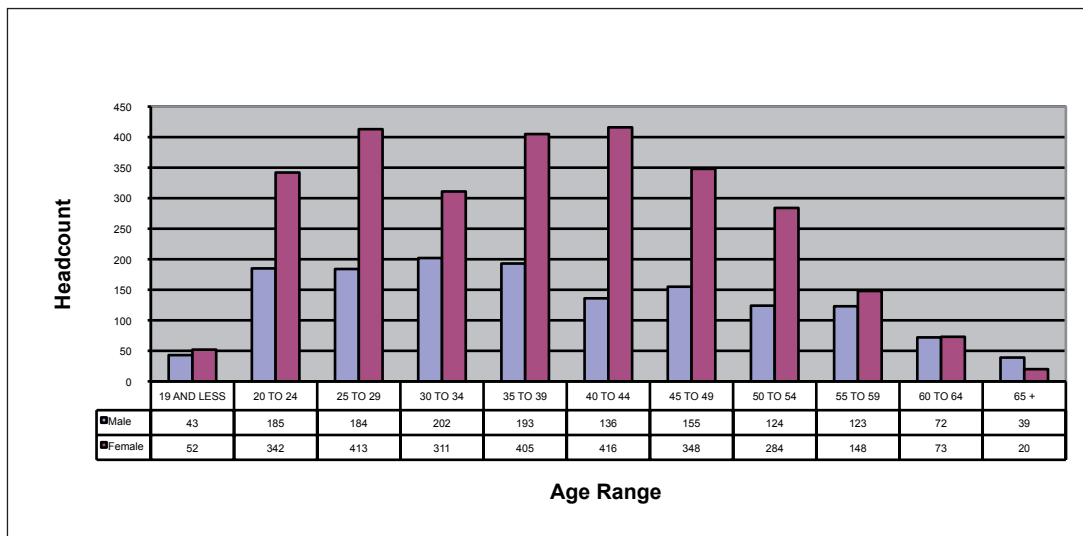


FIGURE 10: Distribution of Fixed Term Employees by Age, June 2008

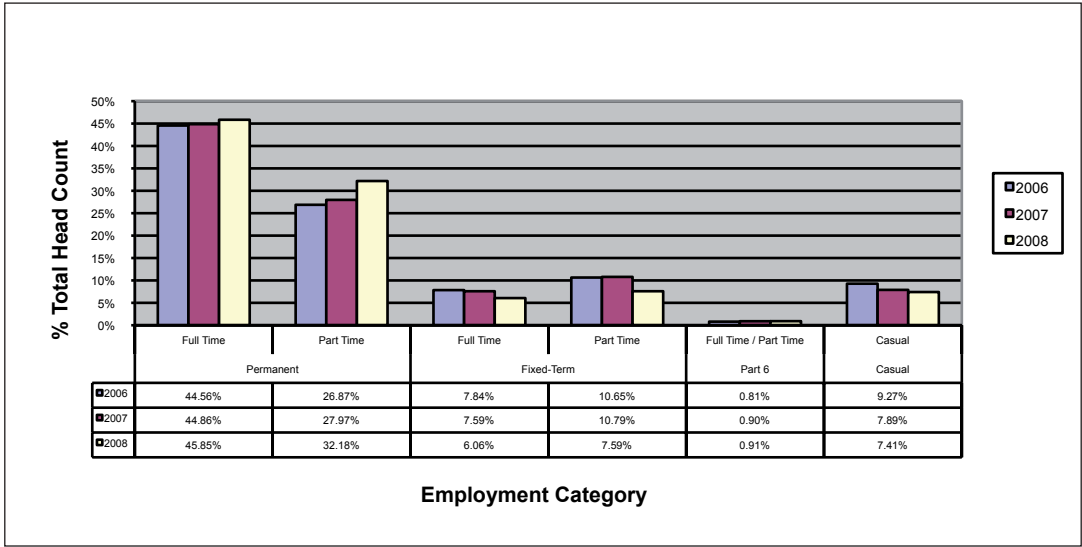


Taking Figures 9 and 10 together, it is apparent that fixed-term employees tend to reflect a younger demographic than permanent employees. A high proportion (50.1%) of permanent male employees are aged between 40 and 55 years.

55.43% of male fixed-term employees and 54.16% of female fixed-term employees are aged under 40 years.

STATE SERVICE STATISTICS

FIGURE 11: Distribution of Employees by Employment Category 2006-2008





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