

[REDACTED]

From: Toni Rowley [REDACTED] >
Sent: Thursday, 8 October 2020 6:00 PM
To: State Service Review
Subject: I wish to make a contribution to State Service Review

Thank you [REDACTED]

I write this email to make my submission. It is in the form of **advocating for the need to have consistent systems, processes and embedded practices by which to support the aspirational goal of the TSS having effective – and active - workforce mobility** (in order to retain talent within the service). It appears that effort is actively resides 'inside' the relationship management and workers compensation case management systems, but not externally to this system for someone who pro-actively wishes to explore alternative employment options within the service; such as secondments; transfers at level and so on. Instead it seems that workforce mobility within the service is all passive and reliant on the traditional recruitment and selection activities advertised – unless you have experienced some type of work place injury – when it transforms to being proactively managed.

Additionally I am advocating for the potential need for an independent (and external) relationship management service for all People and Culture (P&C) Divisional staff outside of their own Agencies. This would result in the provision of a confidential service (as experienced by all other Agency employees) and negate any conflict of interest and/or a scenario where P&C individuals involved - in any of the processes ordinarily managed/undertaken by the Relationship Management and workers compensation teams are managed by independent/external resources – avoiding any conflict of interest or parties involved feeling uncomfortable or compromised.

I have my own 'lived' experience of being a member of a People and Culture team and having no-where external (other than the Union) to 'go to' for support when an issue arose with my line manager ([REDACTED]), which ultimately could not be resolved in the conversations between us. In essence these conversations related to:

- Volume of work, resourcing constraints and unrealistic expectations, and the negative impact these were having on my Health and Wellbeing. Resulting in my GP wishing to sign me off work for a period of time. However, my preference was to pro-actively explore alternative solutions in a conversation with my manager that negated the need to be signed off work.
- Regrettably, despite my considerable efforts to negotiate a win/win outcome - my manager indicated none of the proposed scenarios/solutions were possible from her perspective, adding/suggesting that there were no systems, processes or practices to stay attached whilst I took a break. Therefore, resigning ultimately became the only option available to me to mitigate the increasing risk on my emotional, mental and physical wellbeing given it was stated there would be no change to the volume of work, resourcing or expectations going forward.

In the spirit of continuous improvement I am engaging with this consultation period linked to the State Service Review in order to advocate for an independent (and external) relationship management service for all P&C Divisional staff in all Agencies. Particularly as I wholeheartedly believe that had there had been an independent and external relationship management service available to me during my own recent experience, the outcome would have been very different, and I would likely have been supported to stay 'attached' to the Tasmanian State Service – rather than act on the only option I felt was realistically available to me to negate further stress and anxiety – which was to resign.

If it helps to talk through my submission with someone to deepen the understanding of what I am proposing (emboldened above) I can be contacted on the mobile number below. From my perspective I see a model (potential solution) whereby there could be strategic collaborations between Agencies to deliver this relationship management service for each other, or perhaps the Integrity Commission would be a natural alignment from which these services

could be delivered. Either way, the outcome would be that all members of the various People and Culture Divisions would have the opportunity for the provision of a confidential service, free from bias or conflict of interest (much like all other state service employees) and the model would add to the cultural foundations of accountability, fairness, equity and an environment that was free from discrimination.

Thank you for the opportunity to provide a submission for consideration in the consultation phase as you work towards the outcomes resulting from this State Service Review process.

Regards

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