

STATE SERVICE COMMISSIONER
TASMANIA



Annual Report

2011–2012

Published November 2012
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Print: ISSN 1448-9066
Online (PDF): ISSN 1448-9074

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COMMISSIONER'S INTRODUCTION



Frank Ogle,
State Service Commissioner

I am pleased to present the Annual Report for the period 1 July 2011 to 30 June 2012 in accordance with subsection 23(1) of the *State Service Act 2000* (the Act).

The past year has seen a continuation and strengthening of the government's desire to maintain strong financial management including a reduction to public service operating expenses, including labour costs, by around three per cent per annum. Work completed last financial year to support this objective included the introduction of arrangements to manage internal job vacancies and the Workforce Renewal Incentive Program. The emphasis this financial year has been to complete processes and requirements in managing excess positions and surplus employees (Ministerial Direction No. 25), sharpening focus on managing for performance, recognising good performance and, where it exists, dealing with underperformance (Ministerial Direction No. 26), and the development of practices, procedures and standards associated with targeted voluntary redundancy and involuntary redundancy packages. The consistent theme has been to identify a balance between savings whilst maintaining the sustainability of our workforce through the retention of existing skills while building greater productivity.

Ministerial Direction No. 25 – State Service Vacancy Control Process was formally approved by the Premier on 8 August 2011 following extensive consultation with agencies and unions. Essentially it governs the management of State Service vacancies and defines the redeployment process for employees who are identified as surplus. The Ministerial Direction provides a strong focus on redeployment as the preferred means for achieving budget savings and accordingly also provides for strict management of State Service vacancies. A Practices, Procedures and Standards document detailing Targeted Voluntary Redundancy Arrangements supplements this Direction. This was issued by the Secretary, Department of Premier and Cabinet on 2 September 2011, pursuant to his delegated power under Section 18 of the *Tasmanian State Service (TSS) Act 2000*.

Ministerial Direction No. 26 – Managing Performance in the State Service was signed by the Premier on 23 December 2011, bringing into effect a legal framework for the effective practice and monitoring of the *State Service (Performance) Act 2011*, which was proclaimed on 17 August 2011. Together, the Act and Direction clearly articulate the roles, responsibilities, expectation and accountability of performance for all those involved in an agency's performance management system, be they the Head of the Agency, employee or manager.

Consistent with the push to maintain good management practice in a tight operating environment, and after consultation with the Department of Education and the Australian Education Union, a new Commissioner's Direction was issued to replace Ministerial Direction No.15 – Replacement Teachers within the Department of Education. The Direction, Commissioner's Direction No.15 – Change of Employment Status of a Teacher from a Fixed-Term to a Permanent Employee, Department of Education (CD No.15) will provide a more appropriate legislative and operating framework to convert and equitably assign duties to employees made permanent pursuant to this directive.

As foreshadowed in last year's Annual Report, a review into the governance and structural arrangements and employee review rights in the Tasmanian State Service was conducted by an independent consultant (Mr George O'Farrell) whose final report was presented to Cabinet in May 2012.

Cabinet decided that prior to adopting a position in relation to the recommendations that further analysis and consultations would be undertaken. As an interim arrangement, from 27 June 2012 until the approved recommendations from the Review are implemented, I was appointed to undertake the role of SSC as well as continuing my role as Director, Public Sector Management Office with responsibility for managing the development and implementation of recommendations, when they are approved. A status report on the progress of the review is provided on page 7 of this report.

As a result of a prevailing climate of budgetary constraint and because of the unknown impact of the O'Farrell Review into the Governance and Structural Arrangements in the Tasmanian State Service, a decision was taken to defer the planned biennial Tasmanian State Service Employee Survey originally scheduled for 2012.

In June of this year the Office released a major evaluation report titled - Recruitment of people with disability into the State Service. The decision to undertake the evaluation had its origins in the *State Service Act 2000*: in particular, under subsection 7(1) that outlines the State Service Principles, including an aspiration for diversity. This is specifically expressed through the principles related to providing a workplace that is free from discrimination and which recognises and utilises the diversity of the community it serves; a workplace that is fair, flexible and safe; and one which promotes equity in employment, including the provision of a reasonable opportunity for members of the community to apply for State Service employment.

In 2009-10, discussions between the Office of the State Service Commissioner and the Public Sector Management Office resulted in agreement that there was a need to advance the diversity of the State Service. As a first step, an evaluation was undertaken by the Acting State Service Commissioner to examine the effectiveness of the various initiatives that had been introduced to facilitate the employment of people with disability into the State Service and a project to examine similar matters for Aboriginal and Torres Strait Islander peoples was posted to a forward work plan. The decision to focus initial efforts on the recruitment of people with disability came from a general understanding that, whilst people with disability comprise a significant proportion of the population, they are under-represented in employment. Internal surveying also indicated that people with disability were under-represented in the State Service to a greater extent than in the workforce generally, suggesting the existence of systemic barriers to their recruitment.

COMMISSIONER'S INTRODUCTION

A brief summary of the report is presented in this annual report, whilst the full report – Recruitment of people with disability into the State Service - can be accessed at www.osscc.tas.gov.au

The review of labour hire use and practices in the State Service (commenced in late 2010) has progressed but was not completed as anticipated due to competing priorities. The analysis of current practices in this area has been done but the work requires consultation on how best to accommodate arrangements of this nature within the State Service employment framework. In this context, 'labour hire' refers to the engagement of persons to perform duties where the person is paid by an employment agency and hosted by a State Service agency.

In relation to industrial matters, the major focus over the reporting period was negotiations for key replacement industrial agreements and awards in an environment of significant budget constraint.

Under the State Service Internship Program, the Office provided another opportunity for a University of Tasmania student to undertake a relevant research project. On this occasion, the project explored "the reasons for an apparent decline in the recruitment of young people (including graduates) to the State Service". This grew from a concern around the 'low level' of youth recruitment into the State Service as expressed in all State Service Commissioner Annual Reports since 2005-2006 which saw the percentage of young people under 25 years of age employed in the State Service fall from 4.5% as at 30 June 2006 to 3.5% as at 30 June 2010. A report was distributed to senior state administrators in October 2011. In brief, the report identified a number of interrelated factors that have driven the decline. These factors included: technological change and outsourcing leading to diminished processing-related jobs, financial constraints resulting in less targeted recruitment of young people and an increasing requirement for recruits to have work experience combined with technical or tertiary qualifications meaning that many new entrants are often older. The report also highlighted the need for the State Service to continue to provide competitive employment conditions and to adopt innovative promotional strategies in order to attract candidates, particularly in the context of an ageing public sector workforce.

By way of conclusion I would like to take this opportunity on behalf of all State Service employees, to thank Iain Frawley who recently retired after a long career spanning both the Commonwealth and State public services. His most recent role was that of Acting State Service Commissioner, a position he held for the last three years. Iain focussed on promoting equity and diversity in State Service employment and providing a fair system of review.

Finally, I would like to join with Iain Frawley to thank the staff of the Office for their efforts and professionalism over the year, particularly in a year of some uncertainty and change. We would also like to record our appreciation for the continued assistance and support received from the Secretary and employees of the Department of Premier and Cabinet, in particular, employees from the Public Sector Management Office, and for the contribution of agency representatives and public sector unions.

Frank Ogle
STATE SERVICE COMMISSIONER

November 2012



Commissioner's functions

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

Prior to the appointment of the current State Service Commissioner on 27 June 2012, a significant number of the Commissioner's statutory functions had been the subject of delegations: the employment policy functions contained in subsection 18(1) of the Act (relating to the management and administration of the State Service) and the power to determine duties to be of a senior executive nature or equivalent specialist nature [section 29(4) of the Act], had been delegated to the Secretary of the Department of Premier and Cabinet. The Public Sector Management Office, Department of Premier and Cabinet, had performed all these delegated functions.

A notice was issued by the incoming Commissioner on 27 June 2012 discontinuing the authority of the Secretary of the Department of Premier and Cabinet to exercise these powers of the State Service Commissioner under 18(1) and 29(4) of the *State Service Act 2000*.

Notwithstanding, an existing delegation to the Chief of Staff and Deputy Chief of Staff [Office of the Premier] involving the power to make arrangements for the secondment of permanent employees employed in the State Service to undertake duties within [Ministerial and Parliamentary Offices] under subsection 46(1)(b) of the act, was reissued.

Functions of the Commissioner

The statutory functions of the Commissioner under subsection 18(1) of the Act 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 determine practices, procedures and standards in relation to management of, and employment in, the State Service and to evaluate their application within Agencies;
- 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)(e) to evaluate the adequacy of systems and procedures in Agencies for ensuring compliance with the Code of Conduct;
- 18(1)(g) to undertake reviews applied for under section 50 of the Act;
- 18(1)(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;
- 18(1)(l) to determine requirements, including qualifications, for the employment of employees or groups of employees in the State Service;
- 18(1)(m) to determine duties to be of a senior executive nature or equivalent specialist nature;
- 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.

Support for the Commissioner

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

Staffing of the office

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

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

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It is anticipated that these arrangements will change during 2012-2013 as a result of the implementation of the recommendations of the Governance Review.

External support

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

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

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

Legislative framework

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

Commissioner's Directions

Under section 20 of the Act, the Commissioner may issue legally binding Directions relating to any of the Commissioner's functions. Such Commissioner's Directions have effect according to their tenor, unless they are inconsistent with or repugnant to other provisions of the Act. There are 11 current Commissioner's Directions.

Number	Direction description	Operative
1	Employment in the State Service	1 November 2010
2	State Service Principles	1 May 2001
3	Workplace Diversity	1 May 2002
4	Performance Management Systems	8 June 2007
5	Procedures for the Investigation and Determination of whether an employee has breached the Code of Conduct	1 January 2009
6	Procedures for the Investigation and Determination of whether an employee is able to efficiently and effectively perform their duties	1 January 2009
7	Review of Actions	4 February 2008
8	Procedure for the Suspension of State Service Employees with or without Pay	1 May 2001
10	Pre-Employment Checks	1 May 2001
14	Gifts and Benefits	11 July 2003
15	Change of Employment Status of a Teacher from a Fixed-Term to a Permanent Employee	1 December 2011

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

Commissioner's Direction No. 15 – Change of Employment Status of a Teacher from Fixed-Term to a Permanent Employee – Department of Education

During the reporting period, Commissioner's Direction No.15 – *Change of Employment Status of a Teacher from Fixed-Term to a Permanent Employee - Department of Education* (CD No.15) was issued. The direction, (operating together with the Education Department's Teacher Assignment of Duties Policy), will provide a more appropriate legislative and operating framework to convert and equitably assign duties to employees made permanent pursuant to this directive. Due to a proposed move to four school terms from 2013, CD No.15 will only operate until 21 December 2012 when consideration will be given to reissuing the provisions in the context of the Department's revised operational arrangements.

Ministerial Directions

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

Ministerial Direction No.15 (revoked) – Replacement Teachers in the Department of Education

Ministerial Direction No. 15 was issued on 22 November 2004 for the purpose of specifying administrative arrangements in relation to employees assigned the duties of Replacement Teachers in the Department of Education. This Ministerial Direction was revoked on 12 December 2011. These arrangements have been re-established through the issue of Commissioner's Direction No. 15 on 1 December 2011 as they more appropriately relate to the application of merit.

Ministerial Direction No.25 (issued) – State Service Vacancy Control Process (SSVCP)

This Ministerial Direction was issued on 5 August 2011 for the purpose of prescribing administrative requirements for State Service vacancy control within and across agencies; management of surplus employees performing duties that are no longer required; and the assessment and transfer of surplus employees into vacant positions.

Ministerial Direction No.26 (issued) – Managing Performance in the State Service

This Ministerial Direction was issued on 23 December 2011 for the purpose of outlining the performance management roles, responsibilities, administrative requirements and accountabilities of Heads of Agency, managers and employees. The Direction also requires that Performance Management Systems in the State Service are based on regular constructive feedback, support a clear link between the performance and development of individual employees, and achieve business requirements and other workforce management practices.

Ministerial Determinations

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

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

The Public Sector Management Office provides advice and assistance to the Minister on a range of employment policy issues including the development of Ministerial Directions. The Ministerial Determinations can be found at www.dpac.tas.gov.au/divisions/psmo/hr/ministerial_directions_and_determinations

Governance and Structural Arrangements in the Tasmanian State Service

Mr George O'Farrell undertook a Review of Governance and Structural Arrangements in the Tasmanian State Service. The report was presented to the Premier on 5 March 2012.

There was wide ranging consultation during the review and Mr O'Farrell presented recommendations under the following headings:

- Governance and Structural Arrangements;
- Appeals, Review and Industrial Disputes;
- Employment and Employer Matters; and
- Transition and Implementation.

Prior to endorsing the recommendations and proceeding with legislative amendments a further round of consultation was undertaken. As a result there was wide spread support for a number of changes including:

- a) the Minister administering the *State Service Act 2000* to remain the employer;
- b) the Secretary, Department of Premier and Cabinet (DPAC) to undertake the employer role in relation to functions and powers and clarification of the employer role;
- c) the Minister and Secretary, DPAC to have a power to delegate his/her functions;
- d) the Secretary, DPAC to report to the Parliament annually on the exercise of employer's functions and powers and the 'State of the Tasmanian State Service (TSS)';
- e) abolish the present role of State Service Commissioner (SSC) and use a current authority/person to undertake investigations and examine the performance of the employer functions and powers;
- f) TSS reviews/appeals under the *State Service Act 2000* to be heard and determined by the Tasmanian Industrial Commission (TIC);

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- g) maintain the TIC to hear and decide industrial disputes and Award matters under the *IR Act 1984*;
- h) as a transitional arrangement, appoint the Director, Public Sector Management Office (PSMO) as the SSC to lead the consultation and any approved legislative amendments;
- i) establish mechanisms for continued consultation in relation to the detail implementation of changes; and
- j) deal with employment and employer recommendations from the O'Farrell Report separately once the revised Governance arrangements had been established.

Subject to Cabinet approval it is envisaged that amendments to the *State Service Act 2000* and consequential amendments (including the *Industrial Relations Act 1984*, *Audit Act 2008* and *Integrity Commission Act 2009*) will be required.

It is anticipated that such changes will be made effective early in 2013.

Elements of the evaluation program

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

- **State Service Agency Survey** – The central plank of the evaluation function is the annual State Service Agency Survey (Agency Survey), which gathers information about agency procedures, practices and standards, and seeks to identify the strategies and actions that have been put in place to uphold, promote and ensure adherence to the State Service Principles. Results of the Agency Survey are incorporated into the Commissioner's annual report.
- **State Service Employee Survey** – Another core component of the evaluation function is the biennial State Service Employee Survey (Employee Survey), which seeks to contextualise and compliment the information obtained through the Agency Survey by providing information about employees' confidence in the application of the State Service Principles in their workplaces, benchmarked against previous Employee Surveys to help assess change in the State Service. The most recent results of the Employee Survey were published in the *Tasmanian State Service Employee Survey 2010: Survey Report*.
- **Major evaluation projects** – Another element of the evaluation program consists of major evaluation projects, each designed to examine particular agency-wide practices and procedures related to the management of human resources in the State Service. A report of findings is usually produced for each completed project, under the general main title of Tasmanian State Service Evaluation Report. Evaluation reports published to date are: *Agency Performance Management Systems (2006)*, *Agency Internal Grievance Resolution Systems (2007)*, *Agency Workplace Diversity Programs (2008)*, *Recruitment in the State Service (2010)* and *Recruitment of People with Disability into the State Service (2012)*.

An overview of the status of the above components is as follows:

State Service Agency survey

The annual Agency Survey has been conducted since 2002 as a major part of the Commissioner's evaluation program. The structure and content of this year's Agency Survey is similar to the previous reporting period with only some minor changes.

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

State Service Employee survey

The State Service Commissioner's Employee Survey serves to contextualise and compliment the information obtained through the Agency Survey by providing information about employees' confidence in the application of the State Service Principles in their workplace, benchmarked against previous employee surveys to help assess change in the State Service. This Survey, which was originally conducted biennially, will now be undertaken in conjunction with the HR Evaluation Survey conducted by the PSMO which is next due in May 2013.

Following the results of the 2010 Employee Survey a number of agencies have taken additional action during the reporting period to address the areas for improvement highlighted in the Gap Analysis sections of each agencies summary report. A summary of the actions reported by agencies for this year are outlined below:

Action taken	No. Agencies
<i>Revised leadership development program introduced</i>	4 Agencies
<i>A review of the Agency's performance management system, supported by training</i>	3 Agencies
<i>Information about selection process and merit based selections provided to selection panels</i>	2 Agencies
<i>New Internal Grievance Resolution Policy & Guidelines implemented</i>	2 Agencies
<i>Conducting an Agency Pulse Check Survey</i>	1 Agency
<i>Senior manager leadership workshops</i>	1 Agency
<i>Provide a variety of communication strategies</i>	1 Agency
<i>New Customer Service Commitment and Customer Service Complaints Handling Framework being developed</i>	1 Agency
<i>Improved employee communication strategy through the intranet</i>	1 Agency
<i>Revised consultation arrangements with the Tasmanian Prison Service</i>	1 Agency
<i>Culture workshops conducted</i>	1 Agency

Major evaluation projects

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

Labour hire practices in State Service agencies

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

State Service employment appointments

As an adjunct to the evaluation report Recruitment in the State Service (completed June 2010), and in the context of considering refinements to Commissioner's Direction No. 1 – Employment in the State Service, the Office has commenced a project looking at recent permanent and some fixed-term State Service appointments. In summary, the project seeks to quantify the volume of more recent external appointments to the State Service, to determine the extent to which subsequent selections of external appointees have occurred and to assess the appointment arrangements. The completion of this project will be determined following a review of work priorities related to the implementation of the Governance Review.

Recruitment of people with disability into the State Service

Background

The *State Service Act 2000* requires Heads of Agency to establish workplace diversity programs to address employment inequity in the State Service. To support this, Commissioner's Direction No.3 – Workplace Diversity (CD No.3) was issued to assist Heads of Agency in developing and implementing a workplace diversity program. Agencies reported they had implemented their disability diversity programs through Disability Action Plans (DAPs) developed under the auspices of the Tasmanian Government's Disability Framework for Action 2005-2010.

Agencies have made changes to improve outcomes for people with disability. However, there has been a growing sense among some stakeholders that the number of people with disability recruited into the State Service is too low. In addition, the results of State Service Employee Surveys suggest that disability diversity has not changed. Therefore, consistent with the Commissioner's statutory functions, this evaluation was undertaken.

This evaluation has been completed and was released in June 2012. The key findings of the evaluation are as follows:

Evaluation of agency practice

As agencies had reported that they implemented their disability diversity programs through the DAPs, the first phase of the evaluation focussed on this body of work. From the results of consultation with, and surveying of, agencies, the following was found.

Summary of the key positive findings

Congratulations are due to a number of agencies for commendable innovations, in particular –

- To the Premier, for the creation of the Graduate Program for People with Disabilities, implemented by the Department of Premier and Cabinet; and to the Department of Economic Development, Tourism and the Arts; the Department of Infrastructure, Energy and Resources; the Department of Premier and Cabinet; and the Department of Police and Emergency Management for making placements under this program.
- To the Community Development Division in the Department of Premier and Cabinet for the facilitation and support of the Willing and Able Mentoring (pre-employment) Program.
- To the Royal Tasmanian Botanical Gardens (the Department of Primary Industries, Parks, Water and Environment) for winning the 2010 Wise Employment Disability Confident Award (a Community and Public Sector Union award).
- To the Department of Economic Development, Tourism and the Arts for winning the 2011 Wise Employment Disability Confident Award.

In addition, a small number of agencies demonstrated innovation through:

- Provision of guides for Disability Employment Services providers;
- Providing support for Aboriginal and Torres Strait Islander peoples with disability;
- Use of cadetships and traineeships for people with disability.

Agencies generally supported the Willing and Able Mentoring program, with the Department of Police and Emergency Management; the Department of Primary Industries, Parks, Water and Environment; the Department of Premier and Cabinet; the Department of Treasury and Finance; the Department of Health and Human Services; the Department of Economic Development, Tourism and the Arts; and the Department of Education participating in the program in 2009 and 2010.

Progress on accessibility has been somewhat limited, however some agencies having addressed accessibility in the following areas:

- Workplace locations
- Reviews of statements of duties
- Accessible point of contact for job applicants
- Reviews of recruitment processes
- Workplace adjustment guides
- Job advertising standards
- Guide for selection panels.

Most agencies indicated they had implemented their DAPs in relation to cultural change (training, policies and procedures, provision of workplace adjustments, participation in specific programs, etc).

Summary of other key findings

- Not all agencies had implemented a DAP. Two agencies had not yet developed DAPs and two had not yet fully implemented them.
- The Graduate Program for People with Disability was under-subscribed. Only the Department of Economic Development, Tourism and the Arts; Department of Infrastructure, Energy and Resources; the Department of Premier and Cabinet; and the Department of Police and Emergency Management each engaged graduates under this program, despite support funding being available for six placements across the State Service.
- Agencies reported that only half of one per cent of vacancies were filled by people with disability. Also, use of the People with Disabilities Fixed-Term Employment Registers by agencies was not significant, with six qualifying referrals made, resulting in two placements. However, it was noted that data collection is hampered by under-reporting.
- The Department of Economic Development, Tourism and the Arts; the Department of Health and Human Services; the Department of Infrastructure, Energy and Resources; the Department of Police and Emergency Management; the Department of Premier and Cabinet; and the Department of Treasury and Finance offered internal training directly related to employing people with disability in 2009-10. Only 409 employees participated in disability specific Training Consortium (TTC) training.
- Agencies and Disability Employment Services providers identified continuing barriers facing people with disability. The following graphic highlights the similarities in Disability Employment Services provider and Agency feedback on remaining barriers.

Agency and Disability Employment Services provider comment on current barriers to the recruitment of people with disability into the State Service

Agencies view of remaining barriers	Disability Employment Services provider view of remaining barriers
Lack of disability awareness and confidence	Lack of disability awareness and confidence
Poor perception of people with disability as employees	Poor perception of people with disability as employees
Recruitment practices unintentionally discriminate	Recruitment practices discriminate
Unable to move beyond past negative experience	Lack of understanding of individual experiences
Poor perception of DES service quality to clients	Poor perception of management skills and capacity: <ul style="list-style-type: none"> • Lack of leadership and goal setting • Under-utilisation of the People with Disabilities Fixed-Term Employment Registers • Reluctance to trial people with disability • Lack of understanding of available programs • Lack of specific roles for people with disability

Summary of key opportunities and recommendations for specific recruitment programs

There are a number of ways that agencies might recruit people with disability, including through specific recruitment programs. The report recommends more and better specific recruitment programs, as follows.

Work experience, work trials and work

The evaluation found that work experience is one of the few proven ways for improving the employment prospects of people with disability. New programs identified were:

- the Australian Government funded Unpaid Work Experience Program for placements of up to four weeks for job-ready candidates; and
- casual work 'trials' through the People with Disabilities Fixed-Term Employment Registers.

In addition, participation in a number of pre-employment opportunities is also to be encouraged, including:

- the Willing and Mentoring Program;
- (Formal) student internships and vocational placements; and
- genuine volunteering arrangements.

The report recommended that agencies offer more short-term work and work experience opportunities.

People with Disabilities Fixed-Term Employment Registers

The evaluation found that the labour supply and demand for people with disability, in particular for those being assisted by Disability Employment Services (DES) providers, is unexpectedly low. In particular, there was an unexpectedly low level of recruitment through the People with Disabilities Fixed-Term Employment Registers (PDFTE Registers). However, a number of reasons for this were identified and a model process for referral of vacancies to the PDFTE Registers was developed, to encourage agencies to develop clearer policies and procedures.

Graduate and cadetship programs

The report found that graduate and cadetship programs are being advertised at a time in the school calendar when students are preparing major assignments or sitting exams, and that the period during which the application is open is typically quite short. These present barriers to all students, and especially to those with disability. The report recommended that agencies consider more accessible vacancy notice periods and better timing for advertising, including using an expression of interest approach to the recruitment of graduates and cadets as a precursor to formal applications.

Flexible measures program

The Australian Public Service (APS) Special Measures program was evaluated. This program enables an APS agency to design a job for a person with disability who is not able to compete on merit (an exercise usually known as 'job carving'). It was found that differences in relevant statutory frameworks mean it is not possible for the State Service to adopt the APS model as it stands. However, a similar State Service program could be created through a Commissioner's Direction describing how the 'job carving' exercise would be undertaken. The report recommended this be considered, and supported by agencies.

National Disability Employment Strategy

The Australian Government's National Disability Employment Strategy now offers more support for State agencies. The strategy includes Disability Employment Services and the Employer Incentives Scheme.

The Disability Employment Services element comprises providers that deliver Disability Management Services and Employment Support Services (for people with permanent disability who require additional support), as well as the National Disability Recruitment Coordinator (NDRC), who works with large firms through a Memorandum of Understanding. WorkFocus Australia is the current NDRC. In November 2011, the Premier's Disability Advisory Council recommended that DPAC develop a program facilitating relationships between disability employment organisations and agencies.

The Employer Incentives Scheme element comprises the Supported Wage System (available to State agencies through industrial awards and agreements), Ongoing Support Assessments, JobAccess information and advice service (website is www.jobaccess.gov.au), Wage Connect (not available to State agencies at this time) and the Employment Assistance Fund (EAF).

The EAF provides assistance for modifying physical work environments and purchasing adaptive technology and for Auslan interpreting services. EAF funding is not available where funding is provided from other sources, such as workers compensation. The evaluation found that the rate of State Service applications for EAF funding is well below the rates of application by Tasmanian local government organisations, and other state and territory governments. The report recommended that each agency centralises its funding for workplace accommodations and ensures that full use is made of available Australian Government monies.

Summary of key opportunities and recommendations for better open recruitment

Most people with disability are actually recruited through standard (open) recruitment pathways, and this will continue to be the case.

Therefore, the report also recommends a number of measures aimed at helping agencies achieve disability diversity through better open recruitment, as follows.

Critical role of hiring managers in open recruitment

The evaluation found that the attitudes and behaviour of hiring managers are the most critical in the recruitment of people with disability. The three key findings were as follows:

- **Hiring manager decisions** – Some managers recruit people with disability and some do not. Hiring managers who do recruit people with disability make specific decisions that lead them to do so over-and-over again. However, if an unfavourable decision is made at any point, that manager may never recruit another person with disability. This is illustrated in the “Model of Employment Decision Making”. It appears that larger employers cannot easily shift through points 1 (reasonable) and 2 (expected).

The Model of Employment Decision Making provides a framework for putting the views of employers into a decision-making context, showing how particular issues and concerns can have an impact on the employer’s decision to hire at critical points. The Model also indicates how an agency strategy to improve the recruitment of people with disability in the State Service must support the right decision-making at each point in the cycle.

- **Hiring manager attitudes and perceptions** – A number of employer perceptions of people with disability exist that may influence hiring manager decisions. Such notions are not relevant to the employment of an individual: even if born-out statistically (which often they are not), the notion may be wrong in relation to a particular recruit. However, it may be useful for agencies to appreciate some of the ‘internal dialogue’ hiring managers might have and so these findings are presented in the report.
- **Hiring practices (small firms versus large firms)** – There is a significant difference in the attitudes and behaviour of hiring managers in large firms compared with those in small firms, in respect to the recruitment of people with disability. Larger firms tend to recruit for a specific vacancy through a formal, competitive, open recruitment process. Small firms have a more flexible approach. Some divisions within State Service agencies behave more like small firms, whereas the majority appear to behave more like large firms.

The evaluation report recommended that agencies recognise and document the critical importance of hiring managers, and provide them with the facts and tools they need to recruit people with disability, by implementing the range of measures indicated in this report to help ensure the correct decision-making at each point in the recruitment decision-making cycle.

Preservation of merit

The evaluation found that some hiring managers were concerned about whether merit selection is affected by decisions to set jobs aside for people with disability or to modify recruitment practices to make jobs more accessible. However, the State Service Act deems that a decision relating to appointment or promotion is based on merit if an assessment of the relative suitability of candidates is the primary consideration in making the decision. The State Service Act does not prescribe how merit assessments are conducted, or who conducts them. The State Service Act does not prescribe advertising standards either. Approved State Service programs that limit the pool of candidates do not circumvent merit, because the relative suitability of more than one candidate remains the primary consideration in selection. Commissioner’s Direction No. 1 – *Employment in the State Service* specifies how selection pools may be limited. The report recommended that agency selection policies and procedures clearly explain that merit is not compromised by limiting the pool of candidates in accordance with Commissioner’s Directions.

Job characteristics

A review of current State Service advertising revealed that jobs are still being designed and advertised with characteristics that may not reflect the inherent requirements, which only serves to present barriers to people with disability. Preferences for the incumbent to hold a driver’s licence, be a university graduate or work full-time hours are common examples. Where a selection decision is based on the ability to satisfy non-essential requirements, this may be discriminatory if fewer people with disability (or from another equity group) are likely to meet the requirement.

The report recommended that agency recruitment information only refer to essential requirements. Where a requirement is considered an essential part of the job, this should be made clear. The report recommended that non-essential requirements not be the basis of selection where this may disadvantage a person with a particular attribute, such as disability.

Agencies should also consider what is to be done in the job and the level of expertise, rather than how or when it is done, or what education qualification should be held. Agencies should develop health and fitness requirements that address only the essential requirements of the job, taking account of the implications for induction, maintenance and failure to maintain entry standards.

In particular, for nominal full-time vacancies, unless an inherent requirement of the job, advertising should default to an inclusive description, for example: “Permanent full-time day work. Notwithstanding, hours per fortnight may be negotiated with the successful applicant.” Where full-time workload is identified, splitting it into part-time roles or job-sharing should not automatically be dismissed as options. Furthermore, flexibility in the scope of duties and/or hours and location of work could also be considered.

Accountability and the diversity coach role

The evaluation found that a number of the 'perceived barriers' to the recruitment of people with disability are only likely to be addressed through one on one coaching of hiring managers by skilled individuals. Stakeholders expressed a view that agencies should engage 'disability officers' to address a broad range of issues in the recruitment and employment of people with disability.

The report recommended that agencies examine ways to combine and expand functions related to the recruitment and management of diversity groups, to ensure that the needs of hiring managers are better supported. The report recommended that responsibility for co-ordinating workplace accommodations for each agency, including the preparation of funding applications to the Australian Government's Employment Assistance Fund, be centrally located with the diversity function.

Depicting disability

Individual employees should decide whether and how their disability is depicted. However, State Service agency websites and publications should depict disability in a (positive) incidental way, in order that the material is seen to be inclusive of people with disability. At present, disability is generally invisible in this State Service material.

Goals

The idea of a State Service goal was evaluated. However, a suitable specific recruitment goal for the whole State Service was not identified at this time and several arguments to support this view are provided in the full report. However, hiring managers will recruit people with disability if they are expected to do so, therefore, agencies should raise this expectation by establishing goals.

The report noted that agencies could reflect agency goals, and the report's other recommendations, in their Workplace Diversity Programs and Disability Action Plans.

Conclusion

The evaluation revealed that the decisions, attitudes, perceptions and practices of State Service hiring managers lie at the very heart of recruitment and are the key to the recruitment of people with disability. The research suggests that managers, who have no qualms about making a reasonable adjustment for one of their team, may not think it is reasonable to make an extra effort to recruit a person with disability.

This year is the tenth anniversary of the release of CD No.3. It is clear that Principles such as 'the State Service utilises the diversity of the community it serves' will remain aspirational, unless there is a focussed effort to make them a reality.

A full copy of the report, including accessible material and a video summary, can be obtained at the Office's website www.osscc.tas.gov.au

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

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

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

Upholding and promoting the State Service Principles and Code of Conduct

The State Service Agency Survey 2012 (Agency Survey) returns for the 1 July 2011 to 30 June 2012 reporting period indicated that all agencies continued to be active in informing employees about the State Service Principles and Code of Conduct, with all agencies having a variety of strategies in place to inform their employees.

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

Action taken	No. Agencies
<i>Included this information in statements of duty</i>	14 Agencies
<i>Providing new employees with written information as part of the induction process</i>	13 Agencies
<i>Providing new employees with interactive or face-to-face information</i>	12 Agencies
<i>Promotion on each agency intranet website</i>	12 Agencies
<i>Requiring new employees to verify that they understand the Principles and Code of Conduct</i>	8 Agencies
<i>Reinforcement when conducting regular performance management reviews</i>	8 Agencies
<i>Providing managers/supervisors with information about their role in upholding the Principles and Code of Conduct</i>	5 Agencies
<i>Providing employees with this information via electronic or hard copy newsletters or bulletins</i>	5 Agencies
<i>Providing regular information sessions for employees</i>	3 Agencies

Merit and opportunity

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

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

Upholding merit

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

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

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:

Action taken	No. Agencies
Provision of electronic or hard-copy guidelines to selection panels	11 Agencies
Promotion through information on the agency newsletters or bulletins	10 Agencies
Promotion through agency intranet websites	9 Agencies
Included in statements of duty	7 Agencies
Through information sessions for managers/supervisors	5 Agencies
Through information sessions for employees	4 Agencies

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

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

Advertising of State Service vacancies at the Jobs website

The Jobs website at www.jobs.tas.gov.au supports the Commissioner's role in promoting and protecting merit by facilitating broad access to up-to-date information about State Service vacancies. The site features integrated, distinctive branding and intuitive design, and is actively marketed through events, including the University of Tasmania's Careers Fair. The Public Sector Management Office manages the Jobs website and has advised that a project has commenced to revamp this site.

In the past 12 months, the average number of visits to the Jobs website per month was 78,399. This was a significant decrease from 88,414 visits per month in the 2010-11 reporting period but consistent with the 2009-2010 reporting period. The average number of pages viewed per month was 532,983, compared with 632,790 pages viewed per month in the 2010-11 reporting period. The number of vacancies in 2011-12 has decreased significantly due to controls as part of the State Service vacancy management processes. **Table 1, below**, details permanent and fixed-term vacancies advertised at the Jobs website over the past four reporting periods.

Table 1: Vacancies advertised at the Jobs website, 1 July 2008 – 30 June 2012

Agency	2008-09	2009-10	2010-11	2011-12
Dept. of Economic Development, Tourism and the Arts	105	106	103	45
Dept. of Education	542	430	470	346
Dept. of Environment, Parks, Heritage and the Arts	105	-	-	-
Dept. of Health and Human Services	2,019	1,540	1,491	812
Dept. of Infrastructure, Energy and Resources	119	71	95	58
Dept. of Justice	144	141	164	113
Dept. of Police and Emergency Management	89	66	57	44
Dept. of Premier and Cabinet	70	42	76	40
Dept. of Primary Industries, Parks, Water and Environment	131	144	170	79
Dept. of Treasury and Finance	109	44	50	38
Tasmanian Audit Office	13	3	9	15
Integrity Commission	-	-	14	6
Port Arthur Historic Site Management Authority	16	19	19	9
TAFE Tasmania	54	-	-	-
Tasmanian Academy	6	12	3	-
Tasmanian Polytechnic	35	91	4	-
Tasmanian Skills Institute	8	28	17	3
The Public Trustee	16	9	12	19
TOTALS	3,581	2,746	2,754	1,627

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

The advertising of 'hard-to-fill' vacancies

Competition among employers for a small number of suitably qualified employees in certain occupational groups is very strong at times. As a result, agencies may have a number of vacancies that they are not able to fill from a standard advertising campaign. Following extensive consultation with agencies during the revision of Commissioner's Direction No.1 – *Employment in the State Service* (CD No.1), the Direction incorporated a new provision in paragraphs 4.2(a) and (b), 4.3(c) and 4.4(e) to respond to this labour market reality. The new provision allows agencies to seek the Commissioner's approval for certain permanent vacancies to remain continuously open and only be advertised once every two years. These 'hard-to-fill vacancies' are routinely available due to the scarcity of suitably qualified applicants, with the new provision allowing agencies to appoint qualified applicants at any time within the period.

During the reporting period there were no applications received from agencies to use this new provision, which came into effect from 1 November 2010.

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

Subsection 37(4) of the Act authorises the Minister, on the recommendation of the Commissioner, to change an employee's employment status from a fixed-term employee to a permanent employee. When a change in employment status occurs, the employee may continue to perform the same duties but on an ongoing basis, or new duties may be assigned to the employee, but the agency is not required to have advertised a permanent vacancy. For this reason, there is a strict process for dealing with requests set down in CD No.1. A request may be made by a Head of Agency to change the employment status of a fixed-term employee to permanent, where an employee has been employed for 12 months or more and meets other criteria as indicated in CD No.1. **Table 2, below**, provides statistics for the reporting period for requests made by Heads of Agency.

Table 2: Agency requests to change the employment status of an employee from a fixed-term employee to a permanent employee, 1 July 2011 – 30 June 2012

Agency	Brought forward	Received	Approved	Not approved	Carried forward
Dept. of Education	-	172	130	-	42
Dept. of Health and Human Services	1	22	22	-	1
Dept. of Justice	-	2	1	1	-
Dept. of Police and Emergency Management	-	1	1	-	-
Dept. of Primary Industries, Parks, Water and Environment	-	1	1	-	-
Dept. of Treasury and Finance	-	4	4	-	-
Port Arthur Historic Site Management Authority	-	1	1	-	-
Tasmanian Audit Office	-	3	3	-	-
Totals	1	206	163	1	43

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

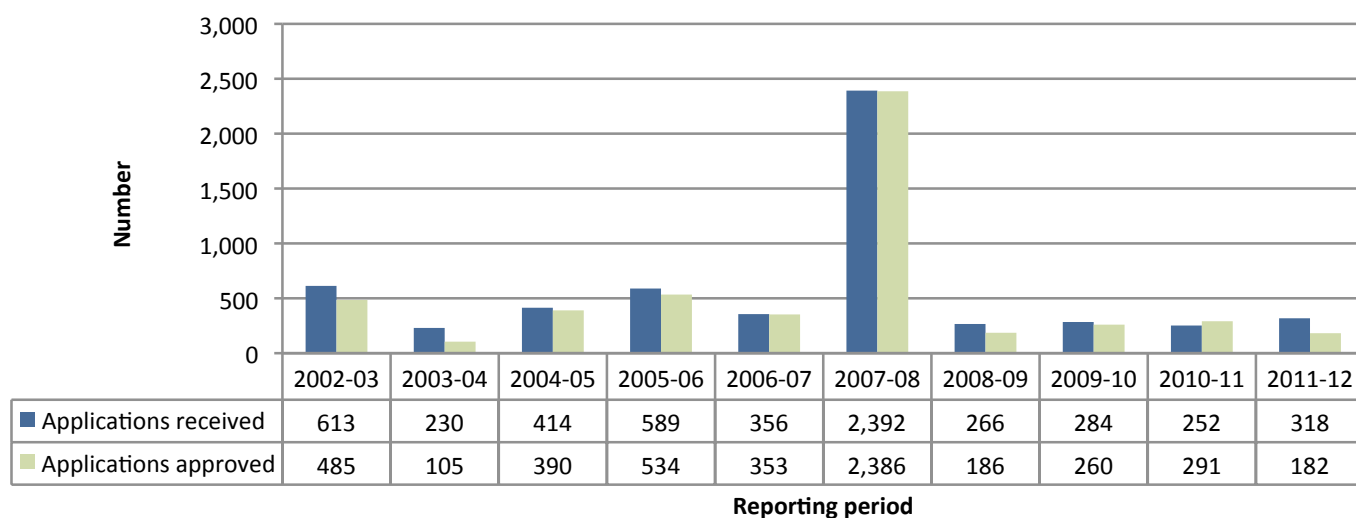
Table 3: Employee requests to change their employment status from a fixed-term employee to a permanent employee, 1 July 2011 – 30 June 2012

Agency	Brought forward	Received	Approved	Not approved	Carried forward
Dept. of Education	1	30	7	18	6
Dept. of Health and Human Services	1	72	9	31	33
Dept. of Justice	-	1	1	-	-
Dept. of Police and Emergency Management	-	1	-	-	1
Dept. of Primary Industries, Parks, Water and Environment	-	7	2	2	3
Tasmanian Skills Institute	-	1	-	-	1
Totals	2	112	19	51	44

The combined numbers in **Table 2** and **Table 3**, above, indicate that a total of 182 fixed-term employees had their employment status changed from fixed-term employee to a permanent employee in the reporting period. Of the 182 fixed-term employees, 137 were replacement teachers approved in accordance with Commissioner's Direction No.15 *Change of Employment Status of a Teacher from A Fixed Term to a Permanent Employee* (Department of Education) who had completed six continuous and complete school terms of satisfactory teaching as a fixed-term employee in a school or schools.

Chart 1, below, shows the trend in applications dealt with and approvals given for all change of employment status requests from agencies and employees over the last ten years.

Chart 1: Change of employment status (both agency and employee requests), 1 July 2002 – 30 June 2012



Please refer to Explanatory note 7 for important information about the above chart.

Performance of higher or more responsible duties by a permanent employee

The performance of higher or more responsible duties refers to the temporary assignment of duties that are classified at a higher salary level, or of duties that are more responsible than the employee's substantive role. These situations commonly occur when an employee performs the duties of their supervisor or manager, while that more senior employee is absent (in which case there is always a 'vacancy') or when an employee is assigned to a special project for a fixed period. Permanent employees undertaking these higher duties or more responsible duties may be paid an appropriate allowance, subject to their industrial award or agreement, for the level of work, or additional work, undertaken.

The performance of higher or more responsible duties is a valuable leadership and career development opportunity for the employee and a useful succession-planning tool for the employer. However, the Commissioner has an interest in ensuring that the performance of higher duties does not replace promotion and appointment to a vacancy under the merit principle; Commissioner's Direction No.1 – *Employment in the State Service* (CD No.1) deals with these circumstances.

Reporting through the Agency Survey indicated that, during the reporting period, a total of 522 permanent employees received higher or more responsible duties allowances for periods in excess of 12 months, an increase of 93, or 22 per cent, from the 2010-11 reporting period. The most significant increase of 162, or 238 per cent, occurred in the Department of Health and Human Services and the largest reduction was 62, or 22 per cent in the Department of Education.

There may be legitimate reasons why higher or more responsible duties allowances are appropriate to recompense employees for undertaking higher or more responsible duties for an extended period beyond 12 months. However, the continued practice of agencies utilising these remuneration mechanisms for extended periods needs to be appropriately managed in accordance with CD No.1.

Table 4, over page, provides details of the number of employees performing higher or more responsible duties for periods in excess of 12 months, by agency, over the last five reporting periods.

Table 4: Permanent employees in receipt of higher or more responsible duties allowance for a period in excess of 12 months duration, 1 July 2007 – 30 June 2012

Agency	2007-08	2008-09	2009-10	2010-11	2011-12
Dept. of Economic Development, Tourism and the Arts	2	4	3	2	5
Dept. of Education	266	234	299	281	219
Dept. of Environment, Parks, Heritage and the Arts	2	2	-	-	-
Dept. of Health and Human Services	244	214	242	68	230
Dept. of Infrastructure, Energy and Resources	3	-	-	1	3
Dept. of Justice	126	35	28	32	37
Dept. of Police and Emergency Management	23	5	15	8	8
Dept. of Premier and Cabinet	1	2	9	13	1
Dept. of Primary Industries, Parks, Water and Environment	14	6	18	6	17
Dept. of Treasury and Finance	5	22	9	16	-
Tasmanian Audit Office	-	-	-	-	-
TAFE Tasmania	47	18	-	-	-
Tasmanian Academy	-	-	2	-	-
Tasmanian Polytechnic	-	15	22	-	-
Tasmanian Skills Institute	-	4	5	2	1
The Public Trustee	-	-	-	-	1
Totals	733	561	652	429	522

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

Promotion without advertising the duties

It is the fundamental position of the Commissioner that, in order to uphold the merit principle, permanent vacancies should be publicly notified and filled on the basis of merit. It is recognised, however, that special and compelling circumstances may exist that warrant the promotion of a permanent employee without advertising the duties. Accordingly, section 40 of the Act allows a Head of Agency to seek the approval of the Commissioner to promote an employee without advertising the duties. The Commissioner may grant the request if satisfied that special and compelling circumstances exist that warrant promotion without advertising, and not advertising the duties is consistent with the merit principle. The criteria and procedure for seeking approval are contained in CD No.1. Promotions without advertising the duties are publicly notified in the *Tasmanian Government Gazette*, and are open to review.

The application of this strict test to all requests for promotion without advertising [requiring the existence of special circumstances sufficient to warrant promotion without advertising] results in a limited number of approvals. The majority of these approvals this reporting period (53 of the 78) related to Teacher Aides undertaking Library Technician duties after an agreement was reached between the Department of Education, Public Sector Management Office and the public sector unions that the employees have been doing the Library Technician tasks for some considerable time and should have been classified accordingly.

In addition there were 16 approvals for ambulance officers who had successfully completed the Advanced Life Support program and six employees were enrolled nurses who completed their nursing registration qualifications. Requests for promotion without advertising resulting from such formal training programs are considered to satisfy the special circumstances requirements of CD No.1. The other three approvals related to the specialist nature of the roles.

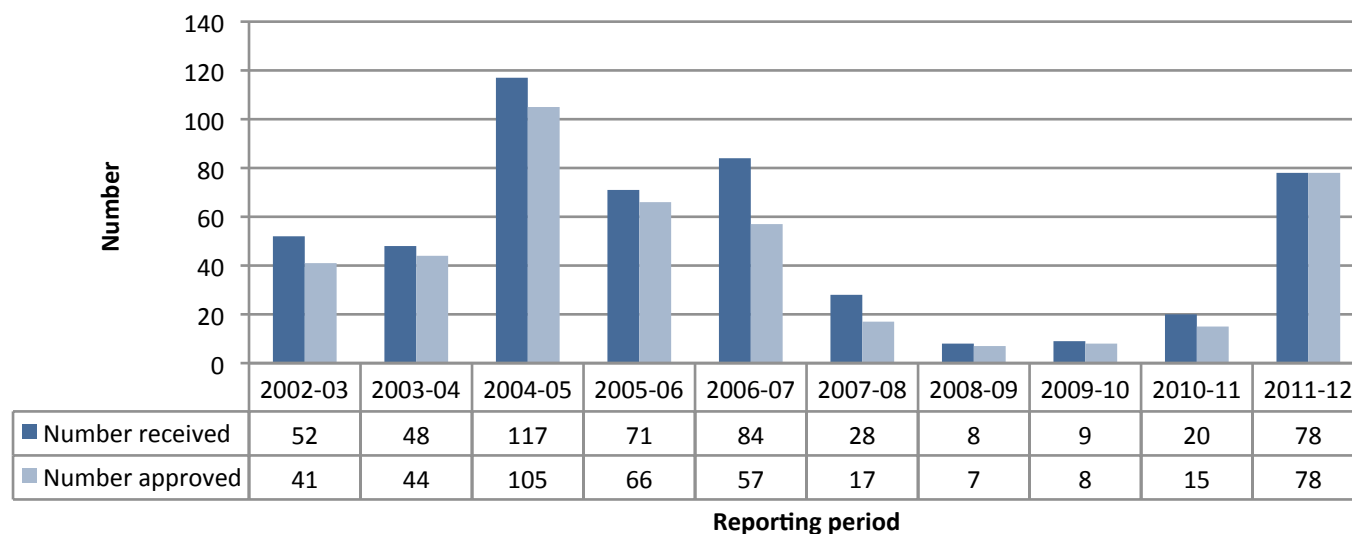
Table 5, below, provides details of requests for promotion without advertising the duties, dealt with by the Commissioner in the reporting period.

Table 5: Promotion without advertising the duties, 1 July 2011 – 30 June 2012

Agency	Brought forward	Received	Approved	Not approved	Carried forward
Dept. of Education	-	53	53	-	-
Dept. of Health and Human Services	-	22	22	-	-
Dept. of Justice	-	1	1	-	-
Dept. of Police and Emergency Management	-	2	2	-	-
Totals	-	78	78	-	-

Please refer to Explanatory note 4 for important information about the above table.

Chart 2, below, shows the trend in promotion without advertising dealt with and approved for the last ten years:



Please refer to Explanatory note 4 for important information about the above chart.

Redeployment of surplus employees (under section 47 of the Act)

Under section 47 of the Act, if a Head of Agency considers a permanent employee employed in their agency to be surplus to their requirements, the Head of Agency may recommend to the Commissioner that the employee be made available for redeployment. Prior to making such a recommendation, the Head of Agency must make every effort to redeploy the employee to a suitable vacancy at level within their agency or, if possible, another State Service agency. They must also advise the employee in writing of their intention to make the recommendation, the reasons for it and request a response. If the Commissioner accepts the recommendation, the Commissioner will take such action as is considered necessary and practicable to identify duties in the State Service that could be assigned to the surplus employee.

During the reporting period Heads of Agency recommended to the State Service Commissioner that eight (8) permanent employees be made available for redeployment. As at 30 June 2012, one recommendation had been withdrawn prior to declaration because the employee accepted a voluntary redundancy and one had just been received for consideration, while the remaining six employees had been accepted by the State Service Commissioner for redeployment in accordance with section 47(4) of the *State Service Act 2000*. At the time of reporting, two of these six employees were finalising their acceptance of a voluntary redundancy, one was completing permanent redeployment arrangements, one had been temporarily redeployed and two were still being assisted to find appropriate redeployment.

Providing reasonable opportunity for members of the community in employment

Members of the community must be given a reasonable opportunity to apply for State Service vacancies. As outlined earlier, the Jobs website is the main mechanism for the advertising of vacancies within the State Service, thus providing a reasonable opportunity for members of the community to apply for State Service employment. Commissioner's Direction No. 1 – *Employment in the State Service* (CD No.1) provides a legislative basis for how agencies can provide such reasonable access by prescribing circumstances under which State Service vacancies should be publicly advertised. Agencies monitor and report on the number of external applicants securing employment with them and the Commissioner includes this data in the annual report. CD No.1 also supports the efficient operation of the State Service by allowing agencies to take advantage of administrative efficiencies through employment registers.

Numbers of external appointments to the State Service

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

Permanent employment

In respect to permanent employment in the State Service, Agency Survey returns reported that a total of 1,368 permanent vacancies were filled during the reporting period across all agencies and of these, 120 (9 per cent) were filled by applicants from outside the State Service. This figure is 3 per cent lower than those reported in recent annual reports where 12 per cent of appointments in 2010-11 and 2009-10 were from outside the State Service. Activity levels generally reflect in part the vacancy restrictions placed on agencies by Ministerial Direction No 25 [because of budgetary issues] and highlights a general trend where a considerable proportion of successful internal applicants are in fact fixed-term State Service employees, [and are therefore classified as internal applicants] who sought and obtained permanent employment.

Fixed-term employment

Fixed-term employment can give the employee valuable work experience in the State Service that helps them obtain a further fixed-term appointment or an appointment as a permanent employee. There were 610 fixed-term vacancies of 12 months duration or longer that were filled in the reporting period and of these, 66 (11 per cent) were filled by applicants who were not current employees.

Senior executive employment

The Government seeks to promote the effectiveness and efficiency of the State Service by recruiting, developing and retaining a government-wide resource of mobile and highly skilled senior executives that identify the Service as their employer, rather than a particular agency. Internal appointments to the senior executive service may be from the existing senior executive service pool or from State Service employees. It is not uncommon for a senior executive contract to be renewed toward the end of its term, in the same or in a different role, but such renewals are not reported here.

Reporting through the Agency Survey indicated that as at June 2012 there were 194 senior executives. The number of senior executive vacancies advertised in the current reporting period was slightly less than in the last reporting period (24 compared with 26 in the 2010-11 reporting period). The number of vacancies filled was less than those advertised (15 of the 24) and the percentage of appointments from outside the State Service was significantly more, at around 47 per cent compared with around 15 per cent in the 2010-11 reporting period.

Table 6, below, provides the number of senior executives in each agency as at 30 June 2012 and provides information on the advertising and filling of senior executive vacancies over the reporting period.

Table 6: Senior executive service, 1 July 2011 – 30 June 2012

Agency	No of senior executives at 30 June 2012	No of vacancies advertised in the period	Appointments from within the service in the period	Appointments from outside the service in the period
Dept. of Economic Development, Tourism and the Arts	15	2	-	2
Dept. of Education	26	7	2	2
Dept. of Health and Human Services	42	5	1	1
Dept. of Infrastructure, Energy and Resources	16	2	-	-
Dept. of Justice	19	3	1	2
Dept. of Police and Emergency Management	8	-	-	-
Dept. of Premier and Cabinet	24	1	1	-
Dept. of Primary Industries, Parks, Water and Environment	23	-	-	-
Dept. of Treasury and Finance	16	3	2	1
Tasmanian Audit Office	1	-	-	-
Integrity Commission	-	1	-	-
Port Arthur Historic Site Management Authority	1	-	-	-
Tasmanian Skills Institute	1	-	-	-
The Public Trustee	2	-	-	-
Total	194	24	7	8

Please refer to Explanatory note 16 for important information about the above table.

The management of employment registers

Fixed-term employment registers have been established to manage short-term employment requirements in a particular employment category or categories. Such registers are administratively efficient and provide an opportunity for members of the community to gain fixed-term employment in the State Service, while ensuring that a merit-based selection process is followed. Registers must be advertised at least every 12 months, and selection from registers must comply with the merit requirements of the Act. Registers are posted on the Jobs website and are open at all times to applicants.

Two whole-of-service fixed-term registers have been established to manage the fixed-term employment requirements for people with disability and for Aboriginal and Torres Strait Islanders. More information on these two registers is provided in the relevant 'equity in employment' section of this report.

Agency-based registers are established by agencies for their own specific needs. Practices, procedures and standards for establishing Agency based fixed-term employment registers were issued by the Secretary, Department of Premier and Cabinet (DPAC) on 4 July 2008 (under delegation from the State Service Commissioner) pursuant to section 18 (1)(b) of the *State Service Act 2000*. The State Service Commissioner re-issued the Practices, Procedures and Standards for Fixed-Term Employment Registers on 27 June 2012 following the withdrawal of the delegation to the Secretary, (DPAC). Some of the occupations covered by agency-based registers are shown in **Table 7, below**.

Table 7: Jobs covered by the current employment registers, as at June 2012

Administration	Health and Allied Services
Accounts/finance officer	Audiologists
Administrative assistant	Diagnostic radiographer
Administration /clerical officer	Dietician
Executive officer	Enrolled nurse
School administration clerk	Medical scientist
Communications and Customer Service	Occupational therapist
Call centre operator	Orthotist
Client services officer (Service Tasmania)	Pharmacist
Communications officer	Physiotherapist
Customer service officer	Podiatrist
Information technology customer support officer	Radiation therapist
Public enquiries officer	Registered nurse
Senior front of house assistant	Social worker
Telephonist	Speech pathologist
Environment and Tourism	Support Services
Bookings and ticketing assistants	Canteen assistant
Casual survey interviewer	Cleaner
Cave guide/information officer	Education facility attendant
Courtesy vehicle driver	Food and beverage assistant
Field assistant	Labourer
Field officer	Landscape assistant
Ghost tour guide	Operations assistant (also senior operations assistant)
Horticulturalist	Stores clerk
Horticultural assistant	Utility officer
Macquarie Island field assistant (also dog handlers)	Technical
Quarantine officer	Communications technician (also technical officer)
Ranger (also Discovery ranger)	Computer systems officer
Retail assistant	Fire equipment officer
Seasonal fire fighter	Laboratory technical officer
Tour guide	Library technician
Track worker	Maintenance officer
Visitor reception officer	Mechanic
Visiting journalist program guide	Technical officer
Education and Training	Professional
Sessional teacher	Archivist
Teacher	Auditor (also senior financial auditor)
Teacher aide	Librarian

Equity and diversity

The State Service Principles contained in section 7 of the Act provide for a State Service that promotes equity and diversity in employment:

- the State Service provides a workplace that is free from discrimination and recognises and utilises the diversity of the community it serves [subsection 7(1)(c)]; and
- the State Service promotes equity in employment [subsection 7(1)(k)].

Implementing a workplace equity and diversity program

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

Twelve of the 14 agencies reported that they had developed and either fully or partly implemented their workplace diversity program as at 30 June 2012. Although the Integrity Commission does not currently have a workplace diversity program in place, they access the workplace diversity program through the Department of Justice. Of the 12 agencies that had a workplace diversity program, eight had performance indicators in place.

Table 8: Agency workplace diversity programs, 1 July 2011 – 30 June 2012

Agency	Fully or partly implemented	Program implemented or last reviewed	Diversity initiatives undertaken	Diversity program lodged with ossc
Dept. of Economic Development, Tourism and the Arts	Fully	2011	Yes	Yes
Dept. of Education	Fully	2009	Yes	Yes
Dept. of Health and Human Services	Fully	2009	Yes	Yes
Dept. of Infrastructure, Energy and Resources	Partly	2008	Yes	Yes
Dept. of Justice	Fully	2012	Yes	Yes
Dept. of Police and Emergency Management	Fully	2012	Yes	Yes
Dept. of Premier and Cabinet	Partly	2008	Yes	Yes
Dept. of Primary Industries, Parks, Water and Environment	Fully	2012	Yes	Yes
Dept. of Treasury and Finance	Fully	2011	Yes	Yes
Tasmanian Audit Office	Fully	2010	No	Yes
Integrity Commission	No	N/A	Yes	No
Port Arthur Historic Site Management Authority	Fully	2008	Yes	Yes
Tasmanian Skills Institute	No	N/A	Yes	No
The Public Trustee	Fully	2010	Yes	Yes

The following actions were utilised to communicate the program to agency employees (actions used by fewer agencies included through agency presentations and workplace contact officer networks):

Action taken	No. Agencies
Internet	11 Agencies
Via regular print and/or electronic newsletters	6 Agencies
Through senior management and branch meetings	6 Agencies
Communication from Head of Agency	6 Agencies
Through team meetings and informal meetings	5 Agencies
Via email	5 Agencies

Workplace diversity training initiatives

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

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A summary of the specific workplace diversity initiatives undertaken by nine agencies and the number of participants attending during the reporting period were:

Workplace Training Initiatives	No. of Participants
<i>Discrimination</i>	383
<i>Workplace Conflict</i>	366
<i>Workplace Diversity</i>	266
<i>Cultural Awareness</i>	391
<i>Bullying & Harassment</i>	470
<i>Misconduct</i>	231
<i>Mental Health Awareness for Managers</i>	378
<i>Disability Awareness</i>	539
Total	3,024

Note: Of the total participants indicated above, 2,429 were from the Department of Education and 378 were from the Department of Primary Industries, Parks, Water and the Environment.

Other actions included pre-employment programs, performance management framework tailoring for employees, values facilitation and discussion, disability work placement program and rehabilitation provider placements and placements in the Public Sector Management Office graduate program for people with disabilities.

Minimising bullying and/or harassment in the workplace

Throughout the reporting period agencies reported that the following range of options had been established to reduce the risk of bullying and/or harassment in the workplace:

Action taken	No. Agencies
<i>Establishing clear processes for dealing with allegations</i>	14 Agencies
<i>Appointing agency bullying and/or harassment officer(s)</i>	13 Agencies
<i>Including a definition of what bullying and harassment is or is not in agency policies</i>	12 Agencies
<i>Specialist advice to managers and employees</i>	12 Agencies
<i>Senior management monitors to ensure incidents are addressed</i>	11 Agencies
<i>Development and implementation of specific policies</i>	11 Agencies
<i>Monitoring to ensure that processes are being applied</i>	9 Agencies
<i>Specific policies developed and implemented</i>	9 Agencies
<i>Training provided to employees</i>	8 Agencies
<i>Training provided to managers/supervisors</i>	7 Agencies

Other actions taken by some agencies were focused on shared values and resultant behavioural frameworks and amended equity and diversity policies.

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Agency senior managers who had completed anti-bullying and harassment training over the past four reporting periods are outlined in **Table 9, below** (for this table, 'senior managers' is defined as Band 7 and above or the equivalent). This table indicates that a reasonable number of senior managers have completed anti-bullying and harassment training over the past four years. However, only six agencies had undertaken specific training of senior managers over the current reporting period, with the majority being in the Department of Education.

Table 9: Anti-bullying and harassment training of senior managers, 1 July 2008 – 30 June 2012

Agency	2008-09	2009-10	2010-11	2011-12
Dept. of Economic Development, Tourism and the Arts	-	25	-	29
Dept. of Education	14	5	-	113
Dept. of Infrastructure, Energy and Resources	26	-	-	-
Dept. of Justice	-	-	-	-
Dept. of Police and Emergency Management	-	-	-	18
Dept. of Premier and Cabinet	-	-	-	-
Dept. of Primary Industries, Parks, Water and Environment	1	7	1	22
Dept. of Treasury and Finance	3	1	-	8
Tasmanian Audit Office	-	4	4	-
Port Arthur Historic Site Management Authority	-	12	-	-
The Public Trustee	-	6	-	6
Total	44	60	5	196

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

Table 10, below, shows the specific anti-bullying and harassment training conducted for managers/supervisors, employees and contact officers by Agency over the current reporting period.

Table 10: Anti-bullying and harassment training conducted, 1 July 2010 – 30 June 2012

Agency	Managers/ supervisors 2010-11	Managers/ supervisors 2011-12	Employees 2010-11	Employees 2011-12	Contact officers 2010-11	Contact officers 2011-12
Dept. of Economic Development, Tourism and the Arts	-	-	-	8	-	82
Dept. of Education	-	341	-	-	-	2291
Dept. of Health and Human Services	29	-	456	23	8	-
Dept. of Police and Emergency Management	-	11	-	10	-	59
Dept. of Premier and Cabinet	-	-	-	2	2	-
Dept. of Primary Industries, Parks, Water and Environment	-	22	2	-	-	21
Dept. of Treasury and Finance	7	7	-	-	2	3
Tasmanian Audit Office	9	-	21	-	1	-
Port Arthur Historic Site Management Authority	-	-	-	-	-	-
The Public Trustee	-	-	-	-	2	46
Totals	45	381	479	43	15	2502

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

Equity and diversity in employment

Both the Office of the State Service Commissioner and the Public Sector Management Office each have a whole-of-Service role in ensuring that the State Service is free from discrimination and harassment, and recognises equity and diversity in employment. The Public Sector Management Office has an additional role to develop specific workplace diversity programs that assist agencies to meet business needs and comply with CD No.3. The specific programs and strategies described in this section assist agencies in meeting their obligations.

Employment of Aboriginal people

Ministerial Direction No. 12 (MD No.12) - *Aboriginal and Torres Strait Islander employment in the Tasmanian State Service* specifies criteria applicable to supporting the employment of Aboriginal people in the State Service. Where a Head of Agency wishes to specify essential requirements other than those specified in an award, including requirements relating to Aboriginal-identified positions, they must first obtain the approval of the Commissioner in accordance with subsection 18(1)(l) of the Act. Under the procedure contained in MD No.12, agencies must forward requests through the Office of Aboriginal Affairs for endorsement. MD No.12 creates two types of essential requirements:

- **Identified positions** – 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** – these have as an essential requirement “an ability to communicate effectively and sensitively with Aboriginal and Torres Strait Islander peoples and a knowledge and understanding of contemporary Aboriginal culture and society”. Aboriginality is not an essential requirement for ‘tagged positions’. Part of the work of these positions involves working with Aboriginal clients, providing a service to Aboriginal clients, and/or developing policy and programs that have an impact on the Aboriginal community.

In the reporting period, the Commissioner approved two Identified and two Tagged positions under this program. In some instances, the approvals may have replaced existing approvals whilst some other approvals may have lapsed when a position became vacant. As at the 30 June 2012, there were 63 Aboriginal Identified and 21 Aboriginal Tagged positions in the State Service. **Tables 11, below**, provide the number and type of approvals for each agency.

Table 11a: Aboriginal Identified and Tagged positions as at 30 June 2012

Agency	Identified positions at June 2012	Tagged positions at June 2012	Total positions at June 2012
Dept. of Economic Development, Tourism and the Arts	6	-	6
Dept. of Education	37	9	46
Dept. of Health and Human Services	4	6	10
Dept. of Justice	2	-	2
Dept. of Premier and Cabinet	5	2	7
Dept. of Primary Industries, Parks, Water and Environment	9	4	13
Totals	63	21	84

Table 11b: Aboriginal Identified and Tagged positions approved, 1 July 2011 – 30 June 2012

Agency	Identified positions approved during 2011-12	Tagged positions approved during 2011-12
Dept. of Education	1	1
Dept. of Premier and Cabinet	1	1
Totals	2	2

Employment of people with disability

The Tasmanian Government’s Disability Framework for Action is a whole-of-government approach to policy, planning, service delivery and evaluation that seeks to remove barriers and enable people with disability to enjoy the same rights and opportunities as other Tasmanians. The Disability Employment Program established by the Public Sector Management Office has a number of elements that support this strategy.

The People with Disability Employment Register

This is a joint arrangement between the State Government and Disability Employment Service Providers. The register is valuable in providing an additional entry point for recruiting people with disability into the State Service. The register also assists agencies to promote a work environment that better supports employees with disability.

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During the current reporting period, there were five fixed-term employees engaged through the approved People with Disability Fixed-Term Employment Register, two by the Department of Premier and Cabinet, two by the Port Arthur Historic Site Management Authority and one in the Department of Police and Emergency Management.

Graduate Program for People with Disability

The Graduate Program for People with Disability was a Budget initiative in 2010, which provided funding of \$59,000 per annum for two years to assist agencies with costs related to appointing a graduate with disability. During the reporting period, two graduates were recruited, one each in the Department of Police and Emergency Management and the Department of Premier and Cabinet.

Learning and development

Training on building confidence in managing and working with people with disability has been developed and provided by The Training Consortium (TTC) (*Disability awareness: A practical approach for employees, and Access and inclusion: Leadership and opportunities*). TTC has also established a Disability Awareness Training Panel and Mental Health and Wellbeing Training Panel, which use a partnership network to help deliver agency awareness sessions to provide a work environment that better supports employees with disability.

Australian Government Employment Assistance Fund

The Public Sector Management Office provides information about the Australian Government's Employment Assistance Fund, which provides funding to agencies for workplace modifications needed to support a person with disability in employment.

Supported Wage System

The Public Sector Management Office also provides advice on the award-based Supported Wage System for People with Disability, which may allow an award wage to be adjusted in those rare instances that an individual's productivity is less than the average productivity/work value for the job being performed because of the impact of disability.

Willing and Able Mentoring Program

The Willing and Able Mentoring program (WAM) matches tertiary students with disability to a mentor in an organisation in the area in which the student hopes to establish a career. WAM is a national mentoring program (not a work experience program). The WAM mentoring relationship is a voluntary, informal, helpful partnership to encourage the mentee's growth and development through the sharing of the mentor's experience, skills and knowledge. The partnership between the State Service and Tasmanian National Disability Coordination Officers (supported by the Community Development Division, Department of Premier and Cabinet) has continued to engage University of Tasmania students through this program.

Recruitment of young people

The age profile of the State Service workforce significantly differs from that of the Tasmanian community it serves in respect to the employment of people aged under 25 years. A number of strategies are used by agencies to help address this imbalance, most of which focus on attracting new recruits who are either undertaking entry level training and education programs, or who have recently completed such programs. Whilst suitably qualified applicants for such programs may be of any age, younger people who may lack work experience often find entry-level positions more attractive than do many older workers who have qualifications and relevant life and/or work experience.

As shown in **Tables 12a and 12b, over page**, a total of 236 young people under 25 years of age were recruited into the State Service during the reporting period (199 fixed-term employees and 37 permanent employees). Overall, this represented a 21 per cent decrease compared with the previous reporting period (down 41 fixed-term employees and 23 permanent), with the more significant numerical decline being in fixed-term recruitment. The most significant variations by agency was in the Department of Education (a decrease of 82 employees, or 50 per cent).

Table 12a: Number of young people under 25 years of age appointed for a fixed-term period of 6 months duration or longer, 1 July 2009 – 30 June 2012

Agency	2009-10	2010-11	2011-12
Dept. of Economic Development, Tourism and the Arts	14	6	-
Dept. of Education	72	124	50
Dept. of Health and Human Services	224	116	117
Dept. of Infrastructure, Energy and Resources	6	5	2
Dept. of Justice	2	11	4
Dept. of Police and Emergency Management	7	4	2
Dept. of Premier and Cabinet	-	8	-
Dept. of Primary Industries, Parks, Water and Environment	26	12	7
Dept. of Treasury and Finance	2	4	2
Tasmanian Audit Office	4	1	1
Integrity Commission	-	-	1
Port Arthur Historic Site Management Authority	8	8	11
Tasmanian Academy	4	-	-
Tasmanian Polytechnic	14	-	-
Tasmanian Skills Institute	2	1	1
The Public Trustee	1	-	1
Total	386	300	199

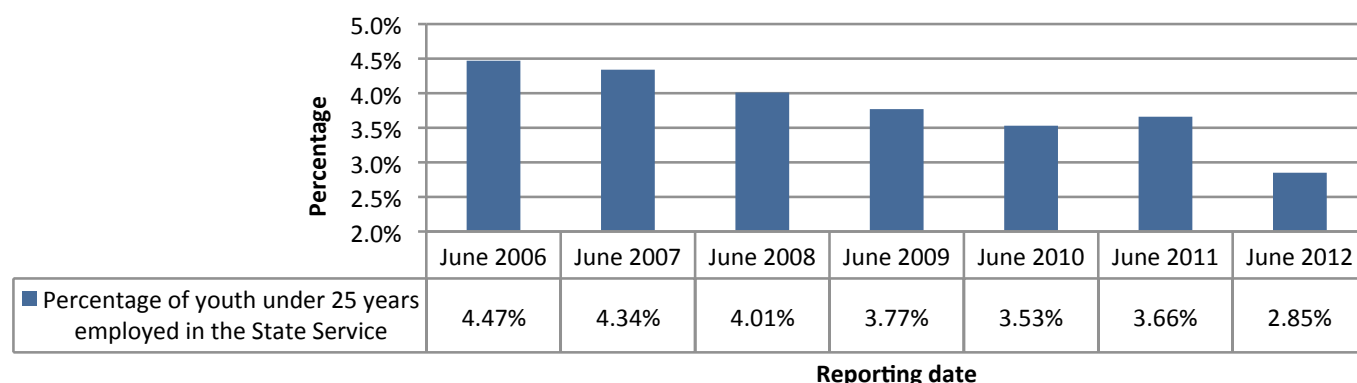
See explanatory notes 3, 4 and 5 for important information about this table.

Table 12b: Number of young people under 25 years of age appointed as permanent employees, 1 July 2009 – 30 June 2012

Agency	2009-10	2010-11	2011-12
Dept. of Economic Development, Tourism and the Arts	5	3	1
Dept. of Education	8	39	24
Dept. of Health and Human Services	39	7	3
Dept. of Infrastructure, Energy and Resources	5	2	-
Dept. of Justice	-	0	2
Dept. of Police and Emergency Management	3	1	2
Dept. of Premier and Cabinet	-	6	1
Dept. of Primary Industries, Parks, Water and Environment	4	0	-
Dept. of Treasury and Finance	-	1	3
Tasmanian Audit Office	4	0	-
Integrity Commission	-	-	-
Port Arthur Historic Site Management Authority	2	0	-
Tasmanian Academy	1	-	-
Tasmanian Polytechnic	8	-	-
Tasmanian Skills Institute	2	1	-
The Public Trustee	1	-	1
Total	82	60	37

See explanatory notes 3, 4 and 5 for important information about this table.

Chart 3: Percentage of young people under 25 years of age employed in the State Service as at the June reporting date, June 2006 – June 2012



The State Service employment statistics in **Chart 3, above**, show that over the past seven reporting periods the percentage of young people under 25 years of age employed in the State Service has fallen by less than one percentage point, from about 4.47 per cent as at June 2006 to about 2.85 per cent as at June 2012. The percentage of young people under the age of 25 years employed in the State Service as at June 2012 continued to trend downward and the ongoing employment of young people continues to be an area of concern that agencies need to address, especially given an ageing State Service workforce.

State Service graduate recruits

The Agency Survey shows that only four agencies appointed Administrative Trainees (Graduate Recruits) under 25 years of age during the reporting period, with a total of four graduate recruits appointed across the State Service: all fixed-term appointments. This is a decrease of five from the previous reporting period. However, it should be noted that in addition to these recruits there were 143 other recent graduates employed in the State Service that were under 25 years of age during the reporting period: 19 permanent and 124 fixed-term appointments. These recruits included teachers, nurses, and others in base-grade professional employee roles.

Interns partnership between the State Government and the University of Tasmania

The Public Sector Management Office supports the State Government's Partnership Agreement with the University of Tasmania through an undergraduate internship program and the co-ordination of marketing activities aimed at promoting the State Service as a diverse and innovative employer that provides a wide range of career opportunities for members of the community. Internships are unpaid, but they provide an excellent opportunity for undergraduates to gain valuable insight and experience in their field of study.

The Public Sector Management Office co-ordinated the placement into State Service agencies of eight interns in Semester 2, 2011 and nine in Semester 1, 2012, each intern undertook research projects related to their courses of study. In addition, the Public Sector Management Office actively participated in the University of Tasmania's Career Week (5 March to 9 March 2012) and the University of Tasmania Careers Fair by providing information sessions on State Service careers and employment opportunities.

Opportunities for people from diverse cultural and linguistic backgrounds

The Tasmanian Government Work Placement Program, for people from diverse cultural and linguistic backgrounds, was established in 2003 by the Department of Premier and Cabinet. The program is currently delivered by the Community Development Division of the Premier's Department.

The aim of the program is to support improved settlement and employment outcomes by helping recently-arrived migrants gain experience of an Australian workplace in order to improve their skills and confidence, and to help them develop important networks within State and local government agencies and organisations. The program also provides the opportunity for host workplaces to experience the benefits of working with people from diverse cultural and linguistic backgrounds. The program continues to complement the Australian Government's Humanitarian Settlement Program for the region.

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The 2011 program was the second year where the work placement period was extended to three weeks. In all, 32 people were placed into the 2011 program, compared with 23 people in 2010. **Table 13** and **Table 14, below**, provide details of participating organisations, numbers, placement type and placement business unit. **Table 15, next page**, provides details on the community of origin and placement location.

Table 13: Details of each State Service program placement, 1 July 2011 – 30 June 2012

Agency	Number	Placement type	Placement business unit
Department of Economic Development, Tourism and the Arts	1	A number of arts industry development projects	Arts Tasmania
Department of Health and Human Services	2	Nursing Aide	Launceston General Hospital, Patient Care Services
	1	Office administration	Ambulance Tasmania (North)
	1	Case data entry and general administration	Ambulance Tasmania (South)
	1	Cross cultural training and general tasks	Royal Hobart Hospital, Social Work Department
	1	Project	Housing Tasmania, Service Improvement and Change
	1	Assessment and case management	Aged Care in the Community
	3	Nursing Aide	Royal Hobart Hospital
	1	Food preparation	Food Services
	1	Pathology	Pathology Services Royal Hobart Hospital
Department of Infrastructure, Energy and Resources	1	Asset Information	Roads and Traffic Division
Department of Justice	1	Administration and records management	Tasmanian Planning Commission
	1	Office administration and research	Tasmanian Planning Commission
	1	Legal	Crown Law
Department of Police and Emergency Management	1	Administration - Community Policing	Operations Support
Department of Premier and Cabinet	1	Small Projects	Office of the State Service Commissioner
Department of Primary Industries, Parks, Water and the Environment	1	Administration (Ministerial)	Agricultural Policy Group (North)
	1	Preparation of map orders and general administration	Geodata Services
	1	Technical and field support and general administration	Scientific and Technical Branch
Department of Treasury and Finance	1	Administration – data analysis, audits and compliance activities	Revenue and Compliance Branch
Tasmanian Audit Office	1	IT and HR related activities	Business Support Branch
Total	24		

Table 14: Details of each local government and other entities program placement, 1 July 2011 – 30 June 2012

Local government and other entities	Number	Placement type	Placement business unit
Office of the Governor	1	Kitchen Hand	Government House
Clarence City Council	3	Maintenance	Parks and Gardens
Glenorchy City Council	1	Information Technology	Information Systems Branch
Launceston City Council	2	Environmental Health Services	Environmental Health
	1	Occupational Health and Safety	Human Resources
Total	8		

Table 15: Community of origin and placement location, 1 July 2011 – 30 June 2012

Community of origin	Southern Tasmania	Northern Tasmania	Total of participants
Africa	1	-	1
Bhutan	4	2	6
Cameroon	-	1	1
China	-	1	1
Ethiopia	5	-	5
Iran	3	-	3
Iraq	1	-	1
Rwanda	3	-	3
Sierra Leone	1	1	2
Sri Lanka	3	-	3
Somalia	1	-	1
Sudan	2	2	4
Uganda	1	-	1
Total	25	7	32

Performance management

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

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

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

The *State Service Amendment (Performance) Act 2011* (proclaimed 17 August 2011) and *Ministerial Direction 26* (23 December 2011) now provides the framework for a sharper focus on performance, managing for performance, the recognition of good performance and, where it exists, underperformance [including the potential to dismiss an employee on the grounds of proven underperformance]. The Public Sector Management Office also released an accompanying guideline – “Managing Performance Guidelines for the Tasmanian State Service” in early 2012 and offered a range of courses and workshops through the Training Consortium to support performance development.

Implementing a performance management system

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

Table 16: Performance management systems within the State Service, 1 July 2011 – 30 June 2012

Agency	Performance management system implemented	Employees in agency as at June 2012	Employees participated in agency 2011-12	Percentage of total employees in agency 2011-12
Dept. of Economic Development, Tourism and the Arts	Fully	465	428	92%
Dept. of Education	Fully	10,987	8,109	74%
Dept. of Health and Human Services	Fully	10,842	No data	No data
Dept. of Infrastructure, Energy and Resources	Fully	562	524	93%
Dept. of Justice	Partly	1,139	No data	No data
Dept. of Police and Emergency Management	Fully	833	195	23%
Dept. of Premier and Cabinet	Fully	320	290	91%
Dept. of Primary Industries, Parks, Water and Environment	Fully	1,465	1,458	100%
Dept. of Treasury and Finance	Fully	303	312	100%
Tasmanian Audit Office	Fully	43	38	88%
Integrity Commission	Partly	15	11	73%
Port Arthur Historic Site Management Authority	Fully	112	88	79%
Tasmanian Skills Institute	Fully	309	284	22%
The Public Trustee	Partly	56	56	100%
Totals		27,451	11,793	43%

Table 16, previous page, shows the results of the Agency Survey indicating that all agencies have a performance management system in place. However, it was noted that two of the 14 agencies (both larger agencies) still do not have systems in place to provide statistics on the number of employees that have participated in a formal performance management review in the reporting period. For those agencies that have provided participation statistics, over 76 per cent of employees have participated in a formal performance management review.

Table 16, previous page, also shows the extent to which agency performance management systems have been implemented. Of the 14 agencies with a performance management system in place, 11 agencies have their system fully implemented and three agencies are partly implemented, however, only 11 agencies have lodged copies of their performance management systems with this Office as required by CD No.4.

Performance management training initiatives

Tables 17 and 18, below, provides the numbers of participants in performance management familiarisation and supervisor training for the past five reporting periods.

Table 17: Performance management employee familiarisation training, 1 July 2007 – 30 June 2012

Agency	2007-08	2008-09	2009-10	2010-11	2011-12
Dept. of Economic Development, Tourism and the Arts	70	-	-	180	50
Dept. of Education	113	6,211	5,674	5,433	5043
Dept. of Health and Human Services	-	430	-	No data	No data
Dept. of Infrastructure, Energy and Resources	35	69	23	-	121
Dept. of Justice	360	-	-	No data	300
Dept. of Police and Emergency Management	290	13	15	34	41
Dept. of Premier and Cabinet	-	7	195	78	61
Dept. of Primary Industries, Parks, Water and Environment	70	48	380	150	-
Dept. of Treasury and Finance	33	15	207	37	312
Tasmanian Audit Office	42	43	45	3	9
Integrity Commission	-	-	-	-	12
Port Arthur Historic Site Management Authority	-	40	-	-	-
Tasmanian Skills Institute	-	-	-	-	284
The Public Trustee	8	7	53	-	-
Totals	1,021	6,883	6,592	5,947	6,233

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

Table 18: Performance management supervisor training, 1 July 2007 – 30 June 2012

Agency	2007-08	2008-09	2009-10	2010-11	2011-12
Dept. of Economic Development, Tourism and the Arts	-	-	50	99	14
Dept. of Education	27	870	668	757	575
Dept. of Environment, Parks, Heritage and the Arts	102	15	-	-	-
Dept. of Health and Human Services	559	430	95	No data	No data
Dept. of Infrastructure, Energy and Resources	7	-	-	-	40
Dept. of Justice	100	-	-	20	40
Dept. of Police and Emergency Management	No data	-	32	-	41
Dept. of Premier and Cabinet	-	-	50	6	33
Dept. of Primary Industries, Parks, Water and Environment	41	24	26	50	-
Dept. of Treasury and Finance	14	14	79	8	9
Tasmanian Audit Office	14	-	13	-	-
Integrity Commission	-	-	-	-	4
Port Arthur Historic Site Management Authority	-	-	-	10	-
Tasmanian Skills Institute	-	-	-	-	28
The Public Trustee	3	-	13	13	11
Totals	867	1,353	1,026	963	795

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

The information provided in **Tables 17 and 18, previous page**, show that eleven agencies have provided some level of familiarisation training for employees, and supervisor training for the conduct of performance management reviews, in this reporting period. In particular, ten agencies conducted performance management employee familiarisation training and nine agencies conducted supervisors training in relation to dealing with employee performance management.

The Department of Economic Development, Tourism and the Arts, the Department of Education, the Department of Premier and Cabinet, the Department of Police and Emergency Management, the Department of Infrastructure, Energy and Resources, the Department of Justice and the Tasmanian Skills Institute undertook significant training of employees and supervisors during the current reporting period. The type of training provided for supervisors was as follows:

Action taken	No. Agencies
<i>Managing feedback and poor performance</i>	10 Agencies
<i>The performance management process</i>	9 Agencies
<i>Managing people effectively</i>	8 Agencies
<i>Principles of effective leadership to support good performance</i>	7 Agencies
<i>Conflict management and effective communication training</i>	7 Agencies
<i>Communication and mediation skills</i>	5 Agencies
<i>Workplace behaviour training</i>	5 Agencies
<i>Giving and receiving feedback for competency based training</i>	3 Agencies
<i>Leadership program, styles and one on one coaching</i>	2 Agencies

Employee training and development

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

Agency employee training and development activities

Table 19, below, provides the numbers of participants in structured employee training and development programs in the reporting period.

Table 19: Structured employee training and development programs, 1 July 2011 – 30 June 2012

Agency	Numbers of participants in programs	Employee groups receiving targeted structured training
Dept. of Economic Development, Tourism and the Arts	119	All employees
Dept. of Education	4589	Senior and middle managers; All employees
Dept. of Health and Human Services	947	All employees
Dept. of Infrastructure, Energy and Resources	278	Senior and middle managers; All employees
Dept. of Justice	No data	
Dept. of Police and Emergency Management	379	Senior and middle managers
Dept. of Premier and Cabinet	131	Senior and middle managers; Graduates; All employees
Dept. of Primary Industries, Parks, Water and Environment	No data	
Dept. of Treasury and Finance	270	Senior and middle managers; High potential employees; Graduates; All employees
Tasmanian Audit Office	1	Graduates
Integrity Commission	1	Senior managers
Port Arthur Historic Site Management Authority	No data	
Tasmanian Skills Institute	320	Senior and middle managers; High potential employees; All employees
The Public Trustee	11	Senior and middle managers
Total	7,046	

Please refer to Explanatory notes 1 and 13 for important information about the above table.

Table 19, previous page, indicated that 11 of the 14 agencies reported that they undertook structured employee training programs. Participation in these training programs was significantly more than the previous reporting period (7,046 in 2012 compared with 2,168 in 2011). Almost all of this increase can be attributed to the Department of Education (4,589), who were unable to provide statistics in the previous reporting period. Two agencies reported having a structured training program in place for human resource employees and two reported utilising the whole of government HR Capability program which is coordinated through the Training Consortium [and described below]. All State Service agencies should consider participating in this service wide structured training and development program for human resource and people management personnel.

The Training Consortium employee training and development opportunities

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

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

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

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

Development through secondment arrangements

During the reporting period, there were 3 secondments into agencies from outside the State Service under subsection 46(1)(a) of the Act. The Department of Justice had one secondment [principally to cover additional staffing requirements during the relocation of inmates to other secure facilities] while security failures in most of the maximum-security accommodation units at the Risdon Prison Complex were rectified. The Department of Police and Emergency Management had one Librarian seconded from the Parliament of Tasmania and the Tasmanian Audit Office undertook a reciprocal secondment arrangement with the Office of the Auditor-General of Ontario, Canada.

During the reporting period, there were 41 employees seconded to external organisations under subsection 46(1)(b) of the Act. Of these, the Commissioner entered into 35 secondment arrangements and the Chief of Staff of the Premier's Office, under delegation from the Commissioner, entered into 6 secondment arrangements to positions within Ministerial and Parliamentary Offices. **Table 20, below,** provides the number of secondment arrangements entered into by the Commissioner or his delegate for each participant agency.

Table 20: Secondment arrangements, 1 July 2011 – 30 June 2012

Agency	Employees seconded to outside the State Service	Employees seconded into the State Service
Dept. of Economic Development, Tourism and the Arts	1	-
Dept. of Education	13	-
Dept. of Health and Human Services	5	-
Dept. of Justice	3	1
Dept. of Police and Emergency Management	-	1
Dept. of Premier and Cabinet	3	-
Tasmanian Audit Office	2	1
Dept. of Primary Industries, Parks, Water and Environment	13	-
Tasmanian Skills Institute	1	-
Totals	41	3

Managing employee performance issues

Managing employee performance in the State Service includes managing good performance as well as under-performance, non-performance and inability to perform duties. Agencies reported that the following processes and activities were involved in the identification, acknowledgement and/or rewarding of good performance:

Action taken	No. Agencies
<i>Through the performance management process</i>	14 Agencies
<i>By recognition from agency managers</i>	12 Agencies
<i>Acknowledged through awards, website or in newsletters etc</i>	12 Agencies
<i>Through the values system in an informal manner</i>	8 Agencies
<i>By training provided to managers</i>	6 Agencies
<i>With agency opportunities outside their current workplace</i>	5 Agencies
<i>Through a reward and recognition program</i>	7 Agencies

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

Action taken	No. Agencies
<i>With specialist advice from the human resource area or external providers</i>	13 Agencies
<i>Supporting information and guidelines on the intranet</i>	13 Agencies
<i>Delegated to agency managers for appropriate attention</i>	11 Agencies
<i>Through the agency's performance management system</i>	11 Agencies
<i>The agency has a specific policy</i>	10 Agencies
<i>By managers being provided with appropriate training</i>	7 Agencies
<i>Through Ministerial Direction No 26 process</i>	6 Agencies

Alleged inability to perform duties

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

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

Table 21, below, provides details of alleged inability dealt with by Heads of Agency during the current reporting period:

Table 21: Determinations in relation to alleged inability determined by Heads of Agency, 1 July 2011 – 30 June 2012

Agency	Brought forward	Commenced	Inability	No inability	Resolved	Withdrawn	Carried forward
Dept. of Education	2	1	-	-	-	-	3
Dept. of Health and Human Services	2	-	-	-	2	-	-
Dept. of Primary Industries, Parks, Water and Environment	-	1	-	-	-	-	1
Totals	4	2	-	-	2	-	4

Termination of employment on performance-related grounds

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

During the reporting period there were four permanent employees terminated by a Head of Agency for breaches of the code of conduct.

Additional information and statistical data on termination of employment is provided later in this Chapter (page 51).

Leadership development

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

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

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

Agency leadership development initiatives

Some agencies provided targeted leadership training opportunities in areas related to disability employment and aspiring leadership, and encouraged participation in The Training Consortium leadership development program and activities. Agency Survey 2012 returns also identified the following as the main internal training actions taken:

Action taken	No. Agencies
Leadership development programs for middle managers	6 Agencies
Leadership workshops	4 Agencies
Leadership development programs generally	3 Agencies
Mentoring, coaching and team building, communications and collaboration training for managers and supervisors	1 Agency
Leadership development program redesigned	1 Agency
Leadership coaching program at all levels	1 Agency
Mental health awareness for managers	1 Agency
Senior management planning days	1 Agency
Graduate recruitment program	1 Agency

Table 22, below, provides information on the implementation of leadership development programs in each agency and to whom the training is targeted.

Table 22: Structured agency leadership development programs, 1 July 2011 – 30 June 2012

Agency	Leadership program in place	Implemented or last reviewed	Number of participants in programs	Employee groups receiving targeted structured training
Dept. of Economic Development, Tourism and the Arts	Yes	2009	1	High potential employees
Dept. of Education	Yes	2012	590	Senior and middle managers; High potential employees; All employees
Dept. of Health and Human Services	Yes	2012	3038	Senior and middle managers; High potential employees; Graduate recruits; All employees
Dept. of Infrastructure, Energy and Resources	Yes	2011	67	Senior and middle managers
Dept. of Justice	Yes	2007	No data	No data
Dept. of Police and Emergency Management	Yes	2012	112	Senior and middle managers; High potential employees
Dept. of Premier and Cabinet	Yes	2011	70	Senior managers
Dept. of Primary Industries, Parks, Water and Environment	Yes	2012	378	Senior and middle managers
Dept. of Treasury and Finance	Yes	2011	40	Senior managers; High potential employees
Tasmanian Audit Office	Yes	2010	No data	No data
Integrity Commission	Yes	No data	1	Senior manager
Port Arthur Historic Site Management Authority	No	No data	No data	No data
Tasmanian Skills Institute	Yes	No data	21	Senior and middle managers; High potential employees
The Public Trustee	Yes	2011	11	Senior and middle managers
Total			4,329	

Table 22, above, shows that 13 of the 14 agencies had a structured leadership development program in place, with the majority of these programs catering for senior, middle managers and employee's generally. Specific training reported focused on mentoring and coaching, team building, emotional intelligence, leadership communication, mental health awareness training and values. The number of participants attending the structured leadership development training programs across agencies was 4,329. Participation in these training programs was made up of 2,294 senior and middle managers, 252 high potential employees and 1,783 general employees.

The Training Consortium leadership development opportunities

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

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

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

- Robin Banks – Anti Discrimination Commissioner
- Leigh Sealy – Solicitor-General (3 events)
- Kevin Riley – from Capital Training, ACT (2 events)
- Tim Moe – from the Office of the Australian Government Solicitor, Canberra

TTC also co-ordinates the Public Sector Management Program (PSM Program) in Tasmania. The PSM Program is a joint Commonwealth, and State and Territory governments venture accredited at postgraduate certificate level through Flinders University in South Australia.

The PSM Program is targeted at middle-level managers and usually takes 18 months to complete. Twenty participants graduated in July 2011 and a new program commenced in September 2011 with 21 participants. Participants from this intake will graduate in July 2013.

Australia and New Zealand School of Government (ANZSOG)

The Tasmanian State Government is a member of the Australia and New Zealand School of Government (ANZSOG), which provides world-class postgraduate education to emerging leaders and senior executives in the public sector. ANZSOG offers participants the opportunity to study and learn alongside colleagues from public sector jurisdictions across Australia and New Zealand and scholarships are highly sought after, attracting outstanding candidates.

ANZSOG scholarships are sponsored by the Secretary of the Department of Premier and Cabinet as part of a state wide Leadership Education Development Program which includes:

- Executive Masters of Public Administration
- Executive Fellows Program
- Towards Strategic Leadership Program
- Executive Workshops.

The program provides an opportunity for talented individuals to build relationships across sectors, share better practice, and to increase the research capacity of the State Service which will lead to a high level of excellence and innovation. TTC also promotes local ANZSOG programs.

TTC has also worked in partnership with ANZSOG to offer a number of workshops from their Executive Leadership program. The "Managing Public Communication" workshop, facilitated by Peter Thompson, was held this year attracting 20 participants from TTC's member organisations.

Ethics and accountability

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

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

Promoting apolitical, impartial, ethical and professional behaviour

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

The Agency Survey 2012 indicated that eight of the 14 agencies had provided managers/supervisors and employees with information and or training about potential conflicts of interest and how to avoid a conflict of interest.

Accountable for its actions and performance

The Agency Survey 2012 indicated that nine of the 14 agencies had a customer service charter and nine agencies had customer service strategies in place. Methods used to make employees aware of agency customer service charter/customer service strategies included intranet and individual strategies, duty statements and collected visitor comments. However, the main actions were:

Action taken	No. Agencies
Induction processes	11 Agencies
Team meetings	10 Agencies
Business planning processes	10 Agencies
Performance management processes	7 Agencies
Customer service reports	6 Agencies
Face to face information sessions	6 Agencies
Internal newsletters and e-bulletins	5 Agencies

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

Action taken	No. Agencies
<i>Promotion through the agency intranet</i>	11 Agencies
<i>Through newsletters and other publications</i>	9 Agencies
<i>Promotion at the venues where services are provided</i>	8 Agencies
<i>Direct feedback from clients</i>	8 Agencies
<i>Through the business planning process</i>	7 Agencies
<i>Information leaflets and feedback mechanisms as part of the service transaction</i>	6 Agencies

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

Action taken	No. Agencies
<i>By telephone contact</i>	13 Agencies
<i>Through face to face discussions with clients</i>	12 Agencies
<i>Through client surveys</i>	10 Agencies
<i>Through internet feedback forms</i>	10 Agencies
<i>By dedicated customer service emails</i>	10 Agencies
<i>Through hard copy forms</i>	6 Agencies

Responsive to the Government

The Agency Survey 2012 reported that all agencies provided employees with information about Government priorities relevant to their workplace. The main actions used to disseminate this information were:

Action taken	No. Agencies
<i>Business/budget planning processes</i>	14 Agencies
<i>By managers/supervisors/team meetings</i>	14 Agencies
<i>Internal newsletters and e-bulletins</i>	13 Agencies
<i>Performance management processes</i>	12 Agencies
<i>By the agency intranet</i>	10 Agencies
<i>General and executive staff meetings</i>	3 Agencies

Delivering services fairly and impartially to the community

The Agency Survey 2012 returns indicated that nine agencies provided managers/supervisors and employees with information and/or training about potential conflicts of interest and how to avoid them. All agencies had guidelines in place for employees concerning the issue of receiving gifts and benefits and embarked on activities to make their employees aware of these guidelines. Signed annual declarations were used, but the main actions included:

Action taken	No. Agencies
<i>Providing information on the Intranet</i>	14 Agencies
<i>A gifts and benefits policy</i>	12 Agencies
<i>Provision of an agency induction program/employee handbook</i>	10 Agencies
<i>Communication by email, face to face discussions with employees</i>	9 Agencies
<i>Provision of periodic reminders to employees</i>	4 Agencies

3 STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

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

Action taken	No. Agencies
<i>Induction programs and the employee handbook</i>	<i>11 Agencies</i>
<i>Publication on the internet</i>	<i>12 Agencies</i>
<i>When logging onto the computer</i>	<i>10 Agencies</i>
<i>Periodic reminders</i>	<i>6 Agencies</i>
<i>Internal email</i>	<i>5 Agencies</i>

A fair, flexible, safe and rewarding workplace

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

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

Agency communication and consultation initiatives

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

The Agency Survey 2012 reported that the predominant actions used by agencies to communicate with employees were as follows:

Action taken	No. Agencies
<i>From Head of Agency</i>	<i>14 Agencies</i>
<i>By regular print and/or electronic newsletters</i>	<i>14 Agencies</i>
<i>By intranet</i>	<i>14 Agencies</i>
<i>By senior management and branch meetings</i>	<i>14 Agencies</i>
<i>By team meetings and informal meetings</i>	<i>14 Agencies</i>
<i>By email</i>	<i>14 Agencies</i>
<i>Through a communication plan/change management strategy</i>	<i>10 Agencies</i>
<i>By noticeboards</i>	<i>3 Agencies</i>

Other mechanisms reported were information presentations, regular meetings with peak and representative groups.

Whole-of-service communication and consultation strategies

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

- The Agency Business Advisory Council:* This Council involves Deputy Secretaries or Directors of Corporate Services or Human Resource Managers from each agency meeting monthly to discuss strategic employment management issues relevant to agency business.
- The Strategic Human Resource Systems Reference Group:* This forum involves the Public Sector Management Office, TMD and key agency representatives who meet as required to discuss strategic management of human resource systems from a whole-of-service perspective.

Promoting a fair workplace

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

Internal grievance resolution processes

Subsection 34(1)(j) of the Act requires Heads of Agency to develop and implement an internal grievance resolution system for their agency. Agency Survey 2012 results show that all agencies had an internal grievance system in place, with 12 agencies having lodged a current copy of their system with the Commissioner.

Table 23: Employees accessing agency internal grievance resolution systems and the year the system was last reviewed, 1 July 2008 – 30 June 2012

Agency	Year of review	2008-09	2009-10	2010-11	2011-12
Dept. of Economic Development, Tourism and the Arts	2011	-	2	4	2
Dept. of Education	2010	18	9	35	31
Dept. of Health and Human Services	2010	48	60	64	92
Dept. of Infrastructure, Energy and Resources	2010	2	1	2	-
Dept. of Justice	2011	2	11	23	12
Dept. of Police and Emergency Management	2011	9	5	12	6
Dept. of Premier and Cabinet	2006	1	1	-	-
Dept. of Primary Industries, Parks, Water and Environment	2011	10	1	2	3
Dept. of Treasury and Finance	2009	-	-	-	2
Tasmanian Audit Office	2010	1	-	-	1
Integrity Commission	2011	-	-	-	-
Port Arthur Historic Site Management Authority	2008	1	1	-	-
TAFE Tasmania	2008	3	-	-	-
Tasmanian Academy	2009	-	-	-	-
Tasmanian Polytechnic	2009	6	2	-	-
Tasmanian Skills Institute	2012	7	-	1	1
The Public Trustee	2010	5	-	-	-
Totals		113	93	143	150

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

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

Action taken	No. Agencies
<i>By publishing on the agency intranet</i>	13 Agencies
<i>Through agency contact officers</i>	13 Agencies
<i>Through the human resource area</i>	13 Agencies
<i>Through the induction process</i>	9 Agencies
<i>Through face-to-face information sessions with employees</i>	2 Agencies
<i>By publishing in agency newsletters and bulletins</i>	2 Agencies

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

Table 24: Number and percentage of total issues addressed through agency internal grievance resolution processes, by type of grievance, 1 July 2008 – 30 June 2012

Type of grievance	2008-09		2009-10		2010-11		2011-12	
	No.	% Total	No.	% Total	No.	% Total	No.	% Total
Selection	1	1%	-	0%	7	5%	3	2%
Work performance	12	11%	7	7%	3	2%	7	5%
Bullying and/or harassment	21	19%	51	54%	55	38%	51	34%
Discrimination	9	8%	2	2%	7	5%	7	4%
Re-assignment/transfers	2	2%	2	2%	3	2%	4	3%
Management decisions	23	20%	10	11%	27	19%	34	22%
Misconduct	18	16%	5	5%	12	8%	13	9%
Work/life balance	4	4%	1	1%	-	0%	-	-
Employee conflict	20	18%	11	12%	13	9%	14	9%
Award translation	-	-	-	-	13	9%	-	-
Other	3	3%	5	5%	3	2%	18	12%
Totals	113	10	94	10	143	1	151	

Please refer to Explanatory notes 6 and 14 for important information about the above table.

Agencies have reported that issues related to bullying and/or harassment represented the greatest number of grievances lodged at 51, or 34 per cent, which is an improvement on the 38 per cent of grievances reported for this category in the previous reporting period. Of the 51 instances reported, 34 were resolved through internal grievance processes, 16 were not resolved or were pending resolution at the end of the reporting period, and one was taken to an organisation outside the agency. Agencies also reported an increase in the current reporting period in the number of management decision grievances from 27 to 34 and in others from 3 to 18 [category not recorded].

Table 25: Resolution of grievances within agencies, 1 July 2008 – 30 June 2012

Outcome	2008-09		2009-10		2010-11		2011-12	
	No.	% Total	No.	% Total	No.	% Total	No.	% Total
Satisfactorily resolved	85	75%	50	53%	84	59%	89	59%
Withdrawn	1	1%	3	3%	7	5%	6	4%
Still pending	22	20%	37	40%	37	26%	51	34%
Not resolved	5	4%	4	4%	15	10%	5	3%
Totals	113	1	94	10	143		151	

Self-reporting by agencies indicates that the large majority of internal grievance matters continued to be satisfactorily resolved through internal grievance resolution procedures. In addition to the above, the number of grievance matters taken outside agency internal grievance processes is outlined in **Table 26, below**.

Table 26: Grievance matters taken to outside organisations, 1 July 2008 – 30 June 2012

External organisations where grievances were lodged	2008-09	2009-10	2010-11	2011-12
Ombudsman	7	1	1	-
Anti Discrimination Commissioner	12	4	6	15
Human Rights and Equal Opportunities Commission	-	1	-	-
State Service Commissioner [section 50(1)(b)]	51	148	56	46
(Award translation grievances)	-	(111)	(32)	(19)
(Other 50(1)(b) grievances)	-	(37)	(24)	(27)
Tasmanian Industrial Commission	24	107	11	7
(Award translation grievances)	-	(97)	(2)	(2)
(Other grievances)	-	(10)	(9)	(5)
Other Industrial Tribunals	3	1	-	-
Other	1	1	-	1
Totals	98	263	74	69

Please refer to Explanatory notes 5 and 6 for important information about the above table.

The statistics in **Table 26, previous page**, indicate that there was a total of 46 matters under subsection 50(1)(b) of the Act taken to the Commissioner in this reporting period, a decrease of 10 from the previous reporting period. Forty-one per cent were in relation to award translation matters.

Similarly, **Table 26, previous page** shows that there were a total of 7 matters taken to the Tasmanian Industrial Commission in the reporting period, a decrease of 4 from the previous reporting period. Two of the seven grievances were in relation to award translation matters.

Agency Survey responses further indicated that of the 69 grievance matters taken to external organisations in the reporting period, 41 matters (59 per cent) were taken to external organisations without first seeking a resolution through agency internal grievance resolution processes.

Table 27: Category of grievance matters taken to outside organisations, 1 July 2009 – 30 June 2012

Category of grievance	2009-10	2010-11	2011-12
Award classification	218	18	20
Termination of employment	5	1	1
Status of employment	2	2	9
Management decision	16	36	21
Breach of award/conditions of employment	14	-	1
Discrimination	4	6	12
Process	1	6	1
Bullying and/or harassment	1	5	2
Other	2	-	1
Total	263	74	69

Table 27, above indicates that grievance matters taken to outside agencies have plateaued over the last two reporting periods down to a level some 75 per cent below 2009-2010 where award classification matters were elevated due to translation disputes under a revised award agreement. However, matters related to award classifications, management decisions and discrimination issues still remain the prime areas of disputation.

Table 28, below, provides information on the number of contact officers and managers/supervisors who received training in agency internal grievance resolution systems during the reporting period.

Table 28: Number of contact officers and managers/supervisors trained in agency internal grievance resolution systems, 1 July 2009 – 30 June 2012

Agency	Contact officer trained			Manager/supervisor trained		
	2009-10	2010-11	2011-12	2009-10	2010-11	2011-12
Dept. of Health and Human Services	32	199	29	34	59	66
Dept. of Police and Emergency Management	23	58	-	32	33	-
Dept. Premier and Cabinet	-	-	2	-	-	-
Dept. of Primary Industries, Parks, Water and Environment	-	-	11	-	-	-
Dept. of Treasury and Finance	-	4	-	-	-	-
Tasmanian Audit Office	-	2	-	4	2	-
Port Arthur Historic Site Management Authority	2	1	-	-	-	-
The Public Trustee	2	1	-	8	5	-
Totals	59	265	42	79	99	66

See Explanatory note 1 for important information about the above table.

The information in **Table 28, above**, shows that only the Department of Health and Human Services conducted training in Agency grievance resolution systems during the reporting period.

Promoting a flexible workplace

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

Flexible working policy and/or guidelines

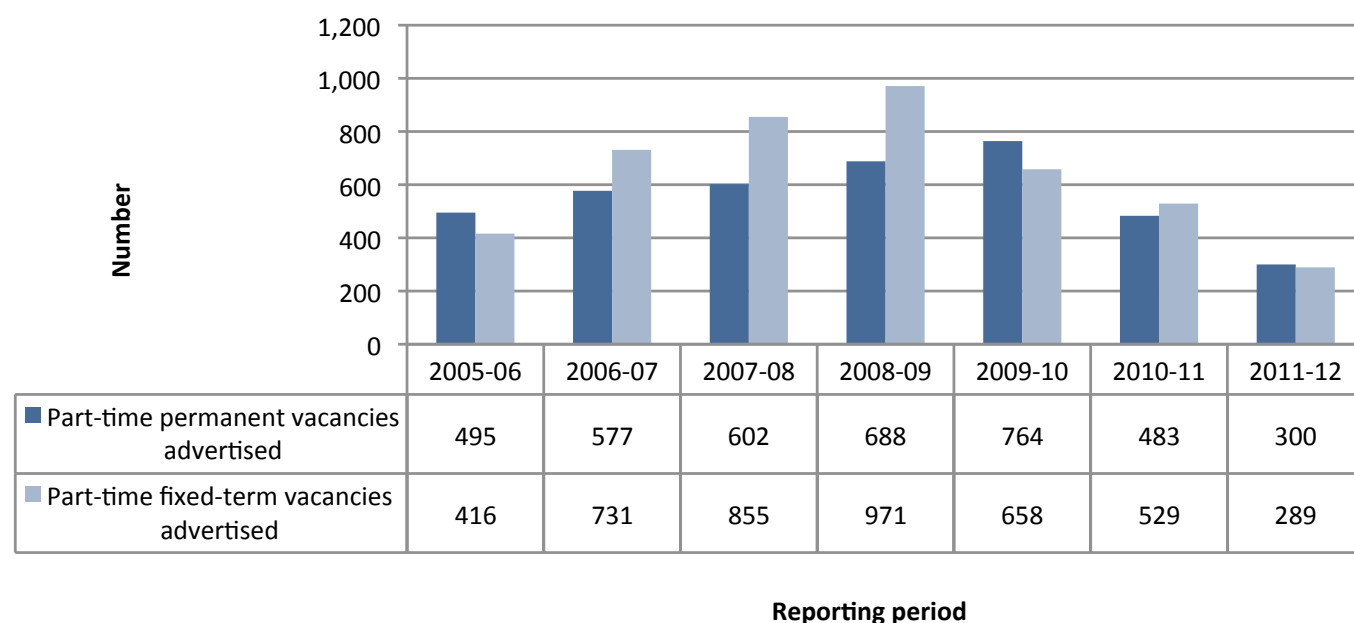
Results of the Agency Survey 2012 reported that all agencies have a flexible working policy and/or guidelines in place and that managers/supervisors are required to consider work/life balance issues in the workplace generally using the following types of management strategies:

Action taken	No. Agencies
Part-time working arrangements	14 Agencies
Monitor leave balances	14 Agencies
Working from home	14 Agencies
Leave without pay	13 Agencies
Agreed time off in lieu	12 Agencies
Flexible working policy and/or guidelines	12 Agencies
SSALS	11 Agencies
Adequate resource levels for ongoing projects	10 Agencies
Work planning, eg rosters	10 Agencies
Job sharing	9 Agencies
Through performance management discussions	9 Agencies
Phased retirement	9 Agencies
Part of the business planning process	9 Agencies
Through the business planning process to consider team & individuals	9 Agencies

Part-time working arrangements

The provision of part-time work is an important inclusive practice that supports the employment of people who are unable to work full-time due to caring responsibilities, disability, external study requirements or lifestyle choice. The number of part-time vacancies available in the State Service is an indicator of employment flexibility generally. **Chart 4, below**, shows the number of part-time vacancies advertised over the last seven reporting periods.

Chart 4: Part-time permanent and fixed-term vacancies advertised, 1 July 2005 – 30 June 2012



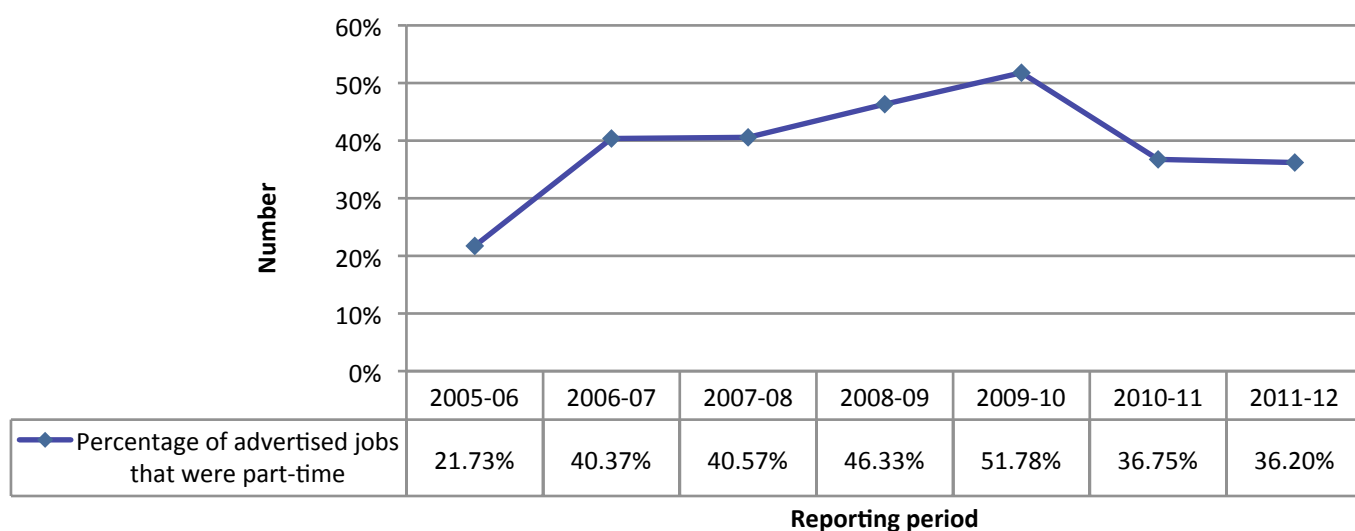
Please refer to Explanatory note 8 for important information about the above chart

3 STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

The number of permanent part-time vacancies advertised has continued to trend downwards, with a decrease of 183 (38 per cent) over the 2010-11 reporting period. The number of fixed-term part-time vacancies also reduced by 240 (45 per cent) over the 2010-11 reporting period. The considerable reduction in the number of vacancies being advertised can be attributed to the current financial challenges facing the State Service.

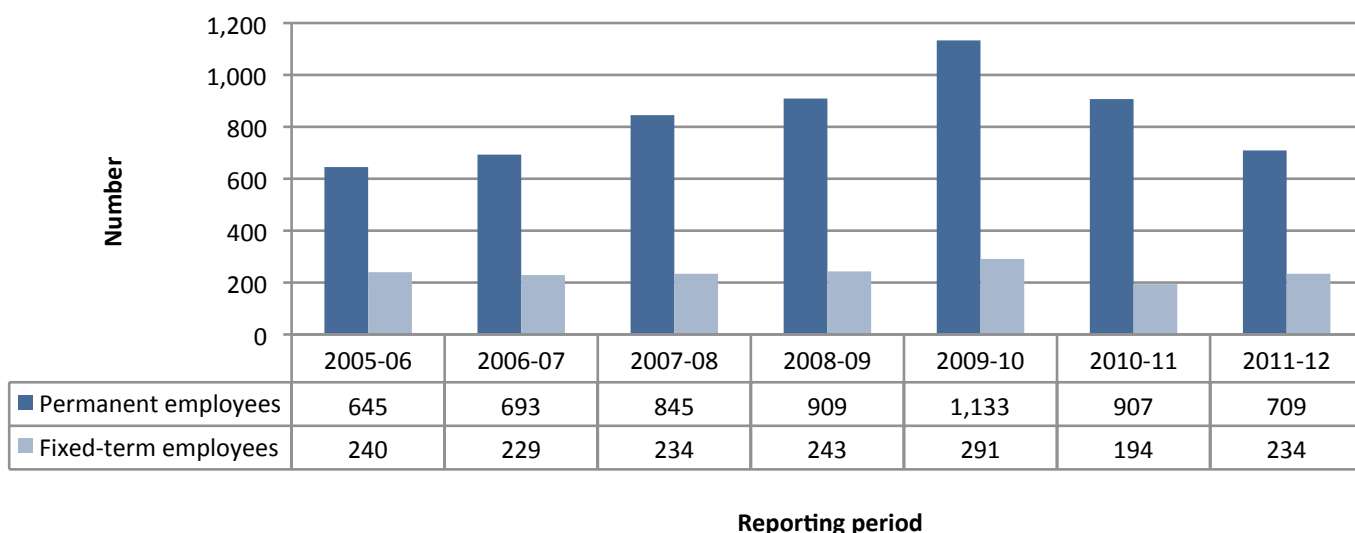
The proportion of part-time vacancies advertised as a percentage of all vacancies advertised has continued to decline [to 36 per cent] from an historical high of 52 per cent in 2009-2010, as illustrated in **Chart 5, below**.

Chart 5: Percentage of jobs advertised as part-time, 1 July 2005 – 30 June 2012



The number of employees taking up the option to change to part-time employment over the reporting period shows a continuing overall decrease of 158 employees (a decrease of 198 permanent employees balanced by an increase of 40 fixed-term employees) as illustrated in **Chart 6, below**. This represents a 17 per cent decrease for permanent and a 20 per cent increase for fixed-term employees (see also **Table 29**, Utilisation of flexible work practices, **next page**).

Chart 6: Permanent and fixed-term employees changing to part-time employment, 1 July 2005 – 30 June 2012



3 STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

State Service Accumulated Leave scheme

Another flexible work option utilised by employees is the State Service Accumulated Leave Scheme (SSALS), which allows employees to in effect 'buy' extra leave over an agreed period of time by working their normal hours at a reduced rate. The 'banked' or 'bought' extra days of leave are then taken at an agreed time. Numbers of employees accessing the SSALS scheme are shown in **Chart 7, below**.

Chart 7: State Service Accumulated Leave Scheme applications and approvals (SSALS), 1 July 2005 – 30 June 2012

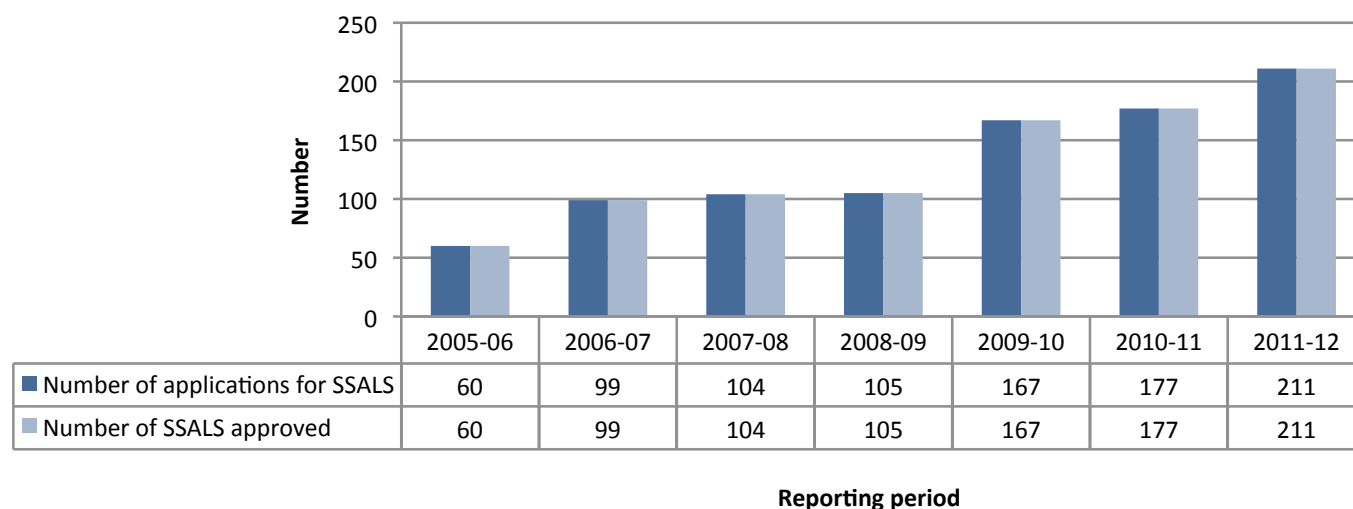


Chart 7, above, indicates that there has been a consistent increase in applications from employees interested in taking up the flexible working option of SSALS over the past seven reporting periods, with another increase of 34 employees (19 per cent) for the current reporting period, made up of 204 permanent and seven fixed-term employees. It is noted that over the past seven reporting periods there has been a 100 per cent approval of all employee applications to participate in the SSALS.

The total number of employees participating in SSALS as at 30 June 2012 was 231, made up of 226 permanent and five fixed-term employees. Of the total number of participants, there were 34 permanent and four fixed-term employees earning the equivalent of \$90,000 per annum or more.

Flexible working arrangements for families

Agencies support families through a range of specific flexible working arrangements, including parental leave. The number of employees utilising flexible work practices is shown in **Table 29, below**:

Table 29: Number of employees utilising flexible work practices, 1 July 2007 – 30 June 2012

Flexible work practice	2007-08	2008-09	2009-10	2010-11	2011-12
Employees earning the equivalent of \$90,000 pa or more working part-time	527	651	711	689	591
Employees who took paid maternity leave	559	605	645	747	701
Employees who took paid adoption leave	7	2	3	2	1
Employees who took unpaid maternity or parental leave	269	315	317	429	369
Employees who took unpaid paternity or parental leave	-	-	-	38	225

Please refer to Explanatory note 15 for important information about the above table.

Promoting a safe workplace

Agency Survey 2012 returns reported that all agencies had an occupational health and safety (OH&S) policy in place. Ten agencies had a documented incident and injury reporting system, and hazard reporting system, and 10 agencies reported undertaking risk assessing activities/jobs/tasks. All agencies included risk management as part of the business planning process. All agencies also had a documented OH&S management system in place.

Table 30a: Number of responsible officers and Employee Safety Representatives receiving occupational health and safety (OH&S) training, 1 July 2009 – 30 June 2012

Agency	Responsible officers			Employee Safety Representatives (ESRs)		
	2009-10	2010-11	2011-12	2009-10	2010-11	2011-12
Dept. of Economic Development, Tourism and the Arts	No data	-	-	No data	35	18
Dept. of Education	No data	187	60	No data	-	-
Dept. of Health and Human Services	12	-	No data	8	-	No data
Dept. of Infrastructure, Energy and Resources	-	-	-	-	-	-
Dept. of Justice	No data	No data	-	No data	No data	-
Dept. of Police and Emergency Management	13	5	15	40	9	-
Dept. of Premier and Cabinet	-	-	-	6	-	3
Dept. of Primary Industries, Parks, Water and Environment	-	9	-	-	-	-
Dept. of Treasury and Finance	-	-	-	2	2	6
Tasmanian Audit Office	1	-	-	-	-	-
Integrity Commission	-	-	-	-	-	1
Port Arthur Historic Site Management Authority	-	2	1	-	2	-
Tasmanian Skills Institute	3	1	-	-	-	-
The Public Trustee	1	-	-	-	-	-
Totals	30	204	76	56	48	28

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

Table 30b: Number of managers/supervisors and employees receiving occupational health and safety (OH&S) training, 1 July 2009 – 30 June 2012

Agency	Managers/supervisors			Employees		
	2009-10	2010-11	2011-12	2009-10	2010-11	2011-12
Dept. of Economic Development, Tourism and the Arts	No data	-	4	No data	-	21
Dept. of Education	No data	-	-	No data	272	-
Dept. of Health and Human Services	1,038	101	No data	20	-	No data
Dept. of Infrastructure, Energy and Resources	55	-	-	4	-	-
Dept. of Justice	No data	No data	-	No data	No data	-
Dept. of Police and Emergency Management	50	105	31	380	381	370
Dept. of Premier and Cabinet	3	20	10	-	24	12
Dept. of Primary Industries, Parks, Water and Environment	27	1	70	102	1	178
Dept. of Treasury and Finance	11	9	68	29	63	41
Tasmanian Audit Office	-	1	-	-	1	-
Integrity Commission	-	3	-	-	1	3
Port Arthur Historic Site Management Authority	16	25	23	28	80	110
Tasmanian Skills Institute	27	6	1	-	-	39
The Public Trustee	-	1	-	-	-	-
Totals	1,227	272	207	563	823	774

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

Tables 30a & 30b, above, show that nine agencies reported providing employees with appropriate training relevant to their duties and responsibilities. PSMD advises that a co-ordination unit has been established in preparation for implementation of the new Workplace Health and Safety legislation. A significant focus will be targeted training together with systems, WHS plans and reporting.

Review of state service selection decisions and actions

The State Service Principles contained within section 7 of the *State Service Act 2000* (the Act) provide for a State Service that promotes a fair system of review of employment decisions:

- the State Service provides a fair system of review of decisions taken in respect of employees [subsection 7(1)(m)].

A fair system of review of decisions includes fair grievance resolution systems and a right of review of decisions. Agency grievance resolution systems are discussed in the previous section under 'promoting a fair workplace'.

Right of review

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

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

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

Determination of reviews

In determining a review, the Commissioner may:

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

Number of reviews

Table 31, below, provides detail of selection reviews dealt with by the Office during the reporting period.

Table 31: Selection reviews under subsection 50(1)(a) of the Act, 1 July 2011 – 30 June 2012

Agency	Brought forward	Received	Granted	Not granted	Resolved	Withdrawn	Carried forward
Dept. of Economic Development, Tourism and the Arts	-	1	-	-	1	-	-
Dept. of Education	1	8	1	4	3	-	1
Dept. of Health and Human Services	1	3	1	-	3	-	-
Totals	2	12	2	4	7	-	1

Table 31, above, shows that a high percentage of selection reviews dealt with during the reporting period were resolved through conciliation. It is noted that the number of selection reviews lodged this reporting period was significantly lower than the previous reporting period. For those selection reviews finalised this reporting period, the figures show:

- Granted 15 per cent
- Not granted 31 per cent
- Resolved or withdrawn 54 per cent

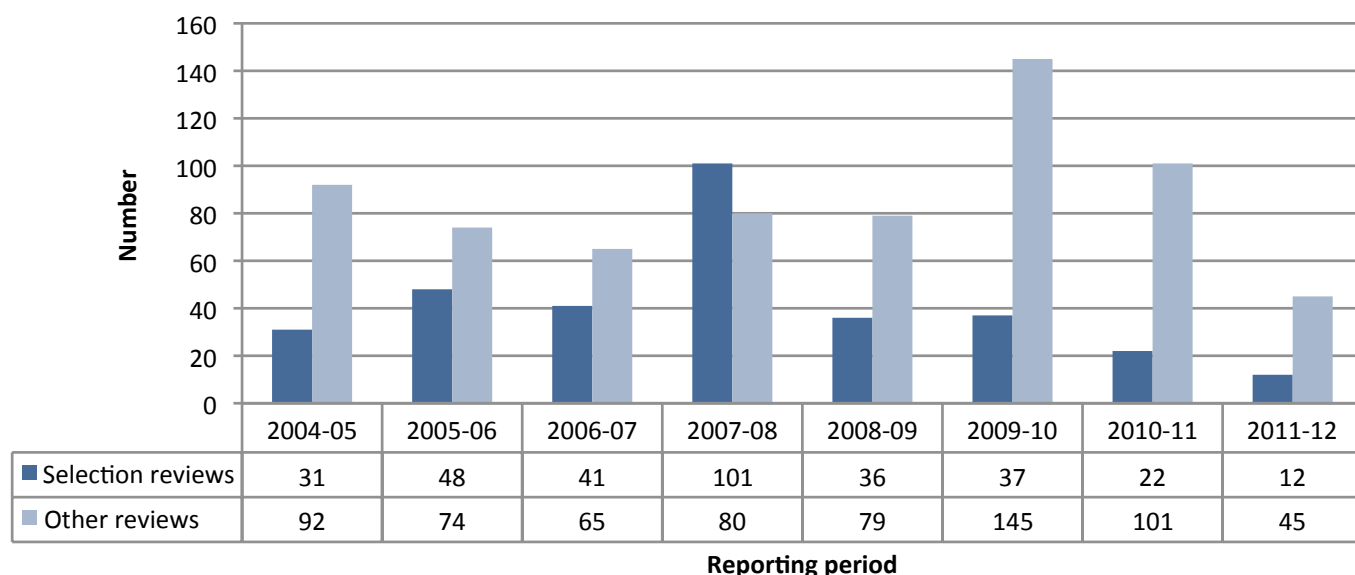
Table 32, below, provides detail of other State Service action reviews dealt with by the Office during the reporting period.

Table 32: Other State Service action reviews under subsection 50(1)(b) of the Act, 1 July 2011 – 30 June 2012

Agency	Brought forward	Received	Granted	Not granted	Resolved	Withdrawn	Carried forward
Dept. of Economic Development, Tourism and the Arts	-	1	-	-	1	-	-
Dept. of Education	18	10	-	1	20	-	7
Dept. of Health and Human Services	41	24	-	-	50	6	9
Dept. of Infrastructure, Energy and Resources	1	-	-	-	1	-	-
Dept. of Justice	10	5	-	-	12	-	3
Dept. of Police and Emergency Management	-	1	-	-	1	-	-
Dept. of Premier and Cabinet	-	1	-	-	1	-	-
Dept. of Primary Industries, Parks, Water and Environment	9	1	-	2	5	1	2
Dept. of Treasury and Finance	-	2	-	-	1	-	1
Port Arthur Historic Site Management Authority	1	-	-	-	1	-	-
Tasmanian Skills Institute	6	-	-	-	6	-	-
Totals	86	45	-	3	99	7	22

The number of other State Service action reviews lodged was considerably lower than in the previous reporting period: 45 compared with 101 in 2010-2011. Of the reviews in this reporting period, only one (1 of the 45 reviews) was in relation to *Tasmanian State Service Award* translation matters. There has been a significant decrease in the number of new *Tasmanian State Service Award* translation matters, but a significant increase in the number of other new reviews in the reporting period. For the other State Service action reviews finalised this reporting period, the figures show that nearly all were either resolved or withdrawn through conciliation.

Chart 8, below, shows the number of selection reviews and other reviews lodged over the past eight reporting periods:



Please refer to Explanatory notes 5, 6 and 9 for important information about the above chart.

Compliance with Code of Conduct

Alleged breaches of the State Service Code of Conduct

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

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

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

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

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

Table 33, below, provides details of alleged breaches of the Code of Conduct dealt with by Heads of Agency during the current reporting period:

Table 33: Determinations by Heads of Agency in relation to alleged breaches of the State Service Code of Conduct, 1 July 2011 – 30 June 2012

Agency	Brought forward	Commenced	Breach	No breach	Resolved	Withdrawn	Carried forward
Dept. of Economic Development, Tourism and the Arts	1	1	1	1	-	-	-
Dept. of Education	6	10	7	1	2	1	5
Dept. of Health and Human Services	4	14	2	1	2	6	7
Dept. of Infrastructure, Energy and Resources	-	1	1	-	-	-	-
Dept. of Justice	5	8	3	1	5	1	3
Dept. of Police and Emergency Management	3	1	1	2	-	-	1
Dept. of Primary Industries, Parks, Water and Environment	-	4	3	-	-	-	1
Tasmanian Skills Institute	-	2	-	-	1	-	1
Totals	19	41	18	6	10	8	18

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

The Act gives the Minister the power to terminate the employment of permanent employees (section 44 of the Act) and fixed-term employees (section 45 of the Act). The Minister has delegated the power to terminate the employment of employees to Heads of Agency. Heads of Agency are required to consult with the Director of the Public Sector Management Office before exercising this delegation. During the reporting period, the employment of four (4) permanent employees was terminated by a Head of Agency due to a breach of the Code of Conduct.

Termination of Employment

The employment relationship of an individual can end at the initiative of either the employee or the employer. Employees may resign or retire from the State Service under a variety of circumstances by providing the required notice. The Act gives the Minister the power to initiate the termination of the employment of employees under prescribed circumstances. The Minister has delegated that power to Heads of Agency, but Heads of Agency are required to consult with the Director of the Public Sector Management Office before exercising their delegation.

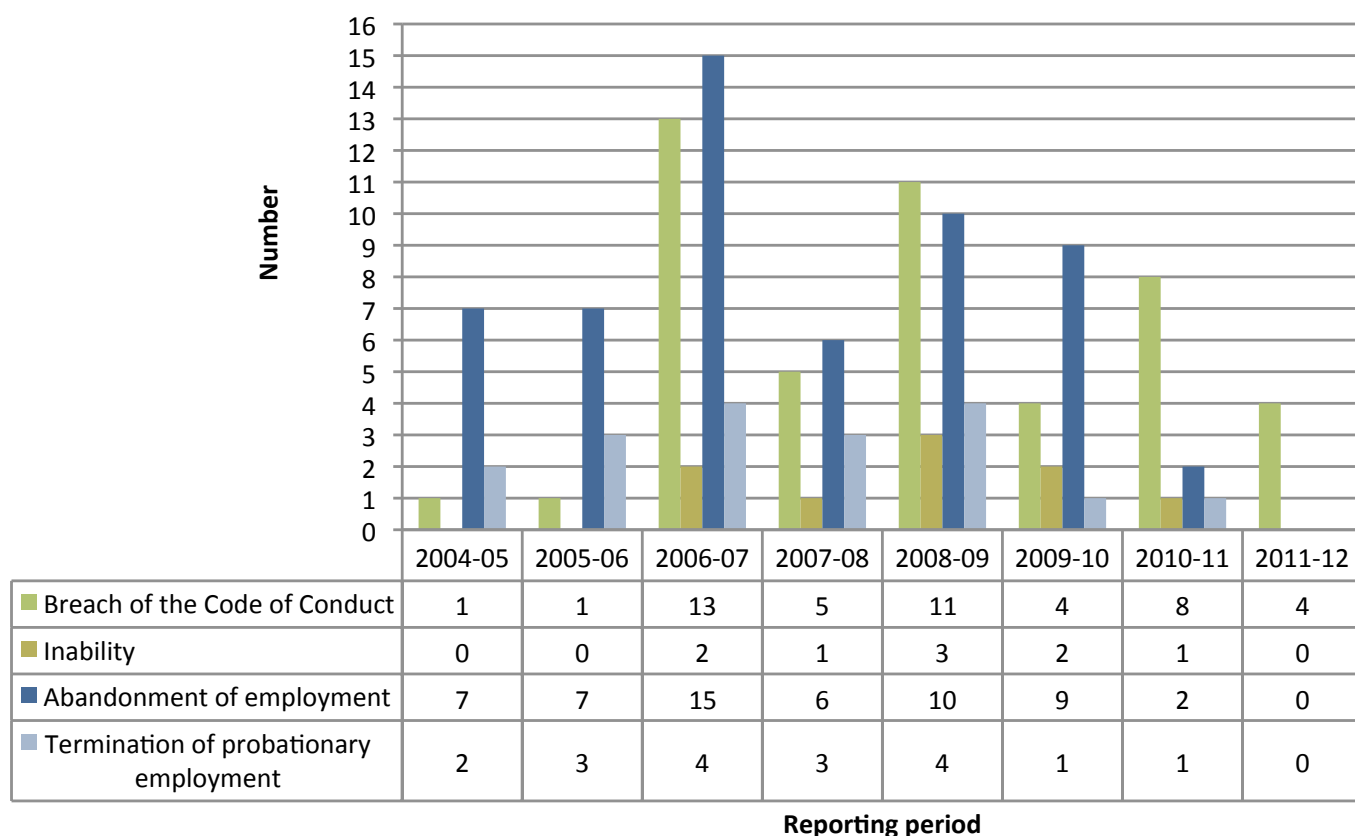
Section 44 of the Act prescribes grounds for termination of the employment of permanent employees as:

- If they are found to have breached the Code of Conduct;
- If they are found to be unable to efficiently and effectively perform their duties (inability);
- If they are surplus to the requirements of their agency and no alternative duties can be found for them within a 6-month period;
- If they have found to have failed to maintain a satisfactory level of performance; and
- On any other grounds prescribed in the Regulations:
 - Regulation 36 provides for the termination of a permanent employee who has abandoned their employment. An employee who is absent from duty for a period of 14 days without notifying his or her Head of Agency is taken to have abandoned their employment.
 - Regulation 36 also provides for the termination of a permanent employee during probation.

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

Chart 9, below, provides the number of permanent employees who had their employment terminated by a Head of Agency over the last eight reporting periods. This includes four employees in the current reporting period, which were terminated due to breaches of the code of conduct.

Chart 9: Termination of employment statistics, 1 July 2004 – 30 June 2012



State Service reform

The Government has continued to face a significant downturn in the State's financial position since the onset of the global economic downturn in 2008. Commencing with the 2010-11 Mid-Year Financial Report and the 2011-12 Budget, the Government implemented a number of strategies to return the budget to a sustainable position. The 2012-13 budget continued to address the fiscal challenge facing the State through the further development and implementation of these strategies.

A significant part of the Government's Budget response is to improve the efficiency and effectiveness with which government services are provided to the community, through improvements to the Tasmanian Public Service. Since the release of the 2010-11 Mid-Year Financial Report, a range of employment-related strategies have been implemented to enable a sustainable State Service workforce for the future and to take into account the impact on employees and services to the community.

Targeted Voluntary Redundancy Arrangements

The Targeted Voluntary Redundancy Arrangements (TVRA) detail a range of practices, procedures and standards to assist agencies in the preparation of voluntary redundancies for potentially surplus and surplus employees, and employees formally accepted for redeployment by the State Service Commissioner (SSC) under Section 47 of the *State Service Act 2000*. The TVRA were approved by the Secretary, Department of Premier and Cabinet on 11 September 2011.

The TVRA is available to State Service Agencies to achieve salary savings in areas identified as no longer essential or core business. The TVRA provides requirements for redundancy payments to State Service employees occupying targeted positions. Emphasis is placed on redeployment of surplus employees both internally and across agencies prior to offering a voluntary redundancy. Business cases for voluntary redundancies from agencies are required to be submitted to the Department of Premier and Cabinet prior to finalisation.

One hundred and eighty four (184) employees and Officers separated under the TVRA during the 2011-12 reporting period.

Workforce Renewal Incentive Program

The Government recognises the need for the Tasmanian State Service to maintain a balanced workforce profile to ensure that it maintains an appropriate combination of skills, capabilities and experience to address future social, economic and workforce challenges.

The Workforce Renewal Incentive Program (WRIP) (established in *Ministerial Direction No.24*) seeks to renew and re-profile the workforce to ensure the State Service has the capabilities to meet future skills demand while assisting in meeting budget targets. The WRIP provides an opportunity to re-profile the workforce by offering incentives to permanent employees or groups of permanent employees that result in early retirement or separation from the State Service.

Table 34, below, shows the number of employees who have elected to receive an incentive under the WRIP, by agency, during the reporting period (note that the program was not made available by all agencies in the reporting period).

Table 34: Uptake of Workforce Renewal Incentive Program by employees, 1 July 2011 – 30 June 2012

Agency	Number of employees
Department of Economic Development, Tourism and the Arts	9
Department of Education	265
Department of Health and Human Services	145
Department of Infrastructure, Energy and Resources	29
Department of Justice	10
Department of Police and Emergency Management	10
Department of Premier and Cabinet	4
Department of Primary Industries, Parks, Water and Environment	30
Department of Treasury and Finance	3
Tasmanian Skills Institute	1
Total	506

State Service Bargaining Outcomes

A number of wage agreements were negotiated with public sector unions during 2011-12. These included:

- The Tasmanian State Service Agreement;
- The Health and Human Services Agreement Radiation Therapists Agreement;
- The Correctional Officers Agreement;
- The Education Facilities Attendants Agreement; and
- The Australian Workers Union Service Agreement.

Negotiations occurred on a replacement Post Year 10 Teachers agreement.

Allied Health Professionals negotiations are proceeding for a replacement agreement with a salary increase of 2% from December 2012 and a further 2% from December 2013 confirmed. Establishing a set of criteria for a possible 0.5% productivity increase for a diverse occupational group spread across four agencies is also progressing. Negotiations are also in progress for a replacement of the Medical Practitioners Agreement.

Strategic People Management Practices (People Directions)

People Directions was a four year project (2008-2012) to provide an underpinning platform to modernise the State Service's approach to people management while addressing challenges that are expected to have a significant impact on our ability to deliver services.

The approach recognised the different stages and priorities within each agency based on a whole-of-service collaboration and partnership, to achieve the key objective of delivering quality service for Tasmanians.

During 2011-12 People Directions achievements included the:

- development and implementation of the *State Service Amendment (Performance) Act 2011*;
- further implementation of the HR Capability Framework; and
- continuing evaluation of State Service people management practices.

The annual Human Resources Evaluation Survey has transitioned to an ongoing business system. The projects from People Directions will now be delivered under the Public Sector Management Office's Business Plan.

Planning and Reporting

Workforce Analysis Collection Application

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

Reporting standards

Agencies continue to implement the Australian New Zealand Standard Classification of Occupation (ANZSCO) coding for the purpose of whole of State Service occupational analysis. As foreshadowed in the Commissioner's 2009-10 Annual Report, and on the recommendation of the Secretary of the Department of Premier and Cabinet, the Commissioner adopted a change to the reporting standard from 'structured' full-time equivalent and headcount data to 'paid' data in his 2010-2011 Annual Report although structured counts were provided in an addendum to that report as a transitional concession. The new standard better reflects the active capacity of the State Service as a workforce at a single point in time, because paid counts exclude employees on secondment outside the State Service or on unpaid leave. The transition to a single paid full-time equivalent and paid headcount reporting standard is finalised in this annual report.

4 STATE SERVICE PRACTICES, PROCEDURES AND STANDARDS

Workforce planning

The Public Sector Management Office prepares an annual State Service Workforce Profile, which includes data on ageing populations at a national and state level, together with State Service demographic data such as age, gender, length of service, salary, separation data, occupational groupings, and employment category. The Public Sector Management Office has also established a Workforce Planning Network to build capability within agencies by advancing awareness and understanding of workforce planning and increasing the skills of participating human resource practitioners in this critical area of employment management. Network activities have included development workshops and case study scenarios. A review paper evaluating workforce planning activities has been prepared for the consideration of the State Service Commissioner.

Training and development

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

About The Training Consortium

The Training Consortium (TTC) is part of the Public Sector Management Office. TTC was established in 1998 and has grown from its initial four members to 21 in 2012 (see **Table 35, below**, for the member list). TTC brokers and co-ordinates a wide range of services to provide learning and development programs and events throughout Tasmania on behalf of its member organisations. TTC provides a diverse range of leadership development, management and skills development courses, workshops, information seminars and forums using local, national and international presenters; these are discussed in more detail in the Performance Management section of the annual report.

Table 35: The Training Consortium membership, as at 30 June 2012

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

TTC partnerships and working relationships

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

Supporting TTC member organisations

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

State Service health and wellbeing

Healthy@Work was a four year project (2008-2012) to support the implementation of workplace health and wellbeing programs in all Government Agencies and Authorities.

The project supported each organisation to develop an effective workplace health and wellbeing program. The project had a strong focus on programs that use preventative strategies to address key health factors – eg smoking, nutrition, physical activity, sedentary behaviour, alcohol consumption and psychosocial health.

A key implementation tool was the development of a professional development program that provided Agency staff with the skills required to develop workplace based programs. Due to the quality of the professional development program, it has since been purchased by the Commonwealth (Comcare), Queensland Government and the ACT Government. In November 2011, 19 participants completed the professional development program with a further 20 commencing the second program. Those participants will complete in November 2012.

This project received State and National Recognition including a high commendation at the 2011 WorkSafe Tasmania Awards and was named a finalist in the 2011 National Australian Human Resources Institute Awards.

During 2011-12 Healthy@Work achievements included:

- The selling on of Tasmania's professional development program and the graduation of the first participants to undertake the program in November 2011.
- Provided funding to support nine Agencies to implement specific workplace health and wellbeing activities.
- Subsidised the participation of State Service employees in workplace pedometer challenges (10,000 Steps and Global Corporate Challenge).
- Supported the University of Tasmania's Exertime project to develop a computer based application that is designed to prompt employees in desk-based work to decrease their occupational sitting times by engaging in incidental physical activity at work (Exertime) for use by up to 25,000 State Service employees.
- In partnership with the Menzies Research Institute and University of Tasmania providing ongoing support to three PhD positions to undertake research associated with the Healthy@Work project.
- Undertook surveys against key health factors to provide benchmarks and focus for Agency programs.

The proactive approach to Health and Wellbeing will continue as part of a combined Health, Wellbeing and Safety approach being developed with Agencies and other stakeholders.

Overview

Fourteen agencies (State Service agencies and State authorities) have produced the following statistics on State Service employment for the period ending 30 June 2012.

The Public Sector Management Office and TMD (in the Department of Premier and Cabinet) use the Workforce Analysis and Collection Application (WACA) to prepare the data provided to the Commissioner at the end of each financial year. Information in the WACA is derived from quarterly snapshots of human resource data provided to TMD by agencies in accordance with defined reporting standards. Data in the WACA is validated against a set of business rules and translation tables to ensure consistent reporting at whole-of-service level. The Commissioner accepts this data in good faith, on the understanding that all due care has been taken to establish and maintain adequate and appropriate systems and controls relevant to its preparation and presentation, in order to ensure that it is, as far as it is possible, free from material misstatement. In turn, the Office takes all reasonable measures within its control to accurately validate and interpret this data for presentation in the Commissioner's annual report.

The statistics cover the following agencies:

- Department of Economic Development, Tourism and the Arts
- Department of Education
- Department of Health and Human Services
- Department of Infrastructure, Energy and Resources
- Department of Justice
- Department of Police and Emergency Management
- Department of Premier and Cabinet
- Department of Primary Industries, Parks, Water and Environment
- Department of Treasury and Finance
- Tasmanian Audit Office.

The statistics also cover the following State authorities:

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

The Tasmanian Dairy Industry Authority is identified as a State authority in Schedule 1 of the *State Service Act 2000* (the Act); however, it is not counted as a separate agency for the purposes of this annual report as it is administered through the Department of Primary Industries, Parks, Water and Environment. In addition, some tables and charts contain historical data which relate to entities that are no longer agencies (State Service agencies or State authorities under Schedule 1 of the Act).

The reporting of State Service employment statistics in the annual report this year uses the reporting standards of paid full-time equivalent (paid FTE) and paid headcount. The 'paid counts' effectively exclude those employees who are employed but not paid at the reporting date. This method more accurately reflects the active capacity of the State Service as a workforce at a single point in time, because it excludes employees on secondment outside the State Service or on unpaid leave.

As at 30 June 2012, there was a paid headcount of 27,451 people appointed under the Act, excluding casual and sessional employees. The number of paid full-time equivalent employees (paid FTEs) represented by this figure is 21,181.73. As at 30 June 2012, the paid headcount for casual employees was 1,251 and there were no sessional employees. The numbers of paid full-time equivalent employees represented by these figures are 505.49 casual employees.

Definitions

The following definitions may assist in understanding the following charts and tables:

Officers are appointed under Part 6 of the *State Service Act 2000* and include Heads of Agency, holders of prescribed offices, and senior executives and equivalent specialists.

Permanent employees are appointed under Part 7 of the *State Service Act 2000*. Permanent employment is the usual form of employment in the State Service.

Fixed-term employees are appointed under Part 7 of the *State Service Act 2000* for a specified term or for the duration of a specified task.

Casual employees are fixed-term employees who work on an 'as and when required basis' and are typically paid a loaded rate in lieu of receiving paid leave entitlements.

Sessional employees are employees within the Department of Education (Tasmanian Polytechnic) or the Tasmanian Skills Institute, who undertake duties for the purpose of delivering training sessions in accordance with the *Education and Training (Tasmanian Polytechnic) Act 2008* or the *Education and Training (Tasmanian Skills Institute) Act 2008*, as the case may be.

Paid headcount is the number of State Service employees and officers engaged at the reporting date that are in receipt of remuneration at the reporting date, that is, employees either undertaking their work duties or on paid leave. *Please note that an employee who was paid for two or more different State Service jobs is counted according to the number of such arrangements, for example: an employee who was paid for two part-time jobs is counted twice.*

Paid full-time equivalent (paid FTE) provides a measure of the proportional number of employments where the hours worked and paid are expressed as a percentage of the industrial award full-time hours at the reporting date. *Please note that paid FTE only includes employees and officers engaged at the reporting date who are active, in that, they are in receipt of remuneration, that is, employees either undertaking their work duties or on paid leave.*

Employment category refers to the type of employment. For employees these are: permanent, fixed-term, casual and sessional employee. For officers, these are: Head of Agency, prescribed office holder, senior executive and equivalent specialist.

Explanatory notes

Statistical data for this annual report was obtained from:

- operational data held within the Office (the most recent data is from 1 July 2011 to 30 June 2012)
- annual Agency Surveys conducted by the Office (the most recent data is from 1 July 2011 to 30 June 2012);
- biannual Employee Surveys conducted by the Office (the most recent data is from August 2010);
- Workforce Analysis and Collection Application (provided by the Public Sector Management Office, the most recent data is from June 2012); and
- Australian Bureau of Statistics (where referenced).

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

Table 36: Explanatory notes

Note number	Explanatory note
1	<p>State Service agencies</p> <p>The State Service is constituted under section 6 of the Act and State Service agencies are listed under Schedule 1 of the Act. Changes to the administration and structure of the State Service may have a significant impact on the numbers reported against a category when reported 'by agency'. Such changes occur as a result of:</p> <ul style="list-style-type: none"> 'State Service (Agencies and Heads of Agencies) Orders', which the Governor makes to amend the list of agencies or State authorities in Schedule 1 of the Act, under section 12 of that Act. There have been six such orders made under the Act since it commenced. 'State Service (Restructuring) Orders', which the Governor makes to establish, abolish or change the name of a Government department or State authority, or to restructure Government departments and State authorities, under section 11 of the Act. There have been 11 such orders made under the Act since it commenced. Consequential amendments to the Act via other Acts of Parliament. The number of these is unknown, but is at least five. <p>Significant changes are usually noted at the time they occur, but may not be noted in later reporting periods. Changes that are not significant may not be reported (for example, a 2010 restructuring order involved the transfer of two employees from one agency to another). Researchers should identify relevant administration and structural changes before inferring a meaning to an increase or decrease in numbers reported over time.</p> <p>Recent significant changes to the State Service</p> <p>The Department of Environment, Parks, Heritage and Arts was abolished on 1 July 2009.</p> <p>The Divisions of Heritage and Arts transferred to the Department of Economic Development and Tourism, and the Divisions of Environment and Parks were transferred to the Department of Primary Industries, Parks, Water and Environment.</p> <p>The <i>Integrity Commission Act 2009</i> established the Integrity Commission, which commenced its operations on 1 October 2010.</p> <p>The Tasmanian Academy, Tasmanian Polytechnic and Tasmanian Skills Institute were first established as State Service agencies under the 'Tasmania Tomorrow' reforms on 1 January 2009, corresponding with the abolition of TAFE Tasmania.</p> <ul style="list-style-type: none"> The Tasmanian Polytechnic and the Tasmanian Academy ceased being State Service agencies and transferred to the Department of Education from 1 January 2011.
2	<p>For all Agency Survey data, '0' indicates the agency reported nil for the category, whereas '-' indicates that the agency did not report against the category queried and 'no data' indicates the agency was not able to provide data.</p> <p>In some cases, where 'no data' or '-' is reported, the reason is that the agency did not exist at that time. In addition, it may also be the case that some agencies do not consistently report 'nil' data as '0'.</p>
3	<p>Impact of Budget measures</p> <p>Due to the governments constrained budget situation during the current and previous reporting periods, all agencies and authorities have been directed to reduce operating costs, including labour costs. As a direct consequence, stricter controls have been placed on the management and advertising of vacancies and on the recruitment of fixed term and casual employees. It is also anticipated that most agencies will seek to achieve financially sustainable outcomes when making other human resource decisions around issues such as leave without pay, secondments, back-filling arrangements, change of employment status requests, etc, which may in turn generate increased grievance and review activity. The overall consequence of these operational decisions may change activity levels and trend data for a significant number of statistical measurements in the Commissioner's annual report.</p>
4	<p>Promotion without advertising the duties refers to the Commissioner's power under section 40 of the Act to determine that duties not be advertised under certain circumstances. Approved programs may be formally established in order to satisfy the requirements of relevant parts of Commissioner's Direction No. 1 – <i>Employment in the State Service</i>; an example of such a program is the program for employees who are enrolled nurses to become registered nurses.</p> <p>Promotion without advertising duties may have been referred to as 'direct selection' in the past.</p> <p>Significant changes in the number of 'promotions without advertising the duties' reported have occurred since the commencement of the Act, with changes in qualifying rules by the presiding Commissioner being a factor.</p>
5	<p>Change of employment status from a fixed-term employee to a permanent employee may occur under subsection 37(4) of the Act. Approved programs may be formally established in order to satisfy the requirements of the relevant parts of Commissioner's Direction No. 1 – <i>Employment in the State Service</i>; examples of such programs are those for ambulance officers and replacement teachers.</p> <p>The 2007-08 Moratorium on fixed-term employment refers to the period between 1 January 2008 and 30 May 2008, during which agencies identified fixed-term employees who should more appropriately have been permanent employees, and the Commissioner's subsequently recommended that a large number of these employees have their employment status changed from a fixed-term employee to a permanent employee.</p> <p>The Moratorium significantly affected the numbers of 'change of employment status' reported in Chart 1 for the 2007-08 reporting period.</p> <p>This event also affected the 'other review' figures reported in Chart 8 for 2007-08, which included 45 reviews during the Moratorium on fixed-term employment process.</p>

Note number	Explanatory note
6	<p>Translation reviews are reviews available to employees under the <i>Tasmanian State Service Award</i> or the <i>Health and Human Services (Tasmanian State Service) Award</i>, in relation to the agency's decision to translate the classification of the employee's substantive duties from the previous award career structure to the new structure, a process that began from November 2008.</p> <p>The 'award translation' category of grievance was introduced to Table 24 in the 2010-11 reporting period.</p> <p>In Chart 8, 'other reviews' includes 21 award translation reviews for the 2008-09 reporting period, 111 for the 2009-10 reporting period and 55 for the 2010-11 reporting period.</p>
7	For Chart 1 , the number of 'approvals' is greater than the number of requests for 2010-11 period due to a carry forward of 66 from previous reporting period/s.
8	In Chart 4 , the 2010-11 statistics include 31 permanent and 41 fixed-term vacancies that were advertised in the reporting period with the flexibility to be undertaken either on a part-time or full-time basis.
9	In Chart 8 , the 'selection review' figures reported for the 2007-08 reporting period include two applicants who each lodged 19 reviews against similar vacancies advertised at the same time.
10	In Chart 9 , the higher figures for termination of employment for a breach of the Code of Conduct for the 2006-07 reporting period and beyond may reflect the impact of a revised Commissioner's Direction at that time, which empowered Heads of Agency to investigate and make their own determinations in relation to an alleged breach of the Code of Conduct.
11	Charts 12, 13 and 14 provide data over the previous three reporting periods, and similar charts have been produced in previous annual reports. Prior to and in the 2009-10 annual report, these charts were based on structured headcount data. To ensure the series remain comparable, all of the data – including that for the previous reporting periods – has been corrected to reflect only the paid headcount data.
12	<p>The salaries shown in Chapter 5 are the relevant industrial award annual salaries for the classification of the work being performed. They are not actual employee earnings.</p> <p>Charts 15, 16 and 17 contain salary data and similar charts have been produced in previous annual reports. There has been salary creep in the State Service over the past ten years, and in response to this effect, the lowest salary range shown in these charts has been adjusted to \$0-\$39,999.</p>
13	For Table 19 , the Department of Education reported that, as the Agency is a large and highly decentralised organisation focussed on ongoing learning for all, it does not have one Agency-wide training and development structure. However, the Agency does provide a range of training and development programs through the various divisions, with many targeted to specific groups and needs.
14	In Table 24 , the 'employee conflict' category of grievance was introduced in the 2008-09 reporting period.
15	In Table 29 , the threshold salary level of \$90,000 was chosen to align with the General Stream Band 7 minimum salary level. In the 2007-08 reporting period, the equivalent threshold amount was \$76,000 and in the 2008-09 reporting period it was \$81,000.
16	<p>Concerning employment categories, the term 'employees' includes Heads of Agency and senior executive officers and equivalent specialists, but generally does not include prescribed office holders.</p> <p>Tables 43 to 46 provide data on casual and sessional employees, however, Chapter 5 charts and tables do not include casual and sessional employees unless otherwise specified.</p> <p>For Tables 47 and 48, a Prescribed Office Holder or Head of Agency may hold office in conjunction with employment as an employee or senior executive officer, but is only reported once. The Head of Agency for the Public Trustee is not reported as an officer of the State Service, as his Head of Agency status reflects his role as chair of the trust of that State Authority. The chair of the Tasmanian Dairy Industry Authority is a Head of Agency under Schedule 1 of the Act, however, they are reported only as a senior executive in the State Service and not as a Head of Agency.</p>
17	' Selections ' includes recruitment, selection and appointment (excluding reviews under 50(1)(a) but including higher duties and fixed-term appointments).

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State Service statistics

State Service numbers

This section reports the numbers of paid headcount and paid full-time equivalent employees in the State Service. Numbers are reported by agency, with permanent or fixed-term employment categories and part-time employment by gender the focus of separate tables.

Table 37: Paid headcount by employment category, June 2012

Agency	Part 6 (officers)	Permanent	Fixed-term	Total
Department of Economic Development, Tourism and the Arts	17	424	24	465
Department of Education	27	9,401	1,559	10,987
Department of Health and Human Services	57	9,121	1,664	10,842
Department of Infrastructure, Energy and Resources	17	525	20	562
Department of Justice	22	1,033	84	1,139
Department of Police and Emergency Management	11	799	23	833
Department of Premier and Cabinet	28	282	10	320
Department of Primary Industries, Parks, Water and Environment	25	1,297	143	1,465
Department of Treasury and Finance	15	258	30	303
Tasmanian Audit Office	3	36	4	43
Integrity Commission	1	5	9	15
Port Arthur Historic Site Management Authority	2	96	14	112
Tasmanian Skills Institute	2	283	24	309
The Public Trustee	2	45	9	56
TOTAL	229	23,605	3,617	27,451

Table 38: Paid headcount by employment category and gender, June 2012

Agency	Part 6 (officers)		Permanent		Fixed-Term		Gender		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Department of Economic Development, Tourism and the Arts	12	5	162	262	9	15	183	282	465
Department of Education	20	7	2,361	7,040	358	1,201	2,739	8,248	10,987
Department of Health and Human Services	35	22	2,099	7,022	610	1,054	2,744	8,098	10,842
Department of Infrastructure, Energy and Resources	15	2	276	249	8	12	299	263	562
Department of Justice	17	5	496	537	21	63	534	605	1,139
Department of Police and Emergency Management	10	1	498	301	6	17	514	319	833
Department of Premier and Cabinet	19	9	120	162	5	5	144	176	320
Department of Primary Industries, Parks, Water and Environment	20	5	708	589	69	74	797	668	1,465
Department of Treasury and Finance	14	1	119	139	9	21	142	161	303
Tasmanian Audit Office	3	0	20	16	3	1	26	17	43
Integrity Commission	1	0	0	5	4	5	5	10	15
Port Arthur Historic Site Management Authority	1	1	49	47	5	9	55	57	112
Tasmanian Skills Institute	1	1	182	101	10	14	193	116	309
The Public Trustee	2	0	12	33	2	7	16	40	56
TOTAL	170	59	7,102	16,503	1,119	2,498	8,391	19,060	27,451

Table 39: Paid full-time equivalents by employment category, June 2012

Agency	Part 6 (officers)	Permanent	Fixed-term	Total
Department of Economic Development, Tourism and the Arts	16.30	375.82	21.50	413.62
Department of Education	27.00	6,749.59	682.92	7,459.51
Department of Health and Human Services	52.92	7,351.61	1,301.67	8,706.20
Department of Infrastructure, Energy and Resources	17.00	439.11	13.02	469.13
Department of Justice	21.30	934.58	73.20	1,029.08
Department of Police and Emergency Management	11.00	770.21	17.63	798.84
Department of Premier and Cabinet	27.06	266.79	8.76	302.61
Department of Primary Industries, Parks, Water and Environment	24.80	1,153.33	118.94	1,297.07
Department of Treasury and Finance	15.00	242.23	25.87	283.10
Tasmanian Audit Office	3.00	34.90	2.80	40.70
Integrity Commission	1.00	5.00	9.00	15.00
Port Arthur Historic Site Management Authority	2.00	72.79	6.11	80.90
Tasmanian Skills Institute	2.00	216.92	15.65	234.57
The Public Trustee	2.00	42.60	6.80	51.40
TOTAL	222.38	18,655.48	2,303.87	21,181.73

Table 40: Comparative paid headcounts by employment category, June 2011 and June 2012

Agency	Part 6 (officers)		Permanent		Fixed-term		Total		Variation	
	2011	2012	2011	2012	2011	2012	2011	2012	Count	Variation Percent
Department of Economic Development, Tourism and the Arts	19	17	436	424	48	24	503	465	-38	-7.55%
Department of Education	29	27	9,442	9,401	1,860	1,559	11,331	10,987	-344	-3.04%
Department of Health and Human Services	61	57	9,317	9,121	1,999	1,664	11,377	10,842	-535	-4.70%
Department of Infrastructure, Energy and Resources	19	17	553	525	18	20	590	562	-28	-4.75%
Department of Justice	27	22	1,012	1,033	86	84	1,125	1,139	14	1.24%
Department of Police and Emergency Management	11	11	841	799	37	23	889	833	-56	-6.30%
Department of Premier and Cabinet	31	28	287	282	12	10	330	320	-10	-3.03%
Department of Primary Industries, Parks, Water and Environment	26	25	1,354	1,297	168	143	1,548	1,465	-83	-5.36%
Department of Treasury and Finance	15	15	265	258	33	30	313	303	-10	-3.19%
Tasmanian Audit Office	3	3	38	36	1	4	42	43	1	2.38%
Integrity Commission	1	1	4	5	10	9	15	15	0	0.00%
Port Arthur Historic Site Management Authority	2	2	100	96	10	14	112	112	0	0.00%
Tasmanian Skills Institute	3	2	332	283	45	24	380	309	-71	-18.68%
The Public Trustee	2	2	43	45	6	9	51	56	5	9.80%
TOTAL	249	229	24,024	23,605	4,333	3,617	28,606	27,451	-1155	-4.04%

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

Table 41: Comparison of paid full-time equivalents, June 2011 and June 2012

Agency	30 June 2011	30 June 2012	Variation
Department of Economic Development, Tourism and the Arts	450.89	413.62	-37.27
Department of Education	7821.83	7459.51	-362.32
Department of Health and Human Services	9248.46	8706.20	-542.26
Department of Infrastructure, Energy and Resources	495.47	469.13	-26.34
Department of Justice	1030.49	1029.08	-1.41
Department of Police and Emergency Management	849.21	798.84	-50.37
Department of Premier and Cabinet	313.83	302.61	-11.22
Department of Primary Industries, Parks, Water and Environment	1364.21	1297.07	-67.14
Department of Treasury and Finance	294.05	283.10	-10.95
Tasmanian Audit Office	40.20	40.70	0.50
Integrity Commission	15.00	15.00	0.00
Port Arthur Historic Site Management Authority	84.41	80.90	-3.51
Tasmanian Skills Institute	335.61	234.57	-101.04
The Public Trustee	46.10	51.40	5.30
TOTAL	22,389.76	21,181.73	-1,208.03

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

Variations in paid full-time equivalents across the State Service shown in **Table 41, above**, can generally be attributed to specific operational factors within individual agencies, combined with the application of service-wide employment-related strategies aimed at making the workforce more sustainable, including:

- the general application of internal vacancy control measures;
- the application of the State Service Vacancy Control Process (SSVCP);
- uptake of the Workforce Renewal Incentive Program (WRIP); and/or
- uptake of Targeted Voluntary Redundancy Arrangements (TVRA).

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

A decrease of 37.27 paid FTEs in the Department of Economic Development, Tourism and the Arts is primarily due to:

- Natural attrition;
- Vacancy control; and
- Restructuring of agency sections and activities.

A decrease of 362.32 paid FTEs in the Department of Education is primarily due to:

- Natural attrition of and vacancy control; and
- Restructuring and reprofiling to meet budget reform measures.

A decrease of 542.26 paid FTEs in the Department of Health and Human Services is primarily due to:

- Natural attrition;
- Vacancy control; and
- Restructuring and reprofiling to meet budget reforms measures.

A decrease of 26.34 paid FTEs in the Department of Infrastructure, Energy and Resources is primarily due to:

- Variations to working hours;
- Restructuring and reprofiling; and
- Vacancy control.

A decrease of 50.37 paid FTEs in the Department of Police and Emergency Management is primarily due to:

- Variations to working hours;
- Vacancy control; and
- Restructuring and reprofiling.

A decrease of 11.22 paid FTEs in the Department of Premier and Cabinet is primarily due to:

- Variations to working hours;
- Vacancy control; and
- Restructuring and reprofiling.

A decrease of 67.14 paid FTE's for the Department of Primary Industries, Parks, Water and the Environment is due to:

- Variations to working hours;
- Vacancy control; and
- Restructuring and reprofiling.

A decrease of 10.95 paid FTEs in the Department of Treasury and Finance is primarily due to:

- External secondment or leave without pay approvals; and
- Vacancy control.

A decrease of 3.51 paid FTEs in the Port Arthur Historic Site Management Authority is primarily due to:

- Vacancy control; and
- Variations to working hours.

A decrease of 101.04 paid FTEs in the Tasmanian Skills Institute is primarily due to:

- Variations to working hours;
- Vacancy control; and
- Restructuring and reprofiling.

A decrease of 5.3 paid FTEs in the Pubic Trustee is primarily due to:

- Variations to working hours.

Table 42: Part-time employees (paid headcount) by gender, June 2012

Agency	Females working part-time		Males working part-time	
	No. working part-time	Percentage of female agency employees	No. working part-time	Percentage of male agency employees
Department of Economic Development, Tourism and the Arts	108	38.30	20	10.93
Department of Education	4,951	60.03	896	32.71
Department of Health and Human Services	4,818	59.50	691	25.18
Department of Infrastructure, Energy and Resources	130	49.43	28	9.36
Department of Justice	207	34.21	37	6.93
Department of Police and Emergency Management	86	26.96	10	1.95
Department of Premier and Cabinet	49	27.84	5	3.47
Department of Primary Industries, Parks, Water and Environment	319	47.75	100	12.55
Department of Treasury and Finance	53	32.92	7	4.93
Tasmanian Audit Office	3	17.65	0	0.00
Integrity Commission	0	0.00	0	0.00
Port Arthur Historic Site Management Authority	37	64.91	30	54.55
Tasmanian Skills Institute	49	42.24	20	10.36
The Public Trustee	9	22.50	0	0.00
TOTAL	10,819	56.88	1,844	21.98

As at 30 June 2012, there were 12,663 State Service employees working part-time (46.1 per cent of the paid headcount). Almost 57 per cent of females worked part-time compared with around 22 per cent of males for the reporting period. The Port Arthur Historic Site Management Authority, the Department of Education and the Department of Health and Human Services had the largest proportions of part-time employees.

Casual and sessional employment

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

Table 43: Casuals (paid headcount) by gender, June 2012

Agency	Male	Female	Total
Department of Economic Development, Tourism and the Arts	7	13	20
Department of Education	39	81	120
Department of Health and Human Services	215	825	1,040
Department of Infrastructure, Energy and Resources	3	5	8
Department of Justice	4	18	22
Department of Police and Emergency Management	5	2	7
Department of Premier and Cabinet	1	3	4
Department of Primary Industries, Parks, Water & Environment	0	0	0
Department of Treasury and Finance	3	2	5
Tasmanian Audit Office	1	0	1
Integrity Commission	0	1	1
Port Arthur Historic Site Management Authority	11	11	22
Tasmanian Skills Institute	0	1	1
The Public Trustee	0	0	0
TOTAL	289	962	1,251

Table 44: Casuals (paid FTE) by gender, June 2012

Agency	Male	Female	Total
Department of Economic Development, Tourism and the Arts	1.84	4.01	5.85
Department of Education	5.90	10.75	16.65
Department of Health and Human Services	110.74	354.00	464.74
Department of Infrastructure, Energy and Resources	0.18	0.37	0.55
Department of Justice	1.54	7.20	8.74
Department of Police and Emergency Management	1.61	0.32	1.93
Department of Premier and Cabinet	0.10	0.84	0.94
Department of Primary Industries, Parks, Water and Environment	1.07	0.80	1.87
Department of Treasury and Finance	0.00	0.00	0.00
Tasmanian Audit Office	0.60	0.00	0.60
Integrity Commission	0.00	0.75	0.75
Port Arthur Historic Site Management Authority	0.98	1.09	2.07
Tasmanian Skills Institute	0.60	0.00	0.60
The Public Trustee	0.00	0.00	0.00
TOTAL	124.56	380.93	505.49

Table 45: Sessionals (paid headcount) by gender, June 2012

Agency	Male	Female	Total
Department of Education (Tasmanian Polytechnic)	0	0	0
Tasmanian Skills Institute	0	0	0
TOTAL	0	0	0

Please note that there were no sessional employees employed as at 30 June 2012.

Table 46: Sessionals (paid FTE) by gender, June 2012

Agency	Male	Female	Total
Department of Education (Tasmanian Polytechnic)	0	0	0
Tasmanian Skills Institute	0	0	0
TOTAL	0	0	0

Please note that there were no sessional employees employed as at 30 June 2012.

Officers

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

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

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

As at June 2012, there were 239 officers in the State Service, including 194 senior executives. These figures show a decrease in the number of officers, from 257 officers (including 207 senior executives) at June 2011. Statistics on the types and numbers of officers in each agency are provided in **Table 47, below**:

Table 47: Number of officers in the State Service by category, June 2012

Agency	Category	Male	Female	Total
Department of Economic Development, Tourism and the Arts	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	11	4	15
	Equivalent Specialist	0	0	0
	TOTAL	12	4	16
Department of Education	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	19	7	26
	Equivalent Specialist	0	0	0
	TOTAL	20	7	27
Department of Health and Human Services	Head of Agency	1	0	1
	Prescribed Office Holder	3	0	3
	Senior Executive	24	18	42
	Equivalent Specialist	10	6	16
	TOTAL	38	24	62
Department of Infrastructure, Energy and Resources	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	14	2	16
	Equivalent Specialist	0	0	0
	TOTAL	15	2	17
Department of Justice	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	14	5	19
	Equivalent Specialist	6	1	7
	TOTAL	21	6	27
Department of Police and Emergency Management	Head of Agency	1	0	1
	Prescribed Office Holder	1	0	1
	Senior Executive	7	1	8
	Equivalent Specialist	0	0	0
	TOTAL	9	1	10

Agency	Category	Male	Female	Total
Department of Premier and Cabinet	Head of Agency	1	0	1
	Prescribed Office Holder	1	0	1
	Senior Executive	16	8	24
	Equivalent Specialist	1	1	2
	TOTAL	19	9	28
Department of Primary Industries, Parks, Water and Environment	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	18	5	23
	Equivalent Specialist	1	0	1
	TOTAL	20	5	25
Department of Treasury and Finance	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	15	1	16
	Equivalent Specialist	0	0	0
	TOTAL	16	1	17
Tasmanian Audit Office	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	1	0	1
	Equivalent Specialist	1	0	1
	TOTAL	3	0	3
Integrity Commission	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	0	0	0
	Equivalent 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
	Equivalent Specialist	0	0	0
	TOTAL	1	1	2
Tasmanian Skills Institute	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	0	1	1
	Equivalent Specialist	0	0	0
	TOTAL	1	1	2
The Public Trustee	Head of Agency	0	0	0
	Prescribed Office Holder	0	0	0
	Senior Executive	2	0	2
	Equivalent Specialist	0	0	0
	TOTAL	2	0	2
TOTAL		178	61	239

See Explanatory note 16 for important information about the above table.

Senior executive gender composition

The gender composition of each officer category in the State Service is shown in **Table 48, below**.

Table 48: Gender composition of officers by category (whole-of-service), June 2012

Category	Male	Female	Total
Head of Agency	13	0	13
Prescribed Office Holder	5	0	5
Senior Executives	141	53	194
Equivalent Specialists	19	8	27
TOTAL	178	61	239

Please refer to Explanatory note 16 for important information about the above table.

The proportion of officers that were female was 25.5 per cent, which is slightly below the two previous reporting periods but consistent with an overall reduction in numbers of officers over the last three reporting periods.

Senior executive salaries

For the purposes of determining salary, there are currently four classification levels for senior executives, which are outlined in **Table 49, below**. Senior executive's salaries are prescribed in Attachment 1.1 of *Ministerial Direction No.17 - Senior Executive Service and Equivalent Specialist Officers - Administrative Arrangements and Conditions of Service*. Access to remuneration above the Maximum Performance Incentive Point to the Market Salary Point as shown will be by exception and will require a submission from the Head of Agency to the Secretary, Department of Premier and Cabinet, for approval of the Premier. Senior executives have been granted the salary increases provided to the general State Service workforce.

Table 49: Senior executive salary ranges, June 2012

Level	Base	Max Performance Incentive Point	Market Salary Point
Level 1	\$114,321	\$125,753	\$131,469
Level 2	\$134,835	\$148,318	\$155,060
Level 3	\$162,751	\$179,026	\$187,164
Level 4	\$195,977	\$225,374	\$235,172

Age profiles

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

Chart 10: Age distribution of State Service employees (paid headcount), June 2012

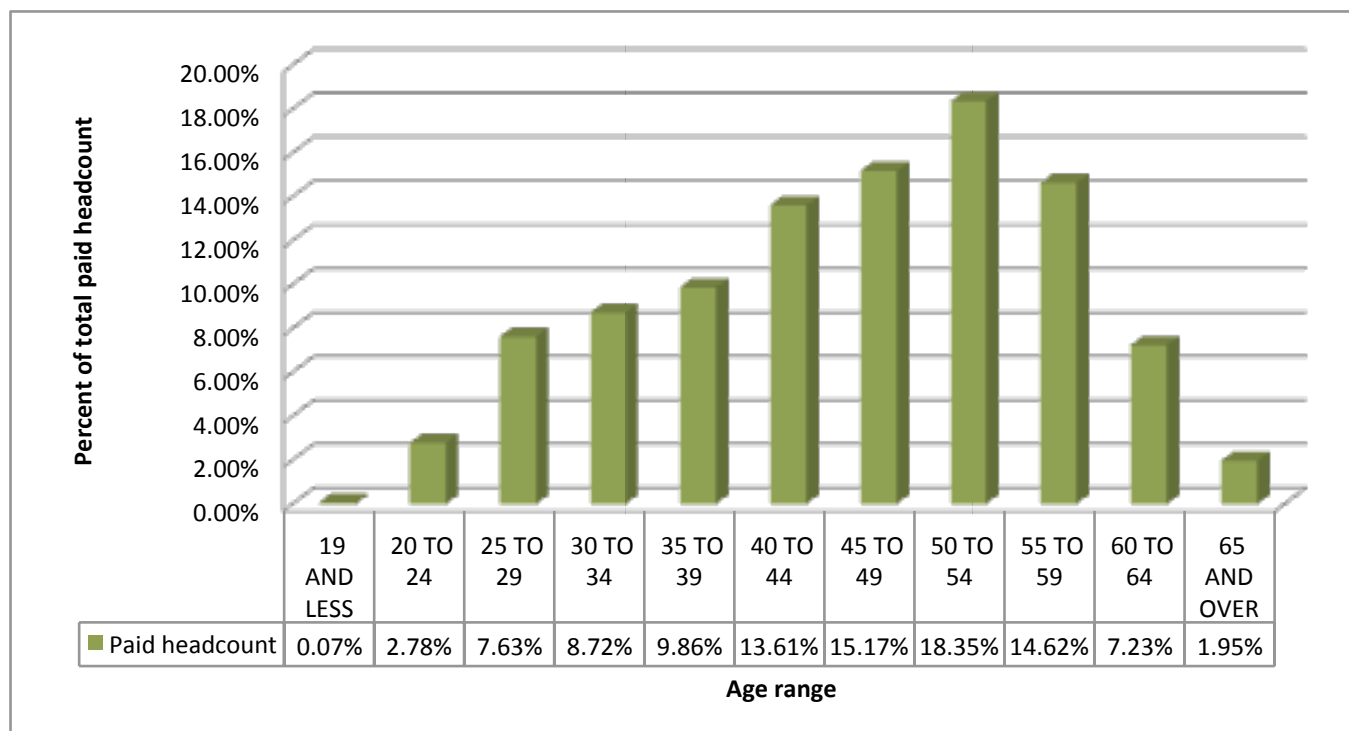
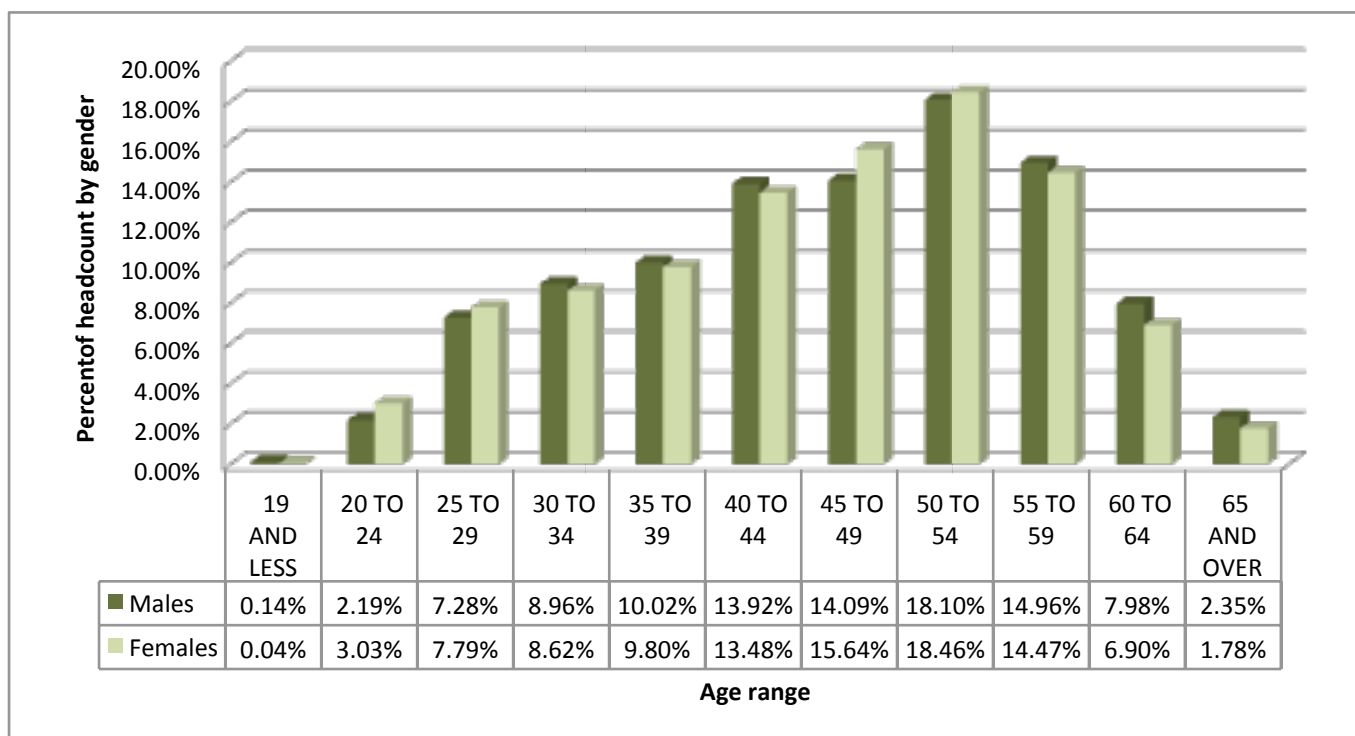


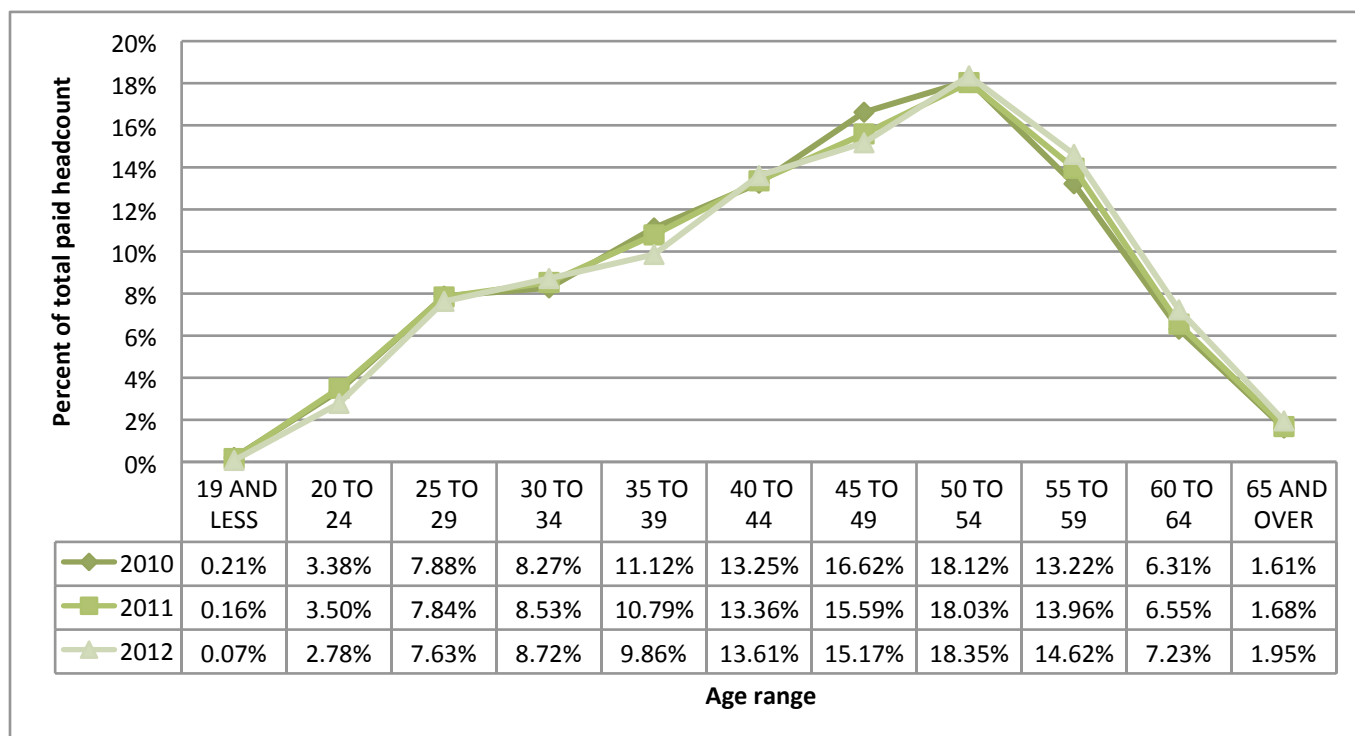
Chart 10 above, shows that as at June 2012, 42.15 per cent of employees were 50 years of age or older, whereas 10.48 per cent were aged under 30 years. This trend towards an older profile has been observed over a number of years with the 50 + age group now representing 42 per cent of the workforce compared with 40 per cent last financial year.

Chart 11: Age distribution of State Service employees by gender (paid headcount), June 2012



As at June 2012, there were higher proportions of females in the 20-29 and 45-55 years age groups which is consistent with the pattern of recent years.

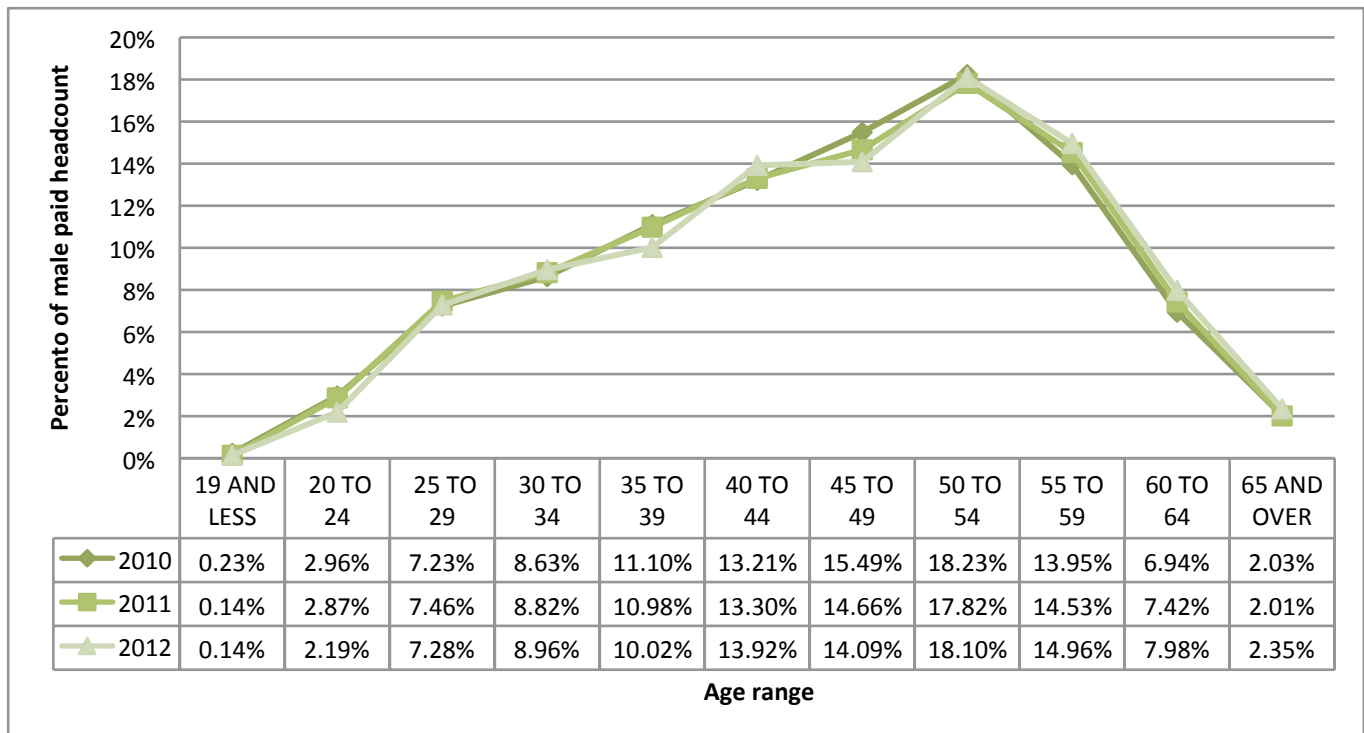
Chart 12: Age distribution of State Service employees (paid headcount), June 2010 – June 2012



Please refer to Explanatory note 11 for information about the above chart.

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

Chart 13: Age distribution of male State Service employees (paid headcount), June 2010 – June 2012

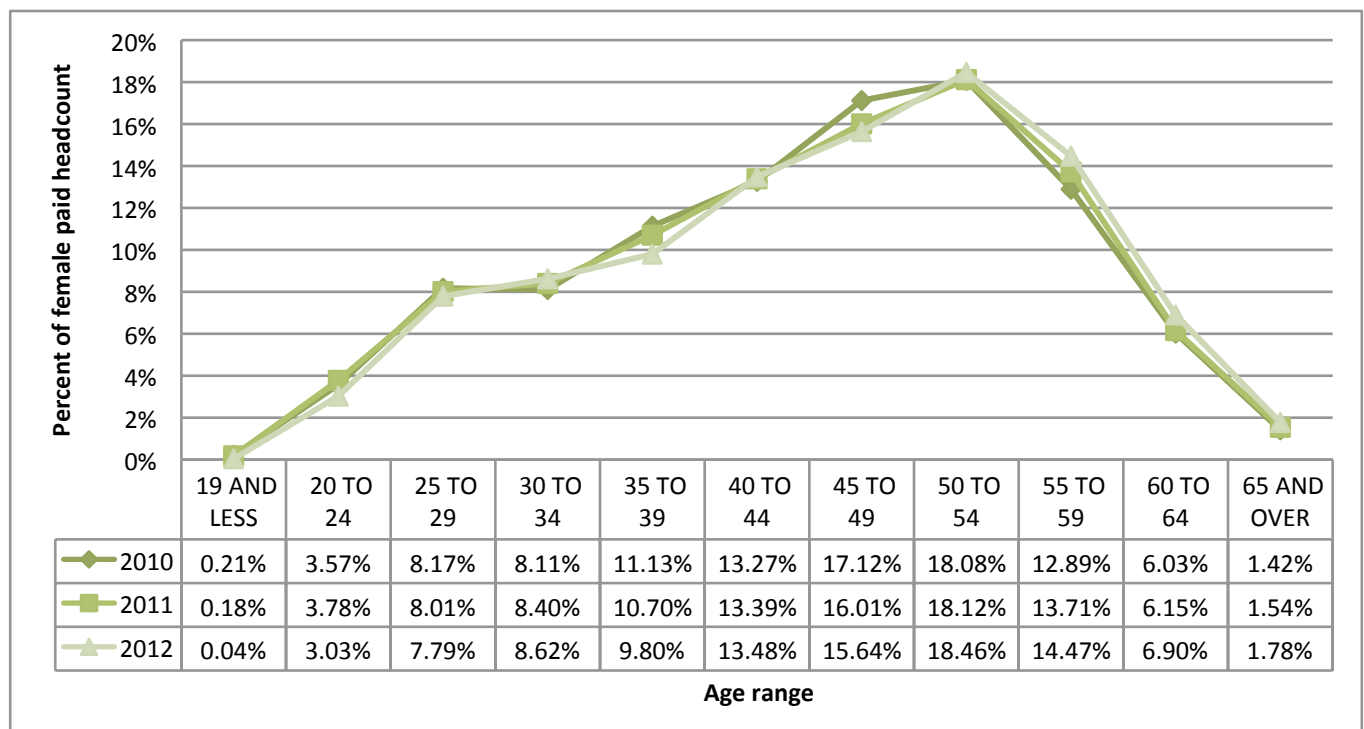


Please refer to Explanatory note 11 for information about the above chart.

Minor changes in the age distribution of male employees are observed for the three-year period 2010-2012, which are not significant in themselves, but these small changes are consistent with the overall ageing trend.

Similarly, the changes in the age distribution of female employees observed for the three-year period 2010-2012 are not statistically significant, but they are consistent with the overall ageing trend.

Chart 14: Age distribution of female State Service employees (paid headcount), June 2010 – June 2012



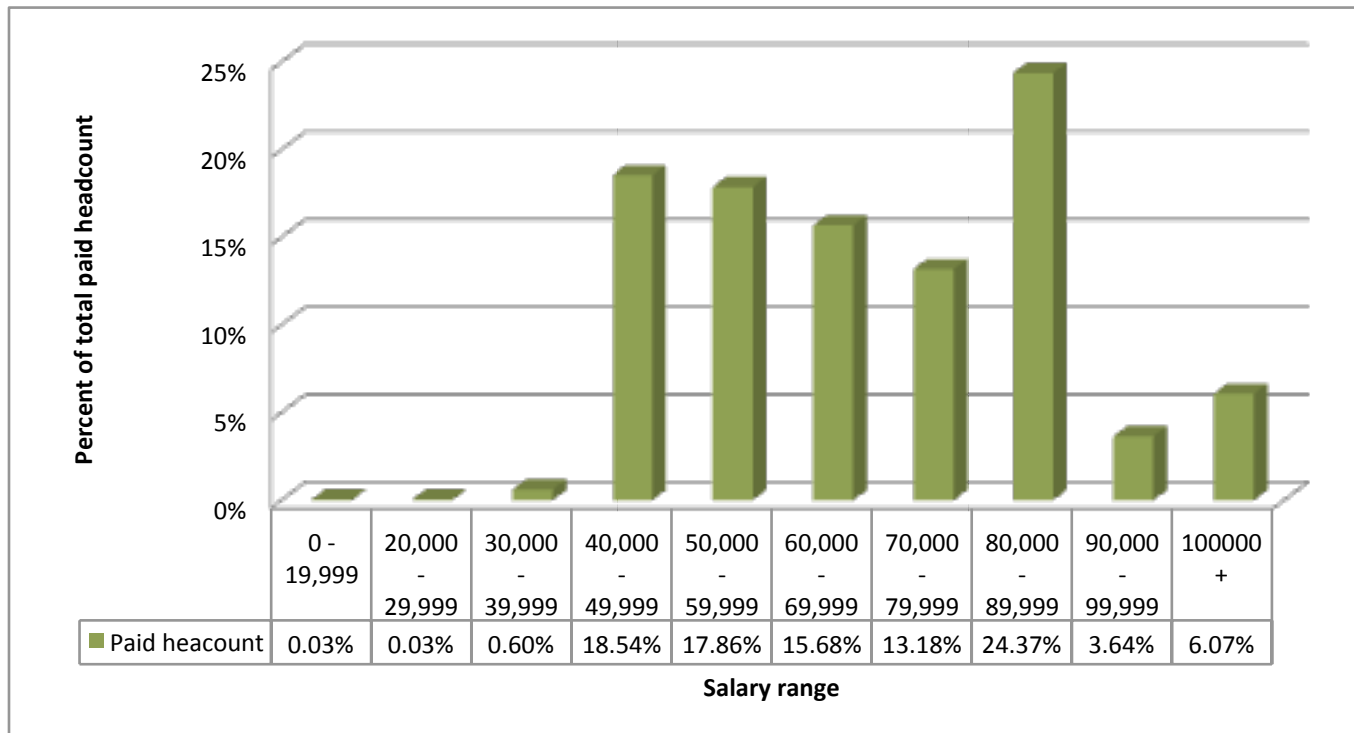
Please refer to Explanatory note 11 for information about the above table.

Salary profiles

The salaries shown in this section are the relevant industrial award annual salaries for the classification of the work being performed. They are not actual employee earnings [note that the data also includes officers].

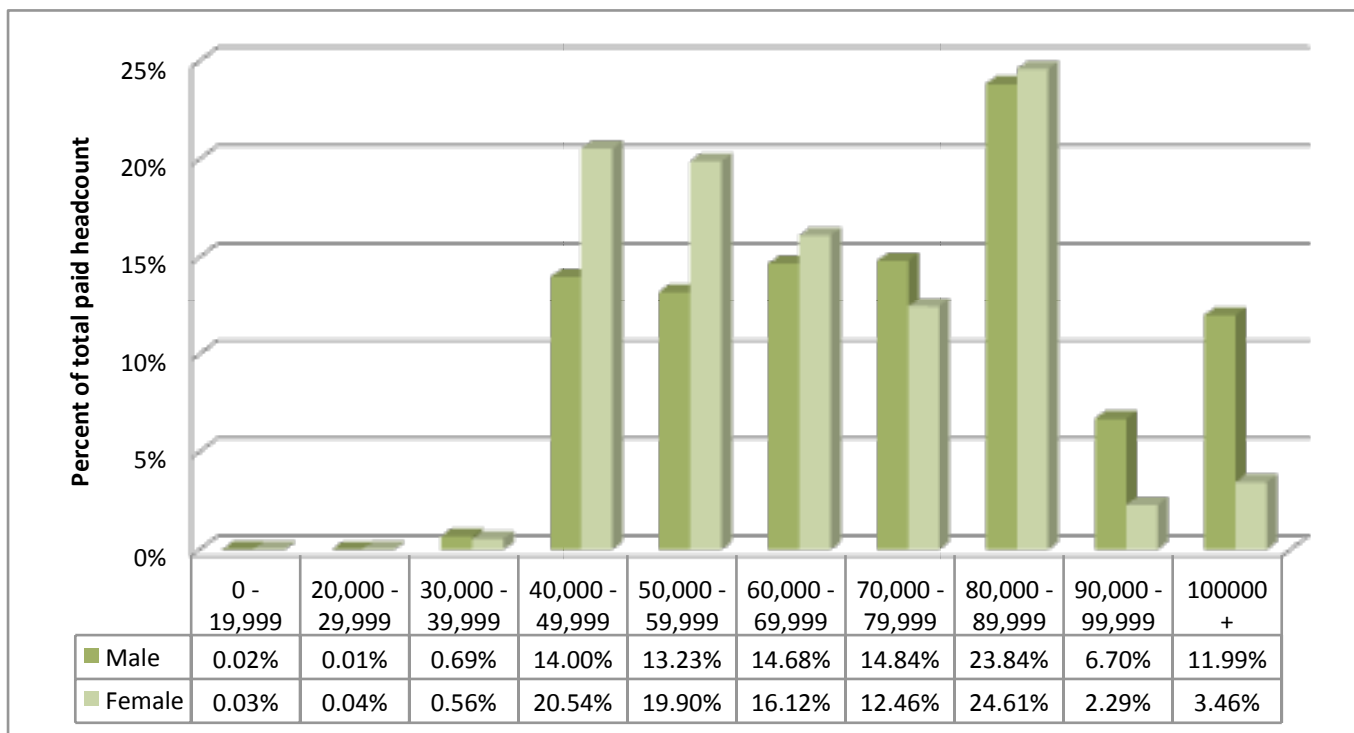
Around 90 per cent of State Service employees' earnings fall within the \$40,000 - \$89,999 salary range. There is an increase in the number of employees in the \$80,000 to \$89,999 salary range (from about 23 per cent in 2011 to about 24.37 per cent in 2012) and a decrease in the \$70,000 to \$79,999 salary range (from 13.56 per cent in 2011 to about 13.18 per cent in 2012).

Chart 15: State Service salary profile (paid headcount), June 2012



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

Chart 16: State Service salary profile by gender (paid headcount), June 2012



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

As at June 2012, 93.63 per cent of female employees and 80.59 per cent of male employees earned salaries of between \$40,000 and \$89,999, compared with 5.75 per cent of female employees and 18.69 per cent of male employees earning salaries over \$89,999.

The proportions of female and male employees in the State Service are 69.43 per cent and 30.57 per cent respectively.

The reason that the number and salary levels of females are as they appear relates to the relatively high number of females employed in teaching and nursing professions and the fact that females are more likely than males to be employed at the lower to middle Bands of the Tasmanian State Service Award and Health and Humans Services (Tasmanian State Service) Award streams in administrative support, processing and customer service roles.

Chart 17: Comparative proportion of males and females (paid headcount) by salary range, June 2012



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

Employment categories

As at June 2012, there was no significant difference in the age profile of permanent female employees compared with that of permanent male employees. Examining **Chart 18 and Chart 19, both below**, together, it is apparent that fixed-term employees reflect a younger demographic than permanent employees in that, approximately 53 per cent of fixed-term employees are under 40 years of age compared with only 26 per cent of permanent employees. The same approximate percentages apply equally to both males and females. Conversely, a high proportion of permanent male employees are aged 40 to 54 years (48.56 per cent), compared with fixed-term male employees (around 29 per cent). A similar pattern is observable in relation to female permanent employment, but is slightly less marked for fixed-term female employees.

Chart 18: Age distribution of permanent employees by age and gender (paid headcount), June 2012

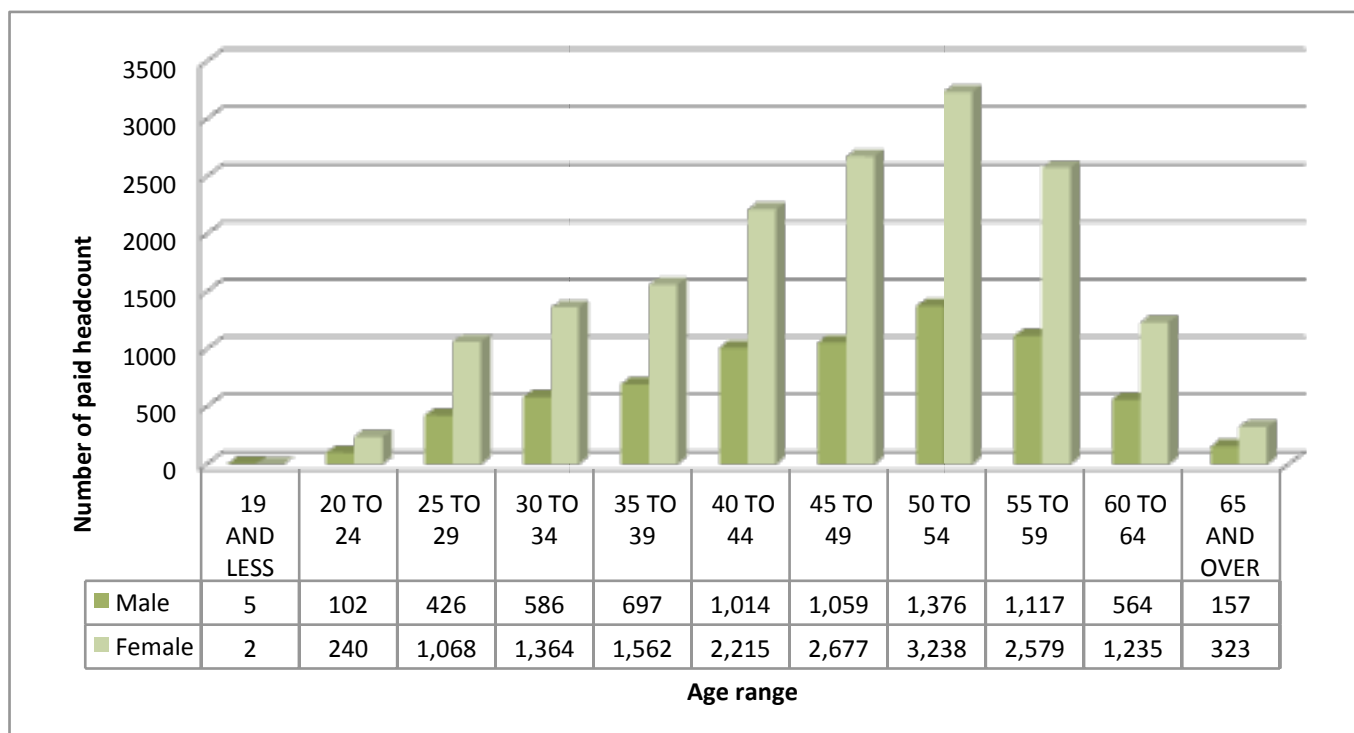


Chart 19: Age distribution of fixed-term employees by age and gender (paid headcount), June 2012

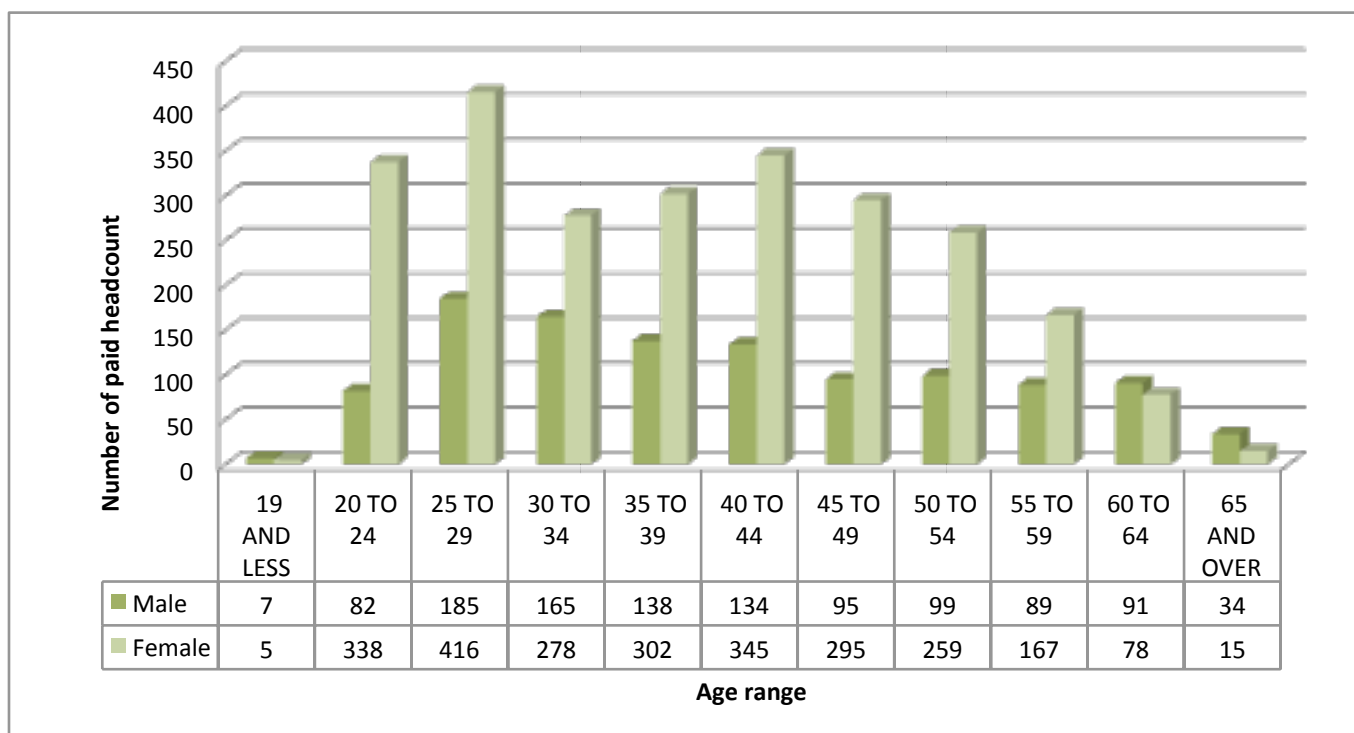


Chart 20: Distribution of employees (paid headcount) by employment category, June 2010 – June 2012

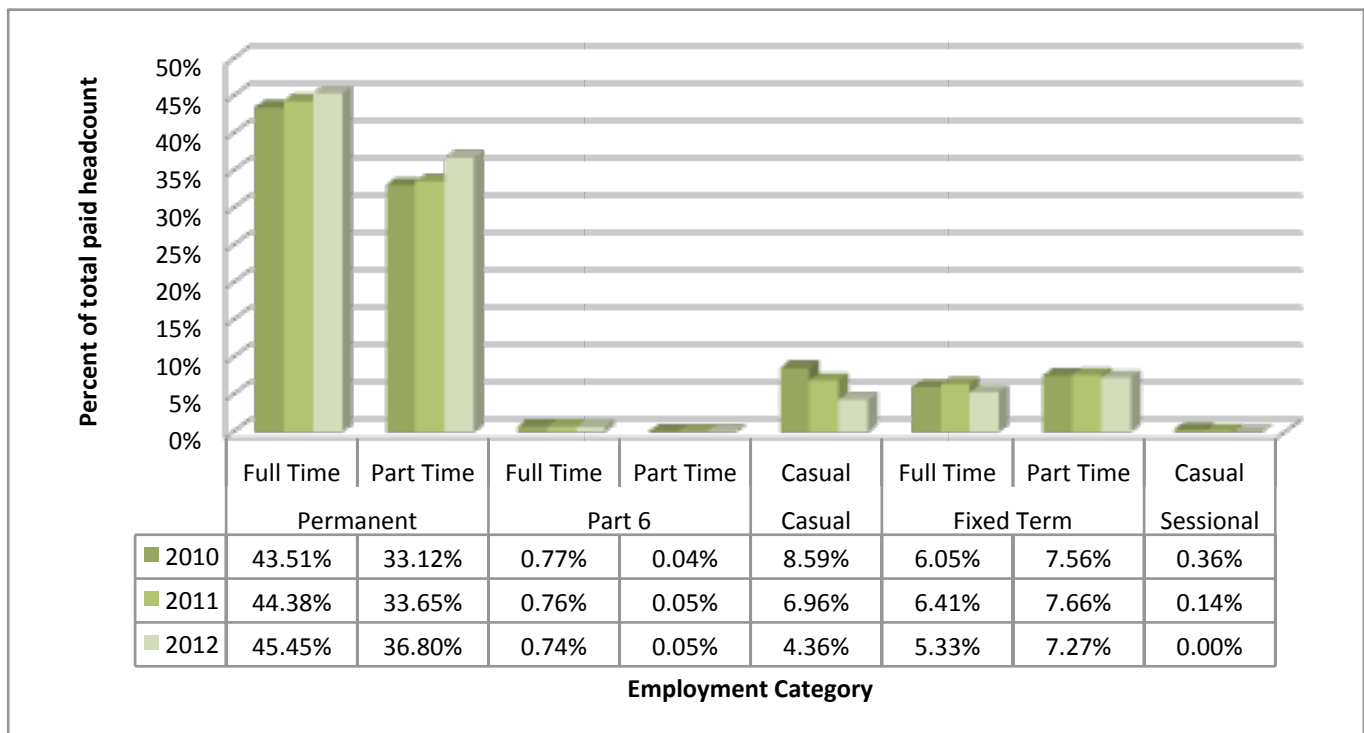
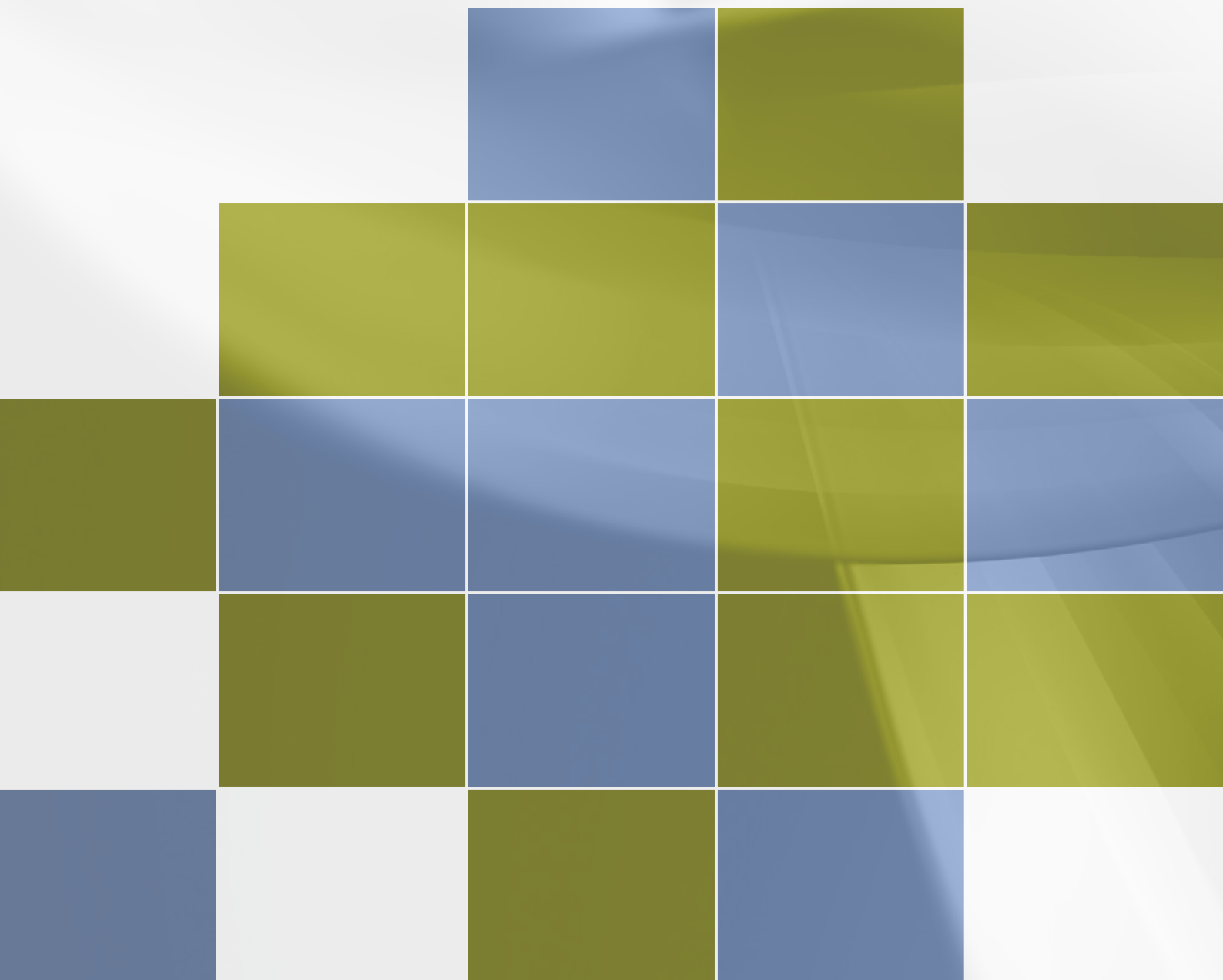


Chart 20, above, illustrates that, despite the decrease in sessional and casual employment reported by agencies elsewhere in this annual report, fixed-term employment patterns have remained stable over the period 2010-2012.

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2. State Service Commissioner's Annual Report 2010–2011
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4. State Service Code of Conduct



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