



# Annual Report 2017-18

**Tasmanian State Service**  
October 2018



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For copies and further information regarding this report, please contact:

Department of Premier and Cabinet  
GPO Box 123  
HOBART TAS 7001  
Phone: 03 6232 7040  
Email: [ssmo@dpac.tas.gov.au](mailto:ssmo@dpac.tas.gov.au)  
Web: [www.dpac.tas.gov.au/divisions/ssmo](http://www.dpac.tas.gov.au/divisions/ssmo)

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

In accordance with the requirements of Section 19 of the *State Service Act 2000*, I enclose for sending to Parliament the *Tasmanian State Service Annual Report 2017-18*.

Jenny Gale  
Head of the State Service

4 October 2018



# Foreword



Jenny Gale  
Head of the State Service

When I agreed to temporarily step into the shoes of the Head of the State Service in November 2017, I understood that the office was not only a leadership role, but one with the responsibility for championing the work performed by Tasmanian State Service employees and officers.

My intention was to take on the office long enough to steer the Service through the transition period while a longer-term appointment was made. When the opportunity to continue was presented, I reflected on the level of dedication and professionalism I had seen displayed by the Service over the preceding months and felt a genuine excitement at taking on the challenges that we face as we work to improve the lives of all Tasmanians.

I would like to acknowledge my predecessor in the office of the Head of the State Service, Greg Johannes. His commitment to the State Service, and his contribution to shaping and setting its priorities are deserving of recognition and our thanks.

In delivering my first Tasmanian State Service Annual Report I am pleased to be able to tell you that we are making great strides in delivering on our priority areas. It was a big year for diversity and inclusion as we launched a pilot program in partnership with The Beacon Foundation that gave year 11 and 12 students in disadvantaged regional areas access to traineeships within the State Service.

We continued to develop the Aboriginal Employment Strategy and outlined priority initiatives through to 2021 that support an increase in the workforce participation of Aboriginal and Torres Strait Islander people.

Our commitment to learning and development saw the piloting of the Senior Executive Leadership Program in partnership with the Australia and New Zealand School of Government (ANZSOG), and the rollout of the highly successful Manager Essentials Program. In February we also welcomed another 24 graduates into the Whole-of-Service Graduate Development Program, building on the success of the inaugural Program in 2017.

Our commitment to gender diversity continued, with our target of 40 per cent of senior executive offices being filled by women (by 2020) well within reach at 39.04 per cent as at 30 June 2018.

We continued to make the State Service a safe and healthy place to work by joining with the University of Tasmania's Menzies Institute for Medical Research in providing a mindfulness program, and promoting the use of the Ritualize Tasmania app to support healthy habits. To build on the work commenced last year in making sure all employees are safe from occupational violence we continued working with unions on the trial of strategies to reduce the risk from aggressive and violent clients, and with Tasmania Police to implement de-escalation training to at risk service areas.

All of these activity areas will continue to be priorities through the 2018-19 year as we work to maintain our momentum and continue to deliver in these areas.

As the 2017-18 financial year drew to a close we were responding to advice from one of our eRecruitment providers, PageUp, that it had experienced a security incident and potential data breach. Our immediate response to this incident required a coordinated effort across the State Service and liaising with independent security organisations, and relevant Australian and international security agencies. Throughout this process I have again had cause to note the level of professionalism shown by employees and officers involved in the coordinated response across all agencies, and the effort that went into minimising the impact on recruitment and allowing us to return to the PageUp system once a thorough risk assessment had been completed.



Jenny Gale  
Head of the State Service





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# 1. Building Diversity and Inclusion

## Diversity and Inclusion Policy and Framework

In November 2017, as part of the Diversity and Inclusion Policy and Framework, the Department of Premier and Cabinet (DPAC)'s State Service Management Office (SSMO) appointed a Senior Consultant, Diversity and Inclusion to coordinate activities under the Policy and Framework. This appointment allows us to progress a number of commitments that will support workforce diversity across the Tasmanian State Service (TSS).


As at 30 June 2018, there were 3,540 people under the age of 30 working in the State Service. This is 11.67 per cent of our total workforce.

In partnership with DPAC's Communities, Sport and Recreation (CSR) division, SSMO commenced work on the Active Ageing Project to investigate the opportunities and challenges facing TSS workers aged 50 years and over, in support of CSR's *Strong, Liveable Communities: Tasmania's Active Ageing Plan 2017-2022*. The results of the Project, which includes data obtained through an online survey and one-on-one interviews, will provide insights into the workforce needs and intentions of employees in this age category as well as inform the development of employment initiatives and policies to support the needs of an ageing workforce. The final Project report is expected to be delivered in late 2018.

In 2018, SSMO commenced the Supporting Carers in the TSS Project, which aims to support carers in the TSS by developing, as an initial step, a whole-of-service Resource Kit. The Kit will provide information, advice, support and referral information for employees, officers, team leaders and managers. This body of work has involved CSR and supports the *Tasmanian Carer Action Plan 2017-2020*. Community stakeholders have also been consulted. It is anticipated that the Resource Kit will be finalised in late 2018.

We continued to work on the development and implementation of whole-of-service initiatives under CSR's Disability Framework for Action, as well as exploring other opportunities to improve outcomes for Tasmanians with disability. TSS activities this year included:

- delivering unconscious bias and diversity awareness programs;
- developing draft toolkits to support more inclusive recruitment practices; and
- adopting the Workplace Adjustment Policy Template to support people who require a workplace adjustment.



As well as working to implement strategies under the TSS Diversity and Inclusion Framework, there were a number of initiatives developed and implemented by agencies during 2017-18, including:

- launching of a disability awareness elearning package;
- closed-captioning of elearning courses;
- improving the accessibility of agency websites;
- participating in Auslan familiarisation sessions; and
- participating in days of significance, e.g. International Day of People with Disability.

## Aboriginal Employment Strategy

In October 2017, consultation sessions were held with Aboriginal community members around the State to provide information to support the drafting of initiatives and identifying focus areas within the Aboriginal Employment Strategy. These highly valuable and engaging sessions were led on behalf of SSMO by Ms Caroline Spotswood, Head of Service, Riawunna Centre of Aboriginal Education, University of Tasmania (UTAS), who is also a respected member of the Aboriginal community. The draft Strategy includes focus areas aimed at supporting and increasing workforce participation, including:

- providing workplaces that are culturally safe, inclusive and celebrate Aboriginal culture;
- building a workforce that reflects the community it serves, particularly in front-line service delivery roles;
- attracting and recruiting more Aboriginal people; and
- providing development and career pathways, and networking opportunities for Aboriginal employees.

The draft Strategy is currently undergoing final consultation, and is anticipated to be released in the second half of 2018.

## Diversity in Employment

To increase diversity and inclusion in the TSS, agencies developed policies and programs to support increased employment opportunities for all members of the community, including:

- targeting recruitment to increase diversity in front-facing roles;
- providing training on the recruitment of volunteers from culturally and linguistically different backgrounds;
- promoting flexible working arrangements when recruiting;
- offering identified Aboriginal and Torres Strait Islander traineeship and internship roles;
- providing training on unconscious bias and participating in the Human Library; and
- participating in the Whole-of-Service Graduate Recruitment Program and providing traineeships and cadetships.

In partnership with the University of Tasmania the Department of Premier and Cabinet provided internship placements for students in 2017-18.





## Youth Employment Pilot

In 2017-18 our pilot School to Work Youth Employment Program was launched in partnership with The Beacon Foundation. This Program has made up to 15 school-based trainee or apprenticeship positions available to students in years 11 and 12, or who are completing year 12 and want to take up a post-school apprenticeship or traineeship.

DPAC, the Department of Education, the Department of Health and Human Services, the Department of Primary Industries, Parks, Water and Environment and the Port Arthur Historic Site Management Authority are the first five agencies to be involved in the pilot Program.



Employees of the Port Arthur Historic Site Management Authority with students taking on traineeships as part of the School to Work Youth Employment Program.

These agencies offered positions to students from disadvantaged, regional areas in a variety of careers, including:

- Customer Service;
- School Support;
- Horticulture;
- Administration;
- Kitchen Operations;
- Payroll and Human Resources (HR); and
- Wildlife and Fisheries.

## Whole-of-Service Graduate Recruitment Program

### In 2017...

- 333 applications were received.
- 24 appointments were made.

In October 2017, SSMO advertised the second intake of the Whole-of-Service Graduate Recruitment Program, building on the success of the inaugural Program advertised in 2016.

As part of the 2017 recruitment process, six agencies participated in the Program, offering 24 vacancies in careers that included policy, finance, HR, information and communications technology (ICT) and facilities. DPAC made one position available for a graduate with disability.

This year's program introduced greater flexibility for participating agencies to make subsequent selections and appointments following the completion of the initial offer process. Eligible applicants are added to a register where they can be considered for graduate opportunities that arise throughout the year. As a result of this process, the Graduate Officer (Human Resources/Industrial Relations) Fixed-term Employment Register was no longer required and was withdrawn in December 2017.



## Gender Diversity in the State Service

As part of our commitment to making the TSS a diverse and inclusive workplace, this year we also focussed on exploring new opportunities to improve outcomes for members of the lesbian, gay, bisexual, transgender/transsexual, intersex and queer/questioning (LGBTIQ) community who are working, or want to work, with us. In support of the whole-of-government Framework for LGBTIQ Tasmanians, and the associated Action Plan, SSMO continued drafting a toolkit to support greater workforce participation of the LGBTIQ community.


This year to support employees who identify as a gender other than male or female, we implemented an update to our Empower Human Resources Information System which included the gender option 'other'. This update will provide us with more accurate collection, analysis and reporting of data about our diverse workforce. It is anticipated that a further update will be implemented during 2018-19 to allow employees to self-select their preferred gender through their agency's Empower Self Service portal.

## Gender Equality in Senior Leadership

Through 2017-18 we continued to work towards the goal of at least 40 per cent of the Senior Executive Service (SES) being women by 2020, a goal agreed to by all Heads of Departments in the *Gender Diversity in the State Service* paper released in August 2016.

As at 30 June 2018,  
there were **146 SES**  
officers in the TSS.

**39.04%** were women  
**60.96%** were men



In October 2017, SSMO partnered with the University of New South Wales (Canberra) Public Service Research Group in a multi-jurisdictional research project to learn more about staff perceptions and experiences of gender equality, and how it can be improved. In May 2018, SSMO ran a survey of gender equality in the TSS, attracting responses from 2,377 employees. This was followed-up with interviews with 16 women across the Service to collect their stories and celebrate women working in the TSS. The final report of what was discovered is due to be delivered in July 2018.

This year we also piloted the 'Confidence to Lead' program for women in the SES, aimed at building the confidence of senior women to be heard and to influence discussions. This program was presented in partnership with the National Institute of Dramatic Art (NIDA) Corporate. This program is in addition to another targeted course 'Being Bold: how women can improve their power and influence in the public sector' which was offered by DPAC's Tasmanian Training Consortium (TTC) in conjunction with the Swinburne Institute.

The Women Supporting Women Network (WSW), formed in 2016, provides opportunities for women in the TSS to meet, network, develop skills and hear stories from other women across the public sector. Following the successful first two-day forum in May 2017, the TTC and SSMO supported the WSW by facilitating a 'Lunch with Christine Nixon', in November 2017.

Agencies supported gender equality through activities that included participating in International Women's Day activities, establishing Gender Inequality Reporting, and developing and implementing action plans to support gender equality in leadership.



## 2. Ethics and Integrity in the TSS

### State Service Employment Framework

Following the release of a discussion paper in August 2016, SSMO has continued to work with key stakeholders on the examination of the TSS Employment Framework. The examination is expected to be completed in late 2018.

Discussions have focussed on recruitment processes, particularly those that are directed through *Employment Direction No. 1: Employment in the State Service*, and feedback to date has assisted further discussions with HR managers and unions around conceptual employment frameworks.

Activities in 2017-18 under the examination have included:

- developing and releasing Guidelines for Senior Executive Recruitment, which aim to ensure a transparent, effective and merit-based recruitment approach that is compliant with *Employment Direction No. 17: Senior Executive Service and Equivalent Specialist Officers – Administrative Arrangements and Conditions of Service* and the *State Service Act 2000* (the Act);
- developing and releasing Guidelines for Temporary Filling Arrangements for Officers under Section 29 of the Act; and
- reviewing *Employment Direction No 28: Family Violence – Workplace Arrangements and Requirements*.

As part of the examination SSMO is also reviewing current Employment Directions (EDs) which provide guidance around the management and resolution of misconduct matters in the TSS to ensure they reflect the principles of good practice. The EDs being reviewed are:

- *Employment Direction No. 4: Procedure for the Suspension of State Service Employees with or without pay;*
- *Employment Direction No. 5: Procedures for the Investigation and Determination of whether an employee has breached the Code of Conduct; and*
- *Employment Direction No. 6: Procedures for the Investigation and Determination of whether an employee is able to efficiently and effectively perform their duties.*



## External Examinations

SSMO and agencies continue to work together to review recommendations from reports by external authorities, including the Auditor-General and the Integrity Commission, to enhance TSS workforce management policies and practices.

In November 2017, the Auditor-General tabled his *Report of the Auditor General No. 3 of 2017-18: Appointment of Tasmanian State Service Senior Executive Service Officers, General Stream Bands 9 and 10 and Professional Stream Band 6 Positions*. The audit examined eight senior appointments across four Departments.

The Report found that the Departments examined generally complied with the mandatory requirements of the applicable Employment Framework, as well as identifying opportunities for us to enhance and revise our processes to better align with best practice. As a result we have been:

- reviewing selection reports for compliance and appropriateness;
- developing and implementing guidelines on SES Recruitment and Conflicts of Interest in Recruitment; and
- developing policies and procedures to support the declaration and management of conflicts of interest, in conjunction with the Integrity Commission.

Following the tabling of the Integrity Commission's *Report No. 2 of 2017: Investigation into a complaint of an alleged conflict of interest against senior executive officer of TasTAFE* in early 2017, a number of measures have been implemented to improve recruitment, procurement, culture and financial controls. A new Chief Executive Officer and a new Chair of the TasTAFE Board have also been appointed. SSMO is assisting TasTAFE in its ongoing response to the issues raised by the Report.

In December 2017, the Integrity Commission published *Report No. 3 of 2017: An own-motion investigation into the management of misconduct in the Tasmanian public sector*, five TSS agencies were included in this review along-side five local government and two other bodies. In response to the Report, and as part of the ongoing examination of the TSS Employment Framework, SSMO will consider the Report's findings.

## State Service Vacancy Management

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

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

In 2017-18, 30 Targeted and Negotiated Voluntary Redundancies (TNVR) were progressed, and 17 people left the TSS after accepting a Workforce Renewal Incentive Program (WRIP) payment.

In 2017-18, a total of 3,666 advertisements appeared on the Government jobs website ([www.jobs.tas.gov.au](http://www.jobs.tas.gov.au)), advertising 4,016 vacant positions<sup>1</sup>.

During 2017-18 we continued to trial a new approach to attract applicants from more diverse backgrounds to our SES vacancies by reducing the burden of preparing lengthy applications with detailed responses against selection criteria. The concept of using a 'short-form' was adapted from a similar approach used by other jurisdictions, and asks applicants to only submit a one page summary and resume in support of their application.

The trial of this new approach is ongoing and has been expanded to apply to the Whole-of-Service Graduate Recruitment Program, and other targeted programs in 2018-19. To support agencies in using this new approach, SSMO developed a guide to accepting and reviewing short-form applications.

#### Government Jobs Website Visitor stats

- **460,773** unique site visitors in 2017-18.
- **79,094** average site visits per month.

## PageUp eRecruitment System Security Incident

On 4 June 2018, the TSS was advised that it was among a number of Australian organisations that were impacted by a security incident through one of their eRecruitment providers, PageUp.

PageUp is the vendor of the eRecruitment system which supports online applications through the Tasmanian Government jobs website. The PageUp system is also used for other internal processes such as vacancy management and on-boarding/induction activities. PageUp is used by all agencies except the Department of Education and TasTAFE.

The Tasmanian Government takes the protection of personal information very seriously. As soon as we became aware of a risk to the security of that information immediate steps were taken. On 5 June we took the precautionary step of disconnecting the jobs website from the PageUp system while the incident was under investigation.

There was some disruption to recruitment activities as we worked to put in place interim advertising and recruitment systems and processes. The building, testing and implementation of these systems required a whole-of-service approach, and were implemented successfully on 15 June.

Throughout the incident we provided regular updates on our response, and important cybersecurity and online safety information to users of the jobs website through updates on the website homepage, direct email contact, and media releases.

As at 30 June 2018, we continue to work closely with PageUp, DPAC's Office of eGovernment, external security organisations and across TSS agencies. Following a thorough assessment of any ongoing security risk it has been determined that the TSS will reconnect the jobs website to the PageUp system in mid-July.

<sup>1</sup> Vacancies that were withdrawn are not included in these totals. SSMO does not report on the number of appointments made.

## Workforce Reporting and Planning

In early 2017 SSMO established the Workforce Planning Community of Practice group with representatives from all agencies. The group met regularly during 2017-18 to work through the newly-developed Guide to Workforce Planning.

SSMO also continued its work to enhance TSS workforce data collections and data analysis capability, and to contribute to interjurisdictional workforce data analysis through its involvement in the Interjurisdictional Workforce Data and Analytics Committee.

Agencies continued to develop their workforce planning capabilities in 2017-18 and reporting using strategic workforce planning to meet their business objectives. Plans varied in scope from whole-of-agency plans, to divisional and business-unit level plans, and included activities to address a number of key strategic workforce areas, including:

- addressing workforce shortages;
- increasing diversity in key occupations;
- better workforce profiling;
- behaviours, values and culture;
- attraction, recruitment and retention;
- skill/capability and career development;
- health and wellbeing (including resilience);
- performance management; and
- the ageing workforce.







## Empower Integration and Automation Program

The Empower Integration and Automation Program aims to improve the Empower Human Resources system used in most agencies to pay and manage our employees. This will be achieved by reducing the number of manual processes, reducing administrative overheads and costs, and significantly improving real-time agency and whole-of-government reporting capabilities.

SSMO has been working with agencies to harmonise coding and configuration arrangements in preparation for the migration of all small and medium agencies to a new shared database in 2018-19. The old databases will then be closed.

In tandem with this we have been working with the Department of Justice to pilot the Joint Agency Reporting Service (JARS). JARS will give all users real-time access to trend and point-in-time employee data, including interactive visualisations to improve data analysis. The pilot has been operational since April 2018 and will go into full production by the middle of 2018-19. It will then be extended progressively to all other agencies.

## Change Management

In 2017-18, agencies reported on processes for managing change that included consultation with unions, Ministerial offices, managers, employees and other stakeholders. The consultation included keeping stakeholders updated via email, face-to-face meetings, briefings, intranet articles and training sessions.

There were a number of change processes managed through 2017-18, including:

- the Department of Education's Learning Services undergoing a statewide management restructure;
- the Department of Health and Human Services relocating multiple business and operational units;
- DPAC commencing work to create the new Department of Communities Tasmania which was announced following the 2018 State Election;
- the Department of Primary Industries, Parks, Water and Environment responding to the discovery of fruit flies in Tasmania;
- the Department of Treasury and Finance releasing a replacement Budget Management Information System; and
- TasTAFE undergoing changes to the TasTAFE Board, executive staff and the appointment of a new Chief Executive Officer.

SSMO also continued to maintain the change management resources on its website to provide information to support agency activities.

## State Service Employee Survey

Following the 2016 People Matter Survey, SSMO completed an extensive review of employee surveys. This review included gathering feedback from agencies on the design and delivery of future TSS Employee Surveys, an examination of other public sector jurisdictions' surveys, and an assessment of survey options in the market.

The review assisted in aligning future surveys with best-practice design, and allowing comparable data to be collected to support agency workforce planning and management activities, and decision-making. The review also enabled the survey to be reduced in length with fewer questions and the option for agencies to include a number of agency-specific questions.

A full survey is to be conducted every three years, with smaller, topic-specific surveys in the intervening years. Agencies will also have access to a new framework of reporting that includes dashboard reports as well as PDF reports.

It is anticipated that the first full survey under this new arrangement will take place in mid-September 2018.







## 3. Developing Our Managers and Leaders

SSMO coordinated the delivery of a number of activities related to the professional learning and development of managers and leaders in 2017-18. Agencies used a mixture of these whole-of-service development programs and internal activities and programs to support the development of management and leadership capabilities. Activities focussed on core areas which included:

- people management;
- ethics and integrity;
- change management;
- work health and safety;
- diversity and inclusion; and
- financial management.

### Senior Executive Leadership Development Program

A group of 38 participants completed the inaugural 2017 Senior Executive Leadership Development Program in November 2017. The Program is delivered by the Australia and New Zealand School of Government (ANZSOG), and was designed by ANZSOG and SSMO in consultation with a reference group of three Deputy Secretaries. It aims to build new capabilities, and encourage executives from different agencies to work collaboratively and to be ready to tackle the real world problems facing the public sector. The success of the Program has seen it renewed for 2018-19 allowing a second group of high performing SES to experience what the bespoke program has to offer.

### Manager Essentials Program

In collaboration with agencies, the Manager Essentials Program, which aims to improve the essential skills of managers across the TSS, was launched in May 2017 with a pilot group commencing the new whole-of-service Program. In June 2018, 70 per cent of the pilot group participants completed the Program.

The Program is comprised of four active learning modules and is book-ended by two half-day workshops exploring emotional intelligence. The Program has been very well received by all agencies with 194 TSS manager enrolments received across eight Programs since it commenced. A further 10 Programs will be delivered in 2018-19.

### Public Sector Management Program

The Public Sector Management Program (PSMP) is delivered nationally by Queensland University of Technology with the TTC providing local support to ensure it remains relevant, and includes local case studies and guest speakers.

In February 2018, 23 people from across all three levels of government were awarded a Graduate Certificate in Business (Public Sector Management).



## State Service Strategic Management Program (S3MP)

The State Service Strategic Management Program (S3MP) is a collaborative management and leadership development program coordinated by Tasmania Police, SSMO and UTAS. The intensive Program aims to increase management and leadership skills and capabilities of TSS employees ready for senior management roles. A third cohort of participants will commence the Program in early 2018-19.

Participants can exit the Program with a Graduate Certificate (Public Sector Management) after completing two units, or be awarded Professional Honours (Public Sector Management Leadership) or Research Honours (Public Sector Management Leadership) after completing four units.

In recognition of the success of the Program, the model has been adopted by the Victorian Police Department.

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

SSMO, in partnership with the TTC, has supported a number of whole-of-service events aimed at building the capability of managers and leaders in 2017-18. This included Senior Executive Forums and presentations delivered through the continuing relationship between SSMO and ANZSOG, including the following ANZSOG Applied Learning Seminars:

- Regulation and Public Policy, with Dr Arie Frieberg;
- Creating Impactful Presentations, with Dr Zina O'Leary;
- Resilience: surviving and thriving in turbulent times, with Christine Nixon; and
- Public Value, with Professor Mark Moore, Harvard University.





## 4. Developing our People

### Whole-of-Service Graduate Development Program

In October 2017, we advertised the second Whole-of-Service Graduate Development Program. A total of 24 graduate vacancies across six agencies were filled under the Program, with a mix of fixed-term and permanent opportunities available.

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

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

An additional seven graduates already employed in the TSS were supported by their agencies to participate in the Program's formal training component, bringing participation in the 2018 Program to 31 graduates across 10 agencies. Including participants who joined the initial program in 2017, this brings the total number of graduates inducted into the Program since it began to 58.

The Program was awarded the Best Practice in the Public Sector Award at the 2017 Institute of Public Administration Australia (IPAA) Public Sector Excellence Awards.

### Performance Management

Performance management systems provide a framework for regular, constructive discussions that create a link between the performance and development of employees and officers, and the agency's business requirements. In 2017-18, agencies reported 12,589 employees participating in a performance management process (a reduction from 13,025 in 2016-17).

Performance Improvement Plans (PIP) provide additional support to employees in meeting performance measures. A PIP helps an employee by providing a structured plan that can include:

- training/coaching;
- buddying/shadowing;
- additional supervision;
- role clarification;
- Employee Assistance Program support; or
- a skills review.

This year there was an increase in the number of PIPs in place across the TSS with 18 PIPs in place during the 2017-18 period (up from 12 in 2016-17).

## Talent Management and Development

Talent management and development activities continued across the TSS in 2017-18, with agencies undertaking strategies targeted at every level from graduates to SES. Agencies also focussed on the development of high-performing employees, and the use of strategies to multi-skill across teams.

Fourteen agencies reported the use of activities aimed at developing talent within their agency, which included participation in whole-of-service development programs coordinated through SSMO as well as internal agency-delivered development activities. In 2017-18, seven agencies reported having a formal talent management plan or strategy in place, this is an increase from two agencies in 2016-17.

## Secondments

Development opportunities continued in 2017-18, with 23 secondment arrangements being supported. This resulted in TSS employees working with UTAS, unions, not-for-profit organisations, the Victorian and Australian Governments, and Tasmania Police.

Six secondment arrangements were supported that brought skilled people into the TSS from educational organisations, the energy industry, other state governments and Tasmania Police.

To create further interaction between the public and private sectors and to develop HR capabilities, SSMO continued to collaborate with the Employer of Choice organisation and offered a TSS HR practitioner the opportunity to be part of the judging panel for this year's Employer of Choice Awards.



## Study Assistance

The total number of employees who accessed formal study assistance in 2017-18 increased to 425 employees (in 14 agencies) from 419 in 2016-17 (in 16 agencies). The number of males accessing study assistance decreased to 87 while the number of female employees increased to 338. The support accessed included altered work patterns, financial assistance and study leave.

There was a variety of course discipline areas studied in 2017-18, including:

- accounting/finance;
- media, social media, and communications;
- project management;
- corporate governance;
- information management;
- engineering;
- criminology; and
- dog training.

## Tasmanian Training Consortium

The TTC facilitates and promotes cost-effective, quality learning opportunities for its member organisations<sup>2</sup> and the broader public.

As a result of a review in 2016-17, the TTC commenced a process of renewal and change to ensure it remains relevant and viable into the future.

### Training Activities

2017-18 has been a particularly successful year, with over 128 courses delivered attracting a total of 2,457 participants, an increase of 30 per cent from 2016-17.

The cancellation rate also dropped by five per cent. Key new offerings and initiatives included:


- Conflict Resolution for Field Officers;
- Social Media for the Public Sector;
- Prince 2 Foundation Project Management;
- Executive Assistant/ Personal Assistant Forum & Masterclass;
- Being Bold: how women can improve their power and influence; and
- Risk-based compliance forum with Professor Malcolm Sparrow (Harvard University).



Professor Malcom Sparrow presenting at the risk-based compliance forum.

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<sup>2</sup> TTC members include TSS agencies, other public sector bodies and private sector bodies.




In addition, on behalf of SSMO, the TTC delivered the 2017 and 2018 Whole-of-Service Graduate Development Program to 58 participants, as well as six Manager Essentials Programs (four in Hobart, one in Launceston and one in Devonport) to 122 participants. The TTC also delivered an SSMO women in leadership initiative 'Confidence to Lead' with the NIDA as well as coordinating the delivery of PageUp training across agencies.

In total 66 in-house programs and courses were delivered to TTC member organisations through 2017-18. The TTC continued to work with a number of public sector organisations to deliver whole-of-government training and highly successful initiatives including:

- supporting the Solicitor-General's Office to deliver a new Understanding the Law series, with six events and 514 registrations;
- working with Department of Justice to offer the Certificate IV in Government (Statutory Compliance). A total of 133 people have been awarded this qualification over the last four years and another 40 are currently finalising their study;
- working with the Integrity Commission to deliver Managing and Investigating Workplace Compliance; and
- delivering White Ribbon training (Recognise, Respond, Refer) and Workplace Health and Safety eLearning modules.

### The 2018 TTC Client Survey

- **249** responses.
  - **80 per cent** rate the quality of TTC courses/events as very good or excellent
  - **70 per cent** rate the overall service provided by TTC as very good or excellent.
  - **68 per cent** reported their training led to a change in practice, attitude or behaviour, or additional training.
- 

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

This year IPAA Tasmania continued to engage the TTC to provide secretariat and event management services to support the development of TSS employees. 2017-18 has been another successful year for IPAA Tasmania, with events across a diverse range of issues, including:

- Governing in a 'fake news world';
- AGM Address: ABS – 12 months from Census 2016;
- IPAA Connections No. 10: Positive social change through communication and kindness with Rosie Martin;
- IPAA Connections No. 11: Invitation to the new Parliament Square;
- Young Professionals Breakfast Forum with Frances Adams;
- Automation and artificial intelligence – our annual Victorian/Tasmanian Executive Forum; and
- The State Budget Briefing.

The 2017 Public Sector Excellence Awards were announced at the annual State of the Service address on 13 December 2017. We acknowledge the great work of all those nominated and congratulate the TSS winners.



## 5. Providing Safe and Supportive Workplaces

### Occupational Violence and Aggression Against State Service Employees<sup>3</sup>

In early 2017, the TSS and key unions launched a joint awareness campaign to help address occupational violence and aggression against TSS employees. Since the launch agencies have been progressing work in a number of areas to support the agreed Statement of Principles:

- developing policies and procedures;
- adapting work environments;
- updating workplace security; and
- improving reporting cultures.

To support agency activity, SSMO coordinated de-escalation training for at-risk service areas which was provided by Tasmania Police. In 2017-18, 215 employees underwent this training, with a further 1,000 employees to be trained over the next 12 months.

We are also working with unions to research and trial other strategies to reduce the risk to employees in front-line service areas including how changes in the client environment may reduce the triggers for aggressive behaviour.

### Stress Management Training Intervention Study

SSMO and the TTC partnered with UTAS and Smiling Minds to undertake a stress management training research study for employees in mid-high demand roles across the TSS during 2018. The project aligned with the Tasmanian Healthy and Safe Workplace Initiative and the Rethink Mental Health Plan by building partnerships and evidence around mental health promotion, prevention and early intervention in the workplace.

All TSS agencies were invited to participate with the addition of TasNetworks and two councils (the Hobart City Council and the Kingborough Council). A total of 211 participants were selected through an expression of interest process.

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<sup>3</sup> [http://www.dpac.tas.gov.au/divisions/ssmo/occupational\\_violence\\_and\\_aggression](http://www.dpac.tas.gov.au/divisions/ssmo/occupational_violence_and_aggression)



## Flexible Working Arrangements

Agencies implemented activities in 2017-18 to increase access to flexible working arrangements, and promoted such arrangements through:

- intranet information and resources;
- information sessions;
- team support from HR;
- flexible working arrangements policies, procedures and guidelines;
- including flexibility questions on diversity census;
- induction processes;
- internal staff newsletters; and
- direct discussion between an employee and their manager.

Agencies also expanded on their support for flexible working arrangements through replacing existing desktop PCs with laptops, and enabling access to key systems through external networks.

There was an increase in the number of formal arrangements in place over the period, with 418 agreements across seven agencies, compared to 269 agreements in six agencies in 2016-17.

In addition, employees have the ability to access additional leave, in 2017-18 across all 16 agencies this totalled:

- 638 permanent and 19 fixed-term employees participating in the State Service Purchased Leave Scheme (666 in 2016-17);
- 292 permanent and nine fixed-term employees participating in the State Service Accumulated Leave Scheme (240 in 2016-17);
- 910 employees accessed paid maternity or parental leave (864 in 2016-17);
- two employees accessed paid adoption leave (one in 2016-17); and
- 57 employees accessed unpaid maternity or parental leave (583 in 2016-17).







## Family Violence

Since November 2012 the TSS has assisted employees experiencing family violence with access to leave, supported by *Employment Direction No 28: Family Violence – Workplace Arrangements and Requirements* (ED 28).

In December 2016 State Service Awards were amended to provide employees experiencing family violence with access to 10 days paid leave per year to attend medical, legal, housing, education, counselling and other support services. Employees can also access personal leave to provide support to a family member experiencing family violence.

Agencies reported that, in accordance with the provisions of ED 28, 42 applications for leave were made and approved over the 2017-18 period (compared to 33 in 2016-17). This was in addition to the informal support provided such as:

- financial planning advice;
- access to legal assistance;
- the loan of mobile phones and laptops;
- accommodation assistance; and
- information and fact sheets on seeking assistance.

Agencies also continued to train key staff in supporting employees who may be experiencing family violence, with 822 managers and contact officers participating in training in 2017-18 (an increase from 365 in 2016-17).

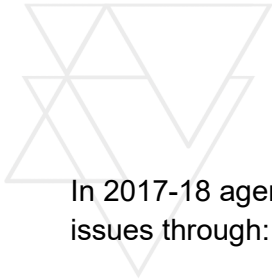
A number of agencies also noted the increase in supportive policies, training, and assistance provided was aligned with activities associated with White Ribbon Australia accreditation.

## Work Health and Safety, and Wellbeing Activities

Employment Directions and the corresponding policies and guidelines, including those relating to Work Health and Safety (WHS) and Wellbeing, are being reviewed as part of the wider Employment Framework examination by SSMO.

In 2017-18 SSMO helped our workforce to form healthy lifestyle habits by promoting use of the Ritualize Tasmania app-based program. As part of the Healthy Tasmanian Workplaces initiative, the app guides users to make healthier choices and promotes a more active lifestyle.

In accordance with *Employment Direction No. 27: Work Health and Safety* agencies must ensure that information, training and instruction is provided to protect workers from risks to their health and safety arising from work carried out as part of their business or undertaking. In 2017-18, 3,373 employees and officers received training.



In 2017-18 agencies continued to promote WHS and consult with employees and officers on WHS issues through:

- intranet news items;
- divisional/unit meetings;
- induction activities;
- WHS committees and networks;
- a critical incident and emergency procedure app; and
- webinars.





## 6. Managing Workplace Relations

During 2017-18 SSMO's Industrial Relations unit was renamed the Workplace Relations unit to better reflect the broad work and priorities of the team, that includes providing advice and guidance to agencies on a range of employment related matters, such as:

- performance management;
- grievances;
- code of conduct;
- discipline procedures; and
- fixed-term appointments.


SSMO continued to provide Workplace Relations (WR) support and advice through 2017-18, including providing advice to agencies on WR related queries and complex interpretation matters, and monitoring and providing advice on disputes that arose through the Tasmanian Industrial Commission (TIC). The Workplace Relations unit continued to chair the Industrial Relations Practitioners Network bringing together Industrial Relations practitioners across the TSS, and also represented the State at the inter-jurisdictional Public Sector Industrial Relations Directors Conferences.

### Negotiating Awards and Agreements

SSMO's Workplace Relations team continues to have responsibility for all TSS Awards and Agreements and provide advice in relations to those, and where necessary represent the employer in the TIC.

SSMO is taking a lead role in coordinating and negotiating Industrial Agreements to provide consistency and efficiency across all negotiation processes. The negotiation of new Industrial Agreements, and the implementation of Agreements that have been negotiated, will form a major body of work for SSMO in the coming year.


All TSS Industrial Agreement negotiations are guided by the *Government's Wages Policy 2018-2020*, which covers all award-covered employees, and non-award covered officers, and takes into account salary, allowances and other conditions related to employment.



There are currently 21 wage-related agreements in operation in the State Service and of these 18 are due to be renegotiated in 2018.

Following the registration of the *Public Sector Unions Wages Agreement (PSUWA) 2016* a number of commitments outside of the Agreement were given, and these have been worked on throughout the year. This includes work on:

- the examination of the TSS Employment Framework;
- modernisation of Award clauses;
- shift work;
- youth recruitment;
- sporting and cultural leave; and
- wage related allowances.



We undertake regular consultation with unions on these matters and provide progress updates. Any outstanding matters from this process will be referred to a consultative forum or discussed as part of the new PSUWA.

We also consulted and provided advice on other significant matters involving terms and condition for emergencies, the establishment of the new Department of Communities Tasmania and on investigations.

## PSIRC Update

In 2017-18 SSMO continued to act as secretariat for the Public Sector Industrial Relations Committee (PSIRC). PSIRC is comprised of the Head of the State Service (Chair); Secretary, Department of Treasury and Finance; and Secretary, Department of Justice who act on behalf of the Cabinet Committee. PSIRC is authorised to establish bargaining parameters under which TSS Agreements will be negotiated.

Meetings are scheduled monthly and the Director, SSMO and Deputy Director Workplace Relations, SSMO provide support to PSIRC in the form of WR expertise.

The *Tasmanian State Service Bargaining Parameters* were updated in June 2018, and provide advice on the framework and governance for negotiating Agreements, cover processes and procedures, roles and responsibilities, details on contents of negotiating components, and productivities and efficiencies.





## 7. Workforce Management

### Conduct and Behaviour

SSMO has continued to work with agencies to support the *State Service Code of Conduct* and the *State Service Principles*.

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

SSMO has also continued to consult with agencies and other key stakeholders as part of the examination of the TSS Employment Framework. The examination has included reviewing policies on agency grievance management, employee conduct and behaviour, and gifts and benefits.

### Investigations

#### Code of Conduct

In 2017-18 there were 77 new investigations into alleged breaches of the Code. Of the 55 finalised during that period, 47 breaches were identified and sanctions were imposed including:

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

The remaining cases were either resolved with no breach found, or finalised through other means, or were carried forward into the 2018-19 period.

#### Inability

Six agencies reported investigations into eight new cases of alleged inability of an employee to perform their duties, in line with *Employment Direction No.6: Procedures for the Investigation and Determination of Whether and Employee is Able to Efficiently and Effectively Perform Their Duties*. Of these, three were finalised with two cases finding an employee was not able to perform their duties, as a result one employee was terminated. Of the remaining cases, two were not determined as an inability, and the other cases were carried forward into the 2018-19 period.



## Terminations

There are a number of grounds under which an employee's employment may be terminated, as provided in Section 44(3) of the *State Service Act 2000*. In 2016-17, seven employees had their employment terminated (a decrease from nine in 2016-17).

Reason for termination	Permanent	Fixed-term
Termination of probationary employee	1	0
Abandonment of employment	1	0
Breach of the Code of Conduct	4	0
Inability	1	0
As a result of a process under Employment Direction No.26	0	0
As a result of a process under Section 47 of the Act	0	0
<b>Total</b>	<b>7</b>	<b>0</b>

## Internal Grievances

Employees are able to raise grievances or matters with their agency under the agency's grievance management process. In 2017-18, 10 agencies reported 145 formal grievances being lodged (an increase from 114 in 2016-17). The nature of the grievances lodged included employee conflicts, management decisions, harassment, misconduct, work performance and discrimination. Resolution of these formal grievances was reached using mediation, counselling, reallocation of duties and a range of other measures.

The following table shows the outcome of formal grievances reported in 2016-17 and 2017-18.

Request type	2016-17	2017-18
Satisfactorily resolved by agreement	28	22
Withdrawn	7	4
Upheld	15	54
Dismissed	18	25
Carried forward	46	40
<b>Total</b>	<b>114</b>	<b>145</b>

The average number of internal grievances managed across the TSS each year for the five years from 2013 to 2018 was 108.



## External Grievances

In 2017-18, 58<sup>4</sup> grievances were taken to external organisations such as Equal Opportunity Tasmania (six), the Integrity Commission (five) and the TIC (41)<sup>5</sup>. Of these grievances, one was managed internally by the agency before being referred. Matters which were referred to an external organisation included management decisions, discrimination, bullying/harassment, and matters relating to award conditions. The average number of grievances managed externally each year for the five years from 2013 to 2018 was 67.

## Employment Determinations

A number of employment matters were referred for determination using the powers of the Employer under the Act, in line with relevant Employment Directions<sup>6</sup>, and Practices, Procedures and Standards<sup>7</sup>. The following table shows the requests made in the 2017-18 reporting period and their status as at 30 June 2018.

Request type	Carried over	New Requests	Rejected/ withdrawn	Approved	Carried forward
Agency-specific recruitment programs (PPS2)	0	2	0	1	1
Pre-employment checks (ED7)	0	3	0	3	0
Essential Requirements (ED1)	1	33	1	33	0
Extension of fixed-term employment beyond 36 months (ED1)	1	35	0	36	0
Fixed-term and casual employment registers (PPS1) <sup>8</sup>	0	9 <sup>9</sup>	0	9	0
Appointment without advertising (ED1)	0	0	0	0	0
Promotion without advertising (ED1)	1	126	1	126	0
Secondments into the TSS (ED1)	0	6	0	6	0
Secondments out of the TSS (ED1)	0	23	0	23	0
<b>Total</b>	<b>3</b>	<b>237</b>	<b>2</b>	<b>237</b>	<b>1</b>

<sup>4</sup> This number includes grievances which were directly submitted to the external organisation before being referred back to the agency for resolution.

<sup>5</sup> The remaining grievances were lodged with organisations that included Ombudsman, law firms, and the Fair Work Commission.

<sup>6</sup> [http://www.dpac.tas.gov.au/divisions/ssmo/employment\\_directions](http://www.dpac.tas.gov.au/divisions/ssmo/employment_directions)

<sup>7</sup> [http://www.dpac.tas.gov.au/divisions/ssmo/employment\\_policy/practices\\_procedures\\_and\\_standards](http://www.dpac.tas.gov.au/divisions/ssmo/employment_policy/practices_procedures_and_standards)

<sup>8</sup> Current approved Fixed-term and Casual Employment registers are listed on the [www.jobs.tas.gov.au](http://www.jobs.tas.gov.au) website.

<sup>9</sup> Four of these requests included amendments to the duties included on existing registers.

*Employment Direction No. 1: Employment in the State Service* (ED1) delegates the Employer's powers under Section 37(4) of the Act to Heads of Agencies, allowing them to determine an employee's status to be changed from fixed-term to permanent. The following table reports the number of requests approved by Heads of Agencies in 2017-18.

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

Request type	Approved
Application by a fixed-term employee to have duties advertised for filling on a permanent basis (Clause 13, ED1).	0
Change of employment status from fixed-term to permanent where special and compelling circumstances exist (Clause 14, ED1).	4
Change of employment status for eligible fixed-term teachers (ED9).	263





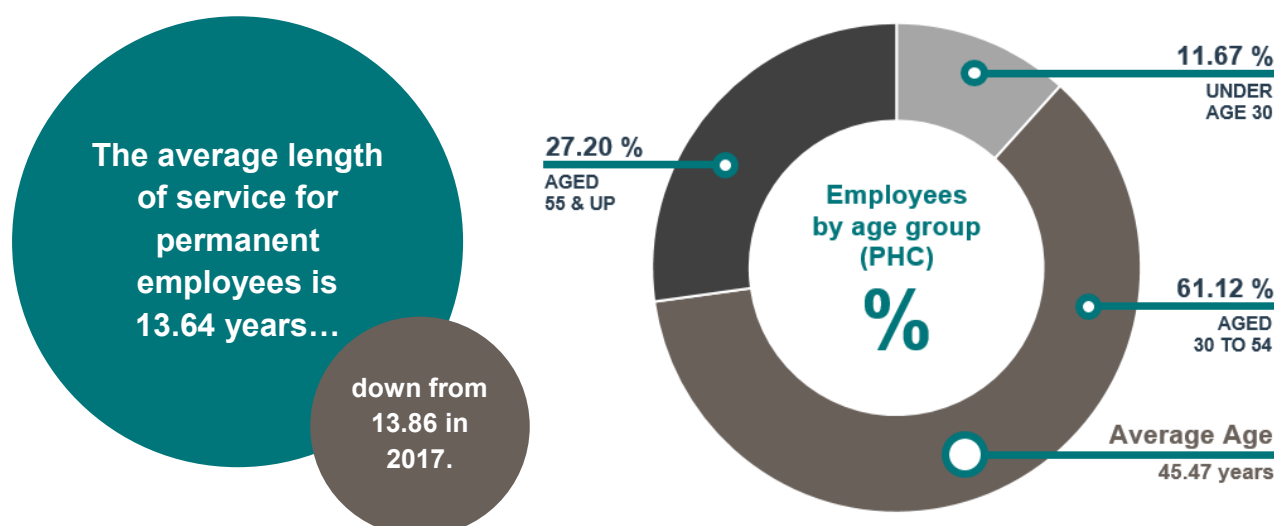
## 8. Appendix 1: Workforce Profile

As at 30 June 2018, the Tasmanian State Service (TSS) had a total paid full-time equivalent (FTE) of 23,900.37 employees. This is an increase of 923.05 FTE from 22,977.32 as at 30 June 2017.<sup>10</sup>

### Paid FTE by agency as at 30 June 2017 and 2018

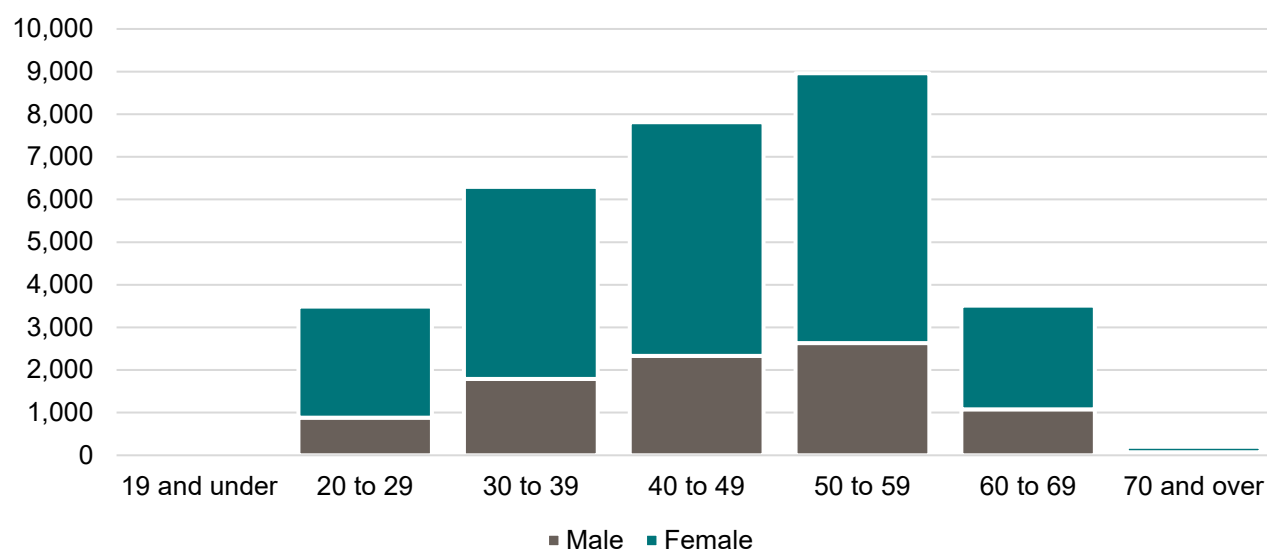
	2017	2018	Var. 2017-18
Department of Education	7,952.85	8,171.16	218.31
Department of Health and Human Services	1,607.33	1,683.30	75.97
Department of Justice	1,142.02	1,221.01	78.99
Department of Police, Fire and Emergency Management	852.74	872.54	19.80
Department of Premier and Cabinet	474.05	482.89	8.84
Department of Primary Industries, Parks, Water and Environment	1,156.96	1,192.85	35.89
Department of State Growth	703.75	713.78	10.03
Department of Treasury and Finance	291.49	301.30	9.81
Tasmanian Audit Office	39.08	37.26	-1.82
Integrity Commission of Tasmania	12.90	12.30	-0.60
Macquarie Point Development Corporation	3.00	8.30	5.30
Port Arthur Historic Site Management Authority	92.33	102.51	10.18
Tasmanian Health Service	7,849.76	8,275.94	426.18
TasTAFE	695.08	712.22	17.14
The Public Trustee	53.62	53.19	-0.43
Tourism Tasmania	50.36	59.82	9.46
<b>Total</b>	<b>22,977.32</b>	<b>23,900.37</b>	<b>923.05</b>

The total number of employees under age 30 increased to 3,540 paid headcount (PHC) in 2017-18 (from 3,293 PHC in 2016-17).



<sup>10</sup> Unless otherwise stated all totals and averages are based on paid permanent and fixed-term employee numbers and exclude casual employees. A full definition appears at the end of this chapter.

## Paid Headcount by age group and gender

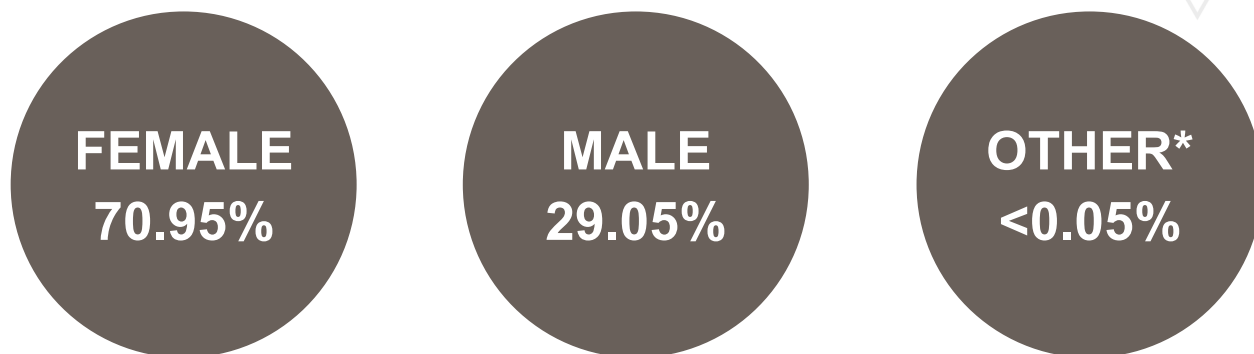


## Paid Headcount by agency and employment category

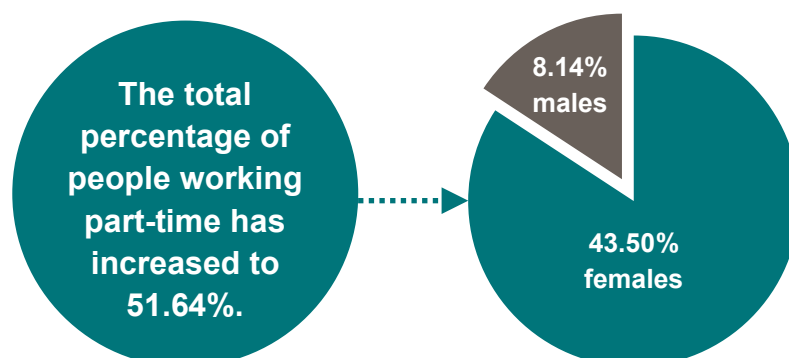
	Fixed-term	Perm.	Part 6	TOTAL
Department of Education	2,541	8,476	14	11,031
Department of Health and Human Services	201	1,647	28	1,876
Department of Justice	129	1,190	22	1,341
Department of Police, Fire and Emergency Management	56	849	9	914
Department of Premier and Cabinet	65	478	20	563
Department of Primary Industries, Parks, Water and Environment	174	1,121	20	1,315
Department of State Growth	45	769	25	839
Department of Treasury and Finance	28	284	14	326
Tasmanian Audit Office	13	26	2	41
Integrity Commission of Tasmania	1	11	1	13
Macquarie Point Development Corporation	4	3	2	9
Port Arthur Historic Site Management Authority	60	98	1	159
Tasmanian Health Service	2,048	8,856	20	10,924
TasTAFE	116	724	4	844
The Public Trustee	8	49	1	58
Tourism Tasmania	11	57	2	70
<b>Total</b>	<b>5,500</b>	<b>24,638</b>	<b>185</b>	<b>30,323</b>

As at June 2018, the TSS had a total PHC of 30,323, which is an increase of 1,248 PHC from 29,075 in June 2017.

## Gender diversity



	Female	% of TSS	Male	% of TSS
Permanent	17,596	58.03	7,041	23.22
Fixed-term	3,850	12.70	1,650	5.44
Officers	67	0.22	118	0.39
	<b>21,513</b>	<b>70.95</b>	<b>8,809</b>	<b>29.05</b>



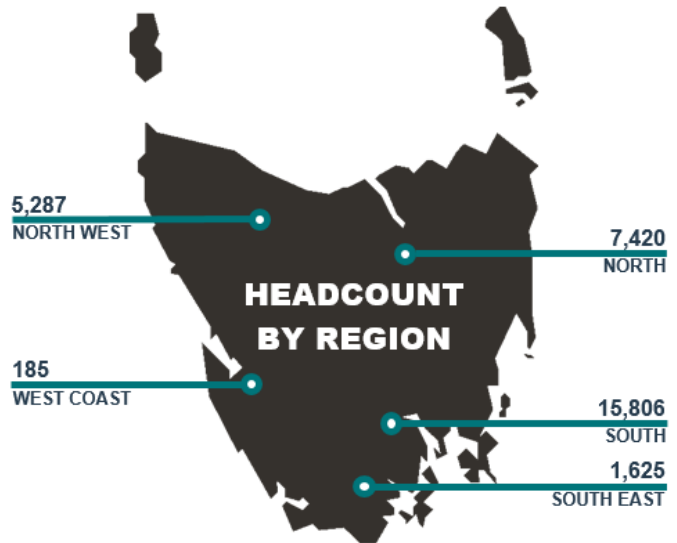
## Employment status by region as a percentage of the TSS workforce

	Fixed-term %	Permanent %	Part 6 %	TOTAL %
Interstate	0.00	0.00	0.00	0.00
North	4.27	20.16	0.04	24.47
North West	3.14	14.28	0.01	17.43
South	9.14	42.44	0.55	52.13
South East	1.47	3.88	0.01	5.36
West Coast	0.12	0.49	0.00	0.61
<b>Total % of TSS</b>	<b>18.14</b>	<b>81.25</b>	<b>0.61</b>	<b>100.00</b>

\*To protect the privacy of the low number of employees who identify as a gender other than male or female, data relating to these employees has been included only in totals for PHC and Paid FTE, and has not been extracted to identify their agency, age group, employment status or category.

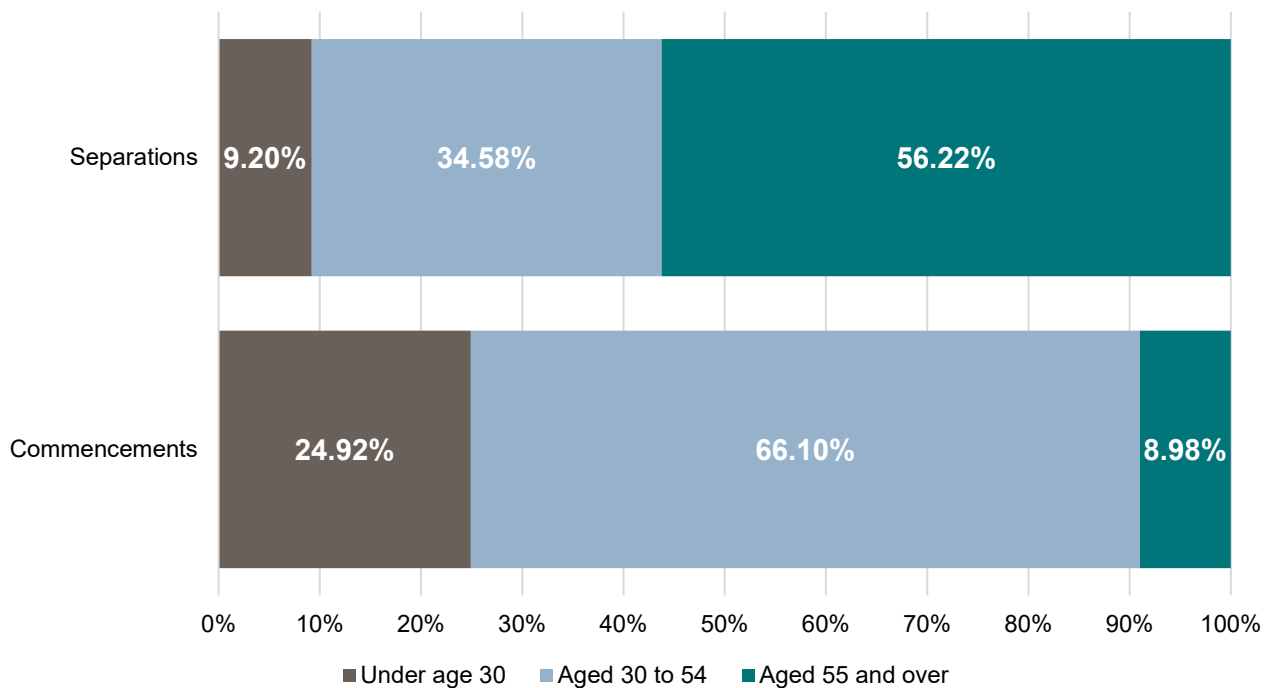
### Change in Paid Headcount by Region (June 2017 – June 2018)

Region		
Interstate	-1	▼
North	234	▲
North West	106	▲
South	797	▲
South East	130	▲
West Coast	6	▲
<b>Total</b>	<b>1,272</b>	<b>▲</b>



## Commencements and separations

Of the 1,206 permanent employees who left the TSS in 2017-18, 1,120 (92.87 per cent) resigned<sup>11</sup> or retired. The following chart shows the number of permanent employees who commenced or separated during the reporting period, by age group.



<sup>11</sup> Does not include employees who accepted a Workforce Renewal Incentive Program payment or Voluntary Redundancy package.

## Officers

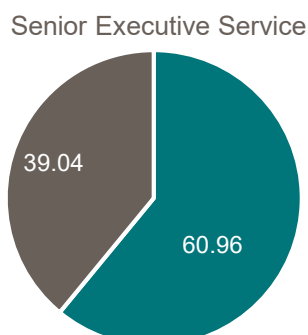
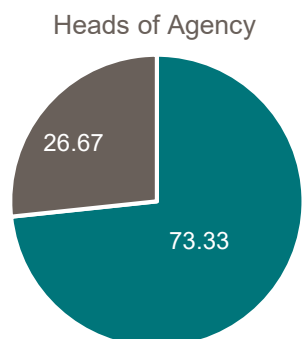
An officer is anyone appointed under Part 6 of the *State Service Act 2000* (the Act) and includes Heads of Agencies, Prescribed Office Holders, Senior Executive Service (SES) and Equivalent Specialists. Overall, the total number of officers in the TSS decreased over the 2017-18 reporting period to 185 (from 188 in 2016-17).

SES officer numbers also decreased from 149 to 146, however the gender balance showed an increase in female officers from 55 in 2016-17 to 57 in 2017-18.

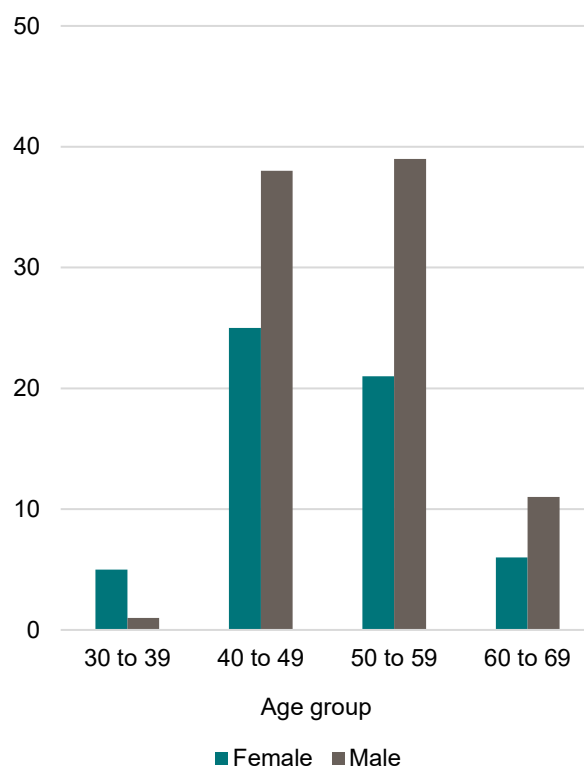
Category	Male	Female	Total
Head of Agency	11	4	15
Prescribed Office Holder	2	1	3
Senior Executive Service	89	57	146
Equivalent Specialist	16	5	21
Total	118	67	185

### Heads of Agencies and SES by category and gender (%)

● Male ● Female



### SES by gender and age





## Data notes

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

## Definitions

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

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

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

## For more information

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

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



## Contact Us

Phone: 03 6232 7040

Email: [ssmo@dpac.tas.gov.au](mailto:ssmo@dpac.tas.gov.au)

