Annual Report

Tasmanian State Service

2013-2014

Tasmanian Government
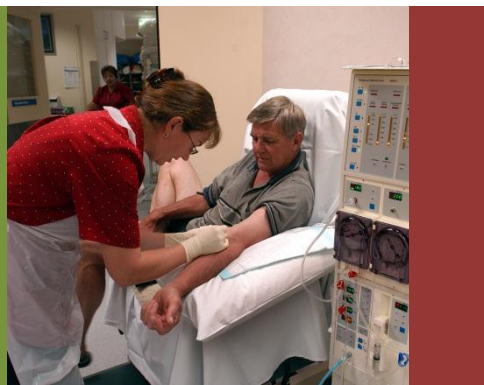
For copies and further information regarding this Report please contact:

Will Hodgman, MP
PREMIER

Dear Minister

In accordance with the requirements of Section 19 of the State Service Act 2000, I enclose for
sending to Parliament the 2013-2014 Tasmanian State Service Annual Report.

Yours sincerely

Greg Johannes
Secretary, Department of Premier and Cabinet

24 October 2014

FOREWORD BY THE HEAD OF THE STATE SERVICE

This is the second Tasmanian State Service Annual Report to be presented to the Minister and the Tasmanian Parliament. The report covers the period 1 July 2013 to 30 June 2014, in accordance with Section 19 of the *State Service Act 2000* (the Act) which provides that the Employer, on or before 31 October each year is to report on the performance and exercise of the Employer's functions and powers during the period of 12 months ending on 30 June in that year.

On 16 April this year I was appointed as the Head of the State Service and in accordance with Section 20 of the Act, I am required to perform and exercise the functions and powers of the Employer. The Head of the State Service, on behalf of the Minister administering the *State Service Act 2000*, is responsible for ensuring that the State Service is run effectively and efficiently.

In the inaugural Tasmanian State Service Report (2012-13), new governance arrangements were highlighted. These new arrangements emphasised the importance of stewardship of the Tasmanian State Service and the requirement of the Head of the State Service to uphold, promote and implement arrangements for effective service delivery and State Service workforce management.

The report this year details a number of the challenges and changes that we have faced in the State Service in 2013-14. A significant change occurred in March 2014 when a new state government was elected and new arrangements were put in place to support the new government's policies and priorities. Changing policy directions, accountabilities and service delivery requirements have required careful and considered approaches to meet the challenges while maintaining a quality service to the Tasmanian community.

There are significant challenges in the present budget environment, but there are also important opportunities to introduce reforms that will enhance the productivity of the State Service. With my responsibilities as the Employer, the focus will be to reduce prescriptive instructions and instead provide State Service leaders with the tools and guidance they need to manage the different workforces for which they are responsible.

With this change, Heads of Agencies will also be more accountable through extended reporting requirements and evaluation of their performance. Each Head of Agency will have a performance agreement that identifies the priorities and performance measures they are expected to achieve.

An important focus for 2014-15 will be leadership and management development, and ensuring the workforce develops the capability to transition to meet the changing demands of the Tasmanian community.

Greg Johannes
Head of the State Service

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Chapter 5   **Work Environment – Equity, Respect and Flexibility**

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CHAPTER 1   INTRODUCTION

This chapter provides a brief outline of the major work undertaken across Agencies and by the State Service Management Office (SSMO) to improve the State Service during the reporting period. An overview of the report is also included and it outlines the areas which provide evidence of the exercise of the functions and powers of the Employer (the Head of the State Service) under the *State Service Act 2000* (the Act). The governance framework and the service principles, Employment Directions, the *State Service Regulations 2011 (*the Regulations*)* and key roles and responsibilities are also covered in this chapter, along with an explanation of the information contributing to the compilation of this Report.

KEY PRIORITIES 2013 - 2014

Changes to the Act and subordinate legislation in 2013 heralded major changes to the State Service for the reporting period. In 2013-14 additional changes to Employment Directions and the State Service Regulations were implemented and are detailed further in this Report. This has involved changes to the structures, not only of reporting, but also to activities relating to the evaluation or assessment of workforce planning, management and development for the Tasmanian State Service. This remains a key priority, focusing on how the State Service can continue to improve and in turn, deliver effective and efficient services as required by the Government.

A number of governance and structural arrangements such as Employment Directions have been reviewed, and will continue to be reviewed during the coming year. This will enable the SSMO to better align workforce policies and practices as they relate to the State Service within workforce management and development frameworks to enhance workforce capability and sustainability.

The Director of the State Service Management Office (SSMO) undertakes a range of functions under delegation by the Head of the State Service on a day-to-day basis. Further information about the powers and functions of the Head of the State Service is detailed later in this chapter.

Priorities for development of the Service are outlined in the SSMO Business Plan (which can be accessed through this link: http://www.dpac.tas.gov.au/divisions/ssmo). This establishes the People Management and Employment Strategic Direction for the Tasmanian State Service. This is also a primary planning and reporting tool for evaluating, monitoring and reporting on reform, workforce management and performance. The identified key activities for 2013-2014 were:

- Leading health and safety in the workforce;
- Continue implementing governance and structural arrangements following the *State Service Amendment Act* 2012 including;
    - o Producing a Head of State Service Annual Report.
- Reviewing Employment Directions and Regulations;
- Improving leadership and management capability;
- Developing enhanced performance management and positive workforce models;
- Workforce diversity and capability – increasing the representation of youth, disability in the workforce and women in leadership roles; and
- Improving Human Resources and Industrial Relations knowledge skills and practices.

Many of these work areas require work over a considerable period of time to achieve meaningful results, (eg Work, Health and Safety is being implemented over a 10 year timeframe).

The priorities outlined highlight the importance of continuing to develop the Tasmanian State Service as a capable, high quality organization, delivering not only the current priorities and policies of the Government, but also developing an organisation that can meet future challenges and provide an effective and efficient standard of services to the Tasmanian community.

A number of other priorities, strategies and workforce development goals are also described in the Business Plan, while emerging matters can be addressed in a responsive manner. For example, challenges such as providing a work environment where positive workplace behaviour is actively promoted and evident, continues to be a focus during the reporting period. Appropriate responses to these challenges and changing policies and practices to address and eliminate negative workplace behaviour have been instigated and will be outlined in this Report.

OVERVIEW OF THE REPORT

The Tasmanian State Service Annual Report has been structured to provide for the formal reporting requirements as required by the legislation. Similar to other contemporary reports, this Report aims to provide relevant and descriptive information to provide a clear understanding and representation of how the Tasmanian State Service is structured, managed and developed. The Report's design provides for the clear reporting of the Employer's functions and powers; how employment is managed, and how the State Service is performing in terms of its structure and capability. The Report also identifies priorities and actions to meet challenges during the reporting period, and how responses to these challenges are being developed and enhanced.

Statistical information about employment matters (for example, the Senior Executive Service and recruitment patterns) are detailed along with State Service Workforce statistics. The Report identifies the key priorities for the coming period, and in doing so, provides a cycle or circle of reporting that is aimed at presenting clear and accurate information about State Service governance and management. This and subsequent reports will provide for the presentation of the Employer's functions and powers, including how the State Service as a whole is managed, developed and enhanced over time as a quality, capable and effective organisation to meet the Government's and the Tasmanian community's expectations.

Chapter 1 presents the governance structure, requirements, roles, functions and responsibilities of the Head of the State Service as set out in the Act. It also identifies how employment and workforce policies and priorities are developed and executed by Heads of Agencies.

A brief overview of the Tasmanian State Service workforce is provided at the end of this chapter. This allows for a better understanding of the scope of service delivery requirements in workforce terms, and underlines how dynamic the State Service is, and needs to be in order to meet service delivery changes and challenges.

Attracting and Supporting New Employees to the Tasmanian State Service is the focus of the second chapter of this Report. This chapter aims to provide an overview of how the State Service recruits diverse people and reports on a number of Employment Directions including Employment Direction No. 3 - Workplace Diversity, and Employment Direction No. 10 - Aboriginal and Torres Strait Islander employment. The employment of People with Disabilities has been an important focus area, and this is further described in the chapter. It also details 'work experience'

opportunities, internship participations, the Careers Expo at the University of Tasmania and other activities that promote the State Service as being an 'employer of choice'.

Chapter 2 also details the numbers and types of vacancies that were advertised during the reporting period. Agency specific recruitment programs and other initiatives are reported. The final part of the chapter identifies how mechanisms are being improved in order to provide a whole-of-service, quality approach to supporting new employees through induction and support programs.

Chapter 3 presents progress on workforce priorities and reforms as outlined in the SSMO's Business Plan. The progress of the actions is detailed and linked to the key performance areas across the State Service. The State Service Management Office undertakes a pivotal role as it assists the Employer to balance the social, economic, cultural and political aims of Government through the provision of high-quality policy for State Service employment and workforce management and development. To achieve this, the SSMO comprises units that provide policy and services on:

- Workforce Management and Relations – employment policy and programs; industrial relations; health, wellbeing and safety; and central vacancy management;
- Workforce Development – training, education and development delivered through The Training Consortium; development of management and leadership programs and coordination of the Tasmanian State Service Scholarship Fund; and
- Workforce Reform – performance culture and governance arrangements.

The SSMO Business Plan provides for the key output areas for State Service management, reform, evaluation and reporting on State Service employment and effective workforce management. This section of the report details the activities undertaken by the SSMO and Agencies relating to the key priorities of Performance Management, Leadership and Management, Workplace Relations, Positive Workplace Behaviour and Workforce Planning.

A further section of this chapter reports on employment and workforce matters relating to Employment Direction No. 1 - Employment in the State Service. Changes to current Employment Directions are detailed in order to provide information about the State Service's ongoing role in establishing and adapting Employment Directions to achieve effective outcomes. Information about how the State Service upholds the State Service Principles are detailed in terms of relevant training, Code of Conduct breaches, Employee Reviews and Agency Internal Grievance Resolution processes.

Chapter 4 focusses on activities aimed at building capability through Workforce Training and Development, and outlines the range and type of development opportunities that are available across the State Service. This extends to detailing the partnerships and linkages with organisations in programs designed to increase State Service workforce capability.

Chapter 5 of this Report details the State Service work environment, including workplace behaviour, frameworks or programs that support employees in the workplace with work, health and safety provisions, and employee health and wellbeing. Managing diversity in the workplace is also detailed, along with the provisions available for employees to access flexible work arrangements, leave provisions, and communication mechanisms across the service regarding employment relations and policies.

Chapter 6 presents the examinations and evaluations undertaken during the reporting period by the Head of the State Service. This chapter makes evident the link between these examinations and

evaluations in making the State Service effective and efficient, and how these link to the SSMO's activities and key priorities as detailed in the Office's Business Plan. The information provided in this chapter emphasises the importance of undertaking appropriate evaluation and assessment in order to guide and inform ongoing improvement strategies or initiatives that are aimed at achieving a highly competent State Service workforce.

The State Service Workforce Profile is presented in Chapter 7 and it details workforce demographics. This is done beyond a required or mandatory reporting stance. The profile provides demographic and employment information to demonstrate the diversity of the workforce and the depth and breadth of experience found in the State Service. Age, gender, geographic location and salary profiles all provide valuable information that supports future workforce planning, development and management frameworks.

Chapter 8 presents a collated summary of the second Tasmanian State Service Workforce Survey under the new governance arrangements, which was conducted in May 2014. The survey results contribute to understanding how employees perceive their employment across a number of different areas including: recruitment, engagement and performance, expectations and standards regarding workforce behaviour, management and leadership, workforce performance, workplace health and safety, capability and development, and aspects relating to workforce retention.

The key findings from the Tasmanian State Service Workforce Survey assist and inform whole-of-service and organisational workforce planning and development policies and initiatives. The survey provides one evaluation mechanism in order to assess current employment perceptions and where future actions should be directed in order to achieve and maintain a capable State Service workforce.

The final chapter of the Report presents a summary of the key findings for the reporting period and outlines the priorities for the next year.

STATE SERVICE GOVERNANCE

The *State Service Act 2000* (the Act) sets out the governance and employment arrangements for the Tasmanian State Service. *The* Act is supplemented by the *State Service Regulations 2011* (the Regulations) and Employment Directions.

Legislative amendments to the Act were proclaimed and came into effect on 4 February 2013 as part of the State Service Structural Reform Program. These changes primarily related to the governance and structural arrangements for the State Service and the amendments did not change employee employment entitlements.

The Act covers the following Agencies and Statutory Authorities (as at 30 June 2014):

STATE SERVICE AGENCIES AND AUTHORITIES

Division 1 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

Division 2 Agencies

- Tasmanian Audit Office

State Authorities

- Integrity Commission
- Macquarie Point Development Corporation
- Port Arthur Historic Site Management Authority
- Tasmanian Dairy Industry Authority*
- Tasmanian Health Organisation – North
- Tasmanian Health Organisation – South
- Tasmanian Health Organisation – North West
- TasTAFE**
- The Public Trustee

*The Tasmanian Dairy Industry Authority is reported under DPIPWE
**TasTAFE commenced operations on 1 July 2013 and the Tasmanian Skills Institute ceased its operations.

STATE SERVICE PRINCIPLES

Section 7 of the Act sets out the State Service Principles which all Heads of Agencies, prescribed office holders, senior executives and employees are bound by. The principles set out the standards and expectations that decisions are undertaken with integrity, in an impartial, equitable manner. The principles establish that the State Service is accountable, responsive and professional, and provides the Government with honest, accurate and timely advice. According to the principles, all appointments and promotions are based on merit. The State Service Principles can be accessed via this link:

http://www.dpac.tas.gov.au/divisions/ssmo/legislation/state_service_legislation_overview#act

STATE SERVICE CODE OF CONDUCT

The Code of Conduct (Section 9 of the Act) is underpinned by the State Service Principles and incorporates other legislative requirements as noted below. The Code of Conduct reinforces and upholds the Principles by establishing standards of behaviour and conduct that apply to all employees, including officers and Heads of Agency. The State Service Code of Conduct can be accessed via this link:

http://www.dpac.tas.gov.au/divisions/ssmo/legislation/state_service_legislation_overview#act

THE EMPLOYER

The Employer is defined as the Minister administering the Act and Part 4 of the Act sets out the functions and powers of the Employer. The Employer is responsible to uphold, promote and ensure adherence to the State Service Principles, and ensure that employment practices are in place to support State Service employees. Outlined below are key sections of the Act that articulate the functions, powers and responsibilities of the Employer. Section 15 provides:

(1)   The Employer has the following functions:

a.   to take such steps as the Employer considers necessary to uphold, promote and ensure adherence to the State Service Principles;

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;

c.   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;

d.   to evaluate the adequacy of systems and procedures in Agencies for ensuring compliance with the Code of Conduct;

e.   to determine requirements for the employment of employees or groups of employees in the State Service;

f.   to determine duties to be of a senior executive nature or equivalent specialist nature;

g.   to develop and coordinate training, education and development programs for the State Service;

h.   to develop and implement recruitment programs for the State Service;

i.   to develop classification standards for officers not covered by an award and, where appropriate, procedures to enable Heads of Agencies to classify duties to be performed by officers within the State Service and, where no classification standards have been developed, to approve the assignment of classifications to duties of officers;

j.   to develop principles and standards to assist Heads of Agencies in the management of the performance of employees.

(2) The Employer, in performing the functions referred to in subsection (1), is to act according to equity and good conscience and in a manner that is consistent with the provisions of this Act.

(3) The Employer is to keep a record of all officers and employees showing such details as are prescribed.

SECTION 16. POWERS OF THE EMPLOYER

(1) The Employer may, consistent with the provisions of this Act, do all things necessary or convenient to be done for or in connection with, or incidental to, the performance of the Employer's functions under this Act.

(2) Without limiting subsection (1), in addition to any power conferred on the Employer by any other provision of this Act, the Employer may, for the purpose of carrying out the Employer's functions under this Act –

(a) conduct such investigations as the Employer considers necessary for the purposes of this Act; and

(b) refer any matter arising under this Act to the Ombudsman, Integrity Commission, Tasmanian Industrial Commission, Anti-Discrimination Commissioner or any other person or body that may be prescribed by the Regulations; and

(c) disclose information to the Integrity Commission if the information is relevant to the performance or exercise by the Integrity Commission of its functions or powers.

In summary, the Employer is required to undertake their functions and powers to ensure that employment arrangements achieve the requirements for an effective and efficient State Service.

This requires the Employer to ensure that State Service employees conduct their work in a professional, accountable and ethical manner, and that decisions made are based on the State Service Principles. To that end, the Employer's powers and functions and State Service arrangements are able to be examined as noted in Section 18.

SECTION 18. INVESTIGATIONS INTO ADMINISTRATIVE AND MANAGEMENT MATTERS

(1) The Employer may request the Auditor-General to conduct an investigation into any matter which relates to the administration or management of the State Service.

(2) The Employer may make arrangements with any Head of Agency for such officers, employees and resources as the Employer considers necessary to be made available to the Auditor-General to enable an investigation referred to in subsection (1) to be conducted.

(3) The Auditor-General may examine the performance and exercise of the Employer's functions and powers under this Act.

(4) The Auditor-General is to include in the annual plan referred to in section 11 of the *Audit Act 2008* such matters as the Auditor-General considers necessary to be examined pursuant to the exercise of the Auditor-General's power under subsection (3).

THE HEAD OF THE STATE SERVICE

The Head of the State Service, on behalf of the Minister administering the Act, is responsible for ensuring that the State Service is run effectively and efficiently. The Secretary, Department of Premier and Cabinet (DPAC) has been appointed as the Head of the State Service to have responsibility for the Employer's role on behalf of the Minister (the Premier). The State Service Management Office (SSMO) undertakes related activities on a day-to-day basis on behalf of the Head of the State Service. The role and responsibilities of the Head of the State Service are outlined below and are described in Section 5 of the Act.

SECTION 20. HEAD OF THE STATE SERVICE

(1) The Premier is to appoint a person holding an office specified in Column 2 of Part 1 of Schedule 1 to be the Head of the State Service.

(2) The Head of the State Service is to perform and exercise the functions and powers of the Employer under this Act (other than the power to issue Employment Directions).

(3) Anything done by the Head of the State Service pursuant to subsection (2) is taken to have been done, and is as valid and effectual as if it had been done, by the Employer.

(4) In addition to performing the functions and exercising the powers referred to in subsection (2), the Head of the State Service is to perform and exercise such other functions and powers as may be specified in this Act.

SECTION 21. DELEGATION BY HEAD OF THE STATE SERVICE

The Head of the State Service may delegate –

(a) any of the functions and powers of the Employer that the Head of the State Service is to perform or exercise by virtue of section 20(2); and

(b) any of his or her other functions or powers (other than this power of delegation).

Therefore, the Head of the State Service is principally accountable for the management and development of the State Service, and as noted in Chapter 1 is required upon being appointed as the Head of the State Service to provide a report to both houses of Parliament on the performance and exercise of the Employer's functions and powers during the period of 12 months ending on 30 June in that year (Section 19 of the Act). Delegations empower the authorisation of a particular function; however, the Head of the State Service remains accountable for these.

LEGISLATIVE DIRECTIONS
EMPLOYMENT DIRECTIONS

Employment Directions, under Section 17 of the Act, concern the administration of the State Service and employment matters relevant to the Act and are issued by the Minister administering the State Service Act 2000.

Former Commissioner's Directions and Ministerial Directions were replaced by Employment Directions on 4 February 2013 and were approved and signed by the Premier as the Minister responsible for the Act.

The following is a list of the current Employment Directions:

- Employment Direction No. 1 - Employment in the State Service – advertising, employment categories, employment status-conversions, promotion, secondment, probation
- Employment Direction No. 2 - State Service Principles – provides for the State Service principles in application to the Code of Conduct
- Employment Direction No. 3 - Workplace Diversity
- 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
- Employment Direction No. 6 - Procedures for the Investigation and Determination of whether an employee is able to Efficiently and Effectively perform their Duties
- Employment Direction No. 7 - Pre-Employment Checks
- Employment Direction No. 8 - Gifts and Benefits
- Employment Direction No. 9 - Change of Employment Status of a Teacher from a Fixed-Term to a Permanent Employee
- Employment Direction No. 10 - Aboriginal and Torres Strait Islander employment in the Tasmanian State Service
- Employment Direction No. 11 - Statements of Duties
- Employment Direction No. 12 - Internet and Email Use by State Service Officers and Employees
- Employment Direction No. 13 - Pay Advice Details
- Employment Direction No. 14 - Teaching Service (Tasmanian Public Sector) Award 2000 - leave, salaries, scholarships
- Employment Direction No. 15 - Leave and related arrangements for emergency service volunteers - TasFire, Ambulance, SES

- Employment Direction No. 16 - Indemnity and Legal Assistance*

- Employment Direction No. 17 - Senior Executive Service and Equivalent Specialist Officers Administrative Arrangements and Conditions of Service*

- Employment Direction No. 18 - Administrative Arrangements for Allocation of Duties to Positions at General Stream Bands 9 & 10 and Professional Stream Band 6 classifications

- Employment Direction No. 19 - Employee Consultation in the Tasmanian State Service*

- Employment Direction No. 20 - Application of Market Allowance

- Employment Direction No. 23 - Workplace Health and Wellbeing

- Employment Direction No. 24 - Workforce Renewal Incentive Program

- Employment Direction No. 25 - State Service Vacancy Control Process (SSVCP)

- Employment Direction No. 26 - Managing Performance in the State Service

- Employment Direction No. 27 - Workforce Health and Safety

- Employment Direction No. 28 - Family Violence – Workplace Arrangements and Requirements

- Employment Direction No. 29 - Managing Employees absent from the workplace*

*indicates that an Employment Direction has either been issued or re-issued during the reporting period. Further information regarding the Employment Directions are noted in the chapters of this report.

The following Ministerial Directions are currently in place and will be transitioned to either an Employment Direction, or where appropriate, to an award or agreement:

MD 1.   Administration - administrative procedures, entitlements, transport, certain employees

MD 2.   Work arrangements and leave - Leave provisions, personal/carers leave, State Service holidays

MD 5.   Tasmanian Fire Fighting Industry Employees Award 1995 - part-time employment

MD 6.   Nurses (Tasmanian Public Sector) Award 1992 - part-time employment, salary calculations, jury service, leave

MD 7.   Transport - calculation of salary, increments, leave, transport

MD 21.   Travel and Relocation Assistance with respect to Appointment, Promotion or Assignment of Duties for Officers and Employees

PRACTICES, PROCEDURES AND STANDARDS

Section 15(1)(b) of the Act determines that the Employer is to determine practices, procedures and standards in relation to management of, and employment in, the State Service and to evaluate their application within Agencies. At the report date there are five documents that guide Agencies in relation to employment management matters:

- Agency-based fixed-term employment registers;

- Agency-specific recruitment programs;

- Contesting Federal, State and Local Government elections;

- Target voluntary redundancy; and

- Employee Consultation in the Tasmanian State Service.

STATE SERVICE REGULATIONS

The *State Service Regulations 2011* also underpin the Act and cover administration and employment matters that are made under the authority and prescription provided in the Act. The Regulations set out the requirements relating to administration, such as the authority to pay salaries, employee records, absence from duty and other requirements. Allowances with respect to appointment, promotion or assignment of duties are provided for in Part 3 of the Regulations. Leave, Training, Education and Development, Suspension and Termination matters are found in Parts 4 to 7 of the Regulations.

In June 2013 the Tasmanian Industrial Commission (TIC) requested that consideration be given to changes to the *State Service Regulations 2011*, specifically the ability for the timeframes prescribed in review of actions under Section 50 of the *State Service Act 2000* to be extended in certain circumstances.

As a result, the State Service Management Office, on behalf of the Head of the State Service, undertook a review of the Regulations with extensive stakeholder consultation to review this possible change and also seek input for other contemporary changes that might be appropriate.

In December 2013, the Regulations were amended by way of the *State Service (Amendment) Regulation 2013*. These changes allow for the timeframe under Regulations 38 and 39, which deal with reviews of decisions made in relation to appointment or employment, to be extended by public holidays falling within the period. Minor changes were also made to reflect governance changes previously made to the Act, allowing powers previously conferred on the Minister administering the State Service Act to be held by the Employer, namely:

- Approval of an amount to be deducted from salaries - Regulation 7
- Approval of allowances relating to relocation - Regulations 16, 18, 19 and 20
- Approval for leave for employees appointed to or voluntarily enlisting in Defence Force - Regulation 23
- Leave of absence with or without pay for over three years - Regulation 24
- Approval of allowances relating to Studentships - Regulations 29, 30 and 32

Further changes may be required at a later time in order to address structural or workforce management matters or in light of changes to industrial instruments.

KEY ROLES AND RESPONSIBILITIES

The Act provides for the appointment of Heads of Agencies and their roles and functions are detailed in Part 6. A Head of Agency is required to uphold the State Service Principles and to undertake employment and management activities. Accordingly, Heads of Agency are required to provide the Head of the State Service with a range of reporting requirements in order for the Head of the State Service to report on employment functions and powers in this Report. Furthermore, Heads of Agencies are required to provide an Annual Report to their Minister regarding their Agency's activities including employment management matters as prescribed in Section 36 of the Act.

INFORMATION CONTRIBUTING TO THE ANNUAL REPORT

There is a wide range of information sources used in the preparation of this Report. Employment Directions and Regulations provide for key accountabilities and a number of these require reporting to the Head of the State Service on employment and management matters. An Annual Agency Survey requires each Agency to report across the matters set out in the legislation and associated regulations and directions. Information about recruitment, performance management, work, health and safety and leadership development matters are some of the areas covered in the Agency Survey.

The Tasmanian State Service Workforce Survey results provide an evaluation mechanism that informs the Report by providing a measurement of employee perceptions about their work and work environment, through to matters relating to engagement, retention and workforce development.

Workforce statistical data is drawn from the Workforce Analysis and Collection Application (WACA) and the information is derived from quarterly snapshots of Agency human resource data 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 a whole-of-service level. Further data definitions and explanatory notes are provided in Chapter 7 and Appendix A.

OVERVIEW OF THE TASMANIAN STATE SERVICE

Chapter 7 of the Report provides the State Service Workforce Profile. There are 18 Agencies and Authorities across the State Service. These Agencies and Authorities are entities established under Section 11 of the Act.

As at 30 June 2014, the service comprised 28 310 (27 938 - 2013) people (paid headcount) employed as permanent or fixed-term employees (including Heads of Agencies, Senior Executives, Prescribed Office Holders and employees).

In addition, the State Service employs casual and sessional staff. Fixed-term employment represents 14.39 (14.16-2013) per cent of the State Service workforce, 0.71 per cent (0.78-2013) are in the senior executive service and 84.91 (85.06-2013) per cent are permanent employees.

The State Service is a contemporary workforce that upholds and promotes diversity and this is seen in the substantial level of part-time employment. Forty-eight point five four (48.54) per cent of the State Service work part-time and this representation continues to increase with part-time employment representing 42.15 per cent of the workforce in 2006-07 (47.23 per cent in 2013). More than 33 per cent of vacancies lodged in the reporting period were specifically for part-time employment.

The State Service has a high level of occupational diversity; from administration positions to analysts, scientists, horticulturalists, track workers, call centre operators, nurses, teachers, tour guides, quarantine officers, teacher aides, communication officers, ambulance and fire officers, radiologists, pharmacists, physiotherapists, social workers, speech pathologists, auditors, archivists and librarians. Gardeners, forensic scientists, cleaners, computer systems officers, accountants, mechanics and technical officers are also employed across a number of Agencies and Authorities.

The average age of permanent State Service employees is 46.77 (46.64 – 2013) years, an increase of more than 0.35 years over the past two years. The State Service is experiencing an ageing

workforce, similar to other organisations and industries, and ongoing work is aimed at maintaining service delivery and Agency capacity to further develop the workforce and to support employees. A challenge for many public sector jurisdictions is to create an attractive employment proposition for younger employees. The State Service has and continues to endeavour to increase the employment participation of younger people and currently 10.38 (10.25-2013) per cent of employees are aged under 30 years. Two point five eight per cent (2.58) (2.27-2013) of employees are over the age of 65 years.

CHAPTER 2   STATE SERVICE EMPLOYMENT

INTRODUCTION

This chapter describes how the Head of the State Service upholds, promotes and ensures adherence to the State Service Principles in relation to employment. This encompasses how the State Service provides employment opportunities and provides for a diverse workforce which is representative of the community it serves. Other pathways to employment and work experience are presented to demonstrate the types of opportunities for people to gain experience and employment in the State Service.

The State Service Principles as established under Section 7 of the Act underpin all employment and workforce management matters, and set out the standards expected of employees. The State Service Principles 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 (Section 7(1)(c)); and
- the State Service promotes equity in employment (Section 7(1)(k)).

The Head of the State Service, Heads of Agency, senior executives, officers and employees are required to comply with, and uphold the Principles. The Principles provide the following tenets that guide all employment and workforce management decisions:

- 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.

Section 9 of the Act sets out the Code of Conduct which provides that an employee must at all times behave honestly and with integrity; must act with care and diligence, and must treat everyone with respect and without harassment, victimisation or discrimination. This Code of Conduct is evidenced in how employment opportunities are advertised, how duties are assigned and classified, and how people apply for, and are appointed to the State Service.

Part 7, Section 37 of the Act determines that the appointment of a person as an employee or the promotion of an employee is to be based on merit. Merit is the key principle that underlies all employment decisions as found in Section 7(1) of the Act:

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

The requirement of 'merit' in respect of employment decisions is also found in Section 7(2) of the Act where 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 those duties; and the assessment is the primary consideration in making the decision.

Employment Direction No. 1 - Employment in the State Service details the procedures and sets out the minimum requirements relating to the advertising and selecting of persons to undertake duties. Recruitment, promotion, probation and secondment matters are provided for in this Employment Direction: http://www.dpac.tas.gov.au/divisions/ssmo/employment_directions

All Agencies (18) are required to actively provide employees and potential applicants with information about the merit principle when advertising vacancies. Activities to this extent are provided in the table below from the 17 Agencies who provided information in their Agency survey.

Table 2/1   Agency information – merit principle

Action taken	Number of Agencies
Provision of electronic or hard-copy guidelines to selection panels	17
Promotion through Agency intranet websites	14
Promotion through information on the Agency newsletters or bulletins	9
Included in statements of duty	8
Provision of training for selection panel members	9
Though information sessions for managers/supervisors	7
Through information sessions for employees	12

There has been an increase in the provision of information and training to selection panel members during the past year including Human Resources coaching and mentoring of selection panels, review or refresher activities for selection panel members, advice to selection panels in guidelines and senior management representation on selection panels to ensure compliance with the merit principle. A number of Agencies have also undertaken to incorporate the merit principle in leadership and development programs and activities.

Employment Direction No. 1 – Employment in the State Service provides Agencies with the ability to uphold merit in their employment practices, while also supporting the efficient operation of the State Service by allowing Agencies to adopt administrative efficiencies relating to:

- advertising of State Service vacancies at the Jobs website;
- the advertising of 'hard-to-fill' vacancies;
- change of employment status from a fixed-term 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.

The first two dot points are detailed in this chapter with the remaining ones being described and detailed in Chapter 3 of this Report.

ADVERTISING OF STATE SERVICE VACANCIES AT THE JOBS WEBSITE

The Jobs website at www.jobs.tas.gov.au supports the Head of the State Service'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 State Service Management Office administers and manages the Jobs website and is currently undertaking a project to revise this website in order to promote State Service employment through the provision of vacancies and related information. The first stage of this project is to be delivered in early August to provide a more contemporary and easier access to the website.

This includes the initiative from last year to introduce 'career videos' which highlight the experiences of graduates new to the State Service along with a career guide and application information. This information can be accessed via the following link: http://www.jobs.tas.gov.au/working.

In the past 12 months, the average number of visits to the Jobs website per month was 116 326, compared with 103 004 visits in 2012-13. The average number of pages viewed per month was 720 285 in 2012-13, compared to 910 401 this year. Table 2, below, details permanent and fixed-term vacancies advertised at the Jobs website over the past four reporting periods.

Table 2/2 Vacancies advertised at the Jobs website, 1 July 2010 – 30 June 2014

Agency	2010-11	2011-12	2012-13	2013-14
Dept. of Economic Development, Tourism and the Arts	103	45	41	43
Dept. of Education	470	346	434	520
Dept. of Health and Human Services	1,491	812	503	306
Dept. of Infrastructure, Energy and Resources	95	58	94	77
Dept. of Justice	164	113	130	181
Dept. of Police and Emergency Management	57	44	31	55
Dept. of Premier and Cabinet	76	40	56	46
Dept. of Primary Industries, Parks, Water and Environment	170	79	129	137
Dept. of Treasury and Finance	50	38	41	43
Tasmanian Audit Office	9	15	13	7
Integrity Commission	14	6	6	6
Macquarie Point Development Corporation	-	-	5	3
Port Arthur Historic Site Management Authority	19	9	14	15
Tasmanian Health Organisation - South	-	-	380	488
Tasmanian Health Organisation - North	-	-	271	453
Tasmanian Health Organisation – North West	-	-	241	316
Tasmanian Academy	3	-	-	-
Tasmanian Polytechnic	4	-	-	-
Tasmanian Skills Institute	17	3	4	-
TasTAFE	-	-	-	38
The Public Trustee	12	19	21	15
Totals	2 754	1 627	2 414	2 749

Vacancies were for a diverse range of occupational groups including:

- nurses (including Transition to Practice nurses, nurses, assistants in nursing and enrolled nurses);
- education (including education facility attendants, teachers, advanced skilled teachers, assistant principals and principals);

- allied health professionals, radiation therapists, health service officers, dental officers, Medical Practitioner in Training, specialist medical practitioners, specialist medical practitioners in training), paramedics;

- information, communication and technology workers; and

- graduates, Tasmania Fire Service employees, legal practitioners and scientists.

The Department of Primary Industries, Parks, Water and the Environment also noted that 7 graduate recruits had been appointed in the reporting period as Graduate Wildlife Biologists, Finance and Human Resources Graduates and other specialist graduates to provide employment opportunities for young qualified people.

In addition to these vacancies and as part of the vacancy control process, a further 88 vacancies were made available to existing state service employees on the basis of an expression of interest. These vacancies were provided in this format in order to redeploy identified employees into other assigned duties within and across Agencies.

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 unable to fill from a standard advertising campaign. Agencies engage specialist recruitment firms to undertake a global search for candidates, or the Agency may simply have to wait for a suitably qualified person to make themselves known to prospective employers.

Employment Direction No. 1 - Employment in the State Service, issued in February 2013, provides Agencies with the ability to seek approval for certain permanent vacancies to remain continuously open and 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.

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 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.

Two whole-of-service fixed-term registers have been established to manage the fixed-term employment requirements for people with disabilities and for Aboriginal and Torres Strait Islanders.

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 Director, SSMO on 14 March 2014 under subsection 15(1) (b) of the Act (by delegation of the Head of the State Service). Some of the occupations covered by Agency-based registers are shown in Table 2/3 below.

Table 2/3 Jobs covered by current employment registers

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
Macquarie Island field assistant (also dog handlers)	Operations assistant (also senior operations assistant)
Horticulturalist	Stores clerk
Horticultural assistant	Utility officer
Ghost tour guide	Technical
Ranger (also Discovery ranger)	Communications technician (also technical officer)
Quarantine officer	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 IN EMPLOYMENT

The State Service Management Office has 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 State Service Management Office has an additional role to develop specific workplace diversity programs that assist agencies to meet business needs and comply with Employment Direction No. 3 - Workplace Diversity. The specific programs and strategies described in this section assist agencies in meeting their obligations. Further information regarding whole-of-service and individual Agencies' Workplace Diversity Policies and Plans are detailed in Chapter 6.

EMPLOYMENT OF ABORIGINAL PEOPLE

Employment Direction No. 10 (ED No. 10) - 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 requirements, other than those specified in an award, including requirements relating to Aboriginal-identified positions, they must first obtain the approval of the Director, State Service Management Office in accordance with subsection 15(1) of the Act. Under the procedure contained in ED No. 10, Agencies must forward requests through the Office of Aboriginal Affairs for endorsement. ED No. 10 creates two types of requirements:

- Identified positions are positions in which the Aboriginal community is the major client group; therefore Aboriginality is essential. These 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 have as a 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 essential 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, two positions were approved under Employment Direction No. 10. Two identified positions were in the Department of Economic Development, Tourism and the Arts and the Department of Education.

EMPLOYMENT OF PEOPLE WITH DISABILITIES

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. A number of elements that support this strategy include:

- *The People with Disabilities Employment Register*

The register is a joint arrangement between the State Government and Disability Employment Service Providers. The register provides 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.

- *Graduate Program for People with Disabilities*

The Graduate Program for People with Disabilities was a Budget initiative in 2010, which provided funding of $59,000 per annum for two years (2010-11 and 2011-12) to assist agencies with costs related to appointing a person with disability. During the current reporting period, one Agency participated in the program - 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 and mental health issues.

- *Australian Government Employment Assistance Fund*

The State Service 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 State Service Management Office 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 a 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, Sport and Recreation Division, Department of Premier and Cabinet) has continued to engage University of Tasmania students through this program.

YOUTH AND EMPLOYMENT

The age profile of the State Service workforce differs from that of the Tasmanian workforce or labour market generally, as illustrated in the following chart.

Figure 2/1 Comparison of the Tasmanian State Service workforce to the Tasmanian workforce (expressed as a percentage of each workforce)
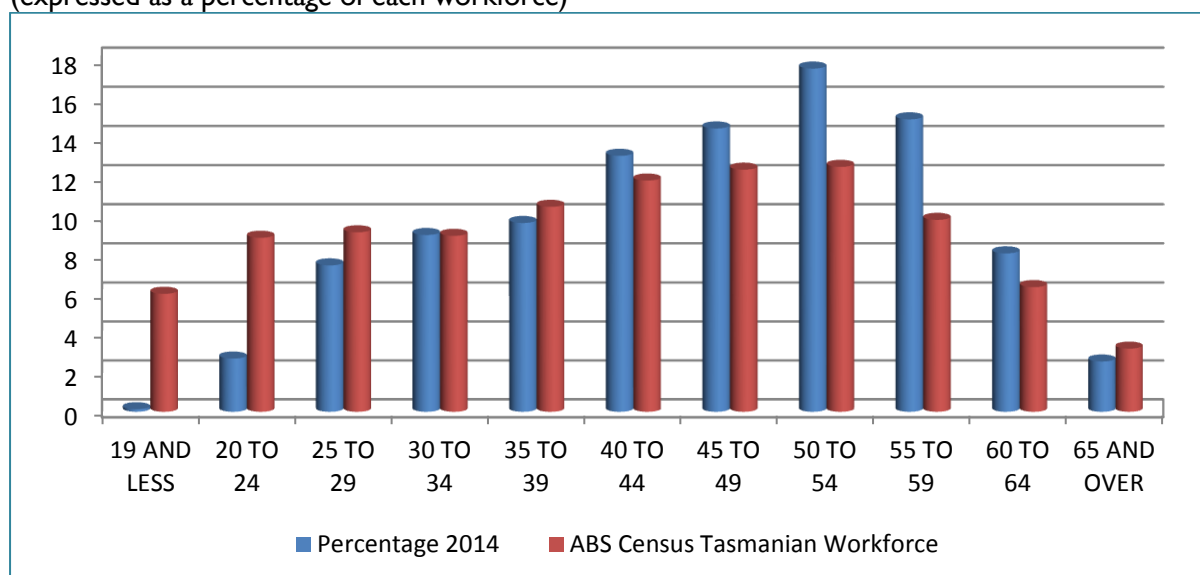
Tasmanian Workforce Statistics Sourced from the Australian Bureau of Statistics 2011, Census of Population and Housing-W01 Labour Force Status by Age-Count of Employed Persons Aged 15 Years and Over

The Tasmanian State Service has a smaller percentage of young people in its workforce compared to the Tasmanian State workforce. Employees under the age of 25 years represent 2.86 per cent of the State Service, and young employees under the age of 30 years represent 10.38 (10.25 in 2013) per cent.

Age group comparisons show that for the 30 to 40 year age groups there is a similar or proportionate representation between the two workforces. In the age groups from 40 to 65 years, there is a higher representation in the Tasmanian State Service workforce than the Tasmanian workforce. This may be a traditional occupation group (teaching, nursing) perception, where there is evidence of longer term employment patterns.

There has been an increased focus on youth employment given the demonstrated ageing of the State Service workforce. Youth employment is being researched, monitored and analysed in order to achieve a higher representation in the Tasmanian State Service. A number of strategies are used by Agencies to increase the levels of youth employment, 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 with less work experience may find entry-level positions more attractive. The following table, in line with previous reports, shows the number of people aged under 25 years, who commenced in the Tasmanian State Service during the reporting period. Future reports will use a youth definition of people under the age of 30 years.

Table 2/4 Recruitment of young people under 25 years of age appointed on a permanent basis, 1 July 2012 – 30 June 2014

AGENCY	Permanent employees recruited		
	2011-12	2012-13	2013-14
Dept. of Economic Development, Tourism and the Arts	1	1	2
Dept. of Education	24	9	5
Dept. of Health and Human Services	3	3	11
Dept. of Infrastructure, Energy and Resources	-	5	7
Dept. of Justice	2	-	1
Dept. of Police and Emergency Management	2	4	-
Dept. of Premier and Cabinet	1	1	1
Dept. of Primary Industries, Parks, Water and the Environment	0	1	9
Dept. of Treasury and Finance	3	0	-
Tasmanian Audit Office	0	0	1
Integrity Commission	0	0	-
Macquarie Point Development Corporation	-	0	-
Port Arthur Historic Site Management Authority	0	0	2
Tasmanian Health Organisation-North	-	1	13
Tasmanian Health Organisation-South	-	^	20
Tasmanian Health Organisation-North West	-	3	29
Tasmanian Skills Institute	0	0	-
The Public Trustee	1	1	-
TOTAL	**37**	**29**	**101**

^THO South did not report on this in 2012-13

Table 2/5 Recruitment of young people under 25 years of age appointed on a fixed-term basis of 6 months or more, 1 July 2012 – 30 June 2014

AGENCY	Fixed-term employees recruited		
	2011-12	2012-13	2013-14
Dept. of Economic Development, Tourism and the Arts	0	0	2
Dept. of Education	50	68	68
Dept. of Health and Human Services	117	11	18
Dept. of Infrastructure, Energy and Resources	2	5	-
Dept. of Justice	4	0	2
Dept. of Police and Emergency Management	2	0	1
Dept. of Premier and Cabinet	0	4	2
Dept. of Primary Industries, Parks, Water and the Environment	7	11	15
Dept. of Treasury and Finance	2	2	3
Tasmanian Audit Office	1	1	1
Integrity Commission	1	0	-
Macquarie Point Development Corporation	-	0	1
Port Arthur Historic Site Management Authority	11	12	12
Tasmanian Health Organisation-North	-	56	37
Tasmanian Health Organisation-South	-	^	77
Tasmanian Health Organisation-North West	-	23	27
Tasmanian Skills Institute	1	0	-
The Public Trustee	1	1	-
TOTAL	**199**	**194**	**266**

^THO South did not report on this in 2012-13

A total of 367 young people under 25 years of age were recruited into the State Service during the reporting period (223 – 2012/13). For the period 1 July 2013 to 30 June 2014 there has been a significant increase in permanent and fixed-term employment for people under the age of 25 years.

The occupational range of these positions include Teachers, Nurses, Teacher Aids, Speech Pathologists, Doctors-in-Training, Administrative Trainees, Apprentices and entry level

administration or operational roles. The following chart shows the percentage of employees aged under 25 years and employees aged less than 30 years over the past four reporting periods.

Figure 2/2 TSS employees aged under 25 and 30 years as a percentage of the State Service Workforce

	Jun-11	Jun-12	Jun-13	Jun-14
■ Under 25	3.66%	2.85%	2.81%	2.86%
■ Under 30	11.50%	10.48%	10.25%	10.80%
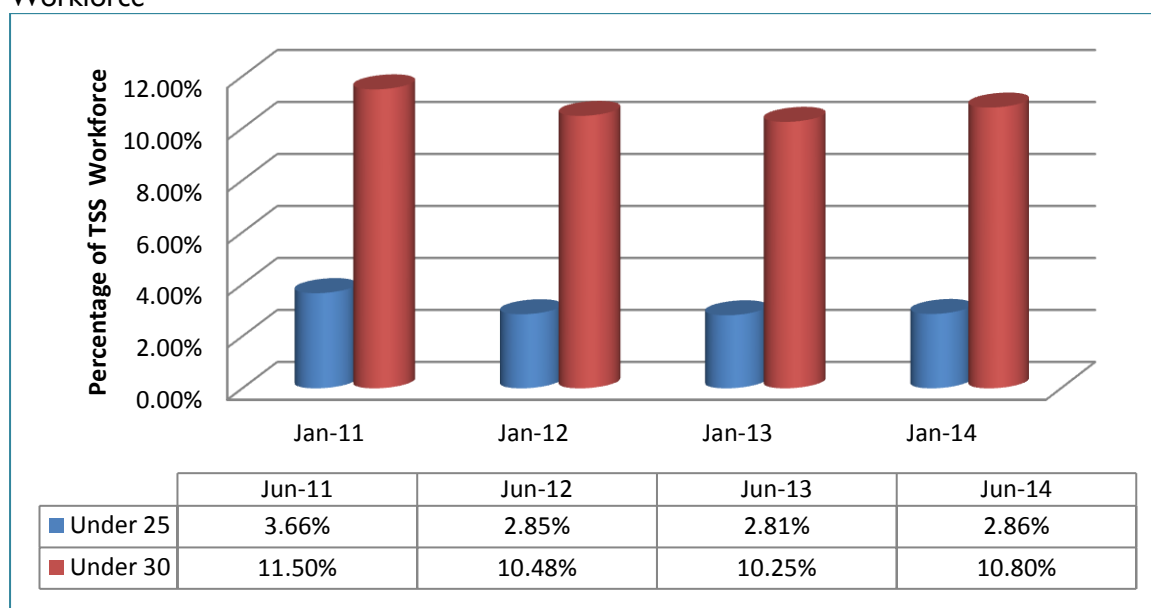
It is evident that the level of youth employment has decreased over the past years and the data represents both permanent and fixed-term employees. A research project is being undertaken by the State Service Management Office at present to examine youth employment and potential strategies or programs that could increase the level of youth employment across the State Service. Further details about this project and information about supporting new employees will be provided in Chapter 4.

PARTNERSHIP BETWEEN THE STATE GOVERNMENT AND THE UNIVERSITY OF TASMANIA - INTERNSHIPS

The State Service 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 chosen field, making them more competitive in their future job-search activities.

In Semester 2, 2013, the State Service Management Office coordinated the placement of five University of Tasmania interns from the School of Social Sciences (Government) with four State Service Agencies, to undertake research projects related to their courses of study. Semester 1 in 2014 saw five interns placed across five different Agencies as part of the Internship Program.

In addition, the State Service Management Office actively participated in the University of Tasmania's Careers Week and Careers Fair (11 March) 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 (a joint project between the then Public Sector Management Office and Multicultural Tasmania).

The aim of the program is to support improved settlement and employment outcomes by helping former humanitarian entrants and 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.

In all, 55 people completed the 2013 program. Some changes were implemented for 2013 with a view to improving flexibility, including part-time placements and the introduction of a rolling program. A rolling program allows applicants to apply at any time. The matching process commences as soon as the application is received, and the placement occurs at a mutually convenient time for both the applicant and the supervisor anytime until the end of November in any given year. The program was also run in the North West for the first time from Community Development Division's Burnie office.

Table 2/6 below provides details of participating organisations, numbers, and placement type and placement business unit. Table 2/7 then provides details on the community of origin and placement location.

Table 2/6 Details of Work Placement Program – December 2013

Agency	No.	Placement type	Placement Division/Branch
Department of Education	1	Finance	Finance and Business Service
	1	Teacher's Aide	Montagu Bay Primary School
	1	Teacher's Aide	Warrane Primary School
	1	Cleaning and General Maintenance	Glenorchy Primary School
	1	Teacher's Aide	Howrah/Beachside Primary School
	1	Teacher's Aide	Montagu Bay /Bellerive Primary School
	1	Library Services	Hobart LINC
	1	Cleaning and General Maintenance	TasTAFE (Allanvale)
	1	Cleaning and General Maintenance	Brooks High School
	1	Early Childhood	Child and Family Centre
	1	Teacher's Aide	Mayfield Primary School
	4	Kitchen Hand (2) Reception (1) Stores Assistant (1)	TasTAFE Drysdale (North)
	2	Library Services	LINC and Community Learning (North)
	1	Community Services	Tasmanian Polytechnic – Migrant Education Service (North)
	1	Administration/Community Programs	LINC Burnie
Department of Premier and Cabinet	2	Policy	Community Development Division
	1	Communications Consultant	Communications & Marketing Unit
	3	Administration Assistant	Community Development Division
	1	IT Systems Support	TMD (Service Management Centre North)
Department of Primary Industries, Parks, Water and the Environment	1	Laboratory	Water & Marine Resources
	1	Gardening	Royal Botanical Gardens
Department of Infrastructure, Energy and Resources	1	Finance	MRT Royalty, Finance & Administration
Department of Health and Human Services	1	Social Worker	Royal Hobart Hospital, Social Work
	3	Food Services	Royal Hobart Hospital
	1	Pharmacy	Royal Hobart Hospital
	1	Patient Information Management	Royal Hobart Hospital
	1	Finance/Administration	Ambulance Tasmania (North)
	1	Youth and Community Services	Youth Justice (North)
	3	Food Services	Launceston General Hospital
	2	Hospital Aide	Launceston General Hospital
	1	Administration	THO North Primary Health (Ravenswood Community Health Centre)
	1	Garden and General Maintenance	THO North Primary Health (Ravenswood Community Health Centre)
	1	Receptionist and Aide Assistant	THO North Primary Health (Kings Meadows Community Health Centre)

Hobart City Council	I	Mechanical	Fleet and Fabrication Services
	I	Environmental Health Officer	Environmental Health
Department of Economic Development Tourism and the Arts	I	Retail	Tasmanian Museum and Art Gallery Gift and Souvenir Shop
	I	Administration	North West Regional Office, Burnie
Department of Justice	I	Administration	Magistrates Court (North)
Parliament House	I	Hospitality	Dining & Function Room
Kingborough Council	I	General Maintenance and sorting	Baretta Waste Transfer Station
Launceston City Council	I	Finance	Corporate Services
	I	Parks & Recreation	Infrastructure Division
Waratah-Wynyard Council	I	Administration	Community Development
Circular Head Council	I	Administration	Community Development
Total	56		

Table 2/7 Community of origin and placement location of successful participants – December 2013

Country	Southern Tasmania	Northern Tasmania	North-West Tasmania	Total
Bhutan	I	5		6
Burma	2			2
Cameroon	2			2
China		2	I	3
Djibouti	I			I
DR Congo	2	3		5
El Salvador	I			I
Ethiopia	2			2
India		I		I
Indonesia			I	I
Iran	2			2
Iraq	I			I
Japan	I			I
Nepal	3	4		7
Nigeria		I		I
Philippines	I	I	I	3
Sri Lanka	3			3
Sudan		7		7
Thailand	3			3
Uganda		2		2
Vietnam			I	I
Total	25	26	4	55

CHAPTER 3 STATE SERVICE WORKFORCE MANAGEMENT

INTRODUCTION

The exercise of a number of functions and powers of the Head of the State Service is detailed in this chapter and covers employment management, workforce priorities and workforce structures and change. The authority of the Head of the State Service to determine applications for change of employment status, promotions without advertising, extension of fixed-term contracts and exemptions from prescribed requirements such as essential requirements will be detailed in this chapter.

The first part of this chapter titled 'State Service Workforce Management', examines how the functions and powers of the Head of the State Service have been exercised during the reporting period. A sub-section details how recent State Service Reforms have been implemented, with a focus on increasing productivity through performance management, changes to business systems and budget savings measures such as vacancy control processes.

The second part of the chapter examines the State Service Workforce priorities in light of these reforms and other activities aimed at further developing a professional and capable workforce. Performance excellence, leadership and management, workplace relations, positive workplace behaviour and workforce planning have been key focus areas during the reporting period.

STATE SERVICE WORKFORCE MANAGEMENT

The *State Service Act 2000* (the Act), Section 15, sets out the functions of the Employer. This section reports on a number of these functions and the first one is Section 15, where the Employer (the Head of the State Service by appointment) is to take such steps as the Employer considers necessary to uphold, promote and ensure adherence to the State Service Principles. This underpins all decision making about employment and workforce matters. Decisions about workforce matters including appointments and performance for example, are delegated to Heads of Agency or Authority and to other appropriate senior officers or employees. The Act, Regulations and Employment Directions provide the framework for these employment and workforce management matters. There are a number of workforce employment decisions that are required to be undertaken by the Head of the State Service. Whilst the authority for some workforce management decisions is delegated to the Director, State Service Management Office, the Head of the State Service remains accountable and responsible for such actions as required in Section 15 of the Act including:

(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;

(c) 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;

(d) to evaluate the adequacy of systems and procedures in Agencies for ensuring compliance with the Code of Conduct;

(e) to determine requirements for the employment of employees or groups of employees in the State Service;

(f) to determine duties to be of a senior executive nature or equivalent specialist nature;

(g) to develop and coordinate training, education and development programs for the State Service;

(h) to develop and implement recruitment programs for the State Service;

(i) to develop classification standards for officers not covered by an award and, where appropriate, procedures to enable Heads of Agencies to classify duties to be performed by officers within the State Service and, where no classification standards have been developed, to approve the assignment of classifications to duties of officers;

(j) to develop principles and standards to assist Heads of Agencies in the management of the performance of employees.

Section 15(2) requires that the Employer, in performing the functions referred to in subsection (1), is to act according to equity and good conscience and in a manner that is consistent with the provisions of the Act. The following section details and reports on a number of these functions.

CHANGE OF EMPLOYMENT STATUS FROM A FIXED-TERM EMPLOYEE TO A PERMANENT EMPLOYEE

Subsection 37(4) of the Act authorises the Employer (the Head of the State Service) to change an employee's employment status from a fixed-term employee to a permanent employee under certain provisions and circumstances. 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 and criteria for dealing with requests set down in Employment Direction No. 1- Employment in the State Service. 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 Employment Direction No. 1. Table 3/1, below, provides statistics for the reporting period for requests made by Heads of Agency.

Table 3/1   Agency requests to change the employment status of an employee from a fixed-term employee to a permanent employee, 1 July 2013 – 30 June 2014

Agency	Approved	Not approved	Carried forward
Dept. of Education	85	2	0
Dept. of Health and Human Services	6	3	0
Dept. of Justice	1	1	0
Dept. of Infrastructure, Energy and Resources	4	0	0
Dept. of Primary Industries, Parks, Water and Environment	1	0	0
Dept. of Treasury and Finance	3	0	0
Tasmanian Audit Office	1	0	0
Tasmanian Health Organisation - South	8	0	0
Tasmanian Health Organisation - North	24	0	0
Tasmanian Health Organisation -North West	14	0	0
TasTAFE	0	0	0
Total	147	6	0

Please refer to explanatory notes for information about the above table.

Many of the requests from the Department of Education are related to the provisions set out in Employment Direction No. 9 - Change of Employment Status - Teacher - Fixed-Term to Permanent. The higher numbers in the Department of Health and Human Services and the Tasmanian Health Organisations are the result of an agreed framework to rectify previous flawed industrial practices, and to align the employment status with the requirements of the Act and

Employment Direction No. 1. A request for conversion to permanency may 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 Employment Direction No. 1. Table 3/2, below, provides data for the reporting period for requests made by fixed-term employees.

Table 3/2 Employee requests to change the employment status of an employee from a fixed-term employee to a permanent employee, 1 July 2013 – 30 June 2014

Agency	Approved	Not approved	Not progressed	Carried forward
Dept. of Education	6	32	1	0
Dept. of Health and Human Services	1	2	2	0
Dept. of Justice	1	1	0	0
Dept. of Primary Industries, Parks, Water and Environment	2	4	1	0
Tasmanian Health Organisation – North	1	2	0	0
Tasmanian Health Organisation – South	1	5	1	0
Tasmanian Health Organisation – North West	1	1	0	0
TasTAFE	1	16	0	0
Total	14	63	5	0

Please refer to explanatory note 5 for information about the above table.

Figure 3/1, 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 six years.

Figure 3/1 Change of Employment Status (both Agency and employee requests 1 July 2008 – 30 June 2014

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
■ Applications received	266	284	252	318	488	235
■ Applications approved	186	260	291	182	429	161
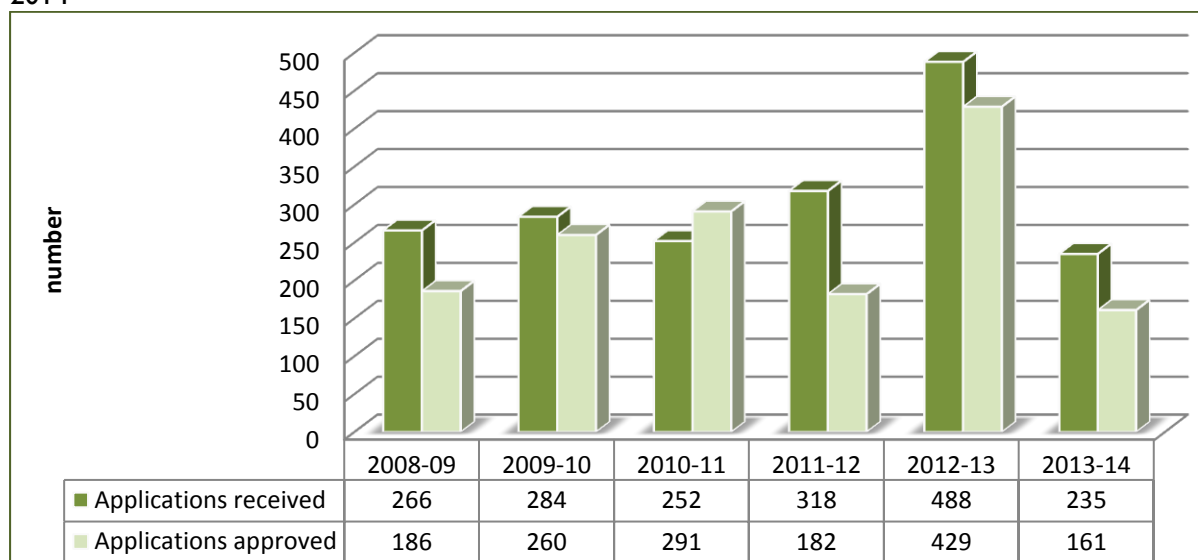
PERFORMANCE OF HIGHER OR MORE RESPONSIBLE DUTIES BY A PERMANENT EMPLOYEE

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, 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 employees and can be a useful succession-planning tool for the Employer and Agencies. The provision of higher or more responsible duties does not replace promotion and appointment to a vacancy under the merit principle as provided for in Employment Direction No. 1 – Employment in the State Service (ED No. 1).

Reporting through the Agency Survey indicated that, during the reporting period, a total of 590 permanent employees received higher or more responsible duties allowances for periods in excess of 12 months, an increase of 170 from the 2012-13 reporting period. The most significant reduction occurred in the Department of Health and Human Services. Other variations may be due to significant periods of restructuring or realignment of work divisions or sections in light of changing legislation i.e. the commencement of the Tasmanian Health Organisations.

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 ED No. 1. Table 3/3, below, provides details of the number of employees performing higher or more responsible duties for periods in excess of 12 months, by Agency, over the past six reporting periods.

Table 3/3 Permanent employees in receipt of higher or more responsible duties allowance for a period exceeding 12 months duration, 1 July 2010 – 30 June 2014

Agency	2010-11	2011-12	2012-13	2013-14
Dept. of Economic Development, Tourism and the Arts	2	5	7	4
Dept. of Education	281	219	195	124
Dept. of Health and Human Services	68	230	91	64
Dept. of Infrastructure, Energy and Resources	1	3	14	21
Dept. of Justice	32	37	37	60
Dept. of Police and Emergency Management	8	8	15	26
Dept. of Premier and Cabinet	13	1	3	10
Dept. of Primary Industries, Parks, Water and Environment	6	17	13	19
Dept. of Treasury and Finance	16	0	1	9
Tasmanian Audit Office	0	0	1	1
Integrity Commission		-	-	1
Tasmanian Health Organisation – South^	-	-	0	66
Tasmanian Health Organisation – North	-	-	19	15
Tasmanian Health Organisation – North West	-	-	19	163
TasTAFE	-	-	-	7
Tasmanian Skills Institute	2	1	4	-
The Public Trustee	0	1	1	0
Totals	429	522	420	590

Please refer to explanatory notes for information about the above table. ^THO South did not report on this in 2012-13.
SSMO undertook an examination of higher duties and more responsible duties allowances across Agencies during the reporting period and this is detailed in Chapter 6.

PROMOTION WITHOUT ADVERTISING THE DUTIES

It is fundamental 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 Head of the State Service to promote an employee without advertising the duties. The Director, State Service Management Office (as delegated by the Head of the State Service) 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 Employment Direction No. 1. Promotions without advertising the duties are publicly notified in the Tasmanian Government Gazette, and are open to review.

The application of a strict test for 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 Requests for promotion without advertising resulting from approved formal training programs are considered to satisfy the special circumstances and requirements of Employment Direction No. 1. A total of 31 requests for promotion without advertising were received in the reporting period (15 requests in 2012-13 and 78 in 2011-12). Table 3/4 below provides details of requests for promotion without advertising the duties.

Table 3/4 Promotion without advertising the duties, 1 July 2013 – 30 June 2014

Agency	Received	Approved	Not approved
Dept. of Health and Human Services	15	15	0
Tasmanian Health Organisation - South	2	2	0
Tasmanian Health Organisation – North	2	1	1
Tasmanian Health Organisation - North West	3	3	0
Dept. of Treasury and Finance	3	3	0
Dept. of Education	4	4	0
TasTAFE	2	2	0
Totals	31	30	1

Please refer to explanatory notes for information about the above table.

Figure 3/2, below, shows the trend in promotion without advertising for the last five years.

Figure 3/2 Promotions without advertising 2009-2014

	2009-10	2010-11	2011-12	2012-13	2013-14
■ Number received	9	20	78	15	31
■ Number approved	8	15	78	14	30
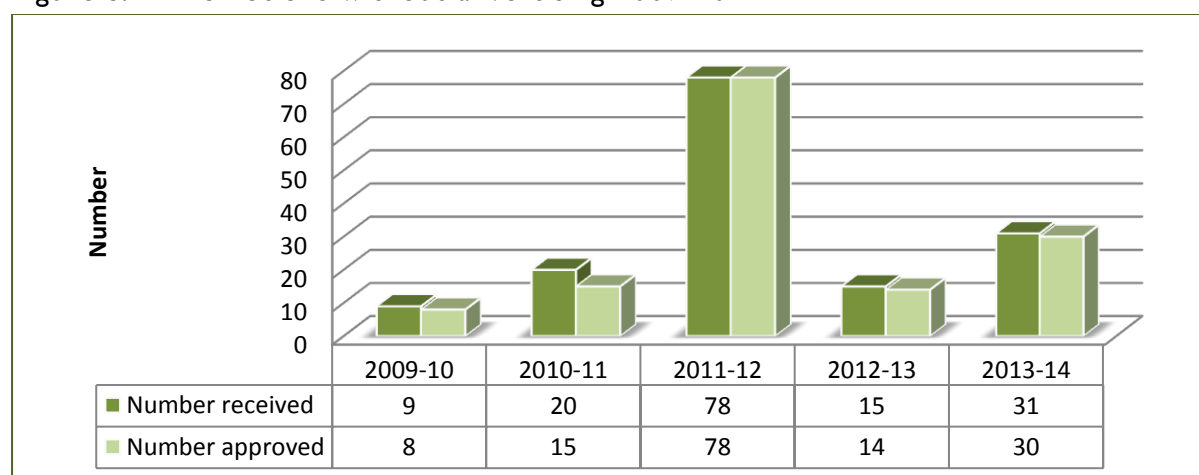
REDEPLOYMENT OF SURPLUS EMPLOYEES (SECTION 47 OF THE ACT)

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 Employer 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 the same level within their Agency or, if possible, another State Service Agency. They must advise the employee in writing of their intention to make the recommendation, the reasons for it and request a response. If the Employer accepts the recommendation, the Employer 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, no permanent employees were declared as surplus. A further section of this chapter details workforce priorities relating to redeployment and vacancy control.

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. Employment Direction No. 1 – Employment in the State Service (ED No. 1) provides the legislative basis for how Agencies can provide such reasonable access by prescribing circumstances under which State Service vacancies should be publicly advertised. ED No. 1 supports the efficient operation of the State Service by allowing Agencies to take advantage of administrative efficiencies through employment registers.

PERMANENT EMPLOYMENT

In respect to permanent employment in the State Service, Agency Survey returns reported that a total of 1 403 (2012-13: 1 348; 2011-12: 1 368) permanent vacancies were filled during the reporting period across all Agencies. This figure includes gazetted notices, change of employment status and promotion without advertising approved requests. Fifteen Agencies reported in the Agency Survey that over 25 per cent of permanent vacancies were filled by external applicants (not all Agencies were able to report against this). Last year this figure was 38 per cent and the difference could be related to the types of occupations advertised and filled as well as redeployment activities.

FIXED-TERM EMPLOYMENT

Fixed-term employment can give a fixed-term employee valuable work experience in the State Service. Permanent employees can also obtain additional skills and knowledge by applying for and if successful being reassigned duties of a fixed-term nature. There were 601 (563 in 2012-13 and 610 in 2011-12) fixed-term vacancies of 12 months duration or longer that were filled in the reporting period. In addition, four Agencies reported that there were 83 fixed-term employees who had their contract of employment extended for a total period greater than 24 months. More than 54 per cent of their fixed-term vacancies were filled by external applicants across 13 Agencies as reported in the Agency Survey (only one Agency was unable to report against this).

Employment Direction No. 1 (Clause 9.3) provides that fixed-term appointments, including those that are the subject of additional appointment(s), that provide continuous employment in excess of 36 months, may only be made in special circumstances and with the prior approval of the Head of the State Service. Specific project work or duties that are critical to Agency service delivery or other activities may at times require the extension of a fixed-term contract. The following table sets out the approvals granted during the reporting period.

Table 3/5 Fixed-term contract approvals in excess of 36 months

Agency	Number
Department of Economic Development, Tourism and the Arts	1
Department of Education	16
Department of Health and Human Services	1
Department of Justice	1
Department of Primary Industries, Parks, Water and the Environment	1
TasTAFE	3

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.

Administrative arrangements and conditions of service set out the requirements for the Senior Executive Service and equivalent specialist officers under Employment Direction No. 17 – Senior Executive Service and Equivalent Specialist Officers. All Agencies are required under the Employment Direction to report to the State Service Management Office each year for their senior executive and equivalent specialist offices.

The number of senior executive vacancies advertised in the current reporting period was 18 (15 in 2013-14 and 24 in the 2011-12 reporting period). Two hundred and seventy-three applications were received for these senior executive vacancies and 16 were filled during the reporting period. Eight appointments were made from within the parent Agency (6 male and 2 female), one appointment was made from elsewhere within the State Service, and seven external appointments were made (6 males and 1 female). Additional demographic data regarding the Senior Executive Service is available in Chapter 7.

WORKFORCE REFORMS

In 2011, in light of the Global Financial Crisis and as a means to improve productivity across the Tasmanian State Service, a number of initiatives and strategies were implemented including:

- An independent review into the governance and structural arrangements in the Tasmanian State Service;
- State Service Vacancy Control Process (intra and inter Agency vacancy management, redeployment);
- Managing for Performance;
- Workforce Renewal Incentive Program; and
- Targeted Voluntary Redundancy Arrangements.

The independent review resulted in changes to the legislation as noted earlier in this Report. Implementation of the governance changes has continued with amendments to the State Service Act, State Service Regulations to reflect these changes, and Employment Directions are currently being reviewed or have been re-issued during the reporting period.

STATE SERVICE VACANCY CONTROL

The Head of the State Service, under Section 15(b) of the Act, is to determine practices, procedures and standards in relation to management of, and employment in, the State Service and to evaluate their application within Agencies. To address the challenges of the Global Financial Crisis and to increase productivity in the State Service, the State Service Vacancy Control Process was developed and is found in Employment Direction No. 25 – State Service Vacancy Control Process. The State Service Vacancy Control Process (SSVCP) supports State Service Reforms through employment strategies and processes to minimise the impact on affected State Service employees.

State Service Vacancy Control is a process to manage State Service vacancies and enable an examination of alternative employment options for employees identified as surplus to requirements, as the result of a decision to cease or change the way an Agency activity, program or function operates. Sections 34(1)(a) and (f) of the Act provides that a Head of Agency is required to ensure that the Agency is operated as effectively, efficiently and economically as is practicable and to ensure that the services of employees in that Agency are used as effectively and efficiently as is practicable. A revised Employment Direction No. 25 was issued in December 2013 to provide for a 'Prioritised Transfer Register' and to align the direction with government policy.

All Agencies are required to report to the State Service Management Office for the purpose of reporting progress, actions and outcomes under the reporting requirements determined for State Service Reform strategies. Further accountability is embedded in the Employment Direction, whereby the State Service Management Office is required to report monthly to the Budget Committee.

The Agency Survey requested Agencies to report on redeployment (inter and intra Agency) activities during the reporting period. A total of 1 661 vacancies were actioned through Vacancy Control processes and 33 suitability assessments were undertaken. Eight Agencies reported that a total of 13 employees were transferred into their Agency through Vacancy Control. Six Agencies indicated that a total of 10 were transferred out of their Agency. Ten Agencies reported that 49 permanent and fixed-term employees were redeployed within their Agency during the reporting period. Section 34 of the Act requires a Head of Agency to assign duties to each employee within that Agency and to vary those duties; and therefore a reassignment of duties may not be recorded as a redeployment action.

Redeployment and or reassignment of duties to meet workforce service needs requires appropriate processes and this is noted by one employee's comments in the Workforce Survey:

'I recently went through the Agency redeployment process. I was overwhelmed by the high quality of support I received from everyone involved in the process – from my work group and management, through to the executive and HR team. There was great communication and trust, and I am very grateful for the integrity and diligence shown by each and every one.'

As reported earlier, 88 vacancies were advised during the reporting period as 'Expressions of Interest' which allowed current employees to apply for these vacancies and where suitability for the

vacancies was determined, employees were then transferred or placed against that vacancy. When a vacancy notification and process did not result in a placement, the vacancy was then openly advertised in the Gazette.

TARGETED VOLUNTARY REDUNDANCY ARRANGEMENTS

Details of the redundancy process and separation arrangements are contained in the Standards, Practices and Procedures - Targeted Voluntary and Involuntary Redundancy Arrangements which are issued separately under Section 15(1)(b) of the Act. Where as part of the Agency vacancy management process a Head of Agency determines that the duties being undertaken will no longer be required to be performed and there is little prospect for redeployment of that employee, they may seek approval to make a Targeted Voluntary Redundancy offer. All proposed offers of a Redundancy made must be approved by the Director, SSMO prior to making an offer. These arrangements apply to permanent employees only.

The practices, procedures and standards document provides for effective and accountable management of targeted voluntary arrangements with reporting requirements determined by the Head of the State Service. In the reporting period, 81 people from 11 Agencies received a Targeted Voluntary Redundancy.

WORKFORCE RENEWAL INCENTIVE PROGRAM

The Workforce Renewal Incentive Program (established in Employment Direction No. 24) is a re-profiling tool that allows Agencies to offer incentives to permanent employees, or groups of permanent employees, that may result in early separation or retirement from the State Service. The rationale for the program is a need for the 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. In 2013-14, 195 employees across 11 Agencies elected to receive an incentive under the Workforce Renewal Incentive Program. This compares to 144 in 2012-13.

TASMANIAN STATE SERVICE WORKFORCE PRIORITIES

State Service Workforce Development Priorities are identified and addressed through the State Service Management Office's Business Plan. The Business Plan is structured under the themes of:

- Workforce Reform – creating a dynamic, accountable workforce. This priority area is about ensuring implementation of changed governance arrangements and establishing a positive and high performing workforce;
- Workforce Management and Relations – attracting, retaining and building a skilled workforce. This outcome area is about ensuring the employment framework enhances productivity and is followed; and
- Workforce Development – building the capabilities of the workforce. This outcome area is about ensuring the ongoing development of the workforce to build and enhance its capabilities.

A number of matters relating to these themes have already been reported on within this Report. The key challenges and priorities for the State Service Management Office for the reporting period included:

- Leading improved performance in health and safety in the workforce;

- Improving leadership and management capability in the Service;
- Continuing to implement governance and structural arrangements following the *State Service Amendment Act* 2012 including;
- Producing the Head of State Service Annual Report.
- Reviewing Employment Directions and Regulations;
- Developing enhanced performance management and positive workforce models;
- Workforce diversity and capability – increasing the representation of youth and people with disabilities in the workforce and women in leadership roles; and
- Improving Human Resources and Industrial Relations knowledge skills and practices.

LEADING HEALTH AND SAFETY IN THE WORKFORCE

Priority The Government is committed to ensuring the health, safety and wellbeing of all its workers. The legislative basis for this is related directly to Section 7(1)(h) and (i) of the Act:
- the State Service establishes workplace practices that encourage communication, consultation, cooperation and input from employees on matters that affect their work and workplace; and
- the State Service provides a fair, flexible, safe and rewarding workplace.

Employment Direction No. 27 – Work, Health and Safety (WHS) prescribes the requirements for all State Service Agencies in relation to managing and improving the health, safety and wellbeing of all State Service workers. This Employment Direction commenced on 29 November 2012. Since then all Agencies have developed Annual WHS Plans detailing how they intend to improve their WHS performance. It is anticipated that results for 2013-14 will start showing improvement at a whole-of-service level.

In January 2013 the WHS Unit was established within the State Service Management Office with the aim of improving the health and safety of the State Service workforce by:

- developing, implementing and evaluating work health and safety strategies across the State Service; and
- providing advisory, coordination, consultancy and auditing services to State Service Agencies and Authorities on work health, safety, wellbeing, injury and compensation management.

The WHS Unit has completed gap analyses for those agencies that had previously not had a full WHS management systems audit and is now undertaking WHS management systems audits of those Agencies previously audited. Agency corrective action plans are developed and implemented to address any shortfalls found.

The State Service WHS Reference Group met in October, February and June to share Work, Health and Safety initiatives. The Public Sector WHS Consultative Forum meet in November, February and May and provided an opportunity for unions and Agencies to consult about WHS across the State Service. Further reporting on WHS is provided in Chapter 5.

LEADERSHIP AND MANAGEMENT

Priority. Improving management and leadership development by working with the Heads of Agency to implement a whole-of-service approach to Leadership and Management development;

Section 15 (1)(g) of the *State Service Act* states that the function of the Employer (the Minister administering the Act) is to develop and coordinate training, education and development programs

for the State Service. In addition, the Head of the State Service, as per Section 20(2) of the Act, is required to perform and exercise the functions and powers of the Employer and in addressing Section 15(1)(g) is required to take such steps as to further develop high quality leadership.

A steering committee established in 2012 (comprising four Heads of Agencies from the Departments of Infrastructure, Energy and Resources; Police and Emergency Management; Justice and Primary Industries, Parks, Water and the Environment) and supported by the Learning and Education Unit within the State Service Management Office identified and prioritised a range of projects to support and develop managers and leaders to continually improve capability, performance and flexibility. To this extent, the framework to strengthen management and leadership was continued in 2013-14. Initially, the management and leadership initiative identified eight specific projects involving senior leadership collaboration and participation. In 2013-14 the following initiatives progressed including:

- Development of a Senior Executive Leadership Capability Framework.
- Development of a framework for rotation and mobility for aspiring senior officers.
- Management of the relationship with the Australia and New Zealand School of Government, including coordination of the annual ANZSOG Scholarship program.
- Coordination of whole-of-service programs and projects to address emerging development needs, ensuring cost effective and collaborative solutions.

A summary of the completed projects follows.

Senior Executive Leadership Capability Framework. August 2013 saw the endorsement of a *Senior Executive Leadership Capability Framework* that describes the capabilities (knowledge, skills and abilities) and desired behaviours for Senior Executives within the Tasmanian State Service. It also provides a key tool to support executive performance management. The Framework embodies the knowledge, skills and abilities senior executives need to address complex policy and service delivery matters that confront the modern day public sector. The Framework is currently being embedded across Agencies, with many linkages to senior executive management practices and procedures, for example: recruitment and selection; leadership development; performance management; planning and evaluation.

Senior Executive Rotation and Mobility Policy. In September 2013, the *Senior Executive Rotation and Mobility Policy* was endorsed by all Heads of Agencies. The policy framework supports opportunities for the development of individual officers to strengthen their capabilities against the Senior Executive Leadership Capability Framework. In the future, it will also ensure stronger applicant pools for future leadership positions; encourage the placement of senior executives into key roles for the overall benefit of the Service and enables the placement of potentially surplus officers into Senior Executive Service vacancies.

Manager Development Program. Preliminary work was also commenced regarding the development of a contemporary Manager Development Program for the Tasmanian State Service. This whole-of-service approach will be further progressed into 2014-15.

Australia and New Zealand School of Government. Continuous development of leadership and management capability in the State Service is also evidenced with the Tasmanian State Government being a member of the Australia and New Zealand School of Government (ANZSOG). ANZSOG 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 other public sector jurisdictions across Australia and New Zealand.

The Head of the State Service (Secretary, Department of Premier and Cabinet) offers ANZSOG scholarships across the TSS. The State Service Management Office (SSMO) coordinates this annual scholarship process. The scholarships provide a rare opportunity for talented individuals to build relationships across sectors, share better practice, and to increase the research capacity of the State Service, leading to high levels of excellence and innovation. In 2013-14 four scholarships were provided to high calibre employees to attend the Executive Master of Public Administration (1); the Executive Fellows Program (1) and Towards Strategic Leadership Program (2).

In addition, two guest speakers from ANZSOG's academic pool were invited to Tasmania to present to people at all levels from across the TSS on their topic of expertise. The State Service Management Office in partnership with ANZSOG and The Training Consortium were able to bring Professor John Alford '*Exploring Public Value*' and Professor Deborah Blackman '*People, Productivity and High Performance*' to Tasmania with a total of [80 + 50] people attending the events.

A number of ANZSOG scholarships are sponsored by the Head of the State Service (Secretary of the Department of Premier and Cabinet) as part of a state-wide Leadership Education Development Program. The program provides an opportunity for talented individuals to build relationships across sectors, share better practice and increase the research capacity of the State Service which will lead to a high level of excellence and innovation. The Training Consortium (TTC) promotes local ANZSOG programs.

Other Scholarships. The Head of the State Service (Secretary, Department of Premier and Cabinet) also offered two scholarships for HR Practitioners to attend the *Australian Human Resource Institute 'HRIZON 2013 AHRI National Convention and Exhibition and* be exposed to HR thought leaders. In addition, three scholarships were provided to recipients to attend a Dattner Grant Women in Leadership Program 'Compass' – a transformational leadership program for women at all levels.

Compulsory Training Through E-learning. Agencies have a legislative requirement to provide information and education to staff on a wide variety of key workplace issues, eg workplace health and safety, ethics, workplace behaviour (bullying) and family violence. Agencies face a significant time, cost and logistical challenge in seeking to comply with these requirements.

The Learning and Education Unit through 2013-14 worked with Agencies to explore opportunities for more practical and cost effective ways to satisfy this compliance training need. E-learning has the potential to provide some innovative solutions.

An early project has developed a widely adopted, informative Workplace Health and Safety e-learning module which has allowed many Agencies to meet their legislative obligations at a significantly reduced time and cost. This project will continue through the coming year, providing an excellent base for exploring e-learning opportunities to supporting many other whole-of-service training areas. Further information about the current and future planned projects and development can be accessed at: http://www.dpac.tas.gov.au/divisions/ssmo/learning_and_development/leadership.

Priority. Continuing to strengthen workforce capability through ongoing training, education and development through *The Training Consortium* and key partnerships with the Australian and New Zealand School of Government (ANZSOG) and other organisations including the Institute of Public Administration, the Menzies Research Institute and the University of Tasmania.

The Training Consortium (TTC) has continued to provide leadership development opportunities with the presentation of a number of key Leadership in Action seminars/workshops and Legal Lunchbox activities with local, national and international presenters. Leadership and ANZSOG sessions presented include:

- Building a Culture of Accountability with Dan Collins
- Lessons for Leadership from the 2013 Tasmanian Bushfires with Mike Brown, Chief Officer Tasmania Fire Service
- Exploring Public Value with Professor John Alford
- Innovation and Public Sector Productivity Forum
- People, Productivity and High Performance with Professor Deborah Blackman
- Think on your feet with Phil Day

The Public Sector Management Program

The Public Sector Management Program (PSM Program) is a tertiary level management education program aimed at managers from middle to senior levels in Commonwealth, State, Territory and Local Government public sectors across Australia.

The PSM Program is a joint venture between the Commonwealth, States and Territories of Australia. It has been running in Tasmania since 1992 with an exceptionally high per capita take-up rate. The Program incorporates the latest developments in public sector management and theory and has been developed to offer participant-centred, flexible and varied learning opportunities to a diverse student population.

Participants in the PSM Program graduate with a Graduate Certificate in Public Sector Management from Flinders University, South Australia. The Program is administered on behalf of the Tasmanian Local Leadership Group by The Training Consortium (TTC), State Service Management Office, Department of Premier and Cabinet.

This year 33 participants commenced the program with participants drawn from all levels of government including eight Victorian-based participants. Of the Tasmanian participants 12 are from the State Service, 10 from the Australian government and three from local government. During the year 21 people graduated from the 2011 intake, with 14 from the State Service, five from the Australian government and two from local government.

AGENCY LEADERSHIP DEVELOPMENT INITIATIVES

The section above detailed a whole-of-service approach to leadership and management development. This section looks at individual Agency approaches and involvement in the development of effective and capable leaders and managers and therefore meets the Act's State Service Principles (Section 7(1)(g)) in that the State Service develops leadership of the highest quality.

The Agency Survey seeks information from Agencies as to the range of programs and activities undertaken in the reporting period. It should be noted that given the machinery of government changes with the commencement in 2012 of the Tasmanian Health Organisations and the Macquarie Point Development Corporation, these entities have initially adopted a range of programs and policies including leadership and management from the Department of Health and Human Services and the Department of Economic Development, Tourism and the Arts

respectively. A number of Agencies have extended their leadership activities beyond senior management level and have not separated the levels of managers within their survey responses. Twelve Agencies indicated in the survey that they had implemented a leadership development program. A number of Agencies use support from other Agencies in this regard, or they participate in the leadership development opportunities provided by other Agencies or SSMO.

The following table shows the current emphasis on leadership development at an Agency level by providing activities and participation. It should be noted however, that the listing may involve senior people and developing others to lead. Agencies may have also participated in SSMO or other development activities that haven't been recorded and are not noted in the Agency survey return. Courses or programs that are not specifically encompassing leadership may not be noted, but are included in course content and materials.

Table 3/6   Leadership Development Activities by Agency

Agency	Programs and courses
Dept. of Economic Development, Tourism and the Arts	Active Management – Managers (Values Team) (136) Active Management – Employees (376) Senior Manager team planning days and Tasmanian Leaders Program (20)
Dept. of Education *please note not all activities listed. Indicative participation – 1 400 employees	The Department offers some 22 different programs for both education and learning, and management including: • Leadership Development Program (12) • Executive Leadership Program (940) • Building a Feedback Culture (229) • Empowering Diversity in Schools (21) • Shadowing Program for Aspiring Principals (29) • Leadership starts from within (114) • Leading through Self-awareness (51)
Dept. of Health and Human Services	Three day Intensive Development Course (66) Post-course activities (12) UTAS Graduate Pathway (200)
Dept. of Infrastructure, Energy and Resources	Leadership Development Program (25) Management Essentials Program (29)
Dept. of Justice	Corrections Program (20) Other activities undertaken but not reported
Dept. of Police and Emergency Management	Foundation Leadership Program (9) Supervisors Leadership Program/Fireline Leadership Program (161) Lifestyle Inventory Program (66) Managers Leadership Program/MSC Emotional Intelligence (20)
Dept. of Premier and Cabinet	Inventory of Leadership Styles (30) Adaptive Challenges extended workshop (20) Advanced Negotiation Skills, Stats Matter Forum (45) Community Engagement Workshop (37) Information Session (12)
Dept. of Primary Industries, Parks, Water and Environment	LPD Emotional Intelligence (80) LPD Innovation and Change (94) LPD Strategic Thinking (91) LPD Working Relationships (51)

	LPD Performance Management (73)
Dept. of Treasury and Finance	Scotwork Advanced Negotiation Skills (2) Refining Leadership Style in evolving Public Sector (2) Public Sector Management Program (3) Leadership in Action Seminars (3)
Tasmanian Audit Office	ANAO Leadership Course (2) ACAG-Qld-Performance Audit Managers and Directors Workshop (4) ANZSOG Masterclass: People, Productivity and High Performance (2)
Integrity Commission	Public Sector Management Program (91)
Tasmanian Health Organisation - North	Leadership & Management Development Course (46) Leadership and Management Short Courses
Tasmanian Health Organisation - South	(numbers not reported)
Tasmanian Health Organisation - North West	Leadership & Management Development Course (43) Leadership and Management Development Program (4) Development Workshop – Supervisors (11) Clinical Excellence through Effective Leadership (10)
Public Trustee	Building a Culture of Accountability (6) Developing a Client Service Focus (8) Practical Application of Integrity in the Public Sector (6)

The table highlights that approximately 3 300 employees and officers participated across the sector in leadership development. In addition to this, six Agencies listed ANZSOG courses, workshops and seminars, Tasmanian Leaders Program, ANZSOG or IPAA (Institute of Public Administration) conferences or workshops, the Leadership in Action series, or occupation/Agency specific activities including CEDA (Committee for Economic Development Australia), CPA (Certified Public Accountant), or ICCA (Institute of Chartered Accountants Australia) professional development programs or activities. These activities involved 59 people, but it is noted that not all activities or attendances have been able to be reported.

The number of individual employees undertaking formal or informal study (with or without Agency support) is not reported; nor is the range of volunteering or community activities which also contribute to skills and knowledge acquisition that increases the State Service's capability.

TSS Workforce Survey Question 4C asked – 'In my organisation, there is adequate opportunity to develop the required capabilities for being a leader.' Forty six point zero four per cent (46.04%) of respondents strongly agreed or agreed with the statement, a further 45.07% neither agreed or disagreed with the statement. This result could be due to a lack of communication about leadership and management development plans and activities across Agencies. This result also needs to be considered in light of the following employee comments (from the TSS Workforce Survey):

'There are good opportunities for professional development and my managers are always supportive of professional development.'

'Leadership and management training has been useful and I would recommend it to anyone.'

'The current range of leadership courses are worthwhile.'

'Participation in the Leadership Development Program is a great step forward.'

'I have benefitted from participating in the Leadership and Management Program and in higher education in this area.'

'Leadership and management training is excellent.'

'Development and leadership are encouraged and supported well.'

'Excellent management and leadership courses which are very popular.'

The need for effective leadership and management development has been acknowledged across the State Service and will continue to remain a primary focus for a professional and productive Public Service.

Priority. Develop enhanced performance management and positive workforce models.

Effective performance management is a critical component for improving the quality of the State Service and it remains a key reform activity. The importance placed on having effective and efficient performance in the State Service is evidenced in the recent legislation to enable active management with the aim of achieving improved performance, and in turn, productivity.

The State Service Principles contained within Section 7 of the Act provide for a State Service that focuses on managing its performance and achieving results (Section 7(1)(j)). In addition, Section 34(1)(g) of the Act requires Heads of Agency to develop and implement systems to evaluate the performance of employees.

Following the State Service Amendment (Performance) Act 2011, Employment Direction No. 26 – Managing Performance in the State Service was implemented, the purpose of which is to:

- emphasise that effective performance and managing for performance is critical to enable the State Service workforce to deliver quality services for Tasmanians;
- outline the performance management roles, responsibilities, administrative requirements and accountabilities of Heads of Agency, managers and employees; and
- ensure 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.

The Employment Direction applies to all employees appointed under the Act, and provides for a performance management system in which performance is planned and assessed on a continuous basis, so that appropriate training and development can be identified and matters relating to underperformance can be remedied in a fair and procedural manner. Reporting requirements are included in the Employment Direction. Reporting is provided by Heads of Agencies in their own Agency Annual Report and to the Head of the State Service through the Agency Survey. Appropriate training for employees and managers is also included in the Employment Direction to ensure that all employees have an understanding of, and commitment to their roles, obligations and responsibilities.

The Agency Survey asked 'to what extent has your Agency's performance management system or systems been implemented within the Agency (as per Section 34(1)(g) of the Act and Employment Direction No. 26. The following table represents Agency and Authority responses to the level of implementation (maturity) of their performance management systems.

Table 3/7 Performance Management Systems – maturity

Agency	Fully implemented	Partially implemented	Developed but not implemented	Did not report
Dept. of Economic Development, Tourism and the Arts	I			
Dept. of Education	I			
Dept. of Health and Human Services	I			
Dept. of Infrastructure Energy and Resources	I			
Dept. of Justice		I		
Dept. of Police and Emergency Management	I			
Dept. of Premier and Cabinet	I			
Dept. of Primary Industries, Parks, Water and Environment	I			
Dept. of Treasury and Finance	I			
Tasmanian Audit Office	I			
Integrity Commission	I			
Macquarie Point Development Corporation	I			
Port Arthur Historic Site Management Authority	I			
Tasmanian Health Organisation – North		I		
Tasmanian Health Organisation – North West		I		
Tasmanian Health Organisation – South	I			
TasTAFE				*
The Public Trustee	I			
Total	14	3	0	I

*TasTAFE commenced on 1 July 2013 and was supported by the Department of Education and prior processes from the Tasmanian Skills Institute.

The level of maturity of each Agency's system needs to be considered in light of the legislative requirements and the Agency's previous performance management systems. The additional requirement regarding training and awareness for managers and employees and appropriate reporting mechanisms has been a substantial task. Further refinements and reporting systems are needed, as not all Agencies were able to report on the number of employees who had participated in a training session about their Agency's performance management system. This is not to say that participation or attendance has not occurred, but it would appear that the capturing of these events have not been entirely consolidated at a central level at this time.

The following table shows the number of employees who attended an awareness activity about performance management, as well as the number of employees who participated in a formal management review, the number expressed as a percentage of total employees and the number of managers who participated in a performance management training session, course or workshop.

Table 3/8 Performance Management Training and Reviews

Agency	No employees - attended awareness activity	No employees - participated in a formal management review	Participation as a percentage of total employees	No managers supervisors - participated in performance management training
Dept. of Economic Development, Tourism and the Arts	447	447	100	118
Dept. of Education	7 946	8 625	98	921
Dept. of Health and Human Services	100	1135	54.59	40
Dept. of Infrastructure Energy and Resources	36	368	64	14
Dept. of Justice	40	650	49	40
Dept. of Police and Emergency Management	19	582	69	1
Dept. of Premier and Cabinet	0	308	96	5
Dept. of Primary Industries, Parks, Water and Environment	80	1 425	93	93
Dept. of Treasury and Finance	0	304	99	53
Tasmanian Audit Office	14	45	90	14
Integrity Commission	0	14	100	2
Macquarie Point Development Corporation	10	10	100	0
Port Arthur Historic Site Management Authority	0	63	60	0
Tasmanian Health Organisation - North	0	0	0	0
Tasmanian Health Organisation - North West	709	2 500	75	55
Tasmanian Health Organisation - South	0	523	29	20
TasTAFE	0	140	17	0
The Public Trustee	1	53	100	0
Total	9 402	1 7192		1 376

Reporting limitations are noted regarding the participation or activity levels for managers. This may be due to the incorporation of this training into other programs, workshops, seminars and meetings. The Department of Health and Human Services has developed an online training and resource module and performance management training conducted by the relevant human resources team on an 'as needed or requested' basis. A number of DHHS training sessions for managers and supervisors are also included for THO staff. Other Agencies also indicated that training is provided as needed by Human Resources and training attendance is not always fully recorded. Further examination of this will occur with the review of the Employment Direction in the next twelve months. Current project work at a whole-of-service level is also being undertaken to improve the recording of performance management events.

Appropriate Performance Management Systems, including awareness sessions for employees, training for managers to undertake effective formal and informal performance management reviews, communicating and acknowledging good performance and having appropriate measures to address underperformance, will remain a priority across the State Service. The importance is noted in light of the Agency and Workforce Survey responses, and additional resources and development are warranted and planned for during the next reporting period. Employment Direction No. 26 holds that the manager's role is critical to guide, encourage and support employees to do their best in achieving performance outcomes. Agencies are aware of the importance of appropriate training and

development for managers and employee awareness to continue so that high performance levels can be achieved.

Another important component is the recognition and/or acknowledgement of good performance. Agencies continue to report on an array of measures that provide the opportunity to recognise good performance outside of the formal review processes. At times this is not undertaken at an individual level, but at a team or section level. The following table lists some of the activities undertaken during the reporting period.

Table 3/9 Recognising good performance

Actions taken
Informal reward and recognition programs
Morning/Afternoon teas
RBF Awards for excellence (DOE)
Acknowledgement through Agency newsletters by CEO or Head of Agency (10)
Formal awards and recognition ceremonies three times per year: National Medal and clasps, Mansfield Pin, Heart of Gold, Certificates of Appreciation, Certificate of Commendation (DHHS) – www.itsanhonour.gov.au/honours/awards/medals/national_medal.cfm
Years of Service Awards (DIER, DoJ, THO-S, Public Trustee)
Reward and Recognition – Managers Guide and Information Sheets (DIER)
Directors Service Awards for correctional staff (DoJ)
Above and Beyond Awards, Tasmanain Audit Office Quarterly Awards
Acknowledgement by CEO
Reward and Recognition Program (5)
Christmas Hampers (Public Trustee)

The Agency Survey identified a number of other activities that managers at local or section levels may use to recognise good performance at a team level. The continued focus and development of performance management is warranted in light of the Agency Survey and reporting. The need for improvement and further development of performance management is noted given responses to the 2013 and 2014 TSS Workforce Survey. However, many employees support current performance management actions, especially in relation to training and development as noted in the TSS Workforce Survey comments:

'We are provided with plenty of training opportunities.'

'I really appreciate the support given by the entire team in developing my skills and knowledge, both formally and informally.'

'I feel the organisation invests in my professional and personal development.'

'PD (performance development) process is a great tool to develop people across the organisation.'

TSS Workforce Survey Question 4b – 'I have adequate opportunity to develop the required capabilities for my role.' In 2014, 72.13 per cent (2013-70.05%) of respondents agreed or strongly agreed with this statement.

TSS Workforce Survey Question 8f – 'I understand how my organisation's performance management system works.' In 2014 60.2 percent of respondents compared to 56.83 per cent in 2013 agreed or strongly agreed with this statement.

TSS Workforce Survey Question 8j – 'My organisation effectively manages underperforming employees.' There was a 3.33 per cent increase in the survey responses in the agree and strongly agree category from the 2013 survey result.

Sixty-two point two three (60.23) per cent of respondents in the 2014 TSS Workforce Survey strongly agreed or agreed with the statement that: 'Conversations I have with my direct manager provide constructive suggestions to improve my job performance.'

IMPROVING PERFORMANCE

Employment Direction No. 26 sets out the requirements of Agencies, managers and employees when performance is assessed as being unsatisfactory. There can be a number of reasons that an employee has not performed to a required level or standard. Changing tasks or duties, implementation of technology, or changing service delivery or reporting processes can alter the employee's performance. As detailed in Section 10 of the Employment Direction, an informal discussion and dedicated support for the employee may be sufficient in addressing underperformance. A formal Performance Improvement Plan may be required at times so that performance improvement requirements can be detailed and structured in a manner that provides support for the employee. The employee and manager both sign this Plan and the principles of procedural fairness and timeliness guide the Plan.

The underperformance of employees creates a number of concerns, not only in terms of productivity, but it may also impact on other employees' workloads and engagement levels. This is a standout issue in the TSS Workforce Survey, and employees feel strongly about whether their organisation effectively manages underperforming employees. Less than 20 per cent of respondents in the TSS Workforce Survey perceived that their organisation effectively manages underperformance. However, 60.2 per cent of respondents indicated that they either strongly agreed or agreed 'that they understood how their organisation's performance management system works.' Further work on training and awareness across the performance management framework is warranted and this is being addressed across Agencies through the provision of performance management information and related training and awareness sessions. The Agency Survey results also shows that many Agencies are combining effective performance management training within their leadership and management training and other development programs.

The Agency Survey asked Agencies to advise of the mechanisms that are in place to address unsatisfactory work performance. Agencies have continued to develop their process for Performance Improvement and have implemented a range of measures. Policies and guidelines for performance improvement have been implemented along with clear delegation, responsibility of employees and managers clearly stated and reporting mechanisms established. Performance Improvement Plans set specific performance expectations, measures and deliverables and are supported by regular reviews. Feedback and monitoring is noted in many of the Plans, as is the support from Human Resources. Some of the activities that form part of the Plans include mentoring, coaching, group or individual training or awareness sessions, structured supervision, e-learning programs; along with employee support through Employment Assistance Providers, external coaches or specialist support.

The Agency Survey identified that at the time of reporting, 29 Performance Improvement Plans were in place across 10 Agencies and that 50 Performance Improvement Plans had been completed in nine Agencies.

POSITIVE WORKPLACES

As reported last year, one of the concerns that has arisen among State Service employees during the past few years is about negative workplace behaviour; the effects of which can be detrimental to employee performance, health and wellbeing, and may detract from Agencies meeting their goals. The State Service takes pride in being an employer that attracts, engages and retains employees in a positive and supportive workplace. In light of contemporary literature, a review of employee grievances and reviews, the results of employee surveys and consultation with unions, human resource representatives and Heads of Agency, there was an identified need to examine and analyse how to remedy negative behaviour in the workplace.

The State Service Management Office is undertaking a project to:

- identify current contemporary literature regarding positive and negative workplace behaviour;

- consult with Agencies regarding good practice for sustaining positive workplace behaviour and mechanisms to address negative behaviour;

- undertake guided discussions with Human Resource practitioners and line managers to assess the efficacy of Agency policies and practices;

- review employee survey responses regarding workplace behaviour; and

- consult with the Anti-Discrimination Commissioner, unions and other stakeholders.

The aim of the project is to identify a range of tools and good practice mechanisms, including training, advice and support where employees and managers understand the importance of appropriate workplace behaviour in line with the Agency values and the State Service Principles. Ethical conduct and integrity are included, along with the importance of good communication, performance management frameworks and appropriate notification of negative behaviours and/or grievances along with effective conflict resolution mechanisms.

The research and initial components of the project have been completed and it is anticipated that the next stage of the project will commence in the near future. Workplace behaviour is strongly underpinned by the State Service Principles and this project will link the resulting policies and guidelines back to the Principles and the Code of Conduct.

Appropriate measures are being examined and assessed including effective induction and orientation programs. There will be more training for managers and better support measures for managers and employees.

WORKFORCE PLANNING

The State Service Management Office had previously prepared an annual State Service Workforce Profile, which included 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 Profile was used by the State Service Management Office across the range of its activities to identify and analyse whole-of-service trends,

including potential challenges to the continuation and development of a sustainable and capable workforce. The State Service Workforce Profile now forms part of this Report.

Workforce Planning is a strategic activity of the State Service Management Office and during the past year a review of workforce planning activities across the State Service, other public sector jurisdictions, the private sector and contemporary approaches and research identified implementation barriers and challenges. The review noted the complexity in which workforce planning, development and management occurs and a number of activities are being developed and implemented to engage Agencies in active workforce planning, development and management.

Given the complexity of state service workforce management, careful consideration is needed in order to provide the right tools for the different Agency and diverse occupational groups. The development of a sector workforce planning model/standard is occurring along with a number of projects, including an examination of entry level employment across the State Service and building a Diversity and Capability framework for the whole-of the-service.

Priority. Workforce Diversity and Capability – increasing the representation of youth, people with disabilities in the workforce and women in leadership roles.

SSMO undertook a research project to examine entry level employment across the State Service. This project highlighted the types of entry level employment available, including for trainees, cadets and commencement level duties, and the patterns of employment affecting young people.

The TSS Workforce Survey asked respondents to indicate whether they had an ongoing disability and six point two three (6.23) per cent indicated that they had, with only 45.8 per cent of this group indicating that they required a disability related adjustment to their work or workplace. This was not a mandatory question for employees to respond to and therefore this figure is indicative. Research to confirm earlier work undertaken by the State Service Commissioner into the Recruitment of People with Disabilities has also been underway.

The role of women in Senior Leadership has also been a focus and SSMO has undertaken a range of activities to understand the types and levels of participation of women in senior roles. A priority for the coming period is for the State Service Management Office to identify the barriers to equal participation in our Senior Executive Service, and put in place strategies which will achieve greater representation. Furthermore, as noted in the Leadership section of this chapter, additional work has been, and is currently underway to increase the number of women in the Senior Executive Service.

To have an inclusive workplace means providing the best possible framework that covers and meets the needs of a diverse range of people, and to this end the work currently underway to develop a Diversity and Capability Framework remains a priority.

Priority. Continue implementing governance and structural arrangements following the State Service Amendment Act 2012.

The Business Plan priority to continue implementing the new governance and structure arrangements following the *State Service Amendment Act 2012* is being supported by changes to the Regulations, Employment Directions, and Practices, Policies and Procedures to ensure an alignment across State Service workforce management practices and policies. One action under this priority is the preparation of this Report. This is the second year of the Report, and it will continue to change and provide a sound record of not only the powers and functions of the Head of the State Service,

but also how the State Service continues to develop and adapt to a changing environment and requirements.

HUMAN RESOURCES AND INDUSTRIAL RELATIONS CAPABILITY

Priority. Improving Human Resources and Industrial Relations knowledge, skills and practices.

The key elements of this priority are the Human Resource Capability Program and the Industrial Relations Capability Program. Other TTC workshop or seminar events and activities also support Agency Human Resource personnel and managers' acquisition of skills and knowledge in these areas. Such activities include project work, shadowing and secondments, and these have also been undertaken during the reporting period.

THE HR CAPABILITY PROGRAM

The Capability Framework for human resources and people managers was designed to map capability against a common framework of reference including to the Australian Human Resources Institute (AHRI) professional recognition pathway. In 2013-14 The Training Consortium delivered the HR Capability Program, a series of six workshops aimed at developing knowledge and skills aligned with the capability framework. In addition to knowledge and skills development, the program provides the opportunity for cross-Agency networking and sharing of practices and experience, both among fellow participants and through the exposure to experienced practitioners from a range of Agencies.

Other TTC programs providing development opportunities for HR Practitioners included:

- HR Lunchbox series in partnership with Mercer Australia
- Producing Quality Position Descriptions
- Mercer CED Job Evaluation
- Employee Selection: the merit principle in practice
- Family Violence: impacts at work
- Managing ill and injured employees
- HR Capability Extension

SSMO also undertook additional research into contemporary practices for HR capability development to ensure that the program continues to support the HR Capability Framework and the needs of Agencies and HR practitioners and managers.

INDUSTRIAL RELATIONS CAPABILITY PROGRAM

In response to a need identified by Agencies, TTC developed and commenced delivery of the Industrial Relations (IR) Capability Program, which aims to enhance the skills and knowledge of HR Practitioners with workplace relations responsibilities. The Program is comprised of four one-day workshops scheduled over a five-month period. A two month "practical application" period between Workshops three and four provides an opportunity for participants to undertake a range of individual and team-based activities to apply and consolidate their learnings.

Participants from the first program graduated in November 2013 and the second program commenced in October 2013 with 16 participants. Feedback from the program has been very positive, with the opportunity to undertake a variety of practical activities, learn from expert practitioners and develop networks with other colleagues.

WORKPLACE RELATIONS

The last section of this chapter details Workplace or Industrial Relations matters across the State Service. In 1999 Cabinet established the Public Sector Industrial Relations Committee of Cabinet and subsequently a supporting inter-departmental committee, the Public Sector Industrial Relations Committee (PSIRC) to deal with certain State Service industrial relations issues.

The State Service Management Office provides reports and advice to the Public Sector Industrial Relations Committee and has a key role in the development and implementation of the State Service Wages Policy. The State Service Wages Policy is determined by the Cabinet and establishes the general bargaining framework that is to apply to State Service negotiations in relation to wages and conditions outcomes in industrial awards and agreements. The SSMO manages disputes, settlements, memoranda of understanding and other significant industrial matters.

Industrial Relations matters that are reported to PSIRC include:
- existing or expected wage negotiations across the State Service;
- the status of all Industrial Awards and Agreements;
- Significant Industrial Relations matters;
- Employment productivity and reform matters; and
- National public sector Industrial Relations initiatives and developments.

During the reporting period, the majority of State Service industrial instruments were renegotiated to incorporate salary adjustments and changes to conditions of employment with effect from December 2013, consistent with the then Government's Wages Policy. The replacement agreements for the current reporting period cover a diverse range of occupational groups. These include:

- General State Service employees across Agencies in administrative, clerical, technical, trade, operational and professional grades;
- Education facility attendants located in primary and secondary schools, colleges and TasTAFE;
- Radiation therapists;
- Allied health professionals generally;
- AWU Public Sector Unions Wages Agreement 2013;
- Nurses and midwives;
- Tasmanian Fire Service employees including both firefighting industry and TasFire equipment;
- Non-clinical occupations within the Department of Health and Human Services and the Tasmanian Health Organisations;
- Ambulance Tasmania Employees;
- Teaching staff – both Kindergarten to Year 10, Post Year 10 and TasTAFE;
- Ministerial drivers;
- All employees engaged by the Port Arthur Historic Site Management Authority;
- Correctional Officers engaged in the Tasmanian Prison System;
- Legal practitioners;
- Police;
- Rural medical practitioners; and
- Professional Engineers engaged in road and bridge construction in the Department of Infrastructure, Energy and Resources.

SSMO continues their work with the public sector unions on amendments to clarify and improve the interpretation and management of a range of conditions of employment specified in these instruments.

The awards and agreements provide the industrial and employment framework with contemporary employment management and productivity outcomes across the Service. In addition to negotiated salary outcomes, other important initiatives included the introduction of the Personal Leave Accumulation Scheme; strengthening the link between salary progression and performance management; enhancing the criteria for the Purchased Leave Scheme; and clarification of Parental Leave entitlements.

CHAPTER 4   BUILDING CAPABILITY - STATE SERVICE WORKFORCE TRAINING AND DEVELOPMENT

INTRODUCTION

Having a knowledgeable and skilled workforce is critical for productivity, workforce sustainability, meeting service delivery requirements and to build the workforce to meet future challenges. The importance of effective training and development for the State Service is already evident given the focus placed on training and development reported in the previous chapters. This chapter presents information about the various types of training and development opportunities available across the State Service, as well as partnerships and linkages with organisations that seek to enhance the State Service's workforce capability. Providing training and development opportunities is of primary importance to ensure that the engagement and productivity levels of employees remain appropriate and positive.

Chapter 3 provided information regarding training and development for managers and employees about performance management and leadership. Training and development requirements are noted in a number of Employment Directions or undertaken as a component of 'good practice' to meet State Service and Agency needs or requirements. All training and development activities across the State Service enhance our workforce capability and it is an investment that contributes to providing quality services to the Tasmanian community currently, and in building a sustainable workforce to meet future needs.

Agency support for employees undertaking formal courses of study is another investment to assist employees in gaining formal qualifications, knowledge and experience. Support in the form of study assistance may include the provision of time to attend courses or study related activities, financial assistance to meet course costs, or arranging for the placement of an employee in an area related to their study for project or research work required of their course. Induction or orientation training or Agency specific training, for example: coaching, mentoring, health and wellbeing or systems training are not included in this chapter in data form but the importance of these is noted.

Training and development or awareness activities are not related solely to participation in formal courses, workshops or seminars. Skills and knowledge acquisition can also occur through a range of activities, for example, project work, secondments, undertaking higher duties through a higher duties or more responsible duties allowance for a period of time. Shadowing or having work experience in a different area can also increase employees' skills and knowledge. Agencies have developed partnerships with organisations (such as the University of Tasmania) outside the State Service for specific training and development needs.

PARTNERSHIPS AND COLLABORATION
AUSTRALIAN AND NEW ZEALAND SCHOOL OF GOVERNMENT (ANZSOG)

The Tasmanian State Government is a member of the Australian and New Zealand School of Government (ANZSOG), which was established with the vision of creating a world-leading educational institution that teaches strategic management and high-level policy to public sector leaders. In addition, ANZSOG acts as a trusted facilitator helping governments find solutions to real world public issues.

ANZSOG is dedicated to creating value for the public by providing world-class education for public sector leaders, delivering programs that build new policy, research and management capability,

conducting research that makes a significant contribution to policy knowledge and encouraging public sector innovation.

The School seeks to attract high potential participants from all Australian and New Zealand jurisdictions and, in due course, from the non-government sector. The Head of the State Service provides scholarships as part of the service-wide leadership program. The Training Consortium (TTC) has continued to provide leadership development opportunities with the presentation of a number of key Leadership in Action seminars/workshops and Legal Lunchbox activities with local, national and international presenters.

The Agency Survey identified that 59 people (seven Agencies) attended an ANZSOG course, four people (four Agencies) attended an ANZSOG workshop and 130 people (seven Agencies) attended an ANZSOG seminar in the reporting period. Further information regarding ANZSOG was provided in the previous chapter.

THE PUBLIC SECTOR MANAGEMENT PROGRAM

The Public Sector Management Program (PSM Program) is a tertiary level management education program aimed at managers from middle to senior levels in Commonwealth, State, Territory and Local Government public sectors across Australia.

The PSM Program is a joint venture between the Commonwealth, States and Territories of Australia. It has been running in Tasmania since 1992 with an exceptionally high per capita participation rate. The Program incorporates the latest developments in public sector management and theory and has been developed to offer participant-centred, flexible and varied learning opportunities to a diverse student population.

Participants in the PSM Program currently graduate with a Graduate Certificate in Public Sector Management from the Flinders University, South Australia. The Program is administered on behalf of the Tasmanian Local Leadership Group and by The Training Consortium, State Service Management Office, Department of Premier and Cabinet.

This year 33 participants commenced the program with participants drawn from all levels of government including eight Victorian-based participants. Of the Tasmanian participants 12 are from the State Service, 10 from the Australian government and three from local government. During the year 21 people graduated from the 2011 intake, with 14 from the State Service, five from the Australian government and two from local government.

INSTITUTE OF PUBLIC ADMINISTRATION

The Institute of Public Administration (IPAA) is supported through The Training Consortium's secretariat role. The TTC coordinates the delivery of IPAA statewide events. IPAA is the nationwide professional association for those involved in public administration. It has divisions in all states and territories and a national office based in New South Wales. Membership is open to all individuals and organisations with an interest in public sector management and administration.

IPAA Tasmania provides professional networking opportunities; seminars with key speakers on topical subjects designed for maximum interaction by members; forums with well-credentialed panels of speakers on issues concerning public administration; and awards and prizes for Agencies, Councils and Government Business Enterprises. IPAA produces quality journals about public sector administration, management and development, and a National Conference is held by them each

year. The Agency Survey identified that 27 people (eight Agencies) attended an IPAA course or seminar during the reporting period.

THE TRAINING CONSORTIUM

The Training Consortium (TTC) was established in 1998 and continues to provide learning and development programs and events on behalf of its members. TTC is based in the State Service Management Office (DPAC) and operates on a self-funded model with revenue raised from annual membership fees and TTC courses and services. TTC's vision is to be the first choice provider of learning and development solutions for the public sector in Tasmania.

During the reporting period TTC delivered 145 calendar events with 2 722 participants and coordinated 114 in-house training programs for its member organisations. Member organisations comprise of Agencies and public authorities across all levels of government.

Table 4/1 The Training Consortium membership, as at June 2014

State Government Agencies	Other organisations
Dept. of Economic Development, Tourism and the Arts	Australian Antarctic Division
Dept. of Education	Australian Bureau of Statistics
Dept. of Health and Human Services	Australian Health Practitioner Regulation Agency
Dept. of Infrastructure, Energy and Resources	Department of Human Services
Dept. of Justice	Department of Veterans' Affairs
Dept. of Police and Emergency Management	Local Government Association of Tasmania (includes all member councils)
Dept. of Premier and Cabinet	National Disability Insurance Agency
Dept. of Primary Industries, Parks, Water and Environment	North West Community Legal Centre Inc
Dept. of Treasury & Finance	TasWater
TasTAFE	Transend Networks
Tasmanian Audit Office	University of Tasmania

New members in 2013-14 were the National Disability Insurance Agency and North West Community Legal Centre Inc.

The Training Consortium highlights for 2013-14 included:

- Production of the inaugural TTC Member Report;
- Development of an online *Introduction to Work Health and Safety* course that was completed by 2 786 participants;
- Introduction of the option to pay by credit card online;
- Member engagement forums statewide;
- Endorsement by the TTC Executive of the TTC Strategic Statement 2014-16 which outlines the key priorities for the TTC over the next three years;
- the delivery of ANZSOG and IPAA events in Tasmania; and
- the delivery of training to support State Service initiatives.

The TTC also supported members through the delivery of a range of in-house programs and the contracting of providers via the TTC People and Performance Management provider panel.

HUMAN RESOURCES AND INDUSTRIAL RELATIONS CAPABILITY
HUMAN RESOURCE CAPABILITY FRAMEWORK

The Capability Framework for human resources and people managers was designed to map capability against a common framework of reference including to the Australian Human Resources Institute (AHRI) professional recognition pathway. In 2013-14, the Training Consortium delivered the HR Capability Program, a series of six workshops aimed at developing knowledge and skills aligned with the capability framework. In addition to knowledge and skills development, the program provides the opportunity for cross Agency networking and sharing of practices and experience, both amongst fellow participants and through the exposure to experienced HR practitioners from a range of Agencies.

Other TTC programs providing development opportunities for HR Practitioners included:

- HR Lunchbox series in partnership with Mercer Australia
- Producing Quality Position Descriptions
- Mercer CED Job Evaluation
- Employee Selection: the Merit Principle in Practice
- Family Violence: Impacts at Work
- Managing Ill and Injured Employees
- HR Capability Extension

INDUSTRIAL RELATIONS CAPABILITY FRAMEWORK

In response to a need identified by Agencies, TTC developed and commenced delivery of the Industrial Relations (IR) Capability Program, which aims to enhance the skills and knowledge of HR Practitioners with workplace relations responsibilities. The Program is comprised of four one-day workshops scheduled over a five-month period. A two month "practical application" period between Workshops three and four provides an opportunity for participants to undertake a range of individual and team-based activities to apply and consolidate their learnings. Feedback from the program has been very positive, with the opportunity to undertake a variety of practical activities, learn from expert practitioners and develop networks with other colleagues.

AGENCY REPORTING ON TRAINING AND DEVELOPMENT

In addition to the previous sections for ANZSOG and IPAA, the Agency Survey reported that 44 people from nine Agencies attended another leadership activity. This is outside of specific Agency Leadership Development Programs and demonstrates the high level of awareness and importance placed on leadership across the State Service.

The following table reports Agency data regarding participation by senior managers, managers, high potential employees, graduates and employees in a structured training and development program initiative. It is noted that four Agencies were unable to report against all categories due to decentralised training, records management, or incomplete records being maintained. Several Agencies were unable to report on each of the categories eg senior managers and middle managers and therefore the data combines the two groups. Agency and structural changes during the reporting period may have resulted in training and development records not transitioning in time for reporting. Data presented in this table is based on each Agency's survey responses to this question and other structured training and development related questions in the Survey.

Please note that the absence of reporting does not necessarily indicate an absence of training and development. The activities reported may not necessarily include where training and development is provided at the section or division level, nor those provided in-house. It is noted that a number of Agencies have developed or are in the process of developing specific Agency e-learning modules across a range of areas including Work, Health and Safety, induction topics or recruitment processes.

Table 4/2 Agency reports on training and development activities

Agency	Number of program participants- 2013	Number of program participants- 2014
Department of Economic Development, Tourism and the Arts	152	160
Department of Education	6 856	8 273
Department of Health and Human Services*	2 244	1 207
Department of Infrastructure, Energy and Resources#	447	60
Department of Justice	61	434
Department of Police and Emergency Management	470	430
Department of Premier and Cabinet	159	301
Department of Primary Industries, Parks, Water and Environment^	623	124
Department of Treasury & Finance	307	306
Tasmanian Audit Office	14	3
Integrity Commission	1	8
Macquarie Point Development Corporation	-	10
Port Arthur Historic Site Management Authority	0	0
Tasmanian Health Organisation – North	0	*
Tasmanian Health Organisation – North West	323	*
Tasmanian Health Organisation – South^	-	3 760*
TasTAFE	0	0
Public Trustee	11	67

*DHHS – Agency survey response includes DHHS and the Tasmanian Health Organisations. Further work is underway to refine the training attendance reporting.
#DIER – the Agency reports that it continues to support individuals across the Agency to participate in training and development opportunities, in particular DIER's leadership development and management essentials programs. Other in-house training was also provided. Reporting of training and development activities is not fully in place at a whole-of-Agency level at this time. The 60 noted above were drawn from leadership courses/workshops/seminars and the leadership programs.
^DPIPWE – similar to DIER's response, but noting a focus this reporting period has been on leadership development which was reviewed during this period.

From the above table the number of people attending a training and development activity is just under 15 000, and involved the following:

- Senior Managers - 441
- Middle Managers - 1 374
- Team Leaders - 559
- Specific Recruitment Program Employees - 21
- Employers - 11 006
- Other, or not included in the above groups - 1 558

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The breadth of training is evident in the range of different training and development activities reported from formal courses (ANZSOG, PSM and IPAA), to topics including the following:

- Activity Based Funding
- Project Management
- Change Management
- Client Leadership
- Practical Application of Integrity in the Public Sector (provided through the Integrity Commission)
- Fraud Awareness
- Performance Management
- Managing a Small Team
- Workplace Culture
- Writing for Government
- Time Management
- Work, Health and Safety

From the information provided by Agencies, it is evident that an improvement is needed in reporting training and development activities. This would extend to Agency approvals for study assistance and mentoring/coaching activities which combine to increase the skills, knowledge and capability across the State Service. Professional development and other prescriptive training and development activities that are required for a number of professional occupations in order to register with a professional board should be considered for inclusion in future reports.

SECONDMENTS WITHIN AND EXTERNAL TO THE STATE SERVICE

Secondments provide an opportunity for employees and Agencies to gain additional skills and knowledge. Employees seconded to external organisations can return to the State Service with new knowledge, skills and experience that can enhance their own and their section's work. Knowledge sharing and skills acquisition at the work level can be gained through external secondments.

Agencies at times undertake to second people from outside the State Service to meet specific organisational needs where there is a requirement for specific duties or for a specified period of time. This brings the opportunity for Agencies to gain additional skills and knowledge from the seconded person during the period of their placement.

Secondments may be for a specific period or task and as directed in Employment Direction No. 1 – Employment in the State Service, Section 10 - the Head of the State Service may agree to a secondment arrangement following the agreement of the Head of Agency, the organisation and the employee. Arrangements for a secondment are to be in accordance with Section 46(a) and (b) of the Act. The following table shows the number of secondments into and external to the State Service for the reporting period.

Table 4/3 Secondment arrangements July 2013 – June 2014

Agency	Employees seconded to an external organisation	Employees seconded into the State Service
Department of Economic Development, Tourism and the Arts	1	1
Department of Education	10	
Department of Health and Human Services	2	
Department of Infrastructure, Energy and Resources		3
Department of Justice	1	
Department of Premier and Cabinet	2	
Department of Police and Emergency Management	1	1
Department of Primary Industries, Parks, Water and the Environment	3	
Tasmanian Audit Office		
Tasmanian Health Organisation- North	1	
Tasmanian Health Organisation- South	2	
TasTAFE	1	
Total	24	5

State Service employees' views and perceptions about training and development are provided below:

'Good opportunities for training and development.'

'We provide very good training/learning opportunities.'

'Everyone who wishes to is encouraged to learn and develop. In the team or as an individual.'

'I feel that (the) organisation invests in my professional (and) personal development.'

'People development is a high priority and professional learning (is) valued and facilitated.'

TSS Workforce Survey responses:

Question 4a – 'I understand the knowledge, skills and behaviour (capabilities) required for my role.' In 2014, 97.71% percent of respondents recorded a strongly agree or agree response. (2013 - 97.45%).

Question 4b – 'I have adequate opportunity to develop the required capabilities for my role.' 72.13% of respondents strongly agreed or agreed with this statement, compared to 70.05% in 2013. Some 11.65% (2013 - 12.58%) of respondents answered that they disagreed or strongly disagreed with this statement.

Question 6b – 'Development opportunities are available to perform at a high level in my role.' In 2014, 53.17% (2013 - 49.06%) of respondents recorded a strongly agree or agree response. Also in 2014, some 22.77% (2013 - 24.91%) neither agreed nor disagreed with the statement.

The overall ratings on training and development questions have improved in percentage terms from the 2013 survey results. It is also interesting to note that many of the respondents held the view that ongoing learning and development is important to them in enabling them to do their job well. Appropriate and timely training and development activities will continue to be designed, implemented and evaluated to ensure that employees are supported in developing and maintaining the right skills and knowledge for a productive and responsive workforce.

CHAPTER 5   WORK ENVIRONMENT – EQUITY, RESPECT AND FLEXIBILITY

INTRODUCTION

There are a number of State Service Principles that apply and relate directly to the work environment. These principles require equity, respect and flexibility and are provided for in Section 7 of the Act:

- the State Service provides 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;
- the State Service provides a workplace that is free from discrimination and recognises and utilises the diversity of the community it serves; and
- the State Service provides a fair system of review of decisions taken in respect of employees.

State Service Principle - Section 7(1)(a) states that the State Service is apolitical, performing its functions in an impartial, ethical and professional manner. The high standards of performance, ethical and professional conduct apply to all employees and officers in the State Service. Therefore, employee conduct should at all times be of a high standard and the State Service must have appropriate practices and policies in place to support this.

Employment Direction No. 2 - State Service Principles sets out the expectations and standards associated with the State Service Principles for all employees and officers. There is also the requirement for Heads of Agency to implement mechanisms directed at ensuring that the State Service Principles and the Code of Conduct provisions (Section 9 of the Act) are known and understood by employees and officers in terms of their responsibilities. The Employment Direction requires that officers and employees must help to ensure that the State Service upholds the first Principle in that it performs all of its functions and actions in an apolitical, impartial, ethical and professional manner.

The functions of the Employer as set out in Section 15 of the Act have a direct connection to the application of the State Service Principles and Section 15(1) (a to f, h and j) specifically. Section 15(2) states that the Employer, in performing the functions referred to in 15(1), is to act according to equity and good conscience and in a manner that is consistent with the provisions of the Act. Therefore, the Head of the State Service is bound by these, and it is through mechanisms such as this Annual Report that formal evidence can be reported for the exercise of the powers and functions of the Head of the State Service.

ENSURING AWARENESS ABOUT THE STATE SERVICE PRINCIPLES AND THE CODE OF CONDUCT

As noted earlier, Heads of Agencies and Authorities are required to implement actions that are directed at ensuring all employees and officers are aware of the State Service Principles and the Code of Conduct provisions, and what their responsibilities are in this regard. The Agency Survey asked what measures an Agency used during the reporting period to ensure that all employees and officers were familiar with the State Service Principles and the Code of Conduct.

Table 5/1 Agency activities – State Service Principles and the Code of Conduct

Activity	Number of Agencies
Provide new employees with written information as part of the induction process	15
Provide new employees with interactive or face-to-face information	17
Discuss the importance of upholding the State Service Principles with employees regularly to ensure their understanding of this and the requirements of the Code of Conduct	7
Provide regular information sessions for employees about the State Service Principles and Code of Conduct requirements	6
Provide managers/supervisors with information about their role in upholding the Principles and Code of Conduct	12

The Department of Education indicated that the Principles and Code of Conduct are a mandatory part of the annual Performance and Development Plan cycle and ensures that managers and employees discuss this. The Department of Treasury and Finance also adopted a similar approach. In the Department of Justice, all employees completed ethics training in the reporting period and this included the State Service Principles and the Code of Conduct requirements. This may be a similar, but unreported activity in other Agencies. Intranet information and the inclusion of the State Service Principles and the Code of Conduct in Statements of Duties were also reported by a number of Agencies. It was reported in an earlier chapter that Agencies have or were currently reviewing ethics, conduct and conflict of interest training and awareness activities in their organisations. This is underpinned by the State Service Principles and Code of Conduct requirements.

The Agency Survey identified that all Agencies were involved in the provision of Integrity and Ethics training events with over 2 600 employees having attended this category of training in the past 12 months. The number of participants who attended a State Service Principles training activity in the reporting period was over 4 600. Other training events would have also covered the State Service Principles, Conduct, Integrity and Ethics but have not been captured in this data, and these may include for example - induction courses, development courses, leadership workshops or seminars, decision-making or recruitment and selection training.

Section 9(8) of the Act provides that employees must disclose, and take reasonable steps to avoid any conflict of interest in connection with their State Service employment. There appears to be a number of mechanisms where conflict of interest information is addressed in training and awareness activities and is being strengthened across all groups – officers, senior and middle managers, team leaders and employees.

Section 9(11) and (12) of the Act sets out the requirements relating to the receiving and giving of gifts and benefits. A number of Agencies reported that they discussed this at division or section meetings or had the matter addressed during Integrity in the Public Sector training. Employment Direction No. 8 – Gifts and Benefits provides a direction that Agencies need to ensure that all employees and officers are aware of their statutory obligations in relation to the giving and receiving of gifts and benefits. The table below provides for other activities undertaken at the Agency level to inform employees and officers about the requirements of the Employment Direction in relation to their employment.

Table 5/2 Receiving or giving of gifts and benefits in the course of employment

Activity	Number of Agencies
Publication on the intranet	15
Email, face-to-face and initial induction	12
Agency induction/employee handbook	13
Gifts and Benefits Guidelines	17
Periodic reminders to employees	5
Team meetings	8
Signed annual declaration	3

Further to the above activities a number of Agencies indicated that this was included in their recent ethics training events. Three Agencies indicated that they are currently reviewing their policies and practices and along with other Agencies provided additional material information on their intranet sites. Conflict of Interest and Ethical Conduct awareness and training activities have also been more strongly linked to Employment Direction No. 8.

Under the Code of Conduct Section 9(9) of the Act, an employee is required to use Tasmanian government resources in a proper manner. Employment Direction No. 12 – Internet and Email Use by State Service officers and employees provides clarity in relation to the appropriate use of Internet, computer and email facilities to further emphasize the level of understanding of this requirement and to provide direction to Agencies and Authorities to implement appropriate guidelines and user agreements. A number of Agencies reported the development of, and or implementation of specific policies which have been extended to include social media or a policy which sets out acceptable use and reinforces the employee or officer's responsibilities and requirements as required by the Code of Conduct. Table 5/3 provides Agency responses on the mechanisms in place to ensure awareness and compliance with this Employment Direction.

Table 5/3 Awareness of appropriate internet and email use

Activity	Number of Agencies
Publication on the intranet	15
When logging on to the computer	15
Agency induction/employee handbook	14
Internal email	7
Periodic reminders to employees	12

The last four activities noted in the table indicated an increase in the number and types of activities across Agencies in providing information about their Agency's policy regarding Internet and Email Use. Other Agencies include this in their Induction Programs and handbooks, training or information sessions specific to this topic, as well as being included in Ethics and Conduct training.

Awareness of the Code of Conduct was also sought in the TSS Workforce Survey when it asked respondents to indicate their agreement with the statement: 'I am aware of the Tasmanian State Service Code of Conduct and how it applies to me.' In 2014, 93.81 (93.17% – 2013) per cent of respondents indicated that they strongly agreed or agreed with this statement. Furthermore, 97.59 per cent of respondents in 2014 (97.53% – 2013) provided a strongly agree or agree response to the question that 'I have a good understanding of the ethical standards expected of me.'

The importance placed on merit for appointment or selection and promotion cannot be understated and Section 9(1)(c) of the State Service Principles provides that the State Service is a public service in which employment decisions are based on merit. As such, Agencies undertake a range of activities to ensure that all employees are familiar with the merit principle.

Table 5/4   Ensuring awareness of merit principle

Activity	Number of Agencies
Provision of electronic or hard-copy guidelines to selection panels	17
Promotion through Agency intranet websites	14
Promotion through information on the Agency newsletters or bulletins	9
Included in statements of duty	8
Provision of training for selection panel members	9
Though information sessions for managers/supervisors	7
Through information sessions for employees	12

A number of other related activities undertaken by Agencies were noted earlier in the report. Chapter Three of the Report detailed a current Workforce Priority activity regarding positive workplaces and the need to ensure that all employees and officers have a safe and fair working environment. This is supported by the State Service Principles 7(1)(c) and (i). Inappropriate behaviour is not acceptable and is the antithesis of the State Service Principle 7(1)(a) in that the State Service is one that performs its functions in an impartial, ethical and professional manner.

The importance placed on this is evidenced in the activities undertaken by Agencies and Authorities that seek and work to minimise the risk of discrimination, bullying and/or harassment in the workplace. To that extent, Agencies and Authorities are required to develop, implement and evaluate their policies and programs. The responses to the Agency Survey provided below may not include activities that are included in other workforce management practices, for example, Work, Health and Safety; and team or values training or awareness activities.

Table 5/5   Agency activities that seek to minimise negative behaviour

Activities	Number of Agencies
Specific policies developed, implemented and evaluated	15 (8)
Policies include a definition of what bullying and/or harassment IS or IS NOT	15 (13)
Clear processes have been established for dealing with allegations	16 (14)
Processes are monitored and reviewed to ensure that the policies and processes are being appropriately applied	12 (11)
Training is provided for managers and supervisors	14 (10)
Training is provided for employees	13 (11)
Specialist advice is available to managers and employees from internal and external providers	16 (16)
Senior management monitors and ensures that incidents are properly addressed	15 (15)
The Agency has a bullying and/or harassment officer(s) to whom employees can report incidents	12 (12)

The number in brackets in the above table shows the Agency Survey results for 2013. It is evident that Agencies during the reporting year have undertaken to improve and/or increase employee and manager awareness of the need to ensure appropriate workplace conduct and to minimise negative behaviour.

The Agency Survey asked how many senior managers, manager/supervisors, contact officers and employees participated in discrimination, anti-bullying and/or harassment training during the reporting period. More than 1 200 senior managers, managers and supervisors attended this training during the reporting period. Over 130 Team Leaders and over 45 Contact Officers also participated in training during 2013-14. Just over 6 800 employees attended this specific training during the reporting period.Other actions aimed at minimising negative behaviour include the review of workplace policies and guidelines and/or establishing or strengthening Agency Contact Officers' roles and related training. Further examples include the Department of Treasury and Finance with the piloting of a Contact Officer Behaviour Training Program, Tasmanian Health Organisation – North with an external review of their policies and procedures, and the Department of Primary Industries, Parks, Water and Environment, which undertook a review involving extensive consultation with managers, employees and unions and has issued a Managing Workplace Issues and Grievances Policy including guidelines and a form.

The table below shows that training regarding workplace behaviour and conduct has been undertaken for senior managers, managers, employees and Contact Officers. Actual numbers are not provided as Agencies often review or revisit this matter by incorporating it into other training and development activities which have not been formally recorded. It should also be noted that this reports only training undertaken in the reporting period.

Table 5/6 Training for senior managers, manager/supervisors and employees – Anti-discrimination, harassment and anti-bullying (2013-14)

Agency	Senior Managers	Managers/ Supervisors	Employees	Contact Officers
Dept. of Economic Development, Tourism and the Arts	✓	✓	✓	✓
Dept. of Education	✓	✓	✓	
Dept. of Health and Human Services*	✓	✓	✓	
Dept. of Infrastructure Energy and Resources^				
Dept. of Justice	✓	✓		
Dept. of Police and Emergency Management	✓	✓	✓	
Dept. of Premier and Cabinet	✓	✓	✓	
Dept. of Primary Industries, Parks, Water and Environment	✓	✓	✓	✓
Dept. of Treasury and Finance		✓		✓
Tasmanian Audit Office	✓	✓	✓	✓
Integrity Commission^				
Macquarie Point Development Corporation^				
Port Arthur Historic Site Management Authority	✓		✓	✓
Tasmanian Health Organisation - North	✓	✓	✓	✓
Tasmanian Health Organisation – South			✓	
Tasmanian Health Organisation –North West	✓	✓	✓	✓
TasTAFE^				
The Public Trustee	✓	✓	✓	✓

*Additional data not included from online induction program
^Indicates that data for specific training has not been recorded. However, the topic in many instances has been incorporated into other leadership, management or other training programs or events.

The State Service Workforce Survey provides further evidence from the employee perspective that ongoing development is needed to address inappropriate negative behaviour in the workplace. To the question, 'My organisation does not tolerate bullying' a total of 57.36 per cent (2014) agreed or strongly agreed with the statement compared to 52.1 per cent in 2013. In 2013, 65.81 per cent of Survey respondents agreed or strongly agreed with the statement that 'There is a high value put on ethical behaviour.' This response increased to 72.81 per cent in 2014.

These findings support the need for ongoing work to support positive workplaces.

CODE OF CONDUCT AND INABILITY

Section 10 of *State Service Act 2000* determines sanctions for breaches of the Code of Conduct and Section 10(3) requires the Employer to establish procedures for the investigation and determination of whether an employee has breached the Code of Conduct. These procedures are required to afford and ensure procedural fairness in the determination of whether an employee has breached the Code of Conduct, and the procedures may differ for different categories of employees, and may vary according to the circumstances of the alleged breach (Section 10(4)).

Employment Direction No. 5 – Procedures for the Investigation and Determination of Whether an Employee has Breached the Code of Conduct establishes the procedures that apply to employees, senior executives, equivalent specialists and prescribed office holders. As per Section 1.2 of ED No. 5, a finding that an employee has breached the Code may only be made in accordance with the procedures, which are to be applied with procedural fairness, natural justice and in a timely manner. ED No. 5 sets out the roles and responsibilities for Heads of Agency, when there are reasonable grounds to believe that a Breach of the Code may have occurred. The process of investigating or determining an alleged breach, the imposition of a sanction and notification of a sanction are all provided for in ED No. 5. Whilst this may be considered a very formal approach, it is important to ensure that the employee against whom an allegation and determination is made, is provided with natural justice and procedural fairness at each stage. ED No. 5 Section 11 provides that where a Head of Agency determines that an employee has breached the Code of Conduct and a sanction is imposed, the employee has review rights under Section 50(1) of the Act.

This Report has already presented information about how employees and officers are provided with awareness and understanding regarding the State Service Principles and Code of Conduct requirements. Actions will continue to ensure that this remains an important aspect of State Service employment. Seven Agencies did not report any Code of Conduct matters for the reporting period.

Eleven Agencies and Authorities reported a total of 51 Code of Conduct proceedings during the reporting year and this is presented in the following table.

Table 5/7 Code of Conduct proceedings

Agency	Withdrawn	No breach determined	Breach (sanctions as per Clause 9 of ED No. 5)	Breach (with termination)	Pending	Total
Department of Education	1	3	7	-	2	13
Department of Health and Human Services	1	1	-	1	4	7
Department of Infrastructure, Energy and Resources	-	-	1	-	1	2
Department of Justice	1	-	2	2	-	5
Department of Police and Emergency Management	-	1	2	1	-	4
Department of Premier and Cabinet	-	1	-	-	-	1
Department of Primary Industries, Parks, Water and the Environment	-	2	-	1	3	6
Tasmanian Health Organisation - North	-	-	-	1	2	3
Tasmanian Health Organisation – North West	-	-	1	-	-	1
Tasmanian Health Organisation – South	2	2	3	1	-	8
TasTAFE	-	-	-	-	1	1
Total	**5**	**10**	**16**	**7**	**13**	**51**

Section 48(3) of the Act requires that the Employer may take one or more actions in relation to an employee who is found, under procedures established under subsection (3), to be unable to efficiently and effectively perform the duties assigned to the employee.

Employment Direction No. 6 – Procedures for the Investigation and Determination of Whether an Employee is Able to Efficiently and Effectively Perform His / Her Duties. ED No. 6 directs the Head of Agency where there are reasonable grounds to believe that an employee is unable to efficiently and effectively perform their duties, to appoint a person to investigate the alleged inability in accordance with the procedures detailed in the ED. The ED provides for a number of actions should the alleged inability be found or determined and procedural fairness and natural justice applies at all times.

During the reporting period, five Agencies (DHHS, THO-S, THO-NW, DPIPWE and DIER) reported a total of eight proceedings under Employment Direction No. 6. Four matters are pending at this time. One case was resolved through management processes and one resulted in the employee being granted an interim pension. One matter resulted in the termination of the employee, and the final matter was finalised as the employee resigned before a formal outcome had been determined.

The Agency Survey asked Agencies how employees are provided with information about their rights and obligations in relation to ED No. 5 and ED. No. 6. All Agencies provided general information as part of the orientation or induction programs or through intranet or Agency publications. Additional information is provided to an affected employee should a matter relating to either of the two Employment Directions arise either during the process via correspondence or

through direct discussions. Several Agencies also reported that they provide a Contact Person in these circumstances.

TERMINATION OF EMPLOYMENT

The employment relationship of an individual can end at the initiative of either the employee or the employer. 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, State Service 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 not performing their functions to the standard and requirement identified in the performance management plan relating to that officer or employee; and
- on any other grounds prescribed in the Regulations.

State Service 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.

In the period 1 July 2013 to 30 June 2014, eight Agencies reported a total of 21 terminations for the following reasons:

- Termination of probationary employment (two fixed-term employees).
- Abandonment of employment (nine employees – three permanent and six fixed-term employees).
- Breach of the Code of Conduct (six fixed-term employees).
- Inability (three permanent employees).
- Termination following ED. No. 26 (one permanent employee).

GOOD WORKPLACES

The sections and chapters in this Report inform how the State Service performs in terms of the requirements of the Act and in having a workplace that upholds the State Service Principles. Having effective workforce management and workplace policies and practices and good working environments all contribute to having a 'good workplace'. Good communication is also essential. The legislative basis for this relates directly to Section 7(1)(h) and (i) of the Act:

- the State Service establishes workplace practices that encourage communication, consultation, cooperation and input from employees on matters that affect their work and workplace; and
- the State Service provides a fair, flexible, safe and rewarding workplace.

Employment Direction No. 19 – Employee Consultation in the Tasmanian State Service (February 2014) prescribes consultation requirements and arrangements for Agencies. This Employment Direction was only implemented in the last third of the reporting year. Five Agencies reported that

they had implemented the ED, nine Agencies were progressing with the implementation and four Agencies were in preparation to do so. The majority of Agencies already had consultation processes in place and were reviewing and amending these to meet the new requirements.

The following table provides how Agencies reported the mechanisms used to consult with and inform employees about changes that affect them.

Table 5/8 Communication in the workplace

Agency action	Number of Agencies
Communication from the Head of Agency	18
Senior Management & Branch meetings	17
Team meetings & informal meetings	16
Communications plan/change management strategy	11
Regular newsletters, print and electronic	15
Intranet	13
Email	15

Individual meetings with employee (specific groups) and engaging with employee unions and quarterly senior management forums were also noted as mechanisms by which employees are consulted or informed about workplace matters.

The TSS Workforce Survey asked respondents whether 'Information about changes in my organisation is made available to me.' In 2013, 60.18 per cent strongly agreed or agreed with the statement and this increased to 64.57 per cent in 2014. In 2013, 87.45 per cent of the Survey respondents also strongly agreed or agreed with the statement that 'I understand my Organisation's core purpose.' This increased to 89.21 per cent in 2014.

Employees need to be provided with information that assists them in understanding their own, their Agency's and Government's priorities. The following table identifies how Agencies and Authorities provide information about Government priorities relevant to their workplace.

Table 5/9 Workplace communication about Government priorities

Communication medium	Number of Agencies
Through the corporate and business/budget planning process	18
Through internal newsletters and e-bulletins	16
By managers/supervisors/team meetings	18
As part of performance management process	16
Promoted on the intranet	13

WORKPLACE GRIEVANCES

A fair workplace is one where there are formal mechanisms whereby an employee can lodge a grievance about a workplace matter. Subsection 34(1) (j) of the Act requires Heads of Agency to develop and implement an internal grievance resolution system for their Agency.

A component of a responsive internal grievance resolution system is how employees are made aware of the system, the processes involved; and their rights and responsibilities in either lodging or responding to a grievance. Table 5/9 provides how employees access the full version of the Agency's current formal internal grievance resolution system.

Table 5/10 Advising employees about grievance resolution systems

Action	Number of Agencies
A copy is available on the Agency's intranet	16
A copy is available through the Agency's contact officers	15
A copy is available through the Human Resource Area	16
Provided information during the induction process	15
A copy is available through Agency notice boards	2

Other actions reported by Agencies included the provision of a hard copy of the resolution policy/process in each business unit or by providing a link to the electronic document management system. Other activities undertaken to inform employees of the formal internal grievance resolution procedure involved:

- providing information during the induction process;
- providing face-to-face information sessions for employees;
- at regular Managers meetings; and
- published in Agency newsletters, bulletins and in the workplace.

A total of 1 932 employees across five Agencies attended a Grievance and Resolution training session during the reporting period. One Agency reported that they had trialled and implemented a restorative practice approach to assist with grievance resolution. Training and awareness of an Agency's internal grievance resolution system is a further important component. As noted earlier in the Report, workplace behaviour and professional conduct matters may be addressed in a consolidated training or awareness activity, and as such Agencies may not be able to report on each element of the training or awareness activity. Therefore, the actual reporting of participation may not be clearly recorded for each element or aspect and reporting is not as clear as it could be.

The systems and practices for grievance notification, management, resolution and reporting are based on those grievances that have been formally reported. It is not possible to quantify how many grievances are successfully resolved at an informal level. The number of formal grievances lodged for the reporting period was 98 (compared to 110 in 2013) as reported in the table below. This is also a decrease from 2012 when there were 150 formal grievances.

Table 5/11 Number of formal grievances

Agency	Number of formal grievances lodged
Department of Economic Development, Tourism and the Arts	1
Department of Health and Human Services	15
Department of Infrastructure, Energy and Resources	1
Department of Justice	4
Department of Police and Emergency Management	11
Department of Primary Industries, Parks, Water and the Environment	4
Port Arthur Historic Site Management Authority	1
Tasmanian Health Organisation – North	14
Tasmanian Health Organisation – South	18
Tasmanian Health Organisation – North West	26
TasTAFE	3

The Department of Education reported that no formal grievances were finalised through their conduct and investigation unit and that many matters are resolved at the local area without formal action.

Table 5/12 below lists the category or description of the grievances lodged during the reporting period (but excludes award translation matters).

Table 5/12 Grievance issues

Grievance Description	Number
Recruitment, Selection, Appointment (excluding reviews under 50(1)(a) but including higher duties and fixed-term appointments)	3
Work Performance	10
Bullying and/or Harassment	34
Discrimination	1
Management Decisions	11
Misconduct	4
Employee conflict	30

In addition to the above, three matters related to a combination of a number of descriptions above, one matter concerned an employee's grievance regarding their condition of employment and one relating to offensive behaviour from a visitor.

Of the formal grievances lodged in the reporting period and those that were still pending last year, 32 were resolved by agreement, three were withdrawn, 19 were upheld, 16 were dismissed and two were not resolved. Mechanisms to resolve formal grievances involved mediation (20), counselling (8), additional training (13), reallocation of duties (13) and performance management or other activities. Thirty-three matters remained pending at the time of reporting.

Of those grievances reported as being related to bullying and/or harassment, 52.94 per cent were resolved though the Agency's internal grievance resolution processes and one was resolved through organisations outside the Agency. Fifty-five point eight (55.8) per cent are still pending at the time of reporting.

Agencies and Authorities also reported the instances where a grievance matter was lodged outside their organisation. In the reporting period, 139 matters were formally or informally referred to an external organisation. Four matters were taken to the Ombudsman, seven matters were lodged with the Anti-Discrimination Commission, 10 internal applications and 10 external applications relating to Award Translation matters were made to the Tasmanian Industrial Commission. Fifty three other matters were also lodged with the Tasmanian Industrial Commission and 59 Section 51(1)(b) matters as reported by Agencies. A further five matters were lodged with other external organisations. It was also reported that a number of employees had lodged applications across a number of external organisations at the same time.

Agencies and Authorities indicated in the Agency Survey that, of those matters noted above, 23 related to an award classification matter or alleged breach of an award regarding the conditions of employment, 30 matters concerned status of employment, four were in relation to a termination matter, five matters were related to discrimination, two were bullying and or harassment matters, 20 were management decision matters, one matter relating to workloads and two were grievances regarding process matters.

It is inappropriate to comment on the particulars of these matters or the outcomes. However, it is appropriate to state that this demonstrates that State Service employees are able to raise matters

that are of a concern to them. The importance placed on resolving and preventing workplace grievances before they become formal matters is noted in Agency policies and grievance resolution systems.

'The procedures and processes for addressing grievances are known in my organisation' was a question asked in the State Service Workforce Survey and 63.05 per cent of respondents in 2013 (2013 - 57.89%) agreed or strongly agreed with this statement. In 2013, 76.6 per cent of respondents answered that they agreed or strongly agreed that they '… could approach their direct manager to discuss concerns and or grievances.' This increased to 79.71 per cent in the 2014 TSS Workforce Survey.

The Workforce Survey also asked respondents about the statement 'My organisation has fair procedures and processes for addressing grievances.' This received a lower 'strongly agree' or 'agree' response of 48.11 per cent in 2013 and 52.51 per cent in 2014 compared to the previous question. The Workforce Survey results indicate that there needs to be ongoing actions to raise the awareness of grievances or conflict resolution processes as not all respondents may fully understand the procedures or how matters may be resolved.

REVIEWS UNDER SECTION 50 OF THE STATE SERVICE ACT

The State Service Principles contained within Section 7 of the *State Service Act 2000* (the Act) provide that there should be a fair system of review of decisions taken in respect of employees' (Section 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 subsection 50(1) (a) and 50(1) (b) of the Act, an employee is entitled to make application to the Tasmanian Industrial Commission 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'.

Section 51(8) of the Act requires the Tasmanian Industrial Commission to report annually to each House of Parliament on the performance of its functions and exercise of its powers under the Act during the period of 12 months ending on the last preceding 30 June.

DIVERSITY AT WORK

Chapter 2 provides information regarding diversity and recruitment. This section details how diversity is supported and enhanced across State Services Agencies and Authorities. In support of the State Service Principles, Employment Direction No. 3 – Workplace Diversity is a direction to assist Agencies in making arrangements to provide for a State Service that is free from discrimination and recognises and utilises the diversity of the community it serves, and that promotes equity in employment (Section 7(1) (c) and (k)).

Employment Direction No. 3 – Workplace Diversity provides that a Head of Agency must put in place measures to:

i. help provide a workplace free from all forms of discrimination and harassment, whether direct or indirect (Section 7(1) (c)) in a manner consistent with all Tasmanian and Commonwealth law;

ii. recognise and utilise the diversity available in the workplace and the community it serves (Section 7(1) (c));

iii. promote equity in the workplace (Section 7(1) (l)); and

iv. provide a reasonable opportunity to members of the community to apply for State Service employment (Section 7(1) (k)).

A Head of Agency is encouraged to assist employees to balance their work, family and other caring responsibilities effectively by developing mutually beneficial practices through the provision of a fair, flexible, safe and rewarding workplace (Section 7(1) (l)).

Employment Direction No. 3 also sets out measures for workplace diversity programs. A Head of Agency must develop and implement a workplace diversity program to assist in giving effect to the State Service Principles (Section 34(1) (h)) as outlined in this Direction. A workplace diversity program must include measures directed at ensuring that:

a. all Tasmanian and Commonwealth anti-discrimination laws are complied with in all activities of the Agency;

b. employment decisions in the Agency are made taking into account the diversity of the community, the organisational and business goals of the Agency and the skills required to perform the relevant duties;

c. the diverse backgrounds of State Service officers and employees are effectively utilised, taking into account the organisational and business goals of the Agency and the skills required to perform the relevant duties;

d. a workplace diversity program is in place which ensures that people from diverse groups have access to recruitment, promotion, career development and mobility opportunities as required under section 34(1) (h) of the Act; and

e. officers and employees are supported in balancing their work and family responsibilities.

Sixteen Agencies and Authorities reported in the Agency Survey that they currently have a Workplace Diversity Program fully implemented (as required under Section 34(1) (h) of the Act). TasTAFE and Macquarie Point Development Corporation did not indicate this but adopt supporting Agency policies and practices.

Fourteen Agencies and Authorities indicated that they have either recently reviewed their programs, or they are currently reviewing them. A range of actions are undertaken to communicate the Agency's Workplace Diversity Program and these are listed in the following table.

Table 5/13 Agency actions to promote their Workplace Diversity Program

Actions	Number of Agencies
Communication from the Head of Agency	3
Senior Management and Branch meetings	7
Team meetings and informal meetings	10
Agency intranet, newsletters, print and electronic	13
Email	3

Other actions reported included awareness or advice provided by the Agency's Workplace Contact Officer Network, induction or orientation activities, and information provided through the Agency's electronic document management system.

Eight Agencies and Authorities indicated that they have performance indicators in place to measure the progress of success of their Workplace Diversity Programs; and ten indicated that they did not have performance indicators in place. The Agencies with performance indicators identified a range of different measurements that provide progress or success and examples of these include workforce survey results, work-life balance or health and wellbeing activities and applications for purchased leave or change of working arrangements.

Workplace Diversity initiatives reported by Agencies and Authorities for the reporting period included Diversity Contact Officer Network training, implementing the Disability Framework for Action Plan 2013-17, Workplace Behaviour training, the development of guidelines for flexible work arrangements, a review of youth employment, improved access to work locations, ensuring vision accessibility for computer based operations, disability awareness seminars, newsletters, mental health in the workplace awareness sessions and the integration of workplace diversity principles into management and workplace practices. Many of the initiatives and activities have been assessed and monitored with continuing improvements being considered to increase diversity and diversity awareness across Agencies.

Also reported in the Agency Survey has been involvement in VET or Work Experience Programs, posters advising employees of the Agency's Employee Contact Officers, newsletters highlighting diversity at work, employee workshops on bullying and harassment and mental health awareness. More than 6 200 employees participated in Disability Awareness and Inclusion training or information sessions and more than 7 200 employees attended an Anti-Discrimination training or awareness activity during the past year.

WORKPLACE AND WORKING FLEXIBILITY

Employment Direction No. 3 provides support for employees' work-life balance and requires Agencies and Authorities to report on their approach to promote and deliver flexible working arrangements. One arrangement is evidenced in the level of part-time employment across the State Service. More than 13 700 employees work part-time in the State Service and this represents 48.54 per cent of the workforce (permanent and fixed-term).

Employees may seek to change their employment from full to part-time in order to meet work-life balance needs. A total of 1 234 (2013 – 742) permanent employees sought and were approved to change their employment status from full-time to part-time (14 Agencies). For 2014, 192 (2013 – 126) fixed-term employees from eight Agencies sought to change their employment status from full-time to part-time. This demonstrates Agencies and Authorities understanding that employees may need to change their employment status to meet their work-life balance needs.

PURCHASED LEAVE SCHEME

The Purchased Leave Scheme is another working arrangement to help employees make arrangements in order to meet their personal needs. The Purchased Leave Scheme (PLS) is a central component of the Public Sector Unions Wages Agreement 2012 (PSUWA 2012). The PLS applies to employees covered by the Tasmanian State Service Award (TSSA), the Health and Human Services (Tasmanian State Service) Award and the Education Facility Attendants' Salary and

Conditions of Employment Industrial Agreement 2011. It is an arrangement that allows an employee to receive ten additional days of leave per year by purchasing nine of those days. It was in place for a trial period until 30 June 2013 and has continued into this reporting year. The scheme provides the opportunity for employees to have a better work-life balance and for the employer to improve leave planning and achieve productivity savings.

A total of 783 (2013 – 759) permanent employees and 16 (2013 – 26) fixed-term employees were approved to participate in the Planned Purchased Leave Scheme during the reporting period.

STATE SERVICE ACCUMULATED LEAVE SCHEME

The Tasmanian Government is committed to the establishment and continuation of a flexible workplace. This commitment includes implementing work arrangements that help employees balance family and work responsibilities. Many people may work full-time or part-time but want to take extra periods of time off in the near or long-term future to look after children or elderly relatives, for further study or for travel. The State Service Accumulated Leave Scheme (SSALS) offers State Service employees a range of flexible work and leave options. SSALS is a form of work arrangement where an employee works full-time or part-time over an agreed period, but is paid a proportion of their normal salary. This allows them to bank extra hours that is taken as accumulated leave while receiving the same proportional salary.

In the reporting period, 219 (2013 – 99) permanent employees applied to participate in the Scheme and 172 employees were approved to participate (15 Agencies). Applications may occur in a reporting period but the leave taken in another period and this is why the two figures above differ. Two fixed-term employees applied and were approved to participate in the Scheme during the reporting period.

WORK-LIFE BALANCE

Last year the Agency Survey asked how managers/supervisors are required to consider work-life balance issues. The table below illustrates how this is undertaken.

Table 5/14 Work-life balance considerations

Element	Number of Agencies
Part of the business planning process	11
Part-time working arrangements	16
Flexible working policy and/or guidelines	13
Leave without pay	15
SSALS	13
PLS	15
Job sharing	12
Through performance management discussions	16
Phased retirement	14
Work planning e.g. rosters	13
Through the business planning process to consider team & individuals	13
Adequate resource levels for ongoing projects	16
Monitor leave balances	17
Agreed time off in lieu	16
Working from home	16

Guidance and support mechanisms available to managers about work-life balance matters were noted across all Agencies and Authorities. Agency workplace policies, access to Employment Assistance Programs, health and wellbeing resources, consultation and advice from Agency Human Resources sections are in place across the service.

Changes to start and finish times, changing days of work, meeting roster requests and reduced number of days per fortnight worked were all noted along with partial working from home arrangements and day shift work arrangements.

The TSS Workforce Survey results show that 71.44 (2013 - 69.07%) per cent of respondents agreed or strongly agreed with the statement that 'I am able to access flexible work arrangements to assist in my work-life balance.'

SUPPORTING FAMILIES

The State Service provides a range of leave provisions and support for employees to enable them to take paid parental, maternity or adoption leave.

In 2013 –14, 1 452 employees across nine Agencies attended an awareness or information session about family violence. During the reporting period, 16 Agencies granted 832 (2013 – 587) applications for paid maternity, parental or adoption leave. A further 456 (2013 – 200) applications were approved for unpaid maternity or parental leave.

Employment Direction No. 28 – Family Violence – Workplace Arrangements and Requirements prescribes workplace arrangements and requirements for supporting State Service officers and employees experiencing family violence, and their co-workers. A signatory to the National Plan to Reduce Violence Against Women and their Children, the Tasmanian Government is committed to implement policies, programs and services that reduce and mitigate family violence, such as the Safe at Home Program.

1425 employees attended a training or awareness session covering the requirements of ED No. 28 during the reporting period.

Twenty-seven applications for leave under the provisions of the Employment Direction were applied for and approved in the reporting period (compared to three in 2013). Twenty-one of the applications were made by seven employees. For the 27 applications received, a total of 64.69 (2013 - 68.03) hours leave was noted. Other support mechanisms including Employee Assistance Programs or changes to working arrangements were also approved.

WORK, HEALTH AND SAFETY

The Government is committed to ensuring the health, safety and wellbeing of all its employees and officers. The legislative basis for this relates directly to Section 7(1)(h) and (i) of the Act:

- the State Service establishes workplace practices that encourage communication, consultation, cooperation and input from employees on matters that affect their work and workplace; and
- the State Service provides a fair, flexible, safe and rewarding workplace.

Employment Direction No. 27 – Work, Health and Safety prescribes the requirements for all State Service Agencies in relation to managing and improving the health, safety and wellbeing of all employees and officers. In November 2012, the former Premier signed the State Service Work,

Health and Safety Policy which sets out a range of tasks and priorities to improve health and safety across the State Service.

The Work, Health and Safety Unit was established within the State Service Management Office with the aim of improving the health and safety of the State Service workforce by:

- developing, implementing and evaluating work health and safety strategy across the State Service; and
- providing advisory, coordination, consultancy and auditing services to State Service Agencies and Authorities on work health, safety, wellbeing, injury and compensation management.

A State Service Work, Health and Safety Reference Group has been formed in order to share Work, Health and Safety initiatives. A Public Sector Work, Health and Safety Consultative Forum has also been convened and in consultation with Unions, supports good work, health and safety practice across the State Service.

The Agency Survey asked about the activities of Agencies and Authorities regarding Work, Health and Safety, and 18 Agencies and Authorities that reported indicated that a Work, Health and Safety Policy was in place at the time of reporting. Thirteen Agencies and Authorities indicated that they have a documented Work, Health and Safety Management system.

Documented processes for Hazard Reporting were confirmed by 18 Agencies, Incident and Injury Reporting is in place for 18 Agencies and Risk Assessment activities were noted for 16 Agencies. The changes to the Federal Workplace Safety legislation have resulted in a number of priority activities being undertaken across the State Service. Twelve Agencies reported that an external compliance audit has been completed and the other Agencies are scheduling this to be done.

Training or awareness sessions have been undertaken across all Agencies, with a number of Agencies implementing online or e-learning modules. The Agency Survey results indicate that a total number of 14 456 employees (18 Agencies) attended an awareness or information session during the reporting period regarding Work, Health and Safety.

The following table shows the number of responsible officers, managers/supervisors, employees and safety representatives trained during 2012-14. Given the recent commencement of the new federal legislation, the figures demonstrate a keen interest in work, health and safety by all Agencies.

Table 5/15 Work, Health and Safety Training 2012-2014

Agency	Responsible Officers	Managers/ Supervisors	Employees	Employee Safety Reps	Total
Department of Economic Development, Tourism and the Arts	11	91	455	7	564
Department of Education	199	173	229	75	676
Department of Health and Human Services	0	230	1800	42	2072
Department of Infrastructure, Energy and Resources	7	129	523	6	665
Department of Justice	6	214	1022	21	1263
Department of Police and Emergency Management	11	246	360	8	625
Department of Premier and Cabinet	6	48	282	0	336
Department of Primary Industries, Parks, Water and the Environment	15	326	1195	2	1538
Department of Treasury and Finance	5	178	114	8	305
Tasmanian Audit Office	1	7	50	0	58
Integrity Commission	0	5	11	1	17
Macquarie Point Development Corporation	5	4	5	0	14
Port Arthur Historic Site Management Authority	7	22	327	2	358
Tasmanian Health Organisation – North	25	190	60	53	328
Tasmanian Health Organisation – South	15	270	3463	49	3797
Tasmanian Health Organisation – North West	1	162	597	13	773
TasTAFE	0	85	0	0	85
Public Trustee	1	9	22	0	32
Total	315	2389	10515	287	13506

A total of 40 people from 13 Agencies participated in the Work, Health and Safety Auditing Course in the reporting year.

Responses in the TSS Workforce Survey to the question 'I am aware of the work, health and safety requirements and supporting information' resulted in 88.42 per cent of responses strongly in agreement or agreement. This has increased from 2013 when the response was 80.46 per cent. Eighty-seven point six-five per cent (2013 - 83.05%) of respondents agreed or strongly agreed with the statement 'I am encouraged to report health and safety incidents and injuries.' Less positive were the responses to the question 'The health and safety programs offered by my organisation are effective', where in 2014, 62.82 per cent strongly agreed or agreed, compared to 54.73 per cent in 2013.

The Survey did not ask respondents to indicate their involvement in health and safety or health and wellbeing programs and therefore their measurement of effectiveness may be due to a number of factors, including non-participation or participation in activities not branded under work, health and safety. However, 70.98 per cent stated in 2013 that they strongly agreed or agreed with the statement: 'I am aware of the work, health and safety priorities of my Organisation.' The response rate to this question increased to 78.65 per cent in 2014.

These results indicate an increased awareness by employees of the importance of work, health and safety. It also indicates an acknowledgement of the increasing level of organisational activities to ensure a safe and healthy work environment. Other comments made in the TSS Workforce Survey about the work environment include:

'Good focus on work, health and safety in my workplace.'

'I believe our workplace health and safety procedures are good, issues are dealt with in a very timely manner.'

'Strong focus on health and safety in our division. People take a very positive and serious view of this issue.'

SUPPORTING EMPLOYEES THROUGH EMPLOYMENT DIRECTION NO. 29

In February 2014 Employment Direction No. 29 – Managing employees absent from the work place came into effect. The purpose of the Employment Direction was to emphasise the Government's commitment to supporting employees who are absent from work due to illness/injury, whether or not it is work related.

The focus of this Employment Direction is on employees who are likely to be absent from work for a significant period of time, to provide employees with support during their absence, and to enable them to return to the workplace as soon as they are ready. The Employment Direction is read and interpreted in conjunction with each Agency's Injury Management Program.

It has not been possible to collect all reporting requirements given the Employment Direction's recent implementation. However, Agencies indicated in the Agency Survey that four Agencies had implemented the Direction, nine Agencies were partly through implementation and five Agencies were still in the development stage.

HEALTH AND WELLBEING

Employment Direction No. 24 – Workplace Health and Wellbeing provides direction to Agencies and Authorities to implement workplace health and wellbeing programs in order to increase the efficiency and productivity of the State Service through a State Service culture that values, supports and improves the health and wellbeing of employees. The legislative basis for this is Section 7(1) (h) and (i) of the Act:

- the State Service establishes workplace practices that encourage communication, consultation, cooperation and input from employees on matters that affect their work and workplace; and
- the State Service provides a fair, flexible, safe and rewarding workplace.

The State Service has a Partnership with the Menzies Research Institute which provides ongoing support to PhD candidates to undertake research associated with health and wellbeing, workers compensation and injury management. A process evaluation project commenced in March 2013 and this will assess the effectiveness of the Healthy@Work program delivered to all Tasmanian State Service employees from 2008-2012. This project is led by the Menzies Research Institute and University of Tasmania as a component of the Partnering Healthy@Work project.

A proactive approach to Work, Health, Safety and Wellbeing will continue as part of a combined health, wellbeing and safety approach being developed with Agencies and other stakeholders.

The 2013 Agency Survey asked Agencies what program and activities were undertaken in their Agency during the reporting period as detailed in Employment Direction No. 24. Agencies and Authorities reported a range of activities including:

- Participation in the Global Corporate Challenge
- Participation in the BUPA Challenge
- RBF/Centrelink Seminars
- Mental Health focus days 'R U OK?'

- Intranet information
- Exertime trial
- Cholesterol, blood, glucose and hypertenson testing
- Healthy cooking demonstration
- Massage session
- Development of a 'break out' space
- Audiology testing
- Quarterly Health magazine
- Health Assessments

- Influenza vaccinations

- Subsidised fitness programs
- Workplace Toolkit
- Promotion of Employee Assistance Program
- Cricket challenge
- Health and wellbeing survey
- Vision Screening

- Health Foods Afternoon Tea
- Point to Pinnacle Race participation
- 'No More Butts' Campaign participation
- Zumba fitness classes (discount)
- Healthy at Work posters and brochures
- Newsletter – 'Healthy Bites'

Whilst this question wasn't included in this year's Agency Survey, Agency responses indicate that many of these activities are continuing. For example, the Department of Education's Healthy@Work Plan focuses on activities that are targeted on improving the health, happiness and productivity of all employees with the key areas of the Plan identified through a range of employee surveys. The aim is to improve physical activity, nutrition and reduce psychological distress. In May 2014 the Department launched the *Bupa* Life Skills Healthy Minds Program which focuses on the area of reducing psychological distress. This Program has a series of online modules aimed at managing stress and relationships, as well as providing helpful strategies for managing a healthy work-life balance.

From the largest Agency to one of the smaller Agencies, the Public Trustee provided in the Agency Survey response that they have focussed on health and wellbeing events and nutrition advice and other workshops were planned.

CHAPTER 6   STATE SERVICE EXAMINATIONS AND EVALUATIONS

INTRODUCTION

This chapter presents the examinations and evaluations undertaken during the reporting period relating to the *State Service Act 2000*. A noted change has been the passage of the State Service Amendment 2012 Bill and the Employer has responsibility for the examination of matters relating to the purpose of carrying out the Employer's functions under the Act. This power is undertaken by the Head of the State Service. Section 16 of the *State Service Act 2000* (the Act) sets out the powers of the Employer:

> (1) The Employer may, consistent with the provisions of this Act, do all things necessary or convenient to be done for or in connection with, or incidental to, the performance of the Employer's functions under this Act.
>
> (2) Without limiting subsection(1), in addition to any power conferred on the Employer by any other provision of this Act, the Employer may, for the purpose of carrying out the Employer's functions under this Act –
>
>> (a) conduct such investigations as the Employer considers necessary for the purposes of this Act.

Furthermore, the Employer has the power under Sections 16(b) and (c) to refer any matter arising under the Act to the Ombudsman, Integrity Commission, Tasmanian Industrial Commission, Anti-Discrimination Commissioner or any other person or body that may be prescribed by the regulations; and to disclose information to the Integrity Commission if the information is relevant to the performance or exercise by the Integrity Commission of its functions or powers.

Under the new legislation the role of the Auditor-General is noted in Section 18(3) which provides for investigations into administrative and management matters:

> (1) The Employer may request the Auditor-General to conduct an investigation into any matter which relates to the administration or management of the State Service.

The Auditor-General is also empowered to undertake examinations regarding the performance and exercise of the Employer's functions and powers under the Act (Section 18(3)). This Report does not provide information regarding the Auditor-General's examinations.

This chapter presents a summary of examinations and evaluations that the Head of the State Service has considered necessary for the purposes of the Act that are relevant to the prescribed functions and powers. Examinations and evaluations may be required in order to assess or examine a matter that is prescribed in the Act, Regulations, Employment Directions or Practices, Procedures and Standards. As such, an examination may be to assess the level of compliance with an Employment Direction. This provides the mechanism for the Head of the State Service to examine such matters, but also to evaluate (assess) their effectiveness, and or benefit to the employment of State Service employees, Heads of Agency or senior executive. Examinations and evaluations may also cover emerging issues that require decisive and appropriate responses to ensure that the State Service Principles are being upheld across all State Service Agencies and Authorities, or relating to specific employment actions.

The State Service Management Office, under the direction of the Head of the State Service, has prime responsibility for the efficient and effective evaluation and examination of employment and

related matters pertaining to the Act. This chapter will detail examinations and evaluations that have been undertaken in light of current or emerging concerns, or to assess compliance or implementation of Employment Directions or programs; or as a means of understanding a matter more thoroughly in order to determine an appropriate response.

Whilst it was intended to prepare a full examination and evaluation plan for the reporting period, this has not been fully developed. A number of examinations and evaluations have been undertaken as matters arose that required considered and timely attention. SSMO completed reviews into Senior Executive arrangements, More Responsible Duties Allowance (MRDA) and Higher Duties Allowance (HDA), grievance procedures and performance management. The reports also include suggestions for the development of appropriate responses and recommendations for the consideration of the Head of the State Service.

The Office has also been involved in providing advice on the Integrity Commission's Report No. 1 of 2014 – An Investigation into Allegations of Nepotism and Conflict of Interest by Senior Health Managers following the tabling of this Report in Parliament in May 2014.

SENIOR EXECUTIVE SERVICE (SES) ARRANGEMENTS

In August 2013 a meeting of Heads of Agency discussed matters relating to the management of the Senior Executive Service and application of Employment Direction No. 17. The focus of these discussions was on the arrangements to apply for consecutive appointments and the salary level to be specified in the Instrument of Appointment (IoA) and practical application of salary incentive payments.

The investigation recommended solutions in accordance with contemporary management practices. The investigation was not a review of conditions and/or providing additional benefits to SES. A number of longer term considerations, directly related to Appointment Arrangements were raised; however, recommendations on these matters were not made. A number of interrelated SES issues were also identified as part of this investigation, (undertaken under Section 16(2) (a) of the *State Service Act 2000*), including:

- Performance Management System
- Performance Incentive and Salary Arrangements
- Application of "Market" and "Attraction" Rates
- Equivalent Specialist Offices
- Authorisation and Delegation
- Severance Arrangements
- Officer appointments to Ministerial Offices
- Transitional Arrangements
- Appointment and Consecutive Arrangements

The Director SSMO conducted interviews with all Heads of Agency and a discussion paper was then circulated to all Agencies. A number of recommendations were made and adopted with a revised Employment Direction No. 17 issued in June 2014.

MORE RESPONSIBLE DUTIES ALLOWANCE (MRDA) AND HIGHER DUTIES ALLOWANCE (HDA)

A review of higher duties (HDA) and more responsible duties allowances (MRDA) within the Tasmanian State Service was undertaken to examine and evaluate the processes and arrangements

in place. This encompassed the level of technical knowledge and consistency of application at the operational level and management and in the monitoring and approval of allowances particularly over time. Higher duties allowances were found to be relatively satisfactory although this may have been due to the limited number of active HDAs compared with the higher number of MRDAs.

The Draft Report highlighted that further work needs to be done to ensure that:

- The standard of Agency documentation justifying the payment of MRDAs is consistent and properly approved (including due authorisation and appropriate delegations); and
- A consistent approach to documentation and record keeping across all divisions and Agencies is required and maintained.

GRIEVANCE MANAGEMENT AND PROCEDURES IN THE TASMANIAN STATE SERVICE

In light of recent commentary and employee-based surveys regarding negative workplace behaviour, it was appropriate to examine and evaluate the grievance management process across all Agencies and Authorities. The focus of the examination was to consider Agency approaches and management of negative work behaviours, and to ensure that current practices reflected contemporary best practice to address and prevent unacceptable workplace behaviour. Grievance policies are not restricted to workplace behaviour, but also provide a mechanism by which an employee may wish to notify the organisation that they disagree with a decision affecting their work.

The examination considered the legislative basis at federal and state level, including statutory provisions governing work – Anti-discrimination legislation, *Integrity Commission Act, Human Rights and Equal Opportunity Commission Act 1986, State Service Act 2000, Work, Health and Safety Act 2012* and the *Fair Work Act 2009* and Award/agreement provisions along with Agency policies and procedures. The Draft report suggested a number of activities that should be considered when reviewing directions or workplace policy process and practices about adverse workplace behaviour. This work also contributes to the Positive Workplace Behaviour Project currently being undertaken by SSMO.

PERFORMANCE MANAGEMENT

Performance management was identified as a priority management issue for the TSS in 2011. Amendments to the Act and the subsequent issuing of Employment Direction No. 26 Managing Performance in the State Service reflected the intention and need to implement a formal system of performance management and appropriate reporting frameworks.

In 2013 a review was conducted by SSMO of Agency performance management achievements and the level of compliance with Employment Direction 26. Two large Agencies and one medium and one small Agency were selected for the performance management review on the basis that they represented policy, regulatory and operational types. Results from the review suggest that, Agency performance management methods generally include many of the better practice features, and where documentation was made available to the review, sound administrative arrangements.

The Draft Report also considered contemporary approaches to performance management and the suggested areas for improvement are to be considered in the review of ED No. 26 and associated policies and practices. The suggestions provided in the Draft Report encompassed reporting and the need for stronger links to training and development.

CHAPTER 7 STATE SERVICE WORKFORCE PROFILE

INTRODUCTION

Eighteen Agencies (State Service Agencies and State Authorities) have produced the following statistics on State Service employment for the period ending 30 June 2014. The workforce statistical data for the Workforce Profile is drawn from the Workforce Analysis and Collection Application (WACA), which is derived from quarterly snapshots of Agency human resource data, 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 a whole-of-service level.

The data is accepted 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 possible, free from material misstatement. As this is snapshot data, all reasonable measures have been taken to accurately validate and interpret this data for inclusion in this Report.

The reporting of State Service Workforce statistics in this Annual Report uses the reporting standards of paid full-time equivalent (paid FTE) and paid headcount. The 'paid counts' more accurately reflect 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. This standard was adopted in previous State Service Commissioner's reports and maintaining this allows for data comparison across years. However, it should be noted that some tables and charts contain historical data which relate to entities that are no longer agencies (Government Departments or State Authorities under Schedule 1 of the Act. Please refer to the explanatory notes in Appendix A for further information).

As of 30 June 2014, there was a total paid headcount of 28 310 people employed under the Act, excluding casual and sessional employees. The number of paid full-time equivalent employees (paid FTEs) was 22 480.29 For the June 2014 quarter, the paid headcount for casual employees was 2 888 and there were no sessional employees. The numbers of paid full-time equivalent casual employees was 923.88.

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 the *Training and Workforce Development Act 2013* for TasTAFE.

- *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 SSMO (the most recent data is from 1 July 2013 to 30 June 2014);

- annual Agency Surveys conducted by SSMO (the most recent data is from 1 July 2013 to 30 June 2014);

- The Tasmanian State Service Workforce Survey (undertaken in May 2014);

- Workforce Analysis and Collection Application (data as at 30 June 2014); and

- The Australian Bureau of Statistics (where referenced).

The explanatory notes provided in Appendix A may further assist in understanding the figures and tables presented in this report.

STATE SERVICE WORKFORCE PROFILE

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. Gender, age, service length and commencement data is also presented in this section.

The statistics date for all data presented in this section is as at 30 June 2014 or 30 June each year for comparison years. All data is paid headcount.

Table 7.1 Paid headcount by employment category

Agency	Fixed Term	Permanent	Part 6	Total
Dept. of Economic Development, Tourism and the Arts	33	369	11	413
Dept. of Education	1 822	8 673	19	10 514
Dept. of Health and Human Services	159	1 841	28	2 028
Dept. of Infrastructure, Energy and Resources	40	509	16	565
Dept. of Justice	81	1 061	21	1 163
Dept. of Police and Emergency Management	43	797	8	848
Dept. of Premier and Cabinet	26	283	28	337
Dept. of Primary Industries, Parks, Water and Environment	119	1 331	20	1 470
Dept. of Treasury and Finance	20	256	16	2 92
Tasmanian Audit Office	7	33	2	42
Integrity Commission of Tasmania	1	13	1	15
Macquarie Point Development Corporation	1	6	2	9
Port Arthur Historic Site Management Authority	18	90	2	110
Tasmanian Health Organisation - North	461	2 537	7	3 005
Tasmanian Health Organisation - North West	274	1 336	3	1 613
Tasmanian Health Organisation - South	822	4 066	10	4 898
TasTAFE	143	786	4	933
The Public Trustee	3	50	2	55
Total	4 073	24 037	200	28 310

Part 6 refers to officers appointed under part 6 of the *State Service Act 2000* and includes Heads of Agency, Holders of Prescribed Offices, Senior Executives and Equivalent Specialists

The above table provides paid headcount by Agency and by employment category. There is a variation in Agency size from a workforce of nine up to 10 514. The following pie chart shows the totals for each employment category as a percentage of the TSS workforce.

Figure 7.1 State Service Workforce by Employment Category
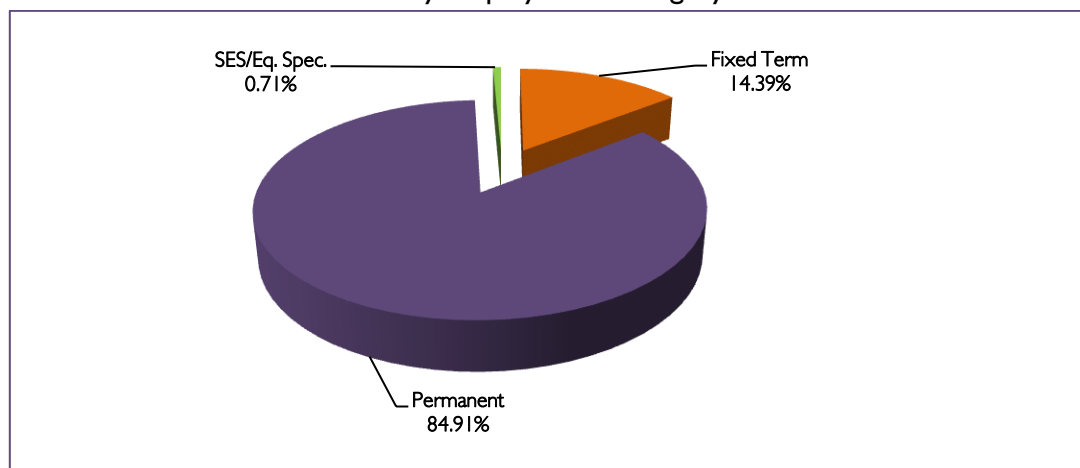
For 2013-2014 the largest employment category within the TSS Workforce is permanent employment at 84.91 per cent. Permanent employment is the usual form of employment; the representation for this employment category remains at a stable level. However, there is the provision that fixed-term employment is suitable where there is a need for a specified task or specified term (Section 37(3)(b) of the Act).

The following table provides the same information but identifies gender representation across each of the Agencies and by employment category. The data shows the predominance of female employment for fixed-term and permanent employment categories, however, there is an inverse relationship for the senior executive service, where male representation is higher. Across all employment categories female representation is 19 768 or 69.83 per cent and male representation is 8 542 or 30.17 per cent. The senior executive service comprises 0.71 per cent of the state service and within that group males represent 72.50 per cent. Additional comparative data is presented later in this chapter.

The final tables in this section provide a comparative view of paid headcount by Agency and by employment category for 2013 and 2014. The table demonstrates that there have been increases for fixed-term and permanent employment categories and a decrease in paid headcount for the senior executive service. The differences noted are examined in further detail in the paid FTE section as the table following reports on headcount as opposed to the number of FTE positions.

Table 7.2 Paid headcount by employment category and gender

Agency	Fixed Term		Permanent		SES/Eq. Spec.		Total
	Female	Male	Female	Male	Female	Male	
Dept. of Economic Development, Tourism and the Arts	20	13	232	137	5	6	413
Dept. of Education	1 379	443	6 590	2 083	6	13	10 514
Dept. of Health and Human Services	106	53	1 201	640	10	18	2 028
Dept. of Infrastructure, Energy and Resources	22	18	234	275	3	13	565
Department of Justice	49	32	550	511	5	16	1 163
Dept. of Police and Emergency Management	33	10	284	513	1	7	848
Department of Premier and Cabinet	14	12	164	119	10	18	337
Dept. of Primary Industries, Parks, Water and Environment	64	55	620	711	4	16	1 470
Dept. of Treasury and Finance	14	6	143	113	2	14	292
Tasmanian Audit Office	3	4	14	19	0	2	42
Integrity Commission of Tasmania	1	0	8	5	1	0	15
Macquarie Point Development Corporation	0	1	5	1	1	1	9
Port Arthur Historic Site Management Authority	15	3	42	48	1	1	110
Tasmanian Health Organisation - North	288	173	2 094	443	3	4	3 005
Tasmanian Health Organisation - North West	163	111	1 120	216	0	3	1 613
Tasmanian Health Organisation - South	507	315	3 143	923	2	8	4 898
TasTAFE	96	47	453	333	1	3	933
The Public Trustee	3	0	39	11	0	2	55
Total	2 777	1 296	16 936	7 101	55	145	28 310

Table 7.3 Comparative paid headcount by Agency and employment category 2013-2014

Agency	Fixed Term		Permanent		SES/Eq. Spec.	
	2013	2014	2013	2014	2013	2014
Dept. of Economic Development, Tourism and the Arts	34	33	393	369	13	11
Dept. of Education	1 837	1 822	9 366	8 673	27	19
Dept. of Health and Human Services	182	159	1 795	1 841	31	28
Dept. of Infrastructure, Energy and Resources	40	40	514	509	18	16
Dept. of Justice	72	81	1 054	1 061	23	21
Dept. of Police and Emergency Management	18	43	785	797	10	8
Dept. of Premier and Cabinet	18	26	293	283	26	28
Dept. of Primary Industries, Parks, Water and Environment	133	119	1 292	1 331	22	20
Dept. of Treasury and Finance	27	20	257	256	17	16
Tasmanian Audit Office	8	7	35	33	2	2
Integrity Commission of Tasmania	4	1	10	13	1	1
Macquarie Point Development Corporation	1	1	2	6	1	2
Port Arthur Historic Site Management Authority	21	18	89	90	2	2
Tasmanian Health Organisation - North	471	461	2 321	2 537	7	7
Tasmanian Health Organisation - North West	279	274	1 295	1 336	2	3
Tasmanian Health Organisation - South	785	822	3 945	4 066	12	10
TasTAFE	0	143	0	786	0	4
Tasmanian Skills Institute	22	0	265	0	2	0
The Public Trustee	5	3	52	50	2	2
Total	3 957	4 073	23 763	24 037	218	200

Noting changes in an Agency or service workforce is another component in formal reporting. The following table is comparative in that it compares the total paid headcount by Agency for 2013 and 2014, the increase or decrease of the two years and the final column shows the percentage of change for each Agency.

Table 7.4 Comparative paid headcount total by Agency 2013-2014

Agency	2013	2014	Variation	Variation %
Dept. of Economic Development, Tourism and the Arts	440	413	-27	-6.14
Dept. of Education	11 230	10 514	-716	-6.38
Dept. of Health and Human Services	2 008	2 028	20	1.00
Dept. of Infrastructure, Energy and Resources	572	565	-7	-1.22
Dept. of Justice	1 149	1 163	14	1.22
Dept. of Police and Emergency Management	813	848	35	4.31
Dept. of Premier and Cabinet	337	337	0	0.00
Dept. of Primary Industries, Parks, Water and Environment	1 447	1 470	23	1.59
Dept. of Treasury and Finance	301	292	-9	-2.99
Tasmanian Audit office	45	42	-3	-6.67
Integrity Commission of Tasmania	15	15	0	0.00
Macquarie Point Development Corporation	4	9	5	125.00
Port Arthur Historic Site Management Authority	112	110	-2	-1.79
Tasmanian Health Organisation - North	2 799	3 005	206	7.36
Tasmanian Health Organisation - North West	1 576	1 613	37	2.35
Tasmanian Health Organisation - South	4 742	4 898	156	3.29
Tasmanian Skills Institute	289	0	-289	-100.00
TasTAFE	0	933	933	100.00
The Public Trustee	59	55	-4	-6.78
Total	27 938	28 310	372	1.33

The above table shows the variation for each Agency and the differences noted are discussed in more detail in the paid FTE section. However, there is a noted headcount increase of 372 which translates to a 1.33 per cent overall increase in the reporting year for the State Service.

Another way of considering employment levels is to use FTE or full-time equivalent values. FTE provides a measure as at a point in time (i.e. 30 June 2014) 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.

Table 7.5 shows FTE values by employment category and identifies the significant differences in total numbers for each employment category and Agency. The differences between FTE and Paid headcount depict also the significant levels of part-time employment across the employment categories.

Table 7.5 Paid full-time equivalent (FTE) by employment category

Agency	Fixed Term	Permanent	SES/ Eq. Spec.	Total
Dept. of Economic Development, Tourism and the Arts	28.26	334.36	10.90	373.52
Dept. of Education	981.02	6 746.57	19.00	7 746.59
Dept. of Health and Human Services	133.88	1 631.58	27.00	1 792.46
Dept. of Infrastructure, Energy and Resources	21.92	440.42	15.80	478.14
Dept. of Justice	74.33	962.89	20.90	1 058.12
Dept. of Police and Emergency Management	37.04	763.17	8.00	808.21
Dept. of Premier and Cabinet	24.37	267.09	27.15	318.61
Dept. of Primary Industries, Parks, Water and Environment	95.04	1 183.49	20.00	1 298.53
Dept. of Treasury and Finance	16.96	238.96	15.87	271.79
Tasmanian Audit Office	5.90	31.20	2.00	39.10
Integrity Commission of Tasmania	1.00	12.60	1.00	14.60
Macquarie Point Development Corporation	1.00	5.67	2.00	8.67
Port Arthur Historic Site Management Authority	11.98	71.71	2.00	85.69
Tasmanian Health Organisation - North	347.70	1 910.37	7.00	2 265.07
Tasmanian Health Organisation - North West	228.14	1 049.36	3.00	1 280.50
Tasmanian Health Organisation - South	627.51	3 183.55	9.16	3 820.22
TasTAFE	105.38	661.03	4.00	770.41
The Public Trustee	2.79	45.27	2.00	50.06
Total	2 744.22	19 539.29	196.78	22 480.29

Table 7.6 Comparison of paid FTE for 2013-2014

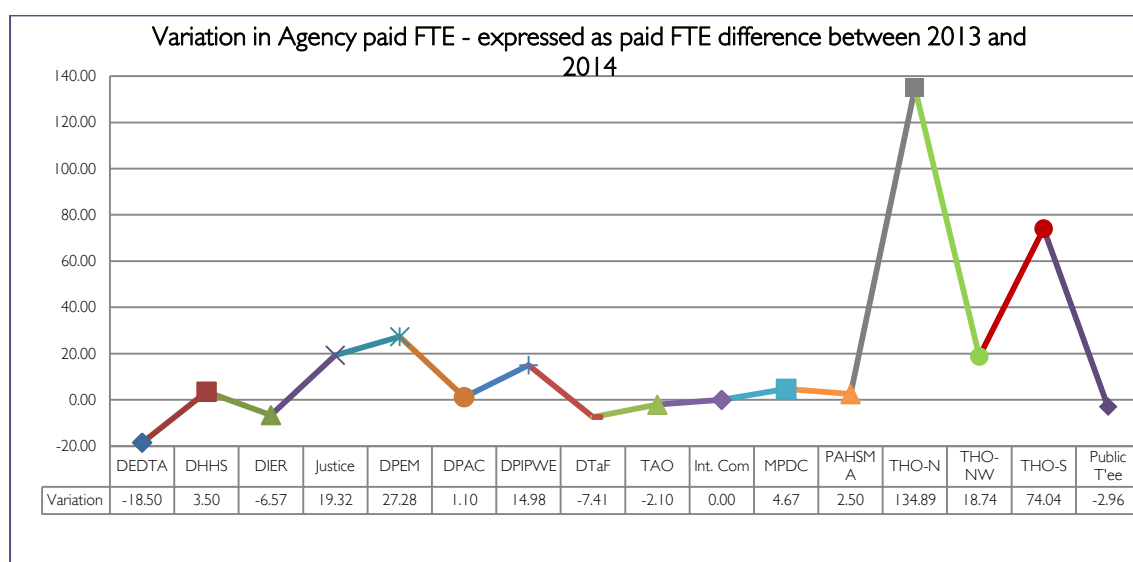| Agency	2013	2014	Variation
Dept. of Economic Development, Tourism and the Arts	392.02	373.52	-18.50
Dept. of Education	8 298.37	7 746.59	-551.78
Dept. of Health and Human Services	1 788.96	1 792.46	3.50
Dept. of Infrastructure, Energy and Resources	484.71	478.14	-6.57
Dept. of Justice	1 038.80	1 058.12	19.32
Dept. of Police and Emergency Management	780.93	808.21	27.28
Dept. of Premier and Cabinet	317.51	318.61	1.10
Dept. of Primary Industries, Parks, Water and Environment	1 283.55	1 298.53	14.98
Dept. of Treasury and Finance	279.20	271.79	-7.41
Tasmanian Audit office	41.20	39.10	-2.10
Integrity Commission of Tasmania	14.60	14.60	0.00
Macquarie Point Development Corporation	4.00	8.67	4.67
Port Arthur Historic Site Management Authority	83.19	85.69	2.50
Tasmanian Health Organisation - North	2 130.18	2 265.07	134.89
Tasmanian Health Organisation - North West	1 261.76	1 280.50	18.74
Tasmanian Health Organisation - South	3 746.18	3 820.22	74.04
Tasmanian Skills Institute	259.65	0.00	-259.65
TasTAFE	0.00	770.41	770.41
The Public Trustee	53.02	50.06	-2.96
Total	22 257.83	22 480.29	222.46

Table 7.6 shows an increase of 222.46 in the employment numbers for the State Service for the reporting period.

A number of Agencies report no variation or variation of a minimal level as a result of recruitment activities, changes to employee working hours, restructuring of Agency activities, vacancy control measures as part of the budget reform program and voluntary redundancy or Workforce Renewal Incentive Program separations.

Employment Direction No. 25 sets out the requirements for vacancy control and the results of this are noted in Agency workforce data where there is a stable workforce with minimal changes in employment numbers. Agency restructuring, changes to policy or funding arrangements may also result in the reporting of changing employment data. For example, the increase in the Department of Justice is due to vacancy management, internal restructuring, and additional funding for Community Corrections, the Tasmanian Prison Service and Child Protection, in addition to meeting the requirements of the Mental Health Act 2013. In the Department of Primary Industries, Parks, Water and Environment the minimal increase is due to vacancy management, internal restructuring and the transfer in of former Forestry Tasmania employees. The Department of Health and Human Services and the Tasmanian Health Organisations variations are in part due to further implementation of the new structures. The decrease in the Department of Education's workforce is primarily due to the commencement of TasTAFE in July 2013.

The following figure provides a representation of the difference in paid FTE numbers for Agencies between the 2013 and 2014 reporting periods. It should be noted that further comparisons between Agencies need to consider the total workforce or employment numbers for each Agency as they vary significantly as noted earlier in this chapter.

Figure 7.2 Variation in Agency paid FTE

	DEDTA	DHHS	DIER	Justice	DPEM	DPAC	DPIPWE	DTaF	TAO	Int. Com	MPDC	PAHSMA	THO-N	THO-NW	THO-S	Public T'ee
Variation	-18.50	3.50	-6.57	19.32	27.28	1.10	14.98	-7.41	-2.10	0.00	4.67	2.50	134.89	18.74	74.04	-2.96

Data from the Department of Education, Tasmanian Skills Institute and TasTAFE is excluded from figure 7.2 as substantial changes occurred in these agencies due to the commencement of TasTAFE on 1 July 2013, and the subsequent movement of employees as a result of internal restructuring.

The following section considers levels of employment, part-time employment and gender representation.

Table 7.7 Part time employees (paid headcount) by Agency and by gender

Agency	Part-time Headcount	Percentage of Gender	Part-time Headcount	Percentage of Gender
	Female		Male	
Dept. of Economic Development, Tourism and the Arts	107	0.54	17	0.20
Dept. of Education	4 949	25.04	908	10.63
Dept. of Health and Human Services	525	2.66	69	0.81
Dept. of Infrastructure, Energy and Resources	126	0.64	35	0.41
Dept. of Justice	215	1.09	36	0.42
Dept. of Police and Emergency Management	86	0.44	11	0.13
Dept. of Premier and Cabinet	56	0.28	6	0.07
Dept. of Primary Industry, Parks Water and Environment	345	1.75	98	1.15
Dept. of Treasury and Finance	60	0.30	6	0.07
Integrity Commission of Tasmania	1	0.01	0	0.00
Macquarie Point Development Corporation	1	0.01	0	0.00
Port Arthur Historic Site Management Authority	38	0.19	27	0.32
Tasmanian Audit Office	5	0.03	2	0.02
Tasmanian Health Organisation - North	1 738	8.79	217	2.54
Tasmanian Health Organisation - North West	823	4.16	93	1.09
Tasmanian Health Organisation - South	2 316	11.72	428	5.01
TasTAFE	283	1.43	103	1.21
The Public Trustee	13	0.07	0	0.00
Total	**11 687**	**59.12**	**2 056**	**24.07**

There are 19 768 women in the State Service and 59.12 per cent are employed on a part-time basis. There are 8 542 men in the State Service and 2 056 males are employed in a part-time capacity; this represents 24.07 per cent of all males in the State Service. The levels of part-time employment continue to increase for both males and females.

A total of 13 743 employees work part-time and this represents 48.54 per cent of the State Service. The continuing growth of this employment group is important in understanding both individual and organisational requirements currently, and into the future.

The following table provides for the gender representation across the State Service.

Table 7.8 Paid headcount by Agency and by gender

Agency	Female	Male	Total
Dept. of Economic Development, Tourism and the Arts	257	156	413
Dept. of Education	7 975	2 539	10 514
Dept. of Health and Human Services	1 317	711	2 028
Dept. of Infrastructure, Energy and Resources	259	306	565
Dept. of Justice	604	559	1 163
Dept. of Police and Emergency Management	318	530	848
Dept. of Premier and Cabinet	188	149	337
Dept. of Primary Industry, Parks Water and Environment	688	782	1 470
Dept. of Treasury and Finance	159	133	292
Integrity Commission of Tasmania	10	5	15
Macquarie Point Development Corporation	6	3	9
Port Arthur Historic Site Management Authority	58	52	110
Tasmanian Audit Office	17	25	42
Tasmanian Health Organisation - North	2 385	620	3 005
Tasmanian Health Organisation - North West	1 283	330	1 613
Tasmanian Health Organisation - South	3 652	1 246	4 898
TasTAFE	550	383	933
The Public Trustee	42	13	55
Total	19 768	8 542	28 310

CASUAL EMPLOYMENT IN THE STATE SERVICE

In order to meet immediate or short term needs due to project and or work requirements (including seasonal work demands), casual employment is used by a number of Agencies. The following table shows the number of casual employees who received payment for hours worked in the last pay period.

Table 7.9 Casual employees as paid headcount

Agency	Female	Male	Total
Dept. of Economic Development, Tourism and the Arts	18	13	31
Dept. of Education	1 224	397	1 621
Dept. of Health and Human Services	28	27	55
Dept. of Infrastructure, Energy and Resources	10	8	18
Dept. of Justice	6	6	12
Dept. of Police and Emergency Management	1	4	5
Dept. of Premier and Cabinet	2	2	4
Dept. of Primary Industry, Parks Water and Environment	1	2	3
Port Arthur Historic Site Management Authority	15	8	23
Tasmanian Health Organisation - North	246	70	316
Tasmanian Health Organisation - North West	174	45	219
Tasmanian Health Organisation - South	406	135	541
TasTAFE	21	19	40
Total	2 152	736	2 888

When considering casuals employed in terms of paid FTEs, the figure for casual employees was 923.88. This is an increase of 68.02 which is representative of the structural Agency changes in the Department of Health and Human Services and the Tasmanian Health Organisations, and the Department of Education, Tasmanian Skills Institute and TasTAFE. All other Agencies had minimal increases or decreases in 2014.

SESSIONAL EMPLOYMENT IN THE STATE SERVICE

From 1 July 2013, Section 69 of the Training and Workforce Development Act 2013 made provision for sessional employees within TasTAFE, following the cessation of Tasmanian Polytechnic. There were no sessional employees reported in the 2013-2014 financial year.

AGE AND EMPLOYMENT IN THE STATE SERVICE

Many organisations and industries are facing challenges relating to ageing workforces. The State Service is no different and workforce planning activities are being undertaken at Agency and at a whole-of-service level to analyse what the State Service needs to do to continue to engage and retain older workers and to provide employment opportunities for younger people. All public sector jurisdictions have also faced this challenge, and increasing the level of participation of youth employment has been a matter of analysis and strategy development and action in many of them.

Figure 7.3 State Service Workforce by Age

	19 AND LESS	20 TO 24	25 TO 29	30 TO 34	35 TO 39	40 TO 44	45 TO 49	50 TO 54	55 TO 59	60 TO 64	65 AND OVER
Percentage	0.13	2.73	7.51	9.06	9.68	13.11	14.51	17.57	14.98	8.13	2.58
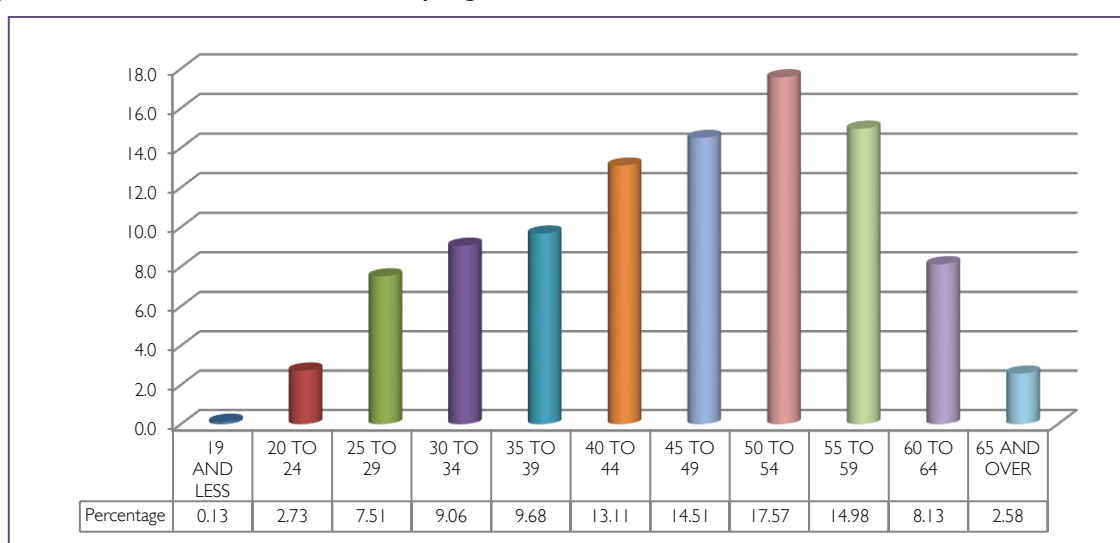
The State Service can be described as a mature aged workforce with 57.77 per cent over the age of 45 years. At the reporting date over one quarter (25.69%) of the workforce are at or over the minimum retirement age (55). Youth employment (employees under the age of 30 years) comprises 10.37 per cent of the workforce. Almost one-third of the workforces (31.85%) are aged between 30 and 45 years. The progressive ageing of the workforce has been noted over recent years and work continues to address this is in light of occupational requirements and the need to maintain workforce capability and sustainability.

The following figure highlights age distribution by gender, and given the gender ratio of almost two females to every one male, there is a need to consider gender in terms of occupational trends, life stage trends and succession planning. Given the high percentage of female representation across all

age groups, but particularly in the age groups of 45 years and older, this warrants careful monitoring and evaluation.

Figure 7.4 State Service Workforce by age and by gender
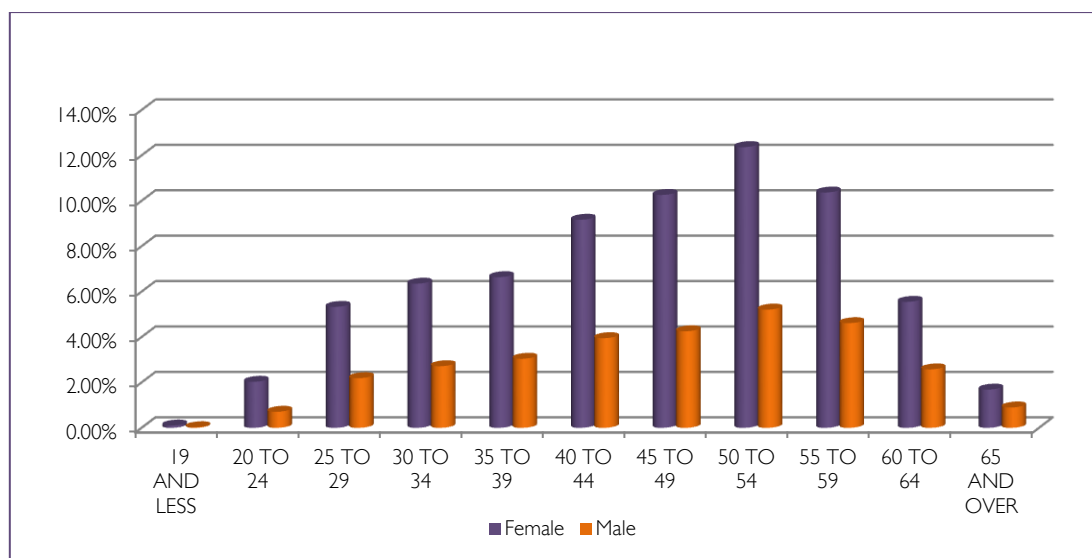
The final figure in this section presents the state service workforce profile over the past three years and shows evidence of the ageing workforce with increases since 2012 in the older age groups. However, there is minimal change across the middle and lower age groups which may be based on changing recruitment and or retention patterns.

Figure 7.5 State Service Workforce by Age 2012-2014
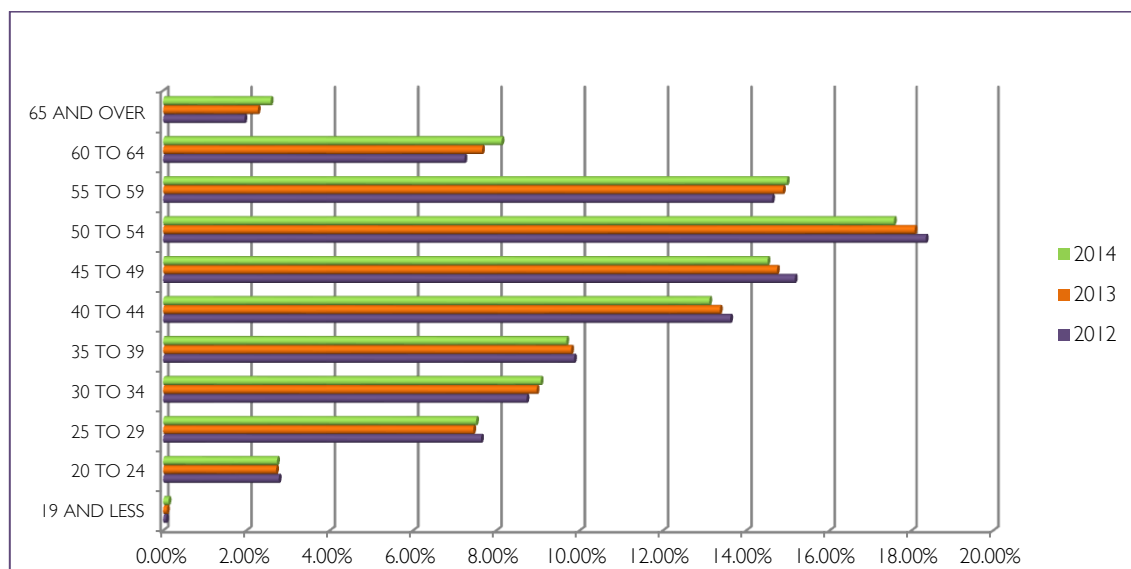
SALARY AND EMPLOYMENT IN THE STATE SERVICE

The representations for salary in the State Service workforce need to be considered within the context of the high levels of part-time employment.

With the diverse occupational groups represented in the State Service workforce, there is also a diverse range of salary levels for fixed-term, permanent and senior executive service employees.

Figure 7.6 State Service employees by salary

	0 - 19,999	20,000 - 29,999	30,000 - 39,999	40,000 - 49,999	50,000 - 59,999	60,000 - 69,999	70,000 - 79,999	80,000 - 89,999	90,000 - 99,999	100000 +
2013	9.15%	8.17%	9.85%	11.77%	15.00%	11.86%	10.31%	12.56%	5.30%	6.03%
2014	8.51%	8.28%	9.82%	11.15%	15.94%	9.00%	12.14%	13.15%	5.07%	6.93%
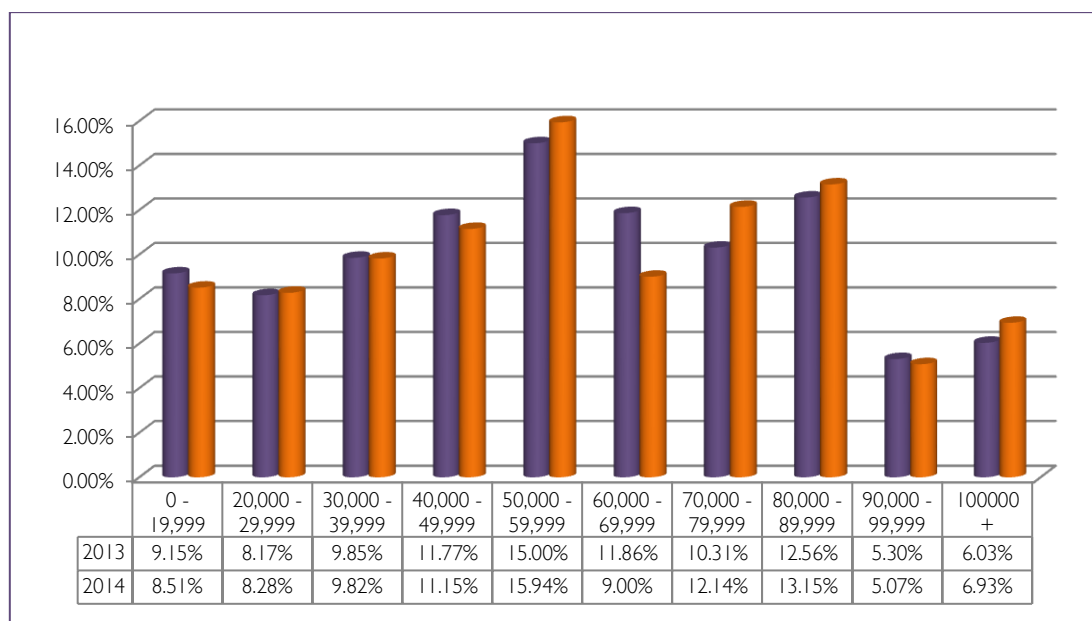
Just over a quarter (26.61 per cent) of the State Service workforce earns less than $40 000 per year and this group would comprise primarily of short period fixed-term contract employees or employees who work minimal hours. The highest representation is for those employees who earn $50 000 to $59 999 per year and may represent part-time employment given the high percentage of part-time employment across the service. Only 6.93 per cent of employees earn over $100 000.

The salary groups which increased in percentage during the past year are in the $20 000 to 29 999, $50 000 to 59 999, $70 000 to 79 999, $80 000 to 89 999 and over $100 000 ranges. The fluctuations for all salary groups may be a result of changing work arrangements and/or award or agreement increases during the period.

For each of the salary groups the following figure shows the gender representation and demonstrates the higher percentage of women represented at 60 per cent or over in each of the salary groups with the exception of the two highest salary groups.

Figure 7.7 State Service Employees by Salary and by Gender

	$0 - $19999	$20000 - $29999	$30000 - $39999	$40000 - $49999	$50000 - $59999	$60000 - $69999	$70000 - $79999	$80000 - $89999	$90000 - $99999	$100000 +
Female	82.46%	87.38%	86.95%	76.33%	74.41%	68.71%	60.12%	60.10%	49.30%	39.93%
Male	17.54%	12.62%	13.05%	23.67%	25.59%	31.29%	39.88%	39.90%	50.70%	60.07%
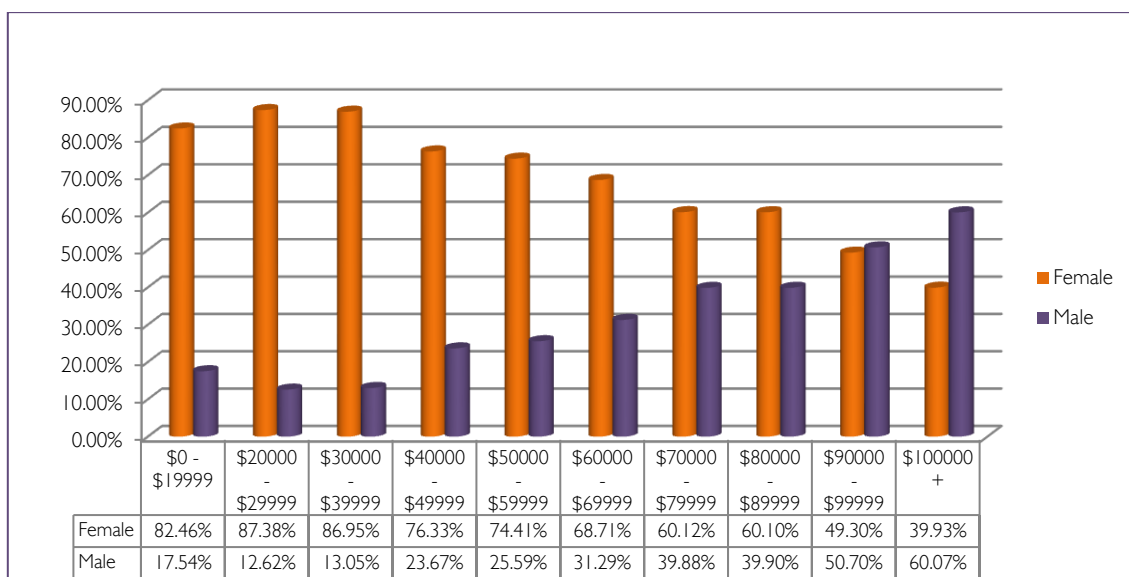
Thirty seven point one nine per cent (37.19%) of the State Service earn between $50 000 and $80 000. The salary groups of $30 000 to $ 60 000 represent 35.6 per cent of the State Service. This shows a level of occupational diversity and flexible employment working arrangements, given that 48.54 per cent of employees across the State Service work part-time.

Figure 7.8 State Service Employees by Age Group and by Salary
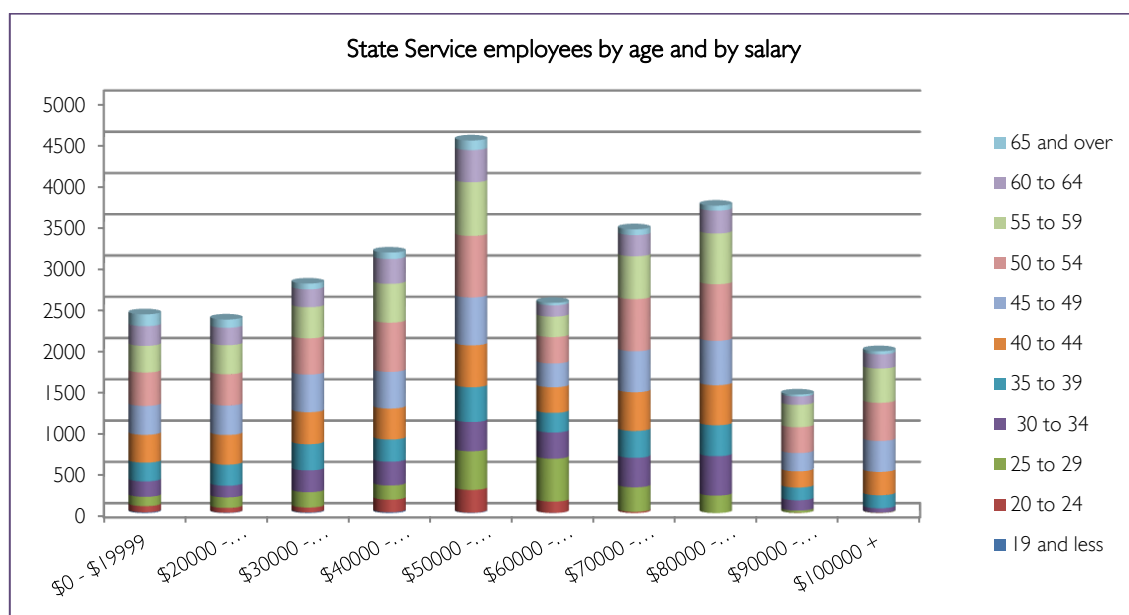
The diversity of the workforce is also demonstrated in the following figure which shows salary by employment category and there is a representation for both permanent and fixed-term employees across all salary groups.

Figure 7.9 State Service employees by salary and by employment category
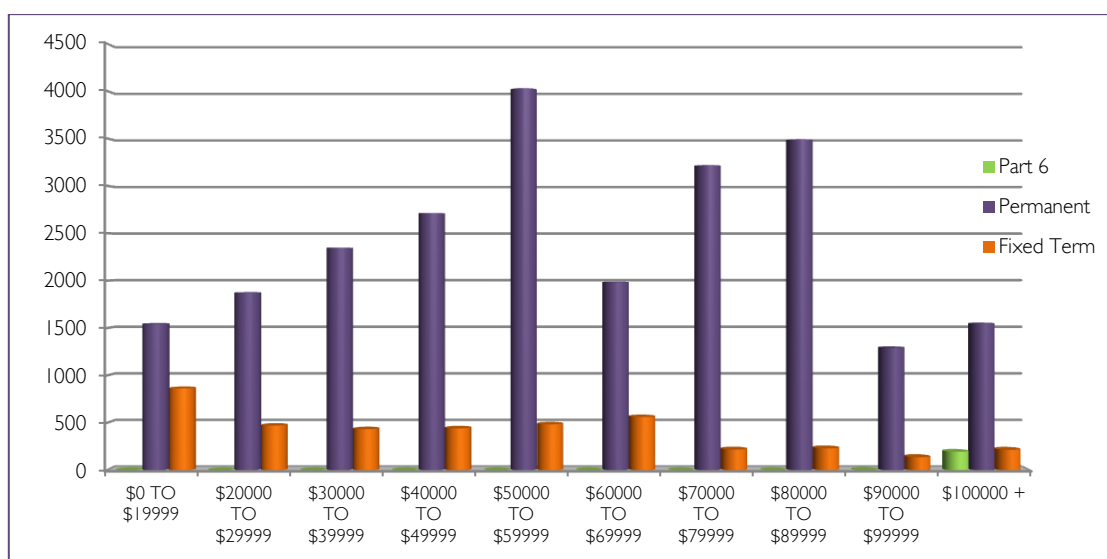
STATE SERVICE WORKFORCE BY GEOGRAPHIC LOCATION AND AGE

The following figure shows where the State Service workforce is deployed across the State. Employees in the North of the State represent 24.54 per cent of the workforce and 18.82 per cent work in the North West. Slightly over 50 per cent work in the South (56.64%). The number of employees working outside the South sector continues to increase and this trend has been noted in recent years.

Figure 7.10 State Service workforce by geographic location
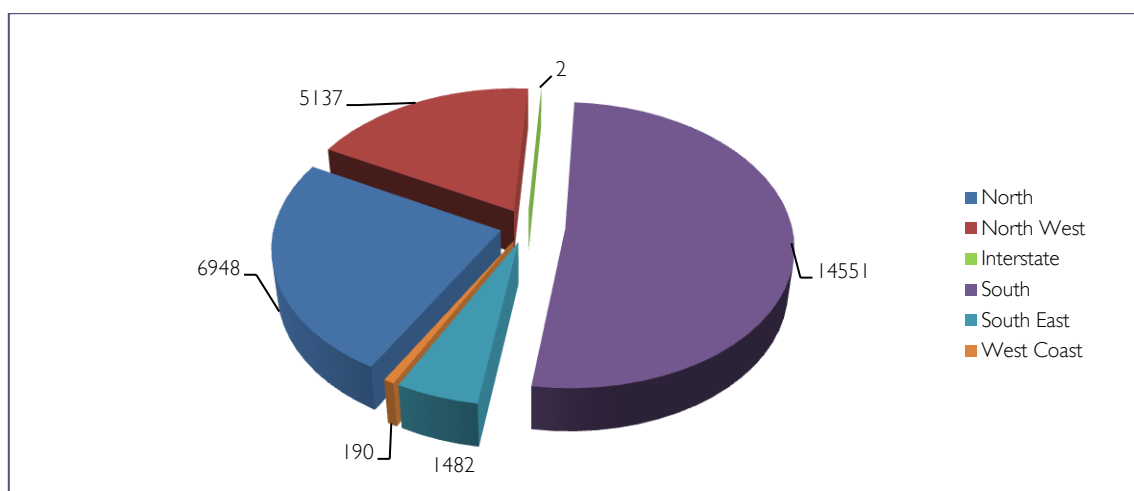
Table 7.10 State Service by geographic location and employment category

Area	Part 6	Permanent	Fixed Term	Total
Interstate	0	0	2	2
North	11	5 903	1 034	6 948
North West	3	4343	791	5 137
South	183	12 432	1 936	14 551
South East	3	1219	260	1 482
West Coast	0	140	50	190
Total	200	24 037	4 073	28 310

All employment categories are represented in each of the geographical locations within Tasmania, except for the Senior Executive Service in the West Coast. The following table provides for the workforce by geographic location and age and demonstrates that each geographical location within the State has employees across each of the age groups.

Table 7.11 State Service workforce by geographic location and age

Age group	Interstate	North	North West	South	South East	West Coast	Total
A) 19 AND LESS	0	8	9	17	2	1	37
B) 20 TO 24	0	201	154	385	25	9	774
C) 25 TO 29	0	560	383	1 060	103	21	2 127
D) 30 TO 34	1	587	423	1 417	123	15	2 566
E) 35 TO 39	0	713	468	1 424	125	10	2 740
F) 40 TO 44	0	913	640	1 977	169	13	3 712
G) 45 TO 49	0	989	767	2 116	208	28	4 108
H) 50 TO 54	0	1 159	957	2 535	283	40	4 974
I) 55 TO 59	1	1 050	786	2 130	250	23	4 240
J) 60 TO 64	0	566	417	1 144	154	20	2 301
K) 65 AND OVER	0	202	133	346	40	10	731
Total	2	6 948	5 137	14 551	1 482	190	28 310

Twenty six point one seven per cent (26.17%) of employees under the age of 30 years work in the North and 18.58 per cent work in the North West. In the South 49.76 per cent of employees are aged under 30 years. Just over one quarter of employees aged over 60 years work in the North (25.3%) and 18.14 work in the North West. Employees aged over 60 years are represented in the South East at 6.4 per cent and 49.14 percent in the South.

STATE SERVICE WORKFORCE AND LENGTH OF SERVICE

This section presents data relating to the length of State Service employment. This information is important in that it suggests a layering or the depth of skills, knowledge and experience of employees. It also demonstrates how recruitment and retention patterns indicate a measure of new employment and monitoring of this data assists with workforce planning, talent management activities, leadership development and succession planning.

Figure 7.11 State Service workforce by length of service
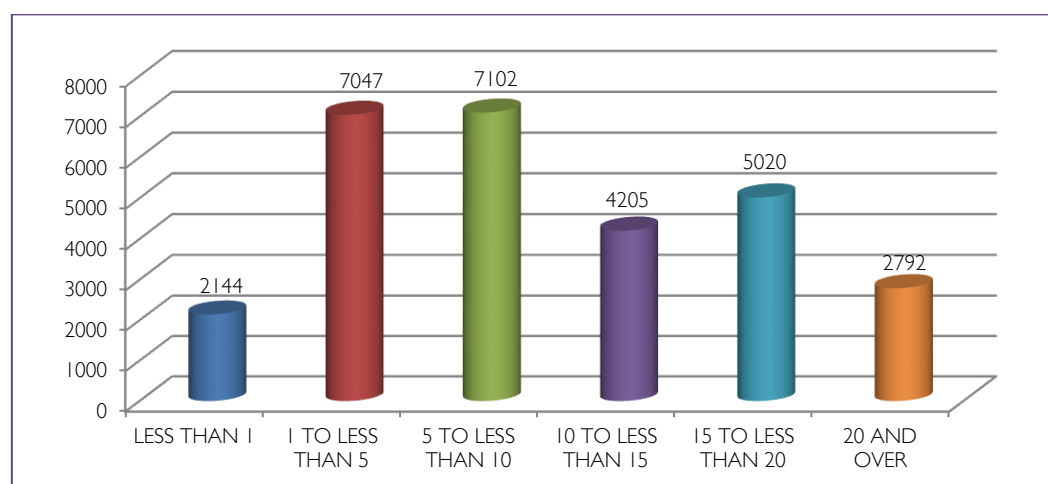
Employees with more than 10 years of service in the Tasmanian State Service represent 42.45 per cent of the workforce. The largest representation is in the group with five to less than 10 years' service at 25.09 per cent, closely followed by 24.89 per cent for the group with one to less than five years' service length. This cohort however, represents both permanent and fixed-term employees and therefore will show a higher proportion in the lower service length groups. It is useful to view this data when considering diversity, skills and knowledge capacity and experience.

Figure 7.12 Comparison of service length 2013-14
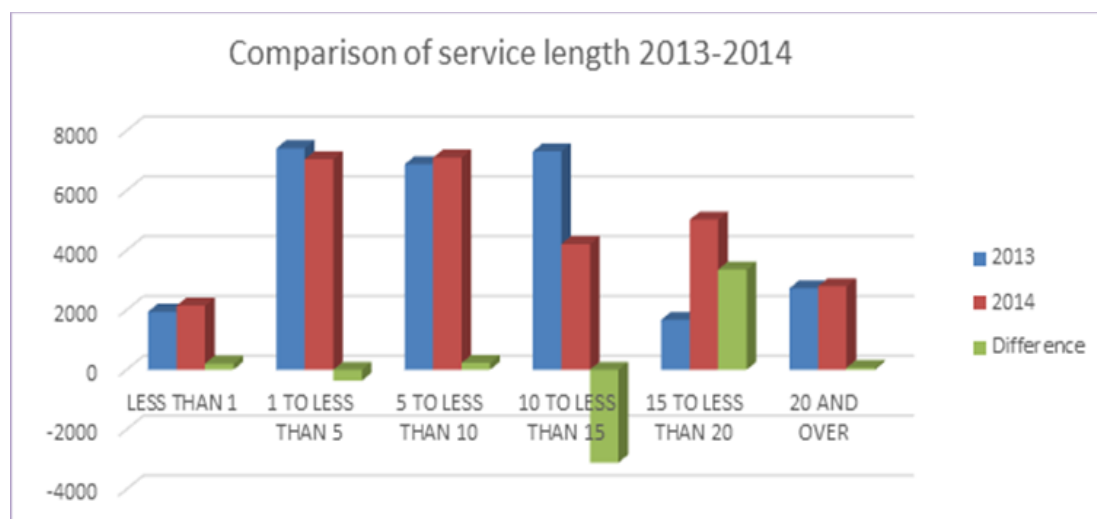
A comparison of years of service length between 2013 and 2014 shows that the workforce composition regarding service length has changed, most notably in the 10 to less than 15 years and 15 to less than 20 years of service groups. There was a decrease of 3 108 employees in the 10 to less than 15 years group in 2014 and a corresponding increase of 3 350 in the 15 to less than 20 years' service length group. There was also a reduction in the 1 to less than 5 years' service group of 368.

Figure 7.13 State Service workforce by service length and by employment category
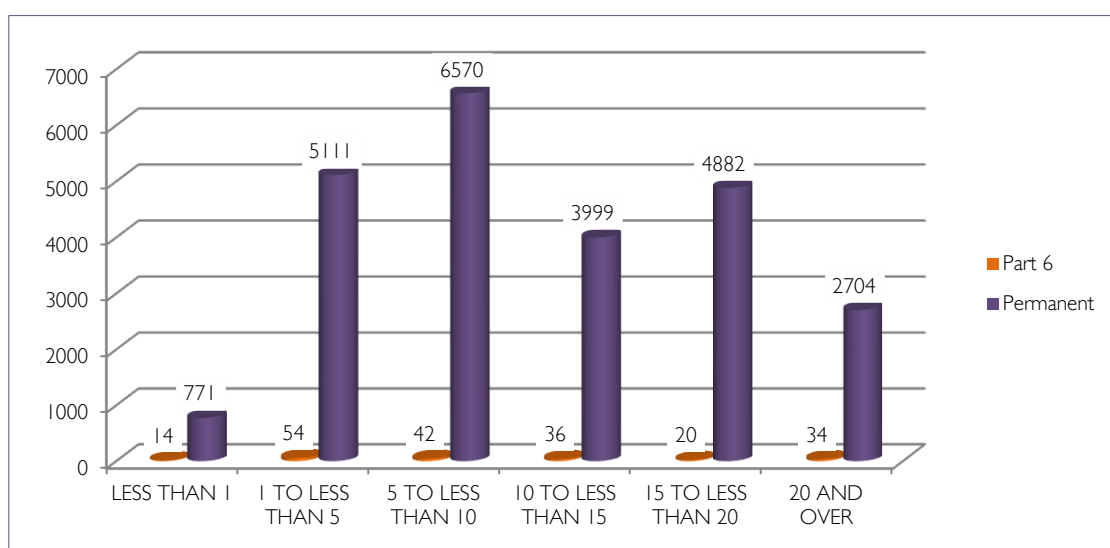
The above figure shows that for the senior executive service and permanent employees there is a different representation when viewing service length. For the senior executive service (Part 6) there

is representation across all service length groups with the highest group being the one to less than five year service group. The permanent workforce shows more variation, as would be expected, with the greatest number of employees represented within the five to less than 10 years' service group.

Figure 7.14 State Service workforce by service length and by gender
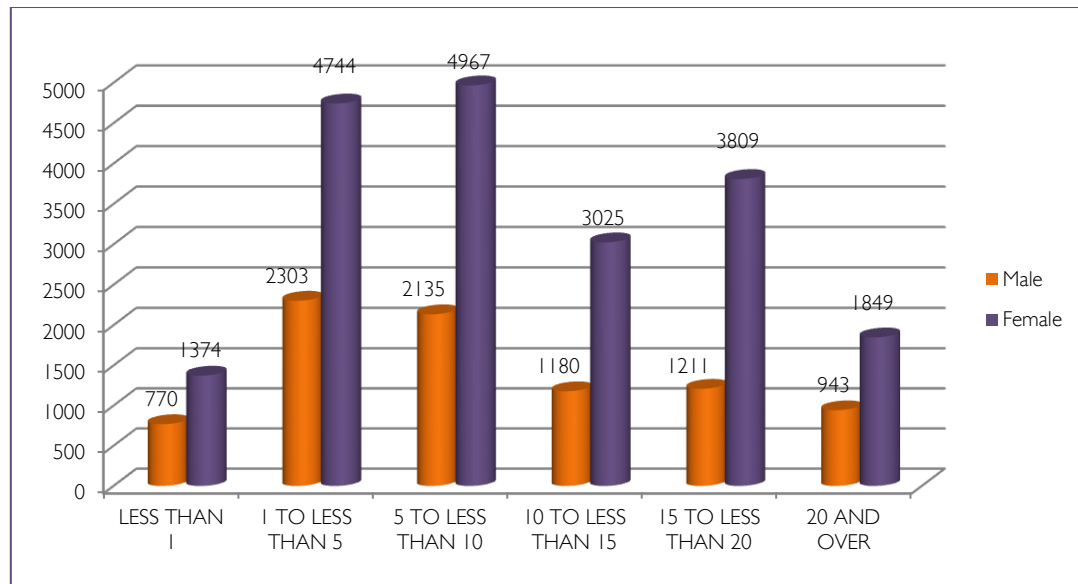
The above figure is interesting in the level of representation for both men and women across the different service length groups. For the first three service level groups (less than one year to the less than 10 year groups) there is almost an equal representation ie there is almost twice as many women than men for each of these groups. This statistic changes within the 10 to less than 15 years length of service group, where men represent only 28.06 per cent, and the 15 to less than 20 years length of service group where men represent only 24.12 of the total group. The 20 years and over service group shows a similar pattern for females to the earlier service length groups, with approximately 50 per cent of males to females.

The final figure in this section portrays service length by age group.

Figure 7.15 State Service workforce by service length and by age group
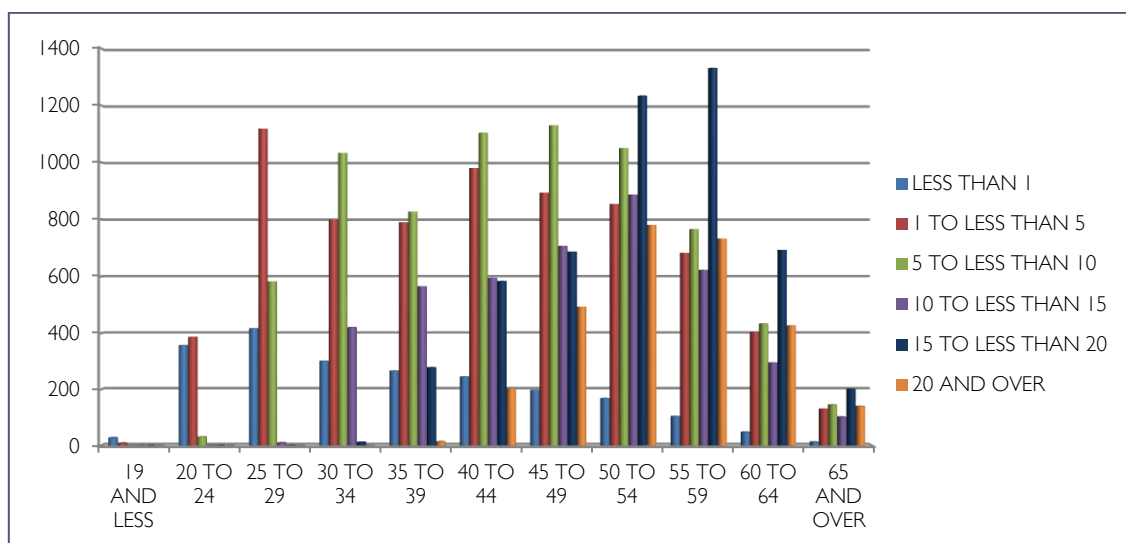
Understanding employment data allows for a better analysis of how employment demographics change and how workforce patterns and employee participation does as well. For example, in the age group 45-49:

- 4.8 per cent have less than 1 year service length;
- 21.76 per cent have 1 to less than 5 years' service length;
- 27.51 per cent have 5 to less than 10 years' service length;
- 17.21 per cent have 10 to less than 15 years' service length;
- 16.72 per cent have 15 to less than 20 years' service length; and
- 12.0 per cent have more than 20 years' service length.

STATE SERVICE WORKFORCE - SEPARATIONS

This section presents a range of data concerning employees who have left the State Service during the reporting period. Permanent and senior executive service employment categories are only reported in this section. State Service employees who have transferred to another State Service Agency are not included.

For the reporting period, separations are reported in arrears and therefore the data presented provides for separations retrospectively ie 1 April 2013 to 31 March 2014. This is similar to previous reporting protocols. A total of 2 008 employees left the State Service during the reporting period. This represents a turnover rate of 7.09 per cent which is an increase of 2.24 per cent from 4.85 per cent in the 2012-2013 period. Over the same period, 726 employees commenced.

Almost 50 per cent of separations were employee resignations (939) and a further 41.48 per cent (833) left the State Service due to age or ill health retirement. Details regarding Targeted Voluntary Redundancy Arrangement (TVRA) exits, Workforce Renewal Incentive Program (WRIPs) exits and other termination exits are provided for in Chapter 3.

Figure 7.16 State Service separations 2011 - 2014

By comparison in 2012, 1 608 employees left the State Service and in 2013, 1 355 employees separated. This means that there has been an increase in separations over the 2013-14 period of 32.52 per cent, altering the downward trend indicated by the previous three periods. The increase

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in turnover may be attributed to employees choosing to retire earlier and access superannuation benefits, as well as a demonstration of the ageing nature of the State Service workforce profile. The higher levels of separations can also be attributed to a higher number of resignations (939), the acceptance of Targeted Voluntary Redundancy Arrangement (TVRA) exits and Workforce Renewal Incentive Program (WRIPs) exits and a tighter fiscal environment.

The chart below provides for separations by age group and excludes those employees who have ceased employment on the grounds of age or ill health retirement; there is a relatively stable pattern to age and exits. This data represents permanent employees and the senior executive service.

Figure 7.17 State Service workforce separations by age group
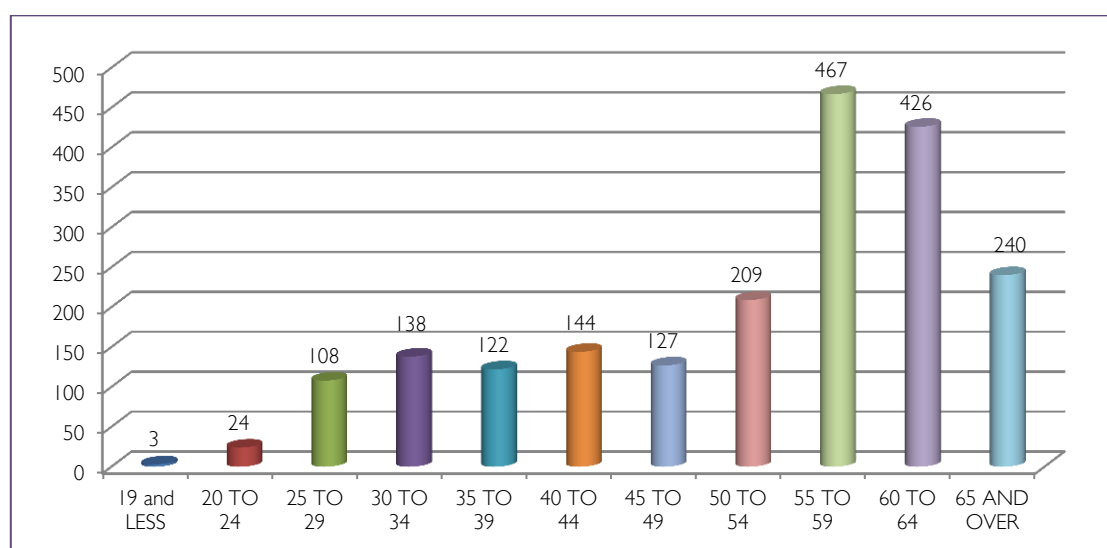
Figure 7.18 State Service workforce separations by age group as a percentage

The following figure shows the same data but expressed as a percentage of the total separations for the reporting year. More than 56 per cent of separations are employees aged 55 to over 65 years. Separation for employees under 25 years of age represent 1.35 per cent of all separations. Six point seven three percent of all separations are employees aged under 30 years.
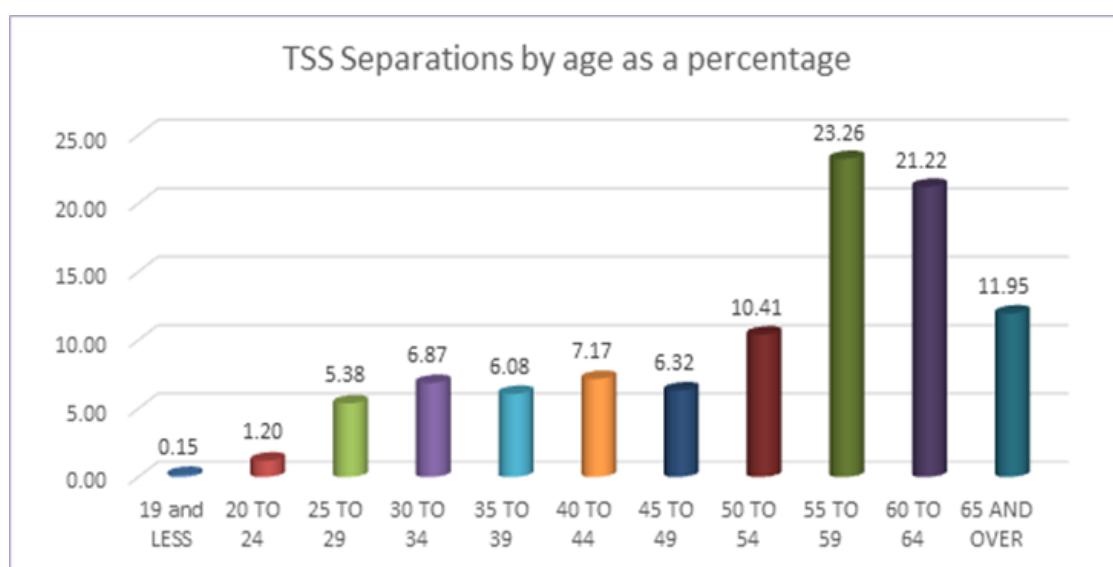
Workforce analysis is being undertaken to further examine separation reasons. Length of service also provides data with which to identify further separation patterns as shown in the figure below.

Figure 7.19 State Service workforce separations by length of service
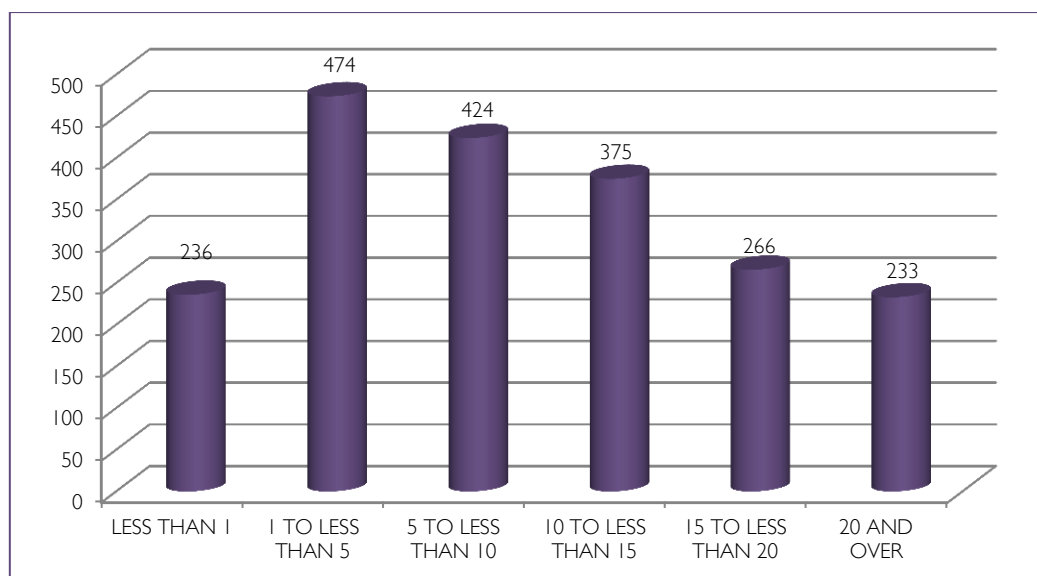
The highest length of service group to leave the workforce are employees with one to less than five years of service with the two groups representing five to less than 15 the next highest groups.

STATE SERVICE WORKFORCE - COMMENCEMENTS

The commencement of new employees and senior executives in the State Service demonstrates the recruitment patterns and amounts for the reporting period. A total of 10 senior executive officers and 716 permanent employees commenced during the reporting period. The following figure and table provides for this information by age group and shows that recruitment of new employees is identified across all age groups with the exception of the 19 years and less group. Given the nature of the senior executive it is not expected that recruitment of this cohort would necessarily be represented within the youngest age groups.

Figure 7.20 State Service workforce commencements by age group and employment category
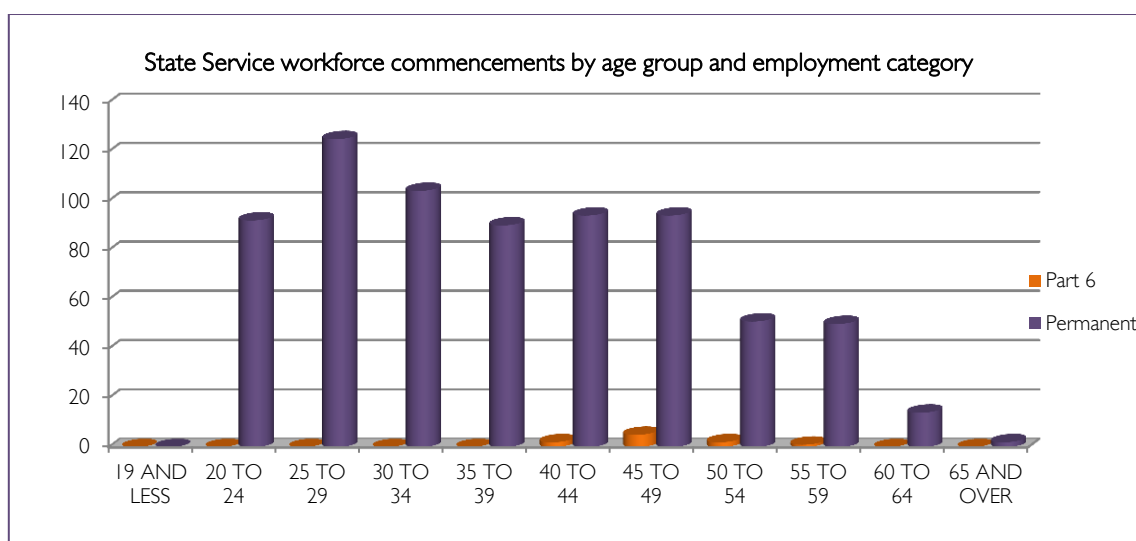
The highest number of commencements by age group can be found in the 25 to 29 year age group (16.98%) followed by the 30 to 34 year age group (14.13%). Each age group from 25 up to 50 years of age had a plus 10 per cent representation in commencements.

The following table shows the same data as the chart above compared with 2012 and 2013 data.

Table 7.12 State Service workforce commencements by age group and employment category

Age group	2012			2013			2014		
Age group	Part 6	Permanent	Total	Part 6	Permanent	Total	Part 6	Permanent	Total
19 AND LESS	0	3	3	0	2	2	0	0	0
20 TO 24	0	43	43	0	62	62	0	92	92
25 TO 29	0	73	73	0	87	87	0	125	125
30 TO 34	1	48	49	0	78	78	0	104	104
35 TO 39	1	50	51	0	70	70	0	90	90
40 TO 44	2	59	61	1	77	78	2	94	96
45 TO 49	1	49	50	5	57	62	5	94	99
50 TO 54	1	28	29	2	37	39	2	51	53
55 TO 59	2	13	15	1	29	30	1	50	51
60 TO 64	1	8	9	0	7	7	0	14	14
65 AND OVER	0	2	2	1	1	2	0	2	2
Total	9	376	385	10	507	517	10	716	726

Part 6 refers to Senior Executive Service Officers, Equivalent Specialists and Prescribed Office holders.

Table 7.13 State Service workforce commencements by employment category and status

Employment Status	Part 6	Permanent	Total
Full-Time	9	404	413
Part-Time	1	312	313
Total	10	716	726

The above table shows that 43.58 per cent of commencements for permanent employees were part-time and this compares to 10 per cent of senior executive appointments. Whilst this table reports the employment status at the time of commencement, the employment status may vary during the period of employment when an employee elects to alter their working arrangements or pattern of work. For the 10 senior executive commencements in the reporting period, the gender ratio was 40 per cent female to 60 per cent male.

SENIOR EXECUTIVE SERVICE

The numbers in the Senior Executive Service continues to decrease as noted in the following table.

Table 7.14 Senior Executive Service by category for 2012 – 2014

Category	2012	2013	2014
Head of Agency	11	13	16
Prescribed Office Holder	6	6	6
Senior Executive	185	176	160
Equivalent Specialist	26	23	18
Total	228	218	200

There is an increase in the Head of Agency numbers due to the commencement of new agencies as noted in the explanatory notes. Decreases are noted for Senior Executives and Equivalent Specialists and this trend has been noted over the reporting period and in light of budget reform measures.

The following table identifies the senior executive service by Agency and category.

Table 7.15 Senior Executive Service by Agency and category

Agency		Male	Female	Total
Dept. of Economic Development, Tourism & the Arts	Head of Agency	0	0	0
	Senior Executive	6	5	11
	Total	6	5	11
Dept. of Education	Head of Agency	1	0	1
	Senior Executive	12	6	18
	Total	13	6	19
Dept. of Health and Human Services	Head of Agency	1	0	1
	Prescribed Office Holder	2	0	2
	Senior Executive	14	9	23
	Equivalent Specialist	1	1	2
	Total	18	10	28
Dept. of Infrastructure, Energy and Resources	Head of Agency	1	0	1
	Senior Executive	12	3	15
	Total	13	3	16
Dept. of Justice	Head of Agency	1	0	1
	Senior Executive	10	5	15
	Equivalent Specialist	5	0	5
	Total	16	5	21
Dept. of Police and Emergency Management	Head of Agency	1	0	1
	Prescribed Office Holder	1	0	1
	Senior Executive	5	1	6
	Total	7	1	8

Agency		Male	Female	Total
Dept. of Premier and Cabinet	Head of Agency	1	0	1
	Prescribed Office Holder	1	0	1
	Senior Executive	16	9	25
	Equivalent Specialist	0	1	1
	Total	18	10	28
Dept. of Primary Industry, Parks Water and Environment	Head of Agency	1	0	1
	Prescribed Office Holder	1	0	1
	Senior Executive	14	4	18
	Total	16	4	20
Dept. of Treasury and Finance	Head of Agency	1	0	1
	Senior Executive	13	2	15
	Total	14	2	16
Tasmanian Audit Office	Head of Agency	1	0	1
	Senior Executive	1	0	1
	Total	2	0	2
Integrity Commission of Tasmania	Head of Agency	0	1	1
	Total	0	1	1
Macquarie Point Development Corporation	Head of Agency	0	1	1
	Senior Executive	1	0	1
	Total	1	1	2
Port Arthur Historic Site Management Authority	Head of Agency	1	0	1
	Senior Executive	0	1	1
	Total	1	1	2
Tasmanian Health Organisation - North	Head of Agency	1	0	1
	Senior Executive	2	1	3
	Equivalent Specialist	1	2	3
	Total	4	3	7
Tasmanian Health Organisation - South	Head of Agency	1	0	1
	Prescribed Office Holder	1	0	1
	Senior Executive	1	1	2
	Equivalent Specialist	5	1	6
	Total	8	2	10
Tasmanian Health Organisation - North West	Head of Agency	1	0	1
	Senior Executive	1	0	1
	Equivalent Specialist	1	0	1
	Total	3	0	3
TasTAFE	Head of Agency	1	0	1
	Senior Executive	2	1	3
	Total	3	1	4

Agency		Male	Female	Total
The Public Trustee	Senior Executive	2	0	2
	Total	2	0	2
Total		**145**	**55**	**200**

SENIOR EXECUTIVE SERVICE BY GENDER

Table 7.16 Senior Executive Service by gender

Category	**Male**	**Female**	**Total**
Head of Agency	14	2	16
Prescribed Office Holder	6	0	6
Senior Executive	112	48	160
Equivalent Specialist	13	5	18
Total	**145**	**55**	**200**

As a group the Senior Executive Service has a gender representation of 27.50 per cent female to 72.50 per cent male. For Senior Executives only this ratio is 30.00 per cent female and 70.00 per cent male.

SENIOR EXECUTIVE SERVICE BY EMPLOYMENT STATUS

Table 7.17 Senior Executive Service by employment status

Category	Full-time	Part-time	Total
Head of Agency	16	0	16
Prescribed Office Holder	6	0	6
Senior Executive	152	8	160
Equivalent Specialist	15	3	18
Total	**189**	**11**	**200**

Part-time employment is less evident in this group with only 5.50 per cent working part-time. This is a decrease from 2013 when this figure was 5.96 per cent. Variations in the demographics of the Senior Executive Service need to be considered in light of Agency restructuring and changing policy and service delivery requirements.

CHAPTER 8   STATE SERVICE WORKFORCE SURVEY

INTRODUCTION

The first two State Service Workforce Surveys by the Head of the State Service were undertaken in 2013 and again in May 2014. Similar surveys were undertaken in 2010 and 2011 prior to the change in governance arrangements. The Workforce survey is complemented by the Welcome to the Tasmanian State Service and leaving the State Service Surveys which commenced in July 2013. These two surveys were designed to assist individual Agencies and as such are not included in this Report.

The survey forms part of the Head of the State Service's evaluation program and, in turn, provides valuable information regarding employees' perceptions about their employment. All three State Service Surveys have been designed against five themes as detailed in the table below.

Table 8/1   TSS Workforce Survey themes

THEME	PRIMARY PERFORMANCE INDICATOR	FOCUS AREA (QUESTION GROUP) INDICATOR
1	My Organisation	Workforce Identity, Attitude and Principles
2	Work Environment	Attraction and Retention Employment Processes Fairness in the workplace
3	Developing our People	Capability and Development
4	Leading and Managing	Management and Innovation Leadership Workplace Behaviour
5	Shaping our Workforce and Performance	Performance and Outcomes Achievement and Recognition Workplace Health and Safety

The following diagram shows the relationship of the survey themes to the evaluation framework.

Figure 8/   Framework and scorecard relationship
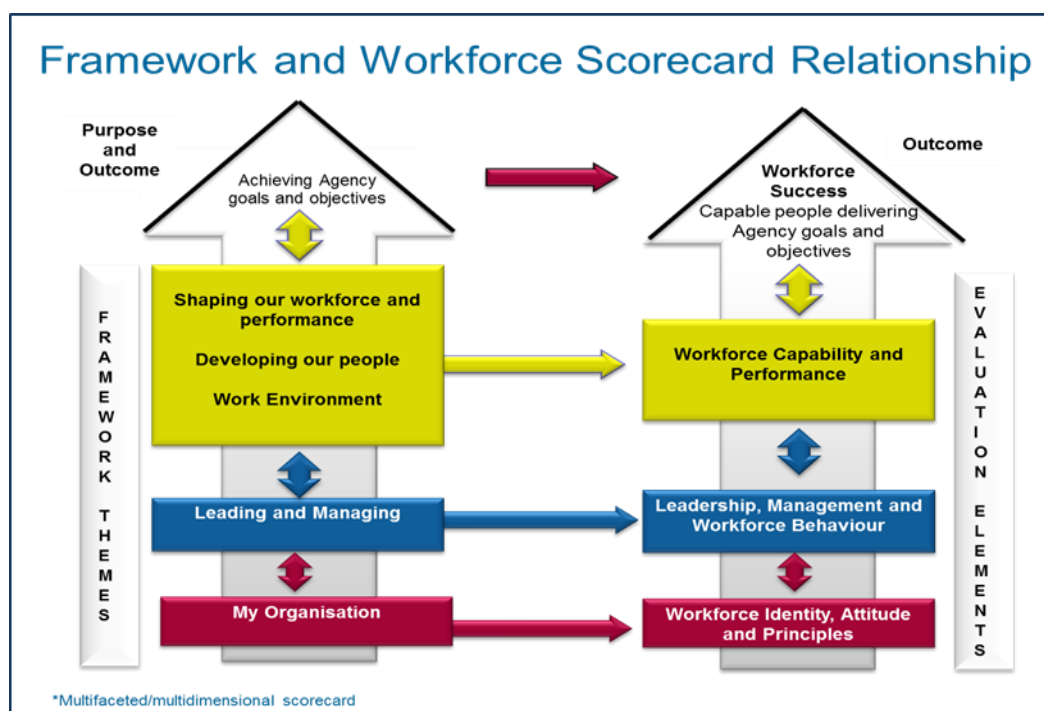
The survey results assist in informing whole-of-service workforce planning and development of policies and initiatives. The findings are used to gauge employee views about their employment,

gather information about workforce behaviour, management and leadership, workforce performance, workplace health and safety, capability and development, and employment matters in the Tasmanian State Service.

2014 TSS WORKFORCE SURVEY RESULTS

The 2014 Tasmanian State Service Workforce Survey uses a census based approach, where all employees (fixed-term and permanent) are invited to participate. The Survey (electronic) was open to all permanent, fixed-term, sessional and casual employees. Each section of the Survey provided respondents with the opportunity to contribute by adding additional comments. The comments will be examined and analysed to contribute to future decision-making about workforce employment and management matters.

All 18 Agencies and Authorities participated in the Survey. However, the Department of Education limited the invitation to participate in the Survey. In March 2014 the State Service comprised of 28 101 employees (paid headcount) with 10 286 employees in the Department of Education. Of these, 8 719 employees were excluded (due to other national education surveys at the time of this survey) and therefore only 1 567 (Department of Education) employees were invited to participate.

A total of 19 332 employees were invited to participate in the survey and 4 801 employees responded to the invitation. The response rate of 24.83 per cent provides a positive result, where the findings can be considered to be representative of the State Service. The 2013 response rate was 27.04 per cent. The following table represents the participation level of employees by Agency, and as a percentage of that Agency's workforce.

Table 8/2 Employee Participation by Agency

Agency Employee Survey Responses as a % of Paid Headcount			
Agency	Paid Headcount as at 31/3/2014	Survey Participants	% of Participants to Agency Workforce
Department of Economic Development, Tourism & the Arts	425	153	36
Department of Education	10 286	819	8.0
Department of Health and Human Services	2 039	464	22.8
Tasmanian Health Organisation – North	2 968	320	10.8
Tasmanian Health Organisation – North West	1 601	441	27.5
Tasmanian Health Organisation – South	4 879	536	11.0
Department of Infrastructure, Energy and Resources	576	198	34.4
Department of Justice	1 184	381	32.2
Department of Police and Emergency Management	842	243	28.9
Department of Premier and Cabinet	354	218	61.6
Department of Primary Industries, Parks, Water and Environment	1 476	455	30.8
Department of Treasury and Finance	297	160	53.9
Integrity Commission of Tasmania^	15	20	100
Port Arthur Historic Site Management Authority	136	46	33.8
Tasmanian Audit Office	38	19	50.0
TasTAFE*	916	294	32.1
The Public Trustee	59	24	40.7
Macquarie Point Development Corporation	10	10	100
Total	28 101	4 801	17.1

^ The second column shows the number of employees in March 2014. The survey ran in May 2014 where there were a higher number of employees. * The Skills Institute ceased operation on 1 July 2013. TasTAFE commenced operations on 1 July 2014

In all, a total of 4 801 employees responded to the 2014 Workforce Survey, and this is 17.1 per cent of the total number of State Service employees. Compared to last year, where there was a total of 5 138 respondents making up 18.5 per cent of the State Service Workforce, the number of respondents as a percentage of the Agency Workforce has reduced by 1.4 per cent. The number of respondents employed on a full-time basis in March 2014 was 71.94 per cent, which is down slightly on 2013 figures when 72.89 per cent of respondents were employed on a full-time basis. The number of respondents employed part-time was 26.12 per cent, compared to 25.52 per cent in 2013. While 1.94 per cent of respondents are employed on a casual/sessional basis compared with 1.6 per cent of survey respondents in 2013.

This similarity to the Workforce Profile in terms of gender representation (30.37% male and 69.63% female), is also noted with 35.1 per cent of survey respondents being male and 63.38 per cent. However, 1.52 per cent of respondents did not disclose this information. Eighty-eight per cent of respondents were permanent employees, 9.04 per cent were fixed-term employees and 55 respondents were in the Senior Executive Service. The age of respondents is represented in the following table.

Table 8/3 Age group of survey respondents

Age Group	Number of Responses	% of Responses
15 - 24	94	1.95
25 - 34	706	14.71
35 - 44	1 143	23.81
45 - 54	1 658	34.53
55 - 64	1 130	23.54
65 +	70	1.46

The number of respondents aged over 45 years was 59.53 per cent and this is a similar representation to the State Service's Workforce Profile of 57.8 per cent. This further emphasises the representativeness of the survey respondents to the State Service.

Not previously captured in any reporting instrument for the State Service is the educational qualification of employees. The survey responses to the question of what the highest level of formal education completed received the following results.

Table 8/4 Education level of respondents

What is your highest level of formal education completed?	No of Responses	% of responses	0% 50% 100%
a) Doctoral/PhD Degree level	113	2.35	
b) Master Degree level	470	9.79	
c) Graduate Diploma or Graduate Certificate level	802	16.7	
d) Bachelor Degree level including honours degrees	1272	26.49	
e) Advanced Diploma or Diploma level	720	15	
f) Certificate level, including trade	646	13.46	
g) Year 12 or equivalent (TCE/Leaving certificate)	385	8.02	
h) Less than year 12 or equivalent	393	8.19	

Over 55.3 per cent of respondents had attained a university tertiary level degree and an additional 29.66 per cent had a vocational or advanced vocational level education. Given the diverse range of skills and knowledge required by the State Service, this result indicates that the educational level of the State Service is well served by its employees' educational and qualification levels.

The depth of employee experience can also be demonstrated by considering the length of employment. The following table represents respondents by length of service.

Table 8/5 Service length of respondents

How long have you worked in the Tasmanian State Service?	No of Responses	% of responses	0% 50% 100%
Less than 1 year	285	5.94	
1 year to less than 3 years	391	8.14	
3 years to less than 5 years	488	10.16	
5 years to less than 10 years	1 154	24.04	
10 years to less than 15 years	879	18.31	
15 years to less than 20 years	519	10.81	
More than 20 years	1 085	22.6	

As a means of identifying language and cultural diversity the Survey asked respondents to indicate whether English was their first language. The responses provided that 97.58 per cent of participants indicated English as their first language; however 350 respondents indicated that they were proficient in more than 17 different languages at a level of competence that they could complete work tasks. Two point one five (2.15) per cent of respondents identified as being of Aboriginal or Torres Strait Islander descent.

The Survey asked respondents to indicate whether they had an ongoing disability and 6.23 per cent indicated that they had, with only 45.82 per cent of this group indicating that they required a disability related adjustment to their work or workplace. The Survey also sought to gain a better understanding of employees' caring responsibilities and 56.45 per cent of respondents indicated that they did not having daily caring responsibilities. Respondents that indicated that they had primary daily caring responsibilities of a child or children was 38.66 per cent, 4.17 per cent had primary daily caring responsibilities for an elderly relative and 3.62 per cent of respondents indicated that they had primary daily care responsibilities of another person.

Appendix B of this Report provides a summary of the survey and responses under the following headings:

> Organisation - Workforce Identity, Attitude and Principles;
> Work Environment;
> Developing our People;
> Leading and Managing; and
> Shaping our Workforce and Performance.

The following figure 8/2 shows a summary of the top 5 highest responses to the survey questions. The left hand side of the diagram provides the survey question with the percentage of respondents who answered with a rating of 'strongly agree' or 'agree'. All of the questions in this group relate to employees' understanding of the importance of ethical standards, their role and the standards of conduct.

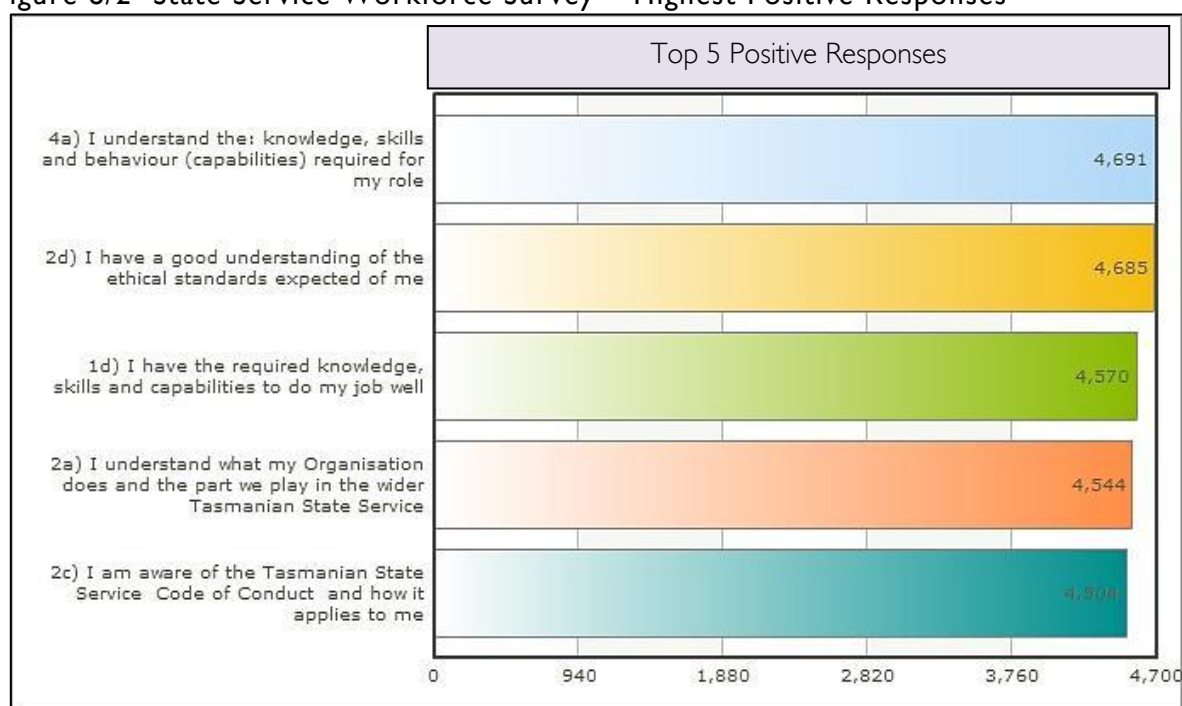**Figure 8/2 State Service Workforce Survey – Highest Positive Responses**

Figure 8/3 (below) provides for the five questions which received the lowest positive responses and therefore identifies those questions that received the highest level of 'disagree' or 'strongly disagree' responses. The higher scoring 'negative' responses were predominantly under 50 per cent except for the question relating to the management of underperformance (55.36%). All other questions in this group were less than 50 per cent. These results will be analysed and examined within the context of State Service performance, current policies and procedures, and in light of future priority settings.

Figure 8/3 State Service Workforce Survey – Lowest Positive Responses
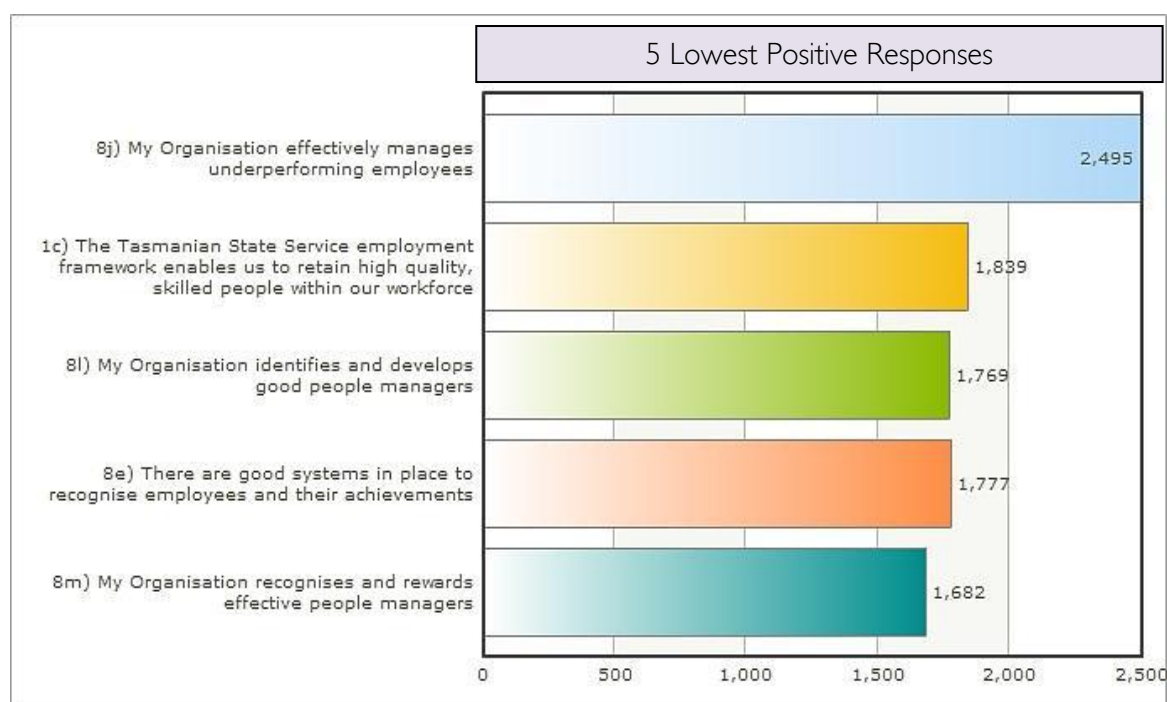
IN THEIR WORDS

Employee comments in the 2014 Workforce Survey provide a valuable snapshot of how State Service employees perceive their workplace and working conditions. The comments highlight the value of work to employees, as well as the positive contributions the State Service as a whole makes to the Tasmanian community. The workforce survey receives a broad cross section of opinions: both positive and adverse, with many comments containing a range of suggestions for change and potential improvement.

Of note this year, were comments from those who were simply thankful for the opportunity to have their opinions aired, and those who shared the fact that they enjoyed working among a supportive, collaborative team of fellow employees. Other respondents were appreciative of the fact their workplace allows them flexibility in order to achieve a positive work/life balance and meet family responsibilities; that their team leaders were capable of tackling difficult issues on their behalf; that employment processes were fair and there were a range of career opportunities available. While some respondents were thankful for the trust, good communication, compassion and support received as they coped with traumatic life events or changing circumstances.

Employee comments assist Agencies in developing plans and actions to increase employee engagement improve workforce communication, and inform workforce development. These comments also provide a whole-of-service perspective, as many direct comments have been included in the Annual Report highlighting the positive aspects of individuals' workplaces and the employment framework within which they work. Employee comments are not provided in a complete form in this Report as the TSS Workforce Survey is designed to provide individuals with a mechanism to make open comments without direct identification. However, their contribution in participating in the TSS Workforce Survey is acknowledged and will assist in developing a capable State Service.

THE TASMANIAN STATE SERVICE WELCOME AND LEAVING SURVEYS

The TSS Workforce Survey is complemented by the Welcome to the Tasmanian State Service and leaving the State Service Surveys. These surveys commenced in July 2013 and reporting is made available directly to Agencies. The surveys were designed to assist Agencies and with a focus on monitoring new employees perceptions about their employment.

The Leaving the Tasmanian State Service Survey along with the Welcome Survey is used to inform Agencies at primary level, but they are also viewed for whole-of-service activities. The results of the Welcome to and Leaving the State Service Surveys are not included in this Report. However, Agencies may use this data within their own Agency level reporting and evaluation or monitoring of workforce policies and practices.

CHAPTER 9   CONCLUSION

This Report has addressed the functions and powers of the Employer as per the requirement of Section 20(2) of the Act. The Employer's functions (as prescribed in Section 15 of Act) are all related to the State Service Principles, and the functions encompass employment provisions, State Service workforce management, and development for the effective delivery of services to the Tasmanian community.

Following the changes to the *State Service Act 2000* (effective in February 2013), there has been significant progress made across the State Service to develop the workforce's professionalism and management. The reform measures outlined in the 2012-2013 report, have provided for a more contemporary and flexible approach to managing and building the Service.

Priorities over the reporting period have been:

1. Improving the work environment with a particular focus on work, health and safety and taking all reasonable steps to provide a fair, flexible, safe and rewarding workplace. Progress has been substantial during the reporting period and ongoing work is focused on providing a safe and healthy work environment across the State Service.

2. Developing better Performance Management systems, with initiatives regarding the reporting of performance reviews including performance improvement plans, related training, and related development activities. There has also been a focus on capability identification and developing service-wide capability links.

3. Improving data collections so that appropriate reporting and ongoing development frameworks can be implemented to ensure a capable, productive workforce and a rewarding employment environment for employees.

4. Supporting Leadership and management development through activities, such as the promotion of the Public Sector Management Program so that the State Service continues to build the skills and knowledge required for developing workforce capability into the future.

5. Increasing the capability of Human Resources and Industrial Relations employees and sections so that workforce policies, practices and management are well supported across the State Service. This will continue in the next period.

6. Reviewing Employment Directions progressively so that the requirements of the State Service can be met, whilst still ensuring procedural fairness and clear accountability. Moving to a less prescriptive framework and providing Agencies with appropriate tools and guidance will be more effective and efficient in workforce management and service delivery.

7. Increasing the diversity of the State Service so that our State Service is representative of the community it serves, and promoting the State Service as a rewarding and contemporary workforce that serves the Government and the Tasmanian community.

APPENDIX A

Explanatory notes – statistical data—terminology—Agency/Authority abbreviations

Number	Explanatory Note
1	The 2013-2014 Tasmanian State Service Annual Report covers the period 1 July 2013 to 30 June 2014.
2	State Service Agencies 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: • '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 it is at least five. 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). Readers should identify relevant administration and structural changes before inferring a meaning to an increase or decrease in numbers reported over time. Recent significant changes to the State Service (2010-2014). The Integrity Commission Act 2009 established the Integrity Commission, which commenced its operations on 1 October 2010. The Tasmanian Polytechnic and the Tasmanian Academy ceased being State Service agencies and transferred to the Department of Education from 1 January 2011. The Tasmanian Skills Institute continued as an Agency until 30 June 2013. The Tasmanian Skills Institute ceased operations on 1 July 2013 and TasTAFE commenced operations on 1 July 2013. The Tasmanian Health Organisations (THO) commenced operation on 1 July 2012. The THO South, THO North and THO North West became Agencies at this time. The Macquarie Point Development Corporation Act 2012 received Royal Assent in November 2012. The Macquarie Point Development Corporation commenced operations in January 2013 and the Macquarie Point Development Corporation Board was appointed by the Governor in March 2013.
3	The absence of numerical data related to Agency Survey results may be due to either an Agency reporting a '0' response in that they were either unable to report or had reported a zero response for a particular item. A record of '-' represents where data is not reported or required as the organisation was not in place at the time of reporting, but is in existence for other years reported (i.e. comparison year tables). Additional notations and related footnotes are made across the report for other recorded responses.
4	Promotion without advertising the duties refers to the Employer'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 Employment Direction No. 1 – Employment in the State Service; an example of which is the program for employees who are enrolled nurses to become registered nurses.

	Promotion without advertising duties may have been referred to as 'direct selection' in the past. 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.
5	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 Employment Direction No. 1 – Employment in the State Service; examples of such programs are those for ambulance officers and replacement teachers.
6	Translation reviews are reviews available to employees under the Tasmanian State Service Award or the Health and Human Services (Tasmanian State Service) Award, 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.
7	Concerning employment categories, the term 'employees' describes Heads of Agency and senior executive officers and equivalent specialists, but generally does not include prescribed office holders. The term 'officers' describes Heads of Agency, senior executive officers and equivalent specialists, and prescribed office holders. The use of the term 'Agency' is used at times in the Report to represent both Agencies and Authorities.
8	**'Selections'** includes recruitment, selection and appointment (excluding reviews under 50(1)(a) but including higher duties and fixed-term appointments).
9	**Tasmania Fire Service** is part of the Department of Police and Emergency Management and is not reported independently.

10	Agency Name	Abbreviation
	Dept. of Economic Development, Tourism and the Arts	DEDTA
	Dept. of Education	DOE or DoE
	Dept. of Health and Human Services	DHHS
	Dept. of Infrastructure, Energy and Resources	DIER
	Dept. of Justice	DOJ or DoJ
	Dept. of Police and Emergency Management	DPEM
	Dept. of Premier and Cabinet	DPAC
	Dept. of Primary Industries, Parks, Water and Environment	DPIPWE
	Dept. of Treasury and Finance	DoTaF
	Tasmanian Audit Office	TAO or Audit
	Integrity Commission	IC
	Macquarie Point Development Corporation	MPDC
	Port Arthur Historic Site Management Authority	PAHSMA
	Tasmanian Health Organisation - North	THO - N or THO - North
	Tasmanian Health Organisation - North West	THO - NW or THO - North West
	Tasmanian Health Organisation - South	THO - S or THO - South
	The Public Trustee	P'Tee
	TasTAFE	TasTAFE

Tasmanian State Service Workforce Survey 2014 – Results Summary

Participation

Agency/Organisation	Responses	Response %	Chart 0% 50% 100%
Economic Development, Tourism and the Arts	153	3.19	
Education	819	17.06	
Skills Institute	294	6.12	
Health and Human Services	464	9.66	
THO-North	320	6.67	
THO-North West	441	9.19	
THO-South	536	11.16	
Infrastructure, Energy and Resources	198	4.12	
Justice	381	7.94	
Police and Emergency Management	100	2.08	
Tasmania Fire Service	143	2.98	
Premier and Cabinet	218	4.54	
Primary Industries, Parks, Water and Environment	455	9.48	
Treasury and Finance	160	3.33	
Integrity Commission	20	0.42	
Port Arthur Historic Site Management Authority	46	0.96	
Public Trustee	24	0.5	
Tasmanian Audit Office	19	0.4	
Macquarie Point Development Corporation	10	0.21	

Education

What is your highest level of formal education completed?	Responses	Response %	Chart 0% 50% 100%
Doctoral/PhD Degree level	113	2.35	
Master Degree level	470	9.79	
Graduate Diploma or Graduate Certificate level	802	16.7	
Bachelor Degree level including honours degrees	1 272	26.49	
Advanced Diploma or Diploma level	720	15	
Certificate level, including trade	646	13.46	
Year 12 or equivalent (TCE/Leaving certificate)	385	8.02	
Less than year 12 or equivalent	393	8.19	

Employment Type

Are you employed:	Responses	Responses %	Chart 0% 50% 100%
Full time	3 454	71.94	
Part time	1 254	26.12	
Casual/Sessional	93	1.94	

Employment Category

Please confirm the employment category you belong to:	Responses	Responses %	Chart 0% 50% 100%
Permanent	4 573	89.00	
Fixed-term	429	8.35	
Casual	80	1.56	
Senior Executive Service	56	1.09	

Service Length

How long have you worked in the Tasmanian State Service?	Responses	Responses %	Chart 0% 50% 100%
Less than 1 year	285	5.94	
1 year to less than 3 years	391	8.14	
3 years to less than 5 years	488	10.16	
5 years to less than 10 years	1 154	24.04	
10 years to less than 15 years	879	18.31	
15 years to less than 20 years	519	10.81	
More than 20 years	1 085	22.6	

Age Group

Please confirm which age range you belong to:	Responses	Responses %	Chart 0% 50% 100%
15 - 24	94	1.96	
25 - 34	706	14.71	
35 - 44	1 143	23.81	
45 - 54	1 658	34.53	
55 - 64	1 130	23.54	
65 +	70	1.46	

Gender

Please confirm your gender:	Responses	Responses %	Chart 0% 50% 100%
Male	1 685	35.1	
Female	3 043	63.38	
Undisclosed	73	1.52	

Language

Is English your first language?	Responses	Responses %	Chart 0% 50% 100%
Yes	4 685	97.58	
No	116	2.42	

In what languages do you have a sufficient degree of competence for work-related tasks?	Responses	Responses %	Chart 0% 50% 100%
English	3 154	95.58	
Arabic	6	0.18	
Cantonese	6	0.18	
Dutch	15	0.45	
French	65	1.97	
German	58	1.76	
Greek	7	0.21	

Hindi	5	0.15	
Indonesian	15	0.45	
Italian	30	0.91	
Japanese	13	0.39	
Korean	1	0.03	
Mandarin	11	0.33	
Polish	12	0.36	
Other	97	2.94	
Russian	7	0.21	
Turkish	0	0.0	
Vietnamese	2	0.06	

Diversity

Do you identify as an Aboriginal or Torres Strait Islander?	Responses	Responses %	Chart 0% 50% 100%
Yes	103	2.15	
No	4 698	97.85	

Do you have an ongoing disability?	Responses	Responses %	Chart 0% 50% 100%
Yes	299	6.23	
No	4 502	93.77	

If you have an ongoing disability, does this require a work-related adjustment(s)?	Responses	Responses %	Chart 0% 50% 100%
Yes	137	45.82	
No	162	54.18	

Dependents and Caring Responsibilities

Do you have primary daily caring responsibilities for another person?	Responses	Responses %	Chart 0% 50% 100%
Yes - Child or children	1 856	38.66	
Yes - Elderly relatives	200	4.17	
Yes - Other person	174	3.62	
Not applicable	2 710	56.45	

Organisation Culture

Question 1A

The Tasmanian State Service is an attractive place to work	Responses	Responses %	Chart 0% 50% 100%
Strongly Agree	592	12.33	
Agree	2 914	60.70	
Neither Agree nor Disagree	893	18.60	
Disagree	299	6.23	
Strongly Disagree	94	1.96	
Don't Know	9	0.19	

Question 1B

The Tasmanian State Service approach to recruitment, selection and appointment enables us to attract high quality, skilled applicants for our vacancies	Responses	Responses %	Chart 0% 50% 100%
Strongly Agree	200	4.17	
Agree	1 710	35.62	
Neither Agree nor Disagree	1 353	28.18	
Disagree	1 078	22.45	
Strongly Disagree	405	8.44	
Don't Know	55	1.15	

Question 1C

The Tasmanian State Service employment framework enables us to retain high quality, skilled people within our workforce	Responses	Responses%	Chart 0% 50% 100%
Strongly Agree	141	2.94	
Agree	1 362	28.37	
Neither Agree nor Disagree	1 393	29.01	
Disagree	1 333	27.77	
Strongly Disagree	506	10.54	
Don't Know	66	1.37	

Question 1D

I have the required knowledge, skills and capabilities to do my job well	Responses	Responses %	Chart 0% 50% 100%
Strongly Agree	2 000	41.66	
Agree	2 570	53.53	
Neither Agree nor Disagree	142	2.96	
Disagree	61	1.27	
Strongly Disagree	19	0.40	
Don't Know	9	0.19	

Question 1E

My direct manager encourages me and recognises the contribution I make	Responses	Responses %	Chart 0% 50% 100%
Strongly Agree	1 335	27.81	
Agree	2 038	42.45	
Neither Agree nor Disagree	694	14.46	
Disagree	432	9.00	
Strongly Disagree	283	5.89	
Don't Know	19	0.40	

Question 1F			Chart		
Performance reviews are focused on individual and business outcomes within my Organisation	Responses	Responses %	0%	50%	100%
Strongly Agree	643	13.39			
Agree	2 090	43.53			
Neither Agree nor Disagree	1 015	21.14			
Disagree	442	9.21			
Strongly Disagree	335	6.98			
Don't Know	276	5.75			

Question 1G			Chart		
Good ideas are recognised by my Organisation's Executive	Responses	Responses %	0%	50%	100%
Strongly Agree	338	7.04			
Agree	1 479	30.81			
Neither Agree nor Disagree	1 558	32.45			
Disagree	763	15.89			
Strongly Disagree	436	9.08			
Don't Know	227	4.73			

Question 1H			Chart		
Good performance is recognised by my Organisation's Executive	Responses	Responses %	0%	50%	100%
Strongly Agree	329	6.85			
Agree	1 470	30.62			
Neither Agree nor Disagree	1 439	29.97			
Disagree	864	18.00			
Strongly Disagree	499	10.39			
Don't Know	200	4.17			

Question 1I			Chart		
Good ideas are recognised by my Direct Manager	Responses	Responses %	0%	50%	100%
Strongly Agree	1 055	21.97			
Agree	2 220	46.24			
Neither Agree nor Disagree	764	15.91			
Disagree	439	9.14			
Strongly Disagree	272	5.67			
Don't Know	51	1.06			

Question 1J			Chart		
Good performance is recognised by my Direct Manager	Responses	Responses %	0%	50%	100%
Strongly Agree	1 095	22.81			
Agree	2 158	44.95			
Neither Agree nor Disagree	754	15.71			
Disagree	452	9.41			
Strongly Disagree	295	6.14			
Don't Know	47	0.98			

Question 1K			
My Organisation's Executive team provides effective leadership	Responses	Responses %	Chart 0%　50%　100%
Strongly Agree	402	8.37	
Agree	1 716	35.74	
Neither Agree nor Disagree	1 317	27.43	
Disagree	690	14.37	
Strongly Disagree	540	11.25	
Don't Know	136	2.83	

Question 1L			
My Organisation's Executive expects and exhibits professional workplace behaviour	Responses	Responses %	Chart 0%　50%　100%
Strongly Agree	638	13.29	
Agree	2 162	45.03	
Neither Agree nor Disagree	1 094	22.79	
Disagree	432	9.00	
Strongly Disagree	333	6.94	
Don't Know	142	2.96	

Question 1M			
My Direct Manager expects and exhibits professional workplace behaviour	Responses	Responses %	Chart 0%　50%　100%
Strongly Agree	1 278	26.62	
Agree	2326	48.45	
Neither Agree nor Disagree	610	12.71	
Disagree	330	6.87	
Strongly Disagree	235	4.89	
Don't Know	22	0.46	

Question 1N			
I understand the role of the Tasmanian State Service and its purpose is 'delivering quality services for Tasmanians'	Responses	Responses %	Chart 0%　50%　100%
Strongly Agree	1 534	31.95	
Agree	2 898	60.36	
Neither Agree nor Disagree	281	5.85	
Disagree	50	1.04	
Strongly Disagree	25	0.52	
Don't Know	13	0.27	

Question 1O			
I am proud to work for the Tasmanian State Service and happy to tell people that I do	Responses	Responses %	Chart 0%　50%　100%
Strongly Agree	1 200	24.99	
Agree	2 317	48.26	
Neither Agree nor Disagree	952	19.83	
Disagree	221	4.60	
Strongly Disagree	100	2.08	
Don't Know	11	0.23	

Question 1P			Chart		
I am aware of the procedures and processes that my Organisation uses to address employee grievances	Responses	Responses %	0%	50%	100%
Strongly Agree	834	17.37			
Agree	2 855	59.47			
Neither Agree nor Disagree	648	13.50			
Disagree	307	6.39			
Strongly Disagree	102	2.12			
Don't Know	55	1.15			

Question 1Q			Chart		
What are the three most rewarding aspects about working in your organisation?	Responses	Responses %	0%	50%	100%
Satisfaction in serving the Tasmanian community and making a difference to it	1 827	38.05			
Teamwork	1 122	23.37			
Varied job roles	1 010	21.04			
Job security	1 844	38.41			
Learning and development opportunities	527	10.98			
Opportunities to extend my skills through challenging roles	958	19.95			
Leaders and managers who really motivate and inspire me	232	4.83			
The ability to apply the skills I have	1 802	37.53			
The level of salary	995	6.91			
Good conditions of employment	1 748	36.41			
The range of people with whom I work	1 955	40.72			
The organisation's recognition and encouragement of my contribution	161	3.35			
Other aspect	221	4.62			

My organisation

Question 2A			Chart		
I understand what my Organisation does and the part we play in the wider Tasmanian State Service	Responses	Responses %	0%	50%	100%
Strongly Agree	1 628	33.91			
Agree	2 916	60.74			
Neither Agree nor Disagree	203	4.23			
Disagree	35	0.73			
Strongly Disagree	11	0.23			
Don't Know	8	0.17			

Question 2B			Chart		
I strongly associate with my Organisation's goals and objectives	Responses	Responses %	0%	50%	100%
Strongly Agree	1100	22.91			
Agree	2 555	53.22			
Neither Agree nor Disagree	931	19.39			
Disagree	121	2.52			
Strongly Disagree	37	0.77			
Don't Know	57	1.19			

Question 2C			Chart		
I am aware of the Tasmanian State Service Code of Conduct and how it applies to me	Responses	Responses %	0%	50%	100%
Strongly Agree	1 571	32.72			
Agree	2 933	61.09			
Neither Agree nor Disagree	211	4.39			
Disagree	51	1.06			
Strongly Disagree	15	0.31			
Don't Know	20	0.42			

Question 2D			Chart		
I have a good understanding of the ethical standards expected of me	Responses	Responses %	0%	50%	100%
Strongly Agree	2 106	43.87			
Agree	2 579	53.72			
Neither Agree nor Disagree	78	1.62			
Disagree	13	0.27			
Strongly Disagree	14	0.29			
Don't Know	11	0.23			

Question 2E			Chart		
People in my Organisation are accountable for their actions	Responses	Responses %	0%	50%	100%
Strongly Agree	680	14.16			
Agree	1 933	40.26			
Neither Agree nor Disagree	1 039	21.64			
Disagree	722	15.04			
Strongly Disagree	388	8.08			
Don't Know	39	0.81			

Question 2F			Chart		
My Organisation has high ethical standards	Responses	Responses %	0%	50%	100%
Strongly Agree	836	17.41			
Agree	2 293	47.76			
Neither Agree nor Disagree	1 017	21.18			
Disagree	420	8.75			
Strongly Disagree	194	4.04			
Don't Know	41	0.85			

Question 2G			Chart		
My Organisation has a shared vision	Responses	Responses %	0%	50%	100%
Strongly Agree	586	12.21			
Agree	2 004	41.74			
Neither Agree nor Disagree	1 349	28.10			
Disagree	528	11.00			
Strongly Disagree	241	5.02			
Don't Know	93	1.94			

Question 2H			Chart
My Organisation has a team approach	Responses	Responses %	0% 50% 100%
Strongly Agree	615	12.81	
Agree	2 021	42.10	
Neither Agree nor Disagree	1 133	23.60	
Disagree	673	14.02	
Strongly Disagree	328	6.83	
Don't Know	31	0.65	

Question 2I			Chart
My Organisation collaborates with other Organisations	Responses	Responses %	0% 50% 100%
Strongly Agree	609	12.68	
Agree	2 416	50.32	
Neither Agree nor Disagree	1 175	24.47	
Disagree	308	6.42	
Strongly Disagree	146	3.04	
Don't Know	147	3.06	

Question 2J			Chart
I understand my Organisation's core purpose	Responses	Responses %	0% 50% 100%
Strongly Agree	1 279	26.64	
Agree	3 004	62.57	
Neither Agree nor Disagree	389	8.10	
Disagree	73	1.52	
Strongly Disagree	33	0.69	
Don't Know	23	0.48	

Question 2K			Chart
I understand my Organisation's values	Responses	Responses %	0% 50% 100%
Strongly Agree	1 138	23.70	
Agree	2 792	58.15	
Neither Agree nor Disagree	602	12.54	
Disagree	154	3.21	
Strongly Disagree	63	1.31	
Don't Know	52	1.08	

Question 2L			Chart
Information about changes in my organisation is made available to me	Responses	Responses %	0% 50% 100%
Strongly Agree	603	12.56	
Agree	2 497	52.01	
Neither Agree nor Disagree	934	19.45	
Disagree	488	10.16	
Strongly Disagree	241	5.02	
Don't Know	38	0.79	

Question 2M			Chart		
I am able to access flexible work arrangements to assist in my work-life balance	Responses	Responses %	0%	50%	100%
Strongly Agree	1 139	23.72			
Agree	2 291	47.72			
Neither Agree nor Disagree	695	14.48			
Disagree	368	7.67			
Strongly Disagree	252	5.25			
Don't Know	56	1.17			

Work Environment

Question 3A			Chart		
The reputation of my Organisation as an employer makes it an attractive place to work	Responses	Responses %	0%	50%	100%
Strongly Agree	511	10.64			
Agree	1 891	39.39			
Neither Agree nor Disagree	1 591	33.14			
Disagree	562	11.71			
Strongly Disagree	196	4.08			
Don't Know	50	1.04			

Question 3B			Chart		
The Tasmanian State Service is an attractive place to work because of the career options	Responses	Responses %	0%	50%	100%
Strongly Agree	291	6.06			
Agree	1 773	36.93			
Neither Agree nor Disagree	1 538	32.03			
Disagree	891	18.56			
Strongly Disagree	280	5.83			
Don't Know	28	0.58			

Question 3C			Chart		
The Tasmanian State Service is an attractive place to work because of the opportunities to serve the community	Responses	Responses %	0%	50%	100%
Strongly Agree	676	14.08			
Agree	2 711	56.47			
Neither Agree nor Disagree	1 120	23.33			
Disagree	213	4.44			
Strongly Disagree	64	1.33			
Don't Know	17	0.35			

Question 3D			Chart		
The Tasmanian State Service is an attractive place to work because of the learning and development opportunities	Responses	Responses %	0%	50%	100%
Strongly Agree	362	7.54			
Agree	1 907	39.72			
Neither Agree nor Disagree	1 464	30.49			
Disagree	763	15.89			
Strongly Disagree	276	5.75			
Don't Know	29	0.60			

Question 3E			Chart
I would recommend my Organisation as a great place to work to others	Responses	Responses %	0% 50% 100%
Strongly Agree	616	12.83	
Agree	2 128	44.32	
Neither Agree nor Disagree	1 325	27.60	
Disagree	512	10.66	
Strongly Disagree	196	4.08	
Don't Know	24	0.50	

Question 3F			Chart
I have a lot of variety at work	Responses	Responses %	0% 50% 100%
Strongly Agree	1 061	22.10	
Agree	2 606	54.28	
Neither Agree nor Disagree	664	13.38	
Disagree	362	7.54	
Strongly Disagree	101	2.10	
Don't Know	7	0.15	

Question 3G			Chart
I enjoy the role I currently undertake	Responses	Responses %	0% 50% 100%
Strongly Agree	1 472	30.67	
Agree	2 447	50.98	
Neither Agree nor Disagree	551	11.48	
Disagree	228	4.75	
Strongly Disagree	95	1.98	
Don't Know	7	0.15	

Question 3H			Chart
My Organisation provides rewarding career pathways through supporting and mentoring employees	Responses	Responses %	0% 50% 100%
Strongly Agree	304	6.33	
Agree	1 365	28.43	
Neither Agree nor Disagree	1 453	30.26	
Disagree	1 022	21.29	
Strongly Disagree	570	11.87	
Don't Know	87	1.81	

Question 3I			Chart
My Organisation has fair procedures and processes for addressing grievances	Responses	Responses %	0% 50% 100%
Strongly Agree	395	8.23	
Agree	2 126	44.28	
Neither Agree nor Disagree	1 238	25.79	
Disagree	493	10.27	
Strongly Disagree	352	7.33	
Don't Know	197	4.10	

Question 3J			Chart
The procedures and processes for addressing grievances are known in my Organisation	Responses	Responses %	0%　50%　100%
Strongly Agree	414	8.62	
Agree	2 613	54.43	
Neither Agree nor Disagree	1 071	22.31	
Disagree	393	8.19	
Strongly Disagree	146	3.04	
Don't Know	164	3.42	

Question 3K			Chart
I can approach my direct manager to discuss concerns and grievances	Responses	Responses %	0%　50%　100%
Strongly Agree	1 428	29.74	
Agree	2 399	49.97	
Neither Agree nor Disagree	441	9.19	
Disagree	292	6.08	
Strongly Disagree	222	4.62	
Don't Know	19	0.40	

Question 3L			Chart
My Organisation is fair and equitable in its people management practices	Responses	Responses %	0%　50%　100%
Strongly Agree	458	9.54	
Agree	1 815	37.80	
Neither Agree nor Disagree	1 180	24.58	
Disagree	750	15.62	
Strongly Disagree	527	10.98	
Don't Know	71	1.48	

Question 3M			Chart
My organisation does not tolerate bullying	Responses	Responses %	0%　50%　100%
Strongly Agree	849	17.68	
Agree	1 905	39.68	
Neither Agree nor Disagree	912	19.00	
Disagree	617	12.85	
Strongly Disagree	446	9.29	
Don't Know	72	1.50	

Developing Our People

Question 4A			Chart
I understand the: knowledge, skills and behaviour (capabilities) required for my role	Responses	Responses %	0%　50%　100%
Strongly Agree	2 094	43.62	
Agree	2 597	54.09	
Neither Agree nor Disagree	79	1.65	
Disagree	20	0.42	
Strongly Disagree	3	0.06	
Don't Know	8	0.17	

Question 4B			Chart	
I have adequate opportunity to develop the required capabilities for my role	Responses	Responses %	0% 50% 100%	
Strongly Agree	1013	21.10		
Agree	2 450	51.03		
Neither Agree nor Disagree	761	15.85		
Disagree	429	8.94		
Strongly Disagree	130	2.71		
Don't Know	18	0.37		

Question 4C			Chart	
In my Organisation, there is adequate opportunity to develop the required capabilities for being a leader	Responses	Responses %	0% 50% 100%	
Strongly Agree	489	10.19		
Agree	1 721	35.85		
Neither Agree nor Disagree	1 340	27.91		
Disagree	824	17.16		
Strongly Disagree	324	6.75		
Don't Know	103	2.15		

Question 4D			Chart	
In my Organisation, there is adequate opportunity to develop the required capabilities for being a manager	Responses	Responses %	0% 50% 100%	
Strongly Agree	360	7.50		
Agree	1 420	29.58		
Neither Agree nor Disagree	1 512	31.49		
Disagree	969	20.18		
Strongly Disagree	391	8.14		
Don't Know	149	3.10		

Question 4E			Chart	
In my Organisation, there is adequate opportunity to develop capabilities to coach or mentor other people	Responses	Responses %	0% 50% 100%	
Strongly Agree	442	9.21		
Agree	1 879	39.14		
Neither Agree nor Disagree	1 338	27.87		
Disagree	740	15.41		
Strongly Disagree	286	5.96		
Don't Know	116	2.42		

Question 4F			Chart	
In my Organisation, opportunities are offered which support me in my role	Responses	Responses %	0% 50% 100%	
Strongly Agree	483	10.06		
Agree	2 094	43.62		
Neither Agree nor Disagree	1 186	24.70		
Disagree	706	14.71		
Strongly Disagree	293	6.10		
Don't Know	39	0.81		

Question 4G			Chart		
I am recognised for the contribution I make	Responses	Responses %	0%	50%	100%
Strongly Agree	591	12.31			
Agree	2 189	45.59			
Neither Agree nor Disagree	1 084	22.58			
Disagree	585	12.18			
Strongly Disagree	314	6.54			
Don't Know	38	0.79			

Question 4H			Chart		
Good ideas are encouraged and supported in my workplace	Responses	Responses %	0%	50%	100%
Strongly Agree	613	12.77			
Agree	2 190	45.62			
Neither Agree nor Disagree	1 111	23.14			
Disagree	569	11.85			
Strongly Disagree	277	5.77			
Don't Know	41	0.85			

Leading and Managing

Question 5A			Chart		
My direct manager promotes growth of new ideas and concepts	Responses	Responses %	0%	50%	100%
Strongly Agree	954	19.87			
Agree	2 149	44.76			
Neither Agree nor Disagree	937	19.52			
Disagree	472	9.83			
Strongly Disagree	256	5.33			
Don't Know	33	0.69			

Question 5B			Chart		
I am recognised and supported in providing high quality services for the Organisation's clients	Responses	Responses %	0%	50%	100%
Strongly Agree	673	14.02			
Agree	2 223	46.30			
Neither Agree nor Disagree	1 150	23.95			
Disagree	515	10.73			
Strongly Disagree	196	4.08			
Don't Know	44	0.92			

Question 5C			Chart		
Managers communicate the goals and priorities of my Organisation	Responses	Responses %	0%	50%	100%
Strongly Agree	602	12.54			
Agree	2 295	47.80			
Neither Agree nor Disagree	1 056	22.00			
Disagree	568	11.83			
Strongly Disagree	249	5.19			
Don't Know	31	0.65			

Question 5D

My direct manager supports and encourages me to achieve high ethical standards	Responses	Responses %	Chart 0% 50% 100%
Strongly Agree	1 074	22.37	
Agree	2 303	47.97	
Neither Agree nor Disagree	924	19.25	
Disagree	295	6.14	
Strongly Disagree	180	3.75	
Don't Know	25	0.52	

Question 5E

My Organisation's Executive leads by encouraging the application of the Organisation's values	Responses	Responses %	Chart 0% 50% 100%
Strongly Agree	519	10.81	
Agree	1 883	39.22	
Neither Agree nor Disagree	1 400	29.16	
Disagree	508	10.58	
Strongly Disagree	306	6.37	
Don't Know	185	3.85	

Question 5F

My direct manager leads my team by encouraging the Organisation's values	Responses	Responses %	Chart 0% 50% 100%
Strongly Agree	812	16.91	
Agree	2 124	44.24	
Neither Agree nor Disagree	1 137	23.68	
Disagree	440	9.16	
Strongly Disagree	227	4.73	
Don't Know	61	1.27	

Question 5G

I am aware of Organisational values when making decisions and providing advice	Responses	Responses %	Chart 0% 50% 100%
Strongly Agree	910	18.95	
Agree	2 882	60.03	
Neither Agree nor Disagree	723	15.06	
Disagree	164	3.42	
Strongly Disagree	65	1.35	
Don't Know	57	1.19	

Question 5H

I understand my team strategic direction and how it applies to my work	Responses	Responses %	Chart 0% 50% 100%
Strongly Agree	940	19.58	
Agree	2 631	54.80	
Neither Agree nor Disagree	761	15.85	
Disagree	301	6.27	
Strongly Disagree	114	2.37	
Don't Know	54	1.12	

Shaping our Workforce and Performance

Question 6A			
I feel supported by the team that I work with and can ask for advice	Responses	Responses %	Chart 0% 50% 100%
Strongly Agree	1 468	30.58	
Agree	2 481	51.68	
Neither Agree nor Disagree	467	9.73	
Disagree	241	5.02	
Strongly Disagree	137	2.85	
Don't Know	7	0.15	

Question 6B			
Development opportunities are available to assist me perform at a high level in my role	Responses	Responses %	Chart 0% 50% 100%
Strongly Agree	569	11.85	
Agree	1 984	41.32	
Neither Agree nor Disagree	1 117	23.27	
Disagree	770	16.04	
Strongly Disagree	323	6.73	
Don't Know	38	0.79	

Question 6C			
My Organisation expects a high level of performance	Responses	Responses %	Chart 0% 50% 100%
Strongly Agree	1 212	25.24	
Agree	2 693	56.09	
Neither Agree nor Disagree	557	11.60	
Disagree	221	4.60	
Strongly Disagree	95	1.98	
Don't Know	23	0.48	

Question 6D			
As a team, we are accountable for the outcomes of our Organisation	Responses	Responses %	Chart 0% 50% 100%
Strongly Agree	1 162	24.20	
Agree	2 699	56.22	
Neither Agree nor Disagree	583	12.14	
Disagree	216	4.50	
Strongly Disagree	97	2.02	
Don't Know	44	0.92	

Question 6E			
There is a high value put on ethical behaviour within the workplace	Responses	Responses %	Chart 0% 50% 100%
Strongly Agree	1033	21.52	
Agree	2 432	50.66	
Neither Agree nor Disagree	788	16.41	
Disagree	289	6.02	
Strongly Disagree	199	4.14	
Don't Know	60	1.25	

Question 6F			Chart
There is a high value put on health and wellbeing within the workplace	Responses	Responses %	0% 50% 100%
Strongly Agree	905	18.85	
Agree	2 238	46.62	
Neither Agree nor Disagree	956	19.91	
Disagree	420	8.75	
Strongly Disagree	242	5.04	
Don't Know	40	0.83	

Performance Management

Question 8A			Chart
I know how my work relates to the Organisation's goals and priorities	Responses	Responses %	0% 50% 100%
Strongly Agree	1017	21.18	
Agree	3 024	62.99	
Neither Agree nor Disagree	564	11.75	
Disagree	125	2.60	
Strongly Disagree	34	0.71	
Don't Know	37	0.77	

Question 8B			Chart
Managers clearly communicate the goals and priorities of the Organisation	Responses	Responses %	0% 50% 100%
Strongly Agree	598	12.46	
Agree	2 200	45.82	
Neither Agree nor Disagree	1 192	24.83	
Disagree	569	11.85	
Strongly Disagree	203	4.23	
Don't Know	39	0.81	

Question 8C			Chart
Performance Management within the Organisation reinforces employees' expected behaviours in relation to State Service Principles	Responses	Responses %	0% 50% 100%
Strongly Agree	435	9.06	
Agree	2 069	43.10	
Neither Agree nor Disagree	1 291	26.89	
Disagree	493	10.27	
Strongly Disagree	298	6.21	
Don't Know	215	4.48	

Question 8D			Chart
Performance Management within the Organisation reinforces employees' expected behaviours in relation to the Organisation's values	Responses	Responses %	0% 50% 100%
Strongly Agree	417	8.69	
Agree	2 023	42.14	
Neither Agree nor Disagree	1 351	28.14	
Disagree	502	10.46	
Strongly Disagree	301	6.27	
Don't Know	207	4.31	

Question 8E			Chart		
There are good systems in place to recognise employees and their achievements	Responses	Responses %	0%	50%	100%
Strongly Agree	214	4.46			
Agree	1 133	23.60			
Neither Agree nor Disagree	1 541	32.10			
Disagree	1 216	25.33			
Strongly Disagree	561	11.69			
Don't Know	136	2.83			

Question 8F			Chart		
I understand how my Organisation's performance management system works	Responses	Responses %	0%	50%	100%
Strongly Agree	518	10.79			
Agree	2 372	49.41			
Neither Agree nor Disagree	1 022	21.29			
Disagree	538	11.21			
Strongly Disagree	220	4.58			
Don't Know	131	2.73			

Question 8G			Chart		
In my team, differences in performance are recognised in a meaningful way	Responses	Responses %	0%	50%	100%
Strongly Agree	273	5.69			
Agree	1 313	27.35			
Neither Agree nor Disagree	1 534	31.95			
Disagree	1 020	21.25			
Strongly Disagree	470	9.79			
Don't Know	191	3.98			

Question 8H			Chart		
I am able to raise my concerns regarding my performance plan with my manager	Responses	Responses %	0%	50%	100%
Strongly Agree	892	18.58			
Agree	2 412	50.24			
Neither Agree nor Disagree	741	15.43			
Disagree	339	7.06			
Strongly Disagree	288	6.00			
Don't Know	129	2.69			

Question 8I			Chart		
Conversations I have with my manager provide constructive suggestions to improve my job performance	Responses	Responses %	0%	50%	100%
Strongly Agree	876	18.25			
Agree	2 116	44.07			
Neither Agree nor Disagree	970	20.20			
Disagree	456	9.50			
Strongly Disagree	314	6.54			
Don't Know	69	1.44			

Question 8J			Chart		
My Organisation effectively manages underperforming employees	Responses	Responses %	0%	50%	100%
Strongly Agree	125	2.60			
Agree	666	13.87			
Neither Agree nor Disagree	1 221	25.43			
Disagree	1 220	25.41			
Strongly Disagree	1 275	26.56			
Don't Know	294	6.12			

Question 8K			Chart		
My Organisation treats People Management as a priority	Responses	Responses %	0%	50%	100%
Strongly Agree	251	5.23			
Agree	1 138	23.70			
Neither Agree nor Disagree	1 521	31.68			
Disagree	984	20.50			
Strongly Disagree	738	15.37			
Don't Know	169	3.52			

Question 8L			Chart		
My Organisation identifies and develops good people managers	Responses	Responses %	0%	50%	100%
Strongly Agree	213	4.44			
Agree	1 079	22.47			
Neither Agree nor Disagree	1 546	32.20			
Disagree	973	20.27			
Strongly Disagree	796	16.58			
Don't Know	194	4.04			

Question 8M			Chart		
My Organisation recognises and rewards effective people managers	Responses	Responses %	0%	50%	100%
Strongly Agree	175	3.65			
Agree	914	19.04			
Neither Agree nor Disagree	1 702	35.45			
Disagree	942	19.62			
Strongly Disagree	740	15.41			
Don't Know	328	6.83			

Workplace Health and Safety

Question 9A			Chart		
I am aware of the work health and safety requirements and supporting information	Responses	Responses %	0%	50%	100%
Strongly Agree	1233	25.68			
Agree	3 012	62.74			
Neither Agree nor Disagree	373	7.77			
Disagree	128	2.67			
Strongly Disagree	27	0.56			
Don't Know	28	0.58			

Question 9B			Chart		
I am encouraged to report health and safety incidents and injuries	Responses	Responses %	0%	50%	100%
Strongly Agree	1 477	30.76			
Agree	2 739	57.05			
Neither Agree nor Disagree	392	8.16			
Disagree	119	2.48			
Strongly Disagree	55	1.15			
Don't Know	19	0.40			

Question 9C			Chart		
The health and safety programs offered by my Organisation are effective	Responses	Responses %	0%	50%	100%
Strongly Agree	783	16.31			
Agree	2 233	46.51			
Neither Agree nor Disagree	1188	24.74			
Disagree	269	5.60			
Strongly Disagree	125	2.60			
Don't Know	203	4.23			

Question 9D			Chart		
I am aware of the work health and safety priorities in my Organisation	Responses	Responses %	0%	50%	100%
Strongly Agree	1030	21.45			
Agree	2 746	57.20			
Neither Agree nor Disagree	662	13.79			
Disagree	223	4.64			
Strongly Disagree	64	1.33			
Don't Know	76	1.58			

Lists of Tables and Figures

Tables

Figures

"I thoroughly appreciate the support of my fellow workers. At times we deal with difficult situations and my team's members often offer support and praise after such an incident."

"I am proud to work for my organisation, I love the work I do and the impact it has on the general public."

"Because of the supportive, fair and good leadership of our manager and the team dynamics and work environment, retention is excellent and others would like to work here also. Our employment process is fair and transparent."

"Our team has a strong work ethic and especially works to promote the needs of our clients."

"My work environment is friendly, outgoing and pleasant. The people and the goals we share are aligned and the processes in place work well."

"My Manager and supervisor are highly respectful, ethical, interested, always have time to listen and encourage growth and learning. Workplace behaviour is considered to be of great importance."

"I feel that I have been encouraged to bring any ideas on ways we can do things better. It's very empowering to have your ideas listened to and to have them taken on board. I like the relationship we have with the community and the high standard of care we offer to the community."

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