



INDEPENDENT REVIEW OF THE TASMANIAN STATE SERVICE

JULY 2021

FACT SHEET 2 LEADERSHIP

The Tasmanian State Service Review (TSSR) Final Report made 77 recommendations across 5 domains:

- principles and values
- leadership
- capability
- workforce
- service delivery.

This fact sheet provides summary information regarding the directions and recommendations for leadership in the Tasmanian State Service.

What should we strive for?

The State Service is focused on key priorities and is led, at all levels, by stewards who are accountable for both individual performance and working together, making decisions supported by evidence and embracing ongoing improvement.

Where are we now?

The government has signalled its intention to develop and promote key whole-of-government priorities to address certain cross- government issues for the State, which will help to provide unity and purpose for the TSS. This commitment has yet to be formally embedded within the governance of the State Service.

There is a growing appreciation of the importance of working across agencies and beyond the boundaries of any single agency. However, current efforts are limited to a small number of programs (such as the whole-of-service efforts to reduce family violence) and are heavily dependent on individual relationships between senior executives, including heads of agency.

The functions of heads of agency prescribed in the State Service Act 2000 are limited to working within the boundaries of agencies, which provides a potential barrier to collaboration and cooperation across government.

The importance of leadership development is increasingly recognised in the State Service and, while there have been efforts to build cross-service capability in some areas, these efforts have had limited success.

Stewardship is not reflected in the core values of the State Service. Leadership development is limited and not clearly aligned to a contemporary capability framework. There is no talent management program for identifying future senior leaders in the State Service and for helping provide them with the knowledge and experience necessary to occupy these senior positions.

What do we need to do?

The Review makes a number of recommendations to:

- broaden the functions and accountabilities of heads of agency to include cross-agency policies and programs
- increase the focus of the TSS on whole-of-government priorities and create the governance to drive them
- promote the principle of stewardship across the TSS
- design and implement a talent development program for leadership in the TSS.

The recommendations

Recommendation 5 (adapted from Interim Report Recommendation 2)

That the government task some or all heads of agency collectively with addressing a small number of whole-of- government or cross-government priorities that require a collaborative approach to facilitate delivery of better outcomes.

Recommendation 6

Amend the State Service Act 2000 to broaden the legislative function and powers of heads of agency to include development of capability and delivery of programs across the State Service and collaboration to achieve outcomes with other heads of agency.

Recommendation 7 (Interim Report Recommendation 4)

That the Secretary of the Department of Premier and Cabinet, in full consultation with relevant portfolio ministers and the Premier, develop and undertake departmental secretaries' annual performance agreements and assessments.

Recommendation 8 (Interim Report Recommendation 5)

That the Premier undertake the annual performance agreement and assessment of the Secretary of the Department of Premier and Cabinet, informed by discussions with ministers (as the Premier sees appropriate) and consolidated advice from other departmental secretaries.

Recommendation 9 (adapted from Interim Report Recommendation 3)

Consider heads of agency contributions to developing the TSS as a genuinely single state service, including the delivery of cross-portfolio outcomes (such as whole-of-government priorities) and whole-of-government capability development, in agency heads' performance assessments.

Recommendation 10

That the government task heads of agency as a group to drive the capability review and improvement framework, functional leadership, digitalisation and some or all of the cross-government priorities.

Provide a small amount of additional resourcing to the Department of Premier and Cabinet to support the heads of agency work and associated follow-ups.

Recommendation 11

That heads of agency advise the government, within 3 months, on the appropriate organisation and structure of heads of agency meetings and the arrangements to support oversight of the delivery of whole-of-government priorities and the broader requirements of the Report.

Recommendation 12

That the government endorse stewardship as a key principle for the TSS by inclusion in the amended State Service Act 2000.

Recommendation 13

Update the TSS Senior Executive Leadership Capability Framework to include an explicit recognition of stewardship and to align with the broader capability framework proposed for the TSS.

Recommendation 14 (Interim Report Recommendation 7)

That the government establish and fund a talent development and management program to identify and develop future leaders of the TSS and future senior executives. The State Service Management Office should manage the program.

Recommendation 15

That the TSS establish a network of former Tasmanians who are currently filling public sector leadership roles elsewhere in Australia and draw on them for informal ideas and advice.