

Tasmanian State Service Review – Status Update (April 2026)

Background

The final report of the Tasmanian State Service Review (TSSR), undertaken by Dr Ian Watt, was publicly released in September 2021. The Government supported or supported in-principle all 77 recommendations.

A number of key priority recommendations from the review have been implemented. The Department of Premier and Cabinet is continuing to work with Agencies on implementing the remaining recommendations as opportunities arise.

Table 1: Roadmap for Reform

Theme	Description
Principles and values	The Tasmanian State Service works as a single service with employees developing a shared understanding of the values and principles that underpin it.
Leadership	Leadership builds trust and encourages accountability, promotes stewardship and sets the culture across the Tasmanian State Service for working together to address challenges and grasp the opportunities for the State.
Capability	Ensuring the Tasmanian State Service can better understand its existing capability and systematically build capability in priority areas or areas of need.
Workforce	The Tasmanian State Service attracts, retains and develops the best people to work in the State Service.
Service Delivery	The State Service delivers services to Tasmanians in a way that is integrated and best meets the needs of individuals, families and communities.

Completed Actions

15 Actions are now complete (Table 2).

A further 20 actions are underway (Table 3).

Table 2: Completed Actions

No	Recommendations completed	Category
1	That the Government undertake a full horizon scanning process every two years as part of the process of updating the Disaster Risk Assessment.	Principles and Values
7	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.	Leadership
8	That the Premier undertakes 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.	Leadership
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 its oversight of the delivery of whole-of-government priorities and the broader requirements of the Report.	Leadership
24	That the TSS incorporate platform-based functional leadership into the digital services governance framework and replaces the Digital Service Board with Heads of Agency meetings.	Capability
25	Amend the terms of reference of the Deputy Secretaries Digital Service Committee to include the Chief Information Officer as a member.	Capability
47	That the SSMO work with human resource directors or equivalents from all agencies to	Workforce

No	Recommendations completed	Category
	develop communities of professional practice across the TSS.	
55	Amend Employment Direction 5 to be standards based, allowing the relevant head of agency to tailor an investigative process based on the circumstances surrounding an alleged breach.	Workforce
56	Rewrite Employment Direction 5 to allow for a simple, local process to be used where the facts are clear and not disputed and the agency seeks to impose a low-level sanction (i.e. reprimand or that the employee engages in counselling for their behaviour).	Workforce
58	That the government create a shared capability for the investigation of Code of Conduct breaches.	Workforce
64	That the government adopt a life events framework as the basis for the integration of services across agencies.	Service Delivery
65	Designate and fund Service Tasmania as the agent for the delivery of a specified range of transactional services for the TSS including a renewed and extended clear mandate to partner with others to improve the customer experience and be the single digital service delivery agent for the TSS.	Service Delivery
66	That Service Tasmania accelerate the current actions under its Strategic Plan 2020-25 to enhance service delivery partnerships with the Commonwealth, local government and, where appropriate, the private sector.	Service Delivery
67	Formally capture the lessons learnt from establishing and expanding call centre capabilities in response to COVID-19 and develop a business case for the possible consolidation of call centres into a unified capability for the State.	Service Delivery
75	That the Head of the State Service chair a small subcommittee of heads of agency that oversees the implementation of recommendations and informs and advises	Service Delivery

No	Recommendations completed	Category
	heads of agency as a whole, and provides regular updates to the Premier and Cabinet.	

Table 3: Actions in progress

No	Recommendations in progress	Category
2	Develop and implement the concept of a single state service to help build better capabilities, increase collaboration and deliver improved outcomes for the Government and the Tasmanian community.	Principles and values
5	That the Government task some or all of the TSS 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.	Leadership
9	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.	Leadership
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.	Leadership
18	The Review and Evaluation Unit should develop a whole-of-government Review and Evaluation Framework for government consideration.	Capability
21	That the government implement and fund a functional leadership model to develop capability across the TSS. That heads of agency lead the development of a functional leadership program for key whole-of-government capabilities, including clear governance for identifying capabilities for	Capability

No	Recommendations in progress	Category
	functional leadership, for empowering functional leaders and for holding them to account.	
34	That the Department of Health continue to develop the Human Resource Information System (HRIS) to provide the foundation for a whole-of-government system, with clear whole-of-government business requirements for accurate and timely reporting to heads of agency, the Head of the State Service, the Employer and Parliament.	Workforce
35	Operational employment-related decisions be delegated to heads of agency unless centralised decision-making can be justified in terms of high risk to the government or the service. The Head of the State Service provide advice to the Employer on decisions that should be made centrally and the risks that this approach is seeking to manage. That the Head of the State Service develop and implement a reporting framework to ensure that heads of agency are accountable for complying with directions and policies established by the Employer.	Workforce
37	That the Employer progressively revoke all superfluous employment directions with necessary material translated into TSS practice guides or other suitable instruments. That the SSMO, in consultation with state government agencies, rewrite remaining employment directions as standards-based directions, with increased flexibility for agency decision-making and process design.	Workforce
38	That the TSS develop a whole-of-government framework for recording, reporting and analysing workforce data to inform workforce planning.	Workforce
41	Increase the number of placements available in the graduate, cadet and traineeship programs to create more employment opportunities for young people in the TSS.	Workforce

No	Recommendations in progress	Category
43	Amend the Act to include the power to make, in regulations, the timeframe for an employee to notify their intention to apply for a review under section 50(1) of the Act. Make a regulation prescribing a timeframe for lodging a notice of intention to seek a selection review.	Workforce
46	That the Head of the State Service and heads of agency develop a standard approach to the management of fixed-term transfers across the TSS.	Workforce
49	That the SSMO continue to explore options for the creation of an internal mobility register with relevant unions.	Workforce
50	That the SSMO lead the development and implementation of a whole-of-service TSS employee capability framework.	Workforce
51	That the TSS develop tools, including an employee self-assessment tool, to support the embedding of the employee capability framework into capability development across the TSS. That the TSS reorganise existing training and professional development programs where appropriate to align with the employee capability framework.	Workforce
54	That all agencies, in collaboration as appropriate, implement the Auditor-General's recommendations on the management of underperformance concurrent with a centrally led review of Employment Direction 26 and related processes.	Workforce
57	Amend Regulation 29 of the State Service Regulations to include dismissal of an employee for reasons of serious misconduct as specified in the Fair Work regulations.	Workforce
59	Rewrite Employment Direction 6 to: separate the processes for managing employees who have lost essential qualifications or accreditation from the process for assessing employees who are	Workforce

No	Recommendations in progress	Category
	unable to perform the duties of their position for other reasons create a relatively simple process for the loss of qualification/accreditation prescribe the minimum standards to be met by agencies when otherwise assessing the ability of an employee to perform their duties	
76	That the Government provide funding for the Department of Premier and Cabinet to establish a designated unit to monitor and support the implementation of recommendations across the TSS over a 3-year period.	Service Delivery

Reform themes

Since the TSSR report was released, a range of factors have impacted the Tasmanian State Service's focus in progressing the recommendations including the continued response to the impact of COVID-19 and the release of the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings (Col), to which the Government has committed to prioritising all 191 recommendations.

The Department of Premier and Cabinet has mapped the alignment of the TSSR Recommendations with other State Service reform including the Commission of Inquiry recommendations (Table 4).

Table 4: Reform themes

Themes	Description
One State Service, collaboration and engagement	New ways of collaborative working, operating as a 'single State Service' across agency silos, and effective engagement beyond government.
Data and information	Improving whole-of-government data/information sharing, linkage and analysis, and building data/information capability across the State Service.
Workforce	Ensuring "the right people in the right jobs at the right time".

Themes	Description
Accountability and governance	Strengthening accountability for whole-of-government priorities and cross-portfolio outcomes, embedded through effective governance structures.
Capability	Ongoing review and improvement of capabilities across the State Service to ensure they are aligned with emerging challenges and priorities.
Efficient service delivery	Improving internal and external services, processes and systems, and adopting functional leadership for more effective and efficient use of resources.
Conduct	Improved management of conduct in the State Service.
Regulatory and legislative reform	Regulatory and legislative reforms to strengthen the employment framework and improve outcomes for the Tasmanian community.
Culture and leadership	Strengthening culture and leadership across the State Service. Embedding whole-of-service values and principles in everything we do – including stewardship of the State Service.

Next Steps

The focus for the next stage of the State Service Review is on recommendations that align with work to be undertaken by the Efficiency and Productivity Unit within the Department of Premier and Cabinet.

This includes implementing a functional leadership framework for the Tasmanian State Service that identifies and supports the delivery of shared services and capabilities across Agencies. It will also include work on recommendations relating to the concept of a single state service and the ongoing stewardship role of the Secretaries Board.