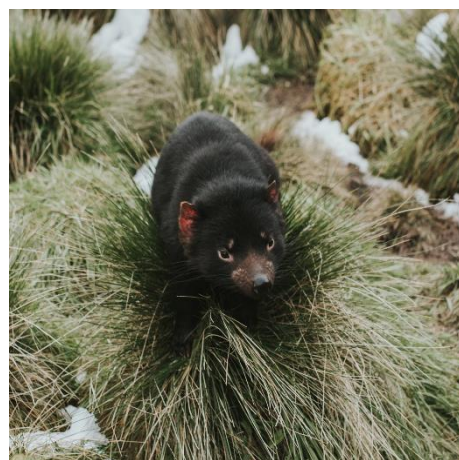
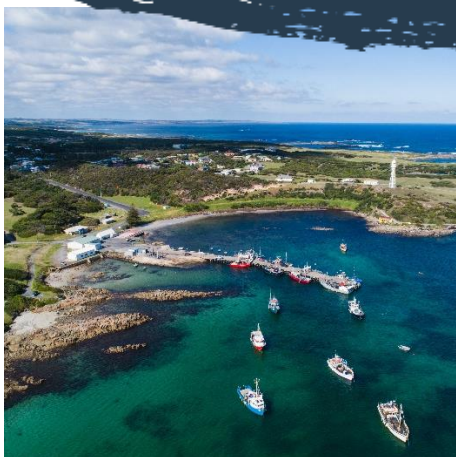
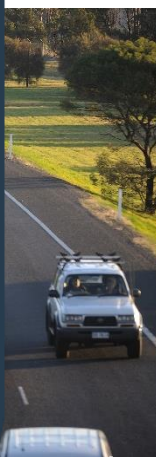
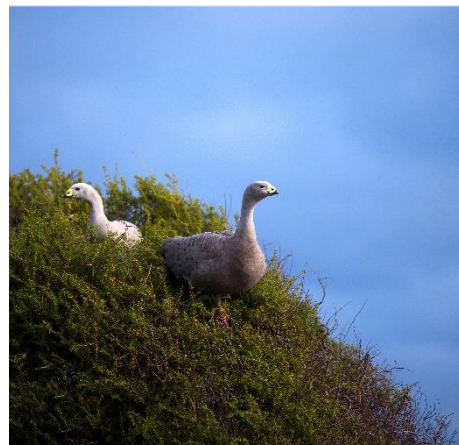
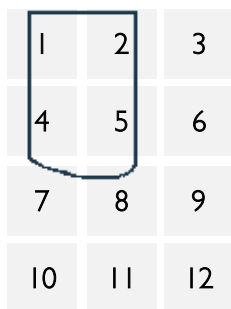


our *state* *our* future

# Annual Report 2019-20

TASMANIAN STATE SERVICE  
OCTOBER 2020





## COVER

### IMAGE TITLE

### CREATOR/PHOTOGRAPHER

1.	Driving on the Lyell Highway	We are Explorers
2.	Bridestowe Lavender Estate	Luke Tscharke
3.	Cape Barren Geese	Tourism Tasmania and Rob Burnett
4.	Tessellated Pavement	Luke Tscharke
5.	Tasmanian Road	Chris Crerar
6.	Launceston CBD	Tourism Tasmania and Rob Burnett
7.	Cumie, King Island	Stu Gibson
8.	Royal Tasmanian Botanical Gardens	Andrew Ross and Royal Tasmanian Botanical Gardens
9.	Mersey Bluff Lighthouse	S. Group
10.	Josef Cromy Tasmania	Andrew Wilson
11.	Aerial shot of Hobart	Chris Crerar
12.	Devils @ Cradle	Laura Helle

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## LETTER OF TRANSMISSION

Peter Gutwein MP  
Premier  
Minister administering the *State Service Act 2000*

In accordance with the requirements of Section 19 of the *State Service Act 2000*, I enclose for sending to Parliament the *Tasmanian State Service Annual Report 2019-20*.

A handwritten signature in black ink, reading 'Jenny Gale' in a cursive script.

Jenny Gale  
Head of the State Service  
28 September 2020



## FOREWORD



In my foreword to the *2018-19 Tasmanian State Service Annual Report*, I said the focus for 2019-20 would be on improvement and reform as we prepared to undertake the first major review of the State Service in almost 20 years. The Report also set out other priority areas for the State Service Management Office (SSMO) that would see a range of workforce management projects progressed or completed.

Although 2019-20 brought more challenges than we could have anticipated, it also gave us many opportunities across the State Service to implement improvements and reforms that have changed the way we work. This, and the flexibility and commitment of State Service employees, means significant progress was made towards achieving many key priorities.

September 2019, saw positive progress in the ongoing negotiations with public sector unions that gave State Service employees an immediate wage increase of 2.3% per annum fully backdated as part of interim agreements, and paved the way for the finalisation of new two and three year agreements in early 2020.

In November two sessions of the first Aboriginal Cultural Respect Training Foundation Module were piloted. Developed as an action under the *Aboriginal Employment Strategy to 2020*, the Module responded to the need for an accessible, consistent, quality controlled and culturally authentic Aboriginal training package for State Service employees.

We continued to provide employment opportunities for young Tasmanians through the Tasmanian Graduate Development Program (TasGraD), and the State Service School-based Traineeship Program. Over February and March 2020, 21 new graduates and nine school-based trainees began their State Service careers through these programs.

Addressing barriers to gender diversity also continued to be a priority. In 2019-20 new family-friendly provisions in awards and agreements increased paid maternity, adoption and partner leave, and brought in changes to superannuation contributions for employees on unpaid and half pay parental leave.

In the 2018-19 Report, I noted that we had already met and surpassed our 2020 commitment to have 40% of our senior leadership being women. I am pleased to report that the percentage of women in the Senior Executive Service has increased by a further 2.45% and as at June 2020 is 45.78%.

In early March 2020, I was proud to be involved with the *Tasplan International Women's Day Awards for Excellence*, and as Head of the State Service joined our partner organisations, TasCOSS and the Local Government Association of Tasmania in recognising the exceptional achievements of women in leadership in local and State Government roles, and in the Community Sector.

March was also the time for employees to have their say about what it is like to work in the State Service, with the 2020 State Service Employee Survey running from 10 to 31 March. The Survey was a shorter, interim pulse Survey with fewer questions compared to the full Survey in 2018, but it provided agencies with a valuable opportunity to check in on employee perceptions and the impact of workforce initiatives. SSMO and agencies will be working to analyse and respond to the results<sup>1</sup> of the Survey over the coming months.

When the World Health Organisation declared the Novel Coronavirus (COVID-19) a global pandemic on 11 March 2020, instead of preparing for what is usually the start of a busy Tasmanian festival season, it became a time to Stay Home and Save Lives.

<sup>1</sup> [http://www.dpact.tas.gov.au/divisions/ssmo/Employee\\_Surveys/2020\\_state\\_service\\_employee\\_survey](http://www.dpact.tas.gov.au/divisions/ssmo/Employee_Surveys/2020_state_service_employee_survey)

With 31,998 people employed in the State Service around Tasmania, we needed to move quickly to make sure we could continue to deliver essential services and support the community while keeping our workforce safe. This meant being flexible in how we worked, and where we worked.

Whether employees transitioned to working from home as part of a flexible working arrangement or continued to attend the workplace, there were adjustments to be made. For some this was balancing work responsibilities while supervising children or caring for vulnerable family members, for others it was attending workplaces with changed priorities and new social distancing rules. We had to adapt to meeting in virtual spaces and working collaboratively with each other, and with our stakeholders, in innovative ways and using new technology.

Through existing flexible working principles, agencies were able to adapt flexible arrangements and introduce solutions to allow a greater number of employees to work from home, and allow them to balance their work with other obligations. With the exception of the Department of Health and the Department of Education where the majority of employees are frontline workers, flexible working arrangements supported almost half of the State Service workforce to work from home during early 2020.

Flexibility and mobility were key components in allowing us to quickly refocus priorities during the initial critical period, and as part of our ongoing whole-of-government response to COVID-19. The *Tasmanian Government's Interoperability Arrangements for Sharing Skilled Resources* provided many employees with the opportunity to apply their skills in other roles, or other agencies. Employees have volunteered to be redeployed to support the activities of the State Control Centre, answering calls and providing information through the Public Health Hotline, and to support guests in Government quarantine facilities.

Through secondment arrangements, we have also been able to quickly bring in new skills from outside the State Service to support our pandemic response activities.

At the time of writing of this year's Report Tasmania's borders remain closed, but public health restrictions have eased and many State Service employees have begun transitioning back to the workplace. Just like any other Tasmanian employer we are keeping employees, customers and the community safe in our workplaces, with COVID-19 Safety Plans that have been developed in line with WorkSafe Tasmania's *COVID-19 Safe Workplaces Framework*.

This year's Report highlights the progress that has been made across whole-of-service programs in the area of workforce management, and is based on information collected from all agencies. With 2019-20 being a year of refocussing priorities and resources to respond to COVID-19, I made the decision to reduce the content in the 2019-20 Report to meet only the necessary reporting requirements. This decision reduced the resource impact on agencies in providing information to SSMO, and the result is a shorter Report.

SSMO continues to provide advice and guidance to agencies across a range of employment matters that have resulted from COVID-19.

There is no doubt that 2019-20 has been a challenging year. But State Service employees continue to demonstrate their resilience and their commitment to making a positive difference to the Tasmanian community.

Jenny Gale  
Head of the State Service

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# Whole-of-Service COVID-19 Response

## EMPLOYMENT DIRECTIONS – FLEXIBILITY

The State Service response to COVID-19 made it necessary for Heads of Agencies to be flexible and agile in managing recruitment activities including fixed-term arrangements, filling vacancies, and Senior Executive Service mobility. To support these requirements, SSMO created two additional Employment Directions (ED)<sup>2</sup>, which effected temporary changes to ED1 - *Employment in the State Service* and ED17 - *Senior Executive Service and Equivalent Specialist Officers Administrative Arrangements and Conditions of Service*, and made amendments to the delegations relating to ED17.

These additional arrangements gave Heads of Agencies discretion when making employment decisions to support response and recovery efforts, including the power to extend fixed-term arrangements, and to extend the period for making subsequent selections for up to an additional six months. ED1a and ED17a were approved by the Premier during June 2020.

## SPECIAL LEAVE – COVID-19 (REGULATION 25A)

A key measure introduced in response to the unique circumstances arising out of COVID-19 was the establishment of State Service Regulation 25A, which provides additional leave for employees when:

- they have exhausted their personal leave entitlements and have contracted COVID-19, or are caring for a member of their immediate family or household who has contracted COVID-19; or
- they are required to enter isolation, in accordance with a direction made in relation to an authorisation of emergency powers under the *Emergency Management Act 2006*, or a direction made under the *Public Health Act 1997*; or
- they are responsible for providing care or support to a member of their immediate family or household who is unable to attend school or other care arrangements, due to the school or care arrangements being unavailable due to COVID-19; or
- they are unable to work for any other reason relating to COVID-19, and are unable to work from home.

The new entitlement provides access to paid leave of up to 20 days pro-rata (which can be extended if necessary by the Head of Agency).

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*Since coming into force in April 2020, almost 700 employees across the State Service have accessed the new COVID-19 leave entitlement.*

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<sup>2</sup> [http://www.dpac.tas.gov.au/divisions/ssmo/employment\\_directions](http://www.dpac.tas.gov.au/divisions/ssmo/employment_directions)

## WORKFORCE MANAGEMENT ADVICE

To support agencies and enable consistency across the State Service, SSMO developed the *Information Guide – Employment Arrangements, Workforce Management, and Leave (including Special Leave – COVID-19) During the Coronavirus (COVID-19) Response*<sup>3</sup> (the Guide) and *Tasmanian State Service – Covid-19 Response Scenarios addressing workforce absences*<sup>4</sup> (the Scenarios) available on SSMO's Coronavirus (COVID-19) website.

The Guide sets out the overarching workforce management principles to be applied by agencies as part of their COVID-19 response. The principles emphasise that the health and well-being of State Service employees is the highest priority and a key consideration in determining working arrangements.

The Guide and the Scenarios provide regularly updated information on managing employee wellbeing, requests to access flexible arrangements, advice on varying duties, and arrangements for employees at greater risk of severe illness from COVID-19. They also provide example scenarios for applying the Special Leave - COVID-19 entitlement, and for managing employees absent from the workplace who are not ill.

A toolkit is also available on the SSMO website<sup>5</sup> that supports managers and employees working from home.

As the transition out of COVID-19 public health restrictions began, SSMO developed the *COVIDSafe Workplaces in the TSS: A Framework for Transitioning to the New "Normal"*<sup>6</sup> (the TSS Framework). The TSS Framework provides high level guidance to agencies, highlighting important matters for consideration when planning for transition periods and for the return of employees to their regular workplaces.

## SUPPORT FOR FIXED-TERM EMPLOYEES (INCLUDING CASUALS, SESSIONALS, SEASONALS AND RELIEF)

Support for fixed-term, and fixed-term casual, seasonal, sessional and relief employees has been a key part of our whole-of-service COVID-19 response. Where these employees were unable to undertake their normal duties as a result of service reduction and/or workplace closures, for example frontline tourism employees at the Tasmanian Museum and Art Gallery (TMAG) and Port Arthur Historic Site Management Authority (PAHSMA), a commitment was given to maintain their employment and regular hours of work. This support means that affected employees continue to be paid what they could have otherwise expected but for COVID-19.

SSMO worked with the State Controller to issue a Direction<sup>7</sup> under Section 43 of the *Emergency Management Act 2006*, making it possible for fixed-term, and fixed-term casual, seasonal, sessional and relief employees to be deployed to help with the COVID-19 response. A Notice<sup>8</sup> issued by the Premier under Section 16 of the *COVID-19 Disease Emergency (Miscellaneous Provisions) Act 2020*, provided the mechanism for fixed-term casual, seasonal, sessional and relief employees arrangements to be continued (to support emergency response activities) where their employment would otherwise have ceased.

To support current fixed-term, and fixed-term casual, seasonal, sessional and relief employees to access opportunities for interoperability, they were encouraged to make themselves available for whole-of-service COVID-19 response and emergency activities through a whole-of-Government Expression of Interest (Eoi) process under the *Tasmanian Government's Interoperability Arrangements for Sharing Skilled Resources*.

<sup>3</sup> [http://www.dpac.tas.gov.au/\\_data/assets/pdf\\_file/0020/520706/COVID-19\\_Information\\_Guide\\_-\\_March\\_2020.pdf](http://www.dpac.tas.gov.au/_data/assets/pdf_file/0020/520706/COVID-19_Information_Guide_-_March_2020.pdf)

<sup>4</sup> [http://www.dpac.tas.gov.au/\\_data/assets/pdf\\_file/0019/526420/COVID-19\\_Scenarios\\_Addressing\\_Workforce\\_Absences.pdf](http://www.dpac.tas.gov.au/_data/assets/pdf_file/0019/526420/COVID-19_Scenarios_Addressing_Workforce_Absences.pdf)

<sup>5</sup> <http://www.dpac.tas.gov.au/divisions/ssmo/coronavirus>

<sup>6</sup> [http://www.dpac.tas.gov.au/\\_data/assets/pdf\\_file/0011/546725/COVIDSafe\\_Workplaces\\_in\\_the\\_TSS\\_-\\_A\\_Framework\\_for\\_Transitioning\\_to\\_the\\_New\\_Normal.pdf](http://www.dpac.tas.gov.au/_data/assets/pdf_file/0011/546725/COVIDSafe_Workplaces_in_the_TSS_-_A_Framework_for_Transitioning_to_the_New_Normal.pdf)

<sup>7</sup> Page 325, [http://www.gazette.tas.gov.au/editions/2020/may\\_2020/21985\\_-\\_Gazette\\_13\\_May\\_2020.pdf](http://www.gazette.tas.gov.au/editions/2020/may_2020/21985_-_Gazette_13_May_2020.pdf)

<sup>8</sup> [http://www.gazette.tas.gov.au/editions/2020/may\\_2020/21991\\_-\\_Special\\_29\\_May\\_2020.pdf](http://www.gazette.tas.gov.au/editions/2020/may_2020/21991_-_Special_29_May_2020.pdf)



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*A total of 27 fixed-term, and fixed-term casual, seasonal, sessional and relief employees successfully applied through the State Service Interoperability Expression of Interest process.*

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## COVID SAFE WORKPLACES

In support of WorkSafe Tasmania's *COVID-19 Safe Workplaces Framework*<sup>9</sup> (the WorkSafe Framework), SSMO developed the *COVID Safe Workplace Guidelines – Public Administration Industry*<sup>10</sup> (the Guidelines) to provide guidance to public employers on what they should do and consider as they seek to resume normal business operations and work activities.

Each Tasmanian State Service agency created its own COVID-19 Safety Plan in accordance with the Guidelines and the WorkSafe Framework, which includes documenting measures in place to ensure the safety of employees, customers, and the community.

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<sup>9</sup> <https://www.worksafe.tas.gov.au/topics/Health-and-Safety/safety-alerts/coronavirus/covid-safe-workplaces-framework>

<sup>10</sup> [https://www.worksafe.tas.gov.au/\\_data/assets/pdf\\_file/0019/570421/COVID-Safe-Workplace-Guidelines-Public-Administration.pdf](https://www.worksafe.tas.gov.au/_data/assets/pdf_file/0019/570421/COVID-Safe-Workplace-Guidelines-Public-Administration.pdf)

# Diversity and Inclusion

Within the State Service it is important to attract, celebrate and retain talented people to achieve a diverse and inclusive workforce.

## ABORIGINAL EMPLOYMENT STRATEGY

Following on from the launch of the *Tasmanian State Service Aboriginal Employment Strategy to 2022*<sup>11</sup> (the Strategy) in June 2019, work has continued to progress initiatives aimed at attracting and retaining Aboriginal people in the State Service, and supporting Aboriginal employees through building culturally respectful and inclusive workplaces.

Activities in 2019-20 included:

- developing an Aboriginal Employment webpage<sup>12</sup>, featuring information about the Strategy and Action Plan;
- piloting an Aboriginal Cultural Respect Foundation Training module specific to the State Service context, which was both developed and delivered with support from members of the Aboriginal Employee Network;
- growing the membership of the Aboriginal Employee Network and facilitating regular state-wide workshops and an annual state-wide gathering;
- reviewing the whole-of-government Aboriginal Employment Register; and
- publishing a monthly Aboriginal Employment Network Newsletter<sup>13</sup>.

Four Aboriginal employee working groups have also been established to progress actions in the following priority areas identified by the Strategy:

- Aboriginal Cultural Respect training;
- building the Aboriginal Employee Network;
- developing a whole-of-service toolkit to support Aboriginal employment; and
- developing a whole-of-service Aboriginal Mentoring program.

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*The TSS Aboriginal Employee Network currently has 140 members across the State Service.*

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<sup>11</sup> [http://www.dpac.tas.gov.au/\\_data/assets/pdf\\_file/0010/463087/DPAC4456\\_Aboriginal\\_Employment\\_Strat\\_210\\_x\\_210\\_WEB.pdf](http://www.dpac.tas.gov.au/_data/assets/pdf_file/0010/463087/DPAC4456_Aboriginal_Employment_Strat_210_x_210_WEB.pdf)

<sup>12</sup> [http://www.dpac.tas.gov.au/divisions/ssmo/aboriginal\\_employment\\_strategy](http://www.dpac.tas.gov.au/divisions/ssmo/aboriginal_employment_strategy)

<sup>13</sup> [http://www.dpac.tas.gov.au/divisions/ssmo/aboriginal\\_employment\\_strategy/aboriginal\\_employment\\_newsletter](http://www.dpac.tas.gov.au/divisions/ssmo/aboriginal_employment_strategy/aboriginal_employment_newsletter)

## SCHOOL-BASED TRAINEESHIP PROGRAM

The School-Based Traineeship Program (the Program) provides opportunities for Tasmanian students to combine work, training and education. Through the Program, students are able to gain a nationally recognised qualification by working within the State Service while staying at school to complete their Tasmanian Certificate of Education in Years 11 and 12.

A series of videos<sup>14</sup> was released in July 2019 that showcase five of the students in the Program. In these videos, trainees starting careers in Education Support, Kitchen Operations, Administration, and as a Wildlife Officer share their experience of the Program and what it means to them.

Following on from the success of the 2018 pilot Program, an additional nine school-based trainees commenced in February/March of 2020. Students took up placements in the Departments of State Growth, Treasury and Finance, Health, and Primary Industries, Parks, Water and Environment, and the Port Arthur Historic Site Management Authority.

## GRADUATE RECRUITMENT

The TSS Graduate Development Program (TasGraD) was created to provide both a link between high-quality graduates and the State Service through a centrally co-ordinated recruitment solution, and a program of development to support Graduates commencing their careers.

In 2019, TasGraD had the opportunity to streamline the recruitment process, contributing to an improved candidate experience and saving time required to assess candidates. Improvements also contributed to a more equitable process that accurately assessed graduate skills and behaviours.

TasGraD received over 250 applications from which a TasGraD Pool of successful applicants was created, enabling five agencies to select 11 candidates. The TasGraD Pool is managed by the State Service Management Office (SSMO), and remains available until the next Graduate recruitment process so that any agency can recruit for other Graduate vacancies as they arise. During the 2019-20 year, a further five Graduates were recruited from the TasGraD Pool.

### TasGraD Candidate Experience

In 2019-20, several system enhancements were made to the PageUp eRecruitment system to further improve the Graduate candidate experience, the quality of data capture and enhance the shortlisting process. Additional fields were added to the application form that enabled better support to be provided to candidates, and the ability to stream Graduates by broad and narrow fields of study.

As an extension of the fields of study components, these enhancements provide SSMO with the ability to provide more customised applicants to agencies, where additional Graduate roles may arise.

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*In 2019-20 the State Service hosted a total of four interns as part of our ongoing partnership with the University of Tasmania. Interns worked on projects in the Departments of Primary Industries, Parks, Water and Environment, State Growth, and Premier and Cabinet.*

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<sup>14</sup> [https://www.jobs.tas.gov.au/school\\_based\\_traineeships/meet\\_the\\_trainees](https://www.jobs.tas.gov.au/school_based_traineeships/meet_the_trainees)

## GENDER DIVERSITY

### Equity in Leadership

In August 2016, the goal was set to achieve gender equity in our leadership with a target of at least 40% of the Senior Executive Service (SES) to be women by 2020. This target was achieved well ahead of that timeframe, and women now make up 45.78%<sup>15</sup> of the SES as at June 2020.

The *Heads of Departments Commitment to Gender Diversity* continues to provide impetus to identify the barriers to women working in the senior levels of the TSS, to combat unconscious bias, and to support flexible working options.

In addition, the Public Sector Union Wages Agreement outcome included a number of family friendly provisions aimed at improving gender diversity:

- employer superannuation contributions to be paid during unpaid parental leave;
- improved family friendly provisions (including an increase in paid maternity and adoption leave from 14 weeks to 16 weeks); and
- an increase in partner leave from one to three weeks.

### International Women's Day Awards for Excellence

In March 2020, the State Service partnered with TasCOSS, and the Local Government Authority of Tasmania to present the Tasplan International Women's Day Awards for Excellence. With a shared commitment to achieving gender equality across our organisations, these Awards provided the opportunity to recognise the exceptional women working in local and State Government and in the Community Sector in the roles they play as inspirational or aspiring leaders.

## SUPPORTING CARERS IN THE STATE SERVICE

### Carer's Toolkit

The *Supporting Carers in the State Service - Carer's Toolkit*<sup>16</sup> (the Toolkit), was developed as part of the broader *State Service Diversity and Inclusion Framework*, in consultation with Carers Tasmania as the state's peak body, as well as the Department of Communities Tasmania.

Launched in October 2019, the Toolkit illustrates the State Service's commitment to supporting employees with caring responsibilities. It provides practical information and tools for employees who are carers, managers of carers or who work in teams with carers. It includes information on the tangible supports available to carers (e.g. flexible working arrangements, leave, the Employee Assistance Program), and content to help those working with carers understand ways to provide informal support and understanding.

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*In the 2020 State Service Employee Survey 11% of respondents said they provided daily care for a person with a disability, or chronic illness.*

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<sup>15</sup> Based on paid headcount.

<sup>16</sup> [http://www.dpac.tas.gov.au/divisions/ssmo/workforce\\_diversity\\_and\\_inclusion/supporting\\_carers\\_in\\_the\\_state\\_service](http://www.dpac.tas.gov.au/divisions/ssmo/workforce_diversity_and_inclusion/supporting_carers_in_the_state_service)

## AGENCY ACTIVITIES

Agencies continued to work to improve inclusion and diversity, remove barriers to employment and increase employment opportunities within the TSS for all members of the community. Agencies reported participating in and supporting whole-of-service initiatives such as the Aboriginal Employment Strategy, increasing the representation of Women on Boards, and providing feedback on whole-of-service working and reference groups.

Agency activities in 2019-20 also included:

### ABORIGINAL AND TORRES STRAIT ISLANDER

- recruiting into identified Aboriginal and Torres Strait Islander positions, including graduate, cadet and trainee roles;
- providing professional development to improve competency and awareness of Aboriginal culture;
- adding an Acknowledgement of Country to meeting agendas;
- promoting awareness and encouraging participation in events as part of NAIDOC Week and National Reconciliation Week; and
- encouraging and supporting Aboriginal employees to participate in the Aboriginal Employee Network and attend workshops.

### GENDER EQUITY

- providing advice and support to employees experiencing family violence, and supporting and participating in activities and events that raise awareness of family violence;
- raising awareness and implementing broader gender identity options in systems and forms;
- promoting International Women's Day, and Share the Dignity;
- improving gender equity information on internal websites;
- facilitating whole-of-agency discussions to inform diversity, equity and inclusion strategies and action plans; and
- promoting gender diversity in traditionally gendered roles.

### YOUTH

- partnering with schools to provide work experience opportunities;
- providing opportunities as part of the Schools-based Trainee Program;
- mentoring of early career staff, and support to attend development opportunities;
- continuing to provide career pathways through cadetships; and
- participating in the TasGraD Program.

### LGBTIQ

- promoting the LGBTIQ helpline provided through the State Service's Employee Assistance Program;
- providing LGBTIQ Leadership Development;
- supporting participation in Pride Week activities, including participation in the TasPride Parade;
- developing an online training package to promote LGBTIQ inclusion and respectful language; and
- facilitating professional development on LGBTIQ awareness through Working it Out.



## PEOPLE WITH DISABILITY

- building relationships with Disability Employment Service providers to increase the opportunity for work experience placements;
- targeting recruitment of a graduate with disability;
- providing online learning in disability awareness, disability confident workplaces, and creating accessible documents;
- supporting professional development activities for employees interacting with customers and clients with disability; and
- reviewing and refreshing induction material to ensure accessibility.

## GENERAL DIVERSITY AND INCLUSION ACTIVITIES

- providing information sessions on financial management and superannuation;
- updating Statements of Duties to support commitment to diversity and inclusion in the workplace;
- launching an online induction program focussed on equity and diversity, and supporting a commitment to a workplace free from discrimination and harassment;
- supporting employees who are carers by promoting Carer's Week and the *Supporting Carers in the State Service – Carers Toolkit*;
- updating workforce practices to support greater flexibility and promoting workplace flexibility arrangements; and
- continuing to provide training in unconscious bias to improve recruitment, decision-making and professional relationships.

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*In 2019-20 the Tasmanian Government jobs website<sup>17</sup> advertised over 4,000 vacant positions across the state, and attracted 4,822,019 page views from 966,887 visitors.*

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<sup>17</sup> [www.jobs.tas.gov.au](http://www.jobs.tas.gov.au)

# A Culture of Learning

Building and supporting a learning culture to develop the breadth and depth of capabilities needed for now, and in the future. Developing high performing, professional and ethical leaders and managers.

---

## LEADERSHIP DEVELOPMENT

### **Australia and New Zealand School of Government (ANZSOG) Senior Executive Service (SES) Leadership Development Program**

Commencing in July 2019, 29 SES officers from across 10 agencies formed the third cohort to complete the SES Leadership Development Program.

The Program is the keystone program for developing SES in the TSS. It provides participants with a range of themes that seek to build on the strategic and analytical capacity of public sector leaders and managers. Sessions include topics on strategy, leadership, complex problem analysis and decision making, behavioural insights, and methods of collaboration and co-production.

Since it commenced in 2017, total participation in the Program has been 96 senior leaders across the TSS. Following three consecutive years of delivery, the Program is not being delivered in 2020 to allow for an Impact Evaluation to be undertaken to inform future programs.

### **State Service Strategic Management Program (S3MP)**

In August 2019, 11 TSS employees joined participants from Tasmania Police to commence the fourth cohort to complete the S3MP. The S3MP is a joint program delivered by SSMO and Tasmania Police in partnership with the University of Tasmania (UTAS), with participants who successfully complete the S3MP being awarded a Professional Honours (Public Sector Leadership and Management).

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*During 2019-20, 19 Senior Executive Service officers were assigned to other offices as part of intra, or inter-agency mobility arrangements.*

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## MANAGER DEVELOPMENT

### Manager Essentials Program

The Manager Essentials Program<sup>18</sup> is a contemporary program that develops the fundamental and essential capabilities of current TSS managers (or equivalent roles). The Program uses a blend of active learning modules and learning guides including self-directed *Getting Started Guides*, *Participant Workbooks* and an *On-the-job Guide* that contains further activities to apply learnings back in the workplace. The Program is bookended by an Emotional Intelligence diagnostic.

In May 2019, as part of SSMO's response to COVID-19, the delivery of the Program and its learning materials were transitioned from face-to-face delivery to a live, online learning program.

The 2019-20 period saw an additional five Manager Essentials Programs scheduled across the State. Seventy-seven managers completed the Program in the 2019-20 reporting period, bringing to 227 the total number of managers to have completed the Program since it was launched in 2017.

#### MANAGER ESSENTIALS PROGRAM TOOLKIT

In October 2019, a Manager Essentials Program Toolkit was developed and launched by the CEO of TasTAFE. This resource provides participants with a simple resource that can easily sit on their desk and reminds them of the models and constructs that resonated with participants throughout the program.

### Public Sector Management Program (PSMP)

The PSMP is aimed at mid-level and emerging managers in Local, State and Commonwealth Government sectors across Australia, with content delivered through intensive workshops and self-directed learning.

In March 2020, nine State Service employees were awarded a Graduate Certificate in Business (Public Sector Management) from the Queensland University of Technology when they completed the 15-month Program.

## GRADUATE DEVELOPMENT

In total, 21 Graduates from across the TSS are participating in the 2020 TasGraD program<sup>19</sup>. This development program offers a range of modules, targeted at building key skills and competencies for working in the State Service, both now and into the future.

One workshop was delivered in a face-to-face environment at the start of 2020, prior to the program being modified to an online delivery mode to accommodate the impacts of COVID-19. The modified program is continuing to be delivered for the 2020 cohort.

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*Since commencing in 2017, a total of 120 Graduates  
have participated in the TasGraD Program.*

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<sup>18</sup> [http://www.dpac.tas.gov.au/divisions/ssmo/learning\\_and\\_development/leadership](http://www.dpac.tas.gov.au/divisions/ssmo/learning_and_development/leadership)

<sup>19</sup> This includes Graduates appointed from the TasGraD pool, and Graduates appointed by agencies through other recruitment processes.

## TASMANIAN TRAINING CONSORTIUM (TTC) ACTIVITIES

Now in its 25th year of operating, the TTC continues to offer courses that are well regarded and deliver valuable skills and knowledge on the inner workings of the Tasmanian public sector.

In 2019-20, the TTC delivered 75 Calendar courses across the state to a total of 1,154 participants. A number of new courses were offered including:

- Diploma of Fraud Control;
- Resilience and stress management;
- Interview skills and strategy;
- Authentic leadership with Dr Dana Born (Harvard Kennedy School);
- Meeting Dojo; and
- Change management essentials for projects.

The delivery of face-to-face courses was significantly impacted by COVID-19, and resulted in a temporary closure of the TTC Calendar from April to June 2020. In this period, the majority of TTC staff were re-deployed within DPAC, providing them with the opportunity to learn new skills and broaden their experience of working in DPAC.

During the closure, some Calendar courses were transitioned to online delivery, which included self-paced online and live online delivery options. The introduction of online courses resulted in an additional 64 registrations.

As public health restrictions have progressively eased, the TTC is set to re-open from 1 July 2020.

### **Institute of Public Administration Australia (IPAA) – Tasmanian division**

TTC continues to provide secretariat and event management services to support IPAA in the delivery of the IPAA Public Service Excellence Awards, and a calendar of events aimed at developing the skills and knowledge of TSS and public sector employees. In 2019-20, TTC supported the delivery of three IPAA events in Tasmania.

## 2019 HR FORUM

In November 2019, 45 human resources professionals from across State and Local Government attended the second annual HR Forum.

The full day event provided an opportunity to hear about the future multi-generational workforce and what it means for the public sector, as well learn more about the rise of artificial intelligence in recruitment. Masterclass sessions were also offered in design thinking, building a high-performing organisation, and future-proofing workplace learning.

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*In 2019-20, the TSS supported eight employees to develop their skills and knowledge through secondments to UTAS, Government House, unions, and the Australian National Curriculum Authority.*

*Twenty arrangements also brought new skills into the TSS from UTAS, other State Governments and Government Business Enterprises, as well as the private sector.*

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# Sustainability, Agility, and Safety in the Workplace

Providing workplaces that are safe and promote employee wellbeing, supported by a sustainable industrial framework that recognises and rewards capability.

## WORKPLACE RELATIONS, AWARDS AND AGREEMENTS

SSMO supports agencies and provides advice on workplace relations matters to ensure a collaborative and cooperative approach to the management of industrial disputes, terminations and other matters affecting employees. SSMO also continues to have responsibility for all State Service Awards and Agreements and represents the employer in the Tasmanian Industrial Commission for matters relating to the registration of new Agreements or the variation of Awards.

Through August and September 2019, 18 interim salary-related Agreements were registered with the Tasmanian Industrial Commission. These Agreements covered major employment groups, including the Public Sector Unions Wages Agreement, which applies to the majority of TSS employees; Nurses and Midwives; Teachers; Allied Health Professionals; Ambulance Tasmania employees; Tasmania Fire Service employees; Correctional Officers and TasTAFE employees.

Following the registration of these interim Agreements, a process to reach further, more comprehensive agreements was commenced. A Lead Negotiator was appointed, with SSMO providing workplace relations advice and a new Wage Negotiations Model was also implemented.

Under the new Model, 12 salary-related Agreements were registered with the Tasmanian Industrial Commission. Four Agreements were finalised by the relevant agency, three of which were subsequently agreed and registered within the reporting period. A further three Agreements were finalised outside of the Model, and negotiated directly by the agency throughout the period and will continue to be progressed<sup>20</sup>.

Conditions and salary increases across these Agreements varied, with common terms including but not limited to: annual salary increases of 2.3% (rising to 2.35% in the third year in some cases); an increase to paid parental leave entitlements; and additional employer superannuation contributions during periods of unpaid and half pay parental leave.

A number of non-Agreement matters were also agreed to, including a Review of Fixed-term Employment to be undertaken by agencies, and the creation of a Mobility Register (to be delivered in 2020-21).

<sup>20</sup> Refer to Appendix A for a full list of Agreements.



## SUPPORTING EMPLOYEES EXPERIENCING FAMILY VIOLENCE

In 2019-20, support and assistance continued to be available to employees experiencing family violence in line with the provisions of *Employment Direction 28: Family Violence – Workplace Arrangements and Requirements* (ED28). Agencies train key staff<sup>21</sup> in relation to workplace policies, employee leave entitlements, workplace safety planning processes and employee support referral options.

In 2019-20, a total of 69 applications for leave were made and approved under ED28, averaging 18.37 hours per application (approx. 2.5 days).<sup>22</sup>

Agencies also work to raise awareness of family violence issues and support employees who are experiencing family violence through agency-specific initiatives. These include access to legal and financial advice services, online resources, elearning modules, the loan of mobile phones and laptops, and access to counselling and psychological support services.

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*In 2019-20, 774 key staff across the TSS received training to support employees who are experiencing family violence.*

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## STATE SERVICE VACANCY MANAGEMENT

The *Managing Positions in the Tasmanian State Service* framework continued to support agencies to manage their employment needs according to current priorities. During 2019-20, a total of 22 Targeted and Negotiated Voluntary Redundancies were progressed, and 11 people left the State Service after accepting a Workforce Renewal Incentive Payment.

## SUPPORTING EMPLOYEES

In addition to the more than 439 employees who had a formal flexible working arrangement in 2019-20 employees also accessed a range of leave provisions as shown in the following table.

TYPE OF LEAVE	NO. OF EMPLOYEES
Maternity leave	940
Parental leave	534
Unpaid maternity/parental leave	696
State Service Purchased Leave Scheme (PLS)	533
State Service Accumulated Leave Scheme (SSALS)	316

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*11,460 employees received training in 2019-20 to protect them from the risks to their health and safety in the workplace, as required by Employment Direction 27: Work Health and Safety.*

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<sup>21</sup> Key staff are as defined in Section 7 of ED28. Training may have also been provided to other employees who do not fall into one of these categories, however Clause 9 of ED28 only requires agencies to report on training provided to key staff.

<sup>22</sup> A decrease from 70 applications averaging 25.50 hours in 2018-19.

# Workforce Management

Manage TSS employment on behalf of the Premier as the Employer, through high-quality policy, programs and governance arrangements.

## INVESTIGATIONS

### Code of Conduct

In 2019-20 there were 68 allegations of breaches of the Code of Conduct (Section 9 of the Act), being investigated in line with the provisions of *Employment Direction No. 5: Procedures for the Investigation and Determination of whether an employee has breached the Code of Conduct*.

Of the 44 that were finalised during the period, 39 breaches were identified and sanctions were imposed that ranged from counselling, formal reprimands, reassignment of duties, and reduction in classification, to termination of employment. The remaining cases were either resolved with no breach found, finalised through other means, or were carried forward into the 2020-21 period.

### Inability

Four agencies reported investigations into alleged inability of an employee to perform their duties, in line with *Employment Direction No. 6: Procedures for the Investigation and Determination of whether an employee is able to efficiently and effectively perform their duties*.

A total of six cases were under investigation in 2019-20, with four finalised during the period. In all four cases the employee was found to be unable to perform their duties. The remaining two cases were carried forward into the 2020-21 period.

### Terminations

Section 44(3) of the *State Service Act 2000* provides a number of grounds on which an employee's employment may be terminated. In 2019-20, a total of eight terminations were reported across three agencies, which is an increase from the four reported in 2018-19.

REASON FOR TERMINATION	PERMANENT	FIXED-TERM	TOTAL
Termination of a probationary employee	1	-	1
Abandonment of employment	2	-	2
Breach of the Code of Conduct	2	-	2
Inability	3	-	3
Termination following ED26 process	-	-	-
<b>TOTAL</b>	<b>8</b>	<b>-</b>	<b>8</b>

## GRIEVANCES

### Internal grievances

Employees are able to raise grievances or matters with their agency under the agency's grievance management process. In 2019-20, a total of 182 formal grievances were reported across 10 agencies, which is an increase from 154 grievances across 12 agencies in 2018-19.

The nature of the grievances lodged included work performance issues, employee conflicts, allegations of misconduct, management decisions, and recruitment and selection process matters. Where these grievances were resolved, actions taken included mediation, counselling, additional training and addressing workplace health and safety issues. The following table shows the outcome of all formal grievances reported in 2019-20, compared to 2018-19.

OUTCOME OF FORMAL GRIEVANCE	2019-20	2018-19
Satisfactorily resolved by agreement	33	34
Withdrawn	5	7
Upheld	54	23
Dismissed	28	26
Carried forward	58	64
<b>TOTAL</b>	<b>178</b>	<b>154</b>

The average number of formal grievances managed internally each year for the five years to 2020 was 132.

### External grievances

In 2019-20, a total of 19 grievances were taken to external organisations (five to Equal Opportunity Tasmania and 14 to the Tasmanian Industrial Commission). Matters referred related to management decisions, employment conditions, discrimination and bullying and/or harassment. The average number of grievances managed externally each year for the five years to 2020 was 41.

## EMPLOYMENT DETERMINATIONS

### Determinations by SSMO

In 2019-20, a number of matters were referred to SSMO for determination using the powers of the Employer under the Act, in line with relevant Employment Directions (EDs)<sup>23</sup>, and Practices, Procedures and Standards (PPSs)<sup>24</sup>. The following table shows the requests made during this period and their status as at 30 June 2020.

REQUEST TYPE	CARRIED OVER	NEW	REJECTED /W'DRAWN	APPROVED	CARRIED FWD
Agency-specific recruitment programs (PPS2)	-	1	-	1	-
Pre-employment checks (ED7)	-	7	-	7	-
Essential Requirements (ED1, 10, and 18)	1	34	1	34	-
Extension of fixed-term beyond 36 months (ED1)	-	64	2	62	-
Fixed-term and casual employment registers (PPS1) <sup>25</sup>	-	5	-	1	4
Appointment without advertising (ED1)	-	2	-	2	-
Promotion without advertising (ED1)	-	31	1	28	2
Secondments into the TSS (ED1)	-	20	-	20	-
Secondments out of the TSS (ED1)	-	8	-	8	-
<b>TOTAL</b>	<b>1</b>	<b>172</b>	<b>4</b>	<b>163</b>	<b>6</b>

### Determinations by Heads of Agencies

Fixed-term employees who meet the provisions of Clause 13 of ED1, may apply to their Head of Agency to have duties they are performing advertised for filling on a permanent basis, in accordance with the ED.

The power of the Employer to change the employment status of a fixed-term employee to permanent under Section 37 (4) of the Act is delegated to Heads of Agencies, and exercised in accordance with the provisions of ED1. In addition, this power extends to the Head of Agency of the Department of Education to change the employment status of eligible fixed-term teachers who meet the requirements of *Employment Direction No.9: Change of Employment Status of Fixed-term Teachers to Permanent* (ED9).

The following table sets out the number of determinations approved by Heads of Agencies in 2019-20.

REQUEST TYPE	APPROVED
Application by a fixed-term employee to have their duties advertised for filling on a permanent basis (Clause 13 of ED1).	0
Change of employment status from fixed-term to permanent where special and compelling circumstances exist (Clause 14 of ED1).	228
Change of employment status for eligible fixed-term teachers (ED9).	176
<b>TOTAL</b>	

<sup>23</sup> [http://www.dpac.tas.gov.au/divisions/ssmo/employment\\_directions](http://www.dpac.tas.gov.au/divisions/ssmo/employment_directions)

<sup>24</sup> [http://www.dpac.tas.gov.au/divisions/ssmo/employment\\_policy/practices\\_procedures\\_and\\_standards](http://www.dpac.tas.gov.au/divisions/ssmo/employment_policy/practices_procedures_and_standards)

<sup>25</sup> Currently approved fixed-term and casual employment registers can be viewed on the [www.jobs.tas.gov.au](http://www.jobs.tas.gov.au) website.

## MANAGING PERFORMANCE

Performance management systems provide a framework for regular, constructive discussions that create a link between the performance and development of employees and officers and the agency's business requirements. In 2019-20, agencies reported approximately 11,703 employees participated in a performance management process representing 36.57% of the TSS workforce. This was a decrease from 13,305 in 2018-19 (42.34% of the TSS workforce).

Performance Improvement Plans (PIPs) provide additional support to employees in meeting performance measures, by providing a structured plan that can include additional training, supervisions, role clarification, or a skills review. In 2019-20, there were 28 PIPs in place (a decrease from 36 in 2018-19) and a total of 32 were completed in the period (this includes PIPs carried forward from 2018-19).

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*In the 2020 Employee Survey, 70% of respondents who had a performance management conversation, said it helped identify their work priorities, and training and development needs.*

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# 2020 State Service Employee Survey

## ABOUT THE SURVEY

The 2020 State Service Employee Survey (the Survey) was conducted from 10 to 31 March. The Survey provides all employees and officers with the opportunity to share their perceptions of what it is like to work with the TSS, and provide feedback on what they value as employees.

As in previous years, the 2020 Survey asked questions about a range of topics, including:

- diversity;
- employee engagement;
- workplace health, safety and wellbeing;
- job satisfaction; and
- team work.

The results of the Survey inform the development of whole-of-service and agency-level workforce policies and practices that support employees and contribute to positive working environments, as well as contributing to reporting required under the *State Service Act 2000*.

The following is an overview of the 2020 Survey results at a whole-of-service level. The full results can be viewed online on the SSMO website<sup>26</sup>.

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*In 2020, 6,612 people completed  
the State Service Employee Survey  
(a response rate of 21.7%).*

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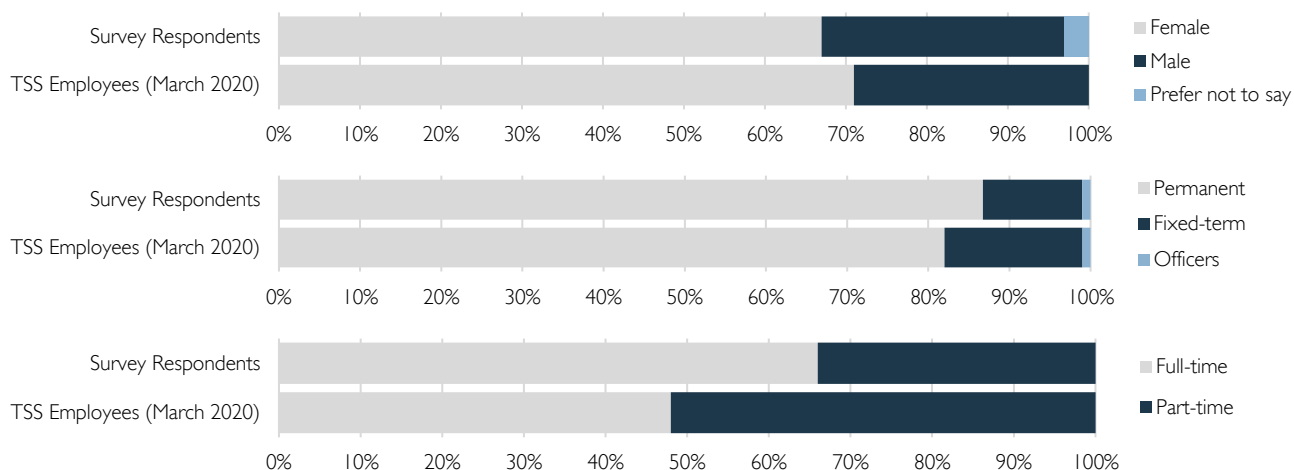
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<sup>26</sup> [http://www.dpac.tas.gov.au/divisions/ssmo/employee\\_survey](http://www.dpac.tas.gov.au/divisions/ssmo/employee_survey)

## DEMOGRAPHICS

The following charts show the demographic profile of respondents to the Survey in comparison to the demographic profile of the State Service as at March 2020<sup>27</sup>.

The profile of respondents resembled that of the overall TSS in gender<sup>28</sup> and employment category, however the split of employees by their employment category showed a greater response rate from employees working on a full-time basis.



## KEY INDICES

High-level indices group together related questions in the areas of job satisfaction, workplace diversity, wellbeing, and engagement. These indices provide an overview of employee perceptions in these areas using a mean (average) index score, and indicate whether employees experience a safe, diverse, and rewarding working environment.

INDEX	2018	2020
Overall Job Satisfaction	67	67
Workplace Diversity	72	73
Wellbeing	64	65
Engagement	66	65

<sup>27</sup> Current for comparison purposes as at the time of the Survey.

<sup>28</sup> The 2020 Survey results and March 2020 workforce data includes <1% of employees who identify as a gender other than male or female, as a result, the 'other' category has been excluded from this chart.

## SNAPSHOT OF RESULTS

The following tables show a comparison of percentage agreement responses for the 2018 and 2020 Surveys at a whole-of-service level. The full range of response categories are also shown for the 2020 Survey results.

QUESTION	2020 Total % Agree	2018 Total % Agree	2020 Results %					
			Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know
People in my workgroup treat each other with respect.	77	75	34	43	12	8	3	0
My manager/supervisor has a positive attitude towards employees with diverse backgrounds.	80	78	37	43	11	3	2	4
My manager encourages people in my workgroup to monitor and improve the quality of what we do.	76	74	36	41	14	7	3	0
My manager expects a high standard of ethical behaviour.	85	85	46	39	9	3	2	1
Bullying is not tolerated in my agency.	62	60	25	38	16	13	7	2
The people in my work group and colleagues have a positive attitude towards employees with diverse backgrounds.	81	80	33	48	12	4	2	2
I would recommend my agency as a good place to work.	63	63	20	43	21	10	5	N/A
I am proud to tell others I work for my agency.	69	69	26	43	21	7	3	N/A

## Workplace Bullying and Sexual Harassment

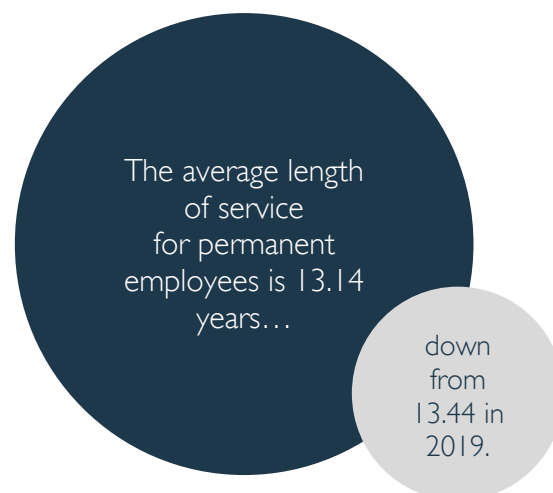
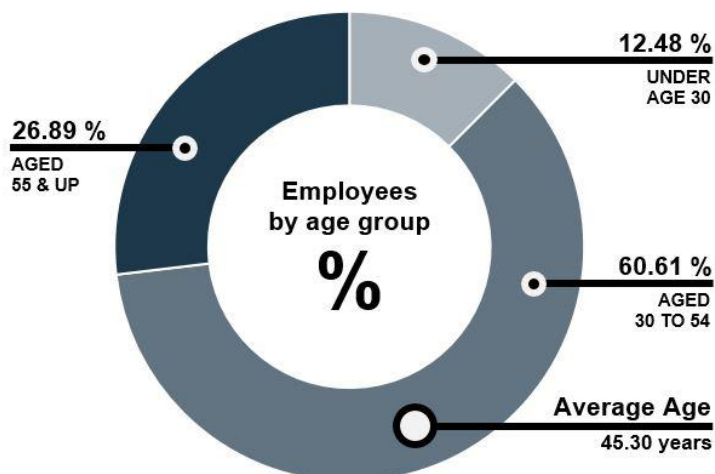
QUESTION	2020 %			2018 %		
	Yes	No	Unsure	Yes	No	Unsure
Have you personally experienced workplace bullying at work in the last 12 months?	21	74	5	23	73	4
Have you personally experienced sexual harassment at work in the last 12 months?	2	98	0	2	98	0

# Workforce Profile

## PAID FULL-TIME EQUIVALENT BY AGENCY AS AT 30 JUNE 2019 AND 2020

AGENCY	2019	2020	VAR. 2019-20
Department of Communities Tasmania	758.99	771.40	12.41
Department of Education	8,399.37	8,416.75	17.38
Department of Health	9,651.77	10,082.12	430.35
Department of Justice	1,296.09	1,397.59	101.50
Department of Police, Fire and Emergency Management	904.48	960.47	55.99
Department of Premier and Cabinet	405.48	383.68	-21.80
Department of Primary Industries, Parks, Water and Environment	1,254.44	1,235.54	-18.90
Department of State Growth	750.53	746.71	-3.82
Department of Treasury and Finance	319.85	303.68	-16.17
Tasmanian Audit Office	45.60	41.65	-3.95
Brand Tasmania	3.00	5.00	2.00
Integrity Commission of Tasmania	13.50	13.20	-0.30
Macquarie Point Development Corporation	7.40	8.70	1.30
Port Arthur Historic Site Management Authority	107.89	101.83	-6.06
TasTAFE	682.67	704.30	21.63
The Public Trustee	50.09	55.70	5.61
Tourism Tasmania	61.60	60.52	-1.08
<b>TOTAL</b>	<b>24,712.75</b>	<b>25,288.84</b>	<b>576.09</b>

*As at 30 June 2020, the TSS had a total paid headcount of 31,998 employees.  
This is an increase of 577 paid headcount (from 31,421 as at 30 June 2019).*



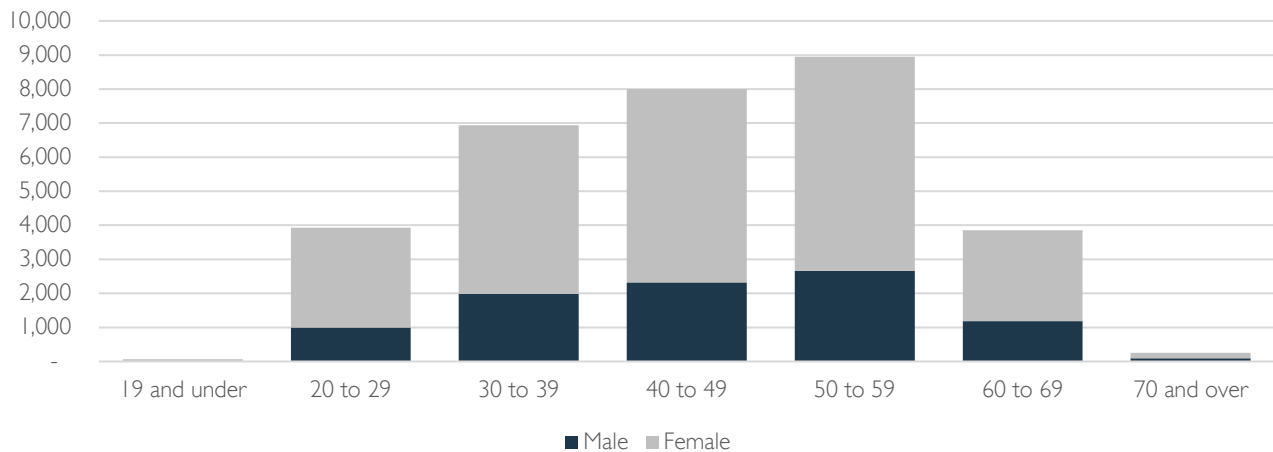
## PAID HEADCOUNT BY AGENCY AND EMPLOYMENT CATEGORY

AGENCY	FIXED-TERM	PERM.	OFFICER	TOTAL
Department of Communities Tasmania	102	746	14	862
Department of Education	2,419	8,924	28	11,371
Department of Health	2,222	10,777	32	13,031
Department of Justice	151	1,323	30	1,504
Department of Police, Fire and Emergency Management	82	915	11	1,008
Department of Premier and Cabinet	35	403	17	455
Department of Primary Industries, Parks, Water and Environment	213	1,165	17	1,395
Department of State Growth	81	754	29	864
Department of Treasury and Finance	31	284	16	331
Tasmanian Audit Office	11	34	2	47
Brand Tasmania	-	3	2	5
Integrity Commission of Tasmania	3	10	1	14
Macquarie Point Development Corporation	2	6	2	10
Port Arthur Historic Site Management Authority	21	123	2	146
TasTAFE	102	722	5	829
The Public Trustee	10	50	1	61
Tourism Tasmania	12	51	2	65
<b>TOTAL</b>	<b>5,497</b>	<b>26,290</b>	<b>211</b>	<b>31,998</b>

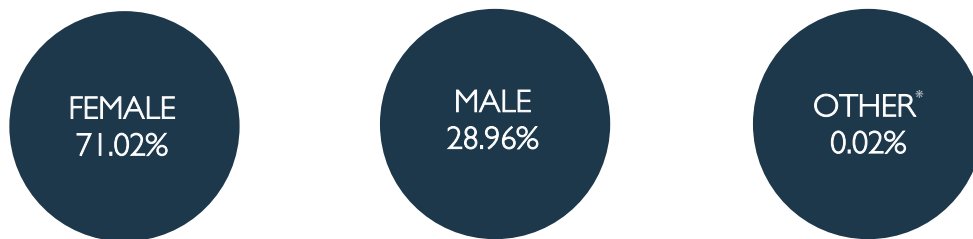
*The total number of employees under age 30 increased to 3,994 paid headcount in 2019-20 (from 3,862 in 2018-19).*



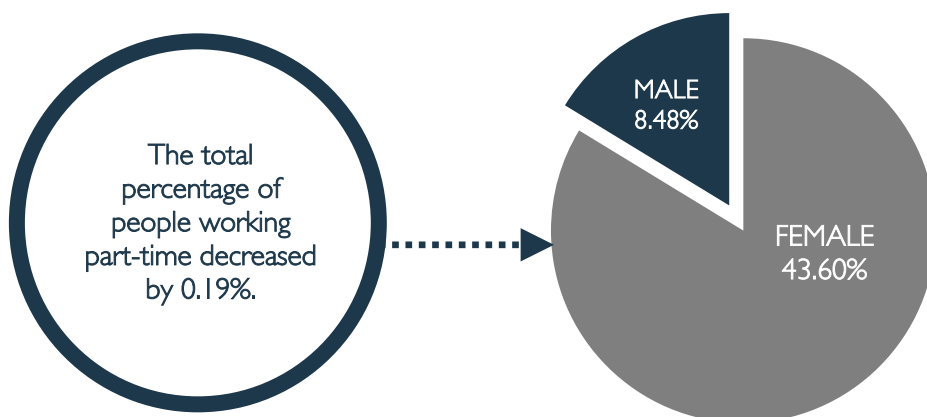
## PAID HEADCOUNT BY AGE GROUP AND GENDER



## GENDER DIVERSITY



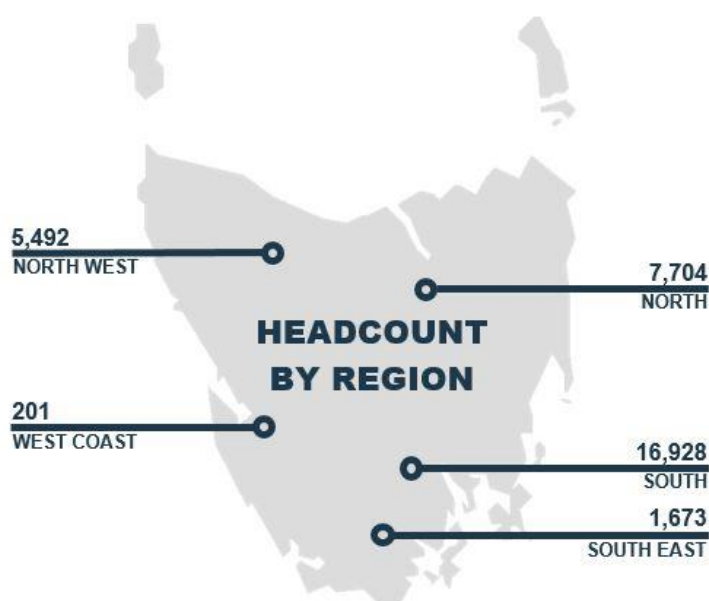
	FEMALE	% OF TSS	MALE	% OF TSS
Permanent	18,787	58.71	7,499	23.44
Fixed-term	3,847	12.02	1,647	5.15
Officers	91	0.28	120	0.38
<b>TOTAL</b>	<b>22,725</b>	<b>71.02</b>	<b>9,266</b>	<b>28.96</b>



\* The State Service supports employees who do not identify as either male or female by providing a third gender option (Other) within its Human Resources Information Systems. For more information please refer to the Data Notes at the end of this Report.

## EMPLOYMENT BY REGION

	FIXED-TERM %	PERMANENT %	OFFICER %	TOTAL %
Interstate	-	-	-	-
North	4.04	20.00	0.04	24.08
North West	2.83	14.32	0.01	17.16
South	9.02	43.28	0.60	52.90
South East	1.15	4.07	0.01	5.23
West Coast	0.14	0.49	-	0.63
<b>TOTAL % OF TSS</b>	<b>17.18</b>	<b>82.16</b>	<b>0.66</b>	<b>100.00</b>

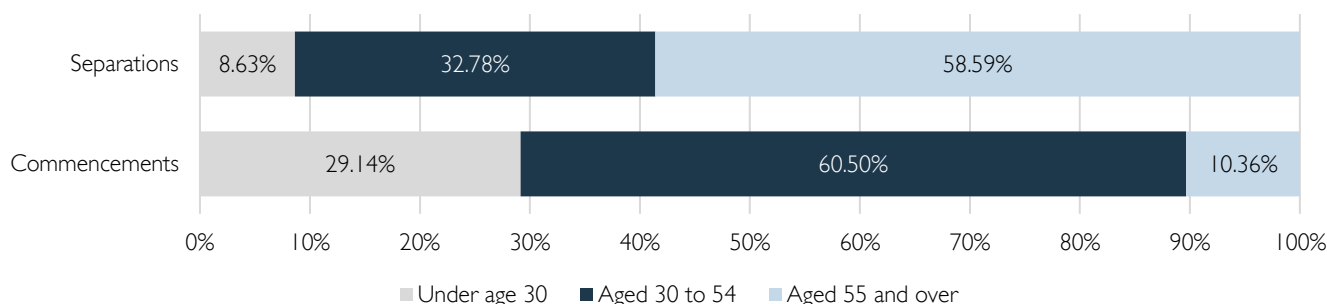


## CHANGE IN PAID HEADCOUNT BY REGION (2019-20)

REGION	VAR.	↕
Interstate	-	-
North	16	^
North West	49	^
South	521	^
South East	-13	∨
West Coast	4	^
<b>TOTAL</b>	<b>577</b>	<b>^</b>

## COMMENCEMENTS AND SEPARATIONS

Of the 1,205 permanent employees who left the TSS in the 2019-20 period, 1,114 (92.45%) resigned<sup>29</sup> or retired. The following chart shows the percentage of permanent separations and commencements in each age group during the reporting period.



<sup>29</sup> Does not include employees who accepted a Workforce Renewal Incentive Program payment or Voluntary Redundancy package.

## OFFICERS

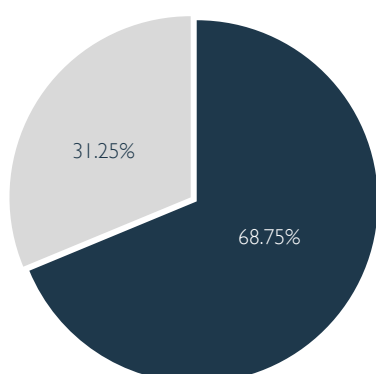
An Officer is anyone appointed under Part 6 of the *State Service Act 2000* (the Act), and includes Heads of Agencies, Prescribed Office Holders, Senior Executive Services (SES) and Equivalent Specialists. Overall, the total paid headcount of Officers in the TSS increased over the 2019-20 period to 211 (from 194 in 2018-19).

	MALE	FEMALE	TOTAL
Heads of Agencies	11	5	16
Senior Executive Service	90	76	166
Equivalent Specialists	17	9	26
Prescribed Office Holders	2	1	3
<b>TOTAL</b>	<b>120</b>	<b>91</b>	<b>211</b>

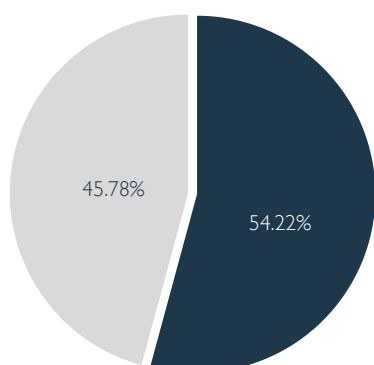
## HEADS OF AGENCIES AND SES BY GENDER

● Female ● Male

Heads of Agencies

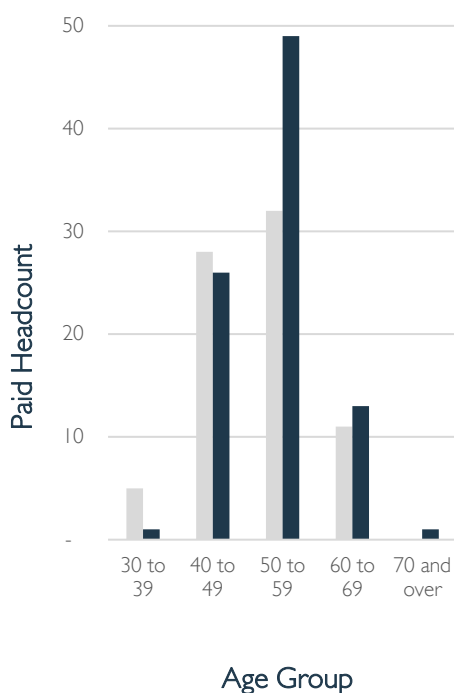


Senior Executive Service



## SES BY GENDER AND AGE

● Female ● Male



## DATA NOTES

Data included in this Workforce Profile reflects information collected through the Workforce Information Reporting System (WiRS). WiRS is a standardised employee reporting system, validated against a set of business rules and translation tables to ensure consistent reporting at a whole-of-service level. WiRS data only includes those people employed under the *State Service Act 2000* (the Act), and within the agencies listed in Schedule 1<sup>30</sup> of that Act.

Data is uploaded to WiRS on a quarterly basis and manually reviewed as part of an ongoing quality assurance process. This process may include the correction of coding errors that affect historical paid headcount or full-time equivalent data. As a result of these corrections, there may be inconsistencies in historic data shown in this Report when compared to previously published State Service and Agency Annual Reports.

From June 2018, the State Service's Empower Human Resources Information System supports the recording of a third gender option (Other). To protect the privacy of the low number of employees who do not identify as male or female, data in this Report relating to these employees has been included only in totals and has not been extracted to identify their agency, age group, employment status, or category.

### Definitions

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

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

An Officer is anyone appointed under Part 6 of the Act and includes Heads of Agencies, Prescribed Office Holders, Senior Executive Service, and Equivalent Specialists.

### For More Information

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

This Report and previous Tasmanian State Service Annual Reports can be viewed on the SSMO website at [http://www.dpac.tas.gov.au/divisions/ssmo/about\\_ssмо/annual\\_reports](http://www.dpac.tas.gov.au/divisions/ssmo/about_ssмо/annual_reports).

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<sup>30</sup> <https://www.legislation.tas.gov.au/view/html/inforce/current/act-2000-085#JSI@EN>

# Appendix A - Agreements

## FINALISED UNDER THE LEAD NEGOTIATOR MODEL

AGREEMENT	DATE REGISTERED
Allied Health Professionals PSUWA 2019	6 April 2020
Ambulance Tasmania Agreement 2019	18 May 2020
AWU PSUWA 2019	23 March 2020
Educational Facility Attendants Agreement 2019	18 May 2020
Teachers Agreement 2019	19 December 2019
TasTAFE Teaching Staff Agreement 2019	19 December 2019
Nurses and Midwives Agreement 2019	20 May 2020
Radiation Therapists Agreement 2019	23 March 2020
Dental Officers Agreement 2019	23 March 2020
PSUWA 2019	27 February 2020
Ministerial Drivers Industrial Agreement 2019	6 March 2020
Legal Practitioners Agreement 2019	6 March 2020

## FINALISED BY AGENCIES

AGREEMENT	DATE REGISTERED
Fire Fighting Agreement 2019	<i>Drafting but not registered as at 30 June 2020</i>
Correctional Officers Agreement 2019	16 June 2020
Engineers Agreement 2020	18 June 2020
Port Arthur Staff Agreement 2019	25 June 2020

## FINALISED BY AGENCIES (OUTSIDE OF THE LEAD NEGOTIATOR MODEL)

AGREEMENT	DATE REGISTERED
Salaried Medical Practitioners Agreement 2019	<i>Drafting but not registered as at 30 June 2020</i>
Visiting Medical Practitioners Agreement 2019	<i>Drafting but not registered as at 30 June 2020</i>
Rural Medical Practitioners Agreement 2019	<i>Still in negotiation as at 30 June 2020</i>

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Tasmanian  
Government

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State Service Management Office

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