



Annual Report 2015-16

TASMANIAN STATE SERVICE

October 2016



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

In accordance with the requirements of Section 19 of *the State Service Act 2000*, I enclose for sending to Parliament the Tasmanian *State Service Annual Report 2015-16*.

A handwritten signature in blue ink, appearing to read 'G. Johannes', located below the text of the letter.

Greg Johannes
Head of the State Service

31 October 2016



Foreword

The last 12 months have seen State Service employees tested by a number of significant events, such as the response to and recovery from flooding, and bushfires. While such times have been challenging, they have highlighted the resilience of our employees, and their commitment to delivering services to the Tasmanian community. I have been proud to lead the Service during the period, and it has firmed my commitment to ensuring that we, as an Employer, provide inclusive and supportive workplaces that support our employees to be their best.

Some of the ways that we have worked to improve our workforce management over the last year are detailed in this report, and there is much to celebrate. For example, there has been progress in a number of large State Service workforce projects, such as the Empower Integration and Automation Project, and the launch of the new Tasmanian Government Jobs Website and the associated e-recruitment system after a three-year build up. The new e-recruitment system promises to not only bring efficiencies to recruitment management, but also will provide a better service to jobseekers looking to work in the State Service.

I am proud of the work agencies have done to eliminate family violence. Three of our agencies worked actively to become accredited by White Ribbon and more will join them during this coming year. In addition to reporting on the progress of workforce priorities, this Report also includes information on reform measures such as *Managing Positions in the State Service*, and reports on the employment matters required by the *State Service Act 2000*, such as Code of Conduct and Grievance matters, and workplace behaviour. The appendices include a profile of the workforce, and a summary of the *People Matter Survey 2016* results.



This Report also highlights a number of initiatives and improvements being progressed by specific agencies. All have the aim of providing the right workforce management framework to ensure that the State Service is a highly professional service that delivers quality services to the Tasmanian community.

Priorities for the coming year will include progressing the examination of our Employment Framework; finalising the *Diversity and Inclusion Framework* and beginning implementation; releasing and implementing the *Gender Diversity in the State Service* commitment; and continuing to support State Service priorities, such as the *Population Strategy* and the *Safe Home, Safe Communities: Family Violence Action Plan*.

Photo: Greg Johannes, Head of the State Service



Contents

1.	State Service reforms and priorities.....	7
	Managing Positions in the State Service	7
	Supporting gender diversity	8
	Managing change within agencies	10
	Supporting State Service priorities	11
2.	Supporting contemporary employment	12
	Examination of the State Service Employment Framework	12
	Governance review	12
	Responding to external examinations and reports about State Service employment.....	14
	Establishing peer-networks	14
3.	Improving our systems	16
	Launching the new State Service e-Recruitment System and Jobs Website	16
	Empower Integration and Automation Program.....	17
4.	Developing our people	19
	Building HR Capability	19
	Workforce planning	19
	Facilitating secondments.....	20
	Study Assistance	20
	Activities of The Training Consortium.....	21
	Institute of Public Administration Australia (IPAA) - Tasmanian Division	22
	Performance management.....	23
5.	Supporting our leaders and managers.....	24
	Building on the SES Workforce Skills Audit.....	24
	State Service Strategic Management Program	24
	Whole-of-Service Manager Essentials Program	25
	Change Management resources	25
	Public Sector Management Program.....	26
	Executive forums and Australian and New Zealand School of Government events.....	27
	Senior Assignments Employment Register	28
	Other activities	28
6.	Building inclusive and diverse workplaces	30
	Workforce Diversity Project.....	31
	Other whole-of-service programs	32
	Workplace Flexibility	33



7.	Ensuring we have safe and productive workplaces	35
	Developing partnerships	35
	Supporting a new employee assistance program tender	36
	Other initiatives	36
	Supporting employees experiencing Family Violence	37
8.	Supporting whole-of-service Industrial Relations	38
	Industrial Relations Framework	38
	Progressing Awards and Agreements	38
	Working with other jurisdictions	39
9.	Workplace conduct and behaviour	40
	Raising awareness	40
	Addressing conduct matters	40
	Grievance investigations	41
10.	Workforce Management	43
	Appendix A - State Service Workforce Profile (June 2016)	44
	Who we are	44
	Percentage of total paid headcount by employment status	45
	Paid headcount by age and gender	46
	Paid headcount by agency and employment category	47
	Paid headcount by region and employment category	48
	Separations and commencements	48
	Officers	49
	Definitions	49
	More information	50
	Appendix B – People Matter Survey	51



1. State Service reforms and priorities

During 2015-16 a number of reform and other activities were progressed by the Department of Premier and Cabinet's State Service Management Office (SSMO)¹ to ensure that the State Service continues to deliver quality services to the community in a strategic and efficient way.

Managing Positions in the State Service

The *Managing Positions in the State Service* (MPSS) framework continued to support agencies to meet the State Service commitment to reduce employment-related costs through:

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

In 2015-16, a total of 95 Targeted and Negotiated Voluntary Redundancies (TNVRs) were progressed, and 259 people left the Service through accepting Workforce Renewal Incentive Program (WRIPs) payments. In addition, 3,267 positions went through Central Vacancy Control from 1 July 2015 to 30 March 2016².

A review of MPSS was conducted in early 2016 to ensure it was meeting its objectives and the processes were clear. The findings of this review were incorporated into *MPSS 2016*, released in April 2016.

¹ For more information about the role and activities of SSMO, see SSMO's website www.dpac.tas.gov.au/divisions/ssmo

² At March 2016, Central Vacancy Control ceased operation following the introduction of the revised *Managing Positions in the State Service 2016*.



Supporting gender diversity

In 2015-16 Heads of Agencies led work to progress a whole-of-service gender diversity strategy. *Gender Diversity in the State Service* will be released in August 2016. This strategy will include initiatives such as setting a target of at least 40 per cent representation of women in senior executive positions by 2020, with a goal of 50/50 representation.

Key actions will include establishing flexible work arrangements, reducing unconscious bias in recruitment and management decision making, and identifying the barriers women experience in the State Service.

This work has also been supported by efforts to prevent and reduce the family violence experienced by our employees. SSMO has been working with agencies to raise awareness of the current supports available to employees, such as the provisions under *Employment Direction No. 28 - Family Violence – Workplace Arrangements and Requirements*. Other initiatives were prioritised such as including family violence leave in Awards/Agreements, and strengthening the awareness raising and training offered to contact officers and managers.

In addition, a new e-learning module on family violence training was developed for use by all employees. This training has been rolled out to four agencies and implementation will continue in 2016-17.

Early users, such as the Department of Premier and Cabinet, the Department of Treasury and Finance and the Department of Police, Fire and Emergency Management, have used the e-learning module to support their efforts to become accredited under White Ribbon Australia.

‘The attitudes of men towards women and the way many of us behave are overwhelmingly the cause of family violence in our community.

Responsibility for change rests with us, not with victims, and it starts with embracing gender equality.’

Greg Johannes, Head of the State Service, reflecting on gender equality after discussing family violence with former Sex Discrimination Commissioner Elizabeth Broderick and family violence campaigner Rosie Batty



Alongside the whole-of-service work, agencies also progressed a number of specific activities in this area. The Department of Treasury and Finance set up a gender equity working group that has undertaken a comprehensive staff survey (65 per cent response rate) and is running focus groups to identify barriers and opportunities to improving the representation of women in leadership in the Department. This process will inform the development of *Treasury's Women in Leadership Plan*.

In addition, through developing its draft *Gender Diversity Action Plan*, the Department of Primary Industries, Parks, Water and Environment undertook extensive consultation involving more than 600 employees. This consultation included workshops to develop the draft Plan and subsequent consultation on the recommendations in the draft Plan. The consultation process found that there were some real and systemic issues that the Department is now able to actively address.

In 2015-16 there has been an increase in the representation of women in the Senior Executive Service of 4.28 per cent to 34.01 per cent from 29.73 per cent in 2014-15.



Photo: Kate Jenkins, Federal Sex Discrimination Commissioner; Troy Roderick, Head of Diversity & Inclusion, Telstra Corporation Limited and Professor Meredith Edwards AM, Emeritus Professor, ANZSOG Institute for Governance at the University of Canberra, spoke at a special forum for the Senior Executive Service on gender equality.



Managing change within agencies

In the *2015-16 Agency Survey*³ ten agencies provided information about a range of organisational changes that they progressed in consultation with employees and unions, including:

- the Department of Health and Human Services and TasTAFE underwent significant organisational structure changes;
- the Department of Premier and Cabinet, took a major role in service delivery when Service Tasmania joined it from the Department of Primary Industries, Parks, Water and Environment; and
- other agencies reported changes to their facilities and workplaces - for example, the Department of State Growth and Tourism Tasmania employees have moved, or are in the process of moving, to other buildings.

To support their employees, agencies reported using a variety of techniques including establishing specific 'change teams', such as the Department of Health and Human Services' Strategic Project Unit. Other supports included regular communication between senior leaders and employees (such as in employee newsletters and on intranet sites); providing training for employees required to undertake amended duties; making managers accountable for their ability to support change; and developing project plans and communication strategies to support the change management process.

The changes reported by agencies were reflected in the whole-of-service responses of employees to the *2016 People Matter Survey*⁴ results. These results suggest that while agencies are prioritising support to employees through change management processes, improvement can be made. SSMO will continue to work with agencies to build their capability in this area, for example through progressing work with the University of Tasmania to develop a *Change Management Toolkit* aimed at supporting leaders and managers. Work commenced on the toolkit in 2015-16.⁵

³ The Agency Survey is an annual survey completed by agencies to detail their current workforce management activities and as a formal reporting measure to the Head of the State Service.

⁴ The People Matter is an annual 'employee' survey that provides an opportunity for employees and officer to contribute their views about their work and work environment. Please refer to Appendix B for further information.

⁵ Please see Chapter 5 for more information about this initiative.



Supporting State Service priorities

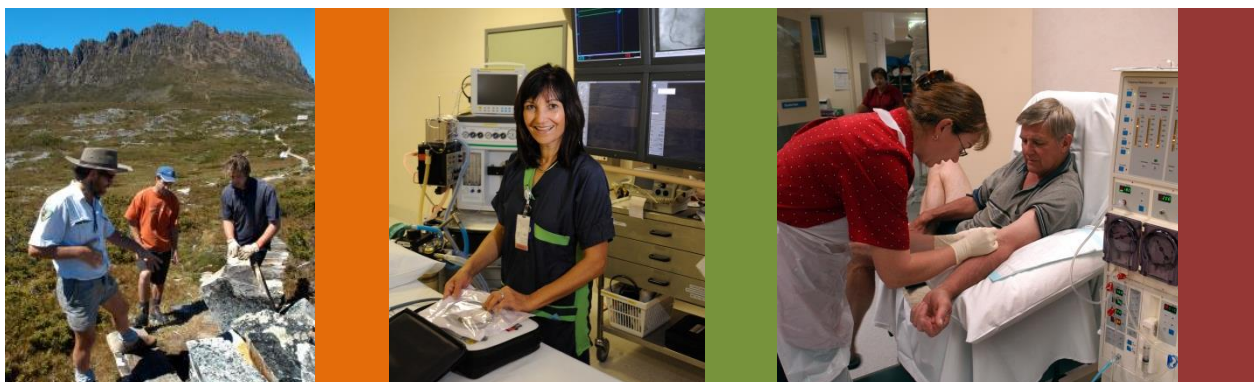
SSMO has continued to work with agencies to ensure the achievement of State Service priorities.

For example, SSMO has supported the *Population Strategy*, released in early October 2015, by:

- exploring opportunities to increase the number of secondments in and out of the State Service, including into the private and community sectors;
- encouraging graduate employment by trialling a whole-of-service program for Human Resources graduates; and
- promoting the concept of flexible work practices, including the planned development of a Service-wide workplace flexible practices policy.

SSMO has also been supporting agencies to ensure the smooth implementation of the Working with Children registrations. State Service employees and volunteers working with children will need to be registered by 1 January 2017. During 2015-16, Child Protection Service workers, Child Education Service and Library Service workers have transitioned to the new arrangements, building on the transition of Youth Justice Services in 2014. In 2016-17, SSMO will support the Department of Education to transition Registered Teachers to the new arrangements, which must be completed by 1 January 2017.

In addition, SSMO also supported agencies in the implementation of State Service priorities such as their commitment to White Ribbon Accreditation, and the National Disability Insurance Scheme (NDIS).





2. Supporting contemporary employment

In 2015-16 a number of initiatives focused on ensuring agencies are able to meet their current and future workforce management needs were progressed with support and guidance from agencies and stakeholders such as the public sector unions.

Examination of the State Service Employment Framework

One of the major initiatives in 2015-16 was the project to examine the current State Service Employment Framework and develop recommendations on how the Framework could be improved to ensure that State Service employment practices continue to be relevant, contemporary and enable agencies to respond to their workforce needs. The Examination project does not involve a review of the *State Service Act 2000* or other supporting legislation, but focused on:

- whether principle-based (minimal prescription) arrangements will add value;
- how to ensure that merit and equal opportunity remain central to State Service decisions;
- consideration of changing agency needs, particularly how to be flexible and adaptive; and
- the accountability mechanisms for Heads of Agencies.

It is anticipated that the Examination project will continue throughout 2016-17.

Governance review

In 2015-16 a review of the *State Service Amendment Act 2012* (the Amendment Act) was undertaken. The Amendment Act became effective in February 2013 and revised the governance arrangements for the Tasmanian State Service. The Act required that a review be undertaken after three years to consider whether the changes introduced in 2013, such as the abolition of the Office of the State Service Commissioner, the transition of some functions to the Tasmanian Industrial Commission, and the introduction of the Head of the State Service, have added value to the management of service-wide workforce management.

At 30 June 2016, the review had been substantially completed by SSMO, including considerable consultation with a broad range of stakeholders including the Integrity Commission, the Auditor-General, the Tasmanian Industrial Commission, Heads of Agencies and unions. It is anticipated that the review will be tabled in Parliament in the first half of 2016-17.



Reviewing and reissuing of elements of the Employment Framework

As part of its commitment to ensure that the Employment Framework remains relevant to the needs of agencies, some of the elements of the Framework, such as Employment Directions (EDs) and Practices, Procedures and Standards (PPSs) have been revised, re-issued or rescinded as noted below.⁶

In general, the changes made in 2015-16 have focused on reducing prescriptive arrangements and / or providing additional or clarified guidance to support Heads of Agencies to effectively manage their organisations.

Re-issued Employment Directions and Practices, Procedures and Standards

The following were re-issued in 2015-16:

- *Employment Direction No. 1 - Employment in the State Service* (ED 1) in March 2016. Changes included the withdrawal of the requirement for agencies to advertise their vacancies in the printed Gazette, and altering Clauses 13 and 14 to enable Heads of Agencies to determine change of employment status cases.
- *Employment Direction No. 10 - Aboriginal and Torres Strait Islander Tagged and Identified Positions* (ED 10) in June 2016. Changes include updating ED 10 to reflect the new eligibility requirements for Aboriginal and Torres Strait Islander people.
- *Employment Direction No. 16 - Indemnity and Legal Assistance* (ED 16) in January 2016. Changes include updating ED 16 to clarify relevant procedures.

When EDs and PPSs are issued or renewed, agencies are required to implement them within their workforce management policies and practices. Agencies indicated that they have reviewed or revised their policies and practices in light of the changes noted above.

Changes to the above EDs occurred in consultation with agencies, and other stakeholders, such as the public sector unions, to support their successful implementation.

Revoked Employment Directions and Practices, Procedures and Standards

No EDs or PPSs were revoked in 2015-16.

⁶ Employment Directions relate to the administration of the State Service and employment matters relevant to the *State Service Act 2000*. Practices, Procedures and Standards are to guide agencies in relation to employment management matters.



Responding to external examinations and reports about State Service employment

In 2015-16, the Integrity Commission and Auditor-General released a number of reports relevant to the State Service.

In July 2015 the Auditor-General released a report on *Absenteeism in the State Service*. Overall the Report's findings were fairly positive, and the audit did not find any concrete evidence to support the perception of an entitlement culture in the State Service. The Report also highlighted a number of areas for improvement.

In addition, the Integrity Commission released a Report into the receiving of gifts and benefits by State Service employees in September 2016, which included recommendations such as agencies raising awareness among employees of what is and is not appropriate behaviour, and where they can register gifts / benefits that are accepted.

The recommendations of these Reports are being considered and incorporated into whole-of-service and agency-level initiatives. For example, the Government will shortly release a whole-of-service Gifts and Benefits policy, which has been developed in consultation with the Integrity Commission and public sector unions.

Establishing peer-networks

Agencies have continued to advocate for forums where agency human resources and industrial representatives can share their ideas, knowledge and experiences, and work together to address shared workforce issues or problems. In response, SSMO has continued to support initiatives such as the Work Health Safety and Wellbeing Network, and the recently established Workforce Development and Industrial Relations Networks.

Since being established these groups have gathered regularly and provided agencies with the opportunity to present on their own projects / issues, and provided a platform for discussing whole-of-service initiatives.



Graduate Human Resources Program and Graduate Officer (Human Resources/Industrial Relations) Fixed-Term Employment Register

In 2015-16 SSMO worked with agencies on initiatives focussed on attracting and building the capability of human resources and industrial relations employees.

One initiative was the establishment of the *Graduate Officer (Human Resources/Industrial Relations) Fixed-Term Employment Register*. This Register aims to support agencies to fill short-term, fixed-term graduate vacancies in human resources and industrial teams, as well as to provide valuable work experience for individuals interested in beginning a human resources/industrial relations career. The Register has led to the successful placements of a number of young people into agencies.

In addition, SSMO has worked with agencies to establish a whole-of-service *Graduate Human Resources across the Service (HRXS)* program to support program participants to build their knowledge and experience of State Service workforce management issues. In 2015-16 there were nine graduates participating in HRXS from agencies such as the Departments of Premier and Cabinet, Health and Human Services, Primary Industries, Parks Water and Environment, the Tasmanian Health Service and SSMO, based in Hobart, Launceston and Burnie. The two-year program covers governance, award negotiations, strategic Human Resources (HR) themes and hot topics. For example, participants visited the Tasmanian Industrial Commission. This was a great opportunity for the graduates to understand how the Commission process works.



Photo: HRXS participate in a workshop at the Tasmanian Industrial Commission.



3. Improving our systems

Improving the systems that State Service workforce management rely on continues to be a key priority to ensure that appropriate, timely and accurate workforce data and systems are available to agencies. A number of projects progressed in 2015-16, including the launch of the new e-recruitment system.

Launching the new State Service e-Recruitment System and Jobs Website

One of the highlights in 2015-16 was the launch of the new State Service-wide e-Recruitment System and refreshed Tasmanian Government Jobs Website on 21 March 2016.

This launch was the culmination of the *Tasmanian Government e-Recruitment Project* (TGeRP), which had been led by SSMO since 2013, and has focused on streamlining what were largely manual recruitment processes into an online workflow, from advertisement to applicants' selection and commencement.

Quick facts about the Jobs Website

- 2,878 advertisements were published on the Jobs Website - advertising 3 191 jobs.*
- 73 Expressions of Interest for State Service employees were posted.
- 7,571,407 pages were viewed.
- 533,313 individuals visited the site during this period.
- The average number of visits per month was 118,881.

* Note: Withdrawn advertisements, and those advertised multiple times have been removed. SSMO does not report on number of appointments made to these vacancies or Police recruitment.

Agency transition to the online system will have long-term impacts on the efficiency of recruitment workflows, and productivity is likely to increase. The new system and website have had very positive feedback from agencies.

The new system is more user-friendly for applicants seeking work in the State Service as it allows them to create an online profile, apply for vacancies online, and track their progress.

The system has also increased the quality of reporting outputs through the accuracy, range and completeness of data. This will enable the State Service to make more informed decisions about recruitment and provide greater support for workforce planning activities.



The introduction of the new system has seen the end of the printed *Tasmanian State Service Notices Gazette*, the last edition being published 17 March 2016⁷. The withdrawal of the Gazette has provided agencies with the ability to advertise vacancies as they become available, further reducing the time taken to fill roles.

Empower Integration and Automation Program

Another of the major activities underway in 2015-16 was the continued progress of the *Empower Integration and Automation Program*. The Program's objective is to improve Human Resources systems (like payroll services), such as through reducing the number of manual processes, reducing overheads and significantly improving real-time relational reporting capabilities.

In 2014-15 a preliminary business case to consolidate agencies' employee management systems was presented to agencies. This year has seen finalisation of the Business Case and associated funding arrangements, and its formal Ministerial endorsement.

The reporting period also saw work begin on a pilot of an advanced reporting platform in the Department of Justice. In 2016-17 the pilot will conclude and the reporting platform will be extended to all agencies.

Further work on the Program will also include developing common configuration and coding arrangements.

⁷ On 17 March 2016, *Employment Direction No. 1: Employment in the State Service* was reissued and included amendments that make advertising via the www.jobs.tas.gov.au website the minimum requirement for advertising vacancies. Staff Movement Notices will continue to be published in accordance with the requirements of Section 52 of the *State Service Act 2000*, and will instead appear in the *Tasmanian Government Gazette*.



Photo: Frank Ogle, Director SSMO launching the new e-Recruitment system with the project team (March 2015).



4. Developing our people

In 2015-16, a number of whole-of-service activities have been undertaken to support the learning and development of State Service employees. These activities have occurred alongside the initiatives supported within agencies.

Building HR Capability

In 2015-16 SSMO has continued to work with agencies to support the development of HR capability across the State Service. One of the initiatives was the Human Resource Managers (HRMs) Forum, where HRMs identify and prioritise workforce issues that they will progress within their organisations, as well as across the Service with SSMO. An example of an issue considered in 2015-16 was reviewing agency Executive reporting on employment matters.

In addition, SSMO and agencies have been exploring a number of opportunities to partner with the Australian Human Resources Institute (AHRI). SSMO has also, on behalf of the State Service, worked with other jurisdictions to develop a *Joint Success Profile Chief Human Resources Officers Framework*.

Workforce planning

In their *2015-16 Agency Survey* submissions, the majority of agencies stated that they were undertaking activities to address workforce capability gaps, as well as skills shortages. This included introducing workforce strategies that were aligned with their agencies' priority areas, as well as using tailored recruitment activities that focussed on attracting particular occupational groups or individuals with skills assessed to be critical to the future success of the agency.

Agencies also reported on how they managed talent within their organisation in their *Agency Survey* submission. There was a wide variety of responses to these questions - a small number use specific strategies, such as Tasmanian Audit Office's reward and recognition program, whereas others, such as the Department of Treasury and Finance use their existing performance management processes.



Facilitating secondments

SSMO continued to facilitate and support secondments in and out of the State Service during 2015-16. Secondments not only build the skills, experience and knowledge of State Service employees taking opportunities to work in the private sector, the community sector and other public sector roles, but also enable people outside the State Service to build their skills by working within agencies. In 2015-16, a total of 24 secondments were in progress.

Roles that are being undertaken through secondment arrangements are varied, and include lecturers, union organisers, curriculum team leaders and general managers. Organisations that are currently working with the State Service to provide secondments include the CSIRO, a number of public sector unions, the University of Tasmania, the Catholic Education Office and Detached Art.

Supporting secondments, particularly in and out of the private sector, will continue to be a focus in 2016-17 to support the *Population Strategy*.

Study Assistance

Eleven agencies reported that 116 male employees and 439 female employees received direct study assistance, such as through providing altered work patterns, study leave and financial assistance.

The study discipline areas included accounting, law, economics, project management, nursing and counselling.

What our employees said

63% of employees believe that 'working in the organisation provides me with the opportunity to maintain or increase my professional knowledge and skills'.

87% of employees responded positively to the question 'to date, have your learning and development needs been addressed in the agreed timeframe?'

69% of employees agreed with the statement 'in the past 12 months, have you undertaken any skills development activities? Examples could include attending a course, online learning, or mentoring/coaching.'

* 2016 People Matter Survey results. See Appendix B for more information.



Activities of The Training Consortium

The Training Consortium (TTC) operates within SSMO to support the learning and development requirements of public sector agencies through the delivery of an extensive calendar of events. TTC's activities are a major driver in building the capability of our people.

In 2015-16, 107 events were delivered across the State with 1,787 registrations. The average number of participants per event increased from eight per event in 2014-15 to 14.4 per event in 2015-16. Events covered a broad range of topics including public administration, people and resource management, public policy, personal development and leadership. A number of new courses were introduced, such as:

- *Improve your decision making*
- *Having the difficult conversation*
- *Building and maintaining great working relationships*
- *Career check-up*

In TTC's 2015-16 client survey, 87 % of participants rated the quality of TTC courses / events as excellent or very good.



TTC also supported member organisations by arranging 24 in-house courses, which were attended by 101 participants.

To build collaboration between TTC member organisations, which are not only State Service agencies, TTC also hosted a range of member networking activities aimed at sharing ideas across the membership, such as *Strategy Execution* with Jereon de Flander (Belgium), and *Tackling age and disability discrimination in the workplace* with the Hon Susan Ryan AO (Australia).

Another notable event was the Breakfast forum with David Hall, CEO of Jetstar Australia, who spoke on the societal impact of sound management and leadership. This event was delivered through a partnership between TTC and the Australian Institute of Management.

Noel Mundy, Chair of the Tasmanian Council of Social Services



Building State Service e-learning capability

This year also saw strengthening of whole-of-service e-learning systems and courses, principally progressed and supported by TTC.

Achievements included the introduction of a Learning Management System with the capability to host e-learning modules, such as the current mandatory State Service training courses *WHS Tasmania; Recognise, Refer, Respond*; and the *WHS Refresher*. The *Recognise, Refer, Respond* course was specifically commissioned by TTC as part of a coordinated approach to State Service's family violence training.

A review of the TTC is being conducted in 2016-17 to ensure that TTC continues to provide contemporary training and development opportunities for the public sector.

More information about the training and development provided to State Service employees is included in the *TTC Annual Member Report*, available on the TTC website at www.ttc.tas.gov.au

Institute of Public Administration Australia (IPAA) - Tasmanian Division

In 2015-16 Institute of Public Administration Australia (IPAA) Tasmania continued to engage TTC to provide secretariat and event management services to support the development of public sector employees. For example, TTC worked closely with IPAA Victoria to present the IPAA Vic/Tas Executive Forum in February 2016 *Re-imagining government: Re-imagining public administration*. The international keynote speaker was Barry Quirk, Chief Executive, London Borough of Lewisham in the UK, and the event also included an impressive range of local and interstate speakers. This was the third Executive Forum that IPAA Tasmania has presented in partnership with IPAA Victoria.

IPAA Tasmania also held eight events during the year, including the first in Launceston for a number of years. Events included the successful IPAA Connections events, with speakers such as Donna Adams, Deputy Secretary Business and Executive Services, Department of Police, Fire and Emergency Management, as well as the *State Budget Briefing* in May 2016, and the *State of the Service Address 2015*, held in December 2015.

More information about IPAA Tasmania's activities is available on its website at <http://tas.ipaa.org.au>



Performance management

Performance management helps to provide employees with feedback on their performance, as well as the opportunity for them to work with their managers to identify development needs and training opportunities. In 2015-16 SSMO continued to work with agencies to consider ways to improve the performance management of employees to ensure that they are adequately supported and achieving State Service priorities.

In 2015-16, agencies reported that 11,282 employees had participated in a formal performance management review.

In 2015-16, 16 *Performance Improvement Plans* (PIPs) were in place across five agencies, a reduction from 33 PIPs reported in 2014-15.

PIPs are undertaken to provide additional supports to particular employees to help them to improve their performance, such as access to:

- coaching and mentoring;
- additional supervision support from managers;
- peer support; and
- access to external and internal training courses.

Over 702 managers and supervisors participated in agency-specific performance management training in 2015-16.

In addition, most agencies reported that support for managers and supervisors is also available in a one-to-one setting and includes mentoring, coaching, and providing toolkits, guides and templates.

What our employees said

58% of employees agreed with the statement 'I have received formal feedback on individual performance'.

78% of employees agreed with the statement 'I have received informal feedback on individual performance'.

64% of employees agreed with the statement 'The performance management process helps me to identify and understand my work priorities'.

78% of employees agreed with the statement 'My workgroup always tries to improve its performance'.

77% of employees agreed with the statement 'My manager encourages people in my workgroup to monitor and improve the quality of what we do'.

* 2016 People Matter Survey results. See Appendix B for more information.



5. Supporting our leaders and managers

Building on the *Senior Executive Leadership Capability Framework*, and drawing on the *Workforce Skills Audit of the Senior Executive Service* undertaken in 2014-15, SSMO has been working with agencies to implement a number of the Audit's recommendations and other activities related to the professional learning and development of the senior executive service (SES) and senior managers.

Building on the SES Workforce Skills Audit

Building on the findings of the *SES Workforce Skills Audit* undertaken in the previous reporting period, SSMO has been working with agencies to progress a number of initiatives, such as renegotiating the *Member Service Agreement* (2016-2020) with the Australian and New Zealand School of Government (ANZSOG) to align executive leadership development activities more closely with State Service objectives, as well as progress and deliver the bespoke *SES Leadership Development Program*. A high level Reference Group has been established to work with SSMO to deliver a program over four stages and it is anticipated that the first delivery of the full program will commence in 2017.

State Service Strategic Management Program

The *State Service Strategic Management Program* (S3MP) is a collaborative management and leadership development program coordinated by the Department of Police, Fire and Emergency Management (DPFEM), SSMO and the University of Tasmania. The intensive whole-of-service Program aims to increase management and leadership skills and capabilities of State Service employees and Police Officers ready for senior management roles. Participants can exit the program early with a Graduate Certificate (Public Sector Management Leadership) after completing two units, or be awarded a Professional Honours (Public Sector Management Leadership) or Research Honours (Public Sector Management Leadership) after completing four units.

In 2015-16, eleven State Service employees joined 14 Police Officers in the inaugural 2015 pilot program and in 2016, a cohort of 28 people, including 18 State Service employees, six Police Officers, three Department of Police, Fire and Emergency Management employees and one Police Officer from Victoria, commenced the intensive program.

Participating agencies have included Port Arthur Historic Site Management Authority, TasTAFE as well as central agencies such as the Department of Treasury and Finance.



Highlights of the 2016 program so far...

"Sharing .. stories on contemporary 'wicked' problems'... and all the fantastic classmates and course coordinators."

Kim Enkelaar, 2016 S3MP participant

"There are so many talented people across the state public sector doing some amazing work!"

Dave Hughes, 2016 S3MP participant

Photo: 2016 Participants Kim Enkelaar (Corporate and Governance) and Dave Hughes (Service Tasmania).

Whole-of-Service Manager Essentials Program

In 2015-16 SSMO has been working with a group of senior officers from interested agencies to form a whole-of-government *Manager Development Program Working Group* to develop a high quality, contemporary manager development program for State Service managers. Phase 1 of the initiative has been completed and supported by Heads of Departments. The Working Group is currently progressing *Phase 2 – Design, Development and Delivery of a Manager Essentials Program*. It is anticipated that the first delivery of the full Program will commence in early 2017.

Change Management resources

Some agencies have undergone significant structural or service delivery changes in the reporting period. In 2015-16 SSMO worked with the University of Tasmania to progress a change management research project through a Post-Graduate Internship, and work has commenced to implement a number of the project's recommendations, including the design and development a *Change Management Toolkit*. The toolkit will include information, factsheets and templates to guide managers and leaders when undertaking change. It is anticipated that the toolkit will be released in late 2016.



Public Sector Management Program

The *Public Sector Management Program* (PSMP) is a tertiary level qualification course, aimed to develop skills in middle to senior level managers from Commonwealth, state, territory and local government sectors across Australia. Successful participants achieve a Graduate Certificate in Business (Public Sector Management). TTC continued to support the delivery of PSMP in partnership with the Queensland University of Technology (QUT). TTC has supported this Program for over 13 years.

In 2015-16, 15 people from the 2014 cohort graduated from PSMP and were awarded the Graduate Certificate in Business (Public Sector Management).

In addition, TTC actively promoted participation in the 2016 Program, which resulted in 20 participants enrolling – a record number for the past five years. Agencies that supported the program this year included the Department of State Growth, the Department of Justice and the Department of Treasury and Finance.



Photo: Recent graduates of the 2014 PSMP cohort



Executive forums and Australian and New Zealand School of Government events

A number of whole-of-service events aimed at building the capability of managers and leaders were held in 2015-16. These included presentations delivered through the continued relationship between SSMO and the Australian and New Zealand School of Government (ANZSOG), as well as Senior Executive Forums.

Events held in 2015-16 included:

- ANZSOG Seminar (August 2015) - *Leadership for a fractured world* with Dr Dean Williams;
- ANZSOG Seminar (February 2016) - *Securing (successful) reform: what role for public servants?* with Professor Gary Banks AO;
- Senior Executive Forum (April 2016) - *Addressing Domestic and family violence in Australia* with Mrs Kathy O'Donoghue and Ms Cathie Kennedy; and
- Senior Executive Forum (July 2016) – *Sharing Information within, between and beyond Government* with David Watts, Donna Adams, Barry Sandison and Sara Kay.

TTC has also continued to provide senior leaders and managers with relevant courses, seminars and workshops to support their leadership development, including:

- *ANZSOG Masterclasses & Leadership in Action Workshops;*
- *Diploma of Government (Policy);*
- *Performance Indicators for Government;*
- *Business Planning for Government;*
- *Critical Thinking and Problem Solving; and*
- *Women in Leadership.*

Quick facts about the senior executive service (SES)

- There are 147 people in the SES.
- 35 % of the SES are women.
- 30 SES vacancies were advertised across ten agencies, and across all four SES levels.
- 281 applications were received for these vacancies.
- 20 of the 30 vacancies were filled in the reporting period.



Senior Assignments Employment Register

In 2015-16 the *Employment Register for Senior Assignments* (the Register) was established. The Register is a whole-of-service fixed-term employment register aimed at providing the State Service with a pool of applicants who can demonstrate capabilities at a senior level to support projects of up to six months duration. The duties offered may be on a flexible work arrangement varying from a few hours per week to full-time. The Register is particularly suited to former State Service senior managers and officers.

Other activities

At the agency-level, work continues to build the skills and knowledge required for developing and sustaining leadership capability now and into the future. Most agencies stated in their responses to the *2015-16 Agency Survey* that their work on leadership was informed by the *Senior Executive Leadership Capability Framework*, while all stated that their work on leadership was informed by their performance management approach and their organisation's Business Planning and values.

A change to support contemporary selection practices was adopted in January 2016, when the State Service began trialling a new process for advertising and filling senior executive service vacancies. The advertisement now focuses on the opportunity a job provides and the ideal candidate. Candidates are asked to provide a one page summary showing why they are the best person for the job, rather than address detailed selection criteria. The formal evaluation of this new process will be completed shortly. However, anecdotal feedback from Heads of Agencies has indicated that there has been greater diversity in applicant pools and the response from candidates has been positive.

Agencies also reported using Higher Duties Allowances, More Responsible Duties Allowances and rotation and project opportunities to support the development of their leaders and managers. For example, the Department of Premier and Cabinet reported that it was building the capability of some of its leaders through projects such as leading the *Family Violence Action Plan Project*, while the Tasmanian Audit Office provided opportunities to a couple of their leaders through participating in the *Australasian Council of Auditor-Generals* and supporting staff to work on projects in Fiji with the Office's Fijian equivalent.



In addition, agencies reported that their senior leaders and managers participated in other opportunities such as specific management development programs, delivered in-house, by external providers, or in partnership arrangements. For example, the Department of Education's use of the Professional Learning Institute's courses, the Department of Police, Fire and Emergency Management's *Executive Leadership Development Program*, and the Department of Health and Human Services' *Leadership and Management Development Program*.

Agencies reported that leadership development activities are regularly reported to their Executive groups, and the majority of these activities are formally evaluated.



In their responses to the *2015-2016 Agency Survey*, agencies reported the following priority development areas for their leaders in 2016-17:

- ethics and conflict of interest;
- change management;
- family violence; and
- management.

Photo: Employees participate in a training event.



6. Building inclusive and diverse workplaces

Under the current arrangements that support workforce diversity, such as *Employment Direction No. 3 - Workforce Diversity*, agencies determine the activities that they champion to support outcomes in this area.

In their responses to the *2015-16 Agency Survey*, agencies reported that they were supporting workforce diversity and inclusion through initiatives such as participation in Harmony Day, Refugee Week, NAIDOC Week, International Literacy Day, Racism Stops with Me campaign, Multicultural Food Day, Chinese culture and awareness workshops and on-line training in cultural learning.

Other examples included the Department of Treasury and Finance, the Department of Premier and Cabinet and the Department of Primary Industries, Parks, Water and Environment's focus on supporting gender diversity, through introducing new initiatives such as policies to make all roles flexible. To support the engagement of Chinese visitors, the Port Arthur Historic Site Management Authority has focused on providing Mandarin language training to all staff. A number of new youth-focused agency programs were also introduced, such as the Department of Health and Human Services' and the Department of Primary Industries, Parks, Water and Environment's new graduate and cadetship programs.

Supporting respectful workplaces

In 2015-16, the following people participated in discrimination, anti-bullying/harassment training:

- 207 senior managers
- 266 managers / supervisors
- 487 team leaders
- 9 contact officers
- 4,589 employees

** A couple of agencies could not report this information.*

A number of agencies, including the Department of Education and the Department of Police, Fire and Emergency Management, also reported on the initiatives that they have been championing to support the Tasmanian Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) community.

For example, the Department of Education developed the *Sexual and Gender Diversity in Schools and Colleges* and *Inclusive Language Guidelines*, and the Department celebrated the International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT). The Tasmanian Audit Office provided a unisex bathroom for the use of all staff, and the Department of Police, Fire and Emergency Management continued to provide training and other supports to employees through the work of its LGBTI Liaison Officers.



Workforce Diversity Project

Alongside the activities of agencies, SSMO has been working with agencies and community sector stakeholders on a project to refresh how the State Service approaches supporting workforce diversity and ensuring our workplaces are inclusive and informed by best practice approaches into the future.

In 2015-16, the workforce diversity project has overseen the development of a draft *State Service Diversity Framework 2016-2020* which is due to be released by the end of 2016. The new Framework will focus on building inclusion workplaces and supporting agencies to consider how they can make routine employment policies and practices more inclusive.

The Framework includes initiatives such as supporting unconscious bias training, and building stronger relationships between agencies and community organisations with expertise in workforce diversity. The Framework will be supported by toolkits which are aimed at supporting line managers and human resource teams to consider how to make employment matters such as recruitment, mentoring, and workplace events more inclusive.

There has also been a focus on working closely with community organisations to build the capability of agencies to support inclusion, including by seeking their feedback on initiatives, as well as establishing partnerships to deliver initiatives as part of the Framework.



For example, one of the initiatives is to develop a Reasonable Adjustment Policy template (RAPT) to support agencies to employ people with disability. This project is being undertaken by SSMO in partnership with the Department of Premier and Cabinet's Communities, Sport and Recreation division, with support from agencies, as well as stakeholders such as the Premier's Disability Advisory Council, and the Australian Network on Disability (AND). It is anticipated that the RAPT will be implemented by December 2017.

Photo: Suzanne Colbert, Australian Network on Disability, presenting to agencies on practical ways that employers can support people with disability in the workplace.



Other whole-of-service programs

At the whole-of-service-level SSMO continues to coordinate initiatives that seek to support workforce diversity, such as by supporting a number of fixed-term registers for people with disability and Aboriginal and Torres Strait Islander people, as well as other cohort-specific programs.

One program that has continued to grow in strength is the *Public Sector Internship Program*, which is delivered by SSMO in partnership with the University of Tasmania. This successful Program continues to provide tertiary students with the opportunity to complement their study with practical work placements. In 2015-16 nine interns were placed in five agencies and undertook research and policy work on matters such as barriers to sharing government data; developing a disability justice strategy for Tasmania; and how to prevent sedentary behaviour in the workplace.

This Program was reviewed in 2015-16, and SSMO is working with the University to implement the recommendations, such as updating promotional and supporting information to include case studies and examples to attract students.



Photo: Intern in 2015-16, Alex, presenting on his project to his mentor Peter Sheldon-Collins, Macquarie Point Development Corporation, and stakeholders



Alongside the development of the Framework and existing initiatives, SSMO's consultation with agencies and community sector organisations about workforce diversity during the reporting period has led to the commencement of a number of new SSMO-led initiatives in 2015-16.

Many of these will continue into 2016-17, and beyond, such as:

- developing an e-learning module for all State Service employments to support disability awareness with the Australian Network on Disability (AND) and the Department of Communities, Sport and Recreation division (by December 2017);
- development of an Aboriginal Employment Strategy in partnership with the Department of Premier and Cabinet's Office of Aboriginal Affairs and community stakeholders (by March 2017); and
- progressing *Gender Diversity in the State Service* and associated initiatives (by 2020).

What our employees said

65% of employees agreed with the statement 'My organisation is committed to creating a diverse workforce (e.g. age, gender, cultural background)'.

63% of employees agreed with the statement 'My organisation fosters an environment where all staff are treated fairly and with respect'.

** 2016 People Matter Survey results. See Appendix B for more information.*

Workplace Flexibility

One of the principal ways that agencies support inclusive workplaces is through providing flexible working arrangements, such as alternative work arrangements, return to work, study leave and work location change. Some of the initiatives used by agencies in 2015-16 to support their employees' wellbeing and workplace flexibility are described below.



Use of additional leave and formal flexible work schemes

- In 2015-16, 203 formal flexible workplace agreements were in place across six agencies. A couple of agencies stated they could not report on this data, as they only use informal flexible working arrangements, such as between employees and their direct managers.
- The Department of Premier and Cabinet and the Department of Treasury and Finance introduced policies that established flexible working arrangements as the standard arrangements for all roles.
- The State Service Purchased Leave Scheme saw a total of 728 permanent and 18 fixed-term employees participating in the Scheme in 2015-16 (across fourteen agencies) (778 participants in 2014-15).
- In addition, 310 permanent employees and 11 fixed-term employees accessed leave through the State Service Accumulated Leave Scheme (186 approved participants in 2014-15).
- Access to family leave provisions was as follows during 2015-16:
 - paid parental/maternity leave – 911 employees (14 agencies);
 - paid adoption leave – two employee (two agencies); and
 - unpaid paternal leave – 481 employees (14 agencies).

Transition to retirement policies and practices

In their *2015-16 Agency Survey* submissions, six agencies reported use of 'Transition to retirement' policies and practices to support their employees, although a number of other agencies stated that their support to older workers to transition to retirement were undertaken through less formal mechanisms.

What our employees said

67% of employees agreed with the statement 'There is a positive attitude within my organisation in relation to employees who use flexible work practices'.

73% of employees agreed with the statement 'There is a positive attitude within my organisation in relation to employees who have caring responsibilities'.

* 2016 People Matter Survey results. See Appendix B for more information.



7. Ensuring we have safe and productive workplaces

In 2015-16, a number of whole-of-service and agency-led activities were progressed to continue to improve the health, safety and wellbeing of State Service employees.

Developing partnerships

In 2015-16, SSMO worked with agencies to develop partnerships with community and public sector organisations to help build the capability of State Service agencies to respond to and support employee wellbeing.

For example, SSMO began to work with community organisations, such as Beyondblue, to support the development and implementation of a good practice framework for mental health and wellbeing that agencies can use to support their employees with mental health issues.

In addition, SSMO also commenced a partnership with GENOS International and Worksafe Tasmania to deliver a research project focused on exploring the relationship between levels of emotional intelligence, resilience, mindfulness and employee engagement.

The aim of this research is to provide Australian based data on these concepts and to use it to find new ways of helping people manage stress, build resilience, collaborate with colleagues and build healthy relationships at work. The findings of this research are anticipated to contribute to Worksafe Month in 2016-17, as well as inform whole-of-service and agency activities in this space.

What our employees said

83% of employees agreed with the statement 'My organisation provides a safe work environment'.

60% of employees agreed with the statement 'My organisation is committed to employee wellbeing'.

74% of employees agreed with the statement 'I have received instruction/training appropriate to my role to address WH&S hazards, incidents and injuries in accordance with my organisation's policies'.

85% of employees agreed with the statement 'I am encouraged to report health and safety incidents and injuries'.

** 2016 People Matter Survey results. See Appendix B for more information.*



Another key partnership developed during 2015-16 has been the inclusion of a State Service representative on the AMA Insurers Forum, which has been working on a model to improve return to work outcomes and exploring better ways to coordinate complex injuries or illness.

Supporting a new employee assistance program tender

Employees access Employee Assistance Program (EAP) services for a wide variety of reasons that may impact on their capacity to undertake their work, such as family issues, stress, conflict, finance, grief and trauma.

In 2015-16, SSMO led a whole-of-service procurement which resulted in a single provider of EAPs for the majority of the State Service. Capability in family violence and the ability to support the *Safe Homes, Safe Families: Family Violence Action Plan* were important factors for this procurement.

The single provider model is expected to:

- raise awareness of EAP;
- deliver high quality counselling, referral and support to employees;
- offer greater value for money;
- deliver whole-of-Service EAP reporting for the first time; and
- lead a more holistic approach to the mental health and wellbeing of State Service employees.

Other initiatives

The following initiatives have also been progressed at the whole-of-service level to support work health safety and wellbeing:

- SSMO is currently working with the Department of Education to implement a Work Health and Safety Module that is integrated with the Employee Self Service (ESS) Human Resource system to improve incident and hazard reporting and information sharing.
- SSMO has been working closely with Worksafe Tasmania's and Skills Tasmania's Employer of Choice program on a number of initiatives including network sessions and business to business cluster sessions on issues such as the ageing workforce, health and safety leadership and integrating health, safety and wellbeing.



- An exciting innovative technology-based initiative in 2015-16 was the *Ritualize Positive You 8-week Workplace Challenge* that involved over 400 State Service employees, emphasising that a healthy worker is a safer worker.

These initiatives are in addition to the work in this space being progressed by agencies. For example, in their response to the *Agency Survey*, the Department of Justice reported that in 2015-16 it had focused on introducing a new integrated approach to work health and safety which included quarterly reporting to senior managers on key safety and wellbeing indicators.

Supporting employees experiencing Family Violence

Employment Direction No. 28 - Family Violence – Workplace Arrangements and Requirements outlines the support available to employees experiencing family violence. Responses to the *Agency Survey* reveal that 29 people sought access to personal leave and special leave entitlements in 2015-16 as a result of family violence. All applications were supported by the relevant agencies.

In addition to the leave entitlements, agencies also reported that they had provided employees experiencing family violence with other supports such as altered work arrangements or referral to the EAP. In addition, across the Service approximately 1,652 employees and officers were trained to support staff experiencing family violence in 2015-16.

As mentioned earlier in this report, in 2015-16 TTC introduced a new online awareness training program for all State Service employees to support their understanding of the impact of family violence, where to access support, and how to support colleagues experiencing family violence.

Quick facts

- In 2015-16, 553 employees had work-related absences of more than five consecutive days.
- The number of non-related absences of more than five consecutive days was 4,874 in 2015-16.
- A range of full-time and graduated return-to-work programs were in place across agencies to assist employees' return to work.

** Information collected from the Agency Survey in response to how agencies are managing arrangements under Employment Direction No. 29 – Managing Employees absent from the workplace*



8. Supporting whole-of-service Industrial Relations

In 2015-16, SSMO continued to support agencies' management of industrial issues. This included providing regular advice on State Service and occupational-group industrial matters, as well as advice to support agency management of individual cases.

SSMO also continued to provide Secretariat support and advice to the Public Sector Industrial Relations Committee (PSIRC). This Committee is made up of a group of senior leaders from across the State Service who work together to resolve or provide the Government with advice on State Service industrial issues which have implications beyond one agency.

Industrial Relations Framework

In 2015-16, SSMO's Industrial Relations team progressed the *Industrial Relations Framework* package to clarify the governance of State Service industrial relations management. This package outlines the roles and responsibilities of industrial relations practitioners throughout the Service. Agencies will continue to be supported by SSMO through providing industrial relations advice and assistance in industrial agreement negotiations.

Progressing Awards and Agreements

During 2015-16 a number of Agreement negotiations were underway. These negotiations were informed and consistent with the commitment to an enterprise bargaining framework where wages and other employment costs are sustainable. For example, during 2015-16 negotiations commenced in relation to a number of Agreements, that will continue into the next financial year, including:

- Ambulance
- Salaried Medical Practitioners
- Visiting Medical Practitioners
- Correctional Officers.



In 2016-17, the majority of State Service Agreements will be due for renegotiation, including the *Public Sector Unions Wages Agreement*, which covers general State Service employees, and as well as a number of occupational-specific agreements such as those covering nurses and midwives, and teachers.

Working with other jurisdictions

SSMO has continued to represent the State Service at interjurisdictional gatherings of state and territory governments to discuss national and state-level industrial relations issues.

For example, SSMO attends the *National Public Sector IR Directors Group*, which meets twice yearly to discuss trends and challenges to public sector workforce management and industrial issues. SSMO will host the Directors Group in 2016-17.



Photo: National Public Sector IR Directors Group. Representatives from all States, ACT, NT and Commonwealth.



9. Workplace conduct and behaviour

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

Raising awareness

In 2015-16, agencies continued to deliver a range of awareness and training events to ensure that there is equity, respect and flexibility in the workplace, consistent with the *State Service Principles* and *Code of Conduct*. For example, agencies provided face-to-face and e-learning training opportunities on topics such as:

- integrity and ethics;
- *State Service Principles*;
- grievance and resolution processes; and
- workplace behaviour (and *Code of Conduct*).

Addressing conduct matters

Agencies are required to take reasonable and appropriate action to address conduct that does not meet the requirements of the *State Service Principles* or *Code of Conduct*, for example under the requirements of *Employment Direction No. 5 – Procedures for the Investigation and Determination of whether an employee has breached the Code of Conduct*.

Code of Conduct investigations

In 2015-16, there were 55 matters of alleged breaches of the *Code of Conduct* investigated, 38 of which were finalised. Of those finalised, 22 were determined to be breaches and sanctions, such as counselling, professional development, reprimand and termination, were applied. The others were determined to not be breaches, or resolved through other means.

What our employees said

70% of employees agreed with the statement 'I am aware of the *State Service Principles*'.

83% of employees agreed with the statement 'I am aware of the *Code of Conduct*'.

68% of employees agreed with the statement 'I am aware of my organisation's processes for reporting improper officer/employee conduct'.

69% of employees agreed with the statement 'In my organisation, engaging in improper conduct is not tolerated'.

* 2016 *People Matter Survey* results. See *Appendix B* for more information.



Inability investigations

Six agencies undertook 17 investigations under *Employment Direction No. 6 – Procedures for the Investigation and Determination of whether an employee is able to efficiently and effectively perform their duties* in 2015-16. Of these, six were finalised, with the rest carried over. Of those finalised, four were determined 'inability' and counselling was undertaken where appropriate. A number were finalised as the employee resigned and a number of matters are still pending.

Terminations

There are a number of grounds under which an employee's employment may be terminated, as provided in Section 44(3) of the Act. Terminations in 2015-16 were:

Termination type	No. of permanent employees	No. of fixed-term employees
Termination of a probationary employee	2	0
Abandonment of employment	2	0
Breach of the Code of Conduct	9	0
Inability	0	0
Termination following Employment Direction no. 26 process	0	0
Termination under section 47 of the Act	0	0

Grievance investigations

Employees are able to lodge information with, or notify, their agency if they have grievances or matters requiring resolution. In 2015-16, 65 formal grievances were lodged. The nature of these grievances covered matters such as work performance, negative workplace behaviour, discrimination/harassment, work-life balance and selection matters.



The outcomes of formal grievances were as follows:

Type	Number
Satisfactorily resolved by agreement	11
Withdrawn	1
Upheld	16
Dismissed	14
Not resolved	2
Still pending	21
TOTAL	65

Resolution of the above grievances included mediation, counselling, additional training and a range of the other measures, including taking the case to the Tasmanian Industrial Commission.

Employees are able to seek resolution of a grievance matter by taking it to an external organisation including the Tasmanian Industrial Commission, Equal Opportunity Tasmania, the Human Rights and Equal Opportunities Commission and the Ombudsman. Thirty-five matters were taken to an external organisation, 20 of which had initially been through the organisation's grievance process. External grievance matters included award classification, and management decisions.

As seen in the People Matter Survey results, more work is required to ensure employees are confident in the grievance processes. This is an area that SSMO will focus on in 2016-17 in consultation with agencies.

What our employees said

68% of employees agreed with the statement 'In my organisation there are clear procedures and processes for resolving grievances'.

83% of employees agreed with the statement 'I would be confident in approaching my manager to discuss concerns and grievances'.

52% of employees agreed with the statement 'I am confident that if I lodge a grievance in my organisation, it would be investigated in a thorough and objective manner'.

** 2016 People Matter Survey results. See Appendix B for more information.*

10. Workforce Management

This chapter provides information regarding agency requests which relate to employment matters, such as change of employment status, secondments, fixed-term registers and agency-specific recruitment programs, outside of the normal agency recruitment processes associated with ED No. 1. These matters relate to a number of other Employment Directions, as well as arrangements under the Practices, Procedures and Standards (PPSs).⁸ The following table outlines the requests made in 2015-16 and their status as at 30 June 2016.

Request type	Requests	Rejected/ withdrawn	Approved
Agency-specific recruitment programs (under PPS 2)	4	0	3 ⁹
Essential requirements and pre-employment checks (under ED 7)	31	0	31
Essential requirements – other (under Section 15(1)(e) of the Act)	37	2	35
Extensions of fixed-term employment beyond 36 months (ED 1)	16	1	15
Fixed-term and casual employment registers (under PPS 1) ¹⁰	30	0	30
Change of employment status - request by employee (ED 1)	14	11	3
Change of employment status - request by agency (ED 1)	161	1	160
Appointment without advertising (ED 1)	1	0	1
Promotion without advertising (ED 1) ¹¹	10	0	10
Secondments into the State Service (ED 1)	4	0	4
Secondments out of the State Service (ED 1)	20	0	20

⁸ See the SSMO website for more information about the powers under Employment Directions and Practices, Procedures and Standards <http://www.dpac.tas.gov.au/divisions/ssmo>

⁹ One case was still pending at the time of reporting.

¹⁰ Current approved registers are listed on the Tasmanian Government Jobs Website, www.jobs.tas.gov.au.

¹¹ The majority of these were Award or Employment Direction progressions based on qualification attainment (Teachers, Nurses).



Appendix A - State Service Workforce Profile (June 2016)

As at June 2016, the State Service had a total paid headcount of 28,000 (27,529 in 2015), which equates to 22,135.01 paid full-time equivalent employees (FTEs) (21,736 in 2015) ¹². In total, the year 2015-16 saw an increase of 399.01 paid FTEs across the State Service.

Agency	2015	2016	Variation 2015-16
Department of Education ¹³	7,469.06	7,644.95	175.89
Department of Health and Human Services ¹³	1,595.08	1,631.46	36.38
Department of Justice ¹³	1,046.66	1,107.46	60.80
Department of Police, Fire and Emergency Management	792.28	786.22	- 6.06
Department of Premier and Cabinet ¹⁴	354.63	458.23	103.60
Department of Primary Industries, Parks, Water and the Environment ¹⁴	1,180.24	1,091.97	- 88.27
Department of State Growth	702.43	678.22	- 24.21
Department of Treasury and Finance	266.30	260.03	- 6.27
Tasmanian Audit Office	42.04	43.00	0.96
Integrity Commission of Tasmania	13.10	14.40	1.30
Macquarie Point Development Corporation	8.40	11.16	2.76
Port Arthur Historic Site Management Authority	90.11	98.19	8.08
<i>Tasmanian Health Organisation – North</i>	<i>2,314.40</i>	-	

¹² The State Service Workforce Profile outlines information from the Workforce Information Reporting System (WiRS). Unless otherwise stated, all totals and averages are based on paid permanent and fixed-term employee numbers, and exclude casual employees. Definitions are available at the end of this section.

¹³ This increase is due to increased funding for Government initiatives and filling of positions previously made vacant through the Workplace Renewal Incentive Program (WRIPs).

¹⁴ This variation reflects the transition of Service Tasmania from DPIPWE to DPAC.



Tasmanian Health Organisation – South	3,769.65	-	
Tasmanian Health Organisation - North West	1,287.59	-	
Tasmanian Health Service ¹³	7,371.64	7,498.56	126.92
TasTAFE	701.77	711.81	10.04
Tourism Tasmania	48.77	48.76	- 0.01
The Public Trustee	53.49	50.59	- 2.90
Total	21,736.00	22,135.01	399.01

The total number of employees under the age of 30 increased slightly from 2,794 to 2,959 over the year, and the average age of our workforce fell slightly from 45.82 years in 2015 to 45.74 years. For permanent employees, the average length of service fell slightly to 12.30 years from 12.46 years in 2015.

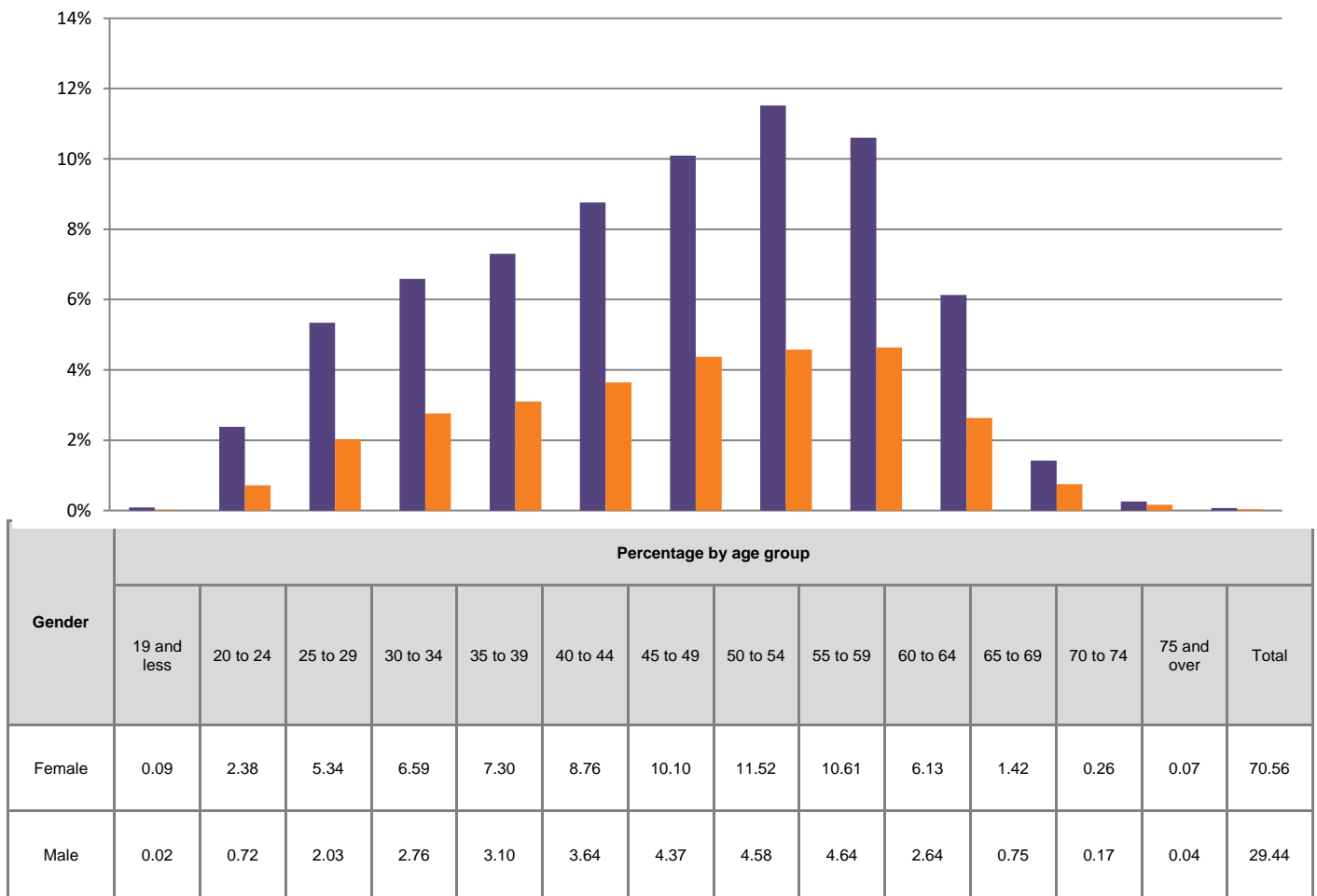
Percentage of total paid headcount by employment status

Our largest employee group continues to be women working in a part-time capacity (42.68 per cent).

Full-time		Part-time	
Female %	Male %	Female %	Male %
27.88	21.69	42.68	7.76



Paid headcount by age and gender



The above graph outlines that in 2015-16, 70.6 per cent of the State Service workforce was female, with 29.4 per cent male. It also highlights that in 2015-16 10.6 per cent of the State Service workforce was under 30 years and 11.5 per cent of the State Service workforce was over 60 years.



Paid headcount by agency and employment category

The Department of Education continues to have the most employees at 10,366, while the Macquarie Point Development Corporation has the least, at 12 employees.

Agency	Fixed-term	Permanent	Senior Executives	TOTAL
Department of Education	2,112	8,239	15	10,366
Department of Health and Human Services	101	1,716	24	1,841
Department of Justice	67	1,129	23	1,219
Department of Police, Fire, and Emergency Management ¹⁵	49	761	10	820
Department of Premier and Cabinet	28	476	21	525
Department of Primary Industries, Parks, Water and Environment	101	1,088	20	1,209
Department of State Growth	28	740	24	792
Department of Treasury and Finance	23	245	15	283
Tasmanian Audit Office	15	29	2	46
Integrity Commission of Tasmania	2	12	1	15
Macquarie Point Development Corporation	2	8	2	12
Port Arthur Historic Site Management Authority	23	104	2	129
Tasmanian Health Service ¹⁶	1,776	7,988	16	9,780
TasTAFE	137	709	5	851
The Public Trustee	5	51	1	57
Tourism Tasmania	3	50	2	55
TOTAL	4,472	23,345	183	28,000

¹⁵ The Department of Police and Emergency Management updated their name to include Fire from April 2015.

¹⁶ The Tasmanian Health Service replaced the three Tasmanian Health Organisations from 1 July 2015.



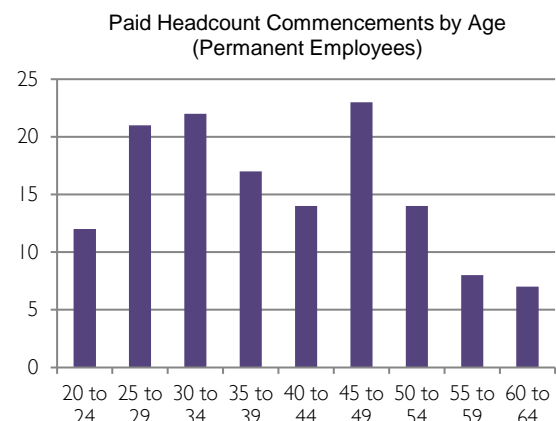
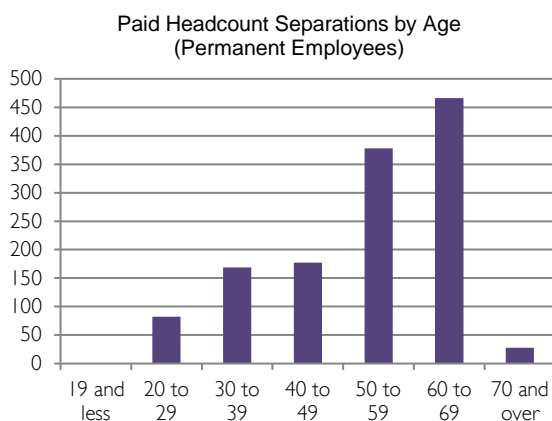
Paid headcount by region and employment category

Employee numbers increased across in almost all regions of the State by a total paid headcount of 471 (1.71 per cent), with the largest increase of 327 employees occurring in the South (1.18 per cent). The only reduction was in the North West which fell by 47 (0.17 per cent) compared to June 2015.

Region	Fixed-term	Permanent	Senior Officers ¹⁷	Total
North	1,108	5,905	9	7,022
North West	817	4,176	3	4,996
South	2,207	11,976	168	14,351
South East	292	1,147	3	1,442
West Coast	48	141	0	189
TOTAL	4,472	23,345	183	28,000

Separations and commencements

Of the 1,300 permanent employees who left the State Service in 2015-16, a total of 893 (68.69 per cent) resigned¹⁸ or retired.



Note: The Paid Headcount Commencements by Age (Permanent Employees) chart has been updated as of May 2017 to rectify an inconsistency in earlier data reporting.

¹⁷ Part 6 of the Act sets out Heads of Agencies, holders of prescribed offices and Senior Executives.

¹⁸ Resignations do not include employees who accepted a Workforce Renewal Incentive Program payment or Voluntary Redundancy package.

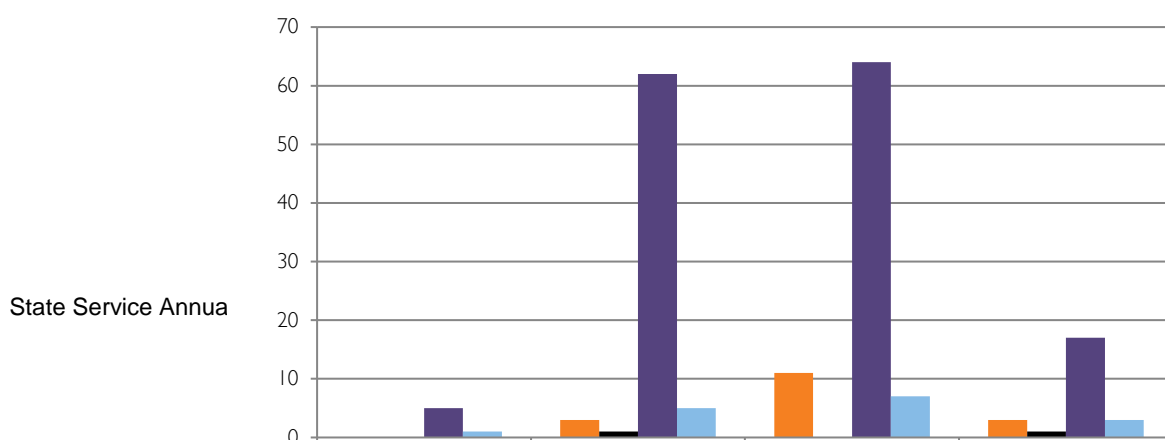


Officers

An Officer is anyone appointed under Part 6 of the *State Service Act 2000* and includes Heads of Agencies, Prescribed Office Holders, members of the Senior Executive Service, and Equivalent Specialists. At the end of 2015-16, the total number of Officers in the State Service remained the same when compared with the previous financial year. The number of females SES Officers rose by six (4.28 per cent) to 50, bringing the overall number of female Officers to 56 (30.60 per cent).

Category	Female	Male	Total
Head of Agency	2	13	15
Prescribed Office Holder	1	2	3
Senior Executive Service	50	97	147
Equivalent Specialist	3	15	18
TOTAL	56	127	183

Officers by category and age





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 on Leave Without Pay or on secondment (e.g. an employee who works two part-time jobs will be counted as two employees).

Paid full-time equivalent (FTE) is the full-time equivalent value of employees and officers (excluding casuals) who are engaged and paid as at the reporting date (e.g. two employees working part-time at a value of 0.5 FTE equals 1.0 FTE).

'Part 6' refers to any Head of Agency, Prescribed Office Holder, member of the Senior Executive Service, or Equivalent Specialist appointed under Part 6 of the *State Service Act 2000*.

The Workforce Profile includes information collected through the **Workforce Information Reporting System** (WiRS). WiRS figures are a standardised national employee reporting system which is derived from quarterly snapshots of agency payroll data. WiRS data is validated against a set of business rules and translation tables to ensure consistent reporting at a whole-of-service level. WiRS data includes only those employees appointed under the *State Service Act 2000* (the Act) and employed within the agencies listed in Schedule 1 of that Act.

More information

For more information on any of the information contained in this profile, contact the State Service Management Office via email to ssmo@dpac.tas.gov.au



Appendix B – People Matter Survey

The *People Matter Survey 2016 – the Tasmanian State Service workforce survey* (the Survey) was open to all State Service employees and officers from 10 May to 1 June 2016.

The Survey asked employees questions about their experience of work, including topics such as change management, employee engagement, workplace health, safety and wellbeing, job satisfaction and team work. A range of new questions were asked this year, including on workforce diversity, change management and learning and development.

A total of 8,202 people participated in the Survey in 2016, providing a response rate of 29.5 per cent for the State Service.

Response rates of individual agencies varied. The lowest response rate was 21 per cent. All but two agencies achieved responses above 30 per cent, which means their results are statistically valid.

What our employees said about the Survey

“Keep the hard questions coming - it’s the only way to reform organisations!”

Thank you for the opportunity to have a say.”

“This is the best survey yet! It asks the right questions!”

“The Survey contained questions relevant to any role in the Service.”

A brief summary of the whole-of-service results

The whole-of-service results were generally positive – for example, despite a year of changes across the State Service, the results present an ‘engagement score’ of 67 per cent. This score is an improvement on last year’s score of 66 per cent.

The categories that participants responded to were different in 2016 to previous years’ surveys to provide more accurate results. For example, participants were given ‘don’t know’ or ‘neither agree nor disagree’ options this year.

Given this, it is not advised to directly compare the results between 2015 and 2016. In 2015 the results were provided to us as a ‘percentage agreement’, but this year we received results for each response category. Therefore, if 50 per cent of people ‘agree/strongly agreed’ to a 2016 question, the reader should not assume that the other 50 per cent were ‘disagree/strongly disagree’, as respondents may also have selected ‘don’t know’ or ‘neither agree or disagree’.



There were strong positive results across all agencies in areas like engagement; role clarity and intrinsic reward; and belief in their work being responsive to the needs of the community. For example:

Question	% agreement
I provide help and support to other people in my workgroup.	97
I believe the work I do is important.	96
My workgroup strives to achieve customer satisfaction.	88
I have a clear understanding of how my own job contributes to my workgroup's role.	89

The following areas may require improvement at the whole-of-service level: how change is supported; supporting employees to pursue their career goals; and the impact of workplace-stress. For example:

Question	% agreement
There is a clear consultation process when change in my organisation is proposed.	25
I am provided with the opportunity to influence changes in my organisation.	28
I have control over the workplace issues that cause me stress.	34
I have the opportunity to progress my career goals within my organisations.	42

With reference to these findings, ensuring that employees are provided with support and information through change processes will continue to be a priority for agencies and at the whole-of-service-level. SSMO will work with agencies to understand and respond to their 2015-16 results in the coming months.

Further information about the 2016 *People Matter Survey* and previous surveys can be found on the SSMO website <http://www.dpac.tas.gov.au/divisions/ssmo>.



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