

Tasmanian State Service Workplace Equality and Respect Standards Reporting

Our Watch – Workplace Equality and Respect Standards (WERS)

Reporting period | July 2021 – 30 June 2022

Department of Premier and Cabinet

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Acknowledgement

We acknowledge with much respect the deep history of Aboriginal people's continuous connection to this Island. With respect we acknowledge Aboriginal Elders, past and present.

We acknowledge and pay our respect to Aboriginal women and children who have suffered as a result of gender inequality. Our agencies are committed to creating a gender-equitable, safe, and respectful workplace.

Message from the Head of the State Service

The Tasmanian Government is deeply committed to ending all forms of family and sexual violence in our community. Our shared objective across the Tasmanian State Service (TSS) is for employees to feel safe, respected, and able to participate in all aspects of the workplace, free from discrimination and harassment. We have partnered with Our Watch, the national leader in the primary prevention of violence against women, driving nationwide change in the culture, behaviours and power imbalances that lead to violence against women and their children.

In recent years, Tasmanian Government agencies have made significant progress to promote respectful relationships and gender equality within the workplace and demonstrate a culture of zero tolerance of violence against women, initially through the White Ribbon Workplace Accreditation program, and since 2020, through the Our Watch Workplace Equality and Respect Standards (WERS) (the Standards).

All agencies have adopted the Standards, and our workplaces play a vital role in actively promoting gender equality and challenging sexism and discrimination. As the State's largest employer, the TSS must show strong leadership, fostering a culture where all forms of family and sexual violence are unacceptable and victim-survivors are supported to escape violence, recover and heal. The Standards help us to challenge and change the cultural attitudes that can lead to family and sexual violence in the first place.

Our actions relate to securing the commitment of our leaders and staff; ensuring our workplaces support gender equality; rejecting sexist and discriminatory cultures; supporting staff who experience violence; and integrating gender equality into our core business.

This is the first report of its kind to be produced for the whole of the TSS, outlining our progress against the Standards. In collaboration with Our Watch, we have developed initial key performance indicators to measure our performance on workplace equality and respect. We will most likely need to review our KPIs to ensure they are fit for purpose and can be sustainably measured. I acknowledge that this report demonstrates we are not yet mature or consistent in how we collect and report on our data across the TSS. We are firmly committed to improving. This Report of 2021-22 data is being published in 2023. This is because we took some time to collate the data and information we do have, so it could be a meaningful first report.

Because this Report is being published in 2023, we already have the benefit of the 2023 Tasmanian State Service Survey results. Those results show that strengthening a culture of safety at work must be an ongoing focus area for further improvement, to continue to build on the good work this Report outlines.

Family and sexual violence is never ok, at any time, under any circumstance. It is more important than ever that we are clear in the TSS that everyone has a right to live free from violence and this report gives a snapshot of how we are working towards that goal together.

Jenny Gale

Head of the State Service

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Introduction

The Workplace Equality and Respect Standards (WERS) Interagency Steering Committee has representatives from all agencies and the Environment Protection Authority, including specialist members from Our Watch Tasmania and a Senior Policy Advisor from DPAC. The Steering Committee ensures all agencies are actively working on the WERS and implementing them to make meaningful changes in their workplaces.

This report includes data on KPIs and summaries of work under each Standard from each agency in the reporting period.

The Tasmanian State Service (TSS) is a large employer and our systems, and the way we collect data and information, currently varies significantly across the TSS. We will work to ensure our KPIs are fit for purpose and can be sustainably measured as we gain maturity and consistency in data collection.

Featured in this report is data and information from the following Agencies:

- Department of Communities Tasmania (DCT)*
- Department of Education (DoE)**
- Department of Health (DoH)
- Department of Justice (DoJ)
- Department of Natural Resources and Environment Tasmania (NRE Tas)
- Department of Police, Fire and Emergency Management (DPFEM)
- Department of Premier and Cabinet (DPAC)
- Department of State Growth (DSG)
- Department of Treasury and Finance (DoTF)
- Environment Protection Authority (EPA)***

**DCT was disbanded in 2022. The Divisions and Business Units that comprised DCT are now amalgamated into other agencies, therefore DCT will not feature as a separate Agency in the next iteration of this report.*

*** DoE joined with colleagues in DCT to form the Department for Education, Children and Young People in October 2022.*

****EPA, formerly part of Department Primary Industries, Parks, Water and Environment, took a lead role with this work and have remained part of the TSS working group since that time.*

The Tasmanian Audit Office was not represented in the WERS Inter-Agency Steering Committee.

Our Watch Standards

The TSS has committed to the implementation of the Our Watch WERS. There are five Standards, and each agency has reported on their commitment to the Standards and how they are measuring their progress. The five Standards are:

Commitment: We are committed to preventing violence against women and we have structures, strategies and policies that explicitly promote gender equality.

Conditions: We embed gender equality in our recruitment, remuneration and promotion processes, and men and women utilise flexible work options without penalty.

Culture: All staff feel safe and confident in our workplace, and we actively challenge gender stereotypes, roles, and norms. Staff can raise concerns about gender inequality and discrimination without adverse consequences.

Support: We have the structures, practices, and culture to respond appropriately to staff and stakeholders affected by violence, bullying and sexual harassment.

Core Business: The work we do and the way we promote it aligns with our commitment to gender equality and the prevention of violence against women.

Our Commitment to the Standards

The following section includes summaries of how agencies are demonstrating their commitment to each of the Standards and how we are measuring progress and performance. Each Standard features a summary of the work that occurred across the TSS and highlights some specific examples of work within particular agencies.

Standard I: Commitment

We are committed to preventing violence against women and we have structures, strategies and policies that explicitly promote gender equality.

Most agencies reported putting a renewed focus on visibility of senior leadership support, including ensuring senior leaders promote and attend events that support gender equality and the prevention of violence against women, and assigning executive sponsors to key initiatives.

They also reported widespread reviews of relevant policies and procedures, to ensure gender equality is incorporated in their design.

Importantly, in a very visible display of commitment, a short video featuring messages from each Head of Agency was released for the International Day for the Elimination of Violence Against Women with information about the drivers of violence against women and how we can all change the story.

We have continued to deliver the Women Supporting Women in Leadership Program with the Steering Group and Working Group working together to provide professional development and networking opportunities for women across the TSS. The 2021 forum featured Australian of the Year – Grace Tame. The forum was a success with high attendance and active participation from delegates.

Other specific examples of action against Standard 1 included the following work.

- The Department of Education launched the new 'Disrespect in schools is crossing the line' campaign.
- The Department of Justice has a Gender, Respect and Fairness Reference Group, comprising of 16 members who co-design workplace improvements and project insights, informed by a diverse range of views and opinions from a broad cross-section of community and employees.
- The Department of Natural Resources and Environment Tasmania promoted International Women's Day (IWD) in the Secretary's Update, sharing interviews with 11 women and 1 man about what IWD means to them on the Agency's Intranet.
- A female mentor (FEMTOR) initiative commenced in the Department of Police, Fire and Emergency Management, where women mentors across the Agency provide confidential and informal guidance to help guide aspiring women through the core elements of their career, leadership and life success.
- The Department of Premier and Cabinet added a new Value of Respect, which includes in its definition that "we embrace individual differences, opinions, and circumstances" demonstrating commitment to ensuring DPAC employees are respectful in every interaction.
- As part of the Department of Treasury and Finance's commitment to visibly promote gender equality and provide women with leadership development opportunities, female employees with leadership aspirations have been invited to join the Executive Committee as rotational members through an expression of interest process.

Standard 2: Conditions

We embed gender equality in our recruitment, remuneration and promotion processes, and men and women utilise flexible work options without penalty.

To continue to embed flexible work into our culture, the majority of agencies reported a focus on reviewing flexible work policies and identifying additional supporting resources for employees and managers. Agencies reported an increase in promotion and communication of flexible work through several avenues including sharing of information and stories from leaders who are using flexible work arrangements and taking parental leave.

Significant initiatives were reported in this period to continue to embed gender equality in recruitment policies and procedures and ensuring statements of duties use inclusive language.

Agencies demonstrated commitment to the professional development of women in leadership roles through supporting women to attend a variety of leadership development programs and events.

Other specific work examples of actions against Standard 2 included the following.

- A Pregnancy and Early Parenting working group was established within the Department of Police, Fire and Emergency Management (Police), to assist employees to navigate return to work following parental leave.
- The Department of Communities Tasmania undertook work to create an equitable learning culture and leadership pipeline for all applicants, particularly diverse aspirants, including training, mentoring, shadowing and job sharing.
- The Department of Natural Resources and Environment Tasmania's 'See It. Dream It. Do It.' program (SIDIDI) was exhibited at Agfest in August 2022. SIDIDI is a program that aims to increase the visibility of the diverse and numerous operational and field-based roles (for example, Ranger, Surveyor, Biosecurity Officer) that exist within NRET, and to inspire young women to seek employment in fields in which women have traditionally been underrepresented. SIDIDI will continue to exhibit at various employment exhibitions throughout Tasmania.
- The Department of Premier and Cabinet committed to including a statement in employment advertisements that flexible working arrangements are available. The agency is including flexible work discussions in all induction processes and Work Plan meetings between employees and managers.
- The Department of State Growth supported eight women to participate in the TSS 'Be Brave Women in Leadership' program, and continue to promote other leadership initiatives for women such as the Women's Leadership Scholarships and Emerge Women's Leadership Development Program.
- The Department of Treasury and Finance leaders monitored the Agency's representation on internal and external committees and interagency forums to ensure that gender balance is achieved.

Standard 3: Culture

All staff feel safe and confident in our workplace, and we actively challenge gender stereotypes, roles, and norms.

Staff can raise concerns about gender inequality and discrimination without adverse consequences.

Agencies have reported a variety of important achievements with regards to organisational culture during this period, particularly understanding and embedding respectful behaviours and values. Many agencies developed principles to guide behaviour and supported cultural training and participation in events and programs covering a broad range of areas including respectful workplace behaviours and unconscious bias.

To ensure we continue to build a culture where people feel comfortable to speak up about gender inequality and discrimination, many agencies focused on improving processes for raising and reporting concerns. This included increased promotion and awareness of processes through working groups, training and open and frank discussions between staff and their managers.

Some agencies conducted wellbeing surveys capturing psychological safety measures and identifying psychological hazards including incidences of bullying, discrimination, and harassment.

Some other specific highlights of work addressing Standard 3 include the following.

- The Department of Treasury and Finance's 'Check-in@Treasury' performance management framework promotes a feedback culture and staff were encouraged to raise concerns about gender equality, bias, or harmful behaviours without adverse consequences. Forums with interested staff and community members who shared lived experience of gender discrimination in 2022 were held and staff actively encouraged to challenge gendered norms, stereotypes, and assumptions.
- The Department of Health launched a bespoke leadership development program 'Aspire' aimed to lift the Agency's leadership capabilities and complement formal management training already supported by the Agency (e.g. Public Sector Management Program). During the 'Aspire' program participants learn effective communication skills and their role as a leader when issues such as gender inequality and potential discrimination are raised.
- The Department of Justice released a 'Gender Affirmation in the Workplace' policy and guide and provided executive sponsorship on the official use of pronoun introduction in meetings and digital communications.
- The Department of Police, Fire and Emergency Management's senior management take opportunities to advocate and challenge gender norms. Promotional courses within Tasmania Police include diversity and inclusion aspects, with particular focus on unconscious bias, effective inclusion strategies and management of inappropriate

workplace behaviours.

- The Department of Premier and Cabinet removed existing gendered language in internal policies, procedures, and documents. Policies and procedures were reviewed to ensure there is a clear process to raise concerns surrounding gender bias, harassment, and discrimination of any kind. Leaders promote these standards and are advocates for gender equality.
- The Environment Protection Authority's Executive are establishing a statement of expected behaviours for managers that will be led by the CEO.

Standard 4: Support

We have the structures, practices, and culture to respond appropriately to staff and stakeholders affected by violence, bullying and sexual harassment.

Agencies have shown commitment to supporting and responding to employees who are affected by violence, bullying and sexual harassment through increasing the number of Workplace Contact Officers (WCO) and scheduling WCO training. Additionally, some agencies reported they established wellbeing teams during the reporting period which are responsible for improving support given to employees experiencing violence, bullying and sexual harassment.

Policies, procedures and associated resources relating specifically to family violence, bullying and sexual harassment have been reviewed to ensure they clearly provide appropriate support and direction for staff and stakeholders. Agencies reported an increase in promotion of support services and other relevant information including the Employee Assistance Program (EAP), reporting tools and processes, policies and leave entitlements (e.g. family violence leave).

Examples of highlights of specific work from agencies' commitment to Standard 4 include the following.

- The Department of Treasury and Finance managers and key contacts were trained to respond promptly to disclosures of violence or harassment and to identify the signs of violence. Factsheets for managers, employees, and peers to guide referral to specialist support for staff who experienced violence or harassment during the period were maintained.
- The Department of Education implemented a new staff abuse app which enables staff to report occupational violence and sexual harassment incidents.
- Initial research was undertaken as part of the Department of Health's One Health Culture Program, which provided insight into the current workforce and their experiences. This will inform further activities to better understand and improve responses to employees experiencing violence, bullying or sexual harassment.
- The Department of Justice created a Wellbeing Support Unit to focus on proactive and preventative measures to detect and respond early to health and wellbeing

risk, provide support and educate the workforce. This includes an online physical health and wellbeing screen for whether support is required, check-ins, interim psychologist support, online education and resources, and training forums and seminars. These services are available to all staff.

- The Department of Police, Fire and Emergency Management have a dedicated Diversity and Inclusion webpage which includes supporting resources and guidelines. The Guidelines and training inform employees: of the definitions of workplace bullying, harassment and prohibited conduct with examples; the reporting, issue management and resolution process and their rights; and obligations should they be the complainant or respondent to the issue, concern, or complaint. The Guidelines detail the roles and responsibilities of all levels of Agency employees.

Standard 5: Core Business

The work we do and the way we promote it aligns with our commitment to gender equality and the prevention of violence against women.

The examples provided in Standards 1 to 4 contribute to the achievement of Standard 5 and the embedding of gender equality and the prevention of violence against women in our agencies.

Agencies reported making changes to both internal and external documents and publications, reflecting commitment to promoting gender equality. For example, removing gendered and non-inclusive language in job advertisements and statements of duties.

Examples of highlights of specific work from agencies commitment to Standard 5 include the following.

- Promotion of gender equality and prevention of violence against women is embedded into all the Department of Treasury and Finance's business planning activities and is also reflected in policies and values. The financial and policy advice provided to Government and the services delivered to the Tasmanian community reflect the values of respect and integrity, and the Agency's commitment to gender equality.
- At the Department of Premier and Cabinet, the Executive Team have signed a commitment to promote gender equality and respect and the prevention of violence against women. This commitment was promoted through the Agency including online information and placing physical posters at work sites.
- The Department of Health has commenced work to standardise the approach to the collection and dissemination of data relating to gender; and develop simple processes for employees to update gender information when required.
- The Department of Justice continuously reviews what managers are currently doing to promote workplace equality and respect to identify gaps that need to be addressed.

- Recruitment across the operational arms of the Department of Police, Fire and Emergency Management continues to focus on encouraging diversity. This has included the first Northern-based Police recruit course in Launceston. This enables recruits from the north of the State who could not previously attend the Southern based courses due to caring responsibilities to attend training.

Key Performance Indicators (KPIs)

In collaboration with Our Watch, we developed initial KPIs to measure our performance on workplace equality and respect.

Each Agency reported detailed information on each KPI, including data based on salary classification for several KPIs, which was provided to the Steering Committee and the Head of the State Service. However, to protect the identity of individuals from smaller agencies and/or with distinctive classifications or genders, KPIs 1 - 4 are only reported by individual agency using percentage and/or salary range, based on equivalent data from the State Service Management Office [State Service Workforce Reporting](#).

This data reflects Paid Headcount for any employee or person appointed to an office (including Senior Executive Service, Equivalent Specialists, Prescribed Office Holders and Heads of Agencies) under the State Service Act 2000 (the Act), in the agencies listed in Schedule I of that Act. It therefore excludes sworn in Police Officers and staff employed under other acts or agreements.

The salary ranges reflect Full Time Equivalent (FTE) salary (excluding allowances) that have then been grouped equivalent to the General Stream band classifications in Tasmanian State Service Award (TSSA), SES levels in Employment Direction 17 (ED17), and then salaries above this for Heads of Agency, prescribed office holders and employees in specialist roles, effective 30 June 2022. These salary ranges will change with any applicable salary increases.

These questions were provided to agencies to report on KPIs as at 30 June 2022:

KPI Questions

1. Workforce gender ratio overall by classification
2. Gender ratio in Senior Executive Service leadership and employees with management positions or with direct reports
3. Gender ratio of new hires, and permanent and long-term promotions, by classification
4. Average salary gap between employees by gender and classification
5. Comparison of staff who use formal flexible working arrangements by gender
6. Comparison of staff who use, and return from, parental leave with continued employment for 12 months by gender
7. Changes in staff perception of workplace culture as measured by the Tasmanian State Service Employee Survey 2020
8. Incidence of gender-based discrimination and harassment reported in the State Service Employee Survey

This is the first report of its kind to be produced for the whole of the TSS and will provide a benchmark for future analysis and trend reporting. It is expected to change in future reports dependent on reporting data requested by Our Watch. We are also currently working on implementing the [ABS Standard for Sex, Gender, Variations of Sex Characteristics and Sexual Orientation Variables](#), which will be reflected in future reporting periods.

KPI Data

KPI 1. Workforce gender ratio overall by classification.

TSS Staff by gender

Totals	Female	Male	Other	Total
Total #	24,283	9,648	28	33,959
Total %	71.51%	28.41%	0.08%	100%

Table 1. Number and percentage of staff in the TSS, by gender at 30 June 2022^{1,4,8}

TSS Staff by salary range and gender

Classification	Female %	Male %	Other %	Total %
Below TSSA General Stream Band 1 (\$0 - \$46,947)	0.04%	0.01%	-	0.05%
Equivalent to TSSA General Stream Band 1-3 (\$46,947 - \$74,599)	28.45%	8.90%	0.04%	37.39%
Equivalent to TSSA General Stream Band 4-6 (\$74,600 - \$116,757)	37.51%	14.48%	0.02%	52.01%
Equivalent to TSSA General Stream Band 7-8 (\$116,758 - \$137,900)	3.58%	2.74%	0.01%	6.33%
Equivalent to TSSA General Stream Band 9-10 & ED17 SES 1-2 (\$137,901 - \$196,318)	1.25%	1.09%	-	2.34%
Equivalent to TSSA General Stream Band 10 & ED17 SES 3-4 (\$196,319 - \$283,678)	0.56%	0.91%	0.01%	1.48%
Equivalent to Heads of Agencies, Prescribed Officer Holders and employees in specialist roles (\$283,679 and above)	0.12%	0.28%	-	0.40%
TSS Total %	71.51%	28.41%	0.08%	100.00%

Table 2. Percentage of staff in the TSS for each salary range and gender, at 30 June 2022^{1,4,8}

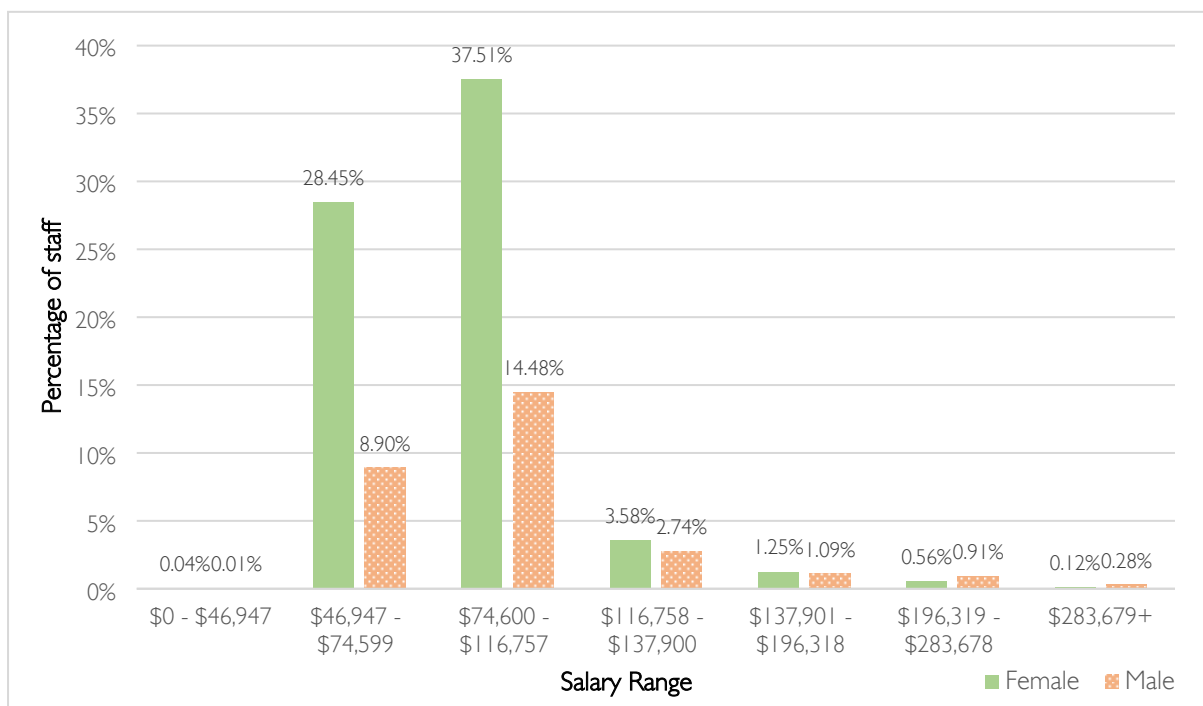


Chart 1. Percentage of staff in the TSS for each salary range and gender, at 30 June 2022^{1,4,8}

Genders other than Female and Male are not included in this chart as they are <0.1%.

KPI 2. Gender ratio in Senior Executive Service leadership and employees with management positions or with direct reports.

SES Officers by gender

Totals	Female	Male	Other	Total
Total #	84	89	-	173
Total %	49	51	-	100%

Table 3. Percentage and number of SES Officers staff in the TSS, by gender at 30 June 2022^{1,4,8}

SES Officers by gender for each classification

Classification	Female %	Male %	Other %	Total %
Senior Executive Level 1	21%	19%	-	40%
Senior Executive Level 2	16%	17%	-	34%
Senior Executive Level 3	7%	9%	-	16%
Senior Executive Level 4	5%	6%	-	10%
TSS Total	49%	51%	-	100%

Table 4. Percentage of SES Officers in the TSS, by gender for each classification, at 30 June 2022^{1,4,8}

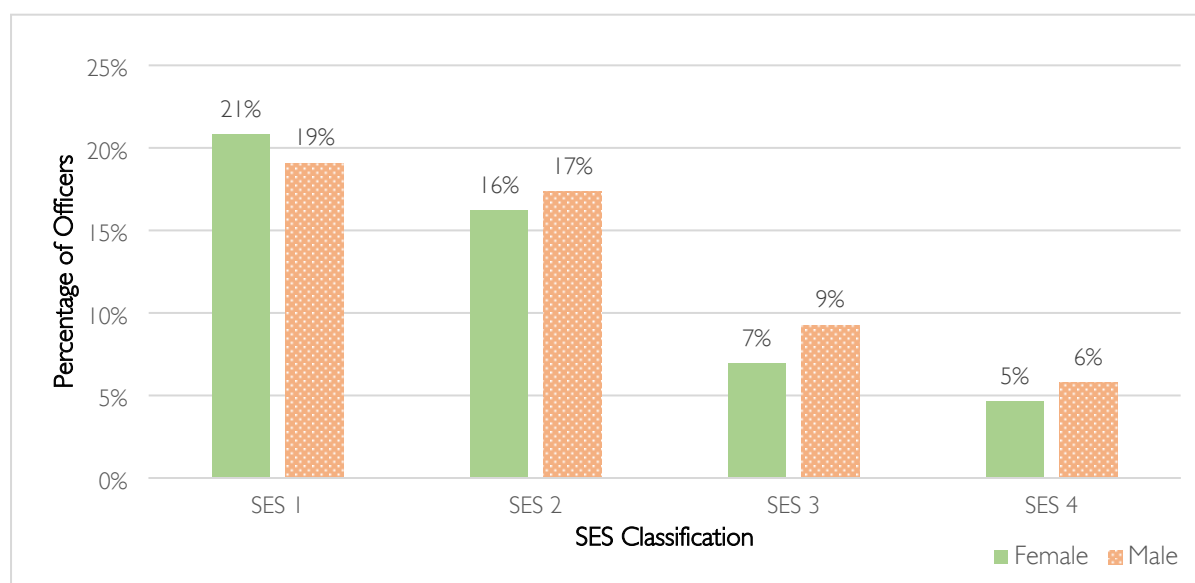


Chart 2. Percentage of SES Officers in the TSS, by gender for each classification, at 30 June 2022^{1,4,8}

Genders other than Female and Male are not included in this chart as they are <0.1%.

Data for employees with management or with direct reports could not be provided. The last four salary brackets of KPI 1 (e.g. Band 7-8 SES 1-2, SES 3-4 and above) are indicative of low, medium, high-level management and Executive.

Data excludes any non-SES classifications (e.g. Heads of Agencies, Prescribed Office Holders and employees in specialist roles).

KPI 3. Gender ratio of new hires, and permanent and long-term promotions, by classification.

TSS new hires by agency and gender

Department	Female %	Male %
Department of Communities Tasmania	76%	24%
Department of Education	72%	28%
Department of Health	72%	28%
Department of Justice	61%	38%
Department of Natural Resources and Environment Tasmania*	55%	45%
Department of Police, Fire and Emergency Management	58%	42%
Department of Premier and Cabinet	68%	32%
Department of State Growth	57%	43%
Department of Treasury and Finance	54%	46%
Environment Protection Authority	60%	40%
TSS Total	68%	32%

Table 5. Percentage of new hires by TSS and Agency, by gender | July 2021 – 30 June 2022^{1,3,5,8}

Data for permanent and long-term promotions could not be provided.

Data excludes unpaid employees as at the last pay period in each quarter (e.g. casuals, unpaid leave etc) and new hires that commenced and then ceased before the last pay period in each quarter in the period | July 2021 to 30 June 2022.

Data may not balance to 100% due to rounding.

*Data includes Department of Primary Industries, Parks, Water and the Environment for the period July - September 2021.

TSS new hires by agency, gender and salary range

Below TSSA General Stream Band 1 (\$0 - \$46,946)

Gender	DCT	DoE	DoH**	DoJ	NRE Tas*	DPFEM	DPAC	DSG	DoTF	EPA
Female	-	0.2%	0.2%	-	5%	-	0.8%	-	-	-
Male	-	0.2%	-	-	3%	0.5%	0.8%	0.7%	-	-

Equivalent to TSSA General Stream Band 1-3 (\$46,947 - \$74,599)

Gender	DCT	DoE	DoH	DoJ	NRE Tas*	DPFEM	DPAC	DSG	DoTF	EPA
Female	45%	40%	41%	35%	33%	31%	25%	18%	15%	-
Male	12%	17%	11%	25%	30%	23%	6%	7%	13%	-

Equivalent to TSSA General Stream Band 4-6 (\$74,600 - \$116,757)

Gender	DCT	DoE	DoH	DoJ	NRE Tas*	DPFEM	DPAC	DSG	DoTF	EPA
Female	28%	28%	26%	22%	13%	24%	38%	32%	25%	60%
Male	9%	10%	12%	10%	10%	15%	14%	23%	21%	40%

Equivalent to TSSA General Stream Band 7-8 (\$116,758 - \$137,900)

Gender	DCT	DoE	DoH	DoJ	NRE Tas*	DPFEM	DPAC	DSG	DoTF	EPA
Female	2%	3%	3%	3%	2%	2%	5%	5%	10%	-
Male	3%	1%	3%	1%	2%	3%	8%	10%	8%	-

Equivalent to TSSA General Stream Band 9-10 & ED17 SES 1-2 (\$137,901 - \$196,318)

Gender	DCT	DoE	DoH	DoJ	NRE Tas*	DPFEM	DPAC	DSG	DoTF	EPA
Female	0.7%	0.7%	2%	-	1%	-	-	1%	4%	-
Male	-	-	1%	1%	0.2%	-	2%	1%	2%	-

Equivalent to TSSA General Stream Band 10 & ED17 SES 3-4 (\$196,319 - \$283,678)

Gender	DCT	DoE	DoH	DoJ	NRE Tas*	DPFEM	DPAC	DSG	DoTF	EPA
Female	-	0.2%	0.5%	-	0.2%	0.5%	-	0.7%	-	-
Male	-	-	0.7%	0.7%	-	0.5%	0.8%	0.7%	1%	-

Equivalent to Part 6 of the Act (e.g. Heads of Agencies, Prescribed Officers) & employees in specialist roles (\$283,679 and above)

Gender	DCT	DoE	DoH	DoJ	NRE Tas*	DPFEM	DPAC	DSG	DoTF	EPA
Female	-	-	-	-	-	-	-	-	-	-
Male	-	-	0.1%	-	-	-	-	-	1%	-

Table 6. Percentage of employees by Agency, by gender and salary range, for new hires 1 July 2021 – 30 June 2021^{1,3,5}

Data for permanent and long-term promotions could not be provided.

Data excludes unpaid employees as at the last pay period in each quarter (e.g. casuals, unpaid leave etc) and new hires that commenced and then ceased before the last pay period in each quarter in the period 1 July 2021 to 30 June 2022.

Data may not balance to 100% due to rounding.

*Data includes Department of Primary Industries, Parks, Water and the Environment for the period July - September 2021.

**Employees classified as HAUSA General Stream Band 1 are included here as they receive a lower salary plus leave loading.

KPI 4. Average salary gaps between employees by gender and classification.

Average salary by agency and gender

Agency	Female Average	Male Average	Total Average
Department of Communities Tasmania	\$90,927	\$96,613	\$92,422
Department of Education	\$87,177	\$89,908	\$87,822
Department of Health	\$87,631	\$108,486	\$92,780
Department of Justice	\$90,041	\$93,996	\$91,718
Department of Natural Resources and Environment Tasmania	\$84,254	\$90,503	\$87,343
Department of Police, Fire and Emergency Management	\$84,125	\$92,887	\$89,270
Department of Premier and Cabinet	\$86,700	\$100,212	\$91,084
Department of State Growth	\$91,959	\$104,042	\$97,359
Department of Treasury and Finance	\$97,591	\$109,015	\$102,290
Environment Protection Authority	\$105,338	\$112,813	\$109,039
TSS Average	\$87,680	\$98,996	\$90,898

Table 7. Average salary for agencies and TSS, by gender, at 30 June 2022^{1,5}

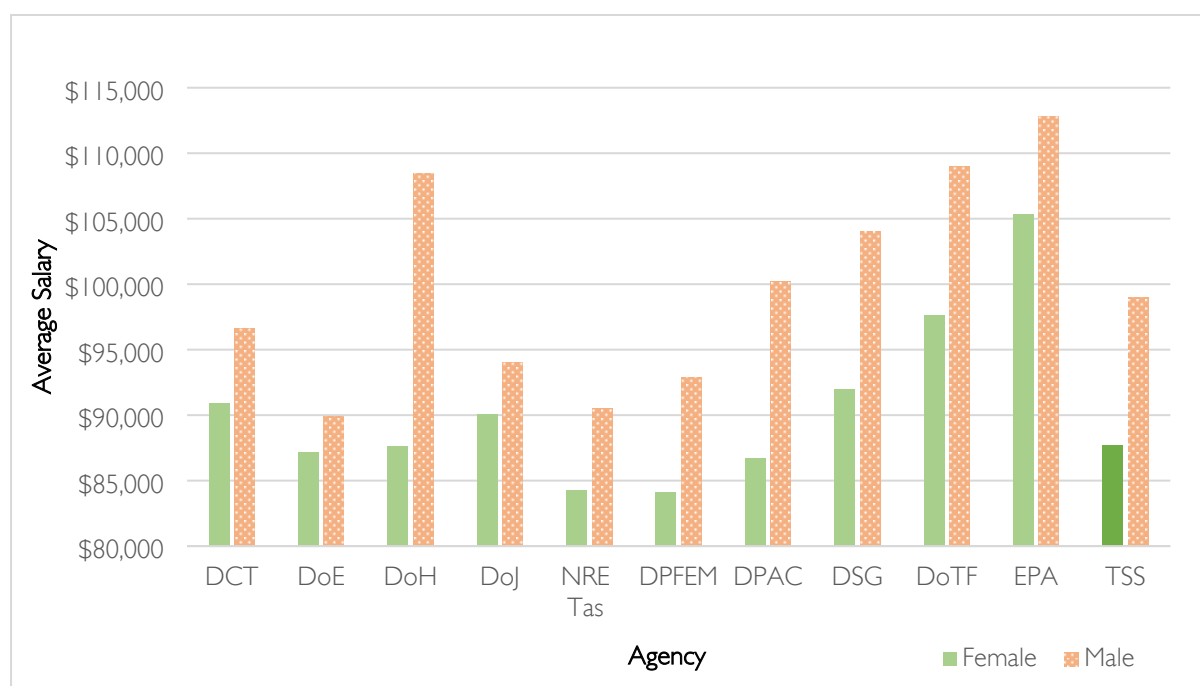


Chart 2. Average salary for agencies and TSS, by gender, at 30 June 2022^{1,5}

Average salary by agency, gender and salary

Below TSSA General Stream Band 1 (\$0 - \$46,946) (e.g. trainees, HAHSA Band 1)

Gender	DCT	DoE	DoH*	DoJ	NRE Tas	DPFEM	DPAC	DSG	DoTF	EPA
Female	-	\$42,128	\$46,568	-	\$23,138	-	-	-	-	-
Male	-	\$37,064	-	-	-	-	-	-	-	-

Equivalent to TSSA General Stream Band 1-3 (\$46,947 - \$74,599)

Gender	DCT	DoE	DoH	DoJ	NRE Tas	DPFEM	DPAC	DSG	DoTF	EPA
Female	\$66,684	\$63,568	\$64,141	\$65,939	\$64,916	\$66,441	\$70,150	\$63,826	\$66,693	\$68,030
Male	\$64,379	\$62,951	\$62,194	\$65,560	\$66,698	\$67,707	\$64,366	\$62,198	\$66,567	\$71,049

Equivalent to TSSA General Stream Band 4-6 (\$74,600 - \$116,757)

Gender	DCT	DoE	DoH	DoJ	NRE Tas	DPFEM	DPAC	DSG	DoTF	EPA
Female	\$95,278	\$100,975	\$93,838	\$92,217	\$93,553	\$93,049	\$91,797	\$94,391	\$93,939	\$105,356
Male	\$95,798	\$100,809	\$96,736	\$91,334	\$96,035	\$93,876	\$95,470	\$96,613	\$94,004	\$105,481

Equivalent to TSSA General Stream Band 7-8 (\$116,758 - \$137,900)

Gender	DCT	DoE	DoH	DoJ	NRE Tas	DPFEM	DPAC	DSG	DoTF	EPA
Female	\$125,875	\$126,335	\$125,226	\$126,122	\$123,581	\$123,978	\$123,826	\$124,595	\$128,449	\$124,127
Male	\$126,970	\$126,729	\$126,169	\$126,491	\$126,515	\$125,101	\$126,907	\$124,543	\$127,380	\$123,372

Equivalent to TSSA General Stream Band 9-10 & ED17 SES 1-2 (\$137,901 - \$196,318)

Gender	DCT	DoE	DoH	DoJ	NRE Tas	DPFEM	DPAC	DSG	DoTF	EPA
Female	\$147,346	\$156,371	\$165,707	\$154,149	\$159,770	\$156,207	\$162,141	\$159,870	\$162,386	\$140,658
Male	\$151,690	\$156,616	\$164,998	\$157,731	\$166,209	\$172,272	\$161,487	\$158,237	\$167,776	\$154,904

Equivalent to TSSA General Stream Band 10 & ED17 SES 3-4 (\$196,319 - \$283,678)

Gender	DCT	DoE	DoH	DoJ	NRE Tas	DPFEM	DPAC	DSG	DoTF	EPA
Female	\$204,172	\$226,811	\$219,887	\$210,140	\$216,224	\$248,220	\$222,270	\$209,976	\$254,129	-
Male	\$200,246	\$217,725	\$226,120	\$215,675	\$215,952	\$254,281	\$253,223	\$217,633	\$224,751	Excluded***

Equivalent to Part 6 of the Act (e.g. Heads of Agencies, Prescribed Officers) & employees in specialist roles (\$283,679 and above)

Gender	DCT	DoE	DoH	DoJ	NRE Tas	DPFEM	DPAC	DSG	DoTF	EPA
Female	-	-	\$391,218	\$349,614	-	-	\$422,551	-	-	-
Male	\$450,127	\$397,839	\$395,185	\$354,036	-	\$361,670	-	\$411,278	\$465,910	-

Table 8. Average salary by agencies, for gender at each salary range, at 30 June 2021,5

*Employees classified as HAHSA General Stream Band 1 are included here as they receive a lower salary plus leave loading.

**To avoid identifying individuals, average salary has been excluded.

KPI 5. Comparison of staff who use formal flexible working arrangements by gender.

Formal Flexible working arrangements (as defined by agencies) by agency and gender

Formal Workplace Flexibility Arrangements (Part V (3) of the TSSA)

Department	Female #	Male #	Female %	Male %
Department of Communities Tasmania*	1	0	100%	-
Department of State Growth	3	6	33%	67%

Compressed Working Hours

Department	Female #	Male #	Female %	Male %
Department of Premier and Cabinet	11	5	69%	31%

Compressed Working Hours and Part Time Hours

Department	Female #	Male #	Female %	Male %
Department of Justice**	-	-	82%	17%
Department of Treasury and Finance	101	20	83%	17%

Working from Home Arrangements

Department	Female #	Male #	Female %	Male %
Department of Education	97	18	84%	16%

Part Time Hours & State Service Accumulated Leave Scheme (SSALS)

Department	Female #	Male #	Female %	Male %
Department of Police, Fire and Emergency Management	137	46	75%	25%

Unable to Provide Data

Department	Female #	Male #	Female %	Male %
Department of Health	-	-	-	-
Department of Natural Resources and Environment Tasmania	-	-	-	-
Environmental Protection Authority	-	-	-	-

Table 9. Percentage and number of employees by agency and TSS, by gender, who accessed 'formal flexible working arrangements' (as defined by agencies), at 30 June 2022.^{2,5,6}

Agencies have used different criteria to answer this question, so the data is not comparable between agencies.

*Whilst many DCT employees have informal flexible working arrangements, this number only represents 'formal' arrangements to work outside award provisions.

**Numbers are not available for Department of Justice

KPI 6. Comparison of staff who use, and return from, parental leave with continued employment for 12 months by gender.

Parental Leave by agency and gender

Department	Female # accessed & returned from parental leave	Male # accessed & returned from parental leave	Female % employed 12 months later	Male % employed 12 months later
Department of Communities Tasmania	19	4	79%	100%
Department of Education*	322/429	50/60	75%	83%
Department of Health	330	120	100%	100%
Department of Justice	69	33	58%	65%
Department of Natural Resources and Environment Tasmania	15	0	88%	-
Department of Police, Fire and Emergency Management	31	0	100%	-
Department of Premier and Cabinet	9	4	100%	100%
Department of State Growth	9	12	89%	92%
Department of Treasury and Finance	4	1	100%	100%
Environment Protection Authority	3	2	100%	100%
TSS Total	811	226	-	-

Table 10. Headcount of employees in TSS and agencies, by gender, who accessed and returned from parental leave and the percentage who remained employed for 12 months after returning to work 1 July 2021 – 30 June 2022^{2,5,6}

Data does not account for staff who remain employed, however have moved to another agency.

*DoE also reported the total number of staff that accessed parental leave and did not return.

KPI 7. Changes in staff perception of workplace culture as measured by the Tasmanian State Service Employee Survey 2020.

Agency Survey responses for each question by agency and gender

I would recommend my agency as a good place to work

% Agreement by Gender	DCT	DoE	DoH	DoJ	NRET	DPFEM	DPAC	DSG	DoTF
Female	54%	66%	55%	54%	57%	66%	61%	72%	77%
Male	56%	72%	60%	62%	62%	74%	66%	75%	89%
Other	43%	32%	42%	29%	43%	29%	44%	23%	75%

I am proud to tell others I work for my agency

% Agreement by Gender	DCT	DoE	DoH	DoJ	NRET	DPFEM	DPAC	DSG	DoTF
Female	66%	70%	59%	63%	63%	78%	64%	71%	70%
Male	63%	79%	67%	70%	69%	84%	67%	69%	84%
Other	43%	48%	45%	47%	43%	38%	44%	31%	75%

I feel a strong personal attachment to my agency

% Agreement by Gender	DCT	DoE	DoH	DoJ	NRET	DPFEM	DPAC	DSG	DoTF
Female	58%	64%	54%	51%	60%	59%	52%	65%	71%
Male	60%	72%	59%	60%	60%	70%	40%	57%	67%
Other	29%	40%	34%	59%	30%	75%	28%	23%	63%

My agency motivates me to help achieve its objectives

% Agreement by Gender	DCT	DoE	DoH	DoJ	NRET	DPFEM	DPAC	DSG	DoTF
Female	51%	59%	43%	46%	44%	43%	56%	57%	59%
Male	54%	69%	52%	57%	49%	63%	43%	64%	78%
Other	43%	32%	32%	36%	22%	43%	44%	23%	38%

My agency inspires me to do the best in my job

% Agreement by Gender	DCT	DoE	DoH	DoJ	NRET	DPFEM	DPAC	DSG	DoTF
Female	51%	60%	43%	49%	42%	48%	53%	57%	64%
Male	58%	71%	56%	58%	53%	67%	52%	63%	79%
Other	29%	30%	26%	43%	30%	29%	44%	31%	50%

Gender is not a barrier to success in my agency

% Agreement by Gender	DCT	DoE	DoH	DoJ	NRET	DPFEM	DPAC	DSG	DoTF
Female	51%	60%	43%	49%	42%	48%	53%	57%	64%
Male	58%	71%	56%	58%	53%	67%	52%	63%	79%
Other	29%	30%	26%	43%	30%	29%	44%	31%	50%

Total

TSS	DCT	DoE	DoH	DoJ	NRET	DPFEM	DPAC	DSG	DoTF
Total Responses	220	1936	1778	504	529	357	242	336	145

Table I. Percentage of responses by agency, by gender, who reported a change in staff perception of workplace culture in the TSS Employee Survey 2020. ^{3,7,8}

Responses to individual questions are only available by percentage.

KPI 8. Incidence of sexual harassment reported in the State Service Employee Survey 2020.

Employee Survey responses by agency and gender

Agency	Female #	Male #	Total Survey Responses
Department of Communities Tasmania	5	2	220
Department of Education	16	9	1936
Department of Health	35	11	1778
Department of Justice	12	2	504
Department of Natural Resources and Environment Tasmania	3	3	529
Department of Police, Fire and Emergency Management	3	3	357
Department of Premier and Cabinet	1	0	242
Department of State Growth	6	0	336
Department of Treasury and Finance	1	0	145
TSS Total	82	30	6047

Table 12. Number of responses by agency and TSS, by gender, who reported yes to the question 'Have you experienced sexual harassment at work in the last 12 months' in the TSS Employee Survey 2020. ^{3,5,7}

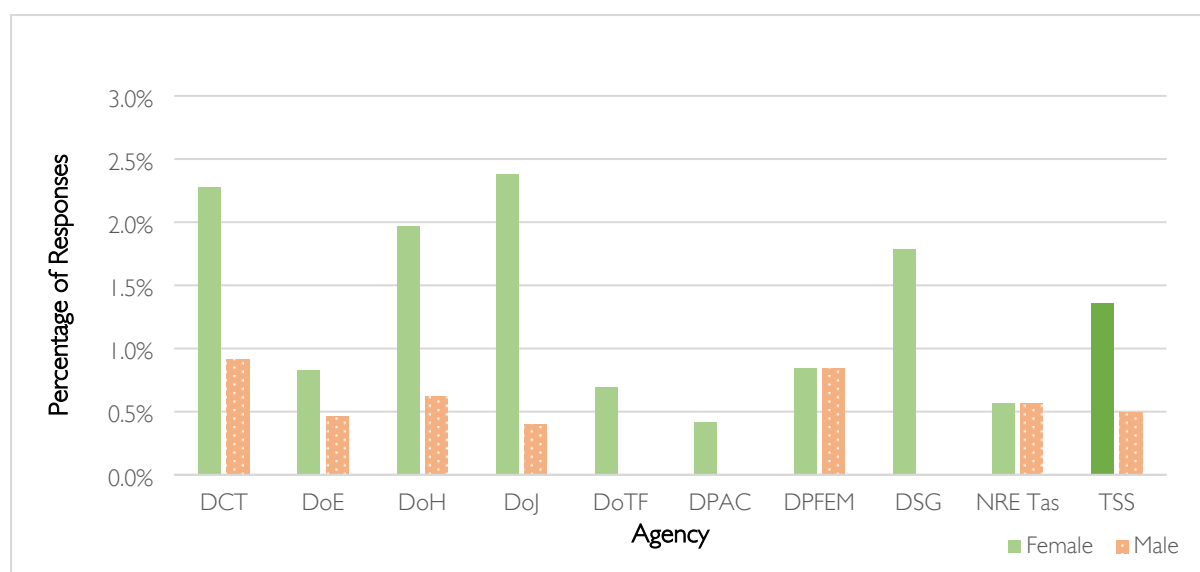


Chart 3. Percentage of responses by agency and TSS, by gender, who reported yes to the question 'Have you experienced sexual harassment at work in the last 12 months' in the TSS Employee Survey 2020. ^{3,5,7}

This KPI has only been partially answered, with data reflecting sexual harassment, but not gender-based discrimination. The question 'Gender is not a barrier to success in my agency' is also answered in KPI 7 above.

KPI Footnotes:

¹ Data extracted from SSMO's State Service Workforce Reporting.

² Data provided by agencies.

³ Data extracted from the TSS Agency Survey.

⁴ To avoid identifying individuals, data by individual agency has been excluded.

⁵ To avoid identifying individuals, data for indeterminate/intersex/undisclosed gender has been excluded.

⁶ Data provided by the Department of Justice excludes casuals, board members and staff who are acting, have a 0 FTE (e.g. long-term leave without pay) or are on fixed-term transfer to other agencies.

⁷ Data excludes the Environmental Protection Authority.

⁸ The category 'Other' represents the options of Indeterminate, Intersex and Unspecified/Undisclosed that are currently available in HR systems or provided in the Agency Survey.



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