



Tasmanian State Service Annual Report 2023-24

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Letter of Transmission

Jeremy Rockliff 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 2023–24.

A handwritten signature in black ink, appearing to read 'Kathrine Morgan-Wicks', is positioned above the printed name.

Kathrine Morgan-Wicks

Head of the State Service

6 October 2024

Acknowledgement of Country

Across the Tasmanian State Service, we acknowledge the ongoing custodians of Country and respect Tasmanian Aboriginal People's continuous connections to Culture and Country, their deep spiritual connections and relationships to Land, Sea, and Sky Country since time began.

We acknowledge Aboriginal people working in the Tasmanian State Service and recognise and value their unique knowledge, skills and experiences that they bring to their workplaces.



About this report

The Tasmanian State Service Annual Report 2023–24 is an annual report to the Parliament of Tasmania, as required by Section 19 of the *Tasmanian State Service Act 2000*, reporting on the performance and exercise of the Premier of Tasmania (as *Minister Administering the State Service Act*) functions and powers during the financial year.

This Annual Report provides information for all stakeholders and is compiled with input across the Tasmanian State Service (TSS), through the Employee Survey, Annual Agency Survey, workforce reporting and data and from additional information from Tasmanian State Service agencies. The report also includes the workforce profile of the TSS.



Foreword



I am very pleased to present the 2023–24 Annual Report, my first since being appointed as the Head of the State Service in April 2024.

It is my privilege to assume this role and lead the Tasmanian State Service to be an even better place to work. As the state's largest employer, the State Service reflects 38,000 members of the Tasmanian community.

I wish to acknowledge the significant legacy of my predecessor Ms Jenny Gale, the Head of the State Service for part of the reporting period covered by this Annual Report and her contribution to the Tasmanian State Service, her commitment to diversity in the sector and her tireless commitment to a better State Service. Thank you, Jenny.

I am committed to creating a culture across government that upholds our responsibility as leaders to support our hard-working, capable and motivated State Service employees to serve the Government of the day, and be ready to adapt and serve future governments so that we can deliver contemporary and purposeful services for Tasmanians. This means playing a leading role in setting the standards expected to enable evidenced-based action and decision-making in our leadership that upholds and values integrity, positive workplace culture, capability building, robust data collection and analysis and learning together through sharing good practice.

Whilst I have led a number of Agencies in the State Service, I reflect that since my appointment, I have had the opportunity to understand more broadly our strengths and the challenges we have now, and in the times ahead.

This year has seen us celebrate a number of significant achievements as well as examine the challenges we face, our role as employees and the policies, procedures and practices that guide our actions and behaviours. The only way that we can move forward is to embrace self-reflection, acknowledge where we must do better and share decision-making so that we can work together on solutions and strengthen our practices. The challenges facing our State are complex, and we need our sector to be the best it can be to deliver our priorities and meet the expectations of our community.

We will focus our efforts over the next 12 months to reflect and plan how we actively build consistency in practice, strengthen and support the State Service.

Importance of integrity

The safety and wellbeing of children and young people is the highest priority for the Tasmanian Government. There is nothing more important than ensuring those who are vulnerable or at risk have the support they need and are protected in our community.

I recognise the importance of this moment in time, a time where we must remain humble, challenge ourselves and each other to ensure we are truly reforming and not just implementing the Commission's recommendations. The commitment from our heads of agencies to work together and be guided by the voices and experiences of those who have suffered abuse is a significant step. Driving reform, driving cultural change, driving greater accountability, integrity and trustworthiness through action is how we will show we are committed to reform and ensure safe workplaces. But, most importantly, to do this as leaders we must recognise and actively address the challenge of leadership in our organisations so that we deliver to our workforce what we expect them to deliver to the community.

We have been delivering the first phase of actions in response to the Commission of Inquiry's report and as part of this work we have established a strong governance arrangement to ensure a coordinated approach. We heard the message, widespread and fundamental changes across all Tasmanian Government agencies and systems is required, including the need for different approaches to strategic leadership and a coordinated effort. This starts at the highest levels, to ensure the implementation of activities, to enable agencies to develop collaborative responses to complex issues and to share learning and new approaches.

We have made real progress since the Government's response to the Commission of Inquiry report in December 2023, but we have much to do. Reform takes time and supporting deep cultural change takes even longer. If we are to progress real and meaningful change for children in Tasmania, we must work with urgency, but we also need to take the time to get it right. As leaders we expect every State Service employee to continue to question, learn, adapt and support the best approaches to governance and leadership arrangements. We can all take leadership actions in whatever role we have in the public sector to make change. Our obligation to the Tasmanian community deserves nothing less.

Looking ahead

I am incredibly proud of the Tasmanian State Service and the work that each one of us does to deliver services for our community. Our work is challenging but incredibly rewarding. I take this moment to thank all State Service employees who work every day with a commitment to excellence, integrity, openness and transparency. I look forward to leading you in a strong and successful State Service.

I trust this report provides an insight into the workforce that plays such an important role in our community in so many ways.



Kathrine Morgan-Wicks
Head of the State Service

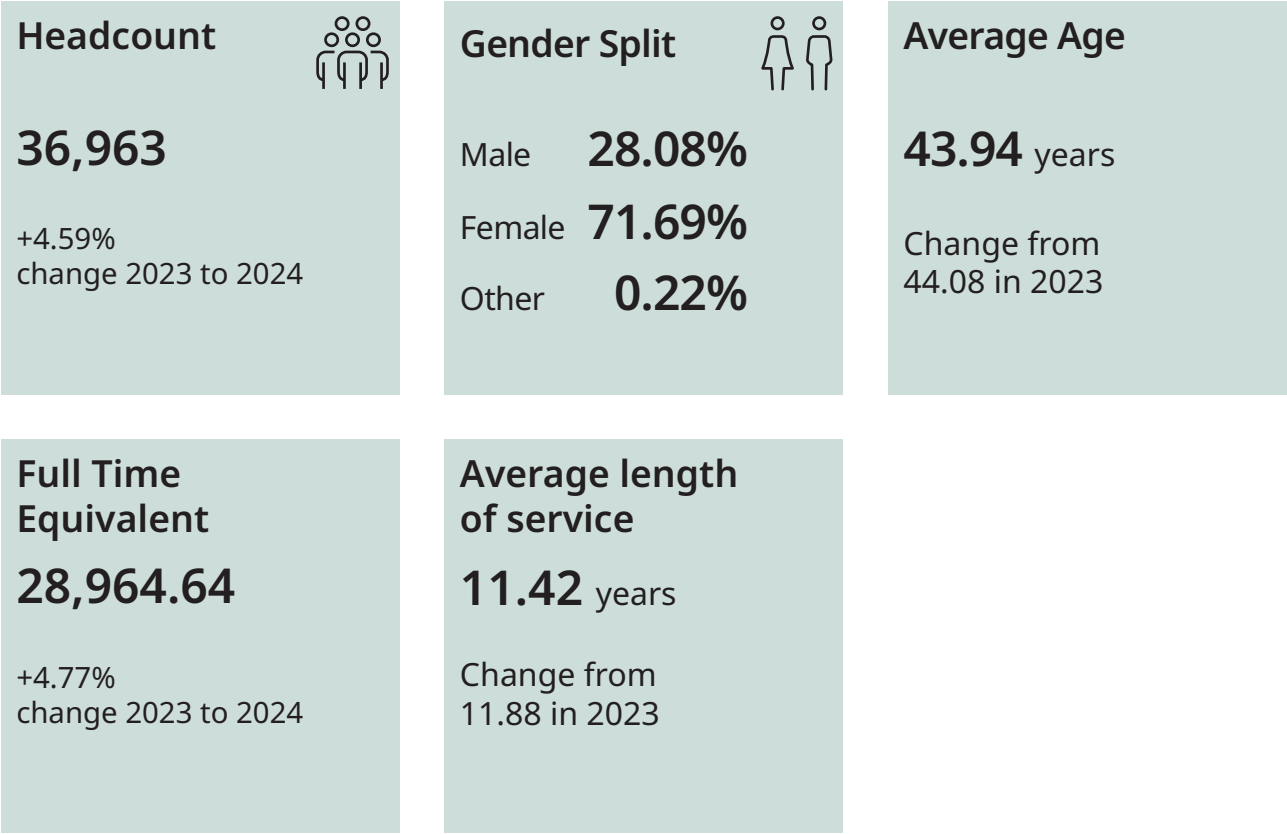
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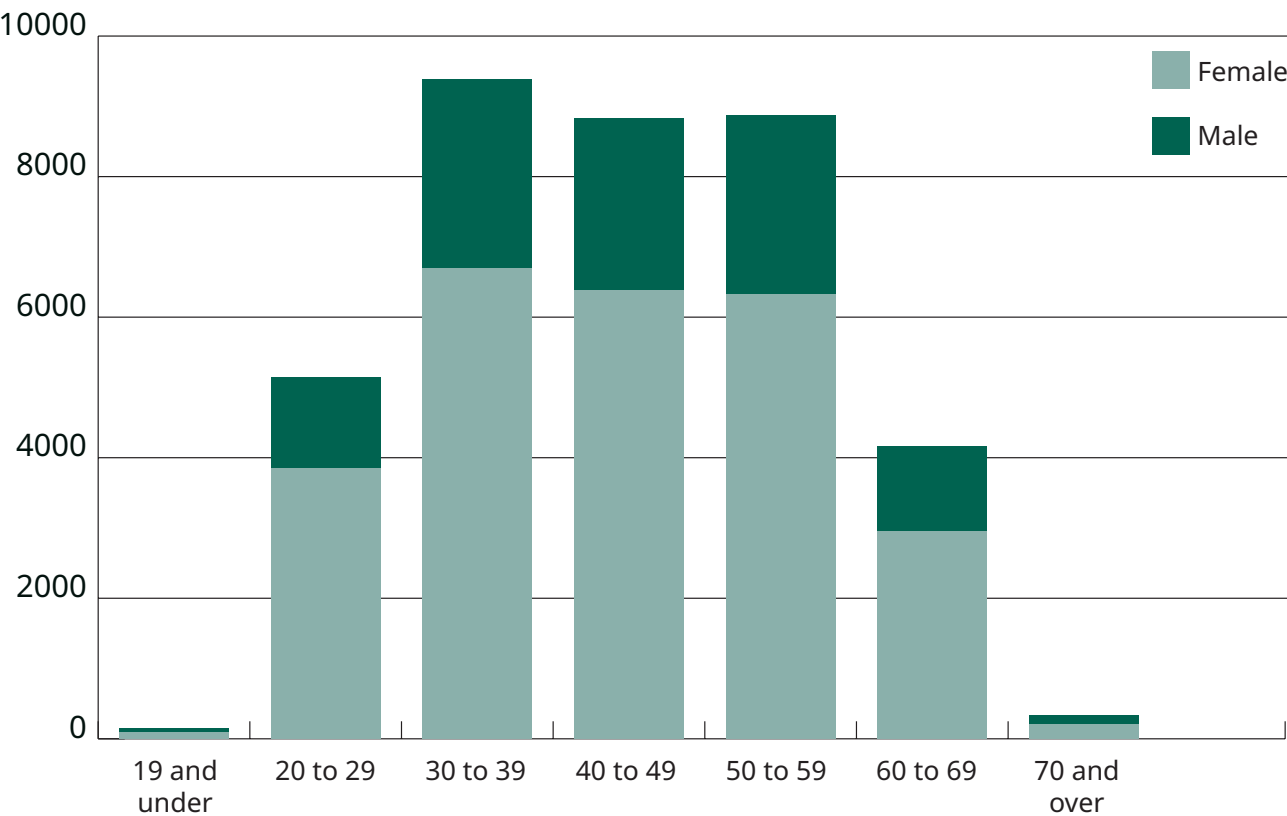
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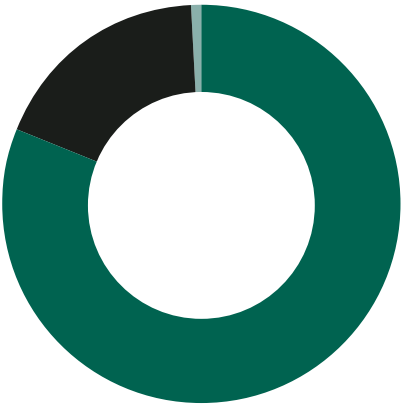
State Service at a glance



Age Profile



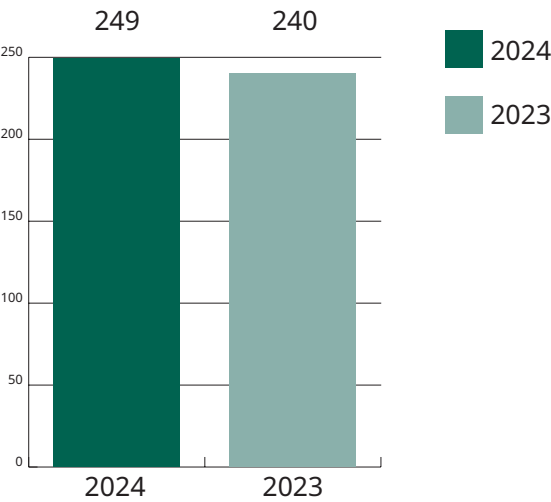
Appointment Types



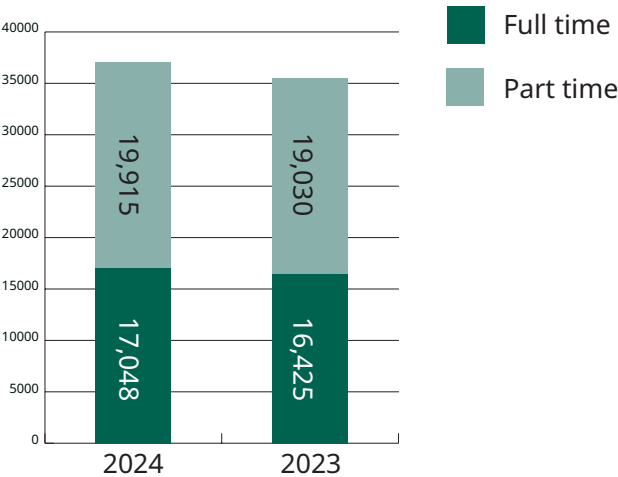
Permanent	30,014
Fixed term	6,700
Senior Executive ¹	249

¹ Includes Heads of Agencies, Senior Executive Service, Equivalent Specialists and Prescribed Office Holders

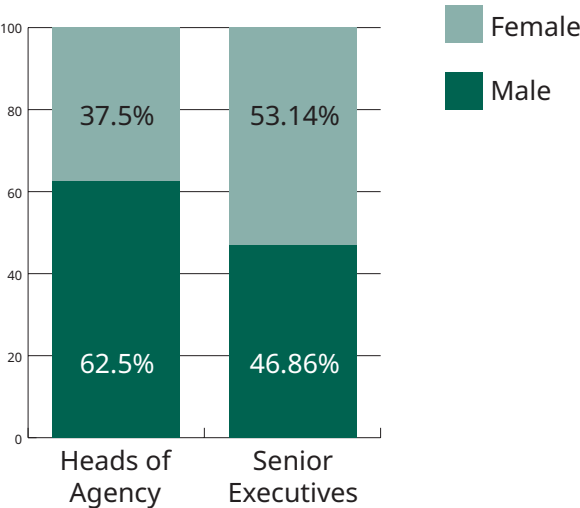
Total Senior Executives



Employment Type



Senior Executive Gender



Employee Survey

The TSS Employee Survey (the Survey) provides an opportunity for employees to provide feedback and insight into how they feel as a State Service employee in their Agency.

Results from the Survey help us to understand the way workplace culture, strategies and policies impact on how leaders, managers and teams operate, interact with each other, and uphold our standards. It also helps us understand whether we are delivering the right systems and supports so that employees can understand what is required of them, develop, progress their career and feel proud of the work they do.

The survey does this by asking people about work health, safety and wellbeing; the strategies and policies that are in place, visible and actively used; job satisfaction; diversity; performance and development; their managers; leaders; and observations of workplace behaviours.

The Survey results are used to inform and improve workforce management at both whole-of-service and agency levels. The results also support agency and whole-of-service planning and reporting activities, including informing the reporting required under the *State Service Act 2000*.

The Survey is run in partnership with independent research firm Orima Research Pty Ltd, which supports development of the instrument, data collection and assisting with analysis.

This year, the Survey was open to all TSS employees from 24 April to 22 May 2024. It achieved a participation rate of 26.4 per cent, or more than 10,000 individual responses. Many agencies had strong participation rates, with most achieving more than 50 per cent.

Key observations:

- It was encouraging to see the positive results about work health safety and wellbeing, and access to flexible working arrangements.
- There were positive results around people's experiences working in teams –striving to achieve quality outcomes for the community, people helping and supporting each other, treating each other with respect and feeling like their contributions to their teams were valued.
- The level of engagement across the State Service is the same as 2023, at 61 per cent favourable. 2024 saw a slight reduction in commitment and loyalty indicators, including a 3 per cent decrease in respondents feeling a strong personal attachment to their agency (54 per cent down from 57 per cent in 2023).
- There were varied results around diversity, equity and inclusion, with some indicators increasing and others declining, indicating we have more work to undertake in our workplaces.
- Like the 2023 Survey, 21 per cent of respondents reported that they had experienced bullying and 2 per cent experienced sexual harassment.
- Encouragingly, 86 per cent of respondents indicated an awareness of policies to report inappropriate conduct and behaviour, and 84 per cent of respondents agree that their manager encourages behaviours consistent with their agency's values, compared to 83 per cent in 2023.
- The perception that senior managers model agency values remains the same as 2023 with 63 per cent of respondents agreeing, compared to 57 per cent in 2020.

Survey respondents consistently highlighted three key things as the top reasons they work for the TSS – working in a good team environment, serving the Tasmanian community and job security.

The Survey findings have highlighted areas for improvement which are diversity and inclusion, workplace conduct and behaviour. The TSS will prioritise action in these areas over the coming year, including progress reporting to the Secretaries Board.

Response Rate



26%

10,089 Employees

↑ 136 from 2023

Engagement Rate



63%

(same as 2023)

Workplace diversity



55%

agreed that as an Aboriginal and/or Torres Strait Islander, I feel valued.

↑ 6% from 2023

65%

Feel that gender is not a barrier to success

↓ 11% from 2023

65%

feel that age is not a barrier to success

↓ 6% from 2023

Workplace behaviour



Workplace Bullying

21% experienced

40% reported

↑ Reporting up 1%

Sexual Harassment

2% experienced

34% reported

↑ Reporting up 4%

Top 3 reasons our people work for the TSS



1. Working in a good team environment
2. Serving the Tasmanian community and making a difference
3. Job security

Top scoring questions



97%

awareness of agency having a work health and safety (WHS) management in place, such as a strategy, action plan and/or policy and procedures

90%

know how to report a WHS hazard, incident or near miss

90%

team strives to achieve quality outcomes for the community

83%

in their Agency, maintaining a high level of public trust is important

Top areas for improvement



- Learning and development opportunities
- Feel protected from reprisal for reporting improper conduct
- Being motivated by my Agency to help achieve its objectives



Gender

Man/Male	29%
Woman/Female	67%
Prefer not to say	4%



Type of employee

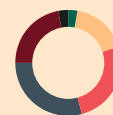
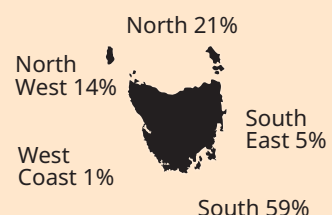
Manager	24%
Employee	76%



Employment type

Full-time	67%
Part-time	33%

Location



Age

15-24 years	3%
25-34 years	17%
35-44 years	26%
45-54 years	29%
55-64 years	22%
65-74 years	3%

Strategic Priorities Overview

Commission of Inquiry

The Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings found that significant reform is required to ensure that Tasmanian children and young people are protected from abuse and harm in the organisations that care for them.

The Commission of Inquiry's report called for widespread and fundamental changes across Tasmanian Government agencies and systems, demanding strategic leadership and coordination effort at the highest level. The Tasmanian Government has established strong governance arrangements to ensure a coordinated approach to implementation activities, to enable agencies to develop collaborative responses to complex issues and to share learnings and new approaches.

The Commission of Inquiry made a number of recommendations in relation to the processes and guidance available to agencies to improve how disciplinary processes are managed across the TSS.

Accountability and Transparency

The Tasmanian Government is committed to making meaningful change to keep children and young people across our state safe and to being open and transparent as we progress our response to the Commission of Inquiry. We are making significant progress in improving our systems and services to keep children and young people safe and have so far delivered the vast majority of the recommendations according to the commission's schedule.

Our key focus this year has been:

- The establishment of a Shared Capability and Centralised Investigation Unit (SCCI) for the investigation of serious Code of Conduct breaches.
- Regular and public reporting of matters relating to the Commission of Inquiry which are available on the Department of Premier and Cabinet website, updated monthly.
- Continuing work with stakeholders on revising Employment Direction No. 5 – Procedures for the Investigation and Determination of Whether an Employee has Breached the Code of Conduct² which included consideration of guidance material. A revised ED5 and guidance has subsequently been released in August 2024.
- Development and implementation of Professional Conduct Policies within agencies that have interaction with children.

Routine disclosures

We are committed to widespread, transformational reforms to our systems and culture to keep children safe. We recognise that our response must focus on transparency and accountability to rebuild trust.

We implemented the routine disclosure of the suspension of State Service employees due to allegations of child sexual abuse in May 2021. Since December 2023, we have expanded the disclosures by also publishing monthly updates relating to the assessment and actions by relevant Heads of Agencies of all current and former TSS employees referred to in the Commission of Inquiry report.

² https://www.dpac.tas.gov.au/divisions/ssmo/employment_directions

Tasmanian State Service Review

We continue to implement the recommended reforms from the Tasmanian State Service Review (TSSR) to strengthen the effectiveness and efficiency of the State Service, leading to improved outcomes for the Government and the Tasmanian community.

In October 2023, Government revised its commitment to delivering TSSR reforms that aligned more strongly with emerging strategic priorities and the most critical areas for reform investment. The revised commitment included amended timeframes and prioritising a number of recommendations arising from the Commission of Inquiry.

Following the Commission of Inquiry, the Blake Review (released in March 2024) and the Woolcott Review (due for release later in 2024) are also expected to inform ongoing prioritisation and implementation of TSSR recommendations.

Woolcott Review

The Tasmanian Government appointed former Australian Public Service Commissioner, Mr Peter Woolcott AO, to consider the actions of government agencies and other relevant state authorities in response to the information raised in the Commission of Inquiry report.

The Terms of Reference also include consideration of the policy and legislative framework relevant to matters of misconduct within the Tasmanian State Service. Also, the systemic and cultural enablers that will ensure that the Tasmanian State Service is well equipped both now and into the future to ensure the safety and protection of children in its care.

Mr Woolcott's final report is expected before the end of 2024, with the first progress report tabled in Parliament on 23 May 2024.

Human Resources Information Systems (HRIS) Project

In October 2023, the Government announced an initial investment of \$3 million in the Tasmanian State Service Human Resource Transformation Project. The Program is driving change across the State Service with the introduction of contemporary human resource practices and the development of a new whole of Government HRIS which will improve the management of information relating to current or ex-employees who may pose a risk to children and young people. It will provide a common platform for all agencies that will help address concerns about employee conduct and management matters in the Tasmanian State Service.

The Program is being led by the Department of Premier and Cabinet and is an established priority involving all TSS agencies.

Our Workplaces

Over the past 12 months agencies have been actively addressing structural and operational aspects of their workplaces to create well-defined workplaces and ways of working. It is important that our workplaces reflect our State Service principles and demonstrate contemporary practices, meet the needs of work/life balance, and support the workforce to be an employer of choice in this competitive recruitment environment.

This is reflected through revised and new strategies and initiatives including:

- Flexibility
- Improved terms and conditions
- Work, health, safety and wellbeing
- Workplace behaviour and conduct.

At a glance, our Employee Survey results show:

86% of people in the survey said they are aware of their agencies policies for reporting improper conduct

62% of people in the Survey said there are clear procedures and processes for resolving grievances

97% of people in the Survey said they are aware of their agencies strategy, policy, procedures or action plan for work, health and safety

Flexibility

Agencies continue to embed and maintain contemporary policies that provide clear guidance on how roles in their organisations can use flexible work practices.

We recognise the benefits of workplace flexibility for both the organisation and the individual. Whilst not every role can have the same levels of flexibility, likewise not every person is seeking flexibility either because they don't feel the need, they think it is not possible in their current role, it is not supported or it would impact negatively on their team (48 per cent, 28 per cent, 17 per cent 13 per cent respectively of those people who responded to the Survey and said they were not using flexible arrangements).

We take pride in the role we have in delivering critical services to the community and we recognise that many roles directly deliver services that cannot be completed remotely. However, we have made significant progress in increasing flexible work arrangements.

49% of people in the Survey said they currently use flexible working arrangements.

Up from 39% in 2023

The **top three** arrangements accessed are part-time hours, flexible hours and working away from the office on regular basis.

979 employees have agreed formal arrangements with their agency.

In addition, in 2023–24, employees also accessed a range of leave provisions as shown in the following table.

Table 1: Access to leave provisions
(Source: TSS Agency Survey 2023–24)

Type of leave	No of employees
Paid parental leave	1735
Paid partner leave	283
Paid adoption leave	21
Unpaid parental, partner or adoption leave	1371
State Service Purchased Leave Scheme (PLS)	941
State Service Accumulated Leave Scheme (SSALS)	311
Paid grandparents leave	3
Foster and Kinship leave	55
Aboriginal Culture leave	22
Disability leave	117
Gender Affirmation leave	5

Supporting employees experiencing family violence

73% of people in the Survey said they are aware of information and resources available to support employees

Awareness is higher for people in permanent and Senior Executive roles over part-time or fixed-term employees

Greatest awareness was seen in people aged over 55 years and least awareness were people under the age of 34

In 2023–24, support and assistance continued to be available to employees experiencing family violence, in line with the provisions of Employment Direction 28: Family Violence – Workplace Arrangements and Requirements (ED28). Agencies continue to train key staff in relation to workplace policies, employee leave entitlements, workplace safety planning processes and employee support referral options.

In 2023–24, a total of 114 applications for leave were made and approved in reporting agencies. This was a significant increase from the 74 applications received in the previous financial year.

Agencies also worked to raise awareness of family violence issues and support employees who are experiencing family violence through agency-specific initiatives. These include family violence awareness training, guides for managers, access to flexible working arrangements, referral to external support services, the State Service Employee Assistance Program, development of Workplace Safety Plans, and a network of Workplace Contact Officers.

Work health, safety and wellbeing

Managing work health, safety and wellbeing involves mitigating risks to the health and safety of everyone in our workplace. The TSS is committed to providing a physically and mentally healthy workplace for all employees. Released in January 2023, the psychosocial hazards code of practice continues to be embedded throughout the TSS to ensure hazards and risks are identified and strategies are implemented to manage and reduce them. All people in the workplace play a role in this process and are empowered to act and report when robust structures are in place.

Agencies are adopting a multi-faceted approach as psychosocial hazards cover a broad range of potential workplace hazards including workload management, workplace and job design, recruitment, and resourcing considerations as factors that may impact on employee wellbeing.

So, how is the TSS performing?

73% of people in the Survey said they agreed that their agency provides a safe work environment

70% of people in the Survey said health, safety and wellbeing topics and priorities are regularly discussed in my team

There is a strong connection between wellbeing and employee engagement, with wellbeing influencing how employees perceive their work and level of commitment. Recently, there has been a focus on wellbeing across the State Service and we are committed to taking proactive measures to support the physical and mental wellbeing of our employees in a coordinated whole-of-service approach.

Case Study

The **Department of Police, Fire and Emergency Management** (DPFEM) has recently extended its partnership with the University of Tasmania to increase career pathways from graduation to government. Historically, this partnership has provided opportunities for provisional psychologists to undertake placement within the department. This expansion will now see a unique arrangement of up to 26 provisional social workers in the department's Wellbeing Support team.

This initiative will greatly expand the resources and opportunities for the team when undertaking wellbeing checks and client support whilst also providing structured and supported placements for students as they complete their qualification.

During 2023–24, seven agencies have developed and implemented a Psychosocial Policy or related Action Plan. Of these policies, the most commonly identified risks were job design and demand, occupational violence and aggression and vicarious trauma. Mitigation strategies reported by agencies reflect holistic management of issues, which include structural supports (policies and procedures), practical guidance through professional development and improving communication channels to identify and manage potential employee risks sooner. Positively, the relationship between psychosocial hazards and interpersonal conflict has seen a significant body of work to address workplace conduct and behaviour.

Managing psychosocial hazards in the workplace

68% of people in the Survey said they have both the opportunities and resources to support their health and wellbeing

67% of people in the survey said they are able to effectively manage their workload

35% of people in the survey who said they were planning to leave said it is influenced by excessive work load

Case Studies

The **Department of Treasury and Finance** completed its roll-out of positive workspaces training for all staff during the year, which sought to build capability and reduce psychosocial risk in the workplace.

A Welcome to Treasury Orientation session was implemented during the year, which includes information on promoting positive workplace behaviour. All new staff are required to attend the session within three months of commencing at Treasury.

Over 2023–24 the **Department of Natural Resources and Environment Tasmania** (NRE Tas) has focused on supporting a workplace which is psychologically safe for all employees. The focus has been on broad education and information coupled with targeted initiatives to actively promote and support a psychologically safe workplace.

NRE Tas has promoted an educational campaign focusing on what a psychological safe workplace looks like, including building awareness across the organisation of psychosocial hazards and our responsibilities under the new Code of Practice to address these. This was further supported by an educational session with over 100 senior leaders at the Department's Senior Leader Forum on psychological safety at work, what it looks like, and the leader's role in helping to address it. General information sessions have also been run across the department to raise awareness and inform employees.

NRE Tas has also:

- Improved the safety of staff who are required to undertake compliance and other regulatory activities within the community.
- Provided training and support for employees who regularly deal with customers or clients, including Client Operational Safety and Situational Awareness and Dealing with Aggressive Clients and Authorised Officer training.
- Used cultural reviews to identify and target areas where psychosocial hazards may be present, including the use of trauma informed approaches, with all key people and culture staff being trained in trauma informed work practices.
- Rolled out of specific actions as part of the NRE Tas Belonging Action plan to ensure a safe and inclusive workplace where every individual is welcomed, respected and valued for their authenticity, including initiatives such as educational sessions on menopause and its effects, sessions from Working It Out on sexuality, gender, sessions on neurodiversity and neurodivergence in the workplace.

Maintaining compliance

During 2023–24, 244 officers, 16,317 employees and 897 managers received training in line with the requirements of Employment Direction 27: Work Health and Safety³.

During 2023–24 the suite of work health, safety (WHS) and wellbeing programs provided by agencies included:

- WHS obligations and duties,
- governance,
- risk management,
- psychosocial hazards,
- workplace inspections,
- notifiable incidents,
- first aid and CPR,
- mental health first aid,
- understanding the role of Workplace Contact Officers,
- building resilience and wellbeing (for employees and managers),
- emergency and fire wardens,
- defensive driving,
- safety in the field,
- occupational violence and aggression,
- managing difficult customers and situations,
- professional supervision,
- de-escalation techniques,
- family and content photoshoot risk management,
- trauma-informed practice and
- child safeguarding.

3 http://www.dpac.tas.gov.au/data/assets/pdf_file/0020/27308/ED27_WorkHealthSafety.pdf

Workplace Behaviour and Conduct

Workplace conduct, the expected ways in which State Service employees interact and behave, should foster workplaces that feel inclusive, respectful and psychologically safe.

The Employee Survey highlighted the impact of ongoing investment of time and effort from agencies and their leaders in reducing inappropriate conduct. Overall, perceptions of positive workplace behaviour in the TSS remains at 71 per cent in 2024, which is the same as 2023. This indicator has seen overall improvement from 68 per cent in the 2020 Employee Survey.

Professional Conduct Policies

This year, all agencies with child-facing services developed Professional Conduct Policies that define what behaviours are unacceptable related to children and young people. Policies included guidance material and complements Respectful Relationships programs currently delivered within agencies. Agencies have reported significant reform activities in relation to managing workplace conduct, grievances, reporting and/or reprisal-based policies and procedures.

SSMO had responsibility for implementing a number of Commission of Inquiry recommendations related to professional conduct policies. These recommendations had cross-agency impacts and act as prerequisites to a number of other recommendations, including those planned for phases two and three. An inter-agency working group was established, working with SSMO to develop and implement professional conduct policies in line with the recommendation, with particular emphasis on ensuring that our workforce has the necessary understanding, skills and confidence to uphold the policies.

Good progress has been made towards achieving all components of these recommendations, with next steps focussing on implementation and communication of these policies in agencies, and to look to how we strengthen the enforceability of these measures.

The Commission of Inquiry recommended changes to legislation or other means to ensure that a breach of a departmental professional conduct policy can be taken to be a breach of the State Service Code of Conduct. Post July 2024, SSMO has commenced work on legislative reform to achieve this aspect of the recommendation.

Workplace Bullying

In addressing the complex issue of workplace bullying within our organisations, the TSS Employee Surveys have evolved significantly over the years to capture a more accurate and actionable understanding of this issue. The 2024 Survey definition – ‘workplace bullying is repeated, unreasonable behaviour directed at an employee or group of employees that creates a risk to health and safety.’

21% of people in the Survey said they had experienced bullying in the past 12 months

40% of people in the Survey said they felt comfortable to report it
up from 39% in 2023

80% of people in the Survey said they would be confident in approaching their manager to discuss concerns and grievances

Sexual Harassment

In the Employee Survey sexual harassment is defined as, ‘an unwelcome sexual advance, unwelcome request for sexual favours or other unwelcome conduct of a sexual nature which makes a person feel offended, humiliated or intimidated.’

The work undertaken by agencies on positive workplace behaviours and respectful relationships are beginning to return results both from individual employee perceptions as well as through formal grievances lodged. However, 31 per cent of respondents indicated that they would like to continue a focus on positive workplace behaviours and culture.

2% of people in the survey said they had experienced sexual harassment in the past 12 months

34% of people in the survey said they felt comfortable to report it - up from 30% in 2023 and 22% in 2020

Formal grievances

A full breakdown of formal grievances raised through agency grievance management processes in 2023–24 is available under the Workplace Relations and Management section of the report. Of the total number of grievances raised, 17 related to allegations of bullying and/or harassment, and a further seven related to allegations of sexual harassment.

A total of 18 grievances relating to bullying and/or harassment and two relating to sexual harassment, were resolved. The remaining unresolved grievances were carried forward into the 2024–25 year.

Case Study

The **Department of State Growth** undertook an extensive review of its workplace behaviour policies informed through focus groups facilitated by the department's Employee Assistance Program provider with managers and staff to fully understand the causes of challenging workplace behaviour, existing barriers to reporting and generating ideas for improvement. This resulted in the release of the Respectful Workplace Behaviour Policy and Resolving Workplace Behaviour Issues Policy and Procedure focusing on practical guidance on the pathways to report and resolve issues.

To support the policy documents, a suite of resources to guide managers and employees to identify and address disrespectful behaviours were developed including with respectful and inclusive language guidelines. A new confidential reporting tool was also implemented. The department continues to work with its training provider to refresh the 'Respect at State Growth' workshops for managers and employees.



Culture, Leadership and Capability

The Tasmanian State Service is undergoing significant cultural reform, guided by several independent reviews, the Commission of Inquiry and the introduction of Child and Youth Safe Organisations legislation and Framework. Ensuring the Tasmanian State Service has the capability and adaptability to meet this reform is critical and must be led confidently by our leaders of today and the future.

The Department of Premier and Cabinet, through SSMO, facilitates a range of cross-agency collaboration and strategic whole-of-government programs and initiatives to cultivate a culture of learning and performance. This ensures agencies build consistent standards of workforce-related policies and practices whilst empowering innovative and progressive programs within agencies.

Culture

We strive to cultivate a culture across the State Service, of always acting with integrity, prioritising safety, accountability and collaboration in the way we work. This includes putting children at the centre, valuing inclusion and supporting culturally safe ways of working.

A key focus from March 2024, has been working in collaboration with Brand Tasmania on a joint project on cultural insights around 'what it means to be a Tasmanian State Service employee' to help inform work on the employee value proposition for the TSS and addressing an approach for attraction into the State Service. This has involved interviews with State Service employees across all agencies, classification levels and locations, with a report expected later in 2024.

Culture case study:

Department of Health

With the introduction of the Child Youth Safe Organisations Framework and Reportable Conduct Requirements, the Department of Health have developed a significant suite of policies and programs to support employees to be confident in meeting child safeguarding requirements. This has included:

- Developing a Professional Conduct Policy
- CARE Chats Model
- Workplace Conversations Model
- Updating the Grievance Resolution Policy, Responding to Harassment and Sexual Harassment Guide
- Creation of the Statewide Complaints Management Oversight Unit
- Updating the Support Person Policy

These significant reforms and initiatives have translated into professional development offerings and updates delivered throughout the year, which include:

- Child Safeguarding workshops and information sessions
- Inclusion into the Elevate Management Development Program, Base Camp Supervisor Program and Aspire Leadership Program
- CARE (Values) in practice implementation guide for employees
- Tapping into Talent Mentor Program
- Workplace Conversations online learning
- Performance Development Discussions online learning.

Leadership

The TSS is focused on developing high-performing leaders capable of providing stewardship for the public sector through cross-agency collaboration driven by functional and adaptive leadership practices.

SSMO facilitates a broad range of whole of government professional development services. Programs and initiatives range across the employment spectrum, including coordination and delivery of leadership and management-based skill development programs. These complement and support agency specific development programs.

- The **Manager Essentials Program** is an award-winning program designed to develop the skills of our current and future managers of the TSS. The program runs over nine months with four modules and includes an Emotional Intelligence assessment. Since its inception in June 2017, more than 800 participants have commenced the program and over 505 of those have graduated. During 2023–24 the program had 65 enrolments and 84 graduates. Having run successfully for eight years, the program is currently under review to ensure it maintains contemporary management practices in developing our managers.

TTC Leadership and management programs run during 2023–24:

- Managing people and performance
 - THE ABC of strategy and strategic thinking
 - Creating a culture of strategic decision-making
 - New supervisor
 - Psychological safety at work for managers
 - Mental health and wellbeing for managers
-

- The **State Service Strategic Management Program** (S3MP) is delivered in partnership with Tasmania Police, the University of Tasmania (UTAS) and SSMO. It provides targeted development opportunities for emerging and recently appointed senior managers across the State Service and is a development pathway in the Tasmania Police Inspector Program. The program aims to develop consistent and quality leadership styles and skills, this year focussing on Ethical and Accountable Leadership. The program provides partial credit to post-graduate qualifications for participants who continue their study with UTAS. 31 people participated in the 2024 program.
- The **Public Sector Management Program** (PSMP) is centrally coordinated by SSMO in partnership with the Queensland University of Technology. It provides professional development opportunities for high-performing public sector employees seeking career progression and focuses on understanding the business of government across Australia. During 2023–24, five new enrolments occurred, with six participants graduating from PSMP – three from the Department of State Growth, two from Department of Health (with one achieving top honours) and one from the Department of Justice.
- SSMO also coordinates nominations for programs conducted by **the Australian and New Zealand School of Government** including: the Executive Fellows Program, Executive Master of Public Administration and Towards Strategic Leadership.

Leadership case studies:

In 2023 the **Department of Justice** developed the Managing@Justice program which details a set of Leadership Accountabilities and Responsibilities across Managing People, Managing Resources, Managing Outcomes, Managing Self and Knowledge. This initiative outlines clear expectations and responsibilities for all layers of management and leadership, along with key responsibilities and activities within each area.

These tools are resources which includes a set of Senior Executive Service Officer Accountabilities and Responsibilities articulates accountabilities under each area in an Accountabilities Plan and responsibilities for inclusion in Statement of Duties. This initiative was piloted over the last 12 months and will be reviewed before full implementation. The Managing@Justice program includes the “Ready to Lead” program that has been fully implemented and pitched at new and emerging managers.

Over the past 12 months, the **Department of Natural Resources and Environment Tasmania** (NRE Tas) has been developing a holistic Leading in NRE Tas Strategy and development program to enable a consistent approach to supporting and enabling leaders and leadership across the Agency.

This suite of initiatives is based on three key strategic policies:

- Tasmanian State Service Senior Executive Leadership Capability Framework
- NRE Tas Strategic Plan 2022 – 2027 – which articulates our Vision, Purpose, Strategic Priorities, Principles and Success Factors.
- How We Work (HWW) Framework

The How We Work Framework states the four Principles and their underlying behaviours expected across the workplace. These shape how we behave at work, how we make decisions, how we interact with others and what we prioritise.

Focusing on leadership capability allows NRE Tas to set workplace culture, accountabilities and expectations for communication and collaboration with those accountable for inspiring and leading these important initiatives.

Refining and reviewing the program will lead to a further program being developed for all new leaders as well as a series of individual sessions that focus and expand on topics to provide continued support for leaders as they learn and grow within their roles and the organisation.

Capability

Access to learning and development helps employees achieve their career and performance goals, develop emerging capabilities for delivering business outcomes and services to the community. This needs to be supported by a culture that values learning and growth.

65% of people in the Survey said they felt performance development conversations helped identify work priorities and learning needs

51% of people in the Survey said they were satisfied with the learning and development opportunities available in their agency

49 per cent of people in the survey who said they did not feel supported to develop, said it was because training was not valued or prioritised and absences could not be covered in the workplace.

From a whole-of-government approach, SSMO facilitates an inter-agency Workforce Development Network which has been operating successfully for nine years. The network facilitates a rich exchange of ideas and best practices across government agencies, enhancing organisational design and learning outcomes.

A range of key initiatives undertaken in 2023-24 supported employees across multiple levels, enhancing skills crucial for State Service efficiency and responsiveness. Learning opportunities are provided primarily through the Tasmanian Training Consortium (TTC), which is a Tasmanian State Service initiative that facilitates and promotes cost-effective, high-quality learning opportunities across the public sector in Tasmania.

- The **TSS Graduate Development Program** (TasGraD) includes a 12-month structured learning program. The professional development is designed to increase capability and understanding of government and involves both formal and on-the-job development. This includes topics of design-thinking, managing public finances, communicating with influence, writing for decision-makers, policy and getting through cabinet. 38 participants commenced the program in the 2023-24 financial year.
- **Aboriginal Cultural Respect Training:** Developed in 2022 under the first TSS Aboriginal Employment Strategy, this course is in response to the need for an accessible, consistent, quality-controlled and culturally-authentic Aboriginal training package for Tasmanian State Service employees. Aboriginal Cultural Respect Training: 145 participants commenced the training in the 2023-24 financial year.

In addition to learning and development delivered at a whole-of-government level, agencies also run their own specific training programs through a variety of formats along with study assistance programs (to support employees to undertake formal studies outside of the workplace).

It is recognised that the professional development landscape is changing, driven by changes in our understanding of public services and the role employees, as influenced by the recent independent review of the TSS and Commission of Inquiry.

A TSS Learning and Development Strategy is currently under development and is anticipated to be completed by early 2025, outlining the direction and priorities for the State Service in line with external recommendations and best practice.

Tasmanian Training Consortium (TTC)

The TTC facilitates, coordinates and promotes cost-effective, high-quality professional development opportunities across the public sector in Tasmania. Participants include the TSS, Australian Public Service, local government, Government Business Enterprises and state-owned companies. Professional development is delivered through a publicly available calendar of courses as well as customised in-house training on request. In 2023–24, the TTC:

Delivered **120** courses publicly through their course calendar

1,693 people in total registered

29 were available online

80 in the south

11 across the north and north-west

TTC also coordinated a total of 38 in-house training courses during this period. The provision of in-house courses is reserved for member organisations only when they are unable to access the calendar events due to travel or location restrictions or when a specialised learning outcome has been identified and is not otherwise available. During the reporting period, the Department for Education, Children and Young People, Departments of Health, Natural Resources and Environment Tasmania, Premier and Cabinet, Police Fire and Emergency Management and Treasury and Finance have used this service. In addition, the Integrity Commission, Tasmanian Audit Office, Port Arthur Historic Site Management Authority, TasWater and Huon Valley Council have run training for their staff using the TTC in-house service.

In January 2024 a review of TTC's post-course participant survey has resulted in a redesign of the survey to better understand levels of satisfaction. For the period January to June 2024, 89 per cent of participants in TTC programs were satisfied that the course met their needs and expectations, with 86 per cent being very satisfied with the presenter and delivery of their course.



Trauma-informed Care and Practice

As a result of the Commission of Inquiry, in 2022 an Interim Report was released with a number of recommendations. Of these the Government committed to mandating professional development on trauma-informed training for all employees and officers involved in code of conduct and performance-related workplace investigations. This complements both Department for Education, Children and Young People's initiative to establish a whole-of-government external investigator panel and a Shared Capability Investigation Unit within SSMO.

An initial Roadmap to Trauma Services was delivered by the TTC, in partnership with Lifeline Tasmania, to senior leaders across agencies. Together they have rolled out a series of one-day workshops focussed on understanding trauma, trauma-informed practice and trauma-informed organisations. These workshops are publicly available and provided direct to TTC member organisations. They have been instrumental in building consistent trauma awareness and literacy across the State Service.

SSMO has continued to evolve the professional development to support our management of Code of Conduct matters, developing an advanced program called Trauma-informed practice for workplace investigations, in partnership with Wise Pty Ltd. This program is mandatory for all members of the Tasmanian Government Investigator Panel and employees involved in code of conduct or performance-related workplace investigations. Tasmania is the first state or territory to make this a requirement for these types of matters and it ensures investigators working on State Service matters have consistent training.

In September 2023, the TTC and Lifeline Tasmania developed introductory professional development information which focused on understanding trauma and practice. It aims to support Members of Parliament and Cabinet and their officers to be able to support the community after the release of the Final Commission of Inquiry Report. Since this time, further professional development has been available to Members of Parliament and their staff as well as access to the TTC trauma-informed learning series.

Work is in progress to finalise an additional program for our State Service leaders to ensure that when decisions on these matters are made, they have the confidence and ability to incorporate trauma-informed practice in both decision-making and how that decision is communicated to employees.

Agencies continue to take opportunities for employees to complete mandatory training as well as increase trauma awareness and literacy. Many have also developed their own specialised trauma-informed care and practice programs to continue to build capability in specialist areas.

Case Study

The **Department for Education, Children and Young People** undertook a significant development program to support capability development of their diverse workforce, which includes:

- Good Teaching Trauma Informed Practice (2020)
- Department of Education Strategic Plan 2021–2024
- 2018–2021 Child and Student Wellbeing Strategy, Safe, Well and Positive Learners
- It takes a Tasmanian Village, Child and Youth Wellbeing Strategy 2021–2025
- Respectful Schools Respectful Behaviour
- Our Approach to School Improvement
- Planning for Improvement – Inclusive Practice
- Approach to Student Engagement
- A Guide to Student Voice and Agency
- School Support and Wellbeing Team guidelines and resources
- Together with Families Approach.

In addition to:

- The National School Improvement Tool (NSIT)
- AITSL Australian Professional Standards for Teachers and Principals:
- Standard 1: Know students and how they learn
- Standard 2: Create and maintain supportive and safe learning environments
- Standard 6: Engage in professional learning.

Professional development has been developed and delivered in partnership with the National Centre for Action on Child Sexual Abuse - the Australian Childhood Foundation based on the SPACE Model. This holistic development of policies, strategies and professional development helps to ensure their workforce have confidence to use the skills developed in the way their agency expects.

Trauma-informed Knowledge and Skills Framework

In response to COI recommendations, SSMO are currently finalising the first draft of a whole-of-government framework designed to build trauma-awareness across the Tasmanian public sector. We are committed to creating a more responsive and compassionate workforce, capable of better supporting all Tasmanians who require government services, that meets them where they are and what they have been through.

Led by SSMO, working in partnership with an external provider and representatives from across five lead agencies, we have designed and drafted the Trauma-informed Knowledge and Skills Framework (the Framework) that sets out how we will transform our systems, ourselves and professional development services to create a whole system that embodies trauma-informed care and practice. This approach was taken to ensure the Framework was built on the lessons of national and international frameworks and was evidenced-based.

Preliminary consultation occurred with key stakeholders to develop the draft Framework, with other 80 contributions from agencies, government and non-government services, as well as regulatory bodies.



Diversity, Equity and Inclusion

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

Diversity and Inclusion Strategy

During 2023–24, the State Service Management Office reviewed the State Service Diversity and Inclusion Framework and commenced development of a new whole-of-service Diversity and Inclusion Strategy. The new strategy will ensure that our workforce management practices and policies align with Government priorities and reflects the State Service principles of a workforce that recognises and uses the diversity of the community it serves. The new four-year strategy is expected to be finalised in early 2025.

Aboriginal Employment Strategy

The Tasmanian Government has committed ongoing funding of the Tasmanian State Service Aboriginal Employment Strategy (the strategy), with \$250,000 provided in 2023–24 and committed for 2024–25 and beyond, to continue to deliver a range of Aboriginal employment initiatives across the TSS. This is aimed at retaining and attracting Aboriginal people to TSS jobs, developing and progressing the careers of Aboriginal employees and supporting culturally safe and respectful workplaces.

Activities in 2023–24 included:

- A review of the strategy with a new strategy to be released this calendar year, including an action plan to enable initiatives under the new strategy.

- Development and delivery of Aboriginal Cultural Respect training. There were 22 Aboriginal Cultural Respect Training sessions delivered during 2023–24, with a further 24 sessions scheduled for 2025. As of 30 June 2024, 180 employees have undertaken the training in the reporting period.
- Development of resources to support Aboriginal Cultural Respect Training, highlighting the stories of four individual Aboriginal employees.

The TSS Aboriginal Employee Network has 114 Aboriginal members, who contribute to, and support the work under the TSS Aboriginal Employment Strategy. Members of the network meet four times a year in state-wide workshops, including an end of year gathering. Supporting Aboriginal employees to participate in the Aboriginal Employee Network is one way agencies demonstrate their commitment to valuing Aboriginal employees. The network continues to be a credible source for the State Service agencies to seek advice, guidance and support on employment matters impacting Aboriginal people working in the TSS. Agencies can also seek advice and guidance from the network on employment matters and these requests continue to increase.

The Tasmanian State Service Aboriginal Employment e-newsletter includes contributions from Aboriginal employees, with 521 subscriptions across the TSS.

Leading on from the first Yarn on Country gathering with Aboriginal women network members and women leading the work on the Women Supporting Women (WSW) Leadership Strategy, there is now Aboriginal representation on the WSW Steering Committee and working group, as well as contributing to the WSW Strategy.

As at June 2024, there were 108 Aboriginal identified positions within the Tasmanian State Service that could only be filled by Aboriginal and/or Torres Strait Islander People, increasing from 89 at June 2023.

Youth Employment

Implementing programs to increase employment opportunities for young Tasmanians, including options for entry level strategies, is a focus area of the TSS. Employing young people has a range of benefits for the TSS, including supporting future workforce planning and ensuring a diverse workplace.

In addition to whole-of-government programs, agencies also support dedicated graduate, cadet and trainee positions, particularly the Department for Education, Children and Young People, and Departments of Treasury and Finance, Health, and Natural Resources and Environment Tasmania.

Through school-based traineeships, cadet, and graduate programs, we are providing pathways to employment in the TSS for our young people, including in regional areas. As at June 2024, there were 5,319 people under the age of 30 working in the TSS, an increase of 102 compared to June 2023. This represents 14.39 per cent of the State Service workforce.

We will be working across State Service agencies during 2024–25 to identify opportunities and further build on our pathway programs.

Graduate recruitment

The State Service supports recent university graduates through the TSS Graduate Development Program (TasGraD). This program sees graduates employed across different agencies and participate in a development program to build skills for a successful career.

Participation in the TasGraD program has remained positive when compared to previous years, with 34 participants taking part. Since the TasGraD Program commenced in 2017, a total of 263 graduates have been employed through the program and associated talent pool. The majority of graduates engaged through this program are young Tasmanian people.

The TasGraD Pool is managed by SSMO and stays open until the next graduate recruitment processes commences, so that agencies can recruit for other School-based Traineeship Program

The School-based Traineeship Program

The School-based Traineeship Program provides a further example of how the TSS, as the State's largest employer, is actively supporting young Tasmanians to gain employment and entry into the workforce.

In 2023–24, 11 trainees were engaged through the school-based trainee program, bringing the total to 51 since the pilot Program in 2018–19.

The trainees can gain a nationally recognised qualification through working in the State Service, while staying at school to complete their Tasmanian Certificate of Education in Years 11 and 12. The program supports increasing Tasmania's Grade 12 retention rate by providing vocational specific opportunities.

Equity in leadership

In 2016, Heads of Agencies set a target of women holding at least 40 per cent of senior executive positions by 2020. This was achieved well ahead of that time, and as at 30 June 2024 women now occupy 53.1 per cent of senior executive roles (110 of 207 positions).

Six of the 16 TSS Agencies listed under Schedule 1 of the *State Service Act 2000* currently have female Heads of Agency.

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

A key initiative supporting women across Government is the Women Supporting Women in Leadership program, which supports women across the Tasmanian State Service in their leadership journey. In November 2023, the Women Supporting Women (WSW) Program launched the Women Supporting Women in Leadership Strategy 2024–2027. The program, which is led by women in senior positions in the TSS, provides opportunities to share experiences, learn new skills, network, and develop leadership capacity.

To achieve its vision, the Strategy focuses on five impact areas - build an inclusive culture; acknowledge and respect diversity and address bias; promote women's wellbeing; leadership development and support; and accountability for progress and action.

Our Watch

All agencies committed to the Our Watch Workplace Equality and Respect Standards (WERS) and developed agency action plans, which have enabled reporting against the standards commencing in 2022. This work includes a range of actions to embed gender equality in the State Service and builds on agencies previously gaining White Ribbon Accreditation.

The WERS Interagency Reference Group established under Action 27 of the Third Family and Sexual Violence Action Plan 2022–2027, Survivors at the Centre, meets every two months to share information and discuss collective actions that support the implementation of WERS across the TSS. The Committee has membership from each agency as well as the Our Watch Senior Advisor Tasmania.

The committee has responsibility for organising the annual TSS Prevention of Violence Walk held in recognition of the United Nations International Day for the Elimination of Violence Against Women, oversees the development of agency WERS action plans and contributes to TSS annual reporting against the standards. In 2023–24, the annual walk took place on 24 November 2023 led by the Department of Natural Resources and Environment Tasmania. Planning commenced in the reporting period for the 2024 Walk, being led by the Department of State Growth.



Agency-specific initiatives:

- Development of Family Violence Training for specific support areas within Agencies, including managers.
 - Workforce Family Violence Policy reviews underway or completed in Agencies.
 - Family Violence Leave implemented to support staff.
 - Flexible work practices introduced in Agencies, with continued review and updating of approach.
 - Improvements to communications and promotion of initiatives promoting the availability of support to staff.
 - The Department of State Growth maintained accreditation as a Breastfeeding Friendly Workplace
-

Targeted Recruitment

Agencies have continued to work to improve inclusion and diversity, remove barriers to employment and increase employment opportunities within the TSS for all members of the community.

In 2023–24, agencies reported using targeted recruitment to add greater diversity to their team or to provide more equitable employment opportunities. This included recruitment aimed at Aboriginal and/or Torres Strait Islander People and people with disability. In total, 44 targeted roles were advertised, leading to 33 appointments. In addition to these targeted roles, a further eight fixed-term or fixed-term casual appointments of Aboriginal or Torres Strait Islander people or people with disability were made from approved employment registers managed through the Department for Education, Children and Young People.

Key agency initiatives:

Aboriginal and/or Torres Strait Islanders

- promoting recently refreshed Aboriginal Cultural Respect training sessions to employees and leaders
- promoting NAIDOC Week and activities, and supporting employees to attend NAIDOC Week events
- increasing adoption of Welcome to Country and Acknowledgement of Country for meetings, workshops, and events and in plaques, displaying the Aboriginal flag and local Aboriginal artwork
- promoting the Aboriginal Employee Network and monthly newsletter
- targeted recruitment of an Aboriginal school-based trainee, and
- progressing development of agency Aboriginal employment action plans.

Gender Equity

- promoting International Women's Day
- providing a range of information through agency intranets on recognising and responding to disrespect towards women
- supporting and participating in initiatives of the whole-of-government Women Supporting Women network
- providing accessible breastfeeding spaces for employees
- continued implementation of the Workplace Equality and Respect Standards, and
- dedicated strategies to improve gender diversity in the Tasmania Fire Service and Tasmania Police.

Age

- supporting youth recruitment through continuing participation in the Tasmanian State Service Graduate Development program (TasGraD) and School-Based Traineeship program
- working with the University of Tasmania and other educational institutions to provide student placements
- coordinating events to celebrate and thank long serving employees; and
- promoting Seniors Week.

LGBTIQA+

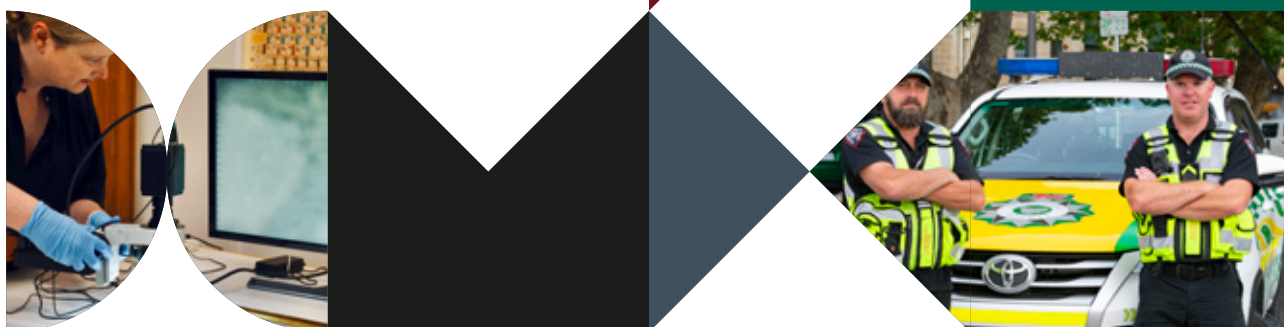
- ongoing participation in the whole-of-government LGBTIQA+ working group
- promoting Pride Month and TasPride
- promoting and supporting employees to participate in Wear it Purple Day
- updating toilet signage where possible to the more inclusive term “all gender”.

People with Disability

- providing Disability Confident Workforces eLearning modules
- developing Job Access partnerships
- co-hosting a Job Access information session with DES providers
- improving accessibility through building modifications.

Other Diversity and Inclusion Activities

- multiple agencies working to develop agency-specific Diversity, Equity and Inclusion Strategies and supporting action plans (including e-learning) and/or establishing reference or working groups to provide employee input into diversity, equity and inclusion initiatives
- providing all-staff access to informative resources from the Diversity Council of Australia
- providing Trauma Informed Practice and Psychological Safety at Work training
- providing access to Unconscious Bias training
- providing access to Employee Assistance Programs mental health support resources
- continuing to support employees through access to flexible working arrangements.





Workplace Relations and Management

Managing State Service employment on behalf of the Premier as the Employer, through high-quality policy, programs and governance arrangements, supported by a sustainable employment and industrial framework that recognises and rewards capability.

Workplace Relations, Awards and Agreements

SSMO supports agencies and provides advice on workplace relations matters including advice on, the interpretation and application of the State Service employment Framework (including relevant legislation, Awards, Agreements, Employment Directions etc), industrial disputes, terminations and other employment matters affecting employees. This ensures a collaborative and consistent approach to the management of the employment and industrial framework. SSMO also has responsibility for management of all TSS awards and agreements and represents the employer in the Tasmanian Industrial Commission for matters relating to the registration of new agreements or the variation of awards and other matters relating to employment in the Tasmanian State Service.

In the 2023–24 financial year, a number of agreements were completed and registered with the Tasmanian Industrial Commission. This included the *Correctional Officers Agreement 2023*, *Medical Practitioners (Tasmanian State Service) Agreement 2022*, and *Nurses and Midwives (Tasmanian State Service) Agreement 2023*.

Non-wage Agreement Matters

Negotiations were finalised through 2023–24 for several non-wage Agreements. This included the *Parks and Wildlife Industrial Agreement 2022*, *Child Safety Industrial Agreement 2023*, and the *Principals Agreement 2023*.

Industrial Workforce Reform Program

During 2022–23, a project was resourced, and a dedicated Industrial Workforce Reform team was established within SSMO to support agencies so that commitments under relevant industrial agreements are enacted during the life of those agreements.

The Industrial Workforce Reform team worked constructively and collaboratively with unions and agencies which included undertaking work to inform the updating and modernising of industrial awards and agreements and the consideration of whether future reforms may require legislative change.

An example of an actioned reform commitment was the provision of employee choice in relation to whether the Australia Day public holiday is observed on 26 January or on another day. This change was informed by the Aboriginal Employee Network and effected through the Tasmanian Industrial Commission in late 2023 in time to enable employees to have the opportunity to substitute the public holiday of 26 January 2024 for an alternative day.

Key Recruitment Initiatives

The TSS has experienced continued net growth in its workforce over the past year. As at 30 June 2024, the TSS headcount had increased to 36,931 compared to 35,275 in June 2023 - an increase of 1,686 employees.

More than 6,400 positions were advertised externally on the Tasmanian Government Jobs Website.

Agencies have been working hard to attract candidates from Tasmania, nationally and internationally. In today's market it is important that we are responsive in our recruitment efforts to ensure we get the right people in the right jobs at the right time to deliver essential services for the Tasmania community. The increased investment in the workforce has led to the need for the TSS to substantially increase its overall recruitment effort in many key areas such as health and education.

Notable recruitment initiatives in 2023–24 have included:

Department for Education, Children and Young People (DECYP)

International Recruitment 2023

DECYP are now an Accredited Business Sponsor across Skill shortage areas of Teaching and (School) Psychologists and Speech Pathologists (Allied Health).

DECYP undertook a targeted Recruitment Campaign for Maths and Science qualified Teachers: Direct sourcing from Europe, UK Ireland, Scotland, and New Zealand.

Interstate Universities engagement: January to June 2024

Throughout this year DECYP held online webinars with:

- Charles Stuart University (Attended in person careers fair across two campuses Bathurst and Wagga Wagga)
- Curtin University
- Swinburne University of Technology
- Deakin
- New England

DECYP were able to showcase to Education students what Tasmanian Teaching careers look like and what our great state has on offer from a lifestyle perspective. The average attendance was over 30 participants at each webinar with attendance from a variety of cohorts - new to education and those in their final year of study - developing Graduate pipeline for future workforce needs.

LinkedIn Hiring Platform: LinkedIn Talent solutions

DECYP are utilising the LinkedIn Hiring Platform, also known as LinkedIn Talent Solutions, with a comprehensive suite of tools designed to help source, attract, and hire top talent. This platform enables DECYP to access the passive applicant market, creating a pipeline for various professions such as teachers and allied health professionals.

In 2023, and continuing in 2024, DECYP undertook targeted campaigns including the **Child Safety and Child Safety and Wellbeing Recruitment Campaign – “Make a Difference”**. The digital advertising for this campaign was highly successful, generating 2,000 clicks on job vacancies from the campaign landing page and 60,000 views of the YouTube campaign videos. Genuine positive stories from our staff are proving to be a strong form of advertising.

DECYP received more than 130 job applications for Child Safety Officer and Child Safety Wellbeing Worker roles across the state. Of those applications, more than 100 have been assessed as holding relevant qualifications and/or work experience. This has been a very successful campaign.

Department of Health

Nurses and Midwives

- The Agency continued to address recruitment initiatives to highlight the benefits of working in Tasmania with incentives available for nurses and midwives who move to Tasmania from Interstate and remain employed full time for three years or more, in addition to relocation allowances already available.
- An initiative to support retention and investment in early career nurses and midwives in Tasmania was undertaken, which included special incentives for Transition to Practice Program participants in 2025 and 2026, and the opportunity to participate in the program and receive scholarship funding. This is a structured program of education, professional development and workplace supports for nurses and midwives in their first three years of practice post registration. It is designed to target the unique needs of nurses and midwives entering the professions and as they progress to becoming proficient clinical professions. The scholarship is aligned to the Expanded Support Program where an employee can evidence undertaking additional study to progress their career in alignment with the intentions of the Expanded Support Program.

The implementation Health Workforce 2040, Tasmania's first comprehensive workforce strategy, remains ongoing and aims to train, retain and attract a highly skilled, competent and flexible workforce of the right size and shape to meet the needs of Tasmania now and into the future.

General practitioner (GP) initiatives:

- The Agency has scoped and is initiating a program to attract new GPs to Tasmania and locally trained GPs to stay in Tasmania, to attract up to 40 new GPs to rural and regional Tasmania.
- The Agency has scoped and established the GP NOW initiative and is recruiting a team of 10 State-employed GPs for a new GP Rapid Response team to ensure continuity of practice care when practices are encountering service challenges.

Managing Positions in the State Service

The Managing Positions in the State Service framework supports agencies to manage their employment needs according to current priorities. Targeted Negotiated Voluntary Redundancies (TNVRs) and Workforce Renewal Incentive Program payments (WRIPs) remain available to Heads of Agencies as tools to assist in managing their workforce establishment and profile.

During 2023–24, a total of 21 TNVRs were progressed, and a further nine employees left the State Service after accepting a WRIP payment.

TNVRs and WRIPs are entered into voluntarily and by negotiation between the employee and employer.

Investigations

The Commission of Inquiry made a number of recommendations towards improving processes, guidance and reform to conduct and disciplinary processes in the TSS.

Employment Direction No. 5 (ED5) sets out the procedures for investigating and determining whether a State Service employee has breached the State Service Code of Conduct. A review of ED5 was expedited and commenced in the reporting period as a first stage response to the COI, with its intent to assist decision-makers and those involved in managing ED5 processes to be more flexible, adaptable to particular circumstances and to enable investigations to be undertaken in a more efficient, timely and trauma-informed way.

The review of the ED5 also considered that the safety and protection of children is a paramount consideration in ED5 processes and will consider providing greater clarity regarding the sharing of information as it may relate to employee conduct.

Whole of Government Panel of Investigators

To assist with the timeliness and management of ED5 matters, a whole-of-government panel arrangement for external investigators was established.

Panel members must be trained to undertake investigations with a trauma-informed approach and practice and wherever possible to complete investigations within a maximum period of 12 weeks. 38 investigators having joined the panel since its commencement.

Specific trauma-informed training for investigators has occurred, with refresher training to be undertaken on an annual basis.

Shared Capability and Centralised Investigations Unit

The State Service Management Office has established the Shared Capability and Centralised Investigations Unit (SCCI) to investigate and/or case manage serious code of conduct matters.

A manager of the team commenced in March 2024 and recruitment for four roles in the team was initiated. During this period, further detail was developed in relation to the high-level model previously approved by the Secretaries Board.

The SCCI worked in collaboration with others in SSMO on Trauma-informed Practice training for investigators and support for the ongoing management of the State Service investigator panel.

The team will also focus on building capability across the State Service in relation to how agencies manage ED5 processes.

Register for TSS Code of Conduct Breaches Resulting in, or would have Resulted in Termination

Practices, Procedures and Standards No.5 (PPS No.5) was issued in July 2022 to establish a register to assist agencies in conducting due diligence during the recruitment process by providing them with information on whether an applicant has previously been terminated from the Tasmanian State Service or would have been, had they not left before a determination.

The register is accessed by agencies before an offer of employment is made to an applicant for a role with the State Service.

Code of Conduct

In 2023–24 there were 223 allegations of breaches of the code of conduct (Section 9 of the *Tasmanian State Service Act 2000*) which were investigated in line with the provisions of ED5. Of the 102 that were finalised during the period, 42 breaches were identified, and sanctions were imposed that included counselling, formal reprimands, and termination of employment. The remaining cases were either resolved with no breach found, finalised through other means, or were carried forward into the 2024–25 period.

Suspension of Employees

Employment Direction 4: Procedure for the Suspension of State Service Employees with or without Pay, sets out the basic procedural requirements for the suspension with pay of a State Service employee by a Head of Agency who has reasonable grounds to believe it is in the public interest. Across the TSS in the 2023–24 financial year, a total of 174 employees were suspended during the course of investigations into alleged breaches of the code of conduct. This included a number of matters carried over from the previous reporting period.

Inability

Eight agencies reported investigations into the alleged inability of an employee to perform their duties, in line with Employment Direction 6: Procedures for the Investigation and Determination of whether an employee is able to efficiently and effectively perform their duties. A total of 28 cases were under investigation in 2023–24 which included those carried forward from 2022–23. 16 investigations were finalised in 2023–24. Of the cases finalised, eight resulted in termination or resignation of the employee. The remaining unresolved cases were carried forward into the 2024–25 period.

Terminations

Section 44(3) of the *State Service Act 2000* provides a number of grounds on which an employee's employment may be terminated. In 2023–24, a total of 28 sanctions of termination were imposed across six agencies.

Table 2: Employee Terminations
(Source: TSS Agency Survey 2023–24)

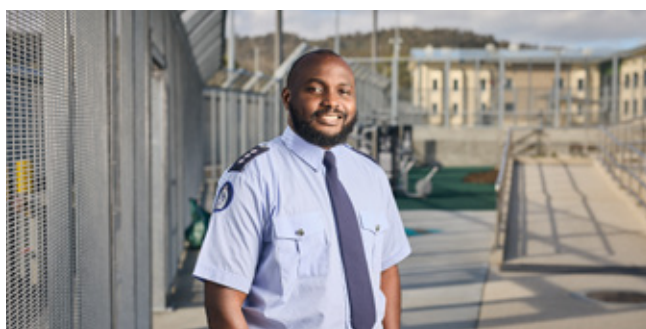
Reason for termination	Perma- nent	Fixed term	Total
Termination of a probationary employee	2	0	2
Abandonment of employment	5	0	5
Breach of the code of conduct (excluding child sexual abuse)	9	1	10
Breach of the code of conduct – child sexual abuse	3	0	3
Inability	5	0	5
Termination following ED26 process	0	0	0
TOTAL	24	1	25



Managing Performance

Performance management systems provide a framework for regular, constructive discussions that create a link between the performance and development of employees and officers and an agency's business requirements. In 2023–24, agencies reported that 14,799 employees participated in a performance management process, representing 40 per cent of the State Service workforce. This was an increase from 7,910 in 2022–23 (22.14 per cent of the State Service workforce).

Performance Improvement Plans (PIPs) provide additional support to employees in meeting performance measures, by providing a structured plan that can include additional training or learning opportunities, supervision, role clarification, or a skills review. In 2023–24, there were 10 PIPs in place (a decrease from 32 in 2022–23) and a total of 10 were completed in the period.



Grievances

Internal grievances

Employees are able to raise grievances or matters with their agency under the agency's grievance management process. In 2023–24, a total of 157 formal grievances were lodged across nine agencies, which is a decrease from 228 grievances across eight agencies in 2022–23.

The nature of the grievances lodged included employee conflicts, workload management, management decisions, bullying and/or harassment, and sexual harassment. Where these grievances were resolved, actions taken included mediation, counselling, additional training, re-allocation of duties, and coaching.

The following table shows the outcome of all formal grievances reported in 2023–24, compared to 2022–23.

Table 3: Grievance Outcomes (Source: TSS Agency Survey 2023–24)

Outcome of formal grievance	2022-23	2023-24
Satisfactorily resolved by agreement	30	43
Withdrawn / dismissed	23	28
Upheld	52	20
Carried forward	123	66
TOTAL	228	157

External grievances

In 2023–24, a total of 61 grievances were taken to external organisations (one matter was referred to the Ombudsman, seven to Equal Opportunity Tasmania, nine to other organisations or industrial tribunals and 44 to the Tasmanian Industrial Commission). Matters referred related to management decisions, discrimination, employee conduct, process-related, workplace bullying and/or sexual harassment.

Employment Determinations

Determinations by the State Service Management Office

TSS Agencies are required to refer some employment matters to SSMO for determination using the powers of the Employer under the *State Service Act 2000*, in line with relevant Employment Directions⁴, and Practices, Procedures and Standards⁵. The following table shows the status of requests made during this period, including those carried forward from 2022–23, new requests made in 2023–24 and those carried forward after 30 June 2024.

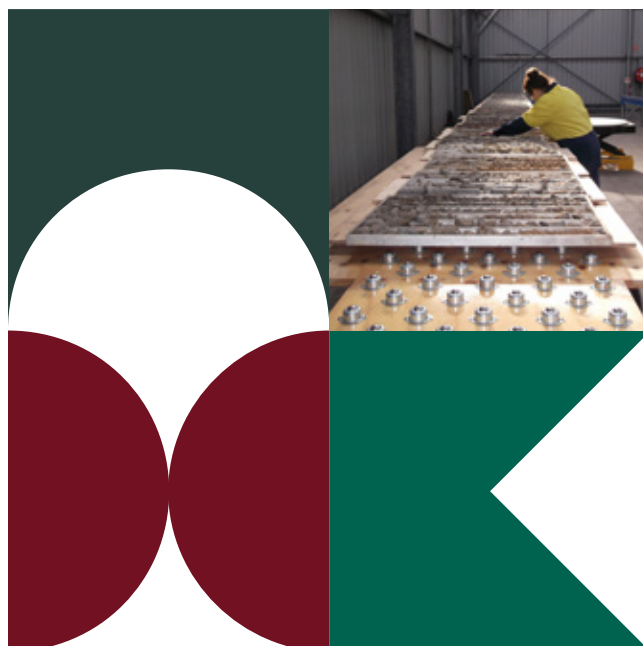


Table 4: Employment Determinations by SSMO (Source: TSS Agency Survey 2023–24)

Request type	Carried over	New	Rejected or withdrawn	Approved	Carried forward
Agency-specific recruitment programs (PPS2)	0	3	0	3	0
Pre-employment checks (ED7)	1	16	0	17	0
Essential Requirements (ED1, 10, and 18 and Offices under s29 of the State Service Act 2000)	0	36	0	36	0
Extension of fixed-term beyond 36 months (ED1) or 42 months (ED1a)	0	3	0	3	0
Fixed-term and casual employment registers (PPS1) ⁶	0	27	0	27	0
Appointment without advertising (ED1)	0	4	0	4	0
Promotion without advertising (ED1)	1	94	1	94	0
Secondments into the State Service (ED1)	0	11	1	10	0
Secondments out of the State Service (ED1)	0	15	0	15	0
TOTAL	2	209	2	209	0

⁴ http://www.dpac.tas.gov.au/divisions/ssmo/employment_directions

⁵ http://www.dpac.tas.gov.au/divisions/ssmo/employment_policy/practices_procedures_and_standards

⁶ Currently approved fixed-term and casual employment registers can be viewed on the www.jobs.tas.gov.au website.

Determination by Heads of Agencies

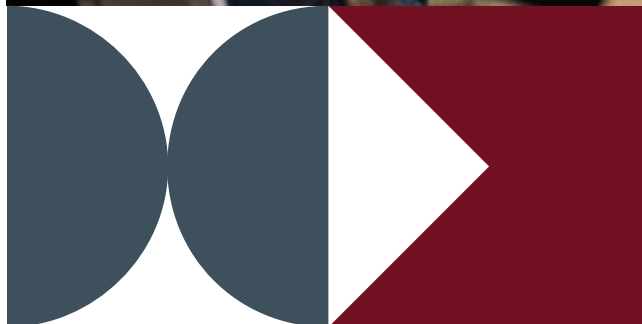
Fixed-term employees who meet the provisions of Clause 13 of ED1 may apply to their Head of Agency to have duties they are performing advertised for filling on a permanent basis, in accordance with the ED.

The Employer may change the employment status of a fixed-term employee to permanent under Section 37 (4) of the *State Service Act 2000* is delegated to Heads of Agencies and exercised in accordance with the provisions of ED1. In addition, this power extends to the Head of Agency of the Department for Education, Children and Young People to change the employment status of eligible fixed-term teachers who meet the requirements of Employment Direction 9: Change of Employment Status of Fixed-term Teachers to Permanent (ED9).

The following table sets out the number of determinations approved by Heads of Agencies in 2023–24.

Table 5: Employment Determinations by Heads of Agencies (Source: TSS Agency Survey 2023–24)

Request type	Approved
Application by a fixed-term employee to have their duties advertised for filling on a permanent basis (Clause 13 of ED1)	0
Change of employment status from fixed-term to permanent where special and compelling circumstances exist (Clause 14 of ED1)	454
Change of employment status for eligible fixed-term teachers (ED9)	108
TOTAL	562



Our Key Metrics

Table 6: Paid Full-time Equivalent by Agency

Agency	2023	2024	Variance
Department for Education, Children and Young People	9,456.34	9,935.55	479.21
Department of Health	11,843.05	12,360.98	517.93
Department of Justice	1,603.28	1,644.64	41.36
Department of Police, Fire and Emergency Management ⁷	1,050.60	1,144.04	93.44
Department of Premier and Cabinet	551.77	590.55	38.78
Department of Natural Resources and Environment Tasmania	1,319.58	1,402.62	83.04
Department of State Growth	900.90	914.70	13.80
Department of Treasury and Finance	319.62	322.61	2.99
Tasmanian Audit Office	53.04	57.12	4.08
Brand Tasmania	5.80	5.80	-
Environment Protection Authority	102.87	114.69	11.82
Integrity Commission of Tasmania	173.53	178.32	4.79
Macquarie Point Development Corporation	18.90	19.50	0.60
Port Arthur Historic Management Authority	10.33	14.72	4.39
Homes Tasmania	107.26	112.69	5.43
The Public Trustee	68.04	74.43	6.39
Tourism Tasmania	62.29	71.68	9.39

⁷ Figures for the Department of Police, Fire and Emergency Management exclude sworn police officers, which are employed under the *Police Service Act 2000*.

Table 7: Paid Headcount by Agency and Appointment Type

Agency	Fixed-term	Perm.	Officer	Total
Department for Education, Children and Young People	3,253	9,974	44	13,271
Department of Health	2,546	13,783	29	16,358
Department of Justice	181	1,566	33	1,780
Department of Police, Fire and Emergency Management	119	1,069	15	1,203
Department of Premier and Cabinet	75	556	31	662
Department of Natural Resources and Environment Tasmania	308	1,239	26	1,573
Department of State Growth	132	886	36	1,054
Department of Treasury and Finance	25	307	16	348
Tasmanian Audit Office	3	56	2	61
Brand Tasmania	1	3	2	6
Environment Protection Authority	0	121	4	125
Integrity Commission of Tasmania	6	15	1	22
Macquarie Point Development Corporation	1	12	2	15
Port Arthur Historic Management Authority	18	122	2	142
Homes Tasmania	14	172	2	188
The Public Trustee	6	70	1	77
Tourism Tasmania	12	63	3	78

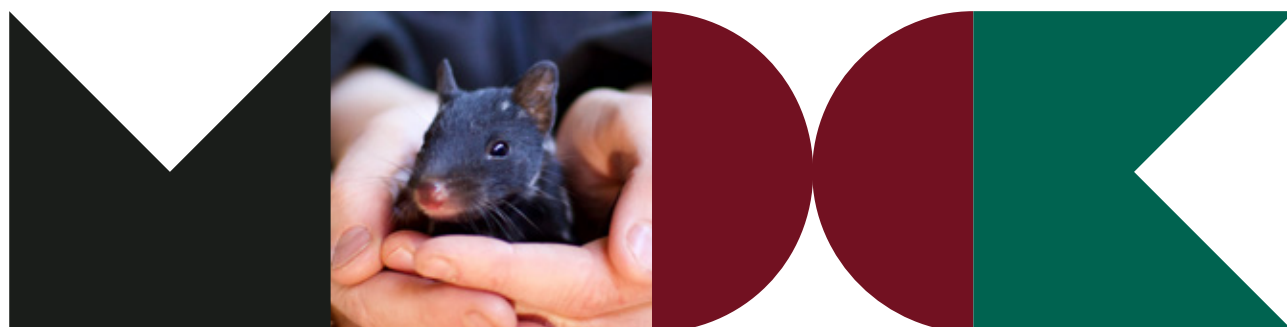


Table 8: Paid Headcount by Gender⁸ and Appointment Type

	Female	Per cent of State Service	Male	Per cent of State Service
Permanent	21,664	58.61%	8,295	22.44%
Fixed-term	4,708	12.74%	1,964	5.31%
Officers	127	0.34%	122	0.33%
TOTAL	26,499	71.7%	10,381	28.1%

Table 9: Paid Headcount by highest growth roles

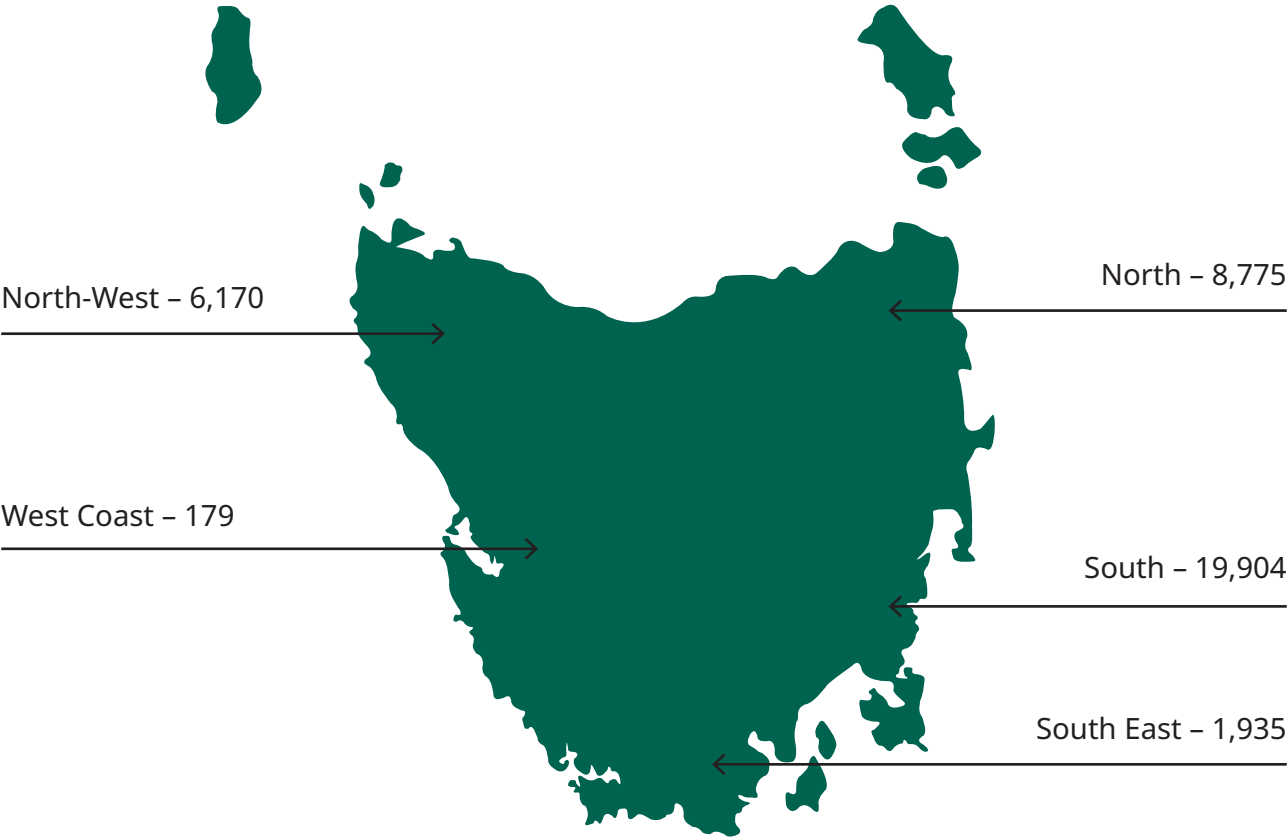
Occupational group	30 June 2023	30 June 2024
Clerical and administrative workers	6,466	6,783
Labourers	1,812	1,808
ICT professionals	304	323
Legal, social and welfare professionals	1,011	1,031
Midwifery and nursing professionals	5,905	6,153
Natural and physical science professionals	471	510
Education aides	2,418	2,730
School teachers	5,591	5,640
Medical practitioners	1,548	1,698
Prison officers	466	483

Table 10: Paid Headcount – Employment by Region

Region	Fixed-term	Perm.	Officer	Total
North	1,523	7,242	10	8,775
North-West	1,128	5,040	2	6,170
South	3,533	16,137	234	19,904
South East	468	1,464	3	1,935
West Coast	48	131	-	179
Total	6,700	30,014	249	36,963

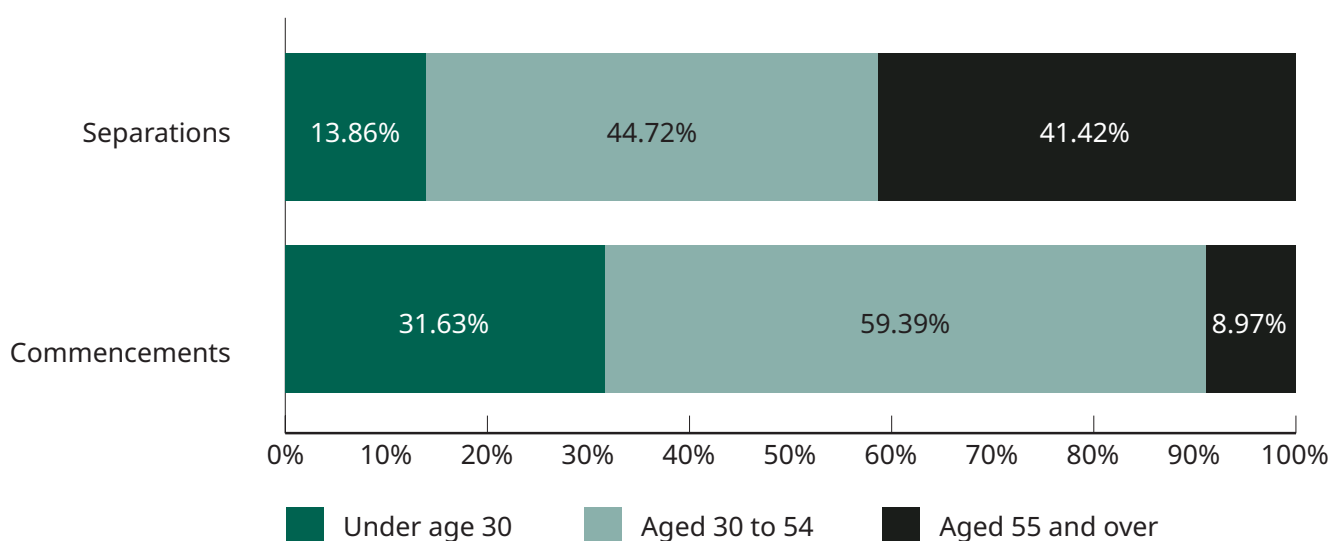
⁸ Figures don't include undisclosed or indeterminate, due to low numbers.

Paid Headcount by Region



Commencements and separations

Of the 1,905 permanent employees who left the State Service in the 2023–24 period, 1,831 (96.12 per cent) resigned⁹ or retired. The following chart shows the percentage of permanent separations and commencements in each age group during the reporting period.



Senior Executive Officers

An Officer is anyone appointed under Part 6 of the *State Service Act 2000*, and includes Heads of Agencies, Prescribed Office Holders, Senior Executive Services (SES) and Equivalent Specialists¹⁰. Overall, the total paid headcount of Officers in the State Service increased over the 2023–24 period to 249 (change from 240 in 2022–23).

Table 11: Officers by Category and Gender

	Female	Male	Other	Total
Heads of Agencies	6	10	-	16
Senior Executive Service	110	97	-	207
Equivalent Specialists	9	12	-	21
Prescribed Office Holders	2	3	-	5
TOTAL	127	122	-	249

⁹ Does not include employees who accepted a Workforce Renewal Incentive Program payment or Voluntary Redundancy package.

¹⁰ This definition relates to those employed in TSS agencies and state authorities as outlined in Schedule 1 of the *State Service Act 2000*.



Information sources used in this report

Workforce profile data

Data included in the Workforce Profile section reflects information collected through the Workforce Information Reporting System (WiRS). WiRS is a standardised employee reporting system, validated against a set of business rules and translation tables to ensure consistent reporting at a whole-of-service level. WiRS data only includes those people employed under the *State Service Act 2000* (the Act), and within the agencies listed in Schedule 1 of that Act¹¹.

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

Other data

Other data information in this report is drawn from a range of other sources including internal briefing material, custom reports, the annual Agency Survey and the TSS Employee Survey 2024. The Agency Survey is completed by all TSS Agencies and submitted to SSMO. It covers a range of information about employment policies and programs and workforce management practices and statistics. This information is used to support reporting on the functions and powers of the Employer that is required by the TSS Employment Framework.

Gender reporting

From June 2018, the TSS Empower Human Resources Information System supports the recording of a third gender option (Other). From June 2021, some agencies commenced providing employees with the option to not disclose their gender (Undisclosed). To protect the privacy of the low number of employees who do not identify as male or female, or who do not wish to disclose their gender, data in this Report relating to these employees has been included only in totals and has not been extracted to identify their agency, age group, or employment status/ category.

Relevant definitions

Paid headcount is an indicative number of employees and officers (excluding casuals) employed and paid as at the reporting date, including employees on paid leave. It excludes employees who were not paid as at the reporting date, such as people on Leave Without Pay or on secondment out of the State Service. As this data is based on payroll, as opposed to establishment, headcount numbers reported here will differ to those reported by agencies.

Paid Full-time Equivalent is the full-time equivalent value of employees and officers (excluding casuals) who are employed and paid as at the reporting date (e.g. two employees each working in a part-time role of 0.5 full-time equivalent combine to equal 1.00 full-time equivalent).

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

¹¹ <https://www.legislation.tas.gov.au/view/html/inforce/current/act-2000-085#JS1@EN>

For more information

For more information on any of the information contained in the Profile, contact SSMO via email at ssmo@dpac.tas.gov.au

This Report and previous Tasmanian State Service Annual Reports can be viewed on the SSMO website at Department of Premier and Cabinet - Annual Reports (dpac.tas.gov.au).



