



State Service Commissioner
Tasmania

Annual Report **2009-2010**

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Contact: Office of the State Service Commissioner

Level 2/144 Macquarie Street

GPO Box 621, Hobart, 7001

Tasmania, Australia

Telephone: 03 6232 7007

Email: ossc@dpac.tas.gov.au

Facsimile: 03 6233 2693

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COMMISSIONER'S INTRODUCTION

I am pleased to present the Annual Report for the period 1 July 2009 to 30 June 2010 in accordance with s.23(1) of the *State Service Act 2000* (the Act).

The 2009/2010 financial year continued to generate financial and consequential operational challenges for all State Service agencies. The administrative measures introduced in 2009 to help manage in these circumstances [such as targeted separation arrangements, a vacancy referral process, more flexible employee access to part-time employment (including phased-in retirement) and leave without pay arrangements] have all played their part in reducing the negative effects of these challenges and thereby assisting agencies to maintain a high standard of client service. In this context, 262 employees and Officers separated under the Voluntary Targeted Employment Separation Arrangements (VTESA) during the 2009/10 reporting period. It is anticipated that further separations will occur in the next reporting period.

The reporting of State Service employment statistics this year includes a headcount and full-time equivalent count under two different reporting methods. The existing headcount and related full-time equivalents count (which both exclude casual and sessional employees) measures individual employments recorded at the reporting date regardless of the actual hours worked. The new 'paid counts' effectively exclude those employees who are technically employed but not paid at the reporting date. This method is more reflective of the State Service's active capacity as a workforce at a single point in time as it excludes employees on secondment outside the State Service, on unpaid leave or on fixed-term placements outside their Agency. It is anticipated that a transition to only reporting paid counts is likely to occur in the 2010/2011 annual Report.

The major evaluation project undertaken by the Office during the reporting period was an extensive examination of *State Service Recruitment Practices*: the report was released in June 2010. The decision to undertake the evaluation resulted from the identification of a number of matters regarding the application of the 'merit principle' and related agency recruitment practices. We were also aware that many State Service human resource practitioners were of the view that prevailing recruitment practices were perhaps focussing too heavily on "processes" rather than "outcomes". In this context, good policies and practices for attracting and selecting the right employees are pivotal in building and maintaining an efficient and highly performing public sector by generating selection decisions that will positively impact on the efficiency, culture and values of an agency. Alternatively, poor or less than satisfactory selection decisions will generate operational and organisational disruption and add to human and financial resource costs. With this in mind, the evaluation looked closely at the content and features of each agency's guidelines and sampled actual selection documentation as a measure of what happens in practice.

It was found that overall the State Service is generally performing well in meeting the merit and recruitment requirements for permanent and fixed-term vacancies (over 12 months duration) as set down in the Act and Commissioner's Direction No. 1 – *Employment in the State Service* (CD No. 1). Due process is also followed for fixed-term vacancies (12 months or less) although the amount of time and effort devoted to these shorter term selection exercises was commensurately less than that applied to permanent and longer term fixed-term vacancies. However, it was found that there were a number of recruitment practices and processes within individual agencies which could be enhanced to make the outcomes for those agencies more efficient and effective. An executive summary of the report has been included as part of this Annual Report while the full report can be accessed at www.osscc.tas.gov.au

Underpinning State Service recruitment practices are the procedures and minimum requirements as set out in CD No. 1. As part of the recruitment evaluation it was intended that a review of the Direction would be undertaken to ensure currency and relevancy. Having regard to the information gleaned during the course of that evaluation and with additional input from HR Managers, an Agency reference group and the Public Sector Management Office, a revised draft of CD No. 1 was developed and distributed to all Heads of Agency and employee organisations for comment. As a result of those processes, we anticipate a re-release of the direction later this year.

Our next evaluation project will be an examination of current State Service employment initiatives associated with the employment of people with a disability in the Tasmanian State Service. The aim will be to evaluate the effectiveness of those initiatives and to identify any major inhibitors or barriers that may be impacting in a negative manner in the development and/or achievement of appropriate employment outcomes. A second stage would seek to develop solutions to overcoming any barriers or inhibitors through consultation with agency operatives and an examination of prevailing best practice.

The major award changes finalised during this reporting period centred on the health sector: these included the completion of a key replacement agreement for salaried medical practitioners that provides a new career structure for senior specialists, wage adjustments for medical practitioners and an improved range of conditions. There were also reviews undertaken on

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behalf of dental officers that resulted in a new classification structure with appropriate salaries and revised employment arrangements, and a replacement agreement for allied health professions to reflect comparability with interstate public hospitals/providers. A replacement agreement for ambulance officers was also finalised, providing them with a modern classification structure reflecting knowledge acquired and applied.

Moving forward, we will continue to further develop our communication with and support for agencies and to provide a management environment that provides Agency operatives with operational flexibility within existing legislative frameworks. This will be achieved through the ongoing refinement of key Commissioner's Directions, by stimulating discussion and generating action on issues such as diversity in employment, the improvement of recruitment practices, services and outcomes and through the provision of responsive review processes, accompanied by the development of information products that relate to the statutory responsibilities of the Office.

By way of conclusion, I would again like to take the opportunity to thank the staff of the Office for their efforts and support during the year: in particular, thanks to Roseanne Armstrong, Ian Wilcox, Benn Rafferty, Purcelle Fox-Hughes and Clio Simmons.

I would also like to record my appreciation for the continued assistance and support received from the Secretary and staff of the Department of Premier and Cabinet, in particular the Public Sector Management Office, and for the contribution of Agency representatives and public sector unions.



Iain Frawley

Acting State Service Commissioner
November 2010

COMMISSIONER'S ROLE AND FUNCTIONS

Section 17 of the *State Service Act 2000* states that there is to be a State Service Commissioner. The Commissioner is an independent statutory officer whose powers and functions are set out in part 5 of the *State Service Act 2000*, (the Act).

Employment policy functions contained in section 18(1) of the Act relating to the management and administration of the State Service continue to be delegated to the Secretary, Department of Premier and Cabinet.

Statutory functions under section 18(1) of the Act that have been retained by the State Service Commissioner are:

- 18(1)(a) to take such steps as the Commissioner considers necessary to uphold, promote and ensure adherence to the State Service Principles;
- 18(1)(b) to evaluate the application within Agencies of practices, procedures and standards in relation to management of, and employment in, the State Service;
- 18(1)(e) to evaluate the adequacy of systems and procedures in Agencies for ensuring compliance with the Code of Conduct;
- 18(1)(f) to investigate alleged breaches of the Code of Conduct by Heads of Agencies and to report to the Premier on the results of such investigations;
- 18(1)(g) to undertake reviews applied for under section 50 of the Act;
- 18(1)(l) to determine requirements, including qualifications, for the employment of employees or groups of employees in the State Service;
- 18(1)(n) to determine the period within which action arising under this Act may be taken by the Commissioner, an officer or an employee; and
- 18(1)(o) such other functions as are imposed by or under the Act.

As from February 2004, the following functions under section 18(1) of the Act were delegated to the Secretary, Department of Premier and Cabinet:

- 18(1)(b) to determine practices, procedures and standards within Agencies in relation to management of, and employment in, the State Service;
- 18(1)(c) to provide advice to the Minister on any matter relating to the State Service;
- 18(1)(d) to consult with, and provide assistance to, Heads of Agencies in relation to the implementation of the State Service Principles and the Code of Conduct;
- 18(1)(h) to develop principles and standards to assist Heads of Agencies in evaluating the performance of employees and provide assistance to Heads of Agencies in the application of those principles and standards;
- 18(1)(i) to develop and coordinate training, education and development programs for the State Service;
- 18(1)(j) to develop and implement recruitment programs for the State Service;
- 18(1)(k) to develop classification standards and, where appropriate, procedures to enable Heads of Agencies to classify duties to be performed within the State Service and, where no classification standards have been developed, to approve the assignment of classifications to duties; and
- 18(1)(m) to determine duties to be of a senior executive nature or equivalent specialist nature.

As from 23 March 2005, the following function was delegated to the Secretary, Department of Premier and Cabinet:

- 29(4) If the Commissioner has determined duties to be of a senior executive nature or equivalent specialist nature, the Premier may create an office to enable those duties to be performed.

The Public Sector Management Office, Department of Premier and Cabinet, performs all the above-delegated functions.

As from 4 May 2006, the following function was delegated to the Chief of Staff and Deputy Chief of Staff, Office of the Premier:

- 46(1)(b) Secondment of permanent employees employed in the State Service to undertake and/or occupy positions within Ministerial and Parliamentary Offices.

LEGISLATIVE FRAMEWORK

The Act is enabling legislation that is supplemented by the State Service Regulations 2001 (the Regulations), Commissioner's Directions, Ministerial Directions and Ministerial Determinations.

Commissioner's Directions

Under section 20 of the Act, the Commissioner may issue legally-binding Directions in relation to any matter relating to the Commissioner's functions. Such Directions have effect according to their tenor unless they are inconsistent with or repugnant to other provisions of the Act.

There are 10 current Commissioner's Directions covering:

- *Employment in the State Service*
- *State Service Principles*
- *Workplace Diversity*
- *Performance Management Systems*
- *Procedures for the investigation and determination of whether an employee has breached the Code of Conduct*
- *Procedures for the investigation and determination of whether an employee is able to efficiently and effectively perform his/her duties*
- *Review of State Service Actions*
- *Procedure for suspension of State Service employees with or without pay*
- *Pre-employment checks*
- *Gifts and Benefits*

The Commissioner's Directions can be found at www.osscc.tas.gov.au

Ministerial Directions

Ministerial Directions are issued pursuant to section 14 of the Act and relate to the administration of the State Service. They can be amended, issued or revoked by the Minister administering the Act (currently the Premier).

The following new Ministerial Directions were issued during the reporting period:

- Ministerial Direction No. 17 – Senior Executive and Equivalent Specialist Officers – Administrative Arrangements and Conditions of Service.
This Ministerial Direction, issued on 21 December 2009, outlines the administrative arrangements for the creation and abolition of senior executive and equivalent specialist Offices, the appointment and termination of Officers and the conditions of service that apply to such Officers.
- Ministerial Direction No. 21 – Travel and Relocation Assistance for Officers and Employees on the Appointment, Promotion or Assignment of Duties.
This Ministerial Direction, issued on 20 January 2010, determines the terms for the reimbursement of travel and relocation costs with respect to the appointment, promotion and assignment of duties based on reasonable and demonstrated expenses. This Ministerial Direction replaces Ministerial Determination No. 1 of 2001 and Ministerial Determination No. 2 of 2003 which dealt with the same matters.
- Ministerial Direction No. 23 – Workplace Health and Wellbeing.
This Ministerial Direction, issued on 7 June 2010, formalises the requirement for each State Service Agency to have a workplace health and wellbeing program. The Ministerial Direction is supported by a set of guidelines outlining the recommended framework for implementing a program.

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The following Ministerial Directions were revoked during the reporting period:

- Ministerial Direction No. 19 - State Service Vacancy Referral Process (SSVRP).
This Ministerial Direction established vacancy management arrangements across Agencies to assist with State Service budget management in response to the global financial crisis. The Ministerial Direction was revoked on 14 May 2010, as it was not achieving significant numbers of transfers across Agencies and was affecting employee morale and reducing promotional and development opportunities for State Service employees.
- Ministerial Direction No. 22 - H1N1 Influenza AO9 (Human Swine Influenza) Employment Management (includes associated management guidelines).
This Ministerial Direction established employment management arrangements during the pandemic of H1N1 Influenza AO9 (Human Swine Influenza) according to the terms and conditions of employment applicable in the Tasmanian State Service. The Ministerial Direction was revoked on 23 March 2010, as the availability of Human Swine Influenza vaccines made the exigency arrangements unnecessary.

Ministerial Directions are subject to review on an ongoing basis.

Ministerial Determinations

Section 38(1) of the Act provides that an employee's terms and conditions of employment are to be those specified in the award under which they are employed. In the event that no such award is in force, the Minister may determine the terms and conditions of employment. The Minister may also make determinations in relation to matters not covered by an award.

No new Ministerial Determinations were issued in the reporting period; however Ministerial Determinations No. 1 & 2 relating to reimbursement of travel and relocation expenses incurred due to appointment and promotion were formally revoked in January 2010 and incorporated into a single Ministerial Direction (No.21) during the reporting period.

The Public Sector Management Office provides advice and assistance to the Minister on a range of employment policy issues including the development of Ministerial Directions and Determinations.

Ministerial Directions and Determinations can be found at www.osscc.tas.gov.au or www.dpac.tas.gov.au/divisions/psmo/.

SUPPORT FOR THE COMMISSIONER

The Act provides for the Commissioner to make arrangements with the Secretary of the Department of Premier and Cabinet for State Service officers and employees to be made available to the Commissioner. Under this arrangement, 6 staff are made available to the Commissioner for the ongoing function of the Office, although two positions are currently vacant.

Employees of the Office of the State Service Commissioner support the Commissioner by providing general administrative services and by assisting him with the administration and conduct of selection and other State Service action reviews.

They also assist him with the conduct and reporting of his major ongoing Evaluation Program and with the preparation of his Annual Report to Parliament. Employees also assist the Commissioner to service agency and other client requests and provide him with information and internal advice in relation to his statutory functions.

In addition, the Public Sector Management Office (PSMO) provides the Commissioner with data and information on those functions which have been delegated from his Office. The PSMO also work with TMD, in the Department of Premier and Cabinet, to provide him with State Service statistics gathered through a national web-based workforce information system known as the Workforce Analysis Comparative Application (WACA).

Government Departments and State Authorities also assist the Commissioner through the preparation and presentation of much of the data and information collected by the Commissioner's Office. This data and information is mainly gathered through the Commissioner's Annual Agency Survey and as a result of his Annual Evaluation Program.

Given the nature and importance of this assistance, all contributors recognise that they have a responsibility to establish and maintain adequate and appropriate internal controls relevant to the preparation and accurate presentation of data and information to ensure that it is, as far as it is possible, free from material misstatement.

In turn, the Office of the State Service Commissioner takes all reasonable measures to accurately validate, interpret and present this information and data to ensure that the material contained in The Commissioner's Annual Report and other publications is complete and correct at the time of publication.

COMMISSIONER'S EVALUATION PROGRAM

STATE SERVICE EMPLOYEE SURVEY 2010

The biennial Tasmanian State Service Employee Survey (Employee Survey) serves to contextualise and compliment the information obtained through the State Service Agency Survey by providing information about employees' confidence in the application of the State Service Principles in their workplace, benchmarked against previous employee surveys to help assess change in the State Service.

The third Employee Survey, which was deferred in 2009 due to the prevailing economic climate and consequent budgetary constraints, is scheduled to be conducted in July 2010.

There were only a few minor amendments made to the 2010 Employee Survey questionnaire and these were included by agreement with other jurisdictions for comparative purposes. Voice Project, based at Macquarie University in Sydney, has once again been engaged as the independent consultant to undertake the analysis of the survey results and to prepare the Employee Survey report.

The results of the Employee Survey will remain a valuable means of assessing the performance of the State Service as a whole alongside the Principles and will be benchmarked against the results of the *State Service Employee Survey of 2007*.

EVALUATION OF RECRUITMENT IN STATE SERVICE AGENCIES

Over the past five years, an average of 3,436 State Service job vacancies has been advertised each year by government agencies covered by the State Service Act 2000 (the Act).

Appointment and promotion decisions within the State Service are based on the merit principle as defined under section 7(2) of the Act. The State Service is a public service in which employment decisions are based on merit.

From information gathered through State Service agency and employee surveys, the analysis of matters brought before the State Service Commissioner, operational interaction with agency operatives and from public comments received, it became evident that some matters regarding the application of the merit principle and related agency recruitment practices required examination. Based on this information, and consistent with the State Service Commissioner's statutory functions, it was decided to undertake an evaluation of recruitment practices operating across all agencies as a major project under the Office 2009/2010 Evaluation Program.

The primary objective of the evaluation was to identify major issues restricting the ability of State Service agencies to achieve efficient and effective recruitment outcomes consistent with the Act and Commissioner's Direction No. 1 (CD No. 1). A secondary objective was to review the range of recruitment practices in place in order to highlight any innovative strategies or activities, identify opportunities where agencies could improve their practices and procedures, and obtain sufficient information to assist the process of reviewing the requirements of CD No. 1.

The evaluation methodology included: interviews with human resource managers to identify issues with process and CD No. 1; a detailed analysis of a significant whole-of-service sample of both permanent and fixed-term selection reports to identify what happens in practice; and an assessment of agency recruitment and selection guidelines to assess the differences between procedures and practice.

It was found that overall the State Service is generally performing well in meeting the merit and recruitment requirements for permanent and fixed-term vacancies (over 12 months duration) as set down in the Act and CD No. 1. Due process is also followed for fixed-term vacancies (12 months or less) although the amount of time and effort devoted to shorter term selection exercises was commensurately less than that applied to permanent and longer term fixed-term vacancies.

From a whole-of-service perspective, the evaluation identified a number of systemic issues and made the following general observations:

- The Right Job, Right Person recruitment system being piloted by the Department of Health and Human Services sets a high standard of practice that could be adapted for use by all agencies. The Right Job, Right Person is a toolkit resource for agency human resource managers to assist in the employment of the most appropriate person for a vacancy, based on the principal of merit and evidence-based selection.
- Consideration could be given to examining the vacancy advertising issues raised by agencies through existing forums, the establishment of an appropriate agency reference group or through a formal review.

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- Adoption of proposed amendments to CD No. 1 will provide greater operational flexibility for all agencies and enhance merit outcomes.
- The number of employees receiving selection panel training is low. Most agencies could improve their training efforts in this area.
- There is an over reliance on the use of interviews as the preferred method of assessing candidates. The development of a suite of complimentary selection methods would benefit selection panels, which could use the most appropriate selection method.
- Practices around the gathering and utilisation of referee reports (usually reports from work supervisors) vary across agencies and requires significant improvement. Referee reports should normally be obtained for the nominee and preferably for an appropriate number of leading applicants.
- There is a significant omission in most agency guidelines regarding the provision of advice on the role and function of the delegate (usually a senior manager with a formal delegation to approve a selection recommendation) including issues such as managing minority reports and disputing selection outcomes.
- In order to assist applicants, agencies should notify all applicants at the time of their exclusion from the selection process, for example, following shortlisting.
- Scribes, whether sourced from the agency or from external providers, are an underused resource.

It should also be noted that a review of the requirements of CD No. 1 was completed in parallel with this evaluation and that review produced a revised consultation draft of CD No. 1 which was distributed to all Heads of Agency and other major stakeholders in May 2010.

Positive Findings for Permanent and Fixed-Term Vacancies (Over 12 Months)

Vacancy Identification and Advertising

- Most agencies directed that Statements of Duty were to be reviewed prior to advertising and most had an approval system for recruitment processes. Generally, Statements of Duty contained selection criteria which were generic and generally easy to understand. The average number of selection criteria was six which is consistent with best practice standards.
- With regard to advertising, all agencies met the minimum Gazette information requirements as specified in CD No. 1 and some utilised a wider range of advertising options.

Selection Panels

- Most agency guidelines specified that at least one selection panel member should have training or experience in staff selection. Most selection panels had three people and were gender balanced. Many agencies were reviewing their guidelines to remove reference to gender balance and a prescription of panel numbers with an emphasis towards choosing panel members who have a good understanding of the role and responsibilities of the vacancy and who can bring good objectivity and fairness to the process.

The Selection Process

- All selection panels used a shortlisting process and most documented reasons for the shortlisting of individual applicants. Most agencies had a requirement that selection panel members be involved in shortlisting. Most panels used an interview for selection. Some selection panels used other innovative selection methods as well as an interview.

Referee Reports

- Most agency guidelines provided a direction regarding obtaining referee reports (usually reports from supervisors). The nominated referee was the applicants work supervisor in 99 per cent of cases. Seventy six per cent of selection reports included referee reports. Sixty-two per cent of reports were signed off by the referee. Over 60 per cent of agencies had a requirement to contact at least one referee for all candidates considered suitable for appointment.

Selection Reports

- Most agency guidelines provided a selection report template and recommendations as to the format and information required for the selection report. Most selection reports contained a high level of detail, but were concise. Eighty-nine per cent of selection reports showed evidence that they were verified by human resource operatives.

COMMISSIONER'S EVALUATION PROGRAM

Notification of Outcomes and Post Selection Counselling

- The majority of applicants were notified of the final outcome following selection. Post selection counselling was offered to unsuccessful candidates, at vacancy finalisation, in 84 per cent of cases. Those not offered post selection counselling were almost always applicants external to the State Service.

Applicants

- Agencies are attracting a large pool of applicants who are external to the State Service. Sixty-seven per cent of applicants were external to the State Service.

The Use of Scribes

- About 40 per cent of agencies provided advice on the role of scribes. Some selection panels used internal scribes (often human resource operatives) to write up selection reports in order to have a more consistent approach. Occasionally, scribes were also used as part of the decision-making process and to obtain referee reports.

The Length of Process

- About 50 per cent of agencies prescribed a timeframe for completion of the selection process. The average length of time taken between the date of advertising to the date signed by the delegate was 54 days. In general, agency performance in relation to selection process timeliness has changed little over recent years. Whilst acceptable there is still room for improvement.

Opportunities for Improvement for Permanent and Fixed-term Vacancies (over 12 months)

Vacancy Identification and Advertising

- In developing Statements of Duty, agencies should continue to develop selection criteria that promote the essential requirements of a vacancy to enable potential applicants a better opportunity to self-assess their competitiveness. Statements of Duty should also ensure that there are no artificial barriers which may preclude applicants from applying for vacancies.
- To assist in job analysis and the development of Statements of Duty, a template or job evaluation questionnaire could be considered. Such a tool can prompt those managing vacancies to consider the current role, responsibility and requirements of the vacancy.
- Agencies are defining the important selection criteria required for a role which usually results in the development of no more than six criteria. It is not considered necessary to further weight selection criteria as agencies should include only the important criteria for the role, which would be equally weighted.
- Consideration could be given to examining the vacancy advertising issues raised by agencies. This might be accommodated through existing forums, the establishment of an appropriate agency reference group or through a formal review.
- Some agencies need to re-examine their advertising requirements and develop and document the range of advertising options appropriate to the specific needs of their agency. Options could include those methods already employed by some agencies such as: professional association newsletters and journals, recruitment organisations and job websites. More innovative options such as targeting emails to appropriate institutions/organisations and using contemporary communication tools such as Facebook could also be considered.
- To assist those managing vacancies, all agencies could consider including in their guidelines advice as to:
 - o other options for advertising a vacancy in addition to the minimum requirements stated in CD No. 1;
 - o the role and responsibilities of the vacancy contact officer; and
 - o their late application policy.
- To assist potential applicants, all agencies could encourage applicants (via the advertisement) to contact the vacancy contact officer prior to lodging their application.
- Agencies should provide written confirmation to applicants upon receipt of their applications.

COMMISSIONER'S EVALUATION PROGRAM

Selection Panels

- In agency guidelines, it is important to emphasise that where possible all selection panel members should have a good understanding of the role and responsibilities of the advertised vacancy and must ensure that acceptable standards of probity, fairness, consistency and ethical conduct will be applied throughout their selection activities. Panel composition should be about these core issues.
- The inclusion of panel members from outside the immediate work area and/or external to the agency can improve the perception of fairness of the selection process, from an applicant's perspective.
- It would normally be expected that selection panel members are higher than or equivalent to the classification level of the vacancy.
- Whilst all selection panel members should be trained, it is preferable to have at least one panel member trained in (or have a good knowledge of) selection processes. As it would appear that there are comparatively low numbers of employees being trained, most agencies could improve: their training efforts; their directions around who should be trained; and provide advice on how to access selection panel training. In the interim, the production of a suitable guide or toolkit to assist untrained selection panel members would be useful.
- All agencies should provide advice to panel members on potential conflict of interest situations. For example, advice that panel members should provide notification of potential conflicts of interest situations as soon as a situation is identified so the chairperson can manage the situation appropriately. Further, whilst preferable that panel members are not referees, where it is unavoidable, the referee report should be completed prior to interviews. It would also be advisable to obtain an additional referee report from another source, where possible.

The Selection Process

- At present, only 11 per cent of selection panels choose to use other selection methods as well as an interview. All agencies should consider using a range of complimentary selection methods which individual selection panels could customise to suit the particular requirements of the vacancy under selection.
- All agencies could consider advising selection panels that where applicants look competitive, but have not specifically addressed the selection criteria, they seek further information before routinely excluding those applicants from further consideration. These applicants are often external to the State Service and do not always fully appreciate the relevance of specifically addressing each selection criteria.
- To assist selection panels, all agencies could consider providing:
 - o advice that internal applicants do not need to be routinely interviewed if they do not meet the requirements of the vacancy or that other candidates meet those requirements to a greater extent;
 - o advice and direction on utilising desktop assessments;
 - o a requirement for selection panels to document the reasons for the non-shortlisting of applicants for interview;
 - o a direction that all applicants be simultaneously advised as to whether or not they have been shortlisted for interview, and in the case of those excluded from interview, they be offered post selection counselling at that stage; and
 - o advice that where appropriate, panels should consider the use of second interviews.
- Interview panels usually develop a question for each selection criteria. While it is useful to develop questions which encapsulate the selection criteria, panels should be mindful that questions need to be aimed at allowing the applicant to provide enough relevant information for the panel to be able to make an informed decision. Whilst selection panel members should not introduce different or inconsistent lines of questioning, impromptu questions exploring a candidate's response can assist in this regard. In some cases, a criterion might be better assessed through other methods such as testing or referee comments.

Referee Reports

- It is clear that referee reports are not obtained in some selection exercises and in some others, often only for the nominee. As a minimum, referee reports should normally be obtained for the nominee and preferably for an appropriate number of leading applicants (this includes obtaining referee reports for 'known' applicants). These reports should be from referees who have had a direct working relationship with the applicant. Proposed CD No. 1 amendments to allow an increased capacity in making subsequent selections from a selection process, further supports this position.
- Only three per cent of referee reports were obtained from referees other than those nominated by the applicant. Agency guidelines should indicate that it may be appropriate in some cases to contact referees not nominated by the applicant. In cases such as these, applicants should be made aware that the selection panel is contacting these referees and the applicant will be offered a right of response if there is adverse comment.

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- To assist staff selection panels, agency guidelines should provide:
 - o a direction to always obtain referee reports, even in cases where candidates are well-known to the panel;
 - o a direction that referee reports should primarily be obtained from work supervisors;
 - o advice on the preferred method of obtaining those reports (written versus verbal);
 - o advice on handling unfavourable referee comment; and
 - o for potential review purposes, a requirement that referees sign their written report or provide email confirmation of the validity of a written summary of comments obtained verbally.

Selection Reports

- Some smaller agencies are in a position to thoroughly check each selection report and verify the information. Some larger agencies have difficulty doing this because of the sheer volume of reports being processed. It is therefore advisable to have comprehensive guidelines and templates to assist chairpersons and panel members in writing the selection report. Advice and templates should include the following:
 - o full details of: the vacancy; the names and titles of selection panel members; the number of applications received and whether they are internal or external to the State Service; a shortlist with reasons for applicant exclusions; interview dates and methods of assessment as well as an order of merit; and a clear comparative assessment outlining how the selection outcomes were arrived at. It is important to emphasise that applicant assessments should only be developed following full consideration of that information available from applications, interview performance and referee reports, rather than heavy reliance on interview performance only;
 - o recommendations concerning the nominees length of probation, the proposed commencement salary and any adjustments that may be required to the workplace to accommodate the nominee; and
 - o all panel members need to sign and date their selection reports.
- All agencies could consider providing guidance for panel members around arrangements for the submission of minority reports or the documentation of any panel disagreements around process or outcomes.

The Role of the Delegate and Notification of Outcomes

- There is a significant omission in most agency guidelines regarding the provision of advice on the role and function of the delegate including issues such as managing minority reports and disputing selection outcomes. Specific guidelines for delegates in these matters could produce a more robust, efficient and open selection process.
- In order to assist applicants, agencies should notify all applicants at the time of their exclusion from the selection process, for example, following shortlisting. Some agencies already do this, followed by another letter at vacancy finalisation. The practice of only notifying State Service employees of the name of the successful applicant is justifiable given current selection review arrangements.
- Agencies should strongly recommend to selection panels that selection reports include an order of merit list for leading candidates. This will also assist the process of making subsequent appointments, if required.

Post Selection Counselling

- As a standard practice, unsuccessful applicants should be afforded the opportunity to receive post selection counselling. However, it is accepted that this may not always be practical for selections related to vacancies that attract a large volume of external applicants. Notwithstanding, the timely provision of post selection counselling to unsuccessful applicants can negate perceptions of bias and assist and encourage these applicants in applying for future State Service vacancies.
- In order to assist selection panel members and chairpersons, agencies should consider adding more detail to their agency guidelines regarding post selection counselling. This could include advice about: the rules and procedures for providing post selection counselling; advice on the subject areas to be covered during the counselling; and an outline of the information that could be made available to applicants about the selection process, themselves and/or the nominee.

COMMISSIONER'S EVALUATION PROGRAM

Applicants, Nominee and Incumbency

- Although a large percentage of applicants for vacancies were external to the State Service, a much smaller percentage of external applicants were successful in gaining selection for a vacancy. While there could be many and varied reasons for this, it may be useful to refer back to the opportunities for improvement identified in the Vacancy Identification and Advertising section of this evaluation.
- Applicants should also be encouraged (via the advertisement) to contact the vacancy contact officer prior to lodging their application. This may assist applicants external to the State Service to become fully conversant with the requirements of the vacancy in order to make an informed decision as to whether or not to apply and then to adequately address the selection criteria and the selection panel if offered an interview. This might produce a more competitive applicant pool and a more efficient selection process.
- As incumbency remains an issue of concern, consideration needs to be given to amending Commissioner's Direction No. 1 to strengthen the provisions related to advertising vacancies and to place maximum periods on the length of time an employee can act in a vacancy.

The Use of Scribes

- Scribes, whether sourced from the agency or from external providers, are an underused resource. Dedicated scribes can often minimise the time taken to complete a selection process especially when used for the collection of referee reports as well as the drafting of the selection report. As there are no legislative restrictions regarding the use of external scribes or the range of services they can offer, agencies could consider the extent to which they utilise these services and reflect this in their guidelines.

The Length of Process

- Agencies seeking further improvement in the efficiency and timeliness of their selection processes could review their completion timeframes and develop and promote reportable benchmarks in their guidelines as a means of improving accountability.
- Agencies not currently using some form of electronic system for tracking and monitoring the progress of selection exercises could consider implementing an appropriate system.

An electronic copy of the full evaluation report has been included on the CD attached to this report. It can also be accessed at www.osscc.tas.gov.au.

STATE SERVICE AGENCY SURVEY 2010

One of the independent statutory functions of the State Service Commissioner is to evaluate the application of management practices, procedures and standards in agencies.

In order to fulfil this function the Office conducts an annual survey of agencies to ascertain what actions have been taken, and what practices, procedures and standards are in place, to ensure compliance with the State Service Principles and Code of Conduct. The structure and content of this year's Agency Survey was again reviewed with considerable refinements being made to the amount of information being sought.

This information is collated, analysed on an aggregated basis and forms the basis of the following information included in this report in relation to the State Service Principles and State Service Code of Conduct.

STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

STATE SERVICE PRINCIPLES AND CODE OF CONDUCT

The State Service Principles are the cornerstone of the *State Service Act 2000*. The Principles provide a statement as to both the way that employment is managed in the State Service, and the standards expected of those who work within it.

All employees are required to comply with and uphold the Principles, and Heads of Agency are also required to promote the Principles.

The Principles incorporate a number of inter-related themes:

- merit and opportunity;
- equity and diversity;
- performance management;
- leadership and development;
- ethics and accountability, including fair and impartial service to the community; and
- a fair, flexible, safe and rewarding workplace.

The State Service Code of Conduct (which is contained in section 9 of the Act) reinforces and upholds the Principles by establishing standards of behaviour and conduct that apply to all employees and officers, including Heads of Agency.

Promoting the State Service Principles and Code of Conduct

The State Service Agency Survey 2010 (Agency Survey 2010) returns indicated that the all agencies continue to be active in informing employees about the State Service Principles and Code of Conduct, with all agencies having a variety of strategies in place to inform their employees.

All agencies continued to inform potential applicants for vacancies and employees about the State Service Principles and Code of Conduct during the reporting period through the inclusion of this information in all Statements of Duty.

Other activities undertaken by agencies to promote the State Service Principles and Code of Conduct amongst employees included:

- | | |
|--|-------------|
| • providing new employees with written information as part of the induction process | 13 Agencies |
| • providing new employees with interactive or face-to-face information | 13 Agencies |
| • promotion on each agency intranet website | 12 Agencies |
| • providing managers/supervisors with information about their role in upholding the Principles and Code of Conduct | 7 Agencies |
| • providing employees with this information via electronic or hard copy newsletters or bulletins | 6 Agencies |
| • requiring new employees to verify that they understand the Principles and Code of Conduct | 5 Agencies |
| • reinforcement when conducting regular performance management reviews | 5 Agencies |
| • providing regular information sessions for employees | 4 Agencies |

MERIT AND OPPORTUNITY

The Principles state that the State Service is a public service:

- in which employment decisions are based on merit;
- that utilises the diversity of the community it serves;
- that promotes equity in employment; and
- where members of the community are provided with reasonable opportunity to apply for State Service employment.

Employment decisions must be based on merit and made in accordance with legislative requirements and Commissioner's Directions. Section 7(2) of the Act provides that a decision relating to employment is based on merit if:

- an assessment is made of the relative suitability of the candidates for the duties;
- the assessment is based on the relationship between the candidates' work-related qualities and the work-related qualities genuinely required for the duties;
- the assessment focuses on the relative capacity of the candidates to achieve outcomes related to the duties; and
- the assessment is the primary consideration in making the decision.

Upholding the merit principle and providing a reasonable opportunity for members of the community to apply for State Service employment

Agency Survey 2010 returns reported that a total of 1,820 permanent vacancies were filled during the reporting period across all agencies and of these, 12% were filled by applicants from outside the State Service. In addition, 329 fixed-term vacancies of 12 months duration or longer were also filled in the same period and of these, 18% were filled by applicants from outside the State Service.

As well as the filling of the above vacancies, agencies reported that there were 35 fixed-term employees that had their contract of employment extended for a total period greater than 24 months.

During the reporting period all agencies undertook a range of activities to ensure that employees and potential applicants for vacancies were familiar with the merit principle. These activities included:

- | | |
|--|-------------|
| • provision of electronic or hard-copy guidelines to selection panels | 11 Agencies |
| • promotion through information on the agency newsletters or bulletins | 11 Agencies |
| • promotion through the agency intranet websites | 11 Agencies |
| • provision of guidelines to selection panels | 9 Agencies |
| • included in statements of duty | 6 Agencies |
| • through information sessions for managers/supervisors | 5 Agencies |
| • through information sessions for employees | 5 Agencies |

Other mechanisms used to a lesser extent included, employment training programs held on site, advice to selection panel members prior to interviews and branch meetings and Human Resource operative visits.

MERIT AND OPPORTUNITY

The following table details, by agency, the number of higher duties or more responsible duties allowances, received by employees for periods in excess of 12 months, over the past 5 reporting periods.

TABLE 1: Employees in receipt of Higher Duties Allowances (HDA) or More Responsible Duties Allowances (MRDA) for a period in excess of 12 months duration, 1 July 2005 to 30 June 2010

AGENCY	Number of Employees 2005/06	Number of Employees 2006/07	Number of Employees 2007/08	Number of Employees 2008/09	Number of Employees 2009/10
Dept. of Economic Development, Tourism and the Arts	14	2	2	4	3
Dept. of Education	251	279	266	234	299
Dept. of Environment, Parks, Heritage and the Arts (See Note 1)	7	6	2	2	–
Dept. of Health and Human Services	117	249	244	214	242
Dept. of Infrastructure, Energy and Resources	3	2	3	–	–
Dept. of Justice	1	45	126	35	28
Dept. of Police and Emergency Management	19	22	23	5	15
Dept. of Premier and Cabinet	3	7	1	2	9
Dept. of Primary Industries, Parks, Water and the Environment	13	22	14	6	18
Dept. of Treasury and Finance	4	2	5	22	9
Tasmanian Audit Office	1	9	–	–	–
Port Arthur Historic Site Management Authority	–	–	–	–	–
TAFE Tasmania (See Note 2)	34	36	47	18	–
Tasmanian Academy	–	–	–	–	2
Tasmanian Polytechnic	–	–	–	15	22
Tasmanian Skills Institute	–	–	–	4	5
The Public Trustee	5	3	–	–	–
TOTALS	472	684	733	561	652

Note 1. The Department of Environment, Parks, Heritage and Arts was abolished on 1/7/2009 with the Divisions of Heritage and Arts transferred to the Department of Economic Development and Tourism. The Divisions of Environment and Parks transferred to the Department of Primary Industries, Parks, Water and the Environment.

Note 2. The Tasmanian Academy, Tasmanian Polytechnic and Tasmanian Skills Institute were established on 1 January 2009 as part of the Tasmania Tomorrow reform of post Year 10 education and training. This reform also resulted in the abolition of TAFE Tasmania on the same date.

Reporting through the Agency Survey 2010 indicated that, during the reporting period, a total of 652 employees received HDA's or MRDA's for periods in excess of 12 months, an increase of 91 or 16% from the 2008/09 reporting period.

There may be legitimate reasons why HDA's or MRDA's are appropriate to recompense employees for undertaking higher or more responsible duties for an extended period beyond 12 months. However, the continued practice of agencies utilising these remuneration mechanisms for extended periods needs to be appropriately managed in accordance with Commissioner's Direction No.1.

MERIT AND OPPORTUNITY

Advertisement of State Service vacancies on the Jobs website

The Jobs website at www.jobs.tas.gov.au supports the State Service Commissioner's merit protection role by facilitating broad access to up-to-date information about State Service vacancies, thus providing a reasonable opportunity for members of the community to apply for State Service employment.

The site features integrated, distinctive branding and intuitive design, and is actively marketed through promotional events including the University of Tasmania's Careers Fair.

The following table details vacancies advertised on the website over the past five reporting periods.

TABLE 2: Vacancies advertised at www.jobs.tas.gov.au, 1 July 2005 – 30 June 2010

AGENCY	2005/06	2006/07	2007/08	2008/09	2009/10
Dept. of Economic Development Tourism and the Arts	70	79	119	105	106
Dept. of Education	557	335	454	542	430
Dept. of Environment Parks Heritage and the Arts (See Note 1)	156	156	276	105	–
Dept. Health and Human Services	2207	1585	1590	2019	1540
Dept. of Infrastructure, Energy and Resources	197	155	186	119	71
Dept. of Justice	156	190	224	144	141
Dept. of Police and Emergency Management	66	110	97	89	66
Dept. of Premier and Cabinet	77	81	77	70	42
Dept. of Primary Industries, Parks, Water and the Environment	281	265	281	131	144
Dept. of Treasury and Finance	93	65	104	109	44
Tasmanian Audit Office	33	14	10	13	3
Port Arthur Historic Site Management Authority	28	30	19	16	19
TAFE Tasmania (See Note 2)	257	161	134	54	–
Tasmanian Academy	–	–	–	6	12
Tasmanian Polytechnic	–	–	–	35	91
Tasmanian Skills Tasmania	–	–	–	8	28
The Public Trustee	15	14	20	16	9
TOTALS	4,193	3,240	3,591	3,581	2,746

Note 1. The Department of Environment, Parks, Heritage and Arts was abolished on 1/7/2009 with the Divisions of Heritage and Arts transferred to the Department of Economic Development and Tourism. The Divisions of Environment and Parks transferred to the Department of Primary Industries, Parks, Water and the Environment.

Note 2. The Tasmanian Academy, Tasmanian Polytechnic and Tasmanian Skills Institute were established on 1 January 2009 as part of the Tasmania Tomorrow reform of post Year 10 education and training. This reform also resulted in the abolition of TAFE Tasmania on the same date.

It should be noted that the reduction in vacancies advertised resulted from the implementation of internal and whole of service vacancy management arrangements in response to the global financial crisis.

In the past 12 months, the average number of visits to the Jobs website per month was 77,452 a significant increase from 68,898 visits per month in 2008-09. The average number of pages viewed per month was 575,203, compared to 481,317 pages viewed per month in 2008-09.

The Public Sector Management Office manages the site.

MERIT AND OPPORTUNITY

Advertisement of senior executive vacancies

The following table shows the number of senior executives in each agency as at 30 June 2010 and provides information on the advertising and filling of those vacancies over the reporting period.

TABLE 3: Senior Executive Service, 1 July 2009 – 30 June 2010

AGENCY	No of Senior Executives as at 30 June 10	No of Vacancies advertised	Appointments from within the Service	Appointments from outside the Service
Dept. of Economic Development Tourism and the Arts	22	1	–	1
Dept. of Education	19	2	1	–
Dept. of Health and Human Services	42	4	–	2
Dept. of Infrastructure, Energy and Resources	19	–	–	–
Dept. of Justice	21	2	1	1
Dept. of Police and Emergency Management	9	1	1	–
Dept. of Premier and Cabinet	24	2	2	–
Dept. of Primary Industries, Parks, Water and the Environment	24	–	–	–
Dept. of Treasury and Finance	16	1	–	–
Tasmanian Audit Office	2	–	–	–
Port Arthur Historic Site Management Authority	1	–	–	–
Tasmanian Academy	0	–	–	–
Tasmanian Polytechnic	7	–	–	–
Tasmanian Skills Institute	2	–	–	–
The Public Trustee	2	–	–	–
TOTAL	210	13	5	4

Reporting through the Agency Survey 2010 indicated that, as at 30 June 2010 there were 210 Senior Executives employed in the State Service. The number of Senior Executive vacancies advertised was considerably less than in the last reporting period (13 compared to 35 in 2008/09). The number of vacancies filled was less than those advertised and the percentage of appointments from outside the State Service was slightly higher at around 31% compared to 25% in 2008/09.

MERIT AND OPPORTUNITY

Promotion without advertising

It is the fundamental position of the Office of the State Service Commissioner that, in order to uphold the merit principle, permanent vacancies should normally be publicly notified and filled on the basis of merit. It is recognised, however, that special and compelling circumstances may exist that warrant the promotion of a permanent employee without advertising.

Accordingly, section 40 of the Act allows a Head of Agency to seek the approval of the Commissioner to promote an employee without advertising the duties. The Commissioner may grant the request if he is satisfied that:

- special and compelling circumstances exist that warrant promotion without advertising, and
- not advertising the duties is consistent with the merit principle.

The criteria and procedure for seeking approval are contained in Commissioner's Direction No. 1. – *Employment in the State Service*.

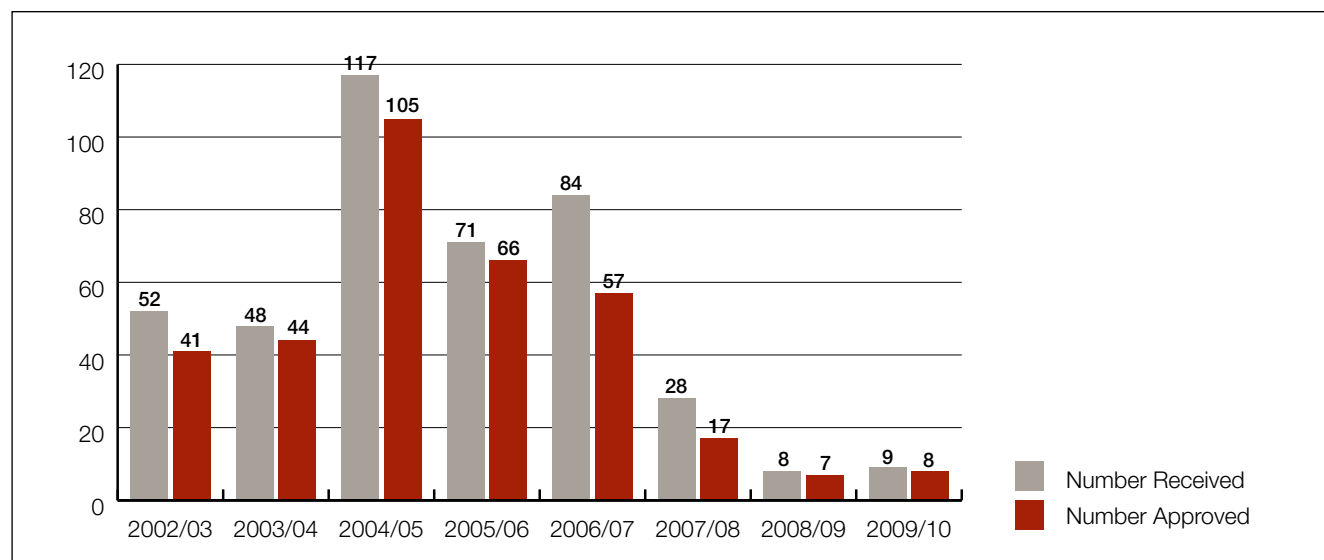
The following table provides details of requests dealt with by the Commissioner in the reporting period:

TABLE 4: Promotions without advertising, 1 July 2009 – 30 June 2010

AGENCY	B/F	Received	Approved	Not Approved	C/F
Dept. of Health and Human Services	–	8	8	–	–
Tasmanian Academy	–	1	–	1	–
TOTALS	0	9	8	1	0

The following table shows the trend in promotion without advertising dealt with and approved for the last 8 years:

TABLE 5: Promotions without advertising - Requests Received & Approved between, 1 July 2002 – 30 June 2010



The application of a strict test to all requests for promotion without advertising, for the existence of special circumstances sufficient to warrant promotion without advertising, continues. The limited number of approvals during the reporting period is a reflection of this policy. Furthermore, the majority of these approvals (6 of the 8) relate to Ambulance Officers who had successfully completed the Advanced Life Support Program. The remaining two were Enrolled Nurses who completed their nursing registration qualifications. Requests for promotion without advertising resulting from formal training programs such as these are considered to satisfy the special circumstances requirements of Commissioner's Direction No. 1.

MERIT AND OPPORTUNITY

Requests to change the employment status of an employee from a fixed-term employee to a permanent employee

Section 37(4) of the Act authorises the Minister, on the recommendation of the Commissioner, to change an employee's employment status from fixed-term to permanent. The process for dealing with requests is set down in Commissioner's Direction No. 1.

A request may be made by the Head of Agency to change the employment status of a fixed-term employee to permanent, where an employee has been employed for 12 months or more and meets other criteria as indicated in Commissioner's Direction No. 1. Table 6 below provides statistics for the reporting period of requests made by Heads of Agency.

TABLE 6: Agency requests to change the employment status of an employee from a fixed-term employee to a permanent employee, 1 July 2009 – 30 June 2010

AGENCY	B/F	Received	Approved	Not Approved	C/F
Dept. of Economic Development Tourism and the Arts	–	1	1	–	–
Dept. of Education	58	168	166	–	60
Dept. of Health and Human Services	–	54	51	–	3
Dept. Infrastructure, Energy and Resources	–	6	6	–	–
Dept. of Justice	–	1	–	–	1
Dept. Police and Emergency Management	–	2	2	–	–
Dept. Premier and Cabinet	–	2	2	–	–
Dept. of Primary Industries, Parks, Water and Environment	–	3	3	–	–
Dept. of Treasury and Finance	–	1	1	–	–
Port Arthur Historic Site Management Authority	–	1	1	–	–
Tasmanian Academy	–	5	5	–	–
Tasmanian Polytechnic	–	11	10	–	1
Tasmanian Skills Institute	–	1	1	–	–
TOTALS	58	256	249	–	65

A request may also be made by an employee who has been employed as a fixed-term employee for a continuous period in excess of 24 months and who meets other criteria as outlined in Commissioner's Direction No. 1. Table 7 below provides statistics for the reporting period of requests made by fixed-term employees.

TABLE 7: Employee requests to change the employment status of an employee from a fixed-term employee to a permanent employee, 1 July 2009 – 30 June 2010

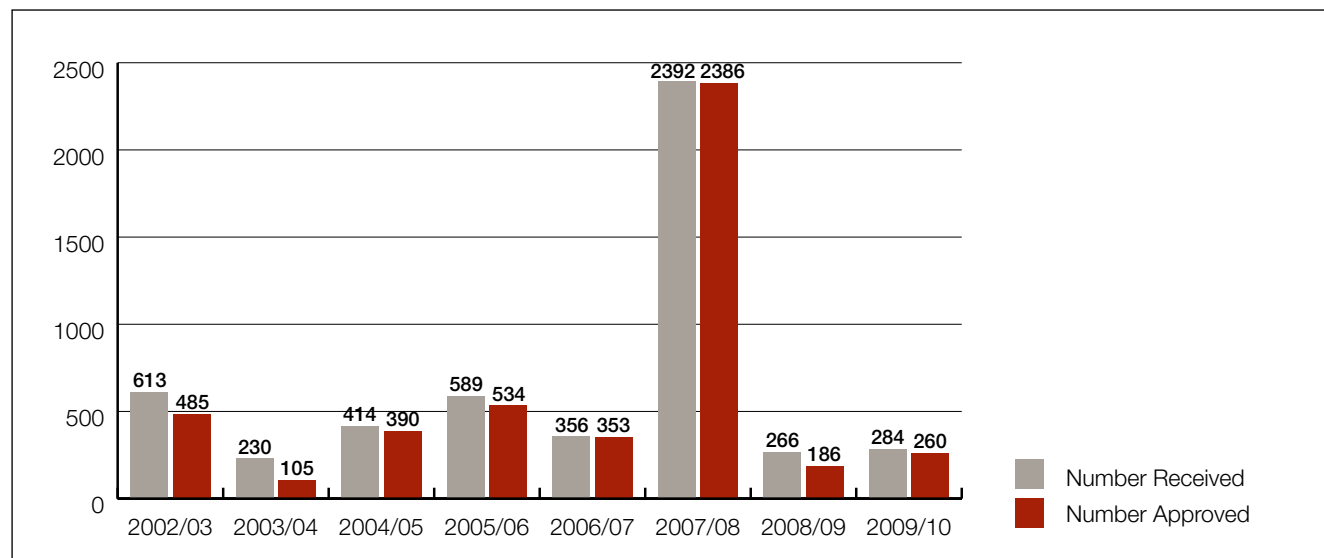
AGENCY	B/F	Received	Approved	Not Approved	C/F
Dept. of Education	6	6	1	11	–
Dept. of Health and Human Services	–	14	7	6	1
Dept. of Justice	–	1	1	–	–
Dept. Police and Emergency Management	–	1	–	1	–
Dept. of Primary Industries, Parks, Water and Environment	–	4	–	4	–
Tasmanian Polytechnic	1	2	2	1	–
TOTALS	7	28	11	23	1

The combined figures indicate that a total of 260 fixed-term employees were approved and had their employment status changed to permanent in the reporting period. Of these 260 fixed-term employees, the majority (165) were Replacement Teachers approved in accordance with Ministerial Direction No. 15 and who had completed six continuous and complete school terms of satisfactory teaching as a fixed-term employee in a school or schools.

MERIT AND OPPORTUNITY

The following table shows the trend in applications dealt with and approvals given over the last 8 years:

TABLE 8: Change of Employment Status, 1 July 2002 – 30 June 2010



The increase in applications dealt with this reporting period can mainly be attributed to the 165 Replacement Teachers approved in accordance with Ministerial Direction No.15.

Note that a large number of fixed-term employees (2,223 fixed-term employees in 2007-08) had their employment status changed to permanent under a *Moratorium* process, which applied from 1 January 2008 to 30 May 2008.

Agency based fixed-term employment registers

Agency based fixed-term employment registers are established by agencies to manage fixed-term employment requirements in a particular employment category or categories. Registers must be advertised at least every 12 months and selection from registers must comply with the merit requirements of the Act. Registers are posted on the jobs website and are open at all times to potential applicants. The registers are administratively efficient for agencies and provide an opportunity for members of the community to gain fixed-term employment while ensuring a merit-based selection process is followed.

A significant number of fixed-term employment registers have been established or re-established during the reporting period. Current employment registers cover the following areas:

Administration

Administrative Assistant
Administration /Clerical Officer
Accounts/Finance Officer
Graduate Project Officer
Computer Systems Officer
Visiting Journalist Program

Communications

Switchboard Operator/Telephonist
Call Centre Operator
Customer Service Officer
Radio Dispatch Operator
Voice Communications Officer
Communications Technical Officer
Communications Technician

Education & Training

Teacher
Library Technician
Participation Assistant
Sessional Teacher (Tasmanian
Polytechnic and the Tasmanian
Skills Institute)
Information Technology Customer
Support Officer

Support Services

Stores Clerk
Storeperson
Groundsperson
Cleaner
Utility Worker
Works Assistant
Labourer/General Hand
Food and Beverage Assistant
Kitchen Assistant/Hand
Cafeteria/Kiosk Assistant
Residential Attendant

MERIT AND OPPORTUNITY

Health and Allied Services

Registered Nurse
Enrolled nurse
Medical Scientist
Dietician
Radiographers
Occupational Therapist
Orthotist
Pharmacist
Physiotherapist
Podiatrist
Radiation Therapist
Social Worker
Speech Pathologist
Disability Services Employee

Environment/Tourism

Cave Guide
Information Officer
Discovery Ranger
Assistant Ranger
Ranger
Field Officer
Gallery Assistant
Visitor Services Officer
Survey Interviewer
Horticulturalist
Horticultural Assistant
Environmental Officer
Retail Assistant
Courtesy Vehicle Driver

Tour Guide

Seasonal Fire Fighter
Technical
Fire Equipment Officer
Technical Officer
Laboratory Technical Officer
Maintenance Officer/ Technician

Legal

Legal Officer

Practices, procedures and standards for establishing Agency based fixed-term employment registers were issued by the Secretary, Department of Premier and Cabinet on 4 July 2008 (under delegation from the State Service Commissioner) pursuant to section 18 (1)(b) of the *State Service Act 2000*.

Whole-of-Service fixed-term employment registers

Whole-of-service fixed-term registers have been established to manage the fixed-term employment requirements in the following two employment categories:

- people with disabilities; and
- Aboriginal people and Torres Strait Islanders.

Redeployment (Section 47 of the Act)

Under section 47 of the Act, if a Head of Agency considers a permanent employee employed in their agency to be surplus, the Head of Agency may recommend to the Commissioner that the employee be made available for redeployment. Prior to making such a recommendation, the Head of Agency must advise the employee in writing of that intention, the reasons for it and request a response.

If the Commissioner accepts the recommendation, the Commissioner will take such action as considered necessary and practicable to identify duties in the State Service which could be assigned to the surplus employee.

During the reporting period, no permanent employees have been declared surplus to the Commissioner.

EQUITY AND DIVERSITY

The State Service Principles demand a workplace that is free from discrimination and recognises and utilises the diversity of the community it serves.

Section 34(1)(h) of the Act requires all Heads of agencies to develop a workplace diversity program, and Commissioner's Direction No. 3 sets out the essential requisites with which Agency workplace diversity programs must comply.

At a minimum, Agency workplace diversity programs must support officers and employees in balancing their work and family responsibilities, and address employment related disadvantage on the basis of gender, race, disability, sexuality, age, linguistic or cultural background, or being an indigenous Australian.

Encouraging communication, consultation, cooperation and input from employees

The Agency Survey 2010 reported that the predominant mechanisms used by agencies to communicate with employees were:

- from Head of Agency 15 Agencies
- by senior management and branch meetings 15 Agencies
- by team meetings and informal meetings 15 Agencies
- by regular print and/or electronic newsletters 15 Agencies
- by email 15 Agencies
- by intranet 14 Agencies
- through a communication plan/change management strategy 11 Agencies

Other mechanisms used to a lesser extent included information sessions and regular meetings with peak and representative groups, unions and transition bulletins managing change.

A State Service workplace that is free from discrimination and recognises and utilises the diversity of the community

Thirteen of the fifteen agencies reported that they had developed and either fully or partly implemented their Workplace Diversity Program as at 30 June 2010. The newly formed Tasmanian Polytechnic and Tasmanian Academy currently do not have a Workplace Diversity Program in place. Both of these two agencies are in the process of being restructured.

TABLE 9: Agency Workplace Diversity Programs, 1 July 2009 – 30 June 2010

AGENCY	Fully or Partly Implemented	Program implemented or last reviewed	Diversity Initiatives undertaken	Diversity Program lodged with OSSC
Dept. of Economic Development, Tourism and the Arts	Fully	2008	Yes	Yes
Dept. of Education	Partly	2009	Yes	Yes
Dept. of Health and Human Services	Fully	2009	Yes	Yes
Dept. of Infrastructure, Energy and Resources	Fully	2008	Yes	Yes
Dept. of Justice	Fully	2007	No	Yes
Dept. of Police and Emergency Management	Fully	June 2008	Yes	Yes
Dept. of Premier and Cabinet	Fully	Aug 2008	Yes	Yes
Dept. of Primary Industries, Parks, Water and the Environment	Fully	June 2008	Yes	Yes
Dept. of Treasury and Finance	Fully	2008/09	Yes	Yes
Tasmanian Audit Office	Fully	2008/09	Yes	Yes
Port Arthur Historic Site Management Authority	Fully	June 2008	Yes	Yes
Tasmanian Academy	No	No	No	No
Tasmanian Polytechnic	No	No	No	No
Tasmanian Skills Institute	Partly	2009	No	No
The Public Trustee	Fully	July 2008	Yes	Yes

Of the 13 agencies that had a Workplace Diversity Program, 10 had performance indicators in place.

EQUITY AND DIVERSITY

The following mechanisms were utilised to communicate the program to Agency employees:

- internet 11 Agencies
- through team meetings and informal meetings 8 Agencies
- via regular print and/or electronic newsletters 6 Agencies
- via email 5 Agencies
- through senior management and branch meetings 5 Agencies
- communication from Head of Agency 2 Agencies

Other mechanisms used to a lesser extent included workplace behaviour contact officer networks, agency induction and face-to-face training sessions.

Workplace Diversity – Training Initiatives

Managers and supervisors undertook workplace training activities in 11 agencies during the reporting period, with eight agencies focusing on issues of workplace discrimination and five agencies focusing on workplace behaviour. Other training activities focused on leadership and workplace diversity generally.

This resulted in a total of 160 managers and supervisors attending workplace discrimination training and 326 attending workplace conflict training within the reporting period. In addition to these figures, 61 attended other workplace diversity related training.

These activities were mainly designed to promote workplace diversity policies, specialist training for workplace diversity contact officers and managers, informing employees of training options and resources available, as well as encouraging greater diversity representation in agencies. A summary of the specific workplace diversity initiatives conducted during the reporting period included:

- induction program 5 Agencies
- workplace behaviour orientation sessions and training for senior managers 5 Agencies
- workplace contact officers training and maintenance 2 Agencies
- committee established and program reviewed 2 Agencies
- reasonable adjustment guide implemented 2 Agencies

Other activities included diversity selection questions at all interviews, work life balance framework implemented, springboard training for women, indigenous and multicultural employment programs and the conduct of pre-employment courses.

During the reporting period and in addition to the above training initiatives, there were two fixed-term employees engaged through the approved People with Disabilities Fixed-Term Employment Register by the Department of Primary Industries, Parks, Water and the Environment that had their employment status changed from fixed-term to permanent.

EQUITY AND DIVERSITY

Minimising Bullying and/or Harassment in the Workplace

Throughout the reporting period agencies have been working towards reducing the risk of bullying and/or harassment in the workplace through the following activities:

- specialist advice to managers and employees 13 Agencies
- establishing clear processes for dealing with allegations 13 Agencies
- senior management monitors to ensure incidents are addressed 12 Agencies
- appointing Agency bullying and/or harassment officer(s) 11 Agencies
- training provided to managers/supervisors 10 Agencies
- including a definition of what bullying and harassment is or is not in Agency policies 9 Agencies
- training provided to employees 9 Agencies
- processes are monitored to ensure that they are being applied 8 Agencies
- development and implementation of specific policies 6 Agencies

The following table shows the anti-bullying and harassment training conducted by agencies within the reporting period.

TABLE 10: Anti-Bullying and Harassment Training Conducted, Between 1 July 2008 – 30 June 2010

AGENCY	Managers/ Supervisors Trained 2008/09	Managers/ Supervisors Trained 2009/10	Employees Trained 2008/09	Employees Trained 2009/10	Contact Officers Trained 2008/09	Contact Officers Trained 2009/10
Dept. of Economic Development, Tourism and the Arts	–	–	–	–	–	–
Dept. of Education	20	50	127	–	–	–
The Dept. of Environment, Parks, Heritage and the Arts (See Note 1)	23	–	28	–	–	–
Dept. of Health and Human Services	97	38	447	373	17	16
Dept. of Infrastructure, Energy and Resources	–	–	18	–	–	–
Dept. of Justice	–	–	–	–	–	–
Dept. of Police and Emergency Management	3	1	108	33	8	23
Dept. of Premier and Cabinet	–	6	–	24	–	–
Dept. of Primary Industries, Parks, Water and the Environment	23	2	7	28	2	–
Dept. of Treasury and Finance	11	6	1	–	–	3
Tasmanian Audit Office	–	9	–	22	–	1
Port Arthur Historic Site Management Authority	–	15	–	79	–	2
TAFE Tasmania (See Note 2)	–	–	–	–	–	–
Tasmanian Academy	–	–	–	–	–	–
Tasmanian Polytechnic	–	–	–	–	–	–
Tasmanian Skills Institute	–	–	–	–	–	–
The Public Trustee	1	10	6	35	–	4
TOTALS	178	137	742	594	27	49

Note 1. The Department of Environment, Parks, Heritage and Arts was abolished on 1/7/2009 with the Divisions of Heritage and Arts transferred to the Department of Economic Development and Tourism. The Divisions of Environment and Parks transferred to the Department of Primary Industries, Parks, Water and the Environment.

Note 2. The Tasmanian Academy, Tasmanian Polytechnic and Tasmanian Skills Institute were established on 1 January 2009 as part of the Tasmania Tomorrow reform of post Year 10 education and training. This reform also resulted in the abolition of TAFE Tasmania on the same date.

The above table indicates that most agencies are making steady progress towards the training of managers/supervisors and contact officers, but slower progress towards training employees. However, it is pleasing to note that the Departments of Education, Health and Human Services, Port Arthur Historic Site Management Authority, Premier and Cabinet, The Public Trustee and the Tasmanian Audit Office have shown improved progress in the training of managers/supervisors and/or employees.

EQUITY AND DIVERSITY

Agency senior managers who had completed anti-bullying and harassment training over the past four reporting periods are outlined in Table 11 below: (Senior Managers are defined for this table as Band 7 and above or the equivalent).

TABLE 11: Senior Manager's Anti-Bullying and Harassment Training, 1 July 2006 – 30 June 2010

AGENCY	Senior Managers Trained in 2006/07	Senior Managers Trained in 2007/08	Senior Managers Trained in 2008/09	Senior Managers Trained in 2009/10
Dept. of Economic Development and Tourism and the Arts	65	–	–	25
The Dept. of Environment, Parks, Heritage and the Arts (See Note 1)	38	52	–	–
Dept. of Education	100	–	14	5
Dept. of Health and Human Services	42	–	–	–
Dept. of Infrastructure, Energy and Resources	7	11	26	–
Dept. of Justice	120	60	–	–
Dept. of Police and Emergency Management	64	3	–	–
Dept. of Premier and Cabinet	50	21	–	–
Dept. of Primary Industries, Parks, Water and the Environment	7	94	1	7
Dept. of Treasury and Finance	50	–	3	1
Tasmanian Audit Office	11	–	–	4
Port Arthur Historic Site Management Authority	7	–	–	12
TAFE Tasmania (See Note 2)	113	–	–	–
Tasmanian Academy	–	–	–	–
Tasmanian Polytechnic	–	–	–	–
Tasmanian Skills Institute	–	–	–	–
The Public Trustee	3	–	–	6
TOTAL	677	241	44	60

The above table indicates that a significant number of senior managers have completed anti-bullying and harassment training over the past four years. Seven agencies only have undertaken some training of senior managers in the reporting period.

The Department of Health and Human Services and to a lesser extent the Department of Education and the education sector are yet to make significant progress.

Recruitment of Young People

TABLE 12: Recruitment of Young people under 25 years of age appointed for a period of 6 months duration or longer, 1 July 2007 – 30 June 2010

AGENCY	Permanent employees recruited			Fixed-Term employees recruited			Total employees recruited		
	2007/08	2008/09	2009/10	2007/08	2008/09	2009/10	2007/08	2008/09	2009/10
Dept. of Economic Development, Tourism and the Arts	7	6	5	10	3	9	17	9	14
Dept. of Education	15	8	8	142	67	64	157	75	72
Dept. of Environment, Parks, Heritage and the Arts (See Note 1)	2	2	–	33	14	–	35	16	–
Dept. of Health and Human Services	34	44	39	99	118	185	133	162	224
Dept. of Infrastructure, Energy and Resources	6	7	5	13	13	1	19	20	6
Dept. of Justice	17	1	–	12	1	2	29	2	2
Dept. of Police and Emergency Management	15	5	3	5	–	4	20	5	7
Dept. of Premier and Cabinet	35	7	–	32	6	–	67	13	–
Dept. of Primary Industries, Parks, Water and the Environment	19	32	4	26	20	22	45	52	26
Dept. of Treasury and Finance	5	–	–	13	2	2	18	2	2
Tasmanian Audit Office	4	–	4	5	4	–	9	4	4
Port Arthur Historic Site Management Authority	4	1	2	8	5	6	12	6	8
TAFE Tasmania (See Note 2)	3	3	–	5	4	–	8	7	–
Tasmanian Academy	–	–	1	–	–	3	–	–	4
Tasmanian Polytechnic	–	2	8	–	3	6	–	5	14
Tasmanian Skills Institute	–	1	2	–	2	–	–	3	2
The Public Trustee	–	–	1	2	1	–	2	1	1
TOTAL	166	119	82	405	263	304	571	382	386

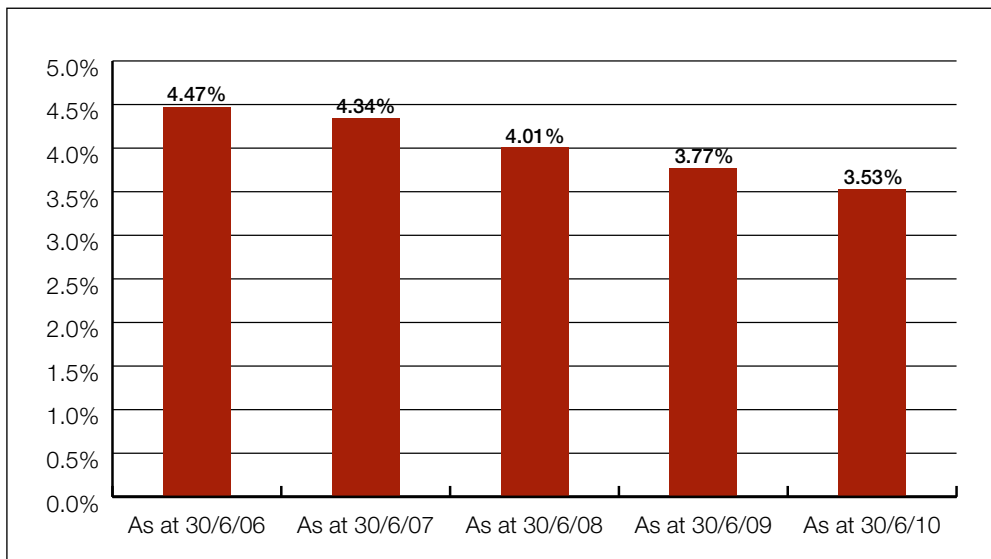
Note 1. The Department of Environment, Parks, Heritage and Arts was abolished on 1/7/2009 with the Divisions of Heritage and Arts transferred to the Department of Economic Development and Tourism. The Divisions of Environment and Parks transferred to the Department of Primary Industries, Parks, Water and the Environment.

Note 2. The Tasmanian Academy, Tasmanian Polytechnic and Tasmanian Skills Institute were established on 1 January 2009 as part of the Tasmania Tomorrow reform of post Year 10 education and training. This reform also resulted in the abolition of TAFE Tasmania on the same date.

There was a slight increase (1%) of young people under 25 years of age recruited by agencies between the 2009 and 2010 reporting periods (82 permanent employees and 304 fixed-term employees). This slight increase was attributable to a 16% increase in fixed-term recruitment. By comparison the recruitment of young people to permanent employment declined by 31%.

The major increase for 2009/2010 was within the Department of Health and Human Services, which had an increase of 62 young people, all attributable to fixed-term employment. The most significant reductions were within the Department of Primary Industries, Parks, Water and Environment and the Department of Premier and Cabinet, with reductions of 26 and 13 respectively compared with 2008/2009. The majority of these reductions were also related to a decrease in permanent employment opportunities.

TABLE 13: Percentage of Young People under 25 years of age employed in the State Service between 2006 and 2010



Over the past five reporting periods the percentage of young people under 25 years of age employed in the State Service has continued to fall from 4.47% as at 30 June 2006 to 3.53% as at 30 June 2010. The ongoing employment of young people under 25 years of age in the State Service continues to be an area of concern that agencies need to address, especially given an ageing workforce.

State Service Graduate Recruits

The Agency Survey 2010 shows that four agencies appointed Administrative Trainees (Graduate Recruits) under 25 years of age during the reporting period, with a total of seven Graduate Recruits appointed across the State Service, three being permanent appointments and four fixed-term appointments. This is a reduction of 18 (72%) compared to the 25 employed in the previous reporting period.

However, it should be noted that there may be other recent graduates appointed to the State Service that were under 25 years of age and others that were appointed to vacancies that were not classified as Administrative Trainees (Graduate Recruit) vacancies. Graduates are, for example, often employed as Teachers, Nurses, Allied Health Professionals and in base-grade Professional Employee roles.

Whole of Government Diversity Initiatives

Both the Office of the State Service Commissioner and the Public Sector Management Office have a role in ensuring that the State Service is free from discrimination and harassment. The Public Sector Management Office has an additional role in assisting agencies to develop workplace diversity programs that meet business needs and comply with Commissioner's Direction No. 3.

A number of programs and strategies are in place to assist agencies in meeting their obligations.

Employment of Aboriginal People

The Public Sector Management Office has responsibility for the *Aboriginal Employment Policy Guidelines*. The Guidelines are contained in Ministerial Direction No.12.

Where a Head of Agency wishes to specify essential requirements other than those specified in an award, including requirements relating to Aboriginal-identified positions, they must first obtain the approval of the Commissioner in accordance with Section 18(1)(l) of the Act.

Ministerial Direction No. 12 creates two types of essential requirements:

- **Identified positions.** These are positions in which the Aboriginal community is the major client group; therefore Aboriginality is an essential requirement. The positions involve working with Aboriginal clients; providing a service to Aboriginal clients; and/or developing policy or programs that have an impact on the Aboriginal community.
- **Tagged positions.** An essential requirement for 'tagged positions' is "an ability to communicate effectively and sensitively with Aboriginal and Torres Strait Islander peoples and a knowledge and understanding of contemporary Aboriginal culture and society". Aboriginality is not an essential requirement for 'tagged positions'. Part of the work of these positions involves working with Aboriginal clients; providing a service to Aboriginal clients; and/or developing policy and programs that have an impact on the Aboriginal community.

Although the Public Sector Management Office is responsible for the employment policy, the Commissioner has continued to determine whether a position is Identified or Tagged as an essential requirement for employment in accordance with Section 18(1)(l) of the Act. Under the procedure contained in Ministerial Direction No. 12, agencies must forward such requests through the Office of Aboriginal Affairs for endorsement.

In the reporting period, the State Service Commissioner approved three Identified and four Tagged positions under this program in the following agencies:-

- Department of Education 1 Identified
- Department of Health and Human Services 4 Tagged
- Department of Premier and Cabinet 2 Identified

In some instances, the above approvals may have replaced existing approvals. Also, the Office of Aboriginal Affairs had reviewed the records of approvals for all agencies, which has resulted in a number of adjustments. Accordingly, as at the 30 June 2010, there were 75 Aboriginal Identified and 14 Aboriginal Tagged positions in the State Service. The following table provides the number and type of approval for each Agency.

TABLE 14: Aboriginal Identified and Tagged Positions as at 30 June 2010

AGENCY	Aboriginal "Identified" Positions	Aboriginal "Tagged" Positions	Totals
Dept. of Economic Development & Tourism and the Arts	5	–	5
Dept. of Education	37	5	42
Dept. of Health and Human Services	8	5	13
Dept. of Justice	2	–	2
Dept. of Premier and Cabinet	6	1	7
Dept. of Primary Industries, Parks, Water and the Environment	12	3	15
Tasmania Polytechnic	5	–	5
TOTALS	75	14	89

The Tasmanian Government Work Placement Program – people from diverse cultural and linguistic backgrounds

The *Tasmanian Government Work Placement Program* was established in 2003 by the Public Sector Management Office and Multicultural Tasmania.

The aim of the program is to support improved settlement and employment outcomes by helping recently-arrived migrants to gain work experience in an Australian workplace, in order to improve their skills, confidence and help them to develop important networks within State and Local Government agencies and organisations.

EQUITY AND DIVERSITY

It also provides the opportunity for host workplaces to experience the benefits of working with people from diverse cultural and linguistic backgrounds.

Highlights of the 2009 program included:

- participation in the south of the State by recently-arrived Bhutanese migrants;
- orientation sessions and a certificate presentation event held in the north of the State for the first time; and
- an increase in the number of participants who are also currently enrolled in tertiary study at the University of Tasmania.

Overall participant numbers increased from 15 in 2008 to 22 in 2009. The program continues to complement the Australian Government's Humanitarian Settlement Program for the region. 22 participants were placed with the following organisations:

TABLE 15: Organisations and Participants in the Work Placement Program

AGENCY	No. Participants	Placement type	Placement Division/Branch
Department of Economic Development, Tourism & the Arts	1	Human Resources	Human Resources Division
Department of Health and Human Services	1	Safety and Quality	Safety and Quality Care Reform
	1	Finance	Corporate Services
	1	Human Resources	Corporate Services
	1	Disability Services	Disability Services
	1	Social Work	Social Work Unit - Royal Hobart Hospital
	1	Medical Records Clerk	Patient Information Management Services
	1	Food Services	Royal Hobart Hospital Central Food Production
	1	Laboratory	Royal Hobart Hospital Pathology
	3	Nursing	Nursing and Patient Care Services – Launceston General Hospital
	1	Nursing	Clinical Nursing – Launceston General Hospital
Department of Police and Emergency Management	1	Finance	Finance Branch, Tasmania Fire Service
Department of Primary Industries, Parks, Water and the Environment	1	Marine Resources/Fisheries	Marine Resources/Fisheries
Department of Treasury & Finance	1	Economic Policy	Economic Policy Branch
	1	Finance	Government Finance and Accounting
Commissioner for Children	1	Policy	Officer of the Commissioner for Children
Kingborough Council	1	Community Services	Community Services Department
Hobart Police and Community Youth Incorporation	1	Office Administration	Police and Community Youth Inc.
Hobart City Council	1	Mechanical Services	Council Depot
Glenorchy City Council	1	Community Programs	Community Development
TOTALS	22		

The following table is a summary of program participant placements by region and their place of origin:

TABLE 16: Work Placement Program placements from 30 November to 11 December 2009

Place of Origin	Participants by Region		
	South	North	Participants
Bhutan	3	3	6
Democratic Republic of Congo	5	–	5
Ethiopia	1	–	1
Sudan	9	1	10
Total	18	4	22

People with Disabilities

The Tasmanian Government's *Disability Framework for Action 2005-2010* is a whole-of-government approach to policy, planning, service delivery and evaluation that seeks to remove barriers and enable people with disability to enjoy the same rights and opportunities as other Tasmanians.

The People with Disability Employment Program is a joint arrangement between the State Government and various registered Disability Employment Service Providers. The program is valuable in providing an additional entry point for recruiting people with a disability into the State Service. The program also assists Agencies to promote a work environment that better supports employees with a disability.

Other activities include:

- participation in the Willing and Able Mentoring (WAM) Program for University of Tasmanian students with a disability (DPAC);
- training on building confidence in managing and working with people with a disability;
- using a partnership network to help deliver agency awareness sessions to provide a work environment that better supports employees with a disability;
- providing information on Award-based arrangements such as the Workplace Modification Scheme and the Supported Wage System;
- updating the e-brochure promoting the benefits of the Disability Employment Program; and
- a Graduate program for people with disabilities is currently in development. Funding of \$59,000 per annum for two years has been allocated to the program.

PERFORMANCE MANAGEMENT

PERFORMANCE MANAGEMENT

The State Service Principles incorporate a focus on managing performance and achieving results. Section 34(1)(g) requires Heads of Agencies to develop and implement systems to evaluate the performance of employees, and Commissioner's Direction No. 4. – *Performance Management Systems* establishes the minimum standard for such systems.

A major project to evaluate the performance management systems of all agencies was undertaken in 2006. The aim of that evaluation project was to measure the extent to which agencies had complied with Section 34(1)(g) of the *State Service Act 2000*, to implement systems to evaluate the performance of employees, and in particular, Agency compliance with the minimum standards of Commissioner's Direction No. 4.

The evaluation report on Agency Performance Management Systems was published in December 2006. The report found that 11 of the 14 agencies complied with the Legislative requirement to have a performance management system in place to evaluate the performance of all Agency employees.

The outcomes from the performance management evaluation project also formed the basis for a review of Commissioner's Direction No. 4 and as a result a revised Direction was issued on 8 June 2007.

TABLE 17: Performance Management Systems within the State Service, 1 July 2009 – 30 June 2010

AGENCY	Performance Management System Implemented	Employees in Agency as at 30/06/10	Employees Participated in Agency 2009/10	% of Total Employees in Agency 2009/10
Dept. of Economic Development, Tourism and the Arts	Fully	557	465	83%
Dept. of Education	Fully	10,590	6986	66%
Dept. of Health and Human Services	Partly	11,937	No data	No data
Dept. of Infrastructure, Energy and Resources	Fully	613	566	92%
Dept. of Justice	Partly	1,123	No data	No data
Dept. of Police and Emergency Management	Fully	911	No data	No data
Dept. of Premier and Cabinet	Fully	360	255	71%
Dept. of Primary Industries, Parks, Water and the Environment	Fully	1,557	1205	77%
Dept. of Treasury and Finance	Fully	331	335	100%
Tasmanian Audit Office	Fully	43	45	100%
Port Arthur Historic Site Management Authority	Fully	117	88	75%
Tasmanian Academy	No system in place	279	No data	No data
Tasmanian Polytechnic	Partly	1,380	No data	No data
Tasmanian Skills Institute	Developed but not implemented	390	No data	No data
The Public Trustee	Fully	56	53	95%
TOTALS		30,244	9,998	33%

The Agency Survey 2010 indicated that with the exception of the newly formed Tasmanian Academy and the Skills Institute, all agencies have a performance management system in place. However, it was noted that six of the 15 agencies, which includes a number of the larger agencies, do not have systems in place to provide statistics on the number of employees that have participated in a performance management evaluation in the reporting period.

The above table also shows the extent to which agency performance management systems have been implemented. Of the 13 agencies with a performance management system in place, ten agencies have their system fully implemented and three agencies are partly implemented, with ten agencies having lodged copies of their performance management systems with this Office.

PERFORMANCE MANAGEMENT

TABLE 18: Performance Management Familiarisation and Supervisor Training

AGENCY	Familiarisation Training				Supervisor Training			
	2006/07	2007/08	2008/09	2009/10	2006/07	2007/08	2008/09	2009/10
Dept. of Economic Development, Tourism and the Arts	–	70	–	–	–	–	–	50
Dept. of Education	40	113	6211	5674	–	27	870	668
Dept. of Environment, Parks, Heritage and the Arts (See Note 1)	131	–	–	–	19	102	15	–
Dept. of Health and Human Services	80	–	430	–	80	559	430	95
Dept. of Infrastructure, Energy and Resources	32	35	69	23	9	7	–	–
Dept. of Justice	260	360	–	–	96	100	–	–
Dept. of Police and Emergency Management	–	290	13	15	–	No data available	–	32
Dept. of Premier and Cabinet	–	–	7	195	–	–	–	50
Dept. of Primary Industries, Parks, Water and the Environment	354	70	48	380	229	41	24	26
Dept. of Treasury and Finance	–	33	15	207	–	14	14	79
Tasmanian Audit Office	10	42	43	45	2	14	–	13
Port Arthur Historic Site Management Authority	–	–	40	–	–	–	–	–
TAFE Tasmania (See Note 2)	–	–	–	–	–	–	–	–
Tasmanian Academy	–	–	–	–	–	–	–	–
Tasmanian Polytechnic	–	–	–	–	–	–	–	–
Tasmanian Skills Institute	–	–	–	–	–	–	–	–
The Public Trustee	46	8	7	53	0	3	–	13
TOTALS	953	1,021	6,883	6,592	435	867	1,353	1,026

Note 1. The Department of Environment, Parks, Heritage and Arts was abolished on 1/7/2009 with the Divisions of Heritage and Arts transferred to the Department of Economic Development and Tourism. The Divisions of Environment and Parks transferred to the Department of Primary Industries, Parks, Water and the Environment.

Note 2. The Tasmanian Academy, Tasmanian Polytechnic and Tasmanian Skills Institute were established on 1 January 2009 as part of the Tasmania Tomorrow reform of post Year 10 education and training. This reform also resulted in the abolition of TAFE Tasmania on the same date.

The information provided in the above table indicates that ten agencies have provided some level of familiarisation training for employees, and supervisor training for the conduct of performance management reviews in this reporting period.

In the reporting period, eight agencies conducted performance management employee familiarisation training and nine agencies conducted supervisors training, in relation to dealing with employee's performance management. The Departments of Education, Primary Industries, Parks, Water and Environment, Premier and Cabinet, Treasury and Finance and Public Trustee undertook significant training of employees and supervisors during the current reporting period consistent with the comparatively recent introduction and revision of performance management systems in their agencies.

PERFORMANCE MANAGEMENT

The specific agency training provided for managers/supervisors is outlined below:

• managing people effectively	8 Agencies
• the performance management process	8 Agencies
• workplace behaviour training	8 Agencies
• managing feedback and poor performance	7 Agencies
• communication and mediation skills	6 Agencies
• conflict management and effective communication training	6 Agencies
• principles of effective leaders to support good performance	4 Agencies
• giving and receiving feedback for competency based training	3 Agencies
• understanding management and industrial relations	3 Agencies

Other training provided to a lesser extent included tailored operational management, emotional intelligence coaching, ethics, leadership and anti bullying and harassment training.

Agencies reported that the following processes and activities were involved in the identification, acknowledgement and/or reward of good performance:

• acknowledged through awards or in newsletters etc	12 Agencies
• through the performance management process	12 Agencies
• by recognition from agency managers	11 Agencies
• through the values system in an informal manner	8 Agencies
• with agency opportunities outside their current workplace	7 Agencies
• by training provided to managers	4 Agencies
• through a reward and recognition program	3 Agencies

All agencies provided managers/supervisors with access to training in relation to dealing with employees whose work performance or workplace behaviour was inadequate, reporting that these issues were handled in the following ways:

• with specialist advice from the human resource area or external providers	13 Agencies
• through the agency's performance management system	12 Agencies
• delegated to agency managers for appropriate attention	12 Agencies
• supporting information and guidelines on the intranet	9 Agencies
• the agency has a specific policy	8 Agencies
• by managers being provided with appropriate training	7 Agencies

Another method utilised to a lesser extent was the use of performance indicators in a managers/supervisors agreement.

LEADERSHIP AND DEVELOPMENT

LEADERSHIP AND DEVELOPMENT

Agency leadership and development initiatives

The State Service Principles include a commitment to developing leadership of the highest quality and it is expected that agencies will develop specific programs to address this requirement.

The following table provides information on the implementation of leadership development programs in each agency and where that training is targeted.

TABLE 19: Structured Agency Leadership Development Programs, 1 July 2009 – 30 June 2010

AGENCY	Leadership Program in place	Implemented or last reviewed	Number of Participants	Where is the training targeted
Dept. of Economic Development, Tourism and the Arts	Yes	May 2008	50	Senior & Middle Managers, High potential employees & All employees
Dept. of Education	Yes	No data	735	Senior & Middle Managers, High potential employees, Graduate recruits & All employees
Dept. of Health and Human Services	Yes	2010	No data	No data
Dept. of Infrastructure, Energy and Resources	Yes	October 2008	84	Senior & Middle Managers
Dept. of Justice	Yes	2007	40	Middle Managers
Dept. of Police and Emergency Management	Yes	2010	570	Senior & Middle Managers, All employees
Dept. of Premier and Cabinet	Yes	February 2010	59	Senior Managers
Dept. of Primary Industries, Parks, Water and the Environment	Yes	2007	26	Middle Managers
Dept. of Treasury and Finance	Yes	2006	18	Senior & Middle Managers, High potential employees
Tasmanian Audit Office	Yes	June 2010	45	All employees
Port Arthur Historic Site Management Authority	No	No data	No data	No data
Tasmanian Skills Institute	Yes	August 2009	28	Senior & Middle Managers
Tasmanian Academy	No	No data	No data	No data
Tasmanian Polytechnic	No	No data	No data	No data
The Public Trustee	Yes	2010	12	Senior & Middle Managers
TOTAL			1,667	

The table above shows that 12 of the 15 agencies have a structured leadership development program in place, with the majority of these programs catering for senior and middle managers. However, three agencies have reported that a structured leadership program is not currently in place, with two of them being newly formed agencies. Training generally focused on leadership development for middle managers, leadership communication, coaching and mentoring, coaching and team building workshops.

It was noted from the agency returns that the number of participants under structured leadership development programs across agencies has increased significantly when compared to the previous reporting period; from 341 in 2008/09 to 1,667 participants in 2009/10.

LEADERSHIP AND DEVELOPMENT

Employee Training and Development

TABLE 20: Structured Employee Training and Development Programs, 1 July 2009 – 30 June 2010

AGENCY	Employee Program Delivered	Number of Participants	Where is the training targeted
Dept. of Economic Development, Tourism and the Arts	Yes	50	Senior Managers, Graduates, All employees
Dept. of Education (See Note 1)	No data	No data	(Refer Note 1. below)
Dept. of Health and Human Services	No data	No data	
Dept. of Infrastructure, Energy and Resources	Yes	84	Senior & Middle Managers
Dept. of Justice	No data	No data	
Dept. of Police and Emergency Management	Yes	559	Senior & Middle Managers, All employees
Dept. of Premier and Cabinet	Yes	145	Senior & Middle Managers Graduates, All employees
Dept. of Primary Industries, Parks, Water and the Environment	No data	No data	
Dept. of Treasury and Finance	Yes	353	Senior & Middle Managers Graduates, All employees
Tasmanian Audit Office	No data	No data	
Port Arthur Historic Site Management Authority	No data	1	Middle Managers
Tasmanian Academy	Yes	20	Middle Managers
Tasmanian Polytechnic	No data	No data	
Tasmanian Skills Institute	Yes	25	Senior & Middle Managers
The Public Trustee	Yes	55	Senior & Middle Managers All employees
TOTAL		1,292	

Note 1. The Department of Education reported that as the Agency is a large, highly decentralised organisation, focussed on ongoing learning for all, it does not have one Agency-wide training and development structure. The Agency does however; provide a significant range of training and development programs through the various divisions, with many targeted to specific employee groups and needs.

The above table indicates that there are a significant number of agencies without a structured employee training and development program.

In addition all 15 agencies reported that they did not have a training program in place for human resource personnel, which has been the situation over the past four reporting periods.

It must continue to be emphasised that well trained employees and good human resource management is fundamental to achieving organisational goals. Given that responsibility for this function rests with individual agencies, they should realise that they would receive considerable benefit from the development and implementation of structured training programs for all employees and those working in their human resources area. In addition, a State Service wide structured training program for human resource personnel would be another effective way to implement this type of structured training program to meet that particular need.

LEADERSHIP AND DEVELOPMENT

Secondment Arrangements

During the reporting period, there were no secondments into agencies from outside the State Service under section 46(1) (a) of the Act and 56 employees participated in secondment arrangements to external organisations under section 46(1) (b).

Of the 56 employees seconded under section 46(1) (b) of the Act, the Commissioner entered into 48 secondment arrangements and the Chief of Staff of the Premier's Office, under delegation from the Commissioner, entered into 8 secondment arrangements to positions within Ministerial and Parliamentary Offices.

TABLE 21: Secondment Arrangements, 1 July 2009 – 30 June 2010

AGENCY	No of Employees Seconded outside the State Service	No of Employees Seconded into the State Service
Dept. of Economic Development, Tourism and the Arts	2	–
Dept. of Education	17	–
Dept. of Health and Human Services	10	–
Dept. of Infrastructure, Energy and Resources	6	–
Dept. of Justice	2	–
Dept. of Police and Emergency Management	–	–
Dept. of Premier and Cabinet	3	–
Dept. of Primary Industries, Parks, Water and the Environment	14	–
Dept. of Treasury and Finance	2	–
Tasmanian Audit Office	–	–
Port Arthur Historic Site Management Authority	–	–
TAFE Tasmania	–	–
Tasmanian Academy	–	–
Tasmanian Polytechnic	–	–
Tasmanian Skills Institute	–	–
The Public Trustee	–	–
TOTALS	56	0

The Training Consortium

The Training Consortium (TTC) is part of the Public Sector Management Office. TTC brokers and co-ordinates a wide range of services to provide learning and development programs and events throughout Tasmania for its member organisations. The Consortium was established in 1998 and has grown from its initial 4 member organisations to 20, including agencies from the Tasmanian State Service, the Australian Public Service, Local Government, Government Business Enterprises and the University of Tasmania.

The TTC provides a diverse range of leadership development, management and skills development courses, workshops, information seminars and forums using local, national and international presenters. The program content is continually reviewed to ensure that the latest developments and best practice standards are included.

The TTC has established a number of working relationships in order to enhance the range and quality of training activities offered to its member organisations. For example, a Memorandum of Understanding has been established with the Australian Public Service Commission, which further enhances the variety and scope of the leadership and general training opportunities coordinated by TTC.

LEADERSHIP AND DEVELOPMENT

Current TTC Member Organisations

- Australian Antarctic Division
- Aurora Energy
- Department of Treasury and Finance
- Centrelink Tasmania
- Department of Economic Development, Tourism and the Arts
- Department of Police and Emergency Management
- Department of Education
- Department of Health and Human Services
- Transend Networks
- Local Government Association of Tasmania
- Tasmanian Audit Office
- Department of Infrastructure Energy and Resources
- Department of Justice
- The Federal Group
- University of Tasmania
- Tasmanian Polytechnic
- Tasmanian Skills Institute
- Tasmanian Academy
- Department of Premier and Cabinet
- Department of Primary Industries, Parks, Water and the Environment

Leadership Speakers

Speakers for TTC's popular "Leadership in Action" series over the past year have included:

- Lark McDonald (US) – leadership and leadership systems
- Richard Barrett (UK) – world authority on values
- Professor Dianna Dwyer (US) – 2009-10 Fulbright ANU Distinguished Chair in American Political Science

Public Sector Management Program

The TTC co-ordinates the Public Sector Management (PSM) Program in Tasmania. The PSM Program is a joint Commonwealth/State/Territory venture accredited at Postgraduate Certificate level through Flinders University, South Australia. It is targeted at middle-level managers in State, Commonwealth and Local Government sectors and takes some 18 months to complete. Twenty two participants graduated in July 2009 and a new program commenced in September 2009 with 26 participants. Participants from this intake will graduate in July 2010.

Introduction to the Public Sector Program

This innovative series of information workshops have been specifically designed for new employees to the Public Sector to complement their organisation's own induction process. The information sessions are intended to help people settle into their role and provide important and useful information about how all levels of Government, and particularly the State sector, work. The majority of information sessions are suitable for people from Commonwealth, State and Local Government organisations. The program was run twice during the year.

Programs

The TTC regularly introduces new training programs to meet special needs, meet emerging trends and address new knowledge and skill requirements. Some of the new and more popular development areas covered during the year included:

- Writing for Government;
- Managing Policy;
- Project Management;
- Diploma of Government (policy development);
- Computer Training (various workshops); and
- Taking great photos for work.

Mentoring Program

The TTC's mentoring program helps support the transition of skills and knowledge from mature aged workers to younger workers. The program involves a two day workshop for paired mentors and mentees facilitated by an expert consultant. While the program has been offered to State Service agencies, it is also offered to local government and private sector employees on a subsidised basis. The feedback evaluation received from participants has been very positive on the benefits of effective mentoring relationships.

The program is available to members of TTC which includes State Service agencies, local government councils, and Government Business Enterprises. In the reporting period, 46 mentors and mentees undertook the program with all participants evaluating their experiences positively.

ETHICS AND ACCOUNTABILITY

The State Service is a public service that is:

- apolitical, performing its functions in an impartial, ethical and professional manner;
- accountable for its actions and performance, within the framework of Ministerial responsibility, to the Government, the Parliament and the community;
- responsive to Government in providing honest, comprehensive, accurate and timely advice and in implementing the Government's policies and programs; and
- delivers services fairly and impartially to the community.

Promoting impartial, ethical and professional behaviour

The Agency Survey 2010 returns indicated that nine agencies provided managers/supervisors and employees with information and/or training about potential conflicts of interest and how to avoid them. With the exception of the Tasmanian Skills Institute, all agencies have guidelines in place for employees concerning the issue of receiving gifts and benefits and embarked on activities to make their employees aware of these guidelines. These activities included:

- | | |
|---|-------------|
| • providing information on the Intranet | 12 Agencies |
| • a gifts and benefits policy | 12 Agencies |
| • communication by email, face to face discussions with employees | 9 Agencies |
| • provision of an agency induction program/employee handbook | 8 Agencies |
| • provision of periodic reminders to employees | 3 Agencies |
| • team meetings | 3 Agencies |

Another activity undertaken to a lesser extent included signed annual declarations.

All agencies have internet and email usage guidelines and informed employees of them through:

- | | |
|--|-------------|
| • induction programs and the employee handbook | 13 Agencies |
| • publication on the internet | 11 Agencies |
| • when logging onto the computer | 9 Agencies |
| • periodic reminders | 6 Agencies |
| • internal email | 4 Agencies |
| • statements of duty | 2 Agencies |

Ensuring accountability to Government

The Agency Survey 2010 reported that all agencies provided employees with information about Government priorities relevant to their workplace. The methods used to disseminate this information were:

- | | |
|---|-------------|
| • internal newsletters and e-bulletins | 14 Agencies |
| • business/budget planning processes | 13 Agencies |
| • by managers/supervisors/team meetings | 12 Agencies |
| • performance management processes | 9 Agencies |
| • by the agency intranet | 9 Agencies |

Other methods used to a lesser extent included general and executive staff meeting and agency orientation sessions.

ETHICS AND ACCOUNTABILITY

Agency Customer Service Charters and customer service strategies

The Agency Survey 2010 indicated that nine of the 15 agencies have a customer service charter and eight agencies have customer service strategies in place.

Agencies have been making employees aware of their agency customer service charter/customer service strategies using the following methods:

• induction processes	9 Agencies
• team meetings	8 Agencies
• business planning processes	6 Agencies
• internal newsletters and e-bulletins	5 Agencies
• face to face information sessions	5 Agencies
• performance management processes	4 Agencies
• customer service reports	4 Agencies

Other methods used to a lesser extent included intranet and individual strategies at output level and collected visitor comments.

Mechanisms used by agencies to ensure that the general public is aware of their agency customer service charter/customer service strategy include:

• direct feedback from clients	9 Agencies
• promotion at the venues where services are provided	7 Agencies
• promotion through the agency intranet	7 Agencies
• through the business planning process	7 Agencies
• through newsletters and other publications	6 Agencies
• information leaflets and feedback mechanisms as part of the service transaction	3 Agencies

All agencies encourage the public to give feedback on the services provided. The following mechanisms are in place to enable the public to provide feedback on these services:

• through face to face discussions with clients	15 Agencies
• by telephone contact	13 Agencies
• through client surveys	11 Agencies
• through internet feedback forms	10 Agencies
• through hard copy forms	10 Agencies
• by dedicated customer service emails	8 Agencies

Other methods used to a lesser extent included communication mechanisms in branches, school associations and formal complaints mechanisms.

A FAIR, FLEXIBLE, SAFE AND REWARDING WORKPLACE

PROVIDING A FAIR, FLEXIBLE, SAFE AND REWARDING WORKPLACE

The Principles foster a State Service that:

- establishes workplace practices that encourage communication, consultation, cooperation and input from employees on matters that affect their work and workplace; and
- provides a fair, flexible, safe and rewarding workplace.

Promoting a safe workplace

The Agency Survey 2010 returns reported that all agencies have an Occupational Health and Safety (OH&S) policy in place. All agencies have a documented Incident and Injury Reporting System and Hazard Reporting System and 13 agencies reported undertaking risk assessing activities/jobs/tasks. All but one agency included risk management as part of the business planning process.

All agencies also have a documented OH&S management system in place and all but one agency provided employees with appropriate training relevant to their duties and responsibilities, although the numbers trained in a few agencies was not available.

TABLE 22: Occupational Health and Safety (OH&S) Training completed, 1 July 2009 – 30 June 2010

AGENCY	Responsible Officer Training		Manager/Supervisor Training		Employee OH&S Training		Employee Safety Representative Training	
	2008/09	2009/10	2008/09	2009/10	2008/09	2009/10	2008/09	2009/10
Dept. of Economic Development, Tourism and the Arts	–	No data	–	No data	–	No data	–	No data
Dept. of Education	–	No data	–	No data	–	No data	–	No data
Dept. of Environment, Parks, Heritage and the Arts (See Note 1)	6	–	26	–	30	–	–	–
Dept. of Health and Human Services	45	12	300	1038	–	20	–	8
Dept. of Infrastructure, Energy and Resources	1	–	33	55	76	4	–	–
Dept. of Justice	No data	No data	No data	No data	No data	No data	–	No data
Dept. of Police and Emergency Management	–	13	112	50	356	380	–	40
Dept. of Premier and Cabinet	–	–	–	3	–	–	5	6
Dept. of Primary Industries, Parks, Water and the Environment	–	–	58	27	85	102	No data	–
Dept. of Treasury and Finance	–	–	21	11	18	29	2	2
Tasmanian Audit Office	–	1	–	–	–	–	–	–
Port Arthur Historic Site Management Authority	1	–	19	16	63	28	–	–
Tasmanian Skills Institute	3	3	–	27	–	–	–	–
TAFE Tasmania (See Note 2)	–	–	–	–	–	–	–	–
Tasmanian Academy	–	5	–	–	–	–	–	–
Tasmanian Polytechnic	–	8	–	–	–	–	–	–
The Public Trustee	1	1	–	–	5	–	12	–
TOTALS	57	43	569	1,227	633	563	19	56

Note 1. The Department of Environment, Parks, Heritage and Arts was abolished on 1/7/2009 with the Divisions of Heritage and Arts transferred to the Department of Economic Development and Tourism. The Divisions of Environment and Parks transferred to the Department of Primary Industries, Parks, Water and the Environment.

Note 2. The Tasmanian Academy, Tasmanian Polytechnic and Tasmanian Skills Institute were established on 1 January 2009 as part of the Tasmania Tomorrow reform of post Year 10 education and training. This reform also resulted in the abolition of TAFE Tasmania on the same date.

Flexible working arrangements

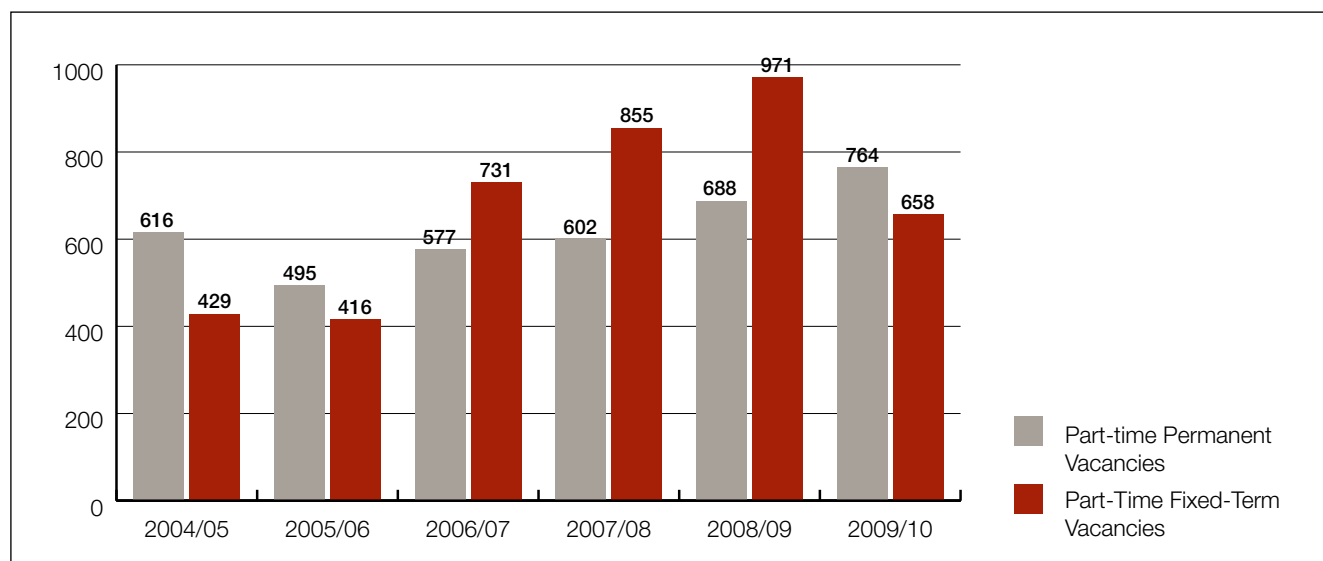
Results of the Agency Survey 2010 indicated that nine agencies have implemented new flexible working arrangements when filling vacancies. All 15 agencies indicated that employees in their agency have access to flexible hours of work.

Seven agencies put in place new flexible working arrangements during the reporting period. These included; flexible working practices being actively promoted; State Service Award – workplace flexibility arrangements, returning from maternity leave, phased-in retirement and part-time offered for correctional officers.

Nine agencies stated that they had a policy that covered employees working from home on occasions. However, no agency collects working from home statistical information.

The number of part-time vacancies available in the State Service is an indicator of employment flexibility. The following table shows the number of part-time vacancies advertised over the last six reporting periods.

TABLE 23: Part-Time Permanent and Fixed-Term Vacancies Advertised, 1 July 2004 – 30 June 2010

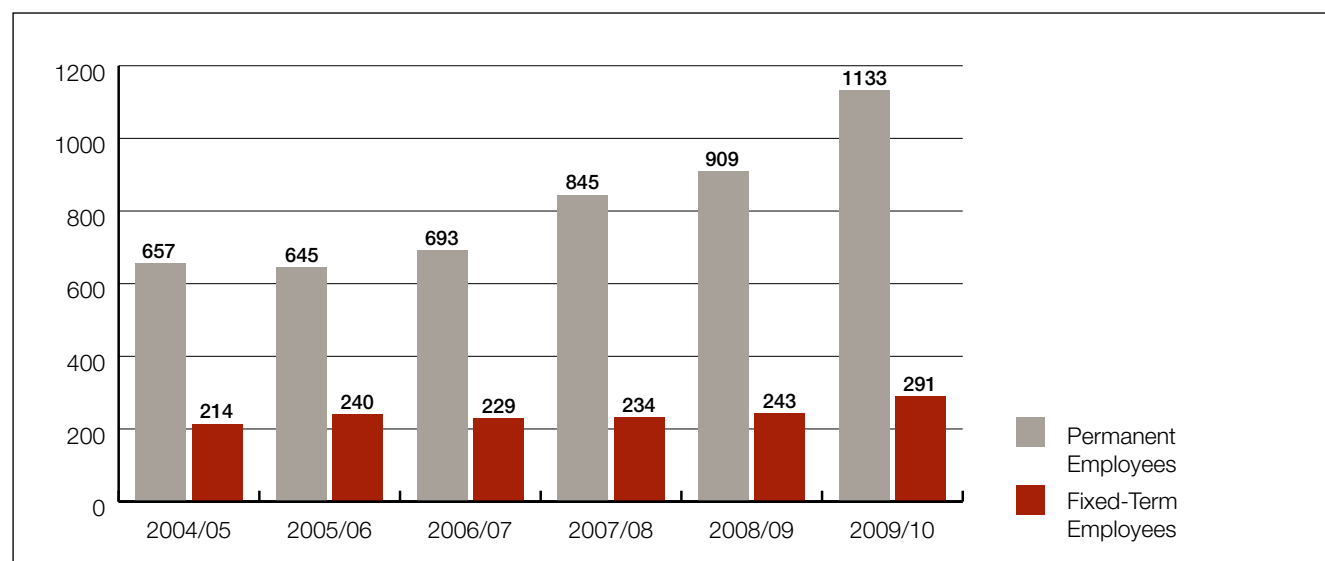


Note: The 2009/10 statistics include 19 permanent and 24 fixed-term vacancies that were advertised in the reporting period with the flexibility to be undertaken either on a part-time or full-time basis.

The number of permanent part-time vacancies advertised continues to trend upwards, with an increase of 76 or 11% over 2008/09. However, the number of fixed-term part-time vacancies advertised declined by 313 or 32% over 2008/09, most likely associated with operational restrictions generated by the global economic crisis.

A FAIR, FLEXIBLE, SAFE AND REWARDING WORKPLACE

TABLE 24: Permanent & Fixed-Term Employees Changing to Part-Time Employment, 1 July 2004 – 30 June 2010



The statistics in the table above shows an increase of 272 employees (224 permanent and 48 fixed-term) taking up the option to change to part-time employment, compared with the previous reporting period. This represents a 25% increase for permanent and a 20% increase for fixed-term employees.

Other Flexible Work Options Utilised

Other flexible work options and the number of employees seeking to take advantage of these options are included in the table below:

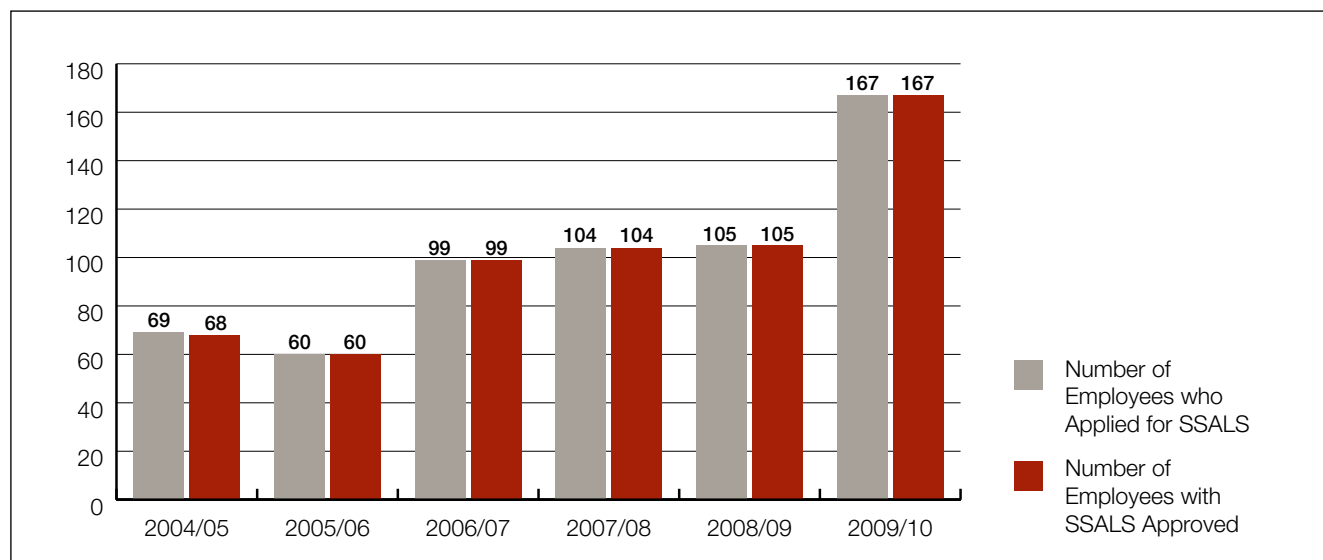
TABLE 25: Utilisation of Flexible Work Practices, 1 July 2007 – 30 June 2010

	No. of Employees in 2007/08	No. of Employees in 2008/09	No. of Employees in 2009/10
Employees earning the equivalent of \$83,000 pa or more working part-time:	527	651	711
Employees who took paid maternity leave	559	605	645
Employees who took paid adoption leave	7	2	3
Employees who took unpaid maternity or parental leave	269	315	317

A FAIR, FLEXIBLE, SAFE AND REWARDING WORKPLACE

Another flexible work option utilised by employees is the State Service Accumulated Leave Scheme (SSALS) which allows employees to in effect 'buy' extra leave over an agreed period of time by working their normal hours at a reduced rate. This allows employees to 'bank' or 'buy' extra days of leave, which are then taken at an agreed time. Numbers accessing the SSALS scheme are as follows:

**TABLE 26: State Service Accumulated Leave Scheme Applications and Approvals (SSALS),
1 July 2004 – 30 June 2010**



The above table indicates that there has been a consistent increase in applications from employees interested in taking up the flexible working option of SSALS over the past four reporting periods, with a significant increase of 62 employees participating (59%) in the current reporting period. It is noted that over the past five reporting periods there has been a 100% approval of all employee applications to participate in the SSALS.

The total number of employees participating in SSALS as at 30 June 2009 was 214, made up of 205 permanent and nine fixed-term employees. Of the total participants there were 41 permanent and six fixed-term employees earning the equivalent of \$83,000 pa or more.

Results of the Agency Survey 2010 reported that all agencies have flexible working policy and/or guidelines in place and required their managers/supervisors to consider work/life balance issues in the workplace generally using the following types of strategies:

- leave without pay
- part-time working arrangements and policies
- SSALS
- flexible working hours
- work planning, e.g. rosters
- monitor leave balances
- part of business planning process to consider team and individuals
- performance management discussions
- adequate resource levels for ongoing projects
- phased in retirement
- working from home
- job sharing
- agreed time off in lieu
- branch planning process - 'resource assessment and management'

A FAIR, FLEXIBLE, SAFE AND REWARDING WORKPLACE

Internal grievance resolution processes

Section 34(1)(j) of the Act requires Heads of Agencies to develop and implement an internal grievance resolution system for their Agency.

TABLE 27: Employees accessing Agency Internal Grievance Resolution Systems, 1 July 2006 – 30 June 2010

AGENCY	Grievance System last reviewed	Employees accessing the System 2006/07	Employees accessing the System 2007/08	Employees accessing the System 2008/09	Employees accessing the System 2009/10
Dept. of Economic Development, Tourism and the Arts	2008	2	3	–	2
Dept. of Education	2007	27	11	18	9
Dept. of Environment, Parks, Heritage and the Arts (See Note 1)	May 2008	1	2	–	–
Dept. of Health and Human Services	2008	38	28	48	60
Dept. of Infrastructure, Energy and Resources	Jan 2005	2	–	2	1
Dept. of Justice	2009	15	10	2	11
Dept. of Police and Emergency Management	2010	18	19	9	5
Dept. of Premier and Cabinet	April 2006	–	–	1	1
Dept. of Primary Industries, Parks, Water and the Environment	Jul 2008	25	23	10	1
Dept. of Treasury and Finance	2009	–	–	–	–
Tasmanian Audit Office	2007	1	1	1	–
Port Arthur Historic Site Management Authority	Nov 2008	2	–	1	1
TAFE Tasmania (See Note 2)	2008	–	10	3	–
Tasmanian Academy	Aug 2009	–	–	–	–
Tasmanian Polytechnic	Aug 2009	–	–	6	2
Tasmanian Skills Institute	Aug 2009	–	–	7	–
The Public Trustee	March 2010	–	–	5	–
TOTALS		131	107	113	93

Note 1. The Department of Environment, Parks, Heritage and Arts was abolished on 1/7/2009 with the Divisions of Heritage and Arts transferred to the Department of Economic Development and Tourism. The Divisions of Environment and Parks transferred to the Department of Primary Industries, Parks, Water and the Environment.

Note 2. The Tasmanian Academy, Tasmanian Polytechnic and Tasmanian Skills Institute were established on 1 January 2009 as part of the Tasmania Tomorrow reform of post Year 10 education and training. This reform also resulted in the abolition of TAFE Tasmania on the same date.

Agency Survey 2010 results indicated that all agencies had an internal grievance system in place, with 12 agencies having lodged a current copy of their system with the Commissioner.

In the survey responses, agencies sought to inform employees of their formal internal grievance procedures in a variety of ways in the reporting period. These methods mainly included:

- by publishing on the Agency intranet 13 Agencies
- through the induction process 12 Agencies
- through regular manager meetings 6 Agencies
- through face-to-face information sessions with employees 4 Agencies
- by publishing in Agency newsletters and bulletins 4 Agencies

Survey responses further indicated that the majority of employees were provided with information or accessed information on their agency's internal grievance resolution system, either through the agencies intranet, their Human Resources area, via the internet or through their agency's contact officer.

A FAIR, FLEXIBLE, SAFE AND REWARDING WORKPLACE

TABLE 28: Type and number of issues addressed through Agency's Internal Grievance Resolution Processes, 1 July 2006 – 30 June 2010

TYPE OF GRIEVANCE	2006/07 Grievances		2007/08 Grievances		2008/09 Grievances		2009/10 Grievances	
	Number	% of Total	Number	% of Total	Number	% of Total	Number	% of Total
Recruitment, Selection, Appointment (excluding reviews under 50(1)(a) but including higher duties and fixed-term appointments)	1	1%	5	4.5%	1	0.9%	–	0%
Work Performance	13	11%	12	11%	12	10.6%	7	7.4%
Bullying and/or Harassment	62	48%	42	39%	21	18.6%	51	54.3%
Discrimination	4	3%	3	3%	9	8%	2	2.1%
Re-assignment/Transfers	4	3%	2	2%	2	1.8%	2	2.1%
Management Decisions	21	16%	19	18%	23	20.4%	10	10.6%
Misconduct (See Note 1)	–	–	17	16%	18	15.9%	5	5.3%
Work/life balance	–	0%	2	2%	4	3.5%	1	1.1%
Employee conflict (See Note 2)	–	–	–	–	20	17.7%	11	11.7%
Other:	26	18%	5	4.5%	3	2.6%	5	5.3%
TOTALS	131		107		113		94	

Note 1. The misconduct grievance category was introduced in the 2007/08 reporting period.

Note 2. The employee conflict category was introduced in the 2008/09 reporting period.

Agencies have reported that issues related to bullying and/or harassment represented the greatest number of grievances lodged with 51, significantly higher than the 21 in the previous reporting period. This increase of 30 grievances is a 143% increase from the previous reporting period.

Of the 51 instances of bullying and/or harassment reported, 28 were resolved through internal grievance processes, with 23 currently not resolved or pending resolution. No instances of bullying and/or harassment were taken to organisations outside the agencies.

TABLE 29: Resolution of grievances within Agencies, 1 July 2006 – 30 June 2010

OUTCOME	2006/2007		2007/2008		2008/2009		2009/2010	
	No.	% Total	No.	% Total	No.	% Total	No.	% Total
Satisfactorily resolved	76	61%	64	60%	85	75%	50	53%
Withdrawn	7	5%	10	9%	1	1%	3	3%
Still pending	41	32%	29	27%	22	20%	37	40%
Not resolved	3	2%	4	4%	5	4%	4	4%
TOTALS	127		107		113		94	

Self-reporting by agencies indicates that the large majority of grievance matters are satisfactorily resolved through internal grievance resolution procedures.

A FAIR, FLEXIBLE, SAFE AND REWARDING WORKPLACE

In addition to the above, the number of grievance matters taken outside an agencies internal grievance process is outlined below:

TABLE 30: Grievance matters taken to outside organisations, Between 1 July 2006 – 30 June 2010

External organisations where grievances were lodged	Number of External Grievances			
	2006/07	2007/08	2008/09	2009/10
Ombudsman	1	4	7	1
Anti Discrimination Commissioner	10	9	12	4
Human Rights and Equal Opportunities Commission	–	1	–	1
State Service Commissioner [section 50(1)(b)] (See note 1)	66	80	51	148
(Award translation grievances)	–	–	–	(111)
(Other 50(1)(b) grievances)	–	–	–	(37)
Tasmanian Industrial Commission	0	19	24	107
(Award translation grievances)	–	–	–	(97)
(Other grievances)	–	–	–	(10)
Other Industrial Tribunals	8	2	3	1
Other	3	–	1	1
TOTALS	88	115	98	263

Note 1. This includes 45 matters in 2007/08 that were directly related to the *Moratorium* in connection with requests for change in employment status from fixed-term to permanent.

The statistics in the above table indicate that there was a total of 148 section 50(1)(b) matters taken to the Office of the State Service Commissioner in this reporting period, an increase of 97 from the previous reporting period. It should be noted that 111 of the 148 grievances or 75% were in relation to award translation matters.

Similarly, the above table shows that there was a total of 107 matters taken to the Tasmanian Industrial Commission in the reporting period, an increase of 83 from the previous reporting period. It should be noted that 97 of the 107 grievances or 91% were in relation to award translation matters.

Survey responses further indicated that of the 263 grievance matters taken to external organisations in the reporting period, 35 grievance matters or 13% were taken to external organisations without first seeking a resolution through the agencies internal grievance resolution processes.

TABLE 31: Category of grievance matters taken to outside organisations, 1 July 2009 – 30 June 2010

Category of Grievance	Number of Grievances
Award Classification	218
Termination of Employment	5
Status of Employment	2
Management Decision	16
Breach of Award/Conditions of Employment	14
Discrimination	4
Process	1
Bullying and/or Harassment	1
Other	2
TOTAL	263

A FAIR, FLEXIBLE, SAFE AND REWARDING WORKPLACE

The following table provides information on the number of contact officers and managers/supervisors who received training in agency internal grievance resolution systems during the reporting period.

TABLE 32: Contact Officer - Manager/Supervisor Training, Agency Internal Grievance Resolution Systems, 1 July 2007 – 30 June 2010

AGENCY	Contact Officer Training			Manager/Supervisor Training		
	Total Trained 2007/08	Total Trained 2008/09	Total Trained 2009/10	Total Trained 2007/08	Total Trained 2008/09	Total Trained 2009/10
Dept. of Economic Development, Tourism and the Arts	–	–	–	–	–	–
Dept. of Education	–	–	–	–	–	–
Dept. of Environment, Parks, Heritage and the Arts (See Note 1)	–	–	–	113	–	–
Dept. of Health and Human Services	28	17	32	135	97	34
Dept. of Infrastructure, Energy and Resources	–	–	–	–	–	–
Dept. of Justice	40	–	–	60	–	–
Dept. of Police and Emergency Management	–	2	23	41	1	32
Dept. of Premier and Cabinet	–	–	–	–	–	–
Dept. of Primary Industries, Parks, Water and the Environment	3	–	–	–	–	1
Dept. of Treasury and Finance	–	–	–	–	–	–
Tasmanian Audit Office	–	–	–	–	–	4
Port Arthur Historic Site Management Authority	–	–	2	–	–	–
TAFE Tasmania (See Note 2)	35	–	–	10	–	–
Tasmanian Academy	–	–	–	–	–	–
Tasmanian Polytechnic	–	–	–	–	–	–
Tasmanian Skills Institute	–	–	–	–	–	–
The Public Trustee	–	2	2	0	1	8
TOTALS	106	21	59	359	99	79

Note 1. The Department of Environment, Parks, Heritage and Arts was abolished on 1/7/2009 with the Divisions of Heritage and Arts transferred to the Department of Economic Development and Tourism. The Divisions of Environment and Parks transferred to the Department of Primary Industries, Parks, Water and the Environment.

Note 2. The Tasmanian Academy, Tasmanian Polytechnic and Tasmanian Skills Institute were established on 1 January 2009 as part of the Tasmania Tomorrow reform of post Year 10 education and training. This reform also resulted in the abolition of TAFE Tasmania on the same date.

The information in the above table shows that only a small number of agencies conducted training in the reporting period, with the Department of Health and Human Services and the Department of Police and Emergency Management doing the majority of this training. However, as this is only the third year that these statistics have been collected, the table does not reflect training that may have occurred in agencies in previous years.

COMMISSIONER'S REVIEWS

Reviews of selection decisions and other State Service actions

Under section 50(1)(a) and (b) of the *State Service Act 2000* (the Act), an employee is entitled to make application to the State Service Commissioner for a review:

50(1)(a) *"of the selection of a person or an employee to perform duties other than duties to be performed for a specified term or for the duration of a specified task;" or*

50(1)(b) *"of any other State Service action that relates to his or her employment in the State Service."*

An employee is not entitled to make an application for a review under subsection (1)(a) unless that employee was an applicant for the duties to which the appointment or promotion relates. An employee is not entitled to make an application for a review under subsection (1)(b) in respect of the termination of the employee's employment. These disputes are to be dealt with by the appropriate industrial tribunal.

In determining a review, the Commissioner may:

- refuse to grant the application for a review and direct the Head of Agency to take such action as the Commissioner considers appropriate; or
- in the case of an application for a review of a selection decision [section 50(1)(a)], grant the application and direct the Head of Agency to undertake the selection process again in accordance with the provisions of Section 39 of the Act, and undertake such other requirements as are imposed by the Commissioner; or
- in the case of an application for a review of any other State Service action (section 50(1)(b)), grant the application and recommend or direct the Minister or the Head of Agency or any person to whom the powers of the Minister or Head of Agency have been delegated, to take such action as the Commissioner considers appropriate.

The following tables provide detail of selection and other State Service action reviews dealt with by the office during the reporting period.

TABLE 33: Selection Reviews (section 50(1)(a) of the Act), 1 July 2009 – 30 June 2010

AGENCY	B/F	Received	Granted	Not Granted	Resolved	With-drawn	C/F
Dept. of Education	1	6	1	1	4	1	–
Dept. of Health and Human Services	3	14	–	2	11	2	2
Dept. of Infrastructure Energy & Resources	–	1	–	–	1	–	–
Tasmanian Polytechnic	–	16	–	2	13	–	1
TOTALS	4	37	1	5	29	3	3

The above table shows that a high percentage of selection reviews dealt with during the reporting period were resolved through conciliation. It is noted that the number of selection reviews lodged this reporting period was similar to the previous reporting period.

For those Selection Reviews finalised this reporting period, the figures show:

Granted	2.63%
Not Granted	13.16%
Resolved or withdrawn	84.21%

COMMISSIONER'S REVIEWS

TABLE 34: Other State Service Action Reviews (section 50(1)(b) of the Act), 1 July 2009 – 30 June 2010

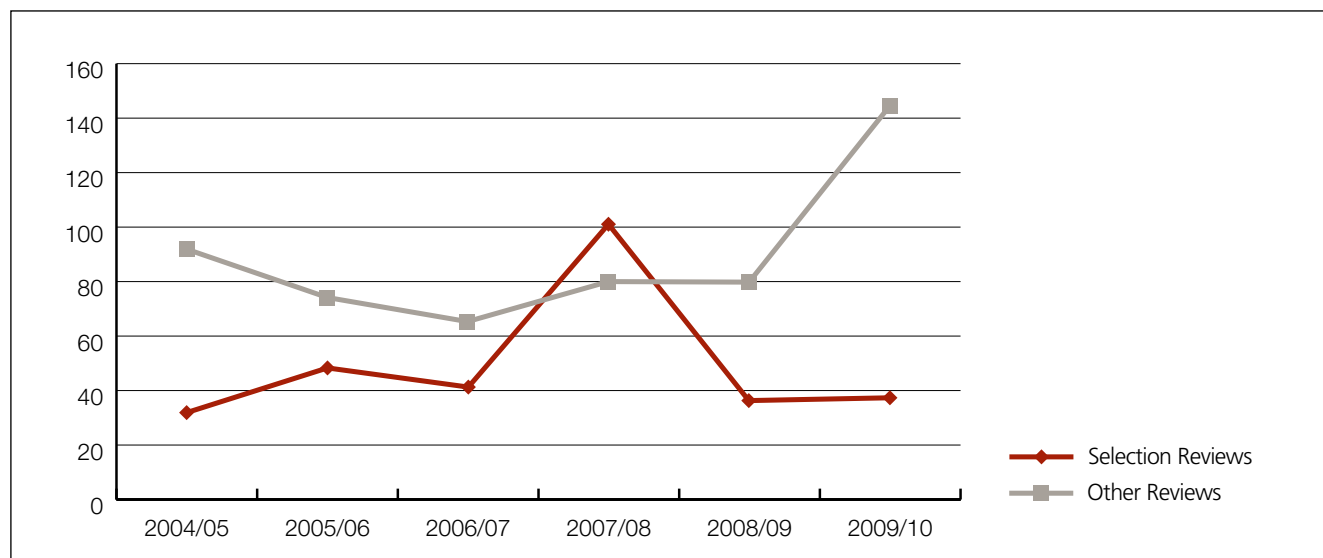
AGENCY	B/F	Received	Granted	Not Granted	Resolved	With-drawn	C/F
Dept. of Economic Development, Tourism and the Arts	–	1	–	–	–	–	1
Dept. of Education	7	11	–	–	15	–	3
Dept. of Health and Human Services	4	100	–	–	49	6	49
Dept. of Infrastructure, Energy and Resources	–	1	–	–	–	–	1
Dept. of Justice	2	7	–	–	9	–	–
Dept. of Police & Emergency Management	22	–	–	–	22	–	–
Dept. of Primary Industries, Parks, Water and the Environment	4	7	–	–	8	–	3
Dept. Treasury and Finance	–	1	–	–	1	–	–
Port Arthur Historic Site Management Authority	–	3	–	–	–	–	3
Tasmanian Polytechnic	–	7	–	–	4	–	3
Tasmanian Skills Institute	–	7	–	–	1	–	6
TOTALS	39	145	0	0	109	6	69

The number of other reviews lodged was considerably higher than the previous reporting period: 145 compared to 79. However, in this period 111 of the 145 reviews (or 77%) were in relation to Tasmanian State Service Award translation matters.

For those Other State Service Action Reviews finalised this reporting period, the figures show that all were either resolved or withdrawn through conciliation.

Table 35 below shows the number of Selection Reviews and Other Reviews lodged over the past six reporting periods:

TABLE 35: Number of Reviews received, 2004/05 – 2009/10



Note 1: The "Selection Review" figures for 2007/08 include 2 applicants lodging 19 reviews each against similar vacancies advertised at the same time.

Note 2: The "Other Review" figures for 2007/08 include 45 reviews during the Moratorium process between 1 January and 30 May 2008, where agencies identified those fixed-term employees who should more appropriately have their employment status changed to permanent.

Note 3: The "Other Review" figure for 2008/09 includes 21 Tasmanian State Service Award Translation reviews.

Note 4: The "Other Review" figure for 2009/10 includes 111 Tasmanian State Service Award Translation reviews.

Taking into account the specific increases in the current reporting period (as outlined in the notes above), generally the other review numbers have decreased whilst the selection review numbers have remained stable.

DETERMINATIONS

DETERMINATIONS

Alleged breaches of the State Service Code of Conduct

The State Service Code of Conduct reinforces the State Service Principles by establishing the conduct required of all State Service employees, officers and Heads of Agencies. The Code of Conduct (the Code) is found in section 9 of the Act.

Section 10(3) of the Act requires that the Commissioner establishes procedures for the investigation and determination of whether an employee has breached the Code of Conduct. These procedures are established under Commissioner's Direction No. 5.

Commissioner's Direction No. 5 – *Procedures for the investigation and determination of whether an employee has breached the Code of Conduct* – provides Heads of Agencies with the power and responsibility to both investigate and determine alleged breaches of the Code in their Agency.

If a Head of Agency determines that an employee or senior executive has breached the Code, that Head (as the Minister's delegate) may impose one or more of the sanctions outlined in section 10 of the Act.

Where any sanction, other than termination of employment, is imposed as a result of a determination, the employee has the right of review to the Commissioner pursuant to section 50(1)(b) of the Act and in accordance with Commissioner's Direction No. 7. Where a sanction of termination of employment is imposed, the appropriate industrial tribunal will deal with any dispute.

The procedures established under Commissioner's Direction No.5 do not apply in respect of alleged breaches of the Code by Heads of Agencies. One of the functions of the Commissioner under section 18(1)(f) of the Act, is to investigate alleged breaches of the Code by Heads of Agencies and to report to the Premier on the results of such investigations.

Unsatisfactory employee performance, including minor deviations from the standards of behaviour and conduct set down in the Code, may be managed within agencies without the need for formal investigation and determination processes as set out above.

The following table provides details of alleged breaches of Code of Conduct dealt with by Heads of Agencies during the current reporting period:

TABLE 36: Determinations in relation to alleged breaches of the State Service Code of Conduct determined by Heads of Agencies, 1 July 2009 – 30 June 2010

AGENCY	B/F	Commenced	Breach	No Breach	Resolved	With-Drawn	C/F
Dept. of Economic Development, Tourism and the Arts	–	2	2	–	–	–	–
Dept. of Education	2	12	3	3	2	–	6
Dept. of Health and Human Services	3	8	3	–	1	1	6
Dept. of Justice	–	6	1	–	–	–	5
Dept. of Police & Emergency Management	2	2	2	1	–	–	1
Dept. of Premier and Cabinet	1	–	–	1	–	–	–
Dept. of Primary Industries, Parks, Water and the Environment	1	3	2	–	1	–	1
Dept. of Treasury and Finance	1	–	1	–	–	–	–
Tasmanian Academy	–	1	–	1	–	–	–
Tasmanian Skills Institute	–	1	–	–	–	–	1
The Public Trustee	–	1	1	–	–	–	–
TOTALS	10	36	15	6	4	1	20

DETERMINATIONS

Alleged inability to perform duties

Section 48 of the Act provides a range of actions that can be taken by the Minister (or his delegate) if it is determined that an employee is unable to efficiently and effectively perform their duties.

Section 48(3) of the Act requires that the Commissioner establishes procedures for the investigation and determination of whether an employee is unable to perform their duties. These procedures are established under Commissioner's Direction No. 6. - *Procedures for the investigation and determination of whether an employee is able to efficiently and effectively perform his/her duties*. This Direction provides Heads of Agencies with the authority to determine these matters.

Where any sanction, other than termination of employment, is imposed as a result of a determination, the employee has right of review to the Commissioner pursuant to section 50(1)(b) of the Act and in accordance with Commissioner's Direction No 7. Where a sanction of termination of employment is imposed, the appropriate industrial tribunal will deal with any dispute.

The following table provides details of alleged inability dealt with by Heads of Agencies during the current reporting period:

TABLE 37: Determinations in relation to alleged inability determined by Heads of Agencies,
1 July 2009 – 30 June 2010

AGENCY	B/F	Commenced	Inability	No Inability	Resolved	With-drawn	C/F
Dept. of Education	1	–	–	–	1	–	–
Dept. of Health and Human Services	3	4	3	–	1	–	3
TOTALS	4	4	3	0	2	0	3

TERMINATION OF EMPLOYMENT

TERMINATION OF EMPLOYMENT

The Act gives the Minister the power to terminate the employment of permanent employees (section 44) and fixed-term employees (section 45). The employment of a permanent employee may be terminated:

- if they are found to have breached the Code of Conduct;
- if they are found to be unable to efficiently and effectively perform their duties (inability);
- if they are surplus to the requirements of their Agency and no alternative duties can be found for them within a 12-month period;
- on any other grounds prescribed in the Regulations.

Regulation 36 provides for the termination of a permanent employee who has abandoned their employment. An employee who is absent from duty for a period of 14 days without notifying his or her Head of Agency is taken to have abandoned his or her employment.

Regulation 36 also provides for the termination of a permanent employee during probation.

Fixed-term employment may be terminated in accordance with the terms and conditions under which the employee is appointed.

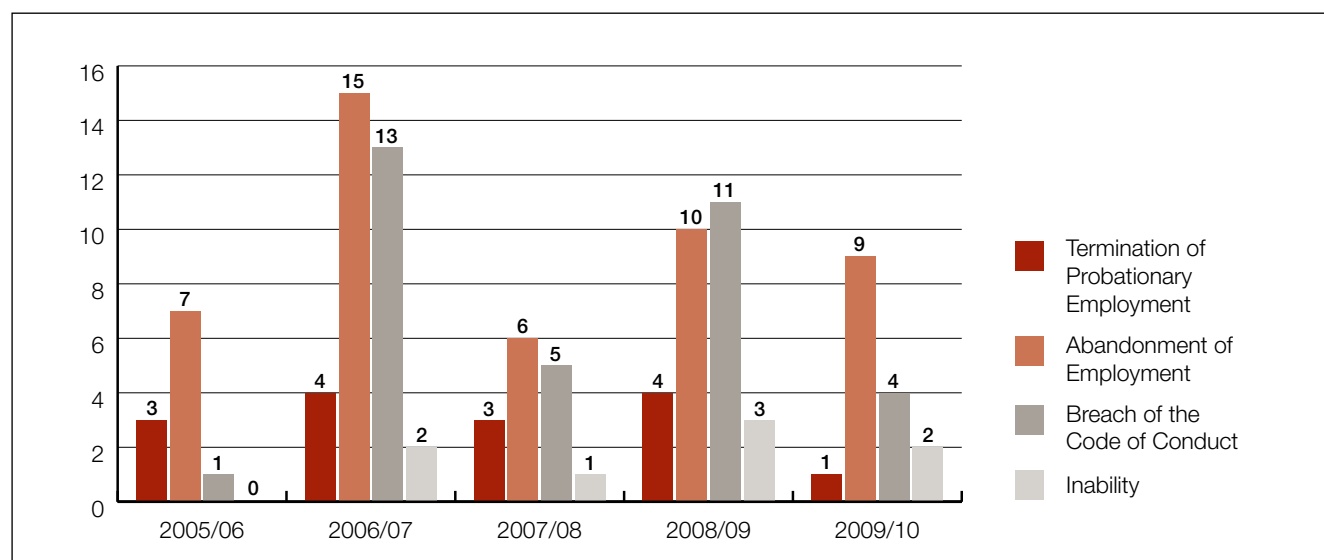
The Minister has delegated the power to terminate both permanent and fixed-term employees to Heads of Agency. Heads of Agency are required to consult with the Director of the Public Sector Management Office before exercising the delegation.

During the reporting period, 16 permanent employees were terminated from the State Service for the following reasons:

- termination of probationary employment (1 employee);
- abandonment of Employment (9 employees);
- breach of the Code of Conduct (4 employees);
- inability (2 employees).

The following table shows the number of permanent employees terminated from the State Service over the last five reporting periods:

TABLE 38: Termination of Employment Statistics, 2005/06 - 2009/10



OTHER STATE SERVICE INITIATIVES

OTHER STATE SERVICE INITIATIVES

Workforce Analysis Comparative Application (WACA)

The WACA is a web-based workforce information system developed under a consortium arrangement involving State and Territory Governments.

Tasmania joined the consortium in 2004 to allow Government to report on State Service employment statistics, forecast employment trends, and in the longer term to benchmark Tasmania's public sector workforce demographics against other jurisdictions.

Each jurisdiction contracts directly with the *AECgroup* (WACA system developer) for system development and support services based on a part fixed, part variable costing arrangement.

At a local level, State Service agencies (with the exception of the Department of Education) continued to implement Australian New Zealand Standard Classification of Occupation (ANZSCO) coding for the purpose of whole of State Service occupational analysis.

The reporting of State Service employment statistics this year includes a headcount and full-time equivalent count under two different reporting methods. The existing headcount and related full-time equivalents count (which both exclude casual and sessional employees) measures individual employments recorded at the reporting date regardless of the actual hours worked. The new 'paid counts' effectively exclude those employees who are technically employed but not paid at the reporting date. This method is more reflective of the State Service's active capacity as a workforce at a single point in time as it excludes employees on secondment outside the State Service, on unpaid leave or on fixed-term placements outside their agency. It is anticipated that a transition to only reporting paid counts is likely to occur in the 2010/2011 annual report.

Workforce Planning

The People Directions Framework which is a whole-of-service people management plan includes a critical workforce planning project to assist State Service agencies with improving their planning capability to meet current, emerging and future workforce needs.

As a preliminary project output under the People Directions framework, the PSMO prepared a State Service Workforce Profile which includes data on ageing populations at a national and state level together with demographic data such as age, gender, service length, salary, separation data, occupational groupings, and employment category. A 2010 State Service Workforce Profile has been prepared and will assist agencies with workforce analysis.

To further build capability within Agencies, the PSMO has established a Workforce Planning Network to advance awareness and understanding of workforce planning and to skill participating Human Resource practitioners in this critical area of employment management. Network activities have included development workshops and case study scenarios to assist in further developing workforce planning skills and knowledge.

Phased-In Retirement

The State Service Phased-In Retirement Program was launched in December 2006 to assist agencies to better manage the ageing of the State Service workforce.

The program allows mature age employees approaching retirement to reduce their normal hours of work over a specified period leading to retirement. The program also benefits agencies by facilitating the transition of knowledge from mature age employees approaching retirement and also assists with improved retention of these employees.

The program can also complement mentoring in the workplace whereby mature age employees are able to reduce their direct service delivery responsibilities and undertake mentoring of younger employees.

Anecdotally, agencies report that current superannuation policy does not complement phased-in retirement as part time employment affects final average salary thereby impacting on retirement benefits. It is understood that the Department of Treasury and Finance intends to initiate consultation with key stakeholders on the potential alignment of current superannuation arrangements with federal transition to retirement legislation. However, this process has yet to be initiated.

While the current number of phased-in retirements within the State Service continues to be low, there is evidence that the program will become more relevant as larger numbers of employees approach retirement and superannuation issues are resolved.

OTHER STATE SERVICE INITIATIVES

Voluntary Targeted Employment Separation Arrangements (VTESA)

A set of guidelines known as Voluntary Targeted Employment Separation Arrangements (VTESA) was approved in April 2009, by the Secretary, Department of Premier and Cabinet pursuant to his delegated power (from the State Service Commissioner) under Section 18 (1)(b) of the *State Service Act 2000* to determine practices, procedures and standards within Agencies, in relation to management of, and employment in, the State Service.

The VTESA is one of a number of measures available to State Service agencies to achieve salary savings in areas of changed priority/activity or to facilitate the transfer of services which may be approved by Government from time to time.

Other measures include internal vacancy management processes, and more flexible access to part-time employment (including phased-in retirement) and leave without pay.

Two hundred and sixty-two (262) employees and Officers separated under the VTESA during the 2009/10 reporting period. It is anticipated that further separations will occur under the VTESA in the next reporting period.

People Directions

People Directions is a strategic people and workforce management framework for the State Service. It is integrated, business-focused and flexible. The Framework is relevant at both whole-of-service and agency levels.

The Framework has been developed collaboratively and has been marked by extensive consultation with agencies and people across the workforce. The key objective of People Directions is 'delivering quality services for Tasmanians'.

The Framework's five key themes which were collaboratively identified as the key issues across the Service are:

- knowing who we are, what we do, why we do it and how we do it;
- attracting and retaining the right people;
- developing and recognising our people capability;
- leading and managing for the future; and
- shaping our workforce and performance.

Each of these themes and the 15 projects contained within them can be tailored by each agency to meet their specific needs while also being pursued at a whole-of-service level.

The framework is now into its second year, with some development work, trials and implementation being undertaken by lead agencies for wider whole of Service implementation.

Progress to date for the 15 phased projects includes:

The framework is now into its second year and progress to date for the 15 phased projects includes:

- *Who We Are* – an interactive web-based voting and interactive poll has been used across the Service to identify whole-of-service attributes. These will shortly be developed into a series of statements to underpin the brand and identity of the Service. A trial site utilising social media to enhance and facilitate identity and brand has also commenced;
- *Talking With Our People* - development, deployment and launch of the People Directions Website available to all State Service employees including web based materials for particular projects e.g. Right Job Right Person and Professionalising the Profession;
- *Getting Our Act Together* - this project focuses on the *State Service Act 2000* and providing a contemporary employment and industrial relations framework – an initial review is underway;
- *Right Job, Right Person* - this customised and integrated recruitment program, led by the Department of Health and Human Services, has been used extensively with success, currently being reviewed for use and customisation by other Departments;
- *Welcome to the Service* - development of a service wide induction component to complement individual Agency program is to be loaded shortly on the People Directions website. Completion of a whole of Service on boarding surveys, currently being used by all agencies;
- *Keeping Our People* – a number of mentoring workshops have been delivered to transfer and retain knowledge across the Service. Completion of a whole of Service Exit Survey currently being used by all agencies;

OTHER STATE SERVICE INITIATIVES

- *Improving Literacy and Numeracy* – this project *Clear+Simple=Safe* aims to improve workplace safety through improved literacy and numeracy;
- *Celebrating Innovation* – a research paper has been completed, with two agencies conducting separate pilots to integrate innovation into daily practice, one of which is investigating the use of social media to enhance and facilitate innovation;
- *Professionalising the Profession* – completion of a Human Resources (HR) capability framework for HR professionals and those who manage people together with a supporting and learning development framework;
- *Right Capability and Leading and Managing for the Future* – completion of a consultative draft of a whole of workforce capability model for entry to SES level;
- *Planning for Our Future* – development of a whole-of-Service workforce profile, platforms for effective workforce planning across the State Service together with a supporting Service wide network is in place; and
- *People Directions Evaluation* – development, completion and endorsement of an evaluation strategy including conduct of web based surveys by agencies.

The web address for People Directions is www.people.tas.gov.au.

Health and Wellbeing Program

Healthy@Work is a four year workplace-based health and wellbeing project that will benefit State Service employees and agencies. The project will support each agency to develop an effective workplace health and wellbeing program. The support will be provided through a range of centralised and agency specific strategies that address issues relating to the health risk factors of smoking, nutrition (including hydration), alcohol, physical activity and mental health.

During 2009-10 Healthy@Work has:

- supported the development of Ministerial Direction 23. – Health and Wellbeing which was signed by the Premier on 6 June 2010. This Ministerial Direction formalises the requirement for each State Service agency to have a workplace health and wellbeing programs. The Ministerial Direction is supported by a set of guidelines outlining the recommended framework for implementing a program;
- the Tasmanian Government in partnership with the Menzies Research Institute received \$856,000 from the National Health and Medical Research Council (NHMRC) to assess the effectiveness of the Healthy@Work program;
- reported to agencies on the findings from an online health and wellbeing survey completed by 7784 employees;
- developed a professional development program for key agency employees responsible for coordinating workplace health and wellbeing programs. This professional development program will be offered for the first time in 2010-11;
- subsidised the participation of 2800 employees, from across all agencies, in the Global Corporate Challenge. The challenge is a 125-day pedometer-based event that encourages employees to be physically active;
- established a Healthy@Work grants program to support the implementation of agency specific workplace health and wellbeing initiatives; and
- established a mental health and wellbeing training and education panel to support the implementation of training and education across and within state service agencies. Agencies will be supported to implement training in 2010-2011.

State Service Bargaining Outcomes

During the reporting period, negotiations over replacement enterprise agreements for various occupational groups of employees have continued with the Public Sector Management Office either providing lead negotiator or research, policy advice, and supplementary advocacy on behalf of individual agencies.

The key replacement agreement finalised during this period was for salaried medical practitioners. A comprehensive replacement agreement finalised after extensive negotiations with the AMA and representatives of the medical profession. The agreement provides for a new career structure for senior specialists, wage adjustments for medical practitioners and an improved range of conditions.

In addition a comprehensive review of classifications, salaries and conditions of employment was undertaken on behalf of dental officers. This was the first review since the mid-nineties resulting in a new classification structure being developed with appropriate salaries and revised employment arrangements.

OTHER STATE SERVICE INITIATIVES

A replacement agreement for allied health professions was negotiated with salary adjustments agreed between Government and unions to reflect comparability with interstate public hospitals/providers.

A replacement agreement for ambulance officers was finalised after extensive negotiations that centred on new classification descriptors reflecting education and skills based outcomes. This new structure represents a significant development for ambulance officers and provides them with a modern classification structure relevant to their work reflecting knowledge acquired and applied.

Communication and Consultation Strategies

The Public Sector Management Office (PSMO) has established the following:

The Strategic Human Resources Forum

This Forum involves Human Resource Managers from each agency meeting on a monthly basis to discuss a range of strategic-related matters in areas of employment policy, industrial relations, as well as learning and development.

The Combined Public Sector Consultative Council

The Consultative Council involves the PSMO and representatives from public sector unions meeting quarterly to discuss major employee relations issues affecting State Service employees.

The Agency Business Advisory Council

The Business Advisory Council involves Deputy Secretaries or Directors of Corporate Services from each agency meeting monthly to discuss strategic employment management issues relevant to agency business.

The Strategic Human Resource Systems Reference Group

This Forum involves the PSMO, TMD and key agency representatives meeting on a quarterly basis to discuss strategic management of human resource systems from a whole-of-service perspective.

Partnership between the State Government and the University of Tasmania (UTAS)

The PSMO supports the State Government's Partnership Agreement with UTAS, through an undergraduate internship program and the co-ordination of marketing activities aimed at promoting the State Service as a diverse and innovative employer that provides a wide range of career opportunities.

During the reporting period, PSMO co-ordinated the placement of 11 UTAS interns from the School of Government with State Service agencies to undertake research projects related to their course of study. In addition, PSMO actively participates in UTAS career week (1-5 March 2010) and the UTAS Careers Fair by providing information sessions on State Service careers and employment.

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OVERVIEW

Sixteen Agencies have produced the following statistics on State Service employment for the period ending 30 June 2010. The Public Sector Management Office and TMD in the Department of Premier and Cabinet used the Workforce Analysis Comparative Application (WACA) to prepare the information, which is provided to the Commissioner at the end of each financial year for inclusion in this report.

Information in the WACA is derived from quarterly snapshots of human resource data provided to TMD by agencies in accordance with standard data definitions. Data in the WACA is validated against a set of business rules and translation tables to ensure consistent reporting at whole-of-government level.

The statistics cover the following Agencies:

- Department of Economic Development, Tourism and the Arts
- Department of Education
- Department of Health and Human Services
- Department of Infrastructure, Energy and Resources
- Department of Justice
- Department of Police and Emergency Management
- Department of Premier and Cabinet
- Department of Primary Industries, Parks, Water and Environment
- Department of Treasury and Finance
- Tasmanian Audit Office
- Port Arthur Historic Site Management Authority
- Tasmanian Academy
- Tasmanian Polytechnic
- Tasmanian Skills Institute
- The Public Trustee
- Integrity Commission of Tasmania

The reporting of State Service employment statistics this year includes a headcount and full-time equivalent count under two different reporting methods. The existing headcount and related full-time equivalents count (which both exclude casual and sessional employees) measures individual employments recorded at the reporting date regardless of the actual hours worked. The new 'paid counts' effectively exclude those employees who are technically employed but not paid at the reporting date. This method is more reflective of the State Service's active capacity as a workforce at a single point in time as it excludes employees on secondment outside the State Service, on unpaid leave or on fixed-term placements outside their agency. It is anticipated that a transition to only reporting paid counts is likely to occur in the 2010/2011 annual report.

As at 30 June 2010, there was a headcount of 30,245 people (excluding casual and sessional employees) employed under the *State Service Act 2000*. The number of full-time equivalent employees (structured FTEs) represented by this figure is 23,780.47.

On the new 'paid counts' method, there was a paid headcount of 28,664 people employed, representing 22,757 paid full-time equivalent employees.

As at the last pay period in June 2010, there were 2700 paid headcount casual employees and 113 paid headcount sessional employees.

DEFINITIONS

The following definitions apply to subsequent Figures and Tables:

- *Officers* are appointed under Part 6 of the *State Service Act 2000* and include Heads of Agencies, Prescribed Office Holders, Senior Executives and Equivalent Specialists.
- *Permanent Employees* are appointed under Part 7 of the *State Service Act 2000*. Permanent employment is the usual form of employment in the State Service.
- *Fixed-Term Employees* are appointed under Part 7 of the *State Service Act 2000* for a specified term or for the duration of a specified task.
- *Casual Employees* are fixed-term employees who work on an “as and when required basis” and are paid a loaded rate in lieu of receiving leave entitlements – casuals are reported separately.
- *Sessional Employees* are defined as employees of either the Tasmanian Polytechnic or the Tasmanian Skills Institute who undertake duties for the purpose of delivering training sessions in accordance with the *Education and Training (Tasmanian Polytechnic) Act 2008* and the *Education and Training (Tasmanian Skills Institute) Act 2008*.
- *Headcount (structured)* provides a measure of individual employments (excluding casual and sessional employees) recorded at the reporting date regardless of the hours employed.
- *Paid Headcount* provides a measure of individual paid employments (excluding casual and sessional employees) recorded at the reporting date.
- *Structured Full-Time Equivalents* provides a measure of the proportional number of employments where the hours engaged are expressed as a percentage of the award full-time hours. It also includes employees that are employed but not paid at the reporting date.
- *Paid Full-time Equivalents* provides a measure of the proportional number of employments where the hours worked and paid are expressed as a percentage of the award full-time hours at the reporting date.

STATE SERVICE STATISTICS

STATE SERVICE NUMBERS

TABLE 39: Headcount by Agency 30 June 2010¹

AGENCY	Part 6	Permanent	Fixed-Term	Total
Department of Economic Development, Tourism and the Arts ²	23	465	69	557
Department of Education	20	8,815	1,755	10,590
Department of Health and Human Services	71	9,826	2,040	11,937
Department of Infrastructure, Energy and Resources	20	569	24	613
Department of Justice	26	1,017	80	1,123
Department of Police and Emergency Management	11	857	43	911
Department of Premier and Cabinet	28	318	14	360
Department of Primary Industries, Parks, Water and Environment ²	25	1,385	147	1,557
Department of Treasury and Finance	17	277	37	331
Tasmanian Audit Office	3	40	0	43
Port Arthur Historic Site Management Authority	2	101	14	117
Tasmanian Academy	1	202	76	279
Tasmanian Polytechnic	8	1,082	290	1,380
Tasmanian Skills Institute	3	352	35	390
The Public Trustee	2	51	3	56
Integrity Commission of Tasmania ³	1	0	0	1
TOTAL	261	25,357	4,627	30,245

TABLE 39a: Paid Headcount by Agency 30 June 2010¹

AGENCY	Part 6	Permanent	Fixed-Term	Total
Department of Economic Development, Tourism and the Arts ²	22	436	61	519
Department of Education	20	8,347	1,686	10,053
Department of Health and Human Services	68	9,301	1,830	11,199
Department of Infrastructure, Energy and Resources	20	542	20	582
Department of Justice	26	977	75	1,078
Department of Police and Emergency Management	11	838	42	891
Department of Premier and Cabinet	28	308	14	350
Department of Primary Industries, Parks, Water and Environment ²	25	1,316	124	1,465
Department of Treasury and Finance	17	277	37	331
Tasmanian Audit Office	3	40	0	43
Port Arthur Historic Site Management Authority	2	95	12	109
The Public Trustee	2	50	2	54
Tasmanian Academy	1	196	72	269
Tasmanian Polytechnic	8	1,055	274	1,337
Tasmanian Skills Institute	3	347	33	383
Integrity Commission of Tasmania ³	1	0	0	1
TOTAL	257	24,125	4,282	28,664

¹ Figures do not include Casual or Sessional Employees as these are reported separately at Table 45 and 46.

² The Department of Environment, Parks, Heritage and Arts was abolished on 1/7/2009 with the Divisions of Heritage and Arts transferred to the Department of Economic Development and Tourism. The Divisions of Environment and Parks transferred to the Department of Primary Industries, Parks, Water and the Environment.

³ The *Integrity Commission Act 2009* established the Integrity Commission of Tasmania and received Royal Assent on 17/12/2009. The Commission will commence operations on 1 October 2010.

STATE SERVICE STATISTICS

TABLE 39b: Comparison of Structured Headcount and Paid Headcount by Agency 30 June 2010¹

AGENCY	Structured Headcount	Paid Headcount
Department of Economic Development, Tourism and the Arts ²	557	519
Department of Education	10,590	10,053
Department of Health and Human Services	11,937	11,199
Department of Infrastructure, Energy and Resources	613	582
Department of Justice	1,123	1,078
Department of Police and Emergency Management	911	891
Department of Premier and Cabinet	360	350
Department of Primary Industries, Parks, Water and Environment ²	1,557	1,465
Department of Treasury and Finance	331	331
Tasmanian Audit Office	43	43
Port Arthur Historic Site Management Authority	117	109
The Public Trustee	56	54
Tasmanian Academy	279	269
Tasmanian Polytechnic	1,380	1,337
Tasmanian Skills Institute	390	383
Integrity Commission of Tasmania ³	1	1
TOTAL	30,245	28,664

¹ Figures do not include Casual or Sessional Employees as these are reported separately at Table 45 and 46.

² The Department of Environment, Parks, Heritage and Arts was abolished on 1/7/2009 with the Divisions of Heritage and Arts transferred to the Department of Economic Development and Tourism. The Divisions of Environment and Parks transferred to the Department of Primary Industries, Parks, Water and the Environment.

³ The *Integrity Commission Act 2009* established the Integrity Commission of Tasmania and received Royal Assent on 17/12/2009. The Commission will commence operations on 1 October 2010.

STATE SERVICE STATISTICS

TABLE 40: Headcount by Agency and Gender 30 June 2010¹

AGENCY	Part 6		Permanent		Fixed-Term		Gender Total		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Department of Economic Development, Tourism and the Arts ²	16	7	182	283	26	43	224	333	557
Department of Education	14	6	2,029	6,786	375	1,380	2,418	8,172	10,590
Department of Health and Human Services	41	30	2,231	7,595	795	1,245	3,067	8,870	11,937
Department of Infrastructure, Energy and Resources	18	2	298	271	11	13	327	286	613
Department of Justice	21	6	514	503	20	60	554	569	1,123
Department of Police and Emergency Management	10	1	528	329	12	31	550	361	911
Department of Premier and Cabinet	18	10	124	194	7	7	149	211	360
Department of Primary Industries, Parks, Water and Environment ²	20	6	743	642	69	78	831	726	1,557
Department of Treasury and Finance	14	3	122	155	11	26	147	184	331
Tasmanian Audit Office	3	0	21	19	0	0	24	19	43
Port Arthur Historic Site Management Authority	1	1	45	56	6	8	52	65	117
Tasmanian Academy	1	0	79	123	43	33	123	156	279
Tasmanian Polytechnic	5	3	396	686	86	204	487	893	1,380
Tasmanian Skills Institute	2	1	237	115	17	18	256	134	390
The Public Trustee	2	0	15	36	0	3	17	39	56
Integrity Commission of Tasmania ³	0	1	0	0	0	0	0	1	1
TOTAL	186	77	7,564	17,793	1,478	3,149	9,226	21,019	30,245

¹ Figures do not include Casual or Sessional Employees as these are reported separately at Table 45 and 46.

² The Department of Environment, Parks, Heritage and Arts was abolished on 1/7/2009 with the Divisions of Heritage and Arts transferred to the Department of Economic Development and Tourism. The Divisions of Environment and Parks transferred to the Department of Primary Industries, Parks, Water and the Environment.

³ The *Integrity Commission Act 2009* established the Integrity Commission of Tasmania and received Royal Assent on 17/12/2009. The Commission will commence operations on 1 October 2010.

STATE SERVICE STATISTICS

TABLE 41: Structured Full-Time Equivalents by Agency 30 June 2010¹

AGENCY	Part 6	Permanent	Fixed-Term	Total
Department of Economic Development, Tourism and the Arts ²	23.00	398.97	57.20	479.17
Department of Education	20.00	6,738.82	973.57	7,732.39
Department of Health and Human Services	64.71	7,681.26	1,546.88	9,292.85
Department of Infrastructure, Energy and Resources	20.00	483.77	19.89	523.66
Department of Justice	25.30	949.65	70.97	1,045.92
Department of Police and Emergency Management	11.00	825.09	32.27	868.36
Department of Premier and Cabinet	26.58	298.42	12.40	337.40
Department of Primary Industries, Water and Environment ²	24.60	1,185.64	108.48	1,318.72
Department of Treasury and Finance	17.00	260.16	34.80	311.96
Tasmanian Audit Office	3.00	38.90	0.00	41.90
Port Arthur Historic Site Management Authority	2.00	68.02	8.84	78.86
Tasmanian Academy	1.00	179.35	32.37	212.72
Tasmanian Polytechnic	8.00	928.81	190.62	1,127.43
Tasmanian Skills Institute	3.00	324.88	28.75	356.63
The Public Trustee	2.00	47.40	2.10	51.50
Integrity Commission of Tasmania ³	1.00	0.00	0.00	1.00
TOTAL	252.19	20,409.14	3,119.14	23,780.47

TABLE 41a: Paid Full-Time Equivalents by Agency 30 June 2010¹

AGENCY	Part 6	Permanent	Fixed-Term	Total
Department of Economic Development, Tourism and the Arts ²	22.00	386.47	51.19	459.66
Department of Education	20.00	6,267.13	872.85	7,159.98
Department of Health and Human Services	62.15	7,536.46	1,432.64	9,031.25
Department of Infrastructure, Energy and Resources	20.00	458.45	15.66	494.11
Department of Justice	26.00	908.64	64.17	998.81
Department of Police and Emergency Management	11.00	808.96	32.17	852.13
Department of Premier and Cabinet	26.58	289.90	12.60	329.08
Department of Primary Industries, Parks, Water and Environment ²	24.60	1,173.10	103.89	1,301.59
Department of Treasury and Finance	17.00	260.16	34.80	311.96
Tasmanian Audit Office	3.00	38.90	0.00	41.90
Port Arthur Historic Site Management Authority	2.00	74.31	8.38	84.69
Tasmanian Academy	1.00	173.44	28.94	203.38
Tasmanian Polytechnic	8.00	901.40	178.93	1,088.33
Tasmanian Skills Institute	3.00	320.00	26.05	349.05
The Public Trustee	2.00	47.20	1.10	50.30
Integrity Commission of Tasmania ³	1.00	0.00	0.00	1.00
TOTAL	249.33	19,644.52	2,863.37	22757.22

¹ Figures do not include Casual or Sessional Employees as these are reported separately at Table 45 and 46.

² The Department of Environment, Parks, Heritage and Arts was abolished on 1/7/2009 with the Divisions of Heritage and Arts transferred to the Department of Economic Development and Tourism. The Divisions of Environment and Parks transferred to the Department of Primary Industries, Parks, Water and the Environment.

³ The *Integrity Commission Act 2009* established the Integrity Commission of Tasmania and received Royal Assent on 17/12/2009. The Commission will commence operations on 1 October 2010.

STATE SERVICE STATISTICS

TABLE 41b: Comparison of Structured Full-time Equivalents and Paid Full-Time Equivalents by Agency
30 June 2010¹

AGENCY	Structured Full-time Equivalents	Paid Full-Time Equivalents
Department of Economic Development, Tourism and the Arts ²	479.17	459.66
Department of Education	7,732.39	7,159.98
Department of Health and Human Services	9,292.85	9,031.25
Department of Infrastructure, Energy and Resources	523.66	494.11
Department of Justice	1,045.92	998.81
Department of Police and Emergency Management	868.36	852.13
Department of Premier and Cabinet	337.40	329.08
Department of Primary Industries, Parks, Water and Environment ²	1,318.72	1,301.59
Department of Treasury and Finance	311.96	311.96
Tasmanian Audit Office	41.90	41.90
Port Arthur Historic Site Management Authority	78.86	84.69
Tasmanian Academy	212.72	203.38
Tasmanian Polytechnic	1,127.43	1,088.33
Tasmanian Skills Institute	356.63	349.05
The Public Trustee	51.50	50.30
Integrity Commission of Tasmania ³	1.00	1.00
TOTAL	23,780.47	22,757.22

¹ Figures do not include Casual or Sessional Employees as these are reported separately at Table 45 and 46.

² The Department of Environment, Parks, Heritage and Arts was abolished on 1/7/2009 with the Divisions of Heritage and Arts transferred to the Department of Economic Development and Tourism. The Divisions of Environment and Parks transferred to the Department of Primary Industries, Parks, Water and the Environment.

³ The *Integrity Commission Act 2009* established the Integrity Commission of Tasmania and received Royal Assent on 17/12/2009. The Commission will commence operations on 1 October 2010.

STATE SERVICE STATISTICS

TABLE 42: Comparative Head Counts by Agency June 2009 – June 2010¹

AGENCY	Part 6		Permanent		Fixed-Term		Total		Variation	
	Jun-09	Jun-10	Jun-09	Jun-10	Jun-09	Jun-10	Jun-09	Jun-10	Count	%
Department of Economic Development, Tourism and the Arts ²	27	23	389	465	55	69	471	557	86	18.26%
Department of Education	23	20	8,888	8,815	1,723	1,755	10,634	10,590	-44	-0.41%
Department of Environment, Parks, Heritage and the Arts ²	14	0	633	0	91	0	738	0	-738	-100.00%
Department of Health and Human Services	73	71	9,518	9,826	1,933	2,040	11,524	11,937	413	3.58%
Department of Infrastructure, Energy and Resources	22	20	568	569	48	24	638	613	-25	-3.92%
Department of Justice	26	27	1,037	1,017	66	80	1,129	1,123	-6	-0.53%
Department of Police and Emergency Management	11	11	889	857	26	43	926	911	-15	-1.62%
Department of Premier and Cabinet	35	28	344	318	19	14	398	360	-38	-9.55%
Department of Primary Industries, Parks, Water and Environment ²	22	26	981	1,385	116	147	1,119	1,557	438	39.14%
Department of Treasury and Finance	16	17	280	277	43	37	339	331	-8	-2.36%
Tasmanian Audit Office	3	3	35	40	0	0	38	43	5	13.16%
Port Arthur Historic Site Management Authority	2	2	102	101	16	14	120	117	-3	-2.50%
Tasmanian Academy	1	1	137	202	60	76	198	279	81	40.91%
Tasmanian Polytechnic	8	8	1,037	1,082	235	290	1,280	1,380	100	7.81%
Tasmanian Skills Institute	2	3	375	352	25	35	402	390	-12	-2.99%
The Public Trustee	2	2	48	51	4	3	54	56	2	3.70%
Integrity Commission of Tasmania ³	0	1	0	0	0	0	0	1	+1	+100%
TOTAL	287	263	25,261	25,357	4,460	4,627	30,008	30,245	237	0.78%

¹ Figures do not include Casual or Sessional Employees as these are reported separately at Table 45 and 46.

² The Department of Environment, Parks, Heritage and Arts was abolished on 1/7/2009 with the Divisions of Heritage and Arts transferred to the Department of Economic Development and Tourism. The Divisions of Environment and Parks transferred to the Department of Primary Industries, Parks, Water and the Environment.

³ The *Integrity Commission Act 2009* established the Integrity Commission of Tasmania and received Royal Assent on 17/12/2009. The Commission will commence operations on 1 October 2010.

STATE SERVICE STATISTICS

TABLE 43: Comparison of Total Full-Time Equivalents by Agency June 2009 – June 2010¹

AGENCY	Total FTEs 30/6/2009	Total FTEs 30/6/2010	Variation FTE
Department of Economic Development, Tourism and the Arts ²	416.72	479.17	62.45
Department of Education	7,812.75	7,732.39	-80.36
Department of Environment, Parks, Heritage and the Arts ²	611.38	0	-611.38
Department of Health and Human Services	8,990.33	9,292.85	302.52
Department of Infrastructure, Energy and Resources	555.38	523.66	-31.72
Department of Justice	1,049.47	1,046.92	-2.55
Department of Police and Emergency Management	882.37	868.36	-14.01
Department of Premier and Cabinet	373.89	337.40	-36.49
Department of Primary Industries, Parks, Water and Environment ²	967.46	1,318.72	351.26
Department of Treasury and Finance	321.24	311.96	-9.28
Tasmanian Audit Office	36.60	41.90	5.30
Port Arthur Historic Site Management Authority	81.76	78.86	-2.90
Tasmanian Academy	153.53	212.72	59.19
Tasmanian Polytechnic	1,045.62	1,127.43	81.81
Tasmanian Skills Institute	363.43	356.63	-6.80
The Public Trustee	50	51.50	1.50
Integrity Commission of Tasmania ³	0.00	1.00	+1.00
GRAND TOTAL	23,711.93	23,781.47	69.54

Variations in FTEs across the State Service can be attributed to specific operational factors within individual agencies and the general application of internal vacancy control measures brought about by the global economic crisis and the application of the State Service Vacancy Referral Process (SSVRP). Reasons for significant Agency variations are as follows:

- An increase of 62.45 FTEs in the Department of Economic Development, Tourism and the Arts primarily due to:
 - The transfer of the Divisions of Arts and Heritage following the abolition of the Department of Environment, Parks, Heritage and the Arts on 1/7/2009 (approximately 98 FTEs), offset by:
 - Closure of the Tasmanian Temptations Travel Centres resulting in the redundancies of approximately 22 FTE positions; and
 - Voluntary redundancies of approximately 36 FTEs from other business units.
- A decrease of 80.36 FTEs in the Department of Education primarily due to:
 - The transfer of College staff to the Tasmania Polytechnic and Tasmanian Academy (99.69 FTEs);
 - Internal Vacancy Control measures together with the implementation of the State Service Vacancy Referral Process resulting in a reduction of 82.93 FTEs; and offset by:
 - An increase in employee numbers due to increased funding for targeted programs such as literacy and numeracy and students with special needs.

¹ Figures do not include Casual or Sessional Employees as these are reported separately at Table 45 and 46.

² The Department of Environment, Parks, Heritage and Arts was abolished on 1/7/2009 with the Divisions of Heritage and Arts transferred to the Department of Economic Development and Tourism. The Divisions of Environment and Parks transferred to the Department of Primary Industries, Parks, Water and the Environment.

³ The *Integrity Commission Act 2009* established the Integrity Commission of Tasmania and received Royal Assent on 17/12/2009. The Commission will commence operations on 1 October 2010.

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- An increase of 302.52 FTEs in the Department of Health and Human Services primarily due to:
 - Increased staffing levels in Area Health Services and in State-wide and Mental Health Services including:
 - 66.06 FTE Allied Health Professionals,
 - 4.37 FTE Radiation Therapists,
 - 134.58 FTE Nurses,
 - 101.27 FTE Medical Practitioners due to ongoing recruitment for this profession and expansion in service delivery;
 - An increase of 8.96 FTE Ambulance Officers to meet increase demand for ambulance services.
- A decrease of 31.72 FTEs in the Department of Infrastructure, Energy and Resources primarily due to:
 - Internal vacancy control measures together with the promotion and uptake of flexible work arrangements resulting in an increase in part-time employment; and
 - The abolition of the Rail Management Unit resulting in a reduction of 6 FTEs.
- An increase of 1.00 FTE's in the Integrity Commission of Tasmania due to:
 - Appointment of the Chief Executive Officer.
- A decrease of 14.01 FTEs in the Department of Police and Emergency Management (including Tasmanian Fire Service) primarily due to:
 - Voluntary redundancies of State Service employees - 15.6 FTEs.
- A decrease of 36.49 FTEs in the Department of Premier and Cabinet primarily due to:
 - Internal vacancy control measures together with the non-filling of vacant positions following retirements, through VTESA and resignations across a number of business units.
- An increase of 351.26 FTEs in the Department of Primary Industries, Parks, Water and Environment primarily due to:
 - The abolition of the Department of Environment, Parks, Heritage and the Arts on 1/7/2009 and the associated transfer of the Divisions of Environment and Parks to the Department of Primary Industries and Water;
 - Resultant reduction of corporate staff due to duplication of roles;
 - Middle management and Senior Executive budget strategy reductions and internal vacancy control measures.
- An increase of 5.30 FTEs in the Tasmanian Audit Office due to the filling of vacant positions.
- An increase of 59.19 FTEs in the Tasmania Academy due to:
 - Additional staff transferred from Department of Education (Elizabeth College) from 1 January 2010.
- An increase of 81.81 FTEs in the Tasmania Polytechnic due to:
 - Additional staff transferred from Department of Education (Elizabeth College) from 1 January 2010.

STATE SERVICE STATISTICS

TABLE 44: Part-Time Employees by Agency June 2010¹

AGENCY	Females Working Part-Time		Males Working Part-Time	
	No. working part-time	As a % of total female employees	No. working part-time	As a % of total male employees
Department of Economic Development, Tourism and the Arts	118	35.44%	30	13.39%
Department of Education	5,027	61.51%	798	33.00%
Department of Health and Human Services	5,077	57.24%	808	26.34%
Department of Infrastructure, Energy and Resources	137	47.90%	24	7.34%
Department of Justice	172	30.23%	22	3.97%
Department of Police and Emergency Management	95	26.32%	11	2.00%
Department of Premier and Cabinet	60	28.44%	10	6.71%
Department of Primary Industries, Parks, Water and Environment	358	49.31%	122	14.68%
Department of Treasury and Finance	46	25.00%	5	3.40%
Tasmanian Audit Office	0	0.00%	0	0.00%
Port Arthur Historic Site Management Authority	48	73.85%	25	48.08%
Tasmanian Academy	73	46.79%	50	40.65%
Tasmanian Polytechnic	428	47.93%	134	27.52%
Tasmanian Skills Institute	58	53.28%	26	10.16%
The Public Trustee	11	28.21%	0	0.00%
Integrity Commission of Tasmania ²	0	0.00%	0	0.00%
TOTAL	11,708	55.70%	2,065	22.38%

In total there were 13,773 employees (45.54% of all employees) working part-time in the State Service. This was comprised of 55.70% women (54.58% in 2009) and 22.38% men (21.12% in 2009). The Department's of Health and Human Services, Education and the Port Arthur Historic Site Management Authority have the largest proportion of males and females who work part-time.

¹ Figures do not include Casual or Sessional Employees as these are reported separately at Table 45 and 46.

² The *Integrity Commission Act 2009* established the Integrity Commission of Tasmania and received Royal Assent on 17/12/2009. The Commission will commence operations on 1 October 2010.

STATE SERVICE STATISTICS

TABLE 45: Casuals by Agency Paid in Last Pay Period June 2010

AGENCY	Male	Female	Total
Department of Economic Development, Tourism and the Arts	8	7	15
Department of Education	335	982	1,317
Department of Health and Human Services	250	955	1,205
Department of Infrastructure, Energy and Resources	5	6	11
Department of Justice	17	20	37
Department of Police and Emergency Management	6	3	9
Department of Premier and Cabinet	1	2	3
Department of Primary Industries, Parks, Water and Environment	5	6	11
Department of Treasury and Finance	0	0	0
Tasmanian Audit Office	0	0	0
Port Arthur Historic Site Management Authority	13	7	20
Tasmanian Academy	10	5	15
Tasmanian Polytechnic	21	22	43
Tasmanian Skills Institute	7	7	14
The Public Trustee	0	0	0
Integrity Commission of Tasmania ¹	0	0	0
TOTAL	678	2,022	2,700

TABLE 46: Sessionals by Agency Paid in Last Pay Period June 2010

AGENCY	Male	Female	Total
Tasmanian Polytechnic	45	52	97
Tasmanian Skills Institute	8	8	16
TOTAL	53	60	113

¹ The *Integrity Commission Act 2009* established the Integrity Commission of Tasmania and received Royal Assent on 17/12/2009. The Commission will commence operations on 1 October 2010.

OFFICERS

An officer is a person appointed under the *State Service Act 2000* as a Head of Agency, a prescribed office holder, a senior executive or an equivalent specialist. The Secretary, Department of Premier and Cabinet, under delegation from the State Service Commissioner, determines if the duties are of a senior executive or equivalent specialist nature. Where the Secretary has determined that duties are of a senior executive or equivalent specialist nature, the Premier may create a senior executive office to enable those duties to be performed.

Under Section 31(1)(a) of the Act, the Premier or the Premier's delegate may appoint a person as an officer to a vacancy in a senior executive or equivalent specialist office created under section 29 of the Act. The appointment is made by an Instrument of Appointment that contains details relating to the length of appointment, remuneration level, and terms and conditions of appointment.

There are four classification levels for senior executives. Under the four level classification structure current salary ranges for senior executives are outlined in Table 47 below.

Senior executive and officers have been granted the salary increases provided to the general State Service workforce. These increases do not apply to those officers whose salaries are set by legislation.

TABLE 47: Senior Executive Salary Ranges

LEVEL	SALARY RANGE (\$)
Level 1	101,638 - 111,802
Level 2	119,876 – 131,863
Level 3	144,694 – 166,398
Level 4	182,947 - 210,390

As at 30 June 2010 there were 263 officers in the State Service. These include Heads of Agency, senior executives, equivalent specialists and prescribed office holders. This compares with 287 officers at 30 June 2009.

The gender composition of the Officer category in the State Service is as follows:

TABLE 48: Gender Composition of Officers¹

CATEGORY	Male	Female	Total
Head of Agency ²	12	3	15
Prescribed Office Holder ³	3	1	4
Senior Executives	149	61	210
Equivalent Specialists	22	12	34
TOTAL	186	77	263

There has been a decrease in the numbers of Senior Executives (231 in 2009) and a decrease in Equivalent Specialists (37 in 2009). The reduction in Senior Executives is due to the Government's 2009/10 budget management measures which included a reduction target of 25 Senior Executives together with a salary freeze for that cohort.

The proportion of female officers in 2009 was 29.97% and 29.28% in 2010 and male representation in 2010 was 70.72% and 70.03% in 2009. Therefore the gender ratio has remained stable given the reduction in total numbers.

¹ Only employees of the State Service are included. A senior executive may also hold the office of a prescribed office holder.

² The Head of Agency for The Public Trustee is not reported as he is not an employee of the State Service. His Head of Agency status reflects his role as chair of the trust of that State Authority. Two Heads of Agency are reported as senior executives in the State Service. The State Authorities are the Rivers and Water Supply Commission and the Tasmanian Dairy Industry Authority.

³ A Senior Executive may also hold the office of a prescribed Office Holder.

STATE SERVICE STATISTICS

Statistics on the types and numbers of officers in each agency are provided in the following table:

TABLE 49: Number of Officers in the State Service as at 30 June 2010

AGENCY	Type	Male	Female	Total
Department of Economic Development, Tourism & the Arts ¹	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	15	7	22
	Equivalent Specialist	0	0	0
	TOTAL	16	7	23
Department of Education	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	13	6	19
	Equivalent Specialist	0	0	0
	TOTAL	14	6	20
Department of Health and Human Services	Head of Agency	1	0	1
	Prescribed Office Holder	1	1	2
	Senior Executive	23	19	42
	Equivalent Specialist	16	10	26
	TOTAL	41	30	71
Department of Infrastructure, Energy and Resources	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	17	2	19
	Equivalent Specialist	0	0	0
	TOTAL	18	2	20
Department of Justice	Head of Agency	0	1	1
	Prescribed Office Holder	0	0	0
	Senior Executive	17	4	21
	Equivalent Specialist	4	1	5
	TOTAL	21	6	27
Department of Police and Emergency Management	Head of Agency	1	0	1
	Prescribed Office Holder	1	0	1
	Senior Executive	8	1	9
	Equivalent Specialist	0	0	0
	TOTAL	10	1	11
Department of Premier and Cabinet	Head of Agency	1	0	1
	Prescribed Office Holder	1	0	1
	Senior Executive	15	9	24
	Equivalent Specialist	1	1	2
	TOTAL	18	10	28

¹ The Department of Environment, Parks, Heritage and Arts was abolished on 1/7/2009 with the Divisions of Heritage and Arts transferred to the Department of Economic Development and Tourism. The Divisions of Environment and Parks transferred to the Department of Primary Industries, Water, Parks and the Environment.

STATE SERVICE STATISTICS

TABLE 49: Number of Officers in the State Service as at 30 June 2010 (continued)

AGENCY	Type	Male	Female	Total
Department of Primary Industries, Parks, Water and Environment ¹	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	18	6	24
	Equivalent Specialist	1	0	1
	TOTAL	20	6	26
Department of Treasury and Finance	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	13	3	16
	Equivalent Specialist	0	0	0
	TOTAL	14	3	17
Tasmanian Audit Office	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	2	0	2
	Equivalent Specialist	0	0	0
	TOTAL	3	0	3
Port Arthur Historic Site Management Authority	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	0	1	1
	Equivalent Specialist	0	0	0
	TOTAL	1	1	2
Tasmanian Academy	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	0	0	0
	Equivalent Specialist	0	0	0
	TOTAL	1	0	1
Tasmanian Polytechnic	Head of Agency	0	1	1
	Prescribed Office Holder	0	0	0
	Senior Executive	5	2	7
	Equivalent Specialist	0	0	0
	TOTAL	5	3	8
Tasmanian Skills Institute	Head of Agency	1	0	1
	Prescribed Office Holder	0	0	0
	Senior Executive	1	1	2
	Equivalent Specialist	0	0	0
	TOTAL	2	1	3

¹ The Department of Environment, Parks, Heritage and Arts was abolished on 1/7/2009 with the Divisions of Heritage and Arts transferred to the Department of Economic Development and Tourism. The Divisions of Environment and Parks transferred to the Department of Primary Industries, Water, Parks and the Environment.

STATE SERVICE STATISTICS

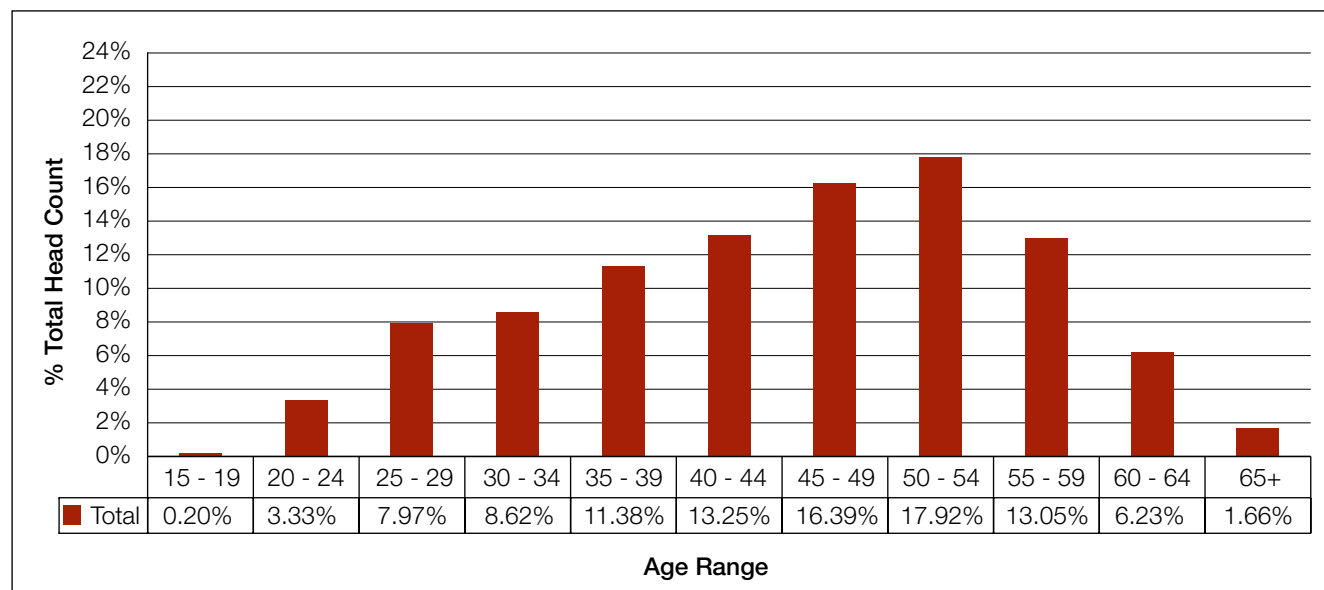
TABLE 49: Number of Officers in the State Service as at 30 June 2010 (continued)

AGENCY	Type	Male	Female	Total
The Public Trustee ¹	Head of Agency	0	0	0
	Prescribed Office Holder	0	0	0
	Senior Executive	2	0	2
	Equivalent Specialist	0	0	0
	TOTAL	2	0	2
Integrity Commission of Tasmania ²	Head of Agency	0	1	1
	Prescribed Office Holder	0	0	0
	Senior Executive	0	0	0
	Equivalent Specialist	0	0	0
	TOTAL	0	1	1
TOTAL		186	77	263

1 The Head of Agency for The Public Trustee is not reported as he is not an employee of the State Service. The Tasmania Fire Service is reported separately but it is not an Agency.
 2 The *Integrity Commission Act 2009* established the Integrity Commission of Tasmania and received Royal Assent on 17/12/2009. The Commission will commence operations on 1 October 2010.

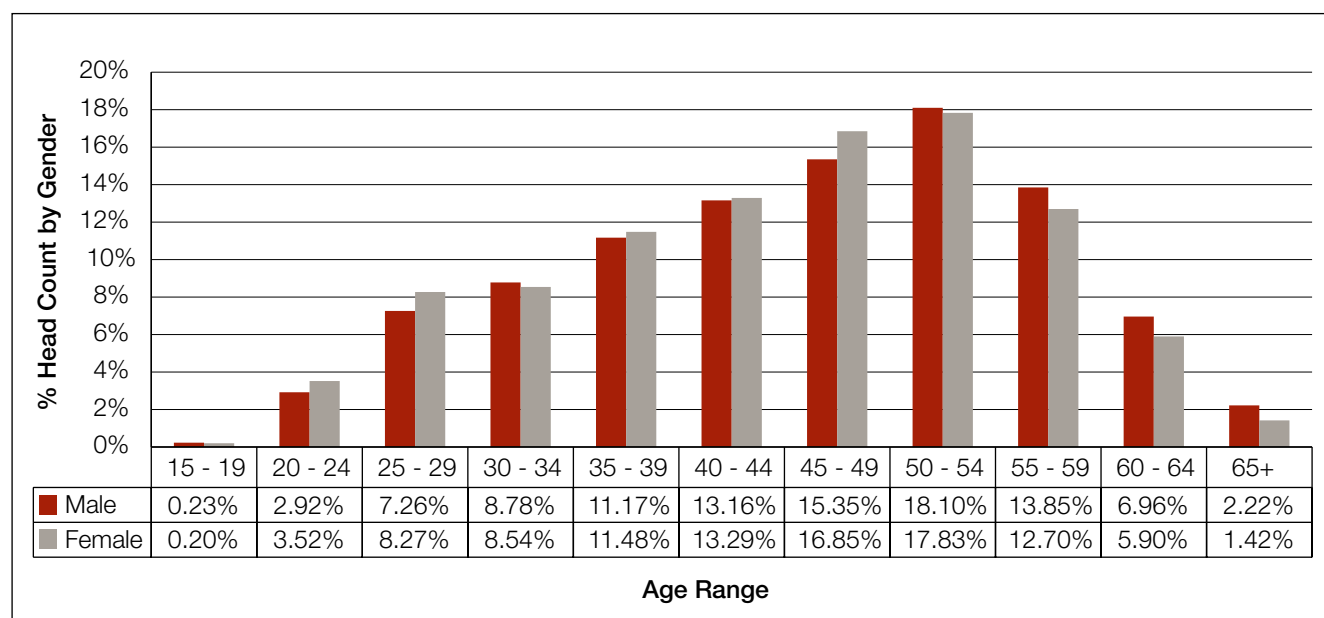
AGE PROFILES

FIGURE 1: Age Distribution of State Service Employees, June 2010



The above graph illustrates that the State Service workforce is slowly ageing. Over 68.5 % of employees are 40 years of age or older, 38.86% are 50 years or older and 11.5% of the workforce is less than 30 years of age. Although the proportion of employees aged over 50 years has increased over the past three years, the age profile of the State Service has otherwise remained fairly constant.

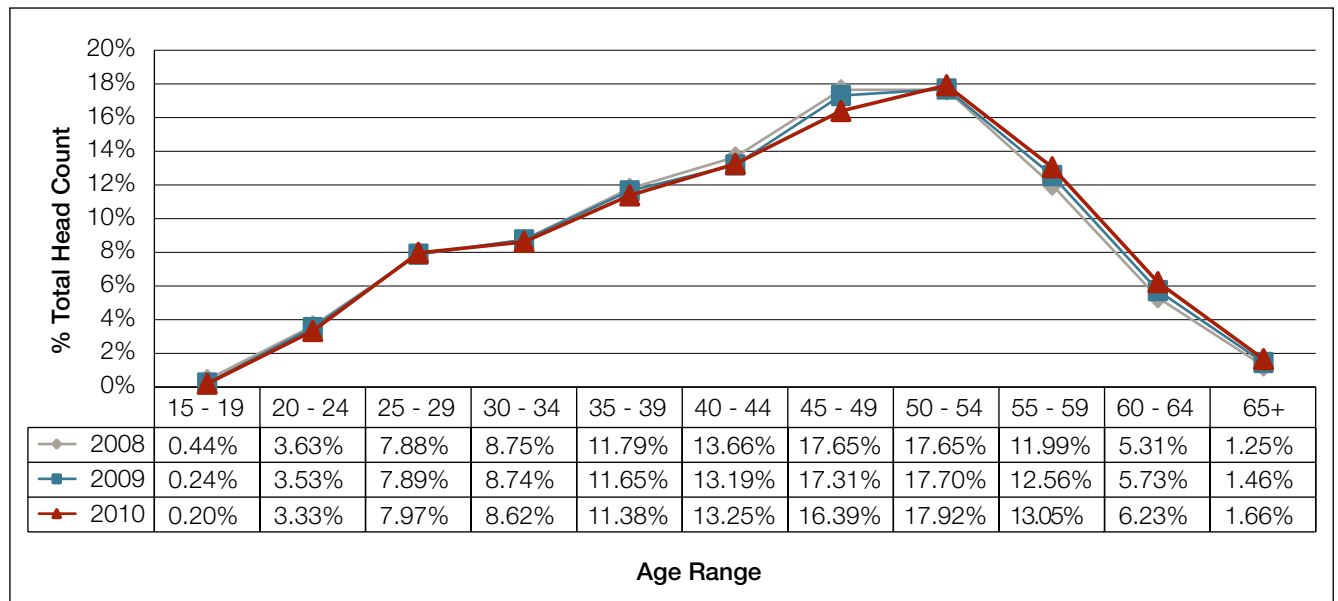
FIGURE 2: Age Distribution of State Service Employees by Gender, June 2010



The age trends by gender, generally illustrate a higher proportion of females than males up to the age of 49 with the inverse applying among those over 49 years of age.

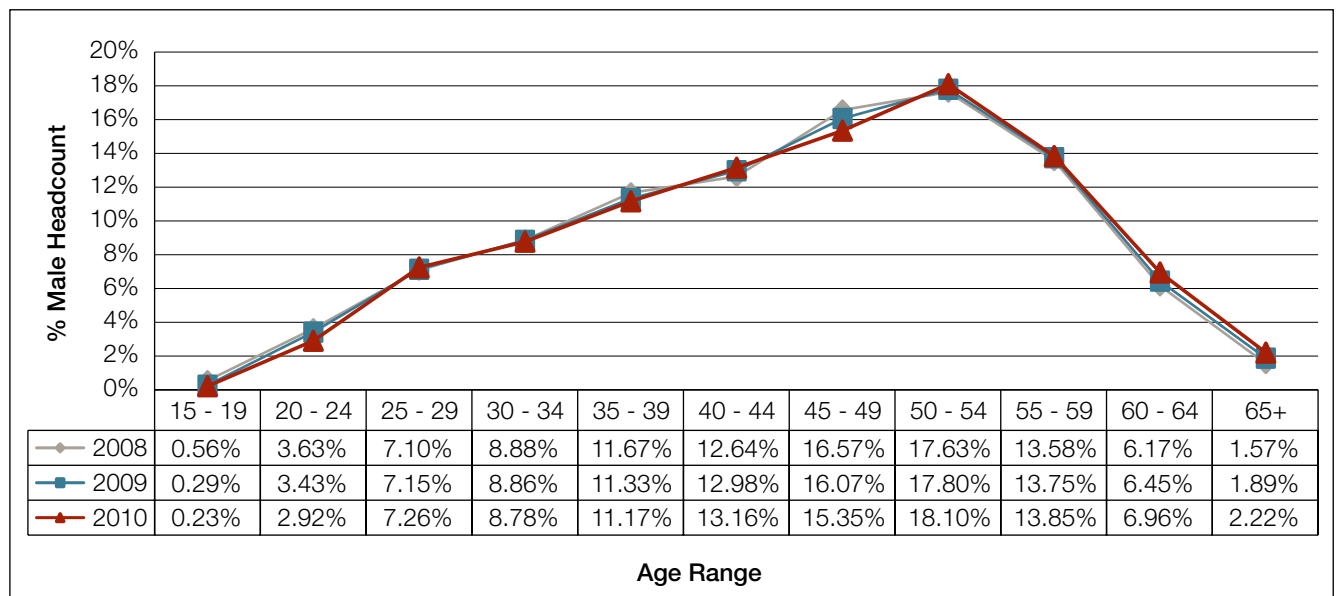
STATE SERVICE STATISTICS

FIGURE 3: Age Distribution of State Service Employees 2008-2010



The comparison of age profiles for the past 3 years shows a continuing ageing trend in the State Service workforce. This is comparable with trends in other public sector jurisdictions.

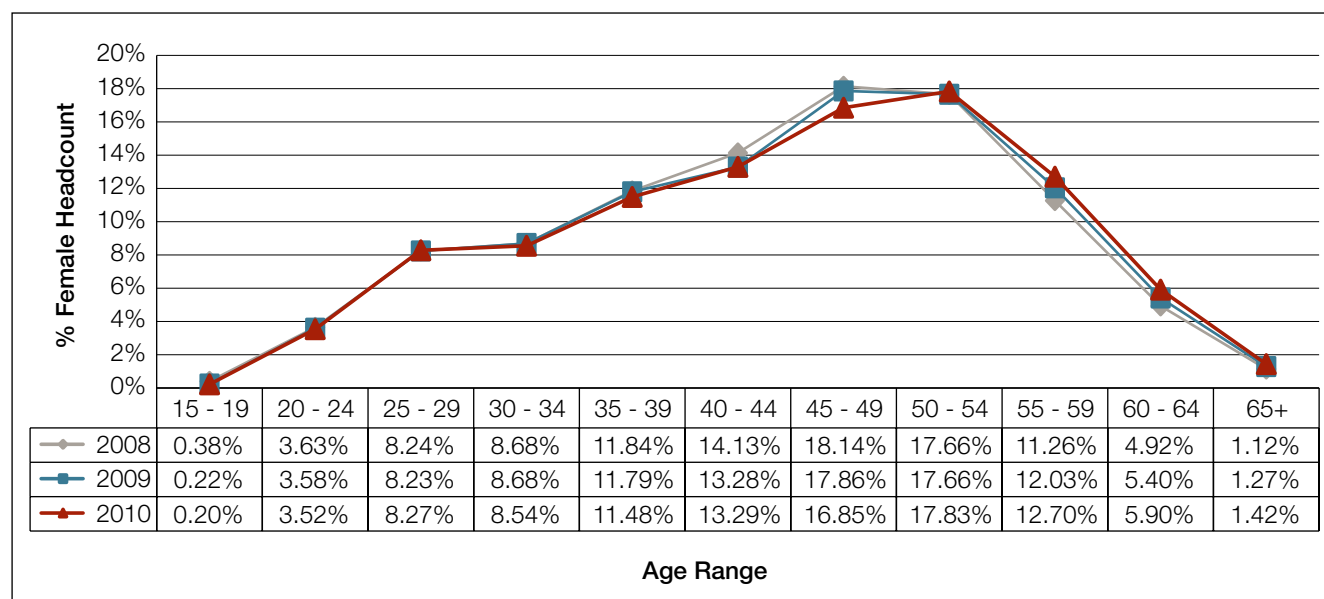
FIGURE 4: Age Distribution of Male State Service Employees 2008-2010



The percentage of males in all age categories from 50 years of age onwards has consistently shown small increases over the past three years, whilst generally the percentage of younger males and males in the 45-49 year age group has declined slightly. This is indicative of an ageing workforce.

STATE SERVICE STATISTICS

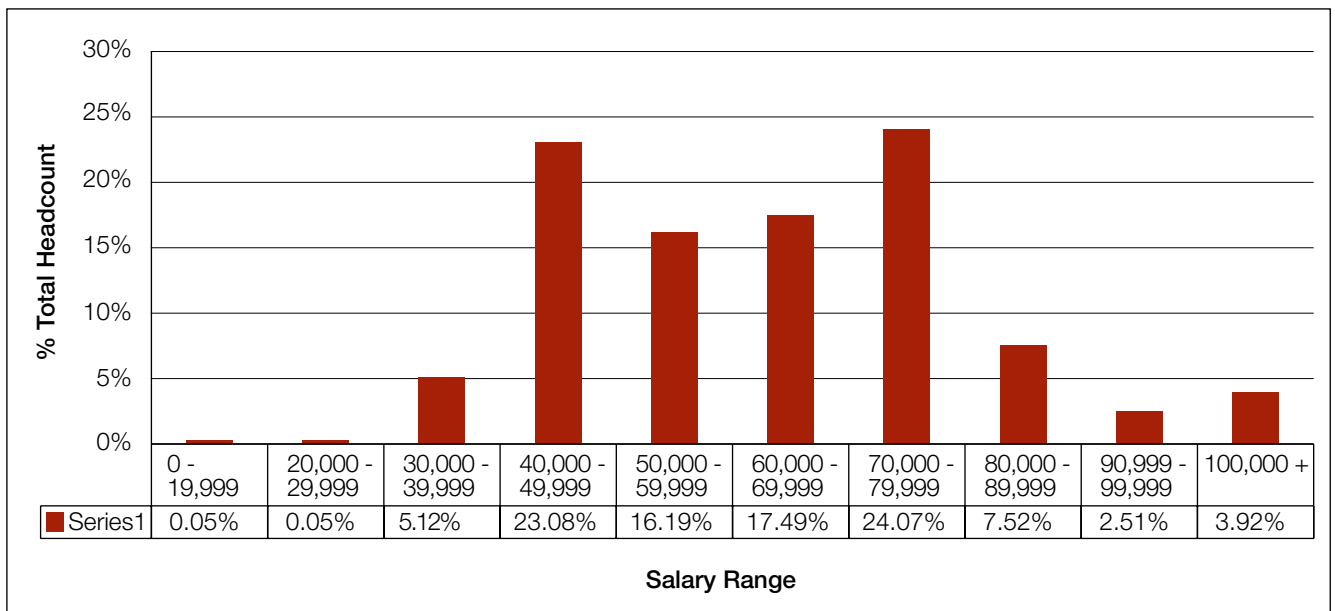
FIGURE 5: Age Distribution of Female State Service Employees 2008-2010



Similar to males, the percentage of females aged over 50 has increased over the past three years, whilst the percentage of females aged less than 50 years has generally shown a slight decrease. As with males, this is indicative of an ageing workforce.

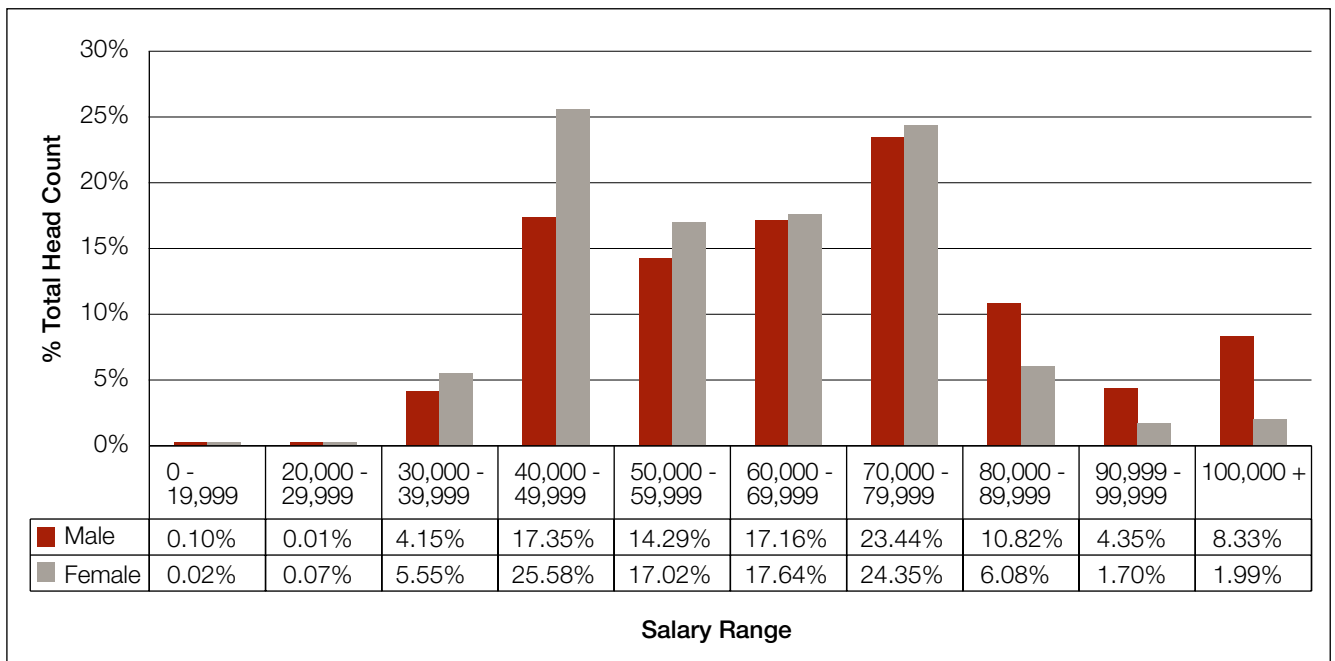
SALARY PROFILES

FIGURE 6: State Service Salary Profile, June 2010



Over 80% of State Service employees' earnings fall within the \$40,000 - \$79,999 salary groupings. However, within this salary grouping there are significant presentations within the \$40,000 - \$49,000 and 70,000 - \$79,000 salary groups.

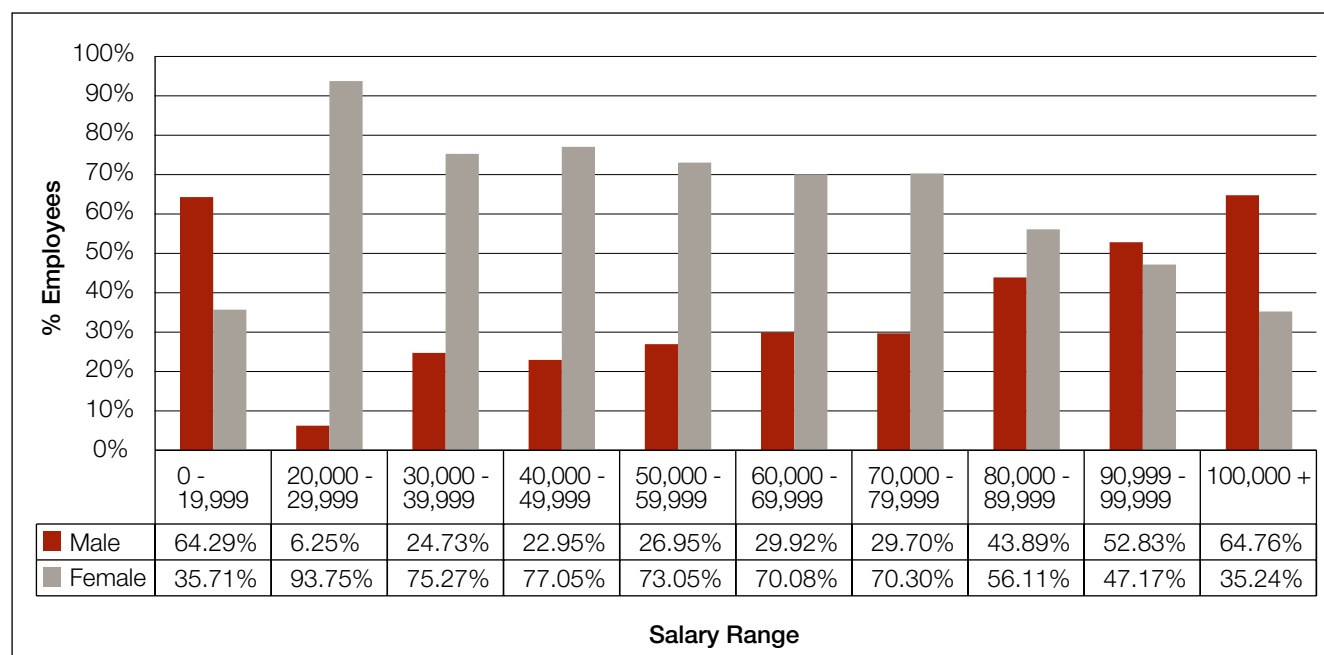
FIGURE 7: State Service Salary Profile by Gender, June 2010



Around 85% of female employees and 72% of male employees earn salaries of between \$40,000 and \$79,999.

Nearly 10% of female employees and 24% of male employees earn salaries over \$79,999. The higher percentage of both females and males in some salary ranges is primarily the result of salary increases flowing from new wage agreements.

FIGURE 8: Proportion of Males and Females by Salary Range, June 2010



There are a relatively high number of females employed in the teaching and nursing professions and this, in part, explains the predominance of female employees in the salary ranges up to \$79,999. Anecdotal evidence suggests that women are more likely than men to be employed at the lower to middle levels of the General Stream of the Tasmanian State Service Award, which may also help to explain this trend.

Note that this graph does not identify part-time employment.

EMPLOYMENT CATEGORIES

FIGURE 9: Distribution of Permanent Employees by Age, June 2010

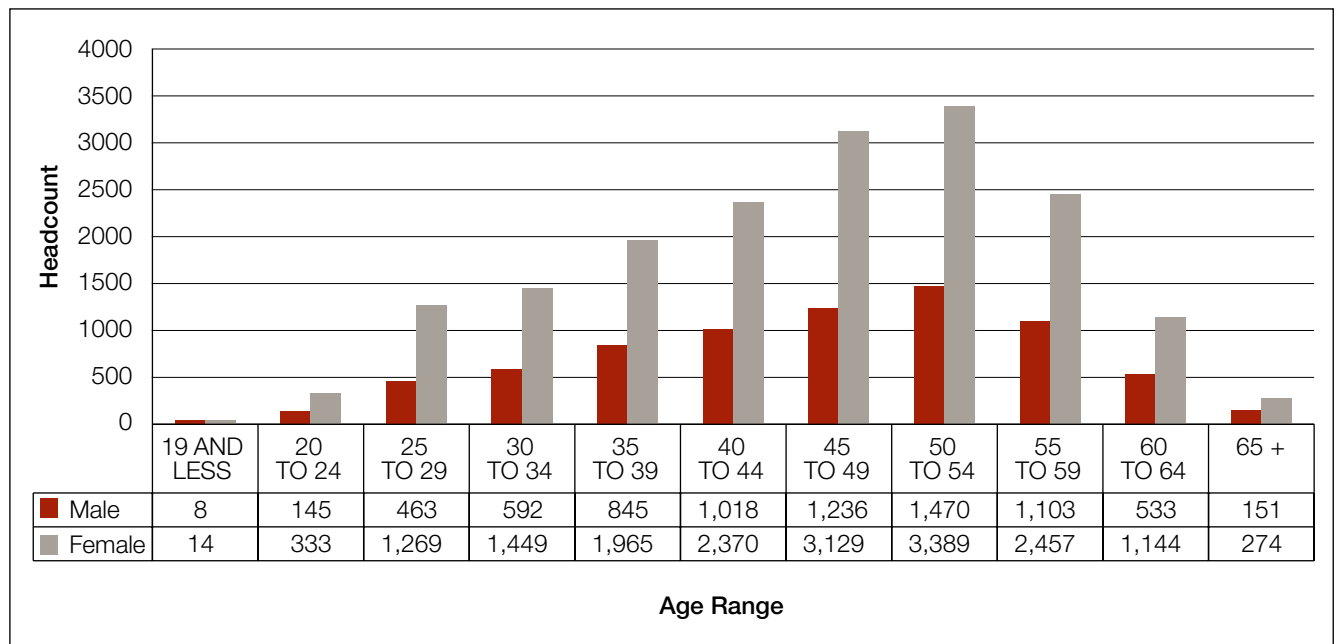
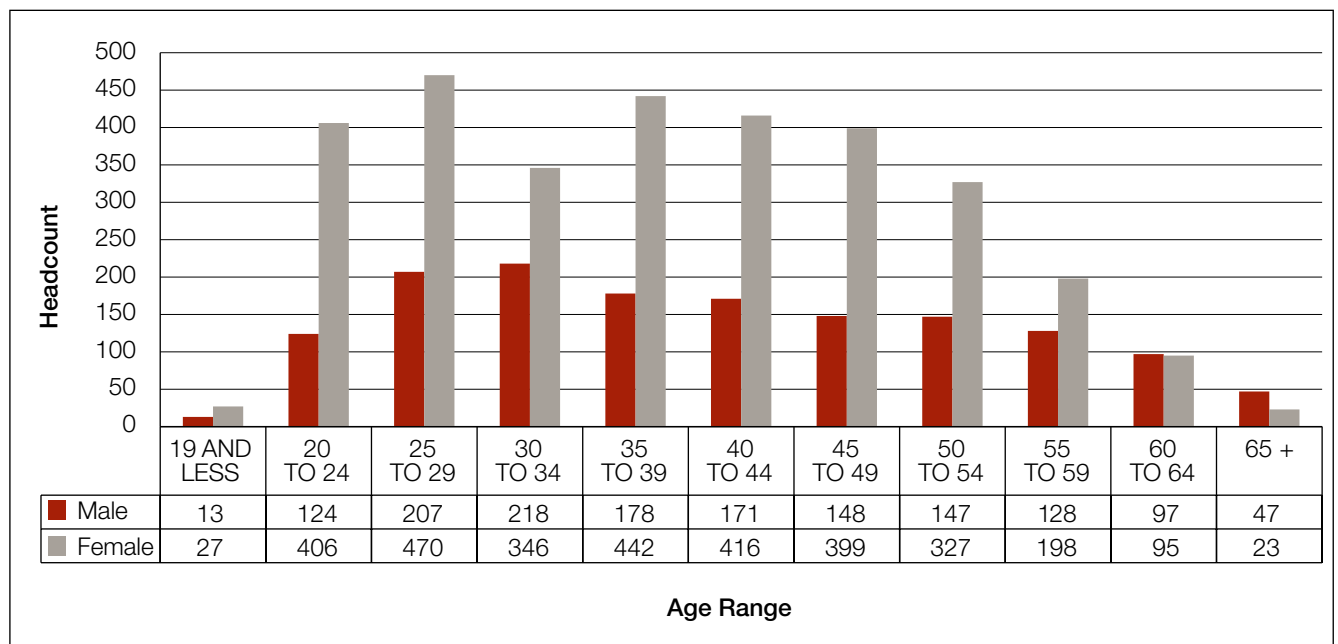


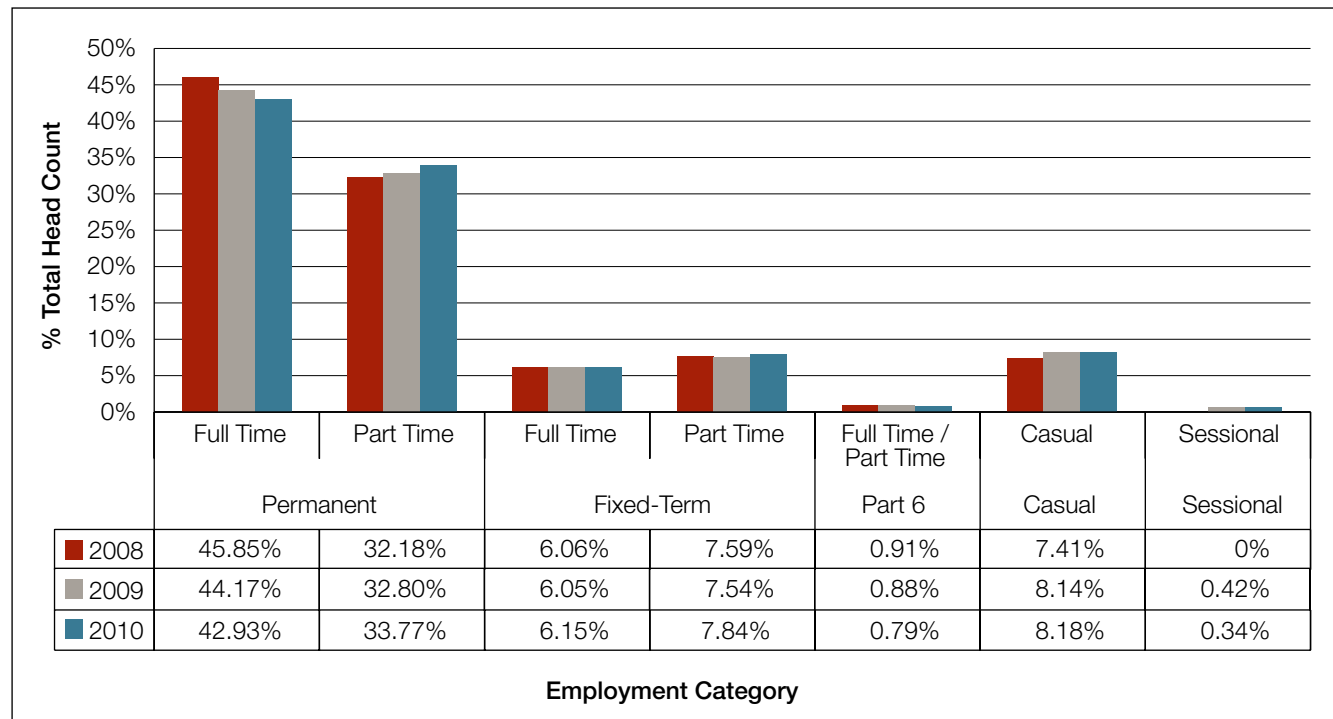
FIGURE 10: Distribution of Fixed Term Employees by Age, June 2010



Taking Figures 9 and 10 together, it is apparent that fixed-term employees tend to reflect a younger demographic than permanent employees. For example, around 50% of permanent male and female employees are aged between 40 and 55 years of age, compared with 50% of male and 54% of female fixed-term employees who were under 40 years of age.

STATE SERVICE STATISTICS

FIGURE 11: Distribution of Employees by Employment Category 2008-2010



APPENDIX 1: CD CONTENTS

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1. State Service Commissioner's Annual Report 2009–2010
2. State Service Commissioner's Annual Report 2008–2009
3. Recruitment in the State Service Evaluation Report 2010
4. State Service Principles
5. State Service Code of Conduct



Office of the State Service Commissioner

Level 2/144 Macquarie Street

GPO Box 621, Hobart, 7001

Tasmania, Australia

Telephone: 03 6232 7007

Facsimile: 03 6233 2693