



STATE SERVICE COMMISSIONER
Annual Report 2004-05

2004·2005



TASMANIA

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Commissioner's Introduction

The Tasmanian State Service has been engaged in a process of reform for many years. This reflects the desire to achieve a State Service that is not only efficient and performance-oriented, but also accountable to the community it serves. The community not only expects efficiency, performance and accountability, but a State Service that is ethical and impartial. This expectation is a requirement of the *State Service Act 2000*.

The workforce of an organisation is a key resource for achieving organisational goals. How this workforce is attracted, recruited and maintained has an impact on productivity. These practices reflect, and in some ways set, the ethical climate of the organisation, sending clear signals about the values and integrity of the system to those within and outside it.

Although the *State Service Act 2000*, the *State Service Regulations 2001* and Commissioner's Directions provide the framework for employment in the State Service, this is only part of the picture. Applying these frameworks in practice requires consideration of the employment environment in which State Service agencies must operate. Agencies operate in an employment environment in which other entities compete for staff, where some skill mixes, specialist knowledge or experience are common and others are not, and remuneration is determined by awards and industrial agreements. Funding and community expectation can also impact on the manner in which the State Service Agencies design or assign their workforce and their capacity to recruit and retain staff.

The *State Service Act 2000*, which came into effect on 1 May 2001, gave Agencies more flexibility in organising work practices as well as encouraging modern management practices in the workplace. Since that time, Agencies have initiated the development of a significant number of policies, procedures and standards, and the regular evaluation of these activities is an ongoing part of modern management processes and practices within any organisation.

As State Service Commissioner, one of my independent statutory functions is to 'evaluate the application of management and employment practices, procedures and standards in agencies.' In my last Annual Report, I referred to the fact that refining and developing this evaluation framework was to be a major focus over the next 12 months, and this has indeed been the case.

The *Tasmanian State Service Agency Survey*, which is conducted each year, identifies actions taken by Agencies to implement the State Service Principles and is an important component of the evaluation framework. During the past twelve months, extensive work has been undertaken in developing the methodology and planning for the inaugural *State Service Employee Survey*.

The *State Service Employee Survey* will serve to contextualise and complement the information obtained through the *State Service Agency Survey*, by providing information about employees' confidence in the application of the Principles in their workplace, and is designed to measure employee perceptions of how well these principles are upheld within individual Agencies and across the State Service as a whole.

Following the conduct of the survey, the data will be analysed by Macquarie University and I will subsequently report the results.

A pilot *State Service Employee Survey* was conducted in TAFE Tasmania in March 2005 prior to the running of the main survey throughout the State Service. The main survey was scheduled over the two-week period commencing on 18 July 2005.

Another of my significant statutory functions is to conduct reviews of State Service Actions and make a determination where it is alleged that an employee (a) has breached the Code of Conduct; or (b) is unable to efficiently and effectively perform his or her duties. This comprises an important part of the work of the Office.

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During the year 31 requests for selection reviews and 92 requests for reviews of other State Service actions were lodged. There were 6 requests from Heads of Agencies for determination of alleged breach of the Code of Conduct and 2 requests for determination of alleged inability.

As foreshadowed in last year's report, I continued the review of Commissioner's Directions. This resulted in the revision and re-issue of Commissioner's Direction No. 1 - Employment in the State Service and Commissioner's Direction No.7 - Review of State Service Actions. Work also continued on the review of Commissioner's Direction No.5 - Procedures for the investigation and determination of whether an employee has breached the Code of Conduct and Commissioner's Direction No. 6 - Procedures for the investigation and determination of whether an employee is able to efficiently and effectively perform their duties. Following consultation with agencies and unions, it is expected that revised Directions will be issued in late 2005.

I would like to take the opportunity to thank my staff, and the staff of the Division of Industrial Relations and State Service Management, for their efforts during the year. Also, I would again like to record my appreciation for the continued assistance and support received from the Department of Premier and Cabinet.



Robert Watling
State Service Commissioner

October 2005

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;
- 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;

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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;

18(1)(m) to determine duties to be of a senior executive nature or equivalent specialist nature.

In addition to the above, this year I have also delegated the following function of the Commissioner 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.

I have retained all other statutory powers and functions under the Act.

The Division of Industrial Relations and State Service Management performs the delegated functions.

Legislative Framework

The *State Service Act 2000* (the Act) is enabling legislation that is supplemented by the *State Service Regulations 2001* (the Regulations), Commissioner's Directions, and Ministerial Directions and Determinations.

Commissioner's Directions

The Commissioner may issue legally binding Directions in relation to any matter relating to the Commissioner's statutory functions.

Currently there are 13 Commissioner's Directions covering:

- Employment in the State Service
- State Service Principles
- Workplace Diversity
- Performance Management
- Breaches of the Code of Conduct
- Inability to Perform Duties
- Review of State Service Actions
- Suspension
- Pre-employment checks
- Redeployment
- Retirement Benefits Fund Board Exemptions
- No Paid Smoking Breaks
- Gifts and Benefits.

Commissioner's Directions pertaining to *Employment in the State Service* and *Review of State Service Actions* have been reviewed and re-issued to reflect the Commissioner's focus on statutory functions. Commissioner's Directions pertaining to *Breaches of the Code of Conduct* and *Inability to Perform Duties* are under current review and will be re-issued in the coming year.

Current Commissioner's Directions which relate to matters that are considered to be employer functions will continue to be reviewed.

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 *State Service Act 2000* (currently the Premier). During the period 1 July 2004 to 30 June 2005, the following Ministerial Directions were issued:

- Aboriginal and Torres Strait Islander Employment in the Tasmanian State Service
- Voluntary Transfers
- Statements of Duties.

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.

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Following the delegation to the Department of Premier and Cabinet of functions relating to the management and administration of the State Service, the Division of Industrial Relations and State Service Management now 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

Public Interest Disclosures Act 2002

The purpose of this legislation is to encourage and facilitate the disclosure of improper conduct (or detrimental action) by public officers and public bodies. The legislation provides protection from reprisals for persons making disclosures (and others) and provides for the proper investigation of matters proposed.

Section 7(1)(c) of this Act provides that, where a complaint is about a member, employee or officer of a public body that is a State Service Agency, a complaint may be made to the State Service Commissioner.

The Commissioner may either deal with the matter under the Code of Conduct provisions of the *State Service Act 2000* or refer the matter to the Ombudsman or the relevant Agency for action.

The Commissioner did not receive any complaints under the provisions of this legislation during the reporting period.

Personal Information Protection Act 2004

Staff in the Office received a briefing from the Policy Division of the Department of Premier and Cabinet on the impending introduction of this legislation and possible implications for the Office of the State Service Commissioner. The *Personal Information Protection Act* is expected to commence during the next reporting period.

At first blush, it would appear that the enactment of this legislation could have a significant impact on this Office, as the role of the Office requires that personal information be routinely collected. This role includes the determination of requests for selection reviews, reviews of other State Service actions, alleged breaches of the Code of Conduct and alleged inability to efficiently and effectively perform duties.

It is understood, however, that the Office may be exempt under Division 2 of the legislation – Exemptions Courts and Tribunals. This relies on the interpretation that the Office of the State Service Commissioner is regarded as a “tribunal” for the purposes of this section. I am awaiting confirmation of this interpretation and I expect that this will be provided prior to the commencement of the legislation.

Support for the Commissioner

Staffing

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 me for the ongoing function of the Office.

State Service Principles and Code of Conduct

The State Service Principles are the cornerstone of the *State Service Act 2000* (the Act). 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 Agencies are also required to promote the Principles.

The Principles incorporate a number of interrelated 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 Agencies.

Promoting the State Service Principles and Code of Conduct

The State Service Agency Survey 2005 returns indicate that there has been an increase in activities conducted in the majority of Agencies concerning the State Service Principles and Code of Conduct, with nearly all Agencies having a number of strategies in place to inform their employees about the Principles and Code.

Nearly all Agencies inform new employees about the State Service Principles and Code of Conduct, with over 50% providing this in an interactive manner and just under half also requiring these new employees to verify that they understand these requirements.

Most Agencies continue to publicise the Principles and Code on their intranet sites and through their annual performance management discussions. Within the reporting period nearly half of the Agencies have published information in their newsletters and bulletins and an increased number of Agencies have provided managers/supervisors with information about their role in upholding the Principles and Code.

The Department of Education, Department of Police and Public Safety and the Public Trustee have also held regular information sessions about the Principles and Code during the reporting period.

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.

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Employment decisions must be based on merit and made in accordance with the 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

The State Service Agency Survey 2005 reported that a total of 2589 permanent vacancies were filled during the reporting period covering all Agencies. 1002 fixed-term vacancies of 12 months duration or longer were also filled during the reporting period and of these employees 25.6% were filled by applicants from outside the Agency. There were 2534 fixed-term employee contracts of employment extended during the reporting period. Of these extensions, the majority were in the Departments of Health and Human Services with 1502, Education 469 and Tourism, Parks, Heritage and the Arts 141.

Advertisement of State Service vacancies at www.jobs.tas.gov.au

The [jobs.tas.gov.au](http://www.jobs.tas.gov.au) employment portal supports the State Service Commissioner's merit protection role by facilitating broad access to up-to-date information about jobs in the State Service, thus helping to provide a reasonable opportunity for members of the community to apply for State Service employment.

The site also contributes to the achievement of Tasmania Together Goal 16, which aims to increase job and meaningful work opportunities in Tasmania.

The following table provides detail, by Agency, of vacancies advertised on the Government jobs site over the last 3 reporting periods.

Table 1. Vacancies advertised at www.jobs.tas.gov.au

Agency	2002-03	2003-04	2004-05
Dept. of Economic Development	24	77	66
Dept. of Education	339	329	345
Dept. of Health and Human Services	1206	1388	1768
Dept. of Infrastructure, Energy and Resources	152	145	199
Dept. of Justice	94	117	176
Dept. of Police and Public Safety	57	54	80
Dept. of Premier and Cabinet	39	43	52
Dept. of Primary Industries, Water and Environment	242	215	279
Dept. of Tourism, Parks, Heritage and the Arts	98	98	117
Dept. of Treasury and Finance	81	90	113
Port Arthur Historic Site Management Authority	9	28	34
Statutory Office Holders	-	2	1
Tasmanian Audit Office	5	5	7
TAFE Tasmania	119	123	171
The Public Trustee	12	14	18
Totals	2477	2728	3426

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The number of vacancies advertised at www.jobs.tas.gov.au increased significantly during the reporting period. The site averaged 42,230 visits per month, which correlates to an average of 391,549 pages being viewed monthly.

The site features integrated distinctive branding and intuitive design, and is one of the most popular websites within the State Service. The site also underwent a number of enhancements during the reporting period, including improved processing timeframes for Agency users, improved search functionality, and a new portal link to Police Service career information and opportunities.

The site is managed by the Division of Industrial Relations and State Service Management.

Advertisement of senior executive vacancies

The following table provides the number of senior executives in each Agency and information on the advertising and filling of those offices.

Table 2. Senior Executive Service, 1 July 2004 – 30 June 2005

Agency	No of Senior Executives as at 30 June 05	No of vacancies advertised	Appointments from within the Service	Appointments from outside the Service
Dept. of Economic Development	23	2	2	0
Dept. of Education	25	1	1	0
Dept. of Health and Human Services	25	2	0	0
Dept. of Infrastructure, Energy and Resources	22	7	5	0
Dept. of Justice	11	6	4	2
Dept. of Police and Public Safety	2	2	0	0
Dept. of Premier and Cabinet	24	6	1	1
Dept. of Primary Industries, Water and Environment	16	4	4	0
Dept. of Tourism, Parks, Heritage and the Arts	16	4	3	1
Dept. of Treasury and Finance	16	3	1	0
Port Arthur Historic Site Management Authority	2	0	0	0
The Public Trustee	1	0	0	0
Retirement Benefits Fund Board	0	0	0	0
TAFE Tasmania	6	0	0	0
Tasmanian Audit Office	1	0	0	0
Totals	190	37	21	4

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

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Table 3. Promotions without advertising, 1 July 2004 – 30 June 2005

Agency	B/F	Received	Approved	Not Approved	C/F
Dept. of Economic Development	-	7	7	-	-
Dept. of Education	-	4	4	-	-
Dept. of Health and Human Services	-	59	54	5	-
Dept. of Justice	-	6	1	5	-
Dept. of Premier and Cabinet	-	9	9	-	-
Dept. of Tourism, Parks, Heritage and the Arts	-	4	2	2	-
The Public Trustee	-	28	28	-	-
Totals	-	117	105	12	-

The following statistics show the trend in approvals over the last 5 years.

- 2000/2001 748 approvals
- 2001/2002 118 approvals
- 2002/2003 41 approvals
- 2003/2004 44 approvals
- 2004/2005 105 approvals

I commented in my last report that the significant decrease in approvals was the result of the application of a strict test as to the existence of special circumstances sufficient to warrant promotion without advertising. This strict test still applies. The increase in approvals during the reporting period was due mainly to the following factors:

- The Direct Selection of 35 Radiation Therapists in the Department of Health and Human Services in order to effect their transition to a new award structure following a decision handed down by the President of the Tasmanian Industrial Commission.
- The Direct Selection of 10 Ambulance Officers in order to effect their advancement to Paramedic level following the completion of appropriate training.
- The Direct Selection of 28 employees in the Public Trust Office in acknowledgement of an earlier agreement provided in relation to the restructuring of that Office.

Conversion of fixed-term employees to permanent status

Section 37(4) of the Act authorises the Minister, on the recommendation of the Commissioner, to change an employee's status from fixed-term to permanent.

Requests for conversion must be submitted through the relevant Head of Agency.

The process for conversions is set down in Commissioner's Direction 1/2004.

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Table 4. Conversions – fixed-term to permanent, 1 July 2004 – 30 June 2005

Agency	B/F	Received	Approved	Not Approved	C/F
Dept. of Economic Development	-	24	24	-	-
Dept. of Education	8	298	289	17	-
Dept. of Health and Human Services	-	53	48	3	2
Dept. of Infrastructure, Energy and Resources	-	2	2	-	-
Dept. of Justice	-	1		1	-
Dept. of Police and Public Safety	-	7	7	-	-
Dept. of Primary Industries, Water and Environment	-	1	1	-	-
Dept. of Tourism, Parks, Heritage and the Arts	-	9	8	1	-
Port Arthur Historic Site Management Authority	-	11	11	-	-
Totals	8	406	390	22	2

The reason that requests for conversion were not approved was that they did not satisfy the criteria for conversion provided in Commissioner's Direction No. 1 and were therefore not supported by their Agency. Under revised Commissioner's Direction No.1, issued on 15 November 2004, only requests supported by the Head of Agency are now forwarded for approval. Accordingly, once a full-year effect of this change in procedure is experienced, the "Not Approved" category should significantly diminish.

As indicated below, the number of applications dealt with this year has trended upwards and this can be attributed mainly to an increase in the numbers received from the Department of Education. This increase was due to a conversion program involving Teacher's Aides and other school-based employees.

- 2001/2002 749 applications dealt with (87% of which were approved)
- 2002/2003 613 applications dealt with (79% of which were approved)
- 2003/2004 230 applications dealt with (80% of which were approved)
- 2004/2005 414 applications dealt with (94% of which were approved)

The higher percentage approved in this reporting period is due to the part-year effect of the change in procedure referred to above which has resulted in only requests which are supported by the Agency being forwarded to this Office.

Fixed-term employment registers

Fixed-term registers are established by agencies to manage ongoing fixed-term employment requirements in a particular employment category or categories. Registers must be advertised in the print medium at least every 12 months and selection for placement on the register must comply with the merit requirements of the Act. Registers are retained on the job site and are open at all times to potential employees. The registers provide opportunity for members of the community to gain access to fixed-term employment and are administratively efficient for Agencies.

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

- teachers, guidance officers, speech pathologists, IT trainees and social workers;
- tutors, technical employees, operational employees, child-care workers, examination supervisors, computer services officers, support services workers;
- nurses, physiotherapists, medical practitioners, scientists, pharmacists, podiatrists, diagnostic radiographers, occupational therapists, orthotists, radiation therapists, dieticians, disability and youth workers;

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- transcription typists, judges' attendants and security officers;
- administrative trainees, assistants and voice communications officers;
- Aboriginal employment;
- scientific disciplines, including Agricultural Science, Applied Science, Aquaculture, Biology, Botany, Engineering, Entomology, Environmental Science, Environmental Management, Environmental Studies, Marine Ecology, Marine Science, Medical Laboratory Science, Microbiology, Natural Resource Management, Plant Pathology, Plant Science, Soil Science, Veterinary Science and Zoology;
- probation officers, community service order supervisors, assessors, facilitators and custodial officers;
- track workers, field assistants, cave guides and farm hands; and
- Project Hahn instructors, gallery assistants, customer service officers, familiarisation coordinators and travel consultants.

Priority Placement Register

During the reporting period a Priority Placement Register (the Register) was maintained by the State Service Commissioner, comprising names of permanent employees who have been made available for redeployment by a Head of Agency.

An employee can be listed on the Register for a period of up to 12 months. If the Commissioner considers the employee capable and competent to perform the duties of any vacant position that a Head of Agency is seeking to fill, the Commissioner may transfer the employee to that position. Employees who are considered to be potentially surplus to the requirements of an Agency can also be placed on the Register. The 12-month time limit does not, however, apply to employees who are potentially surplus, and therefore priority is given to redeploying employees who have been formally made available for redeployment.

If, at the expiration of 12 months from the date of placement on the Register, an employee has not been transferred, or otherwise had their name removed from the Register, the Act requires that the Commissioner advise the Head of Agency. The Head of Agency may then call on the employee to resign or retire from the State Service or request the Minister to terminate the employment of the employee in accordance with the requirements of the Act.

During the reporting period, there was one potentially surplus employee listed on the Priority Placement Register for redeployment within the State Service. The employee was subsequently removed from the Register following redeployment to a suitable vacancy.

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 3/2002 sets out the essential requisites with which Agency workplace diversity programs must comply.

At a minimum, Agencies' 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 State Service Agency Survey 2005 reported that 13 of the 15 Agencies require managers/supervisors to hold regular team meetings with employees and 13 Agencies also require managers/supervisors to involve employees in corporate and business planning exercises, with one Agency encouraging team meetings and participation.

With regard to Agency policies on consulting with and informing employees about change that affects them, 14 of the 15 Agencies stated that this was a policy in the Agency.

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

The State Service Agency Survey 2005 returns indicate that the majority of Agencies have developed workplace diversity programs. Of these, the Department of Economic Development, Department of Police and Public Safety, TAFE Tasmania and The Public Trustee have reviewed their respective programs within the reporting period.

One other Agency is currently reviewing its program and a further two Agencies reviewed their programs in the previous reporting period.

EQUITY AND DIVERSITY

Table 5. Agency Workplace Diversity Programs, 1 July 2004 – 30 June 2005

Agency	Diversity Program in place	When Program was implemented or last reviewed	Diversity Management included in Agency business plan
Dept. of Economic Development	Yes	July 2005	Yes
Dept. of Education	Yes	October 2003	Yes
Dept. of Health and Human Services	Yes	2002	Yes
Dept. of Infrastructure, Energy and Resources	Yes	Currently being reviewed	No
Dept. of Justice	Yes	Reviewed 2003	Yes
Dept. of Police and Public Safety	Yes	Reviewed June 2005	Yes
Dept. of Premier and Cabinet	No Under development	Under development	Yes
Dept. of Primary Industries, Water and Environment	Yes	2003/2004	Yes
Dept. of Tourism, Parks, Heritage and the Arts	No Under development	Under development	No
Dept. of Treasury and Finance	Yes	2004	No
Port Arthur Historic Site Management Authority	No	-	Yes
The Public Trustee	Yes	June 2005	Yes
Retirement Benefits Fund Board	No	-	Yes
TAFE Tasmania	Yes	April 2005	Yes
Tasmanian Audit Office	No	-	No

It is noted that not all Agencies have a diversity program in place. As this has been a legislative requirement for a number of years, I expect that I will be able to report full compliance with this provision in my next report.

During the reporting period, Agencies confirmed that a total of 49 instances of alleged bullying, discrimination or harassment were dealt with through their internal grievance resolution process. Of this number, 19 cases were referred to organisations outside the Agency, such as the Ombudsman, Anti-Discrimination Commission, Human Rights Commission, Industrial Tribunals or the Office of the State Service Commissioner for resolution.

All Agencies stated that they provided managers/supervisors with the opportunity to undertake training in relation to handling workplace conflict and allegations of bullying, harassment and discrimination. However, only 5 Agencies indicated attendance at these training sessions for managers/supervisors for a total attendance of 86 individuals during the reporting period. Six Agencies stated that they were unable to obtain information concerning attendance at these training sessions.

EQUITY AND DIVERSITY

Recruitment of young people

Table 6. Recruitment of young people under 25 years of age appointed for a period of 6 months duration or longer, 1 July 2004 – 30 June 2005

Agency	Permanent employees recruited under 25 years of age	Fixed-term employees recruited under 25 years of age	Total employees recruited under 25 years of age
Dept. of Economic Development	5	4	9
Dept. of Education	32	52	84
Dept. of Health and Human Services	45	100	145
Dept. of Infrastructure, Energy and Resources	8	7	15
Dept. of Justice	6	8	14
Dept. of Police and Public Safety	13	6	19
Dept. of Premier and Cabinet	17	7	24
Dept. of Primary Industries, Water and Environment	9	19	28
Dept. of Tourism, Parks, Heritage and the Arts	2	33	35
Dept. of Treasury and Finance	3	5	8
Port Arthur Historic Site Management Authority	0	0	0
The Public Trustee	0	0	0
Retirement Benefits Fund Board	0	0	0
TAFE Tasmania	3	6	9
Tasmanian Audit Office	0	0	0
Totals	143	247	390

The low level of recruitment of young people under 25 years of age, as indicated in Table 6, continues to be an issue of concern. This is further highlighted by the State Service employment statistics, which show that only 4.5% of young people under 25 years of age were employed in the State Service as at 30 June 2005. The ongoing permanent appointment of young people in the State Service is an area that needs to be addressed.

In addition to those mentioned above, there were 341 people appointed aged between 25 and less than 29 years of age recruited for a period of 6 months duration or longer. Of these, 130 were permanent appointments and 211 were fixed-term appointments.

Whole of Government diversity initiatives

Both the Office of the State Service Commissioner and the Division of Industrial Relations and State Service Management have a role in ensuring that the State Service is free from discrimination and harassment, and in assisting Agencies to develop workplace diversity programs that meet business needs and comply with Commissioner's Direction 3/2002.

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

Employment of Aboriginal people

The Division of Industrial Relations and State Service Management has responsibility for the Aboriginal Employment Policy Guidelines. The Guidelines have been reviewed by that Office and re-issued under Ministerial Direction No.12 of 23 November 2004.

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.

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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 Division of Industrial Relations and State Service Management is responsible for the employment policy, the Commissioner must still determine whether a position is Identified or Tagged as an essential requirement for employment in accordance with section 18(1)(l) of the Act. In the reporting period, the State Service Commissioner approved 10 additional identified positions under this program in the following agencies:

Department of Education	4
Department of Health and Human Services	1
Department of Justice	2
Department of Premier and Cabinet	2
Department of Tourism, Parks, Heritage & the Arts	1

Work Placement Program – people from diverse cultural and linguistic backgrounds

The State Service *Work Placement Program* was launched in June 2003. The program, which is administered by the Division of Industrial Relations and State Service Management in conjunction with Multicultural Tasmania, is designed to promote cultural awareness and diversity within State Service Agencies and to provide useful work-experience opportunities within the State Service for identified groups in the Tasmanian community.

Two successful work placement programs were completed during the reporting period, with each program being conducted over a two-week period. The first program was held in February 2005 and placed fifteen participants in a number of State Service Agencies. A second program held in June 2005 placed seventeen humanitarian entrants from a range of backgrounds. Participating Agencies included:

- Department of Premier and Cabinet;
- Department of Police and Public Safety;
- Department of Economic Development;
- Department of Primary Industries, Water and Environment;
- Department of Justice;
- Department of Tourism, Parks, Heritage and the Arts;
- Department of Infrastructure, Energy and Resources; and
- Department of Health and Human Services.

The program format incorporated information sessions presented by the Anti-Discrimination Commission, the Division of Industrial Relations and State Service Management, and Multicultural Tasmania. The program also delivers information on applying for employment in the State Service, including role play application and interview exercises to further assist participants understand State Service recruitment processes. Participants are presented with a certificate of participation.

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Feedback concerning the value of the program, provided by participants and Agencies, continues to be extremely positive. It is proposed that a single larger program be conducted in 2005/06 which will be expanded to include work placement opportunities in local government, Commonwealth Agencies and the private sector.

People with a disability

A trial program focusing on the employment of persons with disabilities was developed in the reporting period by the Division of Industrial Relations and State Service Management.

The objectives of the trial include:

- increasing State Service Agencies awareness of the skills and capabilities of people with disabilities;
- dispelling a range of myths regarding the employment of people with disabilities;
- increasing the potential for people with disabilities to obtain ongoing employment in the State Service; and
- identifying systemic challenges facing people with disabilities in gaining employment in the State Service (eg the selection process).

The launch of the trial program has been deferred to late 2005 to ensure that the Division would be better able to support the program with the necessary resources.

Women in senior management positions

Women comprise 67.6% of employees in the State Service. However, they remain under-represented in senior management roles (including Heads of Agencies, senior executives and equivalent specialists).

Table 7. State Service officers¹ – by gender 2002–2005

Year	Male	Female	Total	% Female
30 June 2002	151	50	201	24.9%
30 June 2003	167	55	222	24.7%
30 June 2004	173	54	227	23.8%
30 June 2005	184	58	242	24.0%

Other issues

State Service Agencies have introduced a range of initiatives designed to assist men and women balance work and caring responsibilities, and these are outlined later in the report.

A range of leadership development programs is provided by The Training Consortium and State Service Agencies and these are addressed in more detail in the section of my report dealing with leadership and development.

¹ State Service Officers include Heads of Agencies and senior executives

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 4/2002 establishes the minimum standard for such systems.

Performance Management Systems within the State Service

Table 8. Performance Management, 1 July 2004 - 30 June 2005

Agency	Performance Management System in place	No of employees in Agency as at 30/06/2005	No of employees reviewed	No Reviewed as % of total employees in the Agency
Dept. of Economic Development	No, implemented from 1/7/05	228	Data not available	N/A
Dept. of Education	Under development	10931	Data not available	N/A
Dept. of Health and Human Services	Under development	9943	Data not available	N/A
Dept. of Infrastructure, Energy and Resources	Yes, from November 2004	740	183	25%
Dept. of Justice	No, to be progressively implemented	824	Data not available	N/A
Dept. of Police and Public Safety	Yes	474	474	100%
Dept. of Premier and Cabinet	Yes	328	131	40%
Dept. of Primary Industries, Water and Environment	Yes	1252	486	39%
Dept. of Tourism, Parks, Heritage and the Arts	Yes, progressively being implemented	717	Data not available	N/A
Dept. of Treasury and Finance	Yes	333	333	100%
Port Arthur Historic Site Management Authority	Yes	128	84	66%
The Public Trustee	Yes	45	35	78%
Retirement Benefits Fund Board	Yes	19	19	100%
TAFE Tasmania	Yes	1035	300	29%
Tasmanian Audit Office	Yes	37	37	100%

The State Service Agency Survey 2005 has shown that 11 of the 15 Agencies have performance management systems in operation. The Department of Economic Development will be implementing their performance management system from 1 July 2005 and the Department of Justice has commenced progressive implementation of its management system. The Department of Education, Department of Tourism, Parks Heritage and the Arts and Department of Health and Human Services were unable to supply employee participation data for the reporting period.

Despite the fact that all but two Agencies have performance management systems in place, the number of employees reviewed is comparatively low or the agency has indicated that the data is unavailable. The two numerically large exceptions are the Department of Police and Public Safety and the Department of Treasury and Finance, both of whom have reviewed all staff.

A significant improvement in the number of performance management reviews undertaken and recorded is my expectation for 2005-2006.

With the exception of the Department of Economic Development, Port Arthur Historic Site Management

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Authority and the Tasmanian Audit Office, all other Agencies have incorporated a formal career planning element into their performance management system.

Performance Management familiarisation and/or training sessions were also held during the reporting period and 1966 employees attended. The Departments of Economic Development, Justice, Tourism, Parks, Heritage and the Arts, the Tasmanian Audit Office and The Public Trustee had extensive attendance from employees. The Department of Infrastructure, Energy and Resources and TAFE Tasmania also had considerable attendance. The Department of Treasury and Finance and Department of Primary Industries Water and Environment had minimal attendance from employees. Other Agencies either did not have any attendance data or did not hold any familiarisation and/or training sessions in the reporting period.

13 of the 15 Agencies have reported that they provide managers/supervisors with training in conducting performance management reviews, a total attendance in the reporting period of 561. 13 of the 15 Agencies also reported that the performance management process is directly linked to the achievement of Agency/ Government priorities. All Agencies advised that they provide managers/supervisors with access to training in relation to dealing with employees whose work performance or workplace behaviour is inadequate.

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 9. Structured Agency Leadership Development Programs, 1 July 2004 – 30 June 2005

Agency	Program in place	Where is the training targeted
Dept. of Economic Development	No, under development	N/A
Dept. of Education	Yes, being re-developed	Senior & Middle Managers High-potential employees
Dept. of Health and Human Services	Yes	Middle Managers High-potential employees
Dept. of Infrastructure, Energy and Resources	Yes	Senior Managers Middle Managers
Dept. of Justice	Yes	Everyone
Dept. of Police and Public Safety	Yes	Senior Managers Middle Managers
Dept. of Premier and Cabinet	No, to be developed in 2005/2006	N/A
Dept. of Primary Industries, Water and Environment	No	N/A
Dept. of Tourism, Parks, Heritage and the Arts	No	N/A
Dept. of Treasury and Finance	No	N/A
Port Arthur Historic Site Management Authority	Yes	Senior Managers Middle Managers
The Public Trustee	Yes	Middle Managers
Retirement Benefits Fund Board	Yes	Senior & Middle Managers Everyone
TAFE Tasmania	Yes	Everyone
Tasmanian Audit Office	No	N/A

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The results of the State Service Agency Survey 2005 show in the above table that 9 of the 15 Agencies have a structured leadership development program in place, with the majority of these programs catering for senior and middle managers. One Agency has also targeted employees with a high degree of potential. No Agencies indicated that they targeted leadership initiatives for graduate recruits. A number of Agencies utilised the training opportunities available to all employees through the Training Consortium and other providers.

A total of 92 employees participated in secondment arrangements to external organisations during the reporting period. 19 employees were seconded into the State Service from external organisations.

Employee Training and Development

Table 10. Employee Training and Development Programs, 1 July 2004 – 30 June 2005

Agency	Management development program in place	Human Resource Management program in place	General training and development program in place
Dept. of Economic Development	No, under development	No	Yes
Dept. of Education	No	Yes	Yes
Dept. of Health and Human Services	No	No	Yes
Dept. of Infrastructure, Energy and Resources	Yes	No	Yes
Dept. of Justice	No	No	Yes
Dept. of Police and Public Safety	No	No	Yes
Dept. of Premier and Cabinet	Yes	No	Yes
Dept. of Primary Industries, Water and Environment	No	No	Yes
Dept. of Tourism, Parks, Heritage and the Arts	No	No	Yes
Dept. of Treasury and Finance	No	No	Yes
Port Arthur Historic Site Management Authority	No	No	Yes
Public Trust Office	Yes	Yes	Yes
Retirement Benefits Fund Board	Yes	No	Yes
TAFE Tasmania	Yes	Yes	Yes
Tasmanian Audit Office	No	No	Yes

It was noted that only 3 of the 15 Agencies reported having a structured development program in place for employees within the Human Resource Management Branch.

As good human resource management is fundamental to achieving organisational goals, and, given recent trends to place greater responsibility for this function on individual agencies, I consider every agency would receive considerable benefit from the development and implementation of a structured training program for employees working in human resource management sections within their Agency.

State Service Graduate Training and Development Program

The State Service Agency Survey 2005 indicates that 8 Agencies appointed Administrative Trainees (Graduate Recruits) during the reporting period, and a total of 23 Graduate Recruits² were appointed across the State Service. Of these appointments, 12 were permanent appointments and 11 fixed-term appointments.

² It should be noted, however, that many other recent graduates were appointed to vacancies that were not classified as Administrative Trainees (Graduate Recruit) vacancies. Graduates are, for example, often employed in base-grade Professional Employee roles.

LEADERSHIP AND DEVELOPMENT

The Training Consortium

The Training Consortium (TTC) is part of the Division of Industrial Relations and State Service Management. TTC brokers a wide range of training and development services on a contract management basis, to provide learning and development programs and events throughout Tasmania for its member organisations. The Consortium was established in 1998 and has grown from 4 member organisations to 22, including Agencies from the Tasmanian State Service, the Australian Public Service, local government, Government Business Enterprises, private organisations and the University of Tasmania.

Tasmania *Together* Goal 15, indicator 3.2 aims to improve the standard of government strategic planning processes at all levels of government by providing a range of leadership development opportunities. TTC has a role in achieving this benchmark through the number and variety of programs it offers member organisations.

TTC provides a diverse program of leadership programs, 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.

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

Statistical information about TTC's performance for the period 1 July 2004 to 30 June 2005 is provided below.

Table 11. The Training Consortium. Summary of events offered to member organisations for 2004/2005

Number of Events Offered	Registrations Received	Training Days
310	3686	269

Leadership Speakers

Speakers for TTC's popular "Leadership in Action" series over the past year have included Justice Michael Kirby, David Rock and Avril Henry.

The University of Tasmania's School of Government offers a Graduate Public Policy Program. This program, culminating in a Master of Public Policy, is promoted by the TTC as a key element of its overall leadership package.

Public Sector Management Program

TTC co-ordinates the Public Sector Management Program (PSMP) in Tasmania. The PSMP is a joint Commonwealth/State/Territory venture accredited at Postgraduate Certificate level through four universities. It is targeted at middle managers in State, Commonwealth and local government sectors and takes some 18 months to complete. Twenty-five participants graduated in July 2004 and a new Program commenced in October 2004 with 31 participants. Participants from this intake will graduate in July 2006.

Introduction to the Public Sector Program

This innovative new program was launched in August 2004. The series of information workshops presented in the program have been specifically designed for new employees to complement their Agency's own induction process. They are intended to help people settle into their role and provide important and useful information about how all levels of Government, and particularly the

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State sector, work. The program will be run on a regular basis and the majority of information sessions are suitable for people from Commonwealth, State and Local Government organisations.

State Service Graduate Training and Development

TCC has recently restructured its program of events targeting graduate recruits and other new employees to the State Service. This new “Workplace Essentials Toolkit” offers a comprehensive and challenging range of training workshops, information sessions and guest speaker forums. It has been designed to equip graduate recruits and other new employees from across the State Service with relevant concepts and experiences to allow them to operate effectively in the public sector environment. The program also maximises networking opportunities amongst these new employees.

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 State Service Agency Survey 2005 returns indicated that, with the exception of the Department of Justice, all Agencies have guidelines in place for employees concerning the issue of receiving gifts and benefits. Guidelines are currently being developed in the Department of Justice.

The Departments of Police and Public Safety, Health and Human Services and Tourism, Parks, Heritage and the Arts conducted information sessions about potential conflicts of interest and how to avoid a conflict of interest for their managers/supervisors and employees.

Ensuring accountability to Government

The State Service Agency Survey 2005 reported that 13 Agencies provided employees with information about Government priorities relevant to their workplace. The methods that Agencies used to disseminate this information are as follows:

- As part of the Corporate and Business Planning process. (11 Agencies)
- Through internal newsletters and e-bulletins. (8 Agencies)
- By managers/supervisors/team meetings, as part of performance management process. (7 Agencies)
- Other methods used include the intranet, internal budget process, briefings from the Head of Agency, induction process and team meetings.

Agency Customer Service Charters and Customer Service Strategies

The State Service Agency Survey 2005 indicates that 8 of the 15 Agencies have a Customer Service Charter and 11 Agencies have Customer Service Strategies in place.

11 of the Agencies make employees aware of their Agency Customer Service Charter/Customer Service Strategies by newsletter, bulletins, team meetings, or face-to-face information sessions.

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The induction process and performance reviews are other avenues generally used by many Agencies to inform or remind their employees about these responsibilities. Other communication mechanisms include the corporate planning process and specific customer service training sessions.

With one exception, all Agencies encourage the public to give feedback on the services provided.

The mechanisms utilised to ensure that employees are aware of their Customer Service Charter/ Customer Service Strategy include:

- provided with information as part of the induction process;
- existing employees are regularly reminded of the Customer Service Charter and Strategy via newsletter, bulletins, team meetings, or face-to-face information sessions;
- a focus on customer service is covered as part of regular performance management reviews;
- Agency training sessions; and
- the corporate planning process.

The mechanisms utilised by Agencies to ensure that the general public is aware of their Agency Customer Service Charter/ Customer Service Strategy include:

- the provision of information leaflets to the general public as part of the service transaction, including a feedback mechanism;
- promotion of the Customer Service Charter/ Customer Service Strategy at the venues where services to the public are provided;
- promotion of the Customer Service Charter/ Customer Service Strategy on the Agency internet site;
- provision of newsletters and other publications;
- provision of a telephone and email hotline; and
- client surveys.

Partnership between State Government and community

The Division of Industrial Relations and State Service Management is a participant in a range of Partnership Agreements that have been forged between the State Government and local councils, and the State Government and the Local Government Association of Tasmania (LGAT). These Agreements facilitate liaison, engagement and transfer of skills between different levels of Government.

During the reporting period, Partnership Agreements that included provisions for staff exchanges were signed with Waratah-Wynyard and Brighton Councils.

The Division is also a participant in the State Government's Partnership Agreement with the University of Tasmania, which focuses on skills development, training, staff exchanges and promotion of the State Service as an employer of choice.

Providing a Fair, Flexible, Safe & 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 State Service Agency Survey 2005 returns indicated that all Agencies have an Occupational Health and Safety (OH&S) policy in place, as well as an appropriate Incident Reporting System. 10 of the 15 Agencies also have OH&S included as part of the business planning process.

With one exception, all Agencies use a systems-based approach to OH&S including identifying hazards, assessing/analysing the risk and addressing those identified risks.

Table 12. Occupational Health and Safety (OH&S) Training completed, 1 July 2004 - 30 June 2005

Agency	No. completed Responsible Officer Training	No. completed Manager/Supervisor Training	No. completed employee OH&S Training
Dept. of Economic Development	9	0	0
Dept. of Education	175	200	2961
Dept. of Health and Human Services	Data not available	Data not available	Data not available
Dept. of Infrastructure, Energy and Resources	0	35	299
Dept. of Justice	20	0	824
Dept. of Police and Public Safety	0	0	0
Dept. of Premier and Cabinet	0	11	0
Dept. of Primary Industries, Water and Environment	10	Data not available	Data not available
Dept. of Tourism, Parks, Heritage and the Arts	5	45	238
Dept. of Treasury and Finance	0	0	9
Port Arthur Historic Site Management Authority	0	3	0
The Public Trustee	0	0	11
Retirement Benefits Fund Board	1	0	0
TAFE Tasmania	5	129	370
Tasmanian Audit Office	1	3	16
Totals	226	426	4728

Flexible working arrangements

Results of the State Service Agency Survey 2005 indicate that nearly all Agencies have continued to utilise flexible working arrangements when filling vacant positions. 10 of the 15 Agencies said that all employees in their Agency have access to flexible hours of work. All 15 Agencies stated that they allowed employees to work from home on occasions, 5 stated that they have a policy covering working from home, with a total of 69 employees making use of this policy.

There were 616 permanent part-time and 429 fixed-term part-time positions advertised in Agencies during the reporting period, a total of 1045. Of these, 40 permanent and 41 fixed-term positions were advertised with the flexibility to be undertaken either in a full-time or part-time capacity.

Flexible working practices within 13 of the Agencies allowed 657 permanent and 214 fixed-term

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employees to change their employment status from full-time to part-time during the reporting period. This represents a significant increase over the 406 taking up this option in the previous year. However, statistics were not available from Department of Health and Human Services at that time. Other flexible working practices and the number of employees seeking to take advantage of these policies are as follows:

Table 13 Agency Survey – Utilisation of flexible work options, 1 July 2004 – 30 June 2005

Flexible Work Practices	No. Of Employees
Employees who applied to participate in State Service Accumulated Leave Scheme (SSALS)	69
Employees who had SSALS arrangements approved	68
Employees earning more than \$66,000 pa elected to participate in a SSALS	8
Employees earning more than \$66,000 pa work part-time	486
Employees who took paid maternity leave	507
Employees who took paid adoption leave	6
Employees who took unpaid maternity or parental leave	388

Survey responses indicated that 8 Agencies require their managers/supervisors to consider work/life balance issues as part of the business planning process, and 11 have specific policies or guidelines that foster 'reasonable hours of work' within their Agency.

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 14. Agency Internal Grievance Resolution Systems, 1 July 2004 - 30 June 2005

Agency	Internal Grievance Resolution System in place	No of employees accessing the System
Dept. of Economic Development	Yes	2
Dept. of Education	Yes	29
Dept. of Health and Human Services	Yes	12
Dept. of Infrastructure, Energy and Resources	Yes	4
Dept. of Justice	Yes	13
Dept. of Police and Public Safety	Yes	0
Dept. of Premier and Cabinet	Yes	5
Dept. of Primary Industries, Water and Environment	Yes	11
Dept. of Tourism, Parks, Heritage and the Arts	Yes	2
Dept. of Treasury and Finance	Yes	0
Port Arthur Historic Site Management Authority	Yes	4
The Public Trustee	Yes	0
Retirement Benefits Fund Board	Yes	0
TAFE Tasmania	Yes	1
Tasmanian Audit Office	Yes	0
Totals		83

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 mainly included:

- Being provided with access to the information during the induction process (13 Agencies).
- Face-to-face information sessions for existing employees (6 Agencies).
- Managers informing employees about the procedures as part of regular meetings (6 Agencies).
- Published on the Agency intranet (10 Agencies).

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- Published in Agency newsletters and bulletins (6 Agencies).
- Other methods include using the contact officer network, including a reference in an enterprise agreement and including a copy in an Agency's document library.

Agencies reported that 83 employees utilised internal grievance resolution procedures during the reporting period, up from 60 in the 2003/2004 reporting period.

Table 15. Type and number of issues addressed through Agency's internal grievance resolution processes, 1 July 2004 - 30 June 2005

Type of Grievance	Number	% of Total
Recruitment, Selection, Appointment (excluding reviews under 50(1)(a) but including higher duties and fixed-term appointments)	0	0%
Work Performance	10	12%
Harassment, Bullying, Intimidation, Discrimination	49	59%
Re-assignment/Transfers	0	0%
Management Decisions, including work/life balance	13	16%
Other:	11	13%
Total	83	

* Department of Health & Human Services does not maintain a record of the number or nature of internal grievances.

Self-reporting by Agencies indicates that allegations of bullying, harassment and discrimination are again the greatest number of grievances and represented 59% of the total grievances for the reporting period.

Table 16. Resolution of grievances within Agencies, 1 July 2004 - 30 June 2005

Outcome	2001/2002		2002/2003		2003/2004		2004/2005	
	No.	% Total	No.	% Total	No.	% Total	No.	% Total
Satisfactorily resolved	46	55%	65	60%	37	62%	49	59%
Withdrawn	15	18%	23	21%	1	2%	7	8%
Still pending	23	27%	19	17%	17	28%	23	28%
Not resolved	-	-	2	2%	5	8%	4	5%
Totals	84		109		60		83	

* Department of Health & Human Services does not maintain a record of the number or nature of internal grievances.

Self-reporting by Agencies indicates that in a majority of these matters grievances are satisfactorily resolved by internal grievance resolution procedures.

COMMISSIONER'S REVIEWS

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, 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.

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 another 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.

Table 17. Selection reviews, section 50(1)(a) of the Act 1, July 2004 – 30 June 2005

Agency	B/F	Received	Granted	Not Granted	Resolved	Withdrawn	C/F
Dept. of Education	-	2	-	-	-	1	1
Dept. of Health and Human Services	3	11	1	1	7	4	1
Dept. of Justice	-	8	1	-	7	-	-
Dept. of Primary Industries, Water and Environment	1	4	-	1	-	3	1
Dept. of Tourism, Parks, Heritage and the Arts	1	1	-	1	1	-	-
Dept. of Police and Public Safety	-	1	-	-	-	1	-
The Public Trustee	-	1	-	-	-	-	1
TAFE Tasmania	-	2	-	-	-	1	1
Dept. of Treasury and Finance	-	1	-	-	-	-	1
Totals	5	31	2	3	15	10	6

69% of the matters brought before the Commissioner for review under section 50(1)(a) were resolved through a conciliation process or withdrawn prior to determination.

COMMISSIONER'S DETERMINATIONS

**Table 18. Other State Service Action Reviews (section 50(1)(b)),
1 July 2004 – 30 June 2005**

Agency	B/F	Received	Granted	Not Granted	Resolved	Withdrawn	C/F
Dept. of Education	-	9	-	-	4	1	4
Dept. of Health and Human Services	2	75	-	-	74	1	2
Dept. of Infrastructure, Energy and Resources	1	4	-	-	5	-	-
Dept. of Primary Industries, Water and Environment	1	2	-	-	3	-	-
Dept. of Tourism, Parks, Heritage and the Arts	1	-	-	-	1	-	-
TAFE Tasmania		2	-	-	2	-	-
Totals	5	92	-	-	89	2	6

94% of the reviews brought before the Commissioner for review under section 50(1)(b) were resolved through a conciliation process or withdrawn prior to determination.

Commissioner's 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.

Commissioner's Direction 5/2002, Procedures for Investigation and Determination of Whether an Employee has Breached the Code of Conduct, establishes the process for investigating whether an employee (including a senior executive) may have breached the Code. The Direction requires that where, following an investigation, a Head of Agency is of the view that an employee may have breached the Code, the matter may be referred to the Commissioner for determination.

Commissioner's Direction 5/2002 also sets out the process that the Commissioner is to follow in determining whether a breach of the Code has occurred.

If it is determined that an employee or senior executive has breached the Code, the Minister (or his or her delegate) may impose one or more of the sanctions outlined in section 10 of the Act.

Commissioner's Direction 5/2002 does not apply in respect of alleged breaches of the Code by Heads of Agencies. Section 18(1)(f) of the Act provides that the Commissioner 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.

COMMISSIONER'S DETERMINATIONS

I propose to review Commissioner's Direction No. 5 in the next reporting period. As part of this review, I will seek input from both State Service agencies and Public Sector unions.

Table 19. Determinations in relation to alleged breaches of the State Service Code of Conduct, 1 July 2004 – 30 June 2005

Agency	B/F	Received	Granted	Not Granted	Resolved	Withdrawn	C/F
Dept. of Education	-	2	2	-	-	-	-
Dept. of Health and Human Services	1	1	1	-	-	1	-
Dept. of Police and Public Safety	-	2	1	-	-	1	-
Dept. of Tourism, Parks, Heritage and the Arts	-	1	-	-	-	1	-
Totals	1	6	4	-	-	3	-

Although the number of matters referred to the Commissioner for determination under the Code of Conduct provisions has continued to trend down, the decrease this year has been marginal. The outcomes of cases dealt with are similar to last year's figures in percentage terms.

Alleged inability to effectively and efficiently 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.

Commissioner's Direction 6/2002, *Procedures for Investigation and Determination of Whether an Employee is Able to Efficiently and Effectively Perform their Duties* sets out the procedure for the investigation and determination of alleged inability.

It is proposed to review Commissioner's Direction No. 6 at the same time that Commissioner's Direction No. 5 is reviewed in the next reporting period.

Table 20. Determinations in relation to alleged inability, 1 July 2004 – 30 June 2005

Agency	B/F	Received	Granted	Not Granted	Resolved	Withdrawn	C/F
Dept. of Health and Human Services	-	2	-	-	1	-	1
Totals	-	2	-	-	1	-	1

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;
- 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 to Heads of Agencies the power to terminate both permanent and fixed-term employees. Heads of Agencies are required to consult with the Division of Industrial Relations and State Service Management before exercising the delegation.

During the reporting period 10 permanent employees were terminated from the State Service for the following reasons:

- Termination of probationary employment (2 employees)
- Abandonment of employment (7 employees)
- Breach of the Code of Conduct (1 employee)

Other State Service Initiatives

Workforce Analysis Comparative Application (WACA)

The WACA is a new web-based workforce planning system, developed in partnership with other State and Territory Governments.

The WACA was adopted to allow Government to report on State Service employment statistics and forecast employment trends with a view to potentially benchmarking Tasmania against other jurisdictions with regard to workforce demographics.

Stage One of the WACA was implemented in early 2005, with the March 2005 quarterly data used to produce State Service employment reporting for the Budget process for the first time.

The WACA system was also used to produce State Service employment statistics for the 2004/05 State Service Commissioner's Report.

OTHER STATE SERVICE INITIATIVES

Joint Industrial Relations Database (JIRD)

The development of the Joint Industrial Relations Database (JIRD) was initiated through the existing inter-jurisdictional public sector Industrial Relations forum.

The initiative is a response to an identified need for public sector employers to have access to inter-jurisdictional information on relevant industrial instruments to assist and inform wage-bargaining.

The JIRD collects and collates agreed data sets concerning key occupational groups (eg Nurses, Fire Fighters etc) common to all jurisdictions.

In June 2005, Tasmania signed a Memorandum of Understanding with other State and Territory jurisdictions formalising its participation in the initiative.

The JIRD will provide the following benefits:

- high-level benchmarking between public sector jurisdictions in Australia with regard to remuneration and employment conditions;
- a medium to perform wage-bargaining modelling; and
- reduced administrative effort in canvassing other jurisdictions individually when scanning the public sector IR environment.

Testing of the application has been completed and it is envisaged that the JIRD will “go live” in August 2005.

Information Resources - Family-friendly Employment Arrangements

The Division of Industrial Relations and State Service Management released additional resources to inform employees of arrangements that assist employees with family responsibilities.

The resources include a brochure and web page.

The brochure details parental leave entitlements available to employees, while the web page contains consolidated information useful to both employees and supervisors regarding the achievement of a work/life balance.

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STATE SERVICE STATISTICS

Overview

Fifteen Agencies and Authorities have produced the following statistics on State Service employment for the period ending 30 June 2005. The information was prepared by the Division of Industrial Relations and State Service Management and TMD in the Department of Premier and Cabinet using the Workforce Analysis Comparative Application.

The statistics cover the following Agencies and Authorities:

- Department of Health and Human Services (including the Tasmania Fire Service)
- Department of Education
- Department of Primary Industries, Water and Environment
- Department of Justice and Industrial Relations
- Department of Police and Public Safety
- Department of Premier and Cabinet
- Department of Treasury and Finance
- Department of Infrastructure Energy and Resources (including Private Forests)
- Department of Economic Development
- Department of Tourism, Parks, Heritage and the Arts
- Tasmanian Audit Office
- Port Arthur Historic Site Management Authority
- Retirement Benefits Fund Board
- TAFE Tasmania
- The Public Trustee

As at 30 June 2005, there was a headcount of 27,034 people (excluding casual employees) employed under the *State Service Act 2000*. The number of full-time equivalent employees (structured FTEs) represented by this figure is 21,615.38.

At the end of the June 2005 quarter, the number of paid casual employees was 3,139.

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 and Senior Executives.
- **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.
- **Full-Time Equivalents** provides a measure of the proportional number of employments where the hours engaged is expressed as a percentage of normal award full-time hours.
- **Headcount** provides a measure of individual employments (excluding casual employees) recorded at the specified date regardless of the hours employed.

STATE SERVICE STATISTICS

State Service Numbers

Table 21. Headcount by Agency, 30 June 2005

Agency	Officers Part 6	Permanent	Fixed-Term	Total
Department of Economic Development	25	165	38	228
Department of Education	25	8110	2796	10931
Department of Health and Human Services (including Tasmania Fire Service)	64	7980	1899	9943
Department of Infrastructure, Energy & Resources (including Private Forests)	21	642	77	740
Department of Justice	15	675	134	824
Department of Police and Public Safety	3	403	68	474
Department of Premier and Cabinet	27	281	20	328
Department of Primary Industries, Water and Environment	16	1001	235	1252
Department of Tourism, Parks, Heritage and the Arts	17	492	208	717
Department of Treasury and Finance	17	277	39	333
Port Arthur Historic Site Management Authority	2	90	36	128
Retirement Benefits Fund Board	0	19	0	19
TAFE Tasmania	7	896	132	1035
Tasmanian Audit Office	2	35	0	37
The Public Trustee	1	40	4	45
Totals	242	21106	5686	27034

STATE SERVICE STATISTICS

Table 22. Headcount by Agency and Gender, 30 June 2005

Agency	Officers Part 6		Permanent		Fixed-Term		Gender Total		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Department of Economic Development	19	6	78	87	20	18	117	111	228
Department of Education	15	10	2127	5983	662	2134	2804	8127	10931
Department of Health and Human Services (including Tasmania Fire Service)	48	16	2097	5883	745	1154	2890	7053	9943
Department of Infrastructure, Energy and Resources (including Private Forests)	19	2	359	283	36	41	414	326	740
Department of Justice	11	4	372	303	42	92	425	399	824
Department of Police and Public Safety	3	0	172	231	14	54	189	285	474
Department of Premier and Cabinet	19	8	122	159	5	15	146	182	328
Department of Primary Industries, Water and Environment	13	3	565	436	105	130	683	569	1252
Department of Tourism, Parks, Heritage and the Arts	14	3	247	245	74	134	335	382	717
Department of Treasury and Finance	13	4	137	140	14	25	164	169	333
Port Arthur Historic Site Management Authority	2	0	37	53	12	24	51	77	128
Retirement Benefits Fund Board	0	0	9	10	0	0	9	10	19
TAFE Tasmania	5	2	434	462	56	76	495	540	1035
Tasmanian Audit Office	2	0	22	13	0	0	24	13	37
The Public Trustee	1	0	18	22	1	3	20	25	45
Totals	184	58	6796	14310	1786	3900	8769	18268	27034

Table 23. Full-Time Equivalents by Agency, 30 June 2005

Agency	Officers Part 6	Permanent	Fixed-Term	Total
Department of Economic Development	25	160.19	37.31	222.50
Department of Education	25	6526.27	1543.72	8094.99
Department of Health and Human Services (including Tasmania Fire Service)	58.41	6497.82	1399.11	7955.34
Department of Infrastructure, Energy and Resources (including Private Forests)	21	564.52	72.03	657.55
Department of Justice	15	643.86	109.64	768.50
Department of Police and Public Safety	3	380.15	53.46	436.61
Department of Premier and Cabinet	26.80	265.91	17.49	310.20
Department of Primary Industries, Water and Environment	15.25	897.58	195.17	1108.00
Department of Tourism, Parks, Heritage and the Arts	17	430.60	176.33	623.93
Department of Treasury and Finance	17	265.26	37.60	319.86
Port Arthur Historic Site Management Authority	2	63.95	19.14	85.09
Retirement Benefits Fund Board	0	17.67	0	17.67
TAFE Tasmania	7	819.93	109.11	936.04
Tasmanian Audit Office	2	35	0	37.00
The Public Trustee	1	38.80	2.30	42.10
Totals	235.46	17607.51	3772.41	21615.38

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Table 24. Comparative Headcounts by Agency June, 2004-June 2005

Agency	Officers Part 6		Permanent		Fixed-Term		Total		Variation	
	Jun 04	Jun 05	Jun 04	Jun 05	Jun 04	Jun 05	Jun 04	Jun 05	Count	%
Department of Economic Development	24	25	120	165	67	38	211	228	17	8.06%
Department of Education	24	25	7471	8110	2150	2796	9645	10931	1286	13.33%
Department of Health and Human Services (including Tasmania Fire Service)	58	64	7315	7980	1751	1899	9124	9943	819	8.98%
Department of Infrastructure, Energy and Resources (including Private Forests)	18	21	658	642	72	77	748	740	-8	-1.07%
Department of Justice	12	15	647	675	133	134	792	824	32	4.04%
Department of Police and Public Safety	3	3	390	403	59	68	452	474	22	4.87%
Department of Premier and Cabinet	26	27	275	281	25	20	326	328	2	0.61%
Department of Primary Industries, Water & Environment	18	16	1023	1001	183	235	1224	1252	28	2.29%
Department of Tourism, Parks, Heritage and the Arts	15	17	490	492	195	208	700	717	17	2.43%
Department of Treasury and Finance	18	17	263	277	42	39	323	333	10	3.1%
Port Arthur Historic Site Management Authority	2	2	82	90	27	36	111	128	17	15.32%
Retirement Benefits Fund Board	0	0	23	19	0	0	23	19	-4	-17.39%
TAFE Tasmania	6	7	927	896	127	132	1060	1035	-25	-2.36%
Tasmanian Audit Office	2	2	32	35	0	0	34	37	3	8.82%
The Public Trustee	1	1	41	40	5	4	47	45	-2	-4.26%
Totals	227	242	19757	21106	4836	5686	24820	27034	2214	8.92%

STATE SERVICE STATISTICS

Table 25. Comparison of Total Full-Time Equivalents by Agency, June 2004–June 2005¹

Agency	Total FTEs 30/06/2004	Total FTEs 30/06/2005	Variation FTE
Department of Economic Development	205.56	222.50	16.94
Department of Education	7779.21	8094.99	315.78
Department of Health and Human Services (including Tasmania Fire Service)	7331.73	7955.34	623.61
Department of Infrastructure, Energy and Resources (including Private Forests)	666.63	657.55	-9.08
Department of Justice	745.52	768.50	22.98
Department of Police and Public Safety	418.48	436.61	18.13
Department of Premier and Cabinet	307.65	310.20	2.55
Department of Primary Industries, Water and Environment	1106.32	1108.00	1.68
Department of Tourism, Parks, Heritage and the Arts	626.24	623.93	-2.31
Department of Treasury and Finance	310.7	319.86	9.16
Port Arthur Historic Site Management Authority	87.03	85.09	-1.94
Retirement Benefits Fund Board	21.429	17.67	-3.76
TAFE Tasmania	960.83	936.04	-24.79
Tasmanian Audit Office	34	37.00	3.00
The Public Trustee	44.85	42.10	-2.75
Totals	20,646.18	21,615.38	969.20

The increase in FTEs across the State Service during the reporting period can be attributed to the following factors:

- An increase of 16.94 FTEs in the Department of Economic Development is primarily due to:
 - Additional recruitment of trainees and graduates in the area of corporate and policy support.
- An increase of 315.78 FTEs in the Department of Education is primarily due to:
 - The transfer of Adult Education from TAFE Tasmania;
 - Additional resources allocated to the School Education Division primarily for the Essential Learnings For All (ELFA) initiative.
- An increase of 623.61 FTEs in the Department of Health and Human Services (DHHS) is primarily due to:
 - The transfer of the Mersey Community Hospital from the private operator to DHHS;
 - The transfer of Zeehan Medical Centre and Rosebery Hospital;
 - Increased staffing in Child and Family Services to deal with issues of neglect and abuse;
 - Additional staffing in the Department of Critical Care, Royal Hobart Hospital;
 - Additional staffing associated with the following initiatives:
 - Safe at Home;
 - Better Hospitals;
 - Affordable Housing Strategy;
 - Health Connect Trial;
 - Community Client Health Profile;
 - Mental Health Services (Bridging the Gap);

¹The figures cited may differ slightly from those reported in the Annual Reports for individual Agencies. This is because the FTE data used was extracted and input into the Workforce Analysis Comparative Application (WACA) system on 21 July 2005, rather than 30 June 2005. Agency FTE data is normally extracted at 30 June, and therefore does not include payroll transactions (relating to the same reporting period) which were processed between 30 June and 21 July 2005.

STATE SERVICE STATISTICS

Human Resource Services Review;
Secure Mental Health Unit;
Establishment of Information Strategy Branch; and
Nursing Hours per Patient Day.

- A decrease of 9.08 FTEs in the Department of Infrastructure, Energy and Resources is primarily due to:
 - Vacancies pending recruitment action.
- An increase of 22.98 FTEs in the Department of Justice is primarily due to the following:
 - Additional staffing in the Fines Enforcement Unit as required by the Monetary Penalties Enforcement Project;
 - Additional staffing in the Ombudsman’s Office for the victims of child abuse review;
 - Additional intake of custodial officers at Risdon Prison; and
 - Additional recruitment of Court Support Officers for the Victims Assistance Program.
- An increase of 18.13 FTEs in the Department of Police and Public Safety is primarily due to additional staffing for special projects such as:
 - National criminal history tracking;
 - Safe at Home domestic violence initiative; and
 - Whole of government radio network.
- An increase of 2.55 FTEs in the Department of Premier and Cabinet is primarily due to:
 - Additional staff in Policy Division, Office of Parliamentary Counsel and Telecommunications Management Division.
- An increase of 9.16 FTEs in the Department of Treasury and Finance is primarily due to additional staffing in the following areas:
 - Revenue Branch in support of the Tasmanian Revenue Online Project;
 - Liquor and Gaming Branch in support of a new information management project; and
 - Corporate Support Division in support of an electronic information management project.
- A decrease of 3.76 FTEs in the Retirement Benefits Fund Board is primarily due to:
 - Resignations of State Service employees.
- A decrease of 24.79 FTEs in TAFE Tasmania is primarily due to:
 - Transfer of Adult Education to the Department of Education.
- An increase of 3.00 FTEs in the Tasmanian Audit Office is primarily due to:
 - Filling of funded vacancies.
- A decrease of 2.75 FTEs in the Public Trustee is primarily due to:
 - Vacancies pending recruitment action.

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Table 26. Part-Time Employees by Agency, June 2005.

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	15	13.51	1	0.88
Department of Education	4695	57.77	774	27.6
Department of Health and Human Services (including Tasmania Fire Service)	3796	53.82	604	20.9
Department of Infrastructure, Energy and Resources (including Private Forests)	117	35.89	24	5.80
Department of Justice	107	26.82	9	2.12
Department of Police and Public Safety	67	23.51	17	8.99
Department of Premier and Cabinet	43	23.63	4	2.74
Department of Primary Industries, Water and Environment	224	39.37	77	11.27
Department of Tourism, Parks, Heritage and the Arts	156	40.84	35	10.45
Department of Treasury and Finance	29	17.16	5	3.05
Port Arthur Historic Site Management Authority	61	79.22	22	43.14
Retirement Benefits Fund Board	5	50	0	-
TAFE Tasmania	199	36.85	53	10.71
Tasmanian Audit Office	0	-	0	-
The Public Trustee	5	20	1	5
Totals	9519	52.11%	1626	18.54%

The above table shows that 52.11% of women and 18.54% of men work part-time. The Department of Health and Human Services, The Department of Education and the Port Arthur Historic Site Management Authority have the largest proportion of males and females who work part-time.

STATE SERVICE STATISTICS

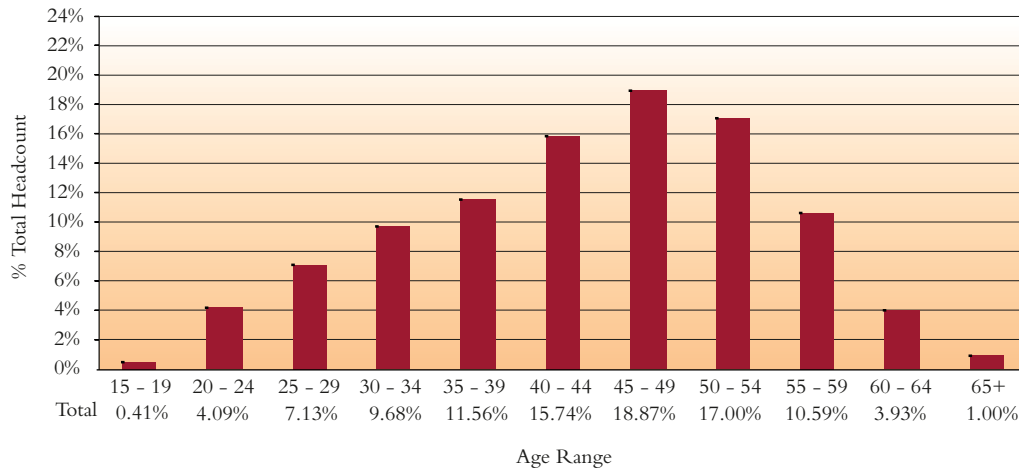
Table 27. Casuals by Agency Paid in Last Pay Period June 2005

Agency	Male	Female	Total
Department of Economic Development	7	1	8
Department of Education	310	938	1248
Department of Health and Human Services (including Tasmania Fire Service)	252	1040	1292
Department of Infrastructure, Energy and Resources (including Private Forests)	22	17	39
Department of Justice	36	46	82
Department of Police and Public Safety	4	3	7
Department of Premier and Cabinet	4	7	11
Department of Primary Industries, Water and Environment	11	6	17
Department of Tourism, Parks, Heritage and the Arts	9	10	19
Department of Treasury and Finance	0	0	0
Port Arthur Historic Site Management Authority	7	9	16
Retirement Benefits Fund Board	0	0	0
TAFE Tasmania	170	230	400
Tasmanian Audit Office	0	0	0
The Public Trustee	0	0	0
Totals	832	2307	3139

Age Profiles

Figure 1. State Service Age Distribution

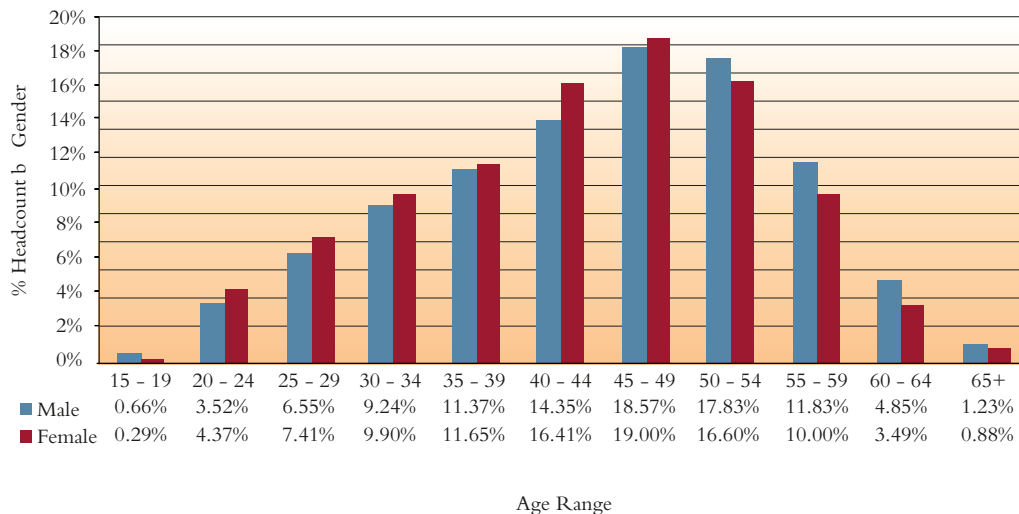
Percentage of Total Headcount by Age



The above graph illustrates that the State Service workforce is slowly ageing. Over 67% of employees are 40 years of age or older and almost 33% are 50 years or older. Less than 12% 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. State Service Age and Gender Distribution

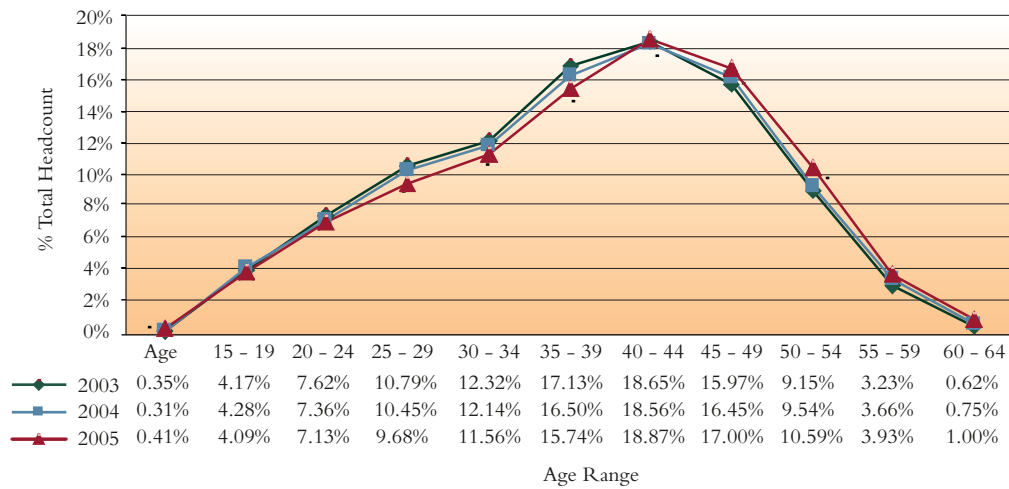
Percentage of Male and Female Headcount by Age



The age trends by gender type 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.

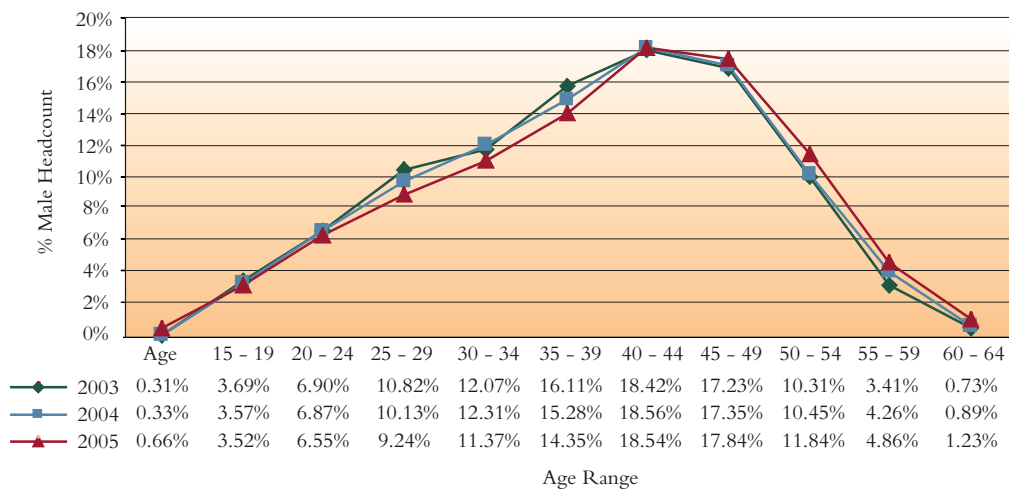
STATE SERVICE STATISTICS

Figure 3. Age Distribution of State Service Employees 2003-2005



Comparison of age profiles for the past 3 years shows an ageing trend in the State Service workforce. This is consistent with trends in other State Service jurisdictions.

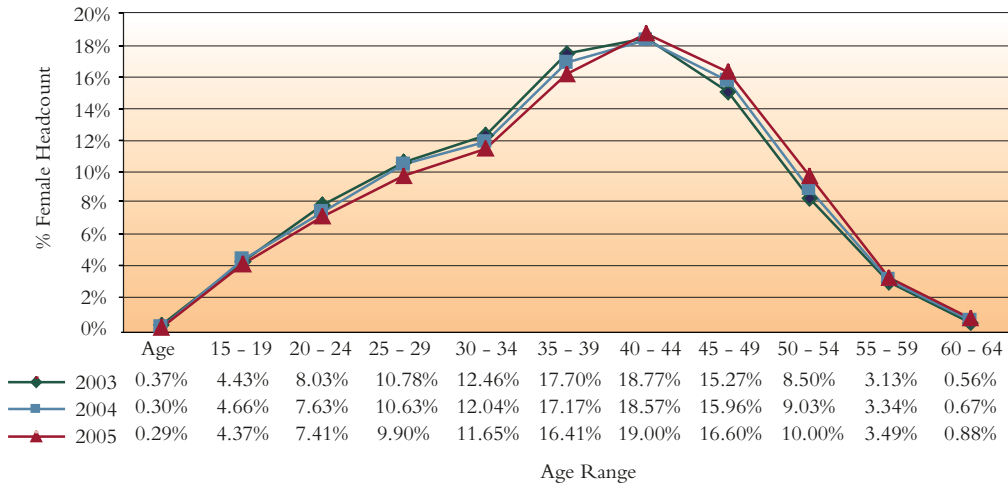
Figure 4. Age Distribution of Male State Service Employees 2003-2005



The percentage of males aged over 45 years of age has increased slightly over the past three years, whilst the percentage of younger males has declined slightly.

STATE SERVICE STATISTICS

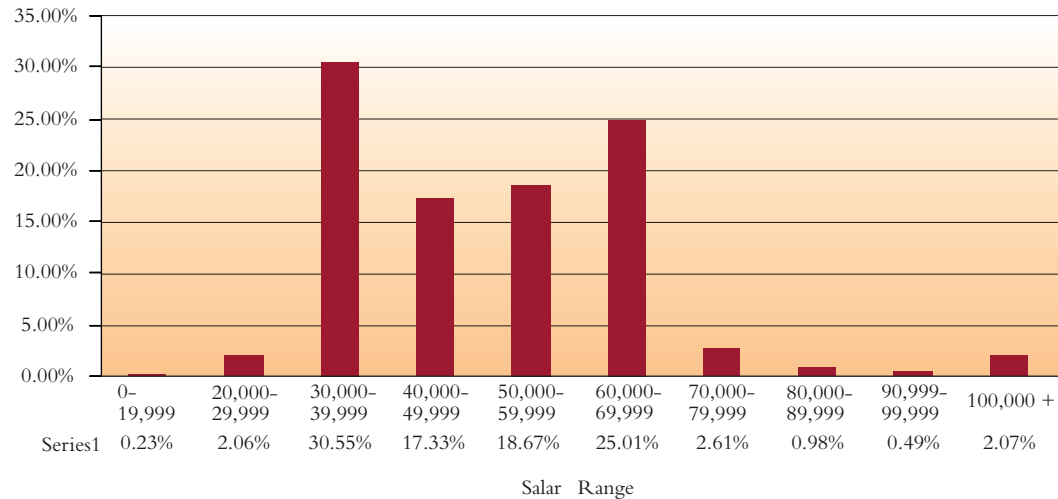
Figure 5. Age Distribution of Female State Service Employees 2003-2005



The percentage of females aged over 45 has increased over the past three years, whilst the percentage of females aged under 45 years has decreased.

Salary Profiles

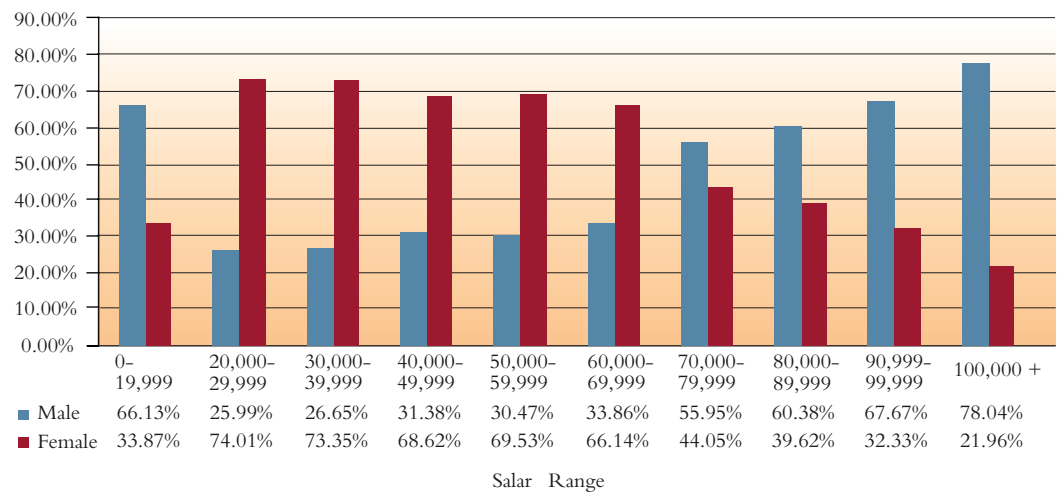
Figure 6. State Service Salary Profile



The majority of State Service employees' earnings fall within the \$30,000 - \$69,999 salary groupings.

Figure 7. Proportion of Males and Females by Salary Range

Gender Composition of the Tasmanian State Service June 2005



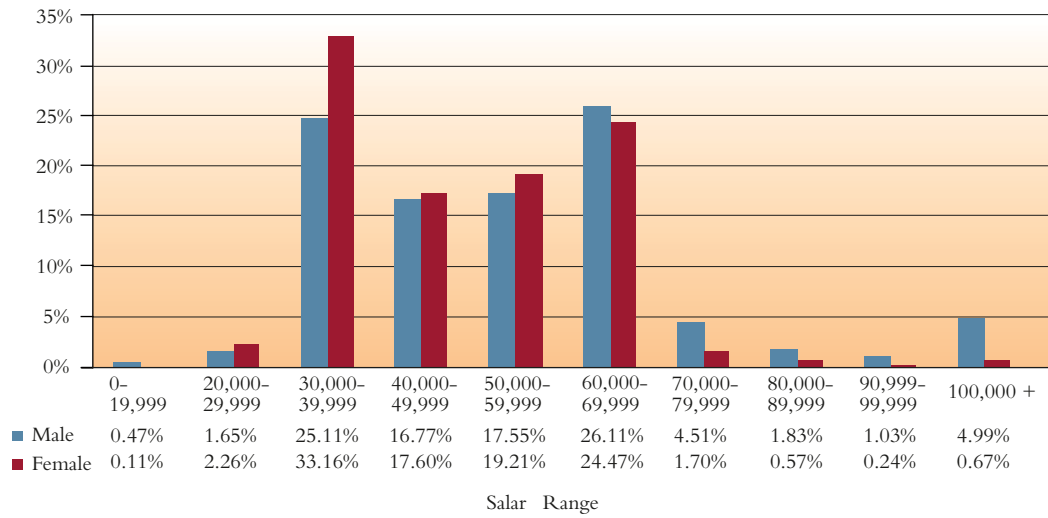
There are a relatively high number of females employed in the teaching and nursing professions and this, in part, explains the predominance of female employees in the salary ranges up to \$69,999. Anecdotal evidence suggests that women are more likely than men to be employed at the lower to middle levels of the Administrative and Clerical Employees Award stream, and this may also help to explain this trend.

The high proportion of males among those earning more than \$69,999 is at least partially explained by the fact that 76% of senior managers are males.

STATE SERVICE STATISTICS

Figure 8. Comparison of Salary by Gender

Salary Profile – Gender Comparison by Salary Grouping



94.44% of female employees and 85.54% of male employees earn salaries of between \$30,000 and \$69,999.
 3.18% of female employees and 12.36% of male employees earn salaries over \$69,999.

Employment Distribution

Figure 9. Age Distribution of Permanent Employees

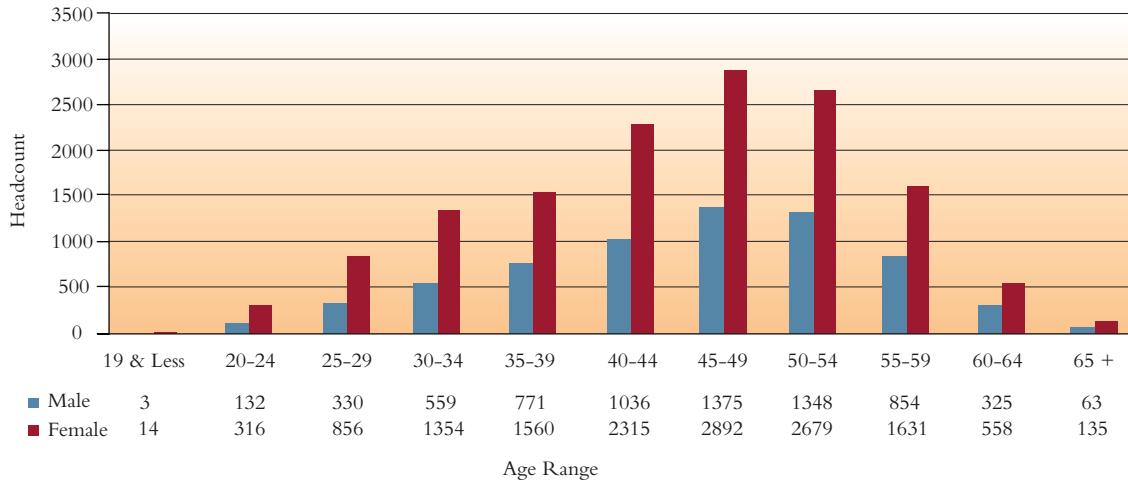
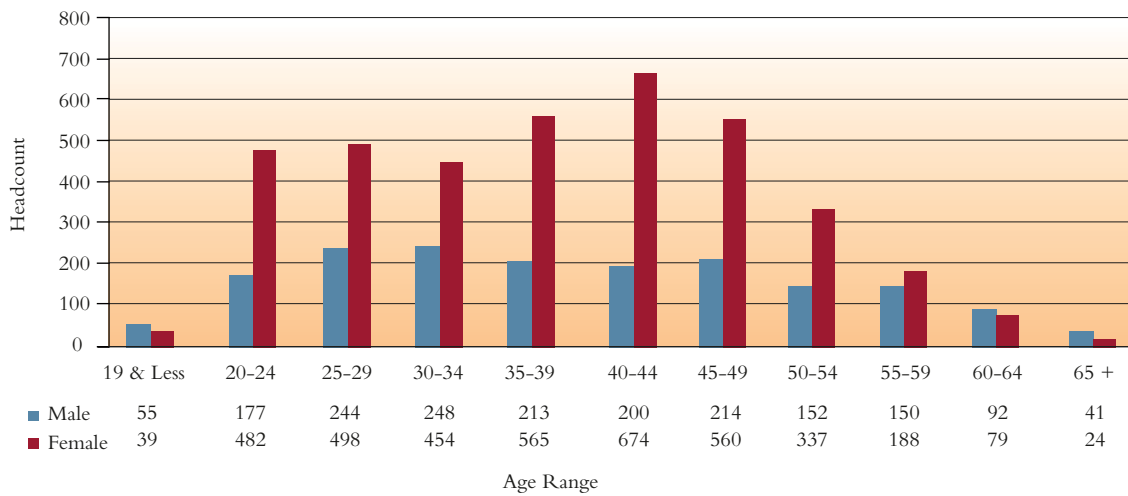


Figure 10. Age Distribution of Fixed-Term Employees



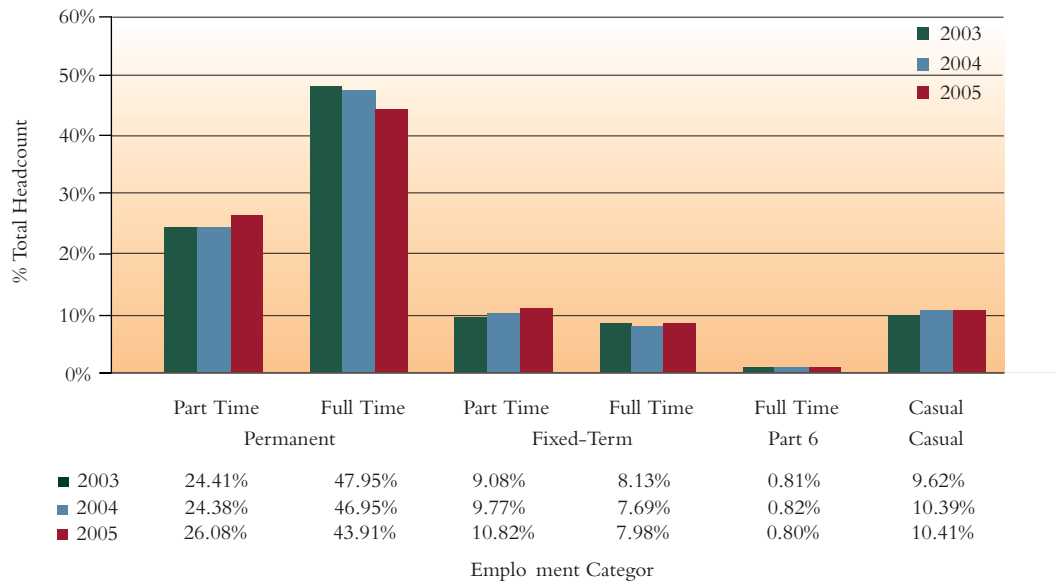
Taking Figures 9 and 10 together, it is apparent that fixed-term employees tend to reflect a younger demographic than permanent employees. A high proportion (55%) of permanent male employees are aged between 40 and 55 years.

A relatively high proportion (52%) of male fixed-term employees are aged under 40 years.

The same trend is observable in relation to female permanent and fixed-term employees but it is slightly less marked.

STATE SERVICE STATISTICS

Figure 11. Distribution of Employees by Employment Category 2003-2005



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