



TASMANIAN
STATE SERVICE
**ANNUAL
REPORT
2020-21**

OCTOBER 2021



COVER

IMAGE TITLE

CREATOR/PHOTOGRAPHER

1.	Women in meeting	Brad Hamis
2.	Using laptop in remote area	Chris Crerar
3.	Having a video conference call meeting	Chris Crerar
4.	Remote technology	Chris Crerar
5.	Nurse working in the intensive care unit	Chris Crerar
6.	School-based traineeship, Trainee Wildlife Officer	Ashton & Peek Film

State Service Management Office
 Department of Premier and Cabinet
 GPO Box 123
 HOBART TAS 7001

Phone: 03 6232 7040

Email: ssmo@dpac.tas.gov.au

Web: www.dpac.tas.gov.au/divisions/ssmo

ISSN (Print): 2202-8587

ISSN (Online, PDF): 2202-8595

October 2021

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21/76628

LETTER OF TRANSMISSION

Peter Gutwein MP
Premier
Minister administering the *State Service Act 2000*

In accordance with the requirements of Section 19 of the *State Service Act 2000*, I enclose for sending to Parliament the *Tasmanian State Service Annual Report 2020-21*.



Jenny Gale
Head of the State Service
5 October 2021

FOREWORD



The challenges of early 2020 helped shape a new way of working for employees across the State Service, and gave us all the opportunity to be more flexible, responsive, and adaptive.

The beginning of 2020-21 saw Public Health restrictions as a result of the COVID-19 pandemic relaxing and State Service employees beginning to transition back to their workplaces and the 'new normal'. The success of flexible working arrangements during the pandemic resulted in some employees choosing not to return to the workplace full-time, and with the support of their agencies they have continued to work under a hybrid model and split their time between the workplace and working from home.

The challenges of 2019-20 reaffirmed the importance of supporting employee health and wellbeing and making sure everyone feels supported and has access to the right resources. A key component of this support is the State Service Employee Assistance Program (EAP), which provides employees and their immediate family access to free, professional counselling sessions and support across a range of work and non-work related challenges. This year we completed the process to appoint a new panel of EAP providers, giving agencies more flexibility to provide support options that suit their workforce.

We also implemented a policy to encourage and support all State Service employees to get their COVID-19 vaccination as soon as they were eligible, and subject to their individual needs and risk factors. Through this policy employees are supported to attend vaccination appointments during business hours without loss of pay. The provisions of Regulation 24, *Leave Because of COVID* were also amended to provide paid leave to employees who experience side effects as a result of receiving the vaccine.

The registration of two new Agreements also provided an allowance to State Service employees working in the International and Domestic Hotel Quarantine Programs. This allowance recognises the additional social restrictions placed on these employees.

In October 2020, the Premier committed all Tasmanian Government Departments to the implementation of the Our Watch Workplace Equality and Respect Standards. This demonstrates our ongoing commitment to ensuring gender equality and respect are at the centre of all of our workplaces. As part of this implementation process, agencies have completed a self-assessment process to measure current processes and policies against the Standards, and are now reviewing their assessment results and preparing action plans.

This year we continued to build a culture of learning within the State Service and by necessity this was mostly online. The Tasmanian State Service Graduate Development Program (TasGraD) and the Manager Essentials Program are two examples of courses that were successfully transitioned to a facilitated online delivery mode. A range of courses offered through the Tasmanian Training Consortium (TTC) are also now available online as TTC moved to a new model of providing live online courses in addition to its suite of traditional face-to-face calendar events.

Our commitment to deliver on the action areas identified in the *Aboriginal Employment Strategy to 2022*, remained a priority this year. The scheduling of Aboriginal Cultural Respect training sessions across the State was a major success with the first round of sessions booked out in record time. Our Aboriginal Employee Network contributed to the development of this training in addition to supporting a range of actions in the Strategy and aligning the Strategy actions with the *Tasmanian Closing the Gap Implementation Plan* to progress and achieve better outcomes for all Tasmanian Aboriginal People.

The Interim Report from the *Independent Review of the Tasmanian State Service* (the Report) was provided to the Premier in November 2020. This Report provided a number of findings and recommendations for consideration ahead of a second round of consultation that took place over early 2021. The final report was due to be provided to the Premier in May 2021, however the independent reviewer, Dr Ian Watt was unable to deliver the final report due to the ongoing impact of COVID-19.

While the impact of COVID-19 required a necessary refocussing of priorities over this reporting period, and has impacted the progress of some initiatives, this year's *Tasmanian State Service Annual Report* highlights the progress that has been made across whole-of-service programs in many key areas.

Our commitment to diversity remains strong; with 46.39% of our Senior Executive Service being women as at June 2021, an increase of 0.61%; and our youth employment initiatives, including the TasGraD Program and School-based Traineeship Program have contributed to an increase in the percentage of employees under age 30 to 13.10% (from 12.48% in 2019-20).

While the effects of COVID-19 and the pandemic response are still being felt across Tasmania, State Service employees continue to show their ability to respond quickly and professionally to the demands of the 'new normal'. Ongoing response and recovery activities have contributed to a growth in recruitment during this reporting period, with an increase in the number of positions advertised externally and Employment Directions 1A and 17A giving agencies the flexibility needed to respond quickly to internal staffing needs.

From 1 July 2021, all State Service employees, officers, volunteers, contractors and visitors will 'check in' using the Check In TAS App when entering the building of a Tasmanian Government agency. By displaying QR codes prominently at all entry points, State Service employees will be helping keep our community, colleagues and loved ones safe, and Tasmania open for business.

Jenny Gale
Head of the State Service

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WHOLE-OF-SERVICE COVID-19 RESPONSE

EMPLOYMENT DIRECTIONS – FLEXIBILITY

As the State Service continues to respond to COVID-19 it remains necessary for Heads of Agencies to be flexible and agile when managing recruitment activities including fixed-term arrangements, filling vacancies, and Senior Executive Service mobility. To support this, the State Service Management Office (SSMO) extended the additional Employment Directions (ED)¹ established in 2019-20, which effected temporary changes to ED1 - *Employment in the State Service* and ED17 - *Senior Executive Service and Equivalent Specialist Officers Administrative Arrangements and Conditions of Service*, and made amendments to delegations relating to ED17.

These additional arrangements give Heads of Agencies discretion when making employment decisions to support response and recovery efforts, including the power to extend fixed-term arrangements, and to extend the period for making subsequent selections for up to an additional six months. ED1a and ED17a were approved by the Premier during June 2020 and remain in force as at 30 June 2021.

LEAVE BECAUSE OF COVID-19 (REGULATION 24)

Leave Because of COVID-19 (COVID Leave) was a key measure introduced in response to the unique circumstances arising out of COVID-19. In 2021, the scope of COVID Leave was extended to cover additional circumstances. The COVID Leave Regulation now provides additional leave for employees when:

- they have exhausted their personal leave entitlements and have contracted COVID-19, or are caring for a member of their immediate family or household who has contracted COVID-19; or
- they have exhausted their personal leave entitlements and experience side effects following vaccination for COVID-19, or are caring for a member of their immediate family or household who experiences side effects following vaccination for COVID-19; or
- they are required to enter isolation, in accordance with a direction made in relation to an authorisation of emergency powers under the *Emergency Management Act 2006*, or a direction made under the *Public Health Act 1997*; or
- they are responsible for providing care or support to a member of their immediate family or household who is unable to attend school or other care arrangements, due to the school or care arrangements being unavailable due to COVID-19; or
- they are in self-isolation awaiting test results but are otherwise ready, willing and able to return to the workplace, and are unable to work from home; or
- they are unable to work for any other reason relating to COVID-19, and are unable to work from home.

The entitlement provides access to paid leave of up to 20 days pro-rata (which can be extended if necessary, by the Head of Agency).

¹ http://www.dpac.tas.gov.au/divisions/ssmo/employment_directions

VACCINATION SUPPORT FOR STATE SERVICE EMPLOYEES

To support agencies and provide specific information relevant to State Service employees regarding the vaccination roll-out, advice and FAQs were prepared and published through the Head of the State Service, and made available on SSMO's Coronavirus (COVID-19) website².

Tasmanian State Service employees have been strongly encouraged to participate in the COVID-19 vaccination program, subject to individual medical needs and any other risk factors.

Support to assist employees in receiving a COVID-19 vaccination, consistent with the National and State Roll-out Strategy, includes:

- identification that particular employees fit a priority group for vaccination because of their work;
- where a vaccination appointment is scheduled during work hours, employees will continue to be paid their normal working hours, including reasonable travel time; and
- reasonable travel expenses, where significant travel is required to access a vaccination site.

Employees can access COVID-19 Leave where they experience side effects following vaccination, and have exhausted personal leave entitlements.

CHECK IN TAS FOR GOVERNMENT PREMISES

SSMO worked with the COVID-19 Emergency Coordination Centre to implement a policy³ that all State Service employees, officers, volunteers, contractors and visitors will 'check in' using the Check in TAS App on arrival when they enter the premises of a Government agency.

Coming into effect from 1 July 2021, checking in on arrival at all Government agency premises recognised the importance of Check in TAS to assist contact tracing efforts, and to keep the community safe and Tasmania open for business. The policy seeks to normalise the use of Check in TAS among State Service employees, officers, contractors, volunteers and visitors to Tasmanian Government agency premises.

The policy makes it clear that it is an extension of the Public Health direction mandating the use of Check in TAS at certain premises, and no Tasmanian Government employee will be denied access to their workplace as a result of this policy. Similarly, other people entering the premises of a Government agency will not be denied access to Tasmanian Government services as a result of this policy.

² <http://www.dpac.tas.gov.au/divisions/ssmo/coronavirus>

³ http://www.dpac.tas.gov.au/divisions/ssmo/coronavirus/required_use_of_check_in_tas_app_policy_and_faqs

DIVERSITY AND INCLUSION

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

ABORIGINAL EMPLOYMENT STRATEGY

Following on from the launch of the *Tasmanian State Service Aboriginal Employment Strategy to 2022*⁴ (the Strategy) in June 2019, work has continued to progress initiatives aimed at attracting and retaining Aboriginal people in the State Service, and supporting Aboriginal employees through building culturally respectful and inclusive workplaces.

Activities in 2020-21 included:

- the recruitment of an Aboriginal Graduate through the Tasmanian State Service Graduate Development Program (TasGraD) in 2020, with a further two targeted for recruitment as part of the 2021 Program;
- the scheduling of an additional five Aboriginal Cultural Respect training sessions across the State, with 85 employees across a range of roles attending. This brings the number of sessions to date to 14 and a total of 325 attendees;
- promoting significant local and national Aboriginal events across agencies;
- finalising the review of the whole-of-government Aboriginal Employment Register, and replacing it with two registers for roles within TasTAFE and the Department of Education;
- continuing to publish and distribute the Aboriginal Employment Network Newsletter⁵; and
- the appointment of an Aboriginal Project Officer to support the ongoing work of the Strategy.

The Tasmanian State Service Aboriginal Employee Network is made up of over 100 members from across the State Service and continues to hold regular state wide workshops and an annual Gathering. The annual Gathering continues to grow and in addition to providing support to all State Service Aboriginal employees, is committed to supporting the *Tasmanian Closing the Gap Implementation Plan* and building Aboriginal Community controlled partnerships. The Network also contributes to the delivery of the Aboriginal Cultural Respect training sessions and to the progress of additional actions under the Strategy.

NATIONAL AGREEMENT ON CLOSING THE GAP

The Tasmanian Government is committed to work in partnership with Tasmanian Aboriginal People across the four priority reform areas identified under the *National Agreement on Closing the Gap* and the *Tasmanian Closing the Gap Implementation Plan*. This work is being coordinated by the Department of Communities Tasmania.

Representatives from the State Service Management Office (SSMO), consulted on the reform areas of *Education (Early Childhood, School and Tertiary), Employment and Training, Heritage, Culture and Language, and Data Sovereignty* as part of a roundtable session in January 2021, providing advice on the Aboriginal

⁴ http://www.dpac.tas.gov.au/_data/assets/pdf_file/0010/463087/DPAC4456_Aboriginal_Employment_Strat_210_x_210_WEB.pdf

⁵ http://www.dpac.tas.gov.au/divisions/ssmo/aboriginal_employment_strategy/aboriginal_employment_newsletter

Employment Strategy, the Tasmanian State Service School-based Traineeship Program, and the TasGraD Program.

In support of the *Tasmanian Closing the Gap Implementation Plan*, SSMO will reframe priorities in the Aboriginal Employment Strategy to reflect a greater commitment to work in partnership with Aboriginal People and determine how support can be provided across the State Service to implement the actions that are prioritised under the *National Agreement on Closing the Gap*. The *Tasmanian State Service Aboriginal Employment Strategy to 2022* actions, and the Aboriginal Employee Network provides unique avenues to explore and support a range of initiatives to progress actions and priorities under the *National Agreement on Closing the Gap*.

As at June 2021, there were 113 Aboriginal Identified positions within the Tasmanian State Service that could only be filled by Aboriginal or Torres Strait Island People.

SCHOOL-BASED TRAINEESHIP PROGRAM

The School-based Traineeship Program (the Program) provides opportunities for Tasmanian students to combine work, training and education. Through the Program, students are able to gain a nationally recognised qualification by working within the State Service while staying at school to complete their Tasmanian Certificate of Education in Years 11 and 12.

Due to the impact of COVID-19 there was no centralised recruitment of school-based trainees in 2020-21. Trainees that commenced in early 2020, were supported in employment through the COVID-19 response, including when required to work from home.

Work commenced in May 2021 to prepare for the 2022 Program. This included the development of a promotional package for State Service agencies that included a recruitment guide and promotional presentation, and aimed to assist agencies to make informed decisions about hiring a trainee. SSMO also engaged earlier with schools to help raise awareness of the Program, and commence the conversation between schools and students who may be interested in undertaking a traineeship.

GRADUATE RECRUITMENT

The Tasmanian State Service Graduate Development Program (TasGraD) was created to provide a link between high-quality graduates and the State Service through a centrally co-ordinated recruitment process and a development program that supports foundational skills and knowledge for graduates commencing their careers.

TasGraD continued to focus on diversity and inclusion, with additional targeted promotion to increase interest from Aboriginal applicants. In response to the 2020 recruitment process, TasGraD received a total of 438 applications from which a TasGraD Pool of 67 successful applicants was created, enabling seven agencies to select 19 candidates. Of those successful candidates, three identified as Aboriginal. The TasGraD Pool is managed by the State Service Management Office (SSMO), and remains available until the next graduate recruitment process commences, so that any agency can recruit for other graduate vacancies as they arise. During the 2020-21 year, a further four graduates were recruited from the TasGraD Pool.

In 2020-21 the State Service hosted seven interns as part of our ongoing partnership with the School of Social Sciences, University of Tasmania. Interns worked on projects in the Departments of Communities Tasmania, Education, Health, Primary Industries, Parks, Water and Environment, and Premier and Cabinet.

GENDER DIVERSITY

Equity in Leadership

In August 2016, Heads of Departments set a goal towards achieving gender equity in our leadership with a target of at least 40% of the Senior Executive Service (SES) to be women by 2020. This target was achieved well ahead of that timeframe, and women now make up 46.39%⁶ of the SES as at June 2021.

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

Our Watch

In October 2020, the Premier committed all Tasmanian Government departments to implementing the *Our Watch Workplace Equality and Respect Standards*⁷ (the Standards). The Standards are designed to guide workplaces through a comprehensive organisational change process, and highlight what needs to be done to create change in the three key areas of leadership, strategy, and norms and practices. Implementing the Our Watch Standards continues the Government's commitment to gender equality across State Service workplaces.

International Women's Day Awards for Excellence

In March 2021, the State Service partnered with TasCOSS, and the Local Government Authority of Tasmania to present the Tasplan International Women's Day Awards for Excellence. With a shared commitment to achieving gender equality across our organisations, these Awards are designed to recognise and give visibility to outstanding contributions by women in the Tasmanian State Service, the community services industry and local government.

AGENCY ACTIVITIES

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

Targeted Recruitment

In 2020-21, agencies reported using targeted recruitment to add greater diversity to their team or to provide employment opportunities to candidates that were disadvantaged due to a prescribed attribute. This included recruitment targeted at Aboriginal and Torres Strait Islander People, people with disability, and people from non-English speaking backgrounds. In total 44 targeted roles were advertised, leading to 35 appointments.

⁶ Based on paid headcount.

⁷ <https://workplace.ourwatch.org.au/what-is-workplace-equality-respect/>

In addition to these targeted roles, a further 22 fixed-term and five casual appointments were made from approved Aboriginal and Torres Strait Islander Employment Registers managed through the Department of Education and TasTAFE. Twelve vacancies were referred to Disability Employment Service providers through the Disability Fixed-term Employment Register, leading to seven appointments.

Agency activities in 2020-21 also included:

ABORIGINAL AND TORRES STRAIT ISLANDER

- promoting the Aboriginal Cultural Respect training sessions to employees and executives;
- increasing the number of permanent positions in Aboriginal Education Services, and cultural and professional collaboration between museums, Aboriginal Learning Facilitators and Aboriginal Education Services;
- commissioning four short videos featuring 13 Tasmanian Aboriginal People talking about identity, stereotypes, Aboriginal health services, and history;
- promoting NAIDOC Week and activities, and supporting employees to attend the State Service-hosted, live-streamed NAIDOC week event;
- targeted recruitment of an Aboriginal Graduate and the development of a targeted Cadetship position;
- promoting the Aboriginal Employee Network and monthly newsletter; and
- increasing adoption of Welcome/Acknowledgement of Country for meetings, workshops and events and in plaques, displaying the Aboriginal flag and local Aboriginal artwork.

GENDER EQUITY

- as part of the Our Watch commitment, conducting the agency self-assessment against Our Watch Workplace Equality and Respect Standards;
- internal promotion and support for the 16 Days of Activism Campaign – Doing Nothing Does Harm, helping to end violence against women and their children;
- promoting International Women’s Day, and the International Women’s Day Awards for Excellence;
- providing a range of information through agency intranets on recognising and responding to disrespect towards women;
- promoting the Women in Leadership Scholarship Program 2020-21; and
- participating in the whole-of-government Women Supporting Women inter-agency working group.

AGE

- participating in the State Service Internship Program;
- supporting youth recruitment through participation in the TasGraD and School-based Traineeship Programs, and providing cadetships;
- coordinating events to celebrate and thank long serving employees;
- promoting the EveryAGE Counts campaign;
- promotion of Seniors Week;
- working with educational institutions to provide student placements; and
- promoting the Phased-in Retirement Scheme.

LGBTIQ

- supporting staff to attend Working it Out workshops and training sessions;
- participating in the whole-of-government LGBTIQ+ working group;
- promoting Pride Month and TasPride;
- promoting and supporting employees to participate in Wear Purple Day; and
- establishing a working group to develop LGBTIQ+ principles for the Diversity Framework.

PEOPLE WITH DISABILITY

- establishing partnerships with JobAccess – Driving Disability Employment, providing training to build manager confidence in recruitment of people with disabilities, undertaking a comprehensive Disability Recruitment Review and developing a JobAccess Action Plan;
- creating an Accessible Events Checklist;
- developing a plan to automate the reasonable adjustment process for employees with disability;
- providing access to Unconscious Bias training, and the Human Library;
- release of Australian Disability Confident Workforces e-module;
- providing input into the review of the whole-of-government Disability Employment Register;
- including mandatory Disability Confident Workplaces training as part of induction; and
- implementing activities under agency-specific Diversity and Inclusion Plans.

GENERAL DIVERSITY AND INCLUSION ACTIVITIES

- releasing a Respectful Workplaces Behaviours Statement of Commitment and Policy;
- reviewing the role and functions of the Inclusion and Culture Committee and Values Champion Network;
- promoting multi-cultural events, including the Multi-cultural Festival at Long Beach, and the Random Acts of Kindness Awards during Human Rights Week;
- implementing chatbot technology to allow employees to record inappropriate behaviours anonymously;
- promoting Zero Discrimination Day;
- reviewing correspondence and information templates to ensure accessibility;
- targeted recruitment of a Graduate from a culturally and linguistically diverse background;
- developing Respectful Behaviours training workshops for managers and employees, in partnership with Swinburne University;
- reviewing and updating information and resources, including eLearning, available to employees across a number of diversity areas, including support for employees experiencing family violence; and
- continuing to support all employees through access to flexible working arrangements.

In 2020-21 the Tasmanian Government jobs website⁸ advertised over 4,580 vacant positions⁹ across the state, and attracted 4,309,044 unique page views from over one million visitors.

⁸ www.jobs.tas.gov.au

⁹ This total represents the number of advertisements appearing on the www.jobs.tas.gov.au website and does not account for advertisements that offered multiple vacancies.

A CULTURE OF LEARNING

Building a high-performing learning culture to support the development of individual and organisational capability needed for now, and into the future.
Developing high-performing, professional and ethical leaders and managers.

TASMANIAN STATE SERVICE LEARNING FRAMEWORK

A Tasmanian State Service Learning Framework (the Framework) has been designed and developed by a cross agency working group led by the State Service Management Office (SSMO). The Framework aims to build a high-performing learning culture and highlights that learning is not a separate activity from work. The Framework is currently being piloted in the Department of Communities Tasmania and will then be available for implementation across all agencies.

The Framework outlines four key principles, four key activities and identifies roles and responsibilities for everyone to be involved in. The Framework asks everyone to engage, to be continuous learners, to value learning in the context of work, and to take responsibility for their own learning and development. The Framework is about sharing knowledge and building individual and organisational capability, recognising that continuous learning and capability building is central to agency performance and productivity.

LEADERSHIP DEVELOPMENT

State Service Strategic Management Program (S3MP)

The S3MP is a joint program delivered by SSMO and Tasmania Police in partnership with the University of Tasmania (UTAS). Participants who successfully complete the S3MP are awarded a Professional Honours (Public Sector Leadership and Management).

In 2020-21, 11 State Service employees continued their participation in the S3MP, alongside participants from Tasmania Police, as the fourth cohort to undertake the program.

During 2020-21, 14 Senior Executive Service officers were assigned to other offices as part of intra, or inter-agency mobility arrangements.

MANAGER DEVELOPMENT

Manager Essentials Program

The Manager Essentials Program¹⁰ is a contemporary program that develops the fundamental and essential capabilities of State Service managers (or equivalent roles). The Program uses a blend of active learning modules and learning guides including self-directed *Getting Started Guides*, *Participant Workbooks* and an *On-the-job Guide* that contains further activities to apply learnings back in the workplace. The Program is bookended by an Emotional Intelligence diagnostic.

In June 2020, as part of SSMO's response to COVID-19, the delivery of the Program and its learning materials were transitioned from face-to-face delivery to a live, online facilitated learning program.

The 2020-21 period saw an additional six Manager Essentials Programs scheduled across the State. Since the inaugural program in June 2017, a total of 340 State Service managers have fully completed the Program.

GRADUATE DEVELOPMENT

The Tasmanian State Service Graduate Development program (TasGraD) provides Graduates with foundation skills and knowledge for a successful State Service career. In addition to the structured development program, TasGraDs have the opportunity to contribute to key projects within Government and play a part in the development and delivery of key policies, programs and services to the Tasmanian community.

In total, 29 Graduates from across the State Service commenced as part of the 2021 TasGraD program¹¹.

To accommodate the impacts of COVID-19, the development program was modified to an online delivery model in 2020 and 2021.

Since commencing in 2017, a total of 152 Graduates have participated in the TasGraD Program.

TASMANIAN TRAINING CONSORTIUM (TTC) ACTIVITIES

Now in its 26th year of operating, the TTC continues to offer courses that are well regarded and deliver valuable skills and knowledge within the Tasmanian public sector, including not only the State Service, but also local and Australian Government entities, and a number of Government Business Enterprises.

Following the TTC's temporary closure from April – June 2020 because of COVID-19, it re-opened with a reduced Calendar from 1 July 2020. Demand steadily increased during 2020-21.

The TTC delivered 75 Calendar courses across the state to a total of 1,173 participants. A number of new courses were offered including:

- Data@Work in the public sector;
- Leading Teams through Change;
- Mechanics of Modern Government; and
- The ABC of Strategy and Strategic Thinking.

¹⁰ http://www.dpac.tas.gov.au/divisions/ssmo/learning_and_development/leadership

¹¹ This includes Graduates appointed from the TasGraD pool, and Graduates appointed by agencies through other recruitment processes.

TTC delivered a series of new programs relating to transparency and governance which attracted strong interest (i.e. Public Interest Disclosure and Right to Information - Foundations and Practice).

Demand also remained strong for a number of established courses.

Offering both face-to-face and online delivery is proving to be successful. Online delivery – where possible and appropriate - makes it easier to deliver to clients in the North and North-West and reduces some barriers to access experienced by people with disabilities.

Though fewer registrations were received for face-to-face courses in the South (750 compared with 1,016 in the previous year), there were 351 registrations for online courses, compared with 10 in the previous year.

Institute of Public Administration Australia (IPAA) – Tasmanian division

TTC provides secretariat and event management services to support IPAA. No events were run in the period apart from the Annual General Meeting.

SUSTAINABILITY, AGILITY, AND SAFETY IN THE WORKPLACE

Providing workplaces that are safe and promote employee wellbeing, supported by a sustainable industrial framework that recognises and rewards capability.

WORKPLACE RELATIONS, AWARDS AND AGREEMENTS

The State Service Management Office (SSMO) supports agencies and provides advice on workplace relations matters to ensure a collaborative and cooperative approach to the management of industrial disputes, terminations and other matters affecting employees. SSMO also has responsibility for all State Service Awards and Agreements and represents the employer in the Tasmanian Industrial Commission for matters relating to the registration of new Agreements or the variation of Awards.

In the 2020-21 financial year, the final Agreements from the 2019 negotiation round were completed and registered with the Tasmanian Industrial Commission (refer to Appendix A for a full list of Agreements). The Firefighting Industrial Agreement was registered on 14 October 2020, followed by the Rural Medical Practitioners, Visiting Medical Practitioners and Salaried Medical Practitioners Agreements, which were registered on 23 December 2020.

Agencies have continued to implement relevant Agreement and non-Agreement commitments since the finalisation of the 2019 negotiation round.

SSMO also completed its work assisting the then Governor and her representatives to register a new Government House Award and Agreement. The finalisation of this process in early 2021 provided a fully modernised and consolidated Award and Agreement, and removed the link to salary increases under the Tasmanian State Service Award.

International and Domestic Hotel Quarantine Allowance

In December 2020, two Agreements were registered for State Service employees (and Police Officers¹²), which provide an allowance of \$150 per day to employees engaged in the International Hotel Quarantine Program. The allowance is in recognition of the social restrictions advised by Public Health for employees engaged in Hotel Quarantine. In May 2021, a similar Agreement was entered into for State Service employees engaged in Domestic Hotel Quarantine. A further Agreement was entered into for Police Officers working in Domestic Hotel Quarantine.

¹² Sworn Police Officers are not State Service employees as they are appointed under the *Police Service Act 2003*, however the two agreements were managed and registered through the State Service Management Office.

Non-wage Agreement matters

Through 2020-21 negotiations have continued on several non-wages Agreements, including the Parks and Wildlife Agreement and Bushfire Suppression Operations Agreement within the Department of Primary Industries, Parks, Water and the Environment (DPIPWE), and the Incident Management Operations Agreement in the Department of Police, Fire and Emergency Management.

The Fixed-term Review occurred between February 2020 and February 2021. Under the review, fixed-term employees within identified cohorts who met specified criteria were considered by their Head of Agency for a change of employment status from fixed-term to permanent. The primary cohorts considered were Allied Health Professionals, Teacher Assistants, Education Facility Attendants, Library Officers, Health Service Officers, Service Tasmania staff, and all employees within DPIPWE. A total of 330¹³ fixed-term employees were converted to permanent over the course of the review.

Employee Assistance Program

A procurement process to replace our whole-of-government Employee Assistance Program (EAP) was completed in 2021, ahead of the existing EAP agreement expiring on 30 June 2021.

As a result of the public tender process, Deeds of Standing Offer were entered into with four EAP service providers. This approach allowed agencies the flexibility to choose their own providers from a prescribed panel and supported a tailored approach to EAP services. Under the panel arrangement, agencies contract directly with their selected EAP provider and pay for those services independently. As at 30 June 2021, all agencies had contracted an EAP provider/s.

SUPPORTING EMPLOYEES EXPERIENCING FAMILY VIOLENCE

In 2020-21, support and assistance continued to be available to employees experiencing family violence in line with the provisions of *Employment Direction 28: Family Violence – Workplace Arrangements and Requirements* (ED28). Agencies train key staff in relation to workplace policies, employee leave entitlements, workplace safety planning processes and employee support referral options.

In 2020-21, a total of 64 applications for leave were made and approved under ED28, averaging 19.59 hours per application (approx. 2.7 days).¹⁴

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

In 2020-21, 1,192 key staff¹⁵ across the State Service received training to support employees who are experiencing family violence.

¹³ This is comprised of 43 employees in the 2019-20 financial year, and 287 in 2020-21.

¹⁴ A decrease from 69 applications averaging 18.37 hours in 2019-20.

¹⁵ Key staff are as defined in Section 7 of ED28. Training may have also been provided to other employees who do not fall into one of these categories, however Clause 9 of ED28 only requires agencies to report on training provided to key staff.

STATE SERVICE VACANCY MANAGEMENT

The *Managing Positions in the Tasmanian State Service* framework continued to support agencies to manage their employment needs according to current priorities. During 2020-21, a total of 17 Targeted and Negotiated Voluntary Redundancies were progressed, and a further 17 employees left the State Service after accepting a Workforce Renewal Incentive Payment.

SUPPORTING EMPLOYEES

In addition to the more than 2,500 employees who had a formal flexible working arrangement (including formal working from home arrangements) in 2020-21, employees also accessed a range of leave provisions as shown in the following table.

TYPE OF LEAVE	NO. OF EMPLOYEES
Maternity leave	1,071
Parental leave	238
Unpaid maternity/parental or adoption leave	590
State Service Purchased Leave Scheme (PLS)	669
State Service Accumulated Leave Scheme (SSALS)	288

WORKPLACE HEALTH, SAFETY AND WELLBEING TRAINING

During 2020-21, more than 9,879 employees and managers received training in line with the requirements of *Employment Direction 27: Work Health and Safety*¹⁶.

Training accessed by employees and managers included first aid and CPR, mental health first aid, risk management and hazard reporting, COVID-19 safety, infection control and hygiene, building healthy coping skills and emotional intelligence, emergency planning, and training for Health and Safety Representatives, Workplace Contact Officers, and Fire Wardens.

General workplace health and safety and mental health training was also provided as part of employee and senior executive induction processes.

¹⁶ http://www.dpac.tas.gov.au/data/assets/pdf_file/0006/186054/ED27_WorkHealthSafety.PDF

WORKFORCE MANAGEMENT

Managing State Service employment on behalf of the Premier as the Employer, through high-quality policy, programs and governance arrangements.

INVESTIGATIONS

Code of Conduct

In 2020-21 there were 105 allegations of breaches of the Code of Conduct (Section 9 of the *Tasmanian State Service Act 2000* [the Act]), being investigated in line with the provisions of *Employment Direction No. 5: Procedures for the Investigation and Determination of whether an employee has breached the Code of Conduct*.

Of the 35 that were finalised during the period, 25 breaches were identified and sanctions were imposed that included counselling, formal reprimands, reduction in classification, fines, and termination of employment. The remaining cases were either resolved with no breach found, finalised through other means, or were carried forward into the 2021-22 period.

Suspension of Employees

Employment Direction No. 4: Procedure for the Suspension of State Service Employees with or without Pay, sets out the basic procedural requirements for the suspension of a State Service employee by a Head of Agency who has reasonable grounds to believe it is in the public interest.

Across the State Service in the 2020-21 financial year, a total of 59 employees were suspended during the course of investigations into alleged breaches of the Code of Conduct.

Inability

Six agencies reported investigations into alleged inability of an employee to perform their duties, in line with *Employment Direction No. 6: Procedures for the Investigation and Determination of whether an employee is able to efficiently and effectively perform their duties*.

A total of 19 cases were under investigation in 2020-21 which included those carried forward from 2019-20. Eight investigations were finalised in 2020-21. Of the cases finalised, three were found to be unable to perform their duties and resulted in termination or resignation of the employee. The remaining unresolved cases were carried forward into the 2021-22 period.

Terminations

Section 44(3) of the *State Service Act 2000* provides a number of grounds on which an employee's employment may be terminated. In 2020-21, a total of eight terminations were reported across three agencies, which is the same as that reported in 2019-20.

REASON FOR TERMINATION	PERMANENT	FIXED-TERM	TOTAL
Termination of a probationary employee	1	-	1
Abandonment of employment	0	-	0
Breach of the Code of Conduct	5	-	5
Inability	2	-	2
Termination following ED26 process	-	-	-
TOTAL	8	-	8

GRIEVANCES

Internal grievances

Employees are able to raise grievances or matters with their agency under the agency's grievance management process. In 2020-21, a total of 204 formal grievances were reported across eight agencies, which is an increase from 178 grievances across 10 agencies in 2019-20.

The nature of the grievances lodged included work performance issues, employee conflicts, allegations of misconduct, management decisions, bullying and/or harassment, and sexual harassment. Where these grievances were resolved, actions taken included mediation, counselling, additional training, lawful direction, and coaching. The following table shows the outcome of all formal grievances reported in 2020-21, compared to 2019-20¹⁷.

OUTCOME OF FORMAL GRIEVANCE	2019-20	2020-21
Satisfactorily resolved by agreement	33	43
Withdrawn	5	4
Upheld	54	49
Dismissed	28	46
Carried forward	58	62
TOTAL	178	204

Bullying and/or Harassment and Sexual Harassment

Of the formal grievances raised through agency grievance management processes in 2020-21, 44 related to allegations of bullying and/or harassment, and a further nine related to allegations of sexual harassment. A total of 22 grievances relating to bullying and/or harassment and five relating to sexual harassment were resolved. The remaining unresolved grievances were carried forward into the 2021-22 year.

¹⁷ The average number of formal grievances managed internally each year for the five years to 2021 was 159.

External grievances

In 2020-21, a total of 12 grievances were taken to external organisations (six to Equal Opportunity Tasmania, five to the Tasmanian Industrial Commission and one to the Integrity Commission), these grievances included matters referred by employees that were referred back to the agency for investigation. Matters referred related to management decisions, discrimination, conflict of interest, and bullying and/or harassment¹⁸.

EMPLOYMENT DETERMINATIONS

Determinations by the State Service Management Office (SSMO)

In 2020-21, a number of matters were referred to SSMO for determination using the powers of the Employer under the Act, in line with relevant Employment Directions (EDs)¹⁹, and Practices, Procedures and Standards (PPSs)²⁰. The following table shows the requests made during this period and their status as at 30 June 2021.

REQUEST TYPE	CARRIED OVER	NEW	REJECTED /W'DRAWN	APPROVED	CARRIED FWD
Agency-specific recruitment programs (PPS2)	0	0	0	0	0
Pre-employment checks (ED7)	0	8	0	8	0
Essential Requirements (ED1, 10, and 18 and Offices under s29 of the <i>State Service Act 2000</i>)	0	47	1	46	0
Extension of fixed-term beyond 36 months (ED1) or 42 months (ED1a)	0	29	0	29	0
Fixed-term and casual employment registers (PPS1) ²¹	4	11	0	15	0
Appointment without advertising (ED1)	0	1	0	1	0
Promotion without advertising (ED1)	2	76	0	78	0
Secondments into the State Service (ED1)	0	17	0	17	0
Secondments out of the State Service (ED1)	0	12	0	12	0
TOTAL	6	201	1	206	0

Determinations by Heads of Agencies

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

The power of the Employer to change the employment status of a fixed-term employee to permanent under Section 37 (4) of the Act is delegated to Heads of Agencies, and exercised in accordance with the provisions of ED1. In addition, this power extends to the Head of Agency of the Department of Education to change the employment status of eligible fixed-term teachers who meet the requirements of *Employment Direction No.9: Change of Employment Status of Fixed-term Teachers to Permanent* (ED9).

¹⁸ The average number of grievances managed externally each year for the five years to 2021 was 36.

¹⁹ http://www.dpac.tas.gov.au/divisions/ssmo/employment_directions

²⁰ http://www.dpac.tas.gov.au/divisions/ssmo/employment_policy/practices_procedures_and_standards

²¹ Currently approved fixed-term and casual employment registers can be viewed on the www.jobs.tas.gov.au website.

The following table sets out the number of determinations approved by Heads of Agencies in 2020-21.

REQUEST TYPE	APPROVED
Application by a fixed-term employee to have their duties advertised for filling on a permanent basis (Clause 13 of ED1).	4
Change of employment status from fixed-term to permanent where special and compelling circumstances exist (Clause 14 of ED1).	362
Change of employment status for eligible fixed-term teachers (ED9).	210
TOTAL	576

MANAGING PERFORMANCE

Performance management systems provide a framework for regular, constructive discussions that create a link between the performance and development of employees and officers and the agency's business requirements. In 2020-21, agencies reported approximately 16,844 employees participated in a performance management process representing 50.41% of the State Service workforce. This was an increase from 11,703 in 2019-20 (36.57% of the State Service workforce).

Performance Improvement Plans (PIPs) provide additional support to employees in meeting performance measures, by providing a structured plan that can include additional training, supervision, role clarification, or a skills review. In 2020-21, there were 15 PIPs in place (a decrease from 28 in 2019-20) and a total of 18 were completed in the period (this includes PIPs carried forward from 2019-20).

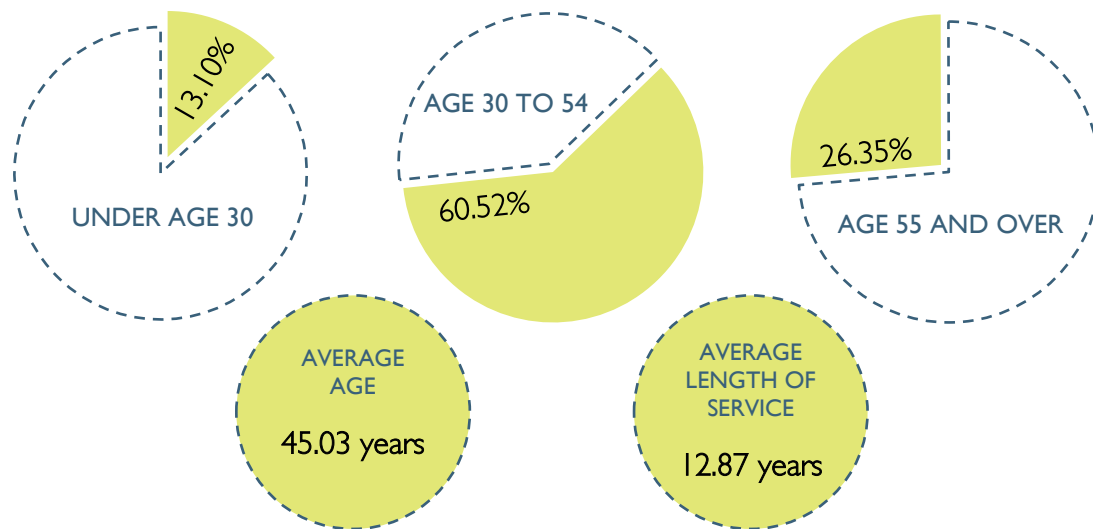
WORKFORCE PROFILE

PAID FULL-TIME EQUIVALENT BY AGENCY

AGENCY	2020	2021	VAR. 2020-21
Department of Communities Tasmania	771.40	803.73	32.33
Department of Education	8,416.75	8,522.53	105.78
Department of Health	10,082.12	10,622.50	540.38
Department of Justice	1,397.59	1,425.19	27.60
Department of Police, Fire and Emergency Management	960.47	1,007.88	47.41
Department of Premier and Cabinet	383.68	390.81	7.13
Department of Primary Industries, Parks, Water and Environment	1,235.54	1,334.35	98.81
Department of State Growth	746.71	797.47	50.76
Department of Treasury and Finance	303.68	305.87	2.19
Tasmanian Audit Office	41.65	43.91	2.26
Brand Tasmania	5.00	6.00	1.00
Integrity Commission of Tasmania	13.20	15.10	1.90
Macquarie Point Development Corporation	8.70	9.93	1.23
Port Arthur Historic Site Management Authority	101.83	102.36	0.53
TasTAFE	704.30	772.86	68.56
The Public Trustee	55.70	53.75	-1.95
Tourism Tasmania	60.52	60.30	-0.22
TOTAL	25,288.84	26,274.54	985.70

*As at 30 June 2021, the State Service had a total paid headcount of 33,416 employees.
This is an increase of 1,418 paid headcount (from 31,998 as at 30 June 2020).*

STATE SERVICE EMPLOYEES BY AGE GROUP

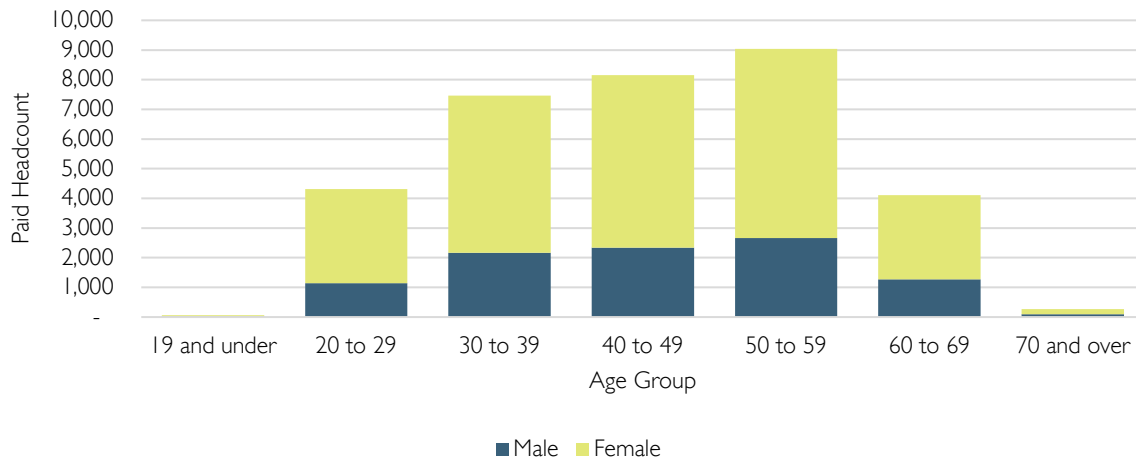


PAID HEADCOUNT BY AGENCY AND EMPLOYMENT CATEGORY

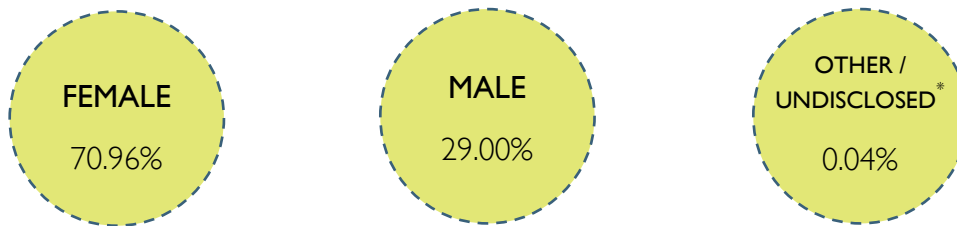
AGENCY	FIXED-TERM	PERM.	OFFICER	TOTAL
Department of Communities Tasmania	123	755	16	894
Department of Education	2,507	9,043	27	11,577
Department of Health	2,419	11,446	36	13,901
Department of Justice	184	1,326	29	1,539
Department of Police, Fire and Emergency Management	90	958	13	1,061
Department of Premier and Cabinet	82	371	15	468
Department of Primary Industries, Parks, Water and Environment	301	1,186	15	1,502
Department of State Growth	94	795	31	920
Department of Treasury and Finance	32	283	16	331
Tasmanian Audit Office	10	36	2	48
Brand Tasmania	1	3	2	6
Integrity Commission of Tasmania	3	12	1	16
Macquarie Point Development Corporation	3	7	2	12
Port Arthur Historic Site Management Authority	8	120	1	129
TasTAFE	68	813	5	886
The Public Trustee	7	51	1	59
Tourism Tasmania	11	54	2	67
TOTAL	5,943	27,259	214	33,416

The total number of employees under age 30 increased to 4,378 paid headcount in 2020-21 (from 3,994 in 2019-20).

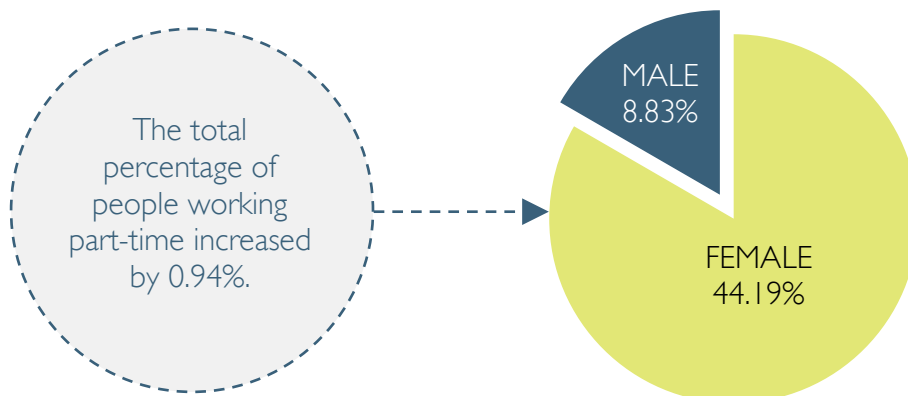
PAID HEADCOUNT BY AGE GROUP AND GENDER



GENDER DIVERSITY



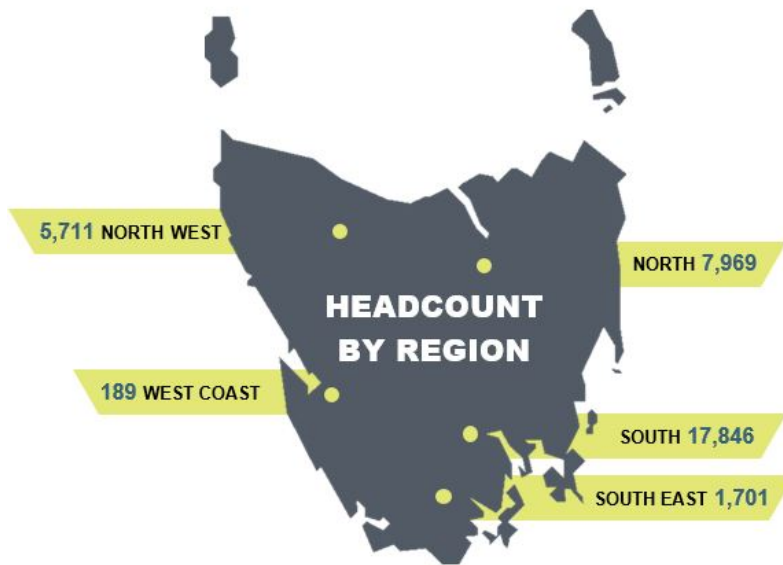
	FEMALE	% OF STATE SERVICE	MALE	% OF STATE SERVICE
Permanent	19,485	58.31	7,768	23.25
Fixed-term	4,135	12.37	1,803	5.40
Officers	93	0.28	121	0.36
TOTAL	23,713	70.96	9,692	29.00



* The State Service supports employees who do not wish to identify as either male or female. For more information please refer to the Data Notes at the end of this Report.

EMPLOYMENT BY REGION

	FIXED-TERM %	PERMANENT %	OFFICER %	TOTAL %
Interstate	-	-	-	-
North	3.92	19.89	0.04	23.85
North West	2.97	14.10	0.01	17.08
South	9.64	43.19	0.58	53.41
South East	1.12	3.96	0.01	5.09
West Coast	0.13	0.44	0.00	0.57
TOTAL % OF STATE SERVICE	17.78	81.58	0.64	100.00

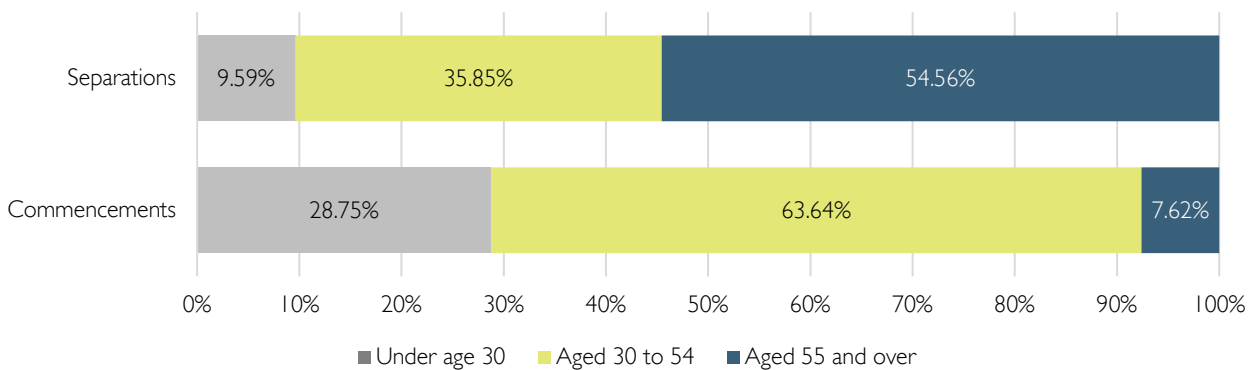


CHANGE IN PAID HEADCOUNT BY REGION (2020-21)

REGION	VAR.	↕
Interstate	-	-
North	265	^
North West	219	^
South	918	^
South East	28	^
West Coast	-12	∨
TOTAL	1,418	^

COMMENCEMENTS AND SEPARATIONS

Of the 1,470 permanent employees who left the State Service in the 2020-21 period, 1,400 (95.24%) resigned²² or retired. The following chart shows the percentage of permanent separations and commencements in each age group during the reporting period.



²² Does not include employees who accepted a Workforce Renewal Incentive Program payment or Voluntary Redundancy package.

OFFICERS

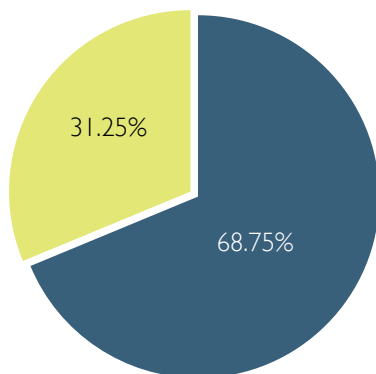
An Officer is anyone appointed under Part 6 of the *State Service Act 2000* (the Act), and includes Heads of Agencies, Prescribed Office Holders, Senior Executive Services (SES) and Equivalent Specialists. Overall, the total paid headcount of Officers in the State Service increased over the 2020-21 period to 214 (from 211 in 2019-20).

	MALE	FEMALE	TOTAL
Heads of Agencies	11	5	16
Senior Executive Service	89	77	166
Equivalent Specialists	20	10	30
Prescribed Office Holders	1	1	2
TOTAL	121	93	214

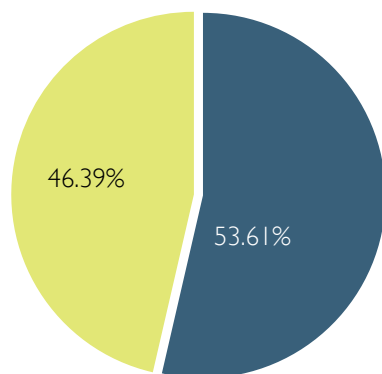
HEADS OF AGENCIES AND SES BY GENDER

● Female ● Male

Heads of Agencies

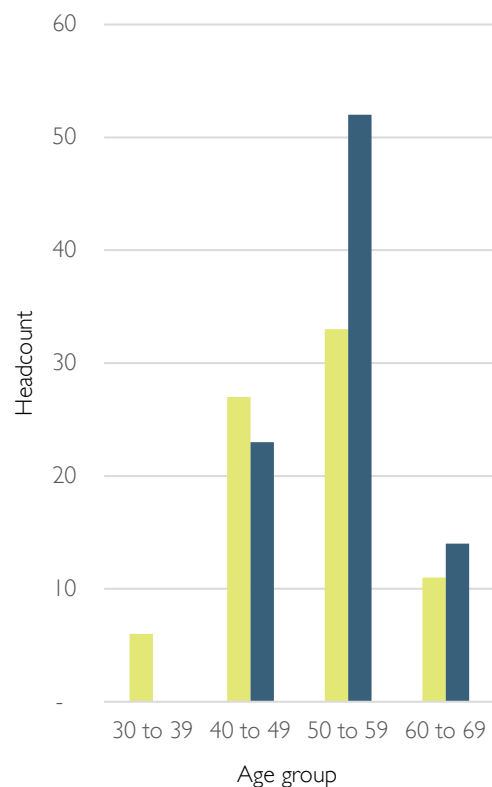


Senior Executive Service



SES BY GENDER AND AGE

● Female ● Male



DATA NOTES

Data included in this Workforce Profile reflects information collected through the Workforce Information Reporting System (WiRS). WiRS is a standardised employee reporting system, validated against a set of business rules and translation tables to ensure consistent reporting at a whole-of-service level. WiRS data only includes those people employed under the *State Service Act 2000* (the Act), and within the agencies listed in Schedule 1 of that Act²³.

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

Gender

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

Definitions

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

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

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

For More Information

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

This Report and previous Tasmanian State Service Annual Reports can be viewed on the SSMO website at http://www.dpac.tas.gov.au/divisions/ssmo/about_ssмо/annual_reports.

²³ <https://www.legislation.tas.gov.au/view/html/inforce/current/act-2000-085#JSI@EN>

APPENDIX A – AGREEMENTS

The following tables set out those Awards and Agreements finalised as part of the 2019 negotiation process.

FINALISED UNDER THE LEAD NEGOTIATOR MODEL

AGREEMENT	DATE REGISTERED
Allied Health Professionals PSUWA 2019	6 April 2020
Ambulance Tasmania Agreement 2019	18 May 2020
AWU PSUWA 2019	23 March 2020
Educational Facility Attendants Agreement 2019	18 May 2020
Teachers Agreement 2019	19 December 2019
TasTAFE Teaching Staff Agreement 2019	19 December 2019
Nurses and Midwives Agreement 2019	20 May 2020
Radiation Therapists Agreement 2019	23 March 2020
Dental Officers Agreement 2019	23 March 2020
PSUWA 2019	27 February 2020
Ministerial Drivers Industrial Agreement 2019	6 March 2020
Legal Practitioners Agreement 2019	6 March 2020

FINALISED BY AGENCIES

AGREEMENT	DATE REGISTERED
Fire Fighting Agreement 2019	14 October 2020
Correctional Officers Agreement 2019	16 June 2020
Engineers Agreement 2020	18 June 2020
Port Arthur Staff Agreement 2019	25 June 2020

FINALISED BY AGENCIES (OUTSIDE OF THE LEAD NEGOTIATOR MODEL)

AGREEMENT	DATE REGISTERED
Salaried Medical Practitioners Agreement 2019	23 December 2020
Visiting Medical Practitioners Agreement 2019	23 December 2020
Rural Medical Practitioners Agreement 2019	23 December 2020



Tasmanian
Government

Head of the State Service
State Service Management Office

Email: ssmo@dpac.tas.gov.au

www.dpac.tas.gov.au