

Tasmanian State Service Annual Report 2022-23

October 2023





**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 2023

© Crown in Right of the State of Tasmania 2023

23/489612

Letter of Transmission

Jeremy Rockliff MP
Premier
Minister administering the *State Service Act 2000*

In accordance with the requirements of Section 19 of the *State Service Act 2000*, I enclose for sending to Parliament the Tasmanian State Service Annual Report 2022-23.

A handwritten signature in black ink, reading "Jenny Gale". The signature is written in a cursive, flowing style.

Jenny Gale
Head of the State Service

October 2023

Image credit: Louise Adams



Acknowledgement to Country

Across the Tasmanian State Service, we respectfully acknowledge the traditional custodians of Country across lutruwita/Tasmania.

We acknowledge and recognise Tasmanian Aboriginal people's continuous connection to Country, their deep spiritual connections and relationships to Land, Sea, and Sky Country, since time began.

We acknowledge the many Aboriginal people working across the State Service and recognise and value their immense contributions.

Foreword



Reflecting on the 2022-23 year, I continue to see our efforts in renewal, growth and change initiatives across the Tasmanian State Service (TSS). I am proud of how the Agencies that comprise our TSS are working together and collaborating on important areas in what continues to be a changing environment. We can do more together than we can do individually.

At the whole-of-Service level, a number of important employment and workforce management priorities and initiatives are progressing. The State Service Management Office (SSMO) has continued to lead work on key projects resulting from the Independent Review into the Tasmanian State Service. This has included the establishment of a project to create a shared investigation capability for serious alleged breaches of the Code of Conduct.

Each of these important initiatives is aimed at promoting the safety of our workplaces and employees and will ultimately help support the Government's response to the findings of the Commission of Inquiry into the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings (the Commission of Inquiry). During the 2022-23 period, the Government has continued to fully support the proceedings of the Commission of Inquiry, including providing time for employees to attend hearings without loss of pay or leave.

A significant undertaking during the 2022-23 period has been the implementation of a range of Trauma Informed Practice training courses, delivered by the Tasmanian Training Consortium in partnership with Lifeline Tasmania. This was part of the Tasmanian Government's interim response to the Commission of Inquiry and is aimed at ensuring our leaders, managers and other employees are better equipped to respond to the Commission's findings and support employees as required on an ongoing basis. To date, over 200 officers and employees have attended the training.

Another significant change during the year has been the establishment of a dedicated Industrial Workforce Reform program, working within the State Service Management Office. A dedicated team has been established to ensure that all commitments made under relevant industrial agreements are enacted during the life of those agreements. The Government is committed to working constructively with our stakeholders on this important work for the benefit of all TSS employees. This year was also a very busy industrial bargaining round, with fourteen new agreements registered with the Tasmanian Industrial Commission covering the majority of State Service employees, and Police.

All new Agreements included a range of new leave provisions recognising the diversity of our employees' backgrounds and experiences. These included Gender Affirmation Leave, Disability Leave, Aboriginal Cultural Leave, and updated parental leave provisions including Foster Care Leave, Grandparent Leave and Surrogacy Leave. As the Head of the State Service, it is important to me that our working conditions continue to attract people to jobs and careers within the TSS. As one of the largest employers in Tasmania, it is critical that we lead the way in supporting and encouraging contemporary, inclusive workplaces that value diversity and support our people to deliver important services every day.

I was also pleased to launch the latest round of the TSS Employee Survey, which was open to employees in March 2023. An improved response rate of 29 per cent (representing approximately 10,000 individual responses) was recorded. In consultation with the Secretaries Board, I have determined that all TSS Agencies will focus on two key priorities stemming from the Survey results. These relate to building a culture of safety at work, focusing particularly on psychosocial safety; and on building on gains in diversity, equity and inclusion.

Indeed, more broadly there were a range of notable initiatives and progress in the diversity, equity and inclusion area during 2022-23. This included new funding for the TSS Aboriginal Employment Strategy, the creation of a new Disability Employment Portal, sustained gender balance in Senior Executive Service positions, and an increase in the proportion of TSS employees under the age of 30.

I know that the year ahead will bring with it a substantial and challenging agenda, but I look forward to the opportunities it will bring to make meaningful changes that will safeguard the safety and wellbeing of our employees and the Tasmanian community that we serve – particularly our children and young people - now and into the future.



Jenny Gale
Head of the State Service



Contents

STRATEGIC PRIORITIES OVERVIEW	10
Tasmanian State Service Review	10
Commission of Inquiry	13
Industrial Relations Workforce Reform Program	13
DIVERSITY, EQUITY AND INCLUSION	14
Aboriginal Employment Strategy	14
National Agreement on Closing the Gap	15
Youth recruitment	16
Equity in Leadership	17
Our Watch	17
Disability Employment Portal	17
Agency activities	18
EMPLOYEE SURVEY 2023	20
EMPLOYEE AND LEADERSHIP CAPABILITY	24
Key Activities in 2022-23	24
Tasmanian Training Consortium (TTC) activities	25
WORKPLACE RELATIONS AND SAFETY	26
Workplace relations, awards and agreements	26
Non-wage Agreement matters	28
Supporting employees experiencing family violence	28
Managing psychosocial hazards in the workplace	28
Managing occupational violence	29
State service vacancy management	29
Supporting employees	29
Workplace health, safety and wellbeing training	30
COVID-19	30
State Service overview – structural changes and key recruitment initiatives	30
WORKFORCE MANAGEMENT	32
Investigations	32
Grievances	34
Employment determinations	35
Managing performance	36
WORKFORCE PROFILE	38
Paid Full-time Equivalent by agency	38
State Service employees by age group	39
Paid headcount by agency and appointment type	40
Paid headcount by gender and appointment type	41
Employment by region (Paid headcount)	42
Commencements and separations	43
Officers	43
APPENDIX A – AGREEMENTS	46

Strategic Priorities Overview

COMMISSION OF INQUIRY

A Commission of Inquiry (the Commission) established under section 4(1) of the Commissions of Inquiry Act 1995 has been held into the Tasmanian Government's responses to child sexual abuse in institutional settings.

Under its Terms of Reference, the Commission focused on the adequacy and appropriateness of the Tasmanian Government's current responses to allegations and incidents of child sexual abuse in institutional contexts.

The Commission's hearings concluded in September 2022. During the period that hearings were occurring, the Government supported TSS employees who give evidence at hearings by providing up to two days' leave without loss of pay or deduction of leave.

A formal public apology was made on behalf of Parliament in the House of Assembly on Tuesday 8 November 2022. The apology extended to all people who have been impacted by child sexual abuse in Tasmanian Government institutions, not just those who have participated in the Commission of Inquiry.

As at 30 June 2023, the Commission was in the process of finalising its recommendations and report. The Government has made a commitment that all the recommendations from the Commission of Inquiry final report will be implemented. It is anticipated the Government will deliver a formal response once the Commission has handed down its report and the report has been made publicly available.

INDEPENDENT REVIEW OF THE TASMANIAN STATE SERVICE REVIEW

The Tasmanian Government announced the Independent Review of the Tasmanian State Service (the TSS Review) in June 2019 to consider whether the governing framework of the State Service is fit-for-purpose for Tasmania today and into the future. The Review identified structural, legislative and administrative improvements relating to transforming current structures, services and practices to deliver a more efficient and effective public service.

The Final Report of the TSS Review was provided to the Premier and Treasurer in July 2021. It made 77 recommendations across five key domain areas. The key domains are Principles and Values, Leadership, Capability, Workforce and Service Delivery. Each domain can be considered individually, but the complete inter-relationships between the reforms mean that success relies on attention across all five. In 2022-23, the Tasmanian State Service has continued to progress priorities identified as part of tranche one of the response to the Review's recommendations.

Human Resource Information System (HRIS) project

The TSS operational human resources environment requires significant reform to ensure we have systems that will enable the management of our workforce and support the delivery of services provided to the community.

The Department of Health (DoH) continues to be the lead agency for the ongoing TSS HRIS and HR Transformation. The project is driving business-led transformational change with the introduction of service-wide contemporary HR practices underpinned by a new HRIS. It will deliver an end-to-end contemporary HR solution across the TSS once implemented.

The Government has approved the proposed DoH HRIS being developed as a whole-of-government solution in the future. DoH has procured SAP SuccessFactors Suite which will form the foundation for the TSS HR Information System.

Work continues with all agencies to progress the process harmonisation phase. Process harmonisation underpins the adoption of the HRIS through the development of common standards and by providing a greater understanding as to the scale and nature of change required in each Agency.

Creation of Practices, Standards and Procedures No.5 – Register for Tasmanian State Service Code of Conduct Breaches Resulting In Or That Would Have Resulted In Termination

The Integrity Commission's 2017 report on the management of misconduct in the Tasmanian public sector made several recommendations, one of which was the establishment of a central record for terminations of employees.

This was also reflected in the Keeping Children Safer Implementation Status report, which provides for an action to "establish a central register of employees terminated as a result of an ED5 investigation".

This register was established in July 2022 to assist agencies in conducting due diligence during the recruitment process by providing them with information on whether an applicant has previously been terminated from the TSS or would have been, had they not left prior to a determination.

The register contains records dating back to July 2017, and was established in accordance with the Practice, Procedure, and Standard No.5 Register for Tasmanian State Service Code of Conduct Breaches Resulting In or That Would Have Resulted In Termination.

Work is currently underway to develop a mechanism for identifying disciplinary actions taken against applicants for employment in the State Service, where relevant.

The register is accessed by Agencies prior to an offer of employment being made to a successful applicant for a role with the State Service.

The sensitive nature of this information is a key issue and a number of actions have been taken to maintain confidentiality and compliance with the Personal Information Protection Act 2004. Further enhancements are currently being made to the system to assist with the management of this information and to introduce an auditing process.

A former employee's name is only included on the register where it has been determined that they have breached the State Service Code of Conduct and:

- the sanction of termination has been imposed; or
- where the sanction of termination would have been applied, but for the employee leaving their State Service employment prior to the sanction being finalised.

Access to the register is restricted to a limited number of recruitment specialists who work in the human resources area of each TSS Agency and State Authorities. Inclusion on the register does not automatically prevent an applicant from possible future employment in the TSS.

Where a match is identified, further details of the nature of the breach will be provided to the Head of Agency, who will then determine whether the breach is relevant to the job to which the person has applied.

Prior to any decision being made, as to whether a successful applicant's previous conduct is relevant to the current appointment, the applicant will be given an opportunity to provide information for the consideration of the Head of Agency.

Review of Employment Direction No. 5

Employment Direction 5 (ED5) is issued under section 17 of the State Service Act 2000. ED5 provides direction for all State Service agencies for investigating and determining whether an employee has breached the State Service Code of Conduct.

ED5 is currently under review as part of the recommendations from the 2021 Independent Review of the Tasmanian State Service. The Review of ED5 has been expedited to support the Keeper Children Safer priority actions as part of the Government's Interim Response to the Commission of Inquiry made in February 2023 and is due for revision in October 2023.

ED5 will initially be revised as part of this response and then continue to be updated as part of the Review implementation and the process for managing conduct and behaviour in the State Service.

Shared investigation capability for alleged serious Code of Conduct breaches

In line with Review Recommendation 58 of the TSS Review, the Premier announced in August 2022 that the Government is working towards creating a shared capability for the investigation of serious Code of Conduct breaches across the State Service.

In addition, this also aligns with Keeping Children Safer actions arising from the Government's interim response to the Commission of Inquiry into Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings.

A Project Manager commenced in September 2022 to consider the options for establishing a central function to manage serious Code of Conduct matters including the investigations, to build shared capability in the State Service.

Initial research informed the development of a Consultation Brief that proposes a model for centralising Code of Conduct matters within a dedicated team in SSMO in the Department of Premier and Cabinet. This team would manage only the most serious matters, which are likely to result in termination.

The Consultation Brief enables consultation to commence with key stakeholders (including agencies and unions). The research and analysis has also identified where time efficiencies and cost savings may be achieved when dealing with Code of Conduct matters likely to lead to termination.

Implementation of the model is subject to further funding considerations. It is proposed that initially any transition to a new centralised model, would see child facing Agencies prioritised and as capability is built and internal investigators recruited, external investigators would continue to be utilised.

In a fully implemented model, both case management and the investigation for those matters likely to lead to termination would be undertaken by a central team.

It is anticipated that the proposed changes will assist to increase timeliness, provide consistency, and assist with reduction in costs overall. Achieving efficiencies in the process, in particular the timeliness, would have benefits to both the individual employees and their workplace.

INDUSTRIAL WORKFORCE REFORM PROGRAM

Following from the recently concluded industrial negotiations that commenced with the Public Sector Unions Wages Agreement (PSUWA) and the occupation-based agreements for PSUWA (Australian Workers' Union), Education Facility Attendants, Ministerial Drivers, the Port Arthur Historic Site Management Authority, Paramedics, Fire Fighters, Allied Health Professionals, Teachers and Engineers, the Government has agreed that it will advance a long-term workforce reform program and continue discussions on critical issues that are impacting the workforce.

Further, a number of long-term industrial reform commitments were a key component of the PSUWA offer and a dedicated team has commenced this work, to be undertaken over the next 18-24 months. This team will also ensure that all commitments within the industrial agreements are undertaken as agreed throughout the life of the agreements.

The Industrial Workforce Reform program works constructively and collaboratively with unions and agencies and includes a program for updating and modernising Industrial Awards and Agreements; enhancing workplace and workforce flexibility arrangements, improving work health and safety and workplace behaviour and culture and the consideration of where future reforms may require legislative change.

An example of the reform commitments includes the provision of employee choice in relation to whether the current Australia Day public holiday is observed on 26 January to support our Aboriginal employees.

Diversity, Equity and Inclusion

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

ABORIGINAL EMPLOYMENT STRATEGY

The Tasmanian Government committed new funding for the Tasmanian State Service Aboriginal Employment Strategy (the Strategy), with \$250,000 provided in the 2023-24 and 2024-25 financial years to support a range of initiatives aimed at retaining and attracting Aboriginal people to TSS jobs, developing and progressing the careers of Aboriginal employees and supporting culturally safe and respectful workplaces.

Activities in 2022-23 included:

- A group of Aboriginal women working in the TSS and members of the TSS Aboriginal Employee Network began a conversation on what is needed to support, nurture and value their career and leadership aspirations. They are working with members of the Women Supporting Women (WSW) Working Group and Steering Committee to build these learnings into an action plan that the WSW Program can continually support to drive change in State Service agencies.
- Introduction of a new Aboriginal Cultural Leave provision in the PSUWA 2022, which recognises the importance of Aboriginal employees meeting their family, community and cultural obligations while maintaining their employment within the TSS.
- Creation of a Guide to support managers to understand the new Aboriginal Cultural Leave provisions to enable them to make informed, culturally respectful, and unbiased decisions in relation to requests for Cultural Leave from Aboriginal employees.
- As part of the PSUWA 2022, the Government committed to providing choice for Aboriginal employees in respect to observance of 26 January public holiday. The SSMO is working closely with the Aboriginal Employee Network and public sector unions to effect this change for January 2024.

- The ongoing promotion of significant local and national Aboriginal events and commemorative days across all agencies through the Calendar of Aboriginal Significant Dates and Events;
- Continuing to publish and distribute the TSS Aboriginal Employment e-newsletter, with approximately 290 subscribers¹;
- Active ongoing management of the Aboriginal Employment Portal on the Tasmanian Government Jobs website; and
- A focus on youth employment with three Aboriginal graduates recruited to the Tasmanian State Service Graduate Development Program across 2021 and 2022 and two Aboriginal trainees who commenced the Tasmanian State Service School-based Traineeship Program in 2022.

The TSS Aboriginal Employee Network was developed as an initiative under the TSS Aboriginal Employment Strategy to 2022. With the aim to provide opportunities and support for Aboriginal employees to connect, participate in, and contribute to a range of cultural and professional initiatives, practices and learning opportunities. The network is made up of approximately 100 Aboriginal employees working across the State Service.

Members of the network come together four times a year in state-wide workshops, with an end of year Gathering. Supporting Aboriginal employees to participate in the Gathering is one way agencies demonstrate their commitment to valuing Aboriginal employees. The Gathering is supported by the Head of the State Service who attends and contributes each year as well as others in leadership positions who can influence change.

The network has become a credible source for agencies seeking advice, guidance and support on employment matters impacting Aboriginal people working in the TSS. Advice and guidance sought from agencies continues to increase.

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 Aboriginal Partnerships branch within the the Department of Premier and Cabinet.

Going forward, the TSS Aboriginal Employment Strategy will focus on areas identified in the review p of the Aboriginal Employment Strategy 2019-22, as well as identifying and making the relevant links for new key priorities and actions included in the Closing the Gap Priority Reforms and Targets.



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

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

YOUTH RECRUITMENT

The Tasmanian Government is committed to increasing employment opportunities for young Tasmanians. Through school-based traineeships, cadet and graduate programs, we are providing pathways to employment in the TSS for our young people, including in regional areas.

As at June 2023, there were 5,197 people under the age of 30 working in the State Service, an increase of 113 compared to June 2022. This represents 14.73 per cent of the State Service workforce.

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.

The Program supports increasing Tasmania's grade 12 retention rate by providing varied and vocational specific opportunities. In 2022, seven school-based trainees were recruited across four TSS Agencies, undertaking their placements in 2023. The Program continues to support workforce diversity, with one Aboriginal trainee recruited in 2022, and an emphasis on providing opportunities, and support during the application process, for Aboriginal students and students with a disability. This takes the total number of trainees employed through the Program since its inception in 2018-19 to 43.

Graduate recruitment

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

Participation in the TasGraD scheme has remained positive when compared to previous years, with 34 participants taking part. Since the TasGraD Program commenced in 2017, a total of 227 graduates have been employed through the program and associated talent pool.

The TasGraD Pool is managed by SSMO and stays open until the next graduate recruitment process commences, so that any agency can recruit for other graduate vacancies as they arise.

University of Tasmania internships

The TSS previously had a partnership agreement in place with the University of Tasmania to provide placements for students in the School of Social Sciences. That agreement ended during 2022-23, and a different approach has been developed in its place. The new decentralised model of collaboration allows Agencies to have a direct relationship with the University to improve engagement and increase the number of placements for interns to work on research projects.

EQUITY IN LEADERSHIP

In 2016, Heads of Agencies set a target of women holding at least 40 per cent of senior executive positions by 2020. This was achieved well ahead of that time, and as at 30 June 2023 women now occupy 52.8 per cent of senior executive roles (103 of 195 positions).

Four of the eight TSS Agencies listed under Schedule 1 of the State Service Act 2000 currently have female Heads of Agency.

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

OUR WATCH

In October 2020, the Premier committed all Tasmanian Government departments to implementing the Our Watch Workplace Equality and Respect Standards (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. This commitment to preventing and responding to family and sexual violence was renewed in December 2022, with the release of Tasmania's Third Family and Sexual Violence Action Plan 2022-2027: Survivors at the Centre. Implementing the Standards continues the Government's commitment to gender equality across TSS workplaces.

A Workplace Equality and Respect Standards (WERS) inter-agency committee chaired by the Department of Premier and Cabinet was created in October 2021 to provide overarching leadership and decision-making on implementation of the Standards. This committee implements activities under Action 27 of Survivors at the Centre and oversees the work being driven by agency-level teams to develop and implement action plans to achieve the Standards.

In collaboration with Our Watch, agencies have developed key performance indicators (KPIs) to measure the performance of the TSS on workplace equality and respect. Workforce data reporting across Agencies will be used to measure progress against the Our Watch Standards key progress indicators on an annual basis. Progress will be reported publicly on an annual basis for the financial year period through the TSS Workplace Equality and Respect Standards Reporting.

DISABILITY EMPLOYMENT PORTAL

The Disability Employment Portal was launched in late 2022, replacing the former People with Disability Employment Register. The Portal was developed to support people with disability seeking employment with the TSS, reduce the barriers people with disability face in recruitment and selection processes and assist HR employees and hiring managers to recruit and support people with disability. The Portal contains a range of resources developed to assist HR employees and hiring managers to build disability confident workplaces and best support employees living with a disability.

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 2022-23, Agencies reported using targeted recruitment to add greater diversity to their team or to provide employment opportunities to candidates who were disadvantaged due to a prescribed attribute. This included recruitment targeted at Aboriginal and/or Torres Strait Islander People and people with disability. In total 48 targeted roles were advertised, leading to 32 appointments.

In addition to these targeted roles, a further nine fixed-term or fixed-term casual appointments of Aboriginal or Torres Strait Islander people or people with disability were made from approved Employment Registers managed through the Department for Education, Children and Young People and the Department of Premier and Cabinet.

Agency activities in 2022-23 also included:

ABORIGINAL AND/OR TORRES STRAIT ISLANDER PEOPLE

- promoting the Aboriginal Cultural Respect training sessions to employees and executives;
- promoting NAIDOC Week and activities, and supporting employees to attend NAIDOC Week events;
- targeted recruitment of an Aboriginal School-based Trainee;
- providing all-staff webinars facilitated by the Diversity Council of Australia on inclusivity for Aboriginal and/or Torres Strait Islander employees;
- promoting the Aboriginal Employee Network and monthly newsletter;
- increasing adoption of Welcome to Country and Acknowledgement of Country for meetings, workshops and events and in plaques, displaying the Aboriginal flag and local Aboriginal artwork.; and
- several Agencies working on the development of Reconciliation Action Plans

GENDER EQUITY

- promoting International Women's Day;
- providing a range of information through agency intranets on recognising and responding to disrespect towards women;
- supporting and participating in initiatives of the whole-of-government Women Supporting Women network;
- providing accessible breastfeeding spaces for all employees;
- launch of a Gender Respect and Fairness Action Plan;
- all Agencies continuing to implement Workplace Equality and Respect Standards; and
- dedicated strategies to improve gender diversity in the Tasmanian Fire Service.

AGE

- agencies working directly with UTas to facilitate the UTas State Service Internship Program;
- working with other educational institutions to provide student placements;
- supporting youth recruitment through continuing participation in the TasGraD, School-based Traineeship and cadetship programs;
- coordinating events to celebrate and thank long serving employees;
- promoting the EveryAGE Counts campaign and Unveiling Ageism and Elder Abuse;
- promoting Seniors Week; and
- promoting the Phased-in Retirement Scheme.

LGBTIQ+ PEOPLE

- ongoing participation in the whole-of-government LGBTIQ+ working group;
- promoting Pride Month and TasPride;
- promoting and supporting employees to participate in Wear Purple Day; and
- providing Working It Out training to employees.

PEOPLE WITH DISABILITY

- providing Disability Confident Workforces eLearning modules;
- developing Job Access partnerships;
- co-hosting a Job Access information session with DES providers;
- collaborating with an employment provider to provide field work experience to people with disability; and
- introducing an e-learning module for employees on how to create accessible Word documents.

OTHER DIVERSITY AND INCLUSION ACTIVITIES

- providing access to Unconscious Bias training, including the Human Library;
- multiple agencies working to develop agency-specific Diversity, Equity and Inclusion Strategies or topic-specific Action Plans (including e-learning);
- multiple Agencies standing up reference or working groups to provide employee input into diversity, equity and inclusion initiatives;
- implementing Trauma Informed Practice training;
- providing anti-racism training;
- developing a respect at work toolkit for managers to support conversations about respect and unconscious bias;
- providing access to The Resilience Project mental health support resources; and
- continuing to support all employees through access to flexible working arrangements.

Employee Survey 2023

The TSS Employee Survey (the Survey) asks all employees about their perceptions and experiences in their workplaces, including topics such as diversity, employee engagement, job satisfaction, and Work Health and Safety.

The Survey results inform senior leaders about what it is like to work in the TSS, which helps them to improve workforce management at the whole-of-service and agency levels. The results also support agency and whole-of-service planning and reporting activities, including informing the reporting required under the *State Service Act 2000*.

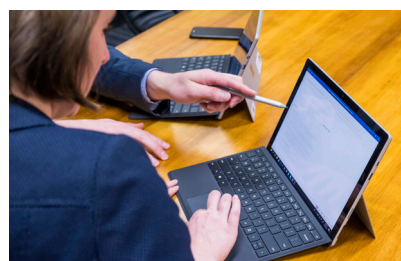
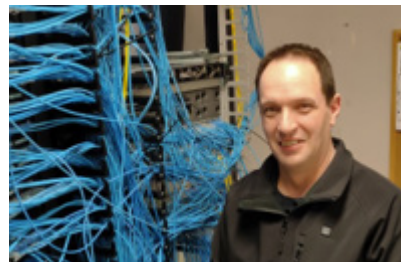
The Survey is run in partnership with independent research firm Orima Pty Ltd. In 2023, and this year it was open to all TSS employees from 7-28 March. It achieved a participation rate of 29 per cent, or just under 10,000 individual responses. Many Agencies had strong participation rates, with most achieving over 50 per cent.

The TSS has demonstrated consistent improvement over the 2018 and 2020 Survey cycles in key areas. We have seen an overall increase in positive perceptions across the TSS on workplace behaviours and conditions. There is also a greater awareness of policies for reporting improper conduct/behaviour. It was positive to see a high level of general awareness about the availability of information and resources to support employees affected by family violence.

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

The Survey findings have highlighted areas for improvement to build on existing momentum, namely: strengthening a culture of safety at work and building on improvements in diversity, equity and inclusion. The TSS will prioritise action in these areas over the coming year, including progress reporting to the Secretaries Board.

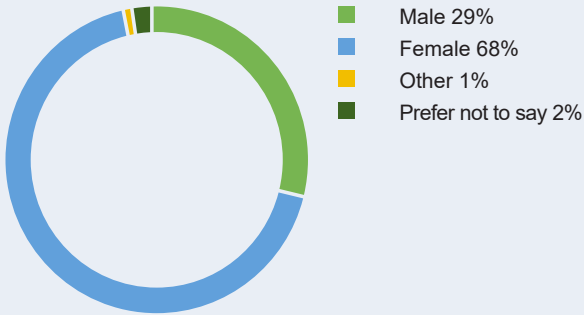
In 2022, the Secretaries Board agreed that the Survey will now be run on an annual basis, to ensure that managers and leaders in the State Service are regularly “checking in” with our workforce.



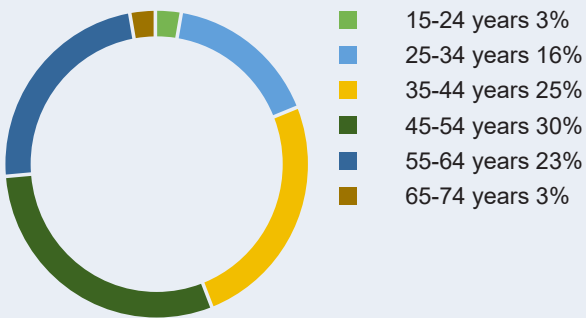


Our people

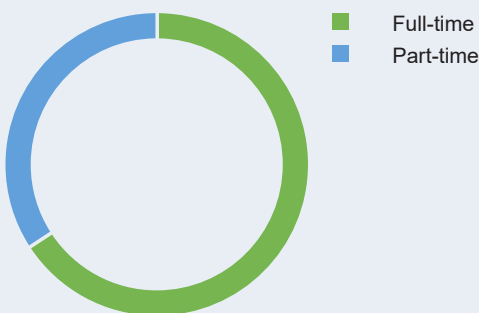
Gender



Age



Full-time/Part-time:



Top 3 Work areas

Frontline service delivery **43%**

Corporate services **13%**

Administrative support/clerical **10%**



Response rate

29%

9,953 TSS employees responded – a significant increase from the response rate of 21% in 2020.



What our people are doing well

80%

say they would be confident approaching their manager to discuss concerns or grievances (UP from 76% in 2020)

74%

are aware of the information and resources their agency provides to support employees affected by family violence (question not asked in 2020)

72%

think that performance conversations with their manager help them to identify work priorities and training and development needs (UP from 70% in 2020)



Workplace behaviours

85%

are aware their agency has policies in place to report improper conduct and behaviour
(UP from 75% in 2020)

83%

agree their manager encourages behaviours that are consistent with their agency's values
(UP from 80% in 2020)



Diversity

80%

agree that employees from diverse cultural backgrounds are welcomed in their agency
(UP from 75% in 2020)

76%

agree that gender is not a barrier to success in their Agency (UP from 73% in 2020)

74%

agree that Aboriginal and Torres Strait Islander employees are welcomed in their Agency (UP from 65% in 2020)



Top 3 Reasons our people work for the TSS

- 1) Serving the Tasmanian community
- 2) Working in a good team environment
- 3) Job security



Focus areas for improvement

Strengthening a culture of safety at work.

We will prioritise work being done by Agencies to improve psychosocial safety in the workplace, including addressing levels bullying and harassment. 21% of Survey respondents reported experiencing bullying in the last 12 months, a figure that has not significantly reduced over the last five years.

Building on gains in diversity, equity and inclusion.

Survey results showed increases in overall perceptions of inclusivity in the workplace and in representation of diverse groups. However, we recognise that improvements were not always consistent and will focus on building this momentum to drive progress in all areas.

Employee and Leadership Capability

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.

A skilled and capable workforce with progressive, innovative and collaborative leadership is key to ensuring that the State Service performs its role effectively and efficiently.

The Department of Premier and Cabinet, through the SSMO, facilitates a broad range of whole-of-TSS management and leadership skill development programs. These complement and support agency-specific training programs.

An inter-agency Workforce Development Network supports information sharing and collaboration across government agencies and acts as a mechanism to engage, share and collaborate with a diverse range of employees engaged in organisational design and learning and development.

KEY ACTIVITIES IN 2022-23

The Tasmanian State Service Graduate Development Program is an 18-month program for our graduate intakes across a range of disciplines and involves formal and on the job development. 39 participants commenced the program in the 2022-23 financial year.

The Manager Essentials Program runs as four modules followed by an Emotional Intelligence assessment. The program runs over 10 months and develops the skills of our current and future managers to lead and manage others within the Tasmanian State Service. Since its inaugural program in June 2017, more than 650 participants have registered and commenced the program.

The State Service Strategic Management Program (S3MP) is a partnership between Tasmania Police, the University of Tasmania and the TSS, and helps our senior managers develop high level leadership skills. A fifth cohort undertook the course in the second half of 2022.

TASMANIAN TRAINING CONSORTIUM (TTC) ACTIVITIES

The Tasmanian Training Consortium (TTC) facilitates and promotes cost-effective, high quality learning opportunities across the public sector in Tasmania. Participants include the TSS Australian Public Service, Local Government and Government Business Enterprises (GBEs).

SSMO also coordinates nominations for programs conducted by the Australian and New Zealand School of Government including: the Executive Fellows Program, Executive Master of Public Administration and Towards Strategic Leadership.

In 2022-23, it has delivered a total 58 workshops state-wide with a total of 1310 registrations received. Of 58 workshops, 20 workshops were available online with 413 registrations received, representing 32 per cent of total registration received by TTC. TTC also coordinated a total of 34 in-house training courses during this period. The provision of 'in house' courses is reserved for member organisations only when they are unable to access the calendar events due to travel or location restrictions or when a specialised learning outcome has been identified and is not otherwise available.

The TTC has been actively involved bringing trauma-informed awareness to the TSS through a partnership with Lifeline Tasmania that has produced a program of training designed to generate awareness of the principles of trauma and stimulate trauma-informed practice.

Recommendations arising out of the Tasmanian Government's interim response to the Commission of Inquiry required making professional development in trauma-informed practice available across the Tasmanian State Service. Trauma-informed practice training was originally trialled, reviewed, including a peer-review undertaken by Lifeline and then rolled-out to senior TSS leaders. The Trauma-Informed Learning Series is now available on the TTC public course calendar.

When organisations and their employees operate in a trauma-informed way, it promotes an understanding of those impacted by trauma, which can help to build trust and empower resilience in teams and more broadly across an organisation. Adopting trauma-informed strategies may also help organisations to improve staff wellbeing and retention.

The trauma-informed learning series Introduction to Trauma, Trauma Informed Practice and The Trauma Informed Organisation has aimed to improve trauma awareness and literacy, provide an understanding of what a trauma-informed organisation might look like and support leaders to develop a roadmap for developing trauma-informed practices within the workplace. To date, over 200 senior leaders and key personnel have attended the training.

The TTC also continued to event-manage the development program component of the TasGraD Program and delivery of the award-winning Manager Essentials Program. It also provides secretariat and event management services to support the Institute of Public Administration Australia (Tasmanian Division).

Workplace Relations and Safety

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

WORKPLACE RELATIONS, AWARDS AND AGREEMENTS

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

In the 2022-23 financial year, a number of agreements were completed and registered with the Tasmanian Industrial Commission. This included the Public Sector Unions Wages Agreement, Education Facility Attendants, Ambulance, Fire Fighters and Teachers. A new Police Award was also completed. A full list of Agreements and Awards negotiated during the reporting period is provided at Appendix A.



New leave entitlements to support TSS employees

The new TSS standard conditions ('TSS Standards') were finalised and approved in the Tasmanian Industrial Commission on 2 May 2023. The TSS Standards provide for a range of new and improved leave entitlements which support and reflect a contemporary TSS. The reforms enable the Government to continue attracting people to jobs and careers in the TSS through a package of modern employment conditions. The finalisation of these new TSS Standards was an outcome of the collaboration undertaken between the SSMO, Agencies and public sector unions during bargaining.

The new and improved leave entitlements implemented through the TSS Standards include: Aboriginal Cultural Leave (new), Compassionate and Bereavement Leave (reformed), Disability Leave (new), Family Violence Leave (reformed), Foster and Kinship Care Leave (new), Gender Affirmation Leave (new), Parental Leave (reformed), Personal Leave (reformed), Recreation Leave (reformed) and Surrogacy Leave (new).

Some highlights from this list include:

- **Aboriginal Cultural Leave:** This new provision was developed through close collaboration with the Aboriginal Employee Network. The new award provision enables Aboriginal employees to be absent from work to engage in Aboriginal Cultural practices and meet Cultural expectations as active Aboriginal community members during their employment in the TSS. In addition, access to Compassionate and Bereavement Leave, Personal (Carers) Leave and Family Violence Leave has been expanded to recognise Aboriginal Family Relationships.

- **Disability Leave:** Provides employees who live with a disability with access to paid leave for the purpose of activities associated with a long-term physical or psychological disability. This provision recognises the additional challenges which a person who lives with a disability may be presented with across their working life when seeking or maintain employment.
- **Gender Affirmation Leave:** Provides access to paid and unpaid leave to employees who need time off work to undergo the process of affirming their gender.
- **Family friendly provisions:** These provisions support the shared and diverse caring arrangements which exist in TSS families. Parental Leave has been reformed to increase the length of paid leave available to new parents to 18 weeks and to provide additional paid leave for secondary caregivers who subsequently assume primary caregiving responsibility. The reforms provide Grandparent Leave for grandparent employees who are the primary caregivers. In addition, paid Foster and Kinship Care Leave is available for employees who provide care to a child or young person through a formal care arrangement; and Surrogacy Leave is available to employees who are acting as a surrogate in a formal surrogacy arrangement.

The SSMO supported Agencies and employees in the implementation of these TSS Standards through the preparation of resources for managers and employees. Resources include Guides and Fact Sheets which are accessible via the SSMO webpage.

NON-WAGE AGREEMENT MATTERS

Negotiations were finalised through 2022-23 for several non-wage Agreements.

For employees within the Department of Natural Resources and Environment Tasmania, negotiations were finalised for the Parks and Wildlife Service Industrial Agreement and the AWU Bushfire Suppression Operations and Planned Burns Agreement.

The Frontline Health COVID-19 Agreement and COVID-19 Escalation Allowance Agreement were finalised for certain employees working in health services environments, to provide for the payment of allowances to recognise the additional pressure on frontline health employees during the sustained and ongoing COVID-19 response effort. Within Ambulance Tasmania, negotiations for the Paramedic Immuniser Agreement were also finalised.

SUPPORTING EMPLOYEES EXPERIENCING FAMILY VIOLENCE

In 2022-23, 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 2022-23, a total of 74 applications for leave were made and approved in reporting Agencies.

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 2022-23, **886 key staff**² across the State Service received training to support employees who are experiencing family violence.

² 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.

MANAGING PSYCHOSOCIAL HAZARDS IN THE WORKPLACE

Following model law changes in June 2022, the Work Health and Safety Regulations 2022 were amended with effect from 12 December 2022 to introduce new duties for persons undertaking a business undertaking (PCBUs) to identify and manage the risks of psychosocial hazards in the workplace.

With the new Code of Practice for Managing Psychosocial Hazards in the Workplace coming into effect from 4 January 2023, Agencies have been reviewing and updating their action plans and strategies to address these changes.

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

Through wage agreement negotiations, the TSS has introduced additional wellbeing supports for employees who work in some of our State's most challenging and confronting environments:

- To support paramedics we are introducing dedicated wellbeing staff to improve the management of meal breaks and implement changes to end of shift dispatch.
- To provide additional support to our child safety professionals working within the Child Safety and Advice and Referral Line teams, we are introducing five paid personal impact days to provide additional support relating to the physical, mental, social and emotional impact of incidents and vicarious trauma in the workplace.

MANAGING OCCUPATIONAL VIOLENCE

The TSS recognises that occupational violence and aggression can be a significant risk to employees and is actively seeking to reduce this risk in its workplace through a range of actions, including:

- building employee knowledge of occupational violence and providing appropriate guidance and training;
- providing physical work environments that reduce the potential for violent and aggressive behaviours;
- increasing internal reporting of incidents;
- increasing the awareness of expected and appropriate behaviours by both employees and clients; and
- supporting employees who require medical or other professional assistance because of an incident.

De-escalation training is occurring across the majority of TSS Agencies, especially focussing on employees in client facing roles where incidences of occupational violence and aggression are most likely to occur.

Agencies are proactively implementing programs and initiatives in relation to occupation violence and aggression, including undertaking training. These include the Departments of Health, Justice, Education, Children and Young People, Police Fire and Emergency Management, Natural Resources and Environment Tasmania, and Premier and Cabinet.

STATE SERVICE VACANCY MANAGEMENT

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

During 2022-23, a total of 14 TNVRs were progressed, and a further 16 employees left the State Service after accepting a WRIP payment.

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

SUPPORTING EMPLOYEES

In addition to the more than 1,700 employees who had a formal flexible working arrangement (including formal working from home arrangements) in 2022-23, employees also accessed a range of leave provisions as shown in the following table.

Type of leave	No. of employees
Paid Parental Leave	1,224
Paid Partner Leave	292
Paid Adoption Leave	2
Unpaid Parental, Partner or Adoption Leave	949
State Service Purchased Leave Scheme (PLS)	791
State Service Accumulated Leave Scheme (SSALS)	360

WORKPLACE HEALTH, SAFETY AND WELLBEING TRAINING

During 2022-23, 17,207 officers, employees and managers received training in line with the requirements of Employment Direction 27: Work Health and Safety³.

Training accessed included first aid and CPR, mental health first aid, risk management and hazard reporting, Workplace Contact Officers, building resilience and wellbeing, Emergency and Fire Wardens, Trauma Informed Practice and Child Safeguarding.

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

COVID-19

With the cessation of the Public Health Emergency Declaration last year, Agencies continue to manage the risk of COVID-19 in the workplace under the *Work Health and Safety Act 2012*.

Agencies have undertaken Risk Assessments and continue to regularly review these in consultation with employees and unions to ensure COVID-19 safety and control measures remain appropriate for the current risk context and the particular Agency circumstances based on the latest National and State Public Health advice.

TSS employees are able to access their existing leave entitlements if they test positive to COVID-19.

³ http://www.dpac.tas.gov.au/_data/assets/pdf_file/0006/186054/ED27_WorkHealthSafety.PDF

TASMANIAN STATE SERVICE OVERVIEW – STRUCTURAL CHANGES AND KEY RECRUITMENT INITIATIVES

The TSS has experienced continued net growth in its workforce over the past year. Although the separation of TasTAFE from the TSS on 1 July 2022 resulted in a reduction of over 900 paid headcount from the TSS total, continued growth in other areas still resulted in an overall headcount increase. As at 30 June 2023, the TSS headcount had increased to 35,275 compared to 35,248 in June 2022 - an increase of 27 employees.

Other major machinery of Government changes affecting Agencies' employee populations in the reporting period included the abolition of the Department of Communities Tasmania, and subsequent creation of Homes Tasmania as a standalone statutory authority, and absorption of some functions into other Agencies, including the new Department for Education, Children and Young People and Department of Premier and Cabinet.

Employment Direction 1 and Employment Direction 17 were re-issued on 31 August 2022 to incorporate some of the flexibilities provided by the ED1A and ED17A variations, which had provided flexibility in recruitment to assist in the response to and recovery from COVID-19.



In 2022-23 the Tasmanian Government jobs website⁴ advertised over **6,507 vacant positions**⁵ across the state and attracted **4,229,991 unique page views** from over one million visitors.

⁴ www.jobs.tas.gov.au

⁵ This total represents the number of individual advertisements appearing on the www.jobs.tas.gov.au website and does not account for where advertisements may have offered multiple vacancies.

Notable recruitment initiatives and achievements targeted at key occupational groups in 2022-23 have included:

- The Department for Education, Children and Young People launching a program to improve the employment pipeline for teaching graduates from UTAS. The program focuses on targeting UTAS teaching students at the right time, and offering them placement preference. DECYP is also working to increase retention, particularly of teachers early in their career, via early progression to permanency.
- The Department of Justice's dedicated Tasmanian Prison Service website for correctional officers had 92 successful applicants in its first year of operation, with roughly equal numbers of male and female applicants.
- The Department of Health targeting Allied Health Professional (AHP) recruitment through offering scholarships up to \$15,000 to final year AHP students on the condition that they accept a position with DOH. DOH is offering permanent rather than fixed-term positions to new AHP graduates.
- DOH has also partnered with Brand Tasmania with the plan to create a suite of videos and documentation with a range of practitioners speaking about working and living in Tasmania. This content will assist in promotion of a range of vacancies within DOH.

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 2022-23 there were 266 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 5: Procedures for the Investigation and Determination of whether an employee has breached the Code of Conduct.

Of the 157 that were finalised during the period, 110 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 2023-24 period.

Suspension of Employees

Employment Direction 4: Procedure for the Suspension of State Service Employees with or without Pay, sets out the basic procedural requirements for the suspension with pay of a State Service employee by a Head of Agency who has reasonable grounds to believe it is in the public interest.

Across the TSS in the 2022-23 financial year, a total of 181 employees were suspended during the course of investigations into alleged breaches of the Code of Conduct. This included a number of matters carried over from the previous reporting period.

Inability

Seven agencies reported investigations into alleged inability of an employee to perform their duties, in line with Employment Direction 6: Procedures for the Investigation and Determination of whether an employee is able to efficiently and effectively perform their duties.

A total of 32 cases were under investigation in 2022-23 which included those carried forward from 2021-22. 16 investigations were finalised in 2022-23. Of the cases finalised, 14 resulted in termination or resignation of the employee. The remaining unresolved cases were carried forward into the 2023-24 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 2022-23, a total of 38 sanctions of termination were imposed across seven agencies.

Reason for termination	Per- manent	Fix- term	Total
Termination of a probationary employee	9	-	9
Abandonment of employment	1	-	1
Breach of the Code of Conduct (excluding vaccination status)	11	-	11
Breach of the Code of Conduct (vaccination status)	10	-	10
Inability	6	1	7
Termination following ED26 process	-	-	0
TOTAL	37	1	38

GRIEVANCES

Internal grievances

Employees are able to raise grievances or matters with their agency under the agency's grievance management process. In 2022-23, a total of 228 employees lodged formal grievances across eight agencies, which is an increase from 185 grievances across 12 agencies in 2021-22.

The nature of the grievances lodged included employee conflicts, workload management, management decisions, bullying and/or harassment, and sexual harassment. Where these grievances were resolved, actions taken included mediation, counselling, additional training, re-allocation of duties, and coaching. The following table shows the outcome of all formal grievances reported in 2022-23, compared to 2021-22.

Outcome of formal grievance	2021-22	2022-23
Satisfactorily resolved by agreement	42	30
Withdrawn	7	2
Upheld	35	52
Dismissed	27	21
Carried forward	74	123
TOTAL	185	228

Bullying and/or Harassment and Sexual Harassment

Of the formal grievances raised through agency grievance management processes in 2022-23, 56 related to allegations of bullying and/or harassment, and a further seven related to allegations of sexual harassment. A total of 26 grievances relating to bullying and/or harassment and three relating to sexual harassment were resolved. The remaining unresolved grievances were carried forward into the 2023-24 year.

External grievances

In 2022-23, a total of 22 grievances were taken to external organisations (Nine to Equal Opportunity Tasmania and 13 to the Tasmanian Industrial Commission). Matters referred related to management decisions, discrimination, employee conduct, and bullying and/or harassment.

EMPLOYMENT DETERMINATIONS

Determinations by the State Service Management Office

TSS Agencies are required to refer some employment matters to SSMO for determination using the powers of the Employer under the Act, in line with relevant Employment Directions⁶, and Practices, Procedures and Standards⁷. The following table shows the status of requests made during this period, including those carried forward from 2021-22, new requests made in 2022-23 and those carried forward after 30 June 2023.

Request type	Carried over	New	Rejected or withdrawn	Approved	Carried forward
Agency-specific recruitment programs (PPS2)	0	2	0	2	0
Pre-employment checks (ED7)	1	53	1	51	1
Essential Requirements (ED1, 10, and 18 and Offices under s29 of the <i>State Service Act 2000</i>)	2	38	1	39	0
Extension of fixed-term beyond 36 months (ED1) or 42 months (ED1a)	2	11	0	13	0
Fixed-term and casual employment registers (PPS1) ⁸	0	21	1	20	0
Appointment without advertising (ED1)	0	1	0	1	0
Promotion without advertising (ED1)	3	72	1	73	1
Secondments into the State Service (ED1)	1	45	0	45	0
Secondments out of the State Service (ED1)	0	22	0	22	0
TOTAL	9	265	4	266	2

⁶ http://www.dpac.tas.gov.au/divisions/ssmo/employment_directions

⁷ http://www.dpac.tas.gov.au/divisions/ssmo/employment_policy/practices_procedures_and_standards

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 for Education Children and Young People to change the employment status of eligible fixed-term teachers who meet the requirements of Employment Direction 9: Change of Employment Status of Fixed-term Teachers to Permanent (ED9).

The following table sets out the number of determinations approved by Heads of Agencies in 2022-23.

Request type	Approved
Application by a fixed-term employee to have their duties advertised for filling on a permanent basis (Clause 13 of ED1).	207
Change of employment status from fixed-term to permanent where special and compelling circumstances exist (Clause 14 of ED1).	26
Change of employment status for eligible fixed-term teachers (ED9).	287
TOTAL	520

MANAGING PERFORMANCE

Performance management systems provide a framework for regular, constructive discussions that create a link between the performance and development of employees and officers and an agency's business requirements. In 2022-23, agencies reported that 7,910 employees participated in a performance management process, representing 22.14% of the State Service workforce. This was a decrease from 9,022 in 2021-22 (25.60% of the State Service workforce). It should be noted that the Department for Education, Children and Young People did not require schools to report data on performance management processes during the year to enable them to focus on operational priorities (as was the case in 2021-22).

Performance Improvement Plans (PIPs) provide additional support to employees in meeting performance measures, by providing a structured plan that can include additional training or learning opportunities, supervision, role clarification, or a skills review. In 2022-23, there were 32 PIPs in place (an increase from 18 in 2021-22) and a total of one was completed in the period.

⁸ Currently approved fixed-term and casual employment registers can be viewed on the www.jobs.tas.gov.au website.

Workforce profile



As at 30 June 2023, the State Service had a **total paid headcount of 35,275 employees**. This is an increase of 27 paid headcount (from 35,248 as at 30 June 2022).



Average length of service
11.88 years



Average age
44.08 years



The total number of **employees under age 30 increased to 5,197 paid headcount** in 2022-23 (from 5,084 in 2021-22).



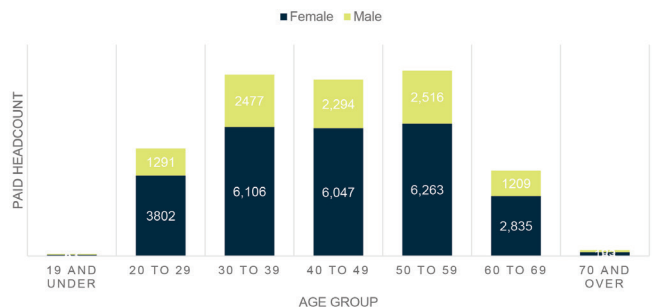
71.72%
Female



28.15%
Male

0.13%
**Other/
Undisclosed***

State Service employees by age group



* 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.

Paid full-time equivalent by agency

Agency	2022	2023	Variance
Department for Education, Children and Young People ⁹	8,704.53	9,456.34	751.81
Department of Health	11,564.08	11,843.05	278.97
Department of Justice	1,522.72	1603.28	80.56
Department of Police, Fire and Emergency Management ¹⁰	1,049.50	1,050.60	1.1
Department of Premier and Cabinet	449.07	551.77	102.7
Department of Natural Resources and Environment Tasmania	1,284.39	1,319.58	35.19
Department of State Growth	790.88	900.90	110.02
Department of Treasury and Finance	346.99	319.62	-27.37
Tasmanian Audit Office	44.53	53.04	8.51
Brand Tasmania	5.60	5.80	0.20
Environment Protection Authority	92.79	102.87	10.08
Integrity Commission of Tasmania	19.12	18.90	-0.22
Macquarie Point Development Corporation	12.43	10.33	-2.10
Port Arthur Historic Site Management Authority	109.81	107.26	-2.55
Homes Tasmania ¹¹	-	173.53	173.53
The Public Trustee	57.68	68.04	10.36
Tourism Tasmania	66.08	62.29	-3.79
TasTAFE ¹²	802.81	-	-802.81
Department of Communities Tasmania ¹³	800.83	-	-800.83
TOTAL	27,723.84	27,647.20	-76.64

⁹ Figures for the Department for Education, Children and Young People include employees absorbed from the former Department of Communities in 2022.

¹⁰ Figures for the Department of Police, Fire and Emergency Management exclude sworn police officers, which are employed under the Police Service Act 2000.

¹¹ Homes Tasmania was established on 1 December 2022, meaning no data is available for previous reporting years.

¹² TasTAFE ceased to be a Tasmanian State Service Agency from 1 October 2022.

¹³ The Department of Communities was formally abolished from 1 December 2022.

Paid headcount by agency and appointment type

Agency	Fixed-term	Perm.	Officer	Total
Department for Education, Children and Young People	3,017	9,617	37	12,671
Department of Health	2,763	12,799	36	15,598
Department of Justice	168	1,535	35	1,738
Department of Police, Fire and Emergency Management	91	1,001	13	1,105
Department of Premier and Cabinet	77	527	24	628
Department of Natural Resources and Environment Tasmania	289	1,165	23	1,477
Department of State Growth	135	864	38	1037
Department of Treasury and Finance	27	304	16	347
Tasmanian Audit Office	4	49	2	55
Brand Tasmania	1	3	2	6
Environment Protection Authority	-	107	4	111
Integrity Commission of Tasmania	10	11	1	22
Macquarie Point Development Corporation	6	3	2	11
Port Arthur Historic Site Management Authority	24	113	2	139
Homes Tasmania	21	163	2	139
The Public Trustee	12	61	1	74
Tourism Tasmania	13	55	2	70
TOTAL	6,658	28,377	240	35,275

Paid headcount by gender and appointment type

	Female	% of State Service	Male	% of State Service
Permanent	20,447	57.96	7,900	22.40
Fixed-term	4,733	13.42	1,910	5.41
Officers	119	0.34	121	0.34
TOTAL	25,299	71.72	9,931	28.15

Paid headcount - key occupations

Occupational group	30 June 2022	30 June 2023
Clerical and administrative workers	6,624	6,466
Labourers	1,920	1,812
ICT professionals	305	304
Legal, social and welfare professionals	995	1,011
Midwifery and nursing professionals	5,698	5,905
Natural and physical science professionals	441	471
Education aides	2,207	2,418
School teachers	5,618	5,591
Medical practitioners	1,486	1,548
Ambulance officers and paramedics	493	492
Prison officers	438	466
Fire and emergency workers	259	254

Employment by region (paid headcount)

Agency	Fixed-term	Perm.	Officer	Total
North	1,610	6,891	10	8,511
North West	1,155	4,727	5	5,887
South	3,378	15,263	222	18,863
South East	467	1,354	3	1,824
West Coast	48	142	-	190
Total % of State Service	18.87	80.19	0.66	35,275

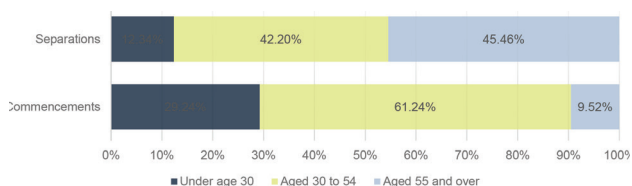
Changes in paid headcount by region (2021-22)

Region	Var.	◇
North	80	^
North West	-62	∨
South	-55	∨
South East	67	^
West Coast	-3	∨



Commencement and separations

Of the 2,050 permanent employees who left the State Service in the 2022-23 period, 1,964 (95.80%) resigned¹⁵ or retired. The following chart shows the percentage of permanent separations and commencements in each age group during the reporting period.



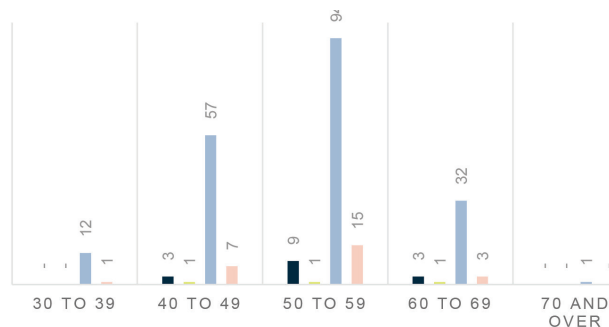
Officers

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 Specialists¹⁶. Overall, the total paid headcount of Officers in the State Service increased over the 2022-23 period to 240 (from 231 in 2021-22).

Officers by category and gender

	Female	Male	Total
Heads of Agencies	10	5	15
Senior Executive Service	93	103	196
Equivalent Specialists	16	10	26
Prescribed Office Holders	2	1	3
TOTAL	121	119	240

Officers by category and age



¹⁴ Does not include employees who accepted a Workforce Renewal Incentive Program payment or Voluntary Redundancy package.

¹⁵ This definition relates to those employed in TSS agencies and state authorities as outlined in Schedule 1 of the *State Service Act 2000*.

Information sources used in this report

Workforce profile data

Data included in the Workforce Profile section reflects information collected through the Workforce Information Reporting System (WiRS). WiRS is a standardised employee reporting system, validated against a set of business rules and translation tables to ensure consistent reporting at a whole-of-service level. WiRS data only includes those people employed under the *State Service Act 2000* (the Act), and within the agencies listed in Schedule 1 of that Act¹⁷.

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

Other data

Information in this report is drawn from a range of other sources including internal briefing material, custom reports, the annual Agency Survey and the TSS Employee Survey 2023. The Agency Survey is completed by all TSS Agencies and submitted to SSMO. It covers a range of information about employment policies and programs and workforce management practices and statistics. This information is used to support reporting on the functions and powers of the Employer that is required by the TSS Employment Framework.

Gender reporting

From June 2018, the TSS Empower Human Resources Information System supports the recording of a third gender option (Other).

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

Relevant definitions

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

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

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

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.

¹⁶ <https://www.legislation.tas.gov.au/view/html/inforce/current/act-2000-085#JS1@EN>

Appendix A - Agreements

The following tables set out those Awards and Agreements finalised as part of the 2022-23 bargaining round.

WAGE AGREEMENTS FINALISED DURING THE 2022-23 TSS BARGAINING ROUND	
Agreement	Date registered
Public Sector Unions Wages Agreement	23 December 2022
Education Facility Attendants Salaries and Conditions of Employment Award	13 December 2022
AWU Public Sector Unions Wages Agreement	23 December 2022
Ministerial Drivers Industrial Agreement	23 December 2022
Dental Officers Agreement	23 December 2022
Port Arthur Historic Site Management Authority Staff Agreement	23 December 2022
Allied Health Professionals Public Sector Union Wages Agreement (Interim)	23 December 2022
Fire Fighters Agreement	6 March 2023
Ambulance Tasmania	4 April 2023
Teachers	8 May 2023
Allied Health Professionals	27 June 2023
Radiation Therapists	27 June 2023
Engineers	15 June 2023

WAGE AGREEMENTS FINALISED DURING THE 2022-23 TSS BARGAINING ROUND	
Award	Date approved
Police Award	7 February 2023



**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