



ACT
Government

STATE OF THE SERVICE REPORT

2015-16

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CONTENTS

ACCESSIBILITY	2	3. UPHOLDING THE ACT PUBLIC SERVICE VALUES	53
CONTENTS	3	3.1 PREVENTING BULLYING AND HARASSMENT	53
TRANSMITTAL CERTIFICATE	4	3.2 DISCIPLINE ACTION	54
INTRODUCTION	5	3.3 FRAUD AND RISK	56
COMMISSIONER FOR PUBLIC ADMINISTRATION ANNUAL REPORT 2016	7	3.4 THE ACTPS RESPECT EQUITY AND DIVERSITY (RED) FRAMEWORK	57
B. ORGANISATION OVERVIEW AND PERFORMANCE	8	4. A DIVERSE WORKFORCE: REFLECTING THE ACT COMMUNITY	61
B.1 ORGANISATIONAL OVERVIEW	8	4.1 ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES	61
B.2 PERFORMANCE ANALYSIS	12	4.2 PEOPLE WITH DISABILITY	64
PUBLIC INTEREST DISCLOSURES	17	4.3 CULTURAL AND LINGUISTIC DIVERSITY	69
B.3 SCRUTINY	19	5. AN ENGAGED WORKFORCE: GETTING THE BEST FROM PEOPLE AT WORK	71
B.8 HUMAN RESOURCES MANAGEMENT	32	5.1 PERFORMANCE AND CAPABILITY DEVELOPMENT	71
APPENDIX 1 – COMPLIANCE STATEMENT	33	5.2 UNDERPERFORMANCE	72
ACT PUBLIC SERVICE WORKFORCE 2015-16	35	ACT PUBLIC SECTOR 2015-16	75
INTRODUCTION	36	ACT PUBLIC SECTOR 2015-16	76
ACT PUBLIC SERVICE WORKFORCE SNAPSHOT	40	APPENDIX 2 – ACTPS WORKFORCE PROFILE INFORMATION	85
1. AN AGILE WORKFORCE: MEETING THE NEEDS OF THE ACT COMMUNITY AND EFFECTIVELY SERVING THE GOVERNMENT OF THE DAY	42	APPENDIX 3 – DEFINITIONS	109
1.1 ATTRACTION AND RETENTION STRATEGIES	42	APPENDIX 4 – ACT PUBLIC SERVICE AGENCY SURVEY 2016	111
1.2 AGE PROFILE	44		
1.3 GENDER PROFILE	45		
1.4 PAY GAPS	47		
1.5 PART TIME EMPLOYMENT	48		
2. INNOVATIVE & RESPONSIVE: PEOPLE PLANNING FOR THE FUTURE	49		
2.1 WORKFORCE PLANNING	49		
2.2 EMPLOYMENT GROWTH	50		

TRANSMITTAL CERTIFICATE



Commissioner for Public Administration

Mr Andrew Barr MLA
Chief Minister
ACT Legislative Assembly
London Circuit
Canberra ACT 2601

Dear Chief Minister

I am pleased to submit the annual report for the Commissioner for Public Administration (which is incorporated into the State of the Service Report 2016). The report provides an account of the management of the ACT Public Service during the reporting period 1 July 2015 to 30 June 2016, and focuses on the exercise of the Commissioner's statutory powers and functions under the *Public Sector Management Act 1994*.

This report has been prepared in accordance with Section 7 of the *Annual Reports (Government Agencies) Act 2004* (Annual Report Act) and in accordance with the requirements under the Annual Report Directions. It has been prepared in conformity with other relevant legislation.

I certify that the information in the attached Annual Report, and information provided for whole of government reporting, is an honest and accurate account of the operations of the Office of the Commissioner for Public Administration during the reporting period 1 July 2015 to 30 June 2016, that all relevant material and information is included, and that it complies with the Annual Report Directions. I also certify that fraud prevention has been managed in accordance with the *Public Sector Management Standards 2006*, Part 2.

Section 13 of the Annual Report Act requires that you present the report to the Legislative Assembly within 15 weeks of the end of the reporting period.

Yours Sincerely

Bronwen Overton-Clarke
Public Sector Standards Commissioner
(formerly Commissioner for Public Administration for the 2015-16 reporting period)

INTRODUCTION

During 2015-16, the ACT Public Service (ACTPS) has focused on building an agile, responsive and innovative public service that continues to enhance its capability to deliver the ACT Government's priorities and provide effective services to the ACT community.

In the past 12 months work has centred on finalising substantial pieces of legislative policy and reform as well as developing and implementing Service-wide workforce strategies and strengthening the capability of ACTPS leaders through whole of government leadership development.

The Public Sector Management Amendment Bill 2016 was introduced into the Legislative Assembly on 7 June 2016. The amendments to the *Public Sector Management Act 1994* (the PSM Act) deliberately reinforce the 'One Service' platform founded on collaboration and cohesion of effort, and embed the ACTPS Values and Signature Behaviours contained in the ACTPS Code of Conduct.

Regular learning and development initiatives for ACTPS Executives have continued throughout 2015-16 to support capability development, collaboration, understanding of change management and the promotion of positive workplace cultures.

During 2015-16 the Strategic Board endorsed a number of key strategies and initiatives to assist major reform of workforce planning and learning and development across the ACTPS and into the future. The ACTPS Shared Capability Framework (the Capability Framework) was released in late 2015, articulating expected behaviour and skill across all organisational levels and in all workplace contexts.

Further, an ADAPT (Align, Design, Analyse, Program and Transform) Workforce Planning Toolkit is under development to encourage and support strategic workforce planning activities across the ACTPS. The ADAPT Toolkit will assist directorates to align people planning activities with strategic business objectives and build future workforces around key government priorities.

Work on the whole of government Employment Policy Review Project continued during 2015-16 to implement changes to policies brought about by the transition from directorate specific to Service-wide Enterprise Agreements and planned changes to employment legislation. In an effort to foster a collaborative approach to policy development, this work has occurred in partnership with ACTPS directorates and ACT Public Sector entities through a dedicated Implementation Committee.

The ACTPS Employment Portal (the Employment Portal) was launched in February 2016 providing a centralised resource for ACTPS staff, managers and HR practitioners, and houses all of the whole of government employment conditions, rights and obligations. The Employment Portal contains policies, guidance material, toolkits and HR tools and provides clarity and consistency about the obligations and entitlements under the ACTPS Employment Framework.

Implementation of recommendations arising from the review of the ACT Public Service Respect, Equity and Diversity (RED) Framework continued in 2015-16. Final work to update the RED Framework is underway with the aim to better align the RED Framework with the ACTPS Code of Conduct and ensure included information is more easily understood by members of the ACTPS, is applicable to employees' day to day work, and acts as an overarching guide.

The ACTPS has continued to support Equity and Diversity in the workplace with initiatives to attract, support and retain Aboriginal and Torres Strait Islander Peoples and People with Disability. 2015-16 saw the commencement of the first ACTPS Indigenous Traineeship Program, and significant preparatory work was undertaken for initiatives to provide People with Disability additional employment pathways into the ACTPS in 2017.

The ACTPS Graduate Program underwent a comprehensive review during 2015, with a final report completed in December 2015. Significant work has occurred during 2015-16 to address the recommendations arising from the review including improvements in the areas of recruitment, attraction and retention, rotations/work placements, training and development and graduate support networks.

The work undertaken in the past 12 months places us in a strong position for 2016-17. It is thanks to this work that the ACTPS continues to position itself as a high performing organisation that is able to deliver efficient and effective services to the ACT community, while meeting Government priorities. In 2016-17 we will be working to further build Service-wide workforce strategies and programs to embed the 'One Service' approach and to support the ACTPS to build an agile, responsive and innovative public service.

Bronwen Overton-Clarke
Public Sector Standards Commissioner
(formerly Commissioner for Public Administration for the 2015-16 reporting period)



COMMISSIONER FOR PUBLIC ADMINISTRATION ANNUAL REPORT 2016

B. ORGANISATION OVERVIEW AND PERFORMANCE

B.1 ORGANISATIONAL OVERVIEW

COMMISSIONER FOR PUBLIC ADMINISTRATION

Section 18 of the *Public Sector Management Act 1994* (the PSM Act), provides that the Chief Minister may appoint a person as Commissioner for Public Administration (the Commissioner). Under the PSM Act and the *Public Sector Management Standards 2006* (the Standards) the Commissioner held the following powers in relation to the management of the ACT Public Service (the ACTPS) during the 2015-16 reporting period:

- > advise the Chief Minister on the management of the ACTPS as a whole;
- > in conjunction with the Chief Minister, make or amend Standards;
- > with the approval of the Chief Minister, authorise management reviews in relation to the ACTPS or function of the ACTPS, in whole or in part;
- > conduct inspections of, make inquiries or undertake investigations into the operations of government agencies;
- > exercise any function given to the Commissioner by law; and
- > redeploy an officer from the ACTPS in certain circumstances.

In addition to powers prescribed in the PSM Act and Standards, the Commissioner holds powers and/or obligations under the:

- > *Public Interest Disclosure Act 2012*;
- > *Safety, Rehabilitation and Compensation Act 1988* (Cwlth);
- > *Commissioner for Environment Act 1993*;
- > ACT Public Service Enterprise Agreements;
- > *Freedom of Information Act 1989*;
- > *Legal Aid Act 1977*; and
- > *Legislative Assembly (Office of the Legislative Assembly) Act 2012*.

HOW THE ROLE WAS OCCUPIED DURING 2015-16

The role of the Commissioner is a part-time Statutory Office Holder role and was occupied by Ms Bronwen Overton-Clarke, who also served as the Deputy Director-General Workforce Capability and Governance Division (WCGD) within the Chief Minister, Treasury and Economic Development Directorate (CMTEDD), for the reporting period.

DELEGATION OF POWERS

The Commissioner has the power to make delegations under section 36 of the PSM Act. During the reporting period, the Commissioner delegated the powers of the office to:

- > the Director, Public Sector Management, CMTEDD (Ms Judi Childs) for the periods 25 December 2015 to 19 January 2016 and 12 to 20 April 2016; and
- > the acting Deputy Director-General, Workforce Capability and Governance, CMTEDD (Ms Meredith Whitten) for the period 27 to 30 June 2016.

FUTURE CONSIDERATION FOR THE ROLE OF THE COMMISSIONER

During 2016-17 the Office of the Commissioner will see significant changes. Under the amendments to the PSM Act, the office of the Public Sector Standards Commissioner will be established on 1 September 2016, replacing the office of the Commissioner.

Misconduct procedures and Public Interest Disclosure (PID) responsibilities will transfer to the Public Sector Standards Commissioner, with the remainder of Commissioner responsibilities transferring to the Head of Service. The Public Sector Standards Commissioner will be independent from the ACTPS and will not be an ACT public servant. The Public Sector Standards Commissioner will be a part-time role, supported by CMTEDD. Under the amendments to the PSM Act, the occupant of the Commissioner role on 31 August assumes the role of the Public Sector Standards Commissioner until an independent Commissioner is appointed.

SUMMARY OF KEY WORK, WORKING ARRANGEMENTS AND CORE FOCUS DURING 2015-16

2015-16 Priorities

The 2015-16 priorities for the Commissioner and WCGD comprised:

- > development of workforce planning strategies;
- > development of a whole of government ACTPS Shared Capability Framework, articulating the ACTPS Values and Signature Behaviours to advance realisation of strategic business outcomes;
- > whole of government leadership and management development across the ACTPS, with a focus on building an agile, responsive and innovative public service;
- > embedding initiatives to support positive workplace cultures, including driving the implementation of recommendations arising from the Review of the Respect, Equity and Diversity (RED) Framework and Pride in Diversity membership, including diversity programs;
- > further development of the ACTPS Manager's toolkit;
- > finalisation and implementation of changes to the legislative employment framework; and
- > monitoring the implementation and effectiveness of behavioural Enterprise Agreement provisions and development of sector-wide policy to implement Enterprise Agreement provisions.

For the purposes of management efficiency, the Commissioner made use of the staff resources in WCGD. WCGD provides a central agency policy and advisory role for ACTPS employment, including developing and driving strategic workforce reform and sector-wide frameworks.

INVESTIGATIONS AND WORKPLACE CULTURE

The Commissioner has investigative powers under the PSM Act and can provide information and recommendations to the Head of Service, Directors-General and agency heads. During the 2015-16 reporting period, the Commissioner utilised the services of the Senior Investigator employed within WCGD to undertake investigative work relating to complaints and PIDs within the ACT Public Sector.

The Professional Standards Unit (PSU) was formed on 19 December 2015 following endorsement of a proposal presented to Strategic Board on 8 December 2015. Consequently, misconduct investigations in the ACTPS are now conducted by the PSU under the auspices of the Commissioner. Investigations are conducted in accordance with the provisions of the relevant ACTPS Enterprise Agreement, the PSM Act and the Standards.

The Commissioner had a continued focus on fostering a positive workplace culture and promoting professional standards of conduct across the ACT Public Sector during 2015-16. There were several key pieces of work undertaken to meet these priorities during the reporting period, including:

- > implementation of the recommendations arising from the Review of the RED Framework;
- > the development of a suite of Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) resources, and coordination of LGBTI awareness workshops and information sessions;
- > the commencement of an ACTPS Indigenous Traineeship Program, providing Aboriginal and Torres Strait Islander participants with the opportunity to develop their skills and knowledge and establish valuable networks across the ACTPS;
- > embedding the role of Whole of Service Employment Inclusion roles;
- > the redevelopment of prevention of bullying, harassment and discrimination resources; and
- > the release of the ACTPS Employment Portal in February 2016, building on the ACTPS Manager's Toolkit and centralising resources for ACTPS staff, managers and external parties.

Further analysis of performance against all 2015-16 priorities is contained in Section B2 of this report.

INDUSTRIAL RELATIONS, ENTERPRISE AGREEMENTS

Enterprise agreements made under the *Fair Work Act 2009* (Cwlth) (the Fair Work Act) grant the Commissioner certain powers. In limited circumstances, agreement provisions permit the Commissioner to carry out certain tasks related to employment in the Service.

Under section K14.2 of the ACT Public Service Enterprise Agreements, the Commissioner may give written consent for employees to be re-engaged in the ACT Public Sector within two years of being made voluntarily redundant. In July 2014, Mr Michael Young, as delegate of the Commissioner, gave this consent to staff who may have elected to be made voluntarily redundant as a result of the introduction of the National Disability Insurance Scheme. The re-engagement of these staff is not an entitlement and is dependent on their being selected on merit through normal recruitment and selection processes. This use of power in 2014 is applicable for the 2015-16 reporting period, however, during the 2015-16 reporting period the Commissioner has not exercised this power directly, although it remains current.

SIGNIFICANT COMMITTEES AND THEIR ROLES

Joint Council

The Commissioner chairs the ACTPS Joint Council (Joint Council) established under the PSM Act. Joint Council is the peak union and management consultative committee for the ACTPS and provides a forum for the consideration and exchange of information on matters of strategic interest to ACT Government employees and staff organisations.

Matters of strategic interest to the ACTPS are not defined under the rules of the Joint Council, but instead are considered to be any significant issue that has, or might have, a multi-directorate impact upon the employment of ACT Government employees. These matters include:

- > significant whole of government industrial relations issues;
- > significant whole of government human resource issues; and
- > significant administrative and communication issues.

Important matters discussed at Joint Council within the reporting period include:

- > the creation of a new modern enterprise award – the *Australian Capital Territory Public Sector Enterprise Award 2016* (the ACT award);

- > the introduction of reportable conduct and information sharing legislation that will improve reporting and oversight of employee misconduct against children;
- > policy details for a proposed ACTPS workers compensation scheme;
- > amendments to the *Workplace Privacy Act 2011*;
- > the implementation of first stage of reforms to the *Discrimination Act 1991* following recommendations made by the ACT Law Reform Advisory Council;
- > new misconduct arrangements including the establishment of the PSU (investigations) under an independent Public Service Commissioner; and
- > the selection of a default superannuation fund provider for the ACTPS.

Work Safety Council

The Work Safety Council (the Council) is appointed by the Minister for Workplace Safety and Industrial Relations under the *Work Health and Safety Act 2011* (the WHS Act). The Council is responsible for advising the Minister on matters relating to work safety, bullying and other psychosocial issues, and workers' compensation.

During the 2015-16 reporting period, the Council has discussed a wide range of legislative and policy matters. This has included advice on amendments to the Territory's workers' compensation legislation. The Council has also provided advice on nationally harmonised work, health and safety codes of practice. Similarly, the Council has provided input to the adoption of harmonised workers compensation initiatives arising from national collaboration led by Safe Work Australia.

The Commissioner is appointed to the Council as a representative of employers, and in that capacity represents the interests of the ACTPS on the Council.

Strategic Board

The Deputy Director-General, WCGD, is a member of the Strategic Board, which provides direction on whole of government issues, including in relation to the management and development of the ACT Public Sector workforce.

OUTLOOK FOR 2016-17

The focus for WCGD in 2016-17 will be to build Service-wide workforce strategies and programs to further embed the 'One Service' culture and to support the ACTPS to build an agile, responsive and innovative public service. Opportunities for initiatives include:

- > development of whole of government workforce strategies and programs to support directorates to deliver business priorities;
- > implementation of the ADAPT (Align, Design, Analyse, Program and Transform) Workforce Planning Toolkit to align service innovation, business improvement opportunities and strategic priorities with 'people planning' to drive business transformation;
- > whole of government leadership development, incorporating collaboration, change management, skill development and the promotion of positive workplace cultures;
- > development of a whole of government learning management system;
- > further development of whole of government initiatives to increase diversity in the ACTPS, including programs to support the attraction and retention of Aboriginal and Torres Strait Islander Peoples and People with Disability;
- > continue to foster positive workplace cultures through the ACTPS's Pride in Diversity membership;
- > ongoing implementation of the whole of government Employment Policy Review Project;
- > implementation of changes to the legislative employment framework.

Given the changes to arrangements relating to the Office of the Commissioner, responsibility for the 2016-17 State of the Service report will transfer to the Head of Service, and through her, to the Deputy Director-General WCGD.

B.2 PERFORMANCE ANALYSIS

RESPECT EQUITY AND DIVERSITY FRAMEWORK

The RED Framework has enabled the ACT Public Sector (the Sector) to mature into a values based organisation that acts to address unacceptable workplace behavior. The RED Framework continues to support a positive workplace culture across the Sector, embedding this culture into everyday practice.

In 2015, a Review of the RED Framework was conducted and the final report on the Review of the RED Framework (the Final Report) was tabled in the Legislative Assembly on 14 May 2015. The Final Report acknowledged the successes of the Framework thus far, and identified areas that required further focus and development.

Six recommendations were identified to assist the Sector to move into the next iteration of its journey to embed a positive workplace culture. During the 2015-16 reporting period the following actions were taken in response to these recommendations:

- > new resources were released to assist managers and supervisors to proactively manage everyday workplace performance or behaviour issues, including the release of the ACTPS Manager's Toolkit in 2015 and a guide on the complaints management mechanisms;
- > whole of government RED reporting activities were reviewed to streamline and improve the validity and usefulness of data collected;
- > resources on the prevention of bullying, harassment and discrimination were redeveloped to ensure a modern, best practice approach on identification and resolution of both low-level inappropriate behaviour and more serious misconduct;
- > guidelines for RED Contact Officers were developed to improve consistency in application of the role across the ACTPS; and
- > in support of positive and inclusive workplace cultures, a series of Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) workshops and information sessions were held, and a suite of LGBTI resources developed and promoted. Guidance for managers on disability and a Reasonable Adjustment Policy were also released.

Final work to update the RED Framework is underway, including: updating RED training, revising the 2010 RED Framework documents, additional LGBTI workshops and the development of guidelines on gender transitions in the workplace. The aim of this work is to better align the RED Framework with the ACTPS Code of Conduct and ensure included information is more easily understood by members of the ACTPS, is applicable to employees' day to day work, and acts as an overarching guide.

ACT PUBLIC SERVICE EMPLOYMENT STRATEGY FOR ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES AND ACT PUBLIC SERVICE STRATEGY FOR PEOPLE WITH DISABILITY

The 2011-2015 Employment Strategy for Aboriginal and Torres Strait Islander Peoples and the Employment Strategy for People with Disability formed an integral part of the RED Framework when it was launched in 2010. The Final Report recommended a renewed focus on Employment Strategies for Aboriginal and Torres Strait Islander Peoples and People with Disability. Consequently, significant work has been completed during the 2015-16 reporting period to fulfill this recommendation.

The Employment Strategy for Aboriginal and Torres Strait Islander Peoples committed the ACTPS to increasing the employment of Aboriginal and Torres Strait Islander Peoples from 0.9% in 2010 (179 employees) to 2% in 2015 (407 employees). Similarly, the Employment Strategy for People with Disability committed the ACTPS to increasing the employment of People with Disability from 1.6% in 2010 (327 employees) to 3.4% by 2015 (655 employees). While progress has been made, the ACTPS did not reach these targets and as a result the employment targets were extended until the 2018-19 financial year. Directorate-specific annual diversity targets have been assigned, and also included

in Directors-General performance agreements to support the ACTPS in reaching the whole of government targets.

The Employment Strategies for Aboriginal and Torres Strait Islander Peoples and People with Disability are being redeveloped as stand alone strategies, supporting workforce diversity, Aboriginal and Torres Strait Islander cultural awareness and disability confidence within the ACTPS.

EMPLOYMENT STRATEGY FOR ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

During the 2015-16 reporting period, the Commissioner continued to build on the programs and initiatives implemented to improve employment of Aboriginal and Torres Strait Islander Peoples within the ACTPS. Progress continued to be made towards reaching the 2% employment target of Aboriginal and Torres Strait Islander employees. At June 2016, workforce data shows that employment of Aboriginal and Torres Strait Islander Peoples has increased to 1.5% (313 employees)¹.

An ACTPS Indigenous Traineeship Program (the Indigenous Traineeship) commenced on 17 August 2015. The Indigenous Traineeship is a one year program providing trainees with the opportunity to gain valuable skills and knowledge and develop networks across the ACTPS. The Indigenous Traineeship also affords trainees with professional development through the completion of individual based certifications. Trainees will be offered permanent positions within the ACTPS upon successful completion of their placements in August 2016. Due to the success of the current Traineeship, it is anticipated that the next ACTPS Indigenous Traineeship will commence in February 2017.

The role of the Whole of Service Inclusion Team has been embedded within the ACTPS, with a particular focus on whole of government employment inclusion initiatives and providing support to directorates. In addition, the Whole of Service Inclusion Team has focused on providing pastoral care to support those participating in the Traineeship and other inclusion initiatives such as the Graduate Program.

For the 2016 and 2017 ACTPS Graduate Programs, a particular focus was placed on advertising to enhance the profile for available positions for Aboriginal and Torres Strait Islander Peoples. In 2016, two Aboriginal and Torres Strait Islander graduates were part of the 45 graduate cohort. In total, approximately 20% of the 2016 graduate cohort identify as being Aboriginal and Torres Strait Islander or having a disability. 16 inclusion positions were identified for the 2017 ACTPS Graduate Program to support the placement of both Aboriginal and Torres Strait Islander Peoples and People with Disability.

Career development and retention of Aboriginal and Torres Strait Islander employees will be a significant focus for 2016-17. An Aboriginal and Torres Strait Islander Career Progression and Retention Program is proposed for the upcoming reporting period, with the focus on support and development of lower to middle range Indigenous employees in the ACTPS. This program is expected to be managed by the Whole of Service Inclusion Team in WCGD and will form part of the overall Inclusion focus in the ACTPS.

An ACTPS Inclusion Practitioners Network will be established during the 2016-17 reporting period. This will be a regular networking and educational event where Inclusion Practitioners within the ACTPS can share and exchange ideas and projects, attend training and remain up to date on inclusion initiatives while networking with their peers. This will initially be coordinated through the Inclusion Team and will then be coordinated through each directorate.

1. Data relating to workforce diversity can be found at pages 61 - 70 and is quoted as at the last pay period of the 2015-16 financial year, 29 June 2015.

EMPLOYMENT STRATEGY FOR PEOPLE WITH DISABILITY

The employment of People with Disability within the ACTPS continues to grow, with workforce data at June 2016 showing that the employment of People with Disability has increased to 2.2% (458 employees)². Various employment initiatives are being implemented to support directorates to increase the participation of People with Disability within the ACTPS.

The ACTPS Graduate Program continues to be a successful avenue for attracting People with Disability to the ACTPS. Particular focus is placed on ensuring each candidate is provided with the necessary reasonable adjustment to support them in the selection process. In 2016, nine People with Disability graduates were part of the 45 graduate cohort. Sixteen inclusion positions were identified for the 2017 ACTPS Graduate Program to support the placement of both People with Disability and Aboriginal and Torres Strait Islander Peoples.

The ACTPS is currently working with employment providers to establish a register for Australian School Based Apprentices (ASBAs) for People with Disability, with a view to promoting this to directorates as an opportunity to employ an apprentice in 2016-17. In order to provide support to ACTPS employees with a disability, an ACTPS Disability Employee Network will be created in 2016-17. In addition, an ACTPS Inclusion Practitioners Network will be implemented and will act as an avenue for all staff involved in the inclusion space to network and share learning on Service-wide inclusion initiatives.

Two inclusion traineeship programs are planned for the second half of 2016 with a view to providing People with Disability additional employment pathways into the ACTPS. Planning for the ACTPS Inclusion Employment Traineeship (Inclusion Traineeship) has commenced, with advertisement planned for September 2016 and commencement in November 2016. The Inclusion Traineeship will be specifically for applicants who identify as having a disability, and will run for a period of 12 months. Upon successful completion of the Inclusion Traineeship, participants will be offered ongoing positions with the ACTPS.

An ACTPS Inclusion ICT Traineeship (Inclusion ICT Traineeship) is planned for commencement in July 2016. The ICT Inclusion Traineeship will be a three year program specifically for individuals that identify with Autism Spectrum Disorder. Trainees will undertake a Certificate IV and Diploma in ICT, and will be offered ongoing ICT positions within the ACTPS upon successful completion of the program.

To build stakeholder buy-in to these Inclusion activities, disability confidence training is being developed for managers and general staff to address the perceived challenges of employing People with Disability in the ACTPS.

WORKFORCE CAPABILITY AND ALIGNMENT WITH ACTPS VALUES AND SIGNATURE BEHAVIOURS

A priority during 2015-16 was to enable the ACTPS workforce to build the capability required to be an agile, responsive and innovative public service that is able to deliver the government's priorities and provide effective services to the ACT community. To support this, there has been a key focus on developing and implementing workforce strategies and practical tools that enable directorates to improve their workplace culture and capability.

The ability of ACTPS leaders to create productive working environments that engage staff and foster collaboration, innovation, communication and responsiveness is central to developing the ACTPS workforce as a whole. Regular executive development events have been held during 2015-16 to support skill development, collaboration, understanding of change management and the promotion of positive workplace cultures. During the 2015-16 period there were five All Executive Speaker Series held discussing leadership, responsiveness and collaboration, and four Executive Workshops discussing change management. In addition, an all Executive Post Budget Lunch was held where the Chief Minister and Treasurer Andrew Barr provided an overview of the 2016-17 Budget, highlighting the role of the ACTPS in implementing the associated policies and priorities.

2. Data relating to workforce diversity can be found at pages 61 - 70 and is quoted as at the last pay period of the 2015-16 financial year, 29 June 2015.

Released in late 2015, the ACTPS Shared Capability Framework (the Capability Framework) describes the key skills, knowledge and behaviours that can be universally expected of every ACT public servant at different organisational levels in every workplace across the ACTPS. Developed in consultation with directorates, the streamlined framework provides guidance when developing strategies to address future workforce needs.

The Capability Framework incorporates the ACTPS Values and Signature Behaviours, and describes five capability domains;

1. Service Delivery: drives and communicates goals that are in line with Government priorities;
2. Team work: fosters collaboration and engagement and drives the 'One Service' approach;
3. Achieves results with Integrity: utilises the ACTPS Performance and Development Framework to deliver on KPI's and recognise achievements;
4. Thinking and Innovating: reinforces flexible work environment with changing priorities and the ability to challenge the status quo; and
5. Leadership: personal effectiveness and leadership capabilities.

These domains represent the main themes, or pillars, of work capability in the ACTPS. The domains are aligned with the equivalent executive capability statement and can be used by directorates to shape and inform their recruitment, learning and development, succession and talent strategies and strategic priorities. In addition, individual ACTPS employees can use these domains as a tool to plan their performance and future development.

Further work has been undertaken in 2015-16 to revise the ACTPS Performance Framework Planning Discussion (PDP) templates to incorporate the Capability Framework and make them easier for employees to complete. The revised PDP templates will improve organisational, functional, team and individual performance within the ACTPS.

To further support workforce planning activities across the ACTPS, an ADAPT Strategic Workforce Planning Toolkit (ADAPT Toolkit) is under development and will be released in 2016-17. The ADAPT model aligns service innovation, business improvement opportunities and strategic priorities with 'people planning' to drive business transformation. The ADAPT Toolkit will assist directorates to align people planning activities with strategic business objectives and build future workforces around key service delivery.

The whole of government Employment Policy Review Project continued during 2015-16 to implement changes to policies brought about by the transition from directorate specific to Service-wide Enterprise Agreements and planned changes to employment legislation. The following policies were completed during the 2015-16 financial year:

- > ACTPS Recruitment Guidelines;
- > Building Positive Work Attendance Policy;
- > Local Area Travel Policy;
- > Media Communications and Engagement Policy;
- > Reasonable Adjustment Policy;
- > Short Term Secondment Policy;
- > Staying in Touch Policy;
- > Use of Recording Devices Policy;
- > Use of Social Media Policy; and
- > Whole of Government Mobile Devices Policy.

The ACTPS Employment Portal (the Employment Portal) was launched in February 2016, providing a centralised resource for ACTPS staff, managers and HR practitioners to access whole of government employment conditions, rights and obligations. The Employment Portal houses all of the whole of government policies, guidance material, toolkits and HR tools and provides clarity and consistency about the obligations and entitlements under the ACTPS Employment Framework. Its availability is for all stakeholders and can be accessed at http://www.cmd.act.gov.au/employment-framework/_nocache.

ACTPS GRADUATE PROGRAM REVIEW

The ACTPS Graduate Program (the Graduate Program) was reviewed during 2015, with a final report completed in December 2015. The review incorporated feedback from stakeholders through a range of consultation mechanisms including surveying 2015 graduates, focus groups with 2015 graduates, focus groups with Directorate Graduate Coordinators, a review of relevant online graduate forums and ongoing liaison with the Graduate Program Coordinator. In addition to stakeholder consultation, data was examined in relation to the retention of graduates and research undertaken into the operation of other agencies' Graduate Programs.

Recommendations arising from the review included improvements in the areas of recruitment, attraction and retention, rotations/work placements, refinement of the Graduate Program's key objectives, training and development, and graduate support networks. One recommendation was the redesign of the learning and development (L&D) model used in the Graduate Program. The current L&D model involves completion of a Graduate Certificate in Public Administration at the University of Canberra. While the review found that the availability of training was one of the most important attraction factors of the Graduate Program, feedback from graduates indicated a desire for a focus on on-the-job and soft-skills training. A new L&D model will be trialled for the 2017 Graduate Program, with learning targeted around the core skills expected at the Team Member level of the recently released ACTPS Shared Capability Framework. This learning will be supported by a guest speaker series to provide networking opportunities and exposure to senior leaders across the ACTPS.

WCGD continues to work alongside directorates to improve the Graduate Program, with significant work undertaken during 2015-16 to address the recommendations arising from the review. Particular focus has been placed on working cohesively with Directorate Graduate Coordinators to build rapport, provide a forum for ongoing feedback, facilitate a consolidated approach across directorates and ensure key milestones of the Graduate Program are achieved.

WORK SAFETY, REHABILITATION AND WORKERS' COMPENSATION

By notice under the *Safety, Rehabilitation and Compensation Act 1988* (Cwlth) (the SRC Act), until 30 June 2016, the Commissioner was identified as the principal officer of the Territory for the purposes of that Act and in that capacity had overall responsibility for workers' compensation for the Sector (excluding ACTEW Corporation Limited). From 1 July 2016, the role of principal officer of the Territory has been transferred to the Head of Service.

The ACT Public Service Workers' Compensation and Work Safety Improvement Plan (the Improvement Plan) was instigated by the ACT Government as part of the 2011-12 Budget. The Improvement Plan consists of a series of aligned and mutually reinforcing elements designed to significantly improve the management of workers' compensation and work health and safety issues. The elements include:

- > a sector-wide case management model;
- > strengthening the capability of case managers;
- > building stronger people management skills in managers of staff;
- > implementing enhancements to the existing ACT redeployment framework;
- > a strengthened partnership agreement and working relationship with Comcare;
- > enhanced performance monitoring and reporting;
- > implementation of the Work Health and Safety Act 2011 (WHS Act) in the Service; and
- > development and implementation of a new accident and incident ICT system.

2015-16 saw the continued implementation of key initiatives against the Improvement Plan, further supporting the strategies previously initiated, including:

- > maintaining arrangements which resulted in part of the case management team being colocated with Comcare;
- > ongoing promotion of the NewAccess program which provides mental health coaching to people experiencing mild to moderate mental ill health issues;
- > ongoing provision of training to supervisors, managers and executives on managing mental ill health in the workplace;
- > expanding the availability of reporting available to directorates and agencies through the RiskMan electronic incident reporting system. This provides directorate-based work health and safety officers with up to date information about incidents and near misses that are reported across their organisations, allowing them to identify and analyse trends and use the data to inform work health and safety improvement initiatives; and
- > continued facilitation of the ACT Public Service Work Health and Safety Working Group which provides leadership and advice to continuously improve workplace safety culture across the Service.

During the 2015-16 reporting period a broad review of the Plan has been undertaken with a view to ensuring the continuous improvement of services and advice being provided on work health and safety and return to work initiatives across the Sector. The Improvement Plan has been successful in improving performance in managing health and safety risks, providing support to injured workers, and supporting rehabilitation and return to work programs for individuals. During the 2016-17 reporting period it is expected that activities will be undertaken to build on these successes and further strengthen the link between wellbeing, work

health and safety and return to work, both from a broad policy perspective and also at a service delivery level.

WORKFORCE PROFILE

The ACT Public Service Workforce Profile (Workforce Profile) is published by the Commissioner each financial year and provides a comprehensive picture of the Service. The Workforce Profile captures aggregate workforce statistics and identifies trends that impact the Service.

AGENCY SURVEY

The ACT Public Service Agency Survey (Agency Survey) was reviewed during the 2015-16 reporting period. Consultation was undertaken with Human Resources Directors' Group, and questions in the Agency Survey revised to better capture information on strategies and initiatives employed by directorates. Importantly, the 2015-16 Agency Survey has been restructured to reflect the main strategic objectives for the ACTPS people planning: an agile, innovative, responsive and engaged workforce.

The Agency Survey fulfills the reporting requirements under Section O of the Annual Reports (Government Agencies) Notice 2015 (the Directions). The Agency Survey is conducted annually allowing for longitudinal tracking and the identification of trends across the ACT Public Sector. The 2015-16 Agency Survey provides the Commissioner with information in relation to broad human resource management trends and covers areas such as: the operation of ACTPS Values and Signature Behaviours, ethics and culture, workplace equity and diversity, workforce planning, attraction and retention, and human resource management within the ACT Public Sector.

COMPLAINTS

During the 2015-16 reporting period, the Commissioner received a total of 16 general complaints from employees across the ACT Public Sector. Five matters were for advice only and did not require any investigative action by the Commissioner's office. This is the second year where complaint figures have dropped, suggesting a positive impact of the ACTPS Manager's Toolkit.

The subject matter of complaints varied and there were no specific trends identified. Most complaints were resolved through direct liaison with the relevant entity and required minimal involvement by the Commissioner.

As at 30 June 2016, two matters are still current and both have been referred back to the relevant directorate for advice.

During the 2015-16 reporting period, complaints were received from the various public sector entities as follows:

Public Sector Entity	Complaints
Chief Minister, Treasury and Economic Development	2
Community Services	3
Education	2
Environment and Planning	1
Health	5
Justice and Community Safety	2
Territory and Municipal Services	1

PUBLIC INTEREST DISCLOSURES

Under the *Public Interest Disclosure Act 2012* (the PID Act), the Commissioner has a number of functions which include the provision of advice, monitoring PIDs, reviewing investigations, ensuring appropriate outcomes and coordinating related education and training programs.

During the 2015-16 reporting period, whole of government entities complied with provisions of the PID Act, with the following statistics cross checked with Human Resource areas within the relevant entities.

In total the Commissioner was notified of 12 PIDs, the same number as the previous reporting period. A breakdown of the relevant entities the PIDs relate to is as follows:

Public Sector Entity	PIDs
Chief Minister, Treasury and Economic Development	2
Cultural Facilities Corporation	1
Community Services	1
Education	2
Land Development Agency	1
Health	2
Justice and Community Safety	2
Territory and Municipal Services	1

Of the 12 PIDs received during the 2015-16 reporting period, one was assessed as failing to meet the criteria for disclosable conduct, one was assessed as having no evidence to support the disclosure, six were investigated under the PID Act, four matters were assessed and the entity declined to act under section 20. As at 30 June 2016, four matters remain current. The average time taken for completion of investigated PIDs was five months. In accordance with Section 38 of the PID Act, no regulations were made in the reporting period.

Continuing to embed a best practice approach to PID management, the Commissioner was represented at the annual PID Oversight Forum hosted by the Commonwealth Ombudsman and the Seminar for Commonwealth Agency PID Practitioners, both held in April 2016. In addition, the Commissioner's office provided responses to the Commonwealth PID review conducted by Mr Philip Moss, AM.

Throughout the 2015-16 reporting period, entities continued to notify the Commissioner in line with the PID Act, that requires that the Commissioner be informed about PIDs with regard to receipt, referral, progress of any investigation and eventual outcome, including a decision not to investigate.

Under the auspices of the Commissioner's office, a whole of government PID database continues to be maintained by the Senior Investigator, attached to the PSU, for the purpose of centrally recording PID numbers and providing effective oversight and investigation of PIDs.

REVIEW OF THE PUBLIC SECTOR MANAGEMENT ACT 1994 (PSM ACT)

During 2015-16, work continued on legislative reform in relation to the PSM Act. The Public Sector Bill 2014 was discontinued and instead a number of reforms pursued through amendments to the existing PSM Act, which were introduced in the Assembly on 7 June 2016. Key reforms include:

- > new public sector principles that set expectations of a high-performing, efficient and accountable public sector;
- > inclusion of the ACTPS Values which will explicitly apply to the whole public sector, including statutory officeholders and agency heads;

- > establishment of an independent Public Sector Standards Commissioner who will not be a public servant;
- > general employment powers for the head of service (instead of prescriptive requirements) with detail left to the Standards and policy where items are not covered by Enterprise Agreements;
- > removal of the concept of 'office' for executives to facilitate executive mobility across the ACTPS;
- > establishment of a Senior Executive Service in the ACTPS; and
- > discontinuation of the practice of tabling executive contracts and replacing that process with the tabling of a list of new long term contracts twice yearly.

The amendments to the PSM Act deliberately reinforce the One Service narrative founded on collaboration and cohesion of effort, and embed the ACTPS Values and Signature Behaviours contained in the ACTPS Code of Conduct.

The Public Sector Management Amendment Bill 2016 was introduced into the Legislative Assembly on 7 June 2016. During the first half, of 2016 work has continued on finalising other aspects of the legislative package which includes amendments to the Standards. Additional consultation with the unions has also occurred.

AMENDMENTS TO THE PUBLIC SECTOR MANAGEMENT STANDARDS 2006

The Commissioner is empowered under section 251 of the PSM Act, with the approval of the Chief Minister, to make and amend Standards for the purpose of the PSM Act. During the reporting period no amendments were made to the Standards.

B.3 SCRUTINY

Standing Committee on Health, Ageing, Community and Social Services Report No.2 – Report on the Inquiry into ACT Public Service Aboriginal and Torres Strait Islander Employment

Recommendation No. and Summary	Action	Status
<p>3. The Committee recommended the ACTPS Employment Strategy for Aboriginal and Torres Strait Islander Peoples be amended to incorporate a plan to recruit and retain suitably qualified Aboriginal and Torres Strait Islander senior executives in the service. The Government agreed noting the ACTPS aims to employ more Aboriginal and Torres Strait Islander Peoples at both higher level administrative classifications and senior officer level. The proposal to amend the Employment Strategy to include a standalone plan to recruit and retain suitably qualified Aboriginal and Torres Strait Islander senior executives in the ACTPS is being considered as part of the ongoing review of the RED Framework.</p>	<p>Although a specific program to recruit suitably qualified Aboriginal and Torres Strait Islander senior executives has not been designed, the whole of government secondment policy was revised during the 2015-16 period. This policy sets out the principles and considerations to be given when arranging secondment and job swap placements of staff into and out of ACT Government workplaces. The ACTPS Graduate Program is being targeted to encourage larger numbers of Aboriginal and Torres Strait Islander employees into the ACTPS. The Inclusion Employment Program is a foundation to develop a wider and more diverse pool of talent and broaden the opportunities for employees to move into leadership positions within the ACTPS in future years. In an effort to increase the retention and career progression of Indigenous employees, an ACTPS Aboriginal and Torres Strait Islander Career Retention and Development program will commence in 2016-2017. This program will cater for up to 40 participants across the Service.</p>	Complete.
<p>4. The Committee recommended the ACTPS give priority to identifying and implementing innovative ways of recruiting Aboriginal and Torres Strait Islander Peoples into the ACTPS, in consultation with the ACT Aboriginal and Torres Strait Islander Elected Body. The Government agreed noting the ACTPS whole of government Recruitment Guidelines will be updated in line with the renewal of the employment framework upon its implementation. This will be supported by development of a toolkit for managers, supervisors and colleagues of Aboriginal and Torres Strait Islander employees to provide cultural competency and other relevant information, including information relevant to recruitment. The proposal that the Government consider secondments of Aboriginal and Torres Strait Islander persons from Non Government employers will be considered as part of the review of the RED Framework.</p>	<p>Consultation occurred with the Elected Body in December 2014, and remain ongoing through regular meetings with respective Directors-General relating to individual Elected Body Members' portfolio. The review of the ACTPS Recruitment Guidelines was completed during 2015-16. As reported in relation to recommendation 3, the whole of government secondment policy was revised during 2015-16 and covers job swaps into and out of the ACTPS, Non Government Organisations and the Private Sector.</p>	Complete.

Standing Committee on Health, Ageing, Community and Social Services Report No.2 – Report on the Inquiry into ACT Public Service Aboriginal and Torres Strait Islander Employment

Recommendation No. and Summary	Action	Status
6. The Committee recommended the ACTPS enhance its website to address the requirements of Aboriginal and Torres Strait Islander Peoples who may be interested in employment in the ACTPS. The Government agreed noting the ACTPS will continue to work with the Elected Body to seek specific requirements of Aboriginal and Torres Strait Islander Peoples who may be interested in employment in the ACTPS, and how the ACT Government website can be enhanced to address these requirements.	<p>A range of advertising including engaging social media has been used to advertise the Inclusion Employment Pathways Indigenous Traineeship. Advertising will be evaluated each year to determine the most effective avenues for attracting Aboriginal and Torres Strait Islander Peoples.</p> <p>Consultation remains ongoing relating to specific requirements of Aboriginal and Torres Strait Islander Peoples who may be interested in employment in the ACTPS, and how the ACT Government website can be enhanced to address these requirements.</p> <p>The ACTPS Graduate Program website has been reviewed, including the addition of a new 'Inclusions' tab to better promote Aboriginal and Torres Strait Islander identified positions within the Program. To better promote Canberra as a vibrant city to live in, a new 'About Canberra' tab was also added to encourage applications from interstate candidates.</p>	<p>Complete.</p> <p>Complete.</p>
10. The Committee recommended the ACTPS take the necessary steps to ensure exit data relating to Aboriginal and Torres Strait Islander employees is collected and reported, including to the ACT Aboriginal and Torres Strait Islander Elected Body and in the annual State of the Service report. The government agreed in principle noting the government aims to improve the collection of exit survey data for workforce planning and reporting purposes. The ACTPS will consider how best to update the survey in line with the One Service model, and will consider continuous improvement in promoting the survey and its benefits to all staff.	<p>The Agency Survey component of the ACTPS State of the Service Report has been reviewed to improve validity and usefulness of data collected and reported especially around RED themes. Directorate level reporting on RED contacts is being reviewed to ensure consistency.</p> <p>The RED Review Working Group has considered the usage and success of exit surveys across the ACTPS, and how exit data can be better captured and analysed. Changes to the exit survey are dependent on the introduction of enabling technology. In October 2015 the Strategic Board endorsed the ADAPT Workforce Planning Toolkit which will enable directorates to develop, implement and review workforce planning in a modern and dynamic way to meet strategic objectives and business outcomes.</p>	<p>Complete.</p> <p>Ongoing.</p>

Standing Committee on Health, Ageing, Community and Social Services Report No.2 – Report on the Inquiry into ACT Public Service Aboriginal and Torres Strait Islander Employment

Recommendation No. and Summary	Action	Status
<p>12. The Committee recommended the ACTPS develop an induction program for new Aboriginal and Torres Strait Islander employees that augment the induction program for all new staff. The Government agreed in principle noting the ACTPS will consult with the Indigenous staff network for their views on relevant matters for inclusion in whole of government induction. These matters will be considered in the context of the review of the RED Framework, however, directorates have made some initial suggestions, including that a whole of government Induction Program should include bi-annual meetings/workshops to assist mentoring, buddy support and networking, and the program should involve directorate-specific input. The concept of providing whole of government elements for local induction will also be considered.</p>	<p>Online induction programs were reviewed through the RED Review Working Group to better highlight the linkages between the ACTPS Code of Conduct and the RED Framework. The general RED training that all new staff undertake is currently being reviewed to ensure it remains current and aligns with new policies on bullying (including harassment and discrimination). Specific induction content is developed for the Inclusion Employment initiatives. Induction content was developed for the ACTPS Indigenous Traineeship Program that commenced in August 2015.</p>	Complete.
<p>13. The Committee recommended the ACTPS review its cross-cultural training and take necessary steps to ensure it is of the highest standard, with benchmarking as appropriate. The Government agreed noting a review of the current cultural awareness training will be considered in the context of the review of the RED Framework.</p>	<p>New resources released under the RED Framework across 2015 and 2016 have been provided to training providers to incorporate into their RED Training packages. Training is currently being reviewed through the RED Review Working Group.</p>	Complete.
<p>14. The Committee recommended the ACTPS ensure all staff undertake cross-cultural training and that data on this training together with an assessment of its impact be reported in directorate and agency annual reports. The government agreed in principle noting the review of the RED Framework has indicated the principle of diversity has been adopted and embedded across the ACTPS, and operates as 'business as usual'. The government is interested in forming closer links with the Aboriginal and Torres Strait Islander community to gain better understanding of its culture and customs, to enhance cross-cultural understanding relevant to the ACTPS, and the citizens we serve. Accordingly, this recommendation will be considered in the context of the review of the RED Framework.</p>	<p>The ACTPS has several inclusion initiatives already in place that involve training and support for the areas involved with the programs and inclusion initiatives. In line with the review of the RED Framework, the ACTPS continues to review cross-cultural training available in the ACTPS, including considering the most practical ways to apply cross-cultural training to the broad range of employees and business areas across the ACTPS.</p>	Complete.

Standing Committee on Health, Ageing, Community and Social Services Report No.2 – Report on the Inquiry into ACT Public Service Aboriginal and Torres Strait Islander Employment

Recommendation No. and Summary	Action	Status
15. The Committee recommended the ACTPS ensure all work environments are properly prepared for new Aboriginal and Torres Strait Islander employees. This may mean additional cross-cultural training programs for the managers and/or supervisors of Aboriginal and Torres Strait Islander employees. The Government agreed in principle stating it will consult with the Elected Body to finalise the Toolkit for managers and supervisors of Aboriginal and Torres Strait Islander employees.	WCGD has worked with Directorates and individual areas to provide training and support for areas involved in Inclusion Programs such as the Graduate Program and Inclusion Traineeships. WCGD has developed online support and the Manager's Toolkit that provides guidance on reasonable adjustment, selection and recruitment along with staff development and performance guidance material.	Complete. Complete.
17. The Committee recommended the ACTPS ensure induction programs for all new ACTPS employees include effective training on the handling of racism and bullying. The Government agreed noting work undertaken to outline expectations regarding workplace behaviour, resulting in the ACTPS Code of Conduct and its supporting documents, including the RED Framework. Additionally as part of the review of the RED Framework the content of RED training will be revised and updated where necessary to include appropriate content regarding handling all forms of bullying, including racism.	RED training (including responding to and preventing bullying) and a comprehensive guideline to the prevention of bullying (including harassment and discrimination) already exists within the ACTPS. RED resources on the prevention of bullying (including harassment and discrimination) were reviewed in 2015 and replaced with the Resolving Workplace Issues Resources. These resources have been developed to provide staff and managers with guidance on effective and efficient resolution of low level inappropriate behaviour through to more serious misconduct. This framework ensures that guidance on preventing and managing incidents of work bullying is current and best practice. New RED resources such as these have been provided to training providers to be incorporated into RED Training. A further review of RED training is underway to ensure it remains current and best practice.	Complete.
23. The Committee recommended the ACTPS examine ways of working with the Australian Indigenous Leadership Centre for the delivery of innovative diversity and mentoring training for all ACTPS employees. The government agreed noting it is committed to innovative ways to retain Aboriginal and Torres Strait Islander employees, and will further investigate this recommendation in the context of the review of the RED Framework currently underway.	Consultations are underway with the Australian Indigenous Leadership Centre and other training and development organisations for training programs and initiatives associated with the development of ACTPS employees. CMTEDD will be promoting a number of training programs in 2016-17 from the ACT Indigenous Leadership Centre. CMTEDD will be working with these organisations for assistance and support of future Inclusion Initiative programs such as the Graduate Program and Traineeships.	Complete.

Standing Committee on Health, Ageing, Community and Social Services Report No.2 – Report on the Inquiry into ACT Public Service Aboriginal and Torres Strait Islander Employment

Recommendation No. and Summary	Action	Status
24. The Committee recommended the ACTPS ensure mentors for Aboriginal and Torres Strait Islander employees are drawn from those ACTPS employees who are respected within the wider Aboriginal and Torres Strait Islander community. The Government agreed in principle noting mentoring, buddying and coaching programs currently in operation in ACT Health are being monitored centrally with a view to possible whole of government adoption/ implementation. The operation of the buddying component of the CSD facilitated traineeship may also be considered in this context. The recommendation will be also considered in the context of the review of the RED Framework currently underway.	The pilot Inclusion Employment Pathways Aboriginal and Torres Strait Islander Traineeship engaged culturally appropriate mentors from Murranga Murranga in addition to other sources to support both trainees and their supervisors. Each year new mentors and support will be organised. An Inclusion Employment Pathways Trainee Network has been established to facilitate peer support and additional training and development. This network will be re-evaluated each year in order to maintain the most effective and appropriate support for participants.	Complete. Complete.
26. The Committee recommended the ACTPS establish a Work in the Assembly Program for Aboriginal and Torres Strait Islander employees, along the lines of the current Work in the Assembly Program open to all ACTPS employees, at the ASO 6 or SOGC levels. The government agreed in principle stating that it would consider the recommendation in the context of the review of the RED Framework and in consultation with the Office of the Legislative Assembly.	Initial discussions with the Office of the Legislative Assembly have indicated this could be linked with their existing program. This will be further investigated after the expansion of the number of MLAs at the Territory election in October 2016.	In Progress.
28. The Committee recommended the ACTPS take prompt action to ensure the wider collection of data, including exit surveys, relating to Aboriginal and Torres Strait Islander employees in the ACT Public Service. The government agreed in Principle noting that the government aims to improve the collection of exit survey data for workforce planning and reporting purposes. This recommendation will be considered in the context of the review of the RED Framework.	The RED Review Working Group has considered the usage and success of exit surveys across the ACTPS, and how exit data can be better captured and analysed. Changes to the exit survey are dependent on the introduction of enabling technology. In October 2015 the Strategic Board endorsed the ADAPT Workforce Planning Toolkit which will enable directorates to develop, implement and review workforce planning in a modern and dynamic way to meet strategic objectives and business outcomes. The Agency Survey component of the ACTPS State of the Service Report has been reviewed to improve validity and usefulness of data collected and reported especially around RED themes.	Complete. Complete.

Standing Committee on Health, Ageing, Community and Social Services Report No.2 – Report on the Inquiry into ACT Public Service Aboriginal and Torres Strait Islander Employment

Recommendation No. and Summary	Action	Status
<p>31. The Committee recommended the ACTPS review the merit of implementing an Indigenous leadership program similar to that proposed by the New South Wales Public Service Commission and report its findings to the ACT Aboriginal and Torres Strait Islander Elected Body and the Legislative Assembly.</p> <p>The Government agreed, noting that directorates have indicated support for an Indigenous leadership program to increase the capability of current and future Aboriginal and Torres Strait Islander employees and to increase the attractiveness of the ACTPS to Aboriginal and Torres Strait Islander Peoples.</p>	<p>Consultation is underway with Training and Development Providers and Community on an Indigenous Leadership program specifically designed for senior level staff and development of future senior level staff aimed at increasing the number of Senior Officers that identify as Aboriginal and or Torres Strait Islander and increasing the retention of current staff at these levels. Future consultation will also involve the ACTPS Staff network.</p>	<p>In Progress.</p>

Select Committee on Estimates 2014-2015 Report No.1 – Inquiry into Appropriation Bill 2014-2015 and the Appropriation (Office of the Legislative Assembly) Bill 2014-2015

Recommendation No. and Summary	Action	Status
<p>51. The Committee recommended the Government undertake analysis of the underlying causes of bullying in the ACT Public Service and establish a service-wide framework to address these issues. The Government agreed in principle noting that public sector conduct, including bullying issues, is intended to be a particular focus for a new independent commissioner. Accordingly, there will need to be discussions with the new commissioner around his or her planned program of work in relation to this issue.</p> <p>There is already a service-wide framework to address bullying issues that consists of the Respect, Equity and Diversity (RED) framework and accompanying guide to prevention and management of work bullying which is currently being reviewed and updated; and investigations provisions in the ACT public sector enterprise agreements.</p>	<p>A service-wide framework for preventing and responding to bullying in the ACTPS exists. This includes the RED Framework, the Resolving Workplace Issues resources, and a clear procedure for managing allegations of misconduct (including bullying) being proscribed in ACTPS Enterprise Agreements. Proposed amendments to the Public Sector Management Act 1994 that will see the establishment of an independent Public Sector Standards Commissioner were tabled in the Assembly in June 2016.</p>	Complete.
	<p>To support this framework, a Manager's Toolkit has been released and the Resolving Workplace Issues resources include a specific resource on complaints management within the ACTPS.</p>	Complete.
	<p>The role of the RED Contact Officers and the training provided is being reviewed and clarified, especially in the area of complaints management and increased education regarding the complaints mechanisms in the ACTPS. To clarify the roles and responsibilities of the RED Contact Officers and improve consistency of that role across the Service, the RED Contact Officer Guidelines were developed and released in early 2016.</p>	Complete.
	<p>In the most recent negotiations with unions on ACTPS Enterprise Agreements, substantial work was undertaken to amend Section H (Workplace Values and Behaviour) of the common terms and conditions. Particularly, the 'evidence-gathering' provisions were replaced with the Preliminary Assessment provisions, with the intent of resolving complaints of inappropriate behaviour at the lowest level and at an early stage, before they progress to more serious misconduct issues.</p>	Complete.

Select Committee on Estimates 2014-2015 Report No.1 – Inquiry into Appropriation Bill 2014-2015 and the Appropriation (Office of the Legislative Assembly) Bill 2014-2015

Recommendation No. and Summary	Action	Status
52. The Committee recommended the Government put in place a whole of government bullying strategy. The Government agreed in principle noting the guide to prevention and management of work bullying contains the whole of government bullying strategy and is currently being reviewed.	Previous bullying resources such as the Respect at Work Policy and the ACTPS Preventing Work Bullying Guidelines under the RED Framework have been reviewed and replaced with the Resolving Workplace Issues suite of resources. These resources incorporate Respect at Work and retain the principles of Preventing Work Bullying Guidelines, however are modern and best practice. They focus on early identification and effective responses to lower level inappropriate behaviour before it escalates to more serious misconduct, and include a focus on restorative justice.	Complete.
53. The Committee recommended that the Government establish a register to monitor the incidence and progress on addressing bullying across the ACT Public Service. The Government agreed in principle noting the State of the Service Report provides data on the number of bullying complaints and how they are handled. Further initiatives to monitor the incidence and handling of bullying complaints are being considered during the review of the RED framework.	The reporting procedures for RED Contacts have been reviewed with the intent to improve consistency of data collected and reported within directorates on the number and type of RED Contacts. As part of the recently developed RED Contact Officer Guidelines, a standardised reporting template was developed and is attached to the Guidelines as a means of improving consistency of data collected and reported across the Service. The Agency Survey component of the ACTPS State of the Service Report has been reviewed to improve validity and usefulness of data collected and reported.	Complete. Complete.
54. The Committee recommended the Government put in place a standard training regime for all ACT Public Service (directorates and agencies on bullying. The Government agreed in principle noting training on the RED framework, which includes bullying, is provided through Shared Services, and has been customised for specific workplaces by larger directorates such as Health. Training requirements are being considered during the review of the RED framework.	RED training, including preventing and responding to bullying, is currently provided to all staff, with specific additional training being provided to RED Contact Officers. New resources released under the RED Framework across 2015 and 2016 have been provided to training providers to incorporate into RED training.	Complete.

Select Committee on Estimates 2014-2015 Report No.1 – Inquiry into Appropriation Bill 2014-2015 and the Appropriation (Office of the Legislative Assembly) Bill 2014-2015

Recommendation No. and Summary	Action	Status
<p>55. The Committee recommended the Government consider the application of restorative justice practice in addressing bullying in the ACT Public Service. The Government agreed noting the application of restorative justice practice will be considered during the review of the RED framework.</p>	<p>A review of bullying material has been undertaken and the Resolving Workplace Issues suite of resources have been released. These resources update previous bullying material to ensure it remains current and best practice. They provide a holistic approach to the identification, prevention and management of lower-level inappropriate behaviour through to more serious misconduct (such as bullying). These resources include a focus on restorative justice, rather than issues escalating to formal procedures before any attempt at resolution has occurred. The Resolving Workplace Issues resources provide further explanation of non-disciplinary responses to inappropriate behaviour, either by the staff members themselves or with assistance from management or Human Resources.</p>	Complete.
<p>68. The Committee recommends that the ACT Government give consideration to establishing an independent Public Service Commissioner, for whom functions should include (i) developing and providing expertise in dealing with bullying matters; and (ii) centrally tracking, monitoring and reporting on the incidence of bullying in the ACTPS. The Government noted the recommendation.</p>	<p>Under the amendments to the Public Sector Management Act 1994 the office of the Public Sector Standards Commissioner will be established on 1 September 2016, replacing the office of the Commissioner for Public Administration. Misconduct procedures and Public Interest Disclosure (PID) responsibilities will transfer to the Public Sector Standards Commissioner, with the remainder of Commissioner responsibilities transferring to the Head of Service. The Public Sector Standards Commissioner will be independent from the ACTPS and will not be an ACT public servant. The Public Sector Standards Commissioner will be a part-time role, supported by the Chief Minister, Treasury and Economic Development Directorate. As a transition, the Commissioner as at 31 August assumes the role of the Public Sector Standards Commissioner pending the appointment of the independent Commissioner.</p>	Complete.

Standing Committee on Public Accounts Report on Annual and Financial Reports 2013-2014

Recommendation No. and Summary	Action	Status
<p>3. The Committee reiterates its earlier recommendation that ACT Government directorates and agencies should ensure complete reporting with all compliance requirements as specified in the Annual Report Directions.</p> <p>The Government agreed stating that as with previous Annual Report Directions, the Annual Report Directions for 2015 and 2016 require all annual reports to include a transmittal certificate signed by the Director-General, Chief Executive Officer, Statutory Office Holder or Agency Head stating that the Annual Report is in accordance with the requirements of the Annual Report Directions.</p>	<p>The State of the Service Report includes a transmittal certificate, prepared in accordance with the Annual Report Directions and signed by the Commissioner for Public Administration.</p>	<p>Complete.</p>
<p>8. The Committee recommended that the ACT Government inform the ACT Legislative Assembly, by the last sitting day in May 2015, on the outcomes of its review of the Respect, Equity and Diversity (RED) Framework—with particular reference to: a) the adequacy of the whole of government bullying strategy as contained within the ACTPS Guide to prevention and management of workplace bullying; b) detailing further initiatives (to that of reporting in the Commissioner for Public Administration's State of Service Report) to monitor the incidence and handling of bullying complaints in the ACTPS; and c) the adequacy of the ACTPS training regime across the ACTPS on workplace bullying. The Government agreed noting that the Chief Minister tabled the outcomes in the Legislative Assembly during the May 2015 sitting period.</p>	<p>A report on the review of the RED Framework was tabled on 14 May 2015.</p>	<p>Complete.</p>

Select Committee on Estimates 2015-16 Report No. 1 Inquiry into Appropriation Bill 2015-16 and the Appropriation (Office of the Legislative Assembly) Bill 2015-16

Recommendation No. and Summary	Action	Status
<p>34. The Committee recommended that the ACT Government should consider developing and launching an updated Aboriginal and Torres Strait Islander employment policy for the ACT public service.</p> <p>The government agreed stating that the Employment Strategy for Aboriginal and Torres Strait Islander Peoples is being refreshed and expanded to include new whole of government initiatives that will provide directorates with increased support to reach their annual employment targets and meet the whole of government target by 2018-19.</p>	<p>Consultation is underway with Directorates on the development of an Inclusion Policy for the ACTPS, taking into account individual Directorate's goals and commitments along with the CMTEDD Inclusion Initiatives.</p>	Complete.
<p>110. The Committee recommended that the ACT Government provide clear definitions for counting staff numbers including head count, fulltime employees, fulltime employees (ACT funded) and fulltime employees (externally funded) and fulltime employees (all funding sources), full time equivalents and agreed abbreviations.</p> <p>The government agreed in principle, noting the only term used in relation to staffing in the Budget papers is "Full-Time Equivalents" and this is defined in the on-line Readers Guide to the 2015-16 Budget (see page 43) http://apps.treasury.act.gov.au/__data/assets/pdf_file/0005/733838/2015-16-Readers-Guide-to-the-Budget.pdf. Other definitions and abbreviations are also contained in the Glossary which is at Attachment B to the Readers Guide.</p>	<p>Definitions of these key terms have been consistently reported in the annual State of the Service Report: Workforce Profile section.</p>	Complete.
<p>127. The Committee recommended the ACT Government develop a policy to address recruitment issues, such as lateral transfers and advertising of positions, to ensure the most equitable outcomes for applicants and to obtain the best staffing outcomes for the government.</p> <p>The government agreed in principle, stating that in February 2015, a project reviewing service wide human resources policies commenced. Existing recruitment policies are being reviewed as part of this project.</p>	<p>The ACT Public Service Recruitment Guidelines were reviewed and updated in 2015 to reflect the current ACTPS recruitment context and address recommendations arising from the 2013 Auditor-General's report no. 8 of 2012: Australian Capital Territory Public Service.</p>	Complete.

Standing Committee on Public Accounts Report on Annual and Financial Reports 2014-15

Recommendation No. and Summary	Action	Status
7. The Committee recommended that the ACT Public Service State of the Service report as it relates to the whole of government reporting descriptor—Public Interest Disclosure—should include statistics as to which public sector entity disclosures pertained to for the applicable reporting year.	A breakdown of public interest disclosures by entity is reported in the ACTPS State of the Service report at section 'B2. Performance Analysis'.	Complete.
8. The Committee recommended that the ACT Public Service State of the Service report as it relates to the whole of government reporting descriptor—Public Interest Disclosure—should, where applicable, detail the grounds pursuant to section 20 of the Public Interest Disclosure Act 2012, that an investigating entity may decide not to investigate a public interest disclosure, or may end the investigation of the disclosure, for the applicable reporting period.	Details of the grounds under which an investigating entity decided not to investigate pursuant to section 20 of the Public Interest Disclosure Act 2012 were not indicated in the State of the Service Report 2015 to preserve the anonymity of disclosers as prescribed by Section 44 of the Public Interest Disclosure Act 2012 (Offences – use or divulge protected information). The State of the Service Report already discloses how many Public Interest Disclosures were received, how many were investigated, and how many fall under section 20 of the Act.	Complete.
9. The Committee recommended that the Commissioner for Public Administration inform the ACT Legislative Assembly, by the last sitting day in May 2016, as to the grounds pursuant to section 20 of the Public Interest Disclosure Act 2012, the relevant investigating entity decided not to investigate a public interest disclosure for the 2014–15 reporting period.	As per response to Recommendation 8, the State of the Service Report already provides the details that ensure that section 44 of the Public Interest Disclosure Act 2012 is not breached.	Complete.

Standing Committee on Public Accounts Report on Annual and Financial Reports 2014-15

Recommendation No. and Summary	Action	Status
10. The Committee recommended, to the extent that work is not already taking place, that the ACT Government take appropriate steps to resolve inconsistencies between directorates in relation to complaints handling under the Respect, Equity and Diversity (RED) Framework.	The Agency Survey component of the ACTPS State of the Service Report has been reviewed to improve validity and usefulness of data collected and reported, especially around RED themes. In particular, the survey questions have been refined to ensure a consistent understanding of reporting requirements by respondents. Guidelines for RED Contact Officers have been released to provide a consistent resource for RED Contact Officers to increase education regarding complaints management and support them to better understand their roles and responsibilities. This resource includes a standardised reporting template for use across the Service to improve consistency in reporting of RED contacts.	Complete.
11. The Committee recommended that the ACT Government report to the ACT Legislative Assembly, by the last sitting day in May 2016, on the progress and effectiveness of the Government's implementation of the recommendations, made in the Final report on the review of the Respect, Equity and Diversity (RED) Framework, that have been accepted either in-whole or in-part.	The Chief Minister provided an update on implementation of the recommendations made in the Final report on the review of the RED Framework to the Assembly in May 2016.	Complete.

B.8 HUMAN RESOURCES MANAGEMENT

ACT PUBLIC SECTOR DEVELOPMENT PROGRAMS

A number of whole of government professional development programs were offered across the Sector during the reporting period. In addition to strengthening the capabilities of participating staff, whole of government programs offer the opportunity to build collaboration and networks across the Sector.

The Graduate Program attracts high calibre graduates from across Australia and builds the diversity of our workforce. It is a full-time program conducted over 10 months, offering graduates three diverse work rotations, tailored learning and development, and permanent appointment upon successful completion. In 2016, forty five graduates commenced the Graduate Program, with approximately 20% of the cohort being Aboriginal and Torres Strait Islander graduates or graduates with a Disability.

Preparation is ongoing for the 2017 Graduate intake. Applications for the 2017 Graduate Program closed on 1 May 2016 with 1,268 applications received.

As discussed in section B2, a comprehensive set of workforce strategies and practical tools are being developed to further develop the capability of employees, managers and leaders across the ACTPS.

Strengthening the capability of the ACTPS Executive cohort was a key focus during the 2015-16 reporting period. Five executive leadership workshops and four All Executive Speaker Series were delivered during 2015-16, providing ACTPS Executives with strategy, development, innovation and collaboration opportunities.

A pilot 'Leaders Leading Learning' Program is currently being developed, which will be targeted to Band 2 Executives with a focus on leading innovation, engaging with risk and leading transformational change.

Work will continue in 2016-17 on whole of government succession and talent strategies to create the systematic attraction, identification, development and retention of high-performing individuals.

APPENDIX 1 – COMPLIANCE STATEMENT

The ACT Public Service State of the Service Report 2016 must comply with the 2015 Annual Report Directions (the Directions). The Directions are found at the ACT Legislation Register: <http://www.legislation.act.gov.au/ni/annual/2015.asp>.

The Compliance Statement indicates the subsections, under the five Parts of the Directions that are applicable to the Commissioner for Public Administration and the location of information that satisfies these requirements.

PART 1 DIRECTIONS OVERVIEW

The requirements under Part 1 of the Directions relate to the purpose, timing and distribution, and records keeping of annual reports. The ACT Public Service State of the Service Report 2016 complies with all subsections of Part 1 under the Directions.

In compliance with section 13 Feedback, Part 1 of the Directions, contact details for the Commissioner for Public Administration are provided within the ACT Public Service State of the Service Report 2016 to provide readers with the opportunity to provide feedback.

PART 2 AGENCY ANNUAL REPORT REQUIREMENTS

The requirements within Part 2 of the Directions are mandatory for all agencies, however, due to the functions and/or structure of the Commissioner's Office, the Commissioner does not report against the following sections of the Directions:

- > B.4 Risk Management;
- > B.5 Internal Audit;
- > B.6 Fraud Prevention;
- > B.7 Work Health and Safety;
- > B.8 Human Resources Management (with the exception of learning and development programs and activities);
- > B.9 Ecologically Sustainable Development; and
- > C. Financial Management Reporting.

The information that satisfies the remainder of the requirements of Part 2 is found in the ACT Public Service State of the Service Report 2016 as follows:

- > A. Transmittal Certificate, see page 4
- > B. Organisational Overview and Performance, inclusive of subsections B.1, B.2, B.3, see pages 8 - 31.

PART 3 REPORTING BY EXCEPTION

The Commissioner for Public Administration has nil information to report by exception under Part 3 of the Directions for the 2015-16 reporting period.

PART 4 AGENCY SPECIFIC ANNUAL REPORT REQUIREMENTS

The Commissioner for Public Administration has nil information for agency specific annual report requirements under Part 4 of the Directions for the 2015-16 reporting period.

PART 5 WHOLE OF GOVERNMENT ANNUAL REPORTING

All subsections of Part 5 of the Directions apply to the Commissioner for Public Administration. Consistent with the Directions, the information satisfying these requirements is reported in the one place for all ACT Public Service directorates, as follows:

- > Q. Community Engagement and Support, see the 2015-16 annual report of Chief Minister, Treasury and Economic Development Directorate;
- > R. Justice and Community Safety, including all subsections R.1 – R.4, see the 2015-16 annual report of the Justice and Community Safety Directorate; and
- > T. Territory Records, see the 2015-16 annual report of Chief Minister, Treasury and Economic, Development Directorate.

Subsection O of Part 5 of the Directions requires the Commissioner for Public Administration to produce an annual report on the State of the Service. The information that satisfies the requirements of subsection O is found in the ACT Public Service State of the Service Report 2016 as follows:

- > O.1 Culture and Behaviour, see pages 57 – 60;
- > O.2 Public Interest Disclosures, see pages 17 – 18; and
- > O.3 Workforce Profile, see pages 36 – 84.

ACT Public Service Directorate annual reports are found at the following web address: http://www.cmd.act.gov.au/open_government/report/annual_reports.



ACT PUBLIC SERVICE WORKFORCE 2015-16

INTRODUCTION

The ACT Public Sector workforce delivers a wide range of services to the Australian Capital Territory (ACT) community, including health, education, planning and urban renewal, transport, law enforcement and maintenance of infrastructure.

At June 2016 the ACT Public Sector consisted of eight ACTPS directorates and seven ACT Public Sector entities.

ACT PUBLIC SERVICE DIRECTORATES

- > Capital Metro Agency;
- > Chief Minister, Treasury and Economic Development Directorate;
- > Community Services Directorate;
- > Education Directorate;
- > Environment and Planning Directorate;
- > Health Directorate;
- > Justice and Community Safety Directorate; and
- > Territory and Municipal Services Directorate.

ACT PUBLIC SECTOR ENTITIES

- > ACT Audit Office;
- > ACT Electoral Commission;
- > Calvary Health Care ACT;
- > Canberra Institute of Technology;
- > Cultural Facilities Corporation;
- > Director of Public Prosecutions³; and
- > Office of Legislative Assembly.

Approximately ninety per cent of the ACT Public Sector's workforce is found within the eight directorates. The remaining ten per cent fall within ACT Public Sector entities which operate independently of the ACTPS. Because of this, information contained in the ACT Public Service Workforce 2015-16 section relates to the ACTPS directorates only⁴. Information relating to the ACT Public Sector entities is contained within the section 'ACT Public Sector Entities 2015-16'.

Previous editions of the State of the Service reported two separate sections for the Agency Survey and Workforce Profile information. In an effort to provide a consolidated picture of the composition and profile of the ACTPS, Workforce Profile data and data collected in the 2016 Agency Survey has been integrated into the ACT Public Service Workforce 2015-16 section.

3. For the purposes of reporting in the ACT Public Service Workforce 2015-16 section, Director of Public Prosecutions is included in the workforce profile data of the Justice and Community Safety Directorate.

4. The ACT Teacher Quality Institute is included in the ACT Public Service Workforce 2015-16 section. It does however operate independently of ACT Public Service Directorates.

2016 AGENCY SURVEY

BACKGROUND, AIMS AND OBJECTIVES

Section O.1 of the Directions requires that the Commissioner for Public Administration produce a report on culture and behaviour within the ACT Public Sector workforce. The State of the Service Agency Survey (the Agency Survey) is the method by which information on culture and behaviour is collected from directorates and ACT Public Sector entities.

The aims of the Agency Survey is to collect data on the outcomes delivered under the RED Framework and identify how the values under the ACTPS Code of Conduct are being embedded into workplace culture⁵. These objectives are met through collecting and analysing information via the Agency Survey on the following topics:

- > learning and development activities provided by directorates and entities;
- > human resource strategies employed by directorates and entities (i.e. attraction and retention, workforce planning, managing performance);
- > disciplinary action and preventing bullying and harassment;
- > the tools and measures used by directorates and entities to implement the RED Framework and Employment Strategies for Aboriginal and Torres Strait Islander Peoples and People with Disability; and
- > risk and fraud strategies used by directorates and entities.

METHODOLOGY

The 2016 Agency Survey was conducted inhouse through the Workforce Capability and Governance Division (WCGD) within the Chief Minister, Treasury and Economic Development Directorate (CMTEDD).

This is the first year in four years that an online survey provider was not used as the platform to conduct the Agency Survey. In 2015 Qualtrics, LLC (Qualtrics) was used to collect information via an online survey instrument survey; Inshatrix Pty. Ltd. (Inshatrix) conducted the survey from 2014 to 2012; and prior to 2012 information was gathered using a variety of communication methods. The changes to the 2016 Agency Survey streamline the process of data collation.

The data was collected from 10 May to 29 July 2016. A writable PDF instrument was sent to contacts at each participating directorate and entity. Information was then gathered by each directorate and entity, and was collated and analysed by WCGD. All eight directorates and seven ACT Public Sector entities completed the Agency Survey.

DEVELOPMENT OF THE SURVEY INSTRUMENT

To achieve the research objectives, WCGD, in collaboration with Human Resource Directors, conducted a review of the survey questions and design in March 2016. The 2016 Agency Survey was then restructured to reflect the main strategic objectives for ACTPS people planning: an agile, innovative, responsive and engaged workforce.

The 2016 Agency Survey provided respondents with the opportunity to document any actions or initiatives that their directorate or entity had undertaken during the reporting period. This allowed directorates and entities to support their data with contextual information and commentary.

5. From the *Annual Reports (Government Agencies) Notice 2015*, (the Annual Report Directions) Section O.1 Culture and Behaviour.

The survey instrument, a writable PDF, was prepared by WCGD and emailed to directorates and entities to enable them to participate at their convenience. Upon completion of the survey, directorates and entities were required to gain approval from their delegate prior to submitting their responses to WCGD.

A full copy of the 2016 Agency Survey can be found at Appendix 4.

REPORTING NOTES

- > Questions that have multiple response options will result in percentages that could add up to more than 100 per cent. In the case of open-ended questions, respondents often provide more than one reason for their response and in these cases, percentages will add up to more than 100 per cent.
- > Data has been rounded to one decimal place and as such, percentages may not add up to exactly 100 per cent on certain graphs.
- > Where possible comparisons are made within this report between 2015-16 results and those collected by Qualtrics for the 2014-15 reporting period, and Inshtrix for the 2012-13 and 2013-14 reporting periods.

THE ACT PUBLIC SERVICE WORKFORCE PROFILE

BACKGROUND, AIMS AND OBJECTIVES

Section O.3 of the Directions requires that Agencies produce a Workforce Profile report, specifically including information on Attraction and Retention Incentives (ARins). Further, Section O.3 requires that the State of the Service include relevant information at a whole of government level on Full Time Equivalent (FTE), headcount and demographics.

The Workforce Profile information is intended to provide a holistic overview of the ACT Public Sector and detailed analysis of ACT Public Service workforce data. It includes data, analysis and commentary on employment and key demographics, including part time employment, employment growth, separation rates and diversity. Further, Workforce Profile data provides a historical summary of indicators based on the ACTPS structure, including high-level time series information over the past five years. This allows for time series comparison and incorporates retrospective updates that help to remove time lag in human resources data processing.

Workforce statistics contained within the Workforce Profile data are based on information from the ACTPS payroll system and information provided by ACT Public Sector entities as at the final pay of June 2016 ('June 2016'). Indicators apply to the period over the 2015-16 financial year.

REPORTING NOTES

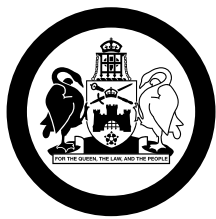
- > Shared Services, a division of CMTEDD, administers all but one per cent of staff payroll across ACT Public Service directorates and provides the data for the Workforce Profile. The Workforce Profile provides data for the directorates and entities that are administered through Shared Services.
- > For the purposes of reporting:
 - ACT Insurance Authority, Gambling and Racing Commission, Independent Competition and

Regulatory Commission, Land Development Agency and Long Service Leave Authority are reported on separately to Chief Minister, Treasury and Economic Development Directorate (in most instances);

- the ACT Teacher Quality Institute operates independently of the Education Directorate and as such, is reported separately to reflect this;
 - ACTION is included in the reporting of Territory and Municipal Services Directorate;
 - while a Public Sector entity, Director of Public Prosecutions is included in the Workforce Profile data of Justice and Community Safety Directorate; and
 - the ACT Audit Office, ACT Electoral Commission, Calvary Health Care ACT, Canberra Institute of Technology, Cultural Facilities Corporation and Office of Legislative Assembly are reported on as Public Sector entities and their data is included in the section 'ACT Public Sector 2015-16'.
- > Workforce indicators included in the Workforce Profile are based on paid staff and exclude employees on leave without pay, board members and contractors.
 - > The data reported in this section, and the ACT Public Sector 2015-16 section (including the appendices) excludes contractors and staff of Territory Owned Corporations.
 - > These are point in time indicators and do not adjust for seasonal fluctuation, such as demand for casual teachers and back pay. Directorates and employee cohorts with small numbers are susceptible to fluctuation.
 - > Additional data can be found in Appendix 2, including a detailed breakdown of each directorate's FTE, time to hire statistics and further information on the recruitment and higher duties actions of the ACT Public Service.
 - > Data has been rounded to one decimal place and as such, percentages may not add up to exactly 100 per cent on certain tables/graphs.

ACT PUBLIC SERVICE WORKFORCE SNAPSHOT JUNE 2016

ACT PUBLIC SERVICE DIRECTORATES



ACT
Government



**CAPITAL
METRO
AGENCY**

**CHIEF MINISTER, TREASURY
AND ECONOMIC DEVELOPMENT
DIRECTORATE**



ACT INSURANCE AUTHORITY
GAMBLING AND RACING COMMISSION
INDEPENDENT COMPETITION AND REGULATORY COMMISSION
LAND DEVELOPMENT AGENCY
LONG SERVICE LEAVE AUTHORITY

**EDUCATION
DIRECTORATE**



ACT TEACHER QUALITY
INSTITUTE

COMMUNITY SERVICES DIRECTORATE



**ENVIRONMENT
AND PLANNING
DIRECTORATE**



**HEALTH
DIRECTORATE**



**JUSTICE AND COMMUNITY
SAFETY DIRECTORATE**



**TERRITORY AND
MUNICIPAL SERVICES
DIRECTORATE**



THE ACT
PUBLIC
SERVICE
REPRESENTS

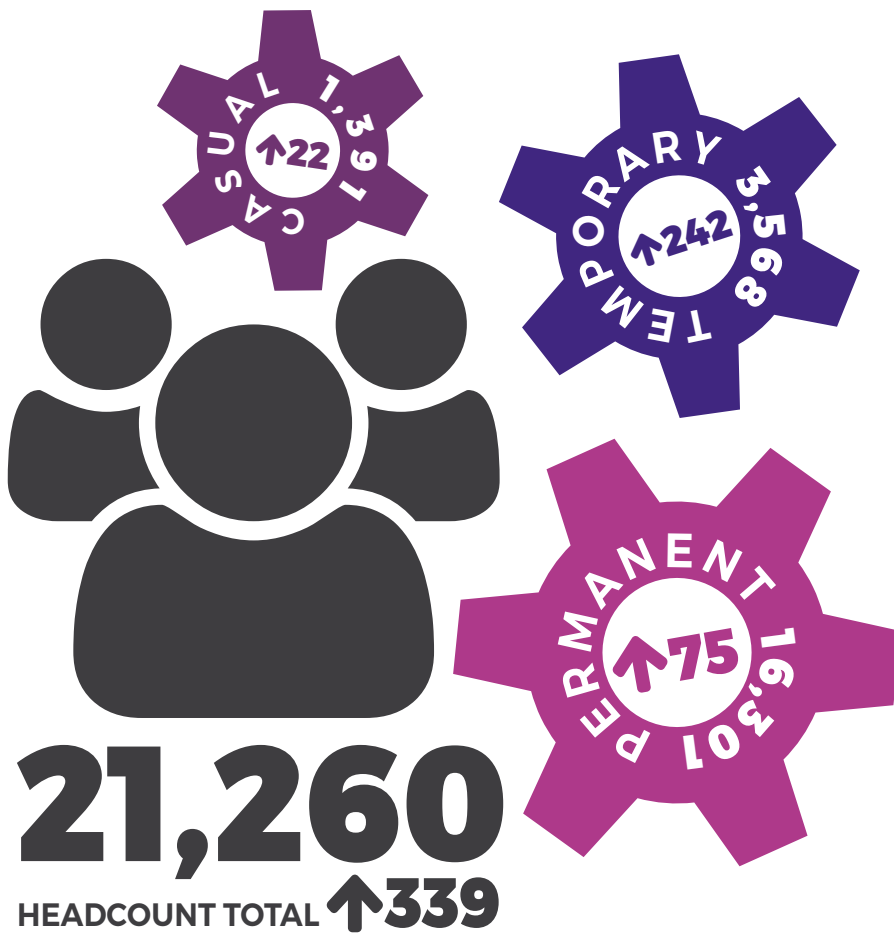
9.9%
OF THE ACT LABOUR FORCE

LENGTH OF SERVICE

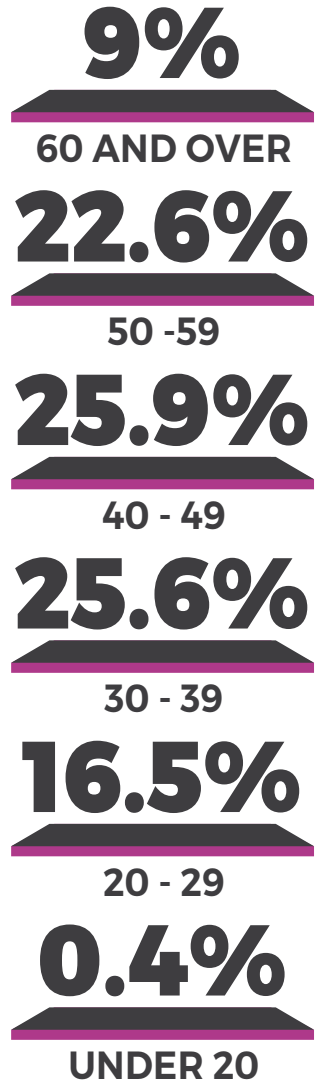
8.8

**AVERAGE
YEARS**



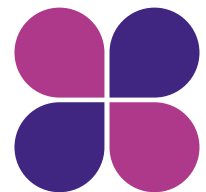


AGE GROUPS (%)



ACT
Government

DIVERSITY (FULL TIME EQUIVALENT FTE, HEADCOUNT HC)



FEMALE

FTE = 11,946.0 (63.2% OF THE SERVICE FTE)
HC = 13,810 (65.0% OF THE SERVICE)



CULTURALLY AND LINGUISTICALLY DIVERSE

FTE = 3,389.5 (17.9% OF THE SERVICE FTE)
HC = 3,756 (17.7% OF THE SERVICE)



PEOPLE WITH DISABILITY

FTE = 410.0 (2.2% OF THE SERVICE FTE)
HC = 458 (2.2% OF THE SERVICE)



ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

FTE = 288.4 (1.5% OF THE SERVICE FTE)
HC = 313 (1.5% OF THE SERVICE)

1. AN AGILE WORKFORCE: MEETING THE NEEDS OF THE ACT COMMUNITY AND EFFECTIVELY SERVING THE GOVERNMENT OF THE DAY

1.1 ATTRACTION AND RETENTION STRATEGIES

Attraction and retention strategies are used by directorates to recruit and retain employees with critical skills. The 2016 Agency Survey asked directorates to report on any critical skills shortages, capability gaps or difficulty recruiting to or retaining employees in certain positions during the 2015-16 reporting period. Particular comment was sought on issues with the attraction and retention of the following groups:

- > Mature age employees;
- > Aboriginal and Torres Strait Islander employees;
- > People with Disability employees;
- > People recruited as part of a formal graduate program;
- > People with specialist skills, including leadership skills at the Executive level; and
- > Entry level positions/Traineeships.

Of the eight ACTPS directorates, six reported critical skills shortages, capability gaps and/or difficulty recruiting to or retaining employees in certain positions during 2015-16. Of the six directorates;

- > all reported difficulty attracting Aboriginal and Torres Strait Islander employees;
- > three directorates reported difficulty attracting People with Disability; and
- > three directorates reported difficulty recruiting employees with specialist skills.

Directorates identified various strategies to increase the recruitment and retention of Aboriginal and Torres Strait Islander employees, including:

- > educating and developing staff and managers (both through the transfer of knowledge between staff and through specialised training);
- > workforce planning, including the implementation of diversity strategies and staff diversity surveys;
- > increased use of exit surveys to assist in identifying the factors driving separation, and enable evidence

based strategies to be implemented;

- > utilising specialist recruitment agencies and designated positions (including designated positions in the ACTPS Graduate Program); and
- > increasing cultural awareness through training and the development of directorate specific Reconciliation Action Plans.

Importantly, several directorates noted that strategies for improving the attraction and retention of Aboriginal and Torres Strait Islander Peoples and People with Disability are longer term strategies that are likely to take some time to realise a tangible outcome.

Of the directorates that reported difficulty attracting People with Disability, the following strategies were identified to increase the recruitment and retention of this cohort;

- > launch of an Inclusion Statement as an overarching framework for building an inclusive workplace culture;
- > educating and developing staff and managers, both through the transfer of knowledge between staff and through specialised training;
- > utilising specialist recruitment agencies and designated positions (including designated positions in the ACTPS Graduate Program); and
- > establishing dedicated Inclusion Officer position/s.

SNAPSHOT:

RETAINING EMPLOYEES WITH SPECIALIST SKILLS

Education Directorate

During 2015-16 Education experienced specific challenges recruiting to specialised teaching positions. In order to address this capability gap, the directorate has applied targeted strategies including: using alternative employment pathways (such as Teach for Australia); targeted advertising (including use of social media and recruitment agencies); ARins; and the promotion of flexible work conditions.

The promotion of work life balance was identified by Education as an important component in retaining skilled and specialist employees. Providing employees with the ability to job share, access phased return from parenting leave, or transition to retirement (through agreed reduced hours or classification) can be used as a mechanism to retain those employees in specialist positions with specialist skills. Further, Education utilises strategic succession planning to ensure effective continuity for specific programs and learning initiatives, and staggers placement continuations so that there is manageable turnover each year.

Directorates that reported difficulty recruiting and/or retaining employees with specialist skills identified various strategies to attract and retain employees to these positions. Directorates identified that utilising targeted advertising and recruitment strategies (including the use of recruitment agencies and bulk recruitment rounds) was critical in attracting suitable applicants for specialist positions. Above base salary commencement, ARins and studies assistance were three common financial benefits offered to attract or retain employees.

For the 2015-16 reporting period, directorates were asked to report on the number of employees that received ARins, Special Employment Arrangements (SEAs), a benefit under an Australian Workplace Agreement (AWA) or any other remuneration supplemental to their salary as defined in the relevant Enterprise Agreement.

ARins are payments made to employees in addition to their classification salary. Using ARins allows directorates to attract staff with critical skills in a competitive labour market. For many years SEAs were used within the ACTPS to attract and retain staff with critical skills, however SEAs are also used in other employment situations.

TABLE 1 – ATTRACTION AND RETENTION INCENTIVES, BENEFITS PAID UNDER AN AUSTRALIAN WORKPLACE AGREEMENT AND SPECIAL EMPLOYMENT ARRANGEMENTS 2015-16

	Total
Total number of new ARins commenced in 2015-16	179
Total number of ARins as at 30 June 2016	340
Total number of SEAs as at 30 June 2016	110
Total number of AWAs as at 30 June 2016	14
Number of ARins terminated during 2015-16	125
Number of SEAs terminated during 2015-16	2
Number of AWAs terminated during 2015-16	0
Number of ARins and/or SEAs providing for privately plated vehicles as at 30 June 2016	13
Total additional remuneration paid under AWAs, ARins and SEAs during 2015-16	\$5,036,275 ⁶

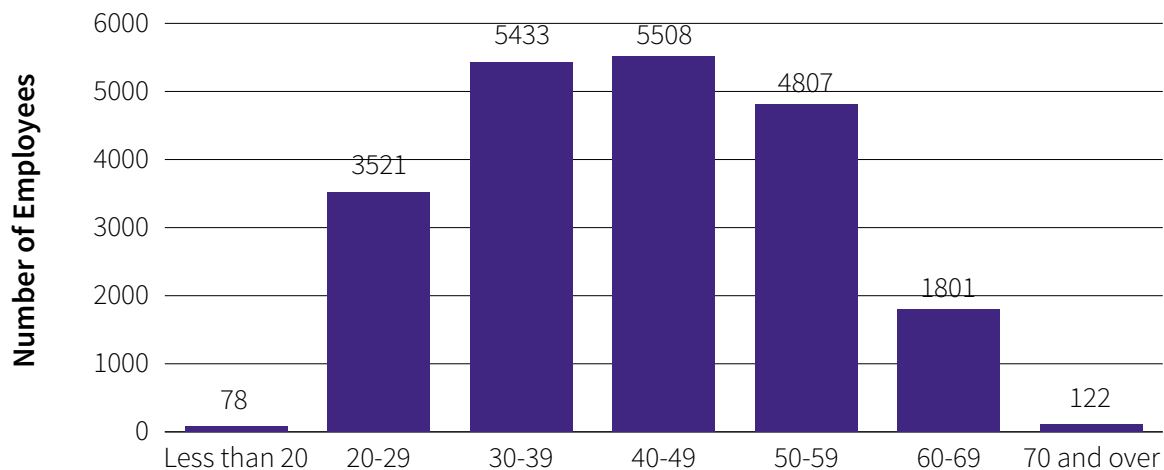
Employees on a range of pay classifications received ARins and/or SEAs in the 2015-16 reporting period. The pay classifications varied relative to the directorate and the ongoing usage of ARins and/or SEAs. Directorates mostly reported ARins/SEAs ranging from ASO5 (classification salary range: \$71,907 - \$76,114) to SOGA (classification salary: \$133,383) and across different employment classification types such as Health Professionals, Medical Practitioners and Dentists.

6. Total additional remuneration paid under AWAs, ARins and SEAs during 2015-16 is an approximate figure.

1.2 AGE PROFILE

Consistent with previous years, 2015-16 has demonstrated a continuation of the pattern of gradual aging of the workforce. As shown in Graph 1, the age profile of ACTPS employees at June 2016 was fairly evenly spread over the 30-59 age groups. Of the 21,260 ACTPS employees, 16.9 per cent were 29 years old or younger, 51.5 per cent were between the ages of 30 and 49 years old, and 31.6 per cent were 50 years old or older.

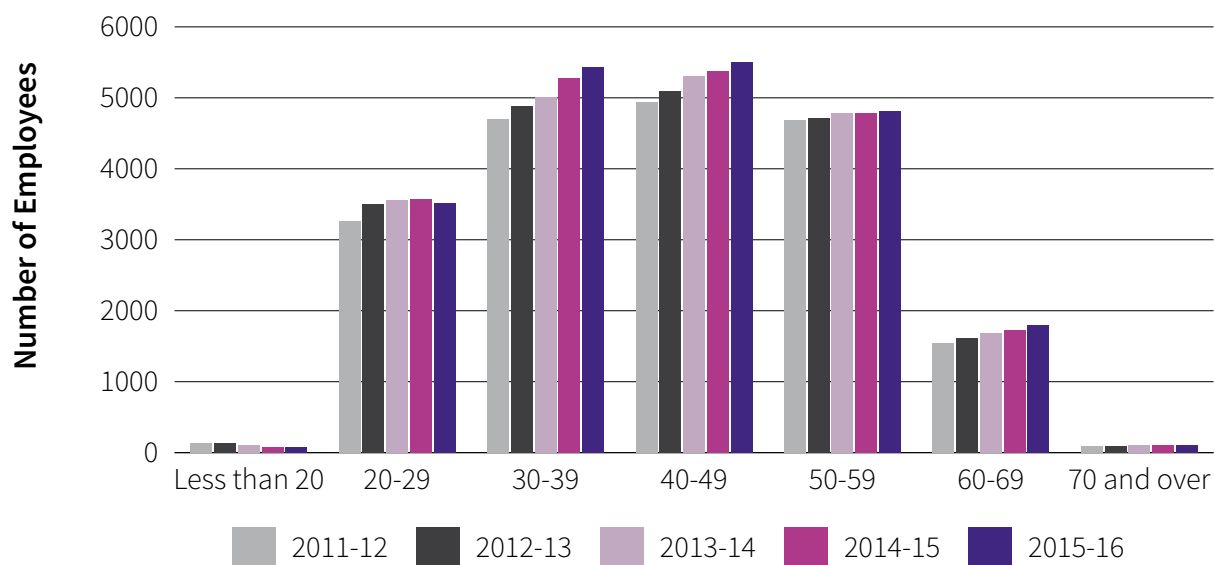
GRAPH 1 - AGE PROFILE OF THE ACTPS WORKFORCE (JUNE 2016)



Graph 2 illustrates the change in the age of the ACTPS workforce over the previous five year period. The graph shows that from June 2012 to June 2016 there have been slight changes in the proportion of each age group within the ACTPS. Notably the numbers of employees in the 30 to 70+ age groups continue to rise each year.

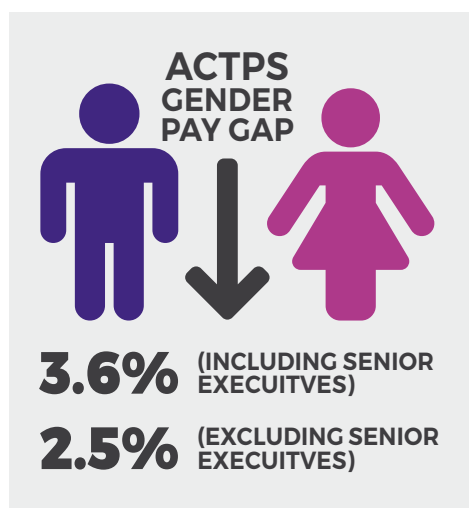
Over the past five years the ACTPS workforce experienced the biggest growth in the 70+ age group, with a growth rate of 28.7 per cent. During the same period the 60-69 age group experienced growth of 16.4 per cent, followed closely by the 30-39 age group with growth of 15.7 per cent. The age group 20 years and younger was the only group to experience a decrease during the period (a decrease of 39.5 per cent over the five year period).

GRAPH 2 - CHANGE IN ACTPS AGE PROFILE (JUNE 2012 - JUNE 2016)



It is likely that over the coming years attraction and retention strategies will play a large part in directorates' ability to retain mature age employees with specialist skills. Workforce data indicates that Judicial Officers (average age of 57.5 years) and Transport Officers (average age of 52.4 years) are two classifications with the highest average age. Loss of knowledge and experienced talent through retirement has the potential to significantly affect the ability of a directorate to deliver effective and efficient services. It is critical that directorates are able to identify areas in their workforce that are reaching retirement, in order to implement strategies for managing this trend.

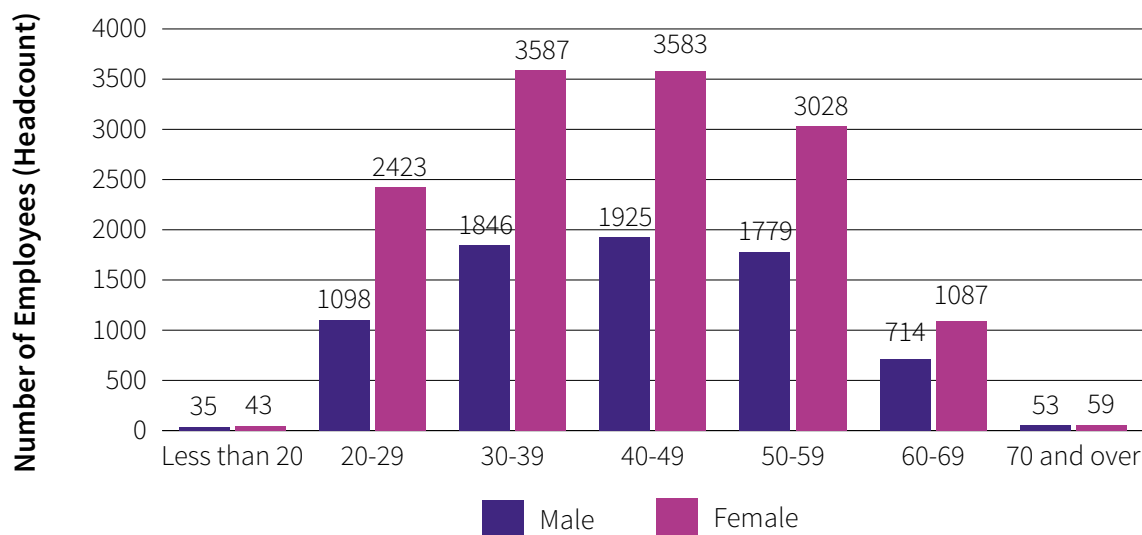
1.3 GENDER PROFILE



The ACTPS workforce is comprised of 13,810 female employees which is equivalent to 65.0 per cent of the workforce (based on headcount). The representation of women in the ACTPS is approximately 16 per cent higher than the representation of women in the ACT labour force (49.0 per cent)⁷, and approximately 18.6 per cent higher than in the Australian labour force (46.4 per cent)⁸. In comparison, male employees total 7,450 or 35.0 per cent of the ACTPS.

As shown in Graph 3 there are more women than men in all age groups across the ACTPS. This is to be expected when taking into consideration the larger proportion of women in the ACTPS workforce overall, and has been a consistent trend over the past two years. Of all the age groups, the highest proportion of women is in the 20-29 age group with 68.8 per cent. The lowest proportion of women is in the age group 70+ with 52.7 per cent.

GRAPH 3 – GENDER PROFILE BY AGE GROUP (JUNE 2016)



At June 2016 the average salary of women in the ACTPS was \$86,442 and the average salary of men was \$89,681. In the five years leading up to June 2016 the average female salary has increased by 15.7 per cent (up from \$74,739 in June 2012), an increase proportional to the growth in the average salary of men over the same period (15.2 per cent up from \$77,849 in June 2012).

Women in the ACTPS are paid slightly less than their male counterparts with a gender pay gap of 3.6 per cent. This gender pay gap is significantly smaller than both the national gender pay gap (16.2 per cent at May 2016)⁹ and ACT labour force pay gap (10.8 per cent at May 2016)¹⁰.

7. Australian Bureau of Statistics, Labour Force Australia 6202.0

8. Ibid.

9. Australian Bureau of Statistics, Average Weekly Earnings Australia 6302.0, Australia, 2016

10. Australian Bureau of Statistics, Average Weekly Earnings Australian Capital Territory 6302.0, Australia, 2016

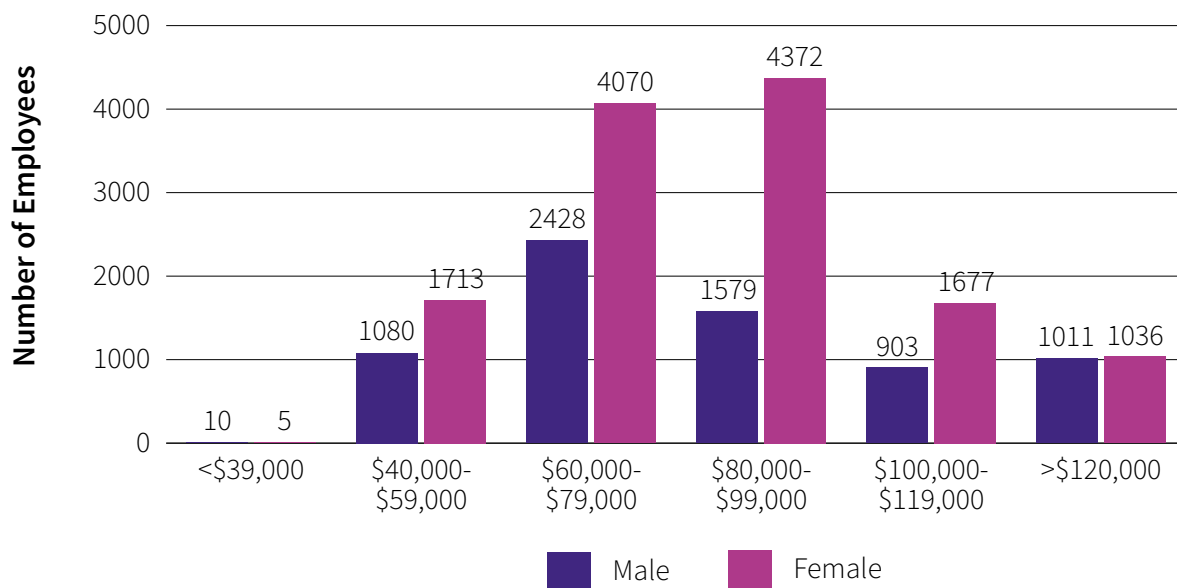
As can be seen in Graph 4, there are noticeably more women in the \$60,000-\$99,000 salary groups. There are approximately three times as many women than men in the \$80,000-\$99,000 salary range, indicating that a considerable number of women hold middle management positions in the ACTPS.

Women hold a diverse range of professions in the ACTPS, including; Administrative Officers, Correctional Officers, Bus Operators, Teachers, Rangers and Ambulance Officers. At June 2016 the professions with the highest proportion of female employees included Health Assistants (89.2 per cent), Nurses and Midwives (88.5 per cent), Health Professional Officers (80.1 per cent) and Legal Support Officers (78.9 per cent). With the exception of Health Professional Officers, female employees in these professions are all paid (on average) more than their male counterparts.

In the ACTPS women hold 41.5 per cent of Senior Executive positions (an increase of 3.7 per cent since June 2012), and the majority of the ACTPS Directors-General are women. The proportion of women in Senior Executive positions is consistent with the Australian Public Service where a gradual upward trend of women in leadership positions is occurring¹¹.

The ACTPS is an organisation that promotes gender equality, and it is evident from the number of women in the higher salary ranges that women and men are afforded similar opportunities for selection and promotion within the Service.

GRAPH 4 – GENDER PROFILE BY SALARY RANGE (JUNE 2016)



11. Australian Bureau of Statistics February 2016 [http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by%20Subject/4125.0~Feb%202016~Media%20Release~Gender%20equality%20--%20are%20we%20there%20yet%3f%20\(Media%20Release\)~1](http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by%20Subject/4125.0~Feb%202016~Media%20Release~Gender%20equality%20--%20are%20we%20there%20yet%3f%20(Media%20Release)~1)

1.4 PAY GAPS

At June 2016 the average salary of the ACTPS was \$87,584¹². The ACTPS average salary is higher than the average salary of women (\$86,442), Culturally and Linguistically Diverse employees (\$84,091), People with Disability (\$85,019) and Aboriginal and Torres Strait Islander Peoples (\$78,330).

As can be seen in Graph 5, over the five year period from June 2012 to June 2016 the average salary of the ACTPS increased by 15.5 per cent. Notably, the average salary of the ACTPS is higher than the average salary of an individual in the Australian Labour Force (\$79,085 at May 2016)¹³, and marginally less than the average salary of an individual in the ACT Labour Force (\$90,008 at May 2016)¹⁴.

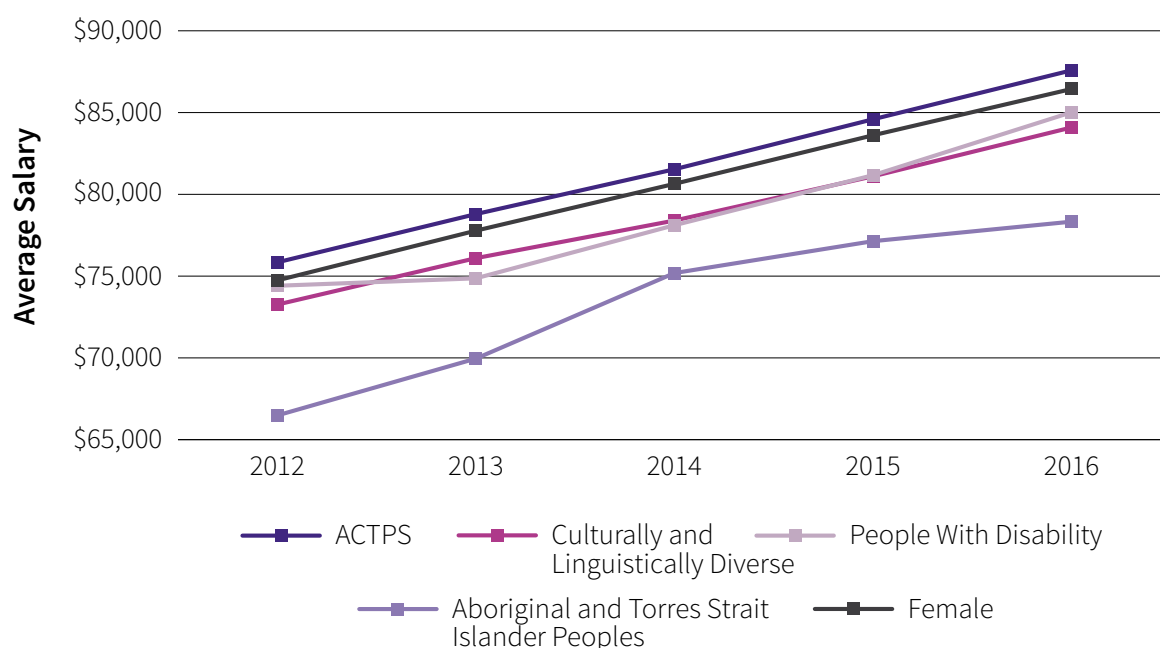
The average salary of female employees has steadily increased over the past five years. From June 2012 to June 2016 the average female salary has increased by 15.7 per cent, an increase comparable to that of the average ACTPS salary over the same period. The average female salary continues to remain slightly less than that of the average ACTPS salary, a trend likely attributable to the proportionally larger number of women than men choosing part time work across the ACTPS.

The average salary of employees identifying as People with Disability has increased by 14.3 per cent from June 2012 to June 2016. As shown in Graph 5 the average salary of employees identifying as People with Disability has increased at a steady rate from June 2013 to June 2016. At June 2016 the average salary of employees identifying as People with Disability has climbed marginally higher than that of Culturally and Linguistically Diverse employees (\$85,019 compared to \$84,091). Given the work undertaken during the 2015-16 reporting period to strengthen inclusion employment initiatives for People with Disability, it is encouraging to see a noticeable increase in the average salary of People with Disability over the past year.

From June 2012 to June 2016 the average salary of employees identifying as Culturally and Linguistically Diverse increased by 14.8 per cent.

The average salary of employees identifying as Aboriginal and Torres Strait Islander Peoples saw a large increase from June 2012 to June 2014, however this increase has slowed from June 2014 to June 2016. Despite this, the average salary of Aboriginal and Torres Strait Islander employees has increased by 17.8 per cent over the past five year period, an increase higher than that of the average ACTPS salary over the same period.

GRAPH 5 – COMPARISON OF AVERAGE SALARY JUNE 2012 – JUNE 2016¹⁵



12. Average salary figures include the salaries of ACTPS Senior Executives.

13. Australian Bureau of Statistics, Average Weekly Earnings Australia 6302.0, Australia, 2016

14. Australian Bureau of Statistics, Average Weekly Earnings Australian Capital Territory, 6302.0, Australia, 2016

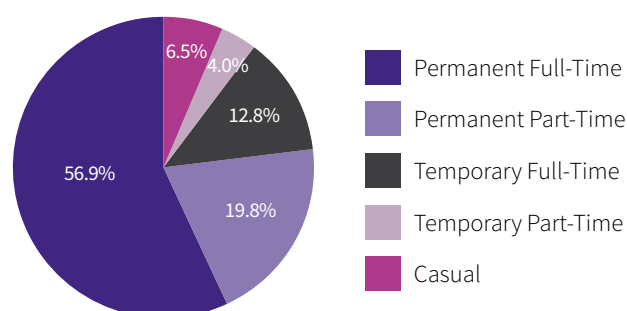
15. Average salary includes the salaries of ACTPS Senior Executives and hence will differ from figures reported in previous editions of the State of the Service report.

1.5 PART TIME EMPLOYMENT

Employees who work part time make up approximately one quarter of the ACTPS workforce. As shown in Graph 6, at June 2016, 23.8 per cent of the ACTPS workforce worked part time (5,063 employees).

At 23.8 per cent, the percentage of part time employees in the ACTPS is lower than both the percentage of part time employees in the ACT labour force¹⁶ (26.3 per cent) and the Australian labour force¹⁷ (31.7 per cent).

GRAPH 6 – HEADCOUNT BY EMPLOYMENT MODE (JUNE 2016)



As can be seen in Table 2, at June 2016 part time Culturally and Linguistically Diverse employees totalled 841, making up 16.6 per cent of the ACTPS's total part time employees. People with Disability and Aboriginal and Torres Strait Islander Peoples made up 2.1 per cent and 1.1 per cent respectively.

The majority of ACTPS part time employees are female (84.1 per cent). This figure is approximately 17 per cent higher than the percentage of part time employees in both the ACT labour force¹⁸ (66.6 per cent) and Australian labour force¹⁹ (68.4 per cent) at June 2016.

Of all female employees in the ACTPS, 30.8 per cent work part time compared to 10.8 per cent of all male employees. In the ACT labour force, 35.8 per cent of all women work part time compared to 17.2 per cent of all men. In the Australian labour force 46.7 per cent of all women work part time, compared to 18.7 per cent of all men.

TABLE 2 – PART TIME EMPLOYMENT BY DIVERSITY – JUNE 2016

	ACTPS	Females	Culturally and Linguistically Diverse	People with Disability	Aboriginal and Torres Strait Islander Peoples
Permanent Part-Time	4,210	3,567	731	83	35
Temporary Part-Time	853	690	110	22	19
Total Part-Time	5,063	4,257	841	105	54

Within the ACTPS, part time employees are predominantly employed on an ongoing basis, with permanent part time employees making up 83.2 per cent of all part time employees.

The ACTPS average salary for part time employees at June 2016 was \$80,892. On average, the salaries of female employees working part time were equivalent to the salaries of their male counterparts. The average female part time salary at June 2016 was \$80,791, and the average male part time salary was \$81,426.

The equitable salaries of women working part time in the ACTPS continue to show that the ACTPS is an employer of choice for women. The ACTPS is shown to be an organisation that promotes gender equality, accommodating flexible working practices to allow both women and men to maintain a healthy work life balance while progressing their careers.

16. Australian Bureau of Statistics, Labour Force Australia 6202.0

17. Ibid.

18. Australian Bureau of Statistics, Labour Force Australia 6202.0.

19. Ibid.

2. INNOVATIVE & RESPONSIVE: PEOPLE PLANNING FOR THE FUTURE

2.1 WORKFORCE PLANNING

Workforce planning describes a range of activities carried out by organisations in order to identify and provide for future needs. As discussed in Section B2 of the Commissioner's Annual Report, significant work has been undertaken in 2015-16 to enhance the capability of the ACTPS workforce in order to advance realisation of strategic business outcomes. The development of a whole of government ACTPS Shared Capability Framework standardises how capabilities are defined, and introduces capability domains which will shape and inform recruitment, learning and development, succession and talent strategies and strategic priorities.

The 2016 Agency Survey asked directorates whether their directorate had a workforce plan in place. Six of the eight ACTPS directorates responded yes.

Of the six directorates that had a workforce plan in place, all identified that their workforce plan was informed by issues specific to their directorate. Health Directorate (HD) identified health workforce reform as a driver for their workforce plan and Community Services Directorate (CSD) acknowledged that their workforce plan was informed by the introduction of the National Disability Insurance Scheme.

The key workforce strategies identified by all six directorates were;

- > building employee skills and capability;
- > performance and development planning;
- > developing and promoting leadership (including succession planning); and
- > future workforce planning around operational and workforce needs.

These strategies were recognised as central in enabling the directorate to deliver outcomes and meet future workforce demands.

It is understood that successful workforce planning allows ACTPS directorates to ensure the growing and changing needs of the ACTPS workforce are met. As discussed in Section B2 of the Commissioner's Annual Report, WCGD is in the process of developing an ADAPT Toolkit to support workforce planning activities across the ACTPS. The ADAPT Toolkit will assist directorates to align people planning activities with strategic business objectives and build future workforces around key service delivery.

SNAPSHOT:

WORKFORCE PLANNING

Community Services Directorate

CSD's workforce planning has continued to be informed by the transition to the National Disability Insurance Scheme (NDIS). In support of this transition, the ACT Government has a Memorandum of Understanding with unions, providing a framework of principles and procedures to complement existing redeployment and redundancy provisions in the Enterprise Agreement.

The directorate is preparing the workforce for substantial change and has identified job readiness training and professional career advice as two key areas to support employees in redeployment and redundancy. CSD has focused on creating a more agile workforce, identifying areas of critical workforce shortages and moving existing employees to these areas to respond to increased demand and ensure continuity of service. Not only has this staff movement filled any critical workforce gaps, it has also allowed staff to expand their skills and expertise.

2.2 EMPLOYMENT GROWTH

The 2015-16 reporting period saw a slight growth in employment in the ACTPS. The total number of employees (headcount) grew by 1.7 per cent (347 employees), and FTE employment grew by 1.8 per cent (330.6 FTE). This growth in employment was slightly less than the 1.9 per cent²⁰ growth in the Australian labour force over the same period.

Table 3 shows the employment growth by directorate. Over the 2015-16 reporting period growth was seen in all directorates with the exception of the Gambling and Racing Commission, CSD and the ACT Teacher Quality Institute (with a reduction in headcount numbers of 32.4 per cent, 15.9 per cent and 7.1 per cent respectively).

The reduction in CSD's workforce can be expected given the upcoming implementation of the NDIS. It is anticipated that CSD will see a further reduction of their workforce over the 2016-17 financial year in line with the phased withdrawal of Therapy ACT and Disability ACT. Through their workforce planning, CSD have identified that existing employees have a desire to remain within the ACTPS. As discussed in Section 2.1 'Workforce Planning', CSD has begun to redeploy staff to other areas within the directorate. It is likely that many more of CSD's employees will be redeployed to other positions within the ACTPS over the 2016-17 financial year.

TABLE 3 – ACT PUBLIC SERVICE EMPLOYMENT GROWTH BY DIRECTORATE – 2015-2016

Directorate	Headcount			FTE		
	June 2015 ²¹	June 2016	Change (%)	June 2015	June 2016	Change (%)
Chief Minister, Treasury and Economic Development	2,412	2,509	4.0%	2,325.3	2,422.5	4.2%
<i>ACT Insurance Authority</i>	14	16	14.3%	13.0	15.6	20.0%
<i>Gambling and Racing Commission</i>	34	23	-32.4%	31.4	20.8	-33.8%
<i>Independent Competition and Regulatory Commission</i>	4	6	50.0%	4.0	6.0	50.0%
<i>Land Development Agency</i>	91	99	8.8%	87.7	96.8	10.4%
<i>Long Service Leave Authority</i>	11	12	9.1%	10.6	12.0	13.2%
Capital Metro Agency	25	30	20.0%	24.5	29.1	18.8%
Community Services	1,244	1,046	-15.9%	1,144.8	971.6	-15.1%
Education	6,175	6,316	2.3%	5,146.3	5,245.3	1.9%
ACT Teacher Quality Institute	14	13	-7.1%	13.8	12.0	-13.0%
Environment and Planning	314	328	4.5%	289.7	307.3	6.1%
Health	7,064	7,195	1.9%	6,195.4	6,324.2	2.1%
Justice and Community Safety	1,649	1,731	5.0%	1,571.9	1,665.1	5.9%
Territory and Municipal Services	1,862	1,936	4.0%	1,715.6	1,776.1	3.5%
ACTPS Total	20,913	21,260	1.7%	18,573.9	18,904.5	1.8%

20. Australian Bureau of Statistics, Labour Force Australia 6202.0

21. June 2015 data excludes the ACT Electoral Commission and hence may differ from data reported in previous editions of the State of the Service report.

Over the 2015-16 reporting period, employment growth was seen in approximately three fifths of all ACTPS classification groups. The largest growth in employment was seen in Trainees and Apprentices at 85.7 per cent. This increase is to be expected given the commencement of the pilot ACTPS Indigenous Traineeship Program on 17 August 2015. The second ACTPS Indigenous Traineeship is expected to commence in February 2017 and as such it is likely that the number of Trainees and Apprentices will continue to grow over the 2016-17 reporting period.

TABLE 4 – ACT PUBLIC SERVICE EMPLOYMENT GROWTH BY CLASSIFICATION – 2015-2016

Classification Group	Headcount		
	June 2015	June 2016	Change (%)
Administrative Officers	5,013	5,170	3.1%
Ambulance Officers	212	213	0.5%
Bus Operators	672	692	3.0%
Correctional Officers	192	199	3.6%
Dentists/Dental Officers	22	16	-27.3%
Disability Officers	216	81	-62.5%
Executive Officers	212	229	8.0%
Fire and Rescue Officers	337	342	1.5%
General Service Officers and Equivalent	1,166	1,194	2.4%
Health Assistants	81	102	25.9%
Health Professional Officers	1,451	1,413	-2.6%
Information Technology Officers	167	164	-1.8%
Judicial Officers	15	15	0%
Legal Officers	101	106	5.0%
Legal Support	23	19	-17.4%
Linen Production & Maintenance	49	62	26.5%
Medical Officers	876	904	3.2%
Nursing and Midwifery	2,884	2,973	3.1%
Professional Officers	166	231	39.2%
Prosecutors	38	37	-2.6%
Rangers	38	47	23.7%
School Leaders	771	762	-1.2%
Senior Officers	2,273	2,362	3.9%
Statutory Office Holders	11	11	0%
Teachers	3,515	3,516	0%
Technical Officers	322	280	-13.0%
Trainees and Apprentices	42	78	85.7%
Transport Officers	48	42	-12.5%
Total	20,913	21,260	1.7%

During 2015-16, the ACTPS had a total of 2,927 appointments, promotions and transfers. Of all appointments, 14.9 per cent were from external applicants, 32.6 per cent were from a temporary contract and 20.4 per cent were from a promotion.

As shown in Table 5, the ACTPS continues to experience a decline in the percentage of external appointments (from 20.0 per cent at June 2012 to 14.9 per cent at June 2016). The percentage of permanent transfers and promotions has remained fairly consistent over the past five year period, and the percentages of appointments from temporary contracts and promotions from Higher Duties Arrangements (HDA) have increased marginally. The decrease in the percentage of external appointments and increase in the percentage of promotions from HDA is likely due to the ACTPS's increased focus on workforce planning, talent identification and management, and building employee capability, as discussed in Section B2 of the Commissioner's Annual Report.

TABLE 5 – APPOINTMENTS AND PROMOTIONS JUNE 2012 – JUNE 2016²²

Financial Year	Total Appointment/ Promotion/ Transfers	Appointment From External	Appointment from Temp Contract	Promotion from HDA	Permanent Transfer/ Promotion
2011-12	3,457	20.0%	28.2%	21.6%	30.1%
2012-13	3,157	18.2%	31.5%	20.7%	29.6%
2013-14	2,829	15.5%	34.5%	18.7%	31.4%
2014-15	2,738	15.1%	33.4%	19.8%	31.8%
2015-16	2,927	14.9%	32.6%	21.1%	31.4%
Total	15,108	16.9%	31.9%	20.4%	30.8%

22. Figures reported are for ACTPS directorates only and hence may differ from time series figures reported in previous editions of the State of the Service report.

3. UPHOLDING THE ACT PUBLIC SERVICE VALUES

3.1 PREVENTING BULLYING AND HARASSMENT

**ALL
8 DIRECTORATES**
**REPORTED THAT THEY HAD A
FORMAL REPORTING SYSTEM
IN PLACE DURING 2015-16
FOR THE MANAGEMENT OF
BULLYING AND HARASSMENT.**

The 2016 Agency Survey asked directorates to report on the number of bullying and harassment related contacts received during the 2015-16 reporting period, and whether the directorate had a formal system in place for the management of bullying and harassment.

The information in Table 6 provides an insight into the mechanisms of the reporting of bullying and harassment within the ACTPS. It is important to note that the figures captured in Table 6 are not a 'one for one' indicator of bullying and harassment as it is possible for an employee to report through multiple mechanisms, or, have multiple employees report the same incident.

TABLE 6 – REPORTS OF BULLYING AND HARASSMENT

	2013-14	2014-15	2015-16 ²³
Total number of contacts received by Agency RED Contact Officers ²⁴	61	133	117
Total number of bullying and harassment reports which were informally investigated by HR ²⁵ (not by a RED Contact Officer) that did not proceed to a preliminary assessment under Section H of ACTPS Enterprise Agreements ²⁶	n/a	n/a	8
Total number of contacts received through RiskMan	n/a	n/a	23
Total number of contacts received through other mechanisms	n/a	n/a	40
Total number of reports of bullying or harassment where a formal preliminary assessment under Section H of ACTPS Enterprise Agreements was commenced during the 2015-16 financial year.	n/a	n/a	82
Total number of reports of bullying or harassment commenced during the 2015-16 financial year that resulted in a misconduct investigation under Section H of ACTPS Enterprise Agreements.	58	26	14
Total number of bullying or harassment related misconduct investigations completed during the 2015-16 financial year where a breach of section 9 of the PSM Act was found to have occurred.	14	10	8
Total number of bullying or harassment related misconduct investigations that are currently underway/being investigated, as at 30 June 2016. (Total number of investigations commenced, completed and ongoing may not reconcile due to action across financial years).	26	7	11

All respondents; 2013-14 = 15, 2014-15 = 14, 2015-16 = 8

23. 2015-16 data includes ACTPS directorates only.

24. Contacts with RED Contact Officers and HR can often be preliminary to seek advice on how best to deal with workplace conflict or whether an experience constitutes bullying and harassment. Feedback indicates that a large proportion of the issues behind initial contacts are resolved at a local level.

25. 'Informally investigated' is taken to mean where HR has kept some form of record of the discussions had/actions taken but has not proceeded to a preliminary investigation under Section H of ACTPS Enterprise Agreements

26. In previous years directorates were asked to report on 'the total number of contacts regarding bullying or harassment received directly by HR', however these contacts may have proceeded to a preliminary assessment under Section H of ACTPS Enterprise Agreements and as such are not comparable with this year's figure.

The total number of instances of bullying or harassment where a breach of section 9 of the PSM Act was found to have occurred has decreased over the past three years. As in previous years, a large difference can be seen in the total number of reported experiences of bullying and harassment when compared to the total number of reports of bullying and harassment resulting in a finding of bullying or harassment through a misconduct investigation. This demonstrates that many of the complaints were either resolved through a preliminary assessment or within the workplace.

Eliminating bullying and harassment remains an important issue for the ACTPS, with considerable work progressed during 2015-16 to foster positive workplace cultures and promote the ACTPS Signature Values and Behaviours. RED resources on the prevention of bullying (including harassment and discrimination) were reviewed in 2015 and replaced with the Resolving Workplace Issues Resources. These resources have been developed to provide staff and managers with guidance on effective and efficient resolution of low level inappropriate behaviour through to more serious misconduct. This framework ensures that guidance on preventing and managing incidents of work bullying is current, consistent across the ACTPS, and best practice.

In an effort to improve and standardise investigations in the ACTPS, the PSU was formed on 19 December 2015. All misconduct investigations in the ACTPS are now conducted by the PSU under the auspices of the Commissioner for Public Administration. Investigations are conducted in accordance with the provisions of the relevant ACTPS Enterprise Agreement, the PSM Act and the *Public Sector Management Standards 2006* (the Standards).

Under the terms of Enterprise Agreements, directorates are required to conduct a preliminary assessment of a matter to determine whether an investigation is required or if the matter can be resolved through other means. Matters which involve a high degree of complexity or require independent review are often referred by directorates to the PSU for investigation. The number of formal misconduct investigations relating to bullying and harassment which were referred to the PSU (and before the establishment of the PSU, to Shared Services Employee Relations) since the introduction of the RED Framework in December 2010 are shown in Table 7 below.

TABLE 7 – MISCONDUCT INVESTIGATIONS RELATING TO BULLYING AND HARASSMENT INVESTIGATED BY THE PSU (FORMERLY SHARED SERVICES EMPLOYEE RELATIONS) SINCE 2010-11

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16 ²⁷
Number of bullying or harassment investigations	24	20	43	17	11	16

3.2 DISCIPLINE ACTION

Directorates were asked to report on the number of investigations they conducted (or referred to the PSU for investigation after 19 December 2015) during the 2015-16 reporting period where an employee was cited as having breached section 9 of the PSM Act. Section 9 of the PSM Act provides the general obligations of public employees and directs that procedures for dealing with misconduct are applied in line with the employee's relevant Enterprise Agreement.

A misconduct investigation may involve one or more cited breaches of section 9 of the PSM Act. Reporting investigations rather than breaches gives a more realistic sense of the level of discipline action across the ACTPS.

TABLE 8 – MISCONDUCT INVESTIGATIONS COMMENCED IN 2015-16

	2015-16
Number of misconduct investigations commenced citing a possible breach of section 9 of the PSM Act	83

²⁷ Figure for 2015-16 includes misconduct investigations for ACTPS directorates only.

TABLE 9 – INVESTIGATIONS COMPLETED IN 2015-16 WHERE A BREACH(ES) OF SECTION 9 WAS FOUND TO HAVE OCCURRED OR WHERE ALLEGATIONS WERE NOT SUSTAINED

	2015-16
Number of investigations where a breach of section 9 of the PSM Act was found to have occurred	48
Number of investigations where the allegations were not sustained	13

Between 1 July 2015 and 19 December 2015 directorates were able to conduct investigations within the directorate, or, refer them to the PSU for investigation. On 19 December 2015 it became mandatory for directorates to refer all misconduct matters requiring investigation to the PSU. Table 10 shows the time taken to complete those investigations from available data held within PSU.

TABLE 10 – AVERAGE LENGTH OF TIME TO COMPLETE MISCONDUCT INVESTIGATIONS UNDERTAKEN BY PSU

	2012-13	2013-14	2014-15	2015-16
Number of investigations completed	46	26	23	47
Average time to complete investigations in days	87	124	83	84

Directorates were asked to report on the sanctions imposed as a result of investigations completed in the 2015-16 financial year, where misconduct was found to have occurred. Table 11 shows the number of outcomes and sanctions imposed as a result of investigations over the last four years in the ACTPS. It is important to note that, often more than one sanction can be issued as a result of misconduct and as such the number of investigations resulting in a breach may not reconcile with the total number of sanctions.

The most commonly reported outcome of misconduct investigations over the past four years is the sanction of a written warning and admonishment. The second most reported outcome of misconduct investigations is counselling of the employee.

TABLE 11 – DISCIPLINARY SANCTIONS SINCE 2012-13

	2012-13	2013-14	2014-15	2015-16
Breach found, but no sanction applied	5	8	3	4
Counselling of employee (not including counselling that occurs outside of a section 9 process)	42	27	26	14
Written warning and admonishment ²⁸	39	32	37	21
Deferral of increment	1	0	1	0
Reduction in incremental point	12	4	10	8
Removal of monetary benefit derived through an existing ARin/SEA	n/a	n/a	n/a	0
Other financial penalty	n/a	n/a	n/a	2
Fully or partially reimburse employer for damage wilfully incurred to property or equipment	n/a	n/a	n/a	0
Transfer, temporarily or permanently, to other position at level	n/a	n/a	n/a	5
Transfer, temporarily or permanently, to other position at lower classification	5	2	2	3
Termination of employment	16	14	15	11
Employee resigned prior to sanction being imposed	n/a	n/a	7	9

All respondents; 2012-13 = 15, 2013-14 = 15, 2014-15 = 14, 2015-16 = 8

28. Figures for 2012-13, 2013-14 & 2014-15 include figures of 'written admonishment' and 'first or final written warning' reported in previous editions of the State of the Service report.

3.3 FRAUD AND RISK

All directorates had a Senior Executive Responsible for Business Integrity Risk (SERBIR) in place throughout the 2015-16 reporting period. Further, all directorates reported that a formal risk assessment had been undertaken in accordance with the Risk Management Standard during 2015-16.

Seven directorates identified that they had plans to review the risk assessment process within their directorate for the 2016-17 financial year. These directorates noted the timings and event triggers of these reviews included:

- > directorate restructure (including formation of a new directorate);
- > risk assessment processes updated on a bi-annual basis; and
- > review of risk assessment processes through an Audit Committee, or external organisation.

In the 2015-16 reporting period, all eight directorates had a current Fraud and Corruption Plan. When asked if they had reviewed their Fraud and Corruption Plan within the past two years, all directorates reported yes.

Directorates were asked to rate a number of integrity risks within their directorate, the results of which are shown in Graph 7 below.

GRAPH 7 – INTEGRITY RISKS 2015-16

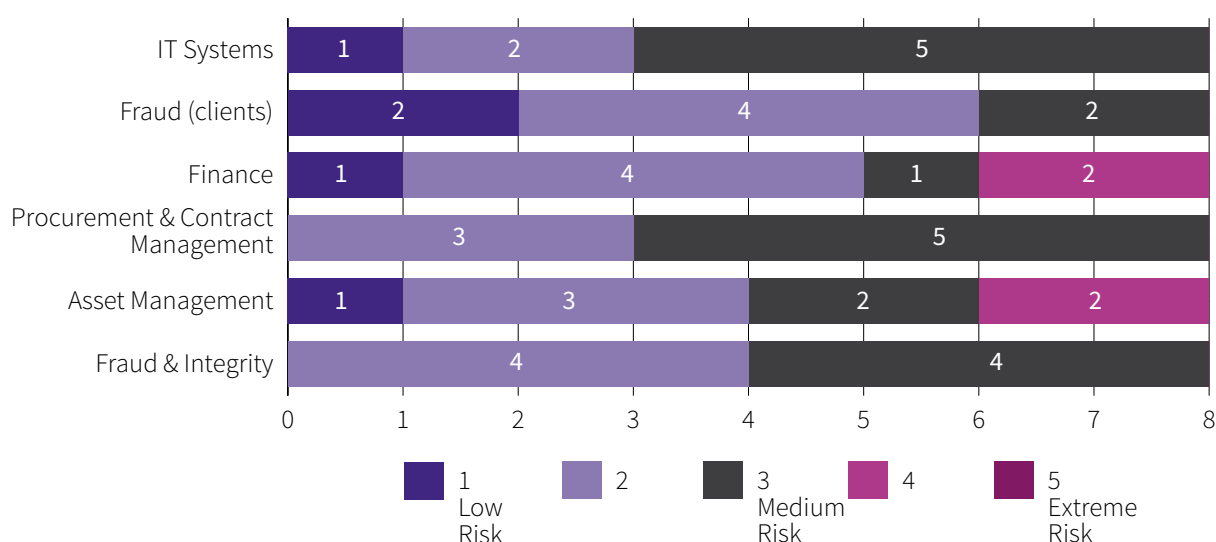


TABLE 12 – INTEGRITY RISKS 2013-14 TO 2015-16

	Low Risk 1 or 2			Medium Risk 3			4 or Extreme Risk 5		
	2013-14	2014-15	2015-16	2013-14	2014-15	2015-16	2013-14	2014-15	2015-16
Fraud & Integrity	8	8	4	6	6	4	1	0	0
Asset Management	8	6	4	5	7	2	2	1	2
Procurement & Contract Management	7	7	3	3	4	5	5	3	0
Finance	10	10	5	3	4	1	2	0	2
Fraud (clients)	13	7	6	1	7	2	1	0	0
IT Systems	6	8	3	8	5	5	1	1	0

All respondents; 2013-14 = 15, 2014-15 = 14, 2015-16 = 8

Table 12 represents the risk ratings against different categories of business risk as reported by respondents for the last three financial years. For the period 2013-14 to 2015-16;

- > client fraud is the most frequently recorded response in the low risk category;
- > IT Systems is the most frequently recorded response in the medium risk category; and
- > procurement and contract management is the most frequently recorded response in the highest risk category.

3.4 THE ACTPS RESPECT EQUITY AND DIVERSITY (RED) FRAMEWORK

The RED Framework was launched in 2010 to support the ACTPS to meet its obligations under the PSM Act and to assist ACTPS employees to understand expectations regarding their own and others' behaviour in the workplace.



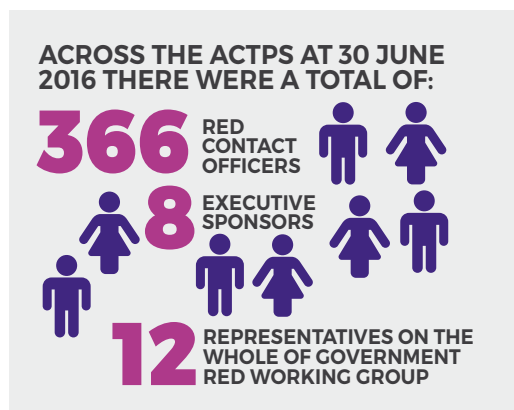
A comprehensive review of the RED Framework was conducted in 2015 to assess its success in promoting a values and behaviour based workplace with a positive culture. The final report on the Review of the RED Framework (the Final Report) was tabled in the Legislative Assembly on 14 May 2015. The Final Report found that the RED Framework has been successfully embedded within workplaces across the ACTPS since its launch and has become a strong foundation to identify and act upon unacceptable workplace behaviour.

The 2016 Agency Survey asked directorates to describe the different activities they used during the 2015-16 reporting period to continue to reinforce the RED message. During 2015-16 an approximate 1,097 ACTPS employees undertook RED specific training. All eight directorates reported that they provided RED training to employees during the 2015-16 reporting period.

TABLE 13 – ACTIVITIES TO PROMOTE THE RED MESSAGE

	Number of Directorates
Executive support of NAIDOC week activities	8
Workplace celebrations of Harmony Day	7
International Women's Day events	8
Disability training	5
Aboriginal and Torres Strait Islander cultural awareness training	6
LGBTI awareness training	6
Other	7

In addition to the activities mentioned in Table 13, seven directorates reported undertaking other initiatives to promote the RED message. The other initiatives included:



- > celebration of Reconciliation Week;
- > discrimination and disability awareness sessions;
- > ongoing promotion of the Employee Assistance Provider (EAP);
- > training for managing psychological illness in the workplace;
- > promotion of the ACTPS Preventing Bullying Guidelines;
- > inclusion of RED in directorate induction sessions and promotion of RED through internal messages (including newsletters and email);
- > emotional intelligence training;

- > implementation of a directorate specific Reconciliation Action Plan (RAP);
- > provision of carers and breastfeeding rooms;
- > celebration of National Youth Week; and
- > provision of Domestic Violence Awareness training.

Table 14 shows the tools used by directorates during the 2015-16 reporting period to promote the RED Framework.

TABLE 14 – PROMOTION OF THE RED FRAMEWORK 2015-16

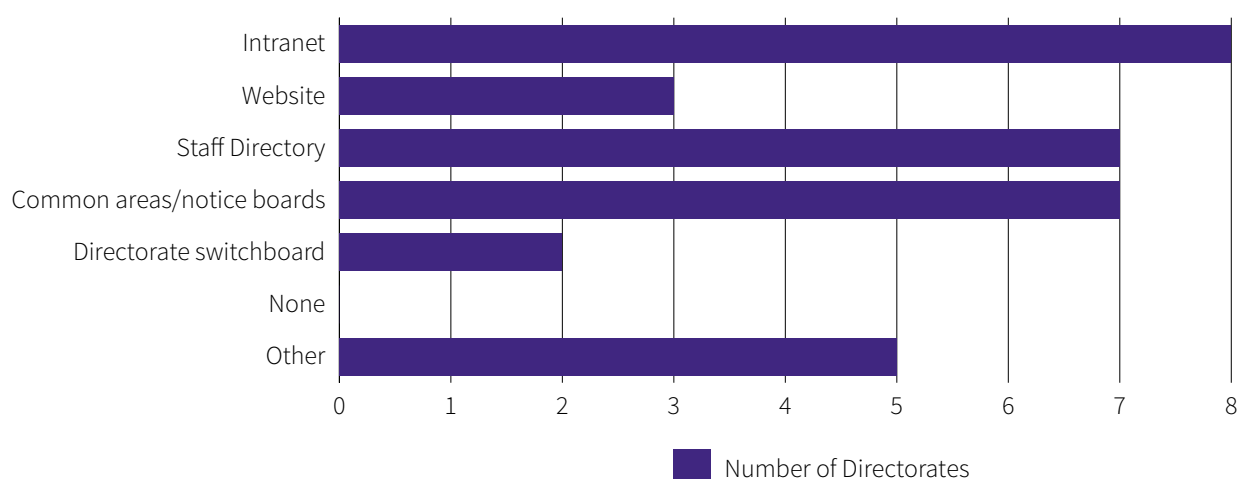
	Number of Directorates
RED Overview sessions (separate from formal RED training)	4
Regular discussions regarding RED issues	6
A RED network that meets quarterly or more frequently	7
None of the above	0
Other	6

In addition to the tools reported in Table 14, directorates reported undertaking the following initiatives to promote the RED Framework in 2015-16:

- > incorporating the RED Framework into directorate induction sessions and Performance and Development training;
- > including RED Contact Officers in orientation for new staff;
- > the provision of regular correspondence on RED (including through directorate emails, newsletters, intranet, posters, team meetings and safety talks); and
- > regular meetings between Executive Sponsors and RED Contact Officers.

Directorates were asked how their organisation ensured that all staff had access to the details of RED Contact Officers during the 2015-16 reporting period. As shown in Graph 8, all directorates provided details of their RED Contact Officers on the intranet, and seven out of eight directorates provided details of RED Contact Officers on common areas/notice boards and on the staff directory.

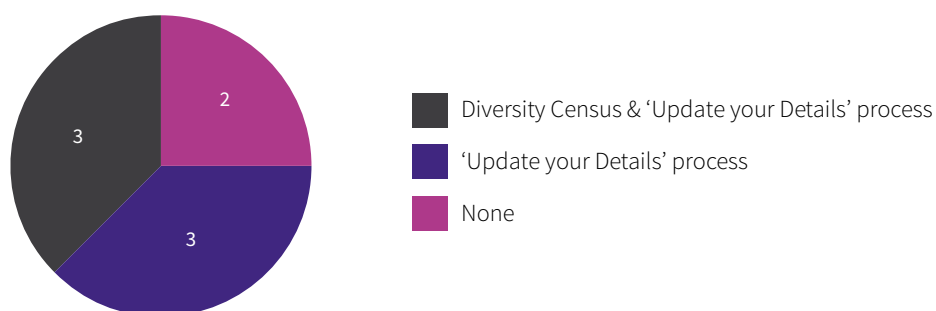
GRAPH 8 – ACCESS TO DETAILS OF RED CONTACT OFFICERS



In addition to the above, directorates reported the following methods for ensuring staff had access to the details of RED Contact Officers;

- > messages to staff through alerts, bulletins and newsletters;
- > RED contact details on floor maps;
- > RED posters; and
- > badges worn by RED Contact Officers.

GRAPH 9 – ACTPS AGENCIES THAT CONDUCTED A DIVERSITY CENSUS OR 'UPDATE YOUR DETAILS' PROCESS DURING 2015-16



When directorates were asked if they had conducted a Diversity Census or 'Update your Details' process during the 2015-16 reporting period, three reported that they had conducted an 'Update your Details' process, three reported that they conducted an 'Update your Details' process and a Diversity Census, and two directorates reported that they did not conduct any processes to encourage the disclosure of diversity.

Directorates were asked to report on the initiatives implemented during 2015-16 to support employees and potential employees from diversity target groups, in particular people from a Culturally and Linguistically Diverse background, Aboriginal and Torres Strait Islander Peoples and People with Disability. Common initiatives utilised by directorates included:

- > development and/or implementation of directorate specific Reconciliation Action Plans;
- > participation and celebration of international days and/or weeks including NAIDOC week, Reconciliation Week, Harmony Day, LGBTI week, International Day of People with Disability, International Women's Day;
- > workshops and training on RED, disability awareness, cultural awareness and mental health awareness;
- > implementation of dedicated Inclusion Officer positions to promote inclusive practices and placements for Aboriginal and Torres Strait Islander employees and People with Disability, and to work with managers to support those employees;
- > promotion of reasonable adjustment;
- > review of induction programs to ensure RED is incorporated; and
- > participation in employment programs targeting employees from diversity groups including the ACTPS Graduate Program, ACTPS Indigenous Traineeship and Work Experience and Support Program (WESP).

TABLE 15 – INCLUSION STRATEGIES 2014 - 2016

	2013-14		2014-15		2015-16	
	Number	Per cent	Number	Per cent	Number	Per cent
Job advertisements written in plain English	12	80%	10	71%	6	75%
Reasonable Adjustments made at interview for People with Disability	11	73%	10	71%	7	88%
Reasonable workplace adjustments made for successful applicants with a Disability	10	67%	10	71%	7	88%
Training for panel members on the inclusion of the needs of diverse applicants	6	40%	4	29%	7	88%
Roles and responsibilities clearly defined in job descriptions	13	87%	11	79%	6	75%
Other	n/a	n/a	n/a	n/a	5	63%

All respondents; 2013-14 = 15, 2014-15 = 14, 2015-16 = 8

As shown in Table 15, during 2015-16 a total of seven directorates (88 per cent) reported they made reasonable adjustments at interview for People with Disability, made reasonable workplace adjustments for successful applicants with a disability, and provided training for panel members on the inclusion needs of diverse applicants. In addition to the above inclusion strategies, directorates reported that they had undertaken the following strategies during the 2015-16 reporting period:

- > use of a Reasonable Adjustment Policy;
- > conducting disability access audits in building;
- > facilitating training on guide dogs in workplace (including disseminating fact sheets on service dogs);
- > recruitment of an Inclusion Officer; and
- > development of fact sheets to assist managers in recruiting to designated positions.

When asked if their directorate had introduced any broader activities or initiatives to raise awareness of diversity in the workplace during the 2015-16 reporting period, all directorates reported yes. The most common activities/initiatives were:

- > participation in, and celebration of internal days and/or weeks including NAIDOC week, Reconciliation Week, Harmony Day, LGBTI Week, International Day of People with Disability, International Women's Day, R U OK? Day;
- > promotion of 'Update your Details' processes;
- > LGBTI training sessions; and
- > cultural awareness training for managers about working with culturally diverse clients and staff.

4. A DIVERSE WORKFORCE: REFLECTING THE ACT COMMUNITY

4.1 ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

Aboriginal and Torres Strait Islander employees made up 1.5 per cent (313 employees) of the total ACTPS workforce at June 2016.

The 2015-16 reporting period saw a continued focus on strengthening programs and initiatives to improve employment of Aboriginal and Torres Strait Islander Peoples within the ACTPS. As can be seen in Table 16, the proportion of Aboriginal and Torres Strait Islander employees continues to grow each year, highlighting the success of the programs and initiatives in the recruitment and retention of Aboriginal and Torres Strait Islander employees.

To support the attraction of Aboriginal and Torres Strait Islander Peoples, the pilot ACTPS Indigenous Traineeship Program (the Indigenous Traineeship) commenced on 17 August 2015. The Indigenous Traineeship provides trainees with the opportunity to gain skills and knowledge, develop networks across the ACTPS, and affords trainees with professional development through the completion of individual based certifications. Upon successful completion of the program, trainees will be offered permanent positions within the ACTPS. Due to the success of the current Indigenous Traineeship, it is anticipated that the next ACTPS Indigenous Traineeship will commence in February 2017.

The ACTPS Graduate Program continues to support the placement of Aboriginal and Torres Strait Islander Peoples, with a particular focus placed on advertising to enhance the profile for available positions for Aboriginal and Torres Strait Islander Peoples. Two Aboriginal and Torres Strait Islander graduates were part of the 2016 graduate cohort, and 16 inclusion positions have been identified for the 2017 graduate cohort to support the placement of both Aboriginal and Torres Strait Islander Peoples and People with Disability.

ACTPS directorates continue to support the annual directorate diversity targets set by the Head of Service. As initiatives and programs for the attraction and retention of Aboriginal and Torres Strait Islander Peoples become embedded within the ACTPS, it is anticipated that the ACTPS will meet or potentially exceed the 2018-19 financial year targets.

Further information on programs and initiatives implemented during 2015-16 to improve the employment of Aboriginal and Torres Strait Islander Peoples within the ACTPS can be found at Section B2 of the Commissioner's Annual Report.

TABLE 16 – ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYEES 2012 – 2016

	June 2012	June 2013	June 2014	June 2015	June 2016
Headcount	202	238	253	299	313
Percentage of total workforce	1.0%	1.2%	1.2%	1.4%	1.5%

Of the 313 Aboriginal and Torres Strait Islander employees:

- > generation Y comprise the largest age group (145 employees);
- > the separation rate of Aboriginal and Torres Strait Islander employees was higher than the separation rate for the whole ACTPS (12.0 per cent compared to 7.9 per cent);
- > the Community Services Directorate had the highest proportional representation of employees identifying as Aboriginal and Torres Strait Islander employees at 3.3 per cent, followed by Justice and Community Safety Directorate (2.4 per cent);
- > Trainees and Apprentices made up the largest classification of Aboriginal and Torres Strait Islander employees at 26.9 per cent, which is to be expected given the commencement of the pilot ACTPS Indigenous Traineeship Program on 17 August 2015. Dentists/Dental Officers made up the second largest classification of Aboriginal and Torres Strait Islander employees at 6.3 per cent and the third largest classification was Administrative Officers (2.5 per cent); and
- > the average salary for Aboriginal and Torres Strait Islander employees was less than the average ACTPS salary (\$78,300 compared to \$87,584).

TABLE 17 – ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES – JUNE 2016

Total Employees (Headcount)	313	Age	
Total Employees (FTE)	288.4	Generation Y	145
Aboriginal and Torres Strait Islander Peoples by Directorate (% & Headcount)		Generation X	100
Chief Minister, Treasury and Economic Development	1.1% (27)	Baby Boomers	67
<i>ACT Insurance Authority</i>	0%	Pre-Baby Boomers	n/a
<i>Gambling and Racing Commission</i>	0%	Employment Type	
<i>Independent Competition and Regulatory Commission</i>	0%	Permanent	219
<i>Land Development Agency</i>	n/a	Temporary	74
<i>Long Service Leave Authority</i>	n/a	Casual	20
Capital Metro Agency	0%	Full Time / Part Time Employment	
Community Services	3.3% (35)	Full Time	239
Education	1.4% (91)	Part Time	54
ACT Teacher Quality Institute	0%	Casual	20
Environment and Planning	1.5% (5)	Average Salary	\$78,330
Health	1.1% (78)	Median Salary	\$71,293
Justice and Community Safety	2.4% (41)	Separation Rate	12.0%
Territory and Municipal Services	1.7% (33)		
ACTPS Total	1.5%		

The 2016 Agency Survey asked directorates to report whether their directorate had a Reconciliation Action Plan (RAP) in place in the 2015-16 reporting period, and if so, what the key attributes of the plan were, and what activities/initiatives were undertaken by the directorate to promote/implement the plan. A RAP is a framework for organisations to realise their vision for reconciliation. Reconciliation Australia notes that having a RAP gives an organisation the best chance of achieving Aboriginal and Torres Strait Islander engagement objectives and increasing the attraction and retention of Aboriginal and Torres Strait Islander Peoples.²⁹

Five of the eight directorates reported having a RAP in place during the reporting period. Of the three directorates that did not have a RAP, two directorates noted that they are currently in the process of developing a plan.

Directorates noted that having a RAP was important in engaging employees and increasing support, knowledge and awareness of issues facing Aboriginal and Torres Strait Islander Peoples. Of the directorates that reported having a RAP in place during 2015-16, most identified that these plans were promoted through the directorate website, intranet and email. Importantly, directorates identified that ongoing monitoring and evaluation was a key component in achieving the outcomes and targets set out in their RAP.

29. Reconciliation Australia, (2016, July). RAP, About. <http://www.reconciliation.org.au/raphub/about/>

SNAPSHOT:

RECONCILIATION ACTION PLAN

Justice and Community Safety Directorate

Justice and Community Safety Directorate's (JACSD) RAP 2013-15 is the second plan implemented by the directorate. It continues to build on reconciliation actions undertaken, with a specific focus on improving the directorate's engagement, consultation and partnerships with Aboriginal and Torres Strait Islander staff, clients and stakeholders. The RAP encourages personal reconciliation journeys and aims to embed cultural change across the organisation through building good relationships, respecting the contribution of Aboriginal and Torres Strait Islander communities, organisations and leaders, and providing employment development opportunities.

Key initiatives used by the directorate to promote and implement the RAP include: an ACT Aboriginal and Torres Strait Islander Justice Partnership; consultation meetings; the ACT Government's Response to Family Violence; offering restorative justice practices to adult Aboriginal and Torres Strait Islander Peoples; and maintaining a JACSD Aboriginal and Torres Strait Islander affairs portal on the internet.

The RAP recognises and celebrates significant dates and cultural events, including; NAIDOC week; the National Sorry Day Bridge Walk and Reconciliation Week. Further, JACSD has established protocol for Welcome to/Acknowledgement of Country and inviting traditional custodians to significant events.

In an effort of continually improving outcomes for Aboriginal and Torres Strait Islander Peoples, JACSD is currently in the process of developing the directorate's third RAP.

Table 18 shows data relating to employment strategies used by respondents since 2012-13 to attract Aboriginal and Torres Strait Islander Peoples to the ACTPS.

TABLE 18 – EMPLOYMENT STRATEGIES FOR THE ATTRACTION OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

Employment Strategies	2012-13	2013-14	2014-15	2015-16
Designated positions	7	7	9	7
Aboriginal and Torres Strait Islander Traineeship	7	4	4	7
Work experience	2	4	4	4
Positions in the ACTPS Graduate Program for Aboriginal and Torres Strait Islander Peoples	5	3	4	6
Aboriginal and Torres Strait Islander cadetship	1	1	0	0
Mentoring programs	n/a	n/a	n/a	3
School based apprenticeships for Aboriginal and Torres Strait Islander Peoples	n/a	n/a	n/a	3

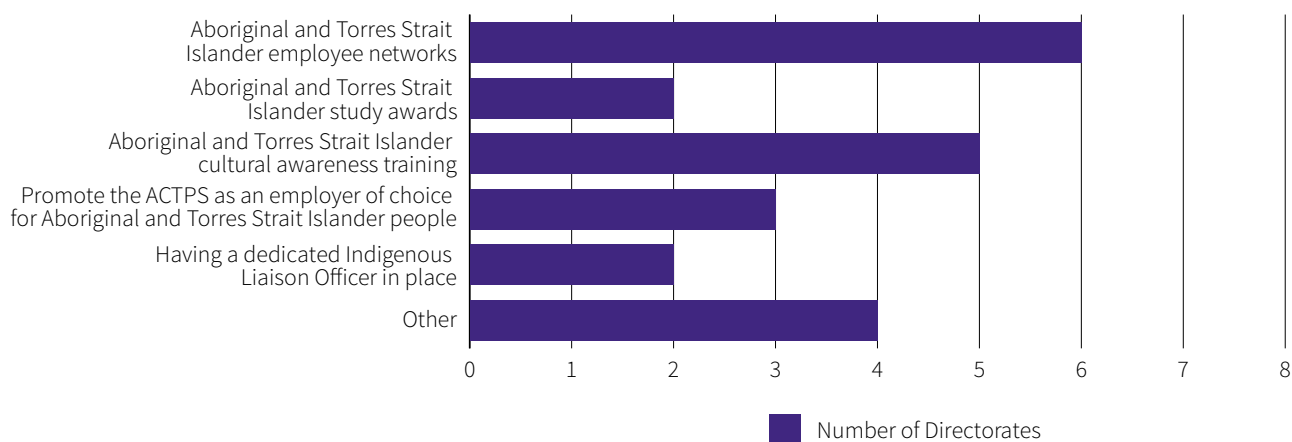
All respondents; 2012-13 = 14, 2013-14 = 15, 2014-15 = 14, 2015-16 = 8

The most commonly used employment strategies for the attraction and retention of Aboriginal and Torres Strait Islander Peoples to the ACTPS were: designated positions, the Aboriginal and Torres Strait Islander Traineeship and positions for Aboriginal and Torres Strait Islander Peoples in the ACTPS Graduate Program.

It is positive to note that seven out of eight directorates reported using the Aboriginal and Torres Strait Islander Traineeship during 2015-16, as considerable work was put into developing the ACTPS Indigenous Traineeship Program (the Indigenous Traineeship) that commenced on 17 August 2015. The Indigenous Traineeship provides trainees with the opportunity to gain valuable skills and knowledge, undertake professional development and develop networks across the ACTPS. Further, trainees are offered permanent positions with the ACTPS upon

successful completion of the program, making the Indigenous Traineeship a valuable strategy for the attraction and retention of Aboriginal and Torres Strait Islander employees.

GRAPH 10 – STRATEGIES TO SUPPORT ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYEES 2015-16



As shown in Graph 10, the most commonly reported strategies used to support Aboriginal and Torres Strait Islander employees during 2015-16 were: Aboriginal and Torres Strait Islander employee networks and Aboriginal and Torres Strait Islander cultural awareness training.

Other strategies that were used to support Aboriginal and Torres Strait Islander employees during 2015-16 were: building relationships with Indigenous Employment Service providers; development of a directorate Indigenous staff network; having a dedicated Inclusion Manager; and dedicated mentoring, coaching and learning and development opportunities for Aboriginal and Torres Strait Islander employees.

Directorates were then asked to report on the strategies used in 2015-16 to ensure that an Aboriginal and Torres Strait Islander person was on the selection panel when recruiting to an Aboriginal and Torres Strait Islander designated position. Some of the common strategies identified included:

- > using directorate specific recruitment guidelines to stipulate that an Aboriginal and Torres Strait Islander employee must be on the selection panel for any Aboriginal and Torres Strait Islander designated position, or where an applicant identifies as an Aboriginal and Torres Strait Islander for a non-designated position;
- > providing information on recruiting to designated positions in directorate recruitment and selection training; and
- > mandatory recruitment training for selection panel chairs to ensure they are aware of the requirements for selection panel composition when recruiting to an Aboriginal and Torres Strait Islander designated position.

4.2 PEOPLE WITH DISABILITY

Employees who identified as a Person with Disability made up 2.2 per cent (458 employees) of the total ACTPS workforce at June 2016. As discussed in Section B2 of the Commissioner's Annual Report, a review of the ACTPS RED Framework was conducted and the final report on the Review of the RED Framework (the Final Report) was tabled in the Legislative Assembly on 14 May 2015.

The Final Report recommended a renewed focus on the Employment Strategies for Aboriginal and Torres Strait Islander Peoples and People with Disability. Significant work has been completed during the 2015-16 reporting period, with various employment initiatives implemented to support directorates to increase the participation of People with Disability within the ACTPS.

Annual directorate diversity targets set by the Head of Service continue to support the ACTPS to achieve increased numbers of People with Disability in the Service. These diversity targets are incorporated into performance agreements for Directors-General to promote accountability and progress the achievement of these targets within each directorate.

TABLE 19 - PEOPLE WITH DISABILITY EMPLOYEES 2012 – 2016

	June 2012	June 2013	June 2014	June 2015	June 2016
Headcount	343	384	415	437	458
Percentage of total workforce	1.8%	1.9%	2.0%	2.1%	2.2%

Of the 458 employees who identify as a Person with a Disability:

- > generation X comprise the largest age group (174 employees) and pre-baby boomers were the smallest age group (five employees);
- > the separation rate of People with Disability was higher than the separation rate of the whole of the ACTPS (10.6 per cent compared to 7.9 per cent);
- > the Land Development Agency had the highest proportional representation of employees identifying as People with Disability at 6.1 per cent, followed by the Environment and Planning Directorate (3.4 per cent);
- > Statutory Office Holders made up the largest classification of People with Disability at 9.1 per cent, followed by Disability Officers (4.9 per cent) and Trainees and Apprentices (3.8 per cent); and
- > the average salary for People with Disability was slightly less than the average ACTPS salary (\$85,019 compared to \$87,584).

TABLE 20 – PEOPLE WITH DISABILITY SNAPSHOT – JUNE 2016

Total Employees (Headcount)	458	Age	
Total Employees (FTE)	410.0	Generation Y	141
People with Disability by Directorate (% & Headcount)		Generation X	174
Chief Minister, Treasury and Economic Development	3.1% (77)	Baby Boomers	138
<i>ACT Insurance Authority</i>	n/a	Pre-Baby Boomers	5
<i>Gambling and Racing Commission</i>	0%	Employment Type	
<i>Independent Competition and Regulatory Commission</i>	n/a	Permanent	347
<i>Land Development Agency</i>	6.1% (6)	Temporary	77
<i>Long Service Leave Authority</i>	0%	Casual	34
Capital Metro Agency	0%	Full Time / Part Time Employment	
Community Services	3.3% (35)	Full Time	319
Education	1.5% (97)	Part Time	105
ACT Teacher Quality Institute	0%	Casual	34
Environment and Planning	3.4% (11)	Average Salary	\$85,019
Health	2.0% (145)	Median Salary	\$79,051
Justice and Community Safety	1.4% (25)	Separation Rate	10.6%
Territory and Municipal Services	3.1% (60)		
ACTPS Total	2.2%		

The 2016 Agency Survey asked directorates to report whether their directorate had a Disability Action Plan in place during the 2015-16 reporting period, and if so, what the key attributes of the plan were and what activities/ initiatives were undertaken by the directorate to promote/implement the plan.

Three of the eight directorates reported having a Disability Action Plan in place during the reporting period.

SNAPSHOT:

DISABILITY ACTION PLAN

Chief Minister, Treasury and Economic Development Directorate

In an effort to raise awareness and to support the directorate to become disability confident, CMTEDD has incorporated disability action into the directorate's Workforce Diversity Strategy. CMTEDD's Workforce Diversity Strategy aims to facilitate inclusive work practices, encourage diversity in the workplace, and actively support and engage employees in diversity groups, including People with Disability.

During 2015-16 some of the key achievements of the directorate included:

- > delivery of Disability Awareness training sessions for CMTEDD staff;
- > delivery of seminars for managers on Recruiting a Diverse Workforce, including promotion of the use of Disability Employment Service Providers and access to the the Commonwealth Job Access Program;
- > conducting a CMTEDD Workplace Diversity Survey;
- > development of new position description templates to include a work environment description which aims to act as a prompt for discussing reasonable adjustments; and
- > incorporating information about identifying positions and reasonable adjustment into CMTEDD Recruitment Guidance material.

CMTEDD's Workforce Diversity Strategy recognises and celebrates significant days, including the promotion of International Day of People with Disability.

TABLE 21 - EMPLOYMENT STRATEGIES FOR THE ATTRACTION OF PEOPLE WITH DISABILITY

Employment Strategies	2012-13	2013-14	2014-15	2015-16
Designated positions	5	3	2	1
Disability Traineeship	2	2	0	0
Work experience	3	5	2	3
Positions in the ACTPS Graduate Program for People with Disability	1	0	3	4
Disability cadetship	0	0	0	0
Mentoring programs	0	0	0	0
School based apprenticeships for People with Disability	0	0	2	2

All respondents: 2012-13 = 14, 2013-14 = 15, 2014-15 = 14, 2015-16 = 8

For the 2015-16 reporting period the most used employment strategies for the attraction and retention of People with Disability to the ACTPS were: positions for People with Disability in the ACTPS Graduate Program and work experience. Of the directorates that were able to access data relating to the number of employees engaged through the initiatives mentioned in Table 21;

- > eight employees were engaged through designated positions;
- > six employees were engaged through positions in the ACTPS Graduate Program;

- > 298 employees were engaged through work experience positions; and
- > four employees were engaged through school based apprenticeships for People with Disability.

GRAPH 11 – STRATEGIES TO SUPPORT PEOPLE WITH DISABILITY EMPLOYEES 2015-16



The most commonly reported strategies used to support People with Disability employees during 2015-16 were: use of the whole of government Reasonable Adjustment Policy and disability awareness training.

Other strategies that were used to support People with Disability employees during the 2015-16 reporting period were: distribution of resources to managers and supervisors; promotion of diversity employment strategies and reasonable adjustment; and providing scholarships for employees with a disability to build capability and progress to more senior roles.

Directorates were asked how they make managers and supervisors aware of the requirement to investigate, and where practical, make reasonable adjustment(s) following disclosure of a disability. Seven directorates reported that they ensure that managers and supervisors are made aware of their ongoing commitment to support People with Disability in the workplace through:

- > recruitment and selection training;
- > promotion of the whole of government Reasonable Adjustment Policy;
- > workshops and training for managers and supervisors on disability awareness and recruiting to designated positions;
- > use of the ACTPS Recruitment Guidelines;
- > ongoing employment conditions;
- > ongoing promotion of disability awareness and support from HR areas;
- > use of the ACTPS Manager's Toolkit; and
- > ongoing support from dedicated Inclusion Officers to support and implement reasonable adjustment strategies.

TABLE 22 – APPLICATIONS TO THE COMMONWEALTH JOB ACCESS PROGRAM 2015-16

	Number of Directorates
Yes	4
No	4

Four directorates reported that they made an application for reasonable adjustment and/or financial assistance to Job Access in the 2015-16 reporting period.

Of the four directorates that responded 'no' to whether any applications were made to the Job Access in the 2015-16 reporting period, one directorate noted that this is a function undertaken by the directorate Inclusion Officer. It is the responsibility of the Inclusion Officer to assess duties of positions and current practices and develop reasonable adjustment strategies accordingly. The Inclusion Officer also refers the workplace and employee to appropriate external disability agencies for further information and support where required.

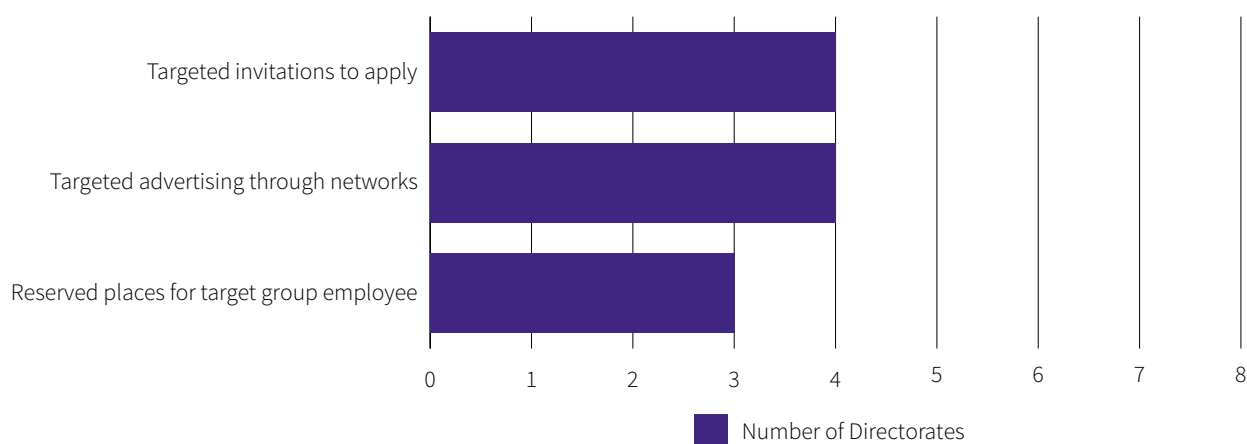
Directorates were asked to report on the strategies implemented to ensure workplaces are accessible. These strategies included:

- > ongoing formal and informal disability accessibility assessments;
- > accessibility audits on buildings;
- > Work Health and Safety (WHS) consultative committee;
- > RED Contact Officers;
- > regular workplace inspections completed by a Health and Safety representative; and
- > induction checklist for managers and supervisors.

In order to place People with Disability in employment within a directorate, the directorate may work with a Disability Employment Service provider. Four directorates reported engaging a range of Disability Employment Service providers during the 2015-16 reporting period including:

- > Advance Personnel Management;
- > Enabled Employment;
- > Habitat Personnel;
- > Koomarri;
- > LEAD Employment;
- > Max Employment;
- > Nexus Vision Australia; and
- > Vision Australia.

GRAPH 12 – INCLUSION STRATEGIES TO MAXIMISE THE PARTICIPATION OF ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYEES AND PEOPLE WITH DISABILITY ON TRAINING COURSES 2015-16



During 2015-16 four directorates utilised targeted advertising through networks and targeted invitations to maximise the participation of Aboriginal and Torres Strait Islander employees and people with Disability on training courses. Three directorates reserved places for target group employees.

4.3 CULTURAL AND LINGUISTIC DIVERSITY

A Culturally and Linguistically Diverse workforce is one that has employees who:

- > are from different countries;
- > have different cultural backgrounds;
- > can speak languages other than English; and/or
- > follow different religions.

The 2011 Census identified that over a quarter (26 per cent) of Australia's population was born overseas, with 19 per cent of Australians aged over five years speaking a language other than English at home.³⁰

In order for the ACTPS to deliver effective services to the ACT community, it is important that the ACTPS workforce is reflective of the community that it serves. Employees with Culturally and Linguistically Diverse backgrounds can offer specific skills and experience to the ACTPS workforce, facilitating enhanced provision of services to the ACT community.

TABLE 23 – CULTURAL AND LINGUISTIC DIVERSITY EMPLOYEES 2012 – 2016

	June 2012	June 2013	June 2014	June 2015	June 2016
Headcount	2,663	3,218	3,453	3,626	3,756
Percentage of total workforce	13.8%	16.1%	16.8%	17.3%	17.7%

At June 2016, employees who identified as Culturally and Linguistically Diverse totalled 3,756 (headcount) or 17.7 per cent of the total ACTPS workforce. Of the 3,756 Culturally and Linguistically Diverse employees:

- > generation X comprise the largest age group (1,633 employees) and pre-baby boomers were the smallest age group (13 employees);
- > the separation rate of Culturally and Linguistically Diverse employees was lower than the separation rate of the whole ACTPS (6.8 per cent compared to 7.9 per cent);
- > Long Service Leave Authority, Health and Territory and Municipal Services had the highest proportional representation of employees identifying as Culturally and Linguistically Diverse (33.3 per cent, 25.4 per cent and 23.5 per cent respectively);
- > for the second consecutive year, Dentists/Dental Officers made up the largest classification of Culturally and Linguistically Diverse employees at 56.3 per cent, followed by Bus Operators (40.8 per cent) and Transport Officers (33.3 per cent); and
- > the average salary for Culturally and Linguistically Diverse employees was slightly less than the average ACTPS salary (\$84,091 compared to \$87,584).

30. Cultural Diversity in Australia Reflecting a Nation: Stories from the 2011 Census <http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/2071.0main+features902012-2013>

TABLE 24 – CULTURAL AND LINGUISTIC DIVERSITY SNAPSHOT – JUNE 2016

Total Employees (Headcount)	3,756	Age	
Total Employees (FTE)	3,389.5	Generation Y	1,194
Cultural and Linguistic Diversity by Directorate (% & Headcount)		Generation X	1,633
Chief Minister, Treasury and Economic Development	17.3% (434)	Baby Boomers	916
<i>ACT Insurance Authority</i>	0	Pre-Baby Boomers	13
<i>Gambling and Racing Commission</i>	0	Employment Type	
<i>Independent Competition and Regulatory Commission</i>	n/a	Permanent	2,786
<i>Land Development Agency</i>	12.1% (12)	Temporary	730
<i>Long Service Leave Authority</i>	33.3% (4)	Casual	240
Capital Metro Agency	10.0% (3)	Full Time / Part Time Employment	
Community Services	16.0% (167)	Full Time	2,675
Education	10.3% (649)	Part Time	841
ACT Teacher Quality Institute	n/a	Casual	240
Environment and Planning	15.9% (52)	Average Salary	\$84,091
Health	25.4% (1,828)	Median Salary	\$78,210
Justice and Community Safety	8.7% (150)	Separation Rate	6.8%
Territory and Municipal Services	23.5% (455)		
ACTPS Total	17.7%		

Due to the lack of data relating to Cultural and Linguistic Diversity within Australia it is difficult to make broader comparisons to employees identifying as Culturally and Linguistically Diverse within the ACTPS. However, data available from the 2011 Census shows that the percentage of Australians aged over five years speaking a language other than English at home is comparable to the percentage of ACTPS employees identifying as Culturally and Linguistically Diverse.

5. AN ENGAGED WORKFORCE: GETTING THE BEST FROM PEOPLE AT WORK

5.1 PERFORMANCE AND CAPABILITY DEVELOPMENT

A vision for the ACTPS is to ensure every employee feels engaged and supported through a positive workplace environment, and that there is clarity in what is expected of employees. As a Service, it is important to recognise and promote good performance and provide support in areas where performance needs to improve. It is through increased employee engagement that improvements in performance are seen, along with increased productivity and improved delivery of services.

To achieve high levels of employee engagement, it is important that managers and employees have a clear understanding around roles, responsibilities and goals. The ACTPS Performance Framework establishes the process for managing employee performance, and supports managers to develop workplace culture and capability. The ACTPS Performance Framework assists employees and managers to have quality performance conversations. These discussions are an opportunity for employees to highlight their achievements, obtain and provide feedback, and seek assistance when required. Performance conversations can assist employees to identify exactly what skills, knowledge and behaviour they need to master in order to do their job and progress their career in the ACTPS.

The Capability Framework describes the skills, knowledge and behaviour that can be universally expected of ACT public servants at different organisational levels and in every workplace across the Service. Using the Capability Framework in conjunction with a personal Performance and Development Plan (PDP), employees can track their development goals against their current and desired organisational level.

The 2016 Agency Survey asked directorates to report on whether they monitored the utilisation of the ACTPS Performance Framework during the 2015-16 reporting period.

TABLE 25 – UTILISATION OF THE ACTPS PERFORMANCE FRAMEWORK

	Total Directorates
Yes	7
No	1

Directorates were then asked to report on the percentage of their workforce that had a performance agreement in place at 30 June 2016. Two of the seven directorates reported that they were unable to determine the percentage, while the other five directorates reported percentages of 20 per cent, 40 per cent, 62 per cent, 64 per cent and 70 per cent of their workforce with a performance agreement in place at 30 June 2016. From these figures it is evident that further promotion of the ACTPS Performance Framework is required to increase the percentage of ACTPS employees with a PDP in place.

Providing employees with the opportunity to improve their skills and capability has been shown as one way to gain benefits in the performance and motivation of the workforce. Directorates were asked to report on the strategies employed during 2015-16 to enhance, develop or improve employee capability and performance, the results of which are in Table 26.

TABLE 26 – STRATEGIES USED DURING 2015-16 TO ENHANCE, DEVELOP OR IMPROVE EMPLOYEE CAPABILITY AND PERFORMANCE

	Total Directorates
Mentoring programs	7
Funded training	7
Secondments	5
Job swap opportunities	6
Communities of practice	6
Other	5

Of the directorates that reported using other strategies to enhance, develop or improve employee capability and performance; two reported using Higher Duties Arrangements (HDA) and temporary transfers, two reported using coaching and on the job training, and one reported using a skills register.

5.2 UNDERPERFORMANCE

Having clear procedures for managing underperformance is essential in supporting workforce productivity and maintaining employee engagement. The Australian Government Fair Work Ombudsman states that underperformance can be exhibited through:

- > unsatisfactory work performance, that is, a failure to perform the duties of the position or to perform them to the standard required;
- > non-compliance with workplace policies, rules or procedures;
- > unacceptable behaviour in the workplace; and/or
- > disruptive or negative behaviour that impacts on co-workers³¹.

Directorates were asked to identify whether they monitored the number of preliminary underperformance discussions held during the 2015-16 reporting period. Of the eight directorates, three reported that they did monitor preliminary underperformance discussions, with two of these directorates reporting that these conversations realised the required improvements and did not proceed to formal underperformance processes.

TABLE 27 – PRELIMINARY UNDERPERFORMANCE DISCUSSIONS 2015-16

	Total Processes
Preliminary underperformance discussions held	47
Resolved informally	19
No further action taken	3
Resignation of employee during process	3
Discussions ongoing	5

Directorates were asked to provide details of the number of formal underperformance processes that were commenced in the 2015-16 financial year under the procedures set out in the relevant ACTPS Enterprise Agreement.

31. Australian Government, Fair Work Ombudsman, Managing Underperformance July 2015 <https://www.fairwork.gov.au/how-we-will-help/templates-and-guides/best-practice-guides/managing-underperformance#underperformance>

TABLE 28 – UNDERPERFORMANCE PROCESSES 2015-16

	Total Processes
Number commenced in 2014-15 but finalised in 2015-16	7
Number commenced in 2015-16	28
Number commenced and finalised in 2015-16	21
Number commenced in 2015-16 but yet to be finalised at 30 June 2016	7

A total of three directorates indicated that they did not commence any formal underperformance processes as set out in the relevant Enterprise Agreement during the 2015-16 reporting period.

Directorates were then asked to report on the outcomes of the underperformance processes that were finalised during 2015-16, the results of which are shown in Table 29.

TABLE 29 – OUTCOMES FROM UNDERPERFORMANCE PROCESSES 2015-16

	Total Outcomes
Satisfactory performance achieved at the completion of the process	13
Development program instituted	7
Assignment to other duties	0
Deferral of increment	0
Reduction in classification	2
Termination of employment	0
Resignation of employee during process	3

Positively, of the 28 underperformance processes finalised during the 2015-16 period the most common outcome (46 per cent of processes) was satisfactory performance achieved at the completion of the process.



ACT PUBLIC SECTOR 2015-16

ACT PUBLIC SECTOR 2015-16

At June 2016, the ACT Public Sector consisted of a workforce of 23,693, making up 11.0 per cent of the Territory's labour force³². Overall, the ACT Public Sector had an increase of 1.7 per cent in the workforce from June 2015 to June 2016 (up from a headcount of 23,302 at June 2015). This increase is slightly less than the 1.9 per cent total increase of the Australian labour workforce during the same period³³.

Aboriginal and Torres Strait Islander employees in the ACT Public Sector were represented by a headcount of 332, making up 1.4 per cent of all ACT Public Sector employees. The headcount of Aboriginal and Torres Strait Islander employees in the ACT Public Sector has increased 4.7 per cent from the 317 Aboriginal and Torres Strait Islander employees at June 2015. The gradual increase of Aboriginal and Torres Strait Islander employees within the ACT Public Sector demonstrates the success of the ACT Government's commitment to diversity employment.

ACT Public Sector employees who identified as a Person with a Disability were represented by a headcount of 486 (up from 466 at June 2015) or 2.1 per cent of all employees. Culturally and Linguistically Diverse employees were represented by a headcount of 3,933 (up from 3,803 at June 2015) or 16.6 per cent of all employees.

TABLE 30: DISTRIBUTION OF THE ACT PUBLIC SECTOR (JUNE 2016)

	ACT Public Service ³⁴	ACT Audit Office	Act Electoral Commission	Calvary Health Care (Public)	Canberra Institute of Technology	Cultural Facilities Corporation	Office of the Legislative Assembly	Total
FTE total	18,904.5	37.6	15	1,061.2	693.5	93.2	47.6	20,852.6
FTE - permanent	15,004.2	26.6	8	898.3	446.1	38.2	36.6	16,457.9
FTE - temporary	3,232.3	11	7	103.7	175.2	21.5	6.4	3,557.1
FTE - casual	668	0	0	59.2	72.2	33.6	4.5	837.5
Headcount total	21,260	38	15	1,292	878	146	64	23,693
Headcount - permanent	16,301	27	8	1,032	468	42	43	17,921
Headcount - temporary	3,568	11	7	118	197	21	7	3,929
Headcount - casual	1,391	0	0	142	213	83	14	1,843
Age (average)	42.7	38.6	42.5	41.4	46.9	42.3	51.4	42.8
Length of service (average, years)	8.8	5	9.4	6	10.4	5.3	9.7	8.7
Separation rate (average permanent headcount)	7.9%	17.7%	0.0%	14.0%	7.9%	4.8%	7.1%	8.30%
Diversity (FTE, headcount):								
Aboriginal and Torres Strait Islander Peoples FTE	288.4	0	0	n/a	15.3	0.4	0	304.1

32. Australian Bureau of Statistics, Labour Force Australia 6202.0

33. Ibid.

34. Director of Public Prosecutions is included in the reporting of Justice and Community Safety Directorate, and hence is included in the figures for the ACT Public Service.

	ACT Public Service ³⁴	ACT Audit Office	Act Electoral Commission	Calvary Health Care (Public)	Canberra Institute of Technology	Cultural Facilities Corporation	Office of the Legislative Assembly	Total
Aboriginal and Torres Strait Islander Peoples Headcount	313	0	0	n/a	18	1	0	332
People with Disability FTE	409	2	1	n/a	17.5	2.6	0	432.1
People with Disability Headcount	458	2	1	n/a	22	3	0	486
Culturally & Linguistically Diverse FTE	3,389.5	18.8	6	n/a	118.2	6.3	0	3,538.8
Culturally & Linguistically Diverse Headcount	3,756	19	6	n/a	144	8	0	3,933
Female FTE	11,946.0	18.6	9	n/a	412.7	54.8	26.6	12,467.7
Female Headcount	13,810	19	9	n/a	536	92	36	14,502

TABLE 31: SNAPSHOT OF THE ACT PUBLIC SECTOR (JUNE 2015 - JUNE 2016)

	Jun-15	Jun-16
FTE total	20,479.50	20,852.6
FTE - permanent	16,358.70	16,457.94
FTE - temporary	3,258.80	3,557.06
FTE - casual	862	837.5
Headcount total	23,302	23,693
Headcount - permanent	17,860	17,921
Headcount - temporary	3,611	3,929
Headcount - casual	1,831	1,843
Age (average)	43.3	42.8
Length of service (average, years)	7.4	8.7
Separation rate (average permanent headcount)	10%	8.3%
Diversity (FTE), (HC):		
Aboriginal and Torres Strait Islander Peoples FTE	284.1	304.13
Aboriginal and Torres Strait Islander Peoples Headcount	317	332
People with Disability FTE	407.2	432.13
People with Disability Headcount FTE	466	486
Culturally & Linguistically Diverse FTE	3,431.80	3,538.85
Culturally & Linguistically Diverse Headcount	3,803	3,933
Female FTE	13,004.80	12,467.70
Female Headcount	15,257	14,502

ACT PUBLIC SECTOR ENTITIES

At June 2016, ACT Public Sector entities employed a total of 2,433 people (headcount), a 2.2 per cent increase from June 2015. As can be seen in Table 30 the largest ACT Public Sector entity at June 2016 was Calvary Health Care with a headcount of 1,292 employees (1,061.2 FTE), while the smallest ACT Public Sector entity was the ACT Electoral Commission with a headcount 15 employees (15 FTE). At June 2016, there were seven ACT Public Sector entities:

- > ACT Audit Office;
- > ACT Electoral Commission;
- > Calvary Health Care ACT;
- > Canberra Institute of Technology;
- > Cultural Facilities Corporation;
- > Director of Public Prosecutions; and
- > Office of Legislative Assembly.

While the Director of Public Prosecutions (DPP) is an ACT Public Sector entity, their workforce profile data is incorporated in that of JACSD. However, for the purposes of the Agency Survey the DPP reports as a separate entity and their responses are included with those of the other six ACT Public Sector entities.

WORKFORCE PLANNING

The 2016 Agency Survey asked entities whether they had a workforce plan in place. Of the seven entities, four responded yes. Of these four entities, three detailed key workforce strategies to position their entity to meet future workforce demands. Common strategies identified by entities included:

- > use of Attraction and Retention Incentives (ARIns) and accelerated salary increments;
- > use of consultants and contractors to meet increased work demands;
- > succession planning for critical positions; and
- > the provision of learning and development opportunities so that staff may gain qualifications to meet specific workforce needs.

ATTRACTION & RETENTION STRATEGIES

Entities were asked to report on any critical skills shortages, capability gaps, or difficulty recruiting to or retaining employees in certain positions during the 2015-16 reporting period. Four entities highlighted areas where they had experienced difficulty with skills shortages. Due to the specialised nature of the work undertaken in many of the ACT Public Sector entities, these skills shortages were particular to each entity. For example, Calvary Health Care identified difficulty attracting staff to various positions that are specific to the hospital.

TABLE 32 – ACT PUBLIC SECTOR ATTRACTION AND RETENTION INCENTIVES, BENEFITS PAID UNDER AN AUSTRALIAN WORKPLACE AGREEMENT AND SPECIAL EMPLOYMENT ARRANGEMENTS 2015-16

	Total
Total number of new ARins commenced in 2015-16	15
Total number of ARins as at 30 June 2016	16
Total number of SEAs as at 30 June 2016	51
Total number of AWAs as at 30 June 2016	0
Number of ARins terminated during 2015-16	n/a
Number of SEAs terminated during 2015-16	4
Number of AWAs terminated during 2015-16	0
Number of ARins and/or SEAs providing for privately plated vehicles as at 30 June 2016	0
Total additional remuneration paid under AWAs, ARins and SEAs during 2015-16	\$73,236 ³⁵

The range of pay classifications of those employees that received ARins and/or SEAs in the 2015-16 reporting period were from ASO6 (classification salary range: \$77,482 to \$88,676) to Principal 2.3 (classification salary: \$139,061).

PREVENTING BULLYING AND HARASSMENT

The 2016 Agency Survey asked entities to report on the number of bullying and harassment related contacts received during the 2015-16 reporting period, and whether the entity had a formal system in place for the management of bullying and harassment. Positively, all seven ACT Public Sector entities reported having a formal reporting system in place to manage bullying and harassment.

The information in Table 33 provides an insight into the mechanisms of the reporting of bullying and harassment within ACT Public Sector entities. It is important to note that the figures captured in Table 33 are not a one for one indicator of bullying and harassment as it is possible for an employee to report through multiple mechanisms, or, have multiple employees report the same incident.

TABLE 33 – REPORTS OF BULLYING AND HARASSMENT IN ACT PUBLIC SECTOR ENTITIES, 2015-16

	2015-16
Total number of contacts received by entity RED Contact Officers ³⁶	3
Total number of bullying and harassment reports which were informally investigated by HR ³⁷ (not by a RED Contact Officer) that did not proceed to a preliminary assessment under Section H of ACTPS Enterprise Agreements	16
Total number of contacts received through RiskMan	5
Total number of contacts received through other mechanisms	9
Total number of reports of bullying or harassment where a formal preliminary assessment under Section H of ACTPS Enterprise Agreements was commenced during the 2015-16 financial year.	4
Total number of reports of bullying or harassment commenced during the 2015-16 financial year that resulted in a misconduct investigation under Section H of ACTPS Enterprise Agreements.	n/a
Total number of bullying or harassment related misconduct investigations completed during the 2015-16 financial year where a breach of section 9 of the PSM Act was found to have occurred.	n/a
Total number of bullying or harassment related misconduct investigations that are currently underway/being investigated as at 30 June 2016. (Total number of investigations commenced, completed and ongoing may not reconcile due to action across financial years).	2

35. Total additional remuneration paid under AWAs, ARins and SEAs during 2015-16 is an approximate figure.

36. Contacts with RED Contact Officers and HR can often be preliminary to seek advice on how best to deal with workplace conflict or whether an experience constitutes bullying and harassment. Feedback indicates that a large proportion of the issues behind initial contacts are resolved at a local level.

37. 'Informally investigated' is taken to mean where HR has kept some form of record of the discussions had/actions taken but has not proceeded to a preliminary investigation under Section H of ACTPS Enterprise Agreements

DISCIPLINE ACTION

Entities were asked to report on the number of investigations they conducted during the 2015-16 reporting period where an employee was cited as having breached section 9 of the PSM Act.

TABLE 34 – ACT PUBLIC SECTOR MISCONDUCT INVESTIGATIONS COMMENCED IN 2015-16

	2015-16
Number of misconduct investigations commenced citing a possible breach of section 9 of the PSM Act	33

TABLE 35 – ACT PUBLIC SECTOR INVESTIGATIONS COMPLETED IN 2015-16 WHERE A BREACH(ES) OF SECTION 9 WAS FOUND TO HAVE OCCURRED OR WHERE ALLEGATIONS WERE NOT SUSTAINED

	2015-16
Number of investigations where a breach of Section 9 of the PSM Act was found to have occurred	31
Number of investigations where the allegations were not sustained	0

Entities were then asked to report on the sanctions imposed as a result of investigations completed in the 2015-16 financial year, where misconduct was found to have occurred. Table 36 shows the number of outcomes and sanctions imposed as a result of investigations completed in the 2015-16 financial year. It is important to note that, often more than one sanction can be issued as a result of misconduct and as such the number of investigations resulting in a breach may not reconcile with the total number of sanctions.

As shown in Table 36, the most common reported outcome of misconduct investigations during 2015-16 was the sanction of written warning and admonishment, with the second most reported outcome being termination of employment.

TABLE 36 – ACT PUBLIC SECTOR ENTITY DISCIPLINARY SANCTIONS 2015-16

	2015-16
Breach found, but no sanction applied	0
Counselling of employee (not including counselling that occurs outside of a section 9 process)	n/a
Written warning and admonishment	23
Deferral of increment	0
Reduction in incremental point	0
Removal of monetary benefit derived through an existing ARin/SEA	0
Other financial penalty	0
Fully or partially reimburse employer for damage wilfully incurred to property or equipment	0
Transfer, temporarily or permanently, to other position at level	n/a
Transfer, temporarily or permanently, to other position at lower classification	0
Termination of employment	5
Employee resigned prior to sanction being imposed	n/a

FRAUD AND RISK

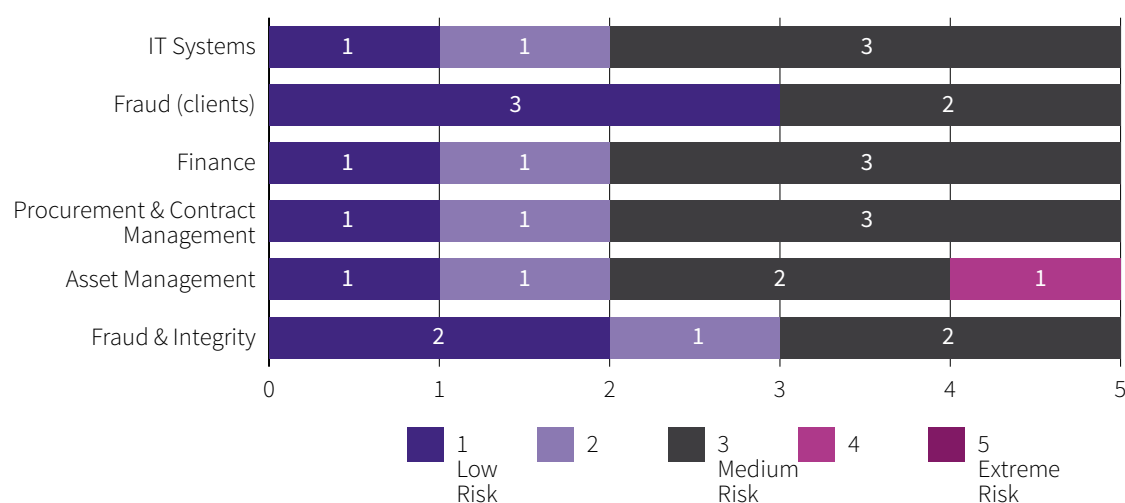


Entities were asked whether a formal risk assessment had been undertaken during 2015-16 in accordance with the Risk Management Standard, with four entities responding yes.

In the 2015-16 reporting period, five entities reported that they had a current Fraud and Corruption Plan, and when asked if they had reviewed their Fraud and Corruption Plan within the past two years, all five entities reported yes.

Entities were asked to rate a number of integrity risks within their entity. Five entities provided a response to this question, the results of which are shown in Graph 13.

GRAPH 13 – INTEGRITY RISKS ACT PUBLIC SECTOR ENTITIES 2015-16



As shown in Graph 13, for the 2015-16 reporting period:

- > client fraud was the most frequently recorded response in the low risk category;
- > IT Systems, finance and procurement and contract management were the most frequently recorded responses in the medium risk category; and
- > asset management was the most frequently recorded response in the highest risk category.

THE ACTPS RESPECT EQUITY AND DIVERSITY (RED) FRAMEWORK

The 2016 Agency Survey asked ACT Public Sector entities to identify whether they provided RED specific training to employees during the 2015-16 reporting period. Three of the seven ACT Public Sector entities reported yes, with over 40 employees undertaking this training.

TABLE 37 – ACTIVITIES TO PROMOTE THE RED MESSAGE IN ACT PUBLIC SECTOR ENTITIES

	Number of Entities
Executive support of NAIDOC week activities	1
Workplace celebrations of Harmony Day	0
International Women's Day events	2
Disability training	1
Aboriginal and Torres Strait Islander cultural awareness training	1
LGBTI awareness training	4
Other	4



In addition to the activities outlined in Table 37, three entities reported undertaking other initiatives to promote the RED message, including:

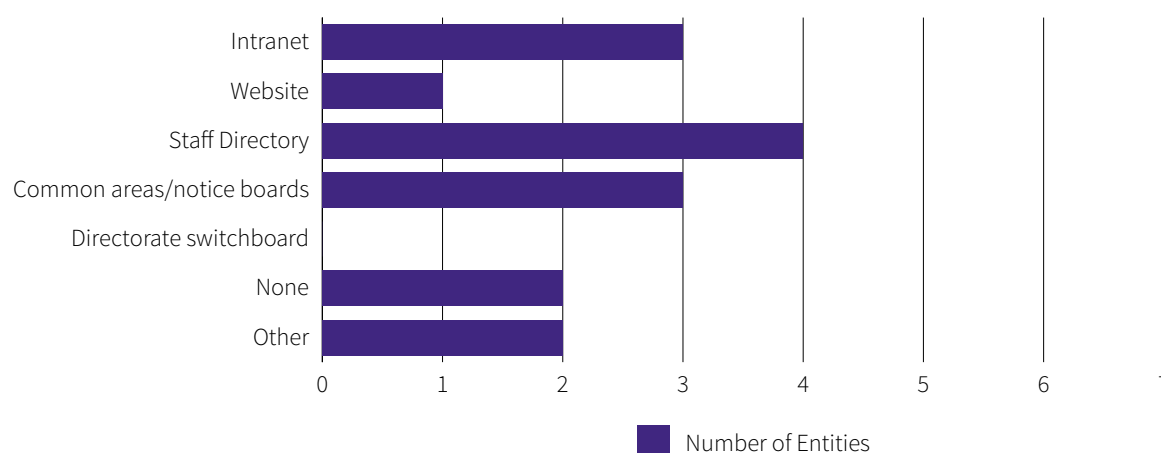
- > RED training and RED refresher training;
- > promotion of RED through posters, monthly HR updates, newsletters and signature blocks;
- > 'Positive Workplace Culture' Policy;
- > celebration of World Cultural Diversity Day;
- > incorporating diversity as a theme of work planning days; and
- > participation in the "Racism Stops with Me" campaign.

When asked about the initiatives used to promote the RED Framework during 2015-16:

- > five entities reported using regular discussions about RED issues;
- > two entities reported using a RED network that meets quarterly (or more frequently);
- > one entity reported using RED training available to all ACT Public Sector entities; and
- > one entity reported using discussions in management and executive committee meetings.

Entities were asked how their organisation ensured that all staff had access to the details of RED Contact Officers during the 2015-16 reporting period, the results of which are shown in Graph 14. Four of the seven ACT Public Sector entities reported that they provided details of their RED Contact Officers on the staff directory. Two entities reported that they did not use any methods to ensure staff had access to the details of RED Contact Officers.

GRAPH 14 – ACCESS TO DETAILS OF RED CONTACT OFFICERS IN ACT PUBLIC SECTOR ENTITIES



In addition to the methods listed in Graph 14, two entities reported using other methods for ensuring staff had access to the details of RED Contact Officers, including:

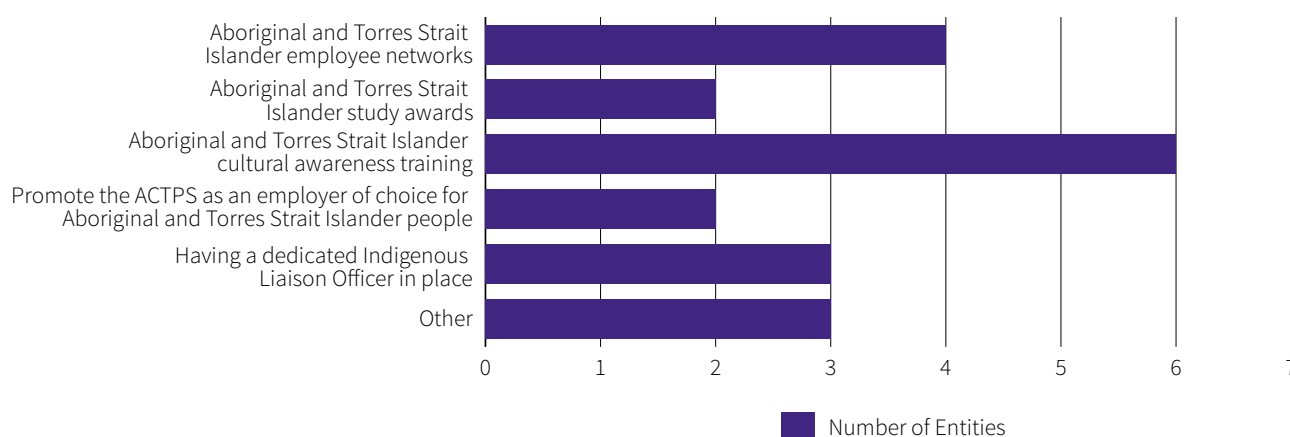
- > folders and brochures;
- > regular reminders at monthly all staff meetings; and
- > inclusion of RED Contact Officers details in staff induction.

Entities were asked to report on the initiatives implemented during 2015-16 to support employees and potential employees from diversity target groups, in particular people from a Culturally and Linguistically Diverse background, Aboriginal and Torres Strait Islander Peoples and People with Disability. Initiatives utilised by entities included:

- > providing cultural support to staff and providing access to Aboriginal and Torres Strait Islander cultural awareness training;
- > targeted recruitment strategy to recruit people from diverse backgrounds, including ensuring all job advertisements are written to encourage inclusive recruitment practices;
- > development of a work experience program for people of refugee and asylum seeker status;

- > undertaking planning to implement the 'Racism Stops with Me' campaign; and
- > promotion of reasonable adjustment, and encouraging staff to identify diversity matters and any support they may require in the workplace.

GRAPH 15 – STRATEGIES USED BY ACT PUBLIC SECTOR ENTITIES TO SUPPORT ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYEES 2015-16



As shown in Graph 15, the most commonly used strategies by ACT Public Sector entities to support Aboriginal and Torres Strait Islander employees during 2015-16 were: Aboriginal and Torres Strait Islander cultural awareness training and Aboriginal and Torres Strait Islander employee networks.

Other strategies that were used to support Aboriginal and Torres Strait Islander employees during 2015-16 were: building relationships with Indigenous Employment Service providers; having a dedicated Inclusion Manager; mentoring/coaching and learning and development opportunities for Aboriginal and Torres Strait Islander employees; and the development of a Reconciliation Action Plan.

ACT Public Sector entities were asked to identify the strategies used to support People with Disability employees during 2015-16. Of the seven entities:

- > two entities used disability employee networks;
- > one entity reported using an entity specific Reasonable Adjustment Policy;
- > two entities used the whole of government Reasonable Adjustment Policy; and
- > one entity used Disability awareness training.

Strategies used by ACT Public Sector entities to ensure accessible workplaces:

- > ongoing formal and informal disability accessibility assessments;
- > accessibility audits on buildings;
- > workstation assessments; and
- > regular workplace inspections completed by a Health and Safety representative.

All seven entities reported that they make managers and supervisors aware of the requirement to investigate, and where practical, make reasonable adjustment(s) following disclosure of a disability. Entities do this through:

- > ongoing promotion of disability awareness and support from HR areas;
- > staff induction;
- > promotion of the whole of government Reasonable Adjustment Policy;
- > inclusion of reasonable adjustment questions in pre-employment paperwork; and
- > workshops and training for managers and supervisors on disability awareness and recruiting to identified positions.

All of the seven ACT Public Sector entities reported that they did not make any applications for reasonable adjustment or financial assistance to the Commonwealth Job Access Program in the 2015-16 reporting period.

One entity reported engaging a Disability Employment Service provider during the 2015-16 reporting period.

PERFORMANCE AND CAPABILITY DEVELOPMENT

The 2016 Agency Survey asked entities to report on whether they monitored the utilisation of the ACTPS Performance Framework during the 2015-16 reporting period.

TABLE 38 – UTILISATION OF THE ACTPS PERFORMANCE FRAMEWORK IN ACT PUBLIC SECTOR ENTITIES

	Total Entities
Yes	4
No	3

Of the seven ACT Public Sector entities, four identified that they monitored the utilisation of the ACTPS performance framework during the 2015-16 financial year. In six of the seven entities, more than 85% of employees had a performance agreement in place.

TABLE 39 – STRATEGIES USED BY ACT PUBLIC SECTOR ENTITIES DURING 2015-16 TO ENHANCE, DEVELOP OR IMPROVE EMPLOYEE CAPABILITY AND PERFORMANCE

	Total Outcomes
Mentoring programs	3
Funded training	7
Secondments	5
Job swap opportunities	2
Communities of practice	3
Other	3

UNDERPERFORMANCE

Entities were asked to identify whether they monitored the number of preliminary underperformance discussions held during the 2015-16 reporting period. Of the seven entities, five reported that they did monitor preliminary underperformance discussions and that there were no discussions that proceeded to formal underperformance processes during the 2015-16 reporting period.

Entities were asked to provide details of the number of formal underperformance processes that were commenced in the 2015-16 financial year under the procedures set out in the relevant ACTPS Enterprise Agreement.

TABLE 40 – ACT PUBLIC SECTOR ENTITIES UNDERPERFORMANCE PROCESSES 2015-16

	Total Processes
Number commenced in 2014-15 but finalised in 2015-16	0
Number commenced in 2015-16	12
Number commenced and finalised in 2015-16	8
Number commenced in 2015-16 but yet to be finalised at 30 June 2016	4

Only one entity reported commencing any formal underperformance processes as set out in the relevant Enterprise Agreement during the 2015-16 reporting period. Six of the underperformance processes finalised in 2015-16 resulted in satisfactory performance at the completion of the process, and two processes resulted in the institution of development programs for the employee.

APPENDIX 2 – ACTPS WORKFORCE PROFILE INFORMATION

TABLE 41 – ACT PUBLIC SERVICE WORKFORCE INDICATORS

Financial Year (FY)	2011-12	2012-13	2013-14	2014-15	2015-16
Staff Numbers					
ACTPS total FTE (end FY)	17,196.1	17,848.5	18,280.9	18,573.9	18,904.5
ACTPS Average	16,677.3	17,329.2	17,932.3	18,341.1	18,639.1
Percentage increase from previous year	0.1%	3.9%	3.5%	2.3%	1.6%
ACTPS total headcount (end FY)	19,331	20,017	20,551	20,913	21,260
ACTPS Average	18,819	19,441	20,127	20,678	20,996
Percentage increase from previous year	0.1%	3.3%	3.5%	2.7%	1.5%
Executives total FTE (end FY)	186.0	196.7	211.5	210.6	225.9
Proportion of ACTPS workforce	1.1%	1.1%	1.2%	1.1%	1.2%
Executives Total Headcount (end FY)	187	197	213	212	229
Employment Modes (Proportion of total workforce, end FY, based on headcount)					
Permanent	77.9%	77.6%	77.4%	77.6%	76.7%
Temporary	15.3%	15.3%	15.6%	15.9%	16.8%
Full time	70.4%	70.5%	70.1%	69.9%	69.6%
Part time	22.8%	22.4%	22.9%	23.5%	23.8%
Casual	6.8%	7.1%	7.1%	6.5%	6.5%
Age Profile (Av. Years, includes casuals, end FY)	42.6	42.4	42.5	42.6	42.7
Generations (proportion of workforce, based on headcount)					
Generation Y	24.0%	26.9%	29.2%	31.6%	33.9%
Generation X	37.0%	37.4%	37.5%	37.8%	38.1%
Baby Boomers	37.6%	34.6%	32.5%	30.0%	27.5%
Pre-Baby Boomers	1.4%	1.1%	0.8%	0.6%	0.5%
Length of Service (Average years, excludes casuals, end FY)	8.4	8.4	8.6	8.7	8.8
Separation Rate (permanent staff only)	8.9%	6.6%	6.3%	6.9%	7.9%
Leave Usage (based on full time equivalent work days)					
Annual Leave (Average in days)	18.4	19.3	19.7	18.8	19.3
Personal Leave (average in days)	11.1	11.9	12.1	12.2	12.6
Personal Leave absence rate	4.7%	4.7%	4.8%	5.1%	5.1%

Financial Year (FY)	2011-12	2012-13	2013-14	2014-15	2015-16
Remuneration (base salaries)					
Full time average ³⁸	\$78,132	\$81,044	\$83,805	\$86,818	\$89,872
Percentage increase from previous year	11.3%	3.7%	3.4%	3.6%	3.5%
Full time median	\$71,578	\$74,082	\$76,606	\$78,914	\$81,301
Part time	\$68,860	\$71,789	\$74,638	\$77,971	\$80,892
Part time FTE (average)	0.69	0.69	0.69	0.69	0.70
Gender pay gap ³⁹	4.0%	3.6%	3.0%	3.2%	3.6%

38. Full time average remuneration includes the salaries of ACTPS Senior Executives and hence will differ from time series figures reported in previous editions of the State of the Service report.

39. Gender pay gap includes the salaries of ACTPS Senior Executives and hence will differ from time series figures reported in previous editions of the State of the Service report.

TABLE 42 – ACTPS FTE AND HEADCOUNT BY CLASSIFICATION GROUP (JUNE 2014, 2015 AND 2016)

Classification group	FTE			Headcount		
	June 2014	June 2015	June 2016	June 2014	June 2015	June 2016
Administrative Officers	4,357.5	4,366.1	4,500.2	4,983	5,016	5,170
Ambulance Officers	200.7	198.9	201.5	215	212	213
Bus Operators	586.3	588.4	598.1	658	672	692
Correctional Officers	1,72.4	185.8	194.0	183	192	199
Dentists/Dental Officers	14.7	18.1	13.3	18	22	16
Disability Officers	249.8	187.0	61.6	283	216	81
Executive Officers	211.5	210.6	225.9	213	212	229
Fire and Rescue Officers	345.5	335.5	337.6	348	337	342
General Service Officers & Equivalent	1,058.6	1,079.8	1105.9	1137	1166	1194
Health Assistant	72.5	70.0	89.3	85	81	102
Health Professional Officers	1,211.6	1,267.5	1,252.9	1,380	1,451	1,413
Information Technology Officer	170.2	163.8	160.7	173	167	164
Judicial Officers	13.0	12.0	13.0	15	15	15
Legal Officers	86.3	94.7	101.1	91	101	106
Legal Support	14.6	21.0	17.6	15	23	19
Linen Production & Maintenance	53.2	47.3	58.7	56	49	62
Medical Officer	782.4	790.1	807.3	857	876	904
Nursing and Midwifery	2,338.9	2,458.5	2,529.5	2,766	2,884	2,973
Professional Officers	129.1	144.2	200.3	147	166	231
Prosecutors	36.0	36.2	36.6	38	38	37
Rangers	40.8	36.4	46.5	43	38	47
School Leaders	751.5	754.4	744.2	770	771	762
Senior Officers	2,084.8	2,195.3	2274.0	2,163	2276	2,362
Statutory Office Holders	11.0	12.0	10.1	12	13	11
Teacher	2,919.4	2,945.3	2960.9	3,480	3,515	3,516
Technical Officers	284.9	277.0	246.8	328	322	280
Trainees and Apprentices	37.1	40.4	77.0	45	42	78
Transport Officers	46.7	45.7	39.7	49	48	42
Total	18,280.9	18,581.9	18,904.5	20,551	20,921	21,260

TABLE 43 – FTE BY DIRECTORATE

Directorates	June 2015	June 2016	Percentage Change (%)
Chief Minister, Treasury and Economic Development	2,325.3	2,422.5	4.2%
<i>ACT Insurance Authority</i>	13.0	15.6	20.0%
<i>Gambling and Racing Commission</i>	31.4	20.8	-33.7%
<i>Independent Competition and Regulatory Commission</i>	4.0	6.0	50.0%
<i>Land Development Agency</i>	87.7	96.8	10.4%
<i>Long Service Leave Authority</i>	10.6	12.0	13.5%
Capital Metro Agency	24.5	29.1	18.9%
Community Services	1,144.8	971.6	-15.1%
Education	5,146.3	5,245.3	1.9%
<i>ACT Teacher Quality Institute</i>	13.8	12.0	-13.1%
Environment and Planning	289.7	307.3	6.1%
Health	6,195.4	6,324.2	2.1%
Justice and Community Safety	1,571.9	1,665.1	5.9%
Territory and Municipal Services	1,715.6	1,776.1	3.5%
Total FTE	18,573.9	18,904.5	1.8%

TABLE 44 – HEADCOUNT BY DIRECTORATE AND EMPLOYMENT MODE (JUNE 2016)

Directorates	Permanent	Temporary	Casual	Total
Chief Minister, Treasury and Economic Development	2,074	417	18	2,509
<i>ACT Insurance Authority</i>	15	1	0	16
<i>Gambling and Racing Commission</i>	21	2	0	23
<i>Independent Competition and Regulatory Commission</i>	5	1	0	6
<i>Land Development Agency</i>	78	21	0	99
<i>Long Service Leave Authority</i>	9	3	0	12
Capital Metro Agency	20	10	0	30
Community Services	852	154	40	1,046
Education	4,620	855	841	6,316
ACT Teacher Quality Institute	9	3	1	13
Environment and Planning	250	76	2	328
Health	5,281	1,552	362	7,195
Justice and Community Safety	1,454	254	23	1,731
Territory and Municipal Services	1,613	219	104	1,936
Total Headcount	16,301	3,568	1,391	21,260

TABLE 45 – HEADCOUNT AND FTE BY DIRECTORATE AND BUSINESS UNIT 2015-16

Directorate	Division	FTE	Headcount
Chief Minister, Treasury and Economic Development Directorate	ACCESS CANBERRA	565.4	596
	ASBESTOS RESPONSE TASKFORCE	41.6	44
	CORPORATE ⁴⁰	54.0	55
	CULTURE & COMMUNICATIONS	20.5	21
	DEFAULT INSURANCE FUND	0.8	1
	ECONOMICS & FINANCIAL GROUP	35.1	36
	ENTERPRISE CANBERRA	226.7	241
	EXPENDITURE REVIEW	9.5	10
	FINANCE & BUDGET	43.0	44
	WORKFORCE CAPABILITY AND GOVERNANCE DIVISION	41.1	42
	INFRA FINANCE & ADVISORY	8.0	8
	LAND DEVELOPMENT & CORP	139.5	143
	OFFICE CHIEF DIGITAL OFFICE	9.9	10
	OFFICE OF THE CHIEF EXECUTIVE	4.0	4
	OFFICE OF THE DIRECTOR GENERAL	17.4	20
	OFFICE UNDER TREASURER	4.9	5
	POLICY & CABINET	46.7	48
	PROCUREMENT	137.1	141
	REVENUE MANAGEMENT	108.4	113
	SHARED SERVICES	834.4	850
	STRATEGIC FINANCE	16.5	17
	WORKPLACE SAFETY & IR	58.0	60
Chief Minister, Treasury and Economic Development Directorate Total		2422.5	2509
<i>ACT Insurance Authority</i>		15.6	16
<i>Gambling and Racing Commission</i>		20.8	23
<i>Independent Competition and Regulatory Commission</i>		6.0	6
<i>Land Development Agency</i>	LAND DEV, STRAT & FINANC	1.0	1
	LAND DEVELOPMENT & CORP	94.8	97
	OFFICE OF THE DIRECTOR GENERAL	1.0	1
Land Development Agency Total		96.8	99
<i>Long Service Leave Authority</i>		12.0	12
Capital Metro Agency	CAPITAL METRO	15.0	15
	COMMS & STAKEHOLDER ENG	1.6	2
	FINANCE & ECONOMICS	2.5	3
	GOVERNANCE & OPERATIONS	3.0	3
	NULL	2.0	2
	PLANNING & DESIGN	5.0	5
Capital Metro Agency Total		29.1	30

40. Due to financial arrangements of the ACTPS Graduate Program the FTE & Headcount figures for Corporate are inclusive of 23 Graduates.

Directorate	Division	FTE	Headcount
Community Services Directorate	CHILD, YOUTH & FAMILY SUPPORT	396.8	424
	DISABILITY ACT	192.9	225
	HOUSING & COMMUNITY SERVICES	224.9	232
	OFFICE OF THE DIRECTOR GENERAL	6.7	7
	SERV STRAT & COMM BUILD	150.4	158
Community Services Directorate Total		971.6	1046
Education Directorate	DEPUTY DIRECTOR GENERAL	89.0	93
	DIRECTOR GENERAL	2.0	2
	OFFICE FOR SCHOOLS	4,432.1	4,989
	CASUAL STAFF	343.3	810
	EDUCATION STRATEGY	253.9	290
	ORGANISATIONAL INTEGRITY	125.0	132
Education Directorate Total		5,245.3	6,316
ACT Teacher Quality Institute		12.0	13
Environment and Planning Directorate	ENVIRONMENT	62.8	68
	FINANCE & OPERATION SUPP	21.0	21
	NULL	0.0	1
	OFFICE OF THE DIRECTOR GENERAL	49.0	52
	PLANNING DELIVERY	76.2	82
	STRATEGIC PLANNING	47.9	51
	SUSTAIN & CLIMATE CHANGE	50.3	53
Environment and Planning Directorate Total		307.3	328
Health Directorate	CANB HOSP & HEALTH SERVICES	5309.3	6100
	DIRECTOR GENERAL REPORTS	43.1	45
	HEALTH PLANNING & INFRASTRUCTURE	97.8	104
	POPULATION HEALTH	173.9	186
	SPECIAL PURPOSE ACCOUNT	667.9	724
	STRATEGY & CORPORATE	22.3	23
	SYSTEM INNOVATION PROGRAM	9.9	13
Health Directorate Total		6324.2	7195

Directorate	Division	FTE	Headcount
Justice and Community Safety Directorate	ACT GOV SOLICITOR	103.2	107
	CORPORATE	67.0	69
	CORRECTIVE SERVICES	405.1	416
	DIR PUBLIC PROSECUTIONS	71.2	74
	EMERGENCY SERVICES	646.6	669
	HUMAN RIGHTS COMMISSION	45.0	50
	LAW COURTS & TRIBUNALS	165.2	176
	LEGISLATION POL & PROG	58.2	61
	OFFICE OF THE DIRECTOR GENERAL	9.9	10
	PARLI COUNSEL'S OFFICE	21.7	24
	PUBLIC TRUSTEE AND GUARDIAN	48.8	51
	SECURITY EMERGENCY MGT	9.5	10
	STRATEGIC FINANCE	13.6	14
Justice and Community Safety Directorate Total		1665.1	1731
Territory and Municipal Services Directorate	CORPORATE & BUSINESS ENT	148.4	155
	INFR RDS & PUBLIC TRANS	1009.4	1124
	OFFICE OF THE DIRECTOR GENERAL	5.0	5
	PARKS & TERRITORY SVCIES	613.4	652
Territory and Municipal Services Directorate Total		1,776.1	1936
Total		18,904.5	21,260

TABLE 46 – PART TIME EMPLOYEE SALARIES BY LENGTH OF SERVICE AND GENDER (JUNE 2016)

Length of service	Female		Male		Aggregate	
	Average salary	Average part time load	Average salary	Average part time load	Average salary	Average part time load
Less than 5 years	\$75,436	0.70	\$75,880	0.67	\$75,541	0.69
5 to 9 years	\$80,117	0.70	\$86,123	0.71	\$80,957	0.70
10 to 19 years	\$85,272	0.70	\$92,768	0.68	\$85,898	0.70
20 years or more	\$88,870	0.71	\$85,103	0.69	\$88,417	0.71
Salary (average)	\$80,791	0.70	\$81,426	0.68	\$80,892	0.70

TABLE 47 – PAY GAP IN THE ACTPS, ACT AND AUSTRALIA (JUNE 2016)

Workforce	Gender Pay Gap
ACTPS	3.6%
ACT Labour Force	10.8% ⁴¹
Australian Labour Force	16.2% ⁴²

41. Australian Bureau of Statistics, Average Weekly Earnings Australian Capital Territory 6302.0, Australia, 2015

42. Australian Bureau of Statistics, Average Weekly Earnings Australia 6302.0, Australia, 2015

TABLE 48 – GENDER PAY GAP BY CLASSIFICATION GROUP (JUNE 2016)

Classification Group	Average Remuneration	Median Remuneration	Proportion of Females	Gender Pay Gap	Average Female Earnings (per dollar earned by males)
Administrative Officers	\$69,723	\$68,038	75.4%	4.5%	\$0.95
Ambulance Officers	\$84,619	\$87,091	35.2%	6.4%	\$0.94
Bus Operators	\$70,081	\$70,355	9.7%	-0.3%	\$1.00
Correctional Officers	\$68,662	\$69,329	21.1%	2.0%	\$0.98
Dentists/Dental Officers	\$123,902	\$131,908	68.8%	-0.2%	\$1.00
Disability Officers	\$55,155	\$49,864	48.1%	-0.1%	\$1.00
Executive Officers	\$198,448	\$175,786	41.5%	-0.2%	\$1.00
Fire and Rescue Officers	\$78,997	\$75,765	3.2%	10.9%	\$0.89
General Service Officers and Equivalent	\$55,599	\$49,982	22.2%	11.8%	\$0.88
Health Assistants	\$57,790	\$56,809	89.2%	-4.3%	\$1.04
Health Professional Officers	\$91,183	\$91,062	80.1%	3.8%	\$0.96
Information Technology Officers	\$79,594	\$79,051	15.9%	-0.8%	\$1.01
Legal Officers	\$125,215	\$125,473	71.7%	10.4%	\$0.90
Legal Support	\$66,469	\$68,038	78.9%	-6.3%	\$1.06
Linen Production & Maintenance	\$54,052	\$44,406	50.0%	10.9%	\$0.89
Medical Officers	\$130,939	\$118,117	47.6%	11.1%	\$0.89
Nursing and Midwifery	\$80,778	\$81,301	88.5%	-5.1%	\$1.05
Professional Officers	\$90,097	\$90,475	66.0%	-5.8%	\$1.06
Prosecutors	\$109,155	\$107,045	64.9%	18.2%	\$0.82
Rangers	\$66,884	\$67,451	25.5%	-4.3%	\$1.04
School Leaders	\$122,265	\$112,972	71.5%	3.8%	\$0.96
Senior Officers	\$117,415	\$107,103	53.3%	1.8%	\$0.98
Statutory Office Holders	\$242,686	\$270,213	53.8%	2.7%	\$0.97
Teachers	\$88,377	\$97,889	77.0%	0.4%	\$1.00
Technical Officers	\$70,398	\$67,177	49.2%	16.4%	\$0.84
Trainees and Apprentices	\$43,530	\$42,548	31.6%	8.9%	\$0.91
Transport Officers	\$90,233	\$91,191	9.5%	1.9%	\$0.98
ACTPS Averages	\$86,471	\$81,379	65.0%	2.4%	\$0.98

TABLE 49 – ANNUAL LEAVE USAGE BY CLASSIFICATION GROUP AND GENDER (FTE DAYS, 2015-16)

Classification Group	Female	Male	Total
Administrative Officers	16.9	17.6	17.0
Ambulance Officers	36.0	40.2	38.7
Bus Operators	15.7	14.4	14.6
Correctional Officers	27.7	29.1	28.8
Dentists/Dental Officers	18.2	10.5	15.8
Disability Officers	20.4	21.3	20.8
Executive Officers	21.4	18.6	19.7
Fire and Rescue Officers	44.4	38.3	38.4
General Service Officers and Equivalent	17.8	19.5	19.1
Health Assistants	18.4	13.8	17.9
Health Professional Officers	18.1	18.3	18.1
Information Technology Officers	18.0	17.5	17.6
Judicial Officers	9.9	7.9	8.9
Legal Officers	17.9	19.6	18.4
Legal Support	20.2	8.7	18.3
Linen Production & Maintenance	21.9	17.7	19.9
Medical Officers	14.9	15.3	15.1
Nursing and Midwifery	24.5	23.0	24.4
Professional Officers	16.8	18.1	17.3
Prosecutors	21.1	21.4	21.2
Rangers	17.4	20.1	19.4
School Leaders	19.2	19.8	19.3
Senior Officers	19.7	19.4	19.6
Statutory Office Holders	22.3	15.6	18.7
Teachers	17.3	18.0	17.4
Technical Officers	16.1	19.9	18.0
Trainees and Apprentices	5.3	12.0	10.4
Transport Officers	13.3	18.4	18.0
ACTPS Averages	19.1	19.8	19.3

TABLE 50 – AGE AND LENGTH OF SERVICE BY CLASSIFICATION GROUP AND GENDER (JUNE 2016)

Classification Group	Female	Male	Age (Average)	Female	Male	Length of Service (Average)
Administrative Officers	42.5	39.6	41.8	7.9	7.0	7.7
Ambulance Officers	39.4	42.5	41.4	9.8	10.3	10.1
Bus Operators	47.1	49.1	48.9	8.4	10.4	10.2
Correctional Officers	43.0	44.4	44.2	7.4	7.6	7.5
Dentists/Dental Officers	41.2	34.8	39.2	11.9	6.2	10.1
Disability Officers	49.3	45.0	47.1	10.1	11.4	10.8
Executive Officers	50.1	49.6	49.8	12.5	10.9	11.5
Fire and Rescue Officers	37.7	45.4	45.2	8.9	17.8	17.5
General Service Officers and Equivalent	45.1	45.8	45.7	10.8	9.1	9.5
Health Assistants	38.3	29.3	37.3	6.4	2.4	6.0
Health Professional Officers	39.8	41.3	40.1	7.3	7.0	7.2
Information Technology Officers	38.0	35.9	36.2	7.9	6.0	6.3
Judicial Officers	57.8	57.2	57.5	11.9	13.3	12.7
Legal Officers	36.4	43.5	38.4	5.9	9.3	6.8
Legal Support	30.7	30.5	30.6	5.3	5.1	5.2
Linen Production & Maintenance	49.2	45.1	47.2	13.3	10.4	11.8
Medical Officers	36.5	40.1	38.4	3.7	5.0	4.4
Nursing and Midwifery	42.3	39.3	42.0	8.5	6.0	8.2
Professional Officers	44.4	42.1	43.6	6.8	7.0	6.9
Prosecutors	32.3	37.0	33.9	3.4	6.8	4.6
Rangers	34.2	40.1	38.6	5.5	8.8	7.9
School Leaders	46.0	44.4	45.6	16.1	16.1	16.1
Senior Officers	44.8	47.2	45.9	10.2	10.6	10.4
Statutory Office Holders	56.1	57.7	56.8	6.8	14.8	10.5
Teachers	41.2	42.1	41.4	9.2	8.9	9.1
Technical Officers	44.5	45.1	44.8	9.9	11.5	10.8
Trainees and Apprentices	29.7	24.6	26.2	0.8	1.4	1.2
Transport Officers	47.5	52.9	52.4	16.3	17.8	17.7
ACTPS Averages	42.2	43.5	42.7	8.7	9.2	8.8

*Note: Average length of service excludes casuals.

TABLE 51 – DIVERSITY BY DIRECTORATE (JUNE 2016)

Directorates	Females	Culturally and Linguistically Diverse	People with Disability	Aboriginal and Torres Strait Islander Peoples
Chief Minister, Treasury and Economic Development	49.9%	17.3%	3.1%	1.1%
<i>ACT Insurance Authority</i>	68.8%	0.0%	6.3%	0.0%
<i>Gambling and Racing Commission</i>	47.8%	0.0%	0.0%	0.0%
<i>Independent Competition and Regulatory Commission</i>	66.7%	16.7%	16.7%	0.0%
<i>Land Development Agency</i>	54.5%	12.1%	6.1%	2.0%
<i>Long Service Leave Authority</i>	75.0%	33.3%	0.0%	8.3%
Capital Metro Agency	70.0%	10.0%	0.0%	0.0%
Community Services	69.2%	16.0%	3.3%	3.3%
Education	77.2%	10.3%	1.5%	1.4%
ACT Teacher Quality Institute	76.9%	7.7%	0.0%	0.0%
Environment and Planning	56.7%	15.9%	3.4%	1.5%
Health	75.5%	25.4%	2.0%	1.1%
Justice and Community Safety	43.9%	8.7%	1.4%	2.4%
Territory and Municipal Services	23.8%	23.5%	3.1%	1.7%
Total	65.0%	17.7%	2.2%	1.5%

TABLE 52 - HEADCOUNT BY CLASSIFICATION GROUP AND DIRECTORATE (JUNE 2016)

Classification Group	ACTIA	ACT TQI	CMA	CMTEDD	CSD	EDU	EPD	GRC	Health	ICRC	JACS	LDA	LSLA	TAMS	TOTAL
Administrative Officers	8	8	10	1,223	430	1,624	127	12	982	2	463	23	9	249	5,170
Ambulance Officers											213				213
Bus Operators														692	692
Correctional Officers														62	62
Dentists/Dental Officers											199				199
Disability Officers									16						16
Executive Officers					81										81
Fire and Rescue Officers	1	1	8	73	21	17	9	1	27	1	39	9	1	21	229
General Service Officers and Equivalent											342				342
Health Assistants				76	3	122			515		10			468	1,194
Health Professional Officers					5				97						102
Information Technology Officers					284	6			1,105		18				1,413
Judicial Officers				132		30	1		1						164
Legal Officers											15				15
Legal Support				4	1				1		100				106
Linen Production & Maintenance											19				19
Medical Officers									904						904
Nursing and Midwifery									2,973						2,973
Professional Officers				32	2	97	15		15		4	2		64	231
Prosecutors											37				37
Rangers				4										43	47
School Leaders						762									762
Senior Officers	7	4	12	922	215	138	165	10	396	3	230	65	2	193	2,362
Statutory Office Holders							1				10				11
Teachers						3,516									3,516
Technical Officers				25	4		9		156		4			82	280
Trainees and Apprentices				18		4	1		7		28			20	78
Transport Officers														42	42
Total	16	13	30	2,509	1,046	6,316	328	23	7,195	6	1,731	99	12	1,936	21,260

ACTIA = ACT Insurance Authority

TQI = ACT Teacher Quality Institute

CMA = Capital Metro Agency

CMTEDD = Chief Minister, Treasury and Economic Development Directorate

CSD = Community Services Directorate

ED = Education Directorate

EPD = Environment and Planning Directorate

G&R = Gambling and Racing Commission

HD = Health Directorate

ICRC = Independent Competition and Regulatory Commission

JACSD = Justice and Community Safety Directorate

LDA = Land Development Agency

LSLA = Long Service Leave Authority

TAMSD = Territory and Municipal Services Directorate

TABLE 53 – FTE BY DIRECTORATE AND EMPLOYMENT MODE (JUNE 2016)

Directorates	Permanent	Temporary	Casual	Total
Chief Minister, Treasury and Economic Development	2,009.2	403.5	9.8	2,422.5
<i>ACT Insurance Authority</i>	14.6	1.0	0.0	15.6
<i>Gambling and Racing Commission</i>	19.2	1.6	0.0	20.8
<i>Independent Competition and Regulatory Commission</i>	5.0	1.0	0.0	6.0
<i>Land Development Agency</i>	76.3	20.6	0.0	96.8
<i>Long Service Leave Authority</i>	9.0	3.0	0.0	12.0
Capital Metro Agency	20.0	9.1	0.0	29.1
Community Services	805.6	142.6	23.4	971.6
Education	4,182.0	705.6	357.7	5,245.3
ACT Teacher Quality Institute	8.6	3.0	0.3	12.0
Environment and Planning	235.3	71.2	0.8	307.3
Health	4,722.7	1,411.6	190.0	6,324.2
Justice and Community Safety	1,413.8	243.3	8.0	1,665.1
Territory and Municipal Services	1,483.0	215.2	77.9	1,776.1
Total	15,004.2	3,232.3	668.0	18,904.5

TABLE 54 – FULL TIME EMPLOYEE SALARIES BY LENGTH OF SERVICE, GENERATION AND GENDER (JUNE 2016) (FULL TIME EMPLOYEES, AVERAGE PER ANNUM)

	Female	Male	Average Remuneration
Length of Service			
<5 years	\$80,182	\$84,522	\$81,871
5-9 years	\$91,158	\$90,276	\$90,766
10-19 years	\$98,825	\$98,186	\$98,563
20 years or more	\$103,096	\$97,906	\$100,560
Generation			
Generation Y	\$80,199	\$78,505	\$79,601
Generation X	\$95,013	\$96,303	\$95,603
Baby Boomers	\$96,179	\$96,391	\$96,275
Pre-Baby Boomers	\$98,428	\$85,241	\$90,587
ACTPS Average	\$89,189	\$90,754	\$89,872

TABLE 56 – PART TIME EMPLOYEE SALARIES BY LENGTH OF SERVICE, GENERATION AND GENDER (JUNE 2016)

	Female		Male		Aggregate	
	Average Salary	Average Part time Load	Average Salary	Average Part Time Load	Average Salary	Average Part Time Load
Length of Service						
<5 years	\$75,436	0.70	\$75,880	0.67	\$75,541	0.69
5-9 years	\$80,117	0.70	\$86,123	0.71	\$80,957	0.70
10-19 years	\$85,272	0.70	\$92,768	0.68	\$85,898	0.70
20 years or more	\$88,870	0.71	\$85,103	0.69	\$88,417	0.71
Generation						
Generation Y	\$77,980	0.68	\$69,340	0.69	\$76,417	0.68
Generation X	\$83,528	0.70	\$88,956	0.70	\$84,223	0.70
Baby Boomers	\$78,638	0.71	\$84,355	0.66	\$79,700	0.70
Pre-Baby Boomers	\$81,523	0.62	\$76,197	0.60	\$79,805	0.61
Average	\$80,791	0.70	\$81,426	0.68	\$80,892	0.70

TABLE 57 – SEPARATION RATE BY GENERATION (2015-16)

Generation	Female	Male	Total
Pre-Baby Boomers	20.7%	23.2%	28.5%
Baby Boomers	11.4%	10.3%	11.5%
Generation X	5.0%	5.8%	5.4%
Generation Y	7.9%	9.2%	8.4%
Average Separation Rate	7.8%	7.3%	7.9%

TABLE 58 – SEPARATION RATE BY DIRECTORATE (2015-16)

Directorates	Separation Rate
Chief Minister, Treasury and Economic Development	9.4%
ACT Insurance Authority	7.4%
Gambling and Racing Commission	21.9%
Independent Competition and Regulatory Commission	0.0%
Land Development Agency	7.9%
Long Service Leave Authority	13.4%
Capital Metro Agency	31.8%
Community Services	23.1%
Education	5.5%
ACT Teacher Quality Institute	10.5%
Environment and Planning	6.0%
Health	7.8%
Justice and Community Safety	5.2%
Territory and Municipal Services	6.8%
Total	7.9%

TABLE 59 – SEPARATION RATES BY CLASSIFICATION GROUP

Classification Group	Separation Rate	Average Permanent Officer Headcount
Administrative Officers	7.9%	3,852
Ambulance Officers	1.9%	212
Bus Operators	6.9%	637
Correctional Officers	3.8%	184
Dentists/Dental Officers	0.0%	12
Disability Officers	104.3% ⁴³	97
Executive Officers	0.0%	25
Fire and Rescue Officers	2.7%	332
General Service Officers and Equivalent	6.7%	900
Health Assistants	8.1%	62
Health Professional Officers	12.1%	1,169
Information Technology Officers	5.5%	144
Judicial Officers	0.0%	12
Legal Officers	11.9%	92
Legal Support	13.3%	15
Linen Production & Maintenance	3.9%	51
Medical Officers	5.7%	297
Nursing and Midwifery	7.9%	2,324
Professional Officers	8.9%	157
Prosecutors	10.3%	29
Rangers	6.1%	33
School Leaders	4.5%	752
Senior Officers	8.2%	2,072
Statutory Office Holders	32.5%	3
Teachers	5.7%	2,543
Technical Officers	4.7%	234
Trainees and Apprentices	18.6%	16
Transport Officers	9.4%	43
ACTPS Average Separation Rate and Average Headcount	7.9%	16,299

43. The significant separation rate of Disability Officers is due to the implementation of the NDIS.

TABLE 60 – HEADCOUNT OF GENERATION AND GENDER (JUNE 2016)

Generation	Female	Male	Total
Generation Y	4,881	2,329	7,210
Generation X	5,238	2,855	8,093
Baby Boomers	3,638	2,219	5,857
Pre-Baby Boomers	53	47	100
Total	13,810	7,450	21,260

TABLE 61 – AGE AND LENGTH OF SERVICE BY DIRECTORATE AND GENDER (JUNE 2016)

Directorate	Female	Male	Age (Average)	Female	Male	Length of Service (Average)
Chief Minister, Treasury and Economic Development	40.5	42.7	41.6	8.1	8.4	8.2
<i>ACT Insurance Authority</i>	41.3	51.0	44.3	9.5	8.5	9.2
<i>Gambling and Racing Commission</i>	39.9	44.2	42.1	8.4	10.5	9.5
<i>Independent Competition and Regulatory Commission</i>	-	-	-	-	-	-
<i>Land Development Agency</i>	40.9	46.0	43.2	8.4	9.6	8.9
<i>Long Service Leave Authority</i>	-	-	-	5.2	-	-
Capital Metro Agency	39.2	35.2	38.0	4.5	3.2	4.1
Community Services	42.7	44.0	43.1	8.2	8.8	8.3
Education	43.5	42.8	43.3	9.9	9.9	9.9
ACT Teacher Quality Institute	-	-	-	-	-	-
Environment and Planning	42.5	44.5	43.4	8.5	8.8	8.6
Health	41.5	41.0	41.4	8.0	6.9	7.7
Justice and Community Safety	40.2	44.1	42.4	7.5	11.5	9.7
Territory and Municipal Services	44.1	47.1	46.3	9.1	10.5	10.2
Total	42.2	43.5	42.7	8.7	9.2	8.8

Note: Average length of service excludes casuals

TABLE 62 – ANNUAL LEAVE USAGE BY DIRECTORATE AND GENDER (FTE DAYS)

Directorates	Female	Male	Aggregate (average days per person) *processing lag time
Chief Minister, Treasury and Economic Development	18.7	18.6	18.7
<i>ACT Insurance Authority</i>	21.4	23.6	22.2
<i>Gambling and Racing Commission</i>	15.3	21.5	18.7
<i>Independent Competition and Regulatory Commission⁴⁴</i>	-	-	-
<i>Land Development Agency</i>	16.3	20.7	18.5
<i>Long Service Leave Authority</i>	-	-	-
Capital Metro Agency	11.4	11.8	11.5
Community Services	19.9	19.8	19.8
Education	16.7	17.6	16.9
ACT Teacher Quality Institute	-	-	-
Environment and Planning	18.4	20.3	19.2
Health	20.9	18.4	20.3
Justice and Community Safety ⁴⁵	20.3	29.9	25.7
Territory and Municipal Services	17.5	17.5	17.5
Total FTE	19.1	19.8	19.3

44. The annual leave usage of the Independent Competition and Regulatory Commission, Long Service Leave Authority and ACT Teacher Quality Institute are not shown separately. The small number of employees within these organisations meant that the data in regard to leave usage was not statistically meaningful when viewed in isolation.

45. JACSD annual leave usage does not take into account shift work and varying leave accruals.

TABLE 63 – PERSONAL LEAVE USAGE AND ABSENCE RATE BY CLASSIFICATION GROUP (2015-16)

Classification Group	Female	Male	Total Days	Total Absence Rate
Administrative Officers	13.5	13.6	13.5	5.5%
Ambulance Officers*	16.2	19.0	18.0	7.0%
Bus Operators	18.4	14.2	14.6	5.6%
Correctional Officers*	15.3	15.4	15.4	5.7%
Dentists/Dental Officers	18.0	11.5	16.0	6.9%
Disability Officers	20.9	20.9	20.9	8.7%
Executive Officers	8.8	7.0	7.8	2.9%
Fire and Rescue Officers*	16.1	16.4	16.4	6.1%
General Service Officers and Equivalent	15.9	16.6	16.4	6.4%
Health Assistants	17.0	12.9	16.6	6.9%
Health Professional Officers	10.2	10.7	10.3	4.3%
Information Technology Officers	13.2	13.1	13.1	5.0%
Judicial Officers	0.6	0.0	0.3	0.1%
Legal Officers	9.7	6.2	8.7	3.4%
Legal Support	14.6	30.0	17.1	6.9%
Linen Production & Maintenance	15.9	12.0	14.1	5.4%
Medical Officers	5.3	3.7	4.5	1.9%
Nursing and Midwifery	14.8	14.4	14.7	6.2%
Professional Officers	13.4	12.3	13.1	5.4%
Prosecutors	7.2	11.7	8.9	3.4%
Rangers	8.5	6.9	7.3	2.8%
School Leaders	13.9	12.1	13.4	5.1%
Senior Officers	13.0	10.4	11.8	4.5%
Statutory Office Holders	3.5	10.3	7.2	2.9%
Teachers	10.4	10.5	10.4	4.2%
Technical Officers	13.5	13.1	13.3	5.3%
Trainees and Apprentices	12.6	11.7	11.9	4.5%
Transport Officers	9.5	9.5	9.5	3.6%
ACTPS Averages	12.6	12.5	12.6	5.1%

*Personal leave usage for these classifications does not take into account shift work and varying leave accruals.

TABLE 64 – PERSONAL LEAVE USAGE AND ABSENCE RATE BY DIRECTORATE AND GENDER (2015-16)

Directorate	Female		Male		Total	
	Days	Absence Rate	Days	Absence Rate	Days	Absence Rate
Chief Minister, Treasury and Economic Development	14.1	5.5%	11.8	4.4%	12.9	4.9%
<i>ACT Insurance Authority</i>	18.6	7.6%	8.4	3.1%	15.0	5.9%
<i>Gambling and Racing Commission</i>	14.1	5.7%	13.1	5.1%	13.5	5.3%
<i>Independent Competition and Regulatory Commission⁴⁶</i>	-	-	-	-	-	-
<i>Land Development Agency</i>	10.0	3.9%	7.7	2.9%	8.9	3.4%
<i>Long Service Leave Authority</i>	-	-	-	-	-	-
Capital Metro Agency	8.5	3.4%	5.5	2.1%	7.4	2.9%
Community Services	15.1	6.0%	15.4	5.9%	15.2	6.0%
Education	11.2	4.7%	11.3	4.4%	11.2	4.7%
ACT Teacher Quality Institute	-	-	-	-	-	-
Environment and Planning	11.9	4.9%	10.0	3.8%	11.1	4.4%
Health	13.0	5.5%	10.6	4.2%	12.4	5.1%
Justice and Community Safety ⁴⁷	13.2	5.2%	14.7	5.6%	14.0	5.4%
Territory and Municipal Services	13.9	5.5%	14.6	5.6%	14.4	5.6%
ACTPS Average Personal Leave Usage	12.6	5.2%	12.5	4.8%	12.6	5.1%

46. The personal leave rates of the Independent Competition and Regulatory Commission, Long Service Leave Authority and ACT Teacher Quality Institute are not shown separately. The small number of employees within these organisations meant that the data in regard to leave usage was not statistically meaningful when viewed in isolation.

47. Personal Leave Usage for JACSD does not take into account shift work and varying leave accruals.

TABLE 65 – DIVERSITY BY CLASSIFICATION GROUP (JUNE 2016)

Classification Group	Females	Culturally and Linguistically Diverse	People with Disability	Aboriginal and Torres Strait Islander
Administrative Officers	75.3%	15.6%	3.2%	2.5%
Ambulance Officers	35.2%	2.3%	0.5%	0.9%
Bus Operators	9.7%	40.8%	0.1%	1.0%
Correctional Officers	21.1%	8.5%	1.0%	2.0%
Dentists/Dental Officers	68.8%	56.3%	0.0%	6.3%
Disability Officers	48.1%	24.7%	4.9%	0.0%
Executive Officers	41.5%	3.9%	3.1%	1.3%
Fire and Rescue Officers	3.2%	0.9%	0.3%	1.2%
General Service Officers and Equivalent	21.8%	22.3%	3.7%	1.7%
Health Assistants	89.2%	26.5%	2.9%	1.0%
Health Professional Officers	80.1%	17.1%	1.7%	1.1%
Information Technology Officers	15.9%	23.2%	2.4%	0.6%
Judicial Officers	40.0%	0.0%	0.0%	0.0%
Legal Officers	71.7%	16.0%	0.0%	0.0%
Legal Support	78.9%	15.8%	0.0%	0.0%
Linen Production & Maintenance	50.0%	22.6%	1.6%	0.0%
Medical Officers	47.6%	30.8%	1.1%	0.6%
Nursing and Midwifery	88.5%	28.4%	1.7%	0.7%
Professional Officers	67.1%	20.3%	2.2%	1.3%
Prosecutors	64.9%	10.8%	2.7%	0.0%
Rangers	25.5%	6.4%	2.1%	2.1%
School Leaders	71.5%	7.9%	1.2%	0.9%
Senior Officers	53.1%	14.1%	2.8%	1.4%
Statutory Office Holders	54.5%	0.0%	9.1%	0.0%
Teachers	77.0%	10.1%	1.3%	0.9%
Technical Officers	50.7%	19.6%	2.9%	1.4%
Trainees and Apprentices	32.1%	3.8%	3.8%	26.9%
Transport Officers	9.5%	33.3%	0.0%	0.0%
ACTPS Total	65.0%	17.7%	2.2%	1.5%

TABLE 66 – TIME TO HIRE STATISTICS

Time-to-Hire(average, work days)			
Financial Year 2015-16	Panel Selection		Time-to-hire
Directorate	(excl. Processing by Shared Services & Gazettal)	(incl. Processing by Shared Services & Gazettal)	
Capital Metro	24.2		40.9
Chief Minister, Treasury and Economic Development	31.0		45.7
Community Services	36.2		51.1
Environment and Planning	26.8		42.2
Education	28.8		44.8
Health	n/a		32.5
Justice and Community Safety	34.2		50.3
Territory and Municipal Services	40.2		56.5
Time-to-hire⁴⁸	31.8		41.9[†]

In relation to the time-to-hire information please note the following:

- > ACTION is included in TAMSD;
- > Health directorate has a separate online application system and as such panel selection information is unavailable; and
- > a total of 2,291 vacancies were advertised during 2015-16.

TABLE 67 – HIGHER DUTIES STATUS AND PER CENT OF WORKFORCE BY LENGTH (2015-16 FINANCIAL YEAR)

	Category				Total
	Less than 3 months	3-6 Months	6-12 Months	Greater than 12 Months	
Number of Staff	744	384	369	332	1,829
Percentage of Workforce	3.6%	1.9%	1.8%	1.6%	8.9%

48. Overall time-to-hire results include CIT due to the reporting system used.

TABLE 68 – AGE RANGE OF THE ACTPS (JUNE 2012 – JUNE 2016)

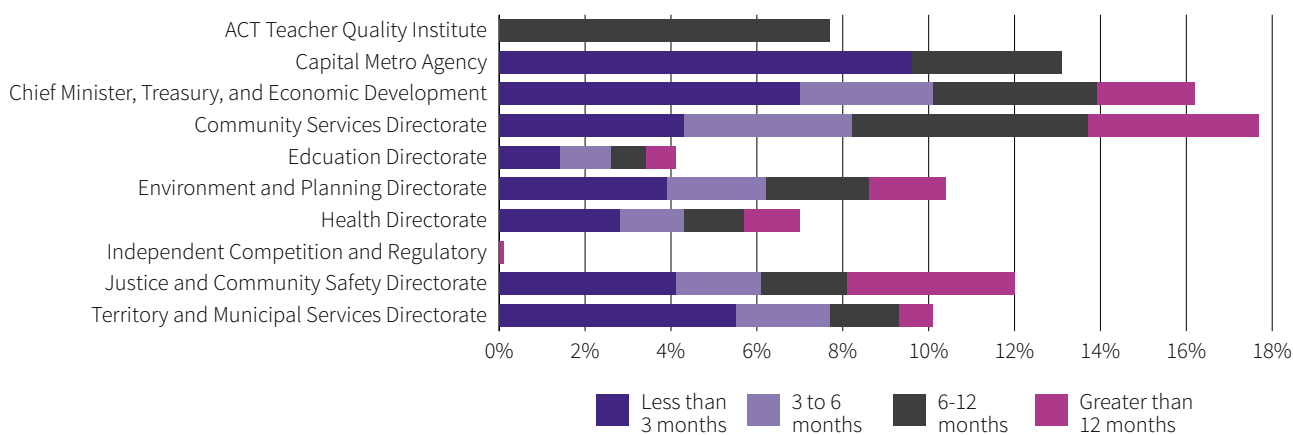
Age Range	2011-12	2012-13	2013-14	2014-15	2015-16
Less than 20	129	130	101	73	78
20-29	3,256	3,495	3,558	3,569	3,521
30-39	4,696	4,877	5,006	5,280	5,433
40-49	4,934	5,093	5,309	5,380	5,508
50-59	4,662	4,720	4,789	4,781	4,807
60-69	1,547	1,609	1,682	1,724	1,801
70 and over	87	93	106	106	112

TABLE 69 – SALARY BY DIVERSITY JUNE 2012 - JUNE 2016

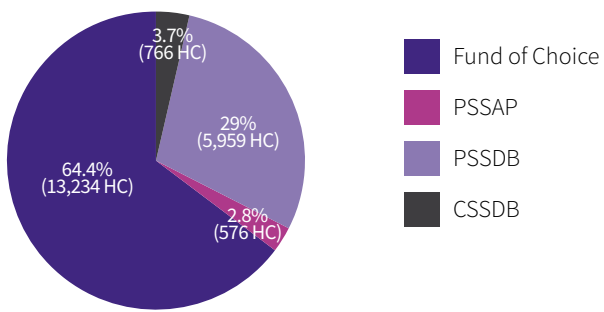
Year	Females	Culturally and Linguistically Diverse	People with Disability	Aboriginal and Torres Strait Islander	ACTPS
2012	\$74,739	\$ 73,260	\$74,410	\$66,482	\$75,843
2013	\$77,779	\$76,098	\$74,865	\$69,957	\$78,793
2014	\$80,642	\$78,398	\$78,112	\$75,188	\$81,534
2015	\$83,611	\$81,102	\$81,171	\$77,137	\$84,590
2016	\$86,442	\$84,091	\$85,019	\$78,330	\$87,584

Note: figures in this table include salaries of ACTPS Senior Executives and hence may not be the same as those reported in previous editions of the State of the Service report.

GRAPH 16 – HIGHER DUTIES, PERCENTAGE OF WORKFORCE BY DIRECTORATE



GRAPH 17 – HEADCOUNT BY SUPERANNUATION SCHEME (JUNE 2016)



CSSDB – Commonwealth Superannuation Scheme – Defined Benefit

PSSDB – Public Sector Superannuation – Defined Benefit

PSSAP – Public Sector Superannuation – Accumulation Plan

APPENDIX 3 – DEFINITIONS

Appointments

Appointments refer to the recruitment of permanent officers. Appointees can come from outside the ACTPS, or already working internally in the organisation as temporary or casual employees. The table below describes the subsets of appointment.

Definition	
Appointment from External	This is any commencement with the ACT Public Service where the person has commenced directly as a permanent officer.
Total Appointment from Temporary Contract	This is the total of temporary contract staff who were appointed as permanent officers.
Total Promotion from Higher Duties Allowance (HDA)	This is the total number of promotions immediately following a period of HDA.
Total Permanent Transfer/Promotion	This is the total number of permanent transfers and promotions (not following higher duties).

ACT Public Service

The ACT Public Service comprises eight directorates that report to the Head of Service as constituted by the Administrative Arrangements 2016 (No 2).

ACT Public Sector

The ACT Public Sector encompasses the employees of the eight directorates that report to the Head of Service, as well as staff employed under the *Public Sector Management (PSM) Act 1994* in other ACT Government entities.

Employees

Employees include permanent officers, temporary and casual employees.

Employees – casual

Casual employees are those engaged on an ad hoc, hourly or daily basis with no ongoing tenure of employment. This category of employment can also be referred to as nonongoing and usually consists of an employment arrangement which is not considered systematic, continuous or permanent.

Employees – full time

Full-time employees can be either permanent or temporary who work full time hours in accordance with their provisions.

Employees – part time

Employees either permanent or temporary, who work less than full time hours.

General Service Officers (GSOs)

Examples include tradespeople, gardeners, drivers and labourers.

Generations

Generation	Definition
Pre-Baby Boomers	Born prior to 1946
Baby Boomers	Born 1946 to 1964 inclusive
Generation X	Born 1965 to 1979 inclusive
Generation Y	Born from 1980 and onwards

Gender pay gap

Gender pay gap is equal to one *minus* female weekly ordinary time earnings, divided by male weekly ordinary time earnings, multiplied by 100. Annual salary represents the salary increment point, pro-rated for part-time employees, and does not include allowances or other pay components.

Headcount and FTE

The Workforce Profile information is based on paid employees. Paid headcount for all employees includes employees on paid leave or with back pay, as at the end of the financial year. Headcount and FTE are standard measures of staff numbers. Headcount considers each employee as one regardless of whether they are full time or part time. In contrast, FTE represents total employee numbers based on equivalent full time hours worked. For example, an employee working standard full time hours attracts an FTE of 1.0 whereas an employee working half the standard full time hours attracts an FTE of 0.5. The total FTE in this example would be 1.5 whereas the headcount would be two.

Average FTE and average headcount are based on the 26 pay periods in each financial year. The average over time removes seasonality that can be experienced at a point in time, particularly with temporary and casual employees, and for this reason it is used to calculate year-on-year percentage increases.

Leave

Staff can access annual leave and personal leave entitlements. Annual leave is often referred to as recreational leave. Personal leave can be taken in instances of personal illness or injury, for bereavement, or when caring for a dependent due to illness or injury. Leave can experience a time-lag in processing.

Entitlements can be found in the relevant section of enterprise and collective agreements, see the website for details: <http://www.cmd.act.gov.au/employment-framework/home>

Median

The median of a set of data values is the middle value of the data set when it has been arranged in ascending order. It is the point at which 50 percent of the data set has a greater value and 50 percent of the data has a smaller value.

Permanent Officers

Permanent officers can be full time or part time, who have been appointed to an office or as an unattached officer under the *Public Sector Management Act 1994*.

Separation Rate

The separation rate is determined by dividing the total number of permanent separations by the average permanent headcount, over the financial year, for the ACTPS, and excludes transfers between directorates. This calculation is consistent with other jurisdictions including the Australian Public Service. The separation rate of the 2013 State of the Service Report and publications prior were based on average headcount of all staff, including casuals and temporary employees, which deflates the result.

Territory Owned Corporations (TOCS)

Government enterprises (known as Territory Owned Corporations) under the *Territory Owned Corporations Act 1990* (TOCS), are separate entities to the ACTPS and other ACT Public Sector entities and are not included in this report. As at June 2016 the single TOCS is Icon Water Limited.

Workforce Average

Note that the calculation of a workforce average is based on the total available data for ACT Public Service directorates only. The average is a weighted means of groups that have varying numbers of employees and it is not a simple average of the figures for groups shown.

APPENDIX 4 – ACT PUBLIC SERVICE AGENCY SURVEY 2016

The 2016 Agency Survey has been restructured to reflect the main strategic objectives for ACT Public Service (ACTPS) people planning: an agile, innovative, responsive and engaged workforce. The questions below are grouped into these four headings, and commentary in the 2016 State of the Service report will be organised in the same way.

The main difference in this year's agency survey is the request for commentary to support your data. Please use the free text boxes to showcase the action or initiative your entity is undertaking for each topic, or to include any other contextual information you feel is important.

GUIDANCE

- > The Agency Survey is due by COB Friday 29 July 2016. To ensure that publishing deadlines are met, extensions to this deadline will not be granted.
- > Please use the text boxes to complete your responses. Should you find that your response exceeds the amount of space available in the designated text box, please utilise the additional blank text boxes available at the back of the survey. If using the blank text boxes, please be sure to clearly indicate which question you are responding to.
- > Upon completion of the survey, please print and provide to your delegate for verification.
- > Once your delegate has signed the hard copy of your survey it should be scanned and emailed to PSM@act.gov.au along with the original electronic version of your completed PDF.
- > Please note: your survey responses will not be considered complete until both the signed copy of your responses and the original electronic PDF have been received by PSM Group.
- > PSM Group will validate all hard copy and electronic PDF responses.

ACTPS IDENTIFICATION

1. Which entity are you responding from? **Choose an item.**

An AGILE workforce: meeting the needs of the ACT community and effectively serving the Government of the day

ATTRACTION AND RETENTION STRATEGIES

2. Did your entity experience any critical skills shortages, capability gaps or difficulty recruiting to or retaining employees in certain positions? Comment is specifically sought on any issues associated with the attraction and retention of the following groups: **Choose an item.**
 - > Mature age employees;
 - > Aboriginal and Torres Strait Islander employees;
 - > People with Disability;
 - > People recruited as part of a formal graduate program;
 - > People with specialist skills, including leadership skills at the Executive level; and
 - > Entry level positions/traineeships.

3. Please describe the nature of the identified problem/s and the strategies implemented to address the issue/s.

4. Excluding machinery of government changes, how many employees left your entity in 2015/16?

5. Excluding machinery of government changes, how many employees joined your entity in 2015/16?

Attraction and Retention Incentives (ARins), Special Employment Arrangements (SEAs) and Australian Workplace Agreements (AWAs)

Note: this data will only be reported at a whole of government level.

6. In the 2015/16 financial year, please indicate how many employees received Attraction and Retention Incentives (ARins), Special Employment Arrangements (SEAs), a benefit under an Australian Workplace Agreement (AWA) or any other remuneration supplemental to their salary as defined in the relevant Enterprise Agreement.

Note: ARins and SEAs that terminate on 30 June and recommence on 1 July are not considered to be terminated or to be "new" for reporting purposes.

Total number of AWAs as at 30 June 2016

Total number of ARins as at 30 June 2016

Total number of SEAs as at 30 June 2016

Number of new ARins commenced in 2015/16

Number of ARins terminated during 2015/16

Number of SEAs terminated during 2015/16

Number of AWAs terminated during 2015/16

Number of ARins and/or SEAs providing for privately plated vehicles as at 30 June 2016

Total additional remuneration paid under AWAs, ARins and SEAs during 2015/16

7. Please provide the range of classification that ARins and/or SEAs covered in the 2015/16 financial year, including the remuneration of those classifications as at 30 June 2016

INNOVATIVE: people planning for the future

8. Does your entity have a workforce plan in place? **Choose an item.**
9. What are the key workforce strategies in the workforce plan that position your entity to meet future workforce demands?

Note: Please provide commentary on any strategies or 'case studies' during the 2015/16 financial year.

A RESPONSIVE workforce: reflecting the ACT community

The RED Framework

The RED Framework was introduced in 2010 and has been supported since this time by the provision of training and refresher training across directorates. In the 2015 State of the Service report it was reported that 11,400 employees across the Service had received RED training since the launch of the RED Framework.

10. In the 2015/16 financial year did your entity provide RED specific training to employees?

Choose an item.

11. If so, how many employees undertook RED specific training in the 2015/16 financial year?

12. Please provide comment on activities which occurred within your entity during the 2015/16 financial year to continue to reinforce the RED message, including:

- > Executive support of NAIDOC week activities
- > Workplace celebrations of Harmony Day
- > International Women's Day events
- > Disability training
- > Aboriginal and Torres Strait Islander cultural Awareness training
- > LGBTI awareness training

13. As at 30 June 2016, what is the total number of staff in your entity that:

Are RED Contact Officers

Are executive sponsors

Are representatives on the whole of government RED working group

14. In the 2015/16 financial year, which of the following tools has your entity used to promote the RED framework?

15. In the 2015/16 financial year, how has your entity ensured that all staff have access to the details of RED Contact Officers?

☐ Intranet

☐ Website

☐ Staff Directory

☐ Common areas/notice boards

☐ Agency switchboard

☐ None

☐ Other - please specify

16. In the 2015/16 financial year did your entity implement any RED initiatives not previously mentioned? If so please provide a case study of the initiative/s and its outcomes.

Choose an item.

17. In the 2015/16 financial year, did your entity conduct a Diversity Census or “Update your Details” process to encourage the disclosure of diversity?

Choose an item.

18. In the 2015/16 financial year, what initiatives did your entity implement to support employees and potential employees from diversity target groups? Please describe the steps taken to support:

- > People from a culturally and linguistically diverse background
- > Aboriginal and Torres Strait Islander people
- > People with Disability

19. Please comment on whether your entity engaged the following inclusion strategies:

- > Job advertisements written in plain English
- > Reasonable adjustments made at interview for People with Disability
- > Reasonable workplace adjustments made for successful applicants with a disability
- > Training for panel members on the inclusion of the needs of diverse applicants
- > Roles and responsibilities clearly defined in job descriptions
- > Other – please specify

20. 20. In the 2015/16 financial year did your entity introduce any broader activities or initiatives to raise awareness of diversity in the workplace (e.g. cultural and linguistic diversity, LGBTI diversity, international/national days celebrating diversity)? **Choose an item.**

ACTPS Employment Strategies

21. In the 2015/16 financial year did your entity have a Reconciliation Action Plan in place? If so, what were the key attributes of the plan and what activities/initiatives were undertaken by your entity to promote or implement the plan? **Choose an item.**

22. In the 2015/16 financial year, what strategies did your entity employ to attract Aboriginal and Torres Strait Islander people to the ACT Public Service?

- ☐ Designated positions
- ☐ Aboriginal and Torres Strait Islander traineeship
- ☐ Work experience
- ☐ Positions in the Whole of Government Graduate Program for Aboriginal and Torres Strait Islander people
- ☐ Aboriginal and Torres Strait Islander people cadetship

- ☐ Mentoring programs
- ☐ School based apprenticeships for Aboriginal and Torres Strait Islander people
- ☐ Other - please specify

23. What skills or resources were employed to support Aboriginal and Torres Strait Islander employees?

- ☐ Aboriginal and Torres Strait Islander employee
- ☐ Aboriginal and Torres Strait Islander study awards
- ☐ Aboriginal and Torres Strait Islander cultural awareness training
- ☐ Promote the ACTPS as an employer of choice for Aboriginal and Torres Strait Islander people
- ☐ Having a dedicated Indigenous Liaison Officer in place
- ☐ Other - please specify

24. In the 2015/16 financial year what did your entity do to ensure that when recruiting to an Aboriginal and Torres Strait Islander identified position there was an Aboriginal and Torres Strait Islander person on the selection panel?

25. In the 2015/16 financial year did your entity have a Disability Action Plan in place? If so, what were the key attributes of the plan and what activities/initiatives were undertaken by your entity to promote or implement the plan (e.g. advertising jobs in both mainstream and disability publications/disability employment services, promoting flexible working conditions and reasonable adjustments, promotion and recognition of International Day of People with Disability, review of policies and procedures to ensure they promote inclusive work practices, building “disability confidence” of co-workers, delivery of mental health awareness training, etc)?

Choose an item.

26. In the 2015/16 financial year did your entity use any of the following strategies to attract People with Disability to the ACT Public Service? If yes, how many People with Disability were engaged into positions as a result of each strategy?

- ☐ Designated positions
- ☐ Disability traineeship
- ☐ Work experience
- ☐ Positions in the Whole of Government Graduate Program for people with Disability
- ☐ Disability cadetship
- ☐ Mentoring programs
- ☐ School based apprenticeships for People with Disability
- ☐ Other - please specify

27. Does your entity use any of the following strategies to support employees with a disability?

- ☐ Disability employee networks
- ☐ Entity specific Reasonable Adjustment Policy
- ☐ Whole of Government Reasonable Adjustment Policy
- ☐ Disability awareness training
- ☐ Other - please specify

28. How does your entity make managers/supervisors aware of the requirement to investigate and where practical make reasonable adjustment(s) following disclosure of a disability?

29. Did your entity make any applications for reasonable adjustment and/or financial assistance to the Employee Assistance Fund in the 2015/16 financial year (via Job Access)? If yes, please indicate how many applications were made, how many were approved and what was the total value of approved applications.

Choose an item.

30. What strategies does your entity implement to ensure workplaces are accessible?

31. In the 2015/16 financial year did your entity work with a Disability Employment Service provider to place People with Disability in employment within your entity? If so, which providers did your entity use?

Choose an item.

32. In the 2015/16 financial year what inclusion strategies did your entity employ to maximise participation of Aboriginal and Torres Strait Islander employees and People with Disability on training courses such as the Manager Development Program?

- ☐ Targeted invitations to apply
- ☐ Targeted advertising through networks
- ☐ Reserved placed for target group employees

Preventing Bullying and Harassment

Note: information captured in this section is intended to gain insight into the mechanisms of the reporting of bullying and harassment. For the following questions:

- > 'Informally investigated' is taken to mean where HR has kept some form of record of the discussions had/actions taken but has not proceeded to a preliminary investigation under Section H of ACTPS Enterprise Agreements;
- > The number of contacts received by your Agency's RED Contact Officers should tally with your Agency's quarterly reports; and
- > It should be noted that the figures captured are not a one for one indicator of bullying and harassment as it is possible for an employee to report through multiple mechanisms, or multiple employees may report the same incident.

33. Does your entity have a formal reporting system in place for the management of bullying and harassment?

Choose an item.

34. For the 2015/16 financial year, please list the total number of:

Contacts received by your Agency's RED Contact Officers

Bullying and harassment reports which were informally investigated by HR
(not by a RED Contact Officer) that did not proceed to a preliminary assessments

under Section H of ACTPS Enterprise Agreements

Contacts received through RiskMans

Contacts received through other mechanisms

35. Please list the number of reports of bullying or harassment where a formal preliminary assessment
under Section H of ACTPS Enterprise Agreements was commenced during the 2015/16 financial year.

36. Please list the number of reports of bullying or harassment commenced during the 2015/16 financial
year that resulted in a misconduct investigation under Section H of ACTPS Enterprise Agreements.

37. Please list the number of bullying or harassment related misconduct investigations completed during
the 2015/16 financial year where a breach of section 9 of the PSM Act was found to have occurred.
Note: number completed, regardless of when commenced.

38. Please list the number of bullying or harassment related misconduct
investigations that are currently underway/being investigated, as at 30 June 2016.
*Note: total number of investigations commenced, completed and ongoing may not reconcile due to action across
financial years.*

Discipline Action

*Note: The following questions are intended to capture information about investigations where misconduct was found
to have occurred (not to capture information about individual breaches of Section 9).*

39. In the 2015/16 financial year, how many misconduct investigations did
your entity commence citing a possible breach of section 9 of the PSM Act?

40. Of the investigations that your entity completed during the 2015/16 financial year:

- > How many found that a breach of section 9 of the PSM Act had occurred?
- > How many were there where the allegations were not sustained?

41. Of the investigations that your entity completed in the 2015/16 financial year where misconduct was found to
have occurred, please indicate how many times the following sanctions were imposed:

*Note: the number of investigations resulting in a breach may not reconcile with the total number of sanctions, as any
one employee may receive multiple sanctions. This data will only be reported at a whole of government level (not at
entity level) to ensure that employees involved in your entity's investigations are not inadvertently identified*

> Breach found, but no sanction applied

> Counselling of employee (not including counselling that occurs outside of a section 9 process)

> Written warning and admonishment

> Deferral of increment

> Reduction in incremental point

> Removal of monetary benefit derived through an existing ARin/SEA

> Other financial penalty

- > Fully or partially reimburse employer for damage wilfully incurred to property or equipment
- > Transfer, temporarily or permanently, to other position at level
- > Transfer, temporarily or permanently, to other position at lower classification
- > Termination of employment
- > Employee resigned prior to sanction being imposed

An ENGAGED workforce: getting the best from people at work

Performance and Capability Development

42. In the 2015/16 financial year, did your entity monitor the utilisation of the ACTPS performance framework?

Choose an item.

43. As at 30 June 2016, what percentage of your entity's employees had a performance agreement in place?

44. In the 2015/16 financial year, what strategies did your entity employ to enhance, develop or improve employee capability and performance?

- ☐ Mentoring programs
- ☐ Funded training
- ☐ Secondments
- ☐ Job swap opportunities
- ☐ Communities of practice
- ☐ Other - please specify

Underperformance

Note: In cases where an employee's performance consistently falls below expectations, a manager should communicate this to the employee (a preliminary underperformance discussion). The employee is then given a reasonable period to address the identified deficiencies.

45. During the 2014/15 financial year did your entity monitor the number of preliminary performance discussions held? If so, how many were there that realised the required improvements and did not proceed to formal underperformance processes? **Choose an item.**

46. Please provide details of the number of formal underperformance processes that were commenced in the 2015/16 financial year under the procedures set out in the relevant ACTPS Enterprise Agreement.

- > Number commenced in 2014/15 but finalised in 2015/16
- > Number commenced in 2015/16
- > Number commenced and finalised in 2015/16
- > Number commenced in 2015/16 but yet to be finalised as at 30 June 2016

47. Of the underperformance processes that were finalised during the 2015/16 financial year, please indicate how many of the following outcomes occurred:

> Satisfactory performance achieved at the completion of the process

> Development program instituted

> Assignment to other duties

> Deferral of increment

> Reduction in classification

> Termination of employment

> Resignation of employee during process

