



Commissioner for Public Administration

ACT PUBLIC SERVICE WORKFORCE PROFILE 2009–2010



State of the Service

Commissioner for Public Administration

**ACT PUBLIC SERVICE WORKFORCE PROFILE
2009–2010**

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Foreword

This is the fifth annual ACT Public Service Workforce Profile (the Workforce Profile). In conjunction with the Commissioner for Public Administration's Annual Report, the Workforce Profile provides a detailed, quantitative picture of the ACT Public Service (ACTPS) as at 30 June 2010.

The Workforce Profile supplements earlier editions to develop a catalogue of data over time. During 2009-10 there has continued to be a focus on increasing the range of workforce data collected.

Workforce data proved important during the reporting period with a number of clerical and professional enterprise agreements expiring across the ACTPS and key stakeholders utilising workforce data to negotiate updated terms and conditions of employment.

During 2009-10 a supplementary report to the 2008-09 Workforce Profile was also published. The first of its kind, this report reviewed the gender pay gap in the ACTPS workforce. I am delighted that this report has contributed to the gender equality debate and that reporting of this nature is now included in the Workforce Profile.

The range of workforce data collected for the 2009-10 report has also been expanded to include an analysis of the following areas:

- the number of employees retained from June 2009 and June 2010;
- employee work location;
- average leave usage per employee by agency and classification;
- time-to-hire by agency;
- industrial instrument by gender; and
- gender pay gap analysis by classification and agency.

High performance within the public service is supported by efficient reporting systems and quality data that provide an evidence base for workforce planning. Such planning helps to ensure that the ACTPS has the right person in the right job and in the right time, to deliver the Government's priorities and quality services to all Canberrans.



Catherine Hudson
COMMISSIONER FOR PUBLIC ADMINISTRATION

Table of Contents

Foreword	4
Table of Contents	5
Introduction	7
Executive Summary	9
Table 1: Key facts about the ACTPS workforce.....	9
Size	10
Headcount	10
Table 2: Headcount data for ACTPS employees	10
Figure 1: Employment fluctuation by employment category during 2009-10	11
Full-Time Equivalent (FTE)	12
Table 3: FTEs by agency and employment status	12
Executive and Full-time Statutory Office Holder Employment	13
Employment Type	14
Table 4: Number of employees against employment type by gender and as a percentage	14
Table 5: Number of employees against employment mode by gender	14
Table 6: Employment type by generation	15
Age Profile	16
Table 7: Average age in years by agency and gender	16
Table 8: Average age in years by classification group and gender	17
Figure 2: Number of employees by age and gender	18
Figure 3: Age by gender comparison between 2008-09 and 2009-10	18
Figure 4: ACTPS by generation and gender as a percentage	19
Length of Service	20
Table 9: Average length of service in years in the ACTPS including casuals	20
Table 10: Average length of service in years in the ACTPS excluding casuals	21
Table 11: Average length of service in years by classification group and gender excluding casuals	22
Table 12: Average length of service in years by generation excluding casuals	22
Figure 5: Average length of service by agency and gender excluding casuals	23
Figure 6: Length of service by generation as a percentage excluding casuals	24
Retained Employees	25
Table 13: Employees retained in the ACTPS at June 2010 by employment type	25
Separation Rates	27
Table 14: Permanent separation rates in the ACTPS	27
Table 15: Separation rates by classification	28
Table 16: Separation rates by generation and gender	28
Work Location	29
Table 17: Work Location as a percentage of ACTPS workforce	29
Leave Usage	30
Table 18: Annual leave usage by agency and gender (in hours)	30
Table 19: Annual leave usage by classification group and gender (in hours)	31
Table 20: Personal leave usage by agency and gender (in hours)	32
Table 21: Personal leave usage by classification group and gender (in hours)	33
Time-to-hire	34
Table 22: Time-to-hire by Agency	34
Remuneration	35
Table 23: Key remuneration statistics by full-time employment status.....	35
Table 24: Key remuneration statistics by part-time employment status	36
Figure 7: Annual salary profile for 2008-09 and 2009-10 (excluding casuals).....	37
Figure 8: 2009-10 Annual Salary by Gender Profile as a percentage of each gender (excluding casuals).....	38
Table 25: ACTPS Gender Pay Gap and relevant workforce comparisons	39
Table 26: Observations of key gender pay gap results by Agency	41
Table 27: Gender Pay Gap by Classification Group	42
Table 28: Observations of key gender pay gap results by classification group	43
Figure 9: Gender Pay Gap by Age Cohort.....	44

Equity and Diversity Profile	45
Aboriginal and Torres Strait Islander Employment	46
Table 29: Aboriginal and Torres Strait Islander employees	46
Table 30: Aboriginal and Torres Strait Islander employees by agency as a percentage.....	47
Culturally and Linguistically Diverse (CALD) Employment	48
Table 31: Culturally and linguistically diverse employees	48
Table 32: Culturally and linguistically diverse employees by agency as a percentage	49
Employment of People with a Disability	50
Table 33: Employees with a disability.....	50
Table 34: Employees with a disability by agency as a percentage	51
Male and Female Employment	52
Table 35: Gender by agency	52
Table 36: Classification groups by gender.....	53
Figure 10: Historical breakdown by gender	54
Glossary and Explanatory Statements	55
Abbreviations	59
Attachment A - Classifications	60
Classification groupings by agency at June 2010 as a percentage of total agency workforce.....	60
Gender breakdown of classification groupings by agency at June 2010 as a percentage of total agency workforce	61
Attachment B (Detailed paid headcount by agency)	62
Attachment C – Industrial Instruments	65
Industrial Instruments in the ACTPS at June 2010 as a percentage of the total workforce.....	65
Attachment D – Work Locations	66
Attachment E – Leave Usage	67
Personal leave usage (with certificate) by agency and gender (in hours).....	67
Personal leave usage (with certificate) by classification group and gender (in hours)	68
Personal leave usage (without certificate) by agency and gender (in hours).....	69
Personal leave usage (without certificate) by classification group and gender (in hours)	70
Attachment F – Gender Pay Gap by Agency	71

Introduction

About the 2009-10 ACT Public Service Workforce Profile

The 2009-10 ACT Public Service (ACTPS) Workforce Profile (the Workforce Profile) has been developed to assist the Government and ACTPS agencies to make informed decisions about the workforce now and into the future. The Workforce Profile provides both an analysis of the 2009-10 financial year (July 2009 to June 2010) as well as a snapshot of the Service as at 23 June 2010 the last pay date in the financial year (referred to throughout the report as June 2010). It is important to note, as aspects of this profile are based on the June 2010 snapshot, that the report generally reflects the size and characteristics of public service employment at one point in time.

The Workforce Profile provides an analysis of the ACTPS workforce and builds on the foundations laid by previous Workforce Profiles. Data for the Workforce Profile is provided for all agencies¹ against a number of employee and human resource related measures. Employee data is charted against demographics, employment patterns and arrangements, separations, leave usage, remuneration, length of service and work location.

A key event impacting on the 2009-10 workforce data was the temporary recruitment freeze on non-essential staff from 5 March 2010 to 30 June 2010. This arose as a result of changes to the allocation of GST revenue by the Commonwealth Grants Commission which affected the ACT's financial position and required the Government to achieve a number of savings across the ACTPS. The temporary recruitment freeze on non-essential staff is estimated to have resulted in a delay in growth of the service of approximately 200 employees.

For the purposes of analysing the ACTPS workforce, generational boundaries reflect the following:

Generation	Year span
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

¹ For continuity purposes, General Government Sector (Departments); and Other Entities are referred to generically as 'agencies' throughout this report.

About the 2009-10 Data

Data in the Workforce Profile has been derived from the Chris21 Human Resource Management System which encompasses 89.3 per cent of the ACTPS. Information was also gathered from the following agencies (2,185 employees or 10.7 per cent of employees) using separate human resource/payroll systems:

- Calvary Public Hospital;
- Cultural Facilities Corporation;
- Exhibition Park in Canberra;
- Legal Aid Commission (ACT) - an independent statutory corporation;
- Legislative Assembly Secretariat; and
- TAMS ACTION Buses.

The 2009-10 Workforce Profile excludes Territory Owned Corporations and CIT Solutions.

The figures presented in the Workforce Profile, unless otherwise indicated, reflect 'paid headcount' - defined as the number of employees who received payment on 23 June 2010.

Information referencing other jurisdictions or based on the greater ACT population has been annotated in the footnotes throughout the document.

Due to machinery of government changes in 2005-06, 2006-07, 2008-09 and 2009-10, comparison of some agencies may not give an accurate representation of actual fluctuations in each agency over time. There were no machinery of government changes between agencies in 2007-08.

Limitations of the Data

Workforce Profile Data may be affected by:

- invalid data (e.g. no response received for diversity information status);
- data definitions (work continues to develop consistent data definitions, but with a number of different payroll systems in use, some minor variations may exist);
- omissions; and
- progression (where possible comparisons might have been drawn with previous Workforce Profiles or State of the Service Reports, however due to updates in data, definitions and methods of extraction, some comparison has not been possible).

Caution should be exercised in interpreting the results where the numbers in a particular agency or classification group are small as a small change to the staff composition may reflect a significant change as a percentage of that cohort. See Attachment A for a breakdown of the classifications by agency across the ACTPS.

Variations may exist between data in the Workforce Profile and that published by individual agencies due to differences in data sources, data definitions, or retrospective updating of an individual record.

Executive Summary

Table 1 is an overview of the ACTPS workforce at June 2010 and provides an indication of the variation to June 2009.

Table 1: Key facts about the ACTPS workforce

Reporting Area	June 2009		June 2010		Variation from June 2009
Total ACTPS Workforce	20,111		20,349		↑
Gender					
Female	13,212	66%	13,423	66%	↑
Male	6,899	34%	6,926	34%	↑
Executive (or equivalent) Employment	172		175		↑
Statutory Office Holders	18		16		↓
Employment Status					
	15,665	15,320 76%		77%	↑
	2,657	2,677 13%		13%	↓
	2,027	2,114 11%		10%	↓
Employment Mode					
Full-time	68%		68%		-
Part-time	22%		22%		-
Casual	11%		10%		↓
Age Profile					
Average age in years	43.2		43.4		↑
Generation					
Generation Y	16%		18%		↑
Generation X	36%		36%		-
Baby Boomers	45%		43%		↓
Pre-Baby Boomers	3%		2%		↓
Length of Service (years)					
Average length of service (excluding casuals)	8.2		8.4		↑
Separation Rate (%)	6.2		6.4		↑
Average Leave Usage per employee (hours)					
Average Annual Leave per employee	125.9		123.7		↓
Average Personal Leave per employee	73.8		70.4		↓
Average absence rate of personal leave per employee	4.3%		4.1%		↓
Average Personal Leave (with certificate) per employee	49.2		47.8		↓
Average absence rate of personal Leave (with certificate) per employee	2.9%		2.8%		↓
Average Personal Leave (without certificate) per employee	24.4		22.4		↓
Average absence rate of Personal Leave (without certificate) per employee	1.4%		1.3%		↓
Average Remuneration					
Full-time	\$69,792		\$71,034		↑
Part-time (FTE)	\$61,194 (0.69)		\$65,882 (0.69)		↑
Gender Pay Gap (%)	5.5		3.3		↓
Aboriginal and Torres Strait Islander Employment	175		176		↑
Culturally and Linguistically Diverse Employment	2,363		2,540		↑
Employment of People with a Disability	304		327		↑

Size

The size of the ACTPS can be measured by employee headcount or calculating the full-time equivalent (FTE). FTE reporting presents staffing numbers by the number of equivalent full-time hours worked by an employee. For example, staff that work the standard full-time hours would attract an FTE of 1.0 and staff who work half the standard full-time hours would attract an FTE of 0.5. This reporting differs from headcount reporting where all staff members, regardless of the hours they work, are counted as 1.0 employee.

This section represents size by agency, headcount, FTEs and employment status.

Headcount

Table 2 provides the headcount of employees in each agency as a number and percentage of the ACTPS workforce at June 2010.

Table 2: Headcount data for ACTPS employees

Agency	Employees	% of ACTPS
ACT Health	5,594	27.5%
ACT Planning and Land Authority (ACTPLA)	300	1.5%
Auditor-General's Office (AG)	36	0.2%
Calvary Public Hospital (CPH)	1,044	5.1%
Canberra Institute of Technology (CIT)	1,169	5.7%
Chief Minister's Department (CMD)	222	1.1%
Cultural Facilities Corporation (CFC)	139	0.7%
Department of Education and Training (DET)	5,608	27.6%
Department of the Environment, Climate Change, Energy and Water (DECCEW)	106	0.5%
Department of Treasury (DT)	205	1.0%
Disability, Housing and Community Services (DHCS)	1,159	5.7%
Exhibition Park in Canberra (EPIC)	10	0.0%
Gambling and Racing Commission (G&RC)	28	0.1%
Justice and Community Safety (JACS) ²	1,515	7.4%
Land and Property Services (LAPS)	142	0.7%
Land Development Agency (LDA)	84	0.4%
Legal Aid Commission ACT (LAC)	66	0.3%
Legislative Assembly Secretariat (LAS)	45	0.2%
Long Service Leave Authority (LSLA)	12	0.1%
Territory and Municipal Services (TAMS)	1,984	9.7%
Territory and Municipal Services – ACTION Buses	881	4.3%
Total	20,349	100.0%

A further breakdown of headcount by each agency is included in Attachment B. Attachment C has a breakdown of the industrial instruments by gender.

At June 2010 there were 20,349 staff in the ACTPS (up by one per cent or 238 employees from 20,111 in June 2009).

² In this report references to the Department of Justice and Community Safety excludes Magistrates and Judges.

The increase relates to changes in the following agencies:

- ACT Health (226): an increase in nursing staff and medical officers in the Canberra Hospital (Surgical Services and Ambulatory and Medical Service) and Mental Health; and
- Department of Education and Training (120): an increase in classroom teachers, school leaders and additional school counsellor recruitment.

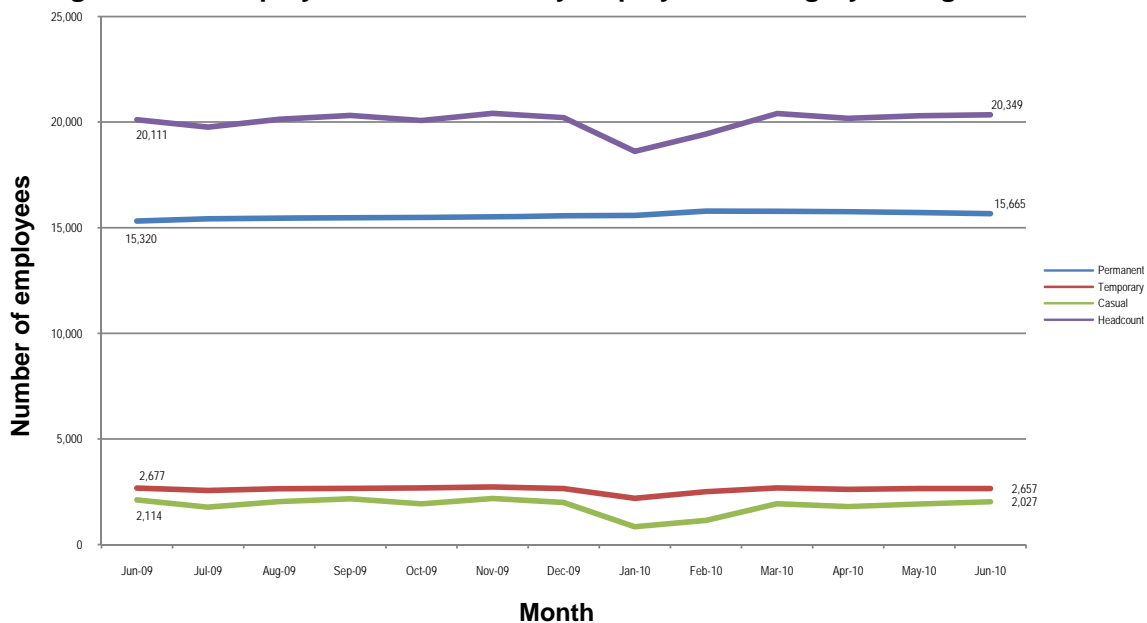
The largest agencies for 2009-10 were the Department of Education and Training (5,608 or 27.6%) and ACT Health (5,594 or 27.5%); teachers, health professionals and nurses represent the majority of ACTPS employees.

The smallest agencies were the Exhibition Park in Canberra (10 or 0.05%), the Long Service Leave Authority (12 or 0.1%) and the Gambling and Racing Commission (28 or 0.1%).

Machinery of Government changes during 2009-10 with the greatest impact on the composition of the ACTPS workforce were the creation of the Department of the Land and Property Services (which incorporated staff from the Chief Minister's Department and the Department of Territory and Municipal Services) and the transfer of the Australian Capital Tourism to the Chief Minister's Department.

Figure 1 is a graphical representation of the fluctuations in the ACTPS workforce by employment category during 2009-10.

Figure 1: Employment fluctuation by employment category during 2009-10



Due to a seasonal decline in casual and temporary employment, a drop in employment numbers occurred at the beginning of 2010. Casual and temporary employment numbers include casual teachers at the Department of Education and Training and the Canberra Institute of Technology - this type of employment is susceptible to fluctuations.

The temporary recruitment freeze on non-essential staff is estimated to have resulted in a delay in growth of the service of approximately 200 employees.

Full-Time Equivalent (FTE)

Full-time Equivalent (FTE)³ reporting presents staffing numbers by the number of equivalent full-time hours worked by an employee. Please see glossary for definitions of Headcount and FTE.

Table 3 presents FTE data for the ACTPS workforce by agency and employment status as at June 2010.

Table 3: FTEs by agency and employment status

Agency	Permanent	Temporary	Casual	TOTAL FTE
ACT Health	3,862.79	878.60	145.85	4,887.23
ACT Planning and Land Authority (ACTPLA)	260.19	26.84	1.31	288.34
Auditor-General's Office (AG)	27.75	7.00	0.0	34.75
Calvary Public Hospital (CPH)	667.28	93.15	56.61	817.04
Canberra Institute of Technology (CIT)	512.54	181.11	169.12	862.77
Chief Minister's Department (CMD)	174.88	31.09	3.18	209.15
Cultural Facilities Corporation (CFC)	45.31	14.60	26.11	86.02
Department of Education and Training (DET)	3,717.12	591.15	344.53	4,652.81
Department of the Environment, Climate Change, Energy and Water (DECCEW)	68.69	30.04	0.0	98.73
Department of Treasury (DT)	177.78	22.08	0.60	200.46
Disability, Housing and Community Services (DHCS)	955.16	83.04	30.55	1,068.75
Exhibition Park In Canberra (EPIC)	9.70	0.0	0.0	9.70
Gambling and Racing Commission (G&RC)	25.00	2.00	0.0	27.00
Justice and Community Safety (JACS)	1,290.56	138.21	11.19	1,439.96
Land and Property Services (LAPS)	72.42	7.68	0.0	80.10
Land Development Agency (LDA)	110.31	28.65	0.0	138.96
Legal Aid Commission ACT (LAC)	37.10	21.47	0.0	58.57
Legislative Assembly Secretariat (LAS)	36.18	1.00	2.94	40.13
Long Service Leave Authority (LSLA)	11.65	0.0	0.0	11.65
Territory and Municipal Services (TAMS)	1,681.13	216.30	16.96	1,914.39
Territory and Municipal Services - ACTION Buses	696.39	25.29	54.00	775.68
Total	14,439.93	2,399.30	862.95	17,702.19

At June 2010 there were 17,702.19 FTE employees in the ACTPS (up 240.77 FTE from 17,461.42 FTE in June 2009).

³ Variations may exist between FTE data in the Workforce Profile and that published by individual agencies due to differences in data sources, data definitions, and retrospective updating of an individual record.

Executive and Full-time Statutory Office Holder Employment

As at June 2010, there were 175 executives including chief executives (up from 172 in 2008-09), representing less than one per cent of the ACTPS workforce.

Executives are employed under the *Public Sector Management Act 1994*. As the executive cohort consists of a small sample size, some variation between reporting periods is expected.

The number of female executives has increased since 2000-01 from 34 per cent to 39 per cent at June 2010 (down from 40 per cent in 2008-09). Female executives had a higher average length of service in the ACTPS at 11.3 years (up from 10.9 in 2008-09) than male executives at 10.7 years (down from 10.9 in 2008-09).

The total average remuneration for female executives was marginally higher than for male executives by \$874 in 2009-10 (male executives received \$5,482 more than female executives in 2008-09). At June 2010, male executives received an average salary of \$159,705 (down \$581 from 2008-09) and female executives received an average salary of \$160,579 (up \$5,775 from 2008-09). This narrowing of the gap between average male and female remuneration reflects a minor increase in the number of female executives at higher levels.

At June 2010, there were 16 statutory office holders. A detailed list of statutory office holders can be found in the Glossary and Explanatory Statements. The total average remuneration for male statutory office holders was \$194,856 and for female statutory office holders was \$178,457 (representing a difference of \$16,399 in 2009-10 compared to \$14,287 in 2008-09).

Employment Type

Employment type refers to how a staff member is employed in the ACTPS. Employment types are permanent, temporary or casual and permanent and temporary employment can be on a full-time or part-time basis.

Table 4 provides the number of staff by employment type, as well as the percentage of each gender across the whole workforce at June 2010.

Table 4: Number of employees against employment type by gender and as a percentage

Employment Type	Female	Male	TOTAL	% of Female	% of Male
Permanent Full-time	7,049	4,818	11,867	59%	41%
Permanent Part-time	3,251	547	3,798	86%	14%
Temporary Full-time	1,164	838	2,002	58%	42%
Temporary Part-time	508	147	655	78%	22%
Casual	1,451	576	2,027	72%	28%
TOTAL	13,423	6,926	20,349	66%	34%

Table 5 provides the number of staff by employment mode, as well as by gender. Employment mode involves reviewing employment only by full-time, part-time and casual status.

Table 5: Number of employees against employment mode by gender

Employment Mode	Female	Male	TOTAL
Full-time	8,213	5,656	13,869
Part-time	3,759	694	4,453
Casual	1,451	576	2,027

Overall, at June 2010, the ACTPS workforce consisted of 15,665 permanent (up 345 from 2008-09), 2,657 temporary (down by 20 from 2008-09) and 2,027 casual (down by 87 from 2008-09) employees.

The total number of full-time employees (excluding casuals) was 13,869 (up 223 from 13,646 in 2008-09) and the total number of part-time employees (excluding casuals) was 4,453 (up 102 from 4,351 in 2008-09). Females continue to represent a high proportion of part-time employment at 3,759 (up 60 from 2008-09), compared with males at 694 (up by 42 in 2008-09).

The classification groups with the highest percentage of permanent employees continue to be fire fighters (100 per cent were permanent), ambulance officers (99 per cent were permanent) and school leaders (99 per cent were permanent). The classification groups with the highest percentage of temporary employees continue to be trainees/apprentices (80 per cent were temporary) and medical officers (63 per cent were temporary).

Disability officers, nursing staff and health assistants had the highest number of permanent part-time employees at 45 per cent, 41 per cent and 34 per cent respectively. Agencies with the highest rates of casual employees were the Department of Education and Training at 44 per cent, Canberra Institute of Technology at 21 per cent and ACT Health at 15 per cent of the total ACTPS casual workforce. These rates of casual employment are generally reflective of the needs of the teaching and health professions.

Table 6 below outlines the number of the employees against each employment type by generation at June 2010.

Table 6: Employment type by generation

Employment type	Generation Y	Generation X	Baby Boomers	Pre-Baby Boomers
Permanent Full-time	2,133	4,117	5,432	185
Permanent Part-time	317	1,582	1,802	97
Temporary Full-time	802	730	451	19
Temporary Part-time	121	261	243	30
Casual	354	640	867	166
TOTAL	3,727	7,330	8,795	497

For the purposes of analysing the ACTPS workforce, generational boundaries are identified in the glossary.

Baby Boomers and Generation X had the highest and second highest proportion of permanent full-time employment (5,432 and 4,117 respectively) representing 47 per cent of the total ACTPS workforce. Baby Boomers and Generation X also had the two highest proportion of permanent part-time employment (1,802 and 1,582 respectively) representing 17 per cent of the total ACTPS workforce.

Compared to June 2009, at June 2010 there has been an increase of employees in Generation Y and Generation X by 439 employees and 185 employees respectively and a decrease of 285 Baby Boomer employees.

There continued to be a relatively low number of Pre-Baby Boomers working full-time (204 or 41 per cent of the cohort) and a relatively high number working casually (166 or 33 per cent of the cohort).

Age Profile

The age profile of the workforce is an important element of workforce planning. The age profile assists in determining the age demographic of the workforce and over time the extent that the workforce is ageing. This information can be used for succession planning as it helps predict areas likely to lose staff as they reach retirement age. This section looks at the average age by agency, gender, classification and generation cohort.

Table 7 presents the total average age⁴ by agency and gender at June 2010.

Table 7: Average age in years by agency and gender

Agency	Female	Male	Total Average
ACT Health	42.4	42.2	42.4
ACT Planning and Land Authority (ACTPLA)	39.0	44.6	41.9
Auditor-General's Office (AG)	40.1	40.5	40.4
Calvary Public Hospital (CPH)	44.1	40.9	43.5
Canberra Institute of Technology (CIT)	45.4	46.9	46.0
Chief Minister's Department (CMD)	40.8	44.3	41.9
Cultural Facilities Corporation (CFC)	39.8	41.7	40.7
Department of Education and Training (DET)	44.3	43.9	44.2
Department of the Environment, Climate Change, Energy and Water (DECCEW)	42.4	44.0	43.0
Department of Treasury (DT)	37.4	42.0	39.3
Disability, Housing and Community Services (DHCS)	42.2	43.9	42.7
Exhibition Park In Canberra (EPIC)	42.9	44.9	43.9
Gambling and Racing Commission (G&RC)	42.4	43.5	43.0
Justice and Community Safety (JACS)	40.0	43.0	41.8
Land and Property Services (LAPS)	38.3	45.6	43.2
Land Development Agency (LDA)	37.3	45.9	41.2
Legal Aid Commission ACT (LAC)	37.3	44.1	39.9
Legislative Assembly Secretariat (LAS)	46.8	54.7	50.0
Long Service Leave Authority (LSLA)	49.0	49.7	49.3
Territory and Municipal Services (TAMS)	42.1	43.0	42.6
Territory and Municipal Services - ACTION Buses	45.2	48.9	48.5
Service-wide Average	43.0	44.0	43.4

The Service-wide average age of ACTPS employees at June 2010 was 43.4 (up from 43.2 at June 2009). The average age for female employees continued to be 43.0 (same as June 2009) and 44.0 for male employees (up from 43.6 at June 2009).

Compared to 2006-07, at June 2010 female employees are slightly younger (down from 43.3 years) and male employees are slightly older (up from 43.7 years).

The modal age⁵ across the Service at June 2010 for males was 54 (up from 53 at June 2009), while for females it was 51 (up from 50 at June 2009).

⁴ The calculation of average age includes casual employees across the ACTPS. It should be noted that the average age listed for those classifications which have a high number of casual employees such as teachers and nursing staff, may not be the same as if casual employees were excluded.

⁵ The mode is the most frequently occurring value.

Table 8 presents the total average age by classification group and gender at June 2010. Caution should be exercised in interpreting workforce data where the number of people in a classification group is low. Some classification groups may not be directly comparable with the classification groups used in 2008-09.

Table 8: Average age in years by classification group and gender

Classification Group	Female	Male	Total Average
Administrative Officers	42.4	39.6	41.8
Ambulance Officers	38.2	41.8	40.6
Bus Operators	44.4	49.3	48.9
Correctional Officers	42.4	41.1	41.4
Dentists/Dental Officers	40.4	52.1	43.8
Disability Officers	44.5	44.6	44.5
Chief Executives/Executives	49.5	50.1	49.8
Fire Brigade Officers	39.4	43.7	43.7
General Service Officers & Equivalent	43.9	46.2	45.7
Health Assistants	37.2	-	37.2
Health Professional Officers	39.9	42.0	40.3
Information Technology Officers	34.3	35.9	35.6
Legal Officers	39.0	46.0	42.0
Legal Support	28.7	27.9	28.6
Linen Production & Maintenance	50.8	44.1	48.0
Medical Officers	37.6	41.4	39.7
Nursing Staff	43.8	42.2	43.7
Professional Officers	43.0	41.7	42.5
Prosecutors	33.2	38.8	35.4
Rangers	36.8	44.9	42.7
School Leaders	47.0	45.8	46.6
Senior Officers	44.8	47.4	46.0
Statutory Office Holders	55.6	53.2	54.1
Teachers	42.9	42.5	42.8
Technical Officers	42.2	46.2	44.2
Trainees & Apprentices	27.1	22.1	23.5
VET Teacher Managers	52.5	52.6	52.5
VET Teachers	47.4	47.8	47.6

Male employees that had the highest average age were statutory office holders, VET teacher managers, dentists/dental officers, chief executives/executives, bus operators and VET teachers.

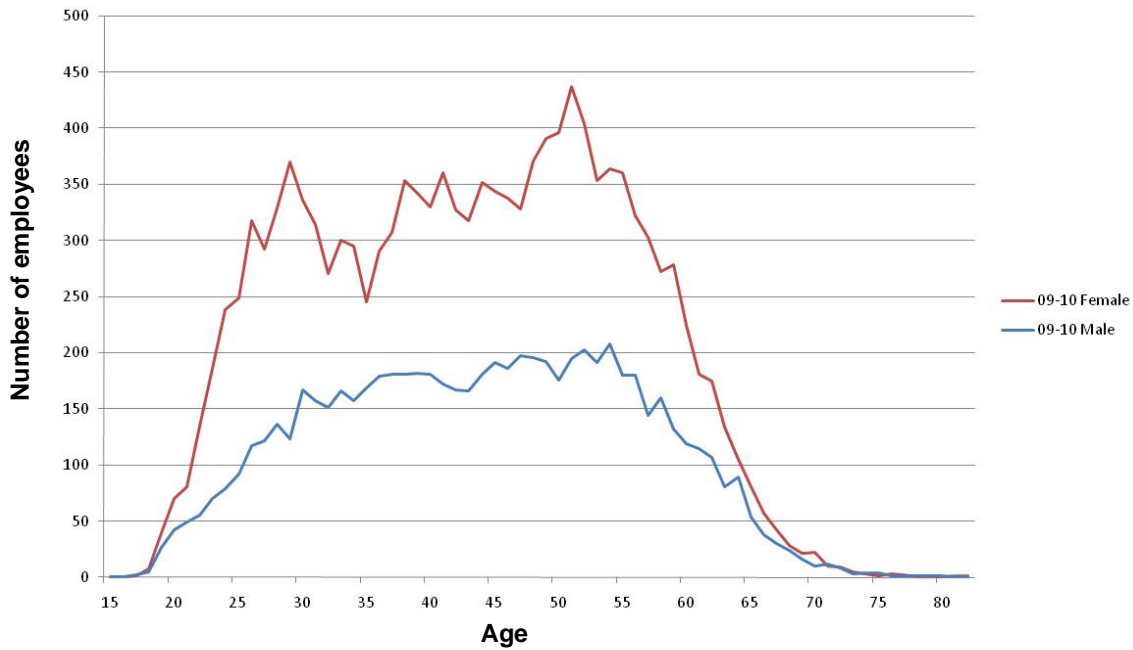
Whereas female employees that had the highest average age were statutory office holders, VET teacher managers, linen production and maintenance, chief executives/executives, VET teachers and school leaders.

Trainees and apprentices continue to be the youngest in both genders at an average age of 27.1 for females, 22.1 for males and total average age of 23.5 years.

Classification groups which had the highest average age gap between gender were dentists/dental officers (males were 11.7 years older), rangers (males were 8.1 years older), legal officers (males were 7.0 years older) and linen production and maintenance officers (females were 6.7 years older).

Figure 2 shows the age distribution of male and female employees at June 2010.

Figure 2: Number of employees by age and gender



The distribution of employees in Figure 2 is relatively consistent with previous years as highlighted by Figure 3 below which provides an age profile comparison for 2008-09 and 2009-10.

Figure 3: Age by gender comparison between 2008-09 and 2009-10

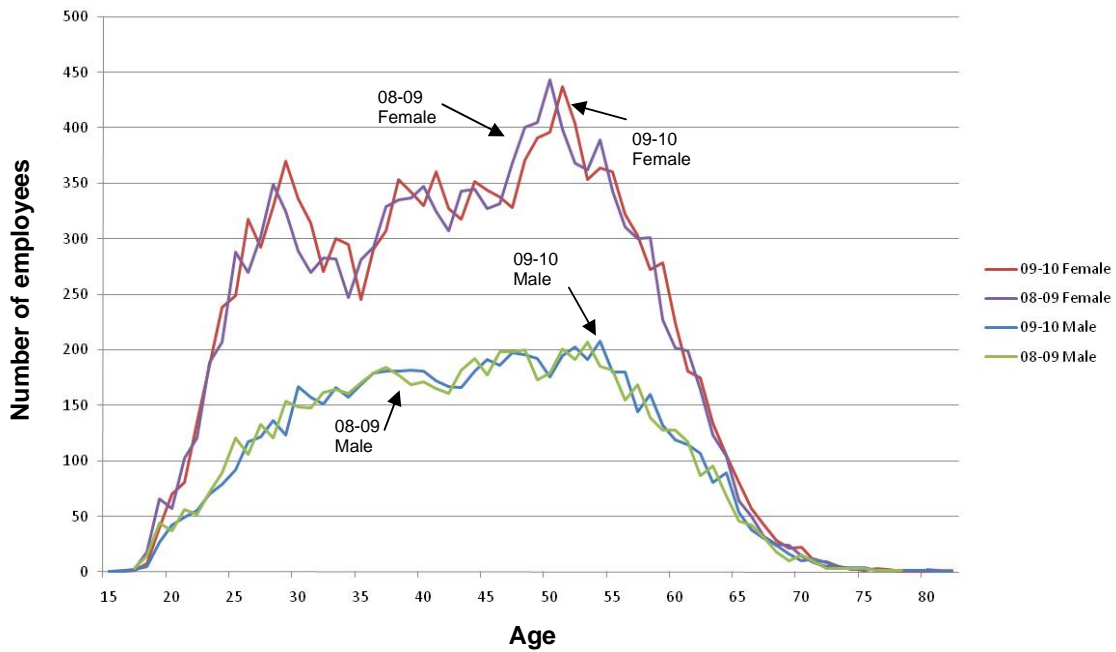
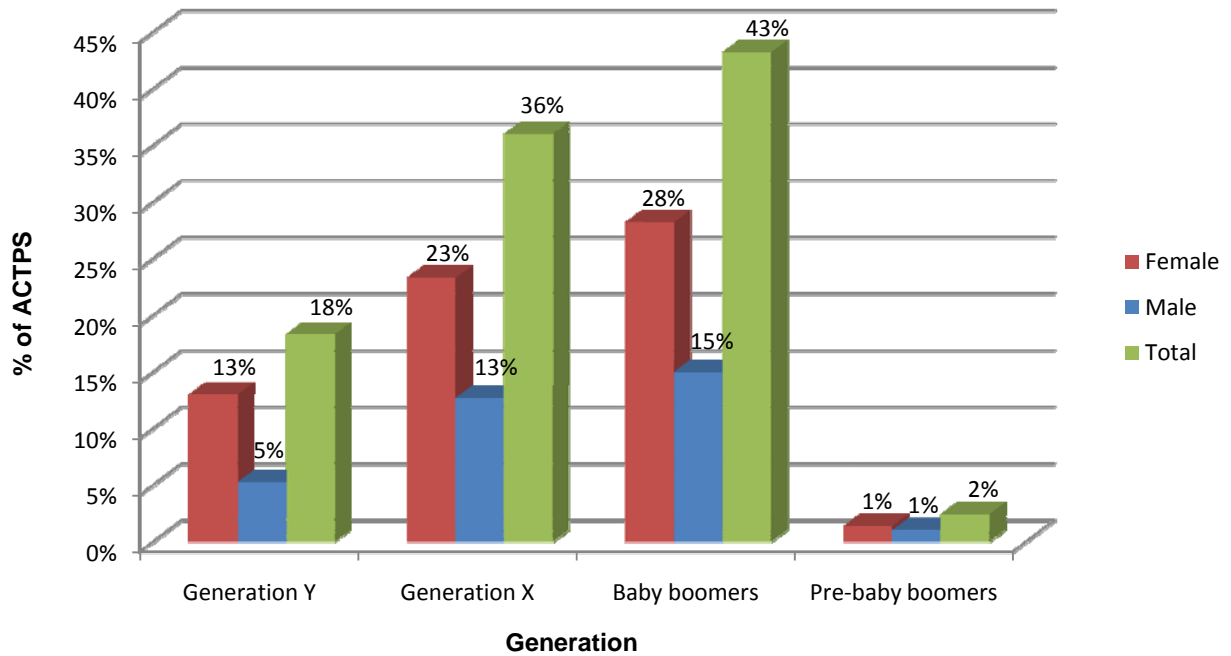


Figure 3 shows a slight shift to the right in 2009-10 compared to 2008-09 for both males and females, indicating an ageing workforce.

Figure 4 provides a breakdown of the workforce by generation and gender.

Figure 4: ACTPS by generation and gender as a percentage



At June 2010 Baby Boomers account for 43 per cent of staff (down from 45 per cent in 2008-09), Generation X remains stable at 36 per cent, Generation Y account for 18 per cent (up from 16 per cent in 2008-09) and Pre-Baby Boomers account for 2 per cent (slightly down from 3 per cent in 2008-09) of the ACTPS.

Length of Service

Length of service can provide valuable information about levels of retention within an agency and across the ACTPS workforce.

Table 9 shows the average length of service of staff across the ACTPS by agency and gender at June 2010.

Table 9: Average length of service in years in the ACTPS including casuals⁶

Agency	Female	Male	Total Average
ACT Health	7.4	6.5	7.2
ACT Planning and Land Authority (ACTPLA)	8.5	9.1	8.8
Auditor-General's Office (AG)	4.9	6.7	6.1
Calvary Public Hospital (CPH)	6.6	5.0	6.3
Canberra Institute of Technology (CIT)	6.2	7.1	6.6
Chief Minister's Department (CMD)	6.9	8.9	7.5
Cultural Facilities Corporation (CFC)	2.6	4.2	3.3
Department of Education and Training (DET)	8.3	8.6	8.4
Department of the Environment, Climate Change, Energy and Water (DECCEW)	4.9	8.8	6.4
Department of Treasury (DT)	7.7	9.4	8.4
Disability, Housing and Community Services (DHCS)	6.9	7.3	7.0
Exhibition Park In Canberra (EPIC)	10.2	9.7	9.9
Gambling and Racing Commission (G&RC)	6.7	9.5	8.3
Justice and Community Safety (JACS)	7.0	10.2	8.9
Land and Property Services (LAPS)	5.8	6.8	6.5
Land Development Agency (LDA)	4.7	9.3	6.8
Legal Aid Commission ACT (LAC)	5.5	3.6	4.8
Legislative Assembly Secretariat (LAS)	7.7	8.9	8.2
Long Service Leave Authority (LSLA)	5.4	9.0	6.6
Territory and Municipal Services (TAMS)	8.3	9.0	8.7
Territory and Municipal Services – ACTION Buses	6.9	10.9	10.5
Service-wide average	7.5	8.4	7.8

The total average length of service across the ACTPS including casuals was 7.8 years (up from 7.6 years in 2008-09). The median length of service for ACTPS employees in June 2010 was approximately five years (which has been the same for the last three financial years) compared with the Australian Public Service (APS) which recorded a median length of service of eight years at June 2010⁷.

The ACTPS is a relatively new service which originally brought together people from a number of different backgrounds and, as such, limitations exist for employee data prior to 1994. This calculation does not take into consideration periods of leave with or without pay. Average length of service by agency is therefore an estimate based on the best historical information available on employee commencements in the ACTPS.

⁶ The calculation of length of service in Table 9 includes casual employees across the ACTPS and care should be taken interpreting the data for these agencies which have a high number of casual employees such as teachers and nursing staff.

⁷ State of the Service Report 2009-10, p.186, Australian Government, Australian Public Service Commission.

Note: Some Non-Chris21 agencies have provided data around length of service within their agency only and may not be reflective of movements within the ACTPS.

Table 10 shows the average length of service of staff across the ACTPS by agency and gender excluding casual employees at June 2010. This methodology provides a more accurate reflection of average length of service.

Table 10: Average length of service in years in the ACTPS excluding casuals

Agency	Female	Male	Total Average
ACT Health	7.6	6.7	7.4
ACT Planning and Land Authority (ACTPLA)	8.7	9.1	8.9
Auditor-General's Office (AG)	4.9	6.7	6.1
Calvary Public Hospital (CPH)	7.2	5.5	6.9
Canberra Institute of Technology (CIT)	8.0	9.1	8.4
Chief Minister's Department (CMD)	7.0	9.0	7.7
Cultural Facilities Corporation (CFC)	5.2	10.2	7.2
Department of Education and Training (DET)	9.3	9.4	9.3
Department of the Environment, Climate Change, Energy and Water (DECCEW)	4.9	8.8	6.4
Department of Treasury (DT)	7.8	9.4	8.5
Disability, Housing and Community Services (DHCS)	7.0	7.5	7.2
Exhibition Park In Canberra (EPIC)	10.2	9.7	9.9
Gambling and Racing Commission (G&RC)	6.7	9.5	8.3
Justice and Community Safety (JACS)	7.1	10.4	9.0
Land and Property Services (LAPS)	5.8	6.8	6.5
Land Development Agency (LDA)	4.7	9.3	6.8
Legal Aid Commission ACT (LAC)	5.5	3.6	4.8
Legislative Assembly Secretariat (LAS)	8.3	11.5	9.4
Long Service Leave Authority (LSLA)	5.4	9.0	6.6
Territory and Municipal Services (TAMS)	8.5	9.1	8.8
Territory and Municipal Services – ACTION Buses	7.5	11.6	11.1
Service-wide average	8.1	8.9	8.4

The total average length of service across the ACTPS (excluding casuals) was 8.4 years (up from 8.2 years in 2008-09). The total average length of service across the ACTPS (excluding casuals) for female employees was 8.1 (up from 7.9 years in 2008-09) and for male employees was 8.9 (up from 8.7 years in 2008-09).

The median length of service for ACTPS employees excluding casuals at June 2010 was five years (down by one year from June 2009).

Table 11 shows the average length of service of staff excluding casuals across the ACTPS by classification group and gender at June 2010.

Table 11: Average length of service in years by classification group and gender excluding casuals

Classification Group	Female	Male	Total Average
Administrative Officers	6.9	6.6	6.8
Ambulance Officers	8.3	9.0	8.8
Bus Operators	6.1	10.6	10.2
Correctional Officers	7.0	5.3	5.7
Dentists/Dental Officers	9.6	6.5	8.7
Disability Officers	7.4	7.0	7.2
Chief Executives/Executives	11.8	10.6	11.1
Fire Brigade Officers	10.9	15.9	15.8
General Service Officers & Equivalent	9.1	9.6	9.5
Health Assistants	8.2	-	8.2
Health Professional Officers	6.5	7.4	6.7
Information Technology Officers	6.2	5.9	5.9
Legal Officers	6.5	9.5	7.7
Legal Support	1.8	1.5	1.7
Linen Production & Maintenance	10.4	9.4	10.0
Medical Officers	3.6	4.7	4.2
Nursing Staff	8.2	5.6	7.9
Professional Officers	6.8	6.7	6.8
Prosecutors	3.4	5.8	4.4
Rangers	4.7	10.4	8.9
School Leaders	15.2	16.0	15.4
Senior Officers	9.8	10.6	10.1
Statutory Office Holders	6.9	11.9	10.0
Teachers	8.7	8.0	8.6
Technical Officers	7.7	11.7	9.9
Trainees & Apprentices	1.4	1.3	1.3
VET Teacher Managers	11.5	13.8	12.4
VET Teachers	8.6	8.5	8.6

In the majority of cases, there appears to be little difference between male and female employees when looking at the average length of service. Classification groups which had the highest gap in length of service between gender were rangers (5.7 years), statutory office holders (5.0 years), fire brigade officers (4.9 years), bus operators (4.5 years) and technical officers (4.0 years), with males having longer service for each of these classifications.

Table 12 shows the average length of service of staff across the ACTPS by generation and gender at June 2010.

Table 12: Average length of service in years by generation excluding casuals

Generation	Female	Male	Total Average
Pre-Baby Boomers	14.7	15.2	14.9
Baby Boomers	11.8	12.9	12.2
Generation X	6.5	6.4	6.5
Generation Y	2.6	2.5	2.6

Not surprisingly, length of service increases with age with the average length of service of Generation Y employees being 2.6 years and Pre-Baby Boomers being 14.9 years.

Figure 5 outlines the average length of service by agency and gender at June 2010.

Figure 5: Average length of service by agency and gender excluding casuals

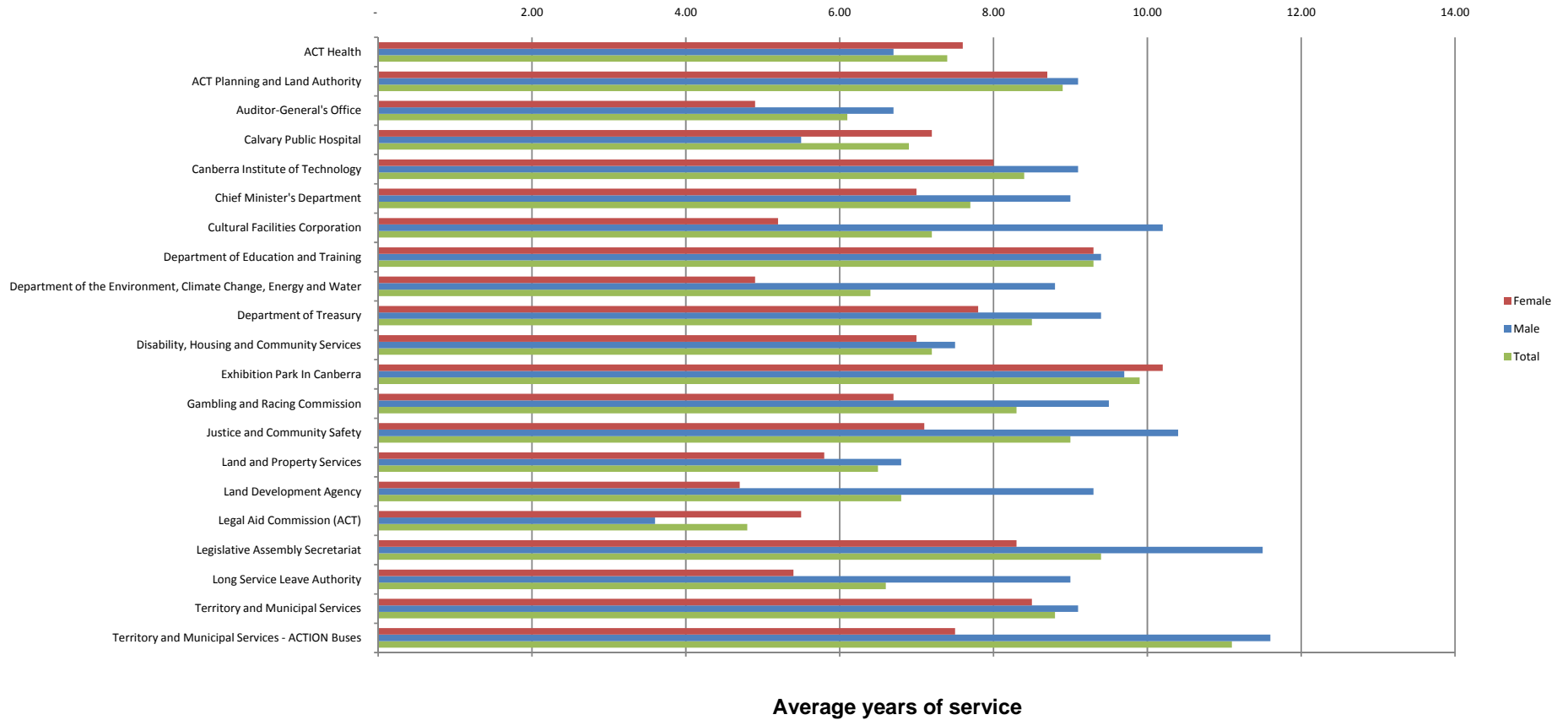
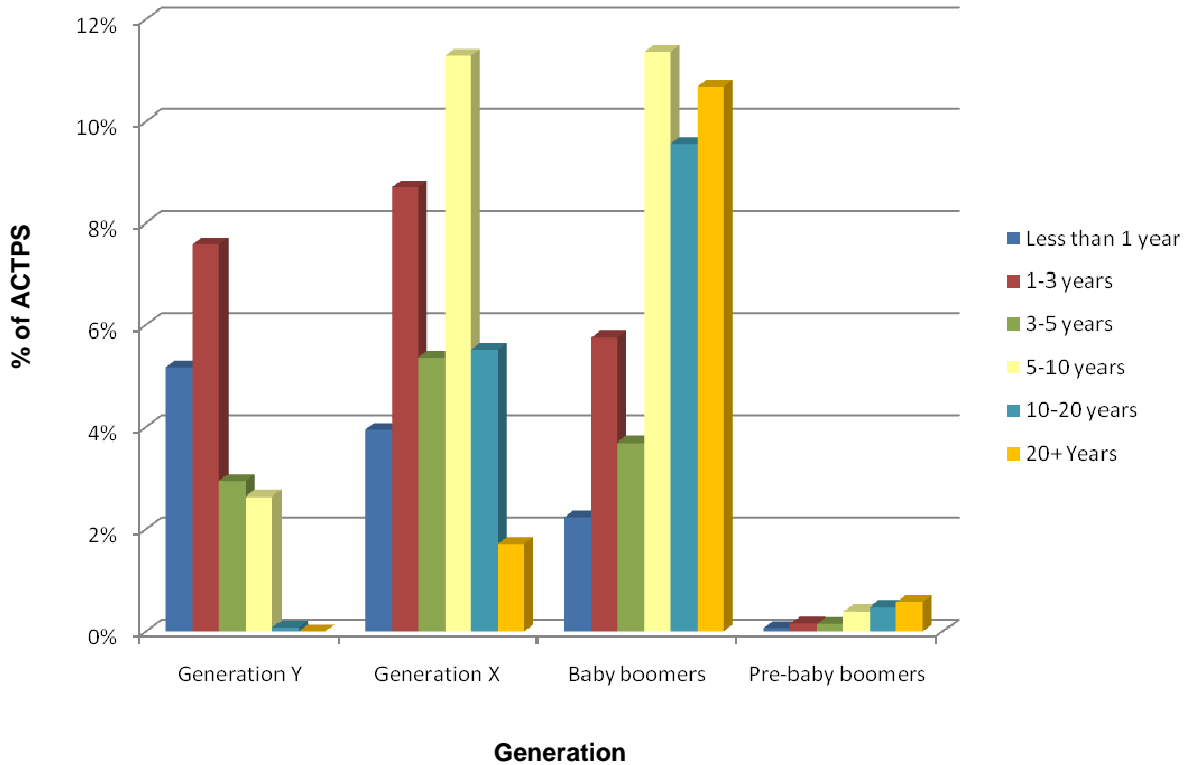


Figure 6 shows the length of service against each generation as a percentage at June 2010.

Figure 6: Length of service by generation as a percentage excluding casuals



The median length of service for the ACTPS at June 2010 was 5-10 years (up from 3-5 years in June 2009). At June 2010, the generational cohort which had the largest increase since 2008-09 was Generation X who have 5-10 years service (2,065 employees up 354 from 1,711 employees in 2008-09).

Of all employees that commenced during the financial year, there were 42 per cent (or 1,151 employees) from Generation Y, 35 per cent (or 969) from Generation X, 22 per cent (or 616) from Baby Boomers and one per cent (or 29) from Pre-Baby Boomers.

Retained Employees

Research suggests that the retention of employees provides a greater return on investment than any other employment strategy. There are many factors that assist employee retention, including a positive work culture, opportunities for career development and training and development, flexible work arrangements and work life balance. Many of these factors are identified by the ACTPS Attraction and Retention Framework⁸. This section analyses the number of employees that continue to be engaged in the workforce at two points in time (June 2009 and June 2010).

Table 13 shows the number of employees retained over the last 12 months in the ACTPS at June 2010 by employment type. This is a snapshot analysis which shows that the employees identified below were employed in the ACTPS at 30 June 2009 and were still employed in the ACTPS at 30 June 2010. The number of retained employees in the ACTPS can be tracked by the AGS number or employee ID number (which are unique identifiers). The retention figures in this section are not directly comparable to the separation rate as a result of differing counting parameters⁹.

Table 13: Employees retained in the ACTPS at June 2010 by employment type

Agency	Permanent	Temporary	Casual	TOTAL
ACT Health	3,966	425	159	4,550
ACT Planning and Land Authority (ACTPLA)	249	14	0	263
Auditor-General's Office (AG)	25	4	0	29
Calvary Public Hospital (CPH)	713	59	83	855
Canberra Institute of Technology (CIT)	519	131	221	871
Chief Minister's Department (CMD)	171	19	3	193
Cultural Facilities Corporation (CFC)	48	9	33	90
Department of Education and Training (DET)	3,779	399	457	4,635
Department of the Environment, Climate Change, Energy and Water (DECCEW)	65	18	0	83
Department of Treasury (DT)	168	16	0	184
Disability, Housing and Community Services (DHCS)	943	42	37	1,022
Exhibition Park In Canberra (EPIC)	9	0	0	9
Gambling and Racing Commission (G&RC)	25	1	0	26
Justice and Community Safety (JACS)	1,274	76	9	1,359
Land and Property Services (LAPS)	105	21	0	126
Land Development Agency (LDA)	66	2	0	68
Legal Aid Commission ACT (LAC)	36	10	0	46
Legislative Assembly Secretariat (LAS)	29	0	5	34
Long Service Leave Authority (LSLA)	11	0	0	11
Territory and Municipal Services (TAMS)	1,642	109	14	1,765
Territory and Municipal Services – ACTION Buses	707	21	56	784
Service-wide total	14,550	1,376	1,077	17,003

⁸ Attraction and Retention Framework – Future Directions for the ACTPS, Chief Minister's Department, September 2008

⁹ This section uses a snapshot analysis (two points in time) of the total ACTPS workforce whereas the separation rate excludes temporary and casual employees from the nominator, includes them in the denominator and is calculated based on the full financial year and involves chris21 agencies only.

At June 2010 there were 17,003 employees (or 84 per cent of the workforce) that were retained during the 2009-10 financial year which comprises of 14,550 permanent employees (or 72 per cent), 1,376 temporary (or 7 per cent) and 1,077 casual employees (or 5 per cent).

There were approximately 3,346 employees (or 16 per cent of the workforce) that joined the ACTPS during the 2009-10 financial year and were still employed at 30 June 2010. This comprised of 1,115 permanent employees (or 5 per cent), 1,281 temporary (or 6 per cent) and 950 casual employees (or 5 per cent).

The agencies with the highest percentage of employees that were retained during the period were the Gambling and Racing Commission (93 per cent), the Long Service Leave Authority (92 per cent), the Department of Treasury (90 per cent) and the Department of Justice and Community Safety (90 per cent).

Tracking this information over time will allow the ACTPS to measure its performance in the attraction and retention of employees.

Separation Rates

Employee separation refers to the rate at which staff leave the service. Separation rates refer to permanent employee separations only and exclude temporary and casual employee separations. Separation data in the Workforce Profile is currently only available for agencies on the Chris21 system. Variations may exist between separation rates in this section and that published by individual agencies due to differences in data sources, data definitions, or retrospective updating of an individual record.

Due to the fluid nature of casual employment and work arrangements, casual separations were not included in the separation rates. Utilising casual figures may distort the separation rates and make analysis difficult. Temporary and casual employees are excluded from the nominator however are included in the denominator of the separation calculation.

It should also be noted, that separation rates within small agencies are susceptible to fluctuations throughout the year.

Table 14 shows the permanent employee separation rate across the 2009-10 reporting period.

Table 14: Permanent separation rates in the ACTPS

Agency	Separation Rate (permanent) 2009-10
ACT Health	7.4%
ACT Planning and Land Authority (ACTPLA)	7.4%
Auditor-General's Office (AG)	12.0%
Canberra Institute of Technology (CIT)	4.6%
Chief Minister's Department (CMD)	7.4%
Department of Education and Training (DET)	5.2%
Department of the Environment, Climate Change, Energy and Water (DECCEW)	6.7%
Department of Treasury (DT)	4.8%
Disability, Housing and Community Services (DHCS)	8.1%
Gambling and Racing Commission (G&RC)	13.3%
Justice and Community Safety (JACS)	6.5%
Land & Property Services (LAPS)	6.8%
Land Development Agency (LDA)	9.5%
Long Service Leave Authority (LSLA)	8.3%
Territory and Municipal Services (TAMS)	5.8%
Employee separation rate	6.4%

The Chris21 permanent employee separation rate for the 2009-10 financial year was 6.4 per cent (up slightly from 6.2 per cent in 2008-09).

Compared to 2008-09, the most significant change in permanent separation rates is within small agencies, including the Department of the Environment, Climate Change, Energy and Water at 6.7 per cent (up from 1.1 per cent) and the Land Development Agency at 9.5 per cent (up from 3.9 per cent).

Table 15 represents the separations rates by classification group at June 2010.

Table 15: Separation rates by classification

Classification Group	Separation Rate (permanent) 2009-10
Administrative Officers	6.9%
Ambulance Officers	4.7%
Correctional Officers	6.7%
Dentists/Dental Officers	27.8%
Disability Officers	8.1%
Fire Brigade Officers	0.9%
General Service Officers and Equivalent	5.8%
Health Assistants	0.0%
Health Professional Officers	9.1%
Information Technology Officers	6.7%
Legal Officers	8.7%
Legal Support	35.5%
Linen Production and Maintenance Officers	4.6%
Medical Officers	1.7%
Nursing Staff	8.8%
Professional Officers	9.5%
Prosecutors	17.1%
Rangers	5.1%
School Leaders	3.4%
Senior Officers	6.5%
Teachers	5.4%
Technical Officers	7.6%
VET Managers	5.6%
VET Teachers	3.5%

The highest separation rate was amongst legal support, dentists/dental officers and prosecutors. It should be noted however that these classification groups are susceptible to variation given their small sample size.

Table 16 presents the separations rates by generation and gender at June 2010.

Table 16: Separation rates by generation and gender

Generation	Female	Male	Separation Rate (permanent) 2009-10
Pre-Baby Boomers	13.6%	19.8%	16.0%
Baby Boomers	7.2%	5.3%	6.6%
Generation X	5.1%	5.2%	5.1%
Generation Y	7.4%	6.1%	7.0%

Overall, the separation rate was highest for Pre-Baby Boomers at 16.0 per cent. The results from Table 16 are relatively consistent with the 2008-09 separation rates by generation and gender.

Work Location

It is useful to look at the work location¹⁰ of the ACTPS workforce given the unique and diverse state and local functions that the ACTPS performs. A breakdown of the suburbs used in each work location is included in Attachment D.

Table 17 outlines the estimated work location of employees as a percentage of the total workforce at June 2010.

Table 17: Work Location as a percentage of ACTPS workforce

Work Location	Percentage of employees
Belconnen	18.94%
City	13.67%
Googong Dam	0.04%
Gungahlin	3.71%
Inner North Canberra	17.83%
Inner South Canberra	5.10%
Jervis Bay	0.10%
Tuggeranong	8.83%
Weston Creek	3.51%
Woden Valley	28.27%

The key observations from the workforce data by work location is that 28 per cent (or 5,752 employees) of the workforce are located in the Woden Valley (the majority of which are at the Canberra Hospital), 19 per cent (or 3,855 employees) are located in Belconnen (including Calvary Public Hospital), 18 per cent (or 3,629 employees) of the workforce are located in the inner north and 14 per cent (or 2,782 employees) work within the City.

¹⁰ The work location within this section is an estimate based on information made available at a point in time. It should be noted that there are a number of occupations within the ACTPS that either have various work locations or rotate through a certain area and as a result the work location that the employee spends the majority of their time has been used. For Bus Operators, the bus depot that they are assigned to has been used.

Leave Usage

There are a number of leave types¹¹ within the ACTPS which assists employees to maintain work and life balance. The concept of work and life balance recognises that all employees have commitments outside the workplace. These commitments may relate to their family, to the community and/or the employee's general health and wellbeing. The ACTPS recognises that it is important to the health and wellbeing of employees to take regular breaks and periods of leave, according to their entitlements.

It should be noted that as a result of the unique composition of the ACTPS and the number of distinct classification groups, there are varying leave accrual methodologies in place. While it is useful to measure leave usage in days, it is incorrect to apply this approach to all classification groups within the ACTPS, for example employees on shift work or rostered arrangements (ie daily hours worked across and within classification groups varies).

This section reviews the usage of annual leave and personal leave types during 2009-10 (including full-time and part-time employees) and represents an estimate based on the best information available¹².

Annual Leave

Agencies are encouraged to have effective leave planning and management mechanisms in place to ensure staff take annual leave and to reduce the levels of leave liability. Table 18 outlines the annual leave usage by agency (in hours) and gender for 2009-10.

Table 18: Annual leave usage by agency and gender (in hours)

Agency	Female Average annual leave usage	Male Average annual leave usage	Total average annual leave usage
ACT Health	141.1	129.1	138.4
ACT Planning and Land Authority (ACTPLA)	127.0	128.6	127.8
Auditor-General's Office (AG)	89.1	130.0	114.7
Canberra Institute of Technology (CIT)	90.9	93.2	91.8
Chief Minister's Department (CMD)	136.7	134.5	136.0
Department of Education and Training (DET)	97.7	105.0	99.4
Department of the Environment, Climate Change, Energy and Water (DECCEW)	113.5	121.2	116.7
Department of Treasury (DT)	128.6	127.8	128.2
Disability, Housing and Community Services (DHCS)	140.0	141.1	140.4
Gambling and Racing Commission (G&RC)	159.8	126.3	141.7
Justice and Community Safety (JACS)	135.2	160.2	150.0
Land Development Agency (LDA)	120.7	129.2	124.8
Long Service Leave Authority (LSLA)	142.3	91.9	125.5
Territory and Municipal Services (TAMS)	135.0	134.3	134.6
Average annual leave usage	121.7	128.0	123.7

¹¹ It should be noted that leave data takes time to mature as a result of a lag in the submission and processing of leave applications (in some cases relating to manual processes) given the retrospective nature of certain leave types (such as personal leave). Leave usage data in the Workforce Profile is currently only available for agencies on the Chris21 system. As LAPS was created in December 2009, it is not possible to capture leave usage data for the entire financial year and as a result LAPS has been omitted. Leave usage data is also affected through combining full-time and part-time employment data together (ie a part-time employee accrues and uses leave pro-rata according to the hours worked).

¹² Caution should be exercised when comparing between occupational groups as annual and personal leave accrual varies between occupational groups within the ACTPS.

The average annual leave taken across the ACTPS for 2009-10 was 123.7 hours (equating to approximately 16.8 days assuming a 7.21 work day). During 2009-10 female employees used less annual leave than the average (123.7 hours) at 121.7 hours (equating to approximately 16.6 days assuming a 7.21 work day), while male employees used 128.0 hours (equating to approximately 17.4 days assuming a 7.21 work day) which is above both the employee and female average leave taken.

The agencies that had the highest annual leave usage were the Department of Justice and Community Safety (150.0 hours), the Gambling and Racing Commission (141.7 hours) and the Department of Disability, Housing and Community Services (140.4 hours).

Table 19 outlines the annual leave usage by the classification groups (in hours) and gender for 2009-10.

Table 19: Annual leave usage by classification group and gender (in hours)

Classification Group	Female Average annual leave usage	Male Average annual leave usage	Total average annual leave usage
Administrative Officers	106.4	112.4	107.8
Ambulance Officers	166.1	127.2	140.8
Correctional Officers	213.3	189.1	194.6
Dentists/Dental Officers	65.6	96.2	79.5
Disability Officers	148.7	127.9	139.7
Chief Executives/Executives	148.9	148.3	148.5
Fire Brigade Officers	105.2	209.1	207.5
General Service Officers and Equivalent	107.7	125.7	121.1
Health Assistants	137.1	-	136.3
Health Professional Officers	122.5	139.6	125.7
Information Technology Officers	141.2	122.9	125.4
Legal Officers	143.6	151.9	146.8
Legal Support	60.2	81.9	63.6
Linen Production and Maintenance Officers	134.9	122.4	129.7
Medical Officers	117.7	120.1	119.1
Nursing Staff	165.0	163.7	164.9
Professional Officers	123.6	127.5	125.1
Prosecutors	115.6	124.9	119.3
Rangers	127.8	174.9	161.9
School Leaders	137.4	147.2	140.3
Senior Officers	145.9	136.8	141.5
Statutory Office Holders	112.3	71.7	92.8
Teachers	101.5	100.2	101.2
Technical Officers	95.8	119.1	106.7
Trainees and Apprentices	81.3	62.7	68.5
VET Teacher Managers	176.6	140.2	164.1
VET Teachers	64.0	80.9	71.5

The classification groups that had the highest average annual leave usage were fire brigade officers (207.5 hours), correctional officers (194.6 hours) and nursing staff (164.9 hours).

For females the classification groups that had the highest annual leave usage were correctional officers (213.3 hours), VET teacher managers (176.6 hours) and ambulance officers (166.1 hours). For males the classification groups that had the highest annual leave usage were fire brigade officers (209.1 hours), correctional officers (189.1 hours) and rangers (174.9 hours).

The classification groups with the lowest annual leave usage were legal support (63.6 hours) and trainees and apprentices (68.5 hours) which is likely to be commensurate with their low length of service. There is a correlation between leave usage, separation rates and length of service.

Personal Leave

Appropriately taken personal leave can assist productivity however, absenteeism incurs both direct and indirect costs and as a result should be regularly monitored.

Personal leave can be analysed to ascertain the proportion of time lost due to staff absence. Personal leave can be taken when an employee has an illness or injury or when they are caring for a person with an illness or injury, illness or injury caused by operational service in extraordinary circumstances and for bonding purposes.

The absence rate is calculated by dividing the total number of hours absent by the total number of available work hours. The absence rate allows for a consistent measurement of absence, that may be compared across different occupational groups, regardless of the standard hours of work applicable to the occupational group.

Table 20 outlines the personal leave usage by agency (in hours) and gender for 2009-10.

Table 20: Personal leave usage by agency and gender (in hours)

Agency	Female Average personal leave usage	Female Absence Rate	Male Average personal leave usage	Male Absence Rate	Total personal leave usage	Total Absence Rate
ACT Health	85.1	5.1%	71.6	3.9%	82.1	4.8%
ACT Planning and Land Authority (ACTPLA)	88.6	5.0%	66.8	3.5%	77.7	4.2%
Auditor-General's Office (AG)	96.3	5.6%	60.1	3.2%	73.7	4.1%
Canberra Institute of Technology (CIT)	44.0	3.3%	38.8	2.8%	42.0	3.1%
Chief Minister's Department (CMD)	62.3	3.5%	58.8	3.1%	61.1	3.4%
Department of Education and Training (DET)	56.2	3.6%	55.7	3.3%	56.1	3.5%
Department of the Environment, Climate Change, Energy and Water (DECCEW)	51.7	3.0%	59.5	3.2%	54.9	3.1%
Department of Treasury (DT)	92.2	5.0%	50.3	2.7%	74.7	4.0%
Disability, Housing and Community Services (DHCS)	89.8	5.1%	77.3	4.2%	86.0	4.8%
Gambling and Racing Commission (G&RC)	79.6	4.6%	52.3	2.8%	64.8	3.6%
Justice and Community Safety (JACS)	79.2	4.4%	71.8	3.6%	74.8	3.9%
Land Development Agency (LDA)	65.0	3.7%	66.8	3.5%	65.8	3.6%
Territory and Municipal Services (TAMS)	81.4	4.6%	78.6	4.2%	79.8	4.3%
Average personal leave usage	72.1	4.4%	67.0	3.7%	70.4	4.1%

A further breakdown of personal leave (with and without certificate) by agency and classification group is included in Attachment E.

At June 2010, the total personal leave taken per employee is approximately 70.4 hours (or 4.1 per cent). Female employees across the ACTPS take on average 72.1 hours of personal leave (or 4.4 per cent) while male employees take on average 67.0 hours (or 3.7 per cent) of personal leave.

The agencies with the highest personal leave usage were the Department of Disability, Housing and Community Services (86.0 hours or 4.8 per cent) and ACT Health (82.1 hours or 4.8 per cent).

Table 21 outlines the personal leave usage by classification group (in hours) and gender for 2009-10.

Table 21: Personal leave usage by classification group and gender (in hours)

Classification Group	Female Average personal leave usage	Female Absence Rate	Male Average personal leave usage	Male Absence Rate	Total personal leave usage	Total Absence Rate
Administrative Officers	71.0	4.4%	74.8	4.2%	71.9	4.3%
Ambulance Officers	77.1	4.4%	68.1	3.5%	71.2	3.8%
Correctional Officers	100.9	5.2%	78.7	4.1%	83.7	4.3%
Dentists/Dental Officers	57.1	4.7%	75.6	4.6%	65.5	4.7%
Disability Officers	87.3	5.1%	78.9	4.5%	83.6	4.8%
Chief Executives/Executives	63.1	3.3%	43.4	2.3%	51.0	2.7%
Fire Brigade Officers	30.8	1.4%	71.3	3.2%	70.7	3.2%
General Service Officers and Equivalent	88.9	5.4%	96.5	5.1%	94.5	5.2%
Health Assistants	115.3	6.9%	-	-	114.6	6.8%
Health Professional Officers	76.8	4.7%	75.4	4.1%	76.6	4.6%
Information Technology Officers	84.3	4.5%	77.0	4.1%	78.0	4.1%
Legal Officers	93.4	5.3%	62.0	3.3%	81.3	4.5%
Legal Support	65.3	3.7%	30.7	1.7%	60.0	3.4%
Linen Production and Maintenance Officers	98.3	5.3%	79.8	4.2%	90.6	4.8%
Medical Officers	42.3	2.4%	33.0	1.8%	37.1	2.0%
Nursing Staff	92.5	5.6%	91.9	5.1%	92.4	5.6%
Professional Officers	78.2	4.5%	53.6	3.0%	68.6	3.9%
Prosecutors	65.0	3.6%	26.1	1.4%	49.3	2.7%
Rangers	56.8	3.2%	122.6	6.2%	104.4	5.5%
School Leaders	77.7	4.1%	71.2	3.8%	75.8	4.0%
Senior Officers	78.8	4.3%	62.5	3.3%	71.0	3.8%
Statutory Office Holders	60.7	3.3%	61.2	3.2%	60.9	3.3%
Teachers	57.0	3.6%	48.8	2.9%	55.2	3.5%
Technical Officers	78.8	5.2%	57.5	3.2%	68.9	4.2%
Trainees and Apprentices	78.0	4.1%	66.2	3.6%	69.9	3.7%
VET Teacher Managers	42.7	2.3%	117.6	6.2%	68.3	3.7%
VET Teachers	21.6	2.1%	29.7	2.5%	25.2	2.3%

The classification groups that had the highest personal leave usage were health assistants (114.6 hours or 6.8 per cent), rangers (104.4 hours or 5.5 per cent) and general service officers and equivalent (94.5 hours or 5.2 per cent).

Time-to-hire

The ACTPS recognises the importance of undertaking effective and efficient recruitment processes in order to find the right person for the right job at the right time. The time-to-hire measure is one way which the ACTPS can assess the efficiency and timeliness of recruitment processes.

The time-to-hire recruitment measure is a target for the average time taken to complete recruitment from the date a vacancy is identified to the date a verbal offer of employment is made.

Table 22 outlines the time-to-hire in days from 2009-10 for those agencies who are clients of Recruitment Services within Shared Services.

Table 22: Time-to-hire by Agency

Agency	Time-to-hire 2009-10 (days)
ACT Health ¹³	N/A
ACT Planning and Land Authority (ACTPLA)	47.7
Canberra Institute of Technology (CIT)	57.7
Chief Minister's Department (CMD)	50.7
Department of Education and Training (DET)	63.9
Department of the Environment, Climate Change, Energy and Water (DECCEW)	56.4
Department of Treasury (DT) ¹⁴	53.0
Disability, Housing and Community Services (DHCS)	61.8
Justice and Community Safety (JACS)	65.3
Land & Property Services (LAPS)	27.9
Land Development Agency (LDA)	75.3
Territory and Municipal Services (TAMS) ¹⁵	62.2
Total time-to-hire	56.5

During the 2009-10 financial year, the average time-to-hire in the ACTPS was 56.5 days. The ACTPS time-to-hire target is 40 working days, however during the 2009-10 financial year there was a maximum nine day turnaround timeframe to advertise within the next available Gazette and the time-to-hire was also inflated by the introduction of the recruitment freeze in the 4th quarter which resulted in the delay of a number of recruitment actions.

Effective from 2 September 2010, employment related notices have been placed on the Jobs Website which has the potential to reduce these recruitment timeframes which will assist agencies in working towards the ACTPS time-to-hire target.

¹³ As ACT Health have an online application management system, time-to-hire data is not available as applications are not managed by Shared Services.

¹⁴ Gambling and Racing Commission's time-to-hire statistics are included within the Department of Treasury.

¹⁵ ACTION Buses' time-to-hire statistics are included within the Department of Territory and Municipal Services.

Remuneration

Remuneration¹⁶ is another useful indicator for reviewing the employment characteristics and trends of the ACTPS workforce. This section reviews employee remuneration data by gender, generational cohort, length of service, employment type and the gender pay gap as at June 2010.

Table 23 below provides remuneration statistics by full-time employment status with headcount used for the calculation (excluding casuals).

Table 23: Key remuneration statistics by full-time employment status

Length of Service	Female	Male	Total Average
Less than 1 Year	\$60,217	\$63,281	\$61,304
1-3 Years	\$64,475	\$66,657	\$65,353
3-5 Years	\$68,308	\$73,141	\$70,128
5-10 Years	\$73,306	\$74,657	\$73,844
10-20 Years	\$76,531	\$76,689	\$76,593
20+ Years	\$79,459	\$77,616	\$78,535
Average Remuneration	\$70,178	\$72,294	\$71,034
Generation			
Pre-Baby Boomers	\$72,033	\$69,111	\$70,326
Baby Boomers	\$74,273	\$76,593	\$75,235
Generation X	\$73,090	\$73,609	\$73,324
Generation Y	\$59,712	\$57,767	\$59,134

The average full-time salary among staff employed in agencies was \$71,034 (up \$1,242 from \$69,792 in 2008-09).

¹⁶ In this section, remuneration (also known as annual salary) represents the annual salary as recorded in each individual employee's record. It does not include allowances and other pay components. In the majority of cases, it represents the salary increment point within the classification that the employee is employed against. It should be noted that the calculation of remuneration statistics in Table 23 and 24 excludes executive remuneration.

Table 24 below provides part-time remuneration statistics adjusted to full-time equivalent. The table also includes the average FTE by gender, length of service and generation type. For example (see row 1) females with less than 1 year service received on average a full-time equivalent salary of \$64,171 and worked an average of 0.67 (FTE) of the standard full-time hours¹⁷. The average part-time salary for females with less than 1 year service is \$42,995 (\$64,171 x 0.67 FTE).

Table 24: Key remuneration statistics by part-time employment status

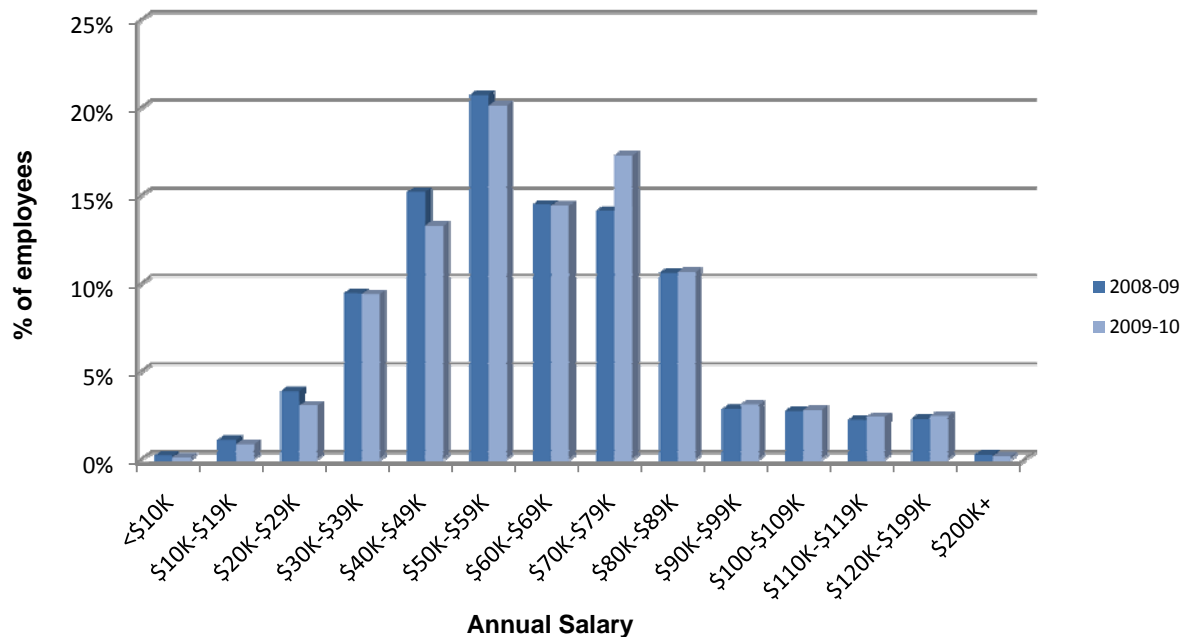
Length of Service	Female	Female average FTE	Male	Male average FTE	Total Average	Total average FTE
Less than 1 Year	\$64,171	0.67	\$58,991	0.60	\$62,780	0.65
1-3 Years	\$60,374	0.70	\$62,499	0.69	\$60,844	0.70
3-5 Years	\$63,541	0.69	\$58,269	0.70	\$62,861	0.69
5-10 Years	\$67,301	0.70	\$68,528	0.69	\$67,427	0.69
10-20 Years	\$69,335	0.69	\$68,864	0.73	\$69,269	0.70
20+ Years	\$72,573	0.71	\$74,609	0.70	\$72,793	0.71
Average Remuneration	\$66,128	0.69	\$64,530	0.68	\$65,882	0.69
Generation						
Pre-Baby Boomers	\$68,451	0.62	\$67,974	0.62	\$68,316	0.62
Baby Boomers	\$65,421	0.72	\$66,811	0.68	\$65,641	0.72
Generation X	\$68,399	0.67	\$66,330	0.69	\$68,144	0.68
Generation Y	\$58,430	0.66	\$51,101	0.70	\$56,779	0.66

The average full-time equivalent salary for part-time employees was \$65,882 (\$5,152 below the average salary of full-time employees). Part-time female employees received a full-time equivalent salary of \$66,128 with an average FTE of 0.69 (up from \$61,471 and the same FTE in 2008-09), which was slightly higher than the average full-time equivalent salary for a part-time male employee who received \$64,530, with an average FTE of 0.68 (up from \$60,602 with an FTE of 0.71 in 2008-09).

¹⁷ Headcount is not used in the calculation of part-time salaries in Table 24 as it inflates the remuneration.

Figure 7 outlines the annual salary profile across the Service in \$10,000 increments for 2008-09 and 2009-10 (excluding casuals).

Figure 7: Annual salary profile¹⁸ for 2008-09 and 2009-10 (excluding casuals)



The highest variations when comparing June 2010 to June 2009 is amongst employees who receive an annual salary of \$70,000-\$79,999 and an annual salary of \$40,000-\$49,999.

At June 2010, 17 per cent of employees received an annual salary of \$70,000-\$79,999 (up from 14 per cent at June 2009), while 13 per cent of employees received an annual salary of \$40,000-\$49,999 (down from 15 per cent at June 2009).

¹⁸ Employees who receive on average an annual salary of \$120,000 to \$199,000 have been grouped together given the small size of the workforce to more clearly articulate salary trends (this cohort includes lower level executives or equivalent employees).

Figure 8 outlines the annual salary profile by gender as a percentage of each gender for 2009-10 (excluding casuals).

Figure 8: 2009-10 Annual Salary by Gender Profile¹⁹ as a percentage of each gender (excluding casuals)

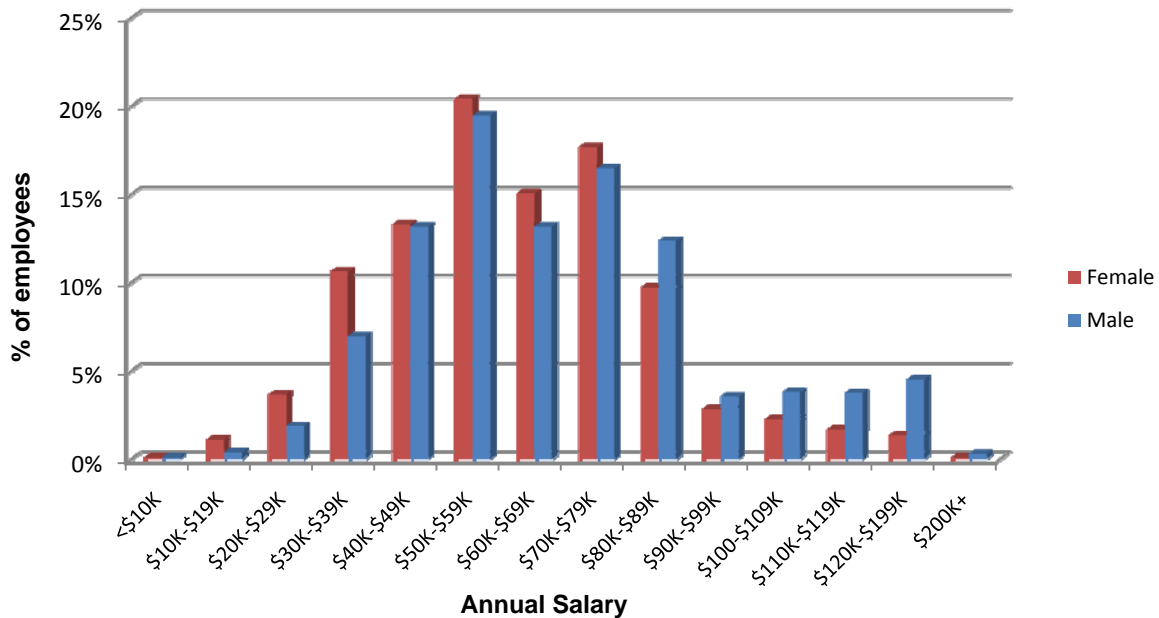


Figure 8 shows that there is a relatively consistent proportion of female to male employees by the increments across the ACTPS at June 2010, although there continues to be some imbalance in the proportion of male and female employees in the \$30,000-\$39,999 and \$80,000-\$89,999 brackets. This imbalance increases as salary increases above \$90,000.

Amongst female employees, 11 per cent (or 1,275 employees) receive on average an annual salary of \$30,000-\$39,999, while amongst male employees, seven per cent (or 442 employees) receive on average an annual salary of \$30,000-\$39,999.

Amongst male employees, 12 per cent (or 786 employees) receive on average an annual salary of \$80,000-\$89,999, while amongst female employees, 9.7 per cent (or 1,165 employees) receive on average an annual salary of \$80,000-\$89,999.

¹⁹ Employees who receive on average an annual salary of \$120,000 to \$199,000 have been grouped together given the small size of the workforce to more clearly articulate salary trends (this cohort includes lower level executives or equivalent employees).

Gender Pay Gap

Gender pay equity involves reviewing the difference in average earnings of male and female employees to determine whether a gap exists²⁰. The number of male and female employees and their average earnings will effect the calculation of the gender pay gap.

The calculation used to determine the gender pay gap is²¹:

$$1 \text{ minus } (\text{female weekly ordinary time earnings} / \text{male weekly ordinary time earnings}) \times 100$$

A positive gender pay gap means that the average earnings of female employees is less than the average earnings of male employees. Conversely a negative gender pay gap means that the average earnings of female employees is more than the average earnings of male employees.

The gender pay gap methodology used within this section is based on the methodology used by the Western Australian Government's Department of Commerce.

The calculation of the gender pay gap in the ACTPS uses the anticipated annual salary (excluding allowances and other pay components) which is the best data available. In the majority of cases, it represents the salary increment point within the classification that the employee is employed against. Accordingly caution should be exercised when comparing ACTPS results to other jurisdictions which may use different methodologies.

ACT Public Service Gender Pay Gap²²

As at June 2010, the gender pay gap for the ACTPS workforce was 3.3 per cent (down from 5.5 per cent in 2008-09) which means that on average for every dollar earned by male employees in the ACTPS, females earned 96.7 cents (up from 94.5 cents in 2008-09).

Table 25 shows the ACTPS Gender Pay Gap compared with the ACT and Australia's gender pay gap.

Table 25: ACTPS Gender Pay Gap and relevant workforce comparisons

Workforce	Gender Pay Gap
ACTPS Gender Pay Gap	3.3
ACT Gender Pay Gap	13.8
Australia's Gender Pay Gap	17.6

²⁰ Department of Commerce, Western Australia Government, Pay Equity – Factsheets - The gender pay gap in the WA public sector

²¹ Department of Commerce, Western Australia Government, Pay Equity – About the Statistics

http://www.commerce.wa.gov.au/LabourRelations/Content/Work%20Life%20Balance/Pay%20Equity/About_PE_statistics.html

²² In this section, the calculation of the gender pay gap uses the anticipated annual salary instead of what is actually paid to the employee. It does not include allowances and other pay components. In the majority of cases, it represents the salary assigned to the classification of the employee. Casual employee records are excluded in the calculation as it is difficult to estimate an annual salary for these employees as a result of their fluctuating work patterns.

While caution should be exercised in comparing results based on different methodologies, the difference in this case is marginal and the gender pay gap for the ACTPS workforce is lower than the national and broader ACT gender pay gap. The national pay gap was 17.6 per cent at May 2010, while the ACT gender pay gap was 13.8 per cent (ABS 6302 Average weekly earnings trend estimates). These gender pay gap figures are based on full-time adult ordinary time earnings figures compiled by the ABS²³.

Gender Pay Gap by Agency

At June 2010, the Agencies with the highest positive gender pay gap were the Long Service Leave Authority (37.8 per cent), the Legal Aid Commission (28.5 per cent) and the Department of Treasury (21.2 per cent). This means that on average for every dollar earned by male employees in these agencies, females earned 62.2 cents, 71.5 cents and 78.8 cents respectively.

As each of the above agencies are considered to have a small workforce, it should be noted that any variation in the percentage of female and male employees and their roles within small agencies will impact significantly on the gender pay gap calculations.

At June 2010, the agencies that had the most significant negative differences between the salaries of female and male employees were the Exhibition Park in Canberra (-36.7 per cent), the Calvary Public Hospital (-7.3 per cent) and the Department of Justice and Community Safety (-2.2 per cent). This means that the average earnings of female employees were more than the average earnings of male employees.

A breakdown of the gender pay gap by agency is included in Attachment F.

²³ Australian Bureau of Statistics, Commonwealth Government, Average Weekly Earnings - States & Territories: Trend (6302.0)

To assist with analysing the gender pay gap by agency, Table 26 provides some observations of the key gender pay gap results.

Table 26: Observations of key gender pay gap results by Agency

Agency	Agency Observations
Long Service Leave Authority (37.8%)	This is a small agency which has a positive gender pay gap within administrative officers. Within administrative officers, there is a high proportion of female employees however male employees have a longer length of service.
Legal Aid Commission (28.5%)	This is a small agency which has a positive gender pay gap within senior officers, legal officers and administrative officers. Amongst senior officers, male employees occupy the majority of these roles. While there is a relatively even proportion of male and female lawyers, there is a high proportion of female administrative officers compared to male employees and these roles have a lower remuneration than legal and senior officers.
Department of Treasury (21.2%)	This is a small agency which has a positive gender pay gap within senior officers. Within senior officers there is a high proportion of male employees who have a slightly longer length of service. It should be noted that at June 2010, there was a negative pay gap in administrative officers which means that female administrative officers earn on average higher than male administrative officers.

Gender Pay Gap by Classification Group

The ACT Government supports the principles of pay equity across the ACTPS through the establishment of common terms and conditions (including standardised salaries across classifications) in enterprise agreements. The arrangements in the ACTPS are unlike some other public sector jurisdictions who have differing, at times significantly differing, salaries across their agencies. Common terms and conditions promote consistency and mobility across the service.

Table 27 shows the gender pay gap by classification group. For example, administrative officers have a positive gender pay gap of 5.0 per cent. This means that on average for every dollar earned by a full-time male employee, full-time female employees earn 95 cents. The negative gender pay gap of -2.5 per cent for disability officers, means that on average for every dollar earned by a full-time male employee, full-time female employees earn \$1.03. Again, however, caution should be exercised in interpreting these results where the numbers in a particular classification group are small.

Given the small sample size of some classification groups, some variation between reporting periods is expected.

Table 27: Gender Pay Gap by Classification Group

Classification Group	Gender Pay Gap	Average female earnings for every \$1.00 earned by male employees
Administrative Officers	5.0%	\$0.95
Ambulance Officers	-1.4%	\$1.01
Bus Operators	-0.2%	\$1.00
Correctional Officers	1.8%	\$0.98
Dentists/Dental Officers	10.9%	\$0.89
Disability Officers	-2.5%	\$1.03
Chief Executives/Executives	-0.6%	\$1.01
Fire Brigade Officers	2.8%	\$0.97
General Service Officers and Equivalent	14.4%	\$0.86
Health Assistants ²⁴	N/A	N/A
Health Professional Officers	1.2%	\$0.99
Information Technology Officers	1.4%	\$0.99
Legal Officers	7.5%	\$0.93
Legal Support	0.2%	\$1.00
Linen Production and Maintenance Officers	12.3%	\$0.88
Medical Officers	9.7%	\$0.90
Nursing Staff	-5.3%	\$1.05
Professional Officers	8.2%	\$0.92
Prosecutors	11.6%	\$0.88
Rangers	-0.2%	\$1.00
School Leaders	2.7%	\$0.97
Senior Officers	3.9%	\$0.96
Statutory Office Holders	-0.4%	\$1.00
Teachers	-0.7%	\$1.01
Technical Officers	16.7%	\$0.83
Trainees and Apprentices	-77.6%	\$1.78
VET Teacher Managers	2.1%	\$0.98
VET Teachers	-4.2%	\$1.04

Based on Table 27, classification groups that have the highest positive gender pay gap were technical officers (16.7 per cent), general service officers and equivalent (14.4 per cent), linen production and maintenance officers (12.3 per cent), prosecutors (11.6 per cent) and dentists/dental officers (10.9 per cent).

Classification groups which have the most significant negative difference between the salaries of female and male employees were trainees and apprentices (-77.6 per cent), nursing staff (-5.3 per cent) and VET teachers (-4.2 per cent).

²⁴ The Health Assistant classification group currently has no male employees.

To assist with analysing the gender pay gap by classification, Table 28 provides some observations of the key gender pay gap results.

Table 28: Observations of key gender pay gap results by classification group

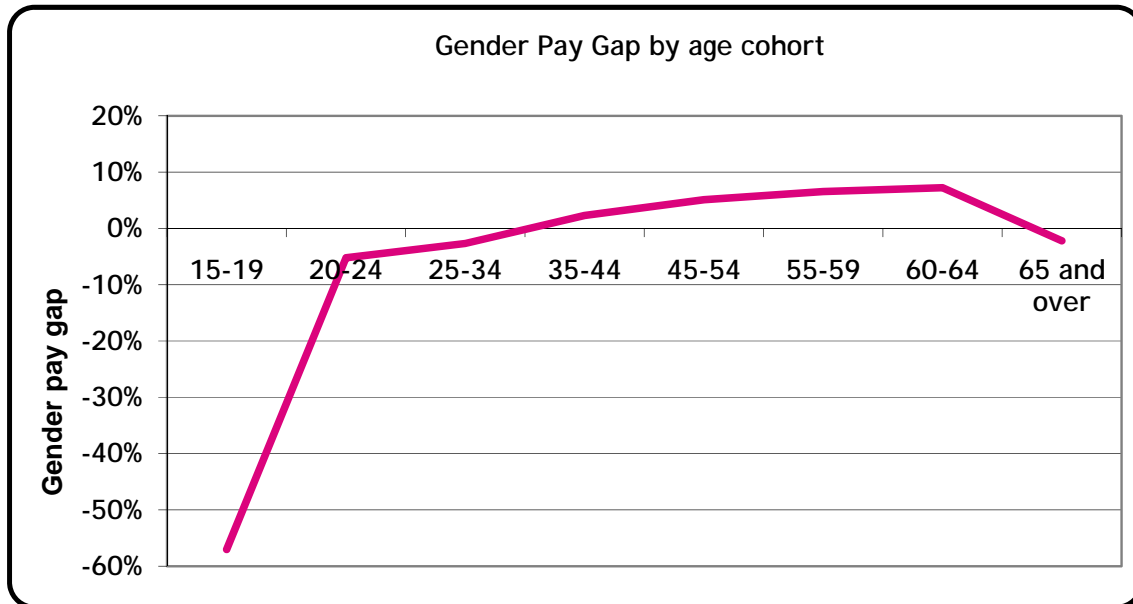
Classification Group	Observation
Technical Officers (16.7%)	There is a slightly higher percentage of male employees in this cohort who earn on average <u>more</u> than the female employees in this cohort.
General Service Officers & Equivalent (14.4%)	There is a high percentage of male employees in this cohort who earn on average <u>more</u> than the female employees in this cohort.
Linen Production and Maintenance Officers (12.3%)	There is a higher percentage of female employees in this cohort. The male employees in this cohort earn on average <u>more</u> than the female employees in this cohort.
Prosecutors (11.6%)	There is a higher percentage of female employees in this cohort. The male employees in this cohort have a longer length of service and earn on average <u>more</u> than the female employees in this cohort.
Dentists/Dental Officers (10.9%)	This is a small cohort that has a high percentage of female employees who earn on average <u>less</u> than the small percentage of male employees.
VET Teachers (-4.2%)	There is a high percentage of female employees in this cohort who earn on average <u>more</u> than the male employees in this cohort.
Nursing Staff (-5.3%)	There is a very high percentage of female employees in this cohort who earn on average <u>more</u> than the male employees in this cohort.
Trainees & Apprentices (-77.6%)	There is a high percentage of male employees in this cohort who earn on average <u>less</u> than the female employees in this cohort.

Female employees earn less than male employees in the ACTPS in part because they are currently at lower salary increment points within a classification group.

Gender Pay Gap by Age Cohort

Figure 9 outlines the gender pay gap by age cohort.

Figure 9: Gender Pay Gap by Age Cohort



The key observation from Figure 9 is that while the gap is negative up to the 25 – 34 age group, the positive gender pay gap increases with age with a drop for employees aged 65 and over.

Equity and Diversity Profile

A vital challenge for the ACTPS is to have a workforce which is reflective of the demographics of the ACT Community. Analysing the employee equity and diversity profile within the ACTPS assists in measuring progress towards achieving this key challenge. The benefits of valuing diversity and creating respectful workplaces include increased employee engagement, heightened levels of workplace participation and innovation due to diverse thinking. Valuing and capitalising on employee diversity leads to productive workplaces that will assist in the retention and attraction of employees, through enhanced morale, increased job satisfaction and productivity²⁵.

Equity is ensuring that everyone is treated in a fair manner, according to their individual needs and circumstances in the workplace and includes the concept of Equal Employment Opportunity (EEO). Diversity is about recognising the value of individual differences and integrating this into the workplace²⁶.

Diversity reporting in this section of the Workforce Profile covers the following categories:

- Aboriginal and Torres Strait Islander employment;
- Culturally and Linguistically Diverse (CALD) employment;
- Employment of People with a Disability; and
- Male and female employment.

Overall 15 per cent of employees in ACTPS agencies identified that they belong to one of the diversity categories listed above (excluding gender). An analysis of male and female employment is included in this section.

It should be noted that ACTPS workplace diversity information is based on voluntary disclosure of information and therefore the figures are likely to under-estimate the actual proportion of diversity groups in the ACTPS. Statistics on equity and diversity are also provided in agency Annual Reports as well as monitoring and evaluation through the ACTPS Respect, Equity and Diversity Framework.

The analysis of the workforce data in this section has been undertaken in a way that does not identify individual employees.

²⁵ ACTPS Respect, Equity and Diversity Framework

²⁶ Adapted from the Australian Public Service Commission - Respect: Promoting a culture free from harassment and bullying in the APS

Aboriginal and Torres Strait Islander Employment

An overview of Aboriginal and Torres Strait Islander employment within the ACTPS at June 2010 is shown in Table 29.

Table 29: Aboriginal and Torres Strait Islander employees

Aboriginal and Torres Strait Islander Employment	Female	Male	Total
	94	82	176
Employment Category			
Permanent Full-time	45	61	106
Permanent Part-time	6	5	11
Temporary Full-time	15	7	22
Temporary Part-time	7	2	9
Casual	21	7	28
Total	94	82	176
Generation			
Pre-Baby Boomers	2	0	2
Baby Boomers	28	26	54
Generation X	35	29	64
Generation Y	29	27	56
Total	94	82	176
Length of Service			
Less than 1 Year	33	19	52
1-3 Years	34	24	58
3-5 Years	11	12	23
5-10 Years	14	18	32
10-20 Years	2	3	5
20+ Years	0	6	6
TOTAL	94	82	176
Separation Rate (%)	9.2	10.6	9.8
Average annual leave taken (hours)	81.5	115.1	96.2
Average personal leave taken (hours)	72.7	72.1	72.4
Average personal leave taken absence rate (%)	4.6	4.1	4.4
Average Remuneration (full-time)	\$63,616	\$61,140	\$62,301

As at June 2010, 176 employees (or 0.9 per cent) identified as an Aboriginal or Torres Strait Islander (up one employee from 175 in 2008-09).

As well as presenting statistical information around gender and employment status, Table 29 details length of service for Aboriginal and Torres Strait Islander employees, with 62.5 per cent of identified Aboriginal and Torres Strait Islander employees joining the ACTPS in the last three years. The Aboriginal and Torres Strait Islander employee separation rate is 9.8 per cent which is above the ACTPS separation rate of 6.4 per cent.

At June 2010, the average annual leave taken for Aboriginal and Torres Strait Islander employees was approximately 96.2 hours, which is below the ACTPS annual leave average of 123.7 hours. Female Aboriginal and Torres Strait Islander employees take on average 81.5 hours of annual leave compared to their male counterparts at 115.1 hours.

At June 2010, the average personal leave taken for Aboriginal and Torres Strait Islander employees was approximately 72.4 hours (or 4.4 per cent), which is slightly above the ACTPS personal leave average of 70.4 hours (or 4.1 per cent).

The average annual salary for full-time Aboriginal and Torres Strait Islander employees was \$62,301.

Table 30 provides an overview of Aboriginal and/or Torres Strait Islander employment by agency and gender shown as a percentage of each gender in the agency and the total agency workforce.

Table 30: Aboriginal and Torres Strait Islander employees by agency as a percentage

Agency	Female	Male	Total Average
ACT Health	0.5%	0.1%	0.6%
ACT Planning and Land Authority (ACTPLA)	0.3%	0.3%	0.7%
Auditor-General's Office (AG)	0.0%	0.0%	0.0%
Calvary Public Hospital (CPH)*	0.0%	0.0%	0.0%
Canberra Institute of Technology (CIT)	1.3%	0.8%	2.1%
Chief Minister's Department (CMD)	0.0%	0.9%	0.9%
Cultural Facilities Corporation (CFC)	0.0%	0.0%	0.0%
Department of Education and Training (DET)	0.4%	0.2%	0.7%
Department of the Environment, Climate Change, Energy and Water (DECCEW)	0.9%	0.0%	0.9%
Department of Treasury (DT)	0.0%	0.5%	0.5%
Disability, Housing and Community Services (DHCS)	0.9%	1.6%	2.6%
Exhibition Park In Canberra (EPIC)	0.0%	0.0%	0.0%
Gambling and Racing Commission (G&RC)	0.0%	0.0%	0.0%
Justice and Community Safety (JACS)	0.7%	0.5%	1.1%
Land and Property Services (LAPS)	0.0%	0.7%	0.7%
Land Development Agency (LDA)	0.0%	1.2%	1.2%
Legal Aid Commission ACT (LAC)	0.0%	0.0%	0.0%
Legislative Assembly Secretariat (LAS)*	0.0%	0.0%	0.0%
Long Service Leave Authority (LSLA)	0.0%	0.0%	0.0%
Territory and Municipal Services (TAMS)	0.2%	0.7%	0.8%
Territory and Municipal Services - ACTION Buses	0.0%	0.9%	0.9%
Service-wide	0.5%	0.4%	0.9%

* Figures in this table are rounded to one decimal place. The Calvary Public Hospital and the Legislative Assembly Secretariat do not collect these statistics.

The highest representation of employees identifying as Aboriginal and/or Torres Strait Islander were reported in the Department of Disability, Housing and Community Services (2.6 per cent), the Canberra Institute of Technology (2.1 per cent) and the Land Development Agency (1.2 per cent).

Culturally and Linguistically Diverse (CALD) Employment

As at June 2010, 13 per cent or 2,540 employees (up 177 from 2,363 in 2008-09) identified as having a first language other than English across the ACTPS.

Table 31 provides an overview of CALD employment within the ACTPS at June 2010.

Table 31: Culturally and linguistically diverse employees

Culturally and Linguistically Diverse Employment	Female	Male	Total
	1,557	983	2,540
Employment Category			
Permanent Full-time	784	603	1,387
Permanent Part-time	304	141	445
Temporary Full-time	229	147	376
Temporary Part-time	71	15	86
Casual	169	77	246
Total	1,557	983	2,540
Generation			
Pre-Baby Boomers	25	28	53
Baby Boomers	653	432	1,085
Generation X	637	396	1,033
Generation Y	242	127	369
Total	1,557	983	2,540
Length of Service			
Less than 1 Year	259	156	415
1-3 Years	365	298	663
3-5 Years	193	86	279
5-10 Years	391	218	609
10-20 Years	196	116	312
20+ Years	153	109	262
Total	1,557	983	2,540
Separation Rate (%)	5.1	4.6	4.9
Average annual leave taken (hours)	108.0	106.1	107.4
Average personal leave taken (hours)	64.4	61.0	63.3
Average personal leave taken absence rate (%)	3.8	3.4	3.7
Average Remuneration (full-time)	\$68,766	\$71,814	\$70,063

Table 31 indicates that CALD numbers in Generation X and Generation Y increased by 95 and 92 employees respectively. It also identifies that 53 per cent (or 1,357) of CALD employees joined the ACTPS in the last five years (up by 50 from 1,307 employees in 2008-09).

The CALD employee separation rate is 4.9 per cent which is significantly below the ACTPS separation rate of 6.4 per cent.

At June 2010, the average annual leave taken for CALD employees is approximately 107.4 hours, which is below the ACTPS annual leave average of 123.7 hours. Female CALD employees take on average more annual leave than male CALD employees (108.0 hours and 106.1 hours respectively).

CALD employees take on average 63.3 hours (or 3.7 per cent) of personal leave, which is below the ACTPS personal leave average of 70.4 hours (or 4.1 per cent).

The average annual salary for full-time CALD employees was \$70,063. Male CALD employees who worked full-time received above the CALD average at \$71,814, whereas full-time females received \$68,766.

Table 32 provides an overview of where employees identified as being from a culturally and linguistically diverse background by agency and gender shown as a percentage of each gender in the agency and the total agency workforce.

Table 32: Culturally and linguistically diverse employees by agency as a percentage

Agency	Female	Male	Total Average
ACT Health	10.8%	4.6%	15.4%
ACT Planning and Land Authority (ACTPLA)	7.0%	6.3%	13.3%
Auditor-General's Office (AG)	5.6%	19.4%	25.0%
Calvary Public Hospital (CPH)*	0.0%	0.0%	0.0%
Canberra Institute of Technology (CIT)	10.4%	4.4%	14.8%
Chief Minister's Department (CMD)	10.4%	0.9%	11.3%
Cultural Facilities Corporation (CFC)	1.4%	0.0%	1.4%
Department of Education and Training (DET)	7.5%	1.9%	9.5%
Department of the Environment, Climate Change, Energy and Water (DECCEW)	4.7%	3.8%	8.5%
Department of Treasury (DT)	12.2%	5.4%	17.6%
Disability, Housing and Community Services (DHCS)	8.7%	4.1%	12.8%
Exhibition Park In Canberra (EPIC)	0.0%	0.0%	0.0%
Gambling and Racing Commission (G&RC)	0.0%	0.0%	0.0%
Justice and Community Safety (JACS)	4.3%	3.4%	7.7%
Land and Property Services (LAPS)	3.5%	5.6%	9.2%
Land Development Agency (LDA)	3.6%	2.4%	6.0%
Legal Aid Commission ACT (LAC)	3.0%	0.0%	3.0%
Legislative Assembly Secretariat (LAS)*	0.0%	0.0%	0.0%
Long Service Leave Authority (LSLA)	25.0%	8.3%	33.3%
Territory and Municipal Services (TAMS)	6.0%	6.5%	12.6%
Territory and Municipal Services - ACTION Buses	4.1%	32.0%	36.1%
Service-wide	7.7%	4.8%	12.5%

* Figures in this table are rounded to one decimal place. The Calvary Public Hospital and the Legislative Assembly Secretariat do not collect these statistics.

The highest representation of CALD employees were reported in TAMS - ACTION Buses (36.1 per cent), the Long Service Leave Authority (33.3 per cent) and the Auditor-General's Office (25.0 per cent).

Employment of People with a Disability

At June 2010, 327 employees (up 23 from 304 in 2008-09) or 1.6 per cent of ACTPS employees identified as having a disability.

Table 33 provides an overview of disability employment within the ACTPS as at June 2010.

Table 33: Employees with a disability

People with a Disability	Female	Male	Total
	188	139	327
Employment Category			
Permanent Full-time	87	89	176
Permanent Part-time	51	13	64
Temporary Full-time	26	24	50
Temporary Part-time	8	1	9
Casual	16	12	28
Total	188	139	327
Generation			
Pre-Baby Boomers	7	3	10
Baby Boomers	85	66	151
Generation X	57	53	110
Generation Y	39	17	56
Total	188	139	327
Length of Service			
Less than 1 Year	39	26	65
1-3 Years	45	37	82
3-5 Years	26	13	39
5-10 Years	25	17	42
10-20 Years	31	23	54
20+ Years	22	23	45
TOTAL	188	139	327
Separation Rate (%)	6.8	9.0	7.8
Average annual leave taken (hours)	105.0	108.0	106.3
Average personal leave taken (hours)	89.9	85.2	87.9
Average personal leave taken absence rate (%)	5.5	4.8	5.2
Average Remuneration (full-time)	\$69,539	\$70,770	\$70,155

Table 33 details that employees with a disability who have joined the ACTPS in the last three years represent 45 per cent of the cohort (down one per cent from 2008-09). The separation rate for employees identifying as having a disability is 7.8 per cent which is higher than the ACTPS separation rate of 6.4 per cent.

At June 2010, the average annual leave taken for employees identifying as having a disability is approximately 106.3 hours, which is below the ACTPS annual leave average of 123.7 hours. Male employees in this cohort take on average more annual leave than female employees in this cohort (108.0 hours and 105.0 hours respectively).

Employees identifying as having a disability take on average 87.9 hours (or 5.2 per cent) of personal leave, which is above the ACTPS personal leave average of 70.4 hours (or 4.1 per cent).

Table 34 provides an overview of employees who have identified as having a disability by agency and gender shown as a percentage of each gender in the agency and the total agency workforce.

Table 34: Employees with a disability by agency as a percentage

Agency	Female	Male	Total Average
ACT Health	1.3%	0.4%	1.8%
ACT Planning and Land Authority (ACTPLA)	1.7%	2.0%	3.7%
Auditor-General's Office (AG)	0.0%	2.8%	2.8%
Calvary Public Hospital (CPH)*	0.0%	0.0%	0.0%
Canberra Institute of Technology (CIT)	0.8%	0.7%	1.5%
Chief Minister's Department (CMD)	0.9%	2.3%	3.2%
Cultural Facilities Corporation (CFC)	0.7%	1.4%	2.2%
Department of Education and Training (DET)	0.8%	0.3%	1.2%
Department of the Environment, Climate Change, Energy and Water (DECCEW)	2.8%	0.0%	2.8%
Department of Treasury (DT)	0.5%	0.0%	0.5%
Disability, Housing and Community Services (DHCS)	1.6%	0.9%	2.5%
Exhibition Park In Canberra (EPIC)	0.0%	0.0%	0.0%
Gambling and Racing Commission (G&RC)	0.0%	0.0%	0.0%
Justice and Community Safety (JACS)	0.5%	1.5%	1.9%
Land and Property Services (LAPS)	0.7%	4.9%	5.6%
Land Development Agency (LDA)	0.0%	1.2%	1.2%
Legal Aid Commission ACT (LAC)	0.0%	0.0%	0.0%
Legislative Assembly Secretariat (LAS)*	0.0%	0.0%	0.0%
Long Service Leave Authority (LSLA)	0.0%	0.0%	0.0%
Territory and Municipal Services (TAMS)	1.0%	1.6%	2.6%
Territory and Municipal Services - ACTION Buses	0.0%	0.2%	0.2%
Service-wide	0.9%	0.7%	1.6%

* Figures in this table are rounded to one decimal place. The Calvary Public Hospital and the Legislative Assembly Secretariat do not collect these statistics.

The highest representation of people with a disability were reported in the Department of Land and Property Services (5.6 per cent), the ACT Planning and Land Authority (3.7 per cent) and the Chief Minister's Department (3.2 per cent).

Male and Female Employment

Male and female employment is another useful indicator for reviewing the employment characteristics and trends of the ACTPS workforce. This section reviews employment by gender, agency, and classification and provides an historical breakdown since 1995.

As at June 2010, the ACTPS workforce comprised approximately 66 per cent females and 34 per cent males. This was the same percentage breakdown as in June 2009 and in fact is unchanged since 2005-06.

Table 35 shows the gender distribution by each agency at June 2010.

Table 35: Gender by agency

Agency	Female	Male	TOTAL	Female	Male
ACT Health	4,333	1,261	5,594	77%	23%
ACT Planning and Land Authority (ACTPLA)	147	153	300	49%	51%
Auditor-General's Office (AG)	13	23	36	36%	64%
Calvary Public Hospital (CPH)	859	185	1,044	82%	18%
Canberra Institute of Technology (CIT)	720	449	1,169	62%	38%
Chief Minister's Department (CMD)	149	73	222	67%	33%
Cultural Facilities Corporation (CFC)	76	63	139	55%	45%
Department of Education and Training (DET)	4,377	1,231	5,608	78%	22%
Department of the Environment, Climate Change, Energy and Water (DECCEW)	64	42	106	60%	40%
Department of Treasury (DT)	120	85	205	59%	41%
Disability, Housing and Community Services (DHCS)	805	354	1,159	69%	31%
Exhibition Park In Canberra (EPIC)	5	5	10	50%	50%
Gambling and Racing Commission (G&RC)	12	16	28	43%	57%
Justice and Community Safety (JACS)	614	901	1,515	41%	59%
Land and Property Services (LAPS)	47	95	142	33%	67%
Land Development Agency (LDA)	46	38	84	55%	45%
Legal Aid Commission ACT (LAC)	41	25	66	62%	38%
Legislative Assembly Secretariat (LAS)	27	18	45	60%	40%
Long Service Leave Authority (LSLA)	8	4	12	67%	33%
Territory and Municipal Services (TAMS)	861	1,123	1,984	43%	57%
Territory and Municipal Services - ACTION Buses	99	782	881	11%	89%
Service-wide total	13,423	6,926	20,349	66%	34%

As at June 2010, the Calvary Public Hospital, the Department of Education and Training and ACT Health continued to have the highest representation of females across ACTPS agencies.

Agencies that recorded the highest percentage of males were ACTION Buses, the Department of Land and Property Services, the Auditor-General's Office, the Department of Justice and Community Safety, the Gambling and Racing Commission and the Department of Territory and Municipal Services.

Table 36 presents the percentage of females and males by classification group as at June 2010.

Table 36: Classification groups by gender

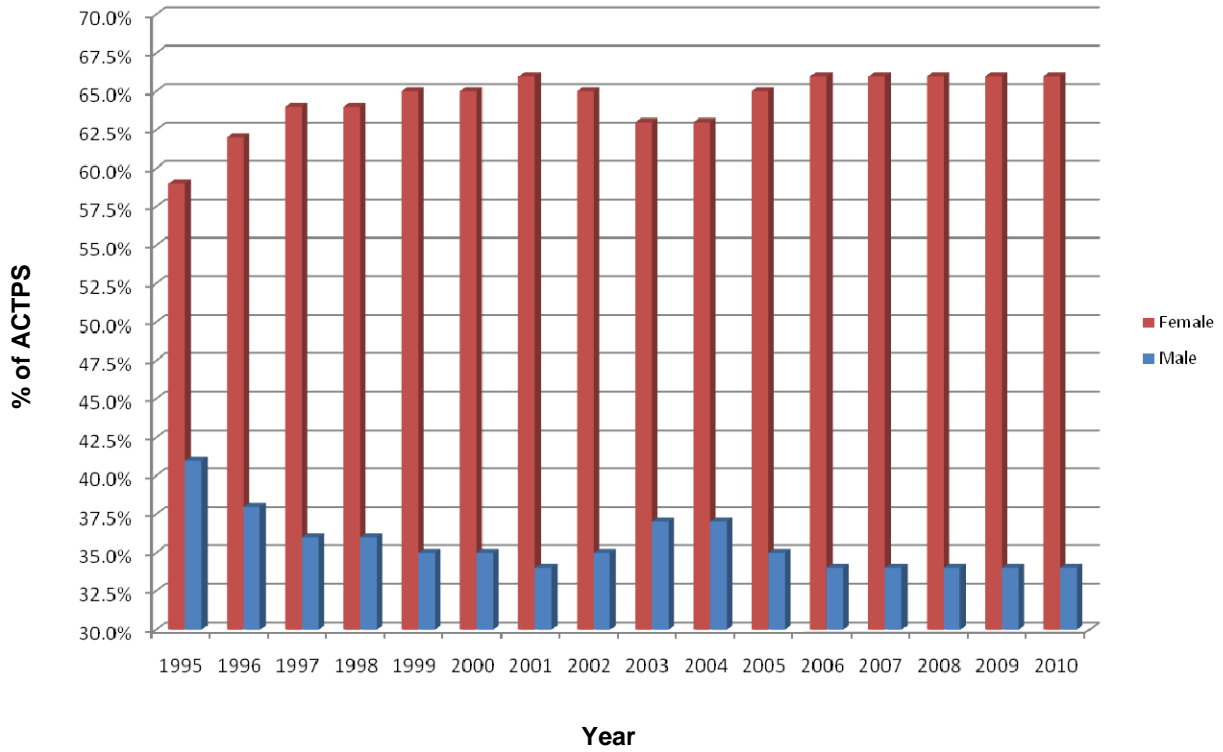
Classification Group	% Female	% Male
Administrative Officers	77%	23%
Ambulance Officers	35%	65%
Bus Operators	9%	91%
Correctional Officers	23%	77%
Dentists/Dental Officers	71%	29%
Disability Officers	55%	45%
Chief Executives/Executives	39%	61%
Fire Brigade Officers	2%	98%
General Service Officers & Equivalent	24%	76%
Health Assistants	100%	0%
Health Professional Officers	82%	18%
Information Technology Officers	14%	86%
Legal Officers	58%	42%
Legal Support	83%	17%
Linen Production & Maintenance	59%	41%
Medical Officers	44%	56%
Nursing Staff	91%	9%
Professional Officers	62%	38%
Prosecutors	60%	40%
Rangers	27%	73%
School Leaders	72%	28%
Senior Officers	52%	48%
Statutory Office Holders	39%	61%
Teachers	78%	22%
Technical Officers	50%	50%
Trainees & Apprentices	29%	71%
VET Teacher Managers	62%	38%
VET Teachers	56%	44%

Females were highly represented in the occupation groups of health assistants, nursing staff, legal support, health professional officers, teachers and administrative officers.

Males were highly represented in the classification groups of fire brigade officers, bus operators, information technology officers, correctional officers and general service officers or equivalent.

The gender breakdown since 1994-95 is shown below in Figure 10.

Figure 10: Historical breakdown by gender²⁷



²⁷ The scale in this graph has been enhanced (commencing at 30 per cent) to assist in analysing the minor changes between each year.

Glossary and Explanatory Statements

Annual Salary

The Annual Salary represents the annual salary as recorded in each individual employee's record. It does not include allowances and other pay components such as special employment arrangements. In the majority of cases, it represents the salary assigned to the classification of the employee and is the best figure to provide an indicative account of annual salaries. Given the non-ongoing nature and fluctuation of work patterns for casual employees, these are excluded from the calculation of average salaries. Part-time remuneration statistics adjusted to full-time equivalent are reported separately.

Casual Staff

Casual staff 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 non-ongoing and usually consists of an employment arrangement which is not considered systematic, continuous or permanent.

Chris21

The Human Resource Information System used by the majority of ACTPS agencies.

Chris21 Agencies

Agencies that report through the Chris21 system are:

- ACT Health;
- ACT Planning and Land Authority (ACTPLA);
- Auditor-General's Office (AG);
- Canberra Institute of Technology (CIT);
- Chief Minister's Department (CMD);
- Department of Education and Training (DET);
- Department of the Environment, Energy, Climate Change and Water (DECCEW);
- Department of Treasury (Treasury);
- Department of Disability Housing and Community Services (DHCS);
- Gambling and Racing Commission (GR&C);
- Department of Justice and Community Safety (JACS);
- Department of Land and Property Services (LAPS);
- Land Development Agency (LDA);
- Long Service Leave Authority (LSLA); and
- Department of Territory and Municipal Services (TAMS).

Figures contained in the Workforce Profile

The figures contained in this report are for paid headcount only (unless otherwise indicated). They exclude staff on leave without pay, board members, contractors (eg, cleaners and some information technology professionals) and staff on secondment to other jurisdictions.

Full-time Equivalent (FTEs)

'Full-time Equivalent' is the number of hours worked by part-time or casual staff expressed as a proportion of the standard award hours worked by equivalent full-time staff. For example, staff who worked half the standard full-time hours applicable to their award would attract an FTE of 0.5.

Full-time Staff

Staff either permanent or temporary, who work full-time hours in accordance with their provisions.

General Service Officers (GSOs)

Examples include tradespeople, gardeners, drivers and labourers.

Generational boundaries

For the purposes of analysing the ACTPS workforce, generational boundaries reflect the following:

Generation	Year span
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

Headcount

A headcount of the number of staff who were paid at the date of data capture. Headcount figures exclude employees who were not paid in the reporting fortnight.

HRMIS

Human Resource Management Information System.

Industrial Instrument

References to industrial instruments include collective and enterprise agreements.

June 2010

June 2010 is referred to throughout the report and relates to the last pay day in June 2010, 23 June 2010.

Length of service

Length of service is the length of time an employee has been employed in the ACTPS. For some employees, this calculation is challenging due to the employment data available and is an estimate based on the best historical information. This calculation does not take into consideration periods of leave with or without pay.

Mean

Average value.

Median

Middle value when arranged in order.

Mode

Most frequently occurring value.

Non-Chris21 Agencies

Agencies that report through an alternative Human Resource Management Information System to Chris21 are:

- Calvary Public Hospital;
- Cultural Facilities Corporation;
- Exhibition Park in Canberra;
- Legal Aid Commission (ACT) - an independent statutory corporation
- Legislative Assembly Secretariat; and
- TAMS ACTION Buses.

Part-time Staff

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

Permanent Officers

Staff either full-time or part-time who have been appointed to an office in the ACTPS or as an unattached officer under the *Public Sector Management Act 1994*.

Permanent Separation Rate

The Permanent Separation Rate is determined by dividing the total number of permanent separations by the average headcount of the total workforce across the financial year (excludes movements between agencies).

Retained employees

This measure analyses the number of employees that continue to be engaged in the workforce at two points in time (June 2009 and June 2010). This is a snapshot analysis which means that the employees identified were employed in the ACTPS at 30 June 2009 and were still employed in the ACTPS at 30 June 2010. The number of retained employees in the ACTPS can be tracked by the AGS number or employee ID number (which are unique identifiers). The retention figures are not directly comparable to the separation rate as a result of differing counting parameters.

Snapshot

A report that provides a picture of the Service at a particular point in time: for example, as at the final pay date in the financial year, 23 June 2010.

Staff

Includes permanent officers, temporary employees and casual employees in the ACTPS.

Statutory Office Holders

There were 16 paid statutory office holders²⁸ employed under the appointment provisions of the relevant legislation as at June 2010. These offices included:

1. Auditor-General;
2. General President, ACT Civil and Administrative Tribunal;
3. Appeals President, ACT Civil and Administrative Tribunal;
4. Presidential Member, ACT Civil and Administrative Tribunal;
5. Chief Planning Executive, ACT Planning and Land Authority;
6. Chief Executive Officer, Land Development Agency;
7. Commissioner for the Environment;
8. Clerk, Legislative Assembly;
9. Director of Public Prosecutions;
10. Electoral Commissioner;
11. Chief Executive Officer, Legal Aid Commission;
12. Assistant Executive Officer, Legal Aid Commission;
13. Public Advocate;
14. Children and Young People Commissioner;
15. Health Services Commissioner and Disability and Community Services Commissioner; and
16. Human Rights Commissioner and Discrimination Commissioner.

Territory Owned Corporations (TOCS)

Government enterprises (known as Territory Owned Corporations) under the *Territory-owned Corporations Act 1990*. These include ACTEW Corporation Limited, ACTTAB Limited and Rhodium Asset Solutions Limited.

²⁸ The Remuneration Tribunal made a remuneration determination for the Victims of Crime Co-ordinator on 16 June 2010, with a retrospective date of effect being 22 May 2010. The Victims of Crime Co-ordinator was not included as a statutory office holder in this report, as these changes were made to chris21 after the snapshot date (23 June 2010).

Abbreviations

ACT	Australian Capital Territory
ACTPS	Australian Capital Territory Public Service
ACTPLA	ACT Planning and Land Authority
AG	Auditor-General's Office
AGS	Australian Government Service
APS	Australian Public Service
ASO	Administrative Services Officer
CFC	Cultural Facilities Corporation
CIT	Canberra Institute of Technology
CMD	Chief Minister's Department
CPH	Calvary Public Hospital
DET	Department of Education and Training
DECCEW	Department of the Environment, Climate Change, Energy and Water
DHCS	Department of Disability, Housing and Community Services
DT	Department of Treasury
EPIC	Exhibition Park in Canberra
FTE	Full-time Equivalent
G&RC	Gambling and Racing Commission
HR	Human Resources
InTACT	Information Technology ACT
IT	Information Technology
JACS	Department of Justice and Community Safety
LAC	Legal Aid Commission (ACT) – an independent statutory corporation
LAS	Legislative Assembly Secretariat
LAPS	Department of Land and Property Services
LDA	Land Development Agency
LSLA	Long Service Leave Authority
TAMS	Department of Territory and Municipal Services
TAMS - ACTION	ACTION Buses within the Department of Territory and Municipal Services
VET	Vocational Education & Training

Attachment A - Classifications

Classification groupings by agency at June 2010 as a percentage of total agency workforce

Classification Group	Health	ACTPLA	AG	CPH	CIT	CMD	CFC	DET	DECCEW	DT	DHCS	EPIC	G&RC	JACS	LAPS	LDA	LAC	LAS	LSLA	TAMS	TAMS - ACTION	Total	
Administrative Officers	14.7%	48.0%	-	13.2%	21.5%	42.3%	79.1%	25.1%	35.8%	55.1%	33.7%	60.0%	57.1%	34.9%	31.0%	31.0%	48.5%	48.9%	75.0%	39.2%	3.2%	24.6%	
Ambulance Officers	-	-	-	-	-	-	-	-	-	-	-	-	-	9.7%	-	-	-	-	-	-	-	-	0.7%
Bus Operators	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	72.4%	3.1%	
Correctional Officers	-	-	-	-	-	-	-	-	-	-	-	-	-	10.5%	-	-	-	-	-	-	-	-	0.8%
Dental	0.3%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.1%
Disability Officers	-	-	-	-	-	-	-	0.04%	-	-	24.4%	-	-	-	-	-	-	-	-	-	-	-	1.4%
Chief Executives/Executives	0.4%	1.3%	5.6%	-	0.5%	7.2%	0.7%	0.3%	7.5%	6.8%	1.6%	10.0%	3.6%	2.8%	4.2%	2.4%	-	-	-	1.5%	0.1%	0.9%	
Fire Brigade Officers	-	-	-	-	-	-	-	-	-	-	-	-	-	21.5%	-	-	-	-	-	-	-	-	1.6%
General Service Officers & Equivalent	7.6%	6.0%	-	4.5%	3.0%	-	3.6%	2.2%	-	-	0.3%	20.0%	-	0.6%	24.6%	-	-	-	-	13.1%	15.8%	5.4%	
Health Assistants	0.7%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.2%
Health Professional Officers	15.2%	-	-	10.4%	-	-	-	0.2%	-	-	23.8%	-	-	0.7%	-	-	-	-	-	-	-	-	6.2%
Information Technology Officers	0.04%	0.7%	-	0.5%	-	-	-	0.3%	-	-	-	-	-	-	-	-	-	2.2%	-	5.6%	-	0.7%	
Legal Officers	-	-	-	-	-	-	-	-	-	-	0.1%	-	-	4.2%	-	-	39.4%	-	-	-	-	-	0.4%
Legal Support	-	-	-	-	-	-	-	-	-	-	-	-	-	0.8%	-	-	-	-	-	-	-	-	0.1%
Linen Production & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4.3%	-	0.4%	
Medical Officers	11.2%	-	-	6.1%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3.4%
Nursing Staff	41.1%	-	-	61.4%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14.4%
Professional Officers	0.1%	1.0%	91.7%	0.1%	1.9%	0.5%	6.5%	0.0%	5.7%	-	0.4%	-	-	0.7%	-	-	-	4.4%	-	2.7%	-	0.8%	
Prosecutors	-	-	-	-	-	-	-	-	-	-	-	-	-	2.0%	-	-	-	-	-	-	-	-	0.1%
Rangers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.9%	-	0.2%	
School Leaders	-	-	-	-	-	-	-	12.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3.3%
Senior Officers	5.4%	38.3%	-	2.6%	4.7%	50.0%	7.9%	1.9%	43.4%	38.0%	14.9%	10.0%	39.3%	10.9%	33.1%	65.5%	9.1%	37.8%	25.0%	26.3%	2.5%	9.2%	
Statutory Office Holders	-	0.3%	2.8%	-	0.1%	-	-	-	0.9%	-	-	-	-	0.6%	-	1.2%	3.0%	4.4%	-	-	-	-	0.1%
Teachers	0.02%	-	-	-	-	-	-	57.9%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	16.0%
Technical Officers	3.2%	4.3%	-	1.1%	2.6%	-	2.2%	-	6.6%	-	0.4%	-	-	-	2.8%	-	-	2.2%	-	3.8%	5.3%	1.9%	
Trainees & Apprentices	0.1%	-	-	0.1%	0.3%	-	-	0.02%	-	-	0.3%	-	-	0.2%	4.2%	-	-	-	-	1.7%	0.7%	0.3%	
VET Teacher Managers	-	-	-	-	4.5%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.3%
VET Teachers	-	-	-	-	61.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3.5%
Total	5,594	300	36	1,044	1,169	222	139	5,608	106	205	1,159	10	28	1,515	142	84	66	45	12	1,984	881	20,349	

Figures in this table are rounded to the nearest decimal place.

Gender breakdown of classification groupings by agency at June 2010 as a percentage of total agency workforce

Classification Group	Health	ACTPLA	AG	CPH	CIT	CMD	CFC	DET	DECCEW	DT	DHCS	EPIC	G&RC	JACS	LAPS	LDA	LAC	LAS	LSLA	TAMS	TAMS - ACTION	Total
Administrative Officers	85 / 15	63 / 38	-	89 / 11	85 / 15	78 / 22	55 / 45	91 / 9	82 / 18	75 / 25	67 / 33	50 / 50	56 / 44	61 / 39	68 / 32	69 / 31	78 / 22	55 / 45	89 / 11	64 / 36	39 / 61	77 / 23
Ambulance Officers	-	-	-	-	-	-	-	-	-	-	-	-	-	35 / 65	-	-	-	-	-	-	-	35 / 65
Bus Operators	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9 / 91	9 / 91
Correctional Officers	-	-	-	-	-	-	-	-	-	-	-	-	-	23 / 77	-	-	-	-	-	-	-	23 / 77
Dental	71 / 29	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	71 / 29
Disability Officers	-	-	-	-	-	-	-	100 / 0	-	-	55 / 45	-	-	-	-	-	-	-	-	-	-	55 / 45
Chief Executives/Executives	70 / 30	0 / 100	0 / 100	-	33 / 67	44 / 56	100 / 0	53 / 47	25 / 75	29 / 71	50 / 50	100 / 0	0 / 100	31 / 69	0 / 100	0 / 100	-	-	-	38 / 62	0 / 100	39 / 61
Fire Brigade Officers	-	-	-	-	-	-	-	-	-	-	-	-	-	2 / 98	-	-	-	-	-	-	-	2 / 98
General Service Officers & Equivalent	45 / 55	0 / 100	-	15 / 85	29 / 71	-	40 / 60	5 / 95	-	-	25 / 75	0 / 100	-	0 / 100	0 / 100	-	-	-	-	9 / 91	14 / 86	24 / 76
Health Assistants	100 / 0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	100 / 0
Health Professional Officers	79 / 21	-	-	83 / 17	-	-	-	92 / 8	-	-	90 / 10	-	-	100 / 0	-	-	-	-	-	-	-	82 / 18
Information Technology Officers	0 / 100	0 / 100	-	0 / 100	-	-	-	11 / 89	-	-	-	-	-	-	-	-	-	0 / 100	-	16 / 84	-	14 / 86
Legal Officers	-	-	-	-	-	-	-	-	-	-	0 / 100	-	-	60 / 40	-	-	54 / 46	-	-	-	-	58 / 42
Legal Support	-	-	-	-	-	-	-	-	-	-	-	-	-	83 / 17	-	-	-	-	-	-	-	83 / 17
Linen Production & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	59 / 41	59 / 41
Medical Officers	44 / 56	-	-	45 / 55	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	44 / 56
Nursing Staff	91 / 9	-	-	91 / 9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	91 / 9
Professional Officers	50 / 50	67 / 33	36 / 64	100 / 0	82 / 18	100 / 0	89 / 11	100 / 0	33 / 67	-	100 / 0	-	-	82 / 18	-	-	-	100 / 0	-	57 / 43	-	62 / 38
Prosecutors	-	-	-	-	-	-	-	-	-	-	-	-	-	60 / 40	-	-	-	-	-	-	-	60 / 40
Rangers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	27 / 73	27 / 73
School Leaders	-	-	-	-	-	-	-	72 / 28	-	-	-	-	-	-	-	-	-	-	-	-	-	72 / 28
Senior Officers	70 / 30	43 / 57	-	52 / 48	58 / 42	61 / 39	36 / 64	63 / 37	52 / 48	40 / 60	69 / 31	100 / 0	27 / 73	56 / 44	36 / 64	51 / 49	33 / 67	76 / 24	0 / 100	38 / 62	23 / 77	52 / 48
Statutory Office Holders	-	0 / 100	100 / 0	-	0 / 100	-	-	-	100 / 0	-	-	-	-	56 / 44	-	0 / 100	0 / 100	0 / 100	-	-	-	39 / 61
Teachers	100 / 0	-	-	-	-	-	-	78 / 22	-	-	-	-	-	-	-	-	-	-	-	-	-	78 / 22
Technical Officers	75 / 25	46 / 56	-	82 / 18	40 / 60	-	0 / 100	-	57 / 43	-	60 / 40	-	-	-	0 / 100	-	-	0 / 100	-	21 / 79	9 / 91	50 / 50
Trainees & Apprentices	67 / 33	-	-	0 / 100	33 / 67	-	-	100 / 0	-	-	33 / 67	-	-	67 / 33	0 / 100	-	-	-	-	27 / 73	17 / 83	29 / 71
VET Teacher Managers	-	-	-	-	62 / 38	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	62 / 38
VET Teachers	-	-	-	-	56 / 44	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	56 / 44
Total	77 / 23	49 / 51	36 / 64	82 / 18	62 / 38	67 / 33	55 / 45	78 / 22	60 / 40	59 / 41	69 / 31	50 / 50	43 / 57	41 / 59	33 / 67	55 / 45	62 / 38	60 / 40	67 / 33	43 / 57	11 / 89	66 / 34

Figures in this table are percentages rounded to the nearest decimal place (Female / Male).

Attachment B

(Detailed paid headcount by agency)

Agency	Business Unit	Sub-total	Total
ACT Health			
	Aged Care and Rehabilitation	303	
	Business and Infrastructure Support	371	
	Capital Region Cancer Service	251	
	Community Health	571	
	Financial Management	63	
	Government Relations and Planning	23	
	Human Resource Management	70	
	Information Management & Information Tech	43	
	Mental Health	428	
	Office of the Chief Executive	45	
	Office of the Deputy Chief Executive	89	
	Policy Division	35	
	Population Health	129	
	The Canberra Hospital	3,173	
ACT Health Total			5,594
ACT Planning and Land Authority			
	Executive	2	
	Client Services	115	
	Construction Services	53	
	Development Services	70	
	Planning Services	60	
ACT Planning and Land Authority Total			300
Auditor-General's Office			
	Executive	3	
	Audit Services – financial audit	22	
	Audit Services – performance audit	11	
Auditor-General's Office Total			36
Calvary Public Hospital			1,044
Canberra Institute of Technology			
	Building and Environment	75	
	Central Support Centre	58	
	Centre for Business	80	
	Centre for ICT	48	
	Creative Industries	92	
	Deputy Chief Executive (Academic)	3	
	Education Excellence	37	
	Executives and Support Staff	24	
	Fyshwick Trade Skills Centre	77	
	Health, Community and Wellbeing	118	
	Learning Centre	37	
	Marketing and National Positioning	16	
	Organisational Capability	18	
	Science, Forensic and Engineering	71	
	Student Services Hub	165	
	Tourism and Hotel Management	91	
	Vocational College	151	
	Yurauna Centre	8	
Canberra Institute of Technology Total			1,169

Chief Minister's Department			
	Arts, Communications, Events and Protocol	51	
	Australian Capital Tourism	46	
	Business and Projects	23	
	Default Insurance Fund	2	
	Governance Division	43	
	Office of the Chief Executive	3	
	Policy Division	54	
Chief Minister's Department Total			222
Cultural Facilities Corporation			
	Canberra Museum and Gallery	24	
	Corporate	9	
	Canberra Theatre Centre	83	
	Historic Places	22	
	Executive	1	
Cultural Facilities Corporation Total			139
Department of Education and Training			
	Chief Executive	3	
	Deputy Chief Executive	3	
	Corporate Services	106	
	Schools Improvement	5,360	
	Strategy & Co-ordination	64	
	Tertiary & International Education	72	
Department of Education and Training Total			5,608
Department of the Environment, Climate Change, Energy and Water			
	Climate Change & Natural Environment	44	
	Environment Protection & Water Regulation	28	
	Ministerial and Corporate	11	
	Office of the Chief Executive	6	
	Office of the Commissioner for Sustainability and the Environment	7	
	Strategic Finance	3	
	Water, Energy & Waste	7	
Department of the Environment, Climate Change, Energy and Water Total			106
Department of Treasury			
	Executive	7	
	ACT Insurance Authority	15	
	Finance and Budget	52	
	Investment and Economics	39	
	Policy Co-ordination and Development	9	
	Revenue Management	83	
Department of Treasury Total			205
Disability, Housing and Community Services			
	Children, Youth and Family Support	362	
	Disability ACT	345	
	Housing and Community Services	225	
	Office of the Chief Executive	6	
	Policy and Organisational Services	110	
	Therapy ACT	111	
Disability, Housing and Community Services Total			1,159
Exhibition Park in Canberra			10
Gambling and Racing Commission			28

Department of Justice and Community Safety			
	ACT Government Solicitor	57	
	Corrective Services	302	
	Director of Public Prosecutions	66	
	Electoral Commission	7	
	Emergency Services	558	
	Human Rights Commission	22	
	Legislation and Policy	36	
	Law Courts and Tribunals	124	
	Office of the Chief Executive	8	
	Office of Regulatory Services	171	
	Public Advocate of ACT	14	
	Parliamentary Counsel's Office	27	
	Public Trustee for ACT	34	
	Security and Emergency Management	8	
	Strategic Finance	9	
	Strategic Planning and Support	57	
	Victims Support	15	
Department of Justice and Community Safety Total			1,515
Department of Land and Property Services			
	Property Group	95	
	Executive	6	
	Project Facilitation	8	
	Strategic Priorities	33	
Department of Land and Property Services Total			142
Land Development Agency			
	Executive	1	
	Development	27	
	Executive, Communication and Sales	16	
	Finance	9	
	Legal and Compliance	9	
	Planning and Design	22	
Land Development Agency Total			84
Legal Aid Commission ACT			66
Legislative Assembly Secretariat			45
Long Service Leave Authority			12
Territory and Municipal Services			
	Corporate Support	93	
	Land Management & Planning	450	
	Transport & Infrastructure	306	
	Territory Services	253	
	Office of the Chief Executive	8	
	Shared Services - Procurement Solutions	111	
	Shared Services - Business Services	9	
	Shared Services - Finance Services	124	
	Shared Services - HR Services	200	
	Shared Services - InTACT	430	
Territory and Municipal Services			1,984
Territory and Municipal Services - ACTION Buses			881
Whole of ACTPS Grand Total			20,349

Attachment C – Industrial Instruments

Industrial Instruments in the ACTPS at June 2010 as a percentage of the total workforce

Industrial Instrument	Female	Male	Total
ACT Ambulance Service Union Collective Agreement 2007 - 2010	0.3%	0.5%	0.7%
ACT Department of Education & Training Staff Union Collective Agreement 2007 - 2010	6.7%	1.5%	8.1%
ACT Department of Education & Training Teaching Staff Enterprise Agreement 2009 - 2011	14.8%	4.5%	19.3%
ACT Fire Brigade Union Collective Agreement 2006 - 2010	0.02%	1.6%	1.6%
ACT Health Clerical, Health Professional, Technical, Health Service Officer's Union Collective Agreement 2007 - 2010	10.8%	3.8%	14.7%
ACT Planning & Land Authority Union Collective Agreement 2007 - 2010	0.7%	0.7%	1.4%
ACT Public Sector Medical Practitioners Union Collective Agreement 2008 - 2011	1.5%	1.9%	3.4%
ACT Public Sector Nursing & Midwifery Staff Union Collective Agreement 2007 - 2009	13.1%	1.3%	14.4%
ACTION Union Collective Agreement 2007 - 2010	0.5%	3.8%	4.3%
Auditor General's Office Union Collective Agreement 2007 - 2010	0.1%	0.1%	0.2%
Canberra Institute of Technology Teachers' Enterprise Agreement 2009 - 2011	2.1%	1.6%	3.8%
Canberra Institute of Technology Union Collective Agreement 2007 - 2010	1.4%	0.5%	1.9%
Chief Minister's Department Union Collective Agreement 2007 - 2010	1.0%	0.5%	1.5%
Cultural Facilities Corporation Union Collective Agreement 2007 - 2010	0.4%	0.3%	0.7%
Department of Disability Housing & Community Services Union Collective Agreement 2007 - 2010	3.9%	1.7%	5.6%
Department of Justice & Community Safety Union Collective Agreement 2007 - 2010	2.7%	2.2%	4.9%
Department of Territory & Municipal Services Union Collective Agreement 2007 - 2010	4.2%	5.4%	9.6%
Department of Treasury Union Collective Agreement 2007 - 2010	0.6%	0.4%	1.1%
Department of Environment, Climate Change, Energy & Water Union Greenfields Agreement 2008 - 2010	0.3%	0.2%	0.5%
Exhibition Park In Canberra Union Collective Agreement 2007 - 2010	0.02%	0.02%	0.04%
Legal Aid Commission Union Collective Agreement 2007 - 2010	0.2%	0.1%	0.3%
Legislative Assembly Secretariat Union Collective Agreement 2007 - 2010	0.1%	0.1%	0.2%
Other:			
Executive Contract (<i>Public Sector Management Act 1994</i>)	0.4%	0.6%	0.9%
Statutory Office Holders (Office established under other Act)	0.03%	0.1%	0.1%
Department of Land & Property Services ²⁹	0.2%	0.4%	0.7%

²⁹ The Department of Land and Property Services was established on 1 December 2009 and pending the Department of Land and Property Services Enterprise Agreement, staff were covered by the Department of Territory & Municipal Services Union Collective Agreement 2007 - 2010 and the Chief Minister's Department Union Collective Agreement 2007 - 2010.

Attachment D – Work Locations

Work Location	Suburb	Work Location	Suburb	Work Location	Suburb	
Belconnen	ARANDA	Inner North Canberra	CAMPBELL		KAMBAH	
	BELCONNEN		DICKSON		MONASH	
	BRUCE		DOWNER		RICHARDSON	
	CHARNWOOD		DUNTRON		THARWA	
	EVATT		FAIRBAIRN		THEODORE	
	FLOREY		HACKETT		TUGGERANONG	
	FLYNN		LYNEHAM		WANNIASSA	
	FRASER		O'CONNOR	Weston Creek	CASURINA SANDS	
	GIRALANG		REID		CHAPMAN	
	HAWKER		TURNER		DUFFY	
	HIGGINS		WATSON		HOLDER	
	HOLT		Inner South	BARTON		STIRLING
	KALEEN			DEAKIN		STROMLO
	LATHAM			FORREST		WARAMANGA
MACGREGOR	FYSHWICK			WESTON		
MACQUARIE	GRIFFITH	Woden Valley		CHIFLEY		
MELBA	KINGSTON			CURTIN		
SCULLIN	NARRABUNDAH		FARRER			
SPENCE	RED HILL		GARRAN			
WEETANGERA	SYMONSTON		HUGHES			
City	CITY		YARRALUMLA		LYONS	
Googong Dam	GOOGONG DAM	Jervis Bay	Jervis Bay VIA NOWRA		MAWSON	
Gungahlin	AMAROO	Tuggeranong	BONYTHON		PEARCE	
	GUNGAHLIN		CALWELL		PHILLIP	
	HALL		CHISHOLM		TORRENS	
	HARRISON		CONDER		WODEN	
	MITCHELL		FADDEN			
	NGUNNAWAL		GILMORE			
	NICHOLLS		GORDON			
	PALMERSTON		GOWRIE			
Inner North Canberra	AINSLIE		GREENWAY			
	AIRPORT		HUME			
	BRADDON		ISABELLA PLAINS			

Attachment E – Leave Usage

Personal leave (with certificate)

Personal leave usage (with certificate) by agency and gender (in hours)

Agency	Female Average personal leave usage	Female Absence Rate	Male Average personal leave usage	Male Absence Rate	Total personal leave usage	Total Absence Rate
ACT Health	55.8	3.3%	47.8	2.6%	54.0	3.2%
ACT Planning and Land Authority (ACTPLA)	54.5	3.1%	45.2	2.4%	49.8	2.7%
Auditor-General's Office (AG)	74.0	4.3%	40.6	2.2%	53.1	2.9%
Canberra Institute of Technology (CIT)	29.9	2.2%	30.7	2.2%	30.2	2.2%
Chief Minister's Department (CMD)	39.7	2.2%	41.1	2.2%	40.2	2.2%
Department of Education and Training (DET)	39.9	2.6%	39.3	2.3%	39.7	2.5%
Department of the Environment, Climate Change, Energy and Water (DECCEW)	30.8	1.8%	39.1	2.1%	34.3	1.9%
Department of Treasury (DT)	65.2	3.5%	30.3	1.6%	50.6	2.7%
Disability, Housing and Community Services (DHCS)	62.4	3.5%	49.3	2.7%	58.4	3.3%
Gambling and Racing Commission (G&RC)	38.3	2.2%	26.4	1.4%	31.9	1.8%
Justice and Community Safety (JACS)	51.1	2.8%	46.3	2.3%	48.3	2.5%
Land Development Agency (LDA)	41.9	2.4%	46.9	2.5%	44.3	2.4%
Territory and Municipal Services (TAMS)	58.2	3.3%	55.0	2.9%	56.4	3.1%
Average personal leave usage (with certificate)	48.9	3.0%	45.7	2.5%	47.8	2.8%

Personal leave usage (with certificate) by classification group and gender (in hours)

Classification	Female Average personal leave usage	Female Absence Rate	Male Average personal leave usage	Male Absence Rate	Total personal leave usage	Total Absence Rate
Administrative Officers	48.1	3.0%	50.0	2.8%	48.5	2.9%
Ambulance Officers	45.7	2.6%	41.6	2.1%	43.0	2.3%
Correctional Officers	55.6	2.9%	46.4	2.4%	48.5	2.5%
Dentists/Dental Officers	33.7	2.8%	42.7	2.6%	37.8	2.7%
Disability Officers	58.7	3.4%	49.9	2.8%	54.9	3.2%
Chief Executives/Executives	47.6	2.5%	31.3	1.6%	37.6	2.0%
Fire Brigade Officers	15.2	0.7%	42.6	1.9%	42.2	1.9%
General Service Officers and Equivalent	60.9	3.7%	71.5	3.8%	68.8	3.8%
Health Assistants	80.3	4.8%	-	-	79.8	4.8%
Health Professional Officers	52.8	3.2%	54.3	3.0%	53.1	3.2%
Information Technology Officers	59.1	3.2%	53.3	2.8%	54.1	2.9%
Legal Officers	54.1	3.1%	35.5	1.9%	46.9	2.6%
Legal Support	46.0	2.6%	23.9	1.3%	42.6	2.4%
Linen Production and Maintenance Officers	80.1	4.3%	61.2	3.2%	72.2	3.9%
Medical Officers	24.4	1.4%	20.5	1.1%	22.2	1.2%
Nursing Staff	58.6	3.6%	51.8	2.9%	58.0	3.5%
Professional Officers	57.8	3.3%	35.1	1.9%	48.9	2.8%
Prosecutors	49.2	2.7%	16.8	0.9%	36.1	2.0%
Rangers	40.0	2.3%	89.1	4.5%	75.6	4.0%
School Leaders	57.3	3.0%	54.6	2.9%	56.5	3.0%
Senior Officers	55.8	3.0%	42.7	2.3%	49.5	2.7%
Statutory Office Holders	40.3	2.2%	46.3	2.4%	43.2	2.3%
Teachers	40.0	2.5%	32.6	1.9%	38.4	2.4%
Technical Officers	57.3	3.8%	38.9	2.2%	48.7	3.0%
Trainees and Apprentices	61.0	3.2%	40.0	2.1%	46.5	2.5%
VET Teacher Managers	24.5	1.3%	109.1	5.8%	53.5	2.9%
VET Teachers	16.2	1.6%	26.2	2.2%	20.7	1.9%

Without certificate

Personal leave usage (without certificate) by agency and gender (in hours)

Agency	Female Average personal leave usage	Female Absence Rate	Male Average personal leave usage	Male Absence Rate	Total personal leave usage	Total Absence Rate
ACT Health	29.3	1.8%	23.6	1.3%	28.0	1.6%
ACT Planning and Land Authority (ACTPLA)	34.1	1.9%	21.7	1.2%	27.9	1.5%
Auditor-General's Office (AG)	22.4	1.3%	19.5	1.0%	20.6	1.1%
Canberra Institute of Technology (CIT)	14.0	1.0%	7.8	0.6%	11.6	0.9%
Chief Minister's Department (CMD)	22.6	1.3%	17.7	0.9%	20.9	1.1%
Department of Education and Training (DET)	16.2	1.0%	16.2	0.9%	16.2	1.0%
Department of the Environment, Climate Change, Energy and Water (DECCEW)	20.9	1.2%	20.3	1.1%	20.6	1.2%
Department of Treasury (DT)	27.0	1.5%	20.0	1.1%	24.0	1.3%
Disability, Housing and Community Services (DHCS)	27.4	1.6%	27.3	1.5%	27.4	1.5%
Gambling and Racing Commission (G&RC)	41.3	2.4%	25.9	1.4%	32.9	1.8%
Justice and Community Safety (JACS)	27.4	1.5%	24.7	1.2%	25.8	1.3%
Land Development Agency (LDA)	23.1	1.3%	19.8	1.0%	21.5	1.2%
Territory and Municipal Services (TAMS)	23.2	1.3%	23.5	1.2%	23.4	1.3%
Average personal leave usage (without certificate)	23.1	1.4%	21.1	1.2%	22.4	1.3%

Personal leave usage (without certificate) by classification group and gender (in hours)

Classification	Female Average personal leave usage	Female Absence Rate	Male Average personal leave usage	Male Absence Rate	Total personal leave usage	Total Absence Rate
Administrative Officers	22.8	1.4%	24.6	1.4%	23.2	1.4%
Ambulance Officers	31.5	1.8%	26.5	1.4%	28.3	1.5%
Correctional Officers	35.6	1.8%	32.2	1.7%	33.0	1.7%
Dentists/Dental Officers	23.4	1.9%	32.9	2.0%	27.7	2.0%
Disability Officers	28.6	1.7%	29.0	1.6%	28.8	1.7%
Chief Executives/Executives	15.5	0.8%	12.0	0.6%	13.4	0.7%
Fire Brigade Officers	15.6	0.7%	26.5	1.2%	26.3	1.2%
General Service Officers and Equivalent	28.1	1.7%	24.6	1.3%	25.5	1.4%
Health Assistants	35.0	2.1%	-	-	34.8	2.1%
Health Professional Officers	24.0	1.5%	21.1	1.2%	23.5	1.4%
Information Technology Officers	25.1	1.3%	23.7	1.3%	23.9	1.3%
Legal Officers	39.3	2.2%	26.5	1.4%	34.4	1.9%
Legal Support	19.3	1.1%	6.8	0.4%	17.4	1.0%
Linen Production and Maintenance Officers	18.2	1.0%	18.7	1.0%	18.4	1.0%
Medical Officers	17.8	1.0%	12.5	0.7%	14.9	0.8%
Nursing Staff	33.8	2.0%	39.9	2.2%	34.3	2.1%
Professional Officers	20.4	1.2%	18.5	1.0%	19.7	1.1%
Prosecutors	15.9	0.9%	9.3	0.5%	13.2	0.7%
Rangers	16.8	1.0%	33.4	1.7%	28.8	1.5%
School Leaders	20.4	1.1%	16.6	0.9%	19.3	1.0%
Senior Officers	23.0	1.3%	19.8	1.0%	21.4	1.2%
Statutory Office Holders	20.4	1.1%	14.9	0.8%	17.8	0.9%
Teachers	16.9	1.1%	15.8	0.9%	16.6	1.0%
Technical Officers	21.5	1.4%	18.6	1.0%	20.2	1.2%
Trainees and Apprentices	16.9	0.9%	26.3	1.4%	23.3	1.2%
VET Teacher Managers	18.2	1.0%	8.5	0.4%	14.9	0.8%
VET Teachers	5.3	0.5%	3.1	0.3%	4.4	0.4%

Attachment F – Gender Pay Gap by Agency

