



ACT
Government

Chief Minister, Treasury and
Economic Development

ACT PUBLIC SERVICE

STATE OF THE SERVICE
REPORT 2015

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COMMISSIONER FOR PUBLIC ADMINISTRATION



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

Dear Chief Minister

I am pleased to submit the Annual Report for the Commissioner for Public Administration (which is incorporated into the State of the Service Report 2015). The report provides an account of the management of the ACT Public Service during the reporting period 1 July 2014 to 30 June 2015, and focuses on the exercise of the Commissioner's statutory powers and functions under the *Public Sector Management Act 1994*.

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

I certify that the information in the attached Annual Report, and information provided for whole of government reporting, is an honest and accurate account of the operations of the Office of the Commissioner for Public Administration during the reporting period 1 July 2014 to 30 June 2015, that all relevant material and information is included, and that it complies with the Annual Report Directions. I also certify that fraud prevention has been managed in accordance with the *Public Sector Management Standards 2006*, Part 2.

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

Yours Sincerely

Bronwen Overton-Clarke
Commissioner for Public Administration

INTRODUCTION

Transition and transformation characterised the ACT Public Service experience during 2014-15. Large scale, restructured delivery of frontline services has been supported and shaped by re-energised approaches to workforce engagement and legislative reform.

As 2015 marks the ACT Public Service's 21st year of operation, it is clear that its cohesive and forward-thinking workforce has also 'come of age'.

In the first half of the 2014-15 financial year, work centred on finalising substantial pieces of legislative and policy reform. The review of Annual Reporting legislation was completed and implemented. The changes consolidate reporting requirements from several pieces of legislation and allow agencies to streamline their Annual Reports to focus on key deliverables and service responsibilities, thereby making the reported information clearer and more accessible.

Similarly, the review of the ACT Public Service RED Framework (RED Framework) was completed and implementation of key recommendations has begun. Embracing the recommendations, the ACT Public Service has re-stated its commitment to Equity and Diversity with revised employment targets and initiatives for Aboriginal and Torres Strait Islander Peoples and People with Disability to join the Service.

Broader diversity programs were developed during 2014-15 and inclusion initiatives have been better promoted through whole of government Commissioner messaging. A partnership arrangement commenced to explore and implement diversity and education initiatives across the ACT Public Service with Pride in Diversity, a not-for-profit Lesbian, Gay, Bisexual, Transgender, Intersex inclusion and advocacy organisation.

A supported implementation of the ACT Public Service Values and Signature Behaviours continued to be fully realised in 2014-15, with the launch of the ACT Public Service Manager's Toolkit (ACTPS Manager's Toolkit). The online resource provides practical assistance to managers on a range of employment matters ranging from performance planning to dealing with behavioural issues in the workplace.

A comprehensive review of employment policy commenced during 2014-15 in order to implement changes brought about by newly negotiated ACT Public Service Enterprise Agreements. This work is being undertaken in partnership with ACT Public Service Directorates and Public Sector Entities through a dedicated Implementation Committee which has been tasked with driving the collaborative development of whole of government employment policy. This work is set to continue in 2015-16.

Learning and development initiatives for ACT Public Service Executives have continued throughout 2014-15 with executive forums on the topics of change management, leadership and collaboration. Future initiatives will further strengthen the cohort and contribute to the ability of the ACT Public Service to be an agile and 'future proofed' organisation.

Implementation of key initiatives against the ACT Public Service Workers' Compensation and Work Safety Improvement Plan continued in 2014-15, including the finalised incremental roll out of an online accident and incident reporting system, enabling faster reporting and improved support services to injured workers. Further work was developed on a new ACT Worker's Compensation Scheme.

The second half of 2014-15 saw a renewed emphasis on supporting the development and capability of the ACT Public Service workforce to deliver on the ACT Government's Priorities:

- Health and Education;
- Economic Growth and Diversification;
- Suburban Renewal and Transport; and
- Liveability and Social Inclusion.

In order to assist the ACT Public Service in delivery of the Priorities, the Strategic Board endorsed a series of workforce reform initiatives. The initiatives will increase mobility, capability and access to learning and development; creating a responsive, innovative and engaged ACT Public Service workforce. Several management and leadership development initiatives were implemented with further strategies scheduled for development in the next financial year.

Work has begun on the ACT Public Service's first Shared Capability Framework, an articulation of expected behaviour and skill across all organisational levels and in all workplace contexts. This exciting work will support major reform of workforce planning and learning and development throughout the ACT Public Service into the future.

It is from this strong position that we look forward to 2015-16. We will be working to review, design and implement key employment policy and workforce reform initiatives in order to support the ACT Public Service workforce to deliver on Government Priorities.

Bronwen Overton-Clarke
Commissioner for Public Administration



Commissioner for Public Administration Annual Report 2015

BI. ORGANISATIONAL OVERVIEW

COMMISSIONER FOR PUBLIC ADMINISTRATION

Section 18 of the *Public Sector Management Act 1994* (the PSM Act), provides that the Chief Minister may appoint a person as Commissioner for Public Administration (the Commissioner). Under the PSM Act and the *Public Sector Management Standards 2006* (the Standards) the Commissioner held the following powers in relation to the management of the ACT Public Service (the Service) during the 2014-15 reporting period:

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

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

- *Public Interest Disclosure Act 2012*;
- *Safety, Rehabilitation and Compensation Act 1988* (Cwlth);
- *Commissioner for Environment Act 1993*;
- *ACT Public Service Enterprise Agreements*;
- *Freedom of Information Act 1989*;

- *Legal Aid Act 1977*; and
- *Legislative Assembly (Office of the Legislative Assembly) Act 2012*.

HOW THE ROLE WAS OCCUPIED DURING 2014-15

The role of the Commissioner is as a part time Statutory Office Holder and was occupied by Mr Andrew Kefford from 1 July 2014 until 4 August 2014.

Ms Bronwen Overton-Clarke occupied the role from 4 August 2014 until 30 June 2015. Mr Kefford and Ms Overton-Clarke also served as the Deputy Director-General Workforce Capability and Governance Division (WCGD) within the Chief Minister, Treasury and Economic Development Directorate (CMTEDD) for the reporting period. CMTEDD was itself established on 7 July 2014 as part of machinery of government administrative arrangements changes.

DELEGATION OF POWERS

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

- the Acting Executive Director, Continuous Improvement and Workers' Compensation Branch, CMTEDD (Michael Young) for the period 1 July 2014 to 3 August 2014;
- the acting Deputy Director-General, Workforce Capability and Governance, CMTEDD (Bronwen Overton-Clarke) for the period 4 August 2014 to 1 September 2014; and
- the Director, Public Sector Management, CMTEDD (Judi Childs) for the period 1 to 9 June 2015.

FUTURE CONSIDERATION FOR THE ROLE OF THE COMMISSIONER

The Commissioner for Public Administration's Annual Report 2014 flagged the possibility of significant changes during the 2014-15 period to arrangements relating to the Office of the Commissioner resulting from the introduction of the Public Sector Bill 2014 (the Bill). Due to delays in the finalisation of the new legislation, which are discussed in Section B.2 of this report, these changes are now anticipated during the 2015-16 period. Proposed changes include the establishment of the Office of Public Sector Standards Commissioner (PSS Commissioner), replacing the Commissioner. The new office will be a part time office and the incumbent will not be a public servant to emphasise the independence of the role. The office will be supported by CMTEDD.

SUMMARY OF KEY WORK, WORKING ARRANGEMENTS AND CORE FOCUS DURING 2014-15

2014-15 Priorities

Commissioner and WCGD priorities for 2014-15 comprised:

- the development of future workforce management strategies;
- consideration of the recommendations resulting from the final report of the Review of the RED Framework;
- finalising the development of the Public Service Act;
- ensuring the streamlined approach to reporting PIDs; and
- promoting the *Public Interest Disclosure Guidelines* 2014 (the Guidelines) to further embed the processes and approaches contained in the *Public Interest Disclosure Act 2012* (the PID Act).

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

INVESTIGATIONS AND WORKPLACE CULTURE

The Commissioner and WCGD continued to review systemic issues within the Service to understand the scope for learning in the future and used investigative powers under the PSM Act to provide information and recommendations to the Head of Service, Directors-General and agency heads.

In order to facilitate systemic investigations during the reporting period, the Commissioner utilised the Senior Investigator employed within WCGD to undertake investigative work relating to complaints and Public Interest Disclosures (PIDs).

Promoting a positive workplace culture and standards of professional conduct across the ACT Public Sector (the Sector) was a strong focus in 2014-15. During the 2014-15 reporting period several key pieces of work were undertaken to meet the priorities listed above including:

- the completion of the review of the RED Framework, resulting in extensive action and implementation of its recommendations across Government;
- the appointment of an Employment Inclusion Manager who was tasked with developing attraction and retention strategies for Aboriginal and Torres Strait Islander Peoples and People with Disability;
- obtaining membership of the Pride in Diversity organisation; and
- the development of a whole of government Manager's Toolkit (ACTPS Manager's Toolkit) which provides practical resources and assistance in operational workplace contexts.

Further analysis of performance against all 2014-15 priorities is contained in greater detail in Section B2 of this report.

INDUSTRIAL RELATIONS, ENTERPRISE AGREEMENTS

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

Under section K14.2 of ACT Public Service Enterprise Agreements, the Commissioner may give written consent for employees to be re-engaged in the ACT Public Sector within two years of being made voluntarily redundant. In July 2014, Mr Young, as delegate of the Commissioner, gave this consent to staff who may elect to be made voluntarily redundant as a result of the introduction of the National Disability Insurance Scheme. The re-engagement of these staff is not an entitlement and is dependent on them being selected on merit through normal recruitment and selection processes.

SIGNIFICANT COMMITTEES AND THEIR ROLES

Joint Council

The Commissioner chairs the ACT Public Service Joint Council established under the PSM Act, with administrative support provided by the Public Sector Workplace Relations unit, WCGD. Joint Council is the peak union and management consultative committee for the Service, providing a forum for the consideration and exchange of information on matters of strategic interest to ACT Government employees and unions.

Matters of strategic interest to the Service are not defined under the rules of the Joint Council,

but instead are considered to be any significant issue that has, or might have, a multi directorate impact upon the employment of ACT Government employees. These matters include:

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

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

- the proposal for a new Workers' Compensation Scheme;
- the review of the PSM Act and Public Sector Bill;
- the proposed application to the Fair Work Commission for an ACT Public Service Modernised Enterprise Award;
- the development of guidance for managing workplace behaviour, the ACTPS Manager's Toolkit and associated training, and the establishment of a Monitoring Group;
- administration of the new Attraction and Retention Incentives;
- the transition to daily accrual of personal leave; and
- the employment policy review project.

Work Safety Council

The Work Safety Council is appointed by the Minister for Workplace Safety and Industrial Relations under the *Work Health and Safety Act 2011* (the WHS Act). The Council is responsible for advising the Minister on matters relating to work safety, bullying and other psychosocial issues, and workers' compensation. During the 2014 -15 reporting period, the Council has discussed a wide range of legislative and policy matters. This has included advice on amendments to Territory's workers' compensation legislation, the Fair Work Act and the WHS Act.

The Council has also provided advice on nationally harmonised work, health and safety codes of practice. Similarly, the Council provided input to the adoption of harmonised workers compensation initiatives arising from national collaboration led by Safe Work Australia.

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

Strategic Board

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

OUTLOOK FOR 2015-16

The focus for WCGD in 2015-16 will be to drive workforce reform through strategic workforce planning and further shape positive workplace culture, embedding high standards of conduct and behaviour across the Sector. Opportunities for initiatives include:

- development of workforce reform strategies to further develop an agile, engaged and innovative workforce;
- development of a whole of government Shared Capability Framework which will articulate ACT Public Service Values and Behaviours to deliver business priorities in operational and strategic contexts;
- whole of government leadership and management development incorporating, innovation, change management, employee engagement, communication and governance;
- ongoing implementation of initiatives to support positive workplace cultures, including embedding the RED Framework review recommendations and Pride in Diversity membership;

- further development of the ACTPS Manager's Toolkit;
- finalisation and implementation of changes to the legislative employment framework;
- development of related employment policy;
- monitoring the implementation and effectiveness of new behavioural Enterprise Agreement provisions; and
- development of Service-wide policy to implement Enterprise Agreement provisions.

B2. PERFORMANCE ANALYSIS

THE RED FRAMEWORK REVIEW

A review of the RED Framework was completed during the reporting period with the release of the final report on the review of the RED Framework (the Final Report). The Final Report was tabled in the Legislative Assembly on Thursday 14 May 2015 and incorporated findings from two previous review stages.

The Final Report, also referred to as Stage Three of the RED Review, reflected the culmination of three stages of work which commenced in 2013-14 to robustly and comprehensively assess the RED Framework's effectiveness and the extent to which it is used across the Service. Stages One and Two of the review of the RED Framework sought feedback from employees across the Service as well as internal and external stakeholders.

The Final Report found that the RED Framework has been successfully embedded within workplaces across the Service and has become a strong foundation to identify and act upon unacceptable workplace behaviour. Six recommendations were identified to assist the Service to move into the next iteration of its journey to embed a positive workplace culture. These recommendations were:

1. formally align the RED Framework as an element of the ACT Public Service Code of Conduct (ACTPS Code of Conduct), and update the document in accordance with key findings of the Stage One review;
2. define the role of Respect Equity and Diversity Contact Officers (RED Contact Officers) and outline the complaint mechanisms available to employees to raise and resolve workplace issues including explanation of provisions in Enterprise Agreements ;
3. redesign reporting on Respect Equity and Diversity themes in the annual ACT Public Service State of the Service Report to streamline and provide meaningful reporting on ACT Public Service Values and Signature Behaviours (ACTPS Values and Signature Behaviours) data;
4. improve the promotion and consistent application of whole of government initiatives with a particular focus on ACTPS Values and Signature Behaviours. Use the ACT Public Service Performance Framework (ACTPS Performance Framework) to ensure role modelling of ACTPS Values and Signature Behaviours at an executive and managerial level across the Service;
5. redesign the ACT Public Service Employment Strategy for Aboriginal and Torres Strait Islander Peoples as a stand-alone strategy. This strategy should include: the maintenance of targets, implementation of practical attraction and retention programs, and development of practical monitoring and reporting tools. Recommendation 5 also recognised the need to incorporate (as far as practicable) the 20 recommendations outlined in the *Government Response to the Standing Committee on Health, Ageing, Community and Social Services Report No.2 Report on the Inquiry into ACT Public Service Aboriginal and Torres Strait Islander Employment* into the next iteration of an employment strategy for Aboriginal and Torres Strait Islander Peoples; and

6. redesign the ACT Public Service Employment Strategy for People with Disability as a stand-alone strategy. This strategy is to include: the maintenance of targets, implementation of practical attraction and retention programs and development of practical monitoring and reporting tools. Continue to implement initiatives to develop a 'disability confident' Service.

Significant work has begun during 2014-15 to address the recommendations, especially in the area of employment strategies for Aboriginal and Torres Strait Islander Peoples and People with Disability. A RED working group, consisting of representatives from across government, was established to develop and implement the recommendations of the Final Report. It will continue to operate to ensure effective and consistent application of the recommendations throughout the Service.

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

The Final Report recommended a renewed focus on Employment Strategies for Aboriginal and Torres Strait Islander Peoples and People with Disability. The Aboriginal and Torres Strait Islander Employment Strategy and Employment Strategy for People with Disability formed an integral part of the RED Framework when it was released in 2010.

The Aboriginal and Torres Strait Islander Employment Strategy committed the Service to increasing the employment of Aboriginal and Torres Strait Islander Peoples from 0.9% in 2010 (179 employees) to 2% by 2015 (407 employees).

The Employment Strategy for People with Disability similarly committed the Service to increasing the employment of People with

Disability from 1.6% in 2010 (327 employees) to 3.4% by 2015 (655 employees).

Workforce data indicates that although progress towards these targets has been made¹, the Service did not achieve them as intended. The data shows that the employment of Aboriginal and Torres Strait Islander Peoples has increased to 1.4% of the Service's workforce (299 employees), and the employment of People with Disability has increased to 2.1% (437 employees)².

In February 2015 the Head of Service advised all Directors-General of revised, directorate- specific, annual diversity targets.

The employment targets extend until the 2018-19 financial year and will support the ACTPS to meet, and improve upon, the original employment targets. Combined with Service-wide employment initiatives, the targets will support workforce diversity, Aboriginal and Torres Strait Islander cultural awareness and disability confidence within the ACT Public Service.

The Commissioner has championed a renewed focus in these areas of employment during the 2014-15 reporting period.

In April 2015 1.5 (full time equivalent) Employment Inclusion Manager positions were appointed within CMTEDD to focus both on whole of government inclusion initiatives and provide support to directorates to build cultural awareness and disability confidence.

An Inclusion Employment Pathways (IEP) Program also began a pilot phase of operation. The IEP is a centrally coordinated program focusing initially on traineeships, cadetships and school-based work experience programs for Aboriginal and Torres Strait Islander Peoples. The IEP will be expanded to include similar pathways for People with Disability in the coming months and will include mentoring and an IEP Network.

1. The 2015 Workforce Profile details exact workforce diversity figures.

2. Extensive data relating to workforce diversity can be found in the 2014-15 ACTPS Workforce Profile and is quoted as at the last pay period of the financial year 17 June 2015.

Nineteen inclusion positions were identified in the ACT Public Service Graduate Program to support the placement of Aboriginal and Torres Strait Islander Peoples and People with Disability for the 2016 intake.

Disability confidence and education have been supported with the development and implementation of a whole of government Reasonable Adjustment Policy which has been incorporated into the ACTPS Manager's Toolkit online information platform. The Commissioner also promoted the publication 'Manager's Guide: Disability in the Workplace' which was produced in partnership with the Australian Network on Disability. The guide provides practical support to managers and supervisors in the attraction and retention of People with Disability.

To provide additional support in developing disability confidence, one of the outcomes of the Policy Review Project in the reporting period was the development of specific guidance on people management and mental health in the workplace. This resource will be added to the ACTPS Manager's Toolkit in the near future.

RESPECT, EQUITY AND DIVERSITY REPORTING

A review of whole of government reporting activities was completed in May 2015 to streamline Respect, Equity and Diversity reporting and improve the usefulness of the data collected. Questions contained in the ACT Public Service State of the Service Report Agency Survey were revised to capture and centralise reporting on workforce planning, Respect Equity and Diversity training, positive workplace culture building and attraction and retention initiatives for Aboriginal and Torres Strait Islander Peoples and People with Disability.

The recommendations of the Final Report will significantly influence the work outlook for 2015-16. Work will include: a broad diversity focus through Lesbian, Gay, Bisexual, Transgender, Intersex

(LGBTI) inclusion initiatives; a review of the bullying guidelines to ensure they are aligned with current best practice; activities to improve consistency in application of the RED Framework across the Service; alignment of the RED Framework with the ACTPS Code of Conduct and a continuation of the effort to embed the ACTPS Values and Signature Behaviours into workplaces across government.

WORKFORCE CAPABILITY AND ALIGNMENT WITH ACTPS VALUES AND SIGNATURE BEHAVIOURS

A priority during 2014-15 was to assist the operation of the ACT Public Service workforce as a single, dynamic organisation which is agile, responsive and innovative in delivering the government's priorities and in delivering quality services to the people of Canberra.

Key to meeting this challenge will be the Service's ability to improve workplace culture and capability. Supported by the findings of the Final Report is the requirement for ACT Public Service leaders to promote, support and demonstrate the values and behaviours outlined in the ACTPS Code of Conduct.

A comprehensive set of workforce strategies and practical tools are being created to further develop the ability of leaders across government to lead by example and support the prevention of inappropriate workplace behaviour. A series of regular workshops for executives began in April 2015 that are aimed at supporting skill development in the creation of productive teams and positive workplace culture.

The release of the ACTPS Performance Framework in 2013 introduced a behavioural component into measures of work performance and required ACT public servants to demonstrate the ACTPS Values and Signature Behaviours in their workplaces. In 2014-15 the ACTPS Performance Framework documentation was reviewed and amendments were made to increase usability.

The ACTPS Performance Framework's "Values in Practice" guidance material will be incorporated into a more comprehensive articulation of capability at different levels: the ACTPS Shared Capability Framework.

Development of the ACTPS Shared Capability Framework began in early 2015 to further embed ACTPS Values and Signature Behaviours as a core part of work performance. The Shared Capability Framework, regardless of organisational level or specific role:

- describes the key behaviour, skill, and understanding which can be universally expected in every workplace;
- enables managers to more easily retrieve and redirect performance; and
- translates the ACTPS Code of Conduct and Values and Signature Behaviours into business outcomes.

Feedback from across the Service highlighted a need for accessible, practical resources and tools to manage workplace behaviour. In response, the online ACTPS Manager's Toolkit was developed and introduced in March 2015 to bring together all the relevant tools a manager requires to deal with issues promptly and consistently.

The ACTPS Manager's Toolkit includes:

- key Respect, Equity and Diversity strategies to build a respectful and positive workplace;
- a focus on the ACTPS Values and Behaviours as the foundation to set, manage and adjust expectations regarding workplace behaviour and performance;
- a series of work, health and safety policies focusing on mental health and wellbeing;
- the ACTPS Performance Management Framework; and
- resources to proactively and positively manage workplace issues as they arise.

The Manager's Toolkit provides managers and supervisors with the tools and resources needed for effective people management in the ACTPS, enabling them to proactively manage and resolve workplace behaviour and performance matters as they arise in accordance with best practice principles and at the lowest possible level. The Toolkit will be a continually evolving resource with new information and policies added and reviewed to maintain its relevance to front line managers and supervisors.

The whole of government Employment Policy Review Project began in 2014-15 to implement changes to policies brought about by the transition from directorate specific to Service-wide Enterprise Agreements and planned changes to employment legislation. The Implementation Committee identified the policy topics to be covered and has commenced work on a number of Sector-wide policies to support efficient and effective enterprise agreement and human resource practice and procedure on a range of issues including:

- Domestic Violence leave;
- Recovery leave for senior classification grades;
- Travel;
- Gifts;
- Social media;
- Audio recording in the workplace;
- Volunteering;
- Workplace attendance; and
- Working with Vulnerable People.

Adaptation and renewal of these employment policies will effect widespread, lasting and positive change to workplace cultures and working environments.

WORK SAFETY, REHABILITATION AND WORKERS' COMPENSATION

By notice under the *Safety, Rehabilitation and Compensation Act 1988* (Cwlth) (the SRC Act), the Commissioner is identified as the principal officer of the Territory for the purposes of that Act and in that capacity has overall responsibility for workers' compensation for the Sector (excluding ACTEW Corporation Limited).

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

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

2014-15 saw the continued implementation of key initiatives against the Improvement Plan, further supporting the strategies previously initiated, including:

- partial co location of the case management team with Comcare to further enhance working relationships and achieve better outcomes for injured workers;

- piloting of two early intervention programs which provided funding for early treatment for physical injuries and mental ill health;
- procurement of a new panel of workplace rehabilitation providers, increasing the availability of specialised services to facilitate the return to work and recovery at work of injured employees;
- ongoing provision of training to supervisors, managers and executives on managing mental ill health in the workplace;
- finalising the incremental roll out of an online accident and incident reporting system, enabling faster reporting and improved support services to maintain an injured worker while at work or in returning them to work; and
- continued facilitation of the ACT Public Service Work Health and Safety Working Group which provides leadership and advice to continuously improving workplace safety culture across the Service.

The Improvement Plan has been successful in improving performance in managing health and safety risks, providing support to injured workers, and supporting rehabilitation and return to work programs for individuals. The Improvement Plan will be subject to review during 2015-16 to identify opportunities for further improvements, build on programs piloted so far and ensure strategies continue to achieve results for workers across the Service.

WORKFORCE PROFILE

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

ALL STAFF SURVEY

The Commissioner for Public Administration Annual Report 2014 reported on the inaugural ACT Public Sector All Staff Survey (the People Matter Survey).

The results of the People Matter Survey have provided valuable data on the effectiveness of reform initiatives, such as the ACTPS Code of Conduct and Performance Framework.

Informed by these results, a number of initiatives to support workforce capability, agility and positive work environments commenced in 2014-15. These included:

- encouraging mobility across the Service at all levels;
- developing and delivering whole of government strategic learning and development opportunities;
- encouraging mentoring, secondments and job-swaps;
- proposing changes to the PSM Act to encourage greater flexibility especially for executives;
- refreshing the RED Framework and developing greater employment opportunities for Aboriginal and Torres Strait Islander Peoples and for People with Disability;
- working to further embed the ACTPS Performance Framework; and
- developing tools for managers to undertake preliminary assessments of staffing issues to resolve them more quickly.

A number of directorates and agencies have also conducted internal surveys that enable benchmarking against peer organisations. Future whole of government surveys will minimise duplication and incorporate agency requirements into a whole of government exercise.

Future whole of government surveys will capture both broad level results and time series information for individual directorates. Plans for future all-staff surveys will identify the optimum timing and align with directorate specific surveys to avoid exposing the workforce to survey fatigue.

AGENCY SURVEY

Throughout the 2013-14 and 2014-15 reporting periods, significant amendments were made to the *Annual Reports (Government Agencies) Act 2004*. These changes streamline individual agency reporting and allow whole of government reporting on certain topics which are of particular relevance to certain agencies.

In response to adjusted reporting requirements, questions contained in the ACT Public Service State of the Service Report Agency Survey (the Agency Survey) were revised to update reporting on: workforce planning; Respect Equity and Diversity training; positive workplace culture; and building attraction and retention initiatives for Aboriginal and Torres Strait Islander Peoples and People with Disability.

The Agency Survey fulfils the reporting requirements under Section O of the Annual Reports (Government Agencies) Notice 2015 (the Annual Report Directions). As in previous years; the 2014-15 Agency Survey provides the Commissioner with information about broad human resource management trends and seeks information on: the operation of ACTPS Values and Signature Behaviours, ethics and culture, workplace equity and diversity, workforce planning, attraction and retention, and human resource management within the ACT Public Sector.

COMPLAINTS

During the 2014-15 reporting period the Commissioner received 19 general complaints from employees across the Sector. Two of those matters were for the Commissioner's advice only and no action was required. Significantly, this represents a 50 per cent drop from the previous year, suggesting an improvement in the overall management of complaints across the Sector.

The timely resolution of matters brought to the attention of the Commissioner, has also been enhanced by the appointment of a Senior Investigator for the purpose of complaint management, appropriate liaison, investigation as required and advice with respect to identified systemic issues or policy matters.

As at 30 June 2015, three new matters have been referred back to the relevant directorate for advice.

During the 2014-15 reporting period, the Commissioner received the following number of complaints involving Public Sector Entities:

Public Sector Entities	Complaints
Asbestos Response Taskforce	1
Calvary Hospital	1
Chief Minister, Treasury and Economic Development	4*
Canberra Institute of Technology	1**
Director of Public Prosecutions	2***
Education and Training	3
Health	3
Justice and Community Safety	1
Territory and Municipal Services	3

* Included Ministerial and Head of Service referrals.

** The CIT complaint was not new and related to a previously closed (2012) matter.

*** While the Commissioner does not have jurisdiction over the Office of the DPP, attempts were made to assist in the resolution of issues.

The overall subject matter of complaints varied during the 2014-15 reporting period, including issues associated with administrative or recruitment processes, termination of employment and bullying, of which there were only three.

There were no identified systemic issues, with most complaints resolved through direct liaison with the relevant entity and with minimal involvement by the Commissioner.

PUBLIC INTEREST DISCLOSURES

Under the PID Act the Commissioner has a number of functions including the provision of advice, monitoring the management of PIDs, reviewing investigations, ensuring outcomes and coordinating related education and training programs.

During the 2014-15 reporting period, whole of government entities complied with provisions of the PID Act, with the following statistics cross checked in conjunction with the State of the Service Agency Survey.

In total, the Commissioner was notified of 12 PIDs. Three came from the Auditor-General's office, two from the Ombudsman's office and seven from seven different entities across the ACT Government.

Of the 12, three were assessed as failing to meet the criteria for disclosable conduct, three were investigated under the PID Act and found to be unsubstantiated, four matters were assessed and the entity declined to act under section 20 (three were referred for investigation outside the PID Act), one resulted in a review of a finalised matter and one involved the re-opening of a previously closed matter following receipt of additional information.

Six investigations were instigated under the PID Act, with the average time taken for completion of investigations being six weeks.

There was no remedial action taken as a direct result of any PID as none were substantiated. There was nothing prescribed by regulation.

Continuing to embed a best practice approach to PID handling, the Commissioner for Public Administration was represented at the annual PID Oversight Forum and Seminar for Commonwealth Agency PID Practitioners in April 2015.

Throughout the 2014-15 reporting period, entities continued to develop internal procedures and notify Disclosure Officers in line with the PID Act.

The PID Act requires that the Commissioner be informed about PIDs with regard to receipt, referral, progress of any investigation and eventual outcome, including a decision not to investigate. A trial whole of government PID Tracking System became operational on 12 June 2014. After 10 months of operation it was evaluated and it was noted that a smaller volume of PIDs had been made compared with those anticipated for the period.

Following a review of actual usage of the system by Disclosure Officers, it was determined that entities have robust internal tracking mechanisms in place and that these sufficiently track and support the Commissioner with oversight functions required under the PID Act. It was determined that the whole of government PID Tracking system was not required at this time.

A whole of government PID database continues to be maintained by the Senior Investigator attached to the Commissioner's Office on behalf of the Commissioner for the purposes of centrally recording PID numbers and effective oversight and investigation of PIDs.

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

During 2014-15 work continued on the review of the PSM Act. The Public Sector Bill was introduced into the Legislative Assembly on 27 November 2014. During the first half of 2015 work continued on consultation with the unions and consideration of whether to take the Bill forward or make amendments to the PSM Act.

Amendments will include:

- inclusion of the ACTPS Values which will explicitly apply to the whole public sector, including statutory officeholders and agency heads;
- establishment of an independent Public Sector Standards Commissioner who will not be a public servant;
- establishment of a Senior Executive Service in the ACT Public Service;
- removal of the anachronistic concept of 'office' to facilitate executive staff mobility across the Service; and
- discontinuation of the practice of tabling executive contracts and replacing that process with the tabling of a list of new long term contracts twice yearly.

CONSEQUENTIAL AMENDMENTS TO THE *PUBLIC SECTOR MANAGEMENT ACT 1994*

There was one set of consequential amendments to the PSM Act during the 2014-15 reporting period. The amendment to the PSM Act was contained in the *Courts Legislation Amendment Act 2015* (the CLA Act), which came into effect on 7 April 2015. The CLA Act replaced the term ‘master’ with ‘associate judge’ in the PSM Act to reflect a change in title to provide appropriate gender neutrality and recognise the expansive civil jurisdiction of the role.

AMENDMENTS TO THE PUBLIC SECTOR MANAGEMENT STANDARDS 2006

The Commissioner is empowered under section 251 of the PSM Act, with the approval of the Chief Minister, to make and amend Standards for the purpose of the PSM Act. During the reporting period two sets of amendments to the Standards were implemented.

DI2014-272 (effective 16 October 2014)

The Commissioner amended the Standards to increase the cash payment in lieu of the executive vehicle entitlement. In its “Final Report on the Review of Entitlements for Members of the Legislative Assembly”, released in April 2014, the Remuneration Tribunal increased the rate of the payment in lieu of entitlement to a vehicle for MLAs to \$25,000 effective from 1 July 2014. This amendment to the Standards ensured that the previously aligned cash payments in lieu of motor vehicles for executives at levels 3.7-3.12 was maintained. Cash payments for other executives were also adjusted accordingly.

DI2015-17 (effective 12 February 2015)

The negotiation of the ACT Public Service Administrative and Related Classifications Enterprise Agreement 2013-17 introduced new forms of leave and changed leave arrangements/ payments for non-executive employees. The Commissioner amended the Standards to extend these entitlements to executives.

B.3 SCRUTINY

Standing Committee on Public Accounts Report No. 4 – Inquiry into Annual and Financial Reports 2012-13

Recommendation No. and Summary	Action	Status
5. The Committee recommended that Designated Disclosure Officers appointed for the purposes of the Public Interest Disclosure Act 2012 should ensure that the appropriate steps, as outlined in the PID Factsheet, are taken to inform persons making disclosures about the outcomes of investigations and, where applicable, actions taken. The Government agreed.	The matter has been reinforced at the whole of government Senior Executive Responsible for Business Integrity and Risk and Disclosure Officers meeting of April 2015.	Complete.
	Ongoing whole of government education continues regarding the requirements of the PID Act.	Ongoing.

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

Recommendation No. and Summary	Action	Status
1. The Committee recommended the ACT Public Service implement a project management approach to ensure achievement of outcomes identified in the ACT Public Service Employment Strategy for Aboriginal and Torres Strait Islander Peoples.	The Head of Service wrote to Directors-General in February 2015 outlining her expectations that significant steps be taken to address this area of employment.	Complete.
The Government agreed in principle noting the Public Sector Management group of CMTEDD is undertaking a review of the RED Framework, which considers the ongoing management and delivery of initiatives falling within the Employment Strategy for Aboriginal and Torres Strait Islander Peoples. Adoption of a project management approach to ensure the timely achievement of outcomes identified in the Employment Strategy will be considered in the context of this review.	Directors-General provide feedback to the Head of Service, who takes the opportunity to share best practice and successful initiatives across the ACT Public Service (ACTPS).	
	An Inclusion Employment Pathways (IEP) Program has been developed which links a Traineeship, Cadetship and the ACTPS Graduate Program. The program will provide guaranteed employment upon successful completion.	Ongoing.
	A pilot IEP Aboriginal and Torres Strait Islander Traineeship will commence in August 2015, with up to 14 positions already identified across the ACTPS. The Pilot Traineeship is monitored by a Steering Committee made up of Deputy Directors-General and meets monthly.	
	A whole of government RED Working Group has been convened to support the implementation of the RED review recommendations in an effective and cohesive manner across the ACTPS.	
	A whole of government Inclusion Manager has been employed to drive Aboriginal and Torres Strait Islander and Disability employment initiatives.	
	The Head of Service and Commissioner for Public Administration are championing a renewed focus on this area of employment.	
2. The Committee recommended the ACTPS define the target level of employment for Aboriginal and Torres Strait Islander employees in the ACTPS.	The Head of Service further outlined that she expects the ACTPS to – at a minimum – double the 2013-14 growth rates for Aboriginal and Torres Strait Islander Peoples, and People with Disability in the 2014-15 period.	Complete.
The Government agreed in principle noting the Employment Strategy clearly defines the target level of employment for Aboriginal and Torres Strait Islander employees in the ACTPS as increasing from 0.9% (176 employees) in 2010 to 2% (407 employees) in 2015.	From the financial year 2015-16 onwards, each directorate will adopt an annual growth rate of 10% of the targeted number for each of these groups, which will enable the ACTPS to reach, and potentially exceed the original 2015 diversity targets by 2018.	
	Targets are being incorporated into Directors-General Performance Development Plans in consultation with the Head of Service.	

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

Recommendation No. and Summary	Action	Status
<p>3. The Committee recommended the ACTPS Employment Strategy for Aboriginal and Torres Strait Islander Peoples be amended to incorporate a plan to recruit and retain suitably qualified Aboriginal and Torres Strait Islander senior executives in the Service.</p> <p>The Government agreed noting the ACTPS aims to employ more Aboriginal and Torres Strait Islander Peoples at both higher level administrative classifications and senior officer level. The proposal to amend the Employment Strategy to include a standalone plan to recruit and retain suitably qualified Aboriginal and Torres Strait Islander senior executives in the ACTPS is being considered as part of the ongoing review of the RED Framework.</p>	<p>Although a specific program to recruit suitably qualified Aboriginal and Torres Strait Islander senior executives has not been designed, a whole of government secondment program is currently being scoped, and includes job swaps into and out of the ACTPS, Non-Government Organisations and the Private Sector.</p> <p>The Inclusion Employment Program is a foundation to develop a wider and more diverse pool of talent and broaden the opportunities for employees to move into leadership positions within ACTPS in future years.</p>	In Progress.

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

Recommendation No. and Summary	Action	Status
<p>4. The Committee recommended the ACTPS give priority to identifying and implementing innovative ways of recruiting Aboriginal and Torres Strait Islander Peoples into the ACTPS, in consultation with the ACT Aboriginal and Torres Strait Islander Elected Body.</p> <p>The Government agreed noting the ACTPS whole of government Recruitment Guidelines will be updated in line with the renewal of the employment framework upon its implementation. This will be supported by development of a toolkit for managers, supervisors and colleagues of Aboriginal and Torres Strait Islander employees to provide cultural competency and other relevant information, including information relevant to recruitment. The proposal that the Government consider secondments of Aboriginal and Torres Strait Islander persons from Non-Government employers will be considered as part of the review of the RED Framework.</p>	<p>Consultations occurred with the Elected Body in December 2014, and remain ongoing through regular meetings with respective Directors-General relating to individual Elected Body Members' portfolio.</p> <p>Work is underway to ensure respective updates to the ACTPS Recruitment Guidelines will coincide with the renewal of the employment framework upon its implementation.</p> <p>A whole of government secondment policy was developed in June 2015 and includes job swaps into and out of the ACTPS, Non-Government Organisations and the Private Sector.</p>	In Progress.
<p>5. The Committee recommended the ACTPS use proactive recruitment methods, to fill more vacancies with Aboriginal and Torres Strait Islander Peoples.</p> <p>The Government agreed in principle noting it will continue to consider and adopt innovative recruitment practices to enhance the attraction and retention of Aboriginal and Torres Strait Islander employees. The proposal to utilise external recruitment agencies to increase the number of Aboriginal and Torres Strait Islander employees will be considered as part of the review of the RED Framework.</p>	<p>A significant effort has been put into advertising the ACTPS Graduate Program for the 2016 cohort. The selection panel for the Graduate Program will undertake inclusion training.</p> <p>An employment service provider has been engaged to support the pilot Inclusion Employment Pathways Aboriginal and Torres Strait Islander Traineeship Program.</p> <p>Best practice initiatives are being shared across the ACTPS.</p> <p>The ACTPS Recruitment Guidelines will incorporate specific information pending the implementation of renewed employment legislation.</p>	Complete.

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

Recommendation No. and Summary	Action	Status
<p>6. The Committee recommended the ACTPS enhance its website to address the requirements of Aboriginal and Torres Strait Islander Peoples who may be interested in employment in the ACTPS.</p> <p>The Government agreed noting the ACTPS will continue to work with the Elected Body to seek specific requirements of Aboriginal and Torres Strait Islander Peoples who may be interested in employment in the ACTPS, and how the ACT Government website can be enhanced to address these requirements.</p>	<p>A significant effort has been put into advertising the ACTPS Graduate Program for the 2016 cohort.</p> <p>A range of advertising including engaging social media has been used to advertise the Pilot Inclusion Employment Pathways Indigenous Traineeship for 2015.</p> <p>Consultation remains ongoing relating to specific requirements of Aboriginal and Torres Strait Islander Peoples who may be interested in employment in the ACTPS, and how the ACT Government website can be enhanced to address these requirements.</p>	<p>Complete.</p> <p>In Progress.</p>
<p>7. The Committee recommended the ACTPS Graduate Program offer at least two per cent of the total number of positions to Aboriginal and Torres Strait Islander Peoples.</p> <p>The Government agreed, noting the ACTPS Graduate Recruitment Program currently offers an unrestricted number of special measure positions that are restricted in terms of eligibility for recruitment to Aboriginal and Torres Strait Islander persons and Peoples with Disability. As part of the review of the RED Framework and in turn the Employment Strategy, the Government will engage with the Elected Body and the Office for Aboriginal and Torres Strait Islander Affairs (OATSIA) to implement targeted strategies to enhance interest in participation in the Graduate Program within the Aboriginal and Torres Strait Islander community.</p>	<p>The ACTPS Graduate Recruitment Program currently offers an unrestricted number of positions that are restricted in terms of eligibility for recruitment to Aboriginal and Torres Strait Islander Peoples and People with Disability.</p> <p>A significant effort has been put into advertising the ACTPS Graduate Program for the 2016 cohort which has lead to a higher number of applications from Aboriginal and Torres Strait Islander Peoples in 2015 than in previous years.</p> <p>The pilot Inclusions Pathways Program will provide a pathway to increasing participation in the Graduate Program from Aboriginal and Torres Strait Islander Peoples.</p>	<p>Complete.</p>
<p>8. The Committee recommended the ACTPS continue to be involved in the Australian Government's Indigenous Cadetship Program.</p> <p>The Government agreed noting the ACTPS has been actively engaged with the Commonwealth Government who manages the Indigenous Cadetship Support Program and has been registered as a participant since 2012.</p>	<p>The pilot Inclusions Pathways Program has been designed to incorporate the Australian Government's Indigenous Cadetship Program as an element.</p>	<p>Complete.</p>

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

Recommendation No. and Summary	Action	Status
10. The Committee recommended the ACTPS take the necessary steps to ensure exit data relating to Aboriginal and Torres Strait Islander employees is collected and reported, including to the ACT Aboriginal and Torres Strait Islander Elected Body and in the annual State of the Service report.	Initial consultations have occurred through the RED Review Working Group regarding usage and success of current exit surveys across the ACTPS, and how exit data can be better captured and analysed.	In Progress.
The Government agreed in principle noting the Government aims to improve the collection of exit survey data for workforce planning and reporting purposes. The ACTPS will consider how best to update the survey in line with the One Service model, and will consider continuous improvement in promoting the survey and its benefits to all staff.	The Agency Survey component of the ACTPS State of the Service Report has been reviewed to improve validity and usefulness of data collected and reported especially around RED themes.	Complete.
	Directorate level reporting on RED contacts is being reviewed to ensure consistency.	
11. The Committee recommended the ACTPS take steps to ensure all agencies have in place for staff and in particular Aboriginal and Torres Strait Islander employees, learning and development plans and career pathway plans.	To be developed through individual Performance Development Plans as the ACTPS Performance Framework becomes more embedded.	Complete.
The Government agreed in principle noting the ACTPS Performance Framework sets out the objectives for performance management and development in the ACTPS and applies to all employees. It also aligns with learning and development to effectively build employee capability and actively encourage good performance.	The Pilot Inclusions Employment Program has been developed as an entry point for employment and meaningful career opportunities in the ACTPS.	
This recommendation will be considered in the context of the review of the RED Framework and as part of the continuous improvement review of the Performance Framework scheduled for 2014-2015.		

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

Recommendation No. and Summary	Action	Status
<p>12. The Committee recommended the ACTPS develop an induction program for new Aboriginal and Torres Strait Islander employees that augments the induction program for all new staff.</p> <p>The Government agreed in principle noting the ACTPS will consult with the Indigenous Staff Network for their views on relevant matters for inclusion in whole of government induction. These matters will be considered in the context of the review of the RED Framework, however, directorates have made some initial suggestions, including that a whole of government Induction Program should include bi-annual meetings/workshops to assist mentoring, buddy support and networking, and the program should involve directorate-specific input. The concept of providing whole of government elements for local induction will also be considered.</p>	<p>Induction programs are currently being reviewed through the RED Review Working Group.</p> <p>Induction content is under development for the Pilot Inclusion Employment Pathways Traineeship Program.</p>	In Progress.
<p>13. The Committee recommended the ACTPS review its cross-cultural training and take necessary steps to ensure it is of the highest standard, with benchmarking as appropriate.</p> <p>The Government agreed noting a review of the current cultural awareness training will be considered in the context of the review of the RED Framework.</p>	<p>RED Training is currently being reviewed through the RED Review Working Group.</p>	In Progress.

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

Recommendation No. and Summary	Action	Status
<p>14. The Committee recommended the ACTPS ensure all staff undertake cross-cultural training and that data on this training together with an assessment of its impact be reported in directorate and agency annual reports.</p> <p>The Government agreed in principle noting the review of the RED Framework has indicated the principle of diversity has been adopted and embedded across the ACTPS, and operates as ‘business as usual’. The Government is interested in forming closer links with the Aboriginal and Torres Strait Islander community to gain better understanding of its culture and customs, to enhance cross-cultural understanding relevant to the ACTPS, and the citizens we serve. Accordingly, this recommendation will be considered in the context of the review of the RED Framework.</p>	<p>This is being considered in line with current training being reviewed through the RED Review Working Group.</p>	<p>In Progress.</p>
<p>15. The Committee recommended the ACTPS ensure all work environments are properly prepared for new Aboriginal and Torres Strait Islander employees. This may mean additional cross-cultural training programs for the managers and/or supervisors of Aboriginal and Torres Strait Islander employees.</p> <p>The Government agreed in principle stating it will consult with the Elected Body to finalise the Toolkit for managers and supervisors of Aboriginal and Torres Strait Islander employees.</p>	<p>Relevant ACTPS recruitment documents are being updated to include a section relating to considerations when employing an Aboriginal and/or Torres Strait Islander person.</p>	<p>In Progress.</p>

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

Recommendation No. and Summary	Action	Status
<p>16. The Committee recommended that until the end of the current ACT Employment Strategy for Aboriginal and Torres Strait Islander Peoples, the ACTPS report to the ACT Aboriginal and Torres Strait Islander Elected Body on a six-monthly basis data and provide information on the effectiveness of cross-cultural training.</p> <p>The Government agreed in principle noting reports on aspects of the Employment Strategy are provided at Elected Body Estimates-style hearings, Budget Estimates hearings, and Annual Report hearings on an annual basis.</p>	<p>Effectively the ACTPS Employment Strategy for Aboriginal and Torres Strait Islander Peoples comes to an end on 1 July 2015.</p> <p>The ACTPS reported to the ACT Aboriginal and Torres Strait Islander Elected Body in December 2014 and to the Select Committee on Estimates in June 2015.</p> <p>Reporting will remain ongoing in this context, including through regular meetings with respective Directors-General relating to individual Elected Body Members' portfolio.</p>	Complete.
<p>17. The Committee recommended the ACTPS ensure induction programs for all new ACTPS employees include effective training on the handling of racism and bullying.</p> <p>The Government agreed noting work undertaken to outline expectations regarding workplace behaviour, resulting in the ACTPS Code of Conduct and its supporting documents, including the RED Framework. Additionally as part of the review of the RED Framework the content of RED training will be revised and updated where necessary to include appropriate content regarding handling all forms of bullying, including racism.</p>	<p>Induction programs and training are currently being reviewed through the RED Review Working Group.</p> <p>RED training (including responding to and preventing bullying) and a comprehensive guideline on the prevention of bullying (including harassment and discrimination) already exists within the ACTPS. RED training will be reviewed and updated through the RED Review Working Group and the guidelines are being reviewed to ensure they remain best practice and modern.</p>	In Progress.

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

Recommendation No. and Summary	Action	Status
<p>19. The Committee recommended the ACTPS Indigenous Network (renamed Murranga Murranga) meet regularly to discuss issues about the implementation of the ACT Public Service Employment Strategy for Aboriginal and Torres Strait Islander Peoples.</p> <p>The Government agreed noting the Employment Strategy has been raised by Murranga Murranga as being a significant issue for members. As service delivery and employment issues are at directorate-level, OATSIA is working in partnership with CMTEDD in identifying strategies to support directorates in developing their own Aboriginal and Torres Strait Islander Networks.</p>	<p>In 2014 the Executive Team was chosen which consisted of two co-chairs, one man and one woman, and two executive members (also one man and one woman), to maintain cultural obligations and provide the ACTPS Aboriginal and Torres Strait Islander community with culturally appropriate options of support.</p> <p>Murranga Murranga has been re-established in regards to past formats. Since the new Executive Team has come on board, they have attempted to work with every Directorate to engage and improve the Network. The Director-General, ETD is the current Champion of the Network.</p> <p>Since June 2014 there has been four meetings held, with one currently being arranged.</p> <p>The network is currently undertaking an election process to determine the new Chairs, a youth representative and the executive members.</p> <p>Murranga Murranga has identified five priorities for its focus, including: Increasing awareness and participation, increasing employment opportunities across directorates, developing and creating access to mentoring and leadership opportunities, create better retention strategies and improving and supporting the cultural integrity for Aboriginal and Torres Strait Islander Peoples.</p>	Complete.
<p>21. The Committee recommended the ACTPS Strategic Board actively encourage NAIDOC week celebrations on a Service-wide basis.</p> <p>The Government agreed noting during the 2014 Reconciliation Week, the Head of Service (as Chair of the Strategic Board) encouraged all employees to attend events, and highlighted the opportunity for staff to learn about and share our unique Aboriginal and Torres Strait Islander cultures. Directors-General promote NAIDOC week celebrations and attendance by employees at these events.</p>	<p>The Head of Service will continue to actively encourage participation in NAIDOC week celebrations as the chair of the Strategic Board.</p> <p>The Head of Service sent a whole of government message on 25 May 2015 encouraging employees to take the opportunity to reflect and focus on reconciliation, to learn about the cultures and histories of Aboriginal and Torres Strait Islander Peoples, and to explore new and better ways of meeting challenges in our communities.</p> <p>The message further outlined events taking place, and asked how members of the public service will 'change it up'.</p>	<p>In Progress.</p> <p>Complete.</p>

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

Recommendation No. and Summary	Action	Status
<p>23. The Committee recommended the ACTPS examine ways of working with the Australian Indigenous Leadership Centre for the delivery of innovative diversity and mentoring training for all ACTPS employees.</p> <p>The Government agreed noting it is committed to innovative ways to retain Aboriginal and Torres Strait Islander employees, and will further investigate this recommendation in the context of the review of the RED Framework currently underway.</p>	<p>The initiative will be investigated where specific employment programs require mentoring outside of existing internal groups such as Murranga Murranga.</p>	In Progress.
<p>24. The Committee recommended the ACTPS ensure mentors for Aboriginal and Torres Strait Islander employees are drawn from those ACTPS employees who are respected within the wider Aboriginal and Torres Strait Islander community.</p> <p>The Government agreed in principle noting mentoring, buddying and coaching programs currently in operation in ACT Health are being monitored centrally with a view to possible whole of government adoption/implementation. The operation of the buddying component of the CSD facilitated traineeship may also be considered in this context. The recommendation will also be considered in the context of the review of the RED Framework currently underway.</p>	<p>The pilot Inclusion Employment Pathways Aboriginal and Torres Strait Islander Traineeship will engage culturally appropriate mentors from Murranga Murranga in addition to other sources to support both trainees and their supervisors.</p> <p>An Inclusion Employment Pathways Trainee Network will be established to facilitate peer support and additional training and development.</p>	In Progress.

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

Recommendation No. and Summary	Action	Status
<p>25. The Committee recommended all ACTPS directorates and agencies ensure they have an Aboriginal and Torres Strait Islander Peoples Employment Action Plan with implementation underway during 2014-15.</p> <p>The Government agreed in principle noting that the ACTPS as a whole, led by CMTEDD and the Strategic Board, will continue to identify and investigate initiatives or measures that could be adopted to improve on our current achievements. This recommendation will be considered in the context of the review of the RED Framework.</p>	As outlined at Recommendation 1.	Complete.
<p>26. The Committee recommended the ACTPS establish a Work in the Assembly Program for Aboriginal and Torres Strait Islander employees, along the lines of the current Work in the Assembly Program open to all ACTPS employees, at the ASO 6 or SOGC levels.</p> <p>The Government agreed in principle stating that it would consider the recommendation in the context of the review of the RED Framework and in consultation with the Office of the Legislative Assembly.</p>	Initial contact has been made with the Office of the Legislative Assembly to discuss the recommendation.	In Progress.

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

Recommendation No. and Summary	Action	Status
<p>28. The Committee recommended the ACTPS take prompt action to ensure the wider collection of data, including exit surveys, relating to Aboriginal and Torres Strait Islander employees in the ACT Public Service.</p> <p>The Government agreed in principle noting that the Government aims to improve the collection of exit survey data for workforce planning and reporting purposes. This recommendation will be considered in the context of the review of the RED Framework.</p>	<p>Initial consultation has occurred through the RED Review Working Group regarding usage and success of current exit surveys across the ACTPS, and how exit data can be better captured and analysed.</p> <p>The Agency Survey component of the ACTPS State of the Service Report has been reviewed to improve validity and usefulness of data collected and reported especially around RED themes.</p>	<p>In Progress.</p> <p>Complete.</p>
<p>29. The Committee recommended that the ACT Public Service Commissioner for Public Administration enhance the usefulness of the State of the Service Report by including analysis and interpretation of data relating to Aboriginal and Torres Strait Islander employees.</p> <p>The Government agreed.</p>	<p>The Commissioner for Public Administration has recently reviewed the structure of the annual ACTPS State of the Service Report with a view to providing a narrative of the ACTPS's progress over the reporting period, including in relation to data relating to Aboriginal and Torres Strait Islander employees.</p>	<p>Complete.</p>
<p>30. The Committee recommended the ACTPS ensure information relating to the implementation and performance of the ACT Employment Strategy for Aboriginal and Torres Strait Islander Peoples that is reported to the ACT Aboriginal and Torres Strait Islander Elected Body also be reported to the Legislative Assembly to facilitate examination at Annual Reports and Estimates Committee hearings.</p> <p>The Government agreed noting that progress on the RED Framework and the Employment Strategies were reported in the ACTPS State of the Service Report, at the annual Elected Body Estimates Style Hearing and at Estimates and Annual Report hearings.</p>	<p>The ACTPS reports on all aspects of Aboriginal and Torres Strait Islander employment at all forums which have been identified.</p>	<p>Complete.</p>

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

Recommendation No. and Summary	Action	Status
<p>31. The Committee recommended the ACTPS review the merit of implementing an Indigenous leadership program similar to that proposed by the New South Wales Public Service Commission and report its findings to the ACT Aboriginal and Torres Strait Islander Elected Body and the Legislative Assembly.</p> <p>The Government agreed, noting that directorates have indicated support for an Indigenous leadership program to increase the capability of current and future Aboriginal and Torres Strait Islander employees and to increase the attractiveness of the ACTPS to Aboriginal and Torres Strait Islander Peoples.</p>	The initiative is being investigated.	In Progress.

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

Recommendation No. and Summary	Action	Status
34. The Committee recommended all submitters of PIDs receive a written advice of the action taken and outcome of their PIDs. The Government agreed noting that the PID Act 2012 already includes the requirement to keep people who submit PIDs informed of any investigation activities or outcomes in relation to the matters they have raised.	The process was confirmed at the whole of government Senior Executive Responsible for Business Integrity Risk and Disclosure Officers meeting of April 2015. Whole of government education continues regarding the requirements of the PID Act.	Complete. Ongoing.
51. The Committee recommended the Government undertake analysis of the underlying causes of bullying in the ACT Public Service and establish a service-wide framework to address these issues. The Government agreed in principle noting that public sector conduct, including bullying issues, is intended to be a particular focus for a new independent Commissioner. Accordingly, there will need to be discussions with the new Commissioner around their planned program of work in relation to this issue. There is already a service-wide framework to address bullying issues that consists of the RED Framework and accompanying guide to prevention and management of work bullying which is currently being reviewed and updated; and investigations provisions in the Enterprise Agreements.	A Service-wide framework for preventing and responding to bullying in the ACTPS already exists. This includes the RED Framework, the Preventing Work Bullying Guidelines, and a clear procedure for managing allegations of misconduct (including bullying) being prescribed in Enterprise Agreements. To support this framework, a Manager's Toolkit and ACTPS Guide to Managing Workplace Behaviour have been developed and released. A review of the bullying guidelines is being undertaken to ensure they remain best practice and modern. The role of the RED contact officers and the training provided is being reviewed and clarified, especially in the area of complaints management and increased education regarding the complaints mechanisms in the ACTPS. In the most recent negotiations with unions on Enterprise Agreements, substantial work was undertaken to amend Section H (Workplace Values and Behaviour) of the common terms and conditions. Particularly, the 'evidence-gathering' provisions were replaced with the preliminary assessment provisions, with the intent of resolving complaints of inappropriate behaviour at the lowest level and at an early stage, before they progress to more serious misconduct issues.	Complete. Complete. In progress. In progress. Complete.

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

Recommendation No. and Summary	Action	Status
<p>52. The Committee recommended the Government put in place a whole of government bullying strategy.</p> <p>The Government agreed in principle noting the guide to prevention and management of work bullying contains the whole of government bullying strategy and is currently being reviewed.</p>	<p>The ACTPS Preventing Work Bullying Guidelines are being reviewed by the RED Review Working Group to ensure its currency and to consider how the document can be used as a tool to prevent any inappropriate behaviour in the workplace.</p>	In progress.
<p>53. The Committee recommended that the Government establish a register to monitor the incidence and progress on addressing bullying across the ACT Public Service.</p> <p>The Government agreed in principle noting the ACTPS State of the Service Report provides data on the number of bullying complaints and how they are handled. Further initiatives to monitor the incidence and handling of bullying complaints are being considered during the review of the RED Framework.</p>	<p>The reporting procedures for RED Contacts are being reviewed with the intention of improving consistency of data collected and reported within Directorates on the number and type of RED Contacts.</p> <p>The Agency Survey component of the ACTPS State of the Service Report has been reviewed to improve validity and usefulness of data collected and reported.</p>	<p>In progress.</p> <p>Complete.</p>
<p>54. The Committee recommended the Government put in place a standard training regime for all ACT Public Service (directorates and agencies) on bullying.</p> <p>The Government agreed in principle noting training on the RED Framework, which includes bullying, is provided through Shared Services, and has been customised for specific workplaces by larger directorates such as Health.</p> <p>Training requirements are being considered during the review of the RED Framework.</p>	<p>RED training, including preventing and responding to bullying, is currently provided to all staff, with specific additional training being provided to RED Contact Officers. These training packages are currently being reviewed through the RED Review Working Group with the intent to ensure they are best practice, modern and that a minimum standard exists consistently across the ACTPS. Specific workplaces/directorates will continue to provide additional training packages where appropriate.</p>	In progress.

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

Recommendation No. and Summary	Action	Status
<p>55. The Committee recommended the Government consider the application of restorative justice practice in addressing bullying in the ACT Public Service.</p> <p>The Government agreed noting the application of restorative justice practice will be considered during the review of the RED Framework.</p>	<p>A review of bullying material is being undertaken to ensure best practice, including that issues are identified early on and resolved at the lowest possible level where appropriate. This review includes a focus on restorative justice, rather than issues escalating to formal procedures before any attempt at resolution has occurred.</p> <p>The Manager's Toolkit has been developed and released. It provides assistance to supervisors and managers in early identification and efficient resolution of issues.</p>	<p>In progress.</p> <p>Complete.</p>
<p>68. The Committee recommends that the ACT Government give consideration to establishing an independent Public Service Commissioner, for whom functions should include: (i) developing and providing expertise in dealing with bullying matters; and (ii) centrally tracking, monitoring and reporting on the incidence of bullying in the ACTPS.</p> <p>The Government noted the recommendation.</p>	<p>The Public Sector Bill 2014, tabled in the Legislative Assembly on 25 November 2014 created such a position with the functions specified in the recommendation.</p>	<p>In progress.</p>

Standing Committee on Public Accounts Report on Annual and Financial Reports 2013-14

Recommendation No. and Summary	Action	Status
<p>8. The Committee recommends that the ACT Government inform the ACT Legislative Assembly, by the last sitting day in May 2015, on the outcomes of its review of the RED Framework—with particular reference to:</p> <ul style="list-style-type: none"> a) the adequacy of the whole of government bullying strategy as contained within the ACTPS Guide to prevention and management of workplace bullying; b) detailing further initiatives (to that of reporting in the Commissioner for Public Administration's State of Service Report) to monitor the incidence and handling of bullying complaints in the ACTPS; and c) the adequacy of the ACTPS training regime across the ACTPS on workplace bullying. <p>The Government agreed.</p>	<p>The report on the review of the RED Framework was tabled by the Chief Minister in the Legislative Assembly on 14 May 2015.</p>	<p>Complete.</p>

B8. HUMAN RESOURCES MANAGEMENT

ACT PUBLIC SECTOR DEVELOPMENT PROGRAMS

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

The 2015 ACT Public Service Graduate Program (ACTPS Graduate Program) received nation-wide interest from applicants. Forty one graduates commenced the ACTPS Graduate Program in February 2015. The graduates were engaged across five specialist streams: ICT, Public Administration/ Policy, Commerce/ Business, Law, and Sustainability/ Environment/ Planning.

Preparation is ongoing for the 2016 Graduate intake. Applications for the 2016 ACTPS Graduate Program closed on 12 May 2015 with 1,150 applications received.

The program will continue to use specialist streams to specifically engage graduates with skills from Public Administration/ Policy, Commerce/ Business, Infrastructure, Law and ICT. Extra advertising was undertaken to enhance the profile for available positions for Aboriginal and Torres Strait Islander Peoples and People with Disability.

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

Two Executive Forums with key note speakers have taken place in 2015 on the topics of change management, leadership and collaboration. More

are planned for 2015-16 for Band 1 and 2 executives on resilience, leadership and collaboration.

During 2014-15 there were three executive participants in the ANSZOG Executive Master of Public Administration and one participant in the ANSZOG Executive Fellows Program. Both are supported through CMTEDD and directorate shared funding.

APPENDIX I – COMPLIANCE STATEMENT

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

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

PART 1 DIRECTIONS OVERVIEW

The requirements under Part 1 of the Directions relate to the purpose, timing and distribution, and records keeping of annual reports. The ACT Public Service State of the Service Report 2015 complies with all subsections of Part 1 under the Directions.

In compliance with section 13 Feedback, Part 1 of the Directions, contact details for the Commissioner for Public Administration are provided within the ACT Public Service State of the Service Report 2015 to provide readers with the opportunity to provide feedback.

PART 2 AGENCY ANNUAL REPORT REQUIREMENTS

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

- B.4 Risk Management;
- B.5 Internal Audit;
- B.6 Fraud Prevention;
- B.7 Work Health and Safety;
- B.8 Human Resources Management (with the exception of learning and development programs and activities);

- B.9 Ecologically Sustainable Development; and
- C. Financial Management Reporting.

The information that satisfies the remainder of the requirements of Part 2 is found in the ACT Public Service State of the Service Report 2015 as follows:

- A. Transmittal Certificate, see page 4; and
- B. Organisational Overview and Performance, inclusive of subsections B.1, B.2, B.3, see pages 7-43

PART 3 REPORTING BY EXCEPTION

The Commissioner for Public Administration has nil information to report by exception under Part 3 of the Directions for the 2014-15 reporting period.

PART 4 AGENCY SPECIFIC ANNUAL REPORT REQUIREMENTS

The Commissioner for Public Administration has nil information for agency specific annual report requirements under Part 4 of the Directions for the 2014-15 reporting period.

PART 5 WHOLE OF GOVERNMENT ANNUAL REPORTING

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

- Q. Community Engagement and Support, see the 2014-15 Annual Report of Chief Minister, Treasury and Economic Development Directorate;
- R. Justice and Community Safety, including all subsections R.1 – R.4, see the 2014-15 Annual Report of the Justice and Community Safety Directorate; and
- T. Territory Records, see the 2014-15 Annual Report of Chief Minister, Treasury and Economic, Development Directorate.

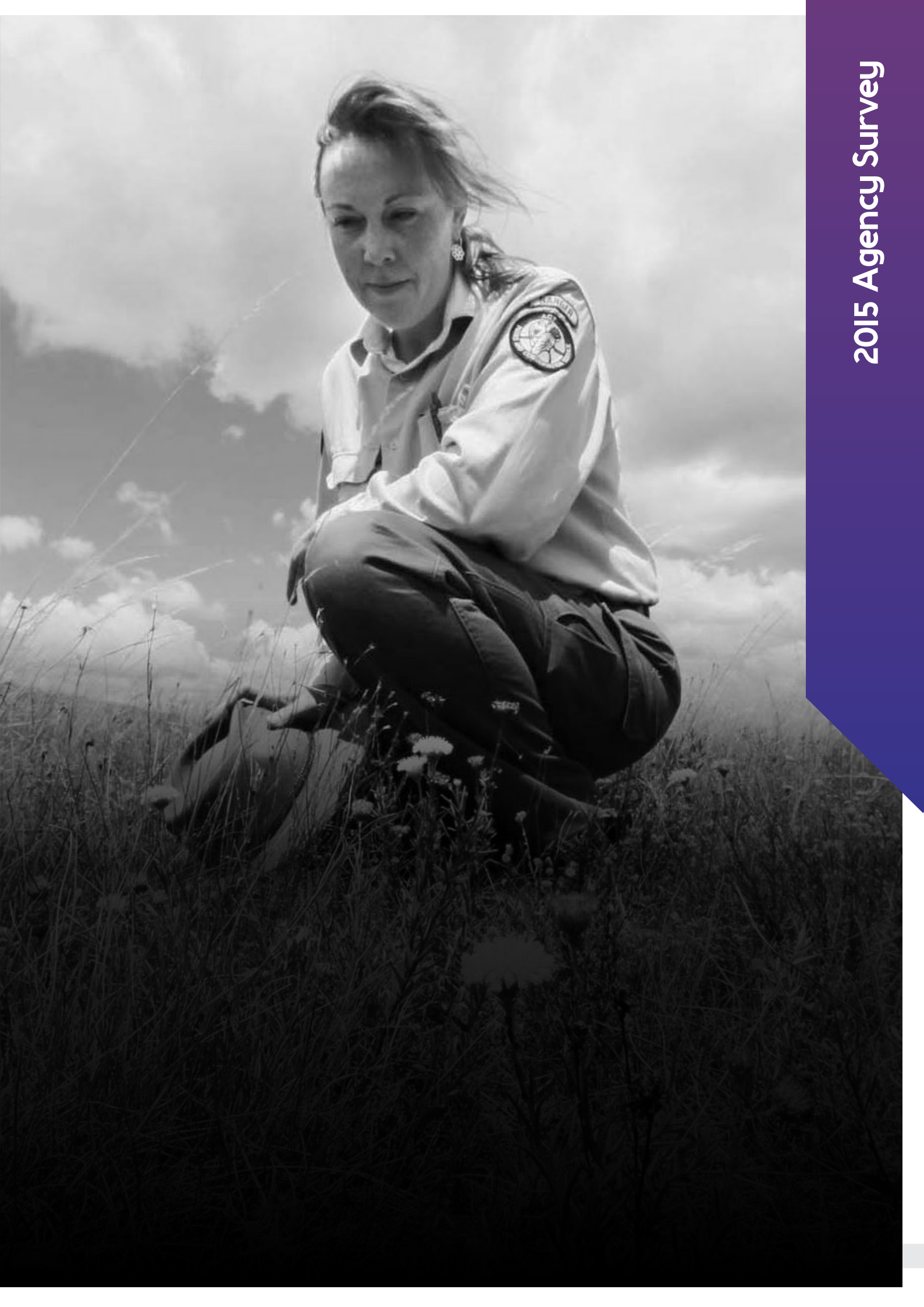
Subsection O of Part 5 of the Directions requires the Commissioner for Public Administration to produce an annual report on the State of the Service. The information that satisfies the requirements of subsection O is found in the ACT Public Service State of the Service Report 2015 as follows:

- O.1 Culture and Behaviour, see pages 48-49;
- O.2 Public Interest Disclosure, see pages 18-19; and
- O.3 Workforce Profile, see pages 81-107

ACT Public Service Directorate Annual Reports are found at the following web address:

http://www.cmd.act.gov.au/open_government/report/annual_reports





INTRODUCTION AND METHODOLOGY

BACKGROUND, AIMS AND OBJECTIVES

Section O.1 of the Annual Report Directions 2014-15 requires that the Commissioner for Public Administration produce a report on culture and behaviour within the ACT Public Sector workforce.

The State of the Service Agency Survey (the Agency Survey) is the method by which information on culture and behaviour is collected from ACT Public Service Directorates and ACT Public Sector Entities.

The aim of the Agency Survey is to collect data on the outcomes delivered under the Respect, Equity and Diversity Framework (RED Framework) and identify how the values under the ACT Public Service Code of Conduct are being embedded into workplace culture³. These objectives are met through collecting and analysing information via the Agency Survey on the following topics:

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

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

METHODOLOGY

The ACT Government partnered with Qualtrics, LLC (Qualtrics) to conduct a yearly study of directorates and agencies in June 2015 via an online survey instrument. This is the first year Qualtrics has been used as the platform to conduct the Agency Survey. For the previous three year period Inshtrix Pty. Ltd. (Inshtrix) conducted the survey and prior to 2012 information had been gathered using a variety of communication methods. The changes to the survey streamline the process of data collation.

The data was collected from 17 to 31 July 2015. A link to the online survey instrument and a document containing key information was sent to contacts at each participating directorate and agency. Information was then gathered by each directorate and agency, and was input into the Qualtrics online survey. All eight ACT Public Service directorates and six ACT Public Sector agencies completed the Agency Survey. These were:

- Health Directorate;
- Capital Metro Agency;
- Chief Minister, Treasury and Economic Development Directorate;
- Community Services Directorate;
- Education and Training Directorate;
- Environment and Planning Directorate;
- Justice and Community Safety Directorate;
- Territory and Municipal Services Directorate;
- ACT Audit Office;
- ACT Electoral Commission;
- Calvary Health Care ACT;
- Canberra Institute of Technology;
- Director of Public Prosecutions; and
- Office of the Legislative Assembly.

DEVELOPMENT OF THE SURVEY INSTRUMENT

To achieve the research objectives, Workforce Capability and Governance Division (WCGD), in collaboration with Human Resource Directors, conducted a review of the survey design. The questionnaire was programmed by Public Sector Management group into the Qualtrics platform to enable respondents to participate at their convenience.

SURVEY ANALYSIS AND REPORTING

WCGD produced the Agency Survey report using data provided by Qualtrics. The Agency Survey report is a whole of government overview of the results collected and includes background commentary.

REPORTING NOTES

- Questions that have multiple response options will result in percentages that could add up to more than 100 per cent. In the case of open-ended questions, respondents often provide more than one reason for their response and in these cases, percentages will add up to more than 100 per cent.
- Data has been rounded to one decimal place and as such, percentages may not add up to exactly 100 per cent on certain graphs.
- Where possible comparisons are made within this report between 2014-15 results and those collected by Insightrix for the 2011-12, 2012-13 and 2013-14 reporting periods.
- Throughout this report survey respondents are referred to as 'agencies'.

I.I ATTRACTION AND RETENTION STRATEGIES

Attraction and retention strategies are used by agencies to recruit and retain employees with critical skills. As reported in the 2014-15 Agency Survey the most commonly used attraction and retention strategy was access to flexible working hours. Financial incentives such as: Attraction and Retention Incentives (ARIns); commencement above base salary and the provision of study assistance were the second, third and fourth most utilised strategies respectively.

Which of the following were the top three benefits most utilised by your Agency in the 2014-15 financial year to attract and retain people with critical skills? Base: All respondents.

Table 1 - Attraction and Retention Strategies⁴

	Total Responses ⁴
Commencement above base salary	6
Attraction and Retention Incentives (ARIns)	8
Job sharing	2
Flexible work hours	10
Development opportunities (e.g. study awards, fellowships, secondments)	4
Work placements/rotations	1
Nursing Mothers'/Carers' Room	1
Grandparental leave	1
Support for transition to retirement	2
Provision of studies assistance	5
Health and well-being programs	2
HR support case managers for trainees and apprentices	0
University scholarship	0
Graduate programs	2
Activity based work (e.g. telework, home-based work)	1
None of the above	1
Other	2

4. While Agencies were asked to select the top three benefits utilised by their Agency in the 2014-15 financial year to attract and retain people with critical skills, some Agencies selected more than three. Therefore, total responses exceed 42 (14 Agencies x 3 responses).

ATTRACTION AND RETENTION INCENTIVES

ARins are payments made to employees in addition to their classification salary. Using ARins allows agencies to attract staff with critical skills in a competitive labour market.

For many years Special Employment Arrangement (SEA) payments were used within the ACT Public Sector to attract and retain staff with critical skills, however SEAs were also used in other employment situations.

From 2013, ACTPS Enterprise Agreements adopted the ARins model. When each Enterprise Agreement was implemented, most employees under those agreements who were receiving SEAs automatically transferred to ARin arrangements.

For the purposes of gauging the extent to which ARins are used to attract and retain staff with critical skills, data has been collected from centrally held records and individual agencies.

In the 2014-15 financial year, please indicate how many employees received Attraction and Retention Incentives (ARins)?

Table 2 - Attraction and Retention Incentives

	Total
Total number of ARins as at 30 June 2015 ⁵ (not including SEAs or other forms of additional work payments)	331
Number of employees that have transferred from SEA during the reporting period ⁶	112
Number of ARins terminated as at 30 June 2015 ⁷	141
Number of ARins providing for privately plated vehicle as at 30 June 2015	10
Number of ARins entered into between 1 July 2014 - 30 June 2015 ⁸	189

Employees on a range of pay classifications received ARins in 2014-15. The pay classifications varied relative to the directorate or agency and the ongoing usage of ARins. Agencies mostly reported ARins ranging from ASO5 (classification salary range: \$69,797- \$73,881) to SOGA (classification salary: \$129,470) and across different employment classification types such as Medical Practitioners and Dentists.

5. This figure was collected from a central record held by Shared Services HR Information and Data.

6. As above

7. As above

8. As above

I.2 WORKFORCE PLANNING

Workforce planning describes a range of activities carried out by organisations in order to identify and provide for future needs. The 2014-15 Agency Survey asked agencies to outline their workforce planning activity for the reporting period.

In the 2014-15 financial year, did your Agency undertake any of the following workforce planning activities? Please select all that apply.

Table 3 – Workforce Planning Activity during 2014-15

	2012-13	2013-14	2014-15
Identifying the capabilities required for your Agency to deliver services in the future	13	15	11
Obtaining information to evaluate the effectiveness of learning and development	13	13	7
Obtaining information on your Agency's demographics and characteristics	14	13	10
Obtaining information on your Agency's workforce capability	12	12	6
Specific scenario planning for change(s) that are likely to impact on your Agency's business (e.g. technological change, demographic)	10	11	8
Succession planning for critical positions	11	9	8
Total participating agencies	14	15	14

Base: All respondents, 2012-13 n = 15, 2013-14 n = 15, 2014-15 n = 14

When asked to identify the workforce planning activities undertaken during the 2014-15 financial year a total of 11 out of 14 Agencies reported that they identify the capabilities required for them to deliver services in the future. Ten Agencies identified that they obtain information on their Agency's demographics and characteristics, and eight Agencies acknowledged the use of succession planning for critical positions and specific scenario planning for change(s) likely to impact on the Agency's business.

Fewer Agencies reported that they obtained information on their Agency's workforce capability in 2014-15 compared to 2013-14 and 2012-13. Specific scenario planning for change(s) likely to impact on Agency's business was another workforce planning activity that was used by fewer Agencies in 2014-15 than in previous years.

Select all the issues that best describe the challenges your Agency faced in the 2014-15 financial year. Please select all that apply.

Table 4 - Attraction and Retention Challenges during 2014-15

	Number of responses
Attraction of mature-aged employees	0
Attraction of Aboriginal and Torres Strait Islander employees	8
Attraction of People with Disability	7
Attraction of employees recruited as part of a formal graduate program	1
Retention of mature-aged employees	2
Retention of Aboriginal and Torres Strait Islander employees	6
Retention of People with Disability	4
Retention of employees recruited as part of a formal graduate program	0
Difficulty recruiting graduates with required skills as part of a formal graduate program	1
Difficulty recruiting people (other than for a formal graduate program) with required skills	9
Higher than acceptable employee turnover	1
Difficulty in recruiting sufficiently strong leadership skills at the executive levels	1
Difficulty in recruiting sufficiently strong leadership skills and/or potential at the senior manager level (SOGA, SOGB, SOGC)	5
Difficulty recruiting to entry level positions	0
Ensuring that employees' skills and/or knowledge meet your Agency's requirements	8
Difficulty in reporting and analysing your Agency's workforce due to limited workforce data or data quality	5
Difficulty retaining new employees	1
Difficulty providing flexible work arrangements	3
Other	2

When agencies were asked to identify the challenges faced in the 2014-15 financial year, the top three most identified issues were:

- difficulty recruiting people (other than for a formal graduate program) with required skills (9 agencies);
- attraction of Aboriginal and Torres Strait Islander employees (8 agencies); and
- ensuring that employees' skills and/or knowledge meet your agency's requirements (8 agencies).

Agencies reported other challenges including recruitment to specialist medical roles and attracting gender and diversity applicants to traditionally male dominated roles.

Does your agency have a plan to manage each of the major challenges you identified in the previous question?

Number of agencies that have a plan to manage each of the major challenges facing their agency in the 2014-15 financial year = 13

Table 5 - Agency Plans to Manage Attraction and Retention Challenges

	Number
Yes	13
No	1
Total	14

13 of the 14 agencies noted they have a plan to manage each of the major challenges facing their agency in the 2014-15 financial year. Some of the planning activities specified by agencies include:

- an Aboriginal and Torres Strait Islander program;
- the development of an employment inclusion strategy;
- recruitment planning and/or development of a recruitment strategy;
- the development of workforce plan and/or a workforce planning toolkit;
- the development of factsheets, tips and tools to support managers and executives at each stage of the workforce planning process;
- improving data quality; and
- linking in with whole of government plans.

In the 2014-15 financial year, what were the primary strategies your agency used to identify high performing individuals?

Table 6 - Agency Strategies to Identify High Performing Individuals

	2012-13	2013-14	2014-15
Participation in development opportunities	14	14	9
Manager/Supervisor identification	14	14	12
Performance management/development system	12	12	10
Agency head identification	12	12	10
Leadership development programs	10	10	8
Staff recognition awards	9	9	9
Pilot mentoring program	4	5	1
Career development assessment centres	1	2	0
Succession planning/management	n/a	n/a	3
Other	n/a	n/a	1
Total Participating Agencies	14	15	14

Base: All respondents, 2012-13 n = 15, 2013-14 n = 15, 2014-15 n = 14

During 2014-15 the most commonly used strategy to identify high performing individuals was manager/supervisor identification (12 agencies), followed by performance management / development system (10 agencies) and agency head identification (10 agencies).

In comparison to the previous two financial years, 2014-15 saw a drop in participation in development opportunities as a high performer identification strategy compared to previous years.

I.3 MANAGING PERFORMANCE

THE ACTPS PERFORMANCE FRAMEWORK

Agencies were asked to outline their experience of managing employee performance including underperformance throughout the 2014-15 reporting period.

In the 2014-15 financial year, did your Agency monitor the completion rate of performance management plans under the ACTPS Performance Framework?

Table 7 - Performance Management Plans

	Total agencies
Yes	10
No, why not?	4

Of the four respondents that answered 'no' to the above question: two said that performance management plans were monitored at a business unit level, rather than at a whole of directorate level; one Public Sector agency indicated that they did not use the ACTPS Performance Framework but use a different framework; and the remaining respondent indicated that work was in progress to establish a system for monitoring the completion of performance management plans.

MANAGING UNDERPERFORMANCE

Please provide details of the number of underperformance processes that were commenced in the 2014-2015 financial year under procedures outlined in the relevant ACTPS Enterprise Agreement. (Note this does not capture underperformance processes that commenced in the previous reporting period)

Table 8 - Underperformance Processes

	Total Processes
Number of underperformance processes commenced	44
Number of underperformance processes finalised	26

A total of seven respondents indicated that they did not commence any underperformance procedures as outlined in the relevant Enterprise Agreement in the 2014-15 reporting period.

Of the underperformance processes that were finalised, please indicate how many of the following outcomes occurred:

Table 9 - Outcomes from Underperformance Processes

	Total Outcomes
Development program instituted	2
Satisfactory performance standard attained	2
Assignment to other duties	1
Deferral of increment	0
Reduction in classification	1
Termination of employment	2

Underperformance actions or sanctions were not finalised in 19 instances because the employee was unavailable due to their resignation or long term leave.

I.4 THE ACTPS RED FRAMEWORK

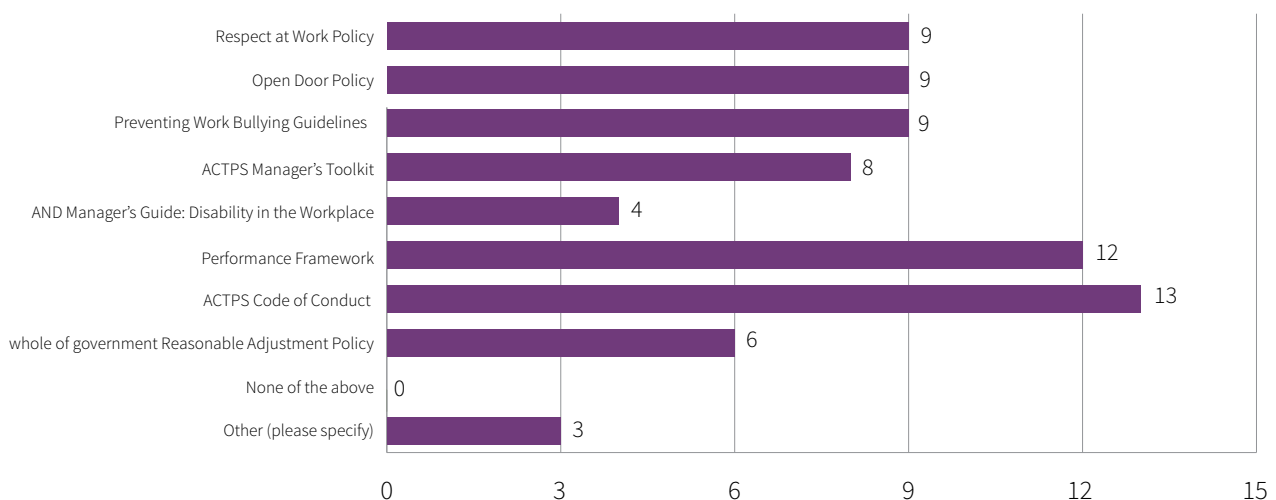
The RED Framework was launched in 2010. A holistic review of the RED Framework was completed in May 2015 with the release of the Final Report on the review of the RED Framework (the Final Report).

The Final Report found that the RED Framework has been successfully embedded within workplaces across the Service since its launch and has become a strong foundation to identify and act upon unacceptable workplace behaviour.

The 2014 Agency Survey asked responding agencies to describe the different methods they have used to embed the ACTPS RED Framework into workplace culture. At June 2015 it is approximated that over 11,400 ACTPS employees have received tailored training specifically on the RED framework since its launch in 2010-11.

In the 2014-15 financial year, which of the following did your Agency actively promote/raise awareness of? Please tick all that apply.

Table 10 - Whole of Government RED Policy Promotion



As can be seen in Table 10, the most promoted initiatives during 2014-15 were the ACTPS Code of Conduct (13 agencies) and the Performance Framework (12 agencies). Nine agencies reported promoting / raising awareness of the Preventing Work Bullying Guidelines, Open Door Policy and Respect at Work Policy.

In addition to the above initiatives, one agency reported the use of induction sessions to promote and raise awareness of key RED policies and information.

In the 2014-15 financial year, did your agency introduce any new initiatives to help build a positive workplace culture?

Number of Agencies that have introduced new initiatives to help build a positive workplace culture in the 2014-15 financial year = 13

Table 11 - Introduction of New Initiatives

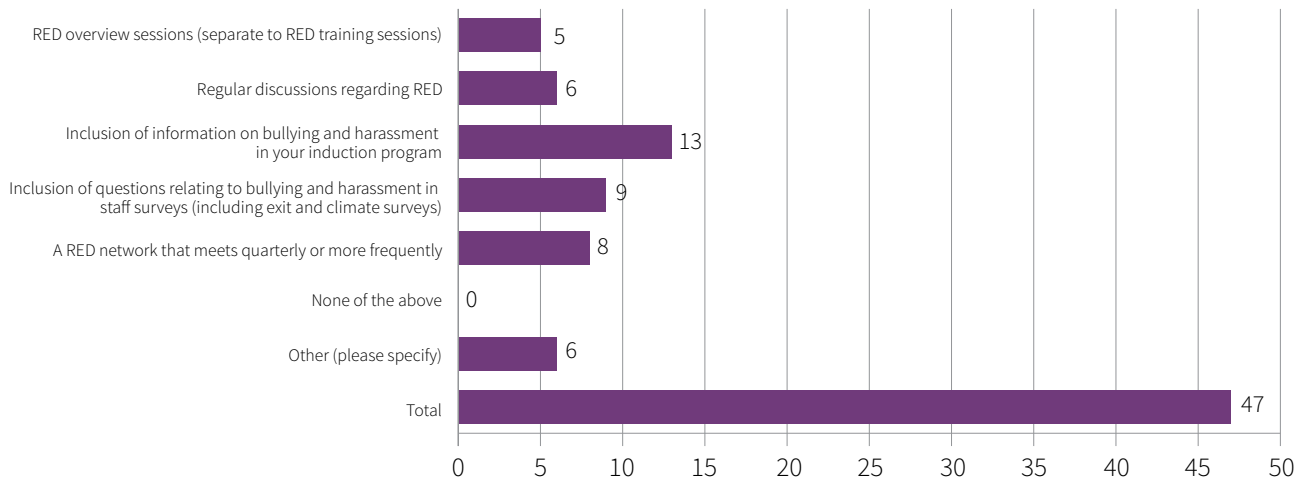
	Number of Agencies
Yes	13
No	1
Total	14

Positively, 13 of the 14 Agencies have introduced new initiatives in 2014-15 to help build a positive workplace culture. Common initiatives reported by Agencies included:

- regular team meetings and team building activities to promote the exchange of ideas and build morale amongst staff;
- manager and supervisor training (e.g. performance management training);
- recognition of staff achievements and contributions through acknowledging work and through Awards ceremonies (both whole of government awards and directorate awards);
- health and wellbeing initiatives;
- promotion of 'Open Door' Protocol; and
- specific staff training including; domestic violence awareness, quality conversations, RED training and Aboriginal and Torres Strait Islander cultural awareness training.

In the 2014-15 financial year, which of the following tools has your agency used to promote the RED Framework?

Table 12 - Promotion of the RED Framework



In the 2014-15 financial year the most utilised tools to promote the RED Framework were:

- inclusion of information on bullying and harassment in induction program (13 agencies);
- inclusion of questions relating to bullying and harassment in staff surveys (including exit and climate surveys) (9 agencies); and
- a RED network that meets quarterly or more frequently (8 agencies).

In addition to the above tools, agencies reported the following initiatives to promote the RED Framework:

- development of in-house promotional posters outlining the RED principles and identifying RED Contact Officers in the office and within the building (i.e. identifies contact officers from other directorates which share occupancy);
- development of an internal policy which incorporates whole of government policy;
- RED posters and information posted on staff noticeboards and other areas commonly accessed by staff;
- attendance at the ACTPS RED Network meetings;
- inclusion of information in the management specific training; and
- the provision of regular correspondence on RED learning and updates.

Do all managers and teams have access to RED resources?

Graph 1 - Percentage of ACTPS Agencies that Reported having Access to RED Resources

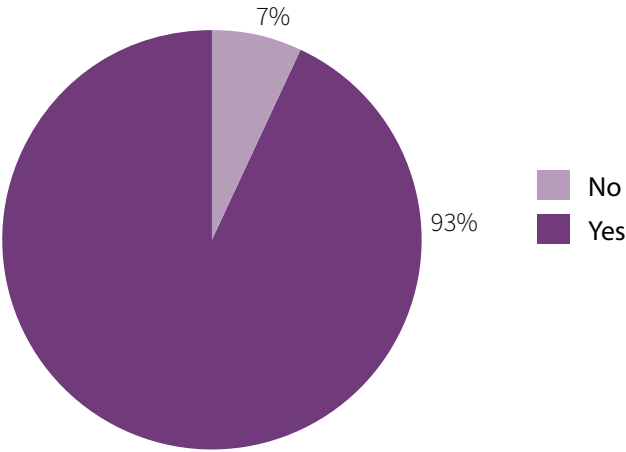


Table 13 - ACTPS Agencies that Reported having Access to RED Resources

	Number of Agencies
Yes	13
No	1
Total	14

As shown in Graph 1, in the 2014-15 financial year, 93 per cent of all Agencies reported having access to RED resources (13 Agencies).

In the 2014-2015 financial year, how has your agency ensured that all staff have access to the details of RED Contact Officers? Please tick all that apply.

Table 14 - Access to RED Contact Officers

	Number of Agencies
Intranet	10
Website	0
Staff directory	7
Common areas/notice boards	11
Agency switchboard	1
None	0
Other	8
Total	37

When asked how their Agency has ensured that staff have access to the details of RED Contact Officers, the top methods reported by Agencies were:

- common areas/notice boards (11 agencies);
- intranet (10 agencies); and
- staff directory (7 agencies).

In addition, agencies reported the use of the following methods to ensure staff have access to the details of RED Contact Officers:

- objective;
- providing reminders at regular staff meetings;
- folders, brochures and posters;
- all RED Framework courses and workshops;
- information provided at staff induction sessions;
- badges worn by RED Contact Officers; and
- RED folders.

In the 2014-2015 financial year, what initiatives not previously mentioned did your agency implement as per your RED Framework Action Plan?

When agencies were asked what initiatives not previously mentioned did they implement as per their RED Framework Action Plan, 12 of the 14 agencies responded to the question. Of the 12 agencies who responded to the question, four reported additional initiatives and eight reported none.

Common initiatives utilised by agencies as per their RED Framework Action Plan included:

- other RED-related training supporting RED principles including disability awareness, Aboriginal and Torres Strait Islander cultural awareness, managing psychological illness, mental health in the workplace and managing difficult conversations;
- promotion of RED themes such as bullying, harassment, mental health, International Women's Day, National Youth Week and Reconciliation Week. Themes have been promoted through posters, all staff messages, internal newsletters and from RED Executive Sponsors;
- RED Contact Officer induction, development and training;
- continuous provision of carers' and breastfeeding rooms;
- development and/or implementation of agency specific Reconciliation Action Plans; and
- participation in international days and/or weeks including NAIDOC week, National Close the Gap Day, Reconciliation Week, International Day of Persons with Disability and the 10th Anniversary of the ACT Human Rights Act.

In the 2014-15 financial year, did your agency conduct a Diversity Census or 'Update your Details' process to encourage the disclosure of diversity? Please tick all that apply.

Table 15 - ACTPS Agencies that Conducted a Diversity Census or 'Update your Details' Process during 2014-15

	Number of Agencies
'Update your Details' Process	5
None	8
Other	1

When agencies were asked if they had conducted a Diversity Census or 'Update your Details' process during the 2014-15 financial year, five reported that they did conduct an 'Update your Details' process. Eight agencies reported that they did not conduct any processes to encourage the disclosure of diversity, and one agency reported that they included the diversity disclosure requirement in their induction process.

In the 2014-15 financial year, did your agency review its recruitment process, HR processes and forms to ensure they support inclusion and diversity in any of the following ways? Please tick all that apply.

Table 16 - Review of Recruitment Practices 2012 - 2015

	2012-13		2013-14		2014-15	
	Number	Per cent	Number	Per cent	Number	Per cent
Roles and responsibilities are clearly defined in job descriptions	12	86%	13	87%	11	79%
They are written in plain English	11	79%	12	80%	10	71%
Reasonable adjustments are made for People with Disability for interview arrangements	11	79%	11	73%	10	71%
Reasonable adjustments are made for successful applicants	10	71%	10	67%	10	71%
Training for panel members on the inclusion of the needs of diverse applicants	5	36%	6	40%	4	29%
My agency has not reviewed these processes	1	7%	2	13%	2	14%
Total participating agencies	14	100%	15	100%	14	100%

Base: All respondents, 2012-13 n = 15, 2013-14 n = 15, 2014-15 n = 14

During 2014-15 a total of 11 agencies (79 per cent) reported they had clearly defined roles and responsibilities in job descriptions. Consistent with the past two years, this was the most reported way that agencies supported inclusion and diversity through their recruitment process, HR processes and forms (87 per cent of agencies in 2013-14 and 86 per cent of agencies in 2012-13).

During 2014-15, ten agencies reported that they:

- had recruitment process, HR process and forms written in plain English;
- made reasonable adjustments for People with Disability for interview arrangements; and
- made reasonable adjustments for successful applicants.

Only two agencies reported that they did not review their recruitment process, HR processes and forms during the period.

In the 2014-15 financial year, did your Agency introduce any broader activities or initiatives to raise awareness of diversity in the workplace (e.g. cultural and linguistic diversity, lesbian, gay, bisexual, transgender, intersex and queer diversity, international/national days celebrating diversity, etc.)?

Number of Agencies that introduced broader activities or initiatives to raise awareness of diversity in the workplace in the 2014-15 financial year = 10

Table 17 - Number of Agencies that Introduced Broader Activities or Initiatives to Raise Awareness of Diversity in the Workplace in the 2014-15 Financial Year

	Response
Yes	10
No	4
Total	14

When asked if their agency had introduced any broader activities or initiatives to raise awareness of diversity in the workplace during 2014-15, ten agencies reported yes. Of these ten agencies the most common activities/initiatives were:

- celebrating NAIDOC Week and National Reconciliation Week;
- celebrating Harmony Day;
- various training such as; RED training, Disability Awareness training and Aboriginal and Torres Strait Islander cultural awareness training;
- RED Contact Officer network meetings;
- promotion of international days and/or weeks including: International Day of People with Disability, Let's Talk for Suicide Prevention, White Ribbon Day, International Women's Day and National Youth Week;
- cultural awareness training offered to all staff and the promotion of cultures through multicultural days; and
- promotion and discussion through staff meetings and staff newsletters.

I.5 ACTPS EMPLOYMENT STRATEGIES

I.5.I PEOPLE WITH DISABILITY

In the 2014-2015 Financial year, did your agency perform any of the following actions to promote the employment of People with Disability? Please tick all that apply.

Table 18 - Actions to Assist People with Disability

	Performed the action			
	2011-12	2012-13	2013-14	2014-15
Ensure jobs are advertised in both mainstream and disability publications and/or to specialist disability employment services	3	1	2	1
Promote flexible working conditions and reasonable adjustments available to ACTPS employees	13	14	12	10
Promote and recognise International Day of People with Disability	7	6	4	4
Review any operational policies and procedures to ensure that they support inclusive work practices for People with Disability	10	8	8	5
Assist employees to build 'disability confidence' as co-workers, managers and recruiters of People with Disability and provide practical ideas and tools to make a difference on the ground	7	3	4	5
Provide a workplace orientation and induction strategy that includes supporting People with Disability in the workplace	7	11	9	3
Deliver mental health awareness training for managers, staff and employees	6	10	14	11
Total participating agencies	15	14	15	14

The above table contains data relating to employment strategies used by agencies over the past four reporting periods. The top three most recorded answers since 2011-12 were: promoting flexible working conditions and reasonable adjustments; delivering mental health awareness training for managers, staff and employees; and reviewing any operational policies and procedures to ensure that they support inclusive work practices for People with Disability.

During the 2014-15 reporting period a review of the RED Framework was completed with the release of the the Final Report. One of six recommendations arising from the Final Report was to redesign the ACT Public Service Employment Strategy for People with Disability as a stand-alone strategy.

This strategy will include: the maintenance of targets; implementation of practical attraction and retention programs such as the Inclusion Employment Pathways Program; development of practical monitoring and reporting tools; and continuing to implement initiatives to develop a disability confident service.

In the 2014-2015 financial year, did your agency have a Disability Action Plan in place?

Table 19- Disability Action Plans

	Total Responses
Yes	2
No	12
Unsure	0
Total	14

Over the 2014-15 reporting period, strategies to assist People with Disability to gain employment in the ACT Public Service/Sector were utilised by agencies. Agencies have reported that they have used recruitment firms such as Enabled Employment, NEXUS Human Services, and LEAD Contracting to assist in seeking qualified employees.

In the 2014-2015 financial year, did your Agency use any of the following strategies to attract People with Disability to the ACT Public Service? If yes, how many?

Table 20 - Employment Strategies

Employment Strategies	Yes	Total number of employees engaged
Designated positions	2	8
Disability traineeship	0	0
Work experience	2	2
Positions in the ACTPS Graduate Program for People with Disability	3	2
Disability cadetship	0	0
Mentoring programs	0	0
School based apprenticeships for People with Disability	2	9
Promote the ACTPS as an employer of choice for People with Disability	4	-
Other	3	0

Table 21 - Time Series Comparison of Agency Usage of Employment Strategies to Attract People With Disability

Employment Strategies	Agency Usage			
	2011-12	2012-13	2013-14	2014-15
Designated positions	5	5	3	2
Disability traineeship	6	2	2	0
Work experience	3	3	5	2
Positions in the ACTPS Graduate Program for People with Disability	1	1	0	3
Disability cadetship	0	0	0	0
Mentoring programs	0	0	0	0
School based apprenticeships for People with Disability	0	0	0	2
Promote the ACTPS as an employer of choice for People with Disability	2	5	5	4

Base: All respondents, 2012-13 n = 15, 2013-14 n = 15, 2014-15 n = 14

Table 21 represents the changes to employment strategies over the past four years. Promoting the ACTPS as an employer of choice for People with Disability is recorded as the most popular response over the four year period, followed by designated positions and work experience placements.

Does your agency use any of the following strategies to retain employees with disability?

Table 22 - Employment Strategies to Retain People with Disability

Employment Strategies	Yes	No
Disability employee networks	1	13
Agency specific Reasonable Adjustment Policy	3	11
Whole of government Reasonable Adjustment Policy	8	6
Disability Awareness Training available to all staff	5	9
Other	4	4

In general, agencies most commonly reported supporting People with Disability through the whole of government Reasonable Adjustment Policy and disability awareness training. Other initiatives reported were monthly employment inclusion seminars and disability and hearing awareness training.

Do you make the managers/supervisors within your agency aware of the requirements to investigate and where practical make reasonable adjustment(s) following disclosure of a disability?

71 per cent of agencies surveyed reported ensuring that managers and supervisors are made aware of their ongoing commitment to support People with Disability in the workplace. 29 per cent of agencies provided partial support to managers and supervisors through:

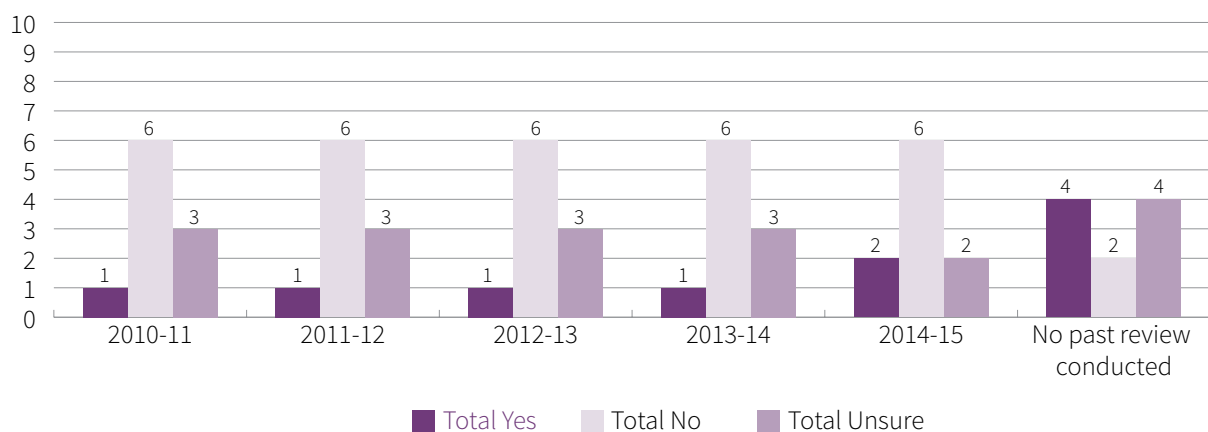
- ongoing employment conditions;
- manager and supervisor specific training;
- ongoing support from HR areas;
- whole of government Reasonable Adjustment Policy;
- ACTPS Manager's Toolkit; and
- ACTPS RED Framework.

Were any applications for reasonable adjustment and/or financial assistance made to the Employment Assistance Fund by your agency in the financial year 2014-2015 (via Job Access)?

Table 23 - Applications to the Employee Assistance Fund

Answer	Response
Yes	2
No	12
Total	14

Since the implementation of the RED Framework in 2010, please note the years in which your agency has conducted an ‘accessibility audit’ (in accordance with the ACTPS Employment Strategy for People with Disability) to assess the level of accessibility to your premises for People with Disability:



In the 2014-2015 financial year, did your agency work with a Disability Employment Service (DES) provider to place People with Disability in employment within your agency? If yes, which Disability Employment Service provider/s did your agency use?

Four agencies used a DES to place People with Disability into employment during the reporting period. A total of five employees were engaged using a DES provider across the ACT Public Sector during the reporting period. The majority of employees were placed in temporary administrative support roles ranging from the ASO1 – ASO3 salary bands. A range of DES providers were engaged including:

- Advance Personnel Management;
- Australian Training Company;
- Enabled Employment;
- Habitat;
- Lead Employment;
- Max Employment; and
- Nexus Vision Australia.

2.5.2 ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

In the 2014-2015 financial year, did your agency have a Reconciliation Action Plan in place?

Table 24 - Agencies with Reconciliation Action Plans

Answer	Response
Yes	7
No	6
Total	13

Seven out of 14 agencies noted that they had Reconciliation Action Plans in place during the reporting period. Six agencies did not have a Reconciliation Action Plan and one agency did not respond to the question.

Significant groundwork has begun during 2014-15 to address the recommendations made in the Final Report on the RED Framework. A stand alone employment strategy to support the attraction and retention of Aboriginal and Torres Strait Islander Peoples was recommended in the Final Report.

Since the recommendation was made, the ACTPS has implemented practical attraction and retention strategies such as the Inclusion Employment Pathways Program and renewed its employment targets for Aboriginal and Torres Strait Islander Peoples.

Over the 2014-15 reporting period, 69 employees were engaged utilising actions to assist Aboriginal and Torres Strait Islander Peoples to gain employment in the ACT Public Service/Sector.

Did your agency use any of the following strategies to attract Aboriginal and Torres Strait Islander Peoples? If yes, please indicate how many employees were engaged under the strategy.

Table 25 - Employment Strategies for Aboriginal and Torres Strait Islander Employees

	Total responses confirming the strategy was used	Total number of employees engaged
Designated positions	9	59
Aboriginal and Torres Strait Islander traineeship	4	3
Aboriginal and Torres Strait Islander cadetship	0	0
Work experience	4	5
Positions for Aboriginal and Torres Strait Islander employees in the ACTPS Graduate Program	4	1
Other	1	1

Table 26 - Employment Strategies

	2011-12	2012-13	2013-14	2014-15
Designated positions	9	7	7	9
Aboriginal and Torres Strait Islander traineeship*	7	7	4	4
Aboriginal and Torres Strait Islander cadetship	0	1	1	0
Work experience	4	2	4	4
Positions for Aboriginal and Torres Strait Islander employees in the ACTPS Graduate Program	3	5	3	4
Total participating agencies	15	14	15	14

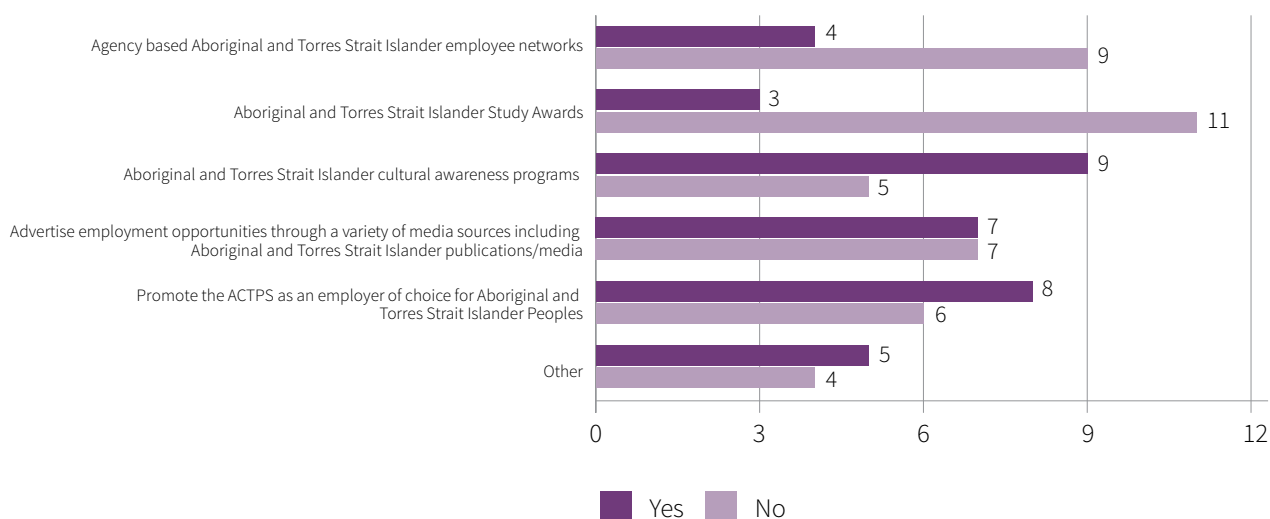
Base: All respondents, 2011-12 n = 15, 2012-13 n = 15, 2013-14 n = 15, 2014-15 n = 14

Table 26 shows data relating to employment strategies used by Agencies since 2011-2012 to attract Aboriginal and Torres Strait Islander employees to the ACT Public Sector. Changes can be seen in the usage of different strategies over the four year period.

* Work was undertaken in 2014-15 to develop an Aboriginal and Torres Strait Islander traineeship. 13 new trainees started the program in August 2015.

Does your agency use any of the following strategies to retain Aboriginal and Torres Strait Islander employees?

Table 27 - Strategies to retain Aboriginal and Torres Strait Islander employees



The most commonly reported strategies to retain Aboriginal and Torres Strait Islander employees were: Aboriginal and Torres Strait Islander cultural awareness program; the promotion of the ACTPS as an employer of choice; and advertising employment opportunities through a variety of media sources including Aboriginal and Torres Strait Islander publications and media.

Other strategies to retain Aboriginal and Torres Strait Islander employees that were used during 2014-15 were: community conversations; reconciliation action planning; studies assistance for Aboriginal and Torres Strait Islander employees; and careers events.

I.6 PREVENTING BULLYING AND HARASSMENT



OF ACT PUBLIC SERVICE DIRECTORATES AND PUBLIC SECTOR AGENCIES SURVEYED SAID THAT THEY HAD A FORMAL REPORTING SYSTEM IN PLACE FOR MANAGEMENT OF BULLYING AND HARASSMENT

Please list the total number of reports (including all avenues of reporting such as RED reports, verbal referrals, reports to HR, complaints etc) of bullying and harassment within your Agency during the 2014-2015 financial year:

Table 28 - Reports of Bullying and Harassment

	2013-14	2014-15
Total number of reports of bullying or harassment	197	177
Number of reports of bullying or harassment that resulted in a misconduct investigation under Section H of Enterprise Agreements	58	26
Number of completed misconduct investigations where bullying or harassment was found to have occurred	14	10
Number of misconduct investigations involving bullying or harassment that are still currently underway/ being investigated	26	7
Number of Contacts ⁹ regarding bullying or harassment that were received by your Agency's RED Contact Officers ¹⁰	61	133
Number of Contacts regarding bullying or harassment received directly by HR (not by a RED Contact Officer)	58	107

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

10. In 2014-15, directorates nominated new RED Executive Sponsors as a means of raising employee awareness, increased leadership and modelling of RED values and behaviours across the ACTPS.

Agencies often refer misconduct investigations which involve a high degree of complexity or require independent review to Shared Services Employee Relations (SSER). The number of formal misconduct investigations relating to bullying and harassment which were referred to SSER since the introduction of the RED Framework in December 2010 are shown in table 29 below.

Table 29 - Misconduct Investigations Relating to Bullying and Harassment Investigated by Shared Services since 2010-11

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

The Agency Survey section on bullying and harassment was revised and updated in May 2015. The main changes compared to Agency Survey questions in previous years were:

- the removal of the terms ‘formal’ and ‘informal’ bullying and harassment reports because the terms were found to be more subjective than simply asking respondents to provide the total number of reports; and
- clarification to provide data only on reports of bullying and harassment which resulted in an investigation of misconduct under Section H of Enterprise Agreements (as opposed to any other action, for example: underperformance).

As in previous years, a large difference can be seen in the total reported experiences of bullying and harassment compared to the total number of reports of bullying and harassment which actually resulted in a finding of bullying or harassment through a misconduct investigation. This suggests that a high number of the complaints were either resolved through a preliminary assessment or within the workplace.

WCGD undertook a large amount of work in 2014-15 on promoting the Values and Signature Behaviours and ACTPS Code of Conduct. The RED Framework was refreshed and new RED Contact Officers were appointed. Officers have also been encouraged to resolve issues, where possible, at the local business level.

Feedback has indicated that the preliminary assessment clauses in the Enterprise Agreements are working well and issues are being effectively resolved at a local level. During 2014-15, the ACTPS Manager’s Toolkit was developed and promulgated to assist managers to better deal with issues as they arise.

The final piece of work which began in 2014-15 was to revise and streamline whole of government guidance on preventing bullying and harassment and managing workplace behaviour. This work will provide guidance to ACTPS employees and managers on how to improve on identifying and addressing experiences of workplace bullying and harassment and will be completed in 2015-16.

I.7 DISCIPLINE ACTION

Agencies were asked to report on the numbers of investigations they conducted throughout 2014-15 where an employee was cited as having breached section 9 of the *Public Sector Management Act 1994* (the PSM Act). Section 9 of the PSM Act provides the general obligations of public employees and directs that procedures for dealing with misconduct are applied in line with the employee's relevant Enterprise Agreement.

The Agency Survey section on Discipline Action (referred to as breach investigations in previous State of the Service reports) was revised and updated in May 2015.

The main change compared to Agency Survey questions in previous years was the removal of the requirement to report the number of individual breaches of specific subsections of section 9 of the PSM Act. Instead, in 2014-15, agencies were asked to report on the number of investigations they undertook.

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

In the 2014-2015 financial year, how many investigations did your agency commence citing a possible breach of section 9 of the PSM Act? (Note this does not capture investigations that commenced in the previous reporting period)

Table 30 – Misconduct Investigations Commenced in 2014-15

	Total
Number of misconduct investigations commenced	149

Of the investigations that your agency completed in the 2014-2015 financial year, how many found that a breach of section 9 of the PSM Act had occurred?

Table 31 – Investigations Completed in 2014-15 where a Breach(es) of Section 9 was Found to have Occurred

	Total
Number of investigations where a breach of section 9 was found to have occurred	101

Agencies may refer misconduct investigations which involve a high degree of complexity or require independent review to Shared Services Employee Relations (SSER). External investigators are also used on occasion. Table 32 shows the time taken to complete those investigations from available data held within SSER.

Table 32 – Average Length of Time to Complete Misconduct Investigations Undertaken by Shared Services

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

INVESTIGATION OUTCOMES AND COMPARISON WITH PREVIOUS YEARS

Of the investigations finalised in the 2014-2015 financial year, please indicate how many employees received each of the following actions/sanctions.

Table 33 - Disciplinary Sanctions since 2011-12

	2011-12	2012-13	2013-14	2014-15
Complaint not sustained	23	20	30	23
Complaint found, but no sanction applied	3	5	8	3
Counselling of the employee	29	42	27	26
Written admonishment	6	4	5	4
First or final written warning	25	35	27	33
Financial penalty	2	5	5	5
Transfer to other duties (at or below current salary)	1	9	1	5
Deferral of increment	0	1	0	1
Reduction in incremental point	3	12	4	10
A temporary or permanent reduction in classification/salary	4	5	2	2
Termination of employment	12	16	14	15
Employee resigned prior to a sanction being imposed	n/a	n/a	n/a	7
Total	108	154	123	134

Base: All respondents, 2011-12 n = 15, 2013-12 n = 15, 2013-14 n = 15, 2014-15 n = 14

The above table shows the number of outcomes and sanctions imposed as a result of investigations over the last four years in the ACT Public Sector. It is important to note that, often, more than one sanction can be issued as a result of misconduct.

The most common reported outcome of misconduct investigations is counselling of the employee by a manager. The second most common reported outcome of misconduct investigations is the sanction of a first or final written warning.

The third most common outcome of misconduct investigations over the four year period from 2011-2015 was that the complaint was not sustained.

I.8 FRAUD AND RISK

100% of agencies had a Senior Executive Responsible for Business Integrity and Risk (SERBIR) in place throughout the 2014-15 reporting period.

FORMAL RISK ASSESSMENT

13 out of 14 agencies respondents indicated that formal risk assessment has been undertaken in accordance with the Risk Management Standard. 12 agencies indicated that plans exist within the agency to review the risk assessment process in the next reporting period.

The agency that indicated that a formal risk assessment had not taken place also indicated that there were no plans within the agency to undertake one in the next reporting period.

FRAUD AND CORRUPTION PREVENTION PLAN

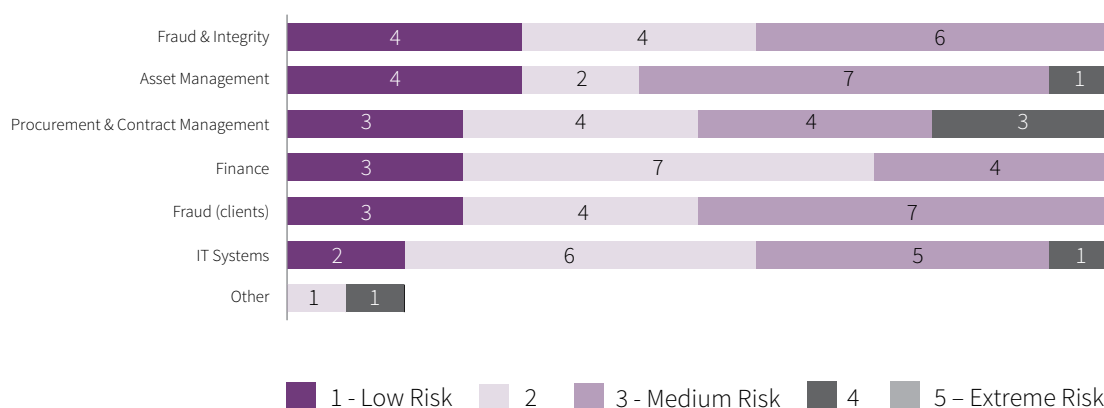
All agencies indicated that they had a current Fraud and Corruption Prevention Plan in the 2014-15 reporting period.

13 out of 14 agencies indicated that their Fraud and Corruption Prevention Plan had been reviewed in the last two years.

The following graph reflects the total numbers of agency responses to the question:

Please use a scale of one to five to describe the following integrity risks within your Agency.

Table 34 - Integrity Risks



Two agencies identified risks in the 'other' category. Those risks were described as 'physical security' (rated as 2) and 'probity and resourcing' (rated as 4).

Table 35 - Risk Category Tracker

	Low Risk 1 or 2			Medium Risk 3			4 or Extreme Risk 5		
	2012-13	2013-14	2014-15	2012-13	2013-14	2014-15	2012-13	2013-14	2014-15
Fraud and Integrity	6	8	8	7	6	6	1	1	0
Asset Management	6	8	6	7	5	7	1	2	1
Procurement and Contract Management	4	7	7	7	3	4	3	5	3
Finance	9	10	10	2	3	4	3	2	0
Fraud (clients)	10	13	7	2	1	7	2	1	0
IT Systems	5	6	8	7	8	5	2	1	1

Base: All respondents, 2012-13 n = 15, 2013-14 n = 15, 2014-15 n = 14

The risk category tracker represents the risk ratings against different categories of business risk as reported by agencies for the last three financial years. Client fraud is the most frequently recorded response overall in the low risk category for the period 2012-15: IT systems are recorded most frequently overall in the medium risk category for the same period with procurement and contract management being chosen consistently as the highest risk category.





THE ACT PUBLIC SECTOR WORKFORCE PROFILE 2014-15

INTRODUCTION

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

The Workforce Profile provides a holistic overview of the ACT Public Sector and detailed analysis of ACT Public Service workforce data. It includes data, analysis and commentary on employment and key demographics, including part time employment, employment growth, separation rates and diversity.

At June 2015 the ACT Public Sector consisted of a workforce of 23,302, making up 11.1 per cent of the Territory's labour force¹¹. Overall, the ACT Public Sector had an increase of 0.7 per cent in the workforce (up from 23,137 at June 2014). This increase is slightly less than the 1.9 per cent total increase of the Australian labour workforce¹² during the same period.

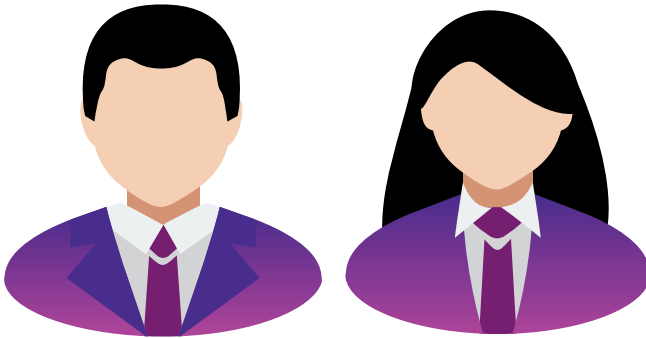
The ACT Public Service workforce in 2014-15 shows encouraging trends in the areas of: pay equity in executive positions for women, growth in the employment of Aboriginal and Torres Strait Islander Peoples and the availability and use of flexible working practices.

From 7 July 2014, the ACT Public Sector comprised eight ACT Public Service directorates and six ACT Public Sector entities. Approximately ninety per cent of the ACT Public Sector's workforce is found within the eight ACT Public Service directorates. The remaining ten per cent fall within ACT Public Sector entities which operate independently of the ACT Public Service. This distribution, as well as practical considerations of access to detailed statistical analysis, is the reason that the majority of the 2014-15 Workforce Profile is focussed on the ACT Public Service workforce.

11. Australian Bureau of Statistics, Labour Force Australia 6202.0

12. Australian Bureau of Statistics, Labour Force Australia 6202.0

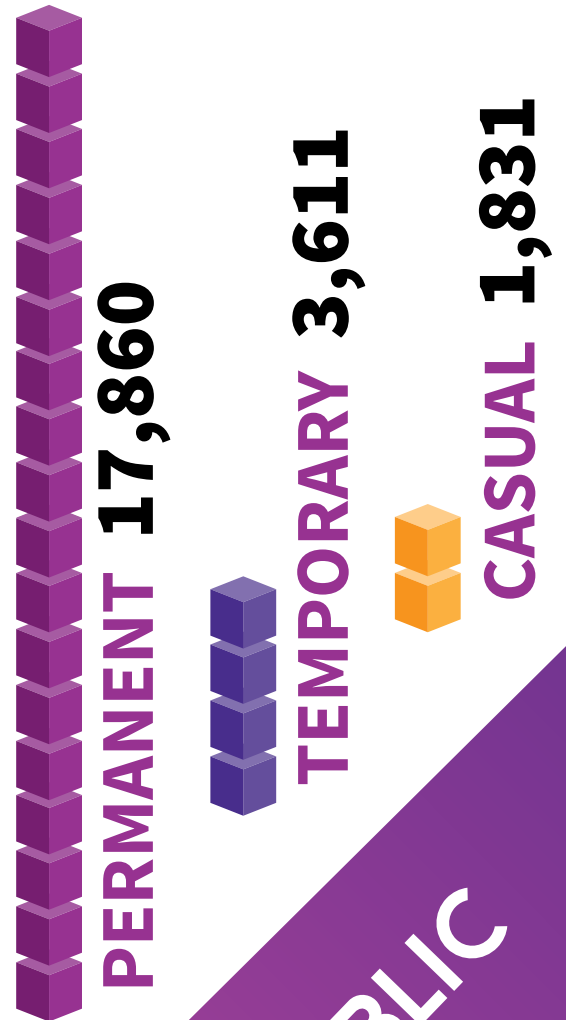
ACT PUBLIC SECTOR WORKFORCE SNAPSHOT



23,302

HEADCOUNT TOTAL

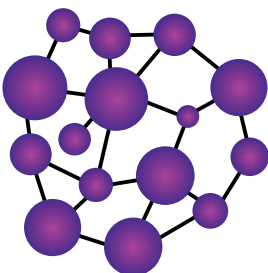
ACT Audit Office
ACT Electoral Commission
Calvary Health Care (Public)
Canberra Institute of Technology
Director of Public Prosecutions
Office of the Legislative Assembly



ACT PUBLIC
SECTOR
ENTITIES

DIVERSITY

Full Time Equivalent (FTE),
Headcount (HC)



ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

 **284.1** ^(FTE)
317 ^(HC)


PEOPLE WITH DISABILITY

 **407.2** ^(FTE)
466 ^(HC)

CULTURALLY & LINGUISTICALLY DIVERSE

 **3,431.8** ^(FTE)
3,803 ^(HC)

FEMALE

 **13,004.8** ^(FTE)
15,257 ^(HC)

ACT PUBLIC SERVICE DIRECTORATES

Capital Metro Agency

Chief Minister, Treasury and Economic Development Directorate

Exhibition Park in Canberra
Gambling and Racing Commission
Independent Competition and Regulatory Commission
Land Development Agency
Long Service Leave Authority

Community Services Directorate

Cultural Facilities Corporation

Education and Training Directorate

ACT Teacher Quality Institute

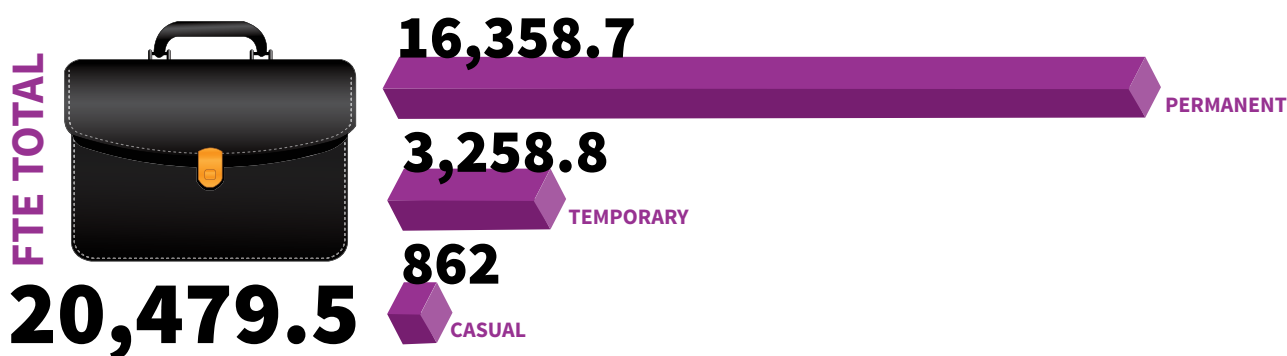
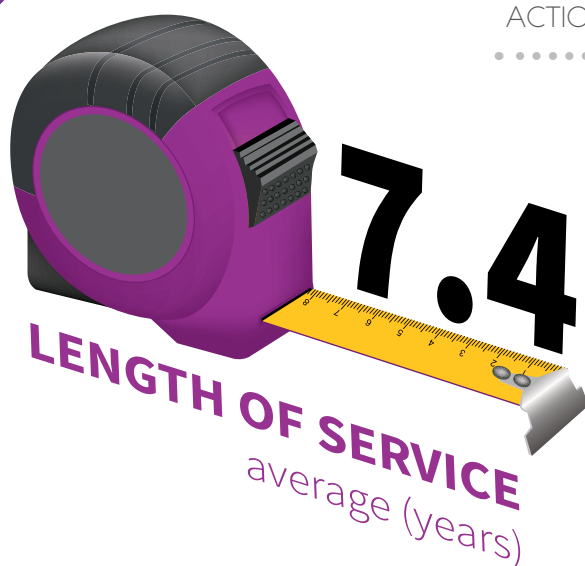
Environment and Planning Directorate

Health Directorate

Justice and Community Safety Directorate

Territory and Municipal Services Directorate

ACTION



At June 2015 Aboriginal and Torres Strait Islander employees were represented by a headcount of 317 making up 1.4 per cent of all ACT Public Sector employees. Significantly, the headcount of Aboriginal and Torres Strait Islander employees in the ACT Public Sector has increased 17.4 per cent from the 270 Aboriginal and Torres Strait Islander employees at June 2014.

Employees who identified as People with Disability were represented by a headcount of 466 (up from 440 at June 2014) or 2.0 per cent of all employees. Culturally and Linguistically Diverse employees were represented by a headcount of 3,803 (up from 3,635 at June 2014) or 16.3 per cent of all employees.

All data shown in the infographic image on pages 84 and 85 is available in table format in Appendix 3 at the end of the workforce profile.

Workforce statistics contained in the Workforce Profile are based on information from the ACTPS payroll system and information provided by ACT Public Sector agencies as at the final pay of June 2015 ('June 2015'). Indicators apply to the period over the 2014-15 financial year¹³.

I.I ACT PUBLIC SERVICE OVERVIEW

The ACT Public Service (ACTPS) has undergone significant Machinery of Government (MoG) changes during the 2014-15 reporting period. The reviewed administrative arrangements will support the ACT government's strategic priorities of economic growth and diversification, suburban renewal and better transport, enhancing liveability and social inclusion, and health and education investment.

At June 2015 the ACTPS comprised a workforce of 20,921 employees (headcount), and an FTE of 18,581.9. Since June 2014 the ACTPS workforce has increased by 1.8 per cent. This increase is proportionate to the 1.9 per cent increase in the Australian Labour force¹⁴ during the same period.

The following sections of the Workforce Profile provide an analysis of the ACTPS' key trends during the 2014-15 period. They provide a historical summary of indicators based on the ACTPS structure, including high-level time series information over the past five years. This allows for time series comparison and incorporates retrospective updates that help to remove time lag in human resources data processing.

A SNAPSHOT OF THE ACTPS

The following sections explore key demographic indicators for the ACTPS workforce in further detail.

13. Explanatory notes to assist readers are available at Appendix 2 at the end of the workforce profile.

14. Australian Bureau of Statistics, Labour Force Australia 6202.0

Table 1 - Snapshot of the ACT Public Service Workforce – June 2015

Total Employees (headcount)	20,921	Executives (headcount)¹⁶	212
Total Employees (FTE)	18,581.9	Executives by Gender (per cent)	
Employees by Agency (based on headcount)		Male	58.0%
Chief Minister, Treasury and Economic Development	2,408 ¹⁵	Female	42.0%
<i>Exhibition Park in Canberra</i>	18	Length of Service (average, excluding casuals)	8.7 years
<i>Gambling and Racing Commission</i>	34	Gender Pay Gap	2.0%
<i>Independent Competition and Regulatory Commission</i>	4	Separation Rate	6.9%
<i>Land Development Agency</i>	91	Separation Rate by Age	
<i>Long Service Leave Authority</i>	11	Generation Y	6.7%
Capital Metro Agency	25	Generation X	4.4%
Community Services	1,244	Baby Boomers	10.5%
Education and Training	6,175	Pre-Baby Boomers	35.5%
<i>ACT Teacher Quality Institute</i>	14	Average Personal Leave (days)	
ACT Electoral Commission	8	Chief Minister, Treasury and Economic Development	11.4
Environment and Planning	314	<i>Exhibition Park in Canberra¹⁷</i>	-
Health	7,064	<i>Gambling and Racing Commission</i>	-
Justice and Community Safety	1,649	<i>Independent Competition and Regulatory Commission</i>	-
Territory and Municipal Services	1,862	<i>Land Development Agency</i>	9.0
Employment Type		<i>Long Service Leave Authority</i>	-
Permanent	16,226	Capital Metro Agency	7.2
Temporary	3,326	Community Services	13.8
Casual	1,369	Education and Training	9.7
Full Time / Part Time		<i>ACT Teacher Quality Institute</i>	-
Full Time	14,631	ACT Electoral Commission	-
Part Time	4,921	Environment and Planning	11.8
Casual	1,369	Health	11.9
Annual Pay Rate (full time employees, average per annum)		Justice and Community Safety	12.2
Generation Y	\$75,445	Territory and Municipal Services	14.0
Generation X	\$89,012	ACTPS Average Personal Leave Usage	12.0
Baby Boomers	\$90,266	Diversity	
Pre-Baby Boomers	\$87,411	Aboriginal and Torres Strait Islander Peoples	1.4%
Annual Pay Rate (excluding casual staff)		People with Disability	2.1%
<\$39,000	0.1%	Culturally and Linguistically Diverse	17.3%
\$40,000-\$59,000	17.1%	Gender	
\$60,000-\$79,000	34.3%	Male	7,328
\$80,000-\$99,000	26.9%	Female	13,593
\$100,000-\$119,000	12.1%	Age	
>\$120,000	9.5%	Generation Y	31.6%
		Generation X	37.8%
		Baby Boomers	30.0%
		Pre-Baby Boomers	0.6%

15. CMTEDD Headcount and FTE in the workforce profile includes ACT Insurance Authority (ACTIA) and excludes Exhibition Park in Canberra (EPIC).

This reporting reflects whole of government data as provided to Directorates by Shared Services. Figures relating to headcount and FTE may differ from those reported in the 2015 CMTEDD Annual Report due to different reporting relationships for ACTIA and EPIC at an organisational level.

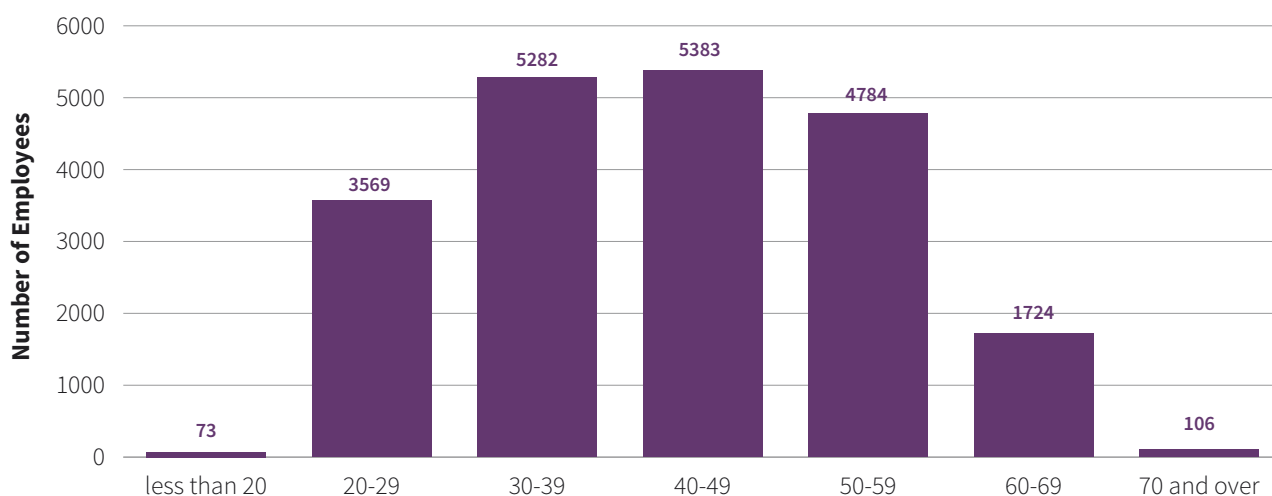
16. The headcount of 212 executives includes 187 executives and 25 employees who own a nominal position within the ACTPS but are on a short-term contract for purposes such as backfilling.

17. The personal leave usage rates of Exhibition Park in Canberra, Gambling and Racing Commission, Independent Competition and Regulatory Commission, ACT Electoral Commission and Teacher Quality Institute are not shown separately. The small number of staff within the organisation meant that the data in regard to separations was not statistically meaningful when viewed in isolation. The data has been included in the ACTPS average.

I.2 AGE PROFILE

2014-15 has demonstrated a continuation of the pattern of gradual aging of the workforce, consistent with the national trend. As shown in Graph 1, of the 20,921 ACTPS employees, 17.4 per cent were 29 years old or younger, 51.0 per cent were between the ages of 30 and 49 years old, and 31.6 per cent were 50 years old or older.

Graph 1 - Age profile of the ACTPS Workforce (June 2015)



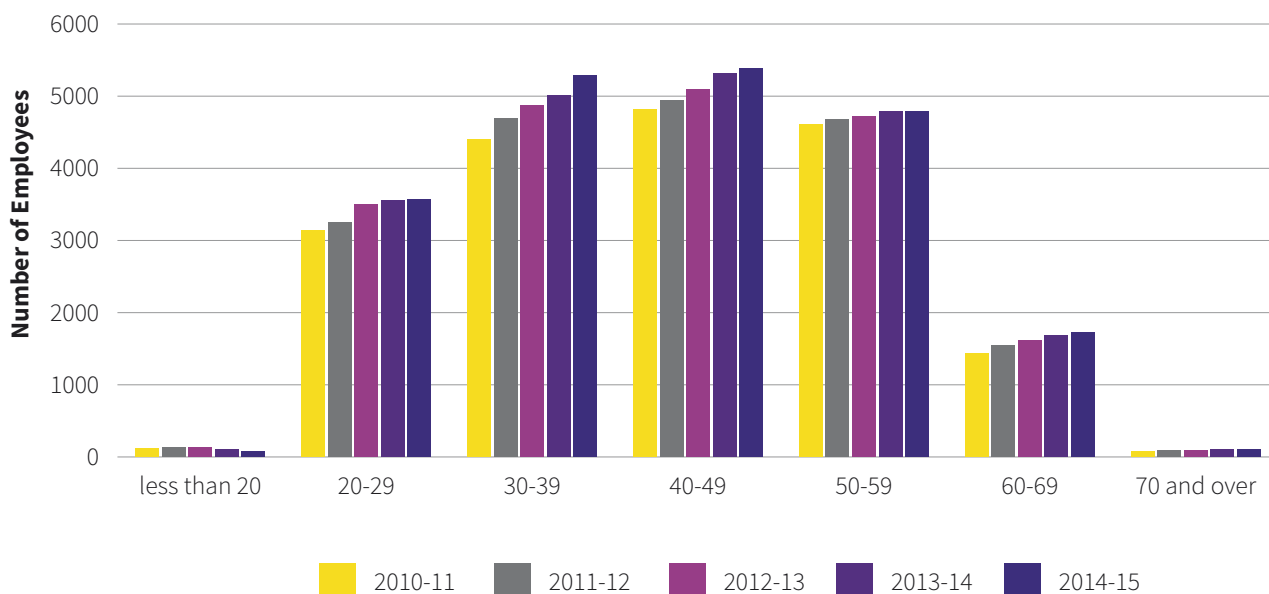
Graph 2 illustrates the change in the age of the ACTPS workforce over the previous five year period. The graph shows that from June 2010 to June 2015 there have been slight changes in the proportion of each age group within the ACTPS.

Consistent with national Australian population trends it can be seen that the ACTPS workforce is aging¹⁸. The ACTPS workforce experienced the biggest growth over the last five year period in the 70+ age group with a growth rate of 39.5 per cent.

The 30 – 39 year old age group experienced growth of 19.9 per cent during the same period, closely followed by the 60 – 69 year old age group with growth of 19.6 per cent. The age group less than 20 years old experienced a decrease of 41.1 per cent over the five year period.

18. Australian Bureau of Statistics Feature Article: Population by Age and Sex, Australia, States and Territories: June 2014 <http://www.abs.gov.au/ausstats/abs@.nsf/0/1CD2B1952AFC5E7ACA257298000F2E76?OpenDocument>

Graph 2 - Change in ACTPS Age Profile (June 2010 – June 2015)

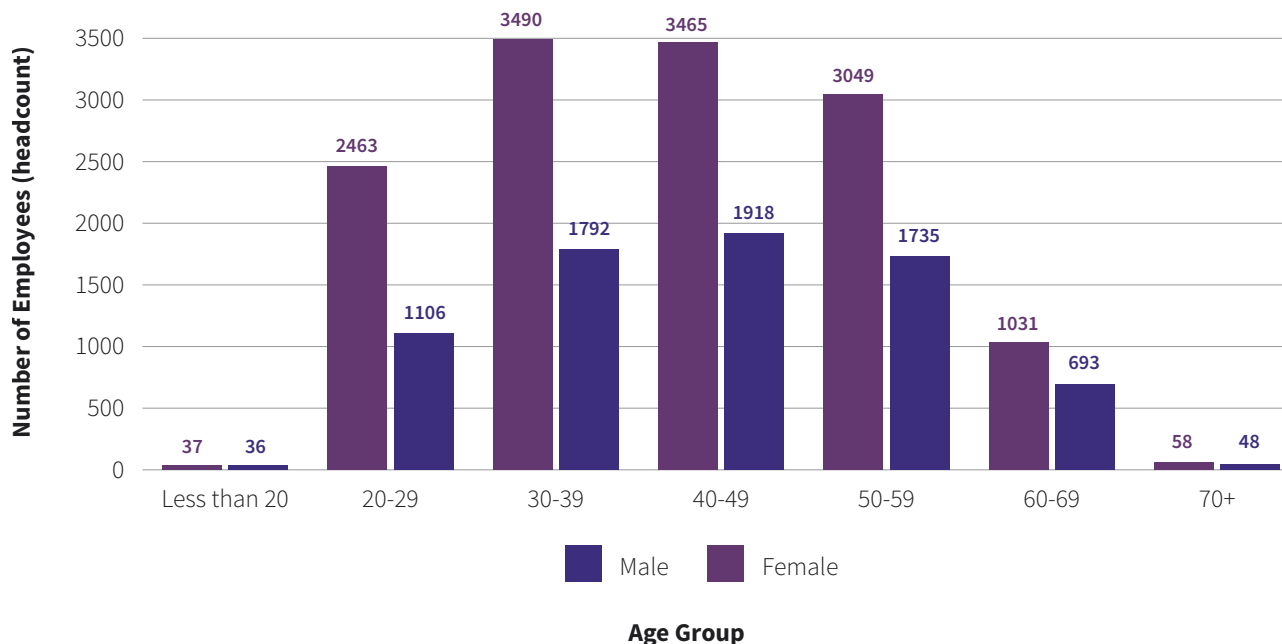


I.3 GENDER PROFILE

The ACTPS workforce is comprised of 13,593 female employees which is equivalent to 65.0 per cent of the workforce (based on headcount). This is approximately 17 per cent more women than in the ACT labour force (48.3 per cent), and approximately 19 per cent more women than the Australian labour force (46.1 per cent). In comparison, male employees total 7,328 or 35.0 per cent of the ACTPS.

As shown in Graph 3 there are more women than men in all age groups across the ACTPS. Of the age groups, the highest proportion of women is in the 20-29 group at 69.0 per cent. The lowest proportion of women is in the age group less than 20 years old, at 50.7 per cent.

Graph 3 - Gender Profile by Age Group (June 2015)



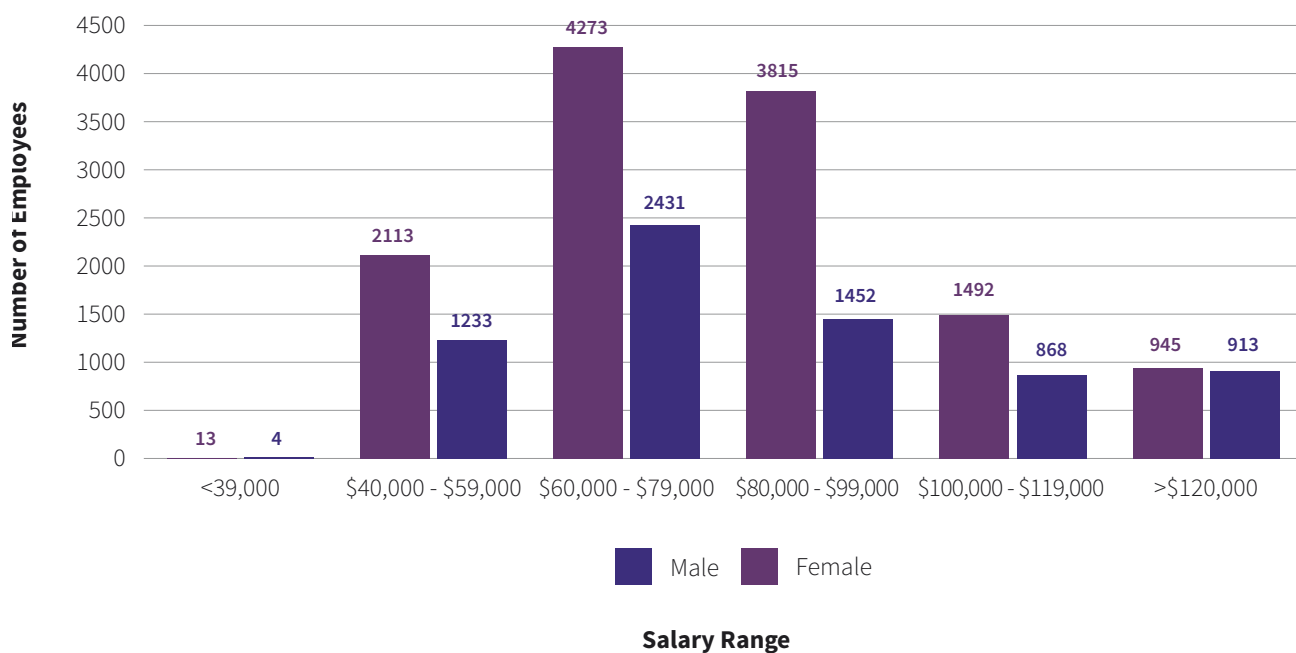
Women within the ACTPS are generally paid slightly less than their male counterparts with a gender pay gap of 2.0 per cent. This gender pay gap is significantly smaller than both the national gender pay gap (17.9 per cent at May 2015¹⁹) and ACT labour force pay gap (11.7 per cent at May 2015²⁰).

As can be seen in Graph 4, there are markedly more women in the \$60,000 - \$99,000 salary groups. This is to be expected when taking into consideration the higher proportions of women in the workforce overall. Notably, there are more women than men in the highest paid roles (with salaries over \$100,000) in the ACTPS. At June 2015 women made up 63.3 per cent of those employees with a salary of \$100,000 - \$119,000 and 50.9 per cent of those with a salary over \$120,000.

In the ACTPS women hold 42.0 per cent of Senior Executive positions and the majority of the ACTPS Directors-General are women. When compared to national data compiled by the Australian Government's Workplace Gender Equality Agency, the ACTPS has a much larger proportion of women in leadership roles.

The Workplace Gender Equality Agency identified across the national workforce that at November 2014, women held 17.3 per cent of Chief Executive Officer positions and 26.1 per cent of key management positions.

Graph 4 - Gender Profile by Salary Range (June 2015)



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

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

I.4 PAY GAPS

At June 2015 the average salary of the ACTPS was \$82,739. The ACTPS average salary is higher than the average salary of women (\$82,140), Culturally and Linguistically Diverse employees (\$79,920), People with Disability (\$79,205) and Aboriginal and Torres Strait Islander Peoples (\$76,108).

The difference between the ACTPS average salary and the salary of the group with the lowest average salary is \$6,631. Over the five year period from June 2011 to June 2015, the average salary of the ACTPS increased by 15.1 per cent.

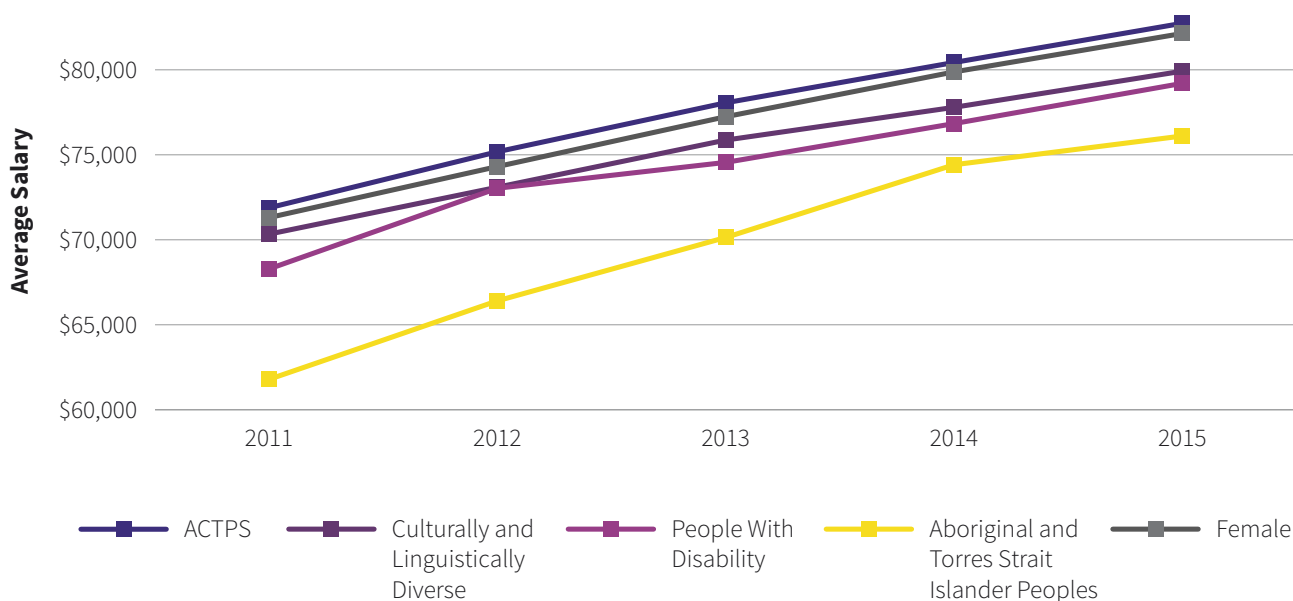
As can be seen in Graph 5, for the past five years the average salary of female employees has been slightly less than that of the average ACTPS salary. This trend can most likely be attributed to the proportionally larger number of women than men choosing part time work across the ACTPS²¹. This said, the rate at which women's average salaries have increased has kept pace with the ACTPS average at 15.2 per cent.

From June 2011 to June 2015 the average salary of employees who identify as a Person with Disability increased 16.0 per cent. Whilst at the beginning of the period from June 2011 to June 2015 the average salary of employees identifying as People with Disability saw one of the steepest rises, this trend did not continue and the average salary plateaued for a period before recovering its upwards trajectory. Inclusion employment initiatives for People with Disability have received renewed focus in February 2015 with the personal support of the Head of Service and recommitment to the People with Disability Employment Strategy is a significant outcome of the Respect, Equity and Diversity Review (RED Review).

The average salary for employees identifying as Culturally and Linguistically Diverse increased 13.6 per cent from \$70,335 in June 2011 to \$79,920 in June 2015.

The average salary of employees identifying as Aboriginal and Torres Strait Islander Peoples has increased noticeably over the past five years; from \$61,791 in 2011 to \$76,108 in 2015. This represents a 23.2 per cent increase in salary over the five year period. This is an encouraging trend, stemming from renewed focus and energy in inclusion employment since the launch of the Aboriginal and Torres Strait Islander Peoples Employment Strategy as part of the ACTPS RED Framework in late 2010.

Graph 5 - Comparison of Average Salary June 2011 – June 2015



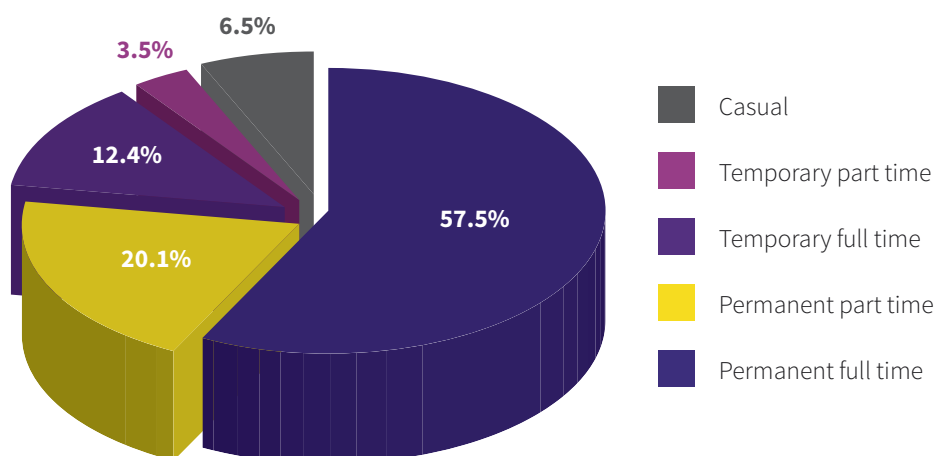
21. See section 1.5 for further information about part time employment in the ACTPS

I.5 PART TIME EMPLOYMENT

Employees who work part time make up approximately one quarter of the ACTPS workforce. As shown in Graph 6, at June 2015, 23.6 per cent of the ACTPS worked part time (4,921 employees).

At 23.6 per cent, the per centage of part time employees in the ACTPS is lower than both the per centage of part time employees in both the ACT labour force²² (26.6 per cent) and the Australian labour force²³ (31.1 per cent).

Graph 6 - Headcount by Employment Mode (June 2015)



As can be seen in Table 2, at June 2015, part time Culturally and Linguistically Diverse employees totalled 778, making up 15.8 per cent of the ACTPS's total part time employees. People with Disability and Aboriginal and Torres Strait Islander Peoples made up 2.1 per cent and 1.0 per cent respectively.

The majority of ACTPS part time employees are female (84.4 per cent). This figure is approximately 15 per cent higher than the per centage of female part time employees in the Australian Labour force²⁴ at June 2015 (68.8 per cent).

Of all female employees in the ACTPS 30.6 per cent work part time compared to 10.5 per cent of all male employees. In the Australian labour force, 46.4 per cent of all women work part time, compared to 18.0 per cent of all men. In the ACT labour force 36.3 per cent of all women work part time, compared to 17.6 per cent of all men²⁵. These figures are broadly attributed to women, in general, continuing historic trends and “tak[ing] on a greater proportion of childcare” and choosing part time work in order to accommodate family caring responsibilities²⁶.

22. Australian Bureau of Statistics, Labour Force Australia 6202.0

23. Australian Bureau of Statistics, Labour Force Australia 6202.0

24. Australian Bureau of Statistics, Labour Force Australia 6202.0

25. Australian Bureau of Statistics, Labour Force Australia 6202.0

26. Australian Bureau of Statistics January 2012 <http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by+Subject/4125.0~Jan+2012~Main+Features~Caring+for+children~4120>

Table 2- Part Time Employment by Diversity - June 2015

	ACT Public Service	Females	Culturally and Linguistically Diverse	People with Disability	Aboriginal and Torres Strait Islander Peoples
Permanent part time	4,197	3,576	675	88	27
Temporary part time	724	577	103	16	22
Total part time	4,921	4,153	778	104	49

Within the ACTPS, most part time employees are employed on an ongoing basis, with permanent part time employees making up 85.3 per cent of all part time employees.

The ACTPS average salary for part time employees at June 2015 was \$77,277. On average, female employees working part time were paid marginally more (one per cent) than their male counterparts. The average female part time salary was \$77,405, and the average male part time salary was \$76,586.

The proportionally higher rates of women working part time combined with equitable part time salaries and rates of ongoing employment within the ACTPS show a favourable comparison to Australian and ACT labour force trends. The ACTPS is shown to be an environment which accommodates flexible working practices and allows women to continue to grow and strengthen their careers.

1.6 CULTURAL AND LINGUISTIC DIVERSITY

Table 3 - Cultural and Linguistic Diversity Employees 2011 – 2015

	June 2011	June 2012	June 2013	June 2014	June 2015
Headcount	2,495	2,663	3,218	3,453	3,629
Per centage of total workforce	13.4%	13.8%	16.1%	16.8%	17.3%

At June 2015, employees who identified as Culturally and Linguistically Diverse totalled 3,629 (headcount) or 17.3 per cent of the total ACTPS workforce. From June 2014 to June 2015 the percentage of the total ACTPS identifying as Culturally and Linguistically Diverse increased by 3.0 per cent. Of the 3,629 Culturally and Linguistically Diverse employees:

- generation X comprise the largest age group (1,550 employees) and pre-baby boomers were the smallest age group (16 employees);
- the separation rate of Culturally and Linguistically Diverse employees was lower than the separation rate of the whole ACT Public Service (4.8 per cent compared to 6.9 per cent);
- ACT Electoral Commission and the Long Service Leave Authority had the highest representation of employees identifying as Culturally and Linguistically Diverse (37.5 per cent and 36.4 per cent respectively); and
- Dentists/Dental Officers made up the largest classification of Culturally and Linguistically Diverse employees at 54.5 per cent, followed by Bus Operators (41.8 per cent) and Transport Officers (33.3 per cent).

Table 4 - Cultural and Linguistic Diversity Snapshot – June 2015

Total Employees (headcount)	3,629
Total Employees (FTE)	3,285.4
Cultural and Linguistic Diversity by Directorate (%)	
Chief Minister, Treasury and Economic Development	16.3%
<i>Exhibition Park in Canberra</i>	5.6%
<i>Gambling and Racing Commission</i>	2.9%
<i>Independent Competition and Regulatory Commission</i>	0.0%
<i>Land Development Agency</i>	12.1%
<i>Long Service Leave Authority</i>	36.4%
Capital Metro Agency	8.0%
Community Services	16.6%
Education and Training	10.0%
<i>ACT Teacher Quality Institute</i>	14.3%
ACT Electoral Commission	37.5%
Environment and Planning	15.9%
Health	24.9%
Justice and Community Safety	8.5%
Territory and Municipal Services	23.6%
ACTPS Total	17.3%

Age	
Generation Y	1,090
Generation X	1,550
Baby Boomers	973
Pre-Baby Boomers	16
Employment Type	
Permanent	2,668
Temporary or casual	961
Full Time / Part Time Employment	
Full time	2,634
Part time	778
Casual	217
Average Salary	\$79,920
Median Salary	\$75,373
Separation rate	4.8%

Note: The above data is for directorates only and excludes Canberra Institute of Technology, the ACT Audit Office, Cultural Facilities Corporation and Calvary Health Care (Public).

Broader comparisons of Cultural and Linguistic Diversity within Australian society are difficult due to the lack of a closely matching data set. Indications from the Census of 2011 reveal that 19 per cent of Australians aged over five years speak a language other than English at home and that the ACT did not rank amongst the top residential areas for people who were born overseas.²⁷

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

These general indications compare favourably with the 17.3 per cent of the ACTPS workforce who identify themselves as Culturally and Linguistically Diverse, particularly the upwards trend in the employment growth of this group seen over the last five years.

1.7 PEOPLE WITH DISABILITY

Employees who identified as a Person with Disability made up 2.1 per cent (437 employees) of the total ACTPS workforce at June 2015. As discussed in Section B2 of the Commissioner's Annual Report, a review of the ACTPS RED Framework was conducted in late 2014. One of the six recommendations arising from this review was to renew focus and redesign the ACTPS Employment Strategy for People with Disability as a stand-alone strategy.

Significant work has commenced during 2014-15 to renew the Employment Strategy for People with Disability, including the development and implementation of a whole of government Reasonable Adjustment Policy and the identification of 19 inclusion positions in the 2016 ACTPS Graduate Program. An Inclusion Employment Pathways (IEP) Program is in a pilot phase of operation, which currently focuses on traineeships, cadetships and school-based work experience programs for Aboriginal and Torres Strait Islander Peoples. The IEP will be expanded in the coming months to include similar pathways for People with Disability, along with mentoring and an IEP Network.

The Head of Service has also set annual targets to be achieved by each directorate, which will support the Service in achieving greater diversity by the end of the 2018-19 financial year.

Table 5 - People with Disability Employees 2011-2015

	June 2011	June 2012	June 2013	June 2014	June 2015
Headcount	351	343	384	415	437
Per centage of total workforce	1.9%	1.8%	1.9%	2.0%	2.1%

Of the 437 employees who identify as a Person with a Disability:

- generation X comprise the largest age group (162 employees) and pre-baby boomers were the smallest age group (6 employees);
- the separation rate of People with Disability was higher than the separation rate of the whole of the ACTPS (10.6 per cent compared to 6.9 per cent);
- the Land Development Agency and Community Services Directorate had the highest representation of employees identifying as People with Disability (4.4 per cent and 3.3 per cent respectively);
- Trainees and Apprentices made up the largest classification of People with Disability at 9.5 per cent, followed by Health Assistants (4.9 per cent) and General Service Officers and equivalent (4.0 per cent); and
- the average salary for People with Disability was slightly less than the average ACTPS salary (\$79,205 compared to \$82,739).

Table 6 - People with Disability Snapshot – June 2015

Total Employees (headcount)	437
Total Employees (FTE)	384.1
People with Disability by Directorate (%)	
Chief Minister, Treasury and Economic Development	2.8%
<i>Exhibition Park in Canberra</i>	0.0%
<i>Gambling and Racing Commission</i>	0.0%
<i>Independent Competition and Regulatory Commission</i>	0.0%
<i>Land Development Agency</i>	4.4%
<i>Long Service Leave Authority</i>	0.0%
Capital Metro Agency	0.0%
Community Services	3.3%
Education and Training	1.5%
<i>ACT Teacher Quality Institute</i>	0.0%
ACT Electoral Commission	0.0%
Environment and Planning	2.5%
Health	2.0%
Justice and Community Safety	1.5%
Territory and Municipal Services	2.8%
ACTPS Total	2.1%

Age	
Generation Y	132
Generation X	162
Baby Boomers	137
Pre-Baby Boomers	6
Employment Type	
Permanent	346
Temporary or casual	91
Full Time / Part Time Employment	
Full time	308
Part time	104
Casual	25
Average Salary	\$79,205
Median Salary	\$75,119
Separation rate	10.6%

Note: The above data is for directorates only and excludes Canberra Institute of Technology, the ACT Audit Office, Cultural Facilities Corporation and Calvary Health Care (Public).

I.8 ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

Aboriginal and Torres Strait Islander employees made up 1.4 per cent (299 employees) of the total ACTPS workforce at June 2015.

The number of Aboriginal and Torres Strait Islander employees has increased 18.2 per cent from June 2014 to June 2015, the biggest single-year increase in the past five years. This increase is larger than the per centage increase of both the ACTPS headcount (1.8 per cent) and ACT Public Sector headcount (0.7 per cent).

One of the six recommendations arising from the review of the RED Framework was to redesign the ACTPS Employment Strategy for Aboriginal and Torres Strait Islander Peoples as a stand alone strategy. During the 2014-15 period there has been a renewed focus on the implementation of practical attraction and retention programs for Aboriginal and Torres Strait Islander employees. 19 Inclusion positions have been identified in the 2016 ACTPS Graduate Program to support the placement of Aboriginal and Torres Strait Island Peoples and People with Disability, and an IEP Program is in a pilot phase of operation. The IEP is a centrally coordinated program focusing initially on traineeships, cadetships and school-based work experience programs for Aboriginal and Torres Strait Islander Peoples.

Annual diversity targets for each directorate have been set by the Head of Service. It is envisaged that the progress made in the development of Aboriginal and Torres Strait Islander specific cultural awareness and attraction and retention programs will enable the Service to meet and exceed its employment strategy targets by the end of the 2018-19 financial year.

Table 7 - Aboriginal and Torres Strait Islander Employees 2011-2015

	June 2011	June 2012	June 2013	June 2014	June 2015
Headcount	193	202	238	253	299
Per centage of total workforce	1.0%	1.0%	1.2%	1.2%	1.4%

Of the 299 Aboriginal and Torres Strait Islander employees:

- generation Y comprise the largest age group (138 employees);
- the separation rate of Aboriginal and Torres Strait Islander employees was higher than the separation rate for the whole ACTPS (9.4 per cent compared to 6.9 per cent);
- Exhibition Park in Canberra had the highest representation of employees identifying as Aboriginal and Torres Strait Islander Peoples (5.6 per cent) followed by the Community Services Directorate (3.9 per cent), Land Development Agency (3.3 per cent) and Gambling and Racing Commission (2.9 per cent);
- Trainees and Apprentices made up the largest classification of Aboriginal and Torres Strait Islander employees at 11.9 per cent, followed by Dentists/Dental Officers (9.1 per cent) and Rangers (5.3 per cent); and
- the average salary for Aboriginal and Torres Strait Islander employees was less than the average ACT Public Service salary (\$76,107 compared to \$82,739).

Table 8 - Aboriginal and Torres Strait Islander Employees Snapshot – June 2015

Total Employees (headcount)	299	Age	
Total Employees (FTE)	271.3	Generation Y	138
Aboriginal and Torres Strait Islander Peoples Diversity by Directorate (%)		Generation X	92
Chief Minister, Treasury and Economic Development	1.1%	Baby Boomers	68
<i>Exhibition Park in Canberra</i>	5.6%	Pre-Baby Boomers	1
<i>Gambling and Racing Commission</i>	2.9%	Employment Type	
<i>Independent Competition and Regulatory Commission</i>	0.0%	Permanent	208
<i>Land Development Agency</i>	3.3%	Temporary or Casual	91
<i>Long Service Leave Authority</i>	0.0%	Full Time / Part Time Employment	
Capital Metro Agency	0.0%	Full time	231
Community Services	3.9%	Part time	49
Education and Training	1.2%	Casual	19
<i>ACT Teacher Quality Institute</i>	0.0%	Average Salary	\$76,107
ACT Electoral Commission	0.0%	Median Salary	\$71,207
Environment and Planning	1.0%	Separation rate	9.4%
Health	1.1%		
Justice and Community Safety	1.7%		
Territory and Municipal Services	2.0%		
ACTPS Total	1.4%		

Note: The following data is for directorates only and excludes Canberra Institute of Technology, the ACT Audit Office, Cultural Facilities Corporation and Calvary Health Care (Public).

I.9 EMPLOYMENT GROWTH

Employment in the ACTPS grew modestly over the 2014-15 period. The total number of employees (headcount) grew by 1.8 per cent (370 employees), and FTE employment grew by 1.6 per cent (301 FTE). This growth in employment was slightly less than the 1.9²⁸ per cent growth in the Australian labour force over the same period.

Table 9 shows the employment growth by directorate. As of 7 July 2014 the ACT Public Sector Administrative Arrangements changed, resulting in a restructure of ACTPS directorates and ACT Public Sector entities. These extensive Machinery of Government changes account for the increase seen in Chief Minister, Treasury and Economic Development Directorate and the decrease seen in Community Services Directorate, Environment and Planning Directorate, Justice and Community Safety Directorate and Territory and Municipal Services Directorate.

Table 9 - ACT Public Service Employment Growth by Directorate – 2014-2015

Directorate	Headcount			FTE		
	June 2014	June 2015	Change (%)	June 2014	June 2015	Change (%)
Chief Minister, Treasury and Economic Development	1,630	2,408	47.7%	1,584.3	2,323.1	46.6%
<i>Exhibition Park in Canberra</i>	12	18	50%	10.9	15.2	39.5%
<i>Gambling and Racing Commission</i>	34	34	0%	30.6	31.4	2.5%
<i>Independent Competition and Regulatory Commission</i>	10	4	-60%	8.6	4.0	-53.5%
<i>Land Development Agency</i>	104	91	-12.5%	99.6	87.7	-11.9%
<i>Long Service Leave Authority</i>	11	11	0%	11.0	10.6	-3.9%
Capital Metro Agency	18	25	38.9%	18.0	24.5	36.1%
Community Services	1,331	1,244	-6.5%	1,230.6	1,144.8	-7.0%
Education and Training	6,170	6,175	0.1%	5,136.6	5,146.3	0.2%
<i>ACT Teacher Quality Institute</i> ²⁹	0	14	-	0	13.8	-
ACT Electoral Commission *	0	8	-	0	8.0	-
Environment and Planning	449	314	-30.1%	423.2	289.7	-31.5%
Health	6,797	7,064	3.9%	5,979.9	6,195.4	3.6%
Justice and Community Safety	1,934	1,649	-14.7%	1,844.7	1,571.9	-14.8%

28. Australian Bureau of Statistics, Labour Force Australia 6202.0

29. The ACT Teacher Quality Institute is reported separately to Education and Training Directorate and ACT Electoral Commission are being reported separately this year and as such there is no data to compare as at June 2015.

Directorate	Headcount			FTE		
Territory and Municipal Services	2,051	1,862	-9.2%	1,903.0	1,715.6	-9.8%
ACTPS Total	20,551	20,921	1.8%	18,280.9	18,581.9	1.6%

Over the 2014-15 period employment growth was seen in approximately two fifths of all ACTPS classification groups. The largest growth in employment was seen in Legal Support (53.3 per cent), followed by Dentists/ Dental Officers (22.2 per cent) and Professional Officers (12.9 per cent).

At June 2015 ACTPS Senior Executive Officers made up 1.0 per cent of the workforce. Since June 2014 this cohort has reduced marginally by 0.5 per cent (decrease of one headcount).

Table 10 - ACT Public Service Employment Growth by Classification – 2014-2015

Classification Group	Headcount		
	June 2014	June 2015	Change (%)
Administrative Officers	4,983	5,016	0.7%
Ambulance Officers	215	212	-1.4%
Bus Operators	658	672	2.1%
Correctional Officers	183	192	4.9%
Dentists/Dental Officers	18	22	22.2%
Disability Officers	283	216	-23.7%
Executive Officers	213	212	-0.5%
Fire and Rescue Officers	348	337	-3.2%
General Service Officers & Equivalent	1,137	1,166	2.6%
Health Assistants	85	81	-4.7%
Health Professional Officers	1,380	1,451	5.1%
Information Technology Officers	173	167	-3.5%
Judicial Officers	15	15	0%
Legal Officers	91	101	11.0%
Legal Support	15	23	53.3%
Linen Production & Maintenance	56	49	-12.5%

Classification Group	Headcount		
Medical Officers	857	876	2.2%
Nursing and Midwifery	2,766	2,884	4.3%
Professional Officers	147	166	12.9%
Prosecutors	38	38	0%
Rangers	43	38	-11.6%
School Leaders	770	771	0.1%
Senior Officers	2,163	2,276	5.2%
Statutory Office Holders	12	13	8.3%
Teachers	3,480	3,515	1.0%
Technical Officers	328	322	-1.8%
Trainees and Apprentices	45	42	-6.7%
Transport Officers	49	48	-2.0%
Total	20,551	20,921	1.8%

During 2014-15 the ACTPS had a total of 2,789 appointments, promotions and transfers. Of all appointments, 15.0 per cent were external, 33.6 per cent were from a temporary contract and 51.4 per cent were from a promotion.

As shown in Table 11, over the last six years the ACTPS has seen a slight decrease in the per centage of external appointments and a slight increase in the per centage of permanent transfers and promotions. A possible explanation for this may be due to the ACTPS's focus on growing its own talent and encouraging ongoing professional development at all levels. Recently there has been a strong focus on building capability and promoting mobility in the Service.

Table 11 - ACT Appointments and Promotions June 2009 – June 2015

Financial Year	Total Appointment/ Promotion/ Transfers	Appointment from External	Appointment from Temp Contract	Promotion from HDA	Permanent Transfer/ Promotion
2009-10	3,111	19.0%	29.7%	21.2%	30.0%
2010-11	3,420	19.6%	28.7%	22.4%	29.3%
2011-12	3,558	19.8%	28.9%	21.6%	29.7%
2012-13	3,217	17.9%	32.1%	20.7%	29.4%
2013-14	2,878	15.3%	34.6%	19.0%	31.1%
2014-15	2,789	15.0%	33.6%	19.9%	31.5%
Total	16,184	18.4%	30.7%	21.1%	29.9%

APPENDIX 2 - WORKFORCE PROFILE EXPLANATORY NOTES

On 7 July 2014 the ACT Public Sector Administrative Arrangements changed, resulting in a restructure of ACTPS directorates and ACT Public Sector entities. As such, the list of directorates and entities reported for 2014-15 will differ from previous years.

On 1 July 2014, the members of the ACT Electoral Commission became officers of the Legislative Assembly, following the commencement of the Officers of the Assembly Legislation Amendment Act 2013. In 2013-14 the Electoral Commission was acknowledged as a Statutory Authority under the Justice and Community Safety (JACS) Directorate and was therefore included within the 2013-14 JACS workforce profile data.

Shared Services, a division of Chief Minister, Treasury and Economic Development Directorate, administers all but one per cent of staff payroll across ACTPS directorates and provides the information for the Workforce Profile. The Workforce Profile provides information on the directorates and agencies that are administered through Shared Services.

The ACTPS data and graphs contained in the 2015 Workforce Profile do not include the following ACT Public Sector Entities: ACT Audit Office, Canberra Institute of Technology, Calvary Health Care (Public), Cultural Facilities Corporation and the Office of the Legislative Assembly.

For the purposes of reporting:

- Exhibition Park in Canberra, Gambling and Racing Commission, Independent Competition and Regulatory Commission, Land Development Agency and Long Service Leave Authority are reported on separately to Chief Minister, Treasury and Economic Development Directorate (in most instances);
- ACT Teacher Quality Institute is reported separately to the Education and Training Directorate;
- ACTION is included in the reporting of Territory and Municipal Services Directorate;
- while a Public Sector agency, Director of Public Prosecutions is included in the reporting of Justice and Community Safety Directorate;
- the ACT Electoral Commission is listed in this report as an ACTPS agency, with some data omitted due to the Commission's small size. In future years, as the members of the Commission are officers of the Assembly, the ACT Electoral Commission will be classified as an ACT Public Sector entity; and
- the ACT Audit Office, Calvary Health Care (Public), Canberra Institute of Technology, Cultural Facilities Corporation and Office of the Legislative Assembly are reported on as a Public Sector entities.

Exhibition Park in Canberra, ACT Electoral Commission, Gambling and Racing Commission, Independent Competition and Regulatory Commission and Teacher Quality Institute are organisations which have a small headcount. The comparatively small number of staff within the organisation means that some data, for example separation rates and annual leave usage, is not statistically meaningful when viewed in isolation. For this reason, it has not been displayed in the workforce profile but has been included in service averages.

Workforce indicators included in the Workforce Profile are based on paid staff and exclude employees on leave without pay, board members and contractors. The data reported in this chapter (including the appendix) excludes contractors and staff of Territory Owned Corporations. These are point in time indicators and do not adjust for seasonal fluctuation, such as demand for casual teachers and back pay.

Additional data can be found in Appendix 4, including a detailed breakdown of each directorate's full time equivalent (FTE), time to hire statistics and further information on the recruitment and higher duties actions of the ACTPS.

Data has been rounded to one decimal place and as such, percentages may not add up to exactly 100 per cent on certain tables/graphs.

APPENDIX 3 - DEFINITIONS

Appointments

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

	Definition
Appointment from external	This is any commencement within the ACTPS where the person has commenced directly as a permanent officer.
Total appointment from temporary contract	This is the total of temporary contract staff who were appointed as permanent officers.
Total promotion from higher duties allowance (HDA)	This is the total number of promotions immediately following a period of HDA.
Total permanent transfer/promotion	This is the total number of permanent transfers and promotions (not following HDA).

ACT Public Service

The ACT Public Service comprises eight directorates that report to the Head of Service as constituted by the Administrative Arrangements 2015 (No 1).

ACT Public Sector

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

Employees

Employees include permanent officers, temporary and casual employees.

Employees – casual

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

Employees – full time

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

Employees – part time

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

General Service Officers (GSOs)

Examples include tradespeople, gardeners, drivers and labourers.

Generations

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

Gender Pay Gap

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

The data in this report excludes remuneration of executives unless noted differently.

Headcount and FTE

The Workforce Profile is based on paid employees. Paid headcount for all employees includes employees on paid leave, as at the end of the financial year. Headcount and FTE are standard measures of staff numbers. Headcount considers each employee as one regardless of whether they are full time or part time. In contrast, FTE represents total employee numbers based on equivalent full time hours worked. For example, an employee working standard full time hours attracts an FTE of 1.0 whereas an employee working half the standard full time hours attracts an FTE of 0.5. The total FTE in this example would be 1.5 whereas the headcount would be two. Average FTE and average headcount are based on the 26 pay periods in each financial year. The average over time removes seasonality that can be experienced at a point in time, particularly with temporary and casual employees, and for this reason it is used to calculate year-on-year percentage increases.

Leave

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

Entitlements can be found in the relevant section of Enterprise Agreements, see the website for details: <http://www.shareservices.act.gov.au/docs/agreements/>

Median

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

Permanent Officers

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

Separation Rate

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

Territory-owned Corporations (TOCS)

Government enterprises (known as TOCs) under the *Territory owned Corporations Act 1990*, are separate entities to the ACTPS and other ACT Public Sector agencies and are not included in this report. As at June 2015 the single TOCs is Icon Water Limited.

Workforce Average

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

APPENDIX 4 – WORKFORCE PROFILE INFORMATION

Note: the ACT Public Sector Administrative Arrangements changed in July 2014 resulting in a restructure of ACTPS directorates. Data in tables and graphs relating to previous years (2013-14 and prior) has been restructured to represent the new directorate structures. As such, historical figures may differ to figures in previous State of the Service Reports.

Table 12 - Distribution of the ACT Public Sector (June 2015)

	Calvary Health Care (Public)	Cultural Facilities Corporation	Office of the Legislative Assembly	Canberra Institute of Technology	ACT Audit Office	ACT Public Service	Total
FTE Total	1,005.9	90.3	47.5	714.6	39.3	18,581.9	20,479.5
FTE - permanent	883.6	31.0	42.3	474.8	29.8	14,897.2	16,358.7
FTE - temporary	70.5	25.6	1.2	144.1	9.5	3,007.9	3,258.8
FTE - casual	51.8	33.7	4.0	95.7	0.0	676.8	862.0
Headcount Total	1,227	143	63	908	40	20,921	23,302
Headcount - permanent	1,017	36	47	504	30	16,226	17,860
Headcount - temporary	83	26	2	164	10	3,326	3,611
Headcount - casual	127	81	14	240	0	1,369	1,831
Age (average)	42.1	39.1	50.1	47.1	38.5	42.6	43.3
Length of Service (average, years)	6.5	4.4	8.7	10.3	5.6	8.7	7.4
Diversity (FTE, headcount):							
Aboriginal and Torres Strait Islander FTE	n/a	0	n/a	12.8	0	271.3	284.1
Aboriginal and Torres Strait Islander headcount	n/a	0	n/a	18	0	299	317
People with Disability FTE	n/a	3.0	n/a	19.1	-	384.1	407.2

	Calvary Health Care (Public)	Cultural Facilities Corporation	Office of the Legislative Assembly	Canberra Institute of Technology	ACT Audit Office	ACT Public Service	Total
People with Disability headcount	n/a	3	n/a	25	-	437	466
Culturally & Linguistically Diverse FTE	n/a	5.5	n/a	125.1	15.8	3,285.4	3,431.8
Culturally & Linguistically Diverse headcount	n/a	8	n/a	150	16	3,629	3,803
Female FTE	783.3	49.9	26.4	422.5	17.6	11,705.1	13,004.8
Female headcount	972	83	37	554	18	13,593	15,257

Table 13 - Snapshot of the ACT Public Sector (June 2014 - June 2015)

	June 2014	June 2015
FTE total	20,223.4	20,479.5
FTE - permanent	16,008.4	16,358.7
FTE - temporary	3,198.8	3,258.8
FTE - casual	936.2	862.0
Headcount total	23,137	23,302
Headcount - permanent	17,518	17,860
Headcount - temporary	3,562	3,611
Headcount - casual	2,058	1,831
Age (average)	43.4	43.3
Length of service (average, years)	6.9	7.4
Diversity		
Aboriginal and Torres Strait Islander FTE	247	284.1
Aboriginal and Torres Strait Islander headcount	270	317
People With Disability FTE	387.6	407.2
People With Disability headcount	440	466
Culturally & Linguistically Diverse FTE	3,268.0	3,431.8
Culturally & Linguistically Diverse headcount	3,635	3,803
Female FTE	12,811.8	13,004.8
Female headcount	15,143	15,257

Table 14 - ACT Public Service Workforce Indicators

Financial Year (FY):	2010-11	2011-12	2012-13	2013-14	2014-15
Staff Numbers					
ACTPS total Full Time Equivalent (FTE, end FY)	16,509.6	17,196.1	17,848.5	18,280.9	18,581.9
ACTPS average	16,657.6	16,677.3	17,329.2	17,932.3	18,341.1
Per centage increase from previous year	18.2%	0.1%	3.9%	3.5%	2.3%
ACTPS total headcount (end FY)	18,599	19,331	20,017	20,551	20,921
ACTPS average	18,807	18,819	19,441	20,127	20,678
Per centage increase from previous year	17.3%	0.1%	3.3%	3.5%	2.7%
Executives total FTE (end FY)	183.6	186.0	196.7	211.5	210.6
Proportion of ACTPS workforce	1.1%	1.1%	1.1%	1.2%	1.1%
Executives Total headcount (end FY)	185	187	197	213	212
Employment modes (Proportion of total workforce, end FY, based on headcount)					
Permanent	78.2%	77.9%	77.6%	77.4%	77.6%
Temporary	14.5%	15.3%	15.3%	15.6%	15.9%
Full time	70.2%	70.4%	70.5%	70.1%	69.9%
Part time	22.5%	22.8%	22.4%	22.9%	23.5%
Casual	7.3%	6.8%	7.1%	7.1%	6.5%
Age profile (Av. years, includes casuals, end FY)	42.7	42.6	42.4	42.5	42.6
Generations (proportion of workforce, based on Headcount)					
Generation Y	21.2%	24.0%	26.9%	29.2%	31.6%
Generation X	36.4%	37.0%	37.4%	37.5%	37.8%
Baby Boomers	40.5%	37.6%	34.6%	32.5%	30.0%
Pre-Baby Boomers	1.9%	1.4%	1.1%	0.8%	0.6%

Financial Year (FY):	2010-11	2011-12	2012-13	2013-14	2014-15
Length of Service (Average years, excludes casuals, end FY)	8.4	8.4	8.4	8.6	8.7
Separation Rate (permanent staff only)	9.9%	8.9%	6.6%	6.3%	6.9%
Leave Usage (based on full time equivalent work days)					
Annual Leave (average in days)	18.8	18.4	19.3	19.7	19.3
Personal Leave (average in days)	11.4	11.1	11.9	12.1	12.0
Personal Leave absence rate	4.8%	4.7%	4.7%	4.8%	4.9%
Remuneration (base salaries)					
Full time average	\$73,832	\$77,191	\$80,023	\$82,410	\$84,603
Per centage increase from previous year	5.2%	4.5%	3.7%	3.0%	2.7%
Full time median	\$ 65,886	\$67,470	\$69,153	\$71,578	\$74,082
Part time	\$65,893	\$69,055	\$71,970	\$74,509	\$77,277
Part time load (average)	0.69	0.69	0.69	0.69	0.69
Gender pay gap	2.2%	3.2%	2.9%	1.9%	2.0%

Table 15 - ACTPS FTE and Headcount by Classification Group

Classification Group	FTE			Headcount		
	June 2013	June 2014	June 2015	June 2013	June 2014	June 2015
Administrative Officers	4,280.4	4,357.5	4,366.1	4,895	4,983	5,016
Ambulance Officers	203.8	200.7	198.9	216	215	212
Bus Operators	597.3	586.3	588.4	674	658	672
Correctional Officers	163.0	172.4	185.8	173	183	192
Dentists/Dental Officers	13.5	14.7	18.1	17	18	22
Disability Officers	251.4	249.8	187.0	283	283	216
Executive Officers	196.7	211.5	210.6	197	213	212
Fire and Rescue Officers	347.5	345.5	335.5	349	348	337
General Service Officers & Equivalent	1,027.8	1,058.6	1,079.8	1,103	1,137	1,166
Health Assistants	56.1	72.5	70.0	64	85	81
Health Professional Officers	1,182.7	1,211.6	1,267.5	1,333	1,380	1,451
Information Technology Officers	163.5	170.2	163.8	166	173	167
Judicial Officers	10.0	13.0	12.0	15	15	15
Legal Officers	89.5	86.3	94.7	95	91	101
Legal Support	15.8	14.6	21.0	16	15	23
Linen Production & Maintenance	57.2	53.2	47.3	60	56	49
Medical Officers	742.5	782.4	790.1	814	857	876
Nursing and Midwifery	2,218.7	2,338.9	2,458.5	2,626	2,766	2,884
Professional Officers	114.4	129.1	144.2	132	147	166
Prosecutors	37.6	36.0	36.2	38	38	38
Rangers	35.6	40.8	36.4	38	43	38
School Leaders	740.3	751.5	754.4	753	770	771
Senior Officers	2,042.2	2,084.8	2,195.3	2,113	2,163	2,276

Classification Group	FTE			Headcount		
Statutory Office Holders	12.8	11.0	12.0	14	12	13
Teachers	2,893.0	2,919.4	2,945.3	3,433	3,480	3,515
Technical Officers	276.2	284.9	277.0	319	328	322
Trainees and Apprentices	40.0	37.1	40.4	40	45	42
Transport Officers	39.1	46.7	45.7	41	49	48
Total	17,848.5	18,280.9	18,581.9	20,017	20,551	20,921

*Note: this data excludes Senior Officers, Professional Offices and Administrative Officers in the Auditor-General's Office and Canberra Institute of Technology.

Table 16 - FTE by Directorate

Directorates	June 2014	June 2015	Percentage change
Chief Minister, Treasury and Economic Development ³⁰	1,584.3	2,323.1	46.6%
<i>Exhibition Park in Canberra</i>	10.9	15.2	39.5%
<i>Gambling and Racing Commission</i>	30.6	31.4	2.5%
<i>Independent Competition and Regulatory Commission</i>	8.6	4.0	-53.5%
<i>Land Development Agency</i>	99.6	87.7	-11.9%
<i>Long Service Leave Authority</i>	11.0	10.6	-3.9%
Capital Metro Agency	18.0	24.5	36.1%
Community Services	1,230.6	1,144.8	-7.0%
Education and Training	5,136.6	5,146.3	0.2%
<i>ACT Teacher Quality Institute</i>	0.0	13.8	0.0%
ACT Electoral Commission	0.0	8.0	0.0%
Environment and Planning	423.2	289.7	-31.5%
Health	5,979.9	6,195.4	3.6%
Justice and Community Safety	1,844.7	1,571.9	-14.8%
Territory and Municipal Services	1,903.0	1,715.6	-9.8%
Total FTE	18,280.9	18,581.9	1.6%

30. CMTEDD Headcount and FTE in the workforce profile includes ACT Insurance Authority (ACTIA) and excludes Exhibition Park in Canberra (EPIC). This reporting reflects whole of government data as provided to Directorates by Shared Services. Figures relating to headcount and FTE may differ from those reported in the 2015 CMTEDD Annual Report due to different reporting relationships for ACTIA and EPIC at an organisational level.

Table 17 - Headcount by Directorate and Employment Mode (June 2015)

Directorates	Permanent	Temporary	Casual	Total
Chief Minister, Treasury and Economic Development	1,990	401	17	2,408
<i>Exhibition Park in Canberra</i>	10	5	3	18
<i>Gambling and Racing Commission</i>	26	8	0	34
<i>Independent Competition and Regulatory Commission</i>	3	1	0	4
<i>Land Development Agency</i>	81	10	0	91
<i>Long Service Leave Authority</i>	8	3	0	11
Capital Metro Agency	16	9	0	25
Community Services	988	199	57	1,244
Education and Training	4,630	721	824	6,175
<i>ACT Teacher Quality Institute</i>	10	2	2	14
ACT Electoral Commission	6	2	0	8
Environment and Planning	262	47	5	314
Health	5,200	1,512	352	7,064
Justice and Community Safety	1,411	209	29	1,649
Territory and Municipal Services	1,585	197	80	1,862
Total Headcount	16,226	3,326	1,369	2,0921

Table 18 - Headcount and FTE by Directorate and Business Unit 2014-15

Directorate	Division	Headcount	FTE
Chief Minister, Treasury and Economic Development	ACT INSURANCE AUTHORITY	14	13.0
	CORPORATE	42	41.0
	CULTURE & COMMUNICATIONS	21	17.6
	DEFAULT INSURANCE FUND	2	2.0
	FINANCE & BUDGET	37	36.0
	GOVERNANCE DIVISION	26	25.6
	OFF THE CHIEF EXECUTIVE	4	3.0
	OFF THE DIRECTOR GENERAL	17	16.0
	PROCUREMENT	91	89.8
	REVENUE MANAGEMENT	110	106.8
	STRATEGIC FINANCE	15	14.5
	POLICY & CABINET	37	36.1
	ECONOMICS & FINANCIAL GR	36	35.0
	EXPENDITURE REVIEW	12	11.5
	INFRA FINANCE & ADVISORY	6	6.0
	OFFICE UNDER TREASURER	5	5.0
	LAND DEVELOPMENT & CORP	148	145.6
	ACCESS CANBERRA	582	558.2
	ARTS, BUS, TOUR, EV & SP	174	159.4
	ASBESTOS RESPONSE TASKFO	36	35.1
	WORKPLACE SAFETY & IR	65	61.4
	Shared Services	928	904.4
Chief Minister, Treasury and Economic Development Total		2,408	2,323.1
EPIC	EXHIBITION PARK IN CANB	18	15.2

Directorate	Division	Headcount	FTE
EPIC Total		18	15.2
Gambling and Racing Commission	GAMBLING & RACING	34	31.4
Gambling and Racing Commission Total		34	31.4
Land Development Agency	OFFICE OF THE DIRECTOR GENERAL	1	1.0
	LAND DEV, STRAT & FINANC	1	1.0
	LAND DEVELOPMENT & CORP	89	85.7
Land Development Agency Total		91	87.7
Long Service Leave Authority	NULL	11	10.6
Long Service Leave Authority Total		11	10.6
Capital Metro Agency	CAPITAL METRO	18	17.9
	FINANCE & ECONOMICS	2	2.0
	GOVERNANCE & OPERATIONS	3	2.6
	PROCUREMENT & DELIVERY	2	2.0
Capital Metro Agency Total		25	24.5
Community Services	CHILD, YTH & FAMILY SUPP	428	393.2
	DISABILITY ACT	309	275.1
	HOUSING & COMM SERV	222	215.2
	OFFICE OF CHIEF EXEC	7	6.6
	THERAPY ACT	119	104.2
	SERV STRAT & COMM BUILD	159	150.5
Community Services Total		1,244	1,144.8
Education and Training	LEARN TEACH & STUDENT ENG	19	18.2
	NULL	798	362.9
	OFFICE FOR SCHOOLS	4,848	4,302.6
	EDUCATION STRATEGY	266	233.3

Directorate	Division	Headcount	FTE
	GOVERNANCE & ASSURANCE	51	47.9
	ORGANISATIONAL INTEGRITY	150	139.4
	TER EDUC & CHILCARE REG	38	37.0
	DEPUTY DIRECTOR GENERAL	3	3.0
	DIRECTOR GENERAL	2	2.0
Education and Training Total		6,175	5,146.3
ACT Teacher Quality Institute	NULL	14	13.8
ACT Teacher Quality Institute Total		14	13.8
ACT Electoral Commission	NULL	8	8.0
ACT Electoral Commission Total		8	8.0
Environment and Planning	OFFICE OF THE DIRECTOR GENERAL	29	25.1
	PLANNING DELIVERY	80	74.5
	POLICY	2	0.9
	CONSTRUCTION & CLIENT SE	46	43.7
	ENVIRONMENT	62	56.8
	STRATEGIC PLANNING	54	49.8
	SUSTAIN & CLIMATE CHANGE	41	38.9
Environment and Planning Total		314	289.7
Health	BUS & INFRAS SUPPORT	1	0.9
	CANB HOSP & HEALTH SERV	5,999	5,212.5
	CORPORATE SERVICES	2	2.0
	DIRECTOR GENERAL REPORTS	63	59.7
	OFFICE OF THE DIRECTOR GENERAL	44	41.4
	POPULATION HEALTH	173	158.9
	SPECIAL PURPOSE ACC TCH	21	16.1

Directorate	Division	Headcount	FTE
	STRATEGY & CORPORATE	712	656.1
	HLTH INFRASTRUCT & PLAN	29	28.1
	HLTH INFRASTRUCTURE PROG	20	19.6
Health Total		7,064	6,195.4
Independent Competition and Regulatory Commission	INDEPEND COMP & REG COMM	4	4.0
Independent Competition and Regulatory Commission Total		4	4.0
Justice and Community Safety	ACT GOV SOLICITOR	99	93.9
	CIRCLE SENTENCING COURT	1	1.0
	CORPORATE	66	64.6
	CORRECTIVE SERVICES	364	346.7
	DIR PUBLIC PROSECUTIONS	79	72.2
	EMERGENCY SERVICES	657	638.8
	HUMAN RIGHTS COMMISSION	21	18.8
	LAW COURTS & TRIBUNALS	168	156.1
	OFFICE OF CHIEF EXEC	7	6.9
	PARLI COUNSEL'S OFFICE	25	22.4
	PUBLIC ADVOCATE OF ACT	16	14.4
	PUBLIC TRUSTEE FOR ACT	46	42.8
	SECURITY EMERGENCY MGT	12	11.1
	STRATEGIC FINANCE	12	11.6
	VICTIM SUPPORT ACT	20	18.3
	LEGISLATION POL & PROG	56	52.2
Justice and Community Safety Total		1,649	1,571.9
Territory and Municipal Services	BUSINESS ENTERPRISES DIV	1	1.0

Directorate	Division	Headcount	FTE
	DIRECTORATE SERVICES DIV	1	1.0
	NULL	4	1.8
	OFFICE OF THE DIRECTOR GENERAL	4	4.0
	PARKS & CITY SERV DIV	11	11.0
	CORPORATE & BUSINESS ENT	141	134.9
	INFR RDS & PUBLIC TRANS	1,089	984.4
	PARKS & TERRITORY SERV	611	577.6
Territory and Municipal Services Total		1,862	1,715.6

Table 19 - Part Time Employee Salaries by Length of Service and Gender (June 2015)

Length of Service	Female		Male		Aggregate	
	Average salary	Average part time load	Average salary	Average part time load	Average salary	Average part time load
Less than 5 years	\$72,537	0.68	\$73,236	0.67	\$72,703	0.68
5 to 9 years	\$76,663	0.70	\$76,941	0.71	\$76,695	0.70
10 to 19 years	\$82,231	0.69	\$86,729	0.68	\$82,629	0.69
20 years or more	\$83,584	0.70	\$81,939	0.68	\$83,372	0.70
Salary (average)	\$ 77,405	0.69	\$76,586	0.68	\$ 77,277	0.69

Table 20 - Pay Gap in the ACTPS, ACT and Australia (June 2015)

Workforce	Gender Pay Gap
ACTPS	2.0%
ACT Labour Force	11.7% ³¹
Australian Labour Force	17.9% ³²

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

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

Table 21 - Gender Pay Gap by Classification Group (June 2015)

Classification Group	Average Remuneration	Median Remuneration	Proportion of Females	Gender Pay Gap	Average Female Earnings (per dollar earned by males)
Administrative Officers	\$ 67,534	\$66,042	75.0%	4.6%	\$0.95
Ambulance Officers	\$81,963	\$84,528	34.4%	6.3%	\$0.94
Bus Operators	\$68,062	\$68,291	10.1%	0.3%	\$1.00
Correctional Officers	\$63,263	\$63,245	21.4%	3.1%	\$0.97
Dentists/Dental Officers	\$115,359	\$128,054	72.7%	-0.7%	\$1.01
Disability Officers	\$51,924	\$48,397	49.1%	-2.9%	\$1.03
Executive Officers	\$191,341	\$171,502	41.9%	-1.4%	\$1.01
Fire and Rescue Officers	\$77,061	\$73,534	2.1%	3.0%	\$0.97
General Service Officers & Equivalent	\$53,639	\$48,221	22.3%	12.5%	\$0.88
Health Assistants	\$56,886	\$58,188	88.9%	-2.1%	\$1.02
Health Professional Officers	\$87,971	\$88,382	80.2%	4.6%	\$0.95
Information Technology Officers	\$77,585	\$78,601	15.6%	-0.5%	\$1.01
Legal Officers	\$118,599	\$119,780	69.3%	13.4%	\$0.87
Legal Support	\$66,951	\$66,042	82.6%	8.9%	\$0.91
Linen Production & Maintenance	\$53,872	\$43,096	53.1%	15.1%	\$0.85
Medical Officers	\$120,316	\$109,118	48.1%	11.4%	\$0.89
Nursing and Midwifery	\$78,722	\$78,914	88.6%	-4.2%	\$1.04
Professional Officers	\$83,208	\$81,281	66.4%	3.5%	\$0.96
Prosecutors	\$105,344	\$108,786	60.5%	10.9%	\$0.89
Rangers	\$64,410	\$65,475	26.3%	-2.7%	\$1.03
School Leaders	\$115,007	\$106,438	72.1%	3.0%	\$0.97

Classification Group	Average Remuneration	Median Remuneration	Proportion of Females	Gender Pay Gap	Average Female Earnings (per dollar earned by males)
Senior Officers	\$113,593	\$103,954	53.8%	1.7%	\$0.98
Statutory Office Holders	\$235,069	\$240,019	42.9%	-4.1%	\$1.04
Teachers	\$83,213	\$92,216	77.2%	0.7%	\$0.99
Technical Officers	\$67,760	\$65,201	50.3%	16.5%	\$0.84
Trainees and Apprentices	\$41,274	\$45,267	14.3%	26.7%	\$0.73
Transport Officers	\$87,315	\$88,516	6.3%	2.2%	\$0.98
ACTPS Averages	\$82,739	\$78,914	65.0%	2.0%	\$0.98

* Note: this data excludes Senior Officers, Professional Offices and Administrative Officers in the ACT Audit Office and Canberra Institute of Technology.

Table 22 - Annual Leave Usage by Classification Group and Gender (FTE Days, 2014-15)

Classification Group	Female	Male	Total
Administrative Officers	16.1	16.4	16.5
Ambulance Officers	33.3	39.8	37.5
Bus Operators	16.9	16.5	16.6
Correctional Officers	30.2	28.5	28.9
Dentists/Dental Officers	13.4	10.0	12.6
Disability Officers	17.8	20.5	19.2
Executives	20.7	18.7	19.6
Fire and Rescue Officers	33.6	33.4	33.5
General Service Officers and Equivalent	18.0	17.9	18.3
Health Assistants	16.5	9.8	15.8
Health Professional Officers	16.0	16.6	16.4
Information Technology Officers	16.2	17.7	17.9
Judicial Officers	16.6	4.8	10.6
Legal Officers	14.5	18.0	16.1
Legal Support	21.0	14.1	20.5
Linen Production and Maintenance Officers	17.7	19.0	18.3
Medical Officers	13.3	14.4	15.0
Nursing and Midwifery	21.6	22.7	22.2
Professional Officers	19.1	22.3	20.4
Prosecutors	16.7	16.6	17.5
Rangers	28.1	21.4	23.3
School Leaders	19.8	19.4	19.7
Senior Officers	17.8	18.6	18.5
Statutory Office Holders	8.2	21.9	16.2

Classification Group	Female	Male	Total
Teachers	17.4	18.2	17.7
Technical Officers	16.3	19.9	18.3
Trainees and Apprentices	7.3	12.6	12.3
Transport Officers	12.1	14.9	14.7
ACTPS Average Annual Leave Usage	17.9	19.1	19.3

* Note: this data excludes Senior Officers, Professional Offices and Administrative Officers in the ACT Audit Office and Canberra Institute of Technology.

Table 23 - Age and Length of Service by Classification Group and Gender (June 2015)

Classification Group	Female	Male	Age (average)	Female	Male	Length of Service (average)
Administrative Officers	42.4	39.5	41.7	7.7	7.0	7.6
Ambulance Officers	38.2	41.8	40.6	8.7	9.8	9.4
Bus Operators	45.8	49.1	48.7	7.5	10.5	10.2
Correctional Officers	42.8	44.5	44.2	7.1	7.6	7.5
Dentists/Dental Officers	37.1	32.8	35.9	8.1	4.7	7.1
Disability Officers	48.7	45.7	47.2	10.5	9.5	10.0
Executive Officers	50.2	50.0	50.1	12.6	11.6	12.1
Fire and Rescue Officers	40.6	45.2	45.1	12.9	17.3	17.2
General Service Officers & Equivalent	45.7	45.7	45.7	10.0	9.0	9.2
Health Assistants	38.5	28.2	37.3	6.2	2.4	5.8
Health Professional Officers	39.3	41.3	39.7	7.1	7.0	7.1
Information Technology Officers	39.1	36.9	37.3	6.5	6.3	6.3
Judicial Officers	58.8	59.3	59.0	10.9	14.5	12.7
Legal Officers	35.4	42.2	37.5	5.1	8.5	6.2
Legal Support	33.8	38.3	34.6	5.7	11.3	6.7
Linen Production & Maintenance	50.8	47.3	49.1	14.2	13.4	13.8
Medical Officers	36.1	40.1	38.1	3.4	4.9	4.2
Nursing and Midwifery	42.5	39.4	42.1	8.4	5.8	8.1
Professional Officers	42.1	39.9	41.3	6.0	6.1	6.0
Prosecutors	32.4	36.5	34.0	4.0	5.4	4.5
Rangers	36.5	40.5	39.4	5.7	9.4	8.4
School Leaders	45.8	44.7	45.5	15.8	15.7	15.8
Senior Officers	44.7	46.8	45.7	10.1	10.5	10.3

Classification Group	Female	Male	Age (average)	Female	Male	Length of Service (average)
Statutory Office Holders	59.0	55.0	56.7	8.5	18.8	14.4
Teachers	41.1	41.8	41.3	9.1	8.9	9.1
Technical Officers	43.3	44.5	43.9	9.0	10.6	9.8
Trainees and Apprentices	20.3	21.8	21.5	1.1	1.9	1.7
Transport Officers	44.0	51.7	51.2	16.9	16.6	16.6
ACTPS Averages	42.1	43.4	42.6	8.5	9.1	8.7

** Note: Average length of service excludes casuals.

Table 24 - Diversity by Directorate (June 2015)

Directorates	Females	Culturally and Linguistically Diverse	People with Disability	Aboriginal and Torres Strait Islander Peoples
Chief Minister, Treasury and Economic Development	49.3%	16.3%	2.8%	1.1%
<i>Exhibition Park in Canberra</i>	44.4%	5.6%	0.0%	5.6%
<i>Gambling and Racing Commission</i>	47.1%	2.9%	0.0%	2.9%
<i>Independent Competition and Regulatory Commission</i>	50.0%	0.0%	0.0%	0.0%
<i>Land Development Agency</i>	49.5%	12.1%	4.4%	3.3%
<i>Long Service Leave Authority</i>	63.6%	36.4%	0.0%	0.0%
Capital Metro Agency	72.0%	8.0%	0.0%	0.0%
Community Services	67.7%	16.6%	3.3%	3.9%
Education and Training	77.3%	10.0%	1.5%	1.2%
<i>ACT Teacher Quality Institute</i>	78.6%	14.3%	0.0%	0.0%
ACT Electoral Commission	75.0%	37.5%	0.0%	0.0%
Environment and Planning	57.0%	15.9%	2.5%	1.0%
Health	75.6%	24.9%	2.0%	1.1%
Justice and Community Safety	43.4%	8.5%	1.5%	1.7%
Territory and Municipal Services	23.6%	23.6%	2.8%	2.0%
ACTPS Total	65.0%	17.3%	2.1%	1.4%

Table 25 - Headcount by Classification Group and Directorate (June 2015)

Classification	TQI	CMA	CMTEDD	CSD	ETD	ACT Electoral Commission	EPD	EPIC	G&R	HD	ICRC	JACSD	LDA	LSLA	TAMSD	Total
Administrative Officers	9	9	1187	450	1520	3	120	13	20	975	1	443	19	8	239	5016
Ambulance Officers												212				212
Bus Operators															672	672
Capital/Linen Service Officers															49	49
Custodial-Correctional Officers												192				192
Dentists/Dental Officers										22						22
Disability Officers				216												216
Executive Officers	1	9	68	22	17		7	1	1	23	1	39	6	1	16	212
Fire and Rescue Officers												337				337
General Service Officers & Equivalent			73	4	123		1	2		495		10			458	1166
Health Assistants										81						81
Health Professional Officers				306	4					1126		15				1451
Information Technology Officers			135		29		1			2						167
Judicial Officers												15				15
Legal Officers			4	1						1		95				101

Classification	TQI	CMA	CMTEDD	CSD	ETD	ACT Electoral Commission	EPD	EPIC	G&R	HD	ICRC	JACSD	LDA	LSLA	TAMSD	Total
Legal Support												23				23
Medical Officers										876						876
Nursing and Midwifery										2884						2884
Professional Officers			33		51		16			16		6	4		40	166
Prosecutors											38					38
Rangers			4												34	38
School Leaders					771											771
Senior Officers	4	7	860	231	146	3	157	2	13	387	2	209	62	2	191	2276
Statutory Office Holders						2	1				10					13
Teachers					3514					1						3515
Technical Officers			25	14			11			171		5			96	322
Trainees and Apprentices			19							4					19	42
Transport Officers															48	48
Total	14	25	2,408	1,244	6,175	8	314	18	34	7,064	4	1,649	91	11	1,862	20,921

TQI – ACT Teacher Quality Institute
 CMA – Capital Metro Agency
 CMTEDD – Chief Minister, Treasury and Economic Development Directorate
 CSD – Community Services Directorate
 ETD – Education and Training Directorate
 ACT Electoral Commission
 EPD – Environment and Planning Directorate
 EPIC – Exhibition Park in Canberra
 G&R – Gambling and Racing Commission
 HD – Health Directorate
 ICRC – Independent Competition and Regulatory Commission
 JACSD – Justice and Community Safety Directorate
 LDA – Land Development Agency
 LSLA – Long Service Leave Authority
 TAMSD – Territory and Municipal Services Directorate

Table 26 - FTE by Directorate and Employment Mode (June 2015)

Directorates	Permanent	Temporary	Casual	Total
Chief Minister, Treasury and Economic Development	1,934.1	382.6	6.4	2,323.1
<i>Exhibition Park in Canberra</i>	9.8	5.0	0.4	15.2
<i>Gambling and Racing Commission</i>	24.4	7.0	0.0	31.4
<i>Independent Competition and Regulatory Commission</i>	3.0	1.0	0.0	4.0
<i>Land Development Agency</i>	78.0	9.7	0.0	87.7
<i>Long Service Leave Authority</i>	8.0	2.6	0.0	10.6
Capital Metro Agency	15.5	9.0	0.0	24.5
Community Services	930.3	178.3	36.2	1,144.8
Education and Training	4,174.1	598.7	373.5	5,146.3
<i>ACT Teacher Quality Institute</i>	9.8	2.0	2.0	13.8
ACT Electoral Commission	6.0	2.0	0.0	8.0
Environment and Planning	246.2	42.4	1.1	289.7
Health	4,623.5	1,386.2	185.6	6,195.4
Justice and Community Safety	1,371.9	192.0	8.0	1,571.9
Territory and Municipal Services	1,462.5	189.5	63.7	1,715.6
Total FTE	14,897.2	3,007.9	676.8	18,581.9

Table 27 - Full Time Employee Salaries by Generation and Gender (2015)

(Full time employees, average per annum)

Generation	Female	Male	Average Remuneration
Pre-Baby Boomers	\$86,551	\$87,946	\$87,411
Baby Boomers	\$90,600	\$89,850	\$90,266
Generation X	\$89,326	\$88,647	\$89,012
Generation Y	\$76,150	\$74,115	\$75,445

Table 28 - Full Time Employee Salaries by Length of Service and Gender (June 2015)

(Full time employee, average per annum)

Length of Service	Female	Male	Average Remuneration
Less than 5 years	\$76,314	\$78,490	\$77,173
5 to 9 years	\$87,197	\$86,399	\$86,855
10 to 19 years	\$92,797	\$90,212	\$91,746
20 years or more	\$96,881	\$92,433	\$94,679
ACTPS average	\$84,501	\$84,775	\$84,603

Table 29 - Part time Employee Salaries by Generation and Gender (June 2015)

(average per annum)

Generation	Female Average salary	Average part time load	Male Average salary	Average part time load	Average salary	Average part time load
Pre-Baby Boomers	\$80,146	0.61	\$72,839	0.64	\$77,262	0.62
Baby Boomers	\$75,303	0.71	\$80,708	0.66	\$76,263	0.70
Generation X	\$80,110	0.69	\$80,579	0.69	\$80,171	0.69
Generation Y	\$74,308	0.67	\$65,117	0.69	\$72,724	0.68
Aggregate	\$77,405	0.69	\$76,586	0.68	\$77,277	0.69

Table 30 - Separation Rate by Generation (2014-15)

Generation	Female	Male	Total
Pre-Baby Boomers	28.9%	36.9%	35.5%
Baby Boomers	10.0%	10.2%	10.5%
Generation X	4.1%	4.6%	4.4%
Generation Y	6.6%	6.6%	6.7%
Separation rate	6.8%	6.5%	6.9%

Table 31 - Separation Rate by Directorate (2014-15)

Directorate	Separation Rate
Chief Minister, Treasury and Economic Development	6.3%
<i>Exhibition Park in Canberra³³</i>	-
<i>Gambling and Racing Commission</i>	-
<i>Independent Competition and Regulatory Commission</i>	-
<i>Land Development Agency</i>	9.4%
<i>Long Service Leave Authority</i>	-
Capital Metro Agency ³⁴	35.1%
Community Services	14.8%
Education and Training	5.5%
<i>ACT Teacher Quality Institute</i>	-
ACT Electoral Commission	-
Environment and Planning	7.8%
Health	7.1%
Justice and Community Safety	5.1%
Territory and Municipal Services	6.6%
ACT Public Service Separation Rate	6.9%

33. The separation rates of Exhibition Park in Canberra, ACT Electoral Commission, Gambling and Racing Commission, Independent Competition and Regulatory Commission and Teacher Quality Institute are not shown separately. The small number of staff within the organisation meant that the data in regard to separations was not statistically meaningful when viewed in isolation.

34. The large separation rate of Capital Metro Agency can be attributed to the small number of staff within the Directorate (25 HC).

Table 32 - Separation Rates by Classification Group

Classification Group	Separation Rate	Average Permanent Officer Headcount
Administrative Officers	6.8%	3,838
Ambulance Officers	1.4%	209
Bus Operators	5.0%	636
Correctional Officers	2.4%	167
Dentists/Dental Officers	8.2%	12
Disability Officers	23.6%	186
Executive Officers	12.3%	212
Fire and Rescue Officers	2.9%	343
General Service Officers & Equivalent	6.8%	885
Health Assistants	11.6%	52
Health Professional Officers	9.4%	1,149
Information Technology Officers	7.4%	149
Judicial Officers	8.2%	12
Legal Officers	14.3%	77
Legal Support	0.0%	13
Linen Production & Maintenance	9.6%	52
Medical Officers	4.7%	276
Nursing and Midwifery	7.1%	2,327
Professional Officers	9.5%	116
Prosecutors	3.5%	28
Rangers	10.7%	28
School Leaders	4.1%	753
Senior Officers	6.5%	2,008
Statutory Office Holders	0.0%	3

Classification Group	Separation Rate	Average Permanent Officer Headcount
Teacher	6.0%	2,554
Technical Officers	6.3%	252
Trainees and Apprentices	31.5%	10
Transport Officers	0.0%	43
ACT Public Service Separation Rate and Average Headcount	6.9%	16,390

Table 33 - Headcount of Generation and Gender (June 2015)

Generation	Female	Male	Total
Generation Y	4,508	2,107	6,615
Generation X	5,092	2,819	7,911
Baby Boomers	3,923	2344	6,267
Pre-Baby Boomers	70	58	128
Total	13,593	7,328	20,921

Table 34 - Age and Length of Service by Directorate and Gender (June 2015)

Directorates	Female	Male	Age (average years)	Female	Male	Length of Service (average years)
Chief Minister, Treasury and Economic Development	40.7	42.5	41.6	8.3	8.3	8.3
<i>Exhibition Park in Canberra</i>	44.3	47.2	45.9	1.7	2.7	2.2
<i>Gambling and Racing Commission</i>	39.8	43.9	42.0	5.5	8.8	7.3
<i>Independent Competition and Regulatory Commission³⁵</i>	-	-	-	-	-	-
<i>Land Development Agency</i>	40.5	45.5	43.0	7.5	10.7	9.1
<i>Long Service Leave Authority</i>	43.0	45.5	43.9	6.5	9.9	7.7
Capital Metro Agency	39.0	42.1	39.9	5.0	3.2	4.5
Community Services	42.4	43.7	42.8	8.0	8.3	8.1
Education and Training	43.4	43.0	43.3	9.8	9.9	9.8
<i>ACT Teacher Quality Institute</i>	54.7	34.7	50.4	13.9	7.3	12.8
ACT Electoral Commission	-	-	-	-	-	-
Environment and Planning	42.2	44.1	43.0	8.7	9.3	9.0
Health	41.4	40.8	41.2	7.8	6.6	7.5
Justice and Community Safety	40.2	44.0	42.3	7.4	11.6	9.8
Territory and Municipal Services	44.2	46.9	46.3	8.7	10.6	10.2
ACTPS Averages	42.1	43.4	42.6	8.5	9.1	8.7

Note: Average length of service excludes casuals.

35. Independent Competition and Regulatory Commission and ACT Electoral Commission have a headcount of less than 10 people. For reasons of privacy, age, length of service and gender; statistics have not been quoted separately but are included in the ACTPS average.

Table 35 - Annual Leave Usage by Directorate and Gender (FTE days)

Directorate	Female	Male	Aggregate (average days per person) *processing lag time
Chief Minister, Treasury and Economic Development	17.1	17.4	17.6
<i>Exhibition Park in Canberra³⁶</i>	-	-	-
<i>Gambling and Racing Commission</i>	-	-	-
<i>Independent Competition and Regulatory Commission</i>	-	-	-
<i>Land Development Agency</i>	22.1	18.3	20.4
<i>Long Service Leave Authority</i>	-	-	-
Capital Metro Agency	12.8	14.5	14.0
Community Services	18.3	18.1	18.5
Education and Training	16.8	17.9	17.2
<i>ACT Teacher Quality Institute</i>	-	-	-
ACT Electoral Commission	-	-	-
Environment and Planning	18.3	19.0	19.0
Health	18.6	17.2	18.8
Justice and Community Safety	19.0	27.0 ³⁷	23.8
Territory and Municipal Services	17.5	17.9	18.0
ACTPS Average Annual Leave Usage	17.9	19.1	19.3

36. The annual leave usage of Exhibition Park in Canberra, ACT Electoral Commission, Gambling and Racing Commission, Independent Competition and Regulatory Commission and Teacher Quality Institute are not shown separately. The small number of staff within the organisation meant that the data in regard to leave usage was not statistically meaningful when viewed in isolation.

37. JACS Male Annual Leave usage does not take into account shift work and varying leave accruals.

Table 36 - Personal Leave Usage and Absence Rate by Classification Group (2014-15)**

Classification Group	Female	Male	Total Days	Total Absence Rate
Administrative Officers	12.2	10.9	12.3	5.2%
Ambulance Officers*	13.3	14.3	14.0	5.7%
Bus Operators	16.2	14.9	15.0	6.0%
Correctional Officers*	14.7	15.3	15.1	5.8%
Dentists/Dental Officers	9.7	3.7	8.5	4.0%
Disability Officers	20.7	17.2	18.9	8.2%
Executives	7.1	5.9	6.5	2.5%
Fire and Rescue Officers*	13.5	12.0	12.1	4.7%
General Service Officers and Equivalent	13.8	13.3	14.0	5.7%
Health Assistants	31.7	12.1	29.4	12.6%
Health Professional Officers	9.1	9.7	9.6	4.2%
Information Technology Officers	10.7	11.3	11.6	4.6%
Judicial Officers	1.0	0.8	0.9	0.3%
Legal Officers	9.5	7.9	9.5	3.9%
Legal Support	11.2	11.3	11.9	4.9%
Linen Production and Maintenance Officers	17.4	19.1	18.1	7.3%
Medical Officers	4.7	3.3	4.4	1.9%
Nursing and Midwifery	13.6	12.5	14.2	6.2%
Professional Officers	10.1	11.7	11.1	4.8%
Prosecutors	4.5	5.0	4.9	2.0%
Rangers	7.5	9.3	8.9	3.6%
School Leaders	11.3	10.0	10.9	4.3%
Senior Officers	11.6	10.5	11.4	4.5%

Classification Group	Female	Male	Total Days	Total Absence Rate
Statutory Office Holders	4.9	2.9	3.7	1.6%
Teachers	9.2	9.1	9.3	3.9%
Technical Officers	10.6	11.0	11.2	4.7%
Trainees and Apprentices	8.4	10.1	10.9	4.4%
Transport Officers	11.5	8.0	8.3	3.3%
ACTPS Average Personal Leave Usage	11.4	11.0	12.0	4.9%

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

**Note: this data excludes Senior Officers, Professional Offices and Administrative Officers in The ACT Audit Office and Canberra Institute of Technology.

Table 37 - Personal Leave Usage and Absence Rate by Directorate and Gender (2014-15)

Directorate	Female		Male		Total	
	Days	Absence Rate	Days	Absence Rate	Days	Absence Rate
Chief Minister, Treasury and Economic Development	11.9	4.8%	10.0	3.9%	11.4	4.5%
<i>Exhibition Park in Canberra³⁸</i>	-	-	-	-	-	-
<i>Gambling and Racing Commission</i>	-	-	-	-	-	-
<i>Independent Competition and Regulatory Commission</i>	-	-	-	-	-	-
<i>Land Development Agency</i>	9.9	4.1%	7.5	2.9%	9.0	3.6%
<i>Long Service Leave Authority</i>	-	-	-	-	-	-
Capital Metro Agency	6.3	2.5%	7.0	2.7%	7.2	2.8%
Community Services	13.8	5.8%	12.5	5.1%	13.8	5.7%
Education and Training	9.7	4.3%	9.4	3.8%	9.7	4.2%
<i>ACT Teacher Quality Institute</i>	-	-	-	-	-	-
ACT Electoral Commission	-	-	-	-	-	-
Environment and Planning	11.4	4.8%	11.3	4.4%	11.8	4.8%
Health	12.2	5.3%	9.2	3.7%	11.9	5.1%
Justice and Community Safety	11.6	4.8%	12.0	4.7%	12.2	4.9%
Territory and Municipal Services	13.3	5.5%	13.7	5.5%	14.0	5.6%
ACTPS Average Personal Leave Usage	11.4	4.9%	11.0	4.4%	12.0	4.9%

38. The personal leave rates of Exhibition Park in Canberra, ACT Electoral Commission, Gambling and Racing Commission, Independent Competition and Regulatory Commission and Teacher Quality Institute are not shown separately. The small number of staff within the organisation meant that the data in regard to leave usage was not statistically meaningful when viewed in isolation.

Table 38 - Diversity by Classification Group (June 2015)

Classification Group	Females	Culturally and Linguistically Diverse	People with Disability	Aboriginal and Torres Strait Islander
Administrative Officers	74.9%	14.5%	2.7%	2.5%
Ambulance Officers	34.4%	2.4%	0.5%	0.9%
Bus Operators	10.1%	41.8%	0.3%	1.2%
Correctional Officers	21.4%	7.8%	1.0%	1.0%
Dentists/Dental Officers	72.7%	54.5%	0.0%	9.1%
Disability Officers	49.1%	22.2%	3.2%	0.9%
Executive Officers	42.0%	6.1%	2.4%	0.9%
Fire and Rescue Officers	2.1%	1.5%	0.3%	1.2%
General Service Officers & Equivalent	22.1%	22.7%	4.0%	2.1%
Health Assistants*	88.9%	28.4%	4.9%	1.2%
Health Professional Officers	80.2%	17.2%	1.9%	1.2%
Information Technology Officers	15.6%	24.0%	1.2%	1.8%
Judicial Officers	53.3%	0.0%	0.0%	0.0%
Legal Officers	69.3%	12.9%	0.0%	0.0%
Legal Support	82.6%	17.4%	0.0%	0.0%
Linen Production & Maintenance	53.1%	8.2%	2.0%	0.0%
Medical Officers	48.1%	29.6%	1.4%	0.5%
Nursing and Midwifery	88.6%	28.1%	1.8%	0.7%
Professional Officers	68.7%	22.3%	1.8%	1.2%
Prosecutors	60.5%	13.2%	2.6%	0.0%
Rangers	26.3%	2.6%	2.6%	5.3%
School Leaders	72.1%	8.7%	1.6%	1.2%
Senior Officers	53.6%	14.4%	2.4%	1.5%

Classification Group	Females	Culturally and Linguistically Diverse	People with Disability	Aboriginal and Torres Strait Islander
Statutory Office Holders	38.5%	0.0%	0.0%	0.0%
Teachers	77.2%	9.5%	1.5%	0.7%
Technical Officers	51.9%	19.6%	2.5%	1.6%
Trainees and Apprentices	14.3%	0.0%	9.5%	11.9%
Transport Officers	6.3%	33.3%	0.0%	0.0%
ACTPS Total	65.0%	17.3%	2.1%	1.4%

* Note: This data excludes Professional Officers, Senior Officers and Administrative Officers from the ACT Audit Office and Canberra Institute of Technology.

Table 39 - Time to Hire Statistics

Time to Hire (average, work days)		
Financial Year 2014-15	Panel Selection	
Directorate	(excl. Processing by Shared Services & Gazettal)	(incl. Processing by Shared Services & Gazettal)
Canberra Institute of Technology	24.4	38.6
Capital Metro Agency	21.4	35.3
Chief Minister, Treasury and Economic Development	31.9	45.8
Community Services	34.5	49.1
Environment and Planning	28.2	43.3
Education and Training	30.3	44.5
Health	n/a	35.7
Justice and Community Safety	37.4	53.1
Territory and Municipal Services	36.5	51.0
Time to Hire	32.4	42.7[†]

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

- ACTION is included in TAMS;
- Health directorate has a separate online application system and as such panel selection information is unavailable; and
- A total of 2123 vacancies were advertised during 2014-15.

[†] This value is a weighted average of Health's total time to hire (35.7) and the rest of the ACTPS's total timetohire (46.8), based on the per centage of recruitment actions undertaken for Health vs the rest of the ACTPS.

Table 40 - Higher Duties Status and Per cent of Workforce by Length (2014-15 financial year)

	Category				Total
	Less than 3 Months	3 to 6 Months	6 to 12 Months	Greater than 12 Months	
Number of Staff	694	409	327	317	1,747
Percentage of Workforce	3.3%	1.9%	1.5%	1.5%	8.2%

** Note: This data is inclusive of Canberra Institute of Technology and the ACT Audit Office.

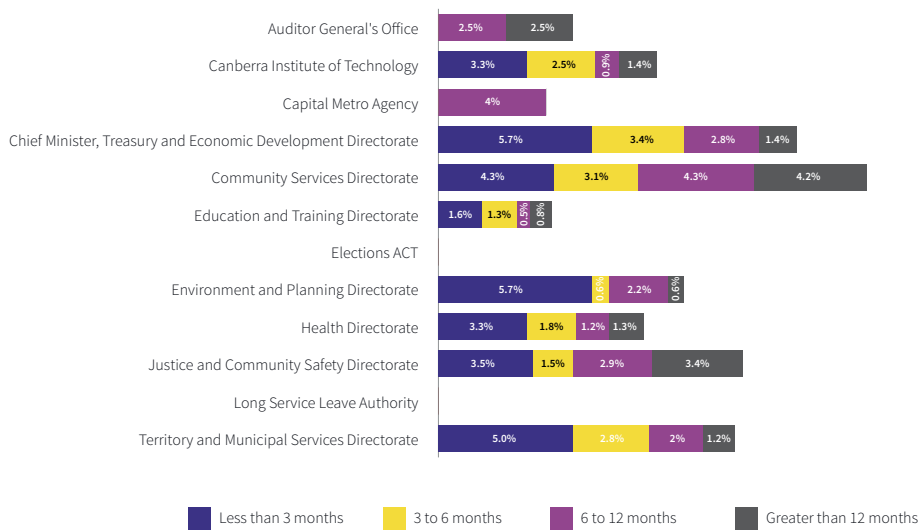
Table 41 - Age Range of the ACTPS (2011-15)

Age Range	2010-11	2011-12	2012-13	2013-14	2014-15
Less than 20	124	129	130	101	73
20-29	3,136	3,256	3,495	3,558	3,569
30-39	4,404	4,696	4,877	5,006	5,282
40-49	4,810	4,934	5,093	5,309	5,383
50-59	4,608	4,682	4,720	4,789	4,784
60-69	1,441	1,547	1,609	1,682	1,724
70 and over	76	87	93	106	106

Table 42 - Salary by Diversity (2011-15)

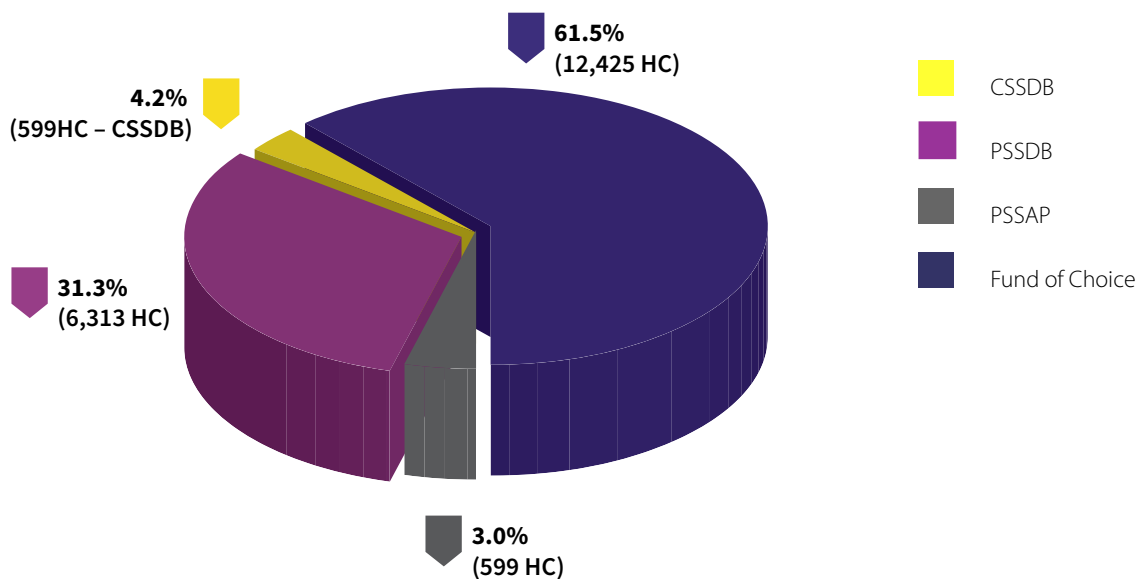
Year	Female	Aboriginal and Torres Strait Islander	People With Disability	Culturally and Linguistically Diverse	ACTPS
2011	\$71,309	\$61,791	\$68,289	\$70,335	\$71,883
2012	\$74,309	\$66,410	\$73,033	\$73,094	\$75,181
2013	\$77,241	\$70,137	\$74,554	\$75,867	\$78,061
2014	\$79,878	\$74,415	\$76,837	\$77,793	\$80,432
2015	\$82,140	\$76,108	\$79,205	\$79,920	\$82,739

Graph 7 - Higher Duties, Per centage of Workforce by Directorate



*Note: Reporting Period: **June – 2015**

Graph 8 - Headcount by Superannuation Scheme (June 2015)³⁹



CSSDB – Commonwealth Superannuation Scheme – Defined Benefit

PSSDB – Public Sector Superannuation – Defined Benefit

PSSAP – Public Sector Superannuation – Accumulation Plan

39. For information on superannuation schemes, see australia.gov.au. Superannuation data excludes ACTION staff paid through the Aurion payroll system.

