



ACT
Government



25
Years of the
**ACT Public
Service**

2019

STATE OF THE
SERVICE REPORT



ACT
Government

25
Years of the
**ACT Public
Service**

2018

STATE OF THE SERVICE REPORT

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

Dear Chief Minister

2018-19 State of the Service Report

I am pleased to submit the 2018-19 State of the Service Report. The report provides an account of the operations of the ACT Public Service and the management of the ACT Public Sector during the 2018-19 reporting year (1 July 2018 to 30 June 2019). It also provides information about investigations conducted by the Public Sector Standards Commissioner during the reporting year.

This report has been prepared in accordance with section 5 of the *Annual Reports (Government Agencies) Act 2004* (Annual Report Act) and in accordance with the requirements under the *Annual Reports (Government Agencies) Directions 2019*.

I certify that the information in the attached report and information provided for whole of government reporting is an honest and accurate account and that all material information has been included for the reporting year.

Section 13 of the Annual Report Act requires that you present the report to the Legislative Assembly or to the Speaker within 15 weeks after the end of the reporting year. If provided to the Speaker, the Speaker must arrange for the report to be given to each member of the Legislative Assembly.

Yours sincerely



Kathy Leigh
Head of Service

(October 2019

FOREWORD

I am pleased to present the 2018-19 State of the Service Report. In our 25th year as a public service we have shown that we are an innovative jurisdiction that actively seeks out new and better ways of doing things. As a small public service that covers both local and state responsibilities, we are in a unique position to work together as one service, making it easier for Canberrans to access programs and services.

As you read this report you will see many examples of how we use our capability to serve the government of the day and contribute to making Canberra a vibrant, inclusive and thriving city. The ACT Public Service (ACTPS) workforce is being shaped and supported through whole of government workforce strategies to drive a more agile, responsive and innovative service for the future.

Workforce transformation is a key priority for the ACTPS to ensure that we are an effective and efficient public service, focussed on delivering the Government's strategic agenda and meeting community needs, with the agility to deliver consistently, responsively and sustainably. The completion of the new government office blocks during 2020 provides an opportunity to strengthen and further our 'one service' approach. Organisational and cultural change processes are being led across the ACTPS to ensure that our workforce is ready to take advantage of the new offices to adopt more innovative ways of working.

This year has seen a comprehensive and collaborative approach to delivering on our commitment of providing safe and supportive work and workplaces.

In January 2019, we saw the launch of our *Work Health, Safety and Wellbeing Strategy 2019 – 2022*, designed to deliver improved engagement, participation and productivity of our people through a whole of government work health, safety and wellbeing approach. Our application to become a licenced self-insurer for workers' compensation under the *Safety, Rehabilitation and Compensation Act 1988* was approved and operations commenced on 1 March 2019. This is a significant change to the workers compensation arrangements in the Territory.

The *Addressing Occupational Violence Strategy* was launched in May 2019 and saw collaboration across directorates in developing Whole of Government strategies and policy to address occupational violence in our workplaces, including progressing initiatives such as a mental health strategy for our workforce.

Together, as one service, we continue to foster positive workplace cultures and drive employment initiatives to increase diversity within the ACTPS.

In February 2019, I renewed my commitment to supporting the Aboriginal and Torres Strait Islander community by signing the ACT *Aboriginal and Torres Strait Islander Agreement 2019-2028* on behalf of the ACTPS. During the financial year, we saw continued growth in the number of Aboriginal and Torres Strait Islander people employed within our service as it increased from 380 to 423 employees. We are delivering new career development and retention programs and initiatives, including mentor training with a specific cultural focus, an Aboriginal and Torres Strait Islander Career Development and Retention Program, and the ACT Public Service Aboriginal and Torres Strait Islander Leadership Program.

During 2018-19, Directorates collaborated with the Office for LGBTIQ+ Affairs to develop a strategy to deliver equitable outcomes for LGBTIQ+ people. The ACTPS continues to partner with Pride in Diversity and the Diversity Council of Australia and with local providers, such as the ACT AIDS Action Council and A Gender Agenda.

The ACTPS continues to digitise services to give customers and staff the option of dealing with ACT Government online. Digitisation also supports the ACT Government's commitment to reducing red tape, as well as paper waste.

This year more than 7,400 Canberrans created an account on the ACT Digital Account, a capability that allows people to verify who they are to government once and be able to access a range of services applicable to them. This included two new services, *Rental Bond Help* that offers eligible people interest-free financial assistance to enter the private rental market and *Transfer My Infringement*, for people to transfer their infringement notice to the driver of the vehicle at the time of the offence.

To improve public service efficiency, we established an online job application form and implemented systems to automate salary report approvals, calculation and reporting of Long Service Leave entitlements and a new Accounts Payable Invoice Automation System. During the year, significant progress was made on the procurement and implementation of whole of government human resource information management system (HRIMS). Given that we have approximately 23,000 public servants on the one payroll system this is quite a significant change affecting our business operations. This will allow the ACT Government to progress a more strategic approach to managing its greatest asset, our staff.

We established the ACT Data Analytics Centre to enable better services and policies by using data more effectively. The Centre comprises a team of data experts, an ACT-wide scalable data analytics platform and associated governance arrangements.

Directorates used the YourSay Community Conversations (YourSay) website as the place for online consultations with the community. In 2018-19, there were more than 100,000 visitors to YourSay, and the YourSay e-newsletter had more than 6,500 subscribers.

The new YourSay Community Panel was developed during the reporting year and was launched on 1 July 2019. The Panel allows the government to seek the views and opinions of a representative group of the community on a broad range of topics, as well as evaluate programs, services and communications. Panel membership makes it easy and convenient for members to have their say on any device, anywhere and at a time that suits them.

In our 25th anniversary year, the ACT Digital Account and YourSay website highlight the value of collaboration across the ACTPS and demonstrates the innovative, forward-thinking nature of our organisation and what can be achieved when we take a one-government approach to designing services for the community.

I would like to thank our staff for your commitment to the Canberra community. The innovative, collaborative and inclusive way in which you work is impressive. I look forward to seeing more innovative and progressive projects over the next 25 years.

Kathy Leigh
Head of Service
October 2019

A snapshot of the ACTPS

Who we are:

A diverse workforce:

423

Aboriginal and Torres Strait Islander people

4,334

Culturally & linguistically diverse people



622

People with disability



The average public servant:

- **Female**
- **42yo**
- Works in an **administrative officer** role
- **8.8 years** of service
- Earns **\$96,816**



15,173
Women

→ **More than 1/2**
of the
Senior Executive
workforce are
women



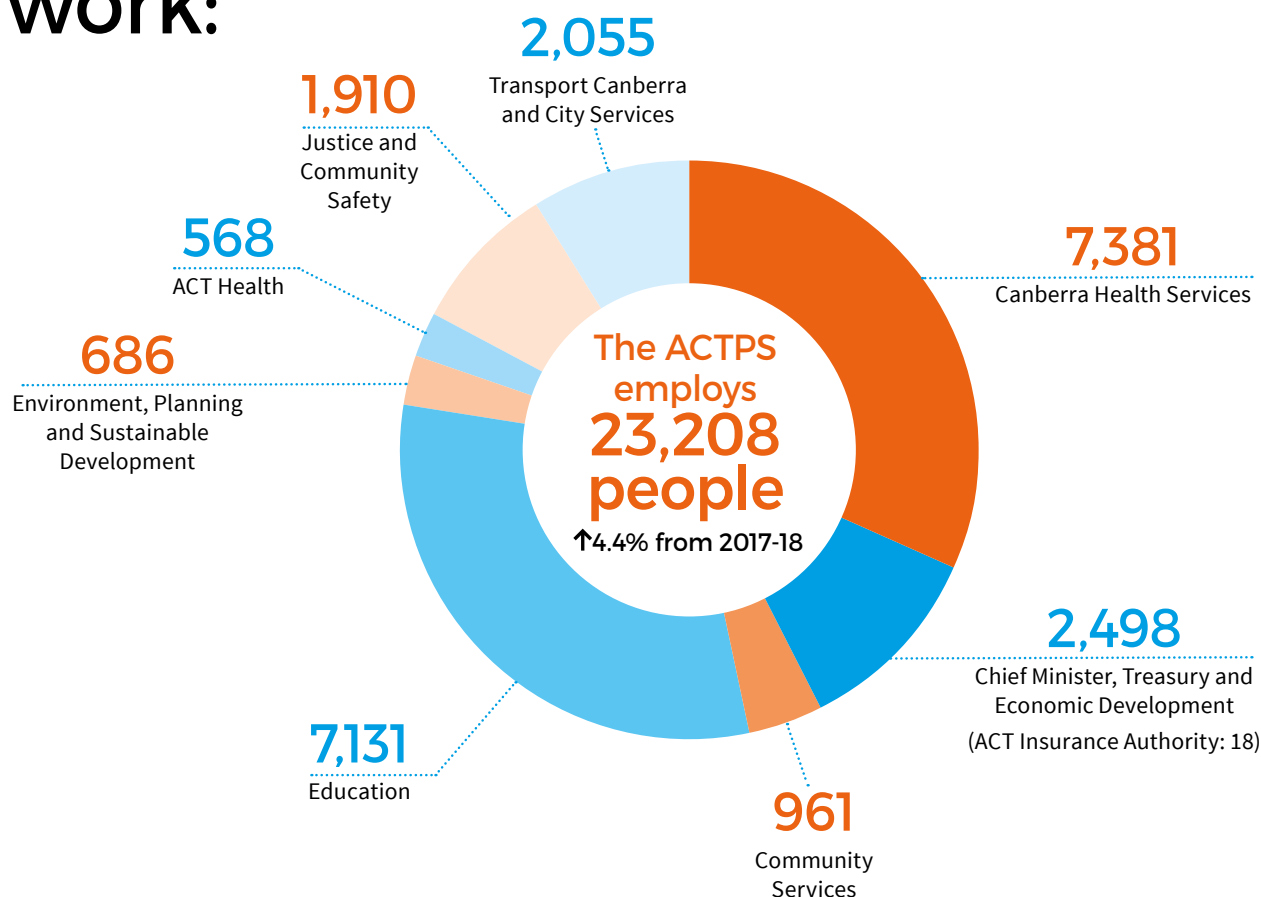
Our **gender pay gap** is significantly **lower** than the Australian average.

Australian Labour Force **14.0%**
ACT Labour Force **12.1%**

ACTPS 1.5%



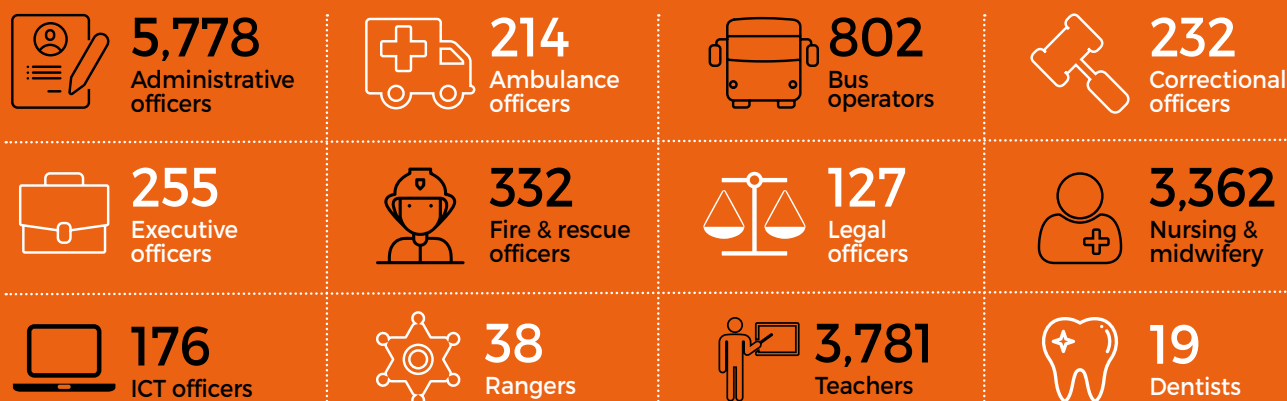
Where we work:



How we work:



What we do: Some of the roles in our service



Organisational Overview

The ACT Public Service (ACTPS) manages the responsibilities of the ACT Government and provides our community with responsive and accessible services for the benefit of all Canberrans.

Administrative Arrangements issued by the Chief Minister under the *Australian Capital Territory (Self-Government) Act 1988* (Cwlth) and *Public Sector Management Act 1994* reflect the ACT Government's commitment to the following priorities:

- > health and education investment;
- > suburban renewal and better transport;
- > economic growth and diversification; and
- > enhancing liveability and social inclusion.

The ACTPS is divided into eight directorates. Each directorate specialises in different functions for the ACT Government. The directorates are arranged into clusters to strengthen our performance as a Service. The clusters emphasise key collaborative relationships.

For 2018-19, the clusters were:

- > Strengthening governance and promoting opportunity cluster consisted of:
 - Chief Minister, Treasury and Economic Development Directorate (CMTEDD).
- > Supporting our community cluster consisted of:
 - Community Services Directorate (CSD);
 - Education Directorate (EDU);
 - ACT Health Directorate (ACTHD);
 - Canberra Health Services (CHS); and
 - Justice and Community Safety Directorate (JACS).
- > Enhancing our city cluster consisted of:
 - Environment, Planning and Sustainable Development Directorate (EPSDD);
 - Transport Canberra and City Services Directorate (TCCS); and
 - Justice and Community Safety Directorate.

In addition to these directorates, there are a number of specialised agencies that form part of the broader ACT Public Sector.

Head of Service

The Head of Service is responsible for overarching leadership of the ACTPS. The position provides direction and coordination across the ACTPS on policy and strategy.

Section 31 of the *Public Sector Management Act 1994* (the PSM Act), provides that the Chief Minister may engage an eligible person as the Head of Service. Under section 17 of the PSM Act, the Head of Service has leadership functions across the ACTPS in relation to:

- > developing, overseeing the implementation of, coordinating and providing advice and reports to the Chief Minister about Whole of Government strategies;
- > providing direction across the Service in relation to critical or potentially critical issues;
- > promoting cooperation and collegiality within and between administrative units; and

- > promoting and upholding in the ACTPS the public sector values, the public sector principles and the conduct required of a public servant, including by personal example.

In addition, the Head of Service has a number of management functions under the PSM Act and the *Public Sector Management Standards 2016* (the PSM Standards) which include:

- > engaging, appointing and employing people on behalf of the Territory in accordance with the merit and equity principle;
- > organising public servants in the ACTPS;
- > providing advice and reports to the Chief Minister about employment in the ACTPS; and
- > any other function given to the Head of Service by the Chief Minister.

The Head of Service also holds powers and/or obligations under the following legislation:

- > *Board and Senior Secondary Studies Act 1997*;
- > *Cemeteries and Crematoria Act 2003*;
- > *Children and Young People Act 2008*;
- > *City Renewal Authority and Suburban Land Agency Act 2017*;
- > *Crimes (Sentence Administration) Act 2005*;
- > *Director of Public Prosecutions Act 1990*;
- > *Government Procurement Act 2001*;
- > *Inquiries Act 1991*;
- > *Inspector of Correctional Services Act 2017*;
- > *Integrity Commission Act 2018*;
- > *Judicial Commission 1994*;
- > *Law Officers Act 2011*;
- > *Long Service Leave (Portable Schemes) Act 2009*;
- > *Motor Accident Injuries Act 2019*;
- > *Planning and Development Act 2007*;
- > *Public Sector Workers Compensation Fund Act 2018*;
- > *Remuneration Tribunal Act 1995*;
- > *Royal Commissions Act 1991*; and
- > *Territory Records Act 2002*.

Some of these powers have been delegated to relevant Directors-General.

The Head of Service is also the Director-General, Chief Minister, Treasury and Economic Development Directorate and has responsibilities of a Director-General under section 19 of the PSM Act.

2018-19 Priorities

The focus for the Head of Service over 2018-19 was to:

- > use the 25th anniversary of the establishment of the ACTPS in 2019 to celebrate and further strengthen performance of the ACTPS;
- > foster positive workplace cultures and drive employment initiatives to increase diversity within the ACTPS, including programs and new opportunities to support the attraction and retention of Aboriginal and Torres Strait Islander Peoples and People with Disability, Veterans and LGBTIQ employees;
- > lead and support organisational and cultural change across the ACTPS to ensure workforce readiness ahead of the completion of the new office blocks during 2020;
- > drive digital transformation including the opportunities for better use of data;
- > strengthen whole of service communications and engagement capability;
- > support workforce planning and capability development across the ACTPS through the implementation of executive development programs and the release of Whole of Government workforce plans for entry level positions; and
- > finalise and implement the Enterprise Agreements and associated commitments.

Significant Committees

Strategic Board: The Head of Service is the chair of the Strategic Board, comprising all Directors-General and other Whole of Government roles, including the Deputy Director-General, the Under Treasurer, Workforce Capability and Governance, Deputy Director-General, Policy and Cabinet and Chief Digital Officer. The Strategic Board provides Whole of Government leadership and strategic direction to the ACTPS, including in relation to the management and development of the workforce. Strategic Board meetings are held on a fortnightly basis.

The Strategic Board is the peak ACTPS forum which leads the delivery of cross-directorate and strategic issues. It takes a Whole of Government strategic approach to its role.

The Strategic Board strives to aid the delivery of Government priorities and policies through:

- > defining and driving the ACTPS forward agenda in line with Government priorities;
- > building the capacity and capability of ACTPS employees;
- > promoting an inclusive, collaborative, and cooperative culture within the ACTPS; and
- > ensuring the operation of proper governance and accountability arrangements across the ACTPS.

The priority areas for the Strategic Board during 2018-19 were to:

- a) drive the growth and diversification of the ACT economy (including by reforming our regulatory approach);
- b) lead the digital transition in the ACT;
- c) drive social inclusion and domestic violence prevention and responses;
- d) position the ACT within the region and nation;
- e) (1) build an agile, streamlined and engaged ACT Public Service;
(2) create agile procurement processes and deliver on capital works in a timely manner; and
- f) support the Government to engage the ACT community.

Joint Council: The Head of Service, or their delegate, co-chairs the ACTPS Joint Council with the unions. Established under the PSM Act, Joint Council is the peak union and management consultative committee for the ACTPS, meeting twice a year. Joint Council provides a forum for the consideration of and exchange of information on matters of strategic interest to ACTPS employees and employee organisations.

Joint Council considers significant issues that have, or might have, a multi-directorate impact on the employment of ACTPS employees. These matters include Whole of Government industrial relations issues, Whole of Government human resource issues and administrative and communication issues.

Institute of Public Administration Australia (IPAA) Council: The Head of Service is a council member of the IPAA Council. IPAA promotes excellence and professionalism in public service. The council advises on key initiatives that drive the direction of IPAA under four overarching pillars:

- > Connecting a Trusted Public Service;
- > Promoting a Spirit of Service;
- > Growing Capability and Professionalism; and
- > Extending our Influence and Engagement.

As a representative of the ACTPS on the IPAA Council, the Head of Service provides the ACTPS with a voice on the future direction of best practice public administration within Australia.

Council of the Order of Australia: The Head of Service is a member of the Council of the Order of Australia as a representative of the ACT. The Order of Australia is the principal means of recognising outstanding members of the community at a national level. As a member of the Council of the Order of Australia, the Head of Service provides a voice for celebrating the achievements of the people of the ACT at a national level.

Significant Awards and Recognition

Throughout 2018-19, teams and individuals from the ACTPS were recognised for outstanding achievements and significant contributions made to the community. Recognition was given in the form of awards both within directorates and by external bodies. Each directorate administered an awards process internally, providing recognition at the local level.

At the whole of service level, the ACTPS Awards for Excellence are held annually to recognise outstanding contributions within the Service under the categories of Respect, Integrity, Collaboration, Innovation, Leadership and the Bill Harris Executive Leadership Award.

The winners of the ACTPS Awards, presented in August 2018 were:

- > **Respect: Antoinette Buchanan, Transport Canberra and City Services Directorate** – For her personal commitment to reconciliation and great respect for Aboriginal and Torres Strait Islander people and their culture.
- > **Integrity: Actsmart Low Income Programs Team, Environment, Planning and Sustainable Development Directorate:** Pauline Carder, Esther Duffy, Cathy Hanson, Daniel Harding, Emma Humphreys, Ros Malouf, Toby Pearson, Andrew Roylance (Housing ACT - CSD), Barry Viney (Electrical – Access Canberra, CMTEDD), Barnie van Wyk (CEO St Vincent de Paul Canberra/Goulburn) – For their integrity and dedication to ensuring low-income households have access to Actsmart programs.
- > **Integrity: Fyshwick Depot Cleaning Team, Transport Canberra and City Services Directorate:** Som Chaleune, Michael Clancy, Frederick Griffiths, Danielle McMahon, John Reid, Terry Wilson – For displaying initiative, integrity and excellence in customer service by ensuring lost items are returned to their owners.
- > **Collaboration: David Jones, Education Directorate** – For dedication and effective collaboration to successfully deliver the NAPLAN online project in the ACT.
- > **Collaboration: Women's Care Team, Alexander Maconochie Centre, Justice and Community Safety Directorate:** Staci Aksenov, Lynne Fowler, Dale Freeston, Natalie Jones, Vanessa Pece – For providing coordinated support services and programs to female detainees at the Alexander Maconochie Centre.
- > **Innovation: Housing and Homelessness Summit Team, Community Services Directorate:** Alexa Furphy, Deborah Folucher, Sarah Goodwin, Anne Harkin, Anne Jenkins, Hayley Jones, Tracey Lianos, Koreen Lowen, Tony Malone, David Masula, Eileen McEntee, Rebecca McIntyre, Min McIntyre, Nga Nguyen, Biljana Petrova, Lynton Sheehan, John Shevlin, Kerrie Shevlin, Huyen Truong, Quynh Vu, Maurice Walker, Kim Wheeler, Stacey Wrench, David Worner – For excellence in the delivery of the 2017 Housing and Homelessness Summit.
- > **Innovation: Patrice Higgins, Health Directorate** – For her work to establish the Guardianship Tribunal within the Canberra Hospital, providing streamlined patient care.
- > **Leadership: Sarah Kalleske, Chief Minister, Treasury and Economic Development Directorate** – For providing strong leadership and support to Executive Assistants across the service.
- > **Head of Service Award for Exceptional Service: Jo Byrne, Transport Canberra and City Services Directorate** – For demonstrating personal bravery and an outstanding commitment to student safety.
- > **Bill Harris Executive Leadership: Anita Perkins, Chief Minister, Treasury and Economic Development Directorate** – For her strategic vision and outstanding leadership in revolutionising ACT Government communications and engagement.

Some of the significant external awards and award nominations received across the sector include:

Australian Day Awards

- > Professor Jane Dahlstrom was awarded a Medal of the Order of Australia (OAM) for her service to medical education, and to pathology. Professor Dahlstrom is currently the Director, ACT Pathology, Canberra Health Services.
- > Gregory Harmey was awarded the Australian Fire Service Medal for his outstanding leadership and dedication to ACT Fire and Rescue, including the training of his fellow firefighters in urgent duty driving techniques, and his recent support for injured firefighters.

Public Service Medal (PSM) Awards

- > Meredith Whitten was awarded a Public Service Medal for her outstanding public service to organisational integrity and capability in the disability sector, in particular her leadership through the transition of Disability ACT and Therapy ACT into the National Disability Insurance Scheme.
- > Glynis Steward was awarded a Public Service Medal for her outstanding public service to education in the ACT. She is a classroom teacher at Evatt primary School, where she firmly believes that education is not merely about numbers and school results, but about every child, every day, in every classroom.
- > Dr Loretta Zamprogno was also awarded a Public Service Medal for outstanding service to the law, and to legal education in the ACT. Dr Zamprogno was a Deputy Chief Solicitor of the ACT Government Solicitor's Office until her recent retirement, specialising in procurement, contracting, commercial and property law matters

Queen's Birthday Honours

- > Rohan Scott was awarded an Australian Fire Service Medal (AFSM) for his distinguished career with the ACT Rural Fire Service, in particular his leadership in times of crisis, including during the 2003 Canberra Bushfires and the recent Pierces Creek Fire.
- > Stephen Perry was awarded an Australian Fire Service Medal (AFSM) for his commitment to ACT Fire and Rescue, in particular his tireless work to develop and deliver effective training for ACT firefighters, as well as assisting those from other Australian fire services.
- > Megan Davis was awarded an Ambulance Service Medal (ABSM), for her commitment to the ACT Ambulance Service, as an Ambulance Paramedic and an Intensive Care Paramedic, in particular her recent role as the coordinator of initiatives aimed at improving the care of mental health patients.
- > Andrew Gradie was awarded an Emergency Services Medal (ESM) for his commitment to the ACT State Emergency Service, in particular his leadership and focus on continuous improvement of response capabilities.

ABOUT THE REPORT

The State of the Service Report is an annual account of the operation of the ACT Public Service and the management of the ACT Public Sector during the reporting year. It provides a holistic overview of the ACT public sector including a detailed analysis of workforce data, notable achievements, challenges and priorities.

The report is presented in eight chapters with accompanying appendices. Chapters 1 to 6 focus on the ACT Public Service, Chapter 7 looks at the wider public sector and Chapter 8 reports on the Public Sector Standards Commissioner.

The report complies with the Annual Reports (Government Agencies) Act 2004¹ and the *Annual Reports (Government Agencies) Directions 2019*².

Workforce Composition

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

At June 2019 the ACT Public Sector consisted of eight ACT Public Service (ACTPS) directorates and twelve public sector bodies. The directorates were as follows.

- > ACT Health Directorate (ACTHD);
- > Canberra Health Services (CHS);
- > Chief Minister, Treasury and Economic Development Directorate (CMTEDD);
- > Community Services Directorate (CSD);
- > Education Directorate (ED);
- > Environment, Planning and Sustainable Development Directorate (EPSDD);
- > Justice and Community Safety Directorate (JACS); and
- > Transport Canberra and City Services Directorate (TCCS).

On 1 October 2018, ACT Health transitioned to two separate organisations, Canberra Health Services and the ACT Health Directorate. Canberra Health Services is focussed on the delivery of high quality, safe, effective, person centred care. The ACT Health Directorate is responsible for the stewardship of the health system in the ACT.

¹ <https://www.legislation.act.gov.au/a/2004-8/>

² <https://www.legislation.act.gov.au/ni/2019-296/>

There are a number of public sector bodies which have Head of Service management powers under section 152 of the Public Sector Management (PSM) Act 1994. These public sector employers are those statutory office holders or agencies whose establishing or other legislation prescribes that they may employ staff and that the staff are employed under the PSM Act. In effect, these bodies are a public sector employer that exercises the management powers in their own right and without reference to the Head of Service. These arrangements are appropriate as statutory office holders and these agencies are not part of the public service, but rather part of the broader public sector.

These public sector bodies are outlined below:

- > ACT Auditor-General;
- > ACT Electoral Commission;
- > ACT Teacher Quality Institute;
- > Calvary Health Care ACT (Public)³;
- > Canberra Institute of Technology;
- > City Renewal Authority;
- > Cultural Facilities Corporation³;
- > Director of Public Prosecutions⁴;
- > Independent Competition and Regulatory Commission;
- > Long Service Leave Authority;
- > Office of the Legislative Assembly³;
- > Principal Registrar, Courts and Tribunal⁴;
- > Solicitor-General and Government Solicitor's Office⁴; and
- > Suburban Land Agency.

Approximately 90 per cent of the ACT Public Sector's workforce is employed by the eight directorates. The remaining ten per cent fall within public sector bodies which operate independently of the ACTPS. Please note that this is not a complete list of the independent statutory bodies across the public sector, however, it does represent those bodies with Head of Service management powers.

³ These public sector bodies have their own payroll system.

⁴ For the purposes of reporting, the Director of Public Prosecutions, the Principal Registrar, Courts and Tribunal and the Solicitor-General and Government Solicitor's Office are included in the workforce profile data of the Justice and Community Safety Directorate, which has portfolio responsibilities for these bodies.

ACTPS Workforce profile

The Workforce Profile information provides a holistic overview of the ACTPS and analysis of ACTPS workforce data. It includes data, analysis and commentary on employment and key demographics, including part time employment, employment growth, separation rates and diversity. Some tables and graphs are contained in the State of the Service Report while others are available online at: http://www.cmtedd.act.gov.au/open_government/report/annual_reports.

Further, Workforce Profile data provides a historical summary of indicators based on the ACTPS structure, including high-level time series information. This allows for time series comparison and incorporates retrospective updates that help to remove time lag in human resources data processing. Workforce statistics contained within the Workforce Profile data are based on information from the ACTPS payroll system and information provided by public sector bodies as at the final pay of June 2019 ('June 2019'). Reporting notes are at Appendix 3.

Agency Survey

The 2019 Agency Survey is the method by which information on culture and behaviour is collected from ACTPS directorates and public sector bodies. The aim of the Agency Survey is to collect data on the outcomes delivered under the Respect, Equity and Diversity (RED) Framework and identify how the values under the ACTPS Code of Conduct are being embedded into workplace culture.

The Agency Survey provided respondents with the opportunity to provide information on significant achievements throughout the reporting year and actions or initiatives that their directorate or public sector body had undertaken during the reporting year. This allowed directorates and public sector bodies to support their data with contextual information and commentary.

All eight directorates and 12 of the 14 public sector bodies listed above completed the Agency Survey. The Principal Registrar, Courts and Tribunal and the Solicitor-General and Government Solicitor's Office report through the agency survey prepared by the Justice and Community Safety Directorate, which has portfolio responsibilities for these bodies.

A full copy of the 2019 Agency Survey can be found at Appendix 4.

Chapter

25th anniversary of the
ACT Public Service

CHAPTER 1: 25TH ANNIVERSARY OF THE ACT PUBLIC SERVICE



During this reporting year, from 1 January 2019, the ACT Public Service commenced celebrating 25 years of providing programs and services for Canberrans.

From self-government in 1989 to 1994, the ACT did not have its own public service and was served by the Commonwealth Public Service. On 1 July 1994, the *Public Sector Management Act 1994* commenced, and the ACT Public Service (ACTPS) was established.

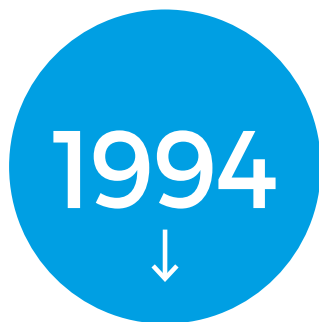
The ACTPS has come a long way over the last 25 years. Guided by the ACTPS Values of Respect, Integrity, Collaboration and Innovation, the ACTPS is a leading-edge public service that embraces change and actively seeks out new and better ways of doing things.

As a small public service that covers both local and state responsibilities, the ACTPS is in a unique position to work together as one service, making it easier for Canberrans to access programs and services. The ACTPS has diverse responsibilities ranging from buses, fire and ambulance services, health, education and justice systems, to supporting the most vulnerable people in our community.

This unique combination has allowed the ACTPS to reimagine how best to structure its service, allowing seamless integration without the restrictions of traditional boundaries of state and municipal services.

1.1 Changes to the workforce throughout the years

The ACTPS is an inclusive and diverse public service. Approximately 65.4 per cent of the ACTPS are female. More than half (52.5 per cent) of our senior executives are women, including two thirds of our Directors-General. Over the 25 years, the number of employees who identify as Aboriginal or Torres Strait Islander grew from 30 to 423, and now represents 1.8 per cent of the ACTPS workforce. The numbers of workforce who identify with disability increased from 565 to 622 in 2018–19, representing 2.7 per cent of the ACTPS workforce.



7,112



Headcount



23,208

Full time: 6,218

Part time: 894

Casual: not recorded



Employment mode



Full time: 15,872

Part time: 5,763

Casual: 1,573



% of part-time staff **nearly doubled**

7x increase in % of men working part-time since 1994

2x increase in % of women working part-time since 1994

5.4 years

Female: 4.8

Male: 6.7



Average length of service



8.8 years

Female: 8.6

Male: 9.0

88

Female: 25

Female DGs: 1



Executives



255

Female: 134

Female DGs: 5



2x increase in % of women in executive roles since 1994

39.6



Average age



42.3

F: 4,420

M: 2,692



Gender



F: 15,173

M: 8,035



Employees identifying as Aboriginal and Torres Strait Islander

30

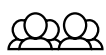


423



4x increase in % of Aboriginal and Torres Strait Islander staff since 1994

180



Employees identifying as person with



622

1.2 Significant milestones and events

Creation of Shared Services

Shared Services was established in 2007 to provide efficiencies across government through a centralised corporate services capability, allowing directorates and agencies to focus on their core business and serving the ACT community. Shared Services comprises over 780 permanent employees delivering a range of services including ICT, Payroll and Finance to over 22,000 ACT public servants across all sectors and ICT for over 40,000 students.

To date, Shared Services has provided approximately \$400 million back to budget through savings over the 12 years since establishment. Shared Services processes over 500,000 staff pays per annum, over 300,000 invoices, completes over 60,000 service requests each week and currently manages over 200 ICT projects across government.

Centenary of Canberra: one very big year

The year-long program in 2013 showcased Canberra while telling the story of our achievements and aspirations. Strong effective promotions, programming and engagement activity contributed towards achieving the six main goals of the Centenary program which were to:

- > fully engage the community of Canberra, the Capital region and the broader Australian community in the celebrations;
- > increase the pride and ownership of Australians in their capital;
- > build the positive image and reputation of Canberra as a city and community;
- > create impetus for future development of the national capital;
- > establish enduring international recognition of Canberra and its role as the capital; and
- > build legacies of community value through memorable celebrations and high-quality projects.

Since the end of 2013 the city has seen projects such as Boundless, The Centenary Trail, Fashfest, Parties at the Shops, You Are Here and Murrumbung Yurung Murra Cultural Tours embraced and adopted by the Canberra community.



“One of the great achievements of the Centenary of Canberra, in my mind, has been the unearthing of community and city pride. This is something we must carry forward as a legacy—the means to a permanent departure from Canberra bashing and self-deprecation about our city. A city brand is far more than a logo. It’s a collective idea—and a collective advocacy—about who we are and what we have to offer” – then Chief Minister Katy Gallagher MLA.

Establishment of Access Canberra – a ‘one-stop-shop’

On 16 December 2014, Chief Minister Andrew Barr announced the establishment of Access Canberra. The new agency combined ACT Government shopfront services and regulatory arms into a single entity. Access Canberra brought together seven agencies: Canberra Connect; Office of Regulatory Services; Environment Protection Agency; Construction and Client Services; Health Protection Services (food services); Gaming and Racing; and public unleased land permits.

Since its inception Access Canberra has become a ‘one-stop-shop’ for many regulatory services performed by the government, is client focussed and ensures businesses have an effective and efficient method of dealing with government services and regulators. Access Canberra shapes the delivery of services around businesses, community groups and individuals seeking to engage with government to enable a "no wrong door" approach.

Implementing a ‘one government’ approach to communications and engagement

Over the past 25 years, the ACT Government’s communications and engagement practices have undergone significant evolutions. It is crucial all organisations adapt to the fundamental changes in how people consume media and public information. In the ACT context, we have moved from a reliance on traditional media to inform the community on government programs, services and policies, to an audience driven ‘one-government’ approach. Since implementing a strategic and coordinated Whole of Government approach to public information campaigns in 2015, we have seen a significant increase in how well informed the community feels about ACT Government programs, policies and services - from 58% in 2015, to 72% in 2019. We have also seen significant savings and efficiencies through a Whole of Government approach.

The development of an ACT Government Brand has enabled us to present a single public face to our local community. The ACT Government Brand has ensured our publications and websites are recognisable as belonging to the ACT Government, building trust within the community and a sense of authority when the ACT Government branding is used. Use of the ACT Government Brand is an example of our commitment to working as one government, regardless of which directorates or business areas are responsible.

Other innovations supporting the ACT Government’s ‘one government’ approach to communications and engagement include the:

- > Our Canberra newsletter – delivering news from the ACT Government to every household in Canberra since 2015. This publication evolved from the “Our Canberra – our community” e-newsletter and has increased how informed our community feels about government services, priorities and policies, and continues to grow in popularity; and
- > YourSay platform – making it easier for Canberrans to engage with government online, giving anyone the opportunity to share their views and ideas on government initiatives and projects.

Timeline of significant events over the past 25 years

Below is a timeframe of significant events over the last 25 years. It does not represent a full or comprehensive list, but it does serve to provide a snapshot of the evolution of the ACT Public Service since 1994 and some of the significant events where the ACT Public Service has demonstrated innovation and agility in supporting the Government of the day:

1994	Public Sector Management Act 1994 passed On 21 April 1994, the Public Sector Management Bill 1994 was presented by the Chief Minister, Rosemary Follett MLA to establish a separate ACT public service, a step that saw the ACT finally emerge as a fully self-governing Territory. The legislation was passed on 22 June 1994 and commenced on 1 July 1994.
1996	Firearms Act 1996 and related Prohibited Weapons Act 1996 enacted The Firearms Act 1996 and related Prohibited Weapons Act 1996 were enacted in response to the 1996 Port Arthur massacre and to adopt the terms of the National Firearms Agreement. In addition, the ACT successfully contributed to the National Firearms Buyback Program.
1998	Family Violence Intervention Program (FVIP) FVIP was the ACT's coordinated response to family violence incidents that come to the attention of the police and proceed to prosecution. The FVIP's focus is on improving the criminal justice system response to family violence.
1999	Formation of the ACT Aboriginal Justice Advisory Council The ACT Aboriginal Justice Advisory Council was formed to address the over representation of Aboriginal and Torres Strait Islander people in the criminal justice system.
2001	ACT Legislation Register The ACT legislation register was established by the <i>Legislation Act 2001</i> . It began operation on the approved secure web site— www.legislation.act.gov.au —when the Act commenced on 12 September 2001. The legislation register is central to the making, notification, commencement, operation, interpretation, proof, republication, amendment and repeal of legislation and instruments made under legislation. The legislation register is an authorised electronic statute book that provides the community with free and quick access to ACT legislation and related information. The register was the first authorised electronic statute book in Australia.
2001	The First Annual State of the Service report released
2002	Department of Disability, Housing and Community Services established
2002	Territory Records Office established The Territory Records Office provides policy leadership on information governance for the ACTPS and helps the community to make use of the wealth of ACT Government archival records. In the Office's relatively short history it has led Whole of Government approaches by taking a strategic and collaborative view of recordkeeping in the ACTPS, finding shared answers to common problems, and supporting joint solutions for community access to community memory. These include Whole of Government tools for classifying and managing records, and shared facilities for public access to government and private archives about the ACT.

2003	ACT Bushfire Recovery Taskforce established In response to the January 2003 bushfires, the ACT Government established the ACT Bushfire Recovery Taskforce with a broad range of functions. The Taskforce required experienced staff to operate effectively and immediately and these staff were drawn from the ACTPS. Amendments were made to the Public Sector Management Standards which were used to facilitate the temporary movement of Executive staff across the Service for the purpose of responding to the bushfire recovery effort.
2003	Emergency Services Authority established The ACT Emergency Services Authority was created to replace the Emergency Services Bureau after the 2003 bushfires. The Authority became the Emergency Services Agency in 2007.
2003	Report of the Bushfire Recovery Taskforce released In October 2003, the <i>Report of the Bushfire Recovery Taskforce</i> was released and included the development and implementation of the bushfire recovery plan. The report emphasised the effectiveness of the Recovery Centre, which provided a wide range of government and community-based support services in a single location. The Recovery Centre was a joined-up client service.
2004	Territory as Parent: Review of the Safety of Children in Care in the ACT and of ACT Child Protection Management was released In May 2004, the ACT Government released <i>The Territory as Parent: Review of the Safety of Children in Care in the ACT and of ACT Child Protection Management</i>. The report was authorised under the <i>Public Sector Management Act 1994</i>. The report highlighted the importance of agencies having systems for monitoring and reporting on their responsibilities – particularly where this involves people in their care.
2004	Human Rights Act 2004 enacted The ACT Legislative Assembly enacted the Human Rights Act 2004. This was ground breaking legislation which was the first of its kind in Australia to recognise human rights derived from the International Covenant on Civil and Political Rights. The Act established the ACT as a human rights jurisdiction. The Act has improved the ACT law making processes providing a dialogue structure for debate on the limitations on human rights under Territory laws. The Act requires human rights considerations to be taken into account in all public decisions and in the development and passage of all Government legislation.
2006	Functional Review The Chief Minister commissioned the Strategic and Functional Review of ACT Public Sector and Services (the Functional Review) to review the outlook for the ACT Budget, to benchmark government expenditure against other jurisdictions and to identify options to improve efficiency through more effective government structures. The Review was also tasked with making recommendations for reducing expenditure or increasing non-taxation revenues. The Functional Review was the first review since self-government to undertake a comprehensive analysis of government services and structures. The Government's key aims in commissioning the functional Review were to maintain community outcomes in priority areas such as health, education, law and order and emergency services and to place the ACT budget on a secure footing for future generations.
2007	Shared Services created

2009	Alexander Maconochie Centre (AMC) opened The opening of the AMC and return to the ACT of prisoners formerly held in NSW was a significant milestone in the ACT's agenda to improve correctional outcomes. This provided a greater focus on rehabilitation, especially for sentenced ACT prisoners who were repatriated from NSW during the year. The design and facilities at the AMC, which was built in accordance with human rights principles, allows for a range of programs that are intended to help reduce substance dependency and recidivism and provide long-term benefits for both prisoners and the community.
2010	Aboriginal and Torres Strait Islander Justice Agreement released The Aboriginal and Torres Strait Justice and Agreement (AJA) was signed between the ACT Government and the ACT Aboriginal and Torres Strait Islander Elected Body in August 2010. A first for the ACT, the Agreement set out a solid commitment to reduce the over representation of Aboriginal and Torres Strait Islander people in the ACT's criminal justice system (as both victims and offenders) and improve access to law and justice services for Aboriginal and Torres Strait Islander people in the ACT.
2010	Respect, Equity and Diversity Framework launched On 2 December 2010, the Chief Minister and the Commissioner for Public Administration launched the <i>Respect Equity and Diversity Framework</i> . The Framework highlighted the benefits of valuing diversity and creating respectful and equitable workplaces.
2011	Review of ACT Public Sector Structures and Capacity delivered Allan Hawke delivered a report on the ACT Public Sector Structures and Capacity to the ACT Government on 2 February 2011. The Review made 76 recommendations. The Review's key recommendation was to reconfigure the ACT Public Service as a single entity, reporting to a single Chief Executive who is Head of the ACTPS to support a "One ACT Government – One ACT Public Service" culture and way of working, and enhance coordination, cohesion and alignment of officials' effort.
2011	ACTPS Employment Strategy for Aboriginal and Torres Strait Islander People released The Chief Minister and Commissioner for Public Administration launched the ACTPS Employment Strategy for Aboriginal and Torres Strait Islander People on 12 April 2011. The strategy contained a commitment to "...public sector Aboriginal and Torres Strait Islander employment and career development strategies to reflect national Indigenous working age population share by 2015".
2011	ACTPS Employment Strategy for People with a Disability released On 20 April 2011, the Chief Minister and Commissioner for Public Administration launched the <i>ACTPS Employment Strategy for People with a Disability</i> . The strategy included a vision for "a disability confident service, in which people with disability are able to access secure and sustainable employment opportunities and are respected for their skills and capabilities".
2011	Office of the Solicitor-General established The Office of the Solicitor-General was established by the Law Officers Act 2011 which commenced on 31 August 2011, which demonstrated the maturation of the ACT Government Solicitor by having the Territory's first Solicitor-General.
2011	Working with Vulnerable People checks The ACT was the first jurisdiction to broaden the scope of a working with children check to those people who work with vulnerable people. The implementation of the <i>Working with Vulnerable People (Background Checking) Act 2011</i> requires those who work or volunteer with vulnerable people to have a background check. This has allowed registered people in the ACT to move between employers or organisations within the ACT without the need to be rechecked.

2012	Public Interest Disclosure Act 2012 passed The commencement of the Public Interest Disclosure Act 2012 repealed the previous 1994 legislation.
2012	The Centenary Hospital for Women and Children opened
2012	Blueprint for Youth Justice in the ACT 2012-2022 (the Blueprint) released The Blueprint provides the strategic direction for youth justice in the ACT to achieve the ACT Government's priorities for 'more support for families and inclusion', and 'better protection for our children and young people'.
2013	National Arboretum Canberra opened The National Arboretum Canberra features 94 forests of rare, endangered and symbolic trees from around Australia and the world. Many of the trees are still young but two of the forests are over 100 hundred years old. Over 44,000 trees from over 100 countries are growing across the huge 250-hectare (618 acre) site, making it one of the world's largest living collections of rare, endangered and significant trees.
2013	Legalising same-sex marriage The ACT Public Service supported the Government to take steps to legalise same-sex marriage. As the first jurisdiction to pursue this change, the ACT Public Service provided advice on the complex legal and policy issues. The Office for LGBTIQ Affairs was also established to coordinate whole of government to advance LGBTIQ+ equality.
2014	Access Canberra established
2014	Transition to National Disability Insurance Scheme The ACT was the first jurisdiction to trial the transition to the National Disability Insurance Scheme (NDIS). Disability ACT and Therapy ACT developed a client-centred transition pathway for residents and their families. This involved one-on-one support to prepare Individual Plans which outlined the residents' goals and vision, secure tenancy arrangements and discuss transport options.
2015	Mental Health Act 2015 passed <i>The Mental Health Act 2015</i> commenced on March 2016 and provided those in the ACT living with mental illness greater opportunities to contribute to decisions on their treatment, care and support. It replaced the previous <i>Mental Health (Treatment & Care) Act 1994</i> .
2016	Child Development Service established The Child Development Service (CDS) was formed in 2016 as a collaboration between the Community Services, Health and Education and Training Directorates. CDS was designed to provide a place where children from birth to six could access immediate and short term supports, assessment and diagnosis support.
2016	Public Sector Management Act amended The amendments further embedded the concept of a values-based service by vesting all employment powers at the Head of Service level and applying the ACTPS values to the whole of the public sector. The amendments also formally established the Senior Executive Service and created the office of Public Sector Standards Commissioner.
2016	New Public Sector Management Standards made
2016	Family Safety Hub The role of Coordinator-General for Family Safety was established in 2016. On 11 May 2018 after 12 months of consultation, the Family Safety Hub, which is a network for collaboration and innovation to improve domestic and family violence services in the ACT, was launched.

2017	Barrier Free Model The ACT Revenue Office introduced a new system for collecting conveyancing duty on property transactions; Barrier Free Model. The benefits of the model were that duty is no longer paid before settlement, transactions could be processed faster, and concessions and exemptions could be claimed without a detailed application form. The ACT Revenue Office used innovation in redesigning the model for collecting conveyance duty that was well adapted to a digital platform and to the ACT's size and property market.
2018	University of Canberra Hospital – Rehabilitation, Recovery, Research opened The University of Canberra Hospital is a dedicated and purpose-built rehabilitation facility, for people over the age of 18 who are experiencing mental illness or recovering from surgery, illness or injury.
2018	ACT Health transitioned into Canberra Health Services and the ACT Health Directorate
2018	The Integrity Commission Act 2018 passed The Act provides for the establishment of the ACT Integrity Commission which fully commences by 1 December 2019.
2018	Coordinator-General, Mental Health and Well-being On 3 December 2018, the Coordinator-General, Mental Health and Well-being commenced. The Coordinator-General will be leading a new vision for mental health and suicide prevention through a process of collaboration and co-design with relevant stakeholders.
2019	Case Management Reforms in the Courts and ACAT The ACT Courts and Tribunal (ACAT) implemented a new case management system known as the ICT Integrated Case Management System (ICMS) to replace the legacy core case management system. The ICMS is a more efficient business system which will improve service delivery to the judiciary, tribunal members and court and tribunal users and will provide a platform for a number of online services, such as electronic lodgement of court and tribunal documents.
2019	ACT Government as a workers' compensation self-insurer The ACT Government became a self-insurer under the Comcare scheme. As a licensed self-insurer, the Government is better able to influence how these services are delivered to its employees. The Government's self-insurance arrangements are supported by the infrastructure established under Public Sector Workers' Compensation Act 2018. In addition, a third-party claims manager, Employers Mutual Limited (EML), has been engaged to provide claims administration services for the ACT Government.

1.3 25th Anniversary spotlight on innovation

As part of the 25th celebrations, the Head of Service asked directorates to identify projects that demonstrate the ACTPS innovative thinking. Directorates developed articles for staff newsletters and Head of Service all staff messages to showcase the achievements. Some of these articles are included below.

Walk-in-Centres a step in the right direction for ACT Health

One of the ACT Government's many firsts was opening a public, nurse-led Walk-in Centre at the Canberra Hospital in May 2010. The Centre was designed to help people get free, episodic treatment for minor illnesses and injuries and provide an alternative to attending the emergency department.

From humble beginnings, we now have Walk-in Centres in Gungahlin, Tuggeranong and Belconnen, so you don't have to travel far for treatment.

Our first Walk-in Centre saw around 250 people each week in its first two months. Today, our three Walk-in Centres see around 200 people every day! Over a third of Canberrans have been to a Walk-in Centre in the last two years. And the vast majority agree they are a great service, with a very positive response and regular compliments from the community on the availability of the Walk-in Centres and the care and professionalism of their staff.

Our Walk-in Centres play a valuable role in meeting Canberrans' health care needs, particularly after hours, and have reduced the amount of people going to emergency departments.

They are also part of Canberra's wider health care network, referring patients to other services where required.

By considering the needs of our community and moving away from how it's 'always been done', this innovative format of health care has given many Canberrans much needed help. And we're not stopping here:

- After a successful pilot program for sexual health screening in Walk-in Centres, we are now exploring how the centres can provide more support with sexual health services.
- We have implemented a dental pain pathway so that patients can be assessed and provided with interim treatment.
- An experienced and highly skilled physiotherapist has started a trial in the Belconnen Walk-in Centre to treat patients with musculoskeletal injuries. If successful, we will look into rolling this out across all the Walk-in Centres. The trial was very successful and is now being made permanent.

We are excited to be extending this service, with a new centre opening in Weston Creek later this year and plans underway for a fifth centre in the Inner North in 2020.

Access Canberra



Seen the videos? Read the quirky job ads? Heard the word on the street that it's the place where things are done a little differently? Yep, it's Access Canberra.

Created in 2014, Access Canberra brings together key areas of regulation and compliance across government to support business, industry and community.

To do this the highly skilled teams cut through red tape like butter, streamline services like lycra and use data-driven risk and insights to inform key enforcement interventions.

Thrown in with this is a sense of fun, a drive for innovation and our citizens being firmly at the heart of what we do.

Head of Access Canberra Dave Pepper said that from its inception Access Canberra created an environment of innovation and ongoing improvement.

"The remit of Access Canberra is huge – from our front line service delivery through our Service Centres and Contact Centre to our field based regulation and enforcement activities around building quality, WWVP and Worksafe, to the teams who drive our digital service improvement and how we communicate with our community," he said.

"We are constantly looking at new ways to do things and make doing business with government easier for our community. A key example of this is the ongoing growth in digital services – just last year we brought birth registration online as well as the community being able to see footage or photos of their speeding or parking offences. This joined the recent addition of driver licence renewal and enables our community to interact with us even more from the comfort of their home any time of the day."

Dave said Access Canberra's recruitment approaches were also well known for pushing the envelope (a recent gem "Just like convincing people that pineapple does belong on pizza, Access Canberra is

looking for great communicators who are up for a challenge”) and were getting some attention nationally.

“We are always looking to attract not only the right people, but people who bring fresh and diverse approaches and ideas to the work we do,” he said. “So far we’ve only made the news with one of the ads, but we have attracted some incredible new members of the team through our efforts.”

In terms of innovation, Dave said there were some key ways we can all introduce it into our work.

“If you put citizens or business at the centre, and work from their perspective – ask: Will this make life easier? Will this drive a better market outcome? – then often the improvements flow from there. Also it’s about using data to understand what it is you’re trying to fix, scanning the horizon to predict emerging issues before they hit, and having a clear drive and purpose to make our city one that is safe and vibrant.”

A flying start to a connected capital

Direct international flights

VisitCanberra led the work to bring international airlines into our city. This endeavour’s first huge success was on 21 September 2016, when the first Singapore Airlines flight landed in Canberra. The airline now has daily services to and from Canberra.

Securing Singapore Airlines opened Australia’s capital city to the world and established Canberra Airport as a global transport hub. The connection has accelerated the opportunity to grow exports, tourism and investment to the city and enables the community of Canberra and the region to access Singapore Airlines’ global network.

On 12 February 2018, Canberra welcomed a second international airline, Qatar Airways, when it started daily flights from Doha to Canberra, via Sydney. This service represents an opportunity to grow awareness of Canberra and the region to connecting destinations throughout Europe.

Canberra is now a globally connected city. We currently have 14 international flights per week landing at Canberra Airport.

International flights have resulted in record growth in international visitor numbers, with a record 252,000 international overnight visitors contributing \$686 million to the ACT economy, according to Tourism Research Australia’s International Visitor Survey for the year ending December 2018.

And the work continues, with Visit Canberra actively pursuing opportunities to grow new international and domestic routes.

Digital Backpack for Students

The Digital Backpack is an online portal for ACT government students and teachers that provides access to tools to support teaching and learning, anytime and anywhere the internet is available.

The Backpack gives Canberra's public students access to a range of online tools for learning and classroom collaboration, including over 2,000 e-books and the full suite of Microsoft Office365 products. It also includes links to resources and assistance on cybersecurity, to help educate students and their parents and carers about staying safe online.

The Digital Backpack was first conceived as part of a plan to modernise the use of IT in Canberra's public schools; to ensure our students have equitable access to modern technology. A key driver of the program is the belief that all students should be able to learn anywhere, rather than be restricted to just one location. With a Digital Backpack, students can essentially carry their classroom around!

To further support the "Learn, Anywhere" initiative in our high schools, the Education Directorate offers a Chromebook to all public secondary students for use in school and at home. Google itself has recognised the success of the program in the ACT, highlighting the Directorate as a world leader.

You can find out more about the [Digital Backpack](#) program on the ACT Education Directorate's website.



Innovation in demand for on-demand transport

While drivers in other Australian states and territories faced fines and rego suspensions for offering "illegal ridesharing services," the ACT welcomed this new form of transport that can be summoned on demand.

In 2015, we became the first jurisdiction in Australia and the first capital city in the world to pass regulation that legalised this 'disruptive' business model.

At the time, Uber wrote in a [blog post](#): "The ACT Government has not only answered the demands from thousands of Canberrans for economic opportunities and more reliable and affordable transport, but, through their decision, they have also recognised the rights of all Australians to choose how they move around their cities."

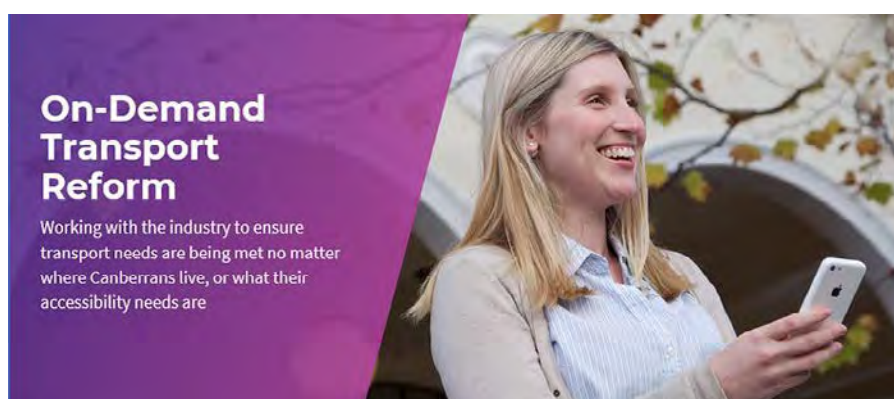
With a goal of increasing travel options for Canberrans, reducing fares through competition and driving further innovation in the on-demand transport industry, CMTEDD's Policy and Cabinet Division (PCD) found ways to cut red tape for the traditionally highly-regulated taxi industry.

A review two years after the regulation came into effect found passengers had warmly welcomed the changes, turning to on-demand transport in greater numbers than ever before. Instead of one form of on-demand transport subsuming the others, the pie had grown overall.

Throughout the reform processes, including numerous rounds of industry and community consultation, PCD paid particular attention to the accessibility needs of Canberrans and visitors, to ensure Wheelchair Accessible Taxi services continue to be available, of high quality, and sustainable as industry participants.

Reform work continues today, to level the playing field between different forms of on-demand transport, provide quality services to passengers and encourage competition and innovation in the industry.

You can follow the latest in on-demand transport reforms on the [YourSay website](#).



Sparking innovation with streetlights

In 2014, a group of people in Treasury, in close collaboration with the then Territory and Municipal Services Directorate, embarked on a journey to find the best way to lighten the load of one of our often overlooked public assets: the ACT's streetlight network.

Streetlights: we all notice when they are out. But do we really know how much work goes into keeping them on? Transport Canberra and City Services owns more than 80,000 lights on streets, footpaths, arterial roads and in various public parks and other open spaces around the ACT.



Public lighting is the ACT Government's highest use of electricity (25 per cent) and produces 18 per cent of the Government's greenhouse gas emissions. So when it came time to review how we managed them, we had to ensure it was done in a way that was smart and energy efficient.

The project team decided to use this opportunity to implement a non-traditional, innovative approach to how the public service engages with industry, to get the best approach.

The issue wasn't simple. Just think about the practical requirements, legal access issues, boundaries and the sheer amount of wiring involved, as well as the interface with electricity distribution.

To start the project with a collaborative approach, Treasury established a cross-directorate working group, which connected with other governments both in Australia and overseas to learn from their experiences and engaged with industry to better understand the options and opportunities.

Based on these learnings, the working group advised that tenderers be allowed freedom to be creative in framing their proposals and how they would demonstrate value for money, rather than explicitly prescribing the approach or deliverables from the procurement.

It was a multi-stage procurement process. The Government initially sought expressions of interest from industry to gauge the range of options available, which informed the way forward. The working group then worked with shortlisted tenderers, taking a hands-on approach through a detailed facility study, which allowed direct inspection of assets. This enabled tenderers to better understand our streetlight network, and for the procurement team to observe the capability and capacity of the tenderers before selecting the successful tenderer.

The result? In April 2018, the ACT became the first jurisdiction in Australia to engage a provider under an Energy Performance Contract for a streetlight network management contract. It

incorporated a focus on three key outcomes: keeping the lights on, improving energy efficiency, and implementing smart digital communications technology. The ground breaking approach of the ACT was recognised by the Commonwealth Department of the Environment and Energy.

This innovative project was a shining example of the power of collaboration and creativity in how the public service can provide services to the community and will deliver a bright outcome for Canberrans through significant improvements to this critical municipal service.

In recognition of the brilliant effort across directorates, including three governance groups with more than 20 people across government over the course of the project, the working group was awarded the 2016 CMTEDD staff award for collaboration.

Reverse auction success breaks all records

In 2012, we had a challenge: to decarbonise our electricity supplies while keeping costs low. The solution developed by EPSDD was a new kind of renewable energy contracting mechanism: a reverse auction feed-in tariff scheme building on world best practice.

And wow was it successful! Every auction broke new records for low cost renewables. At the end of 2015, every wind farm under construction in Australia was supported by the ACT scheme. The ACT became home to the largest solar farms in the country at the time, while supporting wind farms in South Australia, New South Wales and Victoria—and becoming a renewable energy investment hub.

The four auctions between 2012 and 2016 secured 40MW of solar capacity and 600MW of wind capacity: enough renewable electricity to reach our goal for the ACT to be powered by 100 per cent renewable electricity by 2020.

The reverse auctions program showed for the first time that sub-national governments could work with industry to drive investment in renewable energy, while limiting costs to consumers.

In 2012, Bloomberg New Energy Finance said that large scale solar could never be built at the record low contract price of \$186/MWh. One year later, we proved it could be done at the Royalla Solar Farm.

This success hasn't gone unnoticed. Other state and territory governments are adopting the ACT's approach. And the team's incredible work was recognised with a 2017 public sector innovation award. What is really remarkable is that all this was delivered by a small team, while other jurisdictions that have adopted our policies have required several dozen—over 80 staff in Victoria are working on its reverse auction program! This goes to show that small teams combined with a strong vision can make a huge difference, in this case transforming Australia's renewable energy policy landscape. Find out more about [how the reverse auctions work](https://www.environment.act.gov.au/energy/cleaner-energy/how-do-the-acts-renewable-energy-reverse-auctions-work)⁵.

⁵ <https://www.environment.act.gov.au/energy/cleaner-energy/how-do-the-acts-renewable-energy-reverse-auctions-work>

Getting on board with Public Private Partnerships

The City to Gungahlin light rail project has broken new ground by not only changing the way we work, live and connect, but through the use of a large-scale Public Private Partnership (PPP).

The financial arrangement that underpinned the light rail was the largest value PPP ever embarked upon by the ACT Government. It was also the most significant transport infrastructure project ever undertaken in the ACT and single biggest investment by the Territory since self-government.

When ACT Government staff initially began project planning for light rail, they looked at the many and varied ways such a huge project could be delivered. After much consideration, a PPP arrangement was recommended where the government would procure a private consortium to design, construct, finance, maintain, and operate the project.

The ACT Government had never built or operated a rail system before and one of the major benefits of the PPP model was that it would involve sharing risks with a private partner. Moreover, the partner would have expertise in managing rail system risks and an enhanced capacity to achieve the best value for money. Whole-of-life cost savings would also be optimised by having the private sector involved in all stages of the project.

In 2016, the ACT Government entered into the PPP arrangement with the Canberra Metro consortium for the City to Gungahlin Light Rail project for both the delivery of the light rail and its operation and maintenance for the following 20 years.

The first light rail service was launched on 20 April 2019 and the project has been extremely successful.

In the [final delivery report](#)⁶, the Chair of the Light Rail Project Board, John Fitzgerald, said that it was evident that the chosen PPP delivery model had been successful.

He had high praise for the team delivering the project: *The project team within Transport Canberra have also worked exceptionally hard to deliver this project. They have embraced every challenge and continually sought new and innovative solutions. It is obvious to me that they genuinely care about achieving the best possible outcome for Canberra and I am proud to have worked with them.*

Construction of light rail started with the Capital Metro Agency and continued through the Transport Canberra and City Services Directorate. Mr Fitzgerald acknowledged how much the project touched the wider ACTPS, with support from the broader Transport Canberra and City Services Directorate, the Chief Minister, Treasury and Economic Development Directorate, the Environment, Planning and Sustainable Development Directorate, the City Renewal Authority and the Suburban Land Agency. Today, Major Projects Canberra is delivering future stages of light rail in close cooperation with the Transport Canberra and City Services Directorate and other Directorates.

⁶ https://www.transport.act.gov.au/_data/assets/pdf_file/0004/1377319/Light-Rail-Project-Delivery-Report.pdf

Chapter 2

An agile workforce

CHAPTER 2: AN AGILE WORKFORCE

2.1 Attraction and Retention

The ACT Public Service workforce grew by 4.4 per cent over the 2018-19 reporting year (by 978 employees or 862.5 full time equivalent (FTE) staff). At June 2019, the recruitment rate for permanent officers across the ACTPS was 12.4 per cent. The separation rate was 6.9 per cent, indicating a stable workforce.

The Workforce Capability and Governance Division in CMTEDD develops whole of government strategies to assist Directorates in attracting, recruiting and retaining employees to the ACTPS.

Enterprise Agreements

The ACTPS employment framework includes 18 Enterprise Agreements made under *the Fair Work Act 2009 (Cwlth)*. In the 2018-19 reporting year, new enterprise agreements have been negotiated and approved to replace 13 of the existing Agreements. The new agreements are:

- > ACT Public Sector Administrative and Related Classifications Enterprise Agreement 2018-2021;
- > ACT Public Sector Cultural Facilities Corporation Enterprise Agreement 2018-2021;
- > ACT Public Sector Health Professional Enterprise Agreement 2018-2021;
- > ACT Public Sector Infrastructure Services Enterprise Agreement 2018-2021;
- > ACT Public Sector Nursing and Midwifery Agreement 2017-2019;
- > Transport Canberra Operations (ACTION) Enterprise Agreement 2018-2021;
- > ACT Public Sector Support Services Enterprise Agreement 2018-2021;
- > ACT Public Sector Education Directorate (Teaching Staff) Enterprise Agreement 2018-2022;
- > ACT Public Sector Technical and Other Professional Enterprise Agreement 2018-2021;
- > ACT Legislative Assembly Members' Staff Enterprise Agreement 2018-2021;
- > ACT Public Sector Office of the Legislative Assembly Enterprise Agreement 2018-2021;
- > ACT Public Sector Canberra Institute of Technology Enterprise Agreement 2019–2021; and
- > ACT Public Sector Canberra Institute of Technology (Teaching Staff) Enterprise Agreement 2018-2021.

The following agreements will be negotiated and finalised in the 2019-20 reporting year:

- > ACT Public Sector Legal Professionals Enterprise Agreement;
- > ACT Public Sector Ambulance Service Enterprise Agreement;
- > ACT Public Sector Fire and Rescue Enterprise Agreement;
- > ACT Public Sector Correctional Officers Enterprise Agreement; and
- > ACT Public Sector Medical Practitioners Agreement.

Note: the ACT Public Sector Nursing and Midwifery Enterprise Agreement 2017-2019 nominally expires in December 2019 and will be renegotiated in the 2019-20 reporting year.

The negotiated outcomes include fair, affordable and competitive wage and entitlement enhancements. The pay offer covers a period of four years duration with percentage increases being provided at regular intervals. The pay increases are applicable from the first full pay period on or after the dates listed below, with backpay applied as relevant:

- > 2.25 per cent backdated from the first full pay period in October 2017;
- > 0.5 per cent backdated from the first full pay period in June 2018; and
- > 1.35 per cent every six months from the first full pay period in December 2018 to the first full pay period in June 2021.

Other benefits include:

- > For members of Superannuation Guarantee Funds who were receiving a 10.5 per cent (9.5 per cent Super guarantee plus the current additional employer contribution of 1%) employer contribution will see that contribution increased to:
 - 10.75 per cent on 1 July 2018;
 - 11 per cent on 1 July 2019; and
 - 11.5 per cent on 1 July 2020.
- > Superannuation contributions will continue to be paid for the first 52 weeks of parental leave;
- > The agreements simplify and strengthen the ability for employees to access a range of entitlements to ensure they can balance their work and personal commitments;
- > More flexibility provided for the taking of Bonding Leave; and
- > Misconduct and Underperformance provisions have been rewritten from previous agreements. The purpose is to ensure that Procedural Fairness and Natural Justice Principles are enshrined in these sections. Transparency and fairness are integral to any misconduct and underperformance process.

Substantial policy work continues to be undertaken to support the implementation of the new Enterprise Agreements and to improve underlying processes.

Graduate employment

A range of whole of government professional development programs were offered across the ACT Public Sector during the 2018-19 reporting year. In addition to strengthening the capabilities of participating employees, Whole of Government programs offer the opportunity to build collaboration and networks across the ACT Public Sector.

The ACTPS Graduate Program is a Whole of Government program that is conducted over ten-months. Graduates are given the opportunity to experience three diverse workplace rotations.

The program includes a comprehensive learning and development program, learning from senior leaders and the opportunity to undertake challenging work that makes a real difference to the community. Upon successful completion of the program, graduates are permanently appointed to the ACTPS.

The ACTPS Graduate Program employs candidates in streams including:

- > Commerce and Business;
- > Law;
- > Sustainability/Environment/Planning;

- > Public Administration and Policy;
- > ICT; and
- > Human Services.

The learning and development components of the Graduate Program comprise a series of training courses, guest speaker/networking events and attendance at the Legislative Assembly seminars. Training courses that the graduates complete cover a range of topics such as Cultural Awareness, Resilience and Wellbeing, Writing in Government, Productive Stakeholder Engagement, Strategic Thinking in the workplace and Working with Ministers.

Every year, Graduates complete a group research project under the guidance of an Executive sponsor. Topics for the group research project involve real issues, challenges or initiatives that the ACTPS is facing. Topics covered by the 2018 graduates included:

- > Using Data Effectively;
- > Benchmarking City Metrics;
- > Detainee Employment;
- > Celebrating 25 Years of the ACT Public Service;
- > The Gig Economy; and
- > Review into Sex Offence Penalties.

The projects are presented to Senior Executives and the outcomes are used to enhance the way the ACTPS works and improves on the services the ACTPS delivers to the ACT Community.

As part of the program, Graduates are also given the opportunity to participate in the Annual Graduate Debate where two teams work alongside a Senior Executive and debate a topic endorsed by the Strategic Board.

SNAPSHOT

2018 GRADUATE ACTIVITIES

The Great Graduate Debate 2018 saw two teams comprising three representatives from the 2018 Graduates cohort (for the affirmative) and three representatives from the 2017 Graduates cohort (for the negative), captained by Meredith Whitten and Chris Hodgson, take to the podium at the ACT Legislative Assembly to debate the topic: “Innovative, Agile and Responsive are just Buzz Words.”

Excerpt from the Head of Service message:

‘On Thursday 23 August I was delighted to open what has become a lively and light-hearted fixture of the ACT Public Service Graduate Program - The Great Graduate Debate. Both teams presented their arguments with a mix of sound logic, oratory gusto and a healthy dose of light-hearted wit. The affirmative team won the argument by the barest of margins as determined by the democratic applause from the standing room only audience.

While the annual event acts as a playful marker to the end of the Graduate Program second rotation, it has also once again highlighted the calibre and the potential that our graduates bring to the ACT Public Service.’

The 2018 CMTEDD Trivia Night: The 2018 CMTEDD Graduates were given the opportunity to organise a Trivia night for the directorate to bring together staff and enhance workplace culture. The Graduates were responsible for organising an appropriate venue, marketing, Trivia Questions, prizes and liaising with relevant stakeholders. The Graduates successfully held the CMTEDD Trivia Night that was attended by 250 people and raised nearly \$4,000 for Hands Across Canberra.

In 2018, 183 applicants attended the assessment centre with 43 graduates being successful and commencing in the 2019 ACTPS Graduate Program. Seven per cent of the cohort are Inclusion graduates.

The ACTPS has an internal target to continue growing the graduate program each year. In 2020, the graduate program is looking to engage 60 graduates.

Preparations are ongoing for the 2020 Graduate intake. Applications for the 2020 ACTPS Graduate Program were sought in three programs: Open positions, Aboriginal and Torres Strait Islander identified positions and People with Disability identified positions. Applications closed between 28 April 2019 (for General positions) and 26 May 2019 (for Identified positions) with over 900 applications received. There were 173 candidates invited to attend the assessment centres. Work is underway to assess candidates for commencement in February 2020. For more information about the ACTPS Graduate Strategy see section 3.1, Workforce Planning.

ACT Government Veterans Employment Strategy

The *ACT Government Veterans Employment Strategy* aligns with the broader focus of the ACTPS to build a diverse, agile, responsive and innovative public service that delivers the ACT Government’s priorities and provides effective services for the ACT community.

The Strategy focuses on assisting veterans as they transition from the Australian Defence Force (ADF) into civilian employment.

A number of ACT Government Senior Executives have been appointed as Veterans Executive Champions. Their role is to champion the inclusion of veterans in the ACT Public Service and encourage and assist ACT Public Service employees to develop and implement inclusive practices for Veterans.

A range of resources have been developed under the Strategy, including the:

- > Veterans' Employment page on the ACT Public Service Employment Portal;
- > ACT Public Service Veterans' Employment Register for current Australian Defence Force (ADF) members and Veterans who are interested in a career in the ACT Public Service. Suitable ACT Public Service vacancies are forwarded to people on the register for their consideration;
- > ACT Public Service Veterans' Employment Transition Guide for people considering professional options after a career in the Australian Defence Force. This guide provides information on the ACT Public Service and useful tips for job searching and navigating the application and selection process;
- > ADF Rank/ACT public service Classification Guide to assist Veterans to compare Australian Defence Force ranks and ACT Public Service classification levels in the administrative stream for general duties that do not require the exercise of military command responsibilities; and
- > Guide to Employing Veterans in the ACT Public Service to provide employees involved in recruitment with an understanding of the Australian Defence Force environment, the personal attributes of Veterans, the Australian Defence Force rank structure and ways in which they can consider Veterans for vacant positions.

Representatives from the ACT Public Service continue to attend the ACT Australian Defence Force Transition Seminars and other events to provide background information on the ACT Public Service, information on conditions of employment and promote employment possibilities.

The ACT Public Service is currently establishing a Veterans' mentoring program for launch later in 2019-20.

Directorate initiatives and programs

Across the ACTPS, directorates seek to develop and implement innovative practices and solutions to assist in recruiting and retaining employees with specialist or critical skills.

SNAPSHOT

JOB ADVERTISEMENT: ACCESS CANBERRA

Access Canberra have taken an innovative approach to attracting new staff by publishing quirky job advertisements. Some examples are below:

The Famous Harry Potter advertisement: *‘Have you always wanted to attend Hogwarts School of Witchcraft and Wizardry, but never got your owl? We are calling all Muggles who would like to experience the magic of Access Canberra. We’re searching for an Executive Assistant to the Minister of Magic (Deputy Director-General) and Professor Dumbledore (Chief Operating Officer).*

You’ll need Harry’s resourcefulness, Hermione’s logic and reason, Ron’s comic timing, and even a little of Neville’s hard-won ability to say “no”. You will be working alongside the Heads of the various Access Canberra Houses to keep Hogwarts running smoothly. You will be keeper of the Time Turner, ensuring the diaries are kept in order and deadlines are met. Your record keeping will rival the Pensieve, and your organisation will make the Sorting Hat jealous’.

The Monopoly advertisement: *‘Can you negotiate with other players? Can you keep track of all the moving pieces? Do you have oversight of the Bank’s income revenue and payment schedule? Then do not pass Go, do not collect \$200 – instead come and work at Access Canberra!*

Like every game of Monopoly, you will need a good grasp of strategy and an ability to roll with the dice. In your role, you will travel around the board to our various ABW Locations in Woden, Dickson and the City’.

In the 2019 Agency Survey, directorates were asked to report on the attraction and retention of employees from the following groups:

- > mature age employees;
- > Aboriginal and Torres Strait Islander employees;
- > People with Disability;
- > entry level positions/traineeships/employees;
- > people with specialist skills, including leadership skills at the Executive level;
- > Veterans; and
- > any other groups.

Five of the eight directorates reported strategies for attracting and retaining mature age employees, including:

- > Promoting greater take-up of flexible working arrangements;
- > Ensuring all recruitment processes are age-inclusive; and
- > Knowledge transfer programs such as mentoring of younger employees by older employees to provide value to the organisation;
- > Making reasonable adjustments to keep mature age employees in the workforce; and
- > Phased retirement options.

JACS continues to review role descriptions including fitness standards and application to functional requirements for specific roles, where necessary. The Human Rights Commission is developing a Social Inclusion Plan which includes actions for attracting and retaining mature age employees. The ACT Rural Fire Service is undertaking a Flexible Membership Program to attract people to non-firefighting roles to better diversify the volunteer base. ACT Ambulance Service has made roster modifications for staff members aged 55 and above.

All directorates confirmed their commitment to the attraction and retention of Aboriginal and Torres Strait Islander and People with Disability employees within their workforce.

Directorates identified various strategies used to increase the recruitment and retention of Aboriginal and Torres Strait Islander and People with Disability employees. Specific initiatives undertaken by directorates include the development and implementation of dedicated intranet pages to support managers and supervisors with the employment and retention of Aboriginal and Torres Strait Islander People and People with Disability and the continued implementation of the employment action plan for People with Disability.

ACT Fire and Rescue continues to participate in the Indigenous Fire and Rescue Employment Strategy (IFARES) with the South Western Sydney Institute of TAFE and Fire and Rescue NSW. Graduates of the IFARES program join ACT Fire and Rescue and undertake the recruit training program alongside applicants who enter through the community-based selection process. In 2018-19 there were three ACT Aboriginal and Torres Strait Islander graduates of the IFARES program, and these members commenced their training as part of Recruit College 41 on 27 June 2019.

Further information on programs and initiatives implemented during 2018-19 to improve the attraction and retention of Aboriginal and Torres Strait Islander Peoples and People with Disability in the ACTPS can be found at sections 5.1 and 5.2, respectively.

All directorates support and participate in at least one of the Whole of Government entry level programs such as the ACTPS Graduate Program, the Inclusion Vocational Employment Program and the Aboriginal and Torres Strait Islander Vocational Employment Program. Several directorates also participated in the Work Experience Support Program, creating an avenue for ACT residents from culturally and linguistically diverse backgrounds experiencing significant barriers to obtaining on-going employment by gaining work experience.

The Human Rights Commission and the ACT Courts and Tribunal offered internships as part of the Australian National University's internship program. ACT Corrective Services also offered two intern psychologist placements for 16 weeks each based in Community Corrections. In addition, two counselling students were based at the Alexander Maconochie Centre for a placement period of two days per week for five months.

SNAPSHOT

ENTRY LEVEL POSITIONS/TRAINEESHIPS: TRANSPORT CANBERRA AND CITY SERVICES

TCCS strives to attract the right people, to the right job at the right time. Through the People Strategy, TCCS plans to broaden recruitment practices to include multimedia channels and targeted campaigns. Under the People Strategy 2019-2023, TCCS is building an Employee Value Proposition which will be the Directorate's service offer outlining what is unique to our organisation and will be a message to prospective candidates and current employees highlighting why they should choose to work with the organisation.

Entry level programs are an important workforce planning and development strategy as they support mentoring opportunities, build skills and capability, and support succession planning for the future. During 2018-19, through entry level programs TCCS employed:

- > 30 apprentices in Horticulture, Civil Construction Road Construction and Maintenance, Auto Electrical and Heavy Vehicle with three being permanently appointed to qualified vehicle mechanic positions and one appointed to a permanent General Service Officer position;*
- > One Horticulture Cadet in Yarralumla Nursery; and*
- > Five trainees as part of the Aboriginal and Torres Strait Islander and Inclusion ACTPS Vocational Employment Programs.*

TCCS hosted six Australian School Based Apprenticeships Scheme students in Transport Canberra Operations, Road Maintenance Service and Finance during 2018-19. TCCS provided numerous work experience opportunities to ACT high school and college students. TCCS also provided Internship placements in Finance, Innovation and Data Analytics during 2018-19.

Five directorates reported initiatives for attracting and retaining employees with certain specialist skills including leadership skills at the Executive level.

CMTEDD continued to deliver and support leadership and management capability development programs to enhance operational and strategic management capabilities of managers. The CMTEDD Senior Executive Masterclasses is a five-module program designed to help build connections with other leaders, promote peer learning and foster a culture of innovation, positivity and accountability. The Masterclasses include presentations from guest speakers and participants also have the opportunity to receive individual executive coaching by accredited professional coaches. The program was developed in early 2019 with modules commencing in July 2019 and the program is due to be completed in December 2019.

The Workforce Capability and Governance Division and the Chief Digital Officer within CMTEDD commenced negotiations with the Australian Public Service Commission and the Digital Transformation Agency to deliver Digital Transformation Leadership programs for Senior Executives. A plan is in place to deliver a pilot program in 2019-20.

Several directorates reported initiatives for 2019-20 to align with the ACT Government Veterans' Employment Strategy. TCCS launched their Veterans' Support Network and Veterans Executive Sponsor. The network aims to develop a 'TCCS Pledge to Give a Hand Up, Not a Hand Out' in the coming year. The initiative is aimed at specifically attracting Veterans to the workforce.

Attraction and Retention Incentives (ARIns)

The ACTPS Enterprise Agreements contain provisions for the Head of Service to determine that an employee or group of employees who occupy certain positions may be provided with ARIns that differ from some of the terms and conditions available under the Enterprise Agreement. It is a requirement of the Enterprise Agreements that ARIns are reviewed annually.

Prior to the introduction of ARIns in 2013, these arrangements were achieved through the use of Special Employment Arrangements (SEAs) and Australian Workplace Agreements (AWAs). SEAs and AWAs continue to apply until they are ceased by either party. Whilst there continues to be employees covered by SEAs and AWAs in the ACTPS, no new arrangements can be commenced using these instruments.

Table 1: Attraction and Retention Incentives, benefits paid under Australian Workplace Agreements and Special Employment Arrangements as at 30 June 2019

	30 June 2019 ⁷
Total number of ARIns as at 30 June 2019	323
Total number of SEAs as at 30 June 2019	6
Total number of AWAs as at 30 June 2019	8
Number of new ARIns commenced in 2018-19	256
Number of ARIns terminated during 2018-19	443
Number of SEAs terminated during 2018-19	3
Number of AWAs terminated during 2018-19	1
Number of ARIns and/or SEAs providing for privately plated vehicles as at 30 June 2019	1
Total additional remuneration paid⁸ under AWAs, ARIns and SEAs during 2018-19	\$19,530,599

ARIns, SEAs and AWAs were provided to employees across a wide range of classifications and specialist roles throughout the 2018-19 reporting year. Of the 337 ARIns, SEAs and AWAs in place at 30 June 2019, 259 are within Canberra Health Services making up 76.9 per cent of the total number across the ACTPS. Canberra Health Services reported using ARIns to ensure it can attract and retain key staff with skills and abilities essential to service delivery, particularly medical practitioners. The number of CHS staff covered by ARIns has reduced significantly in the past 12 months, as long-standing arrangements for health professionals have been incorporated into enterprise agreements.

The additional remuneration paid under the Canberra Health Services arrangements accounts for approximately 92.9 per cent of the total additional remuneration paid in the ACTPS. The arrangements apply to employees with notional salaries ranging from \$73,874 per annum to \$345,442 per annum.

⁷ For the purposes of reporting ARIns, SEAs and AWAs, the City Renewal Authority and Suburban Land Agency data is included in Chapter 7, Public Sector Bodies.

⁸ Total additional remuneration paid under AWAs, ARIns and SEAs during 2018-19 is an approximate figure.

The other seven directorates reported ARIns, SEAs and AWAs being used for officers notionally ranging from an Administrative Services Officer Class 5 to a Senior Officer Grade A and across different employment classification groups such as Professional Officers and Information Technology Officers.

Please note that some ARIns do not contain additional remuneration and instead may contain some other non-remuneration benefits.

During the reporting year, the Education Directorate used a Group ARIn to enable the payment of an allowance for School Assistants providing health care tasks/procedures through the Health Access at School Program (HAAS). The Group ARIn was initiated in order to provide authority for the payment of the allowance during the life of the ACT Public Sector Administrative and Related Classifications Enterprise Agreement 2014-2017. The Group ARIn ceased on commencement of the new ACT Public Sector Administrative and Related Classifications Enterprise Agreement 2018-2021 which includes provision for the new HAAS Allowance.

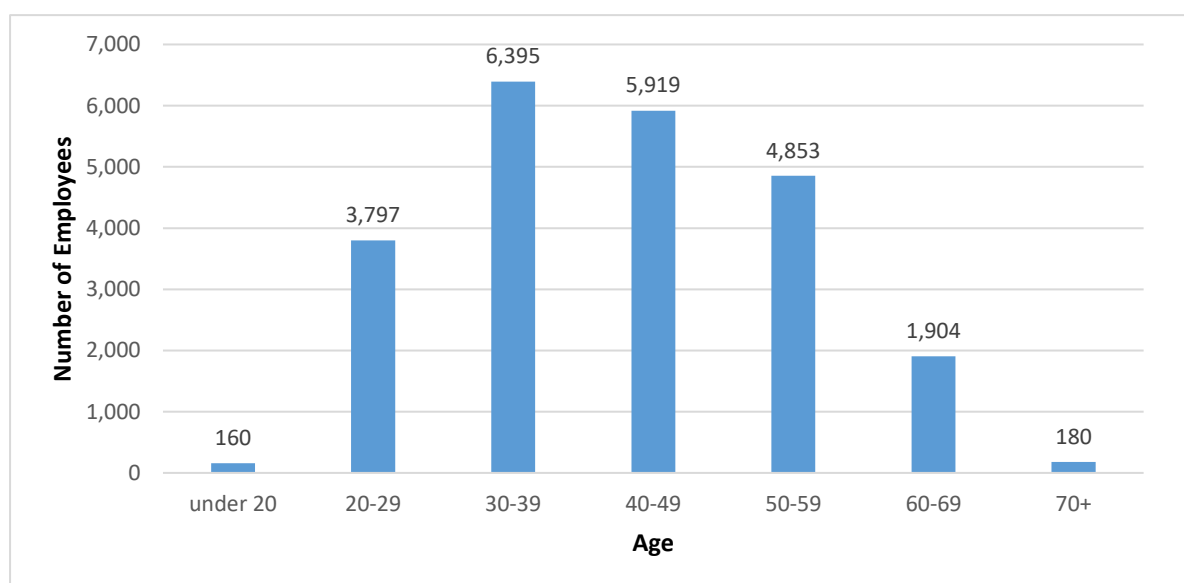
Shared Services within CMTEDD predominantly used ARIns in ICT areas, where skill shortages such as specialist IT, Finance and Human Resources business integration and solutions architecture are in high demand across ACTPS but also in the Federal Government and Private Sector. ACT Health Directorate also reported challenges in attracting and retaining highly skilled IT professionals.

2.2 Age Profile

During the 2018-19 reporting year, the age profile of ACTPS employees remained consistent with previous years. Graph 1 shows the distribution of the ACTPS workforce by age group and highlights that the majority of ACTPS workers are aged between 30 and 59 years old.

Of the 23,208 ACTPS employees, 17.1 per cent were 29 years old or younger, 53.1 per cent were between the ages of 30 and 49 years old, and 29.9 per cent were 50 years old or older.

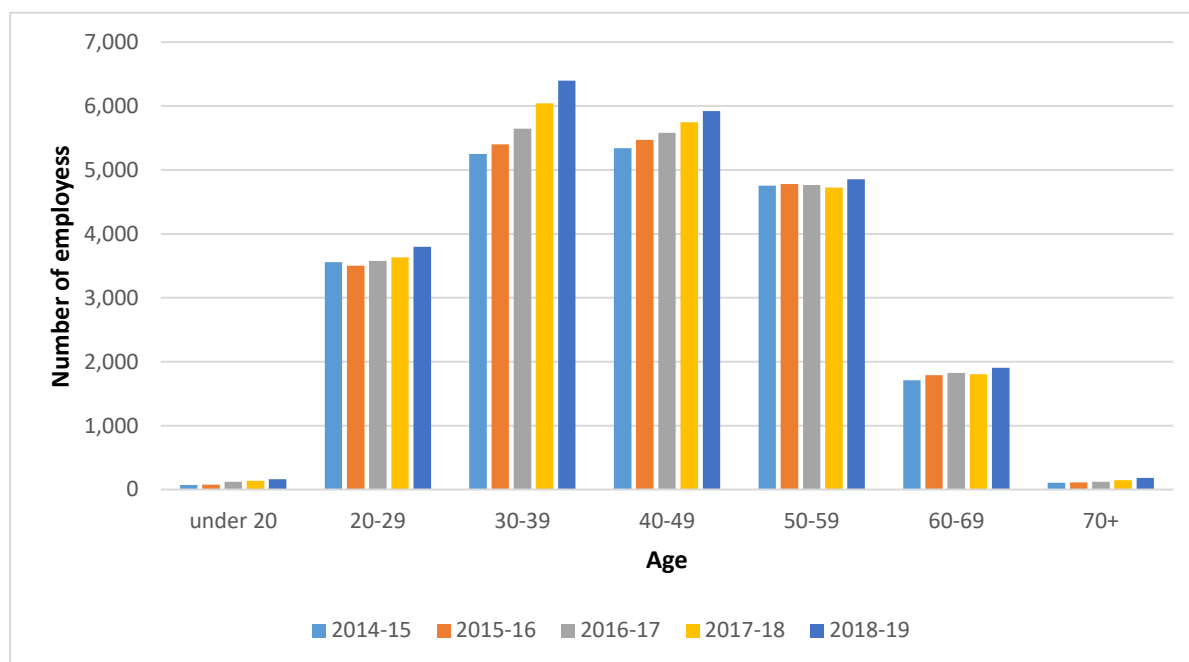
Graph 1 – Age Profile of the ACTPS Workforce (30 June 2019)



Graph 2 below illustrates the change in the age of the ACTPS workforce over the previous five-year period. Consistent with previous years there have been slight variations in the proportion of each age group from June 2015 to June 2019. That is, the trend continues to show a pattern of gradual ageing of the ACTPS workforce.

The ACTPS workforce experienced the highest growth in headcount during the last twelve months in employees between the ages of 30 to 49 years old with a total increase of 530 employees. The 30 to 39 age group increased by 356 employees and the 40 to 49 age group increased by 174 employees. All other age groups had minimal change in their growth.

Graph 2 – Change in ACTPS Age Profile (June 2015 – June 2019)



2.3 Gender Profile

Gender, as defined in the Australian Government Guidelines on the Recognition of Sex and Gender is *'part of a person's personal and social identity. It refers to the way a person feels, presents and is recognised within the community. A person's gender may be reflected in outward social markers, including their name, outward appearance, mannerisms and dress'*⁹.

At June 2019, the ACTPS consisted of employees who identified as male, female and Indeterminate/Intersex/Unspecified (referred to as Gender X). Employees who identify as Gender X are those individuals who do not exclusively identify as male or female (i.e. a person of a non-binary gender)¹⁰.

⁹ Australian Government Guidelines on the Recognition of Sex and Gender, Australian Government, 2013, <https://www.ag.gov.au/Publications/Documents/AustralianGovernmentGuidelinesontheRecognitionofSexandGender/AustralianGovernmentGuidelinesontheRecognitionofSexandGender.pdf>

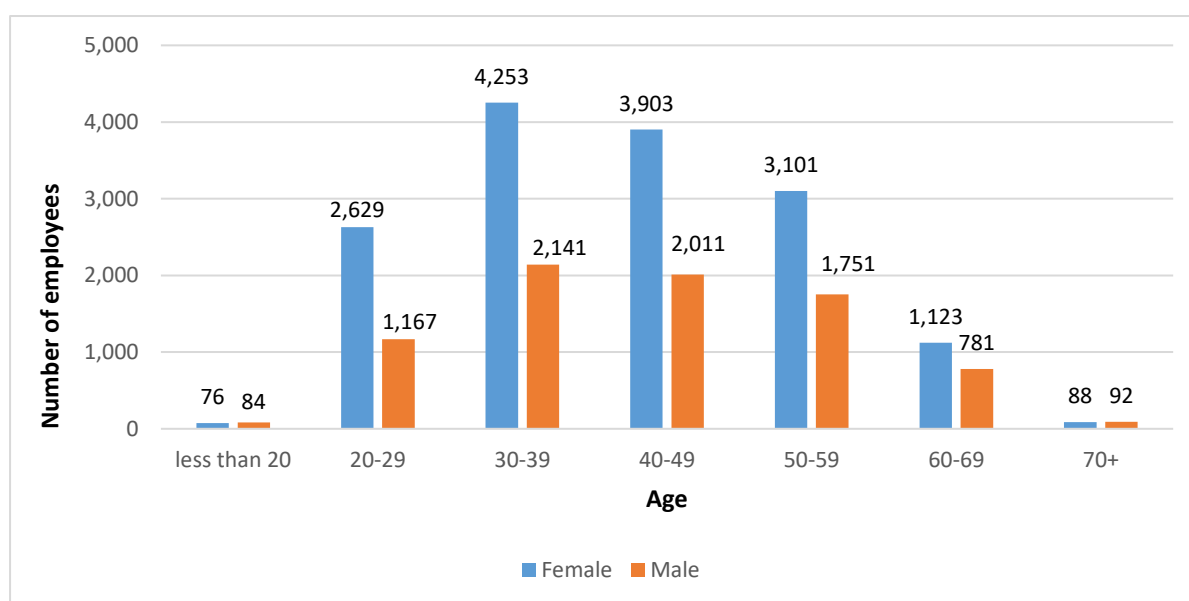
¹⁰ *ibid*

For the purposes of reporting in the 2018-19 State of the Service Report, gender information is presented as male/female only. While the ACTPS recognises that there are employees who identify as a gender other than male or female, for privacy reasons this information is not included where data has been broken down by gender.

At June 2019, the ACTPS workforce comprised of 15,173 female employees which is equivalent to 65.4 per cent of the workforce (based on headcount). Similar to last year, the representation of females in the ACTPS is approximately 17 per cent higher than the representation of females in the ACT labour force (49.0 per cent at June 2019)¹¹, and approximately 18 per cent higher than in the Australian labour force (47.0 per cent at June 2019)¹². In comparison, male employees total 8,027 or 34.6 per cent of the ACTPS.

Illustrated in Graph 3 is the number of female and male employees by age group. Like last year, there are more females than males in all age groups across the ACTPS, with the exception of the less than 20 age group and the over 70 cohort. Given females make up 65.4 per cent of the total ACTPS workforce, the higher proportion of females in each age group is to be expected. Of all the age groups, the highest proportion of females is in the 30-39 age group at 69.2 per cent. The lowest proportion of females is in the age group under 20 at 47.5 per cent.

Graph 3 – Gender Profile by Age (June 2019)



At June 2019 the average salary of females in the ACTPS was \$93,911 and the average salary of males was \$95,363.

¹¹ Australian Bureau of Statistics, Labour Force Australia 6202.0

<https://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/6202.0Jul%202019?OpenDocument>

¹² Ibid

The gender pay gap for the 2018-19 reporting year is 1.5 per cent. This means that females in the ACTPS are paid slightly less than their male counterparts, with the average female earning \$0.98 for every \$1 earned by males. From June 2018 to June 2019 the gender pay gap reduced by 0.8 per cent. While it is difficult to conclusively determine reasons for the reduction in gender pay gap, a likely attributing factor is the increase in the number of female staff in the greater than \$90,000 salary range. In 2018-19 there were 50 per cent of female staff in the greater than \$90,000 salary range, as shown in Graph 4. This compares with 44.7 per cent of males falling in the same group.

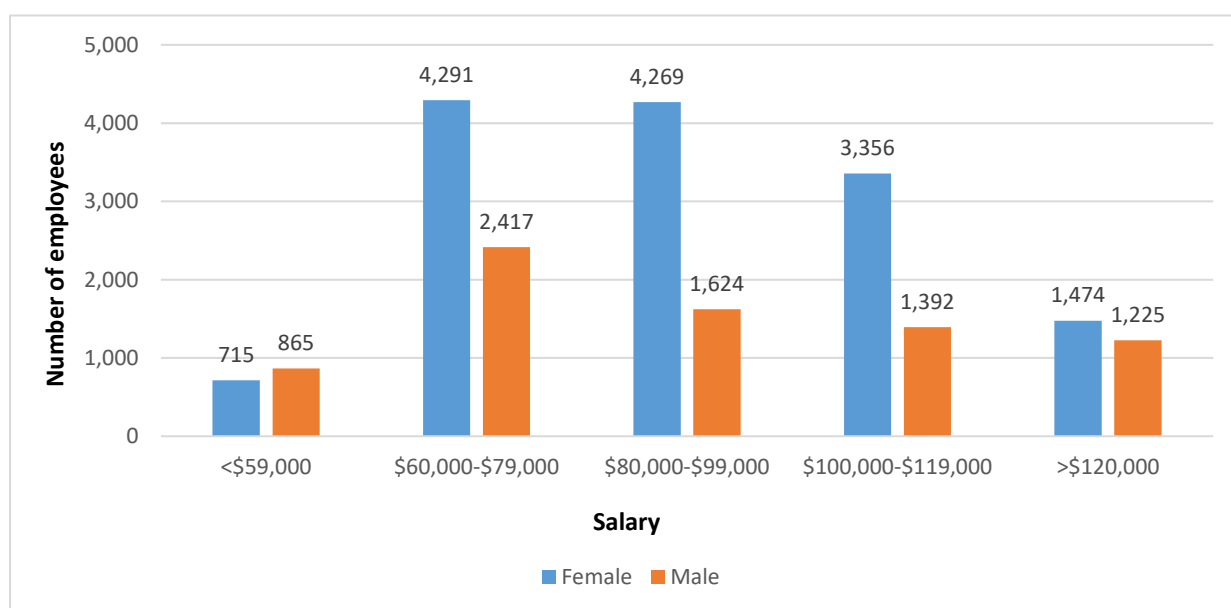
Comparatively in 2017-18, the percentages for the greater than \$90,000 salary range were 46.2 per cent female and 42.4 per cent male. The growth in the number of staff represented in the greater than \$90,000 range for 2018-19 is 13.1 per cent for females while males increased 9.3 per cent. Of the entire increase in staff over \$90,000, 74.1 per cent were female and 25.9 per cent were male. When compared to the gender split of the ACTPS, this indicates that a higher proportion of female staff moved into the greater than \$90,000 salary range in 2018-19, bringing the average salary up and closing the gender pay gap.

Research continues to identify and support that gender pay gaps are lower in those organisations with higher representation of females in executive leadership roles¹³. This is certainly the case for the ACTPS with 52.5 per cent of the Senior Executive Service being females, an increase from 46.1 per cent in 2017-18.

In the ACTPS, females and males undertaking the same job receive the same remuneration. That is, females and males with the same role and responsibilities receive the same salary (for example a female and a male in an Administrative Services Officer Class 6 position receives the same salary, just as a female and a male in a Classroom Teacher 1 position receives the same salary).

¹³ Cassells R, Duncan A and Ong R (2017), Gender Equity Insights 2018: Inside Australia's Gender Pay Gap, Bankwest Curtin Economics Centre, Workplace Gender Equality Agency - Gender Equity Series, Issue #2, March 2017.

Graph 4 – Gender Profile by Salary Range (June 2019)¹⁴



Graph 4 shows the number of male and female employees across different salary groups in the ACTPS. There are significantly more females in the \$60,000-\$119,000 salary groups, while in the under \$59,000 and over \$120,000 salary groups the number of females and males is more similar.

Over the past year the number of females has increased in all salary groups above \$60,000. The highest increase was within the \$60,000 to \$79,000 range from 3,805 in 2018 to 4,291 in 2019, an increase of 486 female employees. Comparatively, over the same period the number of males has remained consistent across all salary ranges.

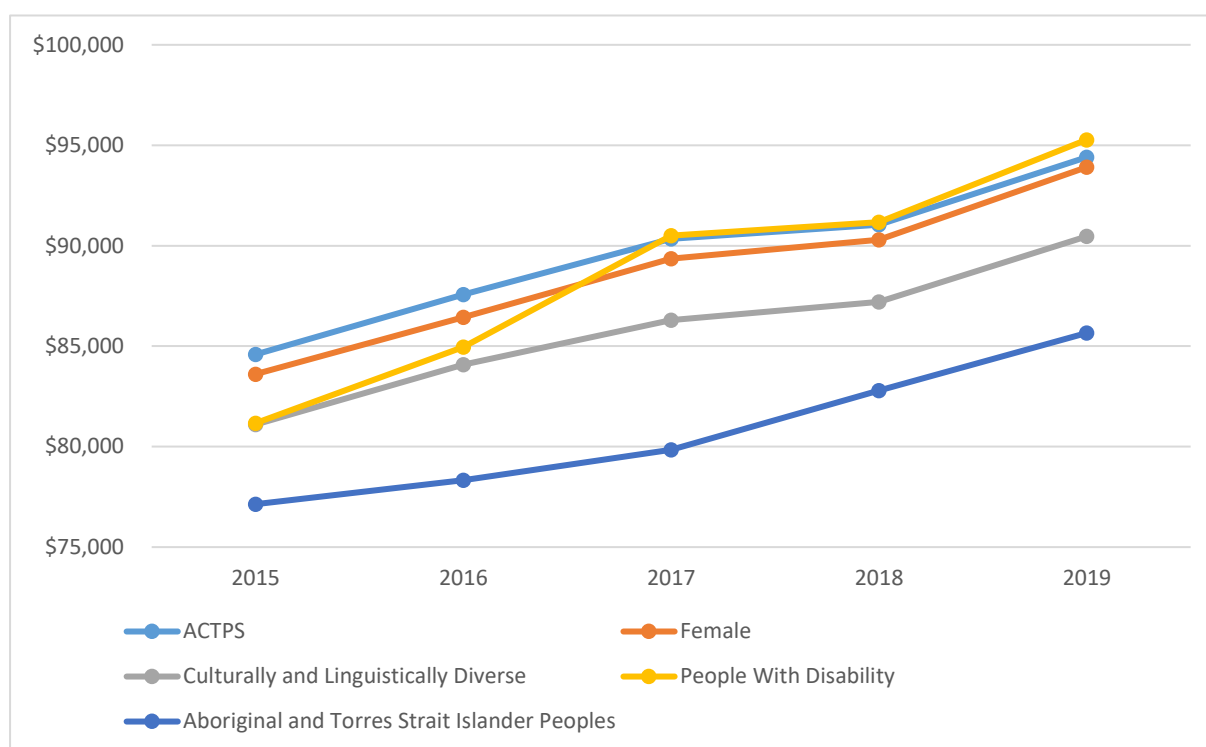
Females hold 52.5 per cent of Senior Executive positions in the ACTPS, a proportion that has increased by roughly ten per cent over the past five years (43.1 per cent at June 2014). Of those Senior Executive positions five out of eight Directors-General are females.

Females working in the ACTPS hold a diverse range of professions, including: Administrative Officers, Ambulance Officers, Fire and Rescue Officers, Information Technology Officers, Teachers and Transport Officers. At June 2019 the professions with the highest proportion of female employees were: Nurses and Midwives (86.1 per cent), Health Assistants (82.8 per cent), Health Professional Officers (80.6 per cent), Teachers (76.8 per cent), Legal Support Officers (75.0 per cent), Legal Officers (74.8 per cent) and Administrative Officers (74.4 per cent).

Graph 5 provides an overview of the average salary growth of females over the last five years in comparison to other diversity groups and the overall ACTPS workforce.

¹⁴ Data for Gender Profile by Salary Range excludes casuals.

Graph 5 – Comparison of average salary (June 2015 - June 2019)



2.4 Flexible Working Arrangements

The ACTPS recognises the need to provide sufficient support and flexibility at the workplace to assist employees in achieving work and life balance and to meet their caring responsibilities. While family friendly initiatives are important aspects of work and life balance, it is also important that all employees at all stages in their working lives are supported.

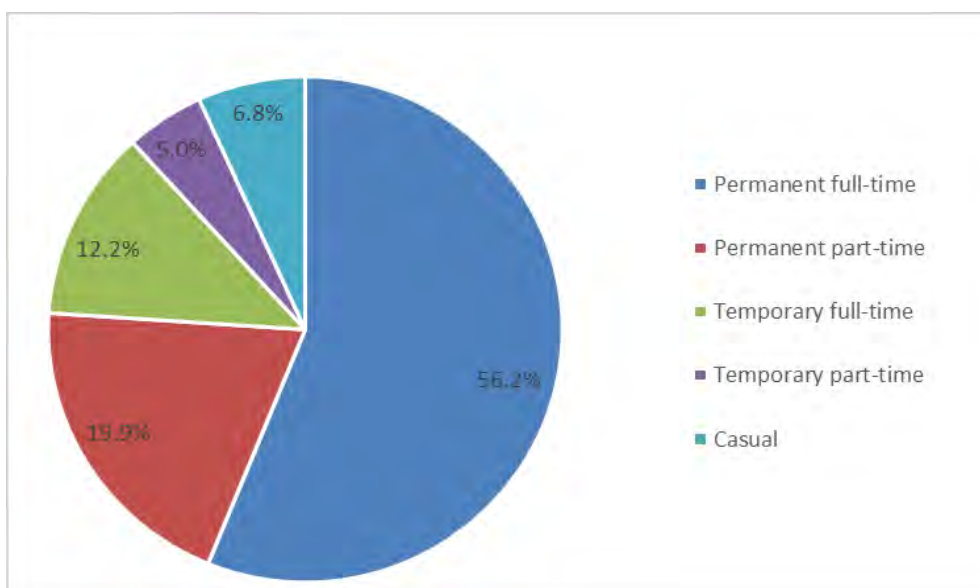
To assist employees in balancing work and personal commitments, flexible working arrangements are available. Examples of these flexible working and leave arrangements include:

- > flexible starting and finishing times;
- > ability to take a few hours off work, and make it up later;
- > home based work on a short or long-term basis;
- > part-time work;
- > job sharing;
- > purchased leave;
- > annual leave;
- > long service leave;
- > leave without pay; and
- > other leave, such as to attend an Aboriginal or Torres Strait Islander ceremony or meeting, accompany a partner on a posting, or attend a sporting event as an accredited competitor or official.

In the ACTPS, employees who work part time make up almost one quarter of the workforce. The high proportion of permanent part time employees in the ACTPS demonstrates that this commitment is being supported through part time arrangements. Part time work allows employees to combine employment with other activities such as education or raising or caring for family and allows both female and male employees to maintain a healthy work life balance while progressing their careers.

Displayed below in Graph 6 is the ACTPS workforce by employment category. At June 2019, 24.8 per cent of the workforce worked part time (5,763 employees), which is slightly lower than both the percentage of part time employees in the ACT labour force (28.2 per cent)¹⁵ and the Australian labour force (31.9 per cent)¹⁶ at June 2019. Since June 2018 the number of employees working part time has risen by 267 employees, which is consistent with the growth since over the past five years.

Graph 6 – ACTPS Workforce by Employment Category (June 2019)



As can be seen in Table 2, at June 2019 there were 960 part time Culturally and Linguistically Diverse employees, representing 16.6 per cent of the total number of part time employees. People with Disability made up 2.4 per cent, and Aboriginal and Torres Strait Islander Peoples made up 1.5 per cent.

Consistent with previous years, the majority of ACTPS part time employees are female (82.7 per cent). At 30 June 2019, 31.4 per cent of females worked part time in comparison to 12.4 per cent of males. The percentage of males who work part time has increased by 0.6 per cent within the last 12 months.

¹⁵ Australian Bureau of Statistics, Labour Force Australia 6202.0.

<https://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/6202.0Jul%202019?OpenDocument>

¹⁶ Ibid.

The proportion of ACTPS part time employees who are female is approximately 15 per cent higher than the percentage of female part time employees in both the ACT labour force¹⁷ (65.9 per cent) and Australian labour force¹⁸ (69.1 per cent) at June 2019.

In the ACT labour force, 38.3 per cent of all females work part time compared to 18.6 per cent of all males¹⁹, and in the Australian labour force 46.2 per cent of females work part time compared to 19.2 per cent of all males²⁰.

Table 2: Part time employment by diversity (June 2019)

	ACTPS	Females	Aboriginal and Torres Strait Islander Peoples	People with Disability	Culturally and Linguistically Diverse
Permanent part time	4,610	3,855	63	119	773
Temporary part time	1,151	916	24	22	187
Total part time	5,768	4,771	87	141	960

As shown in Table 2, part time employees within the ACTPS are predominantly employed on a permanent part time basis, with these employees making up 79.9 per cent of all part time employees. Trends within the part time workforce have remained consistent with previous years, and the proportion of part time employees who identified with a diversity group has also remained largely unchanged.

¹⁷ Ibid.

¹⁸ Ibid.

¹⁹ Ibid.

²⁰ Ibid.

Chapter 5

Innovative, collaborative
and responsive

CHAPTER 3: INNOVATIVE, COLLABORATIVE AND RESPONSIVE

3.1 Workforce Planning

The Chief Minister's Statement of Ambition recognises that an effective public service must '*attract and retain the talented people that can help make our city great.*'²¹ The ACTPS workforce is continuing to be shaped and supported through a range of whole of government workforce strategies.

A modern work environment

The ACT Government is committed to providing contemporary and innovative work environments that support staff to deliver services to the Government and the broader community.

Activity Based Work (ABW) has been endorsed as the presumptive model for the refurbishment of existing office accommodation across the ACTPS. This decision has also informed the design of the Dickson and Civic office buildings, which are expected to be occupied by the ACTPS in 2020 and will accommodate 3,000 employees across both buildings.

Currently, over 800 ACTPS employees are working flexibly in ABW-designed office environments at a number of locations. Lessons learned from each roll-out of ABW environments have been applied to the design of subsequent office fit outs. Collaboration with the unions has occurred. Significant knowledge and experience has been established to inform the change program that will assist to transition staff into the Civic and Dickson office blocks.

Workforce Transformation Program

A cross-Service working group of Human Resource Directors has supported the development of people and workplace culture across the ACTPS by focussing on the transition of staff to the new Government Office Blocks.

Two important outcomes were achieved in 2018-19: the development and launch of a package of team resources called *Culture Ready Conversation Starters* and a 'Train the Trainer' program for HR practitioners focused on the emotional and interpersonal aspects of organisational change called the *Dynamics of Change Program*.

A new intranet portal was also developed and released during the reporting year. The Workforce Transformation Portal is a whole of government intranet platform for staff moving to the Dickson and Civic Office blocks.

To further support workforce transformation, additional resources and tools will be developed in 2019-20 for people managers and staff. These will focus on staff in ABW environments.

²¹ Canberra: A statement of Ambition, page 7,
http://www.cmd.act.gov.au/_data/assets/pdf_file/0006/865482/Canberra-A-Statement-of-Ambition.pdf

Culture Ready Conversation Starter Resources

Culture Ready Conversation Starter Resources assist managers and teams to build positive team cultures through regular, good quality communication and engagement with each other. The resource topics include: collaboration and communication; change management; team innovation and strategic thinking. The resource also provides guidance for managers on how to manage team conversations.

The resources are available on the Workforce Transformation Portal.

Work will continue in 2019-20 to monitor the frequency with which the resources are accessed, and any feedback received about them.

Dynamics of Change

In 2018, Human Resource Directors identified further opportunities to support Workforce Transformation activities by sharing the Dynamics of Change Program. The Program is a best practice training program for managers and staff, developed by Canberra Health Services (CHS).

The program supports managers to navigate emotional or interpersonal elements of organisational change and effectively lead teams through transitions. Phase one of the program is a manager workshop with a supporting manager guidance document, followed by an ongoing peer support network for managers. Phase two is a facilitated team workshop.

To create positive change processes across Directorates, CHS shared the program for use across directorates. A CHS facilitator delivered a program demonstration session and a series of dedicated Dynamics of Change 'Train the Trainer' sessions. Sixteen HR practitioners and managers participated in the demonstration of the program material and thirteen practitioners participated in dedicated Dynamics of Change 'Train the Trainer' sessions. These practitioners are currently involved in workforce transformation and change projects in their respective directorates.

University of Canberra Smart Work Study

In November 2018, researchers from the University of Canberra Institute for Governance and Policy Analysis commenced a study into 'smart work' practices in the ACTPS.

Smart work is a collection of working practices and employee attitudes that include alternative work arrangements such as part-time or home-based work; flexible working practices such as jobshare arrangements and contemporary working practices and office design such as ABW environments.

The University of Canberra research team have completed an extensive literature review and a series of face to face interviews with ACTPS personnel and expect to publish their research for peer review in 2019-20.

Australian Public Service Commission (APSC) Branch Out Pilot

The ACTPS has joined a collaborative cross-government working group run by the APSC on the secondment 'Branch Out' Pilot program.

The program aims to help participating organisations transform and advance their policy and business outcomes by strengthening cross-sector relationships and building capability through secondments. Work will continue on this program in 2019-20.

Whole of Government Training Panel

A new Whole of Government Training Panel commenced on 1 July 2018 which offered a larger choice of courses with additional providers. The new panel arrangement provides directorates and public sector bodies with access to a variety of suppliers who provide contemporary, future focussed and structured training.

Forty providers have formed part of the Training Panel. The new Panel offers the following training categories:

- > Communication and Engagement – 19 providers;
- > Computer Skills – 3 providers;
- > Executive Development – 9 providers;
- > Emergency Response and Fire Safety – 4 providers;
- > First Aid – 8 providers;
- > Inclusion – 6 providers;
- > Management and Leadership – 20 providers;
- > National Qualifications – 13 providers;
- > Self-Development – 14 providers;
- > Work Safety – 11 providers; and
- > Working in Government – 12 providers.

Training in Executive Development, Emergency Response and Fire Safety and Inclusion were added as standalone sessions to the training categories for the first time.

During the reporting year, there were 1,696 attendees as part of the ACTPS Training Calendar. The most popular courses covered topics such as Essential Writing Skills, Introduction to Procurement, Job Applications and Interview skills, First Aid courses and Respect, Equity and Diversity.

ACTPS Graduate Strategy

The ACTPS Graduate Program is a program designed to recruit the graduates needed to build an agile, responsive and innovative public service and ensure the future provision of services to the Canberra community.

To support these aims, the Strategic Board has endorsed the development and implementation of a Graduate Strategy.

During the reporting year, an interim report into the ACTPS Graduate program was delivered. The ACTPS Graduate Strategy Interim Report looked at the evidence on the effectiveness of current ACTPS whole of government graduate talent management and provided a focus on opportunities for future improvements to the ACTPS Graduate Program. Primary data on existing graduate career development and cohort characteristics was gathered and analysed. Qualitative data about graduate workforce planning was obtained through an ACTPS Strategic Workforce Plan Survey. The survey generated useful feedback on the future business needs and current experiences of graduates and the ACTPS Graduate Program.

In June 2019, the ACTPS Graduate Strategy 2021-2026 was approved by Strategic Board. The Strategy identified improvements to the ACTPS Graduate Program in five areas:

- > a renewed focus on attracting and retaining inclusion graduates and graduates from key professional groupings;
- > communication and engagement with potential graduates on the breadth and impact of working in the ACTPS and promoting our organisation as a graduate employer of choice;
- > shaping a tailored learning experience to support graduate learning in both technical and generalist ACTPS capability;
- > establishment of an Executive Stream Sponsor role to better match graduate talent with business areas and workforce planning needs and graduate recruitment focus for the next five years; and
- > measuring what matters and listening to the business, the data and graduates themselves to achieve continuous improvement.

The Strategy is currently being rolled out across the ACTPS. More information on the Graduate program is available in Section 2.1, Attraction and Retention.

3.2 Senior Executive Service

The capability of public service senior executives is key to successfully driving outcomes and delivering better services to the Canberra community. The Head of Service has been driving reforms to create a more agile and mobile Senior Executive Service.

Mobility

The *Public Sector Management Act 1994* (PSM Act) was amended in 2016 to establish the Senior Executive Service (SES). The amendments created a clearer delineation between executive levels and provided for ACTPS executives to be engaged as members of the SES rather than to specific executive positions.

These changes were designed to facilitate greater mobility arrangements and temporary assignments across the ACTPS according to an executive's skills and capabilities and to enable operational requirements in order to meet Government priorities. Whilst reinforcing the 'One Service' model, these arrangements also provide career development opportunities and help to broaden the experience of executives across the ACTPS.

In order to facilitate mobility of the SES, all temporary and permanent positions are advertised, with executives encouraged to apply for opportunities in different areas of the ACTPS.

Revised Executive Classification Structure

On 1 July 2018, the PSM Standards 2016 were amended to introduce a revised executive classification structure. This change further supports amendments made in 2016 to the PSM Act by creating a four band 16-point executive classification structure replacing the previous three band 12-point executive structure. This revised structure enables a clearer delineation between executive levels.

The new executive classification structure has been based on the findings of an independent review of the executive structure, the first review of the executive structure conducted since the original structure was established in 1994. The review included a comprehensive interjurisdictional analysis of Commonwealth, State and Territory executive structures.

The ACT Remuneration Tribunal issued a new determination to reflect the revised structure which commenced on 1 July 2018.

Remuneration Tribunal Major Review into the Senior Executive Service remuneration, allowances and other entitlements

During 2018-19, the ACT Remuneration Tribunal delivered its major review of the ACT Public Service Senior Executive Service (SES) remuneration, allowances and other entitlements²².

This was the first review into ACTPS SES remuneration, allowances and other entitlements since the ACTPS was established. The Remuneration Tribunal acknowledged the significant roles and responsibilities of executives that have evolved since the establishment of the ACTPS in 1994 and the competitive environment in which the ACTPS operates. The Remuneration Tribunal noted the importance of the ACTPS to be competitive with the Australian Public Service (APS) and its closest neighbour, New South Wales. The Remuneration Tribunal is continuing to monitor the competitiveness of the ACTPS Senior Executive Service with other jurisdictions, particularly the APS and NSW.

Standardised Senior Executive Service position titles

During the report year, the Head of Service commenced the implementation of a consistent approach to standardising position titles for executives across the ACTPS. The standardised position titles are:

- > Band 1: Executive Branch Manager;
- > Band 2: Executive Group Manager;
- > Band 3: Deputy Director-General; and
- > Band 4: Director-General.

Executive Learning and Development

A key focus in 2018-19 has been strengthening the leadership and capability of the ACTPS executive cohort. The Executive Speaker Series presents an opportunity for the ACTPS executive cohort to hear from leading key note speakers and provides time for executives to network and discuss opportunities and some of the challenges in improving the way the ACTPS operates. During the year, the Executive Speaker Series focussed on the development of strategic leadership, change management skills and collaboration. There were six events held with an average of 166 participants per event. The speakers included the Chairperson of the Aboriginal and Torres Strait Islander Elected Body, the Ombudsman, the Public Sector Standards Commissioner and the Director of Public Prosecutions.

²² ACT Remuneration Tribunal Major Review: ACT Public Service Senior Executive Service remuneration, allowances and other entitlements, <https://www.remunerationtribunal.act.gov.au/major-reviews>

During 2018-19, 58 ACTPS senior executives took part in Executive Learning and Development which provided a focus on policy skills development. During 2019-20 Executive Learning and Development will focus on the Leading Digital Transformation Program. The program will support executives to:

- > lead the movement for digital transformation;
- > create public value through digital ways of working;
- > create the environment for successful digital transformation;
- > mobilise colleagues to deliver digital transformation and change; and
- > recognise where and how to prioritise effort to create a roadmap for a digital future.

3.3 Delivering digital services and engaging with the Community

The ACT Government Digital Strategy articulates a vision of the Territory as a leading digital city that embraces revolutionary and innovative technology, with an ACTPS that is fully engaged with digital service delivery. It allows the ACT Government to engage with citizens and staff, business and academia, to stand behind a common vision to capitalise on the opportunities of the digital age.

This section provides a snapshot of some initiatives being delivered in this area.

Access to government information and data

By making effective use of data, the ACTPS is making more informed decisions and delivering more tailored services for the Canberra community.

Developing the capability of employees in data analytics and data management provides significant opportunities to strengthen our performance as a service. Data analytics has the potential to help identify new perspectives on complex problems and improve outcomes.

During 2018-19, the Office of the Chief Digital Officer (OCDO) in CMTEED established the ACT Data Analytics Centre (formerly known as the Centre of Data Excellence). The Centre consists of a team of data experts, an ACT-wide scalable data analytics platform and associated governance arrangements. The purpose of the Centre is to enable better services and policies by using data more effectively. The centre also embarked on nine Data Analytics Projects aimed at enhancing practice, discovering new insights, and building analytical and visualisation capabilities within the ACTPS.

SNAPSHOT

GovHack 2018

The Office of the Chief Digital Officer coordinated the whole of Government sponsorship of GovHack 2018 – Australia’s largest community hackathon, which focuses on using government open data to solve real-world problems.

Ten challenges were set for the local competition, held over the weekend of 7-9 September 2018. Canberra was well represented, with a total of ten local teams, covering 12 different projects, receiving national recognition. The ACTPS representatives were runners up to Queensland in the Best State/Territory Participation category.

Open Access

The *Freedom of Information Act 2016*, which commenced on 1 January 2018, introduced an open access regime that ensures regular disclosure of certain categories of government information.

Public access to government information ensures greater transparency and strengthens democratic government. Information sharing better enables the community to contribute to policy formulation, assist government regulation, participate in program administration, provide evidence to support decision making and evaluate service delivery performance.

The ACT Open Access Information website was launched in early 2019 which provides a convenient, central place from which the community can search for agencies’ functional information, policies, information about government grants and other categories of open access information released under the *Freedom of Information Act 2016*. The site also provides links to other important sources of government information such as legislation, the ACT Budget, open data and historical government archives.

During the reporting year, Directorates were required to monitor the number of decisions to publish open access information, the number of decisions not to publish open access information, and the number of decisions not to publish a description of open access information withheld. This information is collected and reported in individual Directorate annual reports, which are available at https://www.cmtedd.act.gov.au/open_government/report/annual_reports.

The ACT Open Access Information website can be accessed at <https://www.act.gov.au/open-access>.

Digital transformation

The ACTPS has been working to meet the government’s objective to establish Canberra as a fearlessly digital city that has embraced revolutionary and innovative technology to grow and diversify our economy, connect our people, accelerate our learning, and nurture our culture and community.

The Office of the Chief Digital Officer (OCDO) within CMTEDD is responsible for setting the digital strategic direction across the ACT Government. The OCDO has been working with Directorates to deliver and enhance a range of digital platforms.

ACT Digital (formerly known as iConnect) is a capability that allows people to prove who they are to the government once and be able to access a range of services applicable to them. During 2018-19, more than 7,400 people created a digital account to access these services, including the following two services released in the reporting year:

- > Rental Bond Help that offers eligible people interest-free financial assistance to enter the private rental market; and
- > Transfer My Infringement, for people to transfer their infringement notice to the driver of the vehicle at the time of the offence.

SNAPSHOT

ROBOTIC PROCESS AUTOMATION: PROCESSING WORKING WITH VULNERABLE PEOPLE APPLICATIONS

The Working with Vulnerable People (Background Checking) Act 2011 commenced on 8 November 2012 and requires those who work or volunteer with vulnerable people to have a background check and be registered. When it was designed, the scheme anticipated 40,000 Canberrans would register. Today, there are over 120,000 registrations. The significant increase in applications led to extended processing times, increasing potential risk to the most vulnerable and delaying workforce participation for people in key service and support roles.

Access Canberra's solution was to employ Robotic Process Automation (RPA) and machine learning as a solution to the number of simple, repetitive tasks in the application process. The software, or "bot", named Raider, has become an integral part of the team, freeing people to be redeployed and trained in higher value tasks, where their skills and expertise can best be utilised. Thanks to Raider and the team, the average processing time has been significantly reduced. The bot does in 5 minutes what team members previously completed in 17 minutes. In four weeks, the bot learnt the tasks of five people.

By automating a manual process of working between multiple business systems, Access Canberra has been able to provide an economic benefit to Canberra citizens, improve the application experience for individuals and protect vulnerable members of the community. Internally, team members have been upskilled and morale has been lifted by the removal of a significant backlog of work. In this project, Access Canberra demonstrated that if you trust people and prepare them for change, they'll positively engage with the change process.

During 2018-19, CMTEDD delivered the following digital services to give staff and customers the option of dealing with the ACT Government online:

- > Establishment of an online job application form: A Whole of Government online job application form was created, digitising a previously paper-based process. This was launched in late May 2019, with over 1,000 applications received in the first month (June 2019).
- > Automated Salary Report approvals: The process has automated the way cost centre managers approve their cost centre report(s), digitising a previously paper-based process.
- > Long Service Leave Automation Project: A system for the automated calculation and reporting of Long Service Leave entitlements.

The Security and Emergency Management Branch in JACS commenced Project Bluesky to make the storage and retention of CCTV data more efficient by using data centres.

Housing ACT is driving a \$2.134 million business transformation program to deliver a modern digital service platform for its clients. Work to deliver the program began in 2018-19. Through this program, Housing ACT has launched its first digital client service, Rental Bond Help.

In May 2019, the ACT Health Directorate delivered the *Digital Health Strategy 2019-2029*, which sets out key strategic priorities and objectives to guide the development of future health services across the public healthcare system in the ACT. The Directorate is also investing in a range of important strategies to operationalise these objectives and support reform priorities.

SNAPSHOT

ACT HEALTH MOBILE APP

As part of the Digital Health Strategy 2019–2029, ACT Health launched a new ACT Health mobile app. The app provides real-time waiting times for emergency departments and Walk-in Centres across the ACT.

The app enables members of the public to find location details, travel directions and average waiting times to help them make an informed decision about the best location to visit. The app also allows users to learn more about what to expect during and after a stay in hospital. The app can be accessed on the Google Play store or the Apple App store.

Digitising Government records

Digitisation supports the commitment by the ACTPS to reducing paper waste and red tape.

During the reporting year, CMTEDD commenced implementation of an Electronic Document and Records Management System (EDRMS). Approximately \$2.1 million was appropriated for the 2019-20 financial year for this initiative in the 2018-19 Budget. This initiative is a key enabler of the transition to digital record keeping across the ACTPS. The EDRMS project team has initially focused on implementing the system to those Directorates moving into the new Civic and Dickson office blocks to support Activity Based Work in 2020.

The Territory Records Office (TRO) has engaged in driving the transition of recordkeeping from paper to digital form. The provision of authentic, reliable, accessible and authoritative digital records of government activity is vital to support the ACTPS in its efficient administration, informed decision-making, accountability and community memory. The TRO, in partnership with Shared Services, is leading the widespread implementation of digital records solutions in the ACTPS.

Human Resources Information Management System

During the reporting year, further work was completed in planning for the Human Resources Information System (HRIMS). The HRIMS will deliver an ICT solution that will optimise Payroll Services' integration with effective Human Capital Management within the ACTPS. This will increase efficiency, improve service delivery and create a more strategic approach to managing human capital within the ACTPS. The HRIMS will replace the current system, Chris21 Employee Self Service System.

During 2019-20 the HRIMS project will focus on the design, build and implementation phases of the program. The 2019-20 Budget has appropriated approximately \$4.3 million for the HRIMS project. This work is being overseen by the HRIMS Steering Committee who will have ongoing responsibility for the strategic direction of this significant program. The HRIMS will be implemented in a phased approach over three releases, commencing in the third quarter of 2020 and concluding in the first quarter 2021.

Engaging the community

The ACTPS has been working to collaborate and engage with the community on policies and projects.

YourSay Community Conversations

The Communications and Engagement Division in CMTEDD has supported directorates to use the YourSay Community Conversations (YourSay) website as the place for online consultations with the community.

In 2018-19, there were more than 100,000 visitors to YourSay, and the YourSay e-newsletter had more than 6,500 subscribers. Some significant engagements included:

- > a New Bus Network for Canberra, with 11,500 pieces of written feedback received, and 12,913 conversations held with the community; and
- > ACT Planning Strategy Refresh, with 911 quick poll votes submitted, 90 registered workshop attendees and 675 votes on community priorities.

SNAPSHOT

YOURSAY: CITIZENS' JURY ON COMPULSORY THIRD PARTY INSURANCE

The ACT Government successfully used the YourSay Community Conversation in informing the public about improving the Territory's Compulsory Third Party (CTP) scheme. The government chose to use a citizens' jury process to consider with the community and other key stakeholders how to improve the scheme so it reflects the priorities of Canberrans.

Feedback received was given to the citizens' jury to help inform their deliberations on priority areas for the reformed scheme. The jury – made up of a representative group of Canberrans – met over three weekends to analyse, research and consider submissions from experts, consider feedback from the community, and deliberate about what the objectives of a new scheme should be and choose a new motor accident insurance model. The final report on the chosen model was presented to Chief Minister Andrew Barr MLA on 27 March 2018.

On 19 March 2019, the Chief Minister introduced the Motor Accident Injuries Bill 2019 in the Legislative Assembly - it was successfully passed with some amendments on 16 May 2019.

YourSay Community Panel

During the reporting year, the Communications and Engagement Division has also been working to design, build and deliver a new digital platform to engage with Canberrans. The YourSay Community Panel, due to be launched on 1 July 2019, is a place for Canberrans to share views and opinions through surveys and other research activities.

Panel membership makes it easy and convenient for members to have their say on any device, anywhere and at a time that suits them. Any ACT resident over the age of 16 is eligible to join, including ACT Government employees.

The Panel gives government the ability to recruit participants for focus groups and workshops to gain a deeper understanding from the community.

Feedback sought through research activities will help shape the policies, programs and services that make Canberra a great place to live and work.

The Panel is supported by an online platform with industry-leading security and data segmentation capabilities. The Panel allows government to seek the views and opinions of a representative group of the community on a broad range of topics, as well as evaluate programs, services and communications campaigns. To thank members for their time, they are placed in a monthly prize draw to win e-gift vouchers.

Data security and privacy is one of the most important considerations of the project with advice sought from Shared Services ICT Security and privacy experts within the Government Solicitor's Office as well as an independent Privacy Impact Assessment by Clayton Utz.

Qualified market researchers within CMTEDD will lead the development of the research program to seek the views of the community on a range of topics. Crucial to the Panel's success will be the ability to share the results so that members understand how their views were used to inform decision-making and the improvement of programs and services for the benefit of all Canberrans.

During the 2019-20 reporting year, the team will roll out a targeted marketing and communication campaign to encourage people from a range of age groups and backgrounds to join the panel. For more information, please visit <https://www.yoursay.act.gov.au>.

Customer Relationship Management System

The ACT Government has been trialling a Whole of Government Customer Relationship Management (CRM) system, as part of a suite of initiatives aimed at improving engagement across government.

The CRM supports coordination of common stakeholder relationships in the ACT Government, particularly where relationships cross over several projects and initiatives and are long term in nature. This includes the government's ongoing relationship with community councils, resident action groups, community service providers, peak bodies, industry representative groups, and major employers.

The CRM, Consultation Manager, gives business areas across government free access to a database where they can store information about their formal engagements with stakeholder organisations. Business areas are able to run reports and see what other government engagements are involving their stakeholders.

For stakeholders, the CRM is intended to minimise duplication of their engagements with the ACT Government, to ensure their contributions and conversations are shared across government as appropriate.

Managed by the Communications and Engagement Division in CMTEDD, the CRM is being trialled on a limited use basis. The directorates and agencies in the trial are:

- > Chief Minister, Treasury and Economic Development Directorate;
- > Environment, Planning and Sustainable Development Directorate;
- > City Renewal Authority;
- > Transport Canberra and City Services Directorate; and
- > Suburban Land Agency.

3.4 Workforce Growth

Employment Growth

At 30 June 2019, the ACTPS comprised 23,208 employees. Employment, based on headcount, has experienced another year of growth with a 4.4 per cent increase or 978 employees during the 2018-19 reporting year. Full-time equivalent (FTE) employment also increased by 4.4 per cent, or 862.5 FTE over the same period. At 4.4 per cent, employment growth exceeds that of the general Australian labour force (employment growth of 2.6 per cent during 2018-19) over the same period.

While the ACTPS increased by 978 employees, 79.1 per cent of the total workforce were permanent, 17.5 per cent were temporary and 3.4 per cent were casual employees at the end of the reporting year. Table 3 displays ACTPS employment growth by directorate for the June 2018 to June 2019 period.

Table 3: ACT Public Service Employment Growth by Directorate

Directorates	Headcount			FTE		
	Jun-18	Jun-19	Change (%)	Jun-18	Jun-19	Change (%)
Canberra Health Services ²³	n/a	7,381	n/a	n/a	6,424.8	n/a
Chief Minister, Treasury and Economic Development Directorate	2,411	2,498	3.6%	2,318.6	2,399.0	3.5%
<i>ACT Insurance Authority</i>	18	18	0.0%	18.3	16.7	-8.9%
Community Services Directorate	933	961	3.0%	865.8	900.0	4.0%
Education Directorate	6,814	7,131	4.7%	5,664.1	5,968.3	5.4%
Environment, Planning and Sustainable Development Directorate	672	686	2.1%	635.1	646.7	1.8%
ACT Health Directorate ²⁴	7,607	568	n/a	6,661.2	540.5	n/a
Justice and Community Safety Directorate	1,869	1,910	2.2%	1,781.0	1,822.3	2.3%
Transport Canberra and City Services Directorate	1,906	2,055	7.8%	1,753.9	1,842.3	5.0%
ACTPS Directorates Total	22,230	23,208	4.4%	19,697.9	20,560.4	4.4%

Table 4 below displays employment growth by classification groups. As shown, employment growth has been recorded in the vast majority of ACTPS classification groups. The largest percentage growth has been seen in the following classification groups: Ambulance Support Officers at 27.1 per cent, Transport Officers at 23 per cent, Judicial Officers at 21.4 per cent and Dentists/Dental Officers at 18.8 per cent.

²³ On 1 October 2018, ACT Health split into two organisations, Canberra Health Services and ACT Health Directorate.

²⁴ On 1 October 2018, ACT Health split into two organisations, Canberra Health Services and ACT Health Directorate.

Table 4: ACT Public Service Employment Growth by Classification (Headcount)

Classification group	Jun-18	Jun-19	Change %
Administrative Service Officers	5,500	5,778	5.1%
Ambulance Officers	215	214	-0.5%
Ambulance Support Officers	48	61	27.1%
Bus Operators	740	802	8.4%
Correctional Officers	217	232	6.9%
Dentists/Dental Officers	16	19	18.8%
Disability Officers	3	3	0.0%
Executives	243	255	4.9%
Fire and Rescue Officers	336	332	-1.2%
General Service Officers and Equivalent	1,194	1,221	2.3%
Health Assistants	114	122	7.0%
Health Professional Officers	1,459	1,487	1.9%
Information Technology Officers	176	176	0.0%
Judicial Officers	14	17	21.4%
Legal Officers	132	127	-3.8%
Legal Support Officers	20	20	0.0%
Linen Production and Maintenance Officers	53	54	1.9%
Medical Officers	932	985	5.7%
Nurses and Midwives	3,159	3,362	6.4%
Professional Officers	226	246	8.8%
Prosecutors	44	46	4.5%
Rangers	47	38	-19.1%
School Leaders	752	780	3.7%
Senior Officers	2,494	2,674	7.2%
Statutory Office Holders	15	15	0.0%
Teachers	3,736	3,781	1.2%
Technical Officers	272	283	4.0%
Trainees and Apprentices	38	35	-7.9%
Transport Officers	35	43	22.9%
Total	22,230	23,208	4.4%

Contractor Central – Contingent Labour System

In addition to the public sector employees, the ACT Government uses a contingent workforce management arrangement.

Contractor Central was introduced in April 2017 and is the Territory's system for engaging contingent labour services utilising the NSW Government Contingent Workforce arrangement scheme. Comensura is the head contractor for the provision of this service supported by Fieldglass as the Vendor Management System provider.

The scheme makes it easier for all suppliers to do business with the Territory, including improving access by small to medium enterprises (SMEs) to Government goods and services procurement and assisting in reducing red tape.

The scheme acts as a simple, streamlined process for suppliers and allows the Territory access to greater choice, better leverage of the available talent pool and access to a supplier performance management framework which includes satisfaction reviews, invoicing accuracy, response times and system data collection requirements.

The scheme currently has 57 prequalified suppliers and is taking an average 18 days to fill a position. The top four worker categories being filled are IT Applications Database and Systems, IT Management Implementation and Support, administration and industry/trade.

During the 2018-19 reporting year, there were a total of:

- > 633 individual contractors engaged;
- > 129 business units engaged;
- > 229 hiring managers engaged;
- > 27 suppliers engaged;
- > 673 job postings approved;
- > 869 work orders created; and
- > 20 suppliers have had active workers.

During this period, Contractor Central has delivered net savings to the Territory of \$3.85 million.

Salary Growth

The average salary of the ACTPS was \$94,406 at June 2019. This is 3.7 per cent higher than the previous reporting year when the average salary was \$91,046 at June 2018. The ACTPS average salary is coincidentally the same as the average salary of an individual in the ACT labour force (\$94,406 at May 2019²⁵), and approximately \$9,000 higher than the average salary of an individual in the Australian labour force (\$85,282 at May 2019²⁶).

A five year average salary growth chart for the various diversity groups can be viewed at Graph 5 in section 2.3, Gender profile.

²⁵ Australian Bureau of Statistics, 6302.0 Average Weekly Earnings, Australia, May 2019.

²⁶ Australian Bureau of Statistics, 6302.0 Average Weekly Earnings, Australia, May 2019.

Salary growth amongst all diversity groups remained broadly similar during the reporting year. The most significant increase in this area was for employees identifying as people with disability. At June 2019 the average salary of employees with disability was \$95,276, an increase of 4.5 per cent since June 2018.

The average salary of female employees (\$93,911) continues to be slightly under that of the average ACTPS salary, a trend that is likely attributable to the proportionally larger number of female employees choosing part time work across the ACTPS.

Meanwhile, the average salary of employees identifying as Culturally and Linguistically Diverse increased by 3.7 per cent over the reporting year. At June 2019 the average salary of employees identifying as Culturally and Linguistically Diverse was \$90,465.

From June 2018 to June 2019, the average salary of employees identifying as Aboriginal and Torres Strait Islander increased by 3.5 per cent from \$82,798 to \$85,657.

Table 5: Appointments and Promotions (July 2015 – June 2019)

Reporting year	Total Appointments/ Promotions/ Transfers	Appointment from External	Appointment from Temporary Contract	Promotion from HDA	Permanent Transfer/ Promotion
2014-15	2,734	15.1%	33.4%	19.7%	31.8%
2015-16	2,923	14.9%	32.6%	21.1%	31.4%
2016-17	3,060	15.7%	33.0%	22.9%	28.4%
2017-18	3,444	14.1%	36.1%	22.4%	27.3%
2018-19	4,716	13.3%	29.7%	22.2%	34.9%

Table 5 provides an overview of ACTPS appointments and promotions from July 2014 to June 2019. The total number of appointments/promotions/transfers for the period 2018-19 has increased to 4,716 from the previous year of 3,444. Of this, appointments from a permanent transfer or promotion has had the highest proportion at 34.9 per cent. This was an increase of 7.6 per cent from the previous year.

During 2018-19, appointments from external applicants and promotion from Higher Duties Allowance were consistent with previous years. A promotion from HDA occurs where an employee receiving a HDA is promoted into that position or into a different permanent position with the ACTPS following a recruitment process. From June 2018 to June 2019, appointments from temporary contracts reduced by 6.4 per cent, that is, the number of employees who held a temporary contract and were appointed to a permanent position with the ACTPS. During the same period the number of employees who received a permanent transfer or promotion increased by 7.6 per cent.

Chapter 4

Positive workforce
culture

CHAPTER 4: POSITIVE WORKFORCE CULTURE

The ACTPS Employee Values and Signature Behaviours define who we are as an organisation. The ACTPS employee values of Respect, Integrity, Collaboration and Innovation are enshrined in the *Public Sector Management Act 1994* (PSM Act).

Directorates strive to promote and uphold the ACTPS Values and Signature Behaviours and implement innovative practices and solutions to assist employees in incorporating these practices into their work.

SNAPSHOT

VALUES IN ACTION: TRANSPORT CANBERRA AND CITY SERVICES DIRECTORATE (TCCS)

Transport Canberra and City Services is committed to upholding the ACTPS values of respect, innovation, collaboration and integrity. In addition, TCCS has recently extended the values to include:

Excellence: *‘When we demonstrate excellence: • We are proud of our work • We share skills and knowledge • We enjoy coming to work • We encourage people to do their best.*

Safety: *‘When we demonstrate safety: We are open to learn from our mistakes • We are focused on the job • We look after one another’.*

Through recent employee engagement surveys, TCCS staff told the organisation how important it was to see the values not only on paper but demonstrated in action in the workplace. TCCS responded by inviting employees to help bring the values to life by articulating what each value might look like when on display in the workplace, and conversely what they might see when values are not demonstrated. What resulted was a comprehensive Values Toolkit with concrete examples of TCCS values in action, spoken in the language of their unique workforce. The toolkit also includes values-based questions that can be asked in recruitment processes to help attract and select people who not only have the right skills and qualifications, but who can also work within TCCS’ expected values and behaviours.

Values workshops have been held with a variety of work groups to enable them to develop ‘Respect Charters’, articulating expected behaviours for their individual teams and increasing their ability to hold each other accountable and address inappropriate behaviour at ground-level when it occurs. This focus on ‘Values in Action’ has brought the values to life.

In the 2019 Agency Survey, directorates were asked to report on some of the activities undertaken to promote the values. Some examples of these activities involve:

- > Inclusion of values sessions in employee induction programs;
- > Fraud and Ethics, Risk Management and Respect, Equity and Diversity (RED) Training;
- > Inclusion of workplace values in the performance framework in directorates;
- > Hosting regular directorate consultative forums and workshops;
- > Inclusion of values aligned categories in Awards and Recognition Programs;
- > Celebration of significant dates and events; and
- > Promotion of White Ribbon awareness.

SNAPSHOT

VALUES JOURNEY: COMMUNITY SERVICES DIRECTORATE (CSD)

CSD regularly invites all staff to provide their feedback and views on 'how our values are being demonstrated and how these link to the Strategic Plan'. Throughout 2018-19 all staff were invited to complete four online quarterly surveys, designed to be regular pulse checks of the organisation.

The ongoing Values Project engages CSD staff to consider the ACTPS Values and Signature behaviours and to recognise these in the workplace. A range of materials have been provided to support these conversations, including:

- > *A working with values leader's guide;*
- > *Four types of values postcards for staff to give to each other for personal recognition (thank you cards) for a job well done or where initiative has been shown;*
- > *Values trees were displayed throughout all CSD locations. Leaves in the four colours associated with the values were provided to all staff. Staff were invited to have values conversations within their teams and to write a message on a leaf together and attach to a tree;*
- > *Four types of value pins were provided to staff to 'pay forward' and pass on praise to each other, recognising values in action;*
- > *Banners, web pages, videos and photos to capture the values journey; and*
- > *The Development of a 'Our Values Promise'.*

Through focusing on values, 'Our Values Promise' is being continuously embedded, which sets out how the values guide work across the Directorate and represents CSD's commitment to each other and the community, guiding how they work with stakeholders, partners and clients.

CSD has agreed to establish several 'Tiger Teams' to investigate key issues raised by staff. The first Tiger team is investigating the topic of 'How do we manage underperformance and behaviours inconsistent with the ACTPS Values and Signature Behaviours?' At the end of their project, the team are required to make recommendations for any improvements and a presentation at a CSD Strategic Board of Management meeting.

4.1 Appropriate Workplace Behaviour

Bullying and Harassment

The 2019 Agency Survey asked directorates to report on the number of bullying and harassment contacts received during the 2018-19 reporting period, and whether the directorate had a formal system established for the management of bullying and harassment. All eight directorates reported that they had formal reporting systems in place during 2018-19 for the management of bullying and harassment.

Table 6 provides information on the different mechanisms available to each employee to report bullying and harassment within the ACTPS.

RiskMan is the ACT Public Service automated system for reporting workplace safety incidents. It is one of several mechanisms used to report contacts made by employees relating to behaviour in the workplace that includes possible bullying and harassment. Notifications made through RiskMan are a subjective indicator, and the figures reported in 2017-18 and 2018-19 represent the total number of reports made through RiskMan by an ACTPS employee where the cause selected by the employee is 'work colleague' (i.e. another employee and/or supervisor).

The figures captured in Table 6 are the total number of contacts received of potential bullying and harassment. The figures captured in Table 6 are not a 'one for one' indicator of bullying and harassment as it is possible for an employee to report through multiple mechanisms or have multiple employees report the same incident.

Any reports received are reviewed by the relevant manager or executive and the HR area, which may require further action or investigation. After this occurs, it may be found that formal bullying and harassment did not occur.

Table 6: Mechanisms of Reporting Bullying or Harassment (2017-18 to 2018-19)

	2017-18	2018-19
Contacts received by directorate Respect, Equity and Diversity (RED) Contact Officers	75	78
Contacts received by HR (not by a RED Contact Officer)	121	93
Contacts received through RiskMan	168	185
Contacts received through other mechanisms	3	12

All respondents to Agency Survey: 2017-18 = 7, 2018-19 = 8

As shown in Table 6, during 2018-19 the total number of contacts of bullying and harassment has remained broadly similar to 2017-18. The majority of bullying and harassment contacts continued to be made through the RiskMan and directorate HR areas, with approximately 76 per cent of contacts coming through these mechanisms.

These reporting trends continue to be reflective of the effort being made across all directorates in educating employees on both when and how to make a report about bullying and harassment and the introduction of the RiskMan in 2015.

While most of the bullying and harassment contacts were received by directorate HR areas and RiskMan, directorate RED Contact Officers were also used by employees to make contact about

bullying and harassment matters, with approximately 21 per cent of all reports coming through that mechanism in 2018-19.

Table 7 shows the number of reports of bullying and harassments reported by Directorates and should be read with Table 6.

Table 7: Reports of Bullying or Harassment (2017-18 to 2018-19)

	2017-18	2018-19
Number of reports of bullying or harassment where a preliminary assessment under Section H of ACTPS Enterprise Agreements was commenced during the 2018-19 financial year	225	90
Number of reports of bullying or harassment received during the 2018-19 financial year that resulted in a misconduct process under Section H of ACTPS Enterprise Agreements	14	18
Number of bullying or harassment related misconduct processes completed during the 2018-19 financial year where the delegate has made a substantiated finding of bullying and harassment²⁷	8	11
Number of bullying or harassment related misconduct processes that are currently underway/being investigated, as at 30 June 2019²⁸	11	7

All respondents: 2017-18 = 7, 2018-19 = 8

When comparing Table 6 and Table 7 above, a large difference exists between the total number of reported experiences of bullying and harassment in Table 6 and the total number of reports of bullying and harassment resulting in a finding of bullying or harassment through a misconduct process reported in Table 7. This demonstrates that many reports were either resolved within the workplace without the need for further intervention or were found during the preliminary assessment stage not to involve behaviour considered to be bullying or harassment.

Under the Enterprise Agreements, directorates are required to conduct a preliminary assessment of a bullying or harassment report to determine whether a formal investigation is required or if the matter can be resolved through other means.

Where it is determined that an investigation is required, the matter is referred to the Professional Standards Unit (PSU). All misconduct investigations in the ACTPS are conducted or overseen by the PSU under the auspices of the Public Sector Standards Commissioner. A small number of cases are referred to an external investigator by PSU. Investigations are undertaken in accordance with the provisions of the relevant ACTPS Enterprise Agreement, the PSM Act and the Public Sector Management Standards (PSM Standards).

The number of formal misconduct processes relating to bullying and harassment referred to the PSU is detailed in Table 8 below.

²⁷ In 2017-18 directorates reported on the 'number of bullying or harassment related misconduct processes completed during the 2018-19 financial year where a breach of section 9 of the PSM Act was found to have occurred'.

²⁸ Total number of investigations commenced, completed and ongoing may not reconcile due to action across financial years.

Table 8: Misconduct processes relating to bullying and harassment investigated by the PSU

	2017-18	2018-19
Number bullying or harassment investigations	18	14

Ethical Behaviour, Professional Standards and Complaint Management

The office of the Public Sector Standards Commissioner (the Commissioner) was established on 1 September 2016 following amendments to the *Public Sector Management Act 1994* (PSM Act). The Commissioner is independent of the ACT Public Service, reporting directly to the Chief Minister. The Commissioner is Mr Ian McPhee AO PSM.

The Commissioner has important functions under the PSM Act and the *Public Interest Disclosure Act 2012*. The Commissioner has written to the Head of Service providing an update on the activities of the office during 2018-19. This letter is provided within the State of the Service Report at Chapter 8, Public Sector Standards Commissioner.

Table 9 below provides a summary of matters led by the Commissioner and the office during 2018-19:

Table 9: Summary of matters led by Public Sector Standards Commissioner

	Received during 2018-19	Completed during 2018-19
Misconduct investigations	85	73
Complaints	11	11

The Commissioner is seeking to capture key messages arising from casework so that all in the ACT Public Sector can benefit and be more attuned to preventative steps to reduce the incidences of such cases. For further information, please see Chapter 8, Public Sector Standards Commissioner.

Public Interest Disclosures

Table 10 provides the public interest disclosures made during the 2018-19 reporting year. Directorates and public sector bodies are required to report public interest disclosures to the Commissioner. The data is held and reported by the PSU.

Table 10: Public interest disclosures during 2018-19

	Number
Number of claimed Public Interest Disclosures received	8
Number of claims assessed by relevant entity as meeting definition of disclosable conduct under the PID Act²⁹	7
Number of claims investigated	3
Number of claims not investigated by virtue of Section 20 of the PID Act³⁰	4

During the reporting year, the Commissioner issued new PID guidelines. The *Public Interest Disclosure Guidelines 2019* are available at <https://www.legislation.act.gov.au/ni/2019-281>.

Following the passage of the *Integrity Commission Act 2018* (IC Act), and in line with earlier commitments and a resolution of the Legislative Assembly, the ACT Government commissioned an independent review of the *Public Interest Disclosure Act 2012* (PID Act).

The Review will consider:

- > any potential conflict of interest (real or perceived) as it concerns decision makers and disclosure officers under the PID Act;
- > the findings of the Moss Review examining the operation of the Commonwealth Public Interest Disclosure Act 2013 as it concerns the strengthening of that legislation to achieve the Act's integrity and accountability aims;
- > matters raised in the submission of the Clerk of the Legislative Assembly to the Select Committee on an Independent Integrity Commission 2017 in relation to investigation of the conduct Members of the Legislative Assembly and their staff;
- > the application of the PID Act to the IC Act - in particular, its articulation with any protected disclosure provisions that may apply to any informants assisting the Integrity Commissioner or anyone consequently at risk; and
- > the suitability of an ACT Integrity Commission for the purposes of receiving disclosures pursuant to the PID Act;
- > relationships between existing integrity bodies in the ACT, including the sharing of information and the referral of complaints; oversight and accountability mechanisms; and identifying gaps in the current framework to determine solutions.

The findings of the Review will be delivered during the 2019-20 reporting year.

²⁹ These are claimed and unclaimed disclosures received which were assessed as being PIDs.

³⁰ Section 20 of the PID Act provides that a head of the public sector entity may refer the disclosure to the head of the other public sector entity if they reasonably believe that the disclosure is more appropriately investigated by another public sector entity that has a function or power to investigate.

4.2 Discipline Action

Table 11 shows the number of misconduct investigations commenced with a suspected breach of Section 9 of the PSM Act, during the 2017-18 and 2018-19 reporting periods. Data is held centrally by the PSU. Section 9 of the PSM Act provides the general obligations of public employees. Procedures for dealing with misconduct are provided in the employee's relevant Enterprise Agreement.

A misconduct investigation may involve one or more suspected breaches of Section 9 of the PSM Act. Reporting investigations rather than breaches provides a more typical sense of the level of discipline action across the ACTPS.

Table 11: Misconduct Investigations Commenced

	2017-18	2018-19
Number of misconduct investigations commenced with a suspected breach of section 9 of the PSM Act	73	70

Table 12: Investigations completed in 2018-19 where a Breach(es) of Section 9 was found to have occurred or where allegations were not sustained

	2017-18	2018-19
Number of investigations where a breach of section 9 of the PSM Act was found to have occurred	45	66
Number of investigations where the allegations were not sustained	7	6

Table 12 shows the number of Investigations completed in 2018-19 where a Breach of Section 9 was found to have occurred. Note: one process was undetermined as at 30 June 2019. Table 13 below shows the time taken to complete those investigations from available data held by the PSU.

Table 13: Average Length of Time to Complete Misconduct Investigations Undertaken by PSU 2014-15 to 2018-19

	2014-15	2015-16 ³¹	2016-17	2017-18	2018-19
Number of investigations completed	23	42	80 ³²	52 ³³	73 ³⁴
Average time to complete investigations in working/business days	83	101	96	101	124 ³⁵

The PSU has continued to focus on providing quality investigations while also improving and maintaining timeliness. As a centralised team, the PSU is well placed to conduct investigations on behalf of the ACTPS in an effective and efficient way.

³¹ The 2015-16 figures have been adjusted to reflect a consistent methodology of calculating statistics between financial years, and as such may differ from figures reported in previous versions of the State of the Service Report.

³² Includes full investigations and taking of admission statements by PSU.

³³ Includes full investigations and taking of admission statements by PSU.

³⁴ Includes full investigations and taking of admission statements by PSU. Four misconduct investigations were completed by external investigation services which were managed by PSU.

³⁵ This figure does not include completion of admission statements or investigations conducted by external investigation services.

During the 2018-19 reporting year, the PSU commenced more investigations than the previous year (16 per cent increase) and the average time to complete was slightly higher than the previous year. This was primarily due to an increasing volume of investigations being of a larger scale and complexity. During the 2018-19 reporting year, the PSU reviewed their processes and expect the average time to reduce during the next reporting year.

Table 14 shows the numbers against the type of sanctions imposed by Directorates during 2018-19 as a result of misconduct processes in the ACTPS. More than one sanction can be issued as a result of misconduct, therefore, the number of misconduct processes resulting in a breach may not reconcile with the total number of sanctions. Sanctions imposed during the 2018-19 reporting year may relate to investigations commenced and completed in prior years.

Table 14: Disciplinary Sanctions (2018-19)

	2018-19 ³⁶
Written warning and admonishment	34
Other financial penalty	24
Temporary or permanent transfer, to another position at level or lower classification	9
Termination of employment	13
Employee resigned prior to sanction being imposed	16

As shown in the Table 14, during 2018-19 the most common outcome reported where a breach was determined was the sanction of a written warning and admonishment. For further information about the misconduct process, please see Chapter 8, Public Sector Standards Commissioner.

4.3 Integrity, Fraud Prevention and Risk

Directors-General are obligated to ensure risks to the integrity of their directorates are assessed and treated in accordance with the appropriate Risk Management Standard and addressed in detailed fraud and corruption prevention plans. The obligation is set out in part 2.3 of the *Public Sector Management Standards 2006* which continues to apply in accordance section 113 of the *Public Sector Management Standards 2016*.

Each directorate is required to appoint an executive responsible for the implementation of the integrity strategies and processes for the detection and investigation of fraud and corruption. These officers are known as the Senior Executive Responsible for Business Integrity Risk (SERBIR). All eight directorates had a SERBIR in place throughout the 2018-19 reporting year.

Six directorates reported that a formal risk assessment had been undertaken in accordance with the Risk Management Standard during 2018-19. In October 2018, CHS and ACTHD transitioned into two separate organisations. As a result, no formal risk assessment was undertaken during the reporting year for both CHS and ACTHD. Both directorates are currently reviewing their risk and management arrangements to align with the new organisational structure.

³⁶ Includes PSU statistics and any sanctions reported by each Directorate in the Agency Survey.

Directorates identified a number of common key and emerging risks, including:

- > fraud and corruption;
- > ICT, cyber threats and data integrity including the loss or misuse of sensitive data and information;
- > public safety (including Events, Crowded Places);
- > workplace health and safety; and
- > prevention, preparedness and response to environmental threats (loss of utilities and key infrastructure due to physical and environmental conditions).

Six directorates identified their intentions to review the risk assessment process within their directorate during the 2019-20 reporting year.

Directorates noted the timing and event triggers of these reviews included:

- > the release of the new whole of Government Risk Management Policy by the ACT Insurance Authority in 2019;
- > the risk assessment process undertaken in line with business planning cycle;
- > directorate restructure (including machinery of government changes such as the creation of Major Projects Canberra); and
- > ongoing review as part of the risk management framework and business continuity planning.

JACS reported acquiring access to licences to implement a new Enterprise Risk Management (ERM) system which will allow greater levels of automation to current risk assessment and management processes. This will empower staff to actively manage and report on risks on a day to day basis. This expands a system which currently operates in TCCS.

The Education Directorate reported a commitment to a program called 'Strengthening the Foundations of Risk Management' at the school and Education Support Office (ESO) level. The program aims to embed risk management as part of the organisational business as usual program and integrate risk management as part of the normal school planning cycle.

In the 2018-19 reporting year, seven directorates reported that they had a current Fraud and Corruption Plan. CHS is currently reviewing their Fraud and Corruption Plan to align with their new organisational structure. Directorates reported that they had reviewed or were in the process of reviewing their Fraud and Corruption Plans.

As required by the *Public Sector Management Standards 2006*, all directorates must have an Audit Committee created in accordance with the *Internal Audit Framework*. The aim of the Audit Committee is to monitor and review the effectiveness of corporate governance within the respective directorates.

All directorates reported that an Internal Audit Committee was in operation for the 2018-19 reporting year. Each committee reported to include members who are external to the directorate, including the Chair.

Directorates were asked to report on any specific strategies implemented or activities that took place within each area to promote and educate employees on public sector ethics and values, integrity, governance and risk management. Some examples reported included:

- > e-learning modules;
- > orientation programs for new starters;
- > the availability of resources on the directorate intranet sites; and
- > SERBIR emails sent to all employees within the directorate.

In 2019, JACS piloted a Supervisor Development Program aimed at providing managers with information to support them to effectively undertake core supervisory duties and improving their confidence and performance as supervisors. The program was based on a successful Shared Services program. Topics covered in the program included ACTPS accountability, governance frameworks, financial integrity and delegations, HR delegations and governance, risk management framework and tools, and project risk and governance.

EPSDD also reported undertaking a fraud and corruption awareness survey in 2019, with 261 staff participating in the survey, which was up from the 91 staff responses in the 2017 fraud and corruption survey.

Directorates were asked to rate a number of integrity risks within their organisation against a category of low, medium, high or extreme. The integrity risks identified by directorates 2018-19 reporting year under each risk rating was:

- > Low risk category: Fraud (clients);
- > Medium risk category: Fraud and Integrity, Asset Management; and
- > High risk category: Procurement and Contract Management, Finance and IT Systems.

No directorates identified a risk as extreme. Most directorates reported risk ratings had remained consistent or reduced in rating since the 2017-18 reporting year.

In relation to the high risk category, directorates reported several strategies underway to help mitigate these risks. In relation to Procurement and Contract Management, work has commenced on implementing systems such as Project Management and Reporting System (PMARS) and the Online Simple Quote and Reporting System (OSQAR).

PMARS provides a systematic approach for delivering, managing and reporting on capital works projects. Integrated with budgeting and payment systems to maintain controls over project progress against milestones, budgeting and expenditure and an audit trail of decisions. The system will assist in providing current and accurate reporting. PMARS will also provide a standardised process for the development and delivery of capital works projects based on best practice. In the 2018-19 financial year, Phase 1 of the PMARS was progressed providing CMTEDD, TCCS and ACTHD with projects and associated contract reports available from the system, along with most of the Education Directorate's capital works projects. All budgeted projects for in the 2019-20 budget process are expected to be delivered within PMARS and reported on from the new system.

Procurement ACT is developing a tool, OSQAR, to simplify the procurement process for low value goods and services procurements. The tool takes users through a series of questions and prompts them to consider relevant policies and legislative requirements. The tool will be launched during the 2019-20 reporting year.

The newly established ACT Integrity Commission commenced on 1 July 2019 and is due to be fully operational by 1 December 2019. The ACT Integrity Commission will play a significant role in ensuring the transparency and accountability of the ACTPS. In addition to existing obligations under other legislation, the *Integrity Commission Act 2018* now requires that Directors-General, other senior executives and statutory office holders have mandatory responsibilities to notify the Integrity Commission about any matter that may involve serious corrupt conduct or systemic corrupt conduct.

A whole of government Compliance Project has been established to review all its obligations, both legislative and non-legislative including delegations, to ensure all employees are aware of their obligations and directorates have arrangements and resources in place to ensure compliance across all levels.

4.4 ACTPS Respect Equity and Diversity (RED) Framework

The ACTPS is committed to creating a positive, respectful, supportive and fair work environment where employee differences are respected, valued and utilised to create a productive and collaborative workplace. The RED Framework, launched in 2010, supports the ACTPS in achieving this commitment. During the 2018-19 reporting year, all eight directorates provided RED specific training to employees, with approximately 1,470 staff undertaking training during the reporting year.

The 2019 Agency Survey asked directorates to provide comment on the different activities they used during the 2018-19 reporting year to continue to reinforce the RED message.

Table 15: Activities to promote the RED message (2018-19)

	Number of Directorates
Executive support of National Aborigines and Islanders Day Observance Committee (NAIDOC Week) activities	8
Workplace celebrations of Harmony Day	7
International Women's Day events	7
Disability training	6
Aboriginal and Torres Strait Islander cultural awareness training	8
Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ) awareness training	5

All respondents: 2018-18 = 8

In addition to the activities mentioned in Table 15, directorates reported undertaking other initiatives to promote the RED message. These initiatives included:

- > establishment of a LGBTIQ, Disability Employee and Aboriginal and Torres Strait Islander Networks in a number of directorates;
- > participation in Ngunnawal language presentations;
- > cultural safety masterclasses;
- > establishment of a Diversity Council to oversee issues relating to workforce diversity;
- > provision of Domestic and Family Violence Awareness training; and

- > statements of commitment to LGBTIQ employees.

Table 16: Promotion of the RED Framework (2018-19)

	Number of Directorates
RED Overview sessions (separate from formal RED training)	4
Regular discussions regarding RED issues	6
A RED network that meets quarterly or more frequently	5
Other	6

All respondents: 2018-18 = 8

All directorates reported using a range of communication methods to provide details of their RED Contact Officers, including:

- > posters and promotion of access to RED Contact Officer details in common areas and on noticeboards;
- > information provided in directorate induction sessions and through RED Training;
- > access to the Whole of Government RED Contact Officer list on the ACT Government Directory; and
- > self-promotion of RED Contact Officers, such as the display of posters at the location of their workstation.

SNAPSHOT

NAIDOC AWARDS: ACT HEALTH DIRECTORATE

ACT Health's annual NAIDOC awards were celebrated on 12 July 2018 with the focus of the event being the 2018 theme "Because of Her, We Can!"

The awards started with a very special Welcome to Country from Aunty Agnes, Ngunnawal Elder and prominent Canberra figure. Aunty Agnes set the scene for an inspiring occasion with local community members and staff from across ACT Health.

Author and poet Samantha Faulkner was the guest speaker and she shared stories of the strong and inspirational women in her life that have shaped and encouraged her.

Minister for Aboriginal and Torres Strait Islander Affairs, Rachel Stephen-Smith MLA and Director-General Michael De'Ath were on hand to congratulate and present award recipients with their awards.

The awards also featured a video showcasing ACT Health's Jo Lesiputty, Acting Manager of the Aboriginal and Torres Strait Islander Practice Centre. Jo's achievements both at work and on the sporting field are inspirational.

To ensure that the ACTPS provide the right supports to meet the needs of its workforce, staff are encouraged to update their diversity status in the HR21 Employee Self Service System. The 2019 Agency Survey asked if directorates had conducted an 'Update your Details' process during the 2018-19 reporting year. Six directorates reported that they had conducted an 'Update your Details' process.

Directorates were asked to report on the initiatives implemented during 2018-19 to support employees and potential employees from diversity groups, in particular people from a Culturally and Linguistically Diverse Background, Aboriginal and Torres Strait Islander People and People with Disability. Common initiatives utilised by directorates included:

- > participation in the ACTPS Work Experience and Support Program;
- > delivery of a pilot Aboriginal and Torres Strait Islander Employment Pathway Program;
- > establishment of an Indigenous Peer to Peer Network;
- > establishment of a Veterans' support network;
- > presentations calling for the reduction of men's violence against women on White Ribbon Day;
- > establishment of a Women's network; and
- > participation in the Indigenous Fire and Rescue Employment Strategy with the South Western Sydney Institute of TAFE and Fire and Rescue NSW. Graduates of this program joined ACT Fire and Rescue and completed the recruit training program.

For more information on initiatives and activities to support employees from diversity groups see Chapter 5, A Diverse and Inclusive Workforce.

Chapter 5

A diverse and
inclusive workforce

CHAPTER 5: A DIVERSE AND INCLUSIVE WORKFORCE

As an employer, the ACT Government strives to achieve a diverse and skilled public service comprised of individuals who are valued for their differences, experiences, knowledge, backgrounds and their contribution to the service.

The ACTPS continues to offer an inclusive working environment where diversity is valued and celebrated. The Workforce Capability and Governance Division (Employment Inclusion Team) in CMTEDD designs and administers Whole of Government inclusion strategies, programs and initiatives. The inclusion employment programs and initiatives focus on increasing participation numbers to better represent the Canberra community who we serve and assist with meeting targets while also retaining and developing staff.

Whole of Government staff networks are in place to support human resource practitioners and other employees to drive inclusive programs and initiatives, including the ACTPS Inclusion Practitioners Network and ACTPS Staff with Disabilities and Allies Network. Directorates also participate in and establish inclusion networks and working groups to encourage conversations on inclusion and diversity in the workplace.

SNAPSHOT

CHIEF MINISTER, TREASURY AND ECONOMIC DEVELOPMENT DIRECTORATE

CMTEDD established three staff networks to provide employees with a supportive forum to engage in conversation on diversity in the workplace. These networks are:

- > CMTEDD Pride Network;*
- > CMTEDD Disability Employee Network; and*
- > CMTEDD Aboriginal and Torres Strait Islander Network.*

CMTEDD's Diversity and Inclusion Champion and Sponsors continue to lead and support the value of respect within the Directorate, by engaging with staff through participation in staff networks, open-door policies and supporting awareness events. CMTEDD's Diversity and Inclusion Champion and Sponsors include:

- > Diversity and Inclusion Champion – Deputy Director-General, Economic Development;*
- > Respect, Equity and Diversity Executive Sponsor – Deputy Under Treasurer, Economic, Budget and Industrial Relations; and*
- > Reconciliation Action Plan Executive Sponsor – Executive Group Manager, Economic and Financial Policy Group.*

5.1 Aboriginal and Torres Strait Islander Peoples

The ACTPS is committed to building a more inclusive workforce. During the 2018-19 reporting year, multiple pathways and programs were delivered to support and encourage employment opportunities for Aboriginal and Torres Strait Islander Peoples in the ACTPS. In February 2018, the ACT Government and the ACTPS renewed their partnership with Canberra's Aboriginal and Torres Strait Islander community with the formal signing of the new *ACT Aboriginal and Torres Strait Islander Agreement 2019-2028* (the Agreement).

The Agreement is a commitment to Reconciliation and Self-Determination for Aboriginal and Torres Strait Islander people as the guiding principle. The Agreement builds on the strength of the previous Agreement (2015-2018) and outlines five significant focus areas of work with Aboriginal and Torres Strait Islander people in our community. One of these key areas is increasing economic participation by maximising opportunities for employment.

To deliver on its commitments, the ACTPS will increase the number of:

- > Aboriginal and Torres Strait Islander people employed through the Employment Inclusion Program (supporting traineeships and apprenticeships);
- > Aboriginal and Torres Strait Islander people in senior positions across the ACT Public Service by 2021; and
- > Aboriginal and Torres Strait Islander employees across the ACT Public Service and non-government services.

At 30 June 2019, the number of employees who identified as an Aboriginal and Torres Strait Islander Peoples increased from 380 to 423 employees, a growth of 11.3 per cent since 30 June 2018. This represents a 41.5 per cent increase over the last five years, as shown in Table 17.

Table 17: Aboriginal and Torres Strait Islander Employees (June 2015 – June 2019)

	Jun-15	Jun-16	Jun-17	Jun-18	Jun-19
Headcount	299	313	350	380	423
Percentage of total workforce	1.4%	1.5%	1.6%	1.7%	1.8%

The 2016 Census revealed that Aboriginal and Torres Strait Islander Peoples represented 2.8 per cent of the Australian population, up from 2.5 per cent in 2011 and 2.3 per cent in 2006³⁷. In the ACT, Aboriginal and Torres Strait Islander Peoples represented 1.6 per cent of the total population of the ACT³⁸.

³⁷ Aboriginal and Torres Strait Islander Population: 2016 Census Data Summary
[http://www.ausstats.abs.gov.au/Ausstats/subscriber.nsf/0/C1DE83F220B089E3CA2581470023C96E/\\$File/aboriginal%20and%20torres%20strait%20islander%20population,%202016%20census%20data%20summary.pdf](http://www.ausstats.abs.gov.au/Ausstats/subscriber.nsf/0/C1DE83F220B089E3CA2581470023C96E/$File/aboriginal%20and%20torres%20strait%20islander%20population,%202016%20census%20data%20summary.pdf).

³⁸ Ibid.

The Education Directorate has the highest number of Aboriginal and Torres Strait Islander employees across the ACTPS Directorates, followed by Canberra Health Services. Trainees continue to be the largest cohort of Aboriginal and Torres Strait Islander employees at 22.9 per cent, followed by Corrections Officers at 6 per cent and Legal Support Officers at 5 per cent.

The average salary for Aboriginal and Torres Strait Islander employees in the ACTPS increased to \$85,657 but continues to be less than the average ACTPS salary (\$94,406).

The separation rate of Aboriginal and Torres Strait Islander employees has increased to 10.5 per cent over the last 12 months. This rate continues to be higher than the separation rate for the whole ACTPS which was 6.9 per cent at June 2019, however the sample size is smaller.

Table 18: Aboriginal and Torres Strait Islander Peoples Snapshot (June 2019)

Total Employees (Headcount)	423	Age	Headcount
Total Employees (FTE)	383.1	<20 years old	12
Aboriginal and Torres Strait Islander Peoples by directorate	% (Headcount)	20-29 years old	108
Canberra Health Services	1.0% (76)	30-39 years old	117
Chief Minister, Treasury and Economic Development Directorate	1.8% (45)	40-49 years old	90
ACT Insurance Authority	n/a	50-59 years old	74
Community Services Directorate	4.1% (39)	60-69 years old	22
Education Directorate	1.7% (119)	>70 years old	0
Environment, Planning and Sustainable Development Directorate	3.5% (24)	Employment Type	298
ACT Health Directorate	2.1% (12)		
Justice and Community Safety Directorate	2.8% (54)		
Transport Canberra and City Services Directorate	2.6% (54)	Casual	25
ACTPS Total	1.8%	Employment Category	
		Full Time	311
Average Salary	\$85,657	Part Time	87
Separation Rate	10.5%	Casual	25

The Workforce Capability and Governance Division (Employment Inclusion Team) in CMTEDD continues their strong focus on expanding Whole of Government inclusion employment initiatives, developing diversity employment resources and providing direct support to directorates to assist the ACTPS in increasing the employment of Aboriginal and Torres Strait Islander people across the workforce. By strengthening career pathways and providing increased permanent employment opportunities, the ACTPS increased the number of Aboriginal and Torres Strait Islander employees and exceeded its employment target in 2018-19 by 3.9 per cent.

Recruitment for the 2018 Aboriginal and Torres Strait Islander Vocational Employment Program (VEP), previously known as the Aboriginal and Torres Strait Islander Traineeship Program, was finalised in July 2018. Ten candidates commenced the program between September and November 2018. Nine participants remain in the program. One participant resigned for personal reasons.

As part of the program, participants are required to complete a learning and development program equivalent to a minimum Certificate III or undertake training and development applicable to the position. Following successful completion, participants are permanently confirmed to the ACT Public Service at the Administrative Service Officer Class 2 or equivalent depending on the directorate and position in which they are placed. The Vocational Employment Program also allows for flexibility in the level of promotion.

Applications for the 2020 Aboriginal and Torres Strait Islander VEP are expected to open in September 2019 with participants commencing in January-February 2020.

In 2018-19, a number of career development and retention programs and initiatives were introduced for Aboriginal and Torres Strait Islander employees. These included:

- > Mentor training with specific cultural focus. In March 2019, training was held for 52 employees to develop individuals (both Aboriginal and Torres Strait Islander and non-Identified) to mentor and support Aboriginal and Torres Strait Islander employees. From this training, a mentor pool has been created to support and mentor Aboriginal and Torres Strait Islander ACT Public Service Employees.
- > Aboriginal and Torres Strait Islander Career Development and Retention Program. In May 2019, 26 Aboriginal and Torres Strait Islander employees participated in the program which help participants reach their full potential in the ACT Public Service for personal satisfaction and career advancement.
- > ACT Public Service Aboriginal and Torres Strait Islander Leadership Program. In June 2019, 19 Aboriginal and Torres Strait Islander employees at the Senior Officer Grade level and Executives commenced this new program. The program provides participants with the opportunity to develop in their current leadership roles and will assist these employees to reach their full potential in the ACTPS.

These training and development programs will be evaluated. Participants will be asked to complete training evaluation forms and follow up surveys at six month and 12 month intervals which will measure the impact of each initiative and inform future improvement and directions.

Other programs and initiatives undertaken at a Whole of Government level for Aboriginal and Torres Strait Islander employment include:

- > Australian School Based Apprenticeships in both the Disability and Aboriginal and Torres Strait Islander Groups;
- > Development, maintenance and promotion of inclusion employment policies and guidelines (for example, the Reasonable Adjustment Policy and the Aboriginal and Torres Strait Islander employment pathways overview);
- > Maintenance of the Respect Equity and Diversity (RED) Framework;
- > Pastoral care and support to participants and work areas for inclusion trainees, VEPs and inclusion graduates;
- > Monitoring and reporting on inclusion employment numbers and initiatives across the ACT Public Service;

- > Creation, implementation, development, coordination and ongoing support of the ACT Public Service Inclusion Practitioners Network;
- > Monitoring and providing support and advice to ACT Public Service directorates and agencies on cultural inclusion matters; and
- > Promotion of the ACTPS commitment to inclusion employment at public events including expos, forums, schools, organisations and broader community.

Attracting, retaining and supporting employees

The 2019 Agency Survey asked directorates to report on their employment strategies for the attraction and retention of Aboriginal and Torres Strait Islander Peoples. The most commonly reported strategy during 2018-19 was designated positions (see Table 19).

Table 19: Employment Strategies for the Attraction and Retention of Aboriginal and Torres Strait Islander Peoples (2018-19)

	Total directorates
Designated positions	8
Aboriginal and Torres Strait Islander Traineeship	4
Work experience	1
Positions in the ACTPS Graduate Program for Aboriginal and Torres Strait Islander Peoples	3
Mentoring programs	7
School based apprenticeships for Aboriginal and Torres Strait Islander Peoples	5

All respondents: 2018-19 = 8

Most Directorates reported having mentoring programs for senior Aboriginal and Torres Strait Islander employees to provide support and career pathway advice for other Aboriginal and Torres Strait Islander employees.

SNAPSHOT

MENTORING NETWORK: NATIONAL ARBORETUM CANBERRA

On 18 June 2019, CMTEDD's Aboriginal and Torres Strait Islander Staff Network participated in a Back to Country activity at Tidbinbilla to create a range of cultural objects.

Back to Country activities are a key element for the Network which began in late 2017 as a mentoring group continuing as a Staff Network. The Network is led by Scott Saddler, Senior Director at the National Arboretum Canberra, a proud Wiradjuri man.

The Network meets approximately every two months. All Aboriginal and Torres Strait Islander staff are welcome to become members of the Network at any time and/or join the contacts list for ongoing Network updates and opportunities.

In addition to the employment strategies listed in Table 19, directorates also reported using the following strategies to attract and retain Aboriginal and Torres Strait Islander Peoples to the ACTPS:

- > participation in the Aboriginal and Torres Strait Islander Career Development Program;
- > encouraging Aboriginal and Torres Strait Islander employees to have performance and learning and development plans which include professional development and work-related study opportunities;
- > engaging local Indigenous Employment Networks to build relationships and identify talent pipelines with employment providers;
- > tapping into Scholarships which provide financial support beyond study assistance;
- > creating fact sheets to assist with recruiting to positions identified for Aboriginal and Torres Strait Islanders; and
- > utilising their Reconciliation Action Plan art work when advertising vacancies.

The Agency Survey also asked Directorates what strategies were used to support Aboriginal and Torres Strait Islander employees during 2018-19. Aboriginal and Torres Strait Islander cultural awareness training was the most commonly reported strategy.

SNAPSHOT

SCHOOL LEADERS PROGRAM: EDUCATION DIRECTORATE

The Education Directorate is focussed on building the cultural integrity of staff in order that the policy position of 'Schools that meet the needs and aspirations of all Aboriginal and Torres Strait Islander students' is met. A significant investment was made in designing and delivering a professional learning program to school leaders, called "Cultural Integrity – Eighteen Months On". During this program principals confirmed the cultural action plans developed with individual school communities and challenged their own assumptions to confirm next steps.

To deeply explore stereotypes and deficit discourse, excerpts of the lived experiences of Aboriginal and Torres Strait Islander students; staff and community members were captured and replayed to principals with the key objective of working to eliminate racism from the public education system. Addressing organisational culture, through an increased understanding of the lived experience of staff is critical in attracting and retaining Aboriginal and Torres Strait Islander employees.

Four of the eight Directorates have a dedicated Liaison Officer or an identified position in place to provide support to Aboriginal and Torres Strait Islander staff. Six Directorates reported having a formal Aboriginal and Torres Strait Islander Staff Network to provide ongoing support for Aboriginal and Torres Strait Islander employees.

Examples of other activities reported by Directorates during 2018-19:

- > EPSDD facilitated the Murumbung Rangers Network, which is a network of Aboriginal and Torres Strait Islander staff from across ACT Parks and Conservation Service, who together help manage culturally significant areas and projects relating to the management of national parks, reserves, wildlife, forests and rural lands in the ACT.
- > TCCS provided a 'scholarship' opportunity aimed at building capability for progression to more senior roles;

- > JACS Aboriginal and Torres Strait Islander staff had access to training and leadership development including Job Application and Interview Skills, and career planning programs organised by the Workforce Capability and Governance Division (Workforce Learning and Development Unit), CMTEDD. Seven staff attended the ACT Government Career Development Program for Aboriginal and Torres Strait Islander Staff, and two have enrolled to attend the Leadership Program for Aboriginal and Torres Strait Islander Senior Officers which will commence in July 2019; and
- > CSD purchased the Australian Institute of Aboriginal and Torres Strait Islander Studies eLearning program to enhance their workforce learning. The Aboriginal and Torres Strait Islander Australia (CORE) Foundation Course is an online course developed to strengthen an organisation's cultural capability. It is designed to be informative, interactive and to create a greater awareness of the history and cultural heritage of Aboriginal and Torres Strait Islander peoples. The 10-module program is designed to encourage people to understand their own cultural perspectives as the basis for effective interactions with people of (other) diverse backgrounds. CSD has identified CORE as mandatory training for new starters.

International Year of Indigenous Languages 2019 was an opportunity for the ACTPS to raise awareness of the crucial role languages play in people's daily lives, and to revitalise, preserve and promote Australia's indigenous languages. Australia has an estimated 250 original Aboriginal and Torres Strait Islander languages. Of these, 120 are still spoken but 90 per cent are considered endangered.³⁹ In support of International Year of Indigenous Languages, the ACTPS encouraged all staff to include an acknowledgement of country in all suitable communications.

SNAPSHOT

SENIOR EXECUTIVE SERVICE PLANNING DAY: CHIEF MINISTER, TREASURY AND ECONOMIC DEVELOPMENT DIRECTORATE

CMTEDD Senior Executive participated in a Ngunnawal language presentation by Roslyn Brown, Co-Chair of the United Ngunnawal Elders Council and Ngunnawal Elder and Dr Doug Marmion, Research Fellow in Linguistics with Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) as part of their Planning Day. The presentation was designed to educate staff as to the significance of Aboriginal languages and teach them how to do an Acknowledgment of Country in Ngunnawal.

Below is a comment from an executive participant from the Planning Day:

'Gulanyin dhuniang, ngalawirinyin, dhunayinyin, Ngunnawal dhawra (we acknowledge that we are meeting on the lands of the Ngunnawal people). Sharing language is a great way of recognizing culture and respecting the custodians of this country. Knowing just these 6 words, gives me a foundation to strengthen my understanding of the Ngunnawal people.'

(Andrew Parkinson, Registrar, Secure Local Jobs Code)

³⁹ Department of Communications and the Arts, <https://www.arts.gov.au/what-we-do/indigenous-arts-and-languages/2019-international-year-indigenous-languages>

Supporting the community

Aboriginal and Torres Strait Islander Procurement Policy

During the 2018-19 reporting year, the ACTPS developed the *Aboriginal and Torres Strait Islander Procurement Policy (ATSIPP)* and it was launched on 31 May 2019.

The policy is part of the *ACT Aboriginal and Torres Strait Islander Agreement 2019-28* and the ACT Government's commitment to providing equal access to employment and growth. The policy addresses known barriers for Aboriginal and Torres Strait Islander enterprises when trying to compete for government work, clarifying procurement requirements, allowing enough time for responses and considering financial burdens.

Directorates must consider the ACT Government Aboriginal and Torres Strait Islander Procurement Policy when buying goods, services or works on behalf of the ACT Government. From 1 July 2019, Directorates will report annually on three performance measures:

- > The number of responses to proposals or requests for quotes from Aboriginal and Torres Strait Islander enterprises;
- > The number of unique Aboriginal and Torres Strait Islander enterprises Directorates have engaged; and
- > One per cent of total Directorate spend has been spent on goods and/or services from Aboriginal and Torres Strait Islander enterprises.

Reconciliation Action Plans

The 2019 Agency Survey asked Directorates to report whether their directorate had a Reconciliation Action Plan (RAP) in place during the 2018-19 reporting year, and if so, what the key attributes of the plan were, and what activities/initiatives were undertaken by the directorate to promote/implement the plan. A RAP is a framework for an organisation to realise their vision for reconciliation. 'It is a strategic document that supports an organisation's business plan and includes practical actions that will drive an organisation's contribution to reconciliation both internally and in the communities'⁴⁰.

Of the eight directorates, five reported having a current RAP in place during the 2018-19 reporting year. ACT Health Reconciliation Action Plan 2015-2018 was current until 31 December 2018. Following the transition of ACT Health Directorate and Canberra Health Services (CHS) into two separate organisations on 1 October 2018 a decision was made to develop a new Reconciliation Action Plan for Canberra Health Services to lay the foundations and prepare the organisation for future RAPs and reconciliation initiatives. The remaining directorate reported that they are developing their RAP in consultation with Reconciliation Australia.

Directorates also reported various activities and initiatives used for the promotion and/or implementation of their RAP, including through information on their directorate website, intranet and email, and through celebration of significant days and events, such as Reconciliation Week and NAIDOC Week.

⁴⁰ Reconciliation Australia, <https://www.reconciliation.org.au/reconciliation-action-plans/>

SNAPSHOT

RECONCILIATION WEEK

Colleagues from across the ACT Public Service participated in a range of activities and events to celebrate National Reconciliation Week – below are a few examples:

- > A number of our colleagues participated in the National Sorry Day Bridge Walk on Friday 24 May 2019. The Bridge Walk commemorates the first National Sorry Day held on 26 May 1998.*
 - > The Aboriginal and Torres Strait Islander Elected Body, in conjunction with the ACT Government, hosted the 'Back to Boomanulla' event to mark the re-opening of Boomanulla Oval following recent renovations. The day featured entertainment, music, storytelling and tours of the Garden of Achievement.*
 - > 'Reconciliation Day in the Park' was held on Monday 27 May 2019 in Glebe Park, Civic. This celebration of Aboriginal and Torres Strait Islander culture featured many Aboriginal and Torres Strait Islander artists and performers. A walking track was featured highlighting touchpoints of reconciliation.*
 - > EPSDD held a Reconciliation Week BBQ at Dame Pattie Menzies House where commissioned artwork by Leilani Keen-Church was officially presented. The new artwork will feature on the EPSDD Innovate RAP.*
 - > ACT Health hosted an unveiling of a sculpture at the Ngunnawal Bush Healing Farm by Minister for Aboriginal and Torres Strait Islander Affairs, Rachel Stephen-Smith. For the past year, people attending the Ngunnawal Bush Healing Farm have been building a sculpture of a wedgetail eagle (Mulyan or Mulleun) using blacksmithing techniques.*
 - > CSD hosted a forum at the University of Canberra aimed at supporting Aboriginal and Torres Strait Islander entrepreneurs to engage in the local innovation ecosystem. A panel discussed the question 'What can (and does) the oldest surviving culture on the planet teach us about how to do business and good at the same time and, perhaps most importantly, will we listen?'.*
 - > The TCCS Women's Network and RAP Working Group held a 'TCCS Reconciliation Walk' through the Southern Tablelands Ecosystems at the National Arboretum. Participants came together and shook hands in a gesture of being united and 'walking together with courage'.*
 - > CMTEDD held its 2019 Reconciliation Staff Awards at the National Arboretum. Following the awards, a tree planting ceremony was performed in the Arboretum's Bush Tucker Garden that also acknowledged the launch of the Indigenous Weaving Area. The bush tucker garden and the weaving area were both commitments in the CMTEDD RAP and were completed in partnership with the Southern Tablelands Ecosystems Park volunteers.*
 - > Throughout the week, the Education Directorate had a special focus on reconciliation with staff submitting their own personal commitment to reconciliation as part of the Directorate's RAP plan. Schools across the ACT also acknowledged Reconciliation Week with events focusing on Indigenous culture, bush tucker and language.*
-

5.2 People with Disability

The ACTPS is committed to building a more inclusive workforce and has continued to support and encourage employment opportunities for People with Disability.

At 30 June 2019, workforce data showed that the employment of People with Disability had increased from 565 to 622 employees since 30 June 2018, a growth of 10 per cent. Table 20 shows People with Disability makes up 2.7 per cent of the total ACTPS workforce at June 2019.

Table 20: People with Disability (June 2015 – June 2019)

	June 2015	June 2016	June 2017	June 2018	June 2019
Headcount	437	458	521	565	622
Percentage of total workforce	2.1%	2.2%	2.4%	2.5%	2.7%

Of the 622 employees who identify as a Person with Disability, trainees were the largest classification of People with Disability at 5.7 per cent, followed by Dentist/Dental officers at 5.3 per cent and Executive at 5.1 per cent. CSD had the largest proportional representation of employees identifying as People with Disability at 5.2 per cent, followed by CMTEDD at 4.8 per cent. However, CHS had the greater number of employees identifying as People with Disability across the Directorates.

The average salary for employees who identify as a Person with Disability was \$95,276, slightly higher than the ACTPS average salary (\$94,406). The separation rate of People with Disability continues to be slightly higher than the separation rate of the ACTPS (7.4 per cent compared to 6.9 per cent), noting the small sample size of this diversity group.

Table 21: People with Disability Diversity Snapshot (June 2019)

Total Employees (Headcount)	622	Age	Headcount
Total Employees (FTE)	553.9	<20 years old	3
People with Disability employees by directorate	% (Headcount)	20-29 years old	102
Canberra Health Services	1.8% (134)	30-39 years old	140
Chief Minister, Treasury and Economic Development Directorate	4.8% (120)	40-49 years old	161
ACT Insurance Authority	5.6% (1)	50-59 years old	158
Community Services Directorate	5.2% (50)	60-69 years old	51
Education Directorate	2.2% (156)	>70 years old	7
Environment, Planning and Sustainable Development Directorate	3.2% (22)	Employment Type	
ACT Health Directorate	2.8% (16)	Permanent	492
Justice and Community Safety Directorate	2.7% (51)	Temporary	90
Transport Canberra and City Services Directorate	3.5% (72)	Casual	40
ACTPS Total	2.7%	Employment Category	
		Full Time	441
Average Salary	\$95,276	Part Time	141
Separation Rate	7.4%	Casual	40

Whole of Government Programs and Initiatives

The Workforce Capability and Governance Division (Employment Inclusion Team) in CMTEDD continued to provide Whole of Government inclusion employment initiatives and provide diversity employment resources to support Directorates increase the employment of People with Disability across the workforce.

The Disability Employment Services Provider Expo is an avenue for members of the community and new school leavers to link in and meet with local providers that support the employment for People with Disability and Aboriginal and Torres Strait Islander Peoples. Attendees are also able to meet potential employers from the ACT Government and the Australian Public Service. Due to the success and positive feedback from the first Disability Employment Services Provider Expo in August 2017, the second Expo was held in August 2018, again with very positive feedback. The third expo will be held on 30 August 2019.

Over 250 applications were received for the 2018 Inclusion Vocational Employment Program (previously the Inclusion Traineeship Program). Interviews were held in July 2018 and eight participants commenced between September and November 2018. Six participants are still completing the program. One participant has completed the program and has been promoted to an Administrative Services Officer Class 3 position. One participant has resigned from the program to undertake further studies.

The pool of suitable applicants for the Vocational Employment Program was shared with the Australian Public Service to increase the scope of employment opportunities for applicants.

Mentoring, career development and leadership programs will be held for employees with Disability in 2019-20. A mentor pool will also be created to support and mentor ACTPS employees with Disability.

Other programs and initiatives undertaken on a Whole of Government level for Disability employment include:

- > Australian School Based Apprenticeships in both the Disability and Aboriginal and Torres Strait Islander Groups;
- > Development, maintenance and promotion of inclusion employment policies and guidelines (for example, the Reasonable Adjustment Policy and the Disability employment pathways overview);
- > Maintenance, review and promotion of the Respect Equity and Diversity (RED) Framework;
- > Pastoral care and support to participants and work areas for inclusion trainees/VEPs and inclusion graduates;
- > Monitoring and reporting on inclusion employment numbers and initiatives across the ACTPS;
- > Creation, implementation, development, coordination and ongoing support of the ACT Public Service Inclusion Practitioners Network;
- > Monitoring and providing support and advice to ACTPS directorates and agencies on inclusion matters; and
- > Promotion of the ACTPS commitment to inclusion employment at public events including expos, forums, schools, organisations and broader community.

Directorate specific activities

The 2019 Agency Survey asked directorates to report whether they had a Disability Action Plan in place during the 2018-19 reporting year, and if so, what the key attributes of the plan were and what activities/initiatives were undertaken by the directorate to promote or implement the plan.

Four of the eight Directorates reported having a Disability Action Plan in place during the reporting period year. The plans outline a range of actions for supporting people with disability and promoting positive workplace culture. Some of the actions reported by the Directorates include the establishment of a Disability Employee Staff Network, engaging with external disability recruitment organisations, promotion of International Day of People with Disability, promotion of resources and tools for managing employees with mental illness, the provision of Disability Awareness training, participation in Whole of Government Inclusion Employment Programs, promotion of self-identification through the HR system, and promotion of flexible working conditions and reasonable adjustments.

Six of the eight directorates reported that they utilise at least one of the strategies identified in Table 22 to attract People with Disability.

Table 22: Employment Strategies for the Attraction of People with Disability (2018-19)

	Total directorates
Designated positions	4
Disability Traineeship	4
Work experience	3
Positions in the ACTPS Graduate Program for People with Disability	3
Disability cadetship	1
Mentoring programs	2
School based apprenticeships for People with Disability	1
Other Initiatives	3

All respondents: 2018-19 = 8

The ACTPS Graduate Program and the Disability Traineeship were reported by Directorates as the most commonly used strategy to attract and retain People with Disability in the ACTPS workforce. Some other initiatives included:

- > Bimberi Youth Justice Centre engaged Koomarri to deliver specialised training titled 'Working with young offenders with cognitive impairment' for all new staff; and
- > TCCS continued to work collaboratively with Black Mountain School and Canberra College to provide senior students with disability opportunities to gain experience in the horticultural industry.

Directorates were also asked what strategies they use to support employees with disability during the 2018-19 reporting year. The most commonly reported strategy was the use of the Whole of Government *Reasonable Adjustment Policy*.

The Whole of Government *Reasonable Adjustment Policy* developed in 2015 requires Directorates to follow the principles of Reasonable Adjustment to ensure all individuals have equal opportunities in the workplace. 'Reasonable Adjustment is defined as administrative, environmental or procedural modification required enabling an individual to meet the requirements of a position. It may be a change to a Recruitment/Selection process or work process, practice or procedure that enables an individual with a disability or injury to apply for a job and perform their job in a way that minimises the impact of their disability or injury.'⁴¹

Disability Awareness Training was used by six of the eight Directorates to support employees with disability. The training is aimed to increase understanding in developing and maintaining an inclusive workplace, develop confidence in using the right language, understand key concepts such as workplace adjustment, inherent requirements and sharing information, and awareness of the legislative requirements and risk management.

During the reporting year, JACS provided staff with access to relevant training in disability and mental health awareness (including Mental Health First Aid, Suicide Awareness and Positive People, Positive Psychology) and engaged Wayne Herbert – diversity, inclusion and disability advocate, to facilitate a session on Engaging People with Disability to senior executives at their leadership retreat. The Emergency Services Agency developed volunteer training pathways and a flexible volunteering

⁴¹ *Reasonable Adjustment Policy*,
https://www.cmtedd.act.gov.au/_data/assets/pdf_file/0008/799424/Reasonable-Adjustment-Policy.pdf

model to allow members to have different levels of Operational and Unit Support roles. They also engaged interpreters to enable a hearing impaired volunteer the opportunity to participate in training and development as part of volunteer career pathways.

Four Directorates reported using Disability employee networks. In 2018-19, CMTEDD established the CMTEDD Disability Employee Network for employees within the Directorate with disability, carer responsibilities and other employees with an interest in disability inclusion. The Network, which meets bi-monthly, provides a forum for employees to assist in identifying initiatives that will further support positive cultural change.

Table 23: Strategies to support employees with Disability (2018-19)

	Total directorates
Disability employee networks	4
Directorate/agency specific Reasonable Adjustment Policy	6
Whole of Government Reasonable Adjustment Policy	7
Disability awareness training	6

All respondents: 2018-19 = 8

Other support strategies used by Directorates during the 2018-19 reporting year include:

- > actively recognising Mental Health Week, National Safe Work Month, R U OK Day and the International Day of People with Disability;
- > having Disability Executive Sponsors or champions;
- > reviewing job descriptions;
- > providing information at directorate induction sessions;
- > ongoing promotion and training of the ACTPS reasonable adjustment policy; and
- > working collaboratively with the whole of government Employment Inclusion Team, Workforce Capability and Governance Division, CMTEDD.

SNAPSHOT

CELEBRATING ACHIEVEMENTS AND CONTRIBUTION: TRANSPORT CANBERRA AND CITY SERVICES

To raise awareness and celebrate the achievements and contribution made by TCCS employees with disability, the Inclusion Officer presented multiple roadshows across the directorate. The presentation included the screening of The Interview, conversations about what inclusivity is and what and how each of us have a role to play.

Quote from Toni Hicks, Inclusion Officer, TCCS:

‘As the Inclusion Officer and someone who has worked in the disability sector for 30 plus years, I often get told that I’m not a manager, so how can I make a difference?’

The Inclusion roadshow was held across the directorate; six in total. It centred on a short 12 minute video; The Interview and followed with a conversation about inclusion and our behaviour. The roadshow followed the following format.

Lead the conversation at depots and show the video: The Interview Vignette <https://vimeo.com/45742131>.

- > What are the barriers faced by people with disability?*
- > What do people with disability have to offer an organisation?*
- > What role did the interviewee play? – Role Model, Advocate, Ally - descriptors*
- > Like the interviewee, what can you do to break down the barriers within our own workplace?*
- > Promote our reasonable adjustment policy, the diversity scholarship and ‘up-date your details’.*

Working from the view point that each of us has a role to play in the inclusion of people with disability in our workplace, this discussion enabled people to see themselves in one of the mentioned roles. It illustrated that you don’t have to be a manager or in a position of authority/decision maker, to make a difference.

The roadshow was well received and there has been requests for further conversations, including training, exploring opportunities for people with disabilities and more inclusion discussions.’

The 2019 Agency Survey asked Directorates how they make managers and supervisors aware of the requirements to investigate and where practical, make reasonable adjustment(s) following the disclosure of a disability. Common methods reported include:

- > providing disability awareness training to managers and supervisors, such as Let’s Talk Disability and Disability Confident Managers;*
- > all staff messaging promoting the Disability Discrimination Act 1992, the definition of disability, and employees updating their details;*
- > Inclusion Officers attending induction training sessions to provide information on the benefits of self-identification and reasonable adjustment;*
- > mandatory recruitment and selection training for chairs of selection panels; and*
- > through the ACTPS Managers’ Toolkit available on the ACTPS Employment Portal.*

When asked to report on the strategies implemented to ensure accessible workplaces, Directorates reported utilising strategies such as:

- > external assistance such as sourcing an Occupational Therapist and disability specialist, such as the Autism Association, to provide advice and awareness training tailored to individual needs;
- > use of a Work Health and Safety Committee or Workplace Consultative Committee, allowing employees to raise and resolve health and safety issues;
- > ensuring that new office buildings are fitted to comply with current legislative requirements for accessibility;
- > ensuring accessibility improvements are considered when upgrades to buildings are being planned such as entrances, lift replacements and building fit-outs;
- > ergonomic office equipment and other equipment for necessary modifications are provided for staff as required; and
- > making necessary modifications to support staff working in Activity Based Working environments, as needed. This mode of working enables staff to be effective wherever they need to work, whether it be at Nara House, the Cosmopolitan Building, ACT Government venues such as Manuka Oval or at home.

Five directorates reported that they had engaged a Disability Employment Service provider during the 2018-19 reporting year. Disability Employment Service providers are also invited to participate in the annual Disability Employment Provider Expo.

5.3 Cultural and Linguistic Diversity

The ACTPS is committed to having a workforce which is representative of the community that it serves. As shown in Table 24, Culturally and Linguistically Diverse employees made up 18.7 per cent of the ACTPS workforce at June 2019. Of the 4,334 Culturally and Linguistically Diverse employees:

- > the average salary for Culturally and Linguistically Diverse employees was slightly less than the average ACTPS salary (\$90,465 compared to \$94,406);
- > the highest proportion of Culturally and Linguistically Diverse employees work in Canberra Health Services (2,141 employees), followed by the Education Directorate with 764 employees as at 30 June 2019;
- > the separation rate of Culturally and Linguistically Diverse employees was lower than the separation rate of the whole of the ACTPS (5.2 per cent compared to 6.9 per cent); and
- > 47.4 per cent of Culturally and Linguistically Diverse employees were in the Dentists/Dental Officers classification group, followed by nursing and midwifery at 33.7 per cent. This is consistent with previous years.

Table 24: Cultural and Linguistic Diversity Snapshot (June 2019)

Total Employees (Headcount)	4,334	Age	Headcount
Total Employees (FTE)	3,892.6	<20 years old	9
Culturally and Linguistically Diverse employees by Directorate	% (Headcount)	20-29 years old	395
Canberra Health Services	29.0% (2,141)	30-39 years old	1565
Chief Minister, Treasury and Economic Development Directorate	20.2% (504)	40-49 years old	1275
ACT Insurance Authority	16.7% (3)	50-59 years old	777
Community Services Directorate	16.9% (162)	60-69 years old	289
Education Directorate	10.7% (764)	>70 years old	24
Environment, Planning and Sustainable Development Directorate	13.3% (91)	Employment Type	
ACT Health Directorate	20.8% (118)	Permanent	3,208
Justice and Community Safety Directorate	9.5% (181)	Temporary	829
Transport Canberra and City Services Directorate	18% (370)	Casual	297
ACTPS Total	18.7%	Employment Category	
		Full Time	3,077
Average Salary	\$90,465	Part Time	960
Separation Rate	5.2%	Casual	297

In 2019, the ACT Government hosted twenty employees and provided opportunities through the Work Experience and Support Program. This program is designed to help Canberrans from culturally and linguistically diverse backgrounds to enter the workforce, providing opportunities for people to improve employment skills and develop networks within the ACT Public Service. The eight-week program is run by the Community Services Directorate and recently ran from 15 April 2019 to 7 June 2019.

Directorates were also asked what initiatives they implemented to support employees from culturally and linguistically diverse backgrounds. Some examples provided by Directorates included:

- > Celebrating Harmony week;
- > Promoting awareness programs, such as the ACTPS Training Calendar Engaging with Different Cultures training;
- > Providing reasonable workplace adjustments; and
- > Promoting the National Multicultural Festival 2019 through our staff newsletter.

During Harmony Week, Directorates undertook a range of activities including:

- > EPSDD hosting its first organisational 'Taste of Harmony' lunch. Over 100 people attended the lunch and many people brought dishes from their country of origin or from places that they would like to visit. The Welcome to Country focused on welcoming all people from all nations across the world, working together to build a better Australia. Staff had the opportunity to watch a video presentation on discrimination in the workplace and to meet other people from across the Directorate that they may not have met previously.
- > CMTEDD showed support for Harmony Day by encouraging staff to wear orange and show support by hosting a morning tea or lunch in their workplace, where they could share a dish that represented their ancestry, cultural background, or their favourite dish from abroad. These events provide a platform for staff to share stories of heritage and promote a positive workplace that celebrates the value of inclusion and diversity.

5.4 LGBTIQ+ people

In December 2018, the ACTPS Strategic Board endorsed the Whole of Government Action Plan to Enhance LGBTIQ+⁴² Workplace Inclusion across the ACT Public Service. The Action Plan, developed in response to an ACTPS survey on LGBTIQ+ inclusion in the workplace, commits all Directorates and agencies to implement initiatives to support the inclusion of LGBTIQ+ people across all government workplaces.

The Action Plan set down a range of actions for Directorates against specific themes:

- > Culture and visibility – Executive Sponsors or Champions for LGBTIQ+ within Directorates, calling out behaviour and negative commentary, celebrating LGBTIQ+ Days of Significance;
- > Policy and practices – Develop a strategy specifically addressing LGBTIQ+ inclusion and ensure that work completed on LGBTIQ+ inclusion is communicated to all staff;
- > Staff training and support – Provide open, standalone LGBTIQ+ inclusion/awareness training and targeted training specifically for team leaders/people managers to ensure they are skilled in the management of diverse teams; and
- > Employee Pride Networks – Support networks which contribute to the promotion of diversity and serve as a point of reference with subject matter expertise on LGBTIQ+ issues.

During 2018-19, senior representatives from all ACTPS Directorates worked collaboratively with the Office for LGBTIQ+ Affairs to develop a strategy to deliver equitable outcomes for LGBTIQ+ people.

In June 2019, the Chief Minister released the ACT Government's new *Capital of Equality* strategy to advance equality for lesbian, gay, bisexual, trans and gender diverse, intersex and queer Canberrans, backed by investments in peer-led services and community grants for LGBTIQ+ individuals, their families and communities.

Directorates will report against Whole of Government Action Plans that support the delivery of the Strategy and will update actions over the life of the Strategy.

⁴² LGBTIQ+ is respectfully being used as an umbrella term to refer collectively to a wider range of people than just those who identify as lesbian, gay, bisexual, trans and gender diverse, intersex and/or queer. The use of the acronym is not intended to exclude people that may not be specifically represented by this term.

SNAPSHOT

LGBTIQ INCLUSION STAFF SURVEY: KEY FINDINGS

The LGBTIQ Inclusion Staff Survey (the Survey) was the first whole of government survey to capture staff perspectives on the awareness, impact and effectiveness of current LGBTIQ workplace inclusion initiatives.

The Survey was anonymous and confidential, and comprised 17 questions designed to capture information and insights about staff demographics, workplace culture and visibility, experiences and attitudes, career development and retention, and employee-led pride networks.

The Survey was open to all ACTPS staff from 17 April 2018 to 13 May 2018 and was completed by 1,500+ employees across all Directorates. The following key findings were reported to staff during the 2018-19 reporting year:

- > Three quarters of survey respondents agree that the ACTPS is an LGBTIQ inclusive workplace.*
- > Over 1,500 staff shared their experiences and perspectives on LGBTIQ inclusion in the ACTPS. We heard from staff across all Directorates and from a diverse range of ages, gender identities and sexual orientations, with over one fifth of survey respondents identifying as LGBTIQ.*
- > LGBTIQ respondents were three times more likely than their heterosexual peers to have witnessed or experienced bullying and harassment but the majority of incidents in the workplace were not formally reported.*
- > The majority of respondents considered an inclusive workplace culture to be an important element of work, including in making decisions about their career.*
- > Most survey respondents agree that their supervisor and Directorate are supportive of LGBTIQ staff. However, only half of survey respondents agree that their manager has the skills to address issues that LGBTIQ employees may face in the workplace (e.g. bullying and harassment).*
- > When asked how the ACTPS can continue to build an LGBTIQ inclusive culture the most common suggestions were to provide further LGBTIQ Awareness Training; promote LGBTIQ visibility in the workplace; and improve how harassment, bullying and discrimination is handled.*

In the 2019 Agency Survey, Directorates were asked what initiatives their directorate implemented during the 2018-19 reporting year to support LGBTIQ+ employees.

Three Directorates reported having Executive Sponsors or Champions for LGBTIQ+. TCCS announced their LGBTIQ+ Executive Sponsor and released a 'Statement of Commitment to our LGBTIQ Employees' on 15 November 2018, coinciding with the first anniversary of the same-sex marriage vote.

Most Directorates reported hosting LGBTIQ+ awareness training sessions run collectively by the AIDS Action Council and A Gender Agenda. The training provided participants with an understanding of the LGBTIQ+ community and related issues of importance, including language and terminologies; practical case studies on how to consider LGBTIQ+ implications in policy work; and offer resources and ideas on fostering LGBTIQ+ inclusivity in the workplace.

As a part of raising awareness on dealing with LGBTIQ+ clients, Canberra Health Services provided training courses including LGBTIQ – AIDS ACTION and improving access to health services for LGBTIQ people. An additional session of face to face training through the ACT AIDS Council was provided to 80 staff members of Canberra Health Services to increase their awareness on working with clients/patients/colleagues who identify as LGBTIQ+ people.

Directorates' reported promoting LGBTIQ+ inclusion and awareness sessions and resources and participating in events for International Day Against Homophobia, Biphobia, Interphobia and Transphobia and 'Wear it Purple Day'.

Two Directorates have LGBTIQ+ Staff Networks that provide information and advice to staff on issues that affect LGBTIQ+ staff and their families, clients and stakeholders. CMTEDD established their LGBTIQ+ Staff Network (Pride Network) as a forum for employees to assist in identifying initiatives that will further support positive cultural change. The Pride Network, with support from the CMTEDD Diversity and Inclusion Champion and the Office for LGBTIQ Affairs, hosted an event in celebration of International Day Against Homophobia, Biphobia, Interphobia and Transphobia.

The ACT Safe and Inclusive Schools (SAIS) Initiative provides assistance for school staff to develop and maintain safe, inclusive environments for all students regardless of their gender presentation/identity, intersex status or sexual orientation.

It enables schools and education programs in the ACT to seek assistance to develop their practice in areas such as supporting individual student need, welcoming and celebrating community and family diversity. The Initiative supports school staff to build respectful school cultures where prejudice, discrimination, harassment and violence on the basis of gender presentation/identity, intersex status or sexual orientation is unacceptable.

SNAPSHOT

STUDENT AND STAFF DEVELOPMENT DAY: EDUCATION DIRECTORATE

On 16 May 2019, the Education Directorate marked International Day Against Homophobia, Biphobia, Interphobia and Transphobia: a day to challenge discrimination, celebrate pride and create safe spaces. The Directorate supported a Safe and Inclusive Schools Initiative Student and Staff Development Day, delivered by SHFPACT (Sexual Health & Family Planning ACT).

The day included workshops for ACT students and staff on leadership through school and community events, safe and inclusive school and community life, as well as looking after themselves and others. It included training from community organisations such as Headspace Canberra, Headspace Canberra, Headspace Queanbeyan, A Gender Agenda, the AIDS Action Council, Delta Society Australia's Delta Therapy Dogs, Ink Brush Art Therapy and The Youth Coalition of the ACT.

Chapter 6

A safe, supportive and
engaged workforce

CHAPTER 6: A SAFE, SUPPORTIVE AND ENGAGED WORKFORCE

6.1 Safe and Supportive Workplace

The ACTPS understands the importance of maintaining the health, safety and wellbeing of its workforce. Our people's wellbeing is fundamental to the ACT Government's pursuit of excellence in the services we deliver to the ACT Community.

Work Health, Safety and Wellbeing Strategy

The *Work Health, Safety and Wellbeing Strategy 2019–2022* was launched in January 2019. The strategy is designed to deliver improved engagement, participation and productivity of our people through a whole of government work health, safety and wellbeing approach.

The strategy promotes a Whole of Government culture shift towards work health, safety and wellbeing and involves the implementation of activities that address workforce risks.

The strategy focuses on supporting access to safe work and workplaces, promoting health and wellbeing, and facilitating recovery or supporting people to return to work when illness and injury occurs.

In 2019-20, the Workplace Safety and Industrial Relations Group in CMTEDD will be rolling out a suite of activities to support the strategy, including the Occupational Violence Strategy, Healthy Minds – Thriving Workplaces, a physical health strategy, early intervention physiotherapy services and continuing return to work and rehabilitation management. The [Work Health, Safety and Wellbeing Strategy](#) is available on the ACTPS Employment Portal⁴³.

Directorates reported a range of strategies used during 2018-19 to support the health, safety and wellbeing of their employees, including:

- > access to annual Flu vaccinations programs;
- > reasonable workplace adjustments in line with the whole of government policy;
- > all staff email messages providing updates and promoting health, safety and wellbeing;
- > Safety and Wellbeing notice boards;
- > Annual awards; and
- > Awareness training courses.

⁴³ https://www.cmtedd.act.gov.au/_data/assets/pdf_file/0018/1322244/ACTPS-Work-Health-Safety-and-Wellbeing-Strategy.pdf

Directorates also reported promoting the Employee Assistance Program (EAP). The EAP panel of providers offers free, professional and confidential services to support employees and their immediate family members through both personal and work-related issues. Employees have access to four providers under the EAP.

All employees (permanent and temporary) and members of their immediate family and/or members of their household can access the services of the EAP free of charge with up to six sessions, per issue, for each employee/immediate family member every financial year.

Canberra Health Services promoted the MyHealth initiative to staff, to support emotional, mental and physical health and wellbeing. MyHealth includes information on the importance of making reasonable adjustments for staff, including staff with disability, to support their participation in the workplace.

SNAPSHOT

TRANSPORT CANBERRA AND CITY SERVICES DIRECTORATE

During 2018-19, TCCS delivered a range of training programs focussed on creating and maintaining inclusive, respectful and safe workplaces, which included building the capability of executives, middle managers and field-based workers.

Ensuring the safety and competence of their field-based employees is a high priority for TCCS. A wide variety of competency-based training programs were provided which support the development and maintenance of practical skills required by employees to undertake their role, including courses such as:

- > Asbestos Awareness*
- > Temporary Traffic Management*
- > Chainsaw operation*
- > Chemical safety*

TCCS launched its new Work Health and Safety Management System, SafetyNet, on 25 February 2019 following extensive employee consultation. SafetyNet is an integrated systematic approach to managing work health and safety (WHS), including organisational structures, accountabilities, guidelines, procedures and factsheets to achieve work health and safety objectives and to create an efficient recordable way of managing work health and safety.

Following the launch, TCCS has turned its focus to implementation, delivering information sessions across both office and field-based teams. Striving to improve the safety culture, SafetyNet is a living system, being continuously updated capturing changes in legislation, Codes of Practice, Australian Standards and revised as more people use the system and suggest improvements and changes.

Self-insurer for workers' compensation

On 1 March 2019, the ACT Government became a licenced self-insurer for workers' compensation under the *Safety, Rehabilitation and Compensation Act 1988*. This change means that services are no longer provided by Comcare. Being a self-insurer enables the Government to have greater influence over the experience of ACT Government employees who have sustained an injury or illness in the workplace.

In the first 100 days of workers' compensation self-insurance, the ACT Government:

- > transferred in and took responsibility for 29,361 historic workers' compensation claims;
- > transferred 789,602 documents;
- > received 128 new claims; and
- > received 109,500 new documents.

Feedback from stakeholders, including employees with open and active claims, has been overwhelmingly positive and the Workplace Safety and Industrial Relations Group is continuing to prioritise improving the experience of employees who find themselves in need of this service.

Mental Health and Wellbeing

Following the commencement of the new ACT Coordinator-General on 3 December 2018, the Office for Mental Health and Wellbeing led a co-design process to develop a Territory-wide vision and to identify priority areas for action.

The process included three successful co-design workshops and a community survey. The Territory-wide Vision for mental health and wellbeing was developed by workshop participants. The process also underpinned the development of the Office for Mental Health and Wellbeing Work Plan (Work Plan) which was released in May 2019.

The Work Plan sets out a range of areas for action and key deliverables across three themes: mentally healthy communities and workplaces; support for individuals, families and carers and system capacity and workforce. The plan builds on the positive work already happening across the territory and brings together contributions from the mental health sector including those with lived experience, the broader ACT community, government and business.

The Mental Health and Wellbeing Inter-Directorate Committee comprises officers from all ACT Government Directorates and drives across government collaboration to identify and prioritise mental health and wellbeing initiatives. The Committee contributes to the identification of systemic gaps and opportunities to address the social determinants of health. The committee will have a key role in delivering and reporting on actions in this work plan. To access the plan visit <https://www.health.act.gov.au/about-our-health-system/office-mental-health-and-wellbeing>.

Directorates continue to actively support employees by providing awareness training programs and participating in events during Mental Health Week, National Safe Work Month, R U OK Day and the International Day of People with Disability.

Other strategies reported by Directorates during the 2018-19 reporting year included:

- > JACS held a Market Day, which brought together human resources and wellbeing staff with local service providers: Benestar, Canberra Rape Crisis Centre, EveryMan, Menslink, PeopleSense, Restorative Justice Unit, and Victim Support ACT; and
- > The Education Directorate has partnered with the ACT Principals Association (ACTPA) to develop a Principal Health and Wellbeing Plan which will deliver on a range of immediate, short-term and long-term initiatives to increase the focus on Principal health and wellbeing.

Addressing Occupational Violence

During 2018-19, a cross-directorate working group was established and focused on the development of an Occupational Violence Strategy to address occupational violence through a whole of government approach.

Occupational violence is any action, incident or behaviour that departs from reasonable conduct in which a person is assaulted, threatened, harmed or injured by a person other than a co-worker in the course of, or as a direct result of, their work.

Occupational violence can be physical, but may also include personal intimidation, verbal abuse, sexual harassment, threatening behaviour, abuse through technology (text, emails and phone calls), making vexatious complaints, and making derogatory, slanderous or threatening statements to or about another person.

The Addressing Occupational Violence Strategy, which was launched in May 2019, sits under the overarching Work Health, Safety and Wellbeing Strategy 2019-2022 and outlines priority actions to address occupational violence through a whole of government approach. The priority actions are:

- > Design work and workplaces to minimise the rise of occupational violence;
- > Take a risk management approach to occupational violence;
- > Foster a reporting culture;
- > Improve the skills of senior leaders;
- > Improve the capabilities of managers and supervisors; and
- > Improve the skills of workers to minimise the likelihood of occupational violence.

To access the strategy visit <https://www.cmtedd.act.gov.au/employment-framework/wpsafety/managing-occupational-violence>.

A Whole of Government Work Health Safety Policy was recently issued to ensure Directorates develop procedures that protect health and safety of workers who have the potential to experience occupational violence, and further materials will be developed and provided to Directors-General, Human Resources directors, and directorate communication teams.

Domestic and Family Violence

The ACTPS recognises that workplaces have an important role in preventing and responding to domestic and family violence in our communities. Employers have a legal responsibility to create safe work environments. Beyond this, workplaces significantly influence our attitudes, beliefs and behaviours in both our personal and professional lives.

To reduce violence, workplace cultures need to reject sexism and discriminatory attitudes, confront organisational practices that devalue, exclude or marginalise women and support increasing the number of female leaders.

The role of violence in our society is complicated. We know that while men overall experience more violence than women, men also use most of the violence. What is clear is both men and women have an enormous amount to gain from reducing violence in our community.

Women's experiences of violence, even if occurring in the home, impact on the workplace. By implementing programs and policies to prevent violence against women, workplaces stand to

benefit through increased productivity, reduced absenteeism, decreased staff turnover and improved staff health and wellbeing.

The *ACTPS Domestic and Family Violence Toolkit* provides a range of guidance materials, for employees and managers, to support employees who are experiencing domestic and family violence.

The Toolkit was originally released in 2017. The Office of the Coordinator-General for Family Safety has recently led the co-design of the Family Safety Hub. Through that process, we learnt that people experiencing domestic and family violence disclose to people they trust, who are often outside the specialist service system, and that many people are afraid of the consequences of seeking help and need anonymous ways to get information to help them find safety. In 2018, the Toolkit was updated to reflect these learnings.

The Toolkit materials listed below are available on the [Safer Families website](#)⁴⁴:

- > Whole-of-Government messages;
- > ACTPS Domestic and Family Violence Policy;
- > Leave for domestic and family violence purposes;
- > Guide to responding to domestic and family violence; and
- > Where to get help.

In 2019, as part of the ACTPS ongoing commitment, staff training in understanding, identifying and responding to Domestic and Family Violence is being rolled out to all ACTPS employees, as well as managers.

The training has been developed by the Office for Family Safety in the Community Services Directorate, with expert input from domestic and family violence organisations and consultation with all directorates so that it is specifically tailored to the ACT Public Service. The training will comprise:

- > a one hour e-learning module and specific three hour face-to-face managers training;
- > Tier 1 training for frontline staff who have regular contact with those impacted by domestic or family violence (for example transport officers and librarians); and
- > Tier 2 training for staff in specialist roles who regularly come into contact with those impacted by domestic or family violence, such as nurses, teachers.

All Directorates took part in user testing the foundation e-learning as well as trialling the managers' face to face training. Their feedback helped refine the content and presentation. This training is required core learning for all ACTPS employees and aligns with the ACT Government Response to Family Violence (2016) and the ACTPS Core Learning Policy.

Some Directorates reported working with CSD to develop additional training targeted at managers and staff in specific frontline positions. TCCS has appointed a dedicated project officer to administer the implementation of this training in the directorate. An implementation plan has been developed for the delivery of the training to all TCCS employees over the next 3 years. The training package acknowledges the gendered nature of domestic and family violence and gender inequality as a driver of domestic and family violence. Different levels of training will be targeted for different roles.

⁴⁴ <https://www.communityservices.act.gov.au/safer-families/domestic-and-family-violence-toolkit>

In June 2019, CMTEDD in partnership with the Office of the Coordinator-General for Family Safety developed a Managers' Briefing Guide for employees within the Directorate.

The White Ribbon Accreditation Program 'recognises workplaces that are taking active steps to stop violence against women, accrediting them as a white Ribbon Workplace'⁴⁵. Workplaces are required to meet '15 criteria under three standards to create a safer and more respectful workplace'⁴⁶. CSD was the first Directorate to be accredited as a White Ribbon Workplace and have successfully completed the reaccreditation process for the next 3 years. A number of directorates are working towards becoming White Ribbon Workplaces.

SNAPSHOT

WHITE RIBBON ACCREDITATION: JUSTICE AND COMMUNITY SAFETY DIRECTORATE

The JACS continues its journey to becoming a White Ribbon accredited workplace. Activities undertaken during the reporting year include:

- > *Establishment of the JACS White Ribbon Accreditation Implementation Committee;*
- > *A strong response to the Baseline Survey conducted in the previous financial year informed the Accreditation process;*
- > *Release of JACS Policy Statement: Violence as a Workplace Issue and factsheet;*
- > *Establishment and continued JACS White Ribbon Workplace Monthly messaging and information through JACS News;*
- > *Development of 16 JACS/White Ribbon Australia co-branded pull up banners that circulate between JACS workplaces: Courage, Integrity, Respect, and Stand Up/Speak Out;*
- > *White Ribbon Australia eLearning for executives and some managers;*
- > *South Australia Equal Opportunity Commission eLearning for executives and most managers;*
- > *Executive retreat sessions focusing on preventing men's violence against women and being an active bystander;*
- > *Contribution to the development of the ACT Government Family and Domestic Violence training;*
- > *Workplace sessions hosted by David Pryce (Deputy Director-General Community Safety) for over 520 staff members. These focus on accreditation and JACS being a safe workplace;*
- > *White Ribbon Day events held by the Directorate and individual business units. This included fundraising for the Nguru Program (Canberra Rape Crisis Centre) and White Ribbon Australia; and*
- > *JACS Market Day, which brought together human resources and wellbeing staff with local service providers: Benestar, Canberra Rape Crisis Centre, EveryMan, Menslink, PeopleSense, Restorative Justice Unit, Victim Support ACT; and*
- > *JACS has provided significant input to the whole of ACT Government Domestic and Family Violence training being developed by the Office of the Coordinator General for Family Safety.*

⁴⁵ White Ribbon Workplace Accreditation Program, www.whiteribbon.org.au

⁴⁶ *ibid*

Job Security and Classification Review

The ACT Government is committed to the proper resourcing of the ACTPS and to promoting permanent employment and job-security for ACTPS employees. This means minimising the use of labour-hire, casual, temporary and contract employment in the ACTPS as well as the use of outsourcing. These commitments have been reinforced recently in the new ACTPS enterprise agreements and supported by the Government's election commitment to maintain the size of the ACTPS.

To ensure these commitments are delivered, a joint ACTPS and Union Taskforce has been set up to look into existing Government employment and outsourced functions to assess if employees should be offered permanent employment or whether functions should be insourced. The Government has funded \$471,000 in the 2019-20 Budget to support the taskforce and to conduct a Classification Review. The classification review will examine how classifications align across the ACTPS, focussing in the first instance on lower paid jobs to ensure that employees are fairly remunerated and recognised for the work they perform.

Union encouragement policy

The Government is committed to encouraging union membership among the ACTPS workforce and working collaboratively with unions to ensure workplace rights of staff are protected.

The Government has developed and issued a Union Encouragement Policy which recognises this joint commitment and the important role unions play in the workplace. It is the responsibility of Directorates to implement the Union Encouragement Policy. The policy has been formally communicated to staff and will be further promulgated throughout the ACTPS.

While recognising the decision to join a union remains the discretion of individual employees, the ACTPS ensures that all employees have access to information to allow them to make informed decisions about workplace rights and how they are represented. In addition, the ACTPS gives its employees full access to union officials and delegates whilst ensuring that there be proper consultation on any matter that employees or their union representatives consider is likely to significantly affect them.

The commitment between unions and the ACTPS working closely together has been further supported by specific provisions in the new ACTPS enterprise agreements.

6.2 Performance and Capability Development

The ACTPS is committed to building the skills and capability of its workforce by ensuring that each employee is engaged and supported through a positive workplace environment that enables employees to contribute towards positive outcomes for the ACT community.

The ACTPS Performance Framework (the Framework) sets out the process for managing employee performance and supports managers to develop workplace culture and capability. The key objectives of the framework are to:

- > support employee effectiveness for the benefit of the ACTPS through providing a consistent and sustainable approach to achieving high performance standards across the ACTPS;

- > support the ACTPS Values and Signature Behaviours by ensuring that employees' performance is managed in a holistic sense, with the way in which an employee conducts themselves being as important as the results they achieve;
- > provide a consistent approach to the way in which the ACTPS holds its employees accountable for their work performance; and
- > embed performance management and development as a familiar and supportive part of working life in the ACTPS, creating a Service that consistently provides its employees with role and task clarity, strengthens capability and retains talented employees.

To achieve high levels of employee engagement, it is important that managers and employees have a shared understanding of roles, responsibilities and objectives. The Framework assists employees and managers to have quality performance conversations in which employees have an opportunity to highlight their achievements, obtain and provide feedback, and seek assistance when required. Performance conversations can also assist employees to understand more fully the skills, knowledge and behaviour they need to develop in order to do their job effectively and progress within the ACTPS.

The ACTPS Shared Capability Framework (the Capability Framework) describes the skills, knowledge and behaviour expected of all ACT Public Servants across the whole ACTPS. Using the Capability Framework in conjunction with a Personal Performance and Development Plan, employees can track their development goals.

The 2019 Agency Survey asked directorates to report on whether they monitored the utilisation of the ACTPS Performance Framework during the 2018-19 reporting year. Four of the eight directorates reported that they monitored usage.

Directorates were then asked to report on the percentage of their workforce that had a performance agreement in place at 30 June 2019. Two of the eight directorates reported that they were unable to determine the percentage as they did not have a system available to capture this information. The directorates that were unable to determine this figure were in areas that involved largely field based workers and reported that whilst they were unable to actively collect data in relation to the completion of performance agreements, they actively support line areas to ensure agreements are in place.

The remaining six directorates reported participation rates of between 8 and 77 per cent, with an average rate of 58 per cent⁴⁷ of their workforce with a performance agreement in place at 30 June 2019. This is a slight reduction on the 2017-18 figure of 63 per cent. Further work will be required over the coming year in order to increase the number of employees with performance agreements.

During 2018-19, TCCS reported that they trialled the use of electronic performance and development plans. Approximately 160 staff from different business units of TCCS participated in the trial and staff will now be actively encouraged to use the electronic plan.

Providing employees with the opportunity to develop skills and capability has been shown as a key factor in driving high performance and motivation in the workforce. Directorates were asked to report on the strategies employed during 2018-19 to enhance, develop or improve employee capability and performance. The results are provided in Table 25 below.

⁴⁷ total headcount of participating directorates (13,511, see Table 37) divided by the total number of participating employees (7,827) in each directorate x 100%.

Table 25: Strategies used during 2018-19 to enhance, develop or improve employee capability and performance

	Total Directorates
Mentoring programs	6
Funded training	6
Secondments	3
Job swap opportunities	4
Communities of practice	5
Other	4

All respondents: 2018-19 = 8

Directorates reported using a range of strategies to enhance, develop or improve employee capability and performance. These included using the ACTPS Training Calendar, providing study assistance to undertake external courses of study and arranging mentoring and job rotation opportunities. Several directorates also reported an increased use of online or e-learning opportunities. These provide employees with more flexible learning opportunities that can be accessed at any time and from any location.

6.3 Managing Underperformance

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

- > unsatisfactory work performance, that is, a failure to perform the duties of the position or to perform them to the standard required;
- > non-compliance with workplace policies, rules or procedures;
- > unacceptable behaviour in the workplace; and/or
- > disruptive or negative behaviour that impacts on co-workers⁴⁸.

The focus of the Performance Framework is to support employee effectiveness for the benefit of the ACTPS through providing a consistent and sustainable approach to achieving high performance standards. Where an underperformance issue is initially identified, managers and supervisors are required to address the concerns with the employee informally and provide assistance to help the employee to achieve the required standard of performance. Where underperformance continues to be an issue, a formal performance action plan is developed under the enterprise agreements.

⁴⁸ Australian Government, Fair Work Ombudsman, Managing Underperformance: <https://www.fairwork.gov.au/how-we-will-help/templates-and-guides/best-practice-guides/managing-underperformance>.

Directorates were asked to identify whether they monitored the number of preliminary performance discussions held during the 2018-19 reporting year. Of the eight directorates, five reported that they did monitor preliminary performance discussions. Between these directorates twenty-three preliminary discussions occurred during the reporting year all of which resulted in employees realising the required improvements. These cases did not proceed to a formal underperformance process.

Directorates were asked to provide details of the number of formal underperformance processes that were commenced in the 2018-19 reporting year under the procedures set out in the relevant ACTPS Enterprise Agreement. The results are provided in Table 26.

Table 26: Underperformance Processes (2018-19)

	Total Processes
Number commenced in 2017-18 but finalised in 2018-19	10
Number commenced in 2018-19	28
Number commenced and finalised in 2018-19	23
Number commenced in 2018-19 and to be finalised at 30 June 2019	6

Four of the eight directorates indicated that they have commenced at least one formal underperformance process as set out in the relevant Enterprise Agreement during the 2018-19 reporting year. The commencement of 28 new underperformance processes during the 2018-19 reporting year is a small increase from the 2017-18 figures, where a total of 24 new underperformance cases commenced.

Directorates were also asked to report on the outcomes of the underperformance processes that were finalised during 2018-19. These results are provided in Table 27.

Table 27: Outcomes from Underperformance Processes (2018-19)

	Total Outcomes
Satisfactory performance achieved at the completion of the process	17
Development program instituted	1
Assignment to other duties	1
Deferral of increment	0
Reduction in classification	2
Termination of employment	1
Resignation of employee during process	9

It is recognised that a formal underperformance process can be a stressful experience for employees. Employees are provided with assistance, coaching, support and confidential access to Employee Assistance Providers throughout these processes. Positively, the majority of employees involved in these processes were able to either return to a satisfactory level of performance in their role (seventeen employees achieved satisfactory performance and one employee was placed on a development plan), or were re-allocated to a role more suited to their capabilities (one employee was assigned to other duties and two employees were assigned to a lower classification).

Chapter

ACT Public Sector
bodies

CHAPTER 7: ACT PUBLIC SECTOR BODIES

Approximately 90 per cent of the ACT public sector workforce is employed by the eight directorates. The remaining ten per cent of the workforce fall within public sector bodies which operate independently of the ACTPS.

There are a number of public sector bodies which have Head of Service management powers under section 152 of the *Public Sector Management Act 1994* (PSM Act). These public sector employers are those statutory office holders or agencies whose establishing or other legislation prescribes that they may employ staff and that the staff are employed under the PSM Act. In effect, these bodies are a public sector employer that exercises the management powers in their own right and without reference to the Head of Service. These arrangements are appropriate as statutory office holders and these agencies are not part of the public service, but rather part of the broader public sector.

These public sector bodies are outlined below:

- > ACT Auditor-General;
- > ACT Electoral Commission;
- > ACT Teacher Quality Institute;
- > Calvary Health Care ACT (Public);
- > Canberra Institute of Technology;
- > City Renewal Authority;
- > Cultural Facilities Corporation;
- > Director of Public Prosecutions;
- > Independent Competition and Regulatory Commission;
- > Long Service Leave Authority;
- > Clerk of the Legislative Assembly;
- > Principal Registrar, Courts and Tribunal;
- > Solicitor-General and Government Solicitor's Office; and
- > Suburban Land Agency.

Please note that this is not a complete list of the independent statutory bodies across the public sector, however, it does represent those bodies with Head of Service management powers.

The Head of Service is required to include an account of the management of the public sector within the State of the Service report. Calvary Health Care ACT (Public), Cultural Facilities Corporation and the Office of Legislative Assembly have their own payroll systems so are asked to provide their workforce profile data to the Head of Service. The other public sector bodies are part of the ACTPS payroll system Chris21 so workforce profile data is provided by Shared Services who manage the payroll system.

The following twelve public sector bodies were asked to complete the 2019 Agency Survey:

- > ACT Auditor-General;
- > ACT Electoral Commission;
- > ACT Teacher Quality Institute;
- > Calvary Health Care ACT (Public);
- > Canberra Institute of Technology;
- > City Renewal Authority;
- > Cultural Facilities Corporation;
- > Director of Public Prosecutions;
- > Independent Competition and Regulatory Commission;
- > Long Service Leave Authority;
- > Office of Legislative Assembly; and
- > Suburban Land Agency.

The ACT Courts and Tribunal and the Government Solicitor's Office report through the agency survey prepared by Justice and Community Safety Directorate, which has portfolio responsibilities for these bodies.

Workforce profile data for the Director of Public Prosecutions, ACT Courts and Tribunal and the Government Solicitor's Office is incorporated within the Justice and Community Safety Directorate's data and is reported as part of the Workforce Profile Information (Appendix 1).

Workforce profile

At June 2019, public sector bodies employed a total of 2,594 people (headcount), a 0.3 per cent increase from June 2018. Table 28 provides an overview of the ACT Public Sector outlining staff numbers broken down by public sector body against key workforce indicators. As can be seen in Table 28 the largest public sector body at June 2019 was Calvary Health Care (Public) with a headcount of 1,311 employees (1,079.9 FTE), while the smallest public sector body was the ACT Teacher Quality Institute with a headcount of 11 employees (11.9 FTE).

Table 28: ACT Public Sector Overview (June 2019)

	ACTPS	ACT Audit Office	ACT Electoral Commission	ACT Teacher Quality Institute	Calvary Health Care (Public)	Canberra Institute of Technology	City Renewal Authority	Cultural Facilities Corporation	Independent Competition and Regulatory Commission	Long Service Leave Authority	Office of the Legislative Assembly	Suburban Land Agency	Total
FTE - Permanent	16,244.7	30.5	10.6	7.0	909.5	414.9	17.2	45.34	9.2	14.6	38.2	81.4	17,823.2
FTE - Temporary	3,580.7	10.0	1.5	1.8	110.3	204.3	6.7	21.97	2.0	1.0	10.4	12.0	3,962.7
FTE - Casual	735	n/a	0.1	3.1	60.0	68.9	n/a	23.75	n/a	n/a	3.2	n/a	894.2
FTE Total	20,560.4	40.5	12.3	11.9	1,079.90	688.1	23.9	91.06	11.2	15.6	51.9	93.4	22,680.2
Headcount - Permanent	17,648	32	11	7	1,057	438	18	49	10	16	39	82	19,407
Headcount - Temporary	3,987	11	2	2	123	232	7	24	2	1	15	12	4,418
Headcount - Casual	1,573	n/a	2	2	131	186	n/a	70	n/a	n/a	13	n/a	1,977
Headcount Total	23,208	43	15	11	1,311	856	25	143	12	17	67	94	25,802

	ACTPS	ACT Audit Office	ACT Electoral Commission	ACT Teacher Quality Institute	Calvary Health Care (Public)	Canberra Institute of Technology	City Renewal Authority	Cultural Facilities Corporation	Independent Competition and Regulatory Commission	Long Service Leave Authority	Office of the Legislative Assembly	Suburban Land Agency	Total
Age (average)	42.3	39.9	48.9	53.2	41.4	46.4	42.6	41.0	41.2	41.1	51.7	42.9	44.4
Length of Service													
(average years - excludes casuals)	8.8	5.0	11.6	12.7	6.4	10.1	4.5	5.8	2.3	6.8	9.9	7.9	7.6
Separation Rate (average permanent headcount)	6.9%	6.9%	n/a	n/a	11.0%	8.7%	4.9%	6.0%	38.0%	32.6%	6.9%	8.0%	10.9%
Aboriginal and Torres Strait Islander Headcount	423	n/a	n/a	n/a	-	19	n/a	1	n/a	n/a	n/a	1	444
Aboriginal and Torres Strait Islander FTE	383.1	n/a	n/a	n/a	-	12.4	n/a	0.5	n/a	n/a	n/a	1.0	397.0

	ACTPS	ACT Audit Office	ACT Electoral Commission	ACT Teacher Quality Institute	Calvary Health Care (Public)	Canberra Institute of Technology	City Renewal Authority	Cultural Facilities Corporation	Independent Competition and Regulatory Commission	Long Service Leave Authority	Office of the Legislative Assembly	Suburban Land Agency	Total
People with Disability Headcount	622	n/a	n/a	n/a	-	30	n/a	2	n/a	n/a	n/a	6	660.0
People with Disability FTE	553.9	n/a	n/a	n/a	-	25.3	n/a	1.1	n/a	n/a	n/a	0.0	580.3
Culturally and Linguistically Diverse Headcount	4,334	20	6	1	-	143	1	13	5	4	n/a	20	4,547
Culturally and Linguistically Diverse FTE	3,892.6	18.1	5.6	1.0	-	115.6	1.0	9.1	5.0	3.0	n/a	19.7	4,070.7
Female Headcount	15,173	19	10	7	1,017	497	14	81	8	12	40	44	16,992
Female FTE	13,133.5	17.5	9.1	6.3	821.4	398.0	12.9	51.0	7.2	11.6	31.9	43.7	14,544.1

Significant achievements during 2018-19

The Agency Survey asked public sector bodies to report on their significant achievements during the 2018-19 reporting year.

The public sector bodies listed above have prepared an annual report about the operations of their body during the 2018-19 reporting year. The annual reports set out the long term strategic direction and context, performance analysis against its short term budget outputs and financial management of the public sector body. The reports are available at https://www.cmtedd.act.gov.au/open_government/report/annual_reports.

Below is a summary of significant achievements reported by public sector bodies.

The **ACT Audit Office** published the Audit Office's Strategic Plan 2019-22 and the Audit Office's *Performance Audit Program for 2019-20 and Potential Audits for 2020-21*.

Seven performance audits were tabled in the Legislative Assembly:

- > ACT Health's management of allegations of misconduct and complaints about inappropriate workplace behaviour;
- > Total facilities management procurements;
- > Recognition and implementation of obligations under the *Human Rights Act 2004*;
- > Access Canberra business planning and monitoring;
- > Management of the system wide data review implementation program;
- > ICT Strategic planning; and
- > Referral process for the support of vulnerable children.

The **ACT Electoral Commission** reported the successful completion of the redistribution of the ACT Legislative Assembly electoral boundaries for the 2020 election.

Elections ACT conducted fee-for-service elections for the ANU Union Board of Directors and ten public sector enterprise agreements and provided reciprocal early voting services for State and Territory elections so eligible electors visiting the ACT can vote. In 2018-19, Elections ACT provided early voting services for New South Wales state-by-election 2018 (Wagga Wagga), Victorian State General Election 2018, New South Wales State General Election 2019 and Tasmanian Legislative Council Election 2019.

The **Canberra Institute of Technology** reported the following achievements:

- > **Renewables:** Collaboration and innovation has placed CIT at the forefront of renewable energy training in the ACT and nationally. CIT has secured Global Wind Organisation accreditation for two wind safety and technical training courses, making it one of only four exclusive providers in the southern hemisphere. CIT has developed strong working relationships with global partners, local industry and community groups to ensure positive student outcomes. Close relationships have been forged with organisations including Neoen and Vestas, resulting in an increase in exciting renewable energy career opportunities within the local region.

- > Product Innovation Fund: Now in its third year of delivery and funded annually by the CIT Board, a \$250,000 Product Innovation Fund (PIF) is embedding innovation and entrepreneurship across the organisation. One hundred and twenty staff have now progressed through the PIF program, with a culture of creativity and innovation now embedded at all levels of CIT, reinventing the way the organisation's staff and students work and think.
- > New future skills in innovation and entrepreneurship are being developed through PIF projects with CIT teachers being upskilled as innovation program facilitators. This enables our teachers to impart innovation and entrepreneurial skills across our training programs.

Calvary Health Care (Public) record activity levels were achieved including the highest annual presentations to the Emergency Department, the highest number of elective procedures completed, and birthing numbers ascending following the refurbishment of the Unit.

The **Cultural Facilities Corporation** reported the following achievements:

- > Canberra Museum and Gallery (CMAG) exhibition EuroVisions: Contemporary art from the Goldberg Collection was supported by the European Union (EU) delegation to Australia and gave CMAG significant exposure through Canberra's EU-member embassies and, via the EU's Creative Europe program, to European audiences.
- > CMAG's joint-sponsorship with VisitCanberra of the 2019 Australian Museums and Galleries Association (AMaGA) national conference was an important achievement in increasing national awareness of our exhibitions and programs.
- > CMAG acquired a collection of 3,600 press photographs taken in the Canberra region between the late 1920s and early 1990s. CMAG's digital strategy resulted in a partnership with the University of Canberra School of Art and Design to catalogue and digitise these photographs.
- > The new STEM Theatre Tour at the Canberra Theatre Centre was well received with schools participating from around Australia. Modules were created in collaboration with Masters of Teaching students from University of Canberra.
- > The **Independent Competition and Regulatory Commission** undertook a factual analysis of the ACT petrol market and reported to the Treasurer. The report presented evidence on the costs of supplying petrol in the ACT, how petrol prices are determined, and the level of competition in the ACT, to help explain petrol price differentials between Canberra and other capital cities and surrounding regional towns.

Following a comprehensive review, the Commission updated the model and methodology it uses to set regulated prices for the supply of electricity to small customers on ActewAGL Retail's regulated tariffs, to reflect current market conditions and retailer practices. The updated model will be used in determining regulated retail prices for the regulatory period 2020-24 that reflect the efficient costs of supplying electricity in the ACT.

The Commission released a progress report on the price and competition impacts of the introduction of the ACT Container Deposit Scheme. The report found the average price increases to date reflected the costs of the scheme and proposed ways to improve the scheme's operation to reduce costs and improve the transparency and stability of scheme costs.

The **Long Service Leave Authority** achieved a better than expected investment return of 11.5 per cent and successfully divested its property in Campbell. The Authority also:

- > registered a total of 383 new employers and 9,531 new employees;
- > achieved 100% of new employer registrations completed within 10 working days;
- > paid a total of 2,596 claims to eligible scheme workers, with 100% of these claims paid within 10 working days; and
- > conducted 100 site and employer visits, exceeding the target of 90 per year.

The **Suburban Land Agency** reported the following achievements:

- > Supply in the single residential market has improved to meet demand, with 600 blocks available for purchase across four suburbs at 30 June 2019. Releases of single residential, multi-unit and mixed-use sites continued in Gungahlin, with releases in Amaroo, Moncrieff, Taylor, Throsby and the Gungahlin Town Centre.
- > The development of Molonglo Valley continued with the completion of construction and first settlements occurring in North Wright and Coombs. Sales of multi-unit sites along John Gorton Drive continued with nine sites offered and sold, along with the final single residential releases in North Wright. Industrial land was also released in Hume. The auction of community use site in Monash and a commercial site in Charnwood rounded out the Suburban Land Agency releases.
- > In addition to residential land releases, the SLA released 31,602m² of land for mixed-use development against a target of 34,346m². The demand for general industrial zoned land (IZ1) was largely met from land inventory established in previous years. The SLA released 22,073m² of industrial land to the market in 2018-19, just over the target of 20,000m² and 72,777m² of community land in 2018-19 against a target of 87,520m², which included school sites in Throsby and Taylor.
- > In 2018-19, the SLA released land for 61 public housing dwellings, 59 community housing dwellings and 366 affordable housing dwellings.
- > SLA released five sites that had formerly held public housing, three in Griffith and one each in Narrabundah and Lyons. The combined sales price of \$100.625 million (GST inc.). This program was part of the Commonwealth Asset Recycling Initiative program, which provides states and territories with a financial incentive to sell assets and use the proceeds to fund infrastructure investment.
- > In June 2019, the CEO of the SLA participated in the St Vincent De Paul annual CEO's Sleepout fundraising event to raise much needed funds to support homelessness services, a number of fundraising activities were held to support this important cause and promote a positive work culture. A series of 14 presentations and events were held to promote inter-agency communication and awareness, particularly with the Environment, Planning and Sustainable Development Directorate and the Transport Canberra and City Services Directorate. The topics included climate change, active travel, waste, electric vehicles, market research and resource management, and SLA staff were encouraged to try the new light rail.
- > The SLA developed a landscape rebate program in Throsby, incorporating living infrastructure into new developments, and preparing a new document to provide community members with information and advice about the process of buying land and building a climate-wise home.

SNAPSHOT

THE MINGLE COMMUNITY DEVELOPMENT PROGRAM: SUBURBAN LAND AGENCY

The Mingle Community Development Program aims to encourage resident involvement and connection to local communities. The Program was delivered in Wright, Coombs, Moncrieff, Throsby and Lawson. Activities in 2018-19 included a focus on:

Culture, identity and respect – resident-led activities such as Community Carols, Diwali Festival of Lights, cultural cookbook, Yunggaballi Park naming, National Neighbour Day, and Easter Egg hunts;

Activated spaces such as Stromlo Cottage – regular community activities such as weekly seniors' group, Coombs Pop Up Café, weekly playgroups and monthly resident meetings and book clubs;

Learning and Information – activities such as mosaic art project, 'Do it yourself' workshop, Molonglo Valley Community Information Nights, astronomy nights;

Social and Environmental sustainability – resident meetings, seniors' groups, bee and balcony gardening workshops, Actsmart sustainability sessions, ranger walks and tree planting day;

Health Wellbeing and active living – launch of Moncrieff 'Live, Life Get Active' fitness program, Music and Games Day, ranger walks, Chair Yoga at the Cottage;

Safety – community sessions with Neighbourhood Watch, Crime Stoppers and ACT Policing, funding Moncrieff Neighbourhood Watch signage; and

Partnerships and Collaboration – SLA established a partnership with Canberra Institute of Technology to deliver Mingle program in Lawson, Woodlands and Wetlands Group to deliver Mulligans Flat ranger walks, Actsmart to deliver sustainability sessions, Woden Community Services to deliver playgroups and picnics, and Northside Community Services to deliver playgroups and information to Moncrieff and Throsby.

Driving Innovation

Public sector bodies were asked to report on their innovation projects during the 2018-19 reporting year.

The **ACT Audit Office** reported revising its position structure and remuneration schedules in conjunction with negotiations for a new enterprise agreement and identification of a new audit methodology for financial audits.

The **ACT Electoral Commission** continued to improve its business systems to ensure that its ICT in support of ACT's democracy are at the forefront of electoral administration. This included introducing touch screen functionality to its electronic voting system, offering a limited electronic voting system for electors who are overseas and expanding its online voting system for fee-for-service elections to support Hare-Clark Candidate based elections.

The **Canberra Institute of Technology** reported the following innovative projects:

- > Pressure Cooker Project: a collaborative cross-disciplinary training project and highly contemporary form of training delivery (further information on this project is set out in the snapshot below).
- > ZeroCO2 Hackathon and Forum: In line with the ACT Government's ambitious renewable energy targets, the ZeroCO2 Hackathon and Forum was a recent collaboration between CIT, the Canberra Innovation Network and Neoen. The partnership offered up to a \$15,000 prize pool, comprised of cash and in-kind support to help accelerate the winning idea into market, supporting innovative new business solutions for both the domestic and commercial sectors across the ACT. Over 400 people engaged in a variety of activities over the 30 hour-event, with 49 participants from across Australia registering for the hackathon.

The **Calvary Health Care (Public)** reported upgrading administrative and human resources processes and procedures to assist staff and to reduce delays and inefficiency in these processes. Calvary also reported refining patient flow and discharge planning to ensure improved patient capacity and better access for patients to Calvary's services and expanding Calvary's environmental sustainability programs, with 31 waste management streams now in place and further improvement planned in the next 12 months.

The **Cultural Facilities Corporation** undertook improvements in emergency response planning, asset management planning and project management. ACT Historic Places has progressed detailed recording and mapping of the gardens and grounds of the sites, recognising that they form a "living collection", which needs to be conserved, researched and interpreted.

- > The new VET Certificate III (Live Production & Services) was launched at the Canberra Theatre Centre (CTC) in partnership with Canberra Institute of Technology.
- > The CTC established a new partnership with Sydney Theatre Company, to pilot an innovative professional learning program for School Drama primary teachers. This program supported 11 teachers from 3 schools to engage in 77 workshops over terms 3 and 4 – resulting in significant improvements in student literacy using drama pedagogy in the classroom.

The **Independent Competition and Regulatory Commission** undertook a comprehensive review of the model and methodology it uses to set regulated prices for the supply of electricity to small customers on ActewAGL Retail's regulated tariffs. In its next retail electricity price investigation, to set regulated prices for the regulatory period 2020-24, the Commission will implement several innovations identified during its review to improve the accuracy of its pricing model and to reflect current market conditions and retailer practices in a dynamic and rapidly evolving retail electricity market. These innovations will benefit ACT consumers by ensuring regulated retail prices reflect the efficient costs of supplying electricity in the ACT.

In analysing the price and competition impacts of the introduction of the ACT Container Deposit Scheme, the Commission developed a new approach to measuring the price impacts to make best use of the information available to the Commission.

The **Suburban Land Agency** continued to implement a community development program designed to build vibrant local communities within the new greenfield estates. The Agency also designed and delivered a guide to improve access to information on buying land in the ACT. The guide is available at <https://suburbanland.act.gov.au/en/buyers-guide>.

SNAPSHOT

PRESSURE COOKER PROJECT: CANBERRA INSTITUTE OF TECHNOLOGY

Undertaken for the first time in 2018, Pressure Cooker is the most collaborative cross-disciplinary training project in CIT's history and a highly contemporary form of training delivery. Pressure Cooker is a cross-college collaboration based around the premise of a live cooking show. Colleges within CIT worked openly, and students gained critical skills in collaboration, creative thinking, communication and time management in addition to discipline-specific training via a real life high-pressure scenario. Incorporating multiple discipline areas and training packages, the project delivered training across a total of 72 units of competency.

Working in partnership with key industry professionals from the culinary and media industries, Screen and Media Teacher Nunzio Gambale led a collaborative approach with the Pressure Cooker team resulting in a project that showcased CIT as a leader in innovative training and assessment.

The Pressure Cooker team mobilised many different teaching areas to work together for the project. They organised, inspired and brought together an array of different teachers, students and industry players through a very well-choreographed project. Everyone was kept up-to-date throughout the project, which allowed the students to run with their tasks for a truly authentic learning environment.

Pressure Cooker brought together 12 separate discipline areas of CIT—including culinary, media, fashion, photography, hair and beauty, hospitality and ICT. The project delivered multi-layered levels of training and assessment occurring simultaneously and concurrently over the life of the project.

ACTPS Values: Respect, Integrity, Collaboration and Innovation

Public sector bodies were asked to report on the activities undertaken in their agency during the 2018-19 reporting year to promote the ACTPS Values of Respect, Integrity, Collaboration and Innovation under the *Public Sector Management 1994*. In addition to the previously reported projects, the following activities were reported under the four values:

Respect

- > RED training sessions, staff training, education and planning sessions;
- > appointment of RED Contact Officers and the provision of ongoing support by these officers;
- > actively consulting with staff prior to changes to major agency policies and procedures;
- > annual staff survey to seek feedback on work practices; and
- > regular team meetings.

Integrity

- > an emphasis on privacy legislation;
- > provision of training and seminars to staff;
- > staff participation in risk management workshops to discuss fraud and other operational risks, and to assist in the development of action plans to manage those risks identified;
- > self-assessment against quality control standards,
- > quality assurance reviews; and
- > promoting a culture of transparency and accountability among all staff, and in consultation with staff, the implementation of new internal controls such as segregation of duties and enhanced financial authorisation and delegation arrangements.

Collaboration

- > participation in working groups;
- > actively promoting an environment within the workplace which facilitates communication and ideas sharing across teams;
- > recognition of individual staff skills and experience and the implementation of formal cross-training programs across teams;
- > secondments to other states/jurisdictions for training and development and career progression; and
- > regular team meetings, team building activities and continual education.

Innovation

- > participation in Innovation working groups;
- > continual business system improvements in ICT;
- > actively encouraging ideas sharing and consultation for new initiatives;
- > supporting staff studying for tertiary and relevant professional qualifications;
- > regular discussion of lessons learned from issues raised by staff and ensuring suggested improvements are implemented; and
- > staff planning days to find innovative ways to improve agency culture and the way business is undertaken.

SNAPSHOT COLLABORATION

Elections ACT participated in the Electoral Council of Australia and New Zealand (ECANZ). working groups to collaborate on common themes, for example:

- *Temporary Election Staff working group aims to recruit and train a common workforce across electoral jurisdictions, thereby achieving efficiencies and timeliness of training; and*
- *Indigenous Electoral Participation working group aims to identify and build on the successful approaches that have raised the awareness and willingness of Aboriginal and Torres Strait Islander peoples to participate in the democratic process.*

*The **Independent Competition and Regulatory Commission** focused its attention on building more collaborative working relationships with other regulators and with consumer groups. The Commission established a Consumer Consultative Committee to bring together a wide range of consumer and business representatives in the ACT to share knowledge on areas of mutual interest and to help them contribute to the Commission's processes. The Commission also established a Utility Industry Regulators Forum to bring together ACT Government agencies with regulatory, compliance and oversight functions in the energy and water and sewerage sectors to share knowledge on areas of mutual interest and support better informed decision making. The regulated businesses are invited to present to forum and committee meetings to share information and views.*

Commission staff attend meetings, forums and conferences to promote effective collaboration and sharing of information, ideas and innovative approaches with other regulators at national and state/territory level.

Workforce Planning

The 2019 Agency Survey asked public sector bodies whether they had a workforce plan in place. Four public sector bodies detailed key workforce strategies to position their organisation to meet future workforce demands. Common strategies identified included:

- > succession planning for critical positions;
- > use of ARins and accelerated salary increments;
- > promoting secondment or acting opportunities to promote learning and development;
- > appropriate recruitment practices including the use of consultants and contractors to meet increased work demands;
- > participation on external working groups focusing on staff recruitment and training within specialist areas;
- > provision of staff training to develop staff capabilities and
- > the provision of learning and development opportunities so that staff may gain qualifications to meet specific workforce needs.

SNAPSHOT

WORKFORCE PLANNING: INDEPENDENT COMPETITION AND REGULATORY COMMISSION

Recruitment to a new organisational structure was largely completed in 2018-19 which focused on increasing capacity in key operational areas, implementing succession planning to key positions and realigning reporting lines to ensure a more even allocation of responsibilities across senior staff.

The Commission's key workforce strategy in 2018-19 has been to smooth out the peaks and troughs in the Commission's workload to reduce pressure on staff, provide ongoing interesting, challenging work and development opportunities, and improve attraction and retention by offering these opportunities. The Commission has been successful in reducing workload peaks and troughs.

Attraction and Retention Strategies

Public sector bodies were asked to comment on any attraction and retention initiatives undertaken during 2018-19 or proposed plans for attraction and retention initiatives for 2019-20.

The **Canberra Institute of Technology (CIT)** reported that they had used entry level positions and traineeships during 2018-19, employing three trainees. CIT are currently working with the Australian Army in a mutual exchange of skills and knowledge through the Army Industry and Corporate Development Program. In 2020, CIT will host a 12-month placement from the Australian Army to offer exposure to inclusive and diverse leadership and management practices in alternative organisations demonstrating best practice models. This program will deliver tangible benefits to both CIT and the Australian Army.

Calvary Health Care (Public) identified entry level programs, for example New Graduate Programs for Registered Nurses, Midwives and Enrolled Nurses, as one of their key priorities during 2018-19. These programs provide an opportunity to identify high potential talent and to develop and nurture these individuals to be future leaders in the organisation. Calvary noted that attraction and retention of executives and senior managers with both specialist (medical and nursing) and leadership skills can be a challenge due to the structural characteristics of hospitals and their leadership workforce.

The **Independent Competition and Regulatory Commission** noted that all employees of the Commission are offered flexible working arrangements, including arrangements that are attractive to mature age employees, such as part-time work and flexible hours. The Commission's recruitment advertisements highlight that every position is open to Aboriginal and Torres Strait Islander people and/or People with Disability. During 2018-19, the Commission gave its graduates a project for which they were responsible during their placement. The project was designed to develop their skills, including leadership and initiative by making them responsible for the project (with appropriate support from their supervisor). Each of the graduates presented on their project to the Commission.

In 2018-19, the Commission offered two internships, which gave university students the opportunity to earn an income while developing their skills and becoming more familiar with how the public service works. As with the graduates, the Commission designed a project for which each intern was responsible during the internship. The project was designed to develop their skills, including leadership and initiative by making them responsible for the project (with appropriate support from their supervisor). Both interns presented on their project to the Commission. Due to the nature of the Commission's workload, the Commission experiences periods of workload for which it does not have sufficient staff. The Commission offers temporary secondment opportunities for staff within the ACT Public Service to develop and enhance their skills in leading projects, market and quantitative analysis, report writing, and stakeholder engagement in a regulatory context.

The **Suburban Land Agency** partnered with Environment, Planning and Sustainable Development Directorate and the City Renewal Agency in January 2019 to develop a portfolio wide Reconciliation Action Plan. SLA employees also participated in portfolio wide cultural awareness training as well as offered specific training to our managers in supporting Indigenous staff members. Eight SLA participants attended the May 2019 Women in Public Sector Leadership Summit and SLA managers participated in the portfolio 2020 leadership framework program.

SLA developed a Diversity Objectives Action Plan to enhance diversity within the Agency to ensure decision making and delivery is informed by and reflective of our diverse Canberra community. The establishment and ratification of a Diversity Action Plan identifies key executives to champion diversity initiatives.

The Chief Executive Officer has chosen to lead Gender Diversity initiatives within the Agency and has implemented a range of activities to attract females to the Agency on a long-term basis including targeted graduate requests, work experience and internships for university students studying in relevant fields. Supporting SLA employees to participate in the Property Council of Australia's 500 Women in Property program was also a focus during 2018-19. SLA has supported this program by hosting a breakfast networking event on 7 May 2019 which was attended by approximately 30 participants from a range of private and public sector organisations. The CEO highlighted to attendees the focus of the SLA on increasing and maintaining diversity within the construction industry; supporting eight SLA participants to attend the May 2019 Women in Public Sector Leadership Summit.

Attraction and Retention Initiatives

Public Sector bodies were asked to report on their use of attraction and retention initiatives benefits and benefits paid under Australian Workplace Agreement and Special Employment Arrangements. Of the twelve public sector bodies, 4 reported using these types of benefits during 2018-19, five reported that they did not have any in place during 2018-19.

Table 29: Attraction and Retention Incentives, benefits paid under Australian Workplace Agreements and Special Employment Arrangements in public sector bodies as at 30 June 2019

	Total
Total number of ARIns as at 30 June 2019	21
Total number of SEAs ⁴⁹ as at 30 June 2019	28
Total number of AWAs as at 30 June 2019	0
Number of new ARIns commenced during 2018-19	10
Number of ARIns terminated during 2018-19	9
Number of SEAs terminated during 2018-19	0
Number of AWAs terminated during 2018-19	0
Number of ARIns and/or SEAs providing for privately plated vehicles as at 30 June 2019	0
Total additional remuneration ⁵⁰ paid under AWAs, ARIns and SEAs during 2018-19	\$2,784,571

Integrity, Fraud Prevention and Risk

Public sector bodies were asked whether a formal risk assessment had been undertaken during 2018-19 in accordance with the Risk Management Standard, with eleven of the twelve public sector bodies responding yes. Positively, eleven of the twelve public sector bodies also had a Senior Executive Responsible for Integrity Risk (SERBIR) in place during the 2018-19 reporting period.

In the 2018-19 reporting period, nine of the twelve bodies reported that they had a current Fraud and Corruption Plan, and when asked if they had reviewed their Fraud and Corruption Plan within the past two years, eight of the nine reported yes.

Public sector bodies were asked to rate a number of integrity risks within their organisation against a category of low, medium, high or extreme. The integrity risks identified by public sector bodies during the 2018-19 reporting year and their associated risk rating is below:

- > Low risk category: Asset Management and Fraud (clients);
- > Medium risk category: Finance and IT Systems, Fraud and Integrity and Contract Management; and
- > High risk category: Procurement and Contract Management.

There were no extreme category risks identified by public sector bodies.

⁴⁹ Prior to the introduction of ARIns in 2013, these arrangements were achieved through the use of Special Employment Arrangements (SEAs) and Australian Workplace Agreements (AWAs). SEAs and AWAs continue to apply until they are ceased by either party. Whilst there continues to be employees covered by SEAs and AWAs in the ACTPS, no new arrangements can be commenced using these instruments.

⁵⁰ Total additional remuneration paid under AWAs, ARIns and SEAs during 2018-19 is an approximate figure.

When asked if their public sector body had an Internal Audit Committee in place during 2018-19, eight of the twelve public sector bodies reported yes. When asked whether they provided fraud specific education and awareness training during 2018-19, seven of the twelve public sector bodies reported yes.

ACTPS Respect Equity and Diversity (RED) Framework

The 2019 Agency Survey asked public sector bodies to identify whether they provided RED specific training to employees during the 2018-19 reporting period. Eight of the twelve public sector bodies reported yes, with 59 employees completing this training during the 2018-19 reporting period.

Table 30 outlines the key activities used by public sector bodies to promote the RED message during the reporting period.

Table 30: Activities to promote the RED message in ACT Public Sector Bodies (2018-19)

	Number of Bodies
Executive support of NAIDOC Week activities	9
Workplace celebrations of Harmony Day	6
International Women's Day events	5
Disability training	5
Aboriginal and Torres Strait Islander cultural awareness training	6
LGBTIQ awareness training	1
Other	2

In addition to the activities outlined in Table 30, CIT undertook other initiatives to promote the RED message including a celebration of International Women's Day (IWD) events. During 2018-19, CIT organised tables at the Soroptimist International IWD breakfast and was a silver sponsor at the National Association of Women in Construction breakfast.

The following is an extract from an email sent to all staff from CIT's Chief Executive Officer on 7 March 2019:

"IWD is about celebrating the social, economic and cultural achievements of women. As a learning organisation, the work you do shapes perspectives and opens opportunities for women and girls in our community. You are bettering their lives and providing enriching learning opportunities some of them never knew existed before. We strongly encourage equal opportunities among our staff and students at CIT. Our workforce clearly reflects this, with our staff comprising 60% women. I am also proud to report 67% of CIT's management team are women."

During the 2018-19 reporting period, SLA worked actively to promote the RED Message within the Agency by participated in EPSDDs celebration of their first organisational 'Taste of Harmony' lunch. Over 100 people attended the lunch and many people brought dishes from their country of origin or from places that they would like to visit. In addition, the Suburban Land Agency held an All Staff lunch to celebrate both Harmony Day and Neighbourhood Day in March 20019. This brought teams together and encouraged sharing of food and culture.

SLA also supported the following initiatives aimed at developing women in leadership:

- > Launch of the Property Council of Australia 500 Women in Property Program which several staff were recognised for their selection; and
- > Eight SLA employees attended the May 2019 Women in Public Sector Leadership Summit.

SNAPSHOT

CELEBRATING NAIDOC WEEK: CALVARY HEALTH CARE (PUBLIC)

Calvary Public Hospital Bruce organised the NAIDOC week event with the theme "Voice. Treaty. Truth". There was significant encouragement and involvement from Executives for the event and celebration. The event was organised by the Mission department at Calvary Bruce. An all staff email was sent, an intranet article on the event was on the local Calvary Connect page as well as flyers placed around the hospital.

At 30 June 2019, there were 10 public sector bodies with RED contact officers and six with executive sponsors. Table 31 shows the total number of RED Contact Officers and Executive Sponsors within public sector bodies as at 20 June 2019.

Table 31: RED Contact Officers and Executive RED Sponsors within Public Sector Bodies (30 June 2019)

	Total
RED Contact Officers	35
Executive RED Sponsors	6

When asked about the initiatives used to promote the RED Framework during 2018-19:

- > three public sector bodies reported providing RED overview sessions;
- > eight public sector bodies reported using regular discussions about RED issues; and
- > three public sector bodies reported using a RED network that meets quarterly (or more frequently).

In addition to the initiatives listed above, one public sector body reported that they had committed to implementing and funding a bi-annual RED training program for all staff, commencing in the 2018-19 financial year.

Public sector bodies were asked how their organisation ensured that all staff had access to the details of RED Contact Officers during the 2018-19 reporting period. The most common method of ensuring staff had access to details of their RED Contact Officers was through the use the staff directory with seven of the twelve public sector bodies using this method. Positively, all twelve public sector bodies reported that they had used methods to ensure staff had access to the details of RED Contact Officers.

Table 32: Methods to ensure employees have access to the details of RED Contact Officers (2018-19)

	Number of Bodies
Intranet	5
Website	1
Staff Directory	7
Common areas/notice boards	6
Agency switchboard	0
Other	4

Other methods used by public sector bodies for ensuring staff had access to the details of RED Contact Officers during 2018-19 included:

- > identifying RED Contact Officers on staff phone lists;
- > the inclusion of contact information in RED Contact Officer email signature blocks;
- > the inclusion of RED Contact Officers details in staff induction and new starter packs; and
- > discussion of RED related issues in monthly staff meetings.

Five of the twelve public sector bodies reported that they had conducted a Diversity Census or “Update your Details” process during the 2018-19 reporting year to encourage the disclosure of diversity.

Public sector bodies were then asked to report on the initiatives implemented during 2018-19 to support employees and potential employees from the following diversity target groups:

- > people from a Culturally and Linguistically Diverse background;
- > Aboriginal and Torres Strait Islander Peoples;
- > People with Disability;
- > Lesbian, Gay, Bisexual, Transgender, Intersex and Queer people; and
- > Veterans.

Initiatives utilised by public sector bodies included:

- > providing Indigenous Scholarships to students to overcome the financial barriers in accessing Vocational Education Training;
- > providing reasonable adjustment for Aboriginal and Torres Strait Islander students to assist them to complete assessments;
- > providing support services that include learning pathways, advice, study and academic support, cultural mentoring and other services;
- > promoting an inclusive work environment for LGBTIQ people, people of all religions, all races, and people with disability;
- > recruitment advertisements highlighting that positions are open to people from a culturally and linguistically diverse background, LGBTIQ people, Aboriginal and Torres Strait Islander people and People with Disability;
- > celebration of diversity through regular informal staff social events;
- > access to cultural competence programs;

- > the provision of a Refugee Mentoring Program to support and familiarize refugees with Australian work practices and the work environment, leading to better prospects for employment in Australia;
- > mental health awareness training and disability confidence training; and
- > participation in the Work Experience Support Program (WESP).

Supporting Aboriginal and Torres Strait Islander Employees

Public sector bodies were asked whether they had a Reconciliation Action Plan (RAP) in place during the 2018-19 reporting period. Of the twelve public sector bodies, three reported that they had a RAP in place.

Public sector bodies were asked to report on the strategies used to attract Aboriginal and Torres Strait Islander employees during 2018-19, the results of which are shown in Table 33.

Table 33: Strategies to attract Aboriginal and Torres Strait Islander employees (2018-19)

	Number of Bodies
Designated positions	2
Aboriginal and Torres Strait Islander traineeship	0
Work experience	0
Positions in the Whole of Government Graduate Program for Aboriginal and Torres Strait Islander people	1
Aboriginal and Torres Strait Islander people cadetship	0
Mentoring programs	0
School based apprenticeships for Aboriginal and Torres Strait Islander people	1
Other	3

Public sector bodies were then asked to report on the strategies used to support Aboriginal and Torres Strait Islander employees during 2018-19. Of the twelve public sector bodies:

- > four reported utilising Aboriginal and Torres Strait Islander cultural awareness training;
- > one reported utilising Aboriginal and Torres Strait Islander employee networks;
- > one reported utilising Aboriginal and Torres Strait Islander study awards;
- > two promoted the ACT Public Sector as an employer of choice for Aboriginal and Torres Strait Islanders;
- > two reported having a dedicated Indigenous Liaison Officer.

Two public sector bodies reported utilising other strategies to support Aboriginal and Torres Strait Islander employees during 2018-19. These strategies included the provision of:

- > a dedicated network for Aboriginal and Torres Strait Islander employees;
- > cultural awareness training; and
- > support through a dedicated Indigenous Unit, Cultural Centre and/or Aboriginal Liaison Unit.

When asked whether they implemented any strategies to develop the capability of Aboriginal and Torres Strait Islander employees during 2018-19 two of the twelve public sector bodies reported yes. CIT identified that within CIT Yurauna, team-building workshops were undertaken, and teachers undertook Aboriginal and Torres Strait Islander Mental Health First Aid training. Calvary Health Care (Public) identified that employees are given the opportunity to develop their skills via online and face-to-face training programs as well as other vocational education and training (VET) provided in partnership with Skills Canberra and registered training organisations. Further, Calvary Health Care (Public) offers a comprehensive VET training portfolio to all its employees.

Supporting People with Disability

The 2019 Agency Survey asked public sector bodies if they had a Disability Action Plan in place during the 2018-19 reporting period. Three public sector bodies reported that they had a Disability Action Plan in place. Public sector bodies were also asked to identify the strategies used to attract and support People with Disability employees during 2018-19. Of the twelve public sector bodies:

- > one reported using designated positions;
- > four reported using the Whole of Government Reasonable Adjustment Policy;
- > two reported using an agency specific reasonable adjustment policy; and
- > one reported using disability awareness training.

Public sector bodies were asked whether they implemented any strategies to develop the capability of People with Disability employees during 2018-19. SLA reported yes, noting that the agency actively promotes inclusion and universal design principles to assist people living with a disability to contribute fully in the workplace. Additionally, through the services provided by EPSDD, SLA maintained the provision of early intervention and case management of non-compensable injuries and illness, including disability.

Seven of the twelve public sector bodies reported that they made managers and supervisors aware of the requirement to investigate, and where practical, make reasonable adjustment(s) following disclosure of a disability. Public sector bodies do this through:

- > embedding reasonable adjustment in pre-employment paperwork;
- > provision of induction sessions which outlines the requirements of reasonable adjustment;
- > regular staff training and education;
- > provision of workstation assessments for staff by qualified occupational health and safety assessors;
- > workshops and training for managers and supervisors on disability awareness and recruiting to identified positions; and
- > promotion of the Whole of Government Reasonable Adjustment Policy.

One of the twelve public sector bodies reported that they made an application for reasonable adjustment or financial assistance to the Commonwealth Job Access Program in the 2018-19 reporting year.

When asked what strategies their public sector body implements to ensure workplaces are accessible:

- > The **ACT Electoral Commission** advised that they make accessibility a key consideration when selecting polling places for the ACT Legislative Assembly election, and also when selecting Elections ACTs temporary office space;
- > The **ACT Teacher Quality Institute** reported that they have made adjustments to the workplace for those staff with health issues; including introducing stand-up desks, providing flexible work hours and providing a designated support officer;
- > The **ACT Audit Office** identified that they raise any matters concerning accessibility of the building or office premises with the Executive Committee for consideration and ACT Property Group are informed of any issues as they arise; and
- > The **Suburban Land Agency** identified a number of strategies including conducting routine WHS building inspections by WHS officers ensuring accessibility to all community events through safe, flat and compliant access point and pathways, using Translation Interpretative Services listed on most marketing materials and providing all employees with access to reasonable workplace adjustments where required including workstation assessments.

SNAPSHOT

ENSURING ACCESSIBLE WORKPLACES – CULTURAL FACILITIES CORPORATION

In 2018-19, the Cultural Facilities Corporation ensured accessible workplaces for both staff and patrons in a variety of different ways. Canberra Theatre Centre patrons with special needs were supported at every performance through access initiatives including the companion card, the audio loop, designated seats for people with wheelchairs or limited mobility and for specific performances with three captioned, three audio described, three tactile tours and two relaxed performances.

The Canberra Theatre Centre developed a new access support package for patrons with Autism Spectrum Disorder, engaging with the schools and family seasons. The Centre also assisted patrons to access the Centre during the construction phase of the Constitution Place development, including through additional information provision, signage and concierge services. The Centre's website is regularly updated with information relating to access and parking during the construction phase.

ACT Historic Places implemented Access Action Plans to enhance accessibility for people with limited mobility, and purchase of an electric people mover, to assist people with mobility issues to move around the Lanyon historic precinct. Refurbishment of the reception area at Lanyon Homestead was completed, providing a more modern and comfortable reception space for visitors.

Appropriate Workplace Behaviour

The 2019 Agency Survey asked public sector bodies to report on the number of bullying and harassment related contacts received during the 2018-19 reporting period, and whether the public sector body had a formal system in place for the management of bullying and harassment. Of the twelve public sector bodies, nine reported having a formal reporting system in place to manage bullying and harassment.

The information in Table 34 outlines the mechanisms of the reporting of bullying and harassment within public sector bodies. It is important to note that the figures captured in Table 34 are not a one for one indicator of bullying and harassment as it is possible for an employee to report through multiple mechanisms, or, have multiple employees report the same matter.

Table 34: Mechanisms of Reporting Bullying and Harassment in ACT Public Sector Bodies (2018-19)

	2018-19
Contacts received by public sector body RED Contact Officers ⁵¹	3
Contacts received by HR (not by RED contact officers)	7
Contacts received through RiskMan	3
Contacts received through other mechanisms	17

Table 35 shows the actions being taken by public sector bodies in response to reports of bullying and harassment.

Table 35: Reports of Bullying and Harassment

	2018-19
Number of reports of bullying or harassment where a preliminary assessment under Section H of ACTPS Enterprise Agreements was commenced during the 2018-19 financial year	10
Number of reports of bullying or harassment received during the 2018-19 financial year that resulted in a misconduct process under Section H of ACTPS Enterprise Agreements	7
Number of bullying or harassment related misconduct processes completed during the 2018-19 financial year where the delegate has made a substantiated finding of bullying and harassment	4
Number of bullying or harassment related misconduct processes that are currently underway or being investigated, as at 30 June 2019 ⁵²	4

Disciplinary Action

Public sector bodies were asked to report on the number of misconduct investigations they conducted during the 2018-19 reporting period where an employee was suspected of breaching Section 9 of the *Public Sector Management Act 1994* (PSM Act). Across the twelve public sector bodies, there were four substantiated findings of misconduct found to have occurred.

Of the four disciplinary sanctions imposed in 2018-19, two resulted in a written warning and admonishment and two resulted in the employees resigning prior to a sanction being imposed.

⁵¹ Contacts with RED Contact Officers and HR can often be to seek advice on how best to deal with workplace conflict or whether an experience constitutes bullying and harassment.

⁵² Total number of investigations commenced, completed and ongoing may not reconcile due to action across financial years.

Performance and Capability Development

The 2019 Agency Survey asked public sector bodies to report on whether they monitored the utilisation of the ACTPS Performance Framework during the 2018-19 reporting period.

Of the twelve public sector bodies, nine identified that they monitored the utilisation of the ACTPS Performance Framework during the 2018-19 financial year.

Public sector bodies were asked to report on the strategies used during the 2018-19 reporting period to enhance, develop or improve employee capability and performance. As shown in table 36, the most utilised strategy by public sector bodies was the use of funded training (eleven of the twelve public sector bodies) followed by mentoring programs and secondments (eight public sector bodies).

Table 36: Strategies used by ACT Public Sector Bodies during 2018-19 to enhance, develop or improve employee capability and performance

	Number of Public Sector Bodies
Mentoring programs	8
Funded training	11
Secondments	8
Job swap opportunities	4
Communities of practice	5
Other	5

In addition to the strategies listed in Table 36, public sector bodies also reported the following:

- provision of coaching programs;
- targeted professional development for identified professions;
- employee attendance at specialist training and development workshops, meetings, working groups, communities of practice; forums and conferences;
- design and development of innovative learning resources for use by employees; and
- cultural and organisational transformation workshops.

SNAPSHOT

ENHANCING, DEVELOPING AND IMPROVING EMPLOYEE CAPABILITY: CANBERRA INSTITUTE OF TECHNOLOGY

The Evolving Together Project has held several workshops with an external consultant to develop CIT's leaders; including an all staff "Evolving Together" development function. CIT also created an environment for collaboration and innovation by staff through the Product Innovation Fund.

The Evolving Teacher Project has developed the Teacher Professional Learning Capability (TPLC) tool, to:

- benchmark teacher skills to support in goal setting and professional development identification;*
- formally set up the TPLC as a component in the 'Setting My Direction' process;*
- provide a suite of professional development products and programs aligned to the TPLC;*
- provide strategic advice to relevant CIT projects and business functions to support teacher capability; and*
- provide ongoing communication and support for teachers and managers to engage with the Project outcomes.*

Managing Underperformance

Public sector bodies were asked to identify whether they monitored the number of preliminary performance discussions held during the 2018-19 reporting period. Of the twelve public sector bodies, four reported that they did monitor preliminary performance discussions. During the 2018-19 reporting year, there were no discussions that proceeded to formal underperformance processes.

Chapter 00

Public Sector Standards
Commissioner

CHAPTER 8: PUBLIC SECTOR STANDARDS COMMISSIONER

A letter from the Public Sector Standards Commissioner to the Head of Service:

Ms Kathy Leigh
Head of Service
ACT Public Service

Dear Ms Leigh,

I am writing to provide you with an overview of the contribution made by my office in 2018-19 to support high standards of administration in the ACT Public Sector through the oversight of misconduct processes, other complaints received and Public Interest Disclosures.

The role of the Public Sector Standards Commissioner is an integral component of the ACT Public Sector Integrity Framework. In addition to my formal role in oversighting and conducting investigations into matters of public administration, my office seeks to capture key messages arising from our casework so that all in the ACT Public Sector can benefit and be more attuned to preventative steps that can be taken to reduce the incidences of such cases going forward.

Our approach to investigations

As you will be aware, the Public Sector Standards Commissioner (PSSC) is supported by a Senior Director and the Professional Standards Unit (PSU) allowing all requests for investigations and complaints to be centrally coordinated and conducted, with only a small number being outsourced. This ensures greater consistency in the approach adopted across the Service, providing confidence in the outcomes of the investigations being undertaken.

We continue to be guided by the basic principles of procedural fairness and transparency in the conduct of our investigations.

We are also seeking to improve our approach to investigations and our engagement with public sector entities as we are conscious of timeframes to complete investigations, and the associated resource and emotional costs.

Misconduct processes

Under Section H of the ACTPS Enterprise Agreements, allegations of misconduct are referred to me for independent investigation. In May 2019, I issued delegations under section H10 of the Enterprise Agreements to Directors-General or their delegates. The delegation allows Directors-General to consider the findings contained within misconduct investigation reports and make a determination as to whether misconduct has or has not occurred. The transition to these new arrangements is progressing smoothly.

During 2018-19, the PSU received 85 new misconduct referrals from across the ACT Public Sector. This is a 16% increase compared to 2017-18. In addition to the new referrals received, the PSU had 33 investigations in progress from the prior financial year.

The PSU completed 72 referrals during 2018-19, which consisted of 60 full investigations and 12 admission statements. In addition, 4 investigations were completed by external investigation services. Overall, this represents an increase over the previous year, which saw 52 matters completed with the established team. The average time taken by the PSU to completed misconduct investigations has also increased this year to approximately 124 work days, as compared to 111 work days in FY 2017-18. As indicated above, investigative processes have been reviewed to reduce these timeframes going forward. The early indications here are positive, with average time to complete investigations decreasing in 2019-20.

The processes completed during FY 2018-19 resulted in substantiated findings of misconduct in 90% of referrals, as compared to 85% for the previous year. These statistics do not include employees who were summarily dismissed under provisions of the relevant Enterprise Agreements for misconduct offences in lieu of investigation by the PSU or those that resigned prior to conclusion of an investigation.

The types of behaviour most commonly substantiated through investigation by the PSU across the ACT Public Sector during 2018-19 were:

- Inappropriate behaviour, including lack of courtesy and respect, use of threatening or offensive language.
- Failure to exercise reasonable care, skill or diligence.
- Failure to follow or comply with written or verbal direction.

These substantiated behaviours are consistent with previous years findings.

It is noteworthy, however, that there has been an increase in the use of suspensions with pay for employees while a misconduct process is in progress. In the light of this increase it is worth mentioning the importance of delegates considering the full range of alternatives that might be suitable in the particular circumstances such as temporary transfer of an employee or reallocation of duties, given the impact of suspension on both the employee and the work area.

Further, on occasions, referrals have been received after insufficient inquiries have been conducted during the preliminary assessment phase of the misconduct process. By understanding both sides of the story, matters may well be resolved locally without referral for a formal misconduct process.

I also mention that my office and Public Sector Workplace Relations are in the final phase of completing new guidelines for the misconduct process to assist Directorates in managing this process. The objective is to assist all entities to ensure the implementation of fair, independent and consistent misconduct processes across the ACT Public Sector.

Other complaints

My office receives a range of other complaints about ACT public administration which are general in nature and related to administrative processes, managerial actions, the behaviour of employees or contractors and recruitment practices.

Complaints received are treated seriously, assessed fairly and objectively and managed so as not to disadvantage the complainant. Further, complaints are used to identify systemic issues and to continuously improve the ACT Public Sector.

During 2018-19, my office received 11 such complaints, with all matters resolved as at 30 June 2019.

Public Interest Disclosures

Public Interest Disclosures (PIDs) are an important mechanism for employees or members of the public to raise concerns about serious misconduct, maladministration, misuse of public funds, or substantial danger to public health, safety or the environment, in a confidential manner with protections from reprisal or retribution. The Public Interest Disclosure Act 2012 mandates that disclosures be assessed, investigated and addressed under a defined process, with the discloser being treated respectfully and kept informed throughout.

During 2018-19, my office was informed of 7 disclosures received by ACT Public Sector entities which were assessed as PIDs under the Act. It was noted that many matters received by entities, which claim to be public interest disclosures, were determined after consideration by the responsible entity not to fall within the scope of disclosable conduct and addressed through means outside of the PID process.

Consistent with PID Act 2012 and the PID Guidelines, my office and the Head of Service should be advised on the receipt of a public interest disclosure, as well as the outcomes of assessments and any actions taken with regard to the allegations made.

Many of the issues raised under the PID processes underline the importance of public sector entities:

- Engaging with key stakeholder groups, where practicable, so there is a good understanding of the relevant considerations impacting on significant decisions which are likely to be of considerable public interest.
- Being transparent as to the basis for significant decisions which are likely to be of considerable public interest.

To assist public sector entities in addressing disclosures received under the PID Act, my office has recently revised and reissued the PSSC Public Interest Disclosure Guidelines. The main changes are intended to make the guidelines clearer, more concise and reflect the experience gained in managing disclosures since the previous version of the guidelines were issued. A new part was added to the guidelines to assist Members of the ACT Legislative Assembly respond to disclosures made to them.

To highlight some opportunities that might be considered for improving the PID processes going forward, my office has provided a submission to the ACT Government's review of the PID Act, which is currently underway.

Messages for managers and other team members

Following on from the approach adopted last year, we have extracted from the cases we have investigated or otherwise considered some of the important messages for both managers and team members. It is unlikely these messages will be new to many, but experience shows there is generally benefit for all in being reminded of the importance of good practices when it comes to management and operating in a team environment.

For managers, the most important message is in demonstrating and reinforcing the public sector values of Respect, Integrity, Collaboration and Innovation in a manner that is meaningful for the office or workplace environment, and dealing with any issues at an early stage.

The public sector values provide the basis for a cohesive and integrated ACT public sector which emphasises respect and integrity in our dealings, but which also emphasises the need for adaption in a changing world. In this context, there is much to be said for the adoption of approaches which allow employees to be regularly informed of progress being made against organisational goals, and of new developments likely to affect the workplace, and for any matters highlighted to be worked through in an inclusive and effective manner.

As is generally understood, there can be many factors that influence the performance or behaviour of employees. As a consequence, when such issues arise, managers should consider the range of options available to address the performance or behaviour - from a clear conversation with the employee, to a performance management approach, to a misconduct process. Decisions will generally be influenced by the past track record of the employee, the extent to which their behaviour is outside acceptable norms and the willingness of the employee to change their ways and clearly abide by the public sector values going forward.

It is part of every manager's responsibilities to:

- set a good example for others;
- engage with team members on the standards expected in the workplace;
- have key policies and procedures current, and for team members to be aware of these;
- address cases of poor conduct, behaviour or practice early;
- encourage team members to contribute to the best of their ability;
- assist in the professional development of all employees; and
- where practicable, adopt consultative, open and transparent processes, and engage in meaningful communication with stakeholders when addressing issues where there is a high level of public interest.

For team members, the most common message we see arising from our work environment is the importance of abiding by the public sector values, particularly respect and integrity. Related to this is the importance of being diligent and doing one's job with the requisite skill and care. It should also be clearly understood that staff are expected to comply with the reasonable direction of managers issued in accordance with their responsibilities and engage with managers in a constructive and respectful way when addressing workplace issues.

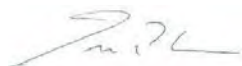
It is important to recognise that the number of cases referred to above involves only a very small percentage of the number of employees in the ACT Public Sector. That said, if through preventative action we can reduce the number of cases, there will be savings in both resources and emotional costs that attach to such matters.

Keeping in contact

My office will continue to engage with entities on individual cases to streamline our collective approach, settling terms of reference for investigations and facilitating meetings where required.

We are also available to assist with the consideration of preventative measures and contribute as appropriate to training programs and other knowledge sharing opportunities, within our available resources.

Yours sincerely

A handwritten signature in dark ink, appearing to read 'Ian McPhee', with a stylized flourish at the end.

Ian McPhee
Public Sector Standards Commissioner
8 August 2019

Appendices

APPENDIX 1 – WORKFORCE PROFILE INFORMATION

Directorates

Table 37: Diversity by Directorate – (percentage)

Directorates	ACTPS Headcount	Aboriginal and Torres Strait Islanders	People with Disability	Culturally and Linguistically Diverse	Female
Canberra Health Services	7,381	1.0%	1.8%	29.0%	75.6%
Chief Minister, Treasury and Economic Development Directorate	2,498	1.8%	4.8%	20.2%	51.3%
<i>ACT Insurance Authority</i>	18	n/a	5.6%	16.7%	88.9%
Community Services Directorate	961	4.1%	5.2%	16.9%	74.0%
Education Directorate	7,131	1.7%	2.2%	10.7%	76.5%
Environment, Planning and Sustainable Development Directorate	686	3.5%	3.2%	13.3%	51.7%
ACT Health Directorate	568	2.1%	2.8%	20.8%	64.8%
Justice and Community Safety Directorate	1,910	2.8%	2.7%	9.5%	46.6%
Transport Canberra and City Services Directorate	2,055	2.6%	3.5%	18.0%	25.3%
Total ACT Public Service	23,208	1.8%	2.7%	18.7%	65.4%

n/a – numbers that are reported 1 or less.

Table 38: FTE by Directorate and employment type

Directorates	Total	Permanent	Temporary	Casual
Canberra Health Services	6,424.8	4,798.5	1,412.7	213.6
Chief Minister, Treasury and Economic Development Directorate	2,399.0	2,054.4	334.1	10.5
<i>ACT Insurance Authority</i>	16.7	15.2	1.5	n/a
Community Services	900.0	741.7	150.4	7.9
Education Directorate	5,968.3	4,512.2	1,009.4	446.7
Environment Planning and Sustainable Development Directorate	646.7	482.3	158.9	5.4
ACT Health Directorate	540.5	464.8	75.7	n/a
Justice and Community Safety Directorate	1,822.3	1,594.7	215.9	11.7
Transport Canberra and City Services Directorate	1,842.3	1,580.9	222.1	39.3
ACTPS Total	20,560.4	16,244.7	3,580.7	735.0

n/a – numbers that are reported 1 or less.

Table 39: Average Salary by diversity group (2015-19)

Year	ACTPS	Female	Aboriginal and Torres Strait Islander Peoples	People with Disability	Culturally and Linguistically Diverse
2015	\$84,590	\$83,611	\$77,137	\$81,171	\$81,102
2016	\$87,584	\$86,442	\$78,330	\$85,019	\$84,091
2017	\$90,350	\$89,356	\$79,838	\$90,504	\$86,295
2018	\$91,046	\$90,300	\$82,798	\$91,174	\$87,199
2019	\$94,406	\$93,911	\$85,657	\$95,276	\$90,465

Table 40: Headcount and FTE by Directorate

	CHS	CMTEDD	ACTIA	CSD	EDU	EPSDD	ACTHD	JACS	TCCS
FTE total	6,424.8	2,399.0	16.7	900.0	5,968.3	646.7	540.5	1,822.3	1,842.3
FTE permanent	4,798.5	2,054.4	15.2	741.7	4,512.2	482.3	464.8	1,594.7	1,580.9
FTE temporary	1,412.7	334.1	1.5	150.4	1009.4	158.9	75.7	215.9	222.1
FTE - casual	213.6	10.5	n/a	7.9	446.7	5.4	n/a	11.7	39.3
Headcount total	7,381	2,498	18	961	7,131	686	568	1,910	2,055
Headcount permanent	5,399	2,120	16	784	4,968	507	490	1,647	1,717
Headcount temporary	1,535	354	2	161	1,224	166	78	230	237
Headcount casual	447	24	n/a	16	939	13	n/a	33	101
Age (average)	41.2	41.8	42.3	42.5	42.4	42.6	42.4	42.1	46.4
Length of service	7.8	8.4	10.3	7.7	9.7	9	8.8	9.5	9.4
Separation rate	8.3%	6.9%	6.8%	8.3%	5.3%	5.9%	9.3%	7.4%	5.4%
Aboriginal and Torres Strait Islanders Headcount	76	45	n/a	39	119	24	12	54	54
Aboriginal and Torres Strait Islanders FTE	64.9	40.4	n/a	38.6	100.5	22.9	12.0	53.1	50.7
People with Disability Headcount	134	120	1	50	156	22	16	51	72
People with Disability FTE	114.4	113.1	1.0	46.3	128.4	20.2	15.1	50.3	65.0
Culturally and Linguistically Diverse Headcount	2,141	504	3	162	764	91	118	181	370
Culturally and Linguistically Diverse FTE	1,925.0	486.0	3.0	155.3	639.4	83.8	113.2	170.6	316.1
Female Headcount	5,578	1,281	16	711	5,455	355	368	890	519
Female FTE	4,777.3	1,206.6	14.7	622.0	4,507.2	326.6	346.0	834.7	458.4

n/a – numbers that are reported 1 or less.

Table 41: FTE and headcount by gender across the ACT Public Service

	Males	Females	ACTPS
FTE	7,426.9	13,133.5	20,560.4
Headcount	8,035	15,173	23,208

Table 42: Headcount by classification and gender across the ACT Public Service

Classification group	Female Headcount	Male Headcount	Total Headcount	% Female	% Male
Administrative Officers	4,304	1,472	5,776	74.5%	25.5%
Ambulance Officers	85	129	214	39.7%	60.3%
Ambulance Support Officers	32	28	60	53.3%	46.7%
Bus Operators	79	722	801	9.9%	90.1%
Correctional Officers	58	174	232	25.0%	75.0%
Dentists/Dental Officers	14	5	19	73.7%	26.3%
Disability Officers	2	1	3	66.7%	33.3%
Executives	134	121	255	52.5%	47.5%
Fire and Rescue Officers	13	319	332	3.9%	96.1%
General Service Officers and Equivalent	260	960	1,220	21.3%	78.7%
Health Assistants	101	21	122	82.8%	17.2%
Health Professional Officers	1,198	289	1,487	80.6%	19.4%
Information Technology Officers	29	147	176	16.5%	83.5%
Judicial Officers	8	9	17	47.1%	52.9%
Legal Officers	95	32	127	74.8%	25.2%
Legal Support	15	5	20	75.0%	25.0%
Linen Production and Maintenance Officers	24	30	54	44.4%	55.6%
Medical Officers	483	502	985	49.0%	51.0%
Nurses and Midwives	2,894	466	3,360	86.1%	13.9%
Professional Officers	165	81	246	67.1%	32.9%
Prosecutors	28	18	46	60.9%	39.1%
Rangers	11	27	38	28.9%	71.1%
School Leaders	573	207	780	73.5%	26.5%
Senior Officers	1,491	1,183	2,674	55.8%	44.2%
Statutory Office Holders	7	8	15	46.7%	53.3%
Teachers	2,905	875	3,780	76.9%	23.1%
Technical Officers	149	134	283	52.7%	47.3%
Trainees and Apprentices	10	25	35	28.6%	71.4%
Transport Officers	6	37	43	14.0%	86.0%

Table 43: Headcount by employment category and gender by agency (Directorates)

Employment Status (headcount)	CHS	CMTEDD	ACTIA	CSD	EDU	EPSDD	ACTHD	JACS	TCCS
Permanent Full time - Male	961	994	2	198	916	230	166	883	1,033
Permanent Full time - Female	2,449	917	12	446	2,460	203	249	618	297
Permanent Part time - Male	233	26	n/a	12	151	13	5	42	274
Permanent Part time - Female	1,756	183	2	128	1,440	61	70	103	112
Temporary Full time - Male	438	179	n/a	29	184	78	28	70	145
Temporary Full time - Female	738	154	n/a	102	373	73	45	139	58
Temporary Part time - Male	45	5	n/a	4	154	5	n/a	4	15
Temporary Part time - Female	312	15	n/a	26	513	10	4	16	19
Casual - Male	123	12	n/a	7	270	5	n/a	19	68
Casual - Female	323	12	n/a	9	669	8	n/a	14	33

n/a – numbers that are reported 1 or less.

Table 44: Headcount by age group, gender and average length of service (Directorates)

Age Range	Female	Average Length of Service (years) – Female	Male	Average Length of Service (years) – Male
Less than 20 years old	76	0.7	84	0.7
20-29 years old	2,629	2.7	1,167	2.8
30-39 years old	4,253	6.4	2,141	5.5
40-49 years old	3,903	9.6	2,011	9.3
50-59 years old	3,101	13.3	1,751	13.9
60-69 years old	1,123	15.7	781	16.2
70+ years old	88	16.6	92	18.2
Total	15,173	8.7	8,035	9.1

Table 45: Recruitment rates by classification group (Directorates)

Classification group	Recruitment Rate
Administrative Officers	14.8%
Ambulance Officers	11.2%
Ambulance Support Officers	19.6%
Bus Operators	10.9%
Correctional Officers	16.0%
Dentists/Dental Officers	36.2%
Disability Officers	0%
Executives	2.6%
Fire and Rescue Officers	1.8%
General Service Officers and Equivalent	11.4%
Health Assistants	26.7%
Health Professional Officers	13.5%
Information Technology Officers	14.6%
Legal Officers	8.5%
Legal Support	41.8%
Linen Production and Maintenance Officers	1.9%
Medical Officers	14.1%
Nurses and Midwives	12.4%
Professional Officers	11.9%
Prosecutors	39.2%
Rangers	8.6%
School Leaders	0.7%

Senior Officers	6.7%
Teachers	8.3%
Technical Officers	9.5%
Trainees and Apprentices	80.6%
Transport Officers	0%
ACTPS Total	11.0%

Table 46: Separation rates by classification group (Directorates)

Classification group	Separation Rate
Administrative Officers	7.9%
Ambulance Officers	3.7%
Ambulance Support Officers	5.3%
Bus Operators	4.6%
Correctional Officers	6.1%
Dentists/Dental Officers	29.0%
Disability Officers	0.0%
Executives	5.2%
Fire and Rescue Officers	3.6%
General Service Officers and Equivalent	6.6%
Health Assistants	8.2%
Health Professional Officers	9.7%
Information Technology Officers	3.0%
Legal Officers	5.7%
Legal Support	0.0%
Linen Production and Maintenance Officers	3.9%
Medical Officers	7.7%
Nurses and Midwives	7.9%
Professional Officers	9.2%
Prosecutors	23.5%
Rangers	11.5%
School Leaders	5.1%
Senior Officers	6.7%
Teachers	5.0%
Technical Officers	9.0%
Trainees and Apprentices	80.6%
Transport Officers	0.0%
ACTPS Total	6.9%

Table 47: Recruitment rates by Directorate

Directorate	Recruitment Rate
Canberra Health Services	12.4%
Chief Minister, Treasury and Economic Development	13.4%
<i>ACT Insurance Authority</i>	6.8%
Community Services	13.5%
Education Directorate	8.1%
Environment, Planning and Sustainable Development	9.0%
ACT Health Directorate	6.6%
Justice and Community Safety	12.2%
Transport Canberra and City Services	10.6%
ACTPS Total	11.0%

Table 48: Separation rates by Directorate

Directorate	Separation Rate
Canberra Health Services	8.3%
Chief Minister, Treasury and Economic Development	6.9%
<i>ACT Insurance Authority</i>	6.8%
Community Services	8.3%
Education Directorate	5.3%
Environment, Planning and Sustainable Development	5.9%
ACT Health Directorate	9.3%
Justice and Community Safety	7.4%
Transport Canberra and City Services	5.4%
ACTPS Total	6.9%

Public Sector bodies

Table 49: Headcount by employment category and gender by agency (Public sector bodies)

Employment Status (headcount)	ACT Audit Office	ACT Electoral Commission	ACT Teacher Quality Institute	Calvary Health Care (Public)	Canberra Institute of Technology	City Renewal Authority	Cultural Facilities Corporation	Independent Competition and Regulatory Commission	Long Service Leave Authority	Office of the Legislative Assembly	Suburban Land Agency
Permanent Full time - Male	17	2	3	n/a	158	7	17	4	5	14	43
Permanent Full time - Female	13	8	4	n/a	221	8	21	4	10	21	37
Permanent Part time - Male	n/a	n/a	n/a	n/a	12	n/a	n/a	n/a	n/a	2	n/a
Permanent Part time - Female	2	1	n/a	n/a	47	3	11	2	1	9	2
Temporary Full time - Male	7	1	n/a	n/a	71	4	10	n/a	n/a	2	7
Temporary Full time - Female	4	n/a	1	n/a	83	3	7	2	1	2	5
Temporary Part time - Male	n/a	n/a	n/a	n/a	24	n/a	2	n/a	n/a	n/a	n/a
Temporary Part time - Female	n/a	1	1	n/a	53	n/a	3	n/a	n/a	3	n/a
Casual - Male	n/a	2	1	41	93	n/a	32	n/a	n/a	8	n/a
Casual - Female	n/a	n/a	1	90	93	n/a	39	n/a	n/a	2	n/a

n/a – numbers that are reported 1 or less or were not reported by the public sector body.

Table 50: Recruitment rates (Public Sector Bodies)

Public Sector Bodies	Recruitment Rate
ACT Audit Office	20.7%
ACT Electoral Commission	21.7%
ACT Teacher Quality Institute	16.6%
Calvary Health Care (Public)	33.0%
Canberra Institute of Technology	4.7%
City Renewal Authority	4.9%
Cultural Facilities Corporation	8%
Independent Competition and Regulatory Commission	50.7%
Office of the Legislative Assembly	n/a
Long Service Leave Authority	57.1%
Suburban Land Agency	17.4%

n/a – numbers that are reported 1 or less.

Table 51: Separation rates (Public Sector Bodies)

Public Sector Bodies	Separation Rate
ACT Audit Office	6.9%
ACT Electoral Commission	0.0%
ACT Teacher Quality Institute	0.0%
Calvary Health Care (Public)	11%
Canberra Institute of Technology	8.7%
City Renewal Authority	4.9%
Cultural Facilities Corporation	6%
Independent Competition and Regulatory Commission	38%
Office of the Legislative Assembly	6.9%
Long Service Leave Authority	32.6%
Suburban Land Agency	8.0%

n/a – numbers that are reported 1 or less.

APPENDIX 2 – DEFINITIONS

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

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

ACT Public Service – The ACT Public Service comprises eight directorates that report to the Head of Service as constituted by the Administrative Arrangements, from time to time.

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.

Average Salary – The average salary reported throughout this report is calculated on the average salary of full time and part time staff.

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) include tradespeople, gardeners, drivers and labourers.

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

Headcount and Full Time Equivalent – The Workforce Profile information is based on paid employees. Paid headcount for all employees includes employees on paid leave or with back pay, as at the end of the financial year. Headcount and Full Time Equivalent (FTE) are standard measures of staff numbers. Headcount considers each employee as one regardless of whether they are full time

or part time. In contrast, FTE represents total employee numbers based on equivalent full time hours worked. For example, an employee working standard full time hours attracts an FTE of 1.0 whereas an employee working half the standard full time hours attracts an FTE of 0.5. The total FTE in this example would be 1.5 whereas the headcount would be two.

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

Leave – Staff can access annual leave and personal leave entitlements. Annual leave is often referred to as recreational leave. Personal leave can be taken in instances of personal illness or injury, for bereavement, or when caring for a dependent due to illness or injury. Leave can experience a time-lag in processing. Entitlements can be found in the relevant section of enterprise agreements, see the ACTPS Employment Portal for details: <http://www.cmtedd.act.gov.au/employment-framework/home>.

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*.

Recruitment Rate – The Recruitment Rate is determined by dividing the number of permanent appointments by the average permanent headcount for the reporting year. Permanent appointments include staff who commence as a permanent officer directly, as well as staff who were already engaged as a temporary officer and were subsequently permanently appointed.

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.

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

APPENDIX 3 – REPORTING NOTES

Workforce Profile data

- > Shared Services, a division of CMTEDD, administers all but one per cent of staff payroll across the ACTPS directorates and provides the data for the Workforce Profile. The Workforce Profile provides data for the directorates and public sector bodies that are administered through Shared Services.
- > For the purposes of workforce reporting, the reporting structure has been amended from the 2017-18 report to provide a more accurate representation of the ACTPS. These changes are:
 - Workforce profile information for the Suburban Land Agency and City Renewal Authority were previously included within the data of their portfolio directorate. As these agencies are ACT Public Sector Bodies, their workforce data is included in the Workforce Profile Information (Appendix 1).
- > For the purpose of reporting:
 - ACTION is included in the reporting of TCCS; and
 - while a public sector body, the Director of Public Prosecutions is included in the Workforce Profile data of JACS;
- > Workforce indicators included in the Workforce Profile information are based on paid staff and exclude employees on leave without pay, board members and contractors.
- > The data reported excludes contractors and staff of Territory Owned Corporations.
- > These are point in time indicators and do not adjust for seasonal fluctuation, such as demand for casual teachers and back pay. Directorates and employee cohorts with small numbers are susceptible to fluctuation.
- > Employees on secondment from other organisations are not counted in the workforce profile data if they are paid by their parent organisation and not by the ACT Government.
- > Additional data can be found in Appendix 1, including a detailed breakdown of each directorate's FTE and further information on ACTPS. Further data and tables can be found on the ACTPS website: http://www.cmtedd.act.gov.au/open_government/report/annual_reports.
- > 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.
- > The 1994 data in Chapter 1 was sourced from the Australian Public Service Employment Database (APSED). APSED is a database that stores the employment data of all current and former APS employees who are employed under the Public Service Act 1999. APSED is maintained by the Australian Public Service Commission and the data is supplied to APSED from the HR systems of APS agencies. The data provided was based on ACT government employees as at 1 July 1994. This was the day they left coverage of the APS. The data provided was for ongoing employees only.

Agency Survey

- > 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.

APPENDIX 4 – 2019 AGENCY SURVEY

The Agency Survey is used to gather information to support the production of the annual State of the Service Report. The information provided in your responses will assist the Head of Service to meet the obligations under the *Annual Reports (Government Agencies) Act 2004* and the *Annual Reports (Government Agencies) Directions 2019*.

The Agency Survey includes the following topics:

1. Significant achievements, awards and recognition received throughout the reporting period including case studies about:
 - major activities and programs delivered by directorates/agencies to meet the needs of the ACT community;
 - awards and/or recognition received by individuals and/or teams; and
 - significant achievements that have been celebrated.
2. ACTPS values (Respect, Integrity, Collaboration and Innovation);
3. Human resource strategies employed by directorates/agencies, including:
 - attraction and retention;
 - workforce planning;
 - Respect, Equity and Diversity Framework; and
 - ACTPS Employment Strategies:
 - Aboriginal and Torres Strait Islander Peoples; and
 - People with Disability;
 - managing performance.
4. Preventing bullying and harassment; and
5. Misconduct or Disciplinary action;
6. Performance and Capability Development.

This year the ACT Public Service (ACTPS) is celebrating 25 years of providing programs and services on behalf of successive ACT Governments to the ACT Community. As such, it is a time to reflect on how much the ACTPS has matured and developed into a modern and contemporary public service over this time. As part of this year's State of the Service Report the Head of Service would like to highlight key achievements of the past 25 years and showcase the policies, services and projects the ACTPS has achieved during this time.

Guidance

- The Agency Survey is due **COB Wednesday 17 July 2019**. To ensure that publishing deadlines are met, extensions to this deadline will not be granted.
- For each question information is sought about the action or initiative your directorate/agency is undertaking including any contextual information. Please include case studies where appropriate.
- The Agency Survey must be approved by the Director-General or head of the Public Sector Body. Please have your Director-General sign a copy of your completed survey and scan and email the PDF to PSM@act.gov.au along with your completed Word version.
- Please note: your survey will not be considered complete until both a signed copy and Word version of your responses have been received by Workforce Capability and Governance, Chief Minister, Treasury and Economic Development Directorate.
- Signed copies of the Agency Survey will be cross checked against the Word versions.
- Questions about the Agency Survey can be directed to PSM@act.gov.au or to the Assistant Director Public Sector Management Group on 6207 7865.

Directorate/Agency Information

1. Which directorate/agency are you responding from?	Insert text
---	-------------

Achievements, Awards & Recognition

Note: For questions in this section, please consider including stories or case studies and providing high resolution photos where available, via PSM@act.gov.au (note: please title email subject 'Agency Survey Images - your directorate', title images appropriately and include a reference to the relevant agency survey question).

Celebrating achievements

2. During the last 25 years, what are the most significant milestones achieved by your directorate/agency?
Insert text

3. During the 2018-19 financial year, what are some of the significant achievements that the teams/divisions within your directorate/agency achieved or celebrated? Please consider discussing this with your communications team.
Insert text

4. During 2018-19 financial year, what awards or recognition did teams/individuals within your directorate/agency receive? Please provide details of the award or recognition including the team/individual's name and a short description about the activities and/or actions that led to this achievement.

Insert text

5. In the 2018-19 financial year, what are some of the major activities/programs your directorate/agency has undertaken to drive new initiatives and implement government priorities?

Please consider discussing this with your communications team.

Insert text

6. During the 2018-19 financial year have there been any significant innovations achieved or celebrated by teams/divisions within your directorate/agency? If yes, please provide details.

The [ACTPS Employee Value of Innovation](#): 'Innovation in the ACTPS means asking "but why", actively seeking out new and better ways of doing what we do (as well as better things to do), and not settling for how it has always been. It means empowering colleagues at all levels to raise new ideas and necessitates sensible and thoughtful engagement with risk.'

Insert text

ACTPS Values: Respect, Integrity, Collaboration and Innovation

7. In the 2018-19 financial year, what are some of the activities undertaken in your directorate/agency to promote the ACTPS Values of Respect, Integrity, Collaboration and Innovation under the *Public Sector Management 1994*?

- **Respect**

Please provide details

- **Integrity**

Please provide details

- **Collaboration**

Please provide details

- **Innovation**

Please provide details

Human Resource Strategies

Attraction and Retention

8. During the 2018-19 financial year did your directorate/agency implement any attraction and retention initiatives?

☐ Yes (provide details below) ☐ No

Please comment on any areas associated with the attraction and retention of the following groups:

- **Mature age employees;**
- **Aboriginal and Torres Strait Islander employees;**
- **People with Disability;**
- **Entry level positions/traineeships/graduates;**
- **People with specialist skills, including leadership skills at the Executive level;**
- **Veterans; and**
- **Other**

Mature age employees

Please provide details

Aboriginal and Torres Strait Islander employees

Please provide details

People with Disability

Please provide details

People recruited as part of a formal graduate program

Please provide details

People with specialist skills, including leadership skills at the Executive level

Please provide details

Entry level positions/traineeships

Please provide details

Veterans

Please provide details

Other

Please provide details

9. Please comment on any attraction and retention initiatives undertaken during 2018-19 or proposed plans for attraction and retention initiatives for 2019-20.

Mature age employees

Please provide details

Aboriginal and Torres Strait Islander employees

Please provide details

People with Disability

Please provide details

People recruited as part of a formal graduate program

Please provide details

People with specialist skills, including leadership skills at the Executive level

Please provide details

Entry level positions/traineeships

Please provide details

Veterans

Please provide details

Other

Please provide details

Additional remuneration arrangements: Attraction and Retention Incentives (ARins), Special Employment Arrangements (SEAs), Australian Workplace Agreement (AWA) and/or any other instrument that provides employees with additional remuneration

Note: data from Shared Services for this reporting category will be used for inclusion into the State of the Service Report.

10. Please comment on how your directorate/agency uses ARins, SEAs, AWAs and/or other instruments.

Insert text

11. Were there any machinery of government changes in your directorate/agency during the 2018-19 financial year?
☐ Yes ☐ No
If yes, please provide some details:
Insert text

Workforce Planning

12. Does your directorate/agency have a strategic workforce plan in place?	☐ Yes ☐ No
13. When was the strategic workforce plan last reviewed?	__/__/__
14. What are the key workforce strategies in the workforce plan that position your entity to meet future workforce demands?	
<i>Note: Please provide commentary on any strategies or 'case studies' during the 2018-19 financial year.</i>	
Insert text	

Respect, Equity and Diversity (RED) Framework

The RED Framework was introduced in 2010 and has been supported since this time by the provision of training and refresher training across directorates/agencies.

15. In the 2018-19 financial year did your directorate/agency provide RED specific training to employees?	☐ Yes ☐ No
If so, how many employees completed RED specific training in the 2018-19 financial year?	Insert number
16. Please provide comment on activities which occurred within your directorate/agency during the 2018-19 financial year to continue to reinforce the RED message, including, but not limited to the following:	
• Executive Support of NAIDOC week activities; • Workplace celebrations of Harmony Day; • International Women's Day events; • Disability training; • Aboriginal and Torres Strait Islander cultural awareness training; • LGBTIQ awareness training	

- **Executive support of NAIDOC week activities**

Please provide details

- **Workplace celebrations of Harmony Day**

Please provide details

- **International Women's Day events**

Please provide details

- **Disability training**

Please provide details

- **Aboriginal and Torres Strait Islander Cultural Awareness training**

Please provide details

- **LGBTIQ awareness training**

Please provide details

17. As at 30 June 2019, what is the total number of staff in your directorate/agency who are:

a) RED Contact Officers	Insert number
b) Executive RED Sponsors	Insert number

18. In the 2018-19 financial year, which of the following strategies has your directorate/agency used to promote the RED framework?

RED overview sessions (separate from formal RED training)	☐
Regular discussions regarding RED issues	☐
A RED network that meets quarterly or more frequently	☐
None of the above	☐
Other – please specify:	☐
Please provide details	

19. In the 2018-19 financial year, how has your directorate/agency ensured that all staff have access to the details of RED Contact Officers?

Intranet	☐
Website	☐
Staff Directory	☐
Common areas/notice boards	☐
Agency switchboard	☐
None	☐

Other – please specify:	☐
Please provide details	

20. In the 2018-19 financial year, did your directorate/agency implement any RED initiatives not previously mentioned?	☐ Yes ☐ No
If so please provide a case study of the initiative/s and its outcomes.	
Please provide details	

21. In the 2018-19 financial year, did your directorate/agency conduct a Diversity Census or "Update your Details" process to encourage the disclosure of diversity?	
☐ Yes (provide details below and tick all that apply) ☐ No	
Diversity Census	☐
"Update your Details" process	☐

22. In the 2018-19 financial year, what initiatives did your directorate/agency implement to support employees and potential employees from diversity target groups? Please describe the steps taken to support these groups:	
<u>People from a culturally and linguistically diverse background</u>	
Please provide details	
<u>Aboriginal and Torres Strait Islander people</u>	
Please provide details	
<u>People from a culturally and linguistically diverse background</u>	
Please provide details	
<u>Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ) people</u>	
Please provide details	
<u>Veterans</u>	
Please provide details	

23. In the 2018-19 financial year, did your directorate/agency introduce any broader activities or initiatives to raise awareness of diversity in the workplace (e.g. cultural and linguistic diversity, LGBTIQ diversity, international/national days celebrating diversity)?	
☐ Yes (provide details below) ☐ No	
Please provide details	

ACTPS Employment Strategies

- Aboriginal and Torres Strait Islander Peoples

24. In the 2018-19 financial year, did your directorate/agency have a Reconciliation Action Plan in place?
☐ Yes (provide details below) ☐ No
If so, what were the key attributes of the plan and what activities/initiatives were undertaken by your directorate/agency to promote or implement the plan?
Please provide details

25. In the 2018-19 financial year, which of the following strategies did your directorate/agency implement to attract Aboriginal and Torres Strait Islander employees?	
Designated positions	☐
Aboriginal and Torres Strait Islander traineeship	☐
Work experience	☐
Positions in the Whole of Government Graduate Program for Aboriginal and Torres Strait Islander people	☐
Aboriginal and Torres Strait Islander people cadetship	☐
Mentoring programs	☐
School based apprenticeships for Aboriginal and Torres Strait Islander people	☐
Other – please specify:	☐
Please provide details	

26. In the 2018-19 financial year, what skills or resources were used to support Aboriginal and Torres Strait Islander employees? (tick all applicable)	
Aboriginal and Torres Strait Islander employee networks	☐
Aboriginal and Torres Strait Islander study awards	☐
Aboriginal and Torres Strait Islander cultural awareness training	☐
Promote the ACTPS as an employer of choice for Aboriginal and Torres Strait Islander people	☐
Having a dedicated Liaison Officer or identified position in place	☐
Other – please specify:	☐
Please provide details	

27. During the 2018-19 financial year, did your directorate/agency employ any strategies to develop capability of Aboriginal and Torres Strait Islander employees?
☐ Yes (provide details below) ☐ No
If yes, what strategies?
Please provide details

- People with Disability

28. In the 2018-19 financial year, did your directorate/agency have a Disability Action Plan in place?
☐ Yes (provide details below) ☐ No
If so, what were the key attributes of the plan and what activities/initiatives were undertaken by your directorate/agency to promote or implement the plan? (Examples may include advertising jobs in both mainstream and disability publications/disability employment services, promoting flexible working conditions and reasonable adjustments, promotion and recognition of International Day of People with Disability, review of policies and procedures to ensure they promote inclusive work practices, building “disability confidence” of co-workers, delivery of mental health awareness training, etc)
Please provide details

29. In the 2018-19 financial year, select the following strategies your directorate/agency used to attract People with Disability to the ACT Public Service? (tick all applicable)		
☐ Yes (provide details below) ☐ No		
Employment Strategy		How many People with Disability were engaged into positions as a result of each strategy?
Designated positions	☐	
Disability traineeship	☐	
Work experience	☐	
Positions in the Whole of Government Graduate Program for People with Disability	☐	
Disability cadetship	☐	
Mentoring programs	☐	
School based apprenticeships for People with Disability	☐	
Other – please specify:	☐	
Please provide details		

30. Does your directorate/agency use any of the following strategies to support employees with a disability? (tick all applicable)	
Disability employee networks	☐
Directorate/agency specific Reasonable Adjustment Policy	☐
Whole of Government Reasonable Adjustment Policy	☐
Disability awareness training	☐
Other – please specify below:	☐
Please provide details	

31. During the 2018-19 financial year, did your directorate/agency employ any strategies to develop capability of People with Disability?

☐ Yes (provide details below) ☐ No

If yes, what strategies?

Please provide details

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

Please provide details

33. Did your directorate/agency make any applications for reasonable adjustment and/or financial assistance to the Employee Assistance Fund in the 2018-19 financial year (via Job Access)?

☐ Yes (provide details below) ☐ No

If yes, please provide details: indicate how many applications were made, how many were approved and what was the total value of approved applications.

Please provide details

Number of applications made: Insert number

Number of applications approved: Insert number

Total value of approved applications: Insert number

34. What strategies does your directorate/agency implement to ensure workplaces are accessible?

Please provide details

35. In the 2018-19 financial year, did your directorate/agency work with a Disability Employment Service provider to place People with Disability in employment within your directorate/agency?

☐ Yes (provide details below) ☐ No

If so, which providers did your directorate/agency use?

Please provide details

36. During the 2018-19 financial year, did your directorate/agency employ any strategies to develop capability of employees with a disability?
☐ Yes (provide details below) ☐ No
If yes, what strategies?
Please provide details

Underperformance

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

37. During the 2018-19 financial year, did your directorate/agency monitor the number of preliminary performance discussions held?	☐ Yes ☐ No
If so, how many were there that realised the required improvements and did not proceed to formal underperformance processes?	Insert number
Please provide details	

38. Please provide details of the number of formal underperformance processes that were commenced in the 2018-19 financial year under the procedures set out in the relevant ACTPS Enterprise Agreement.	
Number commenced in 2017-18 but finalised in 2018-19	Insert number
Number commenced in 2018-19	Insert number
Number commenced and finalised in 2018-19	Insert number
Number commenced in 2018-19 but yet to be finalised as at 30 June 2019	Insert number

39. Of the underperformance processes that were finalised during the 2018-19 financial year, please indicate how many of the following outcomes occurred:	
Satisfactory performance achieved at the completion of the process	Insert number
Development program instituted	Insert number
Assignment to other duties	Insert number
Deferral of increment	Insert number
Reduction in classification	Insert number
Termination of employment	Insert number
Resignation of employee during process	Insert number

Preventing Bullying and Harassment

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

In the ACTPS, work bullying is defined as unreasonable, undesirable behaviour that:

- is repeated;
- is unwelcome and unsolicited;
- creates, or could create, a risk to health and safety (including physical or psychological harm);
- occurs between workers of an organisation; and
- a reasonable person would consider to be offensive, intimidating, humiliating or threatening.

For more information visit: <https://www.cmtedd.act.gov.au/employment-framework/>

It should be noted that the figures captured are not a one for one indicator of bullying and harassment as it is possible for an employee to report through multiple mechanisms, or multiple employees may report the same incident.

40. Does your directorate/agency have a formal reporting system in place for the management of bullying and harassment?	☐ Yes ☐ No
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41. For the 2018-19 financial year, please list the total number of bullying and harassment contacts:	
Contacts received by your Agency's RED Contact Officers	Insert number
Contacts Received by HR (not by RED Contact Officer);	Insert number
Contacts received through other mechanisms	Insert number

Note: Data from RiskMan will be provided by the Workplace Safety and Industrial Relations team, CMTEDD.

42. What is the number of reports of bullying or harassment where a preliminary assessment under Section H of ACTPS Enterprise Agreements was commenced during the 2018-19 financial year.	Insert number
43. What is the number of reports of bullying or harassment received during the 2018-19 financial year that resulted in a misconduct process under Section H of ACTPS Enterprise Agreements.	Insert number
44. What is the number of bullying or harassment related misconduct processes completed during the 2018-19 financial year where the delegate has made a substantiated finding of bullying and harassment?	Insert number
45. What is the number of bullying or harassment related misconduct processes that are currently underway or being investigated, as at 30 June 2019? <i>Note: total number of investigations commenced, completed and ongoing may not reconcile due to action across financial years.</i>	Insert number

Misconduct or Discipline action

As per decision of the Strategic Board, all requests for investigations into allegations of employee misconduct should be referred to the Professional Standards Unit (PSU), for investigation and/or management, unless extenuating circumstances exist. This section addresses only those misconduct processes, if any, which directorates/agencies handled internally, and were not referred to the Professional Standards Unit.

Consolidated reporting on misconduct matters for use in the State of the Service Report will be provided by the Professional Standards Unit. On behalf of the Public Sector Standards Commissioner, the Professional Standards Unit maintains centralised data for misconduct investigations across the ACTPS.

46. In the 2018-19 financial year, did your directorate/agency undertake misconduct process which were <u>NOT</u> referred to the Professional Standards Unit?	☐ Yes (provide details below) ☐ No
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If so, please provide the following misconduct investigation data for matters relating to the 2018-19 financial year:

Misconduct investigations commenced	Admission statements	Summary dismissals	Any other disciplinary processes not reported to the PSU
Insert number	Insert number	Insert number	Insert number

47. Please outline the number of internally conducted misconduct processes that resulted in:	
A) Substantiated findings of misconduct	Insert number
B) No substantiated findings of misconduct	Insert number

48. Please provide the number of sanctions applied under the Enterprise Agreement for the 2018-19 financial year, only for matters which were <u>NOT</u> referred to the Professional Standards Unit:	
Written warning and admonishment	Insert number
Financial penalty (includes reduction in increment, deferred increment, fine, and/or reimbursement of damages)	Insert number
Employee transferred to another position either at level or lower lever	Insert number
Termination of employment	Insert number
Employee resigned prior to imposition of sanction	Insert number

49. Please outline any themes to these misconduct processes which were <u>NOT</u> referred to the Professional Standards Unit. For example, fraud and integrity, asset management, procurement and contract management, financial processes etc.
Please provide details

50. Please provide reasons as to why the above misconduct processes were not referred to the Professional Standards Unit for investigation.

Please provide details

Performance and Capability Development

51. In the 2018-19 financial year, did your directorate/agency monitor the use of the ACTPS performance framework?

☐ Yes ☐ No

52. As at 30 June 2019, what percentage of your directorate/agency's employees had a performance agreement in place?

Insert percentage

53. In the 2018-19 financial year, what strategies did your directorate/agency employ to enhance, develop or improve employee capability and performance? (tick all applicable)

Mentoring programs	☐
Funded training	☐
Secondments	☐
Job swap opportunities	☐
Communities of practice	☐
Other – please specify below:	☐

Please provide details

54. Please provide some details of any of these strategies implemented in your directorate/agency.

Please provide details

Validation and Final Approval

Contact Officer Details

Name of Contact Officer/s	Insert text
Position Title	Insert text
Signature	
Date	

Delegate Approval

Name	Insert text
Position Title	Insert text
Signature	
Date	