



ACT
Government



State of the Service 2020-2021

Annual Report



State of the Service
2020-2021

The Chief Minister, Treasury and Economic Development Directorate acknowledges the Ngunnawal people as the traditional owners and custodians of the Canberra region. The region is also an important meeting place and significant to other Aboriginal groups.

We respect Aboriginal and Torres Strait Islander peoples, particularly our Aboriginal staff, and their continuing culture and the contribution they make to the Canberra region and the life of our city.

Contact for this report

General enquiries about this report should be directed by email to PSM@act.gov.au.

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Transmission certificate



Andrew Barr MLA

Chief Minister
ACT Legislative Assembly
London Circuit
Canberra ACT 2601

Dear Chief Minister

2020-21 State of the Service Report

I am pleased to submit the 2020-21 State of the Service Report. The report provides an account of the operations of the ACT Public Service and workforce profile data in relation to the wider ACT Public Sector during the 2020-21 reporting year (1 July 2020 to 30 June 2021). 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 2021*.

Section 13 of the *Annual Reports (Government Agencies) Act 2004* requires that you present the State of the Service Report to the Legislative Assembly within 15 weeks after the end of the reporting year. However, under section 14 you granted an extension of the time when the report must be presented to the Legislative Assembly. The report must be tabled in the Legislative Assembly on 2 December 2021.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Kathy Leigh'.

Kathy Leigh

Head of Service

24 November 2021

Foreword

The 2020-2021 reporting year saw the ACT Public Service (ACTPS) again rise to meet the ever-changing challenges of the COVID-19 pandemic. I am incredibly proud of the dedication, resilience, flexibility and innovation shown by all parts of our Public Service again this year.

Everyone in the ACTPS has played a vital role in contributing to our ongoing response to the pandemic. We have learnt and applied lessons from our experience with COVID-19 last year. All staff across the ACTPS, from health and emergency services to teachers to bus drivers and staff working in Access Canberra, have shown tremendous commitment and ingenuity in delivering important services to our Canberra community and ensuring everyone has been kept safe and informed.

It has been a privilege for the ACTPS to support the Government to lead and deliver the ACT's COVID-19 vaccination program, deliver services to assist the more vulnerable areas of our community, and strengthen community resilience and uplift spirits by delivering important community events in new ways such as Floriade Reimagined and the COVID-safe version of Enlighten.

We saw an increase of 7.1% in our workforce over the last financial year. Most of this growth was in the ACT Health Directorate due to our health response to COVID-19. Major Projects Canberra also saw growth in employee numbers. This was in recognition of the role the construction sector will play as part of Canberra's post-COVID economic recovery and the need to have staff with the right knowledge, skills and expertise to deliver major infrastructure projects including planning, construction and expansion of the Light Rail Stage 2a and the Canberra Hospital.

The ACTPS reflects the community we serve, and we continue to value and celebrate diversity and inclusion in our workforce. The number of Aboriginal and Torres Strait Islander people employed in the ACTPS increased by 5.7% over the last financial year, and our efforts to employ people with a disability saw an increase of 9.2%. Across the Service staff celebrated Wear It Purple Day to support our LGBTIQ+ employees and our LGBTIQ+ networks across the ACTPS worked to foster equality and awareness of our LGBTIQ+ colleagues, friends and family.

As we learn to live with COVID-19, flexible working arrangements, our ability to mobilise and redeploy our workforce and the increased use of digital technology will position the ACTPS as a forward thinking, adaptive and progressive public service.

The ACTPS has responded commendably to the significant demands of this busy and challenging year. I thank all staff for their efforts, dedication and resilience.

Kathy Leigh

Head of Service

November 2021

ACTPS at a glance*

Who we are



26,141
Headcount
23,044.8
FTE



11.8%
of the ACT workforce

65%
female

35%
male



41.9
Average age

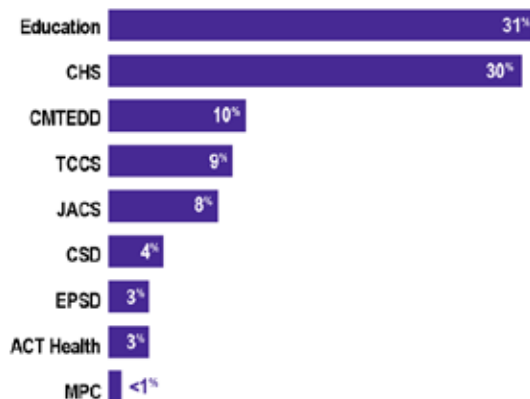


8.5
Average length of service



\$93,292
Median salary

Where we work



Diversity

517

Aboriginal and
Torres Strait Islander
people

763

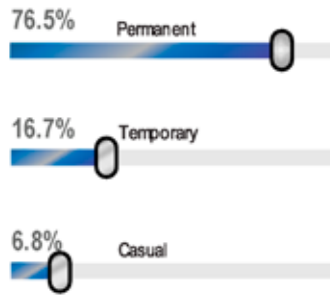
People
with disability

5,624

Culturally and
linguistically diverse
people

* It was identified that there was a technical error in the reported median salary in the previous report, resulting in lower reported figures. The correct median salary for last year was \$90,828.

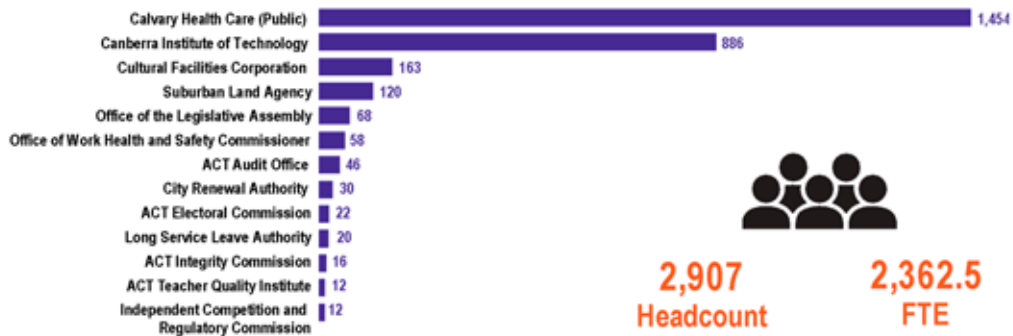
How we work



Some of what we do



Public sector bodies



2,907
Headcount

2,362.5
FTE

66.7%
female

33.3%
male

About the report

On 6 December 1988, the *Australian Capital Territory (Self-Government) Act 1988* was enacted, and this Act is the framework for the self-governing territory of the ACT within the Commonwealth of Australia. 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.

The public sector, which serves the ACT community, is governed by the *Public Sector Management Act 1994* (PSM Act) and *Public Sector Management Standards 2016*. This Act establishes and maintains an apolitical public sector with clear values, clear standards of conduct and a best practice focus. The objects of the PSM Act include establishing and maintaining a public service that assists the Executive to meet the needs of and serve the community.

Public Sector Management Act 1994, Part 1, section 5

The main objects of this Act are to:

- (a) establish and maintain an apolitical public sector with clear values, clear standards of conduct and a best practice focus; and
- (b) establish and maintain a public service that assists the Executive to meet the needs of the community and serves the community on behalf of the Executive; and
- (c) promote and uphold the public sector values, standards of conduct and best practice focus.

The ACT public sector workforce delivers a wide range of services to the Canberra community which includes health, education, justice and community safety, community services, planning and urban renewal, transport, and the maintenance of community infrastructure and facilities.

The State of the Service Report provides an account of the operation of the ACTPS. The ACTPS is structured into eight directorates, each specialising in different functions of the ACT Government. The directorates are:

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

The ACTPS also includes Major Projects Canberra (MPC), an administrative unit established on 1 July 2019. Major Projects Canberra is included in the directorate analysis across this report.

Several specialised agencies form part of the broader ACT public sector. There are 15 public sector bodies that have head of service management powers under section 152 of the 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 public sector employers that exercise the management powers in their own right without reference to the Head of Service. These agencies are not part of the ACTPS, but rather part of the broader ACT public sector.

The public sector bodies are:

- ACT Auditor-General
- ACT Electoral Commission
- ACT Integrity Commission
- ACT Teacher Quality Institute
- Calvary Health Care ACT (Public)
- Canberra Institute of Technology
- City Renewal Authority
- Cultural Facilities Corporation¹
- Director of Public Prosecutions²
- Independent Competition and Regulatory Commission
- Long Service Leave Authority
- Office of the Legislative Assembly³
- Principal Registrar, Courts and Tribunal
- Solicitor-General and Government Solicitor's Office
- Suburban Land Agency.

Approximately 90% of the ACT public sector workforce is employed by the ACTPS (the eight directorates and Major Projects Canberra). The remaining 10% fall within public sector bodies that operate independently of the ACTPS. 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.

This report provides workforce data in relation to public sector bodies that employ their staff under the PSM Act.

The report complies with the *Annual Reports (Government Agencies) Act 2004* and the *Annual Reports (Government Agencies) Directions 2021*.

Workforce profile data tables and figures are contained in Appendix A. Definitions of terms used in this report are at Appendix B.

¹ This entity has its own payroll system.

² 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.

³ This entity has its own payroll system.

Key themes

The State of the Service Report 2020–21 is structured around two themes: resilience and looking forward.

These themes have been chosen to highlight the ways in which the ACTPS has supported resilience in the Canberra community in the face of a year of significant challenge, while looking forward to continuing to build a thriving, inclusive and diverse community into the future.

ACTPS Pilot Employee Survey

A new feature of the report for 2020–21 is the inclusion of some results and insights from the ACTPS Pilot Employee Survey. The State of the Service Report 2019–20 flagged the introduction of a whole-of-service employee engagement survey to address the need for better workforce data arising from the challenges facing the ACTPS. It identified that better workforce data would provide important insights into issues such as leadership and wellbeing, to support enhanced dialogue about how the ACTPS is performing. The ACTPS Pilot Employee Survey was endorsed by Strategic Board on an opt-in basis, with costs shared among participating organisations.

Workforce Capability and Governance, in the Chief Minister, Treasury and Economic Development Directorate, had responsibility to deliver the pilot on behalf of the service. Most directorates opted in for the pilot survey, including the Chief Minister, Treasury and Economic Development Directorate, Community Services Directorate, Education Directorate, Environment, Planning and Sustainable Development Directorate, ACT Health Directorate, Justice and Community Safety Directorate and Major Projects Canberra. Some directorates chose not to participate due to directorate-specific employee engagement activities already in progress. The survey had a response rate of 58% (5,391 responses out of 9,311 invites).⁴

The ACTPS Pilot Employee Survey was conducted in July and August 2021, just outside the 2020–21 reporting period. The State of the Service Report 2019–20 advised that the 2020–21 report would include insights from the recent ACTPS Pilot Employee Survey. To accommodate this, the presentation for this report has been extended to 1 December 2021 to allow for key results from the survey to be compiled and included in the report.

Surveys of this size are a critical tool in building the evidence base for contemporary workforce management through understanding recent employee experience. These insights are relevant to the 2020-21 reporting period, especially during the COVID-19 pandemic, and will provide timely data for evaluation to assist in workforce planning by all directorates that participated.

Machinery-of-government changes

The composition of the public sector is determined by the ACT Government and reflects its policy priorities and choices as to the structure for delivering government administration and services. During 2020–21, machinery-of-government changes saw 20 positions (including five vacant positions) and one temporary employee transfer from the Justice and Community Safety Directorate to Transport Canberra and City

⁴ The ACTPS Pilot Employee Survey included responses from participating directorates and a small number of responses from other ACT public sector bodies. While this is a broader sample than just participating directorates, the small number of responses from non-directorate bodies means that the overall results are broadly indicative of results for the ACTPS.

Services following the 2020 election. The purpose of this restructure was to give effect to the Administrative Arrangements 2021 (No 1) instrument which transferred the policy relating to transport regulation and safety from the Justice and Community Safety Directorate to Transport Canberra and City Services. A total of 16 employees were affected by the transfer.

Resilience

- 1. Recovering and supporting a resilient community**
- 2. Leadership**
- 3. Workforce planning and outcomes**
- 4. Employee wellbeing**

Chapter 1: Recovering and supporting a resilient community

The year that was: 2020-2021

No account of the 2020–21 reporting year could be complete without considering the impact of the COVID-19 pandemic, which has disrupted lives and economies across the globe. Although during the reporting period Canberra did not experience a COVID-19 outbreak, the need for constant vigilance, the impact of separation from loved ones, and the impact on many people’s livelihoods and businesses remained very real. Also, for residents of the ACT, as for many other Australians, the COVID-19 pandemic came shortly after major bushfire and smoke impacts.

Despite these challenging times in 2020–21, the Canberra community has once again demonstrated its resilience in the face of adversity. In supporting the community, the ACTPS has clearly demonstrated its values of respect, integrity, innovation, and collaboration. Results from the ACTPS Pilot Employee Survey indicate that ACTPS employees are highly engaged with their work. This is borne out in practice through the service the ACTPS delivers to the Canberra community. This chapter celebrates just a few of the achievements of the ACTPS in supporting resilience in the Canberra community, in helping people to keep safe, and in using the lessons learned through crisis to move towards a better future.

An engaged public service

The 2021 ACTPS Pilot Employee Survey was based on the ORIMA Research Employee Engagement Model (OREEM). OREEM is designed to measure the strength of relationships between a range of workplace factors and three key outcome indicators: engagement of our employees with their job, employee commitment and loyalty, and employee job satisfaction with the ACTPS as an employer. These indicators support a high-performance workforce because they influence important organisational objectives such as maximising staff productivity and overall performance, minimising staff turnover and minimising absenteeism.

ACT Public Service Performance against key outcome indicators

Employee Engagement

Employee engagement relates to employee motivation and willingness to expend discretionary effort, and is typically driven by intrinsic rewards, job-skills match, and career progression and development opportunities. Engagement has been shown to have positive relationships with employee performance and productivity as well as organisational commitment and loyalty, and a reciprocal relationship with job and organisational satisfaction.

Results from the ACTPS Pilot Employee Survey indicate ACTPS employees have a high level of engagement with their work, with 82% of respondents across the ACTPS reporting they are motivated and willing to expend discretionary effort to help their directorate achieve its objectives. As the survey was a pilot, no baseline data from previous years is available to undertake comparative analysis between years.

Employee Commitment and Loyalty

The measure of commitment and loyalty relates to employee goodwill towards their organisation and can be a proxy indicator for organisational resilience. Organisational commitment and loyalty has been shown to reduce absenteeism and staff turnover while also having a positive impact on organisational performance.

Over two-thirds (68%) of respondents to the survey responded positively to questions relating to commitment and loyalty. Across the Service, 82% of respondents reported believing strongly in the purpose and objectives of their organisation, and 75% reported that they were proud to work in their directorate or organisation. Just over half (52%) of respondents reported that when someone praises the accomplishments of their directorate or organisation it feels like a personal compliment.

Employee Satisfaction

Satisfaction is considered a holistic measure of an employee's overall satisfaction with their current job and incorporates the level of optimism within the workforce. Satisfaction also incorporates elements of intrinsic rewards, the impact of work on an employee's wellbeing, and job-skills match between the employee and their role.

The survey results showed that 76% of respondents were satisfied overall with their current job and with the ACTPS as an employer. Additionally, 58% of respondents indicated their career plan intentions for the next two years were to stay in their current directorate or organisation, 16% indicated they plan to work elsewhere in the ACTPS, and 8% reported they plan to leave the ACTPS to work elsewhere.

Looking to the future

With the completion of the ACTPS Pilot Employee Survey in 2021, the ACTPS has a comprehensive data set to help us better understand our workforce now and benchmark our performance into the future. The survey has provided insights into areas where, as a service, we can leverage our strengths and develop action strategies to support improvements to our performance for both our employees and the ACT community.

The survey obtained data on the range of workplace factors that impact employee and organisational performance. Results indicate that, service-wide, our employees have strong goal clarity (85%) and clearly understand the connection between what they need to do in their jobs and how this connects with the purpose of their directorate or organisation. There is also a strong customer service culture (84%), and workgroups are committed to providing excellent customer and client service to the Canberra community and having good working relationships with customers and clients. Team performance is also strong, with 82% of employees across the Service reporting their workgroup adapts well to new ways of working when required, and that they have the skills, knowledge and capability to perform well. The team performance factor has been clearly demonstrated recently across the Service with our range of responses to COVID-19. In addition, 59% of employees reported that their directorate or organisation promotes innovation and creativity.

The survey results have also provided us with insights into where we can make improvements to further support a high-performance workforce. There is scope to improve learning and development opportunities and mobility options across the service, with 55% of respondents reporting they were satisfied with learning and development opportunities, and 44% reporting they were satisfied with the opportunity to

temporarily transfer to other work areas within the ACTPS. Enhancing opportunities for learning and development and mobility to support the career aspirations of our staff will strengthen our already sound results in employee engagement, commitment and loyalty, and satisfaction with employment in the ACTPS.

Agility and preparation in testing times

ACT Pathology's laboratory scientists and medical microbiologists have been the source of truth to ensure the safety and quality of COVID-19 testing. As at 30 June 2021, ACT Pathology had processed 200,891 COVID-19 tests. The results of the vast majority of these were returned to consumers within 24 hours. For those attending the Emergency Department and admitted to hospital, most results were delivered within 3 hours. This nation-leading rapid turnaround supported expedited clinical decision-making, timely patient flow, and reduced wait times for people anxious to know their status in a highly charged environment.

Nationally there was great uncertainty regarding the nature of the Delta variant, and locally there was concern about its potential impact on the ACT. Preparation for a local outbreak included identifying a contingency workforce and additional technology that would be required to process large numbers of tests. To protect ongoing service delivery from the possible loss of a large number of furloughed staff, a 'team A and team B' roster was designed. These teams would rigorously maintain separation from each other to reduce risk. The Pathology team were not to know then that their agility and resilience would be fully tested in the ACT outbreak later in 2021.

In well-deserved recognition, the Molecular Pathology team was presented with a Canberra Health Services Values Award for their tireless work and excellence in developing COVID-19 detection methods.

ACT Pathology's COVID-19 response went beyond the specialist laboratory scientists. All collection teams – onsite at the Canberra and Calvary Public hospitals and at offsite locations – continued to provide a kind and caring service to Canberrans. The courier drivers supported the rapid COVID-19 turnaround times with their dedication and extended working hours and shuttling between various swab collection sites and testing laboratories. The testing teams became proficient at establishing sites and meeting surge demand at short notice.

Helping the vulnerable in a time of crisis

Responding to homelessness during the COVID-19 pandemic

In 2020–21, Housing ACT continued to work closely with homelessness sector partners to understand the types of additional support required for essential services during the COVID-19 pandemic and beyond. This collaborative work was supported by the establishment of targeted working groups, chaired by homelessness sector partners, to co-design guidelines that allowed for the rapid and efficient implementation of programs addressing each sub-sector's specific needs. One clear message through this collaboration was the need to provide suitable accommodation for people experiencing homelessness, or in shared accommodation settings, who were affected by COVID-19 and needing to self-isolate or quarantine.

Housing ACT established the Client Support and Accommodation Support Funds which allowed sector partners to support clients flexibly and creatively. Housing ACT supported its community partners to respond to increased referrals for temporary accommodation, upgrades to public housing for crisis and shelter accommodation and targeted accommodation support for rough sleepers, men, and women with or without children.

Housing ACT's work with sector partners enabled:

- 140 families and individuals to receive assistance through OneLink's increased brokerage for motel and hotel accommodation available to the specialist homelessness sector for people who were experiencing homelessness, 'couch surfing', or residing in large, shared accommodation settings and who needed to self-isolate or quarantine.
- 56 women to receive support through Mackillop House, operated by CatholicCare, which was established in response to the growing need for safe, supported housing for women with or without children who were experiencing homelessness during COVID-19.
- the Axial Housing program to engage with 26 rough sleepers, including some entrenched rough sleepers who had previously been unwilling to engage with homelessness services. The Axial Housing program is based on Housing First principles and provides housing solutions and wraparound supports needed to sustain a tenancy and not result in exits to homelessness after COVID-19.
- 52 men to be accommodated at Winter Lodge between 3 May and 30 June 2021 (noting that this service is only open from May to October), providing temporary accommodation for men experiencing homelessness during COVID-19.

Feedback to Housing ACT from homelessness service providers is that this work made a real difference and provided vital additional capacity within the sector to respond to Canberrans experiencing, or at risk of, homelessness during COVID-19.

Learning from the opportunities caused by disruption

Insights and rewards from the Future of Education Phase One evaluation

Affirming the Future of Education vision, in 2020 the Education Directorate gathered insights from experts, principals and students to demonstrate that if we focus on ensuring all children and young people feel welcome and included at school, connected with their learning, and supported to respond to life's

challenges, then children and young people will achieve improved learning outcomes. The following is a sample of key insights:

- “...it is clear that some schools have not only been able to stay the course but have used the disruption caused by COVID to delve deeply into new ways to engage their students. They have been rigorous in collecting evidence about what has been going on for their learners to ensure their innovations are making a difference”, Professor Helen Timperley.
- “We had student focus groups unpack the student survey as we thought that was a great way to get an understanding of where their thinking was at. It was really great to watch our captains lead the process by each year level and their findings are really interesting. The kids are presenting back to staff on Monday at our staff meeting and we did vice versa staff presenting to students”, school principal.
- “Students developed their empathy a bit more – they realised that teachers were in the same situation as us. It allowed them to develop those values”, student.

The vaccination roll-out

In 2020–21 Canberra Health Services was proud to have led the operational delivery of the ACT Government mass vaccination program. Among the first to receive the vaccine were Canberra’s frontline health care workers, who so often put their own personal safety behind that of the community they serve.

By the third week of the COVID-19 vaccine program rollout in the ACT more than 5,000 appointments were booked through the clinics, and close to 3,000 doses had been administered. By the beginning of June, 50,000 COVID-19 vaccines had been administered at ACT Government run clinics. As supply increased, demand continued to grow during the phased rollout. Canberra Health Services successfully partnered with Calvary Public Hospital Bruce to provide an AstraZeneca clinic to allow the Garran centre to focus entirely on Pfizer vaccinations. In late June when the Canberra Airport precinct COVID-19 mass vaccination clinic opened, Canberrans had already booked tens of thousands of vaccination appointments. By 30 June 2021, the ACT Government COVID-19 vaccination clinics had administered 85,105 vaccine doses.

In the effort to achieve high COVID-19 vaccination rates in the ACT, Canberra Health Services concurrently focused on smaller, tailored vaccination services to meet the needs of Canberrans. The Access and Sensory vaccination clinic was set up to provide greater access for people with disability, people with mental health conditions, and those who may need additional support. This service very quickly received high praise from both consumers and stakeholders.

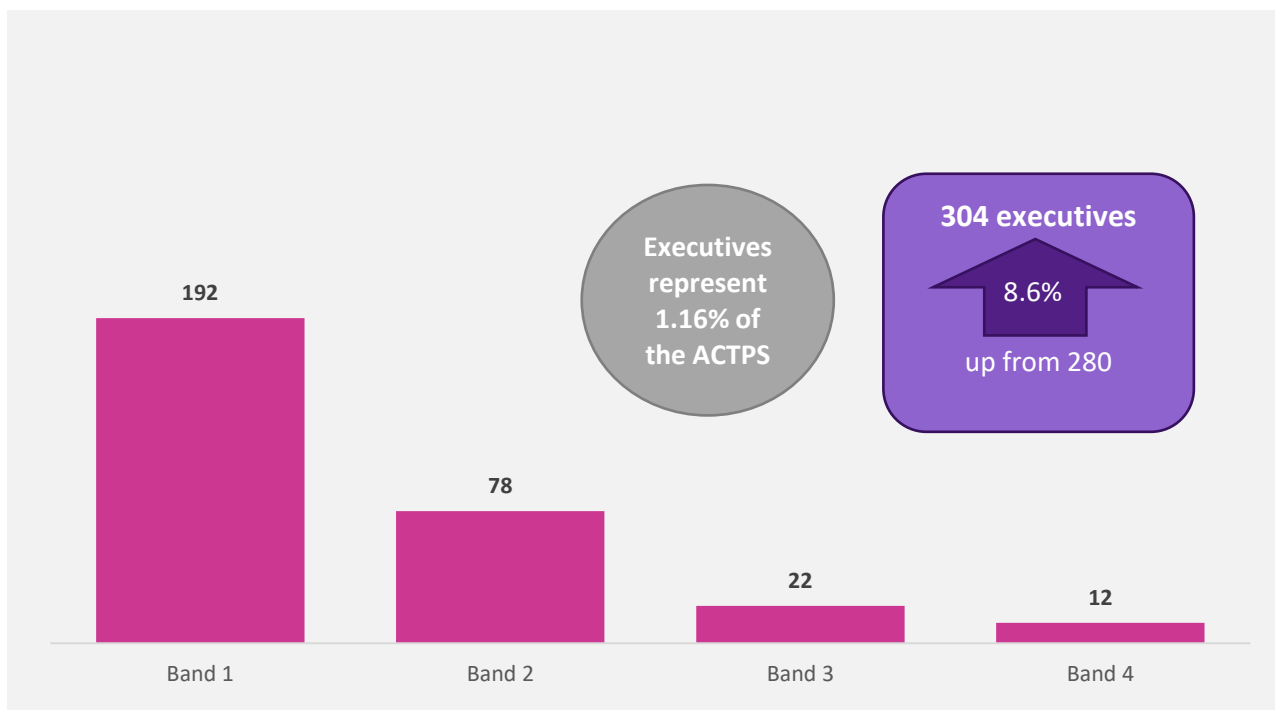
With the expanding vaccination workforce, Canberra Health Services created career opportunities for new graduate registered nurses and enrolled nurses to join the team by offering new permanent roles in vaccination for these nurses on the Transition to Practice Program.

Chapter 2: Leadership

Who are the executive leadership?

Leadership can be found at all levels in the ACTPS. However, leadership by senior executives holds an important place in setting the direction of the ACTPS. Senior executives are responsible for leadership in the Service and are answerable to the Head of Service and the Director-General for the administrative unit in which they are employed. Senior executives advance whole-of-government strategies, promote and demonstrate cooperation and collegiality, and uphold public sector values, principles and conduct in the Service. **Figure 2.1** provides an overview of executive numbers across the ACTPS by classification band.

Figure 2.1: Executive numbers, by classification band



As at June 2021, there were 304 senior executives employed in the ACTPS, an increase of 24 senior executives (8.6%) from the previous year. The growth in senior executives reflected the need for additional coordination across the ACTPS during the time of the pandemic, with 15 of these roles being put into place to assist with the COVID-19 response. Full-time equivalent (FTE) employment increased by 8.8% to 301.4 (up from 277 in the 2020–21 reporting year). The Executive Band 1 classification has the highest number of executives (192 or 63% of senior executives), with 137 of these at Executive Level 1.4. As at June 2021, 53.3% of executive positions were held by women.

ACTPS executive leadership review

In 2020, the ACTPS undertook a review into executive leadership and leadership development, aimed at building a better understanding of the executive cohort and answering the question:

“What do we need to do now to position the Executive to successfully lead the ACTPS now, and in the future?”

The review was, in part, sparked by the successive challenges the ACT had faced in 2019–20, which included some of the worst and lengthiest bushfires (and bushfire threats) of the region and associated smoke haze and hazardous air quality, a massive hailstorm causing extensive local damage, and the initial wave of the COVID-19 pandemic. Executives and their teams faced sustained pressure to respond to all these events. At the time of writing, with a further wave of COVID-19, these pressures had not yet abated.

By the end of the review, the review team had undertaken 52 consultation interviews, reviewed seven years' worth of work value assessments covering over 350 Senior Executive Service positions, explored academic and applied research into the future of work and its implications for leadership practice and capability, discussed lessons learned with five other public sector jurisdictions progressing similar work, and generated discussion and debate at five Strategic Board meetings.

The review findings indicated that the context in which the ACTPS senior executive operates is becoming more dynamic with increased ambiguity. The pace of change is accelerating, and the need to bring people together to solve new as well as ongoing challenges is more common than it once was. The review found that the ACTPS had marshalled collective skills and experience during the ACT's pandemic response, working shoulder-to-shoulder during an unknown and rapidly evolving situation. It found that while the crisis exemplified the ACTPS executive's dedication and commitment to the community and the innovation that could be achieved when facing a shared problem, the challenge for executives is in collectively creating a culture to drive and sustain change, among competing demands, evolving priorities and limited resources. The review reported the approach to leadership development experienced by executives was described as fragmented and stop-start.

Subsequently, Strategic Board collectively supported the need for the ACTPS to introduce a more systematic, coherent and strategic approach to whole of ACT public sector executive leadership and talent, driven by Strategic Board as the stewards of this effort. The first of the priority initiatives under this work program will commence in 2022, with ACTPS executive induction, executive career profiling, and ACTPS executive leadership development, including more coordinated mobility.

Insights from the ACTPS Pilot Employee Survey

Noting that leadership is at all levels, a key strength demonstrated through the ACTPS Pilot Employee Survey is the quality of supervisory relationships across the ACTPS. Responses to questions around supervisor performance were positive, with 76% of respondents ranking their supervisor highly. Respondents also scored team performance highly at 82%. Results for leadership were slightly lower, with a score of 63% for overall leadership.

In a related finding, the most common employee response to the question 'What are the most significant barriers to you performing at your best?' was 'Too many competing priorities', with 35% of respondents selecting this answer. It is possible the COVID-19 pandemic and subsequent rapidly changing priorities may have played a part in this result. Consideration of this result as a baseline for future surveys will be important in further understanding these results, and what work the ACTPS may need to undertake here.

Chapter 3: Workforce planning and outcomes

The ACTPS is a professional, diverse and innovative public service that is responsive to the Government of the day and to the Canberra community of over 400,000 people. A key element in ensuring the ACTPS remains modern and effective is maintaining a flexible and innovative approach. It is also important that the ACTPS offers secure, fairly remunerated and meaningful work. This chapter looks at workforce planning, and in particular the key actions that the ACTPS has taken in the reporting period to bolster its future-readiness, while at the same time offering more Canberrans the opportunity to engage in ACTPS employment.

Future of Work in the ACTPS

In the past decade, changes in technology have expanded the ACTPS's view of where we work, and how we come together to work. Flexible working arrangements, which allow employees to transition between working from the office and working from home, offer many advantages for both employers and employees.

The Hub and Spoke workplace strategy will link up a series of physical workplaces across all of Canberra's town centres, enabling ACTPS employees the choice to work from an office location close to where they live. A range of flexibility provisions exist within the ACT public sector enterprise agreements and employment frameworks to give employees autonomy to choose where, how and when they will deliver outcomes, where it suits the needs of both the employee and the organisation.

The COVID-19 pandemic lockdown measures forced a large proportion of the broader Australian and ACTPS workforce to work from home. The response to this shift has been a clear desire from the Australian workforce to continue to reap the benefits of having the option to work from home. By providing flexibility wherever possible, the ACTPS positions itself as an employer of choice for a workforce increasingly seeking autonomy and choice.

Workforce Transformation Program



The staircase in the Civic office building at 220 London Circuit. Image: Martin Ollman.

The ACTPS has for several years been implementing a strategy for office-based workers to transition to flexible work practices and activity-based work environments through the Workforce Transformation Program. The program is designed to achieve efficiencies and improve collaboration across government. The Dickson office at 480 Northbourne Avenue and the new Civic office at 220 London Circuit have been designed specifically for flexible work practices.

In July 2020, the Dickson office was opened to staff from Transport Canberra and City Services, the Environment, Planning and Sustainable Development Directorate, Access Canberra and the Suburban Land Agency.

In March 2021, the Chief Minister, Andrew Barr MLA, officially opened the new ACT Government Civic office building at 220 London Circuit. Collocating eight agencies across the two buildings will improve collaboration across directorates.

Throughout the COVID-19 pandemic, the ACTPS has demonstrated its ability to work together to innovate, find solutions and deliver services. The innovative design of these buildings and their fit outs, featuring collaborative technologies and workspaces, will support a modern and flexible workforce to deliver better services for the Canberra community.

Flexible work

The ACTPS aspires to be the most progressive jurisdiction with regards to flexible work. To achieve this vision, it is embarking on a program of works to provide our employees with more options for how they engage with work.

In 2021, the ACTPS began to deploy the *Engage* wayfinding solution within 220 London Circuit. This desk-booking capability has been valuable in supporting compliance with COVID-safe requirements. As the system reaches operational maturity as more sites are brought online, it will provide valuable insights into workplace performance and space utilisation.

In 2022, the ACT Government will establish flexi offices in Tuggeranong and Belconnen. Flexi offices will build upon existing flexible working options by providing fully equipped work settings closer to where ACTPS employees reside. The use of these spaces will be supported by the *Engage* wayfinding system which will enable staff to reserve desks at these locations for the day.

‘Jobs for Canberrans’ Community Recovery

A thriving community is one where community members are able to engage in meaningful work. Where COVID-19 disrupted access to employment in the broader Canberra economy, the ACTPS was able to step in to assist. As reported in last year’s State of the Service Report, on 3 April 2020, the ACT Government announced it would establish the Jobs for Canberrans Fund as part of the Economic Survival Package in response to COVID-19.

With Transport Canberra and City Services as the largest contributor to the Jobs for Canberrans initiative, the People and Capability Branch assumed responsibility for managing all aspects of the program from attraction and recruitment through to onboarding, induction and training. To provide optimal candidate care, additional resources were required to support performance and talent management, as well as proactively provide pastoral care, training and employment transition post cessation of individual contracts.

Transport Canberra and City Services engaged 136 staff through the Jobs for Canberrans program. As at 30 June 2021, 40 of these employees had successfully gained employment outside of the program, both through temporary and permanent roles.

Enterprise agreements

The ACT public sector employment framework includes 18 enterprise agreements made under the *Fair Work Act 2009* (Cwlth). In the 2020–21 reporting year, bargaining commenced on 15 of these enterprise agreements and continues into the next reporting year.

The enterprise agreements provide for the salaries and allowances for most ACTPS employees. The salaries, allowances and other entitlements of the Head of Service, Directors-General and executives in the ACTPS are reviewed and determined by the ACT Remuneration Tribunal.

Insecure Work Taskforce

The ACTPS has continued to work with ACT unions to administer the Insecure Work Taskforce. This taskforce considers whether non-ongoing ACTPS employees can be recommended for conversion to more permanent types of employment within the ACTPS as outlined in ACTPS enterprise agreements and in the ACTPS Insecure Work Taskforce policy. In the reporting year 2020–21, 174 employees were converted from casual and temporary employment to permanent ACTPS employment.

The ACTPS is committed to achieving the commitment outlined in the enterprise agreements of minimising the use of temporary and casual employment and will build on the taskforce's achievements in converting non-ongoing ACT employees to permanent employees.

Evaluating organisational culture

To support activation of our Workplace Culture Framework, which guides culture reform within the ACT public health system, the ACT Health Directorate developed the Organisation Culture Improvement Model (OCIM). The model is designed to assess the maturity of an organisation against the five priorities identified in the Workplace Change Framework: organisational trust, leadership and people skills, workplace civility, psychological safety, and team effectiveness. It does this by measuring progress against the key inputs (policies, processes, guidelines and systems) required to build and sustain a positive workforce culture. The ACT Health Directorate, Canberra Health Services and Calvary Public Hospital have assessed their maturity status in 2020 and 2021 and continue to deliver action plans to progress each organisation to a higher level of organisational culture maturity and a sustained positive workplace culture.

Chapter 4: Employee wellbeing

The ACTPS understands its workforce is its greatest asset in achieving its objectives. As such, the ACTPS is committed to robust employee wellbeing strategies.

Your Voice: Safe, well and confident to the response to COVID-19

The ACTPS has put measures in place to enable and support its employees to work safely during the COVID-19 pandemic, and to manage and respond to the physical and wellbeing aspects of changed working conditions. The first whole-of-government work health, safety and wellbeing survey – Your Voice – was conducted in December 2020. The survey helped identify what employees need to continue working safely and well, especially during the COVID-19 pandemic.

The Your Voice 2020 survey provided employees with an opportunity to provide feedback about health and safety in their workplace, as well as areas that contribute to wellbeing such as communication, how their work is managed and relationships in their team. The survey was conducted by Voice Project researchers at Macquarie University using a validated online research tool used by other governments and organisations across Australia.

Importantly, Your Voice 2020 enabled the ACT Government as an employer to meet its obligation to consult with its workforce about work health and safety risks. It was an action on the commitments made in the ACTPS Work Health, Safety and Wellbeing Strategy 2019–2022 and the Healthy Minds – Thriving Workplaces mental health strategy to take an evidence-based and data-driven approach to understanding risks to the work health, safety and mental wellbeing of employees and to inform initiatives and activities.

The survey indicates that the ACTPS has responded well to the COVID-19 pandemic. The two overall scores show high levels of employee wellbeing and confidence in the ACTPS response to COVID-19:

- wellbeing, 74% – how employees are feeling as measured by responses to statements about emotional wellness and sense of stress and safety
- progress, 79% – how employees think the ACTPS is performing, as measured by responses to statements about the response to COVID-19.

The survey identified five key areas to prioritise to improve employee experiences of, and perceptions about, their health, safety and wellbeing during COVID-19. They include involvement in decision-making and providing feedback, clarity about work processes, manageable workloads and the visibility of decision-making by senior management.

The Workplace Safety and Industrial Relations Group has led a whole-of-government response to the survey findings and the areas identified as priorities by:

- expanding the ways we communicate about health, safety and wellbeing across the ACTPS with a new work health and safety portal and mental health and wellbeing resources, particularly in the areas of pandemic fatigue
- reviewing ways of promoting and supporting work–life balance, employee involvement in decisions about their work and feedback mechanisms

- working with executive mental health champions to consider ways to promote visible leadership
- continuing to monitor and review work health and safety risks during COVID-19 and providing resources and guidance to support mental wellbeing and safety at work.

Enhancing the wellbeing of the ACTPS

Over the course of the year, each of the directorates came up with a variety of ways to support the wellbeing of employees. These include the following:

- The Chief Minister, Treasury and Economic Development Directorate developed a Mental Health Action Plan and promoted mental health and wellbeing through regular all-staff wellbeing messages from the directorate's Mental Health Champion. A range of wellbeing webinars were also offered to staff together with publicly available wellbeing-related offerings and online resources (e.g. the Black Dog Institute webinars).
- The Community Services Directorate was the first ACTPS directorate to introduce Mental Health First Aid (MHFA) officers. The directorate is working towards being recognised as an accredited MHFA Skilled Workplace. MHFA Skilled Workplaces are recognised and celebrated as not only investing in the development of MHFA skills in their people, but also showing a strong commitment to embedding the program into their organisation's culture through actions like senior leadership support, relevant policies, supporting MHFA officers and continuous improvement.
- Canberra Health Services has developed a range of strategies and resources including a comprehensive framework (Supporting CHS Staff During the COVID-19 Pandemic Framework) to understand and respond to the sources of anxiety among staff. Key messages of the framework are We hear you, We will support you, We will care for you, We will continue to prepare you and We will continue to protect you. The framework includes a COVID-19 manager toolkit, a checklist for managers and communications resources. Psychologists were deployed to frontline areas to help staff deal with the stress and anxiety of caring for patients with COVID-19.
- The ACT Health Directorate conducted a COVID-19 Staff Wellbeing Survey in October 2020 to seek views and experiences of their staff specifically relating to wellbeing. In total, 67% of staff completed the survey. At that time, 79.9% of staff were working remotely, and 20.1% were working from the office or supporting business-critical operations. The results indicated that:
 - 95% of staff coped well during the pandemic
 - 80% of staff worked from home and 32% valued flexibility the most working from home
 - 74% felt supported in getting their job done
 - 77% said that the directorate communicated effectively during the pandemic
 - 98% said that the directorate handled the pandemic well
 - 32% of staff missed the social connectedness that came from being in the office.

The results of this survey have been used to inform return-to-office planning, allowing flexible rostering for teams to attend the workplace together, and access to meeting spaces for team-based work planning and activities.



Looking Forward

5. Diverse and Inclusive

6. Managing Behaviour

7. Digital and Data

**8. Learning, mobility and career
development**

Chapter 5: Diverse and inclusive

The ACTPS is an inclusive employer. We have a diverse workforce consistent with the ACT Government's long held values that support Canberra in becoming a 'just and inclusive city, welcoming to all'⁵. Our Respect, Equity and Diversity (RED) Framework, established in 2010, acknowledges that 'the principles of respect, equity and diversity are not only right; they are critical to the ongoing success of the ACTPS'.

During the 2020–21 reporting year, all directorates offered RED-specific training to employees, and 1,416 staff completed this training during the period. Data from the ACTPS Pilot Employee Survey indicates that these efforts are paying off, with 70% of respondents rating their workplace as performing highly on 'inclusivity'.

10 years of workforce inclusion and diversity: Beyond RED

In 2020–21, the ACTPS commenced a whole-of-government project called 'Beyond RED', which aims to understand what it means for the ACTPS to have a progressive, diverse and inclusive workforce, how close we are already to achieving that goal, and how we might get closer.

During 2021, the Beyond RED project has undertaken an extensive research program with stakeholders from ACTPS community offices, human resources and the ACTPS RED Network, and a diverse range of staff. Over 33 hours of virtual and face-to-face interviews and workshops have been conducted and final research outcomes represent the perspectives of nearly 200 contributors from across the ACTPS.

The Beyond RED project research findings will be augmented by the ACTPS All Staff Survey results. Beyond RED recommendations will be designed to target systemic issues that are commonly observable across the ACTPS workforce and will include better-practice workforce interventions aimed at building more inclusive workplace cultures. It is expected that implementation of these recommendations will commence from early 2022.

Women

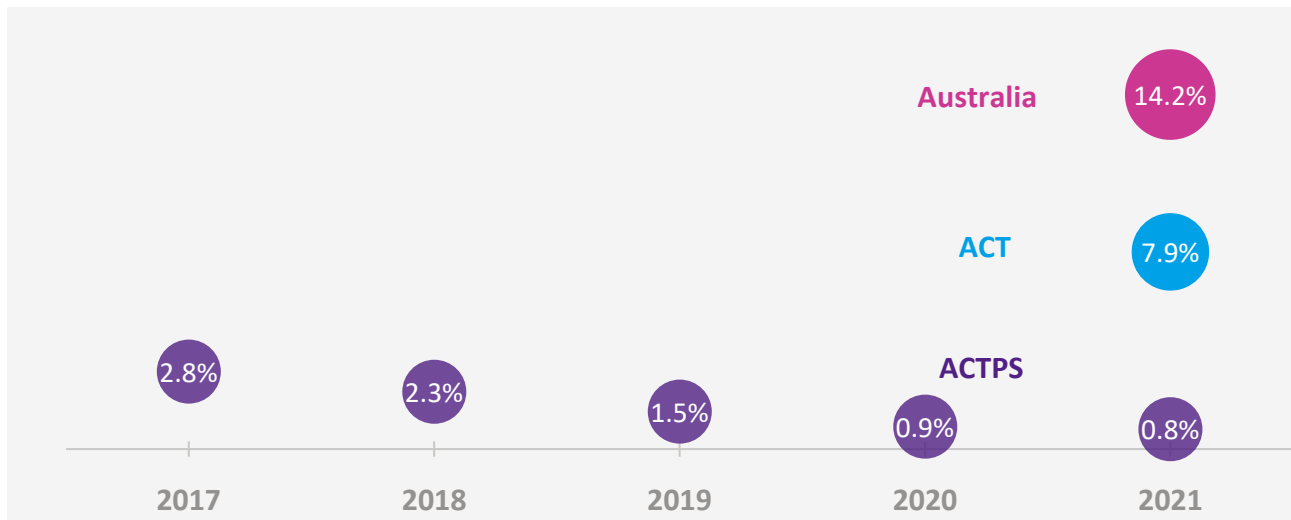
The ACTPS continues to ensure measures are taken to promote gender equality within the Service. As at 30 June 2021, 65% of the ACTPS were women and 35% were men, and 53.3% of executive positions were held by women.

The gender pay gap

As at June 2021, the ACTPS gender pay gap had reduced to a record low 0.8%. **Figure 5.1** shows the steady decrease in the gender pay gap since 2017, and a favourable comparison with the ACT and Australian labour forces in 2021. **Figure 5.2** provides the pay gap by directorates.

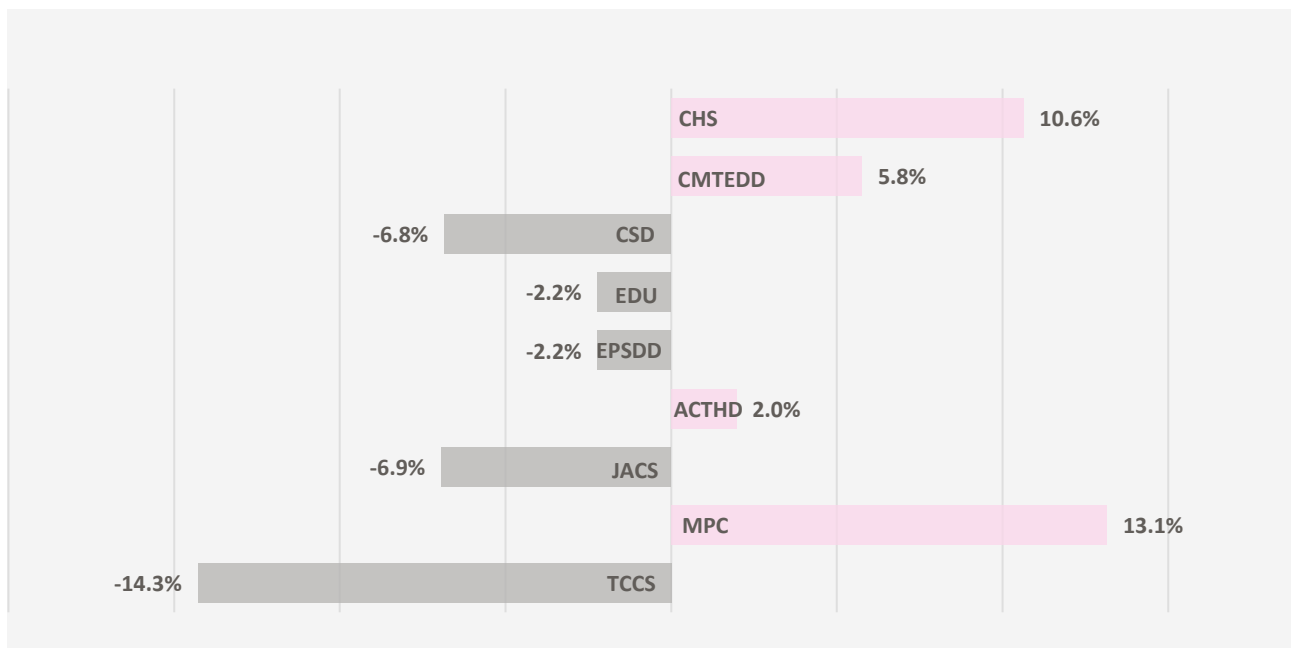
⁵ Canberra: A Statement of Ambition, ACT Government 2016, p. 12.

Figure 5.1: Gender pay gap in the ACTPS from 2017 to 2021, and comparison of the pay gap between the ACTPS and the Australian and ACT labour forces in 2021



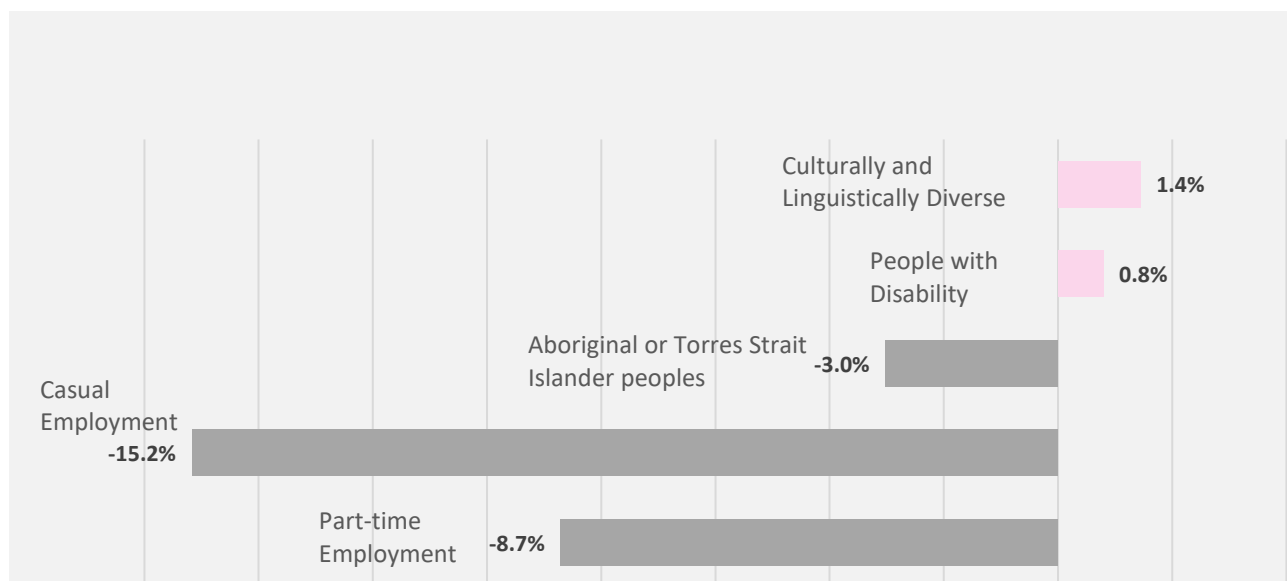
The gender pay gap also differed between directorates, as highlighted in **Figure 5.2**. Consideration is being given by directorates as to how to lessen the gender pay gap for their organisations, including through strategies such as advertisements actively encouraging women to apply for executive roles.

Figure 5.2: Gender pay gap by directorate



While the gender pay gap has continued to drop, the impact of this has differed between directorates, across diversity groups, across classifications, by employment status and between women who identify with different diversity groups (see **Figure 5.3**).

Figure 5.3: Gender pay gap in diversity group and employment status



Further analysis will be needed to better understand the intersectional nature of the gender pay gap. However, the following observations can be made:

- There is not always a correlation between the number of women in a classification and the extent of the pay gap.
- In some classification groups traditionally associated with male-dominated industries, the pay gap remains higher, as **Table 5.1** demonstrates. This is particularly evident in the General Service Officers classification, where the workforce is 28.7% women, and the gender pay gap is 15.1%.
- The gap remains high for statutory office holders (23.5%) and above the average for executives (1.5%).

Workforce diversity and inclusion commitments in the Parliamentary Agreement for the 10th ACT Legislative Assembly require larger public service entities to have gender action plans and undertake gender impact assessment and publish their results. The annual report directions will be amended in 2022–23 to require larger reporting entities to report on gender action plans and gender impact assessments.

Table 5.1: Remuneration and Gender Pay Gap by Classification Group 2020 – 2021

Classification group	Proportion of females (%)	Gender pay gap (%)
Administrative Officers	73.7%	0.6%
Ambulance Officers	45.0%	7.7%
Ambulance Support Officers	55.6%	7.1%
Bus Operators	10.7%	0.2%
Correctional Officers	27.5%	2.8%
Dentists/Dental Officers	76.5%	-3.3%
Disability Officers	0.0%	100.0%
Executive Officers	53.3%	1.5%
Fire and Rescue Officers	5.9%	9.0%
General Service Officers & Equivalent	28.7%	15.1%
Health Assistant	82.4%	-1.8%
Health Professional Officers	80.2%	3.8%
Information Technology Officer	20.8%	-2.3%
Judicial Officers	44.4%	-1.5%
Legal Officers	74.1%	2.4%
Legal Support	73.6%	-0.6%
Linen Production & Maintenance	41.3%	16.8%
Medical Officer	49.9%	7.8%
Nursing and Midwifery	86.4%	-4.4%
Professional Officers	60.6%	-5.4%
Prosecutors	60.0%	-4.5%
Rangers	36.2%	-2.4%
School Leaders	72.8%	2.5%
Senior Officers	57.3%	2.0%
Statutory Office Holders	64.3%	23.5%
Teacher	76.6%	-0.9%
Technical Officers	56.6%	12.6%
Trainees and Apprentices	13.0%	-21.4%
Transport Officers	10.9%	-1.2%
ACTPS averages	65.0%	0.8%

Women building careers in construction

Major Projects Canberra has done significant work to champion women in the construction sector. This has included engaging women in engineering projects such as Light Rail Stage 2, the Canberra Hospital Expansion project, the Gender Sensitive Urban Design initiative and Common Ground Dickson as well as delivering built and social infrastructure projects across Canberra.

Common Ground is a great project that illustrates this work. Construction commenced in October 2020 and the development is a model of multi-unit permanent supportive housing based on 'Housing First' principles designed to provide long-term, high-quality housing options for people experiencing chronic homelessness and for low-income earners.

Working with Major Projects Canberra and Housing ACT, the principal contractor for the Common Ground project has proactively engaged five women on the project to help support women building careers in the construction sector. The principal contractor's cadet program offered to these five women provides a structured learning and work environment for those interested in a long-term career in construction. The principal contractor is also hosting an Australian School Based Apprentice (ASBA) through the Australian Training Company Women in Construction Pathways Program. The ASBA is for a year 11 student who commenced her apprenticeship in February 2021.

Aboriginal and Torres Strait Islander employees



517

▲ **5.7% EMPLOYEES**

2020: 489



\$86,719

■ **MEDIAN SALARY**

ACTPS: \$93,292



38.6 years

■ **AVERAGE AGE**

ACTPS: 41.9 years

Aboriginal and Torres Strait Islander people employed within the ACTPS represent 2% of the workforce (517 employees out of the 26,141 headcount). The number of Aboriginal and Torres Strait Islander employees has grown by 5.7% from 2019–20. The recruitment rate for Aboriginal and Torres Strait Islander employees was 18.4%, and the separation rate was 7%.

The focus of recent years on the attraction and retention of Aboriginal and Torres Strait Islander staff has expanded to encompass targeted leadership and development initiatives to support Aboriginal and Torres Strait Islander employees grow their careers in the ACTPS.

Currently, 1.6% of senior executives and 1.8% of senior officers in the ACTPS identify as Aboriginal and Torres Strait Islander people. During 2020–21, 21 Aboriginal and Torres Strait Islander employees were awarded central funding to undertake programs designed to assist in their career development and mobility.

Additionally, refreshed ACTPS recruitment guidelines were published in May 2021. These guidelines place a strong emphasis on eliminating unconscious bias from ACTPS recruitment processes, and all panel members are highly encouraged to take part in training to understand unconscious bias before undertaking an ACT Government recruitment process. During 2020–21, the ACTPS provided all staff with free access to SBS e-learning resources on Aboriginal and Torres Strait Islander Cultural Awareness and core inclusion training, including unconscious bias.

Ngunnawal cultural projects have been established for the ACT Government’s two new office buildings (220 London Circuit and 480 Northbourne Avenue). Public art coordinator UAP has been engaged to facilitate sessions with traditional custodian groups to commission and fabricate significant art works that will form part of a permanent Acknowledgement of Country within these buildings. Ngunnawal Elder Tina Brown conducted the Welcome to Country at the opening ceremony for 220 London Circuit, which was accompanied by a cultural performance and smoking ceremony

Mura Yardhura Program

The Environment, Planning and Sustainable Development Directorate recently partnered with the Australian National University Tjaba Indigenous Higher Education Centre to design a new six-month career development program. Open to First Nations Australian students who are undertaking undergraduate or honours qualifications, the Mura Yardhura (strong pathways) Program offers casual work in the directorate with the goal of developing strong pathways to full-time employment once students graduate. The new program is complemented by the Murumbung Yurung Murra Employee and Rangers Network, a skills exchange and support forum for Aboriginal and Torres Strait Islander people working within the directorate.

Employees with disability



763

▲ **9.2% EMPLOYEES**

2020: 699



\$92,901

■ **MEDIAN SALARY**

ACTPS: \$93,292



43.3 years

■ **AVERAGE AGE**

ACTPS: 41.9 years

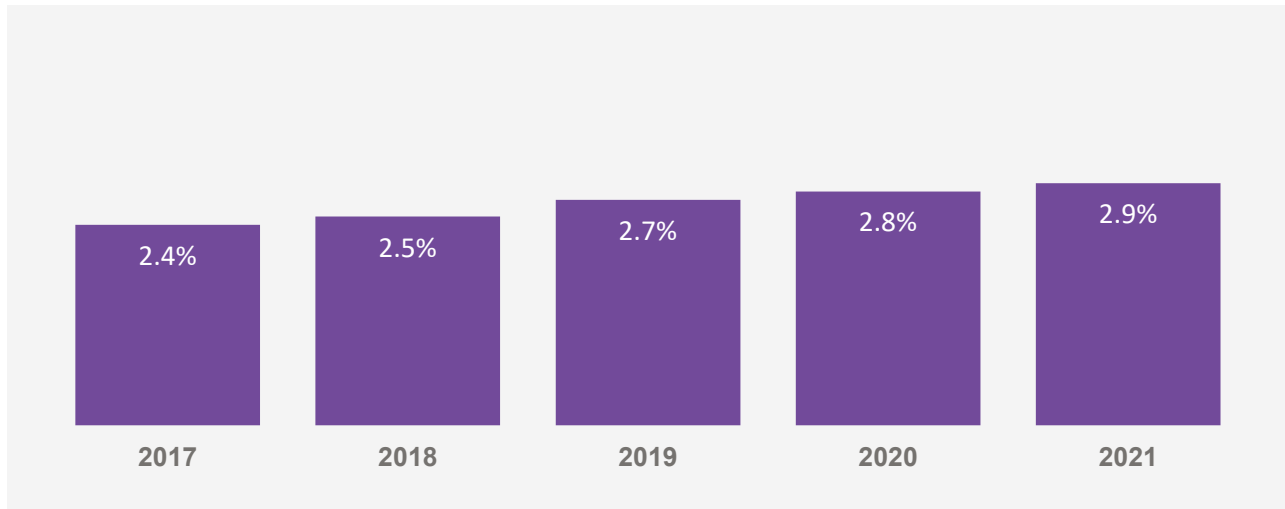
Over 4.4 million (1 in 5) people in Australia have some form of disability. There are 2.1 million Australians living with disability who are of working age (15–64 years).⁶

As at 30 June 2021, 2.9% of ACTPS employees identify as having disability. Employment of people with disability has grown steadily over the past five years (see **Figure 5.4**), from 516 in 2016–17 to 763 in

⁶ Australian Bureau of Statistics (ABS) 2019, 4430.0 – Disability, Ageing and Carers, Australia 2018.

2020–21 (headcount). The recruitment rate for people with disability in this reporting year was 13.2% and the separation rate was 5.5%.

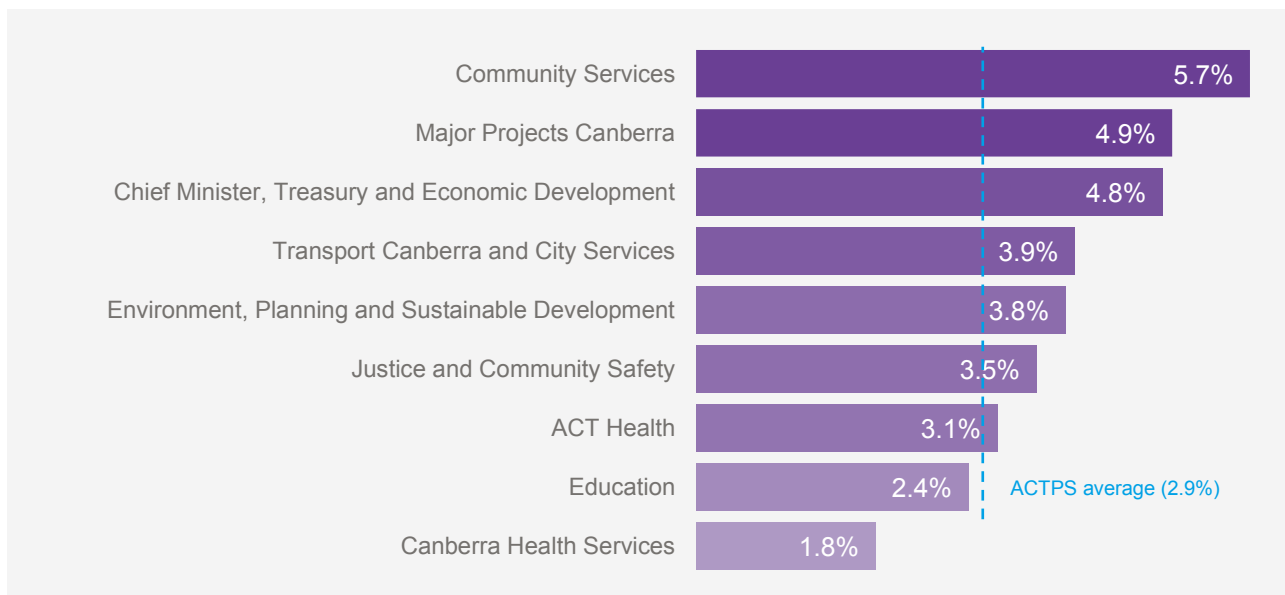
Figure 5.4: Percentage of employees who identify as having disability, 2017 to 2021



Representation of people with disability in leadership is higher than the ACTPS average: 5.6% of executives and 4.5% of senior officers in the ACTPS identify as having disability.

The Community Services Directorate had the highest proportion of employees who identify as having disability, as shown in **Figure 5.5**.

Figure 5.5: Percentage of employees who identify as having disability, by directorate

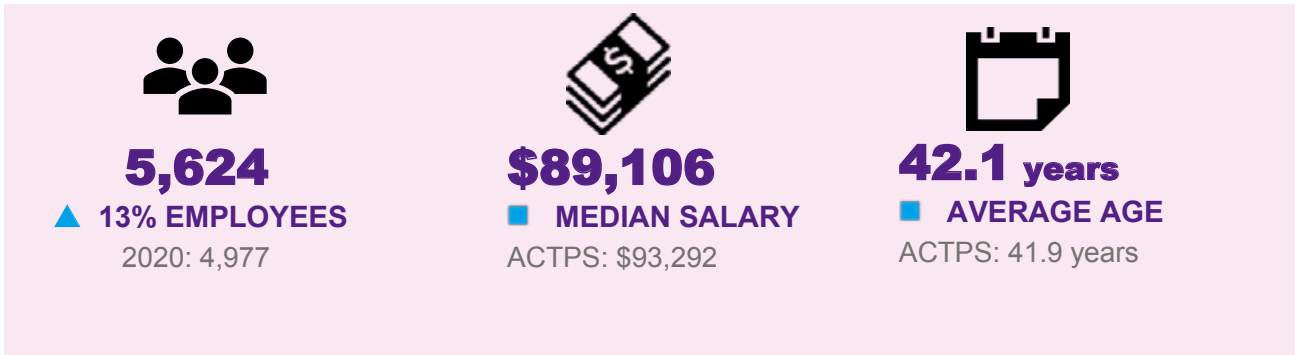


Equal access to justice for people with disability in the ACT

In 2020-2021 the Justice Safety and Community Safety Directorate continued to implement the actions contained in the First Action Plan (2019-2023) for the Disability Justice Strategy (2019-2029), which aims to achieve equal access to justice for people with disability in the ACT. Key achievements in 2020-2021 include:

- Community of Practice – Disability Liaison Officers have been employed in a range of justice agencies and are working to support people with disability in contact with the justice system and creating systemic change in how the system responds to people with disability
- Accessible information – 37 employees from across the justice system have undertaken Easy English training in the past 12 months and justice agencies have been supported to have a range of documents professionally converted into Easy English
- Third Person Support Trial – a trial of a free legal service for arrested people at risk of custody has been developed in partnership with Legal Aid ACT
- ACT Corrective Services was supported to develop a Disability Action and Inclusion Plan.

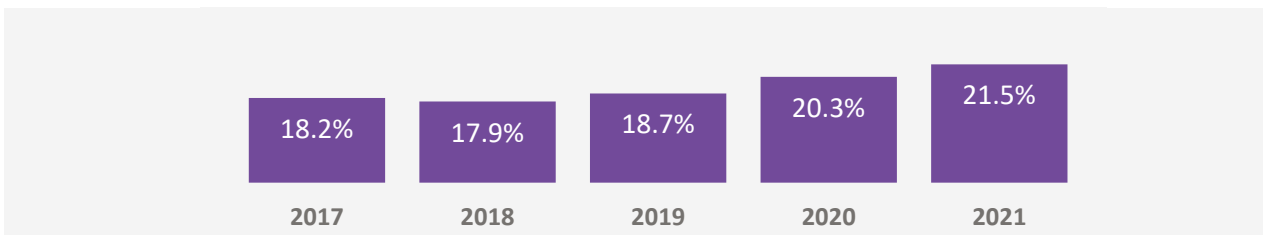
Employees who identify as Culturally and Linguistically Diverse



The ACTPS is committed to having a workforce that is representative of the community it serves. People from culturally and linguistically diverse backgrounds include those born overseas or who have a parent born overseas, or who speak a language other than English at home.

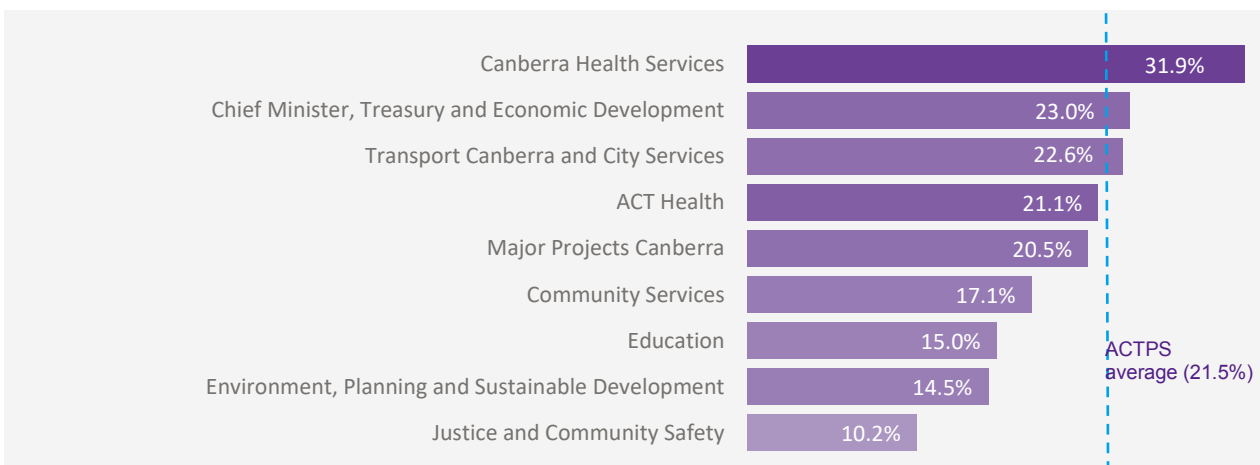
As at 30 June 2021, employees who identify as culturally and linguistically diverse made up 21.5% of the ACTPS workforce. This percentage has been steadily increasing over time (see **Figure 5.6**). The recruitment rate for people identifying as culturally and linguistically diverse in this reporting year was 16.3%, and the separation rate was 4.7%.

Figure 5.6: Percentage of employees who identify as culturally and linguistically diverse



Canberra Health Services continues to have the highest percentage of employees who identify as culturally and linguistically diverse, followed by the Chief Minister, Treasury and Economic Development Directorate, as shown in **Figure 5.7**.

Figure 5.7: Percentage of employees who identify as culturally and linguistically diverse, by directorate



LGBTIQA+ employees

Directorates continue to support LGBTIQA+ employees through staff networks and promotion of events such as Wear it Purple Day and International Day Against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT) which aligns with the ACT Government's Capital of Equality Strategy.

Directorates supported employees in a number of ways. Supporting employee discussion at all levels is important in fostering an inclusive environment. For example, CMTEDD held a panel discussion for Wear It Purple Day hosted by David Pryce, Deputy Director-General, Access Canberra, featuring Philippa Moss, CEO of Meridian, and Joel Radcliffe, Deputy Director of A Gender Agenda and Pride network Co-Chairs. Subsequently the Pride network Co-Chairs joined Joshua Anlezark, Meridian and Joel Radcliffe, Deputy Director of A Gender Agenda to speak at a CMTEDD Senior Executive Staff meeting discussing 'What can leaders do to promote diversity & inclusion'?

Training is also important. JACs supported staff participation in 'Understanding sex and gender diversity' training by A Gender Agenda and LGBTIQ webinars hosted by Diversity Council Australia. Such initiatives are invaluable in fostering an inclusive ACTPS.

Rainbow Flag Raising Ceremony

In May 2021, the Environment, Planning and Sustainable Development Directorate joined the ACTPS Rainbow Flag Raising Ceremony in Civic Square to celebrate IDAHOBIT.



Veterans

The ACT Government considers the skills and experience of veterans and their spouses as a valuable asset to the ACT community. The ACT Government Veterans Employment Strategy, developed in 2018, aims to make the ACTPS a leader in the recruitment and retention of veterans and their spouses. In September 2020, the strategy was updated to target increased recruitment, networking and information sharing for veterans.

The strategy has been successful – veterans are attracted to and thriving in the ACTPS. Employment data indicates 241 ACTPS employees identify as a former Australian Defence Force member. The data also shows a significant rise in employment of veterans over the past two years, correlating with the implementation of strategies to attract and retain veterans in the ACTPS.

The 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 ACTPS hosts a veterans' employment website with several resources aimed at Australian Defence Force members, veterans and their family members as well as ACTPS employee.

Chapter 6: Managing behaviours

In adapting to the far-reaching and disruptive impacts on life and work caused by the COVID-19 pandemic the vast majority of ACTPS employees continued to observe the ACT public sector values of respect, integrity, collaboration and innovation and adherence to the ACTPS Code of Conduct. Increases in the number of misconduct processes occurring in 2020–21 should be considered in context and with recognition that there are many factors which may be at play during this period of great uncertainty and change. Importantly, the ACT Public Sector Standards (PSS) Commissioner is working to develop preventative approaches to misconduct across the Service, informed by the issues identified in their review and oversight of referred misconduct matters.

Ethical behaviour and professional standards

The office of the independent PSS Commissioner was established on 1 September 2016 following amendments to the PSM Act. The PSS Commissioner is independent of the ACTPS and reports directly to the Chief Minister. The PSS Commissioner is Mr Ian McPhee AO PSM.

The role of the PSS Commissioner is an integral component of the ACT Public Sector Integrity Framework. In addition to overseeing and conducting investigations into matters of public administration, the PSS Commissioner seeks to identify common issues and key messages arising from casework that could inform preventative steps.

The PSS Commissioner provides an annual update to the Head of Service on the activities of the office and the Professional Standards Unit (PSU), and reports the key messages arising from casework. He reported that, during 2020–21, the PSU was advised of 98 misconduct processes commenced across the ACT public sector, which included 91 from the directorates and seven from other public sector bodies. This represents a 27% increase from the previous reporting year. He noted that this increase may be attributable to several factors, including increased awareness by managers in identifying and acting on inappropriate behaviour, the receipt of several referrals that involved multiple employees, and elevated stress levels due to COVID-19 restrictions and associated impacts.

Of the 98 misconduct processes commenced, 92 were referred to the PSU for investigation. The PSU undertook 83 of the 92 investigations internally and managed the other nine through external investigation services.

The most common allegations referred during the 2020–21 reporting year were:

- inappropriate behaviour, including lack of courtesy and respect (alleged in about 45% of all misconduct processes commenced)
- failure to perform one's job with reasonable care and diligence
- bullying, harassment or intimidation
- reportable conduct matters
- lack of honesty or integrity.

The PSU completed and provided 65 reports to delegates, which included full investigations and admission statements. The average time taken by the PSU to complete a misconduct investigation was 122 workdays, an increase from 100 workdays compared to last year, which is reflective of the increased workload. The workdays reported reflects the total elapsed time a matter was with the PSU and is not adjusted for delaying factors beyond the control of the PSU.

Misconduct processes and disciplinary actions

A misconduct process is deemed to have commenced on the date the employee is advised of the outcome of a preliminary assessment that includes a recommendation for formal investigation or an admission statement. **Table 6.1** shows the number of misconduct processes commenced by directorates where misconduct was alleged pursuant to completion of a preliminary assessment.

Table 6.1 also shows the number of misconduct processes completed and the number of processes completed with substantiated findings of misconduct during the reporting year. A misconduct process is deemed to be complete on the date of notification to the employee of the final sanction imposed or notification that no breach has been found. The total does not include those processes that ended before a finding or sanction owing to the resignation of the respondent.

A single misconduct process may involve multiple allegations of misconduct; that is, one or more breaches of section 9 of the PSM Act or other acts that qualify as misconduct.

Referenced statistics reflect those misconduct processes and outcomes reported to the PSS Commissioner during the reporting year.

Table 6.1: Misconduct processes commenced and completed by directorates⁷

	2018-19	2019-20	2020-21
Misconduct processes commenced (includes investigations and admission statements)	70	72	91
Misconduct processes completed during the financial year	73	61	57
Processes completed with substantiated findings of misconduct	66	49	40

Table 6.2 shows the total number of disciplinary outcomes and sanctions imposed by directorates as a result of misconduct processes during 2020–21 (and the two previous years). Multiple sanctions may be imposed when there is a finding of misconduct; therefore, the number of misconduct processes in which there was a substantiated finding of misconduct may not reconcile with the total number of sanctions imposed. Sanctions imposed during a reporting year may relate to matters commenced in previous years.

⁷ Excludes seven from public sector bodies.

Table 6.2: Number of disciplinary outcomes and sanctions imposed by directorates

	2018-19	2019-20	2020-21
Written reprimand	34	26	32
Financial penalty	24	9	24
Temporary or permanent transfer, to another position at level or a lower classification	9	10	5
Termination of employment	13	12	7
Employee resigned prior to completion of process	16	12	15
Summary dismissals ⁸	3	10	4

Bullying and harassment

The PSM Act provides that a public servant must not bully, harass or intimidate others when acting in connection with the public servant’s job.⁹ These acts are considered misconduct and may result in disciplinary action.

Table 6.3 gives the number of contacts made to the various mechanisms available to employees to report bullying and harassment within the ACTPS. The most frequently used mechanism, RiskMan, is the ACTPS automated system for reporting workplace safety incidents. Notifications made through RiskMan are a subjective indicator, and the figures reported 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). An employee may report the same incident through multiple mechanisms.

Table 6.3: Mechanisms of reporting bullying or harassment¹⁰

	2018-19	2019-20	2020-21
Contacts received by Directorate Respect, Equity and Diversity (RED) Contact Officers	78	75	52
Contacts received by Human Resources (not by a RED Contact Officer)	93	100	241
Contacts received through RiskMan	185	236 ¹¹	330

⁸ The head of service may summarily terminate the employment of an employee without notice for serious misconduct as defined within the Fair Work Regulations.

⁹ Section 9, *Public Sector Management Act 1994* (Public sector conduct).

¹⁰ The figures in Table 6.3 above are the total number of contacts received of potential bullying and harassment. The figures captured are not a 'one for one' indicator of bullying and harassment as it is possible for an employee to report a matter through multiple mechanisms or multiple employees may report the same incident.

¹¹ Note: This was incorrectly reported as 186 in the 2019-2020 State of the Service Report.

Procedures for dealing with allegations of misconduct are provided in the employee’s relevant ACTPS enterprise agreement. **Table 6.4** shows the number of reports of bullying and harassment assessed and reported by directorates to the PSS Commissioner under the misconduct framework, and should be read alongside **Table 6.3**.

Table 6.4: Reports of bullying or harassment assessed or investigated

	2018-19	2019-20	2020-21
Reports of bullying or harassment where a preliminary assessment was conducted	90	153	81
Reports of bullying or harassment received that progressed to a formal misconduct process after preliminary assessment ¹²	18	11	12
Misconduct processes completed where the delegate made a substantiated finding of bullying or harassment.	11	4	6
Bullying or harassment related misconduct processes (not including preliminary assessments) in progress as at the end of the financial year.	7	7	13

The data indicates that a significant number of reported incidents of bullying and harassment were either resolved within the workplace without the need for further intervention or found during the preliminary assessment stage not to involve behaviour considered to qualify as potential misconduct and therefore not referred to formal investigation.

¹² Allegations of misconduct which require investigation as determined by the head of service, are referred to the Public Sector Standards Commissioner for investigation by the Professional Standards Unit (PSU).

Chapter 7: Digital and data

In 2020–21, directorates and agencies across the ACT public sector made significant achievements in digital capability and service delivery.

Technology strategies to improve outcomes for the community

In 2020, the Office of the Chief Digital Officer was merged with Shared Services ICT to create the Digital, Data and Technology Solutions (DDTS) Group. This merger allows for better integration of digital strategy, operations, services and delivery and will deliver improved digital outcomes for ACT Government customers and the Canberra community.

Embedding the principles of the ACT Digital Strategy, DDTS has continued to build the technology foundations that support a philosophy of ‘one government’. DDTS has also focused on continuing to evolve strategic approaches to information and communications technology (ICT) investment, consolidating common functions onto core platforms and building new solutions from standardised, reusable components as well as centralising, where appropriate, the management and support of applications.

One of the important ways that a whole-of-government and systemic approach is being pursued is through digital and data governance bodies and working groups, including the Technology Leadership Group, Technology Governance Group, Data Reform Group and Data Management Group. The ACT Government is working to instil improved design governance to support informed decision-making. Design governance provides a framework for decision-makers to understand the full end-to-end impact of any change, considering not only the technology, but also the people, processes and policy changes needed to implement the change.

A whole-of-government Data Governance and Management Framework has been published. The framework will help the ACTPS to build stronger, more consistent and transparent data practices, and ensure safe access to and sharing and use of our data assets to benefit our community.

More online services

In 2020–21, the ACT Digital Program facilitated the delivery of more community services online. This included the digital Working With Vulnerable People (WWVP) and National Disability Insurance Scheme (NDIS) worker registration forms. In 2020, the new NDIS worker screening system was integrated with the WWVP registration process, and people can now renew their WWVP registration and provide consent for a criminal history check faster, through their mobile device. These services are linked to the ACT Digital Account – the ACT Government’s digital portal that provides access to various government services online. Face-to-face and phone services continue to be available for those who need them. Over 116,000 digital accounts are now supported, with access to a range of services, including:

- Jobs for Canberrans Casual Jobs Register
- ACT Housing’s Client Portal, Choice Based Letting and Concierge Service
- Diversity Register
- Traffic Infringement Transfer.

In addition, DDTs will continue to provide the technologies and support that enable ACT Government staff to work safely and effectively remotely, as we navigate through COVID-19 recovery.

Wellbeing Data Dashboard

The Chief Minister, Treasury and Economic Development Directorate launched the ACT Wellbeing Data Dashboard in April 2021. The dashboard includes data and information on 100 measures across the 12 domains and 56 indicators that make up the ACT Wellbeing Framework. As wellbeing is embedded in ACT Government processes and reporting, the dashboard will support evidence-based decision-making and targeted investment where it is most needed. The 2021–22 Budget process introduced a requirement for business cases to include a ‘wellbeing impact assessment’ to provide a better understanding of how proposals would impact the wellbeing of our community, environment and institutions.

Keeping the community safe - the Check In CBR app

The Check In CBR app was designed, developed and implemented by the ACT Health Directorate to support the COVID-19 contact-tracing requirements for the Territory. The Check In CBR app is an easy, fast and secure way to enable the community to check in at businesses and retail outlets and on public transport in accordance with the Public Health Directions. In March 2021, the Check In CBR app was named as a joint winner of the 2021 State Government Project of the Year by iTnews.



The app has become an essential tool in the efforts to respond to COVID-19 in the ACT. The success of the Check In CBR app resulted in the ACT Health Directorate designing, developing and providing support and maintenance for the COVID-19 check-in apps in Tasmania (Check In TAS), Queensland (Check In QLD) and the Northern Territory (The Territory Check In app). All apps interoperate across the four jurisdictions.

Chapter 8: Learning, mobility and career development

It is widely recognised that opportunities for career development, and particularly the ability to develop breadth of experience across a career, can have many benefits for developing an innovative public service. This chapter considers the development of ACTPS employees across their careers, including learning and development, mobility and retention strategies.

Learning and development

ACTGOV Learn, a whole-of-government learning management system, was launched on 1 July 2020, to deliver a consistent learning framework under the ACTPS Learning Strategy. The platform offers blended learning approaches consisting of face-to-face, virtual and e-learning delivery options; it also provides information and reporting on participant enrolments and attendance, through a web-based delivery platform. A key purpose of ACTGOV Learn is to host the ACTPS training calendar. As at 30 June 2021, organised through the calendar, 245 face-to-face or virtual courses had been delivered to 1,810 employees, and 37 e-learning courses had been delivered to 5,820 employees.

Office of the Coordinator-General for Family Safety

The Office of the Coordinator-General for Family Safety is supporting the delivery of a response to enable all employees of the ACTPS to participate in foundation training in domestic and family violence. The training provides public servants with the capability to recognise and respond effectively to domestic and family violence by developing a shared language and understanding of domestic and family violence, as well as a common approach to the assessment and management of risk.

In early 2020, in response to the COVID-19 pandemic, the face-to-face training was revised to include online and blended approaches to delivery. In 2020–21, 6,137 staff completed the foundation training, 403 staff completed tier 1 training, and 84 staff completed tier 2 training.

The implementation of the training strategy delivers on the ACT Government's commitment to build the capability of the ACTPS to recognise and respond to children and adults affected by domestic and family violence and create a safer community for everyone.

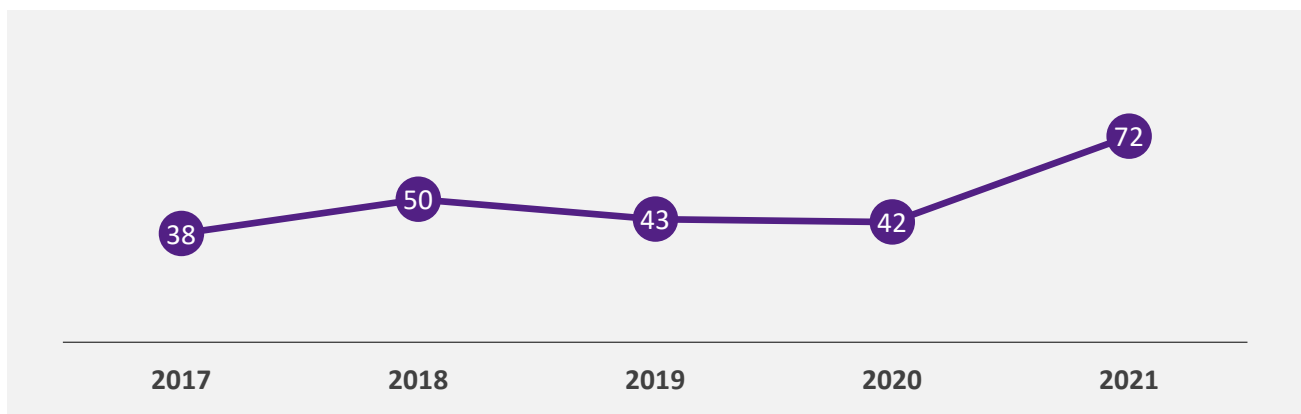
Graduates

The ACTPS graduate program, an entry-level talent attraction and recruitment mechanism, continued to focus on the recruitment of candidates with both the technical capabilities and personal skills to support the medium-term and long-term capacity requirements of the ACTPS workforce to deliver on the ACT Government's agenda.¹³

In September 2020, as part of the 2020 Youth Support Package, the Government committed \$2 million over the following two financial years to expand the graduate program by 20%, to support young people to find jobs in the community. To deliver on this commitment, a graduate 'talent bank' was implemented. The talent bank allowed the ACTPS to flexibly recruit a greater number of talented graduates and created an oversupply of graduate recruits in the short term, recognising that suitable roles will be advertised over the coming months. This approach increased the 2021 intake of graduates by 19.7%, capturing additional talent for the ACTPS and reducing recruitment overheads by drawing from an existing pool of already assessed, high-quality candidates.

In February 2021, 72 graduates joined the ACTPS (including 14 from the talent bank). Overall, this represented an increase of 71% in the graduate intake from 2020, as shown in **Figure 8.1**.

Figure 8.1: ACTPS graduate program participant numbers (cohort size), 2017 to 2021



The rate of completion of the ACTPS graduate program is high: 100% of graduates completed the 2020 program, and 90% of graduates are on track to complete the 2021 program. In 2021, about half (51%) of participants were from the ACT, consistent with a long-standing trend across previous ACTPS graduate cohorts. Of the 72 graduates, 47 (65%) identified with one or more diversity groups:

- Aboriginal and Torres Strait Islander peoples 1
- People with disability 13
- Culturally and linguistically diverse 18
- LGBTIQ+ 13
- Former Australian Defence Force member 2

¹³ The ACTPS graduate program does not recruit to clinical health care settings, teaching or legal practice roles. This is undertaken directly by individual directorates.

The 2021 graduates will complete a Diploma of Government as part of the enhanced learning and development for this year's cohort.

Improving the recruitment experience

To identify candidates who best fit the needs of the ACTPS, a comprehensive psychometric testing process has been designed and introduced as a key part of the 2022 graduate recruitment assessment process. The testing assesses candidates' alignment with the ACTPS Shared Capability Framework and the ACTPS values and behaviours. The addition of psychometric testing has meant that assessment panels are no longer required to shortlist applicants, resulting in a reduction of panel workload by one full day per panel member and further reducing unconscious bias.

Virtual assessment centres were introduced in 2020 as part of the COVID-19 work-from-home requirements and this approach, including the supporting platform, was further developed in the 2020–21 reporting year. As well as enabling the assessment of potential candidates in a purely virtual environment, the system now auto-generates both recruitment and candidate feedback reports, negating the need to engage scribes and streamlining and strengthening the candidate feedback process.

Attraction and retention initiatives

Directorates use incentives to attract and retain high performing or highly skilled employees. As at 30 June 2021, 261 employees were receiving Attraction and Retention Incentives (ARIs) under the ACTPS Enterprise Agreements¹⁴. ARIs are held by employees who are essential to service delivery, such as medical practitioners and technical specialists.

Canberra Health Services made up 80% of the total number of ARIs across the ACTPS, followed by the Chief Minister, Treasury and Economic Development Directorate with 5%.

Before the introduction of ARIs in 2013, these arrangements were achieved through the use of Special Employment Arrangements and Australian Workplace Agreements (AWAs). As on 30 June 2021, five employees remain on Special Employment Arrangements and eight employees on Australian Workplace Agreements.

ACTPS career intentions – baseline data

Understanding how employees perceive opportunities for career development and mobility are important to understanding how to retain and develop talent. In the ACTPS Pilot Employee Survey, only 44% of respondents were satisfied with opportunities for mobility. These results indicate the need to further consider how to give employees opportunities to work more broadly across the ACTPS, and generate cross-transfer of skills between teams and directorates.

¹⁴ This represents the total number of staff being paid an allowance under an ARI as at the end of the financial year - it does not represent the number of ARIs offered during the reporting year. The total number includes ARIs for employees in directorates and public sector bodies.

Appendix A: Workforce Profile Data

Directorates

Table A1: Diversity group and female, by directorate

Directorate	ACTPS headcount	Aboriginal and Torres Strait Islander peoples (%)	People with disability (%)	Culturally and linguistically diverse (%)	Female (%)
Canberra Health Services	7,921	1.2%	1.8%	31.9%	75.2%
Chief Minister, Treasury and Economic Development Directorate	2,647	1.9%	4.8%	23.0%	53.4%
ACT Insurance Authority ¹⁵	24	n/a	12.5%	20.8%	79.2%
Community Services Directorate	1,032	4.5%	5.7%	17.1%	73.7%
Education Directorate	8,177	1.8%	2.4%	15.0%	74.8%
Environment, Planning and Sustainable Development Directorate	738	3.8%	3.8%	14.5%	53.7%
ACT Health Directorate	869	2.1%	3.1%	21.1%	65.0%
Justice and Community Safety Directorate	2,186	2.8%	3.5%	10.2%	49.4%
Major Projects Canberra	205	1.5%	4.9%	20.5%	44.9%
Transport Canberra and City Services	2,342	2.8%	3.9%	22.6%	25.4%
ACTPS Total	26,141	2.0%	2.9%	21.5%	65.0%

n/a is used both where either there are 1 or fewer employees, or where data is not available.

¹⁵ ACT Insurance Authority is part of the Chief Minister, Treasury and Economic Development Directorate but its numbers are reported separately in this table.

Table A2: Full-time equivalent (FTE) by directorate and employment type

Directorate	Total	Permanent	Temporary	Casual
Canberra Health Services	6,887.7	5342.3	1284.0	261.4
Chief Minister, Treasury and Economic Development Directorate	2,565.7	2190.5	340.7	34.5
ACT Insurance Authority ¹⁶	22.7	17.1	5.6	n/a
Community Services Directorate	966.4	817.5	143.0	5.8
Education Directorate	6,724.3	5,198.2	1115.7	410.5
Environment Planning and Sustainable Development Directorate	693.3	571.8	111.6	10.0
ACT Health Directorate	806.5	614.9	174.1	17.5
Justice and Community Safety Directorate	2,076.0	1,792.7	273.4	9.8
Major Projects Canberra	202.4	156.3	45.2	n/a
Transport Canberra and City Services	2,099.9	1,748.3	252.7	98.9
ACTPS Total	23,044.8	18,449.6	3,746.0	849.2

n/a is used both where either there are 1 or fewer employees, or where data is not available.

Table A3: Average salary by diversity group (2017-2021)

Year	ACTPS	Female	Aboriginal and Torres Strait Islander peoples	People with disability	Culturally and linguistically diverse
2017	\$90,124	\$89,221	\$79,905	\$89,960	\$86,150
2018	\$91,046	\$90,300	\$82,798	\$91,174	\$87,199
2019	\$94,406	\$93,911	\$85,657	\$95,276	\$90,465
2020	\$97,347	\$97,048	\$87,530	\$97,700	\$90,921
2021	\$100,354	\$100,097	\$92,353	\$100,556	\$93,198

Table A4: FTE and headcount by gender across the ACTPS¹⁷

	Male	Female	ACTPS
FTE	8,364.2	14,662.2	23,044.8
Headcount	9,134	16,988	26,141

¹⁶ ACT Insurance Authority is part of the Chief Minister, Treasury and Economic Development Directorate but its numbers are reported separately in this table.

¹⁷ Numbers of Intersex people are not reported separately in this report due to low numbers leading to privacy implications.

Table A5: Headcount and FTE by directorate

	CHS	CMTEDD	ACTIA ¹⁸	CSD	EDU	EPSDD	ACTHD	JACS	MPC	TCCS
FTE total	6,887.7	2,565.7	22.7	966.4	6,724.3	693.3	806.5	2,076.0	202.4	2,099.9
FTE permanent	5,342.3	2,190.5	17.1	817.5	5,198.2	571.8	614.9	1,792.7	156.3	1,748.3
FTE temporary	1,284.0	340.7	5.6	143.0	1,115.7	111.6	174.1	273.4	45.2	252.7
FTE - casual	261.4	34.5	n/a	5.8	410.5	10.0	17.5	9.8	n/a	98.9
Headcount total	7,921	2,647	24	1,032	8,177	738	869	2,186	205	2,342
Headcount permanent	5,995	2,246	18	862	5,571	598	640	1,853	158	1,881
Headcount temporary	1,432	360	6	154	1,500	118	187	299	46	265
Headcount casual	494	41	n/a	16	926	22	42	34	n/a	196
Age (average)	40.9	41.2	44.1	42.5	41.9	41.8	41.3	41.7	44.4	46.1
Length of service	7.9	8.1	7.1	7.9	9.1	8.3	7.8	8.8	6.9	9.3
Separation rate	7.5%	6.0%	n/a	6.7%	4.8%	8.0%	7.0%	6.6%	4.8%	5.5%
Aboriginal and Torres Strait Islander headcount	97	49	n/a	46	149	28	18	61	3	66
Aboriginal and Torres Strait Islander FTE	85.8	48.6	n/a	43.3	123.0	21.4	17.1	57.6	3.0	62.8
People with disability headcount	146	128	3	59	194	28	27	76	10	92
People with disability FTE	124.4	124.3	3.0	54.6	163.9	26.3	24.8	73.6	10.0	82.4
Culturally and linguistically Diverse headcount	2,523	609	5	176	1,228	107	183	222	42	529
Culturally and linguistically Diverse FTE	2,244.6	597.3	5.0	169.3	951.4	99.1	173.3	213.3	42.0	460.2
Female headcount	5,953	1,414	19	761	6,113	396	565	1,079	92	596
Female FTE	5,102.3	1,349.8	17.7	708.3	4,977.8	364.0	515.6	1,010.3	90.2	526.2

n/a is used both where either there are 1 or fewer employees, or where data is not available.

¹⁸ ACT Insurance Authority is part of the Chief Minister, Treasury and Economic Development Directorate but their numbers are reported separately in this table.

Table A6: Headcount by classification and gender across the ACTPS

Classification group	Female headcount	Male headcount	Female (%)	Male (%)
Administrative Officers	4,878	1,740	73.7%	26.3%
Ambulance Officers	118	144	45.0%	55.0%
Ambulance Support Officers	20	16	55.6%	44.4%
Bus Operators	96	801	10.7%	89.3%
Correctional Officers	67	177	27.5%	72.5%
Dentists/Dental Officers	13	4	76.5%	23.5%
Disability Officers	0	1	0.0%	100.0%
Executives	162	142	53.3%	46.7%
Fire and Rescue Officers	22	348	5.9%	94.1%
General Service Officers	515	1,277	28.7%	71.3%
Health Assistants	103	22	82.4%	17.6%
Health Professional Officers	1,277	316	80.2%	19.8%
Information Technology Officers	47	179	20.8%	79.2%
Judicial Officers	8	10	44.4%	55.6%
Legal Officers	120	42	74.1%	25.9%
Legal Support	39	14	73.6%	26.4%
Linen Production and Maintenance Officers	19	27	41.3%	58.7%
Medical Officers	532	535	49.9%	50.1%
Nurses and Midwives	3,112	490	86.4%	13.6%
Professional Officers	151	98	60.6%	39.4%
Prosecutors	15	10	60.0%	40.0%
Rangers	17	30	36.2%	63.8%
School Leaders	593	222	72.8%	27.2%
Senior Officers	1,786	1,332	57.3%	42.7%
Statutory Office Holders	9	5	64.3%	35.7%
Teachers	3,068	936	76.6%	23.4%
Technical Officers	192	147	56.6%	43.4%
Trainees and Apprentices	3	20	13.0%	87.0%
Transport Officers	6	49	10.9%	89.1%
Total	16,988	9,134	65.0%	35.0%

Table A7: Headcount by employment status and gender by agency (directorates)

Employment status and gender	CHS	CMTEDD	ACTIA ¹⁹	CSD	EDU	EPSDD	ACTHD	JACS	MPC	TCCS
Permanent full time - male	1,048	1,014	4	206	1,063	259	217	932	82	1,152
Permanent full time - female	2,698	1,022	12	523	2,749	246	338	742	68	351
Permanent part time - male	281	29	n/a	17	237	11	6	45	n/a	262
Permanent part time - female	1,965	180	2	114	1,700	81	78	132	7	115
Temporary full time - male	420	163	n/a	31	150	52	68	105	28	180
Temporary full time - female	685	177	5	98	240	49	95	167	16	68
Temporary part time - male	47	6	n/a	4	363	5	3	4	n/a	8
Temporary part time - female	278	12	n/a	19	747	12	21	23	n/a	9
Casual - male	167	18	n/a	9	249	14	9	19	n/a	143
Casual - female	327	23	n/a	7	677	8	33	15	n/a	53

n/a is used both where either there are 1 or fewer employees, or where data is not available.

Table A8: 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	90	1.0	67	0.8
20-29 years old	3,059	2.5	1,428	2.5
30-39 years old	4,877	6.1	2,543	5.4
40-49 years old	4,212	9.6	2,265	9.2
50-59 years old	3,364	12.9	1,875	13.0
60-69 years old	1,278	15.7	856	15.8
70+ years old	108	17.2	100	16.8
Total	16,988	8.4	9,134	8.6

¹⁹ ACT Insurance Authority is part of the Chief Minister, Treasury and Economic Development Directorate but their numbers are reported separately in this table.

Table A9: Recruitment and separation rates by classification group (directorates)

Classification group	Recruitment rate (%)	Separation rate (%)
Administrative Officers	16.3%	6.9%
Ambulance Officers	8.2%	3.9%
Ambulance Support Officers	7.7%	7.7%
Bus Operators	9.2%	3.9%
Correctional Officers	9.6%	6.0%
Dentists/Dental Officers	0.0%	6.3%
Disability Officers	0.0%	0.0%
Executives	2.8%	2.8%
Fire and Rescue Officers	9.0%	5.2%
General Service Officers	13.3%	7.2%
Health Assistants	14.1%	4.0%
Health Professional Officers	10.8%	8.2%
Information Technology Officers	9.7%	4.6%
Judicial Officers	0.0%	0.0%
Legal Officers	7.7%	8.4%
Legal Support	42.0%	21.0%
Linen Production and Maintenance	2.0%	14.0%
Medical Officers	10.0%	5.7%
Nurses and Midwives	13.3%	7.1%
Professional Officers	11.8%	4.5%
Prosecutors	13.9%	9.3%
Rangers	16.8%	8.4%
School Leaders	0.9%	3.7%
Senior Officers	9.7%	6.4%
Statutory Office Holders	0.0%	0.0%
Teachers	8.8%	4.5%
Technical Officers	18.6%	7.6%
Trainees and Apprentices	25.2%	0.0%
Transport Officers	0.0%	2.1%
ACTPS total²⁰	11.2%	6.2%

²⁰ The ACTPS total recruitment rate and separation rate do not incorporate the 'executives' classification group.

Table A10: Recruitment and separation rates by directorate

Directorate	Recruitment rate (%)	Separation rate (%)
Canberra Health Services	12.0%	7.5%
Chief Minister, Treasury and Economic Development Directorate	12.0%	5.0%
ACT Insurance Authority ²¹	0.0%	0.0%
Community Services Directorate	11.3%	6.7%
Education Directorate	8.0%	4.8%
Environment, Planning and Sustainable Development Directorate	20.0%	6.2%
ACT Health Directorate	11.9%	7.0%
Justice and Community Safety Directorate	12.8%	6.6%
Major Projects Canberra	9.5%	4.8%
Transport Canberra and City Services	10.8%	5.5%
ACTPS total	11.2%	6.2%

²¹ ACT Insurance Authority is part of the Chief Minister, Treasury and Economic Development Directorate but their numbers are reported separately in this table.

Public sector bodies

Table A11: Headcount by employment category and gender, by agency (public sector bodies)

Employment status and gender	ACT Audit Office	ACT Electoral Commission	ACT Integrity 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	Office of the Work Health and Safety Commissioner	Suburban Land Agency
Permanent full time - male	18	3	7	3	184	185	7	20	6	6	17	28	50
Permanent full time - female	16	7	7	5	418	258	10	25	n/a	9	21	21	49
Permanent part time - male	n/a	n/a	n/a	n/a	64	15	n/a	2	n/a	n/a	n/a	n/a	n/a
Permanent part time - female	2	3	n/a	n/a	445	47	2	14	2	2	6	2	7
Temporary full time - male	5	2	3	n/a	30	67	6	7	n/a	n/a	3	n/a	7
Temporary full time - female	4	n/a	2	n/a	73	50	3	6	3	3	2	5	6
Temporary part time - male	n/a	n/a	n/a	n/a	3	20	n/a	n/a	n/a	n/a	2	n/a	n/a
Temporary part time - female	n/a	n/a	n/a	n/a	43	42	n/a	4	n/a	n/a	2	n/a	n/a
Casual - male	n/a	4	n/a	n/a	58	94	n/a	33	n/a	n/a	6	n/a	n/a
Casual - female	n/a	n/a	n/a	2	139	108	n/a	51	n/a	n/a	8	n/a	n/a

n/a is used both where either there are 1 or fewer employees, or where data is not available.

Table A12: FTE by agency and employment type

Employment type	ACTPS	ACT Audit Office	ACT Electoral Commission	ACT Integrity Commission	ACT Teacher Quality Institute	Calvary Health Care (Public)	Canberra Institute of Technology	City Renewal Authority	Cultural Facilities Corporation	Independent Competition and Regulatory	Long Service Leave Authority	Office of the Legislative Assembly	Office of the Work Health and Safety Commissioner	Suburban Land Agency
FTE - permanent	18,449.6	36.2	11.5	14.0	7.0	960	482.0	19.1	54.7	8.5	16.4	43.8	50.8	104.2
FTE - temporary	3,746.0	9.0	3.7	2.0	1.8	133.0	152.9	9.9	16.8	n/a	3.0	7.6	6.8	13.5
FTE - casual	849.2	n/a	1.5	n/a	0.9	89.8	64.6	n/a	32.7	n/a	n/a	3.7	n/a	n/a
FTE total	23,044.8	45.2	16.7	16.0	9.7	1,182.8	699.5	29.0	104.2	9.5	19.4	55.1	57.6	117.7
Headcount - permanent	20,002	37	13	14	8	1,108	505	20	61	11	17	45	51	106
Headcount - temporary	4,367	9	4	2	2	149	179	10	18	n/a	3	9	7	14
Headcount - casual	1,772	n/a	5	n/a	2	197	202	n/a	84	n/a	n/a	14	n/a	n/a
Headcount total	26,141	46	22	16	12	1,454	886	30	163	12	20	68	58	120
Age (average)	41.9	39.4	47.9	36.4	54.2	41.1	46.9	43.7	41.5	40.8	40.6	51.5	44.4	42.3
Length of service (average years - excludes casuals)	8.5	5.5	8.8	0.8	13.8	6.3	10.4	5.5	7.9	4.3	6.4	10.2	6.2	7.9

Table A13: Diversity group by agency²²

Diversity group and Female	ACTPS	ACT Audit Office	ACT Electoral Commission	ACT Integrity 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	Office of the Work Health and Safety Commissioner	Suburban Land Agency
Aboriginal and Torres Strait Islander peoples headcount	517	n/a	n/a	n/a	n/a	n/a	21	n/a	n/a	n/a	n/a	n/a	4	n/a
Aboriginal and Torres Strait Islander peoples FTE	462.6	n/a	n/a	n/a	n/a	n/a	15.4	n/a	n/a	n/a	n/a	n/a	4.0	n/a
People with disability headcount	763	n/a	n/a	n/a	n/a	n/a	29	n/a	3	n/a	n/a	n/a	2	4
People with disability FTE	687.3	n/a	n/a	n/a	n/a	n/a	24.3	n/a	2.0	n/a	n/a	n/a	2.0	4.0
Culturally and linguistically diverse headcount	5624	23	6	n/a	n/a	n/a	164	2	16	4	6	n/a	9	24
Culturally and linguistically diverse FTE	4,955.5	23.0	5.6	n/a	n/a	n/a	127.5	2.0	9.4	4.0	5.8	n/a	9.0	23.8
Female headcount	16,988	22	12	7	9	1,118	505	16	100	5	14	39	29	63
Female FTE	14,662.25	21.4	9.9	7.0	7.7	893.6	394.7	15.1	61.3	3.5	13.4	30.8	28.6	60.7

²² n/a is used both where either there are 1 or fewer employees, or where data is not available.

Table A14: Recruitment and separation rates (public sector bodies)

Public sector body	Recruitment rate (%)	Separation rate (%)
ACT Audit Office	2.6%	5.2%
ACT Electoral Commission	8.2%	0.0%
ACT Integrity Commission	112.2%	0.0%
ACT Teacher Quality Institute	12.9%	12.9%
Calvary Health Care (Public)	13.0%	10.0%
Canberra Institute of Technology	13.6%	5.4%
City Renewal Authority	19.4%	19.4%
Cultural Facilities Corporation	23.0%	10.0%
Independent Competition and Regulatory Commission	9.2%	27.6%
Long Service Leave Authority	0.0%	0.0%
Office of the Legislative Assembly	10.6%	3.0%
Office of the Work Health and Safety Commissioner	29.6%	33.9%
Suburban Land Agency	15.3%	6.1%

Appendix B: Definitions

Average Salary – The average salary reported throughout this report is calculated on the average full-time equivalent 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 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 average annual salary, divided by male average annual salary, multiplied by 100. The average annual salary represents the full-time equivalent salary for the increment point at which an employee is being paid. It is not prorated 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 reporting 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 reporting 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 reporting 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.



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