





ACT Government

# State of the Service Report 2025–26

The ACT Government acknowledges the Ngunnawal people as traditional custodians of the ACT and recognise any other people or families with connection to the lands of the ACT and region.

The ACT Public Service acknowledges the Ngunnawal people as traditional custodians of the ACT and recognise any other people or families with connection to the lands of the ACT and region.

We respect the Aboriginal and Torres Strait Islander people, particularly our Aboriginal and Torres Strait Islander staff, and their continuing culture and 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 to:

StateoftheService@act.gov.au

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# 1. Transmittal Certificate

ACT Government
Head of Service

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

Dear Chief Minister

**State of the Service Report 2025-26**

I am pleased to submit the State of the Service Report 2025-26. 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 for the 2025-26 reporting year (1 July 2025 to 30 June 2026). It also provides information about investigations conducted by the ACT 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*, and in accordance with the requirements under the *Annual Reports (Government Agencies) Directions 2026*.

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.

Yours sincerely

Russ Campbell
Acting Head of Service
23 September 2026

GPO Box 158 Canberra ACT 2601 | phone: 132281 | www.act.gov.au

# 2. Foreword



I am pleased to present the State of the Service Report 2025-26. Through workforce data, analysis and examples, the report highlights the capability, diversity and commitment of our people. We have provided a picture of our workforce showing who delivers on the ACT Government's priorities and commitments by providing services, advice and support to the community.

Each year, the report highlights one of the ACT Public Service (ACTPS) values and the role it plays in shaping our culture and work. This year we focus on collaboration, reflecting the importance of working together, with stakeholders and with the community, to achieve shared outcomes. As I reflect on the past year, collaboration stands out as one of our greatest strengths. By bringing together diverse skills, perspectives and experiences, we have tackled complex challenges, delivered government priorities and improved outcomes for Canberrans.

Collaboration is central to our One Service approach. It reflects a simple principle: *we achieve more when we work together*. Throughout this report, you will see examples of collaboration in action. You will see how our people have worked across teams, directorates and disciplines, sharing expertise, building partnerships and finding new ways to deliver.

The spirit of collaboration was particularly evident during the implementation of machinery of government changes in July 2025. Staff worked together to establish new organisational arrangements while maintaining services and supporting one another through a period of significant change. The same commitment underpins our approach to Closing the Gap. Through this work, we are strengthening cultural capability and cultural safety, embedding accountability, and building stronger partnerships with Aboriginal and Torres Strait Islander peoples and communities.

The report also highlights how we are continuing to build a professional, capable and inclusive workforce that reflects the community we serve. By investing in our people, supporting their wellbeing and fostering diverse perspectives, we are strengthening our ability to meet the challenges and opportunities of the future.

I am continually impressed by the expertise, professionalism and dedication of our staff. Whether delivering frontline services, developing policy, supporting government decision-making or working behind the scenes, our people make a meaningful difference every day.

As I look ahead, I see an ACTPS that will continue to value working together to deliver outcomes for the ACT Government and the Canberra community. I would like to thank our staff for their dedication, professionalism, commitment and achievements throughout the year.

**Russ Campbell**
**Acting Head of Service**

# 3. Executive Summary

The State of Service Report 2025-26 is delivered under the Annual Reports (Government Agencies) Directions 2026 (No 1).

In addition to workforce profile data, the report describes how we have worked together across teams, directorates, agencies and disciplines to deliver for the ACT Government and a growing and changing Canberra community.

Guided by the ACT Public Service (ACTPS) values of Collaboration, Innovation, Integrity and Respect, and our One Service approach, the report highlights how we are strengthening services, improving outcomes for Canberrans and building a more connected public service. While we provide examples of each of our values, each year the State of Service Report focuses on one of our values to highlight our efforts - this year the theme is Collaboration.

Two significant transformations shaped the ACTPS during the reporting period.

The first transformation involved the changes outlined in the Administrative Arrangements 2025 No.1, effective 1 July 2025, that better aligned services with government priorities and community needs. The changes included the:

- creation of the City and Environment Directorate, bringing together Access Canberra, planning, transport, city services and environmental functions to support more integrated decision making and a coordinated approach to shaping Canberra's future
- creation of the Health and Community Services Directorate, connecting health and community service functions to support cohesive policy development, planning and service delivery for individuals, families and communities, and incorporating the Office of LGTBIQA+
- establishment of Digital Canberra, bringing together digital and information technology capabilities from across government to strengthen digital services, cyber security and data capability
- transfer of infrastructure delivery functions to Infrastructure Canberra, creating a more coordinated approach to planning and delivering major infrastructure projects, including public housing growth, renewal and maintenance
- transfer of the ACT Heritage Library to the Chief Minister, Treasury and Economic Development Directorate.

By aligning related policy, program and service delivery functions, these changes support more connected decision making, encourage the sharing of expertise and create stronger links between strategy and delivery. This positions us to respond more effectively to complex challenges and deliver better services for the Canberra community.

Throughout the transition, staff worked across teams to integrate functions, maintain service delivery and establish new ways of working.

The second transformation was the preparation for the implementation of the *Public Sector (Closing the Gap) Legislation Amendment Act 2025*. Passed in December 2025 and commencing on 1 July 2026, the legislation made the ACT the first jurisdiction to legislate its Closing the Gap commitments. A coordinated whole of service approach was led by the Chief Minister, Treasury and Economic Development Directorate to strengthen cultural capability, embed cultural safety, support Aboriginal and Torres Strait Islander employees, and strengthen accountability for Closing the Gap outcomes. This work reflects a shared commitment across the public sector to drive lasting, system-wide change. Further information on these changes is at p.57.

The report highlights how we are strengthening workforce capability to meet the evolving needs of the Canberra community. Through supportive employment conditions, inclusive workplace practices and targeted attraction and retention initiatives, we are building a professional, resilient and future-focused workforce, fostering a culture where people feel valued and supported, and ensuring the workforce reflects the diversity of the community it serves.

The report also includes the independent report of the Public Sector Standards Commissioner on p.74, and detailed workforce profile data at Appendix A providing further insight into the composition and performance of the workforce.

Together, this report demonstrates our ongoing commitment to building a connected, collaborative and capable ACTPS, working as One Service to deliver better outcomes now and into the future.

## Scope of the State of the Service Report

This report captures the delivery of results under the Respect, Equity and Diversity (RED) Framework and draws on workforce and organisational data and information from ACTPS directorates. It also sources data from workforce systems and other whole of government reporting mechanisms such as the biennial employee survey. The report includes selected information and data on statutory entities which, together with directorates, form the broader ACT Public Sector.

Unless otherwise stated, workforce profile data, analysis and trends presented in this report relate to ACTPS directorates only. Information from specialised agencies and statutory bodies is included where relevant to provide broader context on the ACT Public Sector workforce.

# 4. Our structure

## The ACT Public Service

The ACTPS is made up of directorates that work together to implement government priorities and deliver policies, programs and services to the community. This includes state-level services, such as health, education and justice, and local services, including roads, libraries, parks and city maintenance.

Each directorate is led by a director-general or chief executive officer. The Director-General of the Chief Minister, Treasury and Economic Development Directorate is also the Head of Service.

The Head of Service leads the ACTPS and works with directors-general to drive whole of government outcomes, strengthen collaboration and support the One Service approach. Through the ACTPS Strategic Board, the Head of Service and directors-general provide leadership across the ACTPS and work collectively to address shared challenges and opportunities.

The *Public Sector Management Act 1994* and the *Public Sector Management Standards 2016* establish a common framework for the ACT Public Sector. Together, they promote an apolitical public sector, strengthen accountability and integrity, and support a culture of professionalism, service and continuous improvement.

As at 30 June 2026, the ACT Government Directorates were:

**Canberra Health Services**
*Chief Executive Officer – Janet Zagari*

Providing hospital, community and specialist healthcare services across the ACT.

**Chief Minister, Treasury and Economic Development Directorate**
*Head of Service and Director-General – Kathy Leigh*
*Under Treasurer – Russ Campbell*

Supporting government decision making through policy, economic advice, communications and strategic leadership.

**City and Environment Directorate**
*Director-General – Dave Peffer*

Looking after Access Canberra, planning, transport, city services and the environment.

**Digital Canberra**
*Director-General – Christina Igasto*

Leading digital transformation, technology, cyber security and data capability across government.

**Education Directorate**
*Director-General – Jo Wood*

Delivering public education and supporting learning outcomes for children and young people.

**Health and Community Services Directorate**
*Director-General – Kareena Arthy*

Providing system leadership for health and community services and supporting community wellbeing.

**Infrastructure Canberra**
*Director-General – Gillian Geraghty*

Planning, delivering and managing public infrastructure and government property.

**Justice and Community Safety Directorate**
*Acting Director-General – Ray Johnson*
*Director-General – David Pryce*

Supporting justice, emergency services, community safety and the protection of rights.

# Specialised agencies and statutory bodies

The ACT Public Sector comprises independent statutory bodies and agencies that regulate industries and professions, administer justice, protect rights, oversee government accountability, provide vocational education and training, and deliver independent assurance and oversight functions. Together with the ACTPS, they strengthen public trust, support evidence-based decision making and help deliver better outcomes for the community.

The list of agencies below has been drawn from the public sector bodies and statutory authorities listed on the ACT Government directorates and agencies webpage.

**ACT Aboriginal and Torres Strait Islander Elected Body**

The Elected Body represents Aboriginal and Torres Strait Islander people living in Canberra. The Elected Body supports all Aboriginal and Torres Strait Islander Canberrans to be more engaged in shaping their own future by representing community priorities, informing government policy and services, and advocating for accountability, transparency and effective social and economic outcomes.

**ACT Audit Office**

The ACT Audit Office supports the Auditor-General by auditing ACT Government services and programs to promote accountability, efficiency and effectiveness in government activities, and to provide independent, trusted advice to the ACT Legislative Assembly and broader ACT community.

**ACT Building and Construction Industry Training Fund Authority**

The Building and Construction Industry Training Fund Authority provides funding for the training of eligible workers and for the development of skills identified as being in short supply in the building and construction industry. It aims to improve the culture, level and access to training and to support the entry of new people into the building and construction industry.

**ACT Civil and Administrative Tribunal**

The ACT Civil and Administrative Tribunal is an independent tribunal in the ACT that resolves a wide range of disputes and decisions across areas including civil matters, housing, administrative reviews, discrimination, guardianship, and other specialised issues under law.

**ACT Electoral Commission**

The Commission is an independent statutory authority established under the *Electoral Act 1992*. It is responsible for the conduct of elections and referendums for the ACT Legislative Assembly and the provision of electoral advice and services. This includes administration of the ACT election funding, expenditure and financial disclosure scheme by the Commission.

**ACT Gambling and Racing Commission**

The ACT Gambling and Racing Commission is an independent statutory authority responsible for regulating gambling and racing activities in the ACT to support integrity, consumer protection, and harm minimisation.

**ACT Human Rights Commission**

The ACT Human Rights Commission works to promote an inclusive Canberra by protecting human rights, improving access to justice, and advocating for accountability and systemic change while delivering accessible, culturally safe services. The Commission is made up of the following entities: President and Human Rights Commissioner; Discrimination, Health Services, Disability and Community Services Commissioner; Public Advocate and Children and Young People Commissioner; and Victims of Crime Commissioner.

**ACT Custodial Inspector**

The ACT Custodial Inspector provides independent oversight of correctional and youth detention facilities in the ACT, focusing on improving conditions, preventing ill-treatment, and identifying systemic issues through published examinations and reviews.

**ACT Insurance Authority**

The ACT Insurance Authority is a statutory body that provides insurance, claims, and risk management services to the ACT Government, while also overseeing specific compensation schemes and promoting effective risk management.

**ACT Integrity Commission**

Led by the Integrity Commissioner, the ACT Integrity Commission is an independent body that strengthens public confidence in government by investigating, exposing, and preventing corrupt conduct and overseeing investigations into disclosable conduct.

**ACT Office for Aboriginal and Torres Strait Islander Children and Young People**

The ACT Aboriginal and Torres Strait Islander Children and Young People Commissioner is an independent advocate who promotes and protects the rights, wellbeing and interests of Aboriginal and Torres Strait Islander children and young people in the ACT, including through individual and systemic advocacy, inquiries and policy advice.

**ACT Ombudsman**

The ACT Ombudsman considers complaints about the actions of ACT government agencies and ACT Policing; provides oversight of the ACT Freedom of Information framework, the ACT Reportable Conduct Scheme, the ACT Integrity Commission (as Inspector); provides assurance on the use of covert, intrusive and coercive powers; reviews decisions about the release of Executive records; provides support to the Judicial Council and is a member of the ACT's multi-body National Preventive Mechanism.

**ACT Public Sector Standards Commissioner**

The ACT Public Sector Standards Commissioner is an independent statutory officer who promotes integrity, accountability, and high standards of conduct across the ACT Public Sector, including through investigating complaints, managing misconduct and supporting adherence to public sector values and standards of conduct.

**ACT Teacher Quality Institute**

The ACT Teacher Quality Institute is an independent authority that regulates and supports the teaching profession in the ACT to enhance teacher quality, professional standards, and community confidence in education.

**Canberra Institute of Technology**

The Canberra Institute of Technology is the ACT's public provider of vocational education and training, delivering a wide range of courses to equip students with practical skills and support workforce development in the community.

**City Renewal Authority**

City Renewal is a statutory authority responsible for driving the design-led renewal of central Canberra, creating vibrant, sustainable and engaging urban spaces that support community life, economic activity and investment.

**Commissioner for Sustainability and the Environment**

The Commissioner for Sustainability and the Environment is an independent statutory officer who investigates environmental management and sustainability issues in the ACT and reports on the state of the environment.

**Cultural Facilities Corporation**

The Cultural Facilities Corporation is a statutory authority of the ACT Government and ACT's largest cultural organisation, managing a unique mix of performing arts, visual arts, social history and heritage venues.

**Director of Public Prosecutions**

The ACT Office of the Director of Public Prosecutions independently prosecutes criminal matters in the ACT, assesses charges laid by police, conducts appeals, and supports victims and witnesses while ensuring cases are managed in line with prosecution policy.

**Independent Competition and Regulatory Commission**

The Independent Competition and Regulatory Commission is a statutory body that regulates prices, infrastructure access and utility licensing in the ACT, while also overseeing competition issues and compliance in regulated industries.

**Legal Aid Commission (Legal Aid ACT)**

Legal Aid ACT is an independent statutory authority that provides legal assistance to people who cannot afford a lawyer, helping them access justice, understand the law, and protect their rights.

**Long Service Leave Authority**

The Long Service Leave Authority is a statutory body that administers portable long service leave schemes in the ACT by registering employers and workers, collecting levies, managing funds, and paying entitlements.

**Office of the Work Health and Safety Commissions (WorkSafe ACT)**

WorkSafe ACT is an independent regulator that promotes workplace health and safety in the ACT through education, compliance, enforcement, and licensing across work, safety, and compensation schemes.

**Official Visitor Scheme (ACT Official Visitors)**

ACT Official Visitors provides independent oversight of services in government and non-government facilities and accommodation by visiting those places, speaking to individuals, addressing complaints, and identifying systemic issues.

**Public Trustee and Guardian for the ACT**

The Public Trustee and Guardian is an independent statutory authority which supports and protects the rights and interests of ACT clients by providing guardianship, financial management, estate administration and trustee services.

**Suburban Land Agency**

The Suburban Land Agency is a statutory authority that develops and releases government land to support sustainable, inclusive communities and diverse housing across the ACT.

# 2025 Employee Survey

We collect information about who we are through the biennial employee survey. First conducted in 2021, the survey provides a consistent evidence base to understand employee experience, measure organisational performance, and inform our workforce priorities. The 2025 results are particularly valuable, as they establish a baseline level of employee engagement for the newly formed directorates, and a picture of sentiment across the ACT Public Sector. Through the survey, we hear about what is working well and where we might focus on opportunities for improvement.

The September 2025 survey gathered the experiences and views of more than 13,500 employees on:

- workplace culture
- leadership
- inclusion
- wellbeing
- career and learning development
- pay and conditions
- workplace behaviour.

The breadth of participation provides a comprehensive view of experiences and reflects each individual's commitment to shaping the future of their workplace.

All eight directorates participated in the survey, with Canberra Health Services participating for the first time. Six ACT Public Sector entities also took part:

- Canberra Institute of Technology
- City Renewal Authority
- Cultural Facilities Corporation
- Independent Competition and Regulatory Commission
- Suburban Land Agency
- Office of the Legislative Assembly.

The 2025 survey results were published on the ACTPS Employment Portal in January 2026.

In summary, survey respondents reported strong and stable levels of satisfaction, while also identifying opportunities to further strengthen goal clarity, inclusion, health and wellbeing, and confidence in organisational integrity. These insights are helping directorates and agencies prioritise workforce initiatives that build capability, enhance employee experience and support our organisational performance.

Respondents also identified collaboration, respectful workplaces and effective leadership as important contributors to a positive workplace experience. These findings reinforce the values and highlight the importance of strong relationships, shared accountability and effective communication in delivering services and outcomes for the Canberra community (**Figure 4.1**).

**Figure 4.1: Key outcome measures from the 2025 Employee Survey**



For the first time, the survey included questions about workplace adjustments, the experiences of neurodivergent employees and systemic racism. These additions establish an important baseline for understanding the experiences of diverse groups and identifying opportunities to strengthen accessibility, inclusion and cultural safety. For example, 59% of Aboriginal and Torres Strait Islander employees reported feeling culturally safe in the workplace, while 14% reported experiencing a form of discrimination in the previous 12 months, most commonly racism.

We are already responding to these findings. Following the survey, work commenced on a cultural safety analysis informed by survey results, as well as additional insights gathered through yarning and healing circles. This work forms part of a broader focus on cultural transformation and supports our implementation of the Closing the Gap requirements in section 8 of the *Public Sector Management Act 1994*. Further information is available on p.57 of this report.

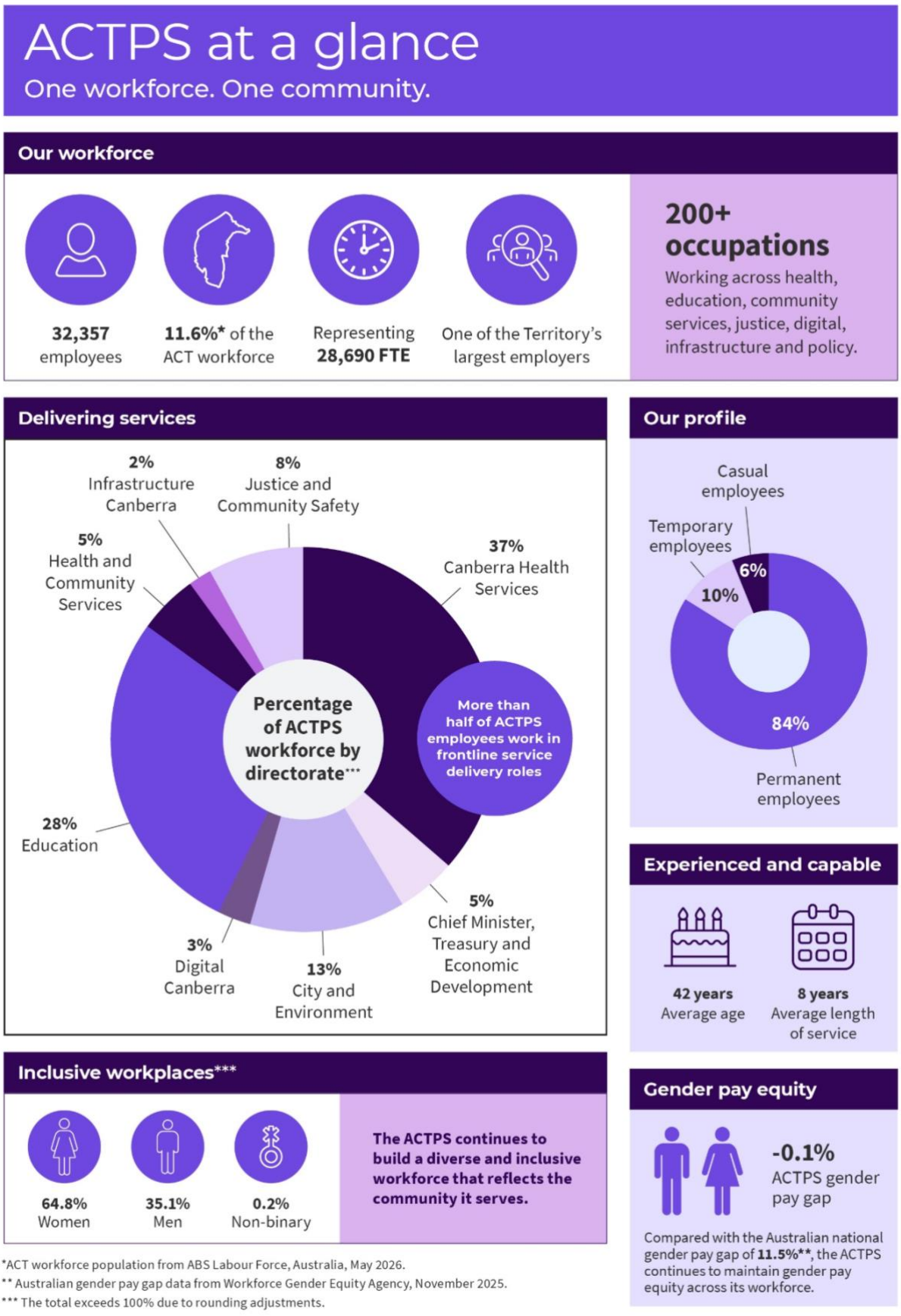
More broadly, directorates and agencies are using survey findings to:

- strengthen leadership capability
- enhance employee wellbeing initiatives
- improve inclusion and accessibility, and
- foster collaboration across newly formed directorates and agencies.

For example, the 2025 Survey results helped the ACT Human Rights Commission identify opportunities to build workforce capability. In response, the Commission introduced a series of monthly 'lunch and learn' sessions that attracted strong participation and covered topics such as managing difficult interactions, using international human rights law, and Child Safe Standards.

These efforts are helping to build a more connected ACTPS where our people can work together effectively, share expertise and deliver better outcomes for the Canberra community. As new structures and ways of working continue to mature, future surveys will track workforce experiences, measure progress and inform ongoing improvement.

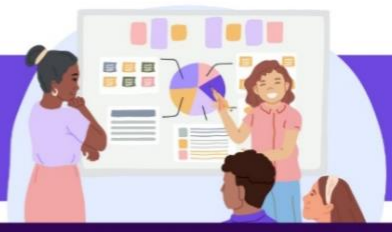
# 5. Our workforce




*ACT workforce population from ABS Labour Force, Australia, May 2026.
** Australian gender pay gap data from Workforce Gender Equity Agency, November 2025.
*** The total exceeds 100% due to rounding adjustments.

# What we do

Hundreds of professions. One purpose.



## Health and emergency services

**5,989** Nurses and midwives

**2,109** Health professional officers

**1,521** Medical officers

**433** Fire and Rescue officers

**337** Ambulance officers

**170** Health assistants

**44** Ambulance support officers

## Education

**4,087** Teachers

**856** School leaders

**36** Trainees and apprentices

## Transport and city services

**1,044** Bus operators

**55** Rangers

**2,043** General service officers

## Community safety and justice

**289** Correctional officers

**160** Legal officers

**49** Prosecutors

**45** Legal support officers

**17** Judicial officers

## Digital, corporate and professional services

| | |
|---|---|
| Administrative officers | 7,342 |
| Senior officers | 4,312 |
| Technical officers | 376 |
| Information Technology officers | 254 |
| Executives | 319 |

## Understanding ACTPS classifications*

**Administrative officers**
Provide administrative, program, policy, project and corporate support across government.

**Senior officers**
Provide strategic leadership, governance and specialist expertise.

**Executives**
Set organisational direction, provide stewardship and drive accountability.

**General Service officers**
Deliver operational, trade, and frontline services supporting the community.

**Technical officers**
Provide technical expertise, analysis and specialist services.

**Different professions. Shared values. One ACT Public Service.**

- *Figures represent a snapshot of the ACTPS workforce as at 30 June 2026. Occupational groups shown are examples of the diverse professions represented across the ACT Public Service and are not exhaustive.*
- *Further information regarding some of the roles and responsibilities which fall under ACTPS classifications can be found in Appendix B.*



*see Appendix A for a full list of classifications.

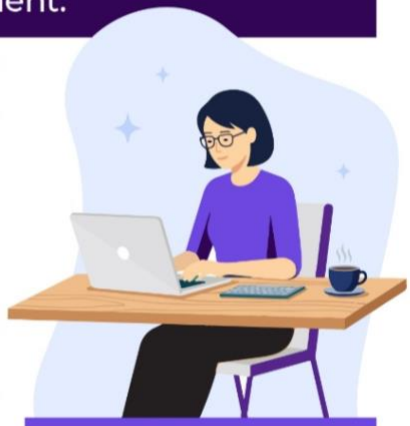
# Public sector bodies at a glance

Independent bodies supporting good government.

## Workforce

**1,719** employees
Representing
**1,555.9 FTE**

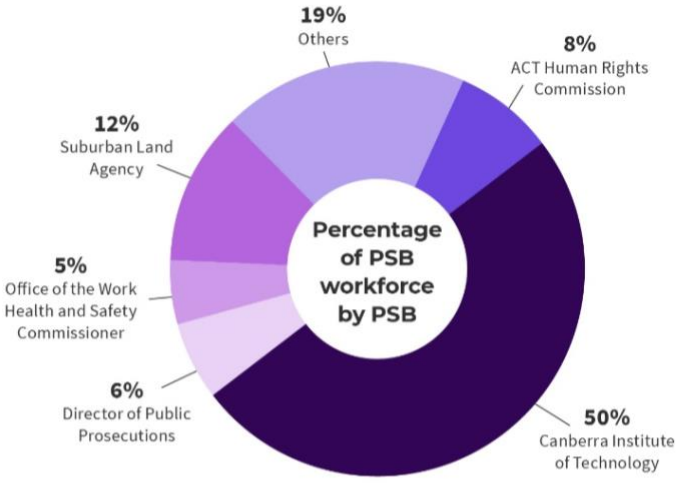
**0.6%*** of the ACT workforce. Small in size, significant in impact.



## Areas of impact

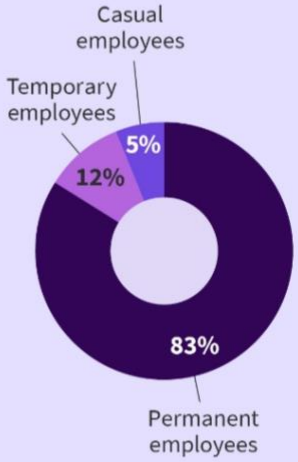
Public sector bodies contribute across a broad range of functions including:

- Justice and legal services
- Human rights and integrity
- Regulation and compliance
- Government accountability
- Education and workforce development
- Independent oversight and assurance




Due to how this data is collected and stored, this does not represent all ACT public sector bodies. A list of the public sector bodies which are represented in this data is available in Appendix A.

## Workforce profile




## Experienced and capable

**45 years**
Average age

**8 years**
Average length of service

## Inclusive workplaces

**61.2%**
Women

**38.6%**
Men

**0.2%**
Non-binary

**Public sector bodies continue to foster diverse and inclusive workplaces that reflect the community they serve.**

## Gender pay equity

**3.9%**
Public sector bodies gender pay gap

Compared with the Australian national gender pay gap of **11.5%****, public sector bodies continue to maintain a comparatively low gender pay gap.

*ACT workforce population from ABS Labour Force, Australia, May 2026.

**Australian and ACT gender pay gap data from Workforce Gender Equity Agency, November 2025.

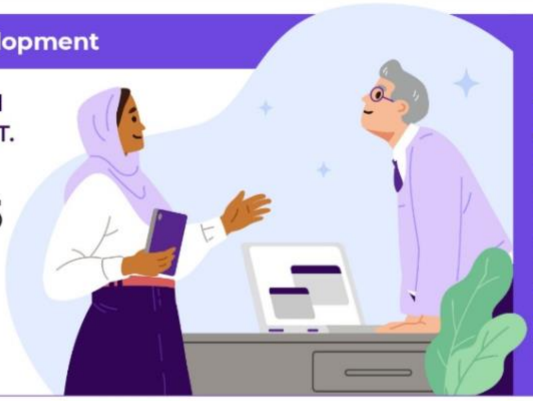
# What we do

## Independent expertise. Community impact.

### Education and workforce development

**Supporting skills development and workforce capability across the ACT.**

| | |
|---|---|
| VET Teachers | 415 |
| VET Teacher Managers | 36 |
| School Leaders | 1 |



**Did you know?**

The **Canberra Institute of Technology** represents around half of the Public Sector Bodies workforce, reflecting its significant role in education, training and workforce development for the ACT.

### Justice and legal services

**Supporting the administration of justice and the law.**

| | |
|---|---|
| Prosecutors | 49 |
| Legal support | 21 |
| Legal officers | 6 |

### Regulation, integrity and oversight

Employees work across independent bodies that:

- Protect human rights
- Administer elections
- Promote public sector integrity
- Investigate complaints
- Support workplace safety
- Conduct independent review and oversight functions

### Specialist operational and technical services

**Supporting regulatory, operational and enabling functions across the public sector.**

| 21 | 19 | 3 | 2 |
|---|---|---|---|
| General service officers | Technical officers | Information Technology officers | Health professionals |

### Professional, corporate and leadership services

**Providing specialist expertise, governance, regulation, policy and organisational leadership.**

| | |
|---|---|
| Administrative officers | 549 |
| Senior officers | 474 |
| Professional officers | 59 |
| Executives | 50 |

**Small in size. Significant in impact.**

**Public sector bodies provide the independent oversight, specialised expertise and regulatory functions that strengthen public trust and support effective government.**

*Occupational groups shown are examples of the diverse professions represented across ACT public sector bodies. Figures represent a snapshot of the workforce as at 30 June 2026.*

Due to how this data is collected and stored, this does not represent all ACT public sector bodies.
A list of the public sector bodies which are represented in this data is available in Appendix A.

# Who we are

The strength of our service lies in the diversity of our people. A workforce that reflects the community it serves brings broader perspectives, supports better decision-making and helps us design and deliver services that meet the needs of all Canberrans.

Workforce diversity continues to grow, with increases in representation among several employee groups over recent years. These trends reflect our ongoing commitment to creating inclusive workplaces where employees feel safe, respected and supported to contribute and thrive.

This section outlines the representation of diverse workforce groups across the ACTPS and highlights trends in representation over the past five years. Further information on the programs and initiatives that support our people is available on p.33.

## Living and working in the Canberra region

We recognise the benefits flexible working arrangements deliver for our people, the Service and our community, including:

- improved work-life balance and staff wellbeing
- increased job satisfaction
- increased productivity
- greater workforce diversity
- improved attraction and retention of skilled people.

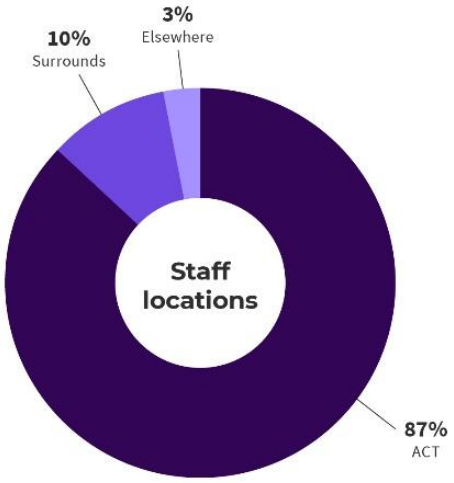
While most of our people live and work in the ACT and its surrounds, they may request to work remotely from interstate or overseas when personal circumstances change. This may include where:

- an immediate family, domestic partner or household member has been posted or assigned to work interstate or overseas
- a family member or friend requires care or support
- they require access to medical or other care
- they wish to undertake study that is not available locally or accessible remotely.

Where appropriate, directorates and agencies seek to support these arrangements while ensuring the continued delivery of services to the Canberra community.

Currently, 3% of employees work remotely from the ACT and surrounding region (**Figure 5.1**).

**Figure 5.1: Proportion of ACTPS employees by region, 2026**




## Diverse workforce groups

We are committed to fostering workplaces where employees can bring their whole selves to work and feel safe, respected and included. A diverse workforce brings valuable lived experience, cultural knowledge and perspectives that help shape policy, improve service design and strengthen community engagement.

Representation has increased across all diverse workforce groups reflecting progress towards a workforce that better represents the diversity of the community we serve. The data that follows is based on staff voluntarily identifying across a range of diversity attributes. While we continue to make progress across workforce diversity indicators, we recognise there is more work to do to strengthen representation, remove barriers to participation and ensure all employees feel confident identifying under a diversity attribute and are supported to feel included, respected and able to thrive.

We will continue to build a more diverse, inclusive and accessible workplace that attracts, develops and retains talented people from all backgrounds. Further information on the programs, initiatives and policies that support workforce diversity, inclusion and belonging is available on p.49.

## *Aboriginal and Torres Strait Islander workforce data*

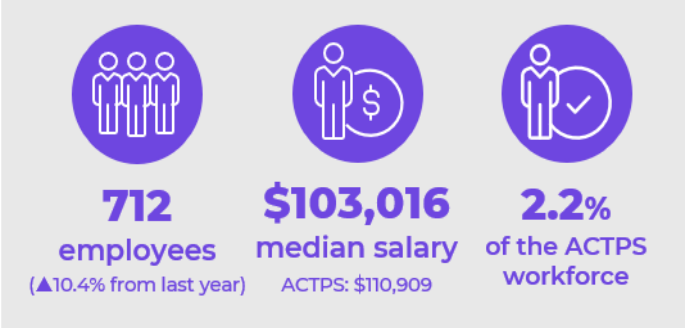



**Figure 5.2: Proportion of Aboriginal and Torres Strait Islander employees, 2022-26**

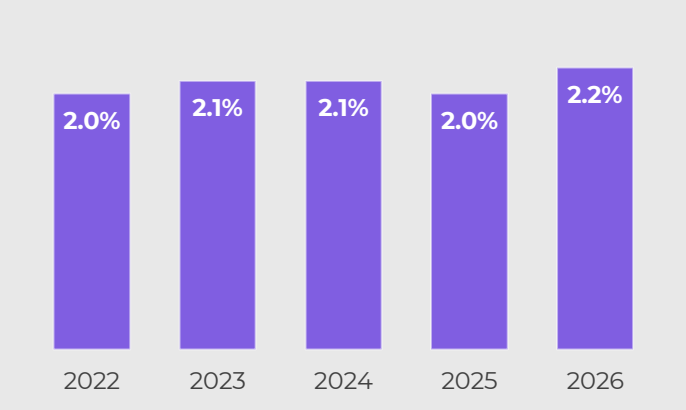
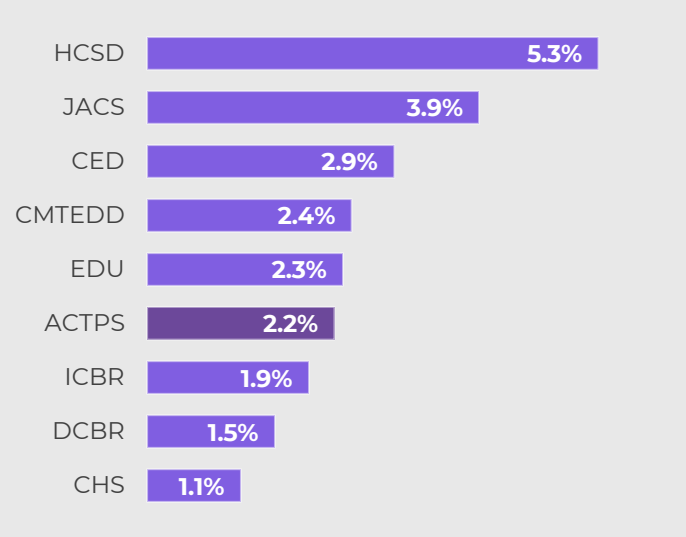



**Figure 5.3: Proportion of Aboriginal and Torres Strait Islander employees, by directorate, 2026**



## *LGBTIQA+ workforce data*

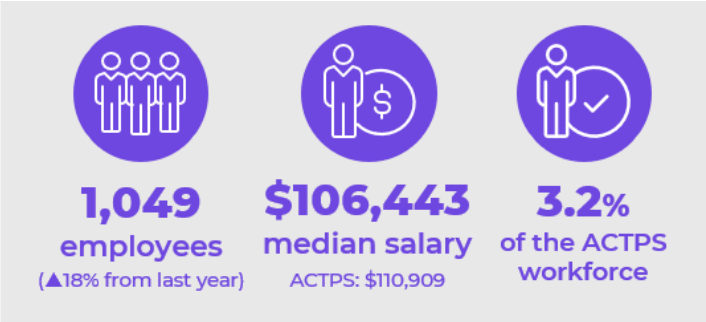



**Figure 5.4: Proportion of employees who identify as LGBTIQA+, 2022-26**

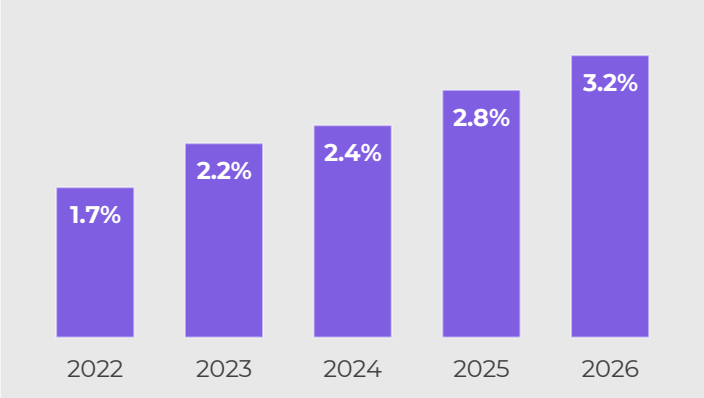
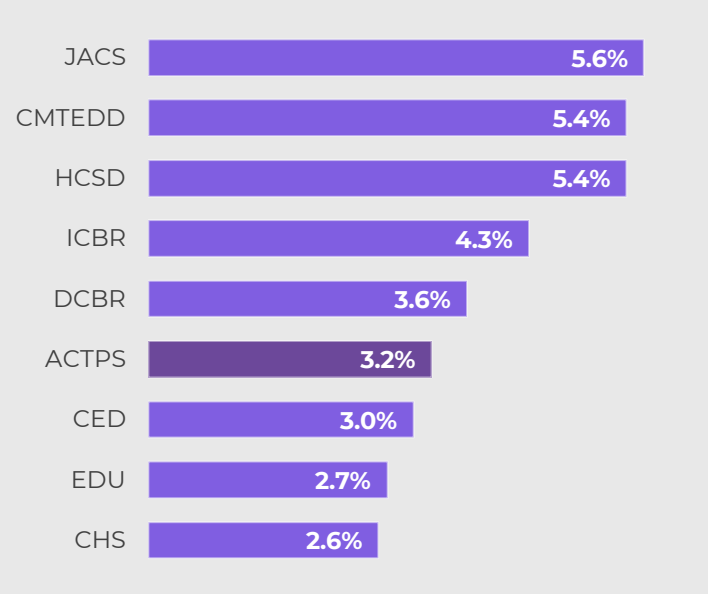



**Figure 5.5: Proportion of employees who identify as LGBTIQA+, by directorate, 2026**



## *People with disability workforce data*

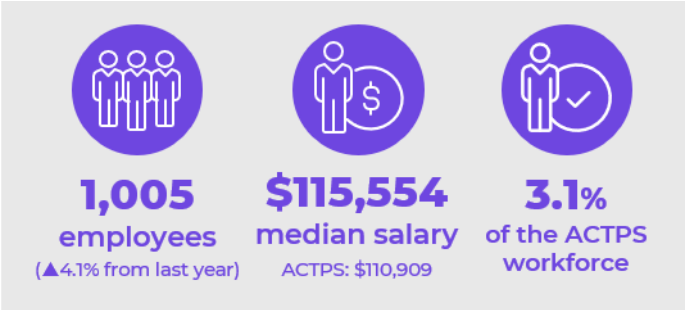



**Figure 5.6: Proportion of employees with disability, 2022-26**

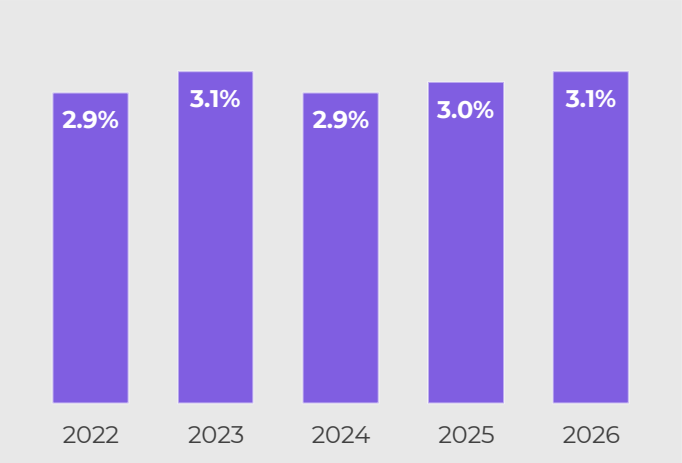
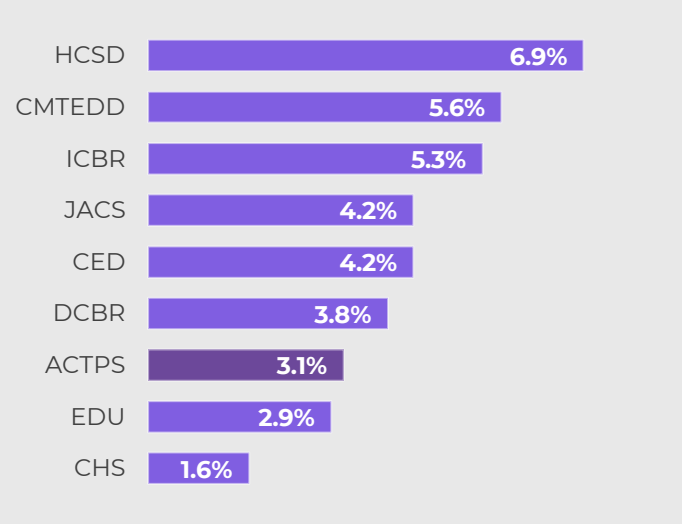



**Figure 5.6: Proportion of employees with disability, by directorate, 2026**



## *Culturally and linguistically diverse workforce data*

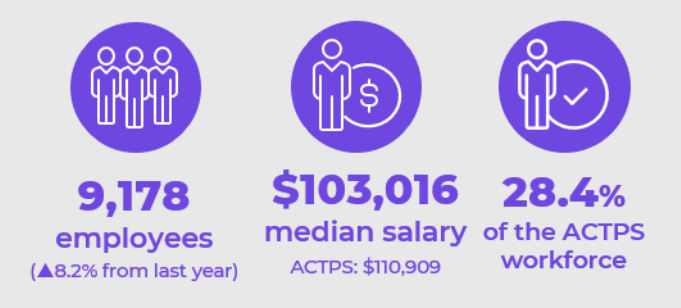



**Figure 5.7: Proportion of employees who are from a culturally and linguistically diverse background, 2022-26**

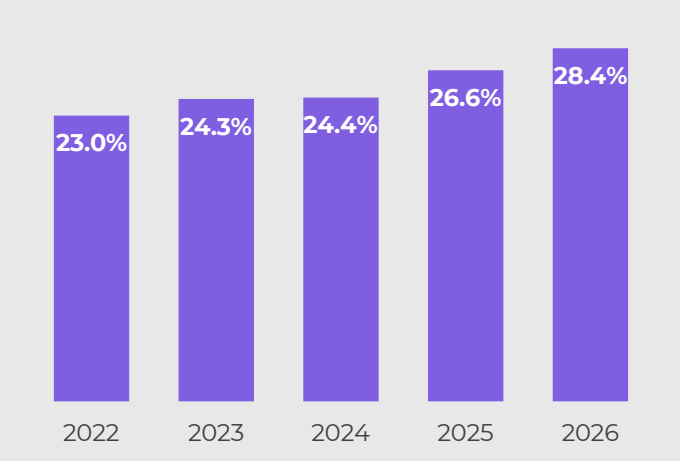
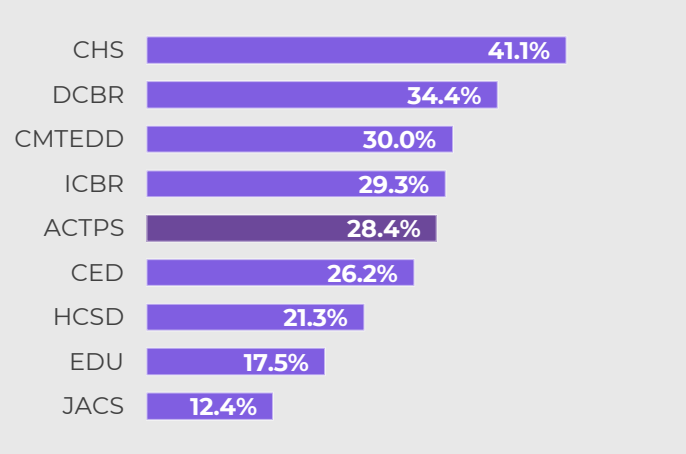



**Figure 5.8: Proportion of employees who are from a culturally and linguistically diverse background, by directorate, 2026**



# 6. Our values

We work together collaboratively to deliver better outcomes for the ACT Government and Canberra community. By bringing together expertise from different directorates, professions and agencies we solve complex challenges, share knowledge and resources and deliver coordinated services that respond to community needs.

Our One Service approach reflects our belief that we achieve more when we work together. Every day, we collaborate across the breadth of our organisation, build trusted partnerships, and contribute our diverse skills and perspectives to deliver government priorities and improve the lives of Canberrans.

## Driven by core values

This approach is guided by our values of **Collaboration**, **Respect**, **Integrity**, and **Innovation**. These values shape how we work, how we make decisions and how we serve the community. They help us build inclusive and respectful workplaces, act with accountability and integrity, embrace new ideas, and work together to achieve shared outcomes.

Our core values drive safe work environments and help us support inclusion, diversity, and equity in the workplace. The following case studies showcase these values in action. While each example highlights a specific value, together they tell a broader story of a connected public service, where people, teams and organisations collaborate to deliver meaningful outcomes for the Canberra community.

### Collaboration

Collaboration means actively sharing information and resources and working together towards shared goals. It means actively seeking opportunities for breaking down unhealthy silos and genuinely engaging with colleagues and the community to deliver collective impact.

Collaboration enables us to achieve more together than we could alone. By bringing together different skills, experiences and ideas, we strengthen decision making, deliver more connected services and create better outcomes for the Canberra community. Through our One Service approach, collaboration helps us turn shared challenges into shared solutions.

## Case study: North Wright Sustainable Precinct – Suburban Land Agency

The delivery of the North Wright Sustainable Precinct showcases how collaboration across government, industry and the community can deliver innovative housing and sustainability outcomes. Designed as a model for the 'missing middle' housing segment and climate-wise living, the precinct delivered 23 homes and enhanced public spaces that support community wellbeing.

The Suburban Land Agency partnered with the City and Environment Directorate, specialist advisers, industry and residents to balance sustainability, liveability and placemaking. This collaborative approach shaped the precinct design, including the design of shared public spaces and planting of more than 250 trees. The contribution residents made to the co-design process encouraged stewardship of shared spaces and promoted community wellbeing.

The project embedded net-zero carbon, circular economy and landscape-led principles, advancing ACT sustainability objectives while creating a practical model for future development.

**Impact**

- Delivered 23 new homes and enhanced public spaces that support community wellbeing.
- Brought together government, industry and community expertise to shape precinct design and delivery.
- Advanced ACT sustainability objectives through net-zero carbon, circular economy and landscape-led outcomes.



23 homes delivered through the North Wright Sustainable Precinct Development

## Case study: Affirmative Consent ‘Great sex starts with… consent’ campaign – Chief Minister, Treasury & Economic Development Directorate and Health and Community Services Directorate

The award-winning ‘Great sex starts with … consent’ campaign demonstrates how collaboration can deliver meaningful community outcomes.

Following the introduction of affirmative consent laws in the ACT, teams from the Chief Minister, Treasury and Economic Development Directorate and the Health and Community Services Directorate worked alongside domestic and sexual violence specialists, legal advisers, frontline services, tertiary institutions and community organisations to develop a shared approach to community education. Together, they transformed complex legislative reforms into clear, practical messages that helped Canberrans understand what affirmative consent looks like in practice and encouraged conversations about respect, communication and ongoing consent.

The campaign was recognised nationally with the Mumbrella Award for Bravery, one of Australia's leading media and marketing awards, showcasing the strength of our in-house communications and campaign capability.

**Impact**

- Connected expertise across government and the community sector to deliver a coordinated education campaign.
- Translated complex legislative reform into practical and accessible community information.
- Encouraged conversations about respectful relationships and affirmative consent in practice.



## Respect

Respect means treating others with sensitivity, courtesy and understanding, and recognising that everyone has something to offer. It rests on a foundation of fundamental decency when dealing with colleagues and community members alike.

Respect enables us to build trust, foster inclusion and create workplaces where people feel safe to contribute, challenge ideas and share different perspectives. By valuing diverse experiences and treating others with dignity, we strengthen collaboration, make better decisions and deliver services that respond to the needs of the Canberra community.

### Case study: STAND Up Against Racism Scripting Procedure – City and Environment Directorate

The implementation of the STAND Up Against Racism Scripting Procedure demonstrated an innovative approach to preventing and responding to occupational violence, including racial discrimination directed towards staff.

Frontline staff in Access Canberra reported experiencing both direct and indirect forms of racial discrimination while undertaking customer-facing roles. Through a comprehensive co-design and consultation process, Access Canberra gave its people a direct voice in the development of the STAND Up Against Racism Scripting Procedure, ensuring the final product was practical, relevant and fit for purpose.

To support implementation, Access Canberra developed a training package incorporating practical workplace scenarios and educational resources. Access Canberra then delivered training, targeted towards customer-facing business areas, such as the Contact Centre, to build worker confidence in responding to racist behaviour.

**Impact**

- Increased awareness of the experience of racial discrimination in our workplaces.
- Strengthened reporting to ensure collection of data about the experiences of our people.
- The fostering of a safer, more inclusive workplace.



The STAND Up Against Racism Scripting Procedure supports City and Environment staff members to respond to racism in the workplace.

## Integrity

Integrity is the quality of being honest, having sound moral character and adhering to moral and ethical principles. It means pursuing high standards of professionalism, both in what we do and how we do it. It also means recognising achievement and cultivating trust in government.

By acting with integrity, we make better decisions and maintain public confidence in the services we deliver for our community.

### Case study: Land and Fire Management – Emergency Services Agency

The Emergency Services Agency collaborated with our Aboriginal and Torres Strait Islander community to safeguard the important cultural role of smoking ceremonies in the ACT.

On 25 May 2026, the Commissioner for the ACT Emergency Services Agency declared eligible ceremonial fires (smoking ceremonies) in the ACT to be an exempt fire for the purpose of the *Emergencies Act 2004.* The declaration was made in response to feedback from Aboriginal and Torres Strait Islander community members. Members of the Aboriginal and Torres Strait Islander community, the Emergency Services Agency and City and Environment Directorate came together at a cultural burning workshop, in a shared commitment to strengthen cultural integrity.

The workshop created space for important cultural topics to be discussed including resourcing, approval processes, and the identification of suitable sites for cultural burns.

The declaration marks a meaningful step forward in the Emergency Services Agency's cultural learning, driven through active partnership with Aboriginal and Torres Strait Islander community members.

**Impact**

- Removal of barriers that have historically limited cultural practice.
- Greater empowerment of community members to engage in cultural practice, supported by stronger and more genuine partnerships.
- Enhanced collaboration with our Aboriginal and Torres Strait Islander community to deliver better outcomes.

## Innovation

Innovation means actively seeking out new and better ways of performing tasks and not settling for how it has always been. It means empowering colleagues at all levels to raise new ideas and embrace sensible and thoughtful engagement with risk.

Innovation enables us to tackle complex challenges by bringing together different perspectives, expertise and experiences from across the ACTPS and the community. By encouraging curiosity, collaboration and continuous improvement, we develop better solutions, improve services and deliver greater value for Canberrans.

## Case study: Centre for Personalised Medicine – Canberra Health Services and The Australian National University

For people living with complex immune diseases, finding the right diagnosis and treatment can be a long and frustrating process. Through a partnership between Canberra Health Services and the Australian National University, the Centre for Personalised Medicine is changing that. By combining clinical expertise with advanced genomic, molecular and immunological technologies, clinicians and researchers are identifying the underlying causes of disease and delivering more personalised care.

The centre brings research and clinical care together, translating scientific discoveries into real-world patient outcomes. Patients benefit from faster diagnoses, more targeted treatments and better health outcomes. The centre is also working with Aboriginal and Torres Strait Islander communities to identify new approaches to conditions such as kidney disease.

Built on more than 20 years of research, the centre is attracting referrals from across Australia and internationally, including from the United States and Europe. This recognition is placing Canberra and Canberra Health Services on the national and international stage, demonstrating how collaboration and innovation can deliver world-leading healthcare from the ACT.

**Impact**

- Improved care and health outcomes for people with complex conditions.
- Faster diagnoses and more targeted, personalised treatments.
- Strengthened collaboration between healthcare, research and community partners.
- Expanded access to innovative treatments for patients in Canberra and beyond.
- Canberra and Canberra Health Services positioned as leaders in personalised medicine and internationally recognised healthcare innovation.



Associate Professor Simon Jiang, Director of the Centre for Personalised Medicine

# 7. Our people

Our people are central to delivering outcomes for the ACT Government and the Canberra community. During the reporting period, we continued to strengthen workforce capability, wellbeing and career development through a range of initiatives that support our employees to grow, thrive and deliver high-quality services.

This section highlights the commitment, programs and strategies that help attract, develop and retain a skilled and diverse workforce. It showcases how we are:

- building workforce capability in critical community-facing services
- supporting leadership and professional development
- promoting gender equity
- providing supportive employment conditions that enable our people to balance work and life commitments.

Building an inclusive workplace is fundamental. When people feel safe, respected and valued, they are better able to contribute, collaborate and perform at their best.

By investing in our people and creating opportunities for employees to learn, grow and succeed, we continue to strengthen our position as an employer of choice and build a workforce that reflects and responds to the needs of the Canberra community.

## Investing in our people

### Supporting life and work

We recognise that our people perform at their best when they can balance their work with the commitments and experiences that matter most in their lives.

The ACTPS offers some of the most attractive employment conditions in Australia, supporting employees through major life events, caring responsibilities, health needs and personal circumstances.

Employees can access a broad range of leave provisions including parental and bonding leave, assisted reproductive leave, grandparental leave, disability leave, gender affirmation leave, family, domestic and sexual violence leave, and special leave to support staff experiencing menstruation or menopause. By providing flexible and inclusive leave arrangements, we support employee wellbeing, workforce participation and long-term career success.

## Our People: The Power of Flexibility in Action

For Trish Ryan, acting Assistant Director in the Digital Applications Team at Access Canberra, flexible work has been more than a convenience, it's been a lifeline.

Trish says the ability to work remotely in the ACTPS helped her manage caring responsibilities during a difficult period when her mum was unwell: "*It meant I could keep her comfortable at home for longer and delay the need for hospice care. That support made an enormous difference.*"

Flexibility also helps Trish maintain balance in her day-to-day life. Working from home allows her to better manage her day. On days with social or volunteer commitments, she can work from locations that reduce travel time and help her stay connected to the things she values.

Trish also makes the most of in-person collaboration. "*Being able to base myself at different office sites, like 220 London Circuit, helps me connect with colleagues across the organisation and feel part of the broader team.*"

Whether working from home or on-site, Trish says choosing the right environment supports her wellbeing, focus, and productivity, and helps her deliver high-quality work every day.



ACTPS's flexible work policies allow people like Trish Ryan to better balance work and life commitments.

### Case study: Scholarships and Career Pathways to Teaching – Education Directorate

The Scholarships and Career Pathways to Teaching Program demonstrates collaboration across the service, higher education and the school system to deliver workforce development outcomes. Through partnerships with the University of Canberra and Australian Catholic University, the Education Directorate supports our people to undertake accredited qualifications aligned with current and future workforce needs.

The program is delivered through three streams:

Stream 1: Initial Teacher Education Scholarship Program for Career Changers, supporting professionals from other industries to transition into teaching.

Stream 2: Education Directorate Teacher Pathway Program, supporting existing Education Directorate employees to gain teaching qualifications and progress into teaching careers.

Stream 3: ACT Priority Area Scholarship Program, supporting future teachers in priority specialisations including STEM (Science, Technology, Engineering, and Mathematics), inclusive education and languages.

During 2025-26, 18 scholarships were awarded across the three streams through participating universities.

**Impact**

- Built new professional capabilities for our people while strengthening existing knowledge of ACT public schools and communities.
- Expanded the skilled teaching cohort through targeted workforce initiatives.
- Strengthened capability across the education workforce to support long term teacher workforce planning.

## Advancing gender equity

We are building a workplace where people of all genders can participate, contribute and thrive.

As of 1 July 2026, we maintained a combined net-zero gender pay gap of -0.1%[1] compared with -0.3% in the 2024-25 financial year. This shows we are continuing to deliver strong gender equity outcomes and remaining well within the range recognised by the Workforce Gender Equality Agency as representing pay equity.

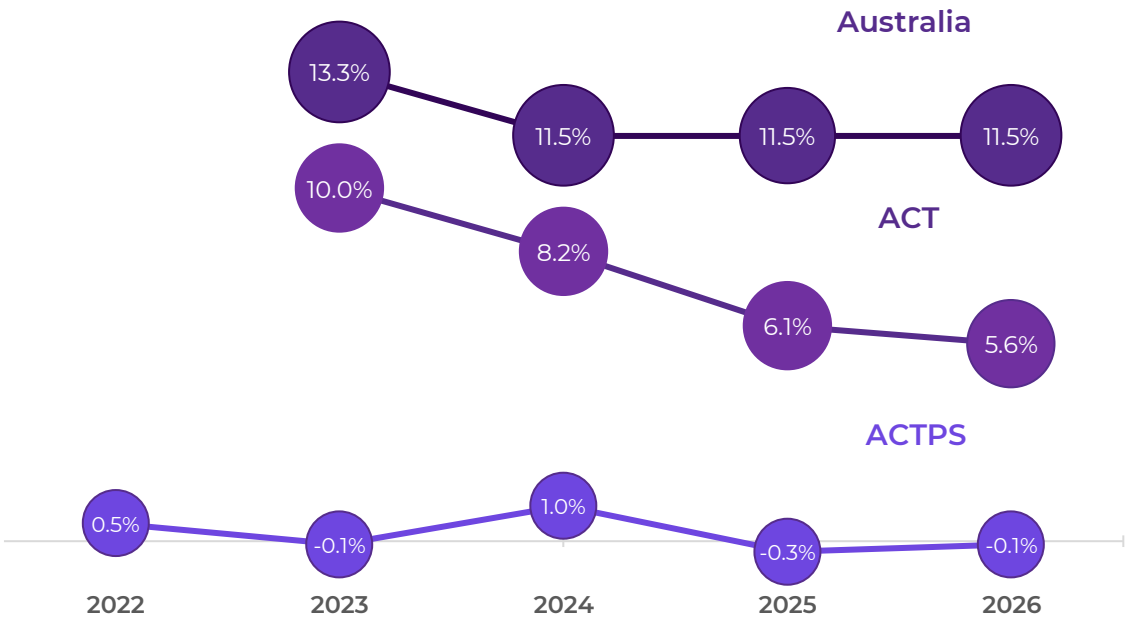
The *ACT Public Service Gender Equity Strategy 2024-29* drives action to create gender-safe workplaces, increase representation in traditionally gendered occupations and support employees to balance work and personal responsibilities.

[1] A negative number is a positive result for women.

We are actively addressing the systemic drivers of gender inequity, including gender segregation in occupations and career pathways and gendered experiences of workload and work-life balance. We are also strengthening employment conditions through our enterprise agreements, including removing the cap on family, domestic and sexual violence leave, introducing reproductive health leave and enhancing flexible working arrangements. Together these actions help create a more inclusive, equitable workplace, and strengthen our ability to attract, develop, and retain talented people.

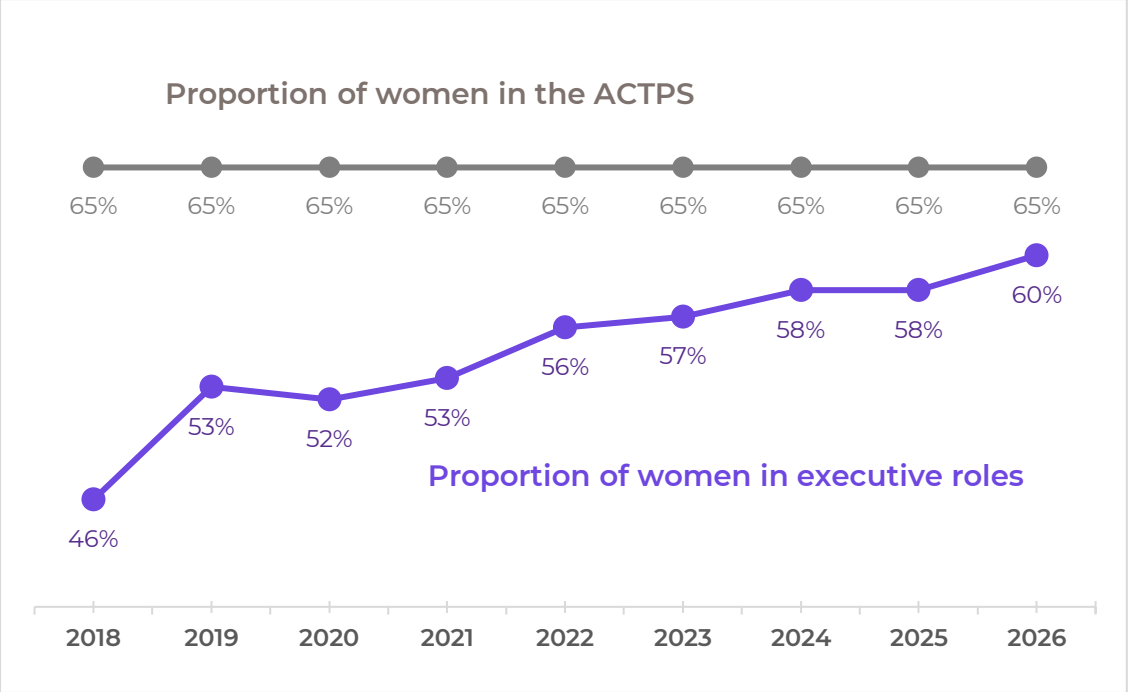
**Figure 7.1** illustrates our sustained gender equity performance since 2022. Variations across reporting periods largely reflect workforce structure changes and timing of ACTPS pay rises, while overall outcomes have remained close to pay parity.

**Figure 7.1: Gender pay gap in the ACTPS from 2022-26, and comparison of the gender pay gap between the ACTPS and the ACT and Australian labour forces from 2023-26**



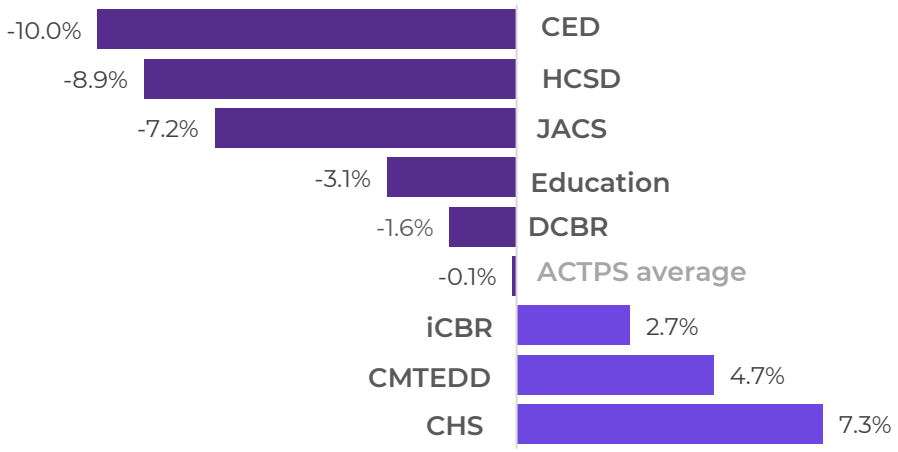

We continue to strengthen gender representation in leadership. Over the past nine years, the proportion of women in senior executive roles, has steadily increased with women now comprising 60% of the ACTPS Senior Executive Service, up from 58% in 2024-25 (**Figure 7.2**).

**Figure 7.2: Proportion of women in the ACTPS and executive roles, 2018-26**




While the ACTPS headline figure for closing the gender pay gap is -0.1% overall, results vary across directorates (see **Figure 7.3**). This is because the measure compares average earnings across an entire directorate, rather than the pay of women and men doing the same job. Differences in workforce composition, including the types of occupations and seniority of roles, can influence results. For example, some directorates have a high proportion of traditionally male-dominated occupations while others employ more women in sectors such as health and education.[2]

**Figure 7.3: Gender pay gap by directorate, 2026**




[2] Workforce participation data can be found at Appendix A

### Case study: Girls on Fire – Emergency Services Agency

The Emergency Services Agency partnered with Girls on Fire to encourage young women to explore volunteering and career paths in the traditionally male-dominated emergency services sector.

The program is aimed at women from diverse workforce groups, including Aboriginal and Torres Strait Islander, multicultural, neurodivergent and LGBTIQA+ communities.

Together, the Emergency Services Agency and Girls on Fire delivered a free, hands-on program offering comprehensive training experience on key skills and knowledge within the emergency services field.

The 33 participants completed a range of practical activities, such as breathing apparatus training, thermal imaging search and rescue, first aid, and controlled fire scenarios. Our Emergency Services Agency colleagues mentored participants throughout the program and shared their personal experiences of working in emergency services.

This initiative supports increased participation of women from diverse backgrounds in emergency services careers and volunteer roles. It contributes to a more inclusive, skilled and diverse workforce and strengthens community safety in the ACT.

**Impact**

- Increased participation of women from diverse backgrounds in emergency services careers and volunteer roles.
- Developed a more inclusive, skilled and diverse future workforce.
- Delivered improved community safety in the ACT through training a higher number of skilled volunteers.

## Building capability and leadership

We continue to foster a culture of continuous learning, development and innovation. We recognise the need to develop and strengthen the capabilities of our people at all levels to meet future challenges and deliver high-quality services.

Through our learning management system, employees across directorates and agencies can access a wide range of on-demand learning resources and eLearning modules that support professional development and strengthen understanding of key responsibilities and obligations. Our subject matter experts delivered targeted capability-building programs, including for example, cultural awareness training, tailored risk management workshops and disability awareness initiatives, helping people share expertise and build skills.

We continue to strengthen leadership capability through a range of development opportunities. During 2025-26, the Senior Executive Service induction program and speaker series provided practical learning opportunities for our senior leaders. These programs strengthened cross-directorate relationships to support connection and collaboration.



Minister for the Public Service, Rachel Stephen-Smith, provided an address at the March 2026 SES Speaker Series event on the importance of strong stewardship and efficient use of resources across our service.

We also partnered with leading public sector organisations, including Australia and New Zealand School of Government (ANZSOG) and the Institute of Public Administration Australia (IPAA), to provide our people with access to a range of nationally recognised learning, leadership and development opportunities.

This year, four of our people participated in the ANZSOG Executive Master of Public Administration and Executive Fellows Program, strengthening their leadership capability through evidence-based learning and practical application. A further 23 people took part in the IPAA Future Leaders program, building skills in leadership and strategic thinking.

Alongside leadership forums and professional networks, these opportunities help current and emerging leaders broaden their expertise and perspectives, strengthen connections and professional networks and apply new ideas for continuous improvement.

By creating opportunities to learn, grow and lead, we are building a capable, connected and future-ready workforce that continues to deliver for Canberrans.

### Capability Uplift through Whole of Government Communities of Practice

By bringing together practitioners from government and industry, we develop capability, promote collaboration and foster innovation.

Our people participate in a range of communities of practice, including:

- the Finance Community of Practice Learn at Lunch, which met in June 2026 to hear from Kylie Denton from Performance Advisory Group, supported by CPA Australia, on the topic of Strategic Communication
- the Business Analysis and Design Community of Practice, which supports capability building and information sharing in the areas of business analysis, human-centred design and innovation.
- the ACT Government Project Management Community of Practice which brings together project management professionals and practitioners to exchange knowledge, share best practices, and explore innovative approaches.

**Impact**

- Strengthened whole-of-government project delivery, business analysis, use of artificial intelligence and design capability.
- Facilitated connections across directorates.
- Reduced duplication of effort on aligned work projects.
- Created opportunities for people to access expertise beyond their immediate workplace.

## Attracting and retaining talent

We compete for highly skilled professionals in an increasingly competitive labour market. Supported by our enterprise agreement provisions and targeted attraction and retention initiatives we recruit and retain specialist expertise in critical areas, including healthcare, technical professions and other hard-to-fill roles that are essential to service delivery.

For example, directorates can offer competitive remuneration packages for high-demand skill sets to meet specific workforce needs. Supplementary payments may also be made under section 245 of the *Public Sector Management Act 1994* in very limited circumstances.

As of 30 June 2026, 580 ACTPS employees received attraction and retention incentives or section 245 payments, with 86% of those employed by Canberra Health Services. These arrangements help maintain critical capability in specialist workforces and support the continuity of essential services for the Canberra community.

## Our People: Spotlight on Dr Christina Igasto

At the centre of the ongoing transformation of Digital Canberra is Dr Christina Igasto, who commenced as Director-General and ACT Government Chief Digital Officer in May 2026. Throughout her career, Dr Igasto has led major transformation initiatives across government, healthcare and the private sector, always guided by a simple principle: technology is not the goal, better outcomes for people are.

Dr Igasto joined the ACT Government because she believes government has a unique opportunity to improve the everyday experiences of both the community and the public servants who serve them. She sees Digital Canberra as a powerful enabler of change, bringing together people, capability and expertise from across government to help deliver simpler, more connected and more responsive services.

> "*Technology is not the outcome. Better outcomes for the frontline and the community are the outcome. Digital services, technology, data and artificial intelligence are enablers that help us get there*."

With a PhD in Computer Science, Dr Igasto is an internationally recognised expert in Artificial Intelligence, digital health and MedTech. She is an Adjunct Associate Professor at the University of Sydney, a Fellow of the Australasian Institute of Digital Health and a Certified Health Informatician Australasia. In Sweden, Christina was recognised twice as one of Medtech's 100 Most Powerful People in the Nation.

For Dr Igasto, Digital Canberra is not simply a technology directorate. It is a catalyst for service transformation across government.



*Dr Christina Igasto*

## Case study: Building a More Connected, Trusted and digitally enabled ACT Government – Digital Canberra

The establishment of Digital Canberra brought together the ACT Government's digital, technology, data, cyber security and digital health talent to help us operate as one connected system. Digital Canberra's mandate is to make government easier to access, easier to use and easier to trust.

As the ACT Government's digital agency, and under Dr Igasto's leadership, Digital Canberra provides whole of government leadership across:

- digital transformation and service delivery
- cyber security and digital resilience
- data governance and analytics
- artificial intelligence and emerging technology
- technology investment and assurance
- enterprise architecture and platforms
- digital health transformation
- shared technology services and infrastructure.

The directorate supports more than just technology. It supports healthcare, education, justice, emergency services, city services and frontline operations that the Canberra community relies upon every day.

During its first year, Digital Canberra helped to deliver major outcomes, including:

- supporting more than 262,000 secure digital transactions through the ACT Digital Account
- expanding the Digital Health Record Link to more than 70 per cent of ACT general practice clinics
- supporting more than 285,000 Canberrans through the MyDHR portal
- strengthening whole-of-government cyber resilience through the Cyber Uplift Program
- modernising workforce and payroll systems
- delivering critical digital infrastructure supporting new schools, health facilities and emergency services.

Digital Canberra is also helping directorates access specialist expertise, shared platforms and enterprise solutions that reduce duplication and improve consistency. At the same time, it is investing in workforce capability to ensure the public service is equipped for an increasingly digital future.

## Growing our future workforce

We are committed to growing the next generation of public sector professionals by enabling different employment pathway programs for entry into our workforce.

Through internships, cadetships, and programs such as the ACTPS Graduate Program, Multicultural ACT's Work Experience and Support Program and the Chief Minister, Treasury and Economic Development Directorate Employment Pathway Program, we continue to build a sustainable and diverse workforce through scalable entry-level employment programs.

The 2026 ACTPS Graduate Program attracted 21 university graduates from across the ACT and nationally to begin their public service careers. Over the 10-month program, graduates complete two rotational placements across different teams and directorates, gaining broad experience, developing professional networks and building an understanding of how government delivers for the community. Graduates are matched to roles that align with their skills, interests and career aspirations. They participate in tailored learning and development programs that strengthen their public sector knowledge and workplace capabilities.

Our graduates bring fresh perspectives, contemporary skills and new ideas that help the ACTPS adapt and evolve. By investing in their development, we are building the next generation of leaders and strengthening the future capability of the service.

## Our People: Entry into the ACTPS – Emily Inkson

For Emily Inkson, being part of the 2026 ACTPS Graduate Program cohort has provided an exciting opportunity for a meaningful career in the ACTPS.

She has gained valuable insights into different areas of government and developed a broad understanding of how the ACTPS works to support the Canberra community. Emily's first rotation was at Infrastructure Canberra in the Communication and Engagement Team, where she contributed to communication activities and stakeholder engagement initiatives for a major infrastructure project. This role demonstrated the value of strategic communication and meaningful engagement in supporting the delivery of complex infrastructure projects.

For her second rotation, Emily moved to the Governance Branch at the Education Directorate, gaining experience in supporting governance processes, policy compliance and decision making across the directorate. This rotation offered a different perspective on government, providing insight into the frameworks, processes and advice that help ensure effective and accountable decision making and practices.

Experiencing two very different work environments has been a valuable part of the program for Emily, providing exposure to diverse skills, perspectives and ways of working across the ACTPS. The program has also enabled her to build meaningful professional relationships, strengthen her capability and gain a well-rounded understanding of the public service, providing a strong platform for Emily's career in the ACTPS.



Emily Inkson is part of the 2026 graduate cohort.

## Our People: Graduate and Beyond – Kieran Ives

Beginning as a graduate assistant in the ACTPS in 2013, after relocating from Sydney to Canberra, Kieran has built a diverse and rewarding career spanning policy, program delivery and governance.

Over more than a decade, he has contributed to and led work on some of the ACT Government's most significant and complex priorities, developing expertise across a range of portfolios and policy settings. His experience has included work on child- safe policies, the ACT's loose-fill asbestos response, statutory planning, and Cabinet and Assembly governance. These roles have provided opportunities to work at the intersection of strategy, service delivery and decision making, helping to shape outcomes that matter to the Canberra community.

Kieran values the breadth of opportunities offered by the ACTPS and the chance to collaborate with talented and committed colleagues across government. He considers it a privilege to support good governance and public policy and is driven by the opportunity to help government respond to complex challenges and deliver better outcomes for the community it serves.



Through his work with the ACTPS, Kieran Ives has delivered meaningful outcomes for Canberrans

## Case study: Employment Pathway Program – Chief Minister, Treasury and Economic Development Directorate

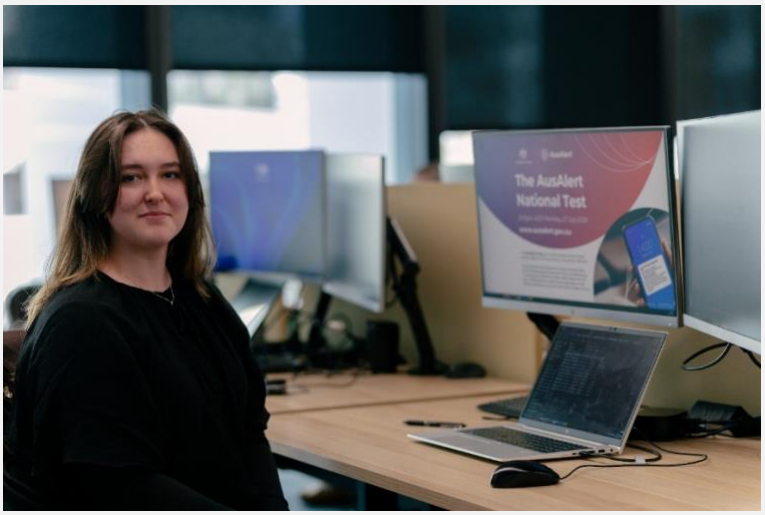
The Chief Minister, Treasury and Economic Development Directorate's Employment Pathway Program provides opportunities for Year 11-12 ACT Public School Aboriginal and Torres Strait Islander students with a pathway into a career in the ACT Public Service.

Over 18 months, participating students gain work skills and networks through paid work and school-based apprenticeships. On completion of the program, students are guaranteed employment pathways into the ACTPS.

The program supports participants by embedding cultural care and safety throughout recruitment, induction and ongoing employment phases. This gives participants access to cultural networks, advisers and culturally informed workplace practices. Through mentorship, structured workplace experience and development opportunities, the program offers participants meaningful career opportunities while building future workforce capability.

**Impact**

- Delivered culturally safe and supported entry pathways for young Aboriginal and Torres Strait Islander people.
- Improved our cultural capability and future workforce capability.
- Developed an employment pathway program model that can be rolled out across the ACTPS.




The Employment Pathways Program offers a career pathway into the ACTPS for Aboriginal and Torres Strait Islander students.

## Our People: Supporting Diverse Perspectives in the Workplace

Through Multicultural ACT's Work Experience and Support Program (WESP), the Justice and Community Safety Directorate continued to support employment pathways for culturally and linguistically diverse Canberrans.

During the reporting period, business units across the directorate hosted 14 WESP placements. Structured as two eight-week rounds, the program offers participants the opportunity to obtain a Certificate II in Workplace Skills from Canberra Institute of Technology, alongside valuable work experience in an ACT Government directorate.

**Impact**

- Several participants offered ongoing roles or temporary contracts.
- Strengthened cultural capability within hosting teams.
- Supported inclusive workplace practices across the directorate.

Muhammad Ashan was one of the WESP participants who completed a rotation with the directorate, based at the ACT Law Courts.

Leanne Thomas volunteered to host Ahsan.

> *"I put a program together for the eight-week period and set some goals and tasks to work to, so that we could see what we'd achieved.*
>
> *Having a WESP participant in the team is beneficial to both sides. I get someone with a finance background who has that skill set and willingness. And other people in my team get leadership experience*."

Ahsan had an equally positive experience.

> *"I've learned how the finance department works in the government sector. I'm really confident now I know the procedures and expectations in this environment*."



Leanne Thomas and Muhammad Ashan took part in one of the 2026 WESP rounds.

# Promoting safety and wellbeing

We are committed to creating workplaces where our people feel safe, supported and able to perform at their best. Protecting psychological health and safety remains a whole of government priority, with a strong focus on preventing harm.

During 2025-26, we strengthened our approach to managing psychological risks by addressing workplace factors such as work design, organisational culture and early intervention, while maintaining support services for employees who need them.

A whole of government action plan guided this work, supported by a cross-service community of practice that built capability, shared good practice and helped embed psychosocial risk management into work health and safety systems and practices.

Employees can access over 200 role-specific safety training modules through the ACTPS learning platform, delivered online and in-person. Together with whole of government training that promotes awareness of work, health and safety responsibilities, these modules provide practical, targeted support to keep our workforce safe.

## Case study: Before Blue

In May 2026, we introduced Before Blue, providing all employees with free access to confidential mental health coaching. Before Blue adds mental health to the suite of free, early intervention services available to prevent illness and injuries and support health and wellbeing.

Developed by Beyond Blue, Before Blue helps employees address challenges such as stress, work pressures, financial concerns, health issues and relationship difficulties before they escalate. The program provides up to eight one-on-one coaching sessions, supported by practical tools and digital resources that help employees build skills and strategies to manage stress early and build lifelong skills to improve mental health.

The initiative was delivered as part of a program to improve psychosocial safety in the ACTPS psychosocial safety action plan and was informed by employee feedback through the Your Voice 2024 survey, with the employee response being overwhelming. It demonstrates our commitment to maintaining psychologically safe and inclusive workplaces.

**Impacts**

- Access to free, confidential early intervention mental health coaching.
- Supported our people to manage stress early and build lifelong skills to improve mental health.
- Strengthened our approach to preventing psychological injury and improving psychosocial safety.

# Strengthening inclusion and belonging

A diverse workforce brings broader perspectives, strengthens problem-solving and helps us better understand and respond to the needs of the Canberra community. Our people draw on their lived experience, cultural knowledge and unique perspectives to improve communication, increase accessibility and strengthen service delivery.

We continue to invest in initiatives that support representation, capability development and career progression. This creates opportunities for people from all backgrounds to thrive. Initiatives such as multilingual communication projects, inclusion and belonging hubs, and language capability programs demonstrate how workforce diversity strengthens both employee and community experiences.

By valuing diverse perspectives and creating opportunities for people to contribute their skills and experiences, we are building a more inclusive workplace and a more responsive public service.

The Auditor-General's Diversity, Equity and Inclusion in the ACT Public Service report (January 2026) identified opportunities to strengthen our approach to diversity, equity and inclusion, including through improved workforce data, stronger accountability arrangements, enhanced capability development and a more coordinated whole-of-government approach.

In response, work commenced on a contemporary ACTPS Inclusion and Belonging Strategy to strengthen accountability, improve workforce insights and bring together the valuable work already underway. While still under consideration, the strategy aims to support a more coordinated and contemporary approach to fostering inclusion, belonging and equitable workplace experiences across the ACTPS.

We are taking action to create more inclusive workplaces. During 2025-26, we improved access to diversity, equity and inclusion resources and provided clear guidance to help people foster inclusive behaviours and practices. Recognising that accessible and easy-to-understand information supports inclusion capability, we continue to strengthen awareness, understanding and confidence across the ACTPS.

We updated workplace gender affirmation guidance, expanded inclusive recruitment resources and released new neurodiversity awareness materials through the ACTPS Culture, Inclusion and Belonging Hub. Together, these resources provide practical support to employees, managers and human resources practitioners, helping reduce barriers to participation and promote fair and inclusive employment practices.

These initiatives are strengthening inclusion capability, improving accessibility and awareness and helping create workplaces where people can bring their whole selves to work.

### Case study: Mulanggari – Keeping Culture Alive – Justice and Community Safety Directorate

In 2025, the Justice and Community Safety Directorate Cultural Adviser, Ngunnawal woman Nevada Brown, developed Mulanggari (Ngunnawal for 'keeping culture alive'), a locally grounded, robust cultural learning program designed to strengthen cultural capability and support culturally safe workplaces.

Aboriginal employees co-facilitate the program, ensuring learning is authentic, culturally informed and grounded in lived experience.

Through Mulanggari employees explore:

- how colonisation has shaped Australia's history and continues to impact Aboriginal and Torres Strait Islander people
- unconscious bias and how privilege can affect interactions in the workplace
- the ACT Aboriginal and Torres Strait Islander Agreement
- practical actions to create culturally safe and respectful workplaces.

Participation in Mulanggari is mandatory for all Justice and Community Safety Directorate employees. During the reporting period, more than 300 staff completed the program across nine sessions.

**Impact**

- Supported cultural safety and inclusion.
- Improved cultural capability.
- Strengthened respectful engagement with Aboriginal and Torres Strait Islander people in policy, service delivery, and workplace practice.

## Creating safe and respectful workspaces

We are strongest when our people and workforce reflect the diversity of the Canberra community. By creating workplaces where people feel safe, respected and valued, we encourage employees to bring their skills, experiences and perspectives to their work. This strengthens the quality of our decision making, service delivery and community outcomes.

Throughout 2025-26, we continued to invest in cultural safety, inclusion and belonging. Through targeted reforms, workforce development initiatives and inclusive workplace practices, we are building environments where employees feel safe, respected and supported to contribute their perspectives, experiences and expertise.

## Case study: Multilingual Video Series – WorkSafe ACT

WorkSafe ACT embedded collaboration and inclusion into a program of work to deliver more inclusive work health and safety communication.

A multilingual video series was launched to celebrate and leverage the diversity of the WorkSafe workforce. The series recognised our culturally and linguistically diverse environments, and that safety information needs to be clearly understood by all. The series involved people volunteering to translate and present a simple safety message in different languages, drawing on existing staff capability. The series reinforced that every worker has the right to a safe workplace and that safety information must be accessible and understood, with the videos posted on WorkSafe ACT social media.

This program of work demonstrated collaboration and created opportunities for our people to share and celebrate their linguistic and cultural diversity. This contributed to stronger engagement, a sense of pride and a shared understanding of inclusive practices.

By embedding collaboration and inclusion into its communication approach, WorkSafe ACT is supporting a more responsive public service that can adapt to the needs of the ACT community.

**Impact**

- Supported more inclusive and effective work health and safety communications.
- Celebrated the diversity of WorkSafe ACT.
- Created a simple model that can be expanded internally and across our workplaces.



WorkSafe ACT staff filming content as part of the Multilingual Video Series.

### Case study: Inclusion Hub People First Award – Infrastructure Canberra

In 2024-25, Infrastructure Canberra's Pride Network, supported by staff-led inclusion groups, developed an Inclusion Hub as a safe and empowering environment for all identities and communities to come together and collaborate.

In 2025-26, Infrastructure Canberra won a 2025 Property Council of the ACT People in Property Award for the Inclusion Hub – the People First Award.

From the vibrant mural, with contributions from 34 team members, to the mental health resources, sunflower (hidden disabilities) lanyards, and pride materials, the Inclusion Hub is a space that invites connection, conversation, and care.

The hub has already sparked new communities and collaboration, like the Enabling Network, and continues to foster collaboration and confidence.

This award recognises the incredible work of our people in creating a space that is inclusive, welcoming, and deeply reflective of our values.

**Impact**

- Delivered an inclusive space, which invites connection, conversation and care.
- Demonstrates our value of and support for our diverse workforce.
- Creates a safe and innovative space for collaboration.

## Supporting diverse career pathways

We continue to invest in development and career progression for people from diverse backgrounds.

The ACTPS Pilot Mentoring Program is for employees from culturally and linguistically diverse backgrounds who aspire to leadership roles. This six-month program, which ran from June to December 2025, paired 13 employees with senior executive mentors, expanding their professional networks, building leadership capability and affording them with greater visibility of public sector priorities.

We strengthened leadership capability through funded participation in the Queensland University of Technology Public Sector Management Program. Across 2025-26, 23 people undertook a Graduate Certificate in Business (Public Sector Management), with priority support provided to Aboriginal and Torres Strait Islander employees, employees from culturally and linguistically diverse backgrounds, employees with disability and neurodivergent employees.

These opportunities strengthen capability, support career progression, and ensure leadership pathways are accessible to talented employees from a broad range of backgrounds.

### Case study: Supporting a Diverse and Inclusive Workforce – Suburban Land Agency

The Suburban Land Agency has invested in workforce capability to better support culturally and linguistically diverse employees and stakeholders.

In 2025-26, a Diversity, Inclusion and Wellbeing officer and an Employee Relations officer successfully completed the National Accreditation Authority for Translators and Interpreters Community Language Aide Test, achieving accreditation in Spanish. Supporting our people to attain this nationally recognised certification enhances our capability to provide services, in this instance, specifically to native Spanish speakers. It ensures the organisation can engage with an increasingly diverse workforce and community.

The accredited individuals have used their improved language skills to:

- support onboarding activities, workplace guidance and wellbeing conversations
- assist a Work Experience and Support Program participant
- encourage participation in multicultural networks, events and inclusion initiatives
- foster a welcoming environment, strengthen engagement, and support employees to participate confidently in workplace opportunities.

This initiative demonstrates practical leadership in diversity and inclusion through capability building, staff engagement and culturally responsive practice. It is one example of our people contributing to a workplace where people from all cultural and linguistic backgrounds feel welcomed, valued and empowered to participate fully.

**Impact**

- Strengthened organisational readiness to respond to future language support needs.
- Improved access to workplace information and support services.
- Promoted a greater sense of belonging for employees from diverse backgrounds.

## Aboriginal and Torres Strait Islander employee inclusion

Through a One Service approach, the Cultural Transformation Group is driving cultural capability, cultural safety and reform, supported by directorate-led initiatives that respond to local needs and priorities.

During 2025-26, directorates invested in initiatives that deepened understanding of Aboriginal and Torres Strait Islander histories, cultures and perspectives while supporting culturally safe workplace practices. These initiatives include but are not limited to:

- cultural awareness training
- yarning circles and networks
- community events
- engaging with Cultural Advisers and community
- cultural safety audits and reviews

- delivering and/or attending events held for National Reconciliation Week, NAIDOC Week, and the National Apology
- culturally safe recruitment practices
- career development workshops
- delivering Acknowledgment of Country in Ngunnawal language
- Aboriginal and Torres Strait Islander staff participation in summits, conferences, and career development opportunities.

### Case study: Yarning Brew – Seven Years of Connection

What started in 2019 as a simple idea to bring Aboriginal and Torres Strait Islander staff together for a coffee and a yarn has grown into a trusted community of more than 150 members across the ACTPS.

Established as a grassroots, staff-led initiative, Yarning Brew provides a culturally safe space where Aboriginal and Torres Strait Islander employees can connect, share experiences and support one another while navigating the realities of working in government. Through regular gatherings, fortnightly online yarns and an active online community, members build relationships that strengthen wellbeing, cultural identity and professional networks.

Over the years, Yarning Brew has welcomed conversations with the Head of Service, directors-general, ministers and other senior leaders. In 2026, members hosted Minister Suzanne Orr MLA, Minister for Aboriginal and Torres Strait Islander Affairs, for an open discussion with staff, providing an opportunity for Aboriginal and Torres Strait Islander voices to be heard directly by government decision makers. The network has also been recognised through invitations to Government House and participation in significant cultural events.

While Yarning Brew has grown considerably since its beginning, its purpose remains unchanged: creating connection, culture, community and support for Aboriginal and Torres Strait Islander people across the ACTPS.

**Impact**

- Established a trusted, ACTPS network with more than 150 Aboriginal and Torres Strait Islander members.
- Created regular opportunities for connection through fortnightly online yarns and in-person gatherings.
- Strengthened wellbeing, cultural safety and professional networks for Aboriginal and Torres Strait Islander employees.
- Increased visibility of Aboriginal and Torres Strait Islander perspectives through direct engagement with ministers, directors-general and other senior leaders.

### Case study: Cultural Safety – Justice and Community Safety Directorate

The Justice and Community Safety Directorate has continued to embed cultural safety through the delivery of a suite of cultural safety resources and tools.

In September 2025, a circle of Aboriginal and Torres Strait Islander and non-Indigenous voices came together to share stories, truths, and reflections about what cultural safety means. This powerful conversation, 'Grounded in Culture' is now a podcast. The podcast was launched with an in-person event during Safe Work Month 2025. Around 50 people attended, including the Justice and Community Safety Aboriginal and Torres Strait Islander Elected Body representative. Six Aboriginal and Torres Strait Islander employees generously shared their experiences and insights on the significance of cultural safety.

In February 2026, the Justice and Community Safety Directorate launched a suite of cultural safety resources and tools. These culturally grounded and practical tools include a self-assessment tool and action-planning guidance to support staff, including senior leaders, to embed culturally safe perspectives and practices in their work.

**Impact**

- Created space for truth-telling to enable our Aboriginal and Torres Strait Islander colleagues to share stories that carry deep meaning, lived experience and wisdom.
- Developed an increased understanding of cultural capability and safety.

## Investing in inclusive practices for our diverse workforce

During 2025-26, directorates and agencies invested in initiatives that strengthened inclusion, improved accessibility and supported greater workforce participation across the ACTPS. These initiatives included:

- developing and implementing Disability Inclusion Plans
- attending events relating to days of significance
- promoting awareness and inclusion through networks
- providing development opportunities for people from diverse workforce groups
- improving accessibility of our communications
- delivering awareness and confidence training for various diverse workforce groups
- training on respectful workplaces
- mentoring and pastoral care initiatives
- inclusive recruitment practices
- updating all toilet facilities with appropriate signage
- supporting active participation in the Multicultural ACT Work Experience and Support Program.

## Supporting veteran employee inclusion

We continue to strengthen support for veterans and defence families, recognising the valuable skills, experience and leadership they bring to our workforce.

During 2025-26, initiatives included targeted engagement activities, such as participation in Australian Defence Force member and family transition seminars. At these seminars, staff provided advice and resources to current and former Australian Defence Force members, helping them translate their skills, prepare effective job applications, and better understand career opportunities.

### Case study: Veteran and Defence Family Members Inclusion – City and Environment Directorate

Following the machinery of government changes on 1 July 2025, an amalgamation of the different employee networks from across the former entities led to the establishment City and Environment Directorate Veterans Network. Led by an executive sponsor, the Veterans Network strengthens opportunities for veteran employee representation and consultation, supporting connection, inclusion and employee engagement.

With 20 members, the Veterans Network has started planning engagement activities to support participation in the ACTPS Inclusion Livestream Series. A dedicated session promoted awareness, connection and inclusion for employees with defence service history and the broader veteran community. The Veterans Network has also engaged with the Office of Seniors and Veterans and the Office of Industrial Relations and Workforce Strategy Inclusion Team to better understand how the Veterans Network can advocate, support and advance the attraction, retention and engagement of veterans.

**Impact**

- Increased employees in City and Environment Directorate with defence service history from 59 to 63 employees.
- Implemented a network for veterans to support connection, inclusion and employee engagement.

# Modernising our employment arrangements

We continue to modernise employment conditions to reflect the needs of our contemporary workforce.

## Enhancing employee conditions

During 2025-26, bargaining commenced for 17 of 18 ACT Public Sector enterprise agreements. We also introduced and updated a range of whole-of-government policies covering employee wellbeing, mobility, leadership, professional development, workplace safety and organisational needs. Key initiatives included:

- **supporting employee wellbeing and safety** through updates to the Family, Domestic or Sexual Violence Policy and Toolkit, Health and Wellbeing Reimbursement Policy, Personal Leave Guidelines and COVID-19 Policy

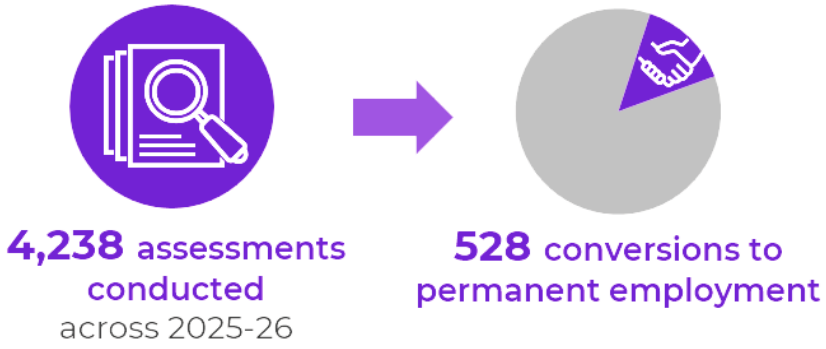
- **strengthening leadership capability and accountability** through the Executive Capabilities Framework, 'Executive Capabilities: Implementing the Closing the Gap Principle', and the Executive Handbook
- **supporting workforce mobility, development and career growth** through the Mobility Guideline, Professional Membership Fees Guidelines and Union Encouragement Policy
- **enhancing workforce integrity and employment security** through the Secure Workforce Conversion Process, Working with Vulnerable People (Background Checking) Policy, and Salary Adjustment and Overpayments Policy.

These improvements help create a workplace that is modern, flexible, supportive and responsive to employee and organisational needs.

## Securing employment

We are creating secure career pathways that give employees confidence in their future and support a stable, high-performing workforce. Through the ACT Government's Secure Workforce Conversion Policy, eligible casual and temporary employees can transition to permanent employment where ongoing work is available.

During 2025-26, 4,238 assessments were conducted under the conversion process[3] resulting in 528 employees securing permanent employment[4].




## Advancing our Closing the Gap commitments

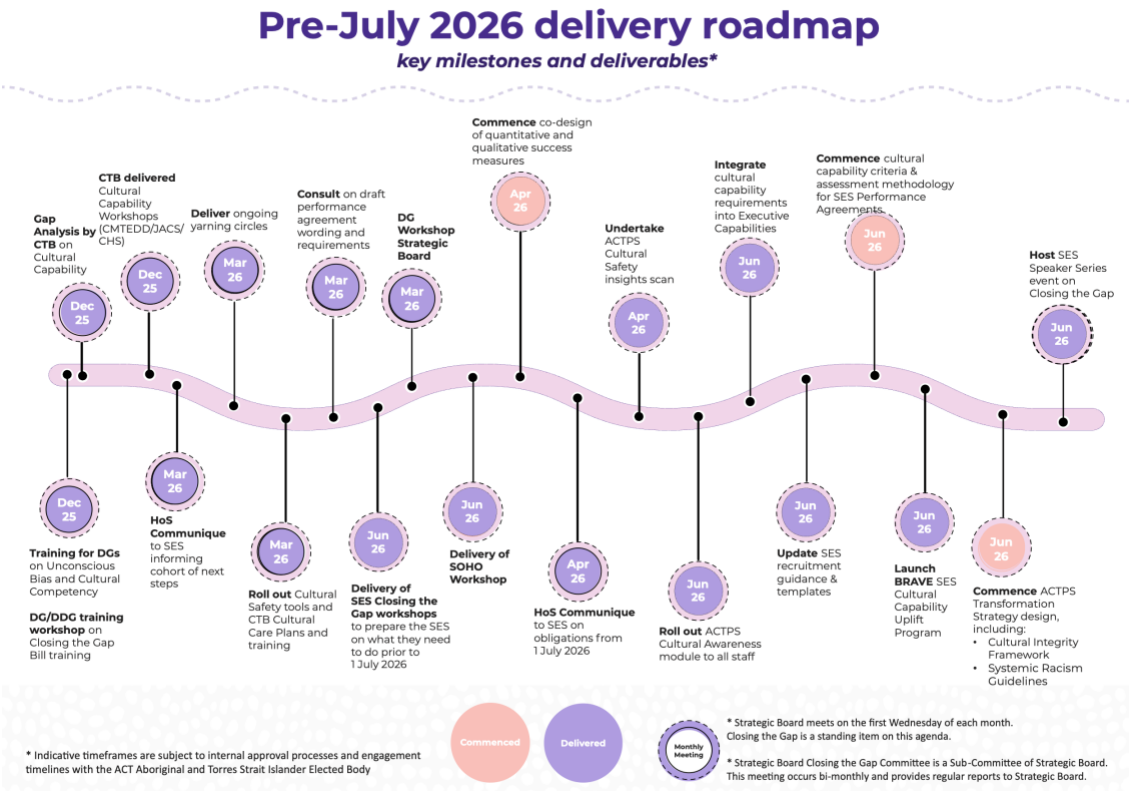
We are taking active steps to embed cultural accountability, strengthen capability and improve outcomes for Aboriginal and Torres Strait Islander staff and community.

The *Public Sector (Closing the Gap) Legislation Amendment Act 2025* introduced the 'Closing the Gap Principle' into the *Public Sector Management Act 1994.* This strengthens accountability through new leadership and reporting requirements. These

[3] The secure workforce conversion data differs from previous reporting periods due to a decline in the total number of people engaged in casual or temporary employment, and the implementation of a management strategy to manage outcomes within the Education Directorate.
[4] The statistics provided are inclusive of Canberra Health Services and North Canberra Hospital outcomes which are yet to be finalised for the 2025-26-financial year, and may be subject to further updates.

reforms recognise that achieving lasting change requires culturally informed decision making, stronger partnerships and ongoing investment in cultural safety.

To support implementation, the Cultural Transformation Group worked with the ACT Aboriginal and Torres Strait Islander Elected Body and Aboriginal and Torres Strait Islander staff, cultural advisers, teams delivering Aboriginal and Torres Strait Islander specific programs and services, directors and senior leaders across government to co-design an implementation approach that reflects both legislative requirements and community priorities.




## Building on strong foundations

We have been on a cultural transformation journey for several years, building the foundations for a more culturally safe, capable and accountable public service.

Long before the legislation commenced, we had already invested in initiatives to strengthen cultural leadership, capability and safety. Key milestones included the creation of the Ngunnawal possum skin cloak in 2019, the introduction of cultural adviser roles in 2020, expansion of the Cultural Advisers Network in 2022, and the establishment of the Cultural Transformation Branch, now the Cultural Transformation Group, within the Chief Minister, Treasury and Economic Development Directorate, in 2023. We also progressively strengthened recruitment, leadership pathways and workforce initiatives to better support Aboriginal and Torres Strait Islander employees.

## Turning commitment into action

We have developed a whole of service implementation plan focused on strengthening cultural safety, uplifting cultural capability, identifying and addressing systemic racism, and driving long-term reform.

During 2025-26, we established the Closing the Gap Implementation Hub as a central source of guidance and resources for employees, launched whole of government cultural awareness e-learning and incorporated cultural capability requirements into Senior Executive Service performance agreements.

We also expanded support for Aboriginal and Torres Strait Islander employees through Cultural Safety Care Plans, cultural supervision, wellbeing programs and ongoing yarning circles that strengthen connection, cultural safety and belonging. In partnership with Dr Karen Demmery, a dedicated Cultural Safety and Supervision Program was launched in June 2026, providing both cultural support for Aboriginal and Torres Strait Islander employees and capability uplift.

To strengthen leadership accountability, we delivered Closing the Gap workshops for all Senior Executive Service staff, introduced cultural capability requirements into executive performance agreements and commenced delivery of the BRAVE (Bias, Racism, Allyship, Validate and Empower) program.

## Creating lasting change

This work extends beyond compliance with legislative requirements. Working alongside the ACT Aboriginal and Torres Strait Islander Elected Body, the Cultural Advisers Network and Aboriginal and Torres Strait Islander staff, the ACTPS is embedding cultural safety into leadership, decision making and service delivery.

The next phase of this work will focus on expanding cultural safety coaching and support, strengthening cultural capability across the workforce, improving data transparency and continuing to address systemic barriers. Together, these reforms are helping create a more culturally responsive public service and building the foundations for lasting, system-wide change.

## Case study: Strategic Board Workshop on Closing the Gap Collaboration – Cultural Transformation Group

**Taking the first steps in partnership**

On a warm December morning at Boomanulla Oval, a quiet but significant shift began to take shape. Directors-general, deputy directors-general, chairs of the Elected Body, Cultural Advisers, people from the Office of Industrial Relations and Workforce Strategy and the Office of Aboriginal and Torres Strait Islander Affairs gathered, united by a shared purpose: to take meaningful steps toward Closing the Gap.

This was not a typical workshop. Guided by Aboriginal and Torres Strait Islander leaders, participants engaged in yarning circles, reflective exercises, and candid conversations that encouraged openness and accountability. Stories of lived experience—of resilience, challenge, and progress—created a space where truth-telling became not just encouraged, but essential.

The significance of this gathering extended beyond the day itself. Just days earlier, legislation had formally embedded the 'Closing the Gap Principle' into the public sector, reinforcing a commitment to equity and accountability that would become operable from 1 July 2026. Yet, as participants acknowledged, systemic barriers, including racism and bias, persist and outcomes for Aboriginal and Torres Strait Islander communities remain uneven.

**Building a pathway forward**

What made this day powerful was the collective willingness to listen, reflect, and act. Leaders confronted difficult truths while recognising the importance of partnership with community. Aboriginal and Torres Strait Islander staff shared their perspectives with honesty, enriching the dialogue and strengthening the pathway forward.

The workshop marked the beginning of an ongoing journey—one grounded in courage, humility, and collaboration. Participants left not only with deeper understanding, but with a renewed responsibility to translate insight into action, embedding cultural capability and accountability into their everyday work.

For all participants, this initiative represents more than a program—it is a commitment to sustained, systemic change. By investing in leadership, amplifying community voices, and fostering genuine partnerships, this work is helping to build a future where equity is not an aspiration, but a reality.



Participants of the Strategic Board Workshop

# Recognising excellence

Every day, our people make a positive difference for the Canberra community. Through their expertise, leadership and commitment to public service, they deliver services, drive reform and improve outcomes for Canberrans.

## National honours, recognition and awards

Our people are frequently recognised through national honours and awards, including the Australia Day and King's Birthday Honours Lists. These awards recognise exceptional service, leadership and contributions to the Canberra community and reflect the dedication and professionalism of our workforce.

In 2025-26, several of our people received national honours and awards in recognition of their outstanding service:

**Dr Mandy Evans – Order of Australia**

For service to medicine in the field of psychiatry. Dr Evans has strengthened mental health services, psychiatric training and clinical research, shaping professional standards across the ACT and beyond.

**Robert Gore – Australian Fire Service Medal**

For distinguished service to the ACT Rural Fire Service. Robert's leadership, training and mentorship have strengthened volunteer capability and emergency response across the ACT for more than 30 years.

**Lisa Deck – Ambulance Service Medal**

For distinguished service with the ACT Ambulance Service, in particular for exceptional clinical and operational leadership in the provision of pre-hospital clinical care, as a training and development officer, and for initiative in improving paramedic and patient outcomes.

**Julia Rozycka – Emergency Services Medal**

For distinguished service to the ACT State Emergency Service. Julia's leadership strengthened emergency response during major events, including the 2019-20 bushfires, 2020 hailstorm and COVID-19 pandemic.

**Philip Crispin – Public Service Medal**

For outstanding public service in patient blood management and transfusion medicine. Philip's leadership advanced patient blood management initiatives, including the Hemovigilance Project, improving transfusion safety and protecting some of the community's most vulnerable patients.

**Derek Kettle – Public Service Medal**

For outstanding public service in legal leadership and constitutional advice. Derek's expertise has supported the ACT Government to navigate complex legal and constitutional matters and strengthened decision making across government.

**Anne-Maree Sabellico – Public Service Medal**

For outstanding public service in child protection and youth justice reform. Anne-Maree's leadership strengthened early intervention and prevention approaches while advancing commitments to Closing the Gap and the Aboriginal and Torres Strait Islander Child Placement Principle.

**Paul Owens – Australian Fire Service Medal**

For outstanding public service in fire safety leadership, building assessment and engineering capability. Paul's commitment to raising safety standards and strengthening industry partnerships has enhanced emergency response capability and community safety.

**Natalie Veenstra – Australian Corrections Medal**

For outstanding public service in custodial operations and cultural and operational reform. Natalie's leadership improved outcomes for detainees and strengthened effectiveness and safety across the corrections system.

**Patrick Coffey – Emergency Services Medal**

For meritorious service with the ACT State Emergency Service. Patrick's leadership and dedication to frontline operations have strengthened emergency response capability and community resilience.

**Matthew Shonk – Australian Fire Service Medal**

For distinguished service to ACT Fire & Rescue. Matthew's commitment to advancing health, safety and wellbeing and enhancing operational capability has strengthened emergency service outcomes.

**David Pennock – Australian Fire Service Medal**

For distinguished service to the ACT Rural Fire Service. David's leadership and commitment across operational and administrative functions have strengthened emergency services capability across the ACT.

By recognising outstanding contributions at both the ACT and national level, we celebrate the people whose dedication, expertise and leadership help make the ACTPS a trusted and high-performing public service.

## 2026 ACTPS Awards for Excellence

The ACTPS Awards for Excellence celebrate the people and teams whose work makes a positive difference for the Canberra community. The awards recognise employees who demonstrate the ACTPS values in action and showcase the expertise, leadership and commitment that underpin a high-performing public service.



The message sticks (artist: Josh Evans) presented to the ACTPS Award winners, each representing a key value (pictured from front to back: Bill Harris Award, Leadership Award, Respect Award, Innovation Award, Collaboration Award and Integrity Award)

### Bill Harris Award

Kangaroo tracks symbolise moving forward with purpose. They represent progress, resilience and leaving a lasting pathway for future generations. This message stick honours a legacy of service, commitment and positive impact that continues to guide others.

### Leadership

The interwoven design represents many journeys connected together. Leadership is not standing above others, but bringing people together, creating strength through unity and guiding a shared direction.

**Respect**

Every journey begins by recognising where we stand. The meeting place represents community, while the pathways remind us that every person arrives with their own story. Respect is found in listening, acknowledging and valuing others before ourselves.

**Innovation**

Rivers continually adapt to the landscape before them. When they meet obstacles, they don't stop—they find another way while remaining connected to their source. Innovation is about learning, adapting and creating better pathways while remaining grounded in purpose.

**Collaboration**

Three individual elements become one story. Like communities working together, each contributes something different while remaining connected through a shared purpose.

**Integrity**

The parallel pathways travel together without wavering. Integrity is choosing the right path, remaining honest and being consistent in our actions even when no one is watching.

## 2026 Winners

# Winner: Award for Excellence in Respect

**The Domestic Animal Services Facility Operations Team**

**City and Environment Directorate**



Artist: Josh Evans

The Domestic Animal Services Facility Operations Team was recognised for their outstanding commitment to respect in the care of animals, support of volunteers and engagement with the ACT community. Through their compassionate, professional and collaborative approach, the team has strengthened rehoming outcomes, built trusted partnerships with rescue organisations and foster groups, while continuing to ensure that every animal and person is treated with dignity, care and respect.




The ACT Chief Minister Andrew Barr and Acting Head of Service Russ Campbell with the Domestic Animal Services Facility Operations Team (pictured from L-R: Tara McMahon, Keda Southwell, Jordan Bowles, Narelle De Silva, Abigail Walsh, and Lily Wharton)

# Winner: Award for Excellence in Integrity

**Joanne Lutz**

**Justice and Community Safety Directorate**



Artist: Josh Evans

Joanne was commended for her exceptional integrity and unwavering commitment to fair, ethical and person-centred practice in community corrections. Through her commitment to collaborative service delivery and dedication to helping individuals achieve positive outcomes, Joanne consistently upholds the highest standards of professionalism, accountability and public service.




The ACT Chief Minister Andrew Barr and Acting Head of Service Russ Campbell with Joanne Lutz.

# Winner: Award for Excellence in Collaboration



Artist: Josh Evans

**The Housing Cluster – Housing and Inclusive Policy Branch**

**Health and Community Services Directorate**

The Housing Cluster – Housing and Inclusive Policy Branch, was recognised for their outstanding collaboration in developing the Oaks Estate Strategic Plan. Through building relationships, sharing responsibility and listening with intent, the team delivered a plan that has established a strong foundation for improved outcomes for the Oaks Estate community.




The ACT Chief Minister Andrew Barr and Acting Head of Service Russ Campbell with representatives from the Housing and Inclusive Policy Branch (pictured from L-R: Sara Rijaluddin and Anita Gardner).

# Winner: Award for Excellence in Innovation

**Martha Boxx**

**Canberra Health Services**



Artist: Josh Evans

Martha was recognised for her innovative leadership in improving the consumer experience at the Gungahlin Walk-in Centre through the 'Hey, what's your number?' initiative. By designing and implementing a simple, scalable solution, Martha significantly improved queue transparency, reduced consumer anxiety, enhanced staff workflows and strengthened access to patient-centred care. Through this initiative, Martha has demonstrated the power of practical innovation to deliver meaningful system-wide benefits.




The ACT Chief Minister Andrew Barr and Acting Head of Service Russ Campbell with Martha Boxx.

# Winner: Award for Excellence in Leadership



Artist: Josh Evans

**The Cultural Transformation Group**

**Chief Minister, Treasury and Economic Development Directorate**

The Cultural Transformation Group were recognised for their outstanding leadership in advancing whole of government cultural transformation. Through genuine collaboration, the Group have co-designed a first of its kind model to embed the ACT's Closing the Gap commitments and uplift cultural safety, capability and accountability across the ACT Public Sector to deliver lasting improvements for Aboriginal and Torres Strait Islander staff and communities.




The ACT Chief Minister Andrew Barr and Acting Head of Service Russ Cambell with representatives from the Cultural Transformation Group (pictured from L-R: Matthew Ford, Lela Hopkins, Kristal Priestly, Corey Hammond, Louise Proctor, Nat George, Erin Sorensen, Courtney Miller, Skye Haffner and Tiankang Wang).

# Winner: Bill Harris Executive Leadership Award



Artist: Josh Evans

**Veronica Morados**

**Digital Canberra**

Veronica was recognised for her exemplary executive leadership, demonstrating integrity, strategic vision and exceptional people leadership in navigating complex organisational change. By inspiring confidence and leading with authenticity, Veronica has guided transformation while maintaining a strong focus on wellbeing, collaboration and service excellence.




The ACT Chief Minister Andrew Barr and Acting Head of Service Russ Cambell with Veronica Morados.

# 8. Our principles and behaviours

## Strengthening accountability and integrity

During 2025-26, we continued to strengthen our integrity framework through legislative and policy reforms that support the effective operation of the ACT Integrity Commission and its statutory functions. This included:

- maintaining the ACT Integrity Commission's access to important investigative tools to support its oversight and integrity functions
- progressing arrangements to support people participating in ACT Integrity Commission investigations and processes
- preparing the ACT Government's response to the inquiry into lobbying and influence in government
- advancing reforms arising from reviews of the *Integrity Commission Act 2018* and *Public Interest Disclosure Act 2012*
- delivering the *Government Procurement Amendment Act 2026* to make it easier for local businesses to work with government, while keeping processes transparent
- publishing the Electoral Integrity Framework 2026 which sets out the principles, controls and independent assurance processes that protect every stage of the electoral cycle.

We continued to build capability in conflict of interest management, fraud and corruption prevention, ethical recruitment and reporting obligations to the ACT Integrity Commission. We also promoted International Anti-Corruption Day in December 2025, encouraging employees to participate in learning activities and access resources delivered by the ACT Integrity Commission. These initiatives increased awareness of the ACT Integrity Commission and integrity risk, strengthened understanding or reporting pathways and reinforced the importance of ethical decision making.

Across directorates, Senior Executives Responsible for Business Integrity Risk (SERBIRs), continued to promote transparency, accountability and ethical governance. For example, in April 2026, the Justice and Community Safety Directorate SERBIR encouraged an integrity focused approach to decision making, reinforcing the importance of evidence-based advice, proper process, accurate record keeping and acting in the public interest.

Procurement ACT established the Procurement Hub as the central source of information, guidance and training focussing on building capability to undertake procurement activities with integrity. The hub supports employees to understand their obligations, achieve value for money, manage risks appropriately, and conduct procurement activities with fairness, transparency and accountability.

# Addressing sexual harassment and gender-based violence

We are committed to preventing misconduct and creating safe, respectful and inclusive workplaces. We continue to strengthen how we identify, record and respond to workplace concerns, helping us better understand trends and target initiatives that support employee wellbeing and workplace safety.

The ACTPS learning platform offers two dedicated training modules to build workplace awareness of the impacts of domestic, family and sexual violence. More than 40 unique training programs are available in relation to sexual harassment and gender-based violence.

Building on the recommendations of the Australian Human Rights Commission's Respect@Work: National Inquiry into Sexual Harassment in Australian Workplaces report, we continue to improve how we capture and report data on workplace incidents, including sexual harassment, bullying and harassment, and gender-based behaviours. These insights help inform prevention efforts, strengthen accountability and support a positive workplace culture across the sector.

**Tables 8.1** and **8.2** present reporting requirements arising from the ACT Government response to Respect@Work, first reported in 2021-22.[5] The data is masked in cases of low numbers, due to privacy considerations.

**Table 8.1** reflects this approach, showing that incidents of sexual harassment and gender-based violence are included in the total count of 686 reported incidents.

### Table 8.1: Number of incidents of bullying and harassment in the ACT Public Sector[6]

| | 2025-26 |
|---|---|
| Total bullying and harassment | 686 |
| Sexual harassment | 14 |
| Gender-based violence | 3 |

In the reporting year, there were no non-disclosure agreements relating to bullying and harassment, sexual harassment or gender-based violence incidents (**Table 8.2**).

### Table 8.2: Number of incidents in the ACT Public Sector that resulted in non-disclosure agreements[7]

| | 2025-26 |
|---|---|
| Total bullying and harassment | Nil |

[5] Within the ACT Public Sector work health and safety incident reporting and management system, data is recorded using the Type of Occurrence Classification System developed by SafeWork Australia.
[6] Due to how this data is collected, it may include figures from public sector bodies.
[7] Includes public sector bodies.

| | |
|---|---|
| Sexual harassment | Nil |
| Gender-based violence | Nil |

## Bullying and harassment

Creating a safe, respectful and inclusive workforce is everyone's responsibility. We offer a range of trainings to address bullying in the workplace, including support in building skills to recognise and respond to inappropriate behaviours, and understanding obligations under the ACTPS Code of Conduct. These training offerings may be undertaken online or in-person.

Section 9 of the *Public Sector Management Act 1994* states that a public servant must not bully, harass or intimidate others when acting in connection with their employment. These behaviours are considered misconduct and may lead to disciplinary action.

ACT Public Sector employees have access to several mechanisms for reporting bullying and harassment. These include escalating concerns to their managers, seeking advice through Respect, Equity and Diversity (RED) contact officers, reporting to their directorate's human resources team, and using the online work health and safety incident management system.

**Table 8.3** reports the total contacts made through each mechanism.

**Table 8.3: Total contacts of bullying and harassment received by directorates through various reporting mechanisms[8], [9].**

| | 2023-24 | 2024-25 | 2025-26 |
|---|---|---|---|
| Contacts received through RED contact officers | 53 | 63 | 62 |
| Contacts received through human resources (not by a RED contact officer) | 80 | 138 | 72 |
| Contacts received through the online work health and safety management system | 416 | 625 | 686 |
| Contacts received through other mechanisms | 28 | 18 | 49 |

[8] Figures are not indicative of total cases, as a matter may be reported through multiple mechanisms, or by multiple employees.

[9] Due to how this data is collected, it may include figures from public sector bodies.

**Table 8.4** shows the number of reports of bullying or harassment assessed and reported by directorates to the Public Sector Standards Commissioner for investigation under the misconduct framework. It should be read alongside **Table 8.5.**

### Table 8.4: Reports of bullying or harassment assessed or investigated[10]

| | 2023-24 | 2024-25 | 2025-26 |
|---|---|---|---|
| Reports of bullying or harassment where a preliminary assessment was conducted | 52 | 110 | 77 |
| Reports of bullying or harassment received that progressed to a formal misconduct process after preliminary assessment | 11 | 25 | 33 |
| Misconduct processes completed where the delegate made a substantiated finding of bullying or harassment | 3 | 3 | 1 |
| Bullying or harassment related misconduct processes (not including preliminary assessments) in progress at the end of the financial year | 2 | 11 | 13 |

## Upholding our misconduct framework

Our misconduct framework supports accountability and transparency by ensuring misconduct matters are promptly reported to the independent Public Sector Standards Commissioner and allegations of serious systemic corrupt conduct are referred to the ACT Integrity Commission. The following report is provided by the Public Sector Standards Commissioner.

## Report from the Public Sector Standards Commissioner

The ACT Public Sector Standards Commissioner is an independent statutory office holder responsible for promoting integrity, accountability and high standards of conduct across the ACT Public Sector.

The Commissioner, Mr Andrew Metcalfe AO, provides leadership and guidance on public sector ethics, oversees the misconduct framework, and works with directorates and entities to strengthen governance, workplace culture and public confidence in the ACT Public Sector. This includes maintaining the integrity of the misconduct framework and ensuring misconduct matters are managed fairly, independently and consistently.

The Commissioner also works with directorates and entities to identify lessons from complaints and investigations that strengthen governance, workplace culture and public confidence.

[10] Due to how this data is collected, it may include figures from public sector bodies.

A key focus of the role is promoting ethical leadership and high standards of conduct across the ACT Public Sector. By supporting leaders to model integrity, respect and accountability, and by overseeing misconduct issues, the Commissioner helps foster a professional, respectful and high-performing public service.

The Commissioner is committed to supporting the ACT Government's Closing the Gap commitments and obligations, and advancing culturally safe, inclusive and equitable workplaces for Aboriginal and Torres Strait Islander peoples. This includes ensuring integrity frameworks and workplace practices are applied fairly, promoting greater awareness and understanding across the ACT Public Sector, and supporting reforms that contribute to better outcomes for Aboriginal and Torres Strait Islander employees and communities.

Since commencing in the role in late 2025, the current Commissioner has focused on increased engagement across the ACT Public Sector, placing greater emphasis on prevention, early intervention and capability building. Through speaking engagements, education initiatives and direct collaboration with senior leaders, managers and practitioners, the Commissioner is building a stronger understanding of ethical decision making, expected standards of conduct and the role leaders play in fostering positive workplace cultures. This work reflects the commitment to addressing issues before they escalate into misconduct concerns.

The Commissioner is supported by the Professional Standards Unit (PSU), a specialist investigative and intelligence unit staffed by data analysts, intelligence analysts, communication experts and investigators.

During 2025-26, **125** misconduct processes were referred to the Commissioner from across the ACT Public Sector, compared to **110** in the previous reporting period. Of the **125** processes referred, **119** were received from the ACTPS (directorates) and **six** were referred by public sector bodies. Of the **125** processes referred, **119** were allocated to the PSU for investigation or the taking of admission statements and **six** matters were managed using an external investigation service, with oversight by the PSU. All six matters managed by an external investigation service were referred by directorates, and five of the six matters were related.

The most common types of conduct referred for investigation during 2025-26 were:

- failure to treat people with courtesy, sensitivity and respect
- failure to do the public servant's job with reasonable care and diligence
- bullying and/or harassment
- time and attendance issues.

Consistent with the structure of the State of the Service Report, bullying and harassment data is reported in the Head of Service section (see **Tables 8.1**, **8.2**, **8.5** and **8.6**). The PSSC provided the relevant data for inclusion in that reporting.

Over the past year, in accordance with Commissioner's functions under the *Public Sector Management Act 1994*, the PSU undertook the following measures to contribute to better integrity outcomes:

1. **Transformation of investigation practice and delivery**

   - strengthened misconduct investigations through a streamlined, proportionate and judgement-led trauma-informed model, improving timeliness and decision support

2. **Expanded prevention, education, and whole-of-service engagement**

   - increased proactive engagement across the ACT Public Sector to build integrity awareness, strengthen prevention and support early intervention

3. **Strengthened culturally safe and trauma-informed practices**

   - improved misconduct processes through strengthening trauma-informed, culturally safe investigation practices aligned with Closing the Gap requirements

4. **Advanced data-driven insights and risk identification**

   - enhanced use of misconduct data and analytics to identify systemic risks, emerging misconduct themes, and inform whole-of-service integrity strategies and prevention efforts.

Over the reporting period, the Commissioner also exercised the following functions:

- carried out misconduct investigations
- inspected or enquired into operations in the ACT Public Sector
- performed roles outlined in the *Public Sector Management Act 1994*, the *Public Interest Disclosure Act 2012*, the *Integrity Commission Act 2018* and ACT Public Sector enterprise agreements.

## Misconduct processes and disciplinary actions

ACT Public Sector enterprise agreements outline procedures for managing allegations of misconduct. For the purposes of the PSU's reporting, a misconduct process is taken to have commenced on the date the employee is advised that the matter is being referred to the Public Sector Standards Commissioner.

**Table 8.5** shows the number of misconduct processes commenced, completed, and the number of substantiated findings (for 2025-26 and the two previous years)

### Table 8.5: Misconduct processes commenced and completed[11]

| | 2023-24 | 2024-25 | 2025-26[12] |
|---|---|---|---|
| Misconduct processes commenced (includes investigations and admission statements) | 79 | 100 | 119 |
| Misconduct processes completed | 80 | 77 | 112 |
| Processes completed with substantiated findings of misconduct | 32 | 20 | 27 |

**Table 8.6** shows the number and type of disciplinary outcomes for misconduct processes completed during 2025-26 (compared to the two previous years). Multiple sanctions may be imposed when there is a finding of misconduct, so the number of misconduct processes where there was a substantiated finding of misconduct may not reconcile with the total number of sanctions imposed. Sanctions imposed during a reporting year may also relate to matters commenced in previous years.

### Table 8.6: Number of disciplinary outcomes and sanctions imposed by directorates[13]

| | 2023-24 | 2024-25 | 2025-26[14] |
|---|---|---|---|
| Written reprimand | 11 | 12 | 19 |
| Financial penalty | 5 | 7 | 9 |
| Temporary or permanent transfer to another position at level or a lower classification | 2 | 5 | 4 |
| Termination of employment | 2 | 3 | 7 |
| Employee resigned before completion of process | 8 | 16 | 13 |
| No sanction imposed by delegate | 3 | 1 | nil |
| Summary dismissals[14] | 14 | 30 | 20 |

*End of Public Sector Standards Commissioner's report*

[11] A single misconduct process may involve multiple allegations of misconduct; that is, one or more breaches of section 9 of the Public Sector Management Act 1994 or other Acts that qualify as misconduct.

[12] Excludes the six referrals from public sector bodies.

[13] This table is aggregated from multiple sources and as a result includes data from public sector bodies, where those bodies reporting is captured by directorates for input.

[14] The Head of Service may summarily terminate the employment of an employee without notice for serious misconduct as defined by the Fair Work Regulations.

# Appendix A: Workforce Profile Data

## ACTPS Workforce Profile Data

***Table A.1: Proportion of females and diversity groups, by directorate, June 2026***

| Directorate | Total headcount | Women | Aboriginal and Torres Strait Islander peoples | Culturally and linguistically diverse | People with disability | LGBTIQA+ peoples |
|---|---|---|---|---|---|---|
| Canberra Health Services | 11,830 | 74.37% | 1.12% | 41.10% | 1.61% | 2.58% |
| Chief Minister, Treasury and Economic Development Directorate | 1,458 | 65.16% | 2.40% | 30.04% | 5.62% | 5.35% |
| ACT Insurance Authority[15] | 34 | 70.59% | 2.94% | 29.41% | 0.00% | 5.88% |
| City and Environment Directorate | 4,234 | 36.40% | 2.91% | 26.19% | 4.16% | 2.95% |
| Digital Canberra | 918 | 40.31% | 1.53% | 34.42% | 3.81% | 3.59% |
| Education Directorate | 8,932 | 71.36% | 2.28% | 17.52% | 2.92% | 2.72% |
| Health and Community Services Directorate | 1,682 | 72.53% | 5.29% | 21.34% | 6.90% | 5.35% |
| Infrastructure Canberra | 676 | 50.74% | 1.92% | 29.29% | 5.33% | 4.29% |
| Justice and Community Safety Directorate | 2,593 | 51.56% | 3.90% | 12.38% | 4.20% | 5.55% |
| **All ACTPS** | **32,357** | **64.77%** | **2.20%** | **28.36%** | **3.11%** | **3.24%** |

[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 A.2: Average salary of females and diversity groups, 2018-26*

| Year | ACTPS average | Female | Culturally and linguistically diverse | People with disability | Aboriginal and Torres Strait Islander peoples |
|---|---|---|---|---|---|
| 2018 | $91,046 | $90,300 | $87,199 | $91,174 | $82,798 |
| 2019 | $94,406 | $93,911 | $90,465 | $95,276 | $85,657 |
| 2020 | $97,347 | $97,048 | $90,921 | $97,700 | $87,530 |
| 2021 | $100,354 | $100,097 | $93,198 | $100,556 | $92,353 |
| 2022 | $103,188 | $103,004 | $94,632 | $102,927 | $95,439 |
| 2023 | $104,091 | $104,156 | $95,225 | $104,708 | $97,571 |
| 2024 | $109,716 | $109,358 | $100,313 | $110,857 | $104,059 |
| 2025 | $114,754 | $114,910 | $104,842 | $117,953 | $108,612 |
| 2026 | $118,293 | $118,311 | $108,387 | $120,349 | $112,286 |

### *Table A.3: Full-time equivalent and headcount by gender, June 2026*

| | Female | Male | Non-binary | ACTPS |
|---|---|---|---|---|
| FTE | 18,304.3 | 10,335.2 | 50.7 | 28,690.1 |
| Headcount | 20,957 | 11,343 | 57 | 32,357 |

***Table A.4: Headcount by age group, gender and average length of service, June 2026[16]***

| Age range | Female | Average length of service (years) – female | Male | Average length of service (years) – male | Non-binary | Average length of service (years) – non-binary |
|---|---|---|---|---|---|---|
| Less than 20 years old | 126 | 1.5 | 89 | 1.6 | <10 | 2.0 |
| 20-29 years old | 3,680 | 2.9 | 1,668 | 2.9 | 17 | 2.2 |
| 30-39 years old | 6,417 | 5.8 | 3,335 | 5.3 | 19 | 3.8 |
| 40-49 years old | 5,373 | 9.7 | 2,927 | 8.8 | 12 | 4.6 |
| 50-59 years old | 3,858 | 13.5 | 2,261 | 12.5 | <10 | 5.1 |
| 60-69 years old | 1,352 | 14.2 | 915 | 13.9 | <10 | 8.2 |
| 70+ years old | 151 | 16.4 | 148 | 16.5 | <10 | 0.0 |
| **All ACTPS** | **20,957** | **8.4** | **11,343** | **8.2** | **57** | **3.6** |

[16] <10 is used where there are fewer than 10 employees to minimise the risk of individuals being identified.

***Table A.5: Full-time equivalent staff by employment type, by directorate, June 2026[17]***

| Directorate | Permanent | Temporary | Casual | Total |
|---|---|---|---|---|
| Canberra Health Services | 8,794.7 | 1,333.8 | 236.5 | 10,365.0 |
| Chief Minister, Treasury and Economic Development Directorate | 1,269.4 | 120.9 | <10.0 | 1,396.0 |
| ACT Insurance Authority[18] | 29.2 | <10.0 | <10.0 | 32.2 |
| City and Environment Directorate | 3,562.3 | 244.3 | 41.7 | 3,848.3 |
| Digital Canberra | 861.9 | 45.6 | <10.0 | 907.5 |
| Education Directorate | 6,179.4 | 763.3 | 458.9 | 7,401.6 |
| Health and Community Services Directorate | 1,473.0 | 119.7 | <10.0 | 1,597.4 |
| Infrastructure Canberra | 605.2 | 57.7 | <10.0 | 662.9 |
| Justice and Community Safety Directorate | 2,257.8 | 201.1 | 20.4 | 2,479.3 |
| **All ACTPS** | **25,032.9** | **2,889.3** | **768.0** | **28,690.1** |

[17] <10.0 is used where there are fewer than 10.0 full-time equivalent employees to minimise the risk of individuals being identified.
[18] ACT Insurance Authority is part of the Chief Minister, Treasury and Economic Development Directorate but its numbers are reported separately in this table.

***Table A.6: Headcount by employment type, status and gender, by directorate, June 2026[19, 20, 21]***

| Employment status and gender | CHS | CMTEDD | ACTIA | CED | DCBR | EDU | HCSD | iCBR | JACS |
|---|---|---|---|---|---|---|---|---|---|
| Permanent full-time – male | 1,818 | 419 | 10 | 2,044 | 512 | 1,276 | 384 | 297 | 1,120 |
| Permanent full-time – female | 4,479 | 756 | 18 | 1,115 | 316 | 2,951 | 920 | 285 | 1,009 |
| Permanent part-time – male | 519 | 19 | <10 | 317 | 13 | 587 | 24 | <10 | 29 |
| Permanent part-time – female | 3,008 | 112 | <10 | 282 | 29 | 2,131 | 203 | 25 | 157 |
| Temporary full-time – male | 491 | 56 | <10 | 139 | 20 | 121 | 37 | 28 | 77 |
| Temporary full-time – female | 721 | 66 | <10 | 101 | 24 | 197 | 74 | 33 | 133 |
| Temporary part-time – male | 43 | <10 | <10 | <10 | <10 | 229 | <10 | <10 | <10 |
| Temporary part-time – female | 164 | <10 | <10 | <10 | <10 | 418 | 15 | <10 | <10 |
| Casual – male | 145 | <10 | <10 | 181 | <10 | 331 | <10 | <10 | 23 |
| Casual – female | 426 | 13 | <10 | 34 | <10 | 677 | <10 | <10 | 29 |

[19] ACT Insurance Authority is part of the Chief Minister, Treasury and Economic Development Directorate but its numbers are reported separately in this table.
[20] <10 is used where there are fewer than 10 employees to minimise the risk of individuals being identified.
[21] The representation of non-binary staff is fewer than 10 within each category of employment status for each directorate. As this is below the reporting threshold, this data is not shown.

*Table A.7: Full-time equivalent, headcount and demographics, by directorate, June 2026*[22, 23]

| | CHS | CMTEDD | ACTIA | CED | DCBR | EDU | HCSD | iCBR | JACS |
|---|---|---|---|---|---|---|---|---|---|
| FTE total | 10,365.0 | 1,396.0 | 32.2 | 3,848.3 | 907.5 | 7,401.6 | 1,597.4 | 662.9 | 2,479.3 |
| FTE – permanent | 8,794.7 | 1,269.4 | 29.2 | 3,562.3 | 861.9 | 6,179.4 | 1,473.0 | 605.2 | 2,257.8 |
| FTE – temporary | 1,333.8 | 120.9 | <10.0 | 244.3 | 45.6 | 763.3 | 119.7 | 57.7 | 201.1 |
| FTE – casual | 236.5 | <10.0 | <10.0 | 41.7 | <10.0 | 458.9 | <10.0 | <10.0 | 20.4 |
| Headcount total | 11,830 | 1,458 | 34 | 4,234 | 918 | 8,932 | 1,682 | 676 | 2,593 |
| Headcount permanent | 9,834 | 1,309 | 31 | 3,763 | 872 | 6,953 | 1,539 | 614 | 2,321 |
| Headcount temporary | 1,422 | 128 | <10 | 256 | 46 | 969 | 129 | 62 | 220 |
| Headcount casual | 574 | 21 | <10 | 215 | <10 | 1,010 | 14 | <10 | 52 |
| Age (average) | 40.3 | 42.5 | 43.1 | 45.7 | 42.7 | 42.4 | 42.9 | 41.7 | 41.7 |
| Length of service (average) | 7.0 | 8.4 | 6.8 | 8.7 | 9.3 | 9.0 | 8.3 | 6.8 | 8.4 |
| Aboriginal and Torres Strait Islander peoples headcount | 132 | 35 | <10 | 123 | 14 | 204 | 89 | 13 | 101 |
| Aboriginal and Torres Strait Islander peoples FTE | 114.7 | 32.0 | <10.0 | 119.7 | 13.9 | 172.8 | 86.4 | 13.0 | 94.8 |
| People with disability headcount | 190 | 82 | <10 | 176 | 35 | 261 | 116 | 36 | 109 |
| People with disability FTE | 158.1 | 78.1 | <10.0 | 163.0 | 34.4 | 224.2 | 108.9 | 34.0 | 101.8 |
| Culturally and linguistically diverse headcount | 4,862 | 438 | 10 | 1109 | 316 | 1565 | 359 | 198 | 321 |
| Culturally and linguistically diverse FTE | 4,399.1 | 423.3 | <10.0 | 987.4 | 315.0 | 1,248.7 | 346.4 | 196.2 | 309.5 |
| Former ADF headcount | 73 | 15 | <10 | 64 | 13 | 61 | 22 | <10 | 107 |
| Former ADF FTE | 60.2 | 14.7 | <10.0 | 52.3 | 12.8 | 52.3 | 20.8 | <10.0 | 103.4 |
| LGBTIQA+ headcount | 305 | 78 | <10 | 125 | 33 | 243 | 90 | 29 | 144 |

[22] ACT Insurance Authority is part of the Chief Minister, Treasury and Economic Development Directorate but its numbers are reported separately in this table.
[23] <10.0 is used where there are fewer than 10.0 full-time equivalent employees to minimise the risk of individuals being identified.

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| LGBTIQA+ FTE | 274.6 | 73.7 | <10.0 | 117.6 | 32.8 | 204.5 | 85.2 | 27.8 | 133.7 |
| Female headcount | 8,798 | 950 | 24 | 1,541 | 370 | 6,374 | 1,220 | 343 | 1,337 |
| Female FTE | 7,591.6 | 905.0 | 22.2 | 1,424.4 | 362.1 | 5,252.9 | 1,150.3 | 336.3 | 1,259.6 |

*Table A.8: Gender headcount and proportion, and gender pay gap, by classification group, June 2026*[24, 25]

| Classification group | Female headcount | Male headcount | Non-binary headcount | Female (%) | Male (%) | Gender pay gap |
|---|---|---|---|---|---|---|
| Administrative officers | 5,167 | 2,154 | 21 | 70.4% | 29.3% | -1.1% |
| Ambulance officers | 176 | 159 | <10 | 52.2% | 47.2% | 8.3% |
| Ambulance support officers | 29 | 15 | <10 | 65.9% | 34.1% | 6.3% |
| Bus operators | 107 | 937 | <10 | 10.2% | 89.8% | 0.1% |
| Correctional officers | 88 | 201 | <10 | 30.4% | 69.6% | 1.5% |
| Dentists/dental officers | 10 | <10 | <10 | 71.4% | 28.6% | 10.8% |
| Executives | 192 | 127 | <10 | 60.2% | 39.8% | -1.8% |
| Fire and Rescue officers | 32 | 401 | <10 | 7.4% | 92.6% | 5.1% |
| General service officers | 522 | 1,516 | <10 | 25.6% | 74.2% | 9.4% |
| Health assistants | 136 | 34 | <10 | 80.0% | 20.0% | 0.8% |
| Health professional officers | 1,646 | 459 | <10 | 78.0% | 21.8% | 1.7% |
| Information technology officers | 58 | 195 | <10 | 22.8% | 76.8% | 0.0% |
| Judicial officers | <10 | <10 | <10 | 52.9% | 47.1% | -1.5% |
| Legal officers | 113 | 47 | <10 | 70.6% | 29.4% | -0.9% |
| Legal support | 35 | 10 | <10 | 77.8% | 22.2% | 4.9% |
| Linen production and maintenance | 29 | 39 | <10 | 42.6% | 57.4% | 8.4% |
| Medical officers | 795 | 722 | <10 | 52.3% | 47.5% | 7.4% |
| Nurses and midwives | 5,130 | 852 | <10 | 85.7% | 14.2% | -2.5% |

[24] <10 is used where there are fewer than 10 employees to minimise the risk of individuals being identified.
[25] Data was collected for proportion of non-binary staff, however the numbers were too low to record.

| | | | | | | |
|---|---|---|---|---|---|---|
| Professional officers | 187 | 131 | <10 | 58.8% | 41.2% | -10.6% |
| Prosecutors | 29 | 20 | <10 | 59.2% | 40.8% | -6.8% |
| Rangers | 15 | 40 | <10 | 27.3% | 72.7% | 0.9% |
| School leaders | 616 | 240 | <10 | 72.0% | 28.0% | 2.2% |
| Senior officers | 2,601 | 1,703 | <10 | 60.3% | 39.5% | 1.9% |
| Statutory office holders | <10 | <10 | <10 | 50.0% | 50.0% | 2.8% |
| Teachers | 3,011 | 1,072 | <10 | 73.7% | 26.2% | -1.6% |
| Technical officers | 203 | 172 | <10 | 54.0% | 45.7% | 11.2% |
| Trainees and apprentices | <10 | 27 | <10 | 25.0% | 75.0% | -11.2% |
| Transport officers | <10 | 51 | <10 | 8.9% | 91.1% | -2.7% |

*Table A.9: Recruitment and separation rates, by classification group, June 2026*

| Classification group | Recruitment rate (%) | Separation rate (%) |
|---|---|---|
| Administrative officers | 11.44% | 7.81% |
| Ambulance officers | 10.99% | 11.30% |
| Ambulance support officers | 16.44% | 16.44% |
| Bus operators | 15.41% | 4.94% |
| Correctional officers | 13.05% | 3.62% |
| Dentists/dental officers | 0.00% | 7.03% |
| Executives[26] | 10.78% | 16.32% |
| Fire and Rescue officers | 3.72% | 3.25% |
| General service officers | 12.63% | 8.20% |
| Health assistants | 10.02% | 9.30% |
| Health professional officers | 10.14% | 7.98% |
| Information technology officers | 11.71% | 3.76% |
| Judicial officers | 7.65% | 15.29% |
| Legal officers | 5.64% | 9.86% |
| Legal support | 47.15% | 53.89% |
| Linen production and maintenance | 25.02% | 12.51% |
| Medical officers | 12.86% | 5.73% |
| Nurses and midwives | 15.76% | 6.88% |
| Professional officers | 8.89% | 3.91% |
| Prosecutors | 16.26% | 37.18% |
| Rangers | 6.91% | 4.61% |
| School leaders | 0.70% | 4.91% |
| Senior officers | 5.23% | 5.82% |
| Statutory office holders | 28.03% | 35.04% |
| Teachers | 5.24% | 6.92% |
| Technical officers | 13.88% | 8.95% |
| Trainees and apprentices | 0.00% | 0.00% |
| Transport officers | 0.00% | 1.58% |
| **All ACTPS** | **10.2%** | **7.0%** |

[26] The calculation for the executive rates includes non-permanent staff, due to the structure of the roles and small number of staff.

### *Table A.10: Recruitment and separation rates, by directorate, June 2026*

| Directorate | Recruitment rate (%) | Separation rate (%) |
|---|---|---|
| Canberra Health Services | 13.6% | 7.2% |
| Chief Minister, Treasury and Economic Development Directorate | 8.2% | 7.6% |
| ACT Insurance Authority[27] | 17.0% | 6.8% |
| City and Environment Directorate | 11.5% | 6.2% |
| Digital Canberra | 6.8% | 4.0% |
| Education Directorate | 5.8% | 6.8% |
| Health and Community Services Directorate | 9.2% | 7.9% |
| Infrastructure Canberra | 13.2% | 4.9% |
| Justice and Community Safety Directorate | 10.2% | 8.6% |
| **All ACTPS** | **10.2%** | **7.0%** |

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

# ACT Public Sector Body Workforce Profile Data

***Table B.1: Recruitment and separation rates, by sector body, June 2026[28]***

| Public sector body | Recruitment rate (%) | Separation rate (%) |
|---|---|---|
| ACT Audit Office | 9.09% | 4.55% |
| ACT Electoral Commission | 0.0% | 0.0% |
| ACT Integrity Commission | 16.48% | 16.48% |
| ACT Teacher Quality Institute | 0.0% | 0.0% |
| Canberra Institute of Technology (CIT) | 8.37% | 7.32% |
| City Renewal Authority | 12.6% | 9.4% |
| Cultural Facilities Corporation | 8.6% | 8.6% |
| Independent Competition and Regulatory Commission | 9.3% | 0.0% |
| Long Service Leave Authority | 2.84% | 8.53% |
| Office of the Legislative Assembly | 6.85% | 5.48% |
| Office of the Work Health and Safety Commissioner | 8.42% | 12.03% |
| Suburban Land Agency | 10.6% | 4.7% |

[28] This table represents public sector bodies which have Head of Service management powers that are not otherwise embedded within a directorate.

### *Table B.2: Full-time equivalent staff by employment type, by sector body, June 2026[29, 30]*

| Public sector body | Permanent | Temporary | Casual | Total |
|---|---|---|---|---|
| ACT Audit Office | 42.8 | <10.0 | <10.0 | 49.4 |
| ACT Electoral Commission | 13.7 | <10.0 | <10.0 | 15.7 |
| ACT Integrity Commission | 25.4 | <10.0 | <10.0 | 28.4 |
| ACT Teacher Quality Institute | 13.0 | <10.0 | <10.0 | 15.0 |
| Canberra Institute of Technology (CIT) | 626.0 | 74.3 | 24.0 | 724.3 |
| City Renewal Authority | 31.1 | <10.0 | <10.0 | 40.2 |
| Cultural Facilities Corporation | 74.7 | 11.9 | 22.6 | 109.2 |
| Independent Competition and Regulatory Commission | 10.0 | <10.0 | <10.0 | 10.0 |
| Long Service Leave Authority | 34.8 | <10.0 | <10.0 | 42.8 |
| Office of the Legislative Assembly | 52.4 | <10.0 | <10.0 | 59.0 |
| Office of the Work Health and Safety Commissioner | 80.9 | <10.0 | <10.0 | 89.5 |
| Suburban Land Agency | 179.1 | 20.0 | <10.0 | 199.1 |

[29] <10.0 is used where there are less than 10 full-time equivalent employees to minimise the risk of individuals being identified.
[30] This table represents public sector bodies which have Head of Service management powers that are not otherwise embedded within a directorate.

***Table B.3: Headcount by employment type, status and gender, by sector body, June 2026[31, 32, 33]***

| Employment status and gender | AO | EC | IC | TQI | CIT | CRA | CFC | ICRC | LSLA | OLA | OWHSC | SLA |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Permanent full-time – male | 23 | <10 | <10 | <10 | 260 | 10 | 25 | <10 | 12 | 21 | 45 | 78 |
| Permanent full-time – female | 19 | <10 | 17 | <10 | 285 | 18 | 43 | <10 | 21 | 26 | 33 | 92 |
| Permanent part-time – male | <10 | <10 | <10 | <10 | 45 | <10 | <10 | <10 | <10 | <10 | <10 | <10 |
| Permanent part-time – female | <10 | <10 | <10 | <10 | 87 | <10 | <10 | <10 | <10 | <10 | <10 | 10 |
| Temporary full-time – male | <10 | <10 | <10 | <10 | 24 | <10 | <10 | <10 | <10 | <10 | <10 | <10 |
| Temporary full-time – female | <10 | <10 | <10 | <10 | 37 | <10 | <10 | <10 | <10 | <10 | <10 | 10 |
| Temporary part-time – male | <10 | <10 | <10 | <10 | <10 | <10 | <10 | <10 | <10 | <10 | <10 | <10 |
| Temporary part-time – female | <10 | <10 | <10 | <10 | 15 | <10 | <10 | <10 | <10 | <10 | <10 | <10 |
| Casual – male | <10 | <10 | <10 | <10 | 35 | <10 | 55 | <10 | <10 | <10 | <10 | <10 |
| Casual – female | <10 | <10 | <10 | <10 | 58 | <10 | 94 | <10 | <10 | 11 | <10 | <10 |
| **TOTAL** | **50** | **18** | **29** | **16** | **851** | **42** | **245** | **11** | **43** | **74** | **92** | **203** |

[31] The representation of non-binary staff is fewer than 10 within each category of employment status for each sector body. As this is below the reporting threshold, this data is not shown.
[32] <10 is used where there are fewer than 10 employees to minimise the risk of individuals being identified.
[33] This table represents public sector bodies which have Head of Service management powers that are not otherwise embedded within a directorate.

***Table B.4: Headcount by females and diversity group, by sector body, June 2026[34, 35, 36]***

| Public sector body | Total Headcount | Women | Culturally and linguistically diverse | People with Disability | Aboriginal and Torres Strait Islander |
|---|---|---|---|---|---|
| ACT Audit Office | 50 | 25 | 27 | <10 | <10 |
| ACT Electoral Commission | 18 | 12 | <10 | <10 | <10 |
| ACT Integrity Commission | 29 | 22 | <10 | <10 | <10 |
| ACT Teacher Quality Institute | 16 | 12 | <10 | <10 | <10 |
| Canberra Institute of Technology (CIT) | 851 | 482 | 195 | 33 | 29 |
| City Renewal Authority | 42 | 28 | <10 | <10 | <10 |
| Cultural Facilities Corporation | 245 | 149 | 14 | <10 | <10 |
| Independent Competition and Regulatory Commission | 11 | <10 | <10 | <10 | <10 |
| Long Service Leave Authority | 43 | 27 | 21 | <10 | <10 |
| Office of the Legislative Assembly | 74 | 44 | 11 | <10 | <10 |
| Office of the Work Health and Safety Commissioner | 92 | 43 | 25 | <10 | <10 |
| Suburban Land Agency | 203 | 114 | 53 | 14 | <10 |

[34] <10 is used where there are fewer than 10 employees to minimise the risk of individuals being identified.
[35] Data was collected for 1. full-time equivalent and headcount by gender and 2. Headcount by age group, gender and average length of service for public sector bodies, however, the numbers were too low to record.
[36] This table represents public sector bodies which have Head of Service management powers that are not otherwise embedded within a directorate.

### *Table B.5: List of public sector bodies represented on Pages 19 and 20*

| Public sector body | |
|---|---|
| ACT Audit Office | Canberra Institute of Technology |
| ACT Civil and Administrative Tribunal | City Renewal Authority |
| ACT Custodial Inspector | Commissioner for Sustainability and the Environment |
| ACT Electoral Commission | Director of Public Prosecutions |
| ACT Gambling and Racing Commission | Independent Competition and Regulatory Commission |
| ACT Human Rights Commission | Long Service Leave Authority |
| ACT Integrity Commission | Office of the Work Health and Safety Commissioner |
| ACT Office for Aboriginal and Torres Strait Islander Children and Young People | Official Visitors Scheme |
| ACT Public Sector Standards Commissioner | Public Trustee and Guardian for the ACT |
| ACT Teacher Quality Institute | Suburban Land Agency |

# Appendix B: Definitions

**ACTIA –** ACT Insurance Authority

**AO –** ACT Audit Office

**Average salary** – The average salary reported in this report is calculated on the average full-time equivalent (FTE) salary of full-time and part-time staff.

**CED –** City and Environment Directorate

**CFC –** Cultural Facilities Corporation

**CHS –** Canberra Health Services

**CIT –** Canberra Institute of Technology

**CMTEDD –** Chief Minister, Treasury and Economic Development Directorate

**CRA –** City Renewal Office

**DCBR –** Digital Canberra

**EC –** ACT Electoral Commission

**EDU –** Education Directorate

**Employees –** Employees include permanent, temporary and casual employees.

**Employees – casual –** Casual employees are engaged on an ad hoc hourly or daily basis with no ongoing tenure of employment. This category of employment usually involves an employment arrangement that is not considered systematic, continuous or permanent.

**Employees – full-time –** Full-time employees work full-time hours, either on a permanent or temporary basis.

**Employees – part-time –** Part-time employees work less than full-time hours, either on a permanent or temporary basis.

**Gender pay gap –** The gender pay gap measures the difference between the average earnings of women and men in the workforce as a percentage of male earnings. The average annual salary represents the FTE 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.

**General service officers –** This category of employees includes tradespeople, gardeners, drivers and labourers.

**HCSD –** Health and Community Services Directorate

**Headcount and FTE –** The workforce profile information is based on paid employees. Paid employees include employees on paid leave or with back pay, as at the end of the reporting year. Headcount and FTE are standard measures of staff numbers. Headcount considers each employee as one regardless of whether they work 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 2.

**IC –** ACT Integrity Commission

**iCBR –** Infrastructure Canberra

**ICRC –** Independent Competition and Regulatory Commission.

**JACS –** Justice and Community Safety Directorate

**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 dependant due to illness or injury. Leave can experience a time-lag in processing. Entitlements can be found in the relevant section of enterprise agreements.

**LGBTIQA+ –** Lesbian, gay, bisexual, transgender, intersex, queer, asexual, and other diverse sexualities, genders, and bodily variations

**LSLA –** Long Service Leave Authority

**OLA –** Office of the Legislative Assembly

**OWHSC –** Office of the Work Health and Safety Commissioner

**Permanent officers –** Permanent officers are those who have been appointed to an office or as an unattached officer under the *Public Sector Management Act 1994*, either on a full-time or part-time basis.

**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 transfer between directorates. This calculation is consistent with other jurisdictions, including the Australian Public Service.

**SLA –** Suburban Land Agency

**TQI –** ACT Teacher Quality Institute