

# State of the Service Report



**ACT**  
Government

2022-23



## Acknowledgement of Country

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 by email to [StateOfTheService@act.gov.au](mailto:StateOfTheService@act.gov.au).

## Freedom of information

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If English is not your first language and you require a translating and interpreting service, please telephone Access Canberra on 13 22 81.

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Information about the Chief Minister, Treasury and Economic Development Directorate and an electronic version of this annual report can be found on our website: <https://www.cmtedd.act.gov.au/functions/publications>.

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# 1. Transmission certificate



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

Dear Chief Minister

## **2022-2023 State of the Service Report**

I am pleased to submit the 2022-23 State of the Service Report. The report provides an account of the operations of the ACT Public Service and workforce profile data in relation to the wider ACT Public Sector for the 2022-23 reporting year (1 July 2022 to 30 June 2023). 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 2023*.

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

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

Kathy Leigh  
Head of Service

22 September 2023

## 2. Foreword

I am pleased to present the 2022–23 State of the Service Report. The reporting year has seen a shift in our employment market, with both employment growth and low unemployment at the national and local levels. As competition for talent increases, we have continued our efforts towards becoming the most progressive jurisdiction in Australia for our workforce practices. This ambition positions us to attract and retain the workforce our community needs, while providing strong foundations for our service to respond to challenges.

For nearly a decade, we have been preparing the ACT Public Service (ACTPS) workforce to respond efficiently and effectively to change – embedding work practices that support agility across the ACTPS. Our Flexible Work Program has been a key enabler of our people’s readiness to adapt to change – through practices including the adoption of activity-based work environments for our office-based employees, and providing a technology platform that supports staff regardless of location. I am particularly proud of our continued implementation of flexible work practices. Some highlights of our progress include:

- ▶ Our Flexible Work Program has been recognised by the Institute of Public Administration Australia (ACT) as a finalist in the Learning category of the 2023 Spirit of Service Awards. Through a program commencing in 2015, we have normalised flexible and hybrid working for our office-based employees.
- ▶ New flexible work provisions through our enterprise bargaining, including providing access to flex time for senior officers at the grade A and B levels – an Australian-first.

- ▶ We continued the implementation of FlexiSpace locations, providing more work location options to staff to enable reduced commuting times and a reduction in peak time traffic. In 2022–23 we opened the Innovation Centre and Family Friendly space in the city, along with new FlexiSpace locations in Tuggeranong and Belconnen.
- ▶ We are continuing to provide flexibility for staff, teams and managers, giving them the ability to determine ways of working that best support them to deliver on their work in balance with personal commitments. These enhanced options help to deliver balance to individuals and the lives they lead – as ACT public servants *and* as citizens.

We recognise the ongoing importance of stewarding the public service system. The ACTPS holds an important role within the Canberra community as a provider of essential services, and we are accountable to our citizens. We continue to ensure that our workforce is equipped to understand their role in delivering services professionally, ethically and efficiently.

As part of this we have continued to build the capacity and capability of our service for the future. We are investing now in our people to develop the capabilities to meet future challenges. This includes ensuring that we have a diverse group of future leaders entering the service through entry level programs, as well as investment in the development of our existing leaders.

Our ACTPS Graduate Program was twice recognised in the 2023 National GradAustralia Graduate Employers Awards, placing 3rd in the Government sector, and achieving an overall ranking of 76 in the top 100 Australian Graduate employers.

As we work towards ensuring our workforce is equipped for the challenges that lie ahead, we continue to acknowledge and celebrate the progressive and diverse Canberra community that we serve. The ACT's flagship community event, the National Multicultural Festival achieved record attendance in its first event after COVID-19. This festival was also recently recognised at the 2023 Australian Event Awards, winning the Best Community Event, against fierce interstate competition. I am proud of the collaboration across the ACTPS and with the community that has led to these outstanding achievements.

Through the first half of this reporting year, we continued to focus on addressing the challenges of COVID-19. While those challenges have receded, different challenges will doubtless arise. I am confident that the strong One Service approach of the ACTPS positions us well to address future challenges and deliver for our community.

Kathy Leigh  
Head of Service  
September 2023

## The origin of One Service – vale Dr Allan Hawke AC

Dr Allan Hawke AC was a 2023 ACT Honour Walk recipient, recognising his influence on Canberra as a pillar of the public service and his contribution to the community as patron and chair of numerous local and national organisations. His contribution to the ACTPS is also significant, as the author of the 2011 report *'Governing the City State: One ACT Government – One ACT Public Service'* that provided the recommendation for the One Service approach that we have taken forward.

Embedding the 'One Service' culture has had a profound impact on the ACTPS as we have established ways of working to achieve enhanced outcomes and more efficient use of resources.

This genuinely collaborative approach has been demonstrated in the way we have worked to support our Ministers and the Canberra community through the COVID-19 pandemic.

The foundations laid by Dr Hawke will continue to assist the ACTPS in serving the government of the day to meet emerging challenges and opportunities as Canberra continues to grow and develop.

Dr Hawke's legacy for the ACTPS cannot be underestimated.

### 3. Executive summary

The ACT Public Service is relatively small and we use our scale to our advantage. Our 9 directorates seek to connect and collaborate to solve policy and service delivery issues and serve our community as efficiently and effectively as possible. Our values, ways of work and our One Service approach act together to enable us to be agile as we respond to continued change in our broader environment.

This report provides an overview of how we are continuing to strengthen our One Service approach while encouraging staff to demonstrate our values of respect, integrity, collaboration and innovation. It highlights achievements, awards and recognition received throughout the reporting period.

This report also shows the ways in which we continue to build a professional, resilient and capable workforce to meet the current and future needs of the community that we serve. It shows how we are progressing our ambition to build a public service that is rich in diversity. It also shows how we are embedding an inclusive culture where our working relationships are strong and supportive. We remain committed to

creating a workforce that reflects the community we serve and are offering equity in employment opportunities. Our progress includes:

- ▶ Reducing the gender pay gap – at the end of the reporting year our gender pay gap had reduced to a record low of -0.1%.
- ▶ Improving representation across 2 priority diversity employment targets: Aboriginal and Torres Strait Islander people; and people with disability.
- ▶ Continued implementation of a dedicated workforce conversion program, to address adverse social and financial effects of insecure work arrangements on workers.

Our workforce management strategies not only help us to attract and retain the right talent but also they enable us to embed agility, resilience and responsiveness in our workforce. We are leveraging our advantage as a small and diverse public service to position our workforce in readiness for future challenges, while continuing to deliver an employment framework that offers progressive conditions for all.

# ACTPS AT A GLANCE



**27,447** HEADCOUNT  
**24,421** FTE



**10.4%** OF THE  
ACT WORKFORCE\*



**8.3 YEARS**  
AVERAGE LENGTH  
OF SERVICE



**42 YEARS**  
AVERAGE AGE



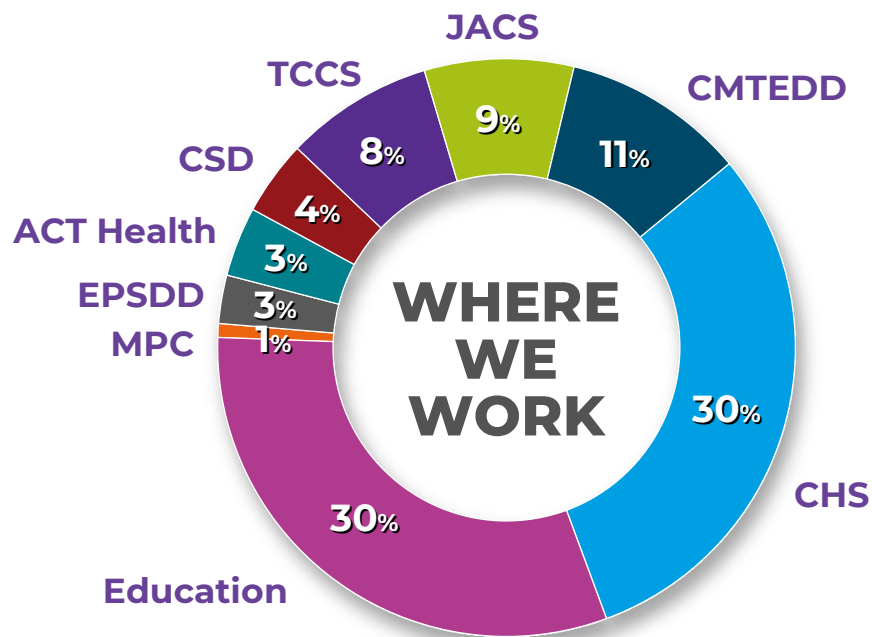
**\$95,834**  
MEDIAN SALARY



**14.8%**  
RECRUITMENT  
RATE



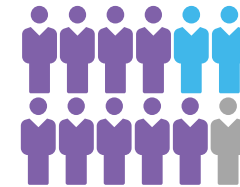
**9.1%**  
SEPARATION  
RATE



ACT Health: ACT Health Directorate; CHS: Canberra Health Services; CMTEDD: Chief Minister, Treasury and Economic Development Directorate; CSD: Community Services Directorate; Education: Education Directorate; EPSDD: Environment, Planning and Sustainable Development Directorate; JACS: Justice and Community Safety Directorate; MPC: Major Projects Canberra; TCCS: Transport Canberra and City Services Directorate

## HOW WE WORK

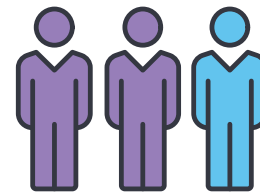
**78%** PERMANENT



**17%** TEMPORARY

**5%** CASUAL

## GENDER



**64.6%** FEMALE

**35.3%** MALE

**0.1%** NON-BINARY

## GENDER PAY GAP

Australia 13.3%

ACT 10.0%

**ACTPS -0.1%**

Significantly  
**LOWER**  
compared to  
Australian  
and ACT  
labour forces#

# Australian and ACT gender pay gap data from Workforce Gender Equity Agency, Feb 2023

\* ACT workforce population from ABS Labour Force, Australia, June 2023



# ACTPS AT A GLANCE

## SOME OF WHAT WE DO

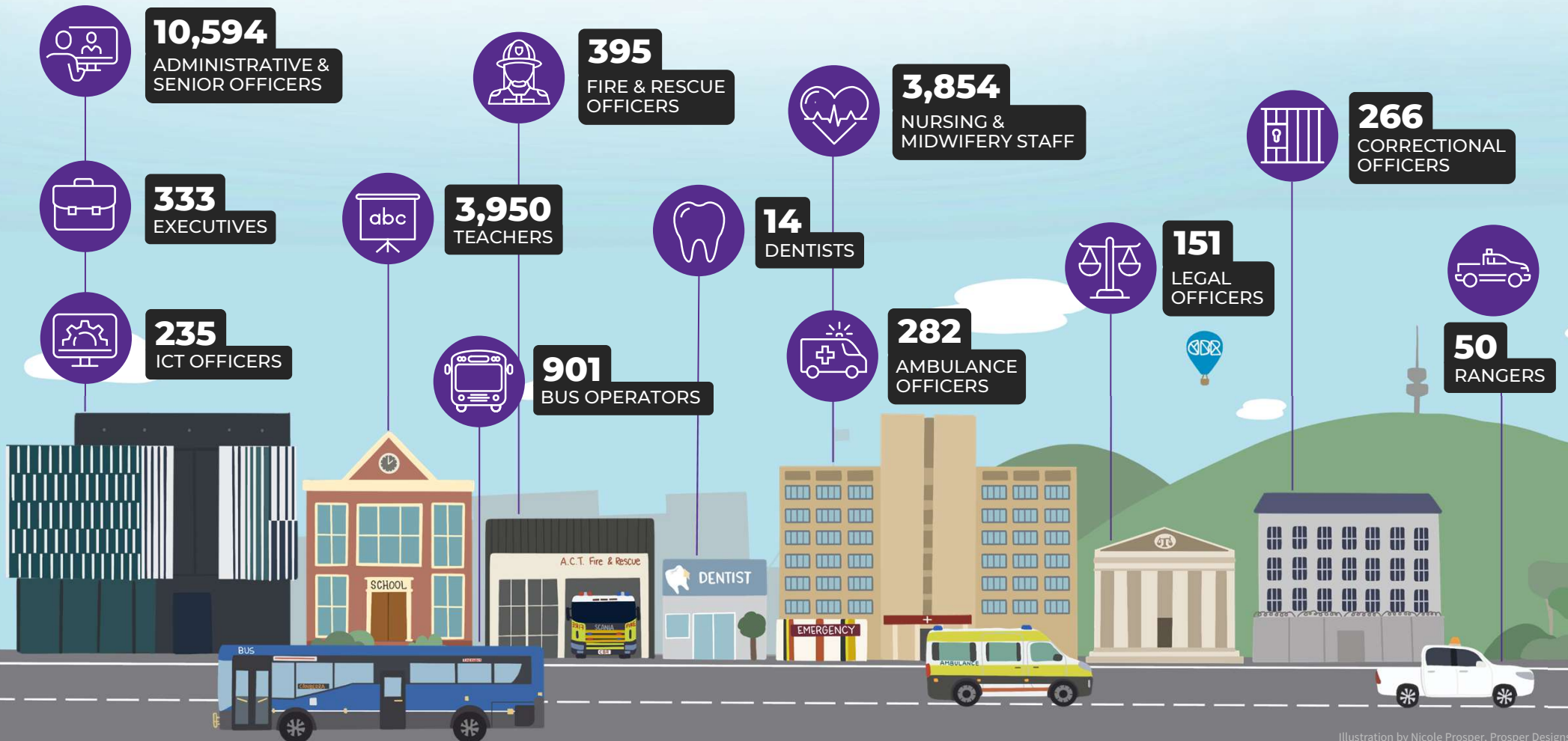


Illustration by Nicole Prosper, Prosper Designs

## About the ACT public sector

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

The public sector is governed by the *Public Sector Management Act 1994* and *Public Sector Management Standards 2016*. The Act establishes and maintains an apolitical public sector with clear values, clear standards of conduct and a best practice focus.

The ACTPS operates as a single service, reporting to the Head of Service. It is structured into 9 directorates:

- ▶ ACT Health Directorate
- ▶ Canberra Health Services
- ▶ Chief Minister, Treasury and Economic Development Directorate
- ▶ Community Services Directorate
- ▶ Education Directorate
- ▶ Environment, Planning and Sustainable Development Directorate
- ▶ Justice and Community Safety Directorate
- ▶ Major Projects Canberra
- ▶ Transport Canberra and City Services Directorate.

The ACT public sector includes a variety of specialised agencies. There are 16 public sector bodies with Head of Service management powers under section 152 of the Public Sector Management Act. These agencies are part of the broader ACT public sector.

For 2022–23 the 16 public sector bodies were:

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

This is not a complete list of independent statutory bodies; rather, it represents those bodies with Head of Service management powers. During the reporting year, the ACT Government acquired the land associated with Calvary Public Hospital. A transition of Calvary Public Health staff and assets to the Territory took effect on 3 July 2023. In future reports, Calvary Health Care ACT (Public) will no longer be included.

Approximately 90% of the ACT public sector workforce is employed by the ACTPS. The remaining 10% is employed within public sector bodies operating independently of the Head of Service. This report provides workforce data in relation to the ACTPS and those public sector bodies that employ their staff under the Public Sector Management Act.

## 5. Working as One Service

As a small and diverse ACT Public Service (ACTPS), we demonstrate a commitment to continuous improvement while working together across directorates, subject areas and specialities. This approach underpins our One Service mindset, and enables us to build a capable workforce to respond to the growing needs and expectations of the Canberra community.

In the reporting year, we have continued to strengthen our One Service approach by establishing the Office of Industrial Relations and Workforce Strategy, with a remit to lead the ACTPS industrial and employment agenda into the future.

### Values driven

At the heart of our One Service approach, the ACTPS Employee Values define who we are as an organisation. We are guided by our core values: respect, integrity, collaboration and innovation. In a service as diverse as ours, these values and behaviours are expressed in different ways, reflecting a variety of professional and organisational contexts.

#### Human Rights award recognises intermediaries' work with vulnerable witnesses

The positive contribution the ACT Intermediary Program made within the ACT criminal justice system was recognised in December 2022 when it won the ACT Chief Minister's inaugural *Sue Salthouse Award for Championing Human Rights and Equality*.

The program has been providing intermediary services across the ACT since January 2020. In that time, witnesses aged from 2 to 92 years have been assisted by ACT intermediaries to communicate their best evidence, at the request of ACT Policing, ACT Courts (Supreme, Magistrates and Childrens) and legal professionals, primarily Legal Aid. The program matches appropriately skilled intermediaries to the communication needs of these vulnerable witnesses.

The program operates 24 hours a day, seven days a week, including public holidays. This financial year the program has registered a

52% increase in referrals compared to last financial year, working with a total of 375 witnesses. Of these referrals, 77% involved children and young people aged 18 years and under. To date, all but one referral received by the program had been matched to a suitable intermediary.

This financial year there has also been a 72% increase in referrals received by the program where an issue has been identified as a barrier to communication, including learning disabilities (mild to severe), autism spectrum disorder, cognitive impairments, language delays, physical disabilities, mental health issues and trauma. By engaging genuinely with the community and undertaking a communication assessment, intermediaries with relevant expertise provide tailored recommendations to police, court and legal professionals on the best strategies for engagement with relevant witnesses to ensure they can provide their evidence.

## More accessible and energy efficient public housing

In 2022–23 the Growing and Renewing Public Housing program delivered 183 new public housing properties, with more than 400 new properties constructed to date. As at 30 June 2023, there were a further 337 dwellings under construction, 88 in procurement, 90 in DA approval and 145 in design. The program, delivered in Community Services Directorate, is renewing 1,000 older, inefficient public housing properties and adding 400 new dwellings to the public housing portfolio.

Despite the high demand within the construction industry, the dedicated team of infrastructure delivery project managers has worked closely across directorates and with local builders to deliver more accessible and energy efficient public housing properties.

The team has worked closely with designers and architects to develop a well-considered design brief that aims to deliver new properties that are comfortable to live in, energy efficient, require lower maintenance, and adaptable to the diverse needs of tenants.

These properties have been designed to adaptable Housing Class C or Liveable Gold standards, ensuring the homes meet the needs of people of all ages and mobilities. Adaptable housing design includes features such as increased space within the property to accommodate the needs of a person with physical limitation and providing accessible paths of travel. Each property also meets a minimum energy efficiency standard of 6 stars and includes environmentally sustainable features such as water tanks, double glazed windows, passive northern orientation where possible, and is free from mains gas connection. Designs maximise passive heating and cooling, increasing thermal comfort and reducing energy costs for tenants.

## Innovation at all levels

Innovation is at the centre of our One Service approach. In the ACTPS, innovation means empowering our people, at all levels, to raise new ideas, try out different ways of doing things and create the environment for considered engagement with risk. This provides a strong foundation to achieve outcomes for the government and the community we serve. As a core employee value, we continue to promote and enable innovation at all levels to ensure the best outcomes for the Canberra community.

## Innovation Centre in strong demand across the service

The ACTPS Innovation Centre has been a welcome addition to the service, being heavily utilised by all directorates. It provides a purpose-built space for ACTPS staff to come together, learn and innovate.

The centre is ideally suited for multi-directorate collaborative workshops, whole-of-government learning programs and design sessions. With a focus on supporting and improving innovation and capability across the ACTPS, staff can step outside their day-to-day activity and immerse themselves in collaboration with colleagues.

Some key highlights in 2023 include:

- ▶ linking the ACTPS with tertiary institutions through the **University of NSW showcase**
- ▶ introducing new concepts via guest speakers to our senior executive through the **SES Speaker Series**
- ▶ hosting workshops to improve processes such as recruitment in the ACTPS and better release of information through FOI workshop series.

Directorates recognise and celebrate the achievements of staff and business areas that have excelled in their respective roles and embody our values. These achievements serve to highlight the commitment and ambition in our workforce and inspire us to work together to deliver the best results for our community.

### Creative approach improves automated reporting to increase analytic quality and branch productivity

Kai Wakerman Powell was awarded the 2023 Chief Minister Treasury and Economic Development Directorate Staff Award for Innovation. The award recognised his instrumental role in the collaborative development of an automated analytical reporting system for collating National Disability Insurance Scheme (NDIS) data.

With a desire to streamline and improve the directorate's approach to NDIS analysis and reporting, Kai facilitated the design of an innovative, fit-for-purpose solution. The new system dramatically increased the depth, quality and efficiency of NDIS analysis. The system also provided staff across the directorate with more time to consider NDIS analysis, increasing reporting capacity and creating greater quality assurance measures.

Kai attributed the successful innovation to the opportunity to collaborate in a supportive environment, committed to continuous improvement.

### Leading the way in sustainability and design

The Suburban Land Agency opened the state-of-the art **Innovation Precinct** in Whitlam in November 2022. The precinct is a creative collaboration between industry and government giving Canberrans and the wider community access to the benefits of sustainable design, building innovation and climate-wise gardening.

The successful collaboration has gained a reputation for innovation and excellence amongst industry organisations:

- ▶ **Winner: Climate Change Resilience Award**, ACT Planning Institute Awards in 2022.
- ▶ **Finalist: Sustainability Award, Urban Development Awards for Excellence**, Urban Development Institute of Australia NSW.

The precinct is designed to demonstrate and display industry best-practice in low carbon and multi-generational living, sustainable design and placemaking. The precinct development provides a range of spaces including three terrace houses, an inviting garden with nature play, shaded seating, pollinator-friendly plants, and vegetable plots. It also functions as a community and creative hub – educating and inspiring future home buyers and industry professionals, playing host to community events, and giving local artists and residents the opportunity to connect and display their work.

More than 5,500 people have visited the precinct since November 2022. Playing host to 22 tours for industry, schools and government, the Innovation Precinct is a must for anyone seeking a firsthand experience of innovative, sustainable design.

## Enhancing collaboration

Collaboration in the ACTPS means actively sharing information and resources and working together towards shared goals. This means pursuing opportunities to break down silos and engage with colleagues and the community.

With the shared vision of a vibrant, liveable city, we collaborate across directorates and we partner with business and the community to leverage diverse expertise and resources to bring innovative projects to life.

### Automatic Mutual Recognition streamlining vocational licensing

The implementation of Automatic Mutual Recognition (AMR) within the ACT demonstrated **collaboration** across government directorates, reducing licensing complexity and promoting workforce mobility.

The scheme led and coordinated by Access Canberra supports eligible workers to operate across jurisdictional borders without paying additional licence fees or applying for separate registration when wanting to work interstate.

To support the administration of this process an AMR notification service commenced on 1 July 2022. This user friendly, single point of contact linked with the ACT Digital Account, delivers a streamlined and simplified approval process for those gaining recognition.

This project exemplifies ACT Government strengths in understanding and bringing together the needs of community and business, by taking action to co-design, innovative fit-for-purpose solutions that support efficiency and provide easy to use, customer focused processes.

### Turning the lights on through collaboration and innovation

The Second Space pilot program in Canberra's city centre is a powerful demonstration of collaboration and innovation. The program saw the City Renewal Authority partner with a diverse range of stakeholders, bringing more than 15 individual activations to life.

These included creative workshops, presentations, and podcasts, featuring speakers on local and international design, demonstrations of innovative use of technology and charitable fundraising events. The program attracted over 10,000 visitors to the city centre.

By repurposing underutilised buildings and spaces, the initiative created substantial change, improved vibrancy and urban discovery, and generated increased footfall. The program successfully complemented existing retail offerings from local businesses, increased visitation, developed new tenancy, and contributed to economic growth within the city centre. The Second Space pilot program sets a benchmark in collaboration, urban renewal, and government innovation.

## Celebrating excellence and innovation – Education Awards Melba Copland Secondary School library team

The Melba Copland Secondary School library team was awarded the inaugural Excellence in Innovation Award at the 2022 ACT Public Education Awards. The team has created a nationally recognised innovative student-led collection development strategy.

Driven by a passion for improving student reading, engagement and connection to libraries, the team honed their ideas through in-depth research into best practice strategies. The team devised a strategy that centred around student requests. After a highly successful trial in 2018, the approach was adopted as the primary collection development strategy at the school.

- ▶ 80% of all library purchases are now directly requested by students leading to:
  - 1036% increase in high school campus loans
  - 1450% increase in college campus loans.

The team are recognised as leaders and innovators in their field and regularly share their experience and knowledge, furthering the professional capability of educators and schools nationally.

The National Multicultural Festival holds a special place in the hearts of Canberrans. The festival provides a valuable opportunity for visitors and our community to come together, participate in and learn about the cultures and traditions that shape our vibrant and diverse city.

## Return of the National Multicultural Festival

The 25-year anniversary of the National Multicultural Festival in 2023 was the biggest to date. The celebration included 6 headline artists, 8 entertainment stages, 325 performance groups consisting of 2511 individuals, 30 cultural showcases and a record-breaking parade. The addition of 16 cooking demonstrations and 34 workshops to the 2023 program was a resounding success.

The return of the National Multicultural Festival is a demonstration of the Community Service Directorate's capacity to collaborate and network across the ACTPS, drawing on the expertise of dedicated staff from 7 directorates. The 2023 event welcomed a record number of visitors with over 380,000 attendees across the 3 days, generating the highest economic benefit to Canberra in the festival history at nearly \$21 million.

With 400 festival volunteers and more than 260 stalls representing over 170 cultures, the successful outcomes represent what can be achieved when multiple directorates come together to support community engagement. Following this success, plans are underway to deliver an expanded footprint in 2024.



## A foundation of respect

Respect in the ACTPS 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 clients alike. In demonstrating respect, we take pride in our work, we value and acknowledge the contribution of others and we interact with our colleagues and clients in a fair, caring and professional manner. We continue to embed and nourish respect through our inclusion and diversity activities across the service.

### Leadership role leads to enhanced Indigenous land and fire management

In 2022, the Justice and Community Safety Directorate was tasked to lead the national implementation of 2 of the Royal Commission into National Natural Disaster Arrangements relating to enhanced Indigenous land and fire management and disaster resilience.

In partnership with the National Indigenous Australian Agency, the directorate co-chaired a national workshop with Indigenous land managers in October 2022. The workshop aimed to understand successes and barriers to First Nations partnerships and to develop options to enhance these partnerships. The workshop was attended by all states and territories, and peak First Nations bodies in Indigenous land and fire management. The outcomes of this workshop are being progressed with the Australasian Fire and Emergency Services Advisory Council to establish a program for ongoing enhanced engagement with Indigenous land and fire managers.

## Strengthening our integrity framework

Integrity in the ACTPS means being apolitical, honest, dependable and accountable in our dealings with Ministers, the Parliament, the public and each other. It means recognising achievement, not shirking uncomfortable conversations and implies a consistency in our dealings with others.

*We do what we say we'll do and respond appropriately when the unexpected occurs.*

*We take responsibility and are accountable for our decisions and actions.*

*We engage genuinely with the community, managing the resources entrusted to us honestly and responsibly.*

Just prior to the start of the reporting period, in May 2022, the updated ACTPS Code of Conduct and ACTPS Integrity Framework was released.

The updated code articulates expected standards to staff and supports them to embrace the key values and behaviours in their work, shaping the culture of the ACTPS. In doing so it provides a foundation to continually improve public administration, strengthen government and community confidence in the ACTPS, and ensure ACTPS services are delivered in an efficient, fair and accountable manner.

The ACTPS Integrity Framework aims to strengthen integrity and governance across the ACTPS while ensuring the good reputation of the ACTPS is maintained. It articulates expected standards for decision-making and appropriate behaviour.

Following the release in May 2022 of the ACTPS Integrity Framework, a number of activities have promoted the framework across the ACTPS including presentations to the 2022 and 2023 cohorts of the ACTPS Graduate Program and Vocational Employment Program, and several presentations to directorates including on principle-based decision-making.



## An employer of choice

We remain focused on building the future workforce our community needs. We are achieving this by continually reviewing our workforce and planning practices to ensure we are attracting and retaining the best talent, supporting mobility within the ACTPS and continuing to shift away from casual and temporary employment methods.

To ensure that our ongoing efforts to position the ACTPS as an employer of choice are implemented in a consistent and cohesive way, in October 2022 the Office of Industrial Relations and Workforce Strategy was established. The Office provides the formal structure to lead the ACTPS industrial and employment agenda into the future. With a strong focus on education, consultation and awareness raising, the Office provides a unique opportunity to shape the culture and workforce practices of the ACTPS.

At the heart of this work, we continue to offer some of the most progressive employment conditions and entitlements that together provide a solid platform to position the ACTPS as an employer of choice.

The majority of ACTPS Enterprise Agreements were subject to enterprise bargaining throughout the reporting period. The core of the agreements was agreed to by all bargaining parties by the end of the reporting period. The ACTPS Infrastructure Services Enterprise Agreement was the first 2023 agreement to be approved by Fair Work, on 26 June 2023.

We continue to invest in our people by creating and supporting internal mobility opportunities. This supports our staff to achieve a diverse and interesting career with us and strengthens our performance.

The 2023 ACTPS Employee Survey results showed that staff felt more positive about their mobility opportunities within the ACTPS compared to 2021. In 2023, 50% of respondents felt satisfied with their current temporary transfer opportunities, compared to 44% in 2021.

Mobility within the ACTPS is supported by a single information and communications technology system as part of our One Service approach. This enables rapid transitions between roles and areas as staff remain on the same payroll and technology platforms, minimising the administrative tasks associated with transfers.

## Strengthening our commitment to inclusion

The ACTPS is committed to workforce practices that support a diverse range of employees that reflect the community that we serve. Since 2010, we have maintained an active commitment to embedding a workplace culture that values diversity through the Respect, Equity and Diversity (RED) Framework. Following a comprehensive review of the framework in 2021, we are working towards an overarching ACTPS Inclusion and Belonging Strategy. The strategy will provide a renewed commitment to strengthen diversity, inclusion and belonging across the ACTPS. This will be through a targeted approach to support gender equity, along with tailored employment programs to continue to increase the diversity of our workforce and articulate our commitment to diversity and inclusion.

For inclusion, we have established a Key Performance Indicator, measured through the ACTPS Employee Survey.

### Inclusion Key Performance Indicator

**80% of ACTPS staff feel their workplace is inclusive by 2026.**

2023 ACTPS Employee Survey result: **74%**

2021 ACTPS Employee Survey result: **70%**

We have also continued our commitment to clear, measurable employment goals for:

- ▶ Aboriginal and Torres Strait Islander people: to 3% by 2026
- ▶ People with disability: to 5% by 2026.

In the reporting year, we launched new educational resources to support diversity, inclusion and belonging including a SharePoint site and the ACTPS Inclusive Terminology Guide.

### ACTPS Inclusive Terminology Guide

The guide explains and details best practice diversity and inclusion language for use in workforce contexts and has been developed by the Office of Industrial Relations and Workforce Strategy, in collaboration with subject matter experts from across the ACTPS.

Directorates are also taking steps to support inclusion through a variety of workforce strategies. All directorates offer training that supports staff to embody positive workplace behaviours in demonstrating respect. Other directorate activities supporting an inclusive workplace include:

- ▶ In 2023, the **Chief Minister Treasury and Economic Development Directorate** relaunched Respect, Equity and Diversity training as Respectful Behaviours training. The refreshed training package equips employees with the knowledge to make a positive contribution to workplace culture, including the confidence to act when they see or experience disrespectful behaviour. The training helps staff understand their rights and responsibilities under relevant frameworks and legislation and provides guidance on how to report any incidents of unacceptable behaviours.

- ▶ The **Community Services Directorate** released its Diversity, Inclusion and Belonging Strategy 2023–26, to enable the directorate to set a road map to support the equity in parity of experience for all of our people, thus promoting respect and inclusion in all corners of the directorate. This strategy enables the directorate to deliver on the ACT Government’s strategic priorities to better serve our community.
- ▶ The **ACT Health Directorate** has developed a Workforce Inclusion Strategy, which will be launched early in the next reporting year. The directorate has also established inclusion grant funds, supporting inclusion and diversity groups with funding to support and deliver inclusion focused initiatives, aligned to days of significance and raising awareness. The networks that receive this funding include: Aboriginal and Torres Strait Islander Staff Network; LGBTIQ+ Staff Network; Culturally and Linguistically Diverse Staff Network; Disability Staff Network; and the Women Staff Network. The ACT Health Workforce Inclusion Strategy will be launched in the first quarter of 2023–24.
- ▶ The **Human Rights Commission’s** new social inclusion plan broadens its commitment to creating an inclusive community that respects and realises everyone’s rights. Previous disability action plans reflected a longstanding commitment to promoting the rights of people with disability. The current plan also promotes inclusion for other groups including LGBTIQ+, the elderly and people from culturally and linguistically diverse backgrounds.
- ▶ **Major Projects Canberra** developed procurement guidelines to inform the procurement of Major Projects Canberra contracts to support diversity and inclusion outcomes.

- ▶ The **Education Directorate** continues to promote staff diversity networks and regularly engages with the networks on initiatives designed to improve inclusive practices. Alongside ongoing Respect, Equity and Diversity training, the directorate has also continued supporting workforce capability that enhances an inclusive culture, including the delivery of training on topics such as unconscious bias, cultural appreciation, and disability. The directorate continues to raise awareness and challenge preconceptions across diversity cohorts and in relation to recruitment mechanisms such as identified positions, with a range of fact sheets being developed.
- ▶ The **Environment, Planning and Sustainable Development Directorate** launched its inclusion and belonging strategy 'You, me, we belong' in 2022. The strategy outlined a strong commitment to supporting a workforce that has rich diversity, providing a workplace that is culturally safe, where everyone feels a sense of belonging. Through this strategy the directorate has adopted a broad approach that not only seeks to promote cultural safety and equity, but also strives to encourage allyship. The directorate also continued promoting staff diversity networks and engaging with the networks on initiatives to improve inclusive practices.
- ▶ **Transport Canberra and City Services Directorate** commenced a review of its 2020–23 Diversity and Inclusion Strategy, to assess whether it is being implemented as intended and with the desired effect. The directorate has committed to adopting all recommendations arising from the review, refining its approach to diversity and inclusion into 2023–24. The directorate has also created a diversity and inclusion committee to provide a supportive space for executive sponsors, chairs and co-chairs, while introducing accountability measures for diversity networks. The directorate's senior cultural advisor continued working with business areas to embed cultural integrity into everyday work

practices, including by implementing a SharePoint site in support of the directorate's Cultural Integrity Framework.

- ▶ **Canberra Health Services** continued to deliver the Respect at Work training program to staff across the directorate. In the reporting period, 488 team members attended the program. The directorate also added a demographic question to the December 2022 pulse survey to support enhanced understanding of diversity and intersectionality of Canberra Health Services workforce.

## ***Targeting entry level recruitment***

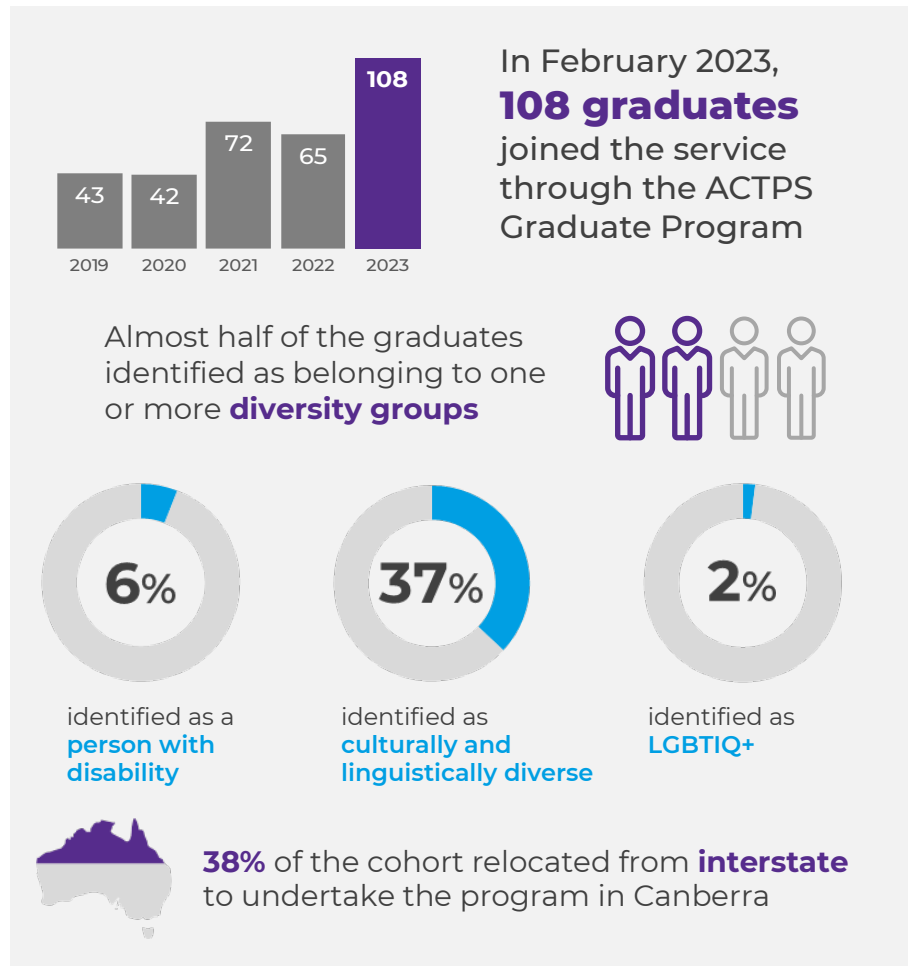
As part of our efforts to build the future workforce our community needs, we continue to invest in graduate and entry level employment programs. These programs support professional and vocational entry level recruitment and offer structured and targeted approaches to attract emerging talent into the workforce.

The ACTPS Graduate Program is a contemporary recruitment and development program aimed at recent university graduates who are looking to make a difference and contribute to the diverse future of the Territory. The graduate program is an essential part of our recruitment strategy. Graduates bring fresh perspectives, innovative practices, emerging digital knowledge and new technical expertise into the workforce.

The program has undergone significant growth over the last 3 years, resulting in a **157% increase in graduate cohort numbers since the 2020 intake**.

The ACTPS Graduate Program was recognised twice in the 2023 National GradAustralia Graduate Employers Awards:

- ▶ placed third in Government sector
- ▶ achieved an overall ranking of **76 in the top 100 Australian Graduate employers** (voted by graduates).



### Vocational pathways to ACTPS employment

In 2022–23, the ACTPS again offered the targeted Vocational Employment Program (VEP) supporting recruitment into the ACTPS through a non-standard entry level pathway for Aboriginal and Torres Strait Islander people, people with disability, people from cultural and linguistically diverse backgrounds and for family members of veterans.

This program:

- ▶ aims to increase workforce diversity
- ▶ removes systemic barriers to employment for under-represented diversity groups
- ▶ is a 12–18-month entry level employment program, offering permanent employment on successful completion of the program
- ▶ provides professional training relevant to the position.

VEP participants are initially engaged as permanent officers on probation at an entry classification of ASO1 to ASO3 in ACTPS directorates, and on successful completion are promoted to the next ASO level.

VEP Participants as at 30 June 2023	
Aboriginal and Torres Strait Islander people	4 participants
People with disability	2 participants
People from culturally and linguistically diverse backgrounds	5 participants
Family members of veterans	5 participants

To support development of specialised capability, some directorates run additional graduate recruitment programs. Several directorates also offer work experience, internships and apprenticeship programs.

## *Justice and Community Safety Directorate*

Attracting and retaining talent is an important enabler to a diverse, dynamic and appropriately skilled directorate. The Justice and Community Safety Directorate conducted several specialised graduate and traineeship programs including:

- ▶ The Emergency Services Agency conducted four recruitment processes and employed 17 graduate paramedic interns within the ACT Ambulance Service.
- ▶ The Office of the Director of Public Prosecutions (DPP) continued an initiative increasing the number of lawyers from First Nations heritage working as prosecutors. The DPP has an agreement with both the Australian National University and University of Canberra law schools to host a law student for a 12-month placement. Working as a Prosecutor Associate, while receiving credit towards study, assists students to gain valuable experience in their final year of law. During the reporting year, the DPP has retained at least one permanent lawyer from First Nations heritage through this initiative.
- ▶ The First Nations Justice Branch engaged an Aboriginal and Torres Strait Islander trainee through the 2023 **ACTPS Vocational Employment Program**.

## *Environment, Planning and Sustainable Development Directorate*

### **Internship Program**

Internship programs form an integral part of growing an innovative public service. The Environment, Planning and Sustainable Development Directorate has established an ongoing partnership with the Australian National University College of Business and Economics for intern placements within the directorate. This year two students joined the directorate gaining experience and contributing to corporate projects while acquiring credits towards completion of their degrees. The Internship Program was an ideal opportunity for students to gain practical experience, skills and knowledge needed in their future careers. The Internship Program is often a prelude to the ACTPS Graduate Program, with this year's students keen to apply for a graduate placement in ACTPS upon completion of study.

### **Engaging the next generation of planners**

The directorate also played host to more than 50 first-year planning students from the University of New South Wales. The annual field trip for first-year planning students has been running since 2016 and continues to promote the directorate as an employer of choice to the next generation of planners.

## Suburban Land Agency

The Suburban Land Agency continued to explore collaborative opportunities and partnerships. This included the creation of a pathway for successful internship graduates to fill short-term vacancies within the agency while they transition between university studies and entering full-time employment.

### Steppingstone to success – pilot Career Unlock Program

The Suburban Land Agency partnered with the Justice and Community Safety Directorate to offer its first round of the Career Unlock Program (CUP) in 2022–23. The CUP is a broader community-based employment initiative offering short term employment opportunities to those who are likely to experience barriers to securing meaningful employment.

The first employee commenced with the CUP in May 2022, and on completion of their temporary six month paid employment with the Suburban Land Agency they were successful in securing ongoing employment in alignment with their career aspirations.

## Canberra Health Services

Canberra Health Services have ongoing graduate programs across clinical disciplines providing an opportunity for graduates to practice high-quality, effective and person-centred health care.

During 2023, graduate programs included:

- ▶ 120+ nurses
- ▶ 70+ allied health professionals
- ▶ 90+ medical practitioners.

### ACTPS Vocational Employment Program

Canberra Health Services participated in the ACTPS Vocational Employment Program nominating 3 positions. Through this recruitment program Canberra Health Services gained staff members from culturally and linguistically diverse backgrounds and people with disability. Utilising this avenue of employment provided the directorate with new staff members who bring expertise and insights into the provision of service delivery.

Canberra Health Services is committed to improving health service access, experience, and outcomes for Aboriginal and Torres Strait Islander people. The directorate participated as an employment partner in the **Indigenous Allied Health Australia (IAHA) Academy** traineeship program for the second year. This involved providing Year 11 and 12 students with work placements while they continued to undertake a school-based traineeship, Certificate III in Allied Health Assistance. The partnership created a pathway to health careers enabling Aboriginal and Torres Strait Islander high school students to gain industry qualifications and experience in their local community.

## Secondary school student pathway into nursing

The ACT Health and Education Directorates, in collaboration with Canberra Health Services, Canberra Institute of Technology, and University of Canberra, have established a pathway for ACT secondary students to gain qualifications in nursing.

This workforce strategy is an initiative that aims to ‘grow our own’ talent and retain nurses in the ACT healthcare system.

By establishing a **registered nurse articulation pathway**, aspiring career earlier, having multiple options for workforce entry and further study.

In May 2023, the first cohort of ACT public school students commenced study of the Certificate III in Health Service Assistance (Acute). On completion of the Certificate III, students will have the option to progress to further nursing studies.

Students will be granted direct entry into a Diploma of Nursing at Canberra Institute of Technology. The qualification will allow students to gain employment as an enrolled nurse upon completion. Graduates will also have the option to gain direct entry into Bachelor of Nursing (second year) at the University of Canberra to pursue qualifications to become registered nurses. Successful graduates have guaranteed employment options at Canberra Health Services from each exit point of the pathway.

## *Teacher Quality Institute*

### New work experience pathway for pre-service teachers

In December 2022, the Teacher Quality Institute Board approved a new policy to **enable pre-service teachers in their final year of study to be employed under a ‘permit to teach’ approval.**

Universities formalised this agreement with schools from each sector across the ACT. The agreement ensured the integrity and quality of pre-service teacher education courses remains intact. It also outlined the requirements that ‘permit to teach’ holders receive adequate supervision, mentoring and support while in the workplace. Universities and future employers agreed that ‘permit to teach’ holders receive a balanced load of face-to-face teaching and approved time to study.

The Teacher Quality Institute approved 45 final year teacher education students into the program within the first 6 months. Initial feedback from ‘permit to teach’ holders has been incredibly positive. Permit holders report that the program offers them an outstanding opportunity to gain experience and grow their skills while finalising studies.

## Secure workforce conversion

The ACTPS recognises the adverse social and financial effects of insecure work arrangements on workers. As we continue to position the ACTPS as an employer of choice, we are shifting away from casual and temporary employment methods.

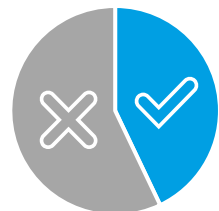
Through the Secure Employment Package, the ACTPS has implemented a dedicated workforce conversion program, increasing ongoing employment where appropriate. In addition to benefits for employees, this process supports the ACTPS to attract and retain the right talent to deliver the best outcomes for our community.

The secure workforce conversion program systematically reviews temporary and casual employment across the ACTPS to methodically examine the use of insecure work practices. The assessment mechanism operates to monitor and minimise their ongoing use. The process embeds engagement with ACT unions along with relevant work areas and is supported by provisions in enterprise agreements that facilitate conversion of employees to more secure forms of employment.

## Secure workforce conversion program outcomes 2022–23



**6,034** assessments conducted  
across 2022–23



**2,590** employees recommended  
for conversion

**3,444** ineligible for conversion



**652** offers accepted  
and employees converted to permanent  
employment



## ***Responding to increased competition***

In an increasingly competitive employment environment, we need to ensure that the ACTPS remains attractive in retaining talented professionals to ensure we are at the forefront of high-quality service delivery to the community. This requires a multifaceted approach covering employment conditions, workplace culture and, where necessary, targeted attraction and retention initiatives.

Directorates can use attraction and retention incentives under the ACTPS enterprise agreements or additional payments under section 245 of the *Public Sector Management Act 1994*. This offers a framework to ensure that the ACTPS offers a competitive package for skills in high demand that are essential to service delivery, such as technical and medical specialists.

As at 30 June 2023, 276 employees across the ACTPS were receiving attraction and retention incentives or section 245 payments.<sup>1</sup> Of these 276 employees, 77% were employed by Canberra Health Services.

Before the introduction of attraction and retention incentives in 2013, special employment arrangements and Australian workplace agreements were used. As at 30 June 2023, 7 employees remain on special employment arrangements and one on an Australian workplace agreement.

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<sup>1</sup> This represents the total number of staff in directorates and public sector bodies being paid an allowance under an attraction and retention incentive or section 245 payment as at the end of the financial year – it does not represent the number of arrangements offered during the reporting year.

## 6. Prioritising our people

In the ACTPS, our people are our greatest asset. Our workplaces offer staff access to meaningful work and provide an opportunity for connection with colleagues and the Canberra community.

We are committed to supporting the wellbeing of our staff and ensuring that we continue to build a professional, resilient and capable workforce to meet the future needs of the community that we serve. An appropriately skilled and trained labour force is critical to meeting the needs of the current and future economy and driving growth and innovation.

We deliver a range of workforce strategies that prioritise our people, including a range of proactive work health and safety policies, guides and supports; a service-wide feedback mechanism that supports us to better understand our diverse workforce and monitor the impact of workplace improvement initiatives; and a focus on capability development across our workforce.

### Supporting staff wellbeing

Mental health and wellbeing are important to how we function and participate in our lives at home and at work. In the ACTPS our workplaces are set up to positively impact and support the mental health of our staff. To improve the mental health and wellbeing of all our people, we need to prioritise mental health in all aspects of our business.

Work health and safety remains a top priority in the ACTPS. We are continuing to expand and update our approach to managing risks and creating mentally healthy workplaces.

In the reporting year, 2 additional bodies of work have been released that form part of the ACTPS approach to proactively manage work health and safety:

- ▶ ACTPS Psychosocial Health and Safety guide, supported by a range of resources and tools.
- ▶ ACTPS Occupational Violence policy, supported by a wide-reaching campaign to raise awareness in the community and across staff groups of expected standards of behaviour.

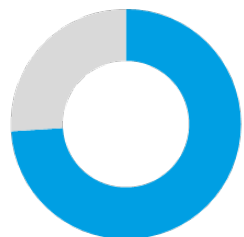
#### A coordinated approach to managing psychosocial risks

The new psychosocial health and safety guide is now available to provide ACTPS workplaces and managers with proactive steps they can take to assess and manage the psychosocial health and safety risks associated with our workplaces to create good work. It is accompanied by a suite of resources and tools.

Psychosocial health and safety considers the combined influence of psychological and social factors on physical and mental wellness at work. Good work is work that protects us from harm to our health and safety, improves our health and wellbeing, and leads to improved productivity and business outcomes. This new guide helps us to bring these two concepts together to not only manage psychosocial risks but also to empower us to manage these in a way that creates good work.

The guide is tailored specifically for ACTPS employees and provides advice and resources that are easily applicable to our workplaces. It brings together SafeWork Australia guidance, evidence-based research and best practice from around the world.

Results from the 2023 ACTPS Employee Survey showed that staff felt more positive compared to 2021 across all wellbeing-related questions, including happiness, enthusiasm, burn-out, stress, and policies and strategies in place to help manage their health and wellbeing.



**74%** of respondents to the 2023 Employee Survey rated their current **level of work-related stress** as **nil to moderate**.

▲ from **70%** in 2021.

Many directorates offer virtual and in-person sessions on a range of wellbeing topics including work-life integration, resilience, mindfulness, nutrition and movement. Directorates and sector bodies are supporting wellbeing through the following activities and strategies:

- ▶ In the reporting year, **Canberra Health Services** introduced a range of new initiatives aimed at supporting the wellbeing and mental health of staff. These include: restorative wellness spaces at the Canberra Hospital and University of Canberra Hospital supporting staff to access informal, confidential, short-term support and guidance from trained colleagues through the Wellbeing Peer Support officer program; implementation of wellbeing index app, offering an anonymous tool to help staff better understand their overall wellbeing in comparison to other health professionals, and access to a range of local and national resources.

- ▶ The **Chief Minister Treasury and Economic Development Directorate** took further steps to create a safe and supportive environment for staff by identifying and managing the increased risks of occupational violence, including the development of action plans to manage high risk activities. The directorate also updated the psychosocial health component of its work health and safety system, to provide a range of resources to better articulate legislative requirements and support the provision of psychologically safe workplaces.
- ▶ The **Community Services Directorate** released its Safety and Wellbeing Strategy 2023–26, with a focus on: fostering a culture of health and safety through leadership and capability; embracing innovation and technology through systems, service and delivery of programs; designing healthy and safe work through governance and risk management; and injury prevention and engagement through incident management and reporting. The directorate also launched a workplace wellbeing program, built around neuroscience, cognitive behavioural therapy, mindfulness, and positive psychology to assist staff to take control of their own health and wellbeing.
- ▶ The **Education Directorate** conducts daily triaging of workforce reports relating to health and safety incidents, allowing the Early Intervention and Wellbeing team to target supports for ill or injured workers – such as early intervention physiotherapy, Employee Assistance Program, a wellbeing check-in or a mediated conversation with their supervisor.
- ▶ The **Environment Planning and Sustainable Development Directorate** released its Safety and Wellbeing Strategy promoting four strategic themes: safe, accountable, inclusive, and frameworks. The directorate’s Executive Mental Health Champion continued to take the lead role in embedding awareness and discussion of wellbeing and mental health across the directorate.

- ▶ The **Justice and Community Safety Directorate** supported staff mental health through an approach that recognised the diversity of its people and potential wellbeing impact of some of the challenging work delivered. Efforts included provision of ongoing support services through the Employee Assistance Program to workers and volunteers, as well as embedding onsite support at key locations to support direct access by staff, and delivery of targeted mental health programs designed to meet the specific requirements of the directorate’s people and their roles.
- ▶ **Major Projects Canberra** launched its Mental Health and Wellbeing Strategy and action plan, with the aim to drive the highest possible standards of mental health and wellbeing across the directorate. Other activities included ongoing support of the directorate’s Executive Mental Health Champion, regular all staff messages highlighting important wellbeing and reasonable adjustments and early intervention programs.
- ▶ **Transport Canberra and City Services Directorate** publish a fortnightly newsletter with a health and wellbeing section, sharing information and resources on a range of health and wellbeing topics. The directorate also promoted several mental health initiatives to support staff awareness, notably: sessions on mental health at work, resilience and good leadership, as part of Safe Work Month; and RUOK day.
- ▶ The **Cultural Facilities Corporation** participated in National Mental Health month and provide yoga classes every Wednesday to support staff to take a break from work.
- ▶ **WorkSafe ACT** implemented several initiatives to support employee wellbeing during 2022–23. These include the creation of the WorkSafe ACT social club to promote a culture of togetherness and inclusion; the establishment of the WorkSafe ACT Diversity Committee to facilitate discussion around culture and diversity; encouraging the use of the staff health and wellbeing allowance; the promotion of the role of the Health and Safety Representatives; an increase in the number of trained Respect Equity and Diversity Contact Officers; and the continued use of correspondence to reinforce expected standards of behaviour towards WorkSafe ACT employees.

## Smoke-free for wellbeing of staff, detainees and visitors

The Alexander Maconochie Centre (AMC) is leading the way in prevention and wellbeing with the introduction of a smoke-free program to improve the health outcomes of staff, detainees and visitors. The smoke-free AMC project commenced in 2022–23 to manage the transition of all ACT Correctional Centres to smoke-free environments taking action to prevent risks and disease associated with tobacco smoking. Aiming to better support the health and wellbeing of staff, the initiative required major collaboration with the Justice and Community Safety Directorate, health providers and non-government organisations.

The initiative provided 108 staff and 40 detainees with training in relation to smoking cessation and support through Quitskills training. This training was provided to ACT Corrective Services staff, and across the organisation along with colleagues from Karralika and Winnunga Health Service. The directorate also supported staff with Nicotine Replacement Therapies (NRT) to assist staff to quit or reduce smoking before their workplace becomes a non-smoking environment. This NRT program will continue over the coming months. The smoke-free initiative has significantly reduced the amount of tobacco available in the Alexander Maconochie Centre in 2022–23 with the aim of completely removing tobacco products in 2023–24.

Health providers within the Alexander Maconochie Centre, along with union and staff representatives, continue to monitor the move to a smoke-free environment through the Implementation Committee ensuring support is available as the transition progresses.



## Enhancing our understanding of staff experience

In addition to attracting the best workforce we are also focused on retaining our current staff by listening to their needs. In March 2023, we delivered the ACTPS Employee Survey to give staff a platform for providing feedback on a broad range of workplace matters.

The 2023 survey was the second whole-of-service staff survey conducted in the ACTPS in recent times, following a pilot in 2021. The survey asked employees to share their experience and opinions on a range of workplace topics.

The survey was conducted with 8 directorates and 3 sector entities. While some directorates did not participate, all ACTPS staff were welcome to complete the survey and have their views and voice included in service-wide results. This approach resulted in some ACTPS staff from non-participating directorates completing the survey. The survey has helped provide a deeper understanding of our staff, culture and strengths, and of course our areas for improvement. Results continue to inform the development of key workforce initiatives, such as the ACTPS Diversity and Inclusion Strategy.



ACTPS Employee Survey conducted:  
**6 to 24 March 2023**



Overall response rate:  
**68%** (7,889 responses)  
▲ from 58% in 2021



Participating organisations:  
**8** directorates, **3** sector bodies



Reporting based on:  
**146** questions

## **Uplifting our capability**

Our sustained success depends on continuing to develop the knowledge and skills of our people. In an environment where change is constant, developing workforce capability through learning and development is critical in creating a future focused and pioneering public service.

### ***Investing in our leadership capability***

The ACTPS is committed to supporting the development of our people. Investing in leadership is crucial in assisting executives to not only fulfil their current responsibilities but also to ensure the ACTPS builds the future leadership capabilities needed by the service and the community.

During 2022–23 several programs continued to expand and gain momentum. Whole-of-service, senior executive leadership opportunities, induction programs, speaker series, short-term placements and career development opportunities offered participants practical and substantial opportunities to grow their skills and collaborate across the service. This led to professional growth focused on service delivery and public policy.

Participation in external programs continued with ongoing study of the Executive Master of Public Administration and the Executive Fellows programs offered by the Australia and New Zealand School of Government and the Institute of Public Administration Australia. These courses are co-funded by the central leadership development funds and directorate contributions.

### ***Developing our workforce***

The ACTPS is continuing to invest in developing the capability of our workforce, including through access to learning and development opportunities. We continue to implement our Performance Development Framework, which focuses on ongoing conversations between staff and

their supervisor about performance and development, within an annual cycle.

A range of learning and development opportunities to meet the needs of staff across the service are offered, from short e-learning courses to specific profession-based certifications and formal qualifications.

Core ACTPS learning areas are included in this offering, such as induction; work health and safety; respect, equity and diversity (RED) topics; domestic and family violence awareness; and governance and compliance topics. In response to the challenges of adapting to new ways of working, we are increasingly offering a range of learning and development opportunities to support staff's mental health and wellbeing, including facilitated mindfulness sessions and a hybrid manager's toolkit to support supervisors to navigate how to lead teams in a distributed or hybrid working environment. The Office of Industrial Relations and Workforce Strategy managed over 100 centrally-funded learning programs on behalf of the ACTPS. With high uptake rates in 2022–23 these courses comprise both e-learning and in-person training opportunities focused on topics of induction, risk, integrity, security, diversity and inclusion.

Directorates encourage staff to develop skills and interests in other ways, including through temporary transfers, secondments and involvement in staff networks, working groups for workforce initiatives, and nomination to formal roles such as health and safety representatives and RED contact officers.

Directorates also offer a range of strategies in addition to central ACTPS learning areas. These include mentoring, funded training, secondments, job swaps, mobility and communities of practice.

## *Education Directorate*

The Education Directorate leverages the ACTPS Study Assistance policy to support staff to undertake an approved course of study. Supported areas of study align with the operational needs and link to goals in the directorate's strategic plan.

The directorate continued to offer teacher scholarships, providing teachers and school leaders with financial support to undertake further study, training and research to build school and teacher capability. The directorate also supported a cohort of Learning Support Assistants to undertake the Certificate IV in Education Support strengthening their capacity to provide day-to-day support in classrooms.

## *Transport Canberra and City Services Directorate*

Transport Canberra and City Services Directorate provided staff with a range of training programs to suit the complex make-up of the directorate. These included both corporate and operational role-based training as well as face-to-face and e-learning options.

Staff are encouraged to participate in mentoring programs across the ACTPS including the ACT Public Service Women's Mentoring Program.

The directorate also runs a Project Management Community of Practice that enables participating employees to learn from knowledge sharing opportunities.

## *Major Projects Canberra*

A number of Major Projects Canberra staff are actively involved as mentors or mentees in the ACTPS Women's Mentoring Program and also participate in the National Association of Women in Construction mentoring scheme.

The Chief Engineer introduced an engineering competency framework in 2022. The framework has been designed to allow staff to identify the skills and competencies they need to develop to be able to progress in their government engineering career. The framework has been piloted and is intended to be implemented across the service.

## *Justice and Community Safety Directorate*

The Justice and Community Safety Directorate continued with the outplacement arrangements of its solicitors within several ACT directorates, in addition to encouraging staff to undertake roles across the ACTPS. First Nations Justice Branch established two secondment opportunities to community sector organisations – each for six months. The Human Rights Commission seconded two staff to the Community Services Directorate and one within a federal department. Within the Emergency Services Agency (ESA) staff are supported to temporarily move from operational to administrative areas and vice versa, enabling staff to learn new skills and enhance their capabilities.

## *Community Services Directorate*

In the 2022–23 financial year, Child and Youth Protection Services began implementing a new traineeship. The senior Aboriginal operations mentor supports staff through the personal, social and cultural barriers faced when working in a child protection environment.

## *Cultural Facilities Corporation*

In 2022–23, the Cultural Facilities Corporation began implementing its first structured Learning and Development Framework to support employees to gain foundational skills as public servants, while also supporting staff with specific training requirements or further study ambitions.





## New skills, protecting jobs and growing the economy

Current and future Transport Canberra employees will have the opportunity to upskill in relation to electric vehicles, while continuing to operate diesel buses under the Zero-Emission Transition Plan.

The plan maps a 20-year pathway to achieve the ACT Government's ambition of zero-emission public transport system by 2040. Training, upskilling, and bringing the workforce on the journey is an essential part of delivering the transition to a zero-emissions bus fleet. An appropriately skilled and trained labour force is critical to meet the current and future public transport needs of the Canberra community.

Transport Canberra and City Services Directorate partnered with the Canberra Institute of Technology to develop training packages for Transport Canberra's workshop and trades staff. These support the current and future workforce to develop the skills required for the transition to electric vehicles.

- ▶ 89 Transport Canberra trade staff have completed the Depower and Reinitialise Battery Electric Vehicles training since it was first offered in December 2021.
- ▶ 29 Transport Canberra staff have completed the Battery Electric Vehicle Inspection and Servicing course.

Transport Canberra trade staff and apprentices will also be offered the new, officially recognised electric vehicle qualification and apprenticeship program commencing in the second semester of 2023. Delivered by the Canberra Institute of Technology, Certificate III in Automotive Electric Vehicle Technology will enable trade staff to gain formal qualifications in service and maintenance of high voltage components in electric vehicles.

## Lighting the way to success – Cultural Facilities Corporation

Internships are a game-changer with opportunities for students to accelerate towards their chosen career. The Cultural Facilities Corporation sponsored several internship opportunities throughout 2022–23.

Internship opportunities were offered to a student from ANU School of Art and Design who worked with the exhibitions and collections team at Canberra Museum and Gallery, gaining invaluable experience in curation. A further opportunity was facilitated through the Career Trackers program connecting a First Nations year 12 student with the opportunity to explore career aspirations on their pathway to university and beyond.

The Canberra Theatre Centre and Canberra Institute of Technology jointly delivered the Certificate III Live Production Services – preparing future theatre technicians for employment in the performing arts industry.

## Leveraging our employment framework

The ACTPS remains committed to actively reviewing and using enterprise agreements to provide staff with progressive employment conditions that achieve a balance of competitive remuneration and other conditions that can support work-life balance and wellbeing.

There are 18 ACTPS Enterprise Agreements and most were subject to enterprise bargaining throughout the reporting period. The ACTPS used these processes to continue modernising ACTPS employment conditions, including a focus on further enabling workforce flexibility.

A significant focus of the enterprise bargaining process in the reporting period was to enhance and negotiate the provisions within the core of the ACTPS Enterprise Agreements. The core serves to ensure that all staff across the service have access to the same set of progressive employment conditions and entitlements, no matter their job role or work type. By 30 June 2023 the core of the ACTPS Enterprise Agreements had been agreed to by all bargaining parties.

The ACTPS Infrastructure Services Enterprise Agreement was approved by Fair Work and came into effect on 26 June 2023; 62% of staff who were eligible voted, with 97% voting to approve the Agreement.

The 2023 Enterprise Agreements include introduction of innovative conditions such as:

- ▶ competitive pay increases
- ▶ enhanced personal leave accrual
- ▶ increased birth leave
- ▶ new assisted reproductive leave
- ▶ enhanced primary care giver leave

- ▶ increased superannuation on paid or unpaid parental leave
- ▶ increased bonding leave
- ▶ access to long service leave for one day or more
- ▶ additional personal leave in extenuating circumstances
- ▶ paid leave for Aboriginal and Torres Strait Islander ceremonies
- ▶ personal leave in special circumstances including menstruation or menopause
- ▶ a new commitment to provide a healthy work-life balance that recognises supporting employees to reconcile work with their family and other personal commitments:
  - recognising that flexible and hybrid work can facilitate a healthy work-life balance
  - a reaffirming statement that arrangements will differ across the ACTPS and for individual employees, and will recognise the operational and business requirements of the business unit.
- ▶ flextime for senior officer grade A and B and equivalent employees
- ▶ recovery leave for employees above senior officer grade A and equivalent
- ▶ cash-out of flextime credits
- ▶ health and wellbeing allowance for all eligible ACTPS employees
- ▶ a new allowance for trained first aid officers, health and safety representatives and fire wardens
- ▶ a new directorate liaison officer allowance
- ▶ increases to allowances.

## ***Improving access to flexible work***

Hybrid work combines the benefits of flexibility with the opportunities that shared workspaces provide for connectedness. We are continuing to invest in our hub-and-spoke model of flexible workspaces across the ACT, providing enhanced options for employees to balance their professional responsibilities with personal commitments and operational need.

The ACT Government continues to make progressive moves under enhanced provisions in the Enterprise Agreements, updated policy and guidelines. We have opened 3 flexible hubs this reporting year with a further 3 planned to open by July 2024 – providing staff with greater choice and autonomy in how, when and where they work.

The 2023 ACTPS Employee Survey introduced questions relating to working flexibly. Of those who responded:

- ▶ **82% are confident they can access flexible working arrangements.**
- ▶ **75% currently access hybrid working arrangements.**

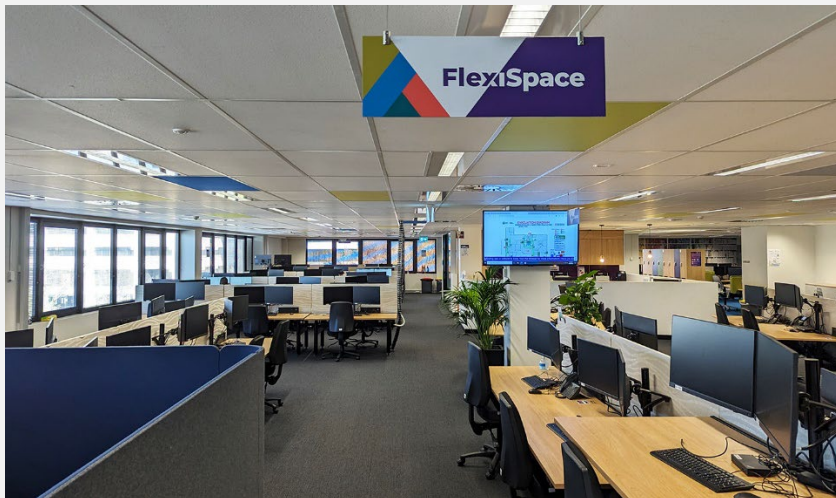
Innovative use of wayfinding technology has provided insights into workplace behaviour and use of our physical spaces, helping optimise leased space and informing future flexible work decisions. ACTPS Employee Survey data indicates a highly successful transition to hybrid working arrangements with three-quarters of respondents reporting working in the hybrid model. To support the transition, the Office of Industrial Relations and Workforce Strategy has developed guidance material to assist managers and employees to navigate these changes to flexible working arrangements.

## FlexiSpace locations

- ▶ Nara Innovation Centre FlexiSpace, City, opened late 2022
- ▶ ACTION House Tuggeranong, opened May 2023
- ▶ Nature Conservation House, Belconnen, opened May 2023
- ▶ Cosmopolitan Centre, Woden, opened August 2023

Additional FlexiSpaces will be established within existing activity-based work offices to complete the range of locations across the ACT.

These include 480 Northbourne Avenue Dickson in late 2023 and Winyu House, Gungahlin in 2024.



The Cosmopolitan Centre FlexiSpace in Woden.

## *Flexibility supported by technology*

The ACTPS incorporates a shared services model for delivery of ICT functions. Central to this approach is a common desktop environment, a 'cloud first' approach and a progressive modernisation and maturation program of work for technology life-cycle management. These provide a common platform that enables us to collaborate and enables staff to take advantage of flexible work provisions that support work life balance.

We continue to invest in technology solutions that enable us to work as One Service while supporting workplace flexibility. This is essential in allowing our staff to work in ways that suit the work they do and at times that are convenient to them.

# 7. Targeting better outcomes

The ACTPS continues to navigate an environment of rapid change, however we remain committed to identifying opportunities to improve our service delivery and ensure that we achieve more efficient and effective outcomes for the government and the people of Canberra.

To achieve these outcomes, we regularly seek input from the community and business and reflect on best practice from other jurisdictions to support effective delivery of key services across health, education, community and emergency services, transport, justice, environment and planning.

## Reducing complexity

A key priority for the government and the community we serve is to make it easier to interact with government. As we continue to learn from the rapid changes of the past few years, the ACTPS remains ready to deliver services in a way that provides a level playing field for business and community to engage and transact with government.

This is not a new ambition: public service organisations across the world are continually evolving service delivery to support simplified contact with government and improved access to services. The ACTPS continues to progress an agenda to reduce complexity across the service.

### Transforming patient centred care

The successful transition to MyDHR has revolutionised the way Canberra Health Services clinicians' engage and work with patients. Canberra Health Services, in collaboration with ACT Health and North Canberra Hospital, successfully transitioned to a Digital Health Record in mid-November 2022. From November, patients accessing public health and hospital services were provided with an integrated Digital Health Record. This digital transformation allowed the clinicians more efficient access to patient information, with the increased efficiency and collaboration allowing for the provision of a superior service delivery and greater patient-centred care.

Currently there are:

- ▶ 207,910 users
- ▶ 52,020 patients sharing information with their GP
- ▶ 17,788 patient medications updated due to allergen alert
- ▶ 50,805 patient questionnaires submitted allowing clinicians to improve quality of care
- ▶ 927,564 secure messages sent increasing staff collaboration and continuity of patient care.

Canberra Health Services will continue to identify opportunities to improve the MyDHR system as it embeds and matures in the provision of high quality, patient centred care.

## Procurement reform

Each year, almost \$1.5 billion is spent on procurements that support the delivery of quality public services, infrastructure, economic growth and community wellbeing. Continuous improvement and review of our procurement framework is critical to ensuring that government expenditure is conducted with transparency, fairness and rigour, and achieves value for money in alignment with community values.

In June 2022, the Procurement Reform Program roadmap was released. It outlines a program of work to reform the procurement framework over 3 years to 2025. The program is underpinned by 3 main commitments – increasing transparency, streamlining processes and providing greater support. Importantly, it supports the capability of our workforce through enhanced training and development programs while fostering innovation and timely procurement outcomes by ensuring resources, processes and systems are aligned to support successful procurement outcomes.

Progress against the roadmap includes:

- ▶ ACT Government Procurement Capability Strategy developed
- ▶ design and implementation roadmap to deliver an integrated procurement ICT system
- ▶ an accreditation framework and tiered service-delivery model designed and delivered, supporting consistency and effectiveness in procurement processes
- ▶ e-learning modules for prospective tenderers developed for release, providing information about procurement topics such as accessing early tender notices and tendering to win ACT Government work
- ▶ existing panel and/or standing offer arrangements have been reviewed to ensure equitable access and consistent management

- ▶ providing enhanced information to business through an ACT Government supplier portal
- ▶ the review of the *Government Procurement Act 2001* and the *Government Procurement Regulation 2007* completed.

This progress provides a strong foundation to support ongoing work against the 3-year roadmap. The forward work plan will continue efforts to deliver a procurement framework with an increased focus on transparency, support and better processes, providing clearer opportunities for business.

The Procurement Reform Program builds on the Charter of Procurement Values. The charter aims to reflect community standards by articulating 6 procurement values that are to be considered by the ACTPS to ensure a range of ethical, environmental, economic and social factors are taken into account in all procurement processes. Using these values as a foundation ensures that reform activity continues to support procurement processes and outcomes that reflect the values and expectations of the government and the community we serve.

## Embedding inclusivity into procurement outcomes

The Major Projects Canberra Diversity and Inclusion Procurement Guidelines were developed to inform the procurement of Major Projects Canberra contracts in relation to diversity and inclusion outcomes.

The most recently announced designated major project, the Canberra Theatre Redevelopment Project, will create a diverse and inclusive facility with a focus on equitable access and participation for all members of the community. The project will champion the importance of designing safe and inclusive environments, including by recognition of the principles of universal access and the needs of members of the LGBTIQ+ community. The redeveloped Canberra Theatre Centre has an important role to play by creating an environment where all members of the community – from staff, artists, audience and visitors – feel welcomed, safe and included.

Promoting Aboriginal and Torres Strait Islander employment, businesses and training has been identified as a key social procurement outcome for our designated projects. The construction contract for the Canberra Hospital Expansion project includes targets to achieve an overarching expenditure commitment level of 10% of trade costs – as per the below breakdown:

- ▶ 5% expenditure directly on Aboriginal and Torres Strait Islander employment
- ▶ 4% expenditure on procurement through Aboriginal and Torres Strait Islander owned businesses
- ▶ 1% expenditure on Aboriginal and Torres Strait Islander education and training.

The Canberra Institute of Technology Campus Woden project has a particular emphasis on increasing the participation of women in the construction industry. This includes supporting women into training and/or employment opportunities within the industry. Activities for job seekers include support services, training, mentoring and networking opportunities.

Canberra Institute of Technology helped launch a new innovative training program, 'Women in Construction Program' to encourage more women to consider a career in the construction industry through a traineeship or apprenticeship pathway. This 6-week program achieved 100% completion rate. All participants were connected to traineeship and apprenticeship opportunities, working with subcontractors on the Canberra Institute of Technology Woden campus site or with host employers at other sites. Additionally, 15 school-based students commenced an Australian School-based Apprenticeship under the Certificate II in Construction Pathways in late January 2023.

Major Projects Canberra is committed to improving gender equity for women in the construction industry and is a proud sponsor of the National Association of Women in Construction.

## Improving outcomes for the community

During the 2022–23 financial year the ACTPS continued to engage with the community through the following **YourSay** activities:



**89 ENGAGEMENTS**

using the YourSay conversations platform.

The most visited project was the ACT Planning System Review and Reform Project.



**10 SURVEYS**

completed via the YourSay panel.

This included the highest ever response to a YourSay survey, about voluntary assisted dying, with 2,937 responses.

The outcomes of these engagements and research activities inform policy and program delivery, ensuring we are well-positioned to continue to meet the needs and expectations of our community.

### Collaborative approach supports concessional loan design

The ACT Cladding Program team from Major Projects Canberra has been integral in establishing the first concessional loan, which took effect in May 2023. The scheme is designed to support owners corporations to remove or replace combustible cladding, and has established an avenue to prevent risk and improve resident and community safety.

The team worked in close partnership with stakeholders to establish program requirements, develop policy and government approval processes. The ACT Cladding Program has now advanced to the delivery phase, with further loans moving through the approval process.

### New approach to accountability improves transparency

The team at the Independent Competition and Regulatory Commission evaluated reporting processes and timelines related to the annual reporting on water and energy utilities performance.

The evaluation identified potential improvements such as refining reporting processes and priorities including the delivery of the Utility Licence Annual Report earlier in the reporting cycle each year.

Changing the timeline of delivery created opportunities for increased accountability, allowing each utility more time to consider data provided by the report and action improvements. Increased transparency, public access and open communication through media coverage formed an important part of this evaluation and improvement strategy.



## Promoting public trust

The ACTPS continues to support efficient and effective ways of working, investing in systems that promote good governance and continue to build public trust. As part of this framework, we take a preventative approach to misconduct across the ACTPS and ensure that we effectively manage misconduct when it happens.

To support strengthened integrity and governance across the ACTPS, a renewed ACTPS Integrity Framework was introduced.

The framework outlines how ACTPS employees make decisions, behave appropriately and ensure the reputation of the ACTPS is maintained.

The framework includes:

- ▶ ACTPS Integrity Framework
- ▶ ACTPS Integrity Governance policy
- ▶ ACTPS Code of Conduct 2022 (issued by the PSS Commissioner)
- ▶ ACTPS Decision Makers handbook
- ▶ A checklist of Good Governance in the ACTPS

The ACTPS Integrity Governance policy assists directorates and agencies to assess their integrity risks and provides guidance on the development of appropriate policies and processes to strengthen integrity. This is further supported by the Decision Makers handbook and Governance checklist, to provide strengthened high level governance, effective leadership and organisational culture.

## Public Sector Standards Commissioner update

The office of the independent Public Sector Standards Commissioner (PSS Commissioner) is established under the *Public Sector Management Act 1994* (PSM Act). The PSS Commissioner is independent of the ACTPS and the ACT Government, meaning the Commissioner is empowered to decide when and how to manage complaints, conduct investigations and inspect or enquire into the operations of any part of the ACTPS, as set out in the PSM Act. The current PSS Commissioner is Mr Ian McPhee AO PSM.

The Chief Minister, Treasury and Economic Development Directorate supports the functions of the PSS Commissioner through the Professional Standards Unit, which reports to the PSS Commissioner on complaints and independent investigations in relation to misconduct matters.

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

The PSS Commissioner provides an annual update to the Chief Minister and Head of Service on the activities of the Commissioner and the Professional Standards Unit, providing advice about any areas of concern and potential preventative measures. The PSS Commissioner reported that, during 2022–23, 114 misconduct processes were commenced across the ACTPS. This is a 31% increase from 2021–22, when 87 misconduct matters were commenced. Of the 114 processes commenced, 107 were received from the directorates and 7 were reported by other public sector bodies.

Year-to-year the number of referrals is dynamic either increasing or decreasing due to a number of factors, for example, of the 114 processes commenced, 19 cases related to seven incidents/issues (i.e. 7 incidents alleged to have involved 19 people).

An increase in referrals does not necessarily equate to an increase in misconduct across the service. Of those 114 referrals during 2022–23, there were 52 findings of misconduct, compared to 51 during 2021–22. When viewed against the totality of employees in the ACTPS, this number represents a very small portion of the workforce.

Of the 114 misconduct processes commenced, 100 were allocated to the Professional Standards Unit for investigation or taking of admission statements, and two matters were handled internally by respective directorates without requiring investigation. The Professional Standards Unit undertook 95 of the 100 investigations internally and managed the other five through oversight of external investigation services. These 100 matters represented a 47% increase in workload compared to the 68 matters allocated to the unit during 2021–22.

The most common conduct referred for investigation during 2022–23 involved:

- ▶ failure to treat people with courtesy, sensitivity, or respect
- ▶ failure to undertake the public servant role with reasonable care and diligence
- ▶ failure to follow a written or verbal direction
- ▶ unauthorised disclosure or release of information
- ▶ sexual harassment
- ▶ lack of honesty or integrity
- ▶ bullying or harassment.

During 2022–23, the Professional Standards Unit continued to refine its investigative processes and to deliver efficiencies in an effort to manage the increased workload this financial year. It completed 71 reports for delegates to consider under the relevant enterprise agreements – including 60 investigation reports and 11 admission statements.

## Misconduct processes and disciplinary actions

Our ACTPS enterprise agreements outline procedures for managing allegations of misconduct. A misconduct process is deemed to have commenced on the date the employee is advised of the outcome of a preliminary assessment. Table 7.1 shows the number of misconduct processes commenced and completed by directorates, and the number of substantiated findings (for 2022–23 and the 2 previous years).

*Table 7.1: Misconduct processes commenced and completed by directorates*

	2020–21	2021–22	2022–23
Misconduct processes commenced (includes investigations and admission statements)	91	81	100
Misconduct processes completed	57	75	64
Processes completed with substantiated findings of misconduct	40	64	48

Table 7.2 shows the total number of disciplinary outcomes and sanctions imposed by directorates as a result of misconduct processes. Multiple sanctions may be imposed when there is a finding of misconduct; therefore, the number of misconduct processes in which there was a substantiated finding of misconduct may not reconcile with the total number of sanctions imposed. Sanctions imposed during a reporting year may relate to matters commenced in previous years.

*Table 7.2: Number of disciplinary outcomes and sanctions imposed by directorates*

	2020–21	2021–22	2022–23
Written reprimand	32	39	27
Financial penalty	24	10	11
Temporary or permanent transfer to another position at level or a lower classification	5	13	7
Termination of employment	7	10	11
Employee resigned before completion of process	15	17	21
Summary dismissals <sup>2</sup>	4	6	8

<sup>2</sup> The Head of Service may summarily terminate the employment of an employee without notice for serious misconduct as defined within the Fair Work Regulations.

## Bullying and harassment

The Public Sector Management Act (section 9) stipulates that a public servant must not bully, harass or intimidate others when acting in connection with their job. These acts are considered misconduct and may result in disciplinary action.

Various mechanisms are available for employees to report bullying and harassment within the ACTPS, including escalating through RED (respect, equity, diversity) contact officers, reporting to the directorate’s human resources section and using the RiskMan system. RiskMan is the whole-of-government system for reporting workplace safety incidents. Table 7.3 reports the total contacts made through each mechanism. RiskMan remains the most frequently used mechanism.

*Table 7.3: Total contacts of bullying and harassment received by directorates through various reporting mechanisms<sup>3</sup>*

	2020–21	2021–22	2022–23
Contacts received through Respect, Equity and Diversity (RED) contact officers	52	42 <sup>4</sup>	61
Contacts received through human resources (not by a RED contact officer)	241	60 <sup>4</sup>	137
Contacts received through RiskMan	330	329	331
Contacts received through other mechanisms <sup>5</sup>	n/a	40 <sup>4</sup>	22

<sup>3</sup> Figures are not indicative of total cases, as a matter may be reported through multiple mechanisms or by multiple employees.

<sup>4</sup> These figures correct a misclassification that resulted in higher values being incorrectly reported in the 2021–22 State of the Service Report.

<sup>5</sup> Data first collected in 2021–22.

<sup>6</sup> Allegations of misconduct that require investigation as determined by the Head of Service are referred to the Public Sector Standards Commissioner for investigation by the Professional Standards Unit (PSU).

Table 7.4 shows the number of reports of bullying or harassment assessed and reported by directorates to the PSS Commissioner for investigation under the misconduct framework; it should be read alongside Table 7.1.

*Table 7.4: Reports of bullying or harassment assessed or investigated*

	2020–21	2021–22	2022–23
Reports of bullying or harassment where a preliminary assessment was conducted	81	55 <sup>4</sup>	59
Reports of bullying or harassment received that progressed to a formal misconduct process after preliminary assessment <sup>6</sup>	12	15 <sup>4</sup>	14
Misconduct processes completed where the delegate made a substantiated finding of bullying or harassment	6	6	8
Bullying or harassment related misconduct processes (not including preliminary assessments) in progress at the end of the financial year	13	16 <sup>4</sup>	10

## Supporting an environment of prevention

The ACTPS is committed to creating a workplace environment of prevention of misconduct. In response to the Australian Human Rights Commission's *Respect@Work: National Inquiry into Sexual Harassment in Australian Workplaces* report, we are working to improve how we capture and report data on workplace incidents so that we can better understand the extent of sexual harassment, bullying and harassment, and gender-based incidents in our workplaces. Along with insights from the employee survey, this information supports improved reporting mechanisms and support for staff experiencing unwanted behaviours in the workplace.

Tables 7.5 and 7.6 present reporting requirements arising from the ACT Government response to *Respect@Work*. The data is masked in cases of low numbers, due to privacy considerations. These requirements were first reported in 2021–22.

In RiskMan, data is recorded based on the Type of Occurrence Classification System developed by SafeWork Australia, where sexual harassment and gender-based violence incidents are recorded as a subcategory under harassment incidents. This is reflected in Table 7.5, where the number of sexual harassment and gender-based violence incidents listed is included in the total count of 331 incidents.

Table 7.5: Number of incidents of bullying and harassment in the ACTPS

	2022–23
Total bullying and harassment	331
Sexual harassment	<5
Gender-based violence	0

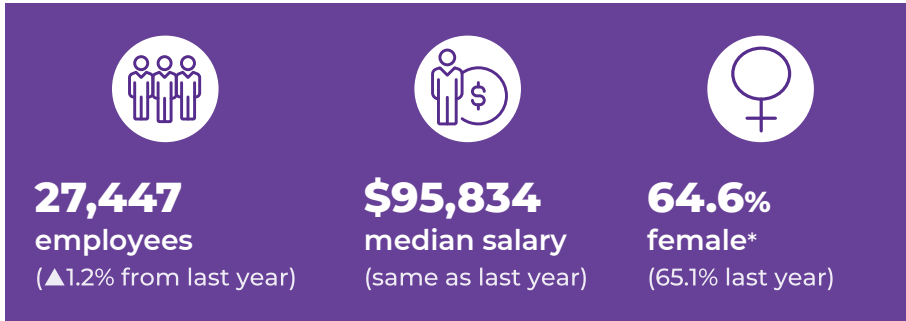
In the reporting year, there were no non-disclosure agreements relating to bullying and harassment, sexual harassment or gender-based violence.

Table 7.6: Number of incidents in the ACTPS that resulted in non-disclosure agreements

	2022–23
Bullying and harassment	0
Sexual harassment	0
Gender-based violence	0

# 8. Workforce profile

## Who we are



The ACTPS is a diverse and progressive public service. The type of work we do reflects the community we serve. Our staff include fire and rescue officers, nursing and midwifery staff, rangers, dentists, bus operators, horticulturalists, social workers and engineers, just to name a few. Together, we offer a connected and diverse service, working to deliver outcomes for our community.

Of all our staff, 64.6% identify as female, 35.3% identify as male, and 0.1% identify as non-binary.<sup>7</sup> The ACTPS continues to develop inclusive reporting mechanisms to recognise our diverse staff. We believe it is important to encourage an inclusive culture by acknowledging and showcasing the contributions of all our staff.

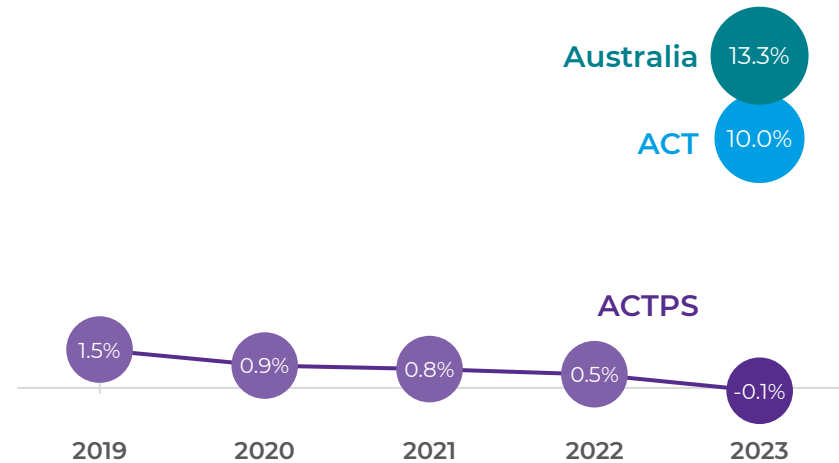
<sup>7</sup> Non-binary is used respectfully as an umbrella term to describe gender identities that are not exclusively male or female.

<sup>8</sup> Australian and ACT gender pay gap data from Workforce Gender Equity Agency, February 2023.

## Gender pay gap

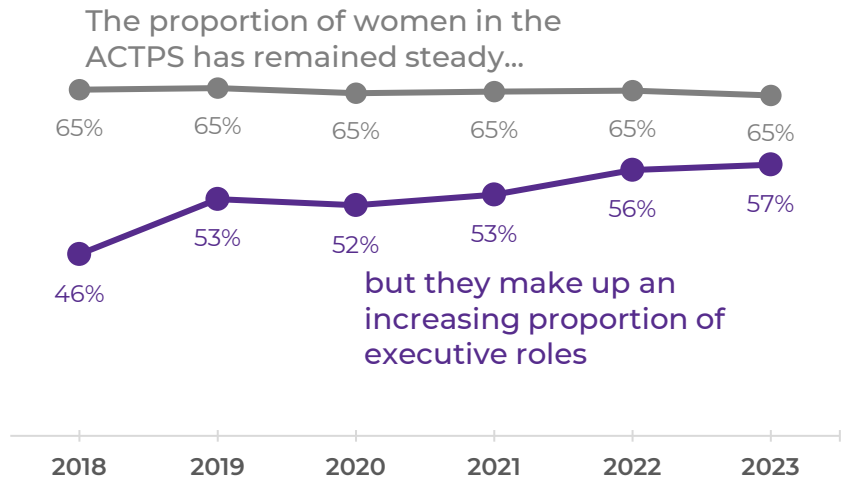
As at June 2023, the ACTPS gender pay gap had reduced to a record low -0.1%. Figure 8.1 shows the steady decrease in the gender pay gap since 2019 and a favourable comparison with the ACT and Australian labour forces in 2023.

Figure 8.1: Gender pay gap in the ACTPS from 2019 to 2023, and comparison of the pay gap between the ACTPS and the Australian and ACT labour forces in 2023<sup>8</sup>



We have seen increased representation of women in our executive, with women now comprising 56.5% of the ACTPS SES (see Figure 8.2).

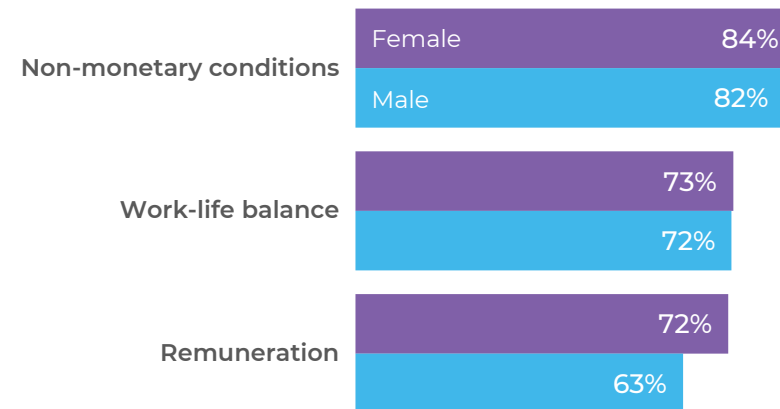
*Figure 8.2: Proportion of women in the ACTPS and executive roles, 2018–2023*



Our employment framework has many features that support our staff to balance their work and personal commitments. As we continue to embed flexible work, we expect that the increased flexibility will support women who currently choose to work part-time hours to balance their commitments. Our employment framework already provides a foundation for equal pay. The evolution of our leave provisions, including parental leave, domestic violence leave and gender reassignment leave, is supporting the removal of barriers to further reducing a gendered pay gap.

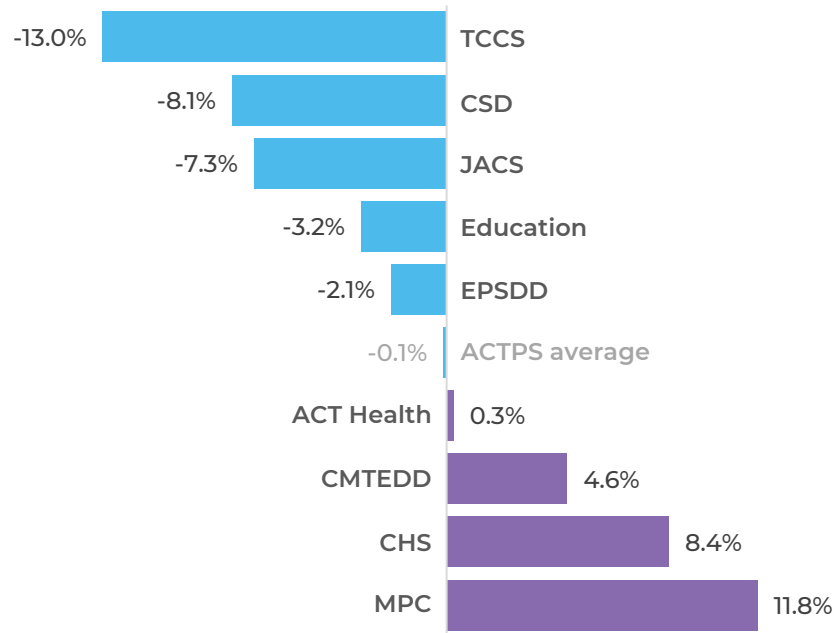
Figure 8.3 details 2023 ACTPS Employee Survey results that show most staff who responded feel positively about their non-monetary conditions (e.g. leave, flexible work arrangements and other benefits) and work-life balance.

*Figure 8.3: 2023 ACTPS Employee Survey results – proportion of positive responses to employment conditions, by gender*



The gender pay gap still differs between directorates, as highlighted in Figure 8.4. To ensure our service remains progressive and inclusive, the ACTPS Workforce Gender Equity Strategy is being developed. The strategy will require that public service entities have gender action plans, including a requirement for larger entities to report on these action plans. Further, existing directorate funding will be used to deliver on a range of ACTPS programs, including scoping a new internship for women in male-dominated roles, and free gender-awareness and appropriate workplace behaviour e-learning.

Figure 8.4: Gender pay gap by directorate, June 2023



ACT Health: ACT Health Directorate; CHS: Canberra Health Services; CMTEDD: Chief Minister, Treasury and Economic Development Directorate; CSD: Community Services Directorate; Education: Education Directorate; EPSDD: Environment, Planning and Sustainable Development Directorate; JACS: Justice and Community Safety Directorate; MPC: Major Projects Canberra; TCCS: Transport Canberra and City Services Directorate.

While the gender pay gap in the ACTPS has continued to decrease overall, the gap has differed between directorates, and across diversity groups and employment status (see Figures 8.4 to 8.6). See Table A.8 in Appendix A for gender pay gap across classifications.

Figure 8.5: Gender pay gap by diversity group, June 2023

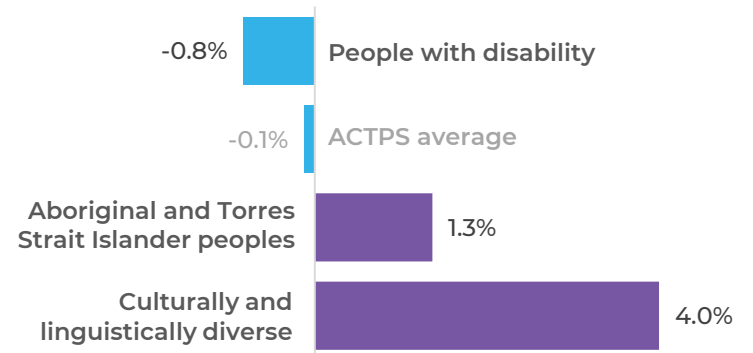
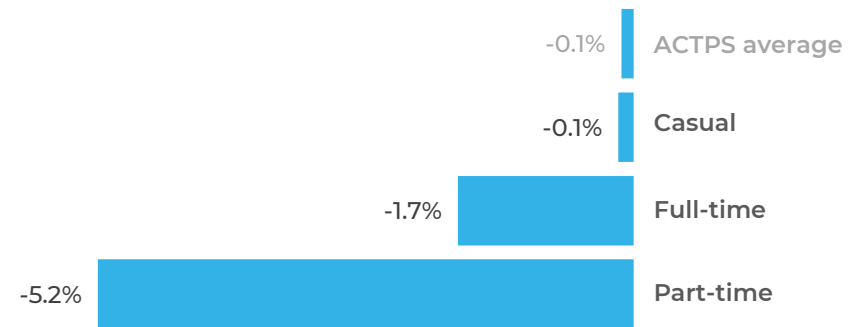


Figure 8.6: Gender pay gap by employment status, June 2023





## Supporting women to connect and grow professionally

The ACTPS Women's Mentoring Program, run annually by the Office for Women, is an exemplary program that matches mentees and mentors from across the service. The program provides opportunities for women to connect and grow professionally, fostering a culture that values shared knowledge and collaboration, building confidence and increased opportunities for leadership across the ACTPS.

## National Association of Women in Construction Diversity and Inclusion award

Major Projects Canberra's Clinical Liaison Officer was presented with the 2022 National Association of Women in Construction award for diversity and inclusion and was recognised for her ongoing commitment to creating inclusive, welcoming spaces as a part of the Canberra Hospital expansion project.

The team engaged and worked closely with local First Nations people to design important culturally significant elements of the hospital expansion project. These elements included an Aboriginal and Torres Strait Islander family lounge, yarning circle and courtyards, forming a key part of the new Critical Services building.

## Aboriginal and Torres Strait Islander employees



**563** employees  
(▲2.2% from last year)



**\$91,536**  
median salary  
(ACTPS: \$95,834)



**74%** positive  
job satisfaction\*  
(ACTPS: 78%)

\* From the 2023 ACTPS Employee Survey

As at June 2023, 563 Aboriginal and Torres Strait Islander people were employed in the ACTPS. This is an increase of 2.2% from the previous year and represents 2.1% of the total ACTPS workforce. This proportion has been steady over the past 4 years. The recruitment rate for Aboriginal and Torres Strait Islander employees was 17.6% and the separation rate was 11.3%.

**The ACTPS is committed to supporting and improving the representation of Aboriginal and Torres Strait Islander people in our workforce, with a target set to increase Aboriginal and Torres Strait Islander employment to 3% of the ACTPS workforce by 2026.**

Improving the representation of Aboriginal and Torres Strait Islander people at all levels across the service is vital to building a workforce that reflects the community we serve. It also provides visible role models for emerging Aboriginal and Torres Strait Islander leaders. The focus of recent years on the attraction and retention of Aboriginal and Torres Strait Islander staff has expanded to encompass targeted leadership and development initiatives to support Aboriginal and Torres Strait Islander employees to grow their careers in the ACTPS. Currently, 2.4% of senior executives in the ACTPS identify as being Aboriginal or Torres Strait Islander, similar to the previous year. The proportion of Aboriginal and Torres Strait Islander people in senior officer positions remained relatively steady at 1.7%.

Aboriginal and Torres Strait Islander representation in our workforce not only helps to shape policies to improve outcomes through access to lived experience but also there are wider ACTPS benefits through increased understanding of the world's oldest living culture.

The ACTPS Aboriginal and Torres Strait Islander Employment Strategy provides the framework for the ACTPS to generate opportunities and realise economic benefit within the community. As employers, all directorates have responsibility for the implementation of the Aboriginal and Torres Strait Islander Employment Strategy. They must develop directorate-specific reconciliation action plans or workforce strategies.

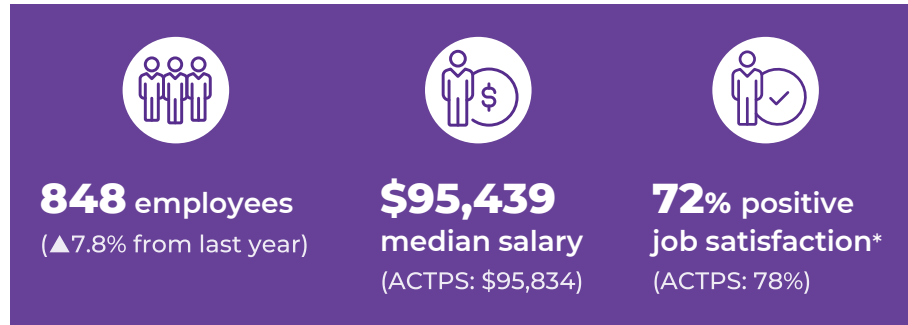
In the reporting year, directorates progressed work to refine, finalise or implement reconciliation action plans and similar strategic documents. The **Education Directorate's** Reconciliation Action Plan working group opted to reframe their approach to promote active movement beyond reconciliation towards a 'commitment to cultural integrity'. This approach builds on the work undertaken in schools and aligns the whole directorate to a common approach.

### Child Youth and Protection Service – new traineeship

The **Community Services Directorate** began implementing a new traineeship, where the senior Aboriginal operation mentor supports staff through their personal, social, and cultural barriers faced when working in a child protection environment.

Over the past 2 years, **Canberra Health Services** has participated in the Indigenous Allied Health Australia Academy program as an employment partner. The program provides Year 11 and Year 12 students with a fully supported school-based traineeship while they complete school and undertake a Certificate III in Allied Health Assistance.

## Employees with disability



\* From the 2023 ACTPS Employee Survey

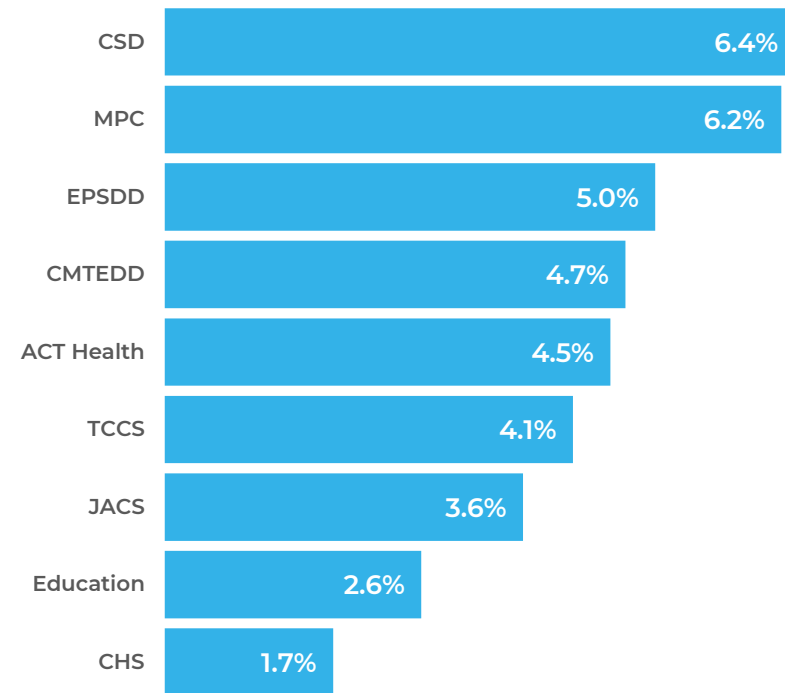
As at June 2023, 3.1% of ACTPS employees (848 staff) identified as living with disability, an increase from 2.9% the previous year. The recruitment rate for employees with disability in this reporting year was 16.9% and the separation rate was 11.4%.

Representation of people living with disability in leadership is higher than the overall ACTPS average: 7.2% of executives and 4.7% of senior officers in the ACTPS identify as living with disability.

The ACTPS recognises the importance of inclusion and belonging. Providing genuine employment is a crucial part of enabling people with disability to have as independent a life as possible. The ACTPS People with Disability Employment Strategy aims to build our confidence to employ people with disability in a variety of roles across the service.

**The ACTPS is committed to making a positive difference in the lives of people living with disability and their families through providing genuine employment to people living with disability. We have committed to an employment target of 5% of the ACTPS workforce comprising people living with disability by 2026.**

Figure 8.7: Proportion of employees who identify as having disability, by directorate, 2023



ACT Health: ACT Health Directorate; CHS: Canberra Health Services; CMTEDD: Chief Minister, Treasury and Economic Development Directorate; CSD: Community Services Directorate; Education: Education Directorate; EPSDD: Environment, Planning and Sustainable Development Directorate; JACS: Justice and Community Safety Directorate; MPC: Major Projects Canberra; TCCS: Transport Canberra and City Services Directorate.

In November 2022, **Canberra Health Services** launched its Disability Action and Inclusion Plan. Key attributes of the plan include:

- ▶ establish and promote a Disability Employee Network that includes staff with disability, carers, advocates, and allies
- ▶ update and/or create policies and procedures to enable staff to seek and receive reasonable adjustments
- ▶ review and update recruitment policies to be barrier free
- ▶ increase the employment rate of people with disability
- ▶ ensure staff are skilled and knowledgeable in supporting people with disability, their families, and carers.

Actions and initiatives undertaken to promote or implement the plan so far include:

- ▶ ‘Access for All’ package added to the online training portal
- ▶ collaboration with the Chief Minister Treasury and Economic Development Directorate to provide input on changes to disability leave guidance and a whole-of-government workplace adjustment policy
- ▶ confirmation of an executive sponsor for the Canberra Health Services Disability and Carers staff network
- ▶ delivered an updated diversity and inclusion day to 38 staff members, which included disability sessions delivered by community and advocacy organisations (ACT Deafness Resource Centre and Health Care Consumers Association).

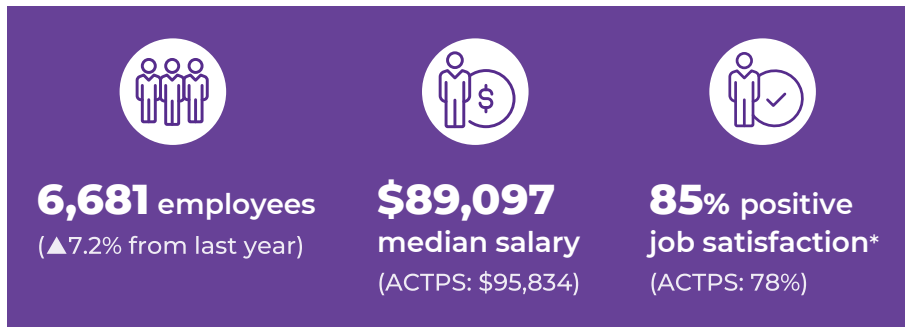
The **Justice and Community Safety Directorate** released its *Our Abilities Employment Strategy 2022–24* in December 2022. The strategy articulates a vision to transform the way the directorate, and employees as individuals, think about disability. It aims to identify and eliminate barriers in employment, contribute to positive employment outcomes for people living with disability and ensure that the directorate is an inclusive and diverse workplace.

Through this strategy, the directorate aims to learn, build, and nurture the trust of staff living with disability by demonstrating that diversity and the contribution of all staff is valued in the workplace and community.

The strategy approaches employment action a little differently than in previous models as it draws alignment between strategic intent, employment targets and measures drawn from the insights gained through the ACTPS Employee Survey. It has also introduced a centralised action plan and reporting tool with shared reporting milestones aimed at increasing visibility and accountability of branches and their independent progress toward reaching shared directorate goals.

The Justice and Community Safety Directorate also hosted a ‘You Can’t Ask That!’ event aimed at breaking down stereotypes and providing colleagues with genuine insight into the lives of people living with disability as well as acknowledge and celebrate the value of lived experience of disability in our workplace and in the community. The event included 7 panellists, with over 60 participants from across 4 directorates attending, and received very positive feedback.

## Employees who identify as culturally and linguistically diverse

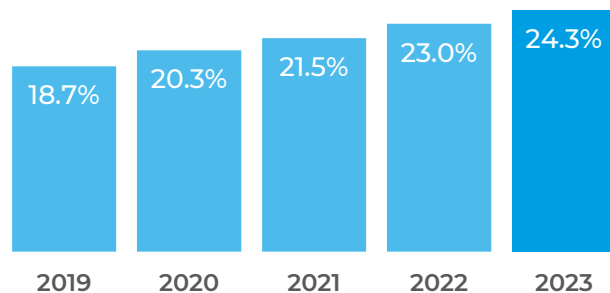


\* From the 2023 ACTPS Employee Survey

People from culturally and linguistically diverse backgrounds include those born overseas or who have a parent born overseas or who speak a language other than English at home.

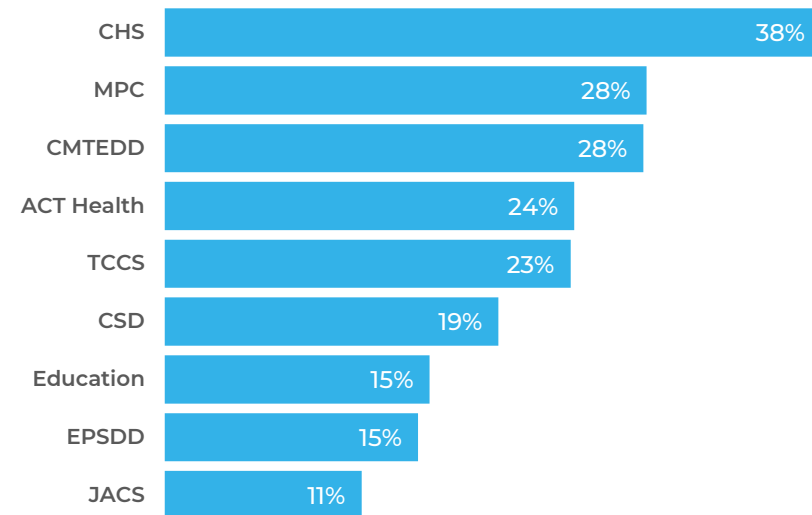
As at June 2023, employees who identify as culturally and linguistically diverse made up 24% of the ACTPS workforce. This percentage has been steadily increasing over time (see Figure 8.8). The recruitment rate for people identifying as culturally and linguistically diverse in this reporting year was 20.5%, and the separation rate was 7.3%.

Figure 8.8: Proportion of employees who identify as culturally and linguistically diverse, 2019–2023



Canberra Health Services continues to have the highest percentage of employees who identify as culturally and linguistically diverse, followed by Major Projects Canberra, as shown in Figure 8.9.

Figure 8.9: Proportion of employees who identify as culturally and linguistically diverse, by directorate, 2023



ACT Health: ACT Health Directorate; CHS: Canberra Health Services; CMTEDD: Chief Minister, Treasury and Economic Development Directorate; CSD: Community Services Directorate; Education: Education Directorate; EPSDD: Environment, Planning and Sustainable Development Directorate; JACS: Justice and Community Safety Directorate; MPC: Major Projects Canberra; TCCS: Transport Canberra and City Services Directorate.

Directorates continue to acknowledge culturally and linguistically diverse staff through supported networks and holding celebrations such as annual cultural days and festivals – for example, this year various directorates celebrated Harmony Week through sharing diverse cuisine from around the globe.

## LGBTIQ+ employees

Directorates continue to support LGBTIQ+ employees through staff networks and promotion of events such as Wear it Purple Day and International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT), which aligns with the ACT Government's Capital of Equality Strategy. Some directorates have formed executive-sponsored networks and groups, to support allies and LGBTIQ+ staff, as well as facilitate implementation of action plans, programs and initiatives. Supporting employee discussion at all levels is important in fostering an inclusive environment.

Since 2019, our human resources system has been modified to facilitate the collection of data for new employees, which includes LGBTIQ+ status. This will better position the ACTPS to support LGBTIQ+ employees moving forward. Employees can, and are encouraged to, update their diversity details in our human resources system. It is not mandatory, and current numbers are likely to be under-representative. Since the collection of this data, there has been a steady increase from 0.5% to 2.2% of the ACTPS identifying as LGBTIQ+. The 2023 ACTPS Employee Survey showed 6% of respondents identified as LGBTIQ+.

The **Chief Minister, Treasury and Economic Development Directorate** continues to support LGBTIQ+ employees and allies through its Pride Network, with staff attending the Public Sector LGBTIQ+ Leadership and Allyship Summit and APS Pride Summit during 2022–23.

## Pride Network supporting staff

The **Environment, Planning and Sustainable Development Directorate's** Pride Network met quarterly during the reporting period. The network intends to support their employees and to propel the programs outlined in their Inclusion and Belonging Strategy and associated action plan. A particular activity that highlights that mission, was during IDAHOBIT 2023. Over the last few years, it has been the practice of their Pride Network, as a public display of support, to catch the light rail from Dickson to Civic and in a parade-like manner, dressed in Pride colours, and make their way to the Legislative Assembly Square to be present at the Pride Flag Raising ceremony.



## Veterans

The ACTPS continues to strive to be a leader in the recruitment and retention of veterans and their spouses as part of our Veterans' Employment Strategy. The ACTPS hosts a veterans' employment website with several resources aimed at Australian Defence Force members, veterans and their family members as well as ACTPS employees.

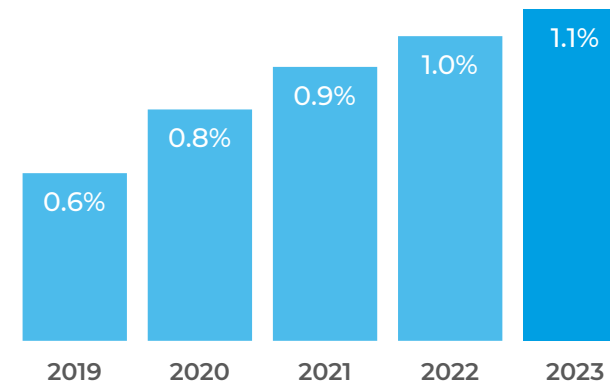
In 2022–23, **Chief Minister, Treasury and Economic Development Directorate** created employment opportunities for 5 close family members of serving Australian Defence Force personnel through the ACTPS Vocational Employment Program.

A pilot ACTPS Veterans' Peer to Peer Networking Program commenced and has been extended, following positive feedback from participants. The pilot was informed by insights from the 2021 ACTPS Employee Survey and helped participants connect with other veterans from across the service.

From May 2023, the **Canberra Institute of Technology** is providing over 20 fee-free courses to veterans and other cohorts to assist them in refreshing their knowledge and to provide further opportunities at work or to gain skills to enter a new industry.

We have seen the numbers of veterans employed in the ACTPS increase to 306. The proportion of employees identifying as veterans has almost doubled over the past 5 years (see Figure 8.10), correlating with the implementation of strategies to attract and retain veterans in the ACTPS.

Figure 8.10: Proportion of employees who identify as veterans, 2019–2023



In May 2023, the Head of Service signed a **Platinum Pledge Partnership with Soldier On**. This signals our support for current and ex-serving personnel and their families by creating veteran-friendly workplaces and embracing the lived experience and skills of veterans and their families. Through our work in veterans' employment in the ACTPS, we support veterans and their immediate family members to achieve successful transitions to civilian life.

# Appendix A: Workforce profile data

## Directorate tables

Table A.1: Proportion of females and diversity groups, by directorate, June 2023

Directorate	Total headcount	Females	Culturally and linguistically diverse	People with disability	Aboriginal and Torres Strait Islander peoples
ACT Health Directorate	889	63%	24%	4%	2%
Canberra Health Services	8,296	74%	38%	2%	1%
Chief Minister, Treasury and Economic Development Directorate	2,988	54%	28%	5%	2%
<i>ACT Insurance Authority*</i>	32	75%	38%	6%	n/a
Community Services Directorate	1,148	73%	19%	6%	6%
Education Directorate	8,341	73%	15%	3%	2%
Environment, Planning and Sustainable Development Directorate	828	53%	15%	5%	3%
Justice and Community Safety Directorate	2,378	51%	11%	4%	3%
Major Projects Canberra	241	50%	28%	6%	1%
Transport Canberra and City Services Directorate	2,306	27%	23%	4%	3%
<b>All ACTPS</b>	<b>27,447</b>	<b>65%</b>	<b>24%</b>	<b>3%</b>	<b>2%</b>

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

'n/a' is used where there is 1 or no employees, or where data is not available.



*Table A.2: Average salary of females and diversity groups, 2018–2023*

Year	ACTPS average	Females	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

*Table A.3: Full-time equivalent (FTE) and headcount by gender, June 2023*

	Female	Male	Non-binary	ACTPS
FTE	15,469	8,921	31	24,421
Headcount	17,717	9,692	38	27,447

*Table A.4: Headcount by age group, gender and average length of service, June 2023*

Age range	Female	Average length of service (years) – female	Male	Average length of service (years) – male
Less than 20 years old	138	0.8	100	0.7
20–29 years old	3,225	2.5	1,509	2.4
30–39 years old	5,150	6.0	2,724	5.2
40–49 years old	4,365	9.6	2,403	8.9
50–59 years old	3,492	13.0	1,967	12.8
60–69 years old	1,225	15.3	879	14.8
70+ years old	122	17.8	110	16.9
<b>All ACTPS</b>	<b>17,717</b>	<b>8.3</b>	<b>9,692</b>	<b>8.2</b>

Table A.5: FTE staff by employment type, by directorate, June 2023

Directorate	Permanent	Temporary	Casual	Total
ACT Health Directorate	727.1	118.0	n/a	845.5
Canberra Health Services	5,609.5	1,504.7	169.5	7,283.7
Chief Minister, Treasury and Economic Development Directorate	2,451.8	412.3	10.3	2,874.4
<i>ACT Insurance Authority*</i>	25.7	4.9	n/a	30.6
Community Services Directorate	908.1	172.9	3.7	1,084.7
Education Directorate	5,403.4	1,157.3	357.8	6,918.5
Environment, Planning and Sustainable Development Directorate	660.5	130.6	2.6	793.6
Justice and Community Safety Directorate	1,978.6	270.6	18.1	2,267.2
Major Projects Canberra	204.8	33.7	n/a	238.5
Transport Canberra and City Services Directorate	1,851.7	176.3	56.4	2,084.4
<b>All ACTPS</b>	<b>19,821.0</b>	<b>3,981.1</b>	<b>618.8</b>	<b>24,421.0</b>

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

'n/a' is used where there is 1 or no employees, or where data is not available.

*Table A.6: Headcount by employment type, status and gender, by directorate, June 2023*

	ACTHD	CHS	CMTEDD	ACTIA*	CSD	Education	EPSDD	JACS	MPC	TCCS
Permanent full time – male	269	1,137	1,122	7	238	1,144	289	992	100	1,190
Permanent full time – female	396	2,819	1,177	17	575	2,814	304	860	97	419
Permanent part time – male	8	335	37	n/a	11	253	22	45	2	250
Permanent part time – female	81	1,985	181	3	124	1,769	68	144	6	120
Temporary full time – male	43	511	172	n/a	46	168	72	90	18	124
Temporary full time – female	69	820	238	3	114	226	54	167	16	55
Temporary part time – male	2	53	9	n/a	5	404	3	5	n/a	2
Temporary part time – female	17	251	19	n/a	16	728	8	20	n/a	n/a
Casual – male	n/a	91	14	n/a	8	243	2	29	n/a	126
Casual – female	n/a	284	13	n/a	7	585	4	23	n/a	18

ACTHD: ACT Health Directorate; CHS: Canberra Health Services; CMTEDD: Chief Minister, Treasury and Economic Development Directorate; ACTIA: ACT Insurance Authority; CSD: Community Services Directorate; Education: Education Directorate; EPSDD: Environment, Planning and Sustainable Development Directorate; JACS: Justice and Community Safety Directorate; MPC: Major Projects Canberra; TCCS: Transport Canberra and City Services Directorate.

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

'n/a' is used where there is 1 or no employees, or where data is not available.

Table A.7: FTE, headcount and demographics, by directorate, June 2023

	ACTHD	CHS	CMTEDD	ACTIA*	CSD	Education	EPSDD	JACS	MPC	TCCS
FTE total	845.5	7,283.7	2,874.4	30.6	1,084.7	6,918.5	793.6	2,267.2	238.5	2,084.4
FTE permanent	727.1	5,609.5	2,451.8	25.7	908.1	5,403.4	660.5	1,978.6	204.8	1,851.7
FTE temporary	118.0	1,504.7	412.3	4.9	172.9	1,157.3	130.6	270.6	33.7	176.3
FTE – casual	n/a	169.5	10.3	n/a	3.7	357.8	2.6	18.1	n/a	56.4
Headcount total	889	8,296	2,988	32	1,148	8,341	828	2,378	241	2,306
Headcount permanent	757	6,282	2,520	27	950	5,983	685	2,044	206	1,981
Headcount temporary	131	1,638	441	5	183	1,527	137	282	35	181
Headcount casual	n/a	376	27	n/a	15	831	6	52	n/a	144
Age (average)	42.3	40.2	41.3	43.8	41.7	41.8	41.4	41.3	42.9	47.0
Length of service (average)	8.2	7.4	7.7	6.3	7.3	9.2	8.0	8.2	6.8	9.4
Aboriginal and Torres Strait Islander peoples headcount	18	88	58	n/a	68	159	23	76	3	70
Aboriginal and Torres Strait Islander peoples FTE	18.0	75.2	54.6	n/a	64.4	137.5	21.6	70.8	3.0	66.2
People with disability headcount	40	141	139	2	73	216	41	86	15	95
People with disability FTE	36.9	117.7	132.6	2.0	67.9	186.4	38.7	82.5	14.9	86.9
Culturally and linguistically diverse headcount	210	3,141	825	12	221	1,274	121	270	67	540
Culturally and linguistically diverse FTE	201.8	2,830.6	801.6	11.2	210.9	1,022.6	116.4	259.8	67.0	480.7
Female headcount	564	6,159	1,628	24	836	6,122	438	1,214	120	612
Female FTE	529.2	5,322.3	1,548.5	22.6	785.4	5,024.0	413.4	1,145.7	118.1	559.3

ACTHD: ACT Health Directorate; ACTIA: ACT Insurance Authority; ACTPS: ACT Public Service; CHS: Canberra Health Services; CMTEDD: Chief Minister, Treasury and Economic Development Directorate; CSD: Community Services Directorate; Education: Education Directorate; EPSDD: Environment, Planning and Sustainable Development Directorate; FTE: full-time equivalent; JACS: Justice and Community Safety Directorate; MPC: Major Projects Canberra; TCCS: Transport Canberra and City Services Directorate.

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

'n/a' is used where there is 1 or no employees, or where data is not available.

Table A.8: Gender headcount and proportion, and gender pay gap, by classification group, June 2023

Classification group	Female headcount	Male headcount	Female (%)	Male (%)	Gender pay gap
Administrative Officers	4,964	1,892	72.2%	27.5%	-0.6%
Ambulance Officers	135	145	47.9%	51.4%	7.9%
Ambulance Support Officers	28	14	66.7%	33.3%	10.2%
Bus Operators	109	792	12.1%	87.9%	1.0%
Correctional Officers	82	184	30.8%	69.2%	1.0%
Dentists/Dental Officers	10	4	71.4%	28.6%	-6.5%
Disability Officers	0	1	0.0%	100.0%	100.0%
Executives	188	145	56.5%	43.5%	1.5%
Fire and Rescue Officers	23	372	5.8%	94.2%	4.8%
General Service Officers	452	1,253	26.5%	73.4%	14.3%
Health Assistants	114	27	80.9%	19.1%	-5.6%
Health Professional Officers	1,348	331	80.1%	19.7%	3.2%
Information Technology Officers	54	180	23.0%	76.6%	-3.2%
Judicial Officers	8	14	36.4%	63.6%	-27.0%

Classification group	Female headcount	Male headcount	Female (%)	Male (%)	Gender pay gap
Legal Officers	107	44	70.9%	29.1%	1.3%
Legal Support	39	17	69.6%	30.4%	-1.6%
Linen Production & Maintenance	35	34	50.7%	49.3%	9.5%
Medical Officers	556	562	49.7%	50.2%	6.0%
Nurses and Midwives	3,285	564	85.2%	14.6%	-4.0%
Professional Officers	156	108	59.1%	40.9%	-14.8%
Prosecutors	34	18	65.4%	34.6%	6.6%
Rangers	14	36	28.0%	72.0%	-3.2%
School Leaders	588	226	72.2%	27.8%	1.8%
Senior Officers	2,188	1,528	58.8%	41.1%	2.2%
Statutory Office Holders	8	5	61.5%	38.5%	19.5%
Teachers	2,967	981	75.1%	24.8%	-2.2%
Technical Officers	205	152	57.4%	42.6%	11.9%
Trainees and Apprentices	14	18	43.8%	56.3%	10.4%
Transport Officers	5	46	9.8%	90.2%	-2.8%

Table A.9: Recruitment and separation rates, by classification group, June 2023

Classification group	Recruitment rate (%)	Separation rate (%)
Administrative Officers	23.8%	11.5%
Ambulance Officers	11.8%	5.2%
Ambulance Support Officers	0.0%	11.1%
Bus Operators	9.3%	5.0%
Correctional Officers	15.7%	6.2%
Dentists/Dental Officers	13.5%	26.9%
Disability Officers	0.0%	96.3%
Executives*	14.0%	11.8%
Fire and Rescue Officers	7.7%	6.0%
General Service Officers	17.2%	9.8%
Health Assistants	29.4%	7.6%
Health Professional Officers	18.6%	10.8%
Information Technology Officers	16.1%	8.6%
Judicial Officers	9.1%	27.3%
Legal Officers	15.4%	8.1%
Legal Support	63.9%	24.0%
Linen Production and Maintenance	32.0%	13.7%
Medical Officers	13.7%	10.7%

Classification group	Recruitment rate (%)	Separation rate (%)
Nurses and Midwives	15.9%	10.6%
Professional Officers	17.7%	13.9%
Prosecutors	12.4%	12.4%
Rangers	7.5%	2.5%
School Leaders	0.9%	6.2%
Senior Officers	9.5%	6.7%
Statutory Office Holders	0.0%	0.0%
Teachers	11.7%	7.3%
Technical Officers	12.9%	7.2%
Trainees and Apprentices	32.4%	32.4%
Transport Officers	0.0%	13.2%
<b>All ACTPS†</b>	<b>14.8%</b>	<b>9.1%</b>

\* The calculation for the Executive rates includes non-permanent staff, due to the structure of the roles and small number of staff.

† The ACTPS total recruitment rate and separation rate do not incorporate the 'Executives' classification group, due to the different calculation required for Executives.

*Table A.10: Recruitment and separation rates, by directorate, June 2023*

Directorate	Recruitment rate (%)	Separation rate (%)
ACT Health Directorate	16.2%	8.5%
Canberra Health Services	16.8%	11.0%
Chief Minister, Treasury and Economic Development Directorate	16.9%	8.5%
<i>ACT Insurance Authority*</i>	2.8%	1.9%
Community Services Directorate	18.9%	11.2%
Education Directorate	11.9%	7.9%
Environment, Planning and Sustainable Development Directorate	14.9%	7.1%
Justice and Community Safety Directorate	15.0%	9.0%
Major Projects Canberra	21.8%	6.0%
Transport Canberra and City Services Directorate	11.3%	7.8%
<b>All ACTPS</b>	<b>14.8%</b>	<b>9.1%</b>

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

## Public sector body tables

Table A.11: Recruitment and separation rates, by sector body, June 2023

	Recruitment rate (%)	Separation rate (%)
ACT Audit Office	13.8%	11.1%
ACT Electoral Commission	0.0%	20.5%
ACT Integrity Commission	47.3%	47.3%
ACT Teacher Quality Institute	21.7%	0.0%
Calvary Health Care ACT (Public)	22.4%	11.4%
Canberra Institute of Technology (CIT)	20.5%	10.2%
City Renewal Authority	46.3%	18.5%
Cultural Facilities Corporation	15.5%	21.0%
Independent Competition and Regulatory Commission	35.6%	47.5%
Long Service Leave Authority	31.5%	5.3%
Office of the Legislative Assembly	14.9%	19.0%
Office of the Work Health and Safety Commissioner	28.9%	16.1%
Suburban Land Agency	15.2%	6.1%



Table A.12: FTE, headcount and demographics, by sector body, June 2023

	Audit Office	Elections ACT	Integrity Commission	TQI	Calvary	CIT	City Renewal Authority	CFC	ICRC	LSLA	OLA	OWHSC	SLA
FTE – permanent	34.8	8.5	16.0	10.4	1,089.6	526.6	21.0	64.0	6.2	21.0	46.5	66.0	137.6
FTE – temporary	11.6	4.0	7.0	2.0	183.1	100.8	6.6	10.0	2.0	2.0	4.0	5.0	13.0
FTE – casual	n/a	n/a	n/a	n/a	97.7	39.5	n/a	42.0	n/a	n/a	4.5	n/a	n/a
FTE total	46.4	12.7	23.0	12.9	1,370.4	666.9	27.6	116.0	8.2	23.0	55.0	71.0	150.6
Headcount – permanent	35	9	17	11	1,252	567	23	71	7	21	48	67	139
Headcount – temporary	12	4	7	2	205	121	7	11	2	2	4	5	13
Headcount – casual	n/a	n/a	n/a	n/a	207	127	n/a	94	n/a	n/a	13	n/a	n/a
Headcount total	47	14	24	14	1,664	815	30	176	9	23	65	72	152
Age (average)	41.2	47.1	39.4	57.4	40.0	47.5	45.2	40.4	44.7	42.9	49.7	40.7	43.4
Length of service (average years – excludes casuals)	6.1	10.8	1.7	11.6	6.1	10.3	6.2	5.8	5.0	5.7	6.4	5.2	7.9
Aboriginal and Torres Strait Islander peoples headcount	n/a	n/a	n/a	n/a	n/a	28	n/a	n/a	n/a	n/a	n/a	2	2
Aboriginal and Torres Strait Islander peoples FTE	n/a	n/a	n/a	n/a	n/a	25.4	n/a	n/a	n/a	n/a	n/a	2.0	2.0
People with disability headcount	n/a	n/a	n/a	n/a	n/a	28	n/a	2	n/a	2	n/a	n/a	6
People with disability FTE	n/a	n/a	n/a	n/a	n/a	23.4	n/a	1.7	n/a	2.0	n/a	n/a	6.0
Culturally and linguistically diverse headcount	24	4	n/a	n/a	n/a	168	2	19	3	10	n/a	11	37
Culturally and linguistically diverse FTE	24.0	4.0	n/a	n/a	n/a	132.1	2	15.5	2.8	10	n/a	11	36.6
Female headcount	22	9	16	11	1,284	447	14	107	6	15	40	39	79
Female FTE	21.4	8.5	16.0	9.9	1,043.7	362.0	13.3	47.6	5.2	15.0	33.1	38.6	77.8

Audit Office: ACT Audit Office; Calvary: Calvary Health Care (Public); CFC: Cultural Facilities Corporation; CIT: Canberra Institute of Technology; Elections ACT: ACT Electoral Commission; FTE: full-time equivalent; ICRC: Independent Competition and Regulatory Commission; Integrity Commission: ACT Integrity Commission; LSLA: Long Service Leave Authority; OLA: Office of the Legislative Assembly; OWHSC: Office of the Work Health and Safety Commissioner; SLA: Suburban Land Agency; TQI: ACT Teacher Quality Institute.

'n/a' is used where there is 1 or no employees, or where data is not available.

Table A.13: Headcount by employment type, status and gender, by sector body, June 2023

	Audit Office	Elections ACT	Integrity Commission	TQI	Calvary	CIT	City Renewal Authority	CFC	ICRC	LSLA	OLA	OWHSC	SLA
Permanent full time – male	17	2	7	3	199	219	11	21	2	7	17	29	65
Permanent full time – female	17	5	10	7	494	243	8	33	3	13	25	32	68
Permanent part time – male	n/a	n/a	n/a	n/a	71	26	2	3	n/a	n/a	n/a	3	n/a
Permanent part time – female	n/a	2	n/a	n/a	488	79	2	13	2	n/a	5	3	5
Temporary full time – male	8	2	n/a	n/a	44	37	2	5	n/a	n/a	3	n/a	7
Temporary full time – female	3	2	6	2	94	33	3	n/a	n/a	2	n/a	4	6
Temporary part time – male	n/a	n/a	n/a	n/a	10	21	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Temporary part time – female	n/a	n/a	n/a	n/a	57	30	n/a	3	n/a	n/a	n/a	n/a	n/a
Casual – male	n/a	n/a	n/a	n/a	56	64	n/a	36	n/a	n/a	4	n/a	n/a
Casual – female	n/a	n/a	n/a	n/a	151	62	n/a	57	n/a	n/a	9	n/a	n/a

Audit Office: ACT Audit Office; Calvary: Calvary Health Care (Public); CFC: Cultural Facilities Corporation; CIT: Canberra Institute of Technology; Elections ACT: ACT Electoral Commission; ICRC: Independent Competition and Regulatory Commission; Integrity Commission: ACT Integrity Commission; LSLA: Long Service Leave Authority; OLA: Office of the Legislative Assembly; OWHSC: Office of the Work Health and Safety Commissioner; SLA: Suburban Land Agency; TQI: ACT Teacher Quality Institute.

'n/a' is used where there is 1 or no employees, or where data is not available.

# Appendix B: Definitions

**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.

**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.

**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.

**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. See the ACTPS employment portal for details:

<https://www.cmtedd.act.gov.au/employment-framework/home>

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