



ACT
Government

State of the Service Report

2019–20

Annual Report



The ACT Public Service wish to acknowledge the Traditional Custodians of the ACT, the Ngunnawal people. We wish to acknowledge and respect their continuing culture and the contribution they make to the life of this city and this region.

Contact for this report

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

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Transmission Certificate



Chief Minister
ACT Legislative Assembly
London Circuit
Canberra ACT 2601

Dear Chief Minister

2019-20 State of the Service Report

I am pleased to submit the 2019-20 State of the Service Report. The report provides an account of the operations of the ACT Public Service and workforce profile data in relation to the wider ACT Public Sector during the 2019-20 reporting year (1 July 2019 to 30 June 2020). It also provides information about investigations conducted by the Public Sector Standards Commissioner during the reporting year.

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

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

Section 13 of the *Annual Reports (Government Agencies) Act 2004* requires that you present the report to the Legislative Assembly within 15 weeks after the end of the reporting year. However, under section 14, you granted an extension of the time when the report must be presented to the Legislative Assembly. The extension was to 18 December 2020.

The annual report must be provided to the Speaker by 18 December 2020 for distribution to each Member of the Legislative Assembly. The annual report must then be tabled in the Legislative Assembly on the next sitting day.

Yours sincerely

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

Kathy Leigh
Head of Service

9 December 2020

Head of Service foreword

This year has seen the ACT Public Service (ACTPS) rise to meet the unique challenges of 2020. As shown throughout this report, the ACTPS pulled together to deliver flexible and innovative services for our community while showing real resilience.

The calendar year opened with smoke, bushfire and hail. We stepped up at short notice to manage the need to cancel public events, and to support the large numbers of Canberrans affected. Our Emergency Services worked with our Commonwealth and State counterparts to keep the community safe. A number of our emergency services members and public servants were recognised nationally for their outstanding approach to protecting the ACT from bushfire risk.

While these events were demanding, COVID-19 brought new and less familiar challenges. Our health staff worked tirelessly to prepare our health system and to manage the health and well-being of our community, in some of the most difficult circumstances in recent memory. We built on and adapted our emergency plans to position the entire ACTPS to support this effort under the coordination of a specially appointed Coordinator-General. From the rapid transition of our education system to remote learning, to the reorganisation of our wide range of community facing services to be COVID safe while continuing to deliver for the people of the ACT, to the transition of our office-based workforce to working from home, every part of the ACTPS adapted to meet the challenge.

Continuous innovation is the key to our success and resilience. Communication was key to effective implementation of the community safety measures put in place for COVID-19 as well as the earlier bushfire emergency. The YourSay Community Panel launched on 1 July 2019 has become an important avenue to capture community views to support more informed decision-making.

Through the ACT Government's Jobs for Canberrans fund, we have welcomed hundreds of new employees into the ACTPS in a variety of casual and short-term roles in areas such as maintenance, cleaning, administration, customer service, public transport and logistics.

We know that diversity and inclusion bring innovation and improvements to service delivery. During this year, we saw continued growth in the number of Aboriginal and Torres Strait Islander people employed within our service as it increased from 423 to 489 employees.

We continue to work hard to attract people with disability to the ACTPS. In the coming years we will push for higher representation with a new strategy and more ambitious targets. Our program to assist veterans as they transition from the Australian Defence Force into civilian employment saw the ACTPS recognised as the nation's public sector 'Veterans' Employer of the Year' in the 2020 Prime Minister's Veterans' Employment Awards.

While COVID-19 has been a significant challenge, it has unlocked new ways of working and many efficiencies, and encouraged collaboration, innovation and ingenuity which will support the ACTPS to continue to push boundaries to better serve Canberrans.

While we must remain alert to the challenges presented by COVID-19, I am immensely proud of the solutions-focused and positive approach of our Public Service.

I thank the ACT Public Service for its achievements and efforts this year.

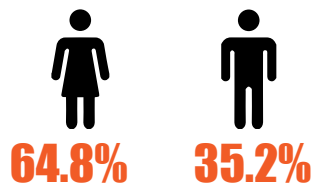
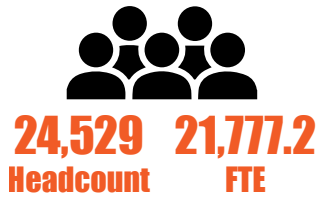
Kathy Leigh

Head of Service

December 2020

ACT Public Service at a glance

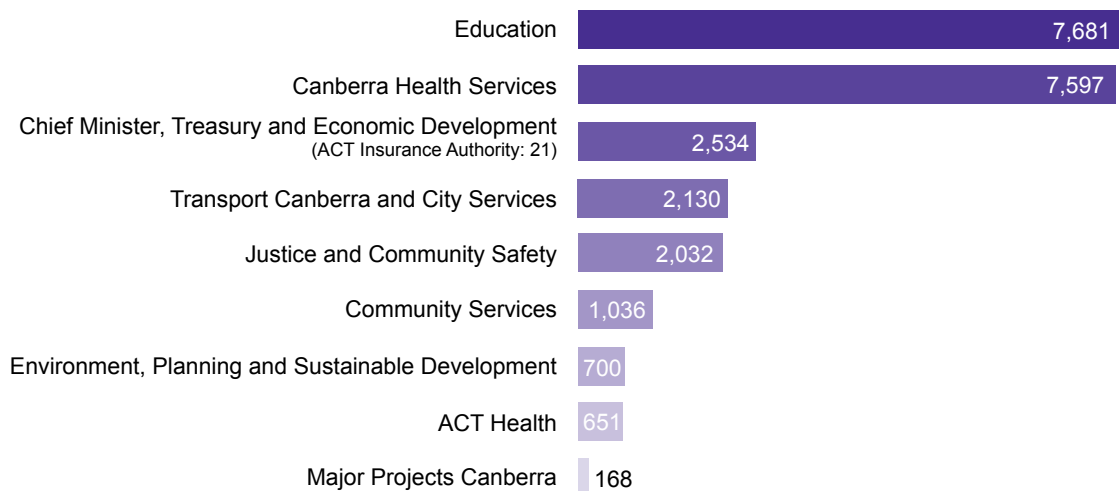
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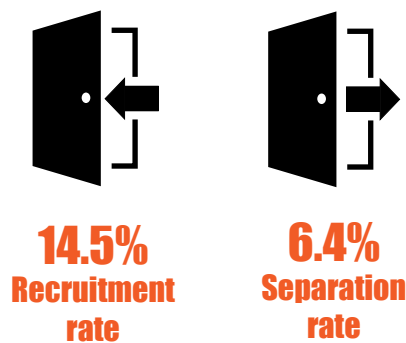
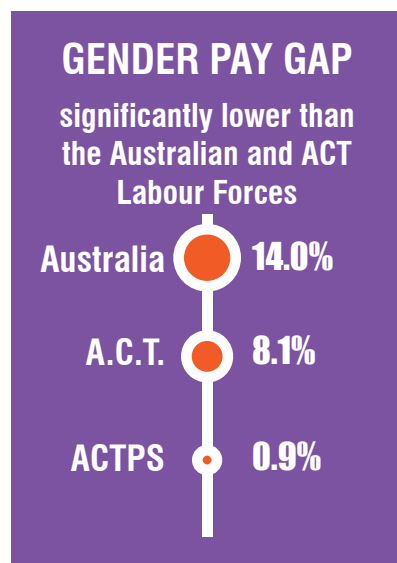
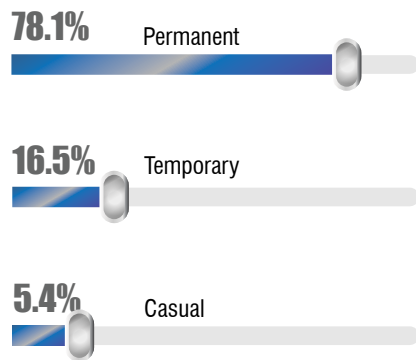
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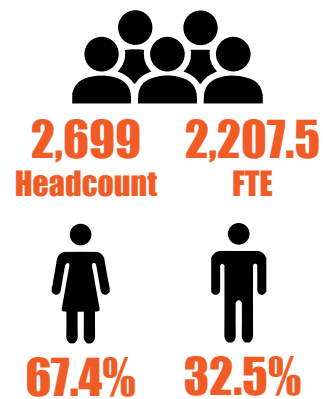
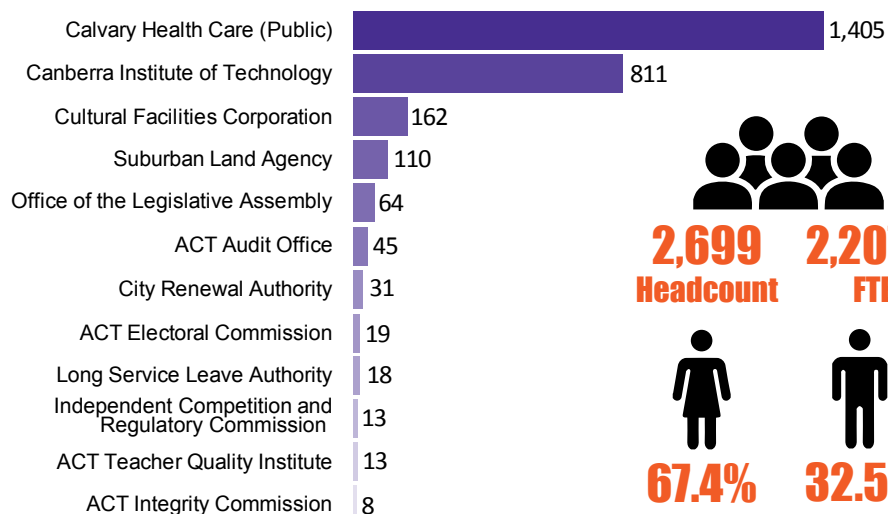
Where we work



How we work Some of what we do



Public sector bodies



About the Report

The State of the Service Report provides an account of the operation of the ACT Public Service (ACTPS), which consists of eight Directorates:

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

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

The report also provides workforce data in relation to public sector bodies that employ their staff under the *Public Sector Management Act 1994*. An organisational overview of the ACTPS, public sector bodies and machinery of Government changes during 2019-20 is set out in Appendix A.

The 2019-20 State of the Service Report is structured around the following themes:

- Collaboration and flexibility (Chapter 1, 2 and 3)
- Innovation and resilience (Chapter 4, 5 and 6)
- Evaluation (Chapter 7).

The Report is the first step in modernising the State of the Service Report. Future reports will continue to cover current issues and stimulate discussion about how the Service is performing. Reporting will also include a whole-of-government staff engagement survey, a stronger focus on evaluation and enhanced data sets.

The Report complies with the *Annual Reports (Government Agencies) Act 2004* and the *Annual Reports (Government Agencies) Directions 2019*.

Workforce profile data tables and figures are contained in Appendix B.

Collaboration and flexibility

Chapter 1:

One service,
one community

Chapter 2:

High performing and
collaborative workforce

Chapter 3:

Workplace mental health and
wellbeing

Chapter 1: One service, one community

The events of 2020 have demonstrated and further strengthened the ability of the ACT Public Service to operate as one service in support of the Canberra community. All Directorates worked collaboratively to respond to the unprecedented challenges to the health and wellbeing of our community and the significant impacts on our economy and the livelihoods of many Canberrans.

Working collaboratively with our community and partners

During the 2019-20 reporting year, the ACTPS continued to collaborate and develop strong partnerships with Commonwealth and state public sector entities, the private sector, not-for-profit organisations, academia and the wider Canberra community. Some examples are shown below.

YourSay Community Panel

As part of the Government's commitment to ensuring the voices of all Canberrans are heard, the YourSay Community Panel was launched on 1 July 2019. This market research panel has since become a vital part of capturing community views to inform the development of policy, programs and services.



The ACT is the first jurisdiction to establish a community panel at a whole-of-government level. In its first year the Panel attracted almost 3,500 members who provided input to 19 surveys on topics such as COVID-19, wellbeing, the cost of living, bushfire preparedness, a new Territory Coat of Arms, urban planning and the Motor Accidents Injuries Scheme. The Panel's ability to give immediate feedback to the Government proved vital as the COVID-19 pandemic began to impact Australia and the ACT.

The Panel enabled the Government to quickly seek the views of Canberrans on their behaviours and attitudes towards health advice, how Canberrans were receiving information on COVID, and a range of other issues such as remote learning, attitudes to tourism and the COVIDSafe app. Sometimes within 24 hours, more than 1,000 panel members would provide their views.

2019-20 bushfire season

The 2019-20 bushfire season produced some of the most extreme weather conditions in Australia's history. From August 2019, extraordinary fire activity impacted large areas along the east coast of Australia. The ACT Rural Fire Service (RFS) and ACT Emergency Services Agency (ESA) deployed firefighters and specialist emergency management personnel to Queensland and Northern NSW through September, October and November of 2019 to assist with the fires interstate.

In January 2020, bushfires burning in NSW threatened the ACT's Namadgi National Park and Brindabella Ranges, prompting authorities to prepare access trails and containment lines, and to protect several historic huts. Australian Defence Force Military personnel assisted land managers and firefighters to complete this work amid concerns that lightning storms could also start fires in the ACT. RFS and ESA firefighters worked with their interstate counterparts as well as international firefighters from Canada, America and the United Arab Emirates.



On 27 January 2020, a fire started in the Orroral Valley, moving quickly from the valley through Namadgi National Park. A State of Emergency was declared in the ACT on 30 January 2020, and continued until 1 February 2020, when the rural and remote areas of the ACT reverted to a State of Alert.

The ACT received offers of assistance to fight the Orroral fire from NSW and Queensland. ESA and Department of Defence personnel were deployed to doorknock residents to warn them of the approaching threat and assist with other firefighting efforts.

A shared purpose – bushfire response

- The Acute Social Work team in Canberra Health Services contributed to the frontline response in the ACT by providing patients and their families with mental health and practical support. When the Moruya Inpatient Dialysis Centre was closed on the NSW South Coast, at-risk patients travelled to Canberra for treatment and accommodation was organised for those needing instant aid.
- Canberra Health Services also sent medical teams to assist hard-hit communities on the South Coast by supporting the influx of patients. Staff provided health care teams on the South Coast with relief breaks. The Haematology staff collaborated with Red Cross LifeBlood to increase the packs of red cells, platelets and plasma in case they were needed.
- ACT Corrective Services identified the opportunity for collaboration that would see detainees prepare meal packs for the front line. With joint support from the Alexander Maconochie Centre Kitchen and Bulk Stores teams, catering support was provided to the helicopter crews working at the Emergency Services Agency air base and firefighters at Namadgi National Park.
- Transport Canberra and City Services undertook extra bushfire protection work. Transport Canberra provided transport for the firefighting effort, Domestic Animal Services cared for animals at both the Dickson and Erindale relief centres, and Roads ACT set up road closures related to the fires.
- The ACT Health Directorate delivered public health communication about air quality ranging from health alerts and advice to help people manage their health during days with poor air quality, promoting the importance of mental health and wellbeing, and information on wearing masks and keeping homes and businesses safe for work. They also developed a regional response plan, in close consultation with community organisations, to address the impact of the

bushfires on Aboriginal and Torres Strait Islander peoples in the local community and surrounding NSW regions.

- Members of the ACT Emergency Services Agency and ACT Parks and Conservation Service were jointly named 2020 Canberra Citizens of the Year for their outstanding efforts and cooperation in responding to the unprecedented conditions experienced during the summer of 2019-2020.
- Two leaders in the fire management team in the Environment, Planning and Sustainable Development Directorate, Brian Levine and Adam Leavesely, were nationally recognised at the Australasian Fire and Emergency Service Authority Council Conference in Melbourne for their outstanding approach to protecting the ACT from bushfire risk. In partnership with Australian National University researchers, Adam Leavesely led the development and implementation of several important fire management tools. This included developing sophisticated fuel mapping that uses satellite-based technology to improve fire behaviour predictions and identify the best window to conduct a controlled burn.

Innovative testing facilities

As COVID-19 cases increased in Canberra and nationally, the Weston Creek Walk-in Centre and its staff adapted to provide a vital service that was in constant demand—rapidly transforming the centre into the ACT’s first COVID-19 Respiratory Assessment Centre and testing clinic.

With further need to expand Canberra’s COVID-19 testing capacity, staff from Canberra Health Services, ACT Health Directorate, Transport Canberra and City Services Directorate and Exhibition Park in Canberra (EPIC) came together to deliver what is understood to be the first indoor drive-through testing facility in the world.

The EPIC drive-through facility opened on 20 March 2020. In its first three months more than 5,000 people were tested for COVID-19. On its busiest day, 340 people presented for testing. By allowing people to remain in their cars while being tested, the EPIC drive through clinic:

- decreased the risk of exposure to COVID-19 for everyone involved in the testing process;
- reduced the need to clean clinical rooms between patients;
- conserved vital personal protection equipment supplies; and
- enabled CHS to quickly increase testing capacity.

With testing and assessment focused at Weston Creek and EPIC, Walk-in Centres in Gungahlin, Belconnen, Tuggeranong and the Inner North worked together to treat minor injuries and illness, taking pressure off our emergency departments.

Jobs for Canberrans

Announced by the Chief Minister on Friday 3 April 2020, Jobs for Canberrans (JfC) was one of the ACT Government’s stimulus packages in response to the COVID-19 pandemic providing a \$20m fund for short term ACTPS employment opportunities to Canberrans most impacted by COVID-19. Between April 2020 and 30 June 2020, 251 community members benefited from the Jobs for Canberrans initiative - providing employment and skills development to fellow Canberrans.

Over two days the ACTPS turned the JfC concept into policy. A proposal was presented to the Government, outlining eligibility and prioritisation criteria for jobs, governance, the recruitment process, upskilling and reskilling opportunities, work health and safety considerations, a communications plan and 204 potential job opportunities.

The ACTPS Integrated Project Team was formed and committed professionals from across Directorates worked tirelessly to turn a great idea into a valuable program. Working in an agile, collaborative manner enabled the rapid implementation of the program.

The ACTPS Integrated Project Team rolled out a dynamic policy that was adapted to the changing operational context.



Supporting the Jobs for Canberrans initiative

- The Justice and Community Safety Directorate engaged new staff as part of the Jobs for Canberrans to support the ACT Emergency Services Agency with the delivery of hand sanitiser around the city, assisting ACT Courts and Tribunal with administrative tasks to help keep the ACT Courts registry running, and providing support to the Infrastructure Team and the broader ICT Capital Works and Infrastructure unit.
- The City Presentation team in Transport Canberra and City Services Directorate engaged 19 additional employees to deliver essential services to the Canberra community.
- Yarralumla Nursery employed several people for tree propagation.
- The Environment, Planning and Sustainable Development Directorate engaged 26 new rangers and field officers. The ranger recruits helped with bushfire recovery works, catchment restoration and trail maintenance. Their work is essential to the recovery from the disaster of the bushfire in Namadgi National Park and the economic fallout from the COVID-19 health emergency.
- At 30 June 2020, 426 job opportunities had been approved for funding across eight Directorates/Agencies. There have been 5,484 applications received and processed.

COVID-19 Surge Centre at the Canberra Hospital

As part of the ACT Government's response to the COVID-19 health emergency, Major Projects Canberra, Canberra Health Services and the contracted service provider collaborated to deliver a unique 1,778sqm temporary Surge Centre offering 51 treatment spaces on Garran Oval. The facility is fully demountable and transportable, allowing Garran Oval to be returned to the local community when the Centre is no longer required. A team of highly qualified construction and clinical experts was mobilised across government and industry to oversee the project.

Major Projects Canberra and Canberra Health Services also worked closely with local industry, the ACT Health Directorate, Environment, Planning and Sustainable Development Directorate, Access Canberra, Transport Canberra and City Services Directorate, Chief Minister, Treasury and Economic Development Directorate, Education Directorate, local utility organisations and other parts of the ACT Government.

The construction of the Surge Centre is an excellent example of collaboration and innovation by the ACTPS. It demonstrated how local industry quickly adapted existing products and technologies to produce innovative solutions. The facility was designed in seven days and constructed in just 37 days and is currently operating as a COVID-19 testing centre.

Agile and responsive

Supporting the Canberra community through the unique challenges of the 2019-20 has required the ACTPS to be responsive and flexible and to make fast and well-informed decisions. The ACT Public Sector identified alternative ways to deliver services to meet the needs of the community. Where possible, frontline services identified innovative and alternative ways to ensure essential services could continue to be delivered to the community.

As we live and work through this pandemic, I am proud of the ways we have adapted how we work and deliver services to support our Ministers and to provide the services our Canberra community relies on'. Staff message, 7 May 2020

Public Information Coordination Centre

The Public Information Coordination Centre (PICC) is the single point for the ACT Government to communicate to the public and media during a major emergency or incident.



The PICC was activated on 31 December 2019, to respond to the bushfire emergency and again on 4 March 2020 to respond to the COVID-19 public health emergency. The PICC is headed by the Public Information Coordinator. It relies on the collective efforts and collaboration of communications professionals across all Directorates in the ACTPS.

The PICC's success reflects the ongoing commitment and dedication of its members to help keep the community informed and feeling safe during an emergency.

The ongoing nature of the COVID-19 public health emergency has seen the current PICC operating longer than ever before. The scale of the emergency and its impact on the community has seen the usual PICC role expanded beyond the traditional media/social media capability, to also include research, marketing, advertising, public relations and internal communications for the ACTPS workforce.

The key to the COVID-19 communications effectiveness has included:

- A whole-of-government focus and a 'one-government' approach to COVID-19 communications that has seen communication professionals working effectively and collaboratively with Directorate communications teams and Ministers' offices.
- A multi-disciplinary approach to communications incorporating multiple channels and content to amplify the information to all members of the community.
- Development of high-quality products to inform the community, including:
 - a new COVID-19 website, created in one week and averaging 40,000 - 50,000 unique visits a day at the peak of the response;

- significant social media assets for the ACT Health Facebook page, growing from 20,000 followers in March to 34,000 in mid-May, with average posts reaching 40,000 - 50,000 people with an engagement rate of 10 - 15%; and
- repurposing of the Our Canberra print newsletter (to reach 193,000 Canberra households) and the Our Canberra electronic newsletter (reaching nearly 60,000 subscribers).

Whole-of-government response to COVID-19

On 30 March 2020, the ACTPS established a new role of Whole of Government (Non-Health) COVID-19 Response Coordinator-General to drive its response to COVID-19. The Coordinator-General's role is to draw together the efforts of all Directorates and Agencies to ensure health and non-health related COVID-19 work is well aligned, and that responses are well coordinated and working efficiently. In addition, the Coordinator-General seeks to maintain sound governance, decision-making and other processes, and supports a more strategic approach to longer-term issues.

To respond to COVID-19, whole-of-government arrangements were implemented. This included establishing a Territory Control Centre (TCC). The architecture of the TCC recognised the complex and dynamic nature of COVID-19 and utilised the collective capabilities across the service and associated entities to manage the ACT's COVID-19 response and focus efforts on protecting the Canberra community.

The Coordinator-General worked closely with all Directorates and Agencies to establish a cross-government forum to review administrative processes and practices across government, and to ensure sound governance and decision-making processes throughout the COVID-19 health emergency.

Planning for different scenarios that could unfold in response to COVID-19 was undertaken with all Directorates and Agencies, to allow consideration of the health, economic and social implications of different approaches. This work has allowed the ACT to be well prepared for situations that may unfold as the health emergency evolves.

In mid-March, the Clinical Health Emergency Coordination Centre (CHECC) was formed to coordinate the Territory's clinical response to COVID-19. For the first time the ACT's public hospitals, private hospitals and community stakeholders came together on a pandemic response.

The CHECC has been instrumental in planning and building capacity across the health system to enable Canberra Health Services to respond to any surge in COVID-19 cases.

In conjunction with Canberra Health Services, the CHECC has developed a set of guiding principles that involve protecting staff, protecting patients and protecting the community. A territory-wide plan to respond to COVID-19 was developed, including a framework for ethical decision making in consultation with clinicians and the broader community.

Meeting the learning needs of ACT students

The move to remote learning during Term 2, 2020 required the rapid development of a range of innovative practices and support for our school communities.



This required a huge collective effort from all Education Directorate staff, as they worked to support the shift to online and remote delivery of education for more than 50,000 public school students.

Students were provided with Chromebooks and internet access so they could fully engage in remote learning.

A Student Wellbeing Telehealth Support Service delivered by a team of psychologists and senior psychologists was activated to provide ongoing wellbeing support to students and their families via video-calls or phone appointments.

A home learning portal was developed to support parents and children while learning remotely. This online resource library provided access to a wide variety of engaging lessons, activities, podcasts and video links suitable for students of all ages.

School staff, including teaching staff were provided with training in online teaching technologies and platforms through timely, practical and accessible professional learning. More than 5,000 school staff attended professional learning focussed on delivering teaching online.

School staff went above and beyond to make sure their students remained engaged in learning and felt safe and supported during this uncertain time. Staff created engaging videos, podcasts, interactive lessons and virtual assemblies.

Education Directorate staff showed their adaptability to support around 4,000 students who could not learn from home. These students were accommodated through a Safe and Supervised Sites Model which enabled those children and young people to learn while their parents and carers provided essential services to the community.

Students were able to return to on-campus learning in the middle of term 2. The Directorate successfully managed a staged return over a three-week period, with the support of extra hygiene resources and measures to ensure the continued safety of staff and students. Teachers and school leaders have subsequently incorporated new approaches into teaching and learning that were rapidly adopted during the remote learning period. The Education Directorate embraced new ways of delivering learning for our children and young people. While much of this work had been in development for some time, the speed with which it was delivered on a such a large scale was impressive and innovative.

Agile and responsive services

Some other examples of the agility and responsiveness demonstrated by the ACTPS during 2019-20 include:

- In the early stages of our response to COVID-19, the Justice and Community Safety Directorate developed and delivered the *COVID-19 Emergency Response Act 2020* that introduced new legislative amendments crucial to support the continuation of operational services while protecting the health and safety of the community and staff. An example was the changes made to the ACT Courts and Tribunal, allowing Judges to decide how trials may be held and the way evidence can be presented in court to adhere to physical distancing.

- The Chief Minister, Treasury and Economic Development Directorate worked across government to coordinate the economic survival and recovery measures so crucial to ensuring businesses could survive and provided government with sound economic advice.
- ACT Corrective Services worked to ensure that services were reviewed to better protect the health of staff, detainees and members of the public by developing additional contingency measures at the Alexander Maconochie Centre, including implementing video visits for detainees and their families to maintain as much contact as possible.
- Housing ACT in the Community Services Directorate was tasked with delivering the ACT Government's \$250 one-off payment for eligible public housing tenants. The Housing ACT team also checked on tenants' health and wellbeing. Vulnerable tenants were given priority for these calls. Key ACT Health messaging and linkages were provided during these conversations and immediate linkages of support were made where necessary. As at 30 June 2020, the team had made more than 20,000 calls, sent 9,263 letters, 2,630 emails, and 5,341 texts to tenants to facilitate this payment. The team had also handled more than 4,000 incoming calls through a dedicated number for this payment. At 30 June 2020, all 10,555 eligible households had been provided with the payment either via direct debit to their provided bank account or as a credit on their rent account.

When it rained ... it hailed

On 20 January 2020 Canberra experienced the most significant hail event in recent history. More than 37,000 vehicles were impacted; many were write-offs.

ACT State Emergency Service volunteers responded to 2,300 incidents following this event.

The large volume of vehicles affected presented a logistical and operational challenge. In response, the Access Canberra Contact Centre performed 24/7 operations in support of the ACT State Emergency Service. The Contact Centre handled more than 2,700 calls, the highest call volume for a single event.

To streamline vehicle transactions and provide rebates, a dedicated Hail Team was established to:

- support a connected approach for the community and industry;
- develop online registration cancellation and rebate application forms;
- simplify re-registration and renewal processes for vehicles written-off as a result of the hailstorm; and
- facilitate amendments to legislation allowing new and interstate written-off vehicles to be registered in the ACT without requiring inspection and re-registration interstate first.

Access Canberra also processed rebates for more than 2,200 Canberrans under the Hail Rebate Scheme to a total value of over \$400,000.

The Transport Canberra and City Services Directorate (TCCS) was responsive in clearing the debris left in inner Canberra and Belconnen. TCCS completed extra street sweeping and green waste collections for affected suburbs. The Urban Treescapes team also undertook work on trees damaged during the hailstorm.

Workforce flexibility and other workplace approaches during COVID-19

To ensure the continued safety and wellbeing of the community and all ACTPS employees during the COVID-19 pandemic, all staff who could work from home were encouraged to do so. The majority of staff working in health services and justice and community facing roles continued to be in the workplace.

Supporting a significant number of staff to work remotely has been key to our ability to maintain our services and deliver them effectively. It is a real credit to all of you that we have moved so quickly to step up and deliver, and in many cases even more efficiently than ever. These new methods of working will doubtless provide further flexibility and efficiency for all of us well into the future. Staff message, 7 May 2020

Developing frameworks to support the workforce

Key enabling frameworks facilitated mobilisation of staff across the service, flexible working from home and nation-leading leave arrangements were developed to guide the ACTPS workforce. Employees were encouraged to work flexibly, including alternative start and end times, compressing full-time hours into a shorter working week and working from home. The ACTPS provided supportive leave arrangements to ensure there was no incentive for employees, including casual employees, to continue to work while they were sick. This was an important aspect of keeping the community safe and providing safe workplaces for frontline staff.

The ACTPS had commenced work to transition employees to mobile technologies and contemporary work practices as part of the Government's commitment to Activity Based Working environments. When the COVID-19 emergency reached the Territory, the foundation was already in place to quickly transition many employees to working remotely from their homes.

Shared Services launched a live chat function, enabling ACTPS staff requiring ICT assistance to 'chat' with a service desk operator. This service has been very well received, with more than 14,000 chat interactions occurring in the second half of the 2019-20 reporting year.

Policy decisions were also developed to ensure employees in insecure work were assisted.

The Chief Minister, Treasury and Economic Development Directorate also led the development of guidance on returning to the workplace, incorporating whole-of-government business continuity planning around critical roles. Directorates were quick to promulgate the new policies, guides, and factsheets to support the diverse workforce and to ensure the wellbeing and mental health of our staff was a high priority.

Human Resources Council

The Human Resources Council, which has representatives from Directorates and public sector bodies across the ACTPS met weekly during the first few months of the health emergency to work through and solve workforce policies and issues in a collaborative, whole-of-government way. Some of the issues included arranging flu vaccinations for staff, work health and safety matters, health and wellbeing initiatives, assisting staff with carer responsibilities and the practical application of moving employees to working at home.

Supporting frontline workers

Protecting the frontline workforce who provide essential services that could not be delivered through an alternative method was one of the highest priorities for the ACTPS. Examples include shopfront service delivery, such as that provided by Access Canberra, Health Protection Services, ACT Libraries, Housing ACT, the Visitor's Centre, Human Rights Commission and the Restorative Justice Unit.

To mitigate the psychological impact on staff, Canberra Health Services developed a Framework to understand and respond to sources of anxiety among team members in Canberra Health Services. Key messages of the Framework are *We hear you, We will support you, We will care for you, We will continue to prepare you* and *We will continue to protect you*. The Framework includes a COVID-19 Manager Toolkit, a Checklist for Managers and communications resources. Psychologists were deployed to frontline areas to help staff deal with the stress and anxiety of caring for patients with COVID-19.

Outpatient clinics used other digital technology for appointments. Physical distancing requirements were put in place with larger waiting areas and reduced seating, and additional cleaning measures were also implemented by Canberra Health Services.

Transport Canberra and City Services Directorate adopted measures to ensure that staff who were providing essential travel for members of the ACT community were working in a safe environment, this included introducing rear door entry only and cashless travel for buses.

Supporting graduates

The ACTPS Graduate Team worked with Graduate Coordinators in Directorates to ensure that participant wellbeing was well supported. This included a policy decision to allow ACTPS graduates who had recently relocated from interstate to re-join their families and work remotely from March to May 2020.

With most of the 2020 graduate cohort working at home from March 2020, staying connected with their workplaces and each other became a priority. The learning and development element of the Graduate Program was one method that was used to ensure a cohesive and connected graduate experience.

In line with physical distancing requirements, graduate group development workshops were switched from face to face to group online delivery. Using MS Teams, the graduates were able to engage with the course content in a meaningful way using screen-share, whiteboard and break out room functions.

The planned speaker events with the Head of Service and Chief Minister were also impacted by the pandemic. The ACTPS Graduate Program Team instead organised virtual executive morning teas. The graduates joined an online meeting with their peers, hosted by a highly experienced executive to discuss their work and career paths in their chosen fields. Feedback on this format was positive from both graduates and ACTPS executives.

In addition to these activities, Directorate Graduate Coordinators provided pastoral support and other activities to bring graduates together.

Hidden Gems

Each year the Chief Minister, Treasury and Economic Development Directorate graduate cohort is provided with the opportunity to coordinate an event for CMTEDD staff and raise money for a Canberra-based charity. The coordination is supported by CMTEDD Corporate and provides the graduates the opportunity to organise a project and build their skills and capability, while networking with stakeholders.

In previous years the graduates have hosted a trivia night. However, this year, due to the COVID-19 pandemic and restrictions on public gatherings, hosting a trivia night was not possible. The graduates agreed to develop an alternative project that promoted staff connection and aligned to the current work environment. The graduates proposed a project called the 'CMTEDD Challenges 2020'. The project consisted of two fortnightly challenges: the Hidden Gems and the Mindfulness Minute challenge. The purpose of the challenges was to promote connectedness and the importance of maintaining mental and physical wellbeing during the changing times.

The first challenge, Hidden Gems: invited staff to submit videos or photos of their favourite lesser known or undiscovered places across Canberra. The challenge was to promote to staff the opportunity to explore our city and find out about their collective hobbies and interests.

The second challenge, Mindfulness Minute: invited staff to find a moment in their day to practise mindfulness and complete activities, such as walking, self-reflection and wellbeing quizzes.

All staff were invited to a live virtual showcase and award ceremony event via WebEx. The showcase was to recognise participation and to present awards to the winners of the challenges.

Another key focus of the challenges was to invite staff to collaborate and raise funds collectively for a Canberra-based charity. The charity selected was the Canberra Recovery Appeal (Hands Across Canberra). The Canberra Recovery Appeal is a collective fundraising drive, launched by Hands Across Canberra in June 2020, to support more than 250 charities and community organisations recover from the impact of COVID-19. The CMTEDD Challenges 2020 raised more than \$5,000 for the Canberra Recovery Appeal.

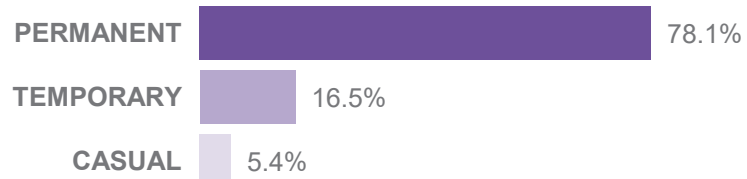
Chapter 2: High performing and collaborative workforce

To meet the challenges facing Canberra, the ACTPS needs a highly skilled and connected workforce to design and deliver innovative and sustainable programs and services now and into the future.

▲ The ACTPS grew by **5.7%** (1,321 employees) over the 2019-20 reporting period

As at 30 June 2020, the ACTPS comprised of

24,529
EMPLOYEES



Recruitment rate for permanent officers:

14.5%

Separation rate:

6.4%

ACT Health Directorate experienced the largest growth of **14.6%**, followed by the **Education Directorate**

Enterprise Agreements

The ACT Public Sector employment framework includes 18 Enterprise Agreements made under the *Fair Work Act 2009* (Cwlth). In the 2019-20 reporting year, the following enterprise agreements were negotiated and approved:

- ACT Public Sector Legal Professionals Enterprise Agreement 2018-2021;
- ACT Public Sector ACT Ambulance Service Enterprise Agreement 2018-2021; and
- ACT Public Sector Correctional Officers Enterprise Agreement 2018-2021.

Two agreements were considered incomplete at 30 June 2020. The ACT Public Sector Fire and Rescue Enterprise Agreement was submitted to the Fair Work Commission (FWC) in July 2020 and the ACT Public Sector Medical Practitioners Enterprise Agreement is being renegotiated and balloted following FWC rejection of the original agreement on technical grounds.

Substantial policy work continues to be undertaken to support the implementation of the new Enterprise Agreements and to improve underlying processes. Negotiations for enterprise agreements ending in 2021 will commence during the 2020-21 reporting period.

Attraction and retention initiatives

Directorates use incentives to attract and retain high performing or highly skilled employees. At 30 June 2020, 351 employees were receiving Attraction and Retention Incentives (ARIs) under the ACTPS Enterprise Agreements¹. ARIs are held by employees essential to service delivery, such as medical practitioners.

Canberra Health Services made up 86.9% of the total number of ARIs across the ACTPS, followed by the Chief Minister, Treasury and Economic Development Directorate with 5.1%. The total amount of additional remuneration paid across the ACTPS during the 2019-20 reporting period was \$21,148,722 with Canberra Health Services arrangements accounting for approximately 95.1% of the total amount.

Before the introduction of ARIs in 2013, these arrangements were achieved through the use of Special Employment Arrangements and Australian Workplace Agreements (AWAs). At 30 June 2020, five employees remain on Special Employment Arrangements and eight employees on Australian Workplace Agreements.

The Graduate Employment Landscape in the ACTPS

Graduate recruitment in the ACTPS is designed to meet specific workforce planning needs within identified areas across the Service. The largest annual intake of graduates across the ACTPS is conducted by Canberra Health Services (CHS) for the purposes of recruiting clinical staff. A total of 140 Graduate Registered Nurses were recruited by CHS in 2019-20. Other graduate programs were also held for Allied Health and Midwifery disciplines.

During 2019-20, the Education Directorate recruited 92 newly qualified graduate teachers.

The ACTPS Graduate Program is a whole-of-government approach to recruiting recent graduates with the technical capability and behavioural skill to succeed in the ACTPS.

140 Graduate Registered Nurses	92 Graduate Teachers	42 Graduates for 2020 Whole-of-Government program
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The ACTPS Graduate Program had **six** skill streams for 2020 program.

Commerce/Business	13	Infrastructure	6
Human Services	4	Law	3
ICT	8	Public Policy and Administration	8

Seven 2020 Program participants identify as People with Disability and **one** person identifies as an Aboriginal and Torres Strait Islander person

¹ This represents the total number of staff being paid an allowance under an ARIn at the end of the financial year - it does not represent the number of ARIs offered during the reporting year.

ACTPS Graduate Strategy 2021-2026

The ACTPS Graduate Strategy 2021-2026 (the Strategy) was approved in 2019. The Strategy identified key activities to improve graduate talent management through the Program which includes:

- strengthening attraction and retention activities in diversity groups and key professional groupings;
- renewing communication and engagement with students and tertiary education organisations in the ACT, NSW and Victoria to promote the ACTPS as a graduate employer of choice;
- shaping a tailored learning experience to support graduate learning in both technical and generalist ACTPS capability;
- establishing an Executive Stream Sponsor to better match graduate talent workforce planning needs; and
- using data and listening to the business and graduates to achieve continuous improvement.

The communications and engagement methodology for attracting ACTPS graduate talent was reviewed in November 2019 to ensure its approach was aligned with good practices as identified by the Strategy.

In December 2019, GradAustralia was engaged as a marketing partner for the ACTPS Program. GradAustralia's approach focussed on reaching graduate audiences through university networks and through online and specialist graduate media publications.

The Program was advertised through GradAustralia's Top 100 Graduate Employer and Indigenous Careers publications. Analysis of the associated online browsing time showed that while many graduates were interested in applying for a role with the ACTPS, many were not aware of the organisation as a graduate employer brand and did not search for the ACTPS directly.

The ACTPS Graduate team also used other communication and engagement tools to reach graduate audiences such as digital storytelling. This was used to promote the ACTPS Graduate Program online using 'day in the life' stories and reflections from recent ACTPS graduates about the work they have undertaken and what they learned about themselves and the organisation during their time in the program.

A marketing approach adopted from November 2019, was considered successful; generating 1,490 applications for the 2021 program, which represents a 66% increase in applications from the previous year.

In 2020-21, the ACTPS will continue to implement the ACTPS Graduate Strategy 2021-26 and build the profile of the graduate program across the Service. This work will include making the strategy accessible and visible and embedding a monitoring and measurement framework to ensure there is alignment between graduate skills and Directorate workforce planning needs.

Mobility

Mobility of employees is a cost-effective way to enhance workforce capability and support employees' professional development, as well as strengthening our 'one service' approach. While the ACTPS has the capacity through its legislative frameworks to transfer staff within or between Directorates, there is a view that the legislation and administrative process is rigid. This became evident during the COVID-19 pandemic, making it at times difficult to quickly deploy staff to frontline services.

Following the announcement of the public health emergency, the ACTPS developed advice on existing mobility provisions in the employment framework and a framework to facilitate rapid, flexible deployment of employees across the service in the event that surge capacity was required. Although the policies and guidance were relatively successful, it highlighted the need for further thinking in relation to organisational mobility and flexibility.

Additional data around mobility is critical for the ACTPS to better understand and support employees and Directorates. A whole-of-government staff engagement survey, proposed for the 2020-21 reporting year, will look at employees' understanding of mobility and secondment opportunities and how Directorates promote mobility. An updated secondment policy will also be delivered during the 2020-21 reporting period.

Learning and development

During the reporting year, the ACTPS developed a new Whole of Government Learning Management System. The ACTGOV Learn, launched on 1 July 2020, will deliver a consistent learning framework under the ACTPS Learning Strategy. The platform will offer blended learning approaches consisting of face-to-face, virtual and e-Learning delivery options and in-Directorate reporting on participant enrolments and attendance through a web-based delivery platform.

An extended period of consultation was undertaken with Directorate stakeholders to ensure the platform was configured to deliver a range of learning options for ACT public servants. At implementation, ACTGOV Learn offered 81 face-to-face courses and 14 e-Learning modules.

Chapter 3: Workplace mental health and wellbeing

An integrated approach to work health safety and wellbeing

Early in the 2019-20 reporting year the ACTPS Work Health Safety and Wellbeing Strategy 2019-2022 was developed to support a 'one service' approach to enhancing work health, safety and wellbeing across all ACT Government workplaces. This integrated approach is designed to improve the engagement, participation and productivity of staff by preventing harm, promoting health, and supporting people to remain in or return to work following illness or injury.

Importantly, the strategy demonstrates how the ACTPS is meeting its obligations under work health and safety legislation and the requirements as a self-insurer for workers' compensation by outlining the role that leaders, managers and employees play. A supporting implementation plan provides an overview of the activities being undertaken to deliver the strategy through programs of work that address identified risks for the workforce.

The strategy articulates how the ACTPS strives to create work and workplaces that are safe and enable staff to be healthy, engaged and skilled to participate fully and perform at their best. This emphasis on good work design and delivery acknowledges that the focus is not just on ensuring ACTPS workplaces are healthy and safe, but that they also make a positive contribution to mental wellbeing. The inclusion of 'supporting mental health and wellbeing' as a work program demonstrates the ACT Government's commitment to addressing mental health risks and creating mentally healthy workplaces.

Healthy minds - thriving workplaces

[Healthy minds - thriving workplaces](#) is the mental health and wellbeing strategy for the ACTPS launched in October 2019. It outlines the proactive and planned approach for how the ACTPS is creating and supporting mentally healthy workplaces that:

- **protect** people from harm to their mental health;
- **promote** good mental health; and
- **support** people to continue to contribute to, and engage with, work when they are experiencing mental health conditions.

The development of Healthy minds - thriving workplaces was an evidence-based and collaborative process. It involved examining best practice organisational mental health and wellbeing frameworks; examining data to see where, why and when people were being harmed and how they were supported. Key areas of focus and priority were identified by looking at the risks and where there were gaps. Consultation on the draft strategy was broad and encompassed employee surveys and focus groups, as well as reviews by internal and external subject matter experts and stakeholders over a two-month period.

It was important to ensure the strategy presents a practical and accessible approach and is relevant across all ACTPS workplaces. Through consultation, employees asked for a simple and visually appealing document. This was achieved with a strategy that incorporates an implementation plan with eight areas of focus within a bright and engaging format. Directorates and Agencies use the strategy to develop local mental health plans and activities.

What our people told us about mental health and wellbeing in the ACTPS

- What would you do if you see someone on a crutch walking towards a door? You go to the door and help to open it. A mental health issue is the same as the crutch – you take leadership by stepping up to help them.
- It's not just leaders who need to set a good example – all colleagues need to be civil and promote mental health and wellness.
- Every workplace is completely different in the way they work and the type of people they have in their workplace – ideas need to come from staff groups for how things get implemented on the ground. Things need to be tailored to the employees.
- You can't tell people not to have that stigma – you have to educate and create an ongoing conversation.
- People are less likely to admit to needing mental health days unless there is a cultural change/stigma reduction first.

Putting the early pieces in place

The first two whole-of-government initiatives to be rolled out under the [Healthy minds - thriving workplaces strategy](#) were Mental Health Guru and Executive Mental Health Champions. These initiatives aimed to build shared awareness and capability across the ACTPS in identifying and addressing mental health conditions and workplace mental health risks and embed coordinated and consistent approaches to promoting wellbeing and reducing stigma.

[Mental Health Guru](#) is an online program from the Australian National University that encourages early support-seeking for mental health conditions, busts myths about mental health, reduces stigma and highlights responsibilities for mental health and wellbeing in the workplace. The modules are available to all ACTPS employees and provide information, exercises, videos and quizzes that teach how to recognise the symptoms of depression and anxiety, how mental health conditions are managed, different ways to get help and how these issues can be handled within the workplace. In 2019-20, 608 employees across all ACTPS Directorates and Agencies participated in the program.

The **Executive Mental Health Champions** initiative addresses leadership. This emerged as a strong theme in employee consultations, highlighting the importance of active and visible senior sponsorship to the success of the strategy. At the end of 2019-20, 14 champions working in 11 Directorates and Agencies were involved in the initiative. They undertake activities within their organisation to:

- prioritise mental health and wellbeing;
- influence the culture by talking about mental health and encouraging early intervention;
- raise awareness of, and support, ACTPS and local mental health and wellbeing initiatives; and

- reduce stigma by modelling positive leadership behaviour, discussing mental health and wellbeing and looking after their own mental health.

Executive Mental Health Champion

'I was really pleased to be invited to be the *Healthy minds – thriving workplaces* executive champion during its development and to continue my involvement as the lead Executive Mental Health Champion.

In late 2019 I wrote to all Directors-General and Agency heads seeking nominations for the champions initiative, and we have grown to a group of 14 providing leadership for mental health and wellbeing in our many diverse and unique workplaces.

Across my working career I have come to realise how important mental health and wellbeing is to really thrive in the workplace. We all need to work in an environment that supports positive mental health and wellbeing and ensures we can operate at our best. We all have times when we feel the impacts of mental stress, whether this is ourselves personally or indirectly through caring for people we love or supporting members of our teams. We need to make sure we have the right strategies and tools to respond.

Creating culture change in any organisation requires senior leaders to be actively involved. My ambition is to motivate and inspire all ACTPS leaders to create a service where we are not afraid to share our stories with each other and step up to help when needed. Our role is to understand the mental health and wellbeing needs of our people, and where the risks to mental health lie for our workforce, so that we can do all we can to protect our people from being injured at work'.

Stephen Miners Executive Champion, *Healthy minds – thriving workplaces* and Deputy Under Treasurer, CMTEDD

COVID-19 mental health and wellbeing response

The unprecedented changes brought by the COVID-19 pandemic required a strategic, targeted whole-of-government approach to identifying and addressing psychosocial risks and supporting wellbeing.

In March 2020 within days many homes became the workplace for thousands of ACTPS employees, while others were involved in providing critical health care services or were working in a new role to ensure vital services supporting our community could continue. *Healthy minds – thriving workplaces* provided a framework for developing an approach that encompassed:

- an ACTPS **risk assessment** to identify the psychosocial hazards and risks to mental health;
- **engagement and collaboration** between Directorates and Agencies through the Executive Mental Health Champions and the creation of a Mental Health Operations Group to share resources and initiatives, identify issues, coordinate communication and reduce duplication;
- a **communication plan** to provide consistent messaging throughout the ACTPS;
- creation of a **bank of evidenced-based resources**;
- development of materials to **support managers** to identify and address risks to mental health and promote mental health in their teams; and

- promotion of **targeted programs and initiatives** that support psychosocial health and wellbeing such as Mental Health Guru, Early Intervention Physiotherapy and Facilitated Discussion.

The communication plan ensured that ACTPS employees received timely, coordinated and consistent messaging about mental health and wellbeing during the early weeks of the pandemic.

The key feature was a themed weekly communication pack provided to champions and their supporting teams in Directorates and Agencies with key messages and links to evidence-based resources and activities. Champions and their teams in Directorates and Agencies used this material to communicate with their employees each week through their channels and build in their own style, preferences and local context. This approach enabled Directorates and Agencies to tailor their messaging to the risk profile of their workforce and the mental health champions to demonstrate visible leadership and support for mental wellbeing.

Supporting mental health and wellbeing across the ACTPS during COVID-19

- In the Community Services Directorate, Executive Mental Health Champion Robyn Calder ran a ‘When life gives you lemons’ challenge: “to have some fun and show that distancing does not equal isolation...you are encouraged to share with your colleagues just how this is possible. I am calling on staff to share photos of examples of how you, your family and your teams have adapted to the new social distancing guidelines.”
- Transport Canberra and City Services Directorate invited employees and their families to a virtual story time with ACT Libraries and created a ‘Cooking in captivity’ cookbook during the lockdown period.
- In the Justice and Community Safety Directorate there was a push-up challenge and the Emergency Services Agency used the Workforce Connect App to provide a space for social connections and shared a sleep hygiene roadmap.
- All 100 employees in the Suburban Land Agency received a personal check-in call from their work health and safety and wellbeing team in the early days of working from home.
- Many Directorates and Agencies offered virtual seminars and training, including CMTEDD who provided mindfulness sessions with a sports psychologist from the Australian Institute of Sport and Major Projects Canberra who provided resilience training.
- Many Executive Mental Health Champions turned to video messages.
- In the Environment, Planning and Sustainable Development Directorate there was virtual Pictionary and dress up days.
- For Canberra Health Services, where support was needed in the workplace, a wellbeing room and onsite Employee Assistance Provider were available.

Future focus

In 2020-21 the ACTPS will harness the focus on mental health and wellbeing that COVID-19 demanded to continue addressing the priorities of the mental health strategy.

The emphasis will be on:

- increasing our understanding of the psychosocial risks in the ACTPS by conducting a psychosocial risk assessment pilot;
- responding to the mental health and wellbeing requirements of the continuing COVID-19 pandemic and continuing collaboration and communication;
- looking at work design and how it can support the mental health and wellbeing of employees; and
- continuing to look for innovative ways to promote, protect, support wellbeing by keeping abreast of the latest research, liaising with external organisations and specialists, and sharing what we learn.

Innovation and resilience

Chapter 4:
Changing the way we work

Chapter 5:
Enhancing diversity and inclusion

Chapter 6:
Values-driven culture

Chapter 4: Changing the way we work

Workforce Transformation Program

The ACTPS has for several years been implementing a strategy for office-based workers to transition to flexible work practices and Activity Based Work environments through the Workforce Transformation Program. The program is designed to achieve efficiencies and improve collaboration across government. The new Dickson office at 496 Northbourne Avenue and the new Civic office at 220 London Circuit have been designed specifically for flexible work practices.



The COVID-19 emergency has highlighted the benefits of flexible working. The ability of the workforce to adapt and respond to the challenges of restrictions on physical co-location was largely predicated on the mobile and collaborative enabling technologies as well as flexible work practices, developed through the course of the Workforce Transformation Program.

Practical completion of the Dickson office building was delayed from February 2020 to June 2020. Due to the COVID-19 public health emergency a gradual transition of staff into the new Dickson building occurred from July 2020.

The completion of the new government office blocks provides an opportunity to strengthen and further the ‘one service’ approach. Organisational and cultural change processes are being led across the ACTPS to ensure that the workforce is ready to take advantage of the new offices to adopt more innovative ways of working. During the 2020-21 reporting year, the ACTPS will continue to support Directorate and employee readiness to transition into the Civic office building early in 2021.

The need to pivot service delivery

COVID-19 has proven to be a catalyst for significant changes to service delivery. In April 2020 Access Canberra introduced a range of significant changes to the service delivery model. These changes were underpinned by a commitment to supporting employees and community safety while maintaining accessibility, particularly for more vulnerable customers. By driving digital and phone services as the preferred transaction channels, Access Canberra has minimised the need for face-to-face transactions and non-essential travel to Service Centres, and in turn reduced Service Centre transactions by around 60%. Access Canberra now has more than 450 services available online.

For customers requiring a face-to-face transaction, Access Canberra Service Centres remained open between 9am and 4pm on weekdays, with a dedicated “Quiet Period” between 9am and 11am each day for our vulnerable customers.

In harnessing innovative approaches to service delivery, Access Canberra combined a range of alternative measures including some that were not purely digital, such as telephony and webchat. Access Canberra also took a pragmatic risk-based approach to adopting digital solutions such as accepting electronic documents for proof of identity checks in the licencing and registration space. This risk-based approach

meant the risks were assessed and mitigated as Access Canberra considered the best way to deliver the services required. Noting that change is dynamic, work is underway to refine and enhance the revised service delivery model, particularly in relation to governance and process streamlining.

Early stakeholder engagement was a critical factor in ensuring the successful development, implementation and crucial uptake, of Access Canberra's revised service delivery model. Cross-government consultation and connectivity, and early, frequent engagement with the community has ensured support for the new model and accelerated uptake of non-face-to-face channels for engaging with Access Canberra. The broad community acceptance of this rapid reform process has demonstrated the importance of effective communications when undertaking a transformation journey.

Digital transformation

The Chief Digital Officer continues to collaborate with Directorates and provide best practice advice and support on ACTPS digital transformation initiatives. The ACTPS was in a strong position for its workforce to operate remotely under the required social distancing provisions, due to the ACT Government providing \$10.255 million in the 2015-2016 financial year to embark on the Desktop Modernisation Project (DMP).

In addition, the ACTPS Workforce Transformation Program has been instrumental to moving from fixed technologies and traditional modes of work to more flexible ways of working. Adopting Activity Based Working (ABW) as the presumptive model for fit outs of new and existing leases led to a policy direction to cease the purchase of fixed desk PCs in favour of laptops and other mobile technologies. While this program has been focused on the relocation to the new Dickson and Civic office buildings, the whole-of-government policies and principles developed to underpin this change have delivered positive outcomes during the COVID-19 emergency because it has enabled the quick transition of employees to working from home. A significantly higher proportion of the workforce was well equipped to work flexibly than if this policy change had not been adopted.

Rapid uplift in bandwidth and technology capabilities

When the Public Health Emergency was declared in the ACT, Shared Services ICT rapidly supported the ACTPS to work from home by significantly expanding remote access technologies. The shift, which happened almost overnight, saw a dramatic increase in ACTPS staff accessing IT remotely. This capacity change meant that more than 20,000 ACTPS staff could access the network from anywhere as though they were still in 'the office'. The capability required ongoing capacity upgrades over the coming month to support the continued increases in demand with the average number of remote users increasing three-fold from February 2020 to June 2020.

In addition, there was a significant rise in ACTPS staff using collaboration tools such as Jabber, Webex and Microsoft Teams to continue delivering government services efficiently and effectively.

From February 2020 to June 2020 some of the collaboration tools saw a 25% increase in usage. The use of mobile web conferencing has provided flexibility to collaborate and connect with colleagues at the touch of a button by using the calling, (virtual) meeting and screen sharing capabilities. The number of interactions through these collaboration tools have remained steady since their peak in July 2020, with well over three million connections held since the beginning of the COVID-19 pandemic.

The new Human Resources Information Management System (HRIMS), to be implemented during the 2020-21 reporting year, will deliver an ICT solution that will optimise Payroll Services' integration with effective Human Capital Management within the ACTPS. This will increase efficiency, improve service delivery and create a more strategic approach to managing human capital within the ACTPS.

The implementation of an Electronic Document and Records Management System across the ACTPS continued during the reporting year. This initiative is a key enabler of the transition to digital record keeping across the ACTPS. The project team focused on implementing the system to those Directorates moving into the new Civic and Dickson office blocks to support Activity Based Work in 2020 and 2021. The Territory Records Office, in partnership with Shared Services, is leading the widespread implementation of digital records solutions across the ACTPS.

Libraries ACT

Libraries ACT implemented a new Integrated Library Management System, which provides a new and more searchable catalogue and improved customer experience.

During the 2019-20 reporting year, Libraries ACT loaned 1,352,806 physical items, plus 612,340 e-Resources. Digital resources increased by over 27% over this period due to the impact of COVID-19. A total of 100 online programs were created in response to COVID-19, with 13,340 people viewing the online content. There were 378 technology training sessions delivered to the community, giving participants opportunities to develop digital skills, learning to solve basic computer technology issues, and to be smart, safe and responsible citizens in the digital world.

Embracing the value of data

Data captured and interrogated in real-time allows the ACTPS to model scenarios and implement actions or remedies before they become issues. The ACTPS is becoming more data driven and is delivering better and more timely services to the community. To truly excel in this area, the ACTPS needs to develop a data-driven culture where employees continuously 'use data to test hypotheses, prompt critical questions, measure the progress of outcomes and inform future spending decisions.

The ACT Data Analytics Centre in the Office of the Chief Digital Officer consists of a team of data experts, an ACT-wide scalable data analytics platform and associated governance arrangements. The Centre's purpose is to enable better services and policies by using data more effectively. During 2019-20, the Centre:

- Coordinated with all Directorates to share data between the Commonwealth and the ACT to support our COVID-19 response and recovery, including through a new centrally accessible data hub;
- Delivered nine data analytics projects across Community Services, Emergency Services, Environment, City Renewal and others. Examples of the projects include:
 - Utilisation of EPSDD water sensor data in a new early flood warning capability for the ACT.
 - Developing the capacity for the ACT Ambulance Service to view a full patient journey and provide data to support national research through the Centre for Health Record Linkage (CHeReL); and
- Developed and gained endorsement of the ACT Data Governance and Management Framework, to guide strong, consistent and transparent data practices across the ACTPS, and ensure safe access,

sharing and use of our data assets to benefit our community. This includes creating an Executive Data Lead role in each Directorate to implement the Framework.

The availability, quality and completeness of data will improve the capability of the ACTPS to better measure outcomes, performance and service delivery. Further systems and process enhancements are necessary for success in this area. A whole-of-government staff engagement survey proposed for the 2020-21 reporting year will provide greater insight into the ACTPS workforce. Equally, the implementation of the Human Resources Information Management System (HRIMS) will enhance workforce reporting capability across the Service.

The ACTPS is also investing in employee capabilities in data analytics and data management to provide significant opportunities to strengthen performance and help identify new perspectives on complex problems and improve outcomes.

Chapter 5: Enhancing diversity and inclusion

National and international evidence is clear that diversity and inclusion supports innovation and improves service delivery. The ACTPS is committed to fostering an inclusive work environment where employee differences are respected, valued and utilised to improve our policy and programs for the community.

Directorates continue to demonstrate commitment to embedding their Directorate-wide diversity and inclusion programs to gain improvements in their workplaces as well as across the Service.

The Respect, Equity and Diversity (RED) Framework, launched in 2010, supports the Directorates in achieving this commitment. During the 2019-20 reporting year, all Directorates provided RED specific training to employees, with approximately 976 staff undertaking training during the reporting year.

Gender²

The ACTPS continues to ensure measures are taken to promote gender equality within the Service. At June 2020, 64.8% of the ACTPS were women, 35.1% were men and 0.1% reported their gender as other than male or female.

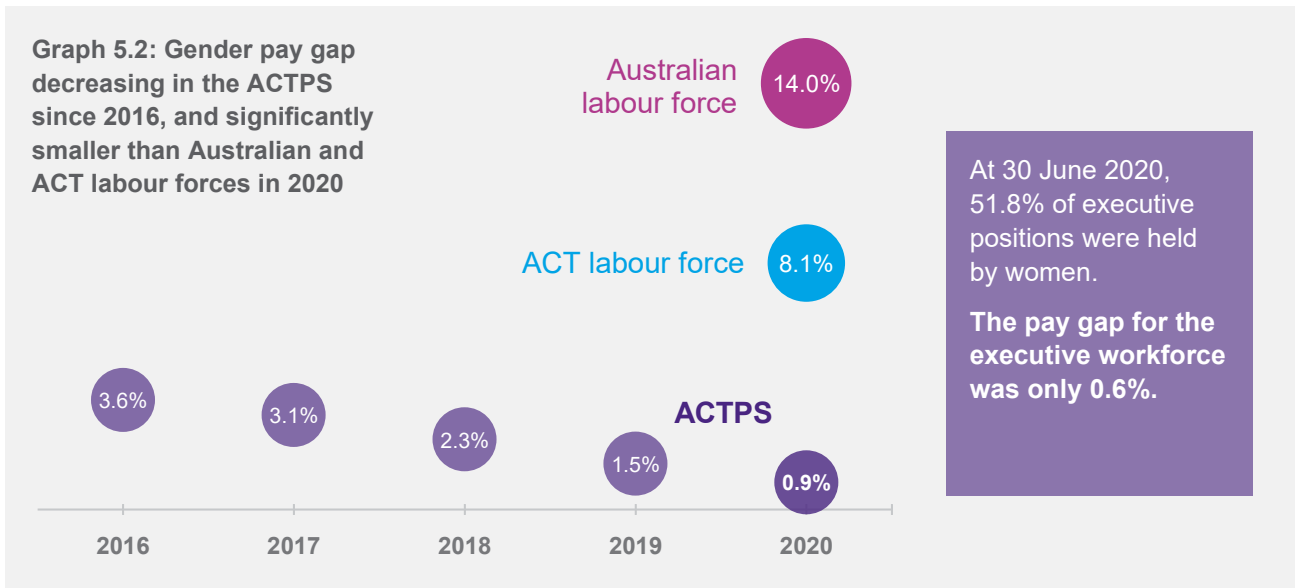
The ACTPS continues to exceed community norms in relation to workplace participation, leadership and pay for its female employees. The proportion of females in the ACTPS workforce has been steady at approximately 65% over the past five years and is significantly higher than the ACT and Australian labour forces in 2020, as shown in the graph below.

Graph 5.1: Percentage of females in the ACTPS workforce compared with other labour forces in 2020



² Gender information is only broken down by males and females due to the small number of employees who identified as 'intersex/indeterminate/other' gender. While the ACTPS recognises that there are employees who identify as a gender other than male or female, for privacy reasons this information is not included where data has been broken down by gender.

At June 2020, the ACTPS gender pay gap reduced to a record low 0.9%. Graph 5.2 shows the steady decrease in the gender pay gap since 2016 and compares favourably with the ACT and Australian labour forces.

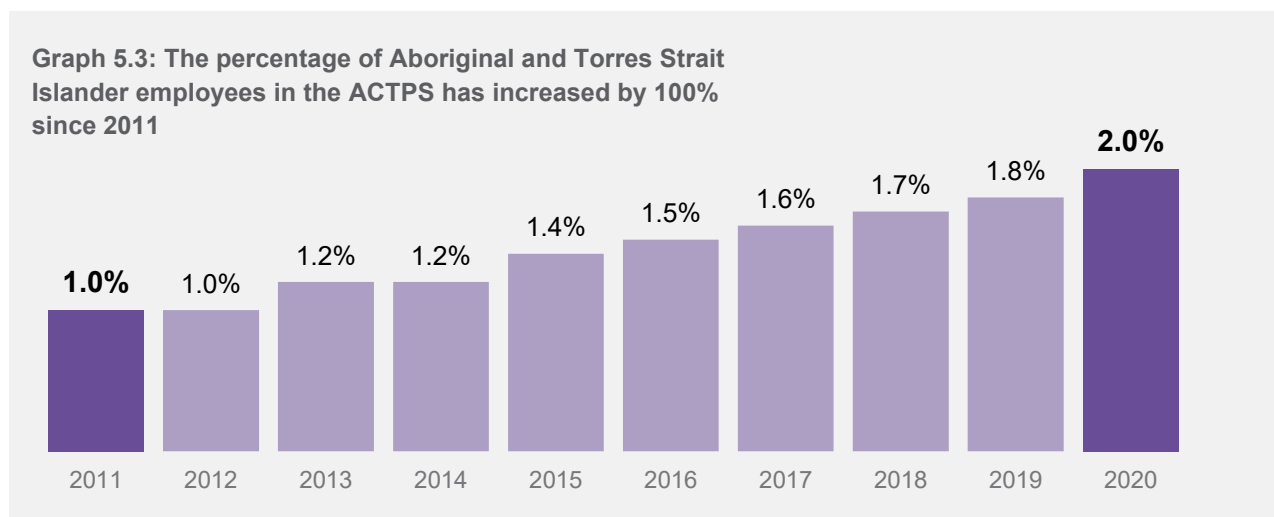


Aboriginal and Torres Strait Islander employees

The ACTPS continues to support the Government actions of strengthening governance and promoting opportunities as outlined in the ACT Aboriginal and Torres Strait Islander Agreement 2019-2028.

With the largest growth seen over the past five years, the Aboriginal and Torres Strait Islander people employed within the ACTPS represent 2% of the overall workforce.

At 30 June 2020 there were 489 Aboriginal and Torres Strait Islander people employed within the ACTPS, a growth of 15.6% since 30 June 2019 and a 58% increase over the past five years.



The Education Directorate and Canberra Health Services continue to have the largest cohort of Aboriginal and Torres Strait Islander employees.

Aboriginal and Torres Strait Islander employee statistics as at 30 June 2020



\$81,946
▲ **MEDIAN SALARY**
ACTPS: \$81,301



18.4%
▲ **RECRUITMENT RATE**
ACTPS: 14.5%



38 years
▼ **AVERAGE AGE**
ACTPS: 42 years



9.1%
▲ **SEPARATION RATE**
ACTPS: 6.4%

Directorates with the highest proportion of Aboriginal and Torres Strait Islander employees:

- Community Services (4.7%)
- Environment, Planning and Sustainable Development (3.6%)
- Justice and Community Safety (3.1%)

Culturally safe recruitment practices were observed during the ACTPS Vocational Employment Program³ selection process and interviews held in March 2020. These included culturally appropriate eligibility confirmation practices, the inclusion of Aboriginal and Torres Strait Islander support staff in attendance during the interview day, and Aboriginal and Torres Strait Islander panel members participating on each of the selection panels. The seven successful candidates will commence with the ACTPS in the 2020-21 reporting period.

Sixteen Aboriginal and Torres Strait Islander employees at Senior Officer Grade A/B and equivalent classifications completed the ACTPS Aboriginal and Torres Strait Islander Leadership Program. This program focused on participants' current leadership roles and assisting them to reach their full potential in the ACTPS.

Nominations were sought from ACTPS Aboriginal and Torres Strait Islander employees to participate in the Public Sector Management Program⁴. The program is a post-graduate study course managed and delivered by the Queensland University of Technology (QUT). The program aims to increase public sector knowledge and capability to understand and effectively manage the business of government. The ACTPS funded four participants to undertake the program and QUT sponsored a further three places. In total, seven Aboriginal and Torres Strait Islander employees will undertake the course, commencing early in the 2020-21 financial year.

³ A whole-of-government Inclusion and Aboriginal and Torres Strait Islander employment program, see <https://www.cmtedd.act.gov.au/employment-framework/inclusion-programs/aboriginal-and-torres-strait-islander-employment>.

⁴ For further information, see <https://www.apsc.gov.au/public-sector-management-program>.

Aboriginal and Torres Strait Islander Cultural Adviser

In March 2020, the Chief Minister, Treasury and Economic Development Directorate established the adjunct role of Aboriginal and Torres Strait Islander Cultural Adviser. This is a senior role providing leadership and advocacy across the Directorate on behalf of Aboriginal and Torres Strait Islander employees. The Adviser is a high-profile, 'inwards facing' role providing critical advice on complex and sensitive workplace matters. Following an expression of interest process, the successful applicant was Mr Scott Saddler, Executive Branch Manager of the National Arboretum, and proud Wiradjuri man.

Mr Saddler was appointed a Member of the Order of Australia for significant service to public administration and as a supporter and mentor of Indigenous youth in the 2020 Queen's Birthday Honours.

Directorate programs

The Environment, Planning and Sustainable Development Directorate has many projects and programs that have an environmental and cultural focus. It is important that Ngunnawal Traditional Custodians are well represented within the Directorate and are supported to develop the skills and capabilities necessary to succeed in the ACTPS. The Directorate engaged five Ngunnawal rangers, who commenced in early 2020 through the Jobs for Canberrans initiative.

The Community Services Directorate engaged Associate Professor Richard Frankland to deliver Cultural Safety Masterclasses across the Directorate in 2019 and 2020. Associate Professor Frankland is a proud Gunditjmara Man who lives on country in south-west Victoria. He is an Associate Professor in Cross-Disciplinary Practice, Victorian College of the Arts, University of Melbourne and spokesperson on reconciliation and Indigenous issues.

Over an 18-month period a total of 20 Masterclass sessions have been delivered over 10 days, with more than 460 staff participating. The Cultural Safety Masterclass covered topics including cultural meaning and identity; forces for and against cultural safety; reclaiming cultural safety; and trauma. The sessions also looked at creating policy to alleviate cultural loads, making culturally safe pathways, and building culturally safe environments.

With much of the ACTPS workforce working from home during the second part of the reporting year, Directorates were required to find new and innovative ways to support and promote diversity and inclusive practices. CMTEED finalised and launched its Stretch Reconciliation Action Plan 2020-2023 online via Webex in June 2020 in National Reconciliation Week with more than 700 staff attending. The event included a virtual Welcome to Country and presentation of the Ngunnawal Language Project video, a key deliverable aiming to support the revitalisation of the Ngunnawal language.

For Reconciliation week 2020, the Head of Service distributed a whole-of-government email promoting the virtual events hosted by Reconciliation Australia. The email also promoted Events ACT family-friendly online activities to promote conversation and foster a deeper understanding of our national story and Aboriginal and Torres Strait Islander culture. These activities include a postcard pledge, create and connect experiences and share, learn and grow video workshops.

Ngunnawal Language Project

To support the revitalisation of the Ngunnawal language, CMTEDD supported Ngunnawal Elders to deliver a three-day workshop for Elders and Ngunnawal community members at Yarramundi Cultural Centre in November 2019.

It was a significant and emotional experience for the Ngunnawal community to learn Ngunnawal language, which included learning to give a welcome to country in Ngunnawal. The project will result in instructional and documentary style videos that can be shared in the Ngunnawal community, throughout the ACT PS and in the broader Canberra community.



Good progress is being made to increase the numbers of Aboriginal and Torres Strait Islander employees across Directorates, and an ongoing focus on support and retention initiatives continues to be essential to the ACTPS. In 2020-21, the ACTPS will review the Whole of Government Employment Strategy for Aboriginal and Torres Strait Islander People which will connect with broader whole-of-government inclusion employment strategies.

Employees with disability

Interviews for the 2019-20 Vocational Employment Programs for People with Disability were held in March 2020. At that time, arrangements were made responsively to emerging physical distancing and hygiene requirements. Measures were put in place to screen recruitment panellists and candidates before entering the building and interview 'etiquette' was adapted to meet health requirements.

Due to the COVID-19 pandemic, the intake of participants for the 2019-20 Vocational Employment Program was delayed. The decision to delay the start was taken to ensure participants could be correctly supported and inducted into workplaces by their teams and direct supervisors.

The adaptation of the 2021 Graduate Program Assessment Centre into a virtual format increased accessibility for many inclusion candidates. Participation was maximised for candidates with hearing impairments through the use of audio captioning and, because of the online format, candidates with disabilities were able to engage with the assessment centre in a way that more closely suited their needs.

Learning and development

During 2019-20, a range of employment and learning and development programs for people with disability were offered across the ACTPS.

Funding was made available for 23 employees who identify as people with disability to complete the Career Development Program for Staff with Disability. The Program was targeted at employees at the Administrative Service Officer 1 to Administrative Service Officer 5 levels. The Program consisted of a three full day workshop including practical exercises, personal development sessions and peer coaching. An individual development plan was prepared for each participant as part of the program.

Funding was also made available for the following programs:

- Fourteen employees at the Administrative Service Officer 6 to Senior Officer Grade C levels to completed the Career Development Program for Staff with Disability, a program aimed at helping participants to develop skills that will assist their transition from administrative to management and leadership levels;
- Seventeen employees participated in the Director/Senior Officer Leadership Program for Staff with Disability. Participants were from Senior Officer Grades and equivalent classifications. The program course provided participants with the opportunity to build senior leadership and management skills and enhance their career paths. At the start of the program participants undertook a 360-degree feedback tool, providing valuable information about leadership strengths and areas for development. Participants received time with an accredited coach to debrief the feedback and consolidate their career planning. The three day workshop and half day recall workshop also included practical exercises, personal development sessions and peer coaching; and
- Fifty-three staff participated in 'How to be a Mentor for Staff with Disability' training. The course aimed to give participants an understanding of the possible needs and preferences of people with disability and a set of practical mentoring tools.

These programs assisted current employees with their career progression, career satisfaction and leadership development within the ACTPS and contributed to improved retention of employees who identify as people with disability. In 2019-20, the separation rate for ACTPS employees who are people with disability fell to 7.6% (from 9.8% the previous year), however the retention rate for people with disability is still higher than the ACTPS average. The increasing numbers of ACTPS staff who are people with disability choosing to stay with the organisation is encouraging.

Employees with a disability statistics as at 30 June 2020



\$90,436
▲ MEDIAN SALARY
ACTPS: \$81,301



12.0%
▼ RECRUITMENT RATE
ACTPS: 14.5%



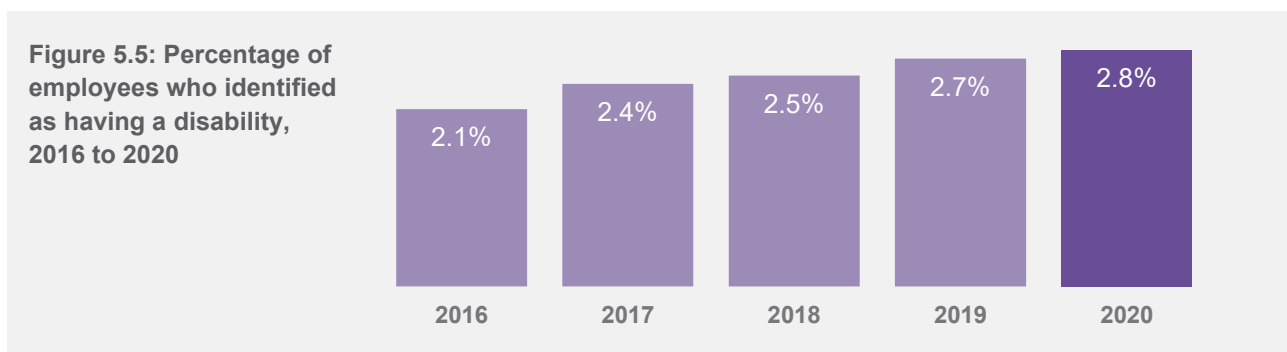
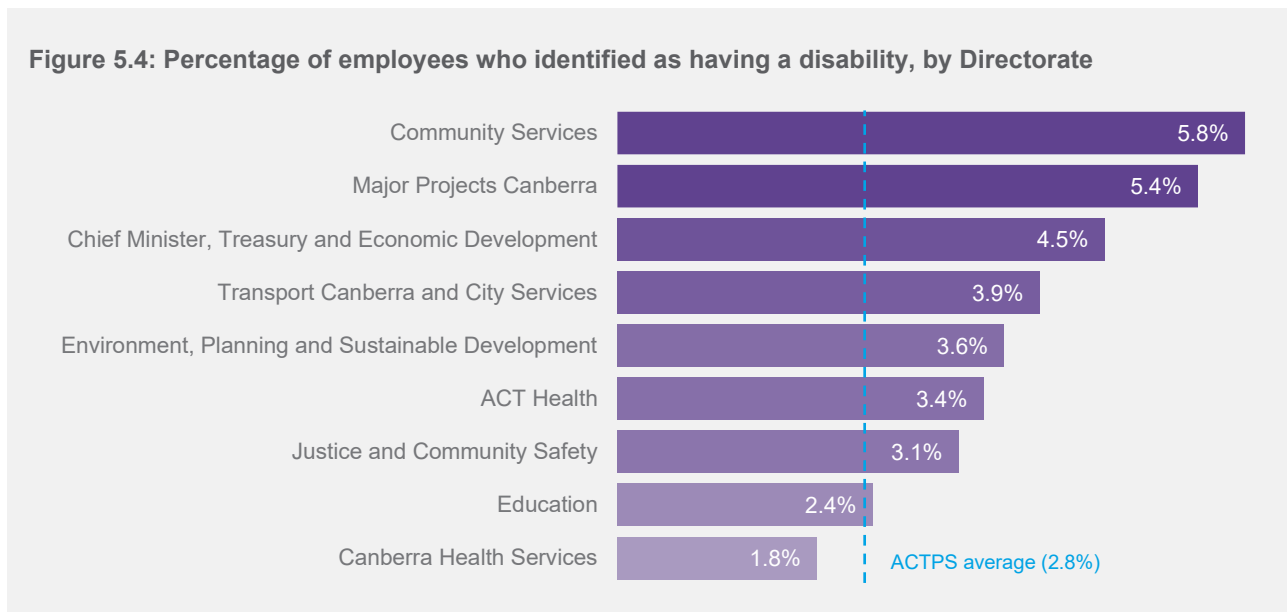
43 years
▲ AVERAGE AGE
ACTPS: 42 years



7.8%
▲ SEPARATION RATE
ACTPS: 6.4%

Focus for 2020-21

Approximately 2.8% of ACTPS employees identify as having a disability as at 30 June 2020. Figure 5.4 shows a steady increase since 2016.

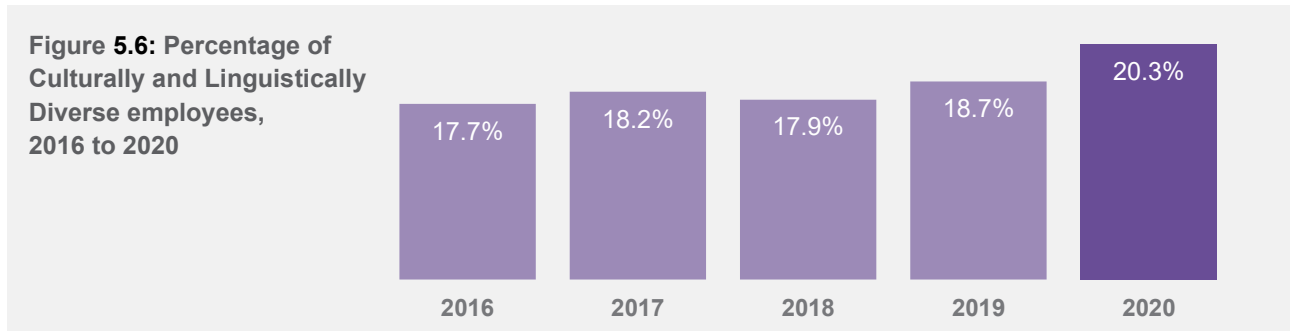


In 2020-21, the ACTPS will develop and expand a diversity and inclusion agenda through promotion and education of the value of workplace diversity as a high-performance business strategy. This strategy will incorporate reviewed inclusion employment targets.

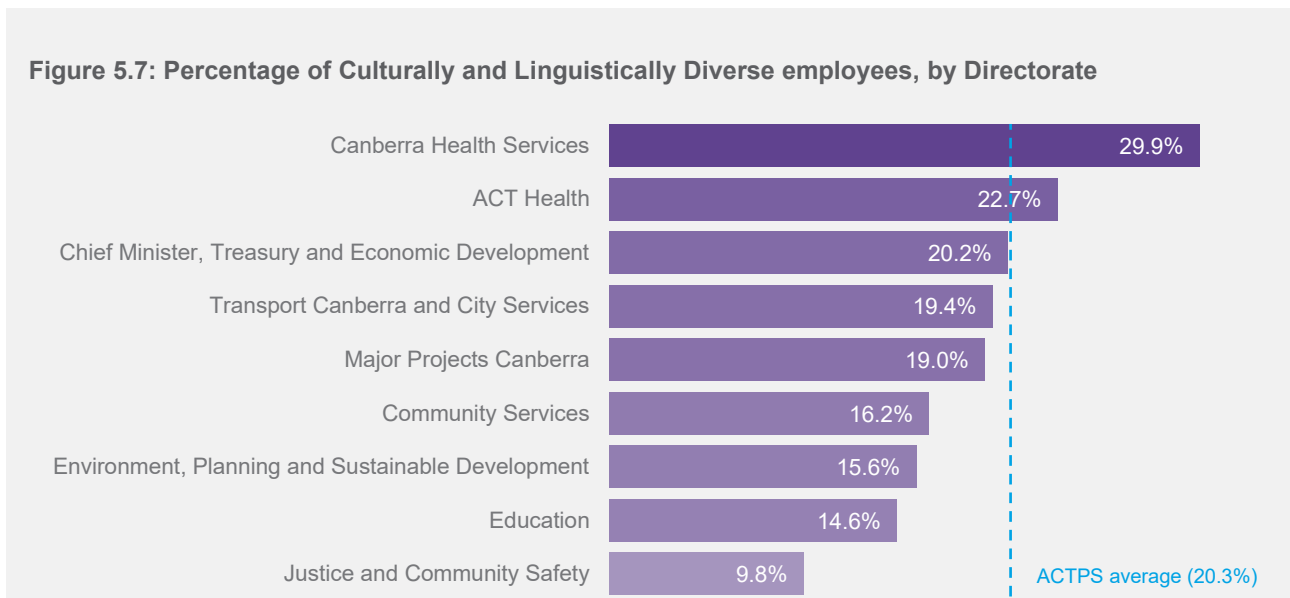
Continuing the strong emphasis on development and retention for staff who are people with disability, the ACTPS will centrally fund a number of development programs in 2020-21. These programs will include the prestigious Public Sector Management Program; Australian Institute of Company Directors 'Director Mindset' e-learning and the Disability Leadership Institute's Future Shapers Program.

Employees who identify as Culturally and Linguistically Diverse

The ACTPS is committed to having a workforce which is representative of the community that it serves. At 30 June 2020, employees who identify as Culturally and Linguistically Diverse made up 20.3% of the ACTPS workforce. This is a larger increase than in previous years (see Figure 5.6).



Canberra Health Services continues to have the highest percentage of employees who identify as Culturally and Linguistically Diverse, as shown in Figure 5.7.



Culturally and Linguistically Diverse employee statistics as at 30 June 2020



\$86,739
▲ **MEDIAN SALARY**
ACTPS: \$81,301



14.3%
▼ **RECRUITMENT RATE**
ACTPS: 14.5%



42 years
▶ **AVERAGE AGE**
ACTPS: 42 years



4.9%
▼ **SEPARATION RATE**
ACTPS: 6.4%

The ACTPS supports employees from culturally and linguistically diverse backgrounds by promoting awareness programs, providing reasonable workplace adjustments and celebrating events, such as Harmony Day and the Multicultural Festival.

School Cleaners Taskforce

The School Cleaners Taskforce was established to deliver on the ACT Government's commitment to insource the cleaning of our public schools so that they receive consistent, high-quality cleaning services. School cleaners are employed in a fair and equitable manner. The Taskforce designed, developed and delivered a program of work that resulted in 272 cleaners transitioning from insecure work with private contractors into the ACTPS.

Of these 272 cleaners, 95% have English as a second language and 60% were visa holders. The Taskforce was able to:

- negotiate, develop and agree to an amendment to the *Infrastructure Services Enterprise Agreement* to establish the basis for employment;
- develop the ACT Government's first Management Strategy under the *Public Sector Management Act*; and
- undertake recruitment centres in the language of applicants to provide a pathway in which employment could be achieved while respecting the cultural and language differences of this group of workers.

LGBTIQ+ employees

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

Directorates continue to support LGBTIQ employees through staff networks and promotion of events such as Wear it Purple Day and International Day against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT).

The Environment, Planning and Sustainable Development Directorate encouraged teams to participate in the IDAHOBIT morning or afternoon tea to reflect on and celebrate the diversity within the Directorate and community and also to reflect on the journey of the global LGBTIQ+ community towards equality. Teams were invited to show solidarity by dressing in rainbow colours or anything loud and proud. Staff were also encouraged to download the many IDAHOBIT themed backgrounds to use during their Microsoft Team 'catch ups' meetings throughout the day.

The Emergency Services Agency (ESA) held a formal Commitment Ceremony in recognition of our LGBTQI Service members and community. The focus was on the delivery and signing of the ESA Commitment Statement, reaffirming the ESA's dedication to creating and promoting a safe and inclusive environment for individuals to live and work authentically without fear of judgement and persecution. The ESA Inclusion and Diversity Commitment Statement aligns with the broader ACT Government Action Plan⁵.

Going the extra mile for veterans

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

The Strategy focuses on assisting veterans as they transition from the Australian Defence Force (ADF) into civilian employment. During 2019-20, the ACTPS expanded the Strategy to provide support to members of veterans' families.

The ACTPS Veterans' Mentoring Program was launched in November 2019. The Program provides a development opportunity for ACTPS employees who are veterans or family members of veterans to connect with professional individuals and networks across the ACT Public Service. Thirty mentors and mentees participated in the Program. Due to the success of the first cohort, the Program is now ongoing.

⁵ Capital of Equality - First Action Plan 2019 and 2020

https://www.cmtedd.act.gov.au/_data/assets/pdf_file/0006/1438107/Capital-of-Equality-First-Action-Plan-2019-and-2020.pdf

Prime Minister's Veterans' Employment Awards

The Prime Minister's Veterans' Employment Awards recognise organisations that employ and support veterans to transition to the civilian workforce, as well as recognise veterans who are making a significant contribution as an employee or entrepreneur.

The ACT Public Service was named the nation's public sector 'Veterans' Employer of the Year' in the 2020 Prime Minister's Veterans' Employment Awards. This award recognises the proactive approach the ACTPS has taken to support veterans to transition to civilian life, and to have a meaningful career in the ACT Public Service.

'I am pleased that the ACTPS is delivering on the Government's vision to be a leader in the recruitment and retention of veterans. The Award acknowledges the hard work our ACTPS staff are doing to ensure our workplace is diverse, agile, responsive and innovative'.

Staff message, 21 May 2020

Building on the resources that have been developed to date, in 2020-21 the ACTPS will:

- Provide personalised assistance at ADF transition seminars to individuals interested in applying for ACTPS jobs;
- Undertake regular analysis of available recruitment data to identify areas where additional support can be provided to job applicants and employing Directorates; and
- Establish an Australian school-based apprenticeship position for a family member of an ADF or veteran studying Year 11 or Year 12 in the ACT school system.

To assist former ADF members with their transition into civilian life and careers in the ACTPS, in 2020-21 the ACTPS will pilot a networking and information sharing opportunity for veterans. Participants will be given the opportunity to network with other ACTPS employees, learn about other areas and roles in the ACTPS and build a sense of community in their new workplace. The opportunity will also be offered to new employees who commence in the ACTPS during the pilot period to assist them with their transition.

Chapter 6: Values-driven culture

Integrity, fraud prevention and risk

Managing performance

All Directorates use the ACTPS Performance Management Framework. Directorates reported that there were 12 formal underperformance processes completed during the 2019-20 reporting period under the procedures set out in the relevant ACTPS enterprise agreement.

The majority of employees involved in an underperformance process were able to either return to satisfactory level of performance in their role or were allocated to a role more suited to their capabilities.

Two employees had their employment terminated for underperformance. One employee had their employment terminated as a result of a separate misconduct process and another employee resigned during the underperformance process.

Fraud and corruption

All Directorates had a Fraud and Corruption plan in place during the reporting year. A review of the plans during the reporting year identified them as highly valuable and important documents within each Directorate.

The ACT Integrity Commission commenced operations on 1 December 2020. The ACTPS worked with the Commission to develop a memorandum of understanding in relation to handling complaints and information sharing. The ACTPS also provided feedback on the Integrity Commission's draft guidelines for mandatory notification requirements that will apply to all ACTPS executives.

Embedding a robust risk management culture

'It is important to build a robust risk management culture where risk is practiced, integrated and embedded into operations and processes to ensure we remain a proactive government that provides high quality services across the Territory'.

ACT Government Risk Management Policy 2019 Implementation Guide, p. 5

The Australian Capital Territory Insurance Authority (ACTIA), in collaboration with public sector entities, completed a review of the ACT Government Risk Management Policy. The Risk Management Policy 2019 has adopted the revised AS ISO 31000:2018 Risk Management Guidelines which provides an internationally accepted basis for best practice risk management.

The Policy is aimed to assist Directorates and public sector bodies to:

- Develop a culture of risk resilience;
- Develop a consistent risk management methodology as part of planning, project management, operational management and review processes;
- Define responsibility and accountability for the management of risk;

- Identify risks and opportunities within business operations at all levels of government in terms of driving performance and value through successfully achieving strategic objectives; and
- Integrate and embed risk management across all roles.

To support the Policy, ACTIA also developed an implementation guide and offered a range of risk management training to support Directorates and public sector bodies to implement the Policy. The training is structured to enhance risk management capability and awareness across entities, with ACTIA working directly with Directorates to run dedicated risk management training at the Directorate level. The following topics of training are available:

- Introduction to Risk Management;
- Managing Event Risk; and
- Managing Project/Program Risk.

Ethical behaviour and professional standards

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

The role of the Public Sector Standards Commissioner is an integral component of the ACT Public Sector Integrity Framework. In addition to overseeing and conducting investigations into matters of public administration, the office seeks to capture key messages arising from casework, so that all in the ACT Public Sector can benefit and be more attuned to preventative steps that can be taken to reduce the incidences of such cases.

The Commissioner wrote to the Head of Service providing an update on the activities of the office and the Professional Standards Unit during 2019-20 and key messages arising from casework. These messages include the following:

- The types of behaviour most commonly referred to the PSU for investigation across the ACT Public Sector during 2019-20 were:
 - Failure to exercise reasonable care, skill or diligence,
 - Inappropriate behaviour, including lack of courtesy and respect, use of threatening or offensive language,
 - Bullying and harassment.

These alleged behaviours are consistent with previous years referrals, indicating the ongoing need of Directorates and entities to reinforce the importance of the ACTPS Values and Signature Behaviours to employees.

- As a result of the changes to arrangements under the enterprise agreements, which separates the misconduct decision process from the preliminary assessment, investigation referral, and consideration of sanction, the Commissioner issued delegations of authority to Directors-General/Chief Executive Officers. A separation of responsibilities between the head of service and Public Sector Standards Commissioner is to ensure independence between the referral delegate and the decision-maker, so

that the decision about misconduct can be made without any suggestion of preconceived notions or bias.

- The Office issued revised guidelines for the misconduct process and guidance on conducting preliminary assessments. These guidelines will help ensure the application of best practices in investigations and procedural fairness throughout the misconduct process.
- The Office has taken steps in the past 12 months to improve the approach to investigations and engagement with public sector entities being conscious of the timeframes to complete investigations, and the associated resource and emotional costs. Delays are often experienced when investigative referrals are too broad in scope or matters are aged, requiring extensive enquiries. The Commissioner has taken steps to engage with entities in relation to these matters, and to streamline its approach to investigations, while still maintaining the quality standards expected and required.

These measures have resulted in a reduction in the average time taken to complete misconduct investigations, from an average of 124 workdays in 2018-19 to 100 workdays during 2019-20, a result that has been achieved due to the collective efforts of all involved.

Misconduct processes and disciplinary actions

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

Table 6.1 also shows the number of misconduct processes completed and the number of processes completed with substantiated findings of misconduct during the reporting year. A misconduct process is deemed to be complete on the date of notification to the employee of the final sanction imposed or notification that no breach has been found.

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

Table 6.1: Misconduct processes commenced and completed by Directorates

Numbers	2018-19	2019-20
Number of misconduct processes commenced during the financial year (includes investigations and admission statements)	70	72
Number of misconduct processes completed during the financial year	73	61
Number of processes completed with substantiated findings of misconduct	66	49

Table 6.2 shows the numbers of each type of sanction imposed by Directorates during 2019-20 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 the 2019-20 reporting year may relate to matters commenced in prior years.

Table 6.2: Number of disciplinary outcomes and sanctions imposed

Sanction	2018-19	2019-20
Written reprimand	34	26
Financial penalty	24	9
Temporary or permanent transfer, to another position at level or lower classification	9	10
Termination of employment	13	12
Employee resigned prior to sanction being imposed	16	12
Summary dismissals ⁶	3	10

Public interest disclosures

Table 6.3 provides the numbers of public interest disclosures received during the financial year. Directorates and public sector bodies are required to report public interest disclosures to the Commissioner. The data includes only those disclosures assessed to be public interest disclosures under the *ACT Public Interest Disclosure Act 2012*.

Table 6.3: Public interest disclosures

Sanction	2018-19	2019-20
Number of assessed public interest disclosures received	7	4
Number of public interest disclosures investigated	3	3
Number of public interest disclosures not investigated by virtue of Section 20 of the PID Act	4	1

During the reporting year, the Public Interest Disclosure Amendment Bill 2020 (PID Amendment Bill) was introduced into the Legislative Assembly. The Bill will:

- Reduce the scope of the PID Act by removing the overlap with the definition of corrupt conduct under the *Integrity Commission Act 2018*;
- Focus disclosable conduct on maladministration and substantial and specific dangers to public health or safety, or the environment; and
- Exclude personal employment related grievances from the scope of the PID Act.

Bullying and harassment

The PSM Act provides that a public servant must not bully, harass or intimidate others when acting in connection with the public servant's job⁷. Failing to act in this way may be considered misconduct and result in disciplinary action.

⁶ The head of service may summarily terminate the employment of an employee without notice for serious misconduct as defined within the Fair Work Regulations.

⁷ Section 9, *Public Sector Management Act 1994* (Public sector conduct)

Table 6.4 provides information on the use of the different mechanisms available to employees to report bullying and harassment within the ACTPS. The most frequently utilised channel, RiskMan, is the ACTPS automated system for reporting workplace safety incidents. Notifications made through RiskMan are a subjective indicator, and the figures reported represent the total number of reports made through RiskMan by an ACTPS employee where the cause selected by the employee is 'work colleague' (i.e. another employee and/or supervisor). An employee may report the same incident through multiple mechanisms.

Table 6.4: Mechanisms of reporting bullying or harassment

Contacts	2018-19	2019-20
Contacts received by Directorate Respect, Equity and Diversity (RED) Contact Officers	78	75
Contacts received by HR (not by a RED Contact Officer)	93	100
Contacts received through RiskMan ⁸	185	168

The figures in Table 6.4 above are the total number of contacts received of potential bullying and harassment. The figures captured are not a 'one for one' indicator of bullying and harassment as it is possible for an employee to report through multiple mechanisms or have multiple employees report the same incident.

Procedures for dealing with allegations of misconduct are provided in the employee's relevant ACTPS Enterprise Agreement. Table 6.5 shows the number of reports of bullying and harassment reported by Directorates to the Public Sector Standards Commissioner and should be read with Table 6.4.

Table 6.5: Reports of bullying or harassment assessed / investigated

Numbers	2018-19	2019-20
Number of reports of bullying or harassment where a preliminary assessment was conducted during the financial year.	90	153
Number of reports of bullying or harassment received during the financial year which progressed to a formal misconduct process after preliminary assessment ⁹ .	18	11
Number of bullying or harassment related misconduct processes completed during the financial year where the delegate made a substantiated finding of bullying or harassment.	11	4
Number of bullying or harassment related misconduct processes (not including preliminary assessments) which were in progress as at the end of the financial year.	7	7

⁸ Notifications made through RiskMan are a subjective indicator, and the figures reported represent the total number of reports made through RiskMan by an ACTPS employee where the cause selected by the employee is 'work colleague' (i.e. another employee and/or supervisor).

⁹ Allegations of misconduct which require investigation as determined by the head of service, are referred to the Public Sector Standards Commissioner for investigation by the Professional Standards Unit (PSU).

The increase in the number of preliminary assessments reflects the work undertaken within Directorates to encourage early reporting and early intervention. The data indicates that reports were either resolved within the workplace without the need for further intervention or were found during the preliminary assessment stage not to involve behaviour considered to be bullying or harassment.

During the 2019-20 reporting year, the Professional Standards Unit in the Chief Minister, Treasury and Economic Development Directorate reviewed and updated its *Resolving Workforce Issues* series¹⁰, including *Resolving Workforce Issues - Work Bullying, Harassment and Discrimination*. These resources are available on the ACTPS Employment Portal.

¹⁰ <https://www.cmtedd.act.gov.au/employment-framework/workplace-behaviours/resolving-workplace-issues>.

Evaluation

Chapter 7: Evaluation

Chapter 7: Evaluation

Evaluating the effectiveness and efficiency of the ACTPS can provide valuable insight to inform workforce transformation.

Whole-of-government solution

During the 2019-20 reporting year, the ACTPS established a new Policy Design and Evaluation team to embed evaluative thinking in the policy design process across the ACTPS and support the capability of the Directorates to plan, design and undertake evaluations.

Situated in the Chief Minister, Treasury and Economic Development Directorate, the Policy Design and Evaluation team provides advice to support evaluation, including facilitating access to resources and expertise, undertaking evaluations that have a whole-of-government and cross-government focus and developing strategies to build capability in policy design and evaluation across the ACTPS.

In its first year, the Policy Design and Evaluation team has collaborated with areas across the ACTPS to provide advice in undertaking evaluations for current projects. Areas include the Office for Mental Health and Wellbeing, the Environment, Planning and Sustainable Development Directorate, the Community Services Directorate, and the ACT Health Directorate.

Feedback through this 'hands-on' evaluation role is informing the ongoing development of resources and guidelines on policy design and evaluation, including the development of an Evaluation Capability Strategy, an Evaluation Forward Program, a shared language Policy Cycle and Toolkit and a Research and Evidence Strategy and Partnerships Framework which are planned for 2021-22.

Through clear commitment and deliberate effort, the evaluation, learning and improvement process will become a customary and valuable part of the culture across the ACTPS.

Evaluation activities

Evaluation and pilot activities undertaken by Directorates took on many forms, including evaluation planning, data collection, post implementation review and user-centred design.

The YourSay Community Panel has provided great insight on a broad range of topics, as well an enhanced ability to evaluate programs, services and communications. Panel membership makes it easy and convenient for members to have their say on any device, anywhere and at a time that suits them. Recent research conducted through the YourSay Community Panel attracted a record response rate of 1,828 and indicated that 92% of Canberrans feel well informed about the Government's COVID-19 response.

The ACT Health Directorate (ACTHD) has led the development and implementation of Fresh Tastes since 2014 in partnership with the Education Directorate, and with support from the Catholic Education Office and Association of Independent Schools of the ACT. Fresh Tastes is a free, voluntary service for ACT primary schools to help make healthy food and drinks a bigger part of everyday life for students.

To date, 95 primary schools across Canberra have participated in Fresh Tastes since 2014.

A range of quantitative and qualitative evaluation tools were designed to monitor the appropriateness, effectiveness and sustainability of Fresh Tastes. These tools include a pre and post school food environment survey, a food and drink culture change matrix (specifically designed for the Fresh Tastes Program), and personal interviews with participating schools and key stakeholders. The evaluation tools monitor the short and medium-term outcomes of the Fresh Tastes program. Population-health level data on food and drink consumption and childhood obesity is used to monitor the longer-term impact of Fresh Tastes.



Throughout the 2019-20 reporting year, ACTHD worked closely with an external organisation to assess the data collected from these tools to inform quality improvements for the initiative and evaluate the appropriateness and effectiveness of Fresh Tastes in terms of improving the food and drink culture across the first 39 schools to complete 3 years engagement with the program between 2014-2018.

The Fresh Tastes Interim Monitoring Report demonstrated that Fresh Tastes has produced a range of benefits and opportunities for participating schools and has been successful in supporting schools to make a positive change to their food and drink culture. The report highlights opportunities to improve the program model and a number of key strengths of the Fresh Tastes program, including:

- 89% of participating schools reported a change in the demand for healthy food and drinks during the course of their participation in Fresh Tastes;
- 92% of participating schools reported a change in attitudes toward healthy food and drinks amongst the school community;
- Professional learning opportunities that enable staff to provide cooking experiences for students increased from 17% to 77% in participating schools.

The continual use of a comprehensive suite of evaluation tools has allowed ongoing quality improvements to be made to Fresh Tastes to improve program design and delivery. The final evaluation of Fresh Tastes will be completed in mid-2021 and will include results from all 95 participating schools.

In 2019-20, ACT NoWaste undertook preparation and planning to implement a food waste avoidance pilot, based on behavioural change methodologies. With food making up around one-third of household rubbish bins, reducing the amount of food waste is a key factor in minimising waste to landfill. Evaluation was considered an important part of the pilot and has been factored into the pilot design. The pilot will be launched early in the 2020-21 reporting year and will support the potential introduction of food waste collection schemes in the ACT.

Following a successful six-month pilot, the Family Safety Hub's three health justice partnerships were extended for a further 12 months to June 2020. The partnerships embed a lawyer in the maternity wards of Calvary Public Hospital Bruce, Centenary Hospital for Women and Children and at Gungahlin Child and Family Centre, allowing health professionals and lawyers to provide coordinated health and legal assistance that can prevent a significant crisis.

Across the three partnership sites, lawyers from Women’s Legal Centre and Legal Aid assisted 297 clients who had an average of four legal issues each. The most common issues related to domestic and family violence, parenting and housing or property. A review of a pilot of the service can be found here: <https://www.communityservices.act.gov.au/safer-families/family-safety-hub/health-justice-partnerships>.

Post implementation review

After implementing government policies, programs and initiatives, it is important to measure and assess their impact using sound evaluation techniques. Evaluations should highlight good practice, assess whether the anticipated effects were realised, identify where problems arose, the costs, the benefits and any unintended consequences and unanticipated results.

Who let the dogs out?

Transport Canberra and City Services (TCCS) undertook a post-implementation review of dog off-leash area changes. As part of the Canberra Dog Model work, implementation of new dog exercise area mapping was rolled out in July 2019 to give effect to the changes brought forward in the Canberra Dog Model, such as a new 10 metre on-leash zoning either side of community paths. This was then followed by a review and feedback phase, with the revised changes implemented in October 2019.

The review of the dog off-leash area changes was undertaken in three stages:

- Internal consultation with land managers and ACTmapi officers to rectify minor mapping errors;
- Site visits across Canberra to assess suitability of new swimming areas and confirm the on-ground impacts of mapping changes, and
- Two-month feedback phase via the TCCS website to enable individuals and organisations to provide comments directly to TCCS on specific locations requiring reconsideration, in addition to stakeholder meetings with Canberra Dog Walks.

During the review process, TCCS received more than 60 comments from members of the community and established a locations register of requests.

Directorates were asked to indicate on a five-point Likert scale, their level of agreement with statements relating to the challenges faced in undertaking evaluation activities. Directorates were asked if they strongly disagree, disagree, neither agree nor disagree, agree or strongly agree that undertaking evaluation activities is challenging due to the following factors:

- **Skills and capability of the workforce.** Most Directorates agreed.



- **Availability of data (systems and processes are not in place to collect required data).** Almost half of the Directorates agreed with this statement, almost one quarter disagreed and one third neither agreed nor disagreed.



- **Completeness of data (data is collected but not well aligned to program objectives).** Most Directorates agreed.



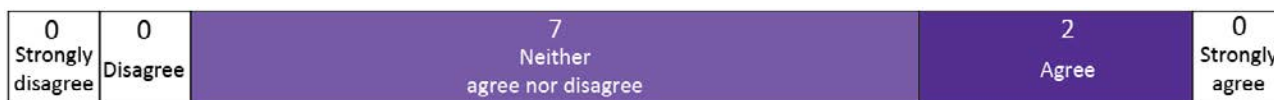
- **Quality of data (data is collected but not of a sufficient quality to inform evaluation activities).** Approximately two thirds of Directorates agreed.



- **Policy and program design (Data points were not identified).** Directorates gave a mixed response.



- **Legislative barriers (data is collected by a third party and difficult to access).** Most of the Directorates neither agreed nor disagreed while almost one quarter agreed.



The overall theme suggests that Directorates found it challenging to evaluate policies, programs and initiatives due to a number of barriers. Given its importance, further work is required to ensure evaluation strategies are informing evidence-based decision making relating to a program's suitability, effectiveness and efficiency.

The need for more data and digital solutions

As noted above, the availability, completeness or quality of data can sometimes inhibit the evaluation of programs and services.

An ANZSOG research paper on evaluation noted that ‘current evaluations frequently involve convoluted processes to access limited administrative data and the commissioning of bespoke, and at times costly, data collections’¹¹. ANZSOG questioned the need for ‘a much more strategic approach to data across the public sector’. This included ensuring that appropriate data collections and the specific evaluation requirements are in place prior to program implementation¹².

Bulky waste

The Bulky Waste collection service began on 1 July 2020. To design the collection booking service ACT NoWaste undertook a significant modernisation project to upgrade back-end databases and improve the customer interface. This was a first for the ACTPS and has potential to be used across a range of other government projects in the future. Additionally, residents were surveyed to understand support for the service, and the Bulky Waste collection model underwent a ‘journey mapping’ process to understand the user experience, incorporate a user-centred design process and ensure a streamlined booking and collection service for ACT residents. Resident take-up rates and the types of items collected are now being monitored and the data will be used to inform the roll-out of bulky waste services across remaining Canberra suburbs.

During the 2019-20 reporting year, most Directorates separately undertook some form of staff engagement survey in the form of an attitudinal survey, a pulse survey or a COVID-19 staff wellbeing survey. While there were similarities between the surveys, there is an opportunity for a whole-of-government approach. As a result, the ACTPS will conduct a whole-of-government staff engagement survey during the 2020-21 reporting year. The survey will enable the use of trends and patterns to inform whole of government strategic decision-making.

The new Human Resources Information Management System and implementation of an Electronic Document and Records Management System (discussed in Chapter 4) will go some way to improving the integrity of the human resources data held by the ACTPS.

¹¹ Appendix B – Evaluation in the Australian Public Service: current state of play, some issues and future directions, An ANZSOG research paper for the Australian Public Service Review Panel, March 2019, p. 27, <https://www.apsreview.gov.au/sites/default/files/resources/appendix-b-evaluation-aps.pdf>

¹² *ibid* p. 27

Appendices

Appendix A:
Workforce profile data

Appendix B:
Organisational overview

Appendix A: Organisational structure

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

The ACTPS is divided into eight Directorates and Major Projects Canberra. Each Directorate specialises in different functions for the ACT Government. The Directorates are arranged into clusters to strengthen our performance as a Service. The clusters emphasise key collaborative relationships.

For 2019-20, the clusters were:

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

In addition to these Directorates, Major Projects Canberra is a new administrative unit established on 1 July 2019.

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 of community infrastructure and facilities.

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

These public sector bodies are:

- ACT Auditor-General
- ACT Electoral Commission
- ACT Integrity Commission
- ACT Teacher Quality Institute

- Calvary Health Care ACT (Public)¹³
- Canberra Institute of Technology
- City Renewal Authority
- Cultural Facilities Corporation¹³
- Director of Public Prosecutions¹⁴
- Independent Competition and Regulatory Commission
- Long Service Leave Authority
- Office of the Legislative Assembly¹³
- Principal Registrar, Courts and Tribunal¹⁴
- Solicitor-General and Government Solicitor's Office¹⁴
- Suburban Land Agency.

Approximately 90% of the ACT Public Sector workforce is employed by the ACT Public Service (the eight Directorates and Major Projects Canberra). The remaining 10% fall within public sector bodies that operate independently of the ACT Public Service. Please note that this is not a complete list of the independent statutory bodies across the public sector, however, it does represent those bodies with Head of Service management powers.

Machinery of government changes

The composition of the public sector is determined by the ACT Government and reflects the Government's policy priorities and choices as to the structure for delivering government administration and services.

During 2019-20, machinery of government changes saw the introduction of a new administrative unit, Major Projects Canberra (MPC). MPC was established on 1 July 2019 to lead the procurement and delivery of the Territory's infrastructure program.

A new public sector body, the ACT Integrity Commission was established and commenced operations on 1 December 2019. The Work Health and Safety (WHS) Commissioner was established during the 2019-20 reporting period. The WHS Commissioner was appointed in April 2020 and the Office of the Work Health Safety Commissioner began operating as an independent prescribed territory authority from 1 July 2020.

¹³ These public sector bodies have their own payroll system.

¹⁴ For the purposes of reporting, the Director of Public Prosecutions, the Principal Registrar, Courts and Tribunal and the Solicitor-General and Government Solicitor's Office are included in the workforce profile data of the Justice and Community Safety Directorate, which has portfolio responsibilities for these bodies.

Head of Service

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

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

- developing, overseeing the implementation of, coordinating and providing advice and reports to the Chief Minister about whole-of-government strategies
- providing direction across the Service in relation to critical or potentially critical issues
- promoting cooperation and collegiality within and between administrative units, and
- promoting and upholding in the ACTPS the public sector values, the public sector principles and the conduct required of a public servant, including by personal example.

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

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

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

- Board and Senior Secondary Studies Act 1997
- Cemeteries and Crematoria Act 2020
- Children and Young People Act 2008
- City Renewal Authority and Suburban Land Agency Act 2017
- Crimes (Sentence Administration) Act 2005
- Director of Public Prosecutions Act 1990
- Government Procurement Act 2001
- Inquiries Act 1991
- Inspector of Correctional Services Act 2017
- Integrity Commission Act 2018
- Judicial Commission 1994
- Law Officers Act 2011
- Long Service Leave (Portable Schemes) Act 2009
- Motor Accident Injuries Act 2019
- Planning and Development Act 2007
- Public Sector Workers Compensation Fund Act 2018
- Remuneration Tribunal Act 1995
- Royal Commissions Act 1991

- Territory Records Act 2002
- Work Health and Safety Act 2011.

The Head of Service also has significant powers under the ACTPS enterprise agreements.

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

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

Appendix B: Workforce profile data

Directorates

Table B1 - Diversity by Directorate – (percentage)

Directorates	ACTPS Headcount	Aboriginal and Torres Strait Islanders	People with Disability	Culturally and Linguistically Diverse	Female
Canberra Health Services	7,597	1.1%	1.8%	29.9%	75.2%
Chief Minister, Treasury and Economic Development Directorate	2,513	2.3%	4.5%	20.2%	51.9%
ACT Insurance Authority ¹⁵	21	n/a	9.5%	19.0%	85.7%
Community Services Directorate	1,036	4.7%	5.8%	16.2%	74.1%
Education Directorate	7,681	1.8%	2.4%	14.6%	74.6%
Environment, Planning and Sustainable Development Directorate	700	3.6%	3.6%	15.6%	53.0%
ACT Health Directorate	651	2.3%	3.4%	22.7%	65.1%
Justice and Community Safety Directorate	2,032	3.1%	3.1%	9.8%	47.7%
Major Projects Canberra	168	1.8%	5.4%	19.0%	41.1%
Transport Canberra and City Services Directorate	2,130	2.9%	3.9%	19.4%	24.8%
ACTPS Total	24,529	2.0%	2.8%	20.3%	64.8%

n/a – numbers that are reported 1 or less.

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

Table B2 – FTE by Directorate and employment type

Directorates	Total	Permanent	Temporary	Casual
Canberra Health Services	6,672.0	5,160.3	1,305.4	206.3
Chief Minister, Treasury and Economic Development Directorate	2,425.7	2,072.7	324.7	28.3
ACT Insurance Authority ¹⁶	19.1	17.5	1.6	n/a
Community Services	975.0	816.0	151.9	7.2
Education Directorate	6,397.9	5,054.4	1,078.2	265.3
Environment Planning and Sustainable Development Directorate	663.2	505.5	133.9	23.8
ACT Health Directorate	613.0	532.9	77.6	2.5
Justice and Community Safety Directorate	1,943.5	1,705.6	223.6	14.3
Major Projects Canberra	166.0	140.3	25.0	n/a
Transport Canberra and City Services Directorate	1,901.8	1,660.9	191.3	49.6
ACTPS Total	21,777.2	17,666.1	3,513.2	598.0

n/a – numbers that are reported 1 or less.

Table B3 - Average Salary by diversity group (2016-20)

Year	ACTPS	Female	Aboriginal and Torres Strait Islander Peoples	People with Disability	Culturally and Linguistically Diverse
2016	\$87,584	\$86,442	\$78,330	\$85,019	\$84,091
2017	\$90,350	\$89,356	\$79,838	\$90,504	\$86,295
2018	\$91,046	\$90,300	\$82,798	\$91,174	\$87,199
2019	\$94,406	\$93,911	\$85,657	\$95,276	\$90,465
2020	\$97,347	\$97,048	\$87,530	\$97,700	\$90,921

Table B4 - FTE and headcount by gender across the ACT Public Service

	Males	Females	ACTPS
FTE	7,952.3	13,824.9	21,777.2
Headcount	8,636	15,893	24,529

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

Table B5 - Headcount and FTE by Directorate

	CHS	CMTEDD	ACTIA ¹⁷	CSD	EDU	EPSDD	ACTHD	JACS	MPC	TCCS
FTE total	6,672.0	2,425.7	19.1	975.0	6,397.9	663.2	613.0	1,943.5	166.0	1,901.8
FTE permanent	5,160.3	2,072.7	17.5	816.0	5,054.4	505.5	532.9	1,705.6	140.3	1,660.9
FTE temporary	1,305.4	324.7	1.6	151.9	1,078.2	133.9	77.6	223.6	25.0	191.3
FTE - casual	206.3	28.3	n/a	7.2	265.3	23.8	2.5	14.3	n/a	49.6
Headcount total	7,597	2,513	21	1,036	7,681	700	651	2,032	168	2,130
Headcount permanent	5,773	2,128	19	854	5,586	528	555	1,758	142	1,818
Headcount temporary	1,412	340	2	166	1,435	141	83	238	25	205
Headcount casual	412	45	n/a	16	660	31	13	36	n/a	107
Age (average)	41.0	41.4	41.7	42.5	42.0	42.0	42.0	41.9	44.8	46.4
Length of service	7.9	8.2	9.3	7.7	8.9	8.7	8.5	9.2	7.2	9.5
Separation rate	7.3%	7.6%	n/a	5.1%	5.2%	9.1%	7.2%	6.5%	0.8%	5.4%
Aboriginal and Torres Strait Islanders Headcount	82	57	n/a	49	135	25	15	62	3	61
Aboriginal and Torres Strait Islanders FTE	72.3	49.0	n/a	48.1	113.7	22.8	13.3	58.9	3.0	56.8
People with Disability Headcount	140	113	2	60	181	25	22	64	9	83
People with Disability FTE	118.5	107.0	2.0	55.6	157.0	23.4	21.5	63.2	9.0	73.9
Culturally and Linguistically Diverse Headcount	2,273	508	4	168	1,121	109	148	200	32	414
Culturally and Linguistically Diverse FTE	2,055.7	498.1	3.8	162.4	876.3	100.2	140.0	190.5	31.7	355.8
Female Headcount	5,711	1,304	18	768	5,730	371	424	969	69	529
Female FTE	4,933.8	1,237.6	16.5	716.9	4,740.5	343.3	392.3	910.0	68.3	465.9

n/a – numbers that are reported 1 or less.

¹⁷ ACT Insurance Authority is part of the Chief Minister, Treasury and Economic Development Directorate but their numbers are reported separately in this table.

Table B6 - Headcount by classification and gender across the ACT Public Service

Classification group	Female Headcount	Male Headcount	Total Headcount	% Female	% Male
Administrative Officers	4,407	1,522	5,929	74.3%	25.7%
Ambulance Officers	105	139	244	43.0%	57.0%
Ambulance Support Officers	28	27	55	50.9%	49.1%
Bus Operators	85	724	809	10.5%	89.5%
Correctional Officers	57	166	223	25.6%	74.4%
Dentists/Dental Officers	15	4	19	78.9%	21.1%
Disability Officers	1	1	2	50.0%	50.0%
Executives	145	135	280	51.8%	48.2%
Fire and Rescue Officers	17	335	352	4.8%	95.2%
General Service Officers	475	1,273	1,748	27.2%	72.8%
Health Assistants	108	22	130	83.1%	16.9%
Health Professional Officers	1,247	315	1,562	79.8%	20.2%
Information Technology Officers	43	186	229	18.8%	81.2%
Legal Officers	105	40	145	72.4%	27.6%
Legal Support	37	14	51	72.5%	27.5%
Linen Production and Maintenance Officers	26	28	54	48.1%	51.9%
Medical Officers	499	531	1,030	48.4%	51.6%
Nurses and Midwives	2,988	479	3,467	86.2%	13.8%
Professional Officers	153	94	247	61.9%	38.1%
Prosecutors	16	6	22	72.7%	27.3%
Rangers	16	38	54	29.6%	70.4%
School Leaders	588	218	806	73.0%	27.0%
Senior Officers	1,606	1,228	2,834	56.7%	43.3%
Statutory Office Holders	7	7	14	50.0%	50.0%
Teachers	2,918	876	3,794	76.9%	23.1%
Technical Officers	173	141	314	55.1%	44.9%
Trainees and Apprentices	13	22	35	37.1%	62.9%
Transport Officers	6	40	46	13.0%	87.0%

Table B7 - Headcount by employment status and gender by agency (Directorates)

Employment Status (headcount)	CHS	CMTEDD	ACTIA ¹⁸	CSD	EDU	EPSDD	ACTHD	JACS	MPC	TCCS
Permanent Full time - Male	1,025	999	2	214	1,034	237	191	918	76	1,089
Permanent Full time - Female	2,628	936	13	508	2,730	215	290	694	59	318
Permanent Part time - Male	252	29	n/a	12	229	8	6	38	3	297
Permanent Part time - Female	1,865	164	4	119	1,592	68	68	106	4	113
Temporary Full time - Male	433	155	n/a	27	142	59	26	78	19	127
Temporary Full time - Female	684	152	n/a	98	233	63	46	138	6	47
Temporary Part time - Male	50	6	n/a	4	353	5	n/a	4	n/a	12
Temporary Part time - Female	245	26	n/a	35	707	14	9	18	n/a	19
Casual - Male	120	19	n/a	7	192	20	2	23	n/a	75
Casual - Female	289	26	n/a	8	468	11	11	13	n/a	32

n/a – numbers that are reported 1 or less.

Table B8 – Headcount by age group, gender and average length of service (Directorates)

Age Range	Female	Average Length of Service (years) – Female	Male	Average Length of Service (years) – Male
Less than 20 years old	67	0.7	74	0.9
20-29 years old	2,820	2.6	1,308	2.6
30-39 years old	4,581	6.2	2,369	5.3
40-49 years old	3,980	9.6	2,140	9.0
50-59 years old	3,173	12.9	1,832	13.2
60-69 years old	1,186	15.5	816	15.6
70+ years old	86	17.5	81	18.9
Total	15,893	8.5	8,620	8.6

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

Table B9 - Recruitment and separation rates by classification group (Directorates)

Classification group	Recruitment rate	Separation rate
Administrative Officers	17.0%	6.7%
Ambulance Officers	23.2%	4.1%
Ambulance Support Officers	12.2%	7.0%
Bus Operators	12.9%	4.2%
Correctional Officers	5.0%	6.4%
Dentists/Dental Officers	6.7%	13.3%
Disability Officers	0.0%	0.0%
Executives	8.0%	11.5%
Fire and Rescue Officers	4.8%	4.3%
General Service Officers	23.3%	6.4%
Health Assistants	7.0%	11.1%
Health Professional Officers	11.7%	8.4%
Information Technology Officers	16.7%	5.4%
Judicial Officers	0.0%	0.0%
Legal Officers	16.6%	9.6%
Legal Support	32.0%	0.0%
Linen Production and Maintenance	5.6%	3.7%
Medical Officers	14.0%	5.7%
Nurses and Midwives	17.1%	7.1%
Professional Officers	12.6%	6.3%
Prosecutors	3.0%	11.8%
Rangers	25.6%	22.4%
School Leaders	0.5%	3.3%
Senior Officers	9.7%	7.3%
Statutory Office Holders	0.0%	33.3%
Teachers	17.5%	5.1%
Technical Officers	8.8%	5.7%
Trainees and Apprentices	0.0%	68.4%
Transport Officers	0.0%	4.6%
ACTPS Total*	14.5%	6.4%

*The ACTPS Total recruitment rate and separation rate does not incorporate the 'executives' classification group.

Table B10 - Recruitment and separation rates by Directorate

Directorate	Recruitment Rate	Separation Rate
Canberra Health Services	14.2%	7.3%
Chief Minister, Treasury and Economic Development	14.5%	7.6%
ACT Insurance Authority ¹⁹	0.0%	0.0%
Community Services Directorate	13.7%	5.1%
Education Directorate	15.1%	5.2%
Environment, Planning and Sustainable Development	22.3%	9.1%
ACT Health Directorate	15.4%	7.2%
Justice and Community Safety	13.4%	6.5%
Major Projects Canberra	15.2%	0.8%
Transport Canberra and City Services	12.2%	5.4%
ACTPS Total	14.5%	6.4%

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

Public Sector bodies

Table B11 - Headcount by employment category and gender by agency (Public sector bodies)

Employment Status (headcount)	ACT Audit Office	ACT Electoral Commission	ACT Integrity Commission	ACT Teacher Quality Institute	Calvary Health Care (Public)	Canberra Institute of Technology	City Renewal Authority	Cultural Facilities Corporation	Independent Competition and Regulatory Commission	Long Service Leave Authority	Office of the Legislative Assembly	Suburban Land Agency
Permanent Full time - Male	19	4	2	3	186	173	8	16	6	4	16	45
Permanent Full time - Female	19	7	n/a	5	453	221	10	22	2	10	19	44
Permanent Part time - Male	n/a	n/a	n/a	n/a	56	14	n/a	2	n/a	n/a	n/a	n/a
Permanent Part time - Female	2	2	n/a	n/a	426	51	2	14	4	n/a	11	5
Temporary Full time - Male	4	3	3	n/a	30	64	6	12	n/a	n/a	2	8
Temporary Full time - Female	n/a	2	2	n/a	53	68	3	8	n/a	2	3	6
Temporary Part time - Male	n/a	n/a	n/a	n/a	6	24	n/a	n/a	n/a	n/a	n/a	2
Temporary Part time - Female	n/a	n/a	n/a	n/a	27	48	n/a	5	n/a	n/a	n/a	n/a
Casual - Male	n/a	n/a	n/a	n/a	46	68	n/a	36	n/a	n/a	5	n/a
Casual - Female	n/a	n/a	n/a	n/a	122	79	n/a	46	n/a	n/a	6	n/a

n/a – numbers that are reported 1 or less or were not reported by the public sector body.

Table B12 – FTE by agency and employment type

	ACTPS	ACT Audit Office	ACT Electoral Commission	ACT Integrity Commission	ACT Teacher Quality Institute	Calvary Health Care (Public)	Canberra Institute of Technology	City Renewal Authority	Cultural Facilities Corporation	Independent Competition and Regulatory Commission	Long Service Leave Authority	Office of the Legislative Assembly	Suburban Land Agency	Total
FTE - Permanent	17,666.1	39.4	12.1	2.1	8.0	972.8	433.6	19.8	48.1	10.3	14.6	43.1	92.1	19,362.1
FTE - Temporary	3,513.2	5.0	5.5	5.0	2.8	105.3	174.8	9.0	22.8	1.0	3.0	6.3	15.7	3,869.4
FTE - Casual	598.0	0.0	0.0	0.0	0.8	70.0	46.6	0.0	33.7	0.0	0.0	3.9	0.0	754.3
FTE Total	21,777.2	44.4	17.7	7.1	11.6	1,148.3	655.1	28.8	104.6	11.3	17.6	53.3	107.8	23,986.0
Headcount - Permanent	19,161	40	13	3	8	1121	459	21	55	12	15	46	94	21,048
Headcount - Temporary	4,047	5	6	5	3	116	205	10	25	1	3	7	16	4,449
Headcount - Casual	1,321	0.0	0	0	2	168	147	0	82	0	0	11	0	1,736
Headcount Total	24,529	45	19	8	13	1,405	811	31	162	13	18	64	110	27,233
Age (average)	42.0	39.8	43.6	45.9	52.5	41.1	47.0	42.2	42.3	39.1	39.4	50.9	42.5	43.7
Length of Service (average years - excludes casuals)	8.5	5.3	7.3	0.3	14.8	6.3	10.2	5.3	5.8	2.0	5.2	9.1	7.7	6.8

Table B13: Diversity by agency

	ACTPS	ACT Audit Office	ACT Electoral Commission	ACT Integrity Commission	ACT Teacher Quality Institute	Calvary Health Care (Public)	Canberra Institute of Technology	City Renewal Authority	Cultural Facilities Corporation	Independent Competition and Regulatory Commission	Long Service Leave Authority	Office of the Legislative Assembly	Suburban Land Agency	Total
Aboriginal and Torres Strait Islander Headcount	489	n/a	n/a	n/a	n/a	-	20	n/a	1	n/a	n/a	n/a	1	511
Aboriginal and Torres Strait Islander FTE	437.8	n/a	n/a	n/a	n/a	-	17.0	n/a	0.5	n/a	n/a	n/a	1.0	456.3
People with Disability Headcount	699	n/a	n/a	n/a	n/a	-	25	n/a	3	n/a	n/a	n/a	5	732
People with Disability FTE	631.0	n/a	n/a	n/a	n/a	-	20.3	n/a	2.0	n/a	n/a	n/a	0.0	658.3
Culturally and Linguistically Diverse Headcount	4,977	21	6	n/a	1	-	144	2	14	4	5	n/a	26	5,200
Culturally and Linguistically Diverse FTE	4,414.5	21.0	5.6	n/a	1.0	-	115.1	2.0	9.1	3.6	5.0	n/a	25.8	4,602.7
Female Headcount	15,893	22	12	3	9	1,081	467	16	95	7	13	40	55	17,717
Female FTE	13,824.9	21.4	10.7	2.1	7.6	869.6	372.5	14.6	57.0	5.3	12.6	32.2	54.1	15,285.4

Table B14 – Recruitment and separation rates (Public Sector Bodies)

Public Sector Bodies	Recruitment Rate	Separation Rate
ACT Audit Office	37.3%	5.7%
ACT Electoral Commission	8.2%	8.2%
ACT Integrity Commission	150.0%	0.0%
ACT Teacher Quality Institute	0.0%	9.0%
Calvary Health Care (Public)	19.6%	9.5%
Canberra Institute of Technology	13.0%	8.2%
City Renewal Authority	0.0%	5.1%
Cultural Facilities Corporation	19.0%	9.4%
Independent Competition and Regulatory Commission	47.8%	9.6%
Long Service Leave Authority	12.5%	6.2%
Office of the Legislative Assembly	11.1%	2.8%
Suburban Land Agency	0.0%	5.9%

Reporting notes

Shared Services, a division of Chief Minister, Treasury and Economic Development Directorate, administers staff payroll across the ACTPS directorates and most public sector bodies and provides the data for the Workforce Profile. The Workforce Profile data for the public sector bodies that are not administered through Shared Services is provided directly from those public sector bodies and is included in the workforce profile tables in this Appendix.

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

Workforce indicators included in the Workforce Profile information are based on paid staff and exclude employees on leave without pay, board members and labour hire contractors.

These are point in time indicators and do not adjust for seasonal fluctuation, such as demand for casual teachers and back pay. Directorates and employee cohorts with small numbers are susceptible to fluctuation.

The gender graphs in the associated tables are only broken down by males and females due to the small number of employees who identified as 'intersex/indeterminate/other' gender. While the ACTPS recognises that there are employees who identify as a gender other than male or female, for privacy reasons this information is not included where data has been broken down by gender.

Employees on secondment from other organisations are not counted in the workforce profile data if they are paid by their parent organisation and not by the ACT Government.

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

Appendix C: Definitions

Average Salary – The average salary reported throughout this report is calculated on the average Full-time equivalent salary of full time and part time staff.

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

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

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

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

General Service Officers (GSOs) include tradespeople, gardeners, drivers and labourers.

Gender pay gap – the Gender pay gap is equal to one minus female average annual salary, divided by male average annual salary, multiplied by 100. The average Annual salary represents the full-time equivalent salary for the increment point at which an employee is being paid. It is not pro-rated for part time employees, and does not include allowances or other pay components.

Headcount and Full Time Equivalent – The Workforce Profile information is based on paid employees. Paid headcount for all employees includes employees on paid leave or with back pay, as at the end of the financial year. Headcount and Full Time Equivalent (FTE) are standard measures of staff numbers. Headcount considers each employee as one regardless of whether they are full time or part time. In contrast, FTE represents total employee numbers based on equivalent full time hours worked. For example, an employee working standard full time hours attracts an FTE of 1.0 whereas an employee working half the standard full time hours attracts an FTE of 0.5. The total FTE in this example would be 1.5 whereas the headcount would be two.

Average FTE and average headcount are based on the 26 pay periods in each financial year. The average over time removes seasonality that can be experienced at a point in time, particularly with temporary and casual employees, and for this reason it is used to calculate year-on-year percentage increases.

Leave – Staff can access annual leave and personal leave entitlements. Annual leave is often referred to as recreational leave. Personal leave can be taken in instances of personal illness or injury, for bereavement, or when caring for a dependent due to illness or injury. Leave can experience a time-lag in processing. Entitlements can be found in the relevant section of enterprise agreements, see the ACTPS Employment Portal for details: <http://www.cmtedd.act.gov.au/employment-framework/home>.

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

Recruitment Rate – The Recruitment Rate is determined by dividing the number of permanent appointments by the average permanent headcount for the reporting year. Permanent appointments include staff who commence as a permanent officer directly, as well as staff who were already engaged as a temporary officer and were subsequently permanently appointed.

Separation Rate – The separation rate is determined by dividing the total number of permanent separations by the average permanent headcount, over the financial year, for the ACTPS, and excludes transfers between directorates. This calculation is consistent with other jurisdictions including the Australian Public Service.

Workforce Average – The calculation of a workforce average is based on the total available data for ACT Public Service directorates only. The average is a weighted means of groups that have varying numbers of employees and it is not a simple average of the figures for groups shown.