

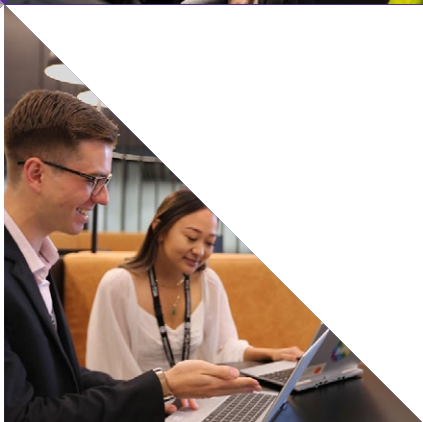


ACT
Government

State of the Service

Annual Report

21 22





Acknowledgement of Country

The ACT Public Service acknowledges the traditional custodians of the Canberra region. The ACT Public Service wishes to acknowledge, and respects, 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 by email to StateOfTheService@act.gov.au.

Freedom of information

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Information about the Chief Minister, Treasury and Economic Development Directorate and an electronic version of this annual report can be found on our website:
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Contents

1. Transmission certificate	1	7. Integrating systems for the future	38
2. Foreword.....	2	Promoting public trust	38
3. Executive summary	3	Preventative approach to misconduct	38
4. ACTPS at a glance.....	4	Misconduct processes and disciplinary actions	39
About the ACT public sector	6	Bullying and harassment.....	40
5. Working as One Service	7	Supporting an environment of prevention.....	41
It's in our DNA	7	Ongoing support for Open Government.....	42
An innovative service.....	7	Investing in leadership capability	43
Driven by progressive values.....	14	A framework for efficient operation.....	45
Forward-looking service delivery.....	17	Reforming procurement.....	46
We're uplifting our capability	18	Leveraging our employment framework.....	47
Insourcing builds workforce capability	18	Enabling flexibility through technology	48
Mobility supports talent retention.....	18	8. Workforce profile	50
Developing our diverse workforce	19	Who we are.....	50
6. Sustained momentum for change.....	22	Our foundation for inclusion	50
We are investing in new ways of working	22	Gender pay gap.....	50
The future of work is hybrid	23	Aboriginal and Torres Strait Islander employees	53
Increasing focus on employee wellbeing	24	Employees with disability	57
Building the future workforce our community needs.....	26	Employees who identify as culturally and linguistically diverse ...	59
Positioning the ACTPS as an employer of choice	26	LGBTIQA+ employees	61
Supporting secure, ongoing employment in the ACTPS.....	27	Veterans	63
Enhancing our understanding of the staff experience	28	Appendix A: Workforce profile data	64
Targeting talent from the ground up	30	Appendix B: Definitions	75
Inclusion takes us beyond diversity.....	34	Appendix C: ACTPS Employee Survey – Insight Papers	76



1. Transmission certificate



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

Dear Chief Minister

2021–22 State of the Service Report

I am pleased to submit the 2021–22 State of the Service Report. The report provides an account of the operations of the ACT Public Service and workforce profile data in relation to the wider ACT Public Sector for the 2021–22 reporting year (1 July 2021 to 30 June 2022). It also provides information about investigations conducted by the ACT Public Sector Standards Commissioner during the reporting year.

This report has been prepared in accordance with section 5 of the *Annual Reports (Government Agencies) Act 2004*, and in accordance with the requirements under the *Annual Reports (Government Agencies) Directions 2022*.

Section 13 of the *Annual Reports (Government Agencies) Act 2004* requires that you present the State of the Service Report to the Legislative Assembly within 15 weeks after the end of the reporting year. The report must be tabled in the Legislative Assembly on 13 October 2022.

Yours sincerely

Kathy Leigh
Head of Service

4 October 2022



2. Foreword

The ACT Public Service (ACTPS) has navigated another reporting year punctuated by the need to make rapid changes due to the COVID-19 pandemic. This environment has provided countless opportunities for us to embody the One Service approach, placing collaboration and innovation at the centre of what we do. I am incredibly proud of how the ACTPS has worked together to meet challenges while continuing to deliver important outcomes for the government and the community.

We have delivered projects that highlight our commitment to innovation, collaborative partnerships, and connection with our community, including some of the largest efforts ever undertaken in the ACTPS.

- ▶ We supported the ACT business community through the largest grants program ever delivered by the ACTPS, providing financial support for businesses affected by the COVID-19 lockdown, through the Business Support Grant Program (\$326 million across 11,177 applications) and the Small Business Hardship Scheme (\$13 million across 2,599 applications).
- ▶ We provided cross-government logistics to support the return to school-based learning, delivering more than 200,000 rapid antigen tests per week across more than 90 school sites.
- ▶ We answered over 189,000 calls through the COVID-19 Helpline, and 11,000 calls through the COVID-19 Business Liaison Line, and conducted 16,622 compliance visits or observations of businesses affected by Public Health Directions issued in response to COVID-19.

The commitment and dedication of our workforce was evident in our ACT Public Service Awards for Excellence this year. Our work has also attracted external recognition: 152 staff were recognised for significant service

during the 2019–20 bushfires through the ACT and National Emergency Medal programs; our Check In CBR app, developed by the ACTPS and adopted by 3 other Australian jurisdictions, won the *iTnews* Benchmark – State Government Project of the Year Award alongside Service NSW; and our urban renewal projects were recognised at the 2022 Australian Institute of Landscape Architects ACT Awards. We continue to build on our solid reputation as an innovative and progressive public service.

The reporting year saw a modest overall growth in our workforce numbers with an increase of 3.1% (full-time equivalent), most of this in health. This growth enabled us to accommodate new government priorities alongside our significant COVID-19 response commitments.

We continue to capture the momentum for change brought about by the pandemic to positively shape our workforce. We are leveraging what we have learned throughout the pandemic, to embed lasting changes in our ways of working.

As a small and diverse service, we achieve so much. As we continue to work our way towards defining our new normal, I acknowledge the tremendous dedication of our workers on the front line. They have continued to work tirelessly in the face of fluctuating COVID-19 impacts. No matter the work type or location, I thank the entire workforce for their continued commitment and resilience throughout the 2021–22 reporting year.

Kathy Leigh
Head of Service
October 2022



3. Executive summary

As a small and diverse ACT Public Service (ACTPS), we achieve impressive outcomes for the government and the community we serve, and have continued to do this under challenging circumstances. This year's State of the Service Report provides a consolidated view of these achievements, and highlights the important roles of our staff, and of our workforce management, in creating an efficient and trustworthy public service.

As we mature as a public service, we are working hard to further strengthen our ACTPS. We are refreshing our employment framework to offer a work environment that supports our staff to achieve results in a context of rapid change. This report provides an overview of our progress, and future directions as we work towards this important outcome.

We are continuing efforts to position the ACTPS as an employer of choice. Through targeted employment programs and our employment framework, we are creating the conditions to attract and retain the talent we need to deliver services to the community both now and into the future. We have identified areas where there are opportunities to do more to achieve this aspiration, including through extending our flexible work provisions and embedding a shift in our thinking on diversity to a focus on inclusivity.

The exceptional environment that the ACTPS has operated under since late 2019 continues to present challenges. We have worked together, adapted and found positive solutions to meet these challenges. We have

proven that we can do things differently for the benefit of our staff and our community. We are harnessing these positive learnings to create lasting improvements for ACT public sector, our government and our community.

This report includes a series of workforce profile data presented in Appendix A. The data helps to complete the picture of the state of the ACT public sector in 2021–22.



ACTPS AT A GLANCE



27,132 HEADCOUNT
23,763 FTE



11.5% OF THE
ACT WORKFORCE*



8.4 YEARS
AVERAGE LENGTH
OF SERVICE



42 YEARS
AVERAGE AGE



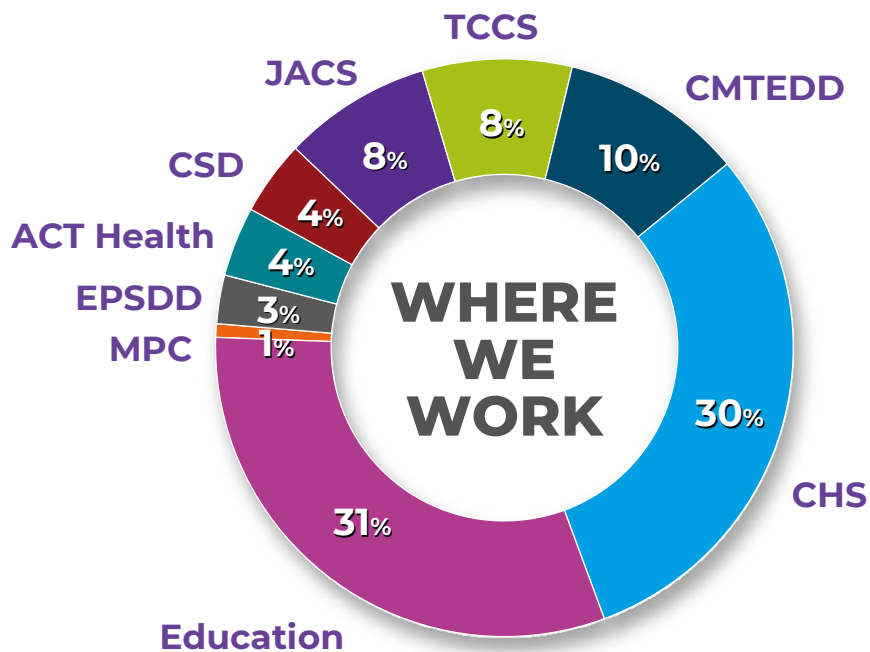
\$95,834
MEDIAN SALARY



11.9%
RECRUITMENT
RATE

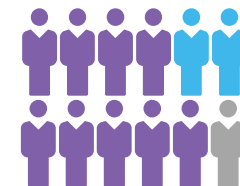


8.2%
SEPARATION
RATE



HOW WE WORK

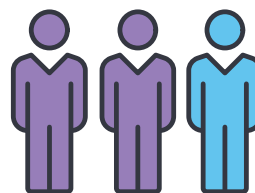
76% PERMANENT



17% TEMPORARY

7% CASUAL

GENDER

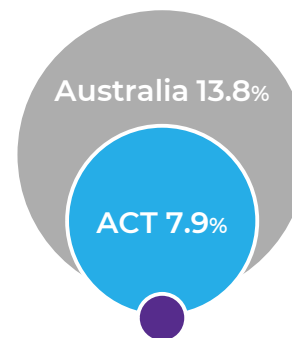


65.1% FEMALE

34.8% MALE

0.1% NON-BINARY

GENDER PAY GAP



Significantly LOWER compared to Australian and ACT labour forces

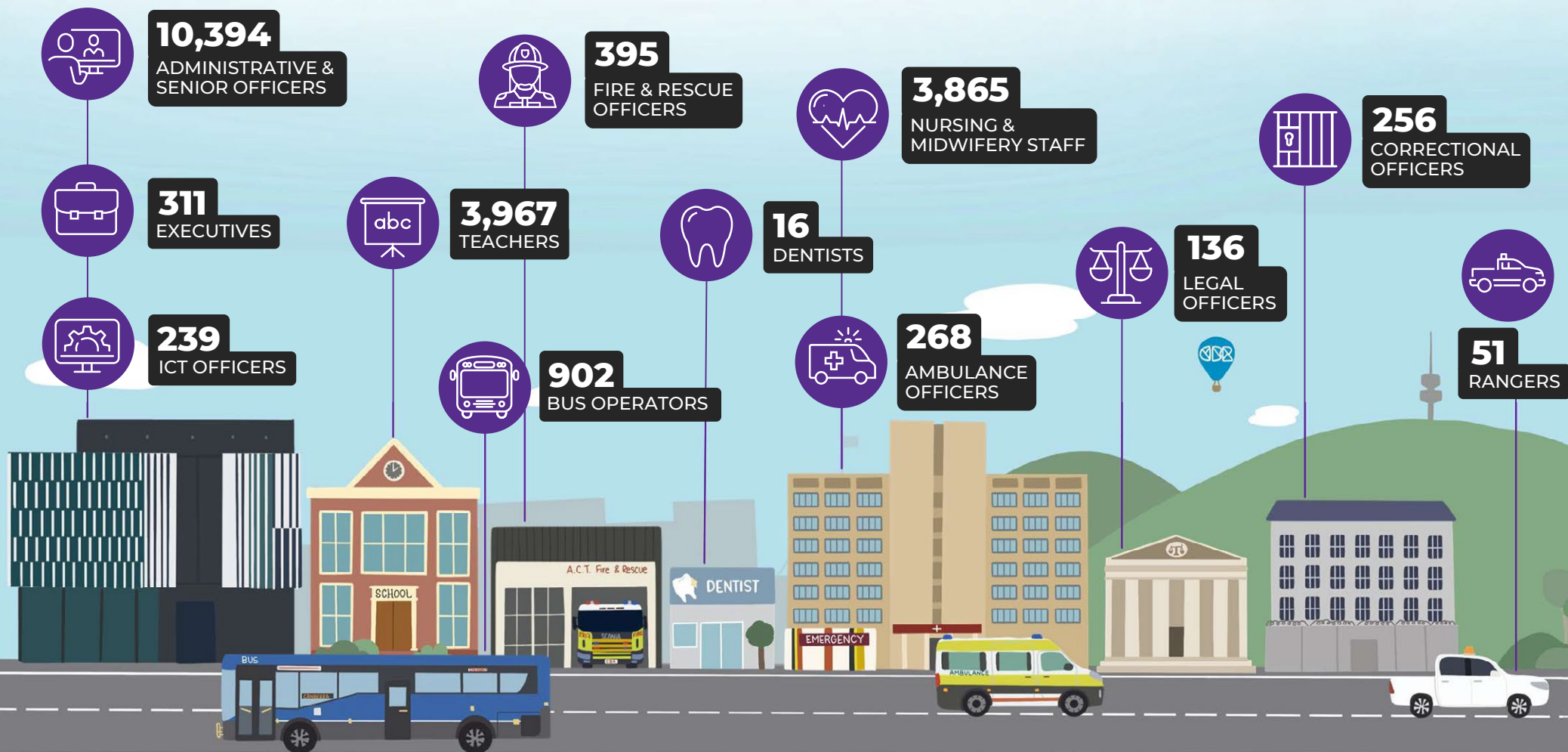
ACTPS 0.5%

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



ACTPS AT A GLANCE

SOME OF WHAT WE DO





About the ACT public sector

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

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

The ACTPS operates as a single service, reporting to the Head of Service. It is structured into 8 directorates:

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

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

The broader ACT public sector includes a variety of specialised agencies. There are 16 public sector bodies that have head of service management powers under section 152 of the Public Sector Management Act. This means that these bodies are public sector employers that exercise management powers, without reference to the Head of Service. These

agencies are not considered to be part of the ACTPS, but rather of the broader ACT public sector.

The public sector bodies are:

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

Approximately 90% of the ACT public sector workforce is employed by the ACTPS. The remaining 10% is employed within public sector bodies operating independently of the Head of Service. This is not a complete list of the independent statutory bodies across the public sector; however, it does represent those bodies with head of service management powers.

This report provides workforce data in relation to the ACTPS and those public sector bodies that employ their staff under the Public Sector Management Act.



5. Working as One Service

The ACTPS operates as one organisation. The One Service mindset is principal to how we work and what we do. In practice this means that we work together – across directorates, subject areas and specialities – to deliver consistent outcomes for the ACT community. This approach has been evident in our response to the COVID-19 pandemic and continues now as we seek to support our economy and our community, build sustainability and ready ourselves for the future. Acting as a single service allows us to be agile with our workforce, innovative with our problem-solving, progressive with our values and forward leaning with our approach.

It's in our DNA

Fundamental to our One Service approach is fostering and enabling innovation at the individual, team, directorate and community levels. In the ACTPS, innovation means actively seeking out new and better ways of achieving outcomes for the government and the community we serve. We are seeing great examples of innovation across the service and we are proud of the way our workforce embraces innovation in different ways to ensure continuous improvement in the way we serve the Canberra community.

An innovative service

We strive to empower our people, at all levels, to raise ideas, try out different ways of doing things, and create an environment that supports positive engagement with risk. In the reporting year, we have targeted leadership development, and commenced work to improve our internal and external communication tools and channels.

To ensure our leaders are equipped to create the conditions in their teams for innovation, the ACTPS Centre for Leadership and Innovation is refreshing the way we undertake leadership development. A new ACTPS-wide leadership development program was launched to support Senior Executive Service (SES) staff to prepare for and shape the ACTPS of the future. This program supports our leaders to work together to tackle systemic challenges to the evolution of our service, along with building resilience and the ability to effectively lead their teams.

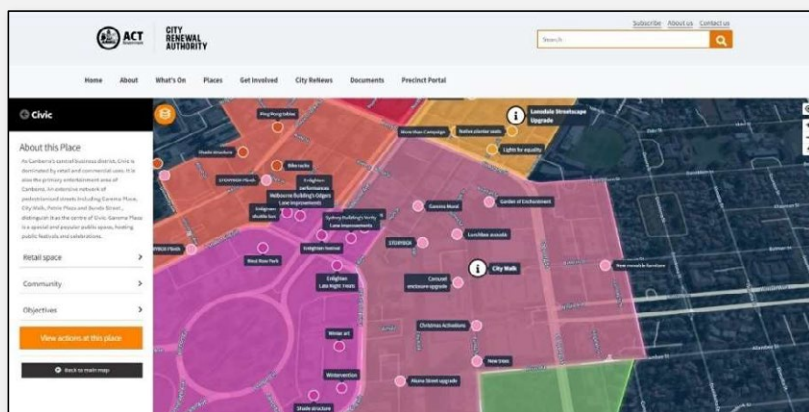
Our 'One Government, One Voice' approach continues to be implemented across directorates to clearly communicate with the community through improved communication tools and channels, with a focus on emerging channels. This includes the commencement of the digital transformation project that will streamline and improve the customer digital experience, both within government and through external channels.

We continue to drive innovation through collaborative partnerships that harness the power of digital and technology solutions to continue to grow as a progressive service, connected with our community. We look for opportunities to create services that are accessible for everyone and ensure benefits are shared across the community.



Place successes – supporting decision-making with digital solutions

The City Renewal Authority collaborated with the ACT Government Data Analytics Centre to build the Place Success Dashboard. The Place Success Dashboard is a real-time place analytics and automated reporting platform aligned with 17 place-performance indicators within the City Renewal Precinct of Dickson, Northbourne Avenue, Haig Park, Civic and Acton Waterfront. The platform was completed in 2021–22 and displays and aggregates big data to inform city planning, design, place-making, place management and capital projects. The digital reporting tool enables the Authority to track change over time and ensure its work is informed by, and measured using, place-based information and insights.



COVID Care@Home – the interface between people and technology

COVID Care@Home was established in August 2021 in response to the rising COVID-19 case load in the ACT. The COVID Care@Home team includes doctors and nurses who check in regularly to assess COVID-19 symptoms via an app and phone calls when necessary.

COVID Care@Home developed the ability to prescribe and advocate for the highest risk patients in getting access to antiviral therapies, thus reducing severe disease and need for hospitalisation.

Responding to the rapidly changing field of COVID-19, the program has adapted, allowing ACT residents to receive the best available care in trying times. We were the first in Australia to use monoclonals (Sotrovimab), and to operationalise the new Digital Health Record software (Hyperspace) and accompanying MyChart app, allowing symptoms to be tracked via a smart phone.

The program continues to support general practitioners in the ACT to be among the highest prescribers of COVID-19 antivirals proportionally in Australia and to enable their concerns and questions to be answered.



We have delivered projects that strengthen our community and promote an innovative way of living. We strive for inclusive innovation – we connect with our communities and networks, and believe diversity and inclusion strengthens the opportunities we have for innovation.



Collaboration that creates environmental and cultural connectedness

Namarag, meaning ‘wattle’ in Ngunnawal language, is the first of 2 designated special purpose reserve precincts to be established in the Molonglo River Reserve. Namarag, which covers about 50 hectares, will serve as a strategically located recreational hub, situated between emerging residential communities.

This was a multidisciplinary project delivered in collaboration between Major Projects Canberra and the Environment, Planning and Sustainable Development Directorate. The project delivered environmental remediation of a legacy contaminated site, detailed civil and landscape design and construction of a central reserve space, and the largest scale native grasslands restoration project conducted in the ACT.

The Namarag project team role-modelled positive cultural change by celebrating the Ngunnawal people’s connection to the Molonglo River. Through extensive consultation and collaboration with First Nations custodians, Ngunnawal artworks, language and storytelling have been carefully woven into many aspects of the site, including signage, play features and native restoration plantings.

The civil works contract was established to align with the ACT Government’s Aboriginal and Torres Strait Islander Procurement Policy, ensuring the involvement of Indigenous-identified organisations in the delivery phase. Indigenous enterprises were subcontracted to deliver 4% of the value of the work performed under the contract.

This partnership with the Ngunnawal community has strengthened connection to Country and facilitated the ongoing land management of the site. Truly exemplifying innovation, it is now a landscape that supports positive environmental outcomes for native flora and fauna and threatened species while also supporting Ngunnawal cultural ceremony and practices, cultural tourism, education and recreational use for the broader ACT community.

Major Projects Canberra won the award for Outstanding ACT Government Project at the Civil Contractors Federation ACT 2022 Earth Awards, for the Namarag Construction Project.



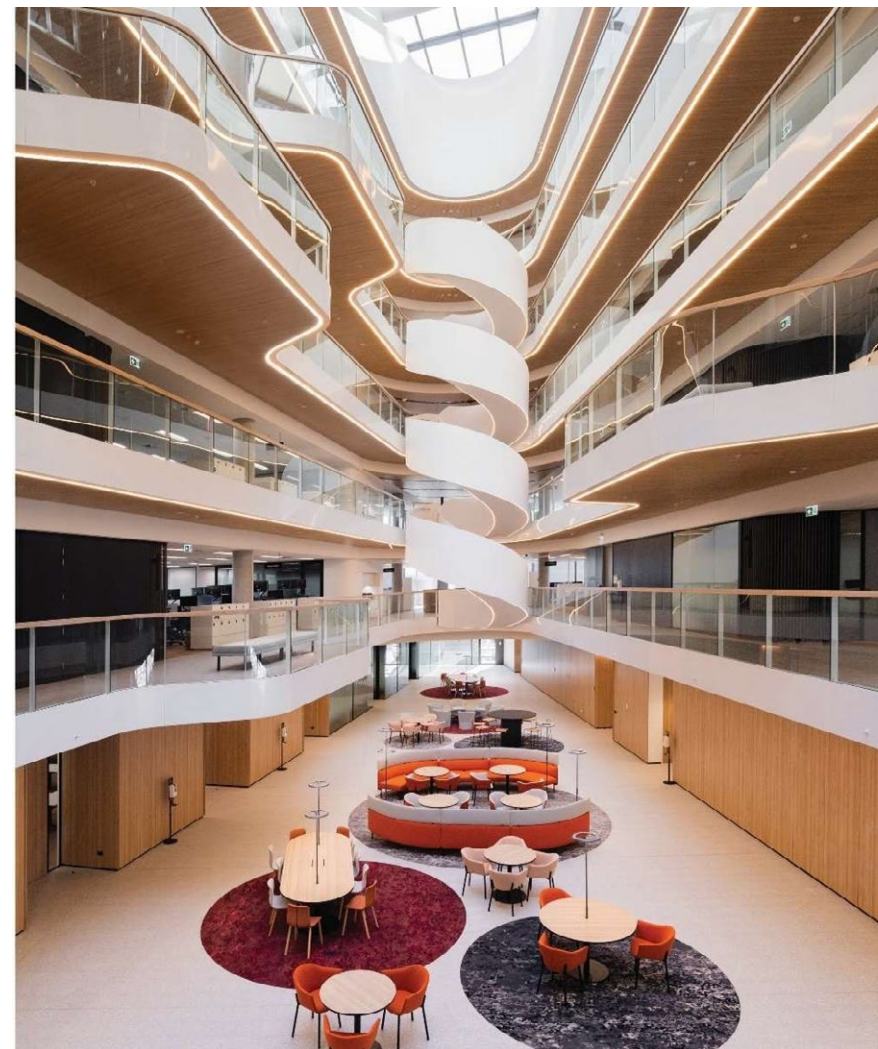
Through the pilot 2021 ACTPS Employee Survey, staff indicated there is room for improvement in promoting innovation and creativity. To continue building an environment that fosters a culture of innovation within the ACTPS, a dedicated Innovation Centre is being established. It will include purpose-built project labs, collaboration spaces and training resources, enabling collaboration and creativity.

Purpose built to drive ACTPS collaboration

As part of the Future of Work program, the ACTPS is establishing a dedicated Innovation Centre within the Canberra Nara Centre. Designed to foster innovation and creativity, and facilitate complex problem-solving, the Innovation Centre will be a unique environment, with purpose-built project labs, co-creation and collaboration spaces, and training resources.

Teams will be able to book a space to bring together functional or cross-divisional teams in a single space, supported by a range of resources and technology that facilitate the development of novel ideas and solutions to big problems. The Innovation Centre will feature more than 1000 m² of purpose-built workspace to support innovation, collaboration and learning.

The Innovation Centre will be available for use by all areas of the ACTPS and is due for completion in late 2022.





Recognising innovation across the service

The Innovation Award category of the 2022 ACT Public Service Awards for Excellence provides an informative snapshot of innovative approaches across our diverse workforce. This year, 38 nominations were received under the Innovation Award category. Nominations came from across the directorates, for both teams and individuals, showcasing the diversity and prevalence of innovation throughout the service.



Innovative mindset supporting a 15-year world-leading woodland experiment

John Lawler – Innovation Award winner

2022 ACT Public Service Awards for Excellence

A long-term member of the ACT Parks and Conservation Service, John Lawler was recognised for providing innovative solutions in the construction and upkeep of Mulligans Flat Woodland Sanctuary.

John has played an instrumental role in establishing predator-proof fencing at the Mulligans Flat sanctuary and in overseeing the construction of research infrastructure within the sanctuary. He has played a critical role in seeking out and using a range of novel technologies to support the eradication of foxes, cats and rabbits from the sanctuary.

These measures ensured the right conditions for the world-leading Mulligans Flat–Goorooyarroo Woodland Experiment research project and set the groundwork for the reintroduction of lost species such as the eastern bettong and eastern quoll.

As a public servant, John has continually embraced change and new ideas, and is constantly looking for ways to improve, while keeping the environment and diversity in mind in undertaking his duties. His innovative mindset has been central to enabling and supporting the long-term and world-leading woodland research project.

The ACT Parks and Conservation Service manages the Mulligans Flat Woodland Sanctuary through an innovative partnership with the Australian National University and the Woodlands and Wetlands Trust.



Canberra Script real-time monitoring service

The ACT Health Directorate successfully launched Canberra Script in February 2022. Canberra Script is an innovative real-time prescription monitoring program which aims to provide prescribers and pharmacists with a territory-wide view of a patient's monitored medicines history and draw their attention to potentially harmful patterns of prescribing and dispensing.

As part of a national harm minimisation effort, Canberra Script leverages newer technologies, such as the ability to integrate with most prescribing and dispensing software to display pop-up notifications when and where patterns of concern are identified. Other features are tailored to meet ACT-specific requirements; for example, Canberra Script provides a means by which prescribers can directly apply for approval to prescribe controlled medicines, thereby facilitating legislative compliance.

To ensure these technologies serve the interests of individual patients, prescribers and the ACT community at large, the project team adopted agile methodologies throughout the development, testing and implementation phases. The team collaborated closely with a diverse group of internal and external stakeholders to determine system specifications, negotiate contracts, update legislation and prepare a clear communication strategy to maximise uptake.

Despite the extra demands placed on the team to assist with various aspects of emergency response to the bushfires and COVID-19, the team maintained its regular regulatory activities in regard to medicines, poisons and therapeutic goods, while adapting to a hybrid working style. They did not allow any challenges to impede the timely delivery of Canberra Script to the community.



Environment, Planning and Sustainable Development Directorate – Sustainable Household Scheme

The Environment, Planning and Sustainable Development Directorate has implemented the Sustainable Household Scheme to deliver on the ACT Government's \$150 million commitment to assist eligible households to make energy efficiency upgrades to their homes.

Creating a team of driven and out-of-the-box thinkers was the starting point. The team got to work knowing that they needed an innovative approach to meet tight timeframes and had a belief in the impossible being possible. To encourage innovation from industry and to gauge what industry could offer in this space, a request-for-proposal went to market. This allowed the team to set the parameters, but let industry guide the delivery methodology. The outcome resulted in a vendor-led delivery model, innovative in both its offering of a simple customer journey and alleviation of risk to government.

The innovation of the procurement methodology also resulted in the development of a program supporting women in non-traditional trades through providing 5 scholarships for women to train as solar and battery installers through CIT.

The Sustainable Household Scheme was designed, procured and launched within 6 months. It supports resilience and adaptation for climate change, economic development, affordable and clean energy, industry innovation and participation. By removing barriers and incentivising energy efficiency products, households can play their part in building a more sustainable future. Importantly, the scheme aims to reduce living costs and, with the savings made, can support households to take further action. In addition, the Sustainable Household Scheme will be the only government energy efficiency program to have a quality assurance program, testing panels offered under the scheme.

The learnings gained from the Sustainable Household Scheme journey were shared with all states, and the scheme was a recent winner of a national Banksia Foundation award.

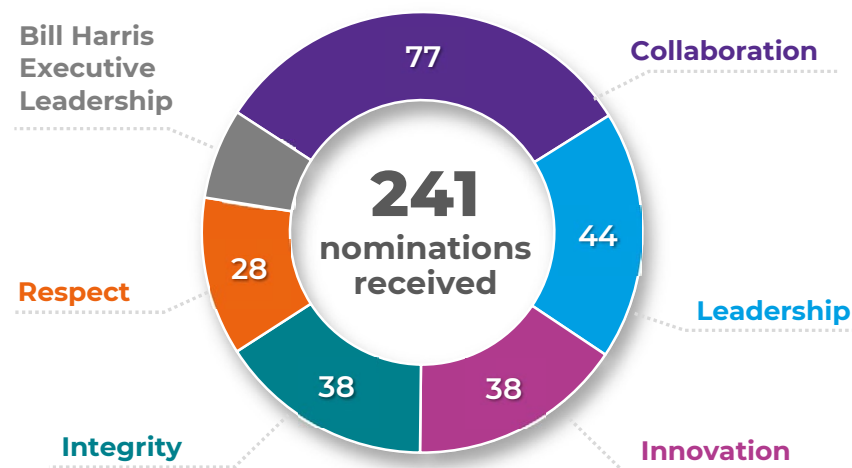




Driven by progressive values

The ACTPS operates within a values-driven and progressive city. As a community, we are generous and inclusive, and we care about our people. The ACTPS workforce reflects the community we serve. We are guided by our core values – respect, integrity, collaboration and innovation.

ACT Public Service Awards for Excellence



The ACT Public Service Awards for Excellence is an annual program to recognise and celebrate the achievements of our staff who have excelled in their roles and embody our values. These achievements serve to highlight the way our core values drive the expectations in our workforce, and prompt us to work together to deliver the best results for our community.

Nominations of individuals or teams can be submitted for the categories of respect, integrity, collaboration and innovation. In addition, in recognition of the central role that leadership at all levels has in shaping our ACTPS, there are 2 leadership categories: the Leadership Award is open to nominations for leadership at non-executive levels, and the Bill Harris Executive Leadership Award recognises a member of the SES who has consistently demonstrated exceptional leadership while upholding our signature values and behaviours.

On the following pages, we recognise and celebrate the recipients of the 2022 ACT Public Service Awards for Excellence.



Integrity

Winner: *Freedom of Information Team, Community Services Directorate* – for administering the *Freedom of Information Act 2016* with uncompromising integrity and sensitivity in unique and challenging situations.

Highly commended: *Financial Management Services Unit – Public Trustee and Guardian, Justice and Community Safety Directorate* – for delivering financial services to some of the most vulnerable in the ACT community with the utmost integrity.

Collaboration

Winner: *Police Ambulance Clinician Early Response (PACER) Team, ACT Mental Health, Canberra Hospital Service, ACT Ambulance Service and ACT Policing* – for excellence in collaboration in providing a coordinated response to people experiencing mental health emergencies and providing positive outcomes for individuals.

Highly commended: *Amaroo School Expansion*, collaboration between the Education Directorate, Major Projects Canberra and the Chief Minister, Treasury and Economic Development Directorate – for delivering the Amaroo School expansion and fostering positive collaboration to deliver the project ahead of schedule, with construction to the highest standards.

Highly commended: *COVID-19 Vaccination Program & Communications Team, ACT Health Directorate* – for their collaborative work with community and government stakeholders to successfully deliver targeted communications enabling the timely implementation of the COVID-19 vaccination program.

Respect

Winner: *Kelly Pulver, Classroom Teacher, Cranleigh School, Education Directorate* – for diligently working to build awareness of, and advocate for, inclusion and respect for diverse cultures within the school community.

Highly commended: *Michelle Dariol, Transport Canberra and City Services Directorate* – for dedicated care and support to families, ensuring that their personal, religious and cultural beliefs and needs are met in a compassionate and respectful way.

Innovation

Winner: *John Lawler, Mulligans Flat Technical Officer, ACT Parks and Conservation Service, Environment, Planning and Sustainable Development Directorate* – for providing innovative solutions in the construction and upkeep of Mulligans Flat Woodlands Sanctuary, while keeping the environment and biodiversity in mind when undertaking all duties.

Highly commended: *Flexible Work Team, Chief Minister, Treasury and Economic Development Directorate* – for innovation in developing and supporting workforce capability and understanding through flexible and hybrid work models.

Highly commended: *Pharmaceutical Services Section, Health Protection Service, ACT Health Directorate* – for their innovative work to successfully develop and implement the Canberra Script program to improve patient care.



Leadership

Winner: *Jaclyn Kook*, Operations Manager South Region, Children, Youth and Families, Community Services Directorate – for excellence in leadership and for passionately advocating for vulnerable young people within the ACT.

Highly commended: *Irena Sharp*, Suburban Land Agency and the Environment, Planning and Sustainable Development Directorate – for dedicated leadership and commitment to supporting the team to create and deliver places for the people of Canberra to thrive.

Highly commended: *Christopher Burton*, Canberra Health Services – for committed and inspiring team leadership and for fostering a culture of collaboration and respect in the workplace.

Message sticks crafted by Ngunnawal and Wiradjuri Senior Elder Uncle Charlie Bamblett and the Murumbung Yurung Murra Rangers were gifted to the 2022 award recipients. The symbolism burnt into each message stick represents the abundance of life, community and culture that Canberra is rich in.



Bill Harris Executive Leadership

Winner: *Heidi Yates*, Victims of Crime Commissioner, ACT Human Rights Commission – for outstanding executive leadership as the Victims of Crime Commissioner, achieving substantial law reform and respectfully advocating for victims of crime.



Forward-looking service delivery

Working with a One Service approach allows us to be agile and responsive to community needs. We can quickly refocus our priorities and bring together a diverse group of staff to deliver better outcomes for our community or respond to emerging needs. This was most evident during the ongoing response to the COVID-19 pandemic where staff were redeployed to support areas of greatest need such as contact tracing and vaccination rollout, business support during and following lockdown, COVID-19 support lines and logistics supporting school-based learning in Term 1.

During the 2021–22 financial year the ACTPS continued to consult with the community – with 38 consultations using the YourSay ‘community conversations’ platform and 15 surveys via the YourSay panel. These and many other community engagements have directly informed policies and program delivery to ensure we are meeting the needs and expectations of our community. The following examples highlight our ability to be responsive – creating space to actively listen and tailor our work accordingly.

Health care consumers at the centre of new website design

“You feel ‘safe’ using the site. As if the person on the other side actually cares about what you are going through.” – Elizabeth J, health care consumer, on the new Canberra Health Services website.

Canberra Health Services launched its new website in April 2022. The website was designed to meet the needs of Canberrans and is a true collaboration between Canberra Health Services and the community it serves.

The Strategic Communication and Engagement Branch at Canberra Health Services listened to and worked with consumers from the project’s inception right through to user-testing and launch. Every decision was consumer-driven to ensure the website truly reflects what is important to our community. For example, in response to a call for interactive maps, the team at Canberra Health Services worked closely with the Digital, Data and Technology Solutions team at the Chief Minister, Treasury and Economic Development Directorate to deliver a viable, accessible solution.

Health literacy (how people access, understand and use health information in ways that benefit their health) was a driving force behind the website. Health literacy principles have been applied to every page.

The result is a site that Canberrans judged highly useful, credible, trustworthy and enjoyable to use. It has delivered:

- ▶ clear, consistent and consumer-tested information on over 200 services and clinics
- ▶ information on what to expect before, during and after care
- ▶ details on how to get to and around the 40+ premises of Canberra Health Services
- ▶ accessible information, with read-aloud and translate functionality, and consumer-facing PDF documents tagged for accessibility.

The successful collaboration between the government and consumers is perhaps best summarised by Darlene Cox, Executive Director of Health Care Consumers’ Association, who said:

“True consumer–health service partnerships take time, relationship building, 2-way communication and feedback, and the ability for consumers to genuinely influence the project outcome. We are pleased to reflect that this collaboration has had all of those features and we think the result speaks for itself.”



We're uplifting our capability

Our continued success depends on continuing to develop the knowledge and skills of our people. As part of our One Service approach, we are constantly improving how we work to ensure we are delivering meaningful outcomes and working efficiently and effectively. Throughout the reporting year, this has been achieved through focusing on insourcing, supporting staff internal mobility, partnering with community and the private sector, and evaluating our programs and policies.

Insourcing builds workforce capability

Investing in and prioritising our people is a key element of uplifting workforce capability. This approach means that we need to place job security and capability development at the centre of decision-making about how government services are delivered.

By prioritising our workforce in this way, we actively support attracting and retaining people with the policy, program and delivery skills we need – ultimately providing our staff with opportunities to use and develop their skills.

Prioritising workforce capability and job security

As part of the Secure Employment Package, work is well advanced in the development of the Insourcing Framework. The aim of the framework is to ensure that government services are not contracted out where they could be performed by public servants.

The framework will provide guidance and evaluation criteria to assist in assessment. Consultation on the Insourcing Framework has commenced, supported by 2 discussion papers circulated to directorates, public sector bodies and ACT unions.

Mobility supports talent retention

We are also investing in our people by creating and supporting internal mobility opportunities. This ensures each ACTPS staff member can have a diverse and interesting career with us, by changing roles, achieving promotions or finding stretch opportunities, or just learning something new. In the pilot 2021 ACTPS Employee Survey, 25% of respondents said they planned to move internally within the ACTPS. The top reasons for staff seeking a move internally and staff planning to leave the ACTPS altogether were the same: for the opportunity to broaden their experience, or to pursue future career opportunities. We know that by investing in and supporting internal mobility opportunities we can retain our talent and remain an employer of choice.

We are working to leverage our staff's desire for broader experience by ensuring short-term roles are advertised internally, facilitating secondment opportunities and establishing mobility registers, such as the SES mobility list. We have continued to maintain our ACTPS skills register, and in 2021–22 a COVID-19 surge workforce expression of interest was also circulated to all ACTPS staff, to assist with a range of roles required to support the ongoing response to the pandemic.

Mobility within the ACTPS is supported by a single information and communications technology (ICT) system as part of our One Service approach, which enables rapid transitions between roles and areas as staff remain on the same payroll and ICT platforms.

In the pilot 2021 ACTPS Employee Survey, 66% of respondents said they would recommend their current directorate as a good place to work; however, nearly 1 in 4 of those staff members still intend to change teams or move elsewhere within the ACTPS over the next 2 years. Supporting mobility means we can provide opportunities to staff to expand their experience while retaining and developing the skills across the service and strengthening our position as an employer of choice with the opportunities for staff to have a fulfilling and diverse career.



Developing our diverse workforce

The ACTPS is continuing to invest in supporting our staff to access learning and development opportunities. We continue to implement our Performance Development Framework, focusing on ongoing conversations between staff and their supervisor about performance and development, within an annual cycle.

The ACTPS offers a range of learning and development opportunities to meet the needs of staff across the service, from short e-learning, to specific profession-based certifications, to formal qualifications.

A range of core ACTPS learning areas are included in this offering, such as induction; work health and safety; respect, equity and diversity (RED) topics; domestic and family violence awareness; and governance and compliance topics. In response to the challenges of adapting to new ways of working, we are increasingly offering a range of learning and development opportunities to support staff's mental health and wellbeing, including facilitated mindfulness sessions.

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

A single learning management system

In April 2022, the Human Resources Information Management System (HRIMS) Learning Management System was implemented. The system offers a centralised, integrated system for all ACTPS staff and brings together the previous whole-of-government and directorate learning content into a single system.

The HRIMS Learning Management System enables directorates to create learning plans for their staff to support any identified areas for capability development. Staff are able to access the system from mobile devices, and can select from a wide range of learning options that match their interests, career goals and skills development needs. The system supports automated reminders for completion of learning plans.

Strategies to support capability uplift

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

Strengthening industry collaboration through job placements

Major Projects Canberra introduced the ACT Government Engineering Secondment Program, which involves early-career engineers from the ACTPS, an industry firm and a construction firm undertaking job-swap placements for 3 months at each host organisation before returning to their home organisation.

The program provides professional development opportunities for staff while strengthening working relationships between government and industry. Following a successful trial, the program will continue to be held on an annual basis.



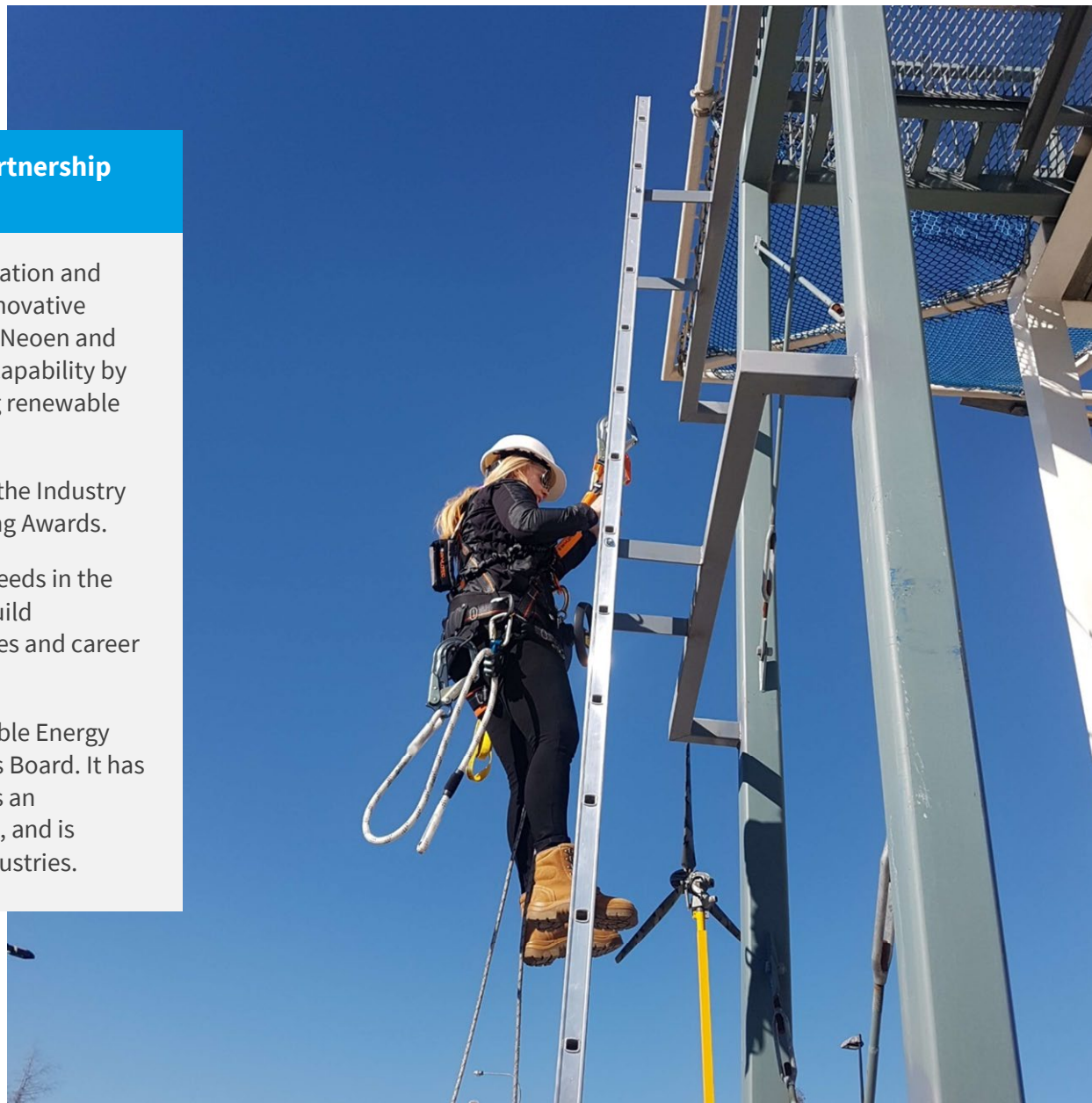
Growing industry skills and capability in partnership with industry

CIT has taken collaboration in the vocational education and training (VET) sector to a new level. Through an innovative partnership with global renewable energy leaders Neoen and Vestas, CIT is at the forefront of building industry capability by developing skilled workers for the rapidly evolving renewable energy sector.

The successful approach saw CIT recognised with the Industry Collaboration Award at the 2021 Australian Training Awards.

Through the partnership, CIT is addressing skills needs in the sector by working with industry to research and build sustainable networks, quality training opportunities and career pathways.

The collaboration has established the CIT Renewable Energy Skills Centre of Excellence and the CIT Renewables Board. It has strengthened the ACT's capacity and reputation as an innovative tertiary education and trades skills hub, and is delivering strong outcomes for students in key industries.





Building evaluation skills to support policy capability

The ACT Evidence and Evaluation Academy was established in 2021 to support ACTPS staff to develop capability in the evaluation of government policies, programs and initiatives.

The academy is designed to achieve the following outcomes:

- ▶ Staff will be able to apply evaluation knowledge and skills.
- ▶ Staff will have the skills to act as ‘influencers’ to spread the practice and culture of evaluation across the ACTPS.
- ▶ Staff will form a peer-support network to help each other embed their learning into their work.
- ▶ Executive Evaluation Champions will promote a culture of evidence and evaluation across the ACTPS.

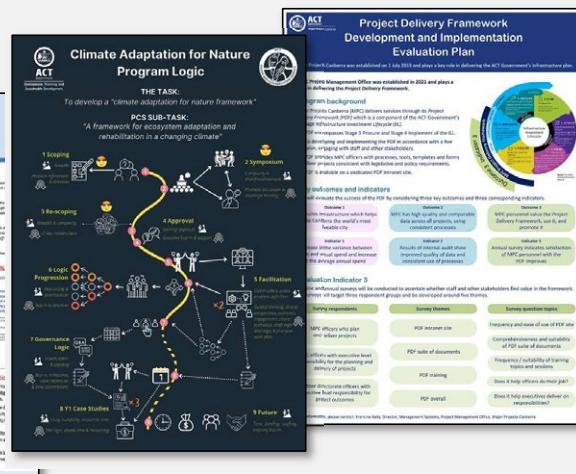
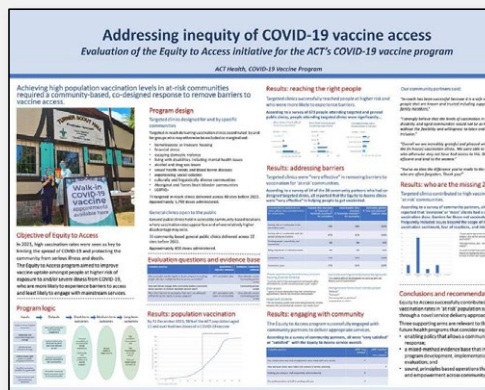
The program consists of a series of workshops, one-on-one coaching and group work, including a program delivered by the Institute for Public Policy and Governance at the University of Technology Sydney.

Participants ultimately develop and present a work-based project. It is a hands-on training opportunity delivered from March to October and is designed to fit around other work commitments.

The academy has been effective at improving skills and knowledge of evaluation and for advancing evaluation capability within directorates. Participants reported strong gains across all 12 capabilities rated before and after participating in the 2021 academy, with each improving by at least one capability level.

The first academy was delivered to 18 policy officers from across the ACTPS in 2021. This year the program was offered again, receiving over 300 expressions of interest and 50 formal applications. It was delivered to 24 participants. The strong interest in the program highlights the demand for knowledge and use of evaluation techniques across the ACTPS.

A selection of posters developed by ACT Evidence and Evaluation Academy participants.





6. Sustained momentum for change

The past few years have presented changes and challenges both for the ACTPS and our community – with bushfires, a global health pandemic, lockdowns and global supply chain pressures. The ACTPS has responded to these challenges and continued to deliver on community expectations. We need to embed the agility and adaptability generated over the past few years to remain ready to respond to community needs and changes in the world around us as they emerge.

We are building on the learnings of the past 2 years and defining our ‘new normal’ while creating a sustained momentum for change. As part of this we are investing in new ways of working and ensuring we are building the future workforce our community needs.

We are investing in new ways of working

As part of investing in new ways of working we are looking to the future and ensuring we are ready to adopt emerging ideas and different ways of thinking. We have continued to transition our office-based workers to flexible work practices and activity-based work environments. We have actively managed our desk-based workforce throughout the COVID-19 pandemic, including through providing additional support for staff to adapt to these new ways of working.

The 2022 Statement of Ambition established a mission to ‘give back time’ to Canberrans. The Future of Work program is helping to deliver on this aspiration by positioning the ACTPS as the most progressive jurisdiction for flexible working. This body of work has harnessed the rapid change to our ways of working arising from the COVID-19 pandemic. As we continue to see restrictions

relaxed, we are focused on empowering our staff to balance their professional duties with their personal commitments and lifestyles.

Modular delivery approach to enable our people

The Teacher Quality Institute developed an innovative, flexible and practical new model for the delivery of one of its major programs – the certification of highly accomplished and lead teachers (HALTs). In replacing the previous whole-portfolio approach, the modular model increases access to the program for teachers and distributes the cost over time. The new modular approach maintained the validity, rigor and credibility of the original national approach, and enhanced the development-driven principle of certification with broader career development, including work-embedded professional learning and ongoing performance assessment, feedback and development. These benefits make the HALT program more attractive to potential candidates and school leaders. Following a successful trial, and an independent evaluation of the new modular approach, the HALT certification 2.0 modular model was adopted in March 2022.

There is considerable national interest in the ACT model from the Australian Institute for Teaching and School Leadership (AITSL), other teacher regulatory authorities, including the NSW Education Standards Authority, and employers in the different jurisdictions. In 2021, Tasmania introduced a modular model pilot taking the ACT approach, and in 2022, NSW adopted a modular version leveraging the ACT work. In March 2022, the Teacher Quality Institute reported to the national Certifying Authorities Network, convened by AITSL, about the modular model pilot and research findings, and provided a presentation to HALTs and other national stakeholders at the 2022 HALT Summit.



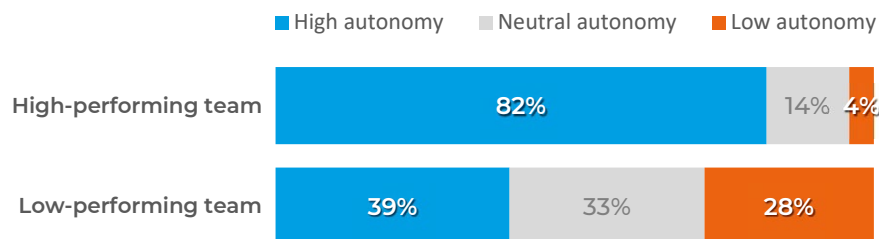
The future of work is hybrid

ACTPS employees are being encouraged to consider hybrid working arrangements wherever operationally feasible. While not all staff – notably our frontline workers – will have the same level of access to hybrid working arrangements, we are actively considering how we can improve access to flexibility for all ACTPS employees.

- ▶ Hybrid work provides employees with the flexibility to work in various locations, including their usual work location and other locations that suit their needs.
- ▶ Arrangements will look different across the service, depending on the operational and business requirements of the directorate or business unit.

We saw in the pilot 2021 ACTPS Employee Survey that those who reported being in a high-performing team were more than twice as likely to experience a high level of autonomy, compared to those in a low-performing team (see Figure 6.1). By providing our staff with greater choice in how, when and where they work, we are supporting their autonomy and demonstrating trust.

Figure 6.1: Pilot 2021 ACTPS Employee Survey findings of perceived autonomy by self-reported team performance



Flexible working arrangements can lead to improved employee wellbeing, increased job satisfaction and greater workforce diversity through better opportunities for workforce participation.

The Future of Work program is continuing to provide more options to staff in support of flexible and hybrid work. We are continuing to invest in a hub-and-spoke model of flexible workspaces and implementing FlexiSpaces in each of our town centre locations. Design stages for our Tuggeranong and Belconnen locations were completed in the reporting period and the FlexiSpaces are due for completion in the first half of 2023.

FlexiSpace locations

- ▶ Canberra Nara Centre FlexiSpace and Innovation Centre (late 2022)
- ▶ 200 Scollay Street, Greenway, and Nature Conservation House, Belconnen (first half of 2023)
- ▶ Winyu House, Gungahlin (2023–24)

Following the opening of the Tuggeranong and Belconnen FlexiSpaces, existing activity-based work offices will be updated to include FlexiSpace areas to complete the range of locations across the ACT. These include 480 Northbourne Avenue Dickson, 220 London Circuit Canberra and the Callam Offices Woden.



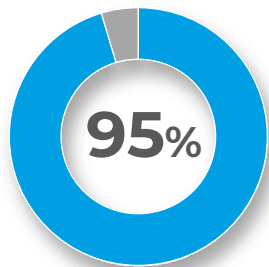


We are deliberately shifting away from static work practices to establish a network of offices that offer staff a choice to work in a way that complements their lifestyles and work preferences. This is being supported by a comprehensive approach to updating work health and safety controls, along with a focus on flexibility as a key consideration in enterprise bargaining processes.

- ▶ Technology is a key enabler for flexibility. Our activity-based work offices are supported by a booking system which will enable staff to reserve desks and other resources. This booking system will be rolled out across all FlexiSpace locations.
- ▶ Resources have been developed to support managers and staff to adapt and thrive in a hybrid work environment. Resources are available through the dedicated Flexible Working SharePoint site.

Increasing focus on employee wellbeing

Work health and safety is a top priority in the ACTPS. To ensure our staff are supported in their understanding of work health and safety, we deliver a variety of work health and safety training in virtual and face-to-face formats, including e-learning through the HRIMS Learning Management System. More than 34,000 work health and safety training activities were completed across the ACTPS in 2021–22.



of staff report that they understand their **health and safety responsibilities** at work

Coordinated approach to staff health and wellbeing

During the course of the COVID-19 pandemic, the ACTPS has reviewed and enhanced its focus on supporting employee health and wellbeing. Since April 2020, we have implemented a COVID-19 work health and safety framework, to support and guide staff in understanding the evolving health and safety requirements in the workplace.

The framework continues to address health and safety on 2 fronts:

- ▶ ensuring risks of exposure to COVID-19 are identified and managed in all workplaces
- ▶ supporting the health, safety and wellbeing of our staff during their changed working arrangements.

While we continue to respond to and follow changes in public health directions in all ACTPS workplaces, core measures include:

- ▶ physical distancing, including spacing of office workstations
- ▶ wearing of masks when people cannot physically distance and in indoor spaces
- ▶ identifying and managing the workplace response if an exposure occurs
- ▶ increased and targeted cleaning protocols
- ▶ promoting hand and respiratory hygiene
- ▶ reminding workers to get tested if they have symptoms and stay home when unwell.

These measures were reviewed regularly throughout the reporting year including in response to changing public health directions. A coordinated, whole-of-government approach to supporting employee physical and mental health and wellbeing has continued throughout the year, responding to the evolving situation. This includes communication and engagement activities, resources and support materials, and promotion of targeted programs and initiatives.



Employee wellbeing supports job satisfaction

The pilot 2021 ACTPS Employee Survey found that wellbeing is an indicator of overall job satisfaction – a result that is well supported by literature. Of all respondents, 83% felt that their supervisor cared about their health and wellbeing, and throughout the ACTPS directorates are continuing to demonstrate their prioritisation of employee mental health and wellbeing by embedding it into their systems and processes. The following wellbeing initiatives were common across the directorates (with some examples given):

- ▶ Defining commitments to supporting staff wellbeing and mental health. The **Chief Minister, Treasury and Economic Development Directorate** launched its Mental Health Plan, which included the establishment of a Mental Health Champions Network. The **ACT Health Directorate** developed a wellbeing strategy, with a supporting implementation plan.
- ▶ Establishing dedicated wellbeing or mental health officers, and in some cases entire teams, to provide guidance and advice to employees and support their access to resources. The **Education Directorate** established wellbeing officers who were available via a hotline and email, where contact can be made directly by the employee or by referral on behalf of an employee. **Canberra Health Services** has 131 staff who volunteer to promote health and wellbeing in their work area as MyHealth Champions.
- ▶ Increasing awareness and generating discussion of wellbeing and mental health throughout the workforce. The **Justice and Community Safety Directorate** established a Wellbeing team in ACT Corrective Services, including appointing a Director of Wellbeing and recruiting a Wellbeing Coordinator.
- ▶ Health and wellbeing information sessions, webinars and workshops, often featuring guest speakers such as psychologists and wellbeing practitioners. Both stand-alone events and continuing programs were offered across the service. The **Suburban Land Agency** offered virtual physiotherapy sessions to workers, providing tips and information on posture and movement when working from home.
- ▶ Specific training sessions on a variety of topics related to mental health and wellbeing. The **Community Services Directorate** was the first directorate to receive gold standard accreditation for the Mental Health First Aid Training program and rollout of their Mental Health First Aid Officer Support program. The **Environment, Planning and Sustainable Development Directorate** ran the OzHelp Peer Supporter Training to empower their staff in recognising when someone is struggling, and in how to structure a conversation to connect with that person and support them to gain professional help.
- ▶ Virtual sessions for yoga, meditation and mindfulness.
- ▶ Development of new resources and regular promotion of resources. The **Community Services Directorate** developed a ‘Health and Wellness during COVID-19’ e-learning module and website.
- ▶ Wellbeing checks and welfare calls. **Canberra Health Services** made over 1,700 welfare calls to staff quarantining due to COVID-19, and distributed over 6,000 care packs to staff.
- ▶ Forums, working groups and networks created to share information, consult on strategies and answer questions. The **Transport Canberra and City Services Directorate** hosted a ‘Wellbeing and Connection’ leaders forum, inviting guest speakers to share strategies on increasing social connection, which was particularly relevant to remote working.



Building the future workforce our community needs

As part of creating a sustained momentum for change we also remain focused on building the future workforce our community needs. We are achieving this by actively reviewing our workforce culture and planning practices to ensure we are attracting and retaining the best talent, and investing in graduate and entry-level employment programs, while shifting our focus beyond workplace diversity to inclusion.

Positioning the ACTPS as an employer of choice

In an increasingly competitive employment environment, we need to ensure our roles remain attractive to the best talent so that we can continue delivering for the government and the community. This requires a multifaceted approach covering employment conditions, workplace culture and, where necessary, targeted attraction and retention initiatives.

Through ongoing revision of our workforce planning practices, the ACTPS currently offers employees some of the most progressive employment conditions in the public sector. We provide a mix of attractive salary, conditions and entitlements that together provide a solid platform to position the ACTPS as an employer of choice. In some areas, additional incentives are needed to attract and retain high-performing or highly skilled employees.

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

As at 30 June 2022, 250 employees across the ACTPS were receiving attraction and retention incentives or section 245 payments.¹ Of these 250 employees, 85% were employed by Canberra Health Services and 4% by the Chief Minister, Treasury and Economic Development Directorate.

Before the introduction of attraction and retention incentives in 2013, special employment arrangements and Australian workplace agreements were used. As at 30 June 2022, 5 employees remain on special employment arrangements and 3 on Australian workplace agreements.

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



Supporting secure, ongoing employment in the ACTPS

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

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

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

Secure workforce conversion program outcomes 2021–22



1,983 assessments conducted
across 2021–22



674 employees recommended
for conversion

1,309 ineligible for conversion



391 offers accepted
and employees converted to
permanent employment



Enhancing our understanding of the staff experience

In addition to attracting the best workforce we are also focused on retaining our current staff by listening to their needs and ensuring they are supported to thrive. For 3 weeks in July to August 2021, we delivered a pilot ACTPS Employee Survey to give staff a platform for providing feedback on a broad range of workplace matters.

The pilot 2021 ACTPS Employee Survey was the first time a broad-ranging whole-of-service staff survey was conducted in the ACTPS since 2014. The survey asked employees to share their experience and opinions on a range of workplace topics.

Early results from the survey were incorporated into last year's State of the Service Report, and further insight has been included in this year's report.

The pilot was conducted with 7 directorates and 3 sector entities participating. While some directorates did not participate in the pilot, all ACTPS staff were welcome to complete the survey and have their views included in the service-wide results. This approach resulted in some ACTPS staff from non-participating directorates completing the survey.

The survey has helped provide a deeper and more nuanced understanding of our staff, culture and strengths, and of course our areas for improvement. Results have already informed key workforce initiatives, such as the Beyond RED body of work.



Pilot ACTPS Employee Survey conducted:
26 July to 13 August 2021



Overall response rate:
58%
5,664 responses from 9,748 invitees



Participating organisations:
7 directorates, 3 sector bodies



Reporting based on:
144 questions



11 results presentations to Strategic Board and heads of participating directorates and sector entities



11 themed insight papers delivered following in-depth analysis on key topics



Enhanced understanding of lived experience of staff in the workplace

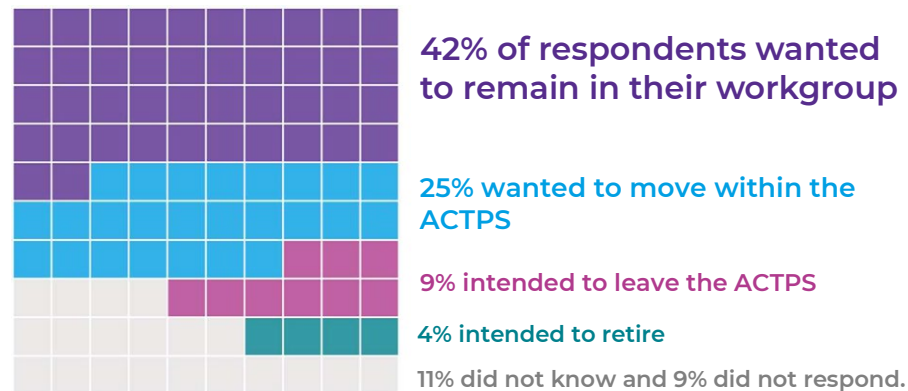


Insights informing high-priority workforce initiatives including Beyond RED body of work



Importantly, the results establish a baseline from which we can begin to monitor the impacts of our workforce initiatives. Following the success of the pilot 2021 ACTPS Employee Survey, it will become an ongoing biennial event, with the next survey scheduled to be delivered in March 2023.

The pilot 2021 ACTPS Employee Survey found that:



The survey also found that staff were more likely to stay in their role if they felt a sense of accomplishment, recognition and inspiration through their job. For staff leaving, the key motivation was to broaden their experience. To better ensure we provide opportunities for our staff to broaden their experience, we are continuing to build our brand as an employer of choice by supporting meaningful roles and career development, and enhancing recognition of our staff. By investing in our talent and building an effective and skilled workforce, we are best positioned to deliver against our ambitions and the needs of the community both now and into the future.

To maximise the utility of the survey, directorates have been given custodianship over their own survey results. This has allowed a focus on understanding whole-of-service workforce insights, as well as given directorates autonomy to develop tailored action plans in response to their own results. This approach has empowered directorates to recognise their own achievements, as well as identify key areas for improvement.

Most directorates presented their survey results using a cascading approach – first to senior leaders, followed by division and branch level results to executives. This process highlights the relative strengths and areas for development related to each area. Across most directorates there is a common theme of raising staff awareness of the results, inviting further employee consultation to better understand key issues, and communication of the initiatives being undertaken by the directorate.

Chief Minister, Treasury and Economic Development Directorate

The Chief Minister, Treasury and Economic Development Directorate compiled its results of the pilot 2021 ACTPS Employee Survey into a series of reports delivered through the Senior Executive Group. Specific themes were identified and included in presentations to the Directorate Consultative Committee and to the Tier 1 Work Health and Safety Committee. The survey coincided with an existing cycle of action planning coming from the directorate's own staff survey. In this context, business units were encouraged to consider the outcomes from the pilot 2021 ACTPS Employee Survey in the context of their action planning activities undertaken as part of the directorate's own staff survey process.

Workshops have been planned to explore opportunities for the directorate as well as identify key actions to improve our staff experience. The workshops are based around the key themes of managing change, innovation and creativity, and creating an environment to thrive.

In addition to whole-of-directorate actions, business areas are developing action plans to respond to survey findings relevant to their area.



Environment, Planning and Sustainable Development Directorate

The Environment, Planning and Sustainable Development Directorate used its survey results to inform the direction of its People Strategy and operational workforce planning processes.

A dashboard was developed to understand division-specific results. Infographic one-pagers were developed to assist divisions analyse their results. Divisional reports will be provided to executives, along with guidance material, to further disseminate across divisions. Executives and managers were encouraged to identify suitable bespoke treatments suitable to individuals while still achieving organisational objectives. The directorate also plans to develop a follow-up online survey to further explore employees' opinions and ideas.

Education Directorate

The Education Directorate established its own internal pilot 2021 ACTPS Employee Survey support team. The results were released through the directorate's internal SharePoint site. Branch-level results were provided to executives, along with tools developed by the support team to assist with staff engagement with the results.

The support team worked with executives to facilitate focused conversations with staff about their branch-level survey results. The aim was for staff to determine whether the results were reflective of their experience at work and, if so, to workshop key actions to be taken in each branch. An action plan template was provided so that branch executives and staff could document three actions for everyone to commit to in addressing survey feedback.

Targeting talent from the ground up

A range of programs are offered across the service that support professional and vocational entry-level recruitment and the attraction of emerging talent into the workforce through structured and targeted approaches.

The ACTPS Graduate Program is a contemporary recruitment and development program. It is aimed at recent university graduates who are looking to make a difference and contribute to the diverse future of Canberra and the Territory.



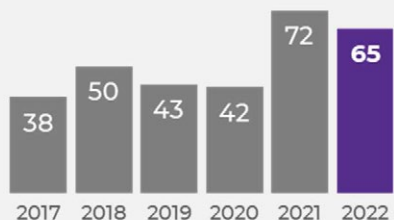
The ACTPS celebrated being one of Australia's Top 100 Graduate Employers of 2022.²

The ACTPS Graduate Program is an essential part of our recruitment activity. Graduates bring fresh perspectives, innovative practices, emerging digital knowledge and new technical expertise into the workforce.

In 2021, we continued to support youth employment by leveraging the Youth Support Package through the 'talent bank' component of the ACTPS Graduate Program. The talent bank provides the ACTPS with a tested, skilled, entry-talent pipeline, supporting the capacity of the ACTPS to deliver to emerging community and government needs.

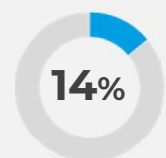
The ACTPS Graduate Program continues to attract a diverse cohort of skilled graduates to join the service in support of our equally diverse Canberra community. Feedback from graduates shows that our focus on diversity and inclusion is an important component of our employee value proposition for graduates.

² Australia's Top 100 Graduate Employers 2022: gradaustralia.com.au/top-employers.

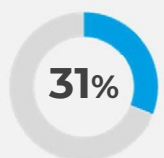


In February 2022, **65 graduates** joined the service through the ACTPS Graduate Program

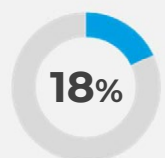
Almost 2 in 3 graduates identified as belonging to one or more **diversity groups**



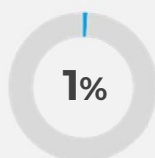
identified as a **person with disability**



identified as **culturally and linguistically diverse**



identified as **LGBTIQA+**



identified as a **former ADF member**



47% of the cohort relocated from **interstate** to undertake the program in Canberra

Some directorates provide additional support to graduates who are placed in their organisation:

- ▶ The Community Services Directorate has implemented a Graduate Mentoring Program, where graduates are matched with an executive to foster leadership and creative, positive and productive working environments.

- ▶ The Environment, Planning and Sustainable Development Directorate's Graduate Care Program includes a series of symposiums with senior executive guest speakers and a field trip to their depots and reserves.

Vocational pathways removing systemic barriers

The ACTPS offered 2 targeted vocational employment programs (VEPs) supporting recruitment into the ACTPS through a non-standard entry-level pathway.

These programs aim to increase workforce diversity, and remove systemic barriers to employment, by offering a 12–18 month entry-level employment program.

Both the ACTPS Aboriginal and Torres Strait Islander VEP 2020–22 and the Inclusion VEP 2020–22 (for people with disability) were delivered and evaluated in the reporting year.

VEP participants are initially engaged as permanent officers on probation at an entry classification of ASO1 to ASO3 in ACTPS directorates.

During the program, participants complete an Australian Qualifications Framework accredited qualification or personal development plan and probation requirements. On successful completion of these elements, participants are promoted under section 106 of the *Public Sector Management Act 1994* to the next classification level and confirmed as permanently appointed officers of the ACTPS.



VEP participants are often engaged in administrative roles; other common roles include horticultural, education support, and city and parks services.

The most recent VEP cohort completed programs between late 2020 and early 2022. This cohort included:

- ▶ 9 Aboriginal and Torres Strait Islander people
- ▶ 2 people with disability.

In 2021–22, the ACTPS Centre for Leadership and Innovation conducted an evaluation of the VEPs. The evaluation found that VEPs are valued programs that are delivering on workforce diversity and other important outcomes.

The VEPs offer genuine and supported employment opportunities for Aboriginal and Torres Strait Islander people and people with disability to enter the ACTPS. The VEPs will continue in 2022–23, with some operational improvements.

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

Canberra Health Services



Doctors

95 medical graduates are recruited each year into the medical internship program. There were 333 applications this year.

Each intern undertakes 4 rotations, with a dedicated clinical supervisor. There is a mandatory education component, as per the Australian Medical Council's Framework, and 2 formal assessments. Upon successful completion, interns have the opportunity for general registration with the Australian Health Practitioner Regulation Authority. In 2022, all 95 interns from the February 2021 intake completed their internship and went on to become resident medical officers.



Nurses

24 graduate enrolled nurses and 117 graduate registered nurses joined Canberra Health Services through the Transition to Practice Program.

The Transition to Practice Program is a 12-month structured program, consisting of diverse clinical rotations across Canberra Health Services. It provides various initiatives to support graduate nurses with transition into the workforce; for example, full-time and part-time employment options, a dedicated team of clinical development nurses and coordinators to provide support for the learning and development of graduate nurses, graduate study days and the graduate social club.



Achievement – efficiencies in recruitment

In 2021–22, the Transition to Practice Program recruitment process was transformed from a paper-based system to an electronic system, and written applications and interviews were replaced by video submissions to respond to the selection criteria, improving efficiencies in the recruitment process.

Chief Minister, Treasury and Economic Development Directorate

Apprenticeship: To support Aboriginal and Torres Strait Islander young people to kickstart their careers, the Chief Minister, Treasury and Economic Development Directorate had 10 school-aged students commence an Australian school-based apprenticeship with various directorate business areas. Students from years 10, 11 and 12 work for 1 to 2 days per week in the directorate while studying towards a certificate and completing schooling as a pathway to employment. Additionally, 5 Aboriginal and Torres Strait Islander directorate staff participated in the ACTPS Vocational Employment Program.

Education Directorate



Teachers

Each year, over 200 graduate teachers are recruited.

Graduate teachers are supported to transition to professional practice via a 3-year mentorship and professional development program.

Environment, Planning and Sustainable Development Directorate

Internship: After a successful pilot program, in partnership with the Australian National University College of Business and Economics, in March this year we welcomed an enthusiastic group of 7 students for a 10-week internship program encompassing a range of corporate projects, which contributed to a course credit for the participants.

The internship program is an ideal prelude to the ACTPS Graduate Program, with most of this year's students keen to apply for a graduate placement in the ACTPS.

Mura Yardhura – Strong Pathway Program

In collaboration with the Australian National University's Tjabal Indigenous Higher Education Centre, the Environment, Planning and Sustainable Development Directorate built on the pilot program from the previous year to offer an entry-level professional development program to Indigenous university students in their final year of study. The program provides an opportunity for Indigenous students to participate in flexible casual employment with the directorate. During these paid placements, students gain experience in a government workplace, participate in tailored career training and identify a potential pathway in the ACTPS Graduate Program or other vacant suitable positions across the directorate. Last year, the program attracted 4 participants who either continued in the program, entered graduate programs or gained ongoing work within the directorate. This year, the program has 3 participants engaged by the directorate.



Justice and Community Safety Directorate



Paramedics

The ACT Emergency Services Agency employed 24 graduate paramedic interns in 2021–22 within the ACT Ambulance Service.

The graduate paramedic internship is a nominal 15-month process, split between time in class and on road.

Traineeship: ACT Corrective Services conducted 3 bulk recruitment processes for correctional officers for the Alexander Maconochie Centre. In total, 47 new recruits were selected from over 380 applicants. During 2021–22, 31 officers graduated from the traineeship; 14 were women, and 4 identified as Aboriginal or Torres Strait Islander.

Pathway for Aboriginal and Torres Strait Islander law students

The Office of the Director of Public Prosecutions (DPP) has developed an initiative to increase the number of Indigenous lawyers working as prosecutors. The DPP has an agreement with the Australian National University and University of Canberra law schools to receive a law student for a 12-month placement, to work as a prosecutor associate. The agreement enables the student to submit work to the university for 8 credit points as part of their course. Placements are usually students in the final stages of their law degrees, and the DPP actively encourages them to apply for a permanent position. During the reporting year, the DPP has retained at least one permanent Indigenous lawyer, who now holds the substantive position of grade 1–2 prosecutor.

Inclusion takes us beyond diversity

The ACTPS has been actively supporting diversity in our workforce since the Respect, Equity and Diversity (RED) Framework was first implemented in 2010. In 2021, the ACTPS Centre for Leadership and Innovation completed a comprehensive review of the RED Framework to assess our diversity and inclusion maturity across the service, better understand the barriers to driving a more progressive, diverse and inclusive workforce, and identify key outcomes necessary to support a One Service inclusion culture. This Beyond RED review identified 4 key findings and associated actions.

Beyond RED review key findings

Evaluation and prioritisation are essential for diversity and inclusion success.

- ▶ There are extensive activities and actions in place across the ACTPS to support workforce diversity and inclusion. We will increase our focus on using design, evidence and evaluation to better prioritise the actions that drive real cultural change for a more inclusive and diverse workforce.

The ACTPS is strong on diversity and will now turn a spotlight onto inclusion.

- ▶ Many people who belong to diversity groups feel less included at work. We will focus on creating long-term and systemic change to make workplaces more inclusive and introduce a key performance measure to benchmark and track our progress.

**ACTPS is seeking to improve our data.**

- ▶ Our research showed we can improve the collection, discoverability and sharing of diversity data, including through greater alignment with national Australian Bureau of Statistics standards. This will better support an evidence-based approach to diversity and inclusion in the ACTPS into the future.

We will simplify and share information, resources and lessons learnt across our entire workforce.

- ▶ We will develop a clear and cohesive whole-of-government diversity and inclusion strategy supporting shared education resources and a central information hub to build stronger linkages and reduce duplication across the ACTPS.

Throughout 2021–22, we continued our focus on supporting diversity by shifting our focus to move beyond diversity to inclusion. Significant progress was made to implement the Beyond RED recommendations. The ACTPS re-established clear, measurable employment goals for:

- ▶ Aboriginal and Torres Strait Islander people: to 3% by 2026 (from 2%)
- ▶ people with disability: to 5% by 2026 (from 3.1%).

Directorates are also taking steps to support inclusion through a variety of workforce strategies:

- ▶ The **Chief Minister, Treasury and Economic Development Directorate** launched its inaugural Aboriginal and Torres Strait Islander Employment Action and Retention Plan 2021–24. The plan aims to improve employment outcomes in the directorate for Aboriginal and Torres Strait Islander people by increasing their

recruitment, retention and professional development. Key areas of focus are increasing employment opportunities for Aboriginal and Torres Strait Islander peoples; attracting Aboriginal and Torres Strait Islander staff at all levels and developing meaningful career pathways; and retaining staff through creating culturally supportive work environments.

- ▶ The **Community Services Directorate** reviewed its Aboriginal and Torres Strait Islander Employment Strategy with a view to improving attraction and retention practices for Aboriginal and Torres Strait Islander employees. The strategy will include facilitation of diverse career pathways, including into senior roles, supported by targeted professional development and more inclusive and culturally safe workplaces.
- ▶ The **Justice and Community Safety Directorate** has in place the Our Abilities Employment Action Plan 2020–2022, which seeks to improve the attraction, development and retention of employees who identify as living with disability. The directorate engaged disability specialist employment organisation, Employ for Ability, to undertake a targeted recruitment strategy and supported employment arrangement.
- ▶ The **Environment, Planning and Sustainable Development Directorate** runs the First Nations / Ngunnawal Ranger Program, which attracted 6 new people to the directorate to incorporate traditional knowledge and land management practices across a range of roles. A bespoke 3-day ‘Yuma Day Induction’ program was co-designed and delivered to provide our new First Nations recruits and their supervisors an understanding of working within the public service through the lens of our cultural guides.

Additionally, a new key performance indicator has been established specifically to benchmark and drive inclusion. Its implementation is intended to drive meaningful inclusion support activities across the



service, to achieve the aspiration of 80% of ACTPS staff agreeing that their workplace is inclusive as measured by the 2025 ACTPS staff survey (up from 70% in 2021).

The ACTPS Centre for Leadership and Innovation has also developed a new internal resource to support directorates evaluate and prioritise their strategic diversity and inclusion activity. The resource is designed to assist directorates examine the effectiveness of their current diversity and inclusion activity and make evidence-based decisions about where to prioritise action.

The resource was developed through several iterations and was tested with intended users from within directorates. User testing confirmed:

- ▶ The short document is simple and engaging and helped generate considered thought and reflection.
- ▶ The opportunity to discuss the principles and how they might be adopted within a directorate's unique context was valuable.
- ▶ Being able to talk through examples, perceived barriers and opportunities with officers from the ACTPS Centre for Leadership and Innovation helped drive new avenues of thought.

Central to shifting to an inclusive approach is continuing to progress Beyond RED recommendations. We know there is still work to be done to ensure all staff feel included and able to bring their whole self to work. To support continued awareness of the importance of inclusion in our workforce we have held 71 face-to-face RED Framework training sessions, as well as specialised RED contact officer training and RED general awareness activities. RED-based learning modules are also embedded in staff induction programs. In addition, directorates offer various agency-specific RED training through a range of platforms including face-to-face, e-learning modules and virtual workshops. Over 2021–22, more than 1,900 staff members across directorates undertook RED training.

The directorates are in various stages of drafting, consultation and implementation of strategies and action plans guided by the RED frameworks.

- ▶ The **ACT Health Directorate** has completed a draft inclusion strategy and implementation plan, including directorate inclusion key performance indicators. Staff consultation on the plan is underway.
- ▶ The **Transport Canberra and City Services Directorate** implemented its diversity and inclusion strategy, and revitalised its RED network. A diversity and inclusion committee, overseen by the directorate's director-general, reflects the importance and commitment to these networks. Each network has an action plan, which is endorsed by the director-general and is reported against on a quarterly basis.
- ▶ The **Chief Minister, Treasury and Economic Development Directorate** has a diversity and inclusion strategy, which provides a holistic focus on diversity, inclusion and belonging. The directorate sought self-identification of staff members to various diversity groups through the directorate's staff survey to better understand the views of each group.

This body of work demonstrates our commitment to embedding inclusion into all aspects of our service. It provides roadmaps to implementation as well as ownership, transparency and accountability.



Targeted activity builds inclusion and belonging

The Environment, Planning and Sustainable Development Directorate launched the inaugural Inclusion and Belonging Strategy and the *You, Me, We Belong* action plan.

The strategy fosters inclusion initiatives through a targeted approach to raise awareness, provide opportunities, create meaningful connections and seek to equip our leaders to model and lead the way.

To maintain momentum and to create an environment and culture of psychological safety, 4 new employee-led inclusion networks were formed, championed by volunteering executive sponsors. To ensure the directorate continues to address the cultural needs of our people, these networks are driving the initiatives set out in the Inclusion and Belonging Strategy. The strength of the inclusion networks has increased to 224 members over the reporting period.

In addition to our 6 flagship events, opportunities to promote and educate staff regarding inclusion and belonging were provided throughout the year through various channels.

All directorates acknowledge and celebrate various days and weeks of significance – for example, National Reconciliation Week, National Sorry Day, Harmony Week, International Day Against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT) and Wear it Purple Day.

In the spirit of One Service, some directorates created opportunities for the sharing of knowledge, expertise and resources by celebrating these key dates together. The Justice and Community Safety Directorate welcomed members of the Education Directorate's Disability Staff Network to learn about the great work they are doing to create awareness and make change in their workplaces. To celebrate International Women's Day, the Chief Minister, Treasury and Economic Development Directorate and the Environment, Planning and Sustainable Development Directorate invited Griffith University's Motivating Action Through Empowerment program to deliver a webinar to challenge unconscious bias and promote gender equality in our workplace.



7. Integrating systems for the future

To support efficient and effective ways of working, and our One Service approach, we have invested in integrated systems that support good governance and the promotion of public trust.

Promoting public trust

One of the key systems we use to promote public trust is our management of misconduct, including fraud, corruption, violence and bullying.

Preventative approach to misconduct

The ACTPS plays a key role in supporting the government with a broad range of policy advice and support, and delivers responsive and accessible services to the Canberra community. To continue providing a wide range of services to a high standard, the ACTPS needs to be agile, responsive and innovative in the way it operates. Ensuring that our workforce embraces our values and expected behaviours is central to nurturing a positive and high-performance workplace.

The ACTPS is taking a multifaceted approach to supporting the culture and ways of working that support the ongoing delivery of services and advice to a high standard. In 2021–22 the main focus of this preventative approach was on releasing a new ACTPS Code of Conduct, developed to support better understanding of the expected values and behaviours of staff.

Guidance material has also been released to raise awareness of the new code of conduct and its implementation.

These preventative measures contribute to better public administration and enhance government and community confidence and trust in the integrity of the ACTPS to deliver services in an efficient, fair and accountable manner.

Public Sector Standards Commissioner update

The role of the Public Sector Standards Commissioner (PSS Commissioner) is an integral component of the ACTPS Integrity Framework. In addition to overseeing and conducting investigations into matters of public administration, the PSS Commissioner seeks to identify common issues and key messages arising from casework that could inform preventative steps. The PSS Commissioner supports and encourages ACTPS employees to observe the ACTPS values of respect, integrity, collaboration and innovation, and adhere to the ACTPS Code of Conduct.

The PSS Commissioner provides an annual update to the Chief Minister and Head of Service on the activities of the office and the Professional Standards Unit (PSU) and reports the key messages arising from casework. The PSS Commissioner reported that, during 2021–22, 87 misconduct processes were commenced across the ACTPS, with 81 received from the directorates and 6 from other public sector entities. This represents an 11% decrease in misconduct referrals from 2020–21.

Of the 87 misconduct processes commenced, 82 were referred to the PSU for investigation, admission statements or management, and 5 matters were handled internally by respective directorates without requiring investigation. The PSU undertook 70 of the 82 investigations internally and managed the other 12 through the oversight of external investigation services.



The most common allegations referred for investigation during 2021–22 were:

- ▶ inappropriate behaviour including lack of courtesy and respect
- ▶ failure to perform one’s job with reasonable care and diligence
- ▶ bullying or harassment
- ▶ lack of honesty or integrity
- ▶ failure to follow written or verbal direction.

The PSU completed and provided 64 reports to delegates for consideration under the relevant enterprise agreements, which included full investigation and admission statements. Moreover, 4 investigation reports were also completed by external investigative services.

During 2021–22, the PSU refined its investigative practices and processes, which saw **nearly 80% of investigations completed in an average of 86 workdays** when delays beyond the control of the PSU were taken into account. However, some matters with significant delays continued to impact the total average time taken to complete investigations, which decreased this year from 122 workdays to 116 workdays.

Mr Ian McPhee AO PSM is the PSS Commissioner for the ACTPS. The office of the PSS Commissioner was established on 1 September 2016, following amendments to the Public Sector Management Act 1994.

The PSS Commissioner is independent and reports directly to the Chief Minister.

Misconduct processes and disciplinary actions

Our ACTPS enterprise agreements outline procedures for managing allegations of misconduct. A misconduct process is deemed to have commenced on the date the employee is advised of the outcome of a preliminary assessment. Table 7.1 shows the number of misconduct processes commenced and completed by directorates, and the number of substantiated findings (for 2021–22 and the 2 previous years).

Table 7.1: Misconduct processes commenced and completed by directorates

	2019–20	2020–21	2021–22
Misconduct processes commenced (includes investigations and admission statements)	72	91	81
Misconduct processes completed	61	57	75
Processes completed with substantiated findings of misconduct	49	40	64

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



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

	2019–20	2020–21	2021–22
Written reprimand	26	32	39
Financial penalty	9	24	10
Temporary or permanent transfer, to another position at level or a lower classification	10	5	13
Termination of employment	12	7	10
Employee resigned before completion of process	12	15	17
Summary dismissals ³	10	4	6

Bullying and harassment

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

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

Table 7.3: Total contacts of bullying and harassment received by directorates through various reporting mechanisms⁴

	2019–20	2020–21	2021–22
Contacts received through Respect, Equity and Diversity (RED) contact officers	75	52	44
Contacts received through Human Resources (not by a RED contact officer)	100	241	110
Contacts received through RiskMan	236	330	329
Contacts received through other mechanisms ⁵	n/a	n/a	41

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

³ The Head of Service may summarily terminate the employment of an employee without notice for serious misconduct as defined within the Fair Work Regulations.

⁴ Figures are not indicative of total cases, as a matter may be reported through multiple mechanisms, or by multiple employees.

⁵ New inclusion this year, due to availability of data.



Table 7.4: Reports of bullying or harassment assessed or investigated

	2019–20	2020–21	2021–22
Reports of bullying or harassment where a preliminary assessment was conducted	153	81	63
Reports of bullying or harassment received that progressed to a formal misconduct process after preliminary assessment ⁶	11	12	17
Misconduct processes completed where the delegate made a substantiated finding of bullying or harassment	4	6	6
Bullying or harassment related misconduct processes (not including preliminary assessments) in progress as at the end of the financial year	7	13	17

Supporting an environment of prevention

The ACTPS is committed to creating a workplace environment of prevention of misconduct. In response to the Australian Human Rights Commission's *Respect@Work: National Inquiry into Sexual Harassment in Australian Workplaces* report, we are working to improve how we capture and report data on workplace incidents so that we can better understand the extent of sexual harassment, bullying and harassment, and gender-based incidents in our workplaces. Along with insights from the pilot 2021 ACTPS Employee Survey, this information will support improved reporting mechanisms and support for staff experiencing unwanted behaviours in the workplace.

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

In RiskMan, data is recorded based on the Type of Occurrence Classification System developed by SafeWork Australia, where sexual harassment and gender-based violence incidents are recorded as a subcategory under harassment incidents. This is reflected in Table 7.5, where the number of sexual harassment and gender-based violence incidents listed are included in the total count of 329 incidents.⁷

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

	2021–22
Total bullying and harassment	329
Sexual harassment	<5
Gender-based violence	<5

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

⁷ This is the first time that RiskMan data relating to subcategory incidents has been reported.



In the reporting year, there were fewer than 5 non-disclosure agreements relating to bullying and harassment, and none for sexual harassment or gender-based violence. The exact number of non-disclosure agreements relating to bullying and harassment has been masked for privacy and confidentiality considerations.

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

	2021-22
Bullying and harassment	<5
Sexual harassment	0
Gender-based violence	0

Ongoing support for Open Government

We are also committed to supporting Open Government by remaining transparent about outcomes and ways of working. This is achieved and supported through our annual reporting process as well as through providing clear and accessible ways of accessing information under the *Freedom of Information Act 2016*.

We continue to proactively engage with the community through a range of mechanisms, including the YourSay website. In the reporting period, the YourSay ‘community conversations’ page had more than 94,000 visitors, up from 93,000 in the previous year. Over 2,200 people became members of YourSay conversations in 2021-22, an increase of 17% from 2020-21, bringing the total members to 15,543.

YourSay results informing electricity regulation

Consumer views were sought on the electricity market through a YourSay survey, developed for the Independent Competition and Regulatory Commission in collaboration with the YourSay survey team at the Chief Minister, Treasury and Economic Development Directorate. The survey found that consumers had concerns about the complexity of offers and the difficulties faced by customers in the electricity market.

In direct response to these consumer concerns, the Independent Competition and Regulatory Commission published a new ACT Retail Electricity (Transparency and Comparability) Code. The code placed new obligations on electricity retailers to make it easier for consumers to find an electricity offer that will save them money. The code requires retailers to advertise their prices against a benchmark to make it easier for consumers to compare offers; tell their customers about plans that might save them money; and give their customers tailored information to help them choose the best plan for them. The Independent Competition and Regulatory Commission worked closely with Treasury, colleagues from the Environment, Planning and Sustainable Development Directorate, and the Minister for Energy to implement a response to service the community.



Making regulation better for business in the ACT

The Better Regulation Taskforce was established to make it easier to start up, run and grow a business in the ACT. We want to put in place the best settings for business recovery in the wake of COVID-19. The taskforce is focused on fit-for-purpose regulation, and will continue to look for the right balance between regulatory outcomes and burden. Importantly, it is underpinned by a ‘How can we help?’ mindset.

The taskforce has taken a multifaceted approach to understanding what changes could be made to achieve better regulation for business in the ACT. Through a combination of talking with business, and looking to best practice examples, the taskforce has now established the Better Regulation Agenda, outlining 2 streams of government reform action:

- ▶ policy and legislation – making continual improvements to the rules, regulations and processes
- ▶ business experience and regulator practice – making government and business interactions better, faster and simpler.

A 2-year work program will progress the Better Regulation Agenda.

Investing in leadership capability

Leadership has a significant impact on the running and culture of an organisation and the ACTPS is no different. We are actively investing in leadership across the service to ensure we are creating an effective and efficient workplace and a positive organisational culture. We employ 311 SES staff across the ACTPS. The pilot 2021 ACTPS Employee Survey found that staff are generally satisfied with organisational executives. The survey also identified that an organisation’s executive was the most significant driver of organisational culture. This highlights the importance of investing in our leadership, to ensure we continue to deliver the high-quality services that our community and government expect.

Our leaders need to be preparing for and shaping the ACTPS of the future. More and more, those in leadership positions need to work together to tackle systemic challenges to evolve the service, all the while remaining resilient and focused and leading their teams effectively.

To achieve this, an ACTPS-wide leadership development program has been developed: Leading Beyond Crisis. Initially the program will be offered to SES Band 1. The first cohort to participate in this program commenced in May 2022. Examples of other initiatives:

- ▶ established a new Executive Leadership and Talent intranet site, providing a single resource for SES development
- ▶ launched a new SES induction program, initially targeting SES Band 1
- ▶ supporting mobility and development opportunities, including the implementation of an SES career development questionnaire and the establishment of a short-term mobility list.



Strengthening collaborative leadership

The ACTPS is transforming the way we nurture collaborative leadership across the service, now and into the future.

A key initiative of this work is the new SES induction program, which launched in February 2022. The program ensures that those who are new to executive positions in the ACTPS have the information and connections they need to transition quickly into their new roles.

Feedback from the first 2 rounds is extremely positive: 100% of participants felt the program was relevant, and 93% of participants would recommend the program to colleagues.

The program combines face-to-face, self-paced and peer connection delivery approaches (adapting to COVID-19 restrictions as needed).

The SES induction program will be delivered 4 times each year, with additional cohorts added to the schedule as required.

The pilot 2021 ACTPS Employee Survey found that the quality of supervisory relationships across the ACTPS is a key strength – 76% of respondents ranked their supervisor highly. The ACTPS recognises that leadership is not limited by level, and values the demonstration of leadership behaviours regardless of level.

The ACTPS offers many opportunities to nurture and develop aspiring leaders, such as mentoring programs and mobility opportunities supporting career progression. In addition to e-learning and other development opportunities available across the ACTPS, some directorates deliver specific programs targeting non-executive leaders and supervisors, to continue to support leadership development. Below are some examples.

The **Chief Minister, Treasury and Economic Development Directorate** offers supervisor development programs, coaching programs and the SES staff masterclass. Design work commenced on a new suite of leadership development programs for both current and aspiring leaders and a new mentoring program was designed and developed for release in July 2022.

The **ACT Health Directorate** led a leadership development program designed for ACT public health system staff, that was launched in December 2021. Over 70 senior officers (Grades A and B and equivalent classifications) have participated in the program to date. A total of 252 staff from across the ACT public health system have attended the training to date.

The **Environment, Planning and Sustainable Development Directorate** promoted a range of different courses through their Learning Management System, which included leadership training. The directorate also sponsored 7 senior officers to participate in the Institute of Public Administration Australia (IPAA) Future Leaders Program.

The **Justice and Community Safety Directorate** delivered the Supervisor Development Program and the Leadership: Unpacking the Invisible program, as well as 90 individual coaching sessions.



A framework for efficient operation

We are also embedding systems for the future by adopting and focusing on the measurement of outcomes as opposed to activities and outputs. This strategic focus ensures we are tracking meaningful change and impact across our areas of focus and responsibility. We are achieving this through our renewed evaluation framework and wellbeing indicators.

Using the Wellbeing Framework to support decision-making

The ACT Wellbeing Framework provides high-level indicator outcomes for Canberra, ensuring that we are tracking our progress against a range of measures that support quality of life. In 2021–22, wellbeing was embedded in key government processes through wellbeing impact assessments, ensuring that policy development and decision-making across the ACTPS considers the impacts of proposals on wellbeing and quality of life in the ACT.

Wellbeing impact assessments were rolled out in Cabinet and Budget processes from 2021–22, supported by information sessions and training for the ACTPS.

To support efficiency across the service we also positively and proactively engage with risk. This means re-imagining how we deliver, monitor, evaluate and adapt our processes and outputs, and delivering on expectations with increased accuracy, efficiency and effectiveness.

Innovation supporting evaluation

The Policy Design and Evaluation Team in the Chief Minister, Treasury and Economic Development Directorate is conducting a mid-term review of the Healthy Canberra: ACT Preventive Health Plan 2020–2025. The plan is a whole-of-government strategy that aims to support all Canberrans to make healthy lifestyle choices and to take the steps needed to prevent disease. For the plan to be successful, it requires coordinated and joined-up action across the ACTPS stretching beyond the ACT Health Directorate as the key directorate which coordinates action. As part of the plan's mid-term review to be delivered in the second half of 2022, the team is implementing a tool called Social Network Analysis for the first time in the evaluation of an ACT whole-of-government strategy.

Social Network Analysis is the process of investigating social structures through the use of networks and graph theory. The team is using this innovative tool to test and evaluate the networks that exist in the ACTPS to support and deliver the preventive health plan. The mid-term review report will include findings of the network analysis and visualisations depicting the preventive health networks across the ACTPS.

The team has also been instrumental, alongside the ACT Health Directorate, in establishing possibly the first cross-government evaluation committee to provide input into the evaluation of a whole-of-ACT-Government strategy. The Preventive Health Plan Expert Evaluation Committee was established in February 2022 and meets monthly. It provides expert advice and input to support the mid-term review of the plan, and includes membership comprising all ACT Government directorates. Members have skills in data or evaluation and work collaboratively to advise on the mid-term review process.



Reforming procurement

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

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

These reforms will build on the Charter of Procurement Values that provide guidance for the ACTPS to consider a range of ethical, environmental, economic and social factors, to ensure that procurement processes and outcomes reflect the values of the government and the community we serve.

Embedding inclusivity in procurement outcomes

The Major Projects Canberra Diversity and Inclusion Procurement Guidelines were developed to inform the procurement of Major Projects Canberra contracts in relation to diversity and inclusion outcomes. The guidelines were developed in consultation with Procurement ACT and other stakeholders across the ACT Government to ensure consistency with relevant policies and legislation. The guidelines highlight 6 priority workforce groups to support inclusion. As an example of the guidelines in action, the contract for the Canberra Hospital Expansion Project includes the following expenditure commitments:

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



Leveraging our employment framework

Enterprise agreements underpin our ways of working and our workforce. At a whole-of-service level we remain committed to actively reviewing and using agreements to support efficient and effective ways of working while embedding attractive workplace policies and conditions that allows the ACTPS to attract and retain the best talent.

The enterprise bargaining process that commenced in March 2021 covering 15 agreements was impacted by the COVID-19 pandemic from August 2021. Faced with a significant delay in progressing bargaining, and to ensure that pay rises were delivered to staff, 16 agreements, including one that had previously commenced bargaining, were finalised and balloted in late 2021 for a period of one year. This approach resulted in fewer changes introduced for the new agreement, and enabled pay rises to be delivered to affected staff in December 2021 and June 2022. We also introduced leading and innovative leave provisions, including to cover disability, surrogacy, miscarriage and gender affirmation. These improvements to entitlements support continued change and strengthen the ACTPS as an employer of choice.

A new round of bargaining commenced in February 2022, covering most (17) ACTPS enterprise agreements. This bargaining process will resume negotiations for employment framework changes that support modernisation of the ACTPS, including a focus on further enabling workforce flexibility.

The ACTPS has also continued to adapt and update the employment framework throughout the COVID-19 pandemic. Directorates have been supported since April 2020 by a coordinated, whole-of-government approach to supporting employee physical and mental health and wellbeing that has been continually adapted to the changing situation. This approach includes communication and engagement activities, resources and support materials, and promotion of targeted programs and initiatives.

By actively reviewing our employment frameworks and policies, such as the enterprise agreement, we are able to further embed the One Service approach and ensure we are creating an integrated system that supports efficient and effective ways of working while fostering a positive and rewarding workplace culture.



Enabling flexibility through technology

The ACTPS incorporates a Shared Services model for delivery of ICT functions. Central to this approach is a common desktop environment, a 'cloud first' approach and a progressive modernisation and maturation program of work for technology life cycle management.

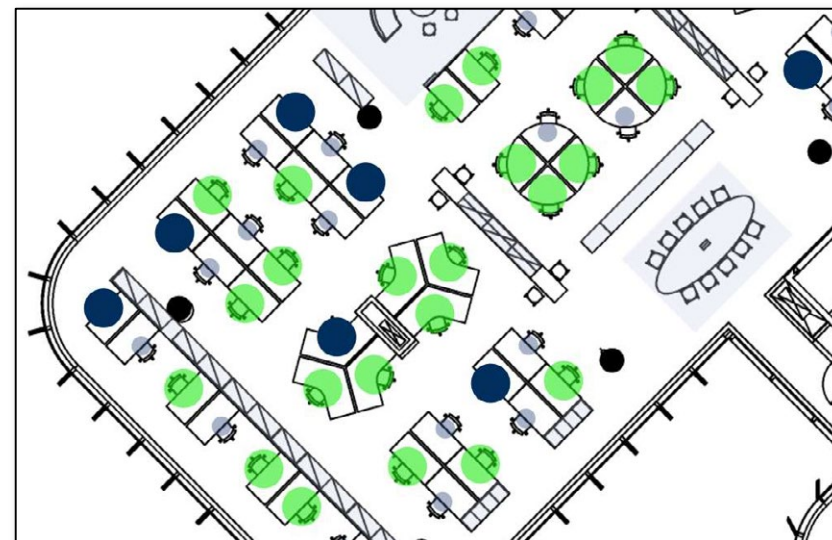
We continue to invest in technology solutions that enable us to work as One Service, including measures to support workplace flexibility. This is an essential enabling factor that allows our staff to work in ways that suit the work they do and at times that are convenient to them.

Following COVID-19 work-from-home arrangements, we have embedded flexible working within a hybrid environment for most roles that do not have operational considerations that exclude this approach. While we are actively considering how we can improve access to flexibility for all ACTPS employees, this approach remains largely focused on administrative and desk-based roles.

Part of flexible working is equipping staff with the technology that enables them to work from anywhere with a Wi-Fi connection. For the ACTPS, this involves the allocation of laptops equipped to provide secure access to the ACTPS ICT environment. The Shared Services ICT environment also gives staff access to a range of collaborative applications to support remote and hybrid work. This means that staff can choose to work from home or their allocated office location, and continue to work cooperatively with other staff and stakeholders.

As the Future of Work program progresses and more FlexiSpace locations are opened, staff will also have the flexibility to work from an office location that suits their needs, in addition to their work group's allocated office location. FlexiSpaces will be equipped with the technology that supports activity-based work and collaboration.

For many staff the flexibility to choose the hours they work has also been maintained following the pandemic with staff opting to undertake compressed working weeks, later starts or distributed working hours around their other commitments. As a service we are also actively considering how this flexibility can be adopted more broadly across customer facing and service delivery roles while not impacting our ability to meet community service expectations. Part of this approach involves supporting frontline functions with improved digital service capacity, where this is possible, such as moving most Access Canberra transactions to online first. Underpinning this flexibility is having our staff equipped with laptops and adoption of activity-based working at our Dickson and London Circuit offices. By establishing and improving integrated ICT systems and office environments that provide flexibility we are continuing to establish and promote frameworks for efficient operation.



An example of the desk booking system currently implemented in the Dickson and London Circuit offices.



Supporting use of activity-based work environments through digital wayfinding

Digital wayfinding capability has enabled efficient staff use of activity-based work environments in the 220 London Circuit and 420 Northbourne Avenue offices.

This technology is a form of digital signage that helps people to orient themselves within an environment, and supports a collaborative culture that has been fundamental to embedding flexible work practices into our workplace over 2021–22.

Wayfinding has been integrated to Outlook and meeting room technology. It allows staff to book desks, see where their team members are and plan their day accordingly. Digital wayfinding also facilitates planning and ensures that our buildings are not overused or underused. Over the past year, it has supported the management of COVID-19 restrictions – for example, by limiting the availability of desks during heightened risk periods. We expect the technology will continue to inform data-driven decisions about our property management.

In the later stages we will be expanding the capability of wayfinding to include, for example, real-time tracking of ICT assets to enable location finding of colleagues, and reporting on space and meeting room use.

The introduction of wayfinding technology is an example of how tools can support staff to maximise the benefits of a flexible work environment.

Increasing online service delivery to support flexible work

The ACT Long Service Leave Authority was able to demonstrate agility and innovation in responding to the health emergency declaration in August 2021 in transferring all services and client interactions to online and continuing with flexible working arrangements for staff post lockdown, ensuring minimal impact to services and clients.

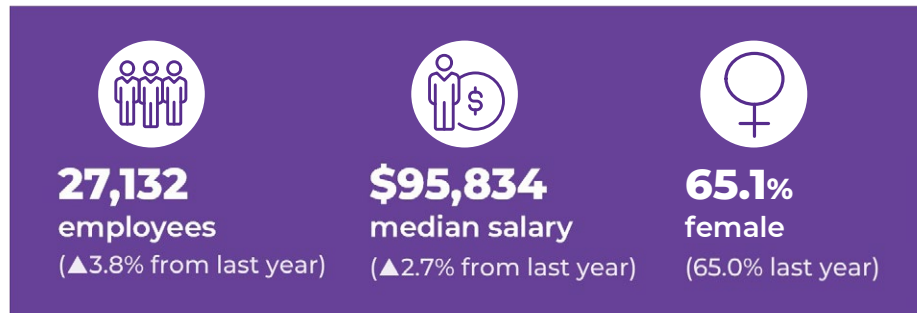
Although the Authority had already adopted flexible working arrangements before the ACT lockdown in August 2021, in response to the public health situation all staff commenced fully working from home from 12 August. Authority staff demonstrated resilience, collaboration and flexibility in seamlessly adapting to their changed operating environment and building on and implementing lessons learned from earlier in the pandemic.

As COVID-19 restrictions eased, staff moved to a hybrid working environment, continuing to provide support and assistance to each other and stakeholders. Authority staff demonstrated a keen sense of community during this period and have actively engaged in identifying continuous improvements to business processes and practices, such as modifying and streamlining approval processes for entitlement applications, and they have readily adopted all public health measures, aimed at keeping each other and visitors to the Authority as safe as possible.



8. Workforce profile

Who we are



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

Of all our staff, 65.1% identify as female, 34.8% identify as male, and 0.1% identify as non-binary.⁸ The ACTPS continues to develop inclusive reporting mechanisms to recognise our diverse staff. We believe it is important to encourage an inclusive culture by recognising and showcasing the contributions of all our staff.

⁸ Non-binary is used respectfully as an umbrella term to describe gender identities that are not exclusively male or female.

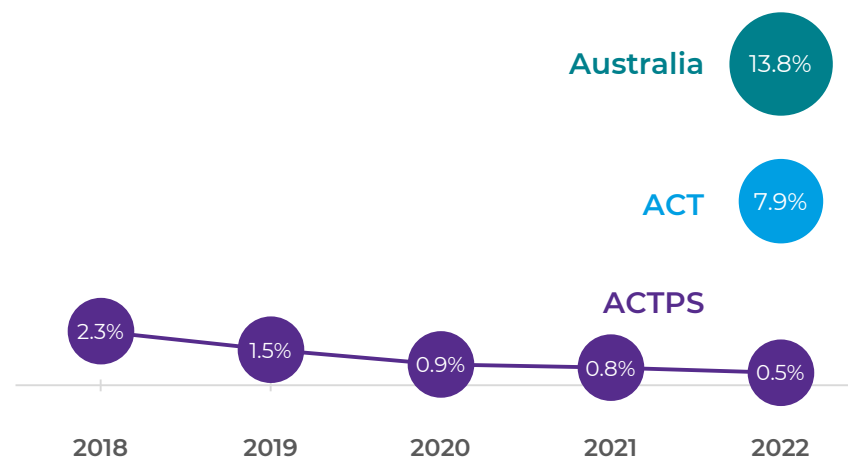
Our foundation for inclusion

The ACTPS continues to focus on growing workforce diversity across the service. We are looking to leverage our current high rates of diversity through targeted and strategic work programs that support diversity and inclusion across the workforce.

Gender pay gap

As at June 2022, the ACTPS gender pay gap had reduced to a record low 0.5%. Figure 8.1 shows the steady decrease in the gender pay gap since 2018, and a favourable comparison with the ACT and Australian labour forces in 2022.

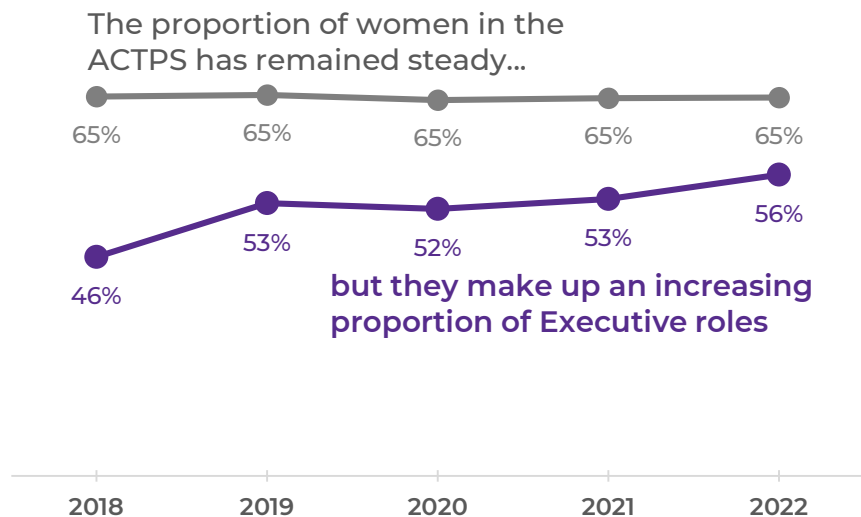
Figure 8.1: Gender pay gap in the ACTPS from 2018 to 2022, and comparison of the pay gap between the ACTPS and the Australian and ACT labour forces in 2022





We have seen increased representation of women in our executive, with women now comprising 55.9% of the ACTPS SES (see Figure 8.2).

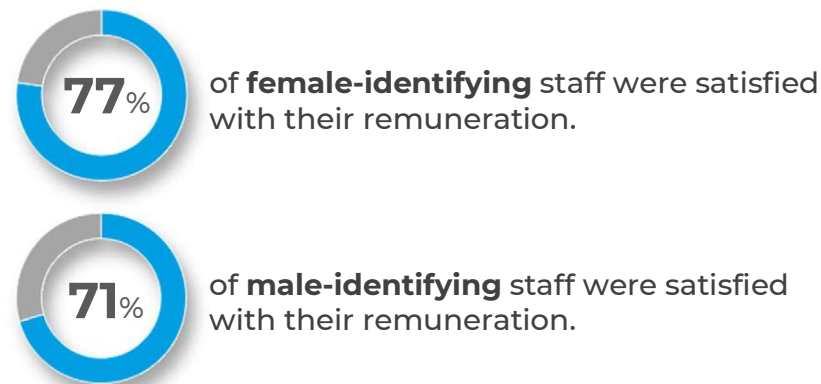
Figure 8.2: Proportion of women in the ACTPS and Executive roles, 2018–2022



Our employment framework has many features that support our staff to balance their work and personal commitments. The pilot 2021 ACTPS Employee Survey showed that staff identifying as female are more satisfied with remuneration than their male-identifying counterparts. As we continue to embed flexible work, we expect that the increased flexibility will support women who currently choose to work part-time hours to balance their commitments. We may find that increased flexibility enables women to increase their hours. We also expect that more men may choose to work part time. Our employment framework already provides a foundation for equal pay, and the evolution of our leave provisions, including parental leave, domestic violence leave and gender reassignment leave, is supporting the removal of barriers to further reducing a gendered pay gap. As we continue to embed flexibility

in our ways of working we expect to see further narrowing of the overall gender pay gap.

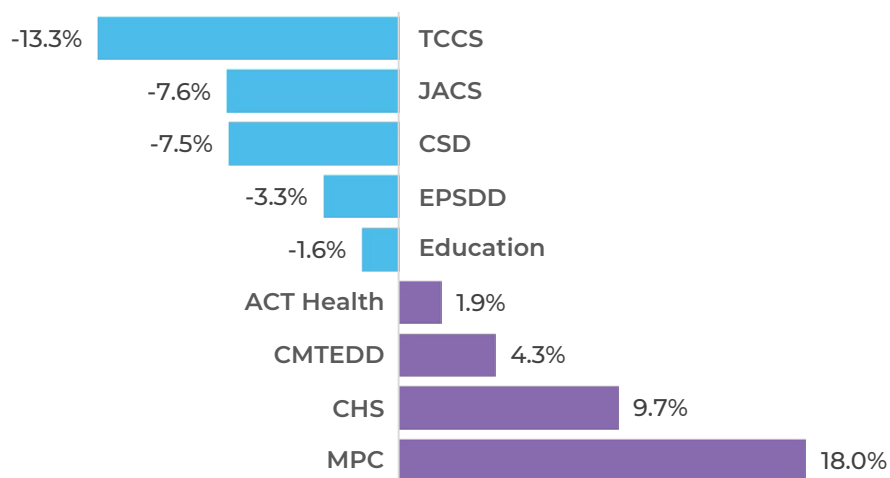
The pilot 2021 ACTPS Employee Survey found that:



The gender pay gap still differs between directorates, as highlighted in Figure 8.3. To ensure our service remains progressive and inclusive, the ACTPS Workforce Gender Equity Strategy is being developed. The strategy will require that public service entities have gender action plans, including a requirement for larger entities to report on these action plans. Further, existing directorate funding will be used to deliver on a range of ACTPS programs, including scoping a new internship for women in male-dominated roles, and free gender awareness and appropriate workplace behaviour e-learning.



Figure 8.3: Gender pay gap by directorate, June 2022



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

Gender equity for women in the construction industry

Major Projects Canberra will encourage tendering parties to engage with or continue to support female tradespeople through ongoing employment within the ACT.

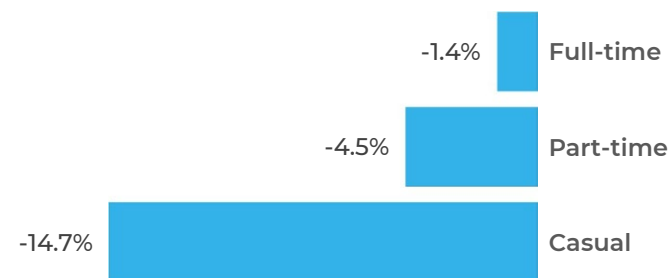
Under the ACT Government ACT Women's Plan 2016–26, and in conjunction with the Education Directorate, the Strathnairn Primary School Project has been selected as a major capital project to be led by an all-female project management team within Major Projects Canberra. Tenderers for the project will have an all-female site management team and demonstrate female participation in each trade subcontract, design and construction.

While the gender pay gap in the ACTPS has continued to decrease overall, the gap has differed between directorates, and across diversity groups and employment status (see Figures 8.3 to 8.5). See Table A.8 in Appendix A for gender pay gap across classifications.

Figure 8.4: Gender pay gap by diversity group, June 2022



Figure 8.5: Gender pay gap by employment status, June 2022





Aboriginal and Torres Strait Islander employees



551 employees
(▲6.6% from last year)



\$89,297
median salary
(ACTPS: \$95,834)



76% positive
job satisfaction*
(ACTPS: 76%)

* From the pilot 2021 ACTPS Employee Survey.

As at June 2022, 551 Aboriginal and Torres Strait Islander people were employed in the ACTPS. This is an increase of 6.6% from the previous year, and represents 2.0% of the total ACTPS workforce. This proportion has been steady over the past 3 years. The recruitment rate for Aboriginal and Torres Strait Islander employees was 15.2%, and the separation rate was 10.1%.

The ACTPS is committed to supporting and improving the representation of Aboriginal and Torres Strait Islander people in our workforce. In the reporting year, we committed to a new target for Aboriginal and Torres Strait Islander employment, increasing to 3% (up from 2%) of the ACTPS workforce by 2026.

Improving the representation of Aboriginal and Torres Strait Islander people at all levels across the service is vital to building a workforce that reflects the community we serve. It also provides visible role models for emerging Aboriginal and Torres Strait Islander leaders. The focus of recent years on the attraction and retention of Aboriginal and Torres Strait Islander staff has expanded to encompass targeted leadership and

development initiatives to support Aboriginal and Torres Strait Islander employees grow their careers in the ACTPS. Currently, 2.3% of senior executives in the ACTPS identify as being Aboriginal or Torres Strait Islander, which has increased from 1.6% the previous year. The proportion of Aboriginal and Torres Strait Islander people in senior officer positions remained steady at 1.8%. During 2021–22, 23 Aboriginal and Torres Strait Islander employees were awarded central funding to undertake programs designed to assist in their career development and mobility.

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

To support enhanced cultural awareness, during 2021–22, the ACTPS provided all staff with free access to SBS e-learning resources on Aboriginal and Torres Strait Islander cultural awareness and core inclusion training, including unconscious bias.

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

In the reporting year, directorates progressed work to develop, refresh or finalise reconciliation action plans and similar strategic documents, including Canberra Health Services, the Community Services Directorate, the Education Directorate, the Justice and Community Safety Directorate, and Major Projects Canberra. The Transport Canberra and City Services Directorate is developing its third reconciliation action plan, having completed its previous stretch reconciliation action plan with 80% of stretch deliverables achieved.



Some highlights from directorate activities are shared below:

Justice and Community Safety Directorate

- ▶ The Justice and Community Safety Directorate established an ‘Elder in Residence’ position as part of the Reconciliation Action Plan Committee. This position is remunerated in recognition of significant cultural contribution to the reconciliation journey.
- ▶ The ‘Happy to Yarn’ group was established as a safe place to learn, share and connect through culture. First Nations members are available for non-indigenous staff to ask questions, including hard questions, and learn about culture.
- ▶ The directorate facilitated the delivery of the Engoori (Deficit Discourse) pilot program through MurriMatters, which aims to improve cultural awareness and capability by resetting relationships and ways of communicating throughout the directorate, with a focus on dealing with complex organisational and intercultural challenges.
- ▶ The directorate participated in the 2022 Indigenous Leadership summit.
- ▶ Staff participated in the Coolamon Advisors’ talent management program, ‘Walking in Two Worlds’, which provided a culturally appropriate professional development experience to Aboriginal and Torres Strait Islander employees. The training was well received by participants with many noting the unique approach supported them to be proud of their culture and confident to include their identity in their role as a public servant.



Staff members participating in the First Australians Tour at the National Museum of Australia as part of the Chief Minister, Treasury and Economic Development Directorate’s NAIDOC Week celebrations.



Chief Minister, Treasury and Economic Development Directorate

- ▶ The Chief Minister, Treasury and Economic Development Directorate has committed to supporting the revitalisation and re-engagement of Ngunnawal language. The directorate, in consultation with the United Ngunnawal Elders Council and the ACT Aboriginal and Torres Strait Islander Elected Body, is working directly with the Ngunnawal Language Community Group to assist with recording Ngunnawal language for publication, to promote and preserve it for future generations.
- ▶ Acknowledgment of Country cards were distributed to directorate staff, designed to be worn alongside the staff pass.

Cultural Facilities Corporation

- ▶ The Cultural Facilities Corporation ensures cultural diversity is part of regular programming, including exhibitions, theatre presentations and programming featuring Aboriginal and Torres Strait Islander People. In 2021–22, the Canberra Theatre hosted the Reconciliation Day Eve concert, and staged *I liked it but . . .* by Wiradjuri artist Joel Bray, based on Wiradjuri corroborees and storytelling, as well as continuing to develop its longstanding relationship with Bangarra Dance Theatre.
- ▶ ACT Historic Places developed and ran new bush tucker public programs with First Nations educator Adam Shipp, and provided children’s workshops by Larry Brandy on *Aboriginal Storytelling* and the First Nations Arts Workshop ‘Dreamtime by the River’.



Transport Canberra and City Services Directorate

- ▶ The Transport Canberra and City Services Directorate created a new Senior Cultural Advisor, which is an identified Aboriginal or Torres Strait Islander position. Rather than individually driving diversity and inclusion efforts, the position will support areas across the directorate to develop cultural integrity and inclusive practices through their business as usual.
- ▶ An Aboriginal and Torres Strait Islander talent register and a Cultural Integrity Framework were developed. These initiatives seek to attract talent and ensure they are recognised and supported by the directorate.

The light rail was ‘wrapped’ to celebrate NAIDOC Week with artwork by Ryhia Dank, a young Gudanji/Wakaja artist from the Northern Territory.





Employees with disability



787 employees
(▲3.2% from last year)



\$95,595
median salary
(ACTPS: \$95,834)



68% positive
job satisfaction*
(ACTPS: 76%)

* From the pilot 2021 ACTPS Employee Survey.

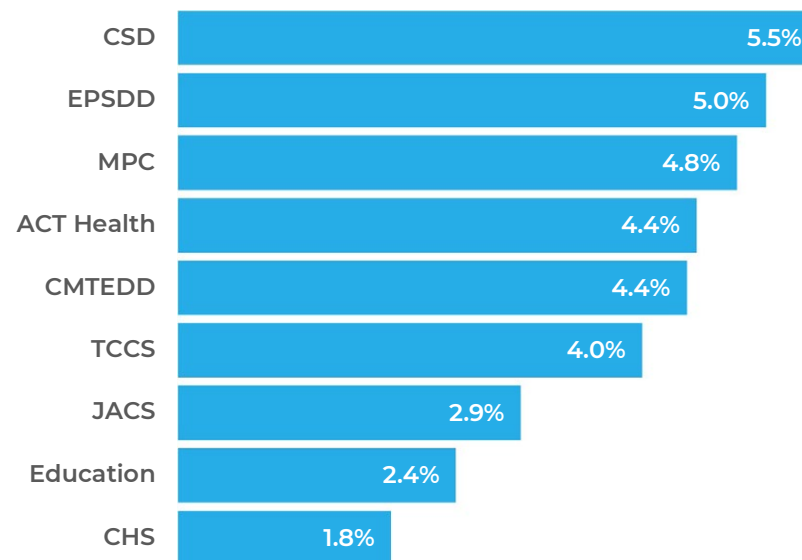
As at June 2022, 2.9% of ACTPS employees (787 staff) identified as having disability. This rate has been steady over the past 3 years. The recruitment rate for people with disability in this reporting year was 13.0% and the separation rate was 13.6%.

Representation of people with disability in leadership is higher than the ACTPS average: 6.1% of executives and 4.2% of senior officers in the ACTPS identify as having disability.

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

The ACTPS is committed to making a positive difference in the lives of people with disability and their families through providing genuine employment to people with disability. In the reporting year, we committed to a new employment target for people with disability, increasing to 5% (up from 3.1%) of the ACTPS workforce by 2026.

Figure 8.6: Proportion of employees who identify as having disability, by directorate, 2022



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

Various directorates have networks and forums in place to share strategies and influence change. The **Chief Minister, Treasury and Economic Development Directorate** has a staff network for people with disability. The network meets regularly to discuss a range of topics and provide peer support. The **Transport Canberra and City Services Directorate** has an active Disability and Carers Network, which has been raising awareness and investigating accreditation to become a disability-confident recruiter through Disability Australia. The **ACT Health Directorate** established the People with Disability Staff Network this reporting period, as an initial step towards developing a People with Disability Inclusion Framework and Workforce Inclusion Plan. Several of



the abovementioned networks organise initiatives to celebrate International Day of People with Disability. Days such as these are an important opportunity to acknowledge the contribution of staff with disability, and to raise awareness of and contribute to the dialogue around inclusion. Here's how some directorates celebrated:

- ▶ The **Education Directorate** hosted a panel discussion led by the directorate's Executive Sponsor and co-chairs of the Disability Advocacy Network to recognise and celebrate the contribution of our employees and students with disability for International Day of People with Disability.
- ▶ The **Transport Canberra and City Services Directorate** ran a virtual morning tea, hosted by the Disability and Carers Executive Sponsor, and screened a film from the 'Focus on Ability' Film Festival which was later discussed by participants.
- ▶ The **Justice and Community Safety Directorate** hosted a panel event celebrating World Sight Day and White Cane Day 2021 where guest speakers with lived experience shared their stories and solutions to improving workplace accessibility and equity in employment.

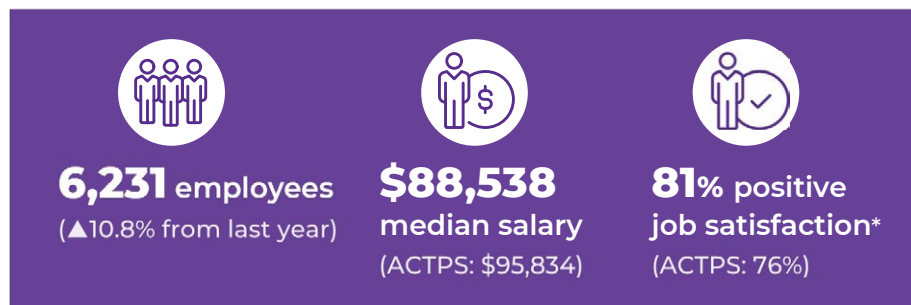
In addition, several directorates reported achievements in respect to disability inclusion:

- ▶ **Canberra Health Services:** Over 2021–22, Canberra Health Services developed a Disability Action and Inclusion Plan, with the support of the Australian Network on Disability and ACT Disability Reference Group. The development process included completing a disability needs assessment and extensive consultation with Canberra Health Services staff, the ACT community and non-government organisations to inform the content of the Disability Action and Inclusion Plan. The draft plan has been through consultation and finalised, and will be officially launched in late 2022.

- ▶ **Community Services Directorate:** Across the reporting period, the Community Services Directorate incorporated an inclusion statement in all advertised vacancies. The statement encourages applicants with disability to apply and reinforces the directorate's position as an employer where all people are respected and valued. Adjustments required to support individual applicants through the recruitment process are accommodated where possible. The directorate has also begun drafting an implementation of its disability plan.
- ▶ **Education Directorate:** Under its Disability Action Plan (launched in 2019), this reporting period the Education Directorate introduced the Disability Advocacy Network intranet page as a central point of reference for staff and managers for information, policy and guidelines, and opportunities available. It also engaged 'Let's Talk Disability' to deliver a session to directorate staff and senior executives on engaging in more inclusive practices that support equitable participation in the workplace.
- ▶ **Justice and Community Safety Directorate:** A focus area for the directorate under the 'Our Abilities' Employment Action Plan was to connect with disability organisations to gain a deeper understanding of visible and non-visible disability and the barriers faced in recruitment and employment. The Justice and Community Safety Directorate engaged with disability specialist employment organisation 'Employ for Ability' to undertake a targeted recruitment strategy and supported employment arrangement. Several autism and neurodiversity awareness sessions delivered during the year invited staff to build their understanding of neurodiversity, exploring the theme of equity in employment and what it means to create an accessible workplace. As a result of these engagements, the directorate has learnt to challenge existing processes to increase accessibility and nurture a more inclusive workplace culture.



Employees who identify as culturally and linguistically diverse

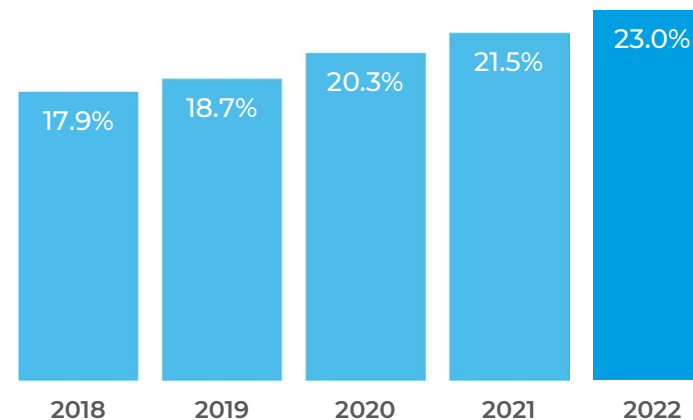


* From the pilot 2021 ACTPS Employee Survey.

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

As at June 2022, employees who identify as culturally and linguistically diverse made up 23% of the ACTPS workforce. This percentage has been steadily increasing over time (see Figure 8.7). The recruitment rate for people identifying as culturally and linguistically diverse in this reporting year was 15.5%, and the separation rate was 10.9%.

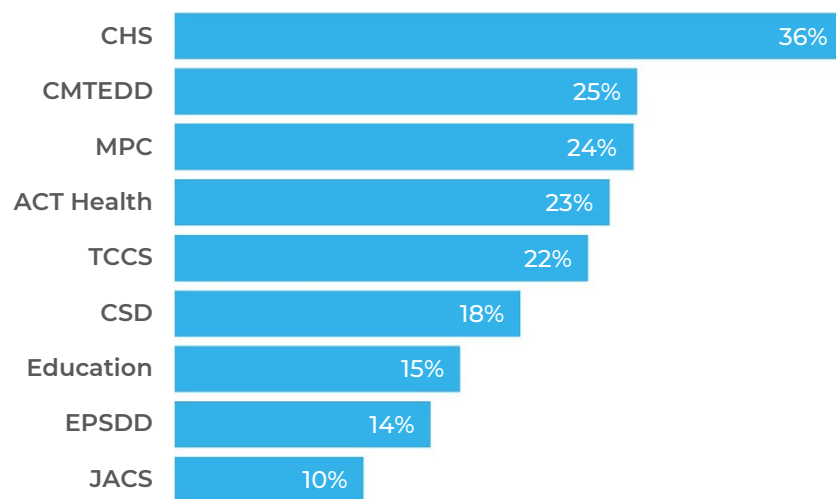
Figure 8.7: Proportion of employees who identify as culturally and linguistically diverse, 2018–2022



Canberra Health Services continues to have the highest percentage of employees who identify as culturally and linguistically diverse, followed by the Chief Minister, Treasury and Economic Development Directorate, as shown in Figure 8.8.



Figure 8.8: Proportion of employees who identify as culturally and linguistically diverse, by directorate, 2022



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

Directorates continue to acknowledge culturally and linguistically diverse staff through celebrations such as annual cultural days and festivals – for example, this year various directorates celebrated Harmony Week through sharing diverse cuisine from around the globe. In addition to the strategies that directorates have in place to recognise and celebrate diversity, inclusion and belonging, other initiatives to specifically support culturally and linguistically diverse staff this year include the following:

- ▶ The **Education Directorate** established a Culturally and Linguistically Diverse Staff Network (CALD Network) to provide staff with a forum to meet and discuss issues, share experiences, and celebrate the diversity of cultures within the directorate.

The directorate's Diversity and Inclusion team worked closely with the School Cleaning Services team to establish a working group to commence planning for the CALD Network. The 2 teams also worked together to translate several key employment documents to ensure that staff whose first language is not English can better understand their rights and obligations as an ACT public servant.

- ▶ The **Environment, Planning and Sustainable Development Directorate** established its Multicultural Network, which met several times during 2021–22, with membership comprising people who were born or lived for a considerable time overseas, people who migrated to Australia or people who live in bilingual or multilingual families. The network aims to provide support to these staff and to drive the initiatives set out in the Inclusion and Belonging Strategy.
- ▶ As part of the review of its Communications Strategy, the **Transport Canberra and City Services Directorate** acknowledged its significant culturally and linguistically diverse workforce and the importance of communicating effectively. The strategy promotes accessible messaging and provides tips on how to be inclusive of people from culturally and linguistically diverse backgrounds.



LGBTIQA+ employees

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

Since 2019, our human resources system has been modified to facilitate the collection of data for new employees, which includes LGBTIQA+ status. This will better position the ACTPS to support LGBTIQA+ employees moving forward. Employees can, and are encouraged to, update their diversity details in our human resources system, but it is not mandatory, and current numbers are likely to be under-representative. Since the collection of this data, there has been a steady increase from 0.5% to 1.7% of the ACTPS identifying as LGBTIQA+. The pilot 2021 ACTPS Employee Survey showed 5% of respondents identified as LGBTIQA+.

Canberra Health Services

- ▶ The Ally Network was established in June 2021 to support LGBTIQA+ staff and clients at Canberra Health Services. It was subsequently revised based on member feedback. In response, a Pride Network is now in place. This is a peer-led group to create an inclusive, welcoming and safe space for all LGBTIQA+ employees and customers. Terms of reference for the Pride Network will be confirmed in 2022 and Canberra Health Services is planning a launch for Wear it Purple Day 2022.
- ▶ The Canberra Health Services Workplace Culture Survey revised the demographic categories to include gender diversity identifiers. This acknowledged the importance of gender diversity for Canberra Health Services employees and supported increased visibility of gender diversity within our organisation.



Environment, Planning and Sustainable Development Directorate

- ▶ The Environment, Planning and Sustainable Development Directorate's Pride Network met 3 times during 2021–22, with membership comprising people who identify as LGBTIQ+ and allies. The network aims to provide support to these members of our workforce and to drive the initiatives set out in the Inclusion and Belonging Strategy.
- ▶ As part of the Inclusion and Employee Engagement Flagship program during 2021–22, the directorate acknowledged and celebrated International Day Against Homophobia, Biphobia, Interphobia and Transphobia (IDAHOBIT). Several initiatives and awareness programs were initiated throughout the year, including International Pronouns Day and Wear it Purple Day activities.
- ▶ The directorate promoted IDAHOBIT by raising awareness of this year's theme, 'Our Bodies, Our Lives, Our Rights'. Staff were invited to wear bright colours and catch the light rail into Canberra's Civic Square to attend a special Rainbow Flag Raising Ceremony hosted by MLA Chris Steel. The directorate also partnered with the Transport Canberra and City Services Directorate to facilitate a live discussion with investigative journalist Simon Cunich regarding his report, *The Greatest Menace: Inside the Gay Prison Experiment*.





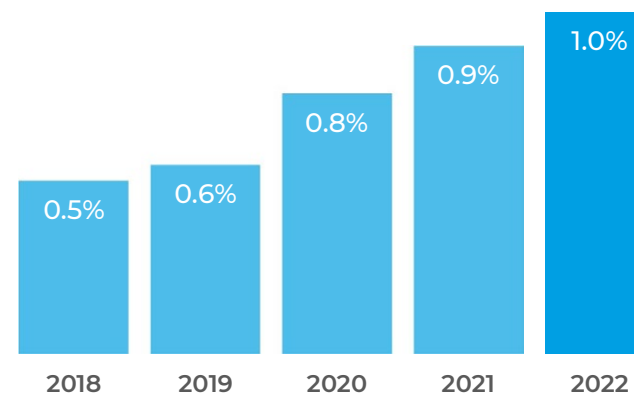
Veterans

The ACTPS continues to strive to be a leader in the recruitment and retention of veterans and their spouses as part of our Veterans' Employment Strategy. The strategy aligns with the broader focus of the ACTPS to build a diverse, agile, responsive and innovative public service that delivers the ACT Government's priorities and provides effective services for the ACT community. The ACTPS hosts a veterans' employment website with several resources aimed at Australian Defence Force members, veterans and their family members as well as ACTPS employees.

During the year, the ACTPS expanded its network of Veterans' Employment Executive Champions to 5 organisations: the ACT Health Directorate, the Chief Minister, Treasury and Economic Development Directorate, Emergency Services (within the Justice and Community Safety Directorate), the Community Services Directorate, and the Transport Canberra and City Services Directorate. We also continued our representation at Australian Defence Force transition seminars, where we engaged with around 60 Australian Defence Force personnel in May 2022.

We have seen the numbers of veterans employed in the ACTPS increase to 278. The proportion of employees identifying as veterans has doubled over the past 5 years (see Figure 8.9), correlating with the implementation of strategies to attract and retain veterans in the ACTPS.

Figure 8.9: Proportion of employees who identify as veterans, 2018–2022



In May 2022, the ACTPS was awarded a **Soldier On Gold Pledge partnership**. This signals our support for current and ex-serving personnel and their families by creating veteran-friendly workplaces and embracing the lived experience and skills of veterans and their families. Through our work in veterans' employment in the ACTPS, we support veterans and their immediate family members to achieve successful transitions to civilian life.



Appendix A: Workforce profile data

Directorate tables

Table A.1: Proportion of females and diversity groups, by directorate, June 2022

Directorate	Total headcount	Females	Culturally and linguistically diverse	People with disability	Aboriginal and Torres Strait Islander peoples
ACT Health Directorate	1,059	65%	23%	4%	2%
Canberra Health Services	8,228	75%	36%	2%	1%
Chief Minister, Treasury and Economic Development Directorate	2,777	54%	25%	4%	2%
<i>ACT Insurance Authority*</i>	28	79%	21%	11%	n/a
Community Services Directorate	1,131	74%	18%	5%	5%
Education Directorate	8,451	74%	15%	2%	2%
Environment, Planning and Sustainable Development Directorate	735	53%	14%	5%	4%
Justice and Community Safety Directorate	2,249	49%	10%	3%	3%
Major Projects Canberra	209	48%	24%	5%	1%
Transport Canberra and City Services Directorate	2,265	26%	22%	4%	3%
All ACTPS	27,132	65%	23%	3%	2%

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

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



Table A.2: Average salary of females and diversity groups, 2017–2022

Year	ACTPS average	Females	Culturally and linguistically diverse	People with disability	Aboriginal and Torres Strait Islander peoples
2017	\$90,124	\$89,221	\$86,150	\$89,960	\$79,905
2018	\$91,046	\$90,300	\$87,199	\$91,174	\$82,798
2019	\$94,406	\$93,911	\$90,465	\$95,276	\$85,657
2020	\$97,347	\$97,048	\$90,921	\$97,700	\$87,530
2021	\$100,354	\$100,097	\$93,198	\$100,556	\$92,353
2022	\$103,188	\$103,004	\$94,632	\$102,927	\$95,439

Table A.3: Full-time equivalent (FTE) and headcount by gender, June 2022

	Female	Male	Intersex/ indeterminate/ other	ACTPS
FTE	15,153	8,587	23	23,763
Headcount	17,660	9,448	24	27,132

Table A.4: Headcount by age group, gender and average length of service, June 2022

Age range	Female	Average length of service (years) – female	Male	Average length of service (years) – male
Less than 20 years old	120	0.9	105	0.9
20–29 years old	3,286	2.5	1,489	2.5
30–39 years old	5,077	6.0	2,610	5.3
40–49 years old	4,275	9.7	2,331	9.2
50–59 years old	3,486	12.8	1,925	12.7
60–69 years old	1,295	15.6	872	15.5
70+ years old	121	16.7	116	17.2
All ACTPS	17,660	8.4	9,448	8.6



Table A.5: FTE staff by employment type, by directorate, June 2022

Directorate	Permanent	Temporary	Casual	Total
ACT Health Directorate	701.2	275.3	11.7	988.2
Canberra Health Services	5,378.0	1,446.9	284.6	7,109.4
Chief Minister, Treasury and Economic Development Directorate	2,286.9	366.9	9.4	2,663.2
<i>ACT Insurance Authority*</i>	23.5	3.9	n/a	27.4
Community Services Directorate	867.8	192.6	5.6	1,066.0
Education Directorate	5,252.3	1,166.5	373.5	6,792.3
Environment, Planning and Sustainable Development Directorate	584.0	115.0	2.5	701.5
Justice and Community Safety Directorate	1,872.9	261.0	15.2	2,149.1
Major Projects Canberra	162.9	42.8	n/a	205.7
Transport Canberra and City Services Directorate	1,845.2	180.0	34.8	2,060.1
All ACTPS	18,974.8	4,050.8	737.3	23,762.9

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

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

*Table A.6: Headcount by employment type, status and gender, by directorate, June 2022*

	ACTHD	CHS	CMTEDD	ACTIA*	CSD	Education	EPSDD	JACS	MPC	TCCS
Permanent full time – male	251	1,060	1,043	5	216	1,104	274	977	78	1,202
Permanent full time – female	383	2,681	1,101	18	555	2,755	244	782	81	409
Permanent part time – male	5	299	32	n/a	14	242	12	43	n/a	248
Permanent part time – female	85	2,020	181	n/a	119	1,729	75	131	5	111
Temporary full time – male	94	474	176	n/a	40	152	52	100	29	129
Temporary full time – female	164	754	186	2	140	257	58	150	13	51
Temporary part time – male	2	72	8	n/a	8	371	n/a	4	n/a	n/a
Temporary part time – female	32	296	24	n/a	19	764	10	20	n/a	4
Casual – male	20	168	13	n/a	7	303	2	20	n/a	94
Casual – female	22	399	9	n/a	9	770	4	20	n/a	15

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

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

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



Table A.7: FTE, headcount and demographics, by directorate, June 2022

	ACTHD	CHS	CMTEDD	ACTIA*	CSD	Education	EPSDD	JACS	MPC	TCCS	All ACTPS
FTE total	988.2	7,109.4	2,663.2	27.4	1,066.0	6,792.3	701.5	2,149.1	205.7	2,060.1	23,762.9
FTE permanent	701.2	5,378.0	2,286.9	23.5	867.8	5,252.3	584.0	1,872.9	162.9	1,845.2	18,974.8
FTE temporary	275.3	1,446.9	366.9	3.9	192.6	1,166.5	115.0	261.0	42.8	180.0	4,050.8
FTE – casual	11.65	284.58	9.36	n/a	5.6	373.5	2.54	15.21	n/a	34.82	737.26
Headcount total	1,059	8,228	2,777	28	1,131	8,451	735	2,249	209	2,265	27,132
Headcount permanent	725	6,063	2,360	24	907	5,832	607	1,935	165	1,970	20,588
Headcount temporary	292	1,597	395	4	208	1,545	122	274	44	186	4,667
Headcount casual	42	568	22	n/a	16	1,074	6	40	n/a	109	1,877
Age (average)	41.3	40.9	41.8	42.4	42.5	42.2	42.4	42.1	44.5	47.4	42.2
Length of service (average)	7.2	7.6	7.9	5.7	7.6	9.2	8.4	8.6	7.2	9.5	8.4
Aboriginal and Torres Strait Islander peoples headcount	21	98	59	n/a	57	153	29	68	3	63	551
Aboriginal and Torres Strait Islander peoples FTE	21.0	85.3	52.5	n/a	53.5	130.7	25.7	66.6	3.0	59.7	498.0
People with disability headcount	47	150	121	3	62	201	37	66	10	90	787
People with disability FTE	42.8	124.8	115.0	3.0	57.8	165.7	32.8	64.1	10.0	82.9	698.9
Culturally and linguistically diverse headcount	245	2,931	683	6	208	1,283	100	226	51	498	6,231
Culturally and linguistically diverse FTE	230.9	2,576.2	664.3	6.0	198.1	999.4	96.9	218.7	51.0	441.9	5,483.3
Female headcount	686	6,150	1,501	22	842	6,275	391	1,103	100	590	17,660
Female FTE	632.9	5,244.3	1,420.3	21.4	794.2	4,997.9	363.0	1,040.0	98.8	539.7	15,152.6

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

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

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



Table A.8: Gender headcount and proportion, and gender pay gap, by classification group, June 2022

Classification group	Female headcount	Male headcount	Female (%)	Male (%)	Gender pay gap
Administrative Officers	5,076	1,864	73.1%	26.9%	0.2%
Ambulance Officers	125	142	46.8%	53.2%	8.4%
Ambulance Support Officers	30	16	65.2%	34.8%	8.4%
Bus Operators	96	806	10.6%	89.4%	0.2%
Correctional Officers	71	185	27.7%	72.3%	2.1%
Dentists/Dental Officers	11	5	68.8%	31.3%	-10.7%
Disability Officers	0	1	0.0%	100.0%	100.0%
Executives	174	137	55.9%	44.1%	0.1%
Fire and Rescue Officers	22	373	5.6%	94.4%	6.4%
General Service Officers	502	1,247	28.7%	71.3%	15.2%
Health Assistants	105	20	84.0%	16.0%	-3.3%
Health Professional Officers	1,318	319	80.5%	19.5%	3.3%
Information Technology Officers	57	182	23.8%	76.2%	-0.1%
Judicial Officers	8	13	38.1%	61.9%	-2.6%
Legal Officers	94	42	69.1%	30.9%	1.2%

Classification group	Female headcount	Male headcount	Female (%)	Male (%)	Gender pay gap
Legal Support	40	17	70.2%	29.8%	0.3%
Linen Production & Maintenance	26	29	47.3%	52.7%	23.8%
Medical Officers	522	552	48.6%	51.4%	6.0%
Nurses and Midwives	3,324	539	86.0%	14.0%	-4.2%
Professional Officers	158	98	61.7%	38.3%	-13.7%
Prosecutors	32	16	66.7%	33.3%	-0.4%
Rangers	15	36	29.4%	70.6%	-4.1%
School Leaders	597	216	73.4%	26.6%	2.7%
Senior Officers	2,017	1,422	58.7%	41.3%	2.7%
Statutory Office Holders	8	5	61.5%	38.5%	25.7%
Teachers	3,014	951	76.0%	24.0%	-0.9%
Technical Officers	199	155	56.2%	43.8%	11.3%
Trainees and Apprentices	15	24	38.5%	61.5%	32.5%
Transport Officers	4	36	10.0%	90.0%	-3.0%



Table A.9: Recruitment and separation rates, by classification group, June 2022

Classification group	Recruitment rate (%)	Separation rate (%)	Classification group	Recruitment rate (%)	Separation rate (%)
Administrative Officers	18.6%	8.9%	Nurses and Midwives	14.7%	11.0%
Ambulance Officers	6.2%	11.2%	Professional Officers	16.0%	9.3%
Ambulance Support Officers	22.5%	11.2%	Prosecutors	2.1%	8.6%
Bus Operators	8.4%	6.2%	Rangers	16.0%	0.0%
Correctional Officers	9.7%	7.1%	School Leaders	0.6%	4.4%
Dentists/Dental Officers	13.1%	13.1%	Senior Officers	8.5%	8.6%
Disability Officers	0.0%	0.0%	Statutory Office Holders	0.0%	0.0%
Executives*	5.8%	7.4%	Teachers	9.1%	5.7%
Fire and Rescue Officers	8.9%	3.1%	Technical Officers	14.6%	7.5%
General Service Officers	11.5%	6.8%	Trainees and Apprentices	0.0%	0.0%
Health Assistants	8.9%	8.9%	Transport Officers	0.0%	4.4%
Health Professional Officers	12.0%	10.5%	All ACTPS[†]	11.9%	8.2%
Information Technology Officers	16.9%	6.9%			
Judicial Officers	0.0%	22.4%			
Legal Officers	11.8%	15.5%			
Legal Support	77.8%	16.4%			
Linen Production and Maintenance	24.3%	11.1%			
Medical Officers	12.1%	5.2%			

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

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



Table A.10: Recruitment and separation rates, by directorate, June 2022

Directorate	Recruitment rate (%)	Separation rate (%)
ACT Health Directorate	11.4%	7.2%
Canberra Health Services	14.1%	10.8%
Chief Minister, Treasury and Economic Development Directorate	15.2%	8.2%
<i>ACT Insurance Authority*</i>	83.4%	0.0%
Community Services Directorate	13.6%	7.8%
Education Directorate	8.5%	5.9%
Environment, Planning and Sustainable Development Directorate	9.5%	8.4%
Justice and Community Safety Directorate	12.0%	9.0%
Major Projects Canberra	14.2%	7.4%
Transport Canberra and City Services Directorate	11.4%	7.1%
All ACTPS	11.9%	8.2%

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



Public sector body tables

Table A.11: Recruitment and separation rates, by sector body, June 2022

	Recruitment rate (%)	Separation rate (%)
ACT Audit Office	25.1%	19.5%
ACT Electoral Commission	0.0%	8.4%
ACT Integrity Commission	47.6%	20.4%
ACT Teacher Quality Institute	10.7%	10.7%
Calvary Health Care ACT (Public)	20.0%	11.0%
Canberra Institute of Technology (CIT)	8.2%	8.0%
City Renewal Authority	0.0%	10.1%
Cultural Facilities Corporation	18.0%	32.0%
Independent Competition and Regulatory Commission	41.9%	41.9%
Long Service Leave Authority	17.7%	11.8%
Office of the Legislative Assembly	14.0%	5.1%
Office of the Work Health and Safety Commissioner	47.8%	14.5%
Suburban Land Agency	15.7%	4.4%



Table A.12: FTE, headcount and demographics, by sector body, June 2022

	Audit Office	Elections ACT	Integrity Commission	TQI	Calvary	CIT	City Renewal Authority	CFC	ICRC	LSLA	OLA	OWHSC	SLA
FTE – permanent	38	9	17	8	991	473	17	52	8	17	46	50	118
FTE – temporary	8	3	3	2	193	126	8	14	2	2	2	10	18
FTE – casual	n/a	n/a	n/a	2	103	39	n/a	24	n/a	n/a	5	n/a	n/a
FTE total	45	12	20	12	1287	638	25	90	10	19	53	60	136
Headcount – permanent	38	10	17	8	1141	500	18	57	9	18	48	53	122
Headcount – temporary	8	3	3	2	220	155	8	17	2	2	2	10	18
Headcount – casual	n/a	n/a	n/a	5	226	142	n/a	70	n/a	n/a	11	n/a	n/a
Headcount total	46	13	20	15	1587	797	26	144	11	20	61	63	140
Age (average)	40.5	44.4	36.4	57.1	40.2	48.1	45.6	41.0	44.3	41.5	51.5	41.5	43.4
Length of service (average years – excludes casuals)	5.7	11.0	1.4	13.9	6.4	10.8	7.0	7.4	3.7	6.9	10.2	4.4	7.6
Aboriginal and Torres Strait Islander peoples headcount	n/a	n/a	n/a	n/a	n/a	22	n/a	n/a	n/a	n/a	n/a	4	3
Aboriginal and Torres Strait Islander peoples FTE	n/a	n/a	n/a	n/a	n/a	19.82	n/a	n/a	n/a	n/a	n/a	4	3
People with disability headcount	n/a	n/a	2	n/a	n/a	26	n/a	n/a	n/a	n/a	n/a	4	5
People with disability FTE	n/a	n/a	1.59	n/a	n/a	20.6	n/a	n/a	n/a	n/a	n/a	3.8	5
Culturally and linguistically diverse headcount	21	5	n/a	n/a	n/a	157	n/a	9	5	6	n/a	10	36
Culturally and linguistically diverse FTE	21	4	n/a	n/a	n/a	123	n/a	6	5	6	n/a	9	36
Female headcount	23	9	11	11	1,221	458	12	88	4	14	37	32	69
Female FTE	22.6	8	11	8	974.7	356	11.4	56	3	14	31.61	30	67

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

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



Table A.13: Headcount by employment type, status and gender, by sector body, June 2022

	Audit Office	Elections ACT	Integrity Commission	TQI	Calvary	CIT	City Renewal Authority	CFC	ICRC	LSLA	OLA	OWHSC	SLA
Permanent full time – male	19	2	8	2	195	185	9	25	6	4	17	26	58
Permanent full time – female	18	5	8	6	438	241	7	18	n/a	12	26	22	57
Permanent part time – male	n/a	n/a	n/a	n/a	69	19	n/a	11	n/a	n/a	2	2	n/a
Permanent part time – female	n/a	3	n/a	n/a	439	55	2	3	2	n/a	3	3	7
Temporary full time – male	3	2	n/a	n/a	35	52	4	6	n/a	n/a	n/a	2	13
Temporary full time – female	4	n/a	2	n/a	101	37	3	4	n/a	n/a	n/a	7	5
Temporary part time – male	n/a	n/a	n/a	n/a	9	22	n/a	5	n/a	n/a	n/a	n/a	n/a
Temporary part time – female	n/a	n/a	n/a	n/a	75	44	n/a	2	n/a	n/a	n/a	n/a	n/a
Casual – male	n/a	n/a	n/a	n/a	58	61	n/a	41	n/a	n/a	4	n/a	n/a
Casual – female	n/a	n/a	n/a	4	168	81	n/a	29	n/a	n/a	7	n/a	n/a

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

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



Appendix B: Definitions

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

Employees – Employees include permanent, temporary and casual employees.

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

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

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

Gender pay gap – The gender pay gap measures the difference between the average earnings of women and men in the workforce as a percentage of male earnings. The average annual salary represents the FTE salary for the increment point at which an employee is being paid. It is not prorated for part-time employees and does not include allowances or other pay components.

General Service Officers – This category of employees includes tradespeople, gardeners, drivers and labourers.

Headcount and FTE – The workforce profile information is based on paid employees. Paid employees include employees on paid leave or with back pay, as at the end of the reporting year. Headcount and FTE are standard measures of staff numbers. Headcount considers each employee as one regardless of whether they work full time or part time. In contrast, FTE represents total employee numbers based on equivalent full-time hours worked. For example, an employee working standard full-time hours attracts an FTE of 1.0 whereas an employee working half the standard full-time hours attracts an FTE of 0.5. The total FTE in this example would be 1.5 whereas the headcount would be 2.

Leave – Staff can access annual leave and personal leave entitlements. Annual leave is often referred to as recreational leave. Personal leave can be taken in instances of personal illness or injury, for bereavement, or when caring for a dependant due to illness or injury. Leave can experience a time-lag in processing. Entitlements can be found in the relevant section of enterprise agreements. See the ACTPS employment portal for details:

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

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

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

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



Appendix C: ACTPS Employee Survey – Insight Papers

Following the pilot 2021 ACTPS Employee Survey, a series of Insight Papers were developed to explore the data. Insight Papers were shared across the ACTPS to enhance understanding of the employee experience across the following themes:

- ▶ Current job
- ▶ Demographics
- ▶ Diversity
- ▶ Ethics and misconduct
- ▶ Immediate supervisor
- ▶ Leadership
- ▶ Learning and development
- ▶ Mobility and career development
- ▶ Productivity and workload
- ▶ Workforce planning
- ▶ Workgroup culture

The findings from these analyses highlighted what we do well, and helped to identify areas where we can target action to improve the employee experience across the ACTPS.