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ACT
Government

STATE OF THE SERVICE REPORT 2016-17

ACT GOVERNMENT

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Head of Service

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

Dear Chief Minister

2016-17 State of the Service Report

I am pleased to submit the Annual Report for the Head of Service (which is incorporated into the 2016-17 State of the Service Report). The report provides an account of the management of the ACT Public Service during the reporting period 1 July 2016 to 30 June 2017, and focuses on the exercise of the Head of Service's statutory powers and functions under the *Public Sector Management Act 1994*.

This report has been prepared in accordance with Section 5 of the *Annual Reports (Government Agencies) Act 2004* (Annual Report Act) and in accordance with the requirements under the Annual Report Directions. It has been prepared in conformity with other legislation applicable to the preparation of the Annual Report by the Head of Service.

I certify that the information in the attached annual report and information provided for whole of government reporting, is an honest and accurate account and that all material information on the operations of the Head of Service has been included for the reporting period 1 July 2016 to 30 June 2017.

I hereby certify that fraud prevention has been managed in accordance with the *Public Sector Management Standards 2006*, Part 2.3 (see section 113 of the *Public Sector Management Standards 2016*).

Section 13 of the Annual Report Act requires that you present the report to the Legislative Assembly within 15 weeks after the end of the reporting year.

Yours sincerely

Kathy Leigh
Head of Service
October 2017

INTRODUCTION

The ACT Public Service (ACTPS) draws on our strength as a small public service covering two levels of government, to be one dynamic team – agile, responsive and innovative in delivering the ACT Government’s priorities and in delivering excellent services to the ACT community on behalf of our Ministers.

Directors-General have continued to drive the ‘One Service’ model including through the ACTPS Strategic Board. Mobility, particularly at senior levels, both temporary and long-term has reinforced this whole of service approach.

2016-17 saw the restructure of key agencies to support the Chief Minister to deliver the ACT Government’s priorities. On 1 July 2016 the amalgamation of the Territory and Municipal Services Directorate with the Capital Metro Agency created the Transport Canberra and City Services Directorate. The new directorate takes advantage of the opportunity to co-design the light rail and bus service networks to complement road infrastructure, walking and cycling opportunities. This strategic consolidation of transport services will support the delivery of a fully integrated public transport network when light rail commences operation in 2018.

Legislative and policy reform during 2016-17 culminated in establishment of the City Renewal Authority and the Suburban Land Agency (taking effect on 1 July 2017). The creation of these two bodies supports the Government’s economic growth and diversification agenda by allowing a focus on the renewal of the city centre, whilst also ensuring a separate body is focussed on our new and existing suburbs. The *City Renewal Authority and Suburban Land Agency Act 2017* established a framework for the new agencies including: clear roles and responsibilities; robust governance arrangements; engagement, consultation and collaboration with stakeholders; social inclusion; and affordable housing.

This large scale restructuring of the delivery of frontline services has been supported and shaped by workforce engagement and legislative reform. Major changes to the *Public Sector Management Act 1994* (PSM Act) gave effect to the most comprehensive public sector legislative reform in over 20 years. These reforms reinforce the ‘One Service’ model, promoting a whole of government focus, cooperation, collegiality and mobility across the ACTPS and embedding the ACTPS Values and Signature Behaviours into legislation.

Strengthening the capability of the workforce was also a key focus during 2016-17. New tools were made available to directorates through the ACTPS Employment Portal to encourage and support strategic workforce planning across the ACTPS. The ADAPT (Align, Design, Analyse, Program and Transform) Strategic Workforce Planning Toolkit (ADAPT Toolkit) was piloted in a number of work areas. The ADAPT Toolkit assists directorates to align people planning activities with strategic business objectives, supporting work areas to deliver effective outcomes while responding dynamically to increasingly changing working environments.

During 2016-17 the ACTPS promoted flexible work practices and trialled innovative workspaces through the introduction of Activity Based Working for staff in Nara House in Civic and Access Canberra staff at the Cosmopolitan Building in Woden. Each trial is being used as an opportunity to tailor and improve how we organise our working environments using mobile technologies and business process improvements to be as ‘paper light’ as possible, as well as to deliver services and respond to community expectations in an environmentally sustainable manner.

Importantly, in 2016-17 the ACTPS strengthened its commitment to support Equity and Diversity in the workforce, with initiatives to support Aboriginal and Torres Strait Islander Peoples, People with Disability and Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ) staff. The ACT Government has made a commitment to Canberra being the most welcoming city in Australia for LGBTIQ people. In support of this commitment, the ACTPS has promoted LGBTIQ workplace inclusion training and has actively participated in Pride in Diversity, a not-for-profit employer support program.

In order for the ACTPS to deliver effective services to the ACT community, it is important that the ACTPS workforce is reflective of the community we serve. To attract, support and retain Aboriginal and Torres Strait Islander Peoples and People with Disability, several programs, projects and initiatives were implemented during 2016-17. In February 2017 the second ACTPS Aboriginal and Torres Strait Islander Traineeship Program commenced, and the ACTPS Inclusion Traineeship Program (Inclusion Traineeship) was introduced for People with Disability. Significant preparatory work has been undertaken to implement an ACTPS Aboriginal and Torres Strait Islander Employee network, Disability internships through the Australian Network on Disability and Australia School based Apprenticeships all of which will be piloted in 2017-18.

As a testament to the positive reputation of our small but dynamic service, the ACTPS Graduate Program continues to attract record numbers of applicants. After a review in 2015, the ACTPS Graduate Program recruitment has been streamlined and training and development and graduate support networks strengthened. In 2017 we implemented a new learning and development program focused on building practical skills to support graduates' development and transition into the ACTPS.

Our growth and maturity as a progressive and innovative public service was reflected in the 2017 Institute of Public Administration Australia Awards. Several ACTPS employees were nominated across multiple categories. The Energy Markets and Renewables team in the Environment, Planning and Sustainable Development Directorate won the 'Innovative Solutions' award for delivering Australia's first renewable energy reverse auctions. The team demonstrated what is possible when an agile, committed group of people think innovatively to find ways to address issues and deliver government priorities.

Our commitment to innovation and transformation continues to be recognised as cutting edge with regular requests for ACTPS participation in and delivery of keynote addresses at national forums. Internationally, one of our colleagues from the Education Directorate was invited to speak at the United Nations 55th session of the Commission for Social Development in New York in February 2017.

With these achievements, the ACTPS is in a strong position moving into 2017-18 and beyond. We strive to continue to demonstrate our ability to act as 'One Service' by working collaboratively across directorates and with the people of Canberra to achieve the Government's priorities and deliver excellent standards of service to the ACT community.

Kathy Leigh

Head of Service



HEAD OF
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ANNUAL
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2017

B. ORGANISATION OVERVIEW AND PERFORMANCE

B.1 ORGANISATIONAL OVERVIEW

HEAD OF SERVICE

Section 31 of the *Public Sector Management Act 1994* (the PSM Act), provides that the Chief Minister may engage an eligible person as the Head of Service. Under section 17 of the PSM Act the Head of Service held the following functions in relation to the leadership and management of the ACT Public Service (ACTPS) during the 2016-17 reporting period:

- > to develop, oversee the implementation of, coordinate and provide advice and reports to the Chief Minister about whole of government strategies;
- > to provide direction across the ACTPS in relation to critical or potentially critical issues;
- > to promote cooperation and collegiality within and between administrative units;
- > to promote and uphold in the ACTPS the public sector values, the public sector principles and the conduct required of a public servant, including by personal example;
- > to engage, appoint and employ people on behalf of the Territory in accordance with the merit and equity principle;
- > to organise public servants in the ACTPS;
- > to provide advice and reports to the Chief Minister about employment in the ACTPS; and
- > any other function given to the Head of Service by the Chief Minister.

In addition to powers prescribed in the PSM Act and the *Public Sector Management Standards 2016* (PSM Standards), the Head of Service holds powers and/or obligations under the:

- > *Board of Senior Secondary Studies Act 1997*;
- > *Children and Young People Act 2008*;
- > *Crimes (Sentence Administration) Act 2005*;
- > *Director of Public Prosecutions Act 1990*;
- > *Government Procurement Act 2001*;
- > *Inquiries Act 1991*;
- > *Judicial Commissions Act 1994*;
- > *Law Officers Act 2011*;
- > *Long Service Leave (Portable Schemes) Act 2009*;
- > *Planning and Development Act 2007*;
- > *Remuneration Tribunal Act 1995*;
- > *Royal Commissions Act 1991*; and
- > *Territory Records Act 2002*.

HOW THE ROLE WAS OCCUPIED DURING 2016-17

The role of the Head of Service was occupied by Ms Kathy Leigh, who also served as the Director-General of the Chief Minister, Treasury and Economic Development Directorate (CMTEDD) for the reporting period.

The role of Head of Service was occupied by Mr David Nicol, who also served as the Director-General of the CMTEDD from 1 July to 17 July 2016.

SUMMARY OF KEY WORK, WORKING ARRANGEMENTS AND CORE FOCUS DURING 2016-17

2016-17 Priorities

- > whole of government leadership and management, and development across the ACTPS, with a focus on building an agile, responsive and innovative public service;
- > embedding initiatives to support positive workplace cultures, including knowledge sharing, flexible work practices, employee support, positive health initiatives, and diversity programs;
- > fostering collaboration across directorates and services in line with the 'One Service' policy;
- > monitoring the implementation and effectiveness of behavioural Enterprise Agreement provisions and development of sector-wide policy to implement Enterprise Agreement provisions;
- > recognising and fostering innovative excellence within the ACTPS; and
- > establishing the ACTPS as a leader in digital innovation, service provision, and environmental sustainability.

MISCONDUCT INVESTIGATIONS

The responsibility for misconduct investigations in the ACTPS is overseen by the Public Sector Standards Commissioner (the Commissioner), established on 1 September 2016, with responsibility previously being held by the Commissioner for Public Administration. The role of Commissioner is currently filled by Ms Bronwen Overton-Clarke, who held the role of Commissioner for Public Administration on 31 August 2016, and will continue to hold the role as Commissioner until an independent Commissioner is appointed. All other responsibilities of the Commissioner transferred to the Head of Service as of 1 September 2016.

Both the Commissioner and the Head of Service have investigative powers under the PSM Act and can provide information and recommendations to the Chief Minister, Directors-General and agency heads. During the 2016-17 reporting period, the Commissioner utilised the services of the Senior Investigator employed within the Workforce Capability and Governance Division (WCGD) to undertake investigative work relating to complaints and Public Interest Disclosures within the ACT Public Sector (the Sector).

The Professional Standards Unit (PSU) was formed on 19 December 2015 following endorsement of a proposal presented to Strategic Board on 8 December 2015. Consequently, misconduct investigations in the ACTPS are now conducted by the PSU under the auspices of either the Commissioner or the Head of Service.

Investigations are conducted in accordance with the provisions of the relevant ACTPS Enterprise Agreement, the PSM Act and the PSM Standards.

Workplace Culture

The Head of Service has placed an emphasis on fostering a positive workplace culture and promoting professional standards of conduct across the Sector during 2016-17. A number of key pieces of work have continued to be refined to meet these priorities during the reporting period, including:

- > developing the future scope of the Respect, Equity and Diversity (RED) Framework in line with the ACTPS Code of Conduct and ACTPS Values and Signature Behaviours;
- > promoting Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ) awareness across the ACTPS and paving the way for the establishment of the Office of LGBTIQ Affairs;
- > the continuation of the ACTPS Aboriginal and Torres Strait Islander Traineeship Program (the Aboriginal and Torres Strait Islander Traineeship), providing Aboriginal and Torres Strait Islander participants with the opportunity to develop their skills and knowledge and establish valuable networks across the ACTPS;
- > establishment of the ACTPS Inclusion Traineeship, paralleling the success of the Aboriginal and Torres Strait Islander Traineeship;
- > development of the People with Disability and Aboriginal and Torres Strait Islander Employment Strategies;
- > the continued evolution of prevention of bullying, harassment and discrimination resources; and
- > growing the ACTPS Employment Portal as a central resource and information hub for officers, managers, and senior executives.

Further analysis of performance against all 2016-17 priorities is contained in Section B2 of this report.

INDUSTRIAL RELATIONS, ENTERPRISE AGREEMENTS

The Enterprise Agreements made under the *Fair Work Act 2009* (Cwlth), that cover the majority of the Sector nominally expired on 30 June 2017. Agreement negotiations with unions and other employee representatives have been ongoing since December 2016, with the current agreements continuing to operate until replaced.

The Government made an election commitment in 2016 to maintain real wages and is, for the majority of agreements, seeking only moderate changes. Broader reform is sought in relation to the ACTION, Fire Fighting and Canberra Institute of Technology (CIT) agreements, with the view of creating sufficient flexibility to meet the community's changing needs and expectations. The new agreements will in part be assessed against the new ACT Public Sector Award 2016, which was made late in the 2015-16 financial year, as part of the ongoing award modernisation process.

The second half of 2016-17 also saw significant work undertaken in preparation for the new ACT Reportable Conduct Scheme. The ACT Reportable Conduct Scheme is the latest effort in the ongoing commitment to safeguarding children in our community. It is a scheme which requires affected employers to better manage and report on allegations of inappropriate conduct involving children, and which establishes an oversight function that sits with the ACT Ombudsman.

SIGNIFICANT COMMITTEES AND THEIR ROLES

Joint Council

The Head of Service, or their delegate, co-chairs the ACTPS Joint Council (Joint Council) established under the PSM Act. Joint Council is the peak union and management consultative committee for the ACTPS and provides a forum for the consideration of and exchange of information on matters of strategic interest to ACT Government employees and employee organisations.

Joint Council considers significant issues that have, or might have, a multi-directorate impact on the employment of ACT Government employees. These matters include:

- > significant whole of government industrial relations issues;
- > significant whole of government human resource issues; and
- > significant administrative and communication issues.

Important matters discussed at Joint Council within the reporting period include:

- > the centralisation of procurement of contingent labour hire under Contractor Central ACT;
- > the trialling of activity-based work in ACTPS workplaces;
- > the conduct of a Human Resource Information Management System (HRIMS) Feasibility Study; and
- > the commencement of bargaining for replacement Enterprise Agreements.

Strategic Board

The Head of Service chairs Strategic Board, which provides whole of government leadership and strategic direction to the ACTPS, including in relation to the management and development of the Sector workforce.

Strategic Board is the peak ACTPS forum for debate and delivery on cross-directorate and strategic issues. It takes a whole of government strategic approach to its role.

Strategic Board strives to aid the delivery of Government priorities and policies through:

- > defining and driving the ACTPS forward agenda in line with Government priorities;
- > building the capacity and capability of ACTPS employees;
- > promoting inclusive, collaborative, and cooperative culture within the ACTPS;
- > ensuring the operation of proper governance and accountability arrangements across the ACTPS; and
- > exemplifying the ACTPS Values and the Signature Behaviours that underlie these values.

Institute of Public Administration Australia (IPAA) Council

The Head of Service is a council member of the IPAA Council. IPAA promotes excellence and professionalism in public service.

The council advises on key initiatives that drive the direction of IPAA under four overarching pillars:

1. shaping thinking in public administration;
2. promoting excellence in public administration;
3. capability and professionalism; and
4. extending our influence and engagement.

The Head of Service's position on the council, as a representative of the ACTPS, provides the ACTPS with a voice on the future direction of best practice public administration within Australia.

Council of the Order of Australia

The Head of Service sits on the Council of the Order of Australia as a representative of the ACT.

The Order of Australia is the principal and most prestigious means of recognising outstanding members of the community at a national level.

As a member of the Council of the Order of Australia, the Head of Service provides a voice for celebrating the achievements of the people of the ACT at a national level.

ABORIGINAL AND TORRES STRAIT ISLANDER REPORTING

In the 2016-17 reporting period the Head of Service continued to place a focus on the development of programs, projects and initiatives to support Aboriginal and Torres Strait Islander Peoples in the ACTPS. This support included:

- > dedicated career development programs for both Administrative Service Officers and Senior Officers;
- > launch of the CMTEDD 2017-19 Reconciliation Action Plan, to sit along those already in place in the Community Services Directorate (CSD), Education Directorate (Education), Environment, Planning and Sustainable Development Directorate (EPSDD), Health Directorate (Health), Justice and Community Safety Directorate (JACS) and the Transport Canberra and City Services Directorate (TCCS);
- > the Aboriginal and Torres Strait Islander Employment framework;
- > the Murranga Murranga Employee Network;
- > employee cultural awareness training; and
- > the ongoing Aboriginal and Torres Strait Islander Traineeship.

OUTLOOK FOR 2017-18

The focus for the Head of Service in 2017-18 will be to continue to build the capability of the ACTPS, to further promote collaboration and the sharing of knowledge and resources, to support the development of our executive cohort, and to encourage, support and develop the diversity of our workforce including Aboriginal and Torres Strait Islander Peoples, People with Disability, and LGBTIQ employees to further build an agile, responsive and innovative public service. This will be achieved through:

- > the continued roll out of workforce planning tools to support directorates and line areas in their long term planning;
- > promoting and championing cross directorate collaboration in line with the 'One Service' and 'cluster' frameworks;
- > putting in place work policies that allow flexible movement of executives and practical flexible working arrangements for all employees to support a more productive and engaged workforce;
- > continuing to consult and partner with Pride in Diversity, the Australian Network on Disability (AND), and the Aboriginal and Torres Strait Islander Elected Body to foster positive workplace cultures; and
- > supporting existing initiatives to increase diversity in the ACTPS while engaging new opportunities such as Australian School Based Apprenticeships (ASBAs) and the AND internship program.

B.2 PERFORMANCE ANALYSIS

RESPECT, EQUITY AND DIVERSITY FRAMEWORK

The RED Framework continues to support the Sector in maturing into a values based organisation that acts to address unacceptable workplace behaviour at a local level, enabling employees to address issues directly and taking practical steps to manage conflicts. Over the next year WCGD will continue to update the RED Framework resources to reinforce and support a positive workplace culture across the ACTPS, embedding this culture into everyday practice as the ACTPS grows and evolves over the next five years.

ACT EMPLOYMENT FRAMEWORK FOR ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES AND ACT EMPLOYMENT FRAMEWORK FOR PEOPLE WITH DISABILITY

In the 2016-17 reporting period, to place a renewed focus on the employment of People with Disability and of Aboriginal and Torres Strait Islander Peoples, the respective employment strategies were removed from the RED Framework and developed into accessible stand-alone employment frameworks to be released in 2017.

The employment frameworks clearly outline the defining statements, pathways, and goals for diversity employment in the ACTPS. By illustrating the commitment and path forward, the ACTPS is striving to demonstrate accountability, moving forward with a renewed whole of government approach to embed long-term sustainable change.

The employment frameworks focus on seven key areas of action underpinned by practical strategies, programs, and policies to be implemented across the ACTPS.

These key areas are:

- > inclusive workplaces;
- > recruitment;
- > retention;
- > capacity building;
- > leadership;
- > collaboration; and
- > recognition and celebration.

EMPLOYMENT STRATEGY FOR ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

During the 2016-17 reporting period, the ACTPS continued to build on existing programs and initiatives implemented to improve employment opportunities for Aboriginal and Torres Strait Islander Peoples within the ACTPS. Progress continued to be made towards reaching the target of 407 Aboriginal and Torres Strait Islander employees by 30 June 2019. At June 2017, workforce data shows that employment of Aboriginal and Torres Strait Islander Peoples has increased to 1.6 per cent (350 Employees).

To assist in creating multiple pathways to employment, the ACTPS introduced the Aboriginal and Torres Strait Islander Traineeship on 17 August 2015. The Aboriginal and Torres Strait Islander Traineeship is a one year program providing trainees with the opportunity to gain valuable skills and knowledge and develop networks across the ACTPS. The Aboriginal and Torres Strait Islander Traineeship also affords trainees with professional development through the completion of formal qualifications. In August 2016, ten trainees graduated from the program and were offered permanent positions within the ACTPS. Due to the success of the first Aboriginal and Torres Strait Islander Traineeship, a second cohort of eight commenced the program between February and April 2017.

The Whole of Service Employment Inclusion Team has focused on expanding whole of government inclusion employment initiatives, developing diversity employment resources, and providing direct support to directorates to assist the ACTPS in increasing disability employment across the workforce during the 2016-17 period. In addition, as in past years, the Whole of Service Employment Inclusion Team has focused on providing pastoral care to support those participating in the Aboriginal and Torres Strait Islander Traineeship and other programs to increase retention of employees.

Since 2016, the ACTPS Graduate Program has placed a particular focus on advertising to, and engaging with, Aboriginal and Torres Strait Islander Peoples to enhance the visibility of available opportunities.

Career development and retention of Aboriginal and Torres Strait Islander employees was identified as an important component of the employment framework moving forward. The 2016-17 period has seen the implementation of an Aboriginal and Torres Strait Islander Career Progression and Retention Program, focusing on practical skills and peer support. Due to the success of this program it is currently being further developed for ongoing deployment across the ACTPS.

An informal ACTPS Inclusion Practitioners Network was established in the 2016-17 reporting period to help support employees across directorates, create a knowledge base, attend group training, and share best practice while networking with their peers. This network is currently coordinated through the Whole of Service Employment Inclusion Team.

EMPLOYMENT STRATEGY FOR PEOPLE WITH DISABILITY

The ACTPS is committed to reaching its target of at least 655 employees with Disability by 30 June 2019. Alongside the stand-alone People with Disability employment framework, the ACTPS has undertaken several active recruitment programs to recruit People with Disability to the ACTPS. Most recently the ACTPS produced an easy to follow practical resource for directorates outlining the various pathways available when employing People with Disability. Potential avenues for inclusive employment include existing whole of government programs, targeted advertising, the use of identified positions, and direct recruitment through a Disability Employment Service provider.

Various employment initiatives were implemented to support directorates to increase the participation of People with Disability within the ACTPS in 2016-17, and there are currently plans to develop several more initiatives in the 2017-18 period. At June 2017, workforce data shows that employment of People with Disability in the ACTPS has increased to 2.4 per cent (521 employees).

The ACTPS Graduate Program continues to be one of the primary avenues for attracting People with Disability to the ACTPS. Particular focus is placed on ensuring each candidate is provided with the necessary reasonable adjustments to support them in the selection process and throughout their three rotations. To help increase the number of inclusion graduates in the 2018 ACTPS Graduate Program, 13 inclusion positions have been identified to support the placement of both People with Disability and Aboriginal and Torres Strait Islander Peoples.

The ACTPS envisages commencing ASBAs for People with Disability in the 2017-18 period and is currently liaising with directorates to identify potential work placement opportunities.

An ACTPS Disability Employee Network is in development to support ACTPS employees with a disability, and will take its lead from the successful Murrunga Murrunga Aboriginal and Torres Strait Islander employee network. In addition, an informal ACTPS Inclusion Practitioners Network has been implemented and acts as an avenue for all employees involved in the inclusion space to network, share learning on ACTPS-wide inclusion initiatives, and promote upcoming opportunities.

Based on the success of the Aboriginal and Torres Strait Islander Traineeship, two inclusion traineeship programs are currently underway to provide People with Disability additional employment pathways into the ACTPS. A register of potential candidates has also been produced during the recruitment process for engagement by work areas as suitable positions become available. The 2016-17 Inclusion Traineeship has engaged ten trainees and will run for a period of 12 months. Upon successful completion of the Inclusion Traineeship, participants will be offered ongoing positions with the ACTPS and gain a relevant qualification from the Canberra Institute of Technology to support their future development. Trainees enter the program at Administrative Services Officer (ASO) 1 or equivalent level and advance to ASO 2 or equivalent on completion.

An ACTPS Inclusion ICT Traineeship (ICT Inclusion Traineeship) commenced in July 2016 with two trainees taking up positions within CMTEDD Shared Services. The ICT Inclusion Traineeship is a three year program specifically for individuals that identify with Autism Spectrum Disorder. Trainees are undertaking a Certificate IV and Diploma in ICT, and will be offered ongoing ICT positions within the ACTPS upon successful completion of the program. These trainees enter at ASO 4 level and over the three years advance to ASO 6 upon completion.

Appropriate resources and disability confidence training is being rolled out for managers and general employees to address the perceived challenges of employing People with Disability in the ACTPS and is being championed by executives and Human Resources (HR) areas.

WORKFORCE CAPABILITY

The ACTPS has continued to build the capability required to be an agile, responsive and innovative public service that is able to deliver the Government's priorities and provide effective services to the ACT community during the 2016-17 period. To support this, there has been a key focus on developing and implementing workforce strategies and providing practical tools through the ACTPS Employment Portal that enable directorates to improve their workplace culture and capability.

The ability of ACTPS leaders to create productive working environments that engage employees and foster collaboration, innovation, communication and responsiveness is central to developing the ACTPS workforce as a whole. Regular executive development events have been held during 2016-17 to support skill development, collaboration, understanding of change management and the promotion of positive workplace cultures. During 2016-17 there were three All Executive Speaker Series events held discussing leadership, responsiveness and collaboration, and a Digital Leadership Executive Forum held on 20 March 2017. In addition, regular whole of government communications have been used to illustrate the connections between the Government's priorities and the ACTPS capabilities, highlighting the role of the ACTPS in implementing the associated policies and priorities.

Released in late 2015, the ACTPS Shared Capability Framework (the Capability Framework) describes the key skills, knowledge and behaviours that can be universally expected of every ACT public servant at different organisational levels in every workplace across the ACTPS. Developed in consultation with directorates, the streamlined framework provides guidance when developing strategies to address future workforce needs.

To assist with workforce planning across the ACTPS, WCGD has developed the ADAPT (Align, Design, Analyse, Program and Transform) Strategic Workforce Planning Toolkit (ADAPT Toolkit) which has been piloted with a diverse number of work areas during 2016-17. The ADAPT model aligns service innovation, business improvement opportunities and strategic priorities with 'people planning' to drive business transformation. The ADAPT Toolkit will assist directorates to align people planning activities with strategic business objectives and build workforces around key service delivery into the future, supporting work areas to deliver effective outcomes while responding dynamically to increasingly changing working environments.

The ADAPT Toolkit is scheduled for full release across the ACTPS in the second half of 2017.

The ACTPS Employment Portal, launched in February 2016, continues to be developed as a centralised resource for ACTPS employees, managers, executives and HR practitioners to access whole of government employment conditions, rights and obligations.

The ACTPS Employment Portal houses all of the whole of government policies, guidance material, toolkits and HR tools and provides clarity and consistency about the obligations and entitlements under the ACTPS Employment Framework. It is available to all stakeholders and can be accessed at http://www.cmd.act.gov.au/employment-framework/_nocache.

WORK SAFETY, REHABILITATION AND WORKERS' COMPENSATION

In 2016-17, for the fourth consecutive year, the Sector experienced a decline in the number of compensable workplace injuries.

Work has commenced to implement further improvements arising from broad reviews undertaken of both safety and work rehabilitation policies and structures that are designed to support the health, safety and rehabilitation of our workforce.

The ACT Government continued to consult widely on its proposal to design a new workers' compensation scheme for its workforce and exit the Comcare scheme. After considering the feedback received during consultation, the decision was made that the ACTPS will remain within the Comcare scheme.

2016-17 saw continued work to support the health, safety and rehabilitation of all workers across the ACTPS, including:

- > promoting healthy eating through the whole of government *Healthy food and drink choices* policy and establishment of a list of catering providers whose menus have been assessed by Nutrition Australia as being compliant with the policy;
- > continued facilitation of the ACTPS Work Health and Safety Working Group which provides leadership and advice to continuously improve workplace safety culture across the ACTPS;
- > continued roll out of the Healthy Weight Initiative with awareness raising and information programs;
- > providing funded early intervention physiotherapy services for employees who become injured in the course of their work;
- > maintaining arrangements where part of the ACTPS case management team are co-located with Comcare;
- > commencement of a broad review of whole of government work-based rehabilitation policy; and
- > expanding the availability of reporting for directorates and agencies through the RiskMan electronic incident reporting system. This provides directorate-based work health and safety officers with up to date information about incidents and near misses that are reported across their organisations, allowing them to identify and analyse trends and use the data to inform work health and safety improvement initiatives.

In 2017-18 the Government will remain focused on delivering initiatives that improve services and outcomes for injured workers and reflect a 'One Service' approach to supporting injured workers. This will include:

- > development of a new whole of government Safety Strategy;
- > revitalising the Healthy Weight Initiative with a move to an overall preventative health strategy;
- > finalising a suite of work-based rehabilitation policies; and
- > rolling out initiatives under a new return to work and retraining initiative.

WORKFORCE PROFILE

The ACTPS Workforce Profile (Workforce Profile) has been published in previous years by the Commissioner and provides a comprehensive picture of the ACTPS. The Workforce Profile captures aggregate workforce statistics and identifies trends that impact the ACTPS. These statistics allow the ACTPS to gain an understanding of the effectiveness of current policies and programs and to plan for the future state of the ACTPS when compared with previous years.

AGENCY SURVEY

The ACTPS Agency Survey (Agency Survey) was reviewed during the 2015-16 reporting period.

Consultation was undertaken with the Human Resources Directors' Group, and questions in the Agency Survey revised to better capture information on strategies and initiatives employed by directorates and public sector bodies. Importantly, the 2016 Agency Survey was restructured to reflect the main strategic objectives for ACTPS people planning: an agile, innovative, responsive and engaged workforce.

These changes were well received by directorates and have assisted in aligning workforce data clearly with strategic objectives and as such have been continued in the 2016-17 period.

The Agency Survey fulfils the reporting requirements under Section P of the Annual Reports (Government Agencies) Notice 2017 (the Directions). The Agency Survey is conducted annually allowing for longitudinal tracking and the identification of trends across the Sector. The 2017 Agency Survey provides the Head of Service with information in relation to broad HR management trends and covers areas such as: the operation of ACTPS Values and Signature Behaviours, ethics and culture, workplace equity and diversity, workforce planning, attraction and retention, and HR management within the Sector.

COMPLAINTS

During the 2016-17 reporting period, the Commissioner received 17 general complaints from employees across the ACT Public Sector. As at 30 June 2017, one matter was still current all other matters have been resolved, settled or required no further action.

During the 2016-17 reporting period, complaints were received from the various directorate/public sector bodies as follows:

Directorate/Public Sector Body	Complaints
Chief Minister, Treasury and Economic Development Directorate	5
Community Services Directorate	1
Environment, Planning and Sustainable Development Directorate	2
Health Directorate	6
Justice and Community Safety Directorate	1
Transport Canberra and City Services Directorate/Territory and Municipal Services Directorate	2

PUBLIC INTEREST DISCLOSURES

The Commissioner has a number of functions under the *Public Interest Disclosure Act 2012* (the PID Act) including monitoring Public Interest Disclosures (PIDs), reviewing investigations, ensuring appropriate outcomes and coordinating related education and training programs.

During the 2016-17 reporting period, all directorates and public sector bodies complied with the provisions of the PID Act.

In total, the Commissioner was notified of 17 PIDs, an increase on the previous two years, however of those notified, eight were not found to be disclosable conduct (as defined by the PID Act) and closed, with seven being referred for investigation. As of 30 June 2017 two matters were still under consideration.

A breakdown of the relevant directorates/public sector bodies the PIDs relate to is as follows:

Directorate/Public Sector Body	PIDs
Chief Minister, Treasury and Economic Development Directorate	2
Community Services Directorate	1
Director of Public Prosecutions	1
Environment, Planning and Sustainable Development Directorate	2
Health Directorate	4
Justice and Community Safety Directorate	5
Legislative Assembly	1
Transport Canberra and City Services Directorate	1

Throughout the 2016-17 reporting period, directorates and public sector bodies continued to notify the Commissioner in line with the PID Act, that requires that the Commissioner be informed about PIDs with regard to receipt, referral, progress of any investigation and eventual outcome, including a decision not to investigate.

Under the auspices of the Commissioner's office, a whole of government PID database continues to be maintained by the Senior Investigator, attached to the PSU, for the purpose of centrally recording PID numbers and providing effective oversight and investigation of PIDs.

B.3 SCRUTINY

Standing Committee on Health, Ageing, Community and Social Services Report No.2 – Report on the Inquiry into ACT Public Service Aboriginal and Torres Strait Islander Employment

Recommendation No. and Summary	Action	Status
<p>Recommendation 10.</p> <p>The Committee recommended the ACTPS take the necessary steps to ensure exit data relating to Aboriginal and Torres Strait Islander employees is collected and reported:</p> <p>(a) to the ACT Aboriginal and Torres Strait Islander Elected Body;</p> <p>(b) in directorate annual reports for 2013-14; and</p> <p>(c) in annual ACT Public Service State of the Service reports.</p>	<p>The Agency Survey component of the ACTPS State of the Service Report has been reviewed to improve validity and usefulness of data collected and reported, especially around RED themes. Directorate level reporting on RED contacts is being reviewed to ensure consistency.</p> <p>Consideration has been given to the usage and success of exit surveys across the ACTPS, as well as how exit data can be better captured and analysed. Changes to the exit survey remain dependent on the introduction of enabling technology.</p>	<p>Complete.</p> <p>In progress.</p>
<p>Government Response – Agreed in principle</p> <p>The Government aims to improve the collection of exit survey data for workforce planning and reporting purposes. Presently, an exit survey is available to all staff to be completed on a voluntary basis.</p> <p>In line with the review of the RED Framework, the ACTPS will consider how best to update the survey in line with the One Service model, and will consider continuous improvement in promoting the survey and its benefits to all staff.</p>		
<p>Recommendation 23.</p> <p>The Committee recommends that the ACTPS examine ways of working with the Australian Indigenous Leadership Centre for the delivery of innovative diversity and mentoring training for all ACTPS employees.</p> <p>Government Response – Agreed</p> <p>The Government is committed to innovative ways to retain Aboriginal and Torres Strait Islander employees, and will further investigate this recommendation in the context of the review of the RED Framework currently underway.</p> <p>It should be noted that JACS is investigating this concept, and CMTEDD will monitor progress, including continuous improvements in the area of diversity and mentoring training.</p>	<p>Consultation has continued with the Australian Indigenous Leadership Centre over 2016-17 as part of the Aboriginal and Torres Strait Islander Traineeship.</p> <p>CMTEDD liaised with the Office of Aboriginal and Torres Strait Islander Affairs in CSD to establish in-house mentoring arrangements for the ACTPS Aboriginal and Torres Strait Islander Traineeship.</p>	<p>Complete.</p>

Standing Committee on Health, Ageing, Community and Social Services Report No.2 – Report on the Inquiry into ACT Public Service Aboriginal and Torres Strait Islander Employment

Recommendation No. and Summary	Action	Status
<p>Recommendation 26.</p> <p>The Committee recommends that the ACT Public Service establish a Work in the Assembly Program for Aboriginal and Torres Strait Islander employees along the lines of the current Work in the Assembly Program which is open to all ACT Public Service employees at the Administrative Service Officer 6 or Senior Officer Grade C levels.</p> <p>Government Response – Agreed</p> <p>Directorates have indicated support for such a program, including opportunities for employees to learn more about the Assembly by participating in the Introduction to the Legislative Assembly and Budget Process programs.</p> <p>This recommendation will be considered in the context of the review of the RED Framework and in consultation with the Office of the Legislative Assembly.</p>	<p>Further discussions are to be held with the Office of the Legislative Assembly with a view to linking this recommendation with their existing program.</p>	<p>In progress.</p>
<p>Recommendation 31</p> <p>The Committee recommended the ACTPS review the merit of implementing an Indigenous leadership program similar to that proposed by the New South Wales Public Service Commission, and report its findings to the Australian Capital Territory Aboriginal and Torres Strait Islander Elected Body and the Legislative Assembly.</p> <p>Government Response – Agreed</p> <p>Directorates have indicated support for an Aboriginal and Torres Strait Islander leadership program as a vehicle to increase the capability of current and future Aboriginal and Torres Strait and to increase the attractiveness of the ACTPS to aid in the attraction and retention of Aboriginal and Torres Strait Islander people.</p> <p>Initial investigation of the program has commenced, and the recommendation will be considered in the context of the review of the RED Framework.</p>	<p>Funding was allocated in the 2016-17 Budget for an Aboriginal and Torres Strait Islander Career Development and Retention Program. The focus of the program has been to support and develop Aboriginal and Torres Strait Islander employees in the ACTPS.</p> <p>The program was run in May 2017 and has involved 27 Aboriginal and Torres Strait Islander employees participating in development activities that will help them progress in their career, both at level and for future promotions.</p> <p>The program has been a mix of whole of cohort, peer support, mainstream and individual activities, based on individual development plans. Individual career and employment support, coaching, mentoring and advice has also been provided to participants.</p> <p>The Office of Aboriginal and Torres Strait Islander Affairs in CSD and the ACT Indigenous Employee Network Murranga Murranga were involved with this program.</p>	<p>Complete.</p>

Standing Committee on Justice and Community Safety - Report No. 7 Inquiry Into Auditor-General's Report On Rehabilitation Of Male Detainees At The AMC

Recommendation No. and summary	Action	Status
<p>Recommendation 10.</p> <p>The Committee recommends that the ACT Government formally write to all ACT Government agencies advising of Agency's obligations with respect to parliamentary privilege, and in particular their obligations with respect to witnesses and submitters to inquiries of committees of the Legislative Assembly for the ACT.</p> <p>Government Response – Agreed</p> <p>The whole of government Executive induction package has been updated to include information on parliamentary privilege. The Executive induction package is available on the ACTPS Employment Portal - www.cmd.act.gov.au/employment-framework/for-executives/actps-executive-induction.</p> <p>The Head of Service will write to Directors General advising them of the updates and offering to work with agencies on including this information in agency-specific induction packages. Workshops were completed in 2016 with senior managers and executives to ensure a comprehensive awareness of parliamentary privilege across ACT Government Executive.</p>	<p>As well as updating the whole of government Executive induction package and holding workshops for senior managers and executives, the ACTPS Induction Manual has also been updated to include information on parliamentary privilege. This Manual is emailed to all new starters in the ACTPS.</p>	Complete.

Select Committee on Estimates 2015-16 Report No. 1 Inquiry into Appropriation Bill 2015-16 and the Appropriation (Office of the Legislative Assembly) Bill 2015-16

Recommendation No. and summary	Action	Status
<p>Recommendation 34.</p> <p>The Committee recommends that the ACT Government should consider developing and launching an updated Aboriginal and Torres Strait Islander employment policy for the ACTPS.</p> <p>Government Response – Agreed</p> <p>The Employment Strategy for Aboriginal and Torres Strait Islander Peoples is being refreshed and expanded to include new whole of government initiatives that will provide directorates with increased support to reach their annual employment targets and meet the whole of government target by 2018-19.</p>	<p>Consultation is underway with directorates on the development of an Inclusion Policy for the ACTPS, taking into account individual directorate goals and commitments along with the CMTEDD Inclusion Initiatives.</p> <p>Alongside this work individual stand alone employment frameworks have been developed for both Aboriginal and Torres Strait Islander People and People with Disability, and are scheduled for release in 2017.</p>	Complete.

Select Committee on Estimates 2016-2017 – Report No 1 Inquiry into Appropriation Bill 2016-2017 and the Appropriation (Office of the Legislative Assembly) Bill 2016-2017

Recommendation No. and summary	Action	Status
<p>Recommendation 54</p> <p>The Committee recommends that the ACT Government consider the establishment of a lobbyist register for the ACT Public Service and report back to the ACT Legislative Assembly about how this system will be implemented.</p> <p>Government Response – Agreed in principle</p> <p>The current ACT Register of Lobbyists (the Register) applies to public servants and is managed by the Clerk of the Legislative Assembly.</p> <p>The Guidelines for the Register outline that the Register applies to all ‘public officials’ being Members of the Legislative Assembly, any person employed by such a person under the <i>Legislative Assembly (Members’ Staff) Act 1989</i>; and any person employed under the Public Sector Management Act 1994 – which includes public servants.</p> <p>The Register is supported by Guidelines, a Code of Conduct and an overarching principle that lobbying and lobbyists play a vital and beneficial role in any democracy. All these elements are designed to support the work of MLAs for the ACT and to maintain public confidence in Government process.</p>	<p>The Lobbyist Register was established in 2014 predominantly to provide transparency and in recognition of “lobbying” being a legitimate activity within the democratic process. It was originally contemplated that MLAs would most commonly be the subject of lobbying activities by recognised lobbyists.</p> <p>The register enabled MLAs to confidently entertain a registered lobbyist without perceptions of impropriety.</p> <p>Subsequent guidance further recognised that senior public servants may also be the subject of lobbying activity seeking favourable outcomes.</p> <p>To this end, public servants have been educated to recognise when they may be being lobbied and ensure the lobbyist is appropriately registered. Reminders about the register have been distributed to ACT public servants.</p> <p>It is important that the register is maintained as a single source of authority for a lobbyist to engage in lobbying activity with any public official, be they an MLA or public servant.</p> <p>The register continues to apply equally for public servants and MLAs and there is limited value in establishing a separate register for public servants.</p>	Complete.
<p>Recommendation 55</p> <p>The Committee recommends that the ACT Government consider implementing a system that records details of relevant representations made to the ACT Government.</p> <p>Government Response – Agreed in principle</p> <p>The ACT Government will investigate, with the Office of the Legislative Assembly, the feasibility of establishing a register of representations as part of the Lobbyist Register.</p>	<p>Feasibility and the mechanics of an additional reporting requirement under the Lobbyist Register continue to be explored.</p>	In progress.

Standing Committee on Health, Ageing, Community and Social Services - Annual and Financial Reports 2014-2015

Recommendation No. and summary	Action	Status
<p>Recommendation 6</p> <p>The Committee recommends that the ACT Government consider developing initiatives to increase awareness of Aboriginal and Torres Strait Islander businesses and the Aboriginal and Torres Strait Islander Agreement within directorates.</p> <p>Government Response – Agreed in principle</p> <p>Increased employment and private enterprise for Aboriginal and Torres Strait Islander Peoples in the ACT is a quality life outcome identified in the Aboriginal and Torres Strait Islander Agreement 2015- 2018. Achievement against this quality life outcome will be monitored and reported through the Agreement’s implementation plan.</p>	<p>The Aboriginal and Torres Strait Islander Agreement 2015-2018 is overseen by OATSIA and reported by the entity through the Agreements implementation plan.</p> <p>Promotion of the Agreement and associated priorities is done, when appropriate, in partnership with the Head of Service through whole of government messages to increase awareness and provide support.</p>	In progress.
<p>Recommendation 14</p> <p>The Committee recommends that ACT Health explore the reasons behind low completion rates for traineeships and for other Aboriginal and Torres Strait Islander programs.</p> <p>Government Response – Agreed</p> <p>The previous whole of government Indigenous Traineeship was coordinated through OATSIA in the Community Services Directorate. The last program was undertaken in 2012-2013 and had 13 Trainees. ACT Health had three placements, two completed the traineeship, and one withdrew.</p> <p>The whole of government Aboriginal and Torres Strait Islander Traineeship is now being coordinated through the Workforce Capability and Governance Division in CMTEDD. ACT Health has taken on one trainee within the People Strategy and Services Branch. Reviews of previous Indigenous traineeships identify that some of the reasons for trainees not completing programs was the lack of support, development and pastoral care. This is one of the key areas of support focussed on by the coordinators of the program and the workplace in new traineeships.</p> <p>The new Aboriginal and Torres Strait Islander Traineeship commenced in August 2015 with permanent positions available to the trainees on completion of the traineeship. There are 11 trainees across the ACTPS and one is employed by ACT Health.</p>	<p>The 2016 Aboriginal and Torres Strait Islander Traineeship consisted of 11 participants with 10 graduating in August 2016 and accepting full time positions.</p> <p>The Aboriginal and Torres Strait Islander Traineeship is coordinated by the Whole of Service Employment Inclusion Team in the Workforce Capability and Governance Division in CMTEDD. The team has placed a focus on pastoral care, support, and Trainee development.</p> <p>Due to the success of the 2016 program a second cohort of eight trainees began the program in February - April 2017.</p>	Complete.

Government Response continued on following page.

Recommendation No. and summary	Action	Status
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Several of the unsuccessful applicants from the ACTPS selection process also identified as having a disability, have been contacted and encouraged to apply for the Disability Inclusion Employment Traineeship that is proposed in 2016-17.

The new Aboriginal and Torres Strait Islander Traineeship allows for a variety of certification qualifications to be achieved based upon the needs of both the individual trainee and the directorate that the trainee will be placed with upon completion of the traineeship. An Alumni will also be created to accurately show the success of trainees if they move on from the program.

The next whole of government Aboriginal and Torres Strait Islander Traineeship is proposed to start in 2016-17.

Last calendar year ACT Health placed six Australian School Based Apprentices (ASBAs) within the People Strategy and Services Branch, three identifying as Aboriginal and or Torres Strait Islander and three identifying with a disability.

One of the Indigenous apprentice left the program early to undertake a university bridging course that would assist with starting university earlier to undertake nursing studies. The remaining five apprentices completed and graduated the program.

Currently ACT Health has two apprentices identifying as having a disability.

Work is being undertaken to secure more placements within ACT Health. This is in line with the creation of an ASBA register pool, for areas/units within ACT Health to obtain potential placements in their areas programs.

Standing Committee on Justice and Community Safety - Annual and Financial Reports 2014-2015

Recommendation No. and summary	Action	Status
<p>Recommendation 7</p> <p>The Committee recommends that the Emergency Services Agency (ESA) consider conducting staff audits of attitudes to diversity in the workplace.</p> <p>Government Response - Agreed</p> <p>The directorate proposes a whole of service approach is taken with CMTEDD taking the lead in relation to a whole of government strategy on diversity.</p> <p>In addition the directorate is currently progressing the development of a new employment strategy for Aboriginal and Torres Strait Islander people. The strategy will build upon outcomes of discussions at an Aboriginal and Torres Strait Islander employee forum held on 3 December 2015 and the advice sought from the ACT Human Rights Commissioner and the Australian Human Rights Commissioner. The strategy will be implemented in 2016. These strategies have been developed involving ESA representation.</p>	<p>The Workforce Capability and Governance division and Whole of Service Employment Inclusion Team have developed and sourced a number of resources, and initiated a number of programs, to support diversity in the ACTPS during 2016-17.</p> <p>This includes:</p> <ul style="list-style-type: none"> > refreshed ACTPS People with Disability and Aboriginal and Torres Strait Islander Employment strategies (for release in late 2017); > promotion of the AND Manager’s Guide on Disability; > holding disability awareness workshops; > indigenous employee networks; and > an informal Disability practitioners network. <p>The Workforce Capability and Governance division will continue to produce resources and support directorates in improving diversity within the ACTPS workforce.</p>	Complete.

Standing Committee on Public Accounts – Report No 24 Annual and Financial Reports 2014-15

Recommendation No. and summary	Action	Status
<p>Recommendation 2</p> <p>The Committee recommends that ACT Government directorates and agencies should ensure complete reporting with all compliance requirements as specified in the Annual Report Directions.</p> <p>Government Response - Agreed</p>	<p>The <i>Annual Report Directions 2014-15</i> required directorates and agencies to produce a compliance statement that indicates how the requirements of the Directions are satisfied.</p>	Complete.

Standing Committee on Public Accounts – Report No 26 Review of Auditor-General’s Report No.10 of 2015: 2014-15 Financial Audits

Recommendation No. and summary	Action	Status
<p>Recommendation 3</p> <p>The Committee recommends that ACT Government directorates and agencies should ensure complete reporting with all compliance requirements as specified in the Annual Report Directions.</p> <p>Government Response – Agreed</p> <p>Agencies have internal processes in place to ensure that the compliance requirements as specified in the Annual Report Directions are met.</p> <p>The ACT Government continues to ensure that agencies are aware of the Annual Report Directions and will also continue to provide guidance where required.</p>	<p>The <i>Annual Report Directions 2014-15</i> required directorates and agencies to produce a compliance statement that indicates how the requirements of the Directions are satisfied.</p>	<p>Complete.</p>

Select Committee on Estimates 2016-2017 – Report No 1 Inquiry into Appropriation Bill 2016-2017 and the Appropriation (Office of the Legislative Assembly) Bill 2016-2017

Recommendation No. and summary	Action	Status
<p>Recommendation 54</p> <p>The Committee recommends that the ACT Government consider the establishment of a lobbyist register for the ACT Public Service and report back to the ACT Legislative Assembly about how this system will be implemented.</p> <p>Government Response – Agreed in principle</p> <p>The current ACT Register of Lobbyists (the Register) applies to public servants and is managed by the Clerk of the Legislative Assembly.</p> <p>The guidelines for the Register outline that the Register applies to all ‘public officials’ being Members of the Legislative Assembly, any person employed by such a person under the Legislative Assembly (Members’ Staff) Act 1989; and any person employed under the Public Sector Management Act 1994 – which includes public servants.</p> <p>The Register is supported by Guidelines, a Code of Conduct and an overarching principle that lobbying and lobbyists play a vital and beneficial role in any democracy. All these elements are designed to support the work of MLAs for the ACT and to maintain public confidence in government process.</p>	<p>The Lobbyist Register was established in 2014 predominantly to provide transparency and in recognition of “lobbying” being a legitimate activity within the democratic process. It was originally contemplated that MLAs would most commonly be the subject of lobbying activities by recognised lobbyists.</p> <p>The register enabled MLAs to confidently entertain a registered lobbyist without perceptions of impropriety.</p> <p>Subsequent guidance further recognised that senior public servants may also be the subject of lobbying activity seeking favourable outcomes.</p> <p>To this end, public servants have been educated to recognise when they may be being lobbied and ensure the lobbyist is appropriately registered. Reminders about the register have been distributed to ACT public servants.</p> <p>It is important that the register is maintained as a single source of authority for a lobbyist to engage in lobbying activity with any public official, be they an MLA or public servant.</p> <p>The register continues to apply equally for public servants and MLAs and there is limited value in establishing a separate register for public servants.</p>	<p>Complete.</p>

Select Committee on Estimates 2016-2017 – Report No 1 Inquiry into Appropriation Bill 2016-2017 and the Appropriation (Office of the Legislative Assembly) Bill 2016-2017

Recommendation No. and summary	Action	Status
<p>Recommendation 55</p> <p>The Committee recommends that the ACT Government consider implementing a system that records details of relevant representations made to the ACT Government.</p> <p>Government Response – Agreed in principle</p> <p>The ACT Government will investigate, with the Office of the Legislative Assembly, the feasibility of establishing a register of representations as part of the Lobbyist Register.</p>	<p>Feasibility and the mechanics of an additional reporting requirement under the Lobbyist Register continue to be explored.</p>	<p>In progress.</p>

B.8 HUMAN RESOURCES MANAGEMENT

ACT PUBLIC SECTOR DEVELOPMENT PROGRAMS

A number of whole of government professional development programs were offered across the ACT Public Sector during the 2016-17 reporting period. In addition to strengthening the capabilities of participating employees, whole of government programs offer the opportunity to build collaboration and networks across the ACT Public Sector.

The ACTPS Graduate Program attracts high calibre graduates from across Australia and builds the diversity of our workforce. It is a full time program conducted over ten months, offering graduates three diverse work rotations, tailored learning and development, and permanent appointment upon successful completion. In 2017, 38 graduates commenced the ACTPS Graduate Program, with approximately 13 per cent of the cohort being Aboriginal and Torres Strait Islander graduates or graduates with a disability.

Preparation is ongoing for the 2018 Graduate intake. Applications for the 2018 ACTPS Graduate Program closed on 31 May 2017 with more than 1,270 applications received.

As discussed in Section B2, a comprehensive set of workforce strategies and practical tools has been developed to further develop the capability of employees, managers and leaders across the ACTPS.

Strengthening the capability of the ACTPS executive cohort was a key focus during the 2016-17 reporting period. Three All Executive Speaker Series events were delivered during 2016-17, providing ACTPS executives with strategy, development, innovation and collaboration opportunities.

A 'Leaders Leading Learning' Program has been developed and was provided to Band 2 executives between September and December 2016 with a focus on leading innovation, engaging with risk and leading transformational change. Band 1 executives are undertaking the same program between May and October 2017.

Work will continue in 2017-18 on whole of government succession and talent management strategies to create the systematic attraction, identification, development and retention of high performing individuals.

APPENDIX 1 – COMPLIANCE STATEMENT

The ACT Public Service State of the Service Report 2017 must comply with the 2017 Annual Report Directions (the Directions). The Directions are found at the ACT Legislation Register: <http://www.legislation.act.gov.au/ni/2017-280/notification.asp>.

The Compliance Statement indicates the subsection, under the five Parts of the Directions that are applicable to the Head of Service and the location of information that satisfies these requirements.

PART 1 DIRECTIONS OVERVIEW

The requirements under Part 1 of the Directions relate to the purpose, timing and distribution, and records keeping of annual reports. The ACT Public Service State of the Service Report 2017 complies with all subsections of Part 1 under the Directions.

In compliance with Section 13 Feedback, Part 1 of the Directions, contact details for the Head of Service are provided within the ACT Public Service State of the Service Report 2017 to provide readers with the opportunity to provide feedback.

PART 2 DIRECTORATE AND PUBLIC SECTOR BODY ANNUAL REPORT REQUIREMENTS

The requirements within Part 2 of the Directions are mandatory for all directorates and public sector bodies, however due to the functions and/or structure of the Head of Service, the Head of Service does not report against the following sections of the Directions:

- > B.4 Risk Management;
- > B.5 Internal Audit;
- > B.6 Fraud Prevention;
- > B.7 Work Health and Safety;
- > B.8 Human Resources Management (with the exception of learning and development programs and activities);
- > B.9 Ecologically Sustainable Development; and
- > C. Financial Management Reporting.

The information that satisfies the remainder of the requirements of Part 2 is found in the ACT Public Service State of the Service Report 2017 as follows:

- > A. Transmittal Certificate, see page 4;
- > B. Organisational Overview and Performance, inclusive of all subsections, see pages 8 - 28;

PART 3 REPORTING BY EXCEPTION

The Head of Service has nil information to report by exception under Part 3 of the Directions for the 2016-17 reporting period.

PART 4 DIRECTORATE AND PUBLIC SECTOR BODY SPECIFIC ANNUAL REPORT REQUIREMENTS

The Head of Service has nil information for directorate and public sector body specific annual report requirements under Part 4 of the Directions for the 2016-17 reporting period.

PART 5 WHOLE OF GOVERNMENT ANNUAL REPORTING

All subsections of Part 5 of the Directions apply to the Head of Service. Consistent with the Directions, the information satisfying these requirements is reported in the one place for all ACTPS directorates, as follows:

- > N. Community Engagement and Support, see the 2016-17 Annual Report of Chief Minister, Treasury and Economic Development Directorate;
- > O. Justice and Community Safety, including all subsections O.1 – O.4, see the 2016-17 Annual Report of the Justice and Community Safety Directorate;
- > Q. Territory Records, see the 2016-17 Annual Report of Chief Minister, Treasury and Economic, Development Directorate.

Subsection P of Part 5 of the Directions requires the Head of Service to produce an annual report on the State of the Service. The information that satisfies the requirements of subsection P is found in the State of the Service Report 2017 as follows:

- > P.1 Culture and Behaviour, see pages 59 -65;
- > P.2 Public Interest Disclosures, see page 18; and
- > P.3 Workforce Profile, see pages 32 - 115.

ACT Public Service Directorate annual reports are found at the following web address: http://www.cmd.act.gov.au/open_government/report/annual_reports.



ACT PUBLIC
SERVICE
WORKFORCE
2016-17

ACT PUBLIC SERVICE WORKFORCE 2016-17

INTRODUCTION

The Sector workforce delivers a wide range of services to the ACT community, including health, education, planning and urban renewal, transport, law enforcement and maintenance of infrastructure.

At June 2017 the Sector consisted of seven ACTPS directorates and eight public sector bodies.

ACT PUBLIC SERVICE DIRECTORATES

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

ACT PUBLIC SECTOR BODIES

- > ACT Audit Office;
- > ACT Electoral Commission;
- > ACT Teacher Quality Institute¹;
- > Calvary Health Care ACT;
- > Canberra Institute of Technology;
- > Cultural Facilities Corporation;
- > Director of Public Prosecutions²; and
- > Office of Legislative Assembly.

Approximately ninety per cent of the Sector's workforce is found within the seven directorates. The remaining ten per cent fall within public sector bodies which operate independently of the ACTPS. Because of this, information contained in the ACT Public Service Workforce 2016-17 section relates to the ACTPS directorates only. Information relating to the public sector bodies is contained within the section 'ACT Public Sector Bodies 2016-17'.

1 For the purposes of reporting in this year's State of the Service Report, ACT Teacher Quality Institute is included in the workforce profile data of the ACT Public Service.

2 For the purposes of reporting in the ACT Public Service Workforce 2015-16 section, Director of Public Prosecutions is included in the workforce profile data of the Justice and Community Safety Directorate.

2017 AGENCY SURVEY

BACKGROUND, AIMS AND OBJECTIVES

Section P.1 of the *Annual Reports (Government Agencies) Notice 2017* (the Annual Report Directions) requires that the Head of Service produce a report on culture and behaviour within the Sector workforce. The Agency Survey is the method by which information on culture and behaviour is collected from ACTPS directorates and public sector bodies.

The aims of the Agency Survey is to collect data on the outcomes delivered under the RED Framework and identify how the values under the ACTPS Code of Conduct are being embedded into workplace culture³. These objectives are met through collecting and analysing information via the Agency Survey on the following topics:

- > learning and development activities provided by directorates and public sector bodies;
- > HR strategies employed by directorates and public sector bodies (i.e. Attraction and Retention Incentives (ARIns), workforce planning, managing performance);
- > disciplinary action and preventing bullying and harassment;
- > the tools and measures used by directorates and public sector bodies to implement the RED Framework and Employment Strategies for Aboriginal and Torres Strait Islander peoples and People with Disability; and
- > risk and fraud strategies used by directorates and public sector bodies.

METHODOLOGY

The ACT Government conducted the 2017 Agency Survey in-house through the WCGD within the CMTEDD.

This is the second consecutive year that an online survey provider was not used as the platform to conduct the Agency Survey. In 2015 Qualtrics, LLC (Qualtrics) was used to collect information via an online survey instrument survey; Inshtrix Pty. Ltd. (Inshtrix) conducted the survey from 2014 to 2012; and prior to 2012 information was gathered using a variety of communication methods.

The data was collected from 27 June to 21 July 2017. A writable PDF instrument was sent to contacts at each participating directorate and public sector body. Information was then gathered by each directorate and public sector body, and was collated and analysed by WCGD. All seven ACTPS directorates and eight public sector bodies completed the Agency Survey.

3 From the Annual Reports (Government Agencies) Notice 2017, (the Annual Report Directions) Section P.1 Culture and Behaviour.

DEVELOPMENT OF THE SURVEY INSTRUMENT

To achieve the research objectives, WCGD, in collaboration with HR Directors, conducted a review of the survey questions and design in March 2016. The Agency Survey was then restructured to reflect the main strategic objectives for ACTPS people planning: an agile, innovative, responsive and engaged workforce.

The 2017 Agency Survey provided respondents with the opportunity to document any actions or initiatives that their directorate or public sector body had undertaken during the reporting period. This allowed directorates and public sector bodies to support their data with contextual information and commentary.

The survey instrument, a writable PDF, was prepared by WCGD and emailed to directorates and public sector bodies to enable them to participate at their convenience. Upon completion of the survey, directorates and public sector bodies were required to gain approval from their delegate prior to submitting their responses to WCGD.

A full copy of the 2017 Agency Survey can be found at Appendix 4.

REPORTING NOTES

- > Questions that have multiple response options will result in percentages that could add up to more than 100 per cent. In the case of open-ended questions, respondents often provide more than one reason for their response and in these cases, percentages will add up to more than 100 per cent.
- > Data has been rounded to one decimal place and as such, percentages may not add up to exactly 100 per cent on certain graphs.
- > Where possible, comparisons are made within this report between 2016-17 results, 2015-16 results and those results collected by Qualtrics for the 2014-15 reporting period, and Inshtrix for the 2013-14 reporting period.

THE ACT PUBLIC SERVICE WORKFORCE PROFILE

BACKGROUND, AIMS AND OBJECTIVES

Section P.3 of the Directions requires that directorates and public sector bodies produce a Workforce Profile report, specifically including information on ARins, Special Employment Arrangements (SEAs) and Australian Workplace Agreements (AWAs). Further, Section P.3 requires the State of the Service include information at a whole of government level on Full Time Equivalent (FTE), headcount and demographics.

The Workforce Profile information is intended to provide a holistic overview of the Sector and detailed analysis of ACTPS workforce data. It includes data, analysis and commentary on employment and key demographics, including part time employment, employment growth, separation rates and diversity. Further, Workforce Profile data provides a historical summary of indicators based on the ACTPS structure, including high-level time series information over the past five years. This allows for time series comparison and incorporates retrospective updates that help to remove time lag in human resources data processing.

Workforce statistics contained within the Workforce Profile data are based on information from the ACTPS payroll system and information provided by public sector bodies as at the final pay of June 2017 ('June 2017'). Indicators apply to the period over the 2016-17 financial year.

REPORTING NOTES

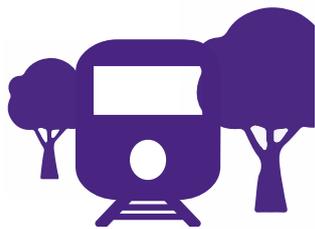
- > Shared Services, a division of CMTEDD, administers all but one per cent of staff payroll across ACTPS directorates and provides the data for the Workforce Profile. The Workforce Profile provides data for the directorates and entities that are administered through Shared Services.
- > For the purposes of reporting:
 - ACT Insurance Authority, Independent Competition and Regulatory Commission, Land Development Agency and Long Service Leave Authority are reported on separately to CMTEDD (in most instances);
 - while a public sector body, ACT Teacher Quality Institute is reported in the Workforce Profile data of the ACTPS;
 - ACTION is included in the reporting of TCCS;
 - while a public sector body, Director of Public Prosecutions is included in the Workforce Profile data of JACS; and
 - the ACT Audit Office, ACT Electoral Commission, Calvary Health Care ACT, CIT, Cultural Facilities Corporation and Office of Legislative Assembly are reported on as public sector bodies and their data is included in the section 'ACT Public Sector 2016-17'.
- > Workforce indicators included in the Workforce Profile are based on paid staff and exclude employees on leave without pay, board members and contractors.
- > The data reported in this section, and the ACT Public Sector 2016-17 section (including the appendices) excludes contractors and employees of Territory Owned Corporations.
- > These are point in time indicators and do not adjust for seasonal fluctuation, such as demand for casual teachers and back pay. Directorates and employee cohorts with small numbers are susceptible to fluctuation.
- > Additional data can be found in Appendix 2, including a detailed breakdown of each directorate's FTE, time to hire statistics and further information on the recruitment and higher duties actions of the ACTPS.
- > Data has been rounded to 1 decimal place and as such, percentages may not add up to exactly 100 per cent on certain tables/graphs.

ACT PUBLIC SERVICE WORKFORCE SNAPSHOT JUNE 2017

ACT PUBLIC SERVICE DIRECTORATES



ACT
Government



**TRANSPORT
CANBERRA AND
CITY SERVICES
DIRECTORATE**

**CHIEF MINISTER, TREASURY
AND ECONOMIC DEVELOPMENT
DIRECTORATE**



ACT INSURANCE AUTHORITY
GAMBLING AND RACING COMMISSION
INDEPENDENT COMPETITION AND REGULATORY COMMISSION
LAND DEVELOPMENT AGENCY
LONG SERVICE LEAVE AUTHORITY

**EDUCATION
DIRECTORATE**



COMMUNITY SERVICES DIRECTORATE



**JUSTICE AND
COMMUNITY
SAFETY
DIRECTORATE**



**HEALTH
DIRECTORATE**



**ENVIRONMENT, PLANNING AND
SUSTAINABLE DEVELOPMENT DIRECTORATE**



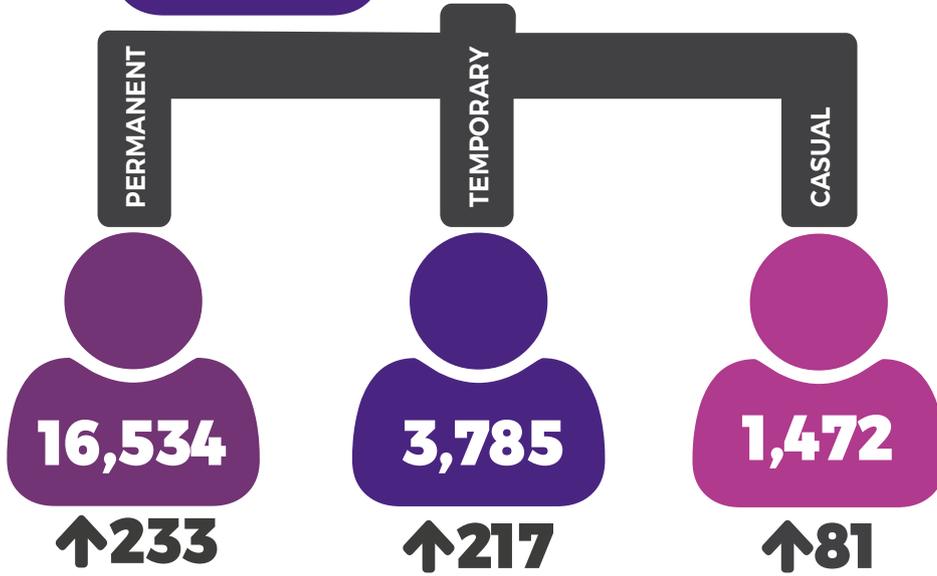
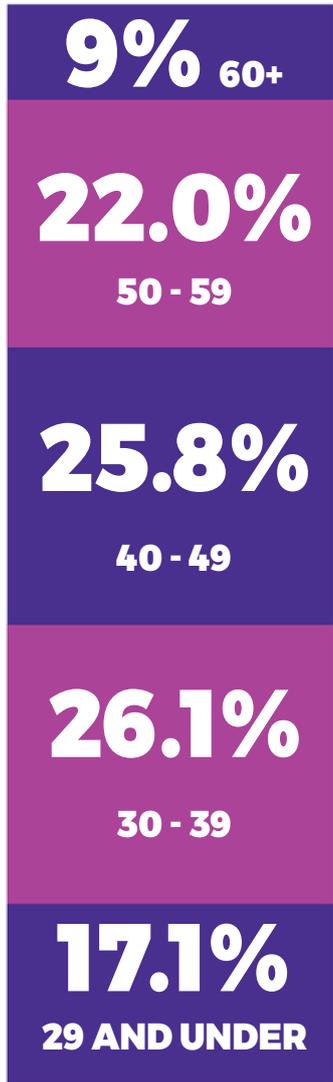
THE ACT PUBLIC
SERVICE
REPRESENTS
10.1%
OF THE ACT
LABOUR FORCE





21,791
 HEADCOUNT TOTAL ↑531

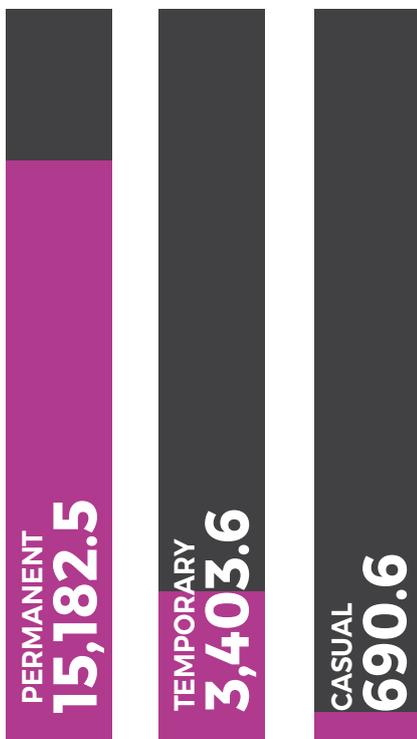
AGE GROUPS (%)



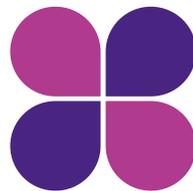
↑178.3
1.2%

↑171.4
5.3%

↑22.6
1.3%



19,276.7
 FTE TOTAL (↑372.2, 2%)



DIVERSITY
 (FULL TIME EQUIVALENT
 FTE, HEADCOUNT HC)



FEMALE

FTE = 12,153.3 (63% OF THE ACTPS FTE)
 HC = 14,139 (64.9% OF THE ACTPS)



CULTURALLY AND LINGUISTICALLY DIVERSE

FTE = 3,582 (18.6% OF THE ACTPS FTE)
 HC = 3,970 (18.2% OF THE ACTPS)



PEOPLE WITH DISABILITY

FTE = 464.4 (2.4% OF THE ACTPS FTE)
 HC = 521 (2.3% OF THE ACTPS)



ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

FTE = 310.1 (1.6% OF THE ACTPS FTE)
 HC = 350 (1.6% OF THE ACTPS)

1. AN AGILE WORKFORCE: MEETING THE NEEDS OF THE ACT COMMUNITY AND EFFECTIVELY SERVING THE GOVERNMENT OF THE DAY

1.1 ATTRACTION AND RETENTION

Attraction and retention strategies are used by directorates to recruit and retain employees with specialist or critical skills. In the 2017 Agency Survey, directorates were asked to report on any critical skills shortages, capability gaps or difficulty recruiting to or retaining employees in certain positions during the 2016-17 reporting period. Particular comment was sought on any issues associated with the attraction and retention of:

- > mature age employees;
- > Aboriginal and Torres Strait Islander employees;
- > People with Disability;
- > people recruited as part of a formal graduate program;
- > people with specialist skills, including leadership skills at the Executive level; and
- > entry level positions/traineeships.

Of the seven directorates, six reported that they did experience critical skills shortages, capability gaps or difficulty recruiting to or retaining employees in certain positions during 2016-17. Of these six directorates:

- > four reported difficulty attracting and recruiting people with specialists skills;
- > four reported difficulty attracting Aboriginal and Torres Strait Islander employees;
- > two reported difficulty attracting People with Disability;
- > one reported difficulty attracting gender and diversity applicants; and
- > one reported difficulty retaining employees with specialist skills in executive level positions .

The directorate that reported difficulty retaining employees with specialist skills in executive level positions identified that this problem was attributable in part, to the age profile and retirement factor of these employees. In order to address this issue the directorate identified the need to more effectively target succession planning and, in particular, leadership capacity building.

SNAPSHOT:

ATTRACTING AND RETAINING PEOPLE WITH DISABILITY

Chief Minister, Treasury and Economic Development Directorate & Justice and Community Safety Directorate

Both CMTEDD and JACS undertook significant work in the 2016-17 reporting period to increase the recruitment and retention of People with Disability.

CMTEDD doubled the amount of Disability Awareness training that was delivered in the 2015-16 financial year, and increased the number of RED training sessions, providing increased opportunities for employees to learn about creating and supporting inclusive work environments. This training has been particularly important in equipping managers with the knowledge and understanding of how to provide the necessary reasonable adjustments required (including during recruitment) to provide everyone with an equitable opportunity to participate in the workplace.

CMTEDD has worked to develop a supportive culture where employees are comfortable to identify as having a disability. To facilitate an environment of open discussion, CMTEDD has actively communicated stories of self-nominated employees with disability and their experience in the directorate, promoted disability resources and actively promoted significant dates such as International Day of People with Disability.

Both CMTEDD and JACS continue to promote the use of tools available to build a disability confident workforce, such as the AND's Managers' Guide: Disability in the Workplace.

In providing an inclusive and accessible work environment, JACS continued implementation of its Employment Action for People with Disability 2016-2019, and Inclusion Statement 2016-2019 which provides an overarching framework for building an inclusive workplace culture in the directorate that reflects the diversity of the ACT community. In conjunction with this plan, JACS identified an executive to champion this cause, who established an internal employee network focussed on supporting employees living with disability.

A Director-General Advisory Committee for Disability Employment in JACS is currently being implemented, and will commence meeting in the 2017-18 financial year. JACS has also implemented wider usage of specialist employment agencies for employment of People with Disability.

Directorates identified various strategies to increase the recruitment and retention of Aboriginal and Torres Strait Islander employees including:

- > educating and developing employees and managers (both through the transfer of knowledge between employees and through specialised training);
- > workforce planning to include strategies to increase diversity of the workforce;
- > participation in the Aboriginal and Torres Strait Islander Traineeship;
- > active involvement with whole of government Aboriginal and Torres Strait Islander initiatives (such as the ACTPS Aboriginal and Torres Strait Islander Career Development Program); and
- > utilising the directorate's Reconciliation Action Plan (RAP) to embed reconciliation into work practices and strengthen the cultural inclusivity of the workplace.

SNAPSHOT:

RECRUITING AND RETAINING EMPLOYEES WITH SPECIALIST SKILLS

Community Services Directorate

During 2016-17 CSD experienced specific challenges attracting and retaining Health Professional Officer employees. This was due in part to the increased demand on the services of Child and Youth Protection Services, which has seen additional pressure placed on its workforce. In order to address this capability cap CSD has implemented a range of measures to support the attraction and retention of Health Professional Officers, including;

- > payment above base salary upon commencement;
- > utilising ARins;
- > Health Professional 3 (HP3) Personal Upgrade Scheme for the Recognition of Excellence, which aims to provide opportunities for advancement and recognition of clinicians beyond HP3 level; and
- > provision of studies assistance.

To ensure that the directorate is recruiting employees with the correct skills required for the roles, CSD has been utilising bulk recruitment rounds to attract a broader field of applicants, has been undertaking improved screening to better match employees with advertised roles, and has been supporting employees to undertake a Certificate IV in Youth Work.

Over the coming four years CSD plans to invest \$43.8 million to support vulnerable children and young people by providing increased funding for child protection and out of home care services. Further, CSD will invest \$2.1 million over four years to support the Bimberi Youth Justice Centre to meet demand requirements, and ensure the continued safety and wellbeing of children and young people in the centre.

Four directorates reported difficulty recruiting and/or retaining employees with specialist skills, each identifying various strategies to attract and retain employees to these positions. Utilising targeted advertising and recruitment strategies was identified by all four directorates as critical in attracting suitable applicants for specialist positions. Above base salary commencement and ARins were two common financial benefits offered to attract or retain employees.

The 2017 Agency Survey asked directorates to report on the number of employees that received ARins, SEAs, a benefit under an AWA or any other remuneration supplemental to their salary as defined in the relevant Enterprise Agreement.

ARins are payments made to employees in addition to their classification salary. Using ARins allows directorates to attract employees with critical skills in a competitive labour market. For many years SEAs were used within the ACTPS to attract and retain employees with critical skills, however SEAs are also used in other employment situations.

TABLE 1 - ATTRACTION AND RETENTION INCENTIVES, BENEFITS PAID UNDER AN AUSTRALIAN WORKPLACE AGREEMENT AND SPECIAL EMPLOYMENT ARRANGEMENTS 2016-17

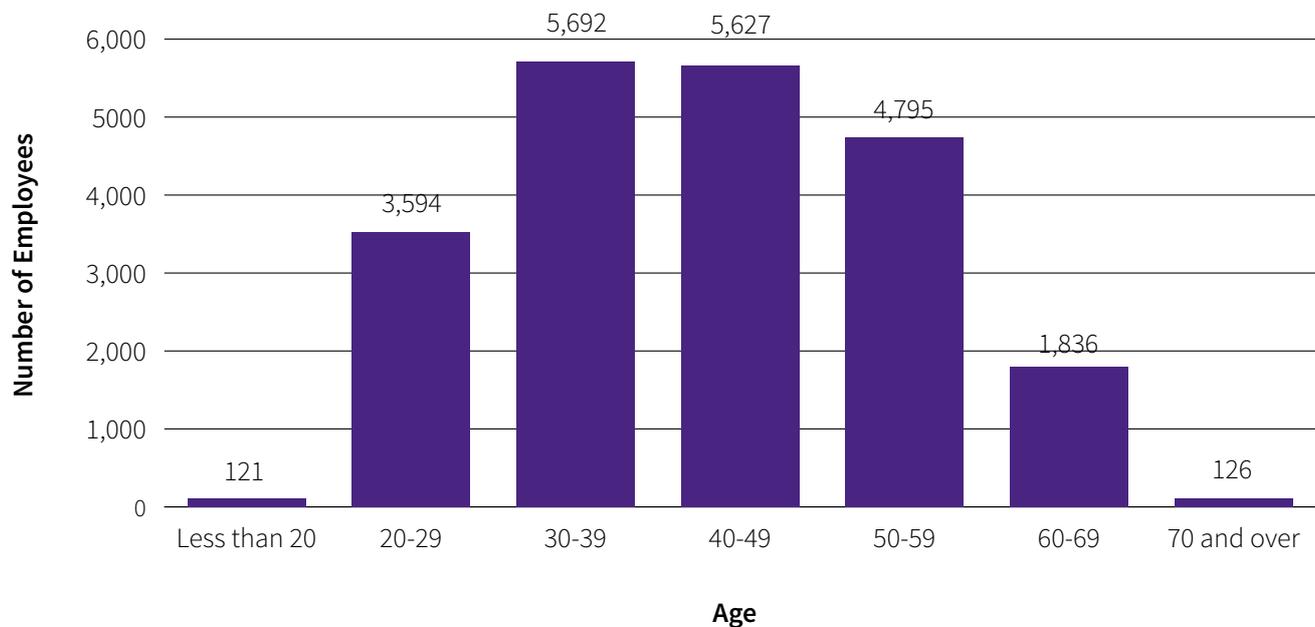
	Total
Total number of ARins as at 30 June 2017	440 ⁴
Total number of SEAs as at 30 June 2017	6
Total number of AWAs as at 30 June 2017	14
Number of new ARins commenced in 2016-17	198
Number of ARins terminated during 2016-17	139
Number of SEAs terminated during 2016-17	5
Number of AWAs terminated during 2016-17	0
Number of ARins and/or SEAs providing for privately plated vehicles as at 30 June 2017	5
Total additional remuneration paid under AWAs, ARins and SEAs during 2016-17	\$17,451,084 ⁵

Employees on a range of pay classifications received ARins and/or SEAs during the 2016-17 reporting period. The pay classifications varied relative to the directorate and the ongoing usage of ARins and/or SEAs. Directorates mostly reported ARins/SEAs ranging from ASO5 (classification salary range: \$74,081 - \$78,415) to SOGA (classification salary: \$137,415) and across different employment classification types such as Professional Officers, Health Professionals, Dentists and Medical Practitioners.

1.2 AGE PROFILE

During 2016-17 the age profile of ACTPS employees remained consistent with previous years. As shown in Graph 1, at June 2017 the age profile of ACTPS employees was fairly evenly spread over the 30-59 age groups. Of the 21,791 ACTPS employees, 17.1 per cent were 29 years old or younger, 51.9 per cent were between the ages of 30 and 49 years old, and 31.0 per cent were 50 years old or older.

GRAPH 1 - AGE PROFILE OF THE ACTPS WORKFORCE (JUNE 2017)



4 At 30 June 2016 the total number of ARins was 340. The increase in the total number of ARins from 30 June 2016 to 30 June 2017 is due to the introduction of new industrial and employment arrangements for school assistants working under the Health Access At School (HAAS) Program within the Education Directorate.

5 Total additional remuneration paid under AWAs, ARins and SEAs during 2016-17 is an approximate figure. The 2015-16 State of the Service Report reported an incorrect amount for total additional remuneration paid under AWAs, ARins and SEAs. The correct figure of \$18,764,523 was published via corrigendum in 2017.

Graph 2 illustrates the change in the age of the ACTPS workforce over the previous five year period. As can be seen in the graph, there have been slight movements in the proportion of each age group from June 2013 to June 2017. The number of employees in the 30-39, 40-49, 60-69 and 70+ age groups have continued to rise notably each year, showing a continuation of the pattern of gradual aging of the ACTPS workforce.

Consistent with previous years, the ACTPS workforce experienced the biggest growth in the 70+ age group (with a growth rate of 35.5 per cent) over the past five years. During the same period, the 30-39 year age group experienced growth of 16.7 per cent, followed closely by the 60-69 year age group with growth of 14.1 per cent, and the 40-49 year age group with growth of 10.5 per cent. The age group 20 years or younger was the only group to experience a decrease during the period (a decrease of 6.9 per cent).

GRAPH 2 - CHANGE IN ACTPS AGE PROFILE (JUNE 2013 - JUNE 2017)



1.3 GENDER PROFILE

At June 2017 the ACTPS consisted of employees who identified as Male, Female, and individuals who do not exclusively identify as male or female (i.e. a person of a non-binary gender, sometimes referred to as Gender X)⁶.

Gender, as defined in the Australian Government Guidelines on the Recognition of Sex and Gender is ‘part of a person’s personal and social identity. It refers to the way a person feels, presents and is recognised within the community. A person’s gender may be reflected in outward social markers, including their name, outward appearance, mannerisms and dress’⁷.

For the purposes of reporting in this year’s State of the Service Report, gender information is presented as male/female only. While the ACTPS recognises that there are employees who identify as a gender other than male or female, for privacy reasons this information is not included where data has been broken down by gender.

At June 2017 the ACTPS workforce comprised 14,139 female employees which is equivalent to 64.9 per cent of the workforce (based on headcount). The representation of women in the ACTPS is approximately 16 per cent higher than the representation of women in the ACT labour force (49.0 per cent at June 2017)⁸, and approximately 18.3 per cent higher than in the Australian labour force (46.6 per cent at June 2017)⁹. In comparison, male employees total 7,651 or 35.1 per cent of the ACTPS.

6 Australian Government Guidelines on the Recognition of Sex and Gender, Australian Government, 2013.

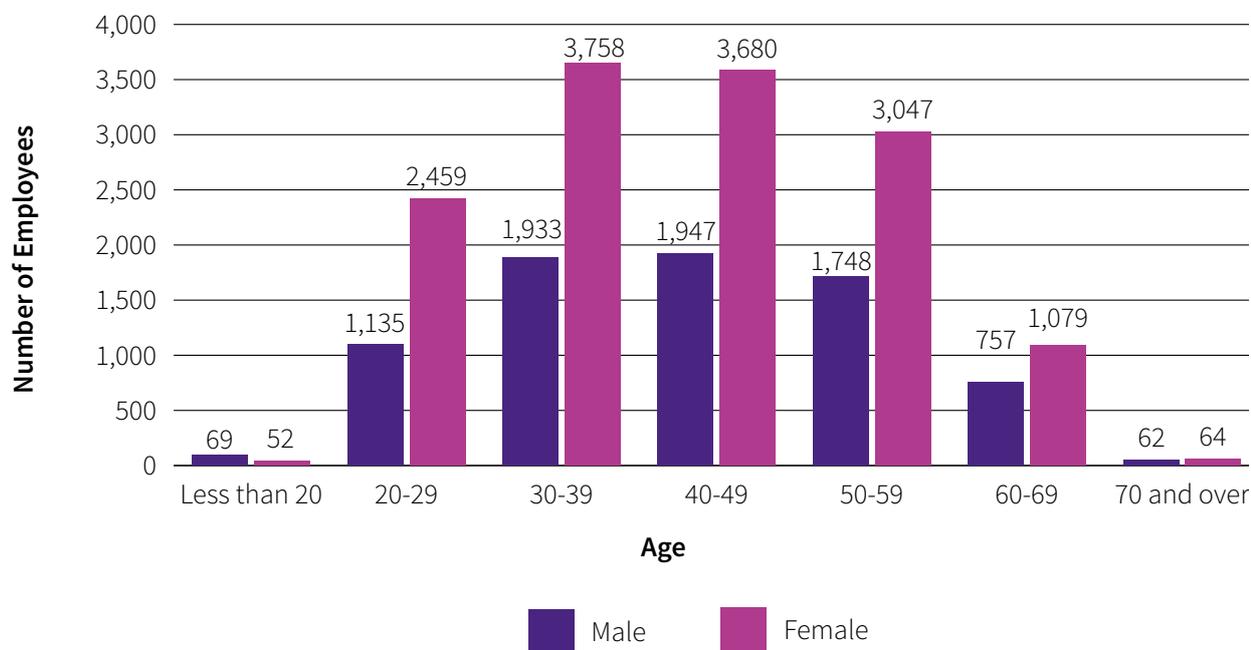
7 Australian Government Guidelines on the Recognition of Sex and Gender, Australian Government, 2013.

8 Australian Bureau of Statistics, Labour Force Australia 6202.0

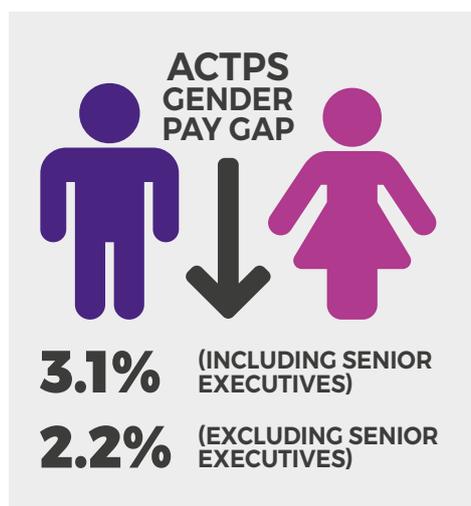
9 Australian Bureau of Statistics, Labour Force Australia 6202.0

Illustrated in Graph 3 is the number of female and male employees by age group. As shown, there are more women than men in all age groups across the ACTPS, with the exception of the 20 and under age group which comprises 14 per cent more men than women. Given women make up 64.9 per cent of the total ACTPS workforce, the higher proportion of women in each age group is to be expected. Of all the age groups, the highest proportion of women is in the 20-29 age group with 68.4 per cent. The lowest proportion of women is in the age group under 20 with 43 per cent.

GRAPH 3 - GENDER PROFILE BY AGE GROUP (JUNE 2017)



At June 2017 the average salary of women in the ACTPS was \$89,356 and the average salary of men was \$92,170. In the five years to June 2017 the average female salary has increased by 14.9 per cent (up from \$77,779 at June 2013), an increase proportional to the growth in the average salary of men over the same period (14.3 per cent up from \$80,643 at June 2013).



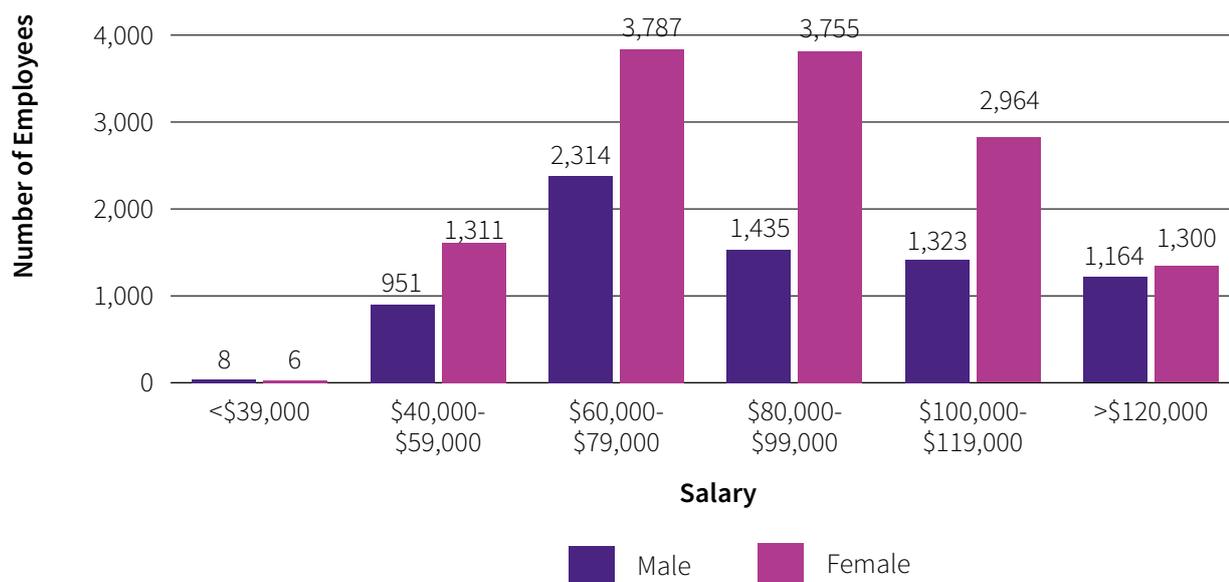
Women in the ACTPS are paid slightly less than their male counterparts with a gender pay gap of 3.1 per cent. This pay gap has reduced by 0.5 per cent from June 2016 to June 2017.

It has been identified that gender pay gaps are lower in those organisations with higher representation of women in executive leadership roles¹⁰. This is certainly the case for the ACTPS with 44.7 per cent of the Senior Executive Service being women.

It is important to note that in the ACTPS, women and men doing the same job receive the same remuneration. That is, women and men with the same role and responsibilities receive the same salary (for example a women and a man in an Administrative Services Officer 6 position receive the same salary, just as a woman and a man in a Classroom Teacher 1 position receive the same salary). The gender pay gap in the ACTPS does not signal discrimination, rather it is a result of the differences in the way women and men work, for example, more women choosing part time work.

10 Cassells R, Duncan A and Ong R (2017), 'Gender Equity Insights 2017: Inside Australia's Gender Pay Gap, BCEC|WGEA Gender Equity Series, Issue #2, March 2017.

GRAPH 4 - GENDER PROFILE BY SALARY RANGE (JUNE 2017)



Graph 4 shows the number of male and female employees across different salary groups in the ACTPS. As shown there are significantly more women in the \$60,000-\$119,000 salary groups, while in the \$40,000-\$59,000 and over \$120,000 salary groups the number of women and men is more alike.

Notably, over the past year the number of women in the \$100,000-\$119,000 salary group has increased by 76.7 per cent (from 1,677 at June 2016 to 2,964 at June 2017). Comparatively, over the same period the number of men earning \$100,000 - \$119,000 increased by 31.7 per cent (903 at June 2016 to 1,323 at June 2017).

Women hold 44.7 per cent of senior executive positions in the ACTPS, a proportion roughly equivalent to that of four years ago (43.1 per cent at June 2013). The majority of the ACTPS Directors-General are women (five of the seven Directors-General).

Women working in the ACTPS hold a diverse range of professions, including; Administrative Officers, Ambulance Officers, Fire and Rescue Officers, Information Technology Officers, Teachers and Transport Officers. At June 2017 the professions with the highest proportion of female employees were; Nurses and Midwives (87.3 per cent), Health Professional Officers (79.0 per cent), Health Assistants (78.9 per cent), Teachers (77 per cent) and Administrative Officers (74.9 per cent).

1.4 PAY GAPS

The average salary of the ACTPS was \$90,350 at June 2017. Graph 5 provides a comparison of the average salary of ACTPS diversity groups from June 2013 to June 2017. As shown, over the five year period the average salary of the ACTPS has increased by 14.7 per cent.

The ACTPS average salary is approximately equal to the average salary of an individual in the ACT labour force (\$90,844 at November 2016)¹¹, and approximately \$10,000 higher than the average salary of an individual in the Australian labour force (\$79,737 at Nov 2016)¹².

11 Australian Bureau of Statistics, Average Weekly Earnings, Australia 6302.0, Australian Capital Territory, 2017.

12 Australian Bureau of Statistics, Average Weekly Earnings, Australia 6302.0, Australia, 2017.

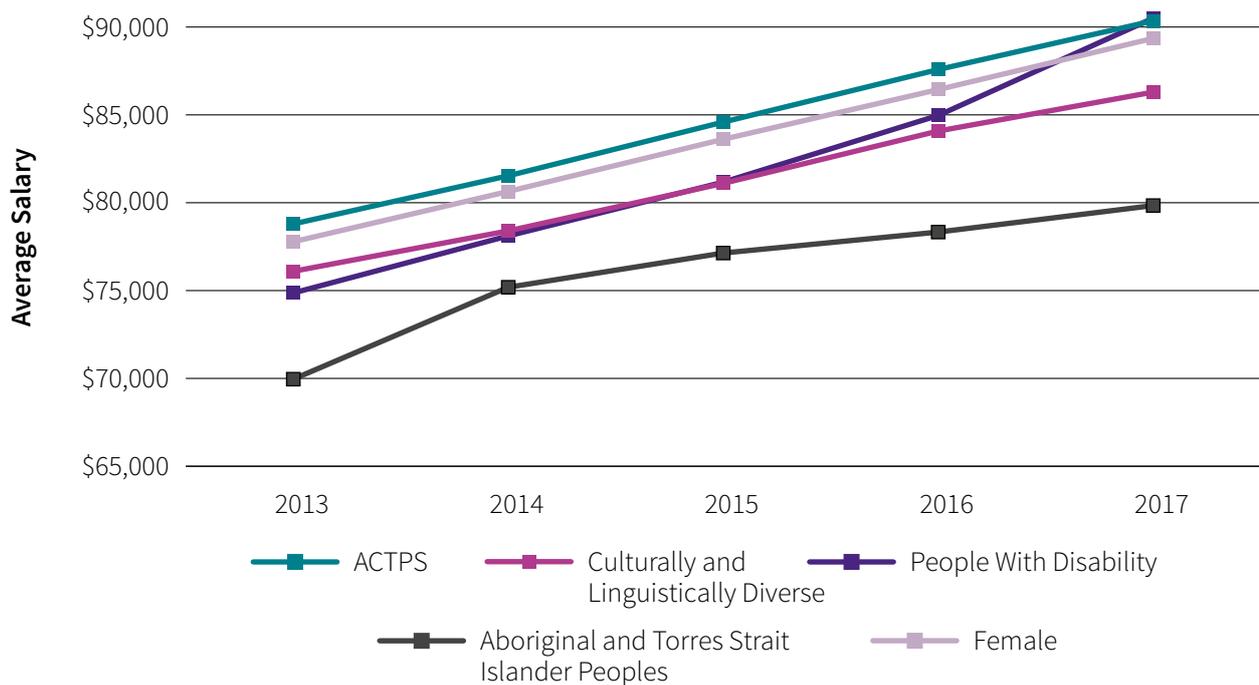
As shown in Graph 5, the average salary of female employees has increased at a constant rate over the past five years. From June 2013 to June 2017 the average salary of female employees increased by 14.9 per cent, an increase slightly higher than that of the average ACTPS salary during the same period. The average salary of female employees continues to sit slightly under that of the average ACTPS salary, a trend that is likely attributable to the proportionally larger number of female employees choosing part time work across the ACTPS.

The average salary of employees identifying as Culturally and Linguistically Diverse increased at a steady rate from June 2013 to June 2017, with a salary increase of 13.4 per cent over the period. At June 2017 the average salary of employees identifying as Culturally and Linguistically Diverse was \$86,295.

Notably, over the past year the average salary of People with Disability saw a sharp increase. As shown in Graph 5, from June 2016 to June 2017 the average salary of People with Disability climbed higher than both the average salary of female employees and the average salary of the ACTPS. At June 2017 the average salary of People with Disability was \$90,504, an amount \$154 higher than the average salary of the ACTPS. Given the considerable work undertaken during the 2016-17 reporting period to support and strengthen the participation of People with Disability in the ACTPS workforce it is encouraging to see an increase in the average salary of People with Disability.

The average salary of employees identifying as Aboriginal and Torres Strait Islander Peoples saw a reasonable increase from June 2013 to June 2014, since which it has continued to rise at a moderate rate. Over the five year period from June 2013 to June 2017 the average salary of employees identifying as Aboriginal and Torres Strait Islander Peoples saw an increase of 14.1 per cent, a growth rate equivalent to that of the growth of the average ACTPS salary over the same period. At June 2017 the average salary of employees identifying as Aboriginal and Torres Strait Islander Peoples was \$79,838.

GRAPH 5 - COMPARISON OF AVERAGE SALARY (JUNE 2013 - JUNE 2017)

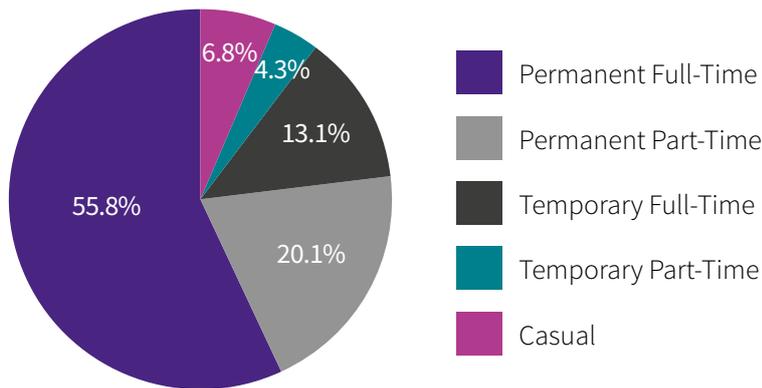


1.5 PART TIME EMPLOYMENT

In the ACTPS, employees who work part time make up almost one quarter of the workforce. Displayed in Graph 6 is the ACTPS workforce by employment mode. As shown, at June 2017, 24.4 per cent of the workforce worked part time (5,308 employees).

At 24.4 per cent, the percentage of part time employees in the ACTPS is lower than both the percentage of part time employees in the ACT labour force (28.1 per cent)¹³ and the Australian labour force (31.6 per cent)¹⁴ at June 2017.

GRAPH 6 - ACTPS WORKFORCE BY EMPLOYMENT MODE (JUNE 2017)



As can be seen in Table 2, at June 2017 part time Culturally and Linguistically Diverse employees totalled 895, making up 16.9 per cent of the ACTPS's total part time employees. People with Disability made up 2.2 per cent, and Aboriginal and Torres Strait Islander Peoples made up 1.2 per cent.

The majority of ACTPS part time employees are female (83.5 per cent), a trend consistent with previous years. The proportion of ACTPS part time employees who are female is roughly 15 per cent higher than the percentage of female part time employees in both the ACT labour force (67.9 per cent)¹⁵ and Australian labour force (69.2 per cent)¹⁶ at June 2017.

Of all female employees in the ACTPS, 31.3 per cent work part time compared to 11.5 per cent of all male employees. In the ACT labour force, 39.0 per cent of all females work part time compared to 17.7 per cent of all men¹⁷, and in the Australian labour force 46.9 per cent of women work part time compared to 18.2 per cent of all men¹⁸.

¹³ Australian Bureau of Statistics, Labour Force Australia 6202.0.

¹⁴ Ibid.

¹⁵ Australian Bureau of Statistics, Labour Force Australia 6202.0.

¹⁶ Ibid.

¹⁷ Ibid.

¹⁸ Ibid.

TABLE 2 – PART TIME EMPLOYMENT BY DIVERSITY (JUNE 2017)

	ACTPS	Females	Culturally and Linguistically Diverse	People with Disability	Aboriginal and Torres Strait Islander Peoples
Permanent part time	4,377	3,693	736	101	44
Temporary part time	931	737	159	14	21
Total part time	5,308	4,430	895	115	65

As shown in Table 2, part time employees within the ACTPS are predominantly employed on an ongoing basis, with permanent part time employees making up 82.5 per cent of all part time employees.

The ACTPS average salary for part time employees was \$83,782 at June 2017. The average salary of women and men working part time was approximately equivalent, with women earning an average part time salary of \$83,607 and men earning an average part time salary of \$84,664.

Part time work is an important component of the ACTPS workforce, and the high proportion of permanent part time employees in the ACTPS demonstrates the Service’s willingness to accommodate flexible working arrangements. Part time work allows employees to combine employment with other activities such as education or raising or caring for family, and allows both women and men to maintain a healthy work life balance while progressing their careers.

Part time work arrangements may be utilised by employees on return from maternity leave, for family caring arrangements, to undertake education, or to transition to retirement amongst many other reasons. As the ACTPS continues to grow, flexible work practices will continue to be an ever important aspect of the way the Service operates.

2. INNOVATIVE & RESPONSIVE: PEOPLE PLANNING FOR THE FUTURE

2.1 WORKFORCE PLANNING

Efficient and effective workforce planning is key in supporting the ACTPS to manage its workforce to meet current and future demands, anticipate future challenges, and to put in place strategies to mitigate risk.

As discussed in Section B2 of the Head of Service Annual Report, considerable work has been progressed during 2016-17 to build the capability of the ACTPS workforce. In 2015 the development of a Strategic Workforce Planning Framework was endorsed by Strategic Board. This was to assist directorates to align people planning activities to strategic business objectives and build future workforces around key service delivery. In 2016-17 the ADAPT Toolkit was developed, piloted and launched to support workforce planning activities across the ACTPS.

The ADAPT Toolkit includes guidance and tools designed to step users through each stage of the workforce planning process. Smart-form technology assists users to build evidence and ensure that workforce planning is tied to their strategic context and desired future states. Through using strategic workforce planning senior managers and executives are able to:

- > create workforces which meet future demands of ACTPS provision; and
- > adopt a consistent strategic workforce planning approach that anchors 'people planning' to the achievement of strategic priorities.

Work will continue in 2017-18 on whole of government succession and talent strategies to create the systematic attraction, identification, development and retention of high-performing individuals.

In the 2017 Agency Survey directorates were asked to report whether their directorate had a workforce plan in place. Of the seven directorates, four had a workforce plan in place at June 2017 while the other three did not.

Of the four directorates who had a workforce plan in place, all identified that their workforce plan was informed by issues specific to their directorate. CSD identified Responsiveness, Agility, Flexibility and Quality Outcomes as key drivers of their People Strategy 2017-2020. CMTEDD noted the importance of defining and strengthening the core capabilities required of employees in order for the directorate to fulfil its strategic objectives. CMTEDD identified building capability of the management cohort to lead through change as something that will be particularly critical as the ACTPS moves to a more dynamic working environment.

JACS identified that workforce plans and/or capability strategies are widely used by business units across the directorate to ensure that the growing and changing needs of the workforces are met. Within JACS, the ACT Emergency Services Agency is implementing their Strategic Plan for 2015-2020 which incorporates the development of a strategic workforce plan to shape their workforce. The ACT Human Rights Commission is implementing their Strategic Plan 2017-2020, which has a focus on developing its workforce capability to support the vision of "an inclusive community that respects and realises everyone's rights". As a whole, JACS has developed a three year Workforce Strategy for implementation from July 2017. This strategy will provide a platform to ensure the directorate's workforce is engaged, enabled and empowered to achieve JACS' future strategic goals and operational imperatives.

SNAPSHOT:

WORKFORCE PLANNING

Chief Minister, Treasury and Economic Development Directorate

CMTEDD has developed a Core Capability Framework (the Framework) to compliment the ACTPS Shared Capability Framework. The Framework details the key behaviours, skills and knowledge required of CMTEDD employees to fulfil the directorate's strategic objectives and meet the challenges of the future. Through improving consistency in people management practices across the directorate, the Framework aims to support CMTEDD in meeting future workforce demands.

The Framework provides an integrated approach to a range of HR initiatives and processes that: informs the development of training initiatives, improves recruitment outcomes through consistent selection criteria and terminology, and acts as a guide to individual development during performance and development plan discussions. CMTEDD employees can use the Framework to assist with personal career planning and personal development.

The Framework has been piloted within the directorate and endorsed by the CMTEDD Executive Management Group, and will be formally launched across the directorate in the second half of 2017.

2.2 EMPLOYMENT GROWTH

The ACTPS experienced a small growth in employment during the 2016-17 reporting period. From June 2016 to June 2017 the total number of employees (headcount) in the ACTPS grew by 2.5 per cent, or 531 employees. FTE employment grew by 2.0 per cent (372.2 FTE) over this same period. At 2.5 per cent, the employment growth of the ACTPS was slightly higher than the 2.0 per cent growth in the Australian labour force and the 0.5 per cent growth in the ACT labour force over the same period.

Table 3 displays the ACTPS employment growth by directorate for the June 2016 to June 2017 period. As can be seen, four of the seven directorates experienced growth during the period while the other three directorates saw a reduction in employee headcount numbers. Health experienced a small increase of 2.9 per cent, followed by Education at 4.1 per cent and JACS at 5.0 per cent. EPSDD experienced the largest growth in employment over the reporting period, with a significant increase of 81.4 per cent. This increase in employment is the result of significant Machinery of Government changes which occurred on 1 July 2016, seeing the EPSDD gain the Asbestos Response Taskforce from the CMTEDD, along with employees from TAMS's Parks and Conservation business units.

The Independent Competition and Regulatory Commission also experienced significant employment growth over the period (66.7 per cent), however this is not statistically relevant given their small headcount numbers.

The CSD's workforce continues to gradually decrease as a result of the continued transition to the National Disability Insurance Scheme. During the June 2016 to June 2017 period, CSD experienced a reduction in employment of 14.7 per cent (154 headcount). This reduction in headcount numbers is due to the phased withdrawal of Therapy ACT and Disability ACT. In 2016, CSD identified that many existing CSD employees have a desire to remain within the ACTPS. Importantly, CSD continue to redeploy employees to other areas within the directorate where there are appropriate positions available.

TABLE 3 – ACT PUBLIC SERVICE EMPLOYMENT GROWTH BY DIRECTORATE (JUNE 2016 – JUNE 2017)

Directorate	Headcount			FTE		
	June 2016	June 2017	Change (%)	June 2016	June 2017	Change (%)
Chief Minister, Treasury and Economic Development	2,532	2,457	-3.0%	2,443.3	2,362.3	-3.3%
<i>ACT Insurance Authority</i>	16	18	12.5%	15.6	17.6	12.8%
<i>Independent Competition and Regulatory Commission</i>	6	10	66.7%	6.0	9.6	60.7%
<i>Land Development Agency</i>	99	112	13.1%	96.8	109.6	13.2%
<i>Long Service Leave Authority</i>	12	14	16.7%	12.0	13.7	13.8%
Community Services	1,046	892	-14.7%	971.6	835.9	-14.0%
Education	6,316	6,578	4.1%	5,245.3	5,438.0	3.7%
<i>ACT Teacher Quality Institute</i>	13	12	-7.7%	12.0	11.8	-1.2%
Environment, Planning and Sustainable Development	328	595	81.4%	307.3	561.1	82.6%
Health	7,195	7,403	2.9%	6,324.2	6,476.3	2.4%
Justice and Community Safety	1,731	1,818	5.0%	1,665.1	1,729.5	3.9%
Transport Canberra and City Services	1,966	1,882	-4.3%	1,805.3	1,711.3	-5.2%
ACTPS Total	21,260	21,791	2.5%	18,904.5	19,276.7	2.0%

As shown in Table 4, over the 2016-17 reporting period, employment growth was seen in just over three fifths of all ACTPS classification groups. The largest growth in employment was seen in Health Assistants at 20.6 per cent, followed by Legal Officers at 12.3 per cent and Ambulance Officers at 9.4 per cent. Notably, the number of Disability Officers in the ACTPS dropped dramatically from June 2016 to June 2017. This is likely explained by the ongoing reduction in CSD's workforce, where the majority of Disability Officers are employed.

TABLE 4 – ACT PUBLIC SERVICE EMPLOYMENT GROWTH BY CLASSIFICATION (JUNE 2016 – JUNE 2017)

Classification group	Headcount		
	June 2016	June 2017	Change (%)
Administrative Officers	5,170	5,391	4.3%
Ambulance Officers	213	233	9.4%
Bus Operators	692	716	3.5%
Correctional Officers	199	213	7.0%
Dentists/Dental Officers	16	17	6.3%
Disability Officers	81	4	-95.1%
Executives	229	235	2.6%
Fire and Rescue Officers	342	334	-2.3%
General Service Officers & Equivalent	1,194	1,206	1.0%
Health Assistant	102	123	20.6%
Health Professional Officers	1,413	1,430	1.2%
Information Technology Officer	164	164	0.0%
Judicial Officers	15	15	0.0%
Legal Officers	106	119	12.3%
Legal Support	19	20	5.3%
Linen Production & Maintenance	62	58	-6.5%
Medical Officer	904	914	1.1%
Nursing and Midwifery	2,973	3,108	4.5%
Professional Officers	231	228	-1.3%
Prosecutors	37	39	5.4%
Rangers	47	41	-12.8%
School Leaders	762	750	-1.6%
Senior Officers	2,362	2,422	2.5%
Statutory Office Holders	11	12	9.1%
Teacher	3,516	3,626	3.1%
Technical Officers	280	280	0.0%
Trainees and Apprentices	78	48	-38.5%
Transport Officers	42	45	7.1%
Total	21,260	21,791	2.5%

Table 5 displays the ACTPS appointments and promotions for the years June 2013 to June 2017. As shown, the ACTPS continues to experience a small but gradual increase in the percentage of promotions from Higher Duties Arrangements (HDA). The percentage of appointments from external, percentage of appointments from temporary contracts and percentage of permanent transfers and promotions has remained fairly consistent over the past five year period.

From June 2013 to June 2017 the ACTPS had a total of 14,722 appointments, promotions and transfers, with 32.9 per cent of those being an appointment from a temporary contract, 30.5 per cent being through a permanent transfer or promotion, 20.7 per cent through promotion from HDA and 15.9 per cent through appointment from external to the ACTPS.

TABLE 5 - APPOINTMENTS AND PROMOTIONS (JUNE 2013 - JUNE 2017)

Financial Year	Total Appointment / Promotion / Transfers	Appointment From External	Appointment from Temp Contract	Promotion from HDA	Permanent Transfer / Promotion
2012-13	3,157	18.2%	31.5%	20.7%	29.6%
2013-14	2,829	15.5%	34.5%	18.7%	31.4%
2014-15	2,738	15.1%	33.4%	19.8%	31.8%
2015-16	2,927	14.9%	32.6%	21.1%	31.4%
2016-17	3,071	15.8%	33.0%	22.9%	28.4%
Total	14,722	15.9%	32.9%	20.7%	30.5%

3. UPHOLDING THE ACT PUBLIC SERVICE VALUES

3.1 PREVENTING BULLYING AND HARASSMENT

**ALL
7 DIRECTORATES**
REPORTED THAT THEY HAD A FORMAL REPORTING SYSTEM IN PLACE DURING 2016-17 FOR THE MANAGEMENT OF BULLYING AND HARASSMENT.

The 2017 Agency Survey asked directorates to report on the number of bullying and harassment contacts received during the 2016-17 reporting period, and whether the directorate had a formal system in place for the management of bullying and harassment.

Table 6 provides information on the mechanisms of the reporting of bullying and harassment within the ACTPS. It is important to note that the figures captured in Table 6 are not a 'one for one' indicator of bullying and harassment as it is possible for an employee to report through multiple mechanisms, or, have multiple employees report the same incident.

TABLE 6 - MECHANISMS OF REPORTING BULLYING AND HARASSMENT (2014-15 - 2016-17)

	2014-15 ¹⁹	2015-16	2016-17
Contacts received by directorate RED Contact Officers	133	117	49
Contacts received by HR (not by a RED Contact Officer)	n/a	n/a	147
Contacts received through RiskMan	n/a	23	38
Contacts received through other mechanisms	n/a	40	2

All respondents; 2014-15 = 14, 2015-16 = 8, 2016-17 = 7

As shown in Table 6, during 2016-17 bullying and harassment was predominantly reported through directorate HR areas. The number of contacts received through directorate HR was information not captured in previous years, however the figure of 147 contacts is to be expected when taking into consideration the reduction in contacts received by directorate RED Contact Officers and through other mechanisms from 2015-16. It is likely that many of the contacts received by HR proceeded to a preliminary assessment under Section H of ACTPS Enterprise Agreements, shown in Table 7.

While the majority of bullying and harassment reports were received by directorate HR areas in 2016-17, directorate RED Contact Officers and RiskMan were mechanisms also utilised by employees to report, with approximately 37 per cent of all reports coming through these channels.

19 2014-15 data inclusive of ACT Public Sector bodies.

TABLE 7 – REPORTS OF BULLYING AND HARASSMENT (2014-15 – 2016-17)

	2014-15 ²⁰	2015-16	2016-17
Number of reports of bullying or harassment where a preliminary assessment under Section H of ACTPS Enterprise Agreements was commenced during the 2016-17 financial year	n/a	82	86
Number of reports of bullying or harassment received during the 2016-17 financial year that resulted in a misconduct process under Section H of ACTPS Enterprise Agreements.	n/a	n/a	11 ²¹
Number of bullying or harassment related misconduct processes completed during the 2016-17 financial year where a breach of section 9 of the PSM Act was found to have occurred.	10	8	5 ²²
Number of bullying or harassment related misconduct processes that are currently underway/being investigated, as at 30 June 2017. ²³	7	11	6 ²⁴

All respondents; 2014-15 = 14, 2015-16 = 8, 2016-17 = 7

The total number of instances of bullying or harassment where a breach of section 9 of the PSM Act was found to have occurred has decreased over the past three years. As can be seen when looking at Table 6 and Table 7, a large difference exists between the total number of reported experiences of bullying and harassment and the total number of reports of bullying and harassment resulting in a finding of bullying or harassment through a misconduct process. This demonstrates that many of the complaints were either resolved through a preliminary assessment or within the workplace.

Under the terms of Enterprise Agreements, directorates are required to conduct a preliminary assessment of a matter to determine whether an investigation is required or if the matter can be resolved through other means. Those matters which do require investigation are referred to the PSU.

The PSU was formed on 19 December 2015 in an effort to improve and standardise investigations in the ACTPS. All misconduct investigations in the ACTPS are conducted, or overseen (in the small amount of cases referred to an external investigator) by the PSU under the auspices of the Commissioner (previously the Commissioner for Public Administration). Investigations are conducted in accordance with the provisions of the relevant ACTPS Enterprise Agreement, the PSM Act and the PSM Standards.

The number of formal misconduct processes relating to bullying and harassment which were referred to the PSU (and before the establishment of the PSU on 19 December 2015, to Shared Services Employee Relations) are displayed in Table 8 below.

TABLE 8 – MISCONDUCT PROCESSES RELATING TO BULLYING AND HARASSMENT INVESTIGATED BY THE PSU (FORMERLY SHARED SERVICES EMPLOYEE RELATIONS) (2011-12 – 2016-17)

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Number bullying or harassment investigations	20	43	17	11	16	12

20 2014-15 data inclusive of ACT Public Sector bodies.

21 Sourced from data held centrally by the PSU.

22 Sourced from data held centrally by the PSU.

23 Total number of investigations commenced, completed and ongoing may not reconcile due to action across financial years.

24 Sourced from data held centrally by the PSU

3.2 DISCIPLINE ACTION

Table 9 shows the number of misconduct investigations commenced citing a possible breach of section 9 of the PSM Act, during the 2015-16 and 2016-17 reporting periods. Data is sourced from that held centrally by the PSU. Section 9 of the PSM Act provides the general obligations of public employees and directs that procedures for dealing with misconduct are applied in line with the employee's relevant Enterprise Agreement.

A misconduct investigation may involve one or more cited breaches of section 9 of the PSM Act. Reporting investigations rather than breaches gives a more realistic sense of the level of discipline action across the ACTPS.

TABLE 9 – MISCONDUCT INVESTIGATIONS COMMENCED

	2015-16 ²⁵	2016-17
Number of misconduct investigations commenced citing a possible breach of section 9 of the PSM Act	65	70

TABLE 10 – INVESTIGATIONS COMPLETED IN 2015-16 WHERE A BREACH(ES) OF SECTION 9 WAS FOUND TO HAVE OCCURRED OR WHERE ALLEGATIONS WERE NOT SUSTAINED

	2015-16 ²⁶	2016-17
Number of investigations where a breach of section 9 of the PSM Act was found to have occurred	34	68
Number of investigations where the allegations were not sustained	8	12

Prior to 19 December 2015, directorates were able to conduct investigations within the directorate, or in the case of more complex matters, refer them to the PSU for investigation. On 19 December 2015, it became mandatory for directorates to refer all misconduct matters requiring investigation to the PSU. Table 11 shows the time taken to complete those investigations from available data held within the PSU.

TABLE 11 – AVERAGE LENGTH OF TIME TO COMPLETE MISCONDUCT INVESTIGATIONS UNDERTAKEN BY THE PSU

	2012-13	2013-14	2014-15	2015-16 ²⁷	2016-17
Number of investigations completed	46	26	23	42	80 ²⁸
Average time to complete investigations in days	87	124	83	101	96

Directorates were asked to report on the sanctions imposed as a result of misconduct processes completed in the 2016-17 financial year where misconduct was found to have occurred. Table 12 shows the number of outcomes and sanctions imposed as a result of misconduct processes over the last five years in the ACTPS. It is important to note that, often more than one sanction can be issued as a result of misconduct and as such the number of misconduct processes resulting in a breach may not reconcile with the total number of sanctions.

25 2015-2016 figures have been adjusted to reflect a consistent methodology of calculating statistics between fiscal years, and as such may differ from figures reported in previous versions of the State of the Service Report.

26 2015-2016 figures have been adjusted to reflect a consistent methodology of calculating statistics between fiscal years, and as such may differ from figures reported in previous versions of the State of the Service Report.

27 Includes full investigations and taking of admission statements by PSU.

28 Includes full investigations and taking of admission statements by PSU.

TABLE 12 – DISCIPLINARY SANCTIONS SINCE 2012-13

	2012-13	2013-14	2014-15	2015-16	2016-17
Misconduct found, but no sanction applied	5	8	3	4	4
Written warning and admonishment ²⁹	39	32	37	21	34
Deferral of increment	1	0	1	0	0
Reduction in incremental point	12	4	10	8	6
Removal of monetary benefit derived through an existing ARin/SEA	n/a	n/a	n/a	0	0
Other financial penalty	n/a	n/a	n/a	2	7
Fully or partially reimburse employer for damage wilfully incurred to property or equipment	n/a	n/a	n/a	0	0
Transfer, temporarily or permanently, to other position at level	n/a	n/a	n/a	5	2
Transfer, temporarily or permanently, to other position at lower classification	5	2	2	3	5
Termination of employment	16	14	15	11	19
Employee resigned prior to sanction being imposed	n/a	n/a	7	9	15

All respondents; 2012-13 = 15, 2013-14 = 15, 2014-15 = 14, 2015-16 = 8, 2016-17 = 7

As shown in Table 12, during 2016-17 the most commonly reported outcome of misconduct processes was the sanction of a written warning and admonishment. This sanction has consistently been the most used over the past five years.

²⁹ Figures for 2012-13, 2013-14 & 2014-15 include figures of 'written admonishment' and 'first or final written warning' reported in previous editions of the State of the Service report.

3.3 FRAUD AND RISK

All seven directorates had a Senior Executive Responsible for Business Integrity Risk (SERBIR) in place throughout the 2016-17 reporting period. Further, all directorates reported that a formal risk assessment had been undertaken in accordance with the Risk Management Standard during 2016-17.

Six directorates identified that they had plans to review the risk assessment process within their directorate for the 2017-18 reporting period. These directorates noted the timings and event triggers of these reviews included:

- > risk assessment process conducted in line with business planning cycle;
- > directorate restructure (resulting from Machinery of Government changes);
- > ongoing review as part of risk management framework and business continuity planning; and
- > engagement of an external consultant to provide a review and assessment of risk management process and practices within the directorate.

In the 2016-17 reporting period, all seven directorates reported that they had a current Fraud and Corruption Plan. When asked if they had reviewed their Fraud and Corruption Plan within the past two years, all directorates reported yes.

Directorates were asked to rate a number of integrity risks within their directorate, the results of which are shown in Graph 7.

GRAPH 7 - INTEGRITY RISKS (2016-17)

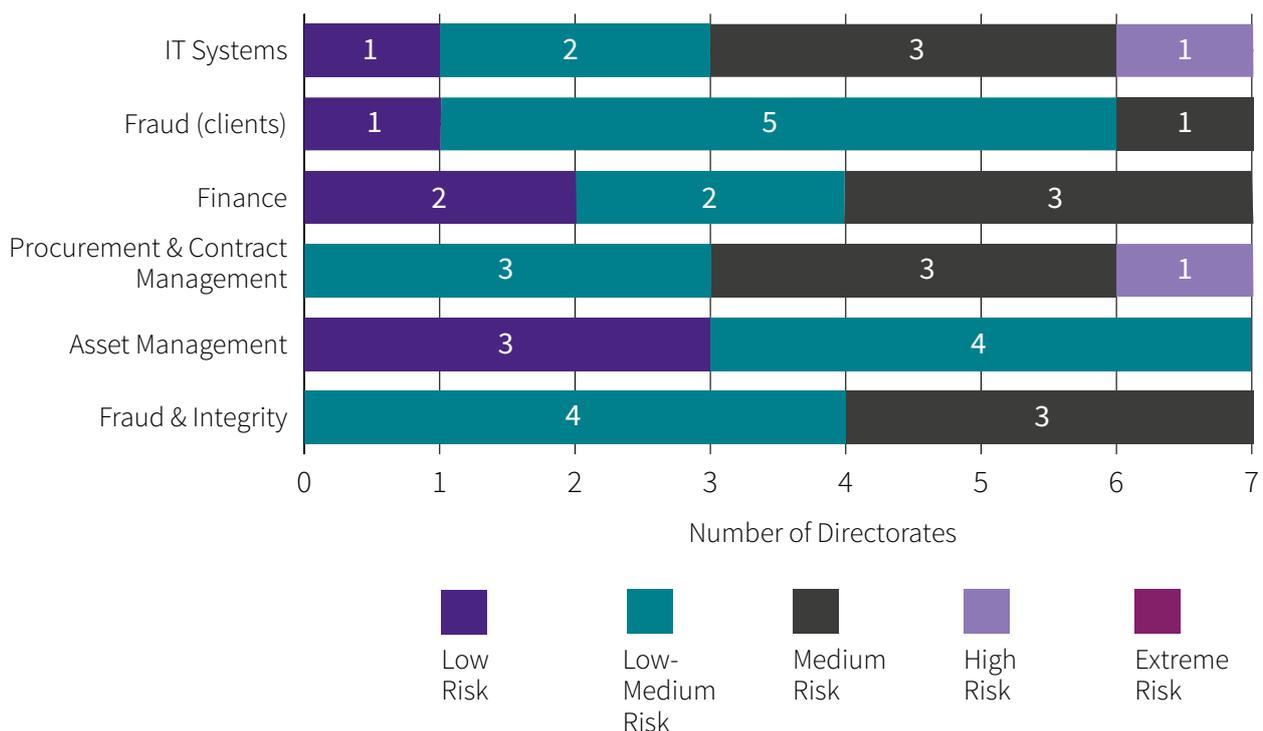


TABLE 13 – INTEGRITY RISK RATINGS (2014-15 TO 2016-17)

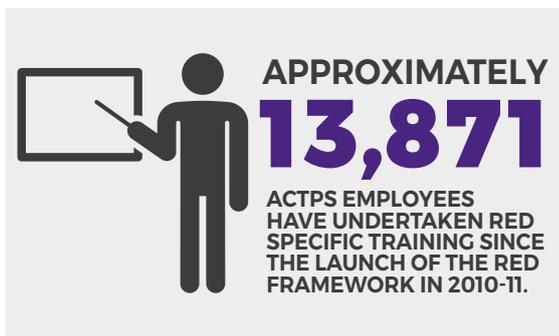
	Low Risk 1 or 2			Medium Risk 3			4 or Extreme Risk 5		
	2014-15	2015-16	2016-17	2014-15	2015-16	2016-17	2014-15	2015-16	2016-17
Fraud & Integrity	8	4	4	6	4	3	0	0	0
Asset Management	6	4	3	7	2	4	1	2	0
Procurement & Contract Management	7	3	3	4	5	3	3	0	1
Finance	10	5	4	4	1	3	0	2	0
Fraud (clients)	7	6	6	7	2	1	0	0	0
IT Systems	8	3	3	5	5	3	1	0	1

All respondents; 2014-15 = 14, 2015-16 = 8, 2016-17 = 7

Table 13 represents the risk ratings against different categories of business risk as reported by respondents for the last three financial years. For the period 2014-15 to 2016-17:

- > client fraud was the most frequently recorded response in the low risk category;
- > fraud and integrity, asset management and IT Systems were the most frequently recorded responses in the medium risk category; and
- > procurement and contract management was the most frequently recorded response in the highest risk category.

3.4 THE ACTPS RESPECT EQUITY AND DIVERSITY (RED) FRAMEWORK



The ACTPS is committed to creating a positive, respectful, supportive and fair work environment where employee differences are respected, valued and utilised to create a productive and collaborative workplace. The RED Framework, launched in 2010, supports the ACTPS in achieving this commitment, and in meeting its obligations under the PSM Act. During the 2016-17 reporting period, all seven directorates provided RED specific training to employees, with approximately 1,374 employees undertaking training during the reporting period.

The 2017 Agency Survey asked directorates to provide comment on the different activities they used during the 2016-17 reporting period to continue to reinforce the RED message.

SNAPSHOT:

CELEBRATION OF HARMONY DAY

Chief Minister, Treasury and Economic Development Directorate

CMTEDD showed support for Harmony Day in 2016-17 through a range of directorate initiatives and all-employee communications. Communications were made through a variety of media, including intranet content, emails and an article published in the directorate’s monthly newsletter. CMTEDD employees were encouraged to show support by wearing orange to work, the official colour for Harmony Day. Employees were also invited to share the countries that they had visited, and the countries of their ancestry. These responses were collated, and two maps were created showcasing the vast diversity of the CMTEDD workforce.

TABLE 14 – ACTIVITIES TO PROMOTE THE RED MESSAGE (2016-17)

	Number of Directorates
Executive support of NAIDOC Week activities	6
Workplace celebrations of Harmony Day	5
International Women’s Day events	4
Disability training	3
Aboriginal and Torres Strait Islander cultural awareness training	4
LGBTIQ awareness training	4
Other	6

In addition to the activities mentioned in Table 14, directorates reported undertaking other initiatives to promote the RED message. These initiatives included:

- > implementation of a directorate specific RAP;
- > celebration of National Reconciliation Week and NAIDOC Week;
- > cultural awareness training for employees and managers;
- > arranging for an AUSLAN interpreter to teach basic sign language to employees;
- > provision of RED training;
- > provision of Domestic Violence Awareness training;
- > establishing a directorate network for Aboriginal and Torres Strait Islander employees, and network for People with Disability; and
- > celebration of Wear it Purple Day on 26 August 2016 in support of sexuality and gender diversity as well as broader support of the LGBTIQ community.

SNAPSHOT:

PROMOTING THE RED MESSAGE WITHIN ACTPS WORKPLACES

Community Services Directorate

In July 2016, CSD became the first directorate to receive three year accreditation as a White Ribbon Workplace, joining other Australian workplaces committed to ending violence against women.

To gain accreditation the directorate met criteria across three standards relating to leadership and commitment, prevention of violence against women, and response to violence against women and is now recognised as a pioneer in contributing to national cultural change.

The campaign works through primary prevention initiatives involving awareness raising and education, and programs with youth, schools, workplaces and across the broader community. Globally, White Ribbon is the world's largest male-led movement to end men's violence against women, and is active in more than 60 countries.

White Ribbon Workplaces (CSD) are centres of respect and pro activity in relation to the safety of women in the workplace, and are members of a truly leading edge cohort, both nationally and internationally. The Program is an award-winning initiative which is complementary to women's empowerment initiatives and strengthens the organisation's stance in relation to anti-bullying legislation. Key benefits include:

- > driving social change;
- > improved office safety and morale;
- > increased employee knowledge and skills about the issue of men's violence against women;
- > improved retention rates and lower employee turnover;
- > risk mitigation;
- > improved work productivity and reduced absenteeism;
- > improved reputation in professional networks and the wider community; and
- > becoming an employer of choice.

TABLE 15 – PROMOTION OF THE RED FRAMEWORK (2016-17)

	Number of Directorates
RED Overview sessions (separate from formal RED training)	5
Regular discussions regarding RED issues	6
A RED network that meets quarterly or more frequently	6
None of the above	0
Other	4

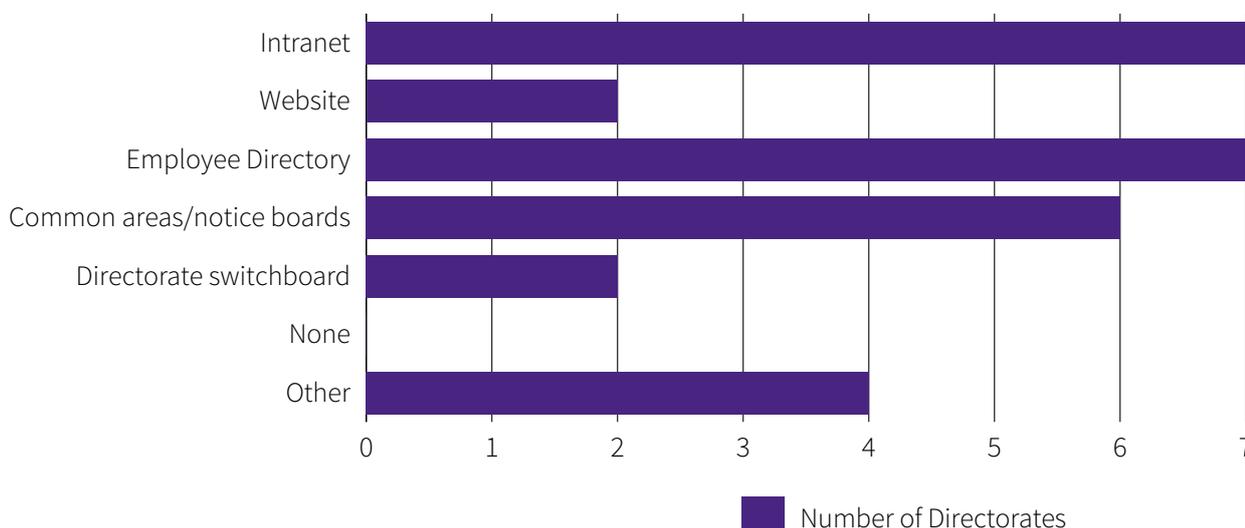
In addition to the tools reported in Table 15, directorates reported undertaking the following initiatives to promote the RED Framework in 2016-17:



- > RED Contact Officers meeting regularly;
- > specific training for RED Contact Officers;
- > the provision of regular correspondence on RED (including through newsletters, posters, business/unit bulletins, the intranet and directorate emails and flyers); and
- > provision of RED information to employees attending monthly information sessions.

Directorates were asked how their organisation ensured that all employees have access to the details of RED Contact Officers. As shown in Graph 8, all seven directorates provided details of their RED Contact Officers on the intranet and employee directory. Six directorates provided details of RED Contact Officers on common areas/notice boards, and two directorates provided details on their website and directorate switchboard.

GRAPH 8 – ACCESS TO DETAILS OF RED CONTACT OFFICERS (2016-17)



In addition to the above, directorates reported the following methods for ensuring employees had access to the details of RED Contact Officers:

- > posters and promotion of access to RED Contact Officer details in other Organisational Development workshops;
- > information provided in directorate induction sessions and through RED Training;
- > access to the whole of government RED Contact Officer list on the ACT Government Directory; and
- > self promotion of RED Contact Officers, such as the display of posters at their seating location.

GRAPH 9 – DIRECTORATES THAT CONDUCTED A DIVERSITY CENSUS AND/OR ‘UPDATE YOUR DETAILS’ PROCESS (2016-17)



Directorates were asked if they had conducted a Diversity Census and/or 'Update your Details' process during the 2016-17 reporting period. As shown in Graph 9, four reported that they had conducted a Diversity Census and 'Update your Details' process, two reported that they conducted an 'Update your Details' process, and one directorate reported that they did not conduct any processes to encourage the disclosure of diversity.

Directorates were asked to report on the initiatives implemented during 2016-17 to support employees and potential employees from diversity groups, in particular, people from a Culturally and Linguistically Diverse Background, Aboriginal and Torres Strait Islander Peoples and People with Disability. Common initiatives utilised by directorates included:

- > participation in whole of government programs including:
 - the Inclusion Traineeship;
 - the Aboriginal and Torres Strait Islander Traineeship; and
 - the Aboriginal and Torres Strait Islander Career Development Program.
- > Identified positions for People with Disability and Aboriginal and Torres Strait Islander Peoples;
- > participation and celebration of international days and/or weeks including NAIDOC Week, Reconciliation Week, Harmony Day, LGBTI Week, International Day of People with Disability;
- > development and/or implementation of a directorate specific RAP;
- > development and/or implementation of a directorate specific Disability Action Plans and/or RED Action Plans;
- > workshops and seminars on inclusion and/or cultural awareness to equip managers and employees with the knowledge and skills to support colleagues from diversity target groups;
- > in-directorate support, provided by ACTPS employees (including dedicated Inclusion Officers), for Aboriginal and Torres Strait Islander Peoples and People with Disability;
- > promotion and provision of reasonable adjustment; and
- > utilising Indigenous employee networks to provide support to Aboriginal and Torres Strait Islander employees.

SNAPSHOT:

SUPPORT FOR EMPLOYEES FROM DIVERSITY TARGET GROUPS

Justice and Community Safety Directorate

During 2016-17 JACS continued implementation of the JACS Inclusion Statement 2016-2019, which sets the foundation on which the directorate is progressing its efforts to build an inclusive workplace culture. To progress this commitment, the JACS appointed senior executives to champion the directorate's employment plans. Senior executives are supported by a Senior Advisor, Social Inclusion, who was appointed to develop and promote inclusive practices in the directorate. The JACS RED Executive Sponsor oversees the ongoing progress of the directorate's commitment to building inclusive workplaces.

JACS has been proactive in providing support for employees from diversity groups, with different initiatives implemented across various divisions to support these employees.

- > In 2016-17 ACT Corrective Services worked in partnership with Karlka Recruiting Group to provide information sessions for Aboriginal and Torres Strait Islander Peoples interested in applying for the trainee Correctional positions. This assistance helped candidates to complete applications successfully.
- > ACT Emergency Services Agency continued to participate in the Indigenous Fire and Rescue Employment Strategy (IFARES) pre-employment pathway program for Indigenous people interested in applying to become a fire fighter.
- > The ACT Law Courts and Tribunal established the Judicial Cultural Diversity Committee comprising representatives of the judiciary and registrars of the ACT Law Courts. In May 2017, the Committee hosted a one day workshop to engage and consult with key agencies and community organisations to identify practical measures to improve accessibility to the courts for Aboriginal and Torres Strait Islander Peoples in the ACT. The workshop was extremely productive and a report identifying practical measures and strategies to improve access has been provided to the Committee.
- > On 16 February 2017 a Memorandum of Understanding was signed between the ACT Law Courts and Tribunal and the Australian National University and University of Canberra to establish a mentoring program for Aboriginal and Torres Strait Islander law students. This program is to create opportunities for Aboriginal and Torres Strait Islander law students to work with judicial officers and senior members of the ACT legal profession, thereby creating opportunities for mentoring and career development.

JACS supported employees in the 2017 ACTPS Aboriginal and Torres Strait Islander Career Development Program, and made coaching and mentoring opportunities available for Aboriginal and Torres Strait Islander employees within the directorate. To encourage participation in leadership programs, JACS allocated specific places for People with Disability and Aboriginal and Torres Strait Islander employees. In providing an inclusive and accessible work environment, JACS:

- > continued to ensure reasonable adjustments were made for People with Disability;
- > delivered disability awareness and mental health awareness programs to employees;
- > promoted and recognised Mental Health Week, R U OK Day, and International Day of People with Disability by participating in the Chief Minister's Inclusion Awards Dinner on 4 December 2016; and
- > provided Telephone Typewriter phone facility for Official Visitor callers with hearing impairment.

TABLE 16 – DIRECTORATE INCLUSION STRATEGIES (2013-14 – 2016-17)

	2013-14		2014-15		2015-16		2016-17	
	Number	Per cent						
Job advertisements written in plain English	12	80%	10	71%	6	75%	6	86%
Reasonable Adjustments made at interview for People with Disability	11	73%	10	71%	7	88%	5	71%
Reasonable workplace adjustments made for successful applicants with a disability	10	67%	10	71%	7	88%	5	71%
Training for panel members on the inclusion of the needs of diverse applicants	6	40%	4	29%	7	88%	6	86%
Roles and responsibilities clearly defined in job descriptions	13	87%	11	79%	6	75%	6	86%
Other	n/a	n/a	n/a	n/a	5	63%	4	57%

All respondents; 2013-14 = 15, 2014-15 = 14, 2015-16 = 8, 2016-17 = 7

As shown in Table 16, during 2016-17 a total of six directorates (86 per cent) reported that they ensured job advertisements were written in plain English, and that roles and responsibilities were clearly defined in job descriptions, along with providing training for panel members on the inclusion of the needs of diverse applicants. In addition to the above inclusion strategies, directorates reported that they had undertaken the following strategies during the 2016-17 reporting period:

- > use of a Reasonable Adjustment Policy;
- > having a dedicated Inclusion Officer in place;
- > Aboriginal and Torres Strait Islander Cultural Awareness training and Disability Awareness training;
- > amended duty statements to clearly articulate physical and psychosocial requirements to potential applicants; and
- > advertising Aboriginal and Torres Strait Islander identified positions through mainstream and Aboriginal and Torres Strait Islander media and networks and advertising Disability identified positions through various universities' networks.

When asked if their directorate had introduced any broader activities or initiatives to raise awareness of diversity in the workplace during the 2016-17 reporting period, all directorates responded yes. The most common activities/initiatives were:

- > participation in, and celebration of international days and/or weeks including NAIDOC Week, Reconciliation Week, Close the Gap Day, Mabo Day, Harmony Day, LGBTI Week, International Day of People with Disability, White Ribbon Day, International Women's Day, R U OK? Day;
- > introduction/implementation of a directorate specific RAP;
- > employee participation in Pride in Diversity, Australia's first and only not-for-profit employer support program for all aspects of LGBTI workplace inclusion, including employee attendance at Pride in Diversity training;
- > participation in the whole of government LGBTIQ Staff Network Working Group – a group intended to provide a 'One Government' approach to providing a support network for employees who identify as LGBTIQ, as well as addressing broader inclusion strategies that can be implemented at a directorate level; and
- > promotion of LGBTIQ awareness sessions and resources.

SNAPSHOT:

RAISING AWARENESS OF DIVERSITY IN THE WORKPLACE

Community Services Directorate

During 2016-17 CSD worked actively to raise awareness of diversity in the workplace. The directorate participated in, and held, many activities and initiatives to celebrate and promote diversity groups. Such activities included:

- > participation in NAIDOC by the Lake, a collaborative effort by community organisations, government, business and community members to celebrate Aboriginal and Torres Strait Islander history, culture and achievements;
- > employee activities/events to acknowledge international days and weeks;
- > hosting awards to celebrate achievements, including the ACT Government Inclusion Awards and the CSD Director-General Excellence Awards, placing an emphasis on showcasing artworks of People with Disability and local Indigenous artists; and
- > participation in Pride in Diversity.

4. A DIVERSE WORKFORCE: REFLECTING THE ACT COMMUNITY

4.1 ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

Aboriginal and Torres Strait Islander employees made up 1.6 per cent of the total ACTPS workforce at June 2017.

As part of the ACTPS's journey to a more inclusive workforce there were multiple pathways and programs established during the 2016-17 reporting period to support and encourage the employment of Aboriginal and Torres Strait Islander Peoples in the ACTPS. The Whole of Service Employment Inclusion Team has focused on expanding whole of government inclusion employment initiatives, developing diversity employment resources and providing direct support to directorates to assist the ACTPS in increasing disability employment across the workforce.

Following the success of the pilot Aboriginal and Torres Strait Islander Traineeship in 2015-16, the second Aboriginal and Torres Strait Islander Traineeship commenced in 2016-17. The program provides Aboriginal and Torres Strait Islander participants with the opportunity to gain skills and knowledge, establish valuable networks across the ACTPS, and affords participants with professional development opportunities. Upon successful completion of the program, trainees are offered permanent positions within the ACTPS.

Further information on programs and initiatives implemented during 2016-17 to improve the employment of Aboriginal and Torres Strait Islander Peoples in the ACTPS can be found at Section B2 of the Head of Service Annual Report.

Progress continues to be made towards reaching the diversity target of 407 Aboriginal and Torres Strait Islander employees by 30 June 2019. As shown in Table 17, at June 2017 the employment of Aboriginal and Torres Strait Islander employees had increased to 1.6 per cent (350 employees).

The 2016 Census revealed that Aboriginal and Torres Strait Islander Peoples represented 2.8 per cent of the population, up from 2.5 per cent in 2011 and 2.3 per cent in 2006³⁰. In the ACT, Aboriginal and Torres Strait Islander Peoples represented 1.6 per cent of the Territory³¹. Positively, at June 2017 the proportion of Aboriginal and Torres Strait Islander employees in the ACTPS was equivalent to the proportion of Aboriginal and Torres Strait Islander Peoples in the ACT community.

TABLE 17 - ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYEES (JUNE 2012 - JUNE 2017)

	June 2013	June 2014	June 2015	June 2016	June 2017
Headcount	238	253	299	313	350
Percentage of total workforce	1.2%	1.2%	1.4%	1.5%	1.6%

30 Aboriginal and Torres Strait Islander Population: 2016 Census Data Summary.

31 Ibid.

Of the 350 Aboriginal and Torres Strait Islander employees:

- > CSD had the highest proportional representation of employees identifying as Aboriginal and Torres Strait Islander employees at 4.1 per cent, followed by EPSDD (3.5 per cent) and JACS (2.8 per cent);
- > the average salary for Aboriginal and Torres Strait Islander employees was less than the average ACTPS salary (\$79,838 compared to \$90,350);
- > generation Y comprised the largest age group (177 employees);
- > the separation rate of Aboriginal and Torres Strait Islander employees was higher than the separation rate for the whole ACTPS (11.4 per cent compared to 7.9 per cent); and
- > Trainees and Apprentices made up the largest classification of Aboriginal and Torres Strait Islander employees at 18.8 per cent, followed by Rangers at 7.3 per cent and Legal Support Officers at 5.0 per cent.

TABLE 18 - ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES SNAPSHOT (JUNE 2017)

Total Employees (Headcount)	350	Age	
Total Employees (FTE)	310.1	Generation Y	177
Aboriginal and Torres Strait Islander Peoples by directorate (% & Headcount)		Generation X	106
Chief Minister, Treasury and Economic Development	1.1% (27)	Baby Boomers	67
<i>ACT Insurance Authority</i>	0%	Pre-Baby Boomers	0
<i>Independent Competition And Regulatory Commission</i>	0%	Employment Type	
<i>Land Development Agency</i>	0.9% (N/A)	Permanent	229
<i>Long Service Leave Authority</i>	0%	Temporary	94
Community Services	4.1% (37)	Casual	27
Education	1.5% (99)	Full Time / Part Time Employment	
<i>ACT Teacher Quality Institute</i>	0%	Full Time	258
Environment, Planning and Sustainable Development	3.5% (21)	Part Time	65
Health	1.0% (76)	Casual	27
Justice and Community Safety	2.8% (50)	Average Salary	\$79,838
Transport Canberra and City Services	2.1% (39)	Median Salary	\$73,447
ACTPS Total	1.6%	Separation Rate	11.4%

The 2017 Agency Survey asked directorates to report whether their directorate had a RAP in place in the 2016-17 reporting period, and if so, what the key attributes of the plan were, and what activities/initiatives were undertaken by the directorate to promote/implement the plan. A RAP is a framework for an organisation to realise their vision for reconciliation. Reconciliation Australia notes that having a RAP gives an organisation the best chance of achieving Aboriginal and Torres Strait Islander engagement objectives and increasing the attraction and retention of Aboriginal and Torres Strait Islander Peoples.³²

All seven directorates reported having a RAP in place during the 2016-17 reporting period. The key purpose and key attributes of each directorate RAP varied slightly by directorate. Some of the key attributes of directorate RAPs included;



- > encouraging personal reconciliation journeys;
- > building cultural proficiency across the directorate;
- > increasing joint reconciliation initiatives across the ACT Government and the community to improve culturally appropriate services to Aboriginal and Torres Strait Islander Peoples;
- > engaging employees in the creation of an organisational culture, enriched by the diversity and knowledge of the Aboriginal and Torres Strait Islander Peoples;

- > deliver services in a way that acknowledges and understands Aboriginal and Torres Strait Islander culture and history; and
- > support the attraction, retention and capability building of Aboriginal and Torres Strait Islander employees.

Directorates reported various activities and initiatives used for the promotion and/or implementation of their RAP, including through information on their directorate website, intranet and email, and through celebration of significant days, such as Reconciliation Week and NAIDOC Week.

32 Reconciliation Australia (2016, July). RAP, About <http://www.reconciliation.org.au/raphub/about/>

SNAPSHOT:

RECONCILIATION ACTION PLAN

Chief Minister, Treasury and Economic Development Directorate

CMTEDD developed and launched its first RAP in 2016-17. The artwork for the CMTEDD RAP was a key focal point of the plan, which represented a tangible act of Reconciliation in itself. A group of female Ngunnawal Elders came together to create a traditional possum skin cloak. Possum skin cloaks were once an everyday item for Aboriginal people in South-Eastern Australia, and played an important role in their culture. From birth, babies were wrapped in a few pelts sewn together, and as they grew, further pelts would be added to create a full-sized cloak. The possum skins would be painted in ochre telling the story of the land and the individual, so that at old age the cloak would tell the story of their life. A possum skin cloak had not been created by the Ngunnawal people in roughly 200 years. By supporting the creation of the cloak, the practice has been able to be revived in a very meaningful act of reconciliation.

CMTEDD has begun implementation of the RAP, with a major focus in the early stages being the communication strategy to build awareness of the plan. The RAP has been made widely accessible through a variety of mediums, and is being incorporated into future CMTEDD induction programs.

CMTEDD has been successful in delivering an Innovate RAP as its first RAP, meaning the directorate is committed to making tangible changes towards improving the outcomes of Aboriginal and Torres Strait Islander Peoples in CMTEDD, and in the ACT community. Key deliverables of the RAP include:

- > supporting Aboriginal and Torres Strait Islander education and employment pathways through the provision of support and funding for Vocational Education Training (VET);
- > the construction of a Bush Tucker Trail in the Southern Tablelands Ecosystems Park at the National Arboretum;
- > support and provision of funding to support recreation opportunities for Aboriginal and Torres Strait Islander Peoples;
- > support and provision of funding for Aboriginal and Torres Strait Islander arts and tourism products;
- > procurement policies designed to promote the use of Aboriginal and Torres Strait Islander suppliers; and
- > internally focused programs targeting recruitment and retention of Aboriginal and Torres Strait Islander Peoples.

Shown in Table 19 are the employment strategies used by directorates/public sector bodies since 2012-13 to attract Aboriginal and Torres Strait Islander Peoples to the ACTPS.

TABLE 19 – EMPLOYMENT STRATEGIES FOR THE ATTRACTION OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES (2012-13 – 2016-17)

Employment Strategies	2012-13	2013-14	2014-15	2015-16	2016-17
Identified positions	7	7	9	7	7
Aboriginal and Torres Strait Islander Traineeship	7	4	4	7	7
Work experience	2	4	4	4	3
Positions in the ACTPS Graduate Program for Aboriginal and Torres Strait Islander Peoples	5	3	4	6	6
Aboriginal and Torres Strait Islander cadetship	1	1	0	0	0
Mentoring programs	n/a	n/a	n/a	3	3
School based apprenticeships for Aboriginal and Torres Strait Islander Peoples	n/a	n/a	n/a	3	2

All respondents; 2012-13 = 14, 2013-14 = 15, 2014-15 = 14, 2015-16 = 8, 2016-17 = 7

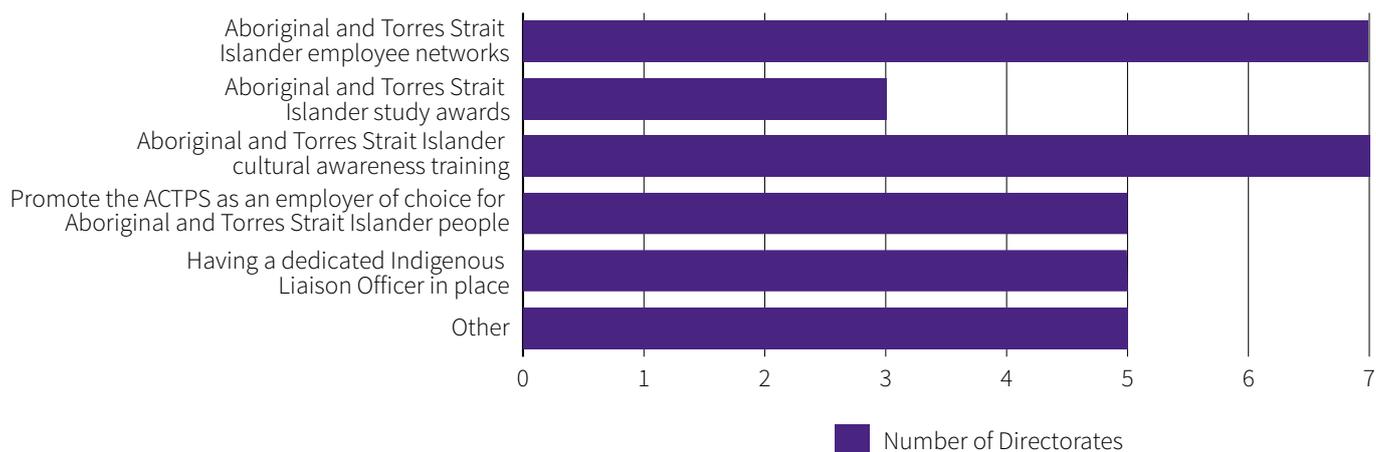
In 2016-17 the most commonly used employment strategies for the attraction and retention of Aboriginal and Torres Strait Islander Peoples to the ACTPS were identified positions, the Aboriginal and Torres Strait Islander Traineeship and positions for Aboriginal and Torres Strait Islander Peoples in the ACTPS Graduate Program.

It is positive to note that all seven directorates are utilising the Aboriginal and Torres Strait Islander Traineeship as a means to attract Aboriginal and Torres Strait Islander Peoples to the ACTPS, given the work that has been put in to make this program run successfully for the second year. It is also positive to see that all seven directorates are using identified positions in the ACTPS Graduate Program in an effort to employ more Aboriginal and Torres Strait Islander Peoples.

In addition to the employment strategies listed in Table 19, directorates also reported using the following strategies to attract Aboriginal and Torres Strait Islander Peoples to the ACTPS:

- > participation in the Aboriginal and Torres Strait Islander Career Development Program;
- > mentoring groups for senior Aboriginal and Torres Strait Islander employees to provide support and career pathway advice for junior Aboriginal and Torres Strait Islander employees;
- > participation in career expos and community events, promoting the directorate as an employer of choice for Aboriginal and Torres Strait Islander Peoples; and
- > advertising employment opportunities through a variety of media sources including Aboriginal and Torres Strait Islander publications/media and through specialist Indigenous recruitment organisations.

GRAPH 10 - STRATEGIES TO SUPPORT ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYEES (2016-17)



As shown in Graph 10, the most commonly reported strategies used to support Aboriginal and Torres Strait Islander employees during 2016-17 were Aboriginal and Torres Strait Islander employee networks and Aboriginal and Torres Strait Islander cultural awareness training.

Other strategies that were used to support Aboriginal and Torres Strait Islander employees during 2016-17 were:

- > establishing a formal Aboriginal and Torres Strait Islander Employee Network to provide ongoing support to Aboriginal and Torres Strait Islander employees;
- > working closely with the Whole of Service Employment Inclusion Manager to support Aboriginal and Torres Strait Islander employees;
- > participation in the Aboriginal and Torres Strait Islander Career Development Program;
- > directorate specific Aboriginal and Torres Strait Islander mentoring programs;
- > undertaking directorate specific employee surveys, providing an opportunity for Aboriginal and Torres Strait Islander employees to identify areas of concern about workplace culture and opportunities;
- > promotion of the Murranga Murranga Aboriginal and Torres Strait Islander Employee Network;
- > encouraging active participation and leadership from Aboriginal and Torres Strait Islander employees in the development/implementation of directorate specific RAPs; and
- > working with, and maintaining positive relationships with Indigenous Employment Service providers.

Directorates were asked to report on the strategies utilised in 2016-17 to ensure that an Aboriginal and Torres Strait Islander person was on the selection panel when recruiting to an Aboriginal and Torres Strait Islander identified position. Some of the common strategies identified were:

- > utilising recruitment guidelines to stipulate that an Aboriginal and Torres Strait Islander person must sit on the selection committee for positions that are identified for Aboriginal and Torres Strait Islander Peoples; and
- > mandatory recruitment training for selection committee chairs, so they are aware of the selection panel composition requirements for the recruitment to Aboriginal and Torres Strait identified positions.

4.2 PEOPLE WITH DISABILITY

Employees who identified as a Person with Disability made up 2.4 per cent (521 employees) of the total ACTPS workforce at June 2017.

The AND defines disability as ‘any condition that restricts a person’s mental, sensory or mobility functions. It may be caused by accident, trauma, genetics or disease. A disability may be temporary or permanent, total or partial, lifelong or acquired, visible or invisible’³³.

According to the AND, one in five Australians have some form of disability, with 2.1 million Australians of working age (between 15 to 64 years old) having a disability³⁴.

The ACTPS is committed to reflecting the community it serves, and increased employment of People with Disability is an ongoing priority for the ACTPS. Diversity targets, supported by directorates, continue to support the ACTPS to achieve these increased numbers of People with Disability in the ACTPS.

As discussed in Section B2 of the Head of Service Annual Report, various employment initiatives were implemented during 2016-17 to support directorates to increase the participation of People with Disability within the ACTPS. Two inclusion traineeship programs are currently underway to provide People with Disability additional employment pathways into the ACTPS. Resources and disability confidence training is being rolled out for managers and general employees, and there are plans to develop several more employment initiatives during the 2017-18 period.

TABLE 20 – PEOPLE WITH DISABILITY EMPLOYEES (JUNE 2012 – JUNE 2017)

	June 2013	June 2014	June 2015	June 2016	June 2017
Headcount	384	415	437	458	521
Percentage of total workforce	1.9%	2.0%	2.1%	2.2%	2.4%

Of the 521 employees who identify as a Person with a Disability:

- > Executives make up the largest classification of People with Disability at 6.0 per cent, followed by Administrative Officers at 3.6 per cent and Senior Officers at 3.5 per cent;
- > the ACT Insurance Authority had the largest proportional representation of employees identifying as People with Disability at 5.6 per cent, followed by the Land Development Agency at 4.5 per cent;
- > the average salary for People with Disability was just above the average ACTPS salary (\$90,504 compared to \$90,350);
- > generation X comprised the largest age group (203 employees) and pre-baby boomers were the smallest age group (5 employees); and
- > the separation rate of People with Disability was slightly higher than the separation rate of the whole of the ACTPS (10.4 per cent compared to 7.9 per cent).

33 Australian Network on Disability, August 2017, Disability Statistics: <https://www.and.org.au/pages/disability-statistics.html>
 34 Ibid.

TABLE 21 - PEOPLE WITH DISABILITY SNAPSHOT (JUNE 2017)

Total Employees (Headcount)	521	Age	
Total Employees (FTE)	464.4	Generation Y	173
People with Disability by Directorate (% & Headcount)		Generation X	203
Chief Minister, Treasury and Economic Development	4.0% (98)	Baby Boomers	140
<i>ACT Insurance Authority</i>	5.6% (N/A)	Pre-Baby Boomers	5
<i>Independent Competition and Regulatory Commission</i>	0%	Employment Type	
<i>Land Development Agency</i>	4.5% (5)	Permanent	402
<i>Long Service Leave Authority</i>	0%	Temporary	89
Community Services	4.1% (37)	Casual	30
Education	1.8% (121)	Full Time / Part Time Employment	
<i>ACT Teacher Quality Institute</i>	0%	Full Time	376
Environment, Planning and Sustainable Development	3.4% (20)	Part Time	115
Health	1.9% (137)	Casual	30
Justice and Community Safety	2.1% (39)	Average Salary	\$90,504
Transport Canberra and City Services	3.3% (63)	Median Salary	\$83,766
ACTPS Total	2.4%	Separation Rate	10.4%

The 2017 Agency Survey asked directorates to report whether their directorate had a Disability Action Plan in place during the 2016-17 reporting period, and if so, what the key attributes of the plan were and what activities/initiatives were undertaken by the directorate to promote/implement the plan.

Three of the seven directorates reported that they had a Disability Action Plan in place during the reporting period. These three directorates reported undertaking various initiatives to promote their Disability Action Plan, including through directorate email and intranet, through directorate Inclusion Officers and through the provision of Disability Awareness training.

SNAPSHOT:

DISABILITY ACTION PLAN

Justice and Community Safety Directorate

In May 2016 JACS launched their Employment Action Plan for People with Disability. Key objectives of the Plan include:

- > attracting People with Disability to the directorate: increasing employment opportunities and outcomes by improving internal recruitment processes and supporting materials, and actively engaging the community to increase employment opportunities for People with Disability;
- > improving the retention of employees with disability: improving workplace culture from within the directorate by increasing employee awareness about People with Disability, making reasonable workplace adjustments, improving employee management practices, and promoting self-identification through JACS internal systems;
- > providing career development for employees with a disability; and
- > enhancing the capability of all JACS employees to better understand, encourage and support colleagues and clients with disability.

TABLE 22 - EMPLOYMENT STRATEGIES FOR THE ATTRACTION OF PEOPLE WITH DISABILITY (2012-13 - 2016-17)

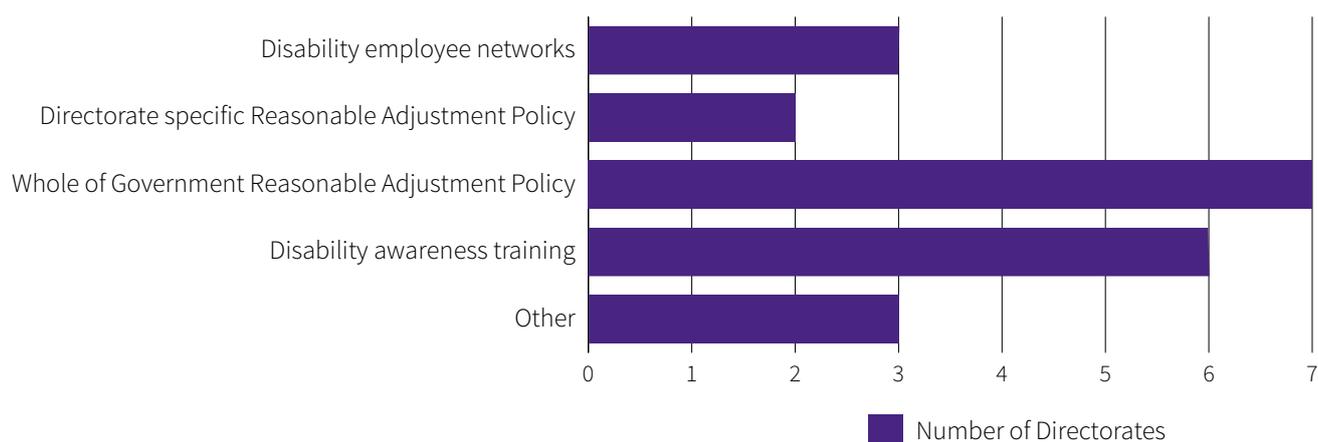
Employment Strategies	2012-13	2013-14	2014-15	2015-16	2016-17
Identified positions	5	3	2	1	2
Disability Traineeship	2	2	0	0	4
Work experience	3	5	2	3	1
Positions in the ACTPS Graduate Program for People with Disability	1	0	3	4	4
Disability Cadetship	0	0	0	0	0
Mentoring programs	0	0	0	0	0
School based apprenticeships for People with Disability	0	0	2	2	2

All respondents; 2012-13 = 14, 2013-14 = 15, 2014-15 = 14, 2015-16 = 8, 2016-17 = 7

For the 2016-17 reporting period the most used employment strategies for the attraction and retention of People with Disability to the ACTPS were; positions for People with Disability in the ACTPS Graduate Program and the Inclusion Traineeship. Of the directorates that were able to access data relating to the number of employees engaged through the initiatives mentioned in Table 22:

- > seven employees were engaged through the Inclusion Traineeship;
- > seven employees were engaged through positions in the ACTPS Graduate Program;
- > three employees were engaged through identified positions;
- > 105 employees were engaged through work experience positions; and
- > two employees were engaged through school based apprenticeships for People with Disability.

GRAPH 11 – STRATEGIES TO SUPPORT PEOPLE WITH DISABILITY EMPLOYEES (2016-17)



As shown in Graph 11, the most commonly reported strategies used to support People with Disability employees during 2016-17 were use of the whole of government Reasonable Adjustment Policy, followed by Disability Awareness training.

Other strategies that were used to support People with Disability employees during 2016-17 were: working alongside the Whole of Service Employment Inclusion Team, promotion and coordination of Disability Confident Managers training, holding directorate specific disability awareness sessions, and providing information at directorate induction sessions.

Directorates were asked to report on how they ensure managers and supervisors are aware of the requirement to investigate, and where practical, make reasonable adjustment(s) following disclosure of a disability. Common methods included:

- > providing Disability Awareness training for managers;
- > promotion through emails;
- > information provided in recruitment and selection training;
- > information provided in directorate recruitment guidelines;
- > use of the ACTPS Manager’s Toolkit; and
- > promotion and distribution of the AND Managers’ Guide: Disability in the Workplace and other practical resources to managers and supervisors.

Directorates were asked to report on whether they made any applications for reasonable adjustment and/or financial assistance to the Commonwealth Job Access Program during the 2016-17 reporting period. Table 23 shows that of the seven directions, four made an application for reasonable adjustment and/or financial assistance.

TABLE 23 – APPLICATIONS TO THE COMMONWEALTH JOB ACCESS PROGRAM (2016-17)

	Number of Directorates
Yes	4
No	3

When asked to report on the strategies implemented to ensure accessible workplaces, directorates reported utilising strategies such as:

- > conducting a workplace accessibility audit/building accessibility audit of existing office locations to ensure ongoing compliance with legislative requirements for accessibility;
- > use of a Work Health and Safety Committee or Workplace Consultative Committee, allowing employees to raise and resolve health and safety issues;
- > access to RED Contact Officers;
- > regular workplace inspections completed by Health and Safety Representatives;
- > provision of induction checklist for managers and supervisors; and
- > use of the whole of government Reasonable Adjustment policy.

In order to place People with Disability in employment within a directorate, the directorate may work with a Disability Employment Service provider. Six of the seven directorates reported engaging a Disability Employment Service provider during the 2016-17 reporting period, including;

- > Advance Personnel Management;
- > Enabled Employment;
- > Habitat Personnel;
- > Koomarri;
- > LEAD Employment Services;
- > MEGT;
- > Nexus Human Services;
- > Sarina Russo Job Access; and
- > Vision Australia.

GRAPH 12 - INCLUSION STRATEGIES TO MAXIMISE THE PARTICIPATION OF ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYEES AND PEOPLE WITH DISABILITY ON TRAINING COURSES (2016-17)



During 2016-17 the most used strategy for maximising the participation of Aboriginal and Torres Strait Islander employees and People with Disability on training courses was targeted advertising through networks (utilised by five directorates). Three directorates also reported using targeted invitations to apply and reserved places for target group employees as strategies utilised.

4.3 CULTURAL AND LINGUISTIC DIVERSITY

A Culturally and Linguistically Diverse workforce is one that has employees who:

- > are from different countries;
- > have different cultural backgrounds;
- > can speak languages other than English; and/or
- > follow different religions.

In the ACTPS, Culturally and Linguistically Diverse employees made up 18.2 per cent (3,970 employees) of the workforce at June 2017. As shown in Table 24, the past five years has seen a small but steady increase in the proportion of Culturally and Linguistically Diverse employees in the ACTPS, from 16.1 per cent in June 2013 to 18.2 per cent in June 2017.

The 2016 Census revealed that one third (33 per cent) of the Australian population were born overseas, and nearly half (49 per cent) of Australians had either been born overseas or one of both parents had been born overseas³⁵. In 2016, 83 per cent of the overseas-born population lived in a capital city, with 1.7 per cent (105,161 people) of Australia's overseas-born population residing in the ACT.³⁶

In 2016 more than one fifth (21 per cent) of Australians spoke a language other than English at home, with over 300 languages spoken in Australian homes.³⁷

TABLE 24 - CULTURALLY AND LINGUISTICALLY DIVERSE EMPLOYEES (JUNE 2013 - JUNE 2017)

	June 2013	June 2014	June 2015	June 2016	June 2017
Headcount	3,218	3,453	3,626	3,756	3,970
Percentage of total workforce	16.1%	16.8%	17.3%	17.7%	18.2%

Of the 3,970 Culturally and Linguistically Diverse employees:

- > generation X comprise the largest age group (1,685 employees) and pre-baby boomers were the smallest age group (13 employees);
- > the average salary for Culturally and Linguistically Diverse employees was slightly less than the average ACTPS salary (\$86,295 compared to \$90,350);
- > the highest proportion of Culturally and Linguistically Diverse employees was found in the Independent Competition and Regulatory Commission at 30.0 per cent, followed closely by the Long Service Leave Authority (28.6 per cent), Health Directorate (26.2 per cent) and TCCS (25.1 per cent);
- > the separation rate of Culturally and Linguistically Diverse employees was lower than the separation rate of the whole of the ACTPS (5.5 per cent compared to 7.9 per cent); and
- > for the third consecutive year, Dentists/Dental Officers made up the largest classification of Culturally and Linguistically Diverse employees at 52.9 per cent, followed by Transport Officers (42.2 per cent) and Bus Operators (40.4 per cent).

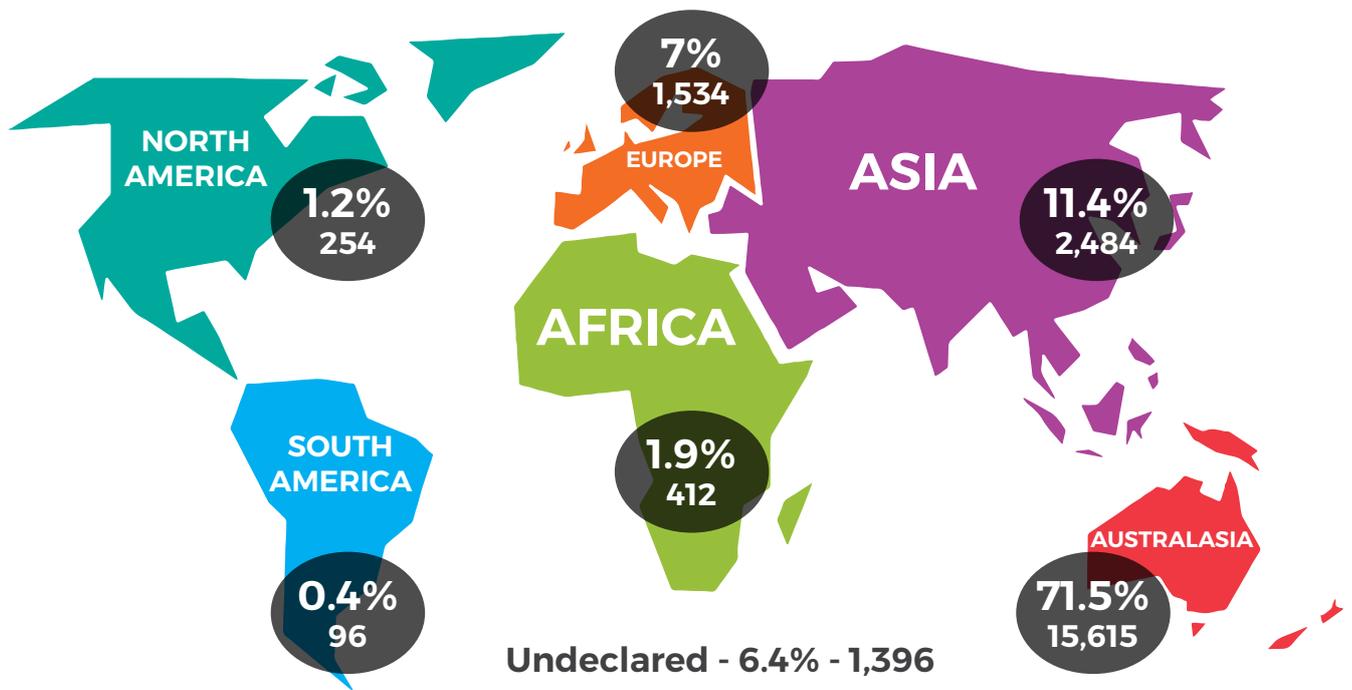
35 Cultural Diversity in Australia: 2016 Census Data Summary <http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by%20Subject/2071.0~2016~Main%20Features~Cultural%20Diversity%20Data%20Summary-15>.

36 Ibid.

37 Ibid.

TABLE 25 – CULTURAL AND LINGUISTIC DIVERSITY SNAPSHOT (JUNE 2017)

Total Employees (Headcount)	3,970	Age	
Total Employees (FTE)	3582.0	Generation Y	1,397
Culturally and Linguistically Diverse Employees by Directorate (% & Headcount)		Generation X	1,685
Chief Minister, Treasury and Economic Development	18.8% (463)	Baby Boomers	875
<i>ACT Insurance Authority</i>	5.6% (N/A)	Pre-Baby Boomers	13
<i>Independent Competition and Regulatory Commission</i>	30.0% (N/A)	Employment Type	
<i>Land Development Agency</i>	16.1% (18)	Permanent	2,902
<i>Long Service Leave Authority</i>	28.6% (4)	Temporary	805
Community Services	16.0% (143)	Casual	263
Education	10.4% (685)	Full Time / Part Time Employment	
<i>ACT Teacher Quality Institute</i>	16.7% (N/A)	Full Time	2,812
Environment, Planning and Sustainable Development	12.1% (72)	Part Time	895
Health	26.2% (1,940)	Casual	263
Justice and Community Safety	9.2% (167)	Average Salary	\$86,295
Transport Canberra and City Services	25.1% (472)	Median Salary	\$80,577
ACTPS Total	18.2%	Separation Rate	5.5%



Data on ACTPS employees' country of birth shows that ACTPS employees are predominantly born in Australasia, with 71.5 per cent (15,615 employees) of the ACTPS workforce reporting Australasia as their place of birth. The next highest location after Australasia was Asia, with 11.4 per cent (2,484 employees) of ACTPS employees reporting they were born in Asia.

5. AN ENGAGED WORKFORCE: GETTING THE BEST FROM PEOPLE AT WORK

5.1 PERFORMANCE AND CAPABILITY DEVELOPMENT

A vision for the ACTPS is to ensure every employee feels engaged and supported through a positive workplace environment, and that there is clarity in what is expected of employees. As a Service, it is important to recognise and promote good performance and provide support in areas where performance needs to improve. It is through increased employee engagement that improvements in performance are seen, along with increased productivity and improved delivery of services.

To achieve high levels of employee engagement it is important that managers and employees have a clear understanding around roles, responsibilities and goals. The ACTPS Performance Framework establishes the process for managing employee performance, and supports managers to develop workplace culture and capability. The ACTPS Performance Framework assists employees and managers to have quality performance conversations. These discussions are an opportunity for employees to highlight their achievements, obtain and provide feedback, and seek assistance when required. Performance conversations can assist employees to identify exactly what skills, knowledge and behaviour they need to master in order to do their job and progress their career in the ACTPS.

During 2016-17 the performance framework was further refined to make the relevant tools less onerous and more user friendly. It is envisaged that the streamlined supporting documentation will encourage the utilisation of the framework across the Service.

The ACTPS Shared Capability Framework (the Capability Framework) describes the skills, knowledge and behaviour that can be universally expected of ACT Public Servants at different organisational levels and in every workplace across the Service. Using the Capability Framework in conjunction with a personal Performance and Development Plan (PDP), employees can track their development goals against their current and desired organisational level.

The 2017 Agency Survey asked directorates to report on whether they monitored the utilisation of the ACTPS Performance Framework during the 2016-17 reporting period.

TABLE 26 - UTILISATION OF THE ACTPS PERFORMANCE FRAMEWORK

	Total Directorates
Yes	5
No	2

Directorates were then asked to report on the percentage of their workforce that had a performance agreement in place at 30 June 2017. Two of the seven directorates reported that they were unable to determine the percentage, while the other five directorates reported percentages of 19 per cent, 21 per cent, 50 per cent, 70 per cent and 73 per cent of their workforce with a performance agreement in place at 30 June 2017. While it is evident that further promotion of the ACTPS Performance Framework is required to increase the percentage of ACTPS employees with a PDP in place, it is encouraging to see an incremental increase in the proportion of employees with a performance plan in place from the 2015-16 reporting period.

Providing employees with the opportunity to improve their skills and capability has been shown as one way to gain benefits in the performance and motivation of the workforce. Directorates were asked to report on the strategies employed during 2016-17 to enhance, develop or improve employee capability and performance, the results of which are in Table 26 below.

TABLE 27 - STRATEGIES USED DURING 2016-17 TO ENHANCE, DEVELOP OR IMPROVE EMPLOYEE CAPABILITY AND PERFORMANCE

	Total Directorates
Mentoring programs	5
Funded training	7
Secondments	6
Job swap opportunities	4
Communities of practice	4
Other	5

Of the directorates that reported using other strategies to enhance, develop or improve employee capability and performance; two reported using Higher Duties Arrangements (HDA) and temporary transfers, two reported using coaching and on the job training, and one reported using a skills register.

5.2 UNDERPERFORMANCE

Having clear procedures for managing underperformance is essential in supporting workforce productivity and maintaining employee engagement. The Australian Government Fair Work Ombudsman states that underperformance can be exhibited though:

- > unsatisfactory work performance, that is, a failure to perform the duties of the position or to perform them to the standard required;
- > non-compliance with workplace policies, rules or procedures;
- > unacceptable behaviour in the workplace; and/or
- > disruptive or negative behaviour that impacts on co-workers³⁸.

Directorates were asked to identify whether they monitored the number of preliminary performance discussions held during the 2016-17 reporting period. Of the seven directorates, one reported that they did monitor preliminary performance discussions and that one such discussion had occurred. That directorate reported that this conversation realised the required improvements and did not proceed to a formal underperformance process. The other six directorates indicated that performance discussions occurred regularly within their Directorate but business units are not required to report on these discussions. Data on preliminary performance discussions was therefore not captured.

Directorates were asked to provide details of the number of formal underperformance processes that were commenced in the 2015-16 financial year under the procedures set out in the relevant ACTPS Enterprise Agreement.

38 Australian Government, Fair Work Ombudsman, Managing Underperformance July 2015 <https://www.fairwork.gov.au/how-we-will-help/templates-and-guides/best-practice-guides/managing-underperformance#underperformance>

TABLE 28 - UNDERPERFORMANCE PROCESSES 2016-17

	Total Processes
Number commenced in 2015-16 but finalised in 2016-17	10
Number commenced in 2016-17	32
Number commenced and finalised in 2016-17	10
Number commenced in 2016-17 but yet to be finalised at 30 June 2017	22

A total of three directorates indicated that they did not commence any formal underperformance processes as set out in the relevant Enterprise Agreement during the 2016-17 reporting period.

Directorates were then asked to report on the outcomes of the underperformance processes that were finalised during 2016-17.

TABLE 29 - OUTCOMES FROM UNDERPERFORMANCE PROCESSES 2016-17

	Total Outcomes
Satisfactory performance achieved at the completion of the process	7
Development program instituted	4
Assignment to other duties	0
Deferral of increment	1
Reduction in classification	1
Termination of employment	0
Resignation of employee during process	7

It is recognised that a formal underperformance process can be a stressful experience for employees. Employees are provided with assistance, coaching, support and access to the Employee Assistance Provider throughout these processes. Positively, the majority of employees who complete these processes achieve satisfactory performance as a result.

The image features a background split into two main colors: a deep purple on the left and a light grey on the right. A sharp diagonal line separates the two. Several thin white lines intersect at a central point on the boundary between the purple and grey areas, creating a starburst or web-like pattern that extends across both colors.

ACT PUBLIC
SECTOR 2016-17

ACT PUBLIC SECTOR 2016-17

At 30 June 2017 the ACT Public Sector consisted of a workforce of 24,148, making up 11.2 per cent of the Territory's labour force³⁹. Overall, the ACT Public Sector had an increase of 1.9 per cent in the workforce from June 2016 to June 2017 (up from a headcount of 23,693 at June 2016). This increase is slightly more than the 1.9 per cent total increase of the Australian labour workforce during the same period⁴⁰.

Aboriginal and Torres Strait Islander employees in the ACT Public Sector were represented by a headcount of 375, making up 1.6 per cent of all ACT Public Sector employees. The headcount of Aboriginal and Torres Strait Islander employees in the ACT Public Sector has increased 13.0 per cent from the 332 Aboriginal and Torres Strait Islander employees at June 2016. The gradual increase of Aboriginal and Torres Strait Islander employees within the ACT Public Sector demonstrates the success of the ACT Government's commitment to diversity employment.

ACT Public Sector employees who identified as a Person with Disability were represented by a headcount of 548 (up from 486 at June 2016) or 2.3 per cent of all employees. Culturally and Linguistically Diverse employees were represented by a headcount of 4,138 (up from 3,933 at June 2016) or 17.1 per cent of all employees.

TABLE 30 - DISTRIBUTION OF THE ACT PUBLIC SECTOR (JUNE 2017)

	ACTPS ⁴¹	ACT Audit Office	Elections ACT	Calvary Health Care (Public)	Canberra Institute of Technology	Cultural Facilities Corporation	Office of the Legislative Assembly	Total
FTE total	19,276.7	37.2	11.1	1,048.8	687.6	88.3	49.8	21,199.4
FTE - permanent	15,182.5	30.6	8.5	932.7	425.2	36.0	39.8	16,655.3
FTE - temporary	3,403.7	6.6	2.6	77.3	189.7	23.4	7	3,710.3
FTE - casual	690.6	0	0	38.8	72.7	28.8	3	833.9
Headcount total	21,791	39	12	1,262	840	142	62	24,148
Headcount - permanent	16,539	32	9	1,077	445	40	43	18,185
Headcount - temporary	3,791	7	3	86	213	25	7	4,132
Headcount - casual	1,481	0	0	99	182	77	12	1,851
Age (average)	42.5	37.9	42.7	41.5	46.7	42.1	50	43.3
Length of service (average, years)	8.8	5.3	13.8	6.3	10.3	5.4	9.7	8.5
Separation rate (average permanent headcount)	7.9	24.9	0	11	7.2	0.3	11.6	9.0
Diversity (FTE, headcount):								
Aboriginal and Torres Strait Islanders FTE	310.1	0	0	NR	14.3	0	0	324.4

39 Australian Bureau of Statistics, Labour Force Australia 6202.0

40 Ibid.

41 Director of Public Prosecutions is included in the reporting of Justice and Community Safety Directorate, and hence is included in the figures for the ACT Public Service. Similarly, data for the ACT TQI is included within that of the ACT Public Service and hence is not reported in this table separately.

	ACTPS ⁴¹	ACT Audit Office	Elections ACT	Calvary Health Care (Public)	Canberra Institute of Technology	Cultural Facilities Corporation	Office of the Legislative Assembly	Total
Aboriginal and Torres Strait Islanders Headcount	350	0	0	NR	25	0	0	375
People with Disability FTE	464.4	1	0	NR	19.1	2	0	486.5
People with Disability Headcount	521	1	0	NR	25	2	0	548
Culturally & Linguistically Diverse FTE	3,582	18.8	5	NR	115.5	6.0	0	3,727.3
Culturally & Linguistically Diverse Headcount	3970	20	5	NR	135	8	0	4,138
Female FTE	13,728.3	18.6	8.5	809.8	414	46.1	31.2	15,056.5
Female Headcount	14,142	20	9	992	510	81	38	15,792

TABLE 31 - SNAPSHOT OF THE ACT PUBLIC SECTOR (JUNE 2016 - JUNE 2017)

	Jun-16	Jun-17
FTE total	20,852.6	21,169.43
FTE – permanent	16,457.9	16,655.3
FTE – temporary	3,557.06	3,710.3
FTE - casual	837.5	833.9
Headcount total	23,693	24,148
Headcount – permanent	17,921	18,185
Headcount - temporary	3,929	4,132
Headcount – casual	1,843	1,851
Age (average)	42.8	42.4
Length of service (average, years)	8.7	9.8
Separation rate (average permanent headcount)	8.3%	10.7%
Aboriginal and Torres Strait Islanders FTE	304.1	324.4
Aboriginal and Torres Strait Islanders Headcount	332	375
People with Disability FTE	432.1	486.5
People with Disability Headcount	486	548
Culturally & Linguistically Diverse FTE	3,538.9	3,727.3
Culturally & Linguistically Diverse Headcount	3,933	4,138
Female FTE	12,467.7	15,056.5
Female Headcount	14,502	15,792

ACT PUBLIC SECTOR BODIES

At June 2017, public sector bodies employed a total of 2,357 people (headcount), a 3.1 per cent decrease from June 2016. This was due to reductions in staffing profiles at Calvary Health Care and Canberra Institute of Technology of 30 and 38 positions respectively. As can be seen in Table 30 the largest ACT Public Sector body at June 2017 was Calvary Health Care with a headcount of 1,262 employees (1,048.8 FTE), while the smallest ACT Public Sector body was the ACT Electoral Commission with a headcount of 12 employees (11.1 FTE). At June 2017 there were seven public sector bodies:

- > ACT Audit Office;
- > ACT Electoral Commission;
- > ACT Teacher Quality Institute;
- > Calvary Health Care ACT;
- > Canberra Institute of Technology;
- > Cultural Facilities Corporation;
- > ACT Teacher Quality Institute;
- > Director of Public Prosecutions; and
- > Office of Legislative Assembly.

While the Director of Public Prosecutions (DPP) is an ACT Public Sector body, their workforce profile data is incorporated in that of the JACS. Similarly, while the Teacher Quality Institute (TQI) is an ACT Public Sector body their workforce profile data is incorporated into that of the ACTPS. For the purposes of the Agency Survey, the DPP and the TQI report as public sector bodies, and their responses are included with those of the other eight public sector bodies.

WORKFORCE PLANNING

The 2017 Agency Survey asked public sector bodies whether they had a workforce plan in place. Of the eight, five responded 'yes'. Of these five bodies, three detailed key workforce strategies to position their organisation to meet future workforce demands. Common strategies identified included:

- > use of ARins and accelerated salary increments;
- > use of consultants and contractors to meet increased work demands;
- > succession planning for critical positions; and
- > the provision of learning and development opportunities so that employees may gain qualifications to meet specific workforce needs.

ATTRACTION & RETENTION STRATEGIES

Public sector bodies were asked to report on any critical skills shortages, capability gaps or difficulty recruiting to or retaining employees in certain positions during the 2016-17 reporting period. Four bodies highlighted areas where they had experienced difficulty with skills shortages. Due to the specialised nature of the work undertaken in many of the public sector bodies, these skills shortages were particular to each body. For example, Calvary Health Care identified difficulty attracting employees to various positions in specialist health care delivery areas.

TABLE 32 – ATTRACTION AND RETENTION INCENTIVES, BENEFITS PAID UNDER AN AUSTRALIAN WORKPLACE AGREEMENT AND SPECIAL EMPLOYMENT ARRANGEMENTS IN PUBLIC SECTOR BODIES (2016-17)

	Total
Total number of new ARins commenced in 2016-17	21
Total number of ARins as at 30 June 2017	39
Total number of SEAs as at 30 June 2017	37
Total number of AWAs as at 30 June 2017	0
Number of ARins terminated during 2016-17	1
Number of SEAs terminated during 2016-17	4
Number of AWAs terminated during 2016-17	0
Number of ARins and/or SEAs providing for privately plated vehicles as at 30 June 2017	0
Total additional remuneration paid under AWAs, ARins and SEAs during 2016-17	\$2,635,307 ⁴²

During the 2016-17 reporting period approximately 0.8 per cent of new employees joining public sector bodies received an ARin.

The range of pay classifications of those employees that received ARins and/or SEAs in the 2016-17 reporting period were from: ASO 5 (classification salary range: \$74,081 to \$78,415) to Principal 2.3 (classification salary: \$139,061).

PREVENTING BULLYING AND HARASSMENT

The 2017 Agency Survey asked public sector bodies to report on the number of bullying and harassment related contacts received during the 2016-17 reporting period, and whether the public sector body had a formal system in place for the management of bullying and harassment. Positively, all eight public sector bodies reported having a formal reporting system in place to manage bullying and harassment.

The information in Table 33 provides an insight into the mechanisms of the reporting of bullying and harassment within public sector bodies. It is important to note that the figures captured in Table 29 are not a one for one indicator of bullying and harassment as it is possible for an employee to report through multiple mechanisms, or, have multiple employees report the same incident.

42 Total additional remuneration paid under AWAs, ARins and SEAs during 2016-17 is an approximate figure. The 2015-16 State of the Service Report reported an incorrect amount for total additional remuneration paid under AWAs, ARins and SEAs. The correct figure of \$2,841,731 was published via corrigendum in 2017.

TABLE 33 – REPORTS OF BULLYING AND HARASSMENT IN ACT PUBLIC SECTOR BODIES (2016-17)

	2016-17
Total number of contacts received by public sector body RED Contact Officers ⁴³	2
Total number of bullying and harassment reports which were informally investigated by HR ⁴⁴ (not by a RED Contact Officer) that did not proceed to a preliminary assessment under Section H of ACTPS Enterprise Agreements	3
Total number of contacts received through RiskMan	2
Total number of contacts received through other mechanisms	3
Total number of reports of bullying or harassment where a formal preliminary assessment under Section H of ACTPS Enterprise Agreements was commenced during the 2016-17 financial year.	3
Total number of reports of bullying or harassment commenced during the 2016-17 financial year that resulted in a misconduct investigation under Section H of ACTPS Enterprise Agreements.	0
Total number of bullying or harassment related misconduct investigations completed during the 2016-17 financial year where a breach of section 9 of the PSM Act was found to have occurred.	2
Total number of bullying or harassment related misconduct investigations that are currently underway/ being investigated, as at 30 June 2017. (Total number of investigations commenced, completed and ongoing may not reconcile due to action across financial years).	0

DISCIPLINE ACTION

Public sector bodies were asked to report on the number of investigations they conducted during the 2016-17 reporting period where an employee was cited as having breached section 9 of the PSM Act.

TABLE 34 – MISCONDUCT INVESTIGATIONS COMMENCED IN 2016-17

	2016-17
Number of misconduct investigations commenced citing a possible breach of section 9 of the PSM Act	4

TABLE 35 – INVESTIGATIONS COMPLETED IN 2016-17 WHERE A BREACH(ES) OF SECTION 9 WAS FOUND TO HAVE OCCURRED OR WHERE ALLEGATIONS WERE NOT SUSTAINED

	2016-17
Number of investigations where a breach of section 9 of the PSM Act was found to have occurred	4
Number of investigations where the allegations were not sustained	0

Public sector bodies were then asked to report on the sanctions imposed as a result of investigations completed in the 2016-17 reporting period, where misconduct was found to have occurred. Table 36 shows the number of outcomes and sanctions imposed as a result of investigations completed in the 2016-17 reporting period. It is important to note that, often more than one sanction can be issued as a result of misconduct and as such the number of investigations resulting in a breach may not reconcile with the total number of sanctions.

As shown in Table 36, the most common reported outcome of misconduct investigations during 2016-17 was the sanction of written warning and admonishment, with the second most reported outcome being a reduction in increment point.

⁴³ Contacts with RED Contact Officers and HR can often be preliminary to seek advice on how best to deal with workplace conflict or whether an experience constitutes bullying and harassment. Feedback indicates that a large proportion of the issues behind initial contacts are resolved at a local level.

⁴⁴ 'Informally investigated' is taken to mean where HR has kept some form of record of the discussions had/actions taken but has not proceeded to a preliminary investigation under Section H of ACTPS Enterprise Agreements

TABLE 36 – ACT PUBLIC SECTOR BODY DISCIPLINARY SANCTIONS (2016-17)

	2016-17
Breach found, but no sanction applied	0
Counselling of employee (not including counselling that occurs outside of a section 9 process)	0
Written warning and admonishment	3
Deferral of increment	0
Reduction in incremental point	1
Removal of monetary benefit derived through an existing ARin/SEA	0
Other financial penalty	0
Fully or partially reimburse employer for damage wilfully incurred to property or equipment	0
Transfer, temporarily or permanently, to other position at level	0
Transfer, temporarily or permanently, to other position at lower classification	0
Termination of employment	0
Employee resigned prior to sanction being imposed	0

FRAUD AND RISK



Public sector bodies were asked whether a formal risk assessment had been undertaken during 2016-17 in accordance with the Risk Management Standard, with all eight responding yes.

In the 2016-17 reporting period six public sector bodies reported that they had a current Fraud and Corruption Plan, and when asked if they had reviewed their Fraud and Corruption Plan within the past two years, five public sector reported yes.

Public sector bodies were asked to rate a number of integrity risks within their organisation. Eight public sector bodies provided a response to this question, the results of

which are shown in Table 37.

TABLE 37 – INTEGRITY RISKS ACT PUBLIC SECTOR BODIES (2016-17)

Risk level	1 - Low	2 - Low-Medium	3 - Medium	4 - High	5 - Extreme
IT Systems	4	2	2	0	0
Fraud (clients)	3	2	3	0	0
Finance	3	3	2	0	0
Procurement & Contract Management	3	2	2	1	0
Asset Management	3	3	2	0	0
Fraud and Integrity	2	3	3	0	0

As shown in Table 37, for the 2016-17 reporting period:

- > IT systems was the most frequently recorded response in the low risk category;
- > fraud and integrity, and fraud (clients) were the most frequently recorded responses in the medium risk category;
- > procurement and contract management was the most frequently recorded response in the high risk category; and
- > no extreme risks were identified.

THE ACTPS RESPECT EQUITY AND DIVERSITY (RED) FRAMEWORK

The 2017 Agency Survey asked public sector bodies to identify whether they provided RED specific training to employees during the 2016-17 reporting period. Four of the eight public sector bodies reported yes, with 57 employees undertaking this training during 2016-17.

TABLE 38 - ACTIVITIES TO PROMOTE THE RED MESSAGE IN ACT PUBLIC SECTOR BODIES (2016-17)

	Number of Bodies
Executive support of NAIDOC Week activities	2
Workplace celebrations of Harmony Day	0
International Women's Day events	1
Disability training	2
Aboriginal and Torres Strait Islander cultural awareness training	2
LGBTIQ awareness training	3
Other	0

In addition to the activities outlined in Table 38, three public sector bodies reported undertaking other initiatives to promote the RED message, including:

- > RED training and RED refresher training;
- > promotion of RED through posters, monthly HR updates, newsletters and signature blocks;
- > 'Positive Workplace Culture' Policy;
- > celebration of World Cultural Diversity Day; and
- > incorporating diversity as a theme of work planning days.

When asked about the initiatives used to promote the RED Framework during 2016-17:

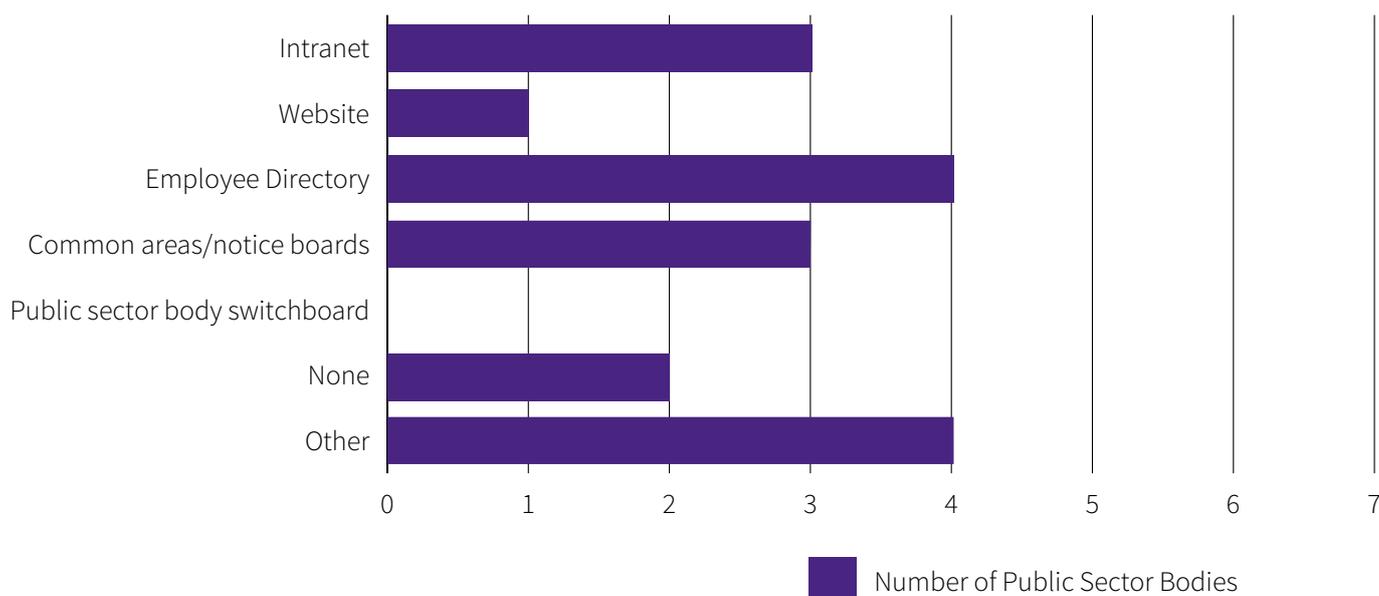
- > six bodies reported using regular discussions about RED issues;
- > two bodies reported using a RED network that meets quarterly (or more frequently);
- > one body reported using RED training available to all public sector bodies; and
- > one body reported using discussions in management and executive committee meetings.

One public sector body reported on a team building exercise that was conducted where employees who would not normally work together were required to collaborate to resolve a fictitious scenario. The exercise was designed to promote respectful consideration of diverse views about the best way to resolve issues. The exercise resulted in strong team outcomes with a renewed focus on resolution of issues that arise, without ascribing blame.

Public sector bodies were asked how their organisation ensured that all employees had access to the details of RED Contact Officers during the 2016-17 reporting period, the results of which are shown in Graph 13. Five of the eight public sector bodies reported that they provided details of their RED Contact Officers on the employee directory. Two public sector bodies reported that they did not use any methods to ensure employees had access to the details of RED Contact Officers.



GRAPH 13 – ACCESS TO DETAILS OF RED CONTACT OFFICERS IN ACT PUBLIC SECTOR BODIES (2016-17)



In addition to the methods listed in Graph 13, four public sector bodies reported using other methods for ensuring employees had access to the details of RED Contact Officers, including:

- > folders and brochures;
- > inclusion of contact information in RED contact officer email signature blocks;
- > periodic promotion of RED via desktop screensavers;
- > regular reminders at monthly all employee meetings; and
- > inclusion of RED Contact Officers details in employee induction.

One public sector body reported implementing a “Working Together” e-learning module to be completed on an annual basis by all employees which includes contact information for all RED contact officers.

Public sector bodies were asked to report on the initiatives implemented during 2016-17 to support employees and potential employees from diversity groups, in particular people from a Culturally and Linguistically Diverse background, Aboriginal and Torres Strait Islander Peoples and People with Disability. Initiatives utilised by bodies included:

- > providing cultural support to employees and providing access to Aboriginal and Torres Strait Islander cultural awareness training;
- > targeted recruitment strategies to recruit people from diverse backgrounds, including ensuring all job advertisements are written to encourage inclusive recruitment practices;
- > development of a work experience program for people of refugee and asylum seeker status;
- > implementation of the ‘Racism Stops with Me’ campaign; and
- > promotion of reasonable adjustment, and encouraging employees to identify diversity matters and any support they may require in the workplace.

Public sector bodies were asked whether they had a RAP in place during the 2016-17 reporting period. Of the eight bodies, two reported that they had a RAP in place. Bodies were then asked to report on the strategies used to support Aboriginal and Torres Strait Islander employees during 2016-17. Of the eight public sector bodies;

- > three reported utilising Aboriginal and Torres Strait Islander cultural awareness training;
- > two reported utilising Aboriginal and Torres Strait Islander employee networks; and
- > two reported having a dedicated Indigenous Liaison Officer in place.

Two public sector bodies reported utilising other strategies to support Aboriginal and Torres Strait Islander employees during 2016-17, including the provision of support through a dedicated Indigenous unit or Cultural Centre.

Public sector bodies were asked to identify the strategies used to support People with Disability employees during 2016-17. Of the eight bodies:

- > one body reported using disability employee networks;
- > five bodies reported using the whole of government Reasonable Adjustment Policy; and
- > three bodies reported using Disability Awareness training.

All eight bodies reported that they make managers and supervisors aware of the requirement to investigate, and where practical, make reasonable adjustment(s) following disclosure of a disability. Bodies do this through:

- > embedding reasonable adjustment in

STRATEGIES USED BY ACT PUBLIC SECTOR BODIES TO ENSURE ACCESSIBLE WORKPLACES:



ACCESSIBILITY AUDITS ON BUILDINGS;



WORKSTATION ASSESSMENTS;



PROVISION OF SIT/STAND AND OTHER SPECIALISED WORKSTATION EQUIPMENT;



CONDUCTING MEETINGS IN SUITABLE LOCATIONS (E.G. ACCESSIBLE MEETING ROOMS WITH A HEARING LOOP); AND



REGULAR WORKPLACE INSPECTIONS COMPLETED BY A HEALTH AND SAFETY REPRESENTATIVE.

pre-employment paperwork;

>ongoing promotion of disability awareness and support from HR areas;

>provision of workstation assessments for employees by qualified occupational health and safety assessors;

>provision of information at employee induction;

>promotion of the whole of government Reasonable Adjustment Policy;

>workshops and training for managers and supervisors on disability awareness and recruiting to identified positions; and

>through public sector body specific WHS framework.

All of the eight public sector bodies reported

that they did not make any applications for reasonable adjustment or financial assistance to the Commonwealth Job Access Program in the 2016-17 reporting period.

PERFORMANCE AND CAPABILITY DEVELOPMENT

The 2017 Agency Survey asked public sector bodies to report on whether they monitored the utilisation of the ACTPS Performance Framework during the 2016-17 reporting period.

TABLE 39 - UTILISATION OF THE ACTPS PERFORMANCE FRAMEWORK BY ACT PUBLIC SECTOR BODIES (2016-17)

	Total Public Sector Bodies
Yes	4
No	4

Of the eight public sector bodies, four identified that they monitored the utilisation of the ACTPS performance framework during the 2016-17 financial year.

TABLE 40 – STRATEGIES USED BY ACT PUBLIC SECTOR BODIES DURING 2016-17 TO ENHANCE, DEVELOP OR IMPROVE EMPLOYEE CAPABILITY AND PERFORMANCE

	Total Outcomes
Mentoring programs	3
Funded training	5
Secondments	6
Job swap opportunities	3
Communities of practice	1
Other	5

Public sector bodies were asked to report on the strategies used during 2016-17 to enhance, develop or improve employee capability and performance. As shown in Table 40, the most utilised strategy by public sector bodies was the use of secondments (six public sector bodies) followed by funded training (five public sector bodies).

UNDERPERFORMANCE

Public sector bodies were asked to identify whether they monitored the number of preliminary performance discussions held during the 2016-17 reporting period. Of the eight bodies, four reported that they did monitor preliminary performance discussions and that there were two discussions that proceeded to formal underperformance processes during the 2016-17 reporting period.

Public sector bodies were asked to provide details of the number of formal underperformance processes that were commenced in the 2016-17 financial year under the procedures set out in the relevant ACTPS Enterprise Agreement. Table 41 provides details of these processes.

TABLE 41 – ACT PUBLIC SECTOR BODIES UNDERPERFORMANCE PROCESSES (2016-17)

	Total Processes
Number commenced in 2015-16 but finalised in 2016-17	0
Number commenced in 2016-17	2
Number commenced and finalised in 2016-17	1
Number commenced in 2016-17 but yet to be finalised at 30 June 2017	1

Two public sector bodies reported commencing a formal underperformance process as set out in the relevant Enterprise Agreement during the 2016-17 reporting period. Of the two processes commenced in the 2016-17 reporting period, one employee resigned during the process and the other process had not been completed as at 30 June 2017.

APPENDIX 2 – ACTPS WORKFORCE PROFILE INFORMATION

TABLE 42 – ACT PUBLIC SERVICE WORKFORCE INDICATORS (2012-13 – 2016-17)

Financial year (FY)	2012-13	2013-14	2014-15	2015-16	2016-17
Employee Numbers					
ACTPS total FTE (end FY)	17848.5	18280.9	18573.9	18904.5	19276.7
ACTPS Average	17329.2	17932.3	18341.1	18629.3	18958.3
Percentage increase from previous year	3.9%	3.5%	2.3%	1.6%	1.8%
ACTPS total headcount (end FY)	20017	20551	20913	21260	21791
ACTPS Average	19441	20127	20678	20986	21344
Percentage increase from previous year	3.3%	3.5%	2.7%	1.5%	1.7%
Executives total FTE (end FY)	196.7	211.5	210.6	225.9	232.6
Proportion of ACTPS workforce	1.1%	1.2%	1.1%	1.2%	1.2%
Executives Total Headcount (end FY)	197	213	212	229	235
Employment modes (Proportion of total workforce, end FY, based on Headcount)					
Permanent	77.6%	77.4%	77.6%	76.7%	75.9%
Temporary	15.3%	15.6%	15.9%	16.8%	17.4%
Full time	70.5%	70.1%	69.9%	69.6%	68.9%
Part time	22.4%	22.9%	23.5%	23.8%	24.4%
Casual	7.1%	7.1%	6.5%	6.5%	6.8%
Age profile (Av. years, includes casuals, end FY)	42.4	42.5	42.6	42.7	42.5
Generations (Proportion of workforce, based on Headcount)					
Generation Y	26.9%	29.2%	31.6%	33.9%	37.0%
Generation X	37.4%	37.5%	37.8%	38.1%	37.7%
Baby Boomers	34.6%	32.5%	30.0%	27.5%	24.9%
Pre-Baby Boomers	1.1%	0.8%	0.6%	0.5%	0.4%
Length of Service (Av. years, excludes casuals, end FY)	8.4	8.6	8.7	8.8	8.8
Separation Rate (permanent staff only)	6.6%	6.3%	6.9%	8.1%	7.9%
Leave Usage (Based on Full-time Equivalent Work Days)					
Annual Leave (Average in days)	19.3	19.7	18.8	19.5	18.9
Personal Leave (Average in days)	11.9	12.1	12.2	13.4	12.5
Personal Leave Absence Rate	4.7%	4.8%	5.1%	5.4%	5.2%
Remuneration					
Full time Average	\$81,044	\$83,805	\$86,818	\$89,870	\$92,677
Percentage increase from previous year	15.5%	3.4%	3.6%	3.5%	3.1%

Financial year (FY)	2012-13	2013-14	2014-15	2015-16	2016-17
Full time Median	\$71,578	\$74,082	\$76,606	\$78,914	\$81,301
Part time	\$71,789	\$74,638	\$77,971	\$80,892	\$83,782
Part time FTE (average)	0.69	0.69	0.69	0.70	0.70
Gender pay gap⁴⁵	3.6%	3.0%	3.2%	3.6%	3.1%

TABLE 43 - ACTPS FTE AND HEADCOUNT BY CLASSIFICATION GROUP (JUNE 2015 - JUNE 2017)

Classification group	FTE			Headcount		
	June 2015	June 2016	June 2017	June 2015	June 2016	June 2017
Administrative Officers	4,363.1	4,500.2	4,635.7	5,013	5,170	5,391
Ambulance Officers	198.9	201.5	219.8	212	213	233
Bus Operators	588.4	598.1	626.1	672	692	716
Correctional Officers	185.8	194.0	207.4	192	199	213
Dentists/Dental Officers	18.1	13.3	14.1	22	16	17
Disability Officers	187.0	61.6	3.8	216	81	4
Executives	210.6	225.9	232.6	212	229	235
Fire and Rescue Officers	335.5	337.6	329.6	337	342	334
General Service Officers & Equivalent	1,079.8	1,105.9	1,109.6	1,166	1,194	1,206
Health Assistant	70.0	89.3	105.5	81	102	123
Health Professional Officers	1,267.5	1,252.9	1,259.6	1,451	1,413	1,430
Information Technology Officer	163.8	160.7	160.1	167	164	164
Judicial Officers	12.0	13.0	12.0	15	15	15
Legal Officers	94.7	101.1	112.4	101	106	119
Legal Support	21.0	17.6	19.2	23	19	20
Linen Production & Maintenance	47.3	58.7	55.8	49	62	58
Medical Officer	790.1	807.3	819.8	876	904	914
Nursing and Midwifery	2,458.5	2,529.5	2,627.7	2,884	2,973	3,108
Professional Officers	144.2	200.3	200.6	166	231	228
Prosecutors	36.2	36.6	37.2	38	37	39
Rangers	36.4	46.5	40.4	38	47	41
School Leaders	754.4	744.2	725.5	771	762	750
Senior Officers	2,192.3	2,274.0	2,325.3	2,273	2,362	2,422
Statutory Office Holders	10.0	10.1	11.5	11	11	12
Teacher	2,945.3	2,960.9	3,051.4	3,515	3,516	3,626
Technical Officers	277.0	246.8	244.3	322	280	280
Trainees and Apprentices	40.4	77.0	46.7	42	78	48
Transport Officers	45.7	39.7	43.1	48	42	45
Total	18,573.9	18,904.5	19,276.7	20,913	21,260	21,791

45 Gender pay gap includes the salaries of ACTPS Senior Executives.

TABLE 44 - FTE BY DIRECTORATE (JUNE 2016 & JUNE 2017)

Directorates	June 2016	June 2017	Percentage change (%)
Chief Minister, Treasury and Economic Development	2,443.3	2,362.3	-3.3%
<i>ACT Insurance Authority</i>	15.6	17.6	12.8%
<i>Independent Competition and Regulatory Commission</i>	6.0	9.6	60.7%
<i>Land Development Agency</i>	96.8	109.6	13.2%
<i>Long Service Leave Authority</i>	12.0	13.7	13.8%
Community Services	971.6	835.9	-14.0%
Education	5,245.3	5,438.0	3.7%
<i>ACT Teacher Quality Institute</i>	12.0	11.8	-1.2%
Environment, Planning and Sustainable Development	307.3	561.1	82.6%
Health	6,324.2	6,476.3	2.4%
Justice and Community Safety	1,665.1	1,729.5	3.9%
Transport Canberra and City Services	1,805.3	1,711.3	-5.2%
ACTPS Directorates Total	18,904.5	19,276.7	2.0%

TABLE 45 - HEADCOUNT BY DIRECTORATE AND EMPLOYMENT MODE (JUNE 2017)

ACTPS Directorates	Permanent	Temporary	Casual	Total
Chief Minister, Treasury and Economic Development	2,035	404	18	2,457
<i>ACT Insurance Authority</i>	17	1	0	18
<i>Independent Competition and Regulatory Commission</i>	5	5	0	10
<i>Land Development Agency</i>	95	17	0	112
<i>Long Service Leave Authority</i>	10	4	0	14
Community Services	756	123	13	892
Education	4,644	1,040	894	6,578
<i>ACT Teacher Quality Institute</i>	9	3	0	12
Environment, Planning and Sustainable Development	436	152	7	595
Health	5,469	1,546	388	7,403
Justice and Community Safety	1,510	279	29	1,818
Transport Canberra and City Services	1,548	211	123	1,882
ACTPS Directorates Total	16,534	3,785	1,472	21,791

TABLE 46 – HEADCOUNT AND FTE BY DIRECTORATE AND BUSINESS UNIT (2016-17)

Directorate	Division	FTE	Headcount
Chief Minister, Treasury and Economic Development Directorate	GRADUATE PROGRAM	16.0	16
	ACCESS CANBERRA	552.2	571
	CORPORATE	35.5	39
	COMMUNICATIONS	23.6	25
	WORKFORCE CAPABILITY & GOVERNANCE	44.3	47
	OFFICE OF THE CHIEF DIGITAL OFFICER	12.9	13
	OFFICE OF THE DIRECTOR-GENERAL	3.0	3
	POLICY & CABINET	43.7	45
	STRATEGIC FINANCE	23.5	24
	ECONOMICS & FINANCIAL GROUP	36.5	38
	EXPENDITURE REVIEW DIVISION	9.7	10
	FINANCE & BUDGET DIVISION	42.6	44
	INFRASTRUCTURE FINANCE & ADVISORY DIVISION	8.0	8
	OFFICE OF THE UNDER TREASURER	5.0	5
	REVENUE MANAGEMENT	115.7	120
	SHARED SERVICES	804.0	831
	WORKPLACE SAFETY & INDUSTRIAL RELATIONS	59.7	61
	ENTERPRISE CANBERRA	178.4	193
	LAND DEVELOPMENT & CORPORATE	40.3	42
	OFFICE OF THE DIRECTOR-GENERAL, ECONOMIC DEVELOPMENT	15.8	16
	PROCUREMENT & CAPITAL WORKS	141.4	147
	SALES, MARKETING & PROPERTY MANAGEMENT	150.5	159
Chief Minister, Treasury and Economic Development Directorate Total		2,362.3	2,457
ACT Insurance Authority		17.6	18
Independent Competition and Regulatory Commission		9.6	10
Land Development Agency	LAND DEVELOPMENT	100.6	102
	LAND DEVELOPMENT & CORP	9.0	10
Land Development Agency Total		109.6	112
Long Service Leave Authority		13.7	14
Community Services Directorate	CHILD & YOUTH PROTECT SERVICES	329.1	354
	CORPORATE	56.5	58
	DISABILITY ACT	26.2	28
	HOUSING & COMM SERVICES	232.6	240
	OFFICE OF THE DIRECTOR-GENERAL	7.0	7
	STRAT, PARTIC & EARLY INT	184.5	205
Community Services Directorate Total		835.9	892

Directorate	Division	FTE	Headcount
Education Directorate	BUSINESS SERVICES DIVISION	144.8	154
	DEPUTY DIRECTOR-GENERAL	3.0	3
	DIRECTOR-GENERAL	3.1	4
	NULL	390.2	874
	OFFICE FOR SCHOOLS	4,540.3	5,144
	SCHOOL PERFORM & IMPROVEMENT	305.4	346
	SCHOOL PERFORM & SUPPORT	0.6	1
	SYSTEM POLICY & REFORM	50.5	52
	Education Directorate Total		5,438.0
ACT Teacher Quality Institute		11.8	12
Environment, Planning and Sustainable Development Directorate	ASBESTOS RESPONSE TASKFORCE	41.0	43
	ENVIRONMENT	261.9	278
	FINANCE & OPERATION SUPP	27.0	27
	OFFICE OF THE DIRECTOR-GENERAL	56.2	61
	PLANNING DELIVERY	81.1	86
	STRATEGIC PLANNING	38.5	42
	SUSTAINABILITY & CLIMATE CHANGE	55.5	58
Environment, Planning and Sustainable Development Directorate Total		561.1	595
Health Directorate	CANB HOSPITAL & HEALTH SERVICES	5,497.9	6,343
	CORPORATE	518.7	559
	INNOVATION	117.8	126
	OFFICE OF THE DIRECTOR-GENERAL	39.5	42
	POPULATION HEALTH P&P	170.1	184
	QUALITY, GOVERNANCE & RISK	125.6	138
	SPECIAL PURPOSE ACC TCH	6.8	11
	Health Directorate Total		6,476.3
Justice and Community Safety Directorate	ACT GOVERNMENT SOLICITOR	114.2	121
	CORPORATE	71.3	75
	ACT CORRECTIVE SERVICES	402.6	418
	DIRECTOR OF PUBLIC PROSECUTIONS	72.4	76
	EMERGENCY SERVICES AGENCY	661.3	683
	OFFICE OF THE COORDINATOR-GENERAL FOR FAMILY SAFETY	5.6	6
	HUMAN RIGHTS COMMISSION	50.6	57
	ACT LAW COURTS AND TRIBUNAL	175.5	194
	LEGISLATION, POLICY AND PROGRAMS	72.6	80
	OFFICE OF THE DIRECTOR-GENERAL	6.9	7

Directorate	Division	FTE	Headcount
	PARLIAMENTARY COUNSEL'S OFFICE	21.3	23
	PUBLIC TRUSTEE AND GUARDIAN	52.1	54
	SECURITY AND EMERGENCY MANAGEMENT BRANCH	10.6	11
	STRATEGIC FINANCE	12.4	13
Justice and Community Safety Directorate Total		1,729.5	1,818
Transport Canberra and City Services Directorate	CHIEF OPERATING OFFICER	100.0	103
	CITY SERVICES	636.7	687
	OFFICE OF THE DIRECTOR-GENERAL	3.0	3
	PARKS & TERRITORY SERVICES	1.0	1
	STRAT INNOVAT & CUSTOMER EXPERIENCE	50.6	51
	TRANSPORT CANBERRA	920.1	1,037
Transport Canberra and City Services Directorate Total		1,711.3	1,882
ACTPS Total		19,276.7	21,791

TABLE 47 - PART TIME EMPLOYEE SALARIES BY LENGTH OF SERVICE AND GENDER (JUNE 2017)

Length of service	Female		Male		Aggregate	
	Average salary	Average part time load	Average salary	Average part time load	Average salary	Average part time load
Less than 5 years	\$76,846	0.69	\$77,588	0.67	\$77,031	0.69
5 to 9 years	\$84,486	0.70	\$90,424	0.72	\$85,384	0.70
10 to 19 years	\$87,954	0.70	\$99,298	0.69	\$88,885	0.70
20 years or more	\$91,680	0.71	\$89,988	0.72	\$91,476	0.71
Salary (average)	\$83,607	0.70	\$84,664	0.69	\$83,782	0.70

TABLE 48 - PAY GAP IN THE ACTPS, ACT AND AUSTRALIA (JUNE 2017)

Workforce	Gender Pay Gap
ACTPS	3.1%
ACT labour force	12.5% ⁴⁶
Australian labour force	15.3% ⁴⁷

46 Australian Bureau of Statistics, Average Weekly Earnings Australian Capital Territory 6302.0, Australia, 2017
47 Australian Bureau of Statistics, Average Weekly Earnings Australia 6302.0, Australia, 2017

TABLE 49 – GENDER PAY GAP BY CLASSIFICATION GROUP (JUNE 2017)

Classification group	Average Remuneration	Median Remuneration	Proportion of females	Gender pay gap	Average female earnings(per dollar earned by males)
Administrative Officers	\$71,830	\$70,092	74.9%	3.6%	\$0.96
Ambulance Officers	\$85,447	\$87,091	36.5%	7.8%	\$0.92
Bus Operators	\$72,152	\$72,481	9.6%	0.2%	\$1.00
Correctional Officers	\$70,344	\$71,422	24.9%	3.4%	\$0.97
Dentists/Dental Officers	\$126,720	\$135,899	64.7%	6.2%	\$0.94
Disability Officers	\$51,370	\$51,370	50.0%	0.0%	\$1.00
Executives	\$201,689	\$180,188	44.7%	-1.6%	\$1.02
Fire and Rescue Officers	\$82,287	\$78,053	3.0%	9.8%	\$0.90
General Service Officers & Equivalent	\$57,281	\$51,509	21.3%	11.6%	\$0.88
Health Assistant	\$61,738	\$63,225	78.9%	1.3%	\$0.99
Health Professional Officers	\$94,050	\$93,801	79.0%	3.0%	\$0.97
Information Technology Officer	\$82,918	\$83,413	18.9%	-1.7%	\$1.02
Legal Officers	\$128,134	\$126,959	73.9%	15.4%	\$0.85
Legal Support	\$69,241	\$69,045	70.0%	-1.4%	\$1.01
Linen Production & Maintenance	\$56,534	\$45,756	48.3%	8.8%	\$0.91
Medical Officer	\$135,490	\$121,697	47.9%	10.6%	\$0.89
Nursing and Midwifery	\$83,068	\$83,766	87.3%	-5.2%	\$1.05
Professional Officers	\$94,483	\$93,214	62.7%	-6.6%	\$1.07
Prosecutors	\$110,821	\$94,877	59.0%	16.0%	\$0.84
Rangers	\$69,435	\$71,207	24.4%	-5.4%	\$1.05
School Leaders	\$126,007	\$116,376	71.9%	2.7%	\$0.97
Senior Officers	\$121,383	\$110,331	53.6%	2.0%	\$0.98
Statutory Office Holders	\$235,526	\$245,340	46.7%	11.3%	\$0.89
Teacher	\$91,277	\$100,843	77.0%	-0.4%	\$1.00
Technical Officers	\$72,978	\$71,344	49.7%	16.3%	\$0.84
Trainees and Apprentices	\$45,243	\$49,571	29.2%	12.2%	\$0.88
Transport Officers	\$92,182	\$93,947	8.9%	-1.9%	\$1.02
ACTPS Averages	\$90,350	\$83,844	64.9%	3.1%	\$0.97

TABLE 50 – ANNUAL LEAVE USAGE BY CLASSIFICATION GROUP AND GENDER (FTE DAYS, 2016-17)

Classification group	Female	Male	Total
Administrative Officers	16.3	16.2	16.2
Ambulance Officers	33.4	38.2	36.5
Bus Operators	0.0	0.0	16.8
Correctional Officers	30.0	28.4	28.8
Dentists/Dental Officers	15.6	16.7	16.0
Disability Officers	13.0	13.6	13.3
Executives	20.3	17.1	17.9
Fire and Rescue Officers	28.7	35.2	35.0
General Service Officers and Equivalent	16.7	17.4	17.3
Health Assistants	16.5	16.7	16.6
Health Professional Officers	17.1	18.0	17.3
Information Technology Officers	23.3	18.8	19.6
Judicial Officers	9.9	2.7	5.9
Legal Officers	17.7	19.9	18.3
Legal Support	10.1	16.1	11.7
Linen Production and Maintenance Officers	17.3	13.7	15.4
Medical Officers	14.1	16.4	15.3
Nursing and Midwifery	24.0	22.6	23.8
Professional Officers	16.8	19.3	17.4
Prosecutors	19.7	19.1	19.5
Rangers	16.4	20.7	19.7
School Leaders	20.0	19.4	19.8
Senior Officers	18.9	19.5	18.6
Statutory Office Holders	10.2	15.0	11.5
Teachers	17.7	18.0	17.7
Technical Officers	15.7	18.5	17.2
Trainees and Apprentices	12.8	16.0	15.2
Transport Officers	14.3	16.3	16.1
ACTPS Average Annual Leave Usage	18.6	19.3	18.9

TABLE 51 - AGE AND LENGTH OF SERVICE BY CLASSIFICATION GROUP AND GENDER (JUNE 2017)

Classification group	Female	Male	Age (Average)	Female	Male	Length of Service (Average)
Administrative Officers	42.3	39.0	41.5	7.8	6.7	7.5
Ambulance Officers	38.3	42.5	40.9	8.9	10.1	9.7
Bus Operators	46.5	49.0	48.8	9.0	10.3	10.2
Correctional Officers	40.8	44.5	43.6	6.5	7.6	7.4
Dentists/Dental Officers	38.8	40.3	39.4	9.8	5.3	8.2
Disability Officers	48.0	51.0	49.5	16.2	19.2	17.7
Executives	50.7	49.9	50.3	11.3	11.4	11.4
Fire and Rescue Officers	38.0	46.1	45.9	9.3	18.4	18.1
General Service Officers & Equivalent	45.6	46.0	45.9	10.9	9.2	9.5
Health Assistant	39.6	35.1	38.6	7.3	4.4	6.7
Health Professional Officers	39.9	40.5	40.0	7.5	6.8	7.4
Information Technology Officers	38.5	37.3	37.5	9.1	6.7	7.1
Judicial Officers	58.8	60.1	59.6	12.9	8.9	10.8
Legal Officers	37.0	45.2	39.1	5.5	9.5	6.5
Legal Support	34.6	28.3	32.8	6.0	3.9	5.3
Linen Production & Maintenance	50.0	45.7	47.8	14.5	11.1	12.8
Medical Officers	36.6	40.2	38.5	3.8	5.4	4.6
Nursing and Midwifery	42.0	39.5	41.7	8.5	5.9	8.2
Professional Officers	44.0	42.5	43.5	7.2	7.6	7.3
Prosecutors	31.6	39.0	34.6	3.8	6.9	5.0
Rangers	35.7	40.8	39.5	6.3	10.1	9.2
School Leaders	46.0	44.4	45.5	16.2	16.4	16.3
Senior Officers	44.8	46.7	45.7	10.1	10.6	10.3
Statutory Office Holders	56.0	56.3	56.1	6.4	13.5	10.2
Teacher	41.3	41.4	41.3	9.4	8.5	9.2
Technical Officers	44.0	45.3	44.7	10.0	11.4	10.8
Trainees and Apprentices	26.9	23.5	24.5	0.7	2.0	1.6
Transport Officers	48.8	51.3	51.1	17.1	17.1	17.1
ACTPS Averages	42.1	43.3	42.5	8.7	9.1	8.8

TABLE 52 – DIVERSITY BY DIRECTORATE (JUNE 2017)

Directorates	Females	Culturally and Linguistically Diverse	People with Disability	Aboriginal and Torres Strait Islander Peoples
Chief Minister, Treasury and Economic Development	49.8%	18.8%	4.0%	1.1%
<i>ACT Insurance Authority</i>	83.3%	5.6%	5.6%	0.0%
<i>Independent Competition and Regulatory Commission</i>	20.0%	30.0%	0.0%	0.0%
<i>Land Development Agency</i>	52.7%	16.1%	4.5%	0.9%
<i>Long Service Leave Authority</i>	71.4%	28.6%	0.0%	0.0%
Community Services	70.5%	16.0%	4.1%	4.1%
Education	77.0%	10.4%	1.8%	1.5%
<i>ACT Teacher Quality Institute</i>	66.7%	16.7%	0.0%	0.0%
Environment, Planning and Sustainable Development	50.6%	12.1%	3.4%	3.5%
Health	74.8%	26.2%	1.9%	1.0%
Justice and Community Safety	46.1%	9.2%	2.1%	2.8%
Transport Canberra and City Services	23.8%	25.1%	3.3%	2.1%
ACTPS Total	64.9%	18.2%	2.4%	1.6%

TABLE 53 - HEADCOUNT BY CLASSIFICATION GROUP AND DIRECTORATE (JUNE 2017)

Classification Group	ACT IA	ACT TQ1	CMTEDD	CSD	ED	EPSSD	Health	ICRC	JACS	LDA	LSLA	TCCS	Total
Administrative Officers	11	6	1,182	417	1,763	186	1,008	4	501	26	11	276	5,391
Ambulance Officers									233				233
Bus Operators												716	716
Capital Linen Service Officers												58	58
Custodial-Correctional Officers									213				213
Dental							17						17
Disability Officers			4										4
Executives	1	1	72	21	16	12	30	1	40	9	1	31	235
Fire Brigade Officers									334				334
General Service Officers & Equivalent			70	1	120	65	503		11			436	1,206
Health Assistants			3	5			115						123
Health Professional Officers			259	24			1,133		14				1,430
Information Technology Officers			137	25	1	1							164
Judicial Officers									15				15
Legal Officers			4	1			1		113				119
Legal Support									20				20
Medical Officers							914						914
Nursing Staff							3,108						3,108
Professional Officers			41	2	98	21	8		3	3		52	228
Prosecutors									39				39
Rangers			4			37							41
School Leaders					750								750
Senior Officers	6	5	911	182	149	217	408	5	268	74	2	195	2,422

Classification Group	ACT IA	ACT TQI	CMTEDD	CSD	ED	EPSDD	Health	ICRC	JACS	LDA	LSLA	TCCS	Total
Statutory Office Holders			1			1			10				12
Teacher					3,626								3,626
Technical Officers			21	2		55	145		4			53	280
Trainees and Apprentices			14		2		12					20	48
Transport Officers												45	45
Total	18	12	2,457	892	6,578	595	7,403	10	1,818	112	14	1,882	21,791

ACTIA = ACT Insurance Authority

HEALTH = Health Directorate

TQI = ACT Teacher Quality Institute

ICRC = Independent Competition and Regulatory Commission

CMTEDD = Chief Minister, Treasury and Economic Development Directorate

JACS = Justice and Community Safety Directorate

CSD = Community Services Directorate

LDA = Land Development Agency

ED = Education Directorate

LSLA = Long Service Leave Authority

EPSDD = Environment, Planning and Sustainable Development Directorate

TCCS = Transport Canberra and City Services Directorate

TABLE 54 - FTE BY DIRECTORATE AND EMPLOYMENT MODE (JUNE 2017)

ACTPS Directorates	Permanent	Temporary	Casual	Total
Chief Minister, Treasury and Economic Development	1,978.5	376.8	7.0	2,362.3
<i>ACT Insurance Authority</i>	16.6	1.0	0.0	17.6
<i>Independent Competition and Regulatory Commission</i>	5.0	4.6	0.0	9.6
<i>Land Development Agency</i>	93.4	16.2	0.0	109.6
<i>Long Service Leave Authority</i>	10.0	3.7	0.0	13.7
Community Services	715.3	114.8	5.8	835.9
Education	4,173.1	866.2	398.7	5,438.0
<i>ACT Teacher Quality Institute</i>	8.8	3.0	0.0	11.8
Environment, Planning and Sustainable Development	417.0	141.0	3.1	561.1
Health	4,878.2	1,413.6	184.6	6,476.3
Justice and Community Safety	1,463.6	257.2	8.7	1,729.5
Transport Canberra and City Services	1,423.2	205.5	82.7	1,711.3
ACTPS Directorates Total	15,182.5	3,403.6	690.6	19,276.7

TABLE 55 - FULL TIME EMPLOYEE SALARIES BY LENGTH OF SERVICE, GENERATION AND GENDER (JUNE 2017) (FULL TIME EMPLOYEES, AVERAGE PER ANNUM)

	Female	Male	Average remuneration
Length of service			
< 5 years	\$83,469	\$86,399	\$84,600
5 - 9 years	\$93,656	\$92,101	\$92,951
10 - 19 years	\$101,358	\$101,742	\$101,517
20 years or more	\$107,090	\$101,167	\$104,209
Generation			
Generation Y	\$83,439	\$82,300	\$83,024
Generation X	\$98,693	\$98,953	\$98,803
Baby Boomers	\$99,298	\$98,641	\$98,994
Pre-Baby Boomers	\$99,440	\$93,804	\$96,018
ACTPS Average	\$92,270	\$93,216	\$92,677

TABLE 56 – PART TIME EMPLOYEE SALARIES BY LENGTH OF SERVICE, GENERATION AND GENDER (JUNE 2017)

	Female		Male		Aggregate	
	Average salary	Average part time load	Average salary	Average part time load	Average salary	Average part time load
Length of service						
< 5 years	\$76,846	0.69	\$77,588	0.67	\$77,031	0.69
5 - 9 years	\$84,486	0.70	\$90,424	0.72	\$85,384	0.70
10 - 19 years	\$87,954	0.70	\$99,298	0.69	\$88,885	0.70
20 years or more	\$91,680	0.71	\$89,988	0.72	\$91,476	0.71
Generation						
Generation Y	\$81,299	0.68	\$72,959	0.70	\$79,747	0.69
Generation X	\$85,991	0.71	\$93,459	0.69	\$86,984	0.71
Baby Boomers	\$82,197	0.70	\$88,607	0.67	\$83,444	0.69
Pre-Baby Boomers	\$73,021	0.64	\$86,905	0.61	\$77,438	0.63
Average	\$83,607	0.70	\$84,664	0.69	\$83,782	0.70

TABLE 57 – SEPARATION RATE BY GENERATION (2016-17)

Generation	Female	Male	Total
Pre-Baby Boomers	22.1%	23.4%	24.6%
Baby Boomers	13.2%	9.0%	12.2%
Generation X	5.4%	5.2%	5.5%
Generation Y	7.1%	6.3%	6.9%
Average Separation Rate	8.1%	6.8%	7.9%

TABLE 58 – SEPARATION RATE BY DIRECTORATE (2016-17)

Directorate	Separation rate
Chief Minister, Treasury and Economic Development	8.2%
<i>ACT Insurance Authority</i>	19.6%
<i>Independent Competition and Regulatory Commission</i>	48.1%
<i>Land Development Agency</i>	7.0%
<i>Long Service Leave Authority</i>	0.0%
Community Services	19.6%
Education	6.5%
<i>ACT Teacher Quality Institute</i>	11.3%
Environment, Planning and Sustainable Development	5.7%
Health	7.6%
Justice and Community Safety	7.9%
Transport Canberra and City Services	7.0%
ACTPS Separation Rate	7.9%

TABLE 59 – SEPARATION RATE BY CLASSIFICATION GROUP (2016-17)

Classification group	Separation rate	Average permanent officer headcount
Administrative Officers	8.6%	3,882
Ambulance Officers	2.3%	220
Bus Operators	6.7%	654
Correctional Officers	4.3%	209
Dentists/Dental Officers	16.4%	12
Disability Officers	256.8% ⁴⁸	12
Executives	3.3%	30
Fire and Rescue Officers	3.3%	336
General Service Officers & Equivalent	7.4%	884
Health Assistant	6.9%	73
Health Professional Officers	9.3%	1,183
Information Technology Officers	2.7%	148
Judicial Officers	17.7%	11
Legal Officers	12.4%	97
Legal Support	8.9%	11
Linen Production & Maintenance	5.2%	58
Medical Officers	4.8%	311
Nursing and Midwifery	7.7%	2,401
Professional Officers	8.4%	179
Prosecutors	24.8%	32
Rangers	2.7%	37
School Leaders	5.1%	739
Senior Officers	9.5%	2,105
Statutory Office Holders	0.0%	2
Teacher	7.1%	2,544
Technical Officers	4.3%	232
Trainees and Apprentices	13.0%	8
Transport Officers	7.1%	43
ACTPS Separation Rate and Average Headcount	7.9%	16,453

48 The significant separation rate of Disability Officers is due to the implementation of the NDIS.

TABLE 60 – HEADCOUNT OF GENERATION AND GENDER (JUNE 2017)

Generation	Female	Male	Total
Generation Y	5,415	2,652	8,067
Generation X	5,341	2,881	8,223
Baby Boomers	3,343	2,081	5,424
Pre-Baby Boomers	40	37	77
Total	14,139	7,651	21,791

TABLE 61 – AGE AND LENGTH OF SERVICE BY DIRECTORATE AND GENDER (JUNE 2017)⁴⁹

ACTPS Directorates	Female	Male	Age (average)	Female	Male	Length of service (average)
Chief Minister, Treasury and Economic Development	40.9	42.7	41.8	8.1	8.6	8.3
<i>ACT Insurance Authority</i>	38.9	54.7	41.7	8.3	11.9	9.0
<i>Independent Competition and Regulatory Commission</i>	39.0	40.9	40.5	0.7	1.2	1.1
<i>Land Development Agency</i>	41.0	46.4	43.5	7.8	9.5	8.6
<i>Long Service Leave Authority</i>	40.1	51.8	43.4	5.6	10.2	6.9
Community Services	42.3	44.7	43.0	7.9	8.3	8.0
Education	43.3	41.7	42.9	9.9	9.5	9.8
<i>ACT Teacher Quality Institute</i>	54.5	38.3	49.1	17.2	5.3	13.2
Environment, Planning and Sustainable Development	40.6	43.1	41.8	7.7	9.3	8.5
Health	41.5	41.0	41.4	8.1	6.9	7.8
Justice and Community Safety	40.2	44.5	42.5	7.4	11.7	9.7
Transport Canberra and City Services	44.2	47.3	46.5	9.0	10.4	10.1
ACTPS Averages	42.1	43.3	42.5	8.7	9.1	8.8

⁴⁹ Average length of service excludes casuals.

TABLE 62 – ANNUAL LEAVE USAGE BY DIRECTORATE AND GENDER (FTE DAYS, 2016-17)

Directorate	Female	Male	Aggregate (average days per person) *processing lag time
Chief Minister, Treasury and Economic Development	18.0	18.6	18.3
<i>ACT Insurance Authority</i>	23.9	33.9	26.4
<i>Independent Competition and Regulatory Commission</i> ⁵⁰	-	-	-
<i>Land Development Agency</i>	18.8	17.2	18.0
<i>Long Service Leave Authority</i>	-	-	-
Community Services	18.6	18.1	18.5
Education	17.0	17.1	17.0
<i>ACT Teacher Quality Institute</i>	-	-	-
Environment, Planning and Sustainable Development	17.1	18.9	18.1
Health	20.3	18.4	19.8
Justice and Community Safety ⁵¹	19.0	28.3	24.1
Transport Canberra and City Services	17.6	17.4	17.5
ACTPS Average Annual Leave Usage	18.6	19.3	18.9

50 The annual leave usage of the Independent Competition and Regulatory Commission, Long Service Leave Authority and ACT Teacher Quality Institute are not shown separately. The small number of employees within these organisations means that data in regard to leave usage is not statistically meaningful when viewed in isolation

51 JACS annual leave usage does not take into account shift work and varying leave accruals.

TABLE 63 – PERSONAL LEAVE USAGE AND ABSENCE RATE BY CLASSIFICATION GROUP AND GENDER (2016-17)

Classification group	Female	Male	Total Days	Total Absence Rate
Administrative Officers	13.2	13.6	13.3	5.6%
Ambulance Officers*	15.3	15.4	15.4	6.2%
Bus Operators	0.0	0.0	13.2	5.3%
Correctional Officers*	16.5	15.2	15.5	6.0%
Dentists/Dental Officers	11.8	8.4	10.6	4.9%
Disability Officers	16.2	15.4	15.8	7.4%
Executives	10.4	9.5	9.4	3.7%
Fire and Rescue Officers*	17.7	16.6	16.6	6.5%
General Service Officers and Equivalent	16.5	17.1	17.0	6.8%
Health Assistants	19.2	12.8	18.2	7.9%
Health Professional Officers	10.4	10.3	10.4	4.5%
Information Technology Officers	13.9	12.4	12.7	5.0%
Judicial Officers	1.5	0.0	0.7	0.3%
Legal Officers	8.4	6.4	7.9	3.2%
Legal Support	11.4	29.1	16.1	6.7%
Linen Production and Maintenance Officers	18.9	10.3	14.5	5.8%
Medical Officers	5.1	3.9	4.5	2.0%
Nursing and Midwifery	14.9	14.2	14.8	6.5%
Professional Officers	10.9	11.3	10.8	4.7%
Prosecutors	5.8	4.6	5.4	2.1%
Rangers	9.3	9.6	9.6	3.7%
School Leaders	12.8	12.6	12.7	5.0%
Senior Officers	12.3	10.6	11.1	4.4%
Statutory Office Holders	3.5	1.3	2.4	1.0%
Teachers	11.0	10.7	11.0	4.6%
Technical Officers	12.8	12.9	12.8	5.3%
Trainees and Apprentices	12.9	12.1	12.3	4.9%
Transport Officers	9.4	7.7	7.9	3.1%
ACTPS Average Personal Leave Usage	12.6	12.3	12.5	5.2%

* Personal leave usage for these classifications does not take into account shift work and varying leave accruals.

TABLE 64 – PERSONAL LEAVE USAGE AND ABSENCE RATE BY DIRECTORATE AND GENDER (2016-17)

Directorate	Female		Male		Total	
	Days	Absence Rate	Days	Absence Rate	Days	Absence Rate
Chief Minister, Treasury and Economic Development	12.4	5.0%	12.0	4.7%	12.2	4.8%
<i>ACT Insurance Authority</i>	13.6	5.4%	27.3	10.6%	17.1	6.8%
<i>Independent Competition and Regulatory Commission</i> ⁵²	-	-	-	-	-	-
<i>Land Development Agency</i>	14.3	5.8%	10.5	4.1%	12.5	4.9%
<i>Long Service Leave Authority</i>	-	-	-	-	-	-
Community Services	15.8	6.6%	15.1	6.0%	15.6	6.4%
Education	11.4	5.0%	11.2	4.6%	11.4	4.9%
<i>ACT Teacher Quality Institute</i>	-	-	-	-	-	-
Environment, Planning and Sustainable Development	11.1	4.7%	9.7	3.8%	10.4	4.2%
Health	13.1	5.7%	10.8	4.4%	12.5	5.4%
Justice and Community Safety ⁵³	12.7	5.2%	14.6	5.7%	13.7	5.5%
Transport Canberra and City Services	14.4	5.8%	14.1	5.7%	14.2	5.7%
ACTPS Average Personal Leave Usage	12.6	5.4%	12.3	4.9%	12.5	5.2%

52 The personal leave rates of the Independent Competition and Regulatory Commission, Long Service Leave Authority and ACT Teacher Quality Institute are not shown separately. The small number of employees within these organisations means that data in regard to leave usage is not statistically meaningful when viewed in isolation.

53 JACS annual leave usage does not take into account shift work and varying leave accruals

TABLE 65 – DIVERSITY BY CLASSIFICATION GROUP (JUNE 2017)

Classification group	Females	Culturally and Linguistically Diverse	People with Disability	Aboriginal and Torres Strait Islanders
Administrative Officers	74.9%	16.6%	3.6%	2.6%
Ambulance Officers	36.5%	2.6%	0.4%	1.3%
Bus Operators	9.6%	40.4%	0.3%	0.8%
Correctional Officers	24.9%	8.9%	1.9%	4.7%
Dentists/Dental Officers	64.7%	52.9%	0.0%	0.0%
Disability Officers	50.0%	25.0%	0.0%	0.0%
Executives	44.7%	5.1%	6.0%	1.7%
Fire and Rescue Officers	3.0%	0.9%	0.3%	1.2%
General Service Officers & Equivalent	21.0%	23.3%	3.2%	2.6%
Health Assistant	78.9%	26.0%	2.4%	0.0%
Health Professional Officers	79.0%	16.8%	1.6%	1.3%
Information Technology Officer	18.9%	27.4%	2.4%	0.6%
Judicial Officers	40.0%	0.0%	0.0%	0.0%
Legal Officers	73.9%	16.0%	2.5%	0.0%
Legal Support	70.0%	20.0%	0.0%	5.0%
Linen Production & Maintenance	48.3%	22.4%	1.7%	0.0%
Medical Officer	47.9%	30.0%	1.5%	0.3%
Nursing and Midwifery	87.3%	29.8%	1.4%	0.9%
Professional Officers	63.6%	21.1%	2.6%	0.4%
Prosecutors	59.0%	12.8%	0.0%	0.0%
Rangers	24.4%	4.9%	2.4%	7.3%
School Leaders	71.9%	6.8%	1.3%	1.1%
Senior Officers	53.2%	14.3%	3.5%	1.6%
Statutory Office Holders	50.0%	0.0%	0.0%	0.0%
Teacher	77.0%	10.0%	1.7%	1.0%
Technical Officers	51.4%	22.9%	3.2%	1.4%
Trainees and Apprentices	29.2%	8.3%	2.1%	18.8%
Transport Officers	8.9%	42.2%	2.2%	0.0%
ACTPS Total	64.9%	18.2%	2.4%	1.6%

TABLE 66 – TIME TO HIRE STATISTICS (2016-17)⁵⁴

Time-to-Hire (average, work days)		
Financial Year 2016-17	Panel Selection	Time-to-hire
Directorate	(excl. Processing by Shared Services & Gazettal)	(incl. Processing by Shared Services & Gazettal)
Chief Minister, Treasury and Economic Development	28.7	43.7
Community Services	35.2	50.7
Education	28.5	44.3
Environment, Planning and Sustainable Development	27.1	43.9
Health		32.3
Justice and Community Safety	34.4	51.0
Transport Canberra and City Services	31.6	48.2
Time-to-hire	30.1	40.7

In relation to the time-to-hire information please note the following:

- > Health directorate's time-to-Hire figure is supplied from their own eRecruitment system; and
- > a total of 2586 vacancies were advertised during 2016/2017.

TABLE 67 – HIGHER DUTIES STATUS AND PER CENT OF WORKFORCE BY LENGTH (2016-17)

	Category				Total
	Less than 3 months	3 to 6 months	6 to 12 months	Greater than 12 months	
Number of Staff	762	432	325	298	1,817
Percentage of Workforce	3.6%	2.1%	1.5%	1.4%	8.6%

TABLE 68 – AGE RANGE OF THE ACTPS (JUNE 2012 – JUNE 2016)

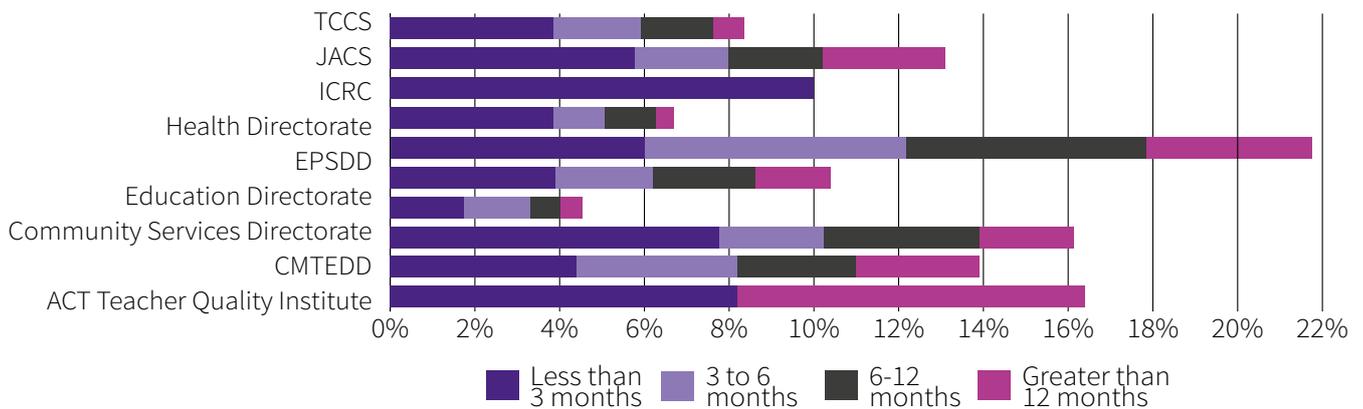
Age Range	June 2013	June 2014	June 2015	June 2016	June 2017
Less than 20	130	101	73	78	121
20-29	3,495	3,558	3,569	3,521	3,594
30-39	4,877	5,006	5,280	5,433	5,692
40-49	5,093	5,309	5,380	5,508	5,627
50-59	4,720	4,789	4,781	4,807	4,795
60-69	1,609	1,682	1,724	1,801	1,836
70 and over	93	106	106	112	126

⁵⁴ Overall time-to-hire results include CIT due to the reporting system used.

TABLE 69 – SALARY BY DIVERSITY (JUNE 2013 – JUNE 2017)⁵⁵

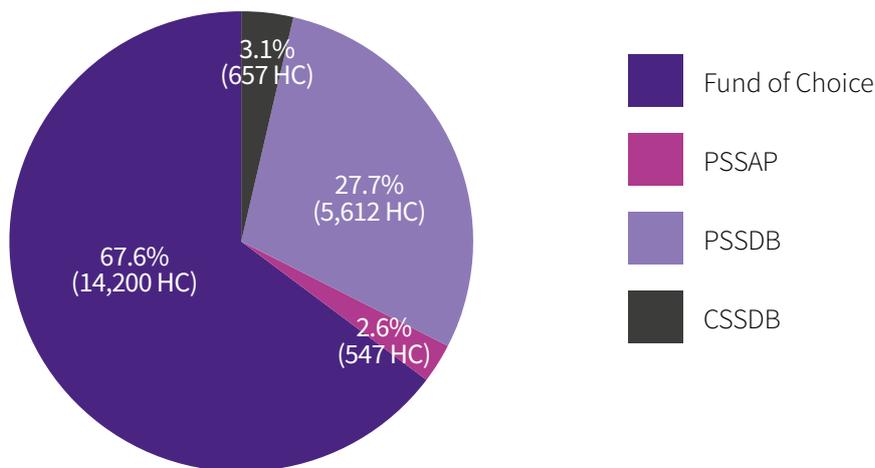
Year	Females	Culturally and Linguistically Diverse	People with Disability	Aboriginal and Torres Strait Islander	ACTPS
2013	\$77,779	\$76,098	\$74,865	\$69,957	\$78,793
2014	\$80,642	\$78,398	\$78,112	\$75,188	\$81,534
2015	\$83,611	\$81,102	\$81,171	\$77,137	\$84,590
2016	\$86,442	\$84,091	\$85,019	\$78,330	\$87,584
2017	\$89,356	\$86,295	\$90,504	\$79,838	\$90,350

GRAPH 14 – HIGHER DUTIES, PERCENTAGE OF WORKFORCE BY DIRECTORATE (2016-17)



TCCS = Transport Canberra and City Services Directorate
 JACS = Justice and Community Safety Directorate
 ICRC = Independent Competition and Regulatory Commission
 EPSDD = Environment, Planning and Sustainable Development Directorate
 CMTEDD = Chief Minister, Treasury and Economic Development Directorate

GRAPH 15 – HEADCOUNT BY SUPERANNUATION SCHEME (JUNE 2017)



CSSDB = Commonwealth Superannuation Scheme – Defined Benefit
 PSSDB = Public Sector Superannuation – Defined Benefit
 PSSAP = Public Sector Superannuation – Accumulation Plan

55 Salaries are inclusive of ACTPS Senior Executives and hence may differ from those reported in previous editions of the State of the Service report.

APPENDIX 3 – DEFINITIONS

Appointments

Appointments refer to the recruitment of permanent officers. Appointees can come from outside the ACTPS, or be already working internally in the organisation as temporary or casual employees. The table below describes the subsets of appointment.

	Definition
Appointment from External	This is any commencement with the ACT Public Service where the person has commenced directly as a permanent officer.
Total Appointment from Temporary Contract	This is the total of temporary contract staff who were appointed as permanent officers.
Total Promotion from Higher Duties Allowance (HDA)	This is the total number of promotions immediately following a period of HDA.
Total Permanent Transfer/Promotion	This is the total number of permanent transfers and promotions (not following higher duties).

ACT Public Service

The ACT Public Service comprises seven directorates that report to the Head of Service as constituted by the Administrative Arrangements 2016 (No 5).

ACT Public Sector

The ACT Public Sector encompasses the employees of the seven directorates that report to the Head of Service, as well as staff employed under the *Public Sector Management (PSM) Act 1994* in other ACT Government entities.

Employees

Employees include permanent officers, temporary and casual employees.

Employees – casual

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

Employees – full time

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

Employees – part time

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

General Service Officers (GSOs)

Examples include tradespeople, gardeners, drivers and labourers.

Generations

Generation	Definition
Pre-Baby Boomers	Born prior to 1946
Baby Boomers	Born 1946 to 1964 inclusive
Generation X	Born 1965 to 1979 inclusive
Generation Y	Born from 1980 and onwards

Gender pay gap

Gender pay gap is equal to one minus female weekly ordinary time earnings, divided by male weekly ordinary time earnings, multiplied by 100. Annual salary represents the salary increment point, prorated for part time employees, and does not include allowances or other pay components.

Headcount and FTE

The Workforce Profile information is based on paid employees. Paid headcount for all employees includes employees on paid leave or with back pay, as at the end of the financial year. Headcount and FTE are standard measures of staff numbers. Headcount considers each employee as one regardless of whether they are full time or part time. In contrast, FTE represents total employee numbers based on equivalent full time hours worked. For example, an employee working standard full time hours attracts an FTE of 1.0 whereas an employee working half the standard full time hours attracts an FTE of 0.5. The total FTE in this example would be 1.5 whereas the headcount would be two. Average FTE and average headcount are based on the 26 pay periods in each financial year. The average over time removes seasonality that can be experienced at a point in time, particularly with temporary and casual employees, and for this reason it is used to calculate year-on-year percentage increases.

Leave

Staff can access annual leave and personal leave entitlements. Annual leave is often referred to as recreational leave. Personal leave can be taken in instances of personal illness or injury, for bereavement, or when caring for a dependent due to illness or injury. Leave can experience a time-lag in processing.

Entitlements can be found in the relevant section of enterprise and collective agreements, see the ACTPS Employment Portal for details: <http://www.cmd.act.gov.au/employment-framework/home>

Median

The median of a set of data values is the middle value of the data set when it has been arranged in ascending order. It is the point at which 50 percent of the data set has a greater value and 50 percent of the data has a smaller value.

Permanent Officers

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

Separation Rate

The separation rate is determined by dividing the total number of permanent separations by the average permanent headcount, over the financial year, for the ACTPS, and excludes transfers between directorates. This calculation is consistent with other jurisdictions including the Australian Public Service. The separation rate of the 2013 State of the Service Report and publications prior were based on average headcount of all staff, including casuals and temporary employees, which deflates the result.

Territory Owned Corporations (TOCS)

Government enterprises (known as Territory Owned Corporations) under the Territory Owned Corporations Act 1990 (TOCS), are separate entities to the ACTPS and other public sector bodies and are not included in this report. As at June 2017 the single TOCS is Icon Water Limited.

Workforce Average

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

APPENDIX 4 – 2017 AGENCY SURVEY

2017 Agency Survey

The 2017 Agency Survey reflects the main strategic objectives for ACT Public Service (ACTPS) people planning: an agile, innovative, responsive and engaged workforce. The questions within the survey are grouped into these four headings, and commentary in the 2017 State of the Service report will be organised in the same way.

Included within the survey is space for commentary to support your data. Please use the free text boxes to showcase the action or initiative your entity is undertaking for each topic, or to include any other contextual information you feel is important.

Guidance

- The Agency Survey is due by **COB Friday 21 July 2017**. To ensure that publishing deadlines are met, extensions to this deadline will not be granted.
- Please use the text boxes to complete your responses. Should you find that your response exceeds the amount of space available in the designated text box, please utilise the ‘add page’ buttons available throughout the survey.
- Upon completion of the survey, please print and provide to your delegate for verification and approval.
- Once your delegate has signed the hard copy of your survey it should be scanned and emailed to PSM@act.gov.au along with the original electronic version of your completed PDF.
- Please note: your survey responses will not be considered complete until **both** the signed copy of your responses and the original electronic PDF have been received by PSM Group.
- PSM Group will validate all hard copy and electronic PDF responses.

ACTPS Identification

1. Which entity are you responding from?

An AGILE workforce: meeting the needs of the ACT community and effectively serving the Government of the day

Attraction and Retention Strategies

2. Did your entity experience any critical skills shortages, capability gaps or difficulty recruiting to or retaining employees in certain positions? Comment is specifically sought on any issues associated with the attraction and retention of the following groups: Yes (provide details below) No
- Mature age employees;
 - Aboriginal and Torres Strait Islander employees;
 - People with Disability;

- People recruited as part of a formal graduate program;
- People with specialist skills, including leadership skills at the Executive level; and
- Entry level positions/traineeships.

Please provide details

3. Please describe the nature of the identified problem/s and the strategies implemented to address the issue/s.

Add page: Q3

4. Excluding machinery of government changes, how many employees left your entity in 2016/17
5. Excluding machinery of government changes, how many employees joined your entity in 2016/17

INNOVATIVE: people planning for the future

6. Does your entity have a workforce plan in place? Yes No
7. What are the key workforce strategies in the workforce plan that position your entity to meet future workforce demands?

Note: Please provide commentary on any strategies or 'case studies' during the 2016/17 financial year.

Add page: Q 7

A RESPONSIVE workforce: reflecting the ACT community

The RED Framework

The RED Framework was introduced in 2010 and has been supported since this time by the provision of training and refresher training across directorates. In the 2016 State of the Service report it was reported that approximately 12,497 ACTPS employees had received RED training since the launch of the RED Framework.

8. In the 2016/17 financial year did your entity provide RED specific training to employees?
 Yes No
9. If so, how many employees undertook RED specific training in the 2016/17 financial year?
10. Please provide comment on activities which occurred within your entity during the 2016/17 financial year to continue to reinforce the RED message, including:
- Executive support of NAIDOC week activities
 - Workplace celebrations of Harmony Day
 - International Women's Day events
 - Disability training
 - Aboriginal and Torres Strait Islander cultural Awareness training
 - LGBTI awareness training

Q. 10

Add page: Q 10

11. As at 30 June 2017, what is the total number of staff in your entity that:

- a. Are RED Contact Officers
- b. Are executive sponsors

12. In the 2016/17 financial year, which of the following tools has your entity used to promote the RED framework?

- RED overview sessions (separate from formal RED training)
- Regular discussions regarding RED issues
- A RED network that meets quarterly or more frequently
- None of the above
- Other - please specify

Please provide details

13. In the 2016/17 financial year, how has your entity ensured that all staff have access to the details of RED Contact Officers?

- Intranet
- Website
- Staff Directory
- Common areas/notice boards
- Agency switchboard
- None
- Other – please specify

Q. 13

14. In the 2016/17 financial year did your entity implement any RED initiatives not previously mentioned? If so please provide a case study of the initiative/s and its outcomes. Yes No

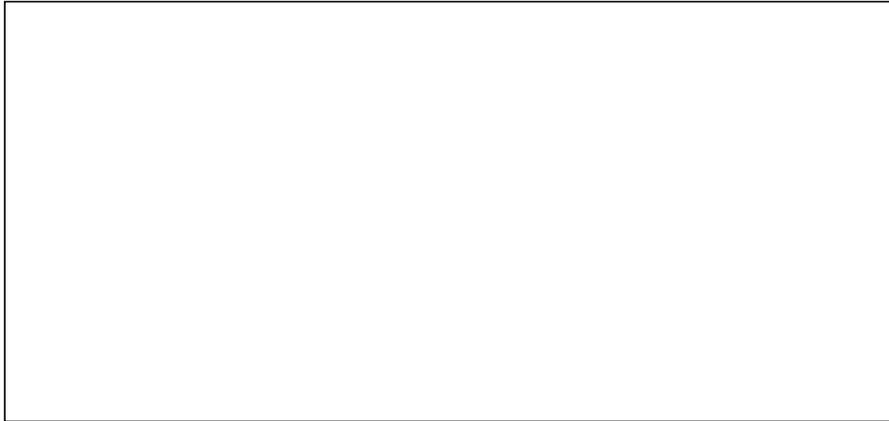
Please provide details

15. In the 2016/17 financial year, did your entity conduct a Diversity Census or "Update your Details" process to encourage the disclosure of diversity?
- Diversity Census "Update your Details" process Both Neither

16. In the 2016/17 financial year, what initiatives did your entity implement to support employees and potential employees from diversity target groups? Please describe the steps taken to support:

- People from a culturally and linguistically diverse background
- Aboriginal and Torres Strait Islander people
- People with Disability

Q. 16



Add page: Q 16

17. In the 2016/17 year did your entity engage any of the following inclusion strategies:

- Job advertisements written in plain English
- Reasonable adjustments made at interview for People with Disability
- Reasonable workplace adjustments made for successful applicants with a disability
- Training for panel members on the inclusion of the needs of diverse applicants
- Roles and responsibilities clearly defined in job descriptions
- Other – please specify



Add page: Q 17

18. In the 2016/17 financial year did your entity introduce any broader activities or initiatives to raise awareness of diversity in the workplace (e.g. cultural and linguistic diversity, LGBTI diversity, international/national days celebrating diversity)? Yes (provide details below) No

Please provide details

Add page: Q 18

ACTPS Employment Strategies

19. In the 2016/17 financial year did your entity have a Reconciliation Action Plan in place? If so, what were the key attributes of the plan and what activities/initiatives were undertaken by your entity to promote or implement the plan? Yes (provide details below) No

Add page: Q 19

20. In the 2016/17 financial year, what strategies did your entity employ to attract Aboriginal and Torres Strait Islander employees?

- Designated positions
- Aboriginal and Torres Strait Islander traineeship
- Work experience
- Positions in the Whole of Government Graduate Program for Aboriginal and Torres Strait Islander people
- Aboriginal and Torres Strait Islander people cadetship
- Mentoring programs
- School based apprenticeships for Aboriginal and Torres Strait Islander people
- Other – please specify

21. In the 2016/17 financial year, what skills or resources were employed to support Aboriginal and Torres Strait Islander employees?

- Aboriginal and Torres Strait Islander employee networks
- Aboriginal and Torres Strait Islander study awards
- Aboriginal and Torres Strait Islander cultural awareness training
- Promote the ACTPS as an employer of choice for Aboriginal and Torres Strait Islander people
- Having a dedicated Indigenous Liaison Officer in place
- Other – please specify

22. In the 2016/17 financial year what did your entity do to ensure that when recruiting to an Aboriginal and Torres Strait Islander identified position there was an Aboriginal and Torres Strait Islander person on the selection panel?

23. In the 2016/17 financial year did your entity have a Disability Action Plan in place? If so, what were the key attributes of the plan and what activities/initiatives were undertaken by your entity to promote or implement the plan (e.g. advertising jobs in both mainstream and disability publications/disability employment services, promoting flexible working conditions and reasonable adjustments, promotion and recognition of International Day of People with Disability, review of policies and procedures to ensure they promote inclusive work practices, building “disability confidence” of co-workers, delivery of mental health awareness training, etc)? Yes (provide details below) No

Add page: Q 23

24. In the 2016/17 financial year did your entity use any of the following strategies to attract People with Disability to the ACT Public Service? (tick all applicable)

If yes, how many People with Disability were engaged into positions as a result of each strategy?

- Designated positions
- Disability traineeship
- Work experience
- Positions in the Whole of Government Graduate Program for People with Disability
- Disability cadetship
- Mentoring programs
- School based apprenticeships for People with Disability
- Other – please specify

25. Does your entity use any of the following strategies to support employees with a disability?

- Disability employee networks
- Entity specific Reasonable Adjustment Policy
- Whole of Government Reasonable Adjustment Policy
- Disability awareness training
- Other – please specify

26. How does your entity make managers/supervisors aware of the requirement to investigate and where practical make reasonable adjustment(s) following disclosure of a disability?

Add page: Q 26

27. Did your entity make any applications for reasonable adjustment and/or financial assistance to the Employee Assistance Fund in the 2016/17 financial year (via Job Access)? If yes, please indicate how many applications were made, how many were approved and what was the total value of approved applications. Yes (provide details below) No

Please provide details

28. What strategies does your entity implement to ensure workplaces are accessible?

29. In the 2016/17 financial year did your entity work with a Disability Employment Service provider to place People with Disability in employment within your entity? If so, which providers did your entity use? Yes (provide details below) No

Please provide details

30. In the 2016/17 financial year what inclusion strategies did your entity employ to maximise participation of Aboriginal and Torres Strait Islander employees and People with Disability on training courses such as the Manager Development Program?
- a) Targeted invitations to apply
 - b) Targeted advertising through networks
 - c) Reserved placed for target group employees

Preventing Bullying and Harassment

Note: information captured in this section is intended to gain insight into the mechanisms of the reporting of bullying and harassment. For the following questions:

- *The number of contacts received by your Agency's RED Contact Officers should tally with your Agency's quarterly reports; and*
 - *It should be noted that the figures captured are not a one for one indicator of bullying and harassment as it is possible for an employee to report through multiple mechanisms, or multiple employees may report the same incident.*
31. Does your entity have a formal reporting system in place for the management of bullying and harassment? Yes No

32. For the 2016/17 financial year, please list the total number of bullying and harassment:
- a) Contacts received by your Agency's RED Contact Officers;
 - b) Contacts Received by HR (not by RED Contact Officer);
 - c) Contacts received through RiskMan; and
 - d) Contacts received through other mechanisms
33. Please list the number of reports of bullying or harassment where a preliminary assessment under Section H of ACTPS Enterprise Agreements was commenced during the 2016/17 financial year.
34. Please list the number of reports of bullying or harassment received during the 2016/17 financial year that resulted in a misconduct process under Section H of ACTPS Enterprise Agreements.
35. Please list the number of bullying or harassment related misconduct processes completed during the 2016/17 financial year where a breach of section 9 of the PSM Act was found to have occurred.
Note: number completed, regardless of when commenced.
36. Please list the number of bullying or harassment related misconduct processes that are currently underway/being investigated, as at 30 June 2017.
Note: total number of investigations commenced, completed and ongoing may not reconcile due to action across financial years.

Discipline Action

37. In the 2016/17 financial year, how many misconduct matters were:
- a) referred by your entity to the PSU for investigation;
 - b) handled internally by your entity that were not referred to PSU for investigation (such as taking admission statements or summary dismissal); and
 - c) referred to an external investigator.

38. Of the misconduct processes completed in the 2016/17 financial year where misconduct was found to have occurred, please indicate how many times the following sanctions were imposed:

Note: the number of investigations resulting in a breach may not reconcile with the total number of sanctions, as any one employee may receive multiple sanctions. This data will only be reported at a whole of government level (not at entity level) to ensure that employees involved in your entity's investigations are not inadvertently identified

- a) Misconduct found, but no sanction applied
- b) Written warning and admonishment
- c) Deferral of increment
- d) Reduction in incremental point
- e) Removal of monetary benefit derived through an existing ARin/SEA
- f) Other financial penalty
- g) Fully or partially reimburse employer for damage wilfully incurred to property or equipment
- h) Transfer, temporarily or permanently, to other position at level
- i) Transfer, temporarily or permanently, to other position at lower classification
- j) Termination of employment
- k) Employee resigned prior to sanction being imposed

An ENGAGED workforce: getting the best from people at work **Performance and Capability Development**

39. In the 2016/17 financial year, did your entity monitor the utilisation of the ACTPS performance framework? Yes No

40. As at 30 June 2017, what percentage of your entity's employees had a performance agreement in place

41. In the 2016/17 financial year, what strategies did your entity employ to enhance, develop or improve employee capability and performance?

- a) Mentoring programs
- b) Funded training
- c) Secondments
- d) Job swap opportunities
- e) Communities of practice
- f) Other - please specify

Underperformance

Note: In cases where an employee's performance consistently falls below expectations, a manager should communicate this to the employee (a preliminary underperformance discussion). The employee is then given a reasonable period to address the identified deficiencies.

42. During the 2016/17 financial year did your entity monitor the number of preliminary performance discussions held? If so, how many were there that realised the required improvements and did not proceed to formal underperformance processes? Yes No

Please provide details

43. Please provide details of the number of formal underperformance processes that were commenced in the 2016/17 financial year under the procedures set out in the relevant ACTPS Enterprise Agreement.

- | | |
|---|----------------------|
| a) Number commenced in 2015/16 but finalised in 2016/17 | <input type="text"/> |
| b) Number commenced in 2016/17 | <input type="text"/> |
| c) Number commenced and finalised in 2016/17 | <input type="text"/> |
| d) Number commenced in 2016/17 but yet to be finalised as at 30 June 2017 | <input type="text"/> |

44. Of the under-performance processes that were finalised during the 2016/17 financial year, please indicate how many of the following outcomes occurred:

- | | |
|---|----------------------|
| a) Satisfactory performance achieved at the completion of the process | <input type="text"/> |
| b) Development program instituted | <input type="text"/> |
| c) Assignment to other duties | <input type="text"/> |
| d) Deferral of increment | <input type="text"/> |
| e) Reduction in classification | <input type="text"/> |
| f) Termination of employment | <input type="text"/> |
| g) Resignation of employee during process | <input type="text"/> |

