



State of the Sector Report 2010 - 2011

Report by

The Commissioner for Public Sector Employment
Office for Ethical Standards and Professional Integrity
Department of the Premier and Cabinet



Government of South Australia
Commissioner for Public Sector Employment
Office for Ethical Standards
& Professional Integrity

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REPORTING FUNCTION OF THE COMMISSIONER FOR PUBLIC SECTOR EMPLOYMENT UNDER THE *PUBLIC SECTOR ACT 2009*

The Functions of the Commissioner for Public Sector Employment are defined in the *Public Sector Act 2009 (PS Act)*. The Commissioner must, before 30 September in each year, present a report to the Minister on matters relating to the Commissioner's functions under Part 21 of the Act.

The report must:

- relate to the financial year preceding the making of the report;
- describe the extent of observance of the public sector principles in so far as they relate to public sector employment and measures taken by the Commissioner to promote the observance of those principles; and
- deal with any other matters stipulated by the regulations.

Regulation 11 of the *PS Act* requires that the Commissioner's annual report to the Minister include information with respect to the following:

(a) the issuing by the Commissioner of:

- variations or substitutions of the public sector code of conduct;
- public sector employment determinations; and
- guidelines relating to public sector employment matters,

during the financial year to which the report relates;

(b) the number of occasions on which public interest information has been disclosed to the Commissioner under the *Whistleblowers Protection Act 1993* during the financial year to which the report relates.

ROLE OF THE COMMISSIONER FOR PUBLIC SECTOR EMPLOYMENT UNDER THE *PUBLIC SECTOR ACT 2009*

The statutory functions of the Commissioner for Public Sector Employment are defined in the *Public Sector Act 2009*.

The Commissioner's role includes advancement of the objects and principles of the Act, and promotion of their observance, in so far as they relate to public sector employment, and for that purpose is to:

- (a) issue the public sector code of conduct;
- (b) issue public sector employment determinations;
- (c) monitor and report to the Minister on observance of the public sector principles, code of conduct and employment determinations;
- (d) issue guidelines relating to public sector employment matters;
- (e) provide advice on public sector employment matters at the request of public sector agencies or on the Commissioner's own initiative;
- (f) provide advice on and conduct reviews of public sector employment or industrial relations matters as required by the Premier or the Minister or on the Commissioner's own initiative; and
- (g) investigate or assist in the investigation of matters in connection with public sector employees' conduct or discipline as required by the Premier or at the

request of a public sector agency and investigate such matters on the Commissioner's own initiative (including on receipt of public interest information under the Whistleblowers Protection Act 1993).

THE OFFICE FOR ETHICAL STANDARDS AND PROFESSIONAL INTEGRITY

The Office undertakes a range of functions, including:

- support for the *Public Sector Act 2009* and associated employment legislation;
- the issuing of employment determinations and guidelines, ethical codes and conduct standards;
- provision of the whole of government workforce information and its analysis through reporting;
- Chief Executive, Statutory and Ministerial Officer appointments for the Premier;
- administration of the Notice of Vacancies to enable public sector recruitment;
- Public Sector development through the Public Sector Management Program;
- advancement of public sector performance through recognition via the Premier's Awards;
- advancement of Public Sector performance through the provision of support for South Australia's Strategic Plan Targets;
- Machinery of Government changes; and
- support for the operation of the Public Sector Grievance Review Commission.

During the reporting period the Office for Ethical Standards and Professional Integrity has:

- continued to raise awareness of the Code of Ethics for the Public Sector to guide and support public sector employees in all of their professional activities, strengthen public confidence in the public sector and set out the standards of professional conduct expected of every public sector employee;
- supported a modern, streamlined and high performing public sector through the development of Determinations and Guidelines to promote the Objects and Principles of the *Public Sector Act 2009*;
- applied continuous improvement strategies to the Workforce Information Collection systems to gain higher quality data collected from agencies across the public sector. This has strengthened transparency and accountability, performance measurement and evaluation, informing high level evidence-based decision making in the public sector;
- collected, analysed and reported quantitative and qualitative information, in order to evaluate the management and performance of the sector against the public sector principles, and for the purpose of meeting the legislative reporting requirements of the Commissioner for Public Sector Employment;
- conducted the Premier's Award scheme and ceremony for a fourth year with increased participation and interest, and a high standard of work initiatives, aligned to the SA Strategic Plan, recognised and rewarded through the awards;
- supported future leadership and management capability of the public sector workforce through coordination of the Public Sector Management Program;
- facilitated Public Sector recruitment through the Notice of Vacancies;
- supported the redeployment of public sector employees through structuring and implementing a database accessible across government for the purpose of matching employees to available vacancies; and
- advanced the following South Australian Strategic Plan Targets:

- Target 1.7- to increase customer and client satisfaction with government services by 10% by 2010 was advanced by driving and supporting agencies to implement customer satisfaction surveys specifically using the Common Measurement Tool; and
- Target 6.23 - Have women comprising half of the public sector employees in executive levels (including chief executives) by 2014.

CODE OF ETHICS

The Code of Ethics for the South Australian Public Sector was issued on 1 February 2010. The Code embodies and builds upon the principles of the Act and in doing so seeks to advance the objects of the Act in the pursuit of good government in South Australia.

The Code of Ethics is the Code of Conduct for the purposes of the PS Act and is built upon a foundation of five ethical values:

- democratic values;
- service, respect, courtesy;
- honesty and integrity;
- accountability; and
- professional conduct standards.

The Code has the standard objectives of guiding and supporting public sector employees in their professional activities and setting the standards of professional conduct expected of them.

In addition, the Code has the following goals aimed at transforming the public sector:

- shifting the professional culture to one of guiding values and ethical principles;
- recognising the central place of professionalism in contemporary public sectors;
- restoring trust between government and citizens by explicitly placing obligations to citizens at the core of ethical principles; and
- replacing rules with a commonly embraced set of ethical values.

The Commissioner for Public Sector Employment addressed many public sector forums to promote the Code and the Office for Ethical Standards and Professional Integrity continues to support both the operation of the Code and its transformational aims.

Investigations of breaches of the Code of Ethics

There were 137 investigations into breaches of the Code of Ethics. Of these investigations, in 53 cases a breach was found, 49 cases no breach was found, 31 investigations were still to be finalised at the end of the reporting period, and in 4 cases the employee resigned prior to the conclusion of the investigation.

COMMISSIONER'S DETERMINATIONS AND GUIDELINES

The *Public Sector Act 2009* (PS Act) Section 16 states that the Commissioner for Public Sector Employment may issue determinations relating to:-

- employment in the Public Service; and
- public sector employment outside the Public Service that is declared by another Act or the regulations under the PS Act to be employment to which Section 16 of the PS Act applies.

A determination of the Commissioner also applies to public sector employment to the extent that a determination is relevant to the application of the provisions of Part 7 of the PS Act that apply to employment. To support the operation of the PS Act the following new Determinations have been issued:

1. Merit, Engagement, Assignment of Duties and Transfer of Non-Executive Employees, Merit based selection processes;
2. Excess Employees – Income Maintenance;
3. Accrual of Long Service Leave in June 2011 and Employment Conditions – Long Service Leave (Determination 3.4C);
4. Qualifications for Designated Whistleblower Contact Officers; and
5. Classification and Remuneration.

Pursuant to Section 14 of the PS Act the Commissioner for Public Sector Employment may issue guidelines relating to public sector employment matters. To support the operation of the PS Act the following Guidelines have been issued:

Management of Unsatisfactory Performance (Including Misconduct)

This Guideline is intended to assist managers in the Public Service to manage the unsatisfactory performance of public servants – including alleged incidences of misconduct. The general content of the Guideline will also assist managers throughout the remainder of the public sector.

Gifts and Benefits

This Guideline is intended to assist employees and agencies of the Public Sector to determine behaviour in relation primarily to the receipt of gifts and benefits in the course of employment but should also be considered in relation to the giving of gifts by public sector employees to others.

Redeployment of Excess Employees in the Public Sector

This Guideline is intended to inform and assist in the redeployment of excess employees in the public sector. It supports implementation of the enhanced redeployment management process and reflects the policy directives for excess employees approved by Cabinet.

Women in Leadership in the Public Sector

This Guideline is intended to inform and assist in achieving and maintaining a 50% representation of women in executive roles in the SA public sector.

WHISTLE BLOWER DISCLOSURES

Part 7 of the *Public Sector Act 2009* requires that each public sector agency ensures that a public sector employee (with qualifications determined by the Commissioner) is designated as a responsible officer for the agency for the purposes of the *Whistleblowers Protection Act 1993*.

Regulation 11 of the PS Act requires that the Commissioner's annual report to the Minister includes information with respect to the number of occasions on which public interest information has been disclosed to the Commissioner under the *Whistleblowers Protection Act 1993* during the financial year to which the report relates.

Public interest information was disclosed to the Commissioner for Public Sector Employment on two occasions during the reporting period.

WORKFORCE DIVERSITY

Aboriginal Employment

The Aboriginal Affairs and Reconciliation Division (AARD) within the Department of the Premier and Cabinet, is the lead agency for South Australia's Strategic Plan (SASP) Target 6.24. This target sought to increase the participation rate of Aboriginal people in the South Australian Public Sector across all classifications and agencies to 2% by 2010 and to maintain or better those levels through to 2014.

Provisional across government data to the end of June 2010 shows that the 2% target has not been met. (Note: SA Health provided data for 2009 -10 which may be incomplete or contain errors for which no adjustments have been made).

There has, however, been a slight improvement since 2008 in the proportion of Aboriginal employees in the Public Sector. In 2008, 1.5% of Public Sector Employees were Aboriginal, and this has risen to 1.6% in 2010. Whilst SASP Target 6.24 has not been achieved by the public sector as a whole, there are several agencies that have substantially exceeded it. At the end of June 2010, 4.1% of employees in the Department for Families and Communities were Aboriginal, as were 3.5% of the Department for Correctional Services employees, and 3.1% of employees in both the Department of Environment and Heritage and the Department of the Premier and Cabinet.

Although there has been an increase in the overall representation of Aboriginal staff in the SA Public Sector, Aboriginal employees remain predominantly in the operational and first line supervisor levels (i.e. Trainee to ASO4). Aboriginal people account for less than 1% of each of the Middle Manager, Senior Manager and Executive categories.

Achievement of SASP Target 6.24 will require highly focused attention on Aboriginal workforce development, recruitment and retention. In recognition of this, State public sector agencies are continuing to develop and implement Aboriginal employment strategies, which are directed at increasing the number of Aboriginal employees and the representation of Aboriginal people in managerial roles.

Employees with a Disability

The Disability, Ageing and Carers (DAC) branch of the Department for Families and Communities has had responsibility for South Australia's Strategic Plan (SASP) Target 6.22, which is to 'Double the number of people with a disability employed in the Public Sector by 2014'.

DAC undertook this role in collaboration with the across-government reference Group 'Promoting Independence'. South Australia's tenth Promoting Independence report was released in December 2010 and included the year's progress for SASP Target 6.22 across Government Administrative Departments.

The 2010 report highlighted the commitment from administrative departments to meet the SASP Target 6.22 by 2014. Most departments have developed robust systems in their recruitment and retention policies for the inclusion of people with disabilities. The ongoing implementation of training for HR management and staff, supported achievement of the target, by including selection panel training for directors, managers, supervisors and nominated staff involved in filling vacancies.

A number of departments introduced new methods to encourage the recruitment of employees with disabilities through the year. In some instances, recruitment guidelines and policies to address discrimination for applicants with disabilities have been reviewed. Information packages clarifying capability-based role descriptions have been developed, along with simplified job and person specifications. Web-based access to application processes have been used by some departments. The Disability Register, managed by Disability Works Australia Incorporated, is promoted on individual department intranets.

The across-government 'Promoting Independence Working Group' offers departments the opportunity to share such innovative ideas. This group encourages best practice and enables agencies to include people with a disability, who have the capacity, qualifications and skills to meet the demands of the work, in their workforce.

SASP T6.22 is rated by the Executive Committee of Cabinet, to be 'achievable'. This year has seen a number of reviews undertaken. These reviews have focused on practices and strategies for employing and supporting people with disabilities in the public sector. It is envisaged that significant improvements for people with disabilities seeking to join the public sector, as well as opportunities for career advancement for those already employed with the public sector, will be progressed through the reviews of the Promoting Independence Strategy, the Social Inclusion Unit's Blueprint for Disability and the review of the State Strategic Plan.

Women

Women in Leadership

SASP Target 6.23; Have women comprising half of the public sector employees in the executive levels (including chief executives) by 2014.

The number of women in executive positions in the South Australian public sector has grown by 3.3 percentage points over the past year. SA, for the second consecutive year, has taken the lead over all other Australian jurisdictions with 42% of executives being women.

A number of new initiatives have been implemented by the Office for Ethical Standards and Professional Integrity (ESPI) to assist in creating and maintaining momentum toward achievement of the Target. The Agency Champions Group and nominated agency employees have worked collaboratively to generate ideas and exchange information about the status of women in their agencies and in the sector generally. A significant outcome of this collaboration has been the launch, in October 2010, of three online tools for the collection of information that will aid in the achievement of Target 6.23; the Executive Feeder Group Survey, the Executive Exit Survey and the Executive Recruitment Database.

The Executive Feeder Group Survey opened on the 28th of March 2011 and closed on the 15th April 2011. It was available for completion by employees in the two levels below executive level across most of the sector. Over 1400 employees, both men and women, completed the survey during this period. A report on the results of this survey will be available early in 2011-2012. The two surveys were endorsed by the Minister for the Status of Women, Hon Gail Gago.

The Executive Exit Survey opened in October 2010 for completion by all executives who separated after 1 July 2010. Twenty departing executives had completed the survey to the end of June 2011.

The Executive Recruitment Database enables agencies to monitor the number of applications received from women for executive positions. This is a key indicator of the success of the strategies to achieve T6.23. Agencies can access the database online at a secure site. Data was recorded by 6 agencies for 22 selection processes over 2010 -11.

In February 2011, the Champions Group held a planning session in which objectives for the 2011 calendar year were defined. Three subgroups aligned to these objectives were formed from agency volunteers to work on the following:

- cultural change;
- leadership development; and
- confidence building.

In March 2011, the Commissioner sought nominations of male leaders, from department chief executives, to be champions in the leadership group. The Minister wrote to all ministers to seek their assistance through encouraging their portfolio chief executives to support this initiative. The male champions will work with the existing Champions Group to drive the implementation of strategies to drive the Target at both the agency and whole-of-government level. The male champions and the existing Champions Group had their first joint meeting in June.

South Australia's Strategic Plan Targets 5.1 and 5.2; Increase the Number of Women on all State Government Boards and Committees, including Chairs.

Women held 46% (45.64%) positions on Government boards and committees as at 1 June 2011. This represents an increase of 11.96 percentage points from 34% (33.68%) as at 1 April 2004 following the inaugural South Australia's Strategic Plan (SASP)

Also at 1 June 2011, women held 35% (35.25%) of chair positions on government boards and committees. This represents an increase of 11.42 percentage points from 24% (23.83%) at 1 April 2004 following the release of the SASP.

The Premier's Women's Directory has assisted the State Government to improve the percentage of female membership of boards and committees and is managed by the Office for Women (OFW). It is an online resource and a register of board ready women. It is continually updated and as at 1 June 2011, contained approximately 780 resumes of highly qualified women.

In 2010-11 the Office for Women undertook a number of initiatives towards achieving these targets, including:

- targeted recruitment of high level women from diverse backgrounds to the Premier's

- Women's Directory;
- promotion of the Premier's Women's Directory for use by the not for profit and private sectors;
 - facilitating financial training through the Australian Institute of Company Directors for women at a reduced rate;
 - supporting Sydney based organisation, Women on Boards, to hold workshops at the South Australian OFW including 'Getting Started - Unleashing your Board Potential' on 23 May 2011; and
 - providing a speaker for the YWCA's Sassy and Savvy board training for young women.

PUBLIC SECTOR WORKFORCE MANAGEMENT

Recruitment

CareerStart SA

The Department of Further Education, Employment Science and Technology manages the recruitment of youth trainees, apprentices and cadets into the public sector and local government through the CareerStart SA program up until the end of the reporting period. The program strategically targets young people and people from disadvantaged groups in the labour market for entry level employment opportunities in the public sector.

In 2010-2011 the program provided 327 young and/or people facing barriers to employment, with accredited training and employment opportunities, in the public sector across a diverse range of agencies including Department of Justice, Department of Health, Department of Education & Children's Services, Department for Families and Communities and Attorney-Generals Department. This included the placement of 21 Aboriginal or Torres Strait Islander people. The CareerStart SA program continued to provide employment opportunities through traineeship placements in Electorate Offices.

The Skills Register is managed under the CareerStart SA program. It is a register of skilled job seekers, who have had experience working in the South Australian public sector, which is accessible to government agencies wishing to recruit employees. All registered participants have completed the CareerStart SA program and are eligible to be considered for vacant positions for a period of up to three years from the completion of their traineeship, apprenticeship or cadetship. In 2010/2011, 31 people gained employment in the public sector through the Skills Register.

South Australian Graduate Register

The South Australian Graduate Register continued to support graduates through recruitment across the public sector. The Register is an online recruitment tool which stores information on qualifications, work experience and skills of graduates and final-year university students seeking employment in the South Australian public sector.

The Register enables agencies to search the database and short list candidates for vacancies at the graduate level. Agencies may also use the online recruitment tool to

advertise a specific position or an annual graduate intake, and to access and score registered candidate's applications.

During 2010-11 the state government formed an agreement with the Local Government Association (LGA) allowing members of the LGA access to the Register for the recruitment of graduates into councils.

There were 2,828 candidates listed on the Register at the end of 2011.

Review of Recruitment Practices

The Public Sector Performance Commission (PSPC) sought to gain an understanding of the status of recruitment and retention in the sector. In February 2010, the PSPC engaged Jan McClelland and Associates to review the effectiveness and efficiency of recruitment and retention practices across the South Australian Public Sector. The fundamental premise of this review was that a highly capable and skilled workforce is critical to greater productivity and the efficient and effective delivery of services to the community and the Government. There are a number of key issues that the PSPC Advisory Board identified in its *Report to Government*, including:

- building greater clarity on critical skills needs in a variety of settings across the public sector;
- creating better coordination across government in workforce planning;
- competing more effectively in the labour market, including the adoption of state of the art technology;
- ensuring a sustainable workforce through genuinely effective retention strategies that appeal to young people and women in particular; and
- managing performance more effectively.

The Review's primary objective was to set a clear path for reform. The recommendations for reform are contained in the *Report to Government* and reflect the findings of the review.

Selection decisions without a merit-based selection process

The *Public Sector Act Regulations 2010*, specify under section 17(1)(i), that public sector chief executives are able to determine that special circumstances exist warranting the engagement of a person without the conduct of a merit based selection process. Agencies reported a total of 87 engagements appointed without a merit-based selection process for the year ending 30 June 2011.

Workforce Development

Leadership - The South Australian Executive Service

The SAES was established in 2007 to ensure that the public sector has high performing leaders who have a shared sense of purpose and direction, and more recently to actively engage the public sector in the pursuit of the principles and objectives of the *Public Sector Act 2009*.

Executives gain access to a range of benefits by joining the SAES including professional development, targeted performance management, attractive remuneration packages, mobility opportunities and rights to flexible working arrangements. The SAES has 534 contracted members as at 31 March 2011. SAES membership now represents 94.3% of all public service executives and is likely to continue to increase. SAES was enshrined in legislation through the proclamation of the *Public Sector Act 2009* and this includes the provision for the Premier to approve a Charter for SAES.

Development of core leadership competencies is central to the purpose of the SAES. The PSPC implemented the SAES induction program for new executives to build and foster these competencies. The induction program was run for the third time in July 2010, with 28 attendees from across ten departments. The induction focused on the strategic priorities for Government as a basis for examining practices such as leading policy development, building robust business cases, and working with the Commonwealth. The induction will occur on a biannual basis from 2011-12.

SA Public Sector Management Program

During 2010-2011, the SA Public Sector Management Program (PSM Program) offered three intakes resulting in 45 new participants.

The PSM Program celebrated nineteen years of management education delivery in June 2011. There have been a total of 61 intakes. The PSM Program has two staff and they are based in the Office for Ethical Standards and Professional Integrity. They manage over 140 participants who are at various stages of completion of the four modules of the program.

The annual PSM Program graduation ceremony was held on Friday 2 July, 2010 at the Adelaide Town Hall. Fifty participants graduated and were awarded a Graduate Certificate in Public Sector Management from Flinders University. The next graduation ceremony will celebrate the graduation of 67 course participants making it the largest graduation since the Program commenced in 1992.

Mr Michael D'Ascenzo, Commissioner of Taxation, Australian Taxation Office, continued as the Chair of the PSM Program National Board. During 2010-11, members of the National Board of Management formed several working groups to consider matters such as the positioning and marketing of the Program, curriculum content and course evaluation.

Flexible Work Practices

The South Australia Strategic Plan target released in January 2007 included a new target T2.12 "Improve the quality of life of all South Australians through the maintenance of a healthy work life balance". SafeWork SA is the lead agency for the target. While the Work Life Balance Strategy (WLB Strategy) is targeted at the private sector, an onus exists for State Government employment practices to demonstrate best practice in the availability of flexible working arrangements and the trial and evaluation of work life balance initiatives.

The Strategy involved the establishment of a Public Sector WLB Interest Group consisting of representatives from a range of government departments. This group has provided a network for the exchange of ideas and initiatives. The Group is currently following the PhD thesis work of Claire Hutchinson-Pyke from the University of South Australia's Centre for Work + Life. She conducted a project with the Department of Primary Industries and Resources of South Australia (PIRSA), Department for Water and the Public Sector

Performance Commission, to examine the effects of flexible work arrangements on workers and specifically when the flexibility is requested by the employee.

South Australia has Australia's oldest and most rapidly ageing workforce. The South Australian public sector has an average age of 47 years. Some employment sectors have an average age of over 50 years. In addition, the South Australian labour market will experience a contraction of available staff over the next ten years due to the steady decline in the number of people of working age. This, along with the exit of experienced public servants due to age, will expose the public sector to significant competition for labour over the next ten years. Existing flexible work arrangements offer public sector managers an opportunity to attract and retain staff. Despite a range of very attractive provisions available to employees and management, the take up of flexible work arrangements in the public sector remains low, with take up being predominantly in the use of flexi time.

Initiatives introduced over the past two years have included a change to the existing long service leave provision to enable leave to be taken in single days. Changes to superannuation have enabled workers aged over 55 years to draw down on their superannuation, under a transition to retirement contract, thereby allowing them to reduce their working hours without a loss of income. There is a strong interest from public sector staff in further initiatives and while individual departments have announced some progressive initiatives their usage and evaluation remains patchy. A number of individual government departments have been working with the WLB Strategy and the Centre for Work + Life at the University of South Australia, to survey staff needs with the use of the Australian Work and Life Index survey tool.

The training of managers in the implementation of flexible work arrangements, and in appropriate support for the re-organisation of work to facilitate the acceptance of flexible work practices is an important strategy for the advancement of the public sector.

Ageing workforce

Under the State Government's reform agenda, *Adding Life to Years*, the Disability, Ageing and Carers branch of the Department for Families and Communities has been working with planning consultants and a reference group comprising of state and local government agencies and peak non-government agencies from the aged care sector to develop age-friendly guidelines for South Australia based on the World Health Organisation's Active Ageing Policy and the Checklist for Age Friendly Cities. This work falls under the South Australian Age-Friendly Environments and Communities (SAAFEC) initiative to ensure strategies are in place to respond to a growing awareness that our environments and communities influence our health, wellbeing and happiness, as people age. The initiative will include strategies for the SA public sector with the aim of making the South Australian Government a leader among employers through adopting an age-friendly approach to its employment practices and by adapting work places to become age-friendly. Consultation on possible guidelines and strategies to achieve this will commence in the coming year and these are likely to address such issues as flexible work arrangements, civic participation and employment “.

Redeployment of Employees

The 2010-11 and 2011-12 SA state budgets identified a range of savings measures, which when combined with ongoing savings requirements retained in agency budgets will result in a reduction of full time equivalent (FTE) employees from the public sector by 2014-15. The

reductions will be partially offset by additional FTEs resulting from election commitments and other expenditure initiatives in the budgets.

A range of strategies have been put in place to manage the workforce reductions and initiatives including a TVSP scheme which has been in place since 1 November 2010 and an enhanced redeployment strategy.

The Commissioner for Public Sector Employment issued a new employment determination and guideline to support and reinforce the enhanced redeployment processes and practices. Employees considered excess to requirements receive case management to a defined level appropriate for the needs of the employee. This may include individual skills and capabilities assessment, career and personal counselling, job search, training/retraining and support during placements in temporary or ongoing duties.

The Redeployment Reference Group was established to inform and guide the enhanced redeployment management process across government. It was comprised of executive level agency representatives with primary responsibility for human resources and redeployment. The group enabled the sharing of information between agencies and contributed to better practice in the redeployment of excess employees. It also developed a rigorous matching and assessment process to further support the redeployment process.

The Office for Ethical Standards and Professional Integrity developed an online database which contains the details of the employees' employment, placements, and skills. This central repository of data on all employees available for redeployment facilitates the matching of these employees to suitable roles across government. The database has three main objectives:

- to monitor the outcome of redeployment strategies;
- to facilitate the effective placement of excess employees through providing a mechanism for agencies to match employees to vacancies; and
- to provide real time data on excess employee numbers and other information such as their salary, classification, skill set and demographics (age, how long excess, etc).

There were 419 excess employees as at 30 June 2011. By comparison there were 335 excess employees reported by agencies at the same time in the previous year. Of the 419 excess employees, 175 were actively seeking placement, 137 were in long-term placements, 14 were in trial placements for an ongoing role, 33 were on leave, and 60 were inactive for reasons other than placement.

Of the 175 employees whose agency was actively seeking a role for them, 98 were in roles funded by their agency (unfunded), 72 were in roles funded by their host agency, and 5 were in part-funded roles (both home and host agency provide funding).

Employee movement

Regulation 6(9) of the Public Sector Regulations 2010 enables Chief Executives to determine that the right of return by employees to their home agency from employment external to the home agency is not to apply to specific areas of the agency's operations. The Chief Executive must be satisfied that such a decision is warranted in the circumstances having regard to the urgency or significance of the agency's operations.

No agency chief executive reported using this power for the year ending 30 June 2011.

Reviews of Employment Decisions

Public Sector Grievance Review Commission

The *Public Sector Act 2009* provides two bodies for the review of employment decisions. These are the Industrial Relations Commission of South Australia (IRCSA) and the Public Sector Grievance Review Commission (PSGRC).

In the case of a prescribed decision, the appropriate review body is the IRC. A prescribed decision means:

- a decision to take disciplinary action; or
- any decision to reduce an employee's remuneration level; or
- a decision to transfer an employee, or to assign an employee to different duties or a different place, made in conjunction with a decision to take disciplinary action or reduce an employee's remuneration level; or
- a decision to transfer an employee, or to assign an employee to a different place, that reasonably requires the employee to change his or her place of residence.

The appropriate review body for other employment decisions is the PSGRC.

Public Sector Grievance Review Commission Reviews

Fifty two applications for external review were lodged with the Review Commission during the reporting period ending 30 June 2011. The following agencies were represented – Attorney-General's Department (AGD) had two applications, Department for Correctional Services (DCS) had eight applications, Department for Families and Communities (DFC) had nineteen applications, one of which involved two employees, Department of Health (DH) had four applications, Department for the Premier and Cabinet (DPC) had one application, Department for Transport, Energy and Infrastructure (DTEI) had twelve applications, Department of Treasury and Finance (DTF) had two applications, South Australian Police Department (SAPOL) had two applications, and the Metropolitan Fire Service (MSF) and South Australian Water Corporation (SA Water) each had one application.

Two applications carried over from the preceding reporting period, one for DCS and one for SAPOL, while four applications lodged during the current reporting period (three for DFC and one for DH) will carry over to be dealt with in the next reporting period. As such the Review Commission dealt with fifty applications during the current reporting period.

Of those fifty applications seven were withdrawn (four for DCS and three for DFC) and sixteen fell outside the jurisdiction of the Review Commission (two for DCS, seven for DFC, one for DH, two for DTEI, two for DTF, one for MFS and one for SA Water). The remaining twenty seven applications were heard by the Commission in twenty two review hearings, with one involving four applications (DTEI) and one involving three applications (DFC). The Review Commission found for the agency in fourteen matters, involving 19 applications (two for AGD, one for DCS, six for DFC, nine for DTEI and one for SAPOL). It found for the applicants in seven matters (one for DCS, one for DFC involving two employees, two for DOH, one for DTEI and two for SAPOL). In the other matter involving DPC the Review Commission determined the application concerned a prescribed matter and as such came within the jurisdiction of the Industrial Relations Commission of South Australia.

Internal Reviews under the *Public Sector Act 2009*

The *Public Sector Act 2009* specifies that employees aggrieved by an employment decision of a public sector agency, directly affecting the employee, are able to apply for an internal review of the decision. This review is conducted by the employing public sector agency. There were fifty eight such applications for internal review for the year ending 30 June 2011.

Public Sector Reform

Public Sector Act 2009

The *Public Sector Act 2009* (the Act) commenced on 1 February 2010. The Act replaced the *Public Sector Management Act 1995*, which was amended and retitled to become the *Public Sector (Honesty and Accountability) Act 1995*.

The Act was implemented with the aim of moving the public sector from an employment framework based on rules, regulations and procedures to one defined by employment principles. The Act provides chief executives with greater autonomy and flexibility to manage employees of their agencies than that which existed previously. Chief executives are required to advance the public sector principles of:

- public focus;
- responsiveness;
- collaboration;
- excellence;
- employer of choice;
- ethical behaviour and professional integrity; and
- legal requirements.

The Public Sector Performance Commission

The Public Sector Performance Commission (PSPC) was established to lead the development and implementation of key projects aimed at lifting the performance of the South Australian public sector. It was guided and overseen by an Advisory Board, comprised of experts from the public sector, the private sector, and academia. The PSPC reported to the Minister Assisting the Premier in Cabinet Business and Public Sector Management and through the Minister to the Premier.

In October 2010 the PSPC Advisory Board delivered to Government its final *Report to Government*. The Report made four core recommendations to progress the primary objective of the PSPC, with a particular emphasis on driving productivity and developing essential capabilities, especially among public sector leaders. The PSPC 2010 Report to Government recommended that Cabinet:

- mandate the adoption of the High Performance Framework;
- mandate investment in the South Australian Executive Service;
- mandate reform of workforce planning and management practices across the public sector; and
- establish a central unit to progress reform across the sector.

In January 2011 the PSPC Advisory Board conducted its last meeting. The PSPC's primary objective was to position the public sector over the medium to long term to address

challenges facing South Australia. It aimed to achieve this by helping to situate the public sector as:

- a strategic leader;
- an effective regulator and planner;
- a high quality service and infrastructure provider; and
- a facilitator of investment.

Over the course of its lifetime the PSPC implemented a number of projects to progress this objective. These included the:

- design and implementation of the High Performance Framework;
- sponsorship and management of whole of government Action Teams;
- implementation of the South Australian Executive Service (SAES) induction program;
- sponsorship and presentation of the Australian and New Zealand School of Government (ANZSOG) seminars and workshops;
- initiation and moderation of the Leading Practice Seminars in partnership with participating agencies;
- review of Recruitment and Retention Across the Public Sector;
- management of the passage of the *Public Sector Act 2009*;
- whole of government Organisational Performance Survey;
- sponsorship and management of whole of government licences with the Corporate Leadership Council and Deloitte's Leadership Academy; and
- development and implementation of the Manage Performance program for over 350 public sector managers.

The final recommendation of the PSPC Report to Government advised the creation of a central unit to manage the ongoing implementation of the reform program to be established on 1 July 2011. This unit is called the Public Sector Management Division and is located within the Department of the Premier and Cabinet. It will support the Senior Management Council which now oversees the implementation of the reform program established by the Public Sector Performance Commission.

The High Performance Framework

The High Performance Framework (HPF) was established by the Public Sector Performance Commission (PSPC). It is a mechanism for achieving continuous performance improvement across all agencies, regardless of mission or purpose. The HPF focuses on government policy direction and fiscal parameters as the primary inputs for agency performance. It defines ten characteristics of high performing organisations with a corresponding subset of building blocks to guide assessment of agency capability. The Framework review process allows agencies to measure their performance and identify areas for improvement or change through an internally run, four-step review process. During 2011-12 priority will be given to embedding the HPF into agencies as the public sector's primary tool for performance evaluation and continuous improvement. Agencies will use the results from their initial review as a benchmark.

A number of agencies have undertaken and completed an HPF review, including:

- Department of the Premier and Cabinet;
- Department of Environment and Natural Resources;
- Department of Transport, Energy and Infrastructure;
- Department of Education and Children's Services;
- Department for Families and Communities;

- Department for Water; and
- South Australia Police.

The HPF implementation schedule approved by SMC on 15 December 2010 determined that the following four agencies commence an HPF review between 1 January and 30 June 2011:

- Department of Further Education, Employment, Science and Technology ;
- Department of Primary Industries and Resources SA;
- Department of Treasury and Finance; and
- Department of Health.

The HPF review process results in a Performance and Accountability Statement (PAS) summarising the performance of each agency. The seven agencies that have completed the review process have identified a range of opportunities that they are currently implementing to lift performance, productivity and capability. Progress against these improvement priorities will be measured over time and these measurements will inform performance evaluation discussions between chief executives and their Ministers.

PUBLIC SECTOR WORKFORCE INFORMATION

The Commissioner for Public Sector Employment has the power to require public sector agencies to provide statistics relating to public sector employment matters under section 19 of the *Public Sector Act 2009*. A Notice was issued by the Commissioner in June 2010 supporting this part of the Act and providing the context of the Commissioner's monitoring and reporting responsibilities for the collection of workforce information. The Workforce Information Collection (WIC) however is not new and has 25 years of historical information that can be used to understand longitudinal trends in the public sector. The Office for Ethical Standards and Professional Integrity obtains this information for the Commissioner by conducting a comprehensive census of all South Australian State Public Sector organisations at the end of each financial year. The data is subjected to quality assurance and subsequent analysis, and the figures are reconciled with those published by the Department of Treasury and Finance (DTF). Many regular and ad-hoc reports are generated from the data, along with explanatory reports on specific topics for the benefit of public sector management.

The WIC is the only comprehensive public sector-wide employee demographic data collection in South Australia. It provides a snapshot of the SA Public Sector's demographic profile, as at the end of June each year. It is therefore in high demand for use in evidence-based decisions made in key policy areas that require reliable information on the characteristics of the SA Public Sector. The report includes total numbers of public sector employees (FTEs), employee turnover, tenure, sick leave, appointment types, executives, age profile, and many key indicators of diversity (including the number of women in leadership, number of employees with disabilities, cultural background and Aboriginal and/or Torres Strait Islander employees). It is a significant tool for government in the accountability of the sector to the community.

In November 2010, the Office for Ethical Standards and Professional Integrity commenced the implementation of quarterly reporting by administrative units. The quarterly collection consists of a small subset of the annual collection of workforce characteristics most relevant to the status of employee skills and mobility within and out of the sector. This will ensure that current information on changes in employee numbers and changes to the skill base of the public sector is readily available. This is relied upon when tracking the effects of the savings measures introduced by the Department of Treasury and Finance and for workforce planning.

The Office for Ethical Standards and Professional Integrity continues to automate many aspects of the collection process as part of an ongoing commitment to continuous improvement. This is successfully reducing the intensity of labour involved in the collating and quality checking of data for all parties involved. Critical upgrades to system software and hardware are planned for the early part of 2011-12. Further analytical reports highlighting important trends in public sector employment are also planned for the coming year.

PREMIER'S AWARDS

The Premier's Awards – *Showcasing Excellence in the Public Sector*, aim to recognise, inspire and reward work groups, teams and individuals across the South Australian public sector, who have worked on outstanding projects or initiatives. The Awards recognise those initiatives that demonstrate innovation, show improved quality of service to customers, bring about lasting improvements, and have built partnerships with people and groups in the wider community.

The criteria for the 2011 Awards, as in previous years, were aligned to the six objectives of South Australia's Strategic Plan; Growing Prosperity; Improving Wellbeing; Attaining Sustainability; Fostering Creativity and Innovation; Building Communities; and Expanding Opportunity. The 2011 Awards attracted a total of 49 Expressions of Interest from across the South Australian public sector. The Awards scheme concluded with a ceremony, attended by over 200 guests from both the public and private sectors, at which the Premier, Hon Mike Rann, presented an award certificate to the six workgroup winners and one individual winner.

Initiatives honoured with an Award in 2011 included a project that delivered an interactive, multimedia-based educational program for health professionals involved in blood transfusion therapy; a project that helped protect communities and aquatic ecosystems in the Lower River Murray and Lakes region during the 2007-2010 drought; and a project to expand opportunities for participation in the digital economy for remotely located Aboriginal communities, through providing free computer and internet access, and training programs.

The workgroup Award Winners for 2010 were:

Category – Growing Prosperity

AdamMax - Shining the light on broadband blackspots (Department of Further Education, Employment, Science & Technology)

Category – Improving Wellbeing

BloodSafe e-Learning (BloodSafe e-Learning)

Category – Attaining Sustainability

Safeguarding South Australia's water supply through the management of River Murray salinity (Department for Water)

Category - Fostering Creativity and Innovation

StateNet Regional Broadband Program (Department for Transport, Energy and Infrastructure)

Category - Building Communities

State Drought Support Program (Primary Industries and Resources SA)

Category – Expanding Opportunity

Remote Indigenous Public Internet Access Project – Oodnadatta (Department of Further Education, Employment, Science & Technology)

Luke Moseley, Environment Protection Authority won the individual Award for the ‘Assessing and managing water quality risks in the Lower River Murray and Lakes during extreme drought’ initiative.

The Award scheme continues to act as a strong motivator in delivering innovative and quality services to the community, as well as providing high level recognition for the achievements of public sector employees.

SAFETY IN THE PUBLIC SECTOR

Workplace Safety

In July 2010, Government approved the SA *Public Sector Workplace Safety and Wellbeing 2010-2015 strategy* developed by Public Sector Workforce Relations (DPC) for implementation by public sector agencies. This Strategy builds on the success of previous strategies and sets targets for safety and injury management performance.

The *Safety and Wellbeing in the Public Sector 2010-2015 strategy* sets the framework for public sector agencies to maintain a focus on practices that lead to further reductions in the incidence cost and time lost to preventable injury and illness in the public sector.

Substantial reductions in work injuries have been achieved in the SA Public Sector since the implementation of across government safety strategies. The number of new claims continues to reduce with a fall of 5.8% in the 12 months to June 2011. The frequency rate of injury fell from 31.5 per million hours worked to 29.3, a reduction of 7% and frequency rate of lost time due to injury fell 3.2% from 15.5 to 15 per million hours worked.

Under the National Safety Strategy and South Australia’s Strategic Plan Target 2.11, Greater Safety at Work, the SA public sector is required to achieve a 40% reduction in the injury rate by 2012 but this was achieved ahead of time by June 2009. This approach to improvement in safety and wellbeing is clearly having a positive effect on the sector, and will support chief executives in delivering timely and effective services consistent with the principles of the *Public Sector Act 2009* and South Australia’s Strategic Plan. Reducing the risk of adverse safety and injury management trends will reduce the human, social and financial cost of workplace injury.

The Strategy includes the ‘Premier’s Safety and Wellbeing in the Public Sector Declaration’ (i.e. every harmful incident or injury is considered to be preventable); the aspiration for a 100% Return to Work; and stretch performance targets. It is framed around four elements:

- commitment to the management of safety and wellbeing;
- accountability for safety and wellbeing performance;
- integrated risk management; and
- effective measurement and evaluation.

The new *Safety and Wellbeing in the Public Sector 2010-2015 Strategy* will continue to keep government at the forefront in pursuing innovation and improvements in across government safety and injury management performance.

SA Public Sector Workplace Wellbeing Framework

An innovative SA Public Sector Workplace Wellbeing Framework was approved by Government as an enabling strategy for the *Safety and Wellbeing in the Public Sector 2010-2015 Strategy*. In the context of South Australia's Strategic Plan Objective 2 – Improving Wellbeing and international developments in the area of workplace wellbeing, the Wellbeing Framework has been developed to promote public sector workforce practices that support workplace health and wellbeing, and achieve improved workforce and business outcomes.

COMMUNICATIONS

Social Media Guidelines

The Office of the Chief Information Officer (OCIO), following extensive consultation across government, worked with key stakeholders to develop guidelines on how to manage the risks that may arise through the use of social media. This includes guidance for agencies hosting social media, and for staff using social media (officially and personally).

On 6 September 2010, Cabinet approved *Social Media: Guidance for Agencies and Staff*, and it has been made available to all SA Government staff through the Office for Ethical Standards and Professional Integrity web site¹.

An event to raise awareness of the guideline was held on 29 September 2010. The event was a 'hypothetical' in the style of Geoffrey Robertson. A panel of representatives from government and industry shared their thoughts on a set of fictionalised case studies relating to government's use of social media.

The OCIO continues to engage with agencies to assist the realisation of opportunities in the online space. A project coordinated by the OCIO was recently completed to assist agencies to learn about and be involved in the monitoring of social media.

STATE OF THE SECTOR COLLECTION – REPORTING AGAINST THE PUBLIC SECTOR PRINCIPLES

State of the sector collection

The *Public Sector Act 2009* (Section 14(1)(c)) states that the Commissioner for Public Sector Employment is to monitor and report to the Minister on observance of the public sector principles.

An agency survey was used to gather information. The survey was sent to 28 agencies in all, (19 departments and 9 other public sector agencies). The latter have been included in the report for the first time and this represents a move forward in fulfilling the Commissioner's

¹ <http://www.espi.sa.gov.au/page.php?id=370>

requirement to report on observance of the principles across the wider public sector. Each agency's Chief Executive (CE) or equivalent, have endorsed the responses of the completed survey and the results provide a significant source of information.

Promoting the public sector principles

The public sector principles are central to the philosophy of public sector management that underpins the *Public Sector Act 2009* (PS Act). The legislation is intended to guide the operations of the public sector and to reinforce the role of the sector in the delivery of services to the public and in responding to Government priorities. They apply to all agencies and their employees regardless of the Act under which they are employed.

All agencies surveyed responded positively when asked whether their agency has a clearly articulated vision for the future. The majority (78%) stated that their CE or principal officer leads and champions efforts to apply the principles. Various these efforts are supported by the members of the executive or senior management group (78%), senior managers not in the executive group (22%), human resource directors/managers (55.5%), and 4 agencies (15%) indicated the involvement of 'other' parties (such as a Board of Directors, a People and Culture Committee, and a Director of Finance).

All agencies indicated that the responsibility for promoting the principles had been delegated to agency personnel in some manner.

Promotion of the principles occurs in all agencies with greater activity, for the most part, occurring in the larger departments. Commonly used promotional strategies are induction training (85%), training sessions (77%), email communications (74%), agency guidelines (67%), agency intranet (67%), embedding into the performance management framework (67%), and incorporation into existing documents (25%).

The use of promotional materials proved less popular with only 5 (19%) of the respondent agencies indicating their use. In contrast a number of agencies made reference to giving specific attention to training and reinforcement of the Code of Ethics.

Four of the other public sector agencies indicated that they were yet to implement many strategies for the promotion of the principles.

Public Focus

The public sector is to—

- **focus on the provision of services to the public;**
- **recognise the diversity of public needs and respond to changing needs; and**
- **consult and involve the public, where appropriate, to improve services and outcomes on an ongoing basis**

Customer Service Charters

A Customer Service charter publicly documents and pledges an agency's commitment to being a customer-focused organisation, and is an important mechanism for communicating

fundamental service principles, organisational values and service standards to an agency's customers.

The majority of agencies reported having a service charter (74%) or are in the process of developing one (11%).

Of those agencies that have already implemented customer service charters, 52% have a whole of agency charter, 29% have tailored service charters for specific business units, and 19% have a combination of whole of agency and tailored charters for individual business units.

All agencies that have service charters reported having a systematic way of communicating the service charters to the public and staff. The most common communication mechanism was the agency's website(s), with all agencies reporting use of this method of communication. Almost half the agencies (43%) also reported having hardcopies of their service charters available in service centres, while 33% of agencies reported displaying their service charters on service centre walls.

Service Standards

Service standards clearly outline the level of service a customer can expect to receive when dealing with an agency or service provider. They are an important mechanism for managing customer/client expectations and building a relationship of trust.

Agencies reported various mechanisms for training staff in the agency's service standards. The most common methods used by agencies are distributing written materials to staff (74%) and using the agency intranet (74%). Direct training sessions are provided to staff by 70% of agencies, while 65% reported that staff are also trained on the job.

Almost all agencies reported measuring performance against service standards and used a variety of methods to do so. The most common mechanism used to collect performance information against service standards was collecting feedback from clients/customers (86%) followed by systems that document actions in delivery of service (68%). A small number of agencies also used quality assurance accreditation as a performance measure (36%), while only 32% reported using the Common Measurement Tool.

Seventy-four percent of agencies currently report the results from their measures of performance against the service standards, while 15% are developing reporting mechanisms. Ninety-one percent of those that currently report their results provide internal reporting to their agency's senior management group, while 68% report to their Minister. In terms of external reporting, most agencies report results of performance against service standards through the annual reporting process (68%), and to a lesser extent to Cabinet Office through the State Strategic Plan (18%). Forty-one percent of these agencies also used various other mechanisms to report performance against service standards externally, including reporting against the High Performance Framework.

Obtaining customer/client feedback

Obtaining feedback from the public allows agencies to target areas for specific attention and is essential to the improvement of services that the government provides to the community. Agencies used a variety of methods for obtaining customer/client feedback. The two most common methods used by agencies are customer satisfaction surveys (72%) and complaint

monitoring (72%). Liaison with peak bodies (64%) and surveys of the general public (44%) were also common methods of obtaining customer/client feedback.

All agencies that seek to obtain customer/client feedback use feedback gained to inform improvement to service through policies and systems. Other uses for customer/client feedback obtained include providing feedback to individual employees on how they may improve their customer service (75%), responding directly to the person or organisation providing the feedback (63%), and informing customer service training (54%).

Responsiveness

The public sector is to—

- **implement the Government's policies in a timely manner (regardless of the political party in Government);**
- **provide accurate, timely and comprehensive advice; and**
- **align structures and systems to achieve major strategies while continuing to deliver core services.**

Twenty of the responding agencies (93%) reported that they have procedures and systems in place to ensure that advice provided to Ministers and their offices are in line with government policies, and are timely and accurate. One agency is currently developing such procedures and systems. Across the agencies similar methods were reported for achieving this, including:

- sign-off arrangements for briefings and advice are carried out by the Chief Executive or Deputy Chief Executive (or equivalent);
- electronic systems are used to facilitate the flow of advice through the agency, which monitor the timeliness of advice and ensure appropriate sign-off;
- central units exist to coordinate and ensure the quality and consistency of advice, which often operate in the Chief Executive's (or equivalent's) office;
- timeframes are set for the provision of advice for final sign-off. For example, that all correspondence is expected by the Chief Executive 3 days before the Minister's due date to allow for quality control and on-time response;
- use of electronic templates to ensure consistent formatting of advice; and
- guidelines and policies are provided to employees through the agency intranet to set standards for the provision of advice.

Agency Focus – Responsiveness – The Department of Planning and Local Government (DPLG)

DPLG is responsible to four Ministers and has a number of mechanisms to ensure responsive advice is provided to all. These include:

- processing of Ministerial correspondence as a priority with deadlines communicated to the responsible officer/division;
- ministerial briefing templates and user standard guidelines are made available;
- utilisation of Ministerial templates and quality control by the appropriate officer;
- Ministerial briefings are signed off by the Director prior to Chief Executive sign off;
- final quality control is implemented by the Office of the Chief Executive prior to the Chief Executive sign off; and

- regular liaison is maintained with each Minister's office to ensure that issues/delays are communicated and dealt with promptly and appropriately.

Collaboration

The public sector is to—

- **ensure there is ongoing collaboration between public sector agencies in which all parties work together to achieve outcomes for the government and community; and**
- **focus on whole-of-Government, as well as agency-specific, services and outcomes. The public sector is viewed as a source of information, expertise, experience and ideas to be tapped to achieve more efficient and effective services and outcomes.**

All agencies reported that employees within their agency worked collaboratively with other organisations either within or outside of the SA public sector, and many examples were provided. When asked what the stand out benefit of this work is, a variety of comments were made and following are some examples;

- The Adelaide Convention Centre stated that a firm commitment to actively pursue closer links with the aboriginal community to provide greater employment and training outcomes was achieved;
- The Attorney-General's Department believes that collaboration gives cause for the community to have confidence in the services the department provides;
- The Department for Water stated that it has provided an opportunity to lead new industry development and enhanced the agency's science capacity through partnering with research agencies; and
- The Department of Environment and Natural Resources states that some of the work in the Lower Lakes would not have been achievable without the creation of two Community Hubs for the delivery of planting and education programs.

Common responses included mention of improved and seamless or 'joined up' service provision to the community, the gaining of a shared understanding of opportunities, and cost effectiveness.

Agency Focus- Department of Trade and Economic Development

DTED is represented on approximately 90 cross-government boards and committees. It collaborates with the activities of other South Australian Public Sector agencies, for example:

- close collaboration with the Economic Development Board to unlock the economic opportunities from the major projects in South Australia;
- work with Competitiveness Council to identify and deliver further specific initiatives to reduce red tape for business and improve access to industrial land;
- collaboration with other state and local government bodies (e.g. DPLG, DFEEST, Marion City Council) in leading the master planning process for the Tonsley Park Redevelopment;
- collaboration with the Commonwealth and other state and territory governments to:
 - progress an initiative of the Council of Australian Governments to introduce national reforms that aim to achieve an integrated, efficient national economy and single national market; and
 - deliver an interim national business license and information services (ABLIS) system that will assist businesses in managing their regulatory responsibilities and allow more effective interaction between businesses and all tiers of government.
- collaboration with Central agencies (OCIO, DTF, DPC, State Procurement Board) through chairing or contributing as a member of steering committees, advisory groups and consultation forum to better inform across government policy.

Collaboration with external organisations:

- consultation with industry to update the Industry Participation Policy to boost opportunities for South Australian companies to win contracts in the \$80 billion worth of major projects either underway or in the pipeline;
- facilitation of investment and trade opportunities in South Australia through inbound missions from companies and international provinces; and
- DTED has established three committees to engage particular stakeholder groups.

Agency Focus- Zero Waste SA

The benefit of collaboration for the agency is that there is an inclusive and coordinated approach to more effectively and efficiently deliver on programs to like sectors in the broad community. The State Waste Strategy 2011-15 ('the strategy') identifies the importance of establishing strong partnerships, alliances, and linkages with key stakeholders in delivering on the two key objectives in the strategy - 'maximising the useful life of materials through reuse and recycling' and 'avoid and reduce waste'. The importance of working collaboratively across government departments and agencies enhances the opportunities to ensure that key performance indicators in the strategy are achievable and attainable within the timeframes set.

The benefit to the community, businesses and local government is uniform and consistent dissemination of information and messages on recycling, reuse and behaviour change as it relates to recycling, reuse, resource minimisation and avoidance.

Action has been taken by 14 (52%) of the 27 agencies, to build its capability to collaborate or negotiate, in order to achieve outcomes. Three had not taken any action and two are developing these skills. The situation in 2 agencies is unknown.

Excellence

The public sector is to—

- **provide services with a high level of efficiency and effectiveness;**
- **move resources rapidly in response to changing needs;**
- **devolve decision-making authority to the lowest appropriate level;**
- **manage resources effectively, prudently and in a fully accountable manner; and**
- **maintain and enhance the value of public assets.**

Culture of Excellence

All but two of the agencies surveyed had implemented actions to encourage a culture of excellence, and the two that had not are planning to do so. A few agencies are using external programs as a basis or partial basis for the achievement of excellence including the Australian Business Excellence Framework and Define, Measure, Analyse, Improve and Control (DMAIC). A number of internal frameworks have been developed which are specific to the nature of the agency's business. For example, Department of Education & Children's Services (DECS) has implemented the DECS Improvement and Accountability Framework (DIAf) for pre-schools and schools. Others have implemented a series of programs directed at different aspects of their business and a few report using the government's High Performance Framework.

Agency Focus- Department of Education and Children's Services

DECS's Improvement and Accountability Framework has been implemented for DECS preschools and schools so as to:

- provide the framework or cycle for improvement to occur;
- align and coordinate the work of leaders and staff;
- promote a culture of reflection, improvement, achievement at the site, classroom and learner levels; and
- focus site processes and practices on learners and improving their outcome.

Agency Focus- Department for Water

- introduction of Departmental values (Service Excellence, Being Connected, Making a Difference, Achievement);
- new Leadership Development Program;
- Leadership Forums for managers;
- Watershed Awards (Annual Awards program);
- creating a Positive Culture program including regional visits by Executive team, regular leadership forums, Time Out with Executive, regular CE new bulletins, Celebrating our Achievements news, Food for Thought sessions;
- Women's Interactive Network;

- Sneak Peek program-allows employees to step into the shoes of another employee for a short period;
- scholarships for Aboriginal students;
- improved monthly reporting to division to enable earlier and informed decisions; and
- improved Performance Management and Development Process.

Employee engagement and workplace expectations

All but one agency agreed that employee engagement is considered when strategies to nurture and grow excellence in the organization are considered.

All agencies believe that both the tangible expectations (e.g. KPIs, budgets, reporting) and intangible expectations of the employee and the organisation are made explicit. Three agencies however stated that the intangible expectations (e.g. commitment, integrity, and going beyond the standard) of the organisation and the employee are not made explicit. It is possible however that the respondents had somewhat differing views of the nature and extent of intangible aspects of the employer-employee relationship, with some citing individual performance management only as the means and extent of communication, and others referencing the values of the whole of the organisation and the communication of these through numerous different channels.

Agency Focus- South Australia Police (SAPOL)

SAPOL promotes the recognition of good performance. SAPOL's formal awards consist of three levels:

- i) Corporate Awards (Police Bravery Medal, Leadership and Efficiency Medal, Certificate of Merit (individual or unit));
- ii) Service Awards (Certificate of Commendation (individual or unit) Community Policing Award); and
- iii) Local Service Area Award (Certificate of Appreciation (individual or unit)).

In addition sustained diligent and ethical service is recognised by the awarding of the SAPOL Service Medal and Service Awards.

Recognising good performance forms part the Business Plan which cascades into Service and Branch plans. Managers and Executives provide written acknowledgement to members and workgroups in the form of letters and emails. Good performance is also acknowledged in management meetings. Work groups are acknowledged for good performance in the corporate *Blueprint* magazine. Stories about good service to the community are placed on SAPOL's Intranet site.

Innovation

The survey asked the question "In what ways does your agency aspire to be innovative and a leader in its area of business"? It is clear from the responses to this question that there is a lot of innovative work occurring across the sector, that is, the agencies have been able to generate innovative thinking and outcomes. It is less clear however how they achieved this end and whether this issue had been considered as part of the overall agency value set and within its business planning.

Agency Focus- Department of Primary Industries and Resources of South Australia

- innovation is both a field of practice and a capability articulated in the PIRSA Leadership Development Strategy and included in Leadership Development Programs and Alumni activities;
- the PIRSA Innovation Leadership Group, chaired by the Chief Executive and comprising selected Executive Directors, Directors, Executive feeder group and PIRSA Young Professionals participants, promotes innovation within the agency and makes submissions or input into key innovation statements, reviews and policies;
- innovation is a focus of PIRSA's Young Professional Group;
- PIRSA's Performance Management and Development practices facilitate conversations between managers and staff about ideas and innovations in an individual's area of work;
- SARDI has created focused core Science Programs and science leader roles responsible for identifying new and emerging science trends, technologies and opportunities for their discipline area. This supports senior scientists and project leaders to develop research and innovation; and
- Rural Solutions SA encourages regular and intense stimulation of strategic thinking supported by plans as well as an innovation@work process to capture bright ideas at any time, allow them to be recognised and tested and to be assessed for funding support to progress.

The Aquaculture Division's commitment to innovation has seen South Australia positioned as the leader in aquaculture planning and management in Australia. A partnership arrangement between PIRSA and the FRDC titled "Innovative Solutions for Aquaculture Planning and Management" has initiated a range of research projects that directly inform the management arrangements, including those relating to marine mammal interactions, disease and parasite management, and site-specific environmental effects. Aquaculture recently negotiated with FRDC to extend that agreement into the future, looking at broader ecosystem management strategies.

Evaluation

All but one agency reported that they formally evaluate the level of efficiency in delivering services/functions. The majority use Key Performance Indicators (twenty four or 88%) and twenty of these agencies also use audit processes. Approximately half of the agencies (52%) surveyed are using the High Performance Framework and 41% are using Quality Assurance processes.

A few agencies reported using some additional evaluation techniques such as benchmarking with like agencies in other jurisdictions, internal peer review processes, staff surveys, and customer perception surveys. The larger agencies reported using more methods of evaluation than the small agencies with some using more than six.

Agencies demonstrated a great deal of honesty about the outcomes of their evaluations indicating a spirit of objectivity, accountability and desire to improve. Thirteen agencies (48%) reported that the evaluation of their agency indicated that their effectiveness is at a high level. One of these agencies indicated that some results were not yet available. Two agencies believe that their rating of effectiveness is between average and high depending on the area of business being evaluated. Five reported that their agency's evaluation indicated that their effectiveness is at the average level. Two agencies reported that their effectiveness is at a less than desirable level. These two agencies have fewer than three hundred employees. One agency did not respond and another stated that the question did not apply to their agency.

One third (33%) of the agencies surveyed stated that the measures of effectiveness they used indicated that the agency's performance had improved since their last evaluation. Another seven (26%) reported that the result of their evaluation stayed the same. No agency reported that their evaluation indicated a worsening in their effectiveness but three indicated that current results were not yet available and four indicated that the question was not applicable. Two agencies indicated that their rating either stayed the same or improved depending on what is being evaluated. One agency did not respond.

Skills Audit

Sixteen of the twenty seven (59%) agencies surveyed reported that they conduct some form of skills audit of their workforce. Five (19%) reported that no audit was conducted and six (22%) agencies are developing a method of skills auditing.

Agency Focus- South Australian Metropolitan Fire Service

The MFS has employed a range of skills audits over the past decade. These have included major role and training needs analysis, and comparison with nationally recognised competency-based training standards. Analysis and review has been undertaken for both the mainstream operational firefighting roles (undertaken by the majority of firefighters) and for specialist areas such as Marine Operations, Urban Search and Rescue and Operational Communications.

The MFS employs a comprehensive Staff Development Framework aligned to nationally recognised training, and personnel training records are maintained against these competencies and may be reviewed /audited for a range of purposes including training needs analysis and workforce planning. The MFS also undertakes an annual review of workforce demographics and skill sets as a part of the workforce planning process.

Workforce planning

Almost half of the agencies (48%) describe themselves as having a formal workforce plan for their agency. An additional seven (26%) stated however that such a plan is in development. This latter group includes five of the departments. No workforce plan exists for seven (26%) of the agencies. At least two of these are departments. DECS and DFC have very well developed plans identifying not only workforce needs but specific strategies to meet those needs.

Agency Focus- Workforce planning - Department of Education and Children's Services (DECS)

DECS has identified retirement of the ageing workforce as a major risk to loss of teaching personnel. Attraction and retention strategies have included scholarships, financial incentives and employment conditions applied to retraining, career change, and targeted graduate recruitment.

Specifically it has targeted the attraction of science and mathematics teachers through the *Teach SA*, *C-Change*, and *New Beginnings* programs. Scholarships have been used to attract teachers to remote and rural regions and to attract Aboriginal and Torres Strait Islander people to teaching. A graduate recruitment scheme targeting design and technical graduates for metropolitan schools is in place.

Department for Families and Communities (DFC)

DFC has had a five year workforce plan in place since 2007. It includes the identification of core capabilities and job families, and the mapping of learning needs against these. Strategies include Mature Age retention, reward and recognition, accredited leadership program, succession planning for leaders, Carers Strategies and the revision of role descriptions and recruitment, university liaison, and an aboriginal employment strategy.

All but one agency reported that they are able to provide current information about the size and structure of their workforce upon request. The one exception is a small agency which lacks the technology to accommodate such requests and has to conduct collections manually.

Employer of Choice

Public sector agencies are to—

- **treat public sector employees fairly, justly and reasonably;**
- **prevent unlawful discrimination against public sector employees or persons seeking employment in the public sector;**
- **ensure that public sector employees may give frank advice without fear of reprisal;**
- **encourage public sector employees to undertake professional development and to pursue opportunities throughout the public sector;**
- **set clear objectives for public sector employees and make them known;**
- **acknowledge employee successes and achievements and address under performance;**
- **ensure that public sector employees may join, or choose not to join, organisations that represent their interests; and**
- **consult public sector employees and public sector representative organisations on matters that affect public sector employment.**

Employee Surveys

Has your agency conducted a survey within the past year for the purpose of evaluating the views of employees on the organisation as an employer?

Status	No. of agencies
Conducted one or more surveys in the past year	14
A survey is being developed	3*
Occurred prior to last financial year	9
A survey has never been conducted	3

* 2 agencies are currently developing a survey and have also conducted one previously.

The views of employees, in those agencies that had conducted a survey, indicate a diverse array of strengths and weaknesses in agency performance with the list below being reported by more than one agency.

Strengths:

- values;
- vision;
- engagement with stakeholders;
- engagement with workforce;
- opportunities to advance career; and
- workplace safety.

Weaknesses:

- management of poor performance; and
- leadership quality.

If a survey has been conducted, how did/does your agency use the results of the employee survey? Please mark all that apply.

	Percentage
Translates results into strategies to improve the workplace	63%
Presents survey findings to executive	63%
Presents survey findings to senior management	48%
To investigate/ drill down further into the results to gain an understanding of what creates positive or negative outcomes	44%
Measures performance/progress over time	44%
Presents survey findings in agency forums	37%
Benchmarks performance/progress against other agencies/organisations	18%
Makes publicly available	11%
No further action is taken	0%
Other	18%
For example: <ul style="list-style-type: none"> • <i>SA Water - A full "road show" was undertaken by the CEO and members of the Senior Management Team to promote and discuss the survey results and a full Corporate Action Plan was put in place to respond to feedback.</i> • Specific strategies applied at the divisional level to address areas of weakest performance 	

The majority of agencies for the most part are using their employee surveys to assist in understanding the strengths and weakness of the workplace according to the perspectives of their employees and to identify areas for improvement. It appears however that these agencies are not always taking advantage of the depth of information the results may contain by conducting further analysis or breakdowns.

Learning and development

Agencies were asked to indicate their agency's top five learning and development priorities for each category of employees. Data is presented as a percentage of agencies who selected each priority for each employee type. 26 agencies responded to this question. Some agencies also selected more than 5 priorities for each employee type. The bracketed numbers indicate the top 5 most commonly selected priority for each employee type i.e. the highest percentage for each column.

	Entry Level	First Line Supervisor	Middle Manager	Senior Manager	Executive
Leadership	4%	23%	(1) 73%	(1) 85%	(1) 85%
People management	15%	(1) 85%	(2) 85%	(2) 77%	(2) 46%
Interpersonal skills	(4) 65%	(2) 81%	(3) 50%	27%	(5) 31%
Self-management	(1) 81%	(4) 62%	31%	23%	12%
Delivering services to the public	(2) 77%	(5) 50%	23%	15%	8%
Public programme design and/or management	0%	0%	12%	27%	(5) 31%
Policy skills	0%	0%	31%	(4) 42%	(3) 38%
Regulatory development and/or implementation	4%	12%	15%	(5) 35%	31%
Other public administration	0%	8%	15%	(4) 42%	(2) 46%
Corporate	58%	(5) 50%	(5) 38%	(3) 50%	(4) 35%
Business	27%	23%	(5) 38%	(3) 50%	15%
Technical, relevant to specific jobs	(3) 69%	(3) 69%	(4) 42%	23%	12%
Maintenance of professional qualifications	12%	8%	15%	15%	23%
IT	(5) 62%	38%	12%	8%	8%
Other	12%	12%	12%	12%	12%
Not applicable, the agency has not identified learning and development priorities for this group of employees	4%	4%	4%	4%	4%

Please see Appendix 1 for the full description of each development priority, as provided to agencies in the State of the Sector Report Agency Survey.

Key points:

- leadership was identified by 85% of all agencies as a priority for senior managers and executives;
- interpersonal skills ranked in the top five most commonly selected priorities for all categories of employees except for senior managers; and
- no agencies identified public programme design and/or management and policy skills as a learning and development priority for entry level and first line supervisor employees.

When agencies were asked what the main focus of their employee development priorities is, and how this differs from the previous year, generally, they identified development that meets agency specific business requirements. Auditor-General's, for example listed 'training in new audit methodology'. Leadership development was also commonly listed as a priority, with just under half of all agencies listing this.

Performance management

All agencies except one indicated that they have established a performance management and development system for employees, and the remaining agency indicated that this will be established by June 2012.

Twelve agencies (44%) stated that their systems have clear linkages to the agency's workforce plan and one third indicated that it is partially linked.

Section 8 of the *Public Sector Act 2009* states that employee performance management and development must be directed towards advancement of the objects of the Act; fourteen agencies (59%) indicated that their system is directed toward observance of the *Public Sector Act* objects and principles and one third of agencies stated that their system is partially linked.

Fifteen agencies (56%) evaluate the effectiveness of their performance management and development system and ten (37%) indicated that they are developing an evaluation process. Six agencies (22%) use employee surveys to evaluate their system. Nineteen agencies (70%) require employees to participate in a formal performance management review annually, and one quarter requires participation at least biannually. Twenty agencies (81%) monitored the frequency of individual employee's performance management reviews and out of the remaining five agencies; four are in the process of developing a way to monitor this.

Twenty one out of twenty seven agencies (78%) have provided training for managers to ensure they are appropriately skilled to conduct effective performance management reviews and of the six remaining agencies, four are developing this.

Two thirds of agencies (eighteen) reported that they provide employees with clear expectations about performance management standards for all employees. Agencies described a range of means for providing the expectations including individual role descriptions, information provided on agency intranets and employee induction training and agency guidelines on values and ethics. Seven agencies, (26%) indicated that they partially provided expectations with areas requiring attention including making expectations more comprehensive, incorporating outcomes and competencies in to role descriptions and increased training and development of managers and employees.

Agency Focus – Providing clear expectations about performance standards to employees – Department of Treasury and Finance (DTF)

DTF has a performance charter which is communicated to all employees through the department's mandatory Performance Management Program (PMP) training program. The DTF Performance Charter, values and expectations are an integral part of the PMP. The eight values and expectations are; efficient and effective; respect and courtesy; credibility; timely and responsive; standards; professional; collaborative; and accountable.

The PMP also includes a context setting process which enables the Under Treasurer to identify key expectations and behaviours. This message reinforces the links between organisational objectives and outcomes achieved through identified behaviours within the work value matrix.

Fraud Prevention and Ethics Training sessions are compulsory and must be attended every three years.

All new employees are required to attend the DTF Induction program, which provides an overview of the department's Fraud and Corruption Framework, the Code of Ethics, the department's corporate values and the behavioural expectations of employees.

More than half of agencies (fourteen) have a policy with clear specifications for practice on dealing with unsatisfactory performance. Of the remaining thirteen agencies, five are developing this. Twenty five out of twenty seven agencies (93%) provide training and/or support to managers in dealing with underperforming employees. Of the two remaining agencies, one agency is developing this.

Processes for review of employment decisions

Two thirds of agencies (eighteen) have policies/procedures for reviews of employment decisions internal to the agency. Of the remaining nine agencies, seven are developing this. One third of agencies (nine) provide information or training to employees to ensure they are aware of the critical steps for the internal review of employment decisions. Of the remaining fourteen agencies, seven are developing this. Two agencies (7%) advised that this is not applicable as they do not have a review process. Common ways to provide information is through agency intranets or induction training.

Recognising good performance

Twenty out of twenty seven agencies (74%) formally recognise individual employee's and/or work-team's good performance. Of the remaining seven agencies, three are currently developing this. Common ways of recognising good performance include annual awards ceremonies and internal communications such as Chief Executive emails sent to all employees.

Bullying, harassment and discrimination

Twenty four out of twenty seven agencies (89%), have implemented strategies to prevent and/or address discrimination, bullying and/or harassment, of the three remaining agencies, two are developing this. Agencies described strategies that ranged from preventative measures, such as Disability Awareness Training and diversity employment policies, to formal human resource policies to assist employees address instances of bullying and/or harassment and discrimination as they arise.

Workforce diversity

Twenty agencies (74%) have strategies to increase workforce diversity and one agency is currently developing this. The most commonly described strategies are aimed at supporting employment of people who identify as an Aboriginal or who have a disability.

Survey question - Has your agency conducted a census to establish the current number of employees who a) identify as Aboriginal or Torres Strait Islander and/or b) have a disability? If your agency has conducted any census has the information been provided to the Workforce Information Collection (WIC) team in the Commissioner's office through employee, payroll records? Please indicate with a tick where a census has occurred and where information has been provided as appropriate (Data is presented as a percentage of the agencies who responded to this question – two agencies did not provide a response).

		A census has been conducted	The information has been provided to the WIC Team
a) People who identify as Aboriginal and Torres Strait Islander		60%	88%
b) People with a disability	Using the <i>Commonwealth Disability Discrimination Act 1992</i> definition which includes physical, intellectual, sensory and psychiatric/psychological disabilities.	52%	76%
	Requiring workplace adaptation	44%	60%
	Using the <i>Commonwealth Disability Discrimination Act 1992</i> definition and requiring workplace adaptation	44%	64%

Some agencies responses to this question were somewhat unclear. For example, one agency provides the total number of employees in their agency with a disability. As the information is not supplied at the employee level, it is not possible to further analyse the data to understand other demographics of these employees, such as gender or classification.

Ethical Behaviour and Professional Integrity

All but two of the surveyed agencies provide training to employees on the expectations of ethical behaviour. Nineteen (70%) of these agencies included practical exercises exploring appropriate actions to complex situations.

Awareness of methods for reporting suspected breaches of the Code of Ethics are promoted in fifteen (55%) agencies, while seven (26%) are developing such methods. Across the agencies surveyed fourteen (59%) have a policy for the investigation of misconduct.

The views of employees on the processes associated with the investigation of the breaches of the code of ethics are sought in eleven (41%) agencies and a further three are developing the means to access employee views. Thirteen (48%) agencies do not consult employees on this matter.

APPENDIX 1

Development priorities, as provided to agencies in the State of the Sector Report Agency Survey.

- leadership (e.g. general leadership development, whole of government approaches, achieving results, shaping strategic thinking);
- people management (e.g. building effective teams, giving feedback);
- interpersonal skills (e.g. communication, conflict resolution, negotiation);
- self-management (e.g. time management, learning and personal development, team participation, ethical behaviour);
- delivering services to the public (e.g. client consultation, dealing with difficult clients);
- public programme design and/or management;
- policy skills (e.g. policy development, review, evaluation)
- regulatory development and/or implementation (e.g. developing regulations, exercising regulatory authority);
- other public administration (e.g. supporting and working with ministers, responsibilities in caretaker periods);
- corporate (e.g. understanding the organisational setting, agency structure, priorities, key clients, service orientation, diversity);
- business (e.g. planning, finance, record keeping);
- technical, relevant to specific jobs (e.g. knowledge of specialist areas, legislation);
- maintenance of professional qualifications;
- IT (e.g. training in agency specific IT systems);
- other (please indicate the priority area(s) and the relevant classification level; and
- not applicable, the agency has not identified learning and development priorities for this group of employees.