STATE OF THE SECTOR REPORT

2012 – 2013

Report By:
The Commissioner for Public Sector Employment
Office of Public Employment and Review
Department of the Premier and Cabinet

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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 in accordance with Part 21 of the PS 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 within the PS Act. The Commissioner's role includes advancement of the objects and principles of the PS Act, and promotion of their observance within the public sector. Specifically the role of the Commissioner 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 OF PUBLIC EMPLOYMENT AND REVIEW

The Office undertakes a range of functions, including:

- supporting the operation of the *Public Sector Act 2009* and associated employment legislation;
- issuing, updating and reviewing employment determinations and guidelines and the Code of Ethics;
- collecting and collating whole-of-government workforce information and undertaking analysis and comprehensive reporting;
- supporting the provision of internal consultancy services to the Premier and Government;
- undertaking Chief Executive, Statutory and Ministerial Officer appointments on behalf of the Premier and Ministers;
- administering the Notice of Vacancies to enable public sector recruitment;
- facilitating Public Sector development through the Public Sector Management Program;
- advancing Public Sector performance through the provision of support for South Australia's Strategic Plan Targets;
- providing support for Machinery of Government changes; and
- supporting the operation of the Public Sector Grievance Review Commission.

During the reporting period the Office of Public Employment and Review 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;
- supported future leadership and management capability of the public sector workforce through coordination of the Public Sector Management Program; and
- advanced the South Australian Strategic Plan Targets.

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 public sector forums to promote the Code and the Office of Public Employment and Review continues to support both the operation of the Code and its transformational aims.

Investigations of breaches of the Code of Ethics

There were 448 investigations into breaches of the Code of Ethics during the 2012-13 period, an increase of 15.1% since last year. In 178 cases a breach was found, whilst in 97 cases no breach was found, 173 investigations were still to be finalised at the end of the reporting period.

COMMISSIONER'S DETERMINATIONS AND GUIDELINES

Determinations

Section 16 of the PS Act 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 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. Employment Conditions - Leave
4. Qualifications for Designated Whistleblower Contact Officers; and
5. Classification and Remuneration

During the reporting period the following Standards were reviewed and reissued as Determinations:

- Standard 3.2 – Responsive and Safe Employment Conditions – Remuneration – Reimbursements and Allowances
- Standard 3.4 Responsive and Safe Employment Conditions – Leave

Changes made to the documents encompassed variations to employment conditions, policy and annual increases to allowances and reimbursements.

A review commenced of Standard 3.1 – Responsive and Safe Employment Conditions – Voluntary Flexible Working Arrangements. This document will be reissued as a Commissioner's Guideline.

The following Interim Determinations were archived

- 3 – Accrual of Long Service Leave in June 2011
- 3.4A – Sick Leave
- 3.4C – Long Service Leave
- 3.4D – War Service and Defence Reserves Leave

Guidelines

Pursuant to Section 14 of the PS Act the Commissioner for Public Sector Employment may issue guidelines relating to public sector employment matters.

During the 2012-13 period, the following new guidelines were developed and issued by the Commissioner to support the operation of the PS Act:

Review of Employment Decisions
This Guideline is intended to inform and assist employees and managers when dealing with grievances against reviewable employment decisions in the context of employment under Part 7 of the *Public Sector Act 2009*.

Extent of Obligation
This Guideline is intended to assist employees to understand their obligations to report that they have been charged with a criminal offence.

Power to Require Medical Examination
This Guideline and the accompanying frequently asked questions document is intended to provide guidance to managers and employees where an employee is required to undergo a medical examination in accordance with section 56 of the *Public Sector Act 2009*.

These new guidelines complement a range of pre-existing documents issued by the Commissioner. Previously issued guidelines include the following:

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.

Requests by Members of Parliament for Briefings
The Commissioner for Public Sector Employment also issued a guideline to replace an earlier Commissioner's Standard to provide guidance on the handling of requests by Members of Parliament to public employees for briefings on existing or proposed policies and legislation.

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.

No such disclosures were made to the Commissioner for Public Sector Employment during the reporting period.

CHANGE@SOUTH AUSTRALIA

Change@SouthAustralia (formerly the Public Sector Renewal Program) has a critical role in building a better future for this state, and a South Australian public sector that is a world leader in managing change.

The initiative is designed to steer the delivery of a higher quality and more innovative public service able to quickly respond to challenges faced by the South Australian community. It has achieved significant reforms and productivity gains across government in the short time since it was formed in October 2012. The program has three core elements:

- an accelerated 90 day change project framework to fast track solutions to community needs;
- development of values and behaviours to be shared by the whole public sector; and
- development and delivery of a suite of tools to create and sustain change within agencies.

Change@SouthAustralia's unique advantage is its ability to take an elevated and broad based view of issues and programs across the public sector, something that has not necessarily been a function in other government change programs.

Change@SouthAustralia has a robust governance structure in place to ensure maximum impact across the public sector. The Steering Committee is chaired by the Premier of South Australia. There is a taskforce of agency change leaders to provide hands-on strategic leadership and a small secretariat with expertise in change management, organisational reform, stakeholder engagement, and communications to manage the program's implementation, including direct support for the 90 day change projects. Resources for the secretariat are provided by agencies.

Since its inception Change@SouthAustralia has supported 23 - 90 day change projects. The projects focus on accelerated change and creating sustainable outcomes. All projects are submitted by agencies to Change@SouthAustralia for consideration. Projects are selected based on the level of complexity, alignment to government policy priorities, and the capacity to lift productivity and performance. All projects have lined up against one or more of the Government's seven strategic priorities. These include:

- Safe communities and healthy neighbourhoods;
    o Expanding use of video technology in policing;
    o Developing an online tool that connects people to local government, community events and engagement opportunities;
- Creating a vibrant city;
    o Developing a sustainable business model for AC Arts in Light Square;
    o Creating an energetic live music industry;
- Premium wine and food from our clean environment;
    o Reducing red tape for the tuna industry; and
    o Establishing strategies for growing the small and family business sectors.

The projects are designed to challenge existing processes and look for ways to create greater efficiencies, lift productivity, develop public sector leaders, and create a more responsive workforce culture. The increased complexity of projects being submitted by agencies demonstrates a high level of confidence in the program's ability to work with agencies and get results.

The Change Management Toolkit will be embedded into agencies to help managers and executives lead change successfully. The toolkit is one of the most extensive of any jurisdiction in Australia. It provides a practical guide to implementing and managing change projects and can be used for projects of any size, by public servants with any level of experience. Its design is based on deep collaboration with public sector employees, and the input of change management experts from both the public and private sector.

Shared values and behaviours

The public sector is a values-based enterprise and public servants are passionate about the values they want to see enacted in their workplaces.

In early 2013 Change@SouthAustralia directly engaged over 600 public sector employees in an in-depth discussion about the values and behaviours they think are critical to a high performing public sector. Together they identified eight core values: honesty and integrity,

courage and tenacity, collaboration and engagement, service, professionalism, respect, trust, and sustainability.

Over the course of 2013-14 Change@SouthAustralia will be working with organisations in the South Australian public sector to bring these values to life, both in the behaviour of employees and the systems within which they work.

WORKFORCE DIVERSITY

Aboriginal Employment in the public sector

SASP Target 53 is a target for all public sector organisations. It seeks to increase the participation rate of Aboriginal people in the South Australian public sector across all classifications and agencies to 2% by 2014 and to maintain or better those levels through to 2020.

Until 30 June 2013 reporting responsibility for this Target rested with the Aboriginal Affairs and Reconciliation Division within the Department of the Premier and Cabinet.

Data to the end of June 2012 shows there was a slight improvement in the Aboriginal public sector participation rate compared with the previous 12 months. In 2012 Aboriginal people made up 1.67% of South Australian public sector employees. Since 2003 the proportion of Aboriginal people in the South Australian public sector has increased substantially from 0.92% to the current 1.67%.

Whilst this target focuses on the proportion of Aboriginal employees in the public sector, it is notable that the number of Aboriginal employees has more than doubled between 2003 and 2012 from 682 to 1,734 employees.

Although SASP Target 53 has not yet been achieved across the public sector, there are several agencies that have significantly exceeded it. At the end of June 2012, 3.6% of employees in the Department for Communities and Social Inclusion were Aboriginal, as were 3.3% of Department for Correctional Services' employees and 3.1% of employees in the Department of Environment, Water and Natural Resources.

Whilst there has been an increase in the representation of Aboriginal people in the public sector, Aboriginal employees remain predominantly in lower level administrative positions. At the end of June 2012 approximately 42% of Aboriginal employees were in the trainee to ASO2 classification range with a further 30% in AS03 and ASO4 positions. This compares with 29% and 22% respectively of non-Aboriginal public sector employees.

Approximately 1% of Aboriginal public sector employees are in middle manager, senior manager and executive categories, which is significantly less than the 4.3% of non-Aboriginal employees in these classification categories.

Achievement of SASP Target 53 requires long term strategic attention to workforce development, recruitment and retention. State public sector agencies continue 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.

Actions currently being taken to further increase Aboriginal public sector employment include strategic across government coordination and monitoring of employment initiatives by the

Chief Executives Group on Aboriginal Affairs, the establishment by DFEEST of an Aboriginal Public Sector Employment Cluster to build the capacity of agencies to employ and retain Aboriginal people, and the continued implementation of departmental Aboriginal Employment Strategies and the Cultural Inclusion Framework to improve Aboriginal employee retention and the attractiveness of public sector agencies as employers.

DFEEST is still continuing to support agencies to recruit and retain Aboriginal people into existing vacancies and advertise positions via the Australian Public Sector Aboriginal Torres Strait Islander Employment Network.

The Aboriginal Employment Public Sector Cluster was formed in November 2012 chaired by the Commissioner for Public Sector Employment. The Cluster facilitates, coordinates and supports a strategic and systemic approach to Aboriginal employment across the public sector by:

- Integrating the employment of Aboriginal people with the workforce needs of the SA Public Sector;
- Identifying and addressing barriers to Aboriginal employment within the sector;
- Identifying best practice models and strategies of recruitment, retention, up-skilling and cultural competence; and facilitating the implementation of these models across the sector; and
- Developing strategies to improve the cultural competence of the Public Sector in order to sustain Aboriginal employment.

The Cluster meets quarterly and supports four workshops per year.

The Aboriginal Leadership Program - DFEEST is continuing to promote opportunities for Aboriginal people to participate on South Australian Government boards and committees. DFEEST supported 42 participants in 2012-13 financial year to attend Governance training. DFEEST are currently reviewing this program.

Employees with a Disability

The State Government assists people with a disability to participate in learning, training and work through a range of participation and equity programs. SASP Target 50 aims to increase by 10 per cent the number of people with a disability employed in South Australia by 2020. The SASP Target is broader than just the public sector and The Department of Further Education, Employment, Science and Technology (DFEEST) is the lead agency for this target.

To increase the number of people with a disability engaged in public sector employment, DFEEST fund Disability Works Australia to administer the South Australian Public Sector Disability Employment Register which aims to secure 50 work placements in the public sector each financial year. The Register is an Equal Employment Opportunity Program established pursuant to Section 65 of the *Public Sector Act 2009*, which assists job ready persons on the Register to gain employment in the public sector. Outcomes achieved from the program are very good.

During 2012-13, 118 new participants received training and job search preparation while on the register and 50 people on the register gained employment across a range of public sector agencies. There are currently 366 active participants on the State Government Disability Employment Register.

DFEEST are currently considering further strategies to improve employment opportunities for people with a disability, including:

- improving employer awareness of the benefits of employing people with a disability;
- reducing barriers and disincentives to the employment of people with a disability;
- encouraging positive approaches to employment of people with a disability, and
- Improving employment, recruitment and retention of people with a disability in all levels of public and private sector employment.
- Supporting the workforce participation of people with significant disability through innovative engagement, support, and employment models will be trialled in several public sector agencies in late 2013. Disability Employment Service providers will provide specialist support.

More broadly, public sector agencies contribute to whole-of-government disability reform work which is implementing recommendations from the Strong Voices Blueprint, particularly in respect to access and inclusion in relation to government service delivery.

At June 2012, there were 1,270 employees who declared a disability in the public sector. This represents a slight increase from June 2011 (1,258 employees).

Women

South Australia's Strategic Plan Targets 52: Women: have women comprising half of the public sector employees in the executive levels (including chief executives) by 2014.

South Australia's Strategic Plan Target 52 aims to have women comprising half of the public sector employees in the executive levels (including Chief Executives) by 2014 and maintain thereafter.

As at June 2012, approximately 42.7% of executives were women. This compares to 28.2% female executives at June 2002 representing a 14.5 percentage point increase over 10 years. The Department for Education and Child Development, the Department for Communities and Social Inclusion, the Department of Further Education, Employment, Science and Technology and the Department of the Premier and Cabinet have met or surpassed the target.

Women continue to be under represented in executive roles, including chief executive roles in the South Australian public sector. In contrast, women are over represented in administrative roles at lower classification levels. T52 seeks to address the inequity of this situation. Fundamentally, the target is aimed at establishing gender equity, and this in turn is consistent with establishing a workforce that is as diverse as the community it serves. The South Australian public sector accounts for just over 12% of employment in South Australia. Its employment practices and profile can have a substantial and direct impact on employment opportunities for under-represented groups.

In addition, a workforce that is properly representative of both genders is likely to increase the public sector's capacity to be innovative and flexible, and to be truly responsive to the needs of the community. There is clear evidence supporting a business case for increasing the number of women in executive positions. There are greater returns on invested capital, and there is a better emphasis on values, ethics, building relationships, accountability and innovation when women are involved in the leadership of organisations.

A number of initiatives have been implemented to assist in creating and maintaining momentum toward achievement of the Target. The Office of Public Employment and Review website promotes strategies to achieve the target, as well as providing information and resources for agencies.

South Australia's Strategic Plan Targets 30 and 31; Increase the Number of Women on all State Government Boards and Committees, including Chairs.

Women held 46% (46.3%) of positions on Government boards and committees as at 30 June 2013. This represents an increase of 12.7 percentage points from 34% (33.6%) as at January 2004 following the inaugural South Australian Strategic Plan (SASP). Also at 30 June 2013, women held 40% (39.5%) of chair positions on government boards and committees. This represents an increase of 15.67 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 on boards and committees and is managed by the Office for Women. It is an online resource and a register of board ready women. The Register is continually updated and as at 1 June 2013, contained approximately 850 resumes of women seeking board appointments.

In 2012-13 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;
- establishment of a LinkedIn Group for members of the Premier's Women's Directory and to raise the profile of the Directory;
- providing scholarships for 25 women to attend board training;
- speaking at regional women's leadership events; and
- holding a CV workshop via webinar for women living in regional areas.

PUBLIC SECTOR WORKFORCE MANAGEMENT

Public Sector Management Division

The Public Sector Management Division (PSMD) drives public sector wide improvements in performance and productivity to address priorities and meet challenges identified by the Government. PSMD provides assurance that agencies have the capability to perform to requirements, now and in the future, through implementing a consistent approach to performance improvement, ensuring that government has confidence in its executive cohort to deliver results, and driving a common policy and practice approach to achieve cost savings and workforce flexibility.

PSMD manages three core programs which lift the productivity and performance of the SA Public Sector:

- the High Performance Framework;

- leadership capability program; and
- the Sustainable Workforce Program.

In addition, PSMD manages a number of across-government initiatives including:
- the South Australian Executive Service (SAES);
- partnerships with academic and training institutions;
- the Aboriginal scholarship program and the university internship program; and
- the Human Resources Leaders Group.

The High Performance Framework (HPF) is a systemic approach to organisational performance management and continuous improvement. Its role is to:

- promote high levels of agency performance across the South Australian Public Sector;
- ensure agencies are aligned to the policy directions and strategic objectives of the government and achieve 'line of sight' to meet these objectives; and
- provide a practical approach to building partnerships across agencies to address performance challenges and opportunities.

Results from analysis of the HPF implementation across the public sector indicate the program is tracking well against its intended broad objectives.

To date, 86% of agencies have completed a HPF review. Each HPF review process results in a Performance and Accountability Statement (PAS) that summarises the performance of each agency. Qualitative evaluations of agency HPF reviews over the last 12 months indicate a growing maturity in performance evaluation and improvement. Agencies have collectively identified over 200 improvement initiatives, which are currently being implemented. Progress against these improvement strategies will inform annual performance evaluation discussions between chief executives and their ministers.

Standardising Employment Arrangements – 90 day project

The Commissioner for Public Sector Employment sponsored a 90 day project which was initiated and is being undertaken by an Executive Solicitor in the Crown Solicitor's Office. The project will provide a detailed discussion paper identifying opportunities for standardising employment arrangements across the public sector; by extending the application of Part 7 of the *Public Sector Act 2009*.

The South Australian Public Sector consists of numerous agencies and instrumentalities which employ persons on different terms and conditions. A range of historic reasons underpin the different employment arrangements creating inconsistency and unnecessary complexity. Potential exists for significant structural change that would result in reduced red tape and simplified human resource management in numerous agencies. In addition, it would improve mobility of employees and improve basic employee entitlements.

The discussion paper is to examine opportunities in the short, medium and long term and set out what is required to achieve this objective in practical terms in relation to consultation and legal requirements to inform further work.

Recruitment

South Australian Graduate Register

The South Australian Graduate Register continued to support graduates through recruitment across the South Australian public sector. The Register is an online recruitment tool where graduates, and final year university students, seeking employment in the public sector can register their qualifications, skills and work experience. Public sector agencies can use the Register to advertise a specific position or an annual graduate intake, as well as accessing the Register to short list candidates against a specific job vacancy at graduate level.

The state government continued its agreement with the Local Government Association (LGA) in 2013, allowing members of the LGA access to the Register for the recruitment of graduates into councils.

There were 3583 Graduates active as at 30 June 2013.

Selection decisions without a merit-based selection process

In accordance with regulation 17(1)(i) of the *Public Sector Act Regulations 2010*, 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 104 engagements appointed without a merit-based selection process for the year ending 30 June 2013.

Workforce Development

Leadership - The South Australian Executive Service

The South Australian Executive Service (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 engage the public sector in the pursuit of the principles and objectives of the *Public Sector Act 2009.* The SAES had 527 members as at 30 June 2013.

In 2012-13, the Public Sector Management Division (PSMD) developed the SAES Program to maximise the performance of the SAES cohort through strategic, targeted development opportunities and performance assessments. The Program aims to foster exceptional leadership, collaboration, vision, mobility, flexibility and continuous improvement.

The SAES Program delivered:
- two highly successful SAES Induction Programs, which provided 52 new SAES executives with the knowledge, tools, networks and mindset necessary to succeed as public sector leaders;
- a series of workshops and events to provide SAES members with a common understanding of the key priorities of government;
- developed the SAES Alumni network, comprising graduates of the SAES Induction Program, to strengthen executive networks across the sector;
- launched a SAES LinkedIn Group, which saw over 100 SAES members join within the first month, to support a sense of community and cohesion and enable the sharing of information, experiences, resources, knowledge and opportunities; and

- negotiated an agreement with the University of Adelaide to deliver two advanced leadership courses to senior executives across the sector: the Professional Directorship Program; and the Transformative Leadership Program.

The Professional Directorship Program enables executive teams to assess their governance systems for alignment to challenges and supports the delivery of improved outcomes at lower cost through the prudent management of innovation and risks.

The Transformative Leadership Program develops complex thinking abilities such as adaptability, self-awareness, boundary-spanning, collaboration and network thinking to enable senior leaders to learn more, adapt faster, and generate solutions to highly complex challenges. The program involves partnering with the University of Texas and gaining international perspectives from executives in the Texas Public Sector.

SA Public Sector Management Program

The SA PSM Program continues to be a relevant and important offering in the development of mid-level managers across the three tiers of government. A total of 54 new participants commenced in 2012-13. In September 2012, the PSM Program celebrated 20 years of delivery across Australia and in recognition, The Hon. Bob Hawke agreed to be the Patron of the Program.

The 2012 SA PSM Program Graduation Ceremony was held in October at the Adelaide Town Hall with around 90 guests in attendance. A total of 34 participants were eligible to receive a Graduate Certificate in Public Sector Management from Flinders University. The MC for the evening was a graduate of the Program in 2003. An Assistant Commissioner of the Public Sector Grievance Review Commission addressed the guests and presented Awards to participants for academic excellence.

In February 2013, 40 graduates of the program attended a Graduate Network event. One of the program facilitators delivered a thought provoking address entitled 'What would a real Government look like in Australia if we got serious?

Flexible Work Practices

The South Australian Strategic Plan includes T13, "Improve the quality of life of all South Australians through the maintenance of a health work life balance". SafeWork SA is the lead agency for this target. Whilst South Australian public sector employees have entitlements to request and use flexible working arrangements, anecdotal evidence suggests that there is inconsistency in application across the sector.

Flexible Workplace Futures is a Change@SouthAustralia project sponsored by the Equal Opportunity Commission in partnership with SafeWork SA. The aim of the Project is to increase the number of public sector business units and workers enjoying the benefits of flexible working arrangements (FWAs), including working from home, job sharing, part-time work, and telework or remote work.

The project raises awareness of the benefits of flexible work in terms of business outcomes. The Commission has formed a working group of government agencies and a new Commissioner for Public Sector Employment guideline on flexible working arrangements is being developed.

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. 'Flexible work' can include any change to an employee's pattern, place or hours of work. In the long term, creating a more flexible, diverse and inclusive South Australian public sector workforce will generate productivity, increase workforce participation and improve workforce culture.

The specific goals identified at the outset of the Project included:

- identifying and reviewing existing data on the current understanding and usage of FWAs across the public sector, including effective practice and areas for improvement;
- establishing a research partnership to investigate and report on the quantifiable productivity gains that result from increased flexibility in the workplace, including what data already exists, and how such gains can best be measured;
- developing a Commissioner for Public Sector Employment Guideline on FWAs; and
- developing a range of tools to assist employees and managers to implement and manage FWAs.

The Commission in partnership with Safe Work SA will draw on the learning from the project to develop and deliver a training course and resources on managing flexible working arrangements for an audience from both the public and private sectors.

Redeployment of Employees

The Public Sector Management Division established the Sustainable Workforce Program (SWP) to ensure that the public sector can continue to meet current and future workforce demands.

During 2012-13 the number of excess employees was reduced from 312 at 30 June 2012 to 177 at 30 June 2013. This represents a net reduction of 43%. The number of employees being formally declared excess across the sector fell from an average of 26 per month in 2011-12, to an average of 13 per month in 2012-13.

In addition, there have been significant decreases in the number of long term excess employees as follows:

- A 48% reduction in employees who have been excess less than one year;
- A 54% reduction in employees who have been excess from 1 to 2 years;
- A 2% reduction in employees who have been excess from 2 to 5 years;
- A 100% reduction in employees who have been excess for over 5 years.

During the period 1 July 2012 to 30 June 2013, 161 excess employees were added to the excess list and 296 were placed or separated.

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 2012.

Reviews of Employment Decisions

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 98 such applications for internal review for the year ending 30 June 2013.

Public Sector Grievance Review Commission

During the 2012-13 reporting period, the Presiding Commissioner of the Public Sector Grievance Review Commission (PSGRC) chose not to be reappointed and accordingly, the Governor appointed one of the Assistant Commissioners as Presiding Commissioner resulting in a Review Commission of three members with two Assistant Commissioners.

Thirty three applications for external review were lodged with the PSGRC during the reporting period ending 30 June 2013. The following agencies were represented:

South Australia Police (SAPOL), Department of Education and Child Development (DECD), Department of the Premier and Cabinet (DPC), Department of Planning, Transport and Infrastructure (DPTI), Department of Environment, Water and Natural Resources (DEWNR), Courts Administration Authority (CAA), Department for Communities and Social Inclusion (DCSI), Renewal SA, Department for Health and Ageing (DH), Department of Further Education, Employment, Science and Technology (DFEEST), Department of Correctional Services (DCS), Electoral Commission, TAFESA.

Ten applications were carried over from the preceding reporting period from employees of DECD, DCSI, DEWNR, DPTI, DPC, DCS and DECD.

Five hearings were held over to the 2013-14 financial year involving DCS, CAA, DPC, DCSI and TAFESA. As such, the Review Commission dealt with thirty eight applications during the current reporting period.

During the year, four applications were withdrawn, by employees of DEWNR, DPTI, DCSI. The Commission found it had no jurisdiction to hear five applications, from employees of DOH, DECD, DCSI and the Electoral Commission. The remaining twenty nine resulted in hearings, some involving multiple applications.

The Review Commission found for the agency in eighteen matters involving DECD, DPC, DPTI, DEWNR, CAA, Renewal SA, SAPOL, DCSI and DCS. In eleven matters it found for the applicants, from DPTI, DPC, DECD, SAPOL and DFEEST.

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 in accordance with section 19 of the PS Act. The Office for Public Employment and Review obtains this information for the Commissioner by conducting a comprehensive census of all South Australian State Public Sector organisations. 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 Workforce Information Collection (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). The WIC is a significant tool for meeting the government's objective of ensuring accountability in the public sector.

Workforce Information tables are published on the Office of Public Employment and Review's website – www.oper.sa.gov.au

SAFETY IN THE PUBLIC SECTOR

Workplace Safety

The Safety and Wellbeing in the Public Sector 2010-15 strategy developed by Public Sector Workforce Relations (DPC), supports the South Australia Strategic Plan Target 21- Greater safety at work. Ongoing improvement in safety and wellbeing impacts positively on the delivery of public sector services and supports chief executives to develop a high performing public sector consistent with the SA Strategic Plan.

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.

In June 2013, new claims fell by 33 (0.8%) to 4167 from 4200 in June 2012. The new injury claims frequency rate (number of injuries per million hours worked during each 12 month period) fell by 0.8 (2.0%) from 30.1 in June 2012 to 29.5 in June 2013.

The SA public sector achieved a 35% reduction as at June 2013 against the South Australia Strategic Plan Target 21, Greater safety at work, which requires a 70% reduction in injuries (resulting in 10 or more lost days) by 2022 from the 2002 base year.

As at June 2012, the SA public sector achieved a 29.4% reduction in the incidence of workplace injuries with more than 10 days lost time against the national Safe Work Australia target of a 40% reduction from the 2002 base year, and a further 30% reduction resulting in one or more weeks off work from 2012 to 2022.

The Strategy sets targets for safety and injury management performance and aims to improve public sector performance with a consequent reduction of the human, social and financial cost of workplace injury.

SA Public Sector Workplace Wellbeing Framework

In the context of the South Australia Strategic Plan – Improving Wellbeing, and international developments in the area of workplace wellbeing, an innovative SA Public Sector Workplace Wellbeing Framework was developed as an enabling strategy for the Safety and Wellbeing in the Public Sector 2010-2015 Strategy. The Wellbeing Framework promotes public sector practices with a view to achieving improved workforce and business outcomes.

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

State of the sector collection

The public sector principles are central to the philosophy of public sector management that underpins the 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. The Principles apply to all agencies and their employees regardless of the Act under which they are employed.

The PS Act states that the Commissioner for Public Sector Employment is to monitor and report to the Minister on observance of the public sector principles. Fundamental to the intent of the PS Act, and specifically the public sector principles, is the continuous improvement of public sector performance and accountability.

To enable the Commissioner to provide to the Premier a detailed appraisal of the public sector's implementation and observance of the principles an agency survey was used to gather information.

The Public Sector Principals are:

- Public Focus;
- Responsiveness;
- Collaboration;
- Excellence;
- Employer of Choice; and
- Ethical behaviour and professional integrity.

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.**

Most agencies reported that they obtain feedback from customers/clients and stakeholders enabling them to target areas requiring specific attention. This feedback 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 and complaint monitoring. Liaison with peak bodies and surveys of the general public are also common methods of obtaining customer/client feedback.

Many agencies have developed a Customer Service Charter which highlights their commitment to customer service excellence for both internal and external customers. Some agencies use benchmarking to measure and achieve best practice and regularly monitor and report service outcomes to ensure continual improvement.

Agencies that seek to obtain customer/client feedback use information gained to inform improvement to service through policies and systems and to adapt programs and services to better meet the needs of the customer and/or community. Other uses for customer/client feedback obtained include providing feedback to individual employees on how they may improve their customer service, responding directly to the person or organisation providing the feedback, and informing customer service training.

Examples of agency strategies relating to Public Focus include:

- SA Strategic Plan – YourSAy has a focus on getting the community involved in decision making by providing an opportunity for the public to let the government know their ideas and opinions on a range of projects, policies and services which work towards achieving the Plan's visions and goals.
- Revenue SA conducts a taxpayer survey on an annual basis. The results are made public, available via the Revenue SA website and to staff through information sessions. The outcomes of the eight core questions, based on the Common Measurement Tool are included in the survey and are also compared against the outcomes of other State Revenue Offices through the Business Practices Group.
- TAFE SA gather feedback from customers via a range of mechanisms including web pages, consultation papers, annual surveys of satisfaction and follow up calls to clients of hotlines. Feedback is used to improve student experience and learning pathways, to inform customer service training, to ensure delivery meets and exceeds national standards, to improve quality of training and to address specific problem areas/issues.
- The Department of Planning, Transport and Infrastructure utilise customer service to inform policy, service provisions and planning decisions and to provide feedback to individuals and work groups on performance. Service Standard Reports in relation to Public Transport are made available to the public.

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.**

Public Sector agencies 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 the advice provided is timely and accurate. 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, 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.

Examples of agency strategies relating to Responsiveness include:

- Each Division in the Department for Communities and Social Inclusion has a system in place to ensure that the Minister is provided with timely advice and briefings. Additionally the department has a dedicated area to coordinate such briefings ensuring both quality control and timeliness.
- The Department of Treasury and Finance has in place an annual Audit and Risk Management Services work plan. The annual work plan includes reviewing key financial cycles, activities associated with risk management and fraud and ethics, and the review of key department processes.
- The Department of Correctional Services has integrated systems to ensure the quality of advice is timely, accurate and consistent. The Executive Services Business Unit monitors requests from the Minister's office and ensures responses are provided in accordance with established protocols.
- A recent review of agency processes highlighted the need for improved management of external requests for information and policy input to the Department for Manufacturing, Innovation, Trade, Resources and Energy. A new triage system has been implemented to ensure that Ministers and stakeholders receive the best advice. The system can be applied at each entry point of request and provides a clear accountability for managing requests.
- In the Department for Education and Children's Development the senior Executive Group (SEG) proves the primary mechanism for the governance of the department. The SEG meets each week.
- SA Water utilises a strict protocol of ministerial communication through its Ministerial Liaison Office and also utilises software to monitor the ongoing status of all correspondence, briefings and minutes.

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.**

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. 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.

When asked what role the agency has in collaboration and what actions the agency has taken to build its capability to collaborate, a variety of comments were made and following are some examples:

- Change@South Australia was run out of the Department of Manufacturing, Innovation, Trade, Resources and Energy during the reporting period. The 90 day change projects across the entire public sector aim to have high level impacts on efficiencies and effectiveness, many of which also have a community impact.
- The Department of Treasury and Finance provides a significant contribution to economic and fiscal policy development at both a state and national level. The department regularly collaborates with other government agencies (state and federal) on whole of government initiatives and takes a leading role in Commonwealth / State financial relations. Training sessions on relationship management / building and early partnering are available to employees.
- The Attorney-General's department builds and maintains networks through participation on working groups, committees, etc. and leading across government initiatives.
- The Department of Planning, Transport and Infrastructure's Community Engagement guidelines provide an overview of the key elements of community engagement which is an integral part of managing an infrastructure project. The Department monitors and builds on its capacity to collaborate through offering a Building Customer Engagement program, reporting through the High Performance Framework and deploying 'Design Thinking' principles to 90-day projects and moving forward into all planning, services, infrastructure projects and policy regulation.
- TAFESA actively participates and engages in across sector working parties to facilitate the integration of employment and management practices across the public sector.
- The SACE Board works closely with a number of organisations to fulfil its legislative functions to develop and accredit courses and programs for the SACE, certify student achievement in the SACE, recognise learning and undertake assessment. Regular contact occurs through formal working groups, informal collaboration and forums and regular meetings.
- The Department for Manufacturing, Innovation, Trade, Resources and Energy is developing a Stakeholder Engagement Strategy based on the department's strategic directions and the Community Engagement Unit's proposed eight principles. The framework is aimed at providing a foundation for working with stakeholders to ensure delivery of high level advice and support. Training to support the framework will be developed.

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.**

Responses provided by agencies indicate that all had implemented actions to encourage a culture of excellence. A range of mechanisms were described by the agencies, which ranged from commitments within strategic and/or business plans that are linked with regular performance management and development processes, the benchmarking and evaluation of

performance and service against internal and external developed KPIs, the use of internal programs such as the High Performance Framework, as well as the adoption of external programs and tools such as the Australian Business Excellence Framework.

Examples of strategies adopted and methods of evaluation to encourage a culture of excellence include:

- The Department for Correctional Services Strategic Management Framework cycle identifies and integrates five keys areas of management, strategic and business planning, budgeting/financial management, monitoring and reporting, risk management and work, health and safety. The framework is underpinned by a set of principles and is aimed at enhancing the long term performance of the organisation.
- The Department of Planning, Transport and Infrastructure monitors and evaluates its performance through the High Performance characteristics and building blocks, internal and external audit processes, project and initiative post implementation reviews, KPIs and customer and stakeholder feedback.
- The Department of Further Education, Employment, Science and Technology has a formal performance and planning unit which undertakes evaluation of departmental programs. There is an independent chair of the evaluation process.
- All business units within the Department of the Premier and Cabinet measure performance against the Division Business Plan actions and KPIs. At the Australian Shared Services and Outstanding Network (SSON) Excellence awards, Shared Services SA was successful in winning the award for 'excellence in culture creation' and was runner up for the 'excellence in improvement and innovation' award.
- All Health Networks in the Department for Health and Ageing participate in the Australian Commission on Safety and Quality in Health Care which includes continual review of performance against defined standards, independent and self-assessment and external accreditation. The National Safety and Quality Health Service Standards provide health care organisations with a framework to deliver a consumer-centred service focusing on the continuum of care by incorporating systematic external peer review.
- SA Water measures performance against its Customer Charter metrics in the operational areas of the business. The Corporation conducts benchmarking against Asset Management through WSAA and as part of its NATA accreditation, the Water Quality and Environment area have metrics relating to national benchmarks, service standards and audit requirements.
- The Department of Primary Industries and Resources SA has an 11 year history of utilising the Australian Business Excellence Framework, both at the business unit level and through its risk management processes on an agency wide basis, to drive performance improvement and excellence.

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.**

Agency Surveys

A majority of agencies reported that they had conducted a survey during the past year (or in the previous year) for the purpose of evaluating the views of employees on the organisation as an employer. The views of employees, in those agencies that had conducted a survey, indicate a diverse array of strengths and weaknesses.

For the most part, agencies 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. If a survey has been conducted the results were used in the following ways:

- translation into strategies to improve the workplace;
- findings presented to executive and senior management;
- results investigated further to gain an increased understanding of what creates positive or negative outcomes;
- performance measures progressed over time;
- survey findings presented in agency forums; and
- performance and progressed benchmarked against other agencies / organisations.

Performance Review and Training

All agencies reported that they have established a performance management and development system for employees. The majority evaluate the effectiveness of their performance management and development system, whilst others indicated that they are developing an evaluation process.

The majority of agencies have provided training for managers to ensure they are appropriately skilled to conduct effective performance management reviews and many have a policy with clear specifications on dealing with unsatisfactory performance.

- The Department for Planning, Transport and Infrastructure's workforce plan 2011-15 provides strategies for developing the agency's workforce. The plan is linked to the agency strategic plan and directions and builds on the success of previous workforce planning activities.
- The Department of Further Education, Employment, Science and Technology Leadership and Management Program is designed to address the ageing workforce profile in the agency. The objective of the program is to develop current and future leaders including employees with high potential.

Workforce diversity

Most agencies have strategies to increase workforce diversity. The most commonly described strategies are aimed at supporting employment of people who identify as an Aboriginal or who have a disability.

- The Department of Treasury and Finance's Cultural Inclusion and Reconciliation plan 2011-2014 incorporate strategies and actions to assist in attracting and retaining Aboriginal people to the agency and the Disability Action Plan 2011-2014 supports the employment of people with disabilities. Training has been provided to enhance cultural awareness and create an inclusive workplace.
- The Department of the Premier and Cabinet has recently refreshed its Aboriginal Employment Plan for 2013 onwards, which has a stronger focus on supporting and fostering a culturally inclusive workplace. The department has conducted cultural awareness and disability training to broaden employee knowledge within these areas.

Ethical Behaviour and Professional Integrity

Public sector agencies are to—

- **be honest;**
- **promptly report and deal with improper conduct;**
- **avoid conflicts of interest, nepotism and patronage;**
- **treat the public and public sector employees with respect and courtesy;**
- **make decisions and provide advice fairly and without bias, caprice, favouritism or self-interest;**
- **deal with agency information in accordance with law and agency requirements;**
- **avoid conduct that will reflect adversely on the public sector;**
- **accept responsibility for decisions and actions; and**
- **submit to appropriate scrutiny.**

In accordance with the *Public Sector Act 2009*, Chief Executives are to ensure, as far as is practicable, that the Code of Ethics for the South Australian Public Sector ("the Code") is observed in the management and day-to-day operations of the agencies. A number of strategies can be implemented to support the foundation values of ethical behaviour including:

- Providing leadership to regularly promote the Code and its importance in agency forums and communication platforms;
- Nominating a senior executive in the agency who has day-to-day responsibility for promoting the Code;
- Establishing an ethics committee (which may include outside representatives) chaired by the nominated executive to regularly consider all matters related to ethics as part of the agency's governance structure;
- Ensuring that the Code and its underlying principles are given prominence in induction courses for new employees;
- Conducting training courses on ethics for all agency employees. Attendance to be mandatory at the introductory course and at refresher courses at least once annually;
- Ensuring knowledge of the Code and its underlying principles to form part of the performance management system; and
- Conducting regular staff surveys to measure employee comprehension of and support for the Code.

There was an overall positive response to the questions posed by the State of the Sector Agency Survey, which demonstrated the commitment of public sector agencies to actively promote ethical conduct within the workplace, and reinforce ethics and values in the South Australian Public Sector.

Almost all surveyed agencies provide training to employees on the expectations of ethical behaviour, including practical exercises exploring appropriate actions to complex situations.

Awareness of methods for reporting suspected breaches of the Code of Ethics are promoted in many agencies and most agencies indicated that they have a policy for the investigation of misconduct.

Examples of strategies implemented by agencies to promote ethical behaviour and professional integrity include:

- Change@South Australia has run an intensive "values in action" engagement strategy. The strategy was open to all public sector employees to contribute ideas on how to make the public service a more responsive and collaborative place to work. The Values and Behaviours framework will inform and influence systems aimed at building effective leadership and performance within agencies.
- SA Water values reflect public sector ethics principles and the Code. Integrity and accountability for every employee forms part of an employee's performance appraisal and development plan. Employees are held accountable for achieving agreed outcomes, behavioural competencies and development activities.
- The Department for Correctional Services is continuing to roll out its Ethical Professional Behaviour in the Workplace strategy which encompasses ethical conduct and anti-bullying, the Code of Ethics, employee conduct and ethical decision making.
- In the Department of Further Education, Employment, Science and Technology respectful behaviours training has been implemented across the agency, relevant information is included in the on-line induction program and bullying and harassment training is available.
- The Department for Education and Child Development has issued a series of Code of Ethics newsletters in respect of the Professional Conduct Standards developed for the purposes of education and training. These and other resources which support ethical conduct and practice are also available online. The department's Ethical Conduct Unit provides expert advice to the agency.