

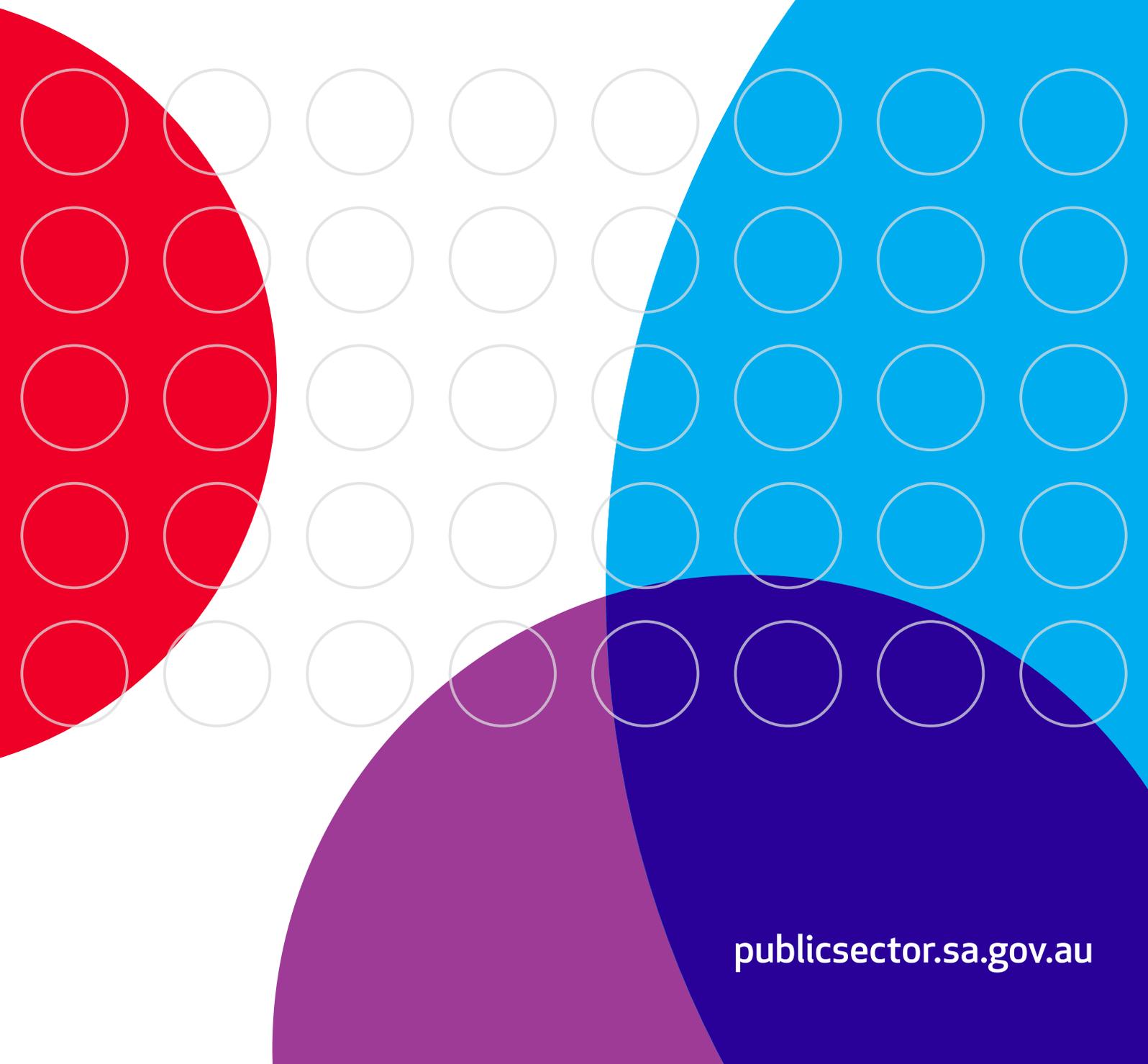


Government  
of South Australia

Commissioner for  
Public Sector Employment

# STATE OF THE SECTOR REPORT

## 2015



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# FOREWORD

**The South Australian public sector is made up of dedicated people who want to make a difference. These people provide a wide range of services that support our Government and community. They are doctors, nurses, teachers, bus drivers, police officers, fire fighters and others who make up the largest workforce in South Australia.**

As Commissioner, I take great pride in our public sector. The work it performs is critical to the economic and social prosperity of our State. Our workforce is our biggest asset and I am committed to realising its full potential.

During the last financial year the Government launched the Economic Priorities, which have provided a clear direction for the public sector. These priorities set new expectations for what the public sector does, and how we do it. The focus is now exactly where it should be: on the services we deliver for South Australians.

As you will see in this report we have come a long way, but there are still areas for improvement. I challenge the public sector to reflect on what can be done to improve our performance.

In 2016 my key focus will be productivity and reform, and I look forward to working closely with public sector agencies to effect changes that will improve the way we do business and deliver services.

I would like to thank all the departments of the South Australian public sector, each of which has contributed to the development of this report and, more importantly, to the ongoing improvement of the sector.



**Erma Ranieri**  
Commissioner for Public Sector Employment

# 1.0 COMMISSIONER FOR PUBLIC SECTOR EMPLOYMENT

Section 21 of the *Public Sector Act 2009* requires that this 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”.

Section 11 of the *Public Sector Regulations 2010* requires that the Commissioner’s annual report to the Minister includes information about:

- “the issuing by the Commissioner of:
  - variations or substitutions of the public sector Code of Conduct (Code of Ethics)
  - public sector employment determinations
  - guidelines relating to public sector employment matters
- the number of occasions on which public interest information has been disclosed to the Commissioner under the *Whistleblowers Protection Act 1993*.”

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## 1.1 OBSERVANCE OF THE PUBLIC SECTOR PRINCIPLES

The public sector principles are central to the *Public Sector Act 2009* and underpin the philosophy of public sector management.

According to the six public sector principles, the South Australian public sector is required to:

### 1. Public focus

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

### 2. Responsiveness

- implement the policies of the Government of the day in a timely manner
- provide accurate, timely and comprehensive advice
- align structures and systems to achieve major strategies while continuing to deliver core services.

### 3. Collaboration

- ensure collaboration between all agencies in order to achieve outcomes for the government and community
- focus on services and outcomes within their agency as well as those that involve and impact multiple agencies across the Sector.

### 4. Excellence

- 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
- maintain and enhance the value of public assets.

### 5. Employer of choice

- 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 underperformance
- ensure that public sector employees may join, or choose not to join, organisations that represent their interests
- consult public sector employees and public sector representative organisations on matters that affect public sector employment.

### 6. Ethical behaviour and professional integrity

- 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
- submit to appropriate scrutiny.

The *Public Sector Act 2009* 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.

Fundamental to the intent of the *Public Sector Act 2009* and specifically the public sector principles is the continuous improvement of public sector performance and accountability.

An agency survey was used to gather information to enable the Commissioner to provide this detailed appraisal of the public sector's implementation and observance of the principles.

Agency responses show that the sector as a whole is committed to continually improving its services. A majority (90.6 per cent) of agencies reported that they obtain feedback from customers, clients and stakeholders to inform continuous improvement.

Responses indicated that agencies are increasingly aware of the diversity of their customers, clients and stakeholders and understand that meeting their needs through feedback and consultation is essential to improving services to the community. Agencies reported that their customers are favouring a shift to electronic mediums such as social media channels and online survey tools to find out about services and provide feedback.



92.6% of agencies reported that they had evaluated their level of efficiency and effectiveness in delivering services and functions.

All agencies that responded to the survey reported that they have procedures and systems in place that ensures ministerial advice is provided in a timely and comprehensive manner and a large majority (96.3 per cent) monitor their capacity to respond to Government policies and achieve major strategies.

Agencies reported that setting strategic objectives, formulating Key Performance Indicators (KPIs), mandatory referencing to policy context in briefings and project plans, and regular reporting allow them to measure and evaluate their progress against these policies and strategies.

96.2 per cent of agencies reported that they had implemented strategies to build capacity to collaborate. In order to build skills, capacity and capability some agencies are combining to undertake training in the areas of relationship management, partnering and effective communication. Agencies specifically reported undertaking the Better Together training and International Association for Public Participation (IAP2) training, showing an increased focus on engaging and collaborating with the community,

business and not-for-profit organisations.

Agencies reported instances of inter-agency collaboration primarily through:

- information sharing and clustering of related policy areas and services
- formal and informal exchanges of services
- shared training and education opportunities
- data sharing.

92.6 per cent of agencies reported that they had evaluated their level of efficiency and effectiveness in delivering services and functions. Mechanisms used to do so included:

- the High Performance Framework and various other assessment tools and quality frameworks
- maintaining industry certifications
- setting targets and performance measures, linked to strategic plans, with clear reporting frameworks
- compliance programs and audit processes
- internal and external reviews
- thorough business planning
- internal and external audits.



67.9% of agencies reported they have strategies in place to increase employee diversity.

Having the South Australian public sector seen as an employer of choice is measured through three areas:

- the completion of employee surveys to gauge the agency's effectiveness as an employer
- performance reviews and training that underpins the development of employees' knowledge, skills and attitudes
- workforce diversity to ensure that all behaviour, policies and procedures are relevant and appropriate.

53.6 per cent of agencies reported they have conducted one or more employee surveys within the past year for the purpose of evaluating employees' views about the agency as an employer.

An average of 67 per cent of employees were reported to have a current performance management and development plan. It is a focus of the Commissioner to ensure 100% of public sector employees have performance management and development plans in place.

78.6 per cent of agencies reported that they provide training for supervisors and managers to ensure that they are well equipped to conduct effective performance management reviews, and

95.7 per cent of agencies have a policy for dealing with unsatisfactory employee performance.

It is a focus of the Commissioner to increase diversity in the public sector. 67.9 per cent of agencies reported they have strategies in place to increase employee diversity. The strategies described most commonly aim to support the employment of people who identify as Aboriginal and/or Torres Strait Islander or people who have a disability. Some agencies also reported:

- having defined inclusive recruitment processes
- a focus on recruiting women to management and executive roles
- targeted employment of young people
- diversity and cultural awareness training.

92.6 per cent of agencies reported providing training to employees on the expectations of ethical behaviour. Agencies report that training includes topics such as ethical conduct and decision making, anti-bullying, the Code of Ethics, employee conduct policies and guideline, Public Sector Values and anti-corruption and anti-racism initiatives. The majority of agencies reported that they provide a copy of the *Code of Ethics for the South Australian Public Sector* to all employees at induction.

There are case studies throughout this report that show how agencies are exemplifying the public sector principles.

“It is a focus of the Commissioner to ensure 100% of public sector employees have performance management and development plans in place.”

## Principle 1. Public focus

### Using Results Based Methodology to reform services in Ceduna



The Department for Communities and Social Inclusion supports vulnerable people and builds resilient communities.

During the reporting period the department worked with the local community and other government agencies in Ceduna to reduce the inappropriate use of alcohol and drugs by the transient Aboriginal population after a number of related injuries and fatalities.

Tackling some very challenging and entrenched social issues, the department initiated the Ceduna Service Reform project to develop innovative approaches specifically tailored to the local needs in Ceduna. The department led reforms and strengthened relationships between the stakeholders, including government and non-government agencies, businesses and the local community.

The Mayor of Ceduna commented that cross-agency consultation and collaboration has been almost non-existent prior to the involvement of the department and the establishment of the Ceduna Service Reform project.

This process was supported by the department's application of a Results Based Methodology tool which establishes the end results of a strategy and helps ensure that the objectives are relevant and focused and directly aligned to the outcomes.

The Results Based Methodology analysis tool has been adopted by the department across multiple disciplines and has been successful in a number of important areas.

The project has launched a new approach to the alcohol and drug problem amongst the Aboriginal population and created a significant ground-swell of commitment and unprecedented achievements.

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## 1.2 COMMISSIONER'S DETERMINATIONS

Commissioner's Determinations cover a range of matters 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 *Public Sector Act 2009* to be employment to which Section 16 of the *Public Sector Act 2009* applies."

Two Determinations were issued in this reporting year. *Determination 6: Recovery of overpayments* came into effect on 1 October 2014 and *Determination 7: Management of Excess Employees – Redeployment, Retraining and Redundancy* came into effect on 19 March 2015.

The current Commissioner's Determinations are:

- **DETERMINATION 1**  
Merit Engagement, Assignment of Duties and Transfer of Non-Executive Employees
- **DETERMINATION 2**  
Excess Employees – Income Maintenance
- **DETERMINATION 3.1**  
Employment Conditions – Leave
- **DETERMINATION 3.2**  
Employment Conditions – Remuneration – Allowances and Reimbursements
- **DETERMINATION 4**  
Qualifications for Designated Whistleblower Contact Officers
- **DETERMINATION 5**  
Classification and Remuneration
- **DETERMINATION 6**  
Recovery of overpayments
- **DETERMINATION 7**  
Management of Excess Employees – Redeployment, Retraining and Redundancy

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## 1.3 COMMISSIONER'S GUIDELINES

Under section 14(d) of the *Public Sector Act 2009* the Commissioner may issue guidelines relating to public sector employment matters.

The current Commissioner's Guidelines are:

- Flexible workplaces
- Review of employment decisions
- Management of unsatisfactory performance (including misconduct)
- Gifts and benefits

- Management of excess employees
- Extent of obligation on employees to report they have been charged with a criminal offence
- Women in leadership in the public sector
- Power to require medical examination
- Requests by members of parliament for briefings

The Commissioner's Guidelines remain unchanged during the reporting period.

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## 1.4 EMPLOYEE MOVEMENT

Regulation 6 of the *Public Sector Regulations 2010* relates to the movement of employees within the public sector. Regulation 6 (9) gives chief executives the power to make decisions about employees returning to their agencies after periods

of working elsewhere. These decisions must be reported to the Commissioner.

No agency chief executive reported using this power during the reporting period.

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“*Determination 7: Management of Excess Employees – Redeployment, Retraining and Redundancy* came into effect on 19 March 2015.”

## 1.5 CODE OF ETHICS

The *Code of Ethics for the South Australian Public Sector* is the Code of Conduct for the purposes of the *Public Sector Act 2009*, and all public sector employees are bound by it.

The Code of Ethics has the following objectives:

- to guide and support public sector employees in all of their professional activities
- to strengthen public confidence in the public sector
- to earn respect from citizens, government and employees for the public sector as an institution which is critical for good government in South Australia
- to set out the standards of professional conduct expected of every employee.

The Code of Ethics was issued on 1 February 2010. During the reporting period the Office for the Public Sector worked with the Crown Solicitor's Office to redraft the Code of Ethics to ensure its relevance to the opportunities and challenges that face modern South Australia.

The redrafted Code incorporates the views provided by employees and other stakeholders since the Code was last issued in 2010 and was the subject of targeted consultation during the reporting period.

### 1.5.1 INVESTIGATIONS INTO BREACHES OF THE CODE OF ETHICS

There were 445 investigations into breaches of the Code of Ethics during the reporting period, which is an increase of 2.2 per cent based on the previous reporting period.

In 117 cases a breach was found, while in 56 cases no breach was found.

Most breaches related to:

- professional behaviour (41%)
- work health and safety (13%)
- use of computer (9%).

272 investigations were still to be finalised at 30 June 2015.



## Principle 6. Ethical behaviour and professional integrity

### Training to support a culture of ethical behaviour

The Department of Treasury and Finance provides training to all employees on the Code of Ethics and ethical decision making in "Fraud and Corruption Prevention Training". This interactive course is available through the OurDevelopment learning management system and is mandatory for all staff to complete every three years.

The training aims to enhance awareness of the principles of business ethics and the importance of a strong ethical culture, increase knowledge of the Department of Treasury and Finance's ethical framework and how to apply it, and provide guidance to employees on what to do if they discover or suspect fraud, corruption, or other criminal conduct, maladministration or misconduct.

Key topics addressed in the training include:

- the professional conduct standards as outlined in the *Code of Ethics for the South Australian Public Sector*
- Whistleblower's protection
- fraud, corruption and maladministration including obligations to report under the *Independent Commissioner Against Corruption Act 2012*
- risks to the Department of Treasury and Finance.

The training also includes information on the Department of Treasury and Finance's *Fair Treatment in the Workplace* contact officer program.

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## 1.6 WHISTLEBLOWER DISCLOSURES

Section 7 of the *Public Sector Act 2009* requires that:

“Each public sector agency must ensure 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 *Public Sector Act 2009* states that:

“the Commissioner’s annual report to the Minister must include 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 disclosures were made to the Commissioner for Public Sector Employment during the reporting period.

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## 1.7 REVIEWS OF EMPLOYMENT DECISIONS

### 1.7.1

#### INTERNAL REVIEWS

The *Public Sector Act 2009* states that:

“An employee aggrieved by an employment decision of a public sector agency directly affecting the employee may apply for an internal review of the decision by the public sector agency.”

There were 75 applications for review by the employing agency during this reporting period.

### 1.7.2

#### PUBLIC SECTOR GRIEVANCE REVIEW COMMISSION

The Public Sector Grievance Review Commission is established under Schedule 2 of the *Public Sector Act 2009*. There is a Presiding Commissioner and two Assistant Commissioners.

Subject to conditions, a public sector employee aggrieved by an employment decision of a public sector agency that directly affects the employee may apply to the Commission for a review of the decision.

11 matters were carried over from 2013-14 and 32 applications for external review were received by the Commission during 2014-15.

During 2014-15:

- six applications were withdrawn by employees of the Police Ombudsman and the Department of Planning, Transport and Infrastructure
- one application was conciliated by the Department for Correctional Services
- the Commission found it had no jurisdiction to hear ten applications from employees of the Department for Correctional Services, Department of Planning, Transport and Infrastructure, Attorney-General’s Department, Department for Education and Child Development, Department for Communities and Social Inclusion, Courts Administration Authority, South Australia Police and TAFE SA.

The remaining 26 applications resulted in hearings, with two applications yet to be heard.

15 employment decisions were affirmed and nine were not. In most cases the Commission made recommendations in relation to the matters reviewed.

“The *Public Sector Act 2009* states that an employee aggrieved by an employment decision of a public sector agency directly affecting the employee may apply for an internal review of the decision by the public sector agency.”

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## 1.8 WORKFORCE INFORMATION

The Office for the Public Sector conducts a comprehensive census of all South Australian public sector agencies on behalf of the Commissioner for Public Sector Employment in accordance with section 19 of the *Public Sector Act 2009*. Prepared annually, the information provides a wide range of data about the sector and is a significant tool for meeting the government's objective of ensuring accountability in the public sector.

The report includes information on public sector employee numbers (headcount and FTEs), employee turnover, tenure, sick leave, appointment types, executives, age profile, and key indicators of diversity (including women in leadership, employees with disabilities, diverse cultural backgrounds and Aboriginal and/or Torres Strait Islander employees).

The Workforce Information Collection is the only comprehensive public sector-wide employee demographic data collection in South Australia and details the sector's demographic profile as at the end of June each year. It is in high demand for making evidence-based decisions on key policies that require reliable information on the characteristics of the South Australian public sector.

During the reporting period an interactive Workforce Information Data Dashboard was developed and published on the Office for the Public Sector website. The Dashboard enables the workforce information to be explored in a simple, user-friendly way. The Dashboard includes a 'year at a glance' summary, comparison of agency data to public sector averages, and five-year data trends.



### Principle 1. Public focus Changing attitudes to safety with the Road Awareness Program

Since 2005, the South Australian Metropolitan Fire Service has delivered the Road Awareness Program, a road safety program aimed at secondary school students and other high-risk road users.

The program was implemented as a strategy to reduce the number of young South Australians involved in road crashes.

The program measures participant attitudes towards high risk road use behaviours. Participants undertake a self-risk assessment about their road use before and after the program. A follow-up assessment is undertaken after three months to measure the long term effectiveness of the program.

The program has consistently received high satisfaction ratings among participants and participant supervisors (for example attending

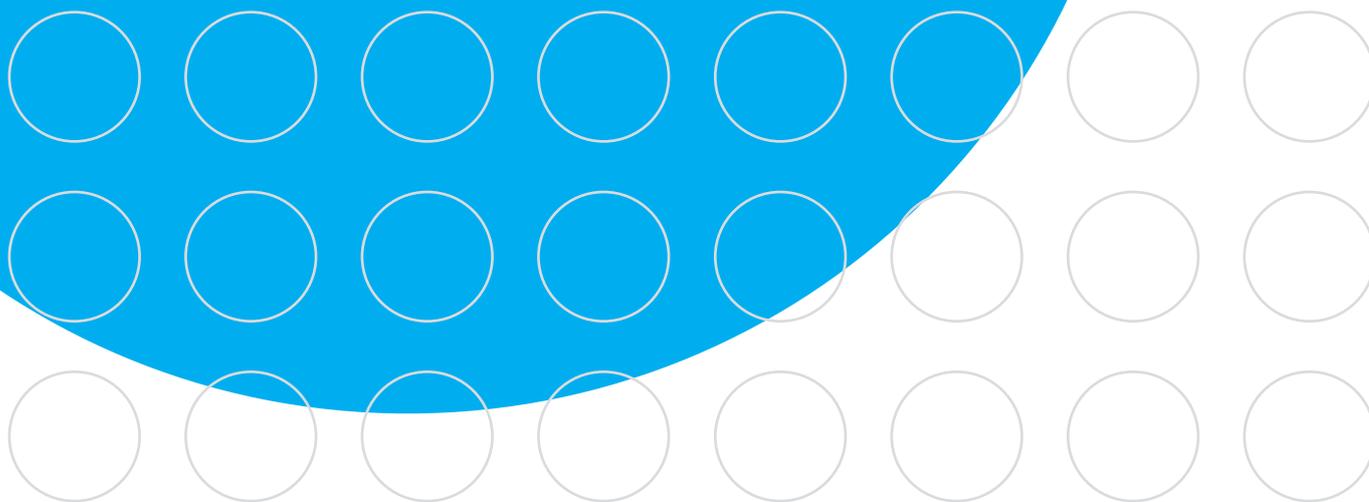
teachers). More importantly the program has consistently achieved high levels of self-assessed changes in risk appetite among participants.

Statistics are recorded of the level of risk participants are willing to take on the road prior to the Road Awareness Program presentation. An overall average of 71 per cent of participants are willing to be risk takers. There is a 100 per cent change of attitude and willingness of participants to adopt safer road behaviours following the presentation.

The ability to measure the success of the program in influencing attitudinal change in participants led to additional government funding and later, access to private sector sponsorship that has allowed an expansion in the number of programs conducted annually and in overall participant numbers which in the 2014 calendar year was recorded as in excess of

# 2.0

# OUR PEOPLE



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## 2.1 LEADERSHIP DEVELOPMENT

Leaders play a critical role across all levels of the public sector workforce. As changes in government operations continue to shape their role, public sector leaders must evolve and keep abreast of how technology, the economy and the environment impact their function and importantly, how to truly engage with our citizens.

Public sector leaders must be able to operate beyond the boundaries of individual agencies. While strong leadership performance at the agency level remains important, we need leaders to unlock the transformation and innovation needed for “one public sector”.

Consequently, the focus of leadership development is transitioning towards building collective leadership. This work has started at the most senior levels, with the introduction of roundtable sessions for chief executives and deputy chief executives.

The roundtables provide an opportunity for our most senior executives to hear from leading thinkers in public sector administration and to collectively work through leadership issues.

During the reporting period the Office for the Public Sector negotiated a partnership agreement with the Australia and New Zealand School of Government (ANZSOG) which provides access to tailored learning programs for current and future public sector leaders.

Through the Sir Doug Nicholls and Lady Gladys Nicholls Indigenous Scholarships Program, the Office for the Public Sector fully funded an Aboriginal leader to participate in the Governor's Leadership Foundation program. The Office for the Public Sector also partly funded four scholarships for Aboriginal leaders to participate on the Integral Leader program through the Leaders Institute of South Australia.

The Office for the Public Sector has continued its collaboration with the University of Adelaide for senior executives to undertake the Transformative Leadership Program. This program, delivered in conjunction with the University of Texas, has been developed specifically to meet the needs of senior, or soon-to-become-senior leaders. It is designed to enhance the complex thinking capabilities of high-performing professionals who are already able to think strategically, work effectively in teams, and who are open to new perspectives.

Participants gain international perspectives from executives in the Texan public sector. There were 15 participants in the program this year, with a significant increase in participation of women. The participation of women increased to 60 per cent this year, up from 30 per cent in previous years.

The Institute of Public Administration (South Australian Division) and the Senior Management Council of the Government of South Australia worked cooperatively again this year to realise agreed joint objectives and priorities, including:

- promoting ethical standards and integrity in the practice of public administration
- providing a high quality, relevant program of events and forums which equips members with the knowledge and information to meet the demands of their role and thus ensure a vibrant and valuable public sector
- providing innovative, relevant professional development training sessions and extended programs which equip members with the skills to meet the demands of their role
- providing diverse activities which support the professional and personal ambitions of public sector employees, and the development of strategic partnerships and alliances with all sectors of government and the not for profit and community sectors as appropriate.

During the reporting period the Institute of Public Administration South Australian Division delivered 48 events, forums and workshops attended by 3,129 public sector employees.

During the same period 1,846 public sector employees attended 43 professional development courses delivered on 127 occasions covering four themes: career management and self development, core skills for the public sector (including workplace communications and writing), financial management, and strategic and technical leadership.

### 2.1.1

#### **PUBLIC SECTOR MANAGEMENT PROGRAM**

The Public Sector Management Program is delivered by the Queensland University of Technology across Commonwealth, State and Local Government sectors. The Public Sector Management Program develops mid-level managers in a flexible and dynamic learning environment and has a 22-year track record of success.

The training provides a curriculum directly related to the public sector and incorporates work-based learning, study workshops and a virtual learning environment.

The Public Sector Management Program targets emerging leaders in the public sector and is designed to broaden knowledge of government and promote productive business relationships. It also develops participants' capacity to:

- understand and effectively manage the business of government
- think systemically in an ambiguous and contestable world
- be accountable and be held to account
- become reflective practitioners
- manage relationships for customer and business outcomes
- enable self and others for productivity.

Successful completion of the course qualifies participants for a Graduate Certificate in Business (Public Sector Management).

During the reporting period 83 public sector employees completed the Public Sector Management Program, and a further 37 commenced the course.

### 2.1.2

#### **SOUTH AUSTRALIAN EXECUTIVE SERVICE**

The South Australian Executive Service was established in 2007 to ensure that the public sector has high performing leaders who have a shared sense of purpose and direction.

Throughout the reporting period the South Australian Executive Service program continued to improve executive performance through targeted development opportunities. The program aims to foster exceptional leadership, collaboration, vision, mobility, flexibility and continuous improvement.

During the reporting period 18 new executives were inducted through the South Australian Executive Service program. The Office for the Public Sector coordinated four seminars for South Australian Executive Service executives covering topics such as innovation in the public sector, leading transformational change, economic policy and the reform agenda for a modern public sector.

## 2.2 WOMEN IN SENIOR ROLES

**TABLE 1: WOMEN IN SENIOR ROLES, JUNE 2014**

Strategic Plan	Lead Agency	Goal	June 2014
<b>Target 30</b>	Office for Women	Increase the number of women on all State Government boards and committees to 50% on average by 2014, and maintain thereafter by ensuring that 50% of women are appointed, on average, each quarter (baseline: 2004).	Women held 48.08 per cent of positions on State Government board and committees.  Represents an increase of 14.4 percentage points from the January 2004 baseline figure of 33.62 per cent.
<b>Target 31</b>	Office for Women	Increase the number of women chairing State Government boards and committees to 50% by 2014 (baseline: 2004).	Women held 40.0 per cent of chair positions on Government boards and committees.  Represents an increase of 16.37 percentage points over the April 2004 baseline figure of 23.83 per cent.
<b>Target 52</b>	Office for the Public Sector	Have women comprising half of the public sector employees in the executive levels (including Chief Executives) by 2014 and maintain thereafter (baseline: 2003).	Women comprised 43.1 per cent of all public sector executives.  Represents an increase of 13.7 percentage points over the June 2003 baseline figure of 29.4 per cent.

### 2.2.1

#### WOMEN ON STATE GOVERNMENT BOARDS AND COMMITTEES

The Office for Women actively promotes gender equity and positive change for women. They work closely with women's groups and organisations as well as with the Government's advisory group on women's issues, the Premier's Council for Women.

To support the ongoing appointment of women to boards and committees the Office for Women initiated the Premier's Women's Directory, which is an online register of women seeking board appointments. At 1 June 2015 the directory contained 515 resumes of 'board-ready' women. The directory now operates online and applicants for board and committee memberships can quickly and easily enter and update their own profiles for viewing by prospective organisations.

During 2014-15 the Office for Women has been proactively developing and supporting opportunities including:

- providing training for prospective women wishing to serve on a Board or Committee:
  - 25 fully-funded scholarships were made available for the 'Introduction to Governance' course facilitated by the Australian Institute of Company Directors.

- supporting initiatives by the Office for Recreation and Sport to increase the number of women participating in sport governance:
  - on 28 April 2015 the Office for Recreation and Sport held a 'Business Meets Sport' networking event for sporting organisations to meet with women who are interested in serving on boards. Women with experience or interest in sport who had registered on the Premier's Women's Directory were also invited to this special event.
- supporting public sector women's groups to develop their strategic plans and events
- raising awareness of the Office's aims and strategies by speaking at women's leadership events, such as those for regional women, Aboriginal women and women working in non-traditional backgrounds.

**48%**



of positions on Government boards and committees were held by women at 30 June 2015.

## 2.2.2

### FEMALE EXECUTIVES

Women continue to be under represented in executive roles, including chief executive roles, in the public sector. Inversely, women are over represented at lower-classified, largely administrative, roles. South Australia's Strategic Plan Target 52 seeks to address this inequity by having women comprise 50 per cent of public sector executives (including chief executives).

The latest data (June 2014) indicates that further work is required and shows that of the 1,297 executives in the sector 559 (or 43.1 per cent) were women. This compares to the baseline data (June 2003) of 29.4 per cent and represents an increase of 13.7 percentage points across the eleven year period.

## 2.3 EMPLOYEES WITH A DISABILITY

As part of developing a skilled and sustainable workforce, South Australia's Strategic Plan Target 50 calls for a ten percent increase in the number of people with a disability employed in South Australia by 2020. While the target is for the entire South Australian workforce, supporting the employment of people with disability is a key focus of the public sector's commitment to workplace diversity.

The Department of State Development provided \$100,000 to Disability Works Australia in 2014-2015 which enabled 94 people with disability to be added to the register and assisted 50 people with a disability to gain employment in the public sector during the reporting period. These funds support the management of the Disability Employment Register for eligible people with disabilities seeking

employment in the sector. The employment register is established as an employment opportunity program under the *Public Sector Act 2009*.

Change@SouthAustralia recently partnered with the Equal Opportunity Commission and the Department for Communities and Social Inclusion to complete a 90-day project aimed at increasing public sector employment of people with a disability. The project identified a number of resources, service providers, tools and information to assist with the recruitment and ongoing employment of a person with disability. The project aimed to target five new positions for people with a disability. During the reporting period six people were appointed (2 are job sharing) and there is a commitment to fill another three full-time positions.



## Principle 5. Employer of choice A new approach to disability employment

The Department of the Premier and Cabinet established an Equal Opportunity Pool in April 2014 by engaging with Disability Works Australia to screen potential candidates and established a pool of five people to provide employment and training opportunities.

Candidates recommended for placement in the Equal Opportunity Pool were provided with priority consideration, behind work injured and excess employees, for appointment to suitable short-term vacancies within the department.

The five successful candidates placed in the pool were given priority consideration over a period of 12 months. As a result of the establishment of the Equal Opportunity Pool a number of positive employment and development outcomes were achieved for the participants with disabilities:

- one participant completed a two month placement with Shared Services SA and was

successful in securing full time employment in another organisation.

- one participant was placed within Shared Services SA on an initial six week contract and then re-engaged for another placement in another team within Shared Services SA. Following the Shared Services SA placement opportunities, Disability Works Australian have confirmed that the participant has found full time employment within another government department.
- one participant was engaged within Service SA on a 12 month contract.

New participants are currently being sourced for the Department of the Premier and Cabinet's Equal Opportunity Pool and one new candidate has already been offered a three month opportunity within Shared Services SA.

## 2.4 ABORIGINAL EMPLOYMENT

**TABLE 2: ABORIGINAL EMPLOYMENT IN THE SOUTH AUSTRALIAN PUBLIC SECTOR, JUNE 2014**

Strategic Plan	Lead Agency	Goal	June 2014
<b>Target 53</b>	Department of State Development	Increase the participation of Aboriginal people in the South Australian public sector, spread across all classifications and agencies, to 2% by 2014 and maintain or better those levels through to 2020 (baseline: 2003).	Aboriginal people held 1.63 per cent of public sector positions.  Represents an increase of 0.71 percentage points over the 2003 baseline figure of 0.92 per cent.

South Australia's Strategic Plan Target 53 aims to increase the participation of Aboriginal people in the South Australian public sector spread across all classifications and agencies to 2% by 2014 and maintain or better those levels through to 2020.

Despite this target, Aboriginal people continue to be under represented in the South Australian public sector.

Since the baseline was set in 2004 the proportion of Aboriginal people in the South Australian public sector has increased from 1.1 per cent to the current 1.63 per cent. It is notable that the actual number of Aboriginal employees has increased between 2004 and 2014 from 930 to 1,683 employees.

Aboriginal employees predominantly remain in lower level administrative positions. Approximately 1 per cent of Aboriginal public sector employees are in middle manager, senior manager and executive categories, which is significantly less than the 4.3 per cent of non-Aboriginal employees in these classification categories.

Achievement of 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 that are directed at increasing the number of Aboriginal employees and the representation of Aboriginal people in managerial roles.

The Jobs4Youth program commenced in February 2014 with a particular focus on attracting people from low-socio economic areas, Aboriginal and/or Torres Strait Islander candidates, those with declared disabilities and those who are culturally and linguistically diverse. This focus has continued in the second year of the program.

In 2014, the first year of Jobs4Youth, 188 trainees were appointed to public sector agencies. Of those trainees, 54 identified as Aboriginal and/or Torres Strait Islander.

Recruitment for the second year of the program is well on its way, with new recruits commencing between March and November 2015.

During the reporting period the Department of State Development continued to support agencies to recruit and retain Aboriginal people through:

- providing strategic advice on culturally appropriate recruitment and retention practices
- promotion of vacancies through the Aboriginal Employment Network
- aligning labour supply with public sector demand
- supporting career pathways of existing Aboriginal public sector employees.

The Aboriginal Employment Public Sector Industry Cluster was formed in 2012, as part of the Governors Aboriginal Employment Industry Clusters Program, and is co-chaired by the Commissioner for Public Sector Employment and the Commissioner for Aboriginal Engagement. During the reporting period priorities for the cluster were:

- developing a cultural competency and inclusion framework
- consistent recruitment and retention processes
- identifying and determining demand for public sector jobs.

The main activities undertaken to support these priorities occurred as part of a Change@SouthAustralia 90-day project, 'Aboriginal employment career pathways in the public sector'. This project included a targeted engagement with South Australian public sector Aboriginal employees through an online workforce survey and a face-to-face forum held in Adelaide in June 2015.

Over 150 Aboriginal public sector employees attended the forum and provided valuable information about issues and challenges, as well as individual, departmental and whole of government activities that could assist in providing career pathways for Aboriginal employees within the public sector.



## Principle 5. Employer of choice

### Developing a learning culture with a Learning Management System

The Department of the Premier and Cabinet knows that success is linked to the competency and abilities of its people. The department has been continuously working to create an environment where people have the opportunity to develop and realise their full potential. This environment is critical to creating a department where people care about how they perform, are always looking for ways to improve and are constantly learning and developing the skills they need.

The department took a significant step towards improved performance review and training this past financial year by testing and implementing a Learning Management System (LMS). Known as OurDevelopment, the system will provide an innovative approach to learning which allows the department to host online training which can be used on any computer with access to the internet, at any time.

OurDevelopment will streamline learning and development processes and enable the department to quickly and efficiently deploy more training

for the benefit of more people both face-to-face and online. The system facilitates faster and more consistent education across the department.

The system also streamlines the performance review process, which includes identifying and addressing development needs as quickly as possible. Outcomes of performance reviews are recorded and stored as part of a continuous review and development approach.

OurDevelopment allows the department to assign and deliver mandated training to the right people to help ensure compliance.

There will always be a place for face-to-face training, but it will not always be possible to release large numbers of people to attend programs at the same time. Providing an online and on demand system like OurDevelopment will help employees to access crucial training in much shorter timeframes at a time and place that is convenient to them. The system also enables the Department of the Premier and Cabinet to invest its training resources more wisely.

## 2.5 RECRUITMENT

### 2.5.1

#### JOBSSA

JobsSA provides centralised online access to South Australian public sector jobs. Launched in February 2015 to replace the outdated Notice of Vacancies, JobsSA was designed and developed by the Office for the Public Sector in conjunction with ServiceSA.

The new system is much easier to use than the one it replaced and has a simpler search interface and improved job notification emails. It is also mobile-friendly, allowing people to search for jobs on a range of electronic devices.

JobsSA posts jobs on a daily basis, an improvement on the old site's weekly posting schedule. From the launch date to the end of the reporting period 2,822 public sector positions have been posted.

The new system benefits the sector by:

- providing agencies with increased flexibility and control over their job advertisements
- improving the vacancy-matching functionality for excess employees
- complementing the new Redeployment, Retraining and Redundancy policy.



**2,822** public sector positions were posted on JobsSA between 23 February 2015 and 30 June 2015.

## 2.5.2

### **JOBS4YOUTH**

The Jobs4Youth program commenced in February 2014 as an initiative of the *A Modern Public Service* policy and aims to help reduce youth unemployment by recruiting 200 young people to the South Australian public sector each year until 2017. A particular focus is attracting people from low-socio economic areas, Aboriginal and/or Torres Strait Islander candidates, those with declared disabilities and those who are culturally and linguistically diverse.

Jobs4Youth trainees take on a 12-month full-time position working in a public sector agency, during which they study a nationally accredited Certificate III qualification. Once the required training has been successfully completed and as a result of the skills and experience they have been able to develop, trainees are able to better consider their future employment. If deemed successful at the end of their traineeship, the trainee may be offered ongoing employment in the public sector.

In 2014, the first year of Jobs4Youth, 188 trainees

were appointed to public sector agencies. Of those trainees, 54 identified themselves as Aboriginal and/or Torres Strait Islander.

The majority of trainees were appointed to administrative roles and commenced work in the period from March to September 2014. These trainees continued their training throughout the reporting period.

In 2015 Jobs4Youth expanded to include a wider range of traineeships. Trainees continue to take on a 12-month full-time position within a public sector agency and a Certificate III qualification.

The 2015 program also features graduate recruitment. A wide range of candidates with degrees are being sought to suit the range of requirements within public sector agencies.

Recruitment is well on its way, with new recruits commencing between March and November 2015. The focus continues to be on attracting candidates from low socioeconomic areas, Aboriginal and/or Torres Strait Islander people, those with declared disabilities and those who are culturally and linguistically diverse.



## **Principle 3. Collaboration** **Environmental improvements for Lake Bonney**

The Environment Protection Authority maintains a strong focus on delivering an improved environment in South Australia. Over the last three years, the Environment Protection Authority has led a collaborative project with the local community, industry groups, scientists and other government agencies to rehabilitate Lake Bonney, a large coastal lake about ten kilometres south of Millicent in South Australia's South East.

Primarily due to the adverse effects of several drainage schemes and a variety of land uses, the Lake Bonney region has changed significantly since European settlement. The Environment Protection Authority had been concerned about Lake Bonney's water quality due to contamination from the operation of several historic mills.

To address these concerns the Environment Protection Authority embarked on a three year project to assess the condition of Lake Bonney and plan for any required remediation. The project actively partnered with the local community and Kimberly-Clark Australia, a large local industrial

stakeholder whose Millicent Mill is located close to Lake Bonney and has a strong interest in improving Lake Bonney's future water quality.

The partnership helped set a range of significant environmental values and standards for the future use and heritage of Lake Bonney, setting boundaries that Kimberly-Clark Australia, local industry and the general community were able to operate within.

The project has reignited the enthusiasm of the community and increased local interaction with Lake Bonney because activities like row boating, limited fishing and other recreational and economic activities are now possible.

Collaborating with local industry and the community has shown clear positive outcomes for the environment, the community and industry. Kimberly-Clark Australia has been recognised for its environmental improvements at their Millicent Mill and contribution to the South East region through the receipt of the Environment Minister's Award for a Cleaner Environment at the Banksia Awards.

### 2.5.3

#### **SOUTH AUSTRALIAN GRADUATE REGISTER**

The South Australian Graduate Register continues to support graduates to gain employment 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 proactively use the register to advertise and promote either a specific position or a multi-person graduate intake. It also supports public sector agencies by enabling recruitment processes such as short-listing graduates against a specific job vacancy.

As at 30 June 2015 there were 6,471 graduates listed on the register. There have been 1,313 new registrations since July 2014.

**TABLE 4: SOUTH AUSTRALIAN GRADUATE REGISTER INTAKE, 1 JULY 2014 TO 30 JUNE 2015**

Age Group (years)	Male registrations	Female registrations	Total
15-19	2	0	2
20-24	236	298	534
25-29	220	197	417
30-34	85	85	170
35-39	53	38	91
40-44	25	20	45
45-49	15	13	28
50-54	10	7	17
55-59	4	4	8
60-64	0	1	1
65+	0	0	0
<b>Total</b>	<b>650</b>	<b>663</b>	<b>1,313</b>



There have been **1,313 new registrations** on the South Australian Graduate Register since July 2014.

#### 2.5.4 INTERNSHIP PROGRAM

The Internship Program aims to strengthen partnerships between the public sector and The University of Adelaide, UniSA, Flinders University and Carnegie Mellon University. The program promotes the public sector as an employer of choice and provides students with practical work-based opportunities such as:

- providing critical analyses of important issues
- researching, drafting and developing strategies and policies.

The internship program has been successful in providing agencies with talented professionals that can develop and work on a range of projects.

South Australian public sector agencies are invited to submit a project proposal for a final year undergraduate or postgraduate university student. Once a student has been appointed, the agency provides the intern with a workplace supervisor/mentor and the resources required to complete the project over a three-month period on either a full- or part-time basis.

Through this program internship students acquire valuable work-based skills and experience and typically earn credit towards their degree. Agencies benefit from exposure to leading-edge concepts from a skilled, qualified and enthusiastic resource. In addition to a high volume of internships arranged by agencies, the Office for the Public Sector has coordinated 25 internships during the reporting period.

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## 2.6 REDEPLOYMENT

On 1 July 2014, the Government's policy commitment to 'no forced redundancy' ceased, as outlined in the 2013-14 Budget.

The Office for the Public Sector subsequently negotiated a new Redeployment, Retraining and Redundancy policy as part of the *South Australian Public Sector Wages Parity Enterprise Agreement: Salaried 2014*, which was approved by the South Australian Industrial Relations Commission in December 2014.

Following significant consultation with stakeholders, the Commissioner approved *Determination 7: Management of Excess Employees - Redeployment, Retraining and Redundancy* on 19 March 2015.

The Public Sector Variation Regulations 2015 were also made to ensure this Determination applied to all salaried employees and agencies covered by the Agreement. The Agreement applies to approximately 37,000 employees.

At 30 June 2015 there were 39 excess employees across the sector, a reduction of 111 employees (74 per cent) from those employees declared excess at June 2014 (150).

A focus on workforce planning, as well as the requirements of Determination 7, has reduced the likelihood of employees being declared excess. Agencies are being more active in pursuing and planning for alternative employment options within the sector.

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## 2.7 SAFETY AND WELLBEING

The public sector is a self-insured employer which means that agencies fund the costs of workers compensation liabilities. The Office for the Public Sector facilitates continuous improvement in public sector work health safety and injury management and supports agencies meet their legal and statutory responsibilities for safety and injury management.

The *Return to Work Act 2014* comes into effect from 1 July 2015. As a result existing injury management practices will have to change substantially.

During the reporting period the Office for the Public Sector undertook significant upgrades of its Self Insurance Management System to allow agencies to manage public sector workers compensation claims, process claim related payments, manage

rehabilitation, and comply with the legislative requirements of the new Act. Data from this system enables the Office for the Public Sector to measure workers compensation performance and to detect injury trends and emerging risks.

During the reporting period the Office for the Public Sector also worked closely with agencies to develop new or update existing documentation and work practices to ensure the sector realises the benefit of the changes.

The Office for the Public Sector has put in place three specific strategies to evaluate and drive improvement in safety and injury management performance:

- development of responsive strategy and policy to enable the sustainable improvement of safety outcomes

- independent evaluation of the design, implementation and effectiveness of public sector safety and injury management systems through the Audit and Verification System
- monitoring, analysing and publishing outcomes.

As the Safety and Wellbeing in the Public Sector 2010-2015 strategy expires on 30 June 2015, the Office for the Public Sector developed a replacement strategy during the reporting period that will build on progress to date. The strategy has a focus on emerging injury trends and addressing key areas for improvement across the sector, as identified by the Audit and Verification System.

New claims fell by 482 (11.1%) from 4,342 in the June 2010 base year to 3,860 in the 12 months to

June 2015. The new injury claims frequency rate (number of injuries per million hours worked during each 12 month period) fell by 4.4 (14.0%) from 31.5 in June 2010 to 27.1 in June 2015.

In 2014-15 the total workers compensation claims expenditure was \$123.7 million compared with \$107.1 million in 2013-14, an increase of \$16.6 million. The majority of the rise in expenditure came from increased lump sum payments. The introduction of the *Return to Work Act 2014* has seen the gross total workers compensation liability for the South Australian public sector fall from \$436.1 million to \$380.4 million for 2014-15.

## Principle 4. Excellence

### Improved performance monitoring for government schools



A key function the Department for Education and Child Development is to lead and manage South Australia's public education system. The aim is to deliver world-class education so that every child can achieve their full potential and have a positive outlook for their future.

During the reporting period the department initiated an External School Review of every government operated school. In addition to this initiative having the potential to support the department's ongoing operational needs, it can also provide valuable information from an external source in a number of very important areas such as:

- looking at ways to develop and enhance public confidence in the government school network
- ensuring that each government school is delivering the best possible educational outcomes for each student
- providing strategic direction so that schools can identify essential factors that drive further improvement and develop plans to ensure that they are implemented on an ongoing basis
- increasing the opportunity of leaders and leadership teams to meet and network with other teaching professionals within the Department for Education and Child Development to:
  - observe and participate in the 'end-to-end' External School Review process
  - learn about effective improvement practices and processes that may be in use at other government schools.

Schools are assessed based on five key focus areas that the department has identified as essential in the operation of a highly effective school.

The focus areas are:

- student learning
- effective teaching
- effective leadership
- school community partnerships
- improvement agenda.

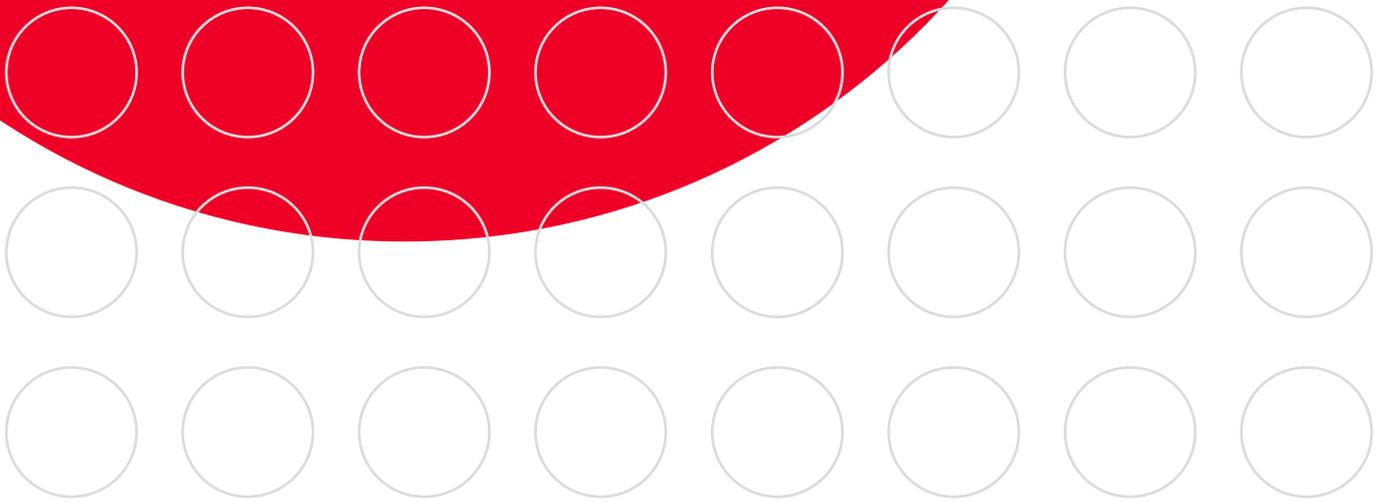
Reviews assess current standards and identify likely areas where the school can introduce changes and improvements, resulting in the development of an improvement plan with clear strategies, targets and measures to drive improvement. Achievement of the plan is reported in the school's Annual Report.

The External School Review process is a positive learning experience and provides valuable and objective evidence from an external perspective so that schools can critically identify improvement factors and focus on future progress. Feedback from school Principals confirms that the directions identified by the External School Review process are likely to deliver improvements.

The Department for Education and Child Development is monitoring the outcomes of this process in order to shape its broader policy and practices for the future. At the end of the reporting period 50 schools had been reviewed.

3.0

# CULTURE, INNOVATION AND REFORM



The South Australian public sector aims to provide a solid foundation of skills and experience as well as a culture that allows its employees to be innovative and increase productivity. Agencies are listening to their employees, are more open to accepting new ideas and introducing systems and practices that support employee involvement at the developmental level.

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## 3.1 PUBLIC SECTOR VALUES

The Public Sector Values were developed in early 2013 to create a shared culture to help the public sector work together to support the community and economy.

Values in Action: A guide to the South Australian public sector values provides information on each

of the values and articulates the behaviours that are expected from individuals and organisations.

During the reporting period the *Code of Ethics for the South Australian Public Sector* was redrafted to include the Public Sector Values to reflect the sector's ongoing commitment to cultural change.

## The Public Sector Values are:



### **SERVICE**

We proudly serve the community and Government of South Australia.



### **PROFESSIONALISM**

We strive for excellence.



### **TRUST**

We have confidence in the ability of others.



### **RESPECT**

We value every individual.



### **COLLABORATION & ENGAGEMENT**

We create solutions together.



### **HONESTY & INTEGRITY**

We act truthfully, consistently, and fairly.



### **COURAGE & TENACITY**

We never give up.



### **SUSTAINABILITY**

We work to get the best results for current and future generations of South Australians.



## **Public Sector Values**

### **Bringing values into everyday actions and conversations**

In order to clarify and better connect values to workplace behaviours the Department of Environment, Water and Natural Resources recently established a series of Values Workshops. The workshops were developed by the department's Organisational Reform Team and focus on employee input and engagement.

Employees undertake the workshop within their usual workgroup and are encouraged to identify and discuss values-based behaviours and recognise those that are unacceptable. A key behavioural change tool during the workshop is the development of a Department of Environment, Water and Natural Resources Commitment Statement which provides a focus for positive behaviours.

A number of Values Workshops have been held during which employees' commitment to sustainable behavioural change has been evident. This acceptance is enabling cultural change at the local level and progressively generating organisational change. The Organisational Reform Team is planning for the future by providing employees with the opportunity to be trained as workshop facilitators.

Current outcomes from the Values Workshops have shown that employees supporting other employees can help sustain values-based behaviours.



## Principle 5. Employer of choice

### Inviting employee feedback to help shape the future

In May 2015, the Department of State Development implemented the High Performing Workplace Index survey as a tool to support continuous improvement and implementation of the department's *Strategic Directions 2015-18*. The survey enabled the department to assess workplace productivity and its drivers, in addition to identifying strengths and areas for improvement.

Employees from across the department were invited to share their perceptions on a range of performance measures including productivity,

innovation, culture, fairness, leadership, and customer service. Approximately 52% of employees responded to the survey.

The survey results will be used to inform a range of initiatives in line with the department's High Performing Agency strategic goal. The survey will also inform specific strategies and improvement actions at the local level. Staff feedback will again be invited as action plans to address improvement areas are progressed.

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### 3.2 WORKPLACE FLEXIBILITY

The Flexible Workplace Futures project focuses on identifying and adopting ways that public sector workplaces can be flexible while improving productivity and innovation. The project commenced in 2014 as a Change@SouthAustralia project and resulted in the completion of the current Commissioner's *Guideline and Determination: Flexible Workplaces*.

The project is continuing, with a core group of the initial project team examining the place of technology as an enabler of flexibility, activity based working, flexible work and rosters and exploring best practice.

The Equal Opportunity Commission, with partnering agencies from across the sector, aims to:

- raise awareness of the benefits of flexible working arrangements in terms of business outcomes
- implement flexible work policies and practices more consistently across the sector
- embed ongoing cultural change.

The online package of information on flexible working was downloaded 8,789 times between 1 July 2014 and 31 March 2015.



The online package of information on flexible working was **downloaded 8,789 times** between 1 July 2014 and 31 March 2015.

### 3.3 90-DAY PROJECTS

At 30 June 2015, 63 Change@SouthAustralia 90-day projects had been completed since the program's inception in 2012.

The projects provide a platform for the public sector to collaborate and innovate with communities and businesses on issues of key importance to the future of South Australia. The projects have built partnerships with 18 local businesses, industry organisations and not-for-profit organisations. They have also had direct involvement from more than 2,000 businesses and community members.

In 2014-15 Change@SouthAustralia offered 'design workshops' as a unique service, in which projects teams are coached through a tailored methodology to define issues and solutions and identify and understand customers, partners and stakeholders.

The key issues addressed through the projects were service delivery, process and productivity

improvement, economic development and community capacity and welfare.

In 2014-15 Change@SouthAustralia provided consultancy services for 17 projects, including:

- Aboriginal employment career pathways in the public sector
- Addressing trade waste concerns in the food and beverage industry
- Improving the discharge of complex patients into aged care
- Developing the South Australian camel industry.

In addition to these projects many more have been completed by agencies working unilaterally with their partners. This fulfils one of the core aims of the program, which is to help build capabilities in change management and embed new ways of working in public sector agencies.

## Change@SouthAustralia 90-day projects Developing solutions for road transport in agriculture



A Change@SouthAustralia 90-day project that brought together Primary Industries and Regions South Australia, the Department of Planning, Transport and Infrastructure and Primary Producers SA has identified the road transport issues that this State's agricultural sector perceived as inhibitors to productivity and developed a new partnership approach to creating a modern transport system for agriculture.

South Australia's farmers have long sought a simplified system of road transport regulation and approvals across the State, as well as greater consistency across local government and State borders.

The strong views and concerns expressed by South Australian farmers on this subject reflect the importance of transport to economic viability in the agricultural sector. It has been estimated, for example, that the cost of road freight services from the farm gate to market may account for anything

up to 21 per cent of total costs. A detailed survey was developed and made available to primary producers, transport operators, local government, Regional Development Australia groups and other key stakeholders via the Primary Producers SA website.

Close to 1000 issues were raised in the survey, which were grouped into three categories for further consideration and possible action: short term (could be addressed within 12 months, subject to resources), medium term (1-5 years), and long term (5+ years and requiring further scoping).

The table below highlights the outcomes that were completed as part of the project process.

The project team reported that the 90-day project model was an effective way of focusing energy and ideas and bringing together the staff of two departments to work together collaboratively.

PROJECT OUTCOME	PRODUCTIVITY GAIN
Approval for BAB quad and ABB quad road train access to the 53.5 metre road train network between the Northern Territory border and Port Augusta.	At least 8%
Amending the existing South Australian tri-axle dolly policy to be nationally consistent.	At least 6%
Approval for HML heavy vehicles to access a number of Viterra grain sites.	At least 14%
Upgrading the road access on Carslake Road, Dublin from General Mass Limit (GML) to High Mass Limits (HML).	At least 14%
Increasing from 100 km to 160 km the travel radius beyond which a primary producer must carry and fill out a heavy vehicle fatigue work diary.	Up to one hour per day per driver
Establishing a common registration date to make it easier for a farmer to register multiple farm vehicles.	N/A

### 3.4 HIGH PERFORMANCE FRAMEWORK

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

- provide a means for agencies to monitor, evaluate and improve performance against specific criteria
- ensure agencies are aligned to the policy directions and strategic objectives of the government
- provide a practical approach to building productive partnerships across agencies.

The High Performance Framework was designed in 2009. Over the last financial year the Office for the Public Sector has been working with agencies to pilot a redesigned version of that Framework.

The ambition for the redesigned Framework is that it will help leaders at all levels better understand

and communicate the public value of their agency, division or team. The updated framework provides a common language and understanding of standards around leadership, culture, and capability.

Over the last financial year the following organisations have piloted features of the updated Framework:

- The Department for Education and Child Development
- The Department of Treasury and Finance
- The Education and Early Childhood Services Registration and Standards Board of SA
- Regions SA
- Attorney-General's Department.

Application of the tool enables leaders to evaluate practice and better understand the strengths and opportunities of their organisational system.



## High Performance Framework Culture of innovation

In 2011 the Department of Treasury and Finance undertook a review of the department using High Performance Framework. Results showed that only 25.2% of employees agreed that department was an innovative organisation. The department conducted another review during 2013 and received a similar result.

In late 2013 the department responded to the results by targeting innovation as a key area for improvement and put a strategy in place to create a culture of innovation.

The results provided an opportunity for the department to have a discussion with staff at all levels about innovation. The conversation was as much about recognising existing innovation as it was about increasing the level of innovation across the department. To be successful the department needs to be innovative to implement change that delivers beneficial outcomes, such as enabling the state government to successfully deliver change with every State Budget.

The department engaged with staff who were interested in innovation to form the INNnovation roundtable — a voluntary group with more than 60 members. Strict governance or membership rules were not applied and individuals were asked to contribute what they could. Mistakes were made, but learnt from.

The INNnovation roundtable initially focused on collecting, investigating and implementing

ideas. It soon became apparent that there were many innovations being implemented across the department without the need for a centralised idea collection. Since its beginnings, the INNnovation roundtable has evolved into a vibrant forum for sharing, and learning from, innovation experiences.

During the reporting period the department's Executive Management Group signed the 2015 Innovation Statement. This showed their support for the four governing themes that were developed by the INNnovation roundtable:

- reduce costs, improve efficiency and productivity
- provide a better service to customers and better engagement with stakeholders
- continue being an employer of choice
- develop to sustain innovation.

These themes guide the work of the INNnovation roundtable and provide structure for discussions at general meetings, with external experts at outreach sessions, and at pop-up innovation hubs.

Reported perception of innovation has now doubled in the Department of Treasury and Finance as shown in their 2015 High Performance Framework Employee Perspectives survey results. In 2015 49.7% of employees agreed that the department is an innovative organisation. This shows a significant improvement from the 2011.

## 3.5 CUSTOMER SERVICE

On 14 August 2014 the Premier announced the Economic Priorities to help South Australia thrive. As part of the Economic Priorities, the Government has committed to creating a culture of service excellence in the public sector. Customer complaints are crucial in identifying when services are not being delivered as planned.

Despite some examples of good practice, the Ombudsman reported in November 2014 that complaint handling across the public sector is largely unplanned and inconsistent, and recommended a number of improvements for managing complaints.

In response to the Ombudsman's recommendations, the Office for the Public Sector included a new requirement in *Department of the Premier and Cabinet Circular 13: Annual Reporting Requirements* that agencies report on the number and type of complaints received and the corrective actions undertaken.

During the reporting period the Office for the Public Sector also drafted a new Department of the Premier and Cabinet circular that requires agencies to have a complaint management system that is consistent with the Australian and New Zealand Standard on complaint management.



## Principle 2. Responsiveness

### Increased productivity and better service for liquor licencing

Consumer and Business Services is responsible for liquor licensing and regulating and controlling the sale, supply and consumption of liquor in South Australia and aims to do this with a minimum of 'red tape' and inconvenience to the public.

Consumer and Business Services recently conducted a review of its Limited Liquor Licensing application process for events in public places where alcohol is precluded from sale but may be provided on a BYO basis such as quiz nights and other school and local community events.

The review analysed current licensing processes and initiated an engaged with staff to establish and assess the risks, benefits and opportunities to improve the Limited Liquor Licensing process while removing unnecessary regulatory burdens on applicants.

The major aims of the process review were to:

- release personnel from minor licensing processes to more effectively deal with issues and matters that arise from complex licensing reviews and applications
- simplify the application process to reduce the time taken for applications and approvals
- identify and quantify direct savings and productivity gains.

Recommendations were implemented in three stages:

#### 1. Reducing administration

Unnecessary administrative processes were removed, reducing the application process from 22 steps to 16. Projected annual savings and productivity gains were \$25,000.

#### 2. Changing the application process

The manual application process was eliminated and in its place an online process was launched that simplified the application process and provided applicants with a clear record of their application for future reference. Projected annual savings and productivity gains were \$32,000.

#### 3. Licensing review

The Liquor Licensing Act 1997 and Regulations were reviewed to simplify existing requirements. Consumer and Business Services assessed and recommended that the application process not apply to specific community-based events such as those with no more than 100 attendees where alcohol was supplied but not sold. This measure has been successfully enacted in several interstate jurisdictions and has resulted in fewer applications being received and processed. Projected annual savings and productivity gains were \$36,000.

This constructive review process harnessed the internal expertise at Consumer and Business Services to reduce red tape and generate productivity gains. It provided projected annual savings of \$93,000 by evaluating the relevant risks and benefits of simplifying an important process that ultimately provides for community convenience and safety. The results retain existing standards and benefit applicants by improving access, convenience and consistency.

Consumer and Business Services is now better positioned to absorb ongoing financial constraints and use its resources more efficiently.

The Office for the Public Sector welcomes comments about this report and suggestions on how it may be improved. Feedback and enquiries may be directed to:

**The Office for the Public Sector**

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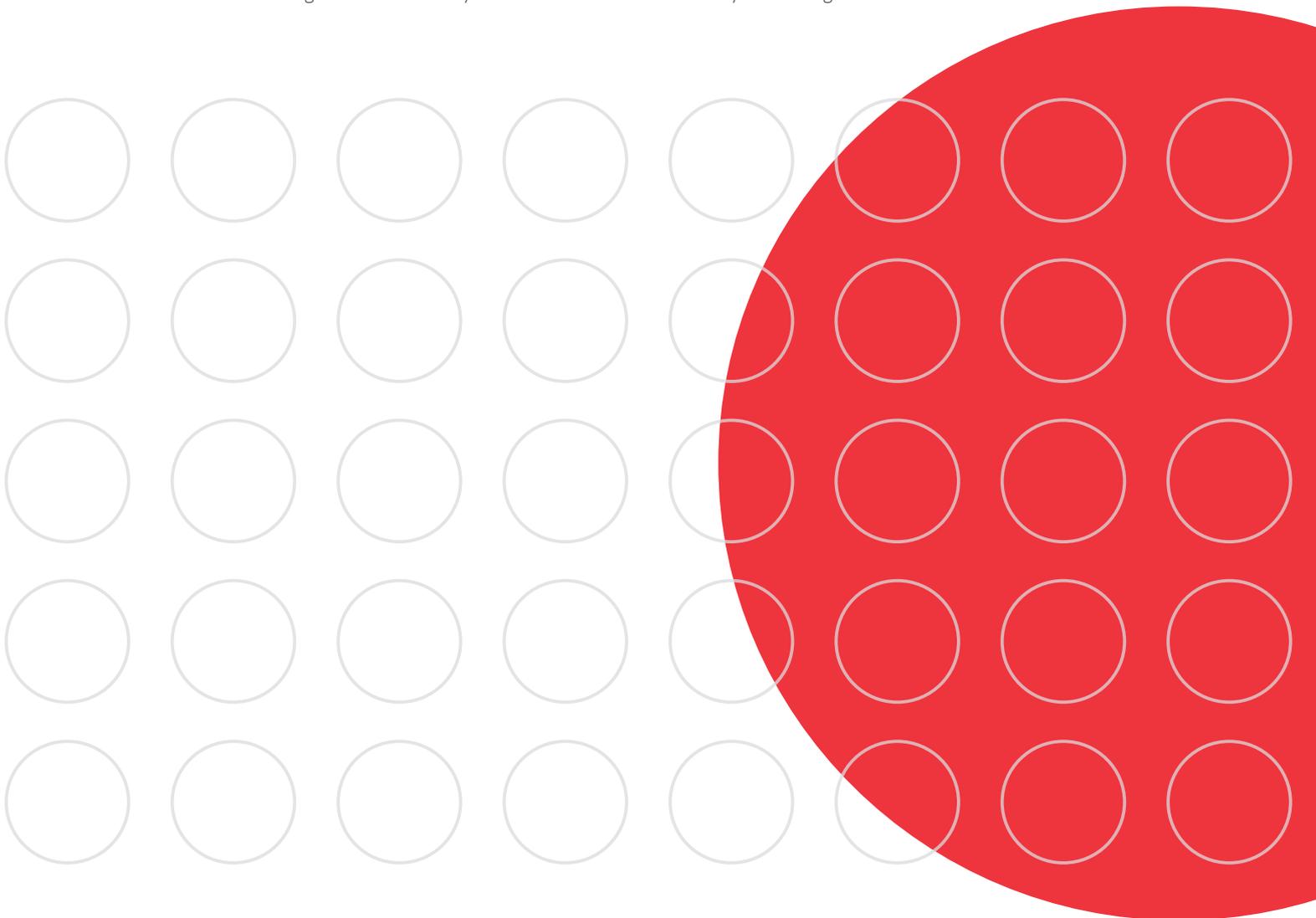
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