

# State of the Sector 2025

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STATE GOVERNMENT



**Government  
of South Australia**

Office of the Commissioner  
for Public Sector Employment



This artwork presents the journey of our Aboriginal public sector leaders and the support available to them through the Aboriginal Leadership Program (ALP), proudly offered through the South Australian Leadership Academy (SALA), Office of the Commissioner for Public Sector Employment (OCPSE).

Artist: **Karen Briggs**

As the Commissioner for Public Sector Employment, I acknowledge the Aboriginal people as the first peoples and nations of South Australia.

My office recognises and respects their cultural connections as the traditional owners and occupants of the land and waters of South Australia and that they maintain a unique and irreplaceable contribution to the state.

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# Commissioner's Foreword



## **The South Australian public sector in 2024–25 delivered positive change by championing inclusion, excellence, and integrity in service to our community.**

The South Australian public sector now exceeds 122,000 dedicated staff spanning five generations. We're harnessing the strengths of that multi-generational workforce through active knowledge sharing and collaboration that values both fresh perspectives and extensive experience to positively impact our broader community.

In 2025, our focus remains on strengthening the sector's role as an employer of choice, through a genuine commitment to upholding and championing integrity, investing in capability and leadership, and earning the trust of South Australians through fairness, transparency and ethical practice. We have made tangible progress: more Aboriginal people than ever before serve in the public sector, we continue to see balanced gender representation at an executive level, and employees with disability are increasingly represented. At the same time, we are improving how we support mental health and manage psychosocial hazards in the workplace.

These priorities are not merely statements – they are embedded in the everyday actions of public sector employees and leaders, and they are reflected in the data within this report.

Our 2024 People Matter Employee Survey revealed that employees are motivated by meaningful work, career growth, open communication, and a culture of respect, in workplaces free of bullying or discrimination.

In response, we will launch a sector-wide engagement plan focusing on three key pillars - *Our People, Our Work and Our Culture* - ensuring those insights lead to concrete improvements in employee experience. We also continue to invest in leadership development at all levels, recognising that capable, empathetic managers are key to high-performing teams.

As Commissioner, I am committed to reinforcing foundational principles through the Code of Ethics and the Public Sector Values, while also pioneering new approaches in diversity and inclusion, flexible work, and cross-sector collaboration.

I am proud of the resilience and commitment shown by public sector employees in driving positive change, while navigating inevitable challenges. Looking ahead, we will maintain our momentum by harnessing emerging technologies, focusing on strategic priorities including building a truly inclusive workforce, fostering innovation and excellence in service delivery, and safeguarding the integrity and trust that the public places in us.

In doing so, we strengthen not only our sector, but the South Australian community we serve.

**Erma Ranieri PSM**  
**Commissioner for Public Sector Employment**

# Public Sector Values

Ministers, Chief Executives and other public sector employees have collectively defined values to guide the sector's long-term development.

The values are, in part, based on the traditional tenets of public service. Yet they also reflect the evolution of the sector, and the contemporary world in which it operates.

The values are articulated in the [Public Sector Values and Behaviours Framework](#).

All public sector employees should endeavour to embody the values in their work.

## SERVICE

Proudly serve the community and Government of South Australia.

## COLLABORATION AND ENGAGEMENT

Create solutions together.

## PROFESSIONALISM

Strive for excellence.

## HONESTY AND INTEGRITY

Act truthfully, consistently, and fairly.

## TRUST

Have confidence in the ability of others.

## COURAGE AND TENACITY

Never give up.

## RESPECT

Value every individual.

## SUSTAINABILITY

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

# About this Report

**The State of the Sector is my annual report to the Parliament of South Australia, as required by the *Public Sector Act 2009 (the Act)*.**

It describes how the public sector is observing the public sector principles described in the Act, in relation to public sector employment, and details my actions to support those principles.

The principles are the expectations of Parliament and South Australians regarding public sector performance, culture, and integrity. For employees, the Public Sector Values provide guidance on how their behaviour contributes to the observance of the public sector principles.

Regulations 11(a) and 11(b) of the *Public Sector Regulations 2010* also require my annual report to include:

- variations or substitutions of the public sector code of conduct
- new public sector employment determinations
- new guidelines relating to public sector employment matters
- the number of occasions on which public interest information was disclosed to the Commissioner under the *Public Interest Disclosure Act 2018*.

The reporting period for this year’s State of the Sector is 1 July 2024 to 30 June 2025.

Public sector agencies are surveyed each July.

A total of 97 agencies participated in the survey (listed in Appendix 3). There was a total of 122,644 public sector employees as at 30 June 2025.

The survey was in two parts:

### 1. Public Sector Employment Review (PSER)

Agencies were asked to self-assess their compliance with Premier's Directions, Commissioner's Determinations and Guidelines and other workforce policy and legislative instruments.

Assessing agency compliance with these core policies enables me to comment on the observance of the public sector principles. Based on agency submissions, compliance across the public sector is assessed as:

- *Implemented* – The agency has fully implemented the policy requirement
- *Developing* – The agency is developing a strategy or has approved a strategy to implement the policy requirement
- *Not Implemented* - Implementation of the policy requirement is yet to be considered, or the agency did not respond to the question.

Throughout this report, results from the PSER are weighted by agency employee headcount to better understand the level of compliance across the public sector.

Aggregated responses to the PSER will be published on my office’s website after this report has been tabled in Parliament.

### 2. Agency Information Collection (AIC)

Agencies were asked to provide statistical data concerning their implementation of Premier's Directions and Commissioner's Determinations and Guidelines and other workforce policy and legislative instruments.

I recommend the State of the Sector be read together with the [Workforce Information Report](#) to provide a holistic and comprehensive picture of the public sector workforce, which increases transparency and accountability for the state’s investment in the public sector.

# Public Sector Principles

Section 5 of the Act outlines the foundational principles that guide the South Australian public sector. These principles are designed to ensure the sector operates with integrity, responsiveness, and a strong focus on public service. They are:



## 1. 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
- consult and involve the public, where appropriate, to improve services and outcomes on an ongoing basis.



## 2. Responsiveness

**The public sector is to:**

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



## 3. Collaboration

**The public sector is to:**

- ensure there is ongoing collaboration between public sector agencies
- focus on whole-of-government, as well as agency-specific, services and outcomes.



## 4. Excellence

**The public sector is to:**

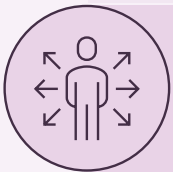
- provide services with a high level of efficiency and effectiveness
- move resources rapidly in response to changing needs
- devolve decision-making authority to the lowest appropriate level
- manage resources effectively, prudently and in a fully accountable manner
- maintain and enhance the value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



## 5. 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 achievement and address under performance
- 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

### Public sector employees 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
- submit to appropriate scrutiny.



## 7. Legal requirements

### Public sector agencies are to:

- implement all legislative requirements relevant to the agencies
- properly administer and keep under review legislation for which the agencies are responsible.

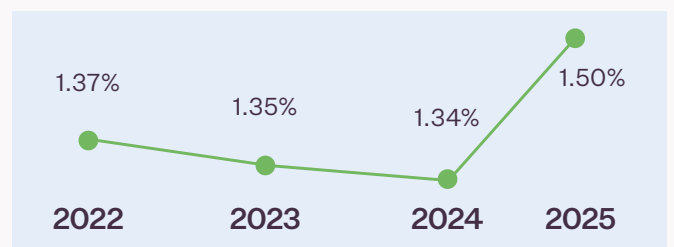
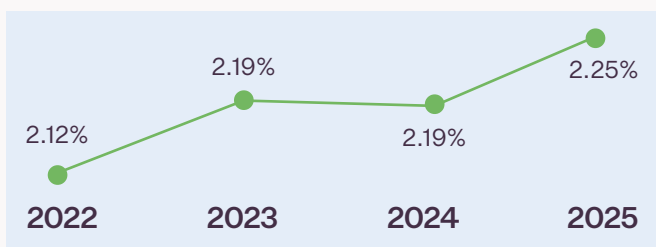
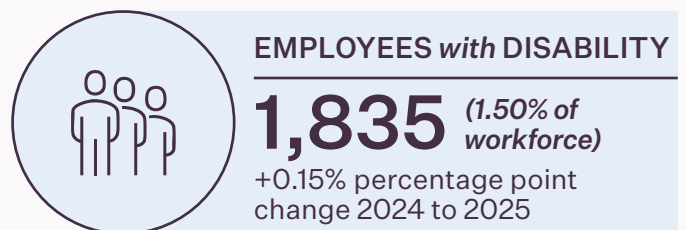
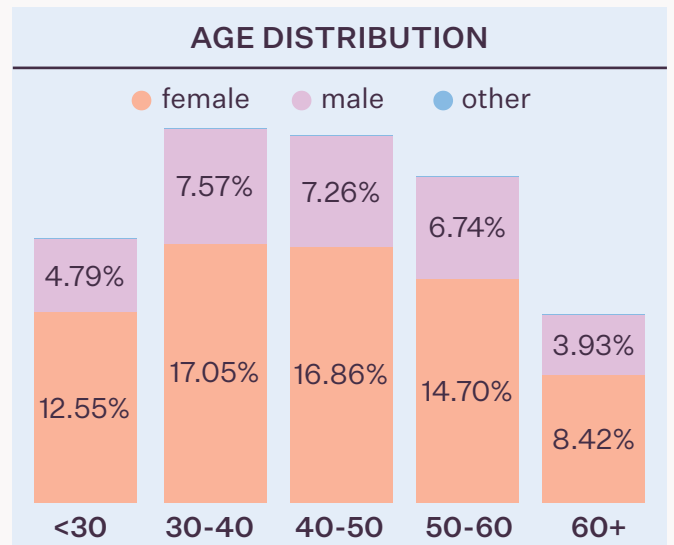
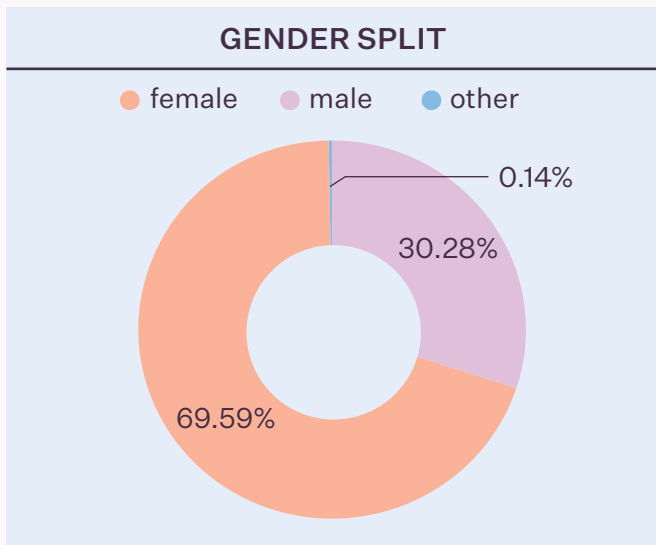
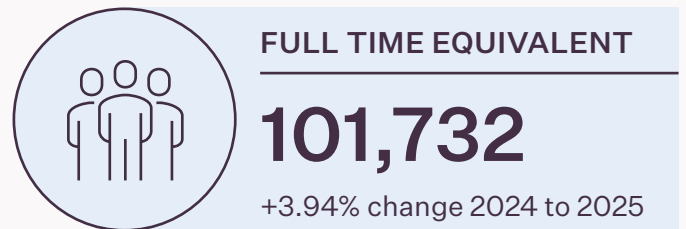
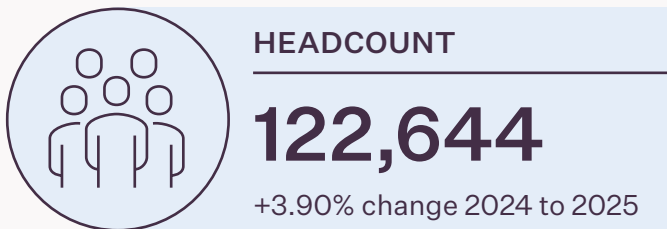
# Public Sector at a Glance



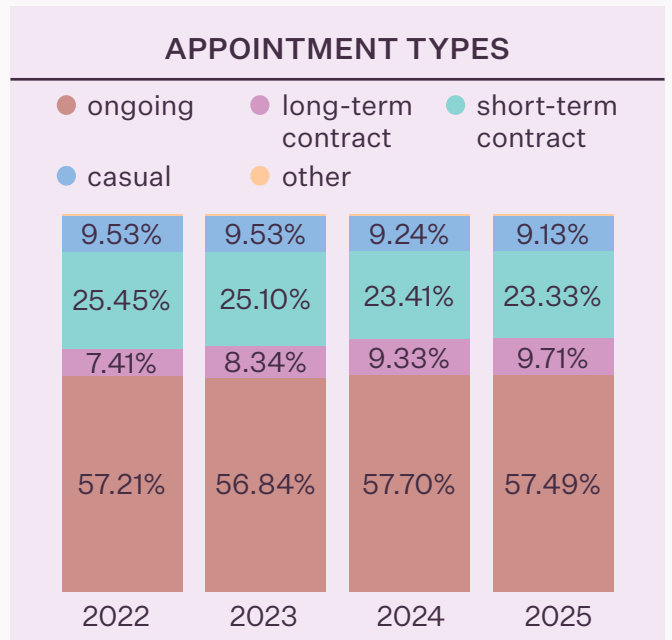
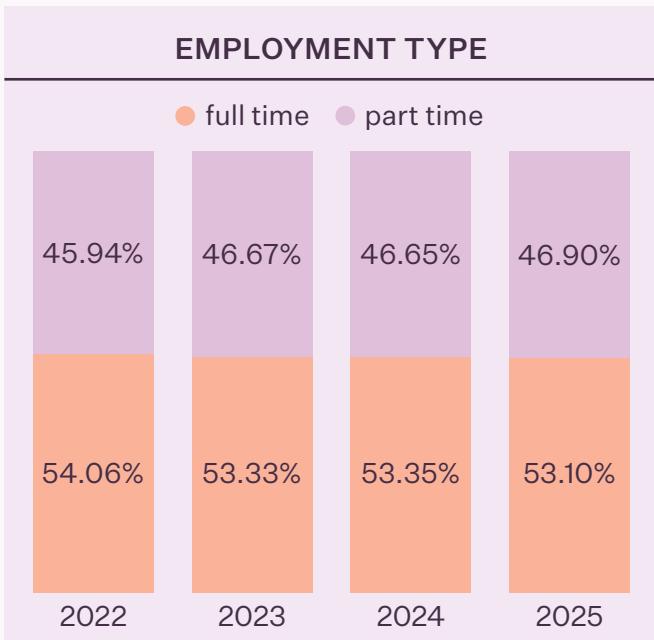
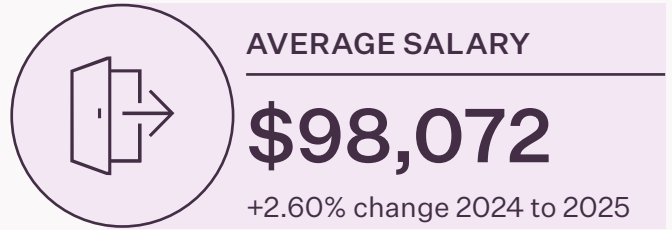
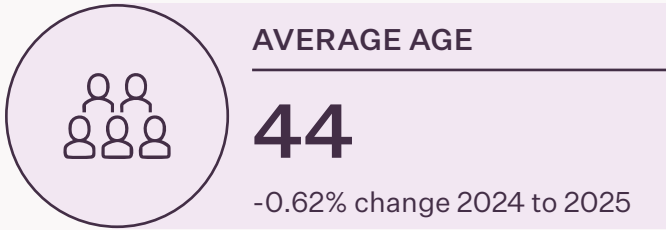
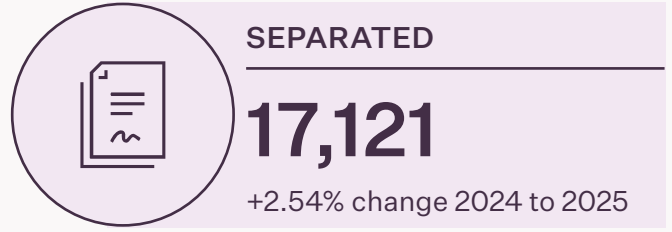
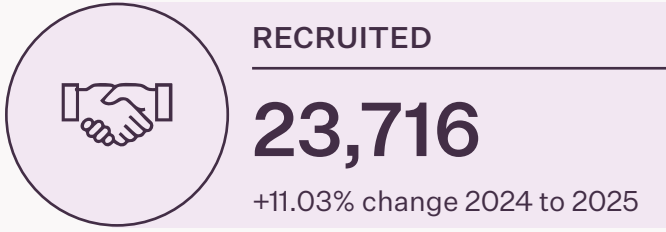
Detailed information about the public sector's workforce size, structure and composition is available on the [OCPSE website](#).

Percentages may not total 100 per cent due to rounding.

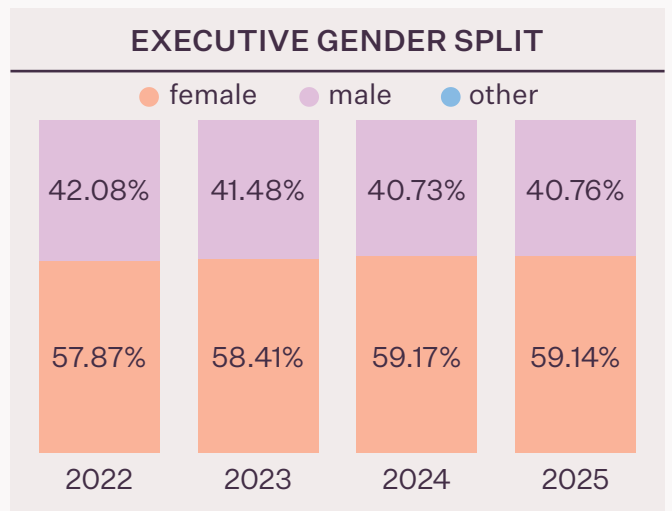
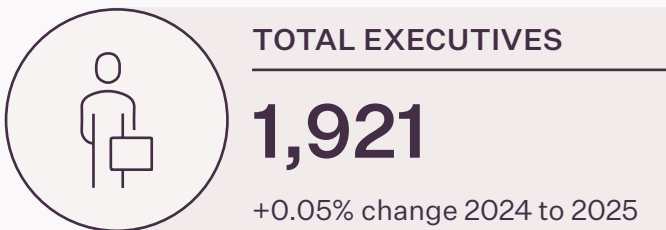
## Employee demographics



# Employment



# Executives



# Inclusion and Equity

The South Australian public sector is showcasing bold commitments and practical reforms to shape a more representative workforce that advances the principles of inclusion and equity.

# Diversity, Equity and Inclusion

Diversity in the public sector workforce is essential — it is embedded in our policies, practices and expectations.

Ensuring the workforce reflects the rich diversity of the South Australian community fuels innovation, fosters creativity and enables us to better serve our communities.

In this year's State of the Sector report, I want to highlight the important work underway to position the South Australian public sector as an employer of inclusion and equity, where all employees feel valued, respected and safe to be themselves at work.

The [Diversity, Equity and Inclusion Strategy 2023–26](#) (DEI Strategy) provides the foundation for this work.

The DEI Strategy seeks to harness opportunities for improvement and collaboration across the sector to create inclusive and safe workplaces. It complements other key initiatives across the sector including:

- the State Disability Inclusion Plan
- the SA Autism Strategy
- the Anti-Racism Strategy
- South Australia's Implementation Plan for the National Agreement on Closing the Gap
- the South Australian Multicultural Charter.

These initiatives collectively support the South Australian public sector in advancing its role as an employer of choice and complement public sector agencies' own diversity, equity and inclusion strategies. Agencies representing 51.3 per cent of the workforce reported they have plans focusing on local initiatives.

While understanding and respecting the intersectionality which exists, we need a holistic approach to advancing inclusion and equity across our sector. We are deliberate in the strategies we are taking across a range of areas and how we can measure the effectiveness.

# Gender Equality

## Women make up 69.6 per cent of the South Australian public sector workforce.

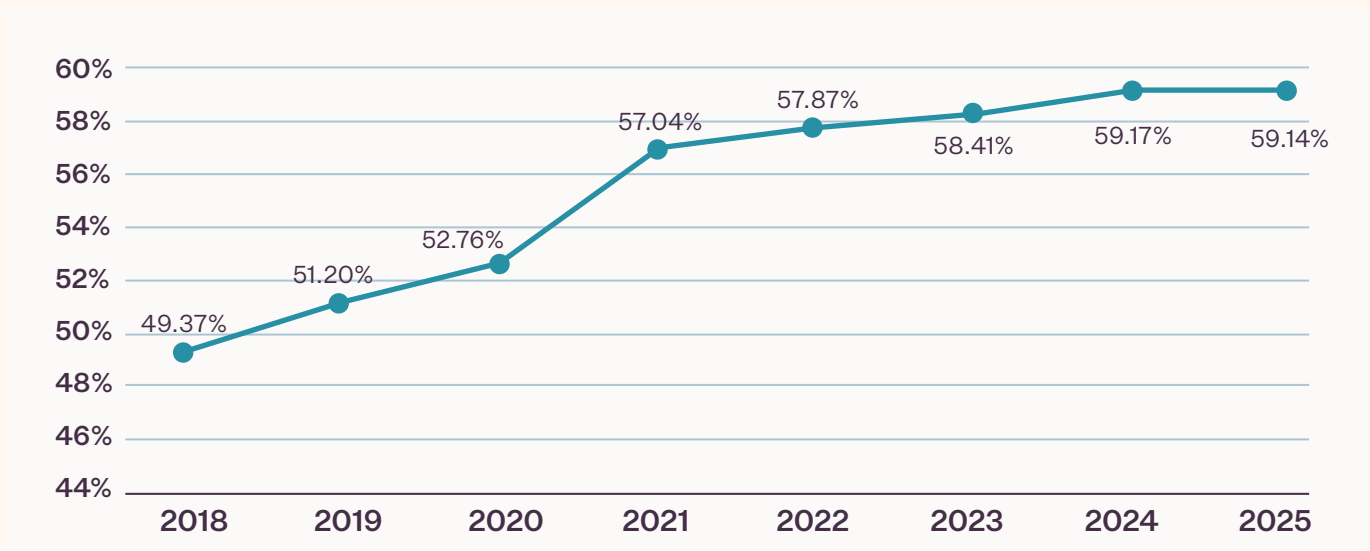
The representation of women at the executive level has remained stable, with 59.14 per cent reported as at 30 June 2025. This indicates sustained progress towards gender equality in leadership.

Work is continuing to better understand the gender pay gap in the public sector.

My office is committed to working with the Workplace Gender Equality Agency to improve the public sector’s ability to report comprehensively on gender equity measures, including a pilot initiative to collect pay gap data to strengthen reporting capability across the sector.

I was proud to be a member of the Gender Pay Gap Taskforce which was established to identify the drivers of the gender pay gap in South Australia. The taskforce’s final report was handed down in November 2024 and while it is focused on all sectors, it recommended that the government take targeted action to reduce the gender pay gap in the public sector. Having a better understanding of public sector data will enable the sector to develop targeted strategies to address this through policies, implementing cultural change initiatives and eliminating unconscious gender bias and discrimination in the South Australian public sector.

Graph 1: Women at executive level, 2018-25



Source: Workforce Information Report 2018-25

# White Ribbon Workplace Accreditation and Family and Domestic Violence

In 2024, more than 30 public sector agencies reaffirmed their commitment to the White Ribbon Workplace Accreditation program, aiming to achieve accreditation by the end of 2025. This recognises the important role workplaces play in promoting and embedding gender equality and preventing gender-based violence. Through White Ribbon Workplace Accreditation, agencies actively demonstrate their commitment to addressing family and domestic violence.

A key component to achieving reaccreditation is the completion of gender-based violence training, with 100 per cent of executive leaders and 80 per cent of managers required to undertake training.

Last year, my office launched the *Preventing Violence Against Women* online training module. All agencies are encouraged to access this training. Pleasingly, agencies representing 89.6 per cent of the workforce reported that they promote the training and make it available to all staff. The training encourages employees to adopt strategies that build a culture of respect, openness and inclusion at work.

To support agencies, my office also reviewed and updated my guideline on Family and Domestic Violence which is available on the [OCPSE website](#). New provisions within the guideline include:

- reflecting changes to family and domestic violence leave, as provided for within the *Fair Work Act 1994*
- reflecting changes to the *Equal Opportunity Act 1984* which prohibit discrimination on the ground of being, or having been subjected, to domestic abuse
- updated definition of family and domestic violence to include coercive control
- updated information regarding White Ribbon Workplace Accreditation
- updated guidance to agencies around confidentiality and appropriately obtaining evidence in support of applications for family and domestic violence leave.

# Aboriginal Employment

I am pleased to again report a record number of Aboriginal employees in the public sector.

As at 30 June 2025, there are 2,756 Aboriginal employees, representing 2.25 per cent of the total workforce. This is an increase of 172 from the 2,584 Aboriginal employees reported in June 2024, reflecting ongoing efforts to build a more inclusive and representative public sector.

My office works with agencies to support the recruitment and professional development of Aboriginal employees while continuing to work towards achieving our objectives under South Australia's Closing the Gap Implementation Plan. Following a successful pilot program in 2023-24, my office is looking to implement a new Aboriginal Community Controlled Organisation (ACCO) Secondment Program to support development of the capability and capacity of both the Aboriginal community-controlled sector and the South Australian Government.

The Aboriginal Employment Register administered by my office continues to be promoted to job seekers and across the public sector, providing employment pathways for Aboriginal job seekers and a talent pool for agencies.

Almost all agencies, representing over 94 per cent of the workforce, offer Aboriginal Cultural Awareness training for employees and leadership development opportunities to Aboriginal employees.

Mentoring provides support and guidance for Aboriginal staff to thrive in their careers. Agencies representing 26.3 per cent of employees reported having Aboriginal mentoring programs. To expand access to mentoring opportunities for Aboriginal staff, my office has partnered with Tauondi Aboriginal College to implement a new culturally safe and appropriate across-government mentoring program.

During 2024-25, 206 Aboriginal employees undertook a leadership development opportunity (7.5 per cent of all Aboriginal employees). The South Australian Leadership Academy (SALA) within my office saw a significant increase in the number of Aboriginal participants across all its leadership programs. Notably, the Aboriginal Leadership Program welcomed a new intake of 38 participants in 2024-25, up from 25 in 2023-24. It is also pleasing to note that five per cent of participants in the Executive Induction Program identified as Aboriginal, reflecting growing representation in executive positions.

# Disability

This year's workforce data recorded 1,835 employees as living with disability, representing 1.5 per cent of the workforce.

This is an increase of 251 from the 1,584 employees reported in 2024. The increase may suggest a positive shift in employees' willingness to disclose their disability status.

The DEI Strategy introduced a minimum disability employment target of 3 per cent across the public sector by December 2026. The number of employees who disclosed a disability in the anonymous 2024 People Matter Employee Survey (PMES) was 2,295 (or 5.73 per cent of respondents), providing a more accurate reflection of our workforce and advancements achieved. Payroll data does not fully reflect the diversity of our workforce, as it relies on employees voluntarily disclosing personal information. My office is working to improve the accuracy of payroll diversity data to better inform reporting and policy. Reinforcing a culture where it is safe to disclose a disability is paramount to addressing under-reporting.

While more work is needed, I was pleased to see that there has been a significant increase in the number of agencies offering disability awareness and inclusion training for employees. Agencies representing 87.9 per cent of the workforce are offering training (up from 67.5 per cent in 2024). However, the training is mandatory for less than half of the workforce.

For the first time this year, agencies were asked whether they engage with Disability Employment Service (DES) providers and/or JobAccess to attract and retain employees with disability. Only agencies employing 9.6 per cent of the workforce reported engaging with DES providers. Strengthening agency understanding and confidence in using these services, along with enhancing disability employment pathways, will be critical to increasing the sector's employment of people with disability.

The new State Disability Inclusion Plan 2025-29 was released in August this year, outlining clear priorities and coordinated government actions to drive lasting change and create a fairer, more inclusive and accessible community for everyone. The plan includes a focus on accessing employment opportunities and I look forward to sharing more data in next year's State of the Sector.

# Neurodiversity

With South Australia's first Autism Strategy now in place, it is vital to build a workforce that understands and supports neurodiverse employees.

Agencies were asked whether the *Autism Awareness and Understanding Training* developed by the Office for Autism is available to all staff and whether they actively promote participation. Encouragingly, agencies employing 45.9 per cent of the workforce reported doing so, more than doubling last year's figure of 17.8 per cent.

This progress reflects growing awareness and commitment to building neurodiversity confidence across the sector.

Embedding the principles of the Autism Inclusion Charter, ensuring that inclusion efforts extend beyond training to influence workplace culture, recruitment, and career development practices, are all critical to continue growing awareness and delivering outcomes aligned with the Charter. SALA actively partnered with the Office for Autism to promote the Charter and their accompanying training program.

# Anti-Racism

The South Australian public sector continues to advance its commitment to eliminating racism in all its forms through the implementation of the Anti-Racism Strategy and Action Plan 2023-28.

This strategy sets out a clear approach to tackling racism experienced by both Aboriginal people and those from culturally and linguistically diverse (CALD) backgrounds, with a focus on systemic change, inclusive leadership, and accountability.

The Anti-Racism Strategy is bold and the first of its kind for our sector. As the Chair of the Anti-Racism Advisory Committee (ARAC), and as a woman from a non-English speaking background, I am committed to supporting our sector to successfully implement the strategy. The five-year strategy is committed to proactive change, and annual summaries of progress and key data are published on the [OCPSE website](#). This data provides a benchmark for measuring progress.

Pleasingly, nearly all agencies confirmed they have processes in place to inform staff of how to report complaints about racism in the workplace. This is critical in creating trust that there is no place for racism in our workplaces, and confidence that complaints will be taken seriously.

Anti-racism training and learning resources for employees that promote understanding and inspire action are key components of the strategy. Agencies representing 60.8 per cent of the workforce reported they offer anti-racism training, which needs to increase. My office led an anti-racism training pilot during the year, aligning to the strategy's priorities of enabling employees to act and embedding anti-racism into decision-making. The ARAC is progressing a number of recommendations arising from the pilot's evaluation with the aim of supporting agencies to provide enhanced training to staff which aligns to the strategy.

# Cultural and Linguistic Diversity

The South Australian Multicultural Charter continues to guide the public sector's commitment to cultural inclusion, supported by the Multicultural South Australia Ambassador Program.

Through tailored training, policy reviews, and agency-specific action plans, the program is helping embed the charter's principles into workplace culture and practice.

This year's workforce data reflects 21,360 or 17.4 per cent of employees identifying as culturally and linguistically diverse (CALD), with 4.9 per cent of executives also identifying as CALD.

Agencies employing 45.3 per cent of the workforce reported having CALD training available for employees, however this figure may be lower due to some inconsistencies in definition of CALD training, resulting in varied interpretations across agencies. While awareness of the importance of CALD inclusion is growing, more is needed to embed this as a core component of workforce capability.

Agencies were asked whether they offer leadership development opportunities specifically for employees from CALD backgrounds. Only agencies employing 28.8 per cent of the workforce reported doing so. This low level of engagement may be partly due to limitations in how CALD identification is reported and tracked across the sector. While the PMES has provided a valuable starting point for collecting better diversity data, further work is needed to strengthen reporting systems and ensure CALD employees are visible in leadership pipelines.

# A Multi-Generational Workforce

Age diversity is becoming increasingly important within the workforce, with five distinct generations currently employed across the South Australian public sector.

This generational mix brings a wide range of experiences, perspectives, and skills that, when harnessed effectively, can strengthen collaboration, innovation, and service delivery. As the sector continues to evolve, fostering inclusive practices that support intergenerational learning and respect will be key to building a future-ready workforce.

Managing age diversity and considering intersectionality, presents both opportunities and challenges for people managers.

The age profile of the workforce shows that employees aged 30–50 make up nearly half of the sector, while younger workers under 30 represent 17.4 per cent and those over 60 account for 12.4 per cent. Leaders must be equipped to meet the needs and expectations of all age groups, foster respectful and inclusive interactions, and ensure equal access to development and career opportunities.

**Table 1: Age profile of the public sector workforce**

AGE GROUP	PER CENT OF WORKFORCE
<b>Under 30</b>	17.4%
<b>30 - 40</b>	24.7%
<b>40 - 50</b>	24.1%
<b>50 - 60</b>	21.5%
<b>Over 60</b>	12.4%

Source: Workforce Information Report 2025

# Leadership, Culture and Wellbeing

The South Australian public sector is committed to cultivating a culture and mindset that prioritises high performance, continuous improvement and a supportive environment.

# Leadership

Excellence in the workplace transcends outcomes – it recognises that leadership and culture play a pivotal role in shaping high-performance through innovation and productivity.

Leaders are entrusted not only with delivering outcomes but also with cultivating talent, fostering collaboration, and modelling the values that define excellence across the sector.

The public sector is committed to developing leadership capability and investing in our people managers as part of our commitment to being an employer of excellence. Over the past year, the South Australian Leadership Academy (SALA) delivered a number of programs to support public sector employees at different stages of their leadership journey.

Highlights included:

- 31 executives took part in the Executive Excellence Program, designed to extend their influence and strategic outlook.
- 151 new executives attended the Executive Induction Program as required by the *Direction of the Premier - Induction*
- A total of 71 Aboriginal and Torres Strait Islander employees took part in the Aboriginal Leadership Program over the year, delivered in partnership with Tauondi Aboriginal College, to develop and advance their leadership skills.
- 562 individuals joined the Manager Essentials Program, which included a new regional delivery in Mount Gambier for 24 participants.
- The Next Execs Program, developed in partnership with Flinders University and leading to a Graduate Certificate in Public Sector Leadership, commenced in July 2025.

# Safety, Wellbeing and Injury Management

My office supports agencies to deliver safe and healthy workplaces that enhance our lives, wellbeing and the delivery of services.

In doing so, we help position the public sector as one that meets its legislative obligations and actively fosters environments where people can thrive.

The *Return to Work (Employment and Progressive Injuries) Amendment Act 2024* considers all Crown self-insured agencies as one employer for the purpose of providing suitable employment for injured workers. This is an opportunity for us to improve access for injured workers to the health benefits of good work design to assist in their recovery. My office will continue to support agencies in their work design to deliver early, effective and sustainable return to work outcomes.

This year, agencies were asked to report the number of people managers (with direct reports) who have received training or information about their responsibilities in supporting injured workers to return to work. Forty-five per cent of eligible managers have received this training or information. This gap in awareness and capability could impact the effectiveness of return to work processes and strengthening training coverage and embedding return to work responsibilities into leadership development frameworks will be an important step forward.

Other key insights from this year's reporting include:

- 44.7 per cent of employees defined as Officers under the *Work Health and Safety Act 2012* are attending meetings where work health and safety information is discussed.
- Most corrective actions arising from reported work health and safety incidents and hazards were closed out within the financial year (84.6 per cent).
- There are approximately 137 FTE across the sector in healthy workplace or wellbeing program development and delivery roles.

I am committed to building capability to manage psychosocial risks that could result in psychological injuries, including a focus on preventative measures. My office has delivered sessions from renowned thought leaders to chief executives, executives and managers across the public sector and promoted good work design to achieve psychosocially safe environments.

Our vision is to embed good work design into our organisations so leaders at all levels understand how to support and promote work that is good for their people and enables improved organisational effectiveness.

# People Matter Employee Survey - enhancing employee experience

The 2024 People Matter Employee Survey (PMES) collected the most extensive data to date on workplace issues that matter to employees - an essential foundation for shaping high-performing, inclusive environments that reflect the public sector's ambition to be an employer of excellence.

More than 40,000 employees (35 per cent) participated in the survey. The public sector highlights report was released in September 2024 and is available on my [office's website](#).

Following the release of the results, my office led a sector-wide workshop to identify agency and sector-level priority areas for action. The survey results highlighted the most impactful drivers of employee experience, including:

- social responsibility and making a positive impact
- growth and development, supporting career goals and enhanced role alignment
- enhanced communication
- employee wellbeing and respectful behaviours.

In response, my office has developed an engagement plan focused on three pillars: *Our People, Our Work, and Our Culture*. This plan is designed to drive meaningful change by supporting agencies to act locally to enhance employee experience.

It complements agency-specific action plans and includes key outcomes such as:

- facilitating cross-agency collaboration and shared learnings
- continuing to strengthen inclusive workplaces, employee wellbeing and psychosocial risk management
- reporting on progress in implementing agency action plans
- building manager capability.

# Workplace Flexibility

The South Australian public sector is committed to fostering high-performing, flexible workplaces - hallmarks of an employer that empowers its people to deliver great public value.

Commissioner's Determination 8 outlines the flexible working arrangements available to public sector employees, including remote work. The vast majority (approximately 70 per cent) of workers are in frontline service delivery roles which cannot be undertaken remotely.

Nearly all agencies reported having policies aligned with Determination 8, reflecting a sector-wide commitment to enabling modern, adaptable work practices that support productivity, wellbeing, and workforce sustainability.

Determination 8 advises that remote working arrangements should be formalised and approved by the appropriate delegate and monitored and reviewed to ensure the needs of the employee and the agency are being met. Formalising these agreements supports employee wellbeing and reinforces the sector's commitment to safe and flexible work practices.

As at 30 June 2025, agencies reported a total of 17,400 employees who performed part of their work remotely (14.2 per cent of the workforce), and 145 employees performing all their work remotely (0.1 per cent of the workforce).

# Performance Management and Development

The Premier's Direction on Performance Management and Development (PMD) outlines the minimum standards for PMD practices across the South Australian public sector. In line with this, nearly all agencies reported having a PMD system in place that requires employees to complete a review twice annually.

Agency-reported data indicates that a significant number of employees completed a PMD review in 2024–25. It is important to note that many employees are encouraged to participate in additional performance discussions with their managers outside the formal PMD process, therefore performance conversations may be occurring more frequently than the data reflects.

**Table 2: Employee performance management and development 2025**

PERFORMANCE MANAGEMENT	TOTAL
PMD review between 1 July 2024 and 31 December 2024	71,923
PMD review between 1 January 2025 and 30 June 2025	70,990

Source: State of the Sector Agency Information Collection 2025

# Integrity and Respectful Behaviours

A thriving work environment that fosters positive and productive relationships is integral to the high standards of professionalism expected of the public sector.

# Integrity

The Code of Ethics, the Public Sector Values and the Building Integrity Framework are three essential foundations that underpin the South Australian public sector's commitment to delivering the best outcomes for the South Australian community.

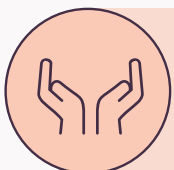
Together, they set clear expectations for ethical conduct, guide values-driven decision-making, and promote integrity across all levels of public service, while maintaining public trust.

Almost every agency can demonstrate their employees undertake online training on the Code of Ethics. This reflects a strong commitment across the sector to embedding ethical conduct and integrity into everyday practice. Continued promotion and reinforcement of the training will help maintain awareness and ensure the Code continues to guide conduct across the sector.

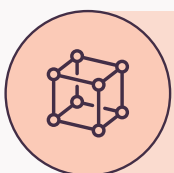
Agencies representing 99 per cent of the workforce reported having a formal grievance process that enables employees to escalate unresolved concerns to senior management. Similarly, almost all agencies confirmed they have structured processes for leaders to communicate, engage, and consult with staff on key workplace matters. These high response rates reflect a strong sector-wide commitment to transparency and employee engagement.



## Code of Ethics



## Public Sector Values



## Building Integrity Framework

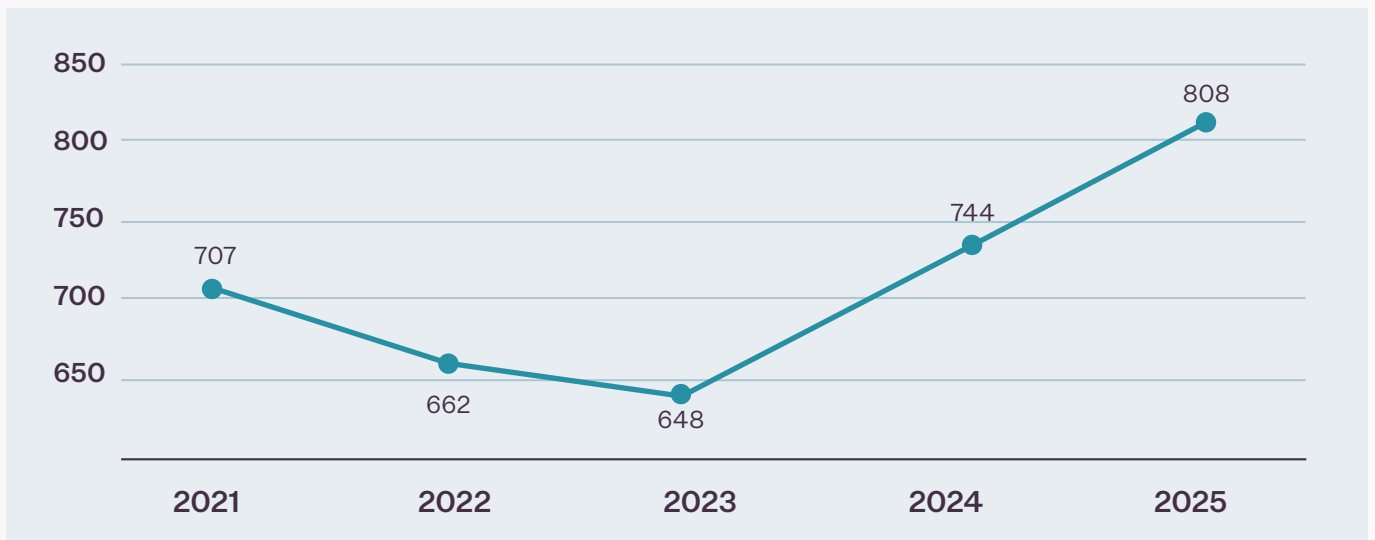
# Code of Ethics Investigations

In 2024-25, agencies reported 808 investigations into suspected breaches of the Code of Ethics, representing an increase of 64 cases compared to the previous year.

This rise may be attributable to heightened integrity awareness and improved understanding of reporting mechanisms for unethical conduct.

The 2024 People Matter Employee Survey indicated that 87 per cent of employees know how to report unethical conduct.

**Graph 2: Number of Code of Ethics investigations 2021-2025**



Source: State of the Sector Agency Information Collection 2021-2025

**Table 3: Outcome of Code of Ethics investigations 2021-2025**

OUTCOME	2021	2022	2023	2024	2025
<b>Breach found</b>	267 38%	274 41%	278 43%	328 44%	375 46%
<b>Breach not found</b>	197 28%	145 22%	87 13%	117 16%	126 16%
<b>Investigation continuing</b>	243 34%	243 37%	283 44%	299 40%	307 38%
<b>TOTAL</b>	<b>707 100%</b>	<b>662 100%</b>	<b>648 100%</b>	<b>744 100%</b>	<b>808 100%</b>

Source: State of the Sector Agency Information Collection 2021-2025

The main types of proven breaches in 2024-25 were:

- professional and courteous behaviour (429 investigations)
- handling of official information (118 investigations)
- combination of breaches (101 investigations).

Investigations relating to criminal offences almost halved this year, with 33 reported, down from 64 in 2024.

In relation to the methods adopted by agencies to investigate breaches, agencies reported:

- 708 investigations were conducted by local management or a human resources practitioner
- 90 investigations were conducted externally, with 50 of these conducted by a firm from the Workplace Investigation Services Panel (WISP)
- 10 were conducted using other methods of investigation.

The WISP currently consists of five licensed and experienced investigation firms. Three of the firms are based locally.

A total of 130 investigations took more than six months to complete. Although this is an increase of 20 since last year, since the introduction of the WISP in 2022, there has been an overall decrease in the number of investigations taking longer than six months to complete. In 2021, 284 investigations took more than six months to complete, this figure has since halved.

Section 14(1)(g) of the Act confers powers on the Commissioner to investigate matters of public sector employee conduct or discipline, either as required by the Premier or requested by an agency, or on the Commissioner’s initiative (including investigating public interest information under the *Public Interest Disclosure Act 2018*). During 2024-25, I conducted three investigations of matters referred to me under section 14(1)(g).

Three public interest disclosures were made to me as a relevant authority under the *Public Interest Disclosure Act 2018* in 2024-25.

**Table 4: Outcome of investigations that had found a breach 2021- 2025**

OUTCOME	2021		2022		2023		2024		2025	
<b>Formal disciplinary outcome</b>	160	60%	120	44%	108	39%	146	44%	188	50%
<b>Employee managed outside formal disciplinary process</b>	59	22%	98	36%	88	32%	92	28%	84	22%
<b>Employment terminated</b>	12	5%	22	8%	26	9%	32	10%	33	9%
<b>Employee resigned</b>	36	13%	34	12%	56	20%	58	18%	70	19%
<b>TOTAL</b>	<b>267</b>	<b>100%</b>	<b>274</b>	<b>100%</b>	<b>278</b>	<b>100%</b>	<b>328</b>	<b>100%</b>	<b>375</b>	<b>100%</b>

Source: State of the Sector Agency Information Collection 2021-2025

# Bullying, Harassment and Discrimination

Creating a safe and respectful workplace is fundamental to a strong integrity culture.

Bullying, harassment and discrimination undermine employee wellbeing, trust, and productivity.

Nearly all agencies reported that employees are informed of bullying and harassment policies (99 per cent), and that processes and training programs are available to address bullying, harassment and discrimination (over 92 per cent). Greater promotion of training to reinforce expectations for respectful behaviour and ensure consistent understanding of rights and responsibilities across the workforce is needed.

Data collected from the 2024 People Matter Employee Survey indicated that:

- 26 per cent of staff witnessed bullying or harassment (down from 29 per cent in 2021)
- 16 per cent of staff experienced bullying or harassment (down from 17 per cent in 2021).

These figures reflect incremental progress in fostering safer and more respectful workplaces.

Two [guidelines](#) on *Preventing and Addressing Bullying in the Workplace* and *Preventing and Addressing Harassment and Discrimination in the Workplace* provide clear expectations for our employees.

Almost every agency (99 per cent) reported they have a policy in place that addresses harassment and discrimination, consistent with my guideline, and which includes processes to report harassment and investigate complaints. Less agencies (those representing 71.8 per cent of the workforce) have a policy in place that addresses bullying, consistent with my guideline, and which includes processes to report and investigate complaints. In the absence of an agency-specific policy, my guideline serves as the benchmark.

# Recruitment

A public sector must demonstrate fairness and consistency in how it selects its people.

Nearly all agencies reported that their recruitment practices aligned with the Premier's Direction and Commissioner's Guideline on recruitment.

This year I asked agencies whether recruitment and selection training is available in their agency for employees who will be members of a selection panel. Agencies employing 83.4 per cent of the workforce offer such training, however less than a third mandate the training.

One of my key priorities is to recommend minimum training requirements for recruitment panel members and provide a training module to ensure a consistent and transparent approach to merit-based selection processes across the sector.

I look forward to providing an update on the uptake of training for recruitment panel members in my next report.

# Exemptions to Merit-based Selection Processes

Regulation 17(1)(i) of the *Public Sector Regulations 2010* provides Chief Executives / agency heads with the authority to determine that special circumstances exist warranting the engagement of a person without following a merit-based selection process. This may be for individuals who clearly demonstrate they can perform a role because of exceptional skills, qualifications and / or experience.

For the second consecutive year, exemptions under Regulation 17(1)(i) have decreased, with 165 exemptions reported to me this year. A reduction in exemptions reflects stronger adherence to transparent and consistent recruitment practices, which is key to building public trust and credibility.

Graph 3: Exemptions from merit-based selection processes 2016-25



Source: State of the Sector Agency Information Collection 2016-2025

# Excess Employees

Redeployment is the process of transferring an employee who is excess to requirements into another role within the public sector.

As at 30 June 2025, there were 97 excess employees in the public sector. This is a 17.8 per cent decrease since 2024. Eighty-five of these employees have been declared excess for more than nine months.

The majority of employees (77) are from the Department for Infrastructure and Transport (a decrease from 100 since 2024) and include employees impacted through changes in the provision of tram and train services.

Graph 4: Excess employees, 2016-25



Source: OCPSE

# Appendix 1

## Commissioner's Determinations and Guidelines

### Commissioner's Determinations

Pursuant to section 16(1) of the Act, I may issue determinations relating to employment in the public service and, in some cases, to public sector employment outside the public service. Determinations are binding on agencies to which the determination applies.

During the year, no new Commissioner's Determinations were issued and no determinations were withdrawn.

Commissioner's Determinations are accessible at [Determinations | Office of the Commissioner for Public Sector Employment](#).

As at 30 June 2025, the following determinations were in force:

1	Merit, Engagement, Assignment of Duties and Transfer of Non-Executive Employees
2	Excess Employees – Income Maintenance
3.1	Employment Conditions – Hours of Work, Overtime and Leave
3.2	Employment Conditions – Remuneration – Allowances and Reimbursements
5	Classification and Remuneration
6	Recovery of Overpayments (which is also a guideline)
7	Changes to Workforce Composition and Management of Excess Employees - Redeployment, Retraining and Redundancy (which is also a guideline)
8	Working Flexibly (which is also a guideline)
9	Employment Relations (which is also a guideline)

# Commissioner's Guidelines

I may issue guidelines on employment matters, as per section 14(1)(d) of the Act. Guidelines are non-binding; they are intended to help managers and employees improve practice in specific employment matters.

The Guideline on Family and Domestic Violence was reviewed and updated in 2024-25.

Commissioner's Guidelines are accessible at [Guidelines | Office of the Commissioner for Public Sector Employment](#).

As at 30 June 2025, the following guidelines were in force (note four determinations are also guidelines, as identified above).

Preventing and Addressing Bullying in the Workplace

Preventing and Addressing Harassment and Discrimination in the Workplace

Induction

Employee Exit Feedback

Performance Management and Development

Volunteers

Family and Domestic Violence

Recruitment

Review of Employment Decisions

Management of Misconduct

Management of Unsatisfactory Performance

Gifts and Benefits

Management of Excess Employees

Extent of Obligation on Employees to Report They Have Been Charged with a Criminal Offence

Power to Require Medical Examination

# Appendix 2

## Premier's Directions

The Premier may give directions to public sector agencies, except for the Courts Administration Authority, Independent Commission Against Corruption, Legal Services Commission and the Office for Public Integrity, on the implementation of specified whole-of-government objectives, under section 10(1) of the Act.

Premier's Directions relating to the public sector workforce are available on my website and are listed below: [Premier's Directions | Office of the Commissioner for Public Sector Employment](#).

No new Premier's Directions were issued and none were withdrawn during the year.

TITLE	DESCRIPTION
<b>Standard Duration of Executive Level Employment</b>	Requires agencies to restrict the term of new contracts for executive-level employees to a maximum three years, except in exceptional circumstances
<b>Recruitment</b>	Outlines the minimum standards that relevant public sector agencies are obligated to implement in their recruitment systems
<b>Restraints on Re-engagement of Former Executive Employees and Other Public Office Holders in Certain Circumstances</b>	Outlines obligations of relevant public sector agencies when engaging a person previously employed on an executive basis under a fixed-term contract, or appointed to public office and whose employment was terminated, or who was removed from office, entitling them to a termination payment
<b>Induction</b>	Outlines the minimum standards that relevant public sector agencies are obligated to implement in their induction systems
<b>Employee Exit Feedback</b>	Outlines the minimum standards that relevant public sector agencies are obligated to implement in their employee exit feedback systems
<b>Performance Management and Development</b>	Outlines the minimum standards that relevant public sector agencies are obligated to implement in their performance management systems
<b>Flexibility for the Future</b>	Outlines the minimum standards that relevant public sector agencies are obligated to implement to increase the opportunities for existing and future public sector employees to access flexible working arrangements and invest in the creation of additional new positions for trainees and graduates

# Appendix 3

## Participating Agencies

### PARTICIPATING AGENCIES

Adelaide Cemeteries Authority	Adelaide Festival Centre Trust
Adelaide Festival Corporation	Adelaide Venue Management Corporation
Alinytjara Wilurara Landscape Board	Art Gallery of South Australia
Attorney-General's Department	Audit Office of South Australia
Barossa Hills Fleurieu Local Health Network	Carclew Youth Arts Centre Incorporated
Carrick Hill	Central Adelaide Local Health Network
Commission on Excellence and Innovation in Health	Country Arts SA
Courts Administration Authority	CTP Regulator
Dairysafe	Defence SA
Department for Child Protection	Department for Correctional Services
Department for Education	Department for Energy and Mining
Department for Environment and Water	Department for Health and Wellbeing
Department for Housing and Urban Development	Department for Infrastructure and Transport
Department of Human Services	Department of Primary Industries and Regions
Department of State Development	Department of the Premier and Cabinet
Department of Treasury and Finance	Education Standards Board
Electoral Commission of South Australia	Electorate Services
Environment Protection Authority	Essential Services Commission of South Australia
Eyre and Far North Local Health Network	Eyre Peninsula Landscape Board
Flinders and Upper North Local Health Network	ForestrySA
Funds SA	Government House
Green Industries SA	Health and Community Services Complaints Commissioner
Hills and Fleurieu Landscape Board	History Trust of South Australia
HomeStart Finance	Independent Commission Against Corruption

## PARTICIPATING AGENCIES

Infrastructure SA	Jam Factory Contemporary Craft and Design
Kangaroo Island Landscape Board	Legal Profession Conduct Commissioner
Legal Services Commission	Lifetime Support Authority of South Australia
Limestone Coast Landscape Board	Limestone Coast Local Health Network
Murraylands and Riverland Landscape Board	Northern Adelaide Local Health Network
Northern and Yorke Landscape Board	Office for Early Childhood Development
Office for Recreation, Sport and Racing	Office of the Commissioner for Public Sector Employment
Office of the South Australian Productivity Commission	Premier's Delivery Unit
Preventive Health SA	Public Trustee
Renewal SA	ReturnToWorkSA
Riverland Mallee Coorong Local Health Network	SA Ambulance Service
SA Water	SACE Board of South Australia
South Australia Arid Lands Landscape Board	South Australia Police
South Australian Country Fire Service	South Australian Film Corporation
South Australian Fire and Emergency Services Commission	South Australian Government Financing Authority
South Australian Housing Trust	South Australian Metropolitan Fire Service
South Australian Motor Sport Board	South Australian Museum
South Australian State Emergency Services	South Australian Tourism Commission
Southern Adelaide Local Health Network	State Library of South Australia
State Opera of South Australia	State Theatre Company of South Australia
Study Adelaide	Super SA
TAFE SA	Teachers Registration Board
Veterinary Surgeons Board	Vinehealth Australia
West Beach Parks	Womens and Childrens Health Network
Yorke and Northern Local Health Network	

AGENCIES THAT DID NOT PARTICIPATE - NIL

## OUT OF SCOPE AGENCIES

Parliament of South Australia

\* Agency names were current as at 30 June 2025.



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**Government  
of South Australia**

Office of the Commissioner  
for Public Sector Employment

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