



**Government  
of South Australia**

**OFFICE OF THE COMMISSIONER FOR  
PUBLIC SECTOR EMPLOYMENT  
2019-20 Annual Report**

**OFFICE OF THE COMMISSIONER FOR PUBLIC SECTOR  
EMPLOYMENT**

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To:

Hon Rob Lucas MLC

Treasurer

This annual report will be presented to Parliament to meet the statutory reporting requirements of the *Public Sector Act 2009*, the *Public Sector Regulations 2010* and the *Public Finance and Audit Act 1987* and the requirements of Premier and Cabinet Circular *PC013 Annual Reporting*.

This report is verified to be accurate for the purposes of annual reporting to the Parliament of South Australia.

Submitted on behalf of the Office of the Commissioner for Public Sector Employment  
by:

Erma Ranieri

Chief Executive

A handwritten signature in black ink that reads "Erma Ranieri". The signature is written in a cursive style with a large, prominent initial 'E'.

Date 24/9/2020    Signature

## From the Chief Executive

The 2019-20 financial year has been an extraordinary period in South Australia's history, with drought, bushfire and the Coronavirus (COVID-19) pandemic challenging the resilience of our community.

During this time, the public sector has operated at a high operational tempo to provide essential services to the community.

Enabling the public sector to sustain this tempo effectively and safely has been a key focus of the Office of the Commissioner for Public Sector Employment (OCPSE) in 2019-20.

OCPSE has provided leadership to overcome immediate sector-wide workforce challenges. This has included:

- advice and resources to enable agencies to develop and implement their business continuity plans in light of the COVID-19 pandemic, including activation of remote working arrangements where possible and transition to COVID-safe workplaces
- collaborated with Public Sector HR leaders and professionals to help them navigate COVID-19 workforce challenges
- mobilisation of public sector employees under the new Public Sector Mobilisation Policy to fill shortages in leading response agencies during the pandemic
- resources to help employees and managers look after their health and wellbeing and remain productive during the pandemic
- online delivery of the South Australian Leadership Academy learning programs to meet the needs of a dispersed workforce
- new paid leave provisions to assist employees called out as part of the deployment of the Australian Defence Force Reserves to assist the bushfire emergency or impacted by COVID-19.

With the extraordinary changes to workplaces brought on by COVID-19, OCPSE has also been at the forefront of positioning the public sector to think beyond conventional parameters and activate a 'new normal'.

Work will continue next year to reimagine service delivery with a renewed focus on the customer, accelerate digitalisation, and how we will reshape the workforce to be more adaptable and diverse.

In addition to emergency response OCPSE has also continued during the year to deliver actions under the *I Work for SA – Your Voice Action Plan*, including:

- mentally healthy workplaces toolkit
- diversity and inclusion strategy and plan
- disability employment strategy, plan and toolkit
- managers' essentials program.

These new initiatives have delivered resources that enable the public sector to build workplaces that are healthy, diverse and well-led.

The office has also continued to perform strongly on several key programs it is responsible for delivering:

- Skilling South Australia – despite COVID-19 the team met all its targets
- Aboriginal Employment – on track to deliver 100 training commencements by December 2020
- Implementation of the new Workplace Health and Safety and Injury Management Systems

I acknowledge 2019-20 has been a highly disruptive year for OCPSE staff, with new business priorities and working arrangements as a result of COVID-19. During this time, OCPSE staff have epitomised the Public Sector Values in their work and conduct.

I thank all OCPSE staff for their efforts, and I look forward to working with them in the coming year as South Australia recovers from the challenges of 2019-20.



Erma Ranieri

**Chief Executive**

Office of the Commissioner for Public Sector Employment

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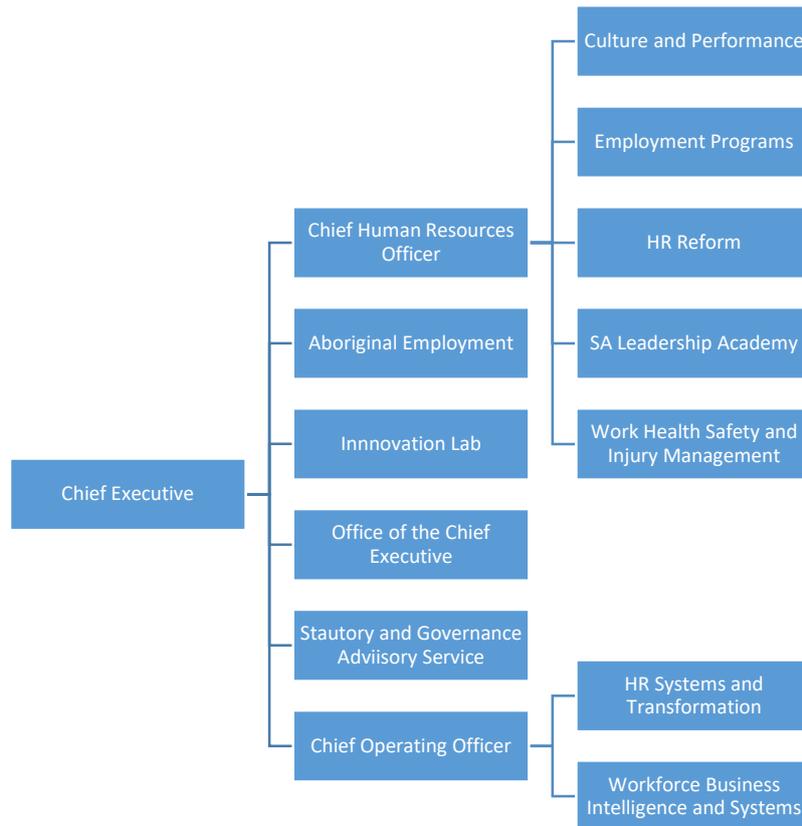
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## Overview: about the agency

### Our strategic focus

<b>Our Purpose</b>	We unlock the potential of public sector employees to be a high performing workforce that delivers the best outcomes for the South Australian community	
<b>Our Vision</b>	We will achieve our purpose by engaging and partnering with our customers and stakeholders and by aligning our decision-making and behaviours to the Public Sector Values. Our strategies are aligned to the whole-of-sector vision to be One Government, One Employer and support our sector to be an Employer of Choice.	
<b>Our Values</b>	Service Professionalism Trust Respect	Collaboration and Engagement Honesty and Integrity Courage and Tenacity Sustainability
<b>Our functions, objectives and deliverables</b>	<p>Our functions are to optimise the public sector workforce and to lead transformation, innovation and reform across the sector.</p> <p>Our objectives are to:</p> <ul style="list-style-type: none"> <li>• support the Commissioner to exercise her statutory role, responsibilities and powers under the <i>Public Sector Act 2009</i></li> <li>• drive delivery of across-government frameworks and initiatives to support an efficient and effective public sector workforce.</li> </ul> <p>Our deliverables are:</p> <ul style="list-style-type: none"> <li>• reform the public sector through enhanced governance and human resource management</li> <li>• strengthen merit based chief executive appointments across the public sector</li> <li>• continue to implement transparent and accountable performance management</li> <li>• build up leadership capacity across the public sector</li> <li>• enable a productive public sector through innovation, collaboration, partnerships and improved business intelligence.</li> </ul>	

## Our organisational structure



## Changes to the agency

During 2019-20 there were no changes to the agency's structure and objectives as a result of internal reviews or machinery of government changes.

## Our Minister

The Treasurer, the Hon Rob Lucas MLC, is our Minister.

## Our Executive team

<p><b>Erma Ranieri</b> Chief Executive</p>	<p>As Chief Executive, Erma provides strategic leadership for the office and is accountable for its organisational performance. She leads the OCPSE to help unlock the sector’s potential in key areas including: statutory advice, reform, human resources, culture, performance, leadership development, work, health and safety and, employment programs.</p>
<p><b>Shelley Willsmore</b> Chief Human Resources Officer</p>	<p>Shelley provides across-government leadership on people strategies to attract, develop, mobilise and retain talented and capable people in the South Australian public sector. She is working to elevate the capability of the HR profession across the sector. During the COVID-19 pandemic, Shelley has been at the forefront of protecting the health and wellbeing of public sector employees providing timely workforce guidance and mobilising resources to support the Government’s COVID-19 response.</p>
<p><b>Anthony Mackay</b> Chief Operating Officer</p>	<p>As well as managing OCPSE’s corporate and financial functions, Anthony leads the work programs for: business intelligence (including workforce data collection and analysis), workplace health and safety, injury management and human resources systems and salary sacrifice.</p>

## Legislation administered by the agency

*Public Sector Act 2009*

*Public Sector (Honesty and Accountability) Act 1995*

## The agency's performance

### Performance at a glance

During 2019-20, OCPSE re-prioritised resources to respond to urgent public sector workforce issues that emerged during the pandemic emergency. OCPSE:

- led the sectors mobilisation efforts and referred over 500 public sector employees to be mobilised in support of the Government's COVID-19 response
- issued guidance and resources to enable agencies to continue service delivery safely during and after the pandemic emergency
- developed new leave provisions to support employees impacted by COVID-19
- created new employee resources on health and safety, working from home and performance management and development
- introduced new leadership offerings and online delivery of South Australian Leadership Academy programs
- led work with a selection of chief executives to define the longer-term workforce transformation activities required to enable effective recovery.

Concurrently, OCPSE continued to progress the I Work for SA – Your Voice Action Plan with reduced resourcing. Achievements during the year included launch of the:

- mentally healthy workplaces toolkit
- diversity and inclusion strategy and plan
- disability employment strategy, plan and toolkit.

OCPSE also supported the Commissioner in meeting her obligations under the *Public Sector Act 2009*, including:

- the Commissioner's annual report to Parliament (the State of the Sector report)
- updated Code of Ethics, incorporating the new *Public Interest Disclosure Act 2018*
- investigations employment and industrial matters.

### Agency contribution to whole of Government objectives

Key objective	Agency's contribution
More jobs	Coordinated the public sector's Skilling South Australia traineeship program, resulting in 702 public sector traineeships commencements in 2019-20.
Lower costs	Created the potential for agencies to achieve significant reductions in their cost of procuring Workplace Health and Safety, Injury Management and Human Resources Systems by eliminating duplication of procurement tasks and the provision of tools and templates.
Better Services	Implemented mobility practices enabling over 500 public sector employees to be referred to support the Government's COVID-19 response.

### Agency specific objectives and performance

Agency objectives	Indicators	Performance
<b>COVID-19 Response:</b> Provide leadership and support to public sector to manage impacts of COVID-19	OCPSE provides timely and relevant leadership and support to allow agencies to mobilise and protect their workforce during the COVID-19 pandemic	Achievements include: <ul style="list-style-type: none"> <li>• advice and resources to enable agencies to develop and implement their business continuity plans in light of the COVID pandemic, including activation of working off-site arrangements where possible and transition to COVID-safe workplaces</li> <li>• referral of over 500 public sector employees for mobilisation under the new Public Sector Mobilisation Policy to fill shortages in frontline services during the pandemic</li> <li>• resources to help employees and managers to look after their health and wellbeing and remain productive during the pandemic</li> </ul>

		<ul style="list-style-type: none"> <li>• adaption and online delivery of Leadership Academy learning programs to meet the needs of a dispersed workforce and navigate a pandemic</li> <li>• new paid leave provisions to assist employees impacted by COVID-19</li> </ul>
<b>Statutory and Governance:</b> Successful execution of the statutory powers of the Commissioner for Public Sector Employment, and support critical across-government employment matters	Update Code of Ethics	Completed
	Complete and publish 2019 State of the Sector	Completed
	Ensure merit based recruitment of public service chief executives and some statutory office holders	Coordinated or participated in 11 recruitments and led the contract renewal of 6 chief executives/senior officers
	Support Remuneration Tribunal of South Australia	Provided secretariat support to enable the Tribunal to perform its role and function in accordance with legislation.
<b>Effective workforce:</b> Drive delivery of cross-sector frameworks and initiatives to support an efficient and effective public sector workforce	Support agencies to create mentally healthy workplaces by delivering a framework and supporting tools and piloting a peer support model	Mentally healthy workplaces framework launched. Implementation across the public sector commenced.  Guidelines on establishing peer support programs finalised, and training for peer support officers is being delivered through an online module and webinar.  Gained approval for additional Employee Assistance Program counselling support sessions for Frontline workers in response to the pandemic.
	Coordinate South Australian Government Traineeship and Graduate program	2019-20 across-government target for traineeship commencements met (702 training commencements*)

		* includes training contracts terminated after 3 months of commencement
	Increase Aboriginal employment	66 participants in the Aboriginal Traineeship Program secured public sector employment
		1082 Aboriginal job seekers registered on Public Sector Aboriginal Employment Register
	Develop South Australian Public Sector Diversity and Inclusion Strategy by 30 December 2019	Strategy launched December 2019. Diversity Inclusion Plan 2019-20 implementation underway
	Develop South Australian Public Sector Disability Employment Strategy by 30 June 2020	Strategy and Toolkit launched June 2020
	Enhance the public sector's position as an Employer of Choice	Launch and implementation of the strategies mentioned above.  Managed the South Australian Government's Salary Sacrifice Arrangements Agreement with Maxxia
<b>Innovation, engagement and business intelligence:</b> Enable a productive public sector through innovation, collaboration, partnerships and improved business intelligence	Continue implementation of the Public Sector Innovation Lab	Completed 40 projects since September 2017
	Report workforce information	Published 2019 Workforce Information Report in December 2019  Developed capability to report workforce information from an annual to monthly basis

<p><b>Human Resource Reform:</b> Collaborate with SAPS agencies to ensure the sector has the frameworks, systems and human capital to support an efficient and effective government</p>	<p>Develop a HR Strategy for the Sector</p>	<p>Approved by Senior Management Council in March 2020</p>
	<p>Support improved employee participation in performance management and development.</p>	<p>New guidance has been developed to assist managers in targeting agile and flexible PMD processes in response to COVID-1</p>
	<p>Support effective induction and performance management and development of chief executives (only those directly employed by the Premier)</p>	<p>Coordinated chief executive performance appraisal process</p>
		<p>Provided induction for new chief executives</p>
	<p>Deliver strategic whole-of-government leadership development programs</p>	<p>10 existing programs delivered (redesigned and implemented for online delivery due to COVID-19)</p> <p>Delivered 3 new offerings – Executive Refresh Series, Leadership Webinar Series and Virtual on the Couch Series (in conjunction with IPAA SA)</p> <p>Developed COVID-19 Toolkit for Leaders</p>
	<p>Deliver contemporary Human Resources Systems</p>	<p>Progressed the development of platforms for work health and safety, injury management and performance management and development (cluster agencies) systems for rollout in 2020-21.</p>

## Corporate performance summary

### Employment opportunity programs

OCPSE actively ensures our workplace is inclusive and reflects the diversity of the South Australian community.

During the reporting period:

- 69.7 per cent of OCPSE workforce were women
- 66.6 per cent of OCPSE executives were women
- 27.3 per cent of OCPSE employees work part-time
- 7.6 per cent of OCPSE employees were Aboriginal
- 4.6 per cent of OCPSE employees declared a disability.

### Agency performance management and development systems

Performance management and development system	Performance
Performance plans are facilitated and documented through the OurDevelopment learning management system. The formal Performance Discussion process is biannual, and focusses on engaging with our people, and building relationships.	As at 30 June 2019, 100% of employees had a performance development discussion in the past six months

### Work health, safety and return to work programs

Program name	Performance
Wellbeing for Our People Program	OCPSE participated in the following DTF led programs: <ul style="list-style-type: none"> <li>• annual influenza vaccination program</li> <li>• COVID 19 hand hygiene training program</li> <li>• Ergonomics and Working from home program</li> <li>• Mental health when working from home</li> </ul>

<b>Workplace injury claims</b>	2019-20	2018-19	% Change (+ / -)
Total new workplace injury claims	0	0	0%
Fatalities	0	0	0%
Seriously injured workers*	0	0	0%
Significant injuries (where lost time exceeds a working week, expressed as frequency rate per 1000 FTE)	0	0	0%

\*number of claimants assessed during the reporting period as having a whole person impairment of 30% or more under the Return to Work Act 2014 (Part 2 Division 5)

<b>Work health and safety regulations</b>	2019-20	2018-19	% Change (+ / -)
Number of notifiable incidents ( <i>Work Health and Safety Act 2012, Part 3</i> )	0	0	0%
Number of provisional improvement, improvement and prohibition notices ( <i>Work Health and Safety Act 2012 Sections 90, 191 and 195</i> )	0	0	0%

<b>Return to work costs**</b>	2019-20	2018-19	% Change (+ / -)
Total gross workers compensation expenditure (\$)	0	0	0%
Income support payments – gross (\$)	0	0	0%

\*\*before third party recovery

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/work-health-and-safety-and-return-to-work-performance-ocpse>

### Executive employment in the agency

Executive classification	Number of executives
SAES2	3
SAES1	0

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/executives-in-the-office-of-the-commissioner-for-public-sector-employment>

The [Office of the Commissioner for Public Sector Employment](#) has a [workforce information](#) page that provides further information on the breakdown of executive gender, salary and tenure by agency.

## Financial performance

### Financial performance at a glance

The following is a brief summary of the overall financial position of the agency. The information is unaudited. Full audited financial statements for 2019-20 are attached to this report.

<b>Statement of Comprehensive Income</b>	<b>2019-20 Budget \$000s</b>	<b>2019-20 Actual \$000s</b>	<b>Variation \$000s</b>	<b>2018-19 Actual \$000s</b>
Expenses	14 285	13 473	812	13 128
Revenues	4 507	4 642	135	5 105
<b>Net cost of providing services</b>	<b>9 778</b>	<b>8 831</b>	<b>947</b>	<b>8 023</b>
Net Revenue from SA Government	4 256	4 256	0	12 608
<b>Net result</b>	<b>(5 522)</b>	<b>(4 575)</b>	<b>947</b>	<b>4 585</b>
<b>Total Comprehensive Result</b>	<b>(5 522)</b>	<b>(4 575)</b>	<b>947</b>	<b>4 585</b>

<b>Statement of Financial Position</b>	<b>2019-20 Budget \$000s</b>	<b>2019-20 Actual \$000s</b>	<b>Variation \$000s</b>	<b>2018-19 Actual \$000s</b>
Current assets	2 925	2 920	(5 )	8 381
Non-current assets	(100 )	2	102	1
<b>Total assets</b>	<b>2 825</b>	<b>2 922</b>	<b>97</b>	<b>8 382</b>
Current liabilities	3 133	1 910	1 223	2 785
Non-current liabilities	1 867	1 872	(5 )	1 882
<b>Total liabilities</b>	<b>5 000</b>	<b>3 782</b>	<b>1 218</b>	<b>4 667</b>
<b>Net assets</b>	<b>(2 175)</b>	<b>(860 )</b>	<b>1 315</b>	<b>3 715</b>
<b>Equity</b>	<b>(2 175)</b>	<b>(860 )</b>	<b>1 315</b>	<b>3 715</b>

**Consultants disclosure**

The following is a summary of external consultants that have been engaged by the agency, the nature of work undertaken, and the actual payments made for the work undertaken during the financial year.

**Consultancies with a contract value below \$10,000 each**

<b>Consultancies</b>	<b>Purpose</b>	<b>\$ Actual payment</b>
All consultancies below \$10,000 each - combined	Various	\$5,553

**Consultancies with a contract value above \$10,000 each**

<b>Consultancies</b>	<b>Purpose</b>	<b>\$ Actual payment</b>
PricewaterhouseCoopers	Whole of Government actuarial review of workers compensation liabilities	\$99,091
Ernst & Young	Support provided in planning workforce continuity, transition and transformation post – COVID-19	\$69,425
	Total	\$168,516

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/consultants-engaged-by-the-office-of-the-commissioner-for-public-sector-employment>

See also the [Consolidated Financial Report of the Department of Treasury and Finance](#) for total value of consultancy contracts across the South Australian Public Sector.

## Contractors disclosure

The following is a summary of external contractors that have been engaged by the agency, the nature of work undertaken, and the actual payments made for work undertaken during the financial year.

### Contractors with a contract value below \$10,000

Contractors	Purpose	\$ Actual payment
All contractors below \$10,000 each - combined	Various	\$125,778

### Contractors with a contract value above \$10,000 each

Contractors	Purpose	\$ Actual payment
Oz Train Pty Ltd	Development and Delivery of Executive Excellence Workshop	\$10,000
Emotous Pty Ltd	Delivery of Manager Essentials Program - Conduct SEL Assessment for 175 participants	\$10,500
Hannan Duck & Partners Pty Ltd	Strategic Plan	\$12,666
PricewaterhouseCoopers	Enterprise Risk Workshop	\$14,840
Zed Management Consulting	Delivery of module 4 of Manager Essentials Program	\$15,800
Thornhall Pty Ltd	Facilitation of the Leading Self Workshops Executive Excellence Program	\$17,375
Mercer Consulting (Aust) Pty Ltd	Chief Executive Work Value Review	\$18,625
Anna Ranaldo Consulting	Delivery of Dare to Lead Workshop	\$19,400
Emotous Pty Ltd	Delivery of Module 1 of Manager Essentials Program	\$19,500

<b>Contractors</b>	<b>Purpose</b>	<b>\$ Actual payment</b>
Emotous Pty Ltd	Delivery of Module 2 of Manager Essentials Program	\$19,500
Emotous Pty Ltd	Delivery of Module 3 of Manager Essentials Program	\$19,500
Innergise Pty Ltd	Delivery of Public Problem Solving Workshop Next Execs	\$20,416
Richard Dennis	Drafting of Public Sector Determination 2020	\$24,150
Human Psychology	Design and Delivery of the Peer Support Officer Online Training Program	\$25,000
Linkedin	Job Slots	\$27,738
Uncharted Leadership Institute	Development of Adaptive Leadership Workshop Executive Excellence	\$49,145
K Ashcroft Consulting	Delivery of Administration of TLC, Debrief of TLC, Coaching Services for The Next Execs Program, Coaching Services for Executive Excellence Program	\$72,000
Pricewaterhousecoopers	Delivery of SAGSSA 2020 review	\$111,047
Deloitte Risk Advisory Pty Ltd	Provision of external audit program - Audit and Verification System (AVS) audit services.	\$187,790
	Total	\$ 694,992

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/contractors-engaged-by-the-office-of-the-commissioner-for-public-sector-employment>

The details of South Australian Government-awarded contracts for goods, services, and works are displayed on the SA Tenders and Contracts website. [View the agency list of contracts.](#)

The website also provides details of [across government contracts.](#)

## Risk management

### Risk and audit at a glance

The OCPSE Risk and Performance Committee members are:

- Yvonne Sneddon (Chair) – Independent of SA Government
- Kim-Sherie Summers – Department of Human Services
- Eva Balan-Vnuk – Department of the Premier and Cabinet
- Chris McSporran – Department of Treasury and Finance
- Anthony Mackay – Office of the Commissioner for Public Sector Employment
- Shelley Willsmore – Office of the Commissioner for Public Sector Employment

### Fraud detected in the agency

Category/nature of fraud	Number of instances
Nil	0

*NB: Fraud reported includes actual and reasonably suspected incidents of fraud.*

### Strategies implemented to control and prevent fraud

OCPSE is committed to the prevention, detection and control of fraud, corruption, maladministration and misconduct in connection with its activities.

As an attached office to the Department of Treasury and Finance (DTF), OCPSE has adopted DTF's Fraud and Corruption Prevention Policy and Fraud and Corruption Control Strategy.

The main elements of the Control Strategy are:

- Governance and Ethics
- Awareness and Training
- Fraud Prevention
- Detection and Investigation
- Monitoring and Reporting.

More specifically, DTF's detection, control and prevention strategies include:

- Relevant financial policies and procedures
- Documenting fraud risks in a Departmental risk register
- Appropriate segregation of duties
- Review of transaction reports
- Review of management reports

- external audits
- Review of internal controls post an incident
- Financial year end declarations process
- Fraud and corruption awareness training for new and existing employees.

The Control Strategy also requires serious or systemic offences against OCPSE and/or the South Australian Public Sector to be referred to the Office for Public Integrity (OPI) or inquiry agencies to investigate.

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/fraud-detected-in-the-office-of-the-commissioner-for-public-sector-employment>

### **Public interest disclosure**

Number of occasions on which public interest information has been disclosed to a responsible officer of the agency under the *Public Interest Disclosure Act 2018*:

Seven public interest disclosures were made to the Commissioner for Public Sector Employment as a relevant authority under the *Public Interest Disclosure Act 2018*.

Data for previous years is available at:

<https://data.sa.gov.au/data/dataset/whistleblower-disclosures-in-the-office-of-the-commissioner-for-public-sector-employment>

Note: Disclosure of public interest information was previously reported under the *Whistleblowers Protection Act 1993* and repealed by the *Public Interest Disclosure Act 2018* on 1/7/2019.

## Reporting required under any other act or regulation

Act or Regulation	Requirement
<p><i>Public Sector Act 2009</i></p>	<p>OCPSE supports the Commissioner for Public Sector Employment to prepare an annual report, as required by section 21 of the <i>Public Sector Act 2009</i>.</p> <p>Section 21 requires the Commissioner’s annual report to 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 observance of those principles.</p> <p>The Public Sector Regulations 2010 further requires the Commissioner to report annually on</p> <ul style="list-style-type: none"> <li>• variations or substitutions of the Public Sector Code of Conduct</li> <li>• public sector employment determinations</li> <li>• guidelines relating to public sector employment matters</li> <li>• the number of occasions on which public interest information has been disclosed to the Commissioner under the <i>Whistleblowers Protection Act 1993</i>*.</li> </ul> <p>The Commissioner’s annual report – known as the <i>State of the Sector</i> – is provided to the Treasurer before 30 September each year for tabling in Parliament within 12 sitting dates of receipt by the Treasurer.</p> <p>The <i>State of the Sector</i> report can be found at:  <a href="https://www.publicsector.sa.gov.au/about/Our-Work/Reporting/State-of-the-Sector">https://www.publicsector.sa.gov.au/about/Our-Work/Reporting/State-of-the-Sector</a></p> <p>* repealed by the <i>Public Interest Disclosure Act 2018</i> on 1/7/2019</p>

## Public complaints

### Number of public complaints reported

Complaint categories	Sub-categories	Example	Number of Complaints 2019-20
Professional behaviour	Staff attitude	Failure to demonstrate values such as empathy, respect, fairness, courtesy, extra mile; cultural competency	0
Professional behaviour	Staff competency	Failure to action service request; poorly informed decisions; incorrect or incomplete service provided	0
Professional behaviour	Staff knowledge	Lack of service specific knowledge; incomplete or out-of-date knowledge	0
Communication	Communication quality	Inadequate, delayed or absent communication with customer	0
Communication	Confidentiality	Customer's confidentiality or privacy not respected; information shared incorrectly	0
Service delivery	Systems/technology	System offline; inaccessible to customer; incorrect result/information provided; poor system design	0
Service delivery	Access to services	Service difficult to find; location poor; facilities/ environment poor standard; not accessible to customers with disabilities	0
Service delivery	Process	Processing error; incorrect process used; delay in processing application; process not customer responsive	0
Policy	Policy application	Incorrect policy interpretation; incorrect policy applied; conflicting policy advice given	0
Policy	Policy content	Policy content difficult to understand; policy unreasonable or disadvantages customer	0

<b>Complaint categories</b>	<b>Sub-categories</b>	<b>Example</b>	<b>Number of Complaints 2019-20</b>
Service quality	Information	Incorrect, incomplete, out dated or inadequate information; not fit for purpose	0
Service quality	Access to information	Information difficult to understand, hard to find or difficult to use; not plain English	0
Service quality	Timeliness	Lack of staff punctuality; excessive waiting times (outside of service standard); timelines not met	0
Service quality	Safety	Maintenance; personal or family safety; duty of care not shown; poor security service/ premises; poor cleanliness	0
Service quality	Service responsiveness	Service design doesn't meet customer needs; poor service fit with customer expectations	0
No case to answer	No case to answer	Third party; customer misunderstanding; redirected to another agency; insufficient information to investigate	0
		<b>Total</b>	<b>0</b>

<b>Additional Metrics</b>	<b>Total</b>
Number of positive feedback comments	0
Number of negative feedback comments	0
Total number of feedback comments	0
% complaints resolved within policy timeframes	0

Data for previous years is available at: <https://data.sa.gov.au/data/dataset/public-complaints-received-by-the-office-of-the-commissioner-for-public-sector-employment>

**Service Improvements resulting from complaints or consumer suggestions over 2019-20**

Nil

## **Appendix: Audited financial statements 2019-20**