

4440

# State of the Sector 2021

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**Government  
of South Australia**

Office of the Commissioner  
for Public Sector Employment

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 foreward



**Thank you to all South Australian public sector employees for their commitment to making a difference for our community, especially throughout the COVID-19 pandemic.**

Our people have continued to deliver public services in what's been another extraordinarily challenging and disruptive year. I am proud of how our workforce has pulled together to keep South Australia safe and on track for recovery.

Public sector employees are one of the state's critical resources and should be valued as such. Our agencies have a responsibility to provide workplaces that let our people do their best work each day. Hearing from employees about their experiences at work – both good and bad – is essential to make informed decisions about workplace culture and practices.

On 27 April 2021, I invited public sector employees to tell me about their working conditions through the I Work for SA – Your Voice Survey.

A record number of employees responded to my invitation, with the survey achieving a response rate of 36 per cent when it closed on 4 June. In total, 39,688 employees completed the survey – 15,347 more than the inaugural survey in 2018.

The survey results revealed the public sector workforce remains engaged and committed. Employee engagement increased one percentage point since 2018 to 65 per cent despite the demands of COVID-19. Employees' commitment is high, with 85 per cent willing to go the extra mile at work. Tellingly, most employees – 92 per cent – intend to stay in the public sector.

Of note, a very high level of employee satisfaction was recorded with the stepped-up health and wellbeing measures put in place across the sector in response to COVID-19, in addition to the initiatives resulting from the previous I Work for SA survey.

Pleasingly, workplace bullying and harassment has fallen since 2018. This year, 29 per cent of employees said they had witnessed bullying or harassment in the workplace during the last 12 months – eight percentage points fewer than in 2018. Fewer employees also reported experiencing workplace bullying or harassment in the last 12 months, with 17 per cent answering they had – four percentage points fewer than 2018.

While this is a positive improvement, we recognise there is still a long way to go. Public sector leaders and I will continue working towards stamping out workplace bullying and harassment.

Employees also identified improvements in leadership, performance management, and employee wellbeing since 2018, but there are opportunities to do better.

I encourage readers to access the survey results at [publicsector.sa.gov.au/survey](https://publicsector.sa.gov.au/survey).

Action plans to address the most pressing issues raised by employees will be developed by the end of 2021 for the public sector and all agencies. I will report on these plans in the 2022 State of the Sector.

The I Work for SA – Your Voice results is just one source I used to understand how agencies observed the public sector’s principles in employment matters, and which the *Public Sector Act 2009* requires me to report on annually.

The data collected by my office highlights the diversity of the public sector workforce.

We continue to employ a record high number of Aboriginal South Australians, with 2317 employees self-identifying as Aboriginal or Torres Strait Islanders, as at 30 June 2021. This equates to 2.11 per cent of the workforce.

The public sector also remains a leader on gender equality, with women now making up 57.04 per cent of public sector executives, as at 30 June 2021. Women made up 52.76 per cent of the executive workforce in June 2020. The Department for Education accounted for this increase because its reporting data to my office for the first time included pre-school-based leaders and expanded the definition of school-based leaders (principals) within its executive ranks.

Both the workforce data and I Work for SA – Your Voice Survey results indicate we have a much longer road ahead to achieve satisfactory employment and engagement levels for people living with a disability. Current public sector workforce data indicates the sector employs 1517 people with a disability, and yet 1842 anonymous survey respondents indicated they had a disability. Of these survey respondents, 30 per cent had not declared their disability. As a sector we need to build employee confidence in disclosing as well as actively increasing participation levels.

On Code of Ethics matters, there were 707 investigations into breaches in 2020-21. While the number of investigations increased by 11 since the previous year, it remains proportionally low given the public sector employs more than 100,000 people. I note that the number of investigations still outstanding beyond six months reduced from 58 per cent in 2019-20 to 40 per cent in 2020-21.

Reflecting on 2020-21, there has been much good work in the public sector. Mobilising a surge workforce to support the COVID-19 response effort has been a high priority. We have also remained committed to increasing opportunities for upskilling the workforce through traineeship programs for new and existing employees and to develop our leaders.

As we look ahead, I believe the South Australian public sector is well-positioned to continue serving the State with pride and integrity.



**Erma Ranieri**  
Commissioner for Public Sector Employment

# 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). I am required to describe how the public sector observes the public sector principles in relation to employment, and report on my actions to support those principles.

The public sector principles are the expectations of parliament and South Australians regarding public sector performance, culture, and integrity.

Regulations 11(a) and 11(b) of the Public Sector Regulations 2010 (the Regulations) 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 times 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 2020 to 30 June 2021.

This year's report contains information and data submitted by 92 agencies through a sector-wide survey in July 2021. Together these agencies employed 108,807 employees or 99.1 per cent of the public sector workforce as at 30 June 2021.

Participating and non-participating agencies are listed in Appendix 1.

It is important that all agencies provide data for the State of the Sector, because their consistent participation provides a more fulsome picture and enables a comprehensive analysis of the data over successive years.

The State of the Sector includes data and insights gained through key data collected by my office, including:

## 1. Workforce Data

This State of the Sector uses public sector workforce data as at 30 June 2021.

My office collects this data and publishes key highlights in the annual Workforce Information Report. The 2020 report is available at [publicsector.sa.gov.au/workforce-information](https://publicsector.sa.gov.au/workforce-information). This year's report will also be published in 2021.

## 2. State of the Sector Agency Survey

The survey was in two parts:

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

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

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

- Implemented – the agency 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.

### b. Agency Information Collection (AIC)

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

# The public sector principles

## 1. Public focus



The public sector:

- focuses on the provision of services to the public
- recognises the diversity of public needs and responds to changing needs
- consults and involves the public, where appropriate, to improve services and outcomes on an ongoing basis.

## 2. Responsiveness



The public sector:

- implements the policies of the Government of the day in a timely manner
- provides accurate, timely and comprehensive advice
- aligns structure and systems to achieve major strategies while continuing to deliver core services.

## 3. Collaboration



The public sector:

- ensures collaboration between all agencies in order to achieve outcomes for the Government and community
- focuses on services and outcomes within their agency as well as those that involve and impact multiple agencies across the sector.

## 4. Excellence



The public sector:

- provides services with a high level of efficiency and effectiveness
- moves resources rapidly in response to changing needs
- devolves decision-making authority to the lowest appropriate level
- manages resources effectively, prudently and in a fully accountable manner
- maintains and enhances the value of public assets.



## 5. Employer of choice



Public sector agencies:

- 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 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



Public sector employees:

- are 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:

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

# The public sector at a glance

Detailed information about the public sector's workforce size, structure and composition is available at: [publicsector.sa.gov.au/workforce-information](https://publicsector.sa.gov.au/workforce-information)

## Employee demographics



### HEADCOUNT

**109,736**

+2.14% change 2020 to 2021



### AVERAGE AGE

**45**

No change 2020 to 2021

### ABORIGINAL EMPLOYEES

**2.11%**

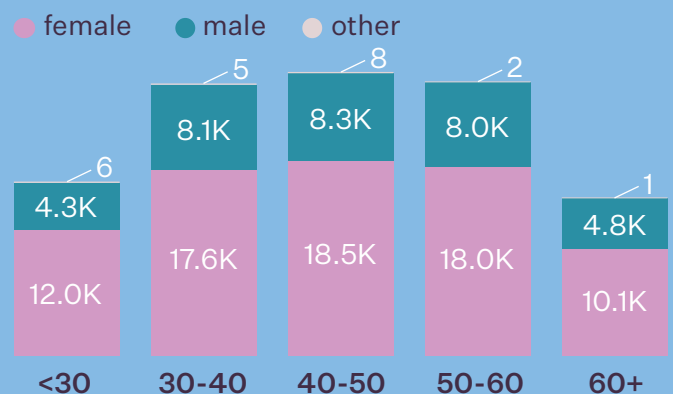
+1.13% change 2020 to 2021

### EMPLOYEES WITH DISABILITY

**1.38%**

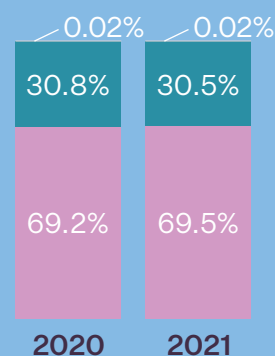
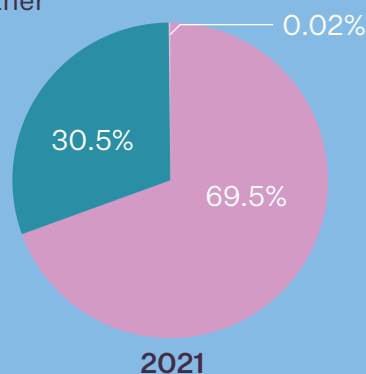
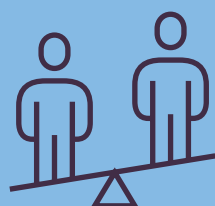
+2.36% change 2020 to 2021

### AGE DISTRIBUTION



### GENDER SPLIT

female male other



# Employment



## RECRUITED

**17,628**

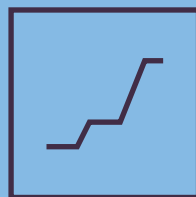
+10.85% change 2020 to 2021



## SEPARATED

**13,599**

+0.73% change 2020 to 2021



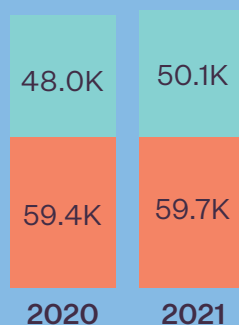
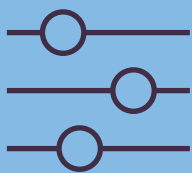
## AVERAGE SALARY

**\$88,348**

+1.43% change 2020 to 2021

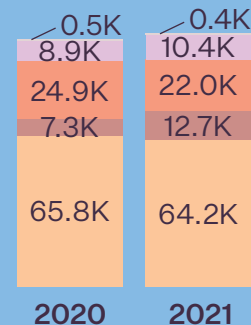
## EMPLOYMENT TYPE

● full time ● part time

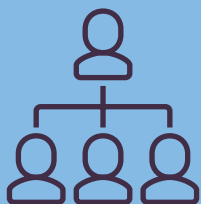


## APPOINTMENT TYPES

● ongoing ● long-term contract  
● short-term contract ● casual ● other



# Executives



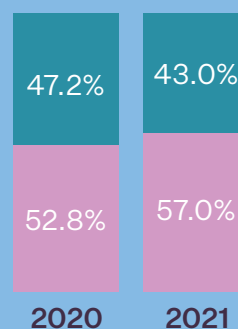
## TOTAL EXECUTIVES

**1776**

+28.88% change 2020 to 2021

## EXECUTIVE GENDER SPLIT

● female ● male



Note executives increased by 398 across the workforce between 1 July 2020 and 30 June 2021 as the Department for Education reported pre-school-based leaders as executives for the first time, expanded the definition of school-based leaders (principals) and experienced smaller increases in other executive groups.

# 01

## I Work for SA

**The second I Work for SA – Your Voice Survey was conducted between 27 April and 4 June 2021. All public sector employees were invited to share their views on the culture and practices in their workplaces.**

Identification of trends and benchmarking to the inaugural 2018 survey were implemented for the first time.

ENGINE Asia-Pacific, an independent research company that undertakes employee surveys for other Australian governments, provided the platform and data analytical expertise. The 2018 survey was also facilitated by ENGINE, then known as ORC International.

I encourage readers to access the full survey results at: [publicsector.sa.gov.au/survey](https://publicsector.sa.gov.au/survey)

In this chapter, I will discuss notable findings from both the I WORK FOR SA – Your Voice Survey and the annual State of the Sector agency survey. Together, these sources provide a holistic view of public sector employment from agency and employee perspectives.

# Employee engagement and commitment

With the COVID-19 pandemic continuing to disrupt workplaces, I was particularly interested on its impact to employee engagement.

Research shows that employee engagement is a reliable measure of productivity and positive workplace culture.<sup>1</sup> Employee engagement is also a key indicator that the public sector is observing the public sector principle of employer of choice.

It is encouraging that employee engagement increased one percentage point to 65 per cent since 2018, despite significant changes in workplaces during the pandemic.

The engagement score is calculated from responses to the questions listed in Table 1.

Other survey questions also provided insight into employee commitment.

One such question concerned employee motivation, with 85 per cent of employees reporting that they were happy to go the extra mile at work when required. However, I also note a four percentage point decrease from 2018 responses.

Most employees – 92 per cent – want to stay in the public sector. Reasons for remaining in the public sector include job security and stability, alignment with skills and experience, and the type of work offered.

I also looked at the survey response rate to gauge employee interest in making their workplaces better. A total of 39,688 employees completed this year’s survey, which equates to a 36 per cent response rate. Compared to 2018, 15,347 more employees provided feedback. The significant increase in participation is a positive outcome given the increased effort in promoting this year’s survey. The public sector can do better to be accountable to employees and demonstrate its commitment to the survey, with just 33 per cent of employees expecting action to be taken on the survey results. This is an increase of six percentage points from 2018. Nonetheless, I see this as a call to arms for the public sector to act on the survey results, which will be discussed later in this report.

**Table 1: Employment engagement**

QUESTION	% POSITIVE	VARIANCE FROM 2018 SURVEY
I am proud to tell others I work for my agency	67%	+1
I would recommend my agency as a good place to work	57%	-4
I feel a strong personal attachment to my agency	62%	+3
My agency really inspires me to do the best work every day	56%	+7
My agency motivates me to help it achieve its objectives	53%	+1

Source: I WORK FOR SA – Your Voice Survey 2021

<sup>1</sup> John Baldoni, “Employee Engagement Does More than Boost Productivity”, Harvard Business Review (04 July 2013), <https://hbr.org/2013/07/employee-engagement-does-more> (accessed 09 August 2021).

# Response to COVID-19

Since the start of the pandemic, enhanced measures to protect health and wellbeing of employees and clients have been in place across the public sector upon the advice of the Chief Public Health Officer.

All employees have been affected by these measures, though the degree of impact varied according to the workplace. For frontline workers, service delivery may have been modified. Strict hygiene and physical distancing were introduced, while back-office employees were equipped to work from home to minimise staff movement.

My office continued to update leave provisions issued last year to support employees, in response to the ever-changing public health situation. Paid leave remained available to employees required to isolate where the option to work from home was not available. Access to accrued sick/carer's leave to care for ill or quarantining family or children impacted by school or child-care closure was uncapped.

In this year's I Work for SA – Your Voice Survey, employees were asked about the effectiveness of health and wellbeing measures during the pandemic.

Employees reported a high level of satisfaction across each of the COVID-19 questions covering resourcing, leadership, communications and workplace support. See Table 2 below.

**Table 2: COVID-19**

QUESTION	% POSITIVE	VARIANCE FROM 2018 SURVEY
I believe my agency provided sufficient resources and arrangements to help me feel safe	77%	N/A
My manager provided me with sufficient direction about my priorities	72%	N/A
I was satisfied with the communications I received from senior managers about changes impacting my work	66%	N/A
During this time, I felt my manager cared about my wellbeing	70%	N/A
I felt that my workgroup went the extra mile to support each other	75%	N/A

Source: I Work for SA – Your Voice Survey 2021

High employee satisfaction attests to the effectiveness and timeliness of COVID-19 health and wellbeing measures. These measures have allowed the public sector to meet its obligations under work health and safety laws, the observation of such legal requirements is a public sector principle.

A total of 3168 employees – nine per cent of responses – reported they had been mobilised to another agency or within their agency because of COVID requirements. The willingness of public sector employees to be mobilised to fulfil mission-critical roles has been vital to sustain the State's COVID-19 response.

In my capacity as Mobilisation Coordinator, I have worked with the State Controller, SA Health and other frontline agencies to meet surge requirements during the pandemic. As processes matured, more agencies have been able to identify five per cent of their workforce (not providing frontline services) for mobilisation and proactively train them accordingly.

**The lessons learnt during the pandemic will ensure the public sector is not only more agile, but also better prepared and better equipped to mobilise and respond to future major emergencies.**

# Employee wellbeing

After the 2018 survey, the public sector prioritised employee wellbeing as an area of improvement.

Employees' insights and world-leading research informed my office's development of the Mentally Healthy Workplaces Framework and Toolkit. The framework and toolkit provide a common approach across the public sector to creating workplaces that:

- support mental health
- build understanding and capability to support mental health
- reduce mental health risks
- recognise and respond to mental illness.

My office continues to advise agencies on implementing the framework and using the toolkit, including the sharing of best practice between agencies.

Training for employees to support the mental health of their colleagues was also introduced since 2018. More than 5000 employees have received mental health first aid training and 94 peer support officers have been trained as of June 2021. These employees provide non-judgemental and confidential support during a difficult time. They do not replace Employee Assistance Programs but can discuss options for accessing further support and guidance.

Despite the disruption of COVID-19, I note that the employee wellbeing score increased slightly to 61 per cent this year – an increase of one percentage point since 2018.<sup>2</sup> This score was calculated on responses to the questions in Table 3.

**Table 3: Employee wellbeing**

QUESTION	% POSITIVE	VARIANCE FROM 2018 SURVEY
I am provided with the tools and equipment to do my job safely	74%	-1
My workgroup has the tools and resources to perform well	60%	+3
I was satisfied with the policies/practices in place to help me manage my health and wellbeing	61%	+2
I think my agency cares about my health and wellbeing	54%	+2
I am able to strike the right balance between my work and home life	55%	-3

Source: I Work for SA – Your Voice Survey 2021

<sup>2</sup> The employee wellbeing score was 49 per cent as published in 2018. The 2018 employee score was recalculated in 2021 to enable a like-for-like comparison between 2018 and 2021 after a small number of wellbeing-focussed questions were removed from the survey this year.).



While improvement was recorded in three of the five questions, I note more employees are finding it harder to maintain work-life balance.

I also asked employees about stress in their jobs. Less than half of employees – 44 per cent – believed the level of stress was appropriate. Employee responses on employee-organisation alignment provide insights into possible causes of stress, particularly in relation to work processes and challenging the way things are done, as set out in Table 4.

**Table 4: Employee-organisation alignment**

QUESTION	% POSITIVE	VARIANCE FROM 2018 SURVEY
My job makes good use of my skills and abilities	79%	+1
I understand what is expected of me to do well in my role	88%	0
I believe strongly in the purpose and objectives of my agency	80%	+1
I have the authority to do my job effectively	73%	+2
The work processes we have in place allow me to be as productive as possible	51%	+2
I understand how my work contributes to my agency's objectives	86%	-2
I think it is safe to speak up and challenge the way things are done in this agency	48%	+1
I feel secure in my job	61%	+3

Source: I Work for SA – Your Voice Survey 2021

# Bullying, harassment and discrimination

Unfortunately, negative behaviours such as bullying, harassment and discrimination can happen in any workplace, including in the public sector.

Since the inaugural survey in 2018, the I Work for SA – Your Voice Survey has provided a candid and anonymous barometer of bullying and harassment in the public sector.

In response to the 2018 survey results, the public sector introduced initiatives to reduce bullying and harassment. These included the Mentally Healthy Workplaces Framework, mental health first aid training and peer support officers.

Three agencies also trialled psychosocial risk assessments with the aim of rolling out these assessments across the public sector to help agencies create a positive workplace culture that reduces incidences of bullying and harassment.

The decrease of bullying and harassment since these measures were introduced is encouraging.

This year, 29 per cent of employees said they had witnessed workplace bullying or harassment in the last 12 months – eight percentage points fewer than in 2018.

Fewer employees also reported being subject to workplace bullying or harassment in the last 12 months, with 17 per cent answering they had – four percentage points fewer than 2018.

For the first time, I asked employees who had witnessed or experienced bullying and harassment about how they responded.

I am concerned that just 10 per cent of employees who had witnessed bullying and harassment lodged a grievance or complaint (1081 out of 10,688 employees who witnessed bullying and harassment) and 13 per cent did nothing (1383 from 10,688 employees).

Encouragingly more employees offered support to the victim (50 per cent, or 5379 employees from 10,688 employees), sought support from a manager (36 per cent, or 3824 from 10,688 employees), or sought support from a colleague (33 per cent, or 3480 from 10,688 employees).

Similarly, 18 per cent of employees who had experienced bullying and harassment made an internal grievance or complaint (1142 from 6409 employees). Two per cent lodged an external complaint, such as the Equal Opportunity Commission, Safe Work SA or the Independent Commissioner Against Corruption (145 from 6409 employees).

Like the employees who witnessed bullying and harassment, these employees preferred to seek support from a colleague (47 per cent, or 3000 from 6409 employees) or their manager (37 per cent, or 2344 from 6409 employees). Nineteen per cent said they did nothing (1218 from 6409 employees).

Of those employees who made a complaint, 55 per cent reported it had not been satisfactorily resolved (an increase of two percentage points from 2018) and another 13 per cent were not sure (no change since 2018).

Employees who had not lodged an internal or external complaint after experiencing bullying and harassment (5122 employees) were asked why they had not. The top five reasons are listed in Table 5 (note that employees could give multiple responses).

**Table 5: Why employees who experienced bullying and harassment did not make a complaint**

QUESTION	RESPONSES	% OF TOTAL EMPLOYEES WHO DID NOT MAKE A COMPLAINT (5122 EMPLOYEES)	VARIANCE FROM 2018 SURVEY
I did not trust that action would be taken	3151	62%	N/A
It could affect my working relationships	2737	54%	N/A
It could affect my career	2188	43%	N/A
Managers accepted the behaviour	1499	29%	N/A
I did not think the harassment/bullying was serious enough	893	18%	N/A

Source: I Work for SA – Your Voice Survey 2021

Given these employee insights, it is important to note that policies and procedures addressing bullying and harassment are in place across nearly all the public sector. According to data provided in the State of the Sector agency survey, nearly all agencies had:

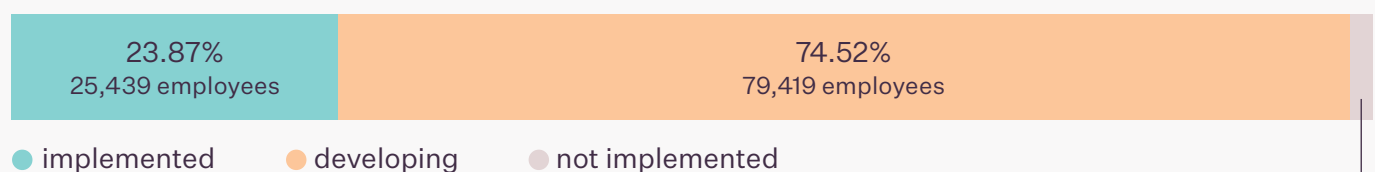
- implemented a policy to address bullying and harassment
- ensured employees were informed of bullying and harassment policy and processes
- established processes to help employees report bullying and harassment.

Interestingly, far fewer agencies (employing 24 per cent of employees in surveyed agencies) had implemented mandatory training on bullying and harassment (Figure 1).

**Whether more awareness training will increase formal reporting of bullying and harassment is worth investigating.**

### Figure 1: Bullying and harassment training

Question 53: Your agency has a training program to address bullying and harassment in place that is mandatory for all staff.



Source: State of the Sector Agency Survey – PSER 2021

The I Work for SA – Your Voice Survey also asked employees for the first time about their experiences of workplace discrimination.

Nine per cent of employees reported they had experienced workplace discrimination from people within their agency, while another one per cent reported they’d been discriminated against by people outside their agency.

The top five types of workplace discrimination reported are in Table 6.

Chief executives and I have made it clear many times that bullying, harassment and discrimination are not tolerated in the public sector.

Bullying, harassment and discrimination are breaches of the Public Sector Code of Ethics. Any employee who fails to uphold the Code of Ethics may be liable to disciplinary action.

These behaviours are also inconsistent with the public sector principles, which specifically states that as an employer of choice, the public sector strives for a work environment where employees are treated fairly and justly, and where unlawful discrimination is unacceptable.

Chief executives and agency heads are required under the Act to embed the public sector principles into the management and day-to-day operations of the agency.

The decline in the reporting of bullying and harassment suggests that action undertaken since the 2018 survey to support employee wellbeing has helped move the sector in the right direction.

If employees continue to report bullying, harassment and discrimination, chief executives and I will take appropriate action. The sector continues to prioritise its support of fostering respectful workplaces where employees act responsibly and proactively report unacceptable behaviour.

There are a number of initiatives led by OCPSE to enhance the employee experience and address poor performance and bullying and harassment. I expect to report on further progress on these areas in next year’s State of the Sector report.

**Table 6: Workplace discrimination experienced by employees**

GROUNDS FOR DISCRIMINATION	RESPONSES	% OF TOTAL EMPLOYEES WHO EXPERIENCED DISCRIMINATION (3705 EMPLOYEES)
Age	862	23%
Race/cultural background	824	22%
Physical health/mental health challenges (not defined as a disability) <sup>3</sup>	559	15%
Part-time work status	502	14%
Sex	451	12%

Source: I Work for SA – Your Voice Survey 2021

<sup>3</sup> Employees could also nominate ‘disability/impairment’ as a form of workplace discrimination that they had experienced. Four per cent of employees reported workplace discrimination based on disability/impairment.

# Leadership

The I Work for SA – Your Voice survey provides valuable insights into the effectiveness of public sector leaders and allows my office and agencies to effectively determine how we invest in their development.

Overall, leadership across the sector scored 52 per cent, an increase of two percentage points from 2018. Most employees believed their agency had a focus on improvement and that senior managers supported the career advancement of women.

I note however employees who felt senior leaders acted in accordance with the Public Sector Values in their everyday work, decreased by five percentage points since 2018 to 64 per cent.

Furthermore, less than half of employees agreed that senior managers:

- provided clear direction for the future of their agency
- effectively led and managed change
- modelled the behaviours expected of employees
- kept employees informed of what is going on.

These results highlight the need to continue our investment in leaders across the public sector.

Leaders are essential for ensuring the public sector principles are reflected in the work of their teams by:

- ensuring outputs are public-focussed and responsive to government
- being collaborative and driven by excellence
- ensuring their workplaces are regarded as employers of choice
- modelling ethical behaviour and professional integrity
- overseeing compliance with legal requirements.

Across the public sector, there were 1776 executives in the public sector as at 30 June 2021, making up 1.62 per cent of the sector workforce.

The number of executives increased by 398 (29.25 per cent) across the workforce between June 2020 and June 2021 due to the Department for Education counting pre-school-based leaders and expanded the definition of school-based leaders (principals) within its executive ranks.

Leaders also includes managers but the use of different definitions for this group makes it difficult to record the number across the public sector.

High quality leadership development programs are available to aspiring and experienced managers and executives through the South Australian Leadership Academy (SALA), hosted in my office. During the reporting period, SALA delivered learning for leaders at different stages of their careers:

- new and experienced frontline managers (Manager Essentials program)
- aspiring executives (Next Execs program)
- new executives (Executive Induction program)
- experienced executives (Executive Excellence program)
- Aboriginal employees who are managers or aspire to a leadership role (Aboriginal Frontline Leadership Program).

There is high demand for these programs from across the sector, with each program over-subscribed. SALA will continue to evolve these programs to meet the sector's priorities and participant needs.

**Leadership will be an area of focus as the public sector develops its action plan in response to the survey results.**

# Performance management and development

Long-time readers of the State of the Sector are aware of my interest in the effectiveness of employee performance management and development (PMD).

Performance management and development enables the sector to deliver its strategic priorities and provide services to the community. The importance of PMD is recognised in the Act and there is a Premier's Direction and Commissioner's Guideline on performance management and development.

Based on the information provided by agencies, nearly all agencies (employing 99.93 of employees in surveyed agencies) had a PMD system in place with mandatory employee participation (Figure 2).

Despite the near universal implementation of PMD systems, the I Work for SA – Your Voice Survey found 21 per cent of employees did not have a current performance and development plan.

As well as having a performance management and development system in place, the Premier's Direction requires agencies to ensure all employees have biannual performance reviews.

According to data from agencies, this requirement has been implemented across nearly all the public sector (Figure 3).

There is also near universal implementation of processes to manage employee unsatisfactory performance, including misconduct (Figure 4).

It is pleasing to see more agencies reporting that they have policies and processes in place for employee PMD.

Yet over half of employees (54 per cent) responding to the I Work for SA – Your Voice Survey felt performance conversations had been useful for their growth. While this is an improvement of nine percentage points from 2018, it indicates further opportunities to improve the quality of performance conversations between managers and employees.

Through initiatives such as the Manager Essentials program delivered through SALA, my office will continue to provide practical support to help managers improve performance management practices.

**In the coming months, my office will also look to provide new guidance to assist managers and human resources professionals to manage difficult issues such as performance improvement and unsatisfactory performance.**

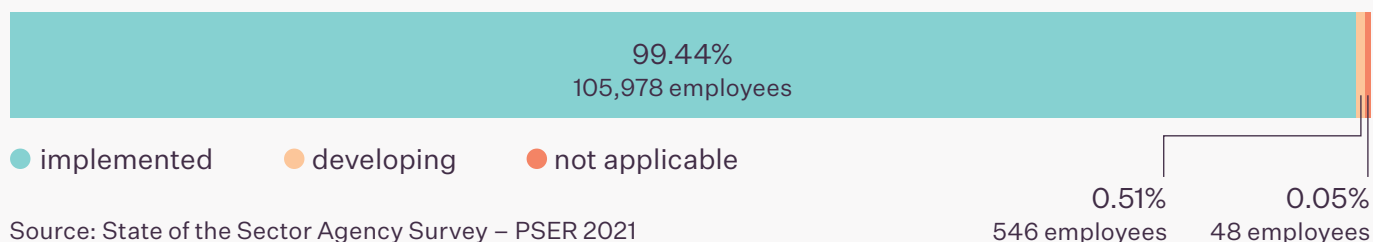
### Figure 2: Performance Management and Development (PMD) system with mandatory employee participation

Question 3: In the agency, the PMD system is implemented by management and communicated to all staff. The participation in the PMD is mandatory for all staff.



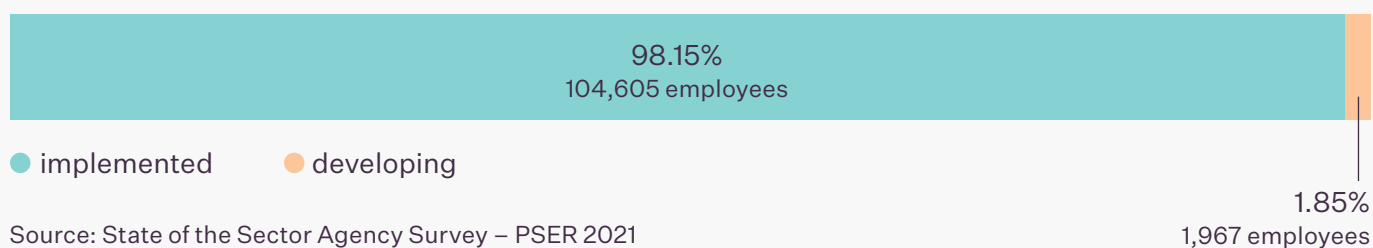
### Figure 3: Performance Management and Development (PMD) reviews

Question 4: In the agency, an employee PMD review is conducted at least twice a year and an appropriate level of documentation is maintained for records.



### Figure 4: Management of unsatisfactory performance

Question 37: The agency has a formal process in place to manage unsatisfactory performance, including misconduct.



# Career and working conditions

Nearly all agencies reported implementation of the Premier's Direction to increase employee access to flexible working arrangements.

These included redesigning vacancies to accommodate flexible working arrangements and not disadvantaging job applicants seeking part-time or other flexible working arrangements.

According to the I Work for SA – Your Voice Survey, most employees were satisfied with their ability to access and use flexible working arrangements (62 per cent), a decrease of two percentage points since 2018.

Most employees were satisfied with remuneration (60 per cent) and non-monetary employment conditions (68 per cent). The former is a decrease of two percentage points, and the latter is a decrease of three percentage points since 2018.

Less than half of employees (44 per cent) however, were satisfied with career development opportunities in their agency, though this is an increase of four percentage points since 2018. Employees identified that recognition and career mobility required further attention.

## Training of young people and upskilling of public sector employees through the Skilling South Australia Public Sector program continues as a priority.

To date, more than 1600 training commencements have been achieved, with a target of 2685 by the end of 2021-22. During this period, the program has targeted sectors that need skilled employees such as allied health, child protection, education support, horticulture, clinical coding and cyber security.



# Diversity and inclusion

The Act requires the public sector to ensure workplaces observe the public sector principles of employer of choice and legal requirements (such as compliance with the *Equal Opportunity Act 1984*).

## I am pleased to report that the public sector continues to record its highest ever level of Aboriginal employment.

As of 30 June 2021, there were 2317 Aboriginal employees, an increase of 1.13 per cent since 2020. Aboriginal employees made up 2.11 per cent of the total workforce as at June 2021

Employment of public sector employees with a declared disability continued to increase. There were 1517 employees with a declared disability, representing 1.38 per cent of the workforce, as of June 2021. Yet 1842 survey respondents indicated they had a disability. Of these, 30 per cent indicated they had not declared their disability. As a sector, we need to build employee confidence in disclosing and actively increasing participation levels.

## The public sector continues to be a South Australian leader on gender parity within executive ranks.

There were 1013 female executives and 763 male executives as at June 2021. The proportion of female executives increased from 52.76 per cent to 57.04 per cent in the year to June 2021. The increase was due largely to the Department for Education counting school and pre-school-based leaders as executives for the first time.

To drive further progress, agencies have partnered with my office to implement the South Australian Public Sector Diversity and Inclusion Strategy 2019-21, which provides an overarching vision and principles for sector-wide adoption.

The strategy focuses on the following diversity streams:

- Gender
- LGBTIQ+
- Disability
- Aboriginal People
- Cultural & Linguistically Diverse
- Age.

The South Australian Public Sector Diversity and Inclusion Plan 2019-20 includes actions under three priority areas:

- Reflect the diverse community that the public sector serves
- Build diversity and inclusion knowledge and capability
- Be accountable for diversity and inclusion.

New initiatives introduced through the plan included:

- Agency-specific diversity and inclusion strategies
- The South Australian Public Sector Disability Employment Strategy, Plan and Toolkit
- Strengthened governance to oversee implementation and share good practice.

## The I Work for SA – Your Voice Survey provided an opportunity to assess the impact of the public sector’s efforts to promote diversity and inclusion in its workplaces.

Nearly 85 per cent of employees agreed that their colleagues behaved in an accepting manner towards people from diverse backgrounds, an increase of one percentage point from 2018.

Encouragingly, the number of employees who thought personal background was not a barrier to success increased by two percentage points to 70 per cent.

A total of 68 per cent of employees believed their agency was committed to creating a diverse workforce, an increase of three percentage points from 2018.

While these are pleasing results, there was a lack of awareness amongst employees of cultural learning opportunities and their agency’s Reconciliation Action Plan.

Employee feedback on cultural learning and Reconciliation Action Plans mirrors reporting from agencies. According to the agency responses in the State of the Sector survey, less than half of employees work in an agency that has implemented a cultural learning framework or monitored the implementation of their Reconciliation Action Plan.

I will report on embedding a culture of inclusion and progress on these initiatives in the next State of the Sector.

## ABORIGINAL EMPLOYMENT

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I would like to briefly focus on Aboriginal employment in the public sector.

As noted earlier, the public sector continues to record its highest ever level of Aboriginal employment.

I am particularly pleased to report that the Aboriginal Traineeship Program achieved its target of ongoing employment for 100 Aboriginal trainees in December 2020. This program provided a strong foundation for Aboriginal job seekers aged 17- 35 years to build a career in the public sector. Recognising the success of the program, the government has committed to another 100 Aboriginal traineeships over the next two years.

For more experienced Aboriginal employees, the South Australian Leadership Academy offers the Aboriginal Frontline Leadership program. Since 2017, the program has equipped and inspired 84 Aboriginal employees for managerial roles across the public sector.

The State of the Sector survey of agencies contained new questions to explore how the public sector was supporting Aboriginal employees in the workplace.

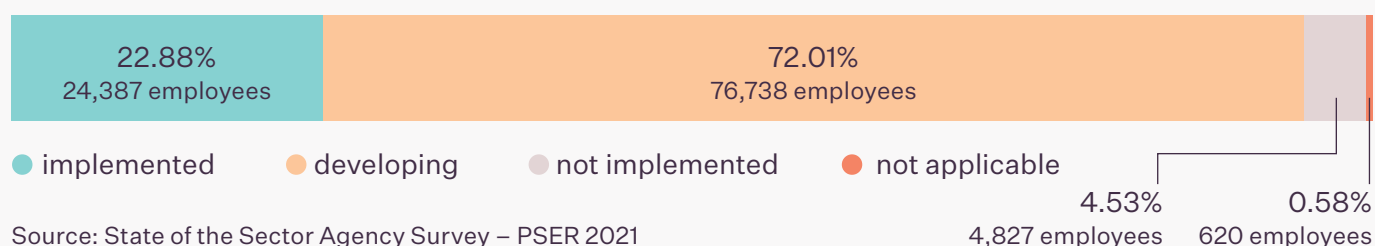
While leadership development opportunities were offered to Aboriginal employees, few agencies were able to monitor the uptake of these opportunities (Figure 5).

Similarly, few agencies had implemented an Aboriginal mentoring program (Figure 6).

Improved monitoring of Aboriginal employees’ uptake of leadership opportunities and mentoring programs within agencies could be an opportunity to better support the careers of these employees.

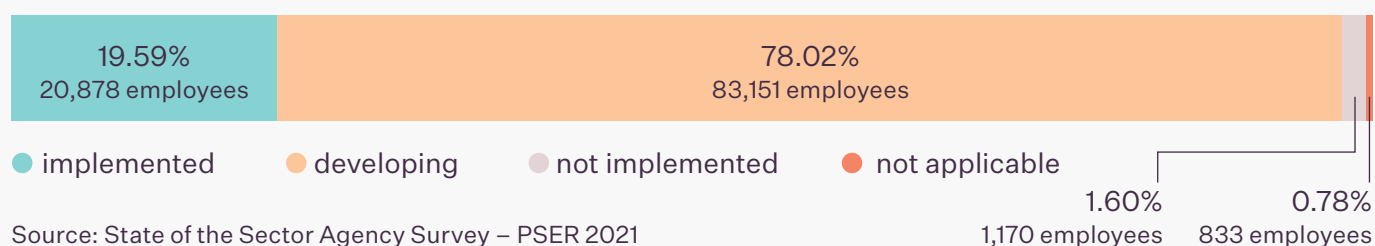
### Figure 5: Monitoring uptake of Aboriginal leadership development opportunities

Question 10: Your agency has systems to monitor the uptake of leadership development opportunities by Aboriginal employees.



### Figure 6: Aboriginal mentoring programs

Question 11: Your agency has an Aboriginal mentoring program.



## Action planning

From July 2021, chief executives and agency heads have been engaging their employees about their agency's results from the I Work for SA – Your Voice Survey.

The next step for my office is to develop a sector-wide action plan before the end of 2021, in collaboration with agencies. Agencies will also develop their agency-specific action plans, in response to their specific results. Action planning is an essential phase in the survey cycle, because it directs resources to address the most critical issues raised by employees.

Agencies will be required to submit their action plans to my office for monitoring and reporting by 30 November 2021.

# 02

## Ethical behaviour and professional integrity

Good public administration depends on public sector employees acting ethically and with integrity. The *Public Sector Act 2009* requires chief executives and employees to uphold the Code of Ethics. Chief executives have the additional responsibility to ensure the Code of Ethics is observed in their agency.

Breaching any of the Professional Conduct Standards in the Code of Ethics is misconduct under the Act, which may trigger the employing chief executive to progress disciplinary action.

As Commissioner for Public Sector Employment, the Act requires me to:

- issue the Code of Ethics
- monitor and report to the Minister responsible for the Act on the observance of the Code
- investigate matters of employee conduct or discipline.

There were no variations or substitutions of the Code of Ethics in 2020-21.

I can report almost universal implementation by agencies across government to ensure employee observance of the Code of Ethics:

- Nearly all agencies (employing 96.11 per cent of the workforce of surveyed agencies) reported they recorded employee completion of online Code of Ethics training.
- The content of Code of Ethics, Public Sector Values and ethical decision-making training is reviewed periodically by nearly all agencies (employing 97.78 per cent of the workforce of surveyed agencies).
- Nearly all agencies (employing 99.59 of the workforce of surveyed agencies) ensured employees understood their obligation to report if they have been charged with a serious criminal offence.
- Almost all agencies (employing 97.65 per cent of the workforce of surveyed agencies) confirmed they recorded details in the Eligibility of Re-Employment Register of employees whose employment is terminated due to misconduct or have resigned before a misconduct finding is made.
- The gifts and benefits policy of almost all agencies (employing 96.19 per cent of the workforce of surveyed agencies) is equivalent to the Commissioner's Guideline on gifts and benefits and has been communicated to employees.

I note that implementation of these measures has improved each year, reflecting the importance that chief executives and agency heads place on employee ethics and integrity.

As well as the Code of Ethics, the *Public Interest Disclosure Act 2018* and the *Independent Commissioner Against Corruption Act 2012* requires additional obligations on public sector employees.

Nearly all agencies (employing 95.85 per cent of the workforce of surveyed agencies) reported they had ensured employees understood their obligations under the *Public Interest Disclosure Act 2018*.

Slightly more agencies (employing 99.64 per cent of the workforce of surveyed agencies) had implemented processes to help employees understand their obligations under the *Independent Commissioner Against Corruption Act 2012*.

# Code of Ethics investigations

In 2020-21, agencies reported 707 investigations of Code of Ethics breaches.

While the number of investigations increased by 11 since the previous year, it remains proportionally low given the public sector employs more than 100,000 people.

Outcomes of the investigations since 2018-19 are below.

**Table 7: Investigations into breaches of the Code of Ethics, 30 June 2019 to 30 June 2021**

OUTCOME	2018-19		2019-20		2020-21	
	Total	%	Total	%	Total	%
Breach found	361	47%	352	51%	267	38%
Breach not found	185	24%	123	18%	197	28%
Investigation continuing	216	28%	221	32%	243	34%
<b>Total</b>	<b>762</b>	<b>100%</b>	<b>696</b>	<b>100%</b>	<b>707</b>	<b>100%</b>

Source: State of the Sector Agency Survey – AIC 2021\*

\*Percentages may not total 100 per cent due to rounding.

The type of breaches found included:

- professional and courteous behaviour (73 per cent)
- handling official information (8 per cent)
- criminal offences (5 per cent).

About 40 per cent of investigations took more than six months to complete. This is a decrease from 58 per cent in 2019-20.

To assist the timely completion of workplace investigations, my office is establishing a panel of external, licensed workplace investigators to conduct agencies' investigations. I expect to report on the result of the procurement of this panel in the next State of the Sector report.

Section 14(1)(g) of the Act confers powers to 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 2020-21, I completed two investigations of matters referred to me for investigation and one is continuing as of 30 June 2021. This was the first time I had undertaken an investigation under section 14 during my term as Commissioner. In this period, I referred 15 matters to the relevant chief executive or an integrity body for investigation.

There were seven public interest disclosures made to me as a relevant authority under the *Public Interest Disclosure Act 2018* during the 2020-21 reporting period. There were seven disclosures in 2019-20. There were also four separate notifications made to the Office for Public Integrity during this period as the information received was not considered as a "relevant disclosure" to the Commissioner for Public Sector Employment in line with the *Public Interest Disclosure Act 2018*.

A senior solicitor from the Crown Solicitor's Office has been appointed to my office to assist with my investigations.

# 03

## Commissioner's Reports

This chapter presents data I am required to report by the *Public Sector Act 2009* or the *Public Sector Regulations 2010*, or because it's within the public's interest.

# Premier's Directions

Under section 10(1) of the Act the Premier may give directions to public sector agencies about the implementation of specific whole-of-government objectives.

Premier's Directions apply to all agencies except for the Courts Administration Authority, Legal Services Commission and the Office of Public Integrity.

As of 30 June 2021, the following Premier's Directions were in place:

**Table 8: Premier's Directions, as at 30 June 2021**

TITLE	DESCRIPTION
Public Sector Mobilisation for a Major Emergency	Requires all public sector agencies to comply with the requirements of the South Australian Public Sector Mobilisation Policy
Requirement to act in accordance with Commissioner's Determination 3.1 Supplementary Provisions for COVID-19	Requires agencies to act in accordance with the provisions contained within Commissioner's Determination 3.1: Employment Conditions – Hours of Work, Overtime and Leave: Supplementary Provisions for COVID-19
Standard Duration of Executive Level Employment	Requires agencies to restrict the term of new contracts for executive-level employees to a maximum three years, except in exceptional circumstances
Recruitment	Outlines the minimum standards that relevant public sector agencies are obligated to implement in their recruitment systems
Restraints on Re-engagement of Former Executive Employees and Other Public Office Holders in Certain Circumstances	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
Induction	Outlines the minimum standards that relevant public sector agencies are obligated to implement in their induction systems
Employee Exit Feedback	Outlines the minimum standards that relevant public sector agencies are obligated to implement in their employee exit feedback systems
Performance Management and Development	Outlines the minimum standards that relevant South Australian public sector agencies are obligated to implement in their performance management systems
Flexibility for the Future	Outlines the minimum standards that relevant South Australian 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



## The annual State of the Sector survey required agencies to self-assess their implementation of the Premier's Directions.

Based on agency responses, most of the public sector (employing at least 90 per cent of the workforce of surveyed agencies) has implemented the majority of the Premier's Directions.

However, there is room for improvement on induction and exit processes. Agencies that collect information on new employees completing induction, as required by a Premier's Direction, employed 39.4 per cent of the total workforce of surveyed agencies. Agencies which collect feedback from outgoing employees, which is also required by a Premier's Direction, employed 62 per cent of the total workforce of surveyed agencies.

Similarly, agencies employing 67.2 per cent of the total workforce of surveyed agencies had processes to consult with my office, as required in a Premier's Direction, before offering a term of employment of more than three years to a prospective executive-level employee.

# 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.

No new Commissioner's Determinations were issued in 2020-21.

No significant concerns about implementation of Commissioner's Determinations were identified in the agency responses to the State of the Sector survey.

As at 30 June 2021, the following Determinations were in force:

**Table 9: Commissioner's Determinations, as at 30 June 2021**

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 Employment Conditions – Hours of Work, Overtime and Leave – Supplementary Provisions for COVID-19
3.2	Employment Conditions – Remuneration – Allowances and Reimbursements
5	Classification and Remuneration of Employees
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	Flexible Workplaces (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 agency managers and employees improve practice in specific employment matters.

No new Commissioner's Guidelines were issued in 2020-21.

As at 30 June 2021, the following Guidelines were in force (note four determinations are also guidelines in Table 9):

**Table 10: Commissioner's Guidelines, as at 30 June 2021**

Induction	Management of Unsatisfactory Performance (including misconduct)
Employee Exit Feedback	Gifts and Benefits
Performance Management and Development	Management of Excess Employees
Volunteers	Extent of obligation on employees to report they have been charged with a criminal offence
Domestic and Family Violence	Power to Require Medical Examination
Recruitment	Requests by Members of Parliament for Briefings
Review of Employment Decisions	

**As I noted earlier, strengthened induction processes and proactively recording feedback from exiting employees could be improved across the sector.**

The Commissioner's Guidelines already provides advice for agencies on these matters, but implementation across the sector is inconsistent.

Furthermore, in the I Work for SA – Your Voice Survey, only 45 per cent of employees agreed that recruitment and promotion decisions were fair. Yet nearly all agencies (employing 99.9 per cent of the workforce of survey agencies) reported to me their recruitment processes were consistent with the Commissioner's Guideline on recruitment. Given this disparity, reviewing the recruitment guideline will one of my priorities next year.

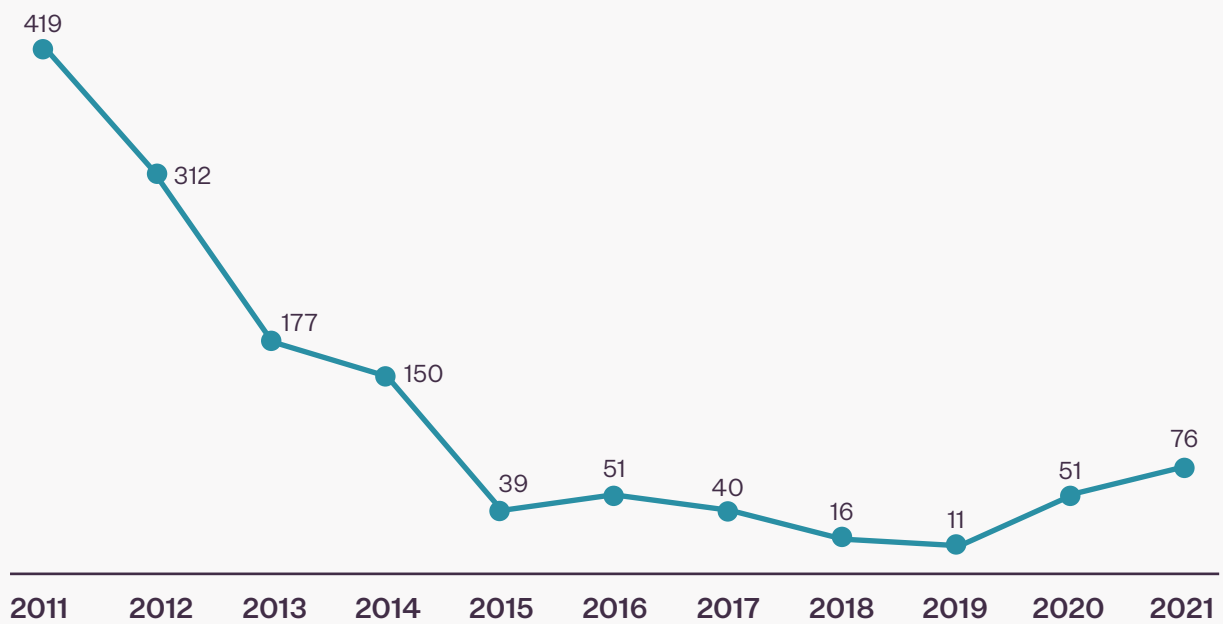
# Excess employees

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

As at 30 June 2021, there were 76 excess employees in the public sector:

- 31 employees were available for immediate placement
- 22 employees have been declared excess for nine months or more.

Figure 7: Excess employees, 2011 to 2021



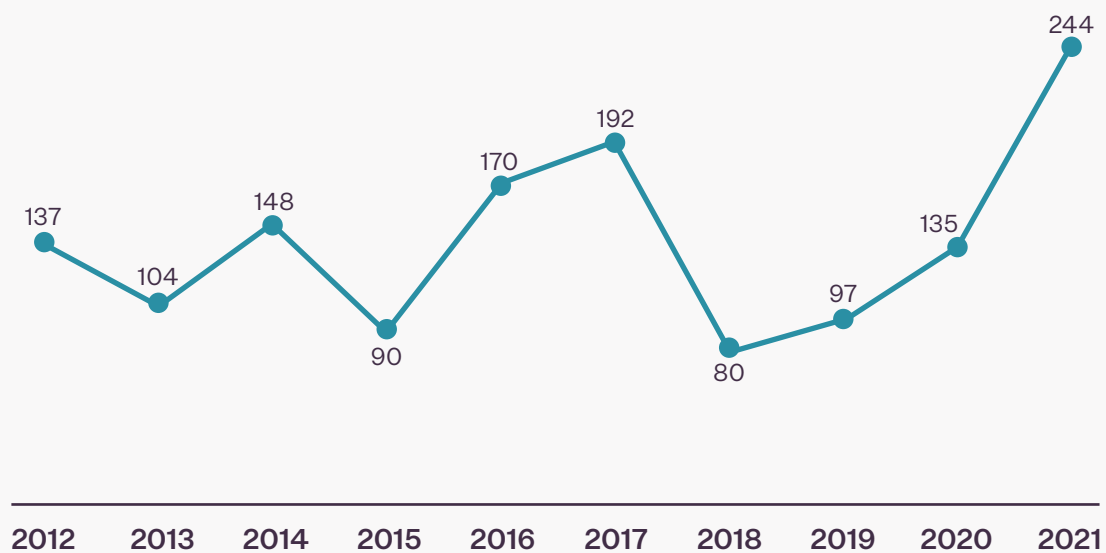
Source: OCPSE

# Exemptions to merit-based selection processes

Regulation 17(1)(i) allows a chief executive to engage an individual without a merit-based selection process, considering the individual's skills and experience.

During 2020-21, agencies reported 244 exemptions, compared to 135 the previous year. The growth in exemptions appears to be driven by internal restructuring within one agency.

**Figure 8: Exemptions from merit-based selection processes, 2012 to 2021**



Source: State of the Sector Agency Survey – AIC 2021; previous State of the Sector reports

# Healthy and safe workplaces

Healthy and safe workplaces enable employees to thrive at work and maximise their contribution to the community.

My office monitors and reports on trends, assisting agencies to fulfil the public sector's obligations under the *Work Health and Safety Act 2012* and associated Regulations and Codes of Practice.

Significant challenges to workplace injury performance were experienced by parts of the public sector during 2020-21, possibly reflecting the impact of the COVID-19 pandemic. Overall, there were seven per cent (224) more new claims made compared to the previous year. Working from home was not a significant factor to injury risk.

There was also an increase in significant injuries – accepted claims that lost more than one week of work time. This included significant musculoskeletal claims, reversing the previous trend.

**Mental stress claims increased slowly, despite an anticipated rise because of the COVID-19 pandemic.**

Our sector avoided the rise in claims seen interstate in the 2020-21 period. Mental stress, however, remained the most expensive type of injury, accounting for 36 per cent of gross expenditure in this period, although making up only 18 per cent of all claims.

# **Appendix 1: Participation in the 2020-21 State of the Sector Agency Survey**

## PARTICIPATING AGENCIES

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- 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
- Auditor-General's Department
- 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
- CTR 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 Innovation and Skills
- Department for Trade and Investment
- Department of Human Services
- Department for Infrastructure and Transport
- Department of Primary Industries and Regions
- 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 Commissioner Against Corruption
- Infrastructure SA
- Jam Factory Contemporary Craft and Design
- Kangaroo Island Landscape Board
- 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 Recreation, Sport and Racing
- Office of the Commissioner for Public Sector Employment
- Office of the South Australian Productivity Commission
- Public Trustee



- Renewal SA
- ReturnToWorkSA
- Riverland Mallee Coorong Local Health Network
- SA Ambulance Service
- SA Housing Authority
- SA Water
- SACE Board of South Australia
- South Australia Police
- South Australia Arid Lands Landscape Board
- South Australian Country Fire Service
- South Australian Film Corporation
- South Australian Fire and Emergency Services Commission
- South Australian Government Financing Authority
- South Australian Metropolitan Fire Service
- 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
- Wellbeing SA
- West Beach Parks
- Women’s and Children’s Health Network
- Yorke and Northern Local Health Network

#### **AGENCIES THAT DID NOT PARTICIPATE**

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- Legal Profession Conduct Commission

#### **OUT OF SCOPE AGENCIES**

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- Courts Administration Authority
- Parliament of South Australia

\* Department names were current as at 30 June 2021.

Note several agencies listed participated in last year’s State of the Sector as part of another agency.

# 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 modern 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.



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**Government  
of South Australia**

Office of the Commissioner  
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