



File: T&F19/0183  
A1165427

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5 June 2019

Andrew Hough  
The Advertiser  
31 Waymouth Street  
ADELAIDE SA 5000

Sent via email: [Andrew.hough@news.com.au](mailto:Andrew.hough@news.com.au)

Dear Mr Hough

**Freedom of Information – Correspondence between Erma Ranieri and Vickie Kaminski**

I refer to your application under the *Freedom of Information Act 1991* (FOI Act), received by the Department of Treasury and Finance (DTF) on 1 April 2019.

Your application specifically requested:

*'Any documents, such as but not limited to reports, diary notes, meetings, communications, emails, and correspondence between the former SA Health chief executive Vickie Kaminski and Erma Ranieri, either in her role as chief executive of Department of Premier and Cabinet or the Commissioner for Public Sector Employment and or her offices between March 18, 2018 and November 1, 2018.'*

In consultation with yourself, this scope was amended to:

*'Any documents, such as but not limited to reports, diary notes, meetings, communications, emails, and correspondence between the former SA Health chief executive Vickie Kaminski and Erma Ranieri, in her role as the Commissioner for Public Sector between 18 March 2018 to 28 May 2018 and exclude any routine approvals of lower level staff appointments'*

The purpose of this letter is to advise you of my determination.

A total of 27 documents were identified as answering the terms of your application and I have determined as follows:

- I grant you access in full to 19 documents, copies of which are enclosed, and
- I refuse you access to 8 documents.

Please refer to the attached schedule that describes each document and sets out my determination and reasons in summary form.

**Documents released in full**

Documents 3 – 7, 10, 12 - 15

**Documents refused in full**

**Document 1**

This document consist of information relating to the personal affairs of third parties. Under clause 6(1) of Schedule 1 to the Act, a document is exempt if its disclosure would involve the

'unreasonable disclosure of information concerning the personal affairs of any person'. This information falls within the definition of personal affairs under the Act and is therefore exempt from release pursuant to clause 6(1)

Document 2, 8 – 9b and 11 – 11a

These documents consists of information, which if disclosed would found an action for breach of confidence. I have therefore determined to exempt these documents pursuant to clause 13(1)(a) of Schedule 1 to the FOI Act.

## **Exemptions**

### ***Clause 6 – Documents affecting personal affairs***

- (1) *A document is an exempt document if it contains matter the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead).*

### ***Clause 13 – Documents containing confidential material***

- (1) *A document is an exempt document –*  
(a) *if it contains matter the disclosure of which would found an action for breach of confidence;*

Please note, in compliance with Premier and Cabinet Circular PC045 - *Disclosure Logs for Non-Personal Information Released through Freedom of Information* (PC045), DTF is now required to publish a log of all non-personal information released under the *Freedom of Information Act 1991*.

In accordance with this Circular, any non-personal information determined for release as part of this application, may be published on the DTF website. A copy of PC045 can be found at the following address: <http://dpc.sa.gov.au/what-we-do/services-for-government/premier-and-cabinet-circulars> Please visit the website for further information.

## **Appeal Rights**

If you are aggrieved with this determination, you have a right to apply for internal review under subsection 29(1) of the FOI Act. Pursuant to subsection 29(2), your application must:

- be in writing
- be accompanied by the application fee of \$35.00
- be addressed to the principal officer, and
- be lodged at an office of DTF, or emailed to [freedomofinformation2@sa.gov.au](mailto:freedomofinformation2@sa.gov.au) within 30 days after the day on which you receive this letter or within such further time as the principal officer may allow.

If you require any further information please phone Natalie Haigh on (08) 8429 0839.

Yours sincerely



Matthew Hawkins  
ACCREDITED FREEDOM OF INFORMATION OFFICER

## Schedule of Documents

T&F19/0183 - Andrew Hough - "Any documents, such as but not limited to reports, diary notes, meetings, communications, emails, and correspondence between the former SA Health chief executive Vickie Kaminski and Erna Ranieri, in her role as the Commissioner for Public Sector between 18 March 2018 to 28 May 2018 and exclude any routine approvals of lower level staff appointments"

Doc. No.	Date	Description of Document	# of pages	Determination	Exemption Clause
1	19/03/2018	Minute - Request for approval to pay retention allowance	1	Refused in full	6(1) - Unreasonable disclosure of personal affairs
2	26/03/2018	Email	2	Refused in full	13(1)(a) - Disclosure would found an action for breach of confidence
3	28/03/2018	Email - Further information about MOG implementation	2	Released in full	
4	28/03/2018	Email - RE: Further information about MOG implementation	3	Released in full	
5	11/04/2018	Email - Work Health and Safety evaluation of SA Health	1	Released in full	
6	12/04/2018	Email - SA Modern Public Sector Enterprise Agreement Salaried 2017 - Trainees and Graduates	1	Released in full	
6a	10/04/2018	Attachment to document 6 - South Australian Modern Public Sector Enterprise Agreement: Salaried 2017	2	Released in full	
7	13/04/2018	Email - Minute from Commissioner for Public Sector Employment - Direction of the Premier - Standard Duration of Executive Level Employment	2	Released in full	
7a		Attachment to document 7 - Minute RE: Direction of the Premier - Standard Duration of Executive Level Employment	2	Released in full	
8	2/04/2018	Email	2	Refused in full	13(1)(a) - Disclosure would found an action for breach of confidence
9	19/04/2018	Email	1	Refused in full	13(1)(a) - Disclosure would found an action for breach of confidence
9a	19/04/2018	Attachment to document 9		Refused in full	13(1)(a) - Disclosure would found an action for breach of confidence
9b	19/04/2018	Attachment to document 9		Refused in full	13(1)(a) - Disclosure would found an action for breach of confidence
10	23/04/2018	Email - Machinery of Government Taskforce Update 02	2	Released in full	
10a		Attachment to document 10 - Machinery of Government Key Milestones	1	Released in full	
10b		Attachment to document 10 - MOG Agency Implementation Report form	5	Released in full	



## Schedule of Documents

Doc. No.	Date	Description of Document	# of pages	Determination	Exemption Clause
10c		Attachment to document 10 - Due Diligence Checklist	13	Released in full	
11	23/04/2018	Email	1	Refused in full	13(1)(a) - Disclosure would found an action for breach of confidence
11a		Attachment to document 11		Refused in full	13(1)(a) - Disclosure would found an action for breach of confidence
12	24/04/2018	Email - Performance Management & Development Correspondence	2	Released in full	
12a	23/04/2018	Attachment to document 12 - Employee Participation in Performance Management and Development	1	Released in full	
13	26/04/2018	Email - Actuarial Valuation of Workers Compensation Outstanding Liabilities 30 June 2018	2	Released in full	
13a		Attachment to document 13 - Portfolio Contact Officer Role requirements	1	Released in full	
13b		Attachment to document 13 - Remuneration Guide July 2017	8	Released in full	
13c		Attachment to document 13 - FTE Data Definition	1	Released in full	
14	4/05/2018	Email - Machinery of Government Taskforce Update 3	2	Released in full	
15	22/05/2018	Email - Machinery of Government Taskforce Update 4	2	Released in full	

## Hornsby, Claire (OCPSE)

---

**From:** Ranieri, Erma (OCPSE)  
**Sent:** Wednesday, 28 March 2018 2:18 PM  
**To:** Mealor, Caroline (AGD); Tepohe, Julianne (DPTI); Duffy, Mark (DIS); Kaminski, Vickie (Health); Reynolds, David (DTF); Schutz, John (DEW); Harrison, Tony (DHS); Persse, Rick (Education); Stevens, Grant (SAPOL); Brown, David (DCS); Taylor, Cathy (DCP); Price, Richard (DefenceSA); alex.reid@tafesa.edu.au; Harrex, Rodney (SATC); roch.cheroux@sawater.com.au; Hanlon, John (Renewal SA); Hnyda, Michael (DTTI); Jackman, Malcolm (SAFECOM); Ashby, Scott (PIRSA)  
**Subject:** FURTHER INFORMATION ABOUT MOG IMPLEMENTATION

*For Official Use Only*

Dear Colleagues,

Last week, I advised you of the Premier's proposed machinery of government (MoG) changes which included the instructions for Chief Executives about the intention for MoG changes.

A commitment was made to return to Cabinet with an implementation plan and to seek approval of necessary proclamations to amend departmental names and arrangements.

It is my expectation that Chief Executives impacted by these MoG changes begin communicating with staff about the changes and undertake the necessary due diligence process to help inform the implementation plan.

As Commissioner for Public Sector Employment, I will be convening a whole of government MoG taskforce to coordinate these changes. The Department of the Premier and Cabinet will prepare a Cabinet submission to issue the necessary legal instruments.

Until this work has been completed, existing structures and staffing profiles in agencies remain in place.

To ensure consistency and a coordinated approach, one of the first items of business for the MoG taskforce will be to determine how the Premier's MoG instructions should be implemented. For example, how to give effect to ministerial and chief executive reporting lines while the Government is working through the MoG changes.

A MoG Taskforce committee meeting will be scheduled for early next week.

While the Premier has been clear about the names that agencies will operate under following the MoG changes, these names currently have no legal basis.

I am aware many agencies are using the new names and have updated their branding. However, please note from a legal perspective, as your agency continues to exist under its current name this name should continue to be used. Please direct any queries about agency names to Kelly Biggins, Director Strategic Advice Department of the Premier and Cabinet.

From an agency perspective, I encourage you to establish internal MoG implementation groups to begin working through the changes at a practical level, as per my previous email. I also encourage you to collaborate with your colleagues from other agencies about the practical steps to ensure the smooth transition of staff and functions.

You may also wish to familiarise yourself with changes to ministerial arrangements, the committal of legislation, and ministerial responsibility. The Gazette issued on Thursday contains proclamations that transfer assets and liabilities from former portfolios to their new counterparts, recommit some Acts to new portfolios, and assign existing agencies to new ministers.

The Gazette also contains a reference proclamation that updates references to former ministers. This intention of this is to avoid agencies needing to redraft their existing delegations. I encourage you to familiarise yourself with this content.

If you have any urgent questions for the taskforce to consider, please let me know.

Please feel free to pass this information on within your agencies as appropriate.

Regards

Erma

**Erma Ranieri**

Commissioner for Public Sector Employment

**Office for the Public Sector** | Department of the Premier and Cabinet | [publicsector.sa.gov.au](http://publicsector.sa.gov.au)

T +61 (8) 8429 5014 | E [erma.ranieri@sa.gov.au](mailto:erma.ranieri@sa.gov.au)


Level 4, Westpac House, 91 King William Street, Adelaide SA 5000 | GPO Box 2343, Adelaide SA 5001 | DX 56201



My executive support is provided by Angela Corletto

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## Hornsby, Claire (OCPSE)

---

**From:** Ranieri, Erma (OCPSE)  
**Sent:** Tuesday, 2 April 2019 2:26 PM  
**To:** Corletto, Angela (OCPSE)  
**Subject:** FW: FURTHER INFORMATION ABOUT MOG IMPLEMENTATION

### Erma Ranieri

Commissioner for Public Sector Employment

**Office of the Commissioner for Public Sector Employment** | [publicsector.sa.gov.au](http://publicsector.sa.gov.au)

My executive support is provided by Angela Corletto  
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### Government of South Australia

Office of the Commissioner  
for Public Sector Employment

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**From:** Kaminski, Vickie (Health)  
**Sent:** Wednesday, 28 March 2018 2:32 PM  
**To:** Ranieri, Erma (DPC) <[Erma.Ranieri@sa.gov.au](mailto:Erma.Ranieri@sa.gov.au)>  
**Cc:** Frater, Don (Health) <[Don.Frater@sa.gov.au](mailto:Don.Frater@sa.gov.au)>  
**Subject:** Re: FURTHER INFORMATION ABOUT MOG IMPLEMENTATION

### FORWARDED TO JESS WINCH

Good afternoon Erma;

I understand Don Frater spoke with you last Friday regarding this and had indicated we did not feel we needed a MOG Taskforce.

We are happy to participate in an all of Government Task Force if needed.

Our intention with the name change is to continue indefinitely with the brand SA Health for usual work, and changing to Department of Health and Wellbeing for Departmental work when the name change is Gazetted. The Minister was content with this approach.

Sincerely,

Vickie Kaminski

Sent from my iPad

On 28 Mar 2018, at 14:18, Ranieri, Erma (DPC) <[Erma.Ranieri@sa.gov.au](mailto:Erma.Ranieri@sa.gov.au)> wrote:

*For Official Use Only*

Dear Colleagues,

Last week, I advised you of the Premier's proposed machinery of government (MoG) changes which included the instructions for Chief Executives about the intention for MoG changes.

A commitment was made to return to Cabinet with an implementation plan and to seek approval of necessary proclamations to amend departmental names and arrangements.

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You may also wish to familiarise yourself with changes to ministerial arrangements, the committal of legislation, and ministerial responsibility. The [Gazette issued on Thursday](#) contains proclamations that transfer assets and liabilities from former portfolios to their new counterparts, recommit some Acts to new portfolios, and assign existing agencies to new ministers.

The Gazette also contains a reference proclamation that updates references to former ministers. This intention of this is to avoid agencies needing to redraft their existing delegations. I encourage you to familiarise yourself with this content.

If you have any urgent questions for the taskforce to consider, please let me know.

Please feel free to pass this information on within your agencies as appropriate.

Regards  
Erma

**Erma Ranieri**

Commissioner for Public Sector Employment

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<image001.png><image002.png>

<image005.jpg>

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## Hornsby, Claire (OCPSE)

---

**From:** Ranieri, Erma (OCPSE)  
**Sent:** Wednesday, 11 April 2018 11:18 AM  
**To:** Kaminski, Vickie (Health)  
**Cc:** Johnson, Simon (Health)  
**Subject:** Work Health and Safety evaluation of SA Health  
**Attachments:** AVS2.0 Exec Briefing final.pdf

Dear Vickie

Since my previous communication about changes to the public sector's approach to work health and safety (WHS) risk management and audit, ReturnToWork SA (RTWSA) has resumed regulation of the Crown as a self-insured employer. RTWSA will undertake direct evaluation of Crown injury management arrangements and has endorsed the Audit and Verification System (AVS) as the evaluation tool for WHS management within Crown.

Deloitte Touche Tohmatsu will continue to undertake the AVS program on behalf of the Office for the Public Sector. An overview of the model, including expected agency and sector wide benefits, is attached.

Based on public sector human resources data analysis, the AVS identifies WHS issues and risks across agencies that would benefit from evaluation to identify improved injury prevention initiatives. Audits are then conducted across multiple agencies to share best practice and leverage effective risk management strategies. Agency control self-assessment forms a second tier to the AVS. It evaluates the implementation of WHS controls across all public sector agencies to provide insight into the operation and effectiveness of their WHS management systems.

All local health networks will be scheduled to complete control self-assessments over the next 18 months and SA Health is likely to be involved in one or more of the risk-based audits conducted across the public sector.

Staff from my office will work with the relevant executives in SA Health with responsibility for WHS to implement the AVS program.

If you have any questions please contact Naomi Szetu, Director, Strategic Services, at [naomi.szetu@sa.gov.au](mailto:naomi.szetu@sa.gov.au) or Gillian Elix, Principal Adviser, at [gillian.elix@sa.gov.au](mailto:gillian.elix@sa.gov.au)

Regards  
 Erma

### Erma Ranieri

Commissioner for Public Sector Employment

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## Hornsby, Claire (OCPSE)

---

**From:** Ranieri, Erma (OCPSE)  
**Sent:** Thursday, 12 April 2018 8:48 AM  
**To:** Meador, Caroline (AGD); Brown, David (DCS); Harrison, Tony (DHS); Persse, Rick (Education); Tepohe, Julianne (DPTI); Ashby, Scott (PIRSA); Reynolds, David (DTF); Kaminski, Vickie (Health); Stevens, Grant (SAPOL); alex.reid@tafesa.edu.au; Schutz, John (DEW)  
**Cc:** Stephens, Kate (AGD); Sexton, Chris (DCS); Summers, Kim-Sherie (DHS); Schonfeldt, Laura (Education); Seidel, Ben (DPTI); Holman-Bates, Bruen (PIRSA); Holling, Kristian (DTF); Johnson, Simon (Health); Fellows, Linda (SAPOL); damian.turner@tafesa.edu.au; Christianson, Rebecca (DEWNR); Boehm, Scott (DPC)  
**Subject:** SA Modern Public Sector Enterprise Agreement Salaried 2017 - Trainees and Graduates  
**Attachments:** SA Modern Public Sector EA Salaried 2017 Graduates and Trainees.pdf

Dear Colleagues

Attached please find advice relating to the South Australian Modern Public Sector Enterprise Agreement Salaried 2017 - Trainees and Graduates.

If you have any questions in relation to this please contact Tom Kidman Director, Industrial Relations, Office for the Public Sector on 0435 968 331.

Regards  
 Erma

### Erma Ranieri

Commissioner for Public Sector Employment

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File No: DPC18/1074  
Reg No: DPC18D00569

Contact: Tom Kidman  
Phone: 0435 968 331

10 April 2018

Commissioner for Public  
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TO AGENCY CHIEF EXECUTIVES

**South Australian Modern Public Sector Enterprise Agreement: Salaried 2017**

As I have previously reported, the *South Australian Modern Public Sector Enterprise Agreement: Salaried 2017* was approved by the South Australian Employment Tribunal on 31 January 2018.

My office has received numerous inquiries about clause 10 of the Agreement, which provides as follows:

**COMMITMENT TO ONGOING EMPLOYMENT**

- 1.1 *Ongoing employment is the primary form of public sector employment.*
- 1.2 *When an employee has been engaged as a trainee in accordance with the Training and Skills Development Act 2008 and has successfully completed their Contract of Training, has satisfactory performance appraisals throughout their employment and upholds the public sector values, the employee will become an ongoing employee pursuant to section 45(2)(a) of the Public Sector Act 2009 from the date of completion of the Contract of Training at the ASO2 classification level or equivalent.*
- 1.3 *When an employee has been engaged as a graduate and has successfully completed their study component, has satisfactory performance appraisals throughout their employment and upholds the public sector values, the employee will become an ongoing employee pursuant to section 45(2)(a) of the Public Sector Act 2009 from the date of completion of the study component at the ASO2 classification level or equivalent.*
- 1.4 *The Chief Executive or delegate must provide formal confirmation of this change of engagement to the employee.*

**Trainees**

A number of trainees are yet to complete their traineeships, which has raised the question of whether the commitment under clause 10 applies to them or whether it only applies to trainees who are engaged in the future.

Clause 10 largely reflects a proposal by the Public Service Association. It sits oddly with clause 4.3 of the Agreement, which provides that trainees is a category of employees who are excluded from coverage. Nonetheless, the Government has given a commitment in relation to trainees that involves considering them for ongoing employment. The Government needs to keep that commitment.

In the circumstances, I consider it appropriate for the commitment in clause 10 to operate in relation to existing trainees.

The commitment to ongoing employment will apply if the trainee satisfies all of the criteria in the clause, which include satisfactory performance. Bearing in mind that clause 10 contemplates the possibility of ongoing employment at ASO 2 level, I accept that any assessment of performance will need to take into account whether the trainee is likely to be suitable for employment at that level.

### **Graduates**

The nature of the work performed by graduates is such that they are clearly covered by the Agreement. The commitment in clause 10.3 is expressed to apply to an employee who "has been engaged" as a graduate. It applies to existing employees.

The commitment to make a graduate an ongoing employee will apply if the graduate satisfies all of the other criteria in the clause, such as satisfactory performance. Of course, the commitment also applies only where an employee has been engaged "as a graduate".

### **Conclusion**

I trust that the advice set out in this letter is helpful.

If you have any questions, please in the first instance contact Tom Kidman, Director, Industrial Relations on 0435 968 331.

Yours sincerely



Erma Ranieri

### **COMMISSIONER FOR PUBLIC SECTOR EMPLOYMENT**

Under delegated authority on behalf of the Chief Executive, Department of the Premier and Cabinet as the declared employer of the public employees pursuant to the *Fair Work (General) Regulations 2009* and for an on behalf of the Chief Executive, Lotteries Commission of South Australia

## Hornsby, Claire (OCPSE)

---

**From:** Ranieri, Erma (OCPSE)  
**Sent:** Friday, 13 April 2018 9:42 AM  
**To:** Chester, John (ALT); robert.pitt@aca.sa.gov.au; douglas.gautier@afct.org.au; rbrookman@adelaidefestival.com.au; anthony.kirchner@avmc.com.au; Mealor, Caroline (AGD); Andrewr@audit.sa.gov.au; corey.spencer@ahpra.gov.au; twalton@carclew.org.au; steve.saffell@countryarts.org.au; Nettleton, Greg (CFS); Burgess, Julie-Anne (CAA); brian.owens@dairy-safe.com.au; Price, Richard (DefenceSA); Taylor, Cathy (DCP); Harrison, Tony (DHS); Brown, David (DCS); Persse, Rick (Education); Kaminski, Vickie (Health); Schutz, John (DEW); Tepohe, Julianne (DPTI); Ashby, Scott (PIRSA); Duffy, Mark (DIS); Ranieri, Erma (OCPSE); Reynolds, David (DTF); Chatburn, Chris (ESB); Sherry, Mick (ECSA); Circelli, Tony (EPA); Wilson, Adam (ESCOSA); coleman.jerome@forestrysa.com.au; jo.townsend@funds.sa.gov.au; Borrowman, Hugh (GH); gmackie@history.sa.gov.au; joliver@homestart.com.au; Barnes, Jeanette (AGD); Hnyda, Michael (DTTI); brian.parkes@jamfactory.com.au; gabrielle.canny@lsc.sa.gov.au; Tomic, Tamara (LSA); Ilee, Peter (DPTI); Crossman, Greg (SAMFS); Minett, Trudy (MAC); timothy@tandanya.com.au; Tomlinson, Vicki (ICAC); Ranieri, Erma (OCPSE); Levitzke, Vaughan (GISA); greg.may@lpcc.sa.gov.au; Sutton, Mark (DPTI); Cotton, Gaybrielle (OMB); Hanlon, John (Renewal SA); rob.cordiner@rtwsa.com; Killens, Jason (Health); Jackman, Malcolm (SAFECOM); Hardy, David (SA Lotteries); Beattie, Chris (SES); Harrex, Rodney (SATC); roch.cheroux@sawater.com.au; Westwell, Martin (SACE); Stevens, Grant (SAPOL); Sheehan, Annabelle (SAFC); Burns, Chris (SAMHC); jirving@saopera.sa.gov.au; jodi@statetheatrecompany.com.au; karyn.kent@studyadelaide.com; alex.reid@tafesa.edu.au; peter.lind@trb.sa.edu.au; joe.thorp@techinsa.com.au; registrar@vsbsa.org.au; admin@vinehealth.com.au; kate.williams@adelaideshores.com.au  
**Cc:** Morris, Natalie (DIS); Zadow, Tiffany (OCPSE); Collins, Vy (OCPSE); Stevens, Craig (AGD); Evans, John (ALT); karon.silcock@aca.sa.gov.au; claire.george@afct.org.au; ebrooks@adelaidefestival.com.au; simon.hockridge@avmc.com.au; Stephens, Kate (AGD); silvana.gentilcore@audit.sa.gov.au; corey.spencer@ahpra.gov.au; sfawkes@carclew.org.au; Fred.Piotto@countryarts.org.au; Geromichalos, Anna (SAFECOM); Stringer, Lyn (CAA); rocco.galluccio@dairy-safe.com.au; Barnett, Rob (Defence SA); Ramsay, Gabriella (DCP); Summers, Kim-Sherie (DHS); Sexton, Chris (DCS); Schonfeldt, Laura (Education); Johnson, Simon (Health); Christianson, Rebecca (DEWNR); Seidel, Ben (DPTI); Holman-Bates, Bruen (PIRSA); Kilsby, Cara (DEM); Boehm, Scott (DPC); Holling, Kristian (DTF); Sommers-Cain, Hayley (ESB); Clayfield, Ian (ECSA); Kite, Sue (EPA); South, Linda (ESCOSA); frew.sarah@forestrysa.com.au; jacki.kittel@funds.sa.gov.au; Grimes, Leslie (GH); rrudzinski@history.sa.gov.au; mmcauley@homestart.com.au; Barnes, Jeanette (AGD); Adlaf, Sophie (DTTI); kate.cenko@jamfactory.com.au; lisa.hobden@lsc.sa.gov.au; Dinmore, Sorana (LSA); Ilee, Peter (DPTI); Somerville, Shiona (SAMFS); Esposito, John (MAC); timothy@tandanya.com.au; Morris, Natalie (DIS); Taylor, Leigh (GISA); Sutton, Mark (DPTI); Pauline.Thomson@parliament.sa.gov.au; Cotton, Gaybrielle (OMB); Vasilevski, Georgina (Renewal SA); jasmin.riek@rtwsa.com; Kennedy, Saffron (Health); Somerville, Shiona (SAMFS); fiona.ayres@salotteries.sa.gov.au; Geromichalos, Anna (SAFECOM); Williams, Louise (SATC); Simon.Porter@sawater.com.au; Maio, Snez (SACE); Fellows, Linda (SAPOL); Allison, Angela (SAFC); Traino, Amelia (SAMHC); nbray@saopera.sa.gov.au; jodi@statetheatrecompany.com.au; doreenblewett@studyadelaide.com; damian.turner@tafesa.edu.au; cathy.lewis@trb.sa.edu.au; nikki.becker@techinsa.com.au; admin@vsbsa.org.au; admin@vinehealth.com.au; davina.carne@adelaideshores.com.au; wbennett@adelaidefestival.com.au; Haynes, Malcolm (Defence SA); Barnett, Meg (DHS); Borchardt, Carlie (Education); Gabrielli, Anna (Health); Francese, Michael



**Cc:** (Health); Smith, Patrick (Health); Kennedy, Saffron (Health); Stevens, Helen (Health); Burton, Michael (Health); Hughes, Sonya (Health); Austin, David (DPTI); Sorensen, Lee (DEW); Salandra, Marisa (Education); Maycock, Katie (PIRSA); ware.sara@forestrysa.com.au; Borrowman, Hugh (GH); Roache, Tonia (LSA); Calesso, Samantha (LSA); Caire, Veronica (GISA); Romeo, Loretta (Housing); Demetriou, Kristen (SAPOL); Bahr, Paul (SAPOL); Hill, Julie (SAPOL); lou@statetheatrecompany.com.au; Courtney.chymko@trb.sa.edu.au

**Subject:** Minute from Commissioner for Public Sector Employment - Direction of the Premier - Standard Duration of Executive Level Employment

**Attachments:** 11.04.2018 Minute from CPSE to Chief Executives - Direction of the Premi....pdf; Direction of the Premier - Standard Duration of Executive Level Employment - Signed 10 April 2018.pdf

**Importance:** High

Dear Colleagues

Please find attached Minute in relation to the *Direction of the Premier - Standard Duration of Executive Level Employment* ('the Direction'), issued on 10 April 2018.

The Direction can also be located on the Office for the Public Sector [website](#).

Should you have any queries, please contact Natalie Morris, Director Governance and Performance, Office for the Public Sector on 0434 600 290 or [natalie.morris3@sa.gov.au](mailto:natalie.morris3@sa.gov.au)

Regards

Erma

**Erma Ranieri**

Commissioner for Public Sector Employment

**Office for the Public Sector** | Department of the Premier and Cabinet | [publicsector.sa.gov.au](http://publicsector.sa.gov.au)

T +61 (8) 8429 5014 | E [erma.ranieri@sa.gov.au](mailto:erma.ranieri@sa.gov.au)

Level 4, Westpac House, 91 King William Street, Adelaide SA 5000 | GPO Box 2343, Adelaide SA 5001 | DX 56201



My executive support is provided by Angela Corletto  
T +61 (8) 8429 5014 | E [angela.corletto@sa.gov.au](mailto:angela.corletto@sa.gov.au)

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MINUTE



79  
Government of South Australia  
Office for the Public Sector

MINUTES forming ENCLOSURE to

File: DPC16/0123

Reg: DPC18D00588

**TO: PUBLIC SECTOR CHIEF EXECUTIVES AND AGENCY HEADS**  
**CC: HUMAN RESOURCES LEADERS**

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**RE: DIRECTION OF THE PREMIER – STANDARD DURATION OF EXECUTIVE LEVEL EMPLOYMENT**

I refer to the attached *Direction of the Premier – Standard Duration of Executive Level Employment* ('the Premier's Direction'), issued pursuant to section 10 of the *Public Sector Act 2009* on 10 April 2018.

The Premier's Direction is effective immediately and requires agencies to restrict the term of new contracts for executive level employees to a maximum of three (3) years, except for in exceptional circumstances which must be reported to me as the Commissioner for Public Sector Employment.

This Premier's Direction is not retrospective and, as such, will not impact current executive level employee contracts.

I ask that you please make yourself familiar with the requirements under the Premier's Direction, and communicate these requirements with Human Resources Officers, relevant executive employees, and public office holders within your agency.

The Premier's Direction is also available on the Office for the Public Sector website.

Should you have any queries please contact Natalie Morris Director Governance and Performance Office for the Public Sector 0434 600 290 or [natalie.morris3@sa.gov.au](mailto:natalie.morris3@sa.gov.au).

A handwritten signature in cursive script that reads 'Erma Ranieri'.

Erma Ranieri  
**COMMISSIONER FOR PUBLIC SECTOR EMPLOYMENT**

April 2018

**Attachment:**

1. *Direction of the Premier - Standard Duration of Executive Level Employment*



Office of the Premier  
of South Australia

## **DIRECTION OF THE PREMIER**

### **UNDER SECTION 10 OF THE *PUBLIC SECTOR ACT 2009***

I, Steven Marshall, Premier of South Australia, hereby issue the following directions under section 10 of the *Public Sector Act 2009* which are binding on all public sector agencies<sup>1</sup>:

#### **STANDARD DURATION OF EXECUTIVE LEVEL EMPLOYMENT**

I hereby direct with immediate effect that the standard term of employment to be offered to a prospective executive level employee (including persons in existing executive level employment) will be a maximum of three (3) years.

Acknowledging that it is ultimately a matter for the discretion of individual chief executives, other agency heads or delegates, I also direct that if a chief executive, agency head, other employing authority or delegate is of the view that exceptional circumstances exist so as to justify the offer to a prospective executive level employee of a term of employment of greater than three (3) years, they must first consult with the Commissioner for Public Sector Employment and have due regard to any views expressed by the Commissioner before making an offer of employment to the relevant prospective employee.

Chief executives and agency heads will report to the Commissioner for Public Sector Employment the making of any offer of executive level employment for a term of employment of greater than three (3) years.

For the purpose of this Direction, 'executive level employment' means employment in the South Australian Executive Service or other administrative executive level role and includes chief executives or other agency heads.

A handwritten signature in black ink, appearing to read "S Marshall".

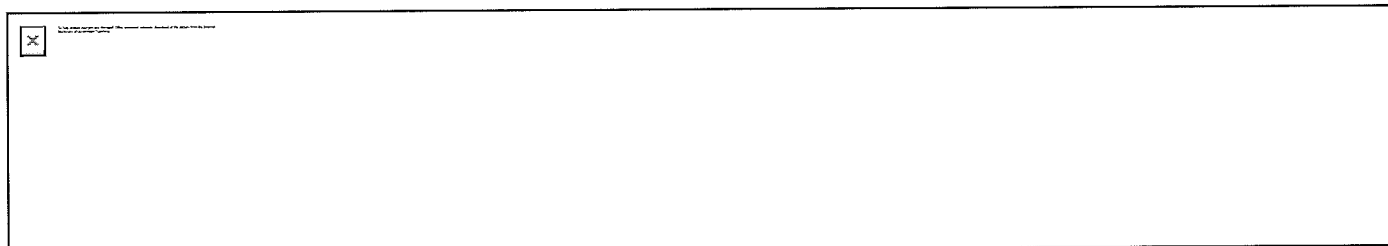
Hon. Steven Marshall MP  
Premier of South Australia

<sup>1</sup> With the exception of the Courts Administration Authority, the Independent Commissioner Against Corruption and Office for Public Integrity and the Legal Services Commission.

**Hornsby, Claire (OCPSE)**

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**From:** Ranieri, Erma (OCPSE)  
**Sent:** Monday, 23 April 2018 11:16 AM  
**To:** Ambler, Ruth (DPC); Bierbaum, Christine (OSAPC); Brougham, Michael (DPC); Carey, Mark (DTF); Emery, Mark (AGD); Ewart, Richard (AGD); Haltis, Deahna (DPC); Morris, Natalie (DIS); Norman, Ingrid (AGD); Pribanic, Tammie (DTF); Sougleris, Elpitha (DPC); Lee, Sonny (OCPSE); Ashby, Scott (PIRSA); Brown, David (DCS); Circelli, Tony (EPA); Tepohe, Julianne (DPTI); Duffy, Mark (DIS); Hanlon, John (Renewal SA); Harrex, Rodney (SATC); Harrison, Tony (DHS); Meador, Caroline (AGD); Schutz, John (DEW); Hnyda, Michael (DTTI); Jackman, Malcolm (SAFECOM); Kaminski, Vickie (Health); Persse, Rick (Education); Price, Richard (DefenceSA); Ranieri, Erma (OCPSE); Reynolds, David (DTF); Stevens, Grant (SAPOL); Taylor, Cathy (DCP); Heithersay, Paul (DEM); Manton, Rob (DPC); Louca, Peter (DSD-ARTS); Taylor, Kylie (ORSR); Woolhouse, Steven (DPC); Cirson, Julianne (DEM); Williams, Paul (DTF); Boswell, Lois (DHS); Vasilevski, Georgina (Renewal SA); Croser-Barlow, Caroline (DEWNR); Swanson, Andrew (AGD); Chau, Phuong (DIS); Seidel, Ben (DPTI); Frater, Don (Health); Goodes, Tim (PIRSA); Riedstra, Julieann (Education); La Rosa, Julie (Defence SA); Wallace, Sue (DHS); Zetlein, Matthew (DSD-ARTS)  
**Subject:** Machinery of Government Taskforce Update 02  
**Attachments:** Machinery of Government Key Milestones.docx; MoG Agency Implementation Report template.doc; Due Diligence Checklist April 2018.docx



Dear Colleagues,

Thank you for working together and sharing information to progress the Machinery of Government (MoG) changes for your respective agencies. Please feel free to share this Taskforce Update with the relevant executives in your agencies.

**As we outlined in our last update, we are seeking all relevant implementation information from agencies by COB Friday, 11 May 2018.**

You will need to provide a draft copy of your CE to CE Agreement and the attached Implementation Report to DPC.

Attached are more details about key milestones for the MoG changes that will help keep us on track for a smooth transition.

Many of you have now met with DPC Executive Director, Machinery of Government, Christine Bierbaum and Principal Adviser Deahna Haltis about your plans for implementation.

Christine and Deahna are working closely with the Crown Solicitor's Office (the CSO) on MoG changes. If your agency needs advice from the CSO, please speak with Christine or Deahna in the first instance, to ensure a coordinated approach for all legal queries.

I have attached a checklist to help your agency work through the changes, including identifying resources and assets that will be transferred. This does not need to be submitted to DPC.

In my experience, times of change can bring uncertainty for people. For advice on change management, particularly from a HR perspective, please contact the Office for the Public Sector's Director, Governance and Performance, Natalie Morris on 0434 600 290 or email [Natalie.Morris3@sa.gov.au](mailto:Natalie.Morris3@sa.gov.au)

You may also find the [Office for the Public Sector's change management toolkit](#) useful. You can log in using your South Australian Government email address.

For any other queries you may have, please contact Christine on 0417 895 532 or email [Christine.Bierbaum@sa.gov.au](mailto:Christine.Bierbaum@sa.gov.au) or Deahna on 8429 5047 or email [Deahna.Haltis@sa.gov.au](mailto:Deahna.Haltis@sa.gov.au).

Regards,

**Erma Ranieri**  
**COMMISSIONER FOR PUBLIC SECTOR EMPLOYMENT**  
**CHAIR, MACHINERY OF GOVERNMENT TASKFORCE**  
**A/CHIEF EXECUTIVE, DEPARTMENT OF THE PREMIER AND CABINET**

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# Machinery of Government Key Milestones

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Date due	What needs to be done?	Who is responsible?	Notes
4 May 2018	Finalise the form of new agency structures including how corporate functions will be delivered.	All affected agencies to confirm this with DTF.	This will inform 2018-19 budget discussions.
4 May 2018	Agree to the approach for the establishment of the new departments. Including matters such as general ledger structures, ABNs and bank accounts.	DSD and other agencies transferring functions to the two new agencies to provide this information to Shared Services.	
11 May 2018	Provide all relevant implementation information for the transfer of divisions/business units and the movement of attached offices. This should be presented in the form of a draft CE to CE Agreement and an Implementation Report.	All affected agencies to provide this information to DPC.	
18 May 2018	SFOs agree necessary budget adjustments between transferring and receiving agencies to reflect the MoG changes.	All affected agencies in consultation with DTF.	
25 May 2018	Chief Executives agree and sign CE to CE Agreements including budget adjustments reflecting MoG transfers.	All affected agencies.	
31 May 2018	Agencies to complete all journals that reflect MoG transfers.	All affected agencies in consultation with DTF.	
Early June 2018	MoG journals processed.  Any necessary changes to Deposit Accounts finalised.	DTF.  All affected agencies in consultation with DTF.	Agencies base budgets to be in place prior to 1 July 2018
1 July 2018	MoG changes take effect.	-	



## MOG AGENCY IMPLEMENTATION REPORT

### Advice for completing this report:

- Once your agency has finalised negotiations around MoG changes, complete this report and email it, together with your draft CE to CE Agreement, to [Deahna.Haltis@sa.gov.au](mailto:Deahna.Haltis@sa.gov.au) no later than **COB Friday 11 May 2018**.
- The information you submit will be used to inform the Cabinet Submission (to be prepared by DPC) finalising the MoG changes.
- Please replace the red text below. The questions in red are intended only as a guide for your summary report under each heading. Your agency's responses should be sufficiently detailed to demonstrate that there will be timely and effective implementation of the MoG change.
- The transferring agency and the receiving agency will need to work together to reach agreement on implementation and to complete this implementation report.
- If matters cannot be resolved between the transferring and receiving agency, then the Whole of Government MoG Taskforce has a mandate to provide advice and recommendations on what it believes is the most reasonable approach. Advise DPC if you have any issues you believe need to be considered by the MoG Taskforce.
- Please direct any queries regarding completion of this report to Christine Bierbaum or Deahna Haltis in DPC.

### LEAD OFFICERS

TRANSFERRING	RECEIVING
Agency	Agency
Lead contact officer details (Chair of the Agency MoG Implementation Group)	Lead contact officer details (Chair of the Agency MoG Implementation Group)

### APPROVAL OF REPORT

<b><u>Approval by transferring agency Lead officer</u></b>		Date:
Name: .....		
Signature: .....		

<b><u>Approval by receiving agency Lead officer</u></b>		Date:
Name: .....		
Signature: .....		

## FUNCTIONS

Provide details about which functions are moving and to where.  
 Include information about any service level agreements that might be required.  
 Provide organisation charts to show organisational structures for both the transferring and the receiving agencies to apply from 1 July 2018 when the MoG changes take effect.  
 Include any other relevant information.

**Agreed**

Transferring: .....(Lead officer signature)

Receiving:.....(Lead officer signature)

## PEOPLE

Provide a list of the numbers of employees who will be transferring, by function or program.  
 Confirm the total number of employees currently in the transferring agency and the total number of employees to be transferred to the receiving agency.  
 Include details about whether the agencies have agreed on temporary arrangements for the transfer of employees. Confirm whether the agencies have exchanged industrial relations information such as outstanding recruitment action, unresolved processes relating to staff, workers compensation etc.  
 Confirm whether the agencies have agreed on the new and/or interim delegations and authorisations that are required.  
 Include any other relevant information.

**Agreed**

Transferring: .....(Lead officer signature)

Receiving:.....(Lead officer signature)

## FINANCE

Provide information about the agreed budget and appropriation transfer. Confirm that this has been discussed with DTF.  
Include any other relevant information.

**Agreed**

Transferring: .....(Lead officer signature)

Receiving:.....(Lead officer signature)

## LEGISLATION

Provide details about any legislative impacts and how they have been resolved. Confirm that advice has been received from the CSO or Parliamentary Counsel.  
Include any other relevant information.

**Agreed**

Transferring: .....(Lead officer signature)

Receiving:.....(Lead officer signature)

## COMMUNICATION

Provide details about the communication strategy that has been agreed between agencies. Confirm when and how affected employees have been consulted. Include any other relevant information.

**Agreed**

Transferring: .....(Lead officer signature)

Receiving:.....(Lead officer signature)

## ICT

Provide details about arrangements made for the transfer and/or update of ICT (websites, phones, emails). Confirm whether agencies have exchanged necessary information. Include any other relevant information.

**Agreed**

Transferring: .....(Lead officer signature)

Receiving:.....(Lead officer signature)

## INFORMATION AND RECORDS MANAGEMENT

Provide details about the strategy for transferring records between agencies. Confirm whether agencies have exchanged necessary information, if not, what timing has been agreed. Provide information about whether agencies have agreed on access arrangements for records needed by both. Include any other relevant information.

**Agreed**

Transferring: .....(Lead officer signature)

Receiving:.....(Lead officer signature)

## ACCOMMODATION, FURNITURE AND EQUIPMENT

Provide details about whether and where transferring employees will physically move to. Confirm what has been agreed about equipment and furniture required to be transferred between agencies. Confirm what temporary access arrangements have been agreed. Include any other relevant information.

**Agreed**

Transferring: .....(Lead officer signature)

Receiving:.....(Lead officer signature)

## Due Diligence Checklist

This due diligence checklist is intended to assist agencies to prepare for Machinery of Government (MOG) changes.

Completing the checklist will help transferring and receiving agencies identify those resources and assets that will be moved to the receiving agency, and what needs to be done to ensure their efficient transfer.

ITEM	DUE	RESPONSIBILITY	Yes / No or where information can be sourced
<b>1. HUMAN RESOURCE CONSIDERATIONS</b>			
<p>Are there up-to-date records of the numbers of:</p> <ul style="list-style-type: none"> <li>a. substantive employees</li> <li>b. staff who are on leave without pay</li> <li>c. staff on secondment to another agency</li> <li>d. 'Term contract' Staff</li> <li>e. Term contract Staff that hold contracts due to expire and require review and renewal?</li> </ul>			<p><input type="checkbox"/> Yes <input type="checkbox"/> No Number of employees_____</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No Number of employees_____</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No Number of employees_____</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No Number of employees_____</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No Number of employees_____</p> <p>Records of this information can be found: &lt;insert TRIM links or system name for source of the data&gt;</p>
<ul style="list-style-type: none"> <li>a. Is the org chart information correct?</li> <li>b. Have employee classification "actuals" been mapped against the org chart?</li> <li>c. Have mapping discrepancies been recorded / investigated?</li> <li>d. Have term contractors and contractors been identified against the org chart?</li> </ul>			<p><input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last update / audit: DD/MMM/YY</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>



Is the register of open Workers Compensation claims up to date, and how many open WHS claims are there?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Number of outstanding claims ____ Can be found at:
Is the register of existing HR delegations up to date?			<input type="checkbox"/> Yes <input type="checkbox"/> No : HR delegation register can be found at:
Is the register of board and committee members paid through the CHRIS 21 system up to date?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Can be found at:
Are there any employees that are not on the CHRIS 21 system or do not use Employee Self-Serve for payroll / leave administration?			<input type="checkbox"/> Yes <input type="checkbox"/> No : If yes, how many? ____ Where is this administration undertaken?
Are records of existing salary overpayments up to date?  Do the records of salary overpayment reconcile with the General Ledger/journal information?			<input type="checkbox"/> Yes <input type="checkbox"/> No :  <input type="checkbox"/> Yes <input type="checkbox"/> No :
Which systems would be impacted by moving onto the same payroll database?  *Consider workflows & timesheets systems in place as well as any Share Point and Service SA/SSSA interaction			Systems affected: 1. 2. 3. 4. 5. 6.
How many employees hold special employment conditions that will require those conditions be transferred?  Has an allowance report been run?  Is there is a record of Disability Workplace Modifications?  Is there an up to date record of over-classified officers?			<input type="checkbox"/> Yes <input type="checkbox"/> No Numbers of staff: ____  <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No  <input type="checkbox"/> Yes <input type="checkbox"/> No Date of last review: DD/MMM/YY <insert where this list can be found>



Is the register of employee salary sacrificing up to date for reporting to MAXXIA?			<input type="checkbox"/> Yes <input type="checkbox"/> No : This list can be found at:
Is the suite of HR Policy / Procedure up to date, and when was the last Policy / Procedure review?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review: DD/MMM/YY
Other HR considerations not tabled above			Other HR considerations: 1. 2. 3.
<b>2. FINANCE CONSIDERATIONS</b>			
Is the register of open external and internal audit findings for the function to transfer up to date?			<input type="checkbox"/> Yes <input type="checkbox"/> No
Is the suite of Finance Policy / Procedure up to date, and when was the last Policy / Procedure review?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review: DD/MMM/YY
Which systems will be impacted by any budget system change?			Systems affected: 1. 2. 3. 4. 5. 6.
Which bank accounts will require change to facilitate the merge?			Affected Bank Accounts: 1. 2. 3. 4. 5. 6.
Which systems require change to continue to interface directly with the bank accounts?			Systems linked directly to Bank Accounts: 1. 2. 3.



			4. 5. 6.
Will new banking signatories be required?			<input type="checkbox"/> Yes <input type="checkbox"/> No
Is there a listing of employees that currently have FBT allocations?			<input type="checkbox"/> Yes <input type="checkbox"/> No <insert where that listing can be found>
Have FBT tax amounts for all employees that have FBT allocations in the new agency been recorded?			<input type="checkbox"/> Yes <input type="checkbox"/> No <insert where this information can be found>
Is the listing of transactions are undertaken through Masterpiece AP/AR or GSG managed payroll systems up to date?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review: DD/MMM/YY Transactions made through Masterpiece AP/AR or GSG managed payroll 1. 2. 3. 4. 5. 6.
Has agency segregated the transitioning functions within the existing ledger structure?			<input type="checkbox"/> Yes <input type="checkbox"/> No
Is there a system being used by the agency to segregate within AP feeder systems?			<input type="checkbox"/> Yes <input type="checkbox"/> No <insert the name of the system being used, or a description to illustrate this>
Will new AP cheque stationery be required?			<input type="checkbox"/> Yes <input type="checkbox"/> No
What assets are currently recorded in Masterpiece Fixed Assets?			Listing of agency fixed assets recorded in Masterpiece 1. 2. 3. 4. 5.



			6.
Is the register of employees holding Finance delegations up to date?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review DD/MMM/YY
Is the register of <ul style="list-style-type: none"> <li>• Purchase cards</li> <li>• Cab charge cards and</li> <li>• e-tickets issued to employees up to date?</li> </ul>			<input type="checkbox"/> Yes <input type="checkbox"/> No # of cards____ # of cards____ # of e-tickets____ Up to date registers can be found at <insert TRIM link or system name here>
What are the specific ABN requirements that require consideration?			Specific ABN requirements that require consideration: 1. 2. 3.
What process will be used to manage overpayments?			<input type="checkbox"/> Yes <input type="checkbox"/> No <insert the process to be used>
Have General Ledger and Journals been mapped?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review DD/MMM/YY
Has a copy of the current budget and forward estimates been obtained? Are there any specific pressures?			<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No <insert any identified pressures>
Has a list of specific internal and external (apart from DTF) reporting requirements been formulated?			<input type="checkbox"/> Yes <input type="checkbox"/> No <insert where that listing can be found>
Are any items being investigated for fraud?			<input type="checkbox"/> Yes <input type="checkbox"/> No <insert where a list of these items can be found>
Are there any private tax rulings which could influence/affect/impact the merge and require further analysis/consideration?			<input type="checkbox"/> Yes <input type="checkbox"/> No <insert details of the ruling and the implications for the merge>
Establish agency documentation on doubtful debts and debts written off is up to date and correct			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review DD/MMM/YY <insert where this information can be found>



Has the unclaimed money register been checked for unclaimed funds?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date last checked DD/MMM/YY <insert where this information can be found>
Is the register of guarantees/indemnities up to date and correct?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review DD/MMM/YY <insert where this information can be found>
Have Strategic Finance staff investigated whether there are there any foreign currency risks and exposures?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of check DD/MMM/YY <insert where this information can be found>
Financial Management Compliance Program			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review DD/MMM/YY <insert where this information can be found>
Is there a list of agency finance systems that are currently being utilised?  Is this list correct and current?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review DD/MMM/YY <input type="checkbox"/> Yes <input type="checkbox"/> No <insert where this information can be found>
Have any pending Cabinet issues been identified?			<input type="checkbox"/> Yes <input type="checkbox"/> No <insert details of any identified issues>
Other Finance considerations not tabled above			Other Finance considerations: 1. 2. 3.
<b>3. PROCUREMENT AND STRATEGIC CONTRACTS CONSIDERATIONS</b>			
Is there a contract register and is it up to date?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review DD/MMM/YY
Have the Organisational Development contracts been included into the contract register?			<input type="checkbox"/> Yes <input type="checkbox"/> No
Has a list of contracts that will need to be transferred to the new agency been identified?			<input type="checkbox"/> Yes <input type="checkbox"/> No <insert where that listing can be found>



Do any conflicting / double up contracts for services exist?			<input type="checkbox"/> Yes <input type="checkbox"/> No <insert details of conflicts / duplication>
<p>Is there a record of which whole of government contracts the agency is currently a signatory to? Can include, but not limited to:</p> <ol style="list-style-type: none"> <li>1. AGFMA,</li> <li>2. Travel Management,</li> <li>3. Bulk Fuel sites,</li> <li>4. Fuel Cards (not managed by Fleet SA),</li> <li>5. Stationery,</li> <li>6. Audit and Financial Services,</li> <li>7. Temporary Staff,</li> <li>8. Auctions,</li> <li>9. Postal Services,</li> <li>10. Electricity and Gas accounts</li> <li>11. Other &lt;please list&gt;</li> </ol>			<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No &lt;name of other contract&gt;</p>
<p>Is the register of employees with current access to Basware and/or purchasing delegations up to date?</p> <p>How many employees hold these delegations?</p>			<p><input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review DD/MMM/YY</p> <p># of staff that hold delegations_____</p>
<p>Is the current procurement system centralised or decentralised?</p> <p>What procurement considerations will need to occur to facilitate the MOG?</p>			<p><input type="checkbox"/> Centralised <input type="checkbox"/> Decentralised</p> <p>Consider also:</p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> </ol>





			3
Does the org structure in e-Procurement require modification to reflect changes for incoming staff?			<input type="checkbox"/> Yes <input type="checkbox"/> No
Which email addresses in Basware will require modification?			1. 2. 3.
Is there an up to date register of purchase cards that will require progression to the new agency, this register must be passed to SSSA as part of the merge?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review DD/MMM/YY
Other Infrastructure & Procurement considerations not tabled above			Other Infrastructure & Procurement considerations:  1. 2. 3.
<b>4. COMMUNICATION AND TECHNOLOGY CONSIDERATIONS</b>			
Will the current ICT service provider change following the MOG announcement?			<input type="checkbox"/> Yes <input type="checkbox"/> No
Is the suite of ICT policies and procedures up to date?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review DD/MMM/YY
What current ICT assets are held by the agency?			List of ICT assets held by agency  1. 2. 3. 4. 5. 6.
How many mailboxes, distribution lists or resource mailboxes have been identified and listed as requiring change to facilitate the transfer?			# of mailboxes____ # of distribution lists____ # or resource mailboxes____ # PST files____



Have employees that have separated from an agency had their mailboxes deleted?			<insert where this list can be found> <input type="checkbox"/> Yes <input type="checkbox"/> No
Where records of the agency are currently being stored and what space is taken up by this storage?			TRIM <input type="checkbox"/> Yes <input type="checkbox"/> No : Space required _____  T: Drive <input type="checkbox"/> Yes <input type="checkbox"/> No : Space required _____  PC Desktops <input type="checkbox"/> Yes <input type="checkbox"/> No : Space required _____  Archives (please identify whether this is state records, recall, iron mountain etc) <input type="checkbox"/> Yes <input type="checkbox"/> No : Space required _____  Portable hard drives <input type="checkbox"/> Yes <input type="checkbox"/> No : Space required _____  Cloud <input type="checkbox"/> Yes <input type="checkbox"/> No : Space required _____  Hard copy records in compactuses etc. <input type="checkbox"/> Yes <input type="checkbox"/> No : Space required _____  Other (please detail)
Can the records contained within EDRMS be transferred to the new EDRMS? What is involved in the transfer process?			<input type="checkbox"/> Yes <input type="checkbox"/> No Data will be transferred by using the following process _____
What is the volume of data/file folders outside of the EDRMS that requires transfer?			
Is the classified data register currently up to date and what consideration needs to be taken to ensure the protection of classified data as part of the merge?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review DD/MMM/YY  Consideration for the migration of protected data  1.



			2. 3. 4. 5. 6.
Is there a register of desktop/laptop/mobile devices requiring transfer or physically relocation as part of the merge?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review DD/MMM/YY Total number of assets that require relocation/transfer_____
How many printers, scanners, MFDs need to be transferred and/or physically relocated?			Total number of printers, scanners, MFD assets that require relocation/transfer_____
Is there an up to date register of mobile phone/iPad data numbers that will need to transfer?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review DD/MMM/YY
Is a change to the current remote access set up required?			<input type="checkbox"/> Yes <input type="checkbox"/> No
Is any change to the dedicated data lines required?			<input type="checkbox"/> Yes <input type="checkbox"/> No
Have any dedicated hosting requirements outside any that currently exist been identified? Is there an up-to-date register of the current hosting requirements?			<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review DD/MMM/YY
What software licences, including EDRMS/Adobe etc. need to transfer?			<input type="checkbox"/> Yes <input type="checkbox"/> No
What are the special service delivery requirements (i.e. help desk availability, on-site location of IT personnel) that will require consideration for the merge?			Considerations for service delivery 1. 2. 3. 4. 5. 6.



Is the register of third party contractual arrangements / contractors up to date?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review DD/MMM/YY
Details of any contractual arrangements that will require amendment as part of the merge			Contractual arrangements that require change 1. 2. 3. 4. 5. 6.
Other ICT / Assurance and Governance considerations not tabled above			Other Infrastructure & Procurement considerations: 1. 2. 3.
<b>5. COMMUNICATIONS</b>			
Will the communications budget require change?			<input type="checkbox"/> Yes <input type="checkbox"/> No <insert details of change required>
Has a register of domain names that require change to facilitate the merge been established / updated?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review DD/MMM/YY <insert where this information can be found>
What departmental marketing collateral could be impacted, duplicated, overlapped, concluded or redesigned as part of the merge?			1. 2. 3.
Is agency rebranding required? Visual identity + logos?			<input type="checkbox"/> Yes <input type="checkbox"/> No <insert details of change required>
Is new corporate livery required – letterheads, business cards, email signatures etc?			<input type="checkbox"/> Yes <input type="checkbox"/> No <insert details of change required>
Are there websites impacted by the transitioning function?			<input type="checkbox"/> Yes <input type="checkbox"/> No <insert details of change required>



Will intranets be affected?			<input type="checkbox"/> Yes <input type="checkbox"/> No <insert details of change required>
Do social media channels need to be collated / closed or changed?			<input type="checkbox"/> Yes <input type="checkbox"/> No <insert details of change required>
Which websites will be impacted by the transitioning function?			1. 2. 3.
What content on sa.gov.au will require amendment and who is the content owner of the page?			1. 2. 3. 4. 5. 6.
Do services provided by Service SA via the Contact Centre require amendment to the training materials?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review DD/MMM/YY <insert where this information can be found>
SA Direct changes will require organisational structure information including new/changed phone numbers and locations details – volumes will determine if manual or electronic changes are more efficient. Has this information been mapped?			<input type="checkbox"/> Yes <input type="checkbox"/> No <insert where this information can be found>
Has a list of all templates used by the agency been created? This list will form the basis of the strategy to Standardise Corporate Communications Branding for HR and other agency forms templates for briefings, letters, signature blocks etc for the new agency			<input type="checkbox"/> Yes <input type="checkbox"/> No <insert where this information can be found, details>
Are stakeholder databases and engagement plan needing to be merged / cleansed?			<input type="checkbox"/> Yes <input type="checkbox"/> No <insert details of plans or databases and the required change>



Do any directory listings need updating and check timing (White Pages etc)?			<input type="checkbox"/> Yes <input type="checkbox"/> No <insert details of listings and change required>
Other Corporate Communications considerations not tabled above			Other Corporate Communications considerations: 1. 2. 3.
<b>5. FACILITIES</b>			
Is the register of agency infrastructure holdings up to date?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review DD/MMM/YY <insert where this information can be found>
Is there a register of how many vehicles the agency owns?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review DD/MMM/YY <insert where this information can be found> Number of vehicles_____
Is there a register of office leases held by the agency and the location of these facilities and how many staff each caters for?			<input type="checkbox"/> Yes <input type="checkbox"/> No : Date of last review DD/MMM/YY <insert where this information can be found> Details of office leases / staff / leased location 1. 2. 3.
Is the AGFMA contract impacted by the merge?			<input type="checkbox"/> Yes <input type="checkbox"/> No <please insert statement of impact>



**Hornsby, Claire (OCPSE)**

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**From:** Ranieri, Erma (OCPSE)  
**Sent:** Tuesday, 24 April 2018 8:17 AM  
**To:** kerry@alt.sa.gov.au; robert.pitt@aca.sa.gov.au; douglas.gautier@afct.org.au; anthony.kirchner@avmc.com.au; Mealor, Caroline (AGD); Andrewr@audit.sa.gov.au; steve.saffell@countryarts.org.au; Nettleton, Greg (CFS); Burgess, Julie-Anne (CAA); brian.owens@dairy-safe.com.au; Price, Richard (DefenceSA); Taylor, Cathy (DCP); Harrison, Tony (DHS); Persse, Rick (Education); Kaminski, Vickie (Health); Schutz, John (DEW); Tepohe, Julianne (DPTI); Ashby, Scott (PIRSA); Duffy, Mark (DIS); Ranieri, Erma (OCPSE); Reynolds, David (DTF); Chatburn, Chris (ESB); Sherry, Mick (ECSA); Circelli, Tony (EPA); Wilson, Adam (ESCOSA); coleman.jerome@forestrysa.com.au; jo.townsend@funds.sa.gov.au; Borrowman, Hugh (GH); gmackie@history.sa.gov.au; joliver@homestart.com.au; Barnes, Jeanette (AGD); Hnyda, Michael (DTTI); brian.parkes@jamfactory.com.au; gabrielle.canny@lsc.sa.gov.au; Tomic, Tamara (LSA); Crossman, Greg (SAMFS); Minett, Trudy (MAC); Ranieri, Erma (OCPSE); Levitzke, Vaughan (GISA); Hanlon, John (Renewal SA); rob.cordiner@rtwsa.com; Killens, Jason (Health); Jackman, Malcolm (SAFECOM); Hardy, David (SA Lotteries); Beattie, Chris (SES); Harrex, Rodney (SATC); roch.cheroux@sawater.com.au; Raymond, Jan (SACE); Stevens, Grant (SAPOL); Sheehan, Annabelle (SAFC); Burns, Chris (SAMHC); jodi@statetheatrecompany.com.au; karyn.kent@studyadelaide.com; peter.lind@trb.sa.edu.au; joe.thorp@techinsa.com.au; kate.williams@adelaideshores.com.au

**Cc:** Chester, John (ALT); karon.silcock@aca.sa.gov.au; claire.george@afct.org.au; simon.hockridge@avmc.com.au; Stephens, Kate (AGD); silvana.gentilcore@audit.sa.gov.au; Fred.Piotto@countryarts.org.au; Geromichalos, Anna (SAFECOM); Stringer, Lyn (CAA); Barnett, Rob (Defence SA); Ramsay, Gabriella (DCP); Summers, Kim-Sherie (DHS); Schonfeldt, Laura (Education); Johnson, Simon (Health); Smith, Patrick (Health); Francese, Michael (Health); Stevens, Helen (Health); Kennedy, Saffron (Health); Hughes, Sonya (Health); Christianson, Rebecca (DEWNR); Austin, David (DPTI); Holman-Bates, Bruen (PIRSA); Kilsby, Cara (DEM); Boehm, Scott (DPC); Holling, Kristian (DTF); courtney.chymko@sa.gov.au; Clayfield, Ian (ECSA); Kite, Sue (EPA); South, Linda (ESCOSA); frew.sarah@forestrysa.com.au; jacki.kittel@funds.sa.gov.au; Grimes, Leslie (GH); rrudzinski@history.sa.gov.au; mmcauley@homestart.com.au; Barnes, Jeanette (AGD); Adlaf, Sophie (DTTI); kate.cenko@jamfactory.com.au; lisa.hobden@lsc.sa.gov.au; Tomic, Tamara (LSA); Somerville, Shiona (SAMFS); Esposito, John (MAC); Morris, Natalie (DIS); Taylor, Leigh (GISA); Vasilevski, Georgina (Renewal SA); jasmin.riek@rtwsa.com; Kennedy, Saffron (Health); Snoad, Tracey (SAFECOM); fiona.ayres@salotteries.sa.gov.au; Geromichalos, Anna (SAFECOM); Williams, Louise (SATC); Julie.pennetta@sawater.com.au; Maio, Snez (SACE); Fellows, Linda (SAPOL); Allison, Angela (SAFC); Traino, Amelia (SAMHC); jodi@statetheatrecompany.com.au; doreenblewett@studyadelaide.com; damian.turner@tafesa.edu.au; cathy.lewis@trb.sa.edu.au; nikki.becker@techinsa.com.au; davina.carne@adelaideshores.com.au

**Subject:** Performance Management & Development Correspondence  
**Attachments:** Minute to Agency Heads re employee participation 230418.pdf

Dear all

Please find attached correspondence relating to the recent performance management and development participation data collection.

Kind Regards

Erma

**Erma Ranieri**

Commissioner for Public Sector Employment

**Office for the Public Sector** | Department of the Premier and Cabinet | [publicsector.sa.gov.au](http://publicsector.sa.gov.au)

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My executive support is provided by Angela Corletto

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MINUTE



Government of South Australia  
Office for the Public Sector

MINUTES forming ENCLOSURE to

File: DPC17/2522

Reg: DPC18D00548

**TO: AGENCY HEADS / CHIEF EXECUTIVES**  
**CC: AGENCY HR LEAD**

**SUBJECT: EMPLOYEE PARTICIPATION IN PERFORMANCE MANAGEMENT AND DEVELOPMENT**

In May 2016, the *Direction of the Premier: Performance Management and Development* (the Direction) was issued under Section 10 of the *Public Sector Act 2009* requiring that all agencies implement "a performance management and development system that, at a minimum, incorporates:

- performance management and development reviews with all employees (including executives at least biannually; and
- reporting of the percentage of performance management and development reviews that have occurred within the agency, to the Commissioner for Public Sector Employment at least biannually."

Following my request for participation data in January, it became apparent that some confusion exists regarding the inclusion of specific employee groups such as casuals and Ministerial Staff.

I remind agencies that all active and paid public sector employees are expected to participate in performance management and development reviews as per the Direction. There are no approved exemptions for specific employee groups.

To ensure compliance with the Direction, I recommend all agencies review relevant internal policies to ensure the removal of any inference to "exempt employees".

Additionally, it is important to recognise the context of machinery of government changes across the sector. Regular performance conversations are a key tool to guide and support employees during times of change. It is timely to remind your managers of the requirement to continue regular performance conversations with employees and, where appropriate, encourage them to participate in relevant training.

The Office for the Public Sector is available to provide advice and support to agencies in the process of updating approaches to performance management and development. Further, I advise that online education modules to increase awareness and understanding of performance management and development are in the final stages of development, and will be made available to all agencies soon. I will provide further information to you on these modules in the near future.

Should you require further assistance, please contact Jessica Lynch, Principal Consultant (ph. 842 95456 or [Jessica.Lynch5@sa.gov.au](mailto:Jessica.Lynch5@sa.gov.au)) or Sarah Vinall, Senior Project Officer Performance Management and Development (ph. 842 95635 or [Sarah.Vinall2@sa.gov.au](mailto:Sarah.Vinall2@sa.gov.au)).

Yours sincerely

ERMA RANIERI  
COMMISSIONER FOR PUBLIC SECTOR EMPLOYMENT  
23 April 2018

**Hornsby, Claire (OCPSE)**

---

**From:** Ranieri, Erma (OCPSE)  
**Sent:** Thursday, 26 April 2018 9:20 AM  
**To:** 'vickie.kaminski@sa.gov.au'  
**Subject:** Actuarial Valuation of Workers Compensation Outstanding Liabilities, 30 June 2018  
**Attachments:** Attachment B Remuneration-guide-July-2017 (002).pdf; Attachment C - FTE Data Definition (002).pdf; 2018 Attachment A - Portfolio Contact Officer Role requirements (002).pdf

Dear Vickie

**Re: Actuarial Valuation of Workers Compensation Outstanding Liabilities, 30 June 2018**

The process for the annual actuarial valuation of SA Public Sector (SAPS) outstanding workers compensation liabilities has commenced. The Office for the Public Sector (OPS) is responsible for managing the valuation process and reporting the results.

The valuation is undertaken by an external actuary and results are reported by OPS to Cabinet, the Under Treasurer, and the Auditor-General and portfolio/agency chief executives. The valuation results are included in portfolio/agency end-of-year financial statements, as required by the Auditor-General.

To assist with coordinating the data collection process, and to ensure any requirements for sub-agency valuations are properly canvassed, it is requested that you nominate a **Portfolio Contact Officer** for your portfolio/agency. The role of the Portfolio Contact Officer is explained in Attachment A.

To progress the valuation process, it is requested that the nominated **Portfolio Contact Officer** email Kevin Paul, Data Analyst, by **Friday 11 May 2018** with their contact details.

Please note, the previous Portfolio Contact Officer for your organisation was Sue Page and

Jon Davis, Financial Accounting DHA/SALHN and Injury Management Strategist.

Information required to undertake the valuation includes the number of full-time-equivalent employees (FTEs) and the amount of remuneration based on portfolio and agency organisational structures.

The Portfolio Contact Officer will be required to provide the FTE and remuneration data to OPS by **Friday 18 May 2018**.

If you have any queries, please contact Kevin Paul, Data Analyst, [kevin.paul@sa.gov.au](mailto:kevin.paul@sa.gov.au).

Yours sincerely

Erma

**Erma Ranieri**

Commissioner for Public Sector Employment

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My executive support is provided by Angela Corletto  
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**Attachment A:  
Portfolio Contact Officer Requirements**

**Role of Portfolio Contact Officer**

**Actuarial valuation of SAPS workers compensation outstanding liabilities, 30 June 2018**

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The Office for the Public Sector (OPS) is responsible for managing the actuarial valuation process for the SA Public Sector (SAPS) outstanding workers compensation liabilities.

The following information is required for the 2017-18 financial year valuation:

- The number of full-time-equivalent employees (FTEs), and
- The amount of remuneration based on the portfolio/agency organisational structure (please refer to the ReturnToWorkSA Remuneration Guide).

OPS provides this data to the actuary on behalf of the portfolios/agencies.

The **Portfolio Contact Officer** assists with coordinating the portfolio/agency data collection, and any additional sub-agency valuation reporting requirements.

The role of the **Portfolio Contact Officer** is to:

1. Email Kevin Paul (kevin.paul@sa.gov.au) their nomination and contact details by **Friday 11 May 2018**
2. Disseminate a data collection Excel workbook containing the data collection form and supporting materials to all agencies in the portfolio. OPS will provide a copy of the data collection form after the contact details of the Portfolio Contact Officer have been received.
3. Coordinate the return of completed data collection forms from agencies and ensure that they are returned to the Portfolio Contact Officer by no later than **Friday 18 May 2018**.
4. Compile the completed forms returned by agencies into a consolidated data return (using an Excel template provided by OPS for the portfolio).
5. Email the consolidated return to Kevin Paul (kevin.paul@sa.gov.au), no later than **Friday 18 May 2018**.
6. Liaise with OPS in relation any data collection issues in a timely manner.

# Remuneration guide

## Effective 1 July 2017

Remuneration includes all amounts paid or payable to or for the benefit of a worker during a premium period, but it's not just wages or salary you need to include in your remuneration return and reconciliation statement. Benefits to workers include items such as superannuation contributions, fees or bonuses, footwear, uniform, clothing and/or dry cleaning allowances and living away from home allowances. There are more than 60 allowances or benefits that could make up the remuneration you pay your workers. Some areas that ReturnToWorkSA (RTWSA) has identified that employers sometimes overlook include:

- understating superannuation and gross wages
- not including payments to subcontractors who are taken to be workers under the Act
- remuneration that is not verified against original records.

This booklet explains some of the payments made to a worker. This will help you calculate the premium payable for your necessary declaration of total remuneration paid to workers employed by your business.

**Note:** The following information has been provided as a general guide to what is and is not included in remuneration. It does not limit the term 'remuneration' for ReturnToWorkSA premium purposes. Information (including dollar amounts and any figures) are subject to change.

## Remuneration and Goods and Services Tax (GST)

In relation to salary sacrifice benefit(s) or fringe benefit(s), 'remuneration' is the GST-inclusive value of the benefit(s) (i.e. cost of the acquisition of the benefit by the employer (after deducting input tax credits to which the employer is entitled on account of the acquisition of the benefit) plus GST paid by the employer to the Australian Taxation Office).

In the case of payment(s) to contractors as a worker as defined under the Act, 'remuneration' is the GST-exclusive amount of the prices paid by the employer to the contractor (i.e. amount paid to the contractor less any amount paid to the contractor on account of GST less any input tax credits to which the employer is entitled in relation to the acquisition of the contractor's services).

## Remuneration – items that are included or excluded

The items listed below are items included within the term 'remuneration' unless where specifically shown as being excluded. If you are making payment(s) to or for the benefit of a worker that are not listed, contact RTWSA on 13 18 55 for further information.

### Accommodation allowance

An amount paid to or for the benefit of a worker in respect of the cost of accommodation at a hotel, motel, guesthouse or other temporary lodging, while the worker is absent from their usual residence in the course of employment during the financial year concerned and at a rate that does not exceed:

- 1) the total reasonable amount for daily travel allowance expenses using the lowest capital city for the lowest salary band for the financial year determined by the Commissioner of Taxation of the Commonwealth,
- 2) if no determination referred to 1) above is in force, the rate prescribed by the regulations under the *Pay-roll Tax Act 2009*.

An allowance in the form of a payment paid to or for the benefit of a worker (including a Living away from home allowance or travelling allowance) is included as an accommodation allowance provided it has the following characteristics:

- it is an allowance (not a direct reimbursement of an expense incurred by the worker)
- it is a payment made by an employer to a worker on the grounds that the circumstance of a particular employment event (i.e. unable to return home at night) requires the worker to use accommodation at a place other than their normal place of residence where the employer is bound by an award, or registered industrial agreement or industrial agreement relating to an award to make the payment to a worker
- the allowance is to provide money for accommodation expenses and related expenses (e.g. meals and incidentals).

Note: The fact that the worker may not choose to use the full amount of the allowance (e.g. a worker may choose to sleep in the cabin of the truck whilst away from home) does not in itself stop the payment from being treated as an accommodation allowance. It is the 'character' of the payment, determined by the intent of the employer to relieve the worker of the burden of accommodation expenses, which is the determining factor.

A payment by way of an accommodation allowance is not included if the payment is

made at the rate not exceeding the relevant rate for a particular period as determined by the Commissioner of Taxation of the Commonwealth or if no determination is in force, the rate prescribed by the regulations under the *Pay-roll Tax Act 2009*. This rate is determined normally in June each year and sets the amount to operate from 1 July.

The following Table sets out the rate for the purposes of 'accommodation allowance' in the calculation of 'remuneration' for the purposes of the premium payable by an employer under the *Return to Work Act 2014* (or former Act).

Effective date	Accommodation allowance not to exceed
1 July 2017 (onwards)	\$266.70 (per night)
1 July 2016 to 30 June 2017	\$257.95 (per night)
1 July 2015 to 30 June 2016	\$255.45 (per night)
1 July 2014 to 30 June 2015	\$253.25 (per night)
1 July 2013 to 30 June 2014	\$250.85 (per night)

#### Annual leave

Payment(s) that are ordinarily are paid together with leave loading of 17.5% where applicable. This includes any payment to a worker in lieu of annual leave foregone or deferred (except a termination payment from 1 July 1992). This includes annual leave payments made to a worker who has a claim for compensation and is receiving (or has received) income maintenance.

#### Back pay

Any payment in arrears, which is made to workers or ex-workers for work previously carried out. This includes retrospective payments due as a result of award rate increases or national wage increases.

#### Bonuses

Gratuities or rewards paid or provided by the employer over and above a fixed salary or wage. This includes non-business related travel, such as the cost of fares, accommodation, meals

and incidentals paid by the employer for the benefit of a worker. Excludes payments as rewards or prizes provided by any organisation such as a distributor or trade association (e.g. sales targets met, apprenticeship awards) paid by but not originating from the employer and travel undertaken by a worker relating to the employer's trade or business (e.g. conference or trade fair).

#### Call out or call back allowance

An amount paid to compensate for working outside of normal work hours, or inconvenience experienced to return to work (outside normal working hours e.g. TV technicians, maintenance workers, medical staff etc.). This may be in addition to any overtime paid.

#### Clothing allowance

An amount paid to enable purchase of clothing, or to compensate for any wear and tear of clothing, whether or not worn at work. Excludes payment(s) which is a reimbursement to the worker for specific expenditure.

#### Club subscriptions

An amount paid to or on behalf of a worker, for membership of any club or association.

Excludes any club subscription where it can be reasonably demonstrated that the payment is a business-related expense or where the worker's membership is in the interests of the employer's trade or business.

#### Commission

Payments, usually to sales or marketing personnel, made in addition to any salary retainer, for units sold or sales targets achieved. Includes bonuses or 'spotter's fees' paid to non-marketing employees.

#### Credit units (trade dollars)

From 1 November 1994, all payments qualifying as credit units including trade dollars ('credit units') arising from a barter or counter trade transaction are included. The value of any credit unit is valued as equal to one Australian dollar (or another value where it is established, to RTWSA's satisfaction, a particular organisation's

credit units are being traded consistently at that value).

#### Dirt money

An amount paid for work performed in a dirty or unpleasant environment (e.g. boiler scraping, handling toxic chemicals etc.), sometimes referred to as 'danger money'.

#### Disability allowance

An amount paid to compensate for lack of facilities or inconvenient working conditions (e.g. exposure to elements, distance to travel to work, remote location of workplace).

#### Dry cleaning

Payments made by the employer to the workers to cover cleaning of uniforms or other clothing. Excludes payment(s) made as a reimbursement to the worker for specific expenditure.

#### Entertainment allowance

An amount paid to cover expenditure for entertainment of clients or business associates. Includes entertainment that takes place at the worker's home or another venue outside business premises.

#### Fares for travel

An amount paid to a worker for non-business/work related travel. Payment includes the cost of obtaining passports, visas, medical certificates and travel insurance. The payment is included whether or not the worker personally undertakes travel or whether the payment is used to finance the travel of another person (e.g. a member of the worker's family). Excluded if the payment is reimbursement to the worker for specific expenditure on business-related travel.

#### First aid allowance

An amount paid to a worker, qualified or competent to administer first aid, for being on standby to treat an illness or injury at work.

#### Follow the job allowance

An amount paid to a worker to compensate for the need to work away from home at various

locations. (e.g. prospecting camp, shearing team, circus, travelling trade fair).

#### Fringe benefits

Payments paid by an employer as a benefit that is part of the worker's reward. These payments are to be included where the fringe benefit is of a quantified monetary value. Any fringe benefit tax paid by the employer is not a part of a fringe benefit.

#### Footwear allowance

An amount paid to purchase and maintain footwear whether or not used at work (e.g. safety boots, dancing shoes). Excluded if payment is a reimbursement to the worker for specific expenditure on footwear intended to be worn at work.

#### Health insurance

An amount paid by the employer to a health insurance fund for the benefit of workers. Includes any 'top up' payments by the employer to cover the difference between the amount billed by a medical provider and that paid by a health insurance fund. The gross amount of premiums paid by the employer is included as remuneration. Excluded are the proceeds of an insurance claim.

#### Higher duty allowance

An amount paid to a worker who temporarily fills a position.

#### Holiday pay

An amount paid to a worker taking recreation leave and may be paid together with a leave loading e.g. 17.5%. Includes any payment (except a termination payment from 1 July 1992) to or for the benefit of a worker in lieu of holiday pay foregone or deferred.

#### Home entertainment allowance

An amount paid to the worker to cover expenditure for entertainment of clients or business associates at the worker's place of residence.

#### Incentives

Employee (worker) incentive plan contributions

#### Industry allowance

An amount paid to a worker in a specific industry, or working under a specific industrial award e.g. building and plumbing industry allowances.

#### Instructor's allowance

An amount paid in recognition of any qualifications or experience as an instructor, trainer, lecturer or adviser, or for work performed in any of these categories.

#### Leave loading

An amount paid in addition to, and usually together with, any payments made to a worker for recreation leave. The payment is generally 17.5% of leave pay, but may vary where the payment is made outside of an award or industrial agreement.

#### Life assurance

Any premium or lump sum paid on behalf of a worker to a life insurance company for a policy of life insurance. The proceeds of any insurance policy are not remuneration and:

- includes premiums paid on any investment-type policy such as an Insurance Bond or Capital Guaranteed Investment Bond
- includes purchase by the employer of an annuity on behalf of the worker
- excludes purchases paid on a worker's policy where the company is the ultimate beneficiary.

#### Living away from home allowance

A payment made by an employer to a worker on the grounds that the circumstance of a particular employment event (i.e. unable to return home at night) requires the worker to use accommodation at a place other than their normal place of residence where the employer is bound by an award, or registered industrial agreement or industrial agreement pursuant to an award, to make the payment to a worker. Excludes payment(s) which is a reimbursement to the worker for specific expenditure. From 1



February 1993, Living away from home allowance is to be considered as an accommodation allowance (see Accommodation allowance).

#### Loadings

Amounts paid above usual salary or wages to the benefit of a worker for specific work-related circumstances such as leave loading, overtime, remote locations, dangerous work etc.

#### Locality allowance

Paid to or for the benefit of a worker as compensation for residing and/or working in a distant, unpleasant or remote location.

#### Long service leave

Payments made as recognition of a designated number of years of service. Employer contributions to the Long Service Leave Board or any other retirement fund likely to benefit workers individually or collectively are included. Lump sums paid where the long service leave had fully accrued prior to 30 September 1987 are excluded. From 1 July 1992 payments as a contribution to a fund are excluded if they relate to redundancy/severance payments to a worker.

#### Meal allowance

An amount paid to a worker to provide a meal when work is performed inside or outside the usual hours of work. The payment attracts a premium whether or not the worker actually purchases a meal. Excluded is a payment that is a reimbursement to the worker for specific and actual expenditure.

#### Motor vehicle allowance

A payment to a worker for using their own motor vehicle in the course of their employment.

Excluded is a payment in respect of the use of the worker's own motor vehicle in the course of employment, for the financial year concerned, at a rate that does not exceed:

- i) the rate prescribed by the regulations under section 28-25 of the *Income Tax Assessment Act 1997* of the

*Commonwealth* for calculating a deduction for car expenses for a large car using the 'cents per kilometre method'

- ii) if no rate is prescribed as referred to in i) above, the rate prescribed by the regulations under the *Pay-roll Tax Act 2009* for each kilometre actually travelled in the course of and for the purposes of that employment.

A payment by way of a motor vehicle is not included if the payment is made at the rate not exceeding the relevant rate for a particular period as determined by the Commissioner of Taxation of the Commonwealth or if no determination is in force, the rate prescribed by the regulations under the *Pay-roll Tax Act 2009*. This rate is determined normally in June each year and sets the amount to operate from 1 July.

The following table sets out the rate for the purposes of 'motor vehicle allowance' in the calculation of 'remuneration' for the purposes of the premium payable by an employer under the *Return to Work Act 2014*.

Effective date	Motor vehicle allowance not exceeding
1 July 2016 (onwards)	66c per km
1 July 2014 to 30 June 2016	77c per km
1 July 2009 to 30 June 2014	75c per km
1 August 2008 to 30 June 2009	70c per km

#### Other allowances

Any other allowance, not otherwise itemised, as a reward to a worker in the form of a payment made to or for the benefit of a worker. Excluded is a payment(s) that is a reimbursement to the worker for specific expenditure.

#### Over award payment

A payment that relates to an amount paid, which is above the basic rate set down by an

industrial award applicable to that worker.

#### Overtime allowance

An amount paid that the worker may retain whether or not any overtime is worked. The payment may be in lieu of any contingency to work outside normal working hours.

#### Paid parental leave

The payment of normal salary or wages to a worker to cover any period the worker was absent from work due to employer paid parental leave. Excluded are all payments to or for the benefit of a worker as a consequence of a worker's eligibility to a payment by way of a determination in terms of the Paid Parental Leave Scheme under the *Paid Parental Leave Act 2010* of the Commonwealth.

#### Penalty rates

An amount paid for work performed outside the usual structure of a working day or week e.g. shift-work penalty rates. The concept differs from overtime in that the usual quantity of hours would tend to be worked but the work would be carried out by a different arrangement of shifts, or in a workplace with varying conditions.

#### Personal accident and sickness insurance

An amount paid to or for the benefit of a worker to affect or maintain insurance to cover the contingency of loss of wages or other income due to accident, illness or death through an accident. Excluded are proceeds of an insurance claim or where the employer is the ultimate beneficiary.

#### Piece work payments

Productivity-based payments made to a worker at an agreed rate per item produced, assembled or fabricated by that worker.

#### Qualifications allowance

An amount paid in recognition of any academic or technical qualification or attained level of competence possessed by the worker e.g. degree, diploma, certificate or level of specialised experience.

#### Reimbursement payments

Excluded are payments for reimbursement to a worker for payments or expenses actually made or incurred by a worker for goods or services for, or on behalf of, an employer or acquired by or provided to a worker in the course of, and for the purposes of, work performed by the worker for that employer.

#### Remote area allowance

An amount paid to or for the benefit of a worker for any inconvenience experienced or expected to be experienced while work is performed in any area lacking facilities or access to amenities and services, e.g. desert mining camp, cattle station, Antarctic base. The payment is included whether or not the worker actually works in a remote area.

#### Rental allowance

An amount paid to or for the benefit of a worker to alleviate the cost to the worker of obtaining rented accommodation. The payment is included whether or not the worker takes up residence in rented premises.

#### Representation allowance

An amount paid to cover time and expense which has been or may be incurred by the worker in the capacity of having to represent, deputise or act as proxy for the employer in any conference, meeting, negotiation or business-related discussion for that employer.

#### Salary

Payments made to a worker for work performed over a set period of time. The term is interchangeable with wages (see wages). This often includes loadings, above-award payments, overtime or out-of-hours work, and is often distinguished by pay periods of greater than one week.

Salary or wages can be sacrificed into a variety of benefits including superannuation, car fringe benefits (providing a car for private use) and expense payment fringe benefits such as school

fees, childcare costs, loan repayments, home/desktop or laptop computer. The ReturnToWorkSA premium is payable on a worker's total remuneration package which includes the amount of salary or wages sacrificed.

#### Salary continuance insurance

An amount paid for insurance intended to provide the worker with continuance of income in the event of illness or accident not covered by workers compensation. The payment (e.g. premium) is included whether or not the worker actually lodges a claim against the policy. Excluded are any proceeds of an insurance claim.

#### School or education expenses for children, spouse or dependants of workers

Payments made to or for the benefit of a worker to cover any fees or expenses of providing education or tuition at a university, TAFE or technical college, or any sporting, religious, commercial, private or state school not for the trade or business of the employer.

#### Service Increments

Payments to a worker based upon the length of service with the employer (e.g. annual increments in salary or wages). The length of service may be counted retrospectively where 'carry over' arrangements exist, e.g. State Public Service.

#### Severance pay

Any payment as a consequence of cessation of the worker's employment because of redundancy. The payment may be made in conjunction with other termination payments. From 1 July 1992 severance payments are excluded.

#### Sick pay

The payment of normal salary or wages to a worker to cover any period the worker was absent from work due to accident/illness.

#### Site allowance

An amount paid to provide for work having to be performed at a particular location e.g. mining camp, overseas, another office or factory, or any distant, dangerous or inconvenient location. The allowance is included whether or not it is actually spent by the worker.

#### Skill allowance

An amount paid in recognition of any skill brought to the job or any special aptitude displayed, e.g. the command of another language useful to the job, the ability to drive a forklift or operate a crane.

#### Standby or on call allowance

An amount paid for being prepared to work, upon request, outside usual working hours, or remaining near a telephone or pager to receive any such request. This may be in addition to any overtime paid.

#### Study allowance

An amount paid as an incentive to study, or to cover the costs of any education or tuition. The allowance is included whether or not the worker has incurred any costs of study.

#### Superannuation contributions

Any payment including a premium or lump sum paid to a superannuation fund or retirement annuity plan for the benefit of a worker. Includes employer contributions under the Superannuation Guarantee legislation, employer contributions under an award, additional employer contributions and employer contributions forming part of a worker's salary sacrifice arrangement.

#### Supplementary payments

Any payment or allowance made to or for the benefit of, a worker in addition to the worker's usual salary or wages.

#### Telephone allowance

An amount paid to meet the cost of a telephone connected to the worker's residence or to compensate the worker for use of the telephone for the employer's business. Excluded

are payments that are a reimbursement to the worker for specific expenditure.

#### Termination payments

An amount paid to, or for the benefit of, a worker as a consequence of cessation of the worker's employment. This term usually applies to payments of accrued salary or wages, unpaid commissions, and unused holiday pay and unused long service leave. A payment may be associated with severance/redundancy.

Excluded from 1 July 1992 is an amount paid to or for the benefit of a worker because of cessation of employment, either as termination payment or redundancy/severance pay or 'eligible termination payment' as defined in the Commonwealth *Income Tax assessment Act, 1997*.

#### Tool allowance

An amount paid to pay the cost of any tools, implements or instruments, which the worker may purchase for use by the worker in the course of the worker's employment. The allowance is included whether or not the worker actually purchases any tools. Excludes the cost of tools provided by the employer

#### Travelling allowance

A payment made to cover the contingency of any travel costs. The allowance is included whether or not the worker actually uses it for the purpose of travel. From 1 February 1993 a travelling allowance, subject to meeting particular criteria, is to be considered as an accommodation allowance. Excludes fares for business travel paid by the employer or payments that are a reimbursement to the worker for specific expenditure.

#### Uniform allowance

An amount paid to enable the worker to purchase or maintain a uniform or an item of corporate clothing. The allowance is included whether or not the worker actually uses the allowance for that purpose. Excluded are payments that are a reimbursement to the worker for specific expenditure.

#### Wages

Payments made to a worker for work performed over a set period of time. The term is interchangeable with salary.

#### Workers compensation payments

Payments made as compensation by way of income maintenance (i.e. a payment in accordance with section 64(5) under the *Return to Work Act 2014*) are excluded.

#### Disclaimer

The information produced by ReturnToWorkSA in this publication is correct at the time of printing and is provided as general information only. In utilising general information about workplace health and safety and work injury management, the specific issues relevant to your workplace should always be considered. This publication is not intended as a substitute for the requirements of the *Return to Work Act 2014* or the *Work Health and Safety Act 2012*.

**Attachment C****FTEs calculation for SAPS 2018 Actuarial Valuation Data Collection**

Excerpt from the *Human Resource Dataset: Data Definitions June 2018 Version 1.0*.

**FULL-TIME EQUIVALENTS (FTEs)**

The full-time equivalent is used to express a part-time employee as a proportion of an employee in an equivalent full-time position. The proportion is expressed as a decimal fraction of one. To calculate the full-time equivalent, divide the number of hours worked per week for each employee by the normal full-time hours per week of his or her position. Do not include overtime hours when calculating the full-time equivalent of an employee.

For example:

For a position in which 37.5 hours per week is normal full-time:

- an employee working 30.0 hrs/wk in that position would be 0.8 FTE  
(30.0 divided by 37.5 = 0.8)
- an employee working 37.5 hrs/wk in that position would be 1.0 FTE  
(37.5 divided by 37.5 = 1.0.)

**Please Note:** An employee cannot be expressed as more than one full-time equivalent (1.0).

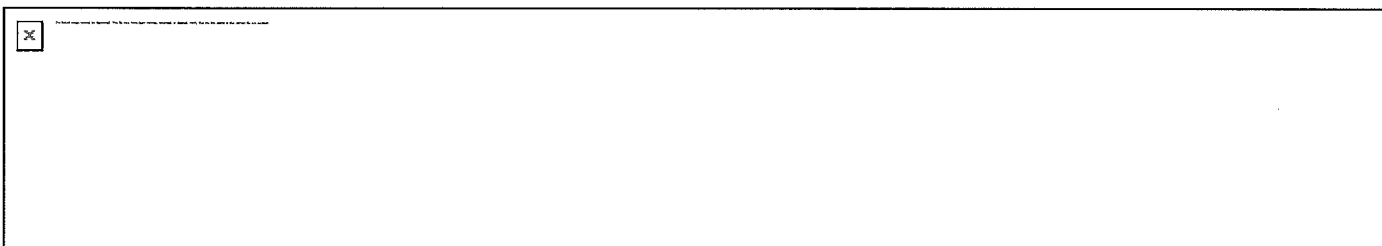
**PART-TIME EMPLOYEES**

Part-time employees are persons who are engaged for less than the normal full-time hours per week. The normal full-time workload can vary from 37.5 to 38.0 to 40.0 hours per week depending on the occupation and conditions of employment, and the FTE figure must be calculated accordingly.

**Hornsby, Claire (OCPSE)**

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**From:** Ranieri, Erma (OCPSE)  
**Sent:** Friday, 4 May 2018 10:31 AM  
**To:** Schumann, Brette (DCP); Ashby, Scott (PIRSA); Brown, David (DCS); Circelli, Tony (EPA); Tepohe, Julianne (DPTI); Duffy, Mark (DIS); Hanlon, John (Renewal SA); Harrex, Rodney (SATC); Harrison, Tony (DHS); Mealor, Caroline (AGD); Schutz, John (DEW); Hnyda, Michael (DTTI); Jackman, Malcolm (SAFECOM); Kaminski, Vickie (Health); Persse, Rick (Education); Price, Richard (DefenceSA); Ranieri, Erma (OCPSE); Reynolds, David (DTF); Stevens, Grant (SAPOL); Taylor, Cathy (DCP); Heithersay, Paul (DEM); Manton, Rob (DPC); Louca, Peter (DSD-ARTS); Taylor, Kylie (ORSR); Woolhouse, Steven (DPC); Cirson, Julianne (DEM); Williams, Paul (DTF); Boswell, Lois (DHS); Vasilevski, Georgina (Renewal SA); Croser-Barlow, Caroline (DEWNR); Swanson, Andrew (AGD); Chau, Phuong (DIS); Seidel, Ben (DPTI); Frater, Don (Health); Goodes, Tim (PIRSA); Riedstra, Julieann (Education); La Rosa, Julie (Defence SA); Wallace, Sue (DHS); Zetlein, Matthew (DSD-ARTS); Ambler, Ruth (DPC); Bierbaum, Christine (OSAPC); Brougham, Michael (DPC); Carey, Mark (DTF); Emery, Mark (AGD); Ewart, Richard (AGD); Haltis, Deahna (DPC); Morris, Natalie (DIS); Norman, Ingrid (AGD); Pribanic, Tammie (DTF); Sougleris, Elpitha (DPC); Lee, Sonny (OCPSE)  
**Subject:** Machinery of Government Taskforce Update 3



Dear Colleagues,

Thank you for your continued support and collaboration on the Machinery of Government (MoG) changes. Please feel free to share this Taskforce Update with the relevant executives in your agencies.

An important step in the MoG changes is transferring staff between agencies which takes effect through a notice in the Government Gazette.

DPC will prepare the required notice for the Government Gazette, in consultation with affected agencies.

For a smooth transition, please ensure your agency provides accurate information in your Implementation Report and draft CE to CE Agreement, due to DPC by COB Friday, 11 May 2018.

As part of the MoG changes, there may be a need for legislation to be reassigned to new Ministers, through a proclamation issued by the Governor of South Australia.

Please let Christine or Deahna know of any legislation that needs to be reassigned, as this will be coordinated through the Cabinet submissions currently being prepared.

If you haven't done so already, please contact the relevant public sector unions and employee associations about the changes and consultation process in your agency.

If you require assistance or further information, contact the Office for the Public Sector's Director, Governance and Performance, Natalie Morris on 0434 600 290 or email [Natalie.Morris3@sa.gov.au](mailto:Natalie.Morris3@sa.gov.au)

Corporate services requirements as part of the MoG changes differ between agencies, so I encourage you to work together on how these services will be delivered and funded between agencies.

To assist your planning, the Department of Treasury and Finance can provide the benchmark government administrative on-cost per FTE employee which includes costs such as IT items/services/support, insurance, training, human resources, financial services and consumables.

For any other queries you may have, please contact Christine on 0417 895 532 or email [Christine.Bierbaum@sa.gov.au](mailto:Christine.Bierbaum@sa.gov.au) or Deahna on 8429 5047 or email [Deahna.Haltis@sa.gov.au](mailto:Deahna.Haltis@sa.gov.au)

Regards,

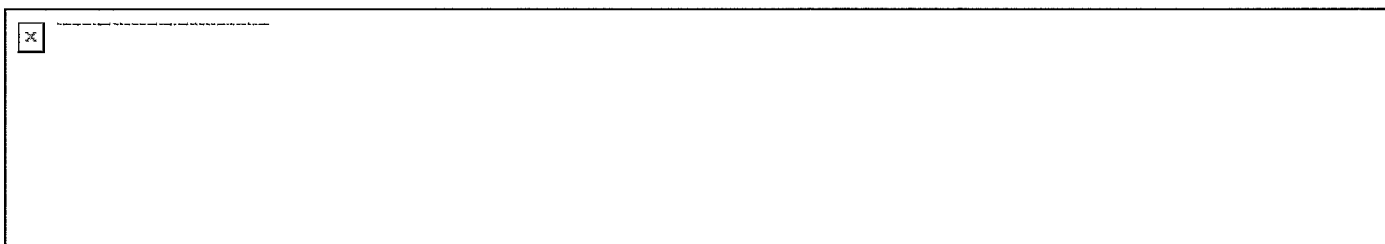
**Erma Ranieri**  
**COMMISSIONER FOR PUBLIC SECTOR EMPLOYMENT**  
**CHAIR, MACHINERY OF GOVERNMENT TASKFORCE**  
**A/CHIEF EXECUTIVE, DEPARTMENT OF THE PREMIER AND CABINET**

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**Hornsby, Claire (OCPSE)**

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**From:** Ranieri, Erma (OCPSE)  
**Sent:** Tuesday, 22 May 2018 2:44 PM  
**To:** Schumann, Brette (DCP); Ashby, Scott (PIRSA); Brown, David (DCS); Circelli, Tony (EPA); Tepohe, Julianne (DPTI); Duffy, Mark (DIS); Hanlon, John (Renewal SA); Harrex, Rodney (SATC); Harrison, Tony (DHS); Meador, Caroline (AGD); Schutz, John (DEW); Hnyda, Michael (DTTI); Jackman, Malcolm (SAFECOM); Kaminski, Vickie (Health); Persse, Rick (Education); Price, Richard (DefenceSA); Ranieri, Erma (OCPSE); Reynolds, David (DTF); Stevens, Grant (SAPOL); Taylor, Cathy (DCP); Heithersay, Paul (DEM); Manton, Rob (DPC); Louca, Peter (DSD-ARTS); Taylor, Kylie (ORSR); Woolhouse, Steven (DPC); Cirson, Julianne (DEM); Williams, Paul (DTF); Boswell, Lois (DHS); Vasilevski, Georgina (Renewal SA); Croser-Barlow, Caroline (DEWNR); Swanson, Andrew (AGD); Chau, Phuong (DIS); Seidel, Ben (DPTI); Frater, Don (Health); Goodes, Tim (PIRSA); Riedstra, Julieann (Education); La Rosa, Julie (Defence SA); Wallace, Sue (DHS); Zetlein, Matthew (DSD-ARTS); Ambler, Ruth (DPC); Bierbaum, Christine (OSAPC); Brougham, Michael (DPC); Carey, Mark (DTF); Emery, Mark (AGD); Ewart, Richard (AGD); Haltis, Deahna (DPC); Morris, Natalie (DIS); Norman, Ingrid (AGD); Pribanic, Tammie (DTF); Sougleris, Elpitha (DPC); Lee, Sonny (OCPSE); O'Brien, Wendy (OCPSE)  
**Subject:** Machinery of Government Taskforce Update 04



Dear Colleagues,

Thank you for contributing to the Machinery of Government (MoG) process through your Implementation Report and CE to CE agreements. This work is an important step in delivering the MoG changes.

Please continue to share this Taskforce Update with the relevant executives in your agencies.

I'm pleased to report the first milestone in the MoG has been achieved. On Thursday 17 May 2018, the names of four departments were changed, effective immediately, through the notice in the Government Gazette:

- The Department for Communities and Social Inclusion to the Department of Human Services;
- The Department for Health and Ageing to the Department for Health and Wellbeing;
- The Department for Education and Child Development to the Department for Education; and
- The Department of Environment, Water and Natural Resources to the Department for Environment and Water

In addition, two new departments have been established, effective from 1 July 2018:

- Department for Trade, Tourism and Investment; and
- Department for Energy and Mining.



The Department of the Premier and Cabinet will consult with affected agencies to prepare the required notices for the Government Gazette. If you have any questions about this please contact Christine or Deahna.

We are progressing well with the MoG changes and are on track for 1 July 2018.

The Department of Treasury and Finance (DTF) staff have continued to meet with agency Chief Executives to discuss agency savings in the context of the 2018-19 Budget process.

I remind you that final CE to CE agreements are due to DPC, and copied to DTF, by COB Friday 25 May. These should include the appropriate split of savings between business units/agencies impacted by the MoG changes.

If agencies require assistance in considering the appropriate split of savings in finalising MoG terms, please contact your DTF Account Manager.

For any other queries you may have, please contact Christine on 0417 895 532 or email [Christine.Bierbaum@sa.gov.au](mailto:Christine.Bierbaum@sa.gov.au) or Deahna on 8429 5047 or email [Deahna.Haltis@sa.gov.au](mailto:Deahna.Haltis@sa.gov.au)

Regards,

**Erma Ranieri**  
**COMMISSIONER FOR PUBLIC SECTOR EMPLOYMENT**  
**CHAIR, MACHINERY OF GOVERNMENT TASKFORCE**  
**A/CHIEF EXECUTIVE, DEPARTMENT OF THE PREMIER AND CABINET**

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