



**Government
of South Australia**

TRS19D2893

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Dear Mr Mullighan

APPLICATION UNDER THE *FREEDOM OF INFORMATION ACT 1991*

I refer to your application made under the *Freedom of Information Act 1991* (FOI Act), dated 4 November 2019.

Your application seeks access to:

"All minutes, briefings and correspondence titled 'I Work for SA – Your Voice Survey: Progress Update and Provision of Harassment and Bullying Data' as described on the Objective document management system, between 23 February 2019 and 4 November 2019."

The legislative prescribed timeframe to determine this application has expired and is now deemed to have refused you access to all documents relevant to your application. I refer to my letter dated 19 November 2019 where I sought additional time to make my determination.

The purpose of this letter is to advise you of my determination. An extensive search was conducted within this office. A total of 1 document was identified as answering the terms of your application.

I grant you part access to 1 document; a copy of which is enclosed.

Released in Part

I have determined to release the briefing in part, removing the Commissioner's mobile number and personal address, which if released, would be an unreasonable disclosure of personal affairs. I have determined to exempt this information pursuant to clause 6(1).

Exemption

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.*

Please note, in compliance with Premier and Cabinet Circular PC045 - *Disclosure Logs for Non-Personal Information Released through Freedom of Information* (PC045), the Department of Treasury and Finance 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: <https://dpc.sa.gov.au/resources-and-publications/premier-and-cabinet-circulars>. Please visit the website for further information.

As I am determining this application as Principal Officer, Section 29(6) of the Act does not provide for an internal review. If you are dissatisfied with my determination you are entitled to exercise your rights of external review with the Ombudsman.

Alternatively, you can apply to the South Australian Civil and Administrative Tribunal. If you wish to seek a review, Section 39(3) of the Act states you must do so within 30 calendar days of receiving the determination.

If you require any further information, please contact Vicky Cathro on 8226 9769.

Yours sincerely



Hon Rob Lucas MLC
Principal Officer

14 March 2020

MINUTE

23/4/19
File No: T19/053
Physical No: TRS19D0873



Government of South Australia
Office of the Commissioner
for Public Sector Employment

File: DPC16/3602

Reg: DPC19D00490

TO: THE TREASURER

SUBJECT: I WORK FOR SA – YOUR VOICE SURVEY: PROGRESS UPDATE AND PROVISION OF HARASSMENT AND BULLYING DATA

PURPOSE

To provide you with the proposed I WORK FOR SA – Your Voice Survey - South Australian Public Sector Action Plan and additional information on sector-wide harassment and bullying data, as requested by you on 18 December 2018.

BACKGROUND

- In September 2018, the Office of the Commissioner for Public Sector Employment (OCPSE) launched the I WORK FOR SA – Your Voice Survey (the "survey").
- The survey closed 26 October 2018, with a sector-wide final response rate of 22% (24,341 respondents in total). The survey vendor, ORC International (ORC), analysed survey responses to prepare a range of reports summarising results at sector-wide and agency levels.
- My office provided you with a copy of the South Australian (SA) Government Highlights Report on 10 December 2018, in addition to a verbal briefing on these results on 18 December 2018.
- All Ministers were briefed on the SA Government Highlights Report on 11 February 2019, prior to the summary of key themes from the sector-wide survey results communicated to all SA Public Sector employees through a whole-of-government email on 22 February 2019. The SA Government Highlights Report was also published on the OCPSE website www.publicsector.sa.gov.au/survey.
- Senior public sector leaders participated in an Action Planning Forum on 31 January 2019, to discuss the whole-of-sector themes from the survey results and generate ideas to help co-design strategies and actions for a draft South Australian Public Sector Action Plan. Following the Forum, participants had the opportunity to share and discuss ideas through the online engagement platform, Mindhive, and provide feedback on the draft Action Plan in March/April.
- On the basis of the survey results and the feedback gained through the engagement activities outlined above, a proposed South Australian Public Sector Action Plan has been developed by my office.
- ORC prepared the Main Findings Report on the 2018 survey results. The report includes in-depth analysis of the data and themes arising from the sector-wide results, together with the outcomes of the engagement process with senior leaders.
- Agency Heads were advised that they are responsible for communicating agency level results and their planned approach to respond, to their employees. The timing of communicating agency level survey results within agencies, was at the discretion of the relevant Agency Head.

DISCUSSION

- During the verbal briefing 18 December 2018, you requested additional information on sector-wide harassment and bullying data including:
 - The definition of harassment and bullying used in the survey;
 - The prevalence of harassment and bullying across the South Australian Public Sector and;
 - The overlap between harassment and bullying and other survey items.
- I advise that the data you requested regarding sector-wide harassment and bullying has been compiled by independent survey provider, ORC, and is attached for your reference

(Attachment 1). Please note: the attachment contains agency specific harassment and bullying data which has not been released in the public domain.

- The proposed South Australian Action Plan (Attachment 2) features actions to be progressed over the next 12 months. These actions leverage and build on existing programs as well as potential new initiatives, subject to endorsement by Senior Management Council (SMC).
- The proposed South Australian Public Sector Action Plan prepared by my office includes two proposed deliverables aimed at addressing harassment and bullying in the workplace.
- The proposed Action Plan will be presented to SMC on 29 April 2019.
- Following endorsement by SMC, I will provide you with the Main Findings Report and proposed Action Plan, to present to Cabinet for noting.
- If you have any concerns on the data provided or the proposed Action Plan, I invite you to further discuss this with me.

NEXT STEPS

- South Australian Public Sector Action Plan to SMC for endorsement - 29 April 2019
- Main Findings Report and South Australian Public Sector Action Plan presented to Cabinet for noting – May 2019.
- Prepare for the implementation of the South Australian Public Sector Action Plan across 2019-20.
- Agencies to report on agency-level actions for State of Sector data collection – June 2019.

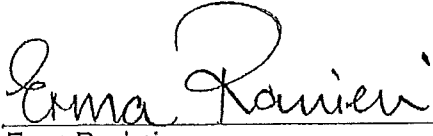
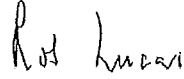
Should you have any queries, please contact me on [REDACTED] or erma.ranieri@sa.gov.au.

RECOMMENDATIONS

It is recommended that you:

1. Note provision of additional sector-wide harassment and bullying data (Attachment 1). Noted
2. Note the proposed South Australian Public Sector Action Plan and next steps in finalising and implementing a proposed program of work for 2019-20 (Attachment 2).

Implementation of some aspects obviously will depend on availability of project funding. Noted

 Erma Ranieri COMMISSIONER FOR PUBLIC SECTOR EMPLOYMENT 23 / 4 / 2019	 Hon. Rob Lucas MLC TREASURER 27 / 4 / 2019
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Attachment 1: I WORK FOR SA – Your Voice Survey; Further Information - Treasurer's Briefing
 Attachment 2: I WORK FOR SA – Your Voice Survey; proposed South Australian Public Sector Action Plan

Further information: Treasurer's Briefing



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Definition of harassment & bullying employed in the I WORK FOR SA – Your Voice Survey



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Introduction

The 2018 / WORK FOR SA – Your Voice Survey was run across 67 participating agencies within the SA Public Sector from 24 September to 2 November, and achieved a response rate of 22% (24,341 completed responses). A copy of the South Australian Government Highlights Report is available at www.publicsector.sa.gov.au/survey.

These slides focus specifically on analysis related to perceptions of harassment or bullying in the workplace, taken from the 2018 / WORK FOR SA – Your Voice Survey. It should be noted that the survey itself focuses on a number of different aspects related to perceptions of employee experience in the workplace, and not just harassment or bullying.

"Questions in the survey related to perceptions of harassment or bullying in the workplace are listed below. Please note, the option to provide a response to Questions 22 to 27, was conditional on the response participants provided in Question 21. Specifically, participants had to provide an affirmative response to Question 21 ("During the last 12 months, have you been subjected to harassment or bullying in your current workplace?") to be able to view and respond to Questions 22 to 27.

Questions	Number
During the last 12 months, have you witnessed harassment or bullying in your current workplace?	Q20
During the last 12 months, have you been subjected to harassment or bullying in your current workplace?	Q21
What type of harassment or bullying did you experience?	Q22
Who was responsible for the harassment or bullying?	Q23
Have you submitted a formal complaint regarding the harassment or bullying you were subjected to in the last 12 months?	Q24
Was your complaint resolved to your satisfaction?	Q25
Did the harassment or bullying you experienced cause you to take sick leave?	Q26
Did the harassment or bullying you experienced cause you to make a workers' compensation claim?	Q27

For the purposes of this survey, the following definitions have been used:

Harassment: Workplace harassment entails offensive, belittling or threatening behaviour directed at an individual or group of employees. The behaviour is unwelcome, unsolicited, usually unreciprocated and usually, but not always, repeated. Reasonable management action carried out in a reasonable way is not workplace harassment.

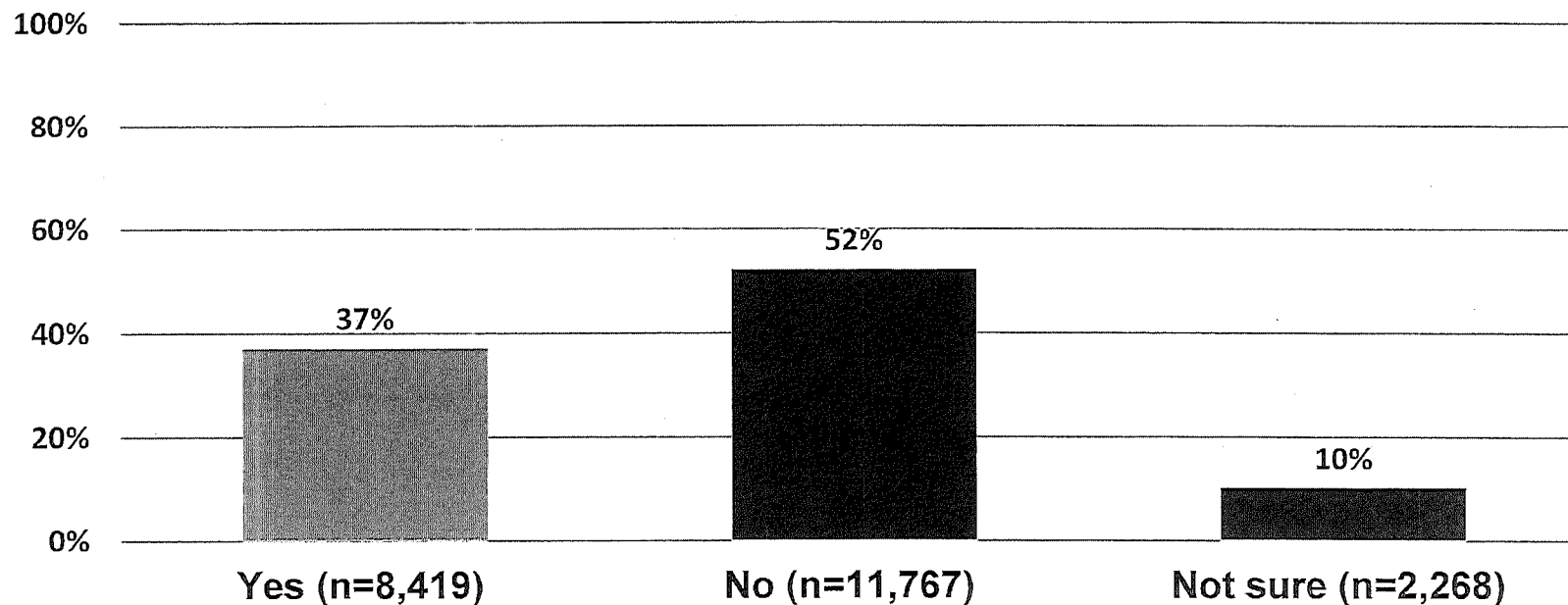
Bullying: A worker is bullied at work if, while at work, an individual or group of individuals repeatedly behaves unreasonably towards the worker, or group of workers of which the worker is a member, and that behaviour creates a risk to health and safety. To avoid doubt, this does not apply to reasonable management action carried out in a reasonable way.

Prevalence of harassment & bullying across the South Australian Public Sector

Q20. During the last 12 months
have you witnessed harassment or
bullying in your current workplace?



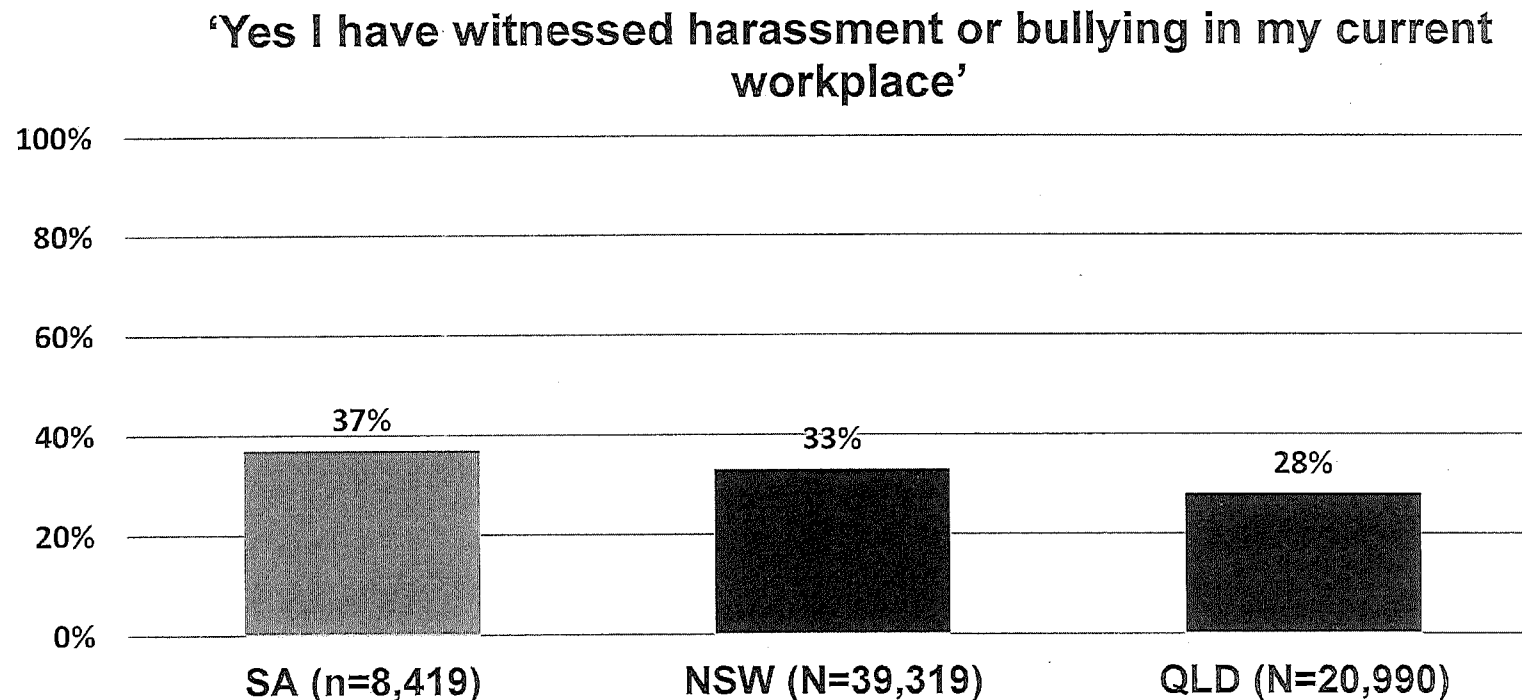
Q20. During the last 12 months have you witnessed harassment or bullying in your current workplace? *^



*n = 22,454

^Questions not mandatory so total percentages may not equal 100%

The witnessing of harassment or bullying compared to other jurisdictions



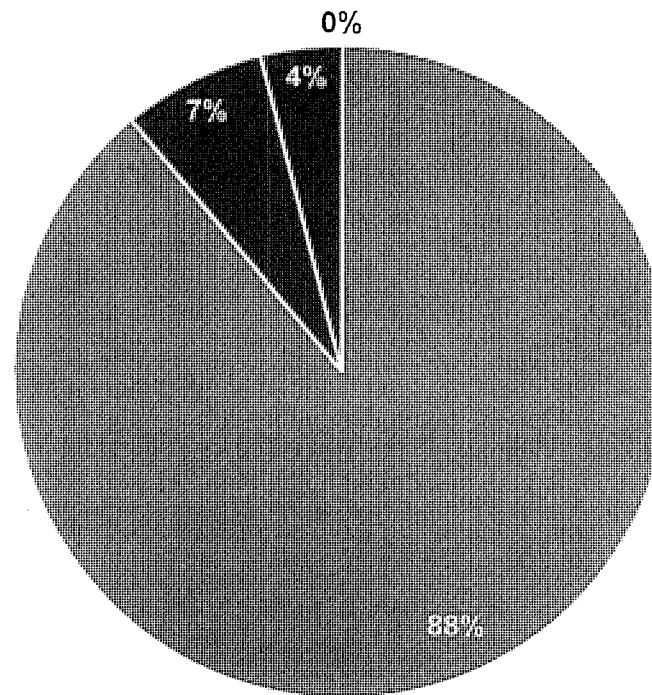
*NB:

NSW question (n= 162,308): "In the last 12 months I have witnessed bullying at work" (2018)

QLD question (n= 75,753): "During the last 12 months have you witnessed bullying or sexual harassment in your workplace?" (2017)

The breakdown of affirmative responses to Q.20 (witnessed harassment or bullying in the last 12 months) by agency size

**'Yes I have
witnessed
harassment or
bullying in my
current workplace'
(in response to
Q20) (n = 8,419)**



- Large agencies (> 1000) n = 7,445
- Small agencies (20 - 250) n = 338

- Medium agencies (251 - 1000) n = 620
- Micro Agencies (<20) n = 16

Agency profile of affirmative responses to Q.20

Name of Agency/Department	Total response count for q20	Number of respondents who witnessed	% of respondents who witnessed
GOVERNMENT OF SOUTH AUSTRALIA	22,454	8,419	37%
Essential Services Commission SA	11	8	73%
South Australian Film Corporation	11	7	64%
South Australian Country Fire Service	30	18	60%
Legal Profession Conduct Commission	17	9	53%
Legal Services Commission	55	29	53%
Country Arts SA	29	15	52%
Northern Adelaide Local Health Network (NALHN)	659	336	51%
Women's and Children's Health Network (WCHN)	482	246	51%
Central Adelaide Local Health Network (CALHN)	2,598	1,305	50%
Department for Correctional Services	594	298	50%
Government House	8	4	50%
Country Health SA Local Health Network (CHSALHN)	1,110	547	49%
Southern Adelaide Local Health Network (SALHN)	918	448	49%
Electoral Commission of SA	21	10	48%
SA Ambulance Service (SAAS)	379	181	48%
Department for Child Protection	1,008	421	42%
SA Housing Authority	157	157	42%
Department for Education	2,386	972	41%
Education and Early Childhood Services Registration and Standards Board	43	17	40%
Adelaide Festival Centre	98	37	38%
Adelaide Venue Management Corporation	39	15	38%
Department of Human Services	1,007	368	37%
Department for Trade, Tourism & Investment	94	33	35%
TAFE SA	781	269	34%
Defence SA	18	6	33%
Department for Health and Wellbeing	643	213	33%
South Australian State Emergency Service	45	15	33%
Renewal SA	28	9	32%
South Australian Metropolitan Fire Service	110	35	32%

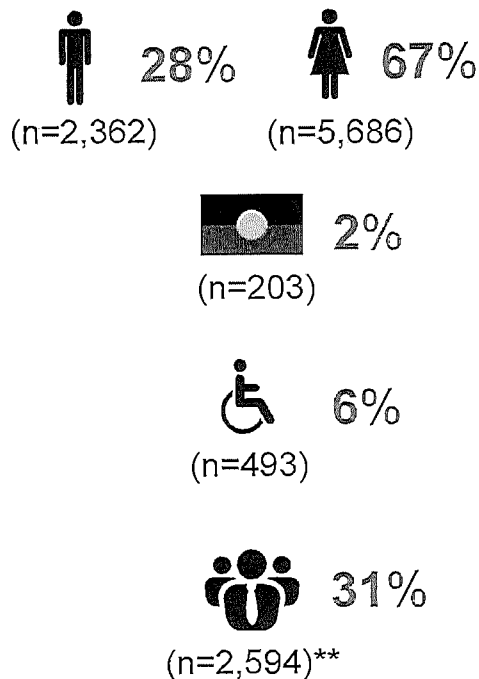
Agency profile of affirmative responses to Q.20

Name of Agency/Department	Total response count for q20	Number of respondents who witnessed	% of respondents who witnessed
Courts Administration Authority	112	35	31%
Attorney-General's Department	554	166	30%
SA Police	2,517	750	30%
Teachers Registration Board	20	6	30%
Department of Planning, Transport and Infrastructure	1015	290	29%
Department of the Premier and Cabinet	434	124	29%
SACE Board of South Australia	48	14	29%
Department for Environment & Water	736	204	28%
Department of Primary Industries & Regions	644	178	28%
Department of Treasury & Finance	565	159	28%
History Trust of SA	50	14	28%
Jam Factory Contemporary Craft and Design Inc.	22	6	27%
Office of the Commissioner for Public Sector Employment	(63	17	27%
Adelaide Cemeteries Authority	12	3	25%
Office for Recreation, Sport and Racing	60	15	25%
ReturnToWorkSA	85	20	24%
South Australian Fire and Emergency Services Commission	34	8	24%
Department for Energy and Mining	172	40	23%
State Theatre Company	13	3	23%
HomeStart	27	6	22%
SA Water	1,092	237	22%
Department for Industry and Skills	212	44	21%
Department of the Premier and Cabinet	224	124	21%
Environment Protection Authority	83	17	20%
Green Industries SA	15	3	20%
Motor Accident Commission	27	5	19%
Carclew Youth Arts Centre Incorporated	18	3	17%
Forestry SA	20	3	15%
West Beach Trust	13	2	15%
Auditor-General's Department	56	6	11%
Funds SA	9	1	11%
South Australian Tourism Commission	118	8	7%
Independent Commissioner Against Corruption	16	1	6%

37% (8,419 of 22,454) reported witnessing harassment or bullying in the previous 12 months

Demographic profile of the 37% who reported witnessing harassment or bullying

Specific demographic groups*^



Age^

Under 20 years (n=7)	0%	45 to 49 years (n=1,269)	15%
20 to 24 years (n=168)	2%	50 to 54 years (n=1,369)	16%
25 to 29 years (n=518)	6%	55 to 59 years (n=1,325)	16%
30 to 34 years (n=746)	9%	60 to 64 years (n=767)	9%
35 to 39 years (n=911)	11%	65 years or older (n=236)	3%
40 to 44 years (n=1,045)	12%		

Length of service^

Less than 1 year (n=206)	2%
1 to less than 2 years (n=353)	4%
2 to less than 5 years (n=894)	11%
5 to less than 10 years (n=1,610)	19%
10 to less than 15 years (n=1,671)	20%
15 to less than 20 years (n=1,167)	14%
20 years or more (n=2,494)	30%

*'Other' and 'Prefer Not to Say' response options also available

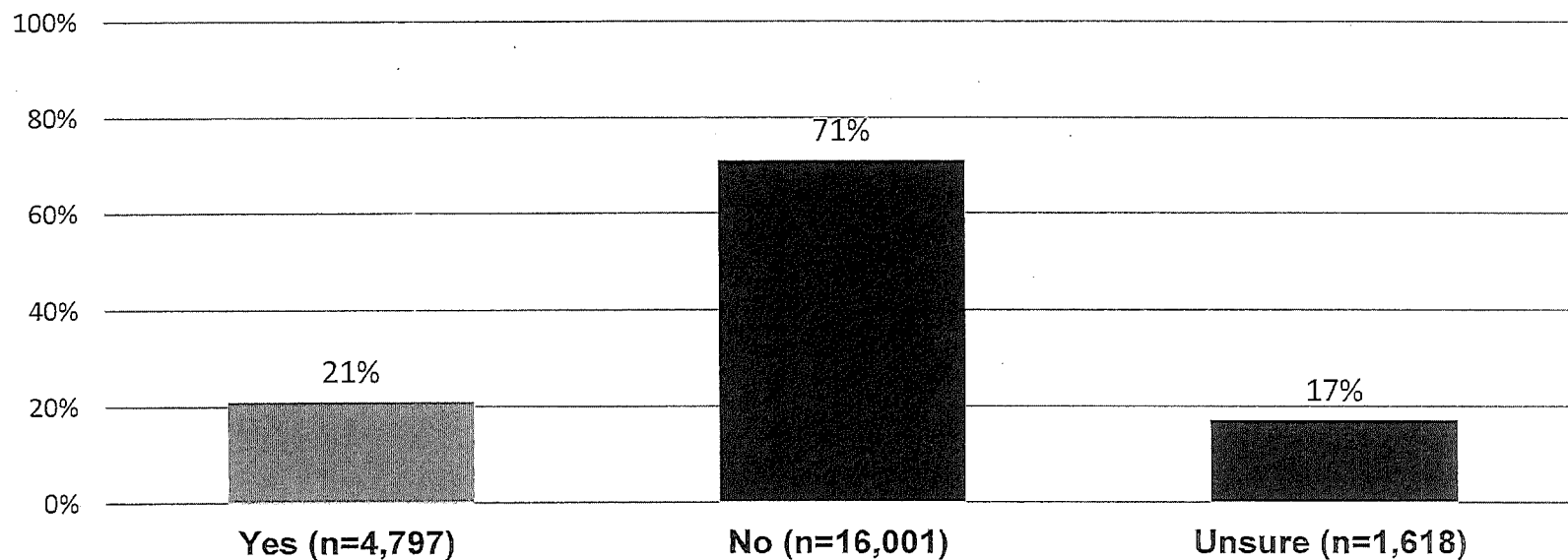
^Questions not mandatory and personal characteristics questions are often skipped due to concerns about confidentiality. Therefore it is unlikely that the total percentages of a group (e.g. age) will be 100%

**Represents Managers

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Q21: During the last 12 months, have you been subjected to harassment or bullying in your current workplace?

Q21: During the last 12 months, have you been subjected to harassment or bullying in your current workplace? *^

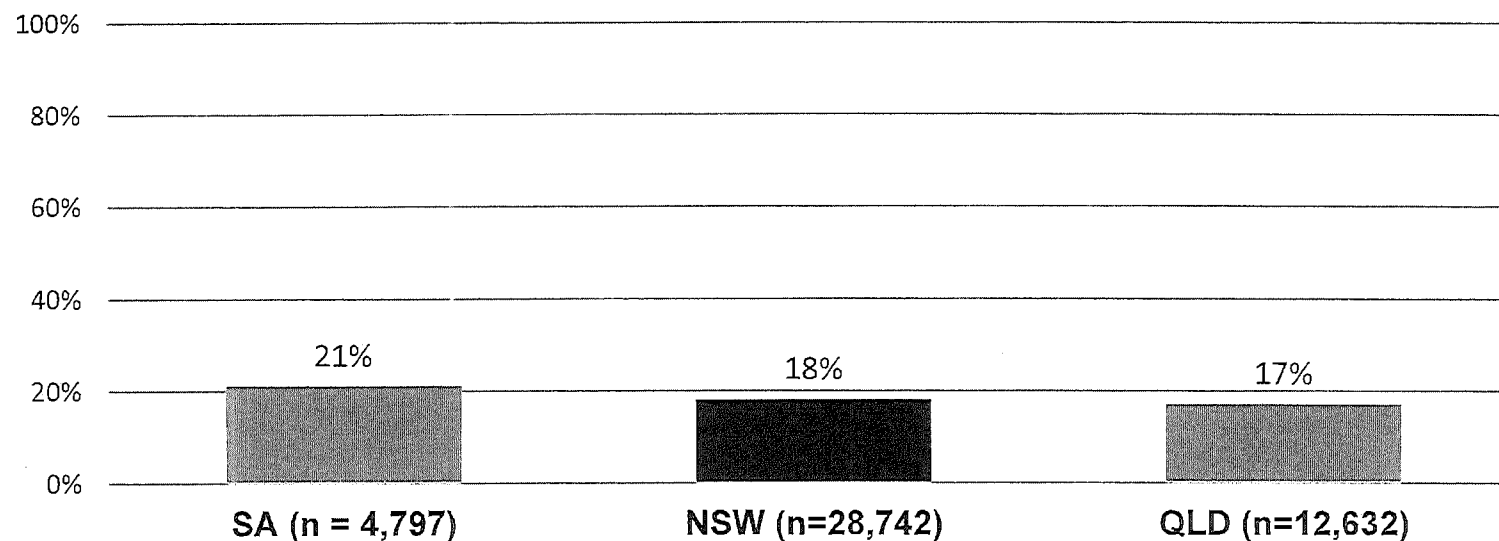


*n = 22,416

^Questions not mandatory so total percentages may not equal 100%

Experience of bullying and harassment in the past 12 months compared to other jurisdictions

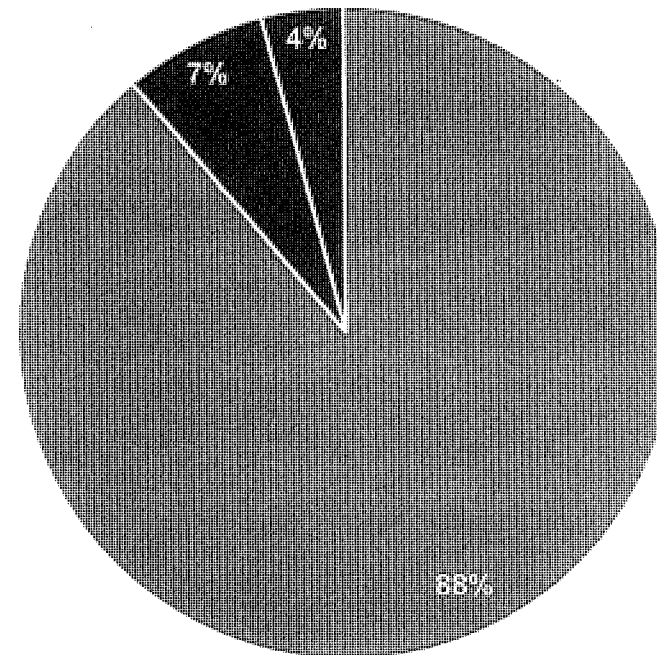
'Yes I have been subjected to harassment or bullying in my current workplace'



*NB: NSW question (n=161,688): "In the last 12 months I have been subjected to bullying at work" (results from 2018)
QLD question (n=75,214): "During the last 12 months, have you been subjected to any of the following in your workplace?" (results from 2017)

The breakdown of affirmative responses to Q.21 (subjected to harassment or bullying in the last 12 months) by agency size

'Yes I have been subjected to harassment or bullying in my current workplace' (in response to Q21) (n = 4,797)



- Large agencies (> 1000) n = 4,268
- Small agencies (20 - 250) n = 187

- Medium agencies (251 - 1000) n = 333
- Micro agencies (<20) n=9

Agency profile of affirmative responses to Q.21

Name of Agency/Department	Total response count for q21	Number of respondents subjected	% of respondents who were subjected
GOVERNMENT OF SOUTH AUSTRALIA	22,416	4,797	21%
South Australian Country Fire Service	31	14	45%
South Australian Film Corporation	11	5	45%
Government House	8	3	38%
Adelaide Cemeteries Authority	12	4	33%
Legal Services Commission	55	18	33%
Northern Adelaide Local Health Network (NALHN)	660	212	32%
Women's and Children's Health Network (WCHN)	483	149	31%
SA Ambulance Service (SAAS)	379	110	29%
Country Health SA Local Health Network (CHSALHN)	1,104	312	28%
Southern Adelaide Local Health Network (SALHN)	916	259	28%
Central Adelaide Local Health Network (CALHN)	2,587	700	27%
Department for Correctional Services	593	163	27%
Essential Services Commission SA	11	3	27%
Department of Human Services	1,001	247	25%
Department for Education	2,384	579	24%
Electoral Commission of SA	21	5	24%
SA Housing Authority	372	85	23%
South Australian Metropolitan Fire Service	111	26	23%
Department for Trade, Tourism & Investment	95	21	22%
HomeStart	27	6	22%
South Australian State Emergency Service	45	10	22%
Department for Child Protection	1,009	210	21%
Department for Health and Wellbeing	643	135	21%
Adelaide Festival Centre	99	20	20%
Courts Administration Authority	112	22	20%
History Trust of SA	50	10	20%
Department of Planning, Transport and Infrastructure	1,017	183	18%
Office for Recreation, Sport and Racing	60	11	18%

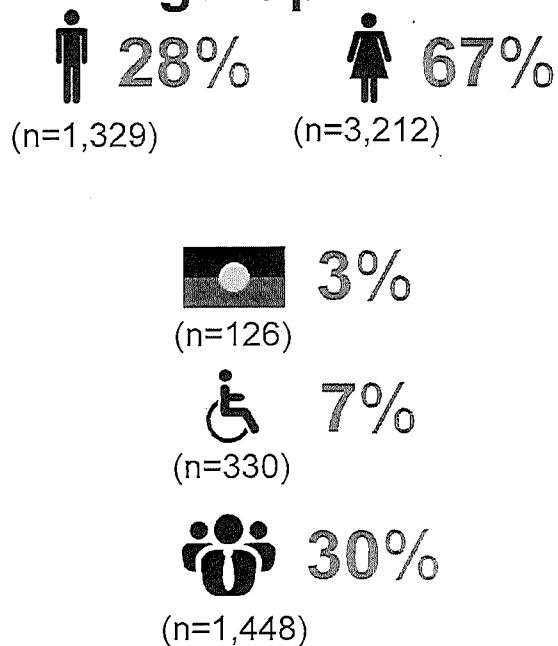
Agency profile of affirmative responses to Q.21

Name of Agency/Department	Total response count for q21	Number of respondents subjected	% of respondents who were subjected
Legal Profession Conduct Commission	17	3	18%
SA Police	2,509	450	18%
TAFE SA	779	142	18%
Attorney-General's Department	552	95	17%
Defence SA	18	3	17%
Department of the Premier and Cabinet	434	73	17%
Department of Primary Industries & Regions	641	96	15%
Department of Treasury & Finance	568	82	14%
Environment Protection Authority	83	12	14%
Renewal SA	28	4	14%
Adelaide Venue Management Corporation	39	5	13%
Department for Environment & Water	731	98	13%
Green Industries SA	15	2	13%
SACE Board of South Australia	48	6	13%
Department for Energy and Mining	172	21	12%
Education and Early Childhood Services Registration and Standards Board	43	5	12%
Carclew Youth Arts Centre Incorporated	18	2	11%
Department of the Premier and Cabinet	434	25	11%
Funds SA	9	1	11%
Motor Accident Commission	27	3	11%
SA Water	1,091	116	11%
Department for Industry and Skills	211	21	10%
Forestry SA	20	2	10%
Office of the Commissioner for Public Sector Employment	63	6	10%
Jam Factory Contemporary Craft and Design Inc.	22	2	9%
West Beach Trust	13	1	8%
ReturnToWorkSA	85	6	7%
South Australian Tourism Commission	118	7	6%
Auditor-General's Department	56	3	5%
Teachers Registration Board	20	1	5%
South Australian Fire and Emergency Services Commission	34	1	3%
Independent Commissioner Against Corruption	17	0	0%
State Theatre Company	13	0	0%

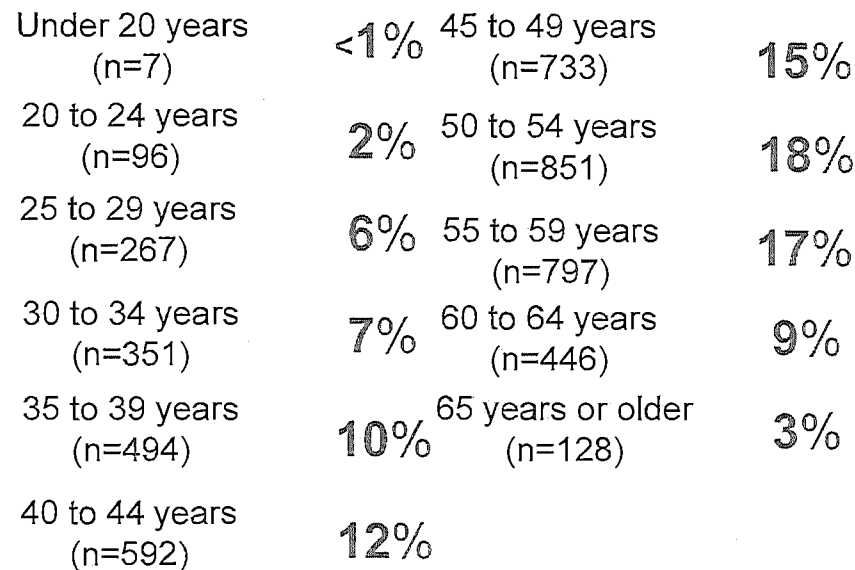
21% (4,797 of 22,416 responses to Q21) reported being subjected to harassment or bullying in the previous 12 months

Demographic profile of the 21% who reported being subjected to harassment or bullying

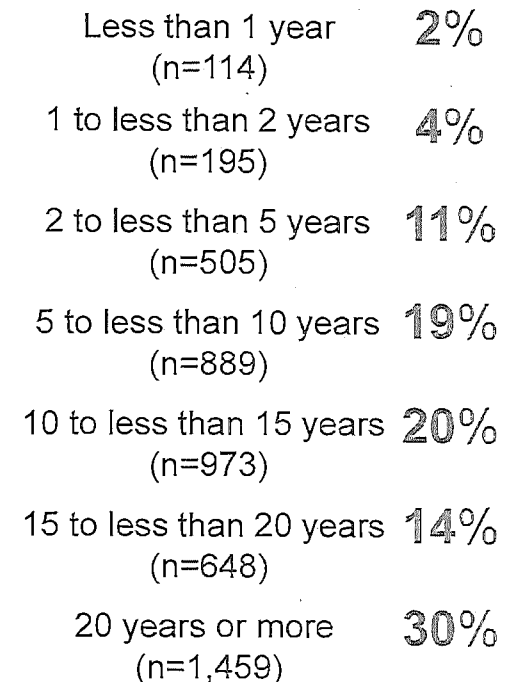
Specific demographic groups*^



Age^



Length of service^

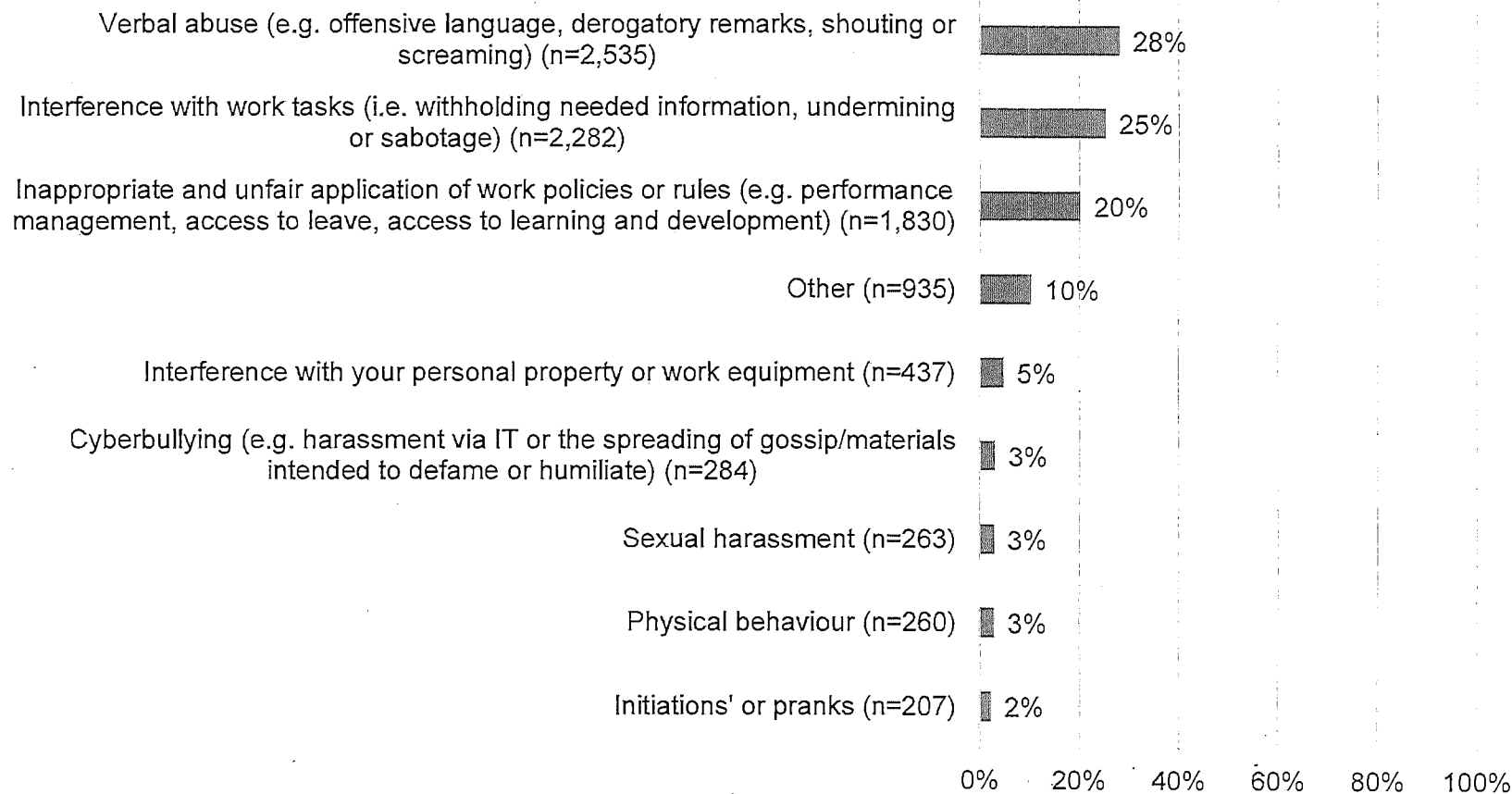


*'Other' and 'Prefer Not to Say' response options also available

^Questions not mandatory and personal characteristics questions are often skipped due to concerns about confidentiality. Therefore it is unlikely that the total percentages of a group (e.g. age) will be 100%

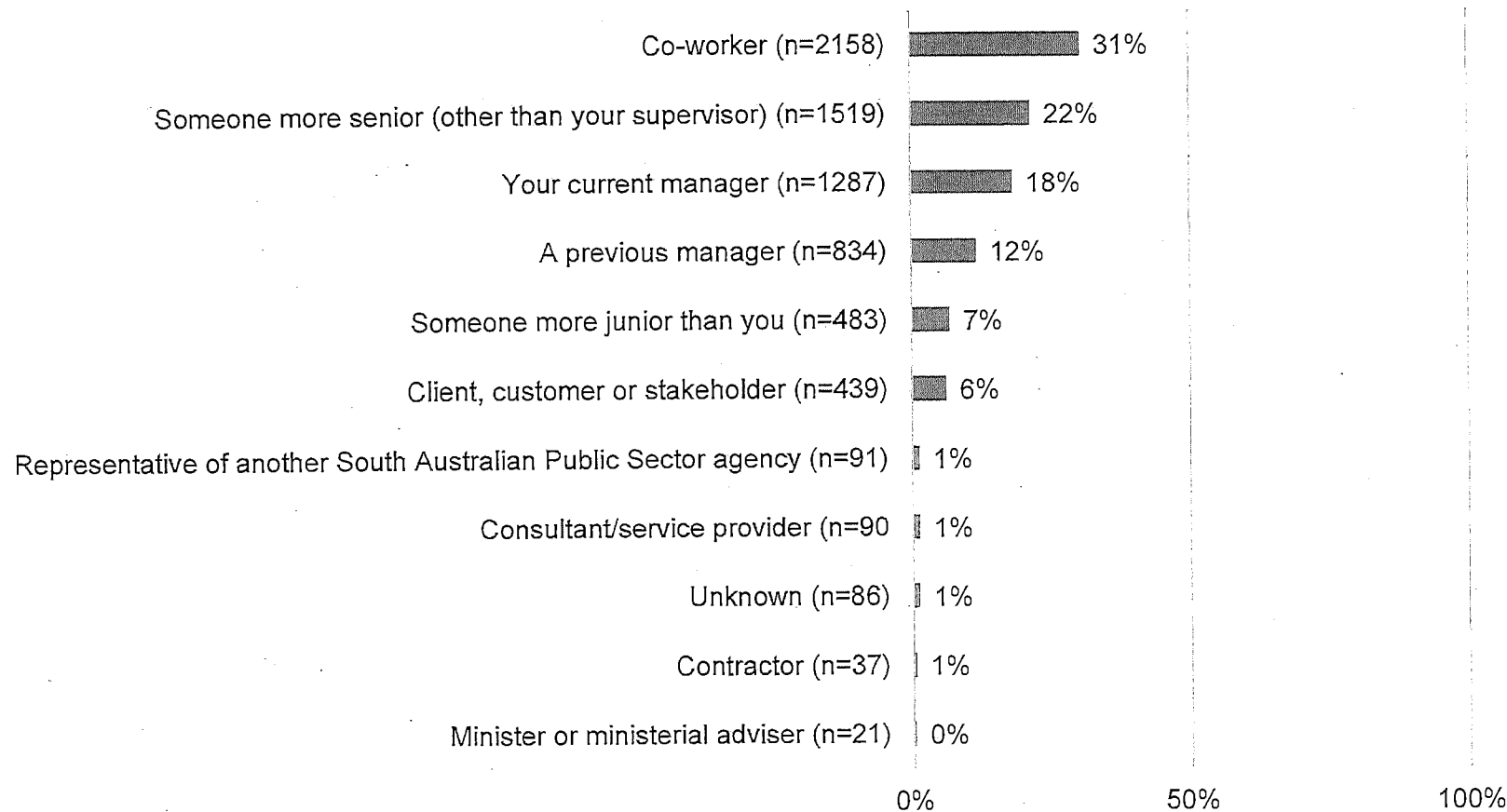
Details of the nature and alleged perpetrator of harassment and bullying

Q22: What type of harassment or bullying did you experience?*



*Routed question only asked to the 4,797 respondents who reported being subjected to harassment or bullying. Respondents could select multiple options.

Q23: Who was responsible for the harassment or bullying?*



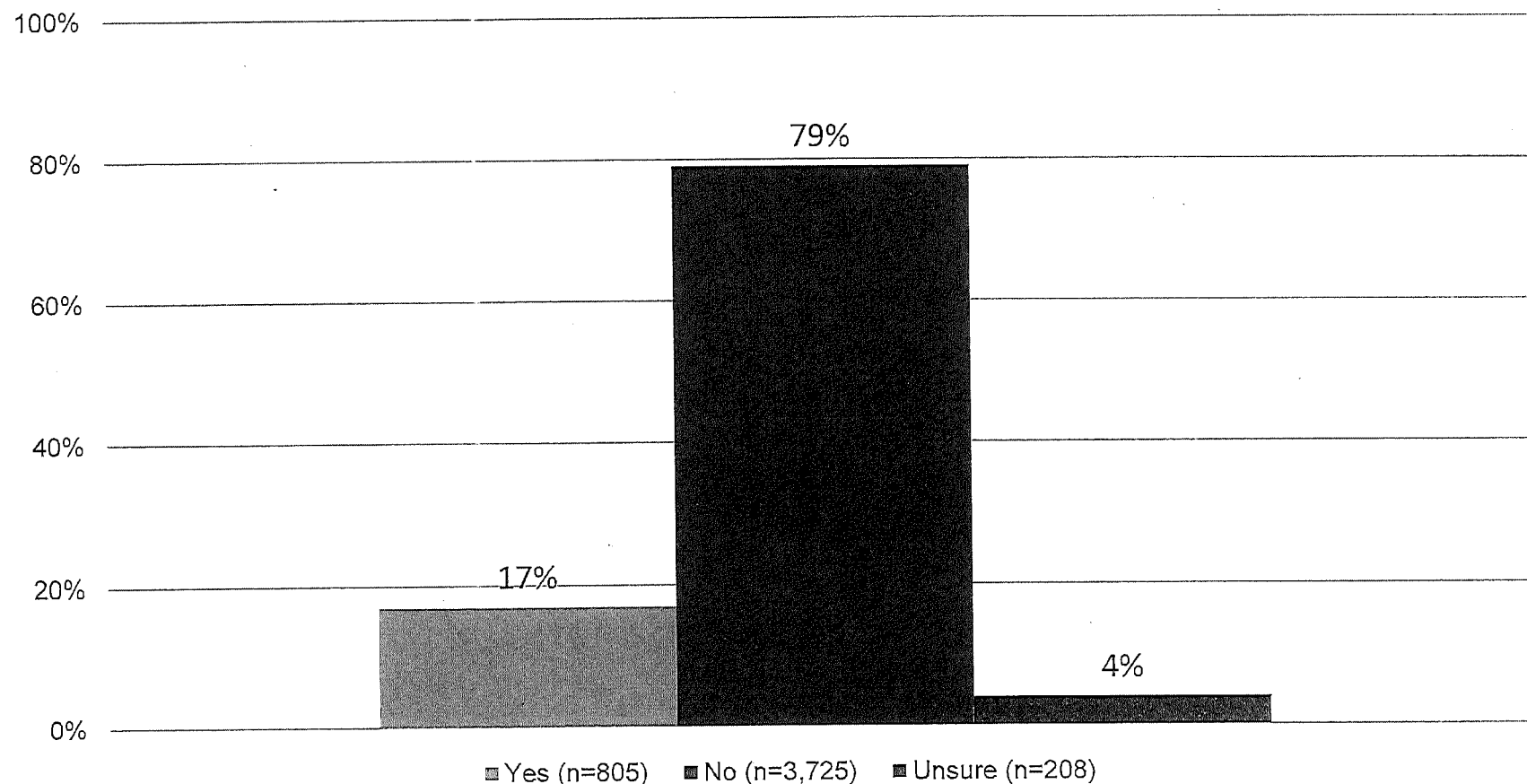
*Routed question only asked to the 4,797 respondents who reported being subjected to harassment or bullying. Respondents could select multiple options.

Following up on reported incidence of harassment or bullying



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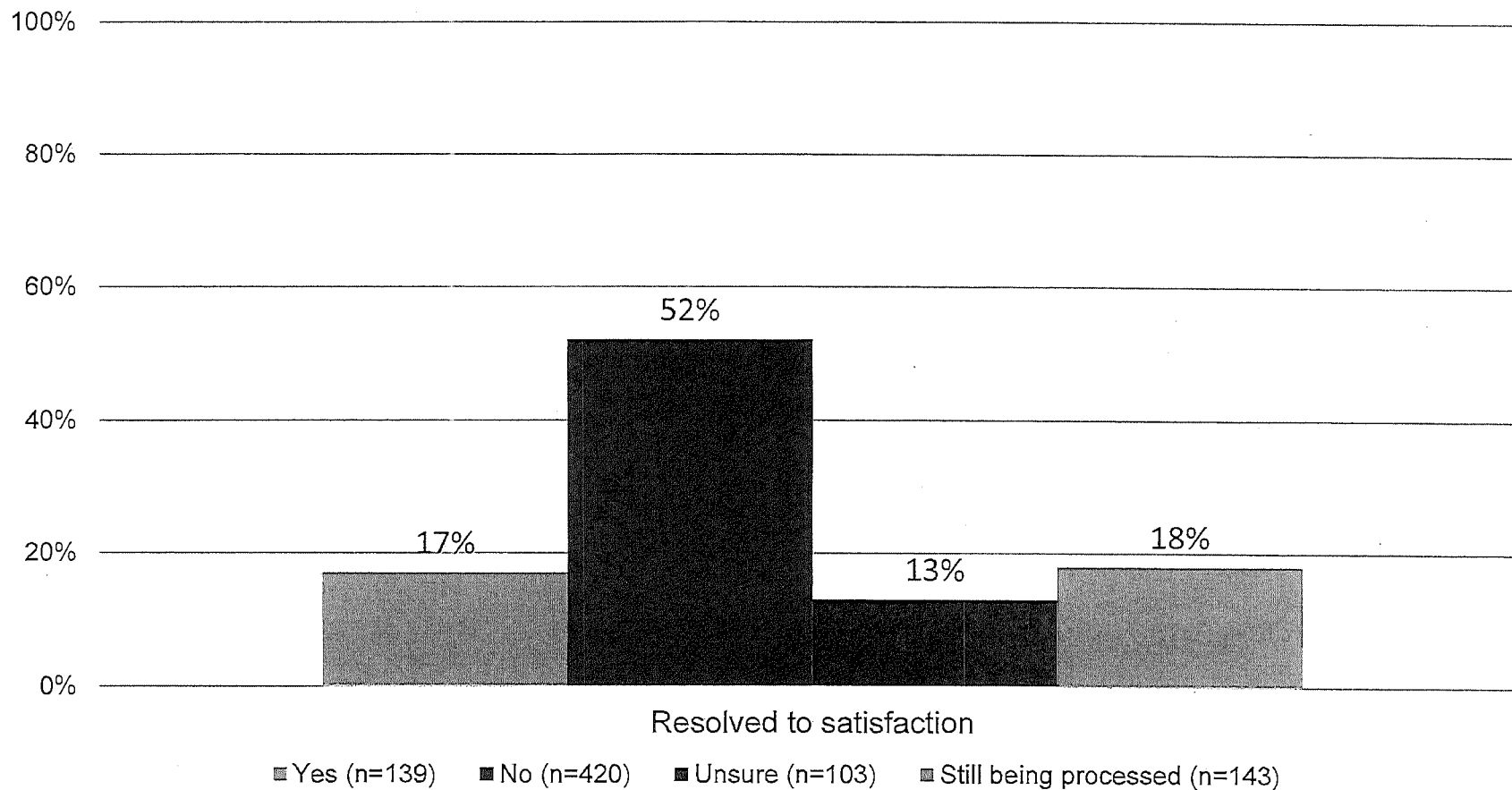
Q24: During the last 12 months I have submitted a formal complaint*^



*Only participants who answered "yes" to Question 21 (reported being subjected to harassment or bullying in last 12 months; 4797 respondents) could provide a response to Question 24

^Questions not mandatory – 4,739 respondents provided a response

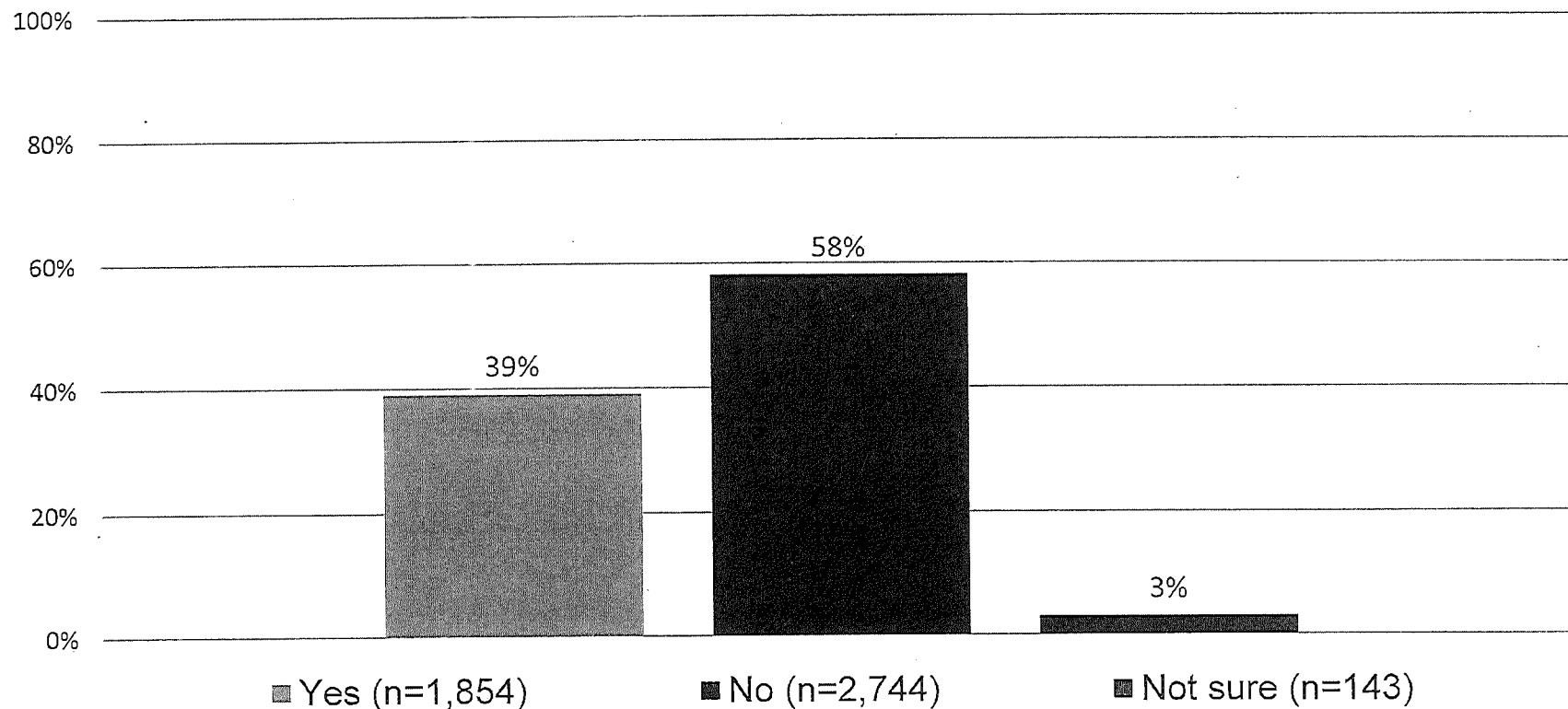
Q25: Was the complaint resolved to your satisfaction? *^



*Routed question only asked to the 805 respondents who submitted a complaint

^Questions not mandatory so total percentages may not equal 100%

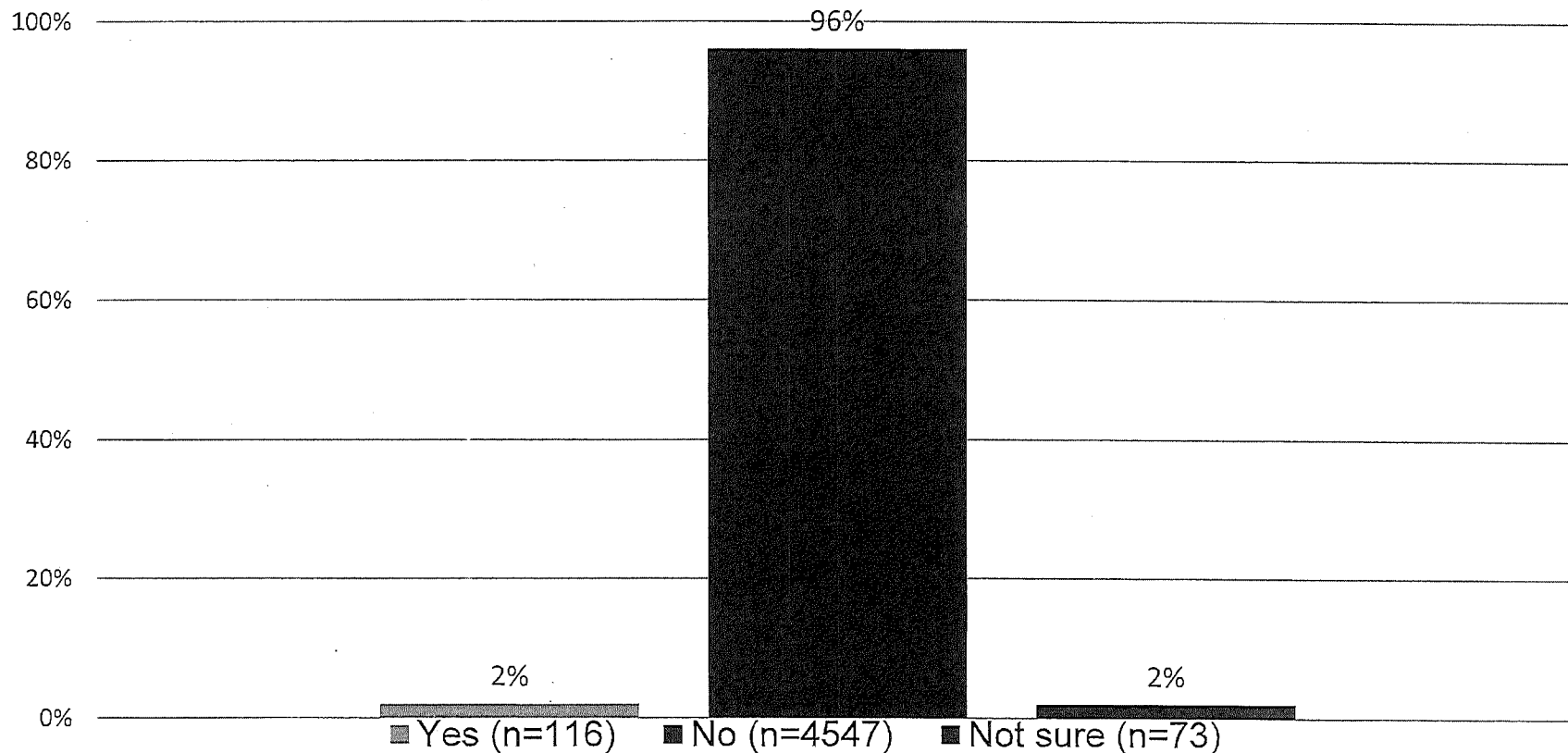
Q26: Did the harassment or bullying you experienced cause you to take sick leave?*^



*Only participants who answered "yes" to Question 21 (reported being subjected to harassment or bullying in last 12 months; 4797 respondents) could provide a response to Question 26

^Questions not mandatory - 4,741 respondents provided a response

Q27: Did the harassment or bullying you experienced cause you to make a workers' compensation claim?*



*Only participants who answered "yes" to Question 21 (reported being subjected to harassment or bullying in last 12 months; 4797 respondents) could provide a response to Question 27

^Questions not mandatory - 4,736 respondents provided a response

Overlap between harassment & bullying and other survey items



Impact of experiencing harassment or bullying

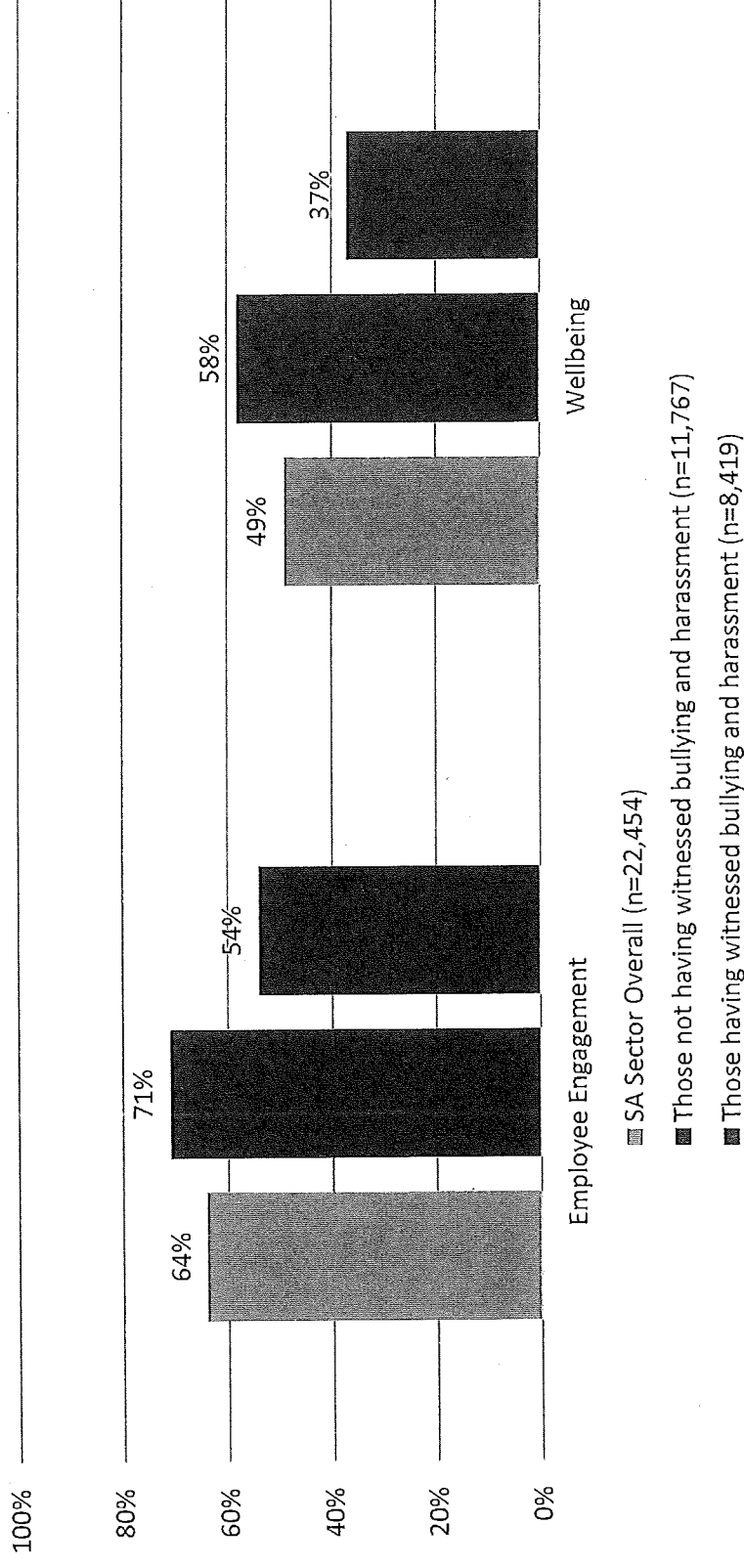
The Employee Engagement score for those who have experienced bullying or harassment is 50%, 14 percentage points below the sector as a whole at 64%. This is primarily driven by the 'Say' and 'Strive' elements of Employee Engagement.

Those who reported having been subjected to harassment or bullying are at least five percentage points lower in positivity across all indices than those who were not subjected to harassment or bullying. From the table below, it is evident that employees who perceive they have been subjected to harassment and bullying have considerably more negative perceptions of interpersonal dynamics in their workgroup and with managers.

Questions with the biggest variance between the sector overall and only employees that report being subjected to harassment or bullying

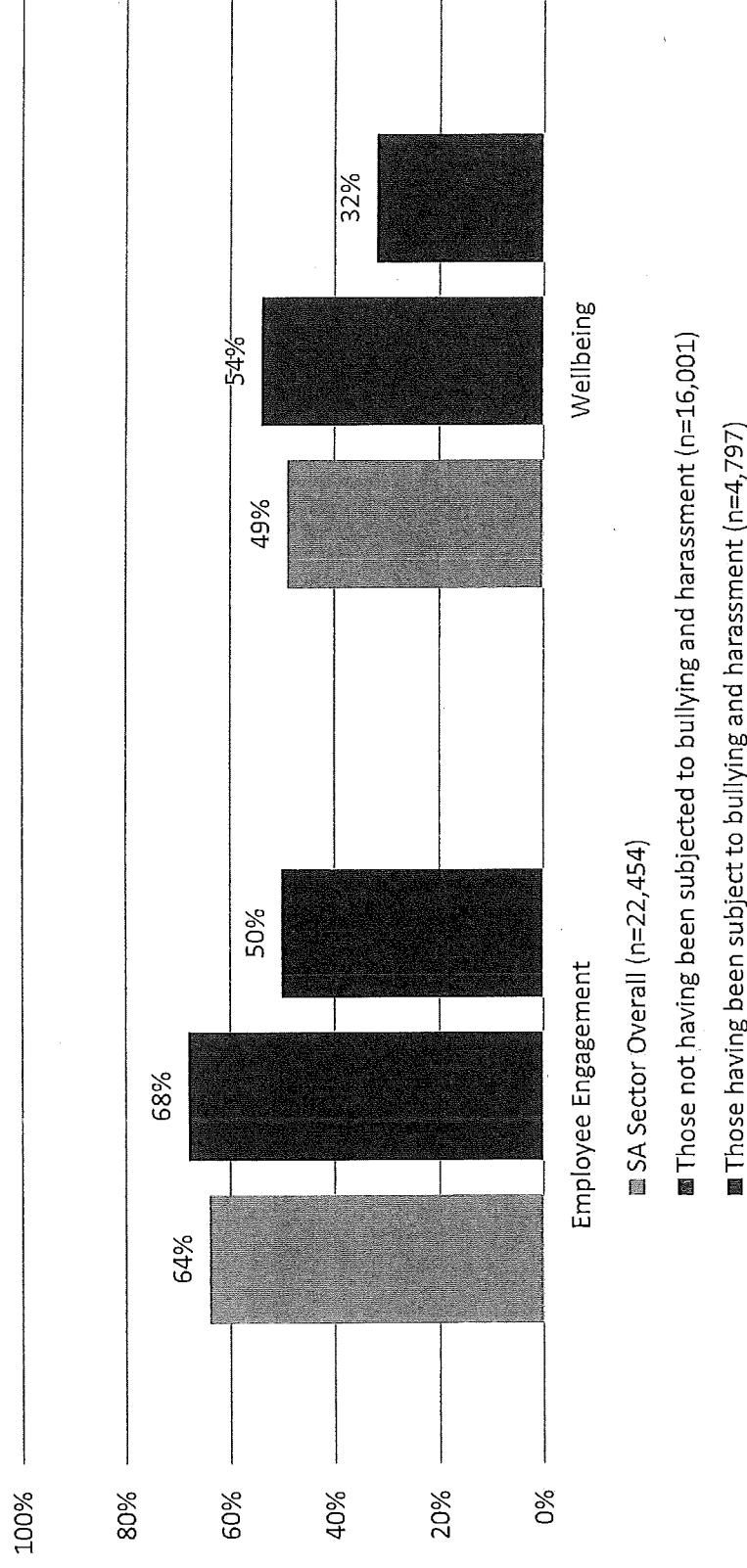
QUESTION	SA Sector Overall % pos	Subject to B+H % pos	Variance
12a. People in my workgroup treat each other with respect	72%	42%	-30 percentage points
12c. People in my workgroup are honest, open and transparent in their dealings with each other	62%	35%	-28 percentage points
13c. My manager treats me with respect	78%	51%	-27 percentage points
13e. I have confidence in the decisions my manager makes	66%	39%	-26 percentage points
13b. My manager listens to what I have to say	72%	46%	-26 percentage points

Engagement and Wellbeing scores for those who witnessed bullying and harassment



*The n= does not include the 2,268 respondents who were 'not sure' if they had witnessed

Engagement and Wellbeing scores for those who were subject to bullying and harassment



The IWORK FOR SA – Your Voice Survey sector-wide results provide valuable insights that will help us build positive workplace cultures founded on our shared public sector values and ensure our sector is an employer of choice that positively serves our community.

This proposed action plan responds to the sector-wide survey results derived from over 24,000 public sector employees in October 2018. It also aligns to the feedback and ideas generated through engagement with 150 South Australian Public Sector leaders.

The plan includes 13 key actions and associated deliverables that are summarised under six key themes: Leadership, Employee Wellbeing, Career and Working Conditions, Enabling Performance, Diversity and Inclusion, and Continuous Improvement Culture. Deliverables include expanded leadership development programs, working with agencies to implement preventative strategies to address harassment and bullying (i.e. agency contact officers) and business improvement coaching, and training aligned to learn-thinking methodologies.

The proposed sector-wide actions to be progressed over the next 12 months leverage and build on existing programs, and also includes new initiatives. Agencies will share agency-level survey results with staff and progress local area actions alongside the roll-out of the sector-wide action plan.

The Office of the Commissioner for Public Sector Employment (OCPSE) will continue to engage with agencies to workshop and deliver the actions outlined in this proposed plan. This will include engagement to finalise detailed project plans for each action.

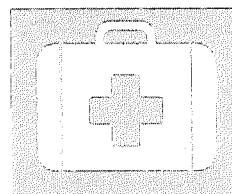
Enquiries on the proposed plan can be directed to iworkfor.sa.yourvoice@sa.gov.au.

SUMMARY OF KEY THEMES AND ACTIONS



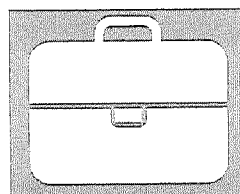
Leadership

- Scope and present options for a revised contemporary leadership capability framework
- Delivery of strategic whole-of-government programs to build leadership and management capability



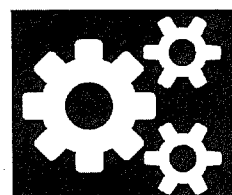
Employee Wellbeing

- Launch and implement Mentally Healthy Workplaces Framework
- Develop and implement pilot programs to support employees experiencing negative behaviours and stress in the workplace
- Develop and pilot preventative measures to reduce the incidence of bullying and harassment



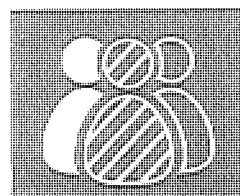
Career and Working Conditions

- Build awareness, supporting guidance and tools to better enable effective talent management across the sector
- Improve awareness and understanding of best practice recruitment processes



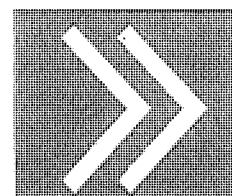
Enabling Performance

- Promote uptake of existing education and supporting resources to build capability and participation in effective performance conversations
- Support agencies to implement effective performance management and development systems



Diversity and Inclusion

- Finalise and implement revised strategies to promote Diversity and Inclusion
- Implement training and supporting tools to enhance engagement, development and retention of employees with a disability



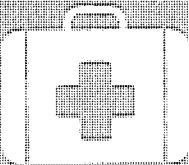
Continuous Improvement Culture

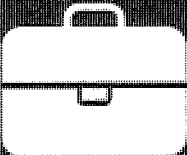
- Streamline delivery of sector-wide policies and procedures
- Leverage agency initiatives to build continuous improvement capability

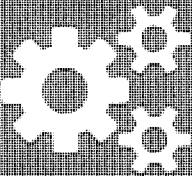
South Australian Public Sector Values

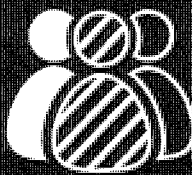
Service Professionalism Trust Respect Collaboration & Engagement Honesty & Integrity Courage & Tenacity Sustainability

Theme	Action	What will be delivered?	When will this be delivered?	Status	What's the outcome?	Who's responsible?
Leadership (leadership visibility and management of change) 	Project 1					
	Scope and present options for a revised contemporary leadership capability framework	Project scope and engagement on cross-sector leadership capabilities and composition of framework.	March 2020	*Subject to approval of project funding	Consolidated and contemporary overview of the key leadership capabilities (replacing existing South Australian Executive Service (SAES), Middle Manager and Frontline Manager frameworks).	Office of the Commissioner for Public Sector Employment (OCPSE) in partnership with agencies.
		Draft leadership capability framework applicable across workforce segments and job groups.	June 2020		Consistent leadership framework available for use by agencies to aid recruitment, talent management and leadership development.	
	Project 2					
	Delivery of strategic whole-of-government programs to build leadership and management capability	Content related to key capability issues highlighted through survey results (including but not limited to: change management, performance conversations, recruitment processes, mentally healthy workplaces, and continuous improvement) to be incorporated into sector-wide training and development offerings.	June 2020	<p>OCPSE's South Australian Leadership Academy delivers a range of workshops and programs on a cost recovery basis including:</p> <ul style="list-style-type: none"> • Modern Manager Series • Public Sector Management Program • Aboriginal Frontline Leadership Program • Next Execs Program • Executive Excellence Program <p>Core Management Program (under development in consultation with agencies) proposed for delivery in 2019-20.</p>	High quality sector-wide programs available to build leadership capability across the sector, that includes content related to capability gaps.	OCPSE (South Australian Leadership Academy) in partnership with agencies.

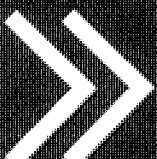
Theme	Action	What will be delivered?	When will this be delivered?	Status	What's the outcome?	Who's responsible?
Employee wellbeing (mentally healthy workplaces, harassment and bullying) 	Project 3					
	Launch and implement Mentally Healthy Workplaces Framework	Revised Mentally Healthy Workplaces Framework within the Work Health Safety Injury Management System.	July 2019	Framework currently being finalised in consultation with agencies.	Integrated framework that identifies key drivers for achieving mentally healthy workplaces, under three themes:	OCPSE in partnership with agencies.
		Agency self-assessment tool for Mentally Healthy Workplaces Framework.	July 2019		<ul style="list-style-type: none"> Building the positive Preventing harm and managing risk Intervening early and supporting recovery. 	
		Agency completion of self-assessment tool.	December 2019		Agencies are supported to assess, identify gaps, and take action around strategies targeted at individual, team and organisational levels.	
		Tools to support agencies to further improve agency performance.	June 2020			
	Project 4					
	Develop and implement pilot programs to support employees experiencing negative behaviours in the workplace	Pilot contact officer program in selected agencies to support employees experiencing stress and negative behaviours in the workplace, including training and supporting tools.	June 2020	*Subject to approval of project funding and confirmation of participating agencies for pilot program.	Piloted a program to provide support to employees experiencing stress, inappropriate behaviour and other difficulties at work.	OCPSE in partnership with participating agencies, TBC.
	Project 5					
	Develop and implement preventative measures to reduce the incidence of bullying and harassment across the sector	A review of existing data-capture mechanisms to identify improved business processes for psychosocial hazard and incident reporting (including bullying and harassment).	June 2020	*Subject to approval of project funding.	Improved line of sight to reported incidents of bullying and harassment across the sector.	OCPSE in partnership with participating agencies, TBC.
		Pilot program to assess and address psychosocial risks using an evidence-based risk audit tool be delivered in selected agencies.	June 2020	*Subject to approval of project funding and confirmation of participating agencies for pilot program.	<p>Improved channels for employees to feel safe reporting alleged bullying or harassment (multiple escalation points).</p> <p>Bespoke organisation-centric interventions implemented in business areas with high rates of reported bullying and harassment.</p> <p>Developing in-house capability to identify and mitigate risk factors that contribute to reported bullying and harassment.</p>	

Theme	Action	What will be delivered?	When will this be delivered?	Status	What's the outcome?	Responsible
Career and working conditions (career paths and mobility) 	Project 6					
	Build awareness, supporting guidance and tools to better enable effective talent management across the sector	Profile case study examples of best practice talent management initiatives (including mobility programs) being implemented across agencies.	June 2020	*Subject to approval of project funding.	Common language and awareness to support effective talent management across the sector.	OCPSE in partnership with agencies (note opportunity to establish a community of practice across the sector to share lessons from agencies who are progressing contemporary frameworks).
		Commissioner's Guideline on Talent Management to be developed and disseminated along with supporting information and education.	June 2020	*Subject to approval of project funding.	Contemporary framework to support fit-for-purpose programs in agencies that are aligned to best practice.	
		Proposed model to support succession planning, talent identification and development approach for chief executive and critical roles within agencies.	June 2020	Model to be scoped as component of refreshed approach to chief executive performance appraisal process.	Improved succession planning, talent identification and development approach for chief executive and critical roles within agencies.	
		Supporting solutions available to agencies via Human Capital Management (HCM) Systems Panel.	April 2019	HCM Systems Panel to be finalised in April 2019. OCPSE to provide support to agencies to implement these new systems across their business.	Improve awareness and understanding of approaches to support mobility of public sector employees, including secondment and transfer opportunities.	
	Project 7					
	Improve awareness and understanding of best practice recruitment processes	Updated Commissioner's Guideline: <u>Recruitment</u>	December 2019	*Subject to approval of project funding.	Improve awareness and understanding of best practice recruitment processes.	OCPSE in partnership with agencies.
		Online training module for hiring managers.	June 2020	*Subject to approval of project funding.	Better assessed candidates against the requirements of the role.	
		Face-to-face training content for managers through: a. Modern Manager Series b. South Australian Leadership Academy Core Management Program.	June 2020	Offered on cost recovery basis.	Improved recruiting outcomes.	
		Implementation of e-recruitment capabilities across the sector through HCM Systems Panel.	April 2019	HCM Systems Panel to be finalised in April 2019. OCPSE to provide support to agencies to implement these new systems across their business.		OCPSE in partnership with participating agencies, TBC.

Theme	Action	What will be delivered?	When will this be delivered?	Status	What's the outcome?	Who's responsible?
Enabling Performance (employee performance and development) 	Project 8					
	Promote uptake of existing education and supporting resources to build capability and participation in effective performance conversations	Promotion of existing supporting resources available <u>online</u> to employees, managers and HR professionals.	July 2019	Online education and information materials already available via <u>OCPSE website</u> . OCPSE to work with agencies to encourage further promotion and uptake of relevant materials.	Improved employee and manager awareness and understanding of effective performance management and development.	OCPSE (including SA Leadership Academy) in partnership with agencies.
		Modern Manager Series: Essentials of Performance Management and Development.	Workshops offered monthly subject to demand.	OCPSE will continue to implement Modern Manager series in 2019 and incorporate other relevant content on effective performance conversations into SA Leadership Academy programs and events.	Improved manager and executive capability in understanding of effective performance management and development.	
		Relevant content integrated into pilot Core Management Program, delivered through <u>South Australian Leadership Academy</u> .	June 2020			
	Project 9					
	Support agencies to implement effective performance management and development systems	Advice and support to agencies seeking to update or redesign agency Performance Management Development (PMD) systems (including implementation of online systems to support PMD processes following finalisation of HCM Systems Panel).	June 2020	*Subject to approval of project funding.	Agencies are supported to implement PMD approaches that support role clarity, and maximise performance and development.	OCPSE in partnership with agencies seeking support to update or redesign agency PMD approaches.
		HCM Systems Panel established (covering Recruitment, Learning & Development, Performance Management, Talent Management, Work Health & Safety and Injury Management) to support future HR system procurement requirements.	April 2019	HCM Systems Panel to be finalised in April 2019. OCPSE to provide support to agencies to implement these new systems across their business.	Agencies seeking to implement online solutions to support PMD systems have access to a Panel of suppliers, selected for quality and relevance to needs of the sector.	

Theme	Action	What will be delivered?	When will this be delivered?	Status	What's the outcome?	Notes
Diversity and Inclusion 	Project 10					
	Finalise and implement revised strategies to promote Diversity and Inclusion	Sector-wide Diversity and Inclusion Strategy.	December 2019	Work has commenced to develop a sector-wide Diversity and Inclusion Strategy that outlines principles and promotes workplace practices that support culturally diverse workplaces and leverage the effects of diversity through the employment of persons with a disability, who are Aboriginal, LGBTIQ, culturally and linguistically diverse, religiously diverse and intergenerational workforce, mature-aged, youth or carers.	Overarching and unifying principles of Inclusion and Equality are embedded into employment practices across the sector.	OCPSE in partnership with agencies and stakeholders including: Equal Opportunity Commission and Job Access.
		Sector-wide Disability Employment Strategy.	July 2019	OCPSE partnering with Job Access to develop draft strategy.	Recruitment strategies are as barrier-free as possible for prospective employees with a disability. Agency workplaces are accessible, inclusive and encourage retention of existing employees with a disability.	
	Project 11					
	Implement training and supporting tools to enhance engagement, development and retention of employees with a disability	Disability awareness toolkit for managers and HR professionals. 120 HR Professionals or delegates to participate in "train the trainer" disability awareness program (focused on recruitment, retention, reasonable adjustment).	July 2019 June 2020	Tools and 'train the trainer' program in development through partnership with Job Access, for implementation in 2019-20.	Agency workplaces are accessible, inclusive and encourage retention of existing employees with a disability. Improved awareness and understanding of responsibilities, practical solutions and options to support the recruitment, development and retention of employees with a disability across the sector. Upskilling of agency staff to deliver disability awareness programs within agencies.	OCPSE in partnership with agencies and stakeholders including: Equal Opportunity Commission and Job Access.



Theme	Action	What will be delivered?	When will this be delivered?	Status	What's the outcome?	Who's responsible?
Continuous Improvement Culture 	Project 12					
	Streamline delivery of sector-wide policies and procedures	Revised Treasurer's Instructions, Premier's Circulars and Commissioner's Determinations and Guidelines.	June 2020	<p>Project commenced in January 2019 to inventory and review scope of knowledge assets.</p> <p>Project currently includes mapping of customer journey and stakeholder requirements.</p> <p>Stage 3 of project will include development of a revised suite of publications fit for consultation and finalisation.</p>	<p>Removal of duplication across whole-of-government policy and procedure frameworks, in addition of modernisation of content, improved accessibility and searchability to support the user experience.</p> <p>Guidance is provided to establish, develop, implement, evaluate, maintain and improve the document suite for the efficient and effective management of Government for the longer term.</p>	OCPSE, Department of the Premier and Cabinet (DPC), and Department of Treasury and Finance (DTF).
	Project 13					
	Leverage agency initiatives to build continuous improvement capability	<p>Share case study examples of agencies implementing 'Lean' and other continuous improvement programs.</p> <p>A 'lean' business improvement program, delivered on a collaborative basis for smaller agencies, where participants receive training tools and coaching to use lean methodologies in a supported group learning environment. Participants will apply the tools to current processes to embed lean business methodologies into 'business as usual', and build and maintain momentum for continuous improvement across the agency.</p> <p>Continuous improvement and risk management content incorporated into central training programs for managers (Core Management Program and Modern Manager Series). Existing market training offerings evaluated and promoted where applicable.</p>	<p>June 2020</p> <p>June 2020</p> <p>June 2020</p>	<p>*Subject to approval of project funding.</p> <p>*Subject to approval of project funding.</p> <p>OCPSE's South Australian Leadership Academy, Core Management Program and Modern Manager series offered on a cost recovery basis.</p>	<p>Existing agency initiatives to support a culture of continuous improvement are promoted for the benefit of shared learning and to demonstrate returns on investment.</p> <p>Smaller agencies are supported to improve continuous improvement capability as staff integrate business improvement skills into 'business as usual'.</p> <p>Benefit to service delivery as inefficient processes are identified and optimised.</p>	<p>OCPSE in partnership with agencies who currently or who intend to implement relevant programs/ approaches.</p>