

ANZSOG

TITLE: Senior Executive Service Case Study – South Australia

AUTHORS: Brian Head, Linda Colley

SERIES: ANZSOG Research Insights

NUMBER: 12

DATE: 2021

PUBLISHER: Australia and New Zealand School of Government

ISSN: 2653-7281

DOI: 10.54810/JDGN6133

CITATION: Head, Brian and Linda Colley. *Senior Executive Service Case Study – South Australia: ANZSOG Research Insights No. 12*. Melbourne: Australia and New Zealand School of Government, 2021.

ANZSOG



RESEARCH
INSIGHTS

Senior
Executive
Service
Case Study –
South
Australia

SENIOR EXECUTIVE SERVICE CASE STUDY – SOUTH AUSTRALIA

By Professor Brian Head (UQ) and A/Prof Linda Colley (CQU)

PREFACE

This ANZSOG Research Insights paper is one of a series of eight case studies which summarise how senior executive arrangements in the public service have evolved since the 1980s in Australia. The series includes the Commonwealth, all six states and the Northern Territory. The papers cover the legislative and policy changes that have influenced the work of each public service over recent decades, and provide a snapshot of recent arrangements for senior public servants in each jurisdiction through to around 2021.

The papers are being published as a resource that may assist students and researchers who want to understand more about the comparative arrangements across jurisdictions.

The papers were compiled by a research team led by Brian Head, Professor of Public Policy at the University of Queensland, and Linda Colley, Professor of Work and Employment at CQUniversity. Valuable research assistance was provided by Shelley Woods, Chris Salisbury and Prue Brown. The research team is grateful to a network of contact officers in each jurisdiction who assisted in checking the accuracy of the materials. They are not responsible for any errors or oversights that remain.

The production of these reports has been made possible by funding from the Australian Research Council (DP180102592).

Contents

1	Summary: governments, public sector institutions and commissioners	3
2	South Australian reform context.....	4
2.1	Historical background	4
2.2	1970s	4
2.3	1980 – 1990s	5
2.4	2000s	5
2.5	Current government	6
3	Public service measures in response to crises	7
	GFC	7
	COVID-19	8
4	South Australian public service legislation	9
4.1	Background history	9
4.2	From the 1990s.....	9
5	Senior Executive policy changes	11
5.1	Summary table – SES policy	12
6	Workforce data	15
6.1	Background.....	15
6.2	The public sector workforce 1999 to 2019	15
6.3	South Australian Executive Service (SAES)	15
6.4	Gender equity	16
7	References	18
8	Appendix – Summary of legislation, policy and annual report extracts	22

Glossary

CPE: Commissioner for Public Employment

CPSE: Commissioner for Public Sector Employment

OCPSE: Office for the Commissioner for Public Sector Employment

OPS: Office for the Public Sector

OPSCE: Office for Public Sector Employment

SAES: South Australian Executive Service

1 Summary: governments, public sector institutions and commissioners

Table 1. South Australian governments, public sector institutions and commissioners

Election	Left Office	Premier	Party	Institution	Public Sector Commissioner	Balance of power?
19 Mar 2018	21 Mar 2022	Steven Marshall	Liberal	Office of the Commissioner for Public Sector Employment	Erma Ranieri, Commissioner for Public Sector Employment	Initial majority, but minority from Feb 2021
21 Oct 2011	19 Mar 2018	Jay Weatherill	Labor	Office for the Public Sector (from 1 July 2014) Office of Public Sector Employment and Review (up to 1 July 2014)	Erma Ranieri (from 1 July 2014) Warren McCann	Majority (minority Mar 2014 – Mar 2018, with support of Independent)
5 Mar 2002	21 Oct 2011	Mike Rann	Labor	Office for Ethical Standards and Professional Integrity (2011 to 2014) Commissioner for Public Employment	Warren McCann (Commissioner for Public Sector Employment, from Feb 2010; Commissioner for Public Employment, from 2008) Jeff Walsh Paul Case (until 2003)	Minority, with support of Independents (majority Mar 2006 – Oct 2011)
22 Oct 2001	5 Mar 2002	Rob Kerin	Liberal	Commissioner for Public Employment	Paul Case	Minority (with support of Independent)
28 Nov 1996	22 Oct 2001	John Olsen	Liberal	Commissioner for Public Employment	Paul Case (from 2000) Ian Kowalick Graham Foreman	Majority (minority Oct 1997 – Oct 2001, with support of Independent)
14 Dec 1993	28 Nov 1996	Dean Brown	Liberal	Commissioner for Public Employment	Graham Foreman	Majority
4 Sep 1992	14 Dec 1993	Lynn Arnold	Labor	Commissioner for Public Employment	Sue Vardon Andrew Strickland	Minority (with support of Independents)
10 Nov 1982	4 Sep 1992	John Bannon	Labor	Commissioner for Public Employment	Andrew Strickland (Commissioner for	Majority (minority Nov 1989 – Sep 1992,

				Public Service Board	Public Employment, from Jul 1986) David Mercer, Chairman, Public Service Board	with support of Independents)
18 Sep 1979	10 Nov 1982	David Tonkin	Liberal	Public Service Board	David Mercer (appointed 1977)	Majority

2 South Australian reform context

2.1 Historical background

In 1948 the Public Service Commissioner's Department became the Department of the Public Service Board, which also incorporated the Public Service Classification and Efficiency Board) (McIntosh, 1982). The Public Service Board operated until 1986, when the position of Commissioner for Public Employment was created. In 2010, the Commissioner's title changed to Commissioner for Public Sector Employment.

Several reviews since the 1970s have influenced the strategic direction of the South Australian Public Service.

2.2 1970s

The government of Premier Don Dunstan has been credited with the early transformation and modernisation of the SA public service. After inheriting a "fragmented and siloed bureaucracy", Dunstan's reforms have been described as "profound" (Westacott, 2010).

In May 1973, Professor David Corbett chaired a committee of inquiry to examine the role, structure, management and staffing of the South Australian Public Service. By then, the South Australian public service was growing in "leaps and bounds", having experienced "an explosion" in size since 1965, and having grown significantly faster than any other jurisdiction (Shergold, 2005, pp 3–5). Announcing the review, Premier Don Dunstan argued that although the state had "an excellent Public Service", it had been "a long time since anybody really considered its structure and conditions" (Shergold 2005, p. 5).

As outlined by Professor Jennifer Westacott (2010, pp 3-4), former Chair of the Public Sector Performance Commission, the subsequent reforms included:

- strengthening the Department of Premier and Cabinet to coordinate the development and implementation of policy
- increasing the size of the public service by two-thirds between 1970 and 1978
- halving the number of government departments from 48 to 24
- recruiting "a tremendous influx" of executives from outside the public sector (an initiative criticised at the time as politicisation)
- establishing a review of the public service.

Shergold (2005, p. 5) described the Corbett Review as "a landmark", with its recommendations and their implementation having a "significant impact" on the public service. At the time of the review, the SA government had 49 administrative entities, with one Minister responsible for nine departments. By September 1976, that number had been reduced to 30. Many of the functions of the Public Service Board were delegated to the new, larger departments, allowing agencies

greater autonomy over staff recruitment. “The rigid centralised control of the Board, heavily prescribed in legislation, was broken” (Shergold, 2005, p. 5).

Dunstan’s “determination to uproot the old order” and appoint a “new generation” of public servants was perceived by some as politicising the public service (Shergold, 2005, pp 3-4), but his commitment to a new merit system of appointment led to an increasing proportion of women assuming senior appointments.

2.3 1980 – 1990s

The government of Premier John Bannon (1982–1992) faced two significant recessions (Manwaring, 2013). After initially rejecting “enthusiastic proposals” for privatisation put forward by senior bureaucrats, the collapse of the South Australian State Bank (as also occurred in Victoria) forced the government’s hand and the bank was partially privatised (Colley & Head, 2013). A Commission of Audit in 1994 described the collapse of the State Bank as “the greatest financial disaster in the history of Australia’s public sectors” (Weight, 2014).

South Australia has had a dedicated Commissioner overseeing management of the public service since 1986, when the former Public Service Board was abolished following public service restructuring introduced by the Bannon government.

A wide-ranging review in 1983–84 led to the replacement of the Public Service Act and Public Service Board with the *Government Management and Employment Act 1985*, which also established a Board of Government Management and an Office of the Commissioner for Public Employment. The new Act applied consistent policies of management and employment across the entire public sector and gave greater management responsibility to heads of government organisations. The Commissioner was included on a Senior Management Council – responsible for leading strategic human resource management throughout the public sector (APSC, 2003).

Bannon’s Labor government was succeeded by that of Liberal Premier Dean Brown in 1993. Having committed to a privatisation agenda during the election campaign – as a policy response to “a doubling of public debt and escalating interest payments” – a Commission of Audit (1994) was established to review the state’s finances (Colley & Head, 2013, p. 870). Led by business leaders and conservative economists, the Commission endorsed a program of asset sales, the substantial outsourcing of government services, and cuts to the public service.

Between 1994 and 2000, the Brown (and later Olsen) Liberal government sold more than 20 government enterprises – including banking and insurance companies, gas pipelines, forests, meatworks and printing shops – and also outsourced the management rights of other government assets, including prisons and water treatment plants (Colley & Head, 2013).

2.4 2000s

In 2002, Labor was returned to office after nine years of Liberal administrations, and with the privatisation agenda having run its course. Led for nine years by Premier Mike Rann, his Labor administration has been described as “trail-blazing and distinctive”, and included a number of significant public sector reforms (Manwaring, 2013, p.1).

In 2006–2007, a Government Reform Commission, chaired by former Queensland Premier Wayne Goss, was tasked to investigate ways “to improve the way government operates, recognise excellence in public service and promote public sector leadership” (DPC, 2007, p. 9). Among its recommendations were a new and strengthened Cabinet Office and a South Australian Executive Service.

In 2008, the Rann Government implemented a Cabinet reshuffle, followed by a public sector shake-up, including six new department heads and the transfer of the long-term head of the

Premier's Department, Warren McCann, to the post of Commissioner for Public Employment (ABC, 2008, Jul 31). The Rann Government also established a Public Sector Performance Commission (2008–2011) to establish a reform program based around a High-Performance Framework – a systemic approach to organisational performance management and continuous improvement (APSC, 2018). Rann's former economic adviser, Lance Worrall, was appointed to head the new Commission (ABC, 2008, Aug 1). Chair of the Advisory Board, Professor Jennifer Westacott, said the Commission had three clear goals: to increase the strategic leadership capacity within the State's public sector; to enable improved efficiency and effectiveness of Agency performance; and to improve workforce planning and development (PSNews, 2010, Nov 25).

The Commission's work was informed by best-practice performance management in other jurisdictions, both within Australia and internationally – including the UK, Canada, United States and New Zealand – with input from public sector performance specialists (APSC, 2018). The Commission was disbanded on 30 June 2011, replaced by the Public Sector Management Division (PSMD) established in 2012 to implement the reform program under the auspices of a Senior Management Council (DPC, 2012). The Division was granted carriage of the High Performance Framework, the SAES and the Sustainable Workforce Program.

A further reform initiative was Change@SouthAustralia. Established in 2012, it was designed to “harness the potential of the public sector workforce to increase productivity and improve its connection within the community”, with more than 80 “90-Day Projects” delivered by 2018, including one to build well-being and resilience in the public sector.

In the meantime, the impact of the Global Financial Crisis (GFC) led the Rann Government to announce significant public service job cuts, as further discussed in Section 3 below. With the Rann Government's targets not met, the Weatherill Labor Government's 2014–15 Budget included further downsizing measures (Owen, 2018, Sep 4).

The Public Sector Performance Commission had recommended the establishment of a leadership centre to develop future mandarins. The South Australian Leadership Academy was launched in 2017, sponsored by the Senior Management Council, with inaugural programs including Executive Excellence and Next Execs (Donaldson, 2017, Oct 11).

2.5 Recent government

After 16 years of Labor governments, the political pendulum swung again in March 2018 with the election of a Liberal government led by Steven Marshall. The incoming Premier insisted that his ministers would recognise and respect the independence of the public sector:

I would not expect any chief executive to frame advice for a minister through a purely political lens. Such advice must remain independent, frank and fearless. The politics must be left to the minister (Marshall, 2018, Sep 14).

After its swearing in, the new Government terminated the contracts of four key Chief Executives – including DPC Chief Executive Don Russell, who had worked under several Labor Premiers – to signal a new direction for South Australia (Richardson, 2020, Mar 6). The same year saw the appointment of a new Health CEO from the private sector (an action that proved highly controversial) while at least five other CEOs subsequently retired, moved on, or did not have their contracts renewed – including those from Human Services and Primary Industries in March 2020 (Richardson, 2020, Mar 6).

As with the previous Labor policies, the Marshall Government's early attempts to cut the public service did not meet their targets. An initial \$170 million-dollar public sector redundancy fund was announced in the first Liberal government Budget in 17 years – delivered by the same

Treasurer, Rob Lucas, who had delivered the previous Liberal Budget in 2001. This program achieved only around half its target reduction of 4000 jobs (Evans, 2019, Jun 17; Owen, 2018, Sep 4).

In April 2020, Premier Marshall announced the creation of a Performance and Reform Unit in DPC, with a new senior position to oversee reform and enhance performance across the public sector (DPC, 2020; Marshall, 2020a). The Chief Executive of BankSA was appointed as South Australia's most senior public servant in February 2021 following the departure of Jim McDowell, who had led DPC since 2018 (Marshall, 2020b).

In the context of the 2021–22 Budget, the Treasurer announced a new Public Sector Workforce Rejuvenation Scheme aimed at refreshing the workforce and creating additional opportunities for graduates and trainees (Lucas, 2021).

We know there are some public sector workers in ongoing employment who may have lost their passion or enthusiasm for their role ... Ultimately, the scheme is intended to enhance and rejuvenate our public sector with new recruits who are excited about the future of our state and how they can contribute... (Treasurer Rob Lucas, quoted by *InDaily*, 2021, June 22).

The scheme allows ongoing employees to be offered incentives, at the discretion of Chief Executives, to leave the public service. Voluntary termination payments will be \$50,000 for those with at least 10 years' service, \$25,000 if less than a decade, and pro rata for part-time workers (*InDaily*, 2021, June 22). The short-term scheme, which was not expected to reduce FTE workforce numbers, expired in December 2021.

The Liberal government became a minority government for the twelve months leading up to the state election on 19 March 2022. This election saw a change of government, with Peter Malinauskas installed as the Labor Premier with a solid parliamentary majority.

3 Public service measures in response to crises

This section outlines public service measures in response to the Global Financial Crisis (GFC) and the COVID-19 pandemic.

GFC

The impact of the GFC on the South Australian economy led the Rann Government to announce a reduction of 1600 FTE non-frontline positions in the 2008–09 Mid-Year Budget Review, to be realised over three years to 2011–12 (Cook & Mitchell, 2009). A key platform for these savings was a targeted voluntary redundancy program for non-executive staff (Colley, 2012; Cook & Mitchell, 2009).

The 2010–11 Budget included further savings equivalent to 2% of the workforce (or 1762 staff), with a 20% reduction (n = 138) in the SES cohort also planned (Colley, 2012).

A Sustainable Budget Commission sponsored by the Rann Government in 2009–10 recommended a non-voluntary separation policy for excess agency staff (Rec. 26). The government response indicated that it would reconsider its no-forced-redundancy policy "if the required reduction in employee numbers is not achieved through redeployment and voluntary separation packages" (SA Govt, 2010, p. 13).

With the Rann Government's targets not met, the Weatherill Government's 2014-15 Budget included cuts of 4000 FTE positions (Owen, 2018, Sep 4).

COVID-19

The South Australian Liberal government implemented a freeze on salary increases for politicians, ministerial staff and agency heads, focused on privatisation of public transport, road maintenance and facilities management, but not the rank-and-file public service (Burton, 2020). A public service downsizing scheme had been implemented before the pandemic, but the voluntary redundancy program was halted in March 2020 for the Department of Health and Wellbeing due to pandemic staffing needs (PSA, 2020b). The major public service union estimated this could result in 1000 public sector job losses, arguing that the level of privatisation was so pervasive that the Department of Planning, Transport and Infrastructure (DPTI) would fundamentally change – from a provider of public transport and infrastructure to a manager of private contracts (PSA, 2020a).

Public sector employees were mobilised to support the pandemic response under a new Public Sector Mobilisation Policy to fill shortages in key response agencies, with more than 500 staff referred for mobilisation (OPSCE, 2020). OCPSE worked with chief executives “to define the longer-term workforce transformation activities required to enable effective recovery” (OCPSE, 2020a, p. 9). Agencies estimated that 17,000 employees were working from home by April 2020 (OCPSE, 2021). The OCPSE was working with agencies to develop a post-COVID “transformational agenda” for the public sector (OCPSE, 2021, p. 11).

The following table illustrates South Australian public service austerity measures in response to the GFC and COVID-19 pandemic.

Table 2. Crises responses

Crisis	Party	Pay approach	Recruitment	Downsizing (approx n)	SES	Approach
GFC	Labor	Cap 2.5% for 2009–2011		Targeted VSP approx. 3000 from 2010–2012	20% reduction in executive positions (n=138)	Mid austerity
COVID	Liberal	Honoured existing agreements		Existing VR program halted for Dept Health & Wellbeing	Salary increases frozen for a year for agency heads only	

4 South Australian public service legislation

The South Australian public service is regulated by the *Public Sector Act 2009*. Promulgation of the Act created the statutory position of the Commissioner for Public Sector Employment to improve and uphold public sector performance, with the Commissioner to be appointed for up to five years, with eligibility for reappointment (Part 4). The Act grants the Governor-in-Council the authority to terminate the appointment for a range of specified reasons, or to reappoint the Commissioner at the conclusion of the five-year term. Section 17 rules that “the Commissioner is subject to direction by the Minister”.

Part 5 outlines the purpose and charter of the South Australian Executive Service (SAES):

... to provide the public sector with high performing leaders who have a shared sense of purpose and direction and who together will actively engage the public sector in the pursuit of the objects of this Act and the public sector principles (s.22).

4.1 Background history

South Australia’s colonial public service legislation was the *Civil Service Act 1874*, which was amended several times, both pre- and post-Federation, until the promulgation of the *Public Service Act 1916*.

The *Public Service Act 1936* consolidated legislation relating to the public service, including the *Public Service Act 1916* and its various amendments (1919–1933). It created the position of Public Service Commissioner – to be appointed by the Governor (s.15) for an initial seven-year term (s.15) – and specified the conditions under which a Minister may suspend a Permanent Head (ss 58-60). It also determined the minimum and maximum ages of public service employment – minimum 14 years (s.41), with retirement age specified as 65 for men and 60 for women (s.57).

The *Public Service Act 1967* consolidated and amended existing legislation related to the public service, heralding an era of public service reform.

That legislation established a full-time Public Service Board and introduced the principle of relative efficiency in place of seniority in the promotion of public servants – the first Australian jurisdiction to do so (Shergold, 2005, p. 5).

The *Public Service Act 1967* remained in force for almost two decades, until it was replaced by the *Government Management and Employment Act 1985*.

4.2 From the 1990s

There were several changes to public sector legislation in the 1990s, including the creation of public service executive positions via the *Public Sector Management Act 1995*. Part 4 provided that each administrative unit was to be led by a Chief Executive appointed by the Governor, subject to a contract between the Chief Executive and the Premier for a term not exceeding five years. Section 12 specified the conditions under which a Chief Executive’s contract could be terminated. Section 15(2) provided that Ministers could not interfere in Chief Executives’ decisions about the “appointment, transfer, remuneration, discipline or termination” of departmental staff. Section 18 ruled that Chief Executives must disclose pecuniary interests to the responsible Minister. Part 7 (Division 1) of the Act allowed Chief Executives to appoint other executives, “subject to the determination of the Commissioner... as a consequence of selection processes conducted on the basis of merit” for terms of up to five years (s. 33).

Part 5 created the position of Commissioner for Public Employment and a Deputy Commissioner, both to be appointed by the Governor for up to five years, with s. 23 limiting the power of the Minister over the Commissioner.

The *Public Sector (Honesty and Accountability) Act 1995* repealed the *Government Management and Employment Act 1985* and amended the *Industrial and Employee Relations Act 1994*. Division 3 outlined the duties of Senior Officials, including the Commissioner for Public Sector Employment and Chief Executives.

The *Public Sector Management (Incompatible Public Offices) Amendment Act 1998* inserted a section (70A) into the principal PSM Act in relation to “an actual or potential conflict of duty and duty between offices held concurrently, or in relation to some other incompatibility between offices held concurrently”.

The *Public Sector Management (Chief Executive Accountability) Amendment Act 2005* amended sections of the *PSM Act 1995* regarding the remuneration (s. 3), termination (s. 12) and general responsibilities of Chief Executives, as well as the extent to which they were subject to Ministerial direction.

The South Australian public sector is currently regulated by the *Public Sector Act 2009*. The new legislation created the statutory position of the Commissioner for Public Sector Employment to improve and uphold public sector performance, with the Commissioner to be appointed for up to five years (Part 4). The Act grants the authority to terminate the appointment for a range of specified reasons, or to reappoint the Commissioner at the conclusion of the five-year term. Section 17 rules that “the Commissioner is subject to direction by the Minister”.

Part 5 outlines the purpose and charter of the South Australian Executive Service (SAES), with s.22 specifying that:

SAES is established to provide the public sector with high performing leaders who have a shared sense of purpose and direction and who together will actively engage the public sector in the pursuit of the objects of this Act and the public sector principles.

The *Public Sector Regulations 2010* (section 12 and 14) set out rules for the conduct of selection processes on the basis of merit.

5 Senior Executive policy changes

South Australia was the last of Australia's jurisdictions to introduce a Senior Executive Service level within its public sector workforce in 1995. This followed mid-1990s public sector reviews resulting in the introduction of the *Public Sector Management Act 1995* (Renfrow, 1998).

The current executive service, the South Australian Executive Service (SAES) was established on 2 July 2007, following a proposal for its creation by the Government Reform Commission (DPC, 2007). The SAES was to provide:

...visible leadership, greater support for skills development, increased flexibility and mobility for executives and the opportunity to provide career pathways in order to attract and retain the best leaders for the South Australian Government (DPC, 2007, p. 10).

Membership of the new SAES was based on meeting the South Australian Executive Competency Framework and was dependent on:

signing a new untenured contract; undergoing regular performance reviews; undertaking ongoing personal development and training; and participating in appropriate mobility opportunities (DPC, 2007, p. 10).

The initial phase of implementation applied to executive-level positions under the *Public Sector Management Act 1995*, and with executives employed under other legislation also joining the SAES in 2007–08 (DPC, 2007).

SAES conditions and policies are currently governed by the *Public Sector Act 2009* and *Public Sector Regulations 2010*. South Australian Senior Executives have a flatter classification structure than some other jurisdictions: SAES Level 1, SAES Level 2 and Chief Executive.

In 2015, South Australian public service executive remuneration levels were increased to be more commensurate with pay received in other jurisdictions (Donaldson, 2015, Dec 10). In October 2017, Premier Jay Weatherall issued a Direction to restrict the re-engagement of executives who had received termination payments – unless the compensation period had expired, or a relevant portion of entitlements were returned and confirmed by the Commissioner (OCPSE, 2017). In April 2018, Premier Steven Marshall issued a Direction to restrict the initial term of new executive contracts to three years (Office of the Premier, 2018).

The *South Australian Public Sector Action Plan 2019–20* included the development of a revised leadership capability framework, improved succession planning, and talent development for chief executives and other critical roles plus a chief executive performance appraisal process (Govt of SA, 2019).

Guidelines for the Chief Executive Performance Appraisal Process include that Chief Executives must establish a performance agreement with their portfolio minister outlining priority outcomes, a personal development plan, and succession management considerations – including the development of senior leaders within the agency (DPC, 2021).

A new Leadership Capability Framework was under development in 2019–20 to provide consistent guidelines for recruitment, talent management and leadership development (Easton, 2019, Jul 31). The South Australian Leadership Academy offers development opportunities for executives, including the Executive Induction Program, Executive Excellence Program, Executive Refresh Series and Next Execs. The Academy also partners with other providers, including ANZSOG through the Public Sector Management Program.

5.1 Summary table – SES policy

This summary table compares the arrangements in 1999 with more recent arrangements

Table 3. Senior Executive Officers – South Australia

Employment Practices	1999 position	Interim changes	Current position
Recruitment			
Advertised internally	Yes		Yes
Advertised externally	Usually		Usually, unless position can readily be filled internally or from an established 'talent pool'.
Search Agency	Depends on department but being used more frequently.		Depends on department / agency; more typically used for recruitment of senior executives.
Selection body	Panel established to help selection. CEO sets up Panel. CPE representative on Panel. Panel makes recommendation to CEO.	Premier's 'Direction' (Oct 2018) and Commissioner's 'Guideline for Recruitment' (Jul 2017) outline the minimum requirements and standards for SES recruitment processes, in line with PS Act 2009.	CEO / agency head selects panel. Panel comprises at least two members, who reflect diversity of public sector, and includes panel chair overseeing selection process. Panel makes recommendation to CEO.
Role of Portfolio Minister	Sometimes, but no formal involvement.		No formal involvement.
Role of Premier	Not involved		Not involved
Role of Cabinet	Not involved		Not involved
Role of Dept. Head	Appoints		Appoints
Employment Conditions			
Contract	Model contract		Model contract
Contract timeframe	Up to 5 years	<i>Direction of the Premier of South Australia – Standard Duration of Executive Level Employment</i> issued April 2018, pursuant to	Since 2018, new contracts are restricted to three years maximum, except in 'exceptional circumstances'.

		sec. 10 of <i>Public Sector Act 2009</i> .	
Contract Extension	Subject to new contract terms		Subject to contract terms
Redundancy/ Termination provisions	Compensation according to a formula: 3 months for every year of contract remaining, to maximum of 12 months payout.	In line with section 44 of <i>Public Sector Act 2009</i> .	Compensation according to a formula: 4 months for every year of contract remaining, to maximum of 16 months payout.
Process re extension	Yes, without advertising	'Direction of the Premier of South Australia – Standard Duration of Executive Level Employment'	Yes, without advertising and subject to prescribed period of notice (at least 6 months) being provided to the executive officer.
Performance Management			
Program in place	Guideline for individual performance issued by CPE in 1974 (developed by CE reference group).	South Australian Executive Service Competency Framework 2018	The SAES Competency Framework delineates the performance criteria. Guidelines for the Chief Executive Performance Appraisal Process 2020-21 A revised leadership capability framework was under development in 2020, (Govt of SA, 2019)
Frequency of assessment	Annual	'Direction of the Premier of South Australia – Performance Management and Development' issued May 2016, pursuant to sec. 10 of <i>Public Sector Act 2009</i> .	Biannual
Types of measures	Targets		Agency priorities, staff development goals
Purpose	Performance improvement		Performance improvement and staff development
Who makes assessment	CEO		CEO / agency head
Remuneration			
	CPE is authority for determining levels. Two sets of salary ranges – tenured and non-tenured.	CPSE 'Determination 5: Classification and Remuneration for Employees' (Jun 2016) CPSE 'South Australian Executive Service	CPSE is the authority for determining levels. SA Executive Service has two levels 'for the purposes of remuneration and development requirements'. Level recommended by agency, ratified by CPSE.

	Level recommended by agency, ratified by CPE.	(SAES) Competency Framework' (Oct 2018)	Remuneration of Public Service Chief Executives is published annually by the OCPSE.
Performance Pay			
Availability	No		No
Basis	N/A		N/A
Who makes assessment	CEO		CEO / agency head
Right of Return			
	Tenured staff – right to fall back to previous equivalent tenured position.	In line with section 4 of <i>Public Sector Regulations 2010</i> . Direction of the Premier of South Australia – 12 April 2017 <i>Restraints on Re-engagement of Former Executive Employees and Other Public Office Holders in Certain Circumstances</i>	Contracted staff have right to return to previous equivalent short-term or ongoing position. Chief Executives will not employ any former employee who was employed on an executive basis in the South Australian Public Sector under a fixed-term contract for a period coinciding with their termination payment UNLESS: <ul style="list-style-type: none"> • the individual repays the equivalent sum • the Commissioner for Public Sector Employment is notified in writing confirming that the relevant portion of the termination payment has been repaid.

6 Workforce data

6.1 Background

The annual *Workforce Information Report* compiled by OCPSE is the official record of the size and composition of the South Australian Public Sector workforce. The South Australian public sector includes the General Government Sector, non-budget entities, as well as the public financial and non-financial sectors (OPSCE, 2019).

6.2 The public sector workforce 1999 to 2019

In 1999, the structure of the South Australian public sector was made up of ‘administrative units’ and ‘other public sector organisations’ (OCPE, 1999) Administrative units were those organisations established under the *Public Sector Management Act 1995* (PSM Act). Other public sector organisations included corporations, other statutory bodies and any other bodies controlled by the SA government or in which it had more than 50% ownership (OCPE, 1999, p.6).

At 30 June 1999, there were 39,165 FTE staff employed in administrative units, representing 55.5% of the total public sector workforce, 22% of the weekly paid employees in administrative units, and 6.7% of employed persons in South Australia (OPC 1999, pp 6, 33). Seventy-three percent of the public sector workforce were employed on an ongoing basis (permanent), with 18% on contracts and 9% undertaking casual or relief work (OCPE, 1999, p.12).

The largest employee type in the FTE public sector workforce were those employed under the PSM Act (14,279 FTE) which, excluding senior officers, made up almost 20% of the FTE workforce and 36.5% of the administrative workforce (OCPE, 1999, pp 20, 26).

In 2009, the 21,833 people employed in administrative units under the PSM Act made up 28% of the public sector workforce and 37% of those in South Australian administrative units (CPSE, 2009, Table 6 and Reconciliation Paper).

According to the *Workforce Information Report 2018-19*, there were 9357 FTE employees on ongoing contracts in administrative services employed under the *Public Sector Act 2009* (OPSCE 2019a, Table 5). As at 30 June 2019, approximately 95% of SA public sector employees were employed in the General Government Sector, which includes police, doctors, nurses, teachers, firefighters, ambulance officers and allied health workers, as well as the public service administrative staff of government departments (OCPSE, 2019a).

Of the Government Sector employees, 43.5% were police, doctors, nurses or teachers (OCPSE 2019, p. 21). The Government Sector also includes TAFE, arts and agricultural organisations. As such, it is not an easy task to extract data for the “public service”, i.e. government departments under a Minister. However, the *Workforce Information Report 2018–19* suggests that only 27% of Government Sector workers are employed in “policy or administrative roles” (OCPSE, 2019a, p. 63). Sixty percent of the General Government Sector Workforce were employed on ongoing contracts.

6.3 South Australian Executive Service (SAES)

In 1999, “Senior Officers” were defined as employees appointed pursuant to either part 4 or part 7 (Division 1) of the *PSM Act 1995*, or those earning a salary in excess of \$70,811 per annum (the base salary of the EL salary ranges under the PSM Act) (OPC, 1999, p. 30). The category included not only executives under the PSM Act, but also State Government politicians, statutory and constitutional appointments, general managers and executives of other public sector organisations, professional specialists and legal services officers at the management

level. It also included principal advisers and consultants at the senior management level (OCPE, 1999, Appendix 2, p. 5).

As at June 1999, 30% of senior officers were employed under the PSM Act, with executive employment making up 3.1% of those employed under the PSM Act and 2% of the South Australian public sector administrative workforce (OPC, 1999, pp 27, 30, 31). There were 306 executives employed under the PSM Act in administrative units – 92.5% on contracts (OCPE, 1999, p. 31). In 1995, 60% of executives were permanent employees (OCPE, 1999, p.31).

As mentioned above, the current senior executive service, the SAES, was established in 2007. According to the *State of the Sector Report 2009*, membership of the SAES increased by more than 50 per cent since July 2008 (CPSE, 2009, p.11). Of the 585 executives employed under the Public Sector Act, only six were on ongoing contracts (CPSE, 2009, Table 11E).

In the *Workforce Information Report 2018–19*, “Executives” are described as those:

- whose salary or total remuneration package is \$154,678 or more, or
- who are employed under the Public Sector Act in a recognised executive role – EL, EX, MLS or SAES (OCPSE, 2019a, pp 57–58).

It is difficult to extract accurate data concerning ‘public service’ executives from within the broader data that aggregates all executives within the South Australian Executive Service, given that the SAES includes the total ‘public sector’.

As at 30 June 2019, the majority of public sector executives (1200 of 1328) were employed in the General Government Sector (OPSCE, 2019a, Table 9). As noted above, this sector includes executives outside government departments.

Figures for 2020 include 1378 Executives, including 682 ‘back office’ and 1226 in the General Government Sector (OCPSE, 2020a, pp 22, 33). More than half (53%) of Executives were women (OCPSE, 2020a, p. 11).

6.4 Gender equity

In 1999, there were more than 25,000 women working in government administration, comprising almost 60% of the administrative workforce (OCPE, 1999). Only one-third of these were employed under the PSM Act, with three-quarters of those in “administrative services” functions. Women represented 85% of administrative employees, 57% of permanent public sector employees, two-thirds of the contract workforce and almost three-quarters of casual workers (OCPE, 1999, pp 12, 28).

The executive management structure made up only 2% of the workforce, with less than a third (30.2%) of senior officers and only 20% of executive officer positions (n = 62) held by women (OCPE, 1999). The number of female executives tripled since 1990, when there were only 18 women in executive positions in the South Australian public service (OCPE, 1999, p. 40).

In 2003, South Australia’s Strategic Plan had set a target of gender parity in executive roles (including Chief Executives) by 2014 (OCPSE, 2016). By 2009, although SA was performing well compared to other jurisdictions – 36.4%, with the APS only slightly ahead at 37% – the Commissioner for Public Employment convened a Women in Leadership group comprising Chief Executives and senior executives from across the public sector (CPE, 2009, p. 11). The group was tasked with identifying barriers to the progression of women in leadership and the development of strategies to overcome those barriers.

Despite these efforts, women continued to be under-represented in the SAES. In June 2015 – a year beyond the Strategic Plan deadline – women still made up only 37% of the SAES (OPSCE, 2016). The proportion improved by 2017, when women comprised 41.7% of the SAES (while

making up 69% of the public sector workforce). South Australia has since met its gender equity target. In 2018, approximately 49% of all public sector executives were women, increasing to 51.2% by June 2019 (OCPSE, 2019a). In the General Government Sector, the ratio was even higher (633 F:567 M or 52.7% female) (OCPSE, 2019a, Table 9). Discrete figures for the SAES are not included in the latest workforce report.

The following table illustrates workforce data from official reports, noting the data limitations outlined above, including a lack of discrete categories for the 'public service' and changes in descriptors over time. Percentages in the table may not match those in the narrative, where some refer to the entire public sector, rather than the government sector or administrative workforce.

Table 4. South Australian public sector administrative unit workforce 1999, 2009 and 2019

FTE employed under the <i>Public Sector Management Act 1995</i>				Notes	
Year	Executive				Non-executive
	F	M	Total		
1999	62	244	306	14,279 Figures are for "Administrative Units". 10,493 were permanent. Total FTE public sector workforce was 67,010. Executives were 2% of the public sector administrative workforce.	
2009	202	383	585	20,240 The public sector total headcount was 56,346.	
FTE Back Office employees under the <i>Public Sector Act 2009</i>					
2019	Executive			Non-executive	Back Office employees are those who are <u>not</u> employed in frontline services such as health, education, police and emergency services.
2019	n/a	n/a	643	19822	Non-executive total includes 9976 in ongoing positions in administrative services. Total FTE General Government Sector = 102,948.

Sources: OCPE 1999; CPSE 2009; OCPSE 2019.

7 References

- ABC (2008, Aug 1). Public service shake-up after ministry reshuffle. *ABC News*. Retrieved from <https://www.abc.net.au/news/2008-08-01/public-service-shake-up-after-ministry-shuffle/460396> on 24 March 2020.
- ABC (2008, Jul 31). Rann reshuffles public service bureaucracy. *ABC News*. Retrieved from <https://mobile.abc.net.au/news/2008-07-31/rann-reshuffles-public-service-bureaucracy/459650> on 19 Mar 2020.
- APSC (2018). *High Performance Organisations*. Canberra: Australian Public Service Commission. Retrieved from <https://www.apsc.gov.au/high-performance-organisations> on 23 Mar 2020.
- APSC (2003). *The Australian Experience of Public Sector Reform*. Canberra: Australian Public Service Commission.
- Burton, T. (2020). \$3b saved as NSW public service pay frozen. *Financial Review*, 27 May. Available at <https://www.afr.com/policy/economy/3b-saved-as-nsw-public-service-pay-frozen-for-jobs-guarantee-20200527-p54wwk> (accessed 9 September 2020).
- Colley, L. (2012). How did public services fare? A review of Australian state public service labour markets during the Global Financial Crisis. *Journal of Industrial Relations* 54(5): 612–636. <https://doi.org/10.1177/0022185612454962>
- Cook, B. & W. Mitchell (2009). *The Economic and Social Impact of Staff Reductions in the South Australian Public Sector*. Report prepared for the Public Service Association of South Australia. Retrieved from http://www.cpsu.asn.au/upload/Research/200906_CofFEE_Economic_Social_Impact_Staff_Reduction.pdf on 19 Mar 2020.
- Commission of Audit (1994). *Charting the Way Forward: Improving Public Sector Performance*. Adelaide: South Australia Commission of Audit. CPE (Commissioner for Public Employment) (2009). *State of the Service Report 2008–2009*. Adelaide: Department of the Premier and Cabinet.
- CPSE (2010–2019). *State of the Sector Report*. Adelaide: Department of the Premier and Cabinet. <https://publicsector.sa.gov.au/about/office-for-the-public-sector/state-of-the-sector/>
- CPSE (2009). *South Australian Public Sector Workforce Information*. Commissioner for Public Sector Employment.
- Donaldson, D. (2017, Oct 11). SA's plan to grow its own public sector leaders. *The Mandarin*. Retrieved from <https://www.themandarin.com.au/84715-south-australia-grow-its-own-public-sector-leaders/> on 23 Mar 2020.
- Donaldson, D. (2015, Dec 10). 'Tis the season for bureaucratic pay bashing. *The Mandarin*. Retrieved from <https://www.themandarin.com.au/58110-executive-remuneration-tis-season-bureaucrat-pay-bashing/> on 30 Mar 2020.
- DPC (2021). Guidelines for the Chief Executive Performance Appraisal Process. Premier and Cabinet Circular PC029. Retrieved from https://www.dpc.sa.gov.au/_data/assets/pdf_file/0016/110914/PC029-Guidelines-for-the-CE-Performance-Appraisal-Process-2020-21.pdf on 20 Dec 2021.
- DPC (2020). *Annual Report 2019–20*. Hobart: Department of the Premier and Cabinet. Retrieved from <https://www.dpc.sa.gov.au/resources-and-publications/annual-reports/2019-20-annual-report#contents>
- DPC (2012). *Annual Report 2011–2012*. Adelaide: Department of the Premier and Cabinet. Retrieved from <https://www.dpc.sa.gov.au/documents/rendition/B17604> on 23 Mar 2020.
- DPC (2007). *Annual Report 2006–2007*. Adelaide: Department of the Premier and Cabinet. Retrieved from <https://www.dpc.sa.gov.au/documents/rendition/B17586> on
- Easton, S. (2019, Jul 31). Frontline leadership the key to culture, says South Australia's top public servant. *The Mandarin*. Retrieved from <https://www.dpc.sa.gov.au/resources-and-publications/premier-and-cabinet-circulars/PC029-Guidelines-for-Chief-Executive-Performance-Appraisal-Process-2021-22.pdf> on 20 Jul 2020.

- Evans, S. (2019, Jun 17). SA Treasurer Rob Lucas chases more public sector job cuts. *Financial Review*. Retrieved from <https://www.afr.com/policy/economy/sa-treasurer-rob-lucas-chases-more-public-sector-job-cuts-20190617-p51ycp> on 26 Mar 2020.
- Government of SA (2019). *South Australian Public Sector Action Plan 2019 – 20* (July). Retrieved from <https://publicsector.sa.gov.au/wp-content/uploads/South-Australian-Public-Sector-Action-Plan-2019-20-V1.pdf> on 30 Mar 2020.
- InDaily (2021, Jun 22). Treasurer offers payouts to leave public service. *InDaily*. Retrieved from <https://indaily.com.au/news/2021/06/22/lucas-offers-payouts-to-leave-public-service/> on 23 Jun 2021.
- Lucas, R. (2021). Creating jobs focus of State Budget 2021–22 as SA's strong economic rebound continues. Media Release, Treasurer of South Australia, 22 June. Retrieved from <https://www.rob-lucas.com.au/media-releases/creating-jobs-focus-of-state-budget-2021-22-as-sas-strong-economic-rebound-continues/> on 23 Jun 2021.
- Manwaring, R. (2013). *Reinventing Labor: The South Australian Rann Government (2002-2011)*. Paper presented at the Australian Political Science Association (APSA) Conference. Perth (2 Oct). Retrieved from https://www.auspsa.org.au/sites/default/files/reinventing_labor_rob_manwaring.pdf on 24 Mar 2020.
- Marshall, S. (2020a). Driving public sector reform. Media release, Premier of South Australia, 8 April. Available at <https://www.premier.sa.gov.au/news/media-releases/news/driving-public-sector-reform>
- Marshall, S. (2020b). Statement: Chief Executive of Department of the Premier and Cabinet. Media release, Premier of South Australia, 4 November. Retrieved from <https://www.premier.sa.gov.au/news/media-releases/news/statement-chief-executive-of-department-of-the-premier-and-cabinet> on 8 Jun 2021.
- Marshall, S. (2018, Sep 14). Premier Steve Marshall's address to the South Australian Public Service. *The Mandarin*. Retrieved from <https://www.themandarin.com.au/98625-premier-steven-marshalls-address-to-the-south-australian-public-sector/> on 19 Mar 2020.
- McIntosh, M. L. (1982). The South Australian Public Service Board: Industrial democracy policies 1973–1979. *Australian Journal of Public Administration* 41(4): 355–371.
- McMillan, J. (2020). *Report on a workplace investigation into the conduct of the Chief Executive, Department for Health and Wellbeing (SA)*. Report to Office of the Commissioner for Public Sector Employment. Retrieved from <https://publicsector.sa.gov.au/wp-content/uploads/Final-Investigation-Report-CE-DHW.pdf> on 19 Mar 2020.
- OCPE (1999). *South Australian Public Sector Workforce Information at June 1999*. Retrieved from <https://publicsector.sa.gov.au/wp-content/uploads/1999-Workforce-Information-Full-Report.pdf> on 23 Mar 2020.
- OCPSE (2021). *2020 State of the Service*. Adelaide: Office of the Commissioner for Public Sector Employment. Retrieved from <https://www.publicsector.sa.gov.au/about/Our-Work/Reporting/State-of-the-Sector/files/2020-State-of-the-Sector-Report.pdf> on 8 Jun 2021.
- OCPSE (2020a). *2019–20 Annual Report*. Adelaide: Office of the Commissioner for Public Sector Employment. Retrieved from https://www.publicsector.sa.gov.au/_data/assets/pdf_file/0015/302172/Annual-Report-2019-2020-ocpse-20200706-final.pdf
- OCPSE (2020b). Change@SouthAustralia. Retrieved from <https://publicsector.sa.gov.au/culture/> on 17 Jul 2020.
- OCPSE (2020c). *South Australian Public Service Chief Executive Remuneration (as at 19 March 2020)*. Retrieved from <https://publicsector.sa.gov.au/wp-content/uploads/CE-Remuneration-Table-MAR-19-2020.pdf> on 30 March 2020.
- OCPSE (2019a). *2018–19 Workforce Information Report*. Retrieved from <https://publicsector.sa.gov.au/wp-content/uploads/2018-19-Workforce-Information-Report.pdf> on 23 Mar 2020.
- OCPSE (2019b). *South Australian Executive Service (SAES)*. Retrieved from <https://publicsector.sa.gov.au/policies-standards/policies/south-australian-executive-service/> on 13 Jan 2020.
- OPSCE (2018a). *Direction of the Premier – Standard Duration of Executive Level Employment – 10 April 2018*. Retrieved from <https://publicsector.sa.gov.au/documents/20180412-direction-premier-standard-duration-executive-level-employment-10-april-2018/direction-of-the-premier-standard-duration-of-executive-level-employment-10-april-2018/> on 27 Mar 2020.

- OCPSE (2018b). *South Australian Executive Service (SAES) Competency Framework*. Adelaide: Office of the Commissioner for Public Sector Employment.
- OCPSE (2017). Direction of the Premier – Restraints on Re-engagement of Former Executive Employees and Other Public Office Holders in Certain Circumstances. Retrieved from <https://publicsector.sa.gov.au/policies-standards/directions-of-the-premier/> on 23 Mar 2020.
- OCPSE (2016). Gender Equality in Leadership Strategy. Retrieved from <https://publicsector.sa.gov.au/people/diversity/gender-equality-in-leadership/> on 23 Mar 2020.
- OCPSE (2015). *South Australian Executive Service Charter*. Retrieved from <https://publicsector.sa.gov.au/wp-content/uploads/20151001-SAES-Charter.pdf> on 23 Mar 2020.
- Office of the Premier (2018). Direction of the Premier – *Standard Duration of Executive Level Employment* (10 April). Retrieved from <https://publicsector.sa.gov.au/wp-content/uploads/Direction-of-the-Premier-Standard-Duration-of-Executive-Level-Employment-10-April-2018.pdf> on 19 Mar 2020.
- OPS (2010). *Public Sector Regulations 2010* (under the *Public Sector Act 2009*). Adelaide: Office for the Public Sector.
- OPS (2016). *Commissioner's Determination 5: Classification and Remuneration for Employees*. Adelaide: Office for the Public Sector.
- OPS (2016). *Guideline of the Commissioner for Public Sector Employment: Performance Management and Development*. Adelaide: Office for the Public Sector.
- OPS (2017). *Guideline of the Commissioner for Public Sector Employment: Recruitment*. Adelaide: Office for the Public Sector.
- OPSA (2018). *Direction of the Premier of South Australia – Recruitment*. Adelaide: Office of the Premier of South Australia.
- OPSA (2018). *Direction of the Premier of South Australia – Standard Duration of Executive Level Employment*. Adelaide: Office of the Premier of South Australia.
- Owen, M. (2018, Sep 4). 4000 public servant jobs to be axed in South Australian budget. *The Australian*. Retrieved from <https://www.theaustralian.com.au/nation/politics/public-servant-jobs-to-be-axed-in-south-australian-budget/news-story/f4b703dde3409b49fb03a0c69b1c2102> on 26 Mar 2020.
- PSA (2020a). All of public transport, road maintenance and facilities management in private hands: What could possibly go wrong? Public Service Association of South Australia, 26 June. Available at <http://www.cpsu.asn.au/latest-news/dpti-update--all-of-public-transport-road-maintenance-and-facilities-management-in-private-hands--what-could-possibly-go-wrong>.
- PSA (2020b). COVID-19: Premier must take privatisation and cuts off the table. Public Service Association of South Australia, 20 March. Available at <http://www.cpsu.asn.au/latest-news/covid-19-premier-must-take-privatisation-and-cuts-off-the-table> (accessed 12 August 2020).
- PSNews (2010, Nov 25). PS reforms to take three directions. *PSNews* archive. Retrieved from <https://www2.psnews.com.au/archives/sa/395/news/archives-november-10> on 27 Mar 2020.
- Public Service Board (1986). *150 years of Service to South Australia*. Supplement to the Public Service Board of South Australia Annual Report, 1984–85. Adelaide: Department of the Public Service Board. National Library of Australia record no. <https://trove.nla.gov.au/work/18972051?q&versionId=22270372>
- Ranieri, E. (2020). Recommendations to the Premier re Chief Executive, Department of Health and Wellbeing. Retrieved from <https://publicsector.sa.gov.au/wp-content/uploads/Final-CPSE-Letter-to-Premier-re-CE-DHW-Investigation-re-Recommendations.pdf> on 19 Mar 2020.
- Renfrow, P., Hede, A. & D. Lamond (1998). Comparative analysis of senior executive services in Australia. *Public Productivity & Management Review* 21 (4), pp 369–385.
- Richardson, T. (2020, Mar 6). Public service shake-up as more bosses depart. *InDaily*. Retrieved from <https://indaily.com.au/news/2020/03/06/public-service-shakeup-as-more-bosses-depart/> on 26 Mar 2020.
- Govt of SA (2010). Government response to the Sustainable Budget Commission's second report (September). Retrieved from https://www.treasury.sa.gov.au/data/assets/pdf_file/0006/358566/government_response_to_sbc_phase_2_report.pdf on 24 Jun 2020.

- Shergold, P. (2005). "The need to wield a crowbar: Political will and public service. *2005 Dunstan Oration*. Retrieved from https://dunstan.org.au/wp-content/uploads/2018/12/DDF_DDO_2005_Shergold.pdf on 23 Mar 2020.
- Westacott, J. (2010). *2010 Don Dunstan Oration*. Retrieved from https://dunstan.org.au/wp-content/uploads/2018/12/DDF_DDO_2010_Westacott.pdf on 19 Mar 2020.
- Weight, D. (2014). Budget reviews and Commissions of Audit in Australia. Parliamentary Library Research Paper. Canberra: Australian Parliament House. Retrieved from https://www.aph.gov.au/About_Parliament/Parliamentary_Departments/Parliamentary_Library/pubs/rp/rp1314/CommOfAudit on 30 Mar 2020.

8 Appendix – Summary of legislation, policy and annual report extracts

Year	Public Sector Commission Annual Reports/ State of the Sector reports	Directions/amendments to policy	Legislation, regulations
2020	2020 State of the Sector	<p><i>South Australian Public Service Chief Executive Remuneration as at 19 March 2020</i></p> <p>Outlines the current remuneration packages for chief executives of public service departments.</p> <p><i>Recommendations to the Premier re Chief Executive, Department of Health and Wellbeing.</i> Following an investigation into the Chief Executive, Department of Health and Wellbeing, including a report by Professor John McMillan.</p>	
2019	<p>2019 State of the Sector</p> <p><i>I Work for SA Action Plan 2019–20</i> was informed by the findings of the 2018 <i>I Work for SA – Your Voice</i> survey</p>	<p>Following a self-report of a potential conflict of interest, the Commissioner instructed the Crown Solicitor's Office to engage the former Commonwealth Ombudsman, Professor John McMillan, to conduct an inquiry into the Chief Executive, Department for Health and Wellbeing.</p> <p><i>DPC Circular 29 – Guidelines for the Chief Executive Performance Appraisal Process 2019-20</i></p> <p>Outlines the framework for Chief Executive performance and development reviews and is applicable to all chief executives employed pursuant to Part 6 of the <i>Public Sector Act 2009</i>, as well as members of the Senior Management Council (SMC) who are not employed under this section.</p> <p>Launch of the <i>Next Execs</i> Emerging Executive Program</p>	

Year	Public Sector Commission Annual Reports/ State of the Sector reports	Directions/amendments to policy	Legislation, regulations
2018	<p>One of the deliverables of the OPSCE is to <i>strengthen merit based chief executive appointments across the public sector</i> (OPSCE Annual Report 2018–19, p. 6).</p> <p>South Australian Leadership Academy continued to offer tailored development programs for high performing executives and emerging executives and delivered key initiatives such as Executive Excellence Program for high potential executives; Emerging Executives Program for high potential managers; Aboriginal Frontline Leadership Program for aspiring managers of Aboriginal background; Performance Management and Development masterclasses; Transforming Performance forum; and an Adaptive Leadership forum for executives/aspiring executives. (p24)</p> <p>New Premier's Direction was issued: 'Standard Duration of Executive Level Employment' [agencies required to restrict the term of new contracts for executive officers to maximum of 3 years, except in exceptional circumstances]. (p34)</p> <p>Public Sector Employment Review issued by the Commissioner to all public sector agencies to self-assess their compliance with Premier's Determinations, and the principles and objects of the <i>PSA Act 2009</i>.</p>	<p><i>Direction of the Premier – Standard Duration of Executive Level Employment</i> (10 Apr 2018)</p> <p>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.</p> <p><i>SAES Executive Competency Framework</i></p> <p>"Provides the mechanism by which the SAES links the attraction, recruitment, development, performance assessment and retention of executives across the public sector to a consistent and robust set of competencies that articulate the specific behaviours required to achieve optimum performance levels" (p.2).</p> <p><i>Direction of the Premier – Recruitment</i> (24 Sep 2018)</p> <p>Mandates minimum measures, including the use of a Pre-Employment Declaration, adequate referee checks and consideration of a National Police Certificate or other background screening; and maintenance of records of screening and checks.</p>	
2017	<p>Premier's Department and Senior Management Council introduced the South Australian Leadership Academy as 'leadership centre for the public sector'; Academy would "pilot programs for high performing executives and emerging executives, as well as initiatives that support other SMC priority</p>	<p><i>Direction of the Premier of South Australia – Restraints on Re-engagement of Former Executive Employees and Other Public Office Holders in Certain Circumstances</i></p> <p>Outlines obligations of relevant South Australian public sector agencies when engaging a person previously employed on</p>	

Year	Public Sector Commission Annual Reports/ State of the Sector reports	Directions/amendments to policy	Legislation, regulations
	<p>projects, including strengthening performance management and development practices, increasing the number of female executives and increasing the number of Aboriginal employees". Academy initiated its flagship program – 'Executive Excellence' – to increase skills and build capabilities of senior executives 'ready for greater challenges'. (p10)</p> <p>New Premier's Direction was issued: 'Restrains on Re-engagement of Former Executive Employees and Other Public Office Holders' (p19)</p>	<p>an executive basis under a fixed term contract or appointed to public office and whose employment was terminated or who was removed from office, entitling them to a termination payment.</p>	
2016	<p>OPS launched South Australia Executive Service (SAES) Charter to harmonise and codify public sector executives' expectations of each other; complements PS Code of Ethics. OPS supported SAES professional development with five training seminars and a series of Executive Masterclasses. SAES Program continued to deliver executive induction and leadership development. (p9)</p> <p><i>Gender Equality in Leadership Strategy</i> launched.</p>	<p><i>Determination 5: Classification and remuneration for employees</i></p> <p>Relates to non-executive employees</p>	
2015	<p>SAES Program continued executive training and leadership development exercises to "improve executive performance through targeted development opportunities"; Office for the Public Sector (OPS) coordinated four training seminars for SAES executives covering "innovation in the public sector, leading transformational change, economic policy, and the reform agenda for a modern public sector". (p11)</p>		

Year	Public Sector Commission Annual Reports/ State of the Sector reports	Directions/amendments to policy	Legislation, regulations
2014	<p>Following development by government of new 'public sector values', in early 2014 Office for Public Sector Renewal released 'Values in Action: A guide to the South Australian public sector values', guiding cross-sector implementation to underpin application of PS Code of Ethics. (p8)</p> <p>SAES Program continued executive training and leadership development exercises to "maximise the performance of the SAES cohort through strategic, targeted development opportunities and performance assessments". (p13)</p>		
2013	<p>CPSE developed new guidelines during 2012-13 to support the operation of the <i>PS Act 2009</i>, including a guideline "intended to inform and assist in achieving and maintaining a 50% representation of women in executive roles in the SA public sector". (p7)</p> <p>PSMD developed a 'SAES Program' to "maximise the performance of the SAES cohort through strategic, targeted development opportunities and performance assessments ... [and] to foster exceptional leadership, collaboration, vision, mobility, flexibility and continuous improvement." SAES Program delivered induction programs, training courses and executive capability workshops (e.g. 'Professional Directorship Program', 'Transformative Leadership Program'), and developed a cross-sector 'SAES network'. (pp14-15)</p>	<p>Cook, B and Mitchell, W: <i>The economic and social impact of staff reductions in the South Australian public sector</i>.</p> <p>Report was commissioned to examine the economic and government service provision impact of plan to reduce SA public sector by 1600 FTEs over period 2009-10 to 2011-12.</p> <p>Treasury and Finance: FAQs for employees on TVSPs</p>	

Year	Public Sector Commission Annual Reports/ State of the Sector reports	Directions/amendments to policy	Legislation, regulations
2012	<p><i>DPC Annual Report 2011-2012</i></p> <p>Commissioner for Public Sector Employment is a statutory officer, but does not produce own Annual Report and is covered under DPC's report.</p> <p>The Office for Ethical Standards and Professional Integrity was renamed the Office of Public Employment and Review on 1 December 2011 to reflect an increased review function. The Office supports the Commissioner for Public Sector Employment.</p>	<p>Public Sector Management Division (PSMD) was established in July 2012 to implement public sector reform program under auspices of the Senior Management Council (SMC). (p10)</p> <p>PSMD in Department of the Premier and Cabinet "designs and arranges the delivery of the SAES induction program. The program aims to provide new SAES executives with the knowledge, tools, networks and mind-set necessary to succeed as public sector leaders". (p12)</p> <p>South Australian Public Sector Wages Parity Enterprise Agreement: Weekly Salaried 2012</p>	
2011	<p>Outlined SAES-related initiatives: "Development of core leadership competencies is central to the purpose of the SAES. The PSPC implemented the SAES induction program for new executives to build and foster these competencies. The induction program was run for the third time in July 2010 [and] focused on the strategic priorities for Government as a basis for examining practices such as leading policy development, building robust business cases, and working with the Commonwealth. The induction will occur on a biannual basis from 2011-12." (p12)</p> <p>The Public Sector Performance Commission was disbanded in early 2011, its final report to government in late 2010 recommended that Cabinet 'mandate investment in the SAES'; also "advised the creation of a central unit to manage the ongoing implementation of [public sector] reform program to be established on 1 July 2011. This unit is called the Public Sector Management Division and is located within the Department of the Premier</p>	<p>CPSE: <i>Determination 2 – Excess employees – income maintenance</i></p> <p>Specifies income maintenance period etc, for excess employees</p> <p><i>CPSE Guideline: Women in Leadership in the Public Sector</i></p> <p>Guideline is intended to inform and assist in achieving and maintaining a 50% representation of women in executive roles in the South Australian public sector.</p> <p><i>CPSE Guideline: Redeployment of excess employees in the public sector</i></p> <p>Guideline is intended to inform and assist in the redeployment of excess employees in the public sector, including Targeted Voluntary Separation Packages and an enhanced redeployment management process.</p>	

Year	Public Sector Commission Annual Reports/ State of the Sector reports	Directions/amendments to policy	Legislation, regulations
	and Cabinet.” (DPC Annual Report 2011–2012, pp16-17)	<p><i>CPSE: Employee work performance assessment for referral</i></p> <p>Form that is completed when an employee declines a TVSP. Mostly comprised of performance assessment completed by the manager/supervisor</p>	
2010		<p>CPE now called Commissioner for Public Sector Employment; annual report changed to ‘State of the Sector’; outlined CPSE’s introduction of new public sector Code of Ethics. (pp1-3)</p> <p>Outlined PSPC oversight for SAES performance management and its continued implementation of ‘Action Teams’ leadership development pilot programs. (pp12-13)</p> <p>South Australian Government Wages Parity (Salaried) Enterprise Agreement 2010</p>	<p>Public Sector Regulations 2010</p> <ul style="list-style-type: none"> Governs contracts for Chief Executives and Senior Executives <p>Public Sector (Honesty and Accountability) Act 1995</p> <ul style="list-style-type: none"> - Amendment
2009	<p>DPC <i>Annual Report 2008-09</i></p> <p>In November 2008 the Office for Ethical Standards and Professional Integrity was established replacing the Commissioner for Public Employment’s Office and incorporating Workforce Performance and Workforce Evaluation staff from the Public Sector Workforce Division.</p>	<p><i>Public Sector Act 2009</i> came into effect mid-2009, established a set of ‘guiding principles’ for public sector performance and accountability. (pp2-3)</p> <p>Public Sector Performance Commission formed a pilot program of ‘Action Teams’ to deliver series of leadership development and performance projects to build SAES capabilities. (pp10-11)</p> <p>CPE introduced Women in Leadership South Australia (WILSA), group of Chief and senior executives tasked with achieving goals for female representation on SA govt boards and leadership positions in 5-year timeframe. (p11)</p> <p><i>CPSE: Determination 1 Merit, Engagement, Assignment of Duties and Transfer of Non-Executive Employees: Merit Based Selection Processes</i></p>	<p>Public Sector Act 2009</p> <ul style="list-style-type: none"> Replaced the <i>Public Sector Management Act 1995</i> Sets out the powers and responsibilities of the Commissioner for Public Sector Employment. <p>Public Sector Management (Consequential) Amendment Act 2009</p> <p>Equal Opportunity (Miscellaneous) Amendment Act 2009</p> <p>Changes included extending protection to carers. Equal Opportunity Commission has published 2 brochures outlining main changes: <i>Equal Opportunity Changes – from 2</i></p>

Year	Public Sector Commission Annual Reports/ State of the Sector reports	Directions/amendments to policy	Legislation, regulations
		<p>Specifies when vacancies are to be advertised, what is merit, transfers, type of engagement etc</p> <p>Commissioner's Standard 3.1: Voluntary Flexible Arrangements</p> <p>Specifies different voluntary flexible arrangements and considerations for chief executives and employees.</p> <p>Townsend, K: <i>Strategies towards achieving the South Australian Government Target 6.23: Women in the Senior Executive</i></p> <p>Undertook qualitative research designed to develop an understanding as to why the gender discrepancies exist and to throw light on initiatives which may be introduced to increase the number of women in the executive ranks.</p>	<p><i>October 2009 and Equal Opportunity Laws – what's changed?</i></p>
2008	<p>Public Sector Performance Commission (PSPC) established a pilot programs including leadership development and improved performance (<i>State of the Sector 2009</i>).</p>	<p>Commissioner for Public Employment noted that South Australian Executive Service (SAES) was integral to successful departmental outcomes and inter-departmental skill-sharing: "The SAES is driving their performance in some of the more intractable social problems confronted by Government ... The main reference points for ensuring high performance are the 'key accountabilities' identified in the Performance Agreements for each Chief Executive and the leadership competencies developed for South Australia's Executive levels." (p3)</p> <p>Outlined reasoning for establishment of SAES in mid-2007 "to provide the public sector with a high-performing leadership team with a shared sense of purpose and focus on whole of government results"; management and capability development of SAES overseen by Public Sector Performance Commission "to create a cohort of exceptional leaders who receive targeted, relevant and timely</p>	

Year	Public Sector Commission Annual Reports/ State of the Sector reports	Directions/amendments to policy	Legislation, regulations
		performance management and development opportunities". (p.26)	
2007	The establishment of the South Australian Executive Service came into effect on 2 July 2007 (DPC Annual Report 2006–2007, p.10)		
2006	Government Reform Commission recommends a new South Australian Executive Service (DPC Annual Report 2006–2007, p. 9). The proposal was approved by the Government in late-2006 (p.10) Hard copies of earlier reports from 1983/84 to 2003/2004 are held at the National Library of Australia, Canberra, call numbers Nq 328.942 SOU and Nq 354.94230313 SOU	Workplace Perspectives Survey • Job satisfaction survey All public sector employees employed under the Public Service Act were invited to participate – approx. 32% response rate.	
1995			Public Sector Management Act 1995 Replaced the <i>Government Management and Employment Act 1985</i>
1985			Government Management and Employment Act 1985 Repealed the <i>Public Service Act 1967</i>