

ANZSOG

TITLE: Senior Executive Service Case Study – Tasmania

AUTHORS: Brian Head, Linda Colley

SERIES: ANZSOG Research Insights

NUMBER: 13

DATE: 2021

PUBLISHER: Australia and New Zealand School of Government

ISSN: 2653-7281

DOI: 10.54810/NHMR8930

CITATION: Head, Brian and Linda Colley. *Senior Executive Service Case Study – Tasmania: ANZSOG Research Insights No. 13*. Melbourne: Australia and New Zealand School of Government, 2021.

ANZSOG



RESEARCH
INSIGHTS

Senior Executive Service Case Study – Tasmania

Senior Executive Service Case Study – TASMANIA

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	Tasmanian governments, public service institutions and commissioners.....	3
2	Tasmanian reform context.....	4
2.1	1970s.....	5
2.2	1980s and 1990s.....	5
2.3	2000s.....	6
2.4	Current government.....	7
2.5	State Service Review.....	8
3	The State Service under global crises.....	11
4	Tasmanian public service legislation.....	12
4.1	Historical background.....	12
4.2	State Service Act 2000.....	13
5	Tasmanian SES policy changes.....	14
5.1	Discussion.....	14
6	Workforce data.....	19
6.1	State Service Workforce.....	19
6.2	Senior Executive Service.....	19
6.3	Table – Tasmania State Service permanent employees 1999, 2009 and 2019.....	20
7	References.....	22
8	Appendix– Extracts from Annual Reports, State Service Directions and Policies, Legislation	
	28	

Glossary

OSSC – Office of the State Service Commissioner

SSA – State Service Act

SSMO – State Service Management Office

TSS – Tasmanian State Service

WRIP – Workforce Renewal Incentive Program

1 Tasmanian governments, public service institutions and commissioners

Table 1. Summary table

Took Office	Left Office	Premier	Party	Institution	Public Service Commissioner	Balance of power
20 Jan 2020	8 April 2022	Peter Gutwein	Liberal	State Service Management Office (DPC)	Jenny Gale (Head of the State Service and DPAC Secretary) Jane Hanna (Director SSMO) from October 2019	Majority
31 Mar 2014	14 Jan 2020	Will Hodgman	Liberal	State Service Management Office (DPC)	Jenny Gale (Head of the State Service and DPAC Secretary) Jane Hanna (Director SSMO) from October 2019 Louise Mills (Acting Director SSMO Jan – Sept 2019) Greg Johannes (DPAC Sec & HOSS until Nov 2017)	Majority
24 Jan 2011	31 Mar 2014	Lara Giddings	Labor	State Service Management Office (DPC) Office of the State Service Commissioner (abolished in 2013)	Rhys Edwards (Head of the State Service from Feb 2013) Frank Ogle (Director, SSMO until retirement in Jan 2019) Iain Frawley (State Service Commissioner)	Minority (with support of Greens)
26 May 2008	24 Jan 2011	David Bartlett	Labor	Office of the State Service Commissioner	Iain Frawley (State Service Commissioner) Robert J. Watling	Majority (minority from Mar 2010 with Greens)
21 Mar 2004	26 May 2008	Paul Lennon	Labor	Office of the State Service Commissioner Office of Industrial Relations and State Service Management (2004–2006?)	Robert J. Watling (State Service Commissioner)	Majority
14 Sep 1998	21 Mar 2004	Jim Bacon	Labor	Office of the State Service Commissioner (1 May 2001) Office of the Commissioner for Public Employment (abolished in 2000)	Chris Smyth (State Service Commissioner) Greg Vines (from May 2001) Rebekah Burton (acting) Michael Stevens (retired June 1999)	Majority
18 Mar 1996	14 Sep 1998	Tony Rundle	Liberal	Office of the Commissioner for Public Employment	Michael Stevens	Minority (with Greens)

17 Feb 1992	18 Mar 1996	Ray Groom	Liberal	Office of the Commissioner for Public Employment Public Sector Management Office (1993–1996) Office of the Minister for Public Sector Administration (1993–1996)		Majority
29 Jun 1989	17 Feb 1992	Michael Field	Labor	Office of the Commissioner for Public Employment (from 1 Jan 1985?)		Minority (with Greens)
26 May 1982	29 Jun 1989	Robin Gray	Liberal	Department of Public Administration (1985–1990) Public Service Board to 1984	David Hawkes (Commissioner for Public Employment, from Jan 1985 to 1988) A.M. Cornish – Chairman, Public Service Board	Majority
11 Nov 1981	26 May 1982	Harry Holgate	Labor	Public Service Board	A.M. Cornish	Majority
1 Dec 1977	11 Nov 1981	Doug Lowe	Labor	Public Service Board (since 1973)	A.M. Cornish	Majority

2 Tasmanian reform context

Tasmania has been governed for more or less equivalent periods by either the Labor or Liberal parties over the last 40-plus years, with Labor holding office a little more overall than their opponents during that time (and governing for almost 16 years under four Labor premiers between 1998 and 2014). Most governments since the 1980s have held a parliamentary majority, but there were also three separate parliamentary terms with minority governments under a Labor, then a Liberal, then Labor premier – all of whom relied on the support of Greens MPs to govern.

Tasmanian public administration in the 20th century achieved innovative social policies that were subsequently adopted in other jurisdictions. These included the introduction of an area school system, the fluoridation of public water supplies and the introduction of daylight saving. Tasmania established a specialist economic secretariat in its Treasury in the 1920s – an initiative that was influential in the subsequent establishment of the Commonwealth Grants Commission (Wettenhall, 2005).

Tasmania is the smallest state on every measure. The governance of its public service has experienced more institutional iterations than many of the larger jurisdictions. Tasmania had a Civil Service Board from 1900 to 1905, a Public Service Board until 1918, then a Public Service Commissioner until 1973. For the next 12 years, a three-member Public Service Board replaced the single Commissioner until 1985 – followed by the creation of the Commissioner for Public Employment until 2000, then the State Service Commissioner until 2013, when employment-related roles and responsibilities were transferred to the State Service Management Office.

2.1 1970s

Tasmania had four Premiers in the 1970s: Sir (Walter) Angus Bethune (Liberal, 1969–1972); Eric Reece (ALP, 1972–1975); William Nielson (ALP, 1975–1977); and Douglas Lowe (ALP, 1977–1981) (Tasmanian Parliamentary Library, 2014). At his election in 1977 at the age of 35, Douglas Lowe was Australia's youngest ever State leader (Parliament of Tasmania, n.d.).

In 1979–1981, under the Lowe Government, former University of Tasmania Vice-Chancellor Sir George Cartland was commissioned to undertake a review of Tasmanian government administration. Sir George noted that it had been more than 70 years since an independent or comprehensive review had taken place (Cartland, 1981, p. 1). Sir George identified problems with fragmented employing powers, inconsistent recruitment practices, lack of mobility and career development opportunities, and inability to efficiently manage human resources (Hawkes, 1987). He stressed the importance of the 'merit principle', insisting that "recruitment and promotion should not come under the direct control of the political government" but rather:

should be within the purview of an independent statutory commissioner in order to avoid political or personal patronage, to protect the interests of the individual officer and to guarantee that a career in government administration is...based on what is known as the merit principle (Cartland, 1981, p. 7).

In terms of leadership, Sir George discovered inflexible organisational structures; limited use of effective management structures and techniques; and poor monitoring of performance and accountability. He found that departments were, for the most part, "run by heads and their senior officers who are technically qualified but often administratively inexperienced" (quoted by Hawkes, 1987, p. 161). Cartland also proposed a new framework to unite traditional departments and most statutory authorities in a single state service (Wettenhall, 2005). The reforms proposed by Cartland were implemented in the *Tasmanian State Service Act 1984* (discussed below).

2.2 1980s and 1990s

Removed as Premier by his Labor colleagues in 1981, Lowe remained in Parliament as an Independent until his retirement in 1992. His successor, Harry Holgate lasted only six months as Premier before losing the 1982 election to Robin Gray, who led a Liberal government for the next seven years (Inglis, 2018, Feb 11). Gray's government was marked by environmental battles, including the proposed Gordon-below-Franklin dam dispute and the Wesley Vale pulp and paper mill, which contributed to the government's defeat at the 1989 election (Tanner, 2006b).

From 1985 until 1990, the Department of Administrative Services supported a Commissioner for Public Employment, who was responsible for the staffing, administration and operation of the State Service, until a further reorganisation integrated these functions into an enlarged and restructured Department of Premier and Cabinet (Libraries Tasmania).

A Labor-Green alliance emerged to win government at the 1989 election under Premier Michael Field. It was the first minority government since the 1960s and the state's most powerful businessman Edmund Rouse had allegedly attempted to bribe a Labor MP to cross the floor and prevent Labor from forming government (Inglis, 2018, Feb 11). Australia was in recession, interest rates were high and state debt was rising. The government cut state services and offered "ample redundancies" to pay down debt (Inglis, 2018, Feb 11). The Labor-Green Accord began to crack over forestry issues, with Labor breaking a deal over an export limit on woodchips.

A Liberal government was returned in 1992 under Premier Ray Groom, after a party leadership challenge against Robin Gray in 1991. The Groom government continued the former

government's "pragmatic economic agenda" (Inglis, 2018, Feb 11). The Groom Government's 'State of the State' address in 1992 presented a blueprint for Tasmania that called for the government to withdraw from all but 'core' services, e.g. health, education and police (Fitzgerald, 2002, p. 76). It was argued that this policy led to public service expenditure cuts, including job losses, and corporatisation and privatisation of the public sector (Fitzgerald, 2002).

Field and Groom each vowed in the 1996 election campaign that they would not form a minority government, and their inability to gain a majority in Parliament led them both to resign as party leaders. The Liberals under new leader Anthony Rundle formed a minority government with support from the Greens. Rundle adopted a reformist agenda, including the proposed sale of the Hydro-Electric Commission (McCall, 1999, p. 293) and a reduction in the number of MPs (Tanner, 2006a). In July 1998, announcing that the hung Parliament had "reached its use-by date", Rundle called an early election for August 1998, even though the Government's terms could have been extended to May 2000 (McCall, 1999, p. 292).

In a special sitting ahead of the 1998 election, legislation was passed to reduce the size of the Tasmanian Parliament – from 35 to 25 in the House of Assembly and from 19 to 15 in the Legislative Council (Tanner, 2006b). The reduction in numbers marginalised minority parties, with the Greens leader losing her seat at the election and Labor winning majority government under Premier James Bacon (Rimon, 2005). A former trade unionist, Bacon had taken over the Labor leadership from Michael Field in 1997 – just a year after being elected to the House of Assembly (Rimon, 2005). The Bacon Labor Government cleared the \$1.6 billion state debt during its six-year tenure and reduced unemployment back to single digits.

In 1999, Sue Napier, who in 1996 had become Tasmania's first female Deputy Premier, was elected the first female leader of the Parliamentary Liberal Party (Tasmanian Government, 2014).

2.3 2000s

The Office of the Commissioner for Public Employment was abolished in 2000 with the repeal of the *Tasmanian State Service Act 1984*, and the incumbent took up the position of inaugural State Service Commissioner.

The 2002 election saw the re-election of Labor's Bacon Government and the Liberal Party suffered its worst-ever defeat, with the party leader losing his own seat (Green, 2006). Labor Treasurer David Crean suggested "the most important reason for Tasmania's poor economic performance since the 1991–92 national recession has been continued cuts to the public sector, without an industry development plan to create sufficient jobs in the private sector" (quoted by Fitzgerald, 2002, p. 78).

Paul Lennon took over the Labor leadership in 2004 following Bacon's resignation for health reasons, and he led the ALP to a further election win in 2006. His government was plagued with controversy, with two Deputy Premiers standing down within two years – the first facing criminal charges, the second for misleading Parliament. Lennon was a champion of the controversial Gunns paper mill (Killick, 2014, Mar 14). Lennon stepped down in 2008 to be replaced by David Bartlett, who went on to lead a minority government with support of the Greens following the 2010 election, at which Labor had lost four of its 14 seats (Montgomery, 2011, Jan 24). The Greens had previously supported two minority governments – Labor from 1989 to 1991 in return for policy concessions; and the Liberals in 1996-1998 in return for a commitment to cooperative politics (Crowley, 2014, Jan 21). This time the Greens were granted two seats in Cabinet in return for guaranteeing supply and supporting confidence motions (Crowley, 2014, Jan 21).

In June 2009, given the difficult global economic situation, the Bartlett Government froze the salaries of senior executives and other State Service officers for a period of 12 months (OSSC, 2000, p. 69). Bartlett stepped down as Premier in 2011, with Lara Giddings being elected the new leader. Already holding a record as the youngest woman ever elected to an Australian parliament (in 1996 at age 23), Giddings became Tasmania's first female Premier (Crowley, 2014, Jan 21).

From 2008 to 2011, a Legislative Council committee investigated senior executive appointments in the Tasmanian State Service. An Interim Report in 2009 expressed "genuine concern" that the system did not safeguard against either "corruption of the State Service Principles; or the unwarranted politicisation of the public sector" (quoted by Griffith, 2009: 8). The government chose not to implement all the recommendations of the Final Report, including that the State Service Act be replaced with a Public Sector Management Act similar to those in WA and NZ, and that a Public Sector Standards Commissioner be appointed to oversee executive appointments (Legislative Council, 2011, p. 5).

The position of State Service Commissioner was abolished by the *State Service Amendment Act 2012*, with its powers and functions dispersed across a number of entities (Hodgman, 2015). The Commissioner's evaluation functions were transferred to the Tasmanian Auditor-General, while the power to review employment decisions were transferred to the Industrial Relations Commission (Hodgman, 2015). Employment functions were allocated to the Minister administering the State Service Act – the Premier, supported by the Head of State Service (currently the DPC Secretary), who in turn was supported by the State Service Management Office (SSMO). The *Integrity Commission Act 2009* was also amended.

Also in 2012, in response to the State Budget, then Opposition Leader Will Hodgman announced a Liberal Party policy to create a 'super department' – by merging the Department of Economic Development, Tourism and the Arts, and the Department of Infrastructure, Energy and Resources, into a Department of State Development – and to cut 650 public sector jobs and 10 senior executive positions (Arndt, 2012, May 22).

Prior to announcing the 2014 election date, Premier Giddings sacked the two Greens ministers, pledging that Labor would never again allow the Greens into Cabinet (Crowley, 2014, Jan 21).

2.4 Current government

On winning government in 2014, the Liberals gained the largest majority since the 25-member Parliament had been established in 1998. Will Hodgman became only the fifth non-Labor Premier in 80 years (Howarth, 2020, Jan 14), but he was also the fifth Premier in just a decade. His large parliamentary majority offered the prospect of long-awaited political and parliamentary stability in a state where hung parliaments had recently occurred (Bolwell, et al., 2015; Lester et al., 2018). Several department heads were dismissed by the new Premier (AAP, 2020, Apr 2).

Soon after becoming Premier, Hodgman announced that the government needed to "save \$50 million a year, either through temporary pay freezes or through reducing the size of the public sector" (CEDA, 2014). The new government set out to honour election commitments, including job cuts and public sector reform (Bolwell et al., 2015). A one-year pay freeze and 700 job cuts were included in the government's first Budget (Donaldson, 2014, Aug 29). Cuts of 861 FTE state service positions were announced by then-Treasurer Peter Gutwein in October 2014, with the largest cuts to the Department of State Growth – created from the promised merger of the former Departments of Infrastructure, Energy and Resources, and Economic Development – and to the Department of Education (Donaldson, 2014, Oct 28). A proposal by the CPSU for a six-month pay freeze in lieu of the cuts was rejected by the government as insufficient to address the budget shortfall (Gutwein, 2014).

The Hodgman Government had set a target of reducing State Service jobs by 1200 FTE in its first term, with the 2014–15 target exceeded by almost 100. Ostensibly this was about reducing costs rather than cutting jobs, by substituting lower cost staff. The staff cuts were achieved through a combination of natural attrition, non-renewal of contracts and voluntary redundancies – with the latter costing \$14 million in “workforce renewal” incentive payments and \$18.5 million in redundancy packages (Easton, 2015, Aug 18).

Ahead of the 2018 Tasmanian House of Assembly election, both major parties ruled out a coalition with the Greens (Lester et al., 2018). After four years of strong economic growth, the Hodgman Government won a second term at the 2018 election, albeit with a reduced majority (Lester & Bolwell, 2018). The outcome saw a decline of Greens representation (winning only two seats) and a majority of women MPs in the lower house for the first time (Lester & Bolwell, 2018). One of the challenges for the returned government was honouring some 200 unpublished election commitments made directly to Tasmanian interest groups, but without a mandate from the electorate (Lester & Boswell, 2018). This led to calls for greater transparency and stronger rules to force political parties to publish fully-costed promises before polling day (Lester & Bolwell, 2018).

The 2019–20 State Budget included further State Service cuts (Bailey, 2019, May 23; Easton, 2019, Mar 1). The Workforce Renewal Incentive Program (WRIP) provided incentives for permanent employees to voluntarily leave the State Service with \$1000 per continuous year of FTE employment, to a maximum of \$30,000 (DPAC, n.d.). The stated purpose of the WRIP was not to reduce the number of FTE positions, but to save money, e.g. by replacing those who left with lower-paid positions and younger workers. The SES was not included in this program, which initially targeted the teaching sector.

A Targeted and Negotiated Voluntary Redundancy program was initiated, whereby Heads of Agencies offered expressions of interest for employees to leave the workforce with four weeks’ salary plus two weeks for each year of service – to a maximum of 48 weeks’ pay. SES are not eligible to participate in this program.

In August 2019, Premier Hodgman announced major changes to the Tasmanian bureaucracy, with the Secretaries of Health, Justice and Communities changing places (Hodgman, 2019, Aug 21). The Premier said the purpose of the rearrangement was so these senior leaders could “apply their considerable skills and experience to different areas of community service delivery” (Hodgman, 2019, Aug 21). By late 2019, for the first time in three decades, Tasmania had the fastest-growing economy in the nation, based on economic growth per person (Gutwein, 2019, Nov 19).

On 29 Jan 2020, Peter Gutwein took over as Premier following the sudden resignation of Will Hodgman. The new Premier also took on the role of Treasurer, Minister for Planning and Local Government, Minister for the Prevention of Family Violence, and Minister for Tourism. He also became the state’s first Liberal Minister for Climate Change (Blackwood, 2020, Jan 24). The Premier and his government were returned following the May 2021 state election.

2.5 State Service Review

Before his resignation in late 2019, Premier Hodgman had announced a review of the State Service to be headed by Dr Ian Watt, former Commonwealth Secretary of Prime Minister and Cabinet. Terms of Reference were released in February 2020 by Premier Gutwein, who said the review would “identify structural, operational, service, practice and legislative improvements to ensure the public service is in the best shape to deliver the services Tasmania needs” (quoted by Jarvie, 2020, Feb 24). The Premier said he would not use the review to “as an opportunity to slash the public sector”.

According to the Terms of Reference, the Review would “focus primarily on the governing framework” of the Tasmanian State Service (DPAC, 2020d, p. 1). While there was no specific mention of executives, Focus Area 4 was about “Achieving greater economies and efficiencies in TSS administration including opportunities to streamline bureaucracy and services where suitable”. Dr Watt was supported by advice from Heads of Agencies, and a Reference Group with broad representation (DPAC, 2020d, p. 2). The final report had been due by the end of 2020, but the review was delayed due to COVID-19. The Interim Report, delivered to government in November 2020, recommended the development of a ‘One TSS’ concept to unite State Service employees and work more effectively for government and Tasmanians (Rec. 1) and a whole-of-TSS Workforce Plan (Rec. 2) (Watt, 2020).

In terms of the Tasmanian SES, Dr Watt’s interim report made recommendations concerning performance agreements and assessments (Rec. 4) and the development of future executives through a service-wide talent development and management program (Rec. 7). The Review heard that current leadership development offerings were “inadequate to meet the future development needs of the TSS” (Watt, 2020, p. 39). This was despite the operation of an SES Leadership Development Program which included 29 SES officers from 10 agencies in 2019–20 (SSMO, 2020, p. 15).

Watt (2020, p. 39) argued that the ageing demographic of the SES highlighted the need for succession planning by “identifying and nurturing potential leaders” or “attracting and recruiting external employees” with a high potential for future leadership.

Regarding recruitment, the Review stated that it “strongly supports the merit principle”, but found recruitment processes had become “highly process-driven and excessively burdensome ... undermining the core objective of efficiently finding the best person for the job”, and hence the need for “more strategic recruitment practices” (Watt, 2020, p. 52). A Register for Retired TSS Senior Executive Officers and Managers would enable their short-term re-appointment for special projects (Watt, 2020, p. 51).

Dr Watt was supported by a Reference Group comprising members from the Chamber of Commerce and Industry, the Council of Social Services, the University of Tasmania, the CPSU and the private sector. The private sector representative, Helen Silver, was formerly Secretary of the Victorian Department of Premier and Cabinet.

The review was paused for seven months from March 2020 due to the COVID-19 pandemic, delaying the release of the Final Report (Watt, 2021a), which was presented to the Premier in July 2021 with 77 recommendations across five domains: principles and values; leadership; capability; workforce; and service delivery. A Roadmap for Reform outlined a process for achieving the recommended goals under each of the domains. It was recommended that the Head of State Service chair a sub-committee of Heads of Agencies to oversee the implementation of the recommendations (Rec. 75); that the government provide funding to DPC “to establish a designated unit to monitor and support the implementation of recommendations”; and reviews be undertaken at two and four years (Rec. 77). A review of the “capability and role of the State Service Management Office” was also recommended “as a priority” (Rec. 36).

Recommendations of relevance to the Senior Executive Service included attention to leadership capability, talent development and succession planning, mobility, and workforce management.

Leadership capability: The Final Report recommends that the government endorse ‘stewardship’ as a key principle to be included in the *State Service Act 2000* (Rec. 12); that the *TSS Senior Executive Leadership Capability Framework* be updated “to include an explicit recognition of stewardship and to align with the broader capability framework proposed for the TSS” (Rec. 13); and that the development and implementation of a whole-of-service framework

to be led by the SSMO (Rec. 50). A sub-set of recommendations (21–24) relate to the “introduction of a functional leadership model for capability across the TSS” to be led by Heads of Agencies, and to include “clear governance for identifying capabilities for functional leadership, for empowering functional leaders and for holding them to account” (Rec. 21).

Talent development and succession planning: The Final Report argues that a sub-group of Heads of Agencies, supported by the SSMO, be “designated to develop and oversee a talent management program for individuals with high potential” to ensure there is “a healthy pool of potential leaders to fulfil senior roles” (Watt, 2021, pp 89, 92). It was argued that a whole-of-service investment in leadership development is required, including a formal program of training, such as those offered by ANZSOG.

Senior executives require a tailored approach to development to identify and address specific skills gaps required to undertake more complex and challenging positions in the future and ensure they are ready the next time an opportunity comes up. (Watt, 2021, p. 92).

Specific recommendations related to talent development and succession planning for the SES include:

- amendment of the *State Service Act 2000* “to broaden the legislative function and powers of heads of agency to include development of capability” (Rec. 6).
- *That the government establish and fund a talent development and management program to identify and develop future leaders of the TSS and future senior executives. The State Service Management Office should manage the program (Rec. 14).*
- *That the TSS establish a network of former Tasmanians who are currently filling public sector leadership roles elsewhere in Australia and draw on them for informal ideas and advice (Rec. 15).*

Mobility: Recommendations included that the Tasmanian DPC work with the Australian Public Service commission to design short term secondments (Rec. 32); with the SSMO advising on secondment agreements (Rec. 33) but also exploring an internal mobility register with unions (Rec. 49).

Workforce management: The Review argued that “reform of the employment framework in Tasmania is required to bring Tasmania up to the standard being used across the country”, including a review of the Employment Direction on *Managing the Senior Executive Service* (Watt, 2021, p. 164)

The Review has previously discussed the delegation of employment decisions to heads of agency. If this includes the appointment of Senior Executive Service officers, then some of the requirements of this employment direction become unnecessary. (Watt, 2020, p. 165).

3 The State Service under global crises

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

GFC

In response to the GFC, State Service Structural Reforms were announced in 2011, including an expansion of an existing Workforce Renewal Incentive Program; internal agency vacancy management and interagency vacancy control; and a targeted voluntary redundancy program (Parliament of Tasmania, 2012).

COVID-19

Pre-pandemic planned cuts to government agencies were abandoned as part of the government's Coronavirus Stimulus Package in March 2020 (Jenkins, 2020).

In June, Premier Peter Gutwein (2020, Jun 24) announced that pay increases for senior public servants would be postponed, pending further consideration during Budget deliberations in November. The temporary pay freeze would have affected about 211 members of the SES. The CPSU opposed the policy, arguing it would limit discretionary spending in the businesses the Government sought to support into economic recovery (Bailey, 2020, Jun 24). In October, ahead of the State Budget, the government announced that SES salary increases would be back paid to July 2020 and that existing public service agreements would be honoured (Elmas, 2020).

To enhance executive mobility during the uncertainties of the crisis, the Premier approved an amendment to a 2015 SES Employment Direction to allow Heads of Agencies to transfer officers between agencies for up to six months on mutual agreement, without the need to involve the Head of the State Service (DPAC, 2020b). Heads of Agencies were also granted the power to extend fixed-term contracts (SSMO, 2020, p. 7).

In April 2020, the Tasmanian Government established the Premier's Economic and Social Recovery Advisory Council (PESRAC) (Gutwein, 2020, Jul 20). Chaired by former Treasury and Finance Secretary Don Challen, Council members include representatives from the university, tourism, infrastructure, business and industry, local government and social policy sectors. The Council's Interim Report in July included 64 recommendations, including that "the State Government should accelerate the Tasmanian State Service Review" (PESRAC, 2020, p. 66).

In November 2020, the Interim Report of the Review of the TSS (Watt, 2020) recommended that the SSMO:

urgently develop a short set of principles for working away from the office in the Tasmanian State Service, drawing extensively on existing agency arrangements and resources and taking into consideration benefits and cautions such as those outlined above, to provide a consistent, underlying basis for individual agency policies (Rec. 12).

The report also suggested that youth and women's employment should be high priorities for the TSS to replenish the workforce and aid recovery (Watt, 2020: 49). While the TSS has well-established "inter-operability arrangements" for rapid deployment of staff across agencies, Watt (2000, p. 50) argued that effective surge capacity planning was needed to enhance future emergency responses.

In terms of working from home, the Review was persuaded that the TSS should not revert to the pre-COVID status quo, arguing that working from home was "here to stay" (Watt, 2020, p. 58). However, a "patchwork of agency-specific policies" highlighted the need for service-wide principles to underpin future arrangements (Watt, 2020, p.58).

PESRACs Final Report was delivered in March 2021 providing advice on long-term post-pandemic social and economic recovery, noting that the public sector would “shoulder much of the load” and that the Final Report of the State Service Review will be central to ensuring the State Service is “fit-for-the-future” (PESRAC, 2021, p 11).

The following table illustrates Tasmanian State Service measures in response to the GFC and COVID-19 pandemic.

Table 2. Summary of crisis responses

Crisis	Party	Pay approach	Recruitment	Downsizing (approx n)	SES
GFC	Labor	Honoured 3.5% increases for 2008–2011	Vacancy management scheme: 20% reduction in job ads slowed growth to less than 0.3%	Natural attrition and severance incentive payments for 2300 fewer jobs.	
COVID	Liberal	Honoured existing agreements.		Nil	SES increases expected July 2020, but initially deferred and later backdated.

4 Tasmanian public service legislation

4.1 Historical background

The *Civil Service Act 1900* centralised the management of Tasmania's public servants for the first time, providing for their classification and standardised their salary structure, system of appointments, promotions and retirement allowances. It established the Civil Service Board of Tasmania – a part-time board with five members elected by public servants. In 1905, a Royal Commission had argued that the self-regulation of public servants was flawed, recommending the establishment of an expert Public Service Board independent from the government (Wettenhall, 2005). The recommendation was implemented through the *Public Service Act 1905*, which replaced the Civil Service Board with a Public Service Board – with one of the three members elected by public servants (Wettenhall, 1968). The Public Service Act was refreshed twice over the next two decades – via the *Public Service Act 1918* and *Public Service Act 1923*. The former replaced the Public Service Board with a single Public Service Commissioner, with the latter legislation clarifying the duties of the Commissioner.

A Public Service Appeals Board was established by the *Public Service Tribunal Act 1958*. The Appeal Board heard and determined appeals against decisions by the Public Service Commissioner relating to appointment, promotion and disciplinary action.

The ‘marriage bar’ – preventing women from remaining in the public service after marriage – was lifted in Tasmania in 1967, a year after the rule was revoked for Commonwealth public servants, and two decades after the legal age of marriage for Tasmanian girls had been raised from 12 to 16 (Gollan, 2018).

The *Public Service Act 1973* substituted the Public Service Commissioner – a role that had been operating for more than half a century (since 1918) – with a three-member Public Service

Board. The Appeals Board operated until 1984, when the Tribunal Act was repealed by the *Tasmania State Service Act 1984*, which created a Commissioner for Review in its place (Part X).

The 1984 Act created a Commissioner for Public Employment and a Department of Public Administration. The Act regulated the powers of Ministers, and created offices and positions for Heads of Agencies, outlining their accountabilities and functions. According to former Commissioner for Public Employment David Hawkes, “The proclamation of the Tasmanian State Service Act on 1 December 1985 was the formal sign for the introduction of radical and fundamental change in the Tasmanian public sector” (Hawkes, 1987, p. 160).

Amended several times between 1985 and 1993, the *Tasmanian State Service Act 1984* was reviewed in the late-1990s, leading to its replacement by the *State Service Act 2000*.

4.2 State Service Act 2000

The Tasmanian State Service is regulated by the *State Service Act 2000* (SSA), which is regularly amended by *State Service (Agencies and Heads of Agencies) Orders* and *State Service (Restructuring) Orders* (under ss 11 and 12) whenever there are machinery of government changes. The SSA replaced the role of Commissioner for Public Employment – that had been in place since 1985 – with a State Service Commissioner. In later years, *State Service Regulations 2011* were developed to supplement the Act. Amendments the same year included the *State Service Amendment (Redeployment) Act 2011* and *State Service Amendment (Performance) Act 2011*. <https://www.legislation.tas.gov.au/view/html/asmade/sr-2008-004>

The *State Service Amendment Act 2012* abolished the position of State Service Commissioner and transferred its employment-related functions to the State Service Management Office (SSMO), selection review functions to the Tasmanian Industrial Commission (TIC), and evaluation to the Tasmanian Audit Office (TAO).

In early 2013, the Premier appointed the Secretary of DPC as Head of the State Service – but, in the terms of Section 20 (1), another agency head may hold this position at the discretion of the Premier. Section 20(2) authorises the Head of the State Service “to perform and exercise the functions and powers of the Employer ... (other than the power to issue Employment Directions)” – which is the purview of the Premier.

The State Service Review underway in 2020 included examination of state service legislation. As described by the Head of State Service, Jenny Gale:

The current legislative framework for the service, the State Service Act 2000, was comprehensively developed during the late 1990s, making it nearly 20 years old. It is therefore timely to ask whether that framework is best suited to meet the needs of Tasmania today and into the future... (Gale, 2019).

In January 2020, the Tasmania Law Reform Institute (TLRI) expressed concerns about the “devolution of the public service to private agencies and using consultants instead of public servants to make public policy or administer public services”. The Institute recommended “improvements in the way government decisions can be challenged by Tasmanian citizens and reviewed by the courts” with a key proposed reform a change to the legal definition of ‘decision’ in the *Judicial Review Act 2000* (TLRI, 2020).

5 Tasmanian SES policy changes

5.1 Discussion

The Senior Executive Service (SES) was introduced in Tasmania in 1989 under public sector reforms implemented by the Field Labor government (building on earlier reforms of the Gray Liberal government, embodied in the *Tasmanian State Service Act 1984* and subsequent amendments). The *State Service Act 2000* and *State Service Regulations 2001* introduced by the Bacon Labor government replaced previous public sector management legislation and regulations (including SES-specific guidelines) and conditions of employment in the Tasmanian public service; these reforms were modified in late 2002 (and again in 2013) with changes to the classification and nature of SES positions.

Senior Executive employment in the Tasmanian State Service is governed by the *State Service Act 2000*, *State Service Regulations 2011*, *State Service Code of Conduct*, *State Service Principles* and *Employment Direction No. 17*. A four-level senior executive classification framework was developed by Mercer in 2001 and implemented in 2002 (Carpenter & Wyman, 2008; State Service Commissioner, 2002). Mercer was commissioned by SSMO in 2008 to provide independent advice on a revised SES classification framework and a proposed remuneration framework. Mercer noted there had been ‘classification creep’ since the introduction of the executive framework and recommended an overlapping structure between non-executives and SES and between SES and Heads of Agencies (Carpenter & Wyman, 2008).

There are four classification levels for SES officers: SES 1 through to SES 4 (with SES 4 the highest). There are six salary points for each of SES 1 to SES3 and seven salary levels for SES 4. In addition, a ‘Special Salary Point’ may be invoked for each level, requiring the approval of the Head of the State Service (DPAC, 2019, Attachment 1B). Progression through the salary points is based on performance as assessed by Heads of Agencies on successful completion of a performance agreement, or by the Head of the State Service if there is a recommendation to progress more than one salary point (DPAC, 2015, p. 14).

Heads of Agencies and Senior Executives are appointed under section 29 of the *State Service Act 2000*, with the Premier granted authority to create or abolish SES ‘offices’.

Members of the Senior Executive Service are appointed to the Tasmanian State Service, rather than to particular agencies, on fixed-term contracts of up to five years. They are accountable for the achievement of agency and government goals as specified in their Statement of Duties, Instrument of Appointment and performance review documentation. The SES are responsible for providing “frank, impartial and timely policy advice and undertake high level responsibilities in and across agencies to achieve government objectives” (Tasmania Audit Office, 2017).

In November 2017, after investigating the 2015–16 appointments of senior executives and other senior staff to four government departments including DPAC, the Auditor-General found that, in some cases:

- conflicts of interest had neither been reported nor managed
- inadequate documentation supporting key decisions in the recruitment and selection process
- some senior appointments had not complied with the requirements of s.31 of the *State Service Act 2000* or its associated Employment Directions
- previous Auditor-General recommendations to improve the transparency of recruitment processes had not been implemented or incorporated (Tasmania Audit Office, 2017; Whitson, 2017, Nov 22).

Recommendations of the Auditor-General's 2017 report led to new *Guidelines for Senior Executive Recruitment* (SSMO, 2018a) and *Managing Conflicts of Interest in Recruitment* (SSMO, 2018b). The new guidelines aim to improve selection processes, ameliorate conflicts of interest and improve the veracity and transparency of selection documentation.

Former Head of the State Service and DPC Secretary Greg Johannes resigned in November 2017 (Baines & Whitson 2017, Nov 27). Current DPAC Secretary and Head of the State Service Jenny Gale (2019) stated the State Service must be apolitical, adaptable to change and continually strive for improvement. She said the review of the Tasmanian State Service was “an exciting opportunity to transform current structures, services and practices to deliver a more contemporary and effective public service”.

Other Australian jurisdictions have recognised the need to ensure their public sectors are fit-for-purpose in the present and for the future. Western Australia, New South Wales and Victoria have done so in recent years. Queensland and the Australian Government have been conducting reviews this year. The report of the review of the Australian Public Service was submitted to the Australian Government in September 2019.

The Tasmanian review will look to these reviews as one source of information, and the Independent Reviewer, Dr Ian Watt AC, will also consult widely (Gale, 2019).

Finalisation of this initiative was delayed due to COVID-19.

This summary table compares the 1999 arrangements with recent arrangements for senior executives.

Table 3. Senior Executive Service – Tasmania

Employment Practices	1999 position	Interim changes	Current position
Recruitment			
		Recommendations of a 2017 Auditor-General's report (TAO 2017) into the recruitment of senior executives led to the implementation of new Guidelines for Senior Executive Recruitment and Managing Conflicts of Interest in Recruitment in 2018.	
Advertised internally	Yes		Yes
Advertised externally	Sometimes, as required.	<i>Employment Direction No. 17</i> , first implemented in 2013, requires advertising vacancies for new appointments through	Yes, for new appointments – www.jobs.tas.gov.au at minimum. May also include Tasmanian Government Gazette, professional journals,

		online jobs portal as a minimum. Exemptions apply for temporary assignments and transfers of an existing officer.	print media or specialists recruiting services.
Search Agency	As required by Head of Agency/Secretary.		As required by Head of Agency/Secretary.
Selection body	Selection Panel arranged by Secretary/Agency Head. Once determined, Secretary/Agency Head fills position.		Selection Panel arranged by Secretary/Agency Head. Once determined, Secretary/Agency Head (or Head of State Service) fills position.
Role of Portfolio Minister	Has to be consulted.		No requirement to be consulted.
Role of Premier	Not involved in appointment process.	<i>State Service Act 2000</i> empowers Premier to make SES appointments, though Employment Direction No. 17 delegates this authority to agency heads/Head of State Service.	Authorised to appoint, though authority is delegated to agency heads/Head of State Service. Some offices that are prescribed or statutory must remain with Premier.
Role of Cabinet	Not involved but is advised of appointments.		Not involved but is advised of appointments.
Role of Dept. Head	Appoints		Can appoint SES Level 1 and 2 positions; Level 3 and above appointed by Head of State Service, but the Premier must appoint Prescribed or Statutory office holders.
Employment Conditions			
Contract	Yes		Yes Senior Executive roles are offered as fixed-term contracts for up to five years.
Contract timeframe	Not specified, but generally up to 5 years		Up to 5 years
Contract Extension	Yes		Yes, if at least 60% of existing contract. Otherwise severance (termination) or reversion (right of return) are triggered.

Redundancy/ Termination provisions	One weeks' remuneration for every 6 weeks remaining in contract, plus superannuation based on same formula.	<i>State Service Act 2000</i> introduced greater provisions for termination entitlements and/or Right of Return. The Premier may terminate SES appointments (or delegate the power to terminate) under s. 32.	One weeks' remuneration for every six weeks remaining in contract, plus superannuation based on same formula; or four weeks' remuneration plus two weeks salary for every completed year of continuous service, whichever is greater.
Process re extension	Yes, without advertising	Employment Direction No. 17 includes detailed schedule of 'consecutive appointment' process.	Head of Agency (for SES 1 or 2 or equivalent) or Head of State Service (for SES 3 or 4) can offer a consecutive appointment (extension) at least three months (up to six months) prior to contract expiry.
Performance Management			
Program in place	Option available if Secretary/Agency Head elects.	Employment Direction No. 17 includes detailed outline of performance management system applying to all SES officers.	Yes, sector wide. Upon appointment, all SES officers are required to develop a Performance Management Plan (PMP).
Frequency of assessment	6 to 12 months		Annually
Types of measures	Targets set in Plans		Targets set in Performance Management Plans (PMPs)
Purpose	Performance improvement		Performance improvement; salary progression; public service standards and priorities
Who makes assessment	Secretaries/Agency Heads		Secretaries/Agency Heads
Remuneration			
	Secretary/Head of Agency recommendation submitted to SES Committee for review. Office for Employment Policy presents report and options to Committee. Committee recommends to Premier.	Employment Direction No. 17 includes a schedule of SES salaries by level and classification. The Premier can determine increases to SES salaries within that structure (i.e. the structure remains, but the salaries can increase as/when desired).	SES appointees start at base salary level of the relevant classification unless otherwise approved by Head of State Service.
Performance Pay			

Availability	Secretary/Agency Head may elect to prepare performance management plan (PMP). Must submit PMP to SES Committee (Heads PAC, Treasury, EP) for approval. Can provide for 5% or 10% above classification level. About 50% of Secretaries/AH's have elected to submit PMPs.	Employment Direction No. 17 includes detailed outline of performance management system applying to all SES officers, including provision for increased/accelerated performance-based pay.	Secretary/Agency Head may elect, in view of SES officer's 'outstanding' performance, to submit a case (moderated by a Head of Agencies group) for advanced salary progression to Head of State Service. While this does not usual exceed the final Salary Progression Point for the officer's classification, the HoSS has the ability to approve progression beyond the SPP.
Basis	As provided in PMP.		As provided in PMP.
Who makes assessment	Secretary/Agency Head		Secretaries/Agency Heads
Right of Return			
	Provision available.	Section 31(11) of the <i>State Service Act 2000</i> entitles officers to elect to be re-appointed, if previously held PS position as permanent employee. <i>Employment Direction 17</i> of 2015	Provision available. Officers with a right to re-appointment as a permanent employee under S31 (11) of the <i>State Service Act 2000</i> will not be considered for a payment in lieu of notice unless they undertake not to exercise their right to reappointment in writing.

6 Workforce data

The State Service Management Office (SSMO) has published Tasmanian State Service workforce statistics twice yearly since 2016, with some now published quarterly. The SSMO also includes workforce data in its Annual Reports. Previously, workforce statistics were reported by the Commissioner for Public Employment and the State Service Commissioner. During 1999–2000, the Commissioner for Public Employment had introduced a common reporting methodology to improve the quality of workforce data (CPE, 2000, p.20).

6.1 State Service Workforce

At the turn of the 21st century, the Tasmanian State Service had 19,092 FTE employees, of whom 14,052 (or 72%) were permanent (CPE, 2000, p.22). Of the full-time permanent workforce, 9995 (or 71%) were women (by headcount), who were underrepresented in the higher salary brackets – with less than 5% earning more than \$55,000 and only 69 women (compared to 338 men) earning more than \$70,000 (CPE, 2000, pp 24, 32, 34).

By 30 June 2009, there were 20,438 FTE permanent employees in the Tasmanian State Service, which included 10 government departments and six other agencies (OSSC, 2009, p.63). Only 8% of female employees (compared to 20% of males) earned over \$80,000 (OSSC, 2009, p.76). More than half (55%) the women in the State Service worked part-time, compared to 21% of men (OSSC, 2009, p. 67). 2009 data includes gender breakdown by headcount only.

The number of government employees grew by 25% from 2000 to 2011. By 2014, Tasmania's public sector accounted for a larger share of its economy than any other Australian state (Donaldson, 2014, Aug 29).

While the full-time permanent workforce grew by around 6000 workers between 1999 and 2009, it increased by only 1000 between 2009 and 2019. The proportion of women (70–71%) remained stable over the two decades.

At 30 June 2019, the Tasmanian State Service had a total paid FTE workforce of 24,707 employees, of whom 21,470 were permanent. More than half (52%) worked part-time, with female part-time workers the largest employee group, making up 44% of the workforce (SSMO, 2019b).

In the 2018 TSS Employee Survey, only 65% of respondents agreed they were able to effectively manage their workload (SSMO, 2019a, p.35).

The State Service headcount in 2019, at around 25,000, was the same as a decade before in 2009 (see table below).

6.2 Senior Executive Service

Even though the Tasmanian SES was established in 1989, “senior executive” is only mentioned once in the Commissioner for Public Employment’s Annual Report 1999–2000, where they are included in the count of “temporary employees”. Under the *Tasmanian State Service Act 1984*, senior executives and “equivalent specialists” were appointed under s.38(1)(b) – a special contract of service -- whereas other temporary employees were appointed under a “general contract of service” under s.38(1)(a) (CPE, 2000 p. 21).

Prior to the *State Service Act 2000*, Departmental Secretaries and the Auditor-General (Prescribed Office Holders) were appointed under s. 29 of the *Tasmania State Service Act 1984*. At the time, there were nine government departments. At 30 June 2000 there were 22 FTE Prescribed Office Holders, accounting for only 0.1% of the State Service workforce (CPE, 2000, p. 40). Only two (9%) were women.

Two decades after the introduction of the Tasmanian SES, there were 231 Senior Executives in the Tasmanian State Service by June 2009, including 218 in 10 government departments (OSSC, 2009, p.17).

The SSMO (2019a) includes the SES in the “Officers” category, i.e. anyone appointed under Part 6 of the *State Service Act 2000* – Heads of Agencies, Prescribed Office Holders, the Senior Executive Service (SES) and Equivalent Specialists (p.40). The SES makes up the majority of the Officer class, with 85 men and 65 women for a total of 150 SES – a substantial reduction between 2009 and 2019.

In 2016, the SSMO set a gender equity in leadership target, aiming to have at least 40% of the SES women by 2020 (SSMO, 2019). The gender composition of the SES increased from 31% in 2009 to 43% in 2019, but the proportion was lower for Heads of Agencies – five women to 11 men (31.25%) (SSMO, 2019b, p.40). This was an improvement from two years before, when only one of the 14 Heads of Agencies was female (SSMO, 2017).

The following table includes State Service workforce figures extracted from official reports. The data is incomplete due to changes in data collection and reporting over the past two decades.

6.3 Table 4. Tasmania State Service permanent employees 1999, 2009 and 2019

Year	TSS (F)	TSS (M)	TSS (T)	SES (F)	SES (M)	SES (T)	Notes
1999			14,194 (FTE permanent)			*	Gender is not reported by FTE. *Senior executives are counted in a combined category with other temporary employees.
	9995 (headcount) (71%)	5467 (headcount)	15,462 (headcount)				Headcount figures are for permanent employees. Total headcount is 24,855, including Prescribed and Temporary employees (Table 4).
2009			20,438 (FTE permanent)	71 (31%)	160	231	Gender is not reported by FTE. SES figure is for total TSS, including 218 Senior Executives in 10 government departments (Table 46).
	17,613 (headcount) (70%)	7648 (headcount)	25,261 (headcount)			0.7% of full State Service headcount*	Headcount is for permanent employees. *The full State Service headcount, including those employed on fixed-term contracts was 30,008 (Table 38).
2019	22,387 (71%)	9050	24,707 (FTE)	65 (43%)	85	150	SSMO, 2019a, pp 36, 38, 40.

			20,470 (FTE permanent)				SSMO, 2019b
	18,102 (headcount) (71%)	7208	25,319 (headcount)				Headcount in table is for permanent employees. The total headcount, including fixed-term employees and officers was 31,439 (SSMO, 2019a, p.37).

Sources: CPE, 2000; OSSC, 2009; SSMO, 2019a, 2019b.

As at June 2020, there were 18 Agency Heads and 166 Senior Executives in the TSS (Watt, 2020, p. 38). In 2020, 43% of Senior Executives were women, even though 70% of all TSS staff are female (the target was 40% by 2020 according to Watt, 2020, p. 18), while less than one-third (31%) of Heads of Agencies were women (SSMO, 2020).

7 References

- Arndt, D. (2012, May 22). Liberals to create 'super' department, axe 650 jobs. *The Examiner*. Retrieved from <https://www.examiner.com.au/story/87252/liberals-to-create-super-department-axe-650-jobs/> on 6 Apr 2020.
- Bailey, S. (2020, Jun 24). Public sector union secretary Tom Lynch says freeze will discourage local spending. *The Advocate*. Retrieved from <https://www.theadvocate.com.au/story/6804947/senior-tasmanian-public-servants-pay-freeze-lashed/> on 12 Aug 2020.
- Baines, R. and R. Whitson (2017, Nov 27). Premier's spin doctors cop it over handling of Tasmanian public service head's resignation. *ABC News*. Retrieved from <https://www.abc.net.au/news/2017-11-27/confusion-over-resignation-of-tas-public-service-boss/9198170> on 2 Apr 2020.
- Bolwell, D., & R. Eccleston (2017). Political Chronicles: Tasmania – July to December 2016. *Australian Journal of Politics and History* 63 (2): pp 320–327.
- Bolwell, D., McLean, W. & R. Eccleston (2015). Political Chronicles: Tasmania – January to June 2015. *Australian Journal of Politics and History* 61(4): pp 658–664.
- Blackwood, F. (2020, Jan 24). Tasmanian Premier Peter Gutwein gives himself climate change portfolio as he unveils new ministry. *ABC News*. Retrieved from <https://www.abc.net.au/news/2020-01-24/tasmania-premier-peter-gutwein-cabinet-announcement/11897442> on 2 April 2020.
- Carpenter, G. & O. Wyman (2008). *Review of Proposed Classification and Remuneration Framework*. Mercer.
- Cartland, G. (1981). *Report of Phase II of the Review of Tasmanian Government Administration: First Instalment*.
- CEDA (2014). Public sector cuts required to repair budget: Tasmanian Premier. Committee for Economic Development of Australia. Retrieved from <https://www.ceda.com.au/News-and-analysis/CEDA-Events/Public-sector-cuts-required-to-repair-budget-Tasmanian-Premier> on 3 Apr 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>
- Commissioner for Public Employment (2000). *15th Annual Report: 1 July 1999 – 30 June 2000*. Hobart: Tasmanian Department of Premier and Cabinet.
- Crowley, K. (2014, Jan 21). Pulp mill politics set to dominate Tasmanian election. *The Conversation*. Retrieved from <https://theconversation.com/pulp-mill-politics-set-to-dominate-tasmanian-election-22112> on 25 Aug 2020.
- Donaldson, D. (2014, Oct 28). Tasmania's public sector cull: Treasurer outlines numbers. *The Mandarin*. Retrieved from <https://www.themandarin.com.au/8283-tasmania-cut-health-education-staff/> on 3 Apr 2020.
- Donaldson, D. (2014, Aug 29). How will the Tasmanian government cut 700 from its ranks? *The Mandarin*. Retrieved from <https://www.themandarin.com.au/2358-700-public-servants-go-tas-budget/> on 26 Aug 2020.

- Donaldson, D. (2017, Nov 22). Conflicts of interest undermined senior recruitment. *The Mandarin*. Retrieved from <https://www.themandarin.com.au/86305-conflicts-interest-undermined-senior-recruitment/> on 6 Apr 2020.
- DPAC (2020a). Employment policy. Retrieved from http://www.dpac.tas.gov.au/divisions/ssmo/employment_policy on 3 Apr 2020.
- DPAC (2020b). New employment direction: ED17 - *Senior Executive Service and Equivalent Specialist Officers Administrative Arrangements and Conditions of Service*. Retrieved from http://www.dpac.tas.gov.au/_data/assets/pdf_file/0008/541979/Employment_Direction_No_17A_of_2020.pdf on 21 Apr 2021.
- DPAC (2020c). Review of the Tasmanian State Service. Department of the Premier and Cabinet. Retrieved from http://www.dpac.tas.gov.au/divisions/policy/review_of_the_tasmanian_state_service on 2 Apr 2020.
- DPAC (2020d). *Review of the Tasmanian State Service: Final Terms of Reference February 2020*. Retrieved from http://www.dpac.tas.gov.au/_data/assets/pdf_file/0014/515201/Final_Terms_of_Reference_-_Review_of_the_Tasmanian_State_Service.pdf on 3 Apr 2020.
- DPAC (2019). *Employment Direction No. 17 of 2015* – updated with 2019 salaries. Retrieved from http://www.dpac.tas.gov.au/_data/assets/pdf_file/0007/479293/Employment_Direction_No_17_of_2015_-_final_updated_with_2019_salaries.pdf on 6 Apr 2020.
- DPAC (n.d.). Workforce Renewal Incentive Program (WRIP). Retrieved from http://www.dpac.tas.gov.au/divisions/ssmo/Managing_Positions_in_the_State_Service/wrip on 3 Apr 2020.
- Easton, S. (2019, Mar 1). Tasmania's premier's new pay offer comes with a major public service review attached. *The Mandarin*. Retrieved from <https://www.themandarin.com.au/104789-tasmanian-premiers-new-pay-offer-come-with-a-major-public-service-review-attached/> on 3 Apr 2020.
- Easton, S. (2015, Aug 18). Tasmanian bureaucrats rush for redundancy offers. *The Mandarin*. Retrieved from <https://www.themandarin.com.au/48611-tasmanian-bureaucrats-rush-exits-auditor-general-probes-payouts/> on 3 Apr 2020.
- Elmas, M. (2020). No wage freeze for Tasmanian public servants, state government confirms. *The Mandarin*, 12 October. Retrieved from <https://www.themandarin.com.au/142109-wage-freeze-tasmania/> on 13 Nov 2020).
- Fitzgerald, L. (2002). Re-evaluation of the importance of the public service: Tasmania's collaborative program. *Australian Journal of Public Administration* 58(3), pp 76-79.
- Gale, J. (2019, Nov 5). Jenny Gale on building a State Service of Tasmania that's set for the future. *The Examiner*. Retrieved from <https://www.examiner.com.au/story/6471916/building-a-state-service-set-for-the-future/> on 3 Apr 2020.
- Gollan, K. (2018, May 23). Marriage in Australia: A timeline of how love and law have changed in 130 years. *ABC Radio National*. Retrieved from <https://www.abc.net.au/news/2017-04-17/marriage-in-australia-how-love-and-law-have-changed-in-130-years/8430254> on 8 Apr 2020.

- Green, A. (2006). Tasmania election 2006. *ABC News*. Retrieved from <https://www.abc.net.au/elections/tas/2006/guide/summary.htm> on 8 Apr 2020.
- Griffith, G. (2009). Oversight of public appointments. E-Brief No. 4/09. NSW Parliamentary Library Research Service. Retrieved from <https://www.parliament.nsw.gov.au/researchpapers/Documents/oversight-of-public-appointments/E%20Brief%20Oversight%20of%20public%20appointments.pdf> on 26 May 2021.
- Gutwein, P. (2020, Jul 20). Premier's Economic and Social Recovery Advisory Council Interim Report. Media release. Retrieved from http://www.premier.tas.gov.au/releases/premiers_economic_and_social_recovery_advisory_council_interim_report on 12 Aug 2020.
- Gutwein, P. (2020, Jun 24). SES wage freeze. Media release. Retrieved from http://www.premier.tas.gov.au/releases/ses_wage_freeze on 12 Aug 2020.
- Gutwein, P. (2019, Nov 19). Tasmania's exceptional economic growth. Media Release. Retrieved from http://www.premier.tas.gov.au/releases/tasmanias_exceptional_economic_growth on 26 Nov 2019.
- Gutwein, P. (2014, Oct 28). Ministerial Statement [Savings measures]. Retrieved from http://www.premier.tas.gov.au/releases/ministerial_statement_savings_measures on 3 Apr 2020.
- Hawkes, D. (1987). The Tasmanian State Service: Extending the limits of organisational change. *Australian Journal of Public Administration* 46(2): pp 160–165.
- Hodgman, W. (2019, Aug 21). Changes to senior public service management. Media Release. Retrieved from http://www.premier.tas.gov.au/releases/changes_to_senior_public_service_management on 26 Aug 2020.
- Hodgman, W. (2015). Second reading speech: State Service Legislation (Miscellaneous Amendments) Bill 2015. Retrieved from http://www.parliament.tas.gov.au/bills/Bills2015/pdf/notes/57_of_2015-SRS.pdf on 3 Apr 2020.
- Inglis, R. (2018, Feb 11). Accord and discord: An oral history of the Field government. *The Examiner*. Retrieved from <https://www.examiner.com.au/story/5220959/accord-and-discord-an-oral-history-of-the-field-government/> on 7 Apr 2020.
- Jarvie, E. (2020, Feb 24). Premier Peter Gutwein announces finalised terms of reference for state service review. *The Advocate*. Retrieved from <https://www.theadvocate.com.au/story/6646652/terms-of-reference-for-state-service-review-finalised/> on 3 Apr 2020.
- Jenkins, S. (2020, Mar 17). Planned cuts to Tasmanian government agencies removed under coronavirus stimulus package. *The Mandarin*. Retrieved from <https://www.themandarin.com.au/127695-planned-cuts-to-tasmanian-government-agencies-removed-under-coronavirus-stimulus-package/> on 19 Mar 2020.
- Killick, D. (2014, Mar 14). Tasmania's Labor generation comes to an end. *The Mercury*. Retrieved from <https://www.themercury.com.au/news/tasmania-state-election-2014/tasmanias-labor-generation-comes-to-an-end/news-story/70d151bd92deba65ea09cd1f55587095> on 7 Apr 2020.

- Legislative Council (2011). Select Committee: Final Report on Public Sector Executive Appointments. Hobart: Parliament of Tasmania. Retrieved from <https://www.parliament.tas.gov.au/ctee/Council/Reports/pse.rep.110916.Report%20Final%20pdf.jm.001.a.doc.pdf> on 21 Apr 2021.
- Lester, M. & D. Bolwell (2018). Political Chronicles: Tasmania – January to June 2018. *Australian Journal of Politics and History* 64(4): pp 693–700.
- Lester, M., Bolwell, D. & R. Eccleston (2018). Political Chronicles: Tasmania – July to December 2017. *Australian Journal of Politics and History* 64(2): pp 349–355.
- McCall, T. (1999). Political Chronicles: Tasmania – June-December 1998. *Australian Journal of Politics and History* 45(2): pp 292–300.
- Montgomery, B. (2011, Jan 24). Bartlett: The savvy premier who mistimed his run. *Crikey*. Retrieved from <https://www.crikey.com.au/2011/01/24/they-were-ready-to-slice-him-the-savvy-tassie-premier-who-mistimed-his-run/> on 25 Aug 2020.
- OSSC (2009). *State Service Commissioner Annual Report 2008–2009*. Hobart: Office of the State Service Commissioner.
- Parliament of Tasmania (n.d.). The Parliament of Tasmania from 1856. Retrieved from <http://www.parliament.tas.gov.au/history/tasparl/lowed583.htm> on 7 Apr 2020.
- Parliament of Tasmania (2012). Budget Paper No. 1. Retrieved from https://www.treasury.tas.gov.au/Documents/2011-12_BP1.pdf
- PESRAC (2021). *Premier's Economic & Social Recovery Advisory Council: Final Report*. Hobart: Department of Treasury and Finance (March). Retrieved from https://www.pesrac.tas.gov.au/_data/assets/pdf_file/0010/283195/Final_Report_-_Short_Form.pdf in July 2021.
- PESRAC (2020). *Premier's Economic & Social Recovery Advisory Council: Interim Report*. Hobart: Department of Treasury and Finance (July). Retrieved from https://www.pesrac.tas.gov.au/_data/assets/pdf_file/0016/250441/Interim_Report.pdf on 12 Aug 2020.
- Rimon, W. (2005). Bacon, James Alexander (Jim) (1950–2004). Biographical entry. *Companion to Tasmanian History*. Retrieved from <https://www.utas.edu.au/tasmanian-companion/biogs/E000144b.htm> on 25 Aug 2020.
- SSMO (2020). *Tasmanian State Service Annual Report 2019-20*. Hobart: Department of Premier and Cabinet. Retrieved from http://www.dpac.tas.gov.au/_data/assets/pdf_file/0008/558890/Tasmanian_State_Service_Annual_Report_2019-20_-_September_2020.PDF on 21 Apr 2021.
- SSMO (2019a). *Our State, Our Future – Tasmania State Service Annual Report 2018-19*. State Service Management Office.
- SSMO (2019b). *State Service Workforce Report No. 2 of 2019*. Retrieved from http://www.dpac.tas.gov.au/divisions/ssmo/about_ssmo/state_service_workforce_reporting/state_service_workforce_report_no_2_of_2019 on 8 Apr 2020.
- SSMO (2018a). *Guidelines: Senior Executive Recruitment*. Retrieved from http://www.dpac.tas.gov.au/divisions/ssmo/employment_policy/managing_conflicts_of_interest_in_recruitment on 6 Apr 2020.
- SSMO (2018b). *Tasmanian State Service Policy: Managing Conflicts of Interest in Recruitment*. Retrieved from

- http://www.dpac.tas.gov.au/divisions/ssmo/employment_policy/managing_conflicts_of_interest_in_recruitment on 6 Apr 2020.
- SSMO (2016). *Managing Positions in the State Service (MPSS)*. Department of Premier and Cabinet. Retrieved from http://www.dpac.tas.gov.au/_data/assets/pdf_file/0006/284469/Managing_Positions_in_the_State_Service_-_April_2016.pdf on 2 Apr 2020.
- SSMO (2013–2018). *Annual Report*. Hobart: State Service Management Office.
- State Service Commissioner (2002). *Review of Arrangements for Senior Executives in the Tasmanian State Service*. Hobart: Office of the State Service Commissioner.
- State Service Commissioner (2001–2012). *Annual Report*. Hobart: Office of the State Service Commissioner.
- Tanner, S. (2006a). Robin Gray. *Companion to Tasmanian History*. University of Tasmania. Retrieved from https://www.utas.edu.au/library/companion_to_tasmanian_history/G/Robin%20Gray.htm on 25 Aug 2020.
- Tanner, S. (2006b). Tony Rundle. *Companion to Tasmanian History*. University of Tasmania. Retrieved from https://www.utas.edu.au/library/companion_to_tasmanian_history/R/Rundle.htm on 7 Apr 2020.
- Tasmania Audit Office (2017). *Appointment of Tasmanian State Service Senior Executive Officers, General Stream Bands 9 and 10 and Professional Stream Band 6 Positions*. Report of the Auditor-General No. 3 of 2017–18 (Nov 2017). Retrieved from <https://www.audit.tas.gov.au/wp-content/uploads/Full-Report-No-3-2017-18-Appointment-of-Tasmanian-State-Service-Senior.pdf> on 20 Nov 2019.
- Tasmanian Government (2014). *Milestones for Tasmanian Women*. Retrieved from https://www.women.tas.gov.au/information_and_resources/significant_tasmanian_women/milestones_for_tasmanian_women on 8 Aug 2020.
- Tasmanian Parliamentary Library (2014). *Premiers of Tasmania*. Retrieved from https://www.parliament.tas.gov.au/tpl/datasheets/Premiers_Table.htm on 25 Aug 2020.
- TLRI (2020). Law change needed to improve judicial review of government decisions. University of Tasmania: Tasmania Law Reform Institute. Retrieved from <https://www.utas.edu.au/law-reform/news-and-events/tlri-news/law-change-needed-to-improve-judicial-review-of-government-decisions> on 7 Apr 2020.
- Watt, I. (2020). *Review of the Tasmanian State Service: Interim Report* (November). Hobart: Department of Premier and Cabinet. Retrieved from http://www.dpac.tas.gov.au/_data/assets/pdf_file/0010/562591/Interim_Report_-_FINAL.pdf
- Watt, I. (2021). *Review of the Tasmanian State Service: Final Report* (July). Hobart: Department of Premier and Cabinet. Retrieved from https://www.dpac.tas.gov.au/_data/assets/pdf_file/0004/587515/TSSR_Final_Report.pdf on 1 Oct 2021.
- Wettenhall, R. (2005). Public administration. In A. Alexander (ed.), *The Companion to Tasmanian History*. University of Tasmania: Centre for Tasmanian Historical Studies. Retrieved from

https://www.utas.edu.au/library/companion_to_tasmanian_history/P/Public%20admin.htm on 9 Jan 2020.

Wettenhall, R. L. (1968). *A Guide to Tasmanian Government Administration*. Hobart: Platypus Publications.

Whitson, R. (2017, Nov 22). UTAS governance expert urges cull of public service 'jobs-for-mates' culture. ABC News. Retrieved from <https://www.abc.net.au/news/2017-11-22/utas-kate-crowley-urges-cull-of-public-service-nepotism-culture/9177532> on 2 Apr 2020.

8 Appendix– Extracts from Annual Reports, State Service Directions and Policies, Legislation

Year	State Service Annual reports	Directions, policy	Legislation, regulations etc
2020		Interim Report of the Review of the State Service by Dr Ian Watt delivered to government in November. Employment Direction ED17: <i>Senior Executive Service and Equivalent Specialist Officers Administrative Arrangements and Conditions of Service</i> permits Heads of Agencies to: extend fixed-terms contracts or transfer officers to another agency for up to six months (with the agreement of the receiving Head of Agency) without the involvement of the Head of the State Service.	
2019	<p><i>TSS Annual Report 2018-19</i></p> <p>In early 2019, SSMO completed a review and validation of employment type coding within agency payroll systems. This process resulted in amendments to the coding of some employees and officers to correctly reflect their appointment type.</p>		
2018	<p><i>TSS Annual Report 2017-18</i></p> <p>SSMO developed and released Guidelines for Senior Executive Recruitment, aimed to “ensure transparent, effective and merit-based SES recruitment approach that is</p>		<i>State Service (Agencies and Heads of Agencies) Order 2018</i>

Year	State Service Annual reports	Directions, policy	Legislation, regulations etc
	<p>compliant with <i>Employment Direction No. 17</i>". (p. 11)</p> <p>SSMO provided advice and guidelines on the application of the findings of the Auditor-General's report on 'Appointment of Tasmanian State Service Senior Executive Service Officers' (p. 12)</p> <p>SSMO ran inaugural Senior Executive Leadership Development Program 2017 in conjunction with ANZSOG, building 'new SES capabilities'. (p.17)</p>		
2017	<p><i>TSS Annual Report 2016-17</i></p> <p>SSMO, in response to the SES Workforce Skills Audit, created a Senior Executive Leadership Development Program for delivery by ANZSOG, aimed to "increase SES capabilities in shaping strategic thinking and delivering results". (p. 15)</p> <p>Outlined leadership development initiatives relating to SES officers, including participation in ANZSOG training programs and further development of the Senior Executive Leadership Capability Framework. TSS Senior Executive Forums were also held to investigate development of 'leadership and management capability' in SES officers. (pp 16-17)</p>	<p>Auditor-General's Report – <i>Appointment of Tasmanian State Service Senior Executive Officers, General Stream Bands 9 and 10 and Professional Stream Band 6 Positions</i></p> <p>Following on from the recommendations, detailed Guidelines on SES Recruitment and Conflicts of Interest in Recruitment have been finalised and implemented.</p> <p><i>Report of the Auditor-General No. 2 of 2016-17 – Workforce Planning in the Tasmanian State Service</i></p>	

Year	State Service Annual reports	Directions, policy	Legislation, regulations etc
2016	<p><i>TSS Annual Report 2015-16</i></p> <p>Heads of TSS agencies began developing a gender diversity strategy, setting a target of at least 40% women in senior executive positions by 2020. (p8)</p> <p>State Service Management Office implemented first recommendations from SES Workforce Skills Audit to build on the Senior Executive Leadership Capability Framework, delivering programs and activities related to SES professional learning and leadership development. (pp24-25)</p> <p>TSS began trial of new process for advertising and filling SES vacancies, focused on 'ideal' candidates and future executive opportunities. (p28)</p>	<p><i>SSMO - Managing Positions in the State Service (MPSS 2016)</i></p> <p>Released in April 2016, this revision of the 2014 MPS took into account "the findings of an evaluation into MPSS and simplifies, removes ambiguities and streamlines the original processes". This does not apply to SES.</p>	<p><i>State Service Legislation (Miscellaneous Amendments) Act 2016</i> [repealed in 2017]</p> <p><i>State Service (Agencies and Heads of Agencies) Order 2016</i></p> <p><i>Public Sector Superannuation Reform (Consequential and Transitional Provisions) Act 2016</i></p>
2015	<p><i>TSS Annual Report 2014-15</i></p> <p>TSS undertook a first ever skills audit of the SES to develop a 'senior executive capability program' and "build a strong leadership cohort". (pp 6, 22)</p> <p>Outlined leadership development initiatives relating to SES officers, including participation in ANZSOG executive training programs as well as continued development of the Senior Executive Leadership Capability Framework. TSS Senior Executive Forums were held to investigate</p>	<p><i>Employment Direction No. 17 – Senior Executive Service and Equivalent Specialist Officers Administrative Arrangements and Conditions of Service</i></p> <p>Prescribes the administrative arrangements and requirements to apply to persons appointed under Section 31 of the <i>State Service Act 2000</i> as Senior Executive Service (SES) officers in relations to classification, appointment, termination, salary and performance management.</p>	<p><i>State Service (Agencies and Heads of Agencies) Order 2015</i></p>

Year	State Service Annual reports	Directions, policy	Legislation, regulations etc
	development of 'leadership and management capability' in SES officers. (pp 22-24)		
2014	<p><i>TSS Annual Report 2013-14</i></p> <p>Outlined employment classification of senior executives and conditions as established under <i>Employment Direction No. 17</i>. (p39)</p> <p>Outlined leadership development initiatives relating to SES officers, including participation in ANZSOG executive training programs as well as TSS Tasmanian Leaders Program. Also detailed new TSS initiatives to develop 'highest quality SES leadership': a Senior Executive Rotation and Mobility Policy, and new Senior Executive Leadership Capability Framework to prescribe desired capabilities and qualities of SES officers as well as "provide a key tool to support executive performance management". (pp43-48)</p> <p>Heads of TSS agencies investigated appointment and employment arrangements, and performance management issues, related to SES officers; led to issuing a revised <i>Employment Direction No. 17</i> in June 2014, amended in relation to consecutive appointments and incentive payments. (p. 86)</p>	<p>SSMO - <i>Managing Positions in the State Service</i></p> <p>Released in Sep 2014 "to assist Heads of Agencies to meet the Government's commitment to reduce employment costs as well as to have a more productive and effective Tasmanian State Service". This does not apply to SES.</p>	<p><i>State Service (Agencies and Heads of Agencies) Order 2014</i></p>

Year	State Service Annual reports	Directions, policy	Legislation, regulations etc
2013	<p><i>TSS Annual Report 2012-13</i></p> <p>First report by Head of new Tasmanian State Service (TSS) – and also Premier’s Department Secretary – outlining employment classification of senior executives and conditions as established under <i>Employment Direction No. 17</i>. (p. 47)</p> <p>Also outlined leadership development initiatives relating to SES officers, including participation in ANZSOG executive training programs as well as new TSS Tasmanian Leaders Program. (p. 51)</p>	<p><i>Senior Executive Leadership Capability Framework</i></p> <p>Was the first priority in the broader management and leadership initiative then underway in the State Service.</p> <p><i>Employment Direction No. 7 – Pre-Employment Checks</i></p>	
2012	<p><i>SSC Annual Report 2011-12</i></p> <p>Outlined new leadership development initiatives relating to SES officers, including participation in several ANZSOG executive training programs. (p. 38)</p>		<p><i>State Service Amendment Act 2012</i></p>
2011	<p><i>SSC Annual Report 2010-11</i></p> <p>Detailed an amendment to <i>Ministerial Direction No. 17 – Senior Executive and Equivalent Specialist Officers</i> relating to remuneration and salary rates for SES officers. (p7)</p> <p>Outlined new leadership development initiatives relating to SES officers, including creation of a Senior Executive</p>		<p><i>State Service Regulations 2011</i></p> <p>Supplement the <i>State Service Act 2000</i> (the Act) and, alongside and Employment Directions, are a key component of the legislative framework supporting the operation of the State Service.</p> <p><i>State Service Amendment (Redeployment) Act 2011</i> – applies to employees, not officers.</p>

Year	State Service Annual reports	Directions, policy	Legislation, regulations etc
	Capability Profile and supporting documentary materials. (p52)		
2010	<p><i>SSC Annual Report 2009-10</i></p> <p>Detailed a new <i>Ministerial Direction No. 17 – Senior Executive and Equivalent Specialist Officers</i> relating to administrative arrangements for the creation and abolition of senior executive roles, appointment and termination of SES officers and their applicable conditions of service. (p. 5)</p>		
2009	<p><i>SSC Annual Report 2008-09</i></p> <p>Outlined statistics related to SES classification levels and remuneration, and delegation powers of the SSC relating to senior executives. (p. 69)</p>		<i>State Service (Agencies and Heads of Agencies) Order 2009</i>
2008	<p><i>SSC Annual Report 2007-08</i></p> <p>Outlined statistics related to SES classification levels and remuneration, and delegation powers of the SSC relating to senior executives. (p. 76)</p>		<i>State Service (Agencies and Heads of Agencies) Order 2008</i> https://www.legislation.tas.gov.au/view/html/asmade/sr-2008-004
2007	<p><i>SSC Annual Report 2006-07</i></p> <p>Outlined statistics related to SES classification levels and remuneration, and delegation powers of the SSC relating to senior executives. (p. 62)</p>		

Year	State Service Annual reports	Directions, policy	Legislation, regulations etc
2006	<p><i>SSC Annual Report 2005-06</i></p> <p>Outlined statistics related to different means of advertisement of TSS senior executive vacancies, through online jobs portal, press advertisements and internal appointments/promotions. (pp 14-15)</p>		<p><i>State Service (Agencies and Heads of Agencies) Order 2006</i></p> <p><i>State Service (Agencies and Heads of Agencies) Order (No. 2) 2006</i></p>
2005	<p><i>SSC Annual Report 2004-05</i></p> <p>Outlined statistics related to different means of advertisement of TSS senior executive vacancies, through online jobs portal, press advertisements and internal appointments/promotions. (pp 10-11)</p>		<p><i>Public Sector Superannuation (Miscellaneous Amendments) Act 2005</i></p>
2004	<p><i>SSC Annual Report 2003-04</i></p> <p>Outlined statistics related to different means of advertisement of TSS senior executive vacancies, through online jobs portal, press advertisements and internal appointments/promotions. (pp 7-8)</p>		
2003	<p><i>SSC Annual Report 2002-03</i></p> <p>“This year has also seen the completion of the review of the Senior Executive Classification System, including the implementation of the recommendations arising from the review. As part of this process, a capability framework for senior executives has been developed,</p>		

Year	State Service Annual reports	Directions, policy	Legislation, regulations etc
	<p>drawing together the knowledge, skills and personal attributes required of senior executives at each of the four levels. The framework has been released for use by Agencies in designing senior executive roles as well as personal and career development and performance management". (pp 3, 25)</p> <p>Following review, TSS leadership development programs were extended to include more senior level executives in tailored courses. (p. 17)</p>		
2002	<p><i>SSC Annual Report 2001-02</i></p> <p>Outlined how new Act established process for creation of Senior Executive positions. (pp23-24)</p> <p>OSSC undertook a major review of the Senior Executive Classification System: "intended that the outcome of the review will be consolidated into a management system for senior executives"; review areas included employment classification, executive remuneration, the merit principle, and performance management. (p. 24)</p>		<p><i>State Service (Agencies and Heads of Agencies) Order 2002</i></p> <p>This order omits and substitutes Schedule 1 to the <i>State Service Act 2000</i>, which specifies the Agencies and Heads of Agencies, consequential on the restructuring of the State Service.</p>
2001	<p><i>SSC Annual Report 2000-01</i></p> <p>First report by new State Service Commissioner, outlining new TSS</p>		

Year	State Service Annual reports	Directions, policy	Legislation, regulations etc
	<p>Principles as established by the <i>State Service Act 2000</i>. (pp 3-4)</p> <p>Outlined that new Act established right of return ('reversion rights') for senior executives. (p. 6)</p>		
2000	<i>CPE Annual Report 1999-00</i>	<p><i>Employment Instruction 99/1 – Employment in the Tasmanian State Service</i></p> <p>In part related to defining categories of TSS employees, including SES officers. (p. 7)</p>	<p><i>State Service Act 2000</i></p> <p>Came into force in November 2000 following a review of the State Service Act 1984.</p>
1999	<p><i>CPE Annual Report 1998-99</i></p> <p>Tasmanian State Service introduced a Changing Workplace Behaviour Management Plan in May 1997. Its implementation was overseen by a Peak Body (chaired by the Commissioner for Public Employment) and coordinated by several sub-committees, including one representing the State Executive Service (SES). (p. 4)</p>		
1985			<i>State Service Act 1985</i>
Pre-1985 legislation			<p><i>Public Service Act 1905</i></p> <p><i>Public Service Act 1918</i></p> <p><i>Public Service Act 1923</i></p>

Year	State Service Annual reports	Directions, policy	Legislation, regulations etc
			<i>Public Service Tribunal Act 1958</i>