Part 3.2: People

People Strategy

The Department's *People Strategy 2016–20* outlines our approach to continuing to build a contemporary, capable, well led, talented, adaptive and flexible workforce. It has four key areas of action; as shown in Figure 3.2.1.

The People Strategy drives our continued improvement of the way we manage our workforce to ensure we are well positioned to deliver our Purpose. This includes ensuring we build the right capability to meet the challenges ahead.

Figure 3.2.1: *People Strategy 2016–20* key areas of action

Managing workforce composition and agility

Investing in career succession

Focusing on our people

Building the right capability

Continue to improve our culture and leadership

Organisational performance

The Australian Public Service (APS) State of the Service Employee Census (Staff Survey) continues to provide valuable insight into staff views. The survey was conducted between 8 May and 9 June 2017, with 74 per cent of staff participating.

The Staff Survey shows the Department's leadership and culture have improved over the past twelve months, placing the Department in a good position to meet its objectives and future challenges. Results show the Department's staff are more highly engaged than the APS average (6.8 compared to 6.6 out of 10). Staff perception of senior leadership in the Department was significantly above the APS average in all categories. Refer *Figure 3.2.2* and *Figure 3.2.3*.

The Department also conducts a Pulse Survey twice a year, which complements the annual Staff Survey. The Pulse Survey is an internal tool to further measure employee outcomes, organisational performance, leadership and culture. The Pulse Survey links to and supports the Strategic Intent, *Our Behaviours in Action* and the People Strategy.

The collection of people data is critical in helping the Department continue to drive improvements in performance and culture.

Figure 3.2.2: APS employee engagement
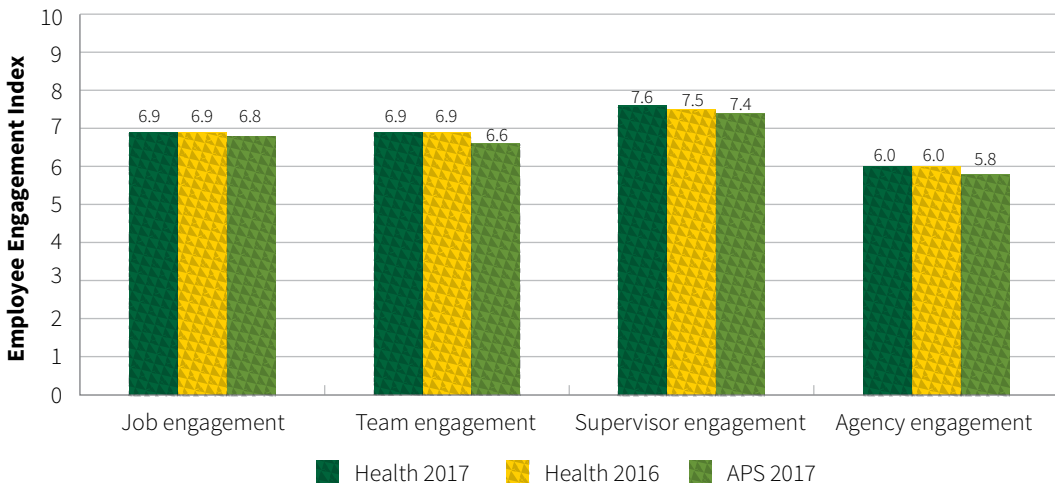
Figure 3.2.3: APS senior leadership perception
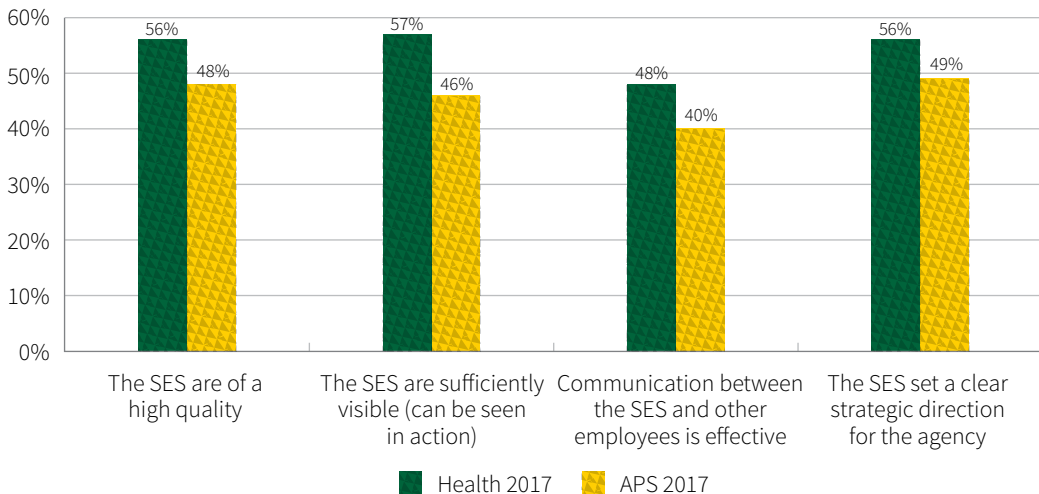
Workforce composition

As at 30 June 2017, the Department has a workforce of 4,720 APS staff (including staff on leave and secondment). This is a decrease from 5,037 as at 30 June 2016, which is largely attributed to tighter recruitment controls and a Voluntary Redundancy Program. The workforce profile at 30 June 2017 was as follows:

- 96.1 per cent of staff were ongoing and 3.9 per cent were non-ongoing;
- 21.6 per cent of staff were employed on a part-time basis;
- 68.6 per cent of staff were female; and
- 2.6 per cent of staff identified as Aboriginal and/or Torres Strait Islander.

Figure 3.2.4: Comparison of gender profile at 30 June 2017 [57,58]

Table 3.2.1: Comparison of Indigenous staff by employment status between 30 June 2016 and 30 June 2017

Employment status	Indigenous staff	
	30 June 2017	30 June 2016
Ongoing	121	102
Non-ongoing	1	6
Total Indigenous staff	**122**	**108**
Percentage of Indigenous staff in the Department	**2.6%**	**2.1%**

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[57] Excluding the Secretary, Holder of Public Office and the Chief Medical Officer. Senior Executive Service (SES) staff and equivalent comprise SES Band 1-3 and Medical Officers 5-6. Executive Level (EL) Staff and equivalent comprise EL 1-2, Medical Officers 2-4, Legal 1-2, Public Affairs 3, Senior Principal Research Scientist and Principal Research Scientist.

[58] The Department has implemented the Australian Government Guidelines on the Recognition of Sex and Gender and made changes to the Human Resource Management System to enable collection of non-binary gender. At 30 June 2017, no staff has self-identified as non-binary.

Staffing retention and turnover

A 2016-17 Voluntary Redundancy Program was implemented to support the Department's efforts to adjust the size of its workforce. The strategy was, in part, developed in response to a reduction in our staff turnover rate.

The ongoing staff turnover rate in 2016-17, excluding voluntary redundancies, was 7.7 per cent, a decrease from 12 per cent in 2015-16. Including the Voluntary Redundancy Program, the ongoing staff turnover rate was 13.4 per cent.

The strategy has enabled the Department to enter the 2017-18 financial year with a more sustainable workforce profile.

Analysing workforce composition

The Department completed its first full segmentation of the workforce by job family to better understand key factors of different occupational groups, such as attraction, retention and engagement. A job family is a high level grouping of similar jobs that have related skills, tasks and knowledge. This represents a significant step forward in the development of the Department's workforce planning. Through this information, the Department has increased capacity to identify critical capabilities and roles, develop career pathways for staff and share professional expertise across functional areas as well as the wider APS.

Table 3.2.2: Staff numbers by classification at 30 June 2017

Classification	Female		Male		2016-17 Total	2015-16 Total
	Full-time	Part-time	Full-time	Part-time		
Secretary	-	-	1	-	1	1
Holder of Public Office	3	-	2	-	5	5
Senior Executive Band 3	4	-	4	-	8	7
Senior Executive Band 2	16	-	13	-	29	30
Senior Executive Band 1	61	2	50	-	113	107
Executive Level 2	270	58	210	10	548	565
Executive Level 1	548	283	424	35	1,290	1,327
APS 6	697	296	335	24	1,352	1,429
APS 5	362	127	146	14	649	726
APS 4	239	73	73	6	391	460
APS 3	34	15	14	8	71	117
APS 2	5	12	8	12	37	57
APS 1	1	2	4	4	11	13
Health Entry-Level Broadband	46	-	24	-	70	52
Legal 2	12	4	7	1	24	24
Legal 1	11	5	7	-	23	20
Chief Medical Officer	-	-	1	-	1	1
Medical Officer 6	1	2	3	1	7	7
Medical Officer 5	8	1	7	2	18	16
Medical Officer 4	5	4	12	2	23	19
Medical Officer 3	10	6	7	2	25	29
Medical Officer 2	4	6	3	1	14	12
Public Affairs 3	4	2	1	-	7	7

Table 3.2.2: Staff numbers by classification at 30 June 2017 (continued)

	Female		Male		2016-17 Total	2015-16 Total
Classification	**Full-time**	**Part-time**	**Full-time**	**Part-time**		
Public Affairs 2	1	-	1	-	2	2
Professional 1	-	-	-	-	-	1
Senior Principal Research Scientist	-	-	1	-	1	2
Principal Research Scientist	-	-	-	-	-	1
Department total	**2,342**	**898**	**1,358**	**122**	**4,720**[59]	**5,037**

This table includes:

• headcount figures of departmental staff as at 30 June 2017;
• staff on leave and secondment; and
• staff acting at a higher level, for any period as at 30 June 2017 (that is, these staff are listed against their higher classification).

Table 3.2.3: Distribution of staff by State and Territory at 30 June 2017[60]

State	Total
Australian Capital Territory	3,745
New South Wales	362
Victoria	249
Queensland	142
Western Australia	66
Northern Territory	24
South Australia	86
Tasmania	46
Department total	**4,720**

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[59] The majority of the 2016-17 decrease in staffing numbers from 2015-16 can be attributed to the Voluntary Redundancy Program.
[60] This table includes the head count figures of all staff by State and Territory as at 30 June 2017, including staff on leave, secondment and outposted staff.

Employment arrangements

The Department's practices for making employment arrangements with it's staff are consistent with the requirements of the *Workplace Bargaining Policy 2015* and the *Fair Work Act 2009*. Information on employment arrangements is outlined below.

Enterprise Agreement

The *Department of Health Enterprise Agreement 2016–2019* (EA) provides the terms and conditions of employment for non-SES staff. The EA commenced operation on 3 February 2016 and will nominally expire on 26 January 2019.

The EA contains a flexibility provision, which enables the Department to make an Individual Flexibility Arrangement with a non-SES staff member. An Individual Flexibility Arrangement varies specified terms and conditions provided under the EA for that individual where necessary and appropriate. For further information on the number of staff with these arrangements refer *Table 3.2.4*.

Table 3.2.4: Non-SES staff covered by Individual Flexibility Arrangements and the EA at 30 June 2017

Number of staff covered by the:		Total
EA	EA and an approved Individual Flexibility Arrangement	
4,233	329	4,562

All salary increases awarded to staff by the EA are funded through savings generated by a range of productivity improvements. These savings have been achieved through corporate initiatives or productivity improvements, such as property and ICT efficiencies, through streamlining processes, and removal of restrictive and/or inefficient work practices.

The Department does not have any Australian Workplace Agreements in place and generally does not use common law contracts. However, common law contracts may be used where necessary to establish and/or supplement conditions and entitlements.

Performance pay

The Department no longer offers performance pay to new or ongoing staff. As a result, no departmental staff received performance payments in 2016-17.

Remuneration for senior officials

The Department maintained a remuneration position consistent with equivalent public sector entities during 2016-17. Base salaries and inclusions, such as the allowance paid in lieu of a motor vehicle, complied with Government policy and guidelines. Individual salaries are negotiated on commencement and reviewed annually by the Department's Executive Committee. Total remuneration for SES staff may have included non-monetary inclusions or reimbursements for mobile phones and laptops/tablets.

Comprehensive terms and conditions of employment for new departmental SES staff are provided via individual determinations made under section 24(1) of the *Public Service Act 1999*.

Table 3.2.5: Average annual reportable remuneration paid to substantive executives during the reporting period

Total remuneration $	Executives no.	Average reportable salary[61] $	Average contributed superannuation $	Average allowances $	Average bonus paid $	Average total remuneration $
200,000 and less	34	95,825	15,875	10	-	111,710
200,001 to 225,000	34	189,867	29,196	91	-	219,154
225,001 to 250,000	40	203,554	33,210	33	-	236,774
250,001 to 275,000	24	225,718	36,821	47	-	262,585
275,001 to 300,000	18	246,183	38,889	51	-	285,124
300,001 to 325,000	8	268,207	43,913	116	-	312,236
325,001 to 350,000	5	293,387	43,749	52	-	337,187
350,001 to 375,000	3	323,400	47,523	-	-	370,923
375,001 to 400,000	3	338,450	54,571	-	-	393,021
400,001 to 450,000	4	365,708	61,368	174	-	427,251
450,001 to 500,000	3	401,586	66,674	-	-	468,260
500,001 to 750,000	-	-	-	-	-	-
750,001 to 775,000	1	736,848	31,409	-	-	768,258
Total number of executives[62]	**177**	**-**	**-**	**-**	**-**	**-**

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[61]   Excludes payments made on termination, including employee entitlements and separations.

[62]   Any employee who held a substantive SES or equivalent position during 2016-17 is represented as one (1).

Table 3.2.6: Remuneration paid to highly paid staff during the reporting period

Total remuneration $	Executives no.	Average reportable salary[63] $	Average contributed superannuation $	Average allowances $	Average bonus paid $	Average total remuneration $
200,001 to 225,000	10	179,639	30,962	123	-	210,724
225,001 to 250,000	2	197,846	34,224	-	-	232,070
250,001 to 275,000	1	220,574	33,938	-	-	254,512
275,001 to 300,000	1	244,170	35,420	-	-	279,590
300,001 to 325,000	2	263,149	42,624	1,560	-	307,333
Total number of highly paid staff [64]	**16**	-	-	-	-	-

Table 3.2.7: SES staff and equivalent staff with Individual Agreements at 30 June 2017

Nominal classification	Number of staff with Individual Agreements		Total
	Female	**Male**	
Senior Executive Band 3	3	4	7
Senior Executive Band 2	14	11	25
Senior Executive Band 1	53	41	94
Chief Medical Officer	-	1	1
Medical Officer 6	3	4	7
Medical Officer 5	9	9	18

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[63] Excludes payments made on termination, including employee entitlements and separations.

[64] Also includes employees who have been provided with higher duties in 2016-17.

Table 3.2.8: Non-salary benefits

Non-SES staff
Access to engage in private medical practice for Medical Officers
Access to Individual Flexibility Arrangements
Access to negotiated discount registration/membership fees to join a fitness or health club
Access to paid leave at half pay
Access to remote locality conditions
Access to the Employee Assistance Program
Additional cultural and ceremonial Aboriginal and Torres Strait Islander employee's leave
Australian Defence Force Reserve, full-time service or cadet leave
Annual close down and early stand down at Easter and Christmas Eve
Annual leave
Annual free onsite influenza vaccinations for staff
Bereavement and compassionate leave
Breastfeeding facilities and family care rooms
Community service leave
Financial assistance to access financial advice for staff 54 years and older
Flexible working locations and home-based work including, where appropriate, access to laptop computers, dial-in facilities, and mobile phones
Flextime (not all non-SES employees) and time in lieu
Hepatitis B vaccinations for staff who are required to come into regular contact with members of the community classified as at increased risk with regard to hepatitis B
Miscellaneous leave with or without pay
Parental leave – includes maternity, adoption and partner leave
Personal/carers leave
Provision of eyesight testing and reimbursement of prescribed eyewear costs specifically for use with screen-based equipment
Public Transport Loan Scheme
Purchased and extended purchased leave
Recognition of travel time
Reflection room
Study assistance
Support for professional and personal development
SES staff
All the above benefits except flextime and access to Individual Flexibility Arrangements
Airport lounge membership
Car parking
Cash-out of annual leave
Executive Vehicle Allowance
Individual determinations made under section 24(1) of the *Public Service Act 1999*
IT Reimbursement Scheme

Salary ranges

Table 3.2.9: EL and APS levels salary structure

Classification	Salary ranges at 30 June 2017 $
Executive Level 2	139,182
	132,500
	128,219
	117,557
Executive Level 1	112,377
	107,929
	102,820
	98,531
APS 6	90,455
	88,475
	84,070
	80,181
APS 5	77,459
	73,573
	71,624
APS 4	70,607
	68,662
	66,824
APS 3	65,376
	62,410
	60,651
	58,981
APS 2	55,696
	54,148
	52,569
	51,038
APS 1	49,044
	46,763
	45,214
	43,670
Staff at 20 years of age	39,740
Staff at 19 years of age	35,374
Staff at 18 years of age	30,569
Staff under 18 years of age	26,202

Table 3.2.10: Health Entry-Level Broadband

Local title	APS classification	Salary ranges at 30 June 2017 $
Health Entry-Level (T, I, A, or G)	APS 4	70,607
		68,662
		66,824
	APS 3	65,376
		62,410
		60,651
		58,981
	APS 2	55,696
		54,148
		52,569
		51,038
	APS 1	49,044
		46,763
		45,214
		43,670
	Staff at 20 years of age	39,740
	Staff at 19 years of age	35,374
	Staff at 18 years of age	30,569
	Staff under 18 years of age	26,202

Notes:

(T) = Trainees

(I) = Indigenous Australian Government Development Program participants

(A) = Indigenous Apprenticeship Programme

(G) = Graduates

Table 3.2.11: Professional 1 salary structure

Local title	APS classification	Salary ranges at 30 June 2017 $
Professional 1	APS 5	77,459
	APS 5	73,573
	APS 4	68,662
	APS 4*	66,824
	APS 3**	62,411
	APS 3	60,651

Notes:

* Salary on commencement for a professional with a four year degree (or higher).

** Salary on commencement for a professional with a three year degree.

Table 3.2.12: Medical Officer salary structure

Local title	Salary ranges at 30 June 2017 $
Medical Officer Class 4	167,183
	157,804
	151,887
Medical Officer Class 3	145,827
	139,279
Medical Officer Class 2	131,246
	124,563
Medical Officer Class 1	113,830
	103,119
	95,814
	88,446

Table 3.2.13: Legal salary structure

Local title	APS classification	Salary ranges at 30 June 2017 $
Legal 2	Executive Level 2	144,054
		137,801
		133,347
Legal 1	Executive Level 1	121,930
		112,247
		102,820
	APS 6	88,475
		84,069
		80,180
	APS 5	74,213
	APS 4	69,573

Table 3.2.14: Public Affairs salary structure

Local title	APS classification	Salary ranges at 30 June 2017 $
Senior Public Affairs 2	Executive Level 2	144,750
		139,124
Senior Public Affairs 1	Executive Level 2	132,500
Public Affairs 3	Executive Level 1	120,805
		114,945
		107,959
Public Affairs 2	APS 6	90,549
		84,069
		80,180
	APS 5	77,459
		73,573
	APS 4	70,606
	APS 4*	66,824

Note:

* This level is generally reserved for staff with less than two years' experience.

Table 3.2.15: Research Scientist salary structure

Local title	APS classification	Salary ranges at 30 June 2017 $
Senior Principal Research Scientist	Executive Level 2	176,761
		159,003
Principal Research Scientist	Executive Level 2	155,884
		151,052
		144,887
		141,067
		135,835
Senior Research Scientist	Executive Level 2	141,548
		132,500
		128,219
		117,557
Research Scientist	Executive Level 1	105,879
		98,531
	APS 6	84,224
		79,826
		77,656

Capability

Building the right capability

The Department's *Learning and Development Strategy 2016–2019* (L&D Strategy) supports the People Strategy and aims to create a diverse learning environment that builds a capable workforce to achieve departmental outcomes. The L&D Strategy also identifies a number of key drivers and learning principles, recognising the different influences, learning methods and future staff challenges the Department faces.

In 2016-17, the Department delivered a number of new learning and development initiatives including:

* 21st Century Services pilot program to develop strategic policy – an instructor-led program delivered to 90 staff to provide participants with a foundation for applying design and systems thinking in the workplace;
* Cultural Appreciation Program – an internally facilitated program delivered to 176 staff, growing from the pilot program delivered in August 2015 reaching 106 staff, to build the knowledge and appreciation of Aboriginal and Torres Strait Islander perspectives, history, diversity and culture for all staff; and
* Early Intervention pilot – delivered to 145 staff to equip managers and staff to confidently recognise and respond when an employee is showing signs of injury and/or illness, in order to reduce the risk of long term injury and illness.

The Department continued to deliver training incorporating elements from the Australian Public Service Commission fundamental programs. To build the capability of the Department's staff through face-to-face learning, 7,981 instructor-led training places were filled across subject areas including:

* information technology;
* writing and communication;
* stakeholder engagement;
* fraud and corruption awareness;
* project management; and
* leadership and management.

The Department also offers e-learning programs to staff, encompassing subjects such as APS Values, cultural awareness, work health and safety, financial management and knowledge management. In 2016-17, the Department focussed training on fraud awareness and record keeping. E-learning programs were accessed 8,811 times during 2016-17.

Training participation rates in 2016-17 have significantly increased on last year, largely due to the Department's increased focus on fraud and corruption awareness, and an upgrade to records management software that has required additional training of staff.

Continuing to improve our leadership

The Department continues to deliver leadership development programs, building the leadership and management capability within the Department. During 2016-17, leadership programs were redesigned to address the need to build leadership capabilities at all levels and strengthen key capabilities outlined in the *Strategic Intent 2016–20*.

During 2016-17, the Department's leadership development programs were redesigned to address the need to build leadership at all levels and strengthen key capabilities outlined in the Department's *Strategic Intent 2017–21*, *People Strategy 2016–20*, and *Our Behaviours in Action*. The leadership programs include:

- Ignite – to equip participants to better deal with emotions and behaviours in the workplace;
- Foundational – to strengthen capabilities critical to supervisor success;
- Expansion – to strengthen and deepen capabilities that enable more influential and collaborative work practices to address complex leadership issues and challenges in a dynamic work environment; and
- Section Leaders – to support and strengthen leadership capabilities that support organisational and enterprise leadership.

Specific support and capability development for Executive Level (EL) staff has been a focus in 2017-18. The Department's 360 degree feedback survey was incorporated into the revised Expansion and Section Leaders leadership development programs. The survey enables EL staff to identify professional strengths and developmental opportunities through feedback received from their staff, colleagues and supervisors.

The Department has been working to provide additional support and guidance for its leaders beyond instructor-led programs, with the development of the Leadership and Management Framework. The Framework outlines the leadership expectations required at each level and provides an overview of core leadership and management options available for staff. The Framework supports the People Strategy, and embeds *Our Behaviours in Action* through the development of leadership at all levels.

The Department also continued to develop the leadership capability of SES staff, by providing 'SES Snapshot' sessions which focus on an individual topic of interest each month, as well as facilitating 'learning circles' that allow our SES staff to share and discuss matters in an open and supportive forum. These initiatives provide for continual learning and development through practical and social learning.

Culture

Workforce inclusivity and diversity

The Department is committed to reflecting the diversity of the Australian community in its workforce by building an inclusive culture that respects and celebrates differences. Diversity in our experiences, backgrounds, skills, talents and views enriches our working environment and capacity to deliver health outcomes for all Australians.

In 2016-17, the Department appointed nine new Diversity Champions from its Senior Executive cohort. These officers raise awareness and understanding by educating colleagues and advocating for diversity across the Department more broadly.

The Department supports three formal staff networks – the National Aboriginal and Torres Strait Islander Staff Network, Health Pride Network, and Disability and Carers Network – that also aim to raise awareness of the benefits of an inclusive culture. In 2016-17, the Department participated in a number of whole-of-Government fora, roundtables and meetings with stakeholders and corporate partners including the Australian Network on Disability, and Pride in Diversity.

In 2016-17, the Department developed the first *Accessibility Action Plan* and the fourth *Reconciliation Action Plan*, as well as establishing a working group to develop a Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) Action Plan. The new *Innovate Reconciliation Action Plan 2017–19* was developed in consultation with Reconciliation Australia, Health's Aboriginal and Torres Strait Islander Champions, the National Aboriginal and Torres Strait Islander Staff Network, as well as other employees across the Department. These plans collectively outline clear pathways for the Department to achieve a more inclusive workplace. For further information on the *Accessibility Action Plan*, refer *Part 3.4: External Scrutiny and Compliance*.

Recognising staff

The Department actively participates in the Australia Day Achievement Awards, offered by the National Australia Day Council. The awards aim to promote a sense of national pride, and a commitment to our country and its future among all Australians. In 2017, four individual and four team awards were presented across the Department in the categories of innovation, service, relationships and leadership.

Career and Succession

Performance development

Creating a culture of high performance and an environment that provides both job satisfaction and opportunities for career growth are a continuing focus for the Department. All staff engage in a formal Performance Development Scheme process twice a year to discuss their achievements, work responsibility and development.

The Department is improving the process and systems that support staff to achieve the Department's, and their own, performance goals. Improvements during 2016-17 include:

- development of a performance management framework to strengthen and simplify understanding of the Department's performance processes and tools;
- reviewing and updating the Department's performance, underperformance and reward and recognition policies and guidelines;
- ongoing development of tools and training to support quality performance conversations;
- updates and simplifications to the IT systems used to support the formal performance assessment process.

Investing in high performance is central to *Our Behaviours in Action*, with nurturing talent and building capability fundamental to this investment.

During 2016-17, the Department continued its commitment to ensuring the highest ethical standards. This included the provision of a range of behavioural and ethical education and training opportunities aimed at embedding staff knowledge and understanding of their responsibilities, and emphasising the workplace behaviours expected of all staff under the APS Code of Conduct.

All alleged breaches of the APS Code of Conduct are treated seriously and managed in accordance with best practice. The majority of complaints received were handled through local management action or preliminary investigation. The Department finalised 12 APS Code of Conduct investigations during 2016-17, resulting in nine breaches of the APS Code of Conduct being determined.

Entry-level programs

During 2016-17, improvements have been made to learning and development for the Department's entry-level programs, including Graduates and Indigenous Entry Level Program participants (Trainees).

The revised Graduate training approach incorporated learning in the following key areas:

- understanding Government;
- understanding the health system; and
- understanding self.

The Trainees undertake core learning and development through their respective trainee programs – the Indigenous Apprenticeship Programme and the Indigenous Australian Government Development Program.

Once Trainees successfully complete all components of the program, they receive a nationally recognised accredited qualification, the Diploma of Government.

These areas for development are underpinned by the APS core skills programs and consist of a number of blended learning methods including face-to-face, online, on-the-job and self-directed learning which align to the 70:20:10 principle.

Grads lead the charge on innovation

All levels of staff are encouraged to embrace innovation and members of our 2016 IT graduate program readily took up the challenge.

In partnership with the Therapeutic Goods Administration (TGA), the graduate group developed the MedSearch app – taking the product information search capability available on the TGA website and recreating it for iOS and Android mobiles.

The app allows health professionals and consumers to quickly search for and retrieve product information, including scientific information about medicines and how to use them safely and effectively. The MedSearch App also includes extra features, including the ability to add results to a favourites list for easy access.

The app has already received accolades, winning project of the year at the Australian Government ICT Entry-level Programs graduation ceremony, beating teams from across the public service to take out the top honour.

> *"Everyone involved in MedSearch blossomed to meet the challenges of the project. You hope that what you did is going to make a real difference for people in the community."*
> – Grant Millsteed, Health 2016 ICT graduate

Career development and mobility

The Department is committed to career development, and supports secondment and mobility opportunities both with the APS and private sector. Health is one of seven agencies participating in Operation Free Range, an Australian Public Service Commission-led study on APS mobility. The study seeks to understand the barriers to, and good practice for inter-agency mobility. Ongoing staff are encouraged to apply, and hiring managers are encouraged to consider mobility into the agency.