



## Katy Gallagher MLA

CHIEF MINISTER

MINISTER FOR HEALTH

MINISTER FOR REGIONAL DEVELOPMENT

MINISTER FOR HIGHER EDUCATION

MEMBER FOR MOLONGLO



Mr Brendan Smyth MLA  
Chair  
STANDING COMMITTEE ON PUBLIC ACCOUNTS  
PO Box 1020  
Canberra ACT 2601

Dear Chair

Thank you for your letter of 23 December 2013 about the *ACT Auditor-General Report No.8 of 2012 – ACT Public Service Recruitment Practices*.

Attached is a table providing information on the progress with regard to implementation of the agreed recommendations, and includes:

- a summary of action to date either completed or in progress; and
- the proposed action and anticipated completion date.

I trust this information is of assistance.

Yours sincerely

Katy Gallagher MLA  
Chief Minister

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# Attachment A

| No. | Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Agreed Implementations                                                                                                                                                                                                                                                                                  | Current Status/                                                                                                                                                                                                                                                                                                                                              | Completion Date                                                                                 |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| 1.  | The Commissioner for Public Administration should regularly monitor and publically report on whole-of-government recruitment activities and trends and periodically analyse whether these align with whole-of-government workforce strategies. This should specifically include higher duties (acting) arrangements.                                                                                                                                                                                                                                      | The Commissioner for Public Administration will report on and provide analysis of recruitment activities against workforce strategies through the annual ACT Public Service State of the Service Report.                                                                                                | Whole-of-government recruitment data is currently being reported to the ACT Public Service Strategic Board and the People and Performance Council and will be publically reported in the annual ACT Public Service State of the Service Report.                                                                                                              | Ongoing                                                                                         |
| 2.  | The Canberra Institute of Technology (CIT), Education and Training Directorate, Health Directorate and Justice and Community Safety Directorate should:<br>(a) Improve recruitment timelines by reviewing their agencies processes to identify potential opportunities for efficiencies in consultation with Shared Services Human Resources (SSHR);<br>(b) Ensure that reasons for delays in actual recruitment processes are clearly identified and documented; and<br>(c) Improve their records management and documentation of recruitment processes. | SSHR will continue to provide each directorate a quarterly report identifying the number of recruitment actions undertaken and the average time taken for each stage of the process compared to the ACT Public Service average. This will assist directorates in identifying delays and inefficiencies. | The audited entities have undertaken to improve monitoring and records management.                                                                                                                                                                                                                                                                           | Complete                                                                                        |
| 3.  | The Health Directorate should provide time-to-hire information to the Commissioner for Public Administration to assist with the preparation of the annual ACTPS Workforce Profile.                                                                                                                                                                                                                                                                                                                                                                        | The Health Directorate will review data captured by its new e-recruitment system to identify appropriate time-to-hire information and provide information to the Commissioner for Public Administration for input in the ACT Public Service State of the Service Report.                                | The Health Directorate provided information for input in the 2012-13 ACT Public Service State of the Service Report.                                                                                                                                                                                                                                         | Ongoing                                                                                         |
| 4.  | The Chief Minister and Treasury Directorate (CMTD) should review and revise the Recruitment in the ACT Public Service guidance document to ensure that it reflects current administrative practices and requirements in the Service.                                                                                                                                                                                                                                                                                                                      | CMTD will revise the Recruitment in the ACT Public Service Guidelines and circulate a draft to directorates for comment in the first half of 2013.                                                                                                                                                      | The revised draft Recruitment in the ACT Public Service Guidelines (the Guidelines) has been issued to directorates and the Human Resource Directors Group for comment. The Guidelines are well advanced but will not be repromulgated until after the Public Sector Management Act review process is complete.                                              | Ongoing<br>To be repromulgated following completion of the Public Sector Management Act review. |
| 5.  | CMTD should develop a mechanism or process:<br>(a) To improve ACT Government agencies' selection committee skills. This may involve the provision of whole-of-government training opportunities and additional support and advice;<br>(b) To share information on better recruitment initiatives across the ACTPS and foster their broader adoption and implementation, taking into account practical issues such as workforce requirements, cost implications and new human resource systems and practices to be implemented by SSHR.                    | The Government agrees selection committee members should have sufficient knowledge and training to meet legislative responsibilities. CMTD will examine existing selection committee training programs and explore ways to share best practice recruitment initiatives.                                 | Whole-of-government recruitment and selection training courses are presented by CIT Solutions. Ongoing reviews are conducted in consultation with Shared Services. The ACT Public Service Strategic Board and the Human Resource Directors Group are being engaged to share information on best practice recruitment methods. The revised Recruitment in the | (a) Ongoing<br><br>(b) See No 4                                                                 |

**Attachment A**

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| 6. | <p>SSHR should:</p> <p>(a) Develop a checklist to guide agencies' use of documentation of higher (acting) arrangements;</p> <p>(b) Implement procedures to:</p> <p>i. Monitor higher duties arrangements and inform the Head of Service, Directors-General and heads of agencies when these are due to expire;</p> <p>ii. Annually provide information on the overall number of acting arrangements, including when there has been an extension beyond six months, to Directors-General, head of agencies and the Commissioner for Public Administration; and</p> <p>(c) Modify the standard Temporary Transfer/Higher Duties Form to include information that demonstrates the reasons for a vacancy and explains why a decision was made that a higher duties (acting) arrangement was appropriate.</p> | <p>SSHR will develop a checklist in consultation with directorates to determine the most appropriate way the Temporary Transfer/Higher Duties Allowance (HDA) form can be enhanced. SSHR already produces monthly reports to directorate Human Resource areas. SSHR will develop a whole-of-government report for the information of the Head of Service and an annual report summarising key information to Directors-General, Heads of agencies and the Commissioner for Public Administration.</p> | <p>ACT Public Service Guidelines will provide further consistent support and advice.</p> <p>Checklists have been developed by SSHR. A template has been developed by CMTD for Shared Services to improve on current reporting on HDA arrangements. Temporary Transfer/Higher Duties Form now requires justification for the recommendation.</p>                                                                                              | <p>(a) Complete</p> <p>(b) Complete To be reported in the 2013-14 ACT Public Service State of the Service Report</p> <p>(c) Complete</p> |
| 7. | <p>The CMTD should:</p> <p>(a) Review ACTPS higher duties (acting) practices and implement procedures to ensure that higher duties (acting) arrangements beyond six month period are merit based; and</p> <p>(b) Provide guidance to agencies on when higher duties (acting) arrangements for five or fewer days are appropriate and what are alternative options.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                    | <p>CMTD in liaison with SSHR will explore ways to improve whole-of-government guidance provided to directorate delegates concerning the approval of Higher Duties Allowances (HDA). This will include the Higher Duties checklist as proposed at Recommendation 6a and workforce planning advice contained in the revised draft Recruitment in the ACT Public Service Guidelines.</p>                                                                                                                 | <p>Shared Services provide a current HDA checklist on the portal. The revised draft Recruitment in the ACT Public Service Guidelines contain a standalone toolkit that provides information on alternative vacancy filling options including when and how to use HDAs and will be governed by the <i>Public Sector Management Standards 2006</i> and Enterprise Agreement provisions (which stipulate when HDA are payable to officers).</p> | <p>(a) Complete see No 6(a) and No 4</p> <p>(b) Ongoing Current enterprise agreements outline when HDA is payable.</p>                   |