

Treasury's Organisational Health and Wellbeing Data Analysis

Section 1: Workforce Profile

Chart 1: Treasury Workforce by Classification: Historical Comparisons (2005–2010)

Source: Aurion

- Trends in Treasury's workforce profile generally mirror those of the Australian Public Service, except in the APS1-4 category.
- Growth across all classifications occurred in 2010 except for APS 6 and SES which decreased by 4.8% and 1.1% respectively.

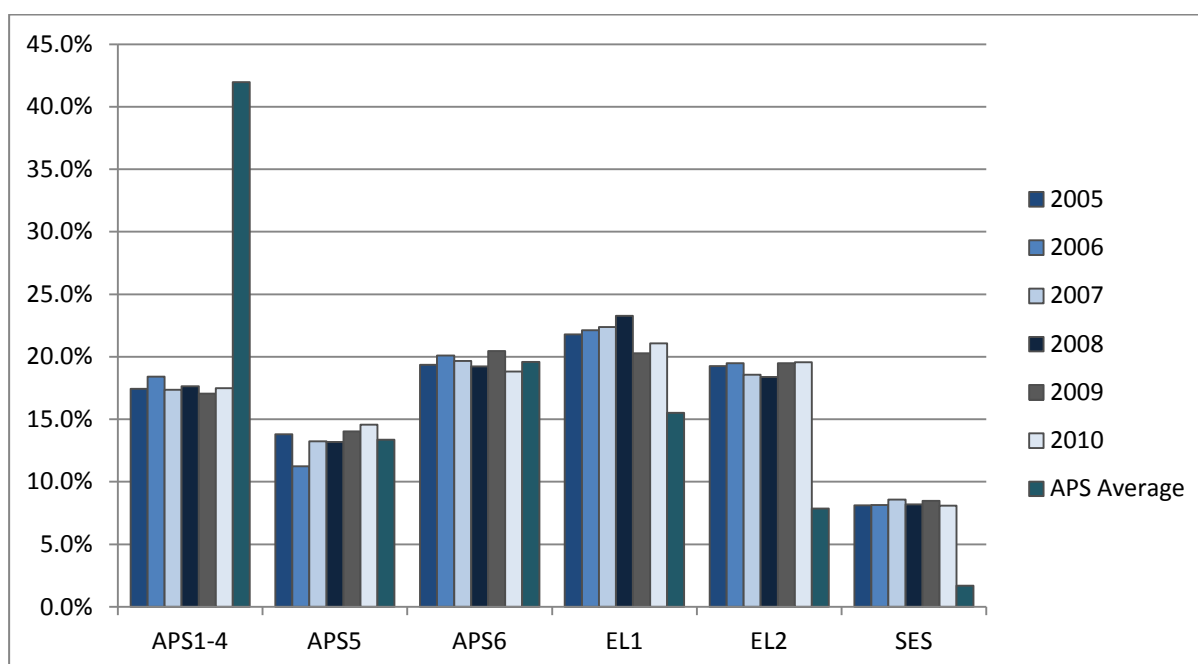


Table 1: Length of APS Service at Level — Years (Ongoing Employees)

Source: APSED

- Table 1 shows a comparison of APS service at level with that of selected agencies.
- Length of APS service at level for Treasury staff is comparable with staff in other central policy agencies for APS 6 and EL1 level staff.
- Treasury EL2, SESB1 and SESB2 staff have more APS experience at level than the other central policy agencies.

Average Length of Time at Level — Years

Classification	Agency				
	Treasury	PM&C	Finance	DFAT	ATO
APS6	2.7	2.3	3.0	4.0	4.7
EL1	4.2	4.1	4.6	5.1	5.4
EL2	6.1	5.5	5.6	5.4	7.1
SESB1	6.7	5.1	5.4	5.6	7.5
SESB2*	5.6	2.5	4.8	6.4	-

Source: APSC

Table 2: Treasury Turnover (Ongoing Employees)

Source: Treasury (Aurion), Comparator Agencies Annual Reports, APSC Statistical Bulletins

- Treasury turnover has remained steady over the last 5 years, and is generally lower than the other central policy agencies, although turnover in the Department of Finance and Deregulation has decreased over the last 2 years to be comparable with Treasury.

	Treasury (%)	PM&C (%)	Finance (%)	ATO (%)
2005-06	13	21	19	6
2006-07	12	26	20	7
2007-08	13	29	17	6
2008-09	12	24	12	7
2009-10	11	23	12	6

- Table 3 shows that for the last 5 years, turnover at the APS5 and APS6 levels has generally been higher than the departmental average. Turnover at the EL2 and SES levels has been lower than the departmental average.

Table 3: Treasury Turnover by Classification (Ongoing Employees)

	Treasury (%)	APS3 (%)	APS4 (%)	APS5 (%)	APS6 (%)	EL1 (%)	EL2 (%)	SES (%)
2005-06	13	11	11	21	20	9	8	1
2006-07	12	4	12	14	16	12	7	7
2007-08	13	8	16	14	17	15	10	12
2008-09	12	9	9	16	20	14	9	9
2009-10	11	3	14	11	14	13	9	6

- Table 4 shows Treasury turnover by group for staff exiting the department.

Table 4: Treasury Turnover by Group and Classification 2007-08, 2008-09, 2009-10 (Ongoing Employees) Source: Aurion

	Group (%)			APS3 (%)			APS 4 (%)			APS5 (%)		
	07-08	08-09	09-10	07-08	08-09	09-10	07-08	08-09	09-10	07-08	08-09	09-10
Corporate	15	14	13	21	28	7	20	10	19	8	14	7
Fiscal	11	8	10	10	7	-	13	27	11	19	12	5
MEG	11	18	11	18	-	-	17	9	9	11	12	15
Markets	12	18	12	-	-	-	15	16	18	18	14	16
Revenue	9	8	10	6	7	6	17	-	6	13	21	11

	Group (%)			APS6 (%)			EL1 (%)			EL2 (%)		
	07-08	08-09	09-10	07-08	08-09	09-10	07-08	08-09	09-10	07-08	08-09	09-10
Corporate	15	14	13	12	10	11	15	9	21	10	33	18
Fiscal	11	8	10	5	7	14	8	7	16	4	7	9
MEG	11	18	11	30	29	15	12	14	13	19	7	8
Markets	12	18	12	22	24	20	28	19	14	16	8	5
Revenue	9	8	10	15	25	13	5	16	9	2	7	10

Section 2: Workforce Diversity

Table 5: 2009-10 Workforce Diversity Profile (Ongoing Employees)

Source: APSED and Aurion

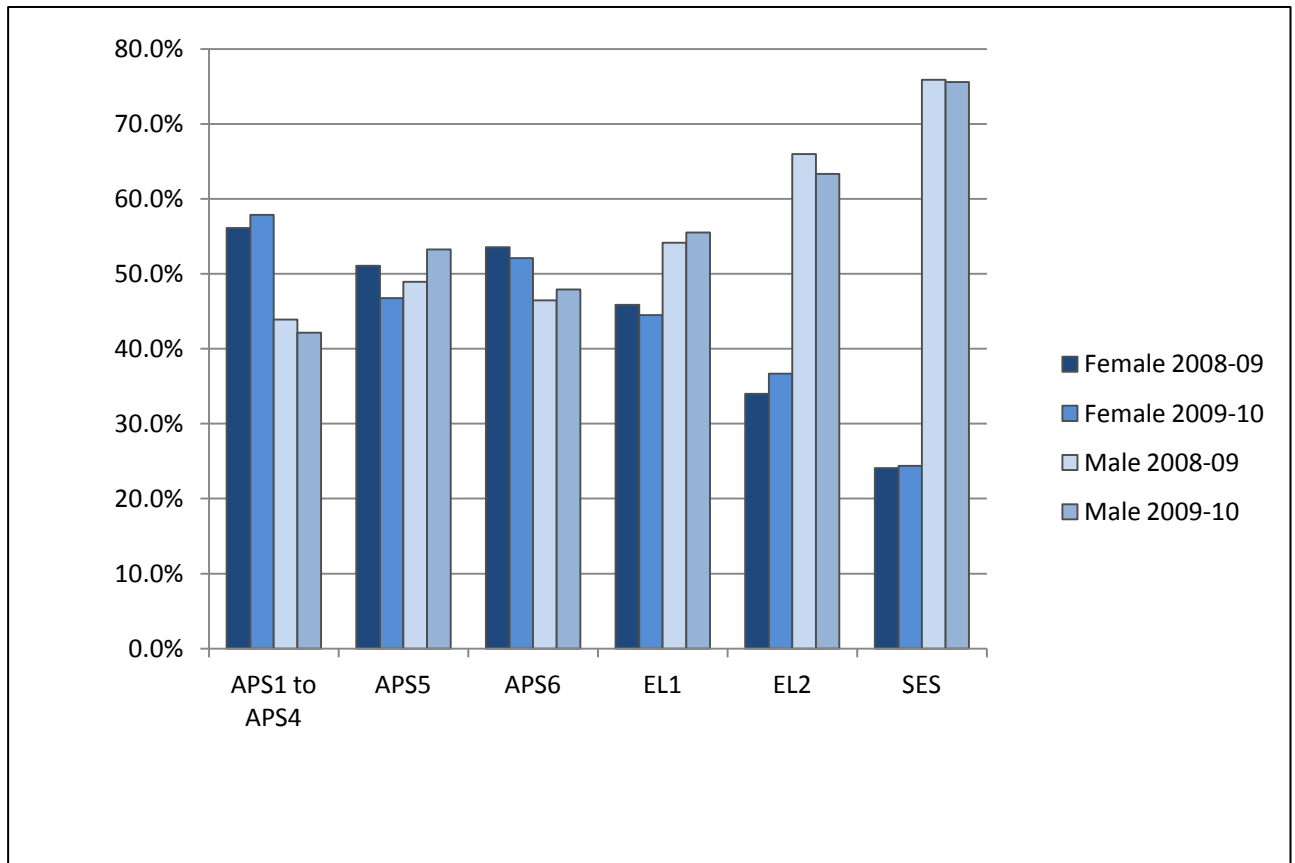
	Treasury (%)	APS (%)	PM&C (%)	Finance (%)	ATO (%)
Women	45	57	64	51	54
Indigenous Australian	0.4	2	1	1	na
Have Disability	3	3	1	na	na
Non-English speaking background	11	6	5	na	na
Median Age	32	42	n.a	n.a	n.a
Aged between 45 and 54 years	22	30	20	na	na
Aged ≥ 55 years	8	14	7	na	na

- Limited gender analysis has been provided in this paper as additional gender diversity data is being considered separately by the Executive Board.
- Table 5 shows that females comprise 45% of the Treasury workforce compared to 57% in the APS.
- Chart 2 shows that in 2009-10, 37% of EL2 positions were occupied by females, an increase of 3% from 2008-09. Females in SES positions remain static at 24%.
- Treasury Bulk recruitment rounds at the APS5 to EL2 classifications traditionally attract a greater proportion of male applicants and this flows through to the short listing, interview and offer phases.

- The 2011 graduate intake anticipates commencement of 37 females (43%) representing an increase of 10% from 2010.

Chart 2: Treasury Gender Diversity by Classification (Ongoing Employees)

Source: Aurion



Indigenous Employment

- Treasury's indigenous representation has increased from 0.3% in 2008-09 to 0.4% in 2009-10, while the APS average remains stable at 2%. This continues to present challenges for Treasury and the APS as the current Council of Australian Governments' has set a target of 2.7% for the APS by 2015 for indigenous employment. The government has endorsed this target and asks agencies to consider setting a portfolio target.
- Treasury continues to be involved in the APSC's indigenous graduate and cadet selection process with two indigenous cadets to join Treasury in 2011.
- [This section has been removed under s47E(d)]

- Treasury's Reconciliation Action Plan (RAP) aims to increase Treasury's indigenous capacity and the capabilities of existing Indigenous staff. Treasury reports to the Executive Board and Reconciliation Australia annually on strategies and achievements in relation to our indigenous objectives.

Disability Employment

- Representation for staff who identify as having a disability is little changed in 2009-10 at 3%, with the APS average also remaining stable at 3%.
- Treasury's Disability Action Plan provides a means for ensuring that, in all areas of employment practice and recruitment, Treasury meets its obligations towards staff members and prospective staff members who have a disability. The Australian Public Service Commission is currently researching disability recruitment statistics as well as disability employment strategies in an attempt to set an APS disability target.
- Corporate Services Group will be piloting a Work Experience Program for people with disabilities throughout 2011. Initially, the program is planned to offer four opportunities annually, with the aim of increasing numbers to eight in coming years.

Age Profile

- Treasury has a demographic distinct from the APS as a whole, with an average age as at July 2010 of 37.5yrs and a median age of 32 when compared with the APS median age of 42 in 2008-09 and 2009-10.
- However, as at July 2010 8.1% of staff are currently eligible to retire based on a retirement age of 55. Over the next 5 years, a further 13% of staff will become eligible to retire using this same measure. Overall, including staff currently aged 55 or older, 29% of staff will be at retirement age over the next 10 years. Whilst this does not represent a risk in itself, it highlights potential workforce planning and succession management challenges for the future.
- Treasury SES have an average age of 48.2 yrs, up from 46.3 years in 2007, with the average age for Treasury EL2s up from 42 in 2007 to 44 in 2010.
- 44% of SES are aged between 45-54 and a further 15% aged above 55, up from 6.8% in 2007.
- 12% of SES are aged below 40, down from 18% in 2007.
- 27% of EL2 staff are aged between 45-54 and a further 9% are aged over 55; 50% of EL2 staff are below 40.
- Of the 11.5% (120) CSS employees 72% are EL2 and above. Based on termination data from the past 10 years, around 40% of staff eligible for 54/11 are likely to resign before their 55th birthday.
- The Alumni Register is a useful vehicle for the employment of former Treasury employees. During 2009-10, six people from the Alumni were engaged on contract. Of these, three had resigned at 54/11.

Table 6: Age Profile by Group (2009-10)

Source: Aurion

	Treasury (%)	CSG (%)	Fiscal (%)	MEG (%)	Market (%)	Revenue (%)
Aged between 45 and 54 years	22	21	9	14	29	27
Aged ≥ 55 years	8	15	1	4	8	10
Aged below 40	60	52	81	70	53	57

Section 3: Employee Satisfaction

Exit Survey and Separation Data

- 121 ongoing staff separated permanently from Treasury in 2009-10.
- The three highest factors which influenced their decision to leave were promotion/career opportunities (57%), pay/remuneration (34%), and work environment (33%). The lowest factor was learning and development opportunities (12%).
- Exit survey data is consistent with the findings of the 2009 Staff Survey, in that the APS6 and EL1 cohorts appear to be less satisfied with career and promotion opportunities within Treasury.
- For staff at these levels, the top three reasons for exiting Treasury in 2009-10 were:
 - greater career opportunities elsewhere;
 - better career advancement elsewhere; and
 - need for a new challenge.
- Of those who completed the survey, 45% left to join another APS agency, 11% departed to the private sector, 3% to community or non-government sector, 5% went to the ACT/State Public Service and 35% advised of ‘other’ reasons.
- Staff moving to other APS agencies were most likely to move in descending order to the ATO (13), Climate Change (7), Attorney Generals (4), Finance and Deregulation (4) and AusAID (3). The remaining departures were dispersed across 22 other APS agencies.
- 83 % of respondents rated Treasury as a ‘very good’ or ‘good’ place to work.
- [This section has been removed under s47E(d)]
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- 23% of males and 26% of females indicated that work-life balance was a factor in their decision to leave.

Employee Engagement — 2010 State of the Service Employee Survey

- In 2010 the Australian Public Service Commission developed an agency-specific report that examines the key drivers of employee engagement and benchmarked these results against the wider APS.
- The agency-specific employee survey results for Treasury were strong, with satisfaction levels more favourable than the APS average in a number of key areas including employee job satisfaction, immediate manager effectiveness, quality of senior leadership, effective communication with senior leaders, culture of working environment, respect within work groups and low levels of harassment and bullying.
- Treasury's overall score for employee engagement was 97%. This is higher than the APS average of 87% and higher than the engagement level recorded by Treasury in the previous year (88%). In this context, Treasury staff enjoy their work more than the APS average, are more motivated to do the best possible work and are more likely to receive a sense of personal accomplishment through their job.
- An area for improvement is satisfaction with work-life balance. While Treasury results (74%) are similar to that recorded for the APS as a whole (72%), this issue continues to be of ongoing concern to employees.

Flexible Work Arrangements

- The percentage of ongoing employees accessing part-time work remains unchanged from 2008-09 at 11%.
- This is below the APS average of 14%, on par with the Tax Office and above that recorded for the Prime Minister and Cabinet (4%) and the Department of Finance and Deregulation at 8%.
- Feedback from the WRC indicates that the revised TOIL arrangements are effective and working well.

Childcare

- The Treasury and the Department of Finance and Deregulation have entered a Memorandum of Understanding to extend the Abacus Childcare and Education Centre (Abacus) and increase the current 79 childcare places to 143. Treasury employees will receive priority of access for the additional 64 fulltime places.
- It is anticipated that the expansion will be completed by the end of 2010, with the additional childcare places available from February 2011.

Section 4: Injury Management

- Treasury's Comcare premium has increased from \$516,195 in 2008-09 to \$916,209 in 2009-10.
- Treasury's overall premium costs, including the RAM, AOFM and AGA, as a percentage of payroll is 0.65%, continues to be lower than the APS average of 1.25%.

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Section 5: Support Programs for Staff

Employee Assistance Program

- The utilisation rate for 2009-10 was 9.3% (8.3% in 2008-09 and 7.3% in 2007-08) and similar to the APS average of 8.9%.

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Wellbeing Resilience Strategy

- As part of the Wellbeing Resilience Strategy, the Human Resources Division continues to arrange resilience programs for work areas which identify as being under increased pressure. 2011 will see a more proactive approach adopted, where HRD will work with areas in an effort to identify peak work periods in advance and offer the program two months prior to the anticipated period as a means of increasing resilience and reducing the impact on individuals and the work area.

Employee Health and Wellbeing

- Treasury's 2010 Health and Wellbeing program offered a total of 31 activities or seminars with 315 staff attending health assessments, 172 staff attending financial planning and superannuation seminars, 104 staff participating in the 10,000 Steps Program and 94 staff attending work/life balance and stress management seminars. Feedback on the 2010 program will help to shape the 2011 program.
- Consistent with previous years, the 2009-10 Health and Wellbeing Program included staff health assessments.
- According to the provider, ProFit Corporate Health, Treasury staff are generally healthy compared with other departments in the APS. Areas of concern include those classed as overweight (35%) and having poor upper body strength (34%). Another area of concern for Treasury staff is poor flexibility (53%), with this percentage higher than the APS average (34%).
- Workplace Harassment Contact Officers received 9 contacts in relation to issues regarding harassment, bullying or discrimination. All issues have been resolved informally, with no issues outstanding.

Section 6: Annual Leave Use and Excess Leave Accruals

- Annual leave usage together with excess annual leave balances can indicate that staff may not be achieving an appropriate work-life balance. In addition, excess leave balances have the potential to add substantially to overall departmental budgetary costs.

Annual Leave Use

- Treasury staff are entitled to 20 days annual leave per year; the average annual leave taken is 18.45 days. This would suggest that employees are generally accessing appropriate levels of leave.

Excess Annual Leave Accruals

- In 2009-10, a total of 81 staff recorded annual leave balances in excess of 60 days. 20 in Markets Group, 18 in Revenue Group, 19 in Macroeconomic Group, 14 in Fiscal Group and 10 in Corporate Services Group and the Executive.
- HRD provides excessive leave data to relevant Executive Directors and General Managers to assist them monitor and manage leave balances.

Section 7: Unscheduled Absences

- The average unscheduled absence rate for Treasury staff in 2009-10 was 9.5 days (10.1 days in 2008-09; 7.8 days in 2005).
- This rate is lower than the median APS-wide unscheduled absence rate of 10.5 days.
- In 2010 HRD developed an Attendance Management Policy designed to inform both managers and employees of their responsibilities in relation to absence management. The aim of this policy is to:
 - decrease where appropriate, unscheduled absence rates by increasing accountability; and
 - increase Treasury's early intervention contact and decrease the length of unscheduled absence.
- The policy included in the information for managers on the Managers' Portal will be discussed with managers and general managers in 2011.

[This section has been removed under s47E(d)]

- It should be noted that Treasury offers development programs to staff in other APS agencies including the Graduate Diploma and Post Graduate Diploma in Economics and Commerce, delivered in-house by Monash University and Introduction to Economics and Law programs delivered in-house by the Australian National University. Some staff from other agencies have also attended our Executive Leadership programs.