
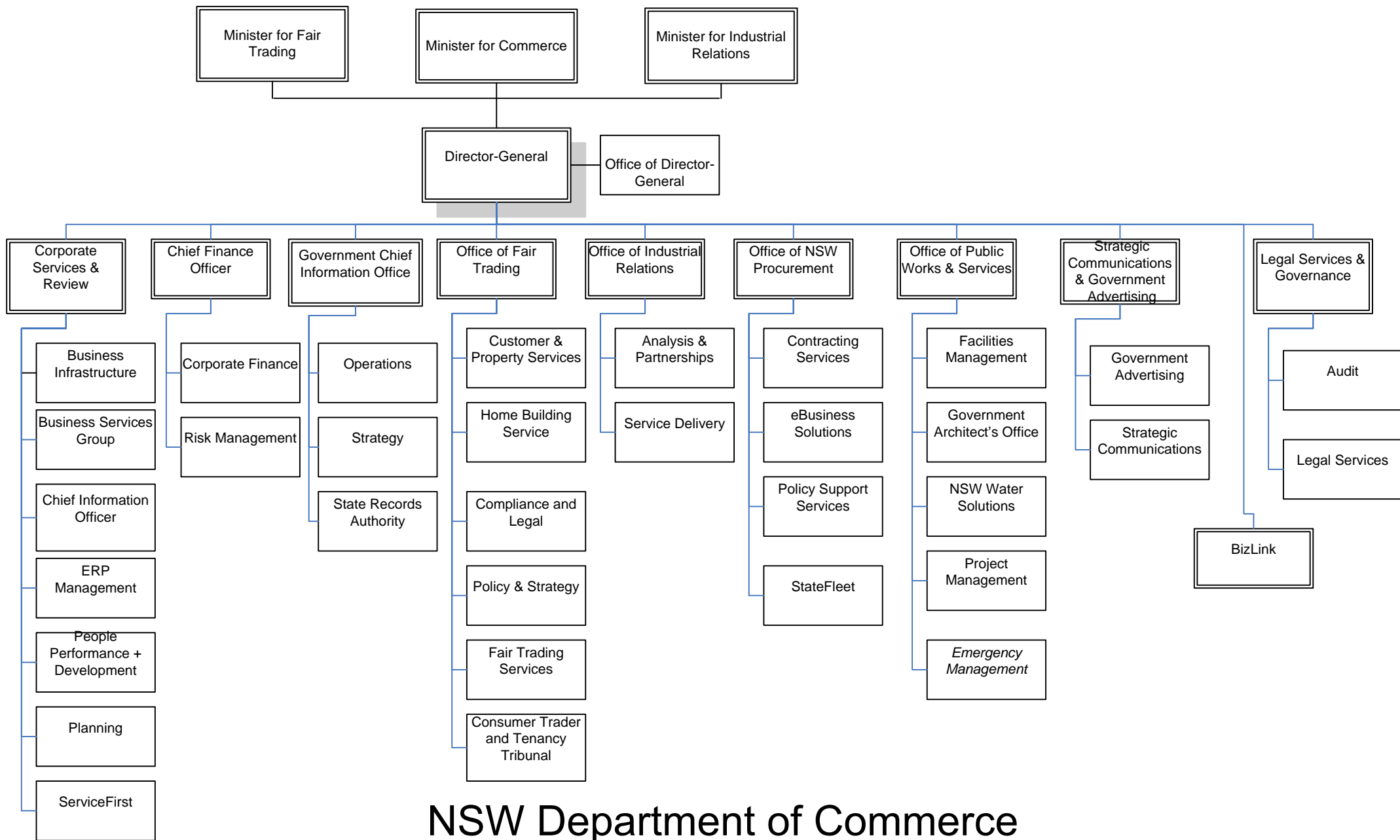


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NSW Department of Commerce Annual Report 2007/08

**People and Organisation**





# NSW Department of Commerce

June 2008

**Note**

Names in *italics* indicate a key function performed in the structure. They do not necessarily represent a business unit..

## Organisational change

### Shared corporate services

In November 2007 three separate shared service businesses were integrated to form ServiceFirst, the largest shared services group in the NSW public sector. The businesses were:

1. Corporate Shared Services which transferred to Commerce from the former Department of Natural Resources in April 2007
2. Central Corporate Services Unit
3. Shared Transactional Services within Commerce's Corporate Services & Review Division.

During 2007/08, a new structure was put in place to support the creation of ServiceFirst.

Through ServiceFirst, over 80 clients throughout New South Wales have access to corporate shared services in finance, human resources, IT and business support.

With over 550 staff, ServiceFirst brings together an enormous wealth of experience and knowledge in shared services to support client objectives, connect clients with business information and deliver value.

After a review of internal human resources services and needs, strategic human resources expertise was brought together in the newly created People, Performance + Development. This brings together the business units of Organisational Development, Employment Relations and Policy and Performance. The team supports business units by providing frontline human resources consultants, training, graduate recruitment and policy and industrial relations advice. It provides a whole of department approach to the delivery of human resources practices and solutions, offering expert assistance, strategic advice and innovative business outcomes for Commerce clients.

### Creation of Legal & Governance Division

In January 2008, the functions of legal, risk, governance and audit were brought together in one division within the responsibility of the General Counsel, Director Legal and Governance. The purpose of this structural change was to strengthen the overarching governance of Commerce by creating clear accountability for these functions in one position and by increasing the opportunities for integration of Commerce's governance, risk, audit and legal issues.

### Other changes

In 2007/08, some changes were made to Commerce's organisational and reporting structures, as a result of which:

- the Government Chief Information Office ceased to be part of NSW Procurement and now reports directly to the Director-General of Commerce
- StateFleet became part of NSW Procurement and ceased to be a division of the Office of Public Works and Services
- Government Advertising ceased to be part of NSW Procurement and became part of the newly formed Strategic Communications and Government Advertising unit, which reports directly to the Director-General of Commerce
- The State Records Authority, which formerly reported to the Minister for Commerce through NSW Procurement, now reports through the Government Chief Information Office.

There were no changes to the responsibilities of these offices and divisions as a result of the change in reporting arrangements.

## Commerce Executive 30 June 2008

### **John Lee**

#### **Director-General, Department of Commerce**

John Lee was appointed Director-General of the Department of Commerce and Chair of the State Contracts Control Board in August 2007. He previously was Chief Executive Officer of the State Transit Authority and Director-General of Ministry of Transport.

John is the NSW President of the Institute of Public Administration, and is a member of the Advertising Standards Board, Parramatta Stadium Trust and the Mary MacKillop Foundation. He is committed to delivering services to the public and seeks to energise organisations to ensure this goal is achieved.

### **Lyn Baker**

#### **Deputy Director-General and Commissioner for Fair Trading**

Lyn Baker was appointed Commissioner for Fair Trading on 8 November 2005. She has worked in the NSW public sector for over 20 years, including senior executive roles with the Attorney-General's Department, the Department of Housing, and the NSW Public Service Board. Lyn's career focus has been on organisational development and customer service. Prior to her appointment as Commissioner for Fair Trading she was Assistant Commissioner, Customer and Property Services for three years. During her seven years at Fair Trading, Lyn has held various senior strategic roles involving licensing, compliance and customer service.

### **Brian Baker**

#### **Acting Deputy Director-General, Office of Public Works and Services (January – June 2008)**

Brian Baker joined Commerce in April 2004. He has over 30 years' experience in developing and delivering major infrastructure projects. A significant component of his career has related to the delivery of public infrastructure, including water supply, sewerage, bulk material export, transport, education, and health. Brian also worked for six years for non-government entities, including a major engineering and construction company, and in various consulting engagements.

### **David Callahan**

#### **Deputy Director-General, NSW Procurement**

David Callahan was appointed to his role in May 2008. David has prior government and commercial experience, having spent three years as the General Manager-North, State Transit Authority, and a number of years in Australia and New Zealand with Coca-Cola Amatil. He has a Masters of Business Administration and Diploma from the Australian Institute of Company Directors and Bachelor of Arts.

### **Paul Dexter**

#### **Chief Financial Officer**

Paul Dexter joined Commerce in January 2008. He has broad commercial experience providing strategic and financial advice and driving organisational performance management and change within large organisations. Paul has worked as a CFO and consultant in the private sector electricity, manufacturing and distribution markets in Australia and New Zealand. His recent public sector experience was as Chief Financial Officer for WorkCover NSW and Director Financial Services for Queensland Government Shared Services.

### **Marcia Doheny**

#### **Director, Legal and Governance**

Marcia Doheny joined Commerce in 2003 after an extensive career as a lawyer in private practice and for a number of government agencies in NSW, South Australia and the UK. In NSW, she has worked with the Department of Corrective Services, Director of Public Prosecutions, Environment Protection Authority, National Parks & Wildlife Service and Department of Planning. In addition to managing legal services for Commerce, Marcia also has responsibility for Commerce's governance and risk functions.

### **Pat Manser**

#### **Deputy Director-General, Office of Industrial Relations**

Pat Manser was appointed Deputy Director-General of the former Department of Industrial Relations in June 2001. She joined the Department in 1998 after working at the Australian Broadcasting Authority. Formerly, Pat worked for the New South Wales Board of Adult Education, taught business administration in NSW TAFE and was a Research Editor for the Macquarie Dictionary.

**Alun Probert****Director, Strategic Communications and Government Advertising**

Alun Probert has over 25 years experience in the media and marketing industry, both in Australia and overseas. After graduating with an Honours degree in Communications and post-graduate Diploma from the British Institute of Marketing, Alun's career started in radio then local newspapers before moving in to the world of publishing where he was responsible for the launch of a range of best selling magazines including *FHM* and *OK* in Australia.

Prior to joining the Department of Commerce in 2005 as Group General Manager of Government Advertising, Alun spent a number of years establishing his own training and marketing consultancy with international clients in Dubai, Turkey, the UK and Australia.

Alun was appointed to his current role in February 2008. He was recently appointed to the board of Ad School, the training arm of the Advertising Federation.

**Emmanuel Rodriguez****Government Chief Information Officer**

Emmanuel Rodriguez was appointed to the position of Government Chief Information Officer in November 2007. Having demonstrated experience at the highest levels within the global financial services industry, he has led the significant modernisation and benefits achieved by the Chief Information Officer Executive Council since his appointment. Emmanuel began his career as the Chief Information Officer of Société Générale Investment Bank in Tokyo and went on to become its global Chief Information Officer, a role in which he successfully implemented a single trading platform across 52 countries, rationalising Société Générale's ICT systems in the Asia Pacific region. In 2002, he returned to the Asia Pacific region as the Asia Pacific Chief Information Officer of the Prudential group (UK). During his time with the Prudential group, he streamlined the wealth management ICT platform/services onto a centralised services hub while initiating the insurance businesses systems consolidations across 12 countries and 25 operations within two hubs in Malaysia and China.

**Glenn Smith****Director, Corporate Services and Review**

Glenn Smith joined Commerce in April 2007 following the transfer of the Department of Natural Resources shared corporate services staff to Commerce, and was permanently appointed to the role of Director Corporate Services & Review in November 2007.

Prior to joining the Department, Glenn was the Executive Director Corporate Services for the former Department of Natural Resources. Glenn has a wealth of experience in the NSW public sector gained over 35 years. His previous roles include Executive Director Corporate Services in DIPNR, Executive Director Zoological Parks Board of NSW and Group General Manager, Business Services in the Roads and Traffic Authority.

## Changes to Executive in 2007/08

### *New appointments*

**John Lee**

Position: Director-General  
Appointed: 23/08/07

**David Callahan**

Position: Deputy Director-General, NSW Procurement  
Appointed: 5/05/08 (Acting from 19/11/07)

**Paul Dexter**

Position: Chief Financial Officer  
Appointed: 21/01/08

**Marcia Doheny**

Position: Director, Legal and Governance  
 Appointed: 18/04/08

**Alun Probert**

Position: Director, Strategic Communications & Government Advertising  
 Appointed: 18/02/08

**Emmanuel Rodriguez**

Position: Government Chief Information Officer  
 Appointed: 01/11/07

*Transfers***Alan Marsh**

Level: SES 6  
 Position: Deputy Director-General, Office of Public Works & Services  
 Remuneration: \$284,894  
 Last Day Service: 31/1/08

**Paul Hopkins**

Level: SES 5  
 Position: Deputy Director-General, NSW Procurement  
 Remuneration: \$272,770 (including recruitment allowance)  
 Last Day Service: 19/11/07

**Senior executive service remuneration****Lyn Baker**

Position: Commissioner, Office of Fair Trading  
 Level: SES 6  
 Remuneration: \$277,000

*2007/08 highlights*

- Finalised a major review of Fair Trading's compliance and enforcement area resulting in a restructure of the area which will now be called Compliance and Legal Services Group
- Co-ordinated ConnectingNSW as the NSW Government's central phone service
- Finalised the Fair Trading Executive Team Development Program
- Successful implementation of two further licence types on the Government Licensing System, including the high-volume Home Building Licensing.

**Brian Baker**

Position: Group General Manager, Project Manager  
 Level: SES 5  
 (Madi McLean, Forster Rayward, Greg Philippe, Gary Kennedy and Graham Watt acted February-June 2008 while Brian Baker was Acting/Deputy Director-General, Office of Public Works and Services, SES 6 Remuneration: \$277,087)

*2007/08 highlights*

- Contributed to the development of the Office of Public Works and Services as a centre of excellence for capital assets design, delivery and maintenance

- Helped develop and maintain public infrastructure by assisting agencies to plan, design and deliver building and engineering projects to the value of approximately \$1 billion while achieving an on time delivery of 91.5 per cent and 89.5 per cent of projects on budget
- Continuation of the graduate development program and cadetships to maintain government expertise in areas of skill shortage including asset management, engineering and architecture
- Minimised the risk for government on Commerce managed projects by achieving a loss time injury frequency ratio 80 per cent better than industry average
- Provided commercial services to government agencies to help them maximise value, minimise the cost and manage the risks in the services they provide to the community achieving a client satisfaction rating of 88.5 per cent for service delivery.

### David Callahan

Position: Deputy Director-General, NSW Procurement  
Level: SES 5  
Remuneration: \$251,600 (including recruitment allowance)  
Appointed: 05/05/08 (acted from 19/11/07)

#### *2007/08 highlights*

David has positioned NSW Procurement as a centre of excellence in government procurement, delivering value and probity, efficiently and effectively.

He led the implementation of a new client focused business model incorporating five distribution channels to promote the access and use of NSW Procurement products and services by agencies, as a result of which:

- The spend through the State Contracts Control Board contracts in 2007/08 was \$3.64 billion
- NSW eTendering provided a complete electronic tendering process that is standard for all government organisations and grew by 178 per cent on the last year. In 2007/08, 3,281 government tenders were published on the eTendering system, compared to 1,841 tenders in 2006/07. Forty agencies had implemented NSW eTendering as their eSourcing solution of choice by the end of the reporting year.
- In 2007/08 the use of smartbuy® increased significantly. Orders valued at \$359 million were placed (up from \$224 million in 2006/07). More than 67,000 purchase orders were placed through the system, compared to 44,000 in 2006/07.

### Paul Dexter

Position: Chief Financial Officer  
Level: SES 5  
Remuneration: \$230,000  
Appointed: 21/01/08

#### *2007/08 highlights*

- Implemented advanced performance management capabilities (KPIs and executive dashboards) across all business units to support strategy, program implementation and service targets
- Developed and implemented a finance function strategy addressing best practice financial management, processes and technology
- Completed the 2008/09 budget process and established a new approach towards future planning, budgeting and forecasting
- Introduced a new financial project management review cycle to optimise capital expenditure across Commerce
- Introduced capital expenditure planning with regular tracking and evaluation links to rolling forecasts.

**John Lee**

Position: Director-General  
 Level: SES 8  
 Remuneration: \$385,060  
 Appointed: 23/08/07

*2007/08 highlights*

- Provided expert advice to the Minister for Commerce and Minister for Roads on a range of issues across areas with the responsibility of the Department of Commerce
- Implemented strategic changes to Commerce's operations and leadership team and lead the senior executive in the implementation of cultural reform across the Department
- Gained a comprehensive understanding of client agency needs and encouraged the leadership team to commit internally to driving better outcomes and being a more efficient agency
- Managed the successful implementation and movement of staff to a single flexitime agreement to help with the management of excess flexitime and annual leave balances.

**Peter Mould**

Position: Government Architect and General Manager, Government Architect's Office  
 Level: SES 5  
 Remuneration: \$219,704

*2007/08 highlights*

- Provided expert advice to levels of government on city planning and architecture through representation on Sydney Olympic Park Design Review Panel, Transport Infrastructure Development Corporation Design Review Panel and City of Sydney Design Advisory Panel
- Reduced greenhouse gas emissions and improved efficiency of electricity use through energy management advice and monitoring for government agencies
- Influenced and supported architectural issues through representation on NSW and Heritage Approvals Committee and Opera House Conservation Committee, Chair of the Australian Institute of Architects (NSW) Awards Jury
- Applied environmentally sustainable design principles to government buildings and assisted in the management of designs for major capital works for schools, police stations and courthouses.

**Pat Manser**

Position: Deputy Director-General, Office of Industrial Relations  
 Level: SES 5  
 Remuneration: \$243,152

*2007/08 highlights*

- Providing advice and ideas to Minister for negotiations with federal government about the unitary industrial relations system  
 Results: Initiation, conduct of consultation process and support for Professor George Williams' Inquiry into Options for a new National Industrial Relations System.
- Membership of High Level Officers Group established by the Workplace Relations Ministers' Council, to consider the Inquiry report and the content of Forward with Fairness.
- Providing leadership to other states and territories for purposes of dialogue with the Federal Government  
 Results: Coherent points of view on major issues of Forward with Fairness and governance principles for federal negotiations.

- Ensuring compliance programs for New South Wales inform and educate the public about their rights and responsibilities  
Results: 13,000 inspections carried out using data about low complying industries or sectors. Clubs and child employment were a specific focus for this year reaching 3,500 employers and 27,000 employees).
- Contributing to elements of the State Plan: customer satisfaction; ageing/carers' strategy; youth unemployment strategy  
Results: Work with Business Chamber and specific employers on carers' strategy. Child employment legislation - obligations and rights - promoted through websites, a video competition, visits to schools/TAFEs.
- Creating and sustaining collegiate culture within the OIR and with other colleagues in Commerce; other NSW departments' and other states' industrial relations officials  
Results: Re-established relationships with Department of Education, Employment and Workplace Relations, Department of Immigration and Citizenship, Australian Taxation Office; Fair Trading, WorkCover and other states' industrial relations officers re federal arrangements.

#### **Alan Marsh**

Position: Deputy Director-General, Office of Public Works & Services  
(Brian Baker Acting February-June 2008, Remuneration \$277,087)

Level: SES 6

Remuneration: \$284,894

LDS: 31/1/08

#### **Patrick Richards**

Position: Managing Director, NSW Businesslink

Level: SES 5

Remuneration: \$253,500

The Minister has authorised the Chair of the Board of Businesslink to conduct the performance review of the Managing Director, Pat Richards. The Chair, Jan McClelland, has indicated her satisfaction with Pat's performance through the year, having successfully met his objectives and achieved the outcomes required. Achievements include:

- Continued improvement in the shared services offering, including service delivery, fiscal disciplines, governance and risk assessment
- Strengthening of the fee-for-service regime to more effectively manage costs and ensure fiscal sustainability
- Development of a contemporary capability in data storage management to meet growing client demand and business needs.
- Development of an enterprise application integration strategy
- Commencing the development of a "procurement to pay" strategy
- Operationalising the 'hire to retire' service offering
- Ongoing human resource development including implementation of the Graduate Recruitment and Development Program
- Continuing the building of 'centres of capability', particularly in software applications and taxation
- Effective management of business continuity, including the development of a comprehensive data centre risk mitigation strategy.

**Emmanuel Rodriguez**

Position: Government Chief Information Officer  
Level: SES 6  
Remuneration: \$300,000 (including recruitment allowance)  
Appointed: 01/11/07

*2007/08 highlights*

- Initiated and delivered programs that will ease the day to day operations of individual agencies through the implementation of the NSW Government's ICT Strategy, *People First*
- Helped agencies support their business case submissions to Treasury through the Chief Information Officers' Executive Council and its relevant sub-committees
- Led, coached and developed GCIO staff to ensure effectiveness in operating and delivering objectives of the People First strategy. When required, lead and coach Chief Information Officers (CIO) from other agencies to help them gain higher profile within their organisation and obtain due recognition when their objectives are met
- Led the NSW CIO Executive Council to an efficient and relevant decision making board
- Facilitated and led several whole-of-government initiatives that will generate efficiencies and savings to NSW Government agencies
- Ensured that *People First* is on track to deliver savings and efficiencies identified in the ICT strategy as agreed by the relevant CIO Sub-Committee and Treasury
- Progressed the delivery of the *People First* programs.

**Glenn Smith**

Position: Director, Corporate Services and Review  
Level: SES 5  
Remuneration: \$253,483

*2007/08 highlights*

- Glenn drove a number of organisation reform initiatives during the year including the creation of the new ServiceFirst shared services business
- Additionally, new structures were created to "embed" human resources services within businesses and create the new strategic human resources group, People, Performance + Development
- A comprehensive Learning and Development program was created this year, which aims to maximise human resource potential over the next 12 months and beyond
- Implementation of the SAP ECC6 framework was further refined along with the technical upgrade of the previous Department of Natural Resources SAP R/3 application. Glenn also led the integration of SAP development programs through the creation of a new ERP management group
- Commerce's IT network and core applications were significantly improved through an initiative for the centralisation of data centres which reduces risks, improves reliability, standardises infrastructure platforms and consolidates Commerce business systems. The McKell Building data centre fit out proceeded to plan and was completed this year
- A major capital development project titled "Our Workplace Program" was established to create a contemporary working environment that is flexible, sustainable and professional for staff in the central business district head office and other locations.

**Rodney Stowe**

Position: Deputy Commissioner, Office of Fair Trading

Level: SES 5

Remuneration: \$245,042

*2007/08 highlights*

Successfully managed all aspects of Policy & Strategy Division responsibilities and role of Deputy Commissioner for Fair Trading - in particular:

Performance agreement criterion: Goal 2 Simplify processes for dealing with government

- ensured the provision of a full range of quality education and information products and initiatives for consumers and traders in New South Wales
- 87% of customers surveyed agreed that Fair Trading services are simple and uncomplicated, exceeding the target of 85%

Performance agreement criterion: Goal 3 Promote a fair marketplace for consumers and traders

- instrumental in achieving support among the Commonwealth, states and territories for a new national product safety scheme while safeguarding the rights of consumers
- strongly and successfully advocated joint jurisdictional enforcement model for the proposed national consumer protection framework to maintain the demonstrated value of local information, education and dispute resolution delivery and compliance services to consumers and traders

Performance agreement criterion: Goal 5 Contribute to a credible, efficient and effective organisation

- successfully delivered the Fair Trading legislative program to the satisfaction of the Commissioner and Minister and meeting all Parliamentary and Cabinet time frames
- guided and contributed to the development and direction of Fair Trading policy at local, inter-jurisdictional, ministerial council and other national forums

## Employment statistics

*Table A (Full time equivalent)*

Category	At 30 June 2005 <sup>1</sup>	At 30 June 2006 <sup>1</sup>	At 30 June 2007 <sup>1</sup>	At 30 June 2008 <sup>1</sup>
Archivist			32.15	33.61
Chairpersons	6	6	6	4.00
Clerical Assistant	2	2	2	2.00
Clerical Officer	43	45.60	142.47	124.15
Clerk	2,613	2,517.03	3,029.13	3,071.70
Conservator	0	0	2.40	2.82
Legal Officer	24	24.30	26.30	24.90
Professional	232	244.83	243.55	239.54
Project	7	4	2.00	2.00
Senior Executive Service	55	44.80	48.8	51.60
Senior Management	62	50	46	41.60
Senior Officer	69	86.10	154.3	174.30
Technical	29	24.80	19.80	19.20
Wages	153	131	136.00	136.00
Librarian/Library Technicians			0	3.00
Other General Division			10.37	11.50
<b>Total</b>	<b>3,289<sup>4</sup></b>	<b>3,174.46<sup>4</sup></b>	<b>3,895.27<sup>4</sup></b>	<b>3,937.92<sup>2,3,4</sup></b>

### Notes Table A

1. Full time equivalent staff (excludes casuals, contractor/agency staff, statutory appointments, trustees, council committee members, staff on secondment to other agencies and staff on long term leave with out pay)
2. 125.92 of total are made up of Corporate Shared Services figures
3. 582 of total made up of NSW BusinessLink
4. Total does not include Chairpersons

*Table B (Headcount)*

Senior Executive Service positions by level	At 30 June 2006	At 30 June 2007	At 30 June 2008
8	1	0	1
7	-	0	0
6	2	2	3
5	8	7	7
4	5	11	10
3	15	17	13
2	10	9	9
1	4	3	3
<b>Total</b>	<b>46</b>	<b>49</b>	<b>46</b>
Positions filled by women	12	11	10
Unattached staff	1	0	0

Gerry Brus SES 4 not included in the above (seconded to World Youth Day Coordinating Authority from 20.8.07 to 20.11.08). Patrick Richards, Businesslink, SES 5 not included in the above.

## Employment relations policies and practices

An active program of consultation with unions and staff meant only three formal disputes went to the NSW Industrial Relations Commission in 2007/08. All were resolved through conciliation.

One of these disputes involved the department's determination to establish a common flexible working hour agreement across most of Commerce, replacing six different agreements. This required significant negotiations over a six-month period and was ultimately resolved by consent between the Department, employees and unions.

Other more general industrial relations activities included support for major restructuring programs in a number of Commerce business units including NSW Procurement, Office of Fair Trading, Corporate Services & Review, Office of Public Works and Services and the Government Chief Information Office.

Major employment relations projects included the integration of Corporate Shared Services from the former Department of Natural Resources and the commencement of negotiations for a new Commerce Wages Staff Award.

Commerce was also selected as a representative agency for inclusion in the negotiations associated with a new Crown Employees Salaries Award following the expiry of the current award. Several employees have provided affidavits for inclusion in any arbitrated award proceedings before the NSW Industrial Relations Commission.

### *Redeployment of displaced officers*

Significant efforts were devoted to the management of officers who had become displaced as a result of the major restructuring programs in Commerce.

Commerce continued a program of individual career coaching, case management support and structured in-house training to prepare displaced staff for vacancies in the public and private sector and appointed a dedicated career coach.

As a consequence of these and other recruitment initiatives, 13 displaced officers were redeployed into permanent positions during the year. At 30 June 2008, there were 29 displaced officers within Commerce. Of these 24 per cent were performing valuable work for Commerce or other NSW government agencies. The remaining officers were awaiting placement in either temporary or permanent positions, undertaking career coaching or were considering offers of voluntary redundancy.

### *Consultative programs and organisational wide initiatives*

Consultative programs continued with the major industrial stakeholders for Commerce, through either the Commerce Consultative Committee (for salaried staff) or the Joint Consultative Committee (for wages employees).

Local consultative committees also operated to exchange information on employment related issues in NSW Procurement, Office of Industrial Relations, Office of Fair Trading and State Records.

### *NSW sector wide programs*

During 2007/08, Commerce was again active in a broad range of sector-wide advisory committees, initiated by the Department of Premier and Cabinet. It was the lead agency in the Engineering Skills Shortage Working Party, and participated in the working group to look at shortage of accounting skills within the sector. Commerce was also a member of the Workforce Planning Advisory Committee, the Senior Employee Relations Network and the NSW Capability Framework Interagency Committee.

### *Graduate recruitment program*

The Commerce graduate program aims to attract talented graduates and develop their potential as Commerce's future leaders, managers and technical specialists.

In July 2007, the graduate program was reviewed and while Commerce continues to employ graduates, their professional development will be more tailored to the individual and their career path. At 30 June 2008, there were 32 graduates from disciplines that included architecture, engineering, building and construction project management and finance.

Through 2007/08, the graduates participated in a series of forums to address their professional development - business communication skills (including business writing and delivering presentations); business relationship management; job applications and interview skills; and leadership and management.

Additionally, Commerce participated in the NSW Public Sector Accountancy Fast Track Program and the Fast Track program sponsored by Department of Premier and Cabinet.

### *Workforce planning*

Commerce recognises that to achieve its purpose of supporting, connecting and delivering value, it needs the right people with the right skills in the right place.

To this end, Commerce developed a capability framework to underpin how we manage our people and how we develop a skilled, motivated and flexible workforce. The Department's core organisational capabilities are: accountability; communicating with influence; customer service; and working with, and leading, teams.

Strategies to enable Commerce staff to perform well, now and in the future, are formally incorporated in the Department's Workforce Planning Action Plan 2007-2010 that focuses on positioning Commerce as an employer of choice and recruiting skilled staff.

### *Human Resources Services Strategic Plan 2007- 2010 (People Strategy)*

The People Strategy focuses on critical issues that have an impact on the Department's current and future operations.

The People Strategy concentrates on six priorities:

- provide a quality human resource service to Commerce
- encourage and support the engagement, flexibility, and retention of the Commerce workforce
- our leaders at all levels champion Commerce, provide clear and consistent direction, and are accessible and visible
- we have the rights skills to do our jobs
- we have a safe and healthy workplace
- effective corporate communication channels across Commerce.
- learning and development.

During 2007/08, a range of initiatives were implemented as a best practice model of learning and development delivery. The model builds greater alignment between: learning and development; performance and capability development; leadership and management development; and their relationship with Commerce's business needs and strategic direction.

The Learning and Development framework identifies four categories of formal learning and development:

**Foundation programs** - corporately funded programs such as Performance Development Program, Code of Conduct, job application and interview skills, delivered by internal Learning and Development staff:

- Sixty eight Foundation programs were delivered, with 927 participants
- Performance Development Program training was delivered to over 700 management and staff. In 2007/08, an evaluation of the program started that will help guide future programs
- Format and content of the orientation program was reviewed. The focus of the new-look program shifted from relying solely on presentations by senior and/or relevant staff to a more participatory approach with attendees discussing issues arising in each of our program areas. The orientation program is now complemented by online induction
- Regular job applications and interview skills training was delivered both as a calendar course and for areas experiencing restructures. In response to a special request, there is now a similar course targeted at higher level management positions.

**Generic business skills** These are training courses on the training calendar which are relevant to all Commerce, such as computer training, communication skills, project management. Typically, these programs are provided by external providers, usually on Commerce premises. There were 47 programs during with year with 390 participants.

**Technical and specialist training** This category refers to learning and development sourced and delivered within the business units. This training forms a significant proportion of learning and development undertaken by Commerce staff.

**Leadership and management development** The aim is to build management and leadership capability of new and current managers in Commerce.

#### *Leadership Development Program*

In 2008, Commerce embarked on a substantial leadership and management development program, which represents a significant investment in our people and our organisation, ensuring we can step up to meet any challenges in the future.

The Leadership Development Program makes a range of development activities and opportunities available to managers and leaders according to their level in the organisation. It features a wide range of programs and activities to build capability and support progression from one level to the next. The program levels are:

- new manager (new managers and supervisors)
- business manager (business unit and/or functional manager)
- senior manager (group and/or divisional manager)
- executive (enterprise and/or group manager).

Development opportunities range from short courses; 8-12 month programs; formal education with qualifications; leadership forums; leadership mentoring; coaching; 360-degree feedback; organisational project work; on-line video programs and other contemporary approaches to building management and leadership capability.

### **New service delivery model**

This year Commerce strengthened human resource services to better meet the needs of internal clients. This was achieved by creating a number of human resources service centres that are located within the business units. With Learning and Development co-ordinators positioned in the service centres, a better understanding of issues in the business units will be gained, as well as providing a more accessible service to clients. This change in service delivery model will result in better alignment of learning and development services and products with business unit needs.

The further development and roll out of these initiatives over the coming year will continue to improve our ability to provide relevant and accessible learning and development. This in turn contributes to building organisational capability resulting in a positive impact on Commerce business results.

### **LearningBites**

Organisational Development continued to offer the LearningBites program, short information sessions designed to provide staff with a less formal opportunity to gain information relevant to their work and personal well-being.

## **Equity and diversity**

### *Our community*

Commerce made an active contribution this year towards achieving access and equity outcomes for staff and the community it serves.

Commerce has a diverse workforce, with a broad range of skills, knowledge and experience, which contributes directly to service delivery and business effectiveness. This diversity is important for an organisation whose core business is meeting the needs of government and the community.

Over the coming year, Commerce will continue to place greater emphasis on ensuring that equity and diversity principles are integrated into the way the Commerce plans for the services it delivers and for the needs of its current and future workforce.

### *Employment equity*

In 2007/08, Commerce continued to develop strategies that maximised opportunities for all staff and enhanced its standing as an employer of choice.

Commerce was successful in improving employees' knowledge and appreciation of equity and diversity principles. This was achieved through Code of Conduct training, raising awareness of diversity and equity to staff with customer service responsibilities, providing information on policies and

initiatives to staff with carer responsibilities and implementing a range of strategies to improve equity outcomes for staff.

Opportunities to act in higher positions and undertake secondments to other government agencies were supported by the Department as an important means of staff development.

In the reporting year, Commerce continued to progress employment equity outcomes for equal employment opportunity groups, namely, women, people of an Aboriginal and Torres Strait Island background, people with a disability, and people from a culturally and linguistically diverse background. Employment equity is now an integral part of workforce planning.

Commerce acknowledges that to address its future workforce needs and meet employment equity targets it has to draw on a wider talent pool, which includes members of equity groups. As such, its goals for the coming year will be to address gaps in how it attracts and retains talent from this section of the workforce.

### *Women*

The Women's Employment and Development Strategy focused on development of women in mid-grades and below. The development program, Xplore, was offered to women in grade 7/8 positions. A career management course was conducted twice for women in grades one to five, to help them to clarify and work towards their career goals. Additionally, a mentoring program for young women is being established in July 2008. The Spokeswomen's Program was reviewed and aspects of it were incorporated into the Women's Employment and Development Strategy.

Commerce provided feedback on the "Making the Public Sector Better for Women" strategy being developed by the Department of Premier and Cabinet.

The Office of Industrial Relations participated in community seminars and events throughout the year. As part of International Women's Day celebrations, the OIR presented two Women working in NSW information sessions to women job seekers, workers and women from culturally and linguistically diverse communities. The sessions provided information on workplace rights and entitlements, how to find out where to go for help if they were not being treated fairly, the services of the OIR, and explained the changes to the industrial relations system in NSW.

Commerce's main celebration of International Women's Day was held in Sydney. It focused on paid and unpaid work in the past 100 years and women working in non-traditional roles in Commerce spoke about their experiences. Some staff attended the UNIFEM breakfast in Sydney and others attended locally organised events across NSW.

### *People with a Disability*

Commerce has a strong commitment to giving people with a disability greater opportunities to share fully in community life. This commitment extends to creating a working environment in which people with a disability are fully included in all aspects of operations and service delivery.

Commerce's Disability Action Plan 2006-2008 continued to assist staff and customers with a disability in key areas such as access, learning and development, information about services, and employment. Activities this year included:

- donation by Extracar (StateFleet) of 16 station wagons to the NSW Wheelchair Sports Association for two weeks for a tennis tournament
- development of an audio resource by the Office of Fair Trading to help people with a visual disability understand their rights as consumers
- provisions of reasonable adjustments to employees with a disability through work and job redesign and provision of equipment
- purchase of specialised software through the Department of Education Technical Equipment Program

- provision of sign language interpreters at meetings to staff who are deaf or hearing impaired and provision of Telephone Typewriters (TTY's) in several operational areas to enable customers who are deaf or hearing impaired to access Commerce's services
- making a central source of funding available through the Commerce Reasonable Adjustment Corporate Fund to provide financial assistance to staff with a disability
- developing draft Disability Action Planning Guidelines and consulting on the draft version with members of the Commerce Disability Network
- sponsorship of the "Don't DIS My Ability" campaign to celebrate International Day of People with a Disability in December 2007 and hosting a morning tea at which Matt Laffin, a lawyer with the NSW Director of Public Prosecutions and a person with a disability, was the guest speaker
- representation on the Department of Premier's and Cabinet Disability Employment Reference Group.

### *Aboriginal and Torres Strait Islander People*

During 2007 /08, Commerce ensured its services were accessible to and supported Aboriginal and Torres Strait Islander communities.

#### **The Fair Trading website**

In revamping its website, Fair Trading consulted widely with consumers, traders and community groups, including the indigenous community, young people and multicultural communities with a view to improving the functionality of the site and, at the same time, bringing it into line with the NSW Government Website Style Directive. The Fair Trading website has a uniquely branded section containing information for indigenous communities.

#### **Aboriginal Action Plan**

A major strategy in the Aboriginal Action Plan is the employment of Aboriginal staff across New South Wales. In Fair Trading there are Aboriginal staff whose main role is to provide culturally appropriate face-to-face contact throughout indigenous communities to inform them of our services which they might not know about from other channels, particularly in the area of tenancy.

Additionally, Fair Trading developed a "Do's and Don'ts" document that provides helpful cultural information for staff that work with Aboriginal and Torres Strait Islander people.

#### **Joint Aboriginal Housing Services**

Fair Trading participated in the Joint Aboriginal Housing Services, a program run on the New South Wales North Coast that brings together a network of service providers to deliver relevant and up-to-date information to the Aboriginal community housing sector via workshops and forums. It focuses on property management principles, tenant rights and responsibilities.

#### **Family Fun Days**

The 4th Indigenous Family Fun Day was held at Dubbo in November 2007. In conjunction with other government agencies and community based organisations, Fair Trading provided information on a range of services available to the community. Over 500 people attended the Fun Day including students from five schools, pre-schools, day care centres, local elders groups and many families.

During NAIDOC celebrations at Port Macquarie, Fair Trading provided sponsorship and support to the local Inter-agency Indigenous Family Fun Day that attracted in excess of 3000 people.

### **Sponsorship of 2CUZ FM**

Fair Trading continued its sponsorship agreement with 2CUZ FM radio station Bourke, an Aboriginal owned and run radio station. The sponsorship, now entering its fifth year, includes daily Fair Trading messages targeting the local indigenous community.

### **Supporting community**

The OIR continued to provide advice and information on employment matters to employers, employees and land councils through: community forums; the newsletter *Two Rivers*; and providing updates to the employment manual *Aboriginal and Torres Strait Islander Employment Information Kit*.

The Indigenous annual conference this year had a focus on strategic planning with key speakers from Department of Premier and Cabinet to discuss "A New Way of Doing Business" and Department of Aboriginal Affairs to discuss "Two Ways Together"

The Office of Public Works and Services sponsored an annual prize for one Indigenous student in the Australian Indigenous Engineering Summer School.

Commerce, in conjunction with the Department of Aboriginal Affairs, supported the new category of Government Contracting in the 2008 Aboriginal Employment and Business Awards.

### **Indigenous employment in Commerce**

Commerce's Aboriginal Employment Strategy 2005 – 2008 continued to deliver employment outcomes for people of an Aboriginal and Torres Strait Islander background. Commerce continued to support seven Aboriginal cadets, one of whom graduated with a Bachelor of Commerce.

This year, Commerce recruited people of an Aboriginal and Torres Strait Islander background in a range of positions across the State that included: Aboriginal customer service officers in regional areas, administration support officers, carpenters and project research officers.

### *Rural, remote, and regional*

The OIR continued to provide a statewide program of workshops and short courses for employers to assist them to understand how the current industrial relations legislation affects their business and understand their workplace responsibilities. The workshops also helped employers to develop and implement strategies to manage staff, develop workplace policies and retain skilled employees.

The Regional Access Program provides consumers and traders in rural, regional and remote centres with access to Fair Trading services. The Program also specifically targets disadvantaged people including seniors, youth, the disabled and indigenous communities through talks and information sessions at community clubs and associations, local schools, indigenous organisations, retirement villages and seniors expos.

Regional Access Programs are conducted in selected regional towns each year. Community, business and consumer groups are invited to attend seminars on specific aspects of fair trading legislation. Inspectors conduct compliance inspections and Aboriginal Liaison Officers attend and give seminars for their communities. To increase the effectiveness of these programs Fair Trading introduced Super RAPs, in which each business area participates. This year Super RAPs were conducted in Albury, Forster, and Coffs Harbour.

### *Youth*

The OIR developed and introduced the 'know the deal' video competition to help students learn about their rights when starting their first job and encourage them to have fun and be creative in the learning process.

The competition, being run through NSW high schools, meets the learning outcomes from the Year 7 - 10 commerce curriculum for employment issues. The competition invites students to get creative and produce a video that will appeal to their friends and fellow students, is no longer than two minutes in

length, covers an important message about workplace rights and promotes the OIR's Young People at Work website ([www.youngpeopleatwork.nsw.gov.au](http://www.youngpeopleatwork.nsw.gov.au))

The OIR continues to work closely with Fair Trading and educational outlets to assist young people to better understand their workplace rights. This includes promotion of the *Money Stuff! Work Smart* curriculum-based high school resource package and the development of the new Fair Trading interactive educational tool for Years 7-10 promoting consumer rights and workplace rights issues.

The OIR delivered an extensive range of presentations to young apprentices and students at TAFE colleges and high schools throughout NSW providing information on workplace rights and responsibilities.

The *Industrial Relations (Child Employment) Act 2006* established a safety net based on state awards and industrial legislation and provided access to unfair dismissal for young workers employed under the federal system. The OIR inspectors regularly conducted checks on employers across NSW to provide an understanding of the Act and ensure they were meeting their obligations.

### **YouthSCAN**

The launch of Fair Trading Week was the setting for the release of the findings of the 2007-2008 YouthSCAN survey, a national look into the attitudes and behaviours of young people in Australia aged 10-17 years. As a major sponsor of YouthSCAN 2007, Fair Trading secured the right to release the portions of the survey dealing with mobile phone use, shopping habits, computer and Internet use, money and financial literacy, and youth employment.

### **2007 Money Stuff Challenge**

Fair Trading's competition for high school students, the *Money Stuff Challenge*, went from strength to strength in 2007, almost doubling the number of entries received in 2006. In all, 1,762 NSW students entered the Challenge. Students were asked to create an innovative way of promoting a consumer message. The aim of the competition was to raise awareness about consumer issues and to help young people become better informed and independent consumers.

The complete Money Stuff education resource concentrates on areas where young people are at risk of making ill-considered purchasing decisions such as buying a car, selecting a mobile phone, entering into credit contracts and moving into rental accommodation. The program includes a website, video and teacher books in English, maths and commerce. The winners of the Money Stuff competition were announced at a special youth forum at Parliament House during Fair Trading Week.

### **Interactive shopping mall**

As part of its continuing commitment to provide innovative and engaging resources for young people and their teachers to help them improve their consumer and financial literacy, Fair Trading commenced work on an interactive online game. Designed as a web-based resource in the form of a virtual shopping centre, young people will be introduced to the concepts of consumer and employment protection through a series of games and missions. The interactive game is being developed in partnership with the Department of Education and Training, the Office of Industrial Relations and WorkCover.

### **Regional Tenancy Youth Strategy**

The Regional Tenancy Youth Program was presented by Fair Trading in conjunction with the Regional Youth Support Service in Gosford. The program addressed areas of tenancy, financial literacy and obtaining a driving licence. It consisted of six information sessions that addressed the major difficulties experienced by today's youth.

## Ethnic Affairs Priority Statement – Future strategies

Commerce continued to implement initiatives set out in its three-year EAPS Plan 2005-2008, comprising strategies to improve outcomes for people from diverse cultural and linguistic backgrounds, and to work towards achieving the goals set out in the Plan.

A new plan is currently being developed to cover the next three-year period. Over the coming year Commerce will:

- continue to implement appropriate education, community awareness, consultation, liaison and communication strategies
- continue to provide appropriate language assistance
- investigate a data collection process to measure use of services by people from diverse cultural and linguistic backgrounds
- review procedures and guidelines for advisory boards and committees, tendering procedures and funded or contract services.

### *Consultation, liaison and communication*

Ongoing consultation and liaison at a local and regional level with a variety of multicultural, ethno-specific and community groups contributed to the development of a range of appropriate communication strategies. A range of translated information is available online and in print format.

The OIR community relations communication plan provides information on workplace rights and responsibilities to culturally and linguistically diverse communities. The initiatives include building relationships with communities, participation in a range of community events and meetings, and the development of translated resources and educational materials in key community languages. OIR continued to enforce the Ethical Clothing Trades Extended Responsibility Scheme by giving retailers' information on their obligations in relation to Outworkers across NSW.

Translations of information on the Fair Trading website were made more accessible to culturally and linguistically diverse (CALD) users after a significant redesign of our website. Information is available in Arabic, Chinese, Greek, Italian, Macedonian, Spanish and Vietnamese. Translated publications were produced in 28 community languages (including both established and new and emerging community languages) on a range of subjects such as home building, renting a home, borrowing money, scams, buying a car, renting, buying a mobile phone and trading in NSW.

In addition, Fair Trading delivered information sessions to CALD communities and attended a range of community events, including Chinese New Year, Vietnamese Tet Festival, and open days at Migrant Resource Centres.

### **Think Smart Program**

Since 2002, Fair Trading has operated the Think Smart education program for culturally and linguistically diverse communities. This program delivers information and education direct to culturally and linguistically diverse communities through community organisations and multilingual media partners. The Think Smart program raises awareness of fair trading issues and services amongst culturally and linguistically diverse communities using a variety of information resources, public relations activities and grass roots community activities.

Currently there are 35 partners consisting of 27 community organisations and eight multilingual media organisations. Seven new partners were signed up during the year.

### **Think Smart Tenancy Grants Program**

The Think Smart Tenancy Grants Program continued this year. This program was a one-off grant to community-focused organisations to deliver tenancy information and education to CALD communities and targeted the following languages: Assyrian, Dari, Dinka, Farsi, Pashto, Samoan, Tongan, Indonesian, Korean, Arabic, Chinese and Vietnamese.

In 2007/08 tenancy educational materials included audio CDs, booklets and DVDs. These were developed by the Auburn Migrant Resource Centre, Australia-Korean Welfare Association, Assyrian Australia Association, Chinese Australian Services Society, Immigrant Women's Speakout Association and Fairfield Migrant Resource Centre.

### Culturally and linguistically diverse education campaigns

Fair Trading ran education campaigns to encourage culturally and linguistically diverse consumers in NSW to use tradespeople and builders who are licensed and to warn them of the issues they may face if they use unlicensed traders. The campaign targeted advertising staff at newspapers (including multilingual press) across New South Wales, culturally and linguistically diverse consumers considering having trade or building work done, and builders and tradespeople. The campaign also includes a compliance check of culturally and linguistically diverse newspapers. The target languages were Arabic, Cantonese, Mandarin, Italian, Greek, Vietnamese, Spanish, Hindi, Korean, Tagalog, Macedonian, Croatian, German, Punjabi, Serbian, Turkish and Indonesian.

In September 2007, an African Cultural Awareness Forum was held in Coffs Harbour. The theme was "Breaking Down the Barriers". Over 150 participants, mainly new African refugees, heard about Fair Trading services that can assist them. In Mullumbimby, on the far North Coast, Commerce participated in an information day targeting multicultural job seekers.

Finding a place to live can be difficult at the best of times, however, if you are an international student with only basic English it can be daunting. For this reason, a program of tenancy information sessions to international students attending Southern Cross University's Tweed Heads and Lismore campuses was well patronised and greatly appreciated by overseas students.

### Language services

Commerce continued to provide language assistance for clients through free telephone and in-person interpreter services or through staff accredited as language aides under the Community Languages Allowance Scheme. One hundred and eight staff have accreditation in 29 languages, of which five have accreditation from the National Accreditation Authority for translators and interpreters. Language assistance referral points are included in relevant publications and on the Department's websites.

*Table A - Trends in the representation of EEO groups<sup>1</sup>*

**% of total staff<sup>2</sup>**

EEO group	Bench mark	2003/04	2004/05	2005/06	2006/07	2007/08
Women	50	40	41	42	44	45
Aboriginal people and Torres Strait Islanders	2	1.9	2	2	2.3	2.6
People whose first language was not English	20	24	24	25	25	25
People with a disability	12	10	10	10	10	9
People with a disability requiring work-related adjustment	7	3.4	3.6	3.5	3.5	3.1

*Table B – Trends in the distribution of EEO groups<sup>1</sup>***% of total staff<sup>2</sup>**

EEO group	Bench mark	2003/04	2004/05	2005/06	2006/07	2007/08
Women	100	88	87	87	88	88
Aboriginal people and Torres Strait Islanders	100	78	73	76	79	76
People whose first language was not English	100	94	94	95	96	96
People with a disability	100	98	97	96	94	96
People with a disability requiring work-related adjustment	100	91	91	91	87	89

**Notes**

1. Staff numbers are at 30 June 2008
2. Excludes casual staff
3. The distribution index measures the extent to which the distribution of EEO groups across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases, the index may be more than 100, indicating that EEO group isles concentrated at lower salary levels. This Distribution Index is automatically calculated by the software provided by Employment Equity Diversity Branch, Premier's Department
4. The distribution index is not calculated where EEO group or non-EEO group members are less than 20

**Occupational health safety and injury management**

Commerce is committed to fulfilling its obligations and duty of care to employees, contractors, visitors and clients as required by NSW Occupational Health and Safety and Injury Management legislation. The following initiatives were undertaken or commenced in 2007/08 to comply with these requirements:

- restructured the Occupational Health & Safety Compliance Unit, including the addition of an OH&S training consultant to develop a Commerce wide training system
- re-developed the OHS management system training package for roll-out during the latter half of 2008 including face-to-face and e-learning course development
- integrated OH&S training records management with Commerce's learning management system, LearningLink
- regular contact with the 17 OH&S committees, one working group and OH&S representatives to provide support, guidance and information
- progressed key OH&S policy and procedural matters by the Commerce senior management OH&S advisory committee that arose from the work of the OHS committees, and provided advice to the Commerce Executive
- continued document review and update, and integration of documents on departments' upgraded Intranet.

### Staff welfare initiatives

As part of the Department's commitment to staff health and welfare, the following staff welfare initiatives took place in 2007/08:

- Influenza Vaccination Program which will continue in 2008/09
- workstation ergonomics training and assessments
- ongoing training in use of the automatic external defibrillator for resuscitation
- advanced Return-to-Work Coordinator's training
- first aid officers' directory established and updated regularly
- on going training of first aid officers
- on-going training of OH&S committee members
- development and implementation of 'Live Life Well' initiatives, including the Global Corporate Challenge.

### Workers Compensation Claims for 2007/08

Office	2005/06 Number injuries resulting in claims	2006/07 Number injuries resulting in claims	2007/08 Number injuries resulting in claims	Number of claims resulting in time lost	Time lost per injury (days)	Average time lost per injury (days)
	Claims	Claims	Claims	Claims	Claims	Claims
Fair Trading	33	32	32	20	592	29.6
Industrial Relations	6	3	6	4	71	17.8
Public Works and Services	40	47	47	14	175	12.5
NSW Procurement	1	-	2	1	1	1
Corporate Services and Review	3	-	8	3	76	25.3
Corporate Shared Services	-	-	-	-	-	-
Central Corporate Services Unit	-	-	3	2	8	4
Director-General	-	-	-	-	-	-
<b>TOTALS</b>	<b>83</b>	<b>82</b>	<b>98</b>	<b>44</b>	<b>923</b>	<b>21</b>

Claims numbers do not include "journey claims", as they do not directly impact on the workers compensation premium.

