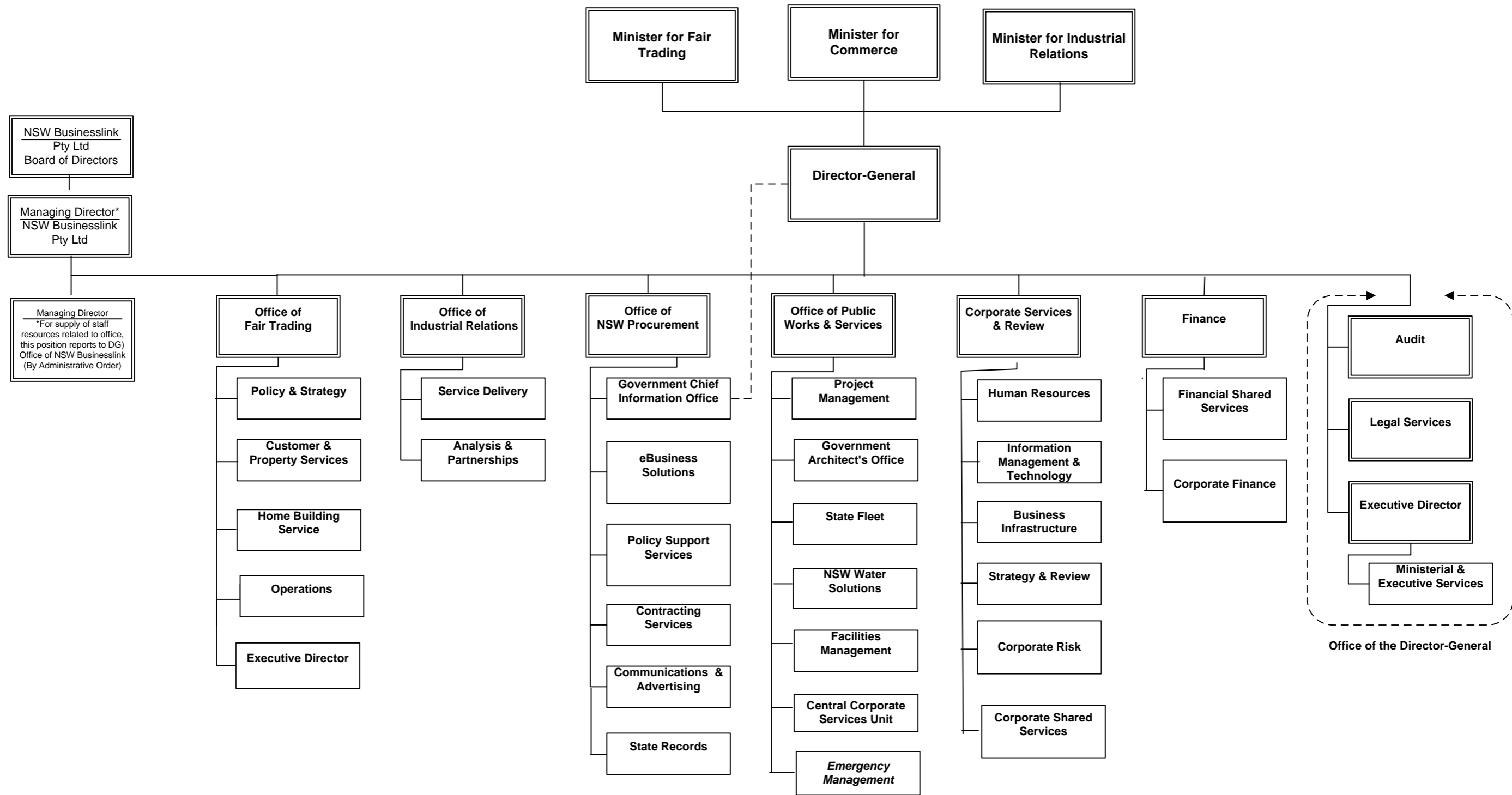


# People and Organisation

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# NSW Department of Commerce

30 June 2007

**Note**

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

## People and organisation

### Organisational change

#### Shared corporate services

During the year, a number of Government decisions affected Commerce and its provision of shared corporate services:

In April 2007, one hundred and thirty two staff from the Corporate Shared Services Group (CSS) in the former Department of Natural Resources were transferred to Commerce. CSS provides a range of services to 22 agencies, including the Department of Water and Energy, the Growth Centres Commission, 13 catchment management authorities and the Department of Planning.

In May 2007, NSW Businesslink was established as a separate office within Commerce. NSW Businesslink provides shared corporate services to the departments of Ageing, Disability and Home Care, Community Services and Housing.

CSS, NSW Businesslink and the Corporate Services and Review group collectively support the business operations of a large number of agencies.

#### NSW Procurement

State Records joined NSW Procurement on 1 November 2006. Its key services are preserving the State archives, enabling and promoting their use, and setting standards and providing guidance and services to improve records management across the NSW public sector.

#### Office of Public Works and Services

The Property Valuation Services business ceased operation on 28 February, 2007. Valuations are now provided by the private sector. The property consulting service was transferred to the Department of Lands along with a number of Commerce staff.

The State Property business was separated from the Department of Commerce on the 1 September, 2006. This group is now the State Property Authority.

### Commerce Executive at 30 June 2007

#### Alan Marsh

##### Acting Director-General April-June 2007

Alan Marsh joined Commerce in February 2004. He has over 26 years' experience in government administration in agencies, including Premier's Department, Olympic Coordination Authority, Public Works Department and as Chief Executive Officer, Darling Harbour Authority. Alan also worked for eight years for non-government entities, including Sydney Organising Committee for the Olympic Games and a major facilities management company.

#### 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 OFT, Lyn has held various senior strategic roles involving licensing, compliance and customer service.

**Paul Hopkins****Deputy Director-General, Office of NSW Procurement**

Paul Hopkins has over 27 years' experience in procurement management in Australia and overseas, ranging from manufacturing, importing/exporting to financial services and government. Prior to his appointment to Commerce in 2003, Paul worked for a range of companies including BHP, Qantas, St George Bank, the Southern Sydney Region of Councils and entities and consulted with PriceWaterhouseCoopers both in Australia and overseas with companies such as NAB, AMP and Roche. In his current role, Paul has been involved in driving procurement reforms across the NSW public sector and has led the design and restructure of procurement operations and the development of new products and services within NSW Procurement.

**Sajeev George****Acting Chief Financial Officer**

Sajeev George has been with the Department of Commerce in the roles of Financial Accounting Manager and Manager Corporate Finance since its formation in 2003. Prior to that Sajeev held senior finance positions in the former Department of Public Works and Services, and Commercial Services Group. He has also held senior finance positions in the private sector.

**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.

**Glenn Smith****Acting Director, Corporate Services and Review (from 19 June 2007)**

Glenn Smith joined Commerce in 27 April 2007 following the transfer of some Department of Natural Resources corporate services staff to Commerce. Prior to joining the Department, Glenn was the Executive Director of Corporate Shared 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; Group General Manager, Business Services in the Roads and Traffic Authority.

**Brian Baker****Acting Deputy Director-General, Office of Public Works and Services April-June 2007**

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.

**Changes to Executive in 2006/07**

Michael Coutts-Trotter

Level: SES 8

Position: Director-General

Remuneration: \$348,609

Transferred to Department of Education and Training

Last Day Service: 9 April 2007

Alastair Hunter

Level: SES 5

Position: Chief Financial Officer

Remuneration: \$247,300

Transferred to Department of Education and Training

Last Day Service: 8 May 2007

Elizabeth Zealand

Level: SES 5

Position: Director, Corporate Services and Review

Remuneration: \$221,676

Transferred to Public Transport Ticketing Corporation

Last Day Service: 15 June 2007

## Senior Executive Service remuneration

### Lyn Baker

Position: Commissioner for Fair Trading

Level: SES 6

Remuneration: \$265,200

#### *2006/07 highlights*

- managed all aspects of the Office of Fair Trading (OFT). In particular:
- five-year Strategic Plan settled - outlining a clear vision for OFT as both a best practice regulator and a leader in consumer protection
- achieved 24 of 28 targets in the 2006/07 Performance Agreement with those not met being either minor or in progress for completion in 2007/08
- met budget and achieved savings targets
- settled various restructures with minimal industrial action.

### Brian Baker

Position: Group General Manager Project Management

(Forster Rayward acting April-June 2007-\$214,351)

Level: SES 5

Remuneration: \$247,300

#### *2006/07 highlights*

- management of Commerce's service to the Department of Education and Training (DET) for the planning and delivery of the Program of Capital Works, including \$118 million of schools major capital works, \$44.8 million TAFE projects and \$72 million of minor capital works. In 2006/07 Commerce also assisted DET in managing 19 asset maintenance contracts of \$104 million
- management of Commerce's service provision of projects and program delivery with an aggregated value of \$900 million. Client agencies include NSW Police, Department of Corrective Services, Attorney General's, Department of Energy, Utilities and Sustainability, Sydney Catchment Authority, DET and various local government authorities
- effective service to government provided through management of and input to strategic projects including Sydney Catchment Authority water supply, Hunter Connection Water Pipeline and Department of Disability, Ageing and Home Care's capital works program
- provision of emergency engineering response capability to meet declared emergency of June 2007 in the Newcastle, Hunter, Central Coast regions caused by extreme flood and storms event
- alignment of Project Management's service delivery with NSW Treasury's Capital Works Procurement Policy
- facilitating Commerce and its client agencies achieving NSW State Plan targets
- leadership in improved business practices directed towards customer satisfaction with services provided by Project Management through stronger focused management practices of business risks, project budget and time management.

### Michael Coutts-Trotter

Position: Director-General (July 2006-April 2007)

(Alan Marsh acting April-June 2007 \$348,601)

Level: SES 8

Remuneration: \$348,609

#### *2006/07 highlights*

- led and managed an effective executive team
- met or exceeded more than 85 per cent of the performance targets in his performance agreement, and came acceptably close to achieving the remainder

- managed within budget and exceeded savings targets while maintaining or improving services to the community.

**Paul Edgecumbe, July 2006 – May 2007**

Position: Government Chief Information Officer

(Colin Griffith, acting May – June 2007 \$214,351)

Level: SES 5

Remuneration: \$247,300 (including recruitment allowance)

*2006/07 highlights*

- ongoing management of the CIO Executive Council as the principal forum providing executive level government ICT leadership and decision-making. The Council is also responsible for making recommendations on ICT policy to support implementation of People First - the NSW Government ICT Strategic Executive Plan
- supervised the implementation of People First - the NSW Government ICT Strategic Plan. In the past 12 months over 60 supporting projects have been identified, scoped and/or initiated to implement People First
- oversaw the continuing development and implementation of across government information and communications technology strategies
- delivered ICT savings of \$80 million per annum through major ICT procurement strategies including new Government Telecommunications Agreements (savings of \$50 million a year) and new contracts standardising Government requirements for personal computers and notebooks (savings of \$30 million a year)
- introduction of single technical specifications for PCs that will support Government Standard Operating Environments and environmentally sensitive disposal of old PCs.

**Sajeev George**

Position: Acting Chief Financial Officer (September 2006-June 2007)

Level: SES 5

Remuneration: \$191,935

*2006/07 highlights*

- responsible for the overall financial management of the Department
- implemented revised financial reporting structures following the full implementation of SAP and transfer of BusinessLink, State Records Authority and the former Department of Natural Resources functions to Commerce
- oversaw the preparation of the Department's consolidated financial statements which resulted in an unqualified audit report
- successfully managed the finances of the Department and achieved 2006/07 budget targets
- oversaw the preparation of the 2007/08 budget reflecting further cost saving strategies and improved efficiencies generally.

**Paul Hopkins**

Position: Deputy Director-General, Office of NSW Procurement

Level: SES 5

Remuneration: \$266,605 (including recruitment allowance)

*2006/07 highlights*

- development and introduction of an agency accreditation scheme for goods and services as part of the development and implementation of procurement reforms
- oversaw cost management savings to NSW Government of \$595 million through services delivered by NSW Procurement including introduction of the Strategic Sourcing program of sector-wide procurement consultancy identifying \$135 million in savings opportunities for agencies
- achieved State Contracts utilisation to \$3.41B or nearly 29 per cent of Government's Goods and Services expenditure
- oversaw structural review of NSW Procurement Contracting Services reducing operating costs by 40 per cent
- oversaw enrolment of 11 new agencies onto smartbuy® electronic procurement system, achieving milestone of over \$100 million transacted.

**Pat Manser**

Position: Deputy Director-General, Office of Industrial Relations

Level: SES 5

Remuneration: \$243,152

*2006/07 highlights*

- eleven of thirteen strategies proposed to Government as responses to the Work Choices legislation were accepted, developed, legislated and implemented
- took a leading role in managing the coordination of the States' High Court challenge to Work Choices.
- devised and managed legislation for child labour laws and their successful acceptance and implementation
- recognised as a source of valuable advice by the Government through inclusion in the development of responses to Council of Australian Governments' commitments such as: pandemic contingency planning; the Human Capital Working Group; and school-based apprenticeships
- developed and launched a number of web-based tools to assist NSW employers and employees to calculate entitlements under NSW awards
- undertook Australia's largest compliance program in 2006 with 380 targeted workplace compliance campaigns, investigations covering 12,000 workplaces and 35,000 employees. The campaigns found 9,500 breaches of NSW industrial laws, including 1,700 underpaid staff. OIR also dealt with 200,000 telephone inquiries, 92 per cent of which were answered within two minutes.

**Alan Marsh**

Position: Deputy Director-General, Office of Public Works and Services

(Brian Baker acting April-June 2007 \$278,000)

Level: SES 6

Remuneration: \$277,945

*2006/07 highlights*

- managed all aspects of Office of Public Works and Services including governance, compliance with regulatory requirements, establishment of contracts and risk management
- managed improvements to service, projects delivery and implemented strategies to improve value to NSW Government well aligned to State Plan and Commerce's Results and Services Plan
- oversaw the delivery or progression of key projects, such as Parramatta Justice Precinct , managed the new contract for cleaning and facilities management, and successfully delivered major water solutions for metropolitan and regional areas to other agencies in drought management
- continuation of the Deputy Director- General's Safety Committee and introduced monthly reporting of risks into monthly management reports
- implementation of the new OPWS Enterprise Resource Planning system to support business delivery.

**Peter Mould**

Level: SES 5

Position: Government Architect and General Manager, Government Architect's Office

Remuneration: \$214,315

*2006/07 highlights*

- influenced city planning and architecture through membership on the Central Sydney Planning Committee and committees such as the Sydney Olympic Park Design Review Panel and Transport Infrastructure Development Corporation Design Review Panel
- influenced attitudes to heritage buildings through membership of the Heritage Council of NSW and Heritage Approvals Committee and Opera House Conservation Committee
- contributed to the profession as Deputy President of the NSW Architects Registration Board
- involved in major capital projects including the schools, police stations and courthouses
- developed association with interstate counterparts through the Government Architect's Network Australia.

**Patrick Richards**

Position: Managing Director, NSW Businesslink

Level: SES 5

Remuneration: \$247,300

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

*2006/07 highlights*

- effective operation of the first year as a full fee for service company, including benchmarked pricing;
- continued improvement in service delivery, fiscal disciplines, governance and risk assessment and management
- development and commencement of implementation of a comprehensive Business Continuity Management program
- implementation of a number of core IT infrastructure and software projects, both within the business as well as in client agencies
- introduction of new revenue streams, such as Learning & Development, and premium services, such as Recruitment
- development of improved workforce planning capability
- implementation of a performance management system for all staff, GOAL (Grow Outcomes and Learn), and an associated staff awards program, Applause.

**Rodney Stowe**

Position: Deputy Commissioner, Office of Fair Trading

Level: SES 5

Remuneration: \$230,828

*2006/07 highlights*

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

- met 11 of 12 targets in the 2006-2007 Performance Agreement - with one target un-met due to external agency actions
- successfully pursued NSW's interests by influencing the national agenda through Ministerial Council on Consumer Affairs and the Standing Committee of Officials on Consumer Affairs
- successfully delivered the Fair Trading Legislative Program to the satisfaction of the Commissioner and Minister and meeting all Parliamentary and Cabinet time frames
- ensured the provision of a full range of quality education and information products and initiatives for consumers and traders in New South Wales.

**Elizabeth Zealand**

Position: Director, Corporate Services and Review (July 2006 – 15 June 2007)

(Glenn Smith acting from 18 June 2007- \$247,300)

Level: SES 5

Remuneration: \$245,103

*2006/07 highlights*

- completion of the roll out of the rationalised ERP project across Commerce that resulted in the retirement of legacy systems, reduced ERP costs and a functional and technical SAP upgrade delivering improved self service capabilities
- delivery of savings targets across shared corporate services, procurement initiatives, and asset management reform, including motor vehicles, mobile phones, lease management and Imaging devices.
- improved levels of customer service were achieved across Corporate Services
- review and development of strategic plans and policies for IMT, Human Resources and Business Infrastructure
- establish and sponsor Interagency Senior Officers Working Group for shared services reform across Government
- participation in Interagency Standing Committee on Disability
- executive sponsor for McKell refurbishment strategy
- development and testing of Business Continuity Planning.

### **Change in SES positions 2006/07**

Paul Edgecumbe

Level: SES 5

Position: Government Chief Information Officer

Remuneration: \$247,300

Resigned: 25 May 2007

## Employment statistics

**Table A (Full time equivalent)**

Category	At 30 June 2004 <sup>1</sup>	At 30 June 2005 <sup>1</sup>	At 30 June 2006 <sup>1</sup>	At 30 June 2007 <sup>1</sup>
Archivist				<b>32.15</b>
Chairpersons	6	6	6	<b>6</b>
Clerical Assistant	12	2	2	<b>2</b>
Clerical Officer	48	43	45.60	<b>142.47</b>
Clerk	3,028	2,613	2,517.03	<b>3029.13</b>
Conservator				<b>2.40</b>
Legal Officer	30	24	24.30	<b>26.30</b>
Professional	249	232	244.83	<b>243.55</b>
Project	9	7	4	<b>2.00</b>
Senior Executive Service	55	55	44.80	<b>48.8</b>
Senior Management	68	62	50	<b>46</b>
Senior Officer	60	69	86.10	<b>154.3</b>
Technical	22	29	24.80	<b>19.80</b>
Wages	182	153	131	<b>136.00</b>
Librarian/Library Technicians				<b>0</b>
Other General Division				<b>10.37</b>
<b>Total</b>	<b>3,763</b>	<b>3,289</b>	<b>3,174.46</b>	<b>3895.27<sup>2, 3</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. 132.92 of total are made up of Corporate Shared Services figures
3. 568 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 2005	At 30 June 2006	At 30 June 2007
8	1	1	<b>0</b>
7	-	-	<b>0</b>
6	2	2	<b>2</b>
5	5	8	<b>7</b>
4	9	5	<b>11</b>
3	13	15	<b>17</b>
2	13	10	<b>9</b>
1	6	4	<b>3</b>
<b>Total</b>	<b>49</b>	<b>46</b>	<b>49</b>
Positions filled by women	10	12	<b>11</b>
Unattached staff	6	1	<b>0</b>

## **Employment relations policies and practices**

An active program of consultation with unions and staff meant only a small number of formal disputes went to the NSW Industrial Relations Commission in 2006/07. There were also only a small number of matters lodged by staff associations, under the relevant provision in the awards pursuant to the Disputes Avoidance clauses.

Other more general industrial relations activities included support for major restructuring programs in a number of Commerce business units, including NSW Procurement; Fair Trading Information Centre and Home Building of the Office of Fair Trading (OFT); several areas of the Office of Public Works and Services (OPWS) including, Project Management Branch, Programs Branch, Central Corporate Services Unit, Facilities Management Branch, StateFleet and NSW Procurement.

Other projects included the integration of the Property Valuation Services from Commerce into the Department of Lands and the integration of State Records into Commerce from the Department of Arts.

### **NSW sector wide programs**

During 2006/07, Commerce was active in a broad range of sector-wide advisory committees, led by the Department of Premier and Cabinet. This included lead agency in the Engineering Skills Shortage Working Party, the Workforce Planning Advisory Committee, the Senior Employee Relations Network and the NSW Capability Framework Interagency Committee.

### **Redeployment of displaced officers**

In 2006/07, 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 case management support and structured in-house training to prepare displaced staff to be considered for vacancies in the public and private sector, and appointed a dedicated career coach.

As a consequence of these and other recruitment initiatives, 48 displaced officers were redeployed into permanent positions during the year. At 30 June 2007, there were 65 displaced officers within Commerce, of these 52 per cent were performing valuable work for the Department 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 continue with the major industrial stakeholders for Commerce, via either the Commerce Consultative Committee for salaried staff or the Joint Consultative Committee for wages employees.

Employment Relations staff are playing an active part in a number of major Commerce corporate initiatives such as the Contingent Workforce Project and the Workforce Planning Program.

### **Graduate program**

The Commerce graduate program aims to attract talented graduates and develop their potential as Commerce's future leaders, managers and key specialists. Currently, there are 32 graduates from disciplines that include architecture, engineering, building and construction project management and finance.

As part of their professional development, the graduates participated in a series of forums to address their professional development. The forums included, business communication skills including business writing and delivering presentations; business relationship management; job applications and interview skills; and leadership and management.

The graduate program was reviewed in 2006/07 and while Commerce will continue to employ graduates in several disciplines, the professional development they will receive will be more tailored to the individual and their career path.

### **Workforce Planning**

The Commerce Workforce Planning Framework and Action Plan were developed during the year. The Framework considers what the current and future workforce requirements of Commerce will be, taking into account internal and external factors. The Framework is integrated with other planning arrangements, such as Commerce's Corporate Plan 2006-2010 and Commerce HR Services Strategic Plan (People Strategy). It aims to be consistent and evidence based to ensure that decisions are informed by reliable information and robust methodologies.

The Workforce Planning Action Plan contains a series of strategies to support Commerce's workforce and program alignment. It provides a framework for ensuring workforce planning recommendations be taken forward.

Key achievements in workforce planning:

- scenario planning workshops were conducted with members of the Workforce Planning Group to clarify future workforce needs and develop organisational-wide strategies and action plans
- a survey of critical skills, knowledge and experience across Commerce business areas was undertaken to identify workforce capability needs and gaps at the organisational and business level
- a new workforce planning data framework based on a Human Resource metrics standard was developed to meet future workforce planning data needs
- a Commerce specific Retirement Intentions Survey was conducted for employees 45 years of age and over. Results have identified skills and the occupational categories within business units that will be most affected by retirements within the next 10 years, have been identified. A series of recommendations have been developed for implementation
- implementation of strategies to address the shortage of engineers.

### **Human Resources Services Strategic Plan 2007- 2010**

The Commerce Human Resource Services Strategic Plan 2007-2010 covers critical issues impacting on the Commerce current and future operations.

The 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
- ensure our leaders at all levels champion Commerce, provide clear and consistent direction, and are accessible and visible
- ensure we have the rights skills to do our jobs
- ensure we have a safe and healthy workplace
- support effective corporate communication channels across Commerce.

### **Learning and Development**

During this financial year, Commerce continued to support its staff in doing their job better and with career development. There was substantial training and development activity in each of the four strands of its learning and development framework.

#### **Foundation programs**

An extensive training program related to the Code of Conduct was run throughout Commerce. In excess of 80 per cent of staff have now completed a Code of Conduct course that underpins the culture and values of our organisation.

The rollout of the Performance Development Program commenced during 2006/07. This program is progressively being implemented by business units, as part of their planning process. The Performance Development Program links Commerce's planning, reporting and organisational performance process. It enables everyone in Commerce to connect what they do with what Commerce must deliver to the NSW community on behalf of the Government.

Generic Business skills programs, building common Commerce-wide capability, focused on transferable skills. Most activity related to either desktop software skills or business writing.

Leadership and management capability has been enhanced with development opportunities across all levels. This financial year, a further eighteen Certificate IV and nine Diploma supervisors and managers graduated from the Frontline Management Program, and there were twenty-four enrolments for a further Certificate IV program.

Commerce has participants in the suite of executive development programs sponsored by the NSW Department of Premier and Cabinet, including:

- Executive Masters in Public Administration
- Graduate Diploma in Public Administration
- Executive Development Program.

Fifteen staff submitted nominations for the 2008 intake of executive development programs.

### **Technical and specialised skills**

Programs of training and accreditation in both procurement and risk management were conducted to meet specific business needs.

## **Equity and diversity**

### **Our community**

Commerce continued its commitment to achieving diversity and equity outcomes in the workplace and in its dealings with the NSW community throughout 2006/07.

Central to achieving these outcomes is the creation of a working environment where staff are able to contribute their skills, knowledge and experience to the delivery of quality services. Our diversity and equity programs recognise cultural and community needs and expectations, deliver social justice outcomes to clients and staff, reflect best practice, and comply with statutory and legislative requirements.

### **Employment equity**

In 2006/07, Commerce continued the integration of employment equity outcomes for Equal Employment Opportunity (EEO) groups in its workforce planning activities. Our goals for the coming year will be to further integrate and align EEO strategies with Commerce's Workforce Planning Action Plan and position Commerce as an employer of choice by ensuring it has flexible work practices and family-friendly arrangements.

Commerce is committed to targets, which improve the representation of women, people with disabilities, people of the Aboriginal and Torres Strait Islander community, and people whose first language is other than English across all levels of the organisation. Our achievements for this year included:

- an increase in the overall representation of women in Commerce's workforce from 42 per cent to 44 per cent
- contracting a work/life consultancy, "Families at Work", to provide support information on childcare, vacation care, dependent, and elder care
- women make up 44 per cent of Commerce's councils and advisory boards
- One hundred and twelve staff, who collectively have accreditation in 29 languages, receive the Community Language Allowance Scheme (CLAS)
- maintaining the EEO Survey response rate at above the benchmark rate of 83 per cent
- the development of the Human Resources Strategic Plan 2007-2010 which aims to ensure diversity and equity is maintained within Commerce's workforce
- informing new employees of the Department's Discrimination, Harassment and Bullying Policy as part of the online induction program
- the inclusion of questions relating to diversity and equity in Commerce's new online exit questionnaire.

## Women

There was a range of Commerce activities for women during the year:

- the Xplore development program was piloted in metropolitan Sydney and the Springboard program was conducted at Bathurst. The Spokeswomen's Program elections resulted in four new members. The Spokeswomen's Planning Day was held and a two-day merit selection workshop, consisting of job application and panel member skills
- for International Women's Day, our staff joined UNIFEM events throughout NSW at Sydney, Parramatta and Newcastle. In a joint venture with Workcover NSW, staff from the Office of Fair Trading located in Parramatta and Penrith celebrated International Women's Day, with a program that included an Aboriginal cultural exchange and organised speakers discussing mentoring, self-management and goal setting for women
- Commerce women attended the Department of Premier and Cabinet Women's Employment & Development Forums, which were conducted in Parramatta and Sydney and included participants via videoconference to Coffs Harbour, Raymond Terrace and Armidale. The sixteen Commerce staff participated in discussions exploring ways to improve the participation, representation and development of women within the NSW public sector
- the review of the Spokeswomen's Program commenced with a needs and interest survey distributed to all women within the Sydney metropolitan area. Feedback analysis will form basis for further program enhancements
- the Office of Industrial Relations provided brochures and internet information to assist women in the workplace. It revised and distributed more than 50,000 copies of Maternity at Work, assisting women workers and their employers across industrial jurisdictions in NSW with the procedures and obligations for taking and returning from maternity leave
- the Women's Equity Bureau published findings from its year-long survey on work/life balance for employers and employees. Research partnerships are underway investigating caring and work, parental leave access and usage, and the impact of Work Choices on women workers in NSW.

## People with a Disability

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

Achievements included:

- donation by Extracar (StateFleet) of 12 station wagons for two weeks to the NSW Wheelchair Sports Association for a tennis tournament
- access audits of the Wagga Wagga and Doonside offices of the Office of Public Works and Services
- provision of sign language interpreters to staff who are deaf or hearing impaired at meetings
- sponsorship of the "Don't DIS My Ability" campaign to celebrate International Day of People with a Disability
- provisions of reasonable adjustments to employees with a disability through work and job redesign and provision of equipment
- provision of Telephone Typewriters (TTYs) in several operational areas to enable customers who are deaf or hearing impaired to access Commerce's services.

## Aboriginal and Torres Strait Islander People

Commerce continued to provide better and more accessible service to Aboriginal and Torres Strait Islander communities in 2006/2007.

OFT produces a range of consumer educational and promotional material for NSW Indigenous communities focusing on a wide range of issues. This year a financial literacy package aimed at assisting various groups experiencing financial hardship was released. The package has been promoted and delivered to a range of groups including Aboriginal and Torres Strait Islander communities.

To reach Aboriginal communities, OFT provided information at a range of events across the state including: Croc Fest, the Koori Knockout Rugby League, NAIDOC Week activities

celebrating the survival of Indigenous culture and the Indigenous contribution to modern Australia, Harmony Day celebrations, Indigenous Family Fun days and Survival Day.

In conjunction with other government agencies, OFT conducted forums such as Good Services and Do it right and ran tenancy information sessions. In secondary schools, the Fair Trading presentations on Kooris and cars and Revved Up purchasing a car program were very successful.

OFT has a commitment to the National Indigenous Consumer Strategy 'Taking Action, Gaining Trust'. The plan identifies actions in key priority areas: employment of Indigenous staff in consumer agencies; advocacy of Indigenous consumers' interests; housing; financial management and banking; motor vehicles and boats; trading practice, and the arts industry.

### **Indigenous Employment in Commerce**

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

OPWS sponsored an annual prize for one Aboriginal student in the Australian Indigenous Engineering Summer School.

Commerce's Indigenous Annual conference this year had a focus on 'Improving service delivery to Indigenous communities' with key speakers from RTA in relation to cultural awareness training and Department of Aboriginal Affairs as the lead agency in NSW for Aboriginal affairs. Commerce management and Indigenous staff workshopped ideas and strategies for improvement of service delivery to Indigenous communities.

Commerce's Aboriginal Employment Strategy 2005-2008 continued to deliver employment outcomes for people of an Aboriginal and Torres Strait Islander background. This year, Commerce recruited:

- two Elsa Dixon program employees
- eight Aboriginal cadets
- one Aboriginal apprentice stonemason.

Initiatives to support the retention of Aboriginal staff in the Department are:

- Staff Mentoring Program
- Staff Satisfaction Survey
- Intranet site to include specific information for Aboriginal staff.

### **Rural, remote, and regional**

OFT delivers services to all consumers and traders in NSW through Fair Trading Centres, the vast network of Government Access Centres and Regional Access Programs. These programs take information and services to consumers and traders in more remote rural outlying areas and smaller regional centres. Information stalls in shopping centres and main streets, visits to retailers, community education seminars and the distribution of brochures are some ways in which we assist people in rural areas understand their rights and responsibilities.

OIR set up its Working on the Land initiative, developing a dedicated web page with tailored information about pastoral awards plus specialised workshops for employers and employees in regional area.

### **Youth**

OIR continues to work closely with OFT and educational outlets to assist young people to better understand their workplace rights and promote the *Money Stuff! Work Smart* curriculum-based high school resource package.

OIR delivered an extensive range of presentations through TAFE colleges and high schools providing information on workplace rights and responsibilities and developed a new publication *Offered a job – Know your legal rights* which provides helpful workplace information in a format specifically tailored for young workers. A new website, Young People at Work ([www.youngpeopleatwork.nsw.gov.au](http://www.youngpeopleatwork.nsw.gov.au)) was developed to provide information to young workers.

The OFT program, *Money Stuff Challenge*, continues to be a successful means of educating high school students about their rights and responsibilities in the area of consumer and financial literacy. The Challenge is based around the award-winning educational resource *Money Stuff*. The program includes a website, video and teacher books in English, maths and commerce.

The OFT *Revved Up* program is presented to year 11 and 12 high school students to assist them to understand their rights, and possible pitfalls, when buying a car. The program covers consumer rights associated with buying a car, contractual obligations and stresses the need to ensure that a vehicle is roadworthy and mechanically sound.

### **Ethnic Affairs Priority Statement**

Commerce developed an Ethnic Affairs Priority Statement (EAPS) Plan for 2006/08 that includes the provision of a range of services for people from culturally and linguistically diverse (CALD) backgrounds through initiatives reflecting their diverse needs.

### **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 communications plan provides information on workplace rights and responsibilities to CALD communities. The initiatives include building relationships with communities, participation in community events and meetings, and the development of translated resources and educational materials in key community languages. OIR continues to enforce the retailers' code of conduct and worked with Workcover NSW to inspect clothing manufacturers in the Sydney region.

OFT continued its education strategy for community members from CALD backgrounds by delivering information and education services through its *Think Smart* partnerships. This year, the strategy continued to address tenancy and general consumer issues by actively raising awareness of the role and services of Fair Trading. The strategy was also extended to target landlords and real estate agents from CALD backgrounds. In 2006, the *Think Smart* program received a Commendation Award under the Premier's Public Sector Awards program in the Social Justice category. The award was for improved services to disadvantaged groups.

Seminars and presentations are also conducted on a regular basis for a variety of ethnic communities and community workers. Ethnic media channels are used to provide information on key issues.

### **Language services**

Commerce continued to provide language assistance for clients through free telephone and person interpreter services or through staff accredited as language aides under the Community Languages Allowance Scheme. One hundred and twelve staff have accreditation in 30 languages, of which seven have accreditation from the National Accreditation Authority for translators and interpreters. Language assistance referral points are included in relevant publications and on Commerce websites.

### **Customer profile survey**

OFT's annual Customer Profile Survey assessed the extent to which people from CALD and Aboriginal and Torres Strait Islander communities are using its services. The results once more showed the proportion of OFT clients from these backgrounds exceeds their representation in the NSW population.

### **Ethnic Affairs Priority Statement – Future Strategies**

As part of the EAPS over the coming year we 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 usage 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.

**Table A - Trends in the representation of EEO target groups in %**

EEO target group	% of total staff <sup>1</sup>				
	Benchmark	2003/04	2004/05	2005/06	2006/07
Women	50	40	41	42	<b>44</b>
Aboriginal people and Torres Strait Islanders	2	1.9	2	2	<b>2.3</b>
People whose first language was not English	20	24	24	25	<b>25</b>
People with a disability	12	10	10	10	<b>10</b>
People with a disability requiring work-related adjustment	7	3.4	3.6	3.5	<b>3.5</b>

**Table B – Trends in the distribution of EEO target groups**

EEO target group	Distribution Index <sup>2</sup>				
	Benchmark	2003/04	2004/05	2005/06	2006/07
Women	100	88	87	87	<b>88</b>
Aboriginal people and Torres Strait Islanders	100	78	73	76	<b>79</b>
People whose first language was not English	100	94	94	95	<b>96</b>
People with a disability	100	98	97	96	<b>94</b>
People with a disability requiring work-related adjustment	100	91	91	91	<b>87</b>

**Notes**

1. Excludes casual staff
2. 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. The distribution index is not calculated where EEO group or non-EEO group members are less than twenty.

## 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 (OHS&IM) legislation.

The following initiatives were undertaken or commenced in 2006/07 to comply with these requirements:

- senior management training in OHS&IM roles and responsibilities, were completed for over 90 per cent of managers, including training of regional managers
- restructure of the OHS&IM Unit, including the addition of an OH&S Compliance Specialist to develop a Commerce wide OHS management system
- development of the OHS Management System training package for roll-out during the latter half of 2007
- increased profile of OH&S with the placement of updated relevant information on notice boards
- increased activity of the Commerce Senior Management OHS Advisory Committee which supervises OHS policy and procedural issues within Commerce and provides advice to the Commerce Executive on OH&S matters
- regular contact with the seventeen OHS Committees, one working group and FWEOHS representatives to provide support, guidance and information
- improvements and update of information and contacts on the OHS&IM intranet site
- an OHS&IM document review to amend and update all OHS&IM documents and publications on the Department's intranet.

### Staff welfare initiatives

As part of the Department's commitment to staff health and welfare, the following staff welfare initiatives took place in 2006/07:

- influenza Vaccination Program to staff in March 2007
- 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 quarterly
- on going training of First Aid Officers
- on going training of OHS Committee Members.

### Workers Compensation Claims for 2006/07

Office	2004/05 Number injuries resulting in claims	2005/06 Number injuries resulting in claims	2006/07 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	29	33	<b>32</b>	17	346	20.4
Industrial Relations	8	6	<b>3</b>	3	16	5.3
Public Works and Services	43	40	<b>47</b>	25	690	27.6
NSW Procurement	2	1	-	-	-	-
Corporate Services and Review	1	3	-	-	-	-
Director-General	1	-	-	-	-	-
<b>TOTALS</b>	<b>84</b>	<b>83</b>	<b>82</b>	<b>45</b>	<b>1052</b>	<b>23.4</b>

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