

Senate Community Affairs Legislation Committee

SUPPLEMENTARY ESTIMATES - 21 NOVEMBER 2013 ANSWER TO QUESTION ON NOTICE

Department of Human Services

Topic: Departmental Staffing and Infrastructure

Question reference number: HS 70

Senator: Cameron

Type of question: Written

Date set by the committee for the return of answer: 24 January 2014

Number of pages: 6

Question:

- a) Please provide details of total staff by numbers currently employed?
- b) Please provide the details of full-time employee numbers by division?
- c) Please provide the actual staffing levels in each division?
- d) Appendix E on page 369 of the annual report indicates that 71.7 per cent of the workforce is women. Does it automatically follow that job losses would disproportionately affect women employees?
- e) The annual report also indicates that 5.5 per cent of staff is non-ongoing, or approximately 1,971 staff, is this still the situation?
- f) The Coalition government has instructed the Australian Public Service Commission to implement a staff freeze on the basis of "no new ongoing arrangements are to commence, or existing non-ongoing arrangements to be extended, without agency head approval". Has DHS taken steps to sack workers in order to implement this instruction?
- g) What implications has the staff freeze on the strategic risk outlined in your strategic plan 2012–16 on page 13, *10 – failure to attract, develop, engage and retain high quality staff*?
- h) How many of these non-ongoing contracts do you expect to keep/how many of these people will be sacked in the next 12 months as contracts expire?
- i) How will the work that sacked non-ongoing staff have been doing now be managed?
- j) How many non-ongoing workers contracts will end in the next three months?
- k) How many non-ongoing workers will you be extending?
- l) What is the department doing to support the sacked staff and non-ongoing workers that are faced with losing their jobs in the weeks leading up to Christmas?
- m) How will the work that these sacked staff have been doing now be managed?
- n) Does DHS expect to approve the extension of some non-ongoing contracts that fulfil a critical role?

- o) If these roles are critical to the operation of the Department why are they not being filled by an ongoing position?
- p) What will be the impact on client service of these contracts are not renewed?
- q) What will DHS do to manage the recruitment freeze?
- r) How does DHS plan to cover off the work of any unfilled positions?
- s) What workforce planning is underway and who is involved in this process?
- t) Which work, will no longer be completed?
- u) Will any current programs or services be ending?
- v) What is the separation rate for the department and agencies in the last 12 months and for each of the last four years?
- w) Can you differentiate between staff who have resigned and staff who have received a redundancy package? Please provide respective numbers for each.
- x) What departmental work is currently undertaken by a contract provider?
- y) How many contract workers are engaged in the Department, where are they located and who is the employer?
- z) Why is the work not being done in house?
- aa) What will be the impact on client service of these contracts are not renewed?
- bb) Do you have any people working in the Department as external contractors, who are not included in the headcount in the annual report? How many are there? What work are they undertaking? Do you expect this number to change? In what circumstances?

Answer:

- a) The total number of ongoing and non-ongoing staff in the Department of Human Services employed as at 30 November 2013 was 34,224.
- b) The total number of full-time ongoing and non-ongoing staff (both headcount and full-time equivalent) by division in the Department of Human Services as at 30 November 2013 is outlined in Table A below.

Table A: Ongoing and Non-Ongoing in the Department of Human services as at 30 November 2013		
Group	Division	Fulltime Equivalent of Ongoing and Non-Ongoing Staff
Department of Human Services Executive	DHS Executive	4.00
Audit, CFO & Legal	Audit	18.40
	Chief Financial Officer	291.22
	Legal Services	220.83
Chief Information Officer Group	CIO Group Executive	4.00
	Customer Services Systems	468.11
	Employment, Families, Child Support, Older Australians & Corporate Systems	417.26
	Health & Government to Business Systems	422.37
	ICT Business Services	176.04
	ICT Infrastructure	800.77
	Strategy Architecture & Shared Services	499.90

Enabling Services	Enabling Group Executive	5.00
	Communication	83.32
	Corporate Operations	444.73
	CRS Australia	1,204.93
	People Capability	323.06
	People Services	372.07
	Whole of Government Coordination	133.45
Health & Compliance	Health and Compliance Executive	4.00
	Business Integrity	2,240.23
	Business Services	169.35
	Health E-Business & Pharmaceutical Benefits	1331.81
	Medicare & Aged Care	147.13
	Recovery Health & Business Compliance	914.52
Participation Families & Older Australians	Participation Families & Older Australians Executive	3.00
	Disability Carers & Older Australians	117.95
	Families	214.21
	Participation	86.66
	Service Strategy & Policy	91.70
	Strategic Information	167.84
Service Delivery Transformation & Performance	Service Delivery Transformation & Performance Executive	3.00
	Future Service Design	82.34
	Service Delivery Performance & Quality	614.63
	Service Delivery Projects	115.35
	Service Delivery Transformation	348.02
Service Delivery Operations	Service Delivery Operations Executive	3.00
	Child Support Smart Centres	2,309.60
	Face to Face Service Delivery	6,375.40
	Indigenous Regional & Intensive Services	3,119.35
	Smart Centres	6,575.79
Total number of ongoing and non-ongoing full-time staff as at 30 November 2013		30,924.34

- c) The actual staffing levels (full-time and part-time) for each division in the Department of Human Services as at 30 November 2013 is outlined in Table B below.

Table B: Headcount of Ongoing and Non-Ongoing in the Department of Human Services as at 30 November 2013		
Group	Division	Ongoing and Non-Ongoing Staff Headcount
Department of Human Services Executive	DHS Executive	4
Audit, CFO & Legal	Audit	19
	Chief Financial Officer	303
	Legal Services	228
Chief Information Officer Group	CIO Group Executive	4
	Customer Service Systems	482
	Employment, Families, Child Support, Older Australians & Corporate Systems	427
	Health & Government to Business Systems	432
	ICT Business Services	181
	ICT Infrastructure	820

	Strategy Architecture & Shared Services	513
Enabling Services	Enabling Services Executive	5
	Communication	85
	Corporate Operations	470
	CRS Australia	1,403
	People Capability	339
	People Services	400
	Whole of Government Coordination	136
Health & Compliance	Health and Compliance Executive	4
	Business Integrity	2,407
	Business Services	175
	Health E-Business & Pharmaceutical Benefits	1,473
	Medicare & Aged Care	153
	Recovery Health & Business Compliance	985
Participation Families and Older Australians	Participation Families and Older Australians Executive	3
	Disability Carers & Older Australians	122
	Families	229
	Participation	89
	Service Strategy & Policy	95
	Strategic Information	174
Service Delivery Transformation & Performance	Service Delivery Transformation & Performance Executive	3
	Future Service Design	85
	Service Delivery Performance & Quality	664
	Service Delivery Projects	119
	Service Delivery Transformation	359
Service Delivery Operations	Service Delivery Operations Executive	3
	Child Support Smart Centres	2,537
	Face to Face Service Delivery	7,026
	Indigenous Regional & Intensive Services	3,483
	Smart Centres	7,785
Total number of ongoing and non-ongoing Headcount By Division as at 30 November 2013		34,224

- d) It is not possible to determine the gender breakdown of any future job reductions.
- e) The total number of non-ongoing staff in the Department of Human Services as at 30 November 2013 was 1,165 which represents 3.4 per cent of all staff.
- f) The department is acting in accordance with the APSC guidelines.
- g) The department is continuing with the current Graduate Program and other entry level programs. The department will assess other critical positions in line with the APSC guidelines and seek the Commissioner's approval where necessary.
- h) The department has a number of non-ongoing employees whose contracts are due to expire over the next 12 months. The department will review existing non-ongoing arrangements in line with the APSC guidelines.
- i) The department is reviewing non-ongoing contracts on a case-by-case basis. This review includes arrangements for the work being undertaken by the employee.
- j) The total number of non-ongoing staff with contract end dates in the next three months in the Department of Human Services as at 30 November 2013 is 595.

- k) The department is in the process of reviewing existing non-ongoing arrangements in line with the APSC guidelines.
- l) A small number of non-ongoing employees had contracts of employment that expired in December 2013. Those employees had contracts that specified, in advance, the date at which the contract would expire.
Employees whose contracts expired had access to the department's Employee Assistance Program (EAP) which provides professional, confidential and free counselling services to staff and immediate family. Information on the EAP is available to all staff on the department's intranet.
- m) The department reviews operational arrangements and workload distribution on an ongoing basis and adjusts accordingly to meet demand.
- n) Yes, the department has approved the extension of critical non-ongoing contracts.
- o) The department has a proportion of its workforce engaged on a non-ongoing basis, in order to effectively meet business needs and demands.
- p) The department reviews operational arrangements and workload distribution on an ongoing basis and adjusts accordingly to meet demand.
- q) The department has a robust recruitment process in place and some amendments have been made to ensure new processes under the APSC guidelines are reflected.
- r) Operational arrangements and workloads are reviewed to ensure continuity in the provision of high quality, flexible and efficient services to customers on behalf of government.
- s) The department undertakes strategic workforce planning within the broader business planning process. Senior leaders are engaged in the development, evaluation and updating of workforce plans.
- t) The department reviews operational arrangements and workload distribution on an ongoing basis and adjusts accordingly to meet demand.
- u) The department reviews operational arrangements and workload distribution on an ongoing basis and adjusts accordingly to meet demand.
- v) The ongoing separation rates for the Department of Human Services for the last 12 months and the previous four financial years are outlined in Table C below.

Table C: Ongoing Separation Rates for the Department of Human Services for the last 12 months and the previous four financial years	
Period	Total Ongoing Separation Rate
Last 12 months (1/12/2012 to 30/11/2013)	6.4 per cent
2012-13 (1/07/2012 to 30/06/2013)	6.7 per cent
2011-12 (1/07/2011 to 30/06/2012)	6.8 per cent
2010-11 (1/07/2010 to 30/06/2011)	9.7 per cent
2009-10 (1/07/2010 to 30/06/2011)	12.2 per cent

- w) The total numbers of staff who have resigned and staff who have received a redundancy package in the Department of Human Services for the period 7 September to 30 November 2013 are outlined in Table D below.

Table D: Staff who have resigned or received a redundancy package in the Department of Human Services for the period 7 September to 30 November 2013				
Termination Type		Staff Employee Group		
		Total Number of Ongoing Staff	Total Number of Non-Ongoing Staff	Total Number of Ongoing and Non-Ongoing Staff
	Resignation	165	90	255
	Redundancy	206	0	206
	Total	371	90	461

- x) The department engages contractors to undertake Information, Communication and Technology (ICT) technical work and non-ICT enabling services work (such as reception, switchboard, mail room and accommodation/stores services).
- y) As at 30 November 2013, there were 246 contractors engaged by the department, comprising 225 ICT contractors based in Canberra, Brisbane and Adelaide and 21 non-ICT enabling services contractors based solely in Canberra. The contractors are employees of 47 separate specialist contracting companies.
- z) ICT contractors undertake specialised technical work focussed on maintaining and developing the department's ICT systems requiring technical skills that are unavailable within the department. Non-ICT contractors undertake limited and ad-hoc work that could not be delivered cost effectively and efficiently with in-house staff.
- aa) The department reviews operational arrangements and workload distribution on an ongoing basis and adjusts accordingly to meet demand.
- bb) The department does not employ external contractors directly and those contractors are therefore not included in headcounts in annual reports. Answers (x) and (y) above indicate the number of contractors working in the department and the work they are undertaking. The numbers of contractors the department engages will vary over time in line with changing requirements for skills that are met most cost-effectively through contractor engagements.