

TasGradTV

TASMANIAN STATE SERVICE

2026 Graduate Development Program

Leadership guide



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Department of Premier and Cabinet

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In recognition of the deep history and culture of this island, TTC and the State Service Management Office acknowledge and pay our respects to all Tasmanian Aboriginal people; the past and present Custodians of the Land.



Welcome message

The Tasmanian State Service Graduate Development Program (TasGraD) is designed to provide foundational experience and skills to ensure the best possible start to each graduate's career in the Tasmanian State Service (TSS).

Your role as a TasGraD leader is so important for developing each graduate's potential and demonstrating how rewarding a career in the TSS can be.

Although graduates may not stay with your team or agency long term, your investment of time, resources, and support will help to set them up for success wherever their journey takes them. Thank you for making that investment.

Through TasGraD, graduates share in a learning journey. Wherever possible, I encourage you to help consolidate these learnings in your team and provide opportunities to experience the best of what your workplace has to offer.

More broadly, TasGraD aims to help graduates:

- develop strong communication skills
- build their personal brand and broaden their network
- understand the attributes of high-performing teams and develop their ability to collaborate with others for successful outcomes
- use design thinking methodology to apply learning to new contexts, and
- cultivate self-awareness, resilience, and confidence to thrive in a dynamic environment.

This guide has been developed to help you lead and support your graduate throughout the program. For further support at any time, please reach out to the Tasmanian Training Consortium (TTC) team and they will be happy to assist.

On behalf of the State Service Management Office, thank you for your commitment to the future of our graduates.



Amanda Russell
Deputy Secretary, State Service Management Office
Department of Premier and Cabinet

Program support



For all learning program enquiries, please contact the Tasmanian Training Consortium (TTC)

Email: TSS.Gradprogram@dpac.tas.gov.au

Phone: 6232 7511

Graduate coordinators

For all placement enquiries, contact your agency graduate coordinator

Agency	Contact person	Email
Department for Education, Children and Young People	Tanisha Hefferan	tanisha.hefferan@decyp.tas.gov.au
Department of Health	Allison Hanson	allison.hanson@health.tas.gov.au
	Dorian Broomhall	dorian.broomhall@health.tas.gov.au
	Eleesha Chandler	eleesha.chandler@health.tas.gov.au
	Evita Ayap	evita.ayap@health.tas.gov.au
Department of Justice	Lucy Mackey	lucy.mackey@justice.tas.gov.au
Department of Premier and Cabinet	Michelle Aulich	michelle.aulich@dpac.tas.gov.au
Department of State Growth	Bronwyn Ashby	bronwyn.ashby@stategrowth.tas.gov.au
Department of Treasury and Finance	Liz Lamond	liz.lamond@treasury.tas.gov.au
Homes Tasmania	Scott Smith	scott.smith@homes.tas.gov.au

How the program works

TasGraD is a two-year program designed to help the next generation of Tasmanian state servants to reach their full potential.



The program includes:

- Formal learning and development
- On the job learning
- Agency placements

Formal learning & development

From March to December 2026, graduates will take part in a range of workshops designed to help them develop a strong foundation of relevant, transferable skills to ensure a successful start to their career in the TSS.


The 10-month learning program is managed by the Tasmanian Training Consortium (TTC). They will remain in contact with graduates throughout this time, providing regular email updates and support.

Graduates are expected to participate in all workshops. Please ensure your graduate plans their workload to include attendance at all sessions.

If you have any questions about the learning program, please reach out to the TTC team at TSS.Gradprogram@dpac.tas.gov.au.

See the 2026 learning program schedule on page 7

LEARNING PROGRAM

 Unscrambling Government: how government works	 DiSC – thinking & communication preferences	 Introduction to trauma	 Preparing documents for decision makers	 Project management essentials
 Introduction to public sector finances	 Public policy skills	 Design thinking	 Getting to and through Cabinet	 Shaping your career





On the job learning

Graduates will spend the majority of their two-year program learning through practical, on-the-job experience. As a TasGraD leader, you play a key role in guiding and supporting this development.

On-the-job learning can take many forms, from collaborating with colleagues and undertaking real work tasks, to observing different approaches and reflecting on outcomes. These experiences provide valuable opportunities for graduates to build capability, gain fresh perspectives, and develop professional confidence and resilience.

Learn more about your role in supporting on-the-job learning on page 8.



Agency placements

Each agency takes a slightly different approach to structuring the TasGraD program. Graduates may have one primary role for the duration of the program or may rotate through several roles within the agency. Job rotations give graduates the opportunity to build diverse skills and gain a broader understanding of the TSS.

Depending on the agency, graduates may also have the opportunity to complete a placement in another agency for up to six months in their second year.

Learn more about out of agency placements on page 10.



2026 learning program schedule

	Workshop	Trainer	Date
	Welcome event	N/A	12 March 9:45am – 12:00pm
	Unscrambling Government: how government works	Greg Masters	26 March 9:00am – 12:30pm
	DiSC – thinking and communication preferences	Rachel Moore	15 April 9:00am – 4:00pm
	Introduction to trauma	Lifeline Tasmania	1 May 9:30am – 4:30pm
	Preparing documents for decision makers	Mark Priadko	13 May 9:00am – 4:30pm
	Project management essentials	Sharyn White	16 June 9:00am – 4:30pm
	Introduction to public sector finances	Kevin Riley	07 July* 9:00am – 4:30pm
	Public policy skills	Rhys Edwards	20-21 August 9:00am – 4:00pm
	Design thinking	University of Tasmania	16-17 September 9:30am – 4:30pm
	Getting to and through Cabinet	Rhys Edwards	28 October 9:00am – 4:00pm
	Shaping your career	Katherine Street	18 November 9:00am – 4:30pm

*Introduction to public sector finances has an online follow-up on **2 September, 9:00am-12:30pm**.

Developing Tasmanian's future

Your role and responsibilities as a TasGraD leader



Getting them started

It's important to ensure graduates have a positive start to their new role in the TSS. Working with your agency's graduate coordinator, please make sure graduates are correctly onboarded and introduced to the agency. This includes:

- setting graduates up with agency and business unit induction processes.
- ensuring graduates understand what is expected of them.
- informing any shared managers and supervisors about the graduate's learning program obligations and any time away from the workplace they will require.
- discussing expectations around Performance Management and Development (PMD) and probation (for permanent appointments).
- preparing a work plan.



Supporting on-the-job learning

You will play a key role in guiding and supporting the development of your graduate. Providing on the job learning opportunities and exposing graduates to variety of tasks and experiences is vital to their growth.

This might include:

- having them shadow experienced team members.
- setting them up with a mentor such as a past TasGraD participant, colleague, or senior executive – your agency's graduate coordinator can help you establish mentoring relationships.
- guiding them through various processes and procedures.
- letting them sit-in on meetings or briefings.
- encouraging them to reflect on their learnings after workshops – this will help make it stick.
- setting them up with tasks after workshops that use their new skills.

Make sure you provide clear communication, feedback, and encouragement along the way to help your graduate learn and reach their potential.



Managing Performance

As with all employees, managing graduate performance helps set clear expectations and supports their development. This includes:

- developing a Performance Management and Development Plan (PMDs) at the start of each placement, with targets achievable within their placement period
- reviewing and signing off the PMD at the end of each placement (graduate coordinators will ensure PMDs are completed and shared with any subsequent supervisor)
- having regular one-on-one catch-ups for feedback, coaching, and support.

Permanent graduates are also subject to a six-month probation period, with regular performance discussions required before confirmation of their appointment. Make sure you raise any performance concerns promptly with your agency graduate coordinator.



End of program preparation

At the end of the program, permanent employees will return to their ongoing roles in their home agency, while those on fixed-term roles will finish their employment.

You will need to work with your agency's graduate coordinator to confirm end-of-program arrangements well in advance including finalising their PMD and confirming successful completion of the program.

Please also notify your agency graduate coordinator if your graduate resigns or withdraws from the program.

Graduate coordinators will need to submit resignations through official agency channels and notify SSMO at graduate.recruitment@dpac.tas.gov.au.

Out of agency placements

Depending on how your agency structure the program, graduates may have the opportunity to complete a placement in another agency for up to six months during their second year. This is a great opportunity for them to broaden their skills and understanding of the TSS and build networks across agencies.

How it works

Out-of-agency placements are negotiated and facilitated by agency graduate coordinators and are generally a swap arrangement with another participating agency. In some cases, placements may occur in another area of the home agency where graduates can gain different experience or take on a new role.

Placements are usually full time for six months but may be part time, one day per week, or structured across specific time blocks. Timing, duration, and structure of placements needs to be agreed upon by the graduate and both the sending and receiving supervisors.

Important information:

- **Employment terms:** Graduates remain employees of their home agency for payroll, classification, and employment conditions. The home agency's Head of Agency retains responsibility for work health and safety, performance, and conduct.
- **Placement arrangements:** A [Placement Arrangement](#) outlining the placement conditions must be agreed upon and signed by both agencies and the graduate before commencement. *Note:* If travel expenses are involved in the arrangement, these are the responsibility of the receiving agency unless otherwise agreed.
- **Agency-specific policies and essential requirements:** Graduates may need to complete pre-employment, or registration checks before starting a placement in another agency. If they cannot obtain the required check, they will be offered another placement or remain in their current one. Discuss any required checks with the receiving agency in advance.
- **Performance assessments:** Must be conducted at an agreed time with input from both leaders. The home agency leader is responsible for completing the assessment.
- **Changes to placements:** In the event that a change needs to be made to a placement, please consult with the home agency leader, graduate coordinator and the graduate(s) involved.



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