Serving Victoria

A Guide to the Public Sector CEOs

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Introduction

The role of a chief executive officer (CEO) in the Victorian public sector is a broad position with multiple dimensions and the accountabilities are substantial and multifaceted. The role is critical to the effective and efficient delivery of government services.

These accountabilities are undertaken in an environment of intense scrutiny. This can include agents such as the Auditor-General, the Ombudsman, portfolio-specific regulators and integrity bodies, as well as committees of parliament, the opposition, the media and other stakeholders.

The primary aim of this guide is to provide a reference point for incoming CEOs on their role within the public sector. The guide presents information on and insights into the issues that are unique to being a public sector CEO – including the responsibility of CEOs to their board, as an accountable officer under legislation, and as a senior public official – and aims to facilitate a 'no surprises' approach to their transition. As such, the guide could form part of a board chair's induction process for a new CEO. In addition the guide may be useful for new chairs and board members to better help them understand the role of a CEO.

This guide is written for CEOs of public entities which are governed by a board, which in turn appoints a CEO to manage the operations of the entity. However, the concepts in this guide are equally applicable to the heads of public entities with other governance structures.

In this context, the term 'CEO' is used to mean the operational head of a public entity. However, the nomenclature could also be 'managing director, 'executive director' or similar. Similarly, the term 'board' is used in this guide, but the information could also apply to entities with governing boards made up of commissioners or trustees.

The guide may also be of interest to a wider audience than new public entity CEOs and their boards. It may be useful for heads of administrative offices, special bodies and departmental units with legislated responsibilities, as well as departmental officers who work with public entities.

The Role of the CEO

This section of the resource provides an overview of the role of the CEO in supporting their boards to steer the entity on behalf of the responsible minister.

Accountability to the Board

The role of the public entity's governing body (generally a board) is to steer the organisation on behalf of the responsible minister. This includes:

- **a strategic role:** setting the overall operational direction of the entity;

- **a risk management role:** monitoring and reviewing the effectiveness and currency of risk management, compliance and reporting systems and notifying the minister of known risks; and

- **a stewardship role:** ensuring that the entity's activities reflect the public sector values and employment principles and that the entity has arrangements in place to meet its statutory obligations.

The role of the CEO is to support their boards to fulfil their responsibilities. Whilst the board is accountable to the government, the CEO is responsible to their board. Part of this responsibility is to support the board to provide good governance of the entity.

An entity's enabling legislation usually confers on the board all the entity's powers. Therefore the powers of the CEO and other senior staff are derived by formal delegation from the board.

Underlying Principles

There are four core principles that support public entities' ability to deliver their legislated responsibilities. These principles should underpin and inform all actions and decisions a CEO makes. The CEO must act:

- **collaboratively** rather than competitively with other public sector organisations, and where legal and appropriate, delegate responsibilities and authority to staff within the entity to maximise operational efficiency and effectiveness;

- **flexibly** to adapt, develop and change themselves and their entity as demands and challenges necessitate;

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- **with prudence** in making decisions about the expenditure of public money, allocation of resources and recommendations to the board, on the basis of careful evaluation of need, value and alternatives, and with full disclosure of the process and rationale for decisions made; and

- **applying the public sector values** of responsiveness, integrity, impartiality, accountability, respect and the application of human rights to their work and ensuring that others in the entity also apply these values to their work.

Key Responsibilities

A public entity CEO is the operational arm of the board. As such, all CEO roles involve common key responsibilities and, by extension, a common set of tasks, irrespective of the entity or its environment. However, depending upon the needs of the entity and the environment in which it operates, the board may wish to give greater priority to certain responsibilities and tasks in any given period.

The following list provides an overview of the key responsibilities within a CEO role. The CEO's role is to:

- **articulate a vision:** the CEO supports the board in articulating and then promoting a vision of what the entity will achieve in line with its purpose, powers, authority, functions, deliverables, reporting and compliance requirements;

- **establish strategies:** working with senior staff, the CEO is responsible for setting strategies to deliver the board's priorities and meet the entity's obligations;

- **manage organisational plans:** working with senior staff, the CEO is responsible for establishing and delivering operational, financial, workforce and other plans that detail how the entity's vision – as established by the board – will lead to tangible outcomes;

- **design the organisation:** working with senior staff, the CEO is responsible for establishing and revising the way in which the entity is designed, including the key role, relationships, systems, and deployment of staff with particular skills sets, to ensure the effective and efficient delivery of outcomes;

- **manage finances and assets:** working with the board and with senior staff, the CEO is responsible for managing finances and assets in line with legal requirements and established business management practices;

- **lead and manage the entity's workforce:** working with senior staff, the CEO is responsible for engaging staff and developing their capacity to deliver the entity's plans, and ensuring their safety and wellbeing during their employment;

- **establish a productive culture:** working with the board and senior staff, the CEO is responsible for establishing a workplace culture that delivers productivity by fostering staff engagement, satisfaction and wellbeing. This includes 'walking the talk' by actively practicing and modelling values that contribute to a productive culture;

- **establish and manage the entity's reputation:** working with the board and senior staff, the CEO is responsible for building and maintaining a positive reputation for the entity, one that engenders trust and credibility;

- **establish and manage relationships:** the board and CEO are responsible for establishing and managing communications and collaborations with other organisations (including the departments with which the entity is affiliated, other organisations in the same or related fields of work and community representatives) in order to deliver outcomes effectively and efficiently;

- **deliver organisational impact:** working with the board, senior staff and key stakeholders, the CEO is responsible for seeking feedback about the entity's impact and making adjustments to the entity's plans, design, culture, relationships and risk management to increase the positive impact of the entity;

- **manage compliance and reporting:** working with the board and senior staff, the CEO is responsible for ensuring compliance with relevant legislation, including enabling legislation, the *Public Administration Act 2004,* and other legislation governing use of public funds and records;

- **manage risk:** working with the board and with senior staff, the CEO is responsible for identifying and managing the risk that the entity will be unable to deliver outcomes as a consequence of resource constraints, unexpected situations, changes in the operating environment, damage to reputation, or inability to attract and retain an appropriately skilled workforce; and

- **provide authoritative advice:** working with senior staff, the CEO is responsible for providing accurate and timely advice to the board, minister, department, entity staff and other stakeholders about the entity, the field in which it works, and emerging risks and challenges.

In addition to these key responsibilities, CEOs need to maintain a focus on continuing their own personal and professional development as public sector leaders. Some of the options they may wish to consider are developing their professional networks, participating in professional associations (e.g. IPAA and ANZSOG), mentoring and coaching.

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Key CEO Relationships

This section of the guide provides an overview of key relationships for entities and their CEOs. It also provides key strategic and operational questions that incoming CEOs may wish to consider in managing their relationships. The questions are not intended to be a comprehensive list. Rather they focus on the 'common traps' that CEOs may face, as identified by current and former senior public sector leaders.

The Relationships with the Board

Where the governing body of a public entity is a board, generally it is the board that appoints a CEO to manage the day-to-day operations of the entity. As the primary link between the board and staff of the public entity, the CEO is critical to ensuring that the entity is responsive and accountable to board policies and priorities. The board delegates certain authorities to the CEO.

The board is responsible for providing overall direction for the entity, the CEO manages the day-to-day operations. In effect, the board plans 'the route' and the CEO has their 'hands-on the wheel'. It is important that the board and the CEO know and understand the distinction between their respective roles. Whilst the CEO and the board share responsibility for leadership of the entity, they fulfil this responsibility in different ways. The CEO is usually a full-time position, unlike the governing board which only meets a number of times a year. The CEO, therefore, plays a key role in providing advice to the board on issues and risks as they arise. However there are clear differences in the respective roles.

Table 2 below distinguishes between the governance role of a board and the management role of the CEO.

Table 2: Governance and management responsibilities

Governance Role – Board	Management Role – CEO
The board governs the entity.	The CEO manages the complexity and details of the day-to-day business operations and individual operational functions.

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Governance Role – Board	Management Role – CEO
The board sets the vision and strategy for the entity.	The CEO works within the entity to articulate the vision and strategy.
The board acts on behalf of the government in a 'trustee' or 'stewardship' role and is accountable for the success or failure of an entity.	The CEO is accountable to the board.

Part 5 of the Public Administration Act provides a framework for good governance of public entities within the Victorian public sector. It specifies the governance principles, including the duties of the board.

The CEO is accountable to the board for:

- implementing strategy and reporting progress;

- implementing policies and working towards results in an efficient, prudent and ethical manner;

- providing accurate and timely information;

- financial management;

- risk management;

- human resource management;

- occupational health and safety;

- articulating and promoting the board's vision for the entity;

- setting standards;

- delivering quality public services; and

- overall performance (including the outcomes and behaviour of the entity).

However, every entity is different and the nature of the relationship between the board, the chair and the CEO can vary. Figure 3 below shows the range of responsibilities and demonstrates the requirement for a close and effective relationship between the CEO and

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the board.

Making it Work

This section provides key strategic and operational questions that incoming CEOs may wish to consider as they go about their day-to-day business. The questions are not intended to be a comprehensive list. Rather they focus on the 'common traps' that CEOs may face, as identified by current and former senior public sector leaders. The section first considers the factors relevant to maintaining the strategic capacity of an entity to deliver on its objectives before outlining the major compliance and accountability requirements of public entities.

Organisational Capability

A core responsibility of the CEO is to ensure that the organisation has the capacity and capability to meet its objectives.

CEOs may choose to undertake or commission an organisational capability assessment. Such an assessment can assist CEOs understand the fundamental strengths and weaknesses of their entity and provide valuable information about where to direct resources. This may be particularly relevant when the defined goals or objectives of the public entity have changed.

'Capability' has many different meanings and there is no single public sector definition of the term. The VPSC defines capability as what an entity needs in order to deliver efficiently the outputs required to achieve the government's goals as set out in the entity's strategy.

The skills and resources that make up an entity's capability include staffing, infrastructure, technology, financial resources, strategic leadership, process management, and networks and linkages with other organisations and stakeholders.

An entity's capability is its potential to perform by successfully applying its skills and resources to accomplish its goals and satisfy in stakeholders expectations. Public entities need to utilise this capability effectively and collaboratively to improve their operations and reduce costs to government.

Capability assessments can provide a conceptual framework as well as a practical, evidence-based, analytical tool. CEOs may conduct a capability assessment of their entity to:

- identify and consider capability areas most relevant to the goals and purpose of the entity;

- provide a focus for future activity;

- contribute to the identification of capability strengths, gaps and opportunities relevant to successful implementation of the business of the entity; and

- determine whether the entity has sufficient capacity to achieve its objectives.

There are many tools to assess an organisation's capability. In general terms there are some essential elements that are common to all tools. These elements are shown in Table 3.

Table 3: Organisational capability assessment elements

Element	Description
people	the staff and their collective skills, experience, tacit knowledge, culture, attitudes, relationships, and needs and expectations necessary to deliver the desired service
business practices	the documented processes that underpin service delivery
facilities and equipment	the physical facilities and (non-ICT) equipment required to enable service delivery
information and communication technologies (ICT)	the systems for the communication, capture, classification, documentation, storage, management, retrieval and dissemination of knowledge
knowledge	the domain-specific knowledge applied in service delivery, excluding tacit knowledge
accountability and governance	the framework to determine accountability and governance for all aspects of the entity's operations

When undertaking a capability assessment, it is important to have a clear understanding of the public entity's role, as determined by the legislative requirements, and government and board priorities (including ministerial statements of expectations or obligations). Section 1.5 provides further guidance on this.

Workforce Planning

Effective delivery of government priorities, both in the present and the future, is dependent

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on a strategic emphasis on human resource development.

Workforce planning is a tool that assists organisations and managers to plan for the future, anticipate change, manage their workforces and meet their business goals. It provides a framework for making workforce decisions that align with the strategic goals of the organisation. The workforce plan identifies how future staffing and skill needs will be met (i.e. via recruiting, development, internal deployment, recruitment, succession planning). This ensures that planning is proactive and talent surpluses and shortages are avoided where possible.

Workforce planning includes the following steps:

- understanding the organisation's strategic direction and the impact of that direction on the workforce;

- analysing the current and future workforce needs and competencies;

- analysing the gap between the current and future needs;

- developing strategies to address workforce gaps, including an understanding of market forces;

- implementing strategies to align the workforce with future business needs; and

- evaluating the success of the workforce planning strategies in meeting objectives.

A workforce plan will help the entity meet its objectives by ensuring that the staffing profile of the entity has the right capabilities to meet current and future demands.

Recruiting staff with a view to future business agility is appropriate in the public sector, as future trends are unpredictable. Strategic workforce development requires high-level input and ownership from the entity's executive to ensure targeted recruitment.

Appendix 2: Governance

Resource	Description	Lead agency	Available at:
Constitution Act 1975	More commonly referred to as the Victorian Constitution, this Act provides the framework within which parliamentary democracy and responsible government operate in Victoria. It sets out the basic rules and structures of the Crown (the Queen and the Governor), the Houses of parliament, local government, the Supreme Court, and the Executive (ministers and the public service).	Department of Premier and Cabinet	http://www.legislation.vic.gov.au
Public Administration Act 2004	The Public Administration Act creates a comprehensive framework to ensure good governance across the Victorian public sector. This Act outlines the structure of the Victorian public service, provides for the creation of departments and the employment of employees and executives, specifies public sector values and employment principles, and provides for good governance of newly created public entities and the public sector as a whole.	Department of Premier and Cabinet	http://www.legislation.vic.gov.au

Resource	Description	Lead agency	Available at:
Appointment and Remuneration Guidelines for Victorian Government Boards, Statutory Bodies and Advisory Committees	Outlines the principles and procedures for the recruitment, selection, appointment and remuneration of part-time non-executive directors and members of statutory authorities, advisory committees and the boards of government business enterprises. These guidelines also apply to unpaid appointments to such organisations.	Department of Premier and Cabinet	http://www.dpc.vic.gov.au
Directory of Public Entity Boards in Victoria	This directory, updated annually, provides information on the classification and composition of public entity boards in Victoria.	Victorian Public Sector Commission	http://www.publicboards.vic.gov.au/
Join a public board	The Join a pubic board website is designed to connect indviduals to Victorian public sector board opportunities.	Victorian Public Sector Commission	http://boards.vic.gov.au
VPSC Governance resources	A web-based guide, developed to assist potential, new and existing board members of Victorian public entities to understand concepts of good governance and the critical policies and procedures that drive their day-to-day work. It is designed to provide practical guidance to boards of public entities.	Victorian Public Sector Commission	https://vpsc.vic.gov.au/governance/

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Resource	Description	Lead agency	Available at:
Guide to Whole of Victorian Government Legislative Compliance Obligations for Public Sector Entities	A guide designed to assist departmental officers in supporting their minister in relation to assessing the compliance of entities in meeting its legislative obligations and, where appropriate, support the entity to assist it to meet its compliance obligations. The guide does not purport to be exhaustive, but may be valuable to public entity CEOs in understanding their obligations.	Victorian Public Sector Commission	https://vpsc.vic.gov.au/resources/guide-to-whole-of-victorian-government-legislative-compliance-obligations-for-public-sector-entities/
Legal Form and Governance Arrangements for Public Entities: Guidelines	These guidelines provide advice for Victorian Government employees on options for establishing a new public entity or reviewing existing public entities. They may be of value to public entity CEOs seeking to understand the complexities of public entity structures, or those leading new, reforming or winding-up entities.	Victorian Public Sector Commission	https://vpsc.vic.gov.au/resources/legal-form-and-governance-arrangements-for-public-entities-guidelines-revised-may-2013/
Strategic Management Framework Guide	A guide for the Victorian public sector outlining the key elements of a better practice management cycle.	Department of Treasury and Finance	http://www.dtf.vic.gov.au
Welcome to the Board	This booklet is designed as an introduction to the VPSC's web-based governance resources (see above).	Victorian Public Sector Commission	https://vpsc.vic.gov.au/resources/welcome-to-the-board/

Resource	Description	Lead agency	Available at:
Recruiting a CEO: A Guide for Victorian Public Sector Boards	This guide is designed to help Victorian public sector board chairs and directors conduct the CEO recruitment process. It provides prompts and reminders for board directors, especially chairs, who already have some skills and experience in conducting recruitment processes, evaluating performance, and providing constructive feedback. It may also be useful for CEOs in recruiting senior executives.	Victorian Public Sector Commission	https://vpsc.vic.gov.au/html-resources/recruiting-a-ceo/
Assessing a CEO's Performance: A Guide for Victorian Public Sector Boards	This guide is designed to help Victorian public sector board directors assess the performance of their CEO. It provides prompts and reminders for board directors, especially chairs, who already have some skills and experience in conducting recruitment processes, evaluating performance, and providing constructive feedback. It may also be useful for CEOs in conducting performance assessments of senior executives.	Victorian Public Sector Commission	https://vpsc.vic.gov.au/resources/assessing-a-ceos-performance/

Resource	Description	Lead agency	Available at:
Recruitment and Appointment to the Board: a Governance Officers' Toolkit	This toolkit has been developed to assist governance officers in departments who are responsible for supporting government in appointing Directors to public entity Boards. It is designed to supplement the *Government's Appointment and Remuneration Guidelines for Victorian Government Boards, Statutory Bodies and Advisory Committees.* This toolkit aims to clarify the processes of recruiting and appointing Directors to public entity Boards. It may be of interest to CEOs who wish to better understand this departmental process.	Victorian Public Sector Commission	https://vpsc.vic.gov.au/resources/recruitment-and-appointment-to-the-board-toolkit/

Appendix 3: Finance

Resource	Description	Lead agency	Available at:
Audit Act 1994	An Act to provide for the conduct of efficient and effective financial and performance audits in the Victorian public sector, the examination of bodies that receive public grants, and the administration and audit of the Victorian Auditor-General's Office.	Department of Premier and Cabinet	http://www.legislation.vic.gov.au
Audit (Public Bodies) Regulations 2005	Prescribes which persons and bodies are 'public bodies' for the purposes of the Audit Act.	Department of Treasury and Finance	http://www.legislation.vic.gov.au

Resource	Description	Lead agency	Available at:
Financial Management Act 1994	Provides for the financial administration and accountability of the public sector and for annual reporting to the parliament by departments and public sector bodies.	Department of Treasury and Finance	http://www.legislation.vic.gov.au
Financial Management Regulations 2004	Regulations made under section 59 of the Financial Management Act, covering the handling of unidentified and surplus monies, the expenditure of royal commissions and boards of inquiry, and the efficient and fair investigation of losses of and deficiencies in public money and other property of the State.	Department of Treasury and Finance	http://www.legislation.vic.gov.au
Financial Management (Amendment) Regulations 2006	Regulations made under section 59 of the Financial Management Act.	Department of Treasury and Finance	http://www.legislation.vic.gov.au

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Resource	Description	Lead agency	Available at:
Standing Directions of the Minister of Finance	The Standing Directions of the Minister for Finance form the basis of sound financial management for the state. The directions are designed to supplement the Financial Management Act 1994 by prescribing mandatory procedures that must be complied with by all Victorian public entities. Areas covered include governance and oversight, structure and systems, policies and procedures, and reporting.	Department of Treasury and Finance	http://www.treasury.vic.gov.au

Resource	Description	Lead agency	Available at:
Financial Management Compliance Framework	This framework assists Victorian public sector entities to establish and maintain effective financial management to support the achievement of entities' key objectives and goals. It also helps the Victorian Government monitor the standard of financial management in line with the Standing Directions of the Minister for Finance.	Department of Treasury and Finance	http://www.treasury.vic.gov.au

Resource	Description	Lead agency	Available at:
Financial Reporting Directions	Ensures consistent application of accounting treatment across the Victorian public sector in compliance with Australian Accounting Standards Board standards, specifically in instances where those standards provide accounting treatment options. Also impose other government non-financial policy and disclosure requirements.	Department of Treasury and Finance	http://www.dtf.vic.gov.au
Borrowing and Investment Powers Act 1987	An Act to provide for borrowing and investment powers for certain statutory bodies.	Department of Treasury and Finance	http://www.legislation.vic.gov.au

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Resource	Description	Lead agency	Available at:
Monetary Units Act 2004	An Act which allows fees and penalties to be fixed by reference to fee units or penalty units that can be indexed annually by an amount to be fixed by the Treasurer. The Act also amended various references to monetary amounts in older Acts, and (having regard to inflation) indexed certain fees that had remained in monetary amounts.	Department of Treasury and Finance	http://www.legislation.vic.gov.au

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Resource	Description	Lead agency	Available at:
Victorian Government Risk Management Framework	This framework brings together information on governance policies, accountabilities and roles and responsibilities for all those involved in risk management in the public sector. The framework also provides for a minimum risk management standard and an attestation by accountable officers in annual reports.	Department of Treasury and Finance	http://www.treasury.vic.gov.au
General Procurement Requirements	Policies and guidelines which set minimum standards for procurement of non-construction goods and services in Victorian Government departments and some public entities.	Victorian Government Purchasing Board	http://www.vgpb.vic.gov.au

Resource	Description	Lead agency	Available at:
Victorian Managed Insurance Authority	VMIA is a statutory authority which provides risk and insurance services to departments and public entities in order to minimise losses from adverse events.	–	http://www.vmia.vic.gov.au

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Appendix 4: Public Sector Standards

Resource	Description	Lead agency	Available at:
Public Administration Act 2004	An Act to establish values and principles to guide conduct and performance within the public sector; to ensure a public sector that responds to government priorities in a manner that is consistent with public sector values; provides effective, efficient and integrated service delivery; and is accountable for its performance.	Department of Premier and Cabinet	http://www.legislation.vic.gov.au
Charter of Human Rights and Responsibilities Act 2006	An Act to protect human rights by establishing a Charter of Human Rights for Victoria, and by establishing the Victorian Equal Opportunity and Human Rights Commission to report on its operation.	Department of Justice	http://www.legislation.vic.gov.au

Resource	Description	Lead agency	Available at:
Equal Opportunity Act 2010	An Act to promote recognition and acceptance of every Victorian's right to equality of opportunity, to eliminate (as far as possible) discrimination and sexual harassment, and to provide redress for people who have been discriminated against or sexually harassed.	Department of Justice	http://www.legislation.vic.gov.au
Victorian Public Sector Commission	The VPSC has responsibility for promoting high standards of integrity and conduct in the public sector	–	Supporting the public sector and its employees
Code of Conduct for Victorian Public Sector Employees	Prescribes the behaviour expected of public sector employees.	Victorian Public Sector Commissioner	https://vpsc.vic.gov.au/resources/codes-of-conduct/
Code of Conduct for Victorian Public Sector Employees of Special Bodies	Prescribes the behaviour expected of public sector employees of special bodies.	Victorian Public Sector Commissioner	https://vpsc.vic.gov.au/resources/codes-of-conduct/
Managing Conflicts of Interest	Assists public sector employees to avoid actual, potential or perceived conflicts of interest.	Victorian Public Sector Commissioner	https://vpsc.vic.gov.au/resources/managing-conflicts-of-interest/

Resource	Description	Lead agency	Available at:
Gifts, Benefits and Hospitality Policy Framework	Sets minimum requirements and accountabilities for the Victorian public sector and guides the development and review of policies.	Victorian Public Sector Commissioner	https://vpsc.vic.gov.au/resources/gifts-benefits-and-hospitality-policy-framework/
Register of Lobbyists	A public document containing information about lobbyists who make representations to government on behalf of their clients.	Victorian Public Sector Commissioner	http://www.lobbyistsregister.vic.gov.au
Victorian Government Professional Lobbyist Code of Conduct	Provides advice to both lobbyists and government representatives to ensure that contact between them is conducted in accordance with public expectations of transparency, integrity and honesty.	Victorian Public Sector Commissioner	http://www.lobbyistsregister.vic.gov.au

Appendix 5: Public Sector Employment

Resource	Description	Lead agency	Available at:
Public Administration Act 2004	An Act to establish values and principles to guide conduct and performance within the public sector; to ensure that employment decisions in the public sector are based on merit; to promote the highest standards of governance in the public sector; and to promote the highest standards of integrity and conduct for persons employed within the public sector.	Department of Premier and Cabinet	http://www.legislation.vic.gov.au
Occupational Health and Safety Act 2004	An Act to secure the health, safety and welfare of employees and other persons at work, to ensure that the health and safety of members of the public is not placed at risk by the conduct of employers and self-employed persons, and to provide for the involvement of employees, employers, and organisations representing those persons, in the formulation and implementation of health, safety and welfare standards.	Department of Treasury and Finance	http://www.legislation.vic.gov.au

Resource	Description	Lead agency	Available at:
Fair Work Act 2009	An Act which provides a balanced framework for cooperative and productive workplace relations in order to promote national economic prosperity and social inclusion for all Australians.	Commonwealth Government	https://www.legislation.gov.au/Series/C2009A00028
Policy on Executive Remuneration for Public Entities in the Broader Public Sector	Policy which sets out better practice approaches and approval procedures for the determination of and accountability for executive remuneration in public entities in the Victorian public sector.	Victorian Public Sector Commission	https://vpsc.vic.gov.au/resources/policy-on-executive-remuneration-for-public-entities-in-the-broader-public-sector/
Victorian Public Service Executive Employment Handbook	Provides details about the government's executive employment policy for governing bodies, public entities, and current and potential public sector executives.	Victorian Public Sector Commission	https://vpsc.vic.gov.au/resources/victorian-public-service-executive-employment-handbook/
Grievance and complaint management	The VPSC provides a range of resources and services to public sector employees and employers to assist with the resolution of grievances.	Victorian Public Sector Commission	https://vpsc.vic.gov.au/ethics-behaviours-culture/grievances-and-complaints/
Victorian Public Sector Commission register of Review Officers	A non-mandatory register established by the VPSC to enable public sector organisations to access independent review officers to conduct workplace grievance reviews and misconduct investigations on their behalf.	Victorian Public Sector Commission	https://vpsc.vic.gov.au/resources/register-of-review-officers/

Resource	Description	Lead agency	Available at:
People Matter Survey	An annual survey conducted by the VPSC on behalf of Victorian public sector organisations, which gathers information on workforce culture and climate. This includes measures of job satisfaction and the way managers and workgroups operate within participating organisations. The survey assists these organisations to develop a stronger values-based culture.	Victorian Public Sector Commission	https://vpsc.vic.gov.au/ethics-behaviours-culture/people-matter-survey/
Organisational dynamics (Organisational design, change, culture; workforce planning and succession risk management)	The VPSC undertakes research, provides advice, and develops resources on a range of topics to support organisational leaders, HR staff and mangers to effectively manage complex organisational dynamics	Victorian Public Sector Commission	https://vpsc.vic.gov.au/workforce-capability-leadership-and-management/organisational-dynamics/
Developing Conflict Resilient Workplaces: Report and Implementation Guide	The report outlines the opportunities to the Victorian public sector of building conflict resilient workplaces, while the accompanying guide outlines a number of innovations to help senior leaders and organisations respond to, and reduce, internal conflict.	Victorian Public Sector Commission	https://vpsc.vic.gov.au/resources/developing-conflict-resilient-workplaces/