

THE STATE OF THE PUBLIC SECTOR IN VICTORIA

2010–11

The Victorian Government has vested the State Services Authority with functions designed to foster the development of an efficient, integrated and responsive public sector which is highly ethical, accountable and professional in the ways it delivers services to the Victorian community.

The key functions of the Authority are to:

- identify opportunities to improve the delivery and integration of government services and report on service delivery outcomes and standards;
- promote high standards of integrity and conduct in the public sector;
- strengthen the professionalism and adaptability of the public sector; and
- promote high standards of governance, accountability and performance for public entities.

The Authority seeks to achieve its charter by working closely and collaboratively with public sector departments and agencies.

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The Honourable Ted Baillieu, MP
Premier of Victoria

Dear Premier

STATE OF THE PUBLIC SECTOR IN VICTORIA 2010–11 REPORT

Section 74 of the *Public Administration Act 2004* requires the State Services Authority to report to you annually on:

- its operations during the year;
- the adherence by public officials to public sector values during the year and their compliance with any applicable code of conduct;
- the application during the year of the public sector values, public sector employment principles, codes of conduct and standards;
- the profile of the public service and the public sector; and
- any other matter which the Authority considers it appropriate to include in its report.

For the 2010–11 year this responsibility is again being met through two separate reports. The first is the Authority's Annual Report which describes its operations during the year and was tabled in Parliament on 13 September 2011. The second is this report, *The State of the Public Sector in Victoria 2010–11*, which meets the balance of the reporting obligations.

It is first and foremost a report to you and your government. It will also be of value to those with an interest in the public sector, including those who work in the sector, and interested observers from the community at large.

Section 74(4) of the Public Administration Act requires that you lay a copy of this report before each House of Parliament within seven sitting days after receiving it.

Thank you for your support of the Authority and its activities in 2010–11.

Yours sincerely

Bruce C Hartnett
Chair
State Services Authority



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Executive summary

Section 74 of the *Public Administration Act 2004* requires the State Services Authority to report annually on:

- the profile of the public service and the public sector;
- the adherence by public officials to public sector values during the year and their compliance with any applicable code of conduct;
- the application during the year of the public sector values, public sector employment principles, codes of conduct and standards; and
- any other matter which the Authority considers it appropriate to include in its report.

In fulfilment of this responsibility, the SSA produces a report to the Victorian Parliament each year. The State of the Public Sector in Victoria reports on the employees of the Victorian public sector and their work to support the Victorian government and serve the Victorian people.

This year's report provides an overview of the functions performed by the Victorian public sector and a profile of the Victorian public sector workforce composition and distribution. It also explores public sector responses to workforce planning challenges, and identifies strengths and opportunities for improvement in employee perceptions of organisational culture in the Victorian public sector. To foster greater understanding of the diversity of the Victorian public sector, the report provides an overview of available organisational forms for Victorian public sector bodies.

The State of the Public Sector in Victoria 2010–11 introduces a series of new data sets, including a demographic and remuneration profile of public sector board members, and a summary of the activities of the Victorian Leadership Development Centre. It also uses data from the public sector's eRecruitment system to provide an overview of recruitment activity, including job advertisements, applications and placement of successful candidates.

Chapter 1

Overview of the Victorian public sector

In 2010–11, the Victorian public sector continued to provide a diverse range of services to the Victorian people, including health, education, law enforcement, overseeing public assets and regulation. In addition, the Victorian public sector funded and monitored the delivery of services provided by non-government organisations and local government. The public sector also supported executive government through a broad range of advice and assistance, including budget management, provision of expert policy advice and implementing government policy.

1.1 Functions performed by the public sector

The Victorian public sector provides public services and administers programs and contracts for service delivery by not-for-profit organisations, private firms and local government. It builds and maintains infrastructure, both physical and social, manages state finances and manages resources. The Victorian public sector also has a vital role in supporting ministers to develop and implement policies and legislation, and in facilitating relationships with service providers and investors in the not-for-profit and private sectors.

Table 1: Major functions of the Victorian public sector

Function	Action (examples)
Service delivery	Funding, providing system management and operating public health care, aged care and hospital services Operating schools and TAFE institutions and delivering education services Providing police and emergency services Managing the public transport system Undertaking fire prevention and suppression Funding and hosting arts and cultural events Constructing and maintaining major roads Managing water storage and sewage disposal Funding and partnering with local government to deliver projects and services (e.g. libraries)

Function	Action (examples)
	<p>Funding and overseeing community services for children, families, older Victorians and people with disabilities</p> <p>Developing town planning frameworks</p> <p>Funding and managing major infrastructure projects</p> <p>Promoting tourism and major sporting events</p> <p>Supporting cultural events</p> <p>Supporting industry development</p> <p>Providing or funding technical and scientific support for the agricultural and health industries</p> <p>Promoting innovation in key industries such as biotechnology and information and communication technologies</p>
Stewardship	<p>Managing and protecting national parks, marine parks, alpine resorts, state forests, coastal foreshores, water catchments, irrigation services, cemeteries, crematoriums and other public land</p> <p>Managing major heritage buildings, public buildings and facilities such as Federation Square and the Shrine of Remembrance, as well as major cultural and sports institutions such as Melbourne and Olympic Parks, the National Gallery of Victoria, the Melbourne Museum, Scienceworks, the Botanical Gardens and Wilson's Promontory</p> <p>Protecting the State's biodiversity</p>
Integrity	<p>Supporting the operations of integrity agents such as the Office of the Ombudsman and the Victorian Auditor-General's Office, the Local Government Investigations and Compliance Inspectorate and the Health Services Commissioner.</p>
Regulatory	<p>Regulating electricity, gas, transport and water</p> <p>Regulating gambling and providing consumer protection</p> <p>Regulating planning and building</p> <p>Regulating economic systems and undertaking regulatory reform</p> <p>Managing shipping channels and regulating ports</p>
Judicial and quasi-judicial	<p>Supporting dispute resolution and mediation services</p>
Advisory	<p>Providing policy advice to ministers</p> <p>Supporting Government to develop policy</p> <p>Advising Government on policy implementation</p>
Executive Government support	<p>Providing support to the Governor of Victoria</p> <p>Providing support to the Premier, Cabinet and ministers</p> <p>Supporting the operations of Parliament through preparation of legislation</p> <p>Collecting taxation, subsidies and levies</p> <p>Managing the State's finances and investments</p>

Figure 1: Composition of employing organisations in the Victorian public sector and the distribution of public sector employees as at June 2011

<p>Victorian public sector 1,809 Employing Public Sector Bodies 264,223 employees 216,455 FTE</p>	<p>Victorian Public Service 35 Public Service employers 40,100 employees 36,863 FTE</p>	<p>11 Departments 34,664 employees 31,710 FTE</p>	<p>Business and Innovation Education and Early Childhood Development Health Human Services Justice Planning and Community Development Premier and Cabinet Primary Industries Sustainability and Environment Transport Treasury and Finance</p>
<p>Designated as Public Service employers by specific legislative reference</p>			
<p>24 Authorities and Offices 5,436 employees 5,153 FTE</p>	<p>CentTex Emergency Services Superannuation Board Essential Services Commission Office of Police Integrity Office of Public Prosecutions Office of the Chief Commissioner of Police Office of the Legal Services Commissioner Office of the Ombudsman Victoria Office of the Special Investigations Monitor Office of the Victorian Electoral Commission Office of the Victorian Privacy Commissioner State Services Authority Victorian Auditor-General's Office Victorian Equal Opportunity and Human Rights Commission</p> <p>Designated as Administrative Offices under Public Administration Act 2004 Bushfire Recovery and Reconstruction Authority Environment Protection Authority Local Government Investigations and Compliance Inspectorate Office of the Chief Parliamentary Counsel Office of the Child Safety Commissioner Office of the Governor of Victoria Public Record Office Victoria Regional Rail Link Authority Victorian Government Solicitors Office Victorian Multicultural Commission</p>		

Victorian public entities 1,774 Public Entity employers 224,123 employees 179,592 FTE	Government Schools 1,540 entities 65,155 employees 54,463 FTE	School Councils (1,539) Teaching Service including education support class employees (1)
TAFE and Other Education 24 entities 17,360 employees 11,875 FTE	Technical & Further Education institutions (18) Miscellaneous (6)	
Public Health Care 90 entities 97,103 employees 72,087 FTE	Health research and other bodies (5) Health Care Services (85)	
Police & Emergency Services 6 entities 21,227 employees 20,253 FTE	Ambulance Victoria Country Fire Authority Emergency Services Telecommunications Authority Metropolitan Fire and Emergency Services Board Victoria Police Victoria State Emergency Service	
Water & Land Management 49 entities 8,420 employees 7,871 FTE	Alpine Resorts Management Boards (5) Catchment Management Authorities (10) Water bodies (19) Miscellaneous (15)	
Arts, Finance, Transport and Other 65 entities 14,858 employees 13,044 FTE	Arts Agencies (9) Cemetary trusts (5) Facilities management (8) Finance and Insurance (9) Regulators (7) Sport and recreation (11) Transport (7) Miscellaneous (9)	

Source: Workforce Data Collection 2011. Applicable as at 30/06/2011.

1.1.1 Size and composition

Victoria's public sector comprises the public service and public entities operating in the wider public sector. The number, size and functional composition of public service departments reflects the policies and priorities of the government of the day.

Victorian Public Service

Victorian Public Service (VPS) bodies include departments, the State Services Authority (SSA) and administrative offices. At June 2011, the Victorian public service consisted of 11 departments, 11 administrative offices and 13 other bodies designated as public service employers. Employees in the public service deliver a wide range of services such as corrections, housing and child protection. They coordinate and allocate funding for a range of public services including health care, education, community services, law and order, fire prevention, land management, regional development and support for primary industry producers. Public service staff also provide policy and administrative support to government and assist ministers to carry out their statutory responsibilities.

A detailed illustration of the composition of the public service and public sector entities is provided at figure 1.

Victorian public entities

Victorian public entities include employing entities such as hospitals, schools, Tertiary and Further Education (TAFE) institutions, police and emergency services organisations, and water, land management and other bodies. In most cases, public entity staff are responsible for direct service provision and implementation of government policy. At June 2011, there were a total of 1,774 public entity employing bodies in Victoria.

In addition there are many public entities that have no employees. They typically have functions specified in their establishing legislation and a board of management generally formed by volunteers. They include most of Victoria's cemetery trusts, some of the committees that manage Victoria's Crown land reserves, and advisory bodies. There are approximately 2,000 non-employing public entities in Victoria.

Special bodies

In addition to public service bodies and public entities, a third category of Victorian public sector agencies exist. Both public service bodies and public entities can be deemed to be 'special bodies' for the purpose of the *Public Administration Act 2004*. Declaration as a special body has the effect of exempting the body from certain types of reviews undertaken by the SSA and from certain public sector values, namely 'providing frank, impartial and timely advice to government' and 'implementing government policies and programs equitably'. Special bodies often exercise integrity or quasi-judicial functions, for example, the Victorian Auditor-General's Office and the Victorian Civil and Administrative Tribunal. In practice, most special bodies are staffed by public servants, however, this is not a requirement under the Public Administration Act. A current list of special bodies is provided at chapter 4, table 10.



Chapter 2

The Victorian public sector workforce

The Victorian public sector delivers core government services including health, housing, regulation, security, education, transport, welfare and water supply. The public sector workforce profile changes over time as government adjusts priorities and delivery methods to respond to the challenges and demands facing the Victorian community. This chapter provides an overview of the Victorian public sector workforce as at June 2011. Detailed profiles of major workforces in the public sector are outlined at appendix A.

2.1 Public sector workforce distribution

The Victorian public sector workforce comprises the employees of public service bodies and the staff of 1,774 public entities.

At June 2011, public service staff were employed in 11 government departments and 24 associated authorities and offices, and constituted 15 per cent (40,100 people) of all public sector staff (264,223 people). Public entities employ the vast majority of public sector staff (85 per cent, or 224,123 people), predominantly in direct service delivery roles.

A detailed illustration of the composition of the public sector is provided at figure 1 in chapter 1. All public sector employing organisations are listed in appendix C.

Around 30 per cent (82,000) of public sector employees work in rural and regional Victoria, accounting for 11 per cent of the State's regional labour force.

As shown at table 2, the public health care sector has the largest proportion of employees (37 per cent) followed by the government schools sector (25 per cent). A breakdown of public sector employees across employment, demographic and occupational variables is shown at Table 3.

Detailed profiles of each of the Victorian public sector industry groupings are provided at appendix A.

Table 2: Distribution of public sector employees (headcount) by sector

Sector	Number of entities	% of public sector employees
Health	90	37%
Government Schools	1,540	25%
Victorian Public Service	35	15%
Police and Emergency Services	6	8%
TAFE and Other Education	24	7%
Arts, Finance, Transport and Other	65	6%
Water and Land Management	49	3%
Total	1,809	100%

Source: Workforce Data Collection 2011

2.2 Public sector workforce profile

The public sector workforce is more highly qualified, feminised and older than the Victorian workforce as a whole, although there has been a recent influx of younger workers in response to increased service delivery demands.

2.2.1 Qualifications and occupation

Victorian public sector employees are well educated. Approximately 60 per cent of the public sector workforce had a bachelor degree or higher compared to approximately 30 per cent within the Victorian labour force.¹ Consistent with the pattern for the last five years, an increasing proportion of new employees hold a bachelor degree or higher.

Eighty-six per cent of the sector's employees are distributed across six key occupational areas as described in table 4.

¹ Australian Bureau of Statistics (ABS) 2010 Cat. No. 6278.0, Education and Training Experience, 2009, ABS Canberra, 2010.

Table 3: Statistical snapshot of the Victorian public sector workforce at June 2011²

Total employees (headcount)	264,223	Regional distribution	
Total employees (Full time equivalent)	216,455		
Employees by sector		CBD	14%
Public Health Care	97,103	Other Melbourne metropolitan	
Government Schools	65,155	North and West	25%
Victorian Public Service	40,100	Eastern	14%
TAFE and Other Education	17,360	<i>Southern</i>	15%
Police and Emergency Services	21,227	Total	55%
Arts, Finance, Transport and Other	14,858	Regional Victoria	
Water and Land Management	8,420	Barwon South Western	8%
Ongoing/non-ongoing (Headcount)		Gippsland	5%
Ongoing	76%	Hume	5%
Fixed term, temporary or casual ³	24%	Loddon Mallee	6%
Full time/part time		<i>Grampians</i>	6%
Full time	59%	Total	31%
Part time	41%	Occupational category ⁴	
Base salary⁵		Professionals	50%
<\$40,000	5%	Community & personal service workers	23%
\$40,000–\$59,999	34%	Clerical and administrative workers	15%
\$60,000–\$79,999	35%	Managers	5%
\$80,000+	26%	Labourers and related workers	3%
Gender		Technicians and trades workers	3%
Female	67%	Machinery operators and drivers	1%
Male	33%	Education	
Age		Doctoral / Masters degree	14%
<30 years	18%	Graduate diploma / certificate	17%
30–49 years	49%	Bachelor degree / honours	28%
50+ years	33%	Advanced diploma / diploma	13%
Country of birth		Certificate level / trade	13%
Australia	81%	Year 12 or equivalent or less	15%
Overseas	19%	Turnover of ongoing employees	
Language spoken at home ⁶		Separation rate	9%
English only	81%	Separation rate by age	
Language other than English	19%	less than 30 years	14%
Indigenous status⁷		30–54	8%
Non-Indigenous	99.7%	over 55	11%
Indigenous Australian	0.3%	Recruitment by age	
Disability status		less than 30 years	40%
No disability	96%	30–54	54%
Disability	4%	over 55	6%

Source: Workforce Data Collection 2011, People Matter Survey 2011

2 Numbers are headcount only unless otherwise indicated.

3 Casuals are employees who are typically employed on an hourly or sessional basis. Such employees may be rostered to work regularly or engaged to work on an “as and when required” basis.

4 These occupational categories are those used in the Australian Bureau of Statistics’ occupational classification structure — The Australian and New Zealand Standard Classification of Occupations.

5 Base salary information is provided here for all active ongoing and fixed term staff.

6 Information in these categories sourced from 2011 People Matter Survey. Differences between figures reported for 2011 and figures reported in previous years may be influenced by the non-participation of Government Schools staff in the 2011 survey.

7 Data regarding indigenous status is now generated from the Workforce Data Collection following the implementation of strategies related to the Council of Australian Governments Closing the Gap: National Indigenous Reform Agreement.

Table 4: Distribution of all public sector staff by general occupational areas

Professions	Percentage of employees in sector
Doctors, nurses and other health care professionals	26%
Teachers and other education professionals	21%
General administration and support employees	15%
Welfare, aides and care providers	12%
Police, fire fighters and ambulance officers	7%
Managers	5%

Source: Workforce Data Collection 2011

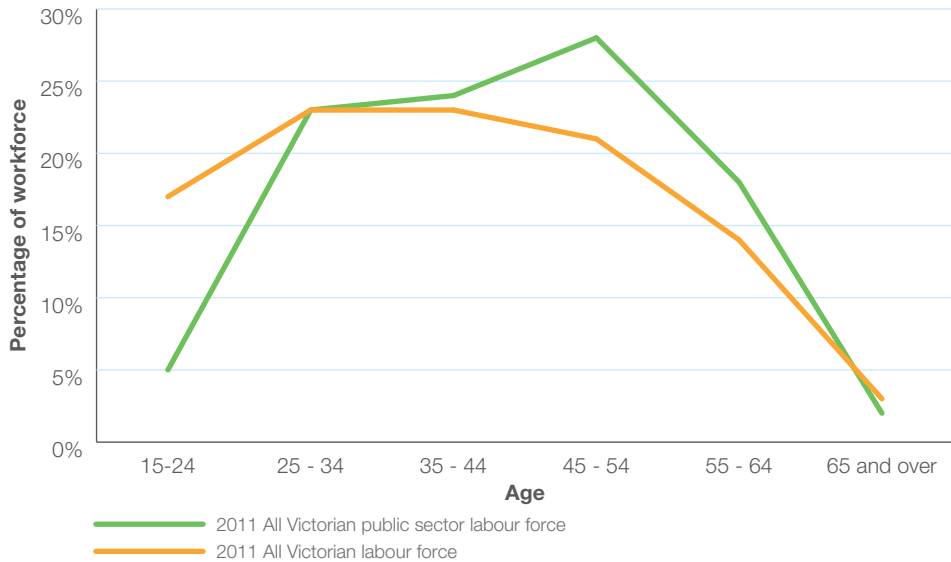
2.2.2 Age profile

The Victorian public sector has an older age profile than the Victorian workforce overall (see figures 2 and 3). This reflects the older and longer serving teaching workforce in government schools and TAFEs. It also reflects the growing proportion of staff aged over 55 in the health care sector. The under-representation of people under 25 years of age reflects that occupations in which many young people work, such as retail and hospitality, are not common in the public sector.

Some notable variations in the age profiles of employees in different sectors are:

- the Police and Emergency Services sector has the youngest age profile of all the sectors, reflecting operational requirements for staff;
- TAFE and Other Education entities have the oldest workforce of any of the sectors. Comparatively few employees are under 40 years of age and most of these are non-teaching staff;
- the proportion of Government School sector employees in the 25–34 year age group is increasing, reflecting a larger intake in recent years of graduate teachers; and
- male employees in the Water and Land management sector are significantly older than women: 72 per cent of women are aged under 45 whilst 49 per cent of men are aged under 45.

Figure 2: Age profile of Victorian public sector employees compared to the age profile of the total Victorian workforce



Source: Workforce Data Collection 2011, ABS, Detailed Cat. 6291.0.55.001, Labour Force, Australia

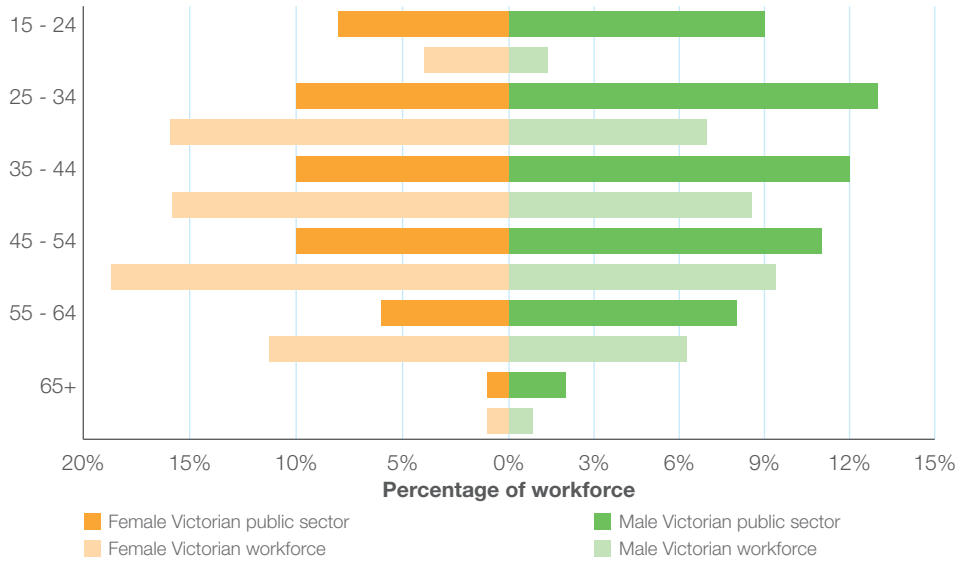
2.2.3 Gender profile

The Victorian public sector employs a comparatively higher proportion of women than the Victorian workforce as a whole, except in the under 25 age group, as illustrated by figure 3. By contrast, there are comparatively fewer men employed in the Victorian public sector than in the Victorian workforce more generally.

Two-thirds of all public sector employees are female, and the public sector employs more women than men across all age groups. This reflects the higher proportion of women employed in the Public Health Care and Government Schools sectors (79 per cent and 76 per cent respectively), and that these sectors form the majority (61 per cent) of the total public sector workforce.

In recent years, there has been an increase in the number of women in sectors with historically low proportions of women. An example is the increase in the proportion of women working in the Police and Emergency Services sector, which has risen from 20 per cent in June 2003 to 27 per cent in June 2011.

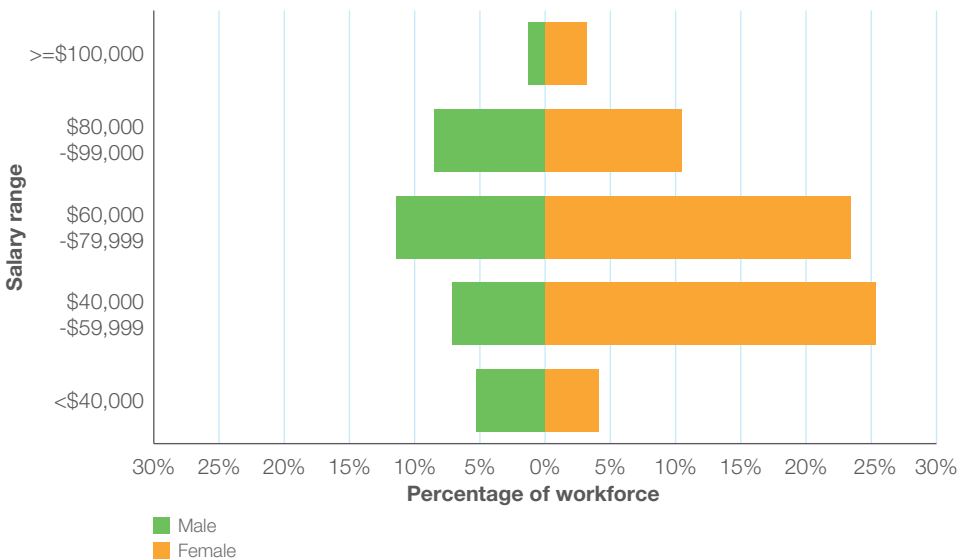
Figure 3: Age and gender profile of Victorian public sector employees compared with the Victorian labour force



Source: Workforce Data Collection 2011, ABS 2011, Detailed Cat. 6291.0.55.001, Labour Force, Australia

As shown in figure 4, the distribution of public sector employees across pay scales shows that the majority of employees are within the range of \$40,000 to \$79,999. Gender distribution across salary ranges indicates a higher proportion of women across all salary ranges, except at the highest level (\$100,000 and above).

Figure 4: Gender profile of Victorian public sector employees by salary range



Source: Workforce Data Collection 2011

2.2.4 Diversity

In 2011, 19 per cent of public sector employees were born overseas, up from 16 per cent in 2006. The proportion of employees who identified as having a disability restricting them from performing everyday activities has remained consistent at 4 per cent since 2006 and is consistent with the proportion of people with restricting disabilities in the Australian workforce. Data collection on people with disabilities relies on self-disclosure so it is possible that this figure is understated.

2.2.5 Indigenous employment

In 2010, the Victorian public sector committed to increasing Indigenous participation in the Victorian public sector workforce and implemented an Indigenous employment and career development action plan. As at June 2011, 758 public sector staff identified as being Indigenous, 0.3 per cent of the Victorian public sector workforce. Indigenous people make up 0.6 per cent of the Victorian population.⁸

The Indigenous workforce is spread across all industry groups in the Victorian public sector. The public service has the highest number of Indigenous employees with 298 staff. The sectors with the lowest percentage of Indigenous employees are two of the largest employers. While the Government Schools and Public Health Care sectors make up 62 per cent of the Victorian public sector workforce, they only employ 26 per cent of the Indigenous workforce.

When compared to the public sector as a whole:

- the Indigenous workforce is relatively young. The average age of Indigenous employees is 40 years compared to 43 for the public sector as a whole;
- men comprise a higher proportion of the Indigenous public sector workforce, 46 per cent compared to 33 per cent;
- Indigenous employees are more likely to be employed in rural and regional Victoria than in metropolitan areas, reflecting that a significant proportion (53 per cent) of Victoria's Indigenous population is based in rural and regional areas;
- 75 per cent of the Indigenous workforce is employed on an ongoing basis, as is 75 per cent of the non-Indigenous workforce; and
- average salaries for the Indigenous public sector workforce are lower.

2.2.6 Employment growth

Between June 2010 and June 2011, overall public sector staffing increased by 1.9 per cent in full time equivalent (FTE) staff terms (4,009 FTE), to reach 216,455 FTE staff. The total number of staff members employed in the Victorian public sector grew by 1.4 per cent (3,547 staff).

The larger rise in FTE numbers compared to the increase in the total number of employees results from a small increase in hours worked by part time staff over the 2010–11 year, as well as a small fall in part time employment (including part time casuals) in favour of an increase in full time staff. It aligns with the trend from 2009–10 where there was a fall in the

8 ABS, 2006 Census, ABS Canberra

number of casual staff in favour of more fixed term and ongoing part time staff, who also worked longer hours.

The largest increases are in the Public Health Care sector (2,394 FTE) and in the Police and Emergency Services sector (983 FTE). Around 75 per cent of the total increase in public sector employment is found in Public Health care and the Police Force alone.

The public service workforce grew by 1.2 per cent in FTE terms (420 FTE staff). Over half of this growth was in the Department of Justice (DOJ) and relates to the establishment of the Office of the Fire Services Commissioner and new prison units, plus expansion initiatives in forensic pathology, community correction and courts administration.

Since the commencement of this data series in 1999, net average year on year FTE public sector growth has averaged 3 per cent per annum. Average year on year growth in the VPS between 1999 and 2011 has averaged 4 per cent.

Since June 2005, when a revised definition of the public sector was applied at the commencement of the *Public Administration Act 2004*, the public sector workforce as a proportion of the Victorian population has increased from 4.5 per cent to 4.7 per cent in June 2011. The public sector workforce has consistently made up 8.7 per cent of the total Victorian workforce over the period 2005 to 2011. The exception to this was in 2009 when the Victorian public sector increased to 9 per cent of the Victorian workforce.

The increase in public sector employment in 2009 reflects the impact of the global financial crisis on employment across both the public and private sectors.

Public sector employees working in rural and regional Victoria account for between 10 and 11 per cent of the overall regional Victorian workforce. This proportion has remained largely steady between 2005 and 2011.

2.2.7 Recruitment

Data on recruitment within the VPS and some public sector agencies is reported through the Victorian Governments' eRecruitment system. The eRecruitment system provides data on public service and public sector recruitment activity at key points in the recruitment cycle: job advertisement, applications and placement of successful candidates.

Data from the eRecruitment system indicates a 17 per cent increase in the number of positions advertised in 2010–11 compared to 2009–10. This is due to bulk recruitment campaigns within DHS for child protection practitioners, and within DOJ for community corrections staff and custodial officers. However the number of applications received per position in 2010–11 fell by 5 per cent compared to 2009–10. Application numbers were highest in the job function classification of Accounting, economics and finance, and lowest in community healthcare and nursing.

Further detail on recruitment activity is provided at appendix E.

2.2.8 Executive remuneration

In conjunction with DPC, the SSA acts as a key adviser to government on executive employment matters. The SSA provides advice and support to the Government Sector Executive Remuneration Panel (GSERP), and manages a database which gathers data on executive employment within the VPS and public sector.

In 2010–11, a total of 664 executives were employed in the VPS. A total of 1,248 executives were employed by public sector entities.


Further details of executive employment and remuneration is provided at appendix G.

2.3 Conclusion

The public sector workforce is more highly qualified, feminised and older than the Victorian workforce as a whole, although there has been a recent influx of younger workers in the Public Health Care sector in response to increased service delivery demands.

The characteristics of the public sector workforce reflect the nature of the work it undertakes: complex management and service delivery work require high level qualifications. It also reflects the sector's significant roles in health, education and community services which have historically attracted women.

FTE staff numbers increased by 1.9 per cent in 2010–11, while total staff numbers grew by 1.4 per cent. Most of this increase occurred in Public Health Care and the police force within the Police and Emergency Services sector.



Chapter 3

The Victorian public sector workforce: risks, challenges and opportunities

This chapter explores issues and drivers influencing workforce supply and demand for the Victorian public sector, and provides an overview of actions taken by public sector organisations to mitigate against these risks.

An overview of the key findings of the People Matter Survey, an exploration of the impact of both formal and informal feedback on workplace wellbeing and new data presentation in the form of ‘management indices’ are provided. An overview of a research project undertaken by the SSA and the Victorian Managed Insurance Authority (VMIA) which identifies links between organisational culture, employee behaviour and medical indemnity claims is provided. Finally, opportunities for improvement in the application of the public sector values and employment principles are also identified.

3.1 Challenges for workforce planning

In 2011, the SSA undertook research to examine the risks and challenges for workforce planning across the Victorian public sector. This research updated previous research conducted in 2006 which led to the development of the Victorian public sector *Workforce Planning Resource Kit*. The 2011 report *Workforce Planning Risks and Challenges in the Victorian Public Sector — update report 2011* focussed on:

- identifying the current drivers of workforce demand and supply;
- actions taken by Victorian public sector organisations to address workforce risks, and
- identifying any additional actions to ensure that the Victorian public sector can address the workforce risks it faces.

The SSA invited 220 public sector organisations to participate in the research project. Approximately 240 senior managers from 70 organisations took part in focus groups held across Victoria. A number of organisations, particularly those with whole of sector responsibility for workforce planning participated.

There are a number of factors in the operating environment that have affected (and will continue to affect) workforce demand and supply drivers. Since 2006, Victoria has experienced natural disasters, including the 2009 ‘Black Saturday’ bushfires and the 2011

floods. In addition, in 2009 there was an influenza pandemic scare. The unprecedented scale of the natural disasters placed pressures on most of the public sector, and highlighted the need for a workforce capable of rapid response, flexibility, aligned activity and resilience.

The Global Financial Crisis (GFC) and resultant Commonwealth stimulus package led to considerable demands on the Victorian public sector. A significant demand was placed on states to respond quickly to deliver the stimulus packages including 'Building the Education Revolution' and public housing initiatives. Further, in November 2010 there was a change of government in Victoria.

Other factors in the operating environment influencing workforce demand and supply include:

- the **ageing population**: this is already having an impact on the demand for public services. The population aged 65 and over in Victoria is expected to increase from 13.7 per cent in 2010 to 19.1 per cent in 2021. The ageing of the workforce itself is a risk for the public sector. Although the unstable economic conditions brought about by the GFC may have reduced separation rates for those at retirement age, the absolute numbers of public sector staff retiring will steadily increase over the next ten years and beyond. The impact will be felt by public sector organisations, particularly as experienced and senior staff retire.
- **shrinking Australian workforce**: the age profile of the Australian workforce as a whole will change over the next decade, with an expected drop in the new workforce entrants from 170,000 per annum to 125,000 in the decade of the 2020s.⁹ This will contribute to the working age group (15–64 years) shrinking from 67 per cent of the total Victorian population in 2011 to 65 per cent in 2021.¹⁰
- **significant skill shortages**: the areas of greatest shortage are those which share the existing labour pool with the private sector, such as engineering, infrastructure project management, Information and communication technology, health and aged care professions, science and economics.
- **technological change**: this is driving increased community expectations of the manner of delivery and the timeliness/speed of public services;
- **budgetary and headcount restrictions**: a reduction in government income, combined with increasing demand for the services delivered by public sector organisations has reinforced the imperative for public service and public sector bodies to balance the provision of services with financial sustainability. Governments have sought to address financial constraints by placing caps on, or reducing employee numbers. When managing within these constraints, public service and public sector organisations should be mindful that reductions targeted at 'back office' services, may have longer term impacts on frontline service delivery.

9 Commonwealth Department of Health and Aged Care, *Population ageing and the economy: research by Access Economics*, Canberra, 2001 p.54. Please note that despite this data projection being made in 2001, it has continued to be quoted extensively in many publications to this day.

10 ABS 2010, *Australian social trends*, Cat No. 4102.0, ABS, Canberra.

How has the Victorian public sector responded to these challenges?

The operating environment for the Victorian public sector poses serious and complex risks, which in turn require strong workforce planning governance and capability. To address these challenges, research undertaken by the SSA reveals the need for public sector organisations to:

- ensure that workforce and business planning are linked;
- build capacity to forecast workforce risks; and
- address demand for services where workforce capacity could not be built or obtained in other ways.¹¹

3.1.1 Workforce planning governance and capability

The importance of workforce planning and of identifying actions to address workforce risk is generally accepted across the Victorian public sector. However, it does not receive the same attention or status as, for example, management of financial resources or organisational reputation risk. Approximately 40 per cent of organisations reported that they had taken tangible steps to incorporate workforce planning considerations into policy development and business planning activities. The research indicates that where organisations have done little in the area of workforce planning, it was often due to issues relating to accountability for the function (poor or confused), capability (lack of skills and data), capacity (time to plan) and confidence (uncertainty about where to start).

The SSA's research indicates that the most sophisticated workforce planning occurs in the departments of Health, Human Services, Education and Early Childhood Development (for teachers) and Victoria Police. For some departments, particularly those with large, occupation-based workforces, occupation-based planning is an appropriate approach; for others, a more holistic approach encompassing front line service delivery, back office functions and business process redesign is suitable.

There are also limits to the extent to which an organisation can build its workforce to meet service demands. Sometimes the demands are too great, or they are unrealistic given the operating environment for the organisation.

Demand management involves managing the way services are delivered, and identifying approaches which change the nature or extent of service demands so that they align better with what can be achieved within current and likely future organisational capability and capacity. Demand management has many facets and can be undertaken in a number of ways. The research identified a few examples of organisations using community awareness or preventative strategies to better manage demand. Examples include:

- the provision of information by the Country Fire Authority to communities in bushfire prone areas; and
- community health programs that seek to reduce the rate of disease through preventative measures and early intervention, thus reducing pressure on the public health system.

¹¹ State Services Authority 2006, *Workforce planning resource kit*, State Services Authority Melbourne.

3.1.2 Addressing labour supply

The SSA's 2006 research proposed that public sector organisations play a more active role in ensuring an adequate supply of labour to work within the sector. This included working with the tertiary sector to increase supply of appropriately skilled labour, and looking to other 'non-traditional' areas of the labour market from which to recruit staff. The research conducted in 2011 indicates that:

- just under half (47 per cent) of public sector organisations consulted were working to improve their relationships with the tertiary education sector. This was most prevalent in the areas of health, human services and education, and a high level of influence over curriculum and work readiness of new graduates has been achieved;
- some parts of the public sector were hesitant to recruit from non-traditional labour pools. There was an entrenched belief in some areas that only people with a specific qualification could work within a particular field, despite the fact that not all tasks require a specific professional qualification; and
- a number of organisations recruited, as a regular practice, doctors, dentists, occupational therapists, physiotherapists and child protection workers from overseas. While some organisations acknowledged that this practice is expensive and poses particular challenges, they also regarded it as a practical means of addressing chronic labour supply problems and that the benefits outweighed the risks. Recent changes to university funding and enrolment may reduce the need to recruit from overseas: the Commonwealth Government has removed caps on undergraduate student places from January 2012, and public universities will be funded based on both student and industry demand. This has resulted in increased first round tertiary offers from Victorian universities, particularly in the fields of health, education and engineering.

3.1.3 Attraction, recruitment and staff development

The 2011 research indicated the value of a strong employment brand in attracting high calibre staff, and considerable work has been done to develop this at both the public sector wide level and the organisational level. There has been considerable activity across the sector in the area of staff training and development, but not all development activities were targeted towards addressing future workforce challenges. Only 52 per cent of surveyed organisations examined their current and future capability requirements and used this as a starting point for staff development.

3.1.4 Work, job and organisational design

The 2011 research found that, while there were some examples, there was little substantial activity around using organisational and job design, improving agility in employment practices, actively working to retain particular cohorts (such as older workers), or using critical knowledge transfer to alleviate particular risks including those associated with skill gaps. However, the consultations did reveal a number of examples of good workforce planning practice, which will be published on the SSA website.

The SSA is undertaking ongoing work to assist public sector organisations in workforce planning and associated workforce activities. Resources published by the SSA include a series of 'myths and facts' sheets on recruitment, flexible work, secondments, executive employment, performance management and bullying, plus short guides to job analysis, writing position descriptions, interviewing and job selection. New publications include *Making Flexible Work a Success and Dealing with High Conflict Behaviours*. These are available from the SSA's website, www.ssa.vic.gov.au.

3.2 Organisational culture in the Victorian public sector

The SSA has responsibility under the Public Administration Act to report to the Premier on the application of and adherence to the public sector values and employment principles.

The public sector values are: responsiveness; integrity; impartiality; accountability; respect; leadership; and a commitment to human rights. The employment principles are: merit; fair and reasonable treatment; equal employment opportunity; reasonable avenues of redress; human rights; and for the public service only, fostering a career public service.

The People Matter Survey (the survey) is an annual survey undertaken by the SSA. The survey measures public sector employees' perceptions of how well the public sector values and employment principles are applied and adhered to within their organisation. The survey asks employees to respond to a series of statements about the application of the values and employment principles by their organisation, their manager and their workgroup. In addition, the survey also measures respondents' sense of workplace wellbeing and job satisfaction.

The survey is designed to cover the entire public sector over a two-year cycle and, within each year, include representation of the full range of public sector employer bodies. Most major employing organisations in the public sector take part over the two-yearly cycle: around 120–130 each year of the approximately 250 major employers (those with more than 10 employees).

Appendix B includes a description of the public sector values and employment principles, and an overview of public sector participation in the survey from 2004 to 2011.

- Once collected, the survey data is analysed and used for a number of different purposes:
- collated responses and comparison information is provided back to organisations who participated in the survey, especially in relation to employee perceptions of organisational culture benchmarked against results for comparable organisations;
- to inform the SSA's work program, especially the development of resources that may assist organisations in areas where employees have identified a need for improvement; and
- to create the basis for providing topical reports about major trends and issues that emerge from the survey as well as conducting detailed research using this rich data source in combination with others.

3.2.1 Key findings of survey

Public sector values

The 2011 survey shows that the bulk of employees believe their workplace is doing well in the application of the public sector values. In particular, employees believe their organisation provides high quality services and is highly responsive to the needs of the Victorian public, and that their interaction with the community is characterised by a high level of respect, promotion and support of individuals' human rights. These results are shown in table 5.

Table 5: Employee agreement that public sector values are applied within their organisation

Summary measures	Average percentage agreement *
Responsiveness	92
Human rights	92
Integrity	86
Impartiality	86
Respect	78
Accountability	77
Leadership	70

Source: People Matter Survey 2011

* This measure is the 'average percentage agreement' for each of the values, principles, workplace wellbeing and commitment sections of the survey, e.g. the summary measure for the integrity value is the average percentage agreement of all the five statements measuring employee perceptions of the application of the integrity value. The 'percentage agreement' is the sum of 'agree' plus 'strongly agree' responses as a percentage of total responses excluding 'don't know' responses.

The values of 'responsiveness' and 'human rights' have always rated as the highest performing public sector values (data collection on the 'human rights' value commenced in 2008 when it was included as a value in legislation).

Employee perceptions of the role of managers in actively implementing, promoting and supporting the values ('leadership') have always scored the lowest results since data collection on these values commenced in 2007. Further detail of survey results for the public sector values is provided at section B.2, appendix B.

Employment principles

Most public sector employees believe that their organisation is effectively applying the employment principles, particularly in relation to 'equal employment opportunity' and 'human rights' (see table 6).

Table 6: Employee agreement that public sector employment principles are applied within their organisation

Summary measures	Average percentage agreement *
Equal employment opportunity	93
Human rights	86
Fair and reasonable treatment	80
Merit	79
Career public service**	76
Avenues of redress	73

Source: People Matter Survey 2011

* This measure is the 'average percentage agreement' for each of the public sector employment principles section of the survey e.g. the summary measure for the merit principle is the average percentage agreement of all the six questions measuring employee perceptions of the application of the 'merit' principle. The 'percentage agreement' is the sum of 'agree' plus 'strongly agree' responses as a percentage of total responses excluding 'don't know' responses.

** Applies to Victorian Public Service employers only.

Comparison of results over time have shown that the application of the principles of 'equal employment opportunity' and 'human rights' have always been highly regarded by employees, whereas 'avenues of redress' has scored the lowest results.

Further detail of survey results for the public sector employment principles is provided at appendix B, section B.2.

Employer of choice and public sector pride

The survey includes a series of questions which measure respondents' belief that their employer (organisation) is an employer of choice and that a career in the public sector is a good career choice. Table 7 shows the 2011 results for these measures.

Table 7: Employee agreement to their organisation being an employer of choice and their pride in being employed in the sector

Survey item	Percentage agreement*
Employer of choice	
Working for my organisation makes me proud	88
Working for my organisation is a good career choice	85
I view my organisation as an employer of choice	83

Survey item	Percentage agreement*
Public sector pride**	
I am proud to work in the Victorian public sector	89
Working in the Victorian public sector is a good career choice	87
I view the Victorian public sector as an employer of choice	85
I would recommend a career in the Victorian public sector to my friends	85

Source: People Matter Survey 2011

* The 'percentage agreement' is the sum of 'agree' plus 'strongly agree' responses as a percentage of total responses excluding 'don't know' responses.

** The survey questions were customised for several organisations and sectors. For example, in the health sector the first question in the survey read 'I am proud to work in the Victorian public healthcare system' and for the TAFE sector the question read 'I am proud to work in the Victorian TAFE sector'.

The above results indicate strong 'employment brand' strength, with positive implications for attraction and retention of employees, which is important where there is a highly competitive labour market.

Workplace wellbeing

A large majority of respondents feel very positive about their working environments. Most feel that they are well supported, can work to their potential, work well with their teams and generally do not feel too stressed at work. Change management remains a weak spot in this otherwise positive picture with 41 per cent of respondents indicating that their organisations do not handle change well.

Given this positive sentiment, it is not surprising that levels of commitment are relatively high, with only 24 per cent of respondents actively looking for alternative employment and 35 per cent thinking about leaving their organisation. Approximately 25 per cent of respondents often think about leaving the sector.

Job satisfaction

There are three distinct aspects of job satisfaction measured in the survey: opportunities and challenges; working relationships; and work-life balance, pay and job security.

Statistical analysis was conducted to measure the contribution of specific job aspects to the overall job satisfaction. The provision of interesting or challenging work is the most important contributor to job satisfaction. This need is being met for a large majority of employees (75 per cent of respondents report being satisfied on this measure). Opportunities for career development, work-life balance and relationship with their managers are also important contributors to job satisfaction.

Large proportions of respondents are satisfied with how interesting and challenging their work is (75 per cent), working environments (72 per cent), their work-life balance (65 per cent) and their job security (73 per cent). Satisfaction with 'fair pay' (51 per cent) steady over time. Satisfaction with the ability to work on their own initiative is high among respondents (81 per cent satisfied). However, only 50 per cent are satisfied with the opportunities for career development.

More respondents are satisfied with their relationships with members of their workgroup (84 per cent) than are satisfied with their relationship with their managers (73 per cent) or the level of feedback they receive (54 per cent). As described in section 3.3, both formal and informal feedback are important contributors to employee satisfaction.

Feedback on performance

The survey also gathers information about the extent to which employees receive either formal or informal feedback on their performance. Feedback contributes to employee satisfaction, which encompasses many aspects of working life, including job satisfaction, relationships with managers and colleagues and perceptions of their organisation as a good employer.

This is based on detailed analysis of the extent to which employees receive formal and/or informal feedback on their performance. Provision of both formal and informal feedback is believed to be a good proxy for effective communication amongst managers and their staff.¹²

Across a range of indicators, those who receive both formal and informal feedback were much more likely to be satisfied and were less likely to be intending to leave. It appears to be the provision of informal feedback that makes the most significant difference to employee satisfaction. Those who receive formal feedback only are often less satisfied than those who receive no feedback at all. Table 8 shows that the majority of employees received both formal and informal feedback. However, 10 per cent of respondents received formal feedback only and 15 per cent received no feedback of either kind.

Table 8: Type of feedback received-Victorian public sector-2011

Type of feedback received	% of respondents
Formal only	10
Informal only	15
Both formal and informal	60
Neither formal nor informal	15
Total	100

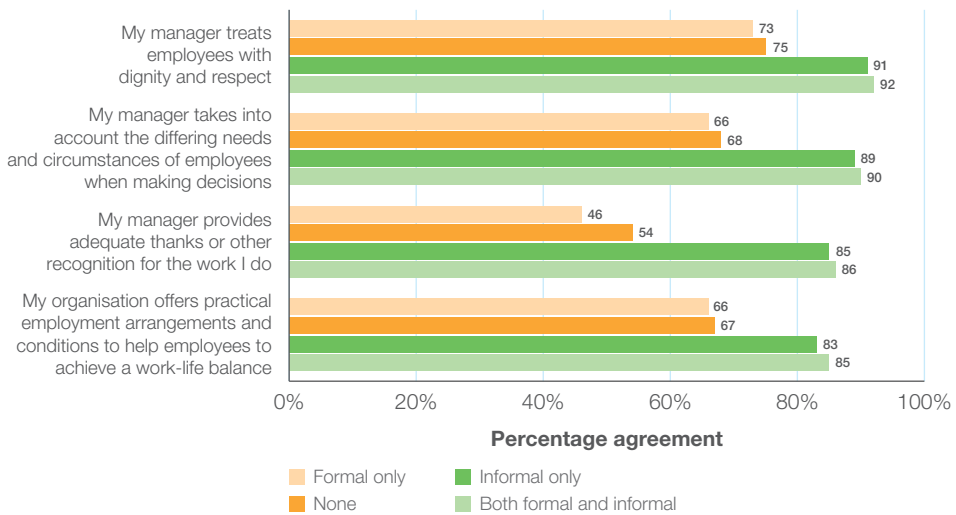
Source: People Matter Survey 2011

¹² State Services Authority 2010, *Feedback Matters: effective communication is essential*, State Services Authority Melbourne, 2011.

Figures 5 to 8 compare the responses of the four different groups of respondents presented in table 8. The figures compare responses for the following indicators:

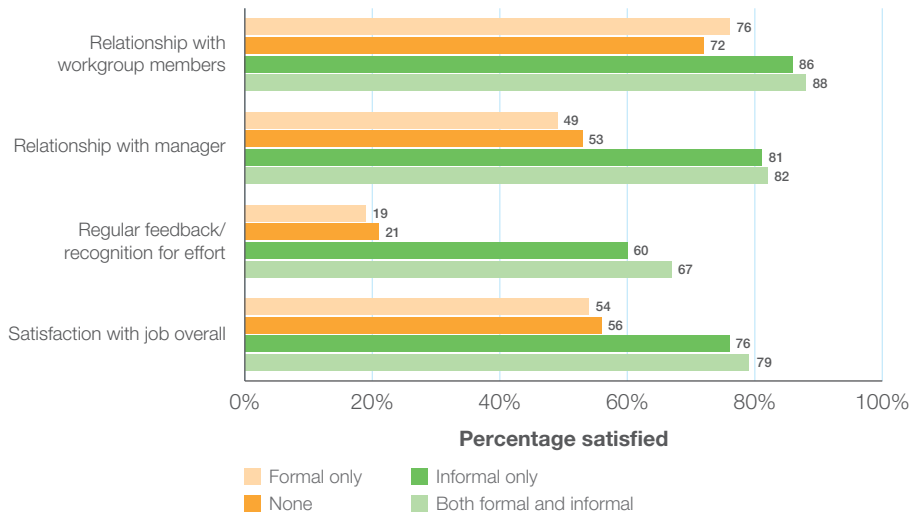
- aspects of fair and reasonable treatment;
 - aspects of job satisfaction;
 - employer brand strength; and
 - intention to leave.
- Each of the figures show that the most effective form of feedback is a combination of both informal and formal feedback. The least effective forms are formal feedback only, or the complete absence of feedback.

Figure 5: Aspects of fair and reasonable treatment by type of feedback received, 2011



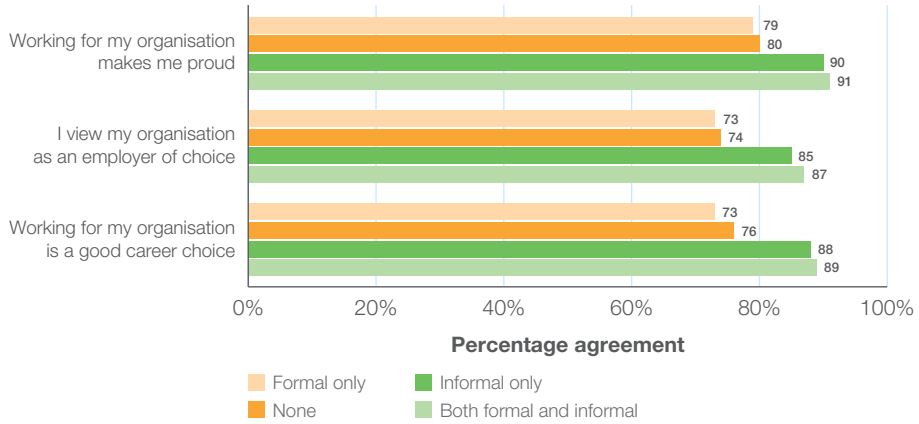
Source: People Matter Survey 2011

Figure 6: Aspects of job satisfaction by type of feedback received, 2011



Source: People Matter Survey 2011

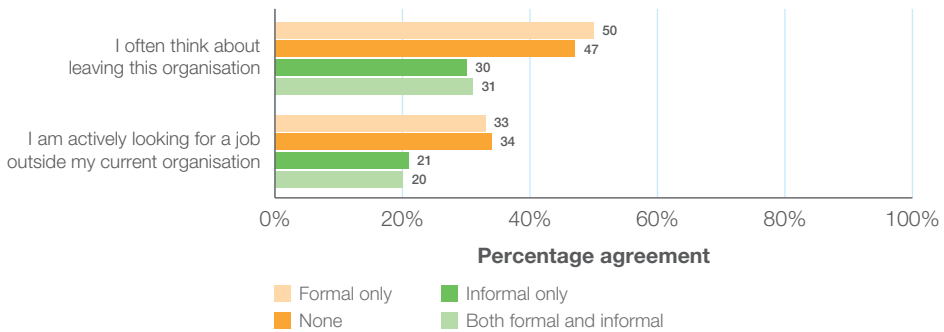
Figure 7: Perceptions of employer brand strength by type of feedback received, 2011



Source: People Matter Survey 2011

Figure 8: Intention to leave by type of feedback received, 2011

3.3 Management indices



Source: People Matter Survey 2011

The SSA has explored new ways to analyse and present the data gathered from the People Matter Survey. Statistical analysis was used to identify groupings of questions. A total of 12 groupings emerged, and are described in section B.5 of appendix B. These alternate groupings are currently termed ‘management indices’. In contrast to the values and employment principles, the management indices report on perceptions of the application of values through, for instance, the behaviour displayed by different employee groups: senior managers, managers and workgroups.

The indices are useful management tools because they are more consistent with the practical reality of building values based cultures in the Victorian public sector, and the values and employment principles are expressed through the behaviour and actions of people within the organisation. While these indices are still being developed, they are more amenable to analysis (for example, more effective at showing the range of responses) and action by managers and leaders.

Described below is the distribution of results for three of the management indices which reflect how employees interact and relate to each other in the workplace: leadership, management and workgroup. For each of these indices, a boxplot shows the spread of organisational results for each sector. This is an average score for each organisation. Scores can range between one and four as follows:

4: strongly agree

3: agree

2: disagree

1: strongly disagree

The box areas in the chart signify the range where the middle 50 per cent of organisations lie. The lower boundary of the box represents the 25th percentile, and the upper boundary represents the 75th percentile. The line inside the box represents the median. The lines on either end of the box (the whiskers) show the range of values larger or smaller than the middle 50 per cent of values which are not extreme values. The horizontal lines at the end of each whisker represent the end point of the distribution.

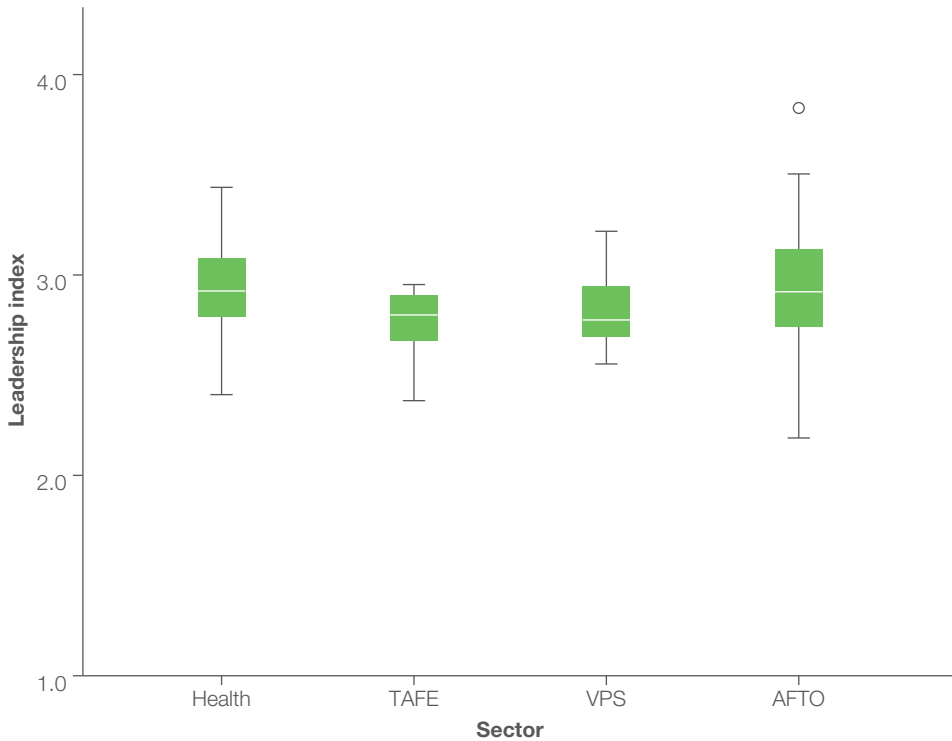
The box and whiskers therefore indicate the variation among organisations in perceptions of the management indices. The larger the box and whiskers are, the greater the variation in responses between organisations. The width of the box has no representational purpose. Outliers (values which are numerically distant from the rest of the data) are represented by a circle.

More detail and further exploration of the management indices is available in the SSA's *People Matter Survey 2011 Main Findings Report*.

Leadership

Leadership is a measure of respondents' perceptions of the integrity of the organisation, particularly as modelled by the senior management team. It also includes measures of the quality of leadership displayed by senior managers. Figure 9 indicates the variation in perception of leadership across the sector. The mid-point for perceptions of leadership is 2.9. Perceptions of leadership are slightly higher in the Health Care sector (2.93) and the Arts, Finance, Transport and Other sector (2.92) compared to the TAFE sector (2.75) and VPS (2.83). The Arts, Finance, Transport and Other sector also has the highest spread. It should be noted that the Arts, Finance, Transport and Other sector includes a diverse array of organisations in terms of size and function.

Figure 9: Range of average organisation scores by sector — leadership, 2011



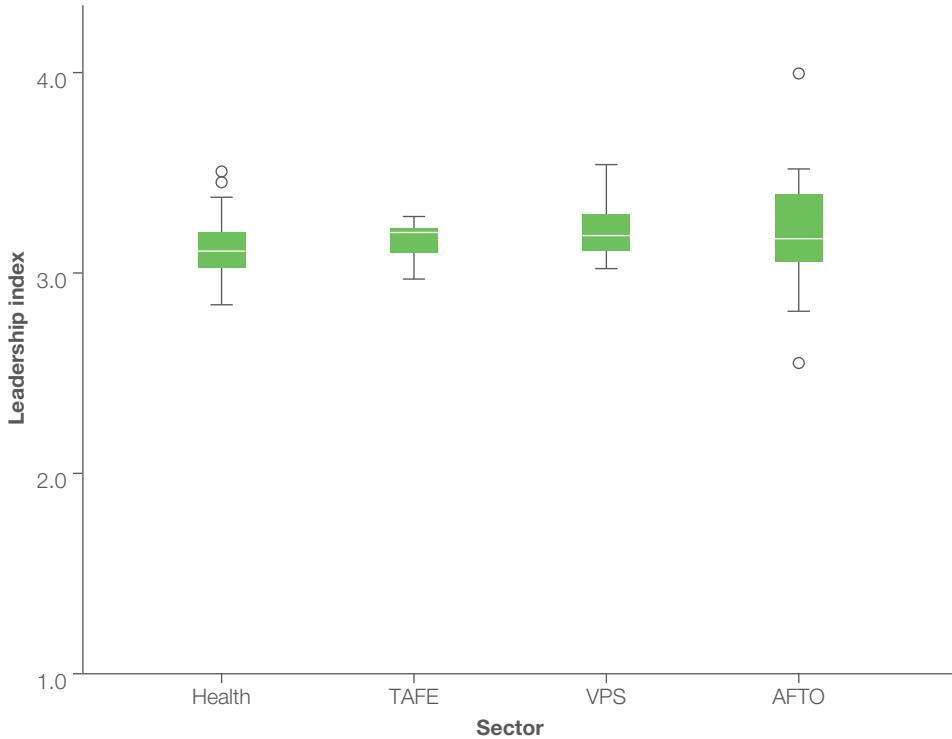
Source: People Matter Survey 2011

Management index

The management index provides a measure of respondents' perceptions of the fairness and reasonableness of their treatment, and the level of support they receive from their manager.

Figure 10 shows that median scores for management are higher than those for leadership, and the range is more compressed for all sectors. The TAFE sector has the highest score, with a median of 3.2 and also a compressed range, indicating that the TAFE organisations participating in the 2011 Survey were largely consistent in their perceptions of management. As with the leadership index, the AFTO sector had the highest spread, possibly reflecting the diversity of organisations within the sector.

Figure 10: Range of average organisation scores by sector — management, 2011

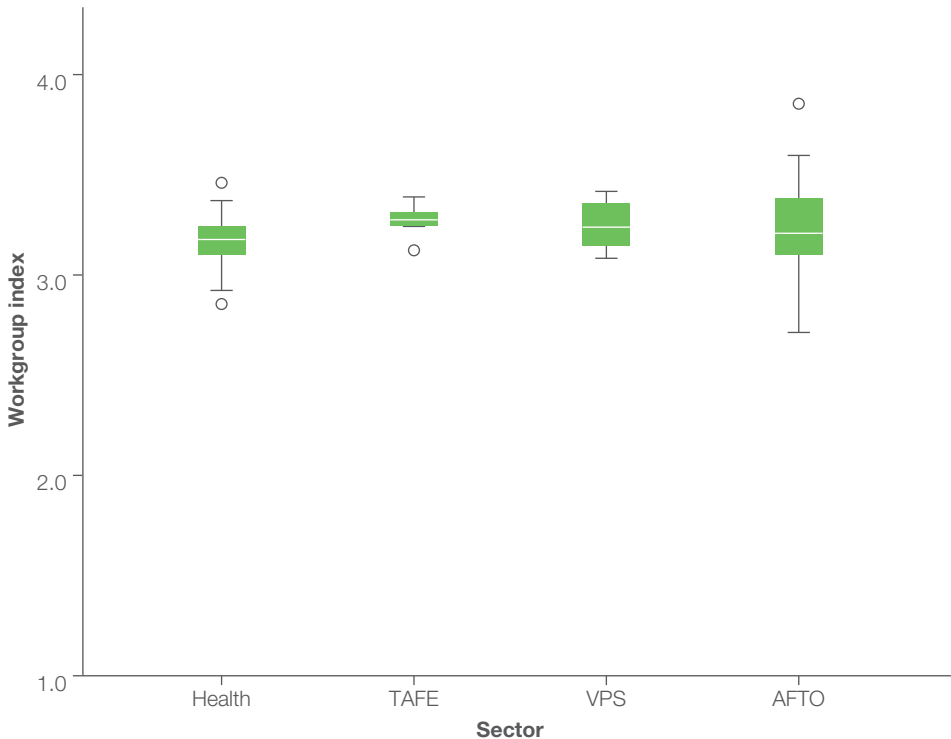


Source: People Matter Survey 2011

Workgroup index

The workgroup index provides a measure of respondents' perceptions of the integrity, efficiency and cohesiveness of their workgroup. Figure 11 shows that the pattern of organisation performance on this index for each sector for 2011. Median scores are around 3.2 in all sectors. The compressed distribution for the TAFE and Other Education sector indicates that TAFE employees were consistent in their views about the cohesiveness of their workgroup. In addition, the results for the TAFE sector were slightly higher (3.28) than results obtained in other sectors.

Figure 11: Range of average organisation scores by sector -- workgroup, 2011



Source: People Matter Survey 2011

3.4 Mapping workplace culture and its impact on organisational performance

Data from the People Matter Survey was used as an input into research conducted by the SSA in conjunction with VMIA. The project investigated the relationship between elements of workplace culture associated with a higher incidence and the cost of six of the main medical indemnity claims categories within the Victorian public health care sector.

This research report examined the relationship between claims performance results (from VMIA's claims database) and organisational culture measures (from the SSA's People Matter Survey).

The research findings indicate that:

- the proposition that measures of organisational culture are indicators of subsequent employee behaviours, and in turn, patient experiences as indicated by medical indemnity claims was supported;
- hospitals with more positive workplace cultures are less likely to have a medical indemnity claim;
- for those hospitals with at least one claim, hospitals with more positive workplace cultures have fewer medical indemnity claims; and
- the average cost of claims was lower for hospitals with more positive workplace cultures.

Generally these relationships were consistent across the various specialty areas (emergency medicine, general medicine, general surgery, gynaecology, obstetrics and orthopaedics) investigated. These findings support the use of organisational culture metrics as indicators of organisational and claims performance risk. The full report, *Mapping a safety culture in the Victorian public health care sector: a research report into the relationship between culture and medical indemnity claims* can be found on the SSA website.¹³

3.5 Opportunities for improvement

While many of the survey results in relation to the application of the public sector values and employment principles remain positive, there are a number of opportunities for public sector managers to improve their adherence to these values and to drive improvements to workplace wellbeing.

As outlined in appendix B, the survey results indicate comparatively low levels of awareness of the processes for reporting improper conduct and protections for whistleblowers (75 per cent and 51 per cent respectively). Public sector managers should focus on improving employees' confidence in relation reporting improper conduct, given that 25 per cent of respondents were either unsure, or indicated a lack of confidence that they would be protected from reprisal in such scenarios.

Although the survey indicates that employees generally perceive their organisations as performing well in the application of the principles of the Charter of Human Rights and Responsibilities, the survey indicates a relatively high level of 'don't know' responses (between 5 and 15 per cent). This indicates that employers should work to further promote understanding of the charter amongst employees.

Dispute resolution within public sector workplaces remains an area for improvement. Over a third (36 per cent) of employees were either unsure, or believed that they would suffer negative consequences if they lodged a grievance. Public sector employers should work to improve understanding and confidence in their dispute resolution processes.

As outlined in section 3.3, 25 per cent of employees reported receiving either no feedback at all, or formal feedback only from their managers. The provision of both formal and informal feedback is closely associated with job satisfaction, and employees who receive both formal and informal feedback are less likely to intend to leave their organisation. By encouraging managers to provide regular feedback to employees, public sector employers may be able to improve their employees' job satisfaction. This is likely to result in consequential improvements to workplace culture, and may ameliorate some of the risks associated with workforce demand and supply by reducing separation rates.

The SSA has produced a range of resources to help organisations to improve and create a better work environment. These are available by accessing the SSA's website (www.ssa.vic.gov.au). Alternatively they can be presented by SSA staff in a workshop format. Some of the resources are:

13 State Services Authority, *Mapping a safety culture in the Victorian public health care sector: a research report into the relationship between culture and medical indemnity claims*, State Services Authority, Melbourne, 2011, www.ssa.vic.gov.au.

- Talking performance;
- Managing Poor Behaviour in the Workplace;
- Welcome to Management;
- Great Manager, Great Results;
- How Positive is your Work Environment?;
- Tackling Bullying; and
- Developing Conflict Resilient Workplaces.

In addition, some organisations have developed their own initiatives aimed at improving workplace behaviour and culture. For example, in 2010–11 Department of Sustainability and Environment developed a program to clarify requirements for staff in relation to workplace behaviour. This program is known as the ‘Appropriate Workplace Behaviours’ program, and has shown promising early results.


3.6 Conclusion

Research undertaken by the SSA indicates that public organisations should raise the profile of workforce planning within their organisations, establish accountabilities, and build capacity and capability for this function within their organisations. This will help to mitigate against risks in the external operating environment relating to workforce demand and supply. Research also indicates that while some public sector organisations have taken steps to address labour supply issues, workforce attraction, recruitment and staff development, further work could be undertaken in this area.

The People Matter Survey results indicate that most public sector employees believe their workplace is doing well in the application of the public sector values. Perceptions of their employer as an employer of choice, and in the case of the public service, that a career in the public service is a good career choice remain high. However, public sector employers should continue to work to improve understanding of, and confidence in, their organisations’ processes for reporting improper conduct and dispute resolution. Further work should also be undertaken to promote understanding of the Victorian Charter of Human Rights and Responsibilities amongst public sector employees.

The survey indicates that the provision of feedback by management (both formal and informal) is important to job satisfaction. This in turn drives the development of positive workplace cultures. The results of the survey and the statistical analysis derived from it underscores the importance of active participation by public sector organisations as a means by which performance can be monitored and continuous improvement attained.

The research conducted by the SSA and VMIA into hospital indemnity claims has been illuminating in identifying a link between positive workplace culture, positive employee behaviours and patient experience. Although the research focussed solely on hospitals in the Victorian Health Care sector, it is hoped that further research can be undertaken with other areas within the sector to determine whether similar links exist.



Chapter 4

Public sector organisational forms and governance

This chapter describes Victorian public sector entities in terms of their legal forms. Public entities are also described in terms of the number and composition of their employees.

4.1 What is governance and why is it important?

Governance defines relationships between the board of a public sector organisation and senior management, the minister, stakeholders (including consumers) and others interested in the affairs of the public entity, including regulators and integrity bodies. Governance encompasses authority, accountability, stewardship, leadership, direction and control exercised in the organisation.

Good governance enables organisations to perform efficiently and effectively, and to adapt to changes in their operating environment. It also enables organisations to meet community expectations of high levels of transparency and accountability. Conversely, poorly conceived institutional and governance arrangements can compromise the ability of organisations to perform their role and functions, and can result in inefficient use of public and other resources. In turn, this can undermine the achievement of government policy objectives, and risk the erosion of community confidence in the public sector.

The ‘legal form’ of an organisation refers to its status as an incorporated or unincorporated body, and its basis in legislation or another establishment mechanism. The legal form of a public entity determines the level of autonomy from direct ministerial control, and provides the basis to support governance and accountability, thereby fostering efficient and effective operations.

The complexity of the operating and accountability environments within the public sector requires that careful consideration be given to governance arrangements: from fundamental issues of role clarity, legal structure, and the relationship between the entity, the minister and department, through to the composition, operations and performance of the board and management.

The *Public Administration Act 2004* provides a broad definition of the public sector that includes public service bodies, special bodies, and public entities. The Public Administration Act also establishes minimum governance obligations for public entities. The legal forms for public entities described in this chapter are derived from common law and the definitions established by the Public Administration Act.

4.2 Legal forms

The Victorian public sector is divided into Victorian Public Service (VPS) bodies and public entities operating in the wider public sector. At June 2011, the VPS comprised:

- 11 departments;
- 11 administrative offices;
- 12 other public service employers, including special bodies; and
- the SSA.¹⁴

There is significant diversity in the organisation, structure and management of the Victorian public sector, as described in chapter 1. In addition, community expectations about the role of government have changed over time, generating changes to government policy and in turn, changing the public sector landscape.

Figure 12 provides an overview of the legal forms and accountability frameworks in the Victorian public sector.

The diversity of legal forms within the Victorian public sector is described below.

Departments

Departments exist to assist ministers to perform their portfolio responsibilities and are a means by which government policy is implemented. Departments are essentially an extension of the minister, and ministers have extensive powers of direction and control over departments. They are ministers' principal source of advice on portfolio matters, including high-level policy and strategic planning. In addition to providing advice, departments undertake the functions of government that are most appropriately kept 'close' to ministers and the executive.

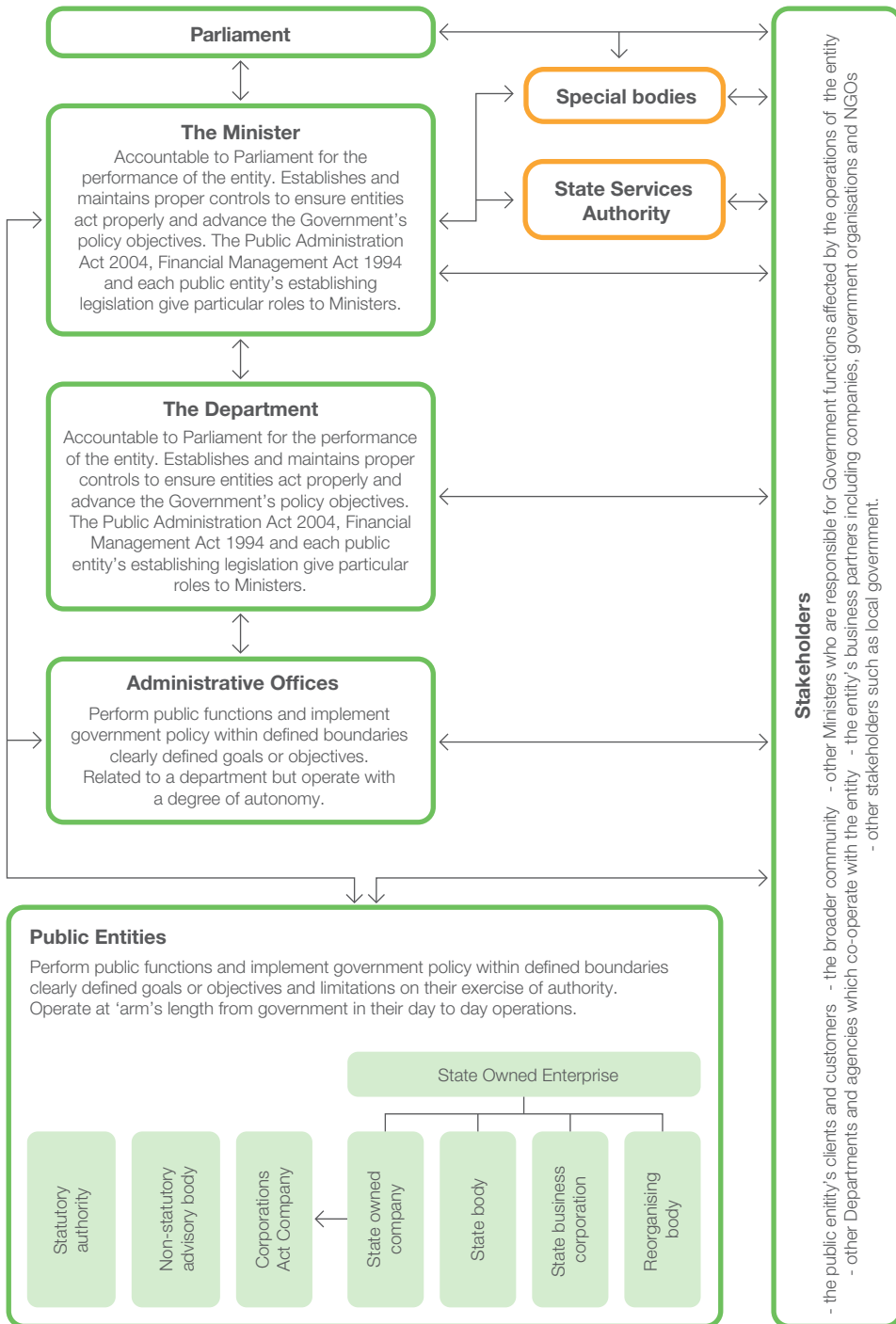
The minister, however, is not the 'CEO' nor the employer of public servants. This is the role of the departmental secretary.

Departments assist their ministers in accounting to the Parliament of Victoria for the actions and performance of the department, and any administrative offices or public entities in their portfolio. Departments also assist with liaison between public entities and ministers, and between public entities and central agencies, namely the Department of Premier and Cabinet (DPC) and the Department of Treasury and Finance (DTF).

The head of a department (the secretary) is appointed by the Premier and is responsible to the portfolio minister(s) for all matters relating to the department and related portfolio administrative offices.

¹⁴ The SSA is established by specific legislative reference under part 4 of the Public Administration Act.

Figure 12: Legal forms and accountability framework – Victorian public sector



Source: State Services Authority 2010, Legal Forms and Governance Arrangements for Public Entities-Guidelines, State Services Authority 2010, Serving as Secretary: A Guide for Public Service Leaders.

Role and functions of departments

The majority of the functions performed by departments involve supporting and delivering services delivered direct to the community. In addition, they remain the principal source of policy advice to government. Figure 13 provides an overview of the major service delivery functions of departments.

Figure 13: Major service delivery functions of departments at June 2011

Policy and strategic advice

- Keeping ministers informed of significant issues within their portfolio
- Playing a leadership role in developing major policy initiatives
- Overseeing the development of policy solutions
- Maintaining an awareness of the social and political landscape
- Facilitating and supporting relationships between ministers and portfolio agencies
- Supporting ministers to manage relationships with portfolio stakeholders

Service delivery

- Child protection, welfare services for families, services for people with disabilities and their families and public housing services (DHS & DPCD)
- providing advice to the community on public health issues (DH) and consumer issues (DOJ)
- Maintenance and management of state forests and fisheries (DSE, DPI)
- Delivering education through the government schools program (DEECD)
- Provision of research and other support to agriculture industries (DPI)
- Running the courts and corrections systems (DOJ)
- Public registers such as land titles (DSE) and the Office of Births, Deaths and Marriages (DOJ)

Departments are also responsible for funding and coordinating the delivery of services by service providers — including the wider public sector, such as:

- Public health care services
- Public transport, roads and ports
- TAFE and adult education
- Water and sewerage supply and environmental management
- Community based not for profit agencies such as Yooralla, Anglicare, UnitingCare and community-based kindergartens
- Public buildings and other cultural assets such as the Royal Melbourne Zoological Gardens and the Victorian Arts Centre.

Source: State Services Authority

Departments are part of the Crown. They have no prescribed legal form and have no separate legal identity. They are created (and disbanded) through an Order in Council made under section 10 of the Public Administration Act. Matters to be administered by departments are allocated by the General Order, which prescribes the names of ministerial portfolios and allocates Acts to ministers to administer. The Order is made and signed by the Premier. Changes to the allocation of functions and responsibilities between ministers and between departments are known as 'machinery of government' changes.

Machinery of government changes can create a new policy focus or restructure the operational delivery of services. This may involve:

- creation or abolition of a department;
- movement of functions between the public service and public sector;
- movement of functions between departments; and
- movement of staff between departments.

4.2.2 Administrative offices

Administrative offices are a distinct form of public service bodies in Victoria. Although they are formally related to a department, they are discrete business units and have a degree of autonomy from their 'parent' department, allowing them to operate with significant managerial flexibility in the execution of their functions.

The head of an administrative office is responsible to the relevant department secretary for the management of the office and for advice on all matters relating to the office. However, the functions that an administrative office can undertake are flexible: functions can be assigned to an administrative office in addition to those that are the responsibility of the portfolio department. This flexibility makes the administrative office form useful for public functions that require close oversight but which cross portfolio boundaries.

The administrative office form is also useful in a number of other contexts: because they are separate from departments, administrative offices can maintain strong branding and identity, separate from the parent department. This makes the administrative office form a useful one for functions which have a high public profile, for instance, the Environment Protection Authority or the Victorian Bushfire Reconstruction and Recovery Authority. Formally part of a department, administrative offices can continue to utilise corporate and other support functions, creating economies of scale and efficiencies.

Administrative offices — role and functions

The key distinction between an administrative office and a department is that the objectives of an administrative office are relatively narrow. Although the functions undertaken by an administrative office to achieve these objectives can be wide ranging, they are generally cohesive.

Administrative offices are established and disbanded via an Order in Council made under section 11 of the Public Administration Act. Normal legislative processes are not required: they can be created relatively quickly.

At June 2011, a total of 910 staff (846 FTE) were employed in 11 Victorian administrative offices.

Table 9 details the administrative offices in Victoria and provides a breakdown of staff by headcount and FTE.

Table 9: Administrative offices at June 2011¹⁵

Administrative Office	Portfolio Dept	Headcount	FTE
Environment Protection Authority	DSE	425	398
Local Government Inspections and Compliance Inspectorate	DPCD	13	13
Office of the Chief Parliamentary Counsel	DPC	39	36
Office of the Child Safety Commissioner	DHS	29	23
Office of the Environmental Monitor	DSE	–	–
Office of the Governor	DPC	31	28
Public Record Office Victoria	DPC	77	70
Regional Rail Link Authority	DOT	85	84
Victorian Bushfire Reconstruction and Recovery Authority	DPC	6	6
Victorian Government Solicitor's Office	DOJ	197	179
Victorian Multicultural Commission	DPC	8	7
TOTAL		910	846

Source: Workforce Data Collection 2011

4.2.3 Special bodies

The Governor in Council can deem certain public service or public sector bodies to be 'special bodies' under the Public Administration Act. This is a means by which these bodies can be exempted from certain types of reviews undertaken by the SSA, and from particular public sector values described in the Public Administration Act (namely section 7(3), 'providing frank, impartial and timely advice to government' and 'implementing government policies and programs equitably'). Special bodies are usually integrity and quasi-judicial organisations, which must exercise their functions without ministerial intervention.

¹⁵ The Office of the Environmental Monitor has the power to employ, but is supported by DSE staff. The Office of the Implementation Monitor was established as an administrative office in October 2010 and abolished in April 2011.

Table 10: Special bodies at June 2011¹⁶

Special body	Headcount	FTE
Department of the Parliament of Victoria	240	218
Electoral Boundaries Commission	80	73
Office of the Commissioner for Law Enforcement Data Security*	–	–
Office of the Health Services Commissioner*	–	–
Office of the Ombudsman	74	69
Office of Police Integrity	137	133
Office of the Privacy Commissioner	16	15
Victorian Civil and Administrative Tribunal (VCAT)*	–	–
Victorian Auditor-General's Office	170	163
Office of Victorian Electoral Commission	80	73
Victoria Police**	12,631	12,335
TOTAL	13,428	13,076

Source: Workforce Data Collection 2011

* These bodies are serviced by staff from the relevant portfolio department and do not employ staff in their own right.

** Under the Public Administration Act, 'Victoria Police' has the same meaning as 'the force' as defined in the *Police Regulation Act 1958*, being 'officers and other members of the police force of Victoria whether employed upon land or upon water'. This figure does not include VPS staff employed in the Office of the Chief Commissioner of Police (2,781 headcount and 2,643 FTE).

4.2.4 State Services Authority

The SSA is a public service body established by part 4 of the Public Administration Act and is a unique legal form for a public service body. The Authority comprises a Chair, the Public Sector Standards Commissioner (PSSC) and any commissioners appointed by the Premier.

The role of the SSA is to:

- identify opportunities to improve the delivery and integration of government services and report on service delivery outcomes and standards;
- promote high standards of integrity and conduct in the Victorian public sector;
- strengthen the professionalism and adaptability of the public sector; and
- promote high standards of governance, accountability and performance for public entities.

At June 2011, the SSA comprised 59 staff, equivalent to 54.2 FTE.¹⁷

¹⁶ The Victorian Auditor-General, the Ombudsman and the Electoral Commissioner are independent officers of the Victorian Parliament. The Offices that support them are special bodies. For more information on officers of the Parliament, please refer to the *Parliamentary Administration Act 2005*.

¹⁷ State Services Authority 2011, *Annual Report 2011* State Services Authority Victoria p.79

4.3 Public entities

Public entities are organisations that exercise a public function, but which are established outside the public service. They operate with varying degrees of autonomy from ministerial control in the exercise of their functions. Public entities are defined in section 5 of the Public Administration Act, as outlined in figure 14.

Figure 14: Definition of a public entity

Public entities

Under section 5 of the Public Administration Act, a public entity is defined as a body, whether incorporated or unincorporated, that is established by:

- an Act (other than a private Act) or the Corporations Act; or
- the Governor in Council; or
- a minister.

The Act applies a further set of tests in relation to certain forms of public entity. These are summarised below.

In the case of a body corporate, the Governor in Council or the relevant minister must have the right to appoint at least one half of the directors. Section 5(1)(c) requires that the body have a public function to exercise on behalf of the State or be wholly owned by the State.

To be a public entity under the Public Administration Act, an **advisory body** must:

- have written terms of reference guiding its operation;
- be required to provide the advice or report to a minister or the Government; and
- be declared to be a public entity for the purposes of this Act.

Source: Public Administration Act 2004

The diversity of the Victorian public sector is reflected in the diverse range of legal forms that exist. Some of the legal forms used reflect prevailing views and trends in public sector management of the era in which they were established, including views of the appropriate level of ministerial direction and control for public entities.

The 'legal form' of a public entity refers to its status as an incorporated or unincorporated body and the manner in which it is established, whether this be through a legislative or a non-legislative process.

Figure 15: What is incorporation?

Incorporation

Incorporation establishes a public entity as a 'legal body'. Incorporation is necessary if the public entity will:

- employ staff;
- own or lease property or other assets;
- receive funding from sources other than direct budget allocation;
- enter into contracts; or
- perform functions which expose it to potential legal challenge, or take legal action against others.

Source: State Services Authority 2010, Legal Form and Governance Arrangements for Public Entities — Guidelines

The SSA has proposed a number of categories of legal form. These are described in section 4.3.1.

4.3.1 Statutory authority

The term 'statutory authority' is used to describe a public entity that is established under or by Victorian legislation. A statutory authority can be established under its own legislation, sector specific enabling legislation. Some public entities are also established under broader enabling legislation such as the *State Owned Enterprises Act 1992* and the *Corporations Act 2001* (Cwth).

Agency-specific establishing legislation

Public entities established under agency-specific establishing legislation usually have a function or set of functions and are 'stand-alone' organisations. Legislation is specifically required to establish the entity, which has the benefit of providing clarity and a public record of the government's intentions in establishing the entity.

However, significant lead times are required to establish the entity and any amendments to the legislation (for example to reflect new or changed functions) would entail a lengthy and highly visible process.

Examples of public entities established under agency-specific legislation in Victoria include:

- Film Victoria, (established under the *Film Victoria Act 2001*);
- Victorian Children's Council (established under the *Child Wellbeing and Safety Act 2005*);
- Victorian Assisted Reproductive Treatment Authority (established under the *Assisted Reproductive Treatment Act 2008*);
- Queen Victoria Women's Centre Trust (established under the *Queen Victoria Women's Centre Act 1994*);
- Victoria State Emergency Service Authority (established under the *Victoria State Emergency Service Act 2005*)
- Professional Boxing and Combat Sports Board (established under the *Professional Boxing and Combat Sports Act 1985*)
- Public Records Advisory Council (established under the *Public Records Act 1973*)
- PrimeSafe (established under the *Meat Industry Act 1993*)
- Parks Victoria (established under the *Parks Victoria Act 1998*)
- Victorian Funds Management Corporation (established under the *Victorian Funds Management Corporation Act 1994*)

Sector-specific enabling legislation

Sector-specific enabling legislation provides a legislative framework under which multiple entities with similar functions can be established. Although the initial development and establishment of the legislation can be lengthy and involved, once in place, new entities can be established relatively quickly.

Sector-specific legislation has been used in instances where there are multiple entities performing similar functions, but serving different client groups or different geographical areas. Examples include public health services and hospitals established under the *Health Services Act 1988*, schools established under the *Education and Training Reform Act 2006*, and Crown land committees of management under the *Crown Land (Reserves) Act 1978*. Entities established under sector-specific legislation comprise the bulk of Victoria's public entities: a total of 3,185 public entities are established under nine pieces of sector-specific enabling legislation.

Table 11: Public entities established under sector-specific enabling legislation

Special body	Legislation	FTE
Department of Education and Early Childhood Development	<i>Education and Training Reform Act 2006</i>	1,539 school councils 24 TAFE and Adult Community and Further Education institutions
Department of Health	<i>Cemeteries and Crematoria Act 2003</i>	496 cemeteries
	<i>Health Services Act 1988</i>	85 health care services / hospitals
	<i>Public Health and Wellbeing Act 2008</i>	4 consultative councils
Office of the Ombudsman	<i>Crown Land (Reserves) Act 1978</i>	1,285 Crown land committees of management
Department of Sustainability and Environment	<i>Alpine Resorts Management Act 1997</i>	6 alpine resorts
	<i>Catchment and Land Protection Act 1994</i>	11 catchment management authorities
	<i>Water Act 1989</i>	19 water corporations

Source: State Services Authority GAPED database

Broader enabling legislation

Broader enabling legislation enables public entities to be established by the Governor in Council, without new legislation being passed by Parliament. There are two pieces of broader enabling legislation in force in Victoria. The *Associations Incorporation Act 1981*, provides for the creation of incorporated associations. However, the governance and accountability standards for the boards and directors of these entities are generally less rigorous than those for most other public entity forms. For these reasons, the associated incorporation form is generally not suitable for a new public entity today, where performing a public function and exercising public authority requires clear and high standards of governance and accountability. The *State Owned Enterprises Act 1992* provides for the creation of State Owned Enterprises, and the *Commonwealth Corporations Act 2001* can be used to create companies limited by shares or by guarantee. These are discussed in sections 4.3.2 and 4.3.3.

4.3.2 State owned enterprises

In Victoria, public entities that have a commercial focus or which are intended to generate financial returns to the State have been established as State Owned Enterprises. There are four possible types of State Owned Enterprises under the State Owned Enterprises Act.

State business corporation

A state business corporation is required to operate its business as efficiently as possible, and to maximise its economic contribution to the State. The State business corporation form has been used for entities with a commercial focus, and where the board is required to navigate through complex infrastructure, commercial, legal, environmental or other issues.

State business corporations operating in Victoria in 2010–11 include the V/Line Corporation and VicTrack.¹⁸

State owned company

A State owned company is a Corporations Act company which is then declared to be a State owned company under the State Owned Enterprises Act. They are required to operate their business as efficiently as possible and to maximise their economic contribution to the State. State owned companies can also be Corporations Act companies (see section 4.3.3).

State owned companies operating in Victoria in 2011 are:

- City West Water;
- South East Water;
- State Trustees Limited; and
- Yarra Valley Water.

State body

The purpose, functions and powers of a State body are described in the Order which establishes the body: they are not stipulated in the State Owned Enterprises Act. The State body form is a versatile and flexible form and is suited to entities which do not require the full commercial disciplines required of a State business corporation or a State owned company. State bodies are considered to be 'Government business enterprises' for the purposes of board member appointment and remuneration (see chapter 5).

State bodies operating in Victoria in 2011 are:

- CenITex;
- Public Transport Ticketing Body.
- VicForests;
- Victorian Competition and Efficiency Commission; and
- Victorian Plantation Corporation.

Reorganising body

The State Owned Enterprises Act provides that a public entity (statutory corporation) may be declared by the Governor in Council to be a reorganising body. This allows the Governor in Council to make changes to the constitution, governance arrangements and capital structure of a public entity.

No reorganising bodies operated in Victoria in 2010–11, however they have been used in the past as a means of preparing existing public entities for privatisation.

¹⁸ *V/Line Annual Report 2010–11* p.36, *VicTrack Annual Report 2009–10*, p.45.

4.3.3 Corporations Act companies

Another option for bodies which are expected to perform commercial functions and generate a profit is establishment under the Corporations Act as a company limited by shares. Bodies exercising non-commercial, corporate partnership functions have also been established as companies limited by guarantee under the Corporations Act. Corporations Act companies are considered to be 'Government Business Enterprises' for the purposes of board appointments and remuneration (see chapter 5).

Corporations Act companies operating in Victoria in 2011 include:

- Brown Coal Innovation Australia Limited;
- Fed Square Pty Ltd;
- Driver Education Centre of Australia Ltd; and
- Victorian Major Events Corporation Pty Ltd.

Incorporated associations

These are public entities established under the Associations Incorporation Act. This legal form is designed to support the establishment of small-scale community / not for profit organisations such as sporting clubs, recreational groups or special interest groups. The governance and accountability standards for incorporated associations are generally less rigorous than those for other public entities.

Non-statutory bodies

Some public entities can be created without a basis in legislation, however the functions performed by these entities is limited, as they are not incorporated and thus are limited in their capacity to employ staff, enter into contracts or enter into legal proceedings. Non-statutory public entities are usually limited to the provision of advice to a minister in a particular discipline or area of interest. Examples include:

- Building Industry Consultative Council;
- Clean Coal Victoria Advisory Committee;
- Victorian Planning System Ministerial Advisory Committee; and
- Young People Direct: Ministerial Youth Advisory Committee.



Chapter 5

Public entity boards and directors

Most Victorian public entities operate with a board of governance that reports to a minister. Public entity board directors are responsible for the strategic direction, governance and risk management of Victoria's public entities. The vast majority of board members are unremunerated and perform these functions on a volunteer basis. This chapter provides demographic data on board members across key metrics such as gender, identification as Culturally and Linguistically Diverse (CALD) or Indigenous; age, and metropolitan or rural/regional representation. An overview of remuneration arrangements is also provided.

5.1 Roles and duties of public entity boards

The role of the public entity board is to steer the entity on behalf of the responsible minister. Figure 16 provides a summary of the roles and duties of a board.

Figure 16: Roles and duties of public entity boards

Strategy

- set the broad direction for the entity to meet its objectives and performance targets
- approve strategic plans, annual reports, budgets, key procedures and policies
- ensure adherence to corporate planning requirements provided by the minister, the Treasurer or the department
- approve decisions relating to strategic initiatives such as commercial ventures, significant acquisitions, internal restructures and disposals

Governance

- where legislation permits, appoint and establish performance measures for the CEO
- establish, monitor and review reporting systems to the minister, department, central agencies and the board, as well as internal policies (e.g. fraud and conflict of interest)
- foster a culture and values consistent with the Public Administration Act and Codes of Conduct issued by the Public Sector Standards Commissioner
- evaluate the performance of the board, the CEO and the public entity

Risk Management

- monitor and review the effectiveness and currency of internal financial and operational risk management, compliance and reporting systems
- notify the minister of any known risks to the effective operation of the board
- ensure that the entity has arrangements in place to meet its statutory obligations and operates within any delegations and within rules and procedures relating to the use of public funds.

Source: State Services Authority 2006, *Welcome to the Board: Your Introduction to the good practice guide on governance for Victorian public sector entities.*

5.1.1 Composition

Governance boards of public entities can be configured as either multi-member or single-member structures. Individual appointments have been used where the entity has a well-specified and focussed set of functions, and where sufficient skills to exercise the entity's functions can be vested in one individual. An example of this is the Roads Corporation (trading as VicRoads), which consists of one member appointed as Chief Executive.

Multi-member boards of management are typically used when the entity has multiple functions or areas of focus and/or where a diversity of skills, experience or perspectives is required to oversee complex public entity functions. Most Victorian public entities operate with a multi-member board with responsibility for making decisions about the direction and operations of the entity.

The Department of Premier and Cabinet (DPC) has developed *the Appointment and Remuneration Guidelines for Victorian Government Boards, Statutory Bodies and Advisory Committees*. These guidelines address appointment processes, diversity targets and policies that must be considered when undertaking board appointments.

The guidelines also describe the four main classifications used for public entity boards as described by figure 17.

Figure 17: Public entity board classifications

Group A – Commercial boards of governance

- Government Business Enterprises (GBEs) including Statutory Authorities, State Bodies established under the State Owned Enterprises Act, commercial bodies established under the Corporations Act (Cth) or entity-specific legislation; and
- Other statutory authorities which are strictly commercial in nature.

Examples:

- Cenitex
- Country Fire Authority
- Major metropolitan and regional health services
- Port of Melbourne Corporation
- Public Transport Ticketing Body
- Transport Accident Commission
- Victorian Workcover Authority
- V/Line Corporation

Group B – Significant industry and key advisory bodies and significant boards of management

- Industry advisory boards and other bodies advising Government on key strategic matters and/or matters of State-wide significance;
- Quasi-judicial bodies/tribunals where there is no other framework governing remuneration and appointments;
- Government bodies undertaking significant statutory functions, providing specialist advice to a minister and developing policies, strategies and guidelines in a broad and important area of operations; and
- Management boards of medium-size organisations undertaking one or more functions or providing a strategically important service.

Examples:

- Victorian Major Events Company Ltd
- Victorian Registration and Qualifications Authority
- Victorian Health Promotion Foundation

Group C — Advisory Committees, registration boards and management boards of small organisations

- Scientific, technical & legal advisory boards;
- Disciplinary boards and boards of appeal;
- Qualifications, regulatory and licencing bodies;
- Management boards and committees of small-size organisations undertaking a specific function or providing a discrete service; and
- Ministerial and Departmental advisory boards and consultative committees on issues confined to a portfolio or local concerns.

Examples:

- Cemetery Trusts
- Crown Land Committees of Management
- Rural and Regional Health Services

Group D entities — Inquiries/task forces and ad-hoc expert panels

- Boards of Inquiry which are required to submit a comprehensive report within a specified timeframe; and
- Ad-hoc expert panels established for limited time periods to undertake a specific (often technical) task

Examples:

- Medical panels
- Victorian Planning System Ministerial Advisory Committee
- Victorian Competition and Efficiency Commission
- Women in Primary Industries Advisory Committee

Source: Department of Premier and Cabinet 2011, Appointment and Remuneration Guidelines for Victorian Government Boards, Statutory Bodies and Advisory Committees, Department of Premier and Cabinet, Melbourne

A breakdown of boards by classification and department is provided at appendix F, section F.1.

5.2 Demographics of public entity boards

The SSA is responsible for the management of the Government Appointments and Public Entities Database (GAPED). Departments are responsible for populating data into GAPED. GAPED contains data on the structure and membership of Victorian public sector entities, including board membership and remuneration details. The following sections provide a snapshot of public entity boards using key demographic indicators.

Demographic data on public entity boards was initially published in the SSA publication *Directory of Public Entity Boards in Victoria 2010*. The data has been updated for presentation in this year's *State of the Public Sector in Victoria* report.

5.2.1 Data limitations

Information on public entity Board membership has been extracted from GAPED at June 2011. Recent enhancements to GAPED have resulted in better reporting of data on Crown land committees of management, cemetery trusts, and school councils. However gaps in the data remain. For example, date of birth, status as Indigenous or Culturally and Linguistically Diverse (CALD) data is not available for the 6,479 directors of Crown land committees of management, and details of gender are not available for 75 of these directors.

Further, although it is known that there are 1,539 active school councils, information on the number, composition, membership and demographics of school council members is limited. A data collection undertaken in February 2011 has provided some data on 3,037 principals and presidents of school councils. The SSA estimates that the number of school council board members ranges between 5 and 15, with 10 being the mid-point. Thus the SSA estimates that there are an additional 12,000 members of school councils in addition to those on which the SSA has data, bringing the estimated total membership of school councils to 15,000. This estimated figure has been included for completeness where relevant.

Profile of public entity boards

School councils comprise the largest group of public entity boards. At June 2011, there were 1,539 school councils operating in Victoria under the Department of Education and Early Childhood Development (DEECD). There were 1,284 Crown land committees of management operating within the portfolio of the Department of Sustainability and Environment (DSE), and the Department of Health has portfolio responsibility for 496 cemetery trusts, plus 120 other boards.

Table 12: Boards and number of board directors by Department — June 2011¹⁹

Department	Total Boards	Total current appointments
Department of Business and Innovation	19	125
Department of Education and Early Childhood Development (school councils)	1,539	15,000 (est)*
Department of Education and Early Childhood Development (other)	43	486
Department of Health (cemeteries)	496	3,058
Department of Health (other)	120	1,203
Department of Human Services	11	90
Department of Justice	44	343
Department of Planning and Community Development	25	317
Department of Premier and Cabinet	12	89
Department of Primary Industries	38	332
Department of Sustainability and Environment (Crown land committees of management)*	1,284	6,479
Department of Sustainability and Environment (other)	65	621
Department of Transport	9	94
Department of Treasury and Finance	24	329
TOTAL	3,729	28,566

Source: State Services Authority GAPED Database

* Refer to comment in section 5.2.1.

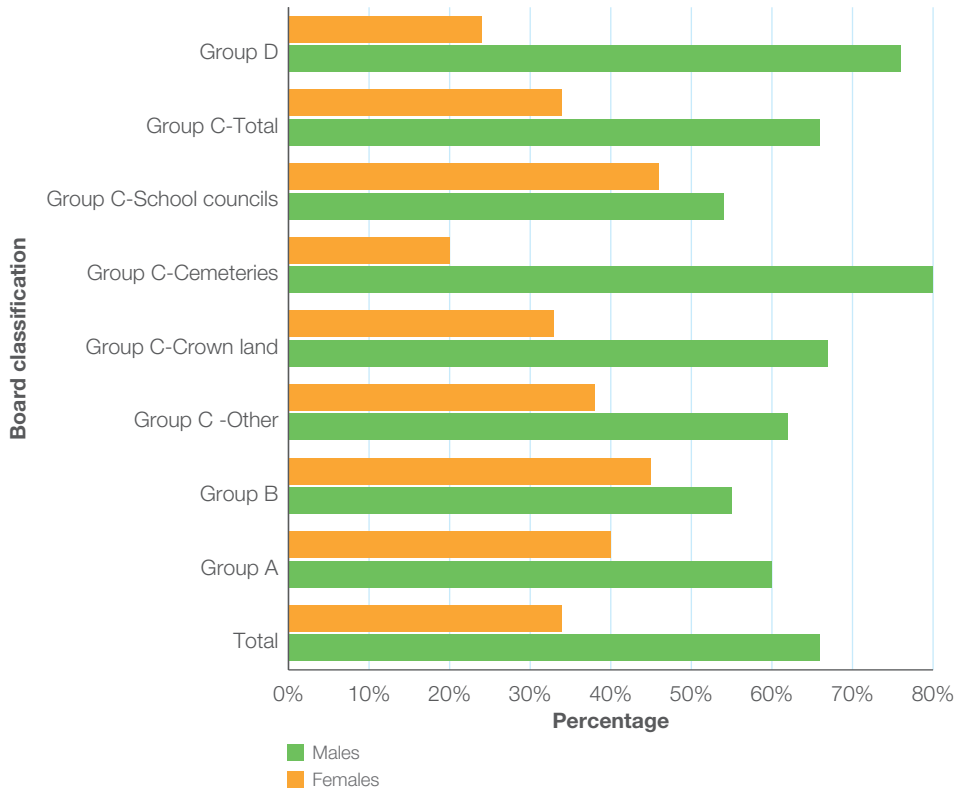
¹⁹ Figures from DSE were last updated in GAPED in May 2011, and for DEECD in relation to school council membership in February 2011.

5.2.3 Profile of board members

Gender profile

Currently, 34 per cent of public entity board directors are women. This is an increase from 30 per cent at June 2010. Female representation is highest on boards in the A and B board classifications, and lowest in the C and D classifications (see figure 18). The proportion of women board directors is skewed somewhat by the overrepresentation of men on cemetery trusts. Almost all (491 out of a total of 496) cemetery trusts are classified as C type boards, and of these, men comprise 80 per cent of the total. In addition, until 1995 members of cemetery boards were appointed for life. Consequentially, the gender profile of cemetery trusts will be slow to change in comparison to other board types. If cemetery trusts in the C classification are removed, the proportion of public entity board directors who are women rises from 34 per cent to 35 per cent. Details of gender representation by department is provided at appendix F, section F.2.

Figure 18: Gender representation by board classification at June 2011



Source: State Services Authority GAPED database

Indigenous representation

At June 2011, there were 44 Indigenous board directors of public entities in Victoria, making up approximately 0.3 per cent of the total number of directors. This is a decline from 58 Indigenous board directors in the year ending June 2010. Figures for Indigenous representation on boards by department are provided at appendix F, section F.3. As the GAPED database relies on self-reporting of indigenous status by directors, the figures for Indigenous representation may be under-reported.

Age profile

Date of birth data is not available for 61 per cent of all board members recorded in the SSA's GAPED database. This is due largely birth dates not being recorded for the 6,084 members of Crown land committees of management, and not entered for the 3,037 recorded members of school councils.

For those boards for which data is available, the largest proportion (32 per cent) of board members are aged between 56 and 65 years. A smaller proportion (14 per cent) of board members are aged 34 years and under. Table 13 provides a breakdown of the age profile of board members for those whose age is known. Further detail of age profile by board classification and portfolio department is provided at appendix F, section F.4.

Table 13: Number and percentage of board members by age cohort where known²⁰

Age cohort	Number	Percentage
Under 34 years	923	14%
35–44 years	508	8%
45–54 years	1,336	20%
55–64 years	2,108	32%
Over 65 years	1,657	25%
Total	6,532	100%

Source: State Services Authority GAPED Database

Cultural and linguistic diversity

Cultural and linguistic diversity (CALD) refers to differences in ethnicity, cultural background and religious beliefs. The SSA collects self-reported data from board members in relation to country of birth, language spoken at home and self-identification as culturally and linguistically diverse.

In 2011, a total of 538 board directors (4 per cent) identified themselves as CALD. Identification as CALD was highest on boards within the portfolios of the Department of Primary Industries (DPI) (30 per cent) and DPC (30 per cent). As with reporting of Indigenous

²⁰ Date of birth for the 6,084 members of Crown land committees of management and 3,037 school council members is not available.

status, GAPED data relies on self-reporting of CALD status by board directors, so these figures may be under-reported.

A breakdown of CALD members by department is provided at appendix F, section F.5.

Metropolitan and regional representation

As discussed in chapter 2, approximately 30 per cent (82,000) of Victoria's public sector employees work in rural and regional Victoria. Approximately 26 per cent of the Victorian population is based in rural and regional areas.²¹

Of the 16,603 public entity board members for which the SSA has data, GAPED indicates that 12,094 (73 per cent) of public entity board directors are located in rural and regional Victoria. Of these, the majority (6,084) are directors of Crown land committees of management and cemetery trusts (2,916), most of which are located in regional and rural areas. Appendix F, section F.6 provides details of the number of directors by board classification.

5.2.4 Remuneration

Of the 16,603 directors of 3,729 public entities for which the SSA has data, the vast majority (87 per cent) are unremunerated, volunteering their time to direct public entities on behalf of the responsible minister. As discussed, in addition to the 3,037 known principals and presidents, it is estimated that there are approximately 12,000 other school council members who are unremunerated. If the total number of school council members is included, the percentage of remunerated board members would fall to 7 per cent, with 93 per cent unremunerated.

Remuneration levels take into account the degree of responsibility and risk carried by appointees, including:

- the application of the Commonwealth Corporations Act;
- diminution of ultimate responsibility and accountability where it rests with the portfolio minister
- the extent to which the entity is funded from consolidated revenue or relies on government guarantees or other forms of government support.²²

Payment levels are not specified for Group D appointments, having regard for the need for flexibility in remuneration for this group. Rates of payment for board members are determined by either Cabinet or the relevant portfolio minister, depending on the classification of the board. Remuneration schedules for Victorian public entity board members can be found at appendix F, section F.7.

21 Department of Planning and Community Development, Victorian Population Bulletin 2011, Department of Planning and Community Development, Melbourne.

22 Department of Premier and Cabinet, *Appointment and Remuneration Guidelines for Victorian Government Boards, Statutory Bodies and Advisory Committees, July 2011*. Department of Premier and Cabinet, Melbourne.



Appendix A: The Victorian public sector workforce 2011

The Victorian public sector employed 264,223 people at 30 June 2011 (216,455 FTE), representing nearly 9 per cent of the total Victorian labour force.

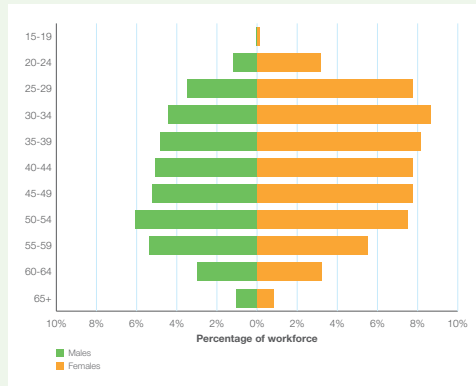
As described in chapter 1, this large and diverse workforce delivers the core government services of health, education, welfare, security, transport, and water supply. The profile of the public sector workforce changes over time as the government adjusts priorities and delivery methods to respond to the challenges and demands facing the Victorian community.

This appendix details the profile of the Victorian public sector workforce by sector as at June 2011. Table 14 provides a statistical snapshot of the Victorian Public Service.

A.1 Victorian Public Service

Table 14: Statistical snapshot of the Victorian Public Service

Total Employees	40,100	Turnover of ongoing employees	
Full time Equivalent	36,863	Separation Rate	9%
Employment type (FTE)		Separations by age	
Ongoing	85%	Less than 30 years	15%
Fixed Term / Casual*	15%	30–54	8%
		Over 55	10%
Base salary**		Recruitment by age	
<\$40,000	1%	Less than 30 years	38%
\$40,000–\$59,999	39%	30–54	55%
\$60,000–\$79,999	32%	Over 55	7%
\$80,000+	28%		
Part Time Employment		Age and Gender	
Overall	22%	Men	40%
Women working part time	29%	Women	60%
Men working part time	11%	Average Age (All staff)	43
		Men	45
		Women	42
Regional Distribution		Age and gender profile of Victorian Public Service	
CBD	48%		
Other Melbourne Metropolitan			
Eastern	7%		
North and West	16%		
Southern	6%		
Total	29%		
Regional Victoria			
Barwon South Western	6%		
Gippsland	4%		
Grampians	5%		
Hume	4%		
Loddon Mallee	5%		
Total	24%		



Source: 2011 Workforce Data Collection

Notes: All proportions listed in this table are as a percentage of total headcount unless otherwise stated.

* Casuals are employees who are typically employed on an hourly or sessional basis. Such employees may be rostered to work regularly or engaged to work on an 'as and when required' basis.

** Base salary information is provided here for all active ongoing and fixed term staff.

At June 2011 the Victorian Public Service comprised 11 government departments and 24 authorities and offices.

Departments provide Parliament and ministers with policy and administrative support required by a functioning government, as well as carry out, on their behalf, the statutory responsibilities that are assigned to ministers.

Departments are responsible for major service delivery functions such as:

- child protection, welfare services for families, services for people with disabilities and their families, and public housing services;
- providing advice to the community on public health issues and consumer issues;
- maintaining and managing state forests and fisheries;
- bushfire prevention and suppression on public land;
- delivering education through the government schools system;
- providing research and other support to agriculture industries;
- running the courts and the corrections system (including prisons); and
- public registries such as Land Titles and the Registry of Births, Deaths and Marriages.

Departments are also responsible for funding and coordinating the delivery of services such as:

- public health care services;
- public transport, roads and ports;
- local government;
- industry support;
- TAFE and adult education;
- water and sewage supply and environmental management;
- community based not for profit agencies such as Yooralla, Anglicare, UnitingCare and community based kindergartens; and
- public buildings, and other cultural assets like the Royal Melbourne Zoological Gardens and the Victorian Arts Centre.

In contrast, authorities and offices are established to undertake specific tasks, such as:

- providing administrative support to police officers (Office of the Chief Commissioner of Police);
- undertaking public audits as required by the Victorian Parliament (Victorian Auditor-General's Office);
- managing and conducting elections (Office of the Victorian Electoral Commissioner); and
- advocating for protection of the environment, regulating environmental standards, and prosecuting breaches of environmental laws (Environment Protection Authority).

A.1.1 Victorian Public Service employees

Victoria has 40,100 public servants employed under the *Public Administration Act 2004*.

As shown in Table 14, the overwhelming majority are ongoing, full time employees, with just under half employed in the Melbourne CBD and the remainder split between metropolitan Melbourne and regional Victoria. The workforce is predominantly female (60 per cent) except at the top executive level, and has an average age of 42.8 years.

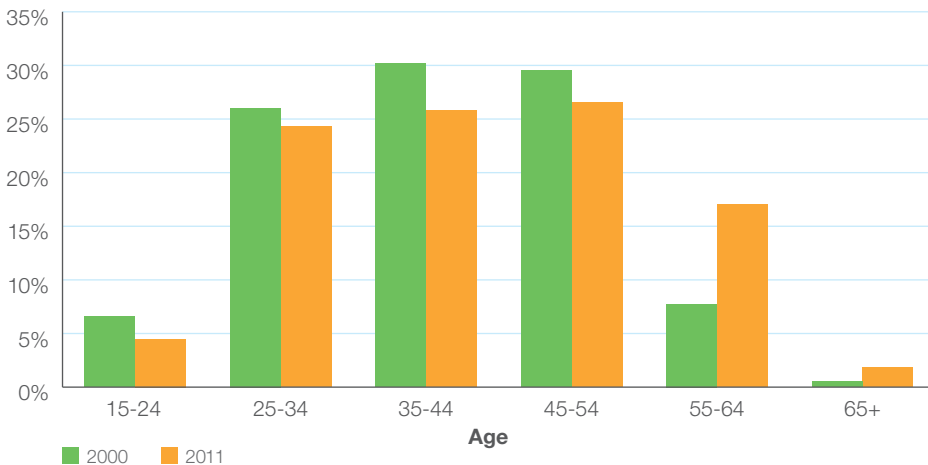
Between 2000 and 2011, the public service workforce has increased from approximately 24,000 FTE to 36,863 FTE. The growth reflects a change in the scope and nature of the work undertaken by the public service, particularly in expanding its activity in management, coordination and delivery of services. Eighty per cent of the growth has occurred in the service oriented departments (Human Services, Health, Education and Early Childhood Development, Justice, Sustainability and Environment, Primary Industries, and Transport). This illustrates that the growth has been concentrated in the key service areas of health care, children’s services, community welfare and security, emergency services, water, environmental sustainability, and public transport.

The workforce mix of the public service by gender, age, full time/part time, ongoing/fixed term-casual, geographic location, and turnover changes little from year to year. However, when viewed over a ten year period, several clear trends become evident.

The workforce is slowly becoming more feminised, the proportion of the workforce who are women increasing from 56 per cent in 2000 to 60 per cent in 2011. Part time employment has risen from 18 per cent of employees to 22 per cent.

The average age of employees has increased from 40.3 years in 2000 to 42.8 years in 2011. While the increase in average age over the 11 year period is comparatively small, there has been substantial growth in the proportion of staff aged over 55. This is illustrated in figure 19 with the two oldest age cohorts (55–64 and 65+) rising from 8 per cent of the public sector workforce in 2001 to 19 per cent in 2011. By contrast, the proportion of staff aged between 35 and 44 has fallen from 30 per cent to 26 per cent. The proportions of staff in all other age groups (15–24, 25–34, and 45–54) were higher in 2000 than they were in 2011. This graph reflects the trend of VPS staff to retire later. The large increase in the proportion of staff in the older cohorts indicates that staff are not retiring as early as they were in 2000. As a consequence, the larger number of staff in these older cohorts in 2011 results in a lower proportion of staff in the other, younger cohorts.

Figure 19: Percentage of Victorian Public Service employees by age cohorts, June 2000 compared with June 2011



Source: Workforce data collection 2000 and 2011

The number of employees by department at June 2011 is provided at table 15. As described in chapter 4, department functions and structures are subject to machinery of government changes that result in the renaming of departments, the creation of new agencies and the transfer of functions and staff between departments. In the 2010–11 financial year there were a number of significant machinery of government changes which resulted in the transfer of a range of functions and staff between departments. All departments, with the exception of the Department of Primary Industries were affected. Major changes included:

- The renaming of the Department of Innovation, Industry and Regional Development to the Department of Business and Innovation, and the transfer of 255 staff from the Department of Business and Innovation to the Departments of Education and Early Childhood Development; Planning and Community Development; and Treasury and Finance. The functions of Skills Victoria were transferred from the Department of Business and Innovation to the Department of Education and Early Childhood Development, and the functions of Regional Development Victoria were transferred to the Department of Planning and Community Development.
- The Department of Education and Early Childhood Development receiving 193 staff and the functions of Skills Victoria and Adult, Community and Further Education from the Departments of Business and Innovation and Planning and Community Development;
- The Department of Planning and Community Development:
 - receiving staff and the function of transport planning from the Department of Transport;
 - receiving staff and the functions of Regional Development Victoria from the Department of Business and Innovation; and
 - transferring staff and the functions of the Office for Senior Victorians, Office for Youth, Office of Women’s Policy and the Office for Disability to the Department of Human Services, and other functions to the department of Health, Education and Early Childhood Development and Treasury and Finance, resulting in a net loss of 92 staff;
- The creation of the Regional Rail Link Authority as a new public service administrative office, drawing 66 staff from the Department of Transport; and
- The transfer of information technology infrastructure managers from several departments and agencies to CenITex (the government information technology shared service provider).

Table 15: Total number of employees within the Victorian Public Service

VPS Departments	Headcount	FTE
Public Service Departments (Total)	34,664	31,710
Department of Business and Innovation	801	770
Department of Education and Early Childhood Development	3,314	2,952
Department of Health	1,685	1,571
Department of Human Services	11,805	10,305
Department of Justice	7,563	7,159
Department of Planning and Community Development	1,008	960
Department of Premier and Cabinet	415	385
Department of Primary Industries	2,408	2,238
Department of Sustainability and Environment	3,174	2,977
Department of Transport	1,237	1,195
Department of Treasury and Finance	1,254	1,199
Public Service Office/Authority*	5,436	5,153
Grand Total	40,100	36,863

Source: 2011 Workforce Data Collection

* Includes bodies designated as public service employers by specific legislative reference.

A.1.2 Remuneration and classification

Salaries

There are three categories of public servant:

1. Secretaries and other senior managers in the public service (the executives comprising 1.6 per cent of public servants) are employed on a standard contract which specifies remuneration and terms and conditions. Executives are appointed by their departmental secretary to a role for a fixed period of not more than five years. Secretaries are appointed by the Premier.
2. The public service workforce employed in the generic Victorian Public Service grade classification structure (60.6 per cent).
3. The remaining 37.8 per cent of public service employees work in specialised roles that are covered by occupation-specific classifications. These classifications are generally associated with service delivery work and often specific to a department.

Table 16 provides a breakdown of the salary range and distribution of the public sector workforce across the generic VPS grade classifications.

Table 16: Distribution of workforce and salary ranges by generic VPS grade classifications

Classification	Minimum	Maximum	No. of staff	% of VPS Workforce
VPS Grade 1	\$37,206	\$39,496	203	0.5%
VPS Grade 2	\$40,771	\$52,357	4,241	10.6%
VPS Grade 3	\$53,502	\$64,962	5,046	12.6%
VPS Grade 4	\$66,235	\$75,151	4,933	12.3%
VPS Grade 5	\$76,424	\$92,467	5,905	14.7%
VPS Grade 6	\$93,740	\$125,443	3,961	9.9%
Total			24,289	60.6%

Source: 2011 Workforce Data Collection, Victorian Public Service Agreement 2006 (extended 2010)

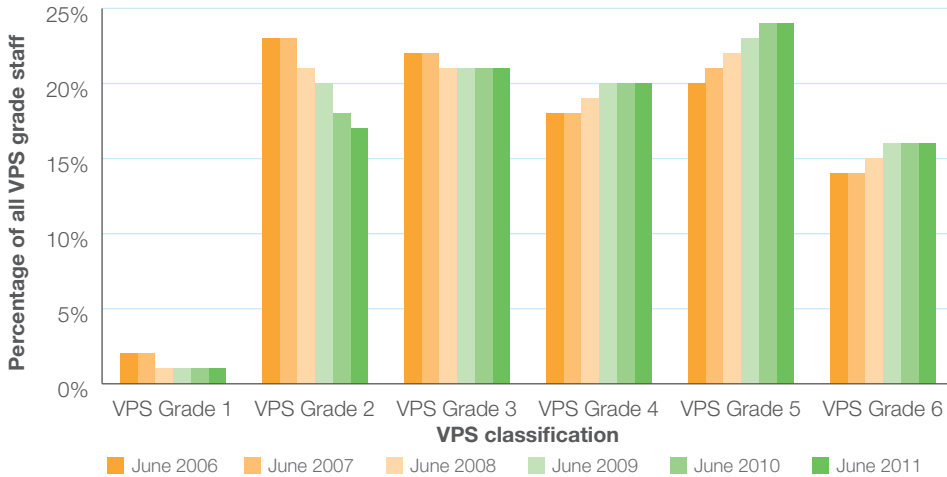
The public service classification structure was redeveloped during the 2004–05 year and was fully implemented by June 2006. Since June 2006 there has been a consistent trend for the proportion of staff employed at each of grades 1, 2 and 3 to decline, and increase at each of grades 4, 5 and 6. This change in employment mix is consistent with the increasing professionalization of the public service workforce over time. Table 17 and figure 20 illustrate how the number and proportion of staff by generic VPS grade has changed over time.

Table 17: Number and percentage of staff by generic VPS grade classifications, June 2006 compared to June 2001

Classification		June 2006	June 2011	Change	% Change
VPS Grade 1	Headcount	466	203	-263	-56%
	Percentage	2%	0.8%		
VPS Grade 2	Headcount	4,541	4,241	-300	-7%
	Percentage	23%	17%		
VPS Grade 3	Headcount	4,285	5,046	761	18%
	Percentage	22%	21%		
VPS Grade 4	Headcount	3,493	4,933	1,440	41%
	Percentage	18%	20%		
VPS Grade 5	Headcount	3,966	5,905	1,939	49%
	Percentage	20%	24%		
VPS Grade 6	Headcount	2,705	3,961	1,256	46%
	Percentage	14%	16%		
Total	Headcount	19,456	24,289	4,830	25%
	Percentage	100%	100%		

Source: Workforce data collections 2006–11

Figure 20: Percentage distribution of VPS grade staff by classification level: 2006–11



Source: Workforce data collections 2006–11

The changes observed in the classification profile of the VPS workforce are not unique to Victoria. The Australian Public Service Commission (APSC) has reported that the classification profile of the Australian Public Service (APS) has moved consistently up the classification scale. Within the APS there has been a decline in the number of APS 1 and 2 levels of 15 per cent between 1997 and 2011. Growth at the higher levels (APS 5 and 6) has grown by 6.9 per cent. Executive Level (EL) numbers have increased by 10.6 per cent. The APSC attributes the upwards shift in classification structures to the increasing complexity and difficulty of public service roles requiring a more highly skilled workforce. It also notes a shift to the outsourcing of low-skill functions over time as a contributing factor to the shift in classification profile.²³

Table 18 shows the distribution of the public service workforce across the occupation-specific and senior specialist classifications.

²³ Australian Public Service Commission 2011, *State of the Service Report 2010–11*, Australian Public Service Commission, Canberra p. 93

Table 18: Distribution of public service workforce by occupational/specialist classification (headcount) at June 2011

Classification	No. of staff	% of VPS Workforce
Allied Health	1,108	2.8%
Child Protection Worker	1,691	4.2%
Clerk of Courts	458	1.1%
Community Corrections Officers	515	1.3%
Custodial Officers	1,861	4.6%
Disability Development and Support Officer	5,405	13.5%
Forensic Officer	232	0.6%
Forestry Field Staff	348	0.9%
Housing Services Officers	487	1.2%
Juvenile Justice Worker	429	1.1%
Legal Officers	470	1.2%
Nurses	246	0.6%
Science officers	1,049	2.6%
Senior specialists (includes senior technical specialists, principal scientists, senior medical advisors)	262	0.7%
Other (sheriffs, ministerial chauffeurs, and miscellaneous)	375	1.5%
Total	14,936	37.8%

Source: 2011 Workforce Data Collection

Table 19 shows the number of staff employed in the generic VPS Grade classifications compared to the number employed in the occupational/specialist classifications over the period from June 2006 to June 2011. Over this period the proportion of staff in the generic VPS Grade classifications has increased from 60.5% of the public service workforce to 63.4% when measured in FTE terms.

The overall rate of growth eased significantly in the 2010–11 year, particularly for the VPS Grade staff, where annual growth in FTE terms fell to less than 1 per cent (143 FTE staff). Over the period from June 2006 to June 2010, the average annual compound growth in VPS Grade staff in FTE terms was 5.3 per cent. With the much lower growth in the 2010–11 year, the average annual compound growth for the period June 2006 to June 2011 falls to 4.3 per cent.

**Table 19: Number of VPS Grade and occupational/specialist classified staff
June 2006 to June 2011 in headcount and FTE terms**

		June 2006	June 2007	June 2008	June 2009	June 2010	June 2011
VPS Grade staff	Headcount	19,456	20,566	21,414	22,997	24,148	24,289
	FTE	18,467	19,504	20,202	21,736	22,696	22,839
	Annual growth (FTE)		5.6%	3.6%	7.6%	4.4%	0.6%
Occupational/ Specialist staff	Headcount	13,648	13,966	14,182	14,538	14,806	14,936
	FTE	12,077	12,339	12,443	12,729	12,940	13,168
	Annual growth (FTE)		2.2%	0.8%	2.3%	1.7%	1.8%

Source: Annual Workforce Data Collections 2006–2011

A.1.3 Key classification groups

The following section provides further information about each of the key classification groups within the Victorian Public Service.

The key classification groups of public servants show:

- an overwhelming predominance of women in health, human services and education-related professions, and an increasing number of women employed as custodial officers (the percentage of female staff has grown from 26.6 per cent in 2006 to 28.2 per cent in 2011);
- the employment type is predominantly ongoing rather than fixed term or casual; and
- the time fraction is predominantly full-time rather than part-time, except for disability development & support officers and nurses.

Allied health

Allied health includes psychologists, guidance officers, speech pathologists, social workers, welfare workers, occupational therapists, and dieticians. They provide health services to students in primary and secondary schools, people serving custodial sentences and clients of community welfare services. The Department of Human Services, the Department of Education and Early Childhood Development, the Department of Justice, the Department of Health, and the Office of Public Prosecutions all employ allied health professionals.

Table 20: Allied health workers by employment type and gender

Total Employees (N)	1,108
Full Time Equivalent (N)	943
Employment Type (FTE) (%)	
Ongoing	87
Fixed Term/Casual	13
Part Time Employment (%)	39
Salary Range (\$)	40,771–92,467
Gender (%)	
Men	12
Women	88
Average Age (years)	40

Source: 2011 Workforce Data Collection, Victorian Public Service Agreement 2006 (extended 2010)

Child protection workers

Child protection workers protect children and young people from abuse and neglect by assessing cases and intervening as necessary. They case manage adoption and permanent care, support children and young people who are humanitarian refugees, and support adopted people and their families locating family members. They are primarily employed in the Department of Human Services. Since June 2006 the number of staff employed in this classification has increased cent to 1,691 people and 1,540 FTE from 1,359 people or 1,253 FTE. This is an increase of 332 people and (287 FTE) or nearly 25 per cent.

Table 21: Child protection workers profile by employment type and gender

Total Employees (N)	1,691
Full Time Equivalent (N)	1,540
Employment Type (FTE) (%)	
Ongoing	84
Fixed Term/Casual	16
Part Time Employment (%)	22
Salary Range (\$)	40,771–125,444
Gender (%)	
Men	16
Women	84
Average Age (years)	39

Source: 2011 Workforce Data Collection, Victorian Public Service Agreement 2006 (extended 2010)

Community corrections officers

Community corrections officers are employed by the Department of Justice to monitor and supervise offenders who have been sentenced by the courts to serve community correctional orders.

Table 22: Community corrections officers profile by employment type and gender

Total Employees (N)	515
Full Time Equivalent (N)	483
Employment Type (FTE) (%)	
Ongoing	90
Fixed Term/Casual	10
Part Time Employment (%)	14
Salary Range (\$)	40,771–125,443
Gender (%)	
Men	30
Women	70
Average Age (years)	36

Source: 2011 Workforce Data Collection, Victorian Public Service Agreement 2006 (updated 2010)

Custodial officers

This classification covers officers employed by the Department of Justice who manage prisoners and provide security in the State's public sector adult prisons. This is one of the few areas of the Victorian Public Service that remains a predominantly male workforce.

Table 23: Custodial officers profile by employment type and gender

Total Employees (N)	1,861
Full Time Equivalent (N)	1,785
Employment Type (FTE) (%)	
Ongoing	84
Fixed Term/Casual	16
Part Time Employment (%)	8
Salary Range (\$)	37,206–125,443
Gender (%)	
Men	72
Women	28
Average Age (years)	46

Source: 2011 Workforce Data Collection, Victorian Public Service Agreement 2006 (extended 2010)

Disability development & support officers

These officers provide care and support to people with a disability, including those living in residential care. They are employed by the Department of Human Services.

Table 24: Disability development & support officers profile by employment type and gender

Total Employees (N)	5,405
Full Time Equivalent (N)	4,397
Employment Type (FTE) (%)	
Ongoing	77
Fixed Term/Casual	23
Part Time Employment (%)	58
Salary Range (\$)	38,142–114,814
Gender (%)	
Men	33
Women	67
Average Age (years)	46

Source: Department of Human Services, 2011 Workforce Data Collection, 2011

Forensic officers

Forensic officers are technicians and scientists who assist sworn police officers in the collection of forensic evidence and assess collected material using forensic science techniques. Most are employed within Victoria Police but a small number are employed by the Department of Justice at the Victorian Institute of Forensic Medicine.

Table 25: Forensic officers profile by employment type and gender

Total Employees (N)	232
Full Time Equivalent (N)	215
Employment Type (FTE) (%)	
Ongoing	94
Fixed Term/Casual	6
Part Time Employment (%)	18
Salary Range (\$)	43,576–126,698
Gender (%)	
Men	38
Women	63
Average Age (years)	39

Source: 2011 Workforce Data Collection, Victorian Public Service Agreement 2006 (extended 2009)

Forestry field staff

Forestry field staff are employed by the Department of Sustainability and Environment to undertake fire prevention and suppression tasks, as well as track and facilities maintenance in State forests and reserves. Several hundred additional staff are employed on a fixed-term basis over summer each year to meet fire season requirements. As illustrated in figure 22 (page 68), the number of field staff employed at June 2009 was unusually high as bushfire remediation work continued following the black Saturday bushfires but has since returned to more typical levels.

Table 26: Forestry field staff profile by employment type and gender

Total Employees (N)	348
Full Time Equivalent (N)	342
Employment Type (FTE) (%)	
Ongoing	92
Fixed Term/Casual	8
Part Time Employment (%)	2
Salary Range (\$)	38,668–58,302
Gender (%)	
Men	95
Women	5
Average Age (years)	42

Source: 2011 Workforce Data Collection, Victorian Public Service Agreement 2006 (updated 2009)

Housing services officers

Housing officers manage relationships with tenants and applicants for housing assistance, manage rental accounts and assess property maintenance needs. They are employed by the Department of Human Services.

Table 27: housing services officers profile by employment type and gender

Total Employees (N)	487
Full Time Equivalent (N)	447
Employment Type (FTE) (%)	
Ongoing	89
Fixed Term/Casual	11
Part Time Employment (%)	23
Salary Range (\$)	40,771–67,962
Gender (%)	
Men	23
Women	77
Average Age (years)	42

Source: 2011 Workforce Data Collection, Victorian Public Service Agreement 2006 (extended 2009)

Youth justice workers

Youth justice workers supervise young people who are sentenced to serve in a youth training centre, are on parole or are placed on a community based order. They provide advice to the courts on young people and offer access to services that support young people at risk of re-offending. They are employed by the Department of Human Services.

Table 28: Youth justice workers profile by employment type and gender

Total Employees (N)	429
Full Time Equivalent (N)	393
Employment Type (FTE) (%)	
Ongoing	66
Fixed Term/Casual	34
Part Time Employment (%)	20
Salary Range (\$)	40,771–125,444
Gender (%)	
Men	67
Women	33
Average Age (years)	42

Source: 2011 Workforce Data Collection, Victorian Public Service Agreement 2006 (extended 2009)

Nurses

This classification refers to registered nurses. They are employed by the Department of Education and Early Childhood Development, undertaking health screening checks for primary school students.

Table 29: Registered nurses profile by employment type and gender

Total Employees (N)	246
Full Time Equivalent (N)	187
Employment Type (FTE) (%)	
Ongoing	81
Fixed Term/Casual	19
Part Time Employment (%)	61
Salary Range (\$)	68,010–88,855
Gender (%)	
Men	3
Women	97
Average Age (years)	47

Source: Department of Education and Early Childhood Development, 2011 Workforce Data Collection, 2011

Superannuation

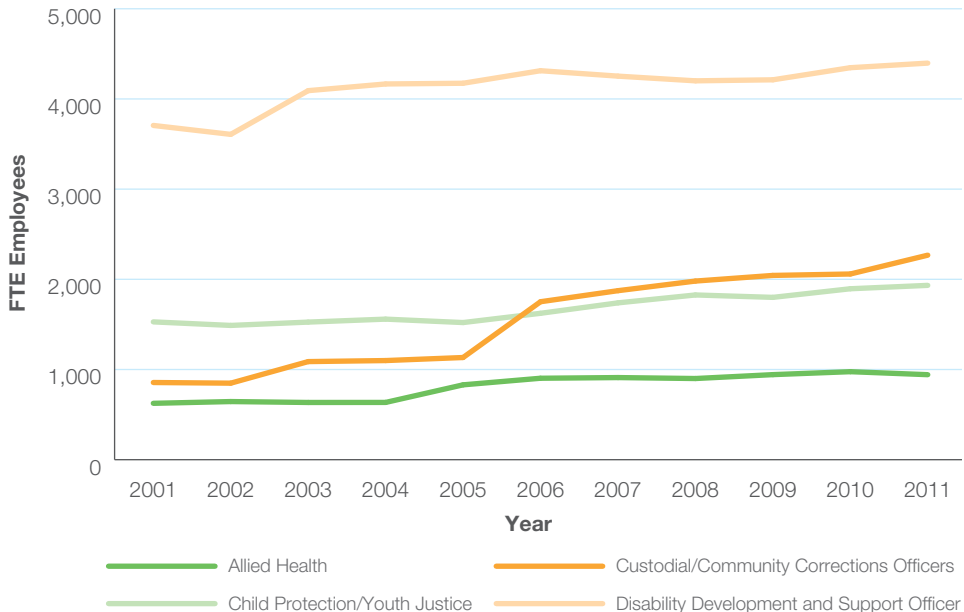
Employer contributions to superannuation funds are in addition to salaries. Most public service staff (82 per cent) are members of accumulation superannuation funds where the employer contributes 9 per cent of salary to a complying fund, as required under Commonwealth legislation. Staff have the option of making additional contributions to these schemes from their salary.

Eighteen per cent of current public service staff are members of defined benefit schemes. The public service pension superannuation scheme was closed to new members in 1988. It was replaced with a defined benefit lump sum scheme which, in turn, was closed to new members in 1993. The employer contribution to these schemes is revised periodically based on an actuarial assessment. Under the pension scheme, staff are required to make a set percentage contribution from their salary, whereas under the lump sum scheme staff may choose to contribute 0, 3, 5 or 7 per cent (in certain circumstances) of their salary. The proportion of public service staff in these schemes is declining at a rate of around 2.5 per cent per year as members retire.

Changes in numbers of staff working in key occupations

Figures 21 and 22 show increases in Victorian Public Service employment in a number of areas over the past 10 years, reflecting changing government priorities over this time.

Figure 21: Change in selected Victorian Public Service occupational groups with more than 500 FTE employees, 2000–01 to 2010–11



Source: Department of Human Services, the Department of Justice and the Workforce Data Collection surveys 2005–2011

Notes: Due to improvements in data quality and classification, figures may differ from last year's published figures. Changes to the public service classification structure in 2005 resulted in health professionals employed in the Departments of Justice and Education being reclassified from the VPS structure to Allied Health.

Figure 22: Change in selected Victorian Public Service occupational groups with 500 FTE employees or less, 2000–01 to 2010–11



Source: Department of Human Services, the Department of Justice and the Workforce Data Collection surveys from 2005 to 2011

Notes: A review of the housing services function in 2004–05 resulted in some positions previously classified as housing service officers being translated to the VPS classified structure. Employment of forensic officers has increased since 2005 due to a renewed focus on an investment in resources within the forensics area of Victoria Police. Forestry field staff numbers increased in 2009 due to need for remediation work following the 2009 bushfires and dropped back in 2010 after remediation was complete.

A.2 Public health care

The public health care sector is comprised of government owned hospitals and health services, and a small number of related organisations including research institutions, professional registration bodies, and health promotion and ancillary service bodies. Included are the large metropolitan health services that each run multiple hospital campuses (e.g. Southern Health), the specialist hospitals (e.g. Peter McCallum Cancer Centre, the Royal Victorian Eye and Ear Hospital), regional hospitals (e.g. Cobram District Hospital), and the rural health services (e.g. Portland District Health). Each organisation in the public health care sector is a separate and discrete employer with its own management structure.

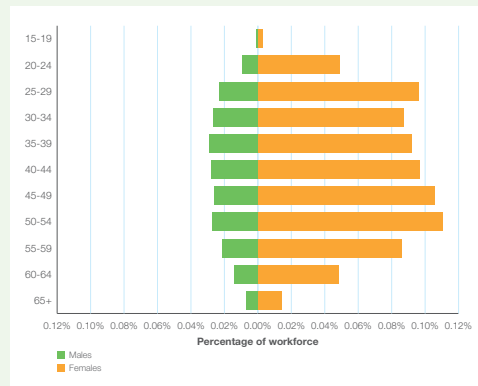
A.2.1 Public health care sector employees

With over 97,000 employees, the public health care sector is the largest sector in the State Government, almost two-and-a-half times that of the Victorian Public Service and nearly 50 per cent larger than the public schools sector. The health workforce is also spread throughout Victoria's population centres, reflecting the location of hospitals and other health services.

Women comprise 79 per cent of the workforce, a proportion that has not changed since 2003. A high proportion of staff work part time (59 per cent), which explains the large difference between the total number of employees and the number of staff in full time equivalent terms.

Table 30: Statistical snapshot of the public health care sector

Total Employees	97,103	Turnover of ongoing employees	
Full time Equivalent	72,087	Separation Rate	10%
Employment type (FTE)		Separations by age	
Ongoing	78%	Less than 30 years	16%
Fixed Term / Casual*	22%	30–54	8%
		Over 55	10%
Base salary**		Recruitment by age	
<\$40,000	10%	Less than 30 years	44%
\$40,000–\$59,999	37%	30–54	51%
\$60,000–\$79,999	35%	Over 55	5%
\$80,000+	18%		
Part Time Employment		Age and Gender	
Overall	59%	Men	21%
Women working part time	65%	Women	79%
Men working part time	40%	Average Age (All staff)	43
		Men	43
		Women	43
Regional Distribution		Age and gender profile of public health care sector	
CBD	3%		
Other Melbourne Metropolitan			
Eastern	15%		
North and West	30%		
Southern	17%		
Total	62%		
Regional Victoria			
Barwon South Western	9%		
Gippsland	5%		
Grampians	7%		
Hume	6%		
Loddon Mallee	7%		
Total	35%		



Source: 2011 Workforce Data Collection

Notes: All proportions listed in this table are as a percentage of total headcount unless otherwise stated.

* Casuals are employees who are typically employed on an hourly or sessional basis. Such employees may be rostered to work regularly or engaged to work on an 'as and when required' basis.

** Base salary information is provided here for all active ongoing and fixed term staff.

Compared to the metropolitan workforce, the regional workforce has a higher proportion of women (83 per cent compared to 77 per cent) and is more likely to work part time (68 per cent compared to 56 per cent). Over time, the proportion of the workforce aged over 55 has been increasing. However the proportion of ongoing and fixed-term recruits under 30 years of age has also increased from 39.8 per cent in 2008–09 to 43.8 per cent in 2010–11.

Employees in this sector work in a wide variety of occupations. These encompass professional staff (including doctors, nurses, scientists, therapists, and radiographers), social and welfare workers (including child care, personal care and nursing assistants, psychologists, and counsellors), clerical and administrative support (including operational and project staff and managers, IT support officers and administrators), ancillary services (including cleaning, catering, patient services, and maintenance trades) and management roles. The vast majority of staff are employed in hospitals and health services.

Steady increases in service demand, combined with national and international competition for skills and capacity issues within the clinical training system means that public health care has current and forecast workforce challenges in some areas, including medical staff in rural areas, nursing and key allied health professions including radiography. The Department of Health has implemented a number of initiatives to address these shortages, including:

- the establishment in 2011 of 11 locally-driven clinical placement networks, designed to increase the capacity and quality of professional entry (undergraduate) clinical training for health students in Victoria;
- an early graduate scheme which encourages health services to take on new graduates in nursing and allied health fields in return for funding. This scheme is being expanded in 2012 to cover four additional allied health professions;
- a new rural generalist training program, that aims to train at least five new rural generalist medical staff each year to respond to workforce shortages in rural and regional Victoria;
- the Better Skills Best Care initiative which aims to support more effective workforce utilisation through initiatives to extend the scope of practice of nursing and allied health staff, and develop an assistant workforce; and
- contemporary nursing and midwifery practice program that aims to identify and support best practice approaches to employing nurses and midwives to their full scope of practice.

Classifications and salaries

As shown in Tables 31 and 32, common pay structures are applicable across the public health care sector for health professionals and nurses.

Table 31: Salary ranges for nurses June 2011²⁴

Role title	Minimum	Maximum
Registered nurse grade 1 — division 2	\$34,866	\$48,625
Registered nurse grade 2 — division 1	\$48,897	\$64,722
Clinical nurse specialist	\$66,622	
Registered nurse grade 3	\$67,409	\$70,097
Registered nurse grade 4	\$73,801	\$78,602
Registered nurse grade 5	\$78,586	\$89,690
Registered nurse grade 6	\$80,178	\$103,246
Registered nurse grade 7	\$80,178	\$126,830

Source: Nurses (Victorian Public Health Sector) Multiple Business Agreement 2007–2011

* Salaries for Clinical Nurse Specialists are fixed as a single pay point.

Table 32: Salary ranges for health professionals June 2011

Position	Minimum	Maximum
Audiologist	\$46,011	\$107,232
Dental Technician	\$42,927	\$50,086
Dietician	\$46,773	\$112,544
Medical Imaging Technician	\$36,624	\$113,530
Medical Physicist	\$53,582	\$149,716
Nuclear Medical Technician	\$36,624	\$113,530
Pharmacists	\$49,382	\$135,539
Physiotherapist	\$45,787	\$113,530
Psychologist	\$45,166	\$107,232
Radiation Engineers	\$51,359	\$108,401
Radiation Therapist	\$36,624	\$145,020
Research Assistant	\$51,683	\$75,080
Research Fellow	\$88,177	\$133,828
Research Officer	\$72,466	\$90,785
Scientists	\$36,812	\$120,960
Social Worker	\$45,787	\$113,530
Welfare Worker	\$33,159	\$59,969

Source: Public Health Sector (Medical Scientists, Pharmacists and Psychologists) Multi-Enterprise Agreement 2008–2011, Health Services Union — Health Professionals — Workplace Determination 2008

24 'Registered Nurses grade1–division 2' are also known as 'Enrolled Nurses' or 'State Enrolled Nurses'

Superannuation arrangements

Approximately 95 per cent of staff in the public health care sector are members of accumulation superannuation funds where the employer contributes 9 per cent of salary to a complying fund, as required under Commonwealth legislation. Staff have the option of making additional contributions to these schemes from their salary.

Just over 4 per cent of staff are members of a defined benefit superannuation scheme. Most of these are members of the Healthsuper defined benefit scheme, which was closed to new members in 1993. Less than 1 per cent are members of the public service defined benefit superannuation schemes. Generally these staff commenced as public service employees who became public health care sector employees when the functions they undertook were transferred to the health care services.

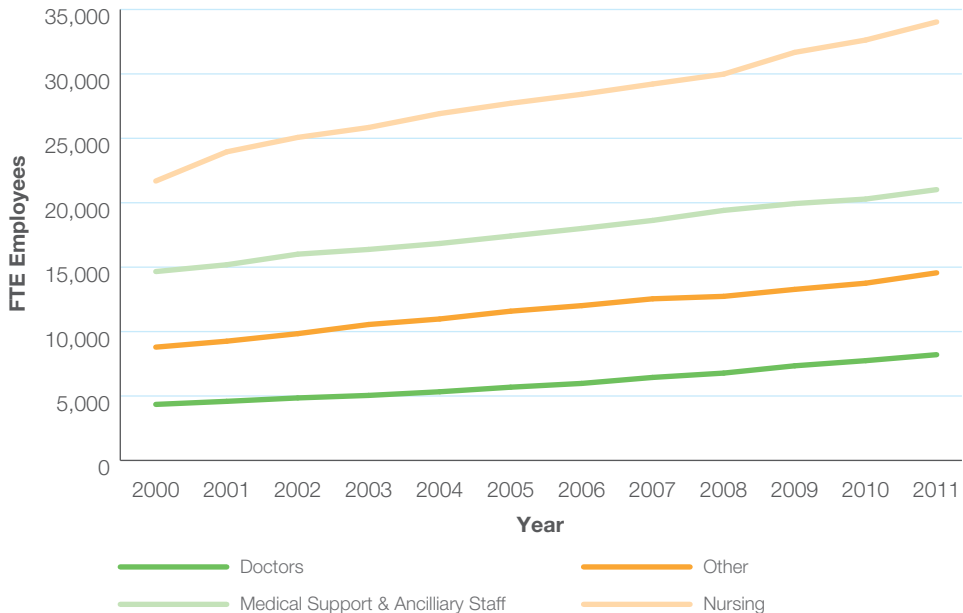
Employer contributions to superannuation funds are in addition to salaries.

Changes in numbers of staff working in the public health care sector

Although staffing levels in full time equivalent terms have increased 3.4 per cent over the 2010–11 year, the number of people employed has increased by only 2.6 per cent. This reflects an increase in hours worked by part-time staff.

In response to an increase in the demand for services, employment has continued to rise across all occupational groups in Victorian hospitals and health services. This reflects increasing expenditure, numbers of hospital beds and implementation of nurse-patient ratios in hospitals. Figure 23 illustrates the increases in health service occupational groups to support these initiatives.

Figure 23: Change in hospital occupational group numbers, FTE employees, 2000–11



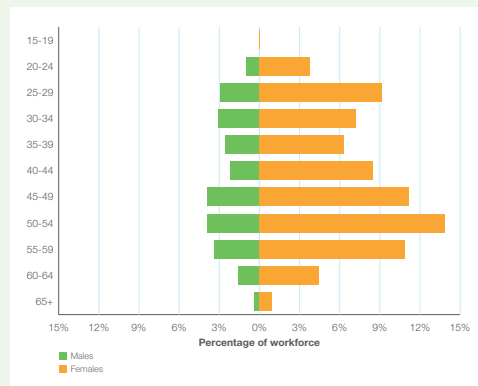
Source: Based on information supplied by the Department of Human Services

A.3 Government schools

The government schools sector includes primary, secondary, primary-secondary (P-12), special and other schools. In 2011 there were 1,539 Victorian government schools.

Table 33: Statistical snapshot of the government schools sector

Total Employees	65,155	Turnover of ongoing employees	
Full time Equivalent	54,463	Separation Rate	N/A
Employment type (FTE)		Separations by age	
Ongoing	75%	Less than 30 years	N/A
Fixed Term / Casual*	25%	30-54	N/A
		Over 55	N/A
Base salary**		Recruitment by age	
<\$40,000	3%	Less than 30 years	44%
\$40,000-\$59,999	30%	30-54	51%
\$60,000-\$79,999	29%	Over 55	6%
\$80,000+	38%		
Part Time Employment		Age and Gender	
Overall	39%	Men	24%
Women working part time	44%	Women	76%
Men working part time	22%	Average Age (All staff)	44
		Men	44
		Women	44
Regional Distribution		Age and gender profile of government schools sector	
CBD	0.3%		
Other Melbourne Metropolitan			
Eastern	18%		
North and West	28%		
Southern	21%		
Total	67%		
Regional Victoria			
Barwon South Western	8%		
Gippsland	6%		
Grampians	5%		
Hume	6%		
Loddon Mallee	8%		
Total	33%		



Source: 2011 Workforce Data Collection

Notes: All proportions listed in this table are as a percentage of total headcount unless otherwise stated.

* Casuals are employees who are typically employed on an hourly or sessional basis. Such employees may be rostered to work regularly or engaged to work on an 'as and when required' basis.

** Base salary information is provided here for all active ongoing and fixed term staff.

*** Separation rates not available at the time of publication.

A.3.1 Employees in government schools

Staff employed in this sector include employees of the Government Teaching Service (principal, teacher, paraprofessional and education support classes) employed by the Department of Education and Early Childhood Development. There are also casual relief teachers and support staff employed directly by school councils.

Employment in the Teaching Service is governed under part 2.4 of the *Education and Training Reform Act 2006*. The Act provides the secretary with powers and functions for the administration and the management of Department employees. Some of these functions and powers, including the power to employ, transfer and promote, have been delegated to principals.

School councils have employment powers under part 2.3 of the Education and Training Reform Act in respect to casual relief teachers and non-teaching support roles. A total of 3,621 people are employed by school councils, equating to 1,191 FTE.

Women comprise a high proportion of the schools workforce (76 per cent). The proportion of women in this workforce has been increasing slowly over time, rising from 74.9 per cent in 2003 to 76.2 per cent in 2011.

The average age of employees in Government Schools has remained steady at 44 years since 2003. While the proportion of employees aged over 50 years has increased from 31 per cent in 2003 to 40 per cent in 2011, the proportion of employees in the 25–24 year age group has increased from 16 per cent to 22 per cent, reflecting the intake of graduate teachers in recent years.

Part time employment in this sector has increased from 30 per cent in 2003 to 39 per cent in 2011. In regional areas, part time employment is more common (42 per cent) than in metropolitan areas (37 per cent).

Separation rates for ongoing schools staff are consistently and generally lower than for other industry groups, with the exception of Police and Emergency Services. Generally, around 5 per cent of ongoing schools staff separate each year compared to around four per cent in Police and Emergency Services and between eight to 11 per cent in other industry groups. This is consistent with Government Schools being the principal employer of teachers in the State. For many people then, a career in teaching means employment with the Teaching Service.

The latest available information on separations in schools is for Teachers and Principals in the 2010 calendar year. Separation rates by five year age cohort are shown in Table 34 below. It shows that separation rates are very low until staff approach retirement age. The high separation rates in the 50 to 54 and in the 55 to 59 year age cohorts being influenced by the members of the defined benefit superannuation schemes resigning or retiring to access their accrued benefits. The high separation rate for the over 60 age cohort reflects a large number of retirements from a small number of employees.

Table 34: Separation rates for ongoing school teachers and principals by five year age cohorts for calendar year 2010

Age cohort (years of age)	Under 29	30–34	35–39	40–44	45–50	50–54	55–59	Over 60
Separation rate	2.1%	2.1%	2.9%	2.0%	1.4%	7.6%	9.2%	20.2%

Classifications and salaries

Principals, teachers and paraprofessionals are covered by the *Victorian Government Schools Agreement 2008* and Education Support Class employees are covered by the *Education Support Class Agreement 2008*.

Table 35: Salary ranges for the Government Teaching Service as at June 2011

Job title	Minimum	Maximum
Graduate teacher	\$55,459	\$57,040
Accomplished teacher	\$60,337	\$67,516
Expert teacher	\$69,946	\$81,806
Leading teacher	\$84,536	\$89,423
Assistant principals	\$98,403	\$143,209
Principals	\$98,403	\$161,470
Education support officer (ESO) 1	\$37,795	\$54,524
Education support officer (ESO) 2	\$55,459	\$101,567

Source: Department of Education and Early Childhood Development

Superannuation arrangements

Traditionally teachers and other schools staff were employed under the same superannuation arrangements as applied to public service staff.

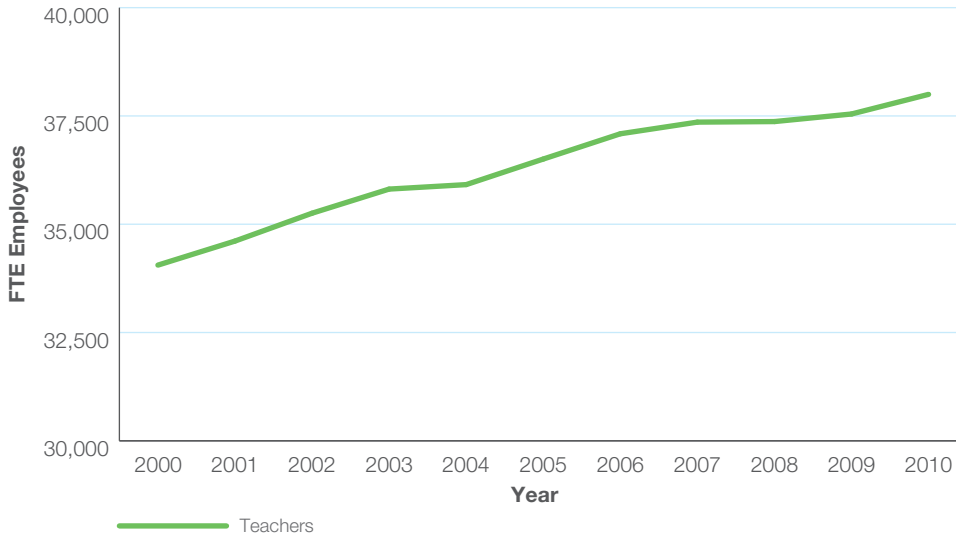
As at June 2011, 28 per cent of staff in government schools are members of the public service defined benefit superannuation schemes. As with public service staff, the proportion of school staff in these schemes is declining at around 2.5 per cent per year as staff members retire.

The remaining 72 per cent of staff in schools are members of accumulation superannuation funds where the employer contributes 9 per cent of salary to a complying fund, as required under Commonwealth legislation. Staff have the option of making additional contributions to these schemes.

Changes in staff numbers in government schools

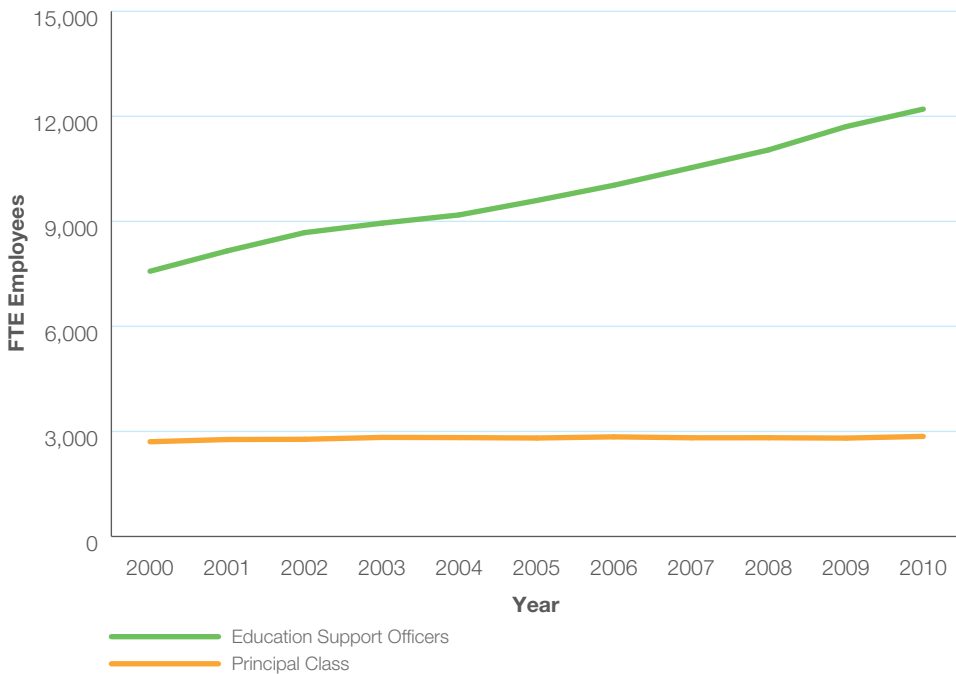
The numbers of teachers and support staff in schools remained stable over the 2010–11 year after increasing steadily over the period 2000 to 2010. The increase in staffing was in response to a number of government policy commitments (in particular to smaller average class sizes, alongside the addition of teacher aides, integration aides and administrative staff in schools). Figures 24 and 25 illustrate the impact over time of these changes on government school staffing numbers.

Figure 24: FTE change in government schools occupational groups (Teachers), 2000–11



Source: Department of Education and Early Childhood Development

Figure 25: FTE change in government schools occupational groups (principals and education support officers), 2000–11

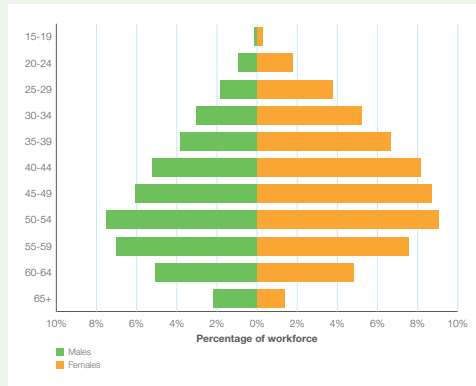


Source: Department of Education and Early Childhood Development

A.4 TAFE and other education entities

Table 36: Statistical snapshot of TAFE and other education entities sector

Total Employees	17,360	Turnover of ongoing employees	
Full time Equivalent	11,875	Separation Rate	12%
Employment type (FTE)		Separations by age	
Ongoing	61%	Less than 30 years	19%
Fixed Term / Casual*	39%	30–54	10%
		Over 55	12%
Base salary**		Recruitment by age	
<\$40,000	3%	Less than 30 years	23%
\$40,000–\$59,999	36%	30–54	63%
\$60,000–\$79,999	53%	Over 55	14%
\$80,000+	8%		
Part Time Employment		Age and Gender	
Overall	52%	Men	43%
Women working part time	59%	Women	57%
Men working part time	42%	Average Age (All staff)	47
		Men	48
		Women	45
Regional Distribution		Age and gender profile of TAFE and other education entities	
CBD	15%		
Other Melbourne Metropolitan			
Eastern	14%		
North and West	27%		
Southern	19%		
Total	59%		
Regional Victoria			
Barwon South Western	8%		
Gippsland	5%		
Grampians	2%		
Hume	6%		
Loddon Mallee	5%		
Total	25%		



Source: 2011 Workforce Data Collection

Notes: All proportions listed in this table are as a percentage of total headcount unless otherwise stated.

* Casuals are employees who are typically employed on an hourly or sessional basis. Such employees may be rostered to work regularly or engaged to work on an 'as and when required' basis.

** Base salary information is provided here for all active ongoing and fixed term staff.

Tertiary and Further Education (TAFE) and Other Education sector comprises TAFE institutes, the TAFE divisions within the four dual sector universities, and other non-school entities engaged in education and training related activities (e.g. the Centre for Adult Education, and Adult Multicultural Education Service).

TAFE institutions provide vocational training and education services to industry as well as to school leavers and adults enrolling in apprenticeships, and other training courses and programs. Industry provides advice on training needs through Skills Victoria.

The Centre for Adult Education specialises in adult education and runs short courses for general interest and professional development, as well as teaching skills for employment or further study. The remaining organisations provide specialist training services or support the professional status and development of teachers.

Each organisation is a discrete and separate employer with its own management structure.

A.4.1 Employees in TAFE and other education entities

Over 90 per cent of employees in this sector work in TAFE institutions (16,115 out of the 17,360 people employed). Teachers are the major employee group, comprising 62 per cent of people in the sector. Other categories include managers, non-teaching professionals, administrative and clerical, computing, technical, and general maintenance staff.

Women form the overall majority of the workforce in this sector, but there are more men than women in the 60 and over age group.

This sector has the oldest workforce of any of the sectors, partly because many TAFE teachers enter the workforce at an older age compared with other sectors. With the ageing of ongoing employees, the proportion of staff aged over 55 is increasing, growing from 21 per cent in 2005 to 25 per cent in 2011. Compared to other sectors, few employees (23 per cent) are in the under 30 age group and most of these are non-teaching staff. The age profile of non-teaching staff is very similar to that of public sector employees generally, with 17 per cent aged under 30 years, 46 per cent aged from 30 to 50 years and 36 per cent aged over 50 years.

Part-time employment in this sector has fallen back from 58 per cent in 2008–09 to 52 per cent in 2010–11. This reflects a fall in the proportion of fixed term employees working part time.

Classifications and salaries

There is a common pay structure for TAFE teachers and support staff (Professional, Administrative, Computing Clerical and Technical (PACCT) Officers).

Table 37: Salary ranges for TAFE teachers and PACCT Officer

Job title	Minimum	Maximum
Teacher	\$46,542	\$69,042
Senior Educator	\$74,624 *	
Professional Administrative Computing Clerical & Technical		
Administrative Officer	\$31,908	\$83,955
Library Officer	\$37,738	\$72,310
Technical Officer	\$35,539	\$58,274
Computer Officer	\$33,896	\$78,670
Counselling Services Officer	\$38,594	\$65,490

Source: Victorian TAFE Teaching Staff Multi-Business Agreement 2009, TAFE PACCT Certified Agreements 2005 (extended and varied in 2010)

* Salaries for Advanced Skills Teachers are fixed at a single pay point.

Superannuation arrangements

Elements of the current TAFE and other education sector were once part of the government school system and, as for other schools, staff were members of the public service defined benefit superannuation schemes. Following the creation of TAFE and further education institutions as discrete organisations, school teachers and other staff eligible to be members of the public service defined benefit schemes have transferred to these organisations.

Currently, 9 per cent of the TAFE and other education entities workforce are members of the public service defined benefit superannuation schemes.

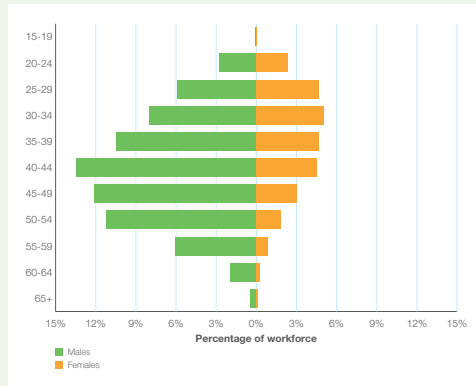
The remaining 91 per cent of staff in this sector are members of accumulation superannuation funds where the employer contributes 9 per cent of salary to a complying fund, as required under Commonwealth legislation. Staff have the option of making additional contributions to these schemes from their salary.

Employer contributions to superannuation funds are in addition to salaries.

A.5 Police and emergency services

Table 38: Statistical snapshot of police and emergency services

Total Employees	21,227	Turnover of ongoing employees	
Full time Equivalent	20,253	Separation Rate	4%
Employment type (FTE)		Separations by age	
Ongoing	97%	Less than 30 years	5%
Fixed Term / Casual*	3%	30–54	3%
		Over 55	13%
Base salary**		Recruitment by age	
<\$40,000	2%	Less than 30 years	55%
\$40,000–\$59,999	21%	30–54	42%
\$60,000–\$79,999	52%	Over 55	3%
\$80,000+	26%		
Part Time Employment		Age and Gender	
Overall	9%	Men	73%
Women working part time	23%	Women	27%
Men working part time	4%	Average Age (All staff)	43
		Men	44
		Women	43
Regional Distribution		Age and gender profile of police and emergency services	
CBD	19%		
Other Melbourne Metropolitan			
Eastern	19%		
North and West	20%		
Southern	14%		
Total	53%		
Regional Victoria			
Barwon South Western	6%		
Gippsland	5%		
Grampians	6%		
Hume	5%		
Loddon Mallee	6%		
Total	28%		



Source: 2011 Workforce Data Collection

Notes: All proportions listed in this table are as a percentage of total headcount unless otherwise stated.

* Casuals are employees who are typically employed on an hourly or sessional basis. Such employees may be rostered to work regularly or engaged to work on an 'as and when required' basis.

** Base salary information is provided here for all active ongoing and fixed term staff.

The Police and Emergency Services sector covers six public sector employer bodies engaged in delivering policing, fire, ambulance and emergency response services to the people of Victoria. Each of the emergency service organisations is a discrete and separate employer with their own management structure. The six employer bodies are:

Victoria Police: comprises sworn police officers, police recruits in training, protective service officers, and reservists. Sworn police deliver law enforcement services that are aimed at the prevention, detection, investigation and prosecution of crime and disorderly behaviour. Protective Services Officers provide security services to senior public officials, and at places of public importance including Parliament House, Law Courts, The Shrine of Remembrance, and various Government offices. Additional protective services officers are currently being recruited to provide security at suburban railway stations. Professional, technical, and support staff working within the Victoria Police organisation are public service employees. They are excluded from this analysis of emergency service workers but are included in the analysis of the Victorian Public Service workforce.

Ambulance Victoria: provides emergency and non-emergency pre-hospital patient treatment, ambulance transport services and various public education services.

The Metropolitan Fire Brigade (MFB): provides fire prevention, fire suppression and emergency response services to Melbourne's CBD, inner and middle suburbs and a large portion of Port Phillip Bay.

The Country Fire Authority (CFA): provides fire services to the remainder of rural Victoria and parts of metropolitan Melbourne. The CFA has more than 1,200 brigades and with approximately 1,500 tankers, pumpers and other emergency response vehicles. In addition to career officers and paid fire fighters, the CFA draws on a force of around 60,000 volunteers.

The State Emergency Service: is a volunteer based organisation that is the State's lead response agency to floods, storms and earthquakes, and assists other emergency services and municipal councils in planning and auditing their emergency management plans. There are more than 5,500 committed and dedicated volunteers around the state who provide emergency response services to the community.

The Emergency Services Telecommunications Authority: receives calls from members of the community to the triple zero emergency phone call service, providing and managing emergency operational communications for the dispatch of each of the emergency services listed above.

Fire services are also delivered by the Department of Sustainability and Environment. The department is responsible for the public land which comprises one-third of Victoria and maintains a fire detection system of lookout towers. The Department of Sustainability and Environment employs seasonal fire fighters during the fire season. In addition, employees from the Department of Sustainability and Environment, the Department of Primary Industries, and Parks Victoria are trained and available for fire duties. (Department of Sustainability and Environment and Department of Primary Industries staff are included in the sector profile of the Victorian Public Service. Parks Victoria staff are included in the Water and Land Management workforce sector profile.)

The State Aircraft Unit, on behalf of The Department of Sustainability and Environment and the Country Fire Authority, manages a fleet of between 20–30 specialised contracted aircraft to assist with fire suppression during the fire season.

A.5.1 Employees of emergency service organisations

The main occupational groups within this sector are sworn police and recruits in training (59 per cent of the staff in this sector) ambulance officers (13 per cent) and operational fire fighters (11 per cent). Also covered are support staff of the emergency, fire, and ambulance services: clerical and administration (including operational and project staff and managers, IT support officers and administrators), call takers in call centres, maintenance trades, and technicians. Volunteers are not included in staffing figures.

The total number of staff by organisation in this sector is shown at table 40 below.

Table 39: Number of staff by organisation, police and emergency services industry sector, June 2011 (headcount and FTE)

Organisation	Headcount	FTE
Victoria Police	12,631	12,335
Ambulance Victoria	3,894	3,318
Metropolitan Fire Brigade	2,045	2,034
Country Fire Authority	1,782	1,715
Emergency Services Telecommunications Authority	691	670
Victoria State Emergency Services	184	181

Source: 2011 Workforce Data Collection

Police are technically not employees, but are officers engaged under the *Police Regulation Act 1958* and include sworn police officers, and recruits in training. Protective service officers are employees and responsible to the Chief Commissioner of Police. Their number will grow from around 150 at June 2011 to around 1,100 by November 2014 as new officers are recruited to provide security at railway stations.

The proportion of women working in this sector is increasing, up to 27 per cent in 2011 from 20 per cent in 2003. This has resulted from increasing numbers of women working as police and ambulance officers.

Growth in part time employment has also been observed over time, up from 7 per cent in 2007, but remains low at 9 per cent overall in 2011. In the 2010–11 year growth in part time employment has been most significant in Ambulance Victoria and includes increased employment of part-time casual staff. Part time employment in Victoria Police remains low at 6 per cent of people, but is increasing slowly over time at an average of 50 people per year.

The police and emergency services sector has the youngest age profile of all the public sectors, reflecting the requirement for operational staff to maintain fitness in order to undertake physically demanding and potentially dangerous work.

Classifications and salaries

The pay structures for ambulance paramedics and police officers are shown in table 41.

Table 40: Salary ranges for ambulance paramedics and police officers, June 2011

Position	Minimum	Maximum
Ambulance Paramedics	\$	\$
Graduate Ambulance Paramedic	41,709	46,725
Mobile Intensive Care Paramedic	57,907	61,828
MICA Flight Paramedic	69,664	71,276
Roster Paramedic ALS	63,960	70,252
Senior Reserve Paramedic	67,236	69,992
Station Officer	56,254	65,590
Paramedic Educator	58,409	67,064
Team Manager	61,934	78,382
Police Officers	\$	\$
Constable	51,156	56,943
Senior Constable	62,470	73,843
Leading Senior constable	75,320	76,684
Sergeant	77,896	84,889
Senior Sergeant	86,020	91,576
Inspector	103,850	115,310
Superintendent	117,353	133,095

Source: Department of Human Services and Office of the Chief Commissioner of Police

Superannuation arrangements

Operational police and staff of the emergency services are eligible to be members of the defined benefit Emergency Services Superannuation Scheme. This fund remains open to new members. Currently 79 per cent of staff in the police and emergency services sector are members of this fund.

As for the closed public service defined benefit superannuation schemes, the employer contribution is revised periodically based on an actuarial assessment. Staff may generally choose to contribute 0, 3, 5, 7, or 8 per cent (in certain circumstances) of their salary.

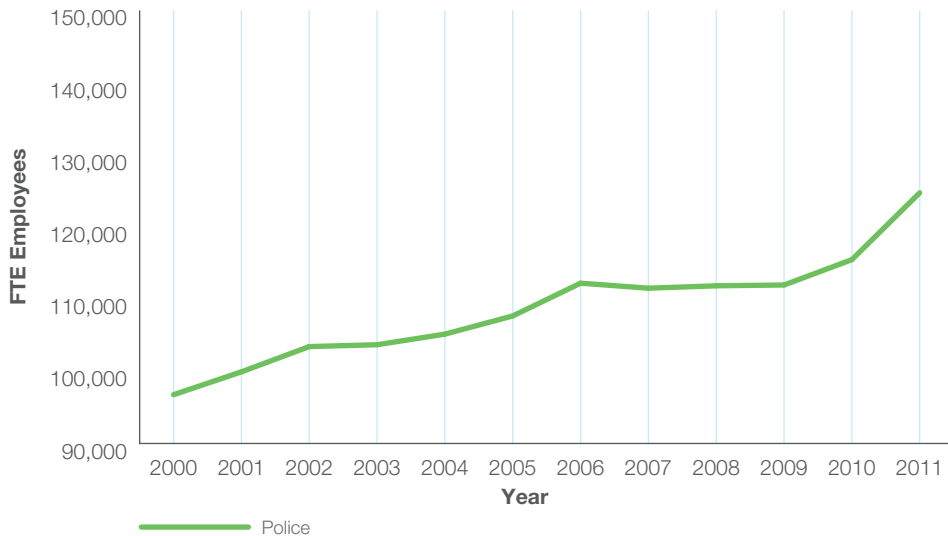
The remaining 21 per cent are members of the ESSPLAN accumulation superannuation fund where the employer contributes nine per cent of salary to a complying fund, as required under Commonwealth legislation. Staff have the option of making additional contributions to this scheme from their salary.

Employer contributions to superannuation funds are in addition to salaries.

Changes in numbers of police²⁵

The Police Force recorded an increase of 636 FTE staff (growth of 5.4 per cent). Figure 26 shows the impact of various initiatives to increase police numbers over the period 2000 to 2011. Also included are police funded by the Commonwealth Government for overseas deployment, Airport Security and additional police funded for other specific outcomes.

Figure 26: Change in police numbers, FTE 2000–11



Source: Office of the Chief Commissioner of Police

A.6 Water and land management

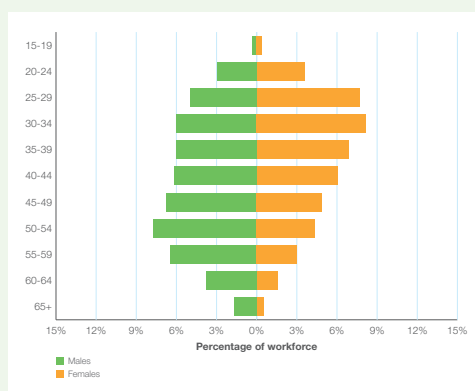
The water and land management sector is comprised of a range of organisations that have responsibility for water resources and administration of public land. The sector includes:

- the metropolitan water retailers who provide and service water supply to domestic and commercial users in metropolitan Melbourne;
- Melbourne Water and the regional water authorities that manage the State's water storage, sewage, and distribution systems, and retail water in rural and regional Victoria;
- catchment management authorities that plan, promote and co-ordinate water and land management within their regions to support sustainable use, conservation and rehabilitation; and
- other land management and planning organisations, such as Parks Victoria, VicForests, the Alpine Resorts Management Boards, VicUrban, and the Growth Areas Authority.

²⁵ Time series information on ambulance officer and firefighter numbers is not shown because operational staff are not unambiguously and consistently distinguished from other staff categories over time. Police are clearly identifiable due to their status as officers appointed under the *Police Regulation Act 1958*.

Table 41: Statistical snapshot of the water and land management sector

Total Employees	8,420	Turnover of ongoing employees	
Full time Equivalent	7,871	Separation Rate	7%
Employment type (FTE)		Separations by age	
Ongoing	87%	Less than 30 years	13%
Fixed Term / Casual*	13%	30–54	9%
		Over 55	11%
Base salary**		Recruitment by age	
<\$40,000	1%	Less than 30 years	37%
\$40,000–\$59,999	36%	30–54	58%
\$60,000–\$79,999	36%	Over 55	5%
\$80,000+	27%		
Part Time Employment		Age and Gender	
Overall	14%	Men	65%
Women working part time	30%	Women	35%
Men working part time	5%	Average Age (All staff)	42
		Men	44
		Women	39
Regional Distribution		Age and gender profile of water and land management sector	
CBD	13%		
Other Melbourne Metropolitan			
Eastern	11%		
North and West	10%		
Southern	10%		
Total	31%		
Regional Victoria			
Barwon South Western	10%		
Gippsland	12%		
Grampians	6%		
Hume	18%		
Loddon Mallee	9%		
Total	56%		



Source: 2011 Workforce Data Collection

Notes: All proportions listed in this table are as a percentage of total headcount unless otherwise stated.

* Casuals are employees who are typically employed on an hourly or sessional basis. Such employees may be rostered to work regularly or engaged to work on an 'as and when required' basis.

** Base salary information is provided here for all active ongoing and fixed term staff.

A.6.1 Employees in the water and land management sector

Organisations in this sector employ people in a wide variety of occupations including: foresters, park rangers and other environmental professionals; water and waste engineers and other technical officers; reticulation and purification maintenance and other operational mechanical and maintenance staff, as well as operational and project officers, managers, IT support staff and administrators.

The water and land management sector workforce is predominantly male in management, science, building and project administration roles as well as labouring and mechanical operation roles. Women are more likely to be found in clerical roles, however, growing numbers of women are employed in science, management, building and engineering, and business administration.

Male employees are significantly older than women — most men are in the 45–59 age group and most women are aged 25–39. This clustering does not appear to be related to occupation as women are younger than men across all occupations in the sector.

The metropolitan and regional workforces differ slightly. In regional Victoria women form a smaller percentage of the workforce than in the metropolitan area (29 per cent in regional Victoria compared to 42 per cent in the metropolitan area). Part time employment is 12 per cent in regional areas (this figure has been between 10 and 13 per cent since 2006) compared to 14 per cent in metropolitan Melbourne (a steady upward trend from 10 per cent in 2006).

Classifications and salaries

Standardised salary or classification structures do not apply across the water and land management sector. Conditions and remuneration structures are determined through the enterprise bargaining process at the organisation level. Generally agreements vary across organisations to reflect the needs and requirements of those organisations and their employees.

Superannuation arrangements

Many organisations in this sector were created from agencies that were once public service bodies. Staff of these bodies were eligible to join the public service defined benefit superannuation schemes.

Eight per cent of staff in the water and land management sector remain members of the public service defined benefit superannuation schemes.

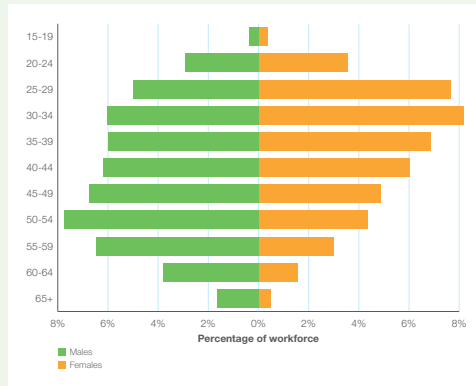
The remaining 92 per cent of staff in this sector are members of accumulation superannuation funds where the employer contributes 9 per cent of salary to a complying fund, as required under Commonwealth legislation. Staff have the option of making additional contributions to these schemes from their salary.

Employer contributions to superannuation funds are in addition to salaries.

A.7 Arts, finance, transport and other

Table 42: Statistical snapshot of the Arts, finance, transport and other sector

Total Employees	14,858	Turnover of ongoing employees	
Full time Equivalent	13,044	Separation Rate	9%
Employment type (FTE)		Separations by age	
Ongoing	87%	Less than 30 years	14%
Fixed Term / Casual*	13%	30–54	9%
		Over 55	8%
Base salary**		Recruitment by age	
<\$40,000	4%	Less than 30 years	39%
\$40,000–\$59,999	35%	30–54	50%
\$60,000–\$79,999	27%	Over 55	10%
\$80,000+	34%		
Part Time Employment		Age and Gender	
Overall	24%	Men	53%
Women working part time	35%	Women	47%
Men working part time	14%	Average Age (All staff)	41
		Men	44
		Women	39
Regional Distribution		Age and gender profile of the arts, finance, transport and other sector	
CBD	44%		
Other Melbourne Metropolitan			
Eastern	13%		
North and West	15%		
Southern	8%		
Total	35%		
Regional Victoria			
Barwon South Western	9%		
Gippsland	3%		
Grampians	3%		
Hume	2%		
Loddon Mallee	3%		
Total	21%		



Source: 2011 Workforce Data Collection

Notes: All proportions listed in this table are as a percentage of total headcount unless otherwise stated.

* Casuals are employees who are typically employed on an hourly or sessional basis. Such employees may be rostered to work regularly or engaged to work on an 'as and when required' basis.

** Base salary information is provided here for all active ongoing and fixed term staff.

The Arts, Finance, Transport and Other sector comprises 66 entities, which include arts agencies (e.g. the Museum of Victoria, the State Library), cemetery trusts (for example the Greater Metropolitan Cemetery Trust), facilities management entities (e.g. Fed Square Pty Ltd, Melbourne Convention and Exhibition Centre), finance and insurance entities (e.g. Transport Accident Commission, State Trustees Ltd), regulators (e.g. Building Commission, Architects Registration Board), sports and recreation entities (Melbourne and Olympic Parks Trust, Royal Botanical Gardens Board), transport entities (VicRoads, Victorian Regional Channels Authority) and a small group of other miscellaneous entities.

Table 43 shows the number of staff and mix of ongoing, fixed term and casual staff by each industry group included in the arts, finance, transport and other sector.

Table 43: Staff numbers and employment type of industry groups included in the Arts, Finance, Transport and Other sector

Industry groups	Breakdown by employment type (headcount)				
	Staff numbers		Fixed		
	Headcount	FTE	Ongoing	Fixed term	Casual
Arts	2,388	1,751	60%	18%	22%
Cemetery	433	406	90%	7%	2%
Facilities management	493	388	39%	0%	61%
Finance	3,100	2,962	91%	9%	0%
Miscellaneous	949	845	80%	16%	4%
Regulator	325	308	90%	9%	1%
Sport and recreation	1,882	1,270	60%	5%	35%
Transport	5,288	5,115	94%	5%	1%
Arts, finance, transport and other sector total	14,858	13,044	82%	8%	10%

Source: 2011 Workforce Data Collection

The nature of the activities undertaken in these sub groups is varied and distinct. Similarly, the entities vary greatly in size, from over three thousand in the largest organisation to less than five in the smallest. The characteristics of the workforces of each group vary accordingly, reflecting the different requirements and demands on the entities that make up each group.

As a whole, the profile of this sector resembles the Victorian Public Service in age distribution, salary, tenure, separation rate, geography and proportion of ongoing and part-time staff. A difference is the higher proportion of men (53 per cent) than in the Victorian Public Service (39 per cent). Specific characteristics of each sub-group are described below, and further detail of employing organisations in this sector can be found at appendix C.

The **Arts** sub-group is made up of eight entities. It has a young workforce with an average age of 39. It is predominantly female, with women making of 60 per cent of employees. Almost half of the Arts workforce work part time, and 22 per cent are casual employees, reflecting the events-focused nature of activity in the Arts agencies.

The **Cemetery** sub-group comprises five agencies employing 433 staff (85 per cent of whom are employed by the Southern Metropolitan Cemetery Trust and Greater Metropolitan Cemetery Trust). The workforce is older (average age 44) and more male dominated (67 per cent male) than other sub-groups. There are a further 491 Cemetery Trusts across the state that do not directly employ staff.

The **Finance and Insurance** sub-group is one of the highest paid in the public sector with an average annual salary of \$84,238: much higher than the average salary of \$65,469 across the public sector. This is consistent with the general labour market in the finance and insurance industries. This sub-group also has a high percentage (34 per cent) of regionally based staff, largely due to the fact that the Transport Accident Commission (TAC) is based in Geelong. Eighty-seven per cent of staff in this sub-group work for the TAC, State Trustees Limited or the Victorian WorkCover Authority.

The **Regulator** sub-group is the smallest component of this sector, with only 325 staff (less than 2 per cent of the Arts, Finance, Transport and Other sector as a whole) employed across seven entities. It has the oldest workforce (average age 45) and has the highest rate of turnover (ongoing separation rate of 15 per cent) of the industry group. Seventy-two per cent of staff in this sub-group work for the Building Commission or Energy Safe Victoria.

The **Sport and Recreation** sub-group comprises 11 agencies. The workforce is relatively young (average age is 38), has the highest percentage of part time staff (57 per cent), and has a lower average salary. The workforce has a high proportion of casual employees (35 per cent of all people employed), is short serving (average tenure is six years) and has a higher separation rate (14 per cent). As with the Arts and Facilities Management Sectors, the profile of employees in the Sport and Recreation sub-group reflects the events-oriented nature of the work undertaken. The largest employer in the Sport and Recreation sub-group is the Zoological Parks and Gardens Board, with 419 FTE.

The **Transport** sub-group is the largest component of this sector (5, 288 headcount). The majority of these work for VicRoads and V/Line Passenger Corporation (4,630 headcount). The workforce is more stable than in other sub-groups, with the longest average tenure (12 years) and the lowest ongoing separation rate (7 per cent).

The **Facilities Management** sub-group has a young and relatively mobile workforce, similar to Sport and Recreation. The average age is 36 years, and average tenure is four years. It also has a high percentage of part time staff (55 per cent) and casual staff (61 per cent), reflecting the need for flexibility in events-based industries.


Superannuation arrangements

Similar to the Water and Land Management sector, many organisations in the Arts, Finance, Transport and Other sector were created from agencies that were once public service bodies, and staff were eligible to join the public service or transport agency defined benefit superannuation schemes.

Fifteen per cent of staff in this sector remain members of the public service defined benefit superannuation schemes.

The remaining 85 per cent of staff are members of accumulation superannuation funds where the employer contributes 9 per cent of salary to a complying fund, as required under Commonwealth legislation. Staff have the option of making additional contributions to these schemes from their salary.

Employer contributions to superannuation funds are in addition to salaries.



Appendix B: Reporting on the public sector values and employment principles

The SSA has responsibility under the Public Administration Act to report to the Premier on the application of, and adherence to, the public sector values and employment principles.

The public sector values are: responsiveness, integrity, impartiality, accountability, respect, leadership, and a commitment to human rights.

The employment principles are: merit, fair and reasonable treatment, equal employment opportunity, reasonable avenues of redress, human rights, and for the public service only, fostering a career public service.

The People Matter Survey (the survey) is an annual survey undertaken by the SSA. The survey measures public sector employees' perceptions of how well the public sector values are applied and adhered to within their organisations. The survey asks employees to respond to a series of statements about the application of the values and employment principles by their organisation, their manager and their workgroup. In addition, the survey also measures respondents' sense of workplace wellbeing and job satisfaction.

B.1 People Matter Survey participation: 2004–2011

In 2011, a total of 62,630 public sector employees in 117 public sector organisations were invited to participate in the survey. As figure 27 shows, the number of people participating has increased from 10,509 in 2004 to 18,481 in 2011. The slight decrease in the number of responses in 2011 from 2010 is primarily due to the non-participation of government schools and the underrepresentation of the water sector.²⁶

Similarly, figure 28 shows that the response rate has trended upwards from 25 per cent in 2004 to 30 per cent in 2011. The lower response rate in 2011 compared to 2010 is primarily due to the decrease in response rates from the health care sector. Response rates for this sector declined by five per cent from 28 per cent in 2010 to 23 per cent in 2011.

The results of the survey are considered to be highly reliable due to the large sample size.

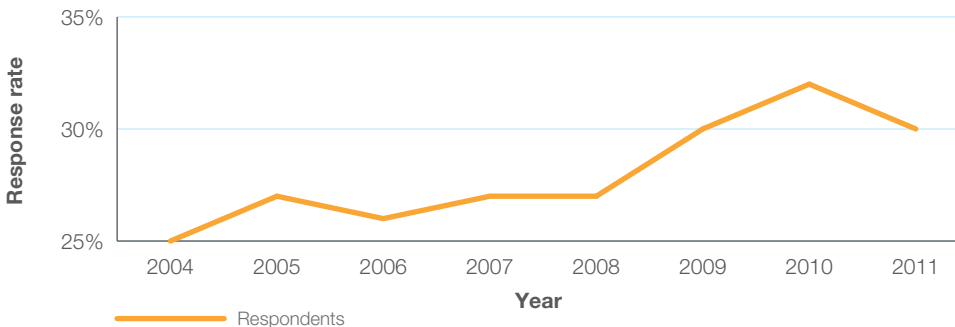
²⁶ Government schools participated in the survey each year from 2004 to 2010. Adjustments to the two-year participating cycle for water organisations led to a small number participating in the 2011 survey, with the majority expected to participate in the 2012 survey.

Figure 27: Number of respondents — 2004–11



Source: People Matter Survey 2004–11

Figure 28: Response rate — 2004–11



Source: People Matter Survey 2004–11

B.2 Reporting on the public sector values

Responsiveness: providing the best standards of service and advice

Victorian public sector organisations exist to serve a public purpose, primarily to provide services to the public. They must be responsive to the public and constantly adapt to meet the changing demands and circumstances of their clients and stakeholders.

Responsiveness is an important public sector value. It will mean different things in different parts of the public sector:

- the quality of service and care to patients in the public health care sector;
- teaching and training to industry and student needs for particular skills in the TAFE sector; or
- the provision of frank, impartial and timely advice to the Government of the day for those in policy and advice roles in the public service.

The survey measures employees' sense of their organisations' commitment to providing the best standards of service to their clients and the Victorian public, as well as how well they adapt and change to meet changing client needs. Items relating to responsiveness tend to achieve some of the highest levels of agreement in the survey.

In 2011, employees' perceptions of the standard of service provided to the Victorian public are very positive. Ninety seven per cent believe that their workgroup strives to achieve

customer satisfaction, that their manager is committed to very high standards of service (93 per cent) and that their organisation provides high quality services to the Victorian public (93 per cent).

An important component of providing high quality service is an emphasis on continuous improvement and achieving best practice. Ninety two per cent of the respondents to the 2011 survey believe that their organisation is doing very well in these areas.

Integrity: earning and sustaining public trust

Confidence in public institutions is fundamental to a robust community. In this regard it is particularly important that public sector employees demonstrate integrity by:

- avoiding conflicts of interest;
- using powers responsibly;
- behaving honestly and transparently; and
- reporting improper conduct.

The survey measures aspects of integrity such as employees' confidence in organisational processes for avoiding conflicts of interest and for reporting improper conduct, as well as their general sense of their organisation's efforts to earn the trust of the Victorian public. Most employees (86 per cent) believe that their organisation has mechanisms in place to assist them to avoid conflicts of interest (such as managerial support or procedures and systems). There are high levels of perception of workgroup integrity, together with a strong sense that organisations are working hard to achieve the trust and confidence of the public.

Reporting improper conduct

Even with the most rigorous integrity systems in place, improper conduct may still occur. Organisations must ensure that employees have enough confidence to report any improper conduct.

The survey measures employee awareness of, and confidence in, these systems. The 2011 results suggest that there is room for improvement in the area of employee awareness of the processes for reporting improper conduct. While respondents' awareness of their organisation's codes of conduct is quite high (88 per cent), they have lower levels of awareness of the processes for reporting improper conduct (76 per cent) and protection for whistleblowers (51 per cent). It is not surprising then, that 25 per cent of employees surveyed either didn't feel confident that they would be protected from reprisal or were not sure how they would be treated in such a circumstance. This is a matter for employers to focus on.

Impartiality: acting objectively

Decisions made by public sector organisations must be objective, fair and open to scrutiny. To demonstrate impartiality requires that public sector employees and their organisations make decisions:

- without bias or self interest;
- based on merit, facts and fair criteria; and
- implement policies and programs equitably.

The survey measures how well employees believe their organisation supports objectivity and impartiality in decision making at three different levels within the organisation: workgroup; manager; and organisation.

Organisations are performing well on the 'impartiality' measures. A large majority of respondents in 2011 believe that their workgroups and their managers are being impartial in their decision making. Ninety three per cent believe that their organisations implement programs affecting the Victorian community equitably.

Accountability: accepting responsibility for decisions and actions

Being accountable for decisions and actions is important in all organisations but particularly so in public sector organisations because they exist to serve the public. Accountability requires the following behaviours:

- working to objectives;
- acting in a transparent manner;
- achieving the best use of resources; and
- being open to appropriate scrutiny.

The survey measures employees' perceptions of organisational performance and accountability, and the adequacy of performance management. Performance management is an area in which there is room for improvement. Thirty six per cent of respondents did not believe that their manager deals appropriately with employees who perform poorly.

Respect: treating others fairly and objectively

People like to be treated with respect — both in the workplace and in the community. Public sector organisations must ensure that their employees treat their colleagues and all members of the Victorian community with respect. This means treating them fairly and objectively; using feedback to improve; and ensuring that workplaces are free from bullying and harassment.

The survey measures a number of elements of respectful working environments including employee perceptions of the treatment of colleagues within workgroups, the extent to which bullying is tolerated and whether managers listen to staff.

Most respondents indicate that members of their workgroup treat each other with respect (87 per cent), believe that their manager listens to what they have to say and encourages them to improve the quality of their work (86 per cent), and that their organisation does not tolerate bullying (78 per cent). However, there remains room for improvement as 36 per cent of respondents indicate that they have witnessed bullying and 20 per cent that they have experienced bullying in the past 12 months. Three per cent of respondents had experienced bullying and submitted a formal complaint about it.

In 2011, some changes were made to the question about personally experiencing bullying. The survey had previously only allowed respondents to answer 'yes' or 'no' to this question. In 2011, respondents were given two possible categories for answering 'yes' to this question: 'yes, but not currently experiencing this behaviour', or 'yes, and currently experiencing this behaviour'. In addition, an option of 'not sure' was included for this question.

These changes were made to provide a better understanding of the immediacy of the problem of bullying and so to shed more light on the persistent proportion of respondents who indicate that they have experienced bullying each year — consistently around 20 per cent since 2004.²⁷

The 2011 results show that the 20 per cent of respondents who had experienced bullying in the last 12 months is comprised of 15 per cent who said that they were not currently (at the time of the survey) experiencing the bullying behaviours, and 5 per cent who indicated that they were. A further 4 per cent of respondents indicated that they were not sure.

The SSA's research report, *Trends in Bullying in the Victorian Public Sector: 2004–10* identifies a range of Victorian public sector strategies to address bullying. It also describes key activities conducted by the SSA to assist organisations respond to bullying concerns in the workplace. These included the following resources: the *Positive Work Environment Toolkit*, *Developing Conflict Resilient Workplaces*, *Talking Performance*, and *Tackling Bullying* — a guide providing information to managers regarding the identification and impacts of workplace bullying, as well as approaches to responding to and preventing bullying behaviours. A large number of seminars and workshops have also been held for public sector organisations about this issue. The SSA is continuing to undertake research on this matter.

Leadership: actively implementing, promoting and supporting the values

Leadership plays a fundamental role in the development of values-based cultures. For the public to have confidence in the public sector, employees must demonstrate the highest standards of behaviour at all times.

- Leadership in actively implementing, promoting and supporting the values requires:
- understanding of what the values mean in practice;
- modelling the values in everyday behaviour; and
- inspiring colleagues to create a positive work culture.

The survey measures employees' perceptions of the extent to which the values are modelled by leaders and managers within their organisations. It also measures whether employees believe that there is a gap between the stated values and the types of behaviours that are rewarded.

The 2011 survey results suggest that the majority of public sector employees believe that their leaders do model the values (72 per cent) and provide some guidance as to the role of values in their daily working lives (67 per cent). There remains some room for improvement in this area.

The SSA has been working for a number of years to establish a focus on effective public sector leadership. In 2006, the SSA undertook a major review of leadership development. This resulted in the report *Developing Leaders: Strengthening Leadership in the VPS*. The establishment of the Victorian Leadership Development Centre (VLDC) was recommended. The VLDC has subsequently developed a number of resources outlining the role of public

²⁷ State Services Authority, *Trends in Bullying in the Victorian Public Sector, 2004–2010*, State Services Authority. Available at ssa.vic.gov.au

sector leaders, the capabilities required to perform their role, and how to develop these capabilities. These are available from the VLDC website: <http://www.vldc.vic.gov.au>. Further information on the activities of the VLDC is provided at appendix D.

More recent SSA publications, such as *Welcome to Management*, *Great Manager*, *Great Results* and *Serving Victoria: A guide for Victorian Public Sector CEOs* highlight the scope of leadership roles at different levels within the public sector. Each emphasises the importance of values-based leadership. In 2011, the SSA also published *Assessing a CEO's Performance: A Guide for Public Sector Boards*, to help public sector board members and Chairs to assess the performance of CEOs and other executives. These publications are available on the SSA website.

In addition, the SSA offers presentations for directors, executives, managers and staff. The 'On-Demand' presentation series helps to introduce, explain and provide basic support in the implementation of the key principles described in the SSA's resources for improving management capability. Several focus on building positive, values-based workplace cultures. Amongst the most requested presentations are:

- Great Manager, Great Results;
- Positive Work Environment;
- Taking the Heat out of Workplace Issues; and
- Talking Performance.

Human rights: respecting and upholding human rights

Individuals and communities assume that governments and people in authority will respect and uphold their basic human rights. The Victorian Charter of Human Rights and Responsibilities provides a framework for those working in public sector organisations to consider human rights in everything they do. Human rights must be respected, promoted and supported when:

- making decisions;
- providing advice; and
- implementing decisions.

The survey measures employee perceptions of their organisations' performance in relation to respecting the human rights of the Victorian public, and the treatment of employees.

The results for 2011 in relation to respecting and upholding human rights of the public are very positive. A majority of respondents indicate that they:

- understand how the Victorian Charter of Human Rights and Responsibilities applies to their work (89 per cent);
- consider human rights when designing and delivering programs (92 per cent); and
- consider human rights when making decisions and providing advice (95 per cent).

Employees are also very positive about their workgroups and manager regarding human rights. Most feel that their human rights are respected and upheld at work.

There are relatively high levels of 'don't know' response for the nine items relating to human rights (ranging from five to 15 per cent). These results indicate that there remains further

work to be done in promoting understanding of the Victorian Charter of Human Rights and Responsibilities and human rights as a public sector value and employment principle by employers.

B.3 Public sector employment principles

Merit: choosing people for the right reasons

The Victorian community expects that public sector organisations will select people for employment based on their merit. It is in the interests of all that organisations recruit staff of the highest calibre, who will work to the highest standards of ethics. Choosing people for the right reasons means:

- attracting qualified people;
- objectively assessing applicants against fair criteria; and
- selecting based on individual ability.

The survey measures how well public sector employees believe their organisations are doing in relation to merit-based selection. It explores perceptions of the procedures and processes for selection as well as perceptions of management skills in making selection decisions.

A large majority (88 per cent) of the employees surveyed in 2011 agree that their organisation has sound policies and procedures for selection decisions, and for performance assessment.

However, fair and transparent processes are only a part of the equation when it comes to merit-based selection. Managers must also exercise a high degree of skill in order to ensure fair and objective selection. The survey measures employees' confidence in their managers' skills in this area. The 2011 results for these questions show that there are reasonably high levels of confidence in the selection decisions being made in public sector organisations in Victoria with 85 per cent agreeing that their manager has the skills to make good selection decisions.

Fair and reasonable treatment: respecting and balancing people's needs

Treating people unfairly or unreasonably can compromise the integrity and reputation of public sector organisations and the sector as a whole. It has been consistently demonstrated, both in the survey findings and other research, that treating people with respect and balancing their needs increases their commitment to, and engagement with the organisation, as well as their sense of wellbeing and job satisfaction.

Victorian public sector workplaces must be underpinned by the principle of fair and reasonable treatment. This requires:

- managing consistently;
- freedom from intimidation and bullying; and
- acknowledging individual differences.

The survey measures a number of aspects of fair and reasonable treatment. It measures employees' perceptions of the support and recognition they receive from their managers, fair access to development opportunities and assistance with work-life balance.

The results show that public sector managers are doing fairly well at providing a supportive and encouraging environment for their employees, however there is some scope for improvement. This is particularly so in relation to employee involvement in decisions about their work as 31 per cent of respondents did not agree that they are involved in these decisions. The SSA's resources, in particular *Talking Performance* and *How positive is Your Work Environment (2nd edition)* encourage more collaborative approaches between managers and their staff.

Most respondents agreed that there is fair access to development opportunities and that their organisations are committed to the professional development of their staff. Public sector organisations appear to be performing well in providing support for employees who seek to balance their working and personal lives. A large majority of respondents (84 per cent) agree that their manager takes into account differing needs and that their organisation has practical arrangements to assist with work-life balance (80 per cent).

Equal employment opportunity: providing a fair go for all

Public sector organisations are major employers and active in promoting workplaces that reflect community diversity. Diverse communities are best served by diverse workforces and equal employment opportunity means building workforces that:

- reflect community diversity;
- are free from discrimination and harassment; and
- focus on essential job requirements.

The survey measures employees' perceptions of the extent to which their organisations provide a fair go for all and this is an area in which the Victorian public sector generally performs very well.

Perceptions do vary, however, according to demographic group. While overall results are very positive, some employees have a different perception. Respondents with a disability are less likely to be positive about the equality of opportunity offered by their organisations. Eighty seven per cent of employees with a disability and 93 per cent of employees with no disability believe that their organisation provides equality of opportunity, whereas there is almost no difference in response based on gender or age. Ninety two per cent of male and female employees believe their organisation provides equality of opportunity. Ninety three per cent of employees younger than 50 years of age and 91 per cent of employees older than 50 years believe that their organisation provides quality of opportunity.

Reasonable avenues of redress: resolving issues fairly

Issues and disputes can arise in any workplace. The process that is used to resolve these issues is as important as the resolution itself. Public sector workplaces can be complex environments and need to ensure the avenues of redress they provide are built around:

- procedural fairness;
- ease of access; and
- employee confidence.

The survey measures employee understanding and confidence in procedures for resolving issues. While the majority of employees appear to understand and have confidence in the avenues of redress offered, there is a substantial proportion that do not. More than half of the employees surveyed believe that their organisation has fair (77 per cent) and well understood (65 per cent) grievance procedures and processes. Understanding of the processes and procedures for resolving issues must be accompanied by confidence in those processes and procedures if they are to be effective. The results show that there is a need for strategies which build employee confidence in these areas. This is particularly the case in relation to employee confidence about lodging a grievance, with 36 per cent of employees either being unsure or believing that they would suffer negative consequences if they did lodge a grievance.

In 2008, the SSA commenced the *Taking the Heat out of Workplace Issues* project in response to results received from earlier People Matter Surveys which consistently showed low levels of confidence in the ability of organisations to resolve grievance issues. One of the aims of the project was to establish the value of early, non-adversarial intervention in helping resolve disputes and conflicts in the workplace. The project has successfully stimulated discussions across the Victorian public sector about how to best manage workplace issues and has resulted in a report and implementation guide by the SSA: *Developing Conflict Resilient Workplaces*.

B.4 Feedback

The survey also gathers information about the extent to which employees receive either formal or informal feedback on their performance. A total of 29 per cent of respondents did not receive formal feedback in the past 12 months and 25 per cent did not receive informal feedback.

Table 44 compares survey results by type of feedback received by respondents. For example, a higher level of overall job satisfaction is apparent for employees receiving both formal and informal feedback (79 per cent), or informal feedback only (76 per cent), when compared to those who receive only formal feedback (54 per cent). These findings are consistent across sectors and organisations and clearly demonstrate the importance of seeking improvements in performance management and communication. These results are also consistent with the SSA resource *Feedback Matters: Effective Communication is Essential*.

Table 44: Comparison of results by type of feedback received (percentage agreement/satisfied/yes*)

Survey items	Type of feedback received			
	Both formal & informal	Informal only	Formal only	None
My manager provides adequate thanks or other recognition for the work I do	86	85	46	54
My manager talks to employees about how the values apply to their work	77	68	42	43
In my organisation behaviour consistent with the values is acknowledged and rewarded	72	69	39	43
I am confident that if I lodge a grievance I would not suffer any negative consequences	71	71	38	48
My manager appropriately deals with employees who perform poorly	73	68	41	42
My manager considers individual needs and career aspirations when approving development plans	87	83	55	55
My manager keeps me informed about what's going on	87	84	55	58
My manager is sufficiently skilled to resolve grievances	83	83	53	58
Satisfaction with job overall	79	76	54	56
I often think about leaving this organisation	31	30	50	47
I am actively looking for a job outside my current organisation	20	21	33	34
I often think about leaving the Victorian public sector	23	22	35	34
Witnessed bullying at work	33	33	49	44

Source: People Matter Survey 2011

* Responses to the majority of survey items on this table are expressed using a 'percentage agreement' measure. The 'percentage agreement' is the sum of 'agree' plus 'strongly agree' responses as a percentage of total responses excluding 'don't know' responses. Satisfaction with job overall is expressed in terms of the percentage of respondents who are satisfied. The 'percentage satisfied' is the sum of 'satisfied' plus 'strongly satisfied' as a percentage of total responses. Responses to the bullying questions on the table is the proportion of respondents who answered 'yes'.

B.5 Descriptors of management indices

This section shows groupings of questions used in the People Matter Survey derived from a statistical method known as factor analysis. These groupings are still under development, and were first published in the SSA's research report *Exploration of Alternative Measurement and Usage of People Metrics*, and subsequently used in the report *Mapping a Safety Culture in the Victorian Health Care Sector: A research report into the relationship between culture and medical indemnity claims*.

Leadership

This index captures respondents' perceptions of the integrity of the organisation, particularly as modelled by the senior management team. It measures respondents' general perceptions of the quality of leadership displayed by senior managers within their organisation.

Items

- Senior managers provide clear strategy and direction
- Senior managers listen to staff
- Senior managers keep staff informed about what is going on
- Senior managers model the values
- In my organisation, behaviour consistent with the values is acknowledged and rewarded
- My organisation's decisions and actions are open to review

Management

This provides a single measurement of respondents' perceptions of the level of support and their manager.

Items

- My manager listens to what I have to say
- My manager keeps me informed about what's going on
- My manager treats staff with dignity and respect
- My manager provides adequate thanks or other recognition for the work I do
- My manager takes into account the differing needs and circumstances of employees when making decisions
- My manager encourages and values employee input
- I can approach my manager to discuss concerns and grievances

Workgroup

This measures respondents' perceptions of the integrity, efficiency and cohesiveness of their workgroup.

Items

- People in my workgroup are honest, open and transparent in their dealings
- People in my workgroup use time and resources efficiently
- Members of my workgroup treat each other with respect.
- In my workgroup, people do not show bias in decisions affecting clients
- There is good team spirit in my workgroup
- I receive help and support from other members of my workgroup
- People in my workgroup interact with each other in a manner that respects their human rights

Avenues of Redress

This measures employees' understanding of processes and procedures for resolving issues and their confidence in processes and procedures for resolving issues.

Items

In my organisation there is confidence in the procedures and processes for resolving grievances

The procedures and processes for resolving grievances are well understood in my organisation

My organisation has fair procedures and processes for resolving grievances

Equal Employment Opportunity

This measures respondents' perception that their organisation is fair and diverse and that difference is not a barrier to success.

Items

EEO is provided in my organisation

My organisation is committed to creating a diverse workforce (eg age, gender, cultural background)

Gender is not a barrier to success

Disability is not a barrier to success in my workgroup

Age is not a barrier to success in my workgroup

Cultural background is not a barrier to success in my workgroup

Human Rights (value)

This measures respondents' perceptions of the way that human rights are considered and respected when making decisions and dealing with members of the public.

Items

My organisation considers clients' human rights when designing and delivering policies and programs

My organisation has policies that support and encourage employees to make decisions and provide advice consistent with human rights

I consider human rights when making decisions and providing advice

Human Rights (employment principle)

This measures respondents' perceptions of the way that human rights are considered and respected within their organisation in dealings with staff.

Items

I understand how the Charter of Human Rights affects me as an employee

My organisation informs employees about their human rights and responsibilities

My organisation promotes and supports the development of a culture that values human rights

My manager treats staff in a manner that respects their human rights

Client Responsiveness

This index provides a measure of respondents' perception of how well their organisation performs in being responsive to its clients or stakeholders.

Items

My organisation strives to match services to customer needs

My organisation provides high quality services to the Victorian community

My organisation actively supports 'better practice' as the basis for more effective programs

My workgroup strives to achieve customer satisfaction
My workgroup uses research and expertise to identify better practice
My manger is committed to ensuring customers receive a high standard of service

Job Satisfaction

Concept: This measures respondents' satisfaction with a range of aspects of their job such as pay, job security, challenging work and feedback.

Items

Opportunities for career development
Ability to work on own initiative
Regular feedback/recognition for effort
Interesting / challenging work provided
Relationship with manager
Relationship with members of workgroup
Fair pay
Job security
Comfortable working environment
Working life balance

Employer Brand Strength

This measures respondents' belief that their employer (organisation) is an employer of choice.

Items

I view my organisation as an employer of choice
Working for my organisation makes me proud
Working for my organisation is a good career choice

Intention to Leave

This measures respondents' intention to leave the organisation.

Items

I am actively looking for a job outside my current organisation
I often think about leaving this organisation

Contribution

This measures respondents' sense of being busy and engaged with their organisation and its mission.

Items

I have enough work to keep me busy
I feel I make an important contribution to achieving the organisation's objectives
I am provided with the opportunity to work to my full potential

Appendix C:

Employing organisations in the Victorian public sector

C.1.1 Victorian Public Service

Public service department	Headcount	FTE
Department of Business and Innovation	801	770
Department of Education and Early Childhood Development	3,314	2,953
Department of Health	1,685	1,571
Department of Human Services	11,805	10,306
Department of Justice	7,563	7,159
Department of Planning and Community Development	1,008	960
Department of Premier and Cabinet	415	385
Department of Primary Industries	2,408	2,238
Department of Sustainability and Environment	3,174	2,977
Department of Transport	1,237	1,195
Department of Treasury and Finance	1,254	1,199

Victorian public service office / authority	Headcount	FTE
Administrative office		
Environment Protection Authority	425	398
Local Government Investigations and Compliance Inspectorate	13	13
Office of the Chief Parliamentary Counsel	39	36
Office of the Child Safety Commissioner	29	23
Office of the Governor	31	28
Public Records Office Victoria	77	70
Regional Rail Link Authority	85	84
Victorian Bushfire Reconstruction and Recovery Authority	6	6
Victorian Government Solicitors Office	197	179
Victorian Multicultural Commission	8	7
Other Public Service		

Victorian public service office / authority	Headcount	FTE
CenITex	500	495
Emergency Services Superannuation Board	157	145
Essential Services Commission	72	70
Office of Police Integrity	137	133
Office of Public Prosecutions	314	294
Office of the Chief Commissioner of Police	2,781	2,643
Office of the Legal Services Commissioner	83	79
Office of the Ombudsman Victoria	74	69
Office of the Special Investigations Monitor	6	6
Office of the Victorian Electoral Commission	80	73
Office of the Victorian Privacy Commissioner	16	15
State Services Authority	63	60
Victorian Auditor-General	170	163
Victorian Equal Opportunity and Human Rights Commission	73	63

C.1.2 Government schools

Government schools	Headcount	FTE
School Sector		
Department of Education and Early Childhood Development Teaching Service and Education Support Officers	61,534	53,271
School Councils (1539)	3,621	1,191

C.1.3 TAFE and other education

TAFE and other education	Headcount	FTE
Other		
Adult Multicultural Education Services	663	485
Centre for Adult Education	371	142
Driver Education Centre of Aust Ltd	131	9
International Fibre Centre	2	2
TAFE Development Centre	10	10
Victorian Institute of Teaching	68	62
TAFE		
Bendigo Regional Institute of TAFE	580	422
Box Hill Institute of TAFE	1,276	917
Central Gippsland Institute of TAFE	441	318
Chisholm Institute of TAFE	1,540	1,087
East Gippsland Institute of TAFE	357	244
Gordon Institute of TAFE	876	663
Goulburn Ovens Institute of TAFE	573	434

TAFE and other education	Headcount	FTE
Holmesglen Institute of TAFE	1,689	1,177
Kangan Batman Institute of TAFE	1,143	902
Northern Melbourne Institute of TAFE	2,016	1,083
RMIT – TAFE	1,312	744
South West Institute of TAFE	466	316
Sunraysia Institute of TAFE	316	215
Swinburne University of Technology TAFE	889	658
University of Ballarat – TAFE Division	322	273
Victoria University of Technology TAFE	1,460	963
William Angliss Institute of TAFE	450	385
Wodonga Institute of TAFE	409	282

C.1.4. Public health care

Public Health Care	Headcount	FTE
Public health entities		
Albury Wodonga Health Service	1,452	1,083
Alexandra District Hospital	87	49
Alfred Health	6,764	5,211
Alpine Health	290	186
Austin Health	7,184	5,553
Bairnsdale Regional Health Service	617	417
Ballarat Health Services	3,194	2,375
Barwon Health	5,162	3,617
Bass Coast Regional Health	505	376
Beaufort and Skipton Health Service	167	98
Beechworth Health Service	241	137
Benalla and District Memorial Hospital	265	183
Bendigo Health Care Group	3,013	2,281
Boort District Hospital	87	50
Casterton Memorial Hospital	94	72
Castlemaine Health	565	365
Central Gippsland Health Service	913	622
Cobram District Hospital	179	154
Cohuna District Hospital	93	60
Colac Area Health	421	292
Dental Health Services Victoria	565	384
Djerriwarrh Health Services	447	305
Dunmunkle Health Services	107	50
East Grampians Health Service	338	230

Public Health Care	Headcount	FTE
East Wimmera Health Service	341	218
Eastern Health	7,182	5,086
Echuca Regional Health	524	356
Edenhope and District Memorial Hospital	97	65
ForensiCare (Victorian Institute of Forensic Mental Health)	395	343
Gippsland Southern Health Service	368	229
Goulburn Valley Health Services	1,890	1,674
Heathcote Health	110	55
Hepburn Health Service	324	196
Hesse Rural Health Service	108	63
Heywood Rural Health	99	54
Inglewood and District Health Service	93	62
Kerang District Health	130	86
Kilmore and District Hospital	235	193
Kooweerup Regional Health Service	154	91
Kyabram and District Health Services	240	147
Kyneton District Health Service	178	97
Latrobe Regional Hospital	1,459	1,084
Lorne Community Hospital	68	37
Maldon Hospital	43	21
Mallee Track Health and Community Service	203	134
Mansfield District Hospital	154	99
Maryborough District Health Service	394	271
Melbourne Health	7,887	6,163
Moyne Health Services	176	92
Nathalia District Hospital	75	45
Northeast Health Wangaratta	1,026	815
Northern Health	3,020	2,176
Numurkah District Health Service	173	117
Omeo District Health	55	32
Orbost Regional Health	173	105
Otway Health & Community Services	88	54
Peninsula Health	4,313	3,240
Peter MacCallum Cancer Centre	2,065	1,835
Portland District Health	346	242
Robinvale District Health Services	173	130
Rochester and Elmore District Health Service	155	99
Royal Childrens Hospital	3,646	2,865
Royal Victorian Eye and Ear Hospital	751	482

Public Health Care	Headcount	FTE
Royal Womens Hospital	1,962	1,336
Rural Northwest Health	234	162
Seymour District Memorial Hospital	203	132
South Gippsland Hospital	110	82
South West Healthcare	1,271	923
Southern Health	12,105	9,243
Stawell Regional Health	219	155
Swan Hill District Hospital	446	339
Tallangatta Health Service	121	80
Terang and Mortlake Health Service	145	82
The Queen Elizabeth Centre	108	81
Timboon and District Health Care Service	64	40
Tweddle Child and Family Health Service	67	39
Upper Murray Health and Community Service	121	84
West Gippsland Healthcare Group	953	634
West Wimmera Health Service	443	294
Western District Health Service	743	506
Western Health	4,653	3,546
Wimmera Health Care Group	860	623
Yarram and District Health Service	159	87
Yarrawonga District Health Service	213	136
Yea and District Memorial Hospital	59	35
Other		
Breast Screen Victoria	80	59
Chinese Medicine Registration Board	6	3
Health Purchasing Victoria	21	20
Victorian Assisted Reproductive Treatment Authority	5	4
Victorian Health Promotion Foundation	71	66

c.1.5 Police and emergency services

Police and emergency services	Headcount	FTE
Ambulance Victoria	3,894	3,318
Country Fire Authority	1,782	1,715
Emergency Services Telecommunications Authority	691	670
Metropolitan Fire and Emergency Services Board	2,045	2,034
Victoria Police (sworn)	12,631	12,335
Victoria State Emergency Service	184	181

c.1.6 Water and land management

Alpine resort	Headcount	FTE
Falls Creek Alpine Resort Management Board	103	86
Lake Mountain Alpine Resort Management Board	92	33
Mount Baw Baw Alpine Resort Management Board	119	103
Mount Buller & Mount Stirling Alpine Resort Management Board	69	58
Mount Hotham Alpine Resort Management Board	88	67

Catchment	Headcount	FTE
Corangamite Catchment Management Authority	48	43
East Gippsland Catchment Management Authority	26	25
Glenelg Hopkins Catchment Management Authority	60	54
Goulburn Broken Catchment Management Authority	61	58
Mallee Catchment Management Authority	54	49
North Central Catchment Management Authority	75	70
North East Catchment Management Authority	45	39
Port Phillip and Westernport Catchment Management Authority	18	16
West Gippsland Catchment Management Authority	72	60
Wimmera Catchment Management Authority	39	36

Miscellaneous water and land management	Headcount	FTE
Barwon Coast Committee of Management	43	35
Bellarine Bayside Foreshore Committee of Management	28	24
Capel Sound Foreshore Committee of Management	5	4
Gippsland Ports Committee of Management	57	50
Great Ocean Road Coast Committee	39	28
Growth Areas Authority	57	52
Metropolitan Waste Management Group	15	14
Northern Victorian Irrigation Renewal Project	74	72
Parks Victoria	1,177	1,103
Point Leo Foreshore Committee of Management	2	2
Sustainability Victoria (CEO only — other staff are employees of Dept. of Sustainability and Environment)	1	1
Trust for Nature (Victoria)	58	49
VicForest	134	127
Vic Urban	212	205
Winton Wetlands Committee of Management	4	3

Water corporations	Headcount	FTE
Barwon Region Water Authority	406	395
Central Gippsland Region Water Authority (Gippsland Water)	257	241
Central Highlands Region Water Authority	202	193
City West Water Limited	366	348
Coliban Region Water Authority	134	127
East Gippsland Region Water Authority	83	80
Gippsland & Southern Rural Water Authority (Southern Rural Water)	163	156
Goulburn Valley Region Water Authority	702	685
Goulburn-Murray Rural Water Authority	195	189
Grampians Wimmera Mallee Water Authority	211	205
Lower Murray Urban and Rural Water Authority	172	168
Melbourne Water Corporation	840	817
North East Region Water Authority	153	149
South East Water Limited	579	548
South Gippsland Region Water Authority	84	82
Wannon Region Water Authority	203	197
Western Region Water Authority	152	139
Westernport Region Water Authority	73	62
Yarra Valley Water Limited	570	524

c.1.7 Arts, finance, transport and other

Arts	Headcount	FTE
Australian Centre for the Moving Image	200	150
Film Victoria	54	49
Geelong Performing Arts Centre Trust	66	30
Melbourne Recital Centre	79	47
Museum Victoria	773	550
National Gallery of Victoria	371	302
State Library of Victoria	411	325
Victorian Arts Centre Trust	418	283
Wheeler Centre	16	14

Cemetery	Headcount	FTE
Ballarat General Cemeteries Trust	18	18
Bendigo Cemeteries Trust	22	14
Geelong Cemeteries Trust	24	24
Greater Metropolitan Cemetery Trust	152	142
Southern Metropolitan Cemeteries Trust	217	208

Facilities Management	Headcount	FTE
Docklands Studios Melbourne	9	8
Federation Square Pty Ltd	57	42
Melbourne Convention & Exhibition Centre Trust	351	276
Melbourne Market Authority	32	32
Old Treasury Building Reserve Committee	1	1
Queen Victoria Womens Centre Trust	7	3
Shrine of Remembrance Trust	33	24
The Mint Incorporated	3	2.8

Finance/Insurance	Headcount	FTE
Legal Practitioners Liability Committee	14	13
Rural Finance Corporation of Victoria	106	101
State Electricity Commission (Shell)	8	7
State Trustees Limited	575	539
Transport Accident Commission	880	846
Treasury Corporation of Victoria	55	51
Victorian Funds Management Corporation	85	82
Victorian Managed Insurance Authority	121	115
Victorian WorkCover Authority	1,256	1,208

Miscellaneous	Headcount	FTE
Agriculture Victoria Services Pty Ltd	3	2
Consumer Utilities Advocacy Centre Ltd	5	5
Departments of the Parliament	240	218
Murray Valley Citrus Board	5	3
Responsible Gambling Advocacy Centre	7	4
Victorian Institute of Forensic Medicine (Executives only — non executive staff employed by Department of Justice)	2	2
Victoria Legal Aid	651	583
Victoria Law Foundation	16	11
VITS Language Link	20	16

Regulator	Headcount	FTE
Architects Registration Board of Victoria	5	4
Building Commission	129	121
Dairy Food Safety Victoria	24	21
Energy Safe Victoria	100	99
Plumbing Industry Commission	50	49

Regulator	Headcount	FTE
PrimeSafe	10	10
Veterinary Practitioners Registration Board	7	4

Sport and Recreation	Headcount	FTE
Australian Grand Prix Corporation	48	48
Emerald Tourist Railway Board	63	49
Greyhound Racing Victoria	92	54
Harness Racing Victoria	85	70
Melbourne and Olympic Parks Trust	272	161
Phillip Island Nature Park Board of Management	189	142
Royal Botanic Gardens Board	205	162
State Sport Centres Trust	337	107
Victorian Institute of Sport	49	44
Victorian Major Events Company Ltd	14	13
Zoological Parks and Gardens Board	528	419

Transport	Headcount	FTE
Linking Melbourne Authority	43	40
Port of Melbourne Corporation	227	211
Transport Ticketing Authority	107	104
V/Line Passenger Corporation	1,454	1,434
VicRoads	3,176	3,052
Victorian Rail Track Corporation	273	269
Victorian Regional Channels Authority	8	5



Appendix D: Victorian leadership development centre

Following research conducted by the State Services Authority (SSA) into leadership development within the Victorian public sector, the Victorian Leadership Development Centre (VLDC) was established in 2008 by the State Coordination and Management Council (SC&MC).²⁸

The role of the VLDC is to:

- build leadership capacity across the Victorian Public Service (VPS);
- develop best practice approaches to leadership development and talent and succession management;
- create a broad and diverse pool of leadership-ready talent;
- provide targeted development brokering and advisory services; and
- establish a Centre of Excellence for leadership which grows the VLDC as a shared VPS capability.

The VLDC has two flagship programs:

- the 18 month Executive Leadership Program (ELP) aimed at high potential Executive Officer (EO) 2 and senior EO3 participants; and
- the two year Senior Executive Leadership Program (SELP) aimed at high potential CEOs and Deputy Secretaries.

At June 2011, 94 executive officers from 11 departments, Victoria Police and eight portfolio agencies have participated in these programs. Table 45 shows the number of participants by public service or public sector body.

²⁸ SC&MC is a committee comprising departmental secretaries and Chief Commissioner of Police.

Table 45: ELP and SELP participants to June 2011

Department / Agency	Participants
Department of Business and Innovation	8
Department of Education and Early Childhood development	9
Department of Health	7
Department of Human Services	9
Department of Justice	11
Department of Planning and Community Development	5
Department of Premier and Cabinet	4
Department of Primary Industries	5
Department of Sustainability and Environment	7
Department of Transport	9
Department of Treasury and Finance	10
Other public service/ public sector	10

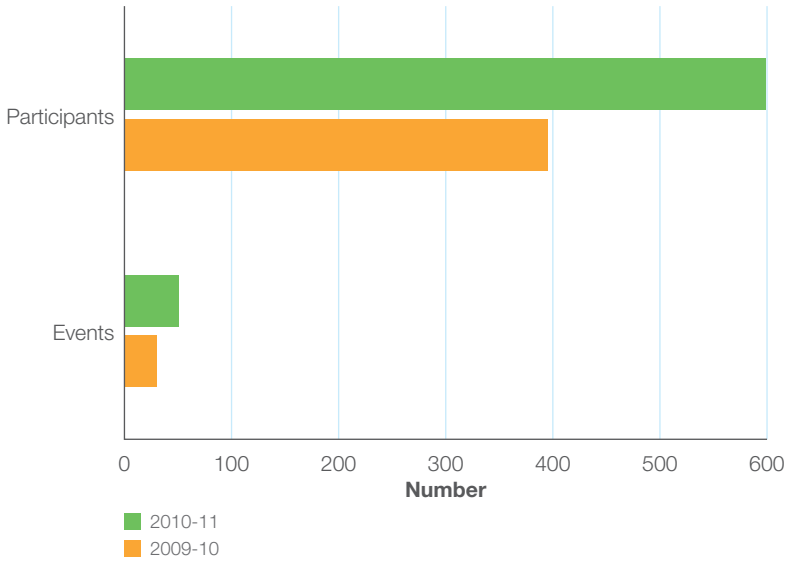
Source: VLDC database

In addition to the two flagship programs, the VLDC offers support, advisory services and programs to the broader EO population including development support to Secretaries.

D.1 Development events

In 2009–10 the VLDC ran 30 learning events ranging from two hour peer learning sessions and leadership conversations to two day events such as the ‘Leader as Coach’ workshop and the ‘Two days in the life of a Secretary’ development centre for CEOs and Deputy Secretaries. In 2010–11 the VLDC ran 51 events, including the inaugural VPS Executive officer conference. In 2010–11, 599 participants attended VLDC events, growing from 395 in 2009–10.

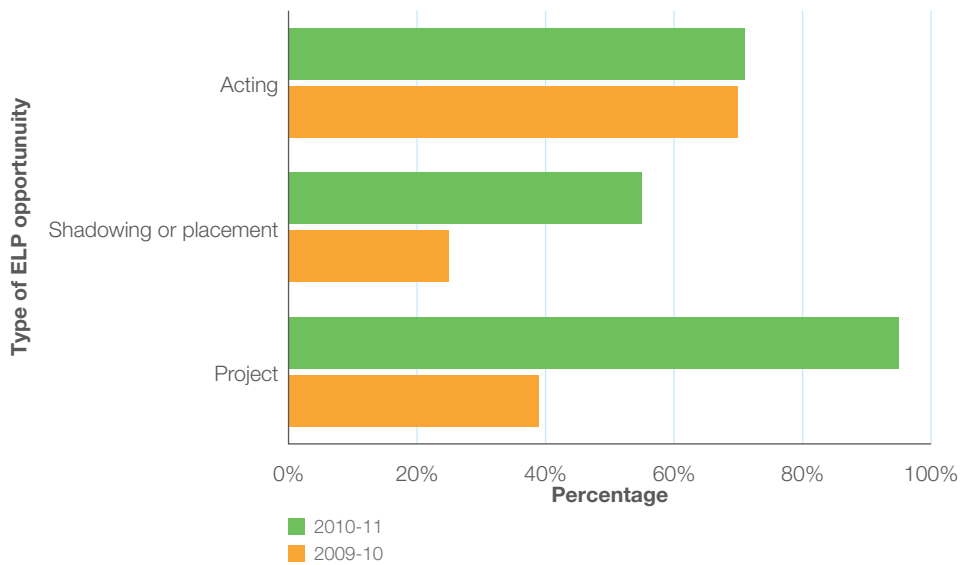
Figure 29: VLDC events and participation: 2009–11



Source: VLDC database

In addition to formal events, experiential development is key to building the breadth of experience required by program participants. Acting opportunities, shadowing, and placements have enabled these executives to broaden and develop their skills base in preparation for more senior roles. Furthermore, half of the program participants in the SELP undertook a cross departmental move.

Figure 30: Executive Leadership Program opportunities 2009–11



Source: VLDC database

D.2 Leader-led development

Leader-led development plays a key role in the VLDC's development strategy with 60 per cent of all events comprising peer learning sessions or leadership conversations with senior leaders. The number of participants who agree or strongly agree with key evaluation statements remains consistently high. Figure 31 shows results from evaluations of peer learning and workshops conducted between July 2010 and June 2011.

Figure 31: Peer learning and workshop evaluation: 2010–11



Source: VLDC database

D.3 Key outcomes

In addition to event evaluation, all participants report on their progress to the VLDC Board at three key points during their program. From 2009–10:

- a third of participants across the 2009 and 2010 executive leadership programs have been promoted to more senior roles; and
- 2009 executive leadership program participants and their managers reported an average 30 per cent on-the-job improvement (from a range of 0–40 per cent).

SELP and ELP participants have highlighted:

- the value of having a formal, structured learning plan and being “held to account” for delivery against the plan;
- the cascade of learning tools and approaches to their direct reports and broader teams;
- the high impact of coaching as a development activity;
- the significant time invested by the VLDC Board in the program which was seen as critical to assisting participants across both programs to achieve their development goals; and
- their continued commitment to their ongoing learning journey beyond the formal program.



Appendix E: eRecruitment

In 2005, the Victorian public sector-wide 'eRecruitment' system was introduced, following endorsement from the State Coordination and Management Council (SC&MC). The eRecruitment system provides a 'one-stop' access point to public sector jobs, improving the reach and efficiency of public sector recruitment processes. The contract for the eRecruitment system is administered by the SSA.

At June 2011, 73 public sector employing organisations used the system as their primary recruitment tool.

This appendix provides data on recruitment activity at key points in the recruitment cycle: job advertisement, applications and recruitment. This data is gathered from the 35 Victorian Public Service (VPS) employing bodies. While the quality of data recorded in the eRecruitment system has improved significantly for the 2010–11 financial year, there remain some inconsistencies between agencies in their approach to data input. However, the scope of reporting will expand as use of the eRecruitment system expands and the accuracy of data input is improved.

E.1 Overview of eRecruitment process

Requisitions

When public service or public sector employers (recruiters) need to fill one or more vacant positions in their organisation, the eRecruitment system is used to create a 'requisition'. A requisition allows recruiters to advertise position(s) on the Victorian Government Careers website and other media including internet-based job boards such as Seek, MyCareer, and CareerOne, and newspapers. The number of positions approved for advertising is generally higher than the number of requisitions created: a single requisition can be used to advertise multiple jobs.

Applications

Applications can be received online via the Victorian Government careers website. If applications are received in other formats such as written, details of the application are entered into the eRecruitment system by the recruiter. The eRecruitment system allows

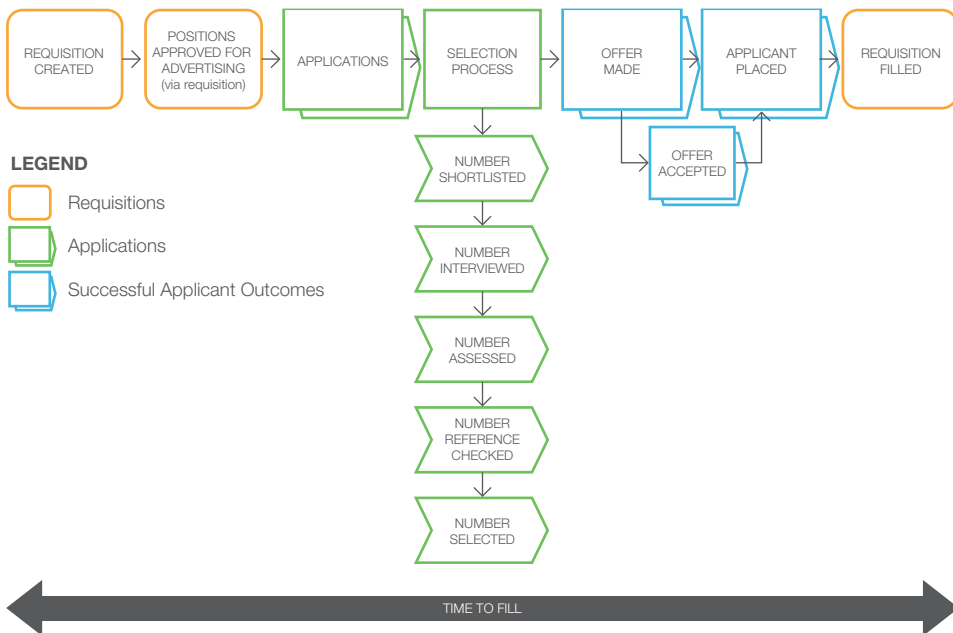
recruiters to electronically manage selection process documentation (such as assessment results, plus interview questions and responses) and to record the outcomes of interviews. Following receipt of applications, standard recruitment procedures of shortlisting applicants, conducting interviews and undertaking reference checks apply.

Offers made, offers accepted and applicants placed

When the application process has been completed, recruiters may offer a position to a candidate. Recruiters can use the eRecruitment system to record whether the applicant accepts or declines the offered position. Finally, recruiters use the system to record whether an applicant is 'placed' or employed in an advertised position.

Figure 32 provides a summary of the recruitment and selection process workflow.

Figure 32: Recruitment and selection process workflow



E.2 Positions approved for advertising

Positions approved for advertising comprises the number of positions which may be advertised on the Victorian Government careers website and / or other media such as jobs boards (eg. Seek, My Career and CareerOne websites).

The five largest departments (Department of Human Services, Department of Health, Department of Justice, Department of Education and Early Childhood Development and Department of Sustainability and Environment) advertised the highest number of positions, representing 79 per cent of all VPS positions approved for advertising. For the purposes of comparison with previous years, the Department of Health (DH) has continued to be combined with the Department of Human Services (DHS) despite machinery of government changes in August 2009 which created two separate departments. This machinery of government change was not reflected in the eRecruitment system until early 2010. From 2011–12, DHS and DH will be reported separately.

The majority of positions approved were in DHS/DH. This is largely due to a campaign to recruit child protection practitioners. Recruitment of child protection practitioners represented 64 per cent of all positions approved in DHS/DH.

Table 46 shows the number and percentage of positions approved for advertising in 2010–11 by department/agency.

Table 46: Number and percentage of positions approved for advertising by department / agency: 2010–11²⁹

Department / Agency	2010–11	%
VPS Departments		
Department of Human Services / Department of Health	6,409	45
Department of Justice	2,559	18
Department of Education and Early Childhood Development	1,204	9
Department of Sustainability and Environment	1,111	8
Department of Primary Industries	383	3
Department of Transport	294	2
Department of Premier and Cabinet	229	2
Department of Planning and Community Development	222	2
Department of Treasury and Finance	202	1
Department of Business and Innovation	177	1
VPS Agencies		
Victoria Police	815	6
State Revenue Office	162	1
Environment Protection Authority	112	1
Office of Public Prosecutions	76	1
Sustainability Victoria	42	0.3
Public Transport Safety Victoria	34	0.2
Public Record Office Victoria	29	0.2
Office of the Ombudsman	26	0.2
Other Agencies		
	95	0.9
Grand Total	14,181	100.0

Source: Victorian Government eRecruitment services system 2011

²⁹ Some divisions within Departments (eg. Arts Victoria) pay separately to use the eRecruitment system, and are thus listed separately. Victorian Public Service employing agencies with less than 20 instances of employment activity have been aggregated and included in 'Other Agencies'. These agencies are: Arts Victoria, CEnITex, Disability Services Commissioner, Essential Services Commission, Legal Services Commissioner, Office of the Chief Parliamentary Counsel, Office of the Child Safety Commissioner, Office of the Governor, State Services Authority, Victorian Auditor-General's Office, Victorian Bushfire Reconstruction and Recovery Authority, Victorian Electoral Commission and the Victorian Multicultural Commission.

E.3 Trends in positions advertised

Overall, there was a 17 per cent increase in the number of positions approved for advertising in 2010–11 compared to 2009–10. The increase in DHS and DOJ advertised positions is largely attributable to bulk recruitment campaigns in DHS for child protection practitioners and DOJ for community corrections staff and custodial officers. DOJ also expanded their activities in forensic pathology.

The significant increase in positions advertised for Victoria Police is attributable to a major recruitment campaign for facilitators at the academy following the requirement for sworn police to return to full service in 2010–11.

Table 47 compares the number of positions approved for advertising in 2009–10 and 2010–11 for each participating VPS department and agency. The smaller agencies with no previous history are not included in this table.

Table 47: Positions approved for advertising 2009–10 & 2010–11

Department / Agency	2009–10	2010–11	% change 2009–10 to 2010–11
VPS Departments			
Department of Human Services / Department of Health	4,531	6,409	41
Department of Treasury and Finance	148	202	36
Department of Premier and Cabinet	173	229	32
Department of Transport	254	294	16
Department of Justice	2,360	2,559	8
Department of Primary Industries	400	383	-4
Department of Planning and Community Development	249	222	-11
Department of Sustainability and Environment	1,334	1,111	-17
Department of Education and Early Childhood Development	1,502	1,204	-20
Department of Business and Innovation	243	177	-27
VPS Agencies			
Victoria Police	579	815	41
State Services Authority	9	12	33
State Revenue Office	123	162	32
Environment Protection Authority	103	112	9
Sustainability Victoria	47	42	-11
Office of the Child Safety Commissioner	8	6	-25
Disability Services Commissioner	8	1	-88
Grand Total	12,124	14,181	17

Source: Victorian Government eRecruitment services system 2011

E.4 Trends in applications

The average number of applications per approved position has declined by an average of approximately two applications per job (from 11.7 in 2009–10 to 9.6 in 2010–11). The total number of applications received decreased from 144,091 in 2009–10 to 135,453 in 2010–11, representing a five per cent decrease in the total number of applications received.

The Department of Transport had a comparatively high number of applications per advertised position (an average of 24.3 in 2010–11). This is attributed to a large number of applications for VPS 2 and 3 positions advertised, particularly in the Victorian Taxi Directorate.

Victoria Police received over 3,000 applications for 55 administration positions advertised. This is an average of 54 applications per position advertised, considerably higher than the average of 19 applications received for administration, business and HR jobs across the service.

Table 48 shows the average number of applications per position in 2009–10 and 2010–11.

Table 48: Average number of applications per position by selected department/agency: 2009–10 and 2010–11

Department /agency	Avg applications per position	
	2009–10	2010–11
VPS Departments		
Department of Transport	26.2	24.3
Department of Planning and Community Development	22.3	18.6
Department of Premier and Cabinet	26.3	18.1
Department of Business and Innovation	17.9	17.7
Department of Justice	16.2	13.1
Department of Treasury and Finance	14.1	12.2
Department of Primary Industries	11.6	11.5
Department of Sustainability and Environment	8.1	9.0
Department of Education and Early Childhood Development	6.5	8.3
Department of Human Services/Department of Health	7.6	5.0
VPS Agencies		
Disability Services Commissioner	9.1	25.0
Environment Protection Authority	36.6	24.5
Victoria Police	23.3	20.9
Office of Public Prosecutions	10.2	15.5
Public Transport Safety Victoria	10.2	14.1
Sustainability Victoria	33.3	10.4
Office of the Child Safety Commissioner	12.1	10.3
State Services Authority	17.6	5.7
Average	11.7	9.6

Source: Victorian Government eRecruitment services system 2011

E.5 Job functions

Job functions are groups of job ‘families’ that align with the Australia and New Zealand Standard Classification of Occupation (ANZSCO) codes published by the Australian Bureau of Statistics (ABS). The greatest proportion of job functions approved for advertising were in community healthcare and nursing (44 per cent) and administration, business and HR (20 per cent).

Table 49 shows the number and percentage of positions approved for advertising by job function.

Table 49: Positions approved for advertising, 2010–11

Job function	No. of positions approved	% of total positions approved
Community healthcare and nursing	6,188	43.6
Administration, business and HR	2,846	20.0
Legal, justice and prisons	1,471	10.4
Policy and strategy	813	5.7
Emergency services	664	4.7
Agriculture, environment and science	503	3.6
Information Technology	430	3.0
Education, teaching and training	361	2.6
Accounting, economics and finance	301	2.1
Customer services	232	1.6
Engineering, planning, transport and trades	140	1.0
Other	130	0.9
Arts, sport and tourism	47	0.3
Aboriginal and Torres Strait Islander	32	0.2
Graduate*	21	0.2
Grand Total	14,181	100.0

Source: Victorian Government eRecruitment services system 2011

* These positions are advertised by departments/agencies as being graduate positions. They are not part of the Graduate Recruitment and Development Scheme (GRADS) co-ordinated by the SSA.

E.5.1 Average number of applications by job function

The average number of applications received per position approved declined across most job functions, with slight increases in the following job function groupings:

- accounting, economics and finance;
- agriculture, environment and science;
- education, teaching and training; and
- emergency services.

Community healthcare and nursing was the job function with the lowest number of applications per position advertised. Table 50 shows the average number of applications received per position approved for advertising in 2009–10 and 2010–11 by job function.

Table 50: Average number of applications per positions advertised by job function 2009–10 and 2010–11

Job function	Avg no. of applications	
	2009–10	2010–11
Accounting, economics and finance	21.7	25.6
Customer services	26.8	24.1
Administration, business and HR	21.8	19.0
Information Technology	18.8	16.8
Engineering, planning, transport and trades	15.8	14.1
Policy and strategy	14.0	13.7
Agriculture, environment and science	12.0	13.1
Arts, sport and tourism	24.8	12.6
Education, teaching and training	7.7	9.5
Other	19.4	9.4
Legal, justice and prisons	10.5	8.6
Emergency services	4.2	5.2
Community healthcare and nursing	5.3	3.3
Grand Total	11.7	9.6

Source: Victorian Government eRecruitment services system 2011

Appendix F: Demographics of public entity board directors

F.1 Public entity boards

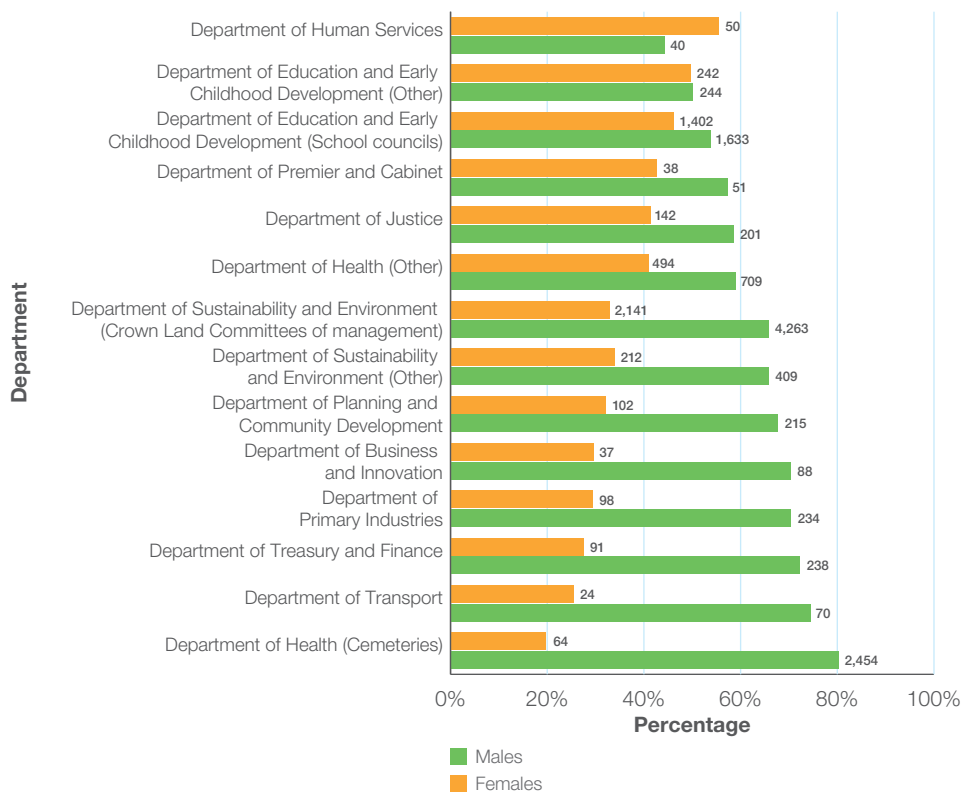
Table 51: Boards by department and DPC classification

Department	Group A	Group B	Group C	Group D	Total
Department of Business and Innovation	4	5	10	0	19
Department of Education and Early Childhood Development (School Councils)	0	0	1,539	0	1,539
Department of Education and Early Childhood Development	9	6	28	0	43
Department of Health (Cemeteries)	5	0	491	0	496
Department of Health (Other)	21	8	90	1	120
Department of Human Services	0	3	8	0	11
Department of Justice	8	19	17	0	44
Department of Planning and Community Development	1	6	15	3	25
Department of Premier and Cabinet	2	7	3	0	12
Department of Primary Industries	4	5	26	3	38
Department of Sustainability and Environment (Crown Land committees of management)	0	0	1,284	0	1,284
Department of Sustainability and Environment	36	9	18	2	65
Department of Transport	6	0	3	0	9
Department of Treasury and Finance	15	1	4	4	24
Total	111	69	3,536	13	3,729

Source: State Services Authority GAPED database

F.2 Gender profile

Figure 33: Gender representation by Department at June 2011



Source: State Services Authority GAPED database

Note: data on school council members was last updated in GAPED in February 2011.

F.3 Indigenous representation

Table 52: Indigenous representation on boards by Department and location at June 2011³⁰

Department	Rural	Metro	Unknown location	Total
Department of Human Services	3	0	0	3
Department of Planning and Community Development	6	3	0	9
Department of Premier and Cabinet		3	0	3
All other Departments	22	6	1	29
Total	31	12	1	44

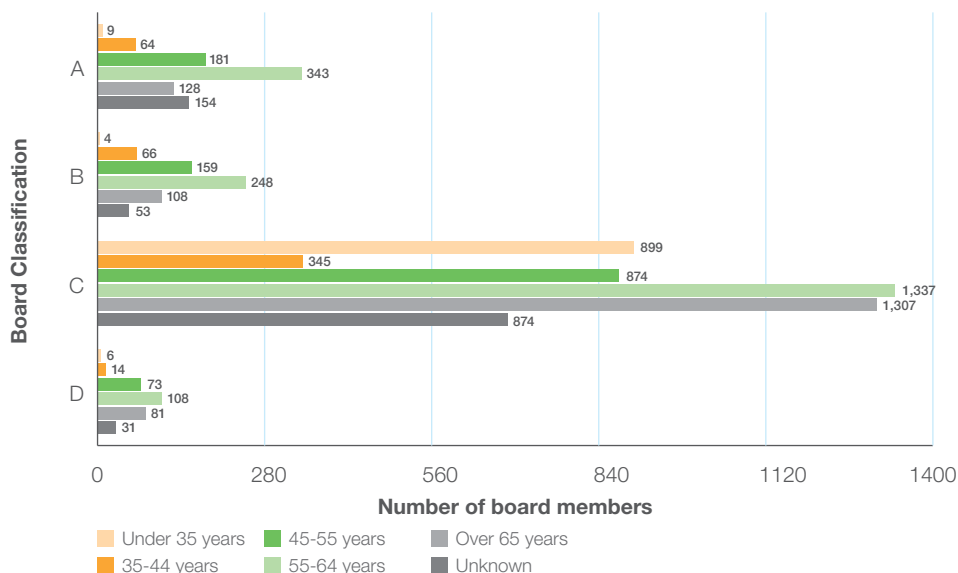
Source: State Services Authority GAPED database

Note: Data on the Indigenous status of school council members is not available in GAPED.

³⁰ To maintain the privacy of Board members, Department figures have been aggregated where there are 2 or less Indigenous board members in either metro or rural boards. As the GAPED database relies on self-reporting of indigenous status by board members, the data provided may be incomplete. Data on Indigenous representation of members of school councils is not available.

F.4 Age profile

Figure 34: Age profile by board classification, June 2011



Source: State Services Authority GAPED database

Note: Data on the age of council members is not available in GAPED.

F.4.1 Age profile by department

Table 53: Age profile of boards by department — percentage, June 2011

Department	Years (%)					Unknown (%)	Total (%)
	Under 35	35-44	45-54	55-64	Over 65		
Department of Business and Innovation	0	10	18	34	12	26	100
Department of Education and Early Childhood Development (Other)	1	7	21	32	7	32	100
Department of Health (Cemeteries)	27	4	12	22	33	3	100
Department of Health (Other)	3	10	25	38	21	3	100
Department of Human Services	6	12	29	37	12	4	100
Department of Justice	5	12	30	32	15	6	100
Department of Planning and Community Development	1	13	25	36	18	8	100

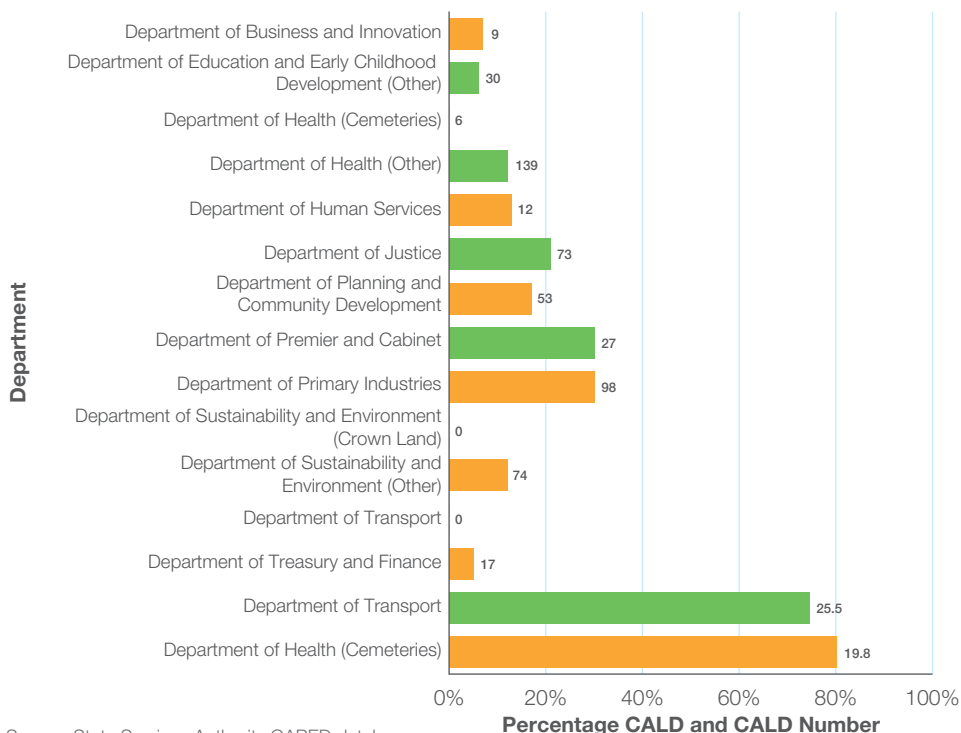
Department	Years (%)					Unknown (%)	Total (%)
	Under 35	35-44	45-54	55-64	Over 65		
Department of Premier and Cabinet	2	8	30	43	11	6	100
Department of Primary Industries	3	12	30	37	14	3	100
Department of Sustainability and Environment (Crown Land Committees of Management)	0	0	0	0	0	100	100
Department of Sustainability and Environment (Other)	2	8	23	36	14	16	100
Department of Transport	0	6	4	21	3	65	100
Department of Treasury and Finance	2	5	25	36	23	9	100
Total	7	4	10	16	12	52	100

Source: State Services Authority GAPED database

Note: Data on the age of school council members is not available in GAPED.

F.5 Cultural and linguistic diversity

Figure 35: Cultural and linguistic diversity of boards by Department, June 2011



Source: State Services Authority GAPED database

Notes: Data on the CALD status of school council members and directors of Crown land committees of management is not available in GAPED. Data on the CALD status of Cemetery trust members has recently commenced and is thus likely to be underreported.

F.6 Metropolitan and rural representation

Table 54: Number and percentage of directors — metro and rural by board classification

Classification	Metro		Rural	
	Number	Percentage	Number	Percentage
A	550	12%	326	3%
B	528	12%	110	1%
C	3,032	67%	11,545	95%
D	235	5%	75	1%
No classification	164	4%	38	0.4%
	4,509	27%	12,094	73%

Source: State Services Authority GAPED database

Note: Classification as metropolitan or rural is based on the home address postcode in GAPED. The rural classification includes Victorian and Interstate regional centres. Rural and metropolitan classifications are reviewed periodically to accommodate expansion in population and growth corridors.

F.7 Remuneration

Table 55: Remuneration — Group A boards

Group A public entities	Chair	Member
Government Business Enterprises incorporated under the <i>Corporations Act 2001</i> or corporatised businesses with a turnover of over \$1 billion or assets over \$1 billion or profit over \$100 million.	\$63,038– \$118,249	\$31,519– \$51,808
<p>Statutory Authorities determined by the Premier and Cabinet to warrant inclusion in this group.</p> <p>Responsibility: The Board independently sets long term strategies and policies and has final authority to decide all strategic and operational directions. Decisions have a major impact on long term organisational performance and will influence the public perception of government.</p> <p>Complexity: Multifaceted and difficult to grasp.</p> <p>Org. Change: The Board may be required to direct significant organisational change. The organisation would employ at least 250 people.</p> <p>Personal Risk: Extreme — Appointment carries extreme risk in both financial terms and in terms of professional reputation. Termination without notice or substantiation may occur at any time.</p> <p>Knowledge and Experience Required: Extensive and diverse commercial experience, expert knowledge of a number of business fields and a detailed understanding of the impact of important issues in many other fields. Experience with government.</p>		

Group A public entities	Chair	Member
<p>GBEs incorporated under the <i>Corporations Act 2001</i> or corporatised businesses with a turnover of between \$500 million and \$1 billion or assets between \$500 million and \$1 billion or profit between \$50–100 million, or any combination of these factors,</p> <p>AND</p> <p>Statutory Authorities with a turnover of over \$1 billion or assets over \$1 billion or operating surplus over \$100 million or any combination of these factors.</p>	\$47,278– \$88,693	\$21,013– \$44,353
<p>GBEs incorporated under the <i>Corporations Act 2001</i> or corporatised businesses with a turnover of between \$50 million and \$500 million or assets between \$50 million and \$500 million or profit between \$5–50 million or any combination of these factors,</p> <p>AND</p> <p>Statutory Authorities with a turnover of between \$500 million and \$1 billion or assets between \$500 million and \$1 billion or an operating surplus between \$50 million and \$100 million or any combination of these factors.</p>	\$31,519– \$66,517	\$16,810– \$31,086
<p>GBEs incorporated under the <i>Corporations Act 2001</i> or corporatised businesses with a turnover of below \$50 million or assets below \$50 million or profit below \$5 million or any combination of these factors,</p> <p>AND</p> <p>Statutory Authorities with a turnover of between \$50 million and \$500 million or assets between \$50 million and \$500 million or an operating surplus between \$5 million and \$50 million or any combination of these factors.</p>	\$15,579– \$44,353	\$9,456– \$17,759
<p>Statutory Authorities with a turnover of below \$50 million or assets below \$50 million or profit below \$5 million.</p>	\$10,506– \$22,251	\$6,304– \$11,886

Source: Department of Premier and Cabinet, Appointment and Remuneration Guidelines for Victorian Government Boards, Statutory Bodies and Advisory Committees

Notes: There is no separate allowance or fee for a deputy chair. If a deputy chair is appointed, payment will be at the member's rate. If the deputy chair assumes the role of the chair the chair's fee will be payable for the period the deputy chair acts as chair.

There are no daily sitting fees for those organisations covered by Schedule A, but travel and other appropriate personal expenses will be reimbursed on the basis of actual costs incurred.

Upon ministerial approval, up to \$4,833 per annum may be paid to directors who receive annual fees for additional committee work undertaken in recognition of the extra commitment required. The minister should assess the additional commitment required and the level of remuneration warranted when considering providing a board with the capacity to compensate members for the extra time and responsibilities involved in committee membership. The approved level of fees for committee membership will be an absolute ceiling figure regardless of the number of committees to which a director may be appointed and should be considered in the context of the annual fee level paid to board members.

Table 56: Remuneration — Group B boards

Group B — Annual Fees	Chair	Member
Significant industry advisory boards and other bodies advising Government on key strategic matters	\$15,759– \$44,353	\$9,456– \$17,759
Other industry advisory boards and bodies advising the Government on matters of statewide significance	\$10,505– \$22,251	\$6,304– \$11,886
Group B — Sessional Rates		
Quasi-judicial bodies/tribunals that sit and determine matters of significant financial and personal importance to individuals or small groups of people and where there is no other framework governing remuneration and appointments.	\$336–\$548	\$257–\$474
Chair/Member of Government bodies undertaking significant statutory functions, providing specialist advice to a Minister and developing policies, strategies and guidelines in a broad and important area of operations. Appointees will have extensive knowledge and expertise in the relevant field.		
Management boards of medium size organisations undertaking one or more functions or providing a strategically important service. Members would have substantial management/business/professional expertise relevant to the field of operations. The operations of the organisation would normally warrant a General Manager at Executive Officer Band 3 (high) or Band 2 (low).		

Source: Department of Premier and Cabinet, Appointment and Remuneration Guidelines for Victorian Government Boards, Statutory Bodies and Advisory Committees

Notes: There is no separate allowance or fee for a deputy chair. If a deputy chair is appointed, payment will be at the member's rate. If the deputy chair assumes the role of the chair the chair's fee will be payable for the period the deputy chair acts as chair.

Upon ministerial approval, up to \$4,833 per annum — update may be paid to directors who receive annual fees for additional committee work undertaken in recognition of the extra commitment required. The minister should assess the additional commitment required and the level of remuneration warranted when considering providing a board with the capacity to compensate members for the extra time and responsibilities involved in committee membership. The approved level of fees for committee membership will be an absolute ceiling figure regardless of the number of committees to which a director may be appointed and should be considered in the context of the annual fee level paid to board members.

Table 57: Remuneration — Group C boards

Group C Sessional Rates	Chair	Member
<p>Scientific, technical and legal advisory bodies requiring members to be “experts in their field” and provide the highest level of advice available. Such bodies would be commissioned by and report directly to Government in response to proposals/issues considered important to the general community.</p> <p>Disciplinary boards or boards of appeal for individuals (professional or non-professional) where the members of the board(s) are not required to be legally qualified or do not require the assistance of legal counsel.</p> <p>Management boards of small size organisations undertaking a specific function or providing a discrete service. Members would have substantial management/business/professional expertise relevant to the field of operations. The operations of the organisation would normally warrant a General Manager in the low to middle levels of Executive Officer Band 3.</p>	\$257–\$474	\$200–\$362
<p>Qualifications, regulatory or licensing bodies for recognised professional groups. Such bodies would be responsible for establishing appropriate codes of practice and operating standards, administering relevant legislation and maintaining a register of licensed practitioners.</p> <p>Bodies established by legislation or at the direction of a Minister (or Government) to investigate/monitor and advise/report to Government on issues considered to be of importance within the portfolio or where there is a high degree of concern within certain sections of the community.</p> <p>Qualifications, regulatory or licensing bodies in relation to technical, trade or non-professional groups.</p>	\$158–\$362	\$136–282
<p>Advisory bodies to Departments. These bodies could be established under legislation or at the instigation of a Minister or Department Head. The role of such bodies would be to hold internal inquiries/ investigations in relation to an operation (or some aspect of an operation) of a particular Department. The body would report within the Department and at the Department Head level or below.</p> <p>Advisory committees required to consider issues/matters that are local or affect confined areas including local land and water advisory committees.</p> <p>Trade and para-professional registration and licensing committees where legislation defines qualifications and regulates operating requirements of practising individuals.</p>	Up to \$222	Up to \$192

Source: Department of Premier and Cabinet, Appointment and Remuneration Guidelines for Victorian Government Boards, Statutory Bodies and Advisory Committees

Notes: There is no separate allowance or fee for a deputy chair. If a deputy chair is appointed, payment will be at the member’s rate. If the deputy chair assumes the role of the chair the chair’s fee will be payable for the period the deputy chair acts as chair.

Table 58: Remuneration — Group D organisations

Group C Sessional Rates	Chair	Member
The most important Government inquiries requiring urgent consideration of issues arising from serious/contentious situations that may affect a large section of the community. Such bodies would be required to submit a comprehensive report including feasible options to Government within stringent time lines.	Minister to determine and recommend to Cabinet for approval either an annual fee (pro rata) or a daily fee.	
Important Government inquiries requiring consideration of issues that may affect the community. Such bodies would be required to submit a comprehensive report including feasible options to Government within agreed time lines.	Minister to determine and recommend to Cabinet for approval either an annual fee (pro rata) or a daily fee.	
Ad Hoc Expert Panels established for limited time periods to undertake a specific (often technical) task.	Minister to determine and recommend to Cabinet for approval either an annual fee (pro rata) or a daily fee.	

Notes: Because of the tight timeframes and intense “hands on” workload associated with Group D organisations, and the consequent need for flexibility so as to recruit appropriate individuals, ministers are to determine remuneration on a case-by-case basis with reference to the intensity of the workload and expertise required. ministers have the option of offering an annual payment on a pro rata basis or a daily fee.

There is no separate allowance or fee for a deputy chair. If a deputy chair is appointed, payment will be at the member’s rate. If the deputy chair assumes the role of the chair the chair’s fee will be payable for the period the deputy chair acts as chair.



Appendix G:

Executive remuneration

G.1 Leadership and management in the Victorian public sector

Executives form the key leadership and management group of the Victorian public sector.

The key themes of government executive employment policy are employer accountability, clear processes and full disclosure. The policy provides government with a tool to ensure executive remuneration is not excessive, rewards effort and, where appropriate, increases in line with community wage movements and wider public sector wage levels.

The State Services Authority (SSA) and the Department of Premier and Cabinet act as key advisers to government on executive employment policy matters. The SSA also provides advice and support to the operations of the Government Sector Executive Remuneration Panel (GSERP).

In the Victorian Public Service (VPS) an executive is a person employed pursuant to the Public Administration Act and subject to policies approved by government. In public entities, an executive is a person employed in a management role under an executive contract. Employment and remuneration policy is established by government and managed by the GSERP.

G.2 The Victorian Public Service

In the VPS the administration of the government's executive employment policy is the responsibility of the executive's employer (i.e. public service body heads and administrative office Chief Executive Officers). The SSA provides support and guidance to employers in the VPS to assist them in meeting the requirements of the policy.

At June 2010 the VPS consisted of 11 government departments and the 24 authorities and offices defined in Part 3 of the Public Administration Act (see chapter 2, figure 1). For the purposes of reporting, a public service executive is a person employed pursuant to Division 5, Part 3 of the Public Administration Act. The data presented here is sourced from the Authority's executive database as supplied by the requisite public service bodies.

The number of executives by department is provided at table 59. The number and percentage of executives employed, by remuneration package range is detailed at table 60. A comparison of executives to staff employed is provided at table 61 and figure 36. A gender breakdown by VPS Executive Officer band is provided at table 62.

The number and gender of public entity executives by portfolio department and gender is provided at table

A gender breakdown of public entity executives by portfolio is provided at table 63. A comparison of public sector executives and public sector employees is provided at table 64, and the number of public entity executives by remuneration package range is provided at table 65.

Table 59: Total number of contracted VPS executives, June 2011

Portfolio	Organisation	No.
Premier and Cabinet	Department of Premier and Cabinet	29
	Office of the Chief Parliamentary Counsel	4
	Office of the Governor of Victoria	1
	Public Record Office Victoria	1
	Victorian Bushfire Reconstruction and Recovery Authority	2*
	Victorian Multicultural Commission	1
	<i>Premier and Cabinet total</i>	38
Treasury and Finance	Department of Treasury and Finance	82
	Emergency Services Superannuation Board	7
	Essential Services Commission	3
	GenITex	3
	State Revenue Office	6
	<i>Treasury and Finance total</i>	101
Justice	Department of Justice	59
	Office of Police Integrity	4
	Office of Public Prosecutions	2
	Office of the Legal Services Commissioner	3
	Victorian Government Solicitor's Office	4
	Victoria Police	15
	<i>Justice Total</i>	87
Sustainability and Environment	Department of Sustainability and Environment	41
	Environment Protection Authority	7
	Sustainability Victoria	5
<i>Sustainability and Environment total</i>	53	
Business and Innovation	Department of Business and Innovation	42
Human Services	Department of Human Services	81
Health	Department of Health	42
Primary Industries	Department of Primary Industries	25

Portfolio	Organisation	No.
Education and Early Childhood Development	Education and Early Childhood Development	77
Planning and Community Development	Department of Planning and Community Development	36
Transport	Department of Transport	55
Victorian Auditor-General's Office	Victorian Auditor-General's Office	17
State Services Authority	State Services Authority	8
Ombudsman	Ombudsman	2
Total		664

Source: 2011 Executive data collection

* The Victorian Bushfire Reconstruction and Recovery Authority disbanded on 30 June 2011

Notes: The recorded figures refer to active contracted executives as at 30 June 2010. This excludes Governor in Council appointments, sworn police, executives in statutory authorities, non-executives acting in executive positions, inactive executives (such as those on long-term leave or secondment) and vacant executive positions as at 30 June of each year.

Table 60: VPS executives by total remuneration package range, June 2011

Salary range	Number	Percentage
<\$149,999	100	15%
\$150,000–\$159,999	79	12%
\$160,000–\$169,999	71	11%
\$170,000–\$179,999	76	11%
\$180,000–\$189,999	78	12%
\$190,000–\$199,999	66	10%
\$200,000–\$209,999	35	5%
\$210,000–\$219,999	18	3%
\$220,000–\$229,999	27	4%
\$230,000–\$239,999	22	3%
\$240,000–\$249,999	13	2%
\$250,000+	79	12%
Total	664	100%

Source: 2011 Executive data collection

Table 60 and figure 36 reveal a fall in the percentage of VPS staff in executive roles over the last five years. While VPS headcount numbers have been rising since 2006, VPS executive numbers have remained relatively stable. This has resulted in a downward trend in the percentage of executives in the VPS, falling from 1.85 per cent of the workforce in 2006 to 1.66 per cent in 2011.

Table 61: VPS executives and all VPS headcount, 2006–2011

	2006	2007	2008	2009	2010	2011	Total (%)
Number of Executives	626	630	635	659	670	664	100
Victorian Public Service staff	33,847	35,295	36,382	38,347	39,774	40,100	100
Percentage of VPS staff in Executive roles	1.85%	1.78%	1.75%	1.72%	1.68%	1.66%	100

Source: 2011 Executive data collection

Figure 36: Percentage of VPS staff who are executives, 2006 to 2011

Source: 2011 Executive Data Collection, 2011 Workforce Data Collection

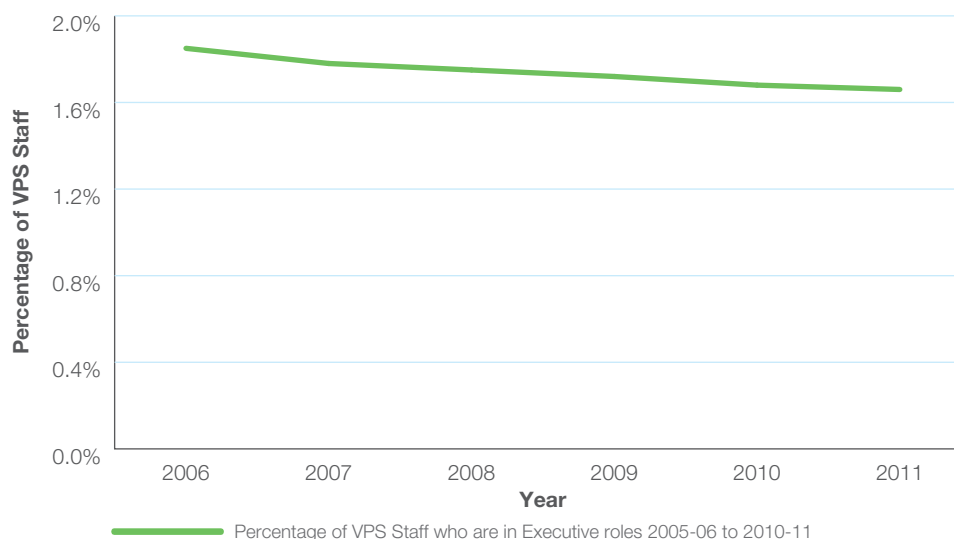


Table 62: VPS executives by band and gender, June 2011

Band	Female	Male	% Female	% Male	Total
Secretary	4	7	36%	64%	11
EO-1	9	14	39%	61%	23
EO-2	96	173	36%	64%	266
EO-3	152	209	42%	58%	361
Total	261	403	39%	61%	664

Source: 2010 Executive data collection

G.3 Victorian public entities

For public entities in the Victorian public sector, the Government Sector Executive Remuneration Panel (GSERP) is responsible for the administration of government policy to ensure a rigorous approach to the management of executive remuneration, contract management and conditions of employment.

While it does not interfere with the employer's direct employment powers, the GSERP's

specific responsibility is to ensure compliance with government's overall executive employment policy in the broader public sector. Under this policy the GSERP:

- represents government as the owner of public entities by setting the remuneration packages of all chief executives in the public sector;
- advises government on executive remuneration policy and practice in the public sector; and
- monitors implementation of this policy by public sector employers.

The following is information on the composition and remuneration of executives in Victorian public entities as reported to GSERP. The data is provided by the public entities and is presented in a form that protects the identification of organisations and individuals. This is particularly necessary in public entities as there are many small employers employing very low numbers of executives.

For the purposes of this report, an executive is defined as a chief executive, or as a subordinate executive who earns a total remuneration package, excluding bonuses, of \$134,841 per annum or more and has a material business responsibility. This definition does not include technical specialist roles (eg. medical specialists).

G.3.1 Portfolio entity executive profile (excluding public service executives)

At June 2011 there were 1,248 executives employed by public entities. A list of public entity chief executives by portfolio and by gender is listed in table 63.

Table 63: Number of public entity executives by portfolio and gender at 30 June 2011

Portfolio	Female	Male	Total
Business and Innovation	9	23	32
Education and Early Childhood Development	49	76	125
Health	156	205	361
Human Services	1	0	1
Justice	16	67	88
Planning and Community Development	10	36	46
Premier and Cabinet	15	14	29
Primary Industries	4	10	14
Sustainability and Environment	34	170	204
Transport	37	122	159
Treasury and Finance	52	137	189
Total	388	860	1,248

Source: 2011 GSERP Data Collection

Note: Table includes declared authorities as defined in the Public Administration Act.

Over the three years from 2009 to 2011, the number of executives in Victorian public entities have dropped slightly from 1,261 in 2009 to 1,248 in 2011. Figures for public entity executives before 2009 are not directly comparable, due to an increase in executive numbers reported in 2009. This is the result of clarifications in the definition of an executive which resulted in increased numbers being reported for some public entities. The number of non-executive public sector employees has continued to grow, resulting in a downward trend in the proportion of executives in the public sector. This is indicated in table 64.

Table 64: Victorian public sector executives and all public sector headcount, 2009 to 2011

	2009	2010	2011
Number of Executives	1,261	1,243	1,248
Public Sector staff	217,785	218,391	222,450
Percentage of Public Sector staff in Executive roles	0.58%	0.57%	0.56%

Source: 2009–2011 GSERP data collection

Note: Table includes declared authorities as defined in the Public Administration Act.

G.3.2 CEO remuneration levels

Table 69 outlines the breakdown of the 204 CEO remuneration packages across public entities at the end of the reporting period. The definition of total remuneration package (TRP) is the total salary (annual value of cash component), employer superannuation contributions and the cost of any fringe benefits (plus associated fringe benefits tax). This table provides a consistent view of remuneration and allows comparisons not distorted by one-off payments such as bonuses.

Table 65: Public entity CEO remuneration, June 2011

TRP Band	Number	TRP Band	Number	TRP Band	Number
<\$129,999	6	\$220,000–\$229,999	9	\$320,000–\$329,999	5
\$130,000–\$139,999	8	\$230,000–\$239,999	4	\$330,000–\$339,999	4
\$140,000–\$149,999	9	\$240,000–\$249,999	3	\$340,000–\$349,999	6
\$150,000–\$159,999	13	\$250,000–\$259,999	5	\$350,000–\$359,999	4
\$160,000–\$169,999	9	\$260,000–\$269,999	5	\$360,000–\$369,999	4
\$170,000–\$179,999	15	\$270,000–\$279,999	3	\$370,000–\$379,999	0
\$180,000–\$189,999	15	\$280,000–\$289,999	9	\$380,000–\$389,999	4
\$190,000–\$199,999	5	\$290,000–\$299,999	5	\$390,000–\$399,000	3
\$200,000–\$209,999	8	\$300,000–\$309,999	3	>=\$400,000	5
\$210,000–\$219,999	17	\$310,000–\$319,999	2		

Source: 2010 GSERP data collection

Notes: One CEO position was vacant as at 30 June 2011.

Table excludes Governor in Council appointments.



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