



VICTORIAN PUBLIC SECTOR COMMISSION

STRATEGIC PLAN TO 2020

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The Victorian Government has vested the Victorian Public Sector Commission with functions designed to enhance the performance of the public sector – fostering 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 Commission are to:

- strengthen the efficiency, effectiveness and capability of the public sector in order to meet existing and emerging needs and deliver high quality services; and
- maintain and advocate for public sector professionalism and integrity.

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OUR MINISTERS

The Victorian Public Sector Commission (VPSC) supports the portfolios of:



Daniel Andrews
Premier of Victoria



Gavin Jennings
Leader of the Government in the Legislative Council
Special Minister of State

ABOUT THE VICTORIAN PUBLIC SECTOR COMMISSION

The Victorian Public Sector Commission (VPSC) was established on 1 April 2014 through an amendment to the *Public Administration Act 2004* (PAA).

The role of the public sector is to provide impartial advice to government, and to implement policies and programs that support the Victorian community.

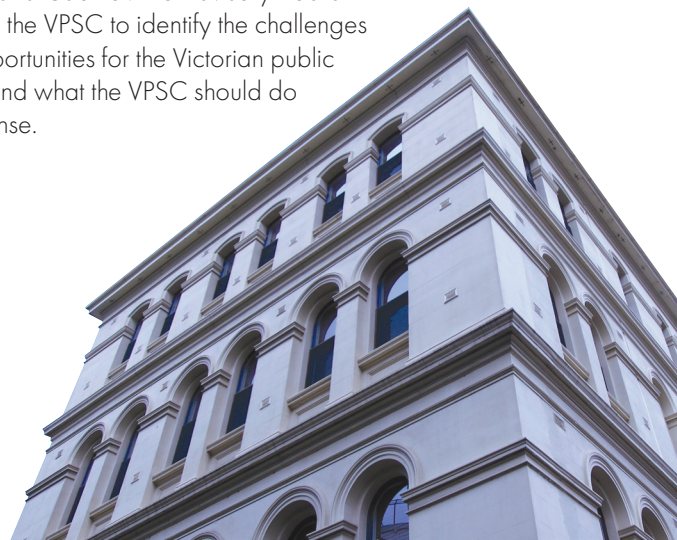
The public sector is defined by the PAA and is made up of more than 3,480 public sector organisations. It includes the departments, administrative offices, and other organisations which constitute the Victorian Public Service (VPS). The remainder of the sector is comprised of public entities such as Victoria's catchment management authorities, health services, water corporations, emergency service agencies, creative industry agencies, regulators, and many others. Across the breadth of the sector, there are over 3,350 public sector boards that ensure delivery of services to the Victorian community.

The VPSC has a unique role to support and develop the public sector. The VPSC is headed by a single Commissioner who leads the VPSC in a range of legislated and other functions to achieve its objectives.

These are to:

- strengthen the efficiency, effectiveness and capability of the public sector in order to meet existing and emerging needs and deliver high quality services; and
- maintain and advocate for public sector professionalism and integrity

The VPSC works closely with its Advisory Board, chaired by the Secretary of the Department of Premier and Cabinet. The Advisory Board supports the VPSC to identify the challenges and opportunities for the Victorian public sector, and what the VPSC should do in response.



ABOUT THE COMMISSIONER

The Victorian Public Sector Commissioner drives commitment to excellence in policy, service and administration across the Victorian public sector.

In this pivotal leadership role, the Commissioner is a member of the Victorian Secretaries' Board (VSB) which coordinates policy initiatives and promotes leadership and information exchange. VSB is chaired by the Secretary of the Department of Premier and Cabinet (DPC), and comprised of Secretaries of all other departments and the Chief Commissioner of Victoria Police.

The Commissioner acts as an independent steward of the public sector, providing counsel on difficult ethical and integrity issues to leaders, and may also be called upon to review the performance of the head of a public service body. He has the power to issue binding Codes of Conduct and Employment Standards to the sector, and to make recommendations to agencies about adherence to these.

The Commissioner's role is established under the PAA, and is appointed for up to five years by the Governor in Council, on the recommendation of the Premier. The Commissioner has statutory independence in respect to several of his functions. For administrative and all other functions, he reports to the Special Minister of State who oversees government transparency, integrity and public sector administration and reform.



EXECUTIVE SUMMARY

The Victorian Government has allocated tens of billions of dollars towards public services, such as health, education, transport and public safety.

The implementation of this investment in our State's future rests upon the people who work in the public sector. To achieve excellence, the sector needs to focus on the needs of the Victorian community.

This requires a public sector that is equipped to address Victoria's immediate and longer term-challenges of rising public expectations, service delivery reforms, digital disruption, fiscal constraints, integrity challenges and changing career expectations.

It also requires a public sector that is focused on how we work. This is about meeting the high standards of integrity and leadership that the community rightly expects. It is also about reflecting the rich diversity of the community throughout the breadth and depth of the public sector workforce.

The VPSC's vision is for a trusted public sector that achieves excellence for the Victorian community

Outcomes for the sector

To achieve our vision, the VPSC will work collaboratively with our partners throughout the sector to support achievement of the following outcomes:

- An integrated and future-focused public sector
- An inclusive, high-performing and engaged workforce
- Empowering and engaged leaders
- A public sector that is trusted by Victorians.

These outcomes provide the VPSC's long term goals for success, providing strategic direction to our work for the next three years and beyond.

Our strategic priorities to 2020

This Strategic Plan is for three financial years: 2017/18 to 2019/20. During this period, the VPSC will focus on four strategic priorities. The VPSC will also continually scan the horizon to ensure that we focus on the areas of greatest impact to the sector over the life of this plan. We will be at the leading edge of new initiatives that will deliver our strategic priorities, and will adapt as new issues emerge.

1. Promoting workforce reform

We will support the development of an inclusive, high-performing and engaged workforce. In the next three years, we will focus on workforce capability and planning based on data and analytics, and will provide employment pathways to the sector.

2. Developing outstanding leaders

The sector needs leaders who thrive on the scale and pace of change that Victoria is facing and can take advantage of the opportunities it provides. The Victorian Leadership Academy and other related initiatives will help develop leaders who will drive lasting change and a culture of integrity and high performance.

3. Promoting a diverse and inclusive culture

We will work with the sector to improve its diversity and inclusion, including the representation and employment experiences of Aboriginal people, those with a disability and people from culturally and linguistically diverse backgrounds. We will implement best-practice and best-fit approaches to contribute to the building of a public sector culture that supports and embodies public sector values and high performance.

4. Improving public trust

We will build a stronger understanding of system-wide challenges and will drive a preventative approach to integrity issues. We will continue to provide leadership as an independent and trusted adviser on issues of integrity.

Changing to meet the sector's needs

Over the past six months, the VPSC has listened to feedback from our stakeholders about what the sector needs from its public sector commission. The VPSC recognises the need to make changes to how we work and what we do.

To deliver this Strategic Plan, the VPSC is building on our current strengths, increasing our strategic engagement with key stakeholders, refreshing existing activities and growing our capability. Over the life of this Plan, the VPSC will aim to be:

- the 'go-to' provider of information about and to the sector
- a trusted expert advisor of the sector
- visible, open and engaged with the sector.

The VPSC is improving our Performance Framework to better track the impact that we make.

VPSC STRATEGIC PLAN TO 2020

VISION: A TRUSTED PUBLIC SECTOR THAT ACHIEVES EXCELLENCE FOR THE VICTORIAN COMMUNITY



VPSC Strategic Priorities 2017-2020

1. Promote workforce reform

- Lead strategic whole of Victorian government People initiatives
- Provide workforce planning expertise
- Support employment pathways
- Provide consultancy services

3. Promote a diverse and inclusive culture

- Lead Aboriginal and Disability, cultural and other diversity strategies
- Measure, monitor and report on performance

2. Develop outstanding leadership

- Utilise the Victorian Leadership Academy
- Provide executive performance standards
- Support executive mobility

4. Improve public trust

- Drive preventative integrity actions across the sector
- Support capability of regional agencies and public sector boards
- Review and inquire into critical issues
- Induct leaders on values and standards

A LEADING PUBLIC SECTOR COMMISSION

How the VPSC will work

The go-to provider of information about and to the sector

The trusted, expert adviser of the sector

Visible, open and engaged with the sector

Track the impact we make

OUR STRATEGIC CONTEXT



Victoria is in transition

In the 2017-18 Victorian budget the Government allocated tens of billions of dollars towards public services such as health, education, transport and public safety. Management of this investment in our State's future rests on the ability of the people who work in the public sector to anticipate, understand and meet the needs of the Victorian community.

These needs are changing as our population grows from six million to an expected 9.5 million over the next 30 years. The number of Victorians over 65 years is expected to more than double by 2046. We are becoming increasingly educated with over 85% of Victorian students now completing secondary schooling. These shifts will continue to drive healthcare, social care and education to become the dominant industries of Victoria's future.

Victoria's \$373.6 billion economy – bigger than that of New Zealand, Hong Kong or Singapore – is in structural transition. We are making a shift towards a knowledge economy, as technological advances will deeply impact how we live and work. Data is becoming a critical commodity, traditional jobs are being replaced by automation, and Victorian services and products are increasingly targeting global audiences.

The public sector needs to respond to these and many other challenges, such as rising public expectations, service delivery reforms, digital disruption, fiscal constraints, integrity challenges and changing career expectations.

The VPSC is more important than ever to provide advice, strategies and activities to build the public sector of the future.

Victoria's public sector – valued by government

The Victorian government values the public sector, comprised of over 297,000 people. The state government has been recognised as one of the most desirable employers in Australia, due to the job security, financial health and opportunities for career progression it offers.

However, maintaining this reputation requires significant, dedicated effort. Continued strong leadership from the Victorian Secretaries' Board and the VPSC will be key to shaping the future of the public sector. The VPSC is in a unique position to provide whole of sector leadership for the development of workforce planning initiatives based on robust data and analytics to help drive workforce improvement across the public sector.

Victoria requires leadership to meet challenges now and into the future

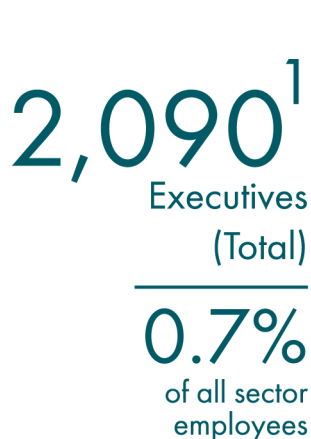
The development of leadership capability is required to empower staff and design and deliver integrated services that are tailored to the Victorian community.

The Victorian Leadership Academy has initiated important reforms in leadership development with an aim to deliver an enduring culture of accountability, performance and ethical leadership.

Victoria needs a public sector that reflects its community

Victorian communities bring together people from 200 countries, who speak 260 languages and dialects and practice 135 religious faiths. The Victorian public sector must strive to reflect this rich diversity. We have seen recent improvements in gender diversity across public sector executives and board members, but more needs to be done to entrench gender equality across all levels and parts of the public sector. We also need to strengthen representation and employment experiences of Aboriginal people, those with a disability, and people from culturally and linguistically diverse backgrounds. Over the life of the plan, other initiatives will be developed so that our workforce is increasingly inclusive of all aspects of the Victorian community, from geographic location to experiences and skills.

Through research, analysis and direct support, VPSC will contribute to building the capacity of the workforce for responsiveness, integrity, impartiality, accountability, respect and leadership. We are committed to human rights and to identifying and removing existing barriers to performance that exist in our workplace cultures. We will take a leading approach to building and maintaining the values and a high-performance work culture.



Public
entities

1,237¹
0.5%
of entity staff

Public
service

853¹
2%
of public
service staff

Victoria's trust in its public sector depends on our commitment to the values

The fundamental role of the public sector is to provide impartial advice to government, and to implement policies and programs to meet the needs of the Victorian community. The VPSC plays a critical role in promoting and safeguarding the public sector's integrity and ethics, and is the custodian of the Victorian public sector values. The continued performance of our sector requires a strong foundation of integrity and values, so that the public trusts what we do.

Victoria has built a strong response to specific instances of integrity failure, but needs equally strong approaches to prevention of issues.

Diversity

	Public Sector	Comparison
Aboriginal	0.3% ³	0.8% of Victorian population ⁴
Disability	3.2% ^{3, 5}	5.7% (est.) in labour force ⁶
Born Overseas	21.9% ³	35% of Victorian labour force ⁴
Speak a language other than English at home	19.2% ³	28% of Victorian population ⁴
LGBTI	4.7% ³	3% of Australian population ⁷

Gender STATS

49%¹

VPS Executives are women

40%¹

Public entity Executives are women

51%⁸

Appointments to major public sector boards were women

The VPSC will strengthen its capacity to fulfil its role as a trusted advisor on issues of integrity and will take a preventative approach to integrity issues and corruption. Our work will complement the mandate of the Independent Broad-based Anti-corruption Commission, the Victorian Ombudsman and the Victorian Auditor-General.

The VPSC understands that the sector needs more support to implement high standards of integrity and strong governance. We will take action to build a better understanding of the system-wide issues and challenges through systematic analysis against an evidence-base. We will also provide targeted, strategic support to lift capability in the areas most in need.



Responsiveness



Integrity



Impartiality



Accountability



Respect



Leadership



Human Rights

THE VPSC NOW

The VPSC was established in 2014 to replace the State Services Authority. This marked a period of considerable change for the organisation, particularly in respect to resourcing.

The VPSC re-commenced a strategic planning process in August 2017, following findings and recommendations from the Victoria Auditor-General in his June 2017 report, *Effectiveness of the Victorian Public Sector Commission*. During this planning process, the VPSC has listened to feedback from our stakeholders about what the sector needs from its public sector commission. This includes talking with our Advisory Board about the challenges and opportunities for the Victorian public sector.

Through these conversations, the sector told us that it needs a Commission which takes a strategic approach to our biggest contemporary challenges and focuses on the areas of most impact. The sector told us that the independent leadership role of the VPSC is vital to the sector's continued ability to support the government of the day and deliver excellence for Victoria. This requires a Commission that is deeply engaged with and understands its sector, with the capability and resourcing to support change.



The VPSC recognises the need to make changes to how we work and what we do. To deliver this strategic plan, we are building on our current strengths and resources, increasing our strategic engagement with key stakeholders, refreshing existing activities and growing our capability. Over the life of this Plan, the VPSC will be:

- The 'go-to' provider of information and data about and to the sector
- The trusted expert adviser of the sector
- Visible, open and engaged with the sector.

The VPSC is improving our Performance Framework to better track the impact that we make.

Resourcing model

The VPSC's resourcing model is fundamental to our ability to deliver this strategic plan.

Resourcing comprises our financial resources, including appropriations from government. It also comprises the productive relationships we have with key stakeholders such as the members of the Victorian Secretaries' Board, as well as leaders across the sector.

Delivery of this plan will be supported by indirect resources. We encourage secondments to the VPSC from other agencies and will partner with departments on important initiatives. In other instances, where we lead work on behalf of the sector, we will always take a collaborative and informed approach.

Collecting and reporting on whole of government data is one of the VPSC's core functions. This means that our internal systems and data sets are critical parts of the VPSC's infrastructure and are essential to us fulfilling our statutory functions under the PAA.

OUR VISION, VALUES AND OUTCOMES

The VPSC's direction is expressed by our vision for the sector. This vision was developed in consultation with our stakeholders, ensuring it is a shared view of success.

The VPSC's vision is for a trusted public sector that achieves excellence for the Victorian community

Values

The VPSC's values are the public sector values – responsiveness, integrity, impartiality, accountability, respect, leadership and human rights. We strive to embed behaviours that exemplify these values across the public sector, as outlined in the Code of Conduct for public sector employees.

The VPSC itself has a special responsibility to be the exemplar to the sector. We model the highest standards of behaviour that we expect of the sector.

Outcomes for the sector

The VPSC's strategic direction has been developed using an outcomes approach. Outcomes describe the objectives that we wish to achieve.

The VPSC has whole-of-sector objectives, described in the *Public Administration Act 2004*. As a result, the outcomes that the VPSC wants to achieve are large-scale changes across the breadth of the sector. Such changes take time and the efforts of the whole sector to accomplish.

The outcomes framework over the page describes the outcomes that the VPSC will support, in partnership with departments and agencies, to help strengthen the public sector. This is a long term view of success, providing us with broad strategic direction now and into the future. This strategic plan describes what the VPSC will do in the next three years to contribute to, and in some cases, lead these changes.



OUTCOMES FRAMEWORK

The outcomes framework below describes the outcomes that the VPSC will support in partnership with departments and agencies, to help strengthen the public sector.

An integrated
and future-
focussed
public sector

1. **A public sector committed to excellence** – the public sector delivers rigorous, evidence-based policy and services that meets the needs and expectations of Victorians
2. **An adaptive public sector** – a public sector that is strategic and equipped to adapt to changing circumstances
3. **A connected public sector** – the public sector engages internally to understand needs and expectations, develop shared goals, and works together to achieve change

An inclusive,
high-performing
and engaged
workforce

4. **A capable and flexible workforce** – a public sector workforce that is highly skilled with the expertise to meet current and future challenges
5. **An inclusive and diverse public sector workforce** – a workforce that reflects the community it serves
6. **A workforce that embodies public sector values** – a workforce that models public sector values and behaviours and is committed to working for Victorians

Empowering
and engaged
leadership

7. **Leaders embody public sector values** – leaders who lead by example and model behaviours that underpin the shared public sector values
8. **Strategic and decisive leaders** – leaders take a system-wide view, demonstrate vision and are committed to deliver for Victorians
9. **Supportive leadership** – leaders invest in people, motivate staff to excel, and facilitate innovation

Victorians
trust the
public sector

10. **An open and transparent public sector** – the public sector is transparent about what it does and how it works, internally and externally
11. **Strong governance** – governance structures support collaborative decision making to drive new and improved ways of working
12. **A public sector that is trusted and acts with integrity** – people have confidence that the public sector acts for their benefit and is free from corruption.

OUR STRATEGIC PRIORITIES TO 2020



The VPSC has identified four strategic priorities over the next three years. These priorities are targeted at building a trusted public sector that achieves excellence for the Victorian community. Key activities that support the strategic priorities are outlined below.

The VPSC will also maintain an active watch on the horizon to ensure that we focus on the areas of greatest strategic impact to the sector over the life of this plan, and adapt our approach as new issues emerge.

1. Promote Workforce Reform

Victoria deserves certainty that it can access an inclusive, high-performing, flexible and engaged workforce needed to deliver for Victoria both now, and into the future.

Providing this certainty requires an efficient and consistent approach to workforce planning, management and capability. Expertise and leading human resources (HR) practice must underpin the way that the public sector manages its workforce.

VPSC will contribute to the development of a consistent, joined-up approach to strategic workforce management across the sector, including expert advice workforce planning and leading workforce policy and practices, based on authoritative data and analysis. Delivering this change will take time. Over the life of this plan, the VPSC will focus on delivering the foundations of this reform. The VPSC's longer term objective is to drive an inclusive, high-performing and engaged workforce.

Priority activities

Over the next three years, we will undertake the following activities.

1.1 Lead strategic whole of Victorian government people initiatives to assist in efficient and effective management of the workforce

Many Departments and agencies have their own people strategies. Recognising our leadership role for the broader sector, we will draw on leading HR approaches to focus on longer term issues, new trends and cross-sector issues. The VPSC will:

- Support the development of consistent HR policies in priority areas, including: recruitment, induction, secondment, flexibility, misconduct management, performance.
- Work with partners to continue mainstreaming All Roles Flex in the VPS. In particular, we will support workplaces to best manage an increasingly flexible workforce, and will scope a model for an innovative Job Sharing matching service.
- Develop a capability framework that outlines the core knowledge, skills and behaviours needed within the VPS. This will provide the basis for a high-performing, innovative and community-focused workforce. It will also ensure that leadership capabilities, such as people management, are a focus at all levels of the VPS, reflecting the importance of leadership as one of the public sector values.
- Work in partnership with DPC to grow critical capabilities for the future, including: innovation, information technology and public participation.



1.2 Provide advice on workforce planning to support government to deploy the workforce as required to meet the needs of the community

The VPSC will provide expert strategic workforce planning advice, along with tools and resources for the sector. Built on a foundation of workforce analytics and insights, we will provide advice on:

- Workforce planning methodology
- Future workforce needs across the VPS and the sector

1.3 Provide attractive and accessible employment pathways to grow the workforce the sector needs

To support the sector to attract and retain the best talent in the public sector the VPSC will:

- Embed a sector-focused marketing campaign (an Employee Value Proposition) and implement a new e-Recruitment interface (careers.vic.gov.au), to position the sector as an employer of choice.
- Attract the high potential graduates, via a refreshed Graduate Recruitment and Development Scheme (GRADS).
- Increase representation of Aboriginal graduates via the Aboriginal Pathway to the GRADS.

1.4 Provide consultancy services to support departments and agencies issues within their workforce

The VPSC's consultancy services will strive to provide support and guidance to agencies in workforce, attraction, inclusion and integrity matters. Our services will be underpinned by analytics from the whole of sector data we collect. Services will comprise:

- Online, self-service resources about common issues faced by agencies, and evidence based approaches to addressing these
- Dashboard of key results for leaders, based on VPSC's data and information, including agencies' People Matter Survey (PMS) results
- Phoneline providing a trusted source of advice. This includes advice to individuals with enquiries about the code of conduct and employment related actions
- Partnering with agencies to resolve challenges in culture and inclusion, using proven strategies and tools
- Providing better access to specialist expertise, such as former public sector employees, and organisational development and change management specialists, via a panel of providers.



2. Develop Outstanding Leadership

To meet the challenges facing Victoria, the Victorian public sector needs high performing, agile, diverse and collaborative leaders who can deliver sustainable, high-quality outcomes for Victoria now and into the future.

To do this, the sector needs to grow leadership capability across all levels of the workforce. In respect to our executives, we must hold these leaders accountable for their performance in delivering the services that the Victorian community needs. The sector must also ensure that our executives and other leaders are equipped with best practice approaches to getting the best out of their people and teams.

Over the next three years, the VPSC will embed the Victorian Leadership Academy to create lasting change. We will also strengthen the culture of performance and flexibility through providing formal executive performance standards and developing a program to support executive mobility.

Priority activities

Over the next three years, we will undertake the following activities.

2.1 Deliver the Victorian Leadership Academy to grow the capability Victoria needs

The Victorian Leadership Academy (VLA) will provide expert, consistent development assessment services for all executives across the VPS and deliver development opportunities specifically tailored to the needs of the VPS and individuals.

Robust evaluation and comprehensive data and analytics are core components of the VLA. Over the next three years, the VLA will:

- Provide expert assessment services to executives
- Deliver a dynamic and highly valued program of development opportunities

- Provide the Victorian Secretaries' Board with a line of sight over this strategic investment, including an understanding of return from investing in development.

2.2 Provide an Executive Performance Framework to support the development of a culture of accountability

The VPSC will develop and provide a new executive Performance Management Framework (PMF) for executives in the VPS. This is a part of larger reforms which aim to improve executive employment arrangements. The VPSC will:

- Work with the incoming Remuneration Tribunal to ensure that PMF materials are aligned
- Provide PMF and supplementary tools and resources on the VPSC website
- Support with HR teams to implement the PMF, as needed.

2.3 Support executive mobility to strengthen development opportunities in the VPS

The VPSC will work with our partners in the Victorian Secretaries Board to improve mobility of the executive workforce in the VPS. We will:

- Co-design a potential model for a mobility program, identifying principles for mobility and the associated system requirements
- Trial the program as a pilot, to identify lessons for improvement before launching the full program.

3. Promote a diverse and inclusive culture

We understand that a diverse public sector is best equipped to understand, value and deliver for the Victorian community. Our research tells us that a dedicated focus on diversity will deliver a more inclusive workforce. Current priorities are increasing the low representation and improving employment experiences of Aboriginal employees, those with a disability, and people from culturally and linguistically diverse backgrounds (CALD). The VPSC will address these issues via whole of government strategies.

The VPSC will also work to improve its understanding of the sector's diversity, inclusion and our culture more broadly. While we have some insight into this at present, deeper understanding will ensure that we can better equip the sector to address issues.

As we learn more, we expect additional priorities to emerge in respect to creating a workforce that is increasingly inclusive of all aspects of the Victorian community, from geographic location to experiences and skills. The VPSC will work in partnership with the sector to collectively identify and address the next diversity priorities, supported by a strong evidence-base. We will also work with the sector to develop shared approaches to improving inclusion so that the sector benefits from a more diverse workforce.

Priority activities

Over the next three years, we will undertake the following activities.

3.1 Lead the development of whole of government diversity employment strategies to improve representation and employment experiences

Improving cultural diversity

The VPSC will work with stakeholders to enhance the sector's cultural diversity. This work will focus on what the sector needs to do to improve representation, including at leadership levels, of people from CALD backgrounds. We will also consider what initiatives and programs are needed to ensure that the sector can provide career support and development opportunities.

Barring Djinang, Aboriginal Employment Strategy for the Victorian public sector 2017–2021

Barring Djinang will contribute to sustainable improvement in Aboriginal employment outcomes within the public sector, by focusing on five key areas:

- Improving attraction and recruitment
- Creating progressive career experiences
- Creating culturally safe workplaces
- Enhancing support for Aboriginal staff
- Providing central oversight and strong governance for Aboriginal employment.

Disability Employment Action Plan 2018-2022

The Action Plan is a partnership between the VPSC, the Office for Disability and other key stakeholders. The plan will provide programs and initiatives across the workforce lifecycle, including employment programs to increase representation of employees with disability across the sector.

3.2 Measure, monitor and report on performance to better understand priority areas for action

The VPSC's specialist analytics team will monitor trends in the culture, diversity and inclusivity of the sector. Monitoring combines all data sources available to the VPSC, including workforce and PMS data, enquiries and reviews of action, independent review projects, and feedback from strategic partners.

The VPSC's reporting function will provide:

- Online information resources
- Regular updates to key stakeholders, including VSB, on sector performance.



Developing the new Aboriginal Employment Strategy

In July 2017, the VPSC launched Barring Djinang, the new Aboriginal employment strategy for the public sector. Barring Djinang has a 2% Aboriginal representation target across the VPS.

As a whole, the strategy enhances attraction, recruitment, retention and career development of Aboriginal staff members across the Victorian public sector, who are currently under-represented at executive levels according to VPSC workforce data.

The strategy was delivered by the VPSC's Aboriginal Employment Unit (AEU). The AEU undertook wide consultation across the sector with Aboriginal staff, government departments and Victoria Police, Aboriginal Community Controlled Organisations and leaders in the public and private sectors.

4. Improve Public Trust

Public trust has been challenged by well-publicised integrity failures in Victoria. While such failures may be localised, they can often impact how the community sees the entire public sector.

The VPSC will take a preventative approach to these integrity failure in partnership with our stakeholders. This will include building a better understanding of the systemic issues, identifying the areas of most challenge and working with the sector to address them.

Priority activities

Over the next three years, we will undertake the following activities.

4.1 Drive a prevention approach to integrity and governance issues across the sector

The VPSC will use evidence to identify key problems and risks in the sector, and the best way to address them. We will provide advice on this to our key stakeholders, and work with them to address issues we identify collectively.

Our evidence base will include local, national and international research and data on a preventative approach to integrity issues. This will include looking at established international standards and guidance, as well as our workforce and PMS data, and the intelligence we gain from handling enquiries from the sector.

The VPSC will also develop self-service tools and other resources to support agencies to improve standards of integrity and governance. We will use these tools to support agencies to respond to integrity failures when they do occur.

4.2 Work with regional agencies and public sector boards to improve integrity and governance

We will improve our support to regional agencies and boards on integrity and governance issues. This approach will be based on addressing key issues, using the evidence base and resources described in 4.1. Working with groups of agencies on a region-by-region basis, we will deliver workshops for:

- Directors of public sector boards on integrity and governance issues, to support better capability in this area; and
- Key staff of regional agencies on integrity and governance issues, to support them to identify and actively address integrity risks.

4.3 Review and inquire into critical issues to contribute to the evidence base

As part of its broad function to provide advice, the VPSC undertakes reviews on issues at the request of the Premier or another Minister or public sector body head. Our review process is underpinned by insights from our data, consultation and analysis to identify findings and make clear recommendations for change.

Over the life of this plan, we will use the conclusions developed under 4.1 to advise our key stakeholders on the issues within particular areas or agencies of the sector that would benefit from detailed review. This approach aims to address emerging problems in a proactive and consultative way.

Where required, the VPSC's inquiry service provides specialist advice to the Premier, as outlined under the *Public Administration Act 2004*.

4.4 Induct leaders on our values and standards to support them to succeed

The VPSC will contribute to setting leaders up for success via an efficient, standard executive induction process. This will support the highest standards of behaviour at the executive level. This program will include an outline of:

- Obligations under the Code of Conduct, and the standards of behaviour required by executives; and
- Supports and services provided by the VPSC, to assist executives in the performance of these obligations.

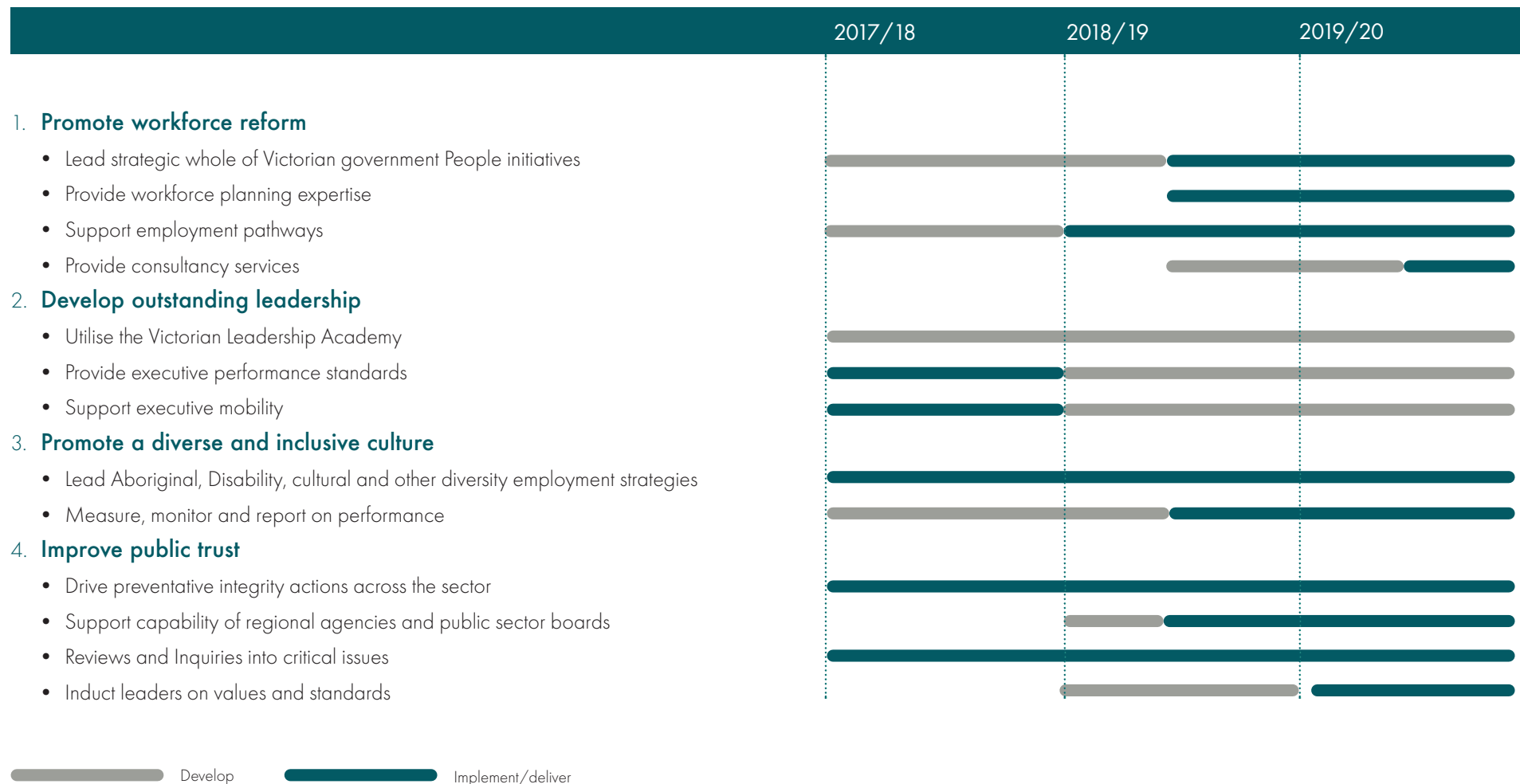
Promoting the values and employment principles

The VPSC has an important role in monitoring how well public sector organisations apply the public sector values, codes of conduct, employment principles and standards.

Anyone, including public sector employees or members of the public, can raise concerns about these matters with VPSC. The VPSC manages hundreds of these enquiries a year.

In responding to such enquiries, the VPSC can request information from public sector organisations and can make recommendations to change or introduce new processes. In some circumstances public sector employees can apply to the VPSC for a review of actions relating to employment.

OUR TIMELINE



TRACKING OUR IMPACT

Over the last year, the VPSC has been making improvements to our performance framework to better track the impact that we make. This will assist us to identify whether what we're doing is or isn't working and what we need to improve.

An important part of this framework is tracking progress in achieving the outcomes that the VPSC is supporting, in partnership with departments and agencies, to help strengthen the public sector. To track these longer term changes, the VPSC is developing outcome indicators in collaboration with key stakeholders. We will also consider appropriate measures to help track the way that the VPSC contributes to these broad outcomes.

The VPSC is also making improvements to how we monitor the effectiveness of our activities. This is partly about improving the data we collect about projects and ongoing work, as well as clarifying our internal reporting systems. Into the future, we will place greater emphasis on gathering meaningful stakeholder feedback to inform the overall view of our effectiveness.



Endnotes

1. VPSC Workforce data 2016/17
 2. Public entities with no employees include advisory boards, the majority of cemetery trusts and committees of management (Crown land).
 3. People Matter Survey 2016
 4. Australian Bureau of Statistics, Census of Population and Housing 2011
 5. Respondents with a long term disability that restricts everyday activities
 6. Australian Bureau of Statistics, Disability, Ageing and Carers 2012, Catalogue no. 4430.0 – People with a disability that represents an employment restriction
 7. Australian Bureau of Statistics, General Social Survey: summary results, Australia 2014, Catalogue no. 4159.0
 8. VPSC data: Government appointments to public sector boards, 2017
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