THE STATE OF THE PUBLIC SECTOR IN VICTORIA
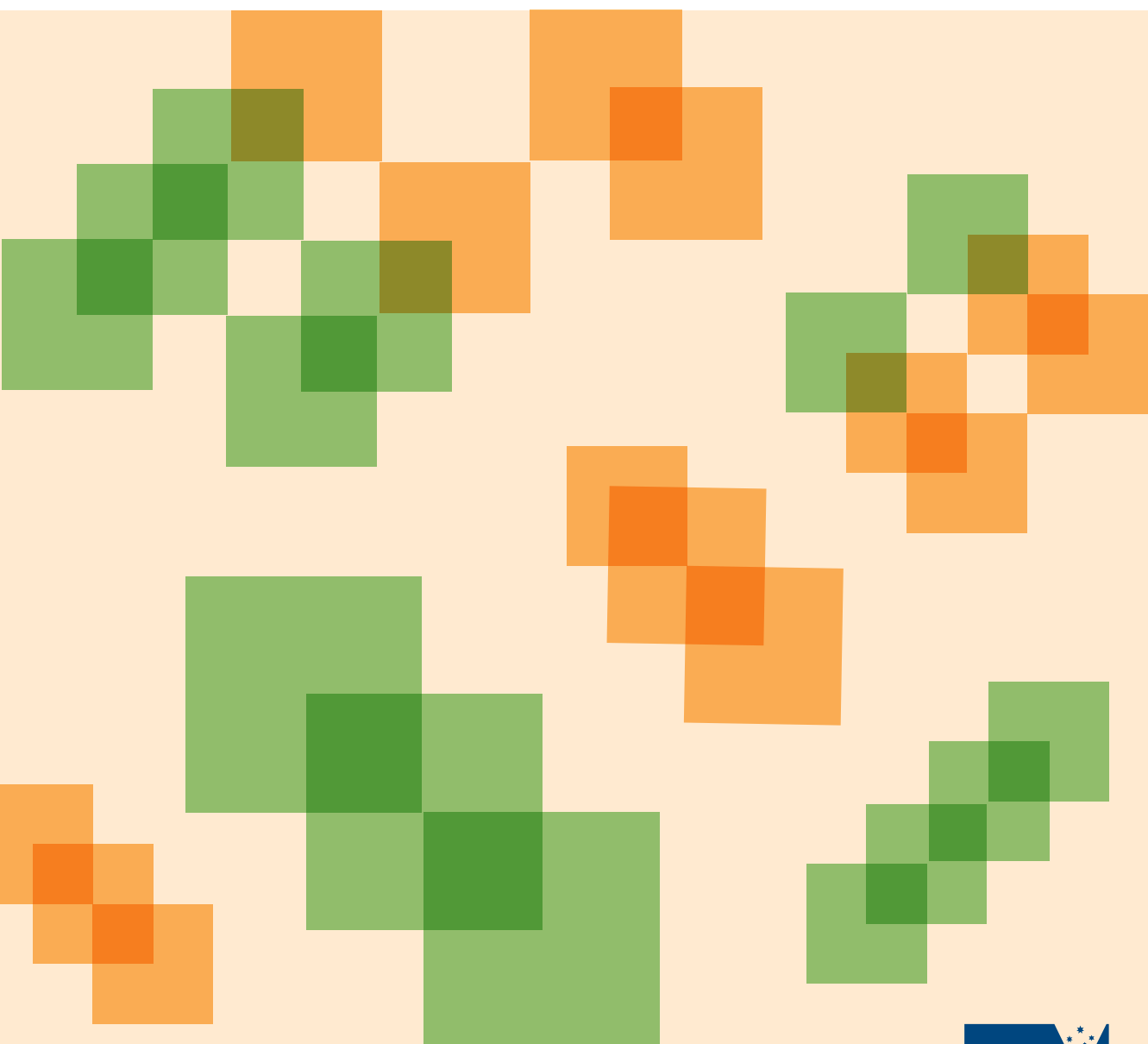
2011–12

state**services**authority

State Government
Victoria

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.

The Honourable Ted Baillieu, MP
Premier of Victoria

Dear Premier

THE STATE OF THE PUBLIC SECTOR IN VICTORIA 2011–12 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 appropriate to include in its report.

For the 2011–12 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 2012. The second is this report, *The State of the Public Sector in Victoria 2011–12*, which meets the balance of the reporting obligations.

The State of the Public Sector in Victoria 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.

The State Services Authority consulted with all departments in preparing the report. Their comments have been incorporated into the final report.
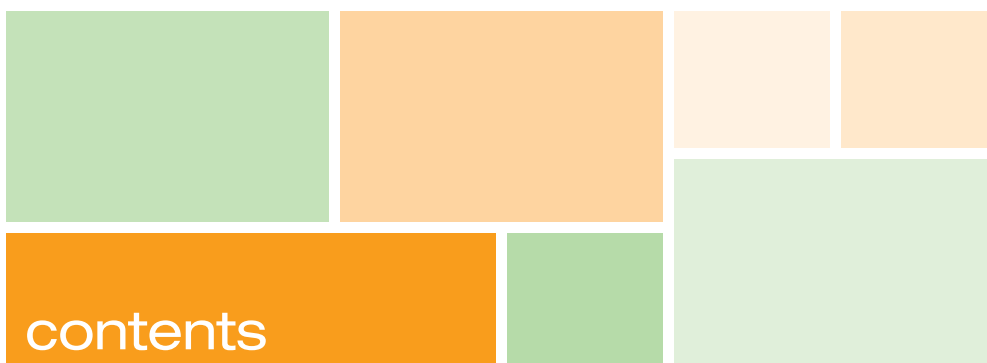
Section 74(4) of the Public Administration Act requires that you lay a copy of this report before each House of Parliament within seven sitting days after receiving it.

Thank you for your support of the Authority and its activities in 2011–12.

Yours sincerely

Bruce C Hartnett
Chair
State Services Authority

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introduction

Each year, to fulfil its responsibilities under section 74 of the *Public Administration Act 2004,* the State Services Authority (SSA) reports to the Premier 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.

This year's *State of the Public Sector in Victoria*:

- provides an overview of the functions performed by the Victorian public sector and a profile of its employees;
- explores the application of the public sector values and employment principles and the importance of culture in organisations; and
- provides more detailed profiles of executive employees and board members in the public sector, their role and duties, and initiatives to develop executive leadership.

A summary of the key findings of this year's *State of the Public Sector in Victoria* is provided in the separate report overview.

chapter 1: overview of the Victorian public sector

The Victorian public sector provides a diverse range of services to the Victorian people. The public sector funds and monitors the delivery of services provided by not-for-profit agencies, private sector organisations, and local government; regulates key industries; and supports the executive arm of government through the provision of expert policy advice, budget management and policy implementation support.

This chapter provides an overview of the range of functions performed by the public sector, its size and composition.

1.1 functions performed by the public sector

The Victorian public sector provides public services such as health, education and law and order; regulates areas such as the environment, essential services, planning and building; 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 resources, supports ministers to develop and implement policies and legislation, and facilitates relationships with service providers and investors in the not-for-profit and private sectors. Table 1 illustrates the major functions of the Victorian public sector.

Table 1: Major functions of the Victorian public sector

Function	Examples
Service delivery	• funding, providing system management to 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

Function	Examples
	• managing water storage and sewage disposal
	• funding and partnering with local government to deliver projects and services (e.g. libraries, kindergartens)
	• funding and overseeing community services for children, families, older Victorians and people with disabilities
	• developing town planning frameworks
	• funding and managing major infrastructure projects
	• promoting tourism and major sporting events
	• supporting industry development
	• providing or funding technical and scientific support for the agricultural and health industries
	• promoting innovation in key industries such as biotechnology, and information and communication technologies
Stewardship	• managing and protecting national parks, marine parks, alpine resorts, state forests, coastal foreshores, water catchments, ports and shipping channels, irrigation services, cemeteries, crematoriums and other public land
	• managing major heritage buildings, public buildings and facilities such as the Shrine of Remembrance and the State Library, as well as major cultural and sports institutions such as Melbourne and Olympic Parks, the Victorian Arts Centre and the Royal Botanic Gardens
	• protecting the State's biodiversity
Integrity	• supporting the operations of integrity agents such as the Office of the Ombudsman, the Victorian Auditor-General's Office, the Office of the Victorian Electoral Commissioner and the Office of the Victorian Privacy Commissioner
Regulatory	• regulating electricity, gas, transport and water
	• regulating gambling and liquor sales
	• providing consumer protection
	• regulating planning and building
	• regulating cultural heritage
	• undertaking regulatory reform
Judicial and quasi-judicial	• supporting dispute resolution and mediation services
	• providing administrative support for the judicial arm of government
Advisory	• providing policy advice to ministers
	• advising government on policy development
	• supporting government on policy implementation

Function	Examples
Executive government support	• providing support to the Governor of Victoria • providing support to the Premier, Cabinet and ministers • preparing legislation • collecting and administering taxation, subsidies and levies • managing the State's finances and investments

1.2 size and composition of the public sector

Victoria's public sector is made up of two key elements:

• the public service – which consists of departments, administrative offices and other bodies designated as public service employers; and

• public entities operating in the broader public sector – public entities include key service delivery agencies such as health care services, schools, Tertiary and Further Education (TAFE) institutes, police and emergency services organisations, and water and land management agencies.

The size and functional composition of the public sector is determined by the government of the day and reflects its choices for the delivery of government administration and services. As a result of these choices, from year to year, the composition of the public sector can change. In 2011–12, a significant change involved the transfer of the management of public transport services from the public service to a new public sector entity the Public Transport Development Authority (trading as Public Transport Victoria and reported under the Arts, finance, transport and other sector). The new Public Transport Development Authority comprises 374 people (or 362 FTE) transferred from the public service (from the Department of Transport) to the public sector, where they joined with staff from the Transport Ticketing Authority (an existing public sector entity) and Metlink (formerly a private sector employer).

A detailed illustration of the composition of the public service and broader public sector is provided at Table 2.

1.2.1 Victorian Public Service

The Victorian Public Service consists of departments, administrative offices and other bodies designated as public service employers. At June 2012, the public service consisted of 11 departments, nine administrative offices and 17 other bodies, including the State Services Authority. The differences between these key types of agencies are described in Figure 1 below.

Figure 1: Key types of agencies in the Victorian Public Service

- **Departments** are ministers' principal source of advice on portfolio matters and undertake the functions of government that are most appropriately kept close to ministers and the executive. They maintain an awareness of activities within their ministers' portfolios and assist their ministers to account to Parliament for the actions and performance of their department and any administrative offices or public entities in their portfolio.

- **Administrative offices** are discrete business units which, although formally related to a department, operate with a degree of autonomy. They perform public functions and implement government policy within defined boundaries, clearly defined goals or objectives.

- **Other bodies** include special bodies and other agencies designated as public service employers by specific legislative reference. Special bodies are usually integrity and quasi-judicial organisations which must exercise their core functions without ministerial intervention.

Employees in the public service deliver a wide range of services such as education, disability services and consumer advice. They coordinate and allocate funding for a range of services including health care, community services, law and order, fire prevention, land management and regional development. Public service staff also provide policy and administrative support to government and assist ministers to carry out their statutory responsibilities.

1.2.2 broader public sector

The broader public sector consists of public entities. Public entities are organisations established outside the public service that exercise a public function and are accountable to government for the exercise of these functions. They include statutory authorities and state owned enterprises. Public entities operate with varying degrees of autonomy from ministerial control.

Victorian public entities include employing entities such as health care services, schools, TAFE institutes, police and emergency services organisations, and water, land management and other bodies. At June 2012, there were 1,779 employing public entities in Victoria.

In addition to employing entities, the Victorian public sector comprises many other public entities that have no employees. These entities typically have functions specified in legislation, with boards of management generally comprised of volunteers. They include most of Victoria's cemetery trusts, committees that manage Victoria's Crown land reserves and advisory bodies. There are approximately 2,000 non-employing public entities in Victoria.

Table 2: Composition of the Victorian public sector and distribution of public sector employees – June 2012[1]

Victorian public sector	Victorian Public Service	Departments	Authorities and Offices
1,816 employers 266,575 employees (217,767 FTE)	37 employers 38,650 employees (35,394 FTE)	11 employers 32,867 employees (29,918 FTE) Department of Business and Innovation Department of Education and Early Childhood Development Department of Health Department of Human Services Department of Justice Department of Planning and Community Development Department of Premier and Cabinet Department of Primary Industries Department of Sustainability and Environment Department of Transport Department of Treasury and Finance	26 employers 5,783 employees (5,476 FTE) **Designated as administrative offices under the *Public Administration Act 2004*** 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 Office of the Victorian Government Architect Public Record Office Victoria Regional Rail Link Authority Victorian Government Solicitor's Office **Designated as public service employers by specific legislative reference** CenITex 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 Road Safety Camera Commissioner Office of the Special Investigations Monitor Office of the Victorian Electoral Commissioner Office of the Victorian Privacy Commissioner State Services Authority Victorian Auditor-General's Office Victorian Commission for Gambling and Liquor Regulation Victorian Equal Opportunity and Human Rights Commission Victorian Multicultural Commission

Victorian public entities	Category	Sub-entities
Victorian public entities 1,779 employers 227,925 employees (182,373 FTE)	**Government Schools** 1,544 employers 65,788 employees (54,868 FTE)	School councils (1,543)* Teaching service, including education support class employees (1)
	TAFE and other education 24 employers 16,401 employees (11,423 FTE)	TAFE institutes (18) Miscellaneous (6)
	Public health care 90 employers 99,792 employees (73,393 FTE)	Health care services (85) Health research and other bodies (5)
	Police and emergency services 6 employers 22,048 employees (21,281 FTE)	Ambulance Victoria Country Fire Authority Emergency Services Telecommunications Authority Metropolitan Fire and Emergency Services Board Victoria Police Victoria State Emergency Service
	Water and land management 49 employers 8,440 employees (7,940 FTE)	Alpine resorts management boards (5) Catchment management authorities (10) Water bodies (19) Land management (10) Planning (5)
	Arts, finance, transport and other 66 employers 15,456 employees (13,468 FTE)	Arts agencies (9) Cemetery trusts (5) Facilities management (8) Finance and insurance (8) Regulators (7) Sport and recreation (11) Transport (9) Miscellaneous (9)

Source: Workforce Data Collection – June 2012

* includes schools that provide education on a short-term basis to children enrolled in other schools (e.g. Austin Hospital School, Bogong Outdoor Education Centre). These schools have not been included in previous editions of *The State of the Public Sector in Victoria*.

1 A full list of employing organisations in the Victorian public sector is provided at Appendix A.

chapter 2:
the Victorian
public sector
workforce

Victoria's public sector workforce delivers a wide range of services to the Victorian public, including health, education, emergency, and water and land management services.

This chapter provides an overview of the Victorian public sector workforce as at June 2012. More detailed analysis is provided in appendices, including a list of public sector employers in Appendix A, detailed workforce profiles for each major sub-sector in Appendix B, and a summary of recruitment activity in the public service using the eRecruitment system at Appendix C.

2.1 workforce distribution

Victoria's public sector is made up of the 11 departments and 26 authorities and offices that make up the public service, 1,779 employing public entities and approximately 2,000 non-employing entities.

At June 2012, the public sector employed 266,575 staff, representing 8.7 per cent of the State's labour force.[2] Of these, 38,650 (14 per cent) were employed in the public service and 227,925 people (86 per cent) were employed by public entities. Thirty-one per cent (81,714) were employed in regional Victoria, representing 10.5 per cent of the State's regional labour force.[1]

Table 3 shows the distribution of the public sector workforce by sub-sector. It shows that the two largest sub-sectors – public health care and government schools – account for over half of the public sector workforce.

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2   Australian Bureau of Statistics, *Labour Force Status by State*, Catalogue No. 6291.0.55.001, ABS, Canberra, 2012.

Table 3: Public sector workforce by sub-sector – June 2012

Sub-Sector	Employers	Percentage of employees
Victorian Public Service	37	14%
Government schools	1,544	25%
TAFEs and other education	24	6%
Public health care	90	37%
Police and emergency services	6	8%
Water and land management	49	3%
Arts, finance, transport and other	66	6%
Total	**1,816**	**100%**

Source: Workforce Data Collection – June 2012

Note: All proportions are as a percentage of total headcount.

A further breakdown of the public sector workforce by sub-sector and employment type, and a summary of key demographic and occupational characteristics, is provided in Table 4.

Table 4: Snapshot of the Victorian public sector workforce – June 2012

Total employees (headcount)	266,575	**Regional distribution**	
Total employees (full time equivalent)	217,767	CBD	14%
Employees by sub sector		Other Melbourne metropolitan	56%
Victorian Public Service	38,650	North and West	25%
Government schools	65,788	Eastern	14%
TAFE and other education	16,401	Southern	16%
Public health care	99,792	Regional Victoria	31%
Police and emergency services	22,048	Barwon South Western	8%
Water and land management	8,440	Gippsland	5%
Arts, finance, transport and other	15,456	Grampians	6%
Employment type		Hume	6%
Ongoing	75%	Loddon Mallee	6%
Fixed term or casual	25%	**Occupational category**	
Full time / part time employment		Clerical and administrative workers	14%
Full time	58%	Community and personal service	23%
Part time	42%	Labourers and related workers	3%
Base salary*		Machinery operators and drivers	1%
<$40,000	4%	Managers	5%
$40,000–$59,999	33%	Professionals	50%
$60,000–$79,999	36%	Technicians and trades workers	3%
$80,000+	28%	**Turnover of ongoing employees**	
Gender		Separation rate	9%
Female	67%	Separation rate by age	
Male	33%	<30 years	12%
Age		30–54 years	7%
<30 years	14%	55+ years	11%
30–54 years	63%	New starters by age	
55+ years	22%	<30 years	37%
Indigenous employees		30–54 years	56%
Indigenous	0.3%	55+ years	7%
Non-Indigenous	99.7%		

Source: Workforce Data Collection – June 2012

Notes: Numbers are for active employees (headcount) unless otherwise indicated. All proportions are as a percentage of total headcount unless otherwise stated.

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

2.2 workforce profile

The following sections explore key demographic indicators for the Victorian public sector workforce in more detail.

2.2.1 qualifications

Victorian public sector employees are relatively well educated. Estimates based on employee responses to the *People Matter Survey* indicate that over 60 per cent of public sector employees have a bachelor degree or higher.[3] This is notably higher than the Victorian labour force where approximately 30 per cent have an equivalent qualification.[4]

2.2.2 occupations

Table 5 shows that most public sector staff (88 per cent) are employed in six general occupation groups.

Table 5: Public sector workforce by occupation – June 2012

Occupation	Percentage of employees
Doctors, nurses and other health care professionals	27%
Teachers and other education professionals	20%
Welfare, aides and care providers	14%
General administration and support employees	14%
Police, firefighters and ambulance officers	7%
Managers	5%

Source: Workforce Data Collection – June 2012
Note: All proportions are as a percentage of total headcount.

2.2.3 age

The age profile of the Victorian public sector workforce is notably older than the age profile of the wider Victorian labour force. Figure 2 shows that the public sector workforce has a greater proportion of employees in the 35 to 65 age group than the wider Victorian labour force and a much smaller proportion of employees in 15 to 24 age group.

One reason for the under representation of people aged under 25 in the public sector workforce is likely to be the tertiary or skill requirements for many public sector jobs, particularly in the public health care, government schools and TAFE sub-sectors.

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3   The People Matter Survey is an annual organisational culture survey that is conducted across the public sector by the SSA. Survey results are reported in Chapter 3 of this report.

4   Australian Bureau of Statistics, *Education and Training Experience*, Catalogue No. 6278.0, Australian Bureau of Statistics, Canberra, 2010.

Figure 2: Age profile of public sector workforce and Victorian labour force – June 2012
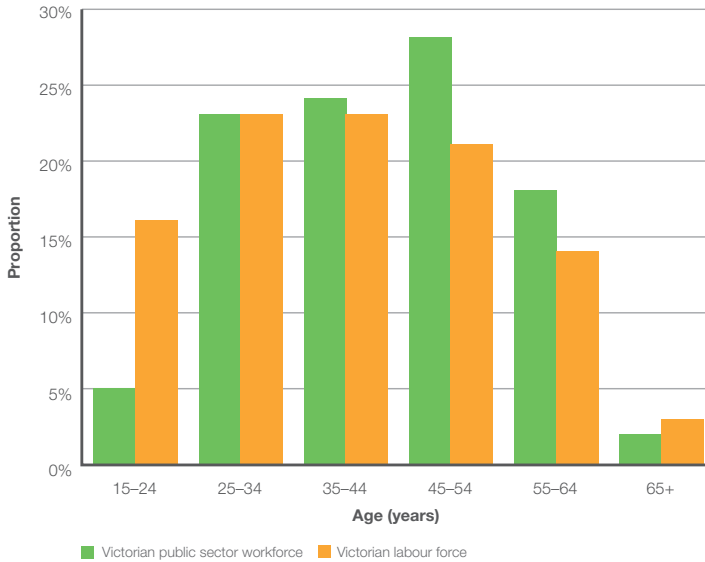
Source: Workforce Data Collection – June 2012; Australian Bureau of Statistics, *Labour Force*, *Australia*, *Detailed*, Catalogue No. 6291.0.55.001, ABS, Canberra, 2012

Note: All proportions are as a percentage of total headcount.

Figure 3 highlights how the age profile of the public sector workforce has changed over the past five years. Since 2007, the number of employees:

• aged between 25 to 34 years has grown; and

• aged 55 years and over has grown substantially.

Figure 3: Age profile of public sector workforce – 2007 and 2012
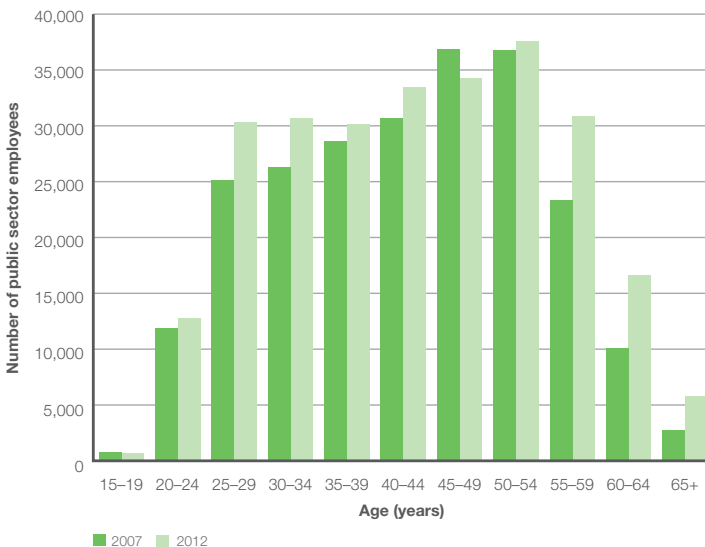
Source: Workforce Data Collection – 2007 and 2012

Note: Numbers are for active employees (headcount).

The increase in the 25 to 34 age group has primarily been in the government schools and public health care sectors as new and recent graduates are recruited to meet increased demand, and to replace older staff who have retired. The growth in the 55 years and over age group reflects the trend for employees to work longer before retiring.

Other notable variations within the age profile of the Victorian public sector are:

• the police and emergency services sub-sector has the youngest workforce, reflecting its operational requirements;

• the TAFE and other education sub-sector has the oldest workforce;

• male employees in the water and land management sub-sector are notably older than female employees (29 per cent of women were aged over 45 compared with 51 per cent of men).

2.2.4 gender

The Victorian public sector workforce is predominantly female (67 per cent). This is much higher than the proportion of women in the Victorian labour force (46 per cent), as shown by Figure 4.

Figure 4: Distribution of public sector workforce and Victorian labour force – June 2012
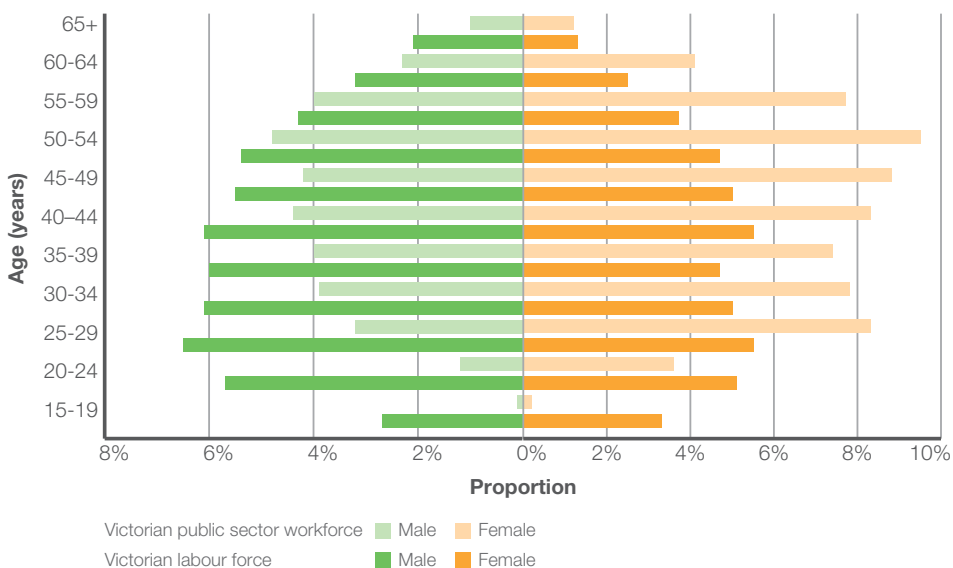
Source: Workforce Data Collection – June 2012; Australian Bureau of Statistics, *Labour Force, Australia, Detailed*, Catalogue No. 6291.0.55.001, ABS, Canberra, 2012

Note: All proportions are as a percentage of total headcount.

Figure 4 also shows that there are more women than men across all age groups in the public sector. This reflects the higher proportion of women employed in the public health care and government schools sub-sectors (79 per cent and 76 per cent respectively), and that these sub-sectors form the majority (62 per cent) of the total public sector workforce.

In recent years, there has been an increase in the number of women in sub-sectors with historically low proportions of women. For example, the proportion of women working in the police and emergency services sub-sector, increased from 23 per cent in June 2006 to 28 per cent in June 2012. Within this sub-sector, one of the largest increases has been in Ambulance Victoria, where the proportion of women has increased from 31 per cent in June 2007 to 39 per cent in June 2012.

In comparison to male employees, Figure 5 shows that there are fewer women in the highest paid roles (with salaries over $100,000) and a notably higher proportion of women in the $40,000 to $79,999 salary range.

Figure 5: Gender profile of public sector workforce by salary range – June 2012
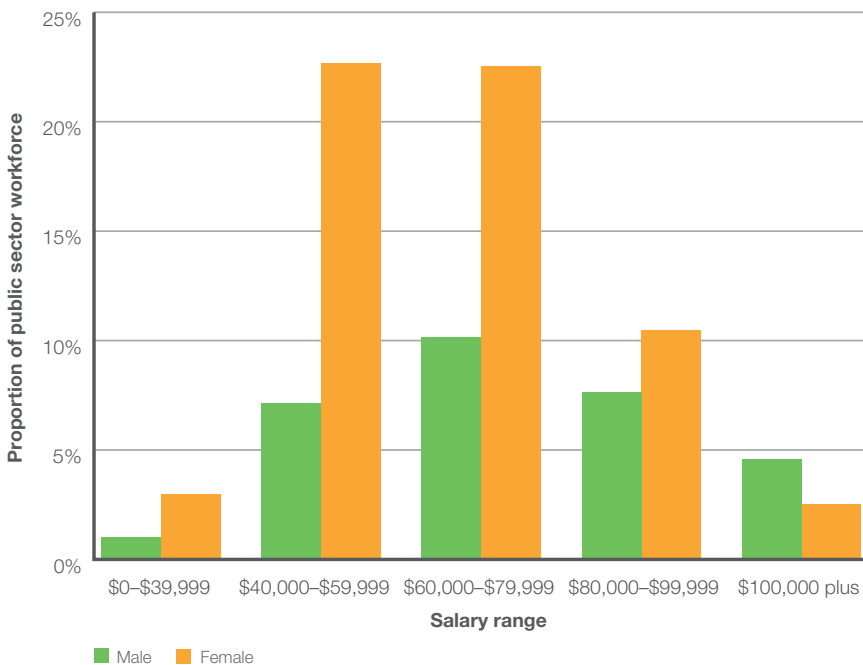
Source: Workforce Data Collection – June 2012
Note: All proportions are as a percentage of total headcount.

2.2.5 part time employment

Employees who work part time form a significant component of the public sector workforce. As at June 2012, part time employees constituted over 42 per cent of the public sector workforce. 110,700 staff worked part time; the equivalent of approximately 61,910 full time employees.

The vast majority (83 per cent) of part time employees are women. Figure 6 shows that over half of all female employees work part time. In comparison, less than one in four male employees work part time.

Figure 6: Public sector part time workforce by gender – June 2012
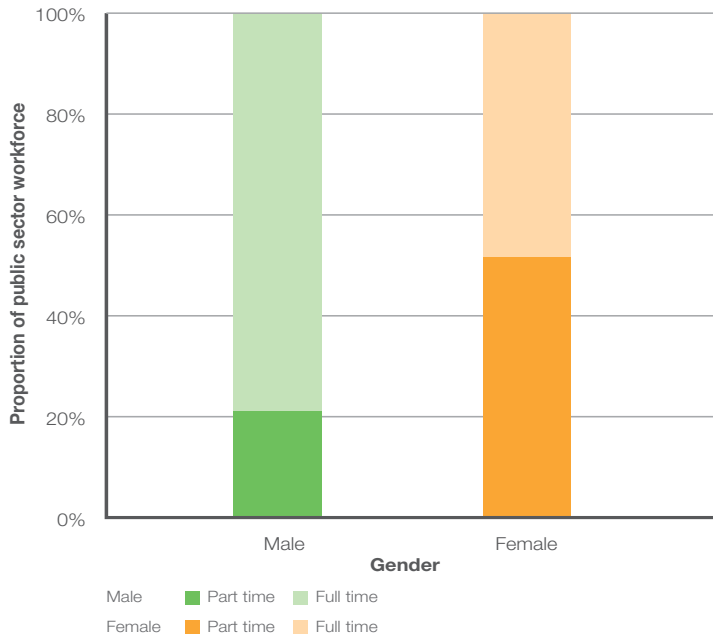
Source: Workforce Data Collection – June 2012

Note: All proportions are as a percentage of total headcount.

The two largest sub-sectors – government schools and public health care – employed the largest number of part time employees (78 per cent). The highest rates of part time employment were in the public health care (61 per cent) and TAFE and other education entities (52 per cent) sub-sectors.

Part time employment was more prevalent in rural and regional Victoria (49 per cent) than in metropolitan Melbourne (38 per cent). This was particularly notable in the public health care sub-sector, where 72 per cent of rural and regional employees worked part time, compared with 55 per cent in metropolitan Melbourne.

Figure 7 shows the proportion of employees who worked part time over the last five years by age and gender. The coloured bars show the proportion of men and women who worked part time. The white space indicates the proportion of men and women who worked full time. The period of five years was chosen to provide a larger sample, to remove any annual variations.

Figure 7: Public sector part time workforce by age and gender – 2007–2012
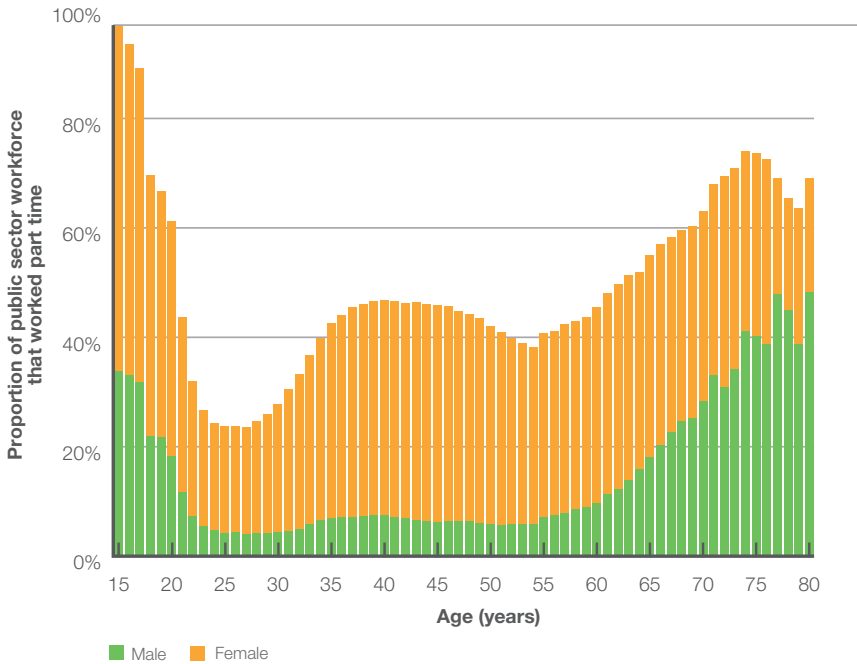
Source: Workforce Data Collection – 2007–2012

Note: All proportions are as a percentage of total headcount.

Figure 7 shows that the majority of employees aged below 21 worked part time. This is consistent with young people fitting part time work in with other commitments, such as study. It should be noted, however, that these employees represent only 0.2 per cent of the workforce.

Between 21 and 26 the proportion of employees that worked part time dropped to its lowest level (19 per cent at age 26). This is consistent with young adults generally working full time when they begin their careers.

From the age of 26, the proportion of women that worked part time rose to peak at age 43 and then gradually fell until age 54. This pattern is consistent with family formation, with women balancing work and primary care, before re-entering into full time work. In comparison, the proportion of men aged 26 to 54 that worked part time remained low and relatively stable.

From age 54 the proportion of both men and women that worked part time increased through until retirement. This is consistent with people transitioning into retirement and caring for aged parents. After age 62, the majority of employees worked part time. It should be noted, however, that these employees represent only 1.8 per cent of the workforce.

Figure 8 shows the average contracted hours worked by part time employees as a proportion of the hours normally worked by a full time employee. This shows that on average:

- male part time employees were generally contracted to work fewer hours than women; and

- part time employees in the 15–19 and 20–24 age groups, as well as male part time employees in the 65 plus age group were generally contracted to work fewer hours.

Figure 8: Average time fraction of public sector part time employees by age and gender – June 2012
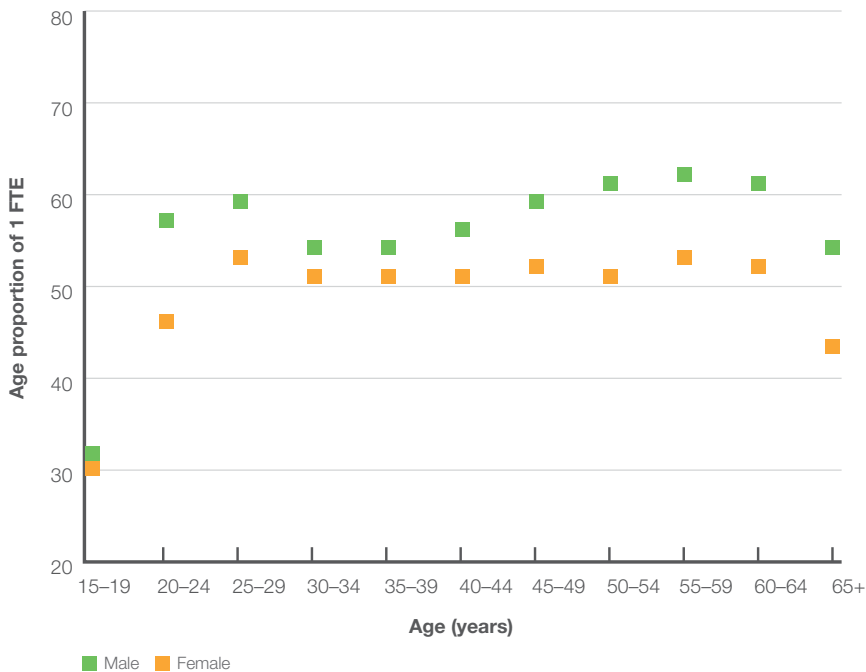
Source: Workforce Data Collection – June 2012

2.2.6 cultural and linguistic diversity

The Victorian public sector workforce is both culturally and linguistically diverse, though not as diverse as the broader Victorian population. The 2012 *People Matter Survey* found that 21 per cent of public sector employees were born overseas and 17 per cent spoke a language other than English at home. In comparison, the 2011 Australian Bureau of Statistics *Census of Population and Housing* found that 31 per cent of Victorians were born overseas and that 28 per cent spoke a language other than English at home.[5]

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5   Australian Bureau of Statistics, *2011 Census of Population and Housing*, Australian Bureau of Statistics, Canberra, 2012.

2.2.7 employees with disabilities

Four per cent of *People Matter Survey* respondents reported a long-term disability that restricts their everyday activities.

2.2.8 Indigenous employees

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.[6]

Indigenous employment levels are measured using two different methods:

• employees self-identifying when responding to the SSA's annual culture survey, the People Matter Survey – responses to the *People Matter Survey* are subject to sampling error, but have recorded Indigenous employment levels varying between 0.6 per cent and 0.8 per cent for each year since 2007; and

• since 2011, through a count of public sector staff who have identified to their employer they are Indigenous, which is then reported to the SSA in the annual workforce data collection – this collection recorded Indigenous employment levels of 0.3 per cent in both June 2011 and June 2012. This collection is likely to be subject to under reporting but has the advantage of capturing information on the employment and demographic characteristics of the Indigenous workforce.

Based on the results of the annual workforce data collection, in 2011–12, the reported number of Indigenous employees in the public sector rose by nine per cent to 822 employees, up from 757 employees in June 2011. Despite this increase, the level of Indigenous employment remained at 0.3 per cent of the public sector workforce, compared with 0.7 per cent of the Victorian population.[7] It is likely that part of the increase in 2011–12 was derived from improved reporting.

The major increases in Indigenous employment occurred in the:

• public health care sub-sector (41 per cent increase);

• government schools sub-sector (19 per cent increase); and

• arts, finance, transport and other sub-sector (18 per cent increase).

The public service continues to employ the highest number of Indigenous employees (319 people). Relatively high numbers are also found in the two largest sub-sectors – public health care and government schools – though these two sub-sectors still only employ 32 per cent of the Indigenous public sector workforce (up from 28 per cent in June 2011) compared to 62 per cent of the overall public sector workforce.

A profile of Indigenous employees is provided at Table 6.

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6   Victorian Government, *Karreeta Yirramboi: Victorian Aboriginal Public Sector Employment and Career Development Action Plan 2010–2015*, Victorian Government, Melbourne, 2010.

7   Australian Bureau of Statistics, *2011 Census of Population and Housing*, Australian Bureau of Statistics, Canberra, 2012.

Table 6: Snapshot of Indigenous public sector workforce – June 2012

Total employees (headcount)	**822**	**Regional distribution**		
Total employees (FTE)	**750**	Melbourne metropolitan	49%	
Employees by sub-sector		Regional Victoria	51%	
Victorian Public Service	319	**Occupational category**		
Government schools	163	Clerical and administrative workers	27%	
TAFE and other education	76	Community and personal service	30%	
Public health care	104	Labourers and related workers	4%	
Police and emergency services	40	Managers	7%	
Water and land management	75	Professionals	29%	
Arts, finance, transport and other	45	Technicians and trades workers	2%	
Employment type		**Separation rate of ongoing employees**	**15%**	
Ongoing	75%	**Length of service**		
Fixed term or casual	25%	<1 years	18%	
Full time / part time employment		1–<5 years	41%	
Full time	78%	5–<10 years	22%	
Part time	22%	10+ years	18%	
Base salary*		**Age**		
<$40,000	6%	<30 years	20%	
$40,000–$59,999	42%	30–55 years	69%	
$60,000–$79,999	30%	55+ years	11%	
$80,000+	22%	**Average age (years)**		
Gender		All Indigenous staff	40	
Female	59%	Women	40	
Male	41%	Men	40	

Source: Workforce Data Collection – June 2012

Notes: Numbers are for active employees (headcount) unless otherwise indicated. All proportions are as a percentage of total headcount unless otherwise stated.

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

When compared to the profile of all public sector employees:

- the Indigenous workforce is relatively young with an average age of 40 compared to an average age of 43 across the public sector;
- men constitute a higher proportion of the Indigenous workforce (41 per cent compared to 33 per cent across the public sector);
- there is a higher proportion of the Indigenous workforce employed in rural and regional Victoria (51 per cent compared to 31 per cent across the public sector);
- the proportion of the Indigenous workforce employed in ongoing roles is the same (75 per cent);

- Indigenous employees have shorter lengths of service with their current employer (only 17 per cent have over 10 years of service with their current employer compared to 34 per cent for the whole public sector workforce);

- ongoing Indigenous employees have a notably higher rate of separation (15 per cent in comparison to 9 per cent across the public sector); particularly for those aged below 30 (20 per cent in comparison to 12 per cent across the public sector); and

- the average salary of the Indigenous workforce is lower than the average salary across the public sector, reflecting the high proportion that are employed in lower paid clerical and community and personal service roles.

2.3 employment growth

Employment growth in the public sector has continued to slow. In 2011–12, Full Time Equivalent (FTE) employment grew by 0.6 per cent (1,296 FTE), compared to 1.9 per cent in 2010–11 and an average growth of 3 per cent per year for the ten years to June 2010. At the same time, the number of employees grew by 1 per cent (2,601 employees).[8]

The small growth in employment was made up of a 3.1 per cent increase in the number of part time employees and a contraction in the number of full time employees (-0.4 per cent).

The growth in part time employment continues to be accompanied by a small but steady increase in the hours worked by part time staff. This is indicated by the growth in part time employment in FTE terms (3.4 per cent) outpacing the growth in the number of part time employees (3.1 per cent).

As Table 7 shows, the growth in the sector was varied, with:

- moderate growth in the public health care, and police and emergency services sub-sectors;

- minor growth in the government schools; arts, finance, transport and other; and water and land management sub-sectors; and

- contraction within the Victorian Public Service and TAFE sub-sector.

The contraction within the Victorian Public Service included: the transfer of 374 public transport staff to the Arts, finance, transport and other sector (that is, to Public Transport Victoria) and the implementation of the government's initiative to reduce the number of positions in administrative and back office roles achieved through natural attrition, a freeze on recruitment, the lapsing of fixed term contracts and voluntary departure packages. The reduction in recruitment activity is discussed further in Appendix C.

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8 Full Time Equivalent measures the level of effort employed by an organisation. It measures the number of full time employees that would be required to deliver the total number of hours the employees are actually employed to work. This enables comparison across organisations that may have different rates of part time and full time employment. In contrast, the total number of employees is simply the actual number of staff employed by the organisation, regardless of whether they work part time or full time.

Table 7: Public sector employment growth – 2011–2012

Sector	Number of employees		Change 2011–2012	
	June 2011	June 2012	Number	Percentage
Full Time Equivalent (FTE)				
Victorian Public Service	36,863	35,394	−1,468	−4.0%
Government schools	54,463	54,868	406	0.7%
TAFEs and other education	11,875	11,423	−451	−3.8%
Public health care	72,068	73,392	1,324	1.8%
Police and emergency services	20,253	21,281	1,028	5.1%
Water and land management	7,871	7,940	69	0.9%
Arts, finance, transport and other	13,080	13,468	389	3.0%
Total FTE	**216,471**	**217,767**	**1,296**	**0.6%**
Headcount				
Victorian Public Service*	40,100	38,650	−1,450	-3.6%
Government schools	65,155	65,788	633	1.0%
TAFEs and other education	17,111	16,401	−726	−4.1%
Public health care	97,103	99,792	2,689	2.8%
Police and emergency services**	21,227	22,048	821	3.9%
Water and land management**	8,420	8,440	20	0.2%
Arts, finance, transport and other	14,858	15,456	598	4.0%
Total headcount	**263,974**	**266,575**	**2,601**	**1.0%**

Notes:

Due to ongoing improvements in data quality, there are small variations between the number of employees reported this year and in previous State of the Public Sector in Victoria reports.

* The FTE for the Victorian Public Service has fallen more than the headcount due to an increase in the number of employees that work part time.

** The FTE for the police and emergency services, and water and land management sub-sectors has increased more than the headcount due to an increase in the number of hours worked by part time employees.

chapter 3: application of the public sector values and employment principles
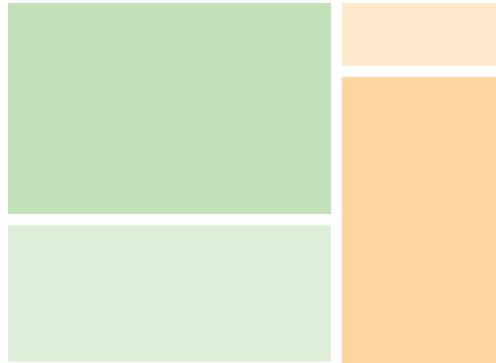
The culture of an organisation shapes the decisions and behaviours of employees and, through its influence on employee behaviour, can help drive performance. The public sector values and employment principles form a critical starting point for organisational culture across the public sector.

This chapter explores the importance of culture in organisations and provides an overview of the key findings of the *People Matter Survey*, an annual measure of the application of the public sector values and employment principles in public sector organisations.

3.1 the importance of culture in organisations

The culture of an organisation reflects 'the way we work around here'. It defines what is considered acceptable – and what is not – based on people's shared norms, values, beliefs and assumptions. An organisation's culture shapes the decisions and behaviour of its employees (often more so than written policies, procedures and programs).[9] Through its influence on employee behaviour, culture can also drive the performance of an organisation.

When embedded within an organisation, the public sector values and employment principles help foster the type of culture that is integral to sustaining an effective and harmonious public sector workplace, and meeting the high standards the community expects of public sector organisations. Hence, culture not only influences an organisation's performance, but also how the organisation achieves its performance.

3.1.1 link between organisational culture and performance

There is wide-ranging evidence that optimising an organisation's culture contributes to improved performance. Discussions with senior Victorian public sector leaders and managers confirm that, in their experience, a values-based culture supports a wide range of benefits including:

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9   T. Tyler, J. Dienhart, T. Thomas, 'The Ethical Commitment to Compliance: Building Value-Based Cultures', *California Management Review*, Vol. 50(2), 2008.

- improved service delivery;

- enhanced ability to manage in ambiguous situations;

- greater capacity to manage risk;

- protection of the public sector's reputation in the community; and

- aiding the attraction and retention of staff.[10]

Quantitative evidence also supports the link between organisational culture and performance. Within the health sector, a growing body of research indicates a positive link between an organisation's culture and performance, as shown through measures such as patient satisfaction, staff wellbeing and hospital performance. In these instances, engaging leadership plays a critical role in facilitating the development of an appropriate organisational culture.[11]

Similar links have also been found within other areas of the public sector such as education and police. For example, organisational culture has been found to influence the wellbeing of police officers and impact on the prevalence of withdrawal behaviours such as absenteeism and compensation claims.[12]

3.2 Results from 2012 People Matter Survey

Section 7 of the *Public Administration Act 2004* requires public sector body heads to promote the public sector values and establish employment processes to support the achievement of the 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.

Under section 74 of the Public Administration Act, the SSA is required to report annually to the Premier on the application of and adherence to the public sector values and employment principles. The People Matter Survey is an annual organisational culture survey undertaken by the SSA. The survey measures 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.[13] Most major employing organisations in the public sector take part over the two-yearly cycle: around 120–150 of the approximately 250 major employers (those with more than 10 employees) participate each year.

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10 State Services Authority, *The Values Report*, State Services Authority, Melbourne, 2008.

11 See, for example, State Services Authority and Victorian Managed Insurance 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.

12 P. M. Hart and P. Cotton, 'Conventional Wisdom in Often Misleading: Police Stress Within an Organisational Health Framework' in M. F. Dollard, A. H. Winefield and H. R. Winefield (eds), *Occupational Stress in the Service Professions*, Taylor & Francis, Londong, 2002.

13 Government schools participated in the survey each year from 2004 to 2010 but did not participate in 2011 or 2012.

Once collected, the survey data is analysed and used for a number of different purposes:

- to provide participating organisations, through a suite of reports, with key information regarding their organisational culture, areas of strength and areas where their employees have identified a need for improvement;
- 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 topical reports about major trends and issues that emerge from the survey as well as detailed research using this rich data source, in combination with other data sources.

3.2.1 participation and response

In 2012, 25,572 employees from 156 organisations participated in the People Matter Survey, representing an average response rate of 31 per cent.

Organisations not subject to the Public Administration Act (22 organisations in 2012 including stand-alone community health services) and organisations with response rates of less than 10 per cent (six organisations in 2012[14]) have been excluded from this report. Consequently, this report details the findings from the responses of 23,816 employees from 128 public sector organisations. A list of participating organisations can be found in Appendix A.

Participation: 2004–2012

In 2012, a total of 75,152 public sector employees in 128 public sector organisations were invited to participate in the survey. As Figure 9 shows, the number of people participating has increased substantially over the last 7 years, from 13,834 in 2005 to 23,816 in 2012. In 2012, for the first time, responses from sworn police officers are included in this report. Since 2010 government schools have not participated in the survey.

Figure 9: Number of respondents – 2005–2012
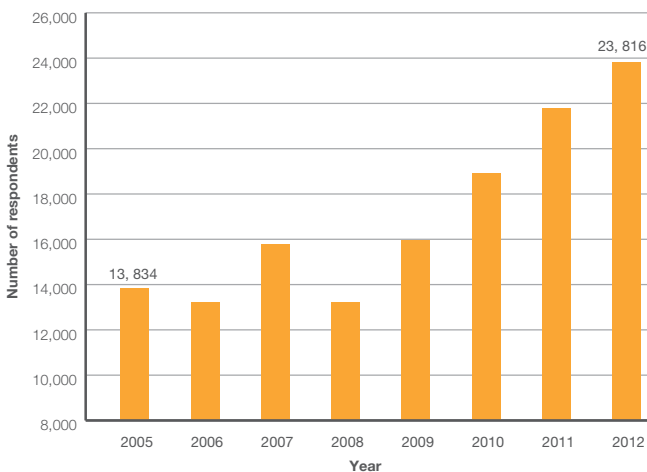
Source: *People Matter Survey* – 2005–2012

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14 The reliability of results is compromised by low response rates. Organisations not reaching the minimum threshold 10 per cent response rate are contacted directly by the SSA to encourage their continued commitment to the survey and to offer some ideas and assistance in improving response rates in the future.

Along with an increase in the number of respondents, Figure 10 shows that the overall response rate has risen steadily, from 27 per cent in 2005 to 32 per cent in 2012.

Figure 10: Response rate – 2005–2012
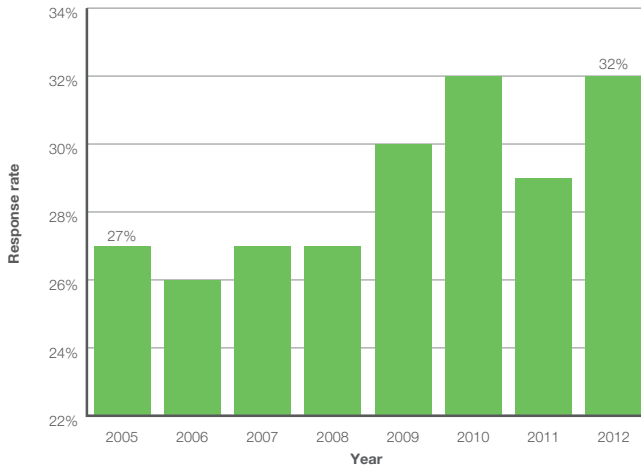
Source: *People Matter Survey* – 2005–2012

3.2.2 key findings

This section provides an overview of the key results from the 2012 *People Matter Survey*. More detailed analysis, including a description of the public sector values and employment principles and question by question results are provided at Appendix D.

Public sector values

The 2012 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 that their interaction with the community is characterised by a high level of respect, and promotion and support of individuals' human rights. The survey also indicated that respondents believe that their organisation provides high quality services and is highly responsive to the needs of the Victorian public. These results are shown in Table 8.

Table 8: Employee agreement that public sector values are applied within their organisation

Summary measures	Average % agreement
Human rights	92%
Responsiveness	90%
Impartiality	85%
Integrity	85%
Respect	77%
Accountability	75%
Leadership	68%

Source: *People Matter Survey* – 2012

Note: Average percentage agreement measures average responses for each of the values, principles, workplace wellbeing and commitment sections of the survey. For example, 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.

Figure 11 compares results for the application of the public sector values over time. It shows that the application of the values of 'responsiveness' and 'human rights' have always rated as the highest performing public sector values. Employee perceptions of the role of managers in actively implementing, promoting and supporting the values ('leadership') have always scored the lowest results. Figure 11 also shows that employee perceptions of the extent to which the public sector values were applied have remained constant since 2007, with a slight peak in 2009. The high figures in 2009 may be explained by employees overall satisfaction with their level of job security at a time of significant insecurity, in the midst of the global financial crisis.

Figure 11: Public sector values – average percentage agreement 2005–2012

Notes: Government schools have been excluded from this series as they have not participated in the People Matter Survey since 2010 and the inclusion of their responses affects the ability to compare results from 2011 and 2012 to previous years.

Average percentage agreement measures aggregated responses for each of the values, principles, workplace wellbeing and commitment sections of the survey. For example, 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.

Further detail on the application of the public sector values is provided at Appendix D, section d.1 and d.4.

Employment principles

The 2012 survey shows that 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 9).

Table 9: Employee agreement that public sector employment principles are applied within their organisation

Summary measures	Average % agreement
Equal employment opportunity	92%
Human rights	86%
Merit	78%
Fair and reasonable treatment	77%
Career public service*	74%
Avenues of redress	71%

Source: People Matter Survey – 2012

Note: Average percentage agreement measures aggregated responses for each of the values, principles, workplace wellbeing and commitment sections of the survey. For example, 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.

* Applies only to Victorian Public Service respondents.

Figure 12 compares results for the application of the public sector employment principles over time. It shows 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 tended to score the lowest results.

Figure 12 also shows that employee perceptions of the extent to which the public sector employment principles were applied have remained relatively constant since 2007, with a slight peak in 2009. The high figures in 2009 may be explained by employees overall satisfaction with their level of job security at a time of significant insecurity, in the midst of the global financial crisis.

Figure 12: Employment principles – average percentage agreement 2005–2012
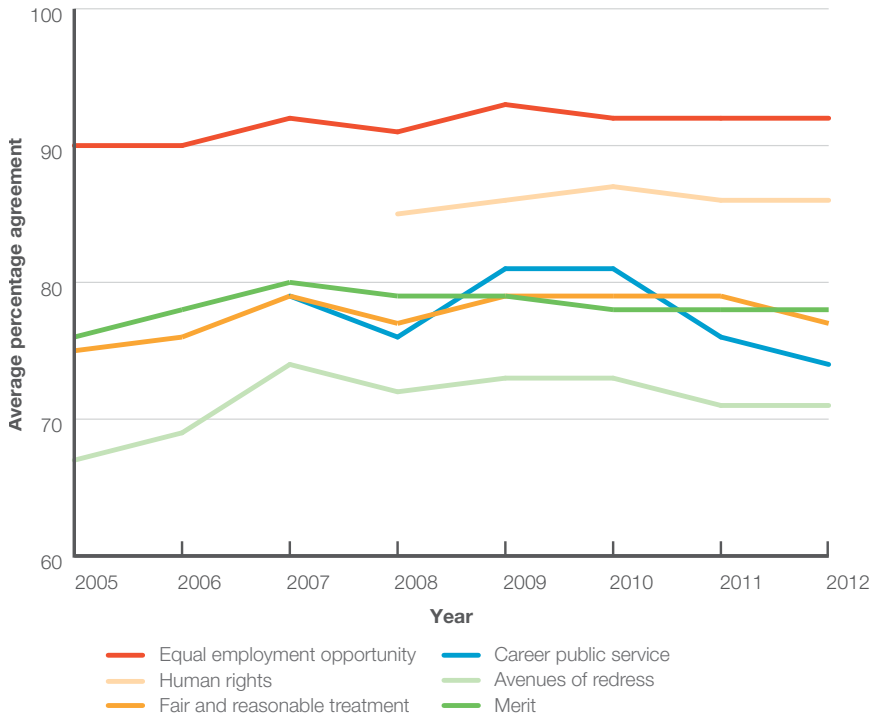
Source: *People Matter Survey* – 2005–2012

Notes: Government schools have been excluded from this series as they have not participated in the People Matter Survey since 2010 and the inclusion of their responses affects the ability to compare results from 2011 and 2012 to previous years.

Average percentage agreement measures aggregated responses for each of the values, principles, workplace wellbeing and commitment sections of the survey. For example, 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.

Further detail on the application of the public sector employment principles is provided at Appendix D, sections d.2 and d.4.

Employer of choice and public sector pride

The survey includes a series of questions which measure respondents' belief that their employer is an employer of choice and that a career in the public sector is a good career choice. Table 10 shows the results from the 2012 survey for these measures.

Table 10: Employee agreement to their organisation being an employer of choice and their pride in being employed in the sector

Survey question	% agreement
Employer of choice	
Working for my organisation makes me proud	87%
Working for my organisation is a good career choice	83%
I view my organisation as an employer of choice	81%
Public sector pride*	
I am proud to work in the Victorian public sector	87%
Working in the Victorian public sector is a good career choice	84%
I view the Victorian public sector as an employer of choice	81%
I would recommend a career in the Victorian public sector to my friends	79%

Source: *People Matter Survey* – 2012

Notes: 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 sub-sectors. For example, in the public health care sub-sector the first question in the survey read 'I am proud to work in the Victorian public healthcare system' and for the TAFE sub-sector the question read 'I am proud to work in the Victorian TAFE sector'.

These results indicate that employees view their workplaces positively, which has positive implications for attraction and retention of employees.

Workplace wellbeing

A large majority of respondents feel very positive about their working environments. Most feel that they are well supported (94 per cent), can work to their potential (77 per cent) and that there is a good team spirit (81 per cent). Change management remains a weak spot in this otherwise positive picture with only 55 per cent of respondents indicating that their organisations handle change well.

Levels of commitment remain relatively stable with 24 per cent of respondents actively looking for alternative employment, 37 per cent thinking about leaving their organisation and 28 per cent of respondents often thinking about leaving the sector.

Job satisfaction

Three distinct aspects of job satisfaction are 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 overall job satisfaction. This identified that 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 (73 per cent of respondents). Opportunities for career development, work–life balance and relationship with their managers were also important contributors to job satisfaction. The majority of respondents reported that they were satisfied with their working environments (69 per cent), work–life balance (61 per cent) and relationship with members of their workgroup (82 per cent).

Between 2011 and 2012 there was a reduction in the percentage of employees who identified that they were satisfied with job security (73 per cent compared to 66 per cent, respectively) and fair pay (51 per cent to 46 per cent, respectively). This result is not surprising, given the significant industrial action over the past year including action across the health, police and TAFE sub-sectors, and the public service.

Only 51 per cent of respondents reported that they were satisfied with the level of feedback they receive. As described in the following section on feedback on performance, both formal and informal feedback are important contributors to employee satisfaction.

Feedback on performance

The survey gathers information about the extent to which employees receive either formal or informal feedback on their performance. Provision of both formal and informal feedback is believed to be a good proxy for effective communication between managers and their staff.[15]

Table 11 shows that the majority of employees received both formal and informal feedback. However, 11 per cent of respondents received only formal feedback and 17 per cent received no feedback at all.

Table 11: Type of feedback received

Type of feedback received	% of respondents
Formal only	11%
Informal only	16%
Both formal and informal	56%
Neither formal nor informal	17%
Total	**100%**

Source: *People Matter Survey* – 2012

To explore the relationship between the extent to which respondents receive feedback and their overall satisfaction, Figures 13 to 16 compare the responses of the four different groups of respondents presented in Table 11 to their responses to questions relating to the following indicators:

• fair and reasonable treatment;
• job satisfaction;
• employer brand strength; and
• intention to leave.

This analysis shows 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 no feedback at all. 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. The provision of informal feedback appears to make the most significant difference to employee satisfaction. Those who receive formal feedback only were often less satisfied than those who receive no feedback at all.

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15 State Services Authority, *Feedback Matters: Effective Communication is Essential*, State Services Authority, Melbourne, 2011.

Figure 13: Aspects of fair and reasonable treatment by type of feedback received
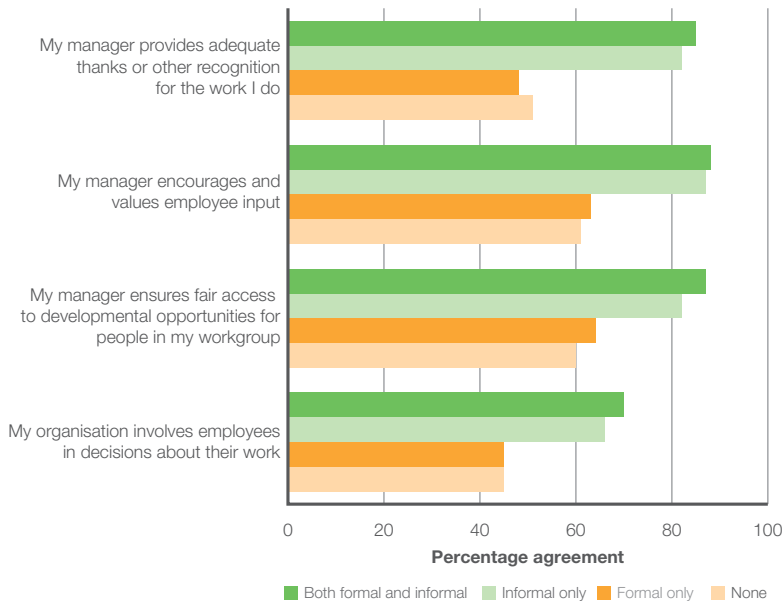
Both formal and informal   **Informal only**   **Formal only**   **None**

Source: *People Matter Survey* – 2012

Note: Percentage agreement is the sum of 'agree' plus 'strongly agree' responses as a percentage of total responses excluding 'don't know' responses.

Figure 14: Aspects of job satisfaction by type of feedback received

Both formal and informal   **Informal only**   **Formal only**   **None**

Source: *People Matter Survey* – 2012

Note: Percentage agreement is the sum of 'agree' plus 'strongly agree' responses as a percentage of total responses excluding 'don't know' responses.

Figure 15: Perceptions of employer brand strength by type of feedback received
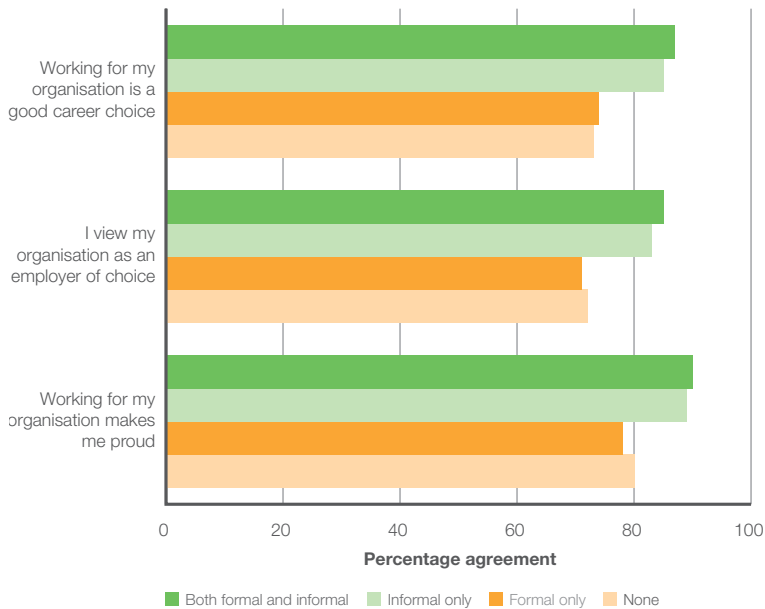
X-axis: Percentage agreement

Categories (top to bottom):
- Working for my organisation is a good career choice
- I view my organisation as an employer of choice
- Working for my organisation makes me proud

Legend: Both formal and informal | Informal only | Formal only | None

Source: *People Matter Survey* – 2012

Note: Percentage agreement is the sum of 'agree' plus 'strongly agree' responses as a percentage of total responses excluding 'don't know' responses.

Figure 16: Intention to leave by type of feedback received
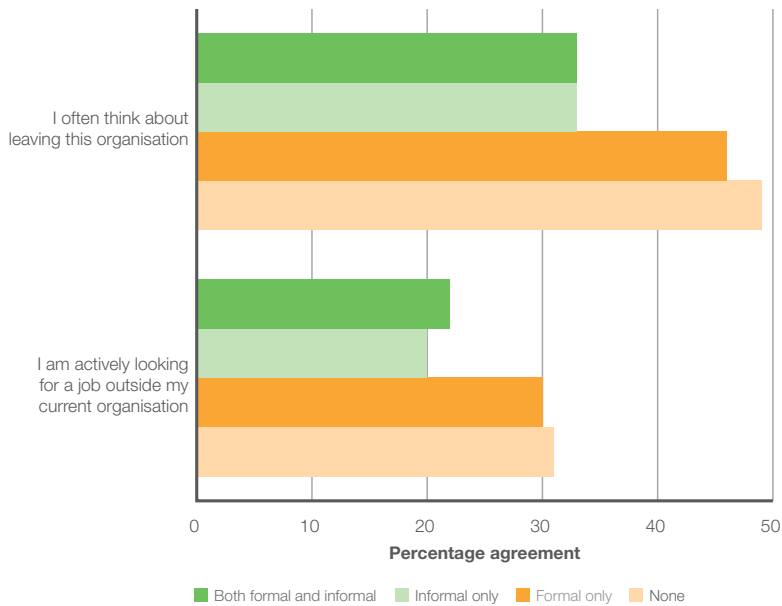
X-axis: Percentage agreement

Categories (top to bottom):
- I often think about leaving this organisation
- I am actively looking for a job outside my current organisation

Legend: Both formal and informal | Informal only | Formal only | None

Source: *People Matter Survey* – 2012

Note: Percentage agreement is the sum of 'agree' plus 'strongly agree' responses as a percentage of total responses excluding 'don't know' responses

3.2.3 patient safety in public health care

In 2010, the Victorian Quality Council (VQC) and the Victorian Managed Insurance Authority (VMIA) sponsored a pilot project in six public health services that aimed to provide information on the benefits and feasibility of undertaking a state-wide patient safety climate survey (PSCS).

The evaluation identified that the PSCS (75 questions plus demographics) was a viable means of measuring staff perceptions and experiences of patient safety across Victorian health services. However, the low response rate to the survey (16 per cent) rendered benchmarking analysis impossible. An increased survey response rate was deemed critical to the success of a state-wide survey.

In light of the pilot project evaluation findings, the VQC endorsed the development of a partnership between the SSA, the VMIA, the VQC and the Department of Health, to develop a strategy to include patient safety questions in the *People Matter Survey.* This approach was deemed more sustainable because of the poor response rate, which may have reflected survey fatigue, the expense of undertaking a PSCS on a recurring basis and because many of the questions in the PSCS were duplicated in the *People Matter Survey.*

A set of eight questions on employee perceptions of patient safety was introduced to the *People Matter Survey* in 2012 for staff in the public health care sub-sector.

Table 12 shows that public health care employees provided highly positive answers to each of the eight questions. Nine out of ten respondents indicated that they were encouraged by colleagues to report safety concerns, that any care errors that occurred were handled appropriately, and that managers acted upon their suggestions and drove them to be a safety-centred organisation. Eighty seven per cent of respondents indicated that they would recommend a friend or relative to be treated as a patient in their organisation. The lowest results refer to perceptions of the organisations staff training programs and the supervision of trainees.

Table 12: Employee perceptions of patient safety in their organisation

Survey question	% agreement
I am encouraged by my colleagues to report any patient safety concerns I may have	95%
Patient care errors are handled appropriately in my work area	92%
My suggestions about patient safety would be acted upon if I expressed them to my manager	90%
Management is driving us to be a safety-centred organisation	90%
I would recommend a friend or relative to be treated as a patient here	87%
The culture in my work area makes it easy to learn from the errors of others	85%
Trainees in my discipline are adequately supervised	81%
This health service does a good job of training new and existing staff	78%

Source: *People Matter Survey* – 2012

Note: Percentage agreement is the sum of 'agree' plus 'strongly agree' responses as a percentage of total responses excluding 'don't know' responses.

Figure 17 presents the spread of organisational results for the eight patient safety questions (combined). Organisations have been split according to geographical location and size into metropolitan, regional, rural and small rural health care providers.

Figure 17 shows that almost all public health care providers, regardless of their geographic location, achieved average percentage agreement scores on patient safety above 80 per cent. It also shows that employees in rural health services, particularly those working for small rural health services, on average, had more positive perceptions of patient safety in their organisation than employees in regional or metropolitan health services. However, the range of values was also greater for rural services, indicating large variation between organisations in those groups.

Further detail on responses across the public health care sub-sector for each of the eight patient safety questions can be found in Appendix D, section d.5.

Figure 17: Distribution of public health care sector results for patient safety questions

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. 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 patient safety. The larger the box and whiskers are, the greater the variation in responses between organisations.

Source: *People Matter Survey* – 2012

Note: Average percentage agreement measures average responses for each of the patient safety questions. The 'percentage agreement' is the sum of 'agree' plus 'strongly agree' responses as a percentage of total responses, excluding 'don't know'

3.2.4 opportunities for improvement

While many of the survey results for 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.

Whilst public sector managers should read, understand and respond to their own organisation's results from the *People Matter Survey*, the following provides a few ideas based on survey responses at the whole of sector level.

As outlined in Appendix D, the survey results indicate comparatively low levels of awareness of the processes for reporting improper conduct and protections for whistleblowers (80 per cent and 56 per cent respectively). Public sector managers should focus on improving employees' confidence in reporting improper conduct, given that 27 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 Charter of Human Rights and Responsibilities, the survey indicates a relatively high level of 'don't know' responses (between 4 and 13 per cent). This indicates that public sector managers 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 (38 per cent) of employees were either unsure, or believed that they would suffer negative consequences if they lodged a grievance. Public sector managers should work to improve understanding and confidence amongst their employees in their dispute resolution processes.

As outlined in the section on feedback on performance, 28 per cent of employees reported receiving either no feedback at all or only formal feedback 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, in time, may improve organisational performance.

The SSA has produced a range of resources to help organisations to improve and create a better work environment. These are available from the SSA's website (www.ssa.vic.gov.au). Some of the resources are:

• *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.*

3.3 conclusion

There is growing evidence that a values-based culture helps drive the type of ethical and effective organisation that the community expects of its public sector. Wide-ranging empirical evidence reinforces the idea that inconsistent application of organisational values can lead to an unhealthy or misaligned culture, which can undermine the wellbeing of an organisation's employees, reduce its effectiveness, and damage its reputation in the community.

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 and employment principles. 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 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 awareness of the Victorian Charter of Human Rights and Responsibilities amongst 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 underscore the importance of active participation by public sector organisations in the People Matter Survey as a means by which employee perceptions can be monitored and continuous improvement attained.

chapter 4: executive employment in the public sector

Executives are the key leadership group in the Victorian public sector. As senior managers, they are responsible for delivering on the government's objectives for their organisations. Executives typically direct the operations under their responsibility: managing people, setting objectives, determining priorities, assessing and responding to risks, and aligning the performance of specific tasks to the overall strategic objectives of the organisation.

In the Victorian Public Service, executives are employed pursuant to the *Public Administration Act 2004* and are subject to government employment and remuneration policies. In the broader public sector, executives are generally subject to employment and remuneration policies established by government and managed by the Government Sector Executive Remuneration Panel (GSERP).

This chapter provides a profile of executive employees across the public service and broader public sector using key metrics such as gender and age. It also outlines the purpose of leadership programs, and provides a summary of the leadership development work undertaken by the Victorian Leadership Development Centre (VLDC). Finally, this chapter provides an overview of the distribution and remuneration of executives across both the public service and public entities in the broader public sector.

4.1 profile of executive employees

Consistent with their role as senior leaders of the public sector workforce, executives form a relatively small group, comprising just 0.7 per cent of the workforce at June 2012. Slightly more men were executives than women. Unsurprisingly, executives were older than the general workforce and much less likely to work part time, but they were more likely to have shorter service with their current employer.

At June 2012, there were 1,942 people employed as executives across the public sector: 631 were employed in the public service and 1,311 were employed in public entities. Women made up 40 per cent of public service executives and 32 per cent of executives employed in public entities. This is significantly higher than the eight per cent of executive key management positions in ASX 200 companies that are held by women.[16]

The age profile of public service and public entity executives was very similar. At June 2012, the average age of both public service and public entity executives was 50 years compared to 43 years for the workforce generally. However (as illustrated in Table 13), while the distribution of public service executives across the age cohorts from 40 to 60 years of age was relatively even, public entity executives were more likely to fall into the 55 to 60 and 60 years and over age cohorts.

The proportion of executives begins to diminish from the age of 60. This suggests that 60 years of age is a trigger for executives to retire, or shift to a non-executive role.

Table 13: Age profile of public service and public entity executives – June 2012

	Age (years)					
	Under 40	40–44	45–49	50–54	55–59	60+
Public service	10%	19%	19%	21%	20%	10%
Public entities	10%	16%	17%	21%	22%	14%

Source: Executive Data Collection – June 2012

Note: All proportions are as a percentage of total headcount.

Female executives were more likely to be younger than their male colleagues. On average, women were slightly younger than men (49 years compared to 50 years). This is reflected in the age profile of female executives compared to males illustrated in Figures 18 and 19 which show the distribution of male and female executives by age for the public service and public entities. In both cases women were more likely than men to fall into the younger age cohorts.

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16 Equal Opportunity for Women in the Workplace Agency, *2010 Australian Census of Women in Leadership*, Equal Opportunity for Women in the Workplace Agency, North Sydney, 2010, p. 8.

Figure 18: Age and gender profile of public service executives – June 2012
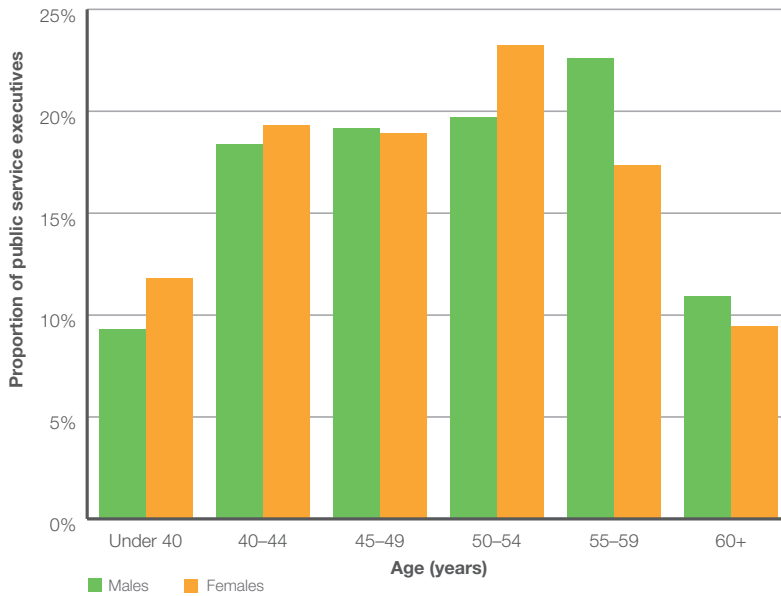
Source: Executive Data Collection – June 2012

Note: All proportions are as a percentage of total headcount.

Figure 19: Age and gender profile of public entity executives – June 2012
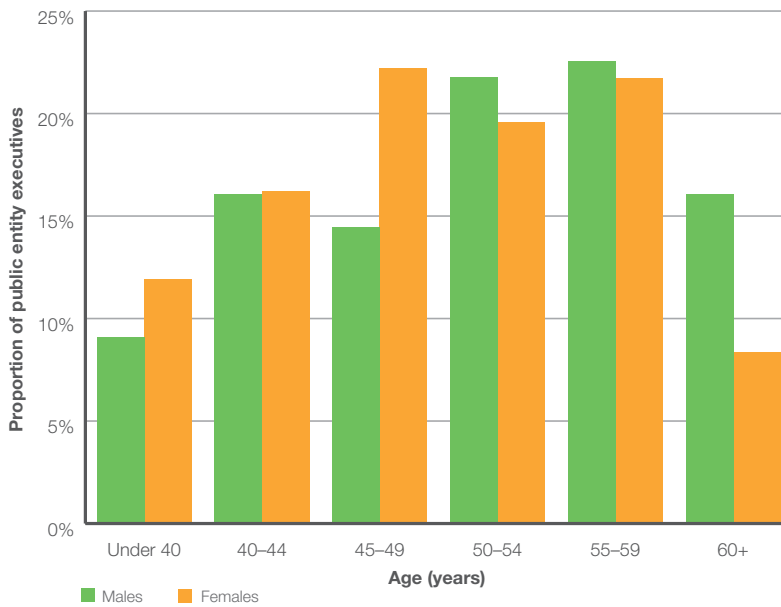
Source: Executive Data Collection – June 2012

Note: All proportions are as a percentage of total headcount.

Patterns for length of service with their current employer were relatively similar for public service and public entity executives: 43 per cent had less than five years service with their employer, 46 per cent had between 5 and 20 years service, and 11 per cent had more than 20 years service.

Differences, however, appeared in length of service patterns between men and women. In the public service, women were less likely than men to have more than 20 years service. In public entities, women were more likely to have shorter service: 50 per cent of women had less than 5 years service compared to 40 per cent of men.

Part time employment amongst executives was uncommon. Most executives working part time were women and were engaged for 4 days per week or more. No particular age group was more likely to work part time.

4.2 leadership development

4.2.1 why invest in leadership development?

As the senior leadership group within their organisations, executives play a critical role in providing leadership to the public sector workforce.

Leadership of public sector organisations is both complex and evolving. Complexity comes from working within a 'system' where every employee, team, division and organisation in the public sector relies upon, and in turn contributes to, the performance of other employees, teams, divisions and organisations. The evolutionary nature of the public sector is driven by changes in what the community expects from its public sector. These changes are, in turn, driven by shifts in the global economy, in technology, in the environment and in key community demographics including, for example, the age, ethnicity, education and health of the population.

As the world in which government operates changes, the way in which public sector organisations operate must also change and so too the role and practice of leaders and managers within those organisations. Effective leadership and management development – targeted opportunities for people in leadership and management roles to update their attitudes, beliefs, knowledge, skills and practices – is a key factor in the ability of the public sector to continue to meet community expectations, both now and in the future.

In the Victorian Public Service, leadership and management development is undertaken within each department and agency. In addition, the Victorian Leadership Development Centre (VLDC) provides leadership development for executives nominated by departmental secretaries as having demonstrated capacity to succeed in more senior roles.

The VLDC was originally established in 2008 by the State Coordination and Management Council[17] following a review of leadership capability in the Victorian Public Service by the SSA that identified significant leadership succession risk. The review found that, at the time, leaders in the Victorian Public Service faced four primary challenges:

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17 The State Coordination and Management Council comprises departmental secretaries, the Chair of the State Services Authority and the Chief Commissioner of Police.

- improving policy capacity and strategic thinking;
- ensuring horizontal connections across government and into the community;
- ensuring vertical integration and alignment within organisations for overall performance improvements; and
- increasing the focus on management fundamentals.

The review observed that public sector leaders needed to be adept at:
- meeting community expectations for swift, transparent and flexible problem solving;
- working with constant and rapid change;
- managing large volumes of information;
- making leadership decisions without relying on precedent;
- embracing constant learning and personal development; and
- identifying, developing and retaining the next generation of leaders in a highly competitive labour market.[18]

Across the Victorian public sector, different organisations place different emphasis on the type of leadership development opportunities that they provide and for whom they are provided. Often, development activities involve participation in specially designated leadership programs (e.g. off-site workshops focusing on particular aspects of leadership). However, development opportunities involving relationships and on-the-job experiences are generally the most effective way to nurture leaders, both in terms of cost and effectiveness.

Increasingly, leadership development activities involve coaching, mentoring, and peer group conversation activities. The opportunity to perform roles or tasks that allow an individual to apply their leadership skills in a different or particularly challenging context is also growing in popularity.

In recent years there has been a focus, within the Victorian Public Service at least, on the development of people with potential to succeed in leadership roles, by supporting their participation in Australia and New Zealand School of Government (ANZSOG) and VLDC programs. However, increasingly, public sector organisations are also focusing their development efforts on managers in non-executive roles (Victorian Public Service grades 5 and 6 and their sector equivalents). These efforts include an increasing focus on developing all managers, irrespective of their aspiration or capacity to move into more senior leadership roles.

Several public sector organisations support management peer networks, regular management discussion forums and topical workshops. Through these activities, organisations are seeking to provide their management staff the opportunity to develop the capabilities required to manage in a public sector setting, such as those described in the *Great Manager, Great Results* publications, developed by the SSA.

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18 State Services Authority, *Developing Leaders: Strengthening leadership in the Victorian Public Service,* State Services Authority, Melbourne, 2007, p. 3.

The focus of various leadership and management development programs being offered in Victorian public sector organisations varies from organisation to organisation. However, the SSA has, through its survey, review, consultancy and research work, informally observed a number of common themes emerging from the different leadership and management development activities being undertaken within the sector. These focus on ensuring public sector managers:

- understand and are able to act in accordance with their symbolic role as a leader, role model and representative of the Victorian public sector within the community;
- are able to interpret and apply legislation and ensure organisational performance is achieved in a responsive, transparent, impartial and accountable manner;
- understand and are able to apply systems thinking to their work;
- are able to work constructively with people from other organisations;
- are able to design and assign work tasks and roles, as well as recruit, motivate, develop and retain skilled staff; and
- are able to encourage the people they work with to adapt to different attitudes, behaviours and practices when required, and are able to deal constructively with the emotions associated with change.

4.2.2 Victorian Leadership Development Centre

The role of the VLDC is to build leadership capacity across the Victorian Public Service and develop best practice approaches to leadership development, and talent and succession management.

Key programs

The VLDC has three flagship programs:

- the 18 month Executive Leadership Program (ELP) aimed at high potential Executive Officer 2 (EO) and senior EO3 participants;
- the two year Senior Executive Leadership Program (SELP) aimed at high potential CEOs and deputy secretaries; and
- a learning series to build 'Asia literacy skills' for secretaries and selected deputy secretaries and executive directors.

At June 2012, 126 executives from 11 departments, Victoria Police and eight other agencies have participated in these programs.

Development opportunities

Experiential development is key to building the breadth of experience required by program participants. Participants rate opportunities to act in a more senior role as the most valuable learning experience, followed by on-the-job development and placements. These opportunities have enabled executives to broaden and develop their skill base in preparation for more senior roles. Figure 20 shows the proportion of ELP participants who accessed these opportunities in 2011–12.

Figure 20: Opportunities accessed by ELP participants – 2011–12
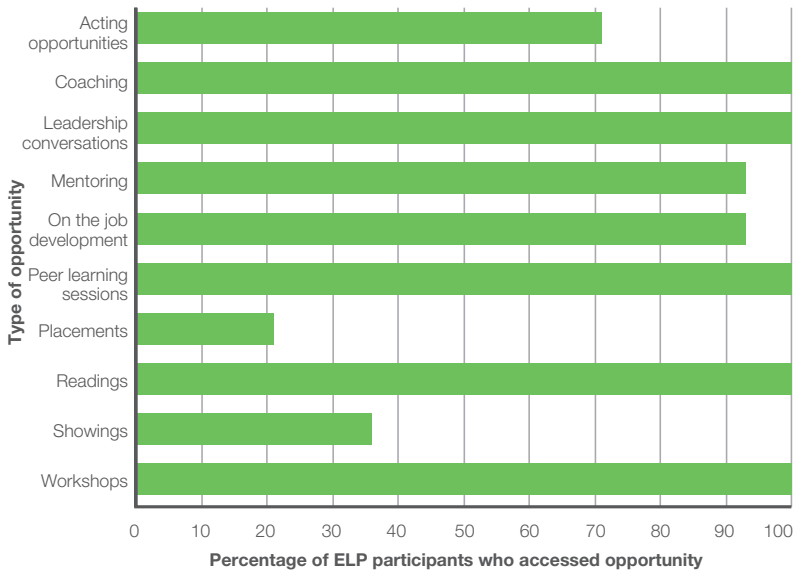
Source: VLDC database – June 2012

Leader-led development also forms a critical component of the VLDC's strategy and evaluation results indicate that leadership conversations facilitated by senior leaders are seen by program participants as the most useful off-the-job development activity.

In 2011–12, the VLDC ran 65 events, including workshops, peer learning sessions and leadership conversations. A total of 825 participants attended these events. New initiatives introduced in 2011–12 included:

• a learning series on China and India for secretaries and selected deputy secretaries and executive directors; and

• an informal secretary roundtable series for ELP participants.

The VLDC has seen strong growth in the number of participants in its events. Since 2009–10, participant numbers have increased by 130 per cent.

Key outcomes

Evaluations of events and the broader ELP and SELP programs show that the number of participants who agree or strongly agree with key evaluation statements remains consistently high.

In addition to event evaluation, ELP and SELP participants report on their progress to the VLDC Board at key points during their program. These evaluations have revealed that half of the 2009 participants, 42 per cent of the 2010 participants and 20 per cent of the 2011 participants have been promoted since their completion of the program. The evaluations also showed marked increase in on-the-job performance, with an average 30 per cent improvement reported by participants and their managers.

Participants highlighted:

- the value of having a formal, structured learning plan and being 'held to account' for delivery against the plan;
- the flow-on impact of their participation in the program on their approaches to direct reports and broader teams;
- the impact of coaching on their performance;
- the support provided by the VLDC Board; and
- their continued commitment to their ongoing learning journey beyond the formal program.

4.3 distribution of executives across the Victorian Public Service

The following sections provide an overview of the distribution and remuneration of executives in the Victorian Public Service. The data presented here is sourced from the SSA's executive database, as supplied by public service bodies.

In the public service, 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 to assist them in meeting the requirements of this policy.

Table 14 shows the number of executives employed at June 2012 by portfolio and agency.

Table 14: Distribution of public service executives – June 2012

Organisation	Number of executives
Department of Human Services (including the Office of the Child Safety Commissioner)	74
Department of Health	43
Department of Primary Industries	21
Department of Education and Early Childhood Development	76
Department of Business and Innovation	40
Department of Planning and Community Development	35
Victorian Auditor-General's Office	18
Premier and Cabinet	*51*
Department of Premier and Cabinet	32
Office of the Chief Parliamentary Counsel	4
Office of the Governor of Victoria	2
Office of the Ombudsman Victoria	2
Office of the Victorian Government Architect	1
Public Record Office Victoria	1
State Services Authority (including the Victorian Leadership Development Centre)	9

Treasury and Finance	98
Department of Treasury and Finance (including the State Revenue Office)	82
CenITex	4
Emergency Services Superannuation Board	8
Essential Services Commission	4
Justice	**82**
Department of Justice	52
Office of Police Integrity	3
Office of Public Prosecutions	2
Office of the Chief Commissioner of Police	14
Office of the Legal Services Commissioner	3
Victorian Commission for Gambling and Liquor Regulation	3
Victorian Government Solicitor's Office	5
Sustainability and Environment	**49**
Department of Sustainability and Environment (including Sustainability Victoria)	42
Environment Protection Authority	7
Transport	**44**
Department of Transport	38
Regional Rail Link Authority	6
Total	**631**

Source: Executive Data Collection – June 2012

Note: The table includes active contracted executives (headcount) as at 30 June 2012, excluding Governor in Council appointments, sworn police, non-executives acting in executive positions, inactive executives (such as those on long-term leave or secondment) and vacant executive positions.

Between June 2011 and June 2012, the number of executives employed in the public service fell by 33. This represents a decline of 5 per cent. This includes the transfer of 12 executives out of the public service as a consequence of the establishment of the Public Transport Development Authority (trading as Public Transport Victoria).

Table 15 and Figure 21 show that the percentage of public service staff in executive roles declined over the five years from 2006 to 2011 from 1.9 per cent to 1.7 per cent. Between 2011 and 2012, the percentage of public service staff in executive roles continued this downward trend. The decline in the number of executives was slightly higher (five per cent) than the decline in the number of public service staff (four per cent).

Table 15: Percentage of public service staff in executive roles – 2006–2012

	2006	2007	2008	2009	2010	2011	2012
Number of executives	626	630	635	659	670	664	631
Number of Victorian Public Service staff	33,847	35,295	36,382	38,347	39,774	40,100	38,650
Percentage of public service staff in executive roles	1.9%	1.8%	1.8%	1.7%	1.7%	1.7%	1.6%

Source: Executive Data Collection – June 2012 Workforce data collection - June 2012

Note: Numbers are for active executives and employees (headcount). All proportions are as a percentage of total headcount.

Figure 21: Percentage of public service staff in executive roles – 2006–2012
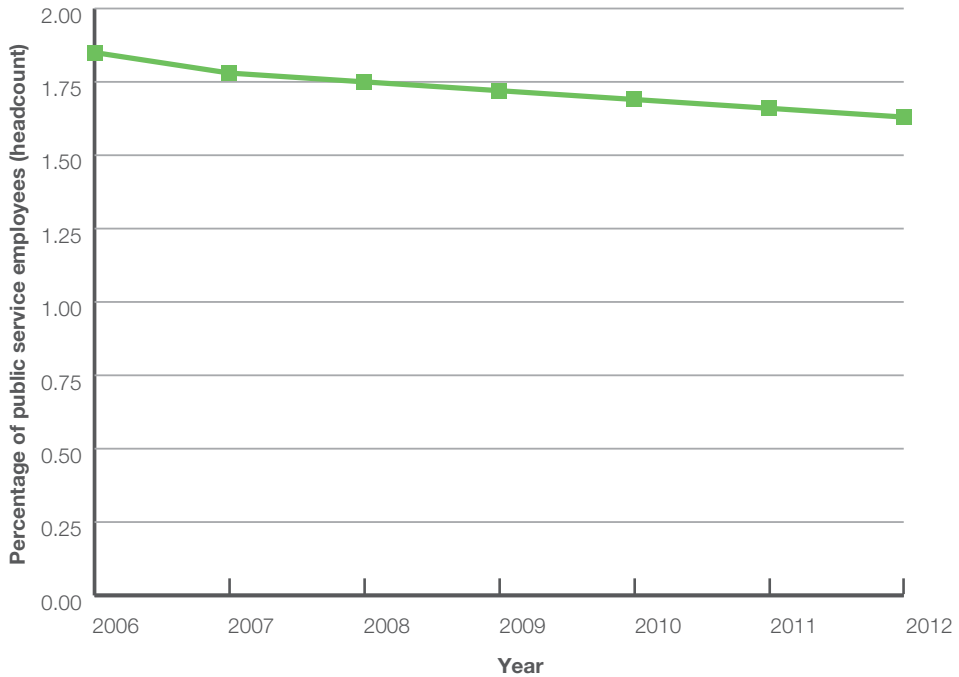
Note: All proportions are as a percentage of total headcount.

Table 16 shows the number of executives by band and gender, at June 2012.

Table 16: Public service executives by band and gender – June 2012

Band	Number			Percentage	
	Female	Male	Total	Female	Male
Secretary and EO1	11	21	32	34%	66%
EO2	88	159	247	36%	64%
EO3	155	197	352	44%	56%
Total	254	377	631	40%	60%

Note: Numbers are for active executives (headcount).

Table 17 shows that since 2006, the proportion of female executives has increased across all classifications and the number of female executives has increased for secretaries, EO1s and EO2s. The number of females at EO3 level has stayed the same. At June 2012, women comprised 40 per cent of all public service executives, up from 35 per cent in 2006.

Table 17: Female public service executives by band – June 2006 and June 2012

Band	2006		2012	
	Number	Percentage	Number	Percentage
Secretary / EO1	6	24	11	34%
EO2	59	28	88	36%
EO3	155	41	155	44%
Total	220	377	254	40%

Source: Executive Data Collections – June 2006 and June 2012

Note: Numbers are for active executives (headcount).

Between 2006 and 2012 the composition of the executive workforce changed. Figure 22 shows that between these years, the proportion of executive staff in the higher classification groups (secretary, EO1 and EO2) increased. At the same time, the proportion of staff who were at EO3 level declined from 61 per cent to 56 per cent.

Figure 22: Public service executive classification groups – June 2006 and 2012
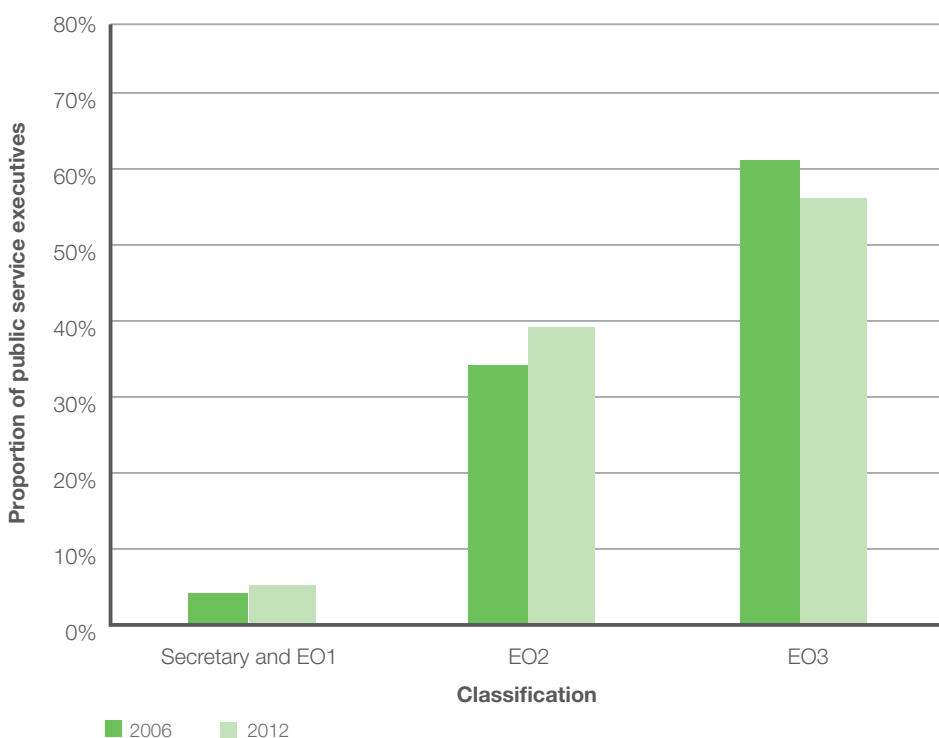
Source: Executive Data Collections – June 2006 and June 2012

Note: All proportions are as a percentage of total headcount.

Table 18 shows the number and percentage of executives employed by total remuneration package as at June 2012. The definition of total remuneration package is the sum of 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 18: Public service executives by total remuneration package – June 2012

Remuneration package range	Number	Percentage	Remuneration package range	Number	Percentage
$100,000–$149,999	54	9%	$270,000–$279,999	18	3%
$150,000–$159,999	71	11%	$280,000–$289,999	2	<1%
$160,000–$169,999	88	14%	$290,000–$299,999	7	1%
$170,000–$179,999	61	10%	$300,000–$309,999	5	1%
$180,000–$189,999	68	11%	$310,000–$319,999	3	<1%
$190,000–$199,999	71	11%	$320,000–$329,999	3	<1%
$200,000–$209,999	58	9%	$330,000–$339,999	0	0%
$210,000–$219,999	19	3%	$340,000–$349,999	1	<1%
$220,000–$229,999	17	3%	$350,000–$359,999	2	<1%
$230,000–$239,999	30	5%	$360,000–$369,999	0	0%
$240,000–$249,999	14	2%	$370,000–$379,999	0	0%
$250,000–$259,999	12	2%	$380,000–$389,999	4	1%
$260,000–$269,999	16	3%	$390,000–$399,999	2	<1%
$270,000–$279,999	18	3%	$400,000+	5	1%
$280,000–$289,999	2	<1%	**Total**	**631**	**100.0%**

Source: Executive Data Collection – June 2012
Note: Numbers are for active executives (headcount).

Between June 2011 and June 2012, average executive remuneration in the public service increased by 3.1 per cent to $193,935 per annum. This increase in average remuneration reflects the 2.5 per cent annual increase for all executives from 1 July 2011 approved by the Premier, as well as individual increases to reflect factors such as changes in work value (as reflected by the size, accountabilities and responsibilities of the role), promotion between grades, or increased performance of individual executives.

The 3.1 per cent average remuneration increase for public service executives was slightly higher than the 2.6 per cent average increase for executives in public entities. This difference may reflect a number of factors including a more competitive job market for executives in the CBD than regional Victoria and increases in work value resulting from a decrease in the total number of executives. In addition, a disproportionate decline in the number of public service executives in 2011–12 remunerated below the average resulted in an overall increase in average remuneration.

4.4 distribution of executives in public entities

The following section provides information on the distribution and remuneration of executives in Victorian public entities as reported to GSERP by public entities. For public entities, a person is defined as an executive for reporting purposes if they are a chief executive or a subordinate with a material management responsibility who earns a total remuneration package, excluding bonuses, of $138,212 per annum or more (at 30 June 2012). This definition does not include technical specialist roles (e.g. medical specialists).

For public entities, GSERP is responsible for the administration of government policy to ensure a rigorous approach to the management of executive employment and remuneration and general terms and conditions of employment. GSERP's specific responsibility is to ensure compliance with government's overall executive employment policy in the broader public sector. Under this policy, GSERP:

• represents government as the owner of public entities by setting the remuneration of all chief executives in public entities;

• advises government on executive employment and remuneration policy and practice in public entities; and

• monitors implementation of this policy by public entity employers.

At June 2012 there were 1,311 executives employed by public entities. A summary of public entity executives by portfolio and gender is provided in Table 19.

Table 19: Public entity executives by portfolio and gender – June 2012

	Gender		
Portfolio	Female	Male	Total
Business and Innovation	12	21	33
Education and Early Childhood Development	50	76	126
Health	171	201	372
Human Services	1	0	1
Justice	20	73	93
Transport	44	139	183
Premier and Cabinet	13	14	27
Planning and Community Development	12	37	49
Primary Industries	6	11	17
Sustainability and Environment	31	170	201
Treasury and Finance	60	149	209
Total	420	891	1,311

Source: GSERP Data Collection – June 2012

Notes:

This table includes declared authorities as defined in the *Public Administration Act 2004*.

Numbers are for active executives (headcount).

Unlike the public service, where an executive is contracted to a specifically designated position, managers in public entities are defined as executives on the basis of being employed in specifically designated positions as well as those attracting a remuneration package of $138,212 per annum or above. In effect, this means that there is limited comparability between positions defined as executive in public entities and the public service. As at June 2012, 1,311 staff met this definition.

Between June 2011 and June 2012, average executive remuneration increased by 2.6 per cent to $191,937 per annum. This increase includes the 2.5 per cent annual increase approved by the Premier that applied from 1 July 2011.

Table 20 outlines the breakdown of CEO remuneration packages across public entities.

Table 20: Public entity CEOs by total remuneration package – June 2012

Remuneration package range	Number	Percentage	Remuneration package range	Number	Percentage
<$129,999	8	4%	$270,000–$279,999	5	2%
$130,000–$139,999	4	2%	$280,000–$289,999	8	4%
$140,000–$149,999	8	4%	$290,000–$299,999	7	3%
$150,000–$159,999	10	5%	$300,000–$309,999	5	2%
$160,000–$169,999	17	8%	$310,000–$319,999	10	5%
$170,000–$179,999	13	6%	$320,000–$329,999	2	1%
$180,000–$189,999	15	7%	$330,000–$339,999	3	1%
$190,000–$199,999	8	4%	$340,000–$349,999	6	3%
$200,000–$209,999	6	3%	$350,000–$359,999	9	4%
$210,000–$219,999	13	6%	$360,000–$369,999	4	2%
$220,000–$229,999	10	5%	$370,000–$379,999	3	1%
$230,000–$239,999	11	5%	$380,000–$389,999	0	0%
$240,000–$249,999	6	3%	$390,000–$399,999	7	3%
$250,000–$259,999	9	4%	$400,000+	9	4%
$260,000–$269,999	2	1%	Total	218	100%

Source: GSERP Data Collection – June 2012

Notes:

This table excludes Governor in Council appointments.

Numbers are for active executives (headcount).

chapter 5: public sector boards and board members

Public sector boards are responsible for the strategic direction, governance and risk management of most of Victoria's public entities. The vast majority of board members are unremunerated; performing these functions on a volunteer basis.

This chapter describes the roles of public sector boards of governance and their members, and provides demographic data on board members across key metrics such as gender; identification as culturally and linguistically diverse or Indigenous; age; and metropolitan or rural and regional representation. An overview of remuneration arrangements is also provided.

5.1 roles and duties of public sector boards

The role of a public sector board is to steer the entity on behalf of the responsible minister. Figure 23 provides a summary of the roles and duties of a board.

Figure 23: Roles and duties of public sector boards

Strategy

- set the broad direction for the organisation 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 governance arrangements for the organisation, including 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 2004* and Codes of Conduct issued by the Public Sector Standards Commissioner

- evaluate the performance of the board, the CEO and the organisation

Risk management

- monitor and review the effectiveness and currency of internal financial and operational risk management, compliance and reporting systems

- notify the minister of known risks to the effective operation of the board

- ensure that the organisation 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, *Welcome to the Board: Your Introduction to the Good Practice Guide on Governance for Victorian Public Sector Entities*, State Services Authority, Melbourne, 2006.

5.1.1 composition

Governance boards of public sector organisations can be configured as either multi-member or single-member structures. Individual appointments have been used where the organisation has a well-specified and focused set of functions, and where sufficient skills to exercise the organisation'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 organisation has multiple functions or areas of focus and / or where a diversity of skills, experience or perspectives is required to oversee complex functions. Most Victorian public sector organisations operate with a multi-member board with responsibility for making decisions about the direction and operations of the organisation.

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 sector boards. These are described in Figure 24.

Figure 24: Public sector board classifications

Group A – Commercial boards of governance

- government business enterprises including statutory authorities, state bodies established under the State Owned Enterprises Act, commercial bodies established under the Commonwealth Corporations Act or entity-specific legislation
- other statutory authorities with high turnover, assets and / or operating surplus

Examples

- CenITex
- Country Fire Authority
- major metropolitan and regional health services
- Port of Melbourne Corporation
- Transport Accident Commission
- Victorian Workcover Authority
- V/Line Corporation

Group B – Significant industry and key advisory boards 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 or 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
- 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 and legal advisory boards
- disciplinary boards and boards of appeal
- qualifications, regulatory and licencing boards
- management boards and committees of small-size organisations undertaking a specific function or providing a discrete service
- 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 – Inquiries, taskforces and ad-hoc expert panels

- boards of inquiry which are required to submit a comprehensive report within a specified timeframe
- 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, *Appointment and Remuneration Guidelines for Victorian Government Boards, Statutory Bodies and Advisory Committee*s, Department of Premier and Cabinet, Melbourne, 2011.

A breakdown of boards by classification and portfolio department is provided at Appendix E.

5.2 profile of public sector boards and their members

The following sections provide a snapshot of public sector boards and their members, using information collected by the SSA through the Government Appointments and Public Entities Database (GAPED). GAPED contains data provided by departments on the structure and membership of Victorian public sector organisations, including board membership and remuneration details.

More detailed statistics on the demographics of public sector board members is provided at Appendix E.

5.2.1 data limitations

Recent enhancements to GAPED have resulted in improved data quality on members of Crown land committees of management, cemetery trusts and school councils. For example, this year, there was a significant increase in the number of members of Crown land committees of management recorded in GAPED (up from 6,479 in June 2011 to 12,181 in June 2012).

Despite these improvements, gaps in the data remain. For example, no demographic information is available on the estimated 15,000 school councillors and age, CALD and Indigenous identification data is not available for the 12,181 members of Crown land committees of management.

5.2.2 profile of public sector boards

At June 2012, the Victorian Government had 3,732 public sector boards, serviced by an estimated 34,397 board members. This included boards of public entities, as well as boards of public service bodies such as the Victorian Commission for Gambling and Liquor Regulation. School councils comprised the largest group of public sector boards, followed closely by Crown land committees of management and cemetery trusts. At June 2012, there were 1,543 school councils operating in Victoria, a further 1,280 Crown land committees of management and 491 cemetery trusts.

Table 21 below details the number of boards and board members by portfolio department. A further breakdown of boards by board classification is provided at Appendix E.

Table 21: Boards and board members by portfolio – June 2012

Portfolio	Grouping	Total number of boards	Employer boards	Non-employing boards	Number of board members
Business and Innovation		21	8 (753 employees)	13	186
Education and Early Childhood Development	School councils	1,543	1,543 (3,621 employees)	—	15,000 (estimated)
	TAFEs and other education entities	43	19 (12,822 employees)	24	454
Health	Cemetery trusts	496	5 (451 employees)	491	3,067
	Public health services and other bodies	123	91 (103,637 employees)	32	1,259
Human Services		13	1 (9 employees)	12	135
Justice		42	15 (6,530 employees)	27	265
Planning and Community Development		27	9 (1,165 employees)	18	409
Premier and Cabinet		12	11 (2,372 employees)	1	80
Primary Industries		39	6 (170 employees)	33	502
Sustainability and Environment	Crown land committees of management	1,280	9 (369 employees)	1,271	12,181
	Water authorities, planning agencies, alpine resorts and other entities	62	39 (7,046 employees)	23	495
Transport		10	9 (5,653 employees)	1	56
Treasury and Finance		21	16 (5,665 employees)	5	308
Total		3,732	1,781 (150,263 employees)	1,951	34,397

Source: GAPED database – June 2012 Workforce data collection - June 2012

Note: this table includes boards of governance for public service employers (e.g. the Victorian Commission for Gambling and Liquor Regulation). As such, the figures in this section are not directly comparable to other areas of the report.

5.2.3 profile of public sector board members

Gender profile

The proportion of female board members is skewed somewhat by their low representation on cemetery trust boards. At June 2012, of the 3,067 cemetery trust board members, only 625 (or 20 per cent) were women. The gender profile of cemetery trusts is likely to be slow to change in comparison to other board types as until 1995, members of cemetery boards were appointed for life.

If cemetery trusts are removed from the total, at June 2012, the proportion of public sector board members who were women was 39 per cent. When cemetery trusts are included, 32 per cent of public sector board members where data was provided were women. This represented a slight decrease from the 34 per cent recorded in June 2011, but an increase on the 30 per cent recorded in June 2010.

Figure 25 below shows gender representation by portfolio department.

Figure 25: Gender profile of board members by portfolio – June 2012
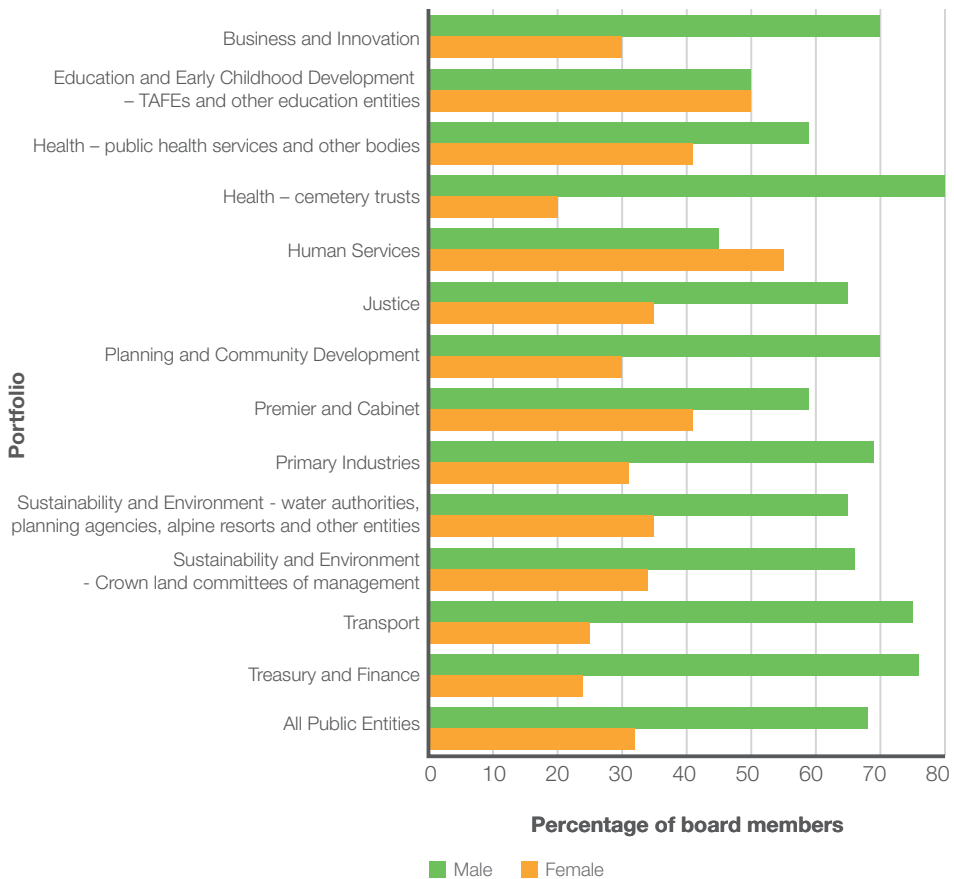
Source: GAPED database – June 2012

age profile

For those board members for which data is available, the largest proportion (33 per cent) were aged between 55 and 64 years and a further 32 per cent were aged 65 and over. Smaller proportions were aged 35–44 (8 per cent) and less than 35 (6 per cent).

Table 22 provides a breakdown of the age profile of board members for which data is available. A further breakdown of the age of board members by portfolio department and board classification is provided at Appendix E.

Table 22: Age profile of board members – June 2012

Age	Number	Percentage
Under 35	380	6%
35–44 years	497	8%
45–54 years	1,326	21%
55–64 years	2,122	33%
65 years and over	2,071	32%
Total	**6,396**	**100%**

Source: GAPED database – June 2012

cultural and linguistic diversity

Cultural and linguistic diversity (CALD) refers to differences in ethnicity, cultural background and religious beliefs.

For those board members for which data is available, at June 2012, 4 per cent identified themselves as CALD. As these figures rely on self-reporting of CALD status by members, they may be under reported. Identification as CALD was highest on boards within the portfolios of the Department of Premier and Cabinet (32.5 per cent) and the Department of Primary Industries (32 per cent).

Figures for CALD representation on boards by portfolio department are provided at Appendix E.

Indigenous representation

For those board members for which data is available, at June 2012, 39 identified themselves as Indigenous. Indigenous board members represented 0.5 per cent of the total number of members where Indigenous status was reported. As these figures rely on self-reporting of Indigenous status by members, they may be under reported. The number of Indigenous board members has declined over the past two years, from 58 in June 2010 to 44 in June 2011 and 39 in June 2012.

metropolitan and regional representation

For those board members for which data is available, at June 2012, 82 per cent indicated that they were located in rural and regional Victoria.

Appendix E provides details of metropolitan and regional representation by board classification.

5.2.4 remuneration

The SSA estimates that 85 per cent of board members are unremunerated; volunteering their time.[19]

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

• the application of the *Commonwealth Corporations Act 2001*;

• diminution of ultimate responsibility and accountability where it rests with the portfolio minister; and

• the extent to which the organisation is funded from consolidated revenue or relies on government guarantees or other forms of government support.[20]

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 public entity board members can be found at Appendix E. Payment levels are not specified for Group D appointments, to reflect the need for flexibility in remuneration for this group.

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19 This estimate is based on records for the 19,397 board members for which the SSA has data, as well as an estimate that 12,000 of the 15,000 school council members (i.e. those that are not principals or presidents) are unremunerated.

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

appendix a: employing organisations in the Victorian public sector

The Victorian public sector comprises the public service and public entities operating in the wider public sector. At June 2012, the Victorian public sector consisted of the 11 departments, nine administrative offices and 17 other bodies which constitute the Victorian Public Service, 1,779 employing public entities and approximately 2,000 non-employing entities.

This appendix details employee numbers for employing organisations in the Victorian public sector. The 1,543 school councils have been amalgamated into one listing.

The appendix also identifies which organisations participated in the 2012 *People Matter Survey*. The *People Matter Survey* is designed to cover the entire public sector over a two year cycle. Most major employing organisations participate at least once every two years.

A.1 Victorian Public Service

	Headcount	FTE	Participated in 2012 *People Matter Survey*
Departments			
Department of Business and Innovation	722	691.2	
Department of Education and Early Childhood Development	3,199	2,831.1	
Department of Health	1,567	1,460.2	
Department of Human Services	11,589	10,058.1	
Department of Justice	7,311	6,900.0	✓
Department of Planning and Community Development	928	878.8	✓
Department of Premier and Cabinet	419	387.2	
Department of Primary Industries	2,161	1,999.1	
Department of Sustainability and Environment	2,897	2,728.3	
Department of Transport	817	786.2	✓
Department of Treasury and Finance	1,257	1,198.1	✓

	Headcount	FTE	Participated in 2012 *People Matter Survey*
Administrative offices			
Environment Protection Authority	387	363.1	✓
Local Government Investigations and Compliance Inspectorate	9	9.0	✓[21]
Office of the Chief Parliamentary Counsel	40	37.7	✓
Office of the Child Safety Commissioner	28	22.6	✓
Office of the Governor of Victoria	30	27.5	
Office of the Victorian Government Architect	7	6.1	
Public Record Office Victoria	76	68.1	✓
Regional Rail Link Authority	100	97.5	
Victorian Government Solicitor's Office	211	193.8	
Other offices			
CenITex	592	585.7	
Emergency Services Superannuation Board	160	148.2	✓
Essential Services Commission	70	67.8	✓
Office of Police Integrity	135	129.7	✓
Office of Public Prosecutions	321	301.3	✓
Office of the Chief Commissioner of Police	2,829	2,670.8	✓
Office of the Legal Services Commissioner	75	72.4	✓
Office of the Ombudsman Victoria	73	64.9	✓
Office of the Road Safety Camera Commissioner	3	3.0	
Office of the Special Investigations Monitor	5	5.0	
Office of the Victorian Electoral Commissioner	84	76.9	
Office of the Victorian Privacy Commissioner	15	13.4	
State Services Authority	54	51.6	✓
Victorian Auditor-General's Office	169	162.5	✓
Victorian Commission for Gambling and Liquor Regulation	234	227.2	✓
Victorian Equal Opportunity and Human Rights Commission	69	63.1	
Victorian Multicultural Commission	7	6.8	

21 The Local Government Investigations and Compliance Inspectorate participated as part of the Department of Planning and Community Development.

a.2 broader public sector

a.2.1 government schools

	Headcount	FTE	Participated in 2012 *People Matter Survey*
Department of Education and Early Childhood Development – teaching service and school support staff	62,167	53,677.1	
School council staff	3,621	1,191.3	

a.2.2 TAFEs and other education

	Headcount	FTE	Participated in 2012 *People Matter Survey*
TAFEs			
Advance TAFE	337	233.0	✓
Bendigo Regional Institute of TAFE	512	398.1	
Box Hill Institute of TAFE	1,134	829.3	✓
Central Gippsland Institute of TAFE	396	274.2	✓
Chisholm Institute of TAFE	1,454	999.3	
Gordon Institute of TAFE	891	636.8	
Goulburn Ovens Institute of TAFE	552	435.6	
Holmesglen Institute of TAFE	1,679	1,141.8	
Kangan Batman Institute of TAFE	997	814.6	
Northern Melbourne Institute of TAFE	1,989	1,086.3	✓
RMIT – TAFE Division	903	676.1	
South West Institute of TAFE	302	267.2	✓
Sunraysia Institute of TAFE	324	229.2	
Swinburne University of Technology – TAFE Division	968	646.5	
University of Ballarat – TAFE Division	308	250.5	
Victoria University of Technology – TAFE Division	1,276	854.5	
William Angliss Institute of TAFE	421	366.0	
Wodonga Institute of TAFE	418	296.9	
Other			
Adult Multicultural Education Services	901	629.7	✓
Centre for Adult Education	360	146.1	
Driver Education Centre of Australia Ltd	144	92.2	
International Fibre Centre	2	2.0	
TAFE Development Centre	9	8.4	
Victorian Institute of Teaching	124	109.3	✓

a.2.3 public health sector

	Headcount	FTE	Participated in 2012 *People Matter Survey*
Health services			
Albury Wodonga Health Service	1,527	1,185.2	
Alexandra District Hospital	92	50.3	✓
Alfred Health	6,940	5,373.9	
Alpine Health	303	213.3	✓
Austin Health	6,970	5,397.8	
Bairnsdale Regional Health Service	659	449.8	✓
Ballarat Health Services	3,420	2,526.1	
Barwon Health	5,390	3,765.4	
Bass Coast Regional Health	508	346.7	✓
Beaufort and Skipton Health Service	160	93.6	
Beechworth Health Service	219	149.1	✓
Benalla Health	307	203.9	✓
Bendigo Health Care Group	2,854	2,069.0	
Boort District Hospital	91	51.9	✓
Casterton Memorial Hospital	92	72.3	✓
Castlemaine Health	572	361.6	✓
Central Gippsland Health Service	904	589.8	✓
Cobram District Hospital	182	155.6	✓
Cohuna District Hospital	102	66.0	
Colac Area Health	430	297.4	
Dental Health Services Victoria	650	404.2	
Djerriwarrh Health Services	477	331.0	
Dunmunkle Health Services	110	46.6	✓
East Grampians Health Service	340	228.0	
East Wimmera Health Service	313	202.4	✓
Eastern Health	7,132	5,168.1	✓
Echuca Regional Health	528	379.1	
Edenhope and District Memorial Hospital	103	68.6	✓
ForensiCare (Victorian Institute of Forensic Mental Health)	387	336.1	✓
Gippsland Southern Health Service	376	211.6	
Goulburn Valley Health Services	1,818	1,390.3	✓
Heathcote Health	111	58.4	✓
Hepburn Health Service	340	200.4	✓

	Headcount	FTE	Participated in 2012 *People Matter Survey*
Hesse Rural Health Service	106	67.1	✓
Heywood Rural Health	110	69.6	✓
Inglewood and District Health Service	101	53.8	✓
Kerang District Health	151	100.5	✓
Kilmore and District Hospital	226	132.4	
Kooweerup Regional Health Service	156	88.0	
Kyabram and District Health Services	249	153.1	✓
Kyneton District Health Service	172	98.0	✓
Latrobe Regional Hospital	1,543	1,154.3	
Lorne Community Hospital	73	38.8	✓
Maldon Hospital	42	20.8	✓
Mallee Track Health and Community Service	238	148.6	✓
Mansfield District Hospital	163	108.8	✓
Maryborough District Health Service	421	294.6	✓
Melbourne Health	7,894	6,177.9	
Moyne Health Services	168	93.4	✓
Nathalia District Hospital	82	54.5	✓
Northeast Health Wangaratta	950	719.8	✓
Northern Health	3,453	2,514.6	✓
Numurkah District Health Service	164	119.6	✓
Omeo District Health	59	29.1	
Orbost Regional Health	180	104.7	✓
Otway Health and Community Services	92	62.7	
Peninsula Health	4,881	3,325.1	✓
Peter MacCallum Cancer Centre	2,250	1,891.7	
Portland District Health	360	243.8	
Robinvale District Health Services	173	132.3	✓
Rochester and Elmore District Health Service	160	101.2	
Royal Children's Hospital	3,878	3,065.5	
Royal Victorian Eye and Ear Hospital	707	467.3	✓
Royal Women's Hospital	1,882	1,289.7	✓
Rural Northwest Health	241	168.2	✓
Seymour Health	196	125.2	
South Gippsland Hospital	89	48.6	
South West Healthcare	1,287	938.9	
Southern Health	12,326	9,337.6	

	Headcount	FTE	Participated in 2012 *People Matter Survey*
Stawell Regional Health	216	152.0	✓
Swan Hill District Hospital	505	348.5	
Tallangatta Health Service	133	82.1	
Terang and Mortlake Health Service	143	83.0	
The Queen Elizabeth Centre	82	82.0	✓
Timboon and District Health Care Service	87	52.8	✓
Tweddle Child and Family Health Service	82	41.8	
Upper Murray Health and Community Service	124	83.4	✓
West Gippsland Healthcare Group	986	666.4	✓
West Wimmera Health Service	448	300.3	✓
Western District Health Service	724	506.9	
Western Health	4,996	3,818.9	
Wimmera Health Care Group	892	627.9	✓
Yarram and District Health Service	174	118.4	✓
Yarrawonga District Health Service	219	150.0	
Yea and District Memorial Hospital	54	49.0	✓
Others			
Breast Screen Victoria	109	75.1	
Chinese Medicine Registration Board	5	2.8	
Health Purchasing Victoria	31	29.4	✓
Victorian Assisted Reproductive Treatment Authority	7	4.8	
Victorian Health Promotion Foundation	145	133.8	✓

a.2.4 police and emergency services

	Headcount	FTE	Participated in 2012 *People Matter Survey*
Ambulance Victoria	3,845	3,494.4	✓
Country Fire Authority	1,907	1,835.9	
Emergency Services Telecommunications Authority	765	727.3	
Metropolitan Fire and Emergency Services Board	2,140	2,130.8	
Victoria Police – sworn officers	13,192	12,898.3	✓
Victoria State Emergency Service	199	194.6	✓

a.2.5 water and land management

	Headcount	FTE	Participated in 2012 *People Matter Survey*
Alpine resorts			
Falls Creek Alpine Resort Management Board	111	102.9	
Lake Mountain Alpine Resort Management Board	56	35.0	
Mount Baw Baw Alpine Resort Management Board	104	86.0	
Mount Buller and Mount Stirling Alpine Resort Management Board	63	45.4	
Mount Hotham Alpine Resort Management Board	82	67.4	
Catchment management authorities			
Corangamite Catchment Management Authority	51	49.1	✓
East Gippsland Catchment Management Authority	23	21.8	✓
Glenelg Hopkins Catchment Management Authority	57	50.6	✓
Goulburn Broken Catchment Management Authority	69	62.7	✓
Mallee Catchment Management Authority	53	51.0	
North Central Catchment Management Authority	82	77.3	✓
North East Catchment Management Authority	48	42.0	
Port Philip and Westernport Catchment Management Authority	23	21.0	✓
West Gippsland Catchment Management Authority	57	47.0	✓
Wimmera Catchment Management Authority	37	32.7	✓
Land management agencies			
Barwon Coast Committee of Management	43	35.2	
Bellarine Bayside Committee of Management	29	18.0	✓
Capel Sound Foreshore Committee of Management	5	3.8	
Gippsland Ports Committee of Management	55	51.6	✓
Great Ocean Road Coast Committee	42	31.0	✓
Parks Victoria	1,109	1,036.9	
Point Leo Foreshore Committee of Management	4	3.0	
Trust for Nature (Victoria)	62	52.0	
VicForests	121	117.0	
Winton Wetlands Committee of Management	2	2.0	
Planning agencies			
Growth Areas Authority	56	51.1	
Metropolitan Waste Management Group	19	18.0	✓
Northern Victorian Irrigation Renewal Project	71	69.2	✓

	Headcount	FTE	Participated in 2012 *People Matter Survey*
Sustainability Victoria (CEO only – other staff are employees of the Department of Sustainability and Environment)	1	1.0	
Urban Renewal Authority (Places Victoria)	198	189.3	
Water corporations			
Barwon Region Water Authority	423	411.2	✓
Central Gippsland Region Water Authority (Gippsland Water)	262	246.4	✓
Central Highlands Region Water Authority	198	189.1	✓
City West Water Limited	420	397.2	
Coliban Region Water Authority	142	134.7	✓
East Gippsland Region Water Authority	88	84.2	✓
Gippsland and Southern Rural Water Authority (Southern Rural Water)	162	155.0	✓
Goulburn Murray Rural Water Authority	708	689.5	
Goulburn Valley Region Water Authority	209	203.2	✓
Grampians Wimmera Mallee Water Authority	203	199.7	✓
Lower Murray Urban and Rural Water Authority	157	153.7	✓
Melbourne Water Corporation	834	807.9	
North East Region Water Authority	161	155.2	
South East Water Limited	584	553.4	
South Gippsland Region Water Authority	91	88.8	✓
Wannon Region Water Authority	215	209.3	✓
Western Region Water Authority	160	148.8	✓
Westernport Region Water Authority	75	71.7	✓
Yarra Valley Water Limited	615	569.5	

a.2.6 arts, finance, transport and other

	Headcount	FTE	Participated in 2012 *People Matter Survey*
Arts agencies			
Australian Centre for the Moving Image	200	147.6	✓
Film Victoria	51	44.1	
Geelong Performing Arts Centre Trust	68	32.0	✓
Melbourne Recital Centre	89	30.4	✓
Museum Victoria	620	463.0	
National Gallery of Victoria	352	293.0	✓
State Library of Victoria	386	315.5	✓
Victorian Arts Centre Trust	553	337.8	✓
Wheeler Centre	24	15.0	
Cemeteries			
Ballarat General Cemeteries Trust	17	17.0	
Bendigo Cemeteries Trust	24	16.0	
Geelong Cemeteries Trust	25	25.0	✓
Greater Metropolitan Cemetery Trust	164	156.7	✓
Southern Metropolitan Cemeteries Trust	221	212.6	✓
Facilities management agencies			
Docklands Studios Melbourne	10	8.0	
Federation Square Management Pty Ltd	63	45.5	✓
Melbourne Convention and Exhibition Centre	447	307.0	
Melbourne Market Authority	35	35.0	
Old Treasury Building Reserve Committee of Management	2	2.0	
Queen Victoria Women's Centre Trust	9	4.0	
Shrine of Remembrance Trust	35	24.2	
The Mint Incorporated	2	1.8	
Finance / insurance agencies			
Rural Finance Corporation of Victoria	115	108.7	
State Electricity Commission of Victoria	8	7.0	
State Trustees Limited	546	503.6	✓
Transport Accident Commission	925	883.5	
Treasury Corporation of Victoria	55	51.0	
Victorian Funds Management Corporation	82	81.0	
Victorian Managed Insurance Authority	128	121.1	
Victorian Workcover Authority	1,242	1,189.2	

	Headcount	FTE	Participated in 2012 *People Matter Survey*
Regulators			
Architects Registration Board of Victoria	4	3.6	
Building Commission	119	112.2	✓
Dairy Food Safety Victoria	25	22.4	
Energy Safe Victoria	122	120.3	✓
Plumbing Industry Commission	59	56.0	✓
PrimeSafe	10	10.0	
Veterinary Practitioners Registration Board of Victoria	6	4.0	
Sports and recreation agencies			
Australian Grand Prix Corporation	57	55.0	✓
Emerald Tourist Railway Board	78	55.0	
Greyhound Racing Victoria	99	63.7	
Harness Racing Victoria	71	61.1	
Melbourne and Olympic Parks Trust	289	135.8	
Phillip Island Nature Park Board of Management	187	141.0	✓
Royal Botanic Gardens Board	214	170.8	
State Sport Centres Trust	359	153.0	
Victorian Institute of Sport	48	42.7	✓
Victorian Major Events Company Ltd	12	11.5	✓
Zoological Parks and Gardens Board	566	453.3	
Transport agencies			
Linking Melbourne Authority	39	37.2	✓
Port of Hastings Development Authority	2	2.0	
Port of Melbourne Corporation	241	224.1	
Public Transport Development Authority	542	508.3	✓
Transport Ticketing Authority	70	67.1	
V/Line Passenger Corporation	1,459	1,433.4	
VicRoads	2,992	2,872.7	
Victorian Rail Track Corporation	302	298.6	
Victorian Regional Channels Authority	6	6.0	
Miscellaneous			
Agriculture Victoria Services Pty Ltd	4	3.2	
Consumer Utilities Advocacy Centre Ltd	4	4.0	
Departments of the Parliament	247	224.2	
Murray Valley Citrus Board	3	3.0	

	Headcount	FTE	Participated in 2012 *People Matter Survey*
Responsible Gambling Advocacy Centre	6	4.0	
Victoria Law Foundation	13	8.8	
Victoria Legal Aid	651	579.9	✓
Victorian Institute of Forensic Medicine (executives and medical specialists only – other staff employed by the Department of Justice)	33	26.8	✓
VITS LanguageLink	19	15.0	

appendix b: the public sector workforce – in detail
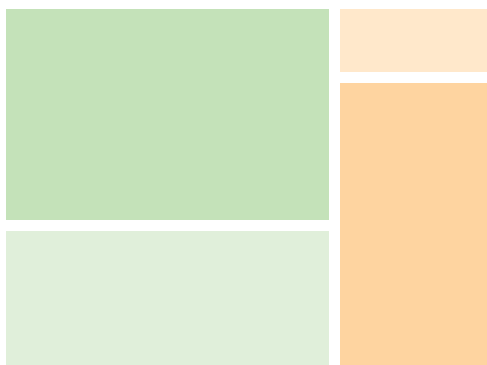
The Victorian public sector workforce provides a range of services to the Victorian public, including health, education, emergency, water and land management, arts and transport services.

This appendix profiles key segments of the Victorian public sector workforce as at June 2012.

b.1 Victorian Public Service

At June 2012, the Victorian Public Service comprised 11 departments and 26 authorities and offices. Departments are responsible for a wide range of services, including:

- policy and administrative support to Parliament and ministers;
- major service delivery functions such as:
  - child protection, welfare services for families, services for people with disabilities and their families, and public housing;
  - providing advice to the community on public health and consumer issues;
  - maintenance and management of state forests and fisheries;
  - bushfire prevention and suppression on public land;
  - delivering education through the government schools system;
  - provision of research and other support to agriculture industries;
  - operating the courts and the corrections system (including prisons); and
  - public registries such as land titles, and births, deaths and marriages.
- funding and coordinating the delivery of services such as:
  - public health care services (for example, hospitals and health services);
  - public transport, roads and ports;
  - Technical and Further Education (TAFE) and adult education providers;
  - water and sewage supply and environmental management; and
  - cultural assets such as the Royal Botanical Gardens and the Victorian Arts Centre.

Table 23: Snapshot of the Victorian Public Service workforce – June 2012

Total employees (headcount)	**38,650**		Regional Victoria	**24%**
Total employees (FTE)	**35,394**		Barwon South Western	6%
Employment type			Gippsland	4%
Ongoing	88%		Grampians	5%
Fixed term or casual	12%		Hume	4%
Part time employment			Loddon Mallee	5%
All staff	23%		**Turnover of ongoing employees**	
Women	31%		**Separation rate**	**9%**
Men	11%		**Separation rate by age**	
Base salary*			<30 years	13%
<$40,000	1%		30–54 years	8%
$40,000–$59,999	39%		55+ years	11%
$60,000–$79,999	31%		**Recruitment by age**	
$80,000+	29%		<30 years	41%
Gender			30–54 years	52%
Female	61%		55+ years	6%
Male	39%		**Age and gender profile**	
Average age				
All staff	43			
Women	42			
Men	45			
Regional distribution				
CBD	**47%**			
Other Melbourne metropolitan	**30%**			
North and West	17%			
Eastern	7%			
Southern	6%			
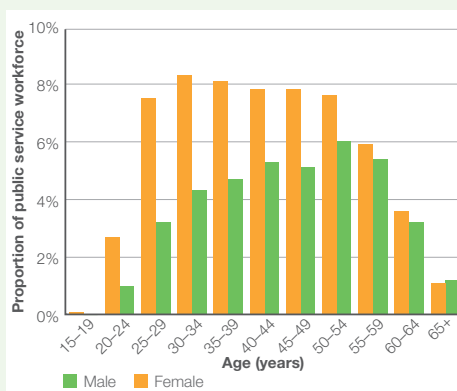
Source: Workforce Data Collection – June 2012

Note: Numbers are for active employees (headcount) unless otherwise indicated. All proportions are as a percentage of total headcount unless otherwise stated.

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

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 (Victorian Electoral Commissioner); and

• advocating for protection of the environment, regulating environmental standards, and prosecuting breaches of environmental laws (Environmental Protection Authority).

Table 23 provides a snapshot of Victorian public service employees.

b1.1 employment

Public servants are staff employed under the *Public Administration Act 2004* in the departments and authorities and offices that comprise the public service.

The government of the day has the discretion on how it wishes to structure the public service – for example, whether functions are delivered by the public service, through public entities, or through outsourced providers. When governments choose to alter the structure of the public service there can be consequential impacts on public service employment levels. In April 2012, the government made one such change, establishing a new public entity, the Public Transport Development Authority (trading as Public Transport Victoria). This resulted in the transfer of 374 staff (362 FTE) out of the public service (from the Department of Transport) to the public sector, where they joined with staff from the Transport Ticketing Authority and Metlink.

In 2011–12, the government also implemented an initiative to reduce the number of positions in administrative and back office roles in the public service and a select number of public entities by about 3,600 by December 2013. This reduction is to be achieved through natural attrition, a freeze on recruitment, the lapsing of fixed term contracts and voluntary departure packages.

As a result of the implementation of this initiative, the number of public service employees fell between June 2011 and June 2012. At June 2012, there were 38,650 people employed in the public service, a 3.6 per cent reduction from the previous year (1,450 employees). The initiative also resulted in a fall in the proportion of staff on fixed term contracts to 9 per cent of the total workforce, from a relatively constant proportion of around 13 per cent since 2006.

Besides the decline in the proportion of fixed term employees, there was little change in the profile of the public service workforce. As shown in Table 23, the overwhelming majority were ongoing and full time employees. Just under half worked in Melbourne's CBD and the remainder were split between the other metropolitan regions of Melbourne and regional Victoria. Public servants were predominantly female, except at the top executive level, and have an average age of 43.4 years.

Consistent with long term trends:

- the proportion of women continued to slowly increase, rising to 60.5 per cent of the workforce, an increase of 0.1 percentage points since June 2011 and 3 percentage points since June 2002;

- the proportion of part time employees continued to increase, rising to 23.2 per cent of the workforce in June 2012, an increase of 1 percentage point since June 2011 and 2.7 percentage points since June 2002; and

- the proportion of employees aged over 55 continued to increase, rising to 20.4 per cent in June 2012, an increase of 1.5 percentage points since June 2011 and 10.5 percentage points since June 2002.

The distribution of public service employees by department / agency at June 2012 is provided at Table 24.

Table 24: Distribution of public service employees – June 2012

Department / agency	Headcount	FTE
Departments	32,867	29,918
Department of Business and Innovation	722	691
Department of Education and Early Childhood Development	3,199	2,831
Department of Health	1,567	1,460
Department of Human Services	11,589	10,058
Department of Justice	7,311	6,900
Department of Planning and Community Development	928	879
Department of Premier and Cabinet	419	387
Department of Primary Industries	2,161	1,999
Department of Sustainability and Environment	2,897	2,728
Department of Transport	817	786
Department of Treasury and Finance	1,257	1,198
Authorities and offices	5,783	5,476
Total	38,650	35,394

Source: Workforce Data Collection – June 2012

b.1.2 classification and remuneration

Within the Victorian Public Service, there are three main types of employee:

- executives (1.6 per cent);

- employees within the Victorian Public Service classification structure (58.9 per cent); and

- employees within occupation specific and senior specialist classification structures (39.0 per cent)[22]

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22 This does not include non-executive employees of Emergency Services and State Super (0.5 per cent of the Victorian Public Service), as they have their own classification structure.

Executives are either departmental secretaries or senior managers and are employed by contract. Contract terms are capped to five years and can be renewed. The Premier appoints departmental secretaries. Other executives are appointed by departmental secretaries. Further information on executive employment is contained in Chapter 4.

Table 25 shows the salary range and the number of employees within each grade of the Victorian Public Service classification structure. The responsibility and complexity of roles increases with grade; a full description of which can be found in the *Victorian Public Service Agreement 2012*.

Table 25: Distribution of public service employees within Victorian Public Service classification structure – June 2012

Classification	Salary		Number of staff	Percentage of public service workforce
	Minimum	Maximum		
VPS Grade 1	$37,206	$39,496	172	0.4%
VPS Grade 2	$40,771	$52,357	3,853	10.0%
VPS Grade 3	$53,502	$64,962	4,765	12.3%
VPS Grade 4	$66,235	$75,151	4,580	11.8%
VPS Grade 5	$76,424	$92,467	5,599	14.5%
VPS Grade 6	$93,740	$125,443	3,803	9.8%
Total			**22,772**	**58.9%**

Source: Workforce Data Collection – June 2012, *Victorian Public Service Agreement 2006 (extended and varied 2009)*
Note: Numbers are for active employees (headcount) unless otherwise indicated. All proportions are as a percentage of total headcount unless otherwise stated.

As Figure 26 shows, the number of staff employed in all grades declined in 2011–12. This is consistent with the reduction in administrative and back office staff, who are largely employed in the Victorian Public Service classification structure.

Figure 26 and Table 26 illustrate a trend of falling numbers in grades 1 and 2 since 2006, while numbers in grades 4, 5 and 6 increase. This shift in numbers indicates a change in the mix of staff employed under the Victorian Public Service classification structure over time.

Figure 26: Distribution of public service employees within Victorian Public Service classification structure – 2006–2012
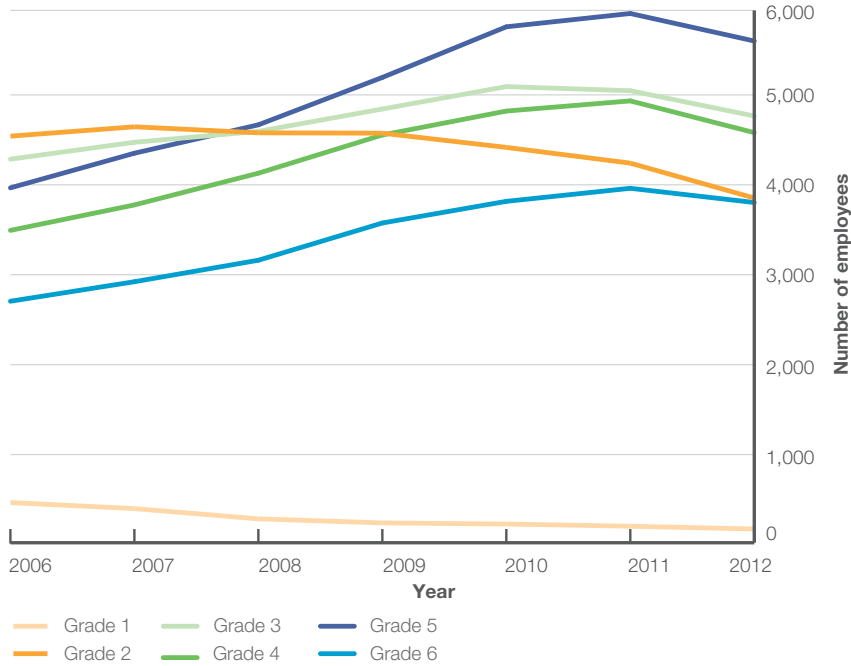
Source: Workforce Data Collection – 2006–2012

Note: Numbers are for active employees (headcount).

Table 26: Change in distribution of employees within Victorian Public Service classification structure – 2006 and 2012

Classification		June 2006	June 2012	Change 2006 to 2012	
				Number	Percentage
VPS Grade 1	Headcount	466	172	–294	–63.1%
	Per cent	1.4%	0.4%		
VPS Grade 2	Headcount	4,541	3,853	–683	–15.2%
	Per cent	13.4%	10%		
VPS Grade 3	Headcount	4,285	4,765	480	11.2%
	Per cent	12.7%	12.3%		
VPS Grade 4	Headcount	3,493	4,580	1,087	31.1%
	Per cent	10.3%	11.8%		
VPS Grade 5	Headcount	3,966	5,599	1,633	41.2%
	Per cent	11.7%	14.5%		
VPS Grade 6	Headcount	2,705	3,803	1,098	40.6%
	Per cent	8%	9.8%		
Total	**Headcount**	**19,456**	**22,772**	**3,316**	**17.0%**

Source: Workforce Data Collection – 2006–2012

Note: Numbers are for active employees (headcount) unless otherwise indicated. All proportions are as a percentage of total headcount unless otherwise stated.

Figure 27 shows the percentage of Victorian Public Service classification structure staff by grade and illustrates the decreasing proportion of staff in the lower classifications in favour of an increasing proportion of staff in grades 5 and 6. This trend has continued over the 2011–12 year despite the fall in the number of employees in all grades.

Figure 27: Distribution of public service employees within Victorian Public Service classification structure – 2006–2012
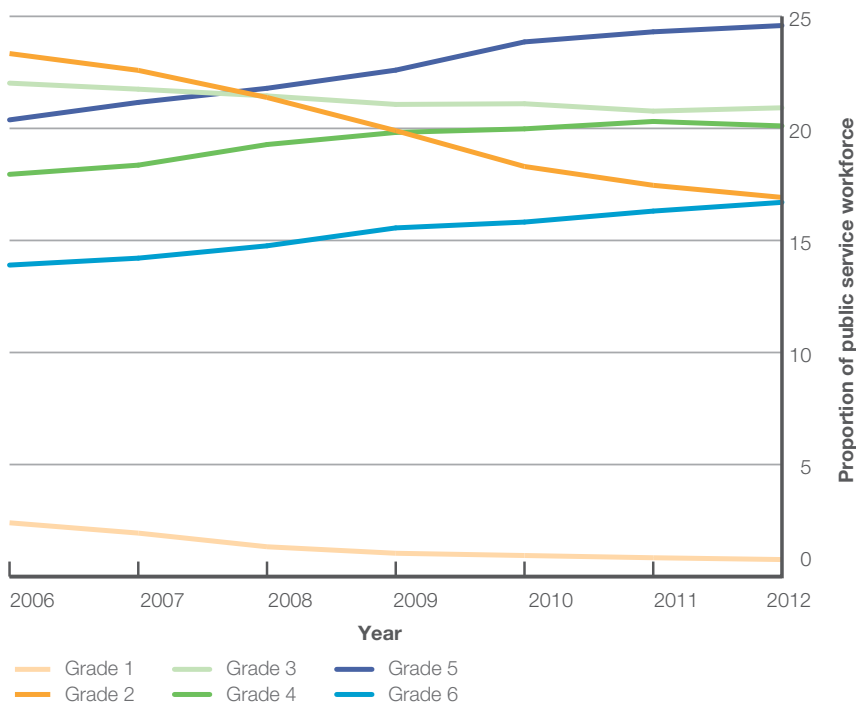
Source: Workforce Data Collection – 2006–2012

Table 27 shows the distribution of employees within the occupation specific and senior specialist classification structures. These roles and classifications are often specific to a department.

Table 27: Distribution of public service employees within occupational and specialist classification structures – June 2012

Classification	Number of staff	Percentage of public service workforce
Allied health	1,114	2.9%
Child protection worker	1,756	4.5%
Clerk of courts	478	1.2%
Community corrections officer	585	1.5%
Custodial officer	1,882	4.9%

Classification	Number of staff	Percentage of public service workforce
Disability development and support officer	5,396	14.0%
Forensic officer	224	0.6%
Forestry field staff	325	0.8%
Housing services officer	499	1.3%
Legal officer	469	1.2%
School nurses	252	0.7%
Science officer	934	2.4%
Senior specialist (includes senior technical specialist, principal scientist, senior medical advisor)	339	0.9%
Youth justice worker	428	1.1%
Other (sheriff, ministerial chauffeur and miscellaneous)	407	1.1%
Grand total	**15,088**	**39.0%**

Source: Workforce Data Collection – 2012

Note: This table does not include employees of Emergency Services and State Super. Numbers are for active employees (headcount) unless otherwise indicated. All proportions are as a percentage of total headcount unless otherwise stated.

Employment in occupational and specialist classifications was largely unchanged in comparison to June 2011; Table 28 shows the trend of growth over time slowing to 0.3 per cent compared to an average of 1.8 per cent per year for the previous five years. This small level of growth in occupational and specialist employees, despite the 6.5 per cent fall in Victorian Public Service classification structure employment levels, is consistent with the government's policy to grow front-line service roles.

Table 28: Change in distribution of employees within Victorian Public Service classification and occupational and specialist classification structures – 2006–2012

		June 2006	June 2007	June 2008	June 2009	June 2010	June 2011	June 2012
VPS Grade staff	Headcount	19,456	20,566	21,414	22,980	24,128	24,289	22,772
	FTE	18,467	19,504	20,202	21,719	22,679	22,839	21,389
	FTE growth, year on year		5.6%	3.6%	7.5%	4.4%	0.7%	-6.5%
Occupational/ specialist staff	Headcount	13,648	13,966	14,182	14,538	14,806	14,993	15,088
	FTE	12,077	12,339	12,443	12,729	12,940	13,223	13,262
	FTE growth, year on year		2.2%	0.8%	2.3%	1.7%	2.2%	0.3%

Source: Workforce Data Collection – 2006–2012

b.1.3 key occupational and specialist roles

The following section provides further information about key occupational and specialist roles within the Victorian Public Service. These sections show:

- that these roles were predominantly ongoing (rather than fixed term or casual) and full time (rather than part time), except for disability development and support officers and school nurses; and
- the high participation of women in health, human services and education-related occupations.

Allied health

Allied health workers include 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 29: Allied health workers workforce profile – June 2012

| Total employees (headcount)	1,114		Salary range	$40,771–$92,467
Total employees (FTE)	940		Gender	
Employment type			Female	88%
Ongoing	88%		Male	12%
Fixed term or casual*	12%		Average age	41
Part time employment	41%			

Source: Workforce Data Collection – June 2012, *Victorian Public Service Agreement 2006 (extended and varied 2009)*
Note: All proportions are as a percentage of total headcount unless otherwise stated.

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 when releasing confidential information to locate family members. They are primarily employed by the Department of Human Services.

Table 30: Child protection workers workforce profile – June 2012

Total employees (headcount)	1,756		Salary range	$40,771–$125,444
Total employees (FTE)	1,588		Gender	
Employment type			Female	84%
Ongoing	83%		Male	16%
Fixed term or casual*	17%		Average age	39
Part time employment	24%			

Source: Workforce Data Collection – June 2012, *Victorian Public Service Agreement 2006 (extended and varied 2009)*
Note: All proportions are as a percentage of total headcount unless otherwise stated.

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 31: Community corrections officers workforce profile – June 2012

Total employees (headcount)	585	Salary range		$40,771–$125,444
Total employees (FTE)	554	Gender		
Employment type		Female		71%
Ongoing	89%	Male		29%
Fixed term or casual*	11%	Average age		36
Part time employment	13%			

Source: Workforce Data Collection – June 2012, *Victorian Public Service Agreement 2006 (extended and varied 2009)*
Note: All proportions are as a percentage of total headcount unless otherwise stated.

Custodial officers

This classification covers officers employed by the Department of Justice who manage prisoners and provide security in the State's publicly owned and operated adult prisons.

This is one of the few areas of the Victorian Public Service that remains a predominantly male workforce though there has been an increase in the number of women employed in custodial roles in recent years.

Table 32: Custodial officers workforce profile

Total employees (headcount)	1,882	Salary range		$37,206–$125,443
Total employees (FTE)	1,798	Gender		
Employment type		Female		29%
Ongoing	86%	Male		71%
Fixed term or casual*	14%	Average age		46
Part time employment	10%			

Source: Workforce Data Collection – June 2012, *Victorian Public Service Agreement 2006 (extended and varied 2009)*
Note: All proportions are as a percentage of total headcount unless otherwise stated.

Disability development and support officers

Disability development and support 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 33: Disability development and support officers workforce profile – June 2012

Total employees (headcount)	5,396	Salary range	$38,142–$114,814
Total employees (FTE)	4,371	Gender	
Employment type		Female	67%
Ongoing	79%	Male	33%
Fixed term or casual*	21%	Average age	47
Part time employment	59%		

Source: Workforce Data Collection – June 2012, *HACSU Department of Human Services Disability Services Enterprise Agreement 2008–2012*

Note: All proportions are as a percentage of total headcount unless otherwise stated.

Forensic officers

Forensic officers are technicians and scientists who assist sworn police to collect 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 34: Forensic officers workforce profile – June 2012

Total employees (headcount)	224	Salary range	$43,576–$126,698
Total employees (FTE)	207	Gender	
Employment type		Female	63%
Ongoing	94%	Male	37%
Fixed term or casual*	6%	Average age	38
Part time employment	19%		

Source: Workforce Data Collection – June 2012, *Victorian Public Service Agreement 2006 (extended and varied 2009)*

Note: All proportions are as a percentage of total headcount unless otherwise stated.

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.

Table 35: Forestry field staff workforce profile – June 2012

Total employees (headcount)	325	Salary range	$39,925–$60,196
Total employees (FTE)	322	Gender	
Employment type		Female	5%
Ongoing	94%	Male	95%
Fixed term or casual*	6%	Average age	42
Part time employment	2%		

Source: Workforce Data Collection – 2012, *Field Staff Agreement 2009*

Note: All proportions are as a percentage of total headcount unless otherwise stated.

Housing services officers

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

Table 36: Housing services officers workforce profile – June 2012

Total employees (headcount)	499	Salary range	$40,771–$64,962
Total employees (FTE)	461	Gender	
Employment type		Female	77%
Ongoing	86%	Male	23%
Fixed term or casual*	14%	Average age	42
Part time employment	22%		

Source: Workforce Data Collection – June 2012, *Victorian Public Service Agreement 2006 (extended and varied 2009)*
Note: All proportions are as a percentage of total headcount unless otherwise stated.

School nurses

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

Table 37: School nurses workforce profile – June 2012

Total employees (headcount)	252	Salary range	$68,010–$84,855
Total employees (FTE)	187	Gender	
Employment type		Female	96%
Ongoing	88%	Male	4%
Fixed term or casual*	12%	Average age	47
Part time employment	62%		

Source: Workforce Data Collection – June 2012, *Nurses (Department of Education and Early Childhood Development) Agreement 2009*
Note: All proportions are as a percentage of total headcount unless otherwise stated.

Science officers

This classification refers to professional scientists. They are employed by the Departments of Primary Industries, Sustainability and Environment, and Health, and in the Environment Protection Authority. Staff in this classification undertake a variety or regulatory, client service and research roles.

Table 38: Science officers workforce profile – June 2012

Total employees (headcount)	934		Salary range	$47,390–$125,443
Total employees (FTE)	867		Gender	
Employment type			Female	41%
Ongoing	88%		Male	59%
Fixed term or casual*	12%		Average age	43
Part time employment	17%			

Source: Workforce Data Collection – June 2012, *Victorian Public Service Agreement 2006 (extended and varied 2009)*
Note: All proportions are as a percentage of total headcount unless otherwise stated.

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 39: Youth justice workers workforce profile – June 2012

Total employees (headcount)	428		Salary range	$40,771–$125,444
Total employees (FTE)	385		Gender	
Employment type			Female	37%
Ongoing	75%		Male	63%
Fixed term or casual*	25%		Average age	42
Part time employment	23%			

Source: Workforce Data Collection – June 2012, *Victorian Public Service Agreement 2006 (extended and varied 2009)*
Note: All proportions are as a percentage of total headcount unless otherwise stated.

b.1.4 employment trend

Figures 28 and 29 show changes in the number of full time equivalent (FTE) employees in selected occupational groups between 2001 and 2012, for groups with relatively high and relatively low FTE. They show that there have been some notable shifts in the number of FTE staff in key occupations, which reflect changes in demand for services and shifting government priorities. For example, in 2009, forestry field staff numbers increased due to the need for remediation work following the 2009 bushfires.

Figure 28: Change in selected public service occupations – 2001–2012
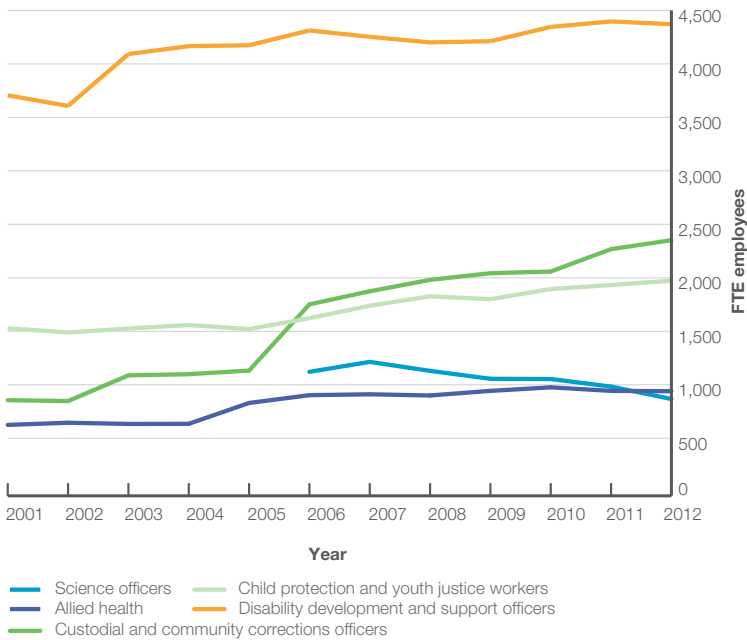
Source: Workforce Data Collection – 2001–2012

Notes: The numbers for child protection and youth justice are combined in this graph to enable historical comparison as prior to 2006, staff were employed under one classification.

The numbers for custodial and community corrections officers are combined in this graph to show the number of employees engaged in corrections activity.

Figure 29: Change in selected public service occupations – 2001–2012
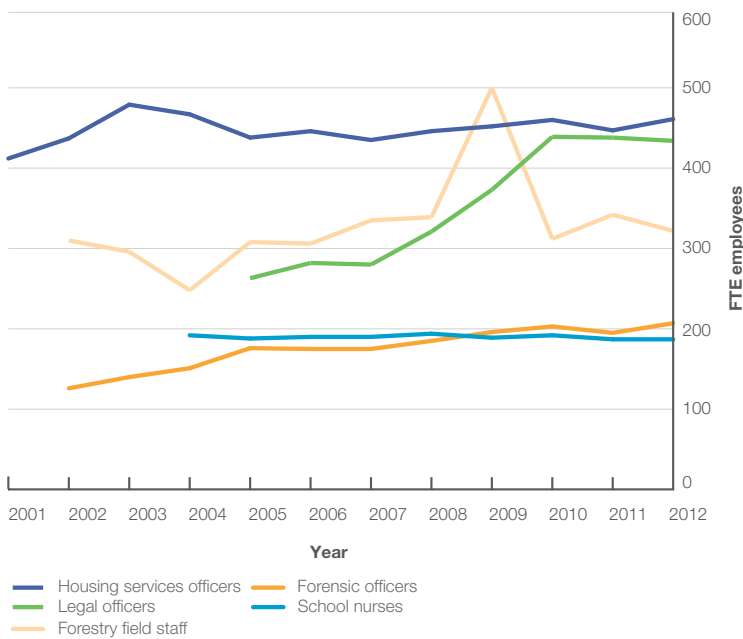
Source: Workforce Data Collection – 2002–2012

b.1.5 superannuation

Employer contributions to superannuation funds are in addition to salaries. Most public service staff (83 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.

Seventeen per cent of current public service staff are members of defined benefit schemes, compared to 29 per cent in 2006. The public service pension superannuation scheme was closed to new members in 1988. It was initially 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.

b.2 public health care

The public health care sub-sector includes government owned hospitals and health services and a small number of research, professional registration, health promotion and ancillary service bodies.

The sub-sector includes large metropolitan health services that run a number of hospitals (for example, Southern Health), specialist hospitals (for example, Peter McCallum Cancer Centre, the Royal Victorian Eye and Ear Hospital), regional hospitals (Ballarat Health Services, West Gippsland Health Care Group), and rural health services (Mansfield District Hospital, Upper Murray Health and Community Service).

Each organisation in this sub-sector is a separate employer with its own management structure.

Table 40 provides a snapshot of employees in the public health care sub-sector.

Table 40: Snapshot of the public health care sector – June 2012

Total employees (headcount)	99,792	Regional Victoria	34%
Total employees (FTE)	73,392	Barwon South Western	9%
Employment type		Gippsland	6%
Ongoing	76%	Grampians	7%
Fixed term or casual	24%	Hume	6%
Part time employment		Loddon Mallee	7%
All staff	61%	Turnover of ongoing employees	
Women	66%	Separation rate	9%
Men	41%	Separation rate by age	
Base salary*		<30 years	14%
<$40,000	9%	30–54 years	8%
$40,000–$59,999	35%	55+ years	10%
$60,000–$79,999	37%	Recruitment by age	
$80,000+	19%	<30 years	45%
Gender		30–54 years	50%
Female	79%	55+ years	5%
Male	21%	Age and gender profile	
Average age			
All staff	43		
Women	43		
Men	43		
Regional distribution			
CBD	3%		
Other Melbourne metropolitan	62%		
North and West	30%		
Eastern	14%		
Southern	18%		
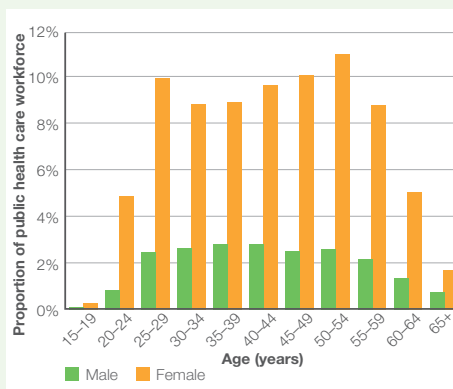
Source: Workforce Data Collection – June 2012

Notes: Numbers are for active employees (headcount) unless otherwise indicated. All proportions are as a percentage of total headcount unless otherwise stated.

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

b.2.1 employment

With a little under one hundred thousand employees, the public health care sub-sector is the largest sub-sector employer. Its workforce is over two-and-a-half times larger than the Victorian Public Service and almost twice the size of the government schools workforce.

The majority of employees were employed in hospitals and health services. Women comprised 79 per cent of the workforce; a proportion that has remained largely stable over the last 10 years. A high proportion of staff worked part time (61 per cent).

Employees of the public health care sub-sector were spread throughout Victoria's population centres. When compared to the metropolitan workforce, the regional workforce employed a higher proportion of women (84 per cent compared to 76 per cent) and employees were more likely to work part time (72 per cent compared to 55 per cent). Over time, the proportion of the workforce aged over 55 has increased from 12 per cent in 2003 to 20 per cent in 2012.

Employees worked in a variety of occupations. They included:

• professional staff (including doctors, nurses, scientists, therapists, and radiographers);

• social and welfare workers (including child care, personal care and nursing assistants, and counsellors);

• clerical and administrative support (including operational and project staff and managers, IT support officers and administrators); and

• ancillary staff (including cleaning, catering, patient services, and maintenance trades) and management roles.

Increasing service demand combined with capacity issues within the clinical training system has led to current workforce shortages in rural medical staff and key allied health professions, such as radiography. Shortages in the medium to long-term are also forecast within the nursing profession. To meet these challenges and changing models of care within a tight fiscal environment the Department of Health has implemented a number of initiatives to address productivity and efficiency, including:

• supporting rural medical partnerships to grow capacity and quality in medical postgraduate training, including the implementation of a rural generalist training model across six areas of rural and regional Victoria.

• expanding capacity to train health students through 11 clinical placement networks, designed to identify and build new placement opportunities within and outside the public health system.

• an early graduate scheme which encourages health services to take on new graduates in nursing and allied health fields in return for funding which has been expanded in 2012 to cover four additional allied health professions.

• a workforce reform implementation program which is targeting four main areas from 2012-2016. This includes extending roles for nursing in areas such as endoscopy and cystoscopy; extending roles for allied health practitioners in areas such as emergency, orthopaedics and neurosurgery, embedding a support workforce for nursing and allied health professionals; and growing the generalist medical workforce.

b.2.2 classification and remuneration

The public health care sub-sector has a single pay structure for health professionals and nurses, as shown in Tables 41 and 42.

Table 41: Salary ranges for nurses – June 2012

Role title	Salary Minimum	Maximum
Enrolled nurse	$42,552	$55,243
Registered nurse grade 2 *	$49,946	$66,113
Clinical nurse specialist	$68,052	**
Registered nurse grade 3	$68,858	$71,604
Registered nurse grade 4	$75,390	$80,293
Registered nurse grade 5	$80,278	$91,619
Registered nurse grade 6	$81,900	$105,466
Registered nurse grade 7	$81,900	$129,558

Source: *Nurses and Midwives (Victorian Public Sector) (Single Interest Employer) Enterprise Agreement 2012–2016*
Notes: * The commencing grade for a registered nurse is grade 2
      **Salaries for clinical nurse specialists are fixed at a single pay point.

Table 42: Salary ranges for health professionals – June 2012

Role title	Salary Minimum	Maximum
Audiologist	$57,117	$130,759
Dental Technician	$50,060	$65,026
Dietician	$46,613	$135,075
Medical Imaging Technician	$52,910	$104,871
Medical Physicist	$53,399	$149,204
Nuclear Medical Technician	$52,910	$124,925
Pharmacists	$49,213	$135,075
Physiotherapist	$52,910	$124,925
Psychologist	$45,011	$120,546
Radiation Engineers	$58,464	$119,283
Radiation Therapist	$52,910	$159,578
Research Assistant	$58,786	$82,615
Research Fellow	$97,027	$147,259
Research Officer	$79,755	$99,897
Scientists	$45,854	$135,075
Social Worker	$52,910	$124,925
Welfare Worker	$40,326	$67,044

Source: *Public Health Sector (Medical Scientists, Pharmacists and Psychologists) Multi-Enterprise Agreement 2008–2011, Victorian Public Health Sector (Health Professionals, Health and Allied Services, Managers and Administrative Officers) Multiple Enterprise Agreement 2011–2015*

b.2.3 employment trend

Staffing levels in full time equivalent terms increased 1.8 per cent over 2011–12 whilst the number of people employed increased by 2.8 per cent.

In response to an increase in demand for services, employment has continued to rise across the occupational groups in Victorian hospitals and health services. This reflects increasing activity as a result of population growth and chronic disease trends, and increasing commitments to health training places leading to a welcome increase in employment of postgraduate trainees within public hospitals. Figure 30 illustrates the increases in health service occupational groups to support these initiatives.

Figure 30: Change in public health care occupational groups – 2000–2012
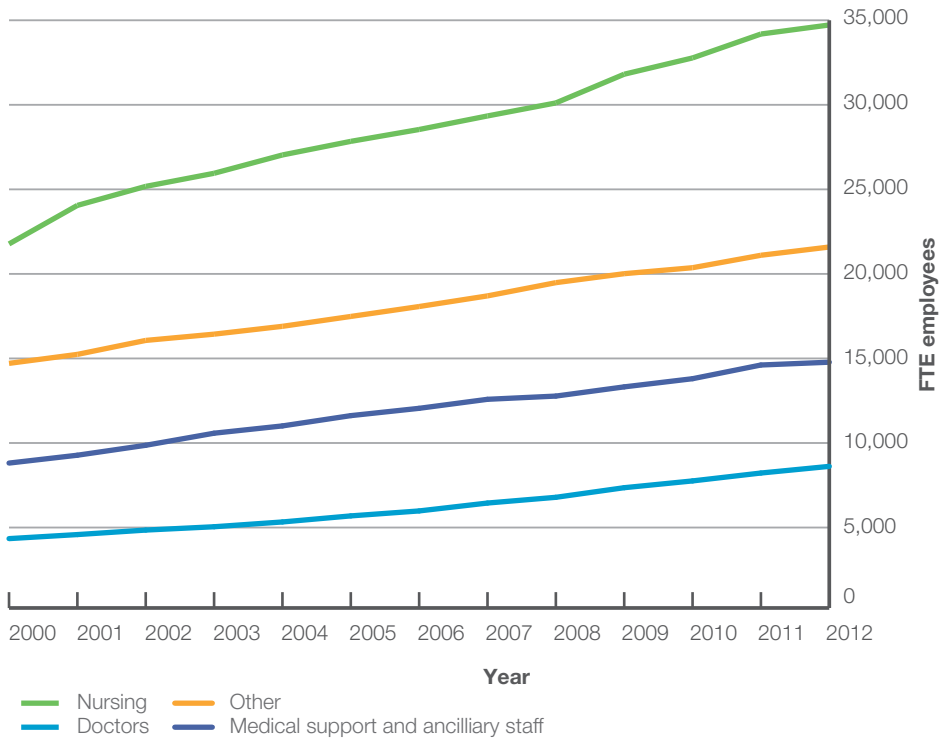
Source: Department of Human Services

b.2.4 superannuation

Approximately 96 per cent of staff in the public health care sector were members of accumulation superannuation funds where the employer contributes 9 per cent of salary to a complying fund, as required under Commonwealth legislation. Employer contributions to superannuation funds are in addition to salaries. Staff have the option of making additional contributions to these schemes from their salary.

Just under 4 per cent of staff are members of a defined benefit superannuation scheme. Most of these are members of the Health Super defined benefit scheme, which was closed to new members in 1993. Just over 0.5 per cent are members of public service defined benefit superannuation schemes. Generally these staff commenced as public service employees who became public health care employees when the functions they undertook were transferred to health care services.

b.3 government schools

The government schools sub-sector includes primary, secondary, primary-secondary (P-12), special schools and other schools that provide education on a short-term basis to children enrolled in other schools (for example the Austin Hospital School and the Bogong Outdoor Education Centre). As at June 2012, there were 1,545 Victorian government schools and 1,543 schools councils (two pairs of schools had joint school councils).

Table 43 provides a snapshot of employees in the government schools sub-sector.

b.3.1 employment

This sector includes government teaching service employees (principals, teachers, paraprofessionals and education support classes), casual relief teachers and support staff.

The government teaching service is employed by the Department of Education and Early Childhood Development 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.

Casual relief teachers and non-teaching support roles are employed by school councils under Part 2.3 of the *Education and Training Reform Act 2006*.

Women comprised a high proportion of the schools workforce (76 per cent) and greatly outnumbered men in every age group. Part time employment in this sector has continued to increase, from 30 per cent in 2003 to 39 per cent in 2012. Part time employment was more common in regional areas (43 per cent) than in metropolitan areas (38 per cent).

b.3.2 employment trend

The average age of employees in government schools has remained steady at 44 years since 2003. However, as shown by Figure 31, since 2003 the proportion of employees aged 35 to 54 has fallen, while the proportion of staff aged less than 35 and older than 54 have increased. This highlights the effect of long serving staff moving into retirement age and their replacement by younger employees and recent graduates.

Table 43: Snapshot of the government schools sub-sector – June 2012

Total employees (headcount)	**65,788**	**Regional Victoria**	**32%**
Total employees (FTE)	**54,868**	Barwon South Western	7%
Employment type		Gippsland	6%
Ongoing	75%	Grampians	5%
Fixed term or casual	25%	Hume	6%
Part time employment		Loddon Mallee	7%
All staff	39%	**Turnover of ongoing employees**	
Women	44%	**Separation rate**	**N/A****
Men	23%	**Separation rate by age**	
Base salary*		<30 years	N/A
<$40,000	2%	30–54 years	N/A
$40,000–$59,999	30%	55+ years	N/A
$60,000–$79,999	33%	**Recruitment by age**	
$80,000+	35%	<30 years	46%
Gender		30–54 years	46%
Female	76%	55+ years	8%
Male	24%	**Age and gender profile**	
Average age			
All staff	44		
Women	44		
Men	43		
Regional distribution			
CBD	**0.3%**		
Other Melbourne metropolitan	**68%**		
North and West	29%		
Eastern	17%		
Southern	21%		
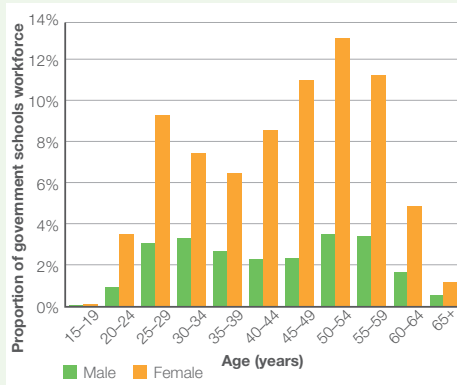
Source: Workforce Data Collection – June 2012

Notes: Numbers are for active employees (headcount) unless otherwise indicated. All proportions are as a percentage of total headcount unless otherwise stated.

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

** Information on the separation rate for government schools employees was not available at the time of going to print.

Figure 31: Change in proportion of teaching service employees by age – 2003–2012
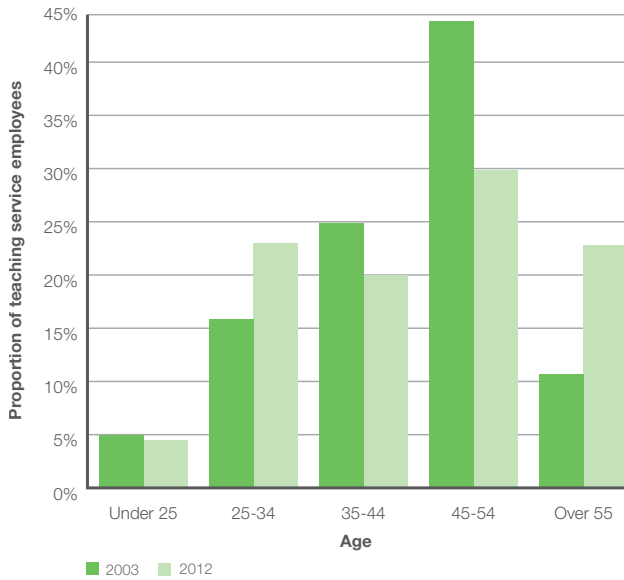
Source: Workforce Data Collection – 2003 and 2012
Note: All proportions are as a percentage of total headcount unless otherwise stated.

Figures 32 and 33 show that there has also been growth in the number of teachers and education support staff, who have been employed to meet the growing demands placed on the school system. This increase has also influenced the change in the age profile, as a large proportion of the additional positions have been filled by people in the 25–34 years age cohort.

Figure 32: Change in teacher staffing – 2000–2012
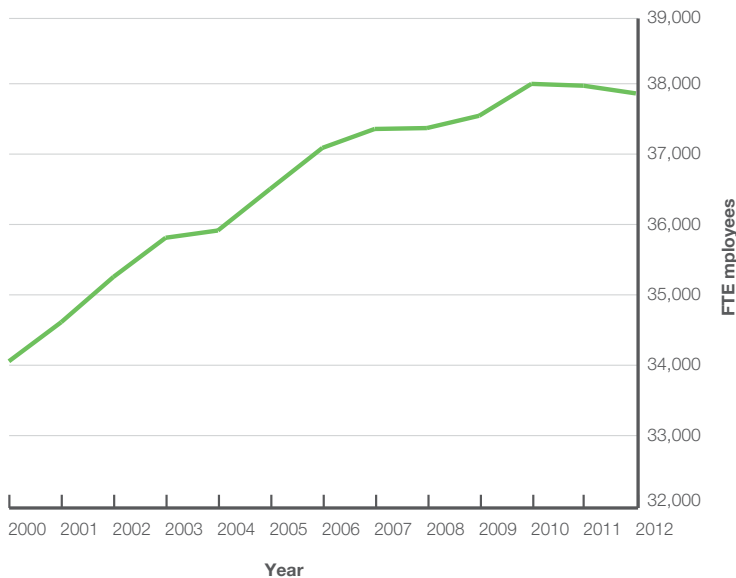
Source: Department of Education and Early Childhood Development

Figure 33: Change in principals and education support officer staffing – 2000–12
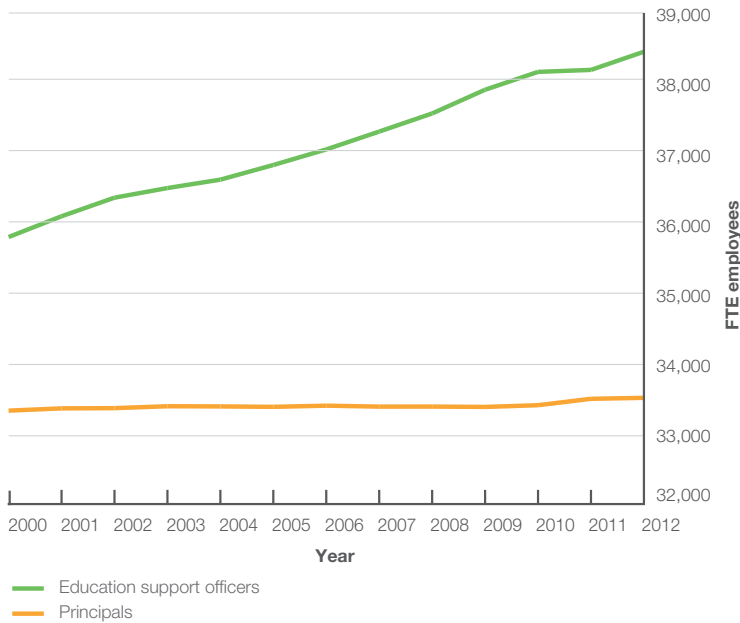
Source: Department of Education and Early Childhood Development

b.3.3 classification and remuneration

Principals, teachers and paraprofessionals are covered by the *Victorian Government Schools Agreement 2008* and education support officers employees are covered by the *Education Support Class Agreement 2008.* Table 44 shows the salary ranges for these staff.

Table 44: Salary ranges for government schools – June 2012

Role title	Salary	
	Minimum	Maximum
Education support officer (ESO) 1	$38,834	$56,023
Education support officer (ESO) 2	$56,984	$104,360
Graduate teacher	$56,985	$58,609
Accomplished teacher	$61,997	$69,373
Expert teacher	$71,870	$84,056
Leading teacher	$86,861	$91,883
Assistant principal *	$101,110	$140,754
Principal *	$101,110	$165,911

Source: Department of Education and Early Childhood Development

* figures for assistant principals and principals are for their total remuneration package, including salary, employer superannuation contributions and other optional benefits individuals may elect to include in their package.

b.3.4 superannuation

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

As at June 2012, 23 per cent of staff in government schools were members of the public service defined benefit superannuation schemes, compared to 41 per cent in 2006. The remaining 77 per cent of staff in schools were 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.

b.4 TAFE and other education entities

The TAFE and other education entities sub-sector includes:

• TAFE institutes;

• TAFE divisions of universities; and

• other non-school providers of education and training (for example, the Centre for Adult Education, Adult Multicultural Education Service).

TAFE institutes and TAFE divisions of universities provide vocational training and education services, including programs and courses, to school leavers, adults, apprentices and employees.

Each organisation in this sector is a separate employer with its own management structure.

Table 45 provides a snapshot of employees in the TAFE and other education entities sub-sector.

b.4.1 employment

The majority of employees in this sub-sector worked in TAFE institutes. Teachers were the major employee group. Other categories included non-teaching professionals, administrative and clerical, computing, technical, and general maintenance staff.

This sub-sector had the oldest age profile of any sub-sector, partly because TAFE teachers are encouraged to have previous work experience and enter the sector at an older age. The workforce is ageing with the proportion of staff aged 55 and over increasing from 21 per cent in 2005 to 29 per cent in 2012. Compared to other sub-sectors, few employees (9 per cent) are aged below 30 and most of these were non-teaching staff.

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

Part time employment in this sector has fallen from 58 per cent in June 2009 to 52 per cent in June 2012.

Table 45: Snapshot of TAFE and other education entities sub-sector – June 2012

|			
Total employees (headcount)	**16,401**	Regional Victoria	**25%**
Total employees (FTE)	**11,423**	Barwon South Western	7%
Employment type		Gippsland	4%
Ongoing	60%	Grampians	2%
Fixed term or casual	40%	Hume	6%
Part time employment		Loddon Mallee	5%
All staff	52%	**Turnover of ongoing employees**	
Women	59%	**Separation rate**	**12%**
Men	42%	**Separation rate by age**	
Base salary*		<30 years	21%
<$40,000	3%	30–54 years	10%
$40,000–$59,999	29%	55+ years	14%
$60,000–$79,999	51%	**Recruitment by age**	
$80,000+	17%	<30 years	19%
Gender		30–54 years	64%
Female	58%	55+ years	17%
Male	42%	**Age and gender profile**	
Average age			
All staff	47		
Women	46		
Men	49		
Regional distribution			
CBD	**14%**		
Other Melbourne metropolitan	**60%**		
North and West	26%		
Eastern	14%		
Southern	20%		
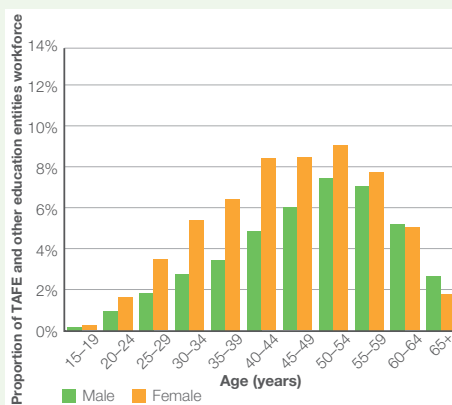
Source: Workforce Data Collection – June 2012

Notes: Numbers are for active employees (headcount) unless otherwise indicated. All proportions are as a percentage of total headcount unless otherwise stated.

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

b.4.2 classification and remuneration

There is a common pay structure for TAFE teachers working in TAFE institutes and TAFE divisions of universities.

During 2011–12, TAFE institutes engaged in negotiations for enterprise agreements covering support staff or Professional, Administrative, Computing Clerical and Technical (PACCT) Officers. The vast majority of institutes that have negotiated agreements have adopted the classification structure and salaries detailed in Table 46. However, there are some variances from institute to institute.

Support staff working in TAFE divisions of universities are classified and paid in accordance with relevant higher education enterprise agreements.

Table 46: Salary ranges for TAFE teachers and PACCT staff – June 2012

Role title	Salary	
	Minimum	**Maximum**
Teacher	$49,616	$79,500
Senior Educator	$82,000	$87,000
Professional, Administrative, Computing, Clerical and Technical Staff		
PACCT 1	$33,764	$39,388
PACCT 2	$40,760	$45,042
PACCT 3	$46,450	$50,156
PACCT 4	$51,451	$55,865
PACCT 5	$57,465	$61,820
PACCT 6	$63,978	$68,677
PACCT 7	$71,021	$78,226
PACCT 8	$80,637	$87,841

Source: *Victorian TAFE Teaching Staff Multi-Business Agreement 2009, TAFE PACCT Certified Agreements 2011*
Note: classification structure and salary rates may vary from institute to institute.

Figure 34 illustrates that over time there has been a relatively consistent ratio of just over one PACCT employee for every two teachers within TAFE institutions.

Figure 34: Change in PACCT and teacher staffing – 2007–2012
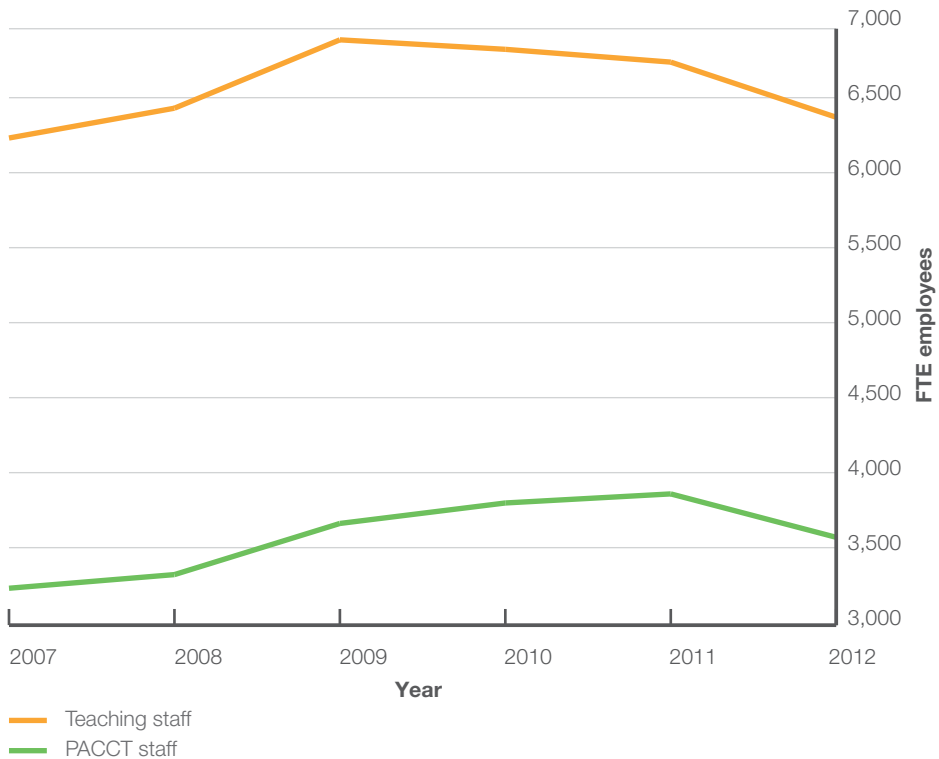
Note: RMIT did not report PACCT numbers until 2010; these are included as they do not overly skew the figures shown.

b.4.3 employment trend

The TAFE workforce expanded between 2007 and 2010 to meet increased demand for training, which was partly driven by the response to the global financial crisis and the commencement of demand-driven training in Victoria which led to a narrow increase in enrolment numbers across a number of TAFE providers. Staffing levels then stabilised before contracting in 2011–12 by four per cent in both headcount terms and FTE. This contraction coincided with the first full year of operation of the contestable training market, which commenced from January 2011, and changes to funding arrangements for the VET sector which have led to reductions in staffing at some TAFEs in some faculties.

b.4.4 superannuation

Elements of the current TAFE and other education sub-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 institutes 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, 7 per cent of the TAFE and other education entities workforce are members of the public service defined benefit superannuation schemes.

The remaining 93 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. Employer contributions to superannuation funds are in addition to salaries. Staff have the option of making additional contributions to these schemes from their salary.

b.5 police and emergency services

The police and emergency services sub-sector includes six organisations that deliver policing, fire, ambulance and emergency response services across Victoria. Each organisation is a discrete and separate employer with its own management structure. They are described below.

- **Victoria Police** employs sworn police officers, recruits, protective service officers and reservists. Sworn police officers 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, designated public buildings and train stations. Police and protective service officers are responsible to the Chief Commissioner of Police and collectively form the Victorian Police Force. Victorian Public Service employees working within Victoria Police in professional, technical and support roles are not included in the figures for this sub-sector.

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

- The **Metropolitan Fire and Emergency Services Board** provides fire prevention, fire suppression and emergency response services to Melbourne's CBD, inner and middle suburbs and Port Phillip Bay.

- The **Country Fire Authority** (CFA) provides fire services to rural Victoria and parts of metropolitan Melbourne. The CFA has 1,216 brigades and approximately 2,013 tankers, pumpers and other emergency response vehicles. In addition to career officers and paid fire fighters, the CFA draws on a force of 55,240 volunteers.

- The **State Emergency Service** (SES) is a volunteer based organisation that responds to floods, storms and earthquakes, and assists other emergency services and municipal councils in planning and auditing their emergency management plans. Over 5,500 volunteers in Victoria provide SES services.

- The **Emergency Services Telecommunications Authority** provides and manages the operational communications that dispatch the services listed above.

In line with their responsibility to manage public land, Victorian Public Service employees within the Department of Sustainability and Environment, Department of Primary Industries, and Parks Victoria also provide fire prevention and suppression services and maintain fire detection infrastructure (for example, lookout towers). The State Aircraft Unit, on behalf of DSE and CFA, manages a fleet of contracted aircraft to assist with fire suppression during the fire season. These employees are not included in the figures for this sub-sector. DSE and DPI staff are included in the profile of the Victorian Public Service and Parks Victoria staff are included in the profile of the water and land management sub-sector.

Table 47 provides a snapshot of employees in the police and emergency services sub-sector.

Table 47: Snapshot of police and emergency services sub-sector – June 2012

Total employees (headcount)	**22,048**	**Regional Victoria**	**27%**
Total employees (FTE)	**21,281**	Barwon South Western	6%
Employment type		Gippsland	5%
Ongoing	97%	Grampians	6%
Fixed term or casual	3%	Hume	5%
Part time employment		Loddon Mallee	5%
All staff	8%	**Turnover of ongoing employees**	
Women	21%	**Separation rate**	**4%**
Men	3%	**Separation rate by age**	
Base salary*		<30 years	4%
<$40,000	1%	30–54 years	4%
$40,000–$59,999	22%	55+ years	12%
$60,000–$79,999	39%	**Recruitment by age**	
$80,000+	38%	<30 years	55%
Gender		30–54 years	44%
Female	28%	55+ years	1%
Male	72%	**Age and gender profile**	
Average age			
All staff	41		
Women	37		
Men	42		
Regional distribution			
CBD	**19%**		
Other Melbourne metropolitan	**54%**		
North and West	21%		
Eastern	19%		
Southern	15%		
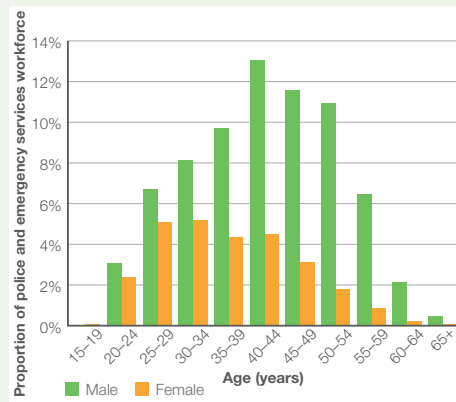
Source: Workforce Data Collection – June 2012

Notes: Numbers are for active employees (headcount) unless otherwise indicated. All proportions are as a percentage of total headcount unless otherwise stated.

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

b.5.1 employment

The main occupational groups within this sub-sector are sworn police and recruits in training (57 per cent) ambulance officers (13 per cent) and firefighters (11 per cent). Also covered are support staff of the emergency, fire, and ambulance services: clerical and administration staff (including operational and project staff and managers, IT support officers and administrators), call takers, maintenance staff, and technicians. Volunteers are not included in staffing figures.

The total number of staff by organisation in this sector is shown at Table 48 below.

Table 48: Distribution of employees in police and emergency services sub-sector – June 2012

Organisation	Headcount	FTE
Victoria Police	13,192	12,898
Ambulance Victoria	3,845	3,494
Metropolitan Fire and Emergency Services Board	2,140	2,131
Country Fire Authority (CFA) *	1,907	1,836
Emergency Services Telecommunications Authority	765	727
Victoria State Emergency Service (SES) *	199	195

Source: Workforce Data Collection – June 2012

Notes: * CFA and SES figures do not include volunteers.

Technically, police are not 'employees'; they are 'officers' engaged under the *Police Regulation Act 1958*. Protective service officers are employees and responsible to the Chief Commissioner of Police. The number of protective service officers has nearly doubled from 146 at June 2011 to 288 at June 2012, reflecting recruitment of officers to provide security at railway stations. The government intends to increase this number to around 1,100 by November 2014.

This sub-sector had the youngest age profile within the public sector with an average age of 41. This generally reflects the requirement for operational staff to be physically fit in order to undertake physically demanding and potentially dangerous work.

This sub-sector also had the lowest proportion of women in its workforce (28 per cent) and, although this proportion is steadily increasing over time, growth slowed in 2011–12. The proportion of women has increased in all organisations in the sector since 2007. The growth during this period was concentrated in Victoria Police and Ambulance Victoria. In 2011–12, Victoria Police had the largest increase in women employees with most recruited to sworn police positions.

The proportion of part time employees in this sector declined in 2011–12 from 9 per cent to 7.6 per cent. This follows slow but steady growth in part time employment since 2007, primarily in Ambulance Victoria and Victoria Police.

In 2011–12, the number of part time employees in Ambulance Victoria decreased (by 230 people) and the remaining part time employees worked more hours – average contracted hours per week increased to 15.5 hours from 11.5 hours in June 2011.

b.5.2 classification and remuneration

The pay structures for ambulance paramedics and police officers are shown in Table 49.

Table 49: Salary ranges for ambulance paramedics and police officers – June 2012

	Salary	
Role title	**Minimum**	**Maximum**
Ambulance paramedics		
Graduate Ambulance Paramedic	$42,752	$47,892
Mobile Intensive Care Ambulance (MICA) Paramedic	$59,355	$63,372
Mobile Intensive Care Ambulance (MICA) Flight Paramedic	$65,177	$66,830
Roster Advanced Life Support Paramedic	$65,559	$72,010
Senior Reserve Paramedic	$68,962	$71,765
Station Officer	$57,980	$67,231
Paramedic Educator	$59,870	$68,741
Team Manager	$63,593	$74,113
Police officers		
Constable	$53,745	$55,771
First Constable	$57,797	$59,824
Senior Constable	$65,631	$76,050
Leading Senior Constable	$76,811	$82,340
Sergeant	$82,238	$89,621
Senior Sergeant	$92,144	$98,097
Inspector	$109,105	$121,144
Superintendent	$123,291	$144,637
Protective service officers		
Protective Service Officer	$49,556	$52,919
Protective Service Officer First Class	$53,516	$55,035
Senior Protective Service Officer	$56,859	$60,763
Supervisor	$67,498	$69,964
Senior Supervisor	$73,026	$73,806

Source: *Ambulance Victoria Enterprise Agreement 2009, Victoria Police Force Enterprise Agreement 2011*

b.5.3 employment trend

Figure 35 shows that police numbers have generally increased since 2000. In 2011–12, the number of police officers increased by 434.1 FTE staff (3.6 per cent).

Figure 35: Change in police staffing – 2000–2012
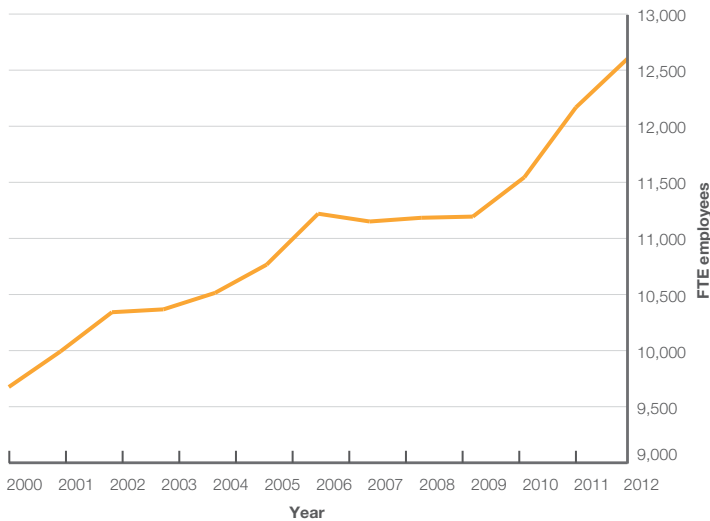
Source: Office of the Chief Commissioner of Police

b.5.4 superannuation

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 86 per cent of staff in the police and emergency services sector are members of this fund. As with 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 14 per cent are primarily members of the ESSPLAN accumulation superannuation fund where the employer contributes 9 per cent of salary to a complying fund, as required under Commonwealth legislation. Employer contributions to superannuation funds are in addition to salaries. Staff have the option of making additional contributions to this scheme from their salary.

b.6 water and land management

The water and land management sub-sector includes organisations that are responsible for water resources and the administration of public land. The sub-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, alpine resorts management boards and the Growth Areas Authority.

Table 50 provides a snapshot of employees in the water and land management sub-sector.

Table 50: Snapshot of the water and land management sub-sector – June 2012

Total employees (headcount)	**8,440**	**Regional Victoria**	**56%**
Total employees (FTE)	**7,940**	Barwon South Western	10%
Employment type		Gippsland	12%
Ongoing	85%	Grampians	6%
Fixed term or casual	15%	Hume	18%
Part time employment		Loddon Mallee	9%
All staff	13%	**Turnover of ongoing employees**	
Women	30%	**Separation rate**	**10%**
Men	4%	**Separation rate by age**	
Base salary*		<30 years	14%
<$40,000	1%	30–54 years	9%
$40,000–$59,999	32%	55+ years	11%
$60,000–$79,999	36%	**Recruitment by age**	
$80,000+	31%	<30 years	29%
Gender		30–54 years	64%
Female	35%	55+ years	7%
Male	65%	**Recruitment by age**	
Average age			
All staff	43		
Women	39		
Men	44		
Regional distribution			
CBD	**13%**		
Other Melbourne metropolitan	**31%**		
North and West	10%		
Eastern	11%		
Southern	10%		
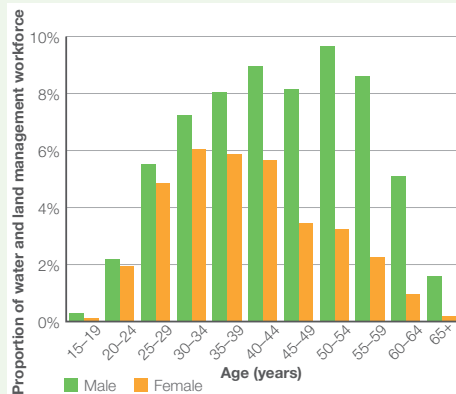
Source: Workforce Data Collection – June 2012

Notes: Numbers are for active employees (headcount) unless otherwise indicated. All proportions are as a percentage of total headcount unless otherwise stated.

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

b.6.1 employment

Employees in this sector include foresters, park rangers, environmental professionals, water and waste engineers and other technical officers, maintenance staff and mechanical engineers, as well as support staff, including IT support, managers and administrators.

The workforce was predominantly male (65 per cent) in management, science, building and project administration roles as well as labouring and mechanical operation roles. Women comprise 35 per cent of the workforce, with relatively high proportions in clerical, scientific, management, engineering, and business administration roles.

Male employees were notably older than female employees – most men were aged between 45 and 59 and most women were aged between 25 and 39. This clustering does not appear to be related to occupation as women were younger than men across all occupations in the sector.

The metropolitan and regional workforces differed slightly. A higher proportion of women were employed in the metropolitan area (42 per cent compared to 29 per cent in regional Victoria). Part time employment was 12 per cent in regional areas (this figure has fluctuated between 10 and 13 per cent since 2006) compared to 15 per cent in metropolitan Melbourne (a steady upward trend from 10 per cent in 2006).

b.6.2 classification and remuneration

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.

b.6.3 superannuation

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.

Seven per cent of staff in the water and land management sector remain members of the public service defined benefit superannuation schemes. The remaining 93 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. Employer contributions to superannuation funds are in addition to salaries. Staff have the option of making additional contributions to these schemes from their salary.

b.7 arts, finance, transport and other

The arts, finance, transport and other sub-sector is a diverse collection of employers whose workforces vary greatly in size, from over three thousand employees in the largest organisation to less than five employees in the smallest. It is made up of 66 organisations that include:

- arts agencies (for example, Museum Victoria and the State Library of Victoria);
- cemetery trusts (for example, the Greater Metropolitan Cemetery Trust, and the Geelong Cemeteries Trust);

- facilities management entities (for example, the Shrine of Remembrance Trust and the Melbourne Convention and Exhibition Centre);
- finance and insurance entities (for example, the Transport Accident Commission and the State Trustees Limited);
- regulators (for example, the Building Commission and the Architects Registration Board of Victoria);
- sports and recreation entities (for example, Melbourne and Olympic Parks Trust and the Royal Botanic Gardens Board);
- transport entities (for example, VicRoads and the Victorian Regional Channels Authority); and
- other miscellaneous entities (for example, the Departments of the Parliament and the Consumer Utilities Advocacy Centre).

The **arts** sub-group employed 2,343 people. The workforce was relatively young (average age of 40) and predominantly female (59 per cent). Almost half of all employees worked part time and a high proportion were casual (25 per cent). This generally reflects shift work and additional employment for events.

The **cemetery** sub-group only includes the five organisations that directly employ staff. The workforce was older (average age 45) and predominantly male (67 per cent). There were a further 491 cemetery trusts across the state that did not directly employ staff.

The **facilities management** sub-group has a young (average age of 35) and relatively short serving workforce (average tenure of four years). Employment levels were highly influenced by events, such as conventions, and as a consequence it has the highest proportion of part time (61 per cent) and casual staff (64 per cent) in the arts, finance, transport and other sub-sector.

The **finance** sub-group was one of the highest paid in the public sector with an average annual salary of $90,575; much higher than the arts, finance, transport and other average of $76,761. This is consistent with remuneration in the finance and insurance industry. The workforce was predominantly female and had a high proportion of ongoing staff (89 per cent).

The **regulator** sub-group employed the smallest number of people with 325 staff employed across seven organisations. It had the oldest workforce in this group (average age 45). The majority (241 people) were employed by the Building Commission and Energy Safe Victoria.

The **sport and recreation** sub-group included 11 organisations. The workforce was relatively young (average age is 39), had a high proportion of part time staff (56 per cent), and had a lower than average salary. The workforce had a high proportion of casual employees (37 per cent), was short serving (average tenure is six years) and had a high separation rate (15 per cent).

The **transport** sub-group employed the largest number of people (5,288 people). The majority of these worked for VicRoads and V/Line Passenger Corporation (4,451 people). A high proportion of employment was ongoing (94 per cent), and the sector had a low proportion of part-time staff. Employees had the longest average tenure (11 years) and the lowest separation rate (8 per cent).

Table 51 provides a snapshot of employees in the arts, finance, transport and other sub-sector.

Organisations in the arts, finance, transport and other sector perform a range of activities and have distinct workforce profiles. Specific characteristics of each sub-group are shown in Table 52 and described below.

Table 51: Snapshot of the arts, finance, transport and other sub-sector – June 2012

Total employees (headcount)	**15,456**		**Regional Victoria**	**21%**
Total employees (FTE)	**13,468**		Barwon South Western	9%
Employment type			Gippsland	3%
Ongoing	86%		Grampians	3%
Fixed term or casual	14%		Hume	2%
Part time employment			Loddon Mallee	3%
All staff	24%		**Turnover of ongoing employees**	
Women	36%		**Separation rate**	**10%**
Men	14%		**Separation rate by age**	
Base salary*			<30 years	16%
<$40,000	1%		30–54 years	9%
$40,000–$59,999	30%		55+ years	11%
$60,000–$79,999	29%		**Recruitment by age**	
$80,000+	39%		<30 years	27%
Gender			30–54 years	63%
Female	47%		55+ years	10%
Male	53%		**Age and gender profile**	
Average age				
All staff	42			
Women	39			
Men	44			
Regional distribution				
CBD	**47%**			
Other Melbourne metropolitan	**32%**			
North and West	13%			
Eastern	12%			
Southern	7%			

Age and gender profile chart (Proportion of arts, finance, transport and other workforce by Age (years), Male and Female).

Source: Workforce Data Collection – June 2012

Note: Numbers are for active employees (headcount) unless otherwise indicated. All proportions are as a percentage of total headcount unless otherwise stated.

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

Table 52: Workforce profile of arts, finance, transport and other sub-sector

	Arts agencies	Cemetery trusts	Facilities management	Finance and insurance	Regulators	Sports and recreation	Transport	Other miscellaneous	Sub-sector
Employers	9	5	8	8	7	11	9	9	66
Headcount	2,343	451	603	3,101	345	1,980	5,653	980	15,456
FTE	1,679	427	428	2,945	329	1,343	5,449	869	13,468
Average salary	$59,966	$57,393	$38,016	$90,575	$85,071	$53,210	$82,304	$77,339	$76,761
Female	59%	35%	52%	60%	43%	55%	31%	68%	47%
Average age	40	45	35	41	45	39	44	41	42
Part time	48%	9%	61%	15%	9%	56%	9%	26%	24%
Casual	25%	2%	64%	0%	0%	37%	1%	5%	11%
Fixed term	15%	9%	0%	11%	15%	7%	5%	16%	9%
Ongoing	60%	89%	36%	89%	85%	56%	94%	80%	80%
Separation rate	11%	18%	17%	11%	9%	15%	8%	9%	10%
Average years of service	7	8	4	6	9	6	11	6	8

Source: Workforce Data Collection – June 2012

Notes: All proportions are as a percentage of total headcount unless otherwise stated. All percentages, salary, separation, employment type data is only for organisations with over 50 employees.

b.7.1 superannuation

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.

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

The remaining 86 per cent of staff were members of accumulation superannuation funds where the employer contributes 9 per cent of salary to a complying fund, as required under Commonwealth legislation. Employer contributions to superannuation funds are in addition to salaries. Staff have the option of making additional contributions to these schemes from their salary.

appendix c: eRecruitment activity

In 2005, the Victorian public sector-wide 'eRecruitment' system was introduced. eRecruitment provides a 'one-stop' access point to public sector jobs for prospective employees, improving the reach and efficiency of public sector recruitment processes. The contract for the eRecruitment system is administered by the State Services Authority (SSA).

This appendix provides data on recruitment activity gathered from Victorian Public Service agencies at key points in the recruitment cycle: job advertisement, applications and recruitment. The quality of data recorded in the eRecruitment system has continued to improve over the 2011–12 financial year. As the use of eRecruitment expands and the accuracy of data continues to improve, the scope of potential reporting will expand.

c.1 use of eRecruitment

79 organisations currently use eRecruitment as their primary recruitment tool, including:

- Victorian Public Service agencies
    - 11 departments (including 5 authorities and offices that use their portfolio department's service to advertise positions);
    - 20 authorities and offices that operate their own system;
    - 9 business units and other offices that operate a separate system from their department;
- agencies in the broader public sector
    - 10 rural and regional health services;
    - 2 TAFEs;
    - 26 other public entities; and
- other agencies
    - 1 non-public entity – the Australia and New Zealand Policing Advisory Agency (which is supported by Victoria Police).

The addition of organisations from the health and TAFE sectors has strengthened the position of the eRecruitment system as the tool of choice for advertising Victorian public sector positions.

c.2 eRecruitment process

Figure 36 provides an overview of the recruitment and selection process.

Figure 36: Recruitment and selection process
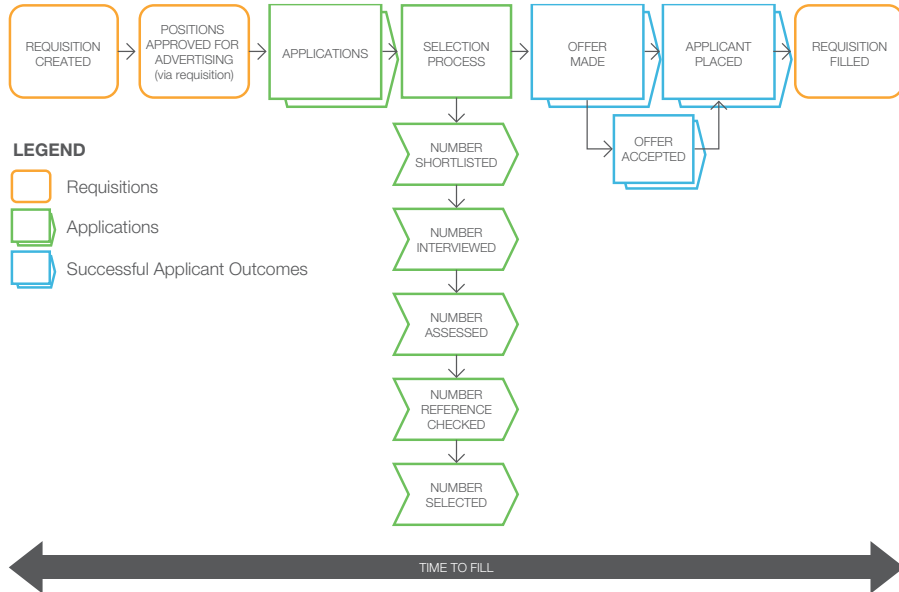
c.2.1 requisitions

When 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 as a single requisition may be used to advertise multiple jobs.

c.2.2 applications

Most applications are received online via the Victorian Government Careers website. Where applications are received in other formats, details of the application are entered into the eRecruitment system by the recruiter. Following receipt of applications, standard recruitment procedures of shortlisting applicants, conducting interviews and undertaking reference checks apply. The eRecruitment system allows recruiters to electronically manage the selection process documentation (such as assessment results, interview questions and responses) and to record the outcomes of interviews.

c.2.3 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' (i.e. employed) in an advertised position.

c.3 notes on the eRecruitment system and reporting

The eRecruitment system is a 'live' system. Departments and agencies have the ability to go into the system and modify requisitions to fix errors and update information as necessary. Given the numbers in this report are extracted from the live system, the totals may change each time a report is generated. As a result, there are minor variations between the number of positions reported this year and in previous *State of the Public Sector in Victoria* reports.

Following the release of the 2010–11 eRecruitment Report, the Department of Human Services identified an error in the process used to register child protection practitioner positions for approval. The process used for recording these positions overstated the number of positions. This resulted in an overstatement of approximately 3,000 positions approved for advertising. All 2010–11 numbers in this report have been revised to exclude these duplicate positions.

c.4 positions approved for advertising

Positions approved for advertising comprise the number of positions which may be advertised on the Victorian Government Careers website and / or other media (e.g. Seek, My Career and CareerOne websites).

In 2011–12, the four largest departments (Department of Human Services (DHS), Department of Justice, Department of Education and Early Childhood Development and Department of Sustainability and Environment) advertised the highest number of positions, representing 73 per cent of all public service positions approved for advertising.

The majority of positions approved for advertising were in DHS. This is due to the relatively large numbers of disability development and support officer (1,496) and child protection practitioner (516) positions approved for advertising. These two classifications represented 67 per cent of all positions approved for advertising in DHS.

Table 53 shows the number and percentage of positions approved for advertising in 2011–12 by department / agency.

Table 53: Positions approved for advertising – 2011–12

Department / agency	Number of positions approved for advertising	Percentage of all positions approved
Departments		
Department of Business and Innovation	128	2%
Department of Education and Early Childhood Development	610	7%
Department of Health	225	3%
Department of Human Services	2,987	35%
Department of Justice	1,914	22%
Department of Planning and Community Development	125	1%
Department of Premier and Cabinet	184	2%

Department / agency	Number of positions approved for advertising	Percentage of all positions approved
Department of Primary Industries	231	3%
Department of Sustainability and Environment	781	9%
Department of Transport	146	2%
Department of Treasury and Finance	103	1%
Authorities, business units and other offices		
CenITex	160	2%
Environment Protection Authority	28	0.3%
Office of Public Prosecutions	91	1%
Office of the Chief Commissioner of Police	468	5%
Public Record Office Victoria	27	0.3%
State Revenue Office	147	2%
Sustainability Victoria	21	0.2%
Transport Safety Victoria	27	0.3%
Other agencies		
	109	1.3%
Total positions approved for advertising	**8,512**	**100%**

Source: Victorian Government eRecruitment Services System – June 2012

Note: Some divisions within departments (e.g. the State Revenue Office and the Public Record Office Victoria) choose to operate separate systems from their portfolio department and are thus listed separately. Agencies with less than 20 positions approved for advertising have been aggregated and included in 'other agencies'. These agencies include: Arts Victoria, 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 of Victoria, Office of the Ombudsman Victoria, State Services Authority, Victorian Auditor-General's Office, Victorian Electoral Commission and the Victorian Multicultural Commission.

c.5 trends in positions advertised

Overall, there was a 27 per cent decrease in the number of positions approved for advertising in 2011–12 compared to 2010–11.

Table 54 compares the number of positions approved for advertising in 2009–10, 2010–11 and 2011–12 for each participating public service department and agency. Agencies who were not included in the 2009–10 report, or who had less than 20 positions approved for advertising in 2011–12 are excluded from this table.

Table 54: Trends in positions approved for advertising – 2009–10 to 2011–12

Department / agency	Number of positions approved for advertising			Percentage change	
	2009–10	2010–11	2011–12	2009–10 to 2011–12	2010–11 to 2011–12
Departments					
Department of Business and Innovation	243	177	128	−47%	-28%
Department of Education and Early Childhood Development	1,469	1,205	610	-58%	-49%
Department of Health	340	400	225	-34%	−44%
Department of Human Services	3,920	3,538	2,987	−24%	−16%
Department of Justice	2,357	2,551	1,914	−19%	−25%
Department of Planning and Community Development	247	222	125	−49%	−44%
Department of Premier and Cabinet	174	229	184	6%	−20%
Department of Primary Industries	400	381	231	−42%	−39%
Department of Sustainability and Environment	1,335	1,117	781	−41%	−30%
Department of Transport	254	292	146	−43%	−50%
Department of Treasury and Finance	149	202	103	−31%	−49%
Authorities, business units and other offices					
Environment Protection Authority	103	112	28	−73%	−75%
Office of Public Prosecutions	34	75	91	168%	21%
Office of the Chief Commissioner of Police	578	819	468	−19%	−43%
State Revenue Office	125	161	147	18%	−9%
Sustainability Victoria	47	42	21	−55%	−50%
Transport Safety Victoria	18	35	27	50%	−23%
Total positions approved for advertising	**11,818**	**11,687**	**8,512**	**−28%**	**−27%**

Source: Victorian Government eRecruitment Services System – June 2012

c.6 trends in applications

Between 2010–11 and 2011–12, the total number of applications received decreased from 135,220 to 92,181. This represents a 32 per cent decrease in the total number of applications received. At the same time, the average number of applications per approved position decreased by an average of approximately one application per job (from 11.6 in 2010–11 to 10.8 in 2011–12).

The Department of Health received a comparatively high number of applications per advertised position (an average of 21.2 in 2011–12). This is attributed to a large number of applications received for 6 solicitor positions (150) and 5 administration officer positions (which each received over 100 applications).

Table 55 shows the average number of applications per position in 2009–10, 2010–11 and 2011–12.

Table 55: Average number of applications – 2009–10 to 2011–12

Department / agency	Average number of applications received per position approved for advertising		
	2009–10	2010–11	2011–12
Departments			
Department of Business and Innovation	18	18	5
Department of Education and Early Childhood Development	7	8	10
Department of Health	17	17	21
Department of Human Services	7	7	8
Department of Justice	16	13	15
Department of Planning and Community Development	23	19	9
Department of Premier and Cabinet	26	18	8
Department of Primary Industries	12	12	10
Department of Sustainability and Environment	8	9	6
Department of Transport	26	25	14
Department of Treasury and Finance	14	12	11
Authorities, business units and other offices			
Environment Protection Authority	37	25	6
Office of Public Prosecutions	11	16	9
Office of the Chief Commissioner of Police	23	21	20
State Revenue Office	10	8	6
Sustainability Victoria	33	10	9
Transport Safety Victoria	10	14	14
Average number of applications received per position approved for advertising	**12**	**12**	**11**

Source: Victorian Government eRecruitment Services System – June 2012

c.7 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). In 2011–12, the job functions with the highest proportion of positions approved for advertising were community healthcare and nursing (38 per cent) and administration, business and HR (20 per cent).

Table 56 shows the number and percentage of positions approved for advertising by job function.

Table 56: Positions approved for advertising by job function – 2011–12

Job function	Number of positions approved for advertising	Percentage of all positions approved
Accounting, economics and finance	190	2%
Administration, business and HR	1,690	20%
Agriculture, environment and science	253	3%
Arts, sport and tourism	11	0.1%
Community healthcare and nursing	3,208	38%
Customer services	188	2%
Education, teaching and training	115	1%
Emergency services	496	6%
Engineering, planning, transport and trades	84	1%
Graduate*	35	0.4%
Information Technology	340	4%
Legal, justice and prisons	1,171	14%
Policy and strategy	487	6%
Other	244	3%
Total positions approved for advertising	**8,512**	**100%**

Source: Victorian Government eRecruitment Services System – June 2012

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

c.7.1 average number of applications by job function

The average number of applications received per position approved declined across most job functions, though slight increases were recorded for the following job function groupings:

- education, teaching and training;
- legal, justice and prisons;
- graduate; and
- community healthcare and nursing.

The lowest number of applications per position approved for advertising was in the emergency services sector. Table 57 shows the average number of applications received per position approved for advertising in 2009–10, 2010–11 and 2011–12 by job function.

Table 57: Average number of applications by job function – 2009–10 to 2011–12

Job function	Average number of applications received per position approved for advertising		
	2009–10	2010–11	2011–12
Accounting, economics and finance	22	26	20
Administration, business and HR	22	19	18
Agriculture, environment and science	12	13	12
Arts, sport and tourism	25	17	8
Community healthcare and nursing	5	5	6
Customer services	27	24	22
Education, teaching and training	8	9	15
Emergency services	4	5	4
Engineering, planning, transport and trades	16	15	12
Graduate*	–	1	9
Information Technology	19	17	14
Legal, justice and prisons	10	9	12
Policy and strategy	14	14	11
Other	19	10	6
Average number of applications received per position approved for advertising	**12**	**12**	**11**

Source: Victorian Government eRecruitment Services System – June 2012

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

c.8 employment type

Table 58 shows that in 2011–12, there were large decreases in the number of ongoing and fixed term positions advertised. Between 2010–11 and 2011–12, the number of ongoing positions declined by 35 per cent whilst the number of fixed term positions declined by 29 per cent.

Table 58: Positions approved for advertising by employment type – 2009–10 to 2011–12

Work type	Number of positions approved for advertising			Percentage change	
	2009–10	2010–11	2011–12	2009–10 to 2011–12	2010–11 to 2011–12
Ongoing	6,001	6,277	4,057	–32%	–35%
Fixed term	4,213	3,793	2,704	–36%	–29%
Casual	627	788	866	38%	10%
Other	977	829	885	–9%	7%
Total	**11,818**	**11,687**	**8,512**	**–28%**	**–27%**

Source: Victorian Government eRecruitment Services System – June 2012

c.9 time fraction

In 2011–12, the number of full time and part time positions approved for advertising decreased. The biggest decrease was seen in the number of full time positions approved for advertising (35 per cent), though part time positions also declined by 18 per cent. The relative stability in the number of part time positions advertised may be because approximately 80 per cent were in frontline service delivery positions.

Table 59 shows the number of positions approved for advertising by time fraction and the percentage change from 2009–10 compared to 2011–12.

Table 59: Positions approved for advertising by time fraction – 2009–10 to 2011–12

Work type	Number of positions approved for advertising			Percentage change	
	2009–10	2010–11	2011–12	2009–10 to 2011–12	2010–11 to 2011–12
Full time	9,018	8,821	5,711	–37%	–35%
Full time or part time	322	347	310	–4%	–11%
Part time	874	902	740	–15%	–18%

Source: Victorian Government eRecruitment Services System – June 2012

Note: This table excludes casual and other employment types as the time fraction for these employment types is not recorded in the eRecruitment system.

appendix d: 2012 *People Matter Survey* – detailed results

Under the *Public Administration Act 2004*, the SSA is required to report to the Premier on the application of, and adherence to, the public sector values and employment principles. To fulfil these obligations, the SSA administers an annual survey; the *People Matter Survey*. The survey measures public sector employees' perceptions of how well the public sector values and employment principles are applied and adhered to within their organisations, as well as their sense of workplace wellbeing and job satisfaction.

This appendix expands on the analysis in Chapter 3 and provides more detailed results from the 2012 *People Matter Survey.*

d.1 reporting on the public sector values

d.1.1 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 can mean different things in different parts of the public sector, such as:

- 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 *People Matter 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 2012, employees' perceptions of the standard of service provided to the Victorian public were very positive. Ninety seven per cent believed that their workgroup strove to achieve customer satisfaction, that their manager was committed to very high standards of service (93 per cent) and that their organisation provided high quality services to the Victorian public (90 per cent).

An important component of providing high quality service is actively supporting best practice. Eighty six per cent of respondents to the 2012 survey believed that their organisation was doing very well in this area.

d.1.2 integrity: earning and sustaining public trust

Confidence in public institutions is fundamental to a robust community. 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 *People Matter 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 (85 per cent) believed that their organisation had mechanisms in place to assist them to avoid conflicts of interest (such as managerial support or procedures and systems). There were high levels of perception of workgroup integrity, together with a strong sense that organisations were working hard to achieve the trust and confidence of the public.

d.1.3 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 *People Matter Survey* measures employee awareness of, and confidence in, these systems.

The 2012 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 was quite high (90 per cent), they had lower levels of awareness of the processes for reporting improper conduct (80 per cent) and protection for whistleblowers (56 per cent). It is not surprising then, that 27 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.

d.1.4 impartiality: acting objectively

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

• make decisions without bias or self-interest, and 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 performed well on the 'impartiality' measures. A large majority of respondents in 2012 believed that their workgroups and their managers were impartial in their decision making. Ninety one per cent believed that their organisations implemented programs affecting the Victorian community equitably.

d.1.5 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 *People Matter 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 seven per cent of respondents did not believe that their manager dealt appropriately with employees who performed poorly.

d.1.6 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 *People Matter 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 indicated that members of their workgroup treated each other with respect (87 per cent), believed that their manager listened to what they had to say (85 per cent) and encouraged them to improve the quality of their work (84 per cent), and that their organisation did not tolerate bullying (79 per cent). However, there remains room for improvement as 38 per cent of respondents indicate that they have witnessed bullying and 22 per cent that they had experienced bullying in the past 12 months. Four per cent of respondents had submitted a formal complaint about bullying they had experienced.

The 2012 results for bullying show that of the 22 per cent of respondents who had experienced bullying in the last 12 months, 73 per cent said that they were not currently (at the time of the survey) experiencing the bullying behaviours, and 27 per cent 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 strategies to address bullying. It also describes key support provided by the SSA to assist organisations respond to bullying concerns in the workplace. These include the following resources: the *Positive Work Environment Toolkit*, *Developing Conflict Resilient Workplaces, Talking Performance,* and *Tackling Bullying.* These guides provide advice to managers on identifying workplace bullying and its impacts, 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 in this area.

d.1.7 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 *People Matter 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 2012 survey results suggest that most public sector employees believed that their leaders modelled the values (70 per cent) and provided some guidance as to the role of values in their daily working lives (65 per cent). There remains some room for improvement in this area.

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 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.*

d.1.8 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 *People Matter 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 2012 on respecting and upholding human rights of the public were very positive. A majority of respondents indicated that they:

• understood how the Victorian Charter of Human Rights and Responsibilities applies to their work (90 per cent);

• considered human rights when designing and delivering programs (92 per cent); and

• considered human rights when making decisions and providing advice (96 per cent).

Employees were also very positive about their workgroup's and manager's human rights practices. Most felt that their human rights were respected and upheld at work.

There were relatively high levels of 'don't know' response for the nine items relating to human rights (ranging from four to 13 per cent). These results indicate that there remains further work to be done in promoting understanding of the Charter of Human Rights and Responsibilities and human rights as a public sector value and employment principle by employers.

d.2 reporting on public sector employment principles

d.2.1 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 *People Matter Survey* measures how well public sector employees believe their organisations apply merit-based selection practices. It explores perceptions of the procedures and processes for selection as well as perceptions of management skills in making selection decisions.

Most (71 per cent) of the employees surveyed in 2012 agreed that their organisation had sound policies and procedures for selection decisions, and for performance assessment (74 per cent).

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 2012 results for these questions show that there were reasonably high levels of confidence in the selection decisions being made in public sector organisations in Victoria with 84 per cent agreeing that their manager had the skills to make good selection decisions.

d.2.2 fair and reasonable treatment: respecting and balancing people's needs

Treating people unfairly or unreasonably can compromise the performance, integrity and reputation of public sector organisations and the sector as a whole. Both the survey findings and other research consistently demonstrate 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 *People Matter 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 were doing fairly well at providing a supportive and encouraging environment for their employees, however there was some scope for improvement. This is particularly so in relation to employee involvement in decisions about their work as 37 per cent of respondents did not agree that they were involved in these decisions. The SSA's resources, in particular *Talking Performance* and *How Positive is Your Work Environment,* encourage more collaborative approaches between managers and their staff.

Most respondents agreed that there was fair access to development opportunities and that their organisations were committed to the professional development of their staff. Public sector organisations appeared to perform well in providing support for employees who sought to balance their working and personal lives. A large majority of respondents (82 per cent) agreed that their manager took into account differing needs and that their organisation has practical arrangements to assist with work-life balance (75 per cent).

d.2.3 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 *People Matter 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 were very positive, some employees had a different perception. Respondents with a disability were less likely to be positive about the equality of opportunity offered by their organisations. Eighty one per cent of employees with a disability and 92 per cent of employees with no disability believed that their organisation provided equality of opportunity, whereas there was almost no difference in response based on age or gender. Ninety one per cent of employees believed that their organisation provided equality of opportunity. Ninety two per cent of female employees and 89 per cent of male employees believed their organisation provided equality of opportunity.

d.2.4 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 *People Matter 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 had fair (75 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 was a need for further effort to build employee confidence in these areas. This is particularly the case in relation to employee confidence about lodging a grievance, with 38 per cent of employees either being unsure or believing that they would suffer negative consequences if they did lodge a grievance.

d.3 reporting on feedback

The *People Matter Survey* also gathers information about the extent to which employees receive either formal or informal feedback on their performance. As detailed in section 3.2.2, most employees (56%) received both formal and informal feedback. However, a total of 33 per cent of respondents did not receive formal feedback in the past 12 months and 28 per cent did not receive informal feedback.

To explore further the relationship between the extent to which respondents receive feedback and their overall satisfaction, Table 60 compares survey results for individual questions by the type of feedback received. The questions included here are those where there was the greatest difference in results, according to the type of feedback received. For example, a higher level of overall job satisfaction was apparent for employees who received both formal and informal feedback (76 per cent), or informal feedback only (73 per cent), compared to those who received only formal feedback (53 per cent). The lowest scores in the table are highlighted in orange, whilst the highest scores are highlighted in green.

More positive results are reported amongst those who receive both formal and informal feedback, and less positive results are reported amongst those who receive only formal feedback or no feedback at all. These findings are consistent across sectors and organisations and clearly demonstrate the importance of seeking improvements in feedback and communication. These results are also consistent with the SSA resource *Feedback Matters: Effective Communication is Essential.*

Table 60: Comparison of results by type of feedback received

Survey questions	Type of feedback received			
	Both formal and informal	Informal only	Formal only	None
	Percentage agreement			
My manager provides adequate thanks or other recognition for the work I do	85%	82%	48%	51%
My manager talks to employees about how the values apply to their work	75%	67%	41%	43%
My manager considers individual needs and career aspirations when approving development plans	86%	80%	57%	54%
People's performance in my workgroup is assessed against clear criteria	83%	73%	60%	52%
My manager appropriately deals with employees who perform poorly	73%	68%	42%	43%
In my organisation behaviour consistent with the values is acknowledged and rewarded	70%	64%	39%	40%
My manager keeps me informed about what's going on	86%	83%	58%	57%
My manager encourages and values employee input	88%	87%	63%	61%

Survey questions	Type of feedback received			
	Both formal and informal	Informal only	Formal only	None
Percentage satisfied				
(Satisfaction with) relationship with manager	80%	79%	52%	51%
Satisfaction with job overall	76%	73%	53%	54%
Percentage agreement				
I often think about leaving this organisation	33%	33%	46%	49%
I am actively looking for a job outside my current organisation	22%	20%	30%	31%
I often think about leaving the Victorian public sector	25%	26%	33%	37%
Percentage 'yes'				
Witnessed bullying at work	34%	35%	48%	47%
Personally experienced bullying at work	19%	19%	29%	29%

Source: *People Matter Survey* – 2012

Notes:

The lowest scores in the table are highlighted in orange, whilst the highest scores are highlighted in green.
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 relationship with manager and satisfaction with job overall are 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 are the proportion of respondents who answered 'yes'.

Responses to the questions about intention to leave employment and bullying are negative questions where a lower percentage agreement is the objective.

d.4 detailed results by survey question

Tables 61 to 66 provide detailed results for questions on the application of the public sector values and employment principles, and employee experiences, including perceptions of their work environment, job satisfaction and awareness of organisational policies and processes.

Table 61: Detailed responses on questions measuring the public sector values

Survey question	Responses					Percentage agreement
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	
Responsiveness						
My workgroup strives to achieve customer satisfaction	1%	3%	34%	62%	1%	**97%**
My organisation strives to match services to customer needs	2%	8%	45%	45%	1%	**91%**
My manager is committed to ensuring customers receive a high standard of service	2%	5%	35%	56%	2%	**93%**
My organisation provides high quality services to the Victorian community	2%	8%	42%	47%	2%	**90%**
My organisation actively supports 'better practice' as the basis for more effective programs	3%	10%	43%	39%	4%	**86%**
My workgroup uses research and expertise to identify 'better practice'	3%	12%	44%	35%	6%	**85%**
People in my workgroup believe it is important to provide frank, impartial and timely advice to the Government [for public service bodies only]	3%	10%	39%	36%	13%	**90%**
My organisation provides frank, impartial and timely advice to the Government [for public service bodies only]	3%	12%	43%	30%	12%	**85%**
Integrity						
People in my workgroup are honest, open and transparent in their dealings	3%	10%	45%	41%	2%	**87%**
My organisation provides procedures and systems that ensure employees avoid conflicts of interest	3%	11%	52%	28%	6%	**85%**
My manager encourages employees to avoid conflicts of interest	3%	8%	47%	36%	7%	**89%**
I am confident that I would be protected from reprisal for reporting improper conduct	8%	17%	41%	25%	9%	**73%**
My organisation strives to earn and sustain a high level of public trust	2%	6%	49%	40%	3%	**92%**

	Responses					
Survey question	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Percentage agreement
Impartiality						
My organisation has procedures and systems that ensure objectivity in decision-making	3%	14%	55%	22%	7%	**82%**
My manager emphasises the need for impartiality in decision-making	3%	11%	51%	29%	6%	**85%**
In my workgroup, people do not show bias in decisions affecting clients	3%	13%	51%	30%	4%	**84%**
My manager would take appropriate action if decision-making processes were found not to be objective	3%	11%	47%	32%	8%	**85%**
My organisation ensures Government policies and programs affecting the community are implemented equitably	2%	6%	52%	31%	9%	**91%**
Accountability						
My organisation always tries to improve its performance	2%	9%	50%	37%	2%	**88%**
My organisation's decisions and actions are open to review	4%	15%	46%	28%	6%	**79%**
I receive adequate feedback on my performance to enable me to deliver required results	7%	19%	48%	25%	1%	**74%**
Senior managers provide clear strategy and direction	10%	24%	44%	19%	3%	**65%**
My manager appropriately deals with employees who perform poorly	10%	22%	40%	16%	12%	**63%**
People in my workgroup use time and resources efficiently	4%	15%	55%	25%	3%	**81%**
Respect						
Members of my workgroup treat each other with respect	3%	10%	49%	38%	1%	**87%**
Bullying* is not tolerated in my organisation	6%	15%	42%	35%	3%	**79%**
Senior managers listen to employees	10%	23%	44%	19%	5%	**66%**
Senior managers keep employees informed about what's going on	11%	26%	44%	17%	3%	**62%**
My manager listens to what I have to say	5%	10%	48%	36%	2%	85%

Survey question	Responses					
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Percentage agreement
My manager keeps me informed about what's going on	6%	16%	47%	29%	2%	**77%**
My manager encourages people in my workgroup to monitor and improve the quality of what they do	4%	11%	50%	32%	3%	**84%**
Leadership						
Senior managers model the values	8%	19%	47%	17%	8%	**70%**
In my organisation behaviour consistent with the values is acknowledged and rewarded	8%	27%	42%	14%	9%	**61%**
In my organisation employees who achieve goals through unethical means are not rewarded	5%	15%	41%	14%	26%	**74%**
My manager talks to employees about how the values apply to their work	6%	26%	45%	14%	9%	**65%**
Human rights						
I understand how the Charter of Human Rights and Responsibilities applies to my work	2%	8%	59%	24%	8%	**90%**
My organisation considers clients' human rights when designing and delivering policies and programs	2%	5%	57%	24%	12%	**92%**
My organisation has policies that support and encourage employees to make decisions and provide advice consistent with human rights	2%	7%	56%	22%	13%	**90%**
I consider human rights when making decisions and providing advice	1%	4%	57%	33%	6%	**96%**

Source: *People Matter Survey* – 2012

Notes:

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

* Workplace bullying is repeated, unreasonable behaviour directed to an employee or a group of employees that creates a risk to health and safety. Types of behaviour that could be considered bullying include: verbal abuse, excluding or isolating employees, psychological harassment, intimidation, assigning meaningless tasks unrelated to the job, giving employees impossible assignments, deliberately changing work rosters to inconvenience particular employees, deliberately withholding information that is vital to effective work performance.

Table 62: Detailed responses to questions measuring the public sector employment principles

Survey question	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Percentage agreement
Merit						
My organisation has good procedures and processes for selecting employees	7%	19%	48%	16%	10%	**71%**
In my organisation key selection criteria for advertised positions accurately reflect the requirements of the job	5%	15%	54%	19%	7%	**78%**
My manager is sufficiently skilled to make good selection decisions	5%	10%	50%	30%	6%	**84%**
My manager assigns work to people in my workgroup based on their skills and expertise	5%	14%	51%	26%	5%	**81%**
People's performance in my workgroup is assessed against clear criteria	5%	18%	49%	18%	9%	**74%**
My manager considers individual needs and career aspirations when approving development plans	6%	14%	45%	23%	12%	**77%**
Fair and reasonable treatment						
My organisation involves employees in decisions about their work	10%	26%	47%	13%	5%	**63%**
My manager encourages and values employee input	5%	13%	52%	27%	3%	**81%**
My organisation is committed to developing its employees	8%	19%	50%	19%	5%	**72%**
My manager ensures fair access to developmental opportunities for people in my workgroup	6%	14%	51%	24%	5%	**79%**
My manager treats employees with dignity and respect	5%	9%	49%	36%	2%	**87%**
My manager takes into account the differing needs and circumstances of employees when making decisions	5%	12%	49%	28%	6%	**82%**
My manager provides adequate thanks or other recognition for the work I do	8%	17%	45%	28%	2%	**75%**
My organisation offers practical employment arrangements and conditions to help employees to achieve a work-life balance	9%	15%	48%	23%	5%	**75%**

Survey question	Responses					
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Percentage agreement
Equal employment opportunity						
Equal Employment Opportunity is provided in my organisation	3%	6%	57%	29%	6%	**91%**
Gender is not a barrier to success in my workgroup	2%	5%	53%	36%	3%	**93%**
Disability is not a barrier to success in my workgroup	2%	8%	50%	26%	14%	**89%**
Age is not a barrier to success in my workgroup	2%	6%	55%	32%	5%	**91%**
Cultural background is not a barrier to success in my workgroup	1%	3%	57%	34%	5%	**96%**
My organisation is committed to creating a diverse workforce (e.g. age, gender, cultural background)	2%	6%	53%	29%	10%	**92%**
Human rights						
I understand how the Charter of Human Rights and Responsibilities affects me as an employee	2%	9%	59%	19%	11%	**88%**
My organisation informs employees about their human rights and responsibilities	4%	19%	52%	14%	12%	**75%**
My organisation promotes and supports the development of a culture that values human rights	3%	10%	59%	17%	12%	**86%**
My manager treats employees in a manner that respects their human rights	3%	6%	59%	27%	6%	**91%**
People in my workgroup interact with each other in a manner that respects their human rights	2%	6%	61%	27%	4%	**93%**
Avenues of redress						
In my organisation there is confidence in the procedures and processes for resolving grievances	10%	22%	45%	13%	11%	**65%**
My organisation has fair procedures and processes for resolving grievances	7%	15%	51%	14%	12%	**75%**
The procedures and processes for resolving grievances are well understood in my organisation	7%	24%	45%	11%	13%	**65%**
I can approach my manager to discuss concerns and grievances	5%	9%	53%	30%	2%	**85%**

Survey question	Responses					
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Percentage agreement
My manager is sufficiently skilled to resolve grievances	7%	15%	45%	24%	10%	**76%**
I am confident that if I lodge a grievance I would not suffer any negative consequences	12%	20%	37%	16%	14%	**62%**
Development of a career public service [for public service bodies only]						
I am proud to work in the Victorian Public Service	2%	9%	50%	36%	4%	**89%**
I view the Victorian Public Service as an employer of choice	3%	13%	48%	30%	5%	**82%**
Working in the Victorian Public Service is a good career choice	4%	12%	48%	29%	7%	**83%**
I am committed to working in the Victorian Public Service for much of my career	4%	13%	41%	32%	11%	**82%**
I would recommend a career in the Victorian Public Service to my friends	4%	14%	46%	28%	8%	**80%**
I often think about leaving the Victorian Public Service	15%	44%	25%	12%	4%	**38%**
A career in the Victorian Public Service enhances career opportunities in the private sector	10%	28%	30%	8%	25%	**51%**
The Victorian Public Service is innovative	11%	33%	38%	8%	11%	**51%**

Source: *People Matter Survey* – 2012

Note: Percentage agreement is the sum of 'agree' plus 'strongly agree' responses as a percentage of total responses excluding 'don't know' responses.

Table 63: Detailed responses to questions relating to work environment

Survey question	Responses					
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Percentage agreement
Workplace wellbeing						
I receive help and support from other members of my workgroup	1%	5%	55%	39%	1%	**94%**
In my workgroup there is frequently too much work to do	1%	22%	38%	38%	2%	**77%**
I have enough work to keep me busy	1%	2%	41%	56%	0%	**97%**

Survey question	Responses					
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Percentage agreement
I feel I make an important contribution to achieving the organisation's objectives	1%	4%	45%	48%	2%	**95%**
I am provided with the opportunity to work to my full potential	5%	19%	46%	30%	1%	**77%**
Change is handled well in my organisation	11%	32%	41%	11%	5%	**55%**
There is a good team spirit in my workgroup	5%	14%	47%	33%	1%	**81%**
Generally I do not feel too stressed at work	10%	23%	54%	13%	1%	**67%**
Employees in my organisation are encouraged to report health and safety incidents and injuries	2%	5%	51%	39%	3%	**92%**
Employee commitment						
Working for my organisation makes me proud	3%	10%	54%	30%	4%	**87%**
I view my organisation as an employer of choice	4%	14%	50%	27%	6%	**81%**
Working for my organisation is a good career choice	4%	12%	51%	27%	6%	**83%**
I often think about leaving this organisation	17%	44%	25%	11%	3%	**37%**
I am actively looking for a job outside my current organisation	25%	48%	16%	8%	3%	**24%**
I am proud to work in the Victorian public sector	3%	10%	56%	26%	6%	**87%**
I view the Victorian public sector as an employer of choice	4%	14%	53%	22%	8%	**81%**
Working in the Victorian public sector is a good career choice	4%	11%	55%	22%	8%	**84%**
I would recommend a career in the Victorian public sector to my friends	5%	14%	51%	21%	9%	**79%**
I often think about leaving the Victorian public sector	21%	47%	19%	7%	5%	**28%**

Source: *People Matter Survey* – 2012

Note: Percentage agreement is the sum of 'agree' plus 'strongly agree' responses as a percentage of total responses excluding 'don't know' responses.

Table 64: Detailed responses to questions relating to job satisfaction

	Responses					
Survey question	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very satisfied	Percentage agreement
Opportunities for career development	7%	18%	30%	38%	7%	**45%**
Fair pay	10%	22%	22%	40%	6%	**46%**
Job security	6%	11%	18%	52%	14%	**66%**
Relationship with members of your workgroup	1%	4%	12%	54%	29%	**82%**
Relationship with manager	5%	8%	16%	45%	27%	**72%**
Regular feedback/recognition for effort	8%	17%	24%	38%	13%	**51%**
Ability to work on own initiative	3%	6%	13%	53%	26%	**79%**
Interesting/challenging work provided	2%	6%	18%	51%	22%	**73%**
Comfortable working environment	4%	10%	17%	51%	18%	**69%**
Work-life balance	6%	13%	21%	47%	14%	**61%**
Please indicate your level of satisfaction with your present job overall	4%	10%	17%	52%	18%	**69%**

Source: *People Matter Survey* – 2012

Note: The 'Percentage satisfied' measure sums 'Satisfied' plus 'Very Satisfied' responses as a percentage of total responses.

Table 65: Detailed responses to questions relating to employee experiences

	Responses		
Survey question	Yes	No	Don't know
Read or referred to your organisation's code of conduct	55%	40%	5%
Received a formal individual performance appraisal/ review	65%	33%	2%
Received informal feedback on individual performance	70%	28%	2%
Witnessed bullying* at work	38%	62%	N/A
Personally experienced bullying and submitted a formal complaint	4%	96%	N/A

Survey question	Responses			
	Yes, but not currently experiencing it	Yes, and currently experiencing it	Not sure	No
Personally experienced bullying* at work in the 12 months prior to the Survey	16%	6%	4%	75%

Source: *People Matter Survey* – 2012

* Workplace bullying is repeated, unreasonable behaviour directed to an employee or a group of employees that creates a risk to health and safety. Types of behaviour that could be considered bullying include: verbal abuse, excluding or isolating employees, psychological harassment, intimidation, assigning meaningless tasks unrelated to the job, giving employees impossible assignments, deliberately changing work rosters to inconvenience particular employees, deliberately withholding information that is vital to effective work performance.

Table 66: Detailed responses to questions relating to awareness of organisational policies and processes

Survey question	Responses		
	Yes	No	Don't know
My organisation's code of conduct	90%	6%	4%
My organisation's stated values	89%	7%	4%
My organisation's processes for reporting improper employee behaviour	80%	13%	7%
The organisational processes in place to support the Whistleblower's Protection Act	56%	28%	17%
The Charter of Human Rights and Responsibilities	74%	15%	10%

Source: *People Matter Survey* – 2012

d.5 patient safety in the public health care sector

Table 67 provides detailed responses to questions relating to patient safety in the public health care sector. These results are discussed further in section 3.2.3.

Table 67: Detailed responses to questions relating to patient safety

| Survey question	Responses					
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Percentage agreement
Patient care errors are handled appropriately in my work area	1%	6%	57%	27%	10%	**92%**
This health service does a good job of training new and existing staff	3%	17%	56%	19%	5%	**78%**
I am encouraged by my colleagues to report any patient safety concerns I may have	1%	4%	59%	30%	6%	**95%**

	Responses					
Survey question	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	Percentage agreement
The culture in my work area makes it easy to learn from the errors of others	2%	12%	58%	19%	9%	**85%**
Trainees in my discipline are adequately supervised	3%	14%	54%	19%	9%	**81%**
My suggestions about patient safety would be acted upon if I expressed them to my manager	2%	7%	55%	25%	11%	**90%**
Management is driving us to be a safety-centred organisation	2%	7%	59%	25%	7%	**90%**
I would recommend a friend or relative to be treated as a patient here	3%	9%	55%	26%	7%	**87%**

Source: *People Matter Survey* – 2012

* Only public health sector organisations responded to these eight patient safety questions.

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

appendix e: demographics of public sector board members – in detail
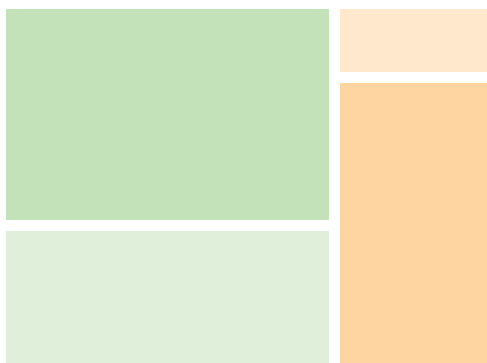
e.1 public sector boards

Table 68 details the number of public sector boards by portfolio department and classification, as at June 2012.

Table 68: Public sector boards by portfolio and board classification – June 2012
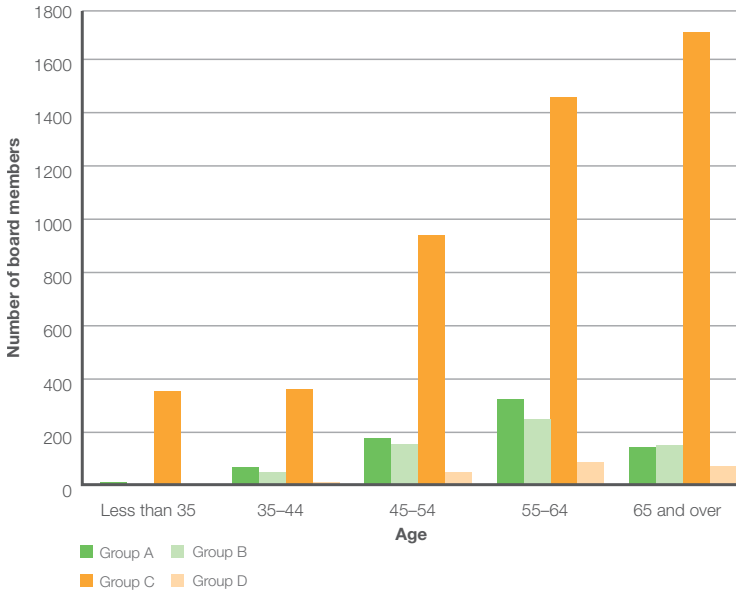
Portfolio	Grouping	Classification A	B	C	D	Total
Business and Innovation		4	5	12	–	21
Education and Early Childhood Development	School councils	–	–	1,543	–	1,543
	Other	9	6	28	–	43
Health	Cemetery trusts	5	–	491	–	496
	Other	21	10	91	1	123
Human Services		–	3	10	–	13
Justice		8	19	15	–	42
Planning and Community Development		2	7	16	2	27
Premier and Cabinet		2	7	3	–	12
Primary Industries		4	5	27	3	39
Sustainability and Environment	Crown land committees of management	–	–	1,280	–	1,280
	Other	40	8	14	–	62
Transport		8	–	2	–	10
Treasury and Finance		12	1	4	4	21
Total		115	71	3,536	10	3,732

Source: GAPED database – June 2012

e.2 age profile

Figure 37 shows the age profile of board members by board classification, as at June 2012.

Figure 37: Age profile of board members by board classification – June 2012

Source: GAPED database – June 2012

Table 69 details the age profile of board members by portfolio department, as at June 2012.

Table 69: Age profile of board members by portfolio – June 2012

Portfolio	Grouping	Classification				
		Under 35	35–44 years	45–54 years	55–64 years	65 years and over
Business and Innovation		1%	14%	28%	42%	15%
Education and Early Childhood Development	School councils	N/A	N/A	N/A	N/A	N/A
	Other	2%	12%	26%	48%	13%
Health	Cemetery trusts	10%	4%	14%	27%	45%
	Other	3%	10%	26%	36%	25%
Human Services		4%	12%	27%	31%	26%
Justice		1%	9%	33%	37%	20%
Planning and Community Development		1%	12%	27%	37%	23%
Premier and Cabinet		0%	10%	33%	42%	15%
Primary Industries		2%	15%	29%	36%	18%

Portfolio	Grouping	Classification				
		Under 35	35–44 years	45–54 years	55–64 years	65 years and over
Sustainability and Environment	Crown land committees of management	N/A	N/A	N/A	N/A	N/A
	Other	2%	10%	26%	43%	18%
Transport		0%	9%	12%	71%	9%
Treasury and Finance		1%	7%	26%	36%	30%
Total		6%	8%	21%	33%	32%

Source: GAPED database – June 2012

e.3 cultural and linguistic diversity

Figure 38 details the reported cultural and linguistic diversity of board members by portfolio department, as at June 2012.

Figure 38: Cultural and linguistic diversity of board members by portfolio – June 2012
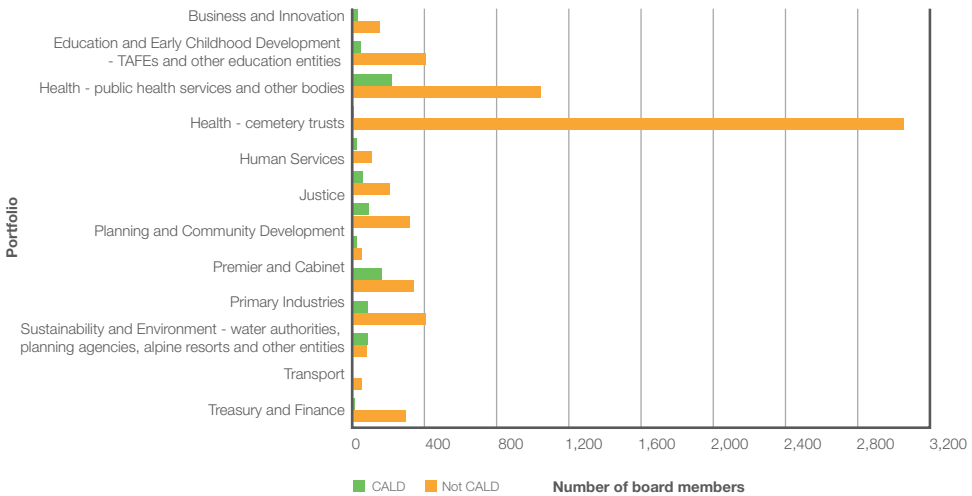
Source: GAPED database – June 2012

e.4 metropolitan and regional representation

Table 70 details metropolitan and regional representation of board members by board classification, as at June 2012.

Table 70: Metropolitan and regional representation of board members by board classification – June 2012

Classification	Metro Number	Metro Percentage	Regional Number	Regional Percentage
A	601	67%	297	33%
B	526	80%	133	20%
C	1,957	11%	15,217	89%
D	227	88%	31	12%
Unknown	231	81%	55	19%
Total	**3,542**	**18%**	**15,733**	**82%**

Source: GAPED database – June 2012

e.5 remuneration

Tables 71 to 74 outline the remuneration arrangements for board members, by board classification.

Table 71: Remuneration – Group A boards

Band	Classification criteria	Chair	Member
		Annual fee	
1	• Government business enterprises incorporated under the Commonwealth *Corporations Act 2001* or corporatised businesses with a turnover of over $1 billion or assets over $1 billion or profit over $100 million. • Statutory authorities determined by the Premier and Cabinet to warrant inclusion in this group. • Businesses that are new or facing particular challenges that warrant special consideration.	$63,038–$118,249	$31,519–$51,808
2	• Government business enterprises incorporated under the Commonwealth *Corporations Act 2001* 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. • 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.	$47,278–$88,693	$21,013–$44,353

Band	Classification criteria	Chair	Member
		Annual fee	
3	• Government business enterprises incorporated under the *Corporations Act 2001* 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 million and $50 million or any combination of these factors. • 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.	$31,519–$66,517	$16,810–$31,086
4	• Government business enterprises incorporated under the *Corporations Act 2001* 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. • 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.	$15,579–$44,353	$9,456–$17,759
5	• Statutory authorities with a turnover of below $50 million or assets below $50 million or profit below $5 million.	$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,* Department of Premier and Cabinet, Melbourne, 2011.

Notes:

* In the following circumstances, any of the following criteria can be used to raise the classification of a Group A body by one level:

– **Responsibility** – the board independently sets long-term strategies and policies and has final authority to decide all strategic and operational direction. Decisions have a major impact on long-term organisational performance and will influence the public perception of government.

– **Complexity** – multifaceted and difficult to grasp.

– **Organisational change** – the board may be required to direct significant organisational change. The organisation employs at least 250 people.

– **Personal risk** – appointment carries extreme risk in both financial terms and in terms of professional reputation. Termination without notice or substantiation may occur at any time.

– **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.

* 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 a chair.

* There are no daily sitting fees for Group A boards, 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 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 72: Remuneration – Group B boards

Band	Classification criteria	Chair	Member
		Annual fee	
1	• Significant industry advisory boards and other boards advising government on key strategic matters.	$15,759–$44,353	$9,456–$17,759
2	• Other industry boards and bodies advising government on matters of state-wide significance.	$10,506–$22,251	$6,304–$11,886
		Sessional rates – fee per day	
1	• Quasi-judicial boards / tribunals that sit and determine matters of significant financial and personal importance to individuals or small groups of people 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 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,* Department of Premier and Cabinet, Melbourne, 2011.

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 a chair.

* Upon ministerial approval, up to $4,833 per annum may be paid to directors who receive annual fees for 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 73: Remuneration – Group C boards

Band	Classification criteria	Chair	Member
		Sessional rates – fee per day	
1	• 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. • Disciplinary boards or boards of appeal for individuals (professional or non-professional) where the members of the board are not required to be legally qualified or do not require the assistance of legal counsel. • 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.	$257–$474	$200–$362
2	• 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. • 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. • Qualifications, regulatory or licensing bodies in relation to technical, trade or non-professional groups.	$158–$362	$136–$282

Band	Classification criteria	Chair	Member
		Sessional rates – fee per day	
3	• 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 of below. • Advisory committees required to consider issues / matters that are local and affect confined areas including local land and water advisory committees. • Trade and para-professional registration and licensing committees where legislation defines qualifications and regulates operating requirements of practising individuals.	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,* Department of Premier and Cabinet, Melbourne, 2011.

Note: 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 a chair.

Table 74: Remuneration – Group D boards

Band	Classification criteria	Chair	Member
1	• 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 timelines.	Minister to determine and recommend to Cabinet for approval either an annual fee (pro rata) or a daily fee.	
2	• 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 timelines.	Minister to determine and recommend to Cabinet for approval either an annual fee (pro rata) or a daily fee.	
3	• Ad hoc expert panels established for limited time periods to undertake a specific (often technical) task.	Minister to determine and approve either an annual fee (pro rata) or a daily fee.	

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

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 a chair.

appendix f: glossary

Term	Definition
Active employees / executives	Active employees and executives are people who were employed and paid by the reporting organisation for the last full pay period in June. People on leave without pay are not counted as active, as they are not being paid. Contractors, statutory appointees and board members are not employees and are not counted as active employees / executives.
Casual employees	Casual employees are staff 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.
Executives	Executives are senior managers and leaders in the Victorian public sector who are employed on an executive contract of up to five years duration. Executives in the Victorian public service are people employed as executives under Part 3 of the *Public Administration Act 2004*. Outside the Victorian public service, but within the Victorian public sector, managers are considered to be executives if they have a total remuneration package above $138,212 per annum.
Executive data collection	The executive data collection is an annual census of all people employed as executives under Part 3 of the *Public Administration Act 2004*. The census is performed by the State Services Authority and gathers employment and demographic details for active, inactive, vacant and separated executives.
Fixed term employees	Fixed term employees are people who are employed by the reporting organisation for a set period.
Full time employee	A full time employee is a person who normally works the full time hours defined for their job classification under the applicable provisions of an applicable industrial agreement. It includes employees who purchase additional leave but who normally work full time hours on a weekly basis.

Term	Definition
Full Time Equivalent (FTE)	Full Time Equivalent (FTE) is a standard unit of measurement which is calculated by totalling the number of hours each employee is actually engaged to work divided by the number of hours a full time employee is contracted to work. The result is the number of full time employees that would be required to deliver the total number of hours the employees are actually employed to work. This enables comparison across organisations that might have different rates of part time and full time employment.
Government Appointments and Public Entities Database (GAPED)	The Government Appointments and Public Entities Database (GAPED) contains information on the structure and membership of Victorian public sector organisations and includes board membership and remuneration. GAPED is administered by the State Services Authority and data is provided by government departments.
Government Sector Executive Remuneration Panel (GSERP)	The Government Sector Executive Remuneration Panel (GSERP) governs the remuneration and employment of executives in the broader public sector (excluding the public service), in accordance with government policy.
GSERP data collection	The GSERP data collection is an annual census performed by the State Services Authority that gathers employment and remuneration data for active executives in the broader public sector (outside the public service).
Headcount	The headcount is the number of people employed within a sector or organisation.
New starters	New starters are employees, who at the time of the workforce data collection, have been employed by their current organisation for less than one year.
Ongoing employee	Ongoing employee means a person employed on an ongoing basis.
Part time employees	Part time employees are people who are contracted to work fewer hours than full time hours (as defined in the relevant award or agreement). Part time employment is not restricted to particular employment arrangements. Ongoing, fixed term, and casual employees can all work part time.
People Matter Survey	The *People Matter Survey* is an annual organisational culture survey undertaken by the State Services Authority. The survey measures how well the public sector values and employment principles are applied and adhered to by organisations, managers and workgroups. In addition, the survey also measures workplace wellbeing and job satisfaction.
Separation rate	The number of separations is the number of people who ceased to be employed within the reporting period. Separations are typically expressed as a rate of the average number of employees (between the start and end of the reporting period). Separation rates in this report are for ongoing employees only and do not include fixed term or casual staff.
Total remuneration package	The total remuneration package is used to show the remuneration of executives. It includes the total salary (the value of the cash component), the employer's superannuation contributions, and the cost of any fringe benefits (plus associated fringe benefits tax).

Term	Definition
Workforce data collection	The workforce data collection is an annual census of Victorian public sector employees. It provides a snapshot of: • people employed and paid in the last pay period of June (active employees) • people who ceased to be employed during the reporting year (separated staff) People who ceased casual employment in the reporting year are not included in the count of separated staff. Data is provided by all employing organisations in the public service and broader public sector.
Victorian public sector	A full description of the Victorian public sector can be found in Chapter 1. For the purposes of this report the public sector does not include local government or Commonwealth agencies.
Victorian Public Service	A full description of the Victorian Public Service can be found in Chapter 1.