THE STATE OF THE PUBLIC SECTOR IN VICTORIA 2008–09

Victoria
The Place To Be

THE STATE OF THE PUBLIC SECTOR IN VICTORIA 2008–09

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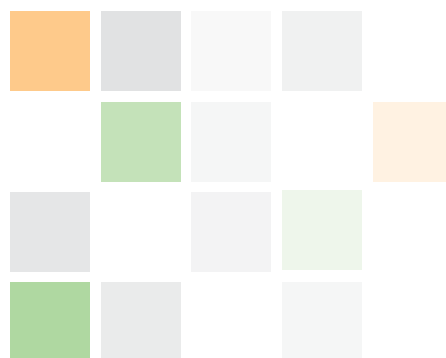
The Victorian Government has vested the State Services Authority with functions designed to foster the development of an efficient, integrated and responsive public sector which is highly ethical, accountable and professional in the ways it delivers services to the Victorian community.

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 John Brumby, MP

Premier of Victoria

Dear Premier

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

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

For the 2008–09 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 in October 2009. The second is this report, *The State of the Public Sector in Victoria 2008-09*, which meets the balance of the reporting obligations. It is first and foremost a report to you and your government.

It will also be of value to those with an interest in the public sector including those who work in the sector, and interested observers from the community at large.

Section 74(4) of the *Public Administration Act 2004* 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 2008–09.

Yours sincerely

Bruce C Hartnett
Chair
State Services Authority

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EXECUTIVE SUMMARY

The *State of the Public Sector in Victoria 2008-09* reports on the employees of the Victorian public sector and their actions to support the Victorian Government and serve the Victorian people.

This year's report reviews the structure, activities and workforce composition of the Victorian public sector during 2008-09, and how this is changing in response to long-term challenges and immediate events.

In particular the report examines the impact on the Victorian public sector of three critical events – the Victorian bushfires, the H1N1 Influenza pandemic and the Global Financial Crisis – and the lessons that can be applied to improve the sector's ongoing work.

The report highlights the importance of collaboration between Victorian public sector agencies. The future points to the creation of a more agile public sector workforce, where employees think of themselves as members of the broader public sector and not just of their own individual departments and agencies.

Chapter 1: The Victorian public sector – composition and context

2008-09 was a challenging yet successful year for the Victorian public sector. While responding to a number of significant crises, the sector progressed the Victorian Government's strategic priorities, delivered services to the Victorian people and advanced major reforms as part of the new Intergovernmental Agreement on federal financial relations. These activities were undertaken in the context of increasingly complex environmental, demographic and economic challenges.

The Victorian public sector is large and diverse, comprising 1,842 public sector employers. The Victorian Public Service comprises 30 employers while there are 1,812 public entity employers.

Additionally, there are thousands of other public entities, board, and advisory committees that are resourced by volunteers and do not employ staff.

The Victorian public sector's activities are guided by the Victorian Government's strategic priorities and increasingly being shaped by three major long-term challenges:

i. responding to major economic change with potentially reduced Budget capacity;

ii. managing climate change and its unavoidable consequences; and

iii. planning for an increased and ageing population.

A major achievement this year was the rapid implementation of large-scale fiscal stimulus projects to respond to the Global Financial Crisis. This response demonstrated the Victorian public sector's agility, resilience and capacity to respond quickly in a crisis situation.

The work of the Victorian public sector is also being influenced by major changes to federal financial relations through the November 2008 Intergovernmental Agreement, which has reduced the number of Special Purpose Payments from 90 to five and placed greater emphasis on agreed objectives, outcomes and outputs. Performance indicators are now being developed in consultation with the Commonwealth Government. Victorian public sector policy making is now in the process of realignment to reflect these new agreed national service delivery objectives.

Chapter 2: The Victorian public sector workforce

The profile of the Victorian public sector workforce reflects the particular demands facing the Victorian Government and is evolving to reflect government policy decisions to address emerging challenges for the State.

Chapter 2 examines the Victorian public sector's workforce profile, comparing it to the Victorian workforce and identifying key trends over time.

The Victorian public sector is a major Victorian employer, comprising 258,507 employees – or nine per cent of the Victorian labour force.

The major occupational categories in the Victorian public sector are: doctors, nurses and other health care professionals (25 per cent); teachers and other education professionals (24 per cent); general administration and support employees (16 per cent); welfare, aides and care providers (9 per cent); police, fire fighters and ambulance officers (7 per cent); and managers (5 per cent). This reflects the service delivery focus of the public sector.

Compared to the Victorian workforce as a whole, the Victorian public sector workforce differs in a number of ways. The Victorian public sector:

• is more highly educated – 61 per cent of employees have a bachelor's degree or higher

• is highly feminised – two-thirds of employees are female

• provides flexible work practices – 41 per cent of employees work part-time

• is highly regionalised – 31 per cent of employees work in regional Victoria.

This workforce profile reflects the nature of the public sector's complex service delivery and administrative tasks, which require high-level qualifications and have historically attracted women, particularly in the areas of health, education and welfare.

In 2008-09 staffing levels increased by 3.5 per cent to 207,306 (FTE). This employment growth has been driven by a number of factors, most notably: the employment of additional nurses and school staff; bushfire response, recovery and review activities; and capital works associated with the implementation of fiscal stimulus projects in response to the economic downturn.

The global economic downturn of the last year has contributed to a number of significant changes in workforce behaviour and satisfaction levels within the Victorian public sector workforce. In 2008-09 the separation rate fell to 8 per cent – down from 9 per cent in 2007-08, consistent with staff putting off retirement and changing jobs in the circumstances of the Global Financial Crisis. The reduction in separations reduced the demand for replacement staff resulting in a fall in total recruitment, despite the overall growth in employment. At the same time the number of applicants per vacant position increased significantly.

Chapter 3: The public sector's response to the Victorian Bushfires and Influenza Pandemic

In 2008-09 the Victorian public sector responded to a number of significant emergencies which revealed a workforce that is increasingly collaborative and agile.

This chapter looks at two major crisis events that occurred this year: the Victorian bushfires and the influenza pandemic. In each case, it examines the impact on the State, the response of the Victorian public sector and the effect on the public sector workforce.

The Victorian Bushfires

The Victorian bushfires required a major effort from the Victorian public sector. Significant resources were allocated to the response including:

- around 13,000 personnel engaged in fire-fighting and coordination;
- 500 police deployed each day between 8 February and 14 March, to ensure community safety, carry out Rapid Impact Assessments, staff roadblocks for 24 hours per day, and lead the Disaster Victims Identification process;
- a further 250 police assigned to Taskforce Phoenix to investigate deaths and establish the causes of the bushfires;
- Victorian public hospital workers providing emergency care to more than 800 people and admitting more than 130 with a fire related injury or illness; and
- staff seconded from across the sector collaborated to provide up-to-the-minute safety information as part of the Emergency Joint Public Information Committee.

The relief response was led by the Department of Human Services. The Victorian Bushfire Reconstruction and Recovery Authority was established on 10 February to work with communities, and oversee and coordinate the recovery and rebuilding effort.

The major recovery-related activities of the Victorian public sector included:

- creation of the Victorian Bushfire Appeal Fund, in partnership with the Commonwealth Government and the Australian Red Cross, and assisting in the distribution of $379 million donated to the fund;
- providing relief assistance and case management to affected families;
- clearing debris from properties destroyed or damaged in the bushfires;
- administering a $10 million Community Recovery Fund;
- replacing destroyed and damaged roads, health centres, ambulance services, schools and community infrastructure;
- providing temporary housing and streamlining the planning and building application process;
- aiding local economic recovery;
- undertaking environmental regeneration activities; and
- organising remembrance activities.

The Victorian Government established the Victorian Bushfires Royal Commission to review the causes and responses to the bushfires. The Royal Commission held 26 community consultations in 14 fire locations, attended by some 1,200 people and received another 1,200 submissions by August 2009.

The Influenza Pandemic

In March 2009 a new strain of H1N1 influenza emerged in Mexico and spread rapidly to the US and Canada. The first recognised Australian cases were reported in May 2009. Since then in Victoria there have been 3,087 laboratory-confirmed cases and 26 deaths.

The Victorian strategy to combat and control the outbreak was directed by the *Victorian Human Influenza Pandemic Plan* and the *Victorian Health Management Plan for Pandemic Influenza*, and was the primary responsibility of the Department of Health, under the direction of the Chief Health Officer.

Actions across the Victorian public sector were guided by official declarations of phases of pandemic response triggered by changing levels of risk – Delay (April to May), Contain (May to June), Modified Sustain (June) and Protect (late June onwards).

Major tasks included answering over 26,000 public inquiries, supporting border agencies with the screening of arriving international passengers, authorising tests, undertaking case follow ups and contact tracing, organising the distribution and administering of antiviral medications and personal protective equipment, and implementing the vaccination program. As the state first affected by the outbreak, Victoria was instrumental in influencing policy change at the national level.

The virus was relatively mild for the majority of those infected. Given this mildness the impact on the Victorian community was reduced, however it still required a significant response by the public sector. Additionally, in contrast to the 2009 bushfires, the pandemic will not require a major commitment of people and resources into the future unless the virus begins to spread rapidly again.

Workforce issues

During the Victorian bushfire and Human Swine Flu emergencies, the Victorian public sector gained a number of valuable insights to inform its future emergency response activities relating to the rapid mobilisation of employees from across the public sector, volunteers and temporary recruits, and the maintenance of employee wellbeing and resilience.

Chapter 4: Towards a workforce of the future

To respond to the rapidly changing and complex environment the Victorian public sector will need to build upon its demonstrated capacity for collaboration, agility and innovation. What is emerging is the importance of thinking, planning and working as a unified public sector workforce.

As illustrated above, 2008-09 provided a number of notable examples of how departments and agencies collaborated with each other, with other governments and with non-government organisations to develop new and innovative ways of doing business.

The challenge for the Victorian public sector is to harness the lessons generated by this activity to improve its capacity to collaborate into the future – particularly given the emergence of a number of complex and difficult to resolve problems like climate change, demographic shifts, greater policy complexity and changing economic conditions.

Notable in the Victorian bushfire and influenza pandemic crises was the powerful sentiment of a united community and public sector working to a common purpose, and it points the way for future public sector activities.

The crises of 2008-09 also demonstrated the benefits of public sector workforce agility. Developing this agility will require enhancement of current workforce planning and human resource practices, including creative approaches to attraction, recruitment, learning and development, retention and employee wellbeing.

Progressing improvements such as these in the Victorian public sector will require an ongoing commitment to innovation. Success will require a conscious effort to overcome major barriers to innovation associated with short-termism, risk aversion and legislative requirements. While this will be difficult there is an imperative to act, and continue to innovate to maintain the public sector's responsiveness to citizens' needs, its ability to cope with social change and adapt to sudden crises.

Changes in workplace culture will need to be fostered, including the development of inspirational leadership, and the generation, implementation, evaluation and diffusion of new ideas.

To progress this agenda, the Secretary of the Department of Premier and Cabinet (DPC) initiated the Victorian Public Service Innovation Action Plan which was developed by the State Services Authority in conjunction with DPC.

Conclusion

The Victorian public sector has faced unprecedented challenges in the last twelve months, but its workforce has displayed resilience under pressure and has responded with cooperation, agility and innovation.

This year of success is a major tribute to the dedication and professionalism of the Victorian public sector.

The challenge is now to continue to identify the lessons from the year and use them to inform ongoing improvements in the public sector's capacity to serve the Victorian Government and the Victorian people.

CHAPTER 1:
THE VICTORIAN
PUBLIC SECTOR
– COMPOSITION
AND CONTEXT
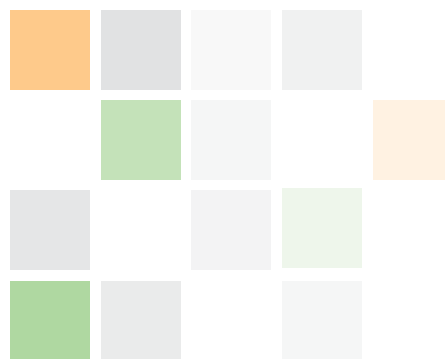
2008-09 was a challenging yet successful year for the Victorian public sector. While responding to a number of significant crises, the sector progressed the Victorian Government's strategic priorities and policies, delivered services to the Victorian people and advanced major reforms as part of the new Intergovernmental Agreement on federal financial relations. These activities were undertaken in the context of increasingly complex environmental, demographic and economic challenges.

This chapter details the composition of the Victorian public sector. It also examines the major challenges facing Victoria and the Government's strategic priorities which shape the activities of the sector. The remaining chapters consider the impact of these and other factors on the composition and management of the Victorian public sector workforce.

Victoria's public sector

The Victorian public sector supports the Government of the day in serving the Victorian community. It comprises the Victorian Public Service and a large number of public entity employers, as outlined in Figure 1.1.

At 30 June 2009, the Victorian Public Service comprised 10 Departments and 20 Authorities and Offices. Departments are the central policy advisers, funding and program administrators for Ministers and Government. In Victoria, departments advise and support a number of Ministers and ministerial portfolios. The number and scope of departments reflects the strategy and priorities of the government of the day.

Public entities are organisations established and owned by the government to undertake a range of service delivery or regulatory functions outside government Departments. Whereas Departments are the home of functions desirably 'close' to the executive government, public entities perform functions that warrant a degree of autonomy and distance. This might be because an entity performs operational functions that do not require routine control of the Department. Or it might be that the entity requires formal separation because it performs functions (such as regulatory and quasi-judicial functions) over which day-to-day government control would not be appropriate. Victorian public entities include statutory authorities, state owned corporations, school councils, boards, trusts, and advisory committees.

Figure 1.1 Composition of employing organisations in the Victorian public sector and the distribution of public sector employees June 2009

Victorian public sector
1,842 public sector employers
258,507 employees
FTE: 207,306

Victorian Public Service
30 employers
38,348 employees
FTE: 35,267

10 departments
33,530 employees
FTE: 30,690

Education and Early Childhood Development
Human Services
Innovation Industry and Regional Development
Justice
Planning and Community Development
Premier and Cabinet
Primary Industries
Sustainability and Environment
Transport
Treasury and Finance

20 authorities and offices
4,818 employees
FTE: 4,577

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
Office of the Privacy Commissioner
Office of the Victorian Electoral Commission
State Services Authority
Victorian Auditor-General's Office

Designated as Administrative Offices under Public Administration Act 2004
Environment Protection Authority
Office of Chief Parliamentary Counsel
Office of the Child Safety Commissioner
Office of the Governor
Public Record Office Victoria
Victorian Bushfire Reconstruction and Recovery Authority
Victorian Government Solicitor's Office
Victorian Multicultural Commission

Victorian public entities
1,812 employers
220,159 employees
FTE: 172,039

Government schools
1,575 Entities
64,180 employees
FTE: 53,744

Schools (1,574)
Teaching service including school services staff (1)

TAFE and other education
24 entities
20,213 employees
FTE: 12,184

Technical & Further Education institutions (18)
Miscellaneous (6)

Public health care
95 entities
93,870 employees
FTE: 67,629

Health research and others (3)
Health Care Services (85)
Professional Registration Boards (7)

Police & emergency services
6 entities
19,592 employees
FTE: 18,567

Ambulance Victoria
Country Fire Authority
Emergency Services Telecommunications Authority
Metropolitan Fire and Emergency Services Board
Victoria Police (Sworn officers)
Victoria State Emergency Service

Water & land management
43 entities
7,669 employees
FTE: 7,208

Alpine Resorts Management Boards (5)
Catchment Management Authorities (10)
Water Corporations (19)
Miscellaneous (9)

Other
69 entities
14,635 employees
FTE: 12,708

Arts Agencies (9)
Cemetery trusts (11)
Facilities management (6)
Finance and Insurance (9)
Regulators (8)
Sport and recreation (11)
Transport (9)
Miscellaneous (6)

The size of public sector organisations varies considerably, some are large employers but many have very few employees or rely on volunteer staff and unpaid board members. A profile of the Victorian public sector workforce is provided in Chapter 2.

Strategic priorities

In February 2009 the Victorian Government released its *Annual Statement of Government Intentions* which sets out strategic priorities, proposed legislation and service delivery goals for the year. In 2009 the Government has focused on four strategic priorities:

• jobs – by creating a resilient economy for long-term growth;
• families – by helping people become better educated, healthy and involved;
• communities – by creating places that are planned, connected and secure; and
• the environment – by tackling climate change and securing water supplies.

The Victorian public sector is constantly evolving and working in collaborative and innovative ways to respond to the Government's strategic priorities and the challenges facing the State whilst continuing to deliver high quality services to the Victorian community. The Victorian public sector works in cooperation with other levels of government and the community.

The major challenges facing Victoria

The long-term direction for Victorian public sector planning and activity is being shaped by three significant challenges: the environment, demography and the economy. Each of these challenges has profound implications for State-wide strategic planning, service provision and public sector workforce utilisation.

The environment

Victoria is currently experiencing the effects of a persistent dry period with higher than average temperatures and more frequent extreme weather events, suggesting the likely first impacts of global climate change. The Garnaut Review of 2008 confirms that Victoria, like the rest of Australia, will be hit hard by the effects of global warming and needs to act now to reduce greenhouse emissions and plan to adapt to unavoidable effects.

Climate change is affecting the State already. Victoria has warmed by 0.6°C since the 1950s. Six out of the ten hottest years on record in Victoria have occurred since 1990, with 2007 being the hottest year of all. Rainfall during the last ten years has also been much lower than the historical long-term average.

Climate change projections for Victoria include:

• increasing temperatures of between 0.6°C and 1.2°C by 2030;
• a 25 per cent increase in high or extreme fire danger days by 2020 and a 230 per cent increase by 2050;
• a halving of flows in rivers and streams by 2070; and
• significantly higher frequency of both drought and storm surges.[1]

In response Victoria is continuing to plan for the state's future energy and water needs. These efforts will include:

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1   Commissioner for Environmental Sustainability, *SOE Victoria 2008: State of the Environment Summary*, 2008, p.6.

- the creation of a Future Energy Statement to achieve reductions in greenhouse gas emissions in the most cost-effective way;
- continuing efforts to encourage geosequestration in Victoria;
- joining the National Renewable Energy Target scheme;
- creating premium feed-in tariff to allow household-scale solar energy generation to contribute to the electricity grid;
- participating in the Intergovernmental Agreement on Water Reform in the Murray-Darling Basin to improve the State's sustainable water use; and
- continuing the major infrastructure projects contained in the Our Water Our Future strategy.

The Victorian public sector played a key role in the development of these strategies and will be engaged in their implementation. As a result the public sector workforce requires a broad range of specialist skills and occupations such as scientists, engineers, foresters, fire fighters and water planners.

Demography

The age structure of our community has significant implications for the provision of major public services, most notably in infant welfare services, health services, schools, universities and aged care.

Victoria's population is increasing rapidly and unevenly. Between 2006 and 2036, Victoria's population is projected to increase by 2.27 million. The change will be different for each age group. The number of people younger than 15 will increase by 250,000; 15-24 year olds by 160,000; 25-34 year olds by 212,000; 35-64 year-olds by 735,000; and people aged 65 and over by 910,000.

These changes will be uneven across the State. Overall, regional Victoria is projected to grow by 477,000 people in the next 30 years, compared with 320,000 in the previous 30 years. Most of this growth is projected to come from net migration from Melbourne.

Strong population growth can be expected in:
- regional centres, which have diverse employment opportunities and services;
- coastal areas, which are popular locations for sea-changers such as young families and retirees;
- tree-change and other 'lifestyle' locations such as rural areas around Melbourne and the regional centres;
- Alpine areas; and
- the Murray River area.

IN 2008-09 EIGHT NEW 24-HOUR AMBULANCE SERVICES AND TWELVE NEW 12-HOUR PEAK PERIOD UNITS WERE INTRODUCED TO IMPROVE AMBULANCE RESPONSE TIMES

Melbourne is projected to grow by 1.8 million persons between 2006 and 2036, and is projected to receive more than 90 per cent of Victoria's overseas migrants. Different parts of Melbourne will experience differing population growth patterns:

- the six growth area councils will continue to grow strongly as affordable greenfield land attracts a rapidly growing metropolitan population;
- middle suburbs will experience moderate rates of growth through land use changes and residential infill developments; and
- the inner city will continue the trend of many world cities in recent years by remaining attractive to young people and to knowledge and specialised service workers.

These demographic changes are being factored into the planning for future service delivery across almost every area of the public sector. The impact on the public sector workforce will be significant over the longer term with likely changes in the distribution of employees in key service delivery areas such as health care, aged care services, and education and also in the more technical areas of transport, land use planning and infrastructure development such as transport and utilities. Populations must be serviced by both the government and non government sectors wherever they live. The overlaying environmental challenges add complexity to the task.

The economy

The current global economic downturn has simultaneously reduced world demand for Victorian products and services, lowered business and consumer confidence, created a 'credit crunch' that has hindered investment, and led to an expectation of increased local unemployment. The result is reduced economic activity which translates to weaker State revenue through taxes and dividend receipts. However, capital grants for the implementation of the national stimulus program in schools and social housing resulted in an increase in total revenue when compared to the previous year.

While the global impact of the economic downturn has been significant, Victoria has coped well, due in large measure to our diverse economy, strong financial system and timely and sufficient response from the Commonwealth and State governments as well as the strong financial position of the State leading into the crisis. With annual growth rates of over 3 per cent over the past ten years, Victoria has been the fastest growing non-resource state in Australia.

The goals of the Victorian Government in the downturn are to minimise its overall impact, protect services from erosion and build Victoria's economic competitiveness to take full advantage of the recovery through measures such as infrastructure development, regulatory reform and national reform efforts through the Council of Australian Governments (COAG).

IN 2008-09 92.4 PER CENT OF 4-YEAR-OLDS ATTENDED
KINDERGARTEN PROGRAMS – AN INCREASE OF 0.6 PER CENT
ON THE PREVIOUS YEAR

Public sector activity also increased to support fiscal stimulus projects. In 1999 Victoria spent $1 billion on infrastructure. In 2009-10, the largest infrastructure program in Victoria's history is being delivered in partnership with the Commonwealth Government and is projected to be close to $7 billion. Victoria was successful in obtaining Commonwealth Government stimulus funds due largely to the State's advanced state of infrastructure planning and the quality of its submissions, which reflects well on the strategic capacities of the Victorian public sector. A number of major capital works programs are now underway.

- The partnership between the *Victorian Schools Plan* and the Commonwealth *Building the Education Revolution* program has delivered $3.7 billion in Commonwealth funds to 4,226 Victorian government, Catholic and independent schools. The Department of Education and Early Childhood Development is at the forefront of planning and consultation with school communities regarding capital works while working with local builders and suppliers.

- The *Social Housing Initiative* will construct 5,000 new homes and upgrade 5,600 existing homes before the end of 2010. This has involved the Victorian Office of Housing in a major program of inspection, evaluation and negotiation to finalise contracts and get construction underway.

- Fast tracking construction projects, through the exercise of the Minister for Planning's 'call-in' powers for 13 major proposals, has involved the Department of Planning and Community Development in intensive work to eliminate barriers to construction activity commencing on 4,338 housing units, 4 retail centres and other projects including a wind farm in Glenthompson, a Neighbourhood Activity Centre in Maffra and further development at Avalon Airport.

- The beginning of the initial stages of the $38 billion *Victorian Transport Plan* which is the largest single investment program in the State's history.

These large scale public projects are stimulating much-needed activity for Victorian businesses and their employees through the economic downturn. They are being complemented by measures to support affected businesses, workers and communities. These include:

- the creation in August 2009 of the *Working Victoria* website to help Victorian businesses and workers to identify and apply to participate in the more than 1,500 state infrastructure projects that are now underway;

- the strengthening of the *Victorian Industry Participation Policy* in July 2009 to encourage bidders for Victorian infrastructure projects to consider Australian and New Zealand small to medium sized business (SME) suppliers;

- a $50 million *Industry Transition Fund* to help firms move into emerging technology fields; and

- bringing forward the *Victorian Training Guarantee* for retrenched workers in July 2009, which provides subsidised training places to those made unemployed as a result of the global downturn.

The Victorian public sector is at the forefront of the planning and rapid delivery of the many large-scale infrastructure and other economic stimulus projects.

Intergovernmental cooperation

One of the most significant advances of the past year has been in federal-state financial relations. *The State of the Public Sector in Victoria 2007-08* described the increasing importance of inter-governmental cooperation to the Victorian public sector's planning and service delivery work. This has continued in 2008-09 as the Commonwealth Government has pursued a comprehensive national reform agenda through COAG – based in large part on the pioneering work done by Victoria to produce the *A Third Wave of National Reform* blueprint in August 2005.

In November 2008 COAG further supported the national reform agenda by committing the Commonwealth, States and Territories to a new Intergovernmental Agreement (IGA) on federal financial relations.

The IGA reduces the number of Special Purpose Payments (SPPs) from 90 to five. Importantly, it redefines how state and territory service delivery success is to be measured. Under the new arrangements, states and territories will be given greater flexibility and freedom to decide which services to run and how. In return they will have to (1) meet agreed objectives, outcomes, outputs and performance indicators, and (2) accept clearly defined roles and responsibilities. These will be set out in National Agreements associated with each SPP.

These new National Agreements are the:

• National Healthcare Agreement;

• National Education Agreement;

• National Agreement for Skills and Workforce Development;

• National Disability Agreement;

• National Affordable Housing Agreement; and the

• National Indigenous Reform Agreement.

Conclusion

This is a time of almost unprecedented change in Victoria and Australia, but also one of significant economic and environmental constraints. The Victorian Government is responding with strategies and policies that require the Victorian public sector to recast many of its activities. Increasing emphasis is being placed on strategic planning, policy coordination across departments and agencies, and inter-governmental cooperation through COAG, including the start of new National Agreements covering major service delivery areas. In 2008-09 the Global Financial Crisis required rapid development of a large-scale fiscal stimulus that demonstrated the Victorian public sector's agility, resilience and capacity to respond quickly in a crisis. The following chapter examines the impact of these and other factors on the composition and processes of the Victorian public sector and its workforce.

CHAPTER 2:
THE VICTORIAN
PUBLIC SECTOR
WORKFORCE

The profile of the Victorian public sector workforce reflects the particular demands facing the Victorian government and is evolving to reflect government policy decisions to address emerging challenges for the State.

This chapter examines the Victorian public sector's workforce profile compared to the Victorian workforce as a whole and details significant changes over time. Areas examined include staff numbers, education level, geographical distribution, gender and occupation.

Workforce distribution

There are 1,842 Victorian public sector organisations that employed 258,507 people at June 2009 (full time equivalent count was 207,306) - approximately nine per cent of the Victorian labour force. Around 80,000 public sector employees (31 per cent) work in rural and regional Victoria, accounting for around 11 per cent of the State's regional labour force.

The public health care sector has the largest number of employees (93,870): two-and-a-half times that of the Victorian Public Service and 46 per cent more than the government schools sector. There are 96 entities in the public health care sector, including hospitals, health research organisations and professional registration boards, and almost 1,600 entities in the government schools sector, most of which are school councils.

In 2008-09 there were 64,180 teachers, teacher aids and administrative and support staff, spread across 1,574 Victorian government schools.

In 2008-09 there were 38,348 members of the Victorian Public Service spread across 10 departments and 20 authorities and offices. These public servants deliver, fund and coordinate service delivery across the whole range of public services for the Victorian people – including health, education, social welfare, law and order, fire prevention, land management, environmental sustainability; they also provide administrative support for the government and carry out statutory responsibilities assigned to ministers.

The Victorian public sector is predominantly a 'service delivery' body. Employees of public entities, which primarily undertake service delivery functions, comprise 85 per cent of the public sector workforce. In addition, a large number of the Victorian Public Service workforce deliver services such as child protection, disability services, housing, corrections, and primary industries.

Appendix 1 provides the profile of public sector employees by sector.

Table 2.1: Distribution of public sector employees (headcount) by sector

Sector	Number of entities	% of public sector employees
Public health care	95	36%
Government schools	1,575	25%
Victorian Public Service	30	15%
Police and emergency services	6	8%
TAFE and other education entities	24	8%
Other	69	6%
Water & land management	43	3%
Total Victorian Public Sector	1,842	100%

IN 2008-09 VICTORIA POLICE RESPONDED
TO 778,787 EVENTS

Table 2.2 shows a breakdown of public sector employees across employment, demographic and occupational variables.

Table 2.2: Statistical snapshot of the Victorian public sector workforce

Total employees (headcount)	258,507	**Regional Distribution**	
Employees by sector		CBD	14%
Public health care	93,870	Other Melbourne Metropolitan	
Government schools	64,180	North and West	23%
Victorian Public Service	38,348	Eastern	18%
TAFE and other education	20,213	Southern	14%
Police and emergency services	19,592	Total	55%
Other	14,635	Regional Victoria	
Water and land management	7,669	Barwon South Western	8%
Ongoing/non-ongoing		Gippsland	6%
Ongoing	74%	Loddon Mallee	6%
Fixed term, temporary or casual*	26%	Grampians	5%
Full time/part time		Total	31%
Full time	59%	**Occupational category***	
Part time	41%	Professionals	51%
Base salary**		Community and personal service workers	20%
<$40,000	12%	Clerical and administrative workers	16%
$40,000-$59,999	35%	Managers	5%
$60,000-$79,999	38%	Labourers and related workers	4%
$80,000+	15%	Technicians and trades workers	3%
Gender		Machinery operators and drivers	1%
Female	67%	**Education**	
Male	33%	Doctoral / masters degree	11%
Age		Graduate diploma / certificate	20%
<30 years	16%	Bachelor degree / honours	30%
30-49 years	51%	Advanced diploma / diploma	11%
50+ years	33%	Certificate level / trade	12%
		Year 12 or equivalent or less	16%
Country of birth		**Turnover of ongoing employees**	
Australia	80%	Separation rate	8%
Overseas	20%	Separation rate by age	
Language spoken at home		less than 30 years	12%
English only	84%	30 – 54	7%
Language other than English	16%	Over 55	8%
Indigenous status		Recruitment by age	
Non-Indigenous	99%	less than 30 years	36%
Indigenous Australian	1%	30 – 54	49%
Disability status		Over 55	15%
No disability	96%		
Disability	4%		

Source: 2009 Workforce Data Collection, 2009 People Matter Survey

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

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

*** These occupational categories are those used in the Australian Bureau of Statistics' occupational classification system – the Australian and New Zealand Standard Classification of Occupations.

Workforce profile

When comparing the Victorian public sector workforce to the Victorian workforce generally, the public sector is highly professional and qualified, has an older age profile and is more highly feminised.

Qualifications and occupation

The Victorian public sector is highly professional and qualified, with 61 per cent of employees having a bachelor's degree or higher. This reflects the requirement for tertiary qualifications for a large proportion of public sector occupational categories. It also has a significant proportion of employees with trade and recognised technical skills.

The proportion of public sector employees with tertiary qualifications is expected to increase over time, with approximately 68 per cent of employees commencing in a public sector organisation in 2008-09 having a bachelor's degree or higher.

Four-fifths of the sector's employees are from six occupational areas.

Table 2.3: Distribution of all public sector staff by general occupational areas

Professions	Percentage of employees in sector
Doctors, Nurses and other health care professionals	25%
Teachers and other education professionals	24%
General Administration and support employees	16%
Welfare, aides and care providers	9%
Police, fire fighters and ambulance officers	7%
Managers	5%

Source: 2009 Workforce Data Collection

Age

The Victorian public sector has a different age and gender profile from the Victorian labour market, reflecting the different mix of occupations employed. The older age profile reflects the older and longer serving teaching workforce in government schools and TAFE, and the demand for staff to hold tertiary qualifications. The under-representation of people under 25 years of age reflects that the occupations in which many young people work, such as retail and hospitality, are not common in the public sector. There is a high proportion of women employed because the public sector workforce includes several large female dominated occupational groups.

IN 2008-09 491.5 MILLION PUBLIC TRANSPORT TRIPS WERE TAKEN IN MELBOURNE – AN INCREASE OF 41 MILLION TRIPS OR 9 PER CENT ON THE PREVIOUS YEAR

Figure 2.1 Age and gender profile of Victorian public sector employees compared to the Victorian labour force

Victorian public sector employees
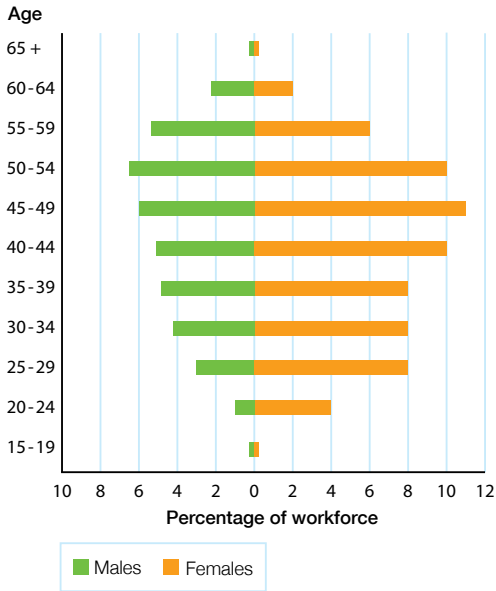
Source: 2009 Workforce Data Collection

Employed person in the Victorian labour force
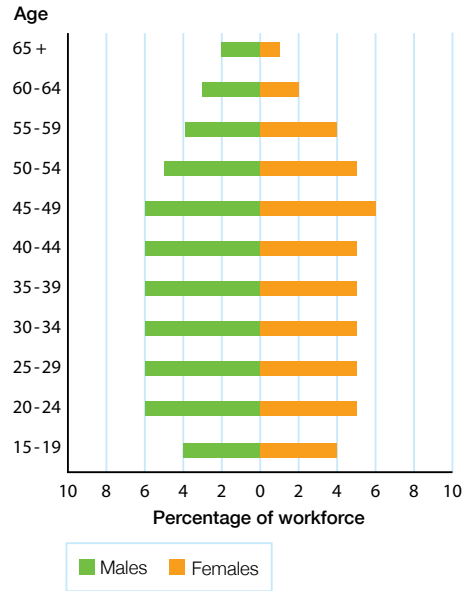
Source: ABS Labour Force Survey 2009 Cat. No.6291.0.55.001

There is a variation between the average age of employees in different sectors. Key points to note are:

- the police and emergency services sector has the youngest age profile of all the sectors, reflecting operational requirements for staff;

- TAFE and other education entities have the oldest workforce of any of the sectors. Comparatively few employees are under 40 years and most of these are non teaching staff;

- the proportion of government schools sector employees in the 25-34 year age group is increasing, reflecting the increased intake in recent years of graduate teachers; and

- male employees in the water and land management sector are significantly older than women – most men are in the 45-59 age group and most women are aged 25- 39.

Gender

Two-thirds of all public sector employees are female, and there are more women than men across all age groups. This reflects the higher proportion of women employed in the public health care and government schools sectors (79 per cent and 76 per cent respectively), and that these sectors form the majority (61 per cent) of the total public sector workforce.

Of note has been an increase in the number of women in sectors which have not had a high female representation. The proportion of women working in the police and emergency services sector is increasing (up to 26 per cent in 2008-09 from 20 per cent in 2003) as a result of increasing numbers of women working as police and ambulance officers.

The distribution of employees across pay-scales shows that the majority of employees are within the range of $40,000 to $79,000. Of note is gender distribution across salary ranges indicating a higher proportion of women in positions paid less than $80,000 per year and fewer women in higher paid roles.

Figure 2.2 Gender distribution across salary ranges
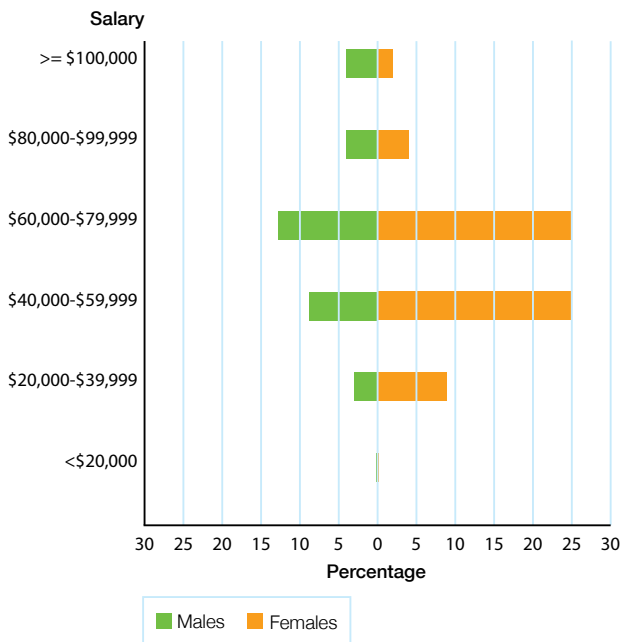
Source: 2009 Workforce Data Collection

In this regard, however, it is of note that there has been an increase in the proportion of women in executive positions within the Victorian Public Service.

IN 2008-09 45 ADDITIONAL INTERN PLACES AND 57 RURAL-BASED MEDICAL SPECIALIST TRAINEES WERE ALLOCATED TO VICTORIAN HOSPITALS TO IMPROVE ACCESS TO HEALTH SERVICES IN RURAL VICTORIA

Figure 2.3 Gender distribution of Victorian Public Service executives 1992-2009
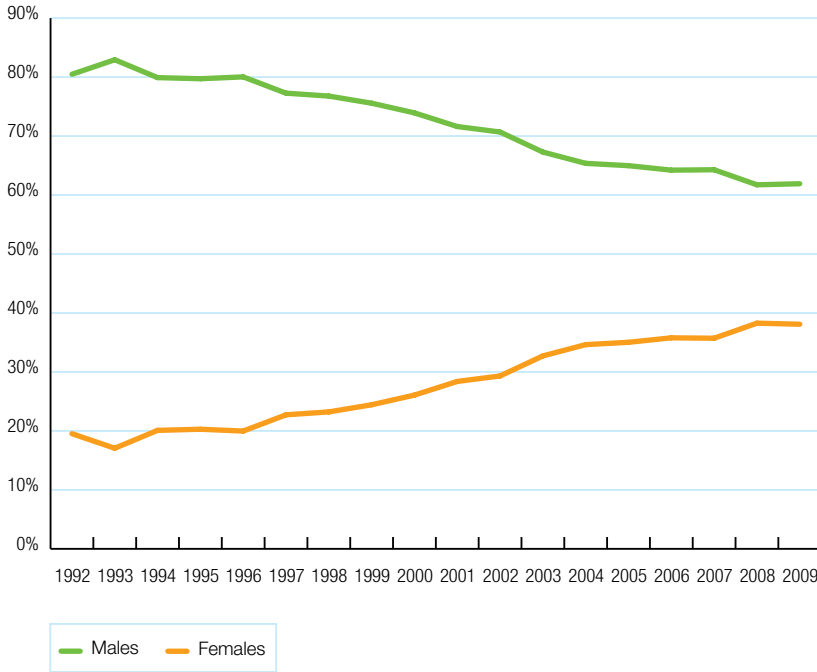
Sources: *Public Service Board Annual Report 1991-92*, Public Service Commissioner – Annual Reports, Commissioner for Public Employment – Annual Reports, VPS Executive Data Collection

The higher representation of women in the public sector is also reflective of long-standing commitments to progressive employment policies. For example, Victorian public sector employees utilise more flexible work practices than the private sector workforce, with 41 per cent working part time[2] compared to 37 per cent of the Victorian workforce. The public health care sector, which is predominantly female, in particular has a high proportion (60 per cent) of employees who work part time.

Diversity

The percentage of Indigenous public sector employees is higher than the general Indigenous workforce in Victoria (0.38 per cent). There has been a growth in the proportion of overseas born employees (from 16 per cent in 2006 to 20 per cent), which is trending towards the proportion of people born overseas in the general Victorian population (24 per cent).

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2   Part time refers to an employee with an FTE of less than 1.

The workforce impact of the Global Financial Crisis

Significant major challenges such as environmental and demographic changes and the global economic downturn have a significant effect on the Victorian Government's policy direction and have implications for the Victorian public sector and its workforce.

Public and private sectors face different demand patterns in response to economic and other challenges. In the private sector, an economic decline usually reduces demand for services and results in labour shedding. However, in the public sector the opposite is usually the case, due to the fact that, as economic activity declines, the demands on the public sector increase through:

• increased program demand linked to the growth in the number of people receiving Commonwealth Government social security entitlements;

• increased demands due to people needing extra support and in some cases changing from privately provided services to more affordable and free public services; and

• the delivery of stimulus activities.

Additionally, the suddenness and seriousness of the economic downturn and other major challenges required a major mobilisation of public sector employees and resources to assess and monitor implications, provide advice to the Government, devise policy responses, cooperate with the Commonwealth Government's stimulus measures, and commence numerous infrastructure projects and ameliorative social programs.

Employment growth

Overall staffing has increased by 3.5 per cent in full time equivalent (FTE) staff terms (7,000 FTE), to be 207,306 FTE staff. Staffing has increased across all major sectors within the public sector.

Growth has been driven by increased service delivery demands to meet the needs of Victoria's ageing and growing population[3], and to deliver government initiatives to respond to the economic downturn, bushfire recovery activities, and public infrastructure development and renewal.

The largest increase is in the public health care sector where both nursing and general staff levels have increased associated with improved service provision. Other increases include:

• teaching and support staff in both government schools and TAFE;

• staffing in water and transport agencies (including VicRoads and the Department of Transport) associated with infrastructure renewal and development; and

• staff in ambulance and fire services, including fire prevention and environmental recovery staff within the Department of Sustainability and Environment.

Within the total increase indicated above, growth in the public service was 1845 FTE staff. Additional operational staff delivering bushfire recovery, response, and review activities account for one quarter of these. The remainder of the increase is driven by new State and Commonwealth programs and projects, and actions on the Government's service delivery priorities. The most significant of these are:

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3   Victoria's total population increased by 2.1% over the 2008-09 year (Australian Demographic Statistics June 2009, ABS cat no. 3101.0).

- upgrades and expansion of service delivery in welfare services including for pre school and school aged children, public housing, disability services, public safety and dispute resolution;
- additional resourcing in courts, prisons and supervising community corrections orders to facilitate faster hearing of cases and respond to increased numbers of people in correction programs;
- initiatives in public land and environmental management responding to biodiversity, forestry and foreshore management and protection issues;
- upgrading and development of information technology systems to support information management, particularly in public health and policing; and
- planning system reform and capital works in schools, public transport, water infrastructure to respond to the global economic downturn.

Employment separations

As anticipated in the context of the economic downturn, the number of staff separating has fallen across all industry sectors. The largest change in separation rates was with the water and land management and public health care sectors and the smallest change was within government schools. The total separation rate of ongoing staff dropped from 9 per cent in 2007-08 to 8 per cent in 2008-09.

Table 2.4: Separation rate & number of ongoing staff separated by sector 2007-09

Sector	2007		2008		2009	
	Separations	Rate	Separations	Rate	Separations	Rate
Other	1023	10.2%	1523	14.7%	1236	11.2%
Public health care	7094	11.1%	9080	13.4%	7292	10.6%
TAFEs and other education	647	8.6%	778	10.1%	746	9.5%
Victorian Public Service	2716	9.3%	3273	10.8%	2851	9.0%
Water and land management	495	8.8%	602	10.2%	470	7.6%
Government schools	2094	4.8%	2467	5.7%	2386	5.5%
Police and emergency services	633	3.6%	786	4.4%	702	3.8%
Total Victorian public sector	13679	8%	16986	9.3%	14447	7.6%

Source: 2009 Workforce Data Collection

IN 2008-09 CONSUMER AFFAIRS VICTORIA UNDERTOOK 8,138 INSPECTIONS, COMPLIANCE MONITORING AND ENFORCEMENT ACTIVITIES

Figure 2.4 below illustrates the separation rate by age over time.

- Separation rates have fallen for all age cohorts, consistent with a response to the economic downturn and increased labour market uncertainty.

- Separations amongst staff over 55 years of age have fallen substantially suggesting that older employees are delaying retirement.

- Despite fluctuations over time, separation rates remain high amongst staff in the 15-24 and 25-34 year age groups, and are lowest for staff aged 45 to 54 years. This is consistent with younger staff moving between employers as they are building their careers, and for stable employment behaviour for people in mid career.

- Despite separations in the 15-34 year old age cohort dropping to their lowest rate since prior to 2006, they continue to account for one third of all separations.

- Separation rates are not low in historical terms – they are similar to those observed in 2006-07. The decline represents a correction following a rise in separation rates in 2007-08 relating to the tight labour market conditions existing then.

Figure 2.4 – Separation rate* for ongoing staff by age cohort 2006-09

Age — 15 - 24 — 25 - 34 — 35 - 44 — 45 - 54 — 55+
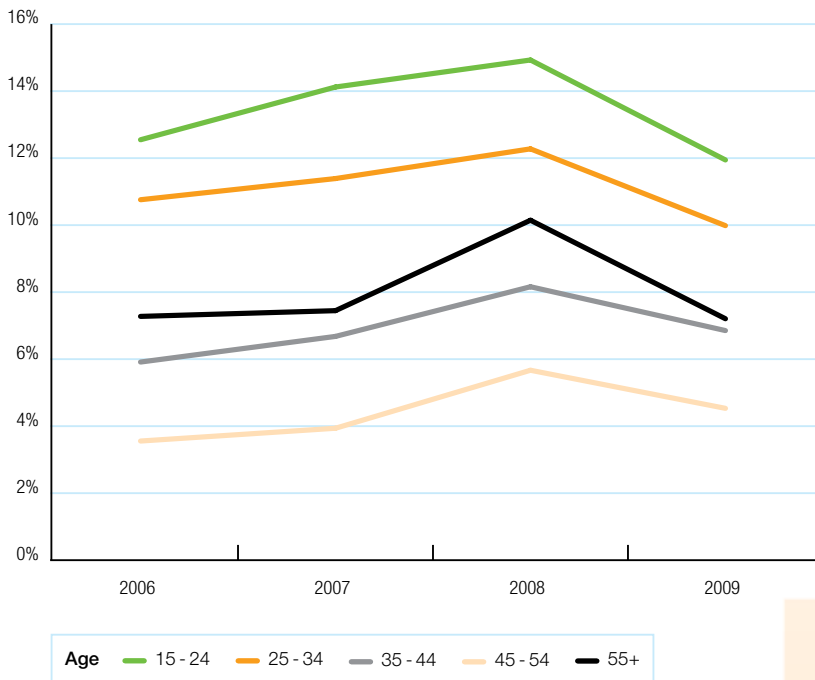
Source: *2009 Workforce Data Collection*

* The separation rate is the number of ongoing staff separating from their employer during the period expressed as a percentage of the total number of ongoing staff employed at the end of the period.

Recruitment

As a flow-on effect of the fall in the separation rate, the recruitment rate[4] has fallen from 18 per cent to 17 per cent (excluding government schools where data is not available).

While there have been fewer positions becoming vacant there has been an increase in the number of applicants seeking careers in the Victorian public sector. The economic environment has also contributed to an increase in the calibre of the applicant pool. This is possibly due to a more pronounced downturn in the private sector and the perception that the public sector can provide a high level of job security not provided in other areas of the economy.

Between the September quarter 2008 and the March quarter 2009 there was a doubling of the number of applications received per position via the Victorian Government Careers website. Similarly, for the 2010 intake of the Victorian Public Service graduate recruitment program there was a 32 per cent increase in the number of applications received.

Table 2.5: Number of applications for VPS graduate recruitment programs 2009-10*

Stream	2008 Applications for 2009 Places	2009 Applications for 2010 Places	Change in number of applications
Accounting & Finance	502	643	+ 28%
Economist	193	273	+ 41%
Engineering	125	244	+ 95%
Generalist	1714	2188	+ 28%
Totals	**2534**	**3348**	**+ 32%**

Source: VPS GRADS, State Services Authority

*   Includes data from VPS GRADS, DTF GR&DS and VPS Engineering graduate recruitment programs

IN 2008-09 103 PROJECTS TOTALLING $28.8 MILLION WERE GRANTED APPROVAL UNDER THE SMALL TOWNS DEVELOPMENT FUND

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4   The recruitment rate is the number of ongoing and fixed term staff commencing with their employer during the period expressed as a percentage of the total number of ongoing and fixed term staff at the end of the period.

Time fraction

While the private sector has responded to the economic conditions by cutting back on the hours worked by staff, this has not been the case in the Victorian public sector. In 2008-09 the proportion of staff employed part time increased only marginally from 40 to 41 per cent, and the average hours worked by part time staff remained stable.

There are two notable exceptions to this general observation: the Country Fire Authority (CFA) and the Department of Sustainability and Environment (DSE), where part time employment fell and the average number of hours worked by part time staff increased (by 1.3 hours per person per week at the CFA and 3.6 hours per person per week at DSE). This increase reflects demands on DSE and CFA staff due to the February bushfires.

Workforce culture

Satisfaction within the Victorian public sector workforce has risen during 2009 and may in part be attributable to favourable comparison between the public sector and the general job-market. It is higher than in 2008 in all areas relating to satisfaction with the sector as a whole and individual organisations as employers of choice. Specifically:

- there was a fall in the proportion of the workforce thinking of leaving the public sector (17 per cent compared to 29 per cent in 2008);
- a higher proportion of respondents were satisfied with their job overall (79 per cent compared to 73 per cent in 2008);
- there was a rise in satisfaction with remuneration (54 per cent compared to 41 per cent in 2008); and
- 88 per cent of the Victorian public sector workforce would 'recommend a career in the Victorian public sector to my friends' – up from 82 per cent in 2008.

Further information on the People Matter Survey 2009 is at Appendix 2.

Conclusion

As this chapter has demonstrated, the profile of the Victorian public sector workforce is more highly educated, feminised, mature and regionally diverse than the Victorian workforce as a whole. These characteristics reflect the nature of the public sector's complex administrative and service delivery tasks, which require high-level qualifications and have historically attracted women, particularly in the areas of health, education and welfare. Progress towards gender equality is being made at the senior levels of the public sector and in historically male-dominated professions. The Victorian public sector has also increased in number in 2008-09 in response to changing government policy priorities and in response to immediate staffing needs associated with the Global Financial Crisis, the H1N1 Influenza pandemic and Victorian bushfires – the major subjects of the following chapter.

CHAPTER 3:
THE PUBLIC SECTOR'S RESPONSE TO THE VICTORIAN BUSHFIRES AND INFLUENZA PANDEMIC
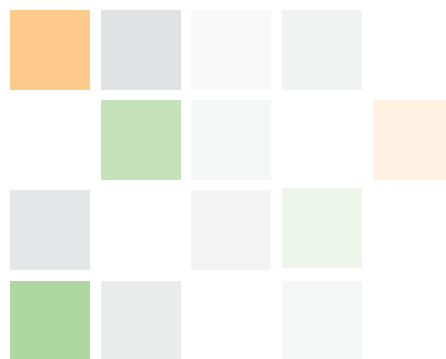
In 2008-09 the Victorian public sector responded to a number of significant emergencies in a way which revealed a workforce that is increasingly collaborative and agile.

This chapter looks at two major crisis events that occurred this year: the Victorian bushfires and the Influenza Pandemic. In each case, it examines the impact on the State, the response of the Victorian public sector and the effect on the public sector workforce.

The Victorian Bushfires

Victorian public sector employees made a significant contribution to the planning and preparation, response, recovery and review of the events surrounding the Victorian bushfires.

On 7 February 2009 Victoria suffered the worst bushfires in Australian history, claiming 173 lives, destroying 430,000 hectares of land, 2,133 properties, three schools and three children's services, and partially damaging 47 primary schools. It also damaged infrastructure, including roads, rail lines, electricity supply, water catchments and telecommunications facilities. Entire towns were destroyed and around 78 communities were affected.

While the major damage from the fires occurred on 7 February, even after that date considerable fire activity continued. The Kilmore East–Murrindindi fire, for example, was not under control until 10 March and not considered safe until 27 April. Fire services also responded to a number of fires in the weeks preceding Black Saturday on 7 February.

The Victorian bushfires were a great human tragedy which generated a major response from governments, the public sector, community organisations, businesses and individuals to rebuild destroyed housing, public facilities, roads, energy supplies and telecommunications links. The Victorian Government allocated $1 billion in the 2009-10 Victorian State Budget towards the recovery and rebuilding efforts, with additional funds provided by the Commonwealth Government and generous donations from business, industry and the community. A wide range of Victorian public sector organisations have been involved at every stage of the response, recovery and reconstruction effort.

Planning and preparations

The lead up to the Victorian bushfires involved a major planning and preparation effort by the State's fire-fighting agencies.

This effort was informed by the development of the comprehensive bushfire strategy, *Living With Fire – Victoria's Bushfire Strategy*, which was released in December 2008. The strategy covered a number of important policy areas, most notably: increasing fuel reduction burns; improving the community's understanding of bushfires and its role in bushfire prevention and preparedness; a continued emphasis on fire suppression; further development of the fire-fighting workforce; the development of improved risk management and mitigation tools; and improvements to bushfire management.

In the lead up to the fires, Department of Sustainability and Environment and Parks Victoria employees engaged in major fuel reduction activities, conducting 147 planned burns totalling 10,732 hectares.

Major efforts were made to ensure the health and fitness and management of the fire-fighting force, with 1,551 operational fire-fighters participating in the new *Fit for Fire* program to increase fitness levels, and the implementation by management of new Working Hours Guidelines. Both projects were designed to help sustain a strong fire-fighting effort over a protracted fire event.

The effectiveness of these efforts, and where continuous improvement strategies may be developed, is one of the issues being considered by the Victorian Bushfires Royal Commission.

Response

The Victorian bushfires devastated a number of communities and generated a major response across the nation and community. It involved the work of thousands of state emergency services employees, who faced a number of gruelling weeks in sometimes life-threatening situations. The totality of the Victorian public sector was involved in various ways.

In the first few days large numbers of public sector employees were mobilised to meet the community's immediate needs:

- **Command:** The emergency response to the Victorian bushfires was guided by the arrangements set out under the *Emergency Management Act 1986*. The Act, developed after the 1983 Ash Wednesday bushfires, aims to achieve an whole-of-government response, coordinated by the Chief of Emergency Management (the Commissioner of Police, who is delegated the role by the Minister for Police and Emergency Services) and advised by the Victorian Emergency Management Council, which represents all major relevant government and non-government agencies. Actions in response to fire emergencies are guided by the State Emergency Response Plan and overseen by the State Emergency Response Co-ordination Centre (located at the Victoria Police Headquarters), the Integrated Emergency Coordination Centre (iECC) (located in East Melbourne) and the State Emergency Strategy Team (located at the iECC).

- **A whole-of-government emergency services effort:** The Government brought thousands of employees and volunteers together across a range of public sector emergency organisations, including: the Country Fire Authority (CFA); the State Emergency Services (SES); the Metropolitan Fire Brigade and Emergency Services Board (MFB); Victoria Police; the Australian Defence Force; the Australian Federal Police; and the Network Emergency Organisations (NEOs), which include Parks Victoria, the Department of Primary Industries (DPI), VicForests and Melbourne Water, and which work in partnership with the Department of Sustainability and Environment (DSE) to manage fires on public land.

- **Fire fighting:** Significant state resources were allocated to fight the fires in the days leading up to and following 7 February. On Black Saturday the CFA engaged around 12,000 firefighters on some 1,000 operational vehicles and in incident control centres. DSE and its NEO partners engaged 569 firefighters on 7 February and approximately 1,000 in the subsequent four weeks. The MFB also contributed fire control crews. These were supplemented throughout the fire season by crews from other states and territories, New Zealand, the USA and Canada. Additional services to assist fire suppression work was provided by civil contractors – with approximately 240 civil contractors engaged throughout the fire season at a total cost of $35 million. At the peak of the fire season, 57 aircraft were used for fire-fighting – 34 from the State's own fleet and 23 from outside sources, including four Erickson aircranes.

- **Policing:** All five Victoria Police policing regions, as well as 16 police departments, were involved in the response, assisting with evacuations, staffing roadblocks and other essential emergency activities. In excess of 500 police were deployed each day between 8 February and 14 March, working more than 28,200 shifts to ensure community safety, assisted the Office of the Emergency Services Commissioner with Rapid Impact Assessments, staffed numerous roadblocks for 24 hours per day, and lead the Disaster Victims Identification Process (see case study below).

- **Health care:** Victoria's public health care workers provided emergency care to more than 800 people and admitted to hospital more than 130 people with a fire related injury or illness. Field Primary Care Clinics comprising paramedics, volunteer nurses and general practitioners were established in the fire-affected areas of Kinglake, Kinglake West, Flowerdale, Whittlesea and Traralgon South under the leadership of the Department of Human Services.

- **Environmental health management:** More than 100 environmental health staff were deployed to assist councils and communities in the days and weeks after the fires to help manage public health issues including food safety, water quality, waste management and effluent disposal.

IN 2008-09 10,000 NETBOOK COMPUTERS WERE PROVIDED TO MIDDLE YEARS STUDENTS AT 390 VICTORIAN SCHOOLS

- **Ensuring public safety:** To cope with public health risks relating to the presence of asbestos, damaged septic tanks and unstable structures, Department of Health staff, helped by Environment Protection Authority officers, coordinated an immediate public safety awareness campaign.

- **Establishing causes:** Taskforce Phoenix (Victoria Police) was subsequently established to investigate deaths and establish the causes of the bushfires. The Taskforce's work, which has involved some 250 officers, is ongoing.

- **Recovering energy supplies:** Department of Primary Industries officers were engaged in the re-establishment of energy supplies to areas experiencing a total loss of energy infrastructure.

- **Restoring transport services:** Employees from the Department of Transport undertook the important task of restoring transport links to the devastated area, repairing roads and rail lines and putting on replacement bus services. Work was completed within 6 months on the damaged Belgrave train line and repairs were made to 3,900 sleepers and 2 bridges on the V/Line network.

- **Logistical support:** Approximately 150 Department of Planning and Community Development staff were involved in the immediate response effort, providing mapping, logistics, registration of 22,000 immediate volunteers and their referral to the most appropriate bodies, and the distribution of an initial $1.5 million in grants to more than 100 community organisations and local councils.

- **Providing public information:** Information Victoria activated its rapid response plan within hours of the outbreak of the bushfires providing up-to-date comprehensive bushfire-related links and information via the Victoria Online website (www.vic.gov.au) and the Information Victoria call centre. Expert public relations staff from various departments and agencies across Victoria and Australia were seconded to provide essential public information as part of the Emergency Joint Public Information Committee's (EJPIC) work.

- **Response coordination:** The final but important part of the initial response was the rapid establishment of the whole-of-government response to begin the recovery effort. The Department of Premier and Cabinet (DPC) played a central role, activating the Central Government Response Committee, chaired by the Secretary of DPC to coordinate the whole-of-government response. DPC also led the establishment of the Victorian Bushfire Appeal Fund, the Victorian Bushfire Reconstruction and Recovery Authority and the 2009 Victorian Bushfire Royal Commission.

IN 2008-09 THE $9.3 MILLION VICTORIAN VOLUNTEERING STRATEGY WAS LAUNCHED TO HELP VICTORIANS TO VOLUNTEER

CASE STUDY: VICTORIA POLICE'S ROLE IN DISASTER VICTIM IDENTIFICATION

Immediately following the Victorian bushfires, Victoria Police in consultation with the State Coroner, initiated the Disaster Victim Identification (DVI) protocols. This was a four phase process comprising:

- scene collection – searching of fire areas and locating deceased;
- post-mortem examination – a team of experts form the Victorian Institute of Forensic Medicine undertaking a range of tests and examinations to locate identifying information;
- ante-mortem – evidence collection (from DNA, dental records and other sources) and information from family members; and
- reconciliation – the process of matching the collected evidence and information in order to determine positive identification.

A reconciliation centre was quickly established at the State Coroner's Office with as many as 70 staff working 16 hours per day 7 days a week over-seeing the DVI procedures, collating the information and commencing the identification process.

Specialist teams of police and forensic pathologists oversaw the collection of human remains from scenes. As part of the ante-mortem process 53 teams of detectives, along with grief counsellors from the State Coroner's Office, undertook the process of collecting from family members information about missing persons and evidence to assist in identification.

The reconciliation team, made up mainly of experienced prosecutors from Victoria Police and assisted by similarly trained personnel from other police jurisdictions, compiled Identification Briefs – packages of information linking post-mortem and ante-mortem information together for consideration of the Coroner in making decisions on the identification of deceased persons. All 173 deceased persons were able to be identified through this process.

Recovery and reconstruction

The initial relief response of all Departments and a significant number of public entities was led by the Department of Human Services. The Victorian Bushfire Reconstruction and Recovery Authority was established to work with communities on the ongoing recovery and rebuilding effort.

The Victorian Bushfire Reconstruction and Recovery Authority

Three days after the bushfires, the Victorian and Commonwealth Governments established the Victorian Bushfire Reconstruction and Recovery Authority to oversee and coordinate the recovery and rebuilding program. Its role is to ensure communities are rebuilt, projects are delivered quickly and efficiently, and all those affected by the fires have access to relevant government and non-government assistance.

The Chair of the Authority is Christine Nixon APM and its Chief Executive Officer is Mr Ben Hubbard. An interagency taskforce and Expert Reference Group were established to provide advice to the Premier and to work with the Authority. The interagency taskforce comprised representatives from all Departments involved in the bushfire recovery efforts who collaboratively worked together to scope initiatives for the *Rebuilding Together: A Statewide Plan for Bushfire Reconstruction and Recovery*.

At the local level, the Authority has worked with affected communities and local councils to establish Community Recovery Committees. These committees have held events and identified projects to include in their long-term community recovery plans. A range of the 900 projects identified in community recovery plans were included in the state-wide plan.

The recovery efforts to date have incorporated a number of important program delivery methods that are becoming increasingly widespread across the public sector.

Distributing donations

The Department of Premier and Cabinet and the Department of Treasury and Finance helped establish the Bushfire Appeal Fund, which was established within 24 hours of the 7 February bushfires in partnership with the Federal Government and Australian Red Cross. When the Appeal officially closed in April $379 million had been raised.

The Department of Premier and Cabinet, and since August 2009 the Department of Human Services, supported the work of the Fund by providing staffing for its Secretariat and Implementation Unit, which disperses funds on the recommendation of the Fund's Independent Advisory Panel. The Secretariat focuses on policy development for types of payments, liaison with the Australian Taxation Office and stakeholder relationships. The Implementation Unit is responsible for assessing applications, making payments and working with case managers to assist bushfire-affected people.

The Victorian Bushfire Reconstruction and Recovery Authority is coordinating the distribution of donated goods and services to bushfire-affected households.

Case management system

On 10 February 2009, the Premier made a joint announcement with Minister Macklin, Federal Minister for Families, Housing, Community Services and Indigenous Affairs, that a case manager would be available to each affected family, who they can call on to help them get their lives back on track, rather than having to deal with many different agencies and organisations. Three days later the Victorian Bushfire Case Management Service (VBCMS) was established and commenced operation. The VBCMS was developed in partnership with the Commonwealth, local governments and a large number of community service organisations across Victoria. The Commonwealth operated a registration call centre and supplied up to 100 case managers across the worst affected areas and up to 70 community service agencies recruited case managers to meet the demand for service – a major logistical and recruitment exercise that continued over the ensuing weeks. In the first 100 days after the bushfires 385 case managers were sourced to support more than 5,000 individuals and families. The role of the case managers is to work with families and individuals to locate and understand all available services needed for their full recovery.

CASE STUDY: RAPID RECRUITMENT OF A TEMPORARY WORKFORCE AT DHS

The appointment of case managers for individuals and families affected by the Victorian bushfires is a good example of an important feature of an agile public sector and effective inter-government cooperation working in collaboration with the health and community services sector.

All DHS regions were called upon to coordinate and manage the Victorian Bushfire Case Management Service (VBCMS) in their region. Over 50 staff members were released from existing services to rapidly establish this service with the biggest call from staff in the North and Western and Hume regions, which were particularly affected by the fires.

Throughout this period the DHS VBCMS Program team coordinated efforts and provided case managers with the resources they needed to help bushfire victims, including a daily information bulletin, resource kits, a case manager helpline, grants guides, and psychosocial training in grief and bereavement, psychological recovery and resilience.

Case managers were sourced through local governments and funded organisations in the community health and community service sectors, with the balance found through DHS's contracted recruitment firm. The Department of Education and Early Childhood Development provided a team of case managers to work out of an office established on the site of the Kinglake Primary school. Other government departments also released staff to undertake case management work.

A significant contributor to the success of the recruitment effort was the partnership with the Commonwealth Government, which released staff from agencies with case management and practical experience of providing public emergency relief. Centrelink and the Commonwealth Rehabilitation Service were the major sources of early staff.

Over time Commonwealth support has been withdrawn as demand for case management services has decreased, and today locally recruited staff with intimate knowledge of community needs have continued to provide the service.

Community rebuilding

To assist with community rebuilding, the Victorian and Commonwealth Governments jointly established a $10 million Community Recovery Fund which was administered by the Department of Planning and Community Development. In the first 6 months after the bushfires the fund made 26 sporting grants and a number of others for individual community events.

IN 2008-09 THE AUSTRALIAN REGENERATIVE MEDICINE INSTITUTE (ARMI) AT MONASH UNIVERSITY WAS OPENED

Alongside community building efforts, the Victorian public sector helped restore health and education services, replacing destroyed health centres, ambulance services and schools. The process is well underway to rebuild the destroyed primary schools in Marysville, Middle Kinglake and Strathewen and early childhood facilities in Flowerdale, Marysville and Kinglake.

CASE STUDY: DEECD RESPONDS QUICKLY TO REBUILD EDUCATION SERVICES

The Victorian bushfires destroyed three primary schools and three kindergartens and partly damaged another 47 schools. In the wake of the fires the Department of Education and Early Childhood Development's (DEECD) priority was to ensure all schools and children's services were safe from fire, that the psychosocial needs of students were provided for, and that students' education was normalised as quickly as possible.

DEECD participated in the cross departmental emergency response team to manage the immediate challenges of the emergency, and established its own departmental Bushfire Coordination Committee. It also established a Bushfire Reconstruction Taskforce and School Community Reference teams to lead the planning of new education services in bushfire-affected communities.

Educational services were restored as quickly as possible. Middle Kinglake Primary School was reopened within a short time of the bushfires using portable classrooms on land adjacent to the destroyed school, and alternative schooling arrangements were made for Marysville and Strathewen Primary School students.

Student Support Services Officers (psychologists, guidance counsellors and social workers) were made available to support children, young people and families, and resources were made available to help staff deal with the psychosocial impacts of the traumatic events.

DEECD contributed to the wider relief effort by providing staff to the Department of Human Services' Bushfire Case Managers initiative and providing notebook computers and mobile broadband internet to all bushfire relief centres.

IN 2008-09 7,429 REFERRALS WERE MADE TO THE EARLY INTERVENTION CHILDFIRST PROGRAM

Rebuilding housing quickly and safely

The Department of Human Services helped residents displaced by the fires find emergency and temporary accommodation while their homes and communities were being rebuilt. Households have been accommodated in public and social housing, caravans and moveable units and single person's quarters in temporary villages. Many households have been assisted with bond loans to access the private rental market. Temporary villages were set up in Flowerdale, Marysville, Whittlesea and Kinglake.

The Victorian Bushfire Reconstruction and Recovery Authority led the Victorian and Commonwealth Government funded clean-up program, to clear debris from destroyed and damaged properties, to assist people with rebuilding their lives. It is the first time such a project has been undertaken in Victoria and the objective of finalising the clean-up within six months was achieved with over 3,000 properties cleared. It was achieved in a way that was safe, timely, efficient and respectful of the impacted individuals.

After the clean-up was completed, replacing destroyed housing became a priority. To streamline the planning and building application process, the Victorian Government through the Department of Planning and Community Development removed the need for planning permits where possible.

The Office of the Victorian Government Architect has worked with the Authority and the Victorian Chapter of the Australian Institute of Architects and the Building Commission to establish an Architects Bushfire Homes Service to provide those seeking to rebuild with a range of bushfire safe home designs to consider.

Aiding local economic recovery

A wide range of programs have been initiated by diverse Victorian public sector agencies to rebuild the economies of bushfire devastated regions. Small Business Victoria and the Rural Finance Corporation have provided an information line to affected businesses on the types of assistance available, and the Small Business Mentoring Service has provided counselling and mentoring advice. Tourism Victoria and the Commonwealth Government have been implementing a $10 million Tourism Industry Support Package to market events in the Yarra Valley, Gippsland and the High Country. A number of grants to primary producers have assisted them with activities like clean-up, fence restoration, and replenish livestock and fisheries numbers.

CASE STUDY: TOURISM VICTORIA PROMOTES ECONOMIC RECOVERY

The 7 February bushfires devastated the tourism industry in several areas, including Victoria's High Country, Gippsland, the Yarra Valley and the Dandenong Ranges, leading to mass booking cancellations and sudden significant drops in visitor numbers.

Tourism Victoria suspended its regional tourism campaigns from 7 February to 13 March out of respect for those who had lost their homes, businesses and lives, but decided to resume its campaigns to aid the areas' economic recovery.

Two major campaigns were devised and implemented as part of the joint State and Commonwealth $6 million marketing component of the Victorian Bushfire Tourism Industry Support Package.

Amazing as Always

The *Amazing as Always* campaign was launched in March 2009 to generate positive media coverage, dispel negative perceptions of the affected regions and attract visitors. The campaign included an advertising campaign to inform people which tourist towns, villages and parks were open for business, and a corporate campaign urging businesses and government agencies to hold conferences, seminars, business events and retreats in bushfire-affected regions.

Nourish to Flourish

The *Nourish to Flourish* food and wine promotion was implemented to encourage visitors to food and wine regions in the Yarra Valley and Victoria's High Country. As part of the campaign, eight leading Sydney restaurants were asked to offer signature dishes using Yarra Valley and High Country produce, complemented by local wines, during May. The promotion was a resounding success selling over 1,000 dishes and 3,400 glasses of wine.

Environmental regeneration

The Department of Sustainability and Environment has been engaged in widespread environmental regeneration activities. These have included protecting endangered species, re-seeding 4,500 hectares of forests with Mountain Ash and Alpine Ash eucalypts, weed control, rehabilitating over 3,200 km of fire control lines on public and private land, repairing or replacing 800 km of fencing, and creating silt traps in fire-affected water catchments to keep potable water supplies clear of ash and fire retardant residues.

The Department of Primary Industries has provided information, assistance and grants to landholders relating to pasture management, erosion prevention, animal health, stock containment and other important farm activities.

Melbourne Water and catchment management authorities are working with private landholders to rehabilitate bushfire affected land and vegetation next to 820 kms of creeks, rivers and wetlands.

More than 200 Indigenous and more than 200 European cultural heritage sites, including rock art and early pioneering sites, are being assessed for recovery work by Parks Victoria officers.

Parks Victoria re-opened 64 of 70 affected national parks and reserves under their management within 6 months of the bushfires.

Remembrance

The Departments of Premier and Cabinet, Planning and Community Development and Innovation, Industry and Regional Development worked together to organise the National Day of Mourning. The ceremony was attended by community members, affected families, volunteers, and dignitaries including the Princess Royal, the Prime Minister and the Premier at Rod Laver Arena and broadcast in regional areas on Sunday 22 February 2009. The ceremony also included recognition of the efforts of fire fighter and emergency management volunteers.

Victorian Bushfires Royal Commission

The Victorian Bushfires Royal Commission was established on 16 February to investigate the causes and responses to the bushfires. Officers of the Department of Premier and Cabinet and the Department of Justice contributed extensively to the setting up of the inquiry, including the drafting of its Terms of Reference. Officers of the Department of Premier and Cabinet as instructors to the Victorian Government Solicitor's Office have been coordinating the State's response to the Royal Commission.

The Royal Commission produced an interim report on 17 August 2009 and is required to produce a final report by 31 July 2010.

Between 18 March and 9 April the Commission held 26 Community consultations in 14 fire locations, attended by some 1,200 people. Up until the interim report in August, the Commission had received over 1,200 submissions from fire-affected regions, Australia and overseas.

Relevant Victorian public sector agencies are also reviewing their planning and procedures in light of their experiences in the Victorian bushfires.

The Influenza Pandemic in Victoria

The Victorian Government's public health responsibilities include preparation for potential human influenza pandemics. A pandemic has the potential to cause high levels of mortality and morbidity and seriously disrupt the functions of society, including the services provided by government. Although the incidence of a serious pandemic is infrequent, the governments have recognised the importance of planning for the potential occurrence. This section discusses the actions of the Victorian public sector in support of the Government's response to the H1N1 Influenza 09 (Human Swine Flu).

IN 2008-09 1,132 ADDITIONAL ENHANCED MATERNAL AND CHILD HEALTH PLACES WERE CREATED – A 20 PER CENT INCREASE ON THE PREVIOUS YEAR

In March 2009 a new strain of H1N1 influenza emerged in Mexico and spread rapidly to the US and Canada. At the time of publication, throughout the world there have been 215,101 laboratory confirmed infections and 1,753 deaths, mostly in the Americas. In response to the mounting overseas evidence of the spreading of this new virus, the Commonwealth Government, in consultation with state and territory governments, activated the first phase ('Delay') of the Australian Health Management Plan for Pandemic Influenza on 28 April 2009. The first recognised Australian cases were reported in May 2009. Since then there have been 3,087 laboratory-confirmed cases and 26 deaths in Victoria. The vast majority of Human Swine Flu cases in Victoria have been mild and most people have been and continue to recover without medical treatment. For some people, particularly those with underlying chronic medical conditions, the Human Swine Flu was severe with several deaths reported. Deaths associated with influenza are not unusual, as every year around 2,500 people across Australia die from seasonal flu. The deaths from Human Swine Flu were, however, in a younger age group than those usually affected by seasonal influenza.

Planning and preparation

The best way to mitigate the potentially serious consequences of a new influenza pandemic such as Human Swine Flu is through planning and preparedness. Victoria has developed strategies to minimise transmission, manage cases of human infection and provide continuity of government and essential services, communication, community support and recovery.

These strategies are set out in the comprehensive *Victorian Health Management Plan for Pandemic Influenza* and the *Victorian Human Influenza Pandemic Plan*. Drawing up these plans was the primary responsibility of the now Department of Health[5].

These plans outline the responsibilities, authorities, mechanisms and actions to be taken by the Victorian Government, the public sector and local governments to prevent, respond to and recover from an influenza pandemic in Victoria.

These plans are complemented by more detailed levels of planning, including the *Community Support and Recovery Sub-Plan*, the *Human Influenza Pandemic Whole-of-Victorian Government Communications Strategy* and action plans for all Victorian departments.

Primary responsibility for coordinating Victoria's influenza pandemic effort lies with the Department of Health – although preventing and combating human pandemics must be a cooperative effort between all levels of government, public and private health care providers, business and the community. The Department of Premier and Cabinet and the Department of Health represent Victoria in the national pandemic arrangements and the Department of Premier and Cabinet provided whole-of-government coordination through the Central Government Response Committee. Overall responsibility for managing emergency health operations of this kind lies with the Victorian Chief Health Officer.

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5   On 12 August, the former Department of Human Services was divided between two departments and the Department of Health was created. Public health issues and pandemic planning are the responsibility of the new Department of Health.

CASE STUDY: THOROUGH PLANNING FOR PANDEMICS IN THE JUSTICE SYSTEM

Justice Health is a business unit of the Department of Justice (DoJ) and is responsible for the planning, coordination and delivery of contracted health services to police, courts, and Corrections Victoria.

In May 2008, Justice Health initiated and conducted pandemic planning and business continuity workshops involving business units across the whole of the State's justice system including prisons and Community Correctional Services. The aim of these workshops was to identify roles and responsibilities during a pandemic, facilitate a collaborative response in the event of a pandemic, and provide a framework for the development of individual business unit pandemic plans.

In May 2009, in anticipation of widespread H1N1 influenza infections, the Department held further pandemic planning meetings to ensure that all business units and work locations were ready to respond.

Existing business continuity plans were reviewed and updated to ensure that core DoJ services could continue to be delivered in the event of a full-scale pandemic.

Justice Health worked collaboratively with key stakeholders and other DoJ business units to ensure that they were adequately equipped to minimise transmission of infection, and, in the case of prisons, provide appropriate management to cases.

Each prison has a site-specific pandemic plan. Procurement of personal protective equipment occurred at both a departmental level and the local business unit level, whichever was the most appropriate.

Justice Health also developed a range of fact sheets for use by DoJ staff and for prisoners. Justice Health became a point of contact for any of the Department's staff seeking information or advice regarding H1N1 influenza. Prison health services reported all suspected and confirmed cases of H1N1 influenza to Justice Health. The four confirmed cases of H1N1 influenza identified in prisoners were diagnosed early and hence received timely and appropriate medical management; all made a complete recovery. As of October 2009, when the H1N1 vaccine became available, each prison health service has commenced a prisoner vaccination program.

At the peak of the pandemic, the Director of Justice Health liaised directly with the Acting Chief Health Officer and worked closely with senior management in Corrections and Police. Prior pandemic planning and preparedness resulted in a cohesive and appropriate response to H1N1 influenza. Justice Health continues to receive enquiries from, and provide advice to, Department of Justice staff on this matter.

Response

Activities during the Human Swine Flu pandemic followed procedures set out in Commonwealth and State legislation, emergency management governance arrangements and in the detailed human pandemic plans set out above. In general terms, since the beginning of the pandemic, the Victorian public sector:

• managed the testing and identification of cases

• conducted case follow up and contact tracing

• organised the provision of antiviral medication for cases and contacts

• arranged interventions such as school closure

• supported councils and community recovery committees in recovery planning and managing recovery activities

• provided advice, information and assistance to affected individuals, communities, funded agencies and municipal councils

• communicated important public health messages to the general community via the Department's website (www.health.vic.gov.au), the Influenza Hotline and Nurse-on-Call

• implemented the vaccination program with the specific H1N1 vaccine.

Actions have been guided by official declarations (by the Commonwealth in cooperation with the World Health Organisation) of phases of pandemic alert triggered by changing levels of threat posed by the Human Swine Flu.

April-May: the Delay phase

The 'Delay' phase of the Australian Health Management Plan for Pandemic Influenza was activated by the Commonwealth Government on 28 April 2009. This phase had an emphasis on delaying disease entry into Australia through border surveillance, quarantine and isolation.

This response was escalated in May after the reporting of the first recognised cases in Australia. This included the activation of the Emergency Coordination Centre and a significant increase in the capacity of its call centre to deal with inquiries from the public and health professionals.

During this phase, Department of Health employees worked closely with the Australian Quarantine and Inspection Service to undertake border surveillance. It also provided tailored information and regular updates to hospitals, GPs, laboratories, the media and the general public.

IN 2008-09 175,633 WORKING WITH CHILDREN CHECKS WERE PROCESSED

May-June: the Contain phase

On 22 May 2009 the Contain phase was implemented. In this phase the focus was on testing all suspected cases, treating and isolating laboratory confirmed cases and providing prophylaxis and quarantine for all close contacts. Classroom or full school closure also took place where there were confirmed cases as initially school-age children were predominantly affected and were efficient spreaders of the virus.

Flu diversion clinics were opened to reduce pressure on emergency departments and antivirals were distributed via designated community pharmacies. Division 1 Registered Nurses and pharmacists were authorised to be prescribers of antiviral medication for treatment and prophylaxis to infected individuals on written advice from GPs.

June: the Modified Sustain phase

On 3 June 2009 the Modified Sustain phase commenced in Victoria. All suspected cases were no longer automatically tested; efforts were instead concentrated on treating all cases which fitted an agreed set of symptoms with antiviral medication to slow the spread of the virus. Prophylaxis was provided for close household contacts but these people were no longer quarantined and there were no routine classroom or school closures. Testing and investigation efforts were concentrated on vulnerable institutions, such as special developmental schools, hospitals and aged care facilities. The aim was for early intervention, with treatment of cases and quarantine of vulnerable contacts.

Late June onwards: the Protect phase

On 23 June 2009 Victoria implemented the Protect phase. This focused on identifying people vulnerable to severe outcomes from the Human Swine Flu and providing them with early treatment – especially those with respiratory difficulties. In this phase there was no treatment provided for mild cases and no quarantine or prophylaxis for contacts unless they were associated with a vulnerable setting.

On 30 September, the vaccination program with the specific H1N1 vaccine began and was incorporated into the Protect phase.

The virus was relatively mild for the majority of those infected. Given this, the impact on the Victorian community was reduced however it still required a significant response by the public sector. Additionally the pandemic, in contrast to the 2009 bushfires, will not require a major commitment of people and resources into the future unless the virus begins to spread rapidly again.

CASE STUDY: INNOVATION IN THE COMMUNICABLE DISEASE PREVENTION AND CONTROL UNIT

Work associated with communicable diseases is always unpredictable and can make big calls on the resilience, agility and capacity for cooperation and innovation of everyone involved. This was the case for the Department of Health's Communicable Disease Prevention and Control Unit during the H1N1 Influenza Pandemic in 2009.

During the height of the pandemic the Unit's senior staff in particular worked long hours, for a protracted period, to coordinate the State's response and contribute to the national effort. Because the spread and virulence of the disease did not follow a set script, policies needed to be adapted regularly, requiring senior decision-makers to exercise judgment over potentially life and death situations. During the crisis period the Department of Health and the Department of Human Services took around 26,000 calls from members of the public or health professionals. Throughout the crisis, all staff demonstrated extraordinary dedication and experience.

One of the most important tasks of the Unit during the pandemic was contact tracing – discovering and isolating those who had come into contact with influenza cases. A contact tracing team was rapidly established, using the Unit's own staff, additional staff from the Department and specially hired contractors.

One of the major tasks of the contact tracers was making decisions about which affected schools and classes needed to be closed and how to distribute antiviral drugs to students, teachers and school staff. To assist with this, the Unit worked cooperatively with the Department of Education and Early Childhood Development (DEECD) and school nurses, including the location within the Unit of a senior DEECD representative, who worked to liaise with schools and establish necessary protocols relating to closures and treatment.

A number of service delivery improvements were improvised under the pressure of circumstances. Two in particular stand out. First, the reaching of an agreement with the Pharmacy Guild of Victoria to distribute antiviral drugs through designated community pharmacies. And, second, the use of powers under Victoria's Drugs and Poisons legislation to gazette nurses and pharmacists to administer antivirals, freeing up General Practitioners and hospitals to treat more serious cases. Both innovations resulted in a more efficient distribution system for antiviral drugs and helped the State's effort considerably.

Workforce issues associated with the response to emergencies

This year's emergency situations highlighted a number of important planning issues for the Victorian public sector concerning the delivery of public services, workforce mobilisation and employee wellbeing.

Maintaining the delivery of public services

One of the management challenges of any crisis situation is maintaining critical ongoing services. For instance, even in a pandemic the vast majority of frontline hospital functions must continue but non-urgent administrative and policy-related activities can be delayed. In limited emergencies full services can usually be maintained in most agencies, but for major and long-term emergencies, such as extended dry fire seasons, pandemics and financial crises, contingency measures need to be put in place and difficult choices made.

During an emergency agencies can expect to be hit by two simultaneous pressures:

• existing staff numbers can be seriously decreased by absenteeism due to the impact of the emergency on themselves or their families; and

• there can be a demand for staff to be involved in the response and recovery, and possibly additional staff required to back-fill empty positions.

During the most recent crises a number of issues arose, including:

• the importance of identifying skill sets within agencies to promote workforce agility;

• building workforce resilience to cope with long-term pressure; and

• practical issues relating to how to manage leave, overtime, pay and other entitlements over long periods.

Planning for workforce impacts of an emergency is a major responsibility for Victoria's public sector – in fact for all public, private and community sector organisations – and all agencies should consider their surge capacity and business continuity needs and plan accordingly.

All relevant Victorian public sector departments and agencies are actively reviewing their workforce's experience of the events of 2008-09 to improve their capacity to respond to similar crises in the future.

IN 2008-09 300 ADDITIONAL PARAMEDICS WERE RECRUITED

CASE STUDY: IMPROVED WORKFORCE PLANNING FOR EMERGENCY PERIODS AT DSE

One of the challenges of the 7 February bushfires was how to maintain other high priority services whilst providing staff resources for fire activities. In March 2009 DSE established a project to discover the lessons learned and discuss how to begin putting them into practice.

The aim of this project was to make realistic assessments of the impact of fires on staff deployment and build this into the Department's business planning cycle. The Fire Season Business Planning project has two elements:

Creation of a divisional fire coordinator within each division

All executives and staff consulted in this project agreed that the Department's work during fire seasons runs smoother when there is better communication between the Office of Land and Fire Management and other divisions. A dedicated divisional fire coordinator was appointed in each division to undertake necessary coordination and liaison work.

Identification of critical activities

DSE executives and business planners agreed on the need for early planning to identify activities that can and cannot be delayed when staff have been redeployed to fire-related activities. Early planning was considered preferable to making staffing decisions in the pressurised and often chaotic circumstances of an emergency event.

DSE Executive Directors were provided with a template to assess the criticality of the projects in their business plan and determine which staff members needed to be exempted from redirection. Of 84 critical projects identified, 45 per cent were from corporate areas. And out of the 126 critical staff identified, only 18 of them had extensive fire roles last season.

This process is now being refined and will be built into the Business Planning Guidelines for the 2010-11 planning process.

IN 2008-09 SUPPORT AND ACCOMMODATION WAS PROVIDED TO 14,000 WOMEN AND CHILDREN AFFECTED BY FAMILY VIOLENCE

Workforce mobilisation

'Frontline' agencies including the Department of Sustainabiity and Environment, the Department of Primary Industries, the Department of Health, the Department of Human Services and Victoria Police have extensive experience of mobilising their workforces to deal with crises, including: understandings about role and location reassignment; allowing employees to volunteer for critical duties; the rapid mass recruitment of new employees such as case managers; and the induction of community volunteers for limited periods. These tasks require crucial preparation and 'back-office' support to ensure all employees and volunteers have the desks, computers, telephones, transport, logistical support and management they need to do their tasks effectively.

The need to move staff rapidly into new roles during crises is contributing to the development of a wider corporate ethos within the Victorian public sector. When confronted with an emergency, agencies may be required to utilise their workforce flexibly and draw on the capacities of other public sector agencies. The *Public Administration Act* has been changed to allow for greater flexibly in a major emergency.

CASE STUDY: EMPLOYEE PROFILES

Jenny Lee – she's part of a team

From April to October Jenny Lee is a Procedures and Documents Officer for the Department of Sustainability and Environment (DSE). But come fire season, she wears many hats – some of them hard. DSE have formal arrangements in place for the re-assignment of staff during emergencies.

Jenny spent the past five fire seasons working as a Resources Officer in the Integrated Emergency Response Centre (iECC), but this year decided she wanted a new challenge and began work as a Duty Officer.

"The Duty Officer is responsible for deploying all the Melbourne Central Support Team resources," Jenny said. "I decided to take the role on as a challenge as the role is quite demanding."

Jenny not only worked in the iECC as a Duty Officer, but also headed out to Base Camps at Alexandra and Wesburn, as well as working down at the Altona depot.

"Out at the Base Camps you rotate what you're doing every three hours so you never get bored," she said. "I did everything from picking up rubbish to washing laundry."

"There's a lot of laundry to do when you've got 600 people staying at a camp. We had the machines going 24/7."

"It was quite interesting getting to see how the camps worked. I also helped with the demobilisation of a kitchen container at Wesburn, so there was a lot cleaning to be done there."

"This fire season has given me the chance to learn so many new skills, it's been really worthwhile. It's been very satisfying too."

Adam Townsend – firefighting all-rounder

Adam Townsend, 33 years old, is a 13-year veteran of the Country Fire Authority (CFA) who is now using his fire-fighting experience to help Victoria respond to bushfires.

For a number of years Adam has combined volunteering for the CFA and Victorian State Emergency Services (VICSES) with employment in a number of Victorian public sector agencies and departments, including the Emergency Services Telecommunications Authority (ESTA), the Department of Sustainability and Environment and now the Office of the Emergency Services Commissioner (OESC).

When he left the CFA in November 2008, Adam had been a senior volunteer officer at Caroline Springs – a commitment encouraged and made easier by his managers, who, he says, had an exceptional understanding of the needs of volunteers. He was able to negotiate with management over his workload in fire seasons, including being released for major fires and enjoying work flexible hours if, for instance, he'd been out late on fire-fighting duties.

Adam has taken his experience to the OESC, where his duties include working as a Rapid Impact Assessment Coordinator, which involves working in teams to make on-the-ground assessments of fire damage to property, livestock and community infrastructure as a first step to getting the response underway. The teams are made up of officers drawn from across numerous bodies, including the OESC, CFA, Victoria Police, DSE and VICSES. Their work feeds into the Victorian Government's response planning, as well as into decisions about the allocation of grants and other assistance to local communities. This pilot program has now been completed, and the lessons and skills are being embedded within the public sector.

Adam says his previous experience in the CFA, DSE and VICSES has helped him considerably in this new role, giving him a practical understanding of how fires behave and the lines of communications needed to fight them.

During the fire season, Adam worked on two major fires – first at Boolarra and then, after Black Saturday, at the Kangaroo Ground Incident Control Centre. This work involved being billeted out to necessary locations – something which, as a single Dad, was made easier by the OESC's willingness to give him extra time to make arrangements for his daughter.

Adam's experiences are a good example of how Victoria's fire-fighting effort is evolving – by encouraging volunteering and working in cross-agency teams to respond and recover.

Employee wellbeing

During crises public sector employees can often be subject to severe stress relating to involvement in human tragedy, physical danger, potential exposure to disease and tiredness from long hours of work. In 2008-09 this was made worse by multiple and simultaneous crisis events. For example, both the 7 February bushfires and the Human Swine Flu pandemic affected staff for long periods, and for some this came on top of the extra workload associated with ongoing issues from the Cranbourne methane incident of September 2008. Similarly, during any fire season, Department of Sustainability and Environment employees can be recovering from fighting multiple fires only to then have to deal with the consequences of other extreme weather events or disasters, including storms, floods or major accidents. In such situations, extra duties are likely for Victoria Police staff as well.

IN 2008-09 VICTORIA LEGAL AID PROVIDED LEGAL AID TO 94,303 CLIENTS

In these situations the safety and wellbeing of employees and volunteers are crucially important. It is vital that all public sector agencies are fully prepared. During the crises of 2008-09 agencies were generally able to meet additional employee needs through their standard employee assistance programs. But some agencies have additional employee welfare measures in place to cover such situations. The Department of Sustainability and Environment, for instance, has created a Staff Resilience Program to meet the extra needs of its employees.

CASE STUDY: BUILDING STAFF RESILIENCE TO CRISES AT DSE

Over thirty Department of Sustainability and Environment (DSE) staff lost either a close family member or their homes in the Victorian bushfires. Many others faced imminent danger or saw their communities devastated. And most faced long hours and stress. Unmanaged, this would inevitably undermine the long-term strength and cohesion of our fire fighting workforce.

To address this, DSE immediately mobilised resources to provide support to all staff through its Staff Resilience Program. The program addressed immediate and long-term needs associated with exposure to trauma. This included:

- counseling and peer support services, provided immediately at locations directly involved in the fire effort and back at 'home-base' for the many staff who traveled across the State;
- special leave and other services for staff directly suffering loss;
- help with recognising and dealing with fatigue, stress and trauma of colleagues and themselves;
- local events to recognise the work of DSE and Networked Emergency Organisation partners, to commemorate and share experiences;
- workshops and information to help managers recognise their staff's needs; and
- workshops to understand what is happening in affected communities.

The lessons learned in the Victorian bushfires are now helping improve ongoing DSE staff support services and are informing workforce planning to relieve pressure on staff during crises by reprioritizing non-essential tasks.

A team specially trained to understand and work with highly stressed communities is being established to support the delivery of DSE services during the recovery phase.

Conclusion

In 2008-09 the Victorian public sector responded to a number of extremely serious physical emergencies – the Victorian bushfires, the H1N1 influenza pandemic and the Cranbourne methane gas incident – as well as the additional policy pressure caused by the Global Financial Crisis. The Victorian bushfires in particular involved departments and public entities across the public sector in planning, response, recovery and review. Vital lessons were learned to improve future emergency preparedness, including many relating to workforce mobilisation and wellbeing. One consequence of these events has been the progress made towards the creation of a more innovative, flexible and agile workforce.

CHAPTER 4: TOWARDS A WORKFORCE OF THE FUTURE
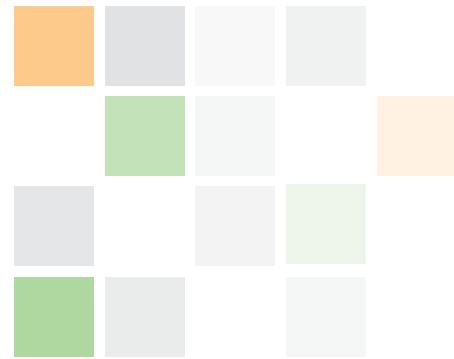
To respond to the rapidly changing and complex environment the Victorian public sector will need to build upon its demonstrated capacity for collaboration, agility and innovation. What is emerging is the importance of thinking, planning and working as a unified public sector workforce.

This chapter examines the importance of collaboration and innovation to the future of the Victorian public sector.

Collaboration - the foundation of success

Recent events, described in Chapter 3 and the case studies, have highlighted the Victorian public sector's ability to adapt to changing situations and work collaboratively. The recovery following these events involved the rapid establishment of new working relationships across agencies, transcending organisational and bureaucratic boundaries. The concept of collaboration is multi-faceted. It may involve sharing:

- physical resources, including staff, buildings, plant and equipment; and
- intellectual capacity, through joint strategic and project planning.

During 2008-09 there were a number of notable examples of how departments and agencies collaborated to develop new and innovative ways of doing business. The following case studies demonstrate how improved sharing of physical resources and information helped the public sector respond more effectively to emergency situations.

CASE STUDY: SHARING INFORMATION ACROSS AGENCIES BY THE VICTORIAN ELECTORAL COMMISSION

In the aftermath of the Victorian bushfires, Victoria Police required extra logistical support to help with the important task of securing the burnt areas and determining which houses had been occupied. For this they turned to the mapping resources of the Victorian Electoral Commission (VEC) – which securely holds information about all Victorian electors and their enrolled addresses and has a Geographic Information System (GIS) that allows it to match enrolled addresses to the exact geographic coordinates in VicMap Address data provided by Department of Sustainability and Environment (DSE).

Victoria Police requested that the VEC provide them with access to geocoded elector data files for areas and townships in which there had been fatalities. This data was intended to become part of the newly formed database of bushfire information coming from multiple sources, and could assist in data cross-checking.

Using lists of affected townships, local government areas and the regularly updated Bushfire Polygon Data provided by DSE, the VEC Mapping Officers worked steadily through a two-week period to carefully sort and match and provide data area by area. This data included fields such as 'last updated enrolment date' so that the Victoria Police Bushfire Unaccounted Persons Coordination Centre could more accurately assess the currency of the information. Names of silent electors were not provided and all work was done under agreements made subject to section 34 of the Electoral Act 2002 after consultation with the Victorian Privacy Commissioner.

The VEC and its staff provided this assistance by preparing accurate, technically sophisticated and privacy-protected data.

CASE STUDY: PROVIDING EMERGENCY INFORMATION THROUGH A WHOLE-OF-GOVERNMENT APPROACH

One of the big challenges of any major emergency is getting information to people in danger and keeping the general public informed. This was especially important during the January 2009 heat wave and bushfires that followed.

The period preceding and during the heat wave saw the need for coordinated warning messages, health and heat stress advice, information about power outages, advice for commuters, and specific messages targeting culturally and linguistically diverse and vulnerable communities. Black Saturday represented an unprecedented challenge in terms of communication with more than 9,000 calls to Triple Zero coupled with power failures, destruction of telecommunications infrastructure and the urgent need for simultaneous provision of fire and health warnings and relief and recovery information and advice.

Victoria's Emergency Management Joint Public Information Committee (EMJPIC) was activated on 28 January 2009 to prepare for the worst. EMJPIC, which is chaired by Victoria Police, comprises senior communications personnel from Victoria's emergency service organisations and other specialist organisations, and works to provide accurate, timely, consistent information to the media before, during and after emergencies.

Given the scale of events, EMJPIC adopted a whole-of-government approach: disseminating and coordinating emergency and health warnings, weather alerts, information about power outages and road closures, advice for visitors to fire-prone areas, information about fatalities and the impacts of the fires, provision of aerial images of the fire-affected areas, messages about school closures, and Coroner's orders.

A number of innovations provide timely lessons for future planning for a whole-of-government approach to communications, including a reprioritization of government advertising in February. Through an agreement at senior department level brokered by the Department of Justice and the Office of the Emergency Services Commissioner, previously booked advertising space for non-time-critical campaigns was relinquished to enable bushfire warning messages to continue until the end of March. This resulted in an extension of the Fire Ready campaign, which the Royal Commission has described as a 'timely and commendable' decision.

EMJPIC's staffing needs were met by secondment and reallocation of many media and communications personnel, including the participation of specialist police media staff from New South Wales, South Australia, Queensland and the Australian Federal Police. Numbers of staff from the Department of Justice's Strategic Communications section were also deployed to assist fire-affected communities in the field.

Some of the vital lessons from EMJPIC's experiences include:

• the value of strong working relationships between departments and agencies called on to support EMJPIC in future;

• the need for new staff training and new procedures for information management and sharing to ensure timely and consistent information dissemination – particularly involving warnings; and

• the need to understand and address issues of responsibility and liability for staff on secondment or operating 'in the field.

These lessons, some of which featured in the Interim Report of the 2009 Victorian Bushfires Royal Commission, are being incorporated into planning for future fire seasons.

IN 2008-09 OVER 15,000 ADDITIONAL PROCEDURES WERE PROVIDED FOR PATIENTS WAITING FOR ELECTIVE SURGERY

It is also important to recognise that co-operation was required across levels of government, and with the not-for-profit and the community sectors. In the following case study public sector agencies responded to the needs of affected communities by working in partnership with each other and with other stakeholders.

CASE STUDY: COMMUNITY SERVICE HUBS

In the immediate aftermath of the Victorian bushfire the Victorian Government established emergency relief centres and recovery centres in around 40 affected communities. After this initial period, Community Service Hubs were opened in 10 of the hardest hit communities to act as one-stop-shops for a range of services, including Centrelink services, financial support, housing, rebuilding advice and counselling and a drop-in centre to stimulate community building and cooperation. The Hubs are operated by the Department of Human Services.

A Hub Captain was appointed to ensure each hub works with all relevant public, private and community sector organisations to further the recovery process for communities, families and individuals.

The Hubs operate alongside regionally-based governance structures, comprising Community Recovery Coordinators, Community Recovery Teams (made up of local, Victorian and Commonwealth government officials) and Community Development Officers. Some regions also have Material Aid Centres, which distribute donated goods.

The challenge for the Victorian public sector is to harness the lessons generated by these recent events to improve its capacity to collaborate into the future. This collaboration is becoming increasingly necessary in a rapidly evolving and highly unpredictable environment. Chapter One discussed emerging issues like climate change, demographic shifts, unstable economic conditions, new government policies and changing intergovernmental relations. These complex problems are affirming the need for public sector organisations to change what they do and consider how they do it. Such problems share a range of characteristics, which go beyond the capacity of any one organisation to respond, particularly where there are multiple (and possibly conflicting) views about their causes and the best way to tackle them.

The sentiment of a united community and public sector working to a common purpose was a powerful success factor in recent crises, and it points the way for future public sector activities. Efforts to promote social equity and adapt to climate change, for example, also require similar public-sector-wide responses and shared public sector identity, involving collaborative ways of working across multiple agencies to a shared goal.

IN 2008-09 14,000 VICTORIANS WITH A DISABILITY WERE
BEING SUPPORTED TO LIVE INDEPENDENTLY

Together, these issues highlight the need to view the Victorian public sector workforce as a single whole. However, achieving greater collaboration poses a challenge to existing organisational structures, procedures and accountability arrangements. Making progress will require the adoption of realistic goals that recognise the challenges of evolving existing structures and procedures while maintaining clear and transparent accountabilities.

Organisational characteristics required to support the future workforce

To cope with its increasingly complex environment and respond to unexpected challenges, the Victorian public sector will be required to:

- think strategically and anticipate change;
- operate in a networked and complex environment;
- provide good public services whilst shaping and undergoing change;
- function in challenging situations and maintain high levels of performance, productivity, creativity, health and financial success; and
- engage employees and stakeholders to find new ways to achieve the organisation's goals.

The organisational characteristics to meet these requirements include:

- an outward-oriented culture;
- the ability to use resources effectively and flexibly;
- the capacity to mobilise a workforce to respond to changing needs without losing its sense of purpose;
- a workforce with diverse knowledge and skill bases;
- employees that are engaged, educated, empowered and encouraged;
- a creative workforce with an ability to turn ideas into action and manage associated risk intelligently; and
- strong leadership that is able to unify diverse groups of people around shared strategies and goals and stimulate receptivity to change.

The importance of human resource practices

Building an intellectually and operationally agile workforce that is innovative and able to operate effectively in a changing environment will require changes to current workforce planning and human resource practices. Public sector organisations will need to understand how the required workforce characteristics fit within their businesses. Moreover they will need to support the development of those characteristics.

The global economic downturn has contributed to a number of significant changes in workforce behaviour and satisfaction levels including lower staff turnover, delayed retirement plans, higher numbers of applicants for advertised positions and increased overall job satisfaction within the Victorian public sector workforce. These changes are currently providing the Victorian public sector with competitive advantages to improve the quality of its workforce.

The skills needed to create a more agile workforce will be highly sought after. Organisations will require creative approaches to attraction, recruitment, learning and development, retention and employee wellbeing.

Enhancing approaches to attraction and recruitment can include:

- utilising technology to support attraction and recruitment requirements;
- continuing to improve the sector's work-life balance efforts through the increasing availability of part-time employment, flexible work hours, support for caring responsibilities and retraining opportunities; and
- incorporating strategic, systemic planning into the human resource practices of managers to ensure alignment with government priorities.

Harnessing and developing skills and capability in the public sector workforce will require:

- clearly defining and communicating the skills, behaviours and capabilities that are expected from a workforce that demonstrates agility, flexibility, responsiveness, innovation and resilience;
- ensuring that learning and development is embedded in the workplace and promotes the evolution of new ways of working;
- providing opportunities for the cross fertilisation of knowledge within and across organisations and potentially between sectors through the use of secondments and other initiatives; and
- providing opportunities to current and future leaders to best prepare individuals for the challenges of leadership in a changing public sector environment.

Encouraging and supporting innovation

Traditional approaches to policy formulation are often inadequate for complex policy problems which require collaborative approaches that span departments and stakeholders. This way of working, interlinked policy challenges and rising community expectations requires innovation in the public sector.

In its broadest sense, innovation means doing new things or doing things differently rather than simply thinking up new things. According to the former director of Demos (a UK based think-tank), Geoff Mulgan, public sector innovation is about implementing new ideas that work to create public value by:

- helping improve the public sector's performance;
- responding better to citizen needs and keeping up with citizen expectations; and
- increasing efficiencies and minimising costs.

Such changes do occur through evolutionary processes of continuous improvement. However, public sector agencies may also need to foster rapid, and sometimes disruptive, responses to keep up with the speed of change in so many areas of society

Barriers to innovation

In the private sector, innovation is often forced along by the pressures of competition, particularly the profit motive. But while public sector agencies are increasingly competitive and market-aware, nonetheless they require conscious efforts to practise innovation.

The barriers to innovation in the public sector include:
- government often functions as a monopoly, without a competitive pressure to change;
- the pressure of increased scrutiny which can contribute to excessive risk aversion;
- there can be a lot at stake, including lives as well as public money;
- legislative requirements can impose rigid constraints on activities;
- existing culture, values and ways of doing things can be resistant to change;
- incentives may be inadequate or not available to encourage risk-taking; and
- insufficient resources may be made available to try new things.

In the face of such challenges, innovation cannot be encouraged recklessly. Care is needed, as innovation comes with a number of obvious risks, such as causing disaffection from employees and service users, exposing governments and public sector leaders to media criticism, producing unforseen outcomes, and raising public expectations beyond what is practically achievable. But there is an imperative to act because failing to innovate will eventually make the public sector unresponsive to citizens' needs, unable to cope with social change, incapable of adapting to sudden crises and increasingly inefficient.

Fostering a workplace culture that supports innovation

As well as a workforce more able to practise innovation, an innovative public sector requires an enabling leadership and workplace cultures that promote innovative activity. These can be expressed by reference to the various stages of innovation:

- **Inspiration.** Innovation will happen in public sector workplaces where people are inspired to achieve more on behalf of the public, feel frustrated by activities that fail to deliver for citizens and are rewarded for results.

- **Ideas generation and capture.** Innovative public sector agencies create avenues for ideas generation and capture which can include formal processes, recognition and rewards, or following outside example. They must have an openness to experimentation and be unafraid to collaborate with others (including by utilising 'the wisdom of crowds' through processes like wikis and surveys). They also create 'spaces' within their organisations for innovation to be systematically proposed, which can comprise specific innovation units, the use of web collaboration tools such as web 2.0, or the undertaking of innovation initiatives.

IN 2008-09 THE LATEST INSTALMENT OF THE *A FAIRER VICTORIA* PLAN COMMITTED $962 MILLION TO PROTECT VULNERABLE AND DISADVANTAGED GROUPS IN VICTORIA

- **Filtering and testing.** Public sector workplaces require adequate filtering processes to ensure newly generated and captured ideas stand the test of scrutiny and have potential public benefit. This requires an increasing emphasis on trialling and piloting of new processes and services.

- **Implementation.** Once they have trialled or piloted new processes or services successfully, public sector workplaces must be courageous and well-resourced enough to implement large scale change.

- **Evaluation.** Ongoing evaluation is of course necessary to ensure successfully trialled or piloted ideas work on a larger scale and agencies must have the capacity to undertake this evaluation.

- **Diffusion.** Successful processes and services should be diffused throughout the wider public sector and mechanisms to allow this must be created.

CASE STUDY: INTER-GOVERNMENTAL COOPERATION TO RAISE TEACHING STANDARDS

The Department of Education and Early Childhood Development has significantly expanded the role of school networks through the employment of 70 new Regional Network Leaders. These leaders, announced as part of the Victorian Government's 2007 Blueprint reform agenda, provide advice and assistance to all government schools and more intensive support to those schools where performance needs to improve. This is achieved through:

- developing leadership capacity within and across network schools;
- strengthening the capacity of school leaders to improve the quality of teacher practice, with a particular emphasis on literacy and numeracy;
- deploying network resources strategically and efficiently;
- creating a culture of collaboration and collective accountability within the network and across the region; and
- facilitating partnerships with community, business and other agencies.

In August 2009 network leaders attended a five-day state-wide professional learning conference that provided an opportunity to share knowledge and lessons to improve student outcomes within schools, networks, regions and across the whole system.

The conference provided a collaborative forum for education leaders across Victoria to meet and engage in a range of workshops, presentations and team-based activities to further their understanding of teacher practice and school improvement.

IN 2008-09 15,000 LOW-INCOME HOUSEHOLDS WERE REFITTED WITH WATER EFFICIENT FITTINGS AND NEW ELECTRICAL APPLIANCES

Victorian Public Service Innovation Action Plan

At the request of the Secretary of the Department of Premier and Cabinet, the State Services Authority developed the Victorian Public Service Innovation Action Plan in conjunction with Department of Premier and Cabinet.

The plan is about creating the connections and developing the skills and culture of the Victorian Public Service that will stimulate ideas and turn them into actions. It will complement and build upon existing innovation efforts in Victorian public sector agencies.

The plan currently focuses on the following four areas:

- creating connections between people, ideas and opportunities
- building innovation capacity
- generating ideas and rewarding good practice
- sharing information and data.

Conclusion

This year of success is a major tribute to the dedication and professionalism of the Victorian public sector workforce which has met unprecedented challenges.

Importantly, it managed to do so without compromising the delivery of critical ongoing services and without neglecting ongoing reform processes. The Victorian public sector workforce displayed resilience under pressure and responded with a mixture of cooperation, agility and innovation.

Victoria will continue to face a range of testing demands into the future. In order to respond to increasingly complex situations and problems, the public sector workforce must meet the challenges of the future by building its 'business as usual' capacity and capability today.

APPENDIX 1: MAJOR WORKFORCE PROFILES WITHIN THE PUBLIC SECTOR
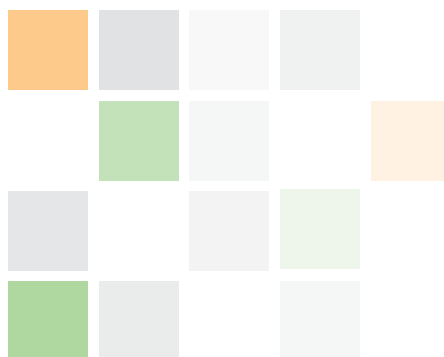
Victorian Public Service

Table A1.1: Statistical snapshot of the Victorian Public Service

Total Employees	38,348	**Turnover of ongoing employees**	
Full time Equivalent	35,267	Separation Rate	9%
Employment type (FTE)		Separations by age	
Ongoing	84%	less than 30 years	13%
Fixed Term / Casual*	16%	30 – 54	8%
		Over 55	8%
Base salary**		Recruitment by age	
<$40,000	8%	less than 30 years	34%
$40,000-$59,999	40%	30 – 54	52%
$60,000-$79,999	32%	Over 55	14%
$80,000+	20%		
		Age and Gender	
Part Time Employment		Men	40%
Overall	21%	Women	60%
Women working part time	28%	Average Age (All staff)	42
Men working part time	10%	Men	44
		Women	41
Regional Distribution			
CBD	48%		
Other Melbourne Metropolitan			

Age and gender profile the Victorian Public Service

Eastern	7%
North and West	15%
Southern	5%
Total	28%
Regional Victoria	
Barwon South Western	6%
Gippsland	4%
Grampians	5%
Hume	5%
Loddon Mallee	5%
Total	24%

Age and gender profile the Victorian Public Service. Percentage of workforce by age group (15-19 through 65+), Males and Females.
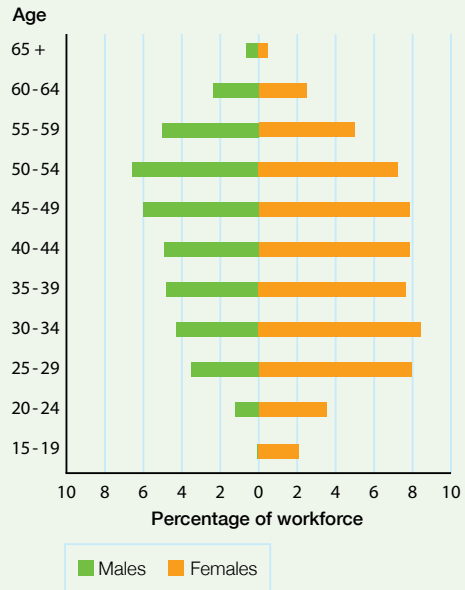
Source: 2009 Workforce Data Collection

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

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

The Victorian Public Service is comprised of 10 government departments and 20 authorities and offices (listed in Figure 1.1 in Chapter 1).

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

Departments are responsible for some major service delivery functions such as:

• child protection, welfare services for families and people with disabilities, and public housing services;

• providing advice to the community on public health issues 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;

• running the courts, and the corrections system – including prisons; and

• public registries such as Land Titles and the Registry of Births, Deaths and Marriages.

Departments are also responsible for funding and co-ordinating the delivery of services by service providers such as:

• public health services;

• public transport, roads and ports;

• TAFE and adult education;

• water and sewage supply and environmental management; and

• public buildings, and other cultural assets like the Zoological Gardens, and the Arts Centre.

In contrast Authorities and Offices are established to undertake specific tasks, such as:

• provide administrative support to police officers (Office of the Chief Commissioner of Police);

• to undertake public audits as required by the Parliament (Victorian Auditor General's Office);

• to manage and conduct elections (the Victorian Electoral Commissioner); and

• to advocate for protection of the environment, regulate for environmental standards, and prosecute breaches of environmental laws (Environmental Protection Authority).

Victorian Public Service employees

Victoria has 38,348 public servants who are employed under the Public Administration Act 2004. As Table A1.1 shows, the overwhelming majority are ongoing, full time employees, with just under half employed in the Melbourne CBD and the remainder split between metropolitan Melbourne and Regional Victoria. The workforce is predominantly female (60 per cent) except at the top executive level, and has an average age of 42.

The profile of the public service workforce is very stable with little change occurring in the workforce mix by gender, age, full time/part time, ongoing/fixed term-casual, geographic location, and turnover measures over time. However, the male workforce is ageing, reflecting lower levels of recruitment of men in recent years.

The number of employees by department is provided at Table A1.2 below.

Table A1.2: Total number of employees within the Victorian Public Service by department

	Headcount	FTE
Public Service Departments	33,530	30,690
Department of Education and Early Childhood Development	2,956	2,642
Department of Human Services	13,054	11,394
Department of Industry Innovation and Regional Development	1,028	991
Department of Justice	7,064	6,662
Department of Planning and Community Development	1,100	1,048
Department of Premier and Cabinet*	383	356
Department of Primary Industries	2,482	2,334
Department of Sustainability and Environment	3,156	3,034
Department of Transport	1,227	1,192
Department of Treasury and Finance	1,080	1,038
Public Service Offices/Authorities	4,818	4,577
Total Victorian Public Service	**38,348**	**35,267**

Source: 2009 Workforce Data Collection
*   Figures for the Department of Premier and Cabinet includes employees of Victorian Bushfires Royal Commission

Remuneration and classification

Salaries

Public servants are employed in three distinct ways:

1. Secretaries and other senior managers in the public service – the executives – are employed on a standard contract which specifies remuneration and terms and conditions. Executives are appointed to a role for a fixed period of not more than five years.
2. Sixty per cent of the public service workforce is employed in the generic Victorian Public Service grade classification structure.
3. The remaining thirty-eight per cent of public service employees work in specialised roles that are covered by occupation-specific classifications. These classifications are associated with service delivery work and in most cases are specific to a department.

Comparison between Tables A1.3 and A1.4 shows the distribution between VPS and occupational classifications. Table A1.3 provides a breakdown of the salary range and distribution of the public sector workforce across the generic VPS grade classifications.

Table A1.3: Distribution of workforce and salary ranges by generic VPS grade classifications June 2009

Classification	Minimum	Maximum	% of VPS Workforce
VPS Grade 1	$34,892	$37,040	1%
VPS Grade 2	$38,235	$49,101	12%
VPS Grade 3	$50,175	$60,922	13%
VPS Grade 4	$62,116	$70,477	12%
VPS Grade 5	$71,671	$86,716	14%
VPS Grade 6	$87,910	$117,642	9%
Total			60%

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

Table A1.4 shows the distribution of the public service workforce across the occupation-specific grade classification structure.

Table A1.4: Distribution of public service workforce by occupational classification June 2009

Occupational Classification	% of VPS Workforce
Allied Health	3%
Child Protection Worker	4%
Clerk of Courts	1%
Community Corrections Officers	1%
Custodial Officers	5%
Disability Development and Support Officer	14%
Forensic Officer	1%
Forestry Field Staff	1%
Housing Services Officers	1%
Juvenile Justice Worker	1%
Legal Officers	1%
Nurses	1%
Science Officers	3%
Other (includes Sheriffs Officers, Ministerial Chauffeurs, Senior Medical Advisor, Principal Scientists, Health and Community Services Officers, misc)	2%
Total	38%

Source: 2009 Workforce Data Collection

Key Classification Groups

The following tables provide further information about each of the key classification groups with the Victorian Public Service.

The key classification groups of public servants show:

- an overwhelming predominance of women in what would traditionally be regarded as 'the caring professions', and an increasing number of women employed in the law and order related forensic (62 per cent) and custodial (28 per cent) fields;
- the employment type is predominantly ongoing rather than fixed term or casual; and
- the time fraction is predominantly full-time rather than part-time, except for Disability Development & Support Officers and Nurses.
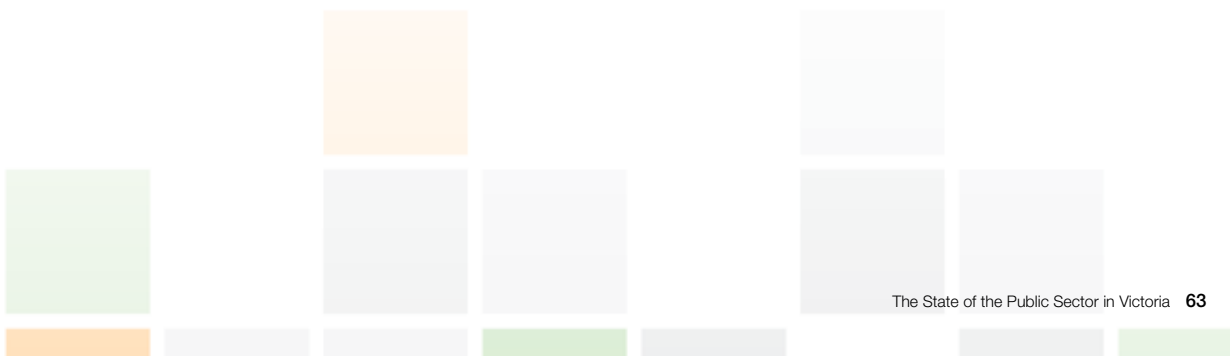
Allied health

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

Total Employees	1,114	Salary Range	$38,235 - $86,716
Full Time Equivalent	943		
Employment Type (FTE)		Age and Gender	
Ongoing	82%	Men	13%
Fixed Term/Casual	18%	Women	87%
Part Time Employment	39%	Average Age	41

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

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 while releasing confidential information for locating family members. They are primarily employed in the Department of Human Services.

Total Employees	1,572	Salary Range	$38,235 - $117,642
Full Time Equivalent	1,418		
Employment Type (FTE)		Age and Gender	
Ongoing	85%	Men	16%
Fixed Term/Casual	15%	Women	84%
Part Time Employment	22%	Average Age	39

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

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.

Total Employees	397	Salary Range	$38,235 - $70,477
Full Time Equivalent	374		
Employment Type (FTE)		Age and Gender	
Ongoing	85%	Men	27%
Fixed Term/Casual	15%	Women	73%
Part Time Employment	13%	Average Age	35

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

Custodial officers

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

Total Employees	1741	Salary Range	$37,040 - $117,642
Full Time Equivalent	1669		
Employment Type (FTE)		Age and Gender	
Ongoing	88%	Men	72%
Fixed Term/Casual	12%	Women	28%
Part Time Employment	9%	Average Age	45

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

Disability development & support officers

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

Total Employees	5310	Salary Range	$35,778 - $107,700
Full Time Equivalent	4212		
Employment Type (FTE)		Age and Gender	
Ongoing	79%	Men	31%
Fixed Term/Casual	21%	Women	69%
Part Time Employment	58%	Average Age	45

Source: Department of Human Services, 2009 Workforce Data Collection, 2009

Forensic officers

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

Total Employees	228	Salary Range	$40,866 - $118,819
Full Time Equivalent	214		
Employment Type (FTE)		Age and Gender	
Ongoing	91%	Men	38%
Fixed Term/Casual	9%	Women	62%
Part Time Employment	15%	Average Age	38

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

Forestry field staff

Forestry field staff are employed by the Department of Sustainability and Environment to undertake fire prevention and suppression tasks as well as track and facilities maintenance in State forests and reserves. Several hundred additional staff are employed on a fixed term basis over summer each year to meet fire season requirements. In total, over 900 of these staff were employed over the 2008-09 year. Over 150 of the fixed term staff employed for the 2008-09 fire season were retained at the end of the season to undertake remediation work required in the wake of the 2009 fires.

Total Employees	500	Salary Range	$32,422 - $49,339
Full Time Equivalent	500		
Employment Type (FTE)		Age and Gender	
Ongoing	45%	Men	94%
Fixed Term/Casual	55%	Women	6%
Part Time Employment	0%	Average Age	38

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

Housing services

These officers manage relationships with tenants and applicants for housing assistance, manage rental accounts and assess property maintenance needs. They work in the Department of Human Services.

Total Employees	439	Salary Range	$38,235 - $60,922
Full Time Equivalent	408		
Employment Type (FTE)		Age and Gender	
Ongoing	88%	Men	25%
Fixed Term/Casual	12%	Women	75%
Part Time Employment	18%	Average Age	41

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

Juvenile justice workers

These 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 in the Department of Human Services.

Total Employees	414	Salary Range	$38,235 - $117,642
Full Time Equivalent	382		
Employment Type (FTE)		Age and Gender	
Ongoing	71%	Men	63%
Fixed Term/Casual	29%	Women	37%
Part Time Employment	21%	Average Age	41

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

Nurses

This classification refers to Registered Nurses. The majority are employed in the Department of Education and Early Childhood Development, undertaking health screening checks for primary school students. A small number of nurses are also employed in the Department of Human Services to provide health screening tests for refugees and other identified 'at risk' groups.

Total Employees	245	Salary Range	$32,706 - $118,976
Full Time Equivalent	189		
Employment Type (FTE)		Age and Gender	
Ongoing	89%	Men	4%
Fixed Term/Casual	11%	Women	96%
Part Time Employment	55%	Average Age	46

Source: Department of Education and Early Childhood Development, *2009 Workforce Data Collection*, 2009

Superannuation

Employer contributions to superannuation funds are in addition to salaries. Most public service staff (79 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.

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

Changes in numbers of staff working in key occupations

Figures A1.1 and A1.2 show noticeable increases in Victorian Public Service employment in a number of areas, reflecting Victorian Government priorities over the past decade.

Figure A1.1: Change in selected Victorian Public Service occupational groups with more than 500 FTE employees, 2000/01 – 2008/09

Legend:
- Disability Development and Support Officer
- Child Protection/Juvenile
- Custodial/Community Corrections Officers
- Allied Health

Source: Based on information provided by the Department of Human Services, the Department of Justice and the Workforce Data Collection surveys from 2005 to 2009.

* Due to improvements in data quality and classification, figures may differ from last year.

** Changes to the public service classification structure in 2005 resulted in health professionals employed in the Departments of Justice and Education being reclassified from the VPS structure to the Allied Health.

Figure A1.2: Change in selected Victorian Public Service occupational groups with 500 FTE employees or less, 2000/01 – 2008/09
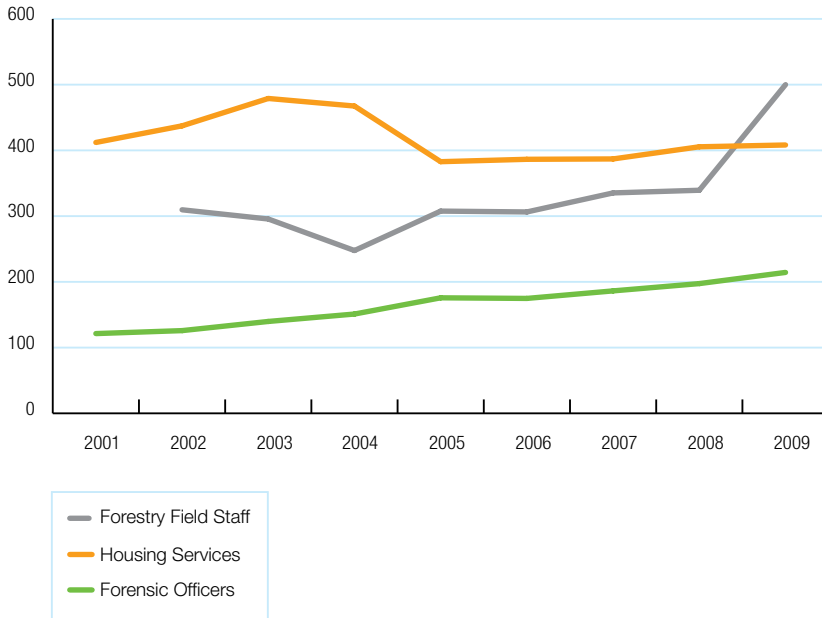
Source: Based on information provided by the Department of Human Services, the Department of Justice and the Workforce Data Collection surveys from 2005 to 2009.

*   A review of the housing services function in 2004-05 resulted in some positions previously classified as Housing service officers being translated to the VPS classified structure

**   Employment of Forensic officers jumped sharply in 2005 due to a renewed focus on an investment in resources within the forensics area of Victoria Police. Forestry field staff numbers increased in 2009 due to need for remediation work following the 2009 bushfires.

Public health care

Table A1.5: Statistical snapshot of the public health care sector

Total Employees	93,870	**Turnover of ongoing employees**	
Full time Equivalent	67,629	Separation Rate	11%
Employment type (FTE)		Separations by age	
Ongoing	78%	less than 30 years	17%
Fixed Term / Casual*	22%	30 – 54	10%
		Over 55	8%
Base salary**		Recruitment by age	
<$40,000	22%	less than 30 years	35%
$40,000-$59,999	31%	30 – 54	49%
$60,000-$79,999	33%	Over 55	17%
$80,000+	14%		
		Age and Gender	
Part Time Employment		Men	21%
Overall	60%	Women	79%
Women working part time	66%	Average Age (All staff)	42
Men working part time	40%	Men	43
		Women	42
Regional Distribution			
CBD	3%		
Other Melbourne Metropolitan			
Eastern	23%		
North and West	26%		
Southern	12%		
Total	61%		
Regional Victoria			
Barwon South Western	9%		
Gippsland	6%		
Grampians	7%		
Hume	6%		
Loddon Mallee	7%		
Total	36%		

Age and gender profile of public care health sector
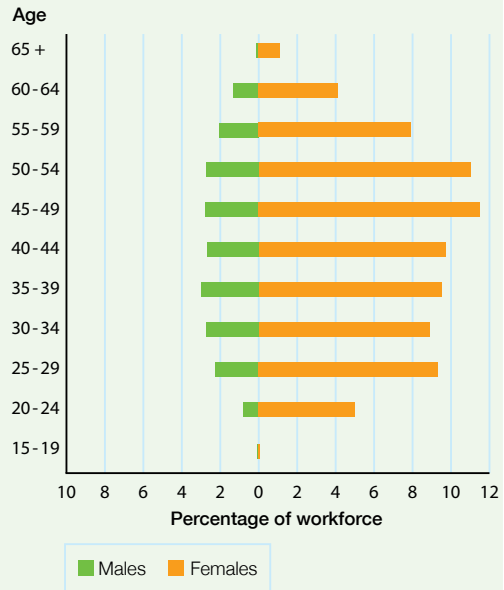
Source: 2009 Workforce Data Collection

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

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

The public health care sector is comprised of government owned hospitals and health services, and a small number of related organisations including research institutions, professional registration bodies, and health promotion and ancillary service bodies. Included are the large metropolitan health services that each run multiple hospital campuses (for example, Eastern Health), the specialist hospitals (for example, Peter McCallum Cancer Centre, the Royal Children's Hospital), regional hospitals (Barwon Health, Wodonga Regional Health Service), and the rural health services (Mansfield District Hospital, McIvor Health and Community Services, Heywood Rural Health.

Each organisation in the public health care sector is a separate and discrete employer with its own management structure.

Public health care sector employees

With over 90,000 employees the public health care sector it is the largest sector in the State Government, almost two-and-a-half times that of the Victorian Public Service and nearly 50 per cent more than public schools – a fact which illustrates the service orientation of the Victorian public sector. The health workforce is also spread across Victoria's population centres, reflecting the location of hospitals and other health services.

Women comprise 79 per cent of the workforce, a proportion that has not changed since 2003. A high proportion of staff work part time (60 per cent), reflecting employment patterns in the public health care sector.

Compared to the metropolitan based workforce, the regional workforce has a higher proportion of women (83 per cent compared to 77 per cent) and is more likely to work part time (70 per cent compared to 56 per cent). Over time, the proportion of the workforce employed on an ongoing basis has been increasing. There has also been an increase in the proportion aged over 55.

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

Steady increases in service demand, combined with intense national and international competition for skills means the health and aged care sector has critical workforce shortages in selected areas, including doctors, nurses and allied health workers.

Classifications and Salaries

As shown in Tables 1.6 and Table 1.7, common pay structures are applicable across the public health care sector for health professionals and nurses.

Table A1.6: Salary ranges for nurses June 2009

Role title	Minimum	Maximum
Registered Nurse Grade 1 - Division 2	$32,706	$45,615
Registered Nurse Grade 2 - Division 1	$45,866	$60,717
Clinical Nurse Specialist	$62,496	
Registered Nurse Grade 3	$63,232	$65,752
Registered Nurse Grade 4	$69,232	$73,736
Registered Nurse Grade 5	$73,736	$84,135
Registered Nurse Grade 6	$75,212	$96,851
Registered Nurse Grade 7	$75,212	$118,976

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

Table A1.7: Salary ranges for health professionals June 2009

Position	Minimum	Maximum
Welfare Worker	$31,106	$56,252
Medical Imaging Technician	$34,357	$106,497
Radiation Therapist	$34,357	$136,037
Nuclear Medical Technician	$34,357	$106,497
Scientists	$34,532	$113,462
Dental Technician	$40,266	$46,982
Physiotherapist	$42,369	$100,585
Social Worker	$42,946	$106,497
Psychologist	$42,946	$106,497
Audiologist	$43,157	$100,585
Dietician	$43,877	$105,568
Pharmacists	$46,319	$127,138
Radiation Engineers	$48,174	$101,686
Research Assistant	$48,482	$70,427
Medical Physicist	$50,264	$140,439
Research Officer	$67,977	$85,161
Research Fellow	$82,712	$125,537

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

Superannuation arrangements

Over 94 per cent of staff in the public health care sector are members of accumulation superannuation funds where the employer contributes 9 per cent of salary to a complying fund, as required under Commonwealth legislation. Staff have the option of making additional contributions to these schemes from their salary.

Just under 6 per cent of staff are members of a defined benefit superannuation scheme. Most of these staff are members of the Healthsuper defined benefit scheme, which was closed to new members in 1993. Less than 1 per cent are members of the public service defined benefit superannuation schemes. Generally these staff commenced as public service employees who became public health care sector employees when the functions they undertook were transferred to the health care services.

Employer contributions to superannuation funds are in addition to salaries.

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

Employment has continued to rise across all occupational groups in Victorian hospitals and health services reflecting increasing expenditure, numbers of hospital beds and improvements to nurse-patient ratios in hospitals.

In response to an increase in the demand for services there has been an expansion in the number of hospital beds and improved nurse-patient ratios in hospitals. Figure A1.3 illustrates the increases in health service occupational groups to support these initiatives.

Figure A1.3: Change in hospital occupational group numbers, FTE employees, 2000-09
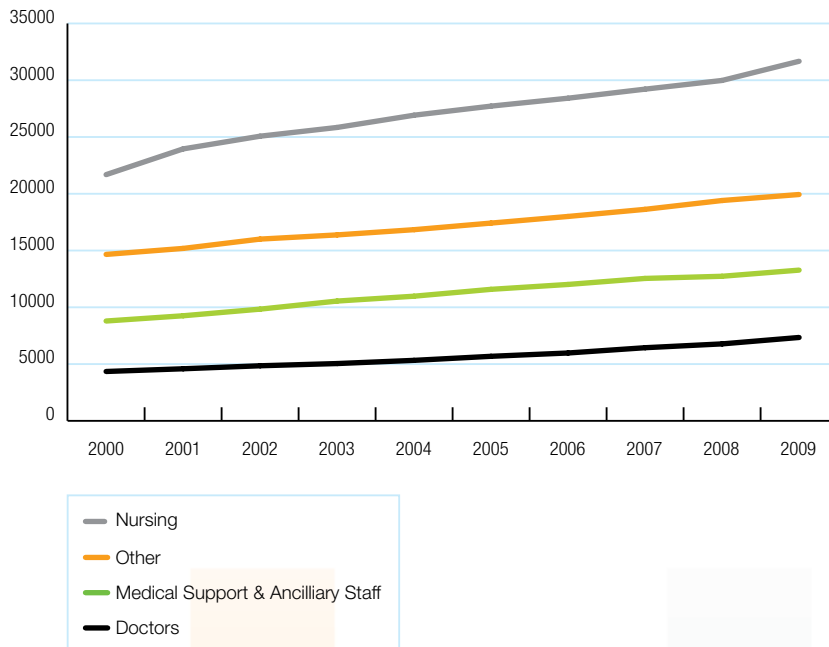
Source: Based on information supplied by DHS.

Government schools

Table A1.8: Statistical snapshot of the government schools sector

Total Employees	64,180	**Turnover of ongoing employees*****	
Full time Equivalent	53,744	Separation Rate	6%
Employment type (FTE)		Separations by age	
Ongoing	75%	less than 30 years	3%
Fixed Term / Casual*	25%	30 – 54	4%
		Over 55	13%
Base salary**		Recruitment by age	
<$40,000	7%	less than 30 years	
$40,000-$59,999	38%	30 – 54	
$60,000-$79,999	43%	Over 55	
$80,000+	11%		
		Age and Gender	
Part Time Employment		Men	24%
Overall	38%	Women	76%
Women working part time	43%	Average Age (All staff)	44
Men working part time	21%	Men	44
		Women	44
Regional Distribution			
CBD	0.5%		
Other Melbourne Metropolitan			
Eastern	18%		
North and West	28%		
Southern	21%		
Total	67%		
Regional Victoria			
Barwon South Western	8%		
Gippsland	6%		
Grampians	5%		
Hume	6%		
Loddon Mallee	8%		
Total	33%		

Age and gender profile of government schools sector
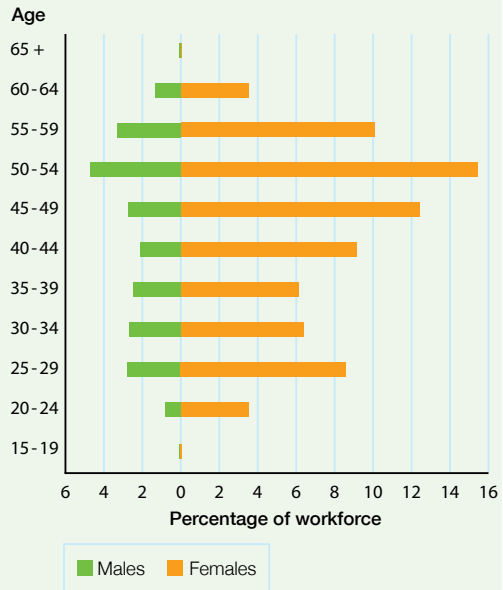
Source: 2009 Workforce Data Collection

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

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

***   Separation rates based on ongoing separations data was supplied by the Department of Education and Early Childhood Development. Information on recruitment by age is not reported for government schools because limited recruitment information is available.

The government schools sector includes government primary and secondary schools.
In 2009 there were 1,574 Victorian government schools.

Employees in government schools

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

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

School councils have employment powers under Part 2.3 of the *Education and Training Reform Act 2006* in respect to casual relief teachers and non-teaching support roles.

Women comprise a high proportion of the schools workforce (76 per cent). The proportion of women in the workforce is increasing slowly over time, growing by 0.2 percentage points per year since 2006.

The average age of employees in government schools has remained steady at 44 years since 2003. The proportion of employees in the 25-34 year age group continues to increase, reflecting the intake in recent years of graduate teachers.

Part time employment in this sector has increased from 30 per cent in 2003 to 38 per cent in 2009. In regional areas part time employment is more common (41 per cent) than in metropolitan areas (36 per cent). Growth in the proportion of the workforce that is part time has been similar in regional and metropolitan areas from 2003 to 2009.

Classifications and Salaries

There is a common pay structure for the Teaching Service and occupations covered by the *School Services Officers Agreement 2004*.

Table A1.9: Salary ranges for the Teaching Service as at June 2009

Job title	Minimum	Maximum
Principal	$93,279	$152,229
Assistant Principal	$93,279	$129,852
Leading Teacher	$80,134	$84,767
Expert Teacher	$66,304	$77,546
Accomplished Teacher	$57,195	$64,000
Graduate Teacher	$52,571	$54,070
Paraprofessional	$37,585	$54,070
Education Support Class (ESC) 1	$35,827	$51,685
Education Support Class (ESC) 2	$52,571	$96,279

Source: Department of Education and Early Childhood Development.

Superannuation arrangements

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

Today, 30 per cent of staff in government schools are members of the public service defined benefit superannuation schemes. As with public service staff, the proportion of school staff in these schemes is declining at around 3 per cent per year as staff members retire.

The remaining 70 per cent of staff in schools are members of accumulation superannuation funds where the employer contributes 9 per cent of salary to a complying fund, as required under Commonwealth legislation. Staff have the option of making additional contributions to these schemes.

Changes in staff numbers in government schools

A number of government policy commitments, in particular to smaller average class sizes, alongside the addition of teacher aides, integration aides and administrative staff in schools, has resulted in increases in the numbers of teachers and support staff in schools. Figure A1.4 illustrates the impact of these changes on government school staffing numbers.

Teachers

School Services Officers
Principal Class
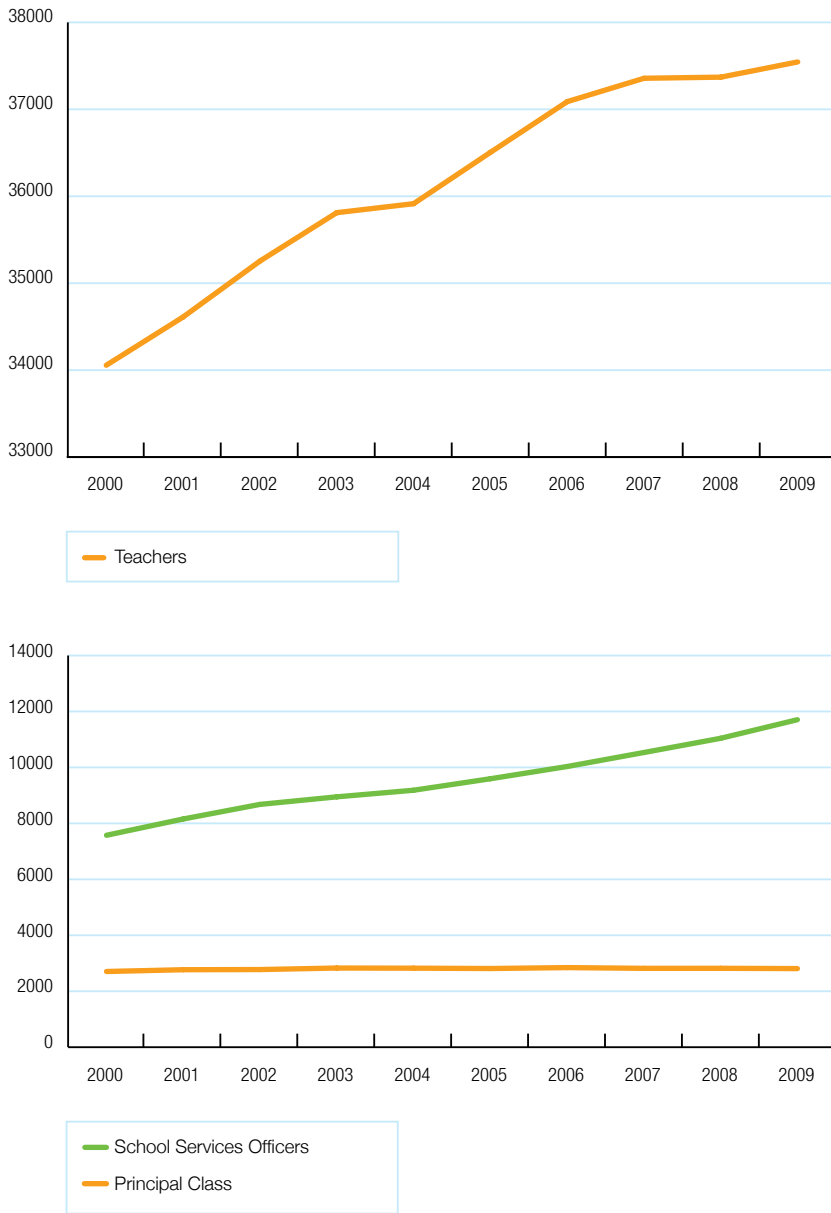
Source: Based on information provided by the Department of Education and Early Childhood Development.

TAFEs and other education entities

Table A1.10: Statistical snapshot of TAFE and other education entities

Total Employees	20,213		**Turnover of ongoing employees**	
Full time Equivalent	12,184		Separation Rate	9%
Employment type (FTE)			Separations by age	
Ongoing	59%		less than 30 years	17%
Fixed Term / Casual*	41%		30 – 54	10%
			Over 55	8%
Base salary**			Recruitment by age	
<$40,000	8%		less than 30 years	20%
$40,000-$59,999	37%		30 – 54	53%
$60,000-$79,999	49%		Over 55	27%
$80,000+	6%			
			Age and Gender	
Part Time Employment			Men	43%
Overall	58%		Women	57%
Women working part time	64%		Average Age (All staff)	46
Men working part time	50%		Men	48
			Women	45
Regional Distribution				
CBD	14%			
Other Melbourne Metropolitan				
Eastern	18%			
North and West	24%			
Southern	22%			
Total	64%			
Regional Victoria				
Barwon South Western	7%			
Gippsland	4%			
Grampians	2%			
Hume	5%			
Loddon Mallee	4%			
Total	22%			

Age and gender profile of TAFE and other education
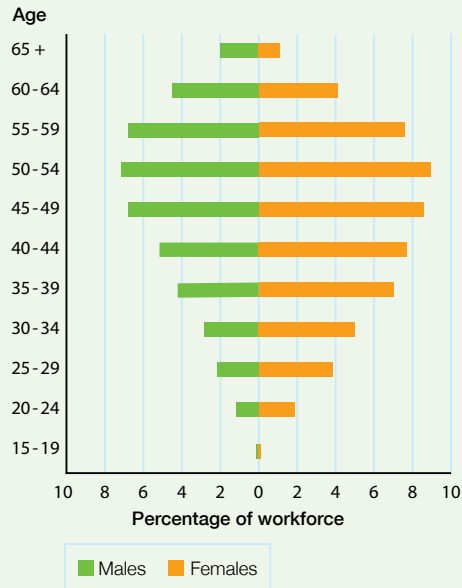
Source: 2009 Workforce Data Collection

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

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

Note: TAFE and other education sector employment numbers were understated in the State of the Public Sector in Victoria 2007-08 report. The understatement is estimated to be in the order of 500 FTE staff

The TAFE and other education entities sector comprises TAFE institutes, the TAFE divisions within the four dual sector universities, and other non-school entities engaged in education and training related activities (the Centre for Adult Education, Adult Multicultural Education Service, the Driver Education Centre, the Victorian Institute of Teaching, the TAFE Development Centre and the International Fibre Centre).

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

The Centre for Adult Education runs short education, training and hobby courses targeted at adults. The remaining organisations provide specialist training services or support the professional status and development of teachers.

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

Employees in TAFEs and other education entities

The majority of employees in this sector work in TAFE institutions. Teachers are the major employee group. Other categories include non-teaching professionals, administrative and clerical, computing, technical, and general maintenance staff.

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

This sector has the oldest workforce of any of the sectors. The proportion of staff aged over 55 is increasing, growing from 21 per cent in 2005 to 26 per cent in 2009. This reflects the flow of staff from the 45-54 age group into the 55-64 age group over time. Comparative to other sectors, few employees (29 per cent) are in the under 40 age group and most of these are non teaching staff.

Part time employment is increasing growing from 55 per cent in 2005 to 58 per cent. Part time employment has increased in metropolitan areas (from 59 per cent to 62 per cent) but has fallen in regional areas (from 48 per cent to 46 per cent).

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

Table A1.11: Salary ranges for TAFE teachers and PACCT Officers June 2009

Job title	Minimum	Maximum
Teacher	$45,077	$66,869
Advanced Skills Teacher	$69,247	
Senior Educator	$70,039	$75,647
Professional Administrative Computing Clerical &Technical		
Administrative Officer	$30,903	$81,312
Library Officer	$36,552	$70,033
Technical Officer	$34,420	$56,440
Computer Officer	$32,829	$76,194
Counselling Services Officer	$37,380	$63,429

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

Superannuation arrangements

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

Currently, 10 per cent of the TAFE and other eduction workforce are members of the public service defined benefit superannuation schemes.

The remaining 90 per cent of staff in this sector are members of accumulation superannuation funds where the employer contributes 9 per cent of salary to a complying fund, as required under Commonwealth legislation. Staff have the option of making additional contributions to these schemes from their salary.

Employer contributions to superannuation funds are in addition to salaries.

Police and emergency services

Table A1.12: Statistical snapshot of police and emergency services

Total Employees	19,592	**Turnover of ongoing employees**	
Full time Equivalent	18,567	Separation Rate	4%
Employment type (FTE)		Separations by age	
Ongoing	97%	less than 30 years	4%
Fixed Term / Casual*	3%	30 – 54	3%
		Over 55	6%
Base salary**		Recruitment by age	
<$40,000	2%	less than 30 years	55%
$40,000-$59,999	22%	30 – 54	40%
$60,000-$79,999	61%	Over 55	5%
$80,000+	16%		
		Age and Gender	
Part Time Employment		Men	74%
Overall	9%	Women	26%
Women working part time	24%	Average Age (All staff)	41
Men working part time	4%	Men	43
		Women	37
Regional Distribution			
CBD	18%		
Other Melbourne Metropolitan			
Eastern	22%		
North and West	19%		
Southern	12%		
Total	53%		
Regional Victoria			
Barwon South Western	7%		
Gippsland	5%		
Grampians	6%		
Hume	5%		
Loddon Mallee	6%		
Total	29%		

Age and gender profile of police and emergency services sector

Source: 2009 Workforce Data Collection

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

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

The police and emergency services sector includes employees of the country and metropolitan fire services, the ambulance services, the State Emergency Service, sworn police, and the employees of the Emergency Services Telecommunications Authority.

Police

Victoria Police deliver a diverse range of law enforcement services that are aimed at the prevention, detection, investigation and prosecution of crime and disorderly behaviour. During 2008-09 Victoria Police responded to 778,787 calls for assistance, including emergencies, serious incidents and routine calls. Victoria Police also conducted 425,895 crime prevention and community safety checks.

Ambulance

Ambulance Victoria provides emergency and non-emergency pre-hospital patient treatment, ambulance transport services and various public education services.[6]

Demand for ambulance services increased by 4.2 per cent in 2008-09. As part of a four year $185.7 million investment in ambulance services, in 2008-09 over 300 additional paramedics were recruited; eight new 24-hour services and twelve new 12-hour period peak period units were introduced to improve ambulance service response times; and seven branches were either built or upgraded to improve ambulance facilities.

Fire services

Victoria's fire services are delivered by three agencies.

1. The Metropolitan Fire Brigade (MFB) provides fire prevention, fire suppression and emergency response services to Melbourne's CBD, inner and middle suburbs and a large portion of Port Phillip Bay.[6]

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

3. DSE is responsible for the public land which comprises one-third of Victoria and maintains an effective fire detection system of lookout towers. DSE employs seasonal fire fighters during the fire season. In addition, employees from DSE, DPI, and Parks Victoria are trained and available for fire duties. (DSE and DPI staff are included in the sector profile of the Victorian Public Service. Parks Victoria staff are included in the Water and Land Management workforce sector profile.)

The State Aircraft Unit, on behalf of DSE and CFA, manages a fleet of between 20-30 specialised contracted aircraft to assist with fire suppression during the fire season.

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6   Department of Human Services, *Annual Report 2008-09*, 2009.
7   Agency websites.

Employees of emergency service organisations

Each of the emergency service organisations is a discrete and separate employer with their own management structure.

The main occupational groups within this sector are operational firefighters, ambulance officers and sworn police. Sworn police are a majority of staff in this sector. Also covered are support staff of the emergency, fire, and ambulance services: clerical and administration (including operational and project staff and managers and IT support officers and administrators), call takers in call centres, maintenance trades, and technicians. Volunteers are not included in staffing figures.

Sworn police are technically not employees, but are officers engaged under the *Police Regulation Act 1958* and include police officers, protective service officers, and recruits in training. They are responsible to the Chief Commissioner of Police and collectively form the Victorian Police Force.

Professional, technical, and support staff working within Victoria Police are public service employees. They are excluded from this analysis of emergency service workers but are included in the analysis of the Victorian Public Service workforce.

The proportion of women working in this sector is increasing, up to 26 per cent in 2008-09 from 20 per cent in 2003. This results from increasing numbers of women working as police and ambulance officers. Growth in part time employment has also been observed following removal of restrictions on access to part time employment in Victoria Police, and increases in the use of part time employment in the ambulance services, but remains low at 9 per cent overall in 2009. Part time employment is more common in regional areas, where it is 15 per cent of the workforce compared to only 7 per cent in metropolitan Melbourne.

This sector has the youngest age profile of all the sectors, reflecting the requirement for operational staff to be physically fit in order to undertake physically demanding and potentially dangerous work.
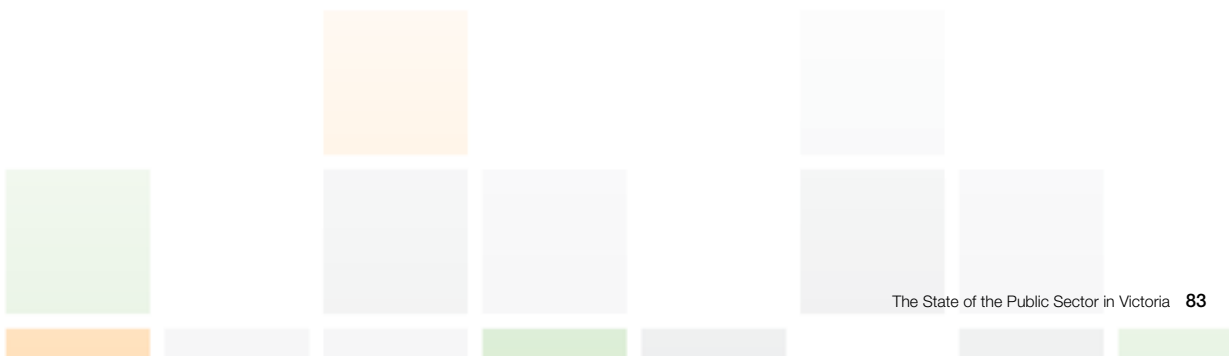
The pay structures for ambulance paramedics and police officers is shown in Table A1.13.

Table A1.13: Salary ranges for ambulance paramedics and police officers June 2009

Position	Minimum	Maximum
Ambulance Paramedics		
Student Ambulance Paramedic	$38,090	$44,499
Ambulance Paramedic	$43,774	$49,744
MICA Paramedic	$51,058	$54,922
MICA Flight Paramedic	$56,419	$59,224
Roster Ambulance Paramedic	$48,847	$65,173
Clinical Specialist	$50,193	$59,876
Senior Reserve Paramedic	$53,619	$63,150
Assistant Station Officer	$48,842	$58,374
Station Officer	$50,469	$61,617
Duty Team Manager	$68,005	$77,093
Team Manager	$57,482	$71,342
Police Officers		
Constable	$49,170	$54,732
Senior Constable	$60,044	$69,577
Leading Senior constable	$73,706	$75,625
Sergeant	$74,144	$80,800
Senior Sergeant	$81,877	$87,166
Inspector	$99,817	$110,832
Superintendent	$112,796	$127,927

Source: DHS and Office of the Chief Commissioner of Police

Superannuation arrangements

Operational police and staff of the emergency services are eligible to be members of the defined benefit Emergency Services Superannuation Scheme. This fund remains open to new members. 84 per cent of staff in the police and emergency services sector are members of this fund.

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

The remaining 16 per cent are 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. Staff have the option of making additional contributions to this scheme from their salary.

Employer contributions to superannuation funds are in addition to salaries.

Water and land management

Table A1.14: Statistical snapshot of the water and land management sector

Total Employees	7,669	**Turnover of ongoing employees**		
Full time Equivalent	7,208	Separation Rate		8%
Employment type (FTE)		Separations by age		
Ongoing	87%	less than 30 years		12%
Fixed Term / Casual*	13%	30 – 54		7%
		Over 55		6%
Base salary**		Recruitment by age		
<$40,000	6%	less than 30 years		35%
$40,000-$59,999	44%	30 – 54		53%
$60,000-$79,999	29%	Over 55		12%
$80,000+	21%			
		Age and Gender		
Part Time Employment		Men		66%
Overall	13%	Women		34%
Women working part time	29%	Average Age (All staff)		42
Men working part time	5%	Men		44
		Women		38
Regional Distribution				
CBD	14%			
Other Melbourne Metropolitan				
Eastern	10%			
North and West	10%			
Southern	11%			
Total	30%			
Regional Victoria				
Barwon South Western	10%			
Gippsland	13%			
Grampians	7%			
Hume	18%			
Loddon Mallee	9%			
Total	56%			

Age and gender profile of water and land management Sector
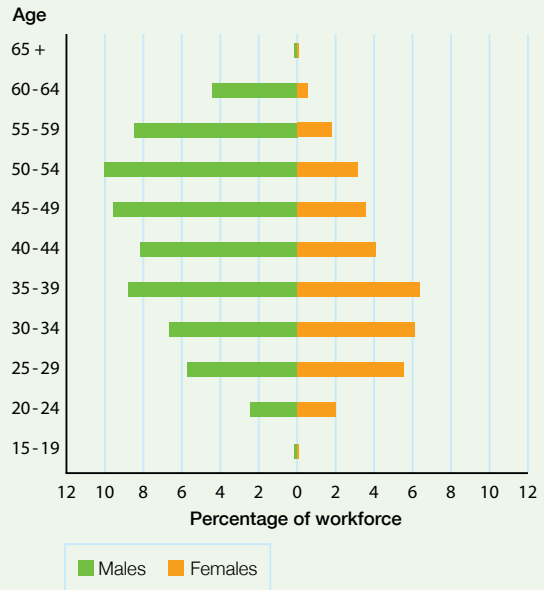
Source: 2009 Workforce Data Collection

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

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

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

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

Employees in the water and land management sector

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

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

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

The metropolitan and regional workforces differ slightly. A higher proportion of women are employed in the metropolitan area, 42 per cent compared to 34 per cent in regional Victoria. Part time employment is more common in regional areas, 20 per cent compared to 14 per cent in metropolitan Melbourne.

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 from organisation to organisation to reflect the needs and requirements of those organisations and their employees.

Superannuation arrangements

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

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

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

Employer contributions to superannuation funds are in addition to salaries.
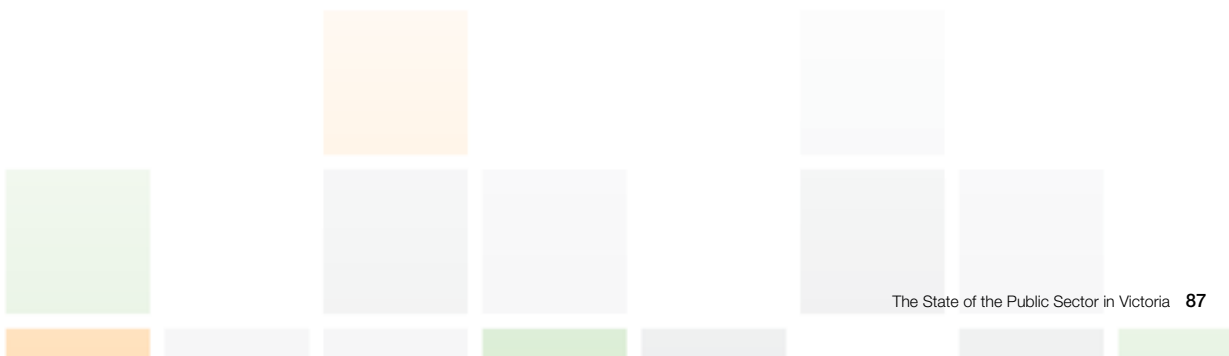
Employees in the balance of the public sector

Table A1.15: Statistical snapshot of the balance of the public sector

Total Employees	14,635	**Turnover of ongoing employees**	
Full time Equivalent	12,708	Separation Rate	11%
Employment type (FTE)		Separations by age	
Ongoing	89%	less than 30 years	14%
Fixed Term / Casual*	11%	30 – 54	11%
		Over 55	10%
Base salary**		Recruitment by age	
<$40,000	10%	less than 30 years	38%
$40,000-$59,999	37%	30 – 54	50%
$60,000-$79,999	28%	Over 55	12%
$80,000+	26%		
		Age and Gender	
Part Time Employment		Men	54%
Overall	23%	Women	46%
Women working part time	33%	Average Age (All staff)	41
Men working part time	15%	Men	43
		Women	38
Regional Distribution			
CBD	45%		
Other Melbourne Metropolitan			
Eastern	14%		
North and West	14%		
Southern	7%		
Total	35%		
Regional Victoria			
Barwon South Western	9%		
Gippsland	4%		
Grampians	3%		
Hume	2%		
Loddon Mallee	3%		
Total	20%		

Age and gender profile of the balance of the public sector
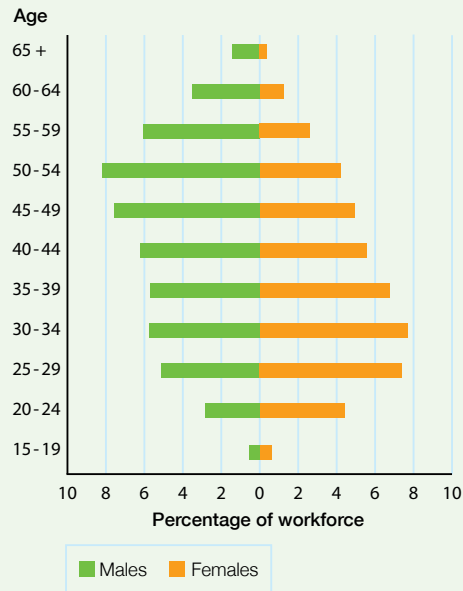
Source: 2009 Workforce Data Collection

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

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

The balance of the public sector comprises 69 entities, which include arts agencies (the Museum Victoria, the State Library, Victorian Arts Centre Trust), cemetery trusts (large cemeteries, for example the Necropolis Springvale, Fawkner Crematorium and Memorial Park), facilities management entities (for example the Shrine of Remembrance Trust, Melbourne Convention and Exhibition Centre), finance and insurance entities (for example Transport Accident Commission, State Trustees Ltd, Victorian Funds Management Corporation), regulators (for example Building Commission, Victorian Energy Networks Corporation, Architects Registration Board), sports and recreation entities (Melbourne and Olympic Parks Trust, Royal Botanical Gardens Board), transport entities (VicRoads, Victorian Regional Channels Authority) and a small group of other entities.

The number of employees in each entity varies from over three thousand in the largest organisation to less than five in the smallest. Given the disparate nature of the activities undertaken and the number of staff employed, an analysis of each workforce (as has been done for each of the major sectors above) is not meaningful. However, individual entities report on their activities and staffing profile through annual reports, which can be accessed by contacting the relevant agency.

Table A1.16: Employing organisations in the Victorian public sector (continued)

Victorian Public Service	
Public Service Department	Department of Education and Early Childhood Development
	Department of Human Services
	Department of Industry Innovation and Regional Development
	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
Public Service Office/Authority	Victorian Bushfire Reconstruction and Recovery Authority
	Cenitex
	Emergency Services Superannuation Board
	Environment Protection Authority
	Essential Services Commission
	Office of Police Integrity
	Office of Public Prosecutions
	Office of the Chief Commissioner of Police
	Office of the Chief Parliamentary Counsel
	Office of the Child Safety Commissioner
	Office of the Governor
	Office of the Legal Services Commissioner

	Office of the Ombudsman Victoria
	Office of the Victorian Electoral Commissioner
	Office of the Victorian Privacy Commissioner
	Public Record Office Victoria
	State Services Authority
	Victorian Auditor-General
	Victorian Government Solicitors Office
	Victorian Multicultural Commission
Government Schools	
School Entities	Department of Education and Early Childhood Development (Teaching Service)
	School Council Staff
TAFE and other education	
Other Education	Adult Multicultural Education Services (AMES)
	Centre for Adult Education
	Driver Education Centre of Aust Ltd
	International Fibre Centre
	TAFE Development Centre
	Victorian Institute of Teaching
TAFE	Bendigo Regional Institute of TAFE
	Box Hill Institute of TAFE
	Central Gippsland Institute of TAFE
	Chisholm Institute of TAFE
	East Gippsland Institute of TAFE
	Gordon Institute of TAFE
	Goulburn Ovens Institute of TAFE
	Holmesglen Institute of TAFE
	Kangan Batman Institute of TAFE
	Northern Melbourne Institute of TAFE
	Royal Melbourne Institute of Technology TAFE
	South West Institute of TAFE
	Sunraysia Institute of TAFE
	Swinburne University of Technology TAFE
	University of Ballarat - TAFE Division
	Victoria University of Technology TAFE
	William Angliss Institute of TAFE
	Wodonga Institute of TAFE

Table A1.16: Employing organisations in the Victorian public sector (continued)

Public Health Care	
Public Health Entities	Alexandra District Hospital
	Alfred Health
	Alpine Health
	Austin Health
	Bairnsdale Regional Health Service
	Ballarat Health Services
	Barwon Health
	Bass Coast Regional Health
	Beaufort and Skipton Health Service
	Beechworth Health Service
	Benalla and District Memorial Hospital
	Bendigo Health Care Group
	Boort District Hospital
	Casterton Memorial Hospital
	Central Gippsland Health Service
	Chinese Medicine Registration Board
	Chiropractors Registration Board of Victoria
	Cobram District Hospital
	Cohuna District Hospital
	Colac Area Health
	Dental Health Services Victoria
	Dental Practice Board of Victoria
	Djerriwarrh Health Services
	Dunmunkle Health Services
	East Grampians Health Service
	East Wimmera Health Service
	Eastern Health
	Echuca Regional Health
	Edenhope and District Memorial Hospital
	Gippsland Southern Health Service
	Goulburn Valley Health Services
	Health Purchasing Victoria
	Hepburn Health Service
	Hesse Rural Health Service
	Heywood Rural Health
	Infertility Treatment Authority
	Inglewood and District Health Service
	Kerang District Health

Kilmore and District Hospital

Kooweerup Regional Health Service

Kyabram and District Health Services

Kyneton District Health Service

Latrobe Regional Hospital

Lorne Community Hospital

Mallee Track Health and Community Service

Manangatang and District Hospital

Mansfield District Hospital

Maryborough District Health Service

McIvor Health and Community Services

Medical Practitioners Board of Victoria

Melbourne Health

Moyne Health Services

Mt Alexander Hospital

Nathalia District Hospital

Northeast Health Wangaratta

Northern Health

Numurkah District Health Service

Nurses Board of Victoria

Omeo District Health

Orbost Regional Health

Otway Health & Community Services

Peninsula Health

Peter MacCallum Cancer Centre

Pharmacy Board of Victoria

Portland District Health

Psychologists Registration Board of Victoria

Robinvale District Health Services

Rochester and Elmore District Health Service

Royal Childrens Hospital

Royal Victorian Eye and Ear Hospital

Royal Womens Hospital

Rural Northwest Health

Seymour District Memorial Hospital

South Gippsland Hospital

	South West Healthcare
	Southern Health
	Stawell Regional Health
	Swan Hill District Hospital
	Tallangatta Health Service
	Terang and Mortlake Health Service
	The Queen Elizabeth Centre
	Timboon and District Health Care Service
	Tweddle Child and Family Health Service
	Upper Murray Health and Community Service
	Victorian Health Promotion Foundation
	Victorian Institute of Forensic Mental Health
	West Gippsland Healthcare Group
	West Wimmera Health Service
	Western District Health Service
	Western Health
	Wimmera Health Care Group
	Wodonga Regional Health Service
	Yarram and District Health Service
	Yarrawonga District Health Service
	Yea and District Memorial Hospital

Police and Emergency Services

Police and Emergency Services	Ambulance Victoria
	Rural Ambulance Victoria
	Country Fire Authority
	Emergency Services Telecommunications Authority
	Metropolitan Fire and Emergency Services Board
	Victoria Police (sworn)
	Victoria State Emergency Service

Water & land management

Alpine Resort	Falls Creek Alpine Resort Management Board
	Lake Mountain Alpine Resort Management Board
	Mount Baw Baw Alpine Resort Management Board
	Mount Hotham Alpine Resort Management Board
	Mt Buller and Mt Sterling Alpine Resort Management Board

Table A1.16: Employing organisations in the Victorian public sector (continued)

|	
Catchment management authority	Corangamite Catchment Management Authority
	East Gippsland Catchment Management Authority
	Glenelg Hopkins Catchment Management Authority
	Goulburn Broken Catchment Management Authority
	Mallee Catchment Management Authority
	North Central Catchment Management Authority
	North East Catchment Management Authority
	Port Philip and Western Port Catchment Management Authority
	West Gippsland Catchment Management Authority
	Wimmera Catchment Management Authority
Miscellaneous water & land management	Gippsland Ports Committee of Management
	Growth Areas Authority
	Metropolitan Waste Management Group
	Northern Victoria Infrastructure Renewal Project
	Parks Victoria
	Sustainability Victoria (CEO)
	Trust for Nature (Victoria)
	VicForests
	VicUrban
Water corporations	Barwon Region Water Corporation
	Central Gippsland Region Water Corporation
	Central Highlands Region Water Corporation
	City West Water Limited
	Coliban Region Water Corporation
	East Gippsland Region Water Corporation
	Gippsland & Southern Rural Water Corporation
	Goulburn Valley Region Water Corporation
	Goulburn-Murray Rural Water Corporation
	Grampians Wimmera Mallee Water Corporation
	Lower Murray and Urban Rural Water Corporation
	Melbourne Water Corporation
	North East Region Water Corporation
	South East Water Limited
	South Gippsland Region Water Corporation
	Wannon Region Water Corporation
	Western Region Water Corporation
	Westernport Region Water Corporation
	Yarra Valley Water Limited

Table A1.16: Employing organisations in the Victorian public sector (continued)

Other	
Arts	Australian Centre for the Moving Image
	Centre for Books, Writing and Ideas
	Film Victoria
	Geelong Performing Arts Centre Trust
	Melbourne Recital Centre Ltd
	Museum Victoria
	National Gallery of Victoria
	State Library of Victoria
	Victorian Arts Centre Trust
Cemetery	Altona Memorial Park Cemetery Trust
	Andersons Creek Cemetery Trust
	Ballarat General Cemeteries Trust
	Bendigo Cemeteries Trust
	Cheltenham & Regional Cemeteries Trust
	Fawkner Crematorium and Memorial Park
	Geelong Cemeteries Trust
	Keilor Cemetery Trust
	Lilydale Cemeteries Trust
	Necropolis Springvale The
	Templestowe Cemetery Trust
Facilities management	Fed Square Pty Ltd
	Melbourne Convention & Exhibition Trust
	Melbourne Market Authority
	Old Treasury Building Reserve Committee
	Queen Victoria Womens Centre Trust
	Shrine of Remembrance Trust
Finance	Legal Practitioners Liability Committee
	Rural Finance Corporation of Victoria
	State Trustees Limited
	Transport Accident Commission
	Treasury Corporation of Victoria
	Victorian Funds Management Corporation
	Victorian Managed Insurance Authority
	Victorian WorkCover Authority

Table A1.16: Employing organisations in the Victorian public sector (continued)

Miscellaneous	Agricultural Services Victoria Pty Ltd
	Departments of the Parliament
	Murray Valley Citrus Board
	Victoria Legal Aid
	Victorian Institute of Forensic Medicine
	VITS LanguageLink
Regulator	Architects Registration Board of Victoria
	Building Commission
	Dairy Food Safety Victoria
	Energy Safe Victoria
	Plumbing Industry Commission
	PrimeSafe
	State Electricity Commission of Victoria
	Veterinary Practitioners Registration Board
	Victorian Energy Networks Corporation
Sport and recreation	Australian Grand Prix Corporation
	Emerald Tourist Railway Board
	Greyhound Racing Victoria
	Harness Racing Victoria
	Melbourne and Olympic Parks Trust
	Phillip Island Nature Park Board of Management
	Royal Botanic Gardens Board
	State Sport Centres Trust
	Victorian Institute of Sport
	Victorian Major Events Company Ltd
	Zoological Parks and Gardens Board
Transport	Linking Melbourne Authority
	Port of Hastings Corporation
	Port of Melbourne Corporation
	Southern Cross Station Authority
	Transport Ticketing Authority
	V/Line Passenger Corporation
	VicRoads
	Victorian Rail Track Corporation
	Victorian Regional Channels Authority

APPENDIX 2: REPORTING ON THE PUBLIC SECTOR VALUES AND EMPLOYMENT PRINCIPLES
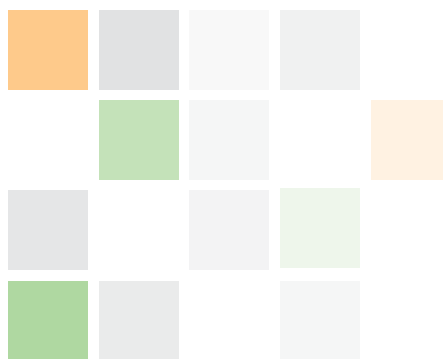
Introduction

The State Services Authority has responsibility under the Public Administration Act 2004 to report to the Premier on the application of and adherence to the public sector values and employment principles.

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

The People Matter Survey measures public sector employees' perceptions of how well the public sector values and employment principles are applied and adhered to within organisations. It 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. It also measures respondents' sense of workplace wellbeing and job satisfaction.

In 2009, a total of 53,313 public sector employees in 115 organisations and 52 schools were invited to participate in the Survey. Of those, 15,963 employees, or 30 per cent, completed a questionnaire. This is a higher response rate than last year.

Key findings

The analysis of the 2009 Survey shows that, in general, most Victorian public sector employees are satisfied with their jobs, are proud to work in the public sector and believe that their workplaces uphold high ethical standards. A number of indicators of employee job satisfaction and commitment improved between 2008 and 2009 and these are shown in Table A2.1. The key positive findings for 2009 are:

- an increase in employee commitment to, and pride in, the public sector as an employer;

- a decline in the proportion of respondents who were thinking about leaving their organisation or leaving the public sector as a whole; and

- an increase in the proportion of respondents who were satisfied with their job overall, particularly with the fairness of their pay.

Table A2.1: Perceptions of public sector employment – significant changes 2008-09

Survey Item	2009 % agree/ satisfied	2008 % agree/ satisfied	Difference 2009-08
I would recommend a career in the Victorian public sector to my friends	88	82	6
Working for my organisation is a good career choice	89	84	5
Working in the Victorian public sector is a good career choice	91	86	5
I view the Victorian public sector as an employer of choice	89	84	5
I view my organisation as an employer of choice	88	84	4
I often think about leaving this organisation	29	35	-6
I often think about leaving the Victorian public sector	17	29	-12
Satisfied with present job overall	79	73	6
Satisfied with fair pay	54	41	13
Regular feedback and recognition for effort	59	50	9
Generally I do not feel too stressed at work	75	69	6

Source: People Matter Survey

There remain opportunities for improvement in the areas of leadership, management of poor performance, and in respondent confidence in being protected from reprisal for reporting improper conduct or lodging a grievance.

Workplace wellbeing and satisfaction

The survey measures job satisfaction, commitment to, and pride in the organisation. Overall, results are very positive in this area. A very large proportion of respondents feel proud to work in their organisations (92 per cent) and view them as 'employers of choice' (88 per cent).

A large majority of respondents feel very positive about their working environments. Most feel that they are well supported, can work to their potential, work well with their teams and generally, do not feel too stressed at work. Change management remains a weak spot in this otherwise positive picture with 30 per cent of respondents indicating that their organisations do not handle change well.

Given this positive sentiment, it is not surprising that levels of commitment are relatively high, with less than 20 per cent of respondents actively looking for work and less than 30 per cent thinking about leaving. Fewer than 20 per cent often think about leaving the sector and the majority feel proud to work in the public sector.

Job satisfaction

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

Satisfaction with the challenges provided and the ability to work on their own initiative is high among respondents (84 per cent satisfied for both). However, only 57 per cent are satisfied with the opportunities for career development. More respondents are satisfied with their relationships with members of their workgroup (85 per cent) than are satisfied with their relationship with their managers (77 per cent) or the level of feedback they receive (59 per cent).

Despite an increase since the previous year, satisfaction with 'fair pay' remains at a fairly low level with just over half of respondents (54 per cent) indicating that they were satisfied with their level of pay. Larger proportions of respondents, however, were satisfied with their job security (77 per cent), working environments (75 per cent) and their work-life balance (66 per cent).

Responsiveness: providing the best standards of service and advice

Victorian public sector organisations exist to serve a public purpose, primarily to provide a service to the public. They must be responsive to the public and constantly adapt to meet the changing demands and circumstances of their clients and stakeholders. Responsiveness is an important public sector value. It will mean different things in different parts of the public sector: the highest quality of service and care to patients in the public health care sector; adapting teaching and training to industry and student needs for particular skills in the TAFE sector; or providing frank, impartial and timely advice to the Government of the day for those in policy and advice roles in the public service.

The Survey measures employees' sense of their organisation's 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. The items relating to responsiveness tend to achieve some of the highest levels of agreement in the People Matter Survey.

Client focus

In 2009, public sector employees' perceptions of the standard of service provided to the Victorian public were very positive. A very large proportion of employees (98 per cent) surveyed believed that their workgroup strived to achieve customer satisfaction, that their manager was committed to very high standards of service (95 per cent) and that their organisation provided high quality services to the Victorian public (95 per cent).

An important component of providing high quality service is an emphasis on continuous improvement or achieving best practice. Very large proportions of the respondents to the 2009 Survey believe that their organisation is doing very well in this area.

Integrity: earning and sustaining public trust

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

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

The survey measures aspects of integrity such as employees' confidence in organisational processes for avoiding conflicts of interest, for reporting improper conduct, as well as their general sense that their organisation strives to earn the trust of the Victorian public. Most employees (87 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.

Reporting improper conduct

Even with the most rigorous integrity systems in place, improper conduct may still occur. Organisations must ensure that employees have enough confidence to report any improper conduct. The Survey measures employee awareness of and confidence in these systems. The 2009 results suggest that there is room for improvement in the area of employee awareness of the processes for reporting improper conduct. While respondents' awareness of their organisation's codes of conduct is quite high (89 per cent), they have lower levels of awareness of the processes for reporting improper conduct and protections for whistleblowers (74 per cent). It is not surprising then, that close to thirty per cent of employees surveyed either disagreed that they were confident that they would be protected from reprisal or did not know.

Impartiality: acting objectively

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

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

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

Organisations are performing well on the impartiality measures. A large majority of respondents in 2009 believed that their workgroups and their managers were being impartial in their decision making. Nearly all respondents (95 per cent) believed that their organisations implemented programs affecting the Victorian community equitably.

Accountability: accepting responsibility for decisions and actions

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

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

The survey measures employees' perceptions of organisational performance and accountability, and the adequacy of performance management.

Performance management is an area in which there is room for improvement. Twenty seven per cent of respondents did not believe that their manager deals appropriately with employees who perform poorly.

The Survey also gathers information about the extent to which employees receive either formal or informal feedback on their performance. A total of 28 per cent of respondents did not receive formal feedback in the past 12 months and 22 per cent did not receive informal feedback.

A higher level of overall job satisfaction is apparent for employees receiving both formal and informal feedback (85 per cent) or informal feedback only (82 per cent) when compared to those who receive only formal feedback (60 per cent). These findings demonstrate the importance of seeking improvements in this area.

Respect: treating others fairly and objectively

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

The Survey measures a number of elements of respectful working environments. It measures 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 their workgroup treats each other with respect (89 per cent) and that their organisation does not tolerate bullying (84 per cent). However, there remains room for improvement as 32 per cent of respondents indicated that they have witnessed

bullying and 19 per cent that they had experienced bullying in the past 12 months. While there has been a slight decrease in the 2009 Survey, these proportions are still high.

Employees are more likely to feel engaged when they feel that their opinions matter at work. Eighty eight per cent of the employees surveyed in 2009 believed that their managers listened to what they have to say and encouraged them to improve the quality of their work.

Leadership: actively implementing, promoting and supporting the values

Leadership plays a fundamental role in the development of values-based cultures. Surveys show that employees follow the behaviours modelled by their leaders and managers. If one set of values is displayed but another is modelled, the modelled values will exert a more powerful influence. 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 what the values mean in practice;
• modelling the values in everyday behaviour; and
• inspiring colleagues to create a positive work culture.

The Survey measures employee 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 2009 Survey results suggest that the majority of public sector employees believe that their leaders do model the values (79 per cent) and provide some guidance as to the role of values in their daily working lives (71 per cent). There remains some room for improvement in this area.

Human rights: respecting and upholding human rights

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

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

The results for 2009 in relation to respecting and upholding human rights of the public are very positive. A majority of respondents indicated that they:
• understand how the *Victorian Charter of Human Rights and Responsibilities* applies to their work (89 per cent);
• consider human rights when designing and delivering programs (94 per cent); and
• consider human rights when making decisions and providing advice (96 per cent).

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

There are relatively high levels of 'don't know' response for the nine items relating to human rights (ranging from four to 15 per cent). These results indicate that there remains work to be done in promoting understanding of the *Victorian Charter of Human Rights and Responsibilities* and human rights as a public sector value and employment principle.

Merit: choosing people for the right reasons

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

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

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

A large majority of the employees surveyed in 2009 agreed that their organisation had sound policies and procedures for selection decisions, and for performance assessment.

However, fair and transparent processes are only a part of the equation when it comes to merit-based selection. Managers must also exercise a high degree of skill in order to ensure fair and objective selection. The Survey measures employees' confidence in their managers' skills in this area. The 2009 results for these items show that there are fairly high levels of confidence in the selection decisions being made in public sector organisations in Victoria with 87 per cent agreeing that their manager has the skills to make good selection decisions.

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

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

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

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

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

The results show that public sector managers are doing fairly well at providing a supportive and encouraging environment for their employees. There is some scope for improvement.

This is particularly so in relation to employee involvement in decisions about their work as nearly one quarter (23 per cent) of respondents did not agree that they are involved in decisions about their work.

Most respondents agreed that there is fair access to development opportunities and that their organisations were committed to the professional development of their staff. Public sector organisations appear to be performing well in providing support for employees who seek to balance their working and personal lives. A large majority of respondents (87 per cent) agreed that their manager takes into account differing needs and that their organisation has practical arrangements to assist with work-life balance (82 per cent).

Equal employment opportunity: providing a fair go for all

Public sector organisations are major employers and must be leaders in ensuring that workplaces reflect community diversity. Diverse communities are best served by diverse workforces. Providing a fair go for all, equal employment opportunity means building workforces that:

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

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

Perceptions do vary, however, according to demographic group. While overall results are very positive, some employees have a different perception. Respondents with a disability and indigenous respondents were less likely to be positive about the equality of opportunity offered by their organisations, whereas there was almost no difference in response based on gender or age.

## Reasonable avenues of redress: resolving issues fairly

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

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

The Survey measures employee understanding and confidence in procedures for resolving issues. While the majority of employees appear to understand and have confidence in the avenues of redress offered, there is a substantial proportion that do not.

More than half of the employees surveyed believed that their organisation had fair and well understood grievance procedures and processes. However, there remains a small proportion (13 per cent) that does not know about these procedures. Understanding of the processes and procedures for resolving issues must be accompanied by confidence if they are to be effective. The results show that there is a need for strategies which build confidence. This is particularly so in relation to employee confidence that lodging a grievance will not result in negative consequences where 38 per cent of employees either disagreed or didn't know whether they were confident that they would not suffer negative consequences.

APPENDIX 3: EXECUTIVE REMUNERATION
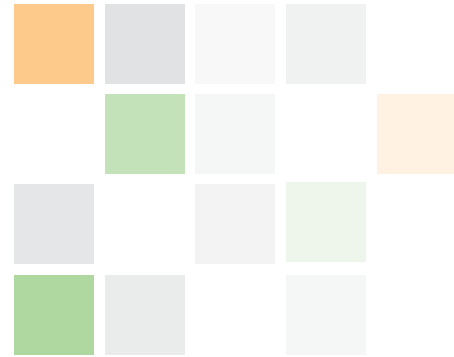
Leadership and management in the Victorian public sector

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

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

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

In the Victorian Public Service an executive is a person employed pursuant to the *Public Administration Act* and subject to policies approved by government. In the public sector executive employment and remuneration policy is established by government and managed by the GSERP.

The Victorian Public Service

In the Victorian Public Service the administration of the government's executive employment policy is the responsibility of the executive's employer, ie. public service body heads and administrative office CEOs. The State Services Authority provides support and guidance to employers in the Victorian Public Service to assist them in meeting the requirements of the policy.

At 30 June 2009 the Victorian Public Service consisted of ten government departments and the twenty authorities and offices referred to in Part 3 of the Act (see Figure 1.1 for detail). For the purposes of reporting, a public service executive is a person employed pursuant to Division 5, Part 3 of the Act. The data presented here is sourced from the Authority's executive database as supplied by the requisite public service bodies. Table A3.1 shows the number of executives by portfolio (as at 30 June 2006, 30 June 2007, 30 June 2008 and 30 June 2009). Table A3.2 details the number and percentage of executives employed as at 30 June 2009, by remuneration package range. Table A3.3 provides a gender breakdown by Victorian Public Service Executive Officer band.

Table A3.1: Total number of contracted VPS executives 2006-09

Portfolio	Organisation	30 Jun '06	30 Jun '07	30 Jun '08	30 Jun '09
Premier and Cabinet	Department of Premier and Cabinet	30	30	30	31
	Office of the Chief Parliamentary Counsel	3	3	4	4
	Office of the Governor	-	-	1	1
	Public Records Office	-	1	1	1
	Victorian Bushfire Reconstruction and Recovery Authority	-	-	-	4
	Victorian Multicultural Commission	-	-	-	1
Premier and Cabinet Total		*33*	*34*	*36*	*42*
Treasury and Finance	Department of Treasury and Finance	70	74	77	78
	Emergency Services Superannuation Board	5	8	7	8
	Essential Services Commission	6	5	5	5
	CenITex	-	1	1	7
	State Revenue Office	6	6	6	6
Treasury and Finance Total		*87*	*94*	*96*	*104*
Human Services	Department of Human Services	112	110	109	115

Portfolio	Organisation	30 Jun '06	30 Jun '07	30 Jun '08	30 Jun '09
Justice	Department of Justice	64	62	65	60
	Office of Police Integrity	3	4	4	4
	Office of Public Prosecutions	2	1	2	2
	Office of the Legal Services Commissioner	2	3	3	2
	Victoria Police	15	17	18	16
Justice Total		*86*	*87*	*92*	*84*
Sustainability and Environment	Department of Sustainability and Environment	48	50	43	39
	Environment Protection Authority	4	5	6	6
	Sustainability Victoria	3	3	4	6
Sustainability and Environment Total		*55*	*58*	*53*	*51*
Primary Industries	Department of Primary Industries	19	23	24	26
Education & Early Childhood Development	Education & Early Childhood Development	70	58	62	65
Innovation, Industry and Regional Development	Department of Innovation, Industry and Regional Development	40	54	54	52
Planning & Community Development	Department of Planning & Community Development	30	29	36	39
Transport	Department of Transport	66	56	41	50
Victorian Auditor General's Office	Victorian Auditor General's Office	20	21	21	17
State Services Authority	State Services Authority	6	5	8	7
Ombudsman	Ombudsman	2	1	3	2
Total		**626**	**630**	**635**	**659**

Table A3.2: VPS executives by total remuneration package range

Salary Range	Number	Percentage
$120,000-$129,999	12	1.8%
$130,000-$139,999	76	11.5%
$140,000-$149,999	92	14.0%
$150,000-$159,999	72	10.9%
$160,000-$169,999	76	11.5%
$170,000-$179,999	90	13.7%
$180,000-$189,999	66	10.0%
$190,000-$199,999	35	5.3%
$200,000-$209,999	27	4.1%
$210,000-$219,999	25	3.8%
$220,000-$229,999	20	3.0%
$230,000-$239,999	11	1.7%
$240,000-$249,999	10	1.5%
$250,000+	47	7.1%
Total	**659**	**100.0%**

Table A3.3: VPS executives by band and gender

Band	Female	Male	% Female	% Male	Total
Secretary	3	7	30%	70%	10
EO-1	8	18	31%	69%	26
EO-2	85	158	35%	65%	243
EO-3	155	225	41%	59%	380
Total	**251**	**408**	**38%**	**62%**	**659**

The Victorian public sector

In the Victorian public sector, the Government Sector Executive Remuneration Panel (GSERP) is responsible for the implementation of government policy to ensure a rigorous approach to the management of executive employment. While not interfering with the employer's direct employment powers, GSERP's specific responsibilities ensure compliance with government's overall executive employment policy in the broader public sector. Under this policy GSERP:

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

The following represents information on the composition and remuneration of executives in the Victorian public sector, as reported to GSERP. The data is provided by the public entities and reported in such a way as to protect the identification of organisations and individuals. This is particularly necessary in the public sector as there are many small employers employing very low numbers of executives.

For the purposes of this report, an executive is defined as a chief executive or subordinate executive who earns a total remuneration package, excluding bonuses, of $127,721 per annum or more and has a material business responsibility. This definition therefore does not include technical specialist roles (eg. medical specialists).

Portfolio entity executive profile (excluding VPS executives)

At June 2009 there were a total of 1,261 executives in the public sector as detailed in Table A3.4. Executives in the Victorian Public Service are specifically excluded and are detailed separately in Table A3.1.

Table A3.4 includes chief executives of public entities and other public entity staff who meet the definition of an executive.

The increase in executive numbers reported in 2009 is the result of the clarification of confusion that existed in some employing entities about the definition of executive employment. The definitions contained in the annual reporting requirements in the Minister for Finance's Directions issued under the Financial Management Act and the Government Sector Executive Employment policy were clarified and further explained and increased reporting resulted. Therefore the 2009 numbers are not comparable with earlier data.

Table A3.4: Number of GSERP executives by portfolio 30 June 2009

| | 2009 | | |
	Female	Male	Total
DEECD	0	1	1
DHS	149	199	348
DIIRD	50	86	136
DOT	46	166	212
DOJ	19	83	102
DPC	22	21	43
DPI	6	20	26
DSE	19	135	154
DTF	56	144	200
DPCD	12	27	39
Total	**379**	**882**	**1,261**

Note: Table includes Declared Authorities

CEO remuneration levels as at 30 June 2009

Total CEO remuneration packages across the public sector as at the end of the reporting period are presented in Table A3.5. This table provides a consistent view of remuneration and allows comparisons not distorted by one-off payments (such as end of contract payments or bonuses). The definition of total remuneration package used is the total salary (annual value of cash component), employer superannuation contributions, and the cost of any fringe benefits (plus associated fringe benefits tax).

Table A3.5: CEO remuneration 2008-09

| TRP Band	Number	TRP Band	Number
<$100,000	1	$250,000-$259,999	8
$100,000-$109,999	2	$260,000-$269,999	5
$110,000-$119,999	5	$270,000-$279,999	4
$120,000-$129,999	6	$280,000-$289,999	3
$130,000-$139,999	15	$290,000-$299,999	5
$140,000-$149,999	23	$300,000-$309,999	4
$150,000-$159,999	34	$310,000-$319,999	5
$160,000-$169,999	38	$320,000-$329,999	4
$170,000-$179,999	19	$330,000-$339,999	3
$180,000-$189,999	5	$350,000-$359,999	1
$190,000-$199,999	8	$360,000-$369,999	3
$200,000-$209,999	11	$370,000-$379,999	1
$210,000-$219,999	12	$400,000-$409,999	1
$220,000-$229,999	15	$420,000-$429,999	1
$230,000-$239,999	5	>=$430,000	1
$240,000-$249,999	6		

Note: * 6 CEO Positions were vacant as at 30 June 2009

** Table excludes Governor in Council appointments

General market remuneration comparison

Average remuneration practice for roles of lower work value compares more favourably to the general market than the average practice for larger roles (see Figure A3.1). This reflects the intent of the policy of conservative remuneration outcomes for public sector executives.

Figure A3.1: 2009 GSERP Market Indicator compared to General Market 25th percentile

Total Remuneration Package ($)

Legend:
- General Market 25 Percentile
- GSERP CEO Trendline
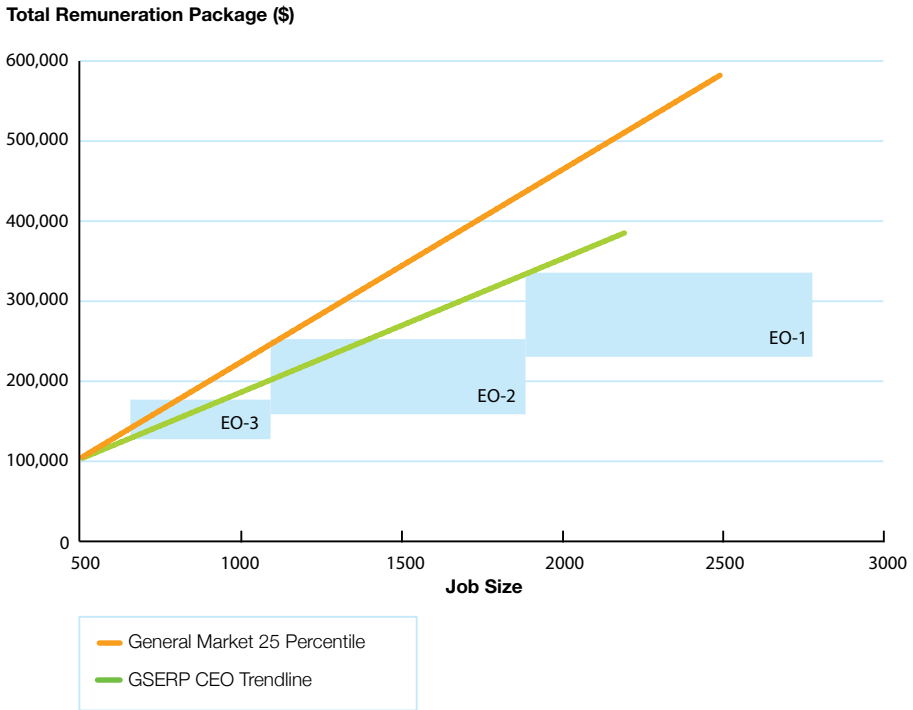
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