

THE STATE OF THE PUBLIC SECTOR IN VICTORIA

2013-2014

VPSC

Victorian Public Sector Commission



The Victorian Government has vested the Victorian Public Sector Commission with functions designed to enhance the performance of the public sector – fostering the development of an efficient, integrated and responsive public sector which is highly ethical, accountable and professional in the ways it delivers services to the Victorian community.

The key functions of the Commission are to:

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

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Introduction

The Victorian Public Sector Commission (VPSC) came into operation on 1 April 2014 and superseded the State Services Authority.

The VPSC is required to report on whole of government data and on compliance with the public sector values and employment principles, as set out in Sections 39(1)(c) and 40(1)(c) of the *Public Administration Act 2004*.

The State of the Public Sector in Victoria report is an annual publication that presents information from a variety of VPSC data collections and other sources to provide a consolidated picture of employment, leadership and governance arrangements in the Victorian public sector.

The report is a statement of record for those who govern, manage, work in the Victorian public sector, or conduct research. It can also be of interest to observers from other jurisdictions and from the broader Victorian community.

This report covers financial year 2013-14.

- Chapter 1 provides an overview of the Victorian public sector, its functions, size and composition.
- Chapter 2 provides an overview of the Victorian public sector workforce, including:
 - how the different sectors within the Victorian public sector contribute to the overall level and change in employment
 - a snapshot of employment and demographic indicators such as employment types, part-time employment, annual pay rate distribution, age, geographical distribution, occupations and the turnover of ongoing staff
 - a more detailed overview of the public sector's diversity profile, how it has changed and how it compares to the Victorian Labour Force and other relevant comparators, including age and gender profiles and the level of cultural and linguistic diversity, disability and Aboriginal employment
- Chapter 3 provides the main findings of the People Matter Survey and explores:
 - how employees view the application of public sector values and employment principles
 - themes such as workplace wellbeing, employee engagement and the importance of feedback
 - how the survey data is used as well as key findings that can inform improvements to the management of employees and public sector organisations
- Chapter 4 provides details of executives, including:
 - employment numbers and their profile, including remuneration
 - a summary of leadership development work undertaken by the Victorian Leadership Development Centre (VLDC)
- Chapter 5 describes public sector Boards, including:
 - their role and duties
 - the number of Board members and their profile e.g. age, gender etc.

The appendices at the end of the report provide more detail in support of each chapter and particularly expand upon the employment profile of each section of the Victorian public sector (e.g. health, schools),

remuneration and superannuation (Appendices A and B). Data describing recruitment activity as measured by the eRecruitment system is also provided (Appendix E).

A glossary of terms can be found in Appendix F.

Employment, Board and eRecruitment data is correct as at the last full pay period in June of the report year (i.e. 2014).

The 2014 People Matter Survey was conducted across 154 public sector organisations (58 per cent of employing organisations, excluding schools¹). 60 per cent of all public sector employees (156,040) were invited to take part and 19 per cent of public sector employees (50,159) responded. This represents a 32 per cent response rate.

¹ Government Schools have not participated in the People Matter Survey since 2010.

1 Overview of the Victorian public sector

The Victorian public sector provides a diverse range of services to the Victorian people. This chapter provides an overview of the sector, its functions, size and composition.

1.1 Functions performed by the public sector

The Victorian public sector provides public services such as health, education and law and order; regulates areas such as the environment, essential services, planning and building; and administers programs and contracts for service delivery by not-for-profit organisations, private firms and local government. It builds and maintains infrastructure (both physical and social), manages state finances and resources, supports ministers to develop and implement policies and legislation, and facilitates relationships with service providers and investors in the not-for-profit and private sectors. Table 1 illustrates the major functions of the Victorian public sector.

Table 1 Major functions of the Victorian public sector

Function	Examples
Service delivery	<ul style="list-style-type: none">▪ funding, providing system management to, and operating public health care, aged care and hospital services▪ operating schools and TAFE institutions and delivering education services▪ providing police and emergency services▪ managing the public transport system▪ undertaking fire prevention and suppression▪ funding and hosting arts and cultural events▪ constructing and maintaining major roads▪ managing water storage and sewage disposal▪ funding and partnering with local government to deliver projects and services (e.g. libraries, kindergartens)▪ funding and overseeing community services for children, families, older Victorians and people with disabilities▪ developing town planning frameworks▪ funding and managing major infrastructure projects▪ promoting tourism and major sporting events▪ supporting industry development▪ providing or funding technical and scientific support for the agricultural and health industries▪ promoting innovation in key industries such as biotechnology, and information and communication technologies

Function	Examples
Stewardship	<ul style="list-style-type: none"> managing and protecting national parks, marine parks, alpine resorts, state forests, coastal foreshores, water catchments, ports and shipping channels, irrigation services, cemeteries, crematoriums and other public land managing major heritage buildings, public buildings and facilities such as the Shrine of Remembrance and the State Library, as well as major cultural and sports institutions such as Melbourne and Olympic Parks, the Victorian Arts Centre and the Royal Botanic Gardens protecting the State's biodiversity
Integrity	<ul style="list-style-type: none"> supporting the operations of integrity agents such as the Independent Broad-based Anti-corruption Commission, Office of the Ombudsman, the Victorian Auditor-General's Office and the Office of the Victorian Electoral Commissioner
Regulatory	<ul style="list-style-type: none"> regulating electricity, gas, transport and water regulating gambling and liquor sales providing consumer protection regulating planning and building regulating cultural heritage undertaking regulatory reform
Judicial and quasi-judicial	<ul style="list-style-type: none"> providing and supporting dispute resolution and mediation services providing administrative support for the judicial arm of government
Advisory	<ul style="list-style-type: none"> providing policy advice to ministers advising government on policy development supporting government on policy implementation

1.2 Size and composition of the public sector

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

- the public service which consists of departments, administrative offices and other bodies designated as public service employers
- public entities operating in the broader public sector that include key service delivery agencies such as health care services, schools, Tertiary and Further Education (TAFE) institutes, police and emergency services organisations, and water and land management agencies

The size and functional composition of the public sector is determined by the Government and reflects the Government's choices as to the structure for delivering government administration and services.

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

Table 2 Composition of the Victorian public sector and distribution of public sector employees – June 2014

Victorian public sector 1,797 employers 265,223 employees (216,685 FTE)	Victorian Public Service 40 employers 36,436 employees (33,397 FTE)	Departments 9 employers 30,624 employees (27,888 FTE)	Department of Education and Early Childhood Development Department of Environment and Primary Industries Department of Health Department of Human Services Department of Justice Department of Premier and Cabinet Department of State Development, Business and Innovation Department of Transport, Planning and Local Infrastructure Department of Treasury and Finance
		Authorities and Offices 31 employers 5,812 employees (5,509 FTE)	Designated as administrative offices under the <i>Public Administration Act 2004</i> Environment Protection Authority Local Government Investigations and Compliance Inspectorate Office of Living Victoria Office of the Chief Parliamentary Counsel Office of the Governor of Victoria Office of the Victorian Government Architect Public Record Office Victoria Regional Rail Link Authority Victorian Government Solicitor's Office Designated as public service employers by specific legislative reference CenITex Commission for Children and Young People Emergency Services Superannuation Board Essential Services Commission Independent Broad-based Anti-corruption Commission Office of Public Prosecutions Office of the Chief Commissioner of Police Office of the Fire Services Levy Commissioner Office of the Freedom of Information Commissioner Office of the Legal Services Commissioner Office of the Ombudsman Victoria Office of the Road Safety Camera Commissioner Office of the Victorian Electoral Commissioner Office of the Victorian Privacy Commissioner Taxi Services Commission Victorian Auditor-General's Office Victorian Commission for Gambling and Liquor Regulation Victorian Equal Opportunity and Human Rights Commission Victorian Inspectorate Victorian Multicultural Commission Victorian Public Sector Commission Victorian Responsible Gambling Foundation

Victorian public entities 1,757 employers 228,787 employees (183,287 FTE)	Government schools 1,534 employers 68,000 employees (56,647 FTE)	School councils (1,533) ² Teaching service, including education support class employees (1)
	TAFE and other education 18 employers 11,396 employees (7,818 FTE)	TAFE institutes (13) Other education (5)
	Public health care 89 employers 101,994 employees (75,056 FTE)	Health services (85) Other health organisations (4)
	Police and emergency services 6 employers 24,156 employees (23,143 FTE)	Ambulance Victoria Country Fire Authority Emergency Services Telecommunications Authority Metropolitan Fire and Emergency Services Board Victoria Police Victoria State Emergency Service
	Water and land management 47 employers 7,897 employees (7,429 FTE)	Alpine resorts (4) Catchment management authorities (10) Water corporations (19) Land management agencies (14)
	Arts, finance, transport and other 63 employers 15,344 employees (13,194 FTE)	Arts agencies (10) Cemetery trusts (5) Facilities management (8) Finance / insurance agencies (8) Regulators (6) Sport and recreation agencies (11) Transport agencies (8) Miscellaneous (7)

Source: Workforce Data Collection – June 2014

² Includes schools that provide education on a short-term basis to children enrolled in other schools (e.g. Austin Hospital School, Bogong Outdoor Education Centre).

1.2.1 Victorian Public Service

The Victorian Public Service (VPS) consists of departments, administrative offices and other bodies designated as public service employers. At June 2014, the public service consisted of nine departments, nine administrative offices and 22 other bodies. The differences between each type of agency are described in Figure 1.

Figure 1 Key types of agencies in the Victorian Public Service

Departments

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

Administrative offices

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

Other public service employers

- These organisations are designated as public service employers by specific legislative reference. These include Special Bodies which are usually integrity and quasi-judicial organisations that must exercise their core functions without ministerial intervention.

Employees in the public service deliver a wide range of services such as disability services, environmental protection and prison services. They coordinate and allocate funding for a range of services including education, health care, community services, law and order, fire prevention, land management and regional development.

Public service employees also provide policy and administrative support to government and assist ministers to carry out their statutory responsibilities.

1.2.2 Public entities

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

During 2014 the *Public Administration Act 2004* was amended to clarify that subsidiaries of public entities are themselves a public entity. Although subsidiaries are considered to be public entities, all of the figures and listings in this report do not include subsidiaries, as they are not yet all represented in all databases.

Victorian public entities include employing entities such as health care services, schools, TAFE institutes, police and emergency services organisations, water and land management, and other bodies. At June 2014, there were 1,757 employing public entities in Victoria.

The Victorian public sector also comprises many other public entities that have no employees. These entities typically have functions specified in legislation, with Boards of management generally comprised of volunteers. They include most of Victoria's cemetery trusts, committees that manage Victoria's Crown land reserves and advisory bodies. At June 2014, there were approximately 1,500 non-employing public entities in Victoria³.

³ Derived from GAPED (see Chapter 5).

1.2.3 Machinery of government changes

In the 2013-14 year the total number of public entities reduced by six due to a small number of machinery of government changes:

- the Murray Valley Citrus Board ceased to operate (-1)
- the TAFE Divisions of RMIT, Federation University, Swinburne University, and Victoria University of Technology ceased to be defined as TAFE Institutes and are no longer included as public entities, pursuant to the *Education and Training Reform Amendment (Dual Sector Universities) Act 2013* (-4)
- Advance TAFE and the Central Gippsland Institute of TAFE amalgamated to form Federation Institute (-1)

Additional changes included:

- the Growth Areas Authority reconstituted as the Metropolitan Planning Authority
- the State Services Authority reconstituted as the Victorian Public Sector Commission

A number of other changes were foreshadowed and took effect from 1 July 2014:

- Court Services Victoria was established with functions transferred from the Department of Justice
- the Game Management Authority was established as a new public service office within the Environment and Primary Industries portfolio
- new administrative offices, Moving Victoria – Rail Office and Moving Victoria – Roads Office, were established under the Department of Transport, Planning and Local Infrastructure to support the Melbourne Metro Rail Project and the western section of the East-West link respectively
- the administrative office, Office of Living Victoria was abolished, with functions transferred to the Department of Environment and Primary Industries
- Rural Finance Corporation of Victoria was sold to Bendigo and Adelaide Bank
- Kangan Institute and Bendigo TAFE amalgamated to become Bendigo Kangan Institute

2 The Victorian public sector workforce

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

This chapter provides an overview of the Victorian public sector workforce as at June 2014. More details are provided in the appendices, including a list of public sector employers in Appendix A, detailed workforce profiles for each major sub-sector in Appendix B, and a summary of recruitment activity in the public service using the eRecruitment system in Appendix C.

2.1 The size and distribution of the workforce

Victoria's public sector is made up of nine departments and 31 authorities and offices that form the public service and approximately 3,300 public entities (1,757 of which employ staff).

At June 2014, the public sector employed 265,223 people, representing 8.7 per cent of the State's labour force. Of these, 36,436 people (13.7 per cent) were employed in the public service and 228,787 people (86.3 per cent) were employed by public entities. Thirty-one per cent (81,671 people) were employed in regional Victoria, representing 12 per cent of the State's regional labour force⁴. This proportion has remained consistent over time.

The two largest sectors – public health care and government schools – employ just under two thirds of the public sector workforce (see Table 3).

Table 3 Public sector workforce by sector – June 2014

Sector	Employers	FTE Employees	Proportion of FTE
Public health care	89	75,056	34.6%
Government schools	1,534	56,647	26.1%
Victorian Public Service	40	33,397	15.4%
Police and emergency services	6	23,143	10.7%
Arts, finance, transport and other	63	13,194	6.1%
TAFE and other education entities	18	7,818	3.6%
Water and land management	47	7,429	3.4%
Total	1,797	216,685	100.0%

Source: Workforce Data Collection – June 2014

Note: The sum of the individual components may not exactly match the totals (i.e. 100%) due to rounding.

2.1.1 Employment trend

The proportion of the workforce employed in the 'TAFE and other education entities' sector has fallen from 5 per cent in June 2013 to 4 per cent in June 2014 (Table 3). This reflects the removal of universities with TAFE divisions from the public sector (approximately 1,800 FTE at June 2013) as provided under the

⁴ Australian Bureau of Statistics, Labour Force, Australia, Detailed, Catalogue No. 6291.0.55.001, ABS, Canberra, 2014. In the past the public sector has been reported as constituting 10 per cent of the Regional Victoria labour force. It has increased because in January 2014 the ABS redefined the boundary between metropolitan Melbourne and Regional Victoria, shifting people who had previously been counted in Regional Victoria into Metropolitan Melbourne.

Education and Training Reform Amendment (Dual Sector Universities) Act 2013. The remaining fall of 574 FTE represents a fall in employment in the remaining TAFE institutions.

Between June 2013 and June 2014, employment in the Victorian public sector increased.

Table 4 shows that Full Time Equivalent (FTE) employment grew by 2.3 per cent (4,795 FTE) and the number of people employed grew by 2.2 per cent (5,753 employees) when adjusted for the removal of universities with TAFE divisions.

The largest increases have occurred in the metropolitan and regional health services, the school Teaching Service and Victoria Police (Table 4).

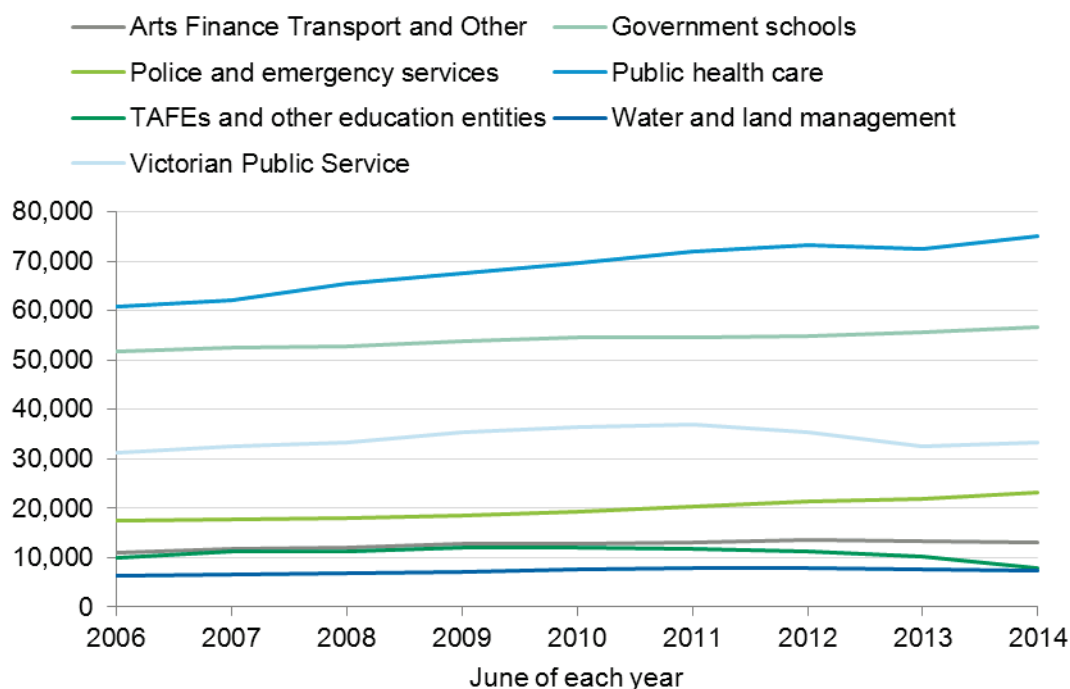
Table 4 The annual change in employment by sector – June 2013 and June 2014

Industry sector	Headcount			FTE		
	2013	2014	Change	2013	2014	Change
Victorian Public Service	35,645	36,436	2.2%	32,629.3	33,396.9	2.4%
Public health care	98,679	101,994	3.4%	72,580.9	75,055.7	3.4%
Government schools	66,870	68,000	1.7%	55,531.6	56,647.3	2.0%
TAFEs and other education	14,700	11,396	-22.5% (-4.1%)	10,192.9	7,818.4	-23.3% (-6.5%)
Police and emergency services	22,846	24,156	5.7%	21,903.6	23,143.2	5.7%
Water and land management	8,037	7,897	-1.7%	7,581.6	7,429.0	-2.0%
Arts, finance, transport and other	15,512	15,344	-1.1%	13,303.4	13,194.3	-0.8%
Victorian public sector	262,289	265,223	1.1% (2.2%)	213,723.3	216,684.7	1.4% (2.3%)

Source: Workforce Data Collection 2013 and 2014

Notes: 1) The numbers in red are annual reductions. 2) The numbers in brackets remove Universities with TAFE divisions from June 2013 to provide the real growth in employment.

Figure 2 The change in FTE employment by sector since June 2006



Source: Workforce Data Collection 2006 to 2014. Due to ongoing improvements in data quality there are small variations between the number of FTE employees reported in previous *State of the Public Sector in Victoria* reports.

2.2 The profile of the workforce

The following sections provide an overview of the demographic profile of the Victorian public sector workforce and how it has changed. Table 5 provides a snapshot of the Victorian public sector at June 2014.

Table 5 Snapshot of the Victorian public sector workforce – June 2014

Total employees		Geographical distribution	
Headcount	265,223	Melbourne CBD	13%
FTE	216,685	Other Melbourne Metropolitan	56%
Employees by sub sector		North and West Metro	26%
Public health care	101,994	Southern Metro	16%
Government schools	68,000	Eastern Metro	14%
Victorian Public Service	36,436	Regional Victoria	31%
Police and emergency services	24,156	Barwon South Western	8%
Arts, finance, transport and other	15,344	Grampians	6%
TAFEs and other education entities	11,396	Hume	6%
Water and land management	7,897	Loddon Mallee	6%
Employment type		Gippsland	5%
Ongoing	80%	Occupational category	
Fixed term or casual	20%	Professionals	49%
Full-time / part-time employment		Community and personal services workers	24%
Full-time	57%	Clerical and administrative workers	15%
Part-time	43%	Managers	5%
Annual pay rate ⁵		Labourers	3%
<\$45,000	7%	Technicians and trade workers	3%
\$45,000 - \$64,999	32%	Machinery operators and drivers	1%
\$65,000 - \$84,999	32%	Turnover of ongoing employees	
\$85,000 - \$104,999	19%	Separation rate	8%
\$105,000 - \$124,999	3%	Separation rate by age	
>=\$125,000	6%	<30 years	10%
Gender		30 - 54 years	6%
Female	67%	55+ years	11%
Male	33%	Recruitment by age	
Age		<30 years	39%
<30 years	17%	30 - 54 years	55%
30 - 54 years	62%	55+ years	6%
55+ years	21%	Diversity ⁶	
Diversity ⁶		Indigenous Australian ⁷	0.3-0.7%
Employees with a disability	4%	Born overseas	24%
Born overseas	24%	Speak language(s) other than English at home	19%
Speak language(s) other than English at home	19%		

Source: 2014 People Matter Survey; 2014 Workforce Data Collection

⁵ Includes ongoing and fixed term employees only

⁶ Source for diversity profile only is People Matter Survey 2014

⁷ See section 2.2.7 for details. Range based on Workforce Data Collection value of 0.3 per cent and People Matter Survey response of 0.7 per cent.

2.2.1 Occupations and qualifications

Most public sector employees (77 per cent) are employed in five general occupation groups (Table 6). The relative proportion of these occupations has remained stable over time.

Table 6 Public sector workforce by occupation – June 2014

Occupation ⁸	Percentage of employees
Doctors, nurses and other health care professionals	25%
Teachers and other education professionals	19%
General administration and support employees	15%
Welfare, aides and care providers	12%
Police, firefighters and ambulance officers	7%

Source: Workforce Data Collection – June 2014

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

Estimates based on employee responses to the 2014 People Matter Survey⁹ together with the 2014 Workforce Data Collection indicate that over 63 per cent of public sector employees have a bachelor degree or higher. This is notably higher than the Victorian labour force where 28 per cent have an equivalent qualification¹⁰.

2.2.2 Age

This section compares the age profile of the Victorian public sector workforce (Figure 3) to that of the Victorian labour force (Figure 4).

Under 25

The proportion of employees aged below 25 in the public sector is much lower than in the labour force. This reflects the high proportion of occupations in the public sector that require a qualification.

25 to 34

The proportion of employees in the 25-29 and 30-34 (early career) cohorts are broadly the same in the public sector and the labour force and they have both slightly increased in proportion since 2006.

35 to 44

In both the public sector and the labour force there has been a slight reduction in the proportion of mid-career employees (35-39 and 40-44 cohorts).

45 to 54

In the public sector, the relatively high concentration of employees in the 45-49 and 50-55 cohorts in June 2006 was influenced by long serving school teachers, public servants and emergency service staff who were members of the government pension and lump sum defined benefit superannuation schemes (that were closed to new members by 1994). To maximise the benefits available under these schemes these staff needed to remain public sector employees until close to or beyond age 55 (the minimum retirement age).

⁸ Occupation groups based on Australian New Zealand Standard Classification of Occupation (ANZSCO) code groupings.

⁹ The People Matter Survey is an annual employee opinion survey conducted by the VPSC across the Victorian public sector. Participation in the survey is voluntary with a different set of organisations participating each year. Therefore, comparison to ABS census statistics are indicative only.

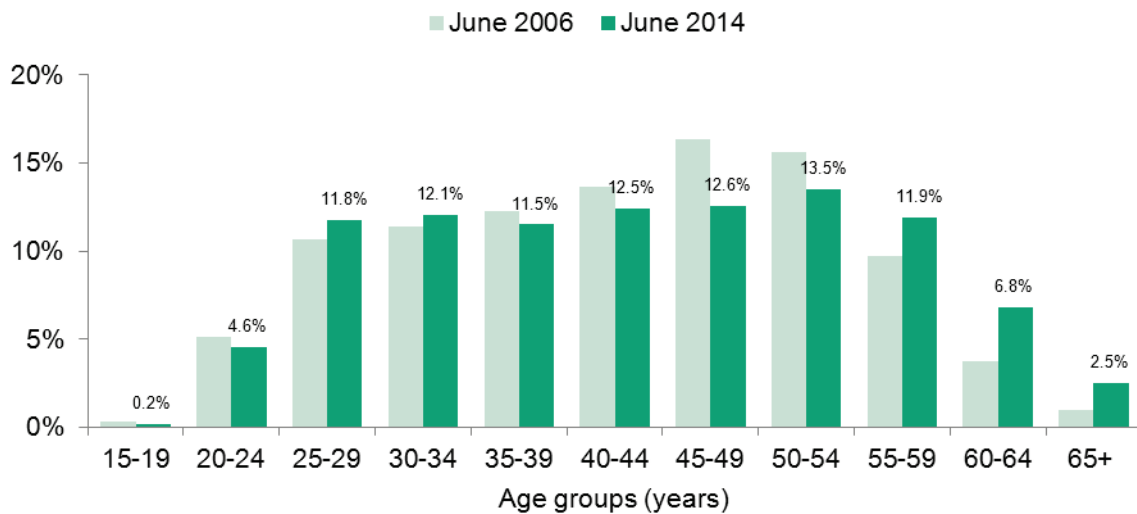
¹⁰ Australian Bureau of Statistics, *Education and Work*, Cat no. 6227.0, Australian Bureau of Statistics, Canberra, May 2013.

Between 2006 and 2014 a high proportion of these staff retired. Younger staff, who were generally not members of the government defined benefit superannuation schemes, but were members of accumulation superannuation schemes that are portable to other employers, do not have the same incentive to remain in public sector employment. The result is greater employment mobility, contributing to the fall in the proportion of staff in the 45-49 and 50-54 age cohorts over time.

Further information on defined benefit superannuation scheme membership is provided in Appendix B.

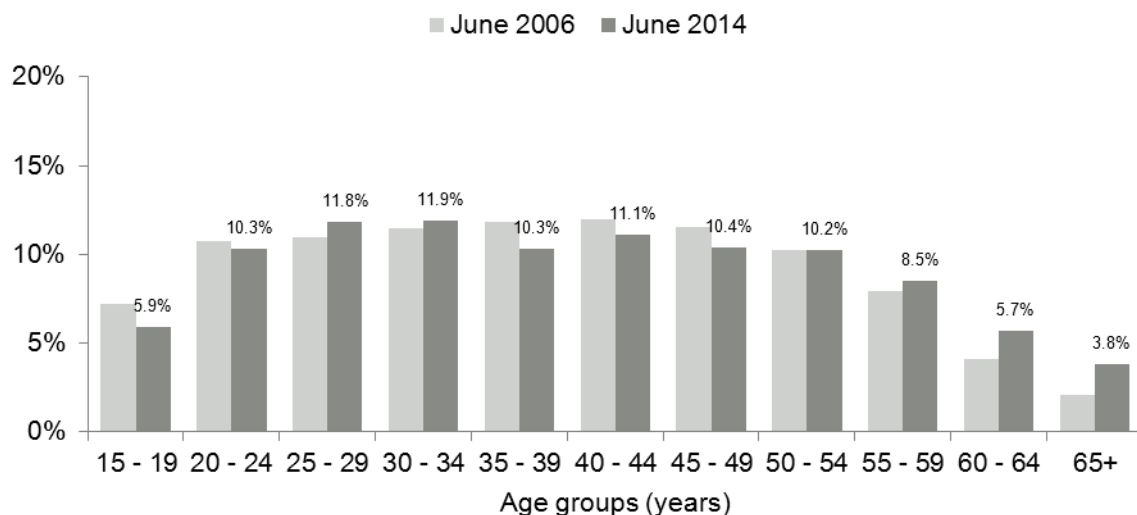
In the labour force, the proportion of employees in the 45-49 cohorts has reduced to a lesser extent and the 50-54 cohort has remained relatively stable in proportion since 2006.

Figure 3 Victorian public sector: the proportion of employees in each age group – June 2006 and June 2014



Source: Workforce Data Collection – 2006 and 2014; Australian Bureau of Statistics, Labour Force, Australia, Detailed, Catalogue No. 6291.0.55.001, ABS, Canberra, 2014

Figure 4 Victorian Labour Force: the proportion of employees in each age group – June 2006 and June 2014



Source: Australian Bureau of Statistics, Labour Force, Australia, Detailed, Catalogue No. 6291.0.55.001, ABS, Canberra, 2006-2014

55 and over

In the public sector, the marked difference between the 50-54 and 55-59 cohorts that existed in June 2006 has lessened with a higher proportion of employees in each cohort over 55 in June 2014. This is consistent with the general trend for people to work longer for financial and lifestyle reasons, as reflected in the broader labour force.

The greatest reduction in the proportion of employees now occurs between the 55-59 and 60-64 cohorts, consistent with favourable taxation of superannuation benefits at age 60.

While the proportion aged 55 and over has increased in both the public sector and the labour force the impact of ageing is more pronounced in the public sector where the proportion aged 55 and over has increased from 14 per cent in 2006 to 21 per cent in 2014.

2.2.3 Gender

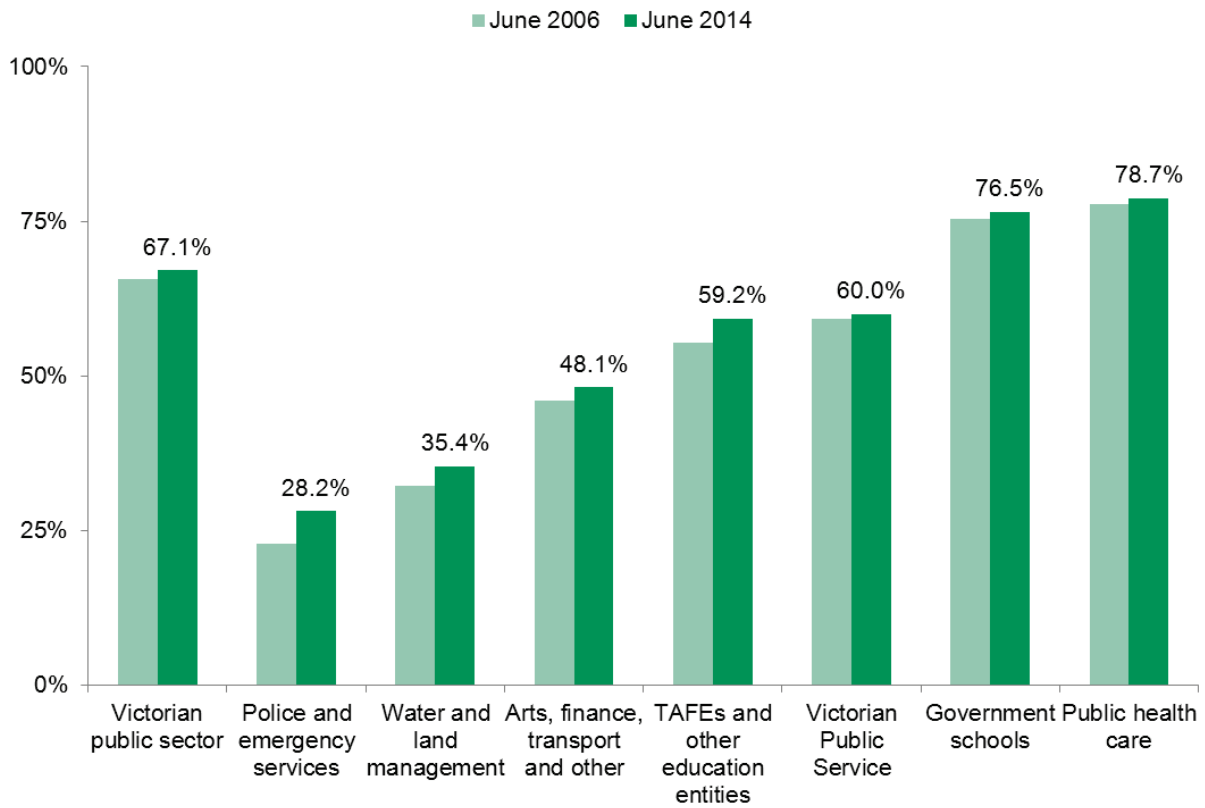
The Victorian public sector workforce is predominantly female (67 per cent) with more women than men across all age groups (Figure 8). This is particularly driven by the high representation of women in the two largest areas of the public sector – public health care and government schools (Figure 5). In comparison, women account for 46 per cent of the Victorian labour force.

Over time the overall proportion of women in the public sector has increased slightly from 65.7 per cent in June 2006 to 67.1 per cent in June 2014.

Although there has been little change in the overall proportion of women, Figure 5 shows that there has been an increase in areas with historically low proportions of women. For example, the proportion of women in the police and emergency services sector increased from 23 per cent in June 2006 to 28 per cent in June 2014. The opposite has not been true for men in traditionally female dominated areas such as public health care and government schools.

In the public service, the proportion of women increased marginally from 59.2 per cent in June 2006 to 60.0 per cent in June 2014.

Figure 5 The proportion of employees that were women – June 2006 and June 2014



Source: Workforce Data Collection – June 2006 and June 2014

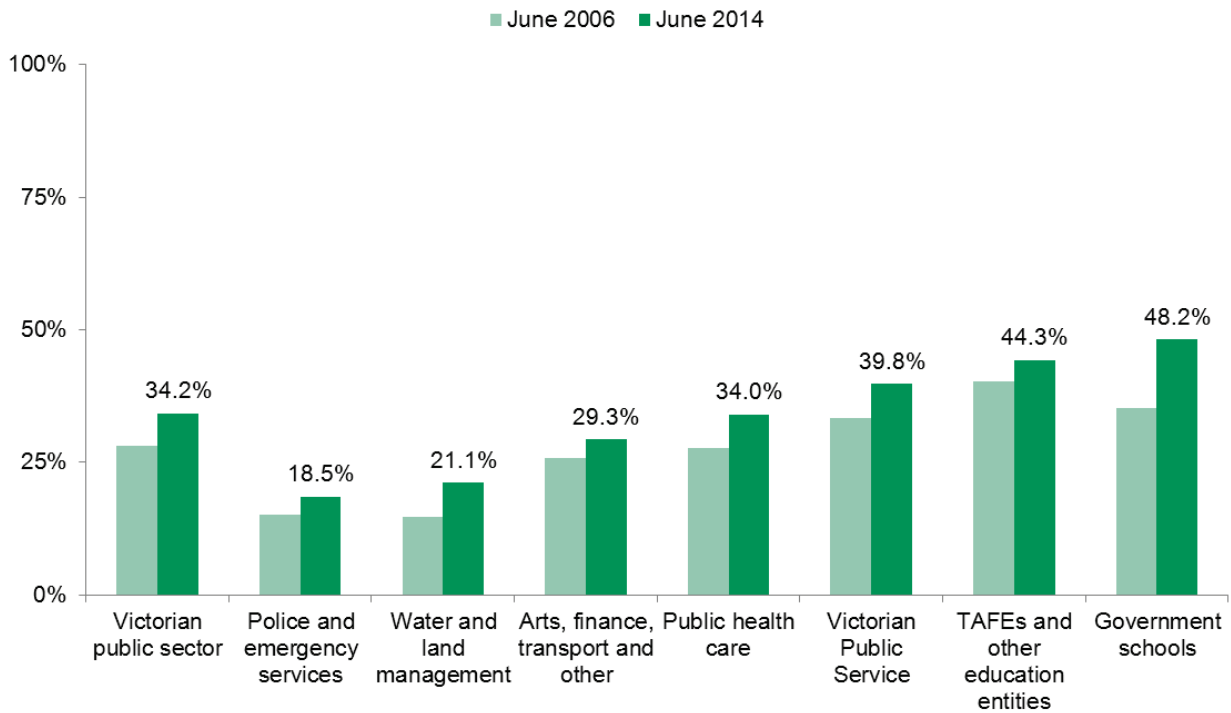
While there are more women than men in the public sector there are fewer women in the highest paid roles. At June 2014, just over 34 per cent of employees paid above the executive salary threshold¹¹ were women. This proportion has increased over time. At June 2006, just over 28 per cent of employees paid above the executive salary threshold were women (Figure 6).

Although the largest percentage increase in representation in the highest paid roles occurred in the Government schools sector the public health care sector has contributed the largest number of women to the overall increase due to its large workforce (Figure 6).

In the public service, the proportion of women paid above the executive salary threshold increased from 33.3 per cent June 2006 to 39.8 per cent in June 2014.

¹¹ Please note that not all staff paid above the executive salary threshold are executives. For example, employees such as specialists (e.g. doctors etc.) who receive pay commensurate with their skills and responsibilities may not perform executive duties. At June 2009 the executive salary threshold was \$127,721. At June 2014 the executive salary threshold was \$145,209. See Chapter 4 for information on the gender profile of executives.

Figure 6 The proportion of employees paid over the executive pay threshold that were women – June 2006 and June 2014

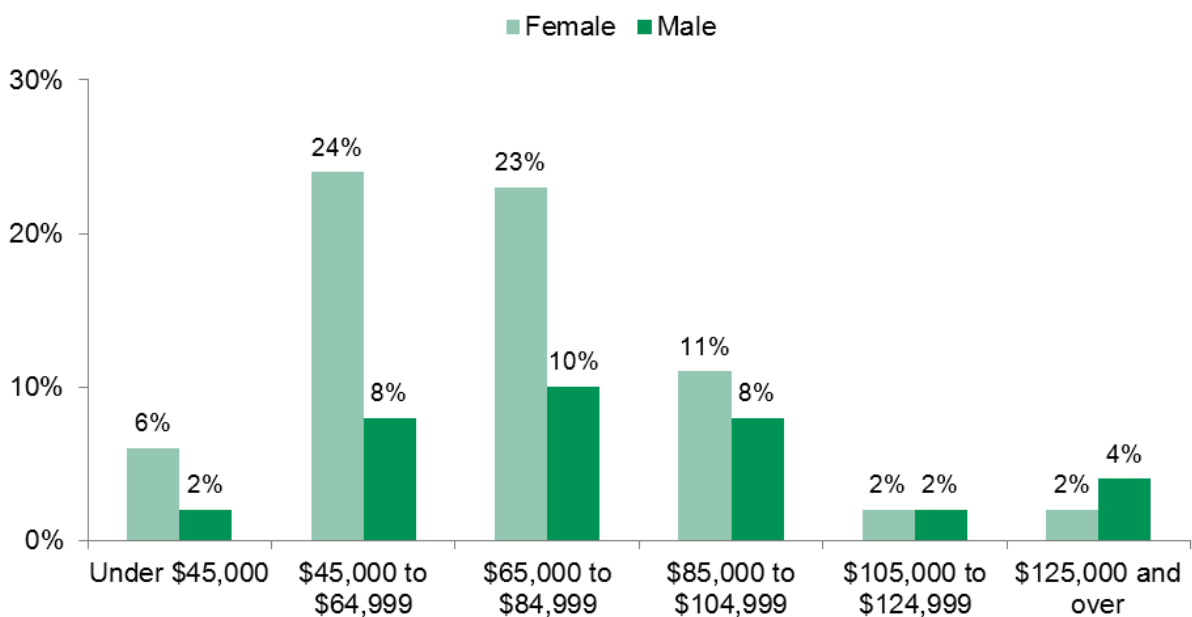


Source: Workforce Data Collection – June 2006 and June 2014

When the distribution of staff across the pay-scale is considered as a whole (Figure 7):

- there is a high proportion of women in the \$45,000 to \$84,999 salary range and over half of these are teachers and nurses
- men outnumber women by two to one in the \$125,000 and over salary range

Figure 7 Distribution of public sector employees by gender and annual pay rate – June 2014



Source: Workforce Data Collection – June 2014

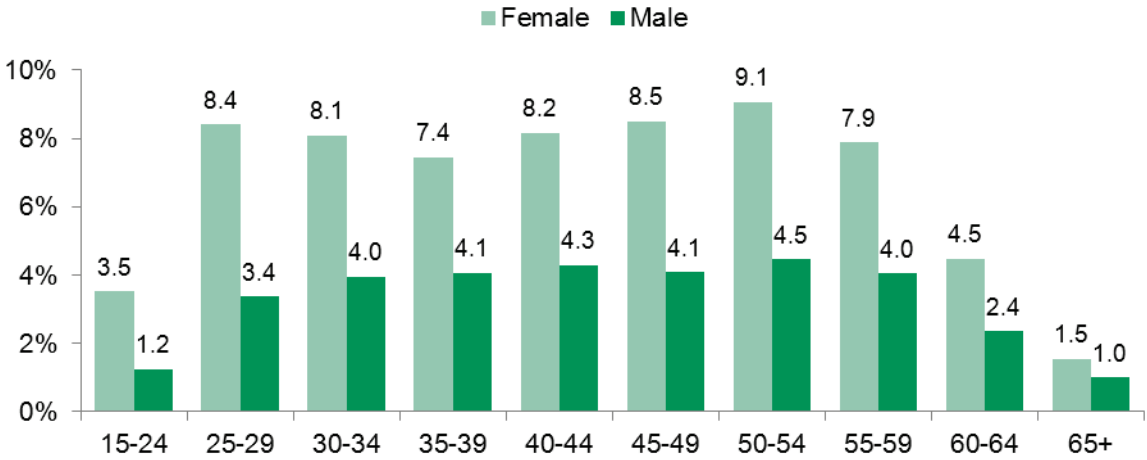
When the distribution of staff across different age groups is considered by gender (Figure 8):

- there are more women than men in every age group
- the percentage of women dips in the 30-34 and 35-39 age groups, coinciding with the key child rearing years
- a similar number of men and women aged 65 and over are working for longer

In the Victorian labour force (Figure 9):

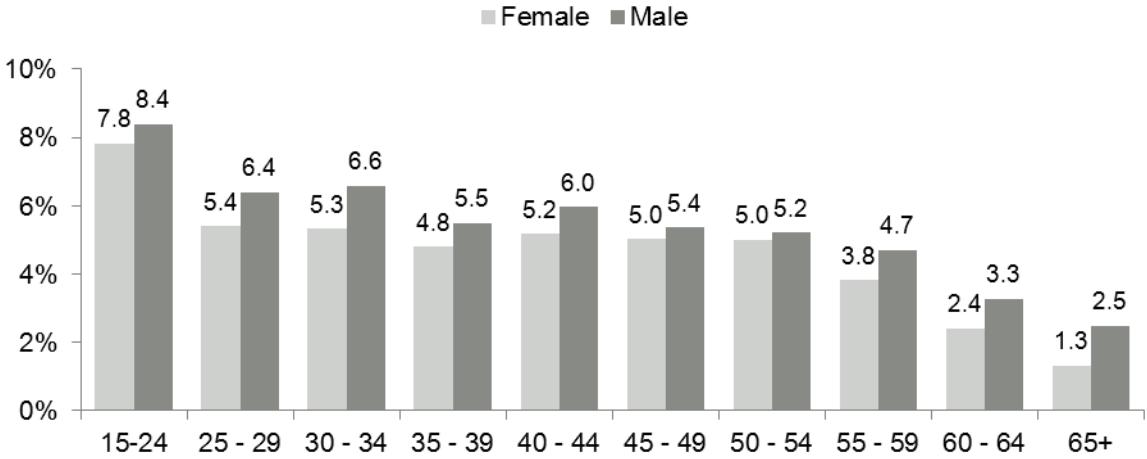
- there are more men than women in every age group
- there is a similar, although less pronounced dip in the percentage of women in the 30-34 and 35-39 age groups

Figure 8 Victorian public sector: age and gender distribution – June 2014



Source: Workforce Data Collection – June 2014

Figure 9 Victorian labour force: age and gender distribution – June 2014



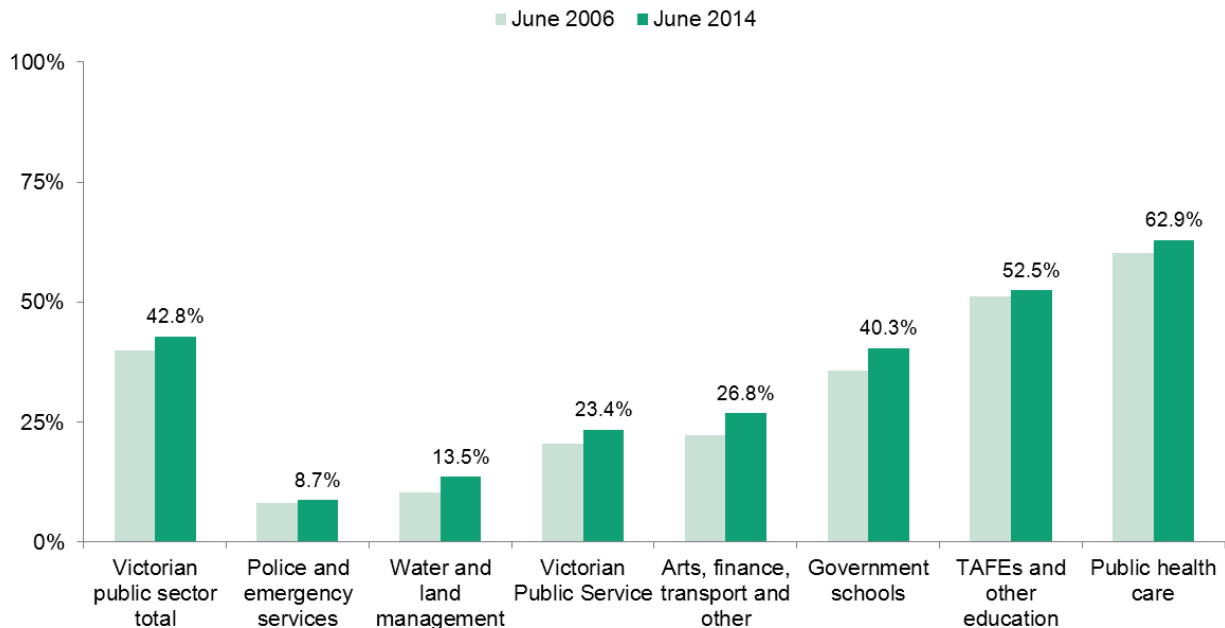
Source: Australian Bureau of Statistics, Labour Force, Australia, Detailed, Catalogue No. 6291.0.55.001, ABS, Canberra, 2006-2014

2.2.4 Part time employment

Employees who work part time form a significant component of the public sector workforce. As at June 2014, 43 per cent of the public sector workforce (112,939 employees) worked part time, the equivalent of approximately 64,685 full time employees.

Part time employment in the Victorian public sector has gradually increased from 40 per cent in 2006 to its current level (43 per cent). This increase has occurred across all sectors (Figure 10).

Figure 10 Proportion of employees that work part time – June 2006 and June 2014



Source: Workforce Data Collection – June 2006 and June 2014

The vast majority (83 per cent) of part time employees in the public sector are female. Where 53 per cent of women work part time in comparison to 21 per cent of men.

2.2.5 Cultural and linguistic diversity

The Victorian public sector workforce is both culturally and linguistically diverse although not as diverse as the broader Victorian population. The 2014 People Matter Survey¹² found that 24 per cent of public sector employees were born overseas and 19 per cent spoke a language other than English at home. In comparison, the 2011 Australian Bureau of Statistics (ABS) Census of Population and Housing found that 31 per cent of Victorians were born overseas and that 28 per cent spoke a language other than English at home¹³.

Since 2011 responses to the People Matter Survey have shown that the public sector is steadily becoming more diverse with an increase in the proportion of public sector employees who speak a language other than English at home (16.5 per cent to 19.2 per cent) or were born overseas (18.6 per cent to 23.6 per cent).

¹² The People Matter Survey is an annual employee opinion survey conducted by the VPSC across the Victorian public sector. Participation in the survey is voluntary with a different set of organisations participating each year. Therefore, comparison to ABS census statistics are indicative only.

¹³ Australian Bureau of Statistics, 2011 *Census of Population and Housing*, Australian Bureau of Statistics, Canberra, 2012.

2.2.6 Employees with disabilities

The Victorian state disability plan 2013-16¹⁴ sets out how the Victorian Government is helping to make a positive difference in the lives of people with a disability by ensuring they have more opportunities to participate in work and in their community. One of the actions in the plan is to improve the capacity of the Victorian public sector to employ, retain and offer professional development to people with a disability.

The 2014 People Matter Survey shows that 4 per cent of public sector employees reported a long-term disability that restricts their everyday activities. By comparison, the ABS reports that in 2012, 5.8 per cent of the Victorian labour force reported having a disability that represents an employment restriction¹⁵.

Since 2011 responses to the People Matter Survey has shown that the proportion of public sector employees who have reported a disability has remained relatively unchanged over time.

2.2.7 Aboriginal employment

In Victoria, Aboriginal people make up 0.7 per cent of the population¹⁶ and a key employment aim of the Government is to increase the participation of Aboriginal people in the public sector workforce. In 2010 the Victorian Government implemented an Aboriginal employment and career development action plan which sets out to increase Aboriginal participation in the Victorian Public Service to 1 per cent by 2018¹⁷.

Aboriginal employment levels can currently be measured by either:

- using the proportion who identify as Aboriginal when completing the People Matter Survey
- using the count of Aboriginal employees who have identified to their employer that they are Aboriginal and are reported in the workforce data collection (this is the official count of public sector employees whereas the People Matter Survey is voluntary for organisations and their employees)

Responses to the People Matter Survey suggest that the level of Aboriginal employment is much higher (0.6 to 0.9 per cent) than reported by employers in the workforce data collection (0.3 per cent). However, although the workforce data appears subject to under reporting it is not subject to variations due to participation and sample and has the advantage of capturing associated employment information.

At June 2014, 858 Aboriginal staff (0.3 per cent of the public sector workforce) were reported in the workforce data collection. This is an increase on last year's figure of 822 Aboriginal staff.

The Victorian Public Service continues to employ the highest number of Aboriginal employees compared to the other sectors of the public sector (294 employees or 0.8 per cent of its workforce). Relatively high numbers of Aboriginal employees are also found in the two largest sectors – public health care (168 employees or 0.2 per cent of its workforce) and government schools (179 employees or 0.3 per cent of its workforce).

A profile of Aboriginal employees based on the workforce data collection is provided in Table 7. When compared to the profile of all public sector employees:

- the proportion of the Aboriginal workforce employed in ongoing roles is slightly lower (78 per cent compared to 80 per cent)
- Aboriginal employees have shorter lengths of service with their current employer (only 24 per cent have over 10 years of service with their current employer in comparison to 36 per cent)
- ongoing Aboriginal employees have a slightly higher rate of separation (9 per cent compared to 8 per cent)

¹⁴ Victorian Government, *Victorian State Disability Plan 2013–2016, Implementation Plan 2013 and 2014*

¹⁵ Australian Bureau of Statistics, *Disability, Ageing and Carers*, Australia: Summary of Findings, Table 9, Cat no. 4430.0, Australian Bureau of Statistics, Canberra, 2012.

¹⁶ Australian Bureau of Statistics, *2011 Census of Population and Housing*, Australian Bureau of Statistics, Canberra, 2012.

¹⁷ Victorian Government, *Kareeta Yirrambol: Victorian Aboriginal Public Sector Employment and Career Development Action Plan 2010-2015*, Victorian Government, Melbourne, 2010.

- the average salary of the Aboriginal workforce is 12 per cent lower reflecting the high proportion of Aboriginal employees in lower paid clerical, community and personal service roles
- the proportion of the Aboriginal workforce employed in regional and rural Victoria is higher (51 per cent compared to 31 per cent)

Table 7 Snapshot of the Aboriginal public sector workforce – June 2014

Total employees		Geographical distribution	
Headcount	858	Melbourne Metropolitan	49%
FTE	759	Regional Victoria	51%
Employees by sub sector		Occupational category	
Victorian Public Service	294	Community and personal services workers	34%
Government schools	179	Professionals	29%
Public health care	168	Clerical and administrative workers	24%
TAFEs and other education entities	64	Managers	7%
Water and land management	57	Labourers	4%
Arts, finance, transport and other	53	Technicians and trade workers	2%
Police and emergency services	43	Separation rate	
Employment type		Ongoing employees	9%
Ongoing	79%	Length of service	
Fixed term or casual	21%	<1 years	15%
Full-time / part-time employment		1 - 4 Years	38%
Full-Time	78%	5 - 9 Years	23%
Part-Time	22%	10+Years	24%
Annual pay rate		Age	
<\$45,000	10%	<30 years	21%
\$45,000 - \$64,999	38%	30 - 54 years	65%
\$65,000 - \$84,999	32%	55+ years	14%
\$85,000 - \$104,999	16%	Average age (years)	
\$105,000 - \$124,999	2%	All indigenous staff	41
>=\$125,000	2%	Women	41
Gender		Men	40
Female	61%		
Male	39%		

Source: Workforce Data Collection – June 2014

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

3 Employee perceptions of the Victorian Public Sector

This chapter provides an overview of the main findings of the People Matter Survey for 2014. This annual survey of Victorian public sector employees is the primary mechanism by which the VPSC monitors the application of the public sector values and employment principles as required under section 40 of the *Public Administration Act 2004*.

Question by question results, including a more detailed description of the public sector values and employment principles, are provided in Appendix D. A list of the organisations that participated in the 2014 survey is also presented in Appendix A.

3.1 The survey

The People Matter Survey asks employees to respond to a series of statements about how well their organisation, their manager and their workgroup apply and adhere to the public sector values and employment principles. In addition, the survey also asks questions on workplace wellbeing, change management, job satisfaction, feedback on performance and engagement.

Information is typically collected from organisations from March through to May.

While the following results are for all public sector organisations that took part in the survey, results for individual organisations can be markedly different.

For organisations with an adequate number of survey responses the VPSC provides a suite of detailed reports that provide their survey results, including comparisons to previous years, the results for the sector, and other 'like' organisations. In 2014, over 3,000 reports were produced for organisations.

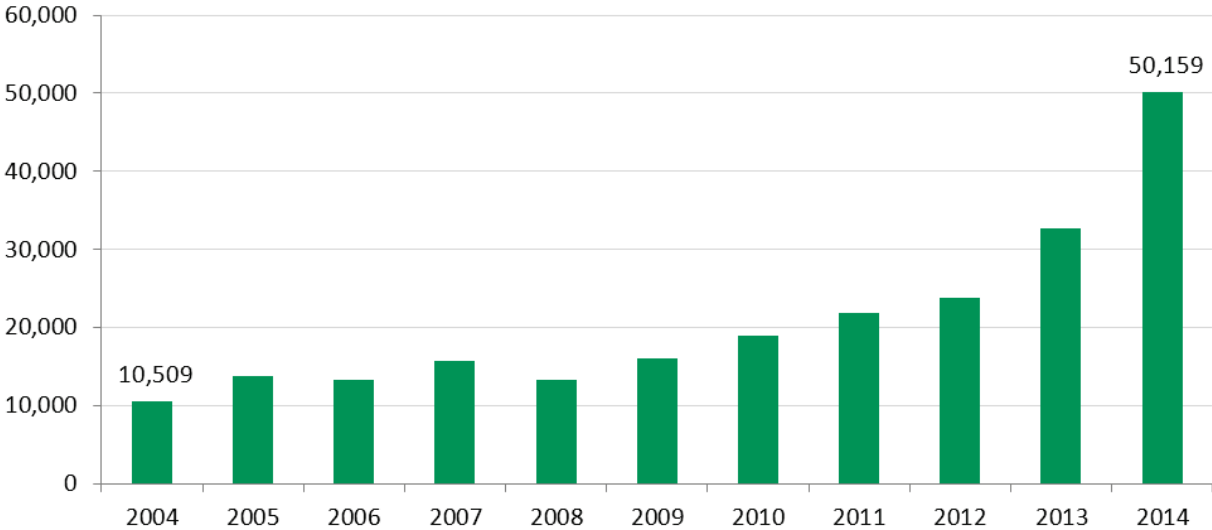
3.1.1 Survey participation and response

All types of public sector organisation can take part in the survey. Government schools participated between 2004 and 2010 but have not participated since then. Of the remaining employing organisations, between 45 and 59 per cent (120 and 155 organisations) take part each year. These organisations represent the full range of employing bodies outside of schools.

The 2014 People Matter Survey was conducted across 154 public sector organisations (58 per cent of employing organisations, excluding Government schools). 60 per cent of all public sector employees (156,040) were invited to take part and 19 per cent of all public sector employees (50,159) responded (Figure 11). This represents a survey response rate of 32 per cent (Figure 12).

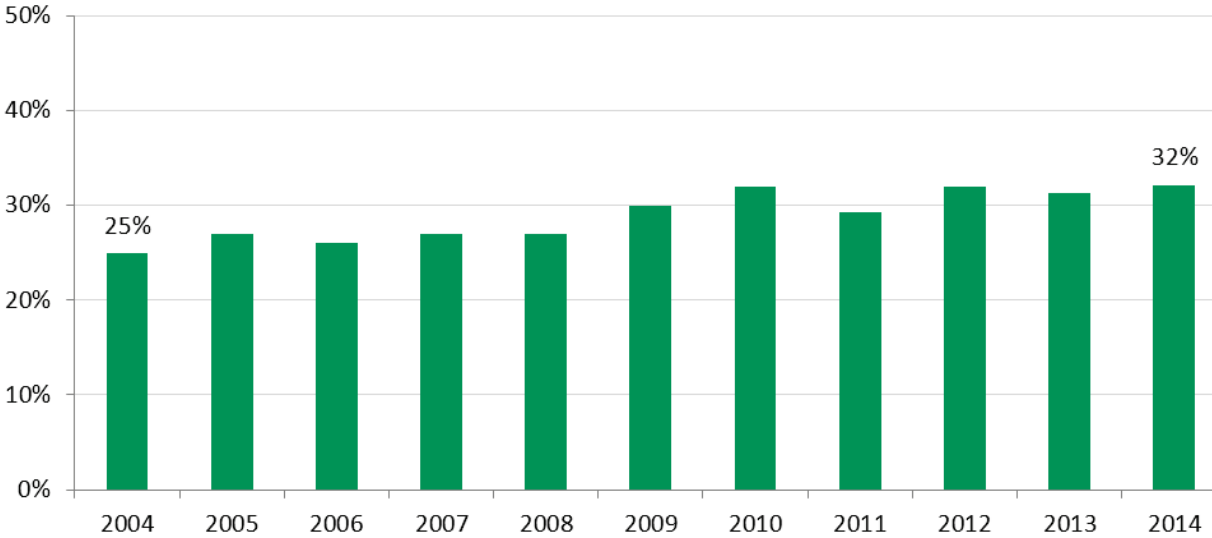
This level of participation and response is a substantial increase on previous years. For example, in 2005, 23 per cent of public sector employees (52,000) were invited to take part and 6 per cent of all public sector employees (13,834) responded, resulting in a survey response rate of 27 per cent.

Figure 11 The number of People Matter Survey respondents – 2005 to 2014



Source: People Matter Survey 2005–2014

Figure 12 People Matter Survey response rates – 2005 to 2014



Source: People Matter Survey 2005–2014

The response rate is calculated by dividing the total number of respondents by the total number of employees invited to participate. The higher the response rate achieved, the greater the probability that the responses are representative of the entire workforce. Individual organisation response rates in 2014 ranged from 11 per cent to 100 per cent. The VPSC encourages organisations to strive to reach at least a 30 per cent response rate.

3.2 Public sector values

The public sector values are:

- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Commitment to Human Rights

A detailed description of each value can be found in Appendix D.

The 2014 Survey shows that the majority of employees believe their organisations, managers and workgroups are doing well at applying the public sector values in the work that they do. In particular, employees believe that their organisation provides high quality services, is highly responsive to the needs of the Victorian public, and their interaction with the community promotes and supports individuals' human rights.

The Survey also indicates that respondents believe that their actions are characterised by high levels of integrity and impartiality. These results are presented in Table 8 (including a comparison with results from 2013).

Table 8 The average level of agreement with statements about the application of public sector values – 2013 and 2014

Public sector values	Average percentage agreement		
	2013	2014	Change
Human rights	93	93	0
Responsiveness	93	92	-1
Integrity	88	88	0
Impartiality	86	87	1
Leadership	83	83	0
Respect	83	83	0
Accountability	83	82	-1

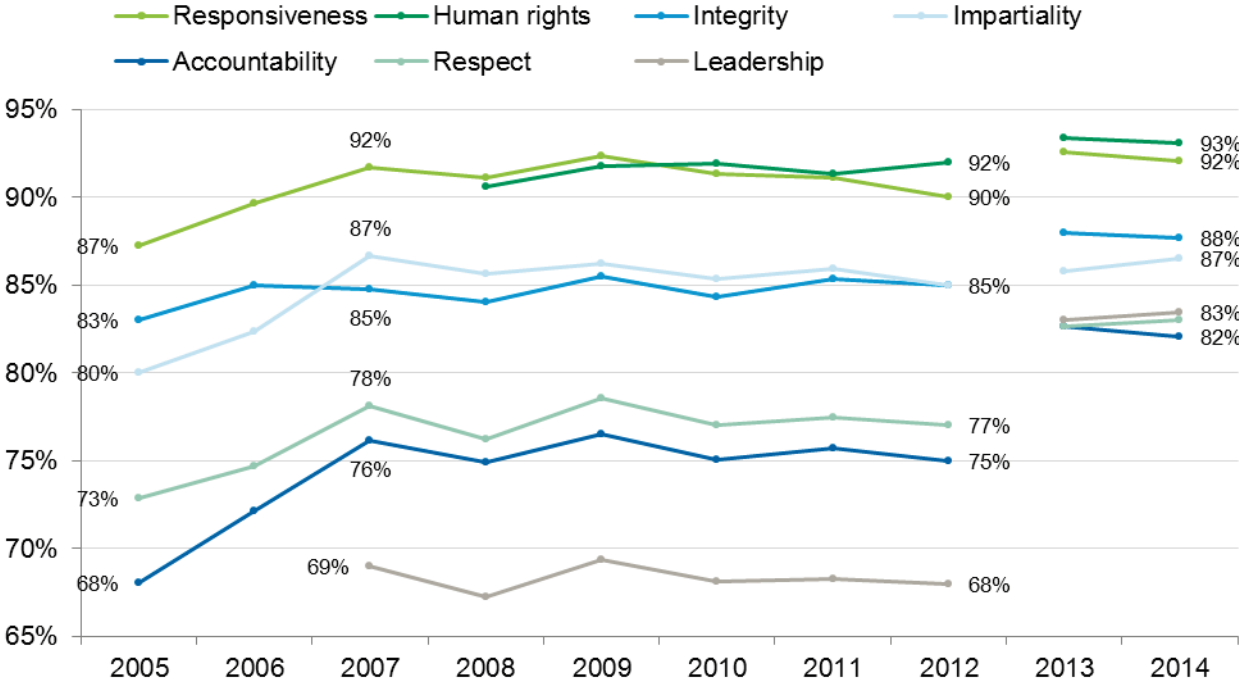
Source: People Matter Survey 2013 and 2014

Note: Percentage Agreement is the sum of 'agree' plus 'strongly agree' responses as a percentage of total responses, excluding 'don't know' responses. Average Percentage Agreement is the average level of agreement with each statement that measures a particular value or employment principle. For example, the summary measure for the integrity value is the average percentage agreement of all the six statements measuring employee perceptions of the application of the integrity value.

As Table 8 shows, employee opinions on the application of the public sector values have remained relatively unchanged over the last two years. Prior to that, the results had also been fairly consistent. However, as shown in Figure 13, there was a break in the series due to significant questionnaire changes in 2012.

This means that the results prior to 2013 are not directly comparable with the last two years. However, the relative consistency of results from 2005 to 2012 and then again since 2013 suggests that the recent results represent a new baseline for the Survey.

Figure 13 The average level of agreement with statements about the Victorian public sector values – 2005 to 2014



Source: People Matter Survey 2005–2014

3.2.1 Awareness of organisational policies that support the public sector values

The Survey showed that awareness of the code of conduct and of each organisation’s values was very high with 95 per cent of respondents indicating that they were aware of the code and their organisation’s values.

A large majority of respondents (82 per cent) were aware of their organisation’s policies regarding gifts and benefits. Awareness of policies regarding the reporting of improper conduct was high (86 per cent), although awareness of the processes in place to support the *Protected Disclosures Act 2012* was much lower at 47 per cent.

3.3 Employment principles

The public sector's employment principles are:

- Merit
- Fair and reasonable treatment
- Equal employment opportunity
- Reasonable avenues of redress
- Human rights
- Fostering a career public service (public service only)

A detailed description of each principle can be found in Appendix D.

The 2014 Survey shows that most public sector employees believe that their organisation effectively applies the employment principles, particularly in relation to equal employment opportunity (EEO) and career public service (Table 9).

Table 9 The average level of agreement with statements about the application of public sector employment principles – 2013 and 2014

Summary measure	Average percentage agreement		
	2013	2014	Change
EEO	91	91	0
Career public service ¹⁸	87	89	2
Fair and reasonable treatment	83	82	-1
Avenues of redress	80	80	0
Merit	78	78	0

Source: People Matter Survey 2013 and 2014

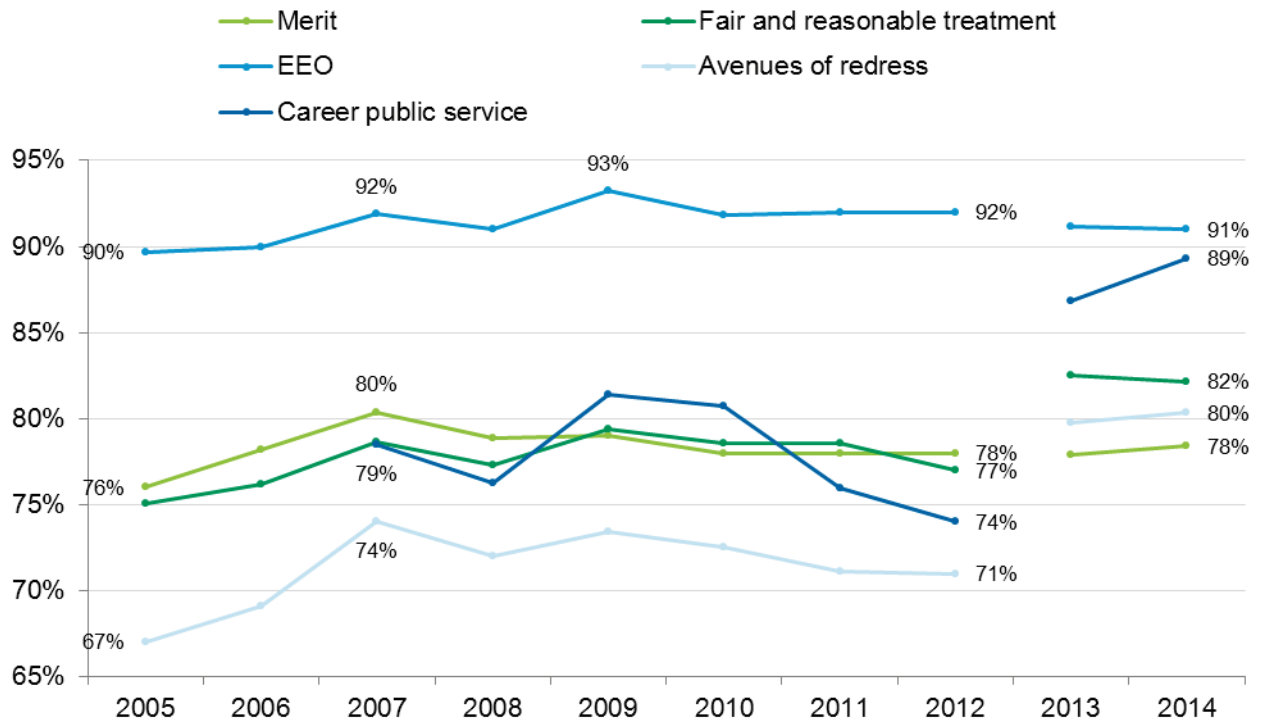
Note: Average percentage agreement measures aggregated responses for each of the values and employment principles sections of the survey. For example, the summary measure for the integrity value is the average percentage agreement of all the six statements measuring employee perceptions of the application of the integrity value. The 'percentage agreement' is the sum of 'agree' plus 'strongly agree' responses as a percentage of total responses, excluding 'don't know' responses.

Employee perceptions of the application of the employment principles have remained relatively stable over the last two years. The percentage agreement score for the career public service principle increased two percentage points and for the fair and reasonable treatment principle decreased one percentage point during this period.

As with the results for the application of the public sector values, there was a break in the series between 2012 and 2013 due to significant questionnaire changes which result in a lack of direct comparability with results prior to 2013. The consistency of the survey results for 2013 and 2014, however, suggests a new level of stability has been reached for most employment principles since 2013 (Figure 14).

¹⁸ Applies to Victorian Public Service respondents only

Figure 14 The average level of agreement with statements about employment principles – 2005 to 2014



Source: People Matter Survey 2005–2014

3.4 Additional themes of the survey

To gain further insights that inform the management and governance of the public sector and to provide additional value to participating organisations the survey asks additional questions on:

- workplace wellbeing
- change management
- job satisfaction
- feedback on performance
- employee engagement

The main findings for these themes are summarised in the following sections.

3.4.1 Workplace wellbeing

A large majority of respondents feel very positive about their working environments. Most feel that they are well supported (95 per cent), can work to their potential (80 per cent) and that there is a good team spirit (82 per cent). These results have remained very stable since the previous year. The 2013 survey showed that 94 per cent of respondents believed they were well supported, 80 per cent felt they could work to their potential and 81 per cent worked in teams with good team spirit.

3.4.2 Change management

In 2013, five questions were introduced asking respondents about how their organisation manages change.

The average percentage agreement for these five questions has dropped from 67 per cent in 2013 to 63 per cent. Providing employees with the opportunity to influence change experienced the largest fall (-7 per cent). Table 10 shows the results by question.

Table 10 The level of agreement with statements about how their organisation manages change - 2013 and 2014

Survey question	Percentage agreement		
	2013	2014	Change
In times of change, I have an obligation to help my work colleagues understand and adapt to the new ways of working	94	93	-1
In times of change, senior managers provide sufficient information about the purpose of the changes	61	58	-3
Communications about change from senior managers are timely and relevant	61	57	-4
There is a clear consultation process when change in my organisation is proposed	61	56	-5
I am provided with the opportunity to influence changes in my organisation	60	53	-7

Source: People Matter Survey 2013 and 2014

3.4.3 Job satisfaction

A large majority of respondents were satisfied with their job (71 per cent). Statistical analysis conducted to measure the contribution of specific job aspects to overall job satisfaction identified that the provision of interesting or challenging work is the most important contributor to job satisfaction. This need is being met for a large majority of employees (76 per cent of respondents). Working environment, work-life balance, and opportunities for development were also important contributors to job satisfaction. The majority of respondents reported that they were satisfied with their working environments (68 per cent), work-life balance (62 per cent) and opportunities for development (52 per cent).

3.4.4 Feedback on performance

The survey gathers information on whether respondents receive either formal and/or informal feedback on their performance from their manager. Effective feedback is considered to occur when both formal and informal feedback or informal feedback alone is provided by their manager. Analysis by the VPSC has shown that employees who receive effective feedback are more likely to rate their organisations, managers and workgroups positively than those who don't.¹⁹

When compared to last year's survey the overall level of effective feedback has dropped from 75 per cent in 2013 to 71 per cent in 2014. Table 11 shows that this reduction was across all sectors surveyed, but particularly evident in the TAFE, arts, finance, transport and other and water sectors.

¹⁹ "Feedback Matters: effective communication is vital" and "The State of the Public Sector in Victoria 2012-2013" p. 38-99 (available at www.vpsc.vic.gov.au)

Table 11 The proportion of employees that received different levels of feedback by People Matter sector – 2013 and 2014

People Matter Survey sub-sector	Effective feedback (both formal and informal feedback or informal only)			No feedback or only formal feedback received		
	2013	2014	Change	2013	2014	Change
Water	83	77	-6	17	23	6
Victorian Public Service	79	75	-4	21	25	4
Arts, finance, transport and other	80	71	-9	20	29	9
Health	73	70	-3	27	30	3
TAFE	71	63	-8	29	37	8
Overall	75	71	-4	25	29	4

Source: People Matter Survey 2013 and 2014

3.4.5 Employee engagement

Employee engagement can be defined as:

“a positive attitude held by the employee towards the organisation and its values. An engaged employee is aware of the business context, and works with colleagues to improve performance within the job for the benefit of the organisation. The organisation must work to develop and nurture engagement, which requires a two-way relationship between employee and employer”²⁰

In 2013, the Survey introduced a suite of questions to measure employee engagement based on the ‘say, stay and strive’ model²¹. These five questions are also used in the employee surveys of other Australian jurisdictions (including NSW, NT and ACT) as well as the United Kingdom’s Civil Service. Table 12 presents results for each of these questions and the five-question average from the 2014 People Matter Survey.

Table 12 also shows an engagement score for each question. The engagement score is the average score calculated where a response of "Strongly disagree" has been assigned a score of 0, "Disagree" a score of 25, "Neither agree nor disagree" a score of 50, "Agree" a score of 75 and "Strongly agree" a score of 100. Engagement scores for 2013 and 2014 are presented.

²⁰ Robinson, D., Perryman, S. and Hayday, S. (2004). *The Drivers of Employee Engagement*. Institute of Employment Studies, Report 408.

²¹ Aon Hewitt (2014). *2014 Trends in Global Employee Engagement*. Report page 11.

Table 12 Employee engagement results – 2013 and 2014

Engagement questions	Proportion of responses					Engagement score*		
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	2013	2014	Change
I would recommend my organisation as a good place to work	5	9	19	48	20	68	67	-1
I am proud to tell others I work for my organisation	3	6	19	46	26	71	72	1
I feel a strong personal attachment to my organisation	4	9	25	41	22	67	67	0
My organisation motivates me to help achieve its objectives	5	12	28	40	16	62	63	1
My organisation inspires me to do the best in my job	5	11	26	39	18	63	64	1
Average (all five questions)	4	9	23	43	20	66	66	0

Source: People Matter Survey 2013 and 2014

Note: The engagement score is the average score calculated where "Strongly disagree" has been assigned a score of 0, "Disagree" a score of 25, "Neither agree nor disagree" a score of 50, "Agree" a score of 75 and "Strongly agree" a score of 100.

The highest engagement score of 72 in 2014 was achieved for the question 'I am proud to tell others I work for my organisation', which is consistent with the high proportion of respondents (84 per cent) who believe that their organisation is an employer of choice.

The lowest engagement score of 63 in 2014 was achieved for the question 'My organisation motivates me to help achieve its objectives'.

The average engagement score, the engagement index, for all five questions is 66, which has remained unchanged since last year.

Table 13 shows the engagement index for each sub-sector. Employees in the health sub-sector report the highest level of engagement in 2014 (70), an increase of two points from 2013. Employees in the TAFE sub-sector recorded the lowest engagement index of 62 in 2014, having dropped from 65 in 2013.

Table 13 Engagement index by People Matter Survey sub-sector – 2013 and 2014

People Matter Survey sub-sector	2013	2014	Change
Health	68	70	2
Water	70	68	-2
VPS	61	63	2
Arts, finance, transport and other	67	63	-4
TAFE	65	62	-3
Overall	66	66	0

Source: People Matter Survey 2013 and 2014

Note: The engagement score is the average score calculated where "Strongly disagree" has been assigned a score of 0, "Disagree" a score of 25, "Neither agree nor disagree" a score of 50, "Agree" a score of 75 and "Strongly agree" a score of 100.

4 Executive employment in the public sector

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

This chapter provides an overview of executive employment across the Victorian public sector.

4.1 Executive employment policy and administration

The employment of executives in the public sector is subject to government employment and remuneration policies. To help employers comply with these policies the VPSC provides support and guidance to organisations.

In the Victorian Public Service, executives are employed pursuant to the *Public Administration Act 2004* and the application of the government's policy on executive employment is the responsibility of the executive's employer (e.g. the head of the public service body).

In public entities the Government Sector Executive Remuneration Panel (GSERP) is responsible for the management of the government's executive employment policy and:

- represents government as the owner of public entities by setting the framework for the remuneration of all chief executives in public entities
- advises government on executive employment and remuneration policy and practice in public entities
- monitors implementation of this policy by public entity employers

GSERP is managed by the VPSC.

4.1.1 Who are executives

In the public service, executives are contracted to positions within the executive officer classification scheme (Table 14).

Table 14 Executive classification and remuneration in the Victorian Public Service as at June 2014

Classification	Minimum TRP	Maximum TRP
Executive Officer 3	\$145,209	\$202,133
Executive Officer 2	\$180,799	\$288,722
Executive Officer 1	\$262,742	\$383,702
Secretary	Remuneration set by the Premier	

In public entities, a person is an executive if:

- they are a Chief Executive Officer or equivalent, or
- they have significant management responsibility and receive a Total Remuneration Package (TRP) of \$145,209 per annum or more (as at 30 June 2014)

This definition does not include technical specialist roles (e.g. medical specialists) and people whose employment is regulated by an award or enterprise agreement.

4.2 Executive employment

At June 2014, there were 1,976 executives employed in the Victorian public sector. Of these, 647 executives were employed in the public service and 1,329 were employed in public entities.

Between June 2013 and June 2014, executive numbers:

- increased by 4.2 per cent in the public service (25 executives) – driven by increases in the Department of Environment and Primary Industries (8 executives), Department of Justice (5 executives), Department of Premier and Cabinet (5 executives), and the Victorian Auditor-General's Office (5 executives)
- decreased by 1.0 per cent in public entities (a fall of 14 executives) - mainly as a function of reductions in VicRoads (15 executives) and small movements across the sector²²

In total, executives form 0.7 per cent of the Victorian public sector workforce. A level that has remained relatively unchanged, varying between 0.7 and 0.8 per cent of all employees since 2006.

In the Victorian public service, executives form 1.8 per cent of the workforce. A level that has also remained relatively stable, varying between 1.6 per cent to 1.9 per cent of the public service workforce since 2006 (Table 15).

Table 15 Public service executives as a proportion of public service employees – June 2006 to June 2014

Year	Public service employees	Public service executives	Executive %
June 2006	33,847	626	1.9%
June 2007	35,295	630	1.8%
June 2008	36,382	635	1.8%
June 2009	38,348	656*	1.7%
June 2010	39,774	669*	1.7%
June 2011	40,100	664	1.7%
June 2012	38,650	631	1.6%
June 2013	35,645	622	1.7%
June 2014	36,436	647	1.8%

Source: Executive Data Collections – June 2006 to June 2014

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

²² The removal of Dual Sector TAFEs from the definition of the public sector had no effect on executive numbers as their executives were university executives (i.e. already non-public sector executives).

4.3 Executive demographics

When compared to the public sector workforce as a whole:

- executives are generally older (with an average age of 50 compared to 43)
- executives are more likely to be male (just over 62 per cent of executives are male compared to just under 39 per cent of the public sector workforce)
- executives generally work on a full time basis

When public service and public entity executives are compared to each other:

- there is a greater proportion of female executives in the public service (43 per cent) than in public entities (35 per cent)
- public service executives typically have a longer length of service with their current employer (with 50 per cent of executives with over 5 years of service vs. 46 per cent)
- public service executives are slightly younger (average age of 49 vs. 50)

4.3.1 Women in executive roles

The representation of women in executive roles within the Victorian public sector has slowly increased from a little under 30 per cent in June 2006 to just over 37 per cent at June 2014. This increase has been relatively consistent in both the public service and public entities (See Table 16).

Table 16 The change in the number and proportion of women in executive positions – June 2006 to June 2014

Year	Public service			Public entities		
	Men	Women	Women %	Men	Women	Women %
June 2006	403	224	35.8%	771	270	25.9%
June 2007	405	225	35.7%	848	331	28.1%
June 2008	392	243	38.3%	814	322	28.3%
June 2009	406	250	38.1%	894	385	30.1%
June 2010	410	259	38.7%	883	391	30.7%
June 2011	403	261	39.3%	858	391	31.3%
June 2012	377	254	40.3%	891	420	32.0%
June 2013	369	253	40.7%	906	437	32.5%
June 2014	369	278	43.0%	867	462	34.8%

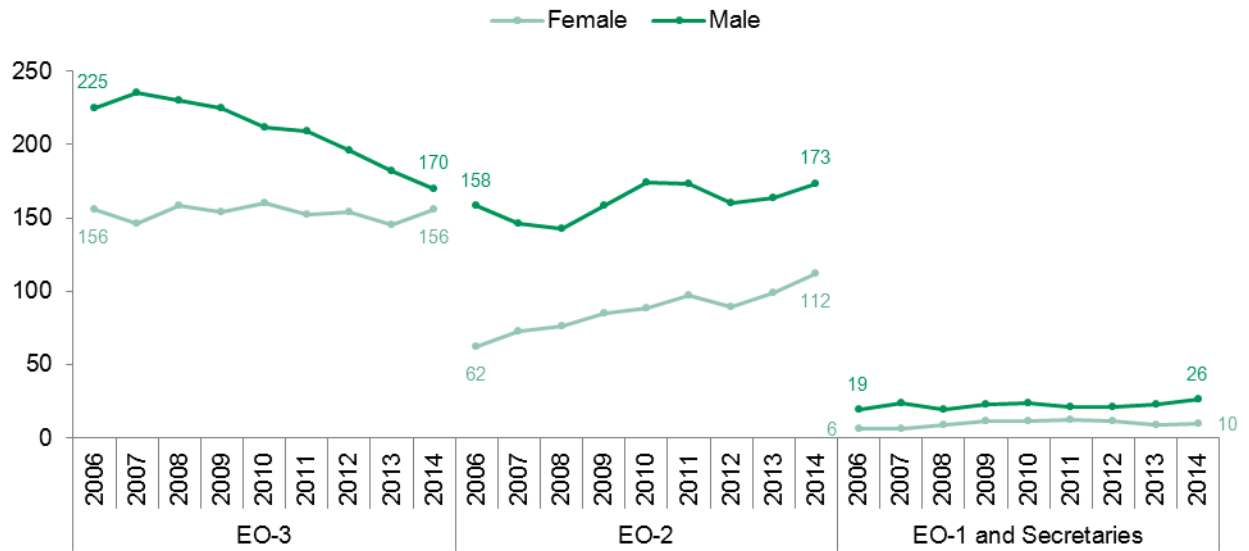
Source: Executive Data Collections – June 2006 to June 2014

In the public service, Figure 15 shows that the Executive Officer 3 classification (EO-3) has the highest representation of females and since 2006 its gender balance has improved through a steady reduction in male executives (a fall of 55 executives) while the number of female executives remained relatively unchanged. At June 2014, 47.9 per cent of EO-3 executives were women; up from 40.9 per cent in June 2006.

Over the same time period the number of women in the Executive Officer 2 band (EO-2) increased more than the number of men (50 women vs. 15 men), improving the EO-2 gender balance. At June 2014, 39.3 per cent of EO-2 executives were women; up from 28.2 per cent in June 2006.

At the highest executive levels – Executive Officer 1 (EO-1) and Secretary – the gender balance has increased marginally. At June 2014, 27.8 per cent of executives at EO-1/secretary level were women; up from 24.0 per cent in June 2006.

Figure 15 The number of public service executives in each band by gender – June 2006 to June 2014



Source: Executive Data Collections – June 2006 to June 2014

In public entities, just over a third of all executives (34.8 per cent) and just under a third (32.2 per cent) of all CEO's were women as at June 2014.

The following tables show the gender balance of executives in the public service (Table 17) and in public entities (Table 18) by department portfolio. Table 19 breaks down the public service executive numbers by organisation (this has not been done for the broader public sector due to the large number of public entities).

Table 17 Public service executives by portfolio and gender – June 2014

Department portfolio	Female	Male	Total	Female %
Department of Human Services	46	33	79	58.2%
Department of Education and Early Childhood Development	40	40	80	50.0%
Department of Health	20	21	41	48.8%
Department of Justice	43	51	94	45.7%
Department of Premier and Cabinet ²³	21	28	49	42.9%
Victorian Auditor-General's Office	10	15	25	40.0%
Department of Transport, Planning and Local Infrastructure	23	38	61	37.7%
Department of Environment and Primary Industries	27	45	72	37.5%
Department of State Development, Business and Innovation	22	40	62	35.5%
Department of Treasury and Finance	26	58	84	31.0%
Total public service executives	278	369	647	43.0%

Source: Executive Data Collection – June 2014

Note: The table includes active contracted executives (headcount) as at 30 June 2014, excluding Governor in Council appointments, sworn police, non-executives acting in executive positions, inactive executives (such as those on long-term leave or secondment) and vacant executive positions.

Table 18 Public entity executives by portfolio and gender – June 2014

Department portfolio	Female	Male	Total	Female %
Department of Human Services	3	0	3	100.0%
Department of Health	184	186	370	49.7%
Department of Education and Early Childhood Development	46	62	108	42.6%
Department of Treasury and Finance	67	98	165	40.6%
Department of Premier and Cabinet	11	17	28	39.3%
Department of State Development, Business and Innovation	13	27	40	32.5%
Department of Justice	24	69	93	25.8%
Department of Environment and Primary Industries	64	223	287	22.3%
Department of Transport, Planning and Local Infrastructure	50	185	235	21.3%
Total public entity executives	462	867	1,329	34.8%

Source: Executive Data Collection and GSERP Data Collection – June 2014

²³ The executive numbers for the Department of Premier and Cabinet include one executive seconded from the Department of Justice to support the Hazelwood Mine Fire Inquiry.

Table 19 Public service executives by portfolio, organization and gender – June 2014

Department and portfolio office or agency	Female	Male	Total	Female %
Department of Education and Early Childhood Development	40	40	80	50.0%
Department of Environment and Primary Industries	27	45	72	37.5%
Department of Environment and Primary Industries	22	39	61	36.1%
Environment Protection Authority	2	2	4	50.0%
Office of Living Victoria	1	2	3	33.3%
Sustainability Victoria	2	2	4	50.0%
Department of Health	20	21	41	48.8%
Department of Human Services	46	33	79	58.2%
Department of Justice	43	51	94	45.7%
Department of Justice	25	29	54	46.3%
Independent Broad-based Anti-corruption Commission	2	4	6	33.3%
Office of Public Prosecutions		3	3	0.0%
Office of the Chief Commissioner of Police	10	8	18	55.6%
Office of the Legal Services Commissioner		3	3	0.0%
Victorian Commission for Gambling and Liquor Regulation	3		3	100.0%
Victorian Government Solicitor's Office	2	3	5	40.0%
Victorian Inspectorate		1	1	0.0%
Victorian Responsible Gambling Foundation	1		1	100.0%
Department of Premier and Cabinet	21	28	49	42.9%
Department of Premier and Cabinet	12	22	34	35.3%
Office of the Chief Parliamentary Counsel	2	2	4	50.0%
Office of the Governor of Victoria		1	1	0.0%
Office of the Ombudsman Victoria		2	2	0.0%
Public Record Office Victoria	1		1	100.0%
Victorian Public Sector Commission	6	1	7	85.7%
Department of State Development, Business and Innovation	22	40	62	35.5%
Department of State Development, Business and Innovation	21	37	58	36.2%
CenITex	1	3	4	25.0%
Department of Treasury and Finance	26	58	84	31.0%
Department of Treasury and Finance	24	44	68	35.3%
Emergency Services and State Super	1	7	8	12.5%
Essential Services Commission		3	3	0.0%
State Revenue Office	1	4	5	20.0%
Department of Transport, Planning and Local Infrastructure	23	38	61	37.7%
Department of Transport, Planning and Local Infrastructure	20	30	50	40.0%
Office of the Victorian Government Architect		1	1	0.0%
Regional Rail Link Authority		5	5	0.0%
Taxi Services Commission	3	2	5	60.0%
Victorian Auditor-General's Office	10	15	25	40.0%
Total executives	278	369	647	43.0%

Source: Executive Data Collection – June 2014

Note: The table includes active contracted executives (headcount) as at 30 June 2014, excluding Governor in Council appointments, sworn police, non-executives acting in executive positions, inactive executives (such as those on long-term leave or secondment) and vacant executive positions.

4.4 Executive classification and remuneration

The standard measure of executive pay is their total remuneration package (TRP). This is the sum of their total salary (annual value of cash component), employer superannuation contributions, and the cost of any fringe benefits (plus associated fringe benefits tax). This provides a consistent view of remuneration and allows comparisons that are not distorted by one-off payments (such as performance related bonuses).

As at June 2014, the average total remuneration package of a public sector executive was worth \$205,163 per annum (calculated on a full time basis). Between June 2013 and June 2014, average remuneration of executives:

- in the public service increased by 2.6 per cent to \$208,991 per annum
- in public entities increased by 2.1 per cent to \$203,297 per annum

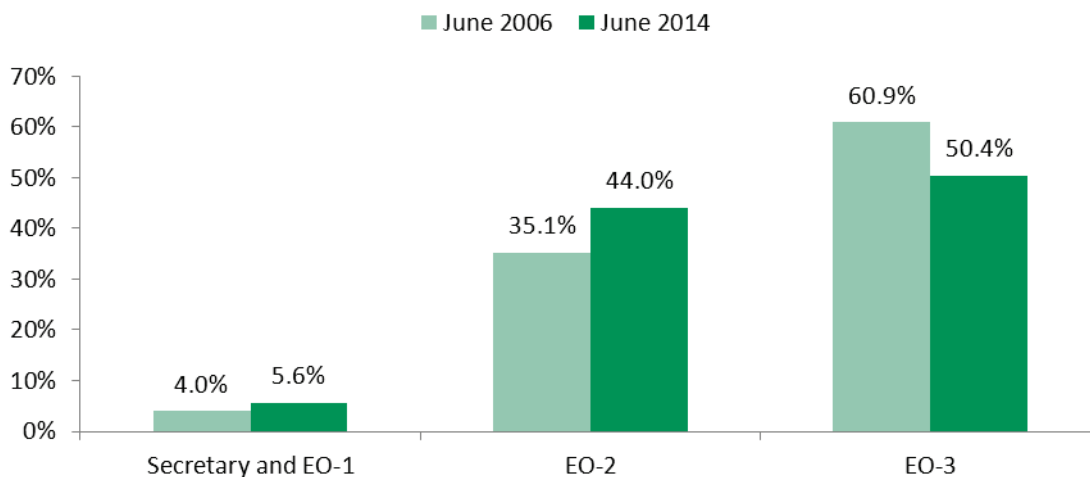
These increases include the 2.5 per cent annual increase for executives from 1 July 2013, as approved by the Premier, and any increases due to:

- changes in work value (as reflected by the size, accountabilities and responsibilities of the role)
- promotion between grades
- recognition of increased responsibility

In the public service there has been a gradual change in the classification profile of executives. Since June 2006 the proportion of executives in the EO-2 band increased by 8.9 per cent (Figure 16) and fell by 10.5 per cent in the EO-3 band. Table 20 shows the annual change in executive numbers.

Table 21 shows the distribution of public service executives and public entity CEOs by TRP.

Figure 16 The proportion of public service executives in each band – June 2006 and June 2014



Source: Executive Data Collections – June 2006 and June 2014

Table 20 The change in employment within each public service executive band – June 2013 and June 2014

	June 2013	June 2014	Annual change
Proportion of executives			
Secretary and EO-1	5.1%	5.6%	0.4%
EO-2	42.3%	44.0%	1.8%
EO-3	52.6%	50.4%	-2.2%
Number of executives			
Secretary and EO-1	32	36	4
EO-2	263	285	22
EO-3	327	326	-1
Total number of executives	622	647	25

Source: Executive Data Collections – June 2013 and June 2014

Table 21 Public service executives and Public entity CEOs by total remuneration package – June 2014

Remuneration package range	Public service executives		Public sector CEOs	
	Number	Percentage	Number	Percentage
\$0-\$149,999	11	1.7%	21	10.0%
\$150,000-\$159,999	49	7.6%	5	2.4%
\$160,000-\$169,999	76	11.7%	7	3.3%
\$170,000-\$179,999	78	12.1%	12	5.7%
\$180,000-\$189,999	68	10.5%	14	6.7%
\$190,000-\$199,999	62	9.6%	16	7.7%
\$200,000-\$209,999	76	11.7%	12	5.7%
\$210,000-\$219,999	41	6.3%	2	1.0%
\$220,000-\$229,999	37	5.7%	10	4.8%
\$230,000-\$239,999	26	4.0%	11	5.3%
\$240,000-\$249,999	20	3.1%	7	3.3%
\$250,000-\$259,999	18	2.8%	7	3.3%
\$260,000-\$269,999	16	2.5%	9	4.3%
\$270,000-\$279,999	6	0.9%	7	3.3%
\$280,000-\$289,999	25	3.9%	11	5.3%
\$290,000-\$299,999	1	0.2%	5	2.4%
\$300,000-\$309,999	5	0.8%	5	2.4%
\$310,000-\$319,999	3	0.5%	5	2.4%
\$320,000-\$329,999	8	1.2%	2	1.0%
\$330,000-\$339,999	1	0.2%	5	2.4%
\$340,000-\$349,999	4	0.6%	3	1.5%
\$350,000-\$359,999			2	1.0%
\$360,000-\$369,999	2	0.3%	4	1.9%
\$370,000-\$379,999	1	0.2%	3	1.4%
\$380,000-\$389,999	2	0.3%	5	2.4%
\$390,000-\$399,999			2	1.0%
\$400,000 plus	11	1.7%	17	8.1%
Total	647	100.0%	209	100.0%

Source: Executive Data Collection June 2014 and GSERP Data Collection June 2014

Note: When each of the individual percentages are totalled they won't add up to 100% due to rounding.

4.5 Leadership development

Effective leadership in the Victorian public sector is critical for organisations to meet the needs of the community and Government of the day.

4.5.1 The Victorian Leadership Development Centre

The Victorian Leadership Development Centre (VLDC) delivers programs that build the capacity of leaders in Victorian Public Service and develops best practice approaches to leadership development and talent and succession management.

The VLDC is governed by its Board that is made up of department secretaries, the Chief Commissioner of Police and the Victorian Public Sector Commissioner. As leaders of the public service, the Board has a key role in:

- the governance and accountability of leadership development by holding participants and managers accountable for the achievement of learning goals
- designing and leading the development of leaders by defining the critical capabilities required for future success, by assessing leaders to identify areas for development, by providing job experiences needed to accelerate development, and by facilitating learning sessions
- defining clear goals and measures of success for leadership development and regularly evaluating programs against these goals and measures

To better equip leaders to meet future challenges the VLDC Board revised the Public Service Leadership Framework in 2013-14. The revised framework emphasises the need for leaders to have strong strategic skills and a focus on execution and delivery.

4.5.2 Key programs

In 2013-14, the VLDC launched two new initiatives to extend its reach into the leadership ranks of the broader public sector. These were:

- regional leadership forums that brought together a mix of public servants and public sector staff including police, principals and corrections staff – participants at these sessions appreciated the opportunity to network and discuss leadership issues with their regional colleagues
- regional leadership conferences facilitated by VLDC program participants for their colleagues in the Geelong and Bendigo regions

Based on their success the VLDC Board has endorsed a plan to extend the VLDC presence in a further two regions in 2014-15.

In addition to these new initiatives the VLDC continued its core programs, running the third 'senior executive leadership program', the sixth 'executive leadership program', and the third 'secretary learning series' bringing together private sector CEOs and public service leaders (department secretaries, selected deputy secretaries and CEOs).

In total, the VLDC hosted 53 events in 2013-14 that were attended by 819 participants, a 10 per cent increase in attendance on 2012-13. These events included 'the leader as coach', 'executive presentation skills' and 'adaptive leadership' workshops. Other facilitated development offerings included alumni events and leadership conversations with Board members and senior public service leaders.

4.5.3 Outcomes

The VLDC has delivered key business outcomes for the public service of Victoria. Over four complete years:

- managers of program participants have reported a 29.5 per cent improvement in on the job performance
- more than 44 per cent of program participants have been promoted to more senior roles in competitive, merit based selection processes
- participants and their managers have reported an average 30 per cent improvement in skills and knowledge

5 Public sector Boards

Public sector Boards are structures responsible for the strategic direction, governance and risk management of Victorian public sector entities. The vast majority of Board members are unremunerated; performing these functions on a volunteer basis.

This chapter describes the composition of public sector Boards including age, gender, location and identification as Culturally and Linguistically Diverse (CALD) or Aboriginal. An overview of remuneration arrangements is also provided. Further details by Board classification and of Board remuneration are provided at Appendix E.

5.1 Roles and duties of public sector Boards

The role of a public sector Board is to steer the entity on behalf of the responsible minister. Figure 17 provides a summary of the roles and duties of a Board.

Figure 17 Roles and duties of public sector Boards

Strategy

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

Governance

- where legislation permits, appoint and establish performance measures for the CEO
- establish, monitor and review governance arrangements for the organisation, including reporting systems to the minister, department, central agencies and the Board, as well as internal policies (e.g. fraud and conflict of interest)
- foster a culture and values consistent with the *Public Administration Act 2004* and Codes of Conduct issued by the Victorian Public Sector Commission
- evaluate the performance of the Board, the CEO and the organisation

Risk management

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

Source: "Welcome to the Board: Your Introduction to the Good Practice Guide on Governance for Victorian Public Sector Entities"
See www.vpsc.vic.gov.au

5.1.1 Composition

The vast majority of Boards (99 per cent) are multi-member structures. Single-member structures with individual appointments have been used where the organisation has a well-specified and focused set of functions, and where sufficient skills to exercise the organisation's functions can be vested in one individual. An example of this is the Roads Corporation (trading as VicRoads) which consists of one member appointed as Chief Executive.

Multi-member Boards of management are typically used when the organisation has multiple functions or areas of focus or where a diversity of skills, experience or perspectives is required to oversee complex functions.

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

The guidelines also describe the four main classifications used for public sector Boards. These are described in Figure 18.

A profile of Boards by classification is provided at Appendix E and the Board classification of each employing organisation is listed in Appendix A.

Figure 18 Public sector Board classifications

<p>Group A – Commercial Boards of governance</p> <ul style="list-style-type: none">▪ government business enterprises including statutory authorities, state bodies established under the <i>State Owned Enterprises Act</i>, commercial bodies established under the <i>Commonwealth Corporations Act</i> or entity-specific legislation▪ other statutory authorities with high turnover, assets and/or operating surplus <p>Examples</p> <ul style="list-style-type: none">▪ Country Fire Authority▪ major metropolitan and regional health services▪ Port of Melbourne Corporation▪ Transport Accident Commission▪ Victorian Workcover Authority▪ V/Line Corporation
<p>Group B – Significant industry and key advisory Boards and significant Boards of management</p> <ul style="list-style-type: none">▪ industry advisory Boards and other bodies advising government on key strategic matters and/or matters of state-wide significance▪ quasi-judicial bodies or tribunals where there is no other framework governing remuneration and appointments▪ government bodies undertaking significant statutory functions, providing specialist advice to a minister, and developing policies, strategies and guidelines in a broad and important area of operations▪ management Boards of medium-size organisations undertaking one or more functions or providing a strategically important service <p>Examples</p> <ul style="list-style-type: none">▪ Victorian Major Events Company Ltd▪ Victorian Registration and Qualifications Authority▪ Victorian Health Promotion Foundation

Group C – Advisory committees, registration Boards and management Boards of small organisations

- scientific, technical and legal advisory Boards
- disciplinary Boards and Boards of appeal
- qualifications, regulatory and licencing Boards
- management Boards and committees of small-size organisations undertaking a specific function or providing a discrete service
- ministerial and departmental advisory Boards and consultative committees on issues confined to a portfolio or local concerns

Examples

- cemetery trusts
- Crown land committees of management
- rural and regional health services

Group D – Inquiries, taskforces and ad-hoc expert panels

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

Examples

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

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

5.2 Profile of public sector Boards and their members

Information on public sector Boards and their members, including remuneration details and other demographics, is sourced from the Government Appointments and Public Entities Database (GAPED). The data in GAPED is provided by departments for each Board within their portfolios.

5.2.1 Data limitations

The data presented relies upon the quality of data provided by departments and that, in turn, by the availability and quality of information provided to departments on individual Board members.

Information for individual Board members is not available for school councils, limited demographic data is available for committees of Crown land management, and cultural diversity information is not available for cemetery trusts.

5.2.2 The distribution and make up of public sector Boards

At June 2014, the Victorian Government had 3,287 public sector Boards with an estimated 29,124 members. Table 22 shows the number of Boards and Board members by department portfolio.

School councils comprise the largest group of public sector Boards. At June 2014, there were 1,533 school councils operating in Victoria. All school councils operate under the *Education and Training Reform Act 2006*. Council members are not remunerated. Each council is established by an Order of the Minister for Education which specifies the council's membership, size and configuration, its objectives,

powers, functions and accountabilities and the role of the principal as the executive officer. They may employ casual staff including relief teachers, teacher aids and other non-teaching employees.

Committees of Crown land management are the next largest group (906 entities) followed by cemetery trusts (453 entities). Crown land committees of management are established under the *Crown Land (Reserves) Act 1978*. They manage reserves on behalf of the Minister for Environment and Climate Change, and have responsibility and authority to manage, improve, maintain and control their reserve. Only 9 committees employ staff and the vast majority of committee members are unremunerated.

Cemetery trusts are established under the *Cemeteries and Crematoria Act 2003*.

Table 22 Boards and Board members by portfolio – June 2014

Portfolio department	Grouping	Total number of Boards	Employer Boards	Employees of employer Boards	Non-employing Boards	Board members
Education and Early Childhood Development	TAFEs and other education entities	35	17	11,396	18	330
	School councils	1,533	1,533	3,430	–	15,000
Environment and Primary Industries	Water authorities, planning agencies, alpine resorts and other entities	92	44	8,873	48	943
	Committees of Crown land management ²⁴	906	9	410	897	6,846
Health	Public health services and other bodies	122	90	105,996	32	1,350
	Cemetery trusts	453	5	516	448	3,319
Human Services		9	1	35	8	110
Justice		39	13	6,955	26	277
Premier and Cabinet		17	12	2,482	5	117
State Development, Business and Innovation		23	9	1,475	14	235
Transport, Planning and Local Infrastructure		38	15	4,151	23	325
Treasury and Finance		20	11	3,036	9	272
Total		3,287	1,759	148,755	1,528	29,124

Source: GAPED database – June 2014

Note: An Employer Board is a Board that is established as a public entity that directly employs staff under its own authority. The number of Employer Boards does not tally with the total number of employing organisations because it does not include public service departments, special bodies, and organisations where the employer is designated to be an individual holding a statutory position rather than a Board. In addition there are some cases where a Board governs more than one employer (for example, the Box Hill Institute Board also governs the Centre for Adult Education).

Please also note that the department portfolio grouping does not align with the industry based grouping used in the other areas of this report, such as in Table 2 and Appendix A.

This table (and report) does not include subsidiaries.

²⁴ The total number of Boards is 367 Boards lower than reported for June 2013 due to ongoing improvements in the Board data managed by the Department of Environment and Primary Industries.

5.2.3 Profile of public sector Board members

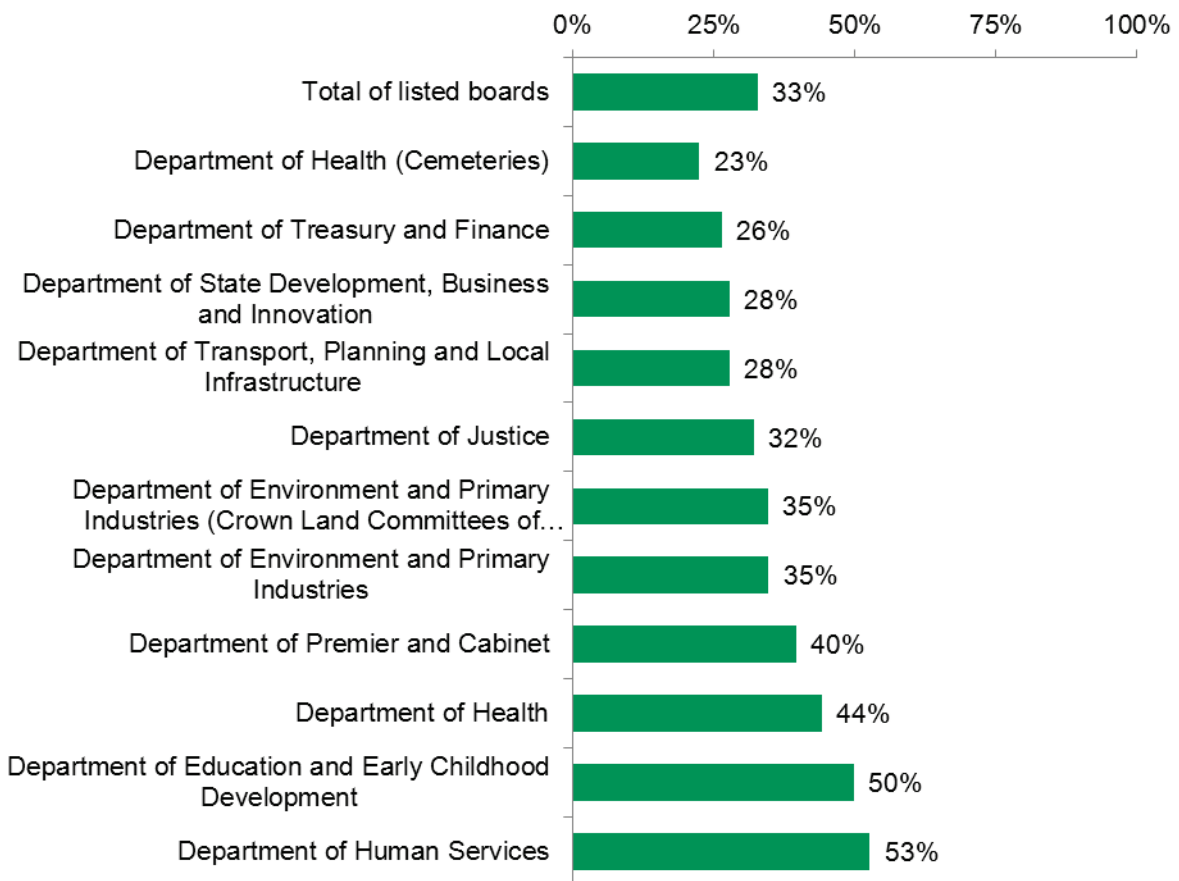
Gender profile

Due to data availability the gender profile does not include school council members (see Section 5.2.1) who represent approximately 52 per cent of public sector Board members.

At June 2014, the proportion of public sector Board members who were women was 33 per cent (Figure 19). Since 2011, this proportion has ranged between 31 and 34 per cent.

The Boards of cemetery trusts have the lowest proportion of women (23 per cent) and any future change in the gender profile of cemetery trust Boards is likely to be slow. This is because, unlike other Boards, Board appointments made before 1995 were for life.

Figure 19 The proportion of Board members that are women in each department portfolio – June 2014



Source: GAPED database – June 2014

Age profile

The following age profile does not include school council and committees of Crown land management Boards (see section 5.2.1) that represent approximately 75 per cent of Board members. In addition, as not all Board members disclose their age the following age profile is based on 92 per cent of the remaining Board members (or 32 per cent of all Board members).

The available data suggests the majority of Board members (68 per cent) are over 54 and 36 per cent are over 64. These figures are very similar to those reported for June 2013.

Table 23 shows the age distribution of Boards by department portfolio.

Table 23 Age profile of Board members by portfolio – June 2014

Portfolio department	Grouping	Under 35	35–44 years	45–54 years	55–64 years	65 plus	Disclosed
Education and Early Childhood Development	TAFEs and other education entities	1%	9%	21%	49%	19%	58%
	School councils	N/A	N/A	N/A	N/A	N/A	0%
Environment and Primary Industries	Water authorities, planning agencies, alpine resorts and other entities	2%	11%	24%	41%	23%	92%
	Committees of Crown land management	N/A	N/A	N/A	N/A	N/A	N/A (0.2%)
Health	Public health services and other bodies	4%	9%	25%	33%	29%	95%
	Cemetery trusts	9%	4%	13%	26%	48%	97%
Human Services		20%	8%	31%	26%	15%	94%
Justice		2%	12%	26%	33%	28%	94%
Premier and Cabinet		4%	7%	28%	35%	26%	83%
State Development, Business and Innovation		1%	11%	28%	41%	19%	89%
Transport, Planning Local Infrastructure		2%	12%	26%	43%	17%	72%
Treasury and Finance		1%	5%	15%	42%	37%	82%
Total		6%	7%	19%	32%	36%	92%

Source: GAPED database – June 2014

Note: Only for Board members who have disclosed their age.

Cultural and linguistic diversity

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

Upon being appointed to a Board, members are asked to identify:

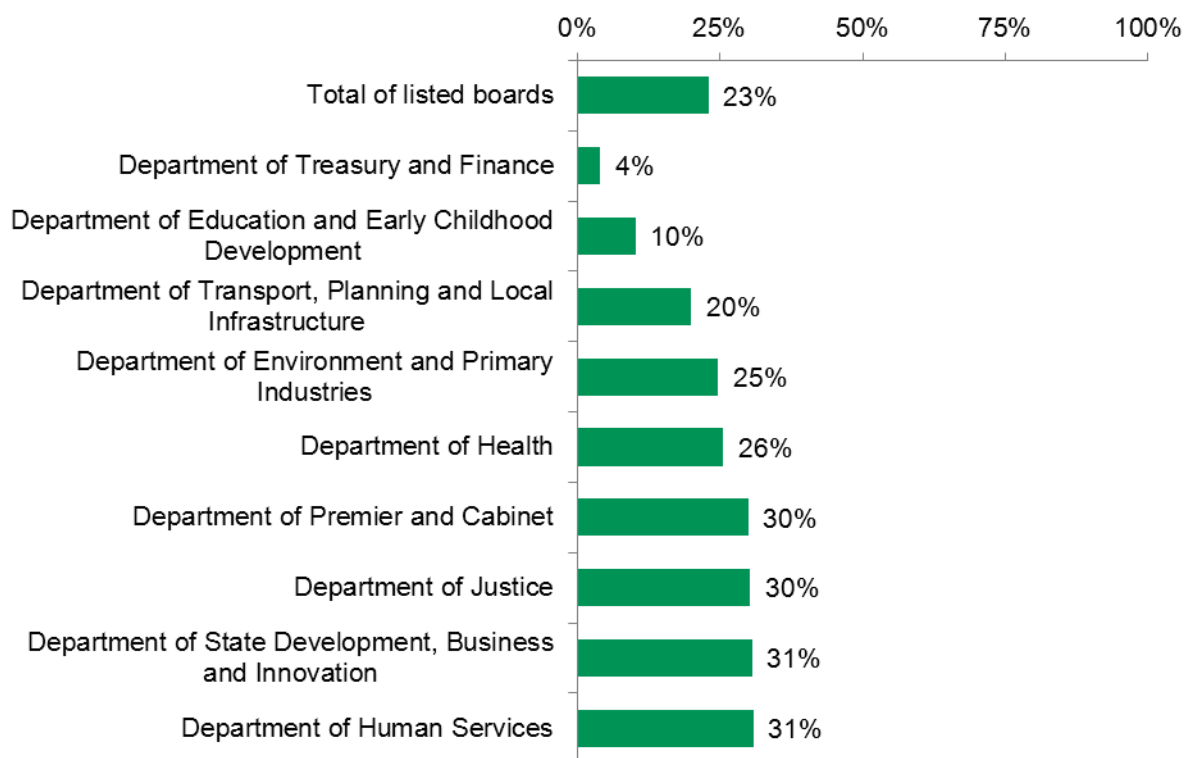
- whether they or one of their parents were born overseas
- if they speak a language other than English at home
- whether they identify as having a CALD background

When an appointee answers yes to at least one of these questions they are counted as being Culturally and Linguistically Diverse (CALD).

Due to data limitations the following profile does not include school council, committees of Crown land management and cemetery trust Boards (that represent approximately 86 per cent of Board members). The figures also rely on self-reporting, so the profile may be under-reported.

At June 2014, 23 per cent of Board members were CALD. This level is very similar to last year. Figure 20 shows the proportion of CALD Board members by department portfolio grouping.

Figure 20 The proportion of Board members that were CALD by department portfolio – June 2014



Source: GAPED database – June 2014

Aboriginal representation

Due to data limitations the level of aboriginal representation does not include school council and cemetery trust Boards that represent approximately 63 per cent of Board members (see Section 5.2.1).

At June 2014, 48 Board members identified as Aboriginal (0.4 per cent of Board members). This represents a slight increase on the 46 Aboriginal Board members reported for June 2013.

Metropolitan and regional representation

Due to data availability the regional distribution does not include school council members (see Section 5.2.1) who represent approximately 52 per cent of Board members.

At June 2014, 78 per cent of Board members indicated that they are located in rural and regional Victoria, a slight decrease from the 80 per cent reported at June 2013.

5.2.4 Remuneration

The VPSC estimates that 83 per cent of Board members volunteer their time, that is, they are unremunerated.

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

- the application of the *Commonwealth Corporations Act 2001*
- diminution of ultimate responsibility and accountability where it rests with the portfolio minister
- the extent to which the organisation is funded from consolidated revenue or relies on government guarantees or other forms of government support

Rates of payment for Board members are determined by either Cabinet or the relevant portfolio minister, depending on the classification of the Board. Remuneration schedules for public entity Board members can be found at Appendix E. Payment levels are not specified for Group D appointments, to reflect the need for flexibility in remuneration for this group.

Appendix A Employing organisations in the Victorian public sector

The tables in this appendix detail:

- employment numbers for employing organisations in the Victorian public sector in headcount and Full Time Equivalent (FTE) terms as at the last full pay period in June of 2014
- whether organisations participated in the 2014 People Matter Survey (PMS 2014) – most major employers participate at least once every two years
- the classification of the governing Board (see Appendix E for an explanation of Board classifications); 'N/A' is entered when a body does not have a Board of directors and a dash "-" is provided when the Board's details are unavailable in the Government Appointments and Public Entities Database

A.1 Victorian Public Service

Employing organisation	Headcount	FTE	PMS 2014	Board classification
Departments				
Department of Education and Early Childhood Development	2,650	2,348.9		N/A
Department of Environment and Primary Industries	3,827	3,579.0		N/A
Department of Health	1,429	1,323.8	✓	N/A
Department of Human Services	11,153	9,663.5	✓	N/A
Department of Justice	7,773	7,369.3	✓	N/A
Department of Premier and Cabinet	476	444.7	✓	N/A
Department of State Development, Business and Innovation	1,052	1,003.9		N/A
Department of Transport, Planning and Local Infrastructure	1,187	1,129.3	✓	N/A
Department of Treasury and Finance ²⁵	1,077	1,025.4	✓	N/A
Agencies and offices				
CenITex	528	523.3		A3
Commission for Children and Young People	30	25.0		N/A
Emergency Services and State Super	163	152.5		A1
Environment Protection Authority	325	301.7	✓	N/A
Essential Services Commission	68	63.4		A1
Independent Broad-based Anti-corruption Commission	148	142.2	✓	N/A
Local Government Investigations and Compliance Inspectorate	6	6.0		N/A
Office of Living Victoria	74	69.3		N/A
Office of Public Prosecutions	310	292.9	✓	N/A
Office of the Chief Commissioner of Police	2,741	2,590.0	✓	N/A
Office of the Chief Parliamentary Counsel	44	39.9	✓	N/A
Office of the Fire Services Levy Monitor	4	4.0		N/A

²⁵ Includes the State Revenue Office

Employing organisation	Headcount	FTE	PMS 2014	Board classification
Office of the Freedom of Information Commissioner	17	16.6		N/A
Office of the Governor of Victoria	22	19.9	✓	N/A
Office of the Legal Services Commissioner	70	66.8	✓	N/A
Office of the Ombudsman Victoria	77	72.3	✓	N/A
Office of the Road Safety Camera Commissioner	2	2.0		N/A
Office of the Victorian Electoral Commissioner	99	92.6	✓	N/A
Office of the Victorian Government Architect	9	7.9		N/A
Office of the Victorian Privacy Commissioner	11	10.2		N/A
Public Record Office Victoria	65	58.4	✓	N/A
Regional Rail Link Authority	99	96.3		N/A
Taxi Services Commission	137	132.9	✓	A1
Victorian Auditor-General's Office	184	176.4		N/A
Victorian Commission for Gambling and Liquor Regulation	188	183.9	✓	B1(a) sessional
Victorian Equal Opportunity and Human Rights Commission	61	54.6	✓	B1
Victorian Government Solicitor's Office	215	197.8	✓	N/A
Victorian Inspectorate	7	7.0		N/A
Victorian Multicultural Commission	9	8.2		B1(a) sessional
Victorian Public Sector Commission	47	44.7	✓	N/A
Victorian Responsible Gambling Foundation	52	50.3		A5

A.2 Broader public sector

A.2.1 Government schools

Employing organisation	Headcount	FTE	PMS 2014	Board classification
Department of Education and Early Childhood Development (Teaching Service and school support)	64,570	55,499.4		N/A
School Council Staff ²⁶	3,430	1,147.9		- ²⁷

A.2.2 TAFEs and other education

Employing organisation	Headcount	FTE	PMS 2014	Board classification
TAFEs				
Bendigo TAFE	316	244.3		C1(c)
Box Hill Institute	842	625.2	✓	C1(c)
Chisholm Institute	1,037	716.0	✓	C1(c)
Federation Training Institute ²⁸	584	412.8	✓	A3
Gordon Institute of TAFE	726	485.2	✓	C1(c)
Goulburn Ovens Institute of TAFE	545	438.2	✓	C1(c)

²⁶ The 1,533 school councils have been amalgamated into one listing.

²⁷ School Councils are not classified as they fall outside of the 'Appointment Remuneration Guidelines for Victorian Government Boards, Statutory Bodies and Advisory Committees' as set by the Department of Premier and Cabinet.

²⁸ The amalgamation of Advance TAFE and Central Gippsland Institute of TAFE. Both organisations took part in the People Matter Survey in 2014.

Employing organisation	Headcount	FTE	PMS 2014	Board classification
Holmesglen Institute	1,458	1,019.2	✓	C1(c)
Kangan Institute	1,095	728.4		C1(c)
Northern Melbourne Institute of TAFE	1,900	1,052.9	✓	C1(c)
South West Institute of TAFE	295	195.1	✓	C1(c)
Sunraysia Institute of TAFE	316	233.4	✓	C1(c)
William Angliss Institute of TAFE	362	312.5	✓	C1(c)
Wodonga Institute of TAFE	487	369.4	✓	C1(c)
Other education				
Adult Multicultural Education Services (AMES)	989	774.2	✓	C1(c)
Centre for Adult Education	337	120.9	✓	C1(c)
International Fibre Centre	2	2.0		C1(c)
VET Development Centre	10	9.2		C1(c)
Victorian Institute of Teaching	95	79.5	✓	B1(b) sessional

A.2.3 Public health sector

Employing organisation	Headcount	FTE	PMS 2014	Board classification
Health services				
Albury Wodonga Health	1,860	1,377.5	✓	A4
Alexandra District Hospital	98	55.8	✓	C1(c)
Alfred Health	7,023	5,424.4	✓	A3
Alpine Health	288	207.5	✓	C1
Austin Health	6,803	5,205.7	✓	A3
Bairnsdale Regional Health Service	694	469.2	✓	C1
Ballarat Health Services	3,606	2,667.9	✓	A4
Barwon Health	5,763	3,997.5	✓	A4
Bass Coast Regional Health	517	345.9		C1
Beaufort and Skipton Health Service	160	90.9	✓	C1
Beechworth Health Service	172	113.3	✓	C1
Benalla Health	278	195.5	✓	C1
Bendigo Health Care Group	3,029	2,258.2		A4
Boort District Health	95	55.4	✓	C1
Casterton Memorial Hospital	99	76.6	✓	C1
Castlemaine Health	583	356.9	✓	C1
Central Gippsland Health Service	842	621.0	✓	C1
Cobram District Health	178	122.6	✓	C1(c)
Cohuna District Hospital	94	58.1	✓	C1
Colac Area Health	402	279.2		C1
Dental Health Services Victoria	651	446.9		A4
Djerriwarrh Health Services	610	385.2	✓	C1
Dunmunkle Health Services	102	43.0		C1
East Grampians Health Service	331	221.1		C1

Employing organisation	Headcount	FTE	PMS 2014	Board classification
East Wimmera Health Service	315	204.8	✓	C1(c)
Eastern Health	7,415	5,379.6	✓	A3
Echuca Regional Health	523	384.7		C1
Edenhope and District Memorial Hospital	105	68.7	✓	C1
Gippsland Southern Health Service	383	221.2	✓	C1
Goulburn Valley Health Services	1,824	1,386.7	✓	A4
Heathcote Health	119	63.0	✓	C1
Hepburn Health Service	349	210.0	✓	C1
Hesse Rural Health Service	104	66.8	✓	C1
Heywood Rural Health	99	54.6	✓	C1
Inglewood and Districts Health Service	98	51.2	✓	C1
Kerang District Health	152	101.9	✓	C1
Kilmore and District Hospital	218	127.7	✓	C1
Kooweerup Regional Health Service	155	98.2		C1
Kyabram and District Health Services	269	161.8	✓	C1
Kyneton District Health Service	129	72.2	✓	C1
Latrobe Regional Hospital	1,623	1,208.3		A4
Lorne Community Hospital	77	38.3	✓	C1
Maldon Hospital	43	22.9	✓	C1
Mallee Track Health and Community Service	207	126.2	✓	C1
Mansfield District Hospital	150	106.1	✓	C1
Maryborough District Health Service	379	249.8	✓	C1
Melbourne Health	7,980	6,257.3	✓	A3
Monash Health	12,764	9,622.2	✓	A3
Moyne Health Services	180	98.7	✓	C1
Nathalia District Hospital	77	49.9	✓	C1
Northeast Health Wangaratta	951	698.5	✓	C1
Northern Health	3,634	2,658.1		A4
Numurkah District Health Service	172	124.2	✓	C1
Omeo District Health	66	35.8	✓	C1
Orbost Regional Health	174	120.0	✓	C1
Otway Health & Community Services	98	58.8	✓	C1
Peninsula Health	4,492	3,418.4	✓	A4
Peter MacCallum Cancer Centre	2,212	1,797.8	✓	A4
Portland District Health	373	239.1	✓	C1
Robinvale District Health Services	149	115.2	✓	C1
Rochester and Elmore District Health Service	187	115.8		C1
Royal Children's Hospital	4,090	3,056.0	✓	A4
Royal Victorian Eye and Ear Hospital	745	477.9		A4
Royal Women's Hospital	1,849	1,275.0	✓	A4
Rural Northwest Health	263	177.5	✓	C1
Seymour Health	212	136.6	✓	C1

Employing organisation	Headcount	FTE	PMS 2014	Board classification
South Gippsland Hospital	110	56.3		C1
South West Healthcare	1,342	986.5		C1
Stawell Regional Health	230	161.2	✓	C1
Swan Hill District Health	481	365.9	✓	C1
Tallangatta Health Service	138	91.4	✓	C1(c)
Terang and Mortlake Health Service	122	71.0		C1
The Queen Elizabeth Centre	111	84.3	✓	C1
Timboon and District Healthcare Service	84	50.2	✓	C1
Tweddle Child and Family Health Service	77	39.7	✓	C1
Upper Murray Health and Community Services	122	87.1	✓	C1
Victorian Institute of Forensic Mental Health	414	355.2	✓	C1
West Gippsland Healthcare Group	1,001	682.6	✓	C1
West Wimmera Health Service	452	339.8	✓	C1
Western District Health Service	701	465.8		C1
Western Health	5,374	4,090.1	✓	A4
Wimmera Health Care Group	860	603.2	✓	C1
Yarram and District Health Service	182	113.0	✓	C1
Yarrawonga Health	213	146.3	✓	C1
Yea and District Memorial Hospital	59	39.5	✓	C1
Other health organisations				
BreastScreen Victoria	88	69.7		-
Health Purchasing Victoria	66	65.2	✓	A5
Victorian Assisted Reproductive Treatment Authority	7	4.3		C2
Victorian Health Promotion Foundation	78	73.6	✓	B2

A.2.4 Police and emergency services

Employing organisation	Headcount	FTE	PMS 2014	Board classification
Ambulance Victoria	4,309	3,850.9	✓	A3
Country Fire Authority	2,109	1,910.7		A3
Emergency Services Telecommunications Authority	783	743.9		A3
Metropolitan Fire and Emergency Services Board	2,192	2,180.4	✓	A3
Victoria Police	14,568	14,271.4	✓	N/A
Victoria State Emergency Service	195	185.9		A4

A.2.5 Water and land management

Employing organisation	Headcount	FTE	PMS 2014	Board classification
Alpine resorts				
Falls Creek Alpine Resort Management Board	70	67.9		A5
Mount Baw Baw Alpine Resort Management Board	70	51.6		A5
Mt Buller and Mt Stirling Alpine Resort Management Board	79	48.8		A5
Mt Hotham Resort Management Board	83	62.8	✓	A5

Employing organisation	Headcount	FTE	PMS 2014	Board classification
Catchment management authorities				
Corangamite Catchment Management Authority	43	39.1	✓	A5
East Gippsland Catchment Management Authority	25	22.4	✓	A5
Glenelg Hopkins Catchment Management Authority	49	41.4	✓	A5
Goulburn Broken Catchment Management Authority	60	53.7	✓	A5
Mallee Catchment Management Authority	53	48.7		A5
North Central Catchment Management Authority	59	54.7	✓	A5
North East Catchment Management Authority	39	33.7		A5
Port Phillip and Westernport Catchment Management Authority	20	17.5	✓	A5
West Gippsland Catchment Management Authority	46	39.0		A5
Wimmera Catchment Management Authority	28	25.0	✓	A5
Land management agencies				
Barwon Coast Committee of Management	43	34.3		C1
Bellarine Bayside Foreshore Committee of Management (Inc)	26	21.6	✓	C1
Capel Sound Foreshore Committee of Management Inc	6	2.0		C1
Gippsland Ports Committee of Management	59	53.7	✓	C1
Great Ocean Road Coast Committee Inc	50	48.0		C1
Metropolitan Planning Authority	69	65.3	✓	A3
Metropolitan Waste Management Group	23	20.0	✓	B1
Parks Victoria	978	900.8		A4
Point Leo Foreshore and Public Parks Reserves Committee of Management Inc	3	2.8		C1
Sustainability Victoria	1	1.0		A5
Trust for Nature (Victoria)	53	40.0		C1
Urban Renewal Authority	81	77.5	✓	A1
VicForests	101	97.3		A3
Winton Wetlands Committee of Management	6	5.4		C1
Water corporations				
Barwon Region Water Corporation	310	298.5	✓	A3
Central Gippsland Region Water Corporation	271	257.2		A4
Central Highlands Region Water Corporation	190	179.5		A4
City West Water Corporation	438	418.1		A1
Coliban Region Water Corporation	187	183.0	✓	A3
East Gippsland Region Water Corporation	89	87.0	✓	A4
Gippsland and Southern Rural Water Corporation	165	157.5	✓	A3
Goulburn Murray Rural Water Corporation	750	742.5		A2
Goulburn Valley Region Water Corporation	215	207.0	✓	A4
Grampians Wimmera Mallee Water Corporation	191	184.1	✓	A3
Lower Murray Urban and Rural Water Corporation	166	162.1	✓	A4
Melbourne Water Corporation	856	829.5		A1
North East Region Water Corporation	159	152.5		A4
South East Water Corporation	576	544.3		A1

Employing organisation	Headcount	FTE	PMS 2014	Board classification
South Gippsland Region Water Corporation	96	94.4	✓	A4
Wannon Region Water Corporation	215	204.6	✓	A4
Western Region Water Corporation	161	149.1	✓	A4
Westernport Region Water Corporation	71	68.8	✓	A4
Yarra Valley Water Corporation	568	533.6		A1

A.2.6 Arts, finance, transport and other

Employing organisation	Headcount	FTE	PMS 2014	Board classification
Arts agencies				
Australian Centre for the Moving Image	205	139.8		B2
Film Victoria	38	35.8	✓	B1 annual
Geelong Performing Arts Centre Trust	72	33.0	✓	B2
Melbourne Recital Centre	96	44.3	✓	A4
Museum Victoria	673	490.8	✓	B2
National Gallery of Victoria	339	266.0	✓	B2
State Library of Victoria	398	311.8	✓	B2
The Wheeler Centre	31	19.0		-
Victorian Arts Centre Trust	614	406.4	✓	B2
Victorian Opera	36	28.0	✓	-
Cemetery trusts				
Ballarat General Cemeteries Trust	18	18.0		A5
Geelong Cemeteries Trust	30	30.0		A5
Greater Metropolitan Cemeteries Trust	188	179.7	✓	A4
Remembrance Park Central Victoria	15	13.0		A5
Southern Metropolitan Cemeteries Trust	265	248.0	✓	A4
Facilities management agencies				
Docklands Studios Melbourne	12	10.0		A3
Federation Square Pty Ltd	61	48.4	✓	A3
Melbourne Convention and Exhibition Trust	533	443.9		A3
Melbourne Market Authority	24	23.0		A4
Old Treasury Building Reserve Committee of Management	2	2.0		-
Queen Victoria Women's Centre Trust	5	3.0		C1(c)
Shrine of Remembrance Trust	42	30.4	✓	C1(c)
The Mint Incorporated	4	1.8		C1
Finance / insurance agencies				
Rural Finance Corporation of Victoria	118	112.7		A2
State Electricity Commission of Victoria	8	6.9		A2
State Trustees Limited	428	398.4		A4
Transport Accident Commission	875	818.3	✓	A1
Treasury Corporation of Victoria	54	49.7		A1
Victorian Funds Management Corporation	78	77.4		A1

Employing organisation	Headcount	FTE	PMS 2014	Board classification
Victorian Managed Insurance Authority	155	147.3		A2
Victorian WorkCover Authority	1,089	1,042.6		A1
Regulators				
Architects Registration Board of Victoria	3	2.9		C1
Dairy Food Safety Victoria	26	20.7		B1
Energy Safe Victoria	128	123.8		N/A
PrimeSafe	10	10.0	✓	B1
Veterinary Practitioners Registration Board of Victoria	6	4.0		C1
Victorian Building Authority	215	205.4	✓	A3
Sport and recreation agencies				
Australian Grand Prix Corporation	56	54.0		B1(a) seasonal
Emerald Tourist Railway Board	80	59.0		C1
Greyhound Racing Victoria	114	75.7	✓	B1
Harness Racing Victoria	80	68.0	✓	B1
Melbourne and Olympic Parks Trust	457	150.7		B1(a) seasonal
Phillip Island Nature Park Board of Management	213	157.2	✓	A4
Royal Botanic Gardens Board	226	164.9		B1
State Sport Centres Trust	374	175.6	✓	B1 annual
Victorian Institute of Sport	60	47.8		C1(c)
Victorian Major Events Company Ltd	15	15.3		B1
Zoological Parks and Gardens Board	605	485.4		A4
Transport agencies				
Linking Melbourne Authority	60	58.1	✓	A1
Port of Hastings Development Authority	28	27.0	✓	A2
Port of Melbourne Corporation	252	238.6		A2
Public Transport Development Authority	481	462.9		A1
V/Line Corporation	1,515	1,478.8		A3
VicRoads	2,516	2,423.5	✓	N/A
Victorian Rail Track Corporation	314	310.1	✓	A1
Victorian Regional Channels Authority	6	6.0		A3
Miscellaneous				
Agriculture Victoria Services Pty Ltd	5	4.2		A4
Consumer Utilities Advocacy Centre	5	5.0		A4
Departments of Parliament	236	208.2		N/A
Victoria Law Foundation	16	11.5		C1
Victoria Legal Aid	670	604.6		A4
Victorian Institute of Forensic Medicine	32	28.2		C1
VITS LanguageLink	34	28.0		A4

Source: Workforce Data Collection June 2014, People Matter Survey 2014, Government Appointments and Public Entities Database (GAPED) as at 30 June 2014.

Appendix B The public sector workforce in detail

The Victorian public sector workforce provides a range of services to the Victorian public, including health, education, emergency response, water and land management, arts and transport services.

This appendix profiles the seven key segments of the Victorian public sector workforce as at June 2014:

- Victorian Public Service (B.1)
- Public health care (B.2)
- Government schools (B.3)
- TAFE and other education entities (B.4)
- Police and emergency services (B.5)
- Water and land management (B.6)
- Arts, finance, transport and other (B.7)

B.1 Victorian Public Service

At June 2014, the public service consisted of nine departments, nine administrative offices and 22 other bodies.

Departments are responsible for a wide range of services, including:

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

- water and sewage supply and environmental management
- cultural assets such as the Royal Botanical Gardens and the Victorian Arts Centre

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

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

B.1.1 Employment

Public servants are employed under the *Public Administration Act 2004* in the departments, authorities and offices that form the Victorian public service.

Machinery of government changes

The government of the day has the discretion on how it structures the public service – for example, whether functions are delivered by the public service, through public entities or through outsourced providers. When governments choose to alter the structure of the public service there can be consequential impacts on public service employment levels.

In 2013-14, the State Services Authority was reconstituted as the Victorian Public Sector Commission and a number of other changes were foreshadowed and took effect from 1 July 2014:

- Court Services Victoria was established with functions transferred from the Department of Justice
- The Game Management Authority was established as a new public service office within the Environment and Primary Industries portfolio
- New administrative offices, Moving Victoria – Rail Office and Moving Victoria – Roads Office, were established under the Department of Transport, Planning and Local Infrastructure to support the Melbourne Metro Rail Project and the western section of the East-West link respectively
- The administrative office, Office of Living Victoria was abolished, with functions transferred to the Department of Environment and Primary Industries

Table 24 shows the relative size of the main public service employers as at June 2014. Employment details for each public service employer can be found in Appendix A.

Table 24 Public service employment by agency – June 2014

Agency	Employees	Employee FTE
Department of Education and Early Childhood Development	2,650	2,348.9
Department of Environment and Primary Industries	3,827	3,579.0
Department of Health	1,429	1,323.8
Department of Human Services	11,153	9,663.5
Department of Justice	7,773	7,369.3
Department of Premier and Cabinet ²⁹	476	444.7
Department of State Development, Business and Innovation	1,052	1,003.9
Department of Transport, Planning and Local Infrastructure	1,187	1,129.3
Department of Treasury and Finance	1,077	1,025.4
Total Public Service Departments	30,624	27,887.8
Total Public Service Offices/Authorities	5,812	5,509.1
Total Victorian Public Service	36,436	33,396.9

Source: Workforce Data Collection – June 2014

B.1.2 Profile

As shown in Table 25, the overwhelming majority of public servants were ongoing and full time employees. They work in all regions across the State, with the largest proportion working in the Melbourne CBD. A majority were women, and most were paid between \$45,000 and \$85,000 per year.

In relation to long-term trends:

- the proportion of employees aged 55 and over increased to 21.2 per cent at June 2014. This continues the increase observed in earlier years; up from 20.4 per cent at June 2013 and 11.9 per cent at June 2004
- the average age increased marginally to 43.8. A gradual increase has been observed over previous years; at June 2013 the average age was 43.6 and at June 2004 it was 41.3
- the proportion of employees that work part time remained much the same as last year at a little over 23 per cent of the workforce. A gradual increase has been seen over previous years where the proportion of staff that worked part time has increased from 20.3 at June 2004
- the proportion of women has been consistently around the 60.0 per cent of the workforce since 2007, after small annual incremental increases over the preceding years

²⁹ Includes employees supporting the Hazelwood Mine Fire Inquiry.

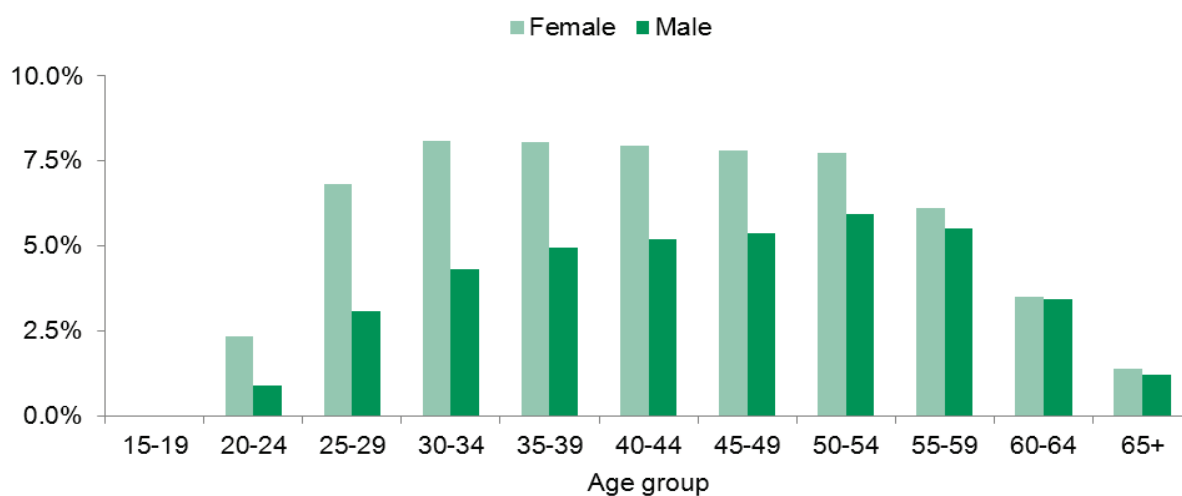
Table 25 Snapshot of the Victorian Public Service workforce – June 2014

Total employees		Geographical distribution	
Headcount	36,436	Melbourne CBD	45%
FTE	33,397	Other Melbourne Metropolitan	33%
Employment type (FTE)		North and West Metro	20%
Ongoing	89%	Eastern Metro	7%
Fixed term or casual	11%	Southern Metro	6%
Part time employment		Regional Victoria	22%
All staff	23%	Barwon South Western	6%
Female	31%	Grampians	5%
Male	11%	Hume	4%
Turnover of ongoing employees		Gippsland	4%
Separation rate	8%	Loddon Mallee	3%
Separation rate by age		Annual pay rate	
<30 years	12%	<\$45,000	4%
30-54 years	7%	\$45,000-\$64,999	36%
55+ years	9%	\$65,000-\$84,999	30%
Recruitment rate by age		\$85,000-\$104,999	17%
<30 years	34%	\$105,000-\$124,999	5%
30-54 years	60%	>=\$125,000	8%
55+ years	7%	Average age	
Gender		All staff	44
Female	60%	Female	43
Male	40%	Male	45

Source: Workforce Data Collection – June 2014

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

Figure 21 The distribution of Victorian Public Service employees by gender and age group – June 2014



Source: Workforce Data Collection – June 2014

B.1.3 Classification and remuneration

Public servants are employed under three main types of employment classification:

- executives (1.8 per cent)
- employees within the VPS grade classifications (55.5 per cent)
- employees within occupation specific and senior specialist classifications (42.2 per cent)

Non-executive employees of Emergency Services and State Super (0.4 per cent³⁰) have their own classification structure.

Executives are either heads of public service bodies or senior managers and are employed by contract. Contract terms are capped to five years and can be renewed. The Premier appoints the heads of public service bodies (such as the Secretary of a Department). Other executives are appointed by the head of the organisation. Further information on executive employment is contained in Chapter 4.

VPS grade classifications

The VPS grades are general, broad-band, employment classifications that are used to employ staff in a wide variety of roles such as program/project administration, policy development and advice, and contract management (to name a few). VPS grade staff are employed across the service and represent over half of all Victorian public service staff.

The responsibility, complexity and remuneration of roles increases with grade; a full description of which can be found in the *Victorian Public Service Determination 2012 (Fair Work Australia AG895510)*.

Table 26 shows the salary range of each grade and the distribution of staff across the grades.

Table 26 Public service employees by grade classifications – June 2014

Classification	Minimum salary	Maximum salary	Employees	Proportion of public service
VPS Grade 1	\$40,170	\$42,642	110	0.3%
VPS Grade 2	\$44,019	\$56,528	3,370	9.2%
VPS Grade 3	\$57,764	\$70,137	4,061	11.1%
VPS Grade 4	\$71,511	\$81,137	4,216	11.6%
VPS Grade 5	\$82,512	\$99,833	5,023	13.8%
VPS Grade 6	\$101,207	\$135,435	3,460	9.5%
Total			20,240	55.5%

Source: Workforce Data Collection – June 2014, Victorian Public Service Workplace Determination 2012

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

Occupation specific and senior specialist classifications

The occupations and specialist roles in this grouping are often specific to a department and reflect particular areas of public service delivery, such as disability development and support officers. However, some occupations, such as legal officers, are employed by a range of public service organisations.

Table 27 shows the distribution of employees within the occupation specific and senior specialist classification structures as at June 2014.

³⁰ The sum of each component (1.8%+55.5%+42.2%+0.4%) does not equal 100% due to rounding.

Table 27 Public service employees by occupation specific and specialist classification structures – June 2014

Classification	Employees	Proportion of public service
Disability development and support officers	5,345	14.7%
Custodial officers	2,377	6.5%
Child protection practitioners*	1,489	4.1%
Allied health workers	946	2.6%
Science officers	743	2.0%
Community corrections officers	647	1.8%
Housing services officers	515	1.4%
Clerk of courts	491	1.3%
Legal officers	480	1.3%
Children, youth and families workers*	403	1.1%
Youth justice worker	374	1.0%
Forestry field staff	374	1.0%
Senior specialist (includes senior technical specialist, principal scientist, senior medical advisor)	354	1.0%
School nurses	265	0.7%
Forensic officers	219	0.6%
Other (includes fisheries officers, sheriffs, ministerial chauffers and other miscellaneous classifications)	372	1.0%
Total **	15,394	42.2%

Source: Workforce Data Collection – 2014

Notes: Numbers are for active employees (headcount). All proportions are a percentage of total public service headcount.

* Effective from 5 November 2012, staff in the former child protection worker classification were transferred into either the child protection practitioner or the children, youth and families classifications.

** The sum of each individual percentage does not match the total due rounding.

The following sections provide remuneration, employment and profile information of each of the larger classifications in alphabetical order.

Allied health workers

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

Table 28 Allied health workers – June 2014

Total employees	
Headcount	946
FTE	802
Employment type	
Ongoing	93%
Fixed term or casual*	7%
Part time employment	41%
Salary range	\$44,019 - \$186,953
Gender	
Female	87%
Male	13%
Average age	42

Source: Workforce Data Collection – June 2014, Victorian Public Service Agreement 2012

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

Child protection practitioners

Effective from 5 November 2012, staff in the former child protection worker classification were transferred into either the child protection practitioner or the children, youth and families classifications (these are now described separately).

Child protection practitioners protect children and young people from abuse and neglect by assessing cases and intervening as necessary. They are employed by the Department of Human Services.

Table 29 Child protection practitioners – June 2014

Total employees	
Headcount	1,489
FTE	1,362
Employment type	
Ongoing	84%
Fixed term or casual*	16%
Part time employment	22%
Salary range	\$45,804 - \$135,436
Gender	
Female	87%
Male	13%
Average age	40

Source: Workforce Data Collection – June 2014

Children, youth and families workers

Children, youth and family workers case manage adoption and permanent care, support children and young people who are humanitarian refugees, and support adopted people and their families when releasing confidential information to locate family members. They are employed in the Department of Human Services portfolio.

Table 30 Children, youth and families workers – June 2014

Total employees	
Headcount	403
FTE	361
Employment type	
Ongoing	80%
Fixed term or casual*	20%
Part time employment	
	27%
Salary range	\$45,339 - \$135,436
Gender	
Female	73%
Male	27%
Average age	40

Source: Workforce Data Collection – June 2014

Clerk of courts

Clerks of courts were employed in the Department of Justice and transferred to the new agency Court Services Victoria from 1 July 2014. Employees in this classification support all aspects of the operation of the Magistrates and County Courts. This includes a range of roles that manage and perform court processes and undertaking registry duties.

Table 31 Clerk of courts – June 2014

Total employees	
Headcount	491
FTE	455
Employment type	
Ongoing	100%
Fixed term or casual*	0%
Part time employment	
	16%
Salary range	\$44,019 - \$135,435
Gender	
Female	75%
Male	25%
Average age	33

Source: Workforce Data Collection – June 2014, Victorian Public Service Agreement 2012

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

Community corrections officers

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

Table 32 Community corrections officers – June 2014

Total employees	
Headcount	647
FTE	611
Employment type	
Ongoing	88%
Fixed term or casual*	12%
Part time employment	14%
Salary range	\$44,019 - \$135,435
Gender	
Female	70%
Male	30%
Average age	37

Source: Workforce Data Collection – June 2014, Victorian Public Service Agreement 2012

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

Custodial officers

Custodial officers manage prisoners and provide security in the State's publicly owned and operated adult prisons. They are employed by the Department of Justice. Employment in this classification has increased by 430 FTE since June 2013, reflecting expansion in the public sector prison system.

This is one of the few areas of the Victorian public service where the workforce has remained predominantly male although there has been an increase in the number of women employed in custodial roles in recent years.

Table 33 Custodial officers – June 2014

Total employees	
Headcount	2,377
FTE	2,296
Employment type	
Ongoing	79%
Fixed term or casual*	21%
Part time employment	8%
Salary range	\$42,642 - \$186,953
Gender	
Female	27%
Male	73%
Average age	45

Source: Workforce Data Collection – June 2014, Victorian Public Service Agreement 2012

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

Disability development and support officers

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

Table 34 Disability development and support officers – June 2014

Total employees	
Headcount	5,345
FTE	4,312
Employment type	
Ongoing	72%
Fixed term or casual*	28%
Part time employment	58%
Salary range	\$41,009 - \$122,365
Gender	
Female	66%
Male	34%
Average age	48

Source: Workforce Data Collection – June 2014, HACSU Department of Human Services. Disability Services Enterprise Agreement 2012 – 2016

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

Forensic officers

Forensic officers are technicians and scientists who assist sworn police to collect forensic evidence and assess the collected material using forensic science techniques. They are employed within Victoria Police.

Table 35 Forensic officers – June 2014

Total employees	
Headcount	219
FTE	202
Employment type	
Ongoing	97%
Fixed term or casual*	3%
Part time employment	22%
Salary range	\$47,047 - \$136,790
Gender	
Female	66%
Male	34%
Average age	39

Source: Workforce Data Collection – June 2014, Victorian Public Service Agreement 2012

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

Forestry field staff

Forestry field staff are employed by the Department of Environment and Primary Industries to perform fire prevention and suppression tasks and to maintain tracks and facilities in the State's forests and reserves. Several hundred additional staff are employed on a fixed term basis over summer each year to meet fire season requirements.

Table 36 Forestry field staff – June 2014

Total employees	
Headcount	374
FTE	371
Employment type	
Ongoing	87%
Fixed term or casual*	13%
Part time employment	2%
Salary range	\$44,322 - \$64,172
Gender	
Female	5%
Male	95%
Average age	41

Source: Workforce Data Collection – 2014, Field Staff Agreement 2012

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

Housing services officers

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

Table 37 Housing services officers – June 2014

Total employees	
Headcount	515
FTE	474
Employment type	
Ongoing	85%
Fixed term or casual*	15%
Part time employment	22%
Salary range	\$44,019 - \$65,187
Gender	
Female	76%
Male	24%
Average age	43

Source: Workforce Data Collection – June 2014, Victorian Public Service Agreement 2012

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

Legal officers

Legal officers are employed in small numbers in all departments. They include article clerks and solicitors that lead and support litigation, the provision of legal advice and opinions, and the development of legislation, and are required to have a legal qualification.

Table 38 Legal officers – June 2014

Total employees	
Headcount	480
FTE	437
Employment type	
Ongoing	95%
Fixed term or casual*	5%
Part time employment	24%
Salary range	\$47,591 - \$186,953
Gender	
Female	66%
Male	34%
Average age	39

Source: Workforce Data Collection – June 2014, Victorian Public Service Agreement 2012

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

School nurses

Registered nurses are employed by the Department of Education and Early Childhood Development to screen the health of children in primary schools.

Table 39 School nurses – June 2014

Total employees	
Headcount	265
FTE	193
Employment type	
Ongoing	91%
Fixed term or casual*	9%
Part time employment	65%
Salary range	\$73,427 - \$99,833
Gender	
Female	96%
Male	4%
Average age	48

Source: Workforce Data Collection – June 2014, The Nurses (Department of Education and Early Childhood Development) Agreement 2012

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

Science officers

Professional scientists are employed by the Departments of Environment and Primary Industries, Health, State Development, Business and Innovation, and in the Environment Protection Authority. They perform a variety of regulatory, client service and research roles.

Table 40 Science officers – June 2014

Total employees	
Headcount	743
FTE	693
Employment type (FTE)	
Ongoing	91%
Fixed term or casual*	9%
Part time employment	18%
Salary range	\$51,165 - \$186,953
Gender	
Female	41%
Male	59%
Average age	45

Source: Workforce Data Collection – June 2014, Victorian Public Service Agreement 2012

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

Youth justice workers

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

Table 41 Youth justice workers – June 2014

Total employees	
Headcount	374
FTE	337
Employment type	
Ongoing	64%
Fixed term or casual*	36%
Part time employment	25%
Salary range	\$44,019 - \$135,436
Gender	
Female	38%
Male	62%
Average age	43

Source: Workforce Data Collection – June 2014, Victorian Public Service Agreement 2012

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

B.1.4 Employment trend

Over the 2013-14 year, employment in the Victorian Public Service increased by 2.4 per cent in FTE terms (768 FTE representing 791 people). This year's increase follows reductions that were part of a government initiative to reduce the number of administrative and back office positions in the public service and a select number of public entities, which resulted in a 4,233 FTE (11 per cent) employee reduction in the public service between June 2011 and June 2013.

Table 42 shows the growth in employment in 2013-14 was primarily in service delivery occupational classifications.

Table 42 The change in employment by VPS grade, occupation specific and specialist classifications – June 2006 to June 2014

Year	VPS grade employees			Occupational/Specialist staff		
	Number of employees	FTE employees	Annual growth in FTE	Number of employees	FTE employees	Annual growth in FTE
June 2006	19,456	18,467		13,648	12,077	
June 2007	20,566	19,504	5.6%	13,966	12,339	2.2%
June 2008	21,414	20,202	3.6%	14,182	12,443	0.8%
June 2009	22,997	21,736	7.6%	14,538	12,729	2.3%
June 2010	24,148	22,696	4.4%	14,806	12,940	1.7%
June 2011	24,289	22,839	0.6%	14,936	13,168	1.8%
June 2012	22,772	21,359	-6.5%	15,088	13,262	0.7%
June 2013	19,972	18,802	-12.0%	14,906	13,078	-1.4%
June 2014	20,240	19,012	1.1%	15,394	13,600	4.0%

Source: Workforce Data Collection – June 2006 to June 2014

The trend in employment within the VPS grades

Employment in the VPS grades increased by 209.7 FTE (1.1 per cent) in 2013-14. Table 43, shows that the increase was driven by an increasing number of employees in the higher grades (4, 5 and 6) and was offset by reducing numbers in the lower grades (1, 2 and 3). As a result, the proportion of employees in the lower classifications decreased in favour of an increasing proportion of employees in higher grades.

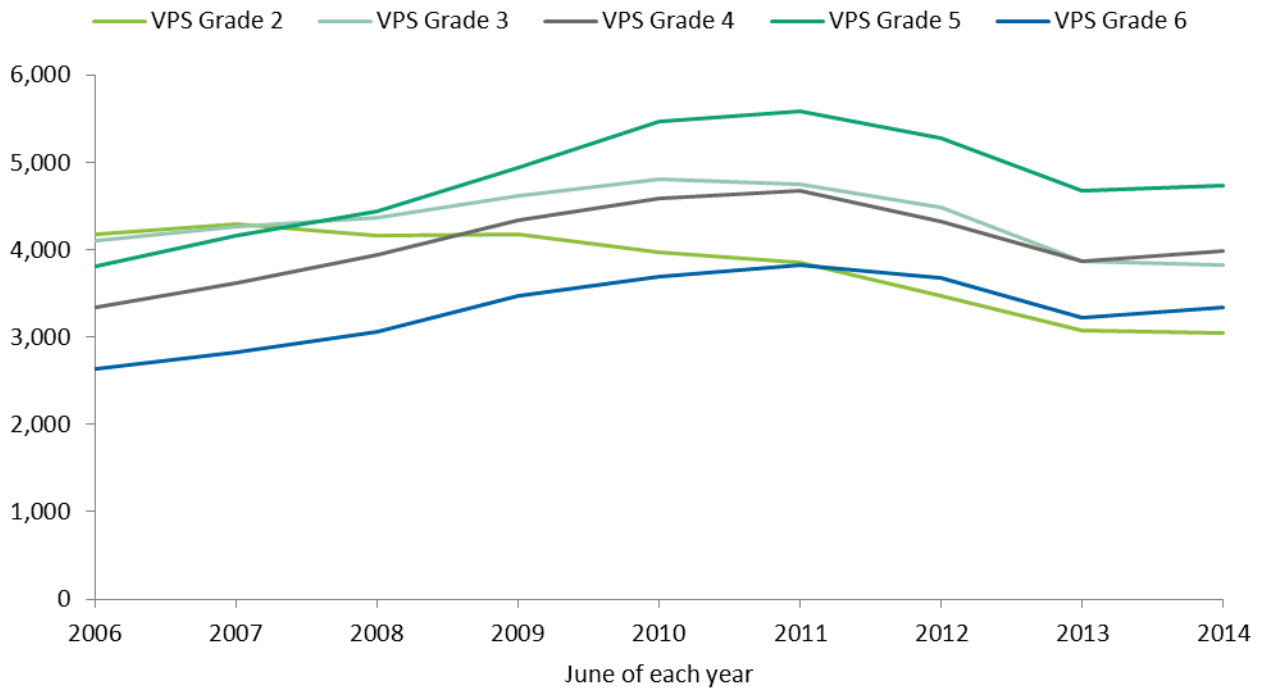
Table 43 The change in FTE employment in each VPS Grade – June 2013 and June 2014

Classification	June 2013	June 2014	Change	Change %
VPS Grade 1	90.2	81.2	-9.0	-10.0%
VPS Grade 2	3,075.4	3,045.5	-29.9	-1.0%
VPS Grade 3	3,867.9	3,817.5	-50.4	-1.3%
VPS Grade 4	3,861.4	3,985.6	124.2	3.2%
VPS Grade 5	4,678.6	4,739.4	60.8	1.3%
VPS Grade 6	3,228.4	3,342.6	114.2	3.5%
Total	18,802.0	19,011.7	209.7	1.1%

Source: Workforce Data Collection – June 2013 and June 2014

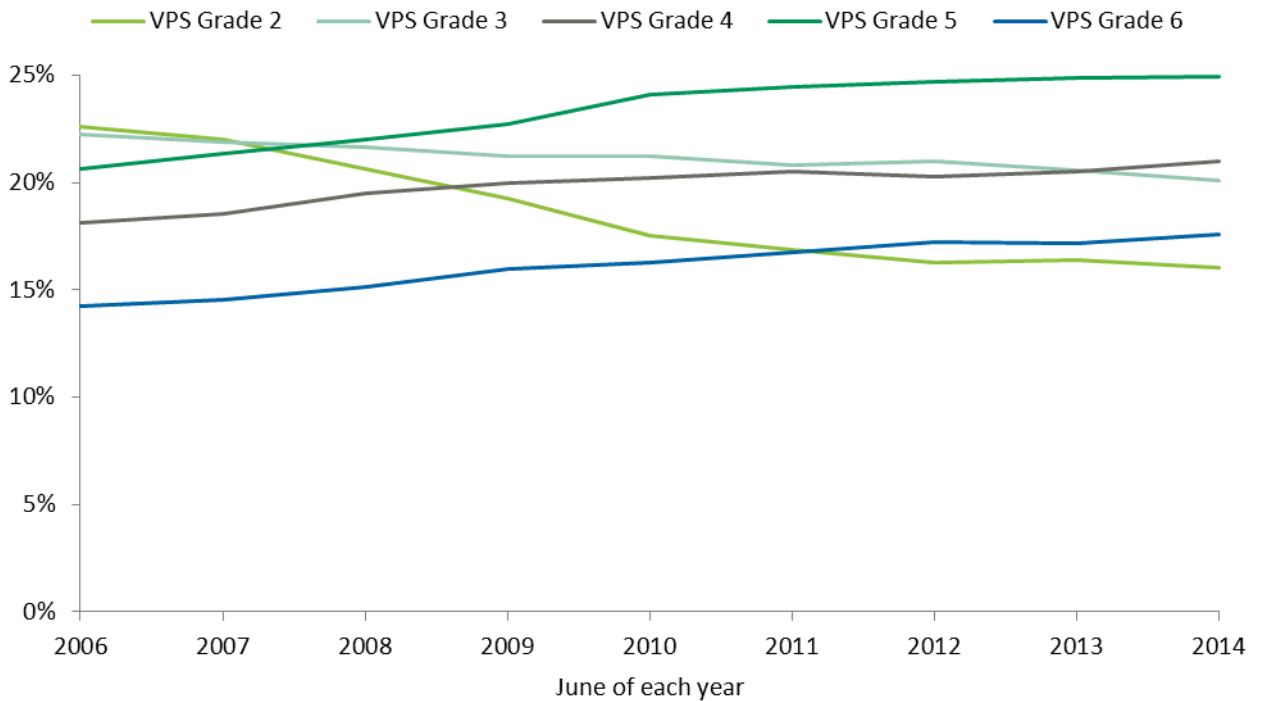
This trend of employing increasing proportions of staff in higher paid roles has continued through periods of expansion and contraction in the public service (Figure 22 and Figure 23).

Figure 22 The change in FTE employment within in each VPS Grade – June 2006 to June 2014



Source: Workforce Data Collection – June 2006 to June 2014

Figure 23 The change in the proportion of FTE employees across the VPS Grades – June 2006 to June 2014



Source: Workforce Data Collection – June 2006 to June 2014

The trend in employment within occupational and specialist classifications

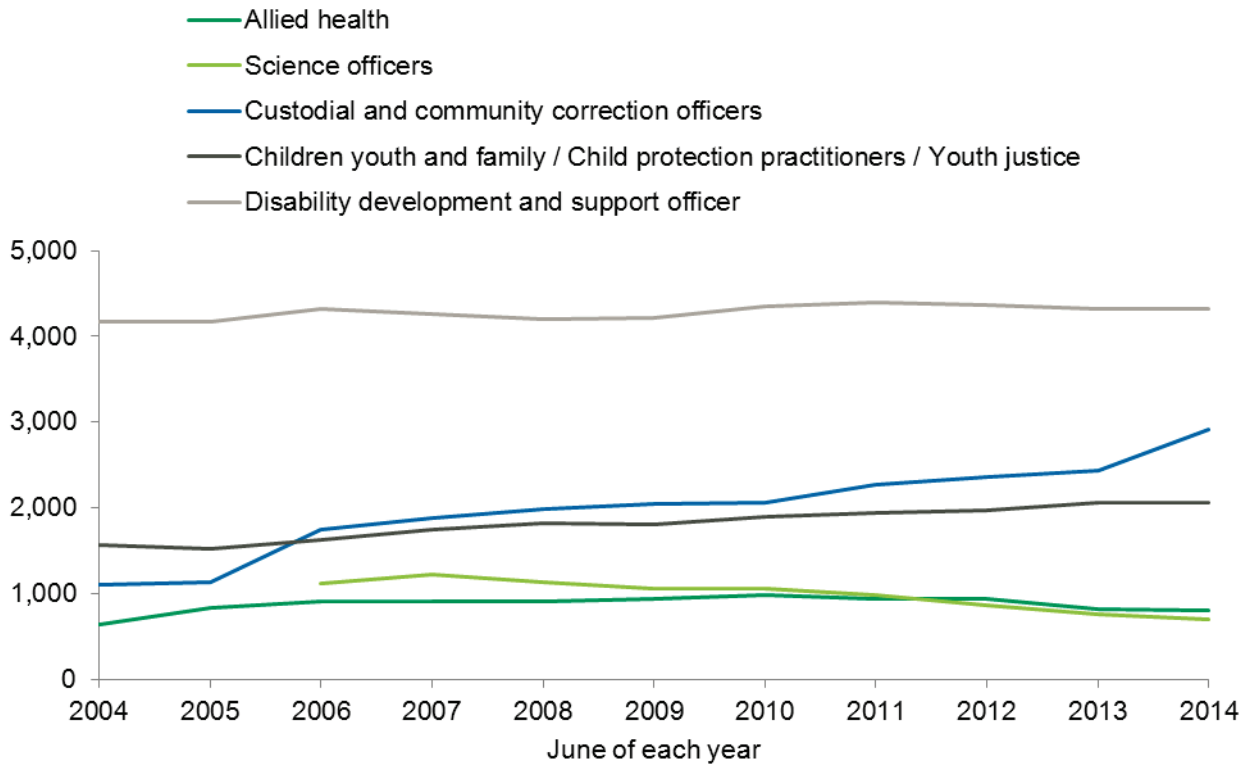
Employment in occupational and specialist classifications increased by 4 per cent (522.2 FTE) in 2013-14. This increase was predominantly driven by the increase in custodial officers (430.1 FTE) and smaller increases in the forestry field officer, community corrections, and child protection classifications.

Figure 24 and Figure 25 show the change in the number of Full Time Equivalent (FTE) employees in selected occupations between 2004 and 2014. Figures are shown for the larger occupation groups only.

The figures show that there have been some notable shifts in the number of FTE employees. For example:

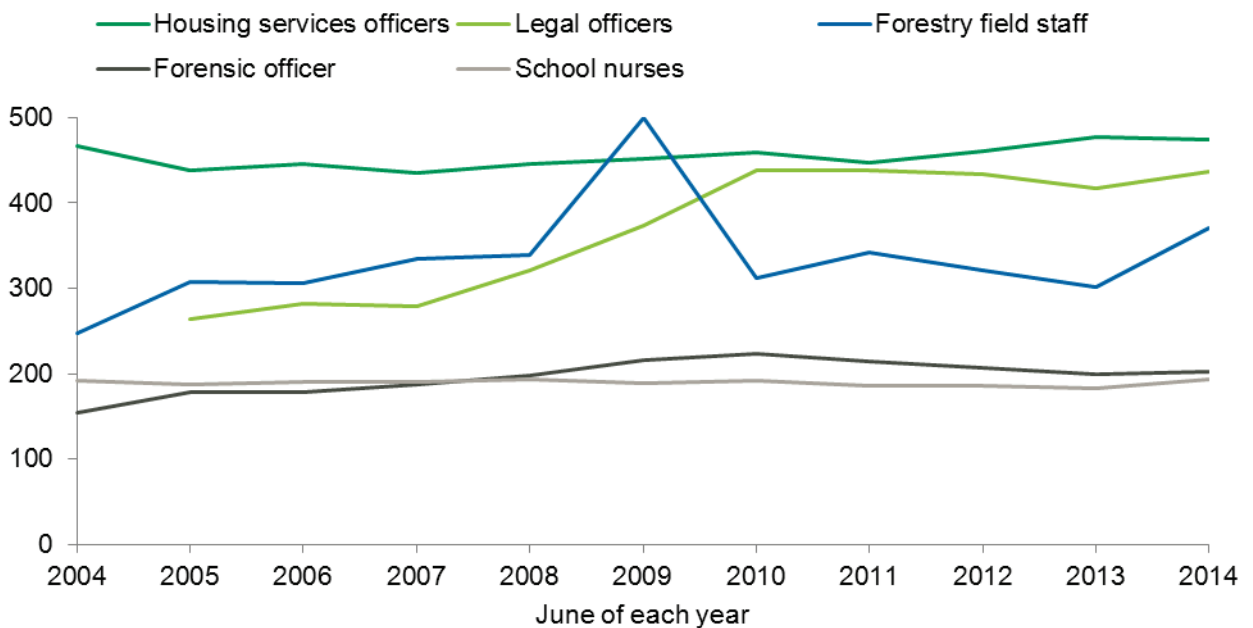
- the fall in allied health in 2013 was due to the Department of Education and Early Childhood Development changing the way it employs school based counsellors, psychologists, and speech therapists. From July 2012, new and replacement fixed term and ongoing employees in these professions were employed in the education support classification in the Teaching Service rather than in the public service allied health classification
- the increase in custodial and community corrections officers over 2013-14 (478 FTE) results from changes in sentencing practices and an increase in the number of prison beds
- the fall in science officers (a 370 FTE reduction since June 2007) is primarily associated with the implementation of a revised service delivery business model within the Department of Environment and Primary Industries portfolio
- the spike in forestry field staff numbers in 2009 was due to the need for remediation work following the 2009 bushfires
- the increase in legal officers between June 2007 and June 2010 is a consequence of the reclassification of positions to the legal officer classification from the general VPS Grade structure

Figure 24 The change in FTE employment in selected public service occupations – June 2004 to June 2014



Source: Workforce Data Collection – June 2004 to June 2014. Notes: The numbers for child protection and youth justice are combined in this graph to enable historical comparison as prior to 2006, staff were employed under one classification. The numbers for custodial and community corrections officers are combined in this graph to show the number of employees engaged in corrections activity.

Figure 25 The change in FTE employment in selected public service occupations – June 2004 to June 2014



Source: Workforce Data Collection – June 2004 to June 2014

B.1.5 Superannuation

Employer contributions to superannuation funds are in addition to salaries for non-executive staff. In addition to influencing total employment costs, superannuation can also have an influence on recruitment and retention.

Generally, defined benefit schemes provide greater benefits on retirement and redundancy than accumulation funds and scheme membership is tied to public sector employment. In addition, members of defined benefit funds are insulated from investment market downturns as the employer bears all investment risk. These factors may act as a disincentive for existing member employees to leave existing employment in the public sector before retirement age.

As at June 2014 the vast majority of public service employees (86 per cent) were members of accumulation superannuation funds where the employer contributed 9.25 per cent of salary to a complying fund, as required under Commonwealth legislation. Employees have the option of making additional contributions to these schemes from their salary. This is consistent with the arrangements that apply across the Australian labour force.

The remaining 14 per cent of public service employees were members of government sector defined benefit superannuation schemes. Until January 1994, close to 100 per cent of public service employees were members of these schemes. Since then new employees have generally contributed to accumulation schemes³¹.

³¹ Operational staff working in Victoria Police and in emergency services (including a very small number of public service employees) continue to have access to a defined benefit superannuation scheme.

B.2 Public health care

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

The sector includes large metropolitan health services that run a number of hospitals (e.g. Alfred Health), specialist health services (e.g. Dental Health Services Victoria or the Royal Women's Hospital), regional health services (e.g. South West Health Care or Goulburn Valley Health), and small rural health services (e.g. Kerang District Health, Rochester and Elmore District Health Service).

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

B.2.1 Employment

With 101,994 employees the public health care sector is the largest employer in the Victorian public sector. Its workforce is over two and a half times larger than the Victorian Public Service and one and a half times the size of the government schools workforce.

The health workforce includes the following key occupation groups:

- nursing services (43 per cent, 32,415.6 FTE)
- ancillary and medical support services (19 per cent, 13,919.4 FTE) that includes dietitians, counsellors, therapists, physiotherapists, psychologists, pharmacists, scientists and technicians (e.g. radiographers)
- administration and clerical (16 per cent, 11,726.6 FTE)
- hotel and allied services (10 per cent, 7,587.7 FTE) that includes patient service roles such as housekeeping, cleaning, food service and preparation, patient transport, and ward support
- medical officers (9 per cent, 7,004.4 FTE) these are medical practitioners, doctors and surgeons

Table 44 provides a profile of each occupation group.

Table 44 The profile of key occupation groups within the health sector – June 2014

Main occupation groups	Headcount	FTE	Average age	Female %	Part time %
Nursing services	44,725	32,415.6	43	90%	73%
Ancillary and medical support services	17,872	13,919.4	40	80%	50%
Administration and clerical	15,062	11,726.6	46	83%	54%
Hotel and allied services	11,107	7,587.7	49	70%	75%
Medical officers ³²	7,396	7,004.4	34	46%	11%

Source: Workforce data collection – June 2014

³² Visiting medical officers that are engaged on a fee for service basis have been excluded from the figures.

B.2.2 Profile

Table 45 provides a snapshot of employees in the public health care sector. In relation to long term trends:

- women comprised 78.7 per cent of the workforce at June 2014, a proportion that has remained relatively stable over the last 10 years
- the proportion of employees aged over 55 has gradually increased from 12.7 per cent at June 2004 to 21.5 per cent at June 2014
- the proportion of employees that work part time has gradually increased from 58.7 per cent at June 2004 to 62.9 per cent at June 2014

At June 2014, public health care employees were spread across Victoria's population centres. When health workers in metropolitan areas are compared to their regional compatriots the regional workforce:

- had a higher proportion of women (83 per cent compared to 76 per cent)
- had a higher proportion of staff over the age of 55 (26 per cent compared to 19 per cent)
- were more likely to work part time (73 per cent compared to 58 per cent)

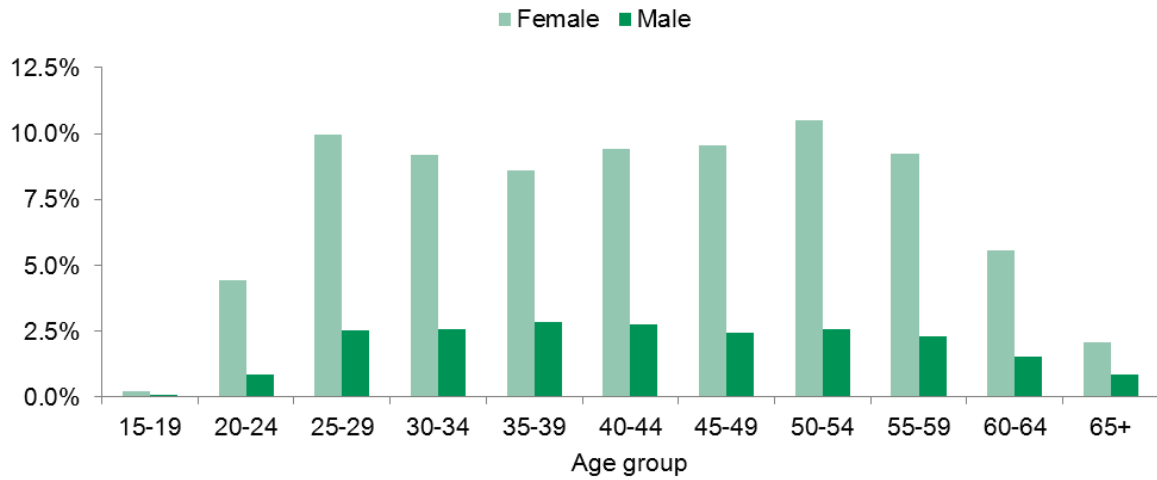
Table 45 Snapshot of the public health care sector – June 2014

Total employees		Geographical distribution	
Headcount	101,994	Melbourne CBD	3%
FTE	75,056	Other Melbourne Metropolitan	62%
Employment type (FTE)		North and West Metro	30%
Ongoing	76%	Southern Metro	17%
Fixed term or casual	24%	Eastern Metro	15%
Part time employment		Regional Victoria	35%
All staff	63%	Barwon South Western	9%
Female	68%	Loddon Mallee	7%
Male	42%	Grampians	7%
Turnover of ongoing employees		Hume	6%
Separation rate	9%	Gippsland	6%
Separation rate by age		Annual pay rate	
<30 years	14%	<\$45,000	11%
30-54 years	8%	\$45,000-\$64,999	34%
55+ years	10%	\$65,000-\$84,999	35%
Recruitment rate by age		\$85,000-\$104,999	10%
<30 years	36%	\$105,000-\$124,999	2%
30-54 years	55%	>=\$125,000	8%
55+ years	8%	Average age	
Gender		All staff	43
Female	79%	Female	43
Male	21%	Male	43

Source: Workforce Data Collection – June 2014

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

Figure 26 The distribution of public health sector staff by gender and age group – June 2014



Source: Workforce Data Collection – June 2014

B.2.3 Classification and remuneration

The public health care sector has single pay structures for nurses and health professionals, as shown in Table 46 and Table 47, that are common across the sector.

Table 46 Salary³³ ranges for nurses – June 2014

Role title	Minimum salary	Maximum salary
Enrolled nurse	\$45,828	\$60,757
Registered nurse grade 2 ³⁴	\$52,489	\$69,462
Clinical nurse specialist ³⁵		\$71,495
Registered nurse grade 3	\$72,342	\$75,228
Registered nurse grade 4	\$79,206	\$84,360
Registered nurse grade 5	\$84,344	\$96,252
Registered nurse grade 6	\$86,050	\$110,807
Registered nurse grade 7	\$86,050	\$136,115

Source: Nurses and Midwives (Victorian Public Sector) (Single Interest Employer) Enterprise Agreement 2012-2016

³³ Base salary rates are reported. These figures do not include any penalty or other allowances.

³⁴ The commencing grade for a registered nurse is grade 2.

³⁵ Salaries for clinical nurse specialists are fixed at a single pay point.

Table 47 Salary ranges for health professionals – June 2014

Role title	Minimum salary	Maximum salary
Audiologist	\$61,105	\$139,838
Dental technician	\$48,240	\$71,536
Dietician	\$50,066	\$144,373
Medical imaging technician	\$51,090	\$121,859
Medical physicist	\$57,195	\$187,086
Nuclear medical technician	\$51,090	\$121,859
Pharmacists	\$52,801	\$144,373
Physiotherapist	\$51,090	\$121,859
Psychologist	\$48,381	\$129,111
Radiation engineers	\$64,451	\$130,642
Radiation therapist	\$51,090	\$155,659
Research assistant	\$56,966	\$80,590
Research fellow	\$86,200	\$143,647
Research officer	\$69,316	\$97,448
Scientists	\$49,265	\$144,373
Social worker	\$51,090	\$121,859
Welfare worker	\$38,506	\$65,224

Source: Public Health Sector (Medical Scientists, Pharmacists and Psychologists) Multi-Enterprise Agreement 2012-2016, Victorian Public Health Sector (Health Professionals, Health and Allied Services, Managers and Administrative Officers) Multiple Enterprise Agreement 2011-2015

B.2.4 Employment trend

Employment in the public health care sector increased by 3.4 per cent (2,456 FTE) in 2013-14. This follows a small fall in employment in 2012-13 (1.0 per cent and 752 FTE) and relatively consistent growth in earlier years.

The increase was concentrated in the metropolitan and large regional health services. The average change and range of movement in FTE employment levels are illustrated in Table 48.

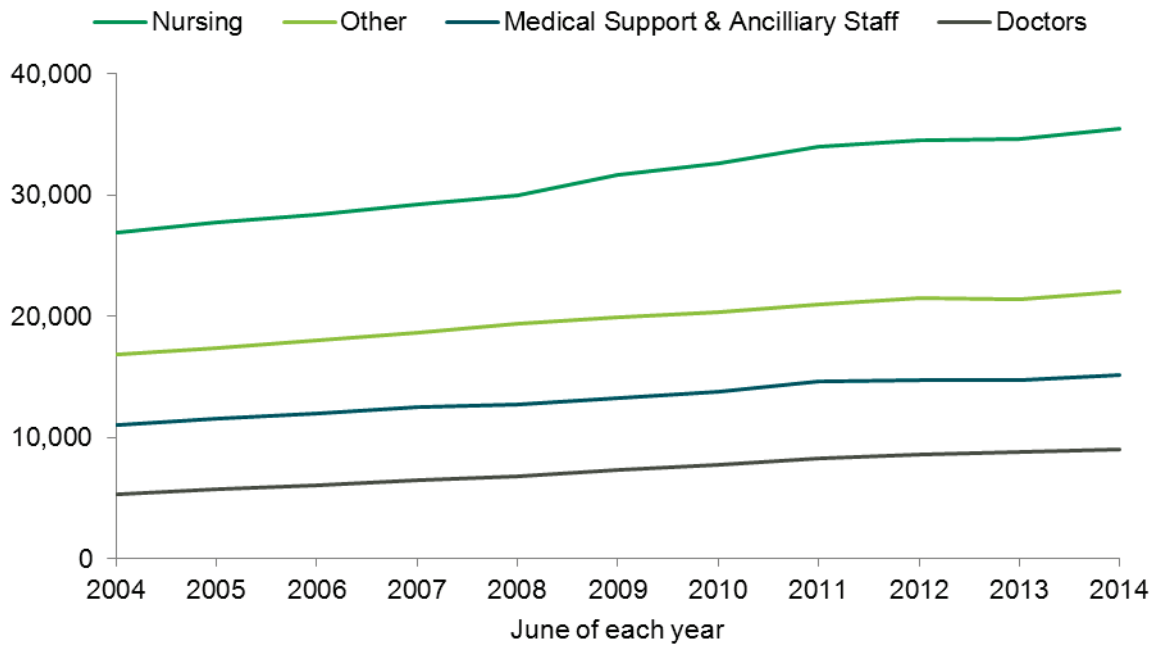
Table 48 The annual change in FTE employment by health service category – June 2013 to June 2014

Health service category	Average change in FTE	Minimum and maximum change in FTE in each category		
Metropolitan and teaching health services	+ 1.4%	- 168	to	+ 706
Regional health services	+ 4.6%	- 28	to	+ 257
Rural health services	+ 2.1%	- 14	to	+ 41
Small rural health services	+ 0.8%	- 22	to	+ 19

Source: Workforce data collection – June 2014

Figure 27 illustrates the gradual increase in staffing in each of the health service occupational groups.

Figure 27 The change in FTE employment in public health care occupational groups – June 2004 to June 2014



Source: Department of Health

A flexible and engaged workforce is a key pillar to building a high quality and effective health system, increasing productivity, providing better patient care and improved health outcomes. To achieve this aim recent initiatives have included:

- Increasing investment in General Practitioner (GP) training, in recognition of the crucial role GPs play, particularly in rural communities. The Rural Generalist Program is a five year training pathway for medical graduates in obstetrics, anaesthetics, emergency medicine and surgery aimed at attracting and retaining GP proceduralists³⁶ in rural areas. In 2014, fourteen positions were funded.
- Supporting Rural Community Intern training, as part of a pre-vocational program that enables interns to gain exposure to a range of rural practice environments. This program will ensure access to intern training across the five rural regions of Victoria and builds on the successful Murray to Mountains Program (M2M) a collaborative training program between the Melbourne University rural clinical school, local health services and general practices based in northern Victoria. In 2014, ten positions were funded.
- Nursing and Midwifery and Allied Health Ministerial Advisory Committees considered issues effecting optimal use of the Allied Health and Nursing and midwifery workforces including a better understanding and uptake of contemporary allied health and nursing and midwifery roles in delivering health service reform and new models of care that focus on quality and safety.
- The People in Health initiative, was established in 2014 to ensure ongoing and integrated investment to develop a sustainable Victorian health workforce. It supports more than 3,800 medical students, 18,500 nursing and midwifery students and 12,500 allied health students to undertake clinical placements each year in Victorian health services. It has also further supported the training of more than 87 nurse practitioners in areas such as mental health, aged care, palliative care and oncology and has also provided opportunity for more than 832 nurses and midwives to pursue postgraduate

³⁶ A GP Proceduralist is a General Practitioner with specialist skills in one or more medical procedures.

training this year. Victorian health services provide training opportunities for nearly 4,000 medical specialist trainees each year.

- The LINK in Health program, now in its sixth year, is designed to develop leaders who drive care, reform and innovation. It builds the capability of existing leaders in health and prepares future leaders as well as develops networks to help leaders support each other and share knowledge. More than 72 executives have completed the Executive LINK and a further 65 senior clinicians and managers have either completed or are currently engaged in Critical LINK program.
- Leaders in Conversation, a seminar series established to provide a setting for clinicians, senior health managers and health service Board representatives to debate and address specific challenges and contentious issues, as well as generating dialogue around leadership more broadly. The program provides the opportunity to learn from trailblazers outside of healthcare, and explores a range of topics pertinent to leading a high performing health system. More than 800 have participated in Leaders in Conversation since its inception in late 2013.

B.2.5 Superannuation

Approximately 97 per cent of employees in the public health care sector were members of accumulation superannuation funds where the employer contributes 9.25 per cent of salary to a complying fund, as required under Commonwealth legislation. Employer contributions to superannuation funds are in addition to salaries. Employees have the option of making additional contributions to these schemes from their salary.

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

B.3 Government schools

The government schools sector includes primary, secondary, primary-secondary (P-12), special schools and other schools that provide education on a short-term basis to children enrolled in other schools (for example the Austin Hospital School and the Bogong Outdoor Education Centre).

As at June 2014, there were 1,537 Victorian government schools and 1,533 school councils (some schools have joint school councils).

B.3.1 Employment

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

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

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

B.3.2 Profile

Table 49 provides a snapshot of employees in the government schools sector. In relation to long term trends:

- the proportion of women has continued to gradually increase from 75 per cent in June 2004 to 77 per cent at June 2014 and there continues to be more women than men in every age group (see Table 49)
- part time employment has continued to increase, from 31 per cent in June 2004 to 40 per cent in June 2014 and remains more common in regional areas (at 44 per cent vs. 39 per cent in metropolitan areas)
- the average age has remained relatively steady at 44 years since June 2004, however, over this period the proportion of employees aged 55 and over has increased from 12 per cent to 23 per cent at June 2014. This reflects the ageing of the workforce and the replacement of long serving retirees with younger employees and recent graduates (Figure 29)

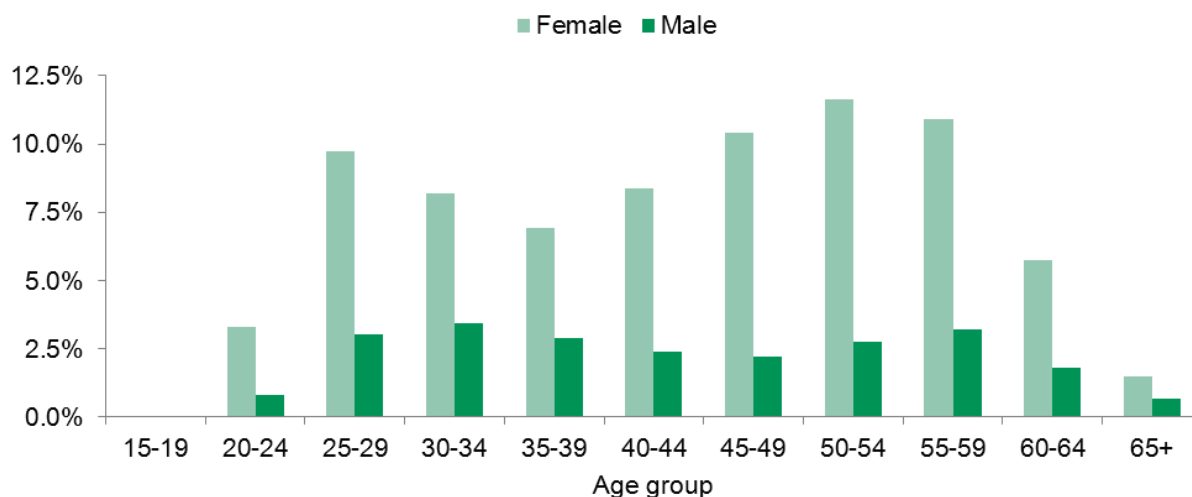
Table 49 Snapshot of the government schools sector – June 2014

Total employees		Geographical distribution	
Headcount	68,000	Melbourne CBD	1%
FTE	56,647	Other Melbourne Metropolitan	68%
Employment type (FTE)		North and West Metro	29%
Ongoing	75%	Southern Metro	22%
Fixed term or casual	25%	Eastern Metro	17%
Part time employment		Regional Victoria	31%
All staff	40%	Loddon Mallee	7%
Female	46%	Barwon South Western	7%
Male	23%	Hume	6%
Turnover of ongoing employees		Gippsland	6%
Separation rate	6%	Grampians	5%
Separation rate by age		Annual pay rate	
<30 years	6%	<\$45,000	8%
30-54 years	4%	\$45,000-\$64,999	30%
55+ years	11%	\$65,000-\$84,999	26%
Recruitment rate by age		\$85,000-\$104,999	32%
<30 years	46%	\$105,000-\$124,999	2%
30-54 years	46%	>=\$125,000	2%
55+ years	8%	Average age	
Gender		All staff	44
Female	77%	Female	44
Male	23%	Male	43

Source: Workforce Data Collection – June 2014

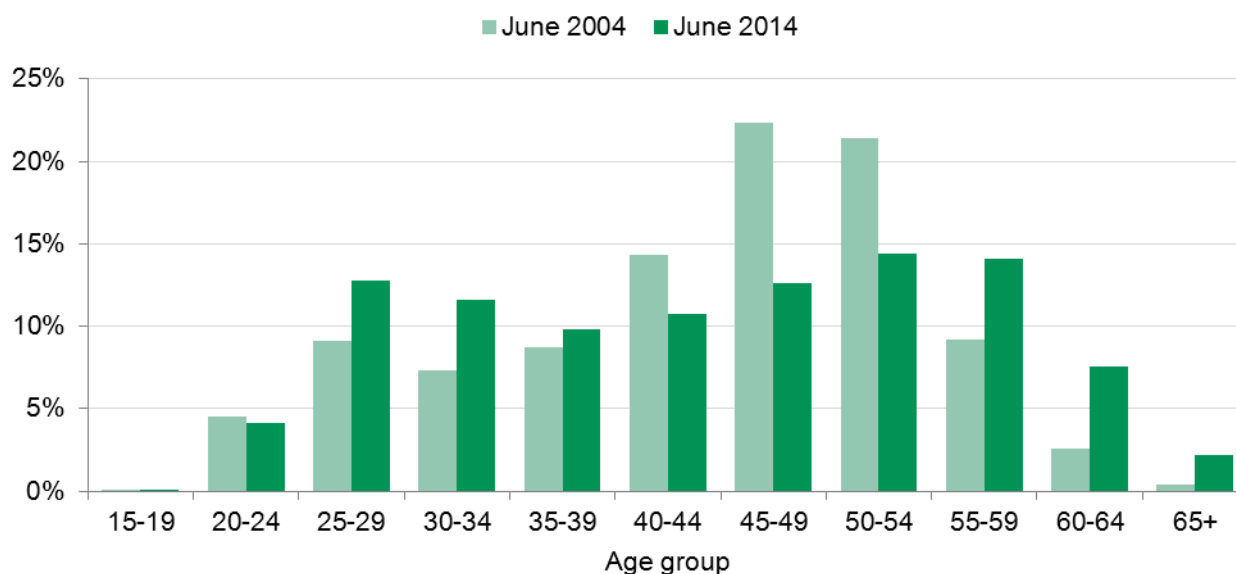
Notes: Numbers are for active employees (headcount) unless otherwise indicated. All proportions are as a percentage of total headcount unless otherwise stated.

Figure 28 The distribution of Government school staff by gender and age group – June 2014



Source: Workforce Data Collection – June 2014

Figure 29 The proportion of teaching service employees in each age group – June 2004 and June 2014



Source: Workforce Data Collection – June 2004 and June 2014

B.3.3 Classification and remuneration

Principals, teachers, paraprofessionals and education support officers are covered by the *Victorian Government Schools Agreement 2013*. Table 50 shows the salary ranges for these staff.

Table 50 Salary ranges for government schools – June 2014

Role	Minimum salary	Maximum salary
Education support officer (ESO) 1	\$37,098	\$100,730
Education support officer (ESO) 2	\$103,592	\$114,336
Paraprofessional 1	\$42,101	\$72,257
Paraprofessional 2	\$74,871	\$95,704
Classroom teacher 1	\$59,106	\$68,083
Classroom teacher 2	\$70,139	\$87,467
Leading teacher	\$92,678	\$95,704
Assistant principal *	\$104,091	\$145,215
Principal *	\$106,841	\$171,262

Source: Victorian Government Schools Agreement 2013

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

Education support class positions cover a wide range of support services that include school administration and operations (e.g. human resources, finance, facilities, grounds maintenance), school support services (e.g. library, laboratory, information technology, out of school care, canteen), direct teaching and student support (e.g. classroom assistance to teachers, careers counselling, student health and wellbeing).

Education support officers at the top of the ESO 1 level and at ESO 2 are senior managers of non-teaching areas. They may have primary responsibility for the management of significant areas or functions to support educational services, or may manage a major school or district initiative, project or targeted strategy set by the Department of Education and Early Childhood Development.

The paraprofessional class enables the employment of people without a teaching qualification (but with professional expertise) for fixed periods in circumstances when a qualified teacher is not available. Paraprofessionals provide professional expertise in particular areas of the curriculum. Paraprofessional employees are included in the figures reported for teachers.

At June 2014, there were 13,779 FTE staff employed as education support officers, representing 24 per cent of the government schools workforce. Teachers, excluding principals but including paraprofessionals, (38,643 FTE staff) comprise 68 per cent. The key demographics of the teacher and education support workforces are summarised in Table 51 and Table 52.

Table 51 School teachers and paraprofessionals – June 2014

Employment type (FTE)	
Ongoing	80%
Fixed term	20%
Part time employment	26%
Gender	
Female	73%
Male	27%
Average age	42

Source: Workforce Data Collection – June 2014
 Note: All proportions are as a percentage of total headcount unless otherwise stated.

Table 52 Education support officers – June 2014

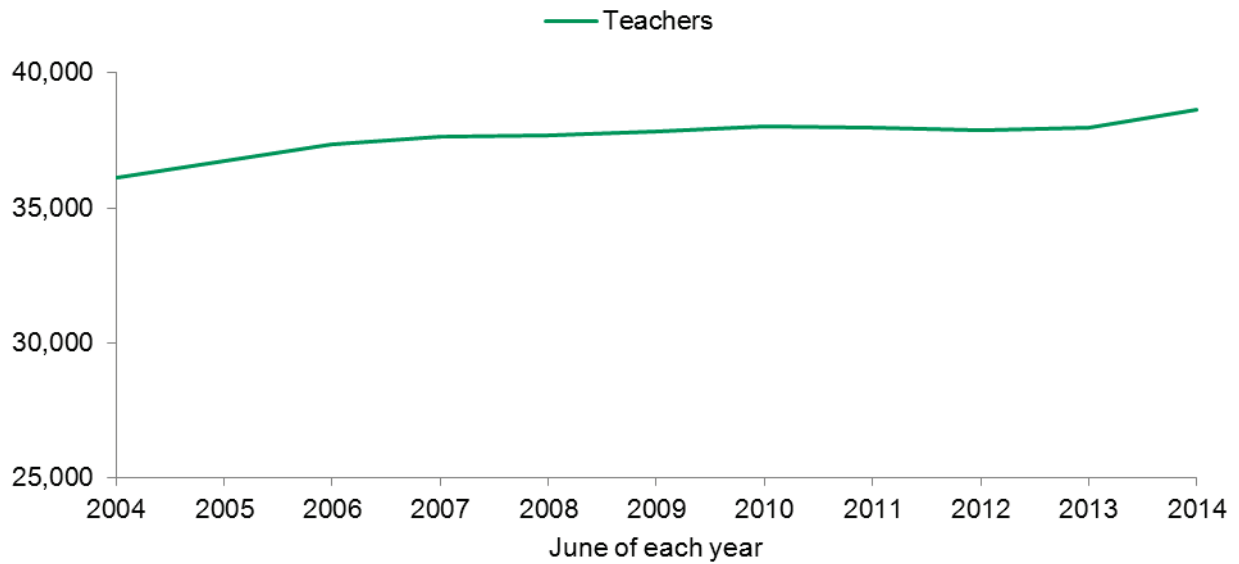
Employment type (FTE)	
Ongoing	62%
Fixed term or casual*	38%
Part time employment	69%
Gender	
Female	88%
Male	12%
Average age	47

Source: Workforce Data Collection – June 2014
 Note: All proportions are as a percentage of total headcount unless otherwise stated.

B.3.4 Employment trend

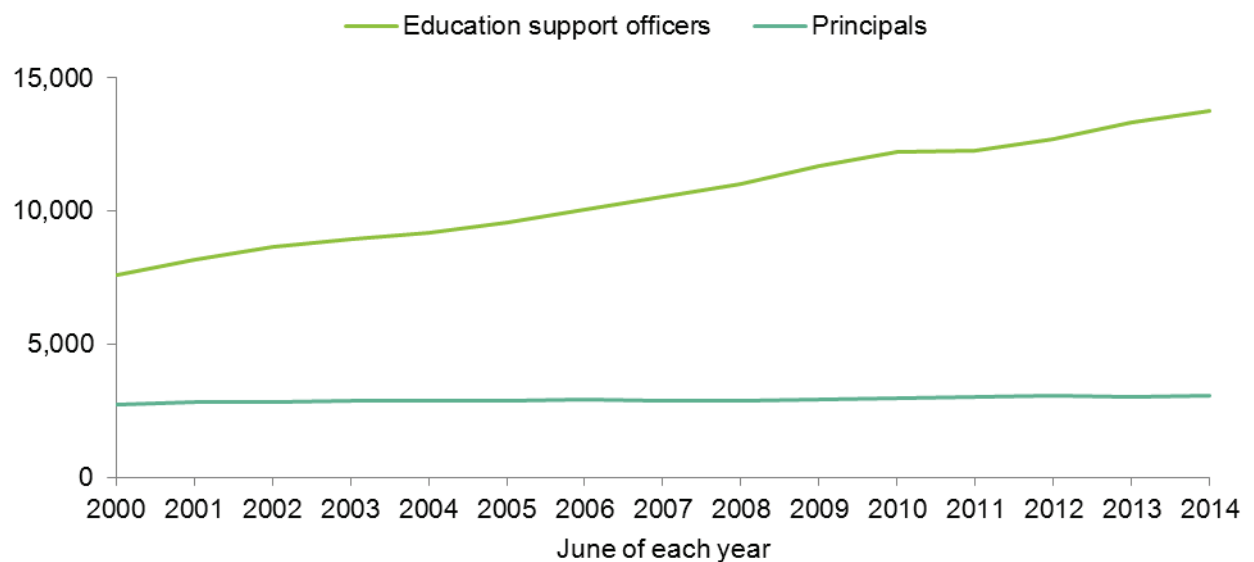
Figure 30 and Figure 31 shows the growth over time in the FTE employment of teachers, and education support staff and principals to meet the growing demands placed on the school system.

Figure 30 The change in the FTE employment of teachers – June 2004 to June 2014



Source: Department of Education and Early Childhood Development

Figure 31 The change in the FTE employment of education support officers and principals – June 2004 to June 2014



Source: Department of Education and Early Childhood Development

B.3.5 Superannuation

Employer contributions to superannuation funds are in addition to teachers' salaries but are included in Principals' total remuneration package. In addition to influencing total employment costs, superannuation can also have an influence on recruitment and retention.

Generally, defined benefit schemes provide greater benefits on retirement and redundancy than accumulation funds and scheme membership is tied to public sector employment. In addition, members of defined benefit funds are insulated from investment market downturns as the employer bears all investment risk. These factors may act as a disincentive for existing member employees to leave existing employment in the public sector before retirement age.

Traditionally teachers and other school based education department employees were employed under the same superannuation arrangements that applied to public service employees. At June 2014, 19 per cent of school employees were members of the government sector defined benefit superannuation schemes. As for the public service, until January 1994 close to 100 per cent of schools employees were members of these schemes.

From January 1994 new employees have joined accumulation superannuation funds where the employer makes contributions required under Commonwealth legislation to a complying fund (9.25 per cent of salary at June 2014). Employees have the option of making additional contributions to these schemes from their salary. This is consistent with the arrangements that apply across the Australian labour force.

At June 2014 the vast majority of employees in government schools (81 per cent) were members of accumulation superannuation funds.

The fall over time in the proportion of the public sector workforce that is aged between 45 and 54 years, discussed in Chapter 2 and illustrated in Figure 29, is influenced by the retirement of long serving teachers who were in the defined benefit superannuation schemes.

B.4 TAFE and other education entities

As at June 2014, the TAFE and other education entities sector included:

- TAFE (Technical and Further Education) institutes
- Five other non-school entities (the Centre for Adult Education, Adult Multicultural Education Service, VET Development Centre, International Fibre Centre, and the regulator of the teaching profession (the Victorian Institute of Teaching))

Effective 1 January 2014, the TAFE divisions of universities were removed from the definition of TAFE institutes following amendments to the *Education and Training Reform Act 2006*. The TAFE divisions of the Royal Melbourne Institute of Technology, Swinburne University of Technology, Federation University Australia (formerly University of Ballarat), and Victoria University therefore no longer form part of the public sector.

TAFE institutes provide vocational training and education services, including programs and courses, to school leavers, adults, apprentices, trainees, employees and industry. TAFE institutes also work in partnerships with industry to provide a range of training and related services, and some offer higher education courses.

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

B.4.1 Employment

The majority of employees (88 per cent) in this sector work in TAFE institutes where teachers are the major employee group. Other employee categories include non-teaching professionals, administrative and clerical, computing, technical, and general maintenance staff.

B.4.2 Profile

Table 59 provides a snapshot of employees in the TAFE and other education entities sector.

This sector has the oldest age profile of all of the sectors within the Victorian public sector, partly because TAFE teachers are encouraged to have previous work experience and enter the sector at an older age. Compared to other sectors, few employees (9 per cent) are aged below 30 and most of these are non-teaching employees.

In relation to long term trends:

- women remain the majority of the workforce and at a level that has gradually increased from 56 per cent at June 2007 to 59 per cent at June 2014
- the proportion of employees aged 55 has gradually increased from 24 per cent at June 2007 to 30 per cent at June 2014
- part time employment has remained relatively stable at around 51 to 52 per cent of the workforce over the last four years (June 2011 to June 2014)

Table 53 Snapshot of TAFE and other education entities sector – June 2014

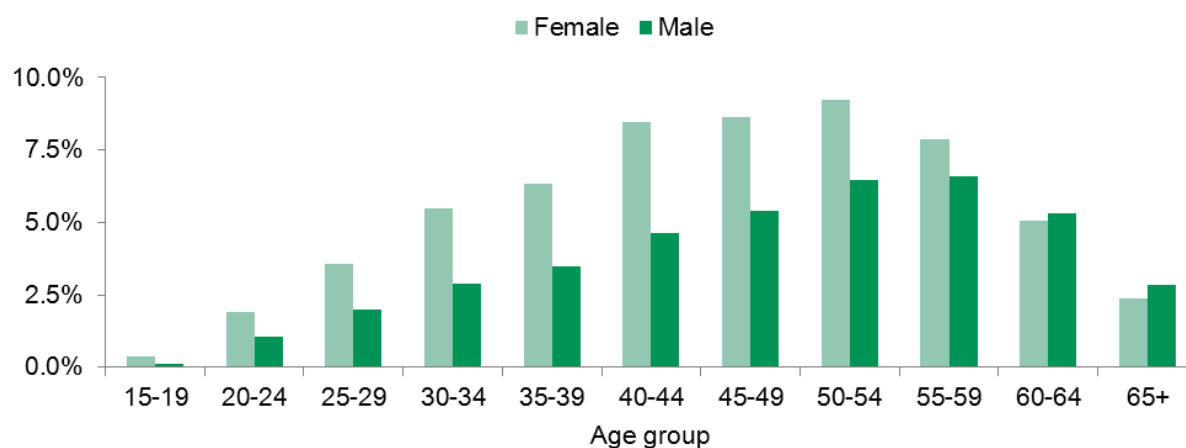
Total employees		Geographical distribution	
Headcount	11,396	Melbourne CBD	12%
FTE	7,818	Other Melbourne Metropolitan	59%
Employment type (FTE)		North and West Metro	27%
Ongoing	56%	Southern Metro	22%
Fixed term or casual	44%	Eastern Metro	10%
Part time employment		Regional Victoria	29%
All staff	52%	Hume	9%
Female	59%	Barwon South Western	9%
Male	43%	Loddon Mallee	6%
Turnover of ongoing employees		Gippsland	5%
Separation rate	11%	Grampians	0%
Separation rate by age		Annual pay rate	
<30 years	16%	<\$45,000	8%
30-54 years	10%	\$45,000-\$64,999	35%
55+ years	13%	\$65,000-\$84,999	45%
Recruitment rate by age		\$85,000-\$104,999	8%
<30 years	23%	\$105,000-\$124,999	3%
30-54 years	71%	≥\$125,000	2%
55+ years	6%	Average age	
Gender		All staff	47
Female	59%	Female	46
Male	41%	Male	49

Source: Workforce Data Collection – June 2014

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

Federation University Australia remains the principal provider of TAFE programs in the Grampians region. With the University no longer included in the sector, the proportion of the TAFE sector workforce recorded for the Grampians region falls to near zero, noting that Melbourne Polytechnic (formerly Northern Melbourne Institute of TAFE) maintains a small campus near Ararat.

Figure 32 The distribution of TAFE and other education sector employees by gender and age group – June 2014



Source: Workforce Data Collection – June 2014

B.4.3 Classification and remuneration

The five other non-TAFE education entities establish conditions and remuneration structures that are appropriate to their individual operations through organisation specific agreements.

In TAFEs, there is a common pay structure for teachers, comprising two classification levels with minimum and maximum salaries shown in Table 54. For professional, administrative, computing clerical and technical (PACCT) officers, classification and pay structures are established under institute specific agreements and vary between institutes.

Table 54 Salary ranges for TAFE teachers and PACCT staff – June 2014

Role classification	Minimum salary	Maximum salary
Teacher	\$50,856	\$81,488
Senior educator	\$84,050	\$89,175

Source: Victorian TAFE Teaching Staff Multi-Business Agreement 2009

The employee numbers and key demographics of TAFE teachers and PACCT officers are summarised in Table 55 and Table 56.

Table 55 TAFE Teachers – June 2014

Total employees	
Headcount	5,801
FTE	3,752
Employment type	
Ongoing	55%
Fixed term or casual*	45%
Part time employment	46%
Gender	
Female	51%
Male	49%
Average age	49

Source: Workforce Data Collection – June 2014

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

Table 56 PACCT officers – June 2014

Total employees	
Headcount	3,540
FTE	2,778
Employment type	
Ongoing	64%
Fixed term or casual*	36%
Part time employment	40%
Gender	
Female	69%
Male	31%
Average age	45

Source: Workforce Data Collection – June 2014

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

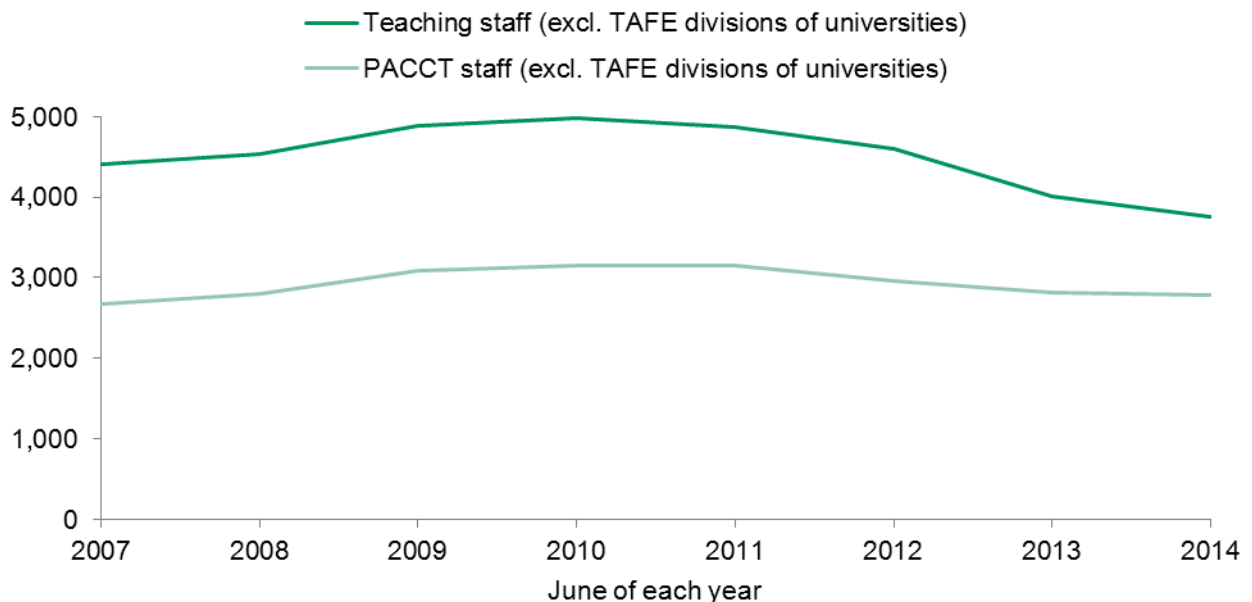
B.4.4 Employment trend

Overall the TAFE and other education sector contracted by 23.3 per cent (2,376 FTE). The removal of the four universities with TAFE divisions from the definition of the sector removed approximately 1,800 FTE from the number of employees.

When the university staff are excluded from the figures for June 2013 the TAFE and other education workforce contracted by 6.5 per cent (361 FTE) over the 2013-14 year. This follows a fall of 10.4 per cent (1,176 FTE) over 2012-13 and a 3.8 per cent fall over 2011-12, which coincided with the first full year of operation of the contestable training market, commenced from January 2011, and changes in student demand.

At June 2014, there were 1.5 teachers to 1 PACCT employee. Figure 33 shows that, when dual sector universities are excluded from the earlier years, this ratio has decreased from earlier years when it was relatively stable at 1.7 teachers to 1 PACCT employee)³⁷.

Figure 33 The change in FTE employment of teaching and PACCT staff – June 2007 to June 2014



Source: Workforce Data Collection – June 2007 to June 2014

Notes: RMIT did not report PACCT numbers until 2010 and University of Ballarat was unable to report PACCT numbers in 2013. However, figures from both entities are included in the chart as they have little influence on the total figures presented.

³⁷ In previous year's a figure of 1 teacher to 2 PACCT has been reported. This was due to the low level of PACCT classified staff in the TAFE divisions of universities.

B.4.5 Superannuation

Elements of the current TAFE and other education sector were once part of the government school system and, as for other schools, employees were members of the public service defined benefit superannuation schemes. Following the creation of TAFE institutes as discrete organisations, teachers and other employees eligible to be members of the public service defined benefit schemes have transferred to these organisations. At June 2014, 5 per cent of the TAFE and other education entities workforce were members of the public service defined benefit superannuation schemes.

The remaining 95 per cent of employees in this sector are members of accumulation superannuation funds where the employer contributes 9.25 per cent of salary to a complying fund, as required under Commonwealth legislation. Employer contributions to superannuation funds are in addition to salaries. Employees have the option of making additional contributions to these schemes from their salary.

B.5 Police and emergency services

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

- Victoria Police employs sworn police officers, recruits in training, protective service officers (PSOs) and reservists. Sworn police officers deliver law enforcement services that are aimed at the prevention, detection, investigation and prosecution of crime and disorderly behaviour. PSOs provide security services to senior public officials, designated public buildings and train stations. Police and PSOs are responsible to the Chief Commissioner of Police and collectively form the Victorian Police Force. Employees working within Victoria Police in professional, technical and support roles are employed in the Victorian Public Service and are not included in the figures for this sector.
- Ambulance Victoria provides emergency and non-emergency pre-hospital patient treatment, ambulance transport services and various public education services.
- The Metropolitan Fire and Emergency Services Board provides fire prevention, fire suppression and emergency response services to Melbourne's CBD, most suburban areas and Port Phillip Bay.
- The Country Fire Authority (CFA) provides fire services to rural Victoria and most of outer metropolitan Melbourne. The CFA has 1,219 brigades and approximately 2,209 tankers, pumpers and other emergency response vehicles. In addition to 900 operational staff, the CFA draws on a force of 59,700 volunteers.
- The State Emergency Service (SES) is a volunteer based organisation that responds to floods, storms and earthquakes, and assists other emergency services and municipal councils in planning and auditing their emergency management plans. For 2013-14, SES reported 195 employees, 4,994 volunteers in Victoria that responded to 31,370 incidents, working a total of 294,478 hours.
- The Emergency Services Telecommunications Authority provides and manages the operational communications that dispatch the services listed above.

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

Table 57 provides a snapshot of employees in the police and emergency services sector.

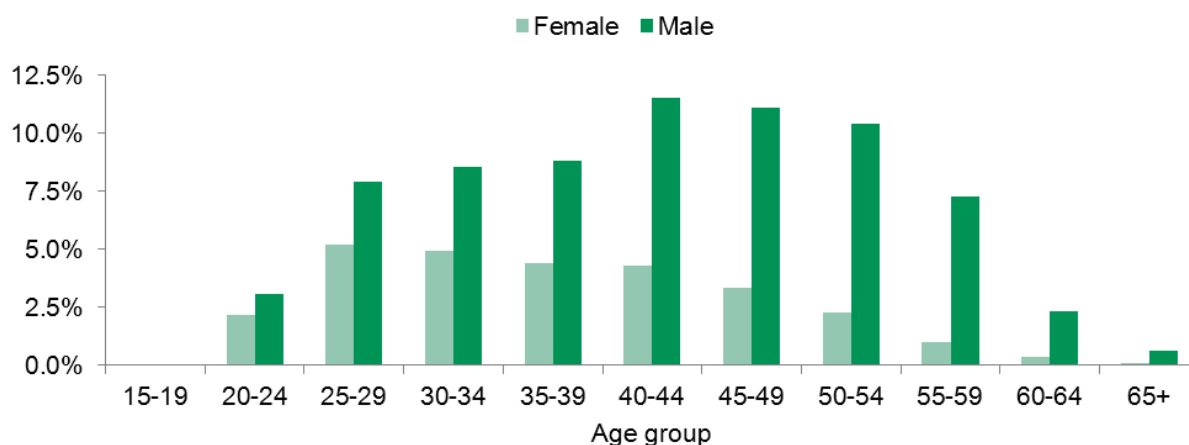
Table 57 Snapshot of police and emergency services sector – June 2014

Total employees		Geographical distribution	
Headcount	24,156	Melbourne CBD	20%
FTE	23,143	Other Melbourne Metropolitan	53%
Employment type		North and West Metro	21%
Ongoing	98%	Eastern Metro	18%
Fixed term or casual	2%	Southern Metro	14%
Part time employment		Regional Victoria	27%
All staff	9%	Grampians	6%
Female	23%	Barwon South Western	6%
Male	3%	Hume	5%
Turnover of ongoing employees		Loddon Mallee	5%
Separation rate	4%	Gippsland	5%
Separation rate by age		Annual pay rate	
<30 years	3%	<\$45,000	2%
30-54 years	3%	\$45,000-\$64,999	26%
55+ years	12%	\$65,000-\$84,999	36%
Recruitment rate by age		\$85,000-\$104,999	30%
<30 years	57%	\$105,000-\$124,999	3%
30-54 years	42%	≥\$125,000	3%
55+ years	1%	Average age	
Gender		All staff	41
Female	28%	Female	37
Male	72%	Male	42

Source: Workforce Data Collection – June 2014

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

Figure 34 The distribution of police and emergency services sector employees by gender and age group – June 2014



Source: Workforce Data Collection – June 2014

B.5.1 Employment

The main occupation groups within this sector are sworn police and recruits in training (55 per cent of FTE), ambulance officers (13 per cent of FTE) and firefighters (12 per cent of FTE). Also covered are support staff of the emergency, fire, and ambulance services: clerical and administration staff (including operational and project staff and managers, IT support officers and administrators), call takers, maintenance staff, and technicians. Volunteers are not included in staffing figures.

The total number of employees by organisation in this sector is shown at Table 58.

Table 58 Distribution of employees by organisation in the police and emergency services sector – June 2014

Organisation	Headcount	FTE
Victoria Police	14,568	14,271
Ambulance Victoria	4,309	3,851
Metropolitan Fire and Emergency Services Board	2,192	2,180
Country Fire Authority	2,109	1,911
Emergency Services Telecommunications Authority	783	744
Victoria State Emergency Service	195	186

Source: Workforce Data Collection – June 2014

Note: CFA and SES figures do not include volunteers.

Technically, police are not employees, they are officers engaged under the *Police Regulation Act 1958*. PSOs are employees and responsible to the Chief Commissioner of Police.

Operational ambulance paramedics, sworn police, firefighters and protective service officers are overwhelmingly engaged on an ongoing basis and few work part time hours. Numbers and key demographics of each group are summarised in Table 59.

Table 59 The profile of police officers, PSOs, firefighters and ambulance paramedics – June 2014

Occupation	Headcount	FTE	Average age	Female	Part time
Sworn police	13,081	12,785	40	26%	6%
Ambulance paramedics	3,370	2,997	39	41%	17%
Firefighters	2,677	2,645	45	3%	0.2%
Protective service officers (PSOs)	1,089	1,088	35	10%	0.3%

Source: Workforce Data Collection – June 2014

Note: Figures sourced from reported ANZSCO occupation code and exclude staff reported in command and management level roles.

B.5.2 Profile

This sector has the youngest age profile within the Victorian public sector with an average age of 41 as at June 2014. A level that has remained stable over time. This generally reflects the requirement for operational employees to be physically fit in order to undertake physically demanding and potentially dangerous work.

In relation to long term trends:

- the proportion of women has continued to slowly increase over time, while remaining the lowest proportion of women in the public sector workforce, up from 26 per cent at June 2009 to 28 per cent

at June 2014. The marginal growth during this period has been concentrated in Victoria Police and Ambulance Victoria

- the proportion of part time employees has remained relatively low and stable, varying between 7.6 per cent and 9.0 per cent of the workforce since June 2009. At June 2014, 8.7 per cent of employees were part time

B.5.3 Classification and remuneration

The pay structures for ambulance paramedics and police officers are shown in Table 60.

Commencing salaries for PSOs are lower than for sworn police (Table 61).

Table 60 Salary ranges³⁸ for ambulance paramedics and police officers – June 2014

Role title	Minimum Salary	Maximum Salary
Ambulance paramedics		
Graduate ambulance paramedic	\$42,752	\$47,892
Mobile intensive care ambulance (MICA) paramedic	\$59,355	\$63,372
Mobile intensive care ambulance (MICA) flight paramedic	\$71,406	\$73,057
Roster advanced life support paramedic	\$65,559	\$72,010
Senior reserve paramedic	\$68,962	\$71,765
Station officer	\$57,980	\$67,231
Paramedic educator	\$59,870	\$68,741
Team manager	\$63,593	\$74,113
Police officers		
Constable	\$58,176	\$60,369
First constable	\$62,562	\$64,756
Senior constable	\$71,041	\$82,319
Leading senior constable	\$83,143	\$88,083
Sergeant	\$89,017	\$97,009
Senior sergeant	\$99,739	\$106,184
Inspector	\$118,099	\$131,131
Superintendent	\$133,454	\$156,559
Protective service officers		
PSO	\$53,641	\$57,282
PSO first class	\$57,927	\$59,572
PSO senior	\$61,546	\$65,772
PSO supervisor	\$73,062	\$75,731
PSO senior supervisor	\$79,046	\$79,890

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

³⁸ Base salary rates reported. These figures do not include any penalty or other allowances.

PSOs are now a notable employee group in this sector with a distinctive workforce profile. When new PSOs with less than three years tenure (88 per cent of PSOs) are compared to sworn police with the same tenure (Table 61), PSOs:

- are more likely to be male (90 per cent vs. 71 per cent)
- have an older profile with an average age of 33 (vs. 30)
- are paid less than police recruits (reflecting their different role)

Table 61 PSOs and Sworn Police with less than three years tenure compared – June 2014

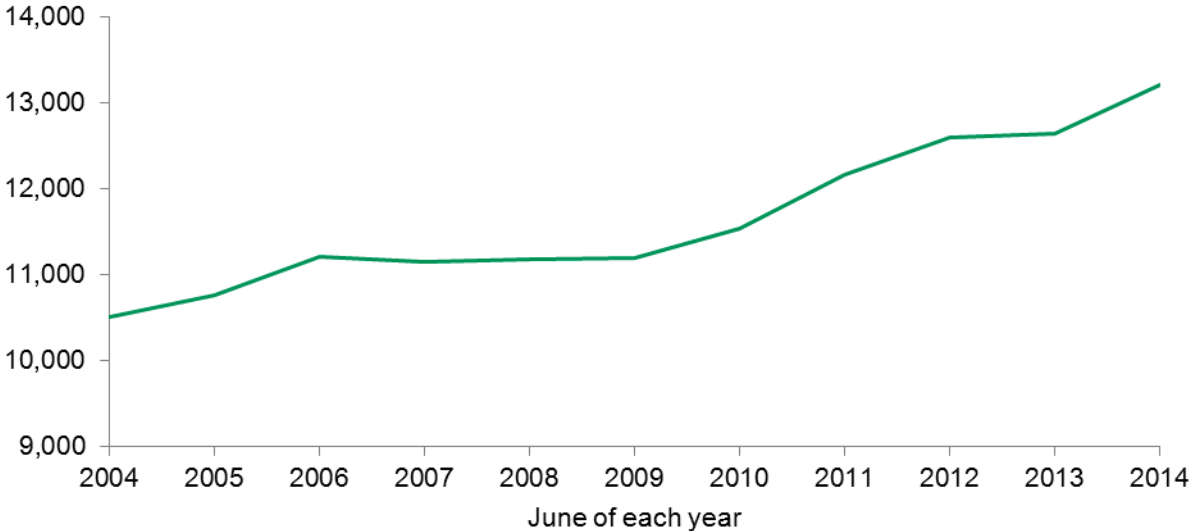
Employees with less than three years of tenure	Headcount	Average age	Female	Average salary
Sworn police and recruits	2,090	30	29%	\$58,648
Protective service officers (PSOs)	952	33	10%	\$54,401

Source: Workforce Data Collection – June 2014

B.5.4 Employment trend

Figure 35 shows that police numbers have increased significantly since June 2010. This is consistent with a government commitment to engage an additional 1,700 police officers by November 2014. Over 2013-14, police numbers have increased by 4.6 per cent (578 FTE).

Figure 35 The change in FTE employment of police – June 2004 to June 2014



Source: Office of the Chief Commissioner of Police

Since June 2011, the number of PSOs employed by Victoria Police has grown exponentially, rising from 156 officers at June 2011 to 1,087 officers at June 2014. This reflects a government commitment to recruit and deploy 940 PSOs across the rail network by November 2014.

B.5.5 Superannuation

Employer contributions to superannuation funds are in addition to salaries and are included in the total remuneration packages of employees and officers at executive level.

Operational police and employees of the emergency services are eligible to be members of the defined benefit Emergency Services Superannuation Scheme. This fund remains open to new members. The proportion of employees in the police and emergency services scheme (86 per cent) has been stable over time. Generally defined benefit schemes provide greater benefits on retirement and redundancy than accumulation schemes. In addition, members of defined benefit funds are insulated from investment market downturns as employers bear all investment risk.

The remaining 14 per cent are primarily members of the ESSPLAN accumulation superannuation fund where the employer contributes 9.25 per cent of salary to a complying fund, as required under Commonwealth legislation. Employees have the option of making additional contributions to this scheme from their salary.

B.6 Water and land management

The water and land management sector includes organisations that are responsible for water resources and the administration of public land. They include:

- the metropolitan water retailers who provide and service water supply to domestic and commercial users in metropolitan Melbourne (City West Water, Yarra Valley Water, and South East Water)
- Melbourne Water and the regional water corporations 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
- other land management and planning organisations, such as Parks Victoria, VicForests, alpine resorts management Boards and Places Victoria

Table 62 provides a snapshot of employees in the water and land management sector.

B.6.1 Employment

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

Employment across the sector fell by 2 per cent (153 FTE) over the 2013-14 year. Across organisations in this sector there were small movements up and down, with a majority recording reductions. Notable movements include:

- reductions at Barwon Region Water Corporation and Parks Victoria of 92 FTE (24 per cent) and 65 FTE (6.8 per cent respectively)
- an increase at Goulburn Murray Water Corporation of 59 FTE (9 per cent)
- an increase at the Metropolitan Planning Authority of 22 FTE (59 per cent) due to its transition from the former Growth Areas Authority and expansion of functions

B.6.2 Profile

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

Male employees are notably older than female employees – most men are aged between 40 and 59 years and most women are aged between 30 and 44 years. 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 were employed in the metropolitan area (41 per cent compared to 30 per cent in regional Victoria). Part time employment was 12 per cent in regional areas (this figure has fluctuated between 10 and 13 per cent since 2006) compared to 15 per cent in metropolitan Melbourne.

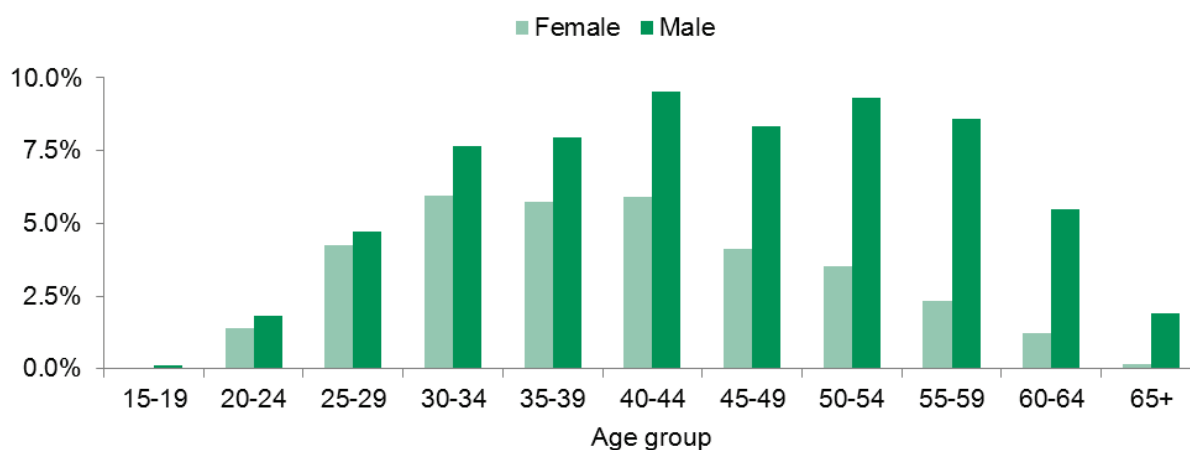
Table 62 Snapshot of the water and land management sector – June 2014

Total employees		Geographical distribution	
Headcount	7,897	Melbourne CBD	13%
FTE	7,429	Other Melbourne Metropolitan	32%
Employment type		Eastern Metro	11%
Ongoing	87%	North and West Metro	11%
Fixed term or casual	13%	Southern Metro	10%
Part time employment		Regional Victoria	55%
All staff	14%	Hume	20%
Female	31%	Gippsland	13%
Male	4%	Barwon South Western	9%
Turnover of ongoing employees		Loddon Mallee	7%
Separation rate	10%	Grampians	6%
Separation rate by age		Annual pay rate	
<30 years	14%	<\$45,000	2%
30-54 years	8%	\$45,000-\$64,999	29%
55+ years	16%	\$65,000-\$84,999	35%
Recruitment rate by age		\$85,000-\$104,999	18%
<30 years	28%	\$105,000-\$124,999	8%
30-54 years	65%	>=\$125,000	9%
55+ years	6%	Average age	
Gender		All staff	43
Female	35%	Female	40
Male	65%	Male	45

Source: Workforce Data Collection – June 2014

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

Figure 36 The distribution of water and land management sector employees by gender and age group – June 2014



Source: Workforce Data Collection – June 2014

B.6.3 Classification and remuneration

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

B.6.4 Superannuation

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

Of employees in the water and land management sector, 5.6 per cent remain members of the public service defined benefit superannuation schemes at June 2014.

The remaining 95.4 per cent of employees in this sector are members of accumulation superannuation funds where the employer contributes 9.25 per cent of salary to a complying fund, as required under Commonwealth legislation. Employer contributions to superannuation funds are in addition to salaries. Employees have the option of making additional contributions to these schemes from their salary.

B.7 Arts, finance, transport and other

The arts, finance, transport and other sector is a diverse collection of employers whose workforces vary greatly in size, from over 2500 employees in the largest organisation to less than five employees in the smallest. It is comprised of 63 organisations that include:

- arts agencies (for example, National Gallery of Victoria and the Geelong Performing Arts Centre Trust)
- cemetery trusts (for example, the Southern Metropolitan Cemeteries Trust and the Ballarat Cemeteries Trust)
- facilities management entities (for example, the Docklands Studios Melbourne and the Melbourne Market Authority)
- finance and insurance entities (for example, the Victorian Workcover Authority (WorkSafe) and the Victorian Managed Insurance Authority)
- regulators (for example, Energy Safe Victoria and the Veterinary Practitioners Registration Board of Victoria)
- sports and recreation entities (for example, Greyhound Racing Victoria and the Emerald Tourist Railway Board)
- transport entities (for example, Public Transport Development Authority (Public Transport Victoria) and the Port of Melbourne Authority)
- other miscellaneous entities (for example, the Victorian Interpreting and Translation Service and Victoria Legal Aid)

B.7.1 Employment

As at June 2014 there were 15,344 people employed in the arts, finance, transport and other sector, equivalent to 13,194 FTE. Over 2013-14, employment in this sector fell marginally by 0.8 per cent (109 FTE).

In addition to a range of relatively small reductions across the sector this year's reduction in employment mainly reflects falls at:

- the Victorian Workcover Authority (145 FTE, 12 per cent) following changes to their legislation and regulations
- the Transport Accident Commission (122 FTE, 13 per cent) due to a reduction in fixed term staff following the completion of projects
- VicRoads (96 FTE, 4 per cent) associated with the implementation of the Government's Sustainable Government Initiative

These notable reductions were offset by a 106 FTE increase at the Melbourne Convention and Exhibition Trust (32 per cent) due to events and other smaller increases across the sector.

Table 63 provides a snapshot of employees in the arts, finance, transport and other sector.

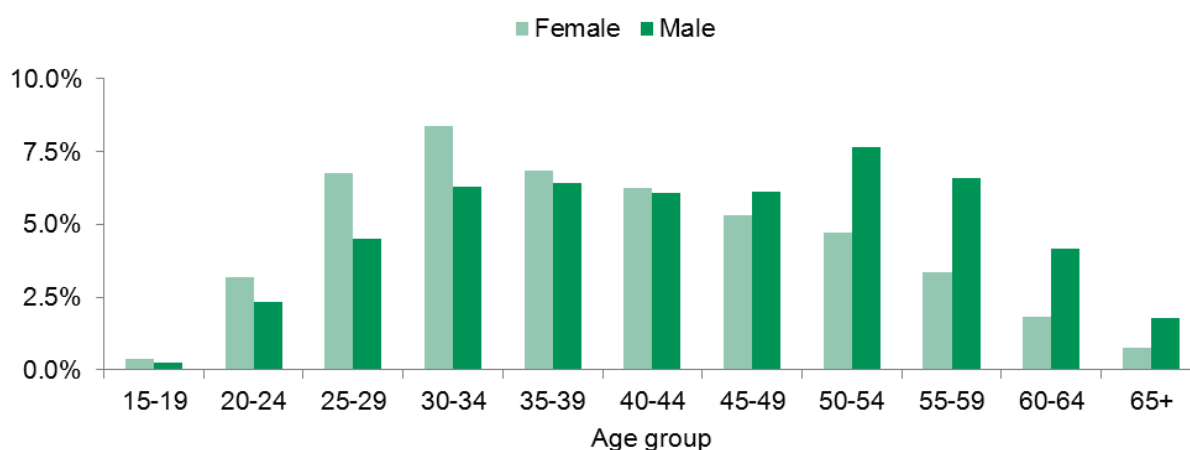
Table 63 Snapshot of the arts, finance, transport and other sector – June 2014

Total employees		Geographical distribution	
Headcount	15,344	Melbourne CBD	46%
FTE	13,194	Other Melbourne Metropolitan	34%
Employment type		North and West Metro	16%
Ongoing	85%	Eastern Metro	11%
Fixed term or casual	15%	Southern Metro	7%
Part time employment		Regional Victoria	20%
All staff	27%	Barwon South Western	9%
Female	38%	Loddon Mallee	3%
Male	16%	Gippsland	3%
Turnover of ongoing employees		Grampians	3%
Separation rate	11%	Hume	2%
Separation rate by age		Annual pay rate	
<30 years	14%	<\$45,000	3%
30-54 years	11%	\$45,000-\$64,999	29%
55+ years	13%	\$65,000-\$84,999	28%
Recruitment rate by age		\$85,000-\$104,999	18%
<30 years	30%	\$105,000-\$124,999	11%
30-54 years	64%	>=\$125,000	10%
55+ years	6%	Average age	
Gender		All staff	42
Female	48%	Female	40
Male	52%	Male	44

Source: Workforce Data Collection – June 2014

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

Figure 37 The distribution of the arts, finance, transport and other sector employees by gender and age group – June 2014



Source: Workforce Data Collection – June 2014

B.7.2 Profile

Organisations in the arts, finance, transport and other sector perform a range of activities and have distinct workforce profiles. Specific characteristics of each sub-group are shown in Table 64 and are described below.

The arts sub-group employed 2,502 people. The workforce was relatively young (average age of 40) and predominantly female (59 per cent). 51 per cent of all employees worked part time and a high proportion were casual (30 per cent). This generally reflects shift work and additional employment for events.

The cemetery sub-group only includes the five organisations that directly employ staff, two larger metropolitan trusts that manage multiple cemeteries (Greater Metropolitan and Southern Metropolitan Cemeteries Trusts) and three small regional trusts, Ballarat, Bendigo and Geelong). The workforce was older (average age 44) and predominantly male (59 per cent). There were a further 448 cemetery trusts across the state that did not directly employ staff.

The facilities management sub-group has a young (average age of 34) and relatively short serving workforce (average tenure of four years). Employment levels in this sub-group are highly influenced by events, such as conventions, and as a consequence it had a high proportion of part time (39 per cent) and casual employees (66 per cent).

Table 64 Workforce profile of arts, finance, transport and other sector – June 2014

	Arts agencies	Cemetery trusts	Facilities management	Finance and insurance	Regulator	Sport and recreation	Transport	Other miscellaneous	Total
Employers	10	5	8	8	6	11	8	7	63
Headcount	2,502	516	683	2,805	388	2,280	5,172	998	15,344
FTE	1,775	489	563	2,653	367	1,454	5,005	890	13,194
Average salary	\$50,810	\$62,109	\$26,184	\$96,047	\$88,205	\$40,881	\$90,198	\$82,267	\$74,378
Female	59%	41%	51%	59%	43%	55%	30%	71%	48%
Average age	40	44	34	42	44	40	45	41	42
Fixed term	13%	6%	0%	9%	7%	10%	6%	14%	8%
Ongoing	58%	88%	34%	91%	92%	53%	93%	82%	78%
Casual	30%	6%	66%	0%	1%	37%	1%	4%	13%
Part time	51%	13%	39%	16%	9%	61%	9%	28%	27%
Separation rate	10%	12%	16%	16%	12%	14%	8%	10%	11%
Tenure (years)	7	7	4	7	6	6	11	7	8

Source: Workforce Data Collection – June 2014

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

The finance and insurance sub-group was one of the highest paid in the public sector with an average annual salary of \$96,047; much higher than the arts, finance, transport and other sector's average of \$74,378. This is consistent with remuneration in the finance and insurance industry. The workforce was predominantly female (59 per cent) and had a high proportion of ongoing employees (91 per cent).

The Regulator sub-group employed the smallest number of people with 388 employees across six organisations. It has a relatively old workforce (average age 44). The majority (333 people) were employed by the Victorian Building Authority and Energy Safe Victoria.

The Sport and Recreation sub-group included 11 organisations. The workforce is relatively young (average age is 40), has the highest proportion of part time employees (61 per cent), and had a lower than average salary. The workforce has a high proportion of casual employees (37 per cent) and is relatively short serving (average tenure is six years).

The Transport sub-group employed the largest number of people (5,172 people). The majority of these worked for VicRoads and V/Line Passenger Corporation (4,031 people). A high proportion of employment was ongoing (93 per cent), and the sector had a low proportion of part-time employees. Employees in transport had the longest average tenure (11 years).

B.7.3 Superannuation

Similar to the water and land management sector, many organisations in the arts, finance, transport and other sector were created from agencies that were once public service bodies, and employees were eligible to join the public service or transport agency defined benefit superannuation schemes.

Eleven per cent of employees in this sector were members of the public service defined benefit superannuation schemes at June 2014.

The remaining 89 per cent of employees were members of accumulation superannuation funds where the employer contributes 9.25 per cent of salary to a complying fund, as required under Commonwealth legislation. Employer contributions to superannuation funds are in addition to salaries. Employees have the option of making additional contributions to these schemes from their salary.

Appendix C Recruitment activity

This appendix reports on recruitment activity gathered by the eRecruitment system, such as the number of positions approved for advertising, the number of applications received and the nature of positions recruited for.

All presented data is for Victorian Public Service agencies and represents activity in the relevant financial year e.g. 2013-14.

Due to variations in the way the eRecruitment system is used we are unable to provide reliable statistics for the number of positions filled (or placed) or the time taken to fill.

C.1 The eRecruitment system

The eRecruitment system is an online “one stop shop” for public sector organisations to recruit personnel. When an employer needs to fill one or more vacant positions in their organisation they use the eRecruitment system to advertise on the Victorian Government Careers website (www.careers.vic.gov.au) and on other websites such as Seek, MyCareer and CareerOne and in newspapers.

Most applications are received online via www.careers.vic.gov.au. Applications received through other channels (e.g. hardcopy) are entered into the eRecruitment system by the recruiter. Then standard recruitment procedures of shortlisting applicants, conducting interviews and undertaking reference checks commence.

The eRecruitment system allows recruiters to document the selection process (such as assessment results, interview questions and responses) and to record the outcomes of interviews, job offers (accepted/not accepted) and placement (e.g. whether employed or not).

C.2 Use of eRecruitment

At the conclusion of 2013-14, 75 public sector organisations were using eRecruitment as their primary recruitment tool, including:

- Victorian Public Service agencies
 - nine portfolio departments (and five authorities and offices that use their portfolio department’s service)
 - 19 authorities and offices
 - eight business units
- Public entities
 - 12 rural and regional health services
 - two TAFEs
 - 23 entities from industry sectors including arts, finance, transport, water, land management, health and emergency services.
- 1 non-public entity – the Australia and New Zealand Policing Advisory Agency (which is supported by the Office of the Chief Commissioner of Police).

The addition of organisations from the health and TAFE sectors in 2013 has strengthened the position of the eRecruitment system as the tool of choice for advertising Victorian Government positions.

In June 2013, there were also significant machinery of government changes within the Victorian Public Service resulting in the merging of a number of major departments and agencies, and the relocation of some portfolio agencies into new departments. These changes impacted on how departments used the system in the early part of the 2013-14 financial year.

C.3 Positions approved for advertising

Table 65 shows that the five largest employers that comprise 77 per cent of the public service accounted for 83 per cent of the positions approved for advertising in 2013-14. These large employers were the Department of Human Services, the Department of Justice, the Department of Education and Early Childhood Development, the Department of Environment and Primary Industries and the Office of the Chief Commissioner of Police.

The Department of Human Services (DHS) had the highest proportion of positions approved for advertising at a level that was relatively consistent with its share of the workforce (Table 65). While the number of positions approved in DHS was significantly fewer than in 2012-13 (Table 66), of the positions that were approved, there was an increase in disability development and support officer and child protection practitioner positions.

The Department of Justice had the highest proportion of positions approved relative to its workforce share (Table 65) and recorded the largest annual increase in positions approved for advertising. The majority of which were prison officer and community correctional officer positions to support the ongoing expansion of the corrections system.

There was also a large increase in the number of positions advertised for the Department of State Development, Business and Innovation to support the new programs and initiatives undertaken by the department.

Overall, there was a two per cent decrease in the number of positions approved for advertising in 2013-14 compared to 2012-13 (Table 66).

C.4 Applications

In 2013-14 the total number of applications received increased to 142,394, up from 100,367 in 2012-13. This represents a 42 per cent increase in the total number of applications received.

The increase in applications and decline in positions advertised means that there were more applications per position in 2013-14 than in 2012-13 (an average of 16 applications per position vs. an average of 11 in 2012-13).

Table 67 shows the average number of applications per position over the last four years. Organisations that did not exist in any given year are displayed with a dash (-). Organisations that did not approve any positions for advertising are displayed as zero (0).

Table 65 Recruitment activity relative to workforce share in 2013-14

VPS Departments	Positions approved for advertising	Percentage of all positions approved	Proportion of VPS workforce employed by agency
VPS Departments			
Department of Human Services	2,780	31.3%	30.6%
Department of Justice	2,281	25.7%	21.3%
Department of Environment and Primary Industries	1,006	11.3%	10.5%
Department of Education and Early Childhood Development	521	5.9%	7.3%
Department of State Development, Business and Innovation	269	3.0%	2.9%
Department of Health	223	2.5%	3.9%
Department of Treasury & Finance	146	1.6%	3.0%
Department of Premier and Cabinet	141	1.6%	1.3%
Department of Transport, Planning and Local Infrastructure	153	1.7%	3.3%
VPS authorities, business units and other offices			
Office of the Chief Commissioner of Police	788	8.9%	7.5%
State Revenue Office	131	1.5%	1.4%
Office of Public Prosecutions	74	0.8%	0.9%
Victorian Auditor-Generals Office	46	0.5%	0.5%
CenITex	42	0.5%	1.4%
Independent Broad-based Anti-corruption Commission	42	0.5%	0.4%
Office of the Ombudsman Victoria	36	0.4%	0.2%
Public Transport Safety Victoria	35	0.4%	0.4%
Taxi Services Commission	31	0.3%	0.4%
Public Record Office Victoria	26	0.3%	0.2%
Environment Protection Authority	23	0.3%	0.9%
Sustainability Victoria	22	0.2%	0.3%
Victorian Public Sector Commission	12	0.1%	0.1%
Office of the Victorian Electoral Commission	10	0.1%	0.3%
Arts Victoria	9	0.1%	0.0%
Essential Services Commission	8	0.1%	0.2%
Victorian Multicultural Commission	8	0.1%	0.1%
Office of the Legal Services Commissioner	7	0.1%	0.2%
Office of Chief Parliamentary Counsel	7	0.1%	0.1%
Office of the Governor of Victoria	5	0.1%	0.1%
Regional Rail Link	5	0.1%	0.3%
Office of the Freedom of Information Commissioner	3	0.0%	0.0%
Victorian Inspectorate	1	0.0%	0.0%
Grand Total	8,891	100%	100%

Source: Victorian Government eRecruitment Services System – 2013-14, Workforce Data Collection - June 2014

Note: The Department of Planning and Community Development was abolished from 1 July 2013 with most functions transferred to the Department of Transport, Planning and Local Infrastructure but the DPCD name continued to be used for advertising positions. Any positions advertised under the DPCD name have been included with DTPLI.

Court Services Victoria commenced from 1 July 2014, however the eRecruitment system was used to advertise positions under the Court Services Victoria prior to its formal commencement. These numbers have been included with the Department of Justice.

Where an employer authority / office does not appear in this list, positions are advertised under the name of the portfolio department.

Table 66 The change in the number of positions approved for advertising – 2010-11 to 2013-14

Victorian Public Service (VPS) organisation	2010-11	2011-12	2012-13	2013-14	Change 2012-13 to 2013-14
Departments					
Department of Justice	2,551	1,914	1,502	2,281	52%
Department of Health	400	225	159	223	40%
Department of Education and Early Childhood Development	1,205	610	566	521	-8%
Department of Treasury and Finance	202	103	169	146	-14%
Department of Human Services	3,538	2,987	3,669	2,780	-24%
Department of Premier and Cabinet	229	184	256	141	-45%
Department of Environment and Primary Industries	-	-	-	1,006	-
Department of State Development, Business and Innovation	-	-	-	269	-
Department of Transport, Planning and Local Infrastructure	-	-	-	153	-
Department of Business and Innovation	177	128	59	-	-
Department of Planning and Community Development	222	125	114	-	-
Department of Primary Industries	381	231	311	-	-
Department of Sustainability and Environment	1,117	781	779	-	-
Department of Transport	292	146	62	-	-
Authorities, business units and other offices					
Office of the Ombudsman Victoria	26	18	10	36	260%
Victorian Auditor-Generals Office	3	12	13	46	254%
Environment Protection Authority	112	28	0	23	230%
Sustainability Victoria	42	21	8	22	175%
Victorian Public Sector Commission	11	8	5	12	140%
Public Transport Safety Victoria	35	27	21	35	67%
Office of the Legal Services Commissioner	5	18	5	7	40%
Office of Chief Parliamentary Counsel	4	0	6	7	17%
Office of the Chief Commissioner of Police	815	468	755	788	4%
Essential Services Commission	8	6	8	8	0%
Public Record Office Victoria	29	27	26	26	0%
Office of the Victorian Electoral Commission	3	6	10	10	0%
Office of Public Prosecutions	75	91	82	74	-10%
Arts Victoria	2	14	11	9	-18%
Independent Broad-based Anti-corruption Commission	-	-	56	42	-25%
State Revenue Office	161	147	179	131	-27%
Victorian Multicultural Commission	19	2	14	8	-43%
CenITex	2	160	129	42	-67%
Office of the Governor of Victoria	7	7	15	5	-67%
Regional Rail Link	-	-	19	5	-74%
Office of the Freedom of Information Commissioner	-	-	17	3	-82%
Victorian Inspectorate	-	-	16	1	-94%
Disability Services Commissioner	1	4	1	0	-100%
Commission for Children and Young People	5	13	1	0	-100%
Victorian Leadership Development Centre	3	1	7	0	-100%
Taxi Services Commission	-	-	-	31	-
Total	11,687	8,512	9,060	8,891	-2%

Source: Victorian Government eRecruitment Services System – 2010-11 to 2013-14

Note: Organisations that did not exist in any given year are displayed with a dash (-). Organisations that did not approve any positions for advertising are displayed as zero (0).

Where an employer authority / office does not appear in this list, positions are advertised under the name of the portfolio department.

Table 67 The average number of applications per position approved for advertising – 2010-11 to 2013-14

Department / Agency	2010-11	2011-12	2012-13	2013-14
Departments				
Department of Health	17	21	29	32
Department of Premier and Cabinet	18	8	7	24
Department of Justice	13	15	17	21
Department of State Development, Business and Innovation	-	-	-	18
Department of Treasury and Finance	12	11	5	16
Department of Education and Early Childhood Development	8	10	13	14
Department of Transport, Planning and Local Infrastructure	-	-	-	14
Department of Human Services	7	8	7	11
Department of Environment and Primary Industries	-	-	-	9
Department of Business and Innovation	18	5	10	-
Department of Planning and Community Development	19	9	7	-
Department of Primary Industries	12	10	12	-
Department of Sustainability and Environment	9	6	4	-
Department of Transport	25	14	9	-
Authorities, business units and other offices				
Office of the Victorian Electoral Commission	3	59	49	87
Office of the Legal Services Commissioner	9	14	73	61
Independent Broad-based Anti-corruption Commission	-	-	23	47
CenITex	0	10	24	32
Office of the Ombudsman Victoria	42	71	45	31
Victorian Auditor-Generals Office	-	16	19	25
Office of the Chief Commissioner of Police	21	20	20	22
Victorian Public Sector Commission	4	19	9	21
Environment Protection Authority	25	6	0	20
Office of Public Prosecutions	16	9	16	20
Public Record Office Victoria	16	12	8	20
Sustainability Victoria	10	9	2	20
Victorian Inspectorate	-	-	4	7
Victorian Multicultural Commission	20	37	8	20
Essential Services Commission	8	25	29	18
Taxi Services Commission	-	-	-	17
Office of Chief Parliamentary Counsel	19	0	18	15
Regional Rail Link	-	-	7	9
Office of the Freedom of Information Commissioner	-	-	21	8
Public Transport Safety Victoria	14	14	6	7
State Revenue Office	4	6	8	5
Arts Victoria	-	3	1	3
Office of the Governor of Victoria	1	17	1	1
Disability Services Commissioner	25	32	1	0
Commission for Children and Young People	10	8	34	0
Victorian Leadership Development Centre	13	1	20	0
Overall average	9	11	11	16

Source: Victorian Government eRecruitment Services System – 2010-11 to 2013-14

Note: Where an employer authority / office does not appear in this list, positions are advertised under the name of the portfolio department.

C.5 The nature of positions recruited for

C.5.1 Job function

Job functions are groups of job 'families' that align with the Australia and New Zealand Standard Classification of Occupation codes published by the Australian Bureau of Statistics.

Table 68 shows that the job functions with the highest proportion of positions approved for advertising in 2013-14 were:

- community healthcare and nursing (32 per cent)
- administration, business and human resources (24 per cent)

The administration, business and human resources job function includes project, procurement, regulatory, governance and compliance officers.

The community healthcare and nursing job function contained recruitment of entry level disability development and support officers and experienced child protection officers.

There was a pronounced increase in the average number of applications received in 2013-14 compared to 2012-13 (Table 69) with notable increases in:

- accounting, economics and finance (27 applications per position in 2013-14, up from 15 in 2012-13)
- administration, business and HR (25 up from 17)
- customer services (33 up from 17)

Although there was a decrease in the total number of positions advertised for the graduate roles, a large increase was seen in the number of applications received.

C.5.2 Employment type

In 2013-14, there was an increase in the number of fixed term positions approved for advertising (Table 70). This was most likely due to the inclusion of Project Firefighter positions in the 'fixed term' category in 2013-14 unlike in 2012-13 when they were included in the 'other' category.

A large decrease of 42 per cent was seen in the number of 'Casual/Temporary' positions approved for advertising which was mainly due to the decrease in the number of jobs advertised by the Department of Human Services.

C.5.3 Full time and part time positions

In 2013-14, the number of full time positions approved for advertising increased (8 per cent), driven by recruitment in Department of Justice and the Department of State Development, Business and Innovation.

There was also a significant decrease (57 per cent) in the number of positions approved for advertising that were recorded as 'full time or part time' (Table 71) due to the fall in the number of positions approved in the Department of Human Services.

Table 68 Positions approved for advertising by job function – 2013-14

Job function	Positions approved for advertising	Percentage of positions approved
Community healthcare and nursing	2,862	32%
Administration, business and human resources	2,098	24%
Legal, justice and prisons	1,286	14%
Policy and strategy	552	6%
Emergency services	416	5%
Agriculture, environment and science	319	4%
Information Technology	307	3%
Accounting, economics and finance	298	3%
Other	280	3%
Education, teaching and training	212	2%
Customer services	121	1%
Engineering, planning, transport and trades	56	1%
Aboriginal and Torres Strait Islander	45	1%
Graduate**	24	0%
Arts, sport and tourism	15	0%
Total	8,891	100%

Source: Victorian Government eRecruitment Services System – July 2014

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

Table 69 Average number of applications per position approved for advertising by job function – 2010-11 to 2013-14

Job function	2010-11	2011-12	2012-13	2013-14
Graduate	1	9	1	25
Customer services	24	22	17	33
Information technology	17	14	16	28
Accounting, economics and finance	26	20	15	27
Administration, business and HR	19	18	17	25
Policy and strategy	14	11	11	18
Legal, justice and prisons	9	12	17	16
Other	10	6	9	15
Agriculture, environment and science	13	12	14	13
Arts, sport and tourism	17	8	19	12
Education, teaching and training	9	15	12	12
Engineering, planning, transport and trades	15	12	15	12
Aboriginal and Torres Strait Islander	9	6	8	12
Community healthcare and nursing	3	6	6	8
Emergency services	5	4	4	6
Overall average	9	11	11	16

Source: Victorian Government eRecruitment Services System – 2010-11 to 2013-14

Table 70 Positions approved for advertising by employment type – 2009-10 to 2013-14

Employment type	2010-11	2011-12	2012-13	2013-14	Change 2012-13 to 2013-14
Ongoing	6,277	4,057	4,803	4,804	0%
Fixed Term	3,793	2,704	2,348	3,045	30%
Casual/Temporary	788	866	953	550	-42%
Other	829	885	956	492	-49%
Total	11,687	8,512	9,060	8,891	-2%

Source: Victorian Government eRecruitment Services System – 2010-11 to 2013-14

Table 71 Positions approved for advertising by full or part time requirement – 2010-11 to 2013-14

Full time / part time	Number of positions approved for advertising				Percentage change		
	2010-11	2011-12	2012-13	2013-14	2010-11 to 2011-12	2011-12 to 2012-13	2012-13 to 2013-14
Full Time	8,821	5,711	6,561	7,099	-35%	15%	8%
Full time or part time	347	310	568	242	-11%	83%	-57%
Part time	902	740	522	508	-18%	-29%	-3%

Source: Victorian Government eRecruitment Services System – 2010-11 to 2013-14

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

Appendix D 2014 People Matter Survey results

Under the *Public Administration Act 2004*, the VPSC is required to monitor compliance with the public sector values and employment principles. To fulfil these obligations, the VPSC administers an annual employee opinion survey: the People Matter Survey. The survey measures public sector employees' perceptions of how well the public sector values and employment principles are applied and adhered to within their organisations, as well as their sense of workplace wellbeing, employee engagement, and job satisfaction.

This appendix provides more detailed results from the 2014 People Matter Survey.

D.1 Reporting on the public sector values

D.1.1 Responsiveness: providing the best standards of service and advice

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

Responsiveness is an important public sector value. It can mean different things in different parts of the public sector, such as:

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

The People Matter Survey measures employees' sense of their organisations' commitment to providing the best standards of service to their clients and the Victorian public, as well as how well they adapt and change to meet changing client needs.

Items relating to responsiveness tend to achieve some of the highest levels of agreement in the survey. In 2014, employees' perceptions of the standard of service provided to the Victorian public were very positive. Ninety six per cent believed that their workgroup strove to achieve customer satisfaction, that their manager was committed to very high standards of service (93 per cent) and that their organisation provided high quality services to the Victorian public (91 per cent).

An important component of providing high quality service is actively using best practice. Eighty nine per cent of respondents to the 2014 survey believed that their organisation was doing very well in this area.

D.1.2 Integrity: earning and sustaining public trust

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

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

The People Matter Survey measures aspects of integrity such as employees' confidence in organisational processes for avoiding conflicts of interest and for reporting improper conduct, as well as their general sense of their organisation's efforts to earn the trust of the Victorian public.

Most employees (93 per cent) believed that their organisation had procedures and systems in place to prevent them engaging in improper conduct. There were high levels of perception of workgroup integrity (for example, 96 per cent of respondents believed that people in their workgroups do not use confidential information gained at work for personal use), together with a strong sense that organisations see achieving the trust and confidence of the public as important.

D.1.3 Reporting improper conduct

Even with the most rigorous integrity systems in place, improper conduct may still occur. Organisations must ensure that employees have enough confidence to report any improper conduct. The People Matter Survey measures employee awareness of, and confidence in, these systems.

The 2014 results suggest that respondents' awareness of their organisation's codes of conduct and values was quite high (95 per cent) as was their awareness of processes for reporting improper conduct (86 per cent). However, 24 per cent of employees surveyed either didn't feel confident that they would be protected from reprisal.

D.1.4 Impartiality: acting objectively

Decisions made by public sector organisations must be objective, fair and open to scrutiny.

Demonstrating impartiality requires that public sector employees and their organisations:

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

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

Organisations performed well on the 'impartiality' measures. A large majority of respondents in 2014 believed that their workgroups and their managers were impartial in their decision making. Eighty nine per cent believed that their organisations implemented programs affecting the Victorian community equitably.

D.1.5 Accountability: accepting responsibility for decisions and actions

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

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

The People Matter Survey measures employees' perceptions of organisational performance and accountability, and the adequacy of performance management. Ninety two per cent of respondents believed that their workgroup always tried to improve its performance. However, perceptions were not so favourable when it came to the leadership group where 32 per cent of respondents did not believe that senior managers provided clear strategy and direction.

D.1.6 Respect: treating others fairly and objectively

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

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

Most respondents indicated that members of their workgroup treated each other with respect (86 per cent), believed that their manager listened to what they had to say (86 per cent) and that their organisation did not tolerate bullying (80 per cent). However, there remains room for improvement as 35 per cent of respondents indicate that they have witnessed bullying and 19 per cent that they had experienced bullying in the past 12 months. Four per cent of respondents had submitted a formal complaint about bullying they had experienced.

The 2014 results for bullying show that of the 19 per cent of respondents who had experienced bullying in the last 12 months, 73 per cent said that they were not currently (at the time of the survey) experiencing the bullying behaviours, and 27 per cent indicated that they were.

The VPSC's research report, *Trends in Bullying in the Victorian Public Sector: 2004–10* identifies a range of strategies to address bullying. It also describes key support provided by the VPSC to assist organisations respond to bullying concerns in the workplace. These include the following resources: the Positive Work Environment Toolkit, *Developing Conflict Resilient Workplaces*, *Talking Performance*, and *Tackling Bullying*. These guides provide advice to managers on identifying workplace bullying and its impacts, as well as approaches to responding to and preventing bullying behaviours. A large number of seminars and workshops have also been held for public sector organisations about this issue. The VPSC is continuing to undertake research in this area including the release of *Exploring workplace behaviours: from bullying to respect*³⁹.

D.1.7 Leadership: actively implementing, promoting and supporting the values

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

Leadership in actively implementing, promoting and supporting the values requires:

- understanding of what the values mean in practice
- modelling the values in everyday behaviour
- inspiring colleagues to create a positive work culture

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

The 2014 survey results suggest that most public sector employees believed that their leaders modelled the values and that behaviour consistent with the values is acknowledged in their organisation (76 per cent). Eighty six per cent of respondents believed that their manager actively discourages behaviours that are inconsistent with the values.

Recent VPSC publications, such as *Welcome to Management*, *Great Manager*, *Great Results* and *Serving Victoria: A Guide for Victorian Public Sector CEOs* highlight the scope of leadership roles at different levels within the public sector. Each emphasises the importance of values-based leadership.

³⁹ State Services Authority, *Exploring workplace behaviours: from bullying to respect*, State Services Authority, Melbourne 2013.

D.1.8 Human rights: respecting and upholding human rights

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

- making decisions
- providing advice
- implementing decisions

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

The results for 2014 on respecting and upholding human rights were very positive. A majority of respondents indicated that:

- they understood how the Charter of Human Rights and Responsibilities applies to their work (91 per cent) and affects them as employees (90 per cent)
- their organisation has policies that require employees to act in ways that are consistent with human rights (97 per cent)
- human rights are valued in their workgroup (95 per cent)

There were relatively high levels of 'don't know' response for the four items relating to human rights (ranging from 6 to 16 per cent). These results indicate that there remains further work to be done in promoting understanding of the Charter of Human Rights and Responsibilities by employers.

D.2 Reporting on public sector employment principles

D.2.1 Merit: choosing people for the right reasons

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

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

The People Matter Survey measures how well public sector employees believe their organisations apply merit-based selection practices. It explores perceptions of the policies and processes for selection and assessing job performance.

Most (82 per cent) of the employees surveyed in 2014 agreed that their organisation had sound policies and procedures for selection decisions, and for performance assessment (80 per cent). Seventy three per cent of respondents agreed that development opportunities are accessed on the basis of merit.

D.2.2 Fair and reasonable treatment: respecting and balancing people's needs

Treating people unfairly or unreasonably can compromise the performance, integrity and reputation of public sector organisations and the sector as a whole. The survey findings consistently demonstrate that treating people with respect and balancing their needs increases their commitment to, and engagement with the organisation, as well as their sense of wellbeing and job satisfaction.

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

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

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

The results show that public sector organisations and managers were doing fairly well at providing a supportive and encouraging environment for their employees and treating them with dignity and respect.

Most respondents (82 per cent) agreed that there was fair access to development opportunities. Public sector organisations appeared to perform well in providing support for employees who sought to balance their working and personal lives. A large majority of respondents agreed that their manager treated them with dignity and respect (88 per cent), involved them in decisions about their work (81 per cent) and that their organisation has practical arrangements to assist with work-life balance (78 per cent).

D.2.3 Equal employment opportunity: providing a fair go for all

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

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

The People Matter Survey measures employees' perceptions of the extent to which their organisations provide a fair go for all and this is an area in which the Victorian public sector generally performs very well. Perceptions do vary, however, according to demographic group. While overall results were very positive, some employees had a different perception. Respondents with a disability were less likely to be positive about the equality of opportunity offered by their organisations. Eighty two per cent of employees with a disability and 92 per cent of employees with no disability believed that their organisation provided equality of opportunity, whereas there was almost no difference in response based on age or gender. Ninety one per cent of employees believed that their organisation provided equality of opportunity. Ninety two per cent of female employees and 90 per cent of male employees believed their organisation provided equality of opportunity.

D.2.4 Reasonable avenues of redress: resolving issues fairly

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

- procedural fairness
- ease of access
- employee confidence

The People Matter Survey measures employee understanding and confidence in procedures for resolving issues. While the majority of employees appear to understand and have confidence in the avenues of redress offered, there is a substantial proportion that do not. Most employees surveyed believe that their organisation had clear grievance procedures and processes (87 per cent). Understanding of the

processes and procedures for resolving issues must be accompanied by confidence in those processes and procedures if they are to be effective. The results show that there was a need for further effort to build employee confidence in these areas. This is particularly the case in relation to employee confidence about lodging a grievance, as 27 per cent of employees did not believe that if they lodged a grievance it would be investigated in a thorough and objective manner.

D.3 Detailed results by survey question

Table 72 through to Table 80 provide detailed results for questions on the application of the public sector values and employment principles, and employee experiences, including perceptions of their work environment, job satisfaction, employee engagement, awareness of organisational policies and processes, and patient safety (only health sector employees respond to eight patient safety questions).

Please note that in the following tables 'percentage agreement' is the sum of 'agree' plus 'strongly agree' responses as a percentage of total responses excluding 'don't know' responses.

Table 72 Detailed responses on questions measuring the public sector values

Survey question	Responses %					Percentage agreement
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	
Responsiveness						
My workgroup strives to achieve customer satisfaction	1	3	38	57	1	96
My manager is committed to ensuring customers receive a high standard of service	2	5	35	56	2	93
My organisation provides high quality services to the Victorian community	2	7	41	49	2	91
In my workgroup, work is undertaken using best practice approaches	3	8	41	47	2	89
People in my workgroup believe it is important to provide frank, impartial and timely advice to the Government ⁴⁰	2	7	42	42	7	90
Integrity						
People in my workgroup are honest, open and transparent in their dealings	3	11	47	38	2	86
My manager encourages employees to avoid conflicts of interest	2	7	46	36	9	90
I am confident that I would be protected from reprisal for reporting improper conduct	6	15	42	26	12	76
In my organisation, there are procedures and systems designed to prevent employees engaging in improper conduct	1	5	54	35	4	93

⁴⁰ Applies Victorian Public Service respondents only

Survey question	Responses %					Percentage agreement
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	
In my organisation, earning and sustaining a high level of public trust is seen as important	1	4	41	51	3	95
People in my workgroup do not use confidential information gained at work for personal use	1	2	33	56	7	96
Impartiality						
In my organisation there are procedures and systems that promote objective decision-making	2	11	56	24	7	86
People in my workgroup do not show bias in decisions affecting clients	2	10	51	33	5	87
Government policies and programs affecting the community are implemented equitably by my organisation	3	7	50	26	14	89
My manager demonstrates objectivity in decision-making	4	11	48	33	5	84
Accountability						
Senior managers provide clear strategy and direction	8	22	45	21	3	68
People in my workgroup use their time and resources efficiently	3	14	53	28	3	83
My workgroup always tries to improve its performance	1	7	46	45	1	92
I actively seek feedback about my performance at work	1	14	51	33	1	85
Respect						
People in my workgroup treat each other with respect	3	11	49	37	1	86
Bullying ⁴¹ is not tolerated in my organisation	6	14	41	37	3	80
My manager listens to what I have to say	4	9	44	41	2	86
My manager keeps me informed about what's going on	6	15	45	33	2	79
Leadership						
Senior managers model the values	7	16	48	21	9	76
In my organisation behaviour consistent with the values is acknowledged	4	18	50	20	8	76

⁴¹ Workplace bullying is repeated, unreasonable behaviour directed to an employee or a group of employees that creates a risk to health and safety. Types of behaviour that could be considered bullying include: verbal abuse, excluding or isolating employees, psychological harassment, intimidation, assigning meaningless tasks unrelated to the job, giving employees impossible assignments, deliberately changing work rosters to inconvenience particular employees, deliberately withholding information that is vital to effective work performance.

Survey question	Responses %					Percentage agreement
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	
My manager actively discourages behaviours that are inconsistent with the values	3	10	51	28	8	86
I encourage people in my workgroup to act in ways that are consistent with the values	1	3	58	35	4	97
Human rights						
I understand how the Charter of Human Rights and Responsibilities applies to my work	1	7	53	25	14	91
My organisation has policies that require employees to act in ways that are consistent with human rights	1	2	57	30	10	97
In my workgroup, human rights are valued	1	4	54	35	6	95
I understand how the Charter of Human Rights and Responsibilities affects me as an employee	1	7	52	24	16	90

Source: People Matter Survey 2014

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

Table 73 Detailed responses to questions measuring the public sector employment principles

Survey question	Responses %					Percentage agreement
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	
Merit						
My organisation has policies that require recruitment of employees on the basis of merit	5	11	49	24	12	82
In my workgroup, decisions about access to development opportunities are made on the basis of merit	6	17	45	19	13	73
My performance is assessed against clear criteria	5	14	52	22	8	80
Fair and reasonable treatment						
My manager treats employees with dignity and respect	4	8	46	41	2	88
In my organisation, employment arrangements are available to help employees achieve a work-life balance	7	14	48	27	4	78

Survey question	Responses %					Percentage agreement
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	
My manager involves me in decisions about my work	5	14	50	29	2	81
In my organisation, there are opportunities for me to develop my skills and knowledge	5	13	50	30	2	82
Equal employment opportunity						
Equal employment opportunity is provided in my organisation	2	6	55	31	6	91
My organisation is committed to creating a diverse workforce (e.g. age, gender, cultural background)	2	5	52	30	11	92
Gender is not a barrier to success in my organisation	2	6	51	36	5	91
Disability is not a barrier to success in my organisation	2	8	48	25	16	88
Age is not a barrier to success in my organisation	2	8	51	29	10	89
Cultural background is not a barrier to success in my organisation	1	4	55	33	8	95
Avenues of redress						
In my organisation there are clear procedures and processes for resolving grievances	3	9	56	25	7	87
I would be confident in approaching my manager to discuss concerns and grievances	6	12	45	34	3	81
I am confident that if I lodge a grievance in my organisation, it would be investigated in a thorough and objective manner	9	15	43	22	11	73
Development of a career public service [for public service bodies only]						
I am proud to work in the Victorian Public Service	2	6	50	38	4	92
I am committed to working in the Victorian Public Service for much of my career	2	7	43	40	8	91
I would recommend the Victorian Public Service as a good place to work	3	10	47	33	7	85

Source: People Matter Survey 2014

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

Table 74 Detailed responses to questions relating to work environment

Survey question	Responses %					Percentage agreement
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	
Workplace wellbeing						
I receive help and support from other people in my workgroup	1	4	52	43	1	95
I have enough work to keep me busy	1	2	30	67	0	97
I feel I make a contribution to achieving the organisations objectives	1	2	40	55	1	97
I am provided with the opportunity to work to my full potential	4	16	42	36	2	80
There is a good team spirit in my workgroup	5	13	43	38	1	82
I provide help and support to other people in my workgroup	0	0	44	55	0	99
I am encouraged to report health and safety incidents and injuries	2	6	52	38	3	93
Change management						
There is a clear consultation process when change in my organisation is proposed	12	28	41	11	8	56
Communications about change from senior managers are timely and relevant	12	28	43	11	7	57
In times of change, senior managers provide sufficient information about the purpose of the changes	12	27	43	12	6	58
I am provided with the opportunity to influence changes in my organisation	14	31	39	10	7	53
In times of change, I have an obligation to help my work colleagues understand and adapt to the new ways of working	2	5	61	28	5	93
Employee commitment						
I view my organisation as an employer of choice	4	11	49	28	7	84
I rarely think about leaving this organisation	10	24	40	24	3	66

Source: People Matter Survey 2014

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

Table 75 Detailed responses to questions relating to job satisfaction

Survey question	Responses %					Percentage satisfied
	Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied	
Opportunities for development	7	15	26	42	10	52
Job security	5	11	18	52	15	67
Pay/remuneration	8	19	25	42	6	49
Relationship with people in my workgroup	2	5	12	54	28	82
Relationship with manager	5	7	14	45	29	74
Ability to work on own initiative	2	5	12	51	30	81
Interesting/challenging work provided	2	6	16	50	26	76
Work-life balance	5	12	20	47	16	62
Working environment	5	11	17	50	18	68
Please indicate your level of satisfaction with your present job overall	4	10	16	51	20	71

Source: People Matter Survey 2014

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

Table 76 Detailed responses to questions relating to employee engagement

Survey question	Responses %					Engagement score
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	
I would recommend my organisation as a good place to work	5	9	19	48	20	67
I am proud to tell others I work for my organisation	3	6	19	46	26	72
I feel a strong personal attachment to my organisation	4	9	25	41	22	67
My organisation motivates me to help achieve its objectives	5	12	28	40	16	63
My organisation inspires me to do the best in my job	5	11	26	39	18	64

Source: People Matter Survey 2014

Note: The engagement score is average score calculated where "Strongly disagree" has been assigned a score of 0, "Disagree" a score of 25, "Neither agree nor disagree" a score of 50, "Agree" a score of 75 and "Strongly agree" a score of 100.

Table 77 Detailed responses to questions relating to employee experiences

Survey question	Responses %		
	Yes	No	Don't know
Received formal feedback on individual performance	62	35	3
Received informal feedback on individual performance	71	27	3
My manager has talked to me about what I am doing well in my work	68	29	3
My manager has talked to me about what I could do to improve my performance	59	38	3
Senior managers communicated the results of the last organisation-wide employee survey	44	21	34
Senior managers took action(s) on the results of the last organisation-wide employee survey	25	20	55
Witnessed bullying ⁴² at work	35	66	N/A
Personally experienced bullying ⁴² and submitted a formal complaint	4	96	N/A

Source: People Matter Survey 2014

Table 78 Detailed responses to the question on personally experienced bullying

Survey question	Responses %			
	Yes, but not currently experiencing it	Yes, and currently experiencing it	Not sure	No
Personally experienced bullying ⁴² at work in the 12 months prior to the Survey	14	5	6	75

Source: People Matter Survey 2014

⁴² Workplace bullying is repeated, unreasonable behaviour directed to an employee or a group of employees that creates a risk to health and safety. Types of behaviour that could be considered bullying include: verbal abuse, excluding or isolating employees, psychological harassment, intimidation, assigning meaningless tasks unrelated to the job, giving employees impossible assignments, deliberately changing work rosters to inconvenience particular employees, deliberately withholding information that is vital to effective work performance.

Table 79 Detailed responses to questions relating to awareness of organisational policies and processes

Survey question	Responses %		
	Yes	No	Don't know
My organisation's code of conduct	95	3	2
My organisation's values	95	3	2
My organisation's processes for reporting improper employee conduct	86	8	5
My organisation's processes in place to support the <i>Protected Disclosures Act 2012</i>	47	29	24
My organisation's policy regarding the giving and receiving of gifts or benefits	82	10	9
My organisation's programs to support employee wellbeing (i.e. Employee Assistance Program or equivalent)	82	10	8

Source: People Matter Survey 2014

Table 80 Detailed responses to questions relating to patient safety

Survey question	Responses %					Percentage agreement
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	
Patient care errors are handled appropriately in my work area	1	4	52	32	12	94
This health service does a good job of training new and existing staff	3	14	55	23	6	82
I am encouraged by my colleagues to report any patient safety concerns I may have	1	4	54	35	7	95
The culture in my work area makes it easy to learn from the errors of others	2	12	55	23	8	85
Trainees in my discipline are adequately supervised	3	11	52	25	9	85
My suggestions about patient safety would be acted upon if I expressed them to my manager	2	6	50	30	12	91
Management is driving us to be a safety-centred organisation	2	6	54	31	7	91
I would recommend a friend or relative to be treated as a patient here	3	6	50	35	6	91

Source: People Matter Survey 2014

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

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

Appendix E Public sector Boards by classification

E.1 Public sector Boards by department portfolio

Table 81 Public sector Boards by portfolio and Board classification – June 2014

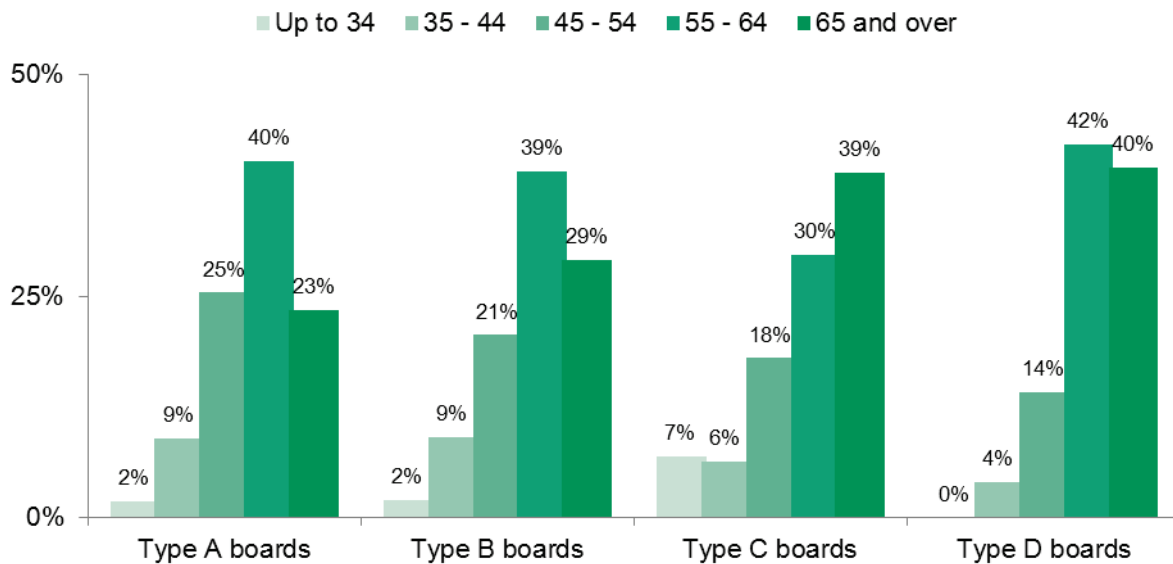
Portfolio	Grouping	Classification				Total classified Boards ⁴³	Total Boards
		A	B	C	D		
Education and Early Childhood Development	TAFEs and other education entities	2	8	25	–	35	35
	School councils	–	–	1,533	–	1,533	1,533
Environment and Primary Industries	Water authorities, planning agencies, alpine resorts and other entities	41	13	35	3	92	92
	Committees of Crown land management	1	–	905	–	906	906
Health	Public health services and other bodies	21	12	88	–	121	122
	Cemetery trusts	5	–	448	–	453	453
Human Services		–	3	6	–	9	9
Justice		9	16	14	–	39	39
Premier and Cabinet		2	8	5	–	15	17
State Development, Business and Innovation		6	6	10	1	23	23
Transport, Planning and Local Infrastructure		11	7	17	3	38	38
Treasury and Finance		11	1	3	4	19	20
Total		109	74	3,089	11	3,283	3,287

Source: GAPED database – June 2014

⁴³ The board classifications for BreastScreen Victoria (Public health), The Wheeler Centre (Premier and Cabinet), Victorian Opera (Premier and Cabinet) and the Old Treasury Building Reserve Committee of Management (Treasury and Finance) were unknown at the time of publication.

E.2 Age profile

Figure 38 Age profile of Board members by Board classification – June 2014⁴⁴



Source: GAPED database – June 2014

E.3 Metropolitan and regional representation

Table 82 Metropolitan and regional representation of Board members by Board classification – June 2014⁴⁵

Classification	Board members		Proportion of Board members	
	Regional	Metro	Regional	Metro
A	312	501	38%	62%
B	142	667	18%	82%
C	10,567	1,711	86%	14%
D	25	199	11%	89%
Total	11,046	3,078	78%	22%

Source: GAPED database – June 2014

⁴⁴ For all Boards except School councils.

⁴⁵ For all Boards except School councils.

E.4 Remuneration

Table 83 Remuneration of Group A Boards

Band	Classification criteria	Chair	Member
		Annual fee	
1	<ul style="list-style-type: none"> Government business enterprises incorporated under the Commonwealth <i>Corporations Act 2001</i> or corporatised businesses with a turnover of over \$1 billion or assets over \$1 billion or profit over \$100 million. Statutory authorities determined by the Premier and Cabinet to warrant inclusion in this group. Businesses that are new or facing particular challenges that warrant special consideration. 	\$66,228–\$124,235	\$33,115–\$54,431
2	<ul style="list-style-type: none"> Government business enterprises incorporated under the Commonwealth <i>Corporations Act 2001</i> or corporatised businesses with a turnover of between \$500 million and \$1 billion or assets between \$500 million and \$1 billion or profit between \$50–\$100 million, or any combination of these factors. Statutory authorities with a turnover of over \$1 billion or assets over \$1 billion or operating surplus over \$100 million or any combination of these factors. 	\$49,672–\$93,184	\$22,076–\$46,599
3	<ul style="list-style-type: none"> Government business enterprises incorporated under the <i>Corporations Act 2001</i> or corporatised businesses with a turnover of between \$50 million and \$500 million or assets between \$50 million and \$500 million or profit between \$5 million and \$50 million or any combination of these factors. Statutory authorities with a turnover of between \$500 million and \$1 billion or assets between \$500 million and \$1 billion or an operating surplus between \$50 million and \$100 million or any combination of these factors. 	\$33,115–\$69,885	\$17,661–\$32,660
4	<ul style="list-style-type: none"> Government business enterprises incorporated under the <i>Corporations Act 2001</i> or corporatised businesses with a turnover of below \$50 million or assets below \$50 million or profit below \$5 million or any combination of these factors. Statutory authorities with a turnover of between \$50 million and \$500 million or assets between \$50 million and \$500 million or an operating surplus between \$5 million and \$50 million or any combination of these factors. 	\$16,557–\$46,599	\$9,934–\$18,658
5	<ul style="list-style-type: none"> Statutory authorities with a turnover of below \$50 million or assets below \$50 million or profit below \$5 million. 	\$11,038–\$23,377	\$6,623–\$12,488

Source: Department of Premier and Cabinet, Appointment and Remuneration Guidelines for Victorian Government Boards, Statutory Bodies and Advisory Committees, Department of Premier and Cabinet, Melbourne, 2011 (Updated July 2013).

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

- Responsibility – the Board independently sets long-term strategies and policies and has final authority to decide all strategic and operational direction. Decisions have a major impact on long-term organisational performance and will influence the public perception of government.
- Complexity – multifaceted and difficult to grasp.
- Organisational change – the Board may be required to direct significant organisational change. The organisation employs at least 250 people.
- Personal risk – appointment carries extreme risk in both financial terms and in terms of professional reputation. Termination without notice or substantiation may occur at any time.
- Knowledge and experience required – extensive and diverse commercial experience, expert knowledge of a number of business fields and a detailed understanding of the impact of important issues in many other fields, experience with government.
- There is no separate allowance or fee for a deputy chair. If a deputy chair is appointed, payment will be at the member's rate. If the deputy chair assumes the role of the chair, the chair's fee will be payable for the period the deputy chair acts as a chair.
- There are no daily sitting fees for Group A Boards, but travel and other appropriate personal expenses will be reimbursed on the basis of actual costs incurred.
- Upon ministerial approval, up to \$5,078 per annum may be paid to directors who receive annual fees for committee work undertaken in recognition of the extra commitment required. The minister should assess the additional commitment required and the level of remuneration warranted when considering providing a Board with the capacity to compensate members for the extra time and responsibilities involved in committee membership. The approved level of fees for committee membership will be an absolute ceiling figure regardless of the number of committees to which a director may be appointed and should be considered in the context of the annual fee level paid to Board members.

Table 84 Remuneration of Group B Boards

Band	Classification criteria	Chair	Member
		Annual fee	
1	<ul style="list-style-type: none"> Significant industry advisory Boards and other Boards advising government on key strategic matters. 	\$16,557–\$46,599	\$9,934–\$18,658
2	<ul style="list-style-type: none"> Other industry Boards and bodies advising government on matters of state-wide significance. 	\$11,038–\$23,377	\$6,623–\$12,488
		Sessional rates – fee per day	
1	<ul style="list-style-type: none"> Quasi-judicial Boards/tribunals that sit and determine matters of significant financial and personal importance to individuals or small groups of people where there is no other framework governing remuneration and appointments. Chair/member of government bodies undertaking significant statutory functions, providing specialist advice to a minister and developing policies, strategies and guidelines in a broad and important area of operations. Appointees will have extensive knowledge and expertise in the relevant field. Management Boards of medium-size organisations undertaking one or more functions or providing a strategically important service. Members would have substantial management/business /professional expertise relevant to the field of operations. The operations would normally warrant a general manager at executive officer band 3 (high) or band 2 (low). 	\$354–\$576	\$271–\$497

Source: Department of Premier and Cabinet, Appointment and Remuneration Guidelines for Victorian Government Boards, Statutory Bodies and Advisory Committees, Department of Premier and Cabinet, Melbourne, 2011(Updated July 2013).

Notes: There is no separate allowance or fee for a deputy chair. If a deputy chair is appointed, payment will be at the member's rate. If the deputy chair assumes the role of the chair, the chair's fee will be payable for the period the deputy chair acts as a chair. Upon ministerial approval, up to \$5,078 per annum may be paid to directors who receive annual fees for committee work undertaken in recognition of the extra commitment required. The minister should assess the additional commitment required and the level of remuneration warranted when considering providing a Board with the capacity to compensate members for the extra time and responsibilities involved in committee membership. The approved level of fees for committee membership will be an absolute ceiling figure regardless of the number of committees to which a director may be appointed and should be considered in the context of the annual fee level paid to Board members.

Table 85 Remuneration of Group C Boards

Band	Classification criteria	Chair	Member
		Sessional rates – fee per day	
1	<ul style="list-style-type: none"> Scientific, technical and legal advisory bodies requiring members to be 'experts in their field' and provide the highest level of advice available. Such bodies would be commissioned by and report directly to government in response to proposals/issues considered important to the general community. Disciplinary Boards or Boards of appeal for individuals (professional or non-professional) where the members of the Board are not required to be legally qualified or do not require the assistance of legal counsel. Management Boards of small size organisations undertaking a specific function or providing a discrete service. Members would have substantial management/business/professional expertise relevant to the field of operations. The operations of the organisation would normally warrant a general manager in the low to middle levels of executive officer band 3. 	\$271–\$497	\$210–\$380
2	<ul style="list-style-type: none"> Qualifications, regulatory or licensing bodies for recognised professional groups. Such bodies would be responsible for establishing appropriate codes of practice and operating standards, administering relevant legislation and maintaining a register of licensed practitioners. Bodies established by legislation or at the direction of a minister (or government) to investigate/monitor and advise/report to government on issues considered to be of importance within the portfolio or where there is a high degree of concern within certain sections of the community. Qualifications, regulatory or licensing bodies in relation to technical, trade or non-professional groups. 	\$166–\$380	\$144–\$296
3	<ul style="list-style-type: none"> Advisory bodies to departments. These bodies could be established under legislation or at the instigation of a minister or department head. The role of such bodies would be to hold internal inquiries/investigations in relation to an operation (or some aspect of an operation) of a particular department. The body would report within the department and at the department head level of below. Advisory committees required to consider issues/matters that are local and affect confined areas including local land and water advisory committees. Trade and para-professional registration and licensing committees where legislation defines qualifications and regulates operating requirements of practising individuals. 	Up to \$234	Up to \$201

Source: Department of Premier and Cabinet, Appointment and Remuneration Guidelines for Victorian Government Boards, Statutory Bodies and Advisory Committees, Department of Premier and Cabinet, Melbourne, 2011(Updated July 2013).

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

Table 86 Remuneration of Group D Boards

Band	Classification criteria	Chair	Member
1	<ul style="list-style-type: none"> The most important government inquiries requiring urgent consideration of issues arising from serious/contentious situations that may affect a large section of the community. Such bodies would be required to submit a comprehensive report including feasible options to government within stringent timelines. 	Minister to determine and recommend to Cabinet for approval either an annual fee (pro rata) or a daily fee.	
2	<ul style="list-style-type: none"> Important government inquiries requiring consideration of issues that may affect the community. Such bodies would be required to submit a comprehensive report including feasible options to government within agreed timelines. 	Minister to determine and recommend to Cabinet for approval either an annual fee (pro rata) or a daily fee.	
3	<ul style="list-style-type: none"> Ad hoc expert panels established for limited time periods to undertake a specific (often technical) task. 	Minister to determine and approve either an annual fee (pro rata) or a daily fee.	

Source: Department of Premier and Cabinet, Appointment and Remuneration Guidelines for Victorian Government Boards, Statutory Bodies and Advisory Committees, Department of Premier and Cabinet, Melbourne, 2011 (Updated July 2013).

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

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

Appendix F Glossary of common terms and acronyms

Term	Definition
Active employees/executives	Active employees and executives are people who were employed and paid by the reporting organisation for the last full pay period in June. People on leave without pay are not counted as active, as they are not being paid. Contractors, statutory appointees and Board members are not employees and are not counted as active employees/executives.
Annual pay rate	This is the annual rate of pay specified in an agreement or award for the work undertaken by the employee and where the annual salary of part time employees has been scaled up to 1 FTE to enable comparison.
Australia and New Zealand Standard Classification of Occupation (ANZSCO)	ABS standard classification structure for occupations.
Australian Bureau of Statistics (ABS)	
Casual employees	Casual employees 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.
CBD	Central business district.
Culturally and Linguistically Diverse (CALD)	Refers to differences in ethnicity, cultural background and religious beliefs e.g. whether the person or parents were born overseas, speaking a language other than English at home.
Executive data collection	The executive data collection is an annual census of all people employed as executives under Part 3 of the <i>Public Administration Act 2004</i> . The census is performed by the Victorian Public Sector Commission and gathers employment and demographic details for active, inactive, vacant and separated executives.
Executive Leadership Program (ELP)	A leadership program run for executives by the VLDC.
Executive officer (EO)	A descriptor used in the classification of Victorian public service executives.

Term	Definition
Executives	<p>Executives are senior managers and leaders in the Victorian public sector who are employed on an executive contract of up to five years duration.</p> <p>Executives in the Victorian public service are people employed as executives under Part 3 of the <i>Public Administration Act 2004</i>.</p> <p>Outside the Victorian public service, but within the Victorian public sector, executives are any person considered a CEO or equivalent role and receive a TRP of \$141,667 (from 1 July 2012) or more. Technical specialists who do not have a management function, and people whose employment is regulated by an award or enterprise agreement, are not included.</p>
Fixed term employees	<p>Fixed term employees are people who are employed by the reporting organisation for a set period.</p>
Full time employees	<p>A full time employee is a person who normally works the full time hours defined for their job classification under the applicable provisions of an applicable industrial agreement. It includes employees who purchase additional leave but who normally work full time hours on a weekly basis.</p>
Full Time Equivalent (FTE)	<p>Full Time Equivalent (FTE) is a standard unit of measurement which is calculated by totaling the number of hours each employee is engaged to work divided by the number of hours a full time employee is contracted to work. The result is the number of full time employees that would be required to deliver the total number of hours the employees are actually employed to work. This enables comparison across organisations that might have different rates of part time and full time employment.</p>
Government Appointments and Public Entities Database (GAPED)	<p>The Government Appointments and Public Entities Database (GAPED) contains information on the structure and membership of Victorian public sector organisations and includes Board membership and remuneration.</p> <p>GAPED is administered by the Victorian Public Sector Commission and data is provided by government departments.</p>
Government Sector Executive Remuneration Panel (GSERP)	<p>The Government Sector Executive Remuneration Panel (GSERP) governs the remuneration and employment of executives in the broader public sector (excluding the public service), in accordance with government policy.</p>
GSERP data collection	<p>The GSERP data collection is an annual census performed by the Victorian Public Sector Commission that gathers employment and remuneration data for active executives in the broader public sector (outside the public service).</p>
Headcount	<p>The headcount is the number of people employed within a sector or organisation.</p>

Term	Definition
HR	Human resources.
Occupational category	The highest level in the ANZSCO occupational structure.
Ongoing employee	Ongoing employee means a person employed on an ongoing basis.
Part time employees	Part time employees are people who are contracted to work fewer hours than full time hours (as defined in the relevant award or agreement). Part time employment is not restricted to particular employment arrangements. Ongoing, fixed term, and casual employees can all work part time. All employees with an FTE below 1 are considered part time.
People Matter Survey (PMS)	The <i>People Matter Survey</i> is an annual employee opinion survey undertaken by the Victorian Public Sector Commission. The survey measures how well the public sector values and employment principles are applied and adhered to by organisations, managers and workgroups. In addition, the survey also measures workplace wellbeing and job satisfaction.
Professional, Administrative, Computing Clerical and Technical (PACCT)	PACCT classified staff are employed in the TAFE sector.
Protective Service Officers (PSOs)	PSOs are employed by Victoria Police.
Senior Executive Leadership Program (SELP)	A leadership program run for executives by the VLDC.
Separation rate	The number of separations is the number of people who ceased to be employed within the reporting period. Separations are typically expressed as a rate of the average number of employees (between the start and end of the reporting period). Separation rates in this report are for ongoing employees only and do not include fixed term or casual employees.
Technical and further education (TAFE)	TAFE institutes provide vocational training and education services, including programs and courses, to school leavers, adults, apprentices and employees.
Total remuneration package (TRP)	Is the sum of an executive's salary (annual value of cash component), employer superannuation contributions and the cost of any fringe benefits (plus any associated fringe benefits tax).
Victorian public sector	A full description of the Victorian public sector can be found in Chapter 1. For the purposes of this report the public sector does not include local government or Commonwealth agencies.
Victorian Public Service (VPS)	A full description of the Victorian Public Service can be found in Chapter 1.

Term	Definition
<p>Workforce data collection</p>	<p>The workforce data collection is an annual census of Victorian public sector employees. It provides a snapshot of:</p> <ul style="list-style-type: none"> ▪ people employed and paid in the last pay period of June (active employees) ▪ people who ceased to be employed during the reporting year (separated staff) <p>People who ceased casual employment in the reporting year are not included in the count of separated staff.</p> <p>Data is provided by all employing organisations in the public service and broader public sector.</p>