

THE STATE OF THE PUBLIC  
SECTOR IN VICTORIA  
**2012-2013**

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.

#### **Contact us at the Victorian Public Sector Commission**

Email: [info@vpssc.vic.gov.au](mailto:info@vpssc.vic.gov.au)

Phone: (03) 9651 1321

Fax: (03) 9651 0747

Postal Address:

3 Treasury Place

Melbourne 3002

[www.vpsc.vic.gov.au](http://www.vpsc.vic.gov.au)

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# INTRODUCTION

Each year the Victorian Public Sector Commission (formerly the State Services Authority) prepares a *State of the Public Sector in Victoria* report. This year's report:

- provides an overview of the functions performed by the Victorian public sector and a profile of its employees;
- explores the application of the public sector values and employment principles, as well as employee perceptions of workplace wellbeing, employee engagement and job satisfaction; and
- provides more detailed profiles of executive employees and board members in the public sector, their role and duties, and initiatives to develop executive leadership.

The Victorian Public Sector Commission came into operation on 1 April 2014 and superseded the State Services Authority. However, as the State Services Authority was operational throughout 2012–13, all references to the State Services Authority have been retained in the content of this report.





# CHAPTER 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 Victorian public 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"><li>• funding, providing system management to and operating public health care, aged care and hospital services</li><li>• operating schools and TAFE institutions and delivering education services</li><li>• providing police and emergency services</li><li>• managing the public transport system</li><li>• undertaking fire prevention and suppression</li><li>• funding and hosting arts and cultural events</li><li>• constructing and maintaining major roads</li><li>• managing water storage and sewage disposal</li><li>• funding and partnering with local government to deliver projects and services (e.g. libraries, kindergartens)</li><li>• funding and overseeing community services for children, families, older Victorians and people with disabilities</li></ul>

Function	Examples
<b>Service delivery (cont.)</b>	<ul style="list-style-type: none"> <li>• developing town planning frameworks</li> <li>• funding and managing major infrastructure projects</li> <li>• promoting tourism and major sporting events</li> <li>• supporting industry development</li> <li>• providing or funding technical and scientific support for the agricultural and health industries</li> <li>• promoting innovation in key industries such as biotechnology, and information and communication technologies</li> </ul>
<b>Stewardship</b>	<ul style="list-style-type: none"> <li>• 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</li> <li>• 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</li> <li>• protecting the State's biodiversity</li> </ul>
<b>Integrity</b>	<ul style="list-style-type: none"> <li>• 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</li> </ul>
<b>Regulatory</b>	<ul style="list-style-type: none"> <li>• regulating electricity, gas, transport and water</li> <li>• regulating gambling and liquor sales</li> <li>• providing consumer protection</li> <li>• regulating planning and building</li> <li>• regulating cultural heritage</li> <li>• undertaking regulatory reform</li> </ul>
<b>Judicial and quasi-judicial</b>	<ul style="list-style-type: none"> <li>• providing and supporting dispute resolution and mediation services</li> <li>• providing administrative support for the judicial arm of government</li> </ul>
<b>Advisory</b>	<ul style="list-style-type: none"> <li>• providing policy advice to ministers</li> <li>• advising government on policy development</li> <li>• supporting government on policy implementation</li> </ul>
<b>Executive government support</b>	<ul style="list-style-type: none"> <li>• providing support to the Governor of Victoria</li> <li>• providing support to the Premier, Cabinet and ministers</li> <li>• preparing legislation</li> <li>• collecting and administering taxation, subsidies and levies</li> <li>• managing the State's finances and investments</li> </ul>

## 1.2 size and composition of the public sector

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

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

The size and functional composition of the public sector is determined by the government of the day and reflects its choices as to the structure for delivering government administration and services. In 2012–13, there was a major restructure of public service departments (See 1.2.3 machinery of government changes in 2013 for details).

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

### 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 July 2013, the public service consisted of nine departments, nine administrative offices and 22 other bodies, including the State Services Authority. The differences between these key types of agencies are described in Figure 1.

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

- **Departments** are ministers' principal source of advice on portfolio matters and undertake the functions of government that are most appropriately kept close to ministers and the executive. They maintain an awareness of activities within their ministers' portfolios and assist their ministers to account to Parliament for the actions and performance of their department and any administrative offices or public entities in their portfolio.
- **Administrative offices** are discrete business units which, although formally related to a department, operate with a degree of autonomy. They perform public functions and implement government policy within defined boundaries, clearly defined goals or objectives.
- **Other bodies** include special bodies and other agencies designated as public service employers by specific legislative reference. Special bodies are usually integrity and quasi-judicial organisations which must exercise their core functions without ministerial intervention.

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

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

Table 2: Composition of the Victorian public sector and distribution of public sector employees – July 2013<sup>1</sup>

<p><b>Victorian public sector</b> 1,810 employers 262,056 employees (213,557 FTE)</p>	<p><b>Victorian Public Service</b> 40 employers 35,645 employees (32,629 FTE)</p>	<p><b>Departments</b> 9 employers 29,971 employees (27,259 FTE)</p>	<p>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</p>
<p><b>Authorities and Offices</b> 31 employers 5,674 employees (5,370 FTE)</p>			<p><b>Designated as administrative offices under the Public Administration Act 2004</b> 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</p> <p><b>Designated as public service employers by specific legislative reference</b> 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 State Services Authority 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 Responsible Gambling Foundation</p>

<b>Victorian public entities</b> 1,770 employers 226,411 employees (180,928 FTE)	<b>Government Schools</b> 1,541 employers 66,870 employees (55,532 FTE)	School councils (1,540) <sup>2</sup> Teaching service, including education support class employees (1)
	<b>TAFE and other education</b> 23 employers 14,700 employees (10,192 FTE)	TAFE institutes (18) Miscellaneous (5)
	<b>Public health care</b> 89 employers 98,446 employees (72,415 FTE)	Health care services (85) Health research and other bodies (4)
	<b>Police and emergency services</b> 6 employers 22,846 employees (21,904 FTE)	Ambulance Victoria Country Fire Authority Emergency Services Telecommunications Authority Metropolitan Fire and Emergency Services Board Victoria Police Victoria State Emergency Service
	<b>Water and land management</b> 47 employers 8,037 employees (7,582 FTE)	Alpine resorts management boards (4) Catchment management authorities (10) Water bodies (19) Miscellaneous (14)
	<b>Arts, finance, transport and other</b> 64 employers 15,512 employees (13,303 FTE)	Arts agencies (10) Cemetery trusts (5) Facilities management (8) Finance and insurance (8) Regulators (6) Sport and recreation (11) Transport (8) Miscellaneous (8)

Source: Workforce Data Collection – June 2013

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

### 1.2.2 broader public sector

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

Victorian public entities include employing entities such as health care services, schools, TAFE institutes, police and emergency services organisations, water and land management, and other bodies. At July 2013, there were 1,770 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. There are approximately 2,000 non-employing public entities in Victoria.

### 1.2.3 machinery of government changes in 2013

From 1 July 2013, the number of public service departments was reduced from eleven to nine. The Department of Primary Industries and the Department of Planning and Community Development were abolished and their functions transferred to other departments.

Three departments were renamed following substantial organisational restructures:

- The Department of Business and Innovation became the Department of State Development, Business and Innovation, picking up the energy and resources function from Primary Industries and other functions from Planning and Community Development, and Treasury and Finance.
- The Department of Sustainability and Environment became the Department of Environment and Primary Industries adding the remaining functions from Primary Industries and losing Land Victoria; and
- The Department of Transport was expanded to become the Department of Transport, Planning and Local Infrastructure taking responsibility for Land Victoria and the planning and local government functions formerly within Planning and Community Development.

Three other departments (Departments of Premier and Cabinet, Treasury and Finance, and Human Services) were assigned new functions. The remaining Departments (Health, Justice and Education and Early Childhood Development) were unaffected.

Prior to these machinery of government changes the public service was structured as indicated in Table 3.

**Table 3: Composition of the Victorian public service as at June 2013**

Victorian Public Service – 41 employers and 35,645 employees (32,629 FTE)	
11 Departments 30,106 employees (27,391 FTE):	30 Authorities and Offices 5,539 employees (5,238 FTE):
Department of Business and Innovation	<b>Designated as administrative offices under the Public Administration Act 2004</b>
Department of Education and Early Childhood Development	Environment Protection Authority
Department of Health	Local Government Investigations and Compliance Inspectorate
Department of Human Services	Office of Living Victoria
Department of Justice	Office of the Chief Parliamentary Counsel
Department of Planning and Community Development	Office of the Governor of Victoria
Department of Primary Industries	Office of the Victorian Government Architect
Department of Premier and Cabinet	Public Record Office Victoria
Department of Sustainability and Environment	Regional Rail Link Authority
Department of Transport	Victorian Government Solicitor's Office
Department of Treasury and Finance	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
	State Services Authority
	Victorian Auditor-General's Office
	Victorian Commission for Gambling and Liquor Regulation
	Victorian Equal Opportunity and Human Rights Commission

In other machinery of government changes implemented over the 2012–13 year:

Seven new public service offices were created:

- Office for Living Victoria
- Office of the Fire Services Levy Monitor
- Office of the Freedom of Information Commissioner
- Victorian Responsible Gambling Foundation
- Independent Broad-based Anti-corruption Commission (IBAC)
- Victorian Inspectorate
- Taxi Services Commission (effective from 1 July 2013).

Two public service offices were abolished:

- Office of Police Integrity
- Office of the Special Investigations Monitor

In addition, the Office of the Child Safety Commissioner was reconstituted with greater autonomy as the Commission for Children and Young People.

Outside the public service, changes were made to the following public entities.

- The Driver Education Centre Australia was amalgamated with Wodonga Institute of TAFE
- The Northern Victoria Irrigation Renewal Project was amalgamated with Goulburn Murray Rural Water Corporation
- The Building Commission and Plumbing Commission were amalgamated and reconstituted as the Victorian Building Authority
- The Chinese Medicine Registration Board was incorporated into the Australian Health Practitioner Regulation Agency
- The Lake Mountain Alpine Resort Management Board ceased to employ staff (with operations at the resort being taken over by a private provider)
- The Transport Ticketing Authority was wound up
- The Responsible Gambling Advocacy Centre was superseded by the new public service office the Victorian Responsible Gambling Foundation.





# CHAPTER 2: THE VICTORIAN PUBLIC SECTOR WORKFORCE

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

This chapter provides an overview of the Victorian public sector workforce as at June 2013. More detailed analysis is provided in appendices, including a list of public sector employers in Appendix A, detailed workforce profiles for each major sub-sector in Appendix B, and a summary of recruitment activity in the public service using the eRecruitment system in Appendix C.

## 2.1 workforce distribution

Victoria's public sector is made up of the nine departments and 31 authorities and offices that make up the public service, 1,770 employing public entities and approximately 2,000 non-employing entities.

At June 2013, the public sector employed 262,056 people, representing 8.4 per cent of the State's labour force<sup>3</sup>. Of these, 35,645 people (14 per cent) were employed in the public service and 226,411 people (86 per cent) were employed by public entities. Thirty-one per cent (80,760 people) were employed in regional Victoria, representing 10 per cent of the State's regional labour force<sup>3</sup>.

Table 4 shows the distribution of the public sector workforce by sub-sector. It shows that the two largest sub-sectors – public health care and government schools – account for two thirds of the public sector workforce.

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

**Table 4: Public sector workforce by sub-sector – June 2013**

Sub-Sector	Employers	Percentage of employees
Victorian Public Service	40	14%
Government schools	1,541	26%
TAFEs and other education	23	6%
Public health care	89	38%
Police and emergency services	6	8%
Water and land management	47	3%
Arts, finance, transport and other	64	6%
<b>Total</b>	<b>1,810</b>	<b>100%</b>

Source: Workforce Data Collection – June 2013

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

A further breakdown of the public sector workforce by sub-sector and employment type, and a summary of key demographic and occupational characteristics is provided in Table 6.

## 2.2 workforce profile

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

### 2.2.1 occupations

Table 5 shows that most public sector employees (78 per cent) are employed in five general occupation groups.

**Table 5: Public sector workforce by occupation – June 2013**

Occupation <sup>4</sup>	Percentage of employees
Doctors, nurses and other health care professionals	27%
Teachers and other education professionals	20%
Welfare, aides and care providers	14%
General administration and support employees	14%
Police, firefighters and ambulance officers	7%

Source: Workforce Data Collection – June 2013

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

4 Based on Australia and New Zealand Standard Classification of Occupation (ANZSCO) code groupings

**Table 6: Snapshot of the Victorian public sector workforce – June 2013**

<b>Total employees (headcount)</b>	<b>262,056</b>	<b>Regional distribution</b>	
<b>Total employees (FTE)</b>	<b>213,557</b>	Melbourne's central business district	13%
<b>Employees by sub-sector</b>		Other Melbourne metropolitan	56%
Victorian Public Service	35,645	North and West	26%
Government schools	66,870	Eastern	14%
TAFE and other education	14,700	Southern	16%
Public health care	98,446	<b>Regional Victoria</b>	<b>31%</b>
Police and emergency services	22,846	Barwon South Western	8%
Water and land management	8,037	Gippsland	5%
Arts, finance, transport and other	15,512	Grampians	6%
		Hume	6%
		Loddon Mallee	6%
<b>Employment type</b>		<b>Occupational category</b>	
Ongoing	80%	Clerical and administrative workers	14%
Fixed term or casual	20%	Community & personal service workers	24%
		Labourers and related workers	3%
<b>Full time / part time employment</b>		Machinery operators and drivers	1%
Full time	62%	Managers	5%
Part time	38%	Professionals	50%
		Technicians and trades workers	3%
<b>Annual pay rate<sup>5</sup></b>		<b>Turnover of ongoing employees</b>	
<\$45,000	9%	Separation rate	10%
\$45,000–\$64,999	32%	Separation rate by age	
\$65,000–\$84,999	39%	<30 years	12%
\$85,000–\$104,999	11%	30–54 years	8%
\$105,000–\$124,999	4%	55+ years	14%
≥\$125,000	6%	<b>New starters by age</b>	
		<30 years	40%
<b>Gender</b>		30–54 years	54%
Female	67%	55+ years	6%
Male	33%	<b>Diversity<sup>6</sup></b>	
		Indigenous <sup>7</sup>	0.3–0.9%
		Employees with a disability	4%
		Born overseas	21%
		Speak language other than English at home	17%

Source: Workforce Data Collection – June 2013

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

5 Included for ongoing and fixed term employees only

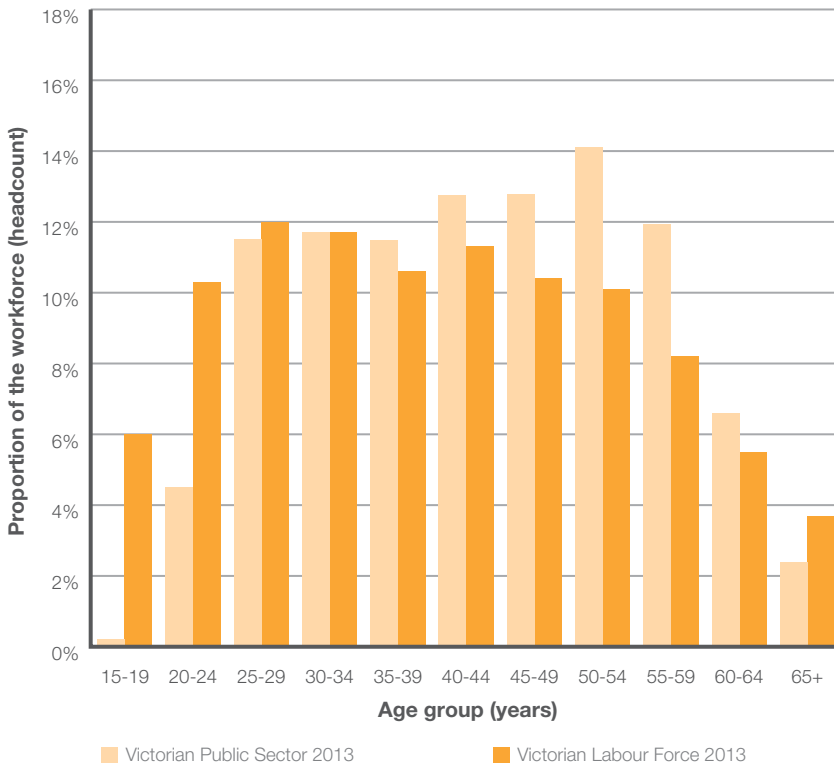
6 Source for diversity profile only is People Matter Survey 2013

7 See section 2.2.8 for details. Range based on Workforce Data Collection value of 0.3 per cent and People Matter Survey response of 0.9 per cent.

### 2.2.2 age

The age profile of the Victorian public sector workforce is quite different to that of the whole Victorian labour force. As illustrated in Figure 2, the Victorian public sector workforce has a much smaller proportion of employees in the 15 to 24 year age group and higher proportions in the age groups from 35 to 64, including much higher proportions in the 45 to 59 year age groups. This difference in age profile has been apparent for a number of years. It reflects the nature of the work performed in the public sector, the high proportion of jobs requiring a qualification and the limited number of jobs in which many young people work such as retail and hospitality. It also reflects an established workforce in government schools, TAFEs and public health care, for which a growing proportion are over 55 years of age.

**Figure 2: Age profile of Victorian public sector workforce and Victorian labour force – June 2013**



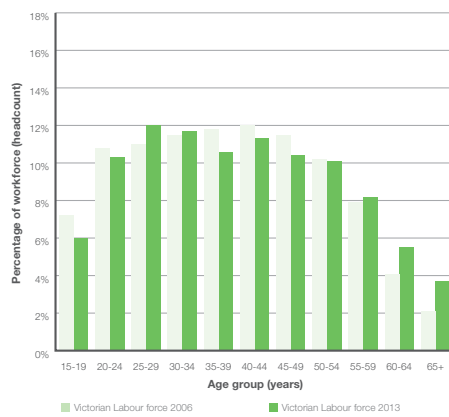
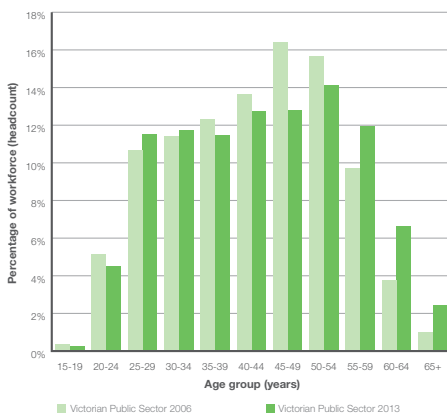
Source: Workforce Data Collection – June 2013; Australian Bureau of Statistics, *Labour Force, Australia, Detailed*, Catalogue No. 6291.0.55.001, ABS, Canberra, 2013

Figure 3 illustrates the ageing of both the Victorian public sector and the Victorian labour force. It shows that between 2006 and 2013 there have been only small changes in proportion of the Victorian labour force in each age cohort, with the biggest changes at the age 60 to 64 and 65+ age cohorts. By contrast, the public sector workforce shows sizable falls at the 45 to 49 and 50 to 54 year age cohorts offset by sizable increases in the 55 to 59 and 60 to 64 year age cohorts.

**Figure 3: Age profile of Victorian public sector workforce compared to Victorian labour force – June 2006 and June 2013**

**Victorian Public sector**

**Victorian Labour Force**



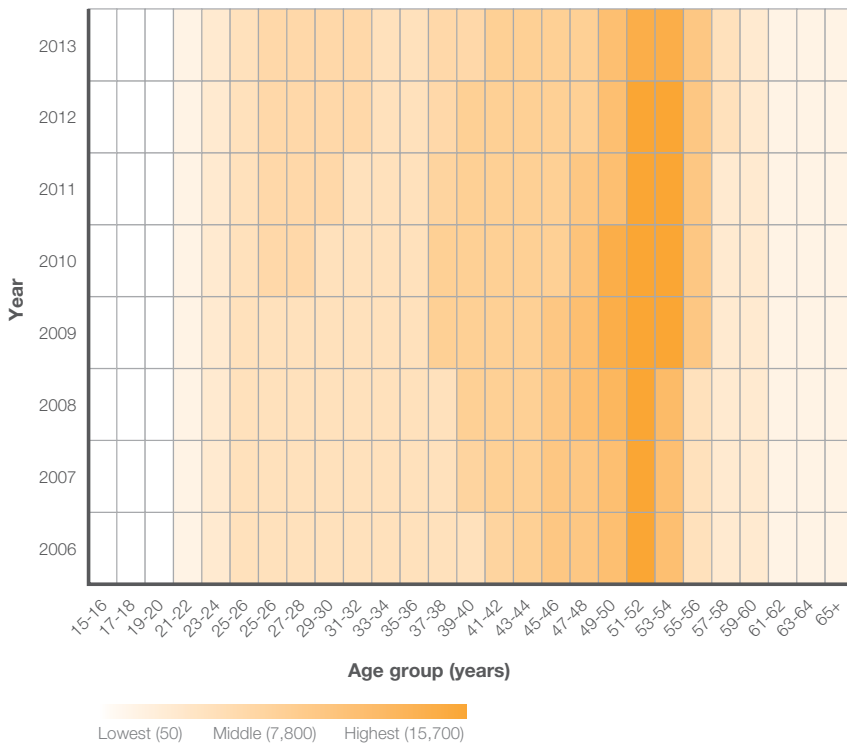
Source: Workforce Data Collection – 2006 and 2013; Australian Bureau of Statistics, Labour Force, Australia, Detailed, Catalogue No. 6291.0.55.001, ABS, Canberra, 2013

The growth in the 55 years and over age group in both the labour force and the public sector reflects the trend for employees to work longer before retiring. However, the growth in the public sector in these age cohorts is higher, indicating that the impact of ageing is more pronounced in the public sector workforce than in the general Victorian labour force. The proportion of the workforce aged over 55 has increased by 6.5 per cent since 2006, from 14.5 per cent of the workforce in 2006 (33,061 employees) to 21 per cent of the workforce (54,102 employees) in 2013.

However, since 2006, the average age of the public sector workforce increased by only 1 year from 42.4 years to 43.4 years in 2013.

Figure 4 illustrates how the age distribution of the workforce is changing over time.

**Figure 4: Age profile of Victorian public sector workforce number of employees (headcount) by two year age cohorts– June 2006 to June 2013**



Source: Workforce Data Collection – 2006 to 2013  
 Note: Numbers are for active employees (headcount).

It shows that:

- the heaviest concentration of employees has moved from ages 45 to 54 in 2006 to 49 to 56 in 2013, but the extent of the concentration has decreased;
- a number of employees continue to leave the public sector workforce around their minimum retirement age of 55, there has been no “flood” of departures and a growing number of employees are working up to and beyond age 65;
- there is a growing number of employees aged 27 to 32 years;
- a cohort of employees aged 37 to 40 emerging in 2009 and moving through to be aged 41 to 44 in 2013; and
- there has been no change over time in the very low concentration of employees under the age of 21, reflecting the demand amongst public sector employers for employees with professional or degree level qualifications.

The reduction in the concentration of the public sector workforce from the 43 to 54 age group has also significantly changed the age profile of the workforce, as illustrated in Figure 5. The growth in numbers of older and younger employees and the fall in numbers across the ages 43 to 54 years has given the Victorian public sector a much flatter age profile than existed in 2006.

**Figure 5: Victorian public sector workforce by two year age cohorts – June 2006 and June 2013**

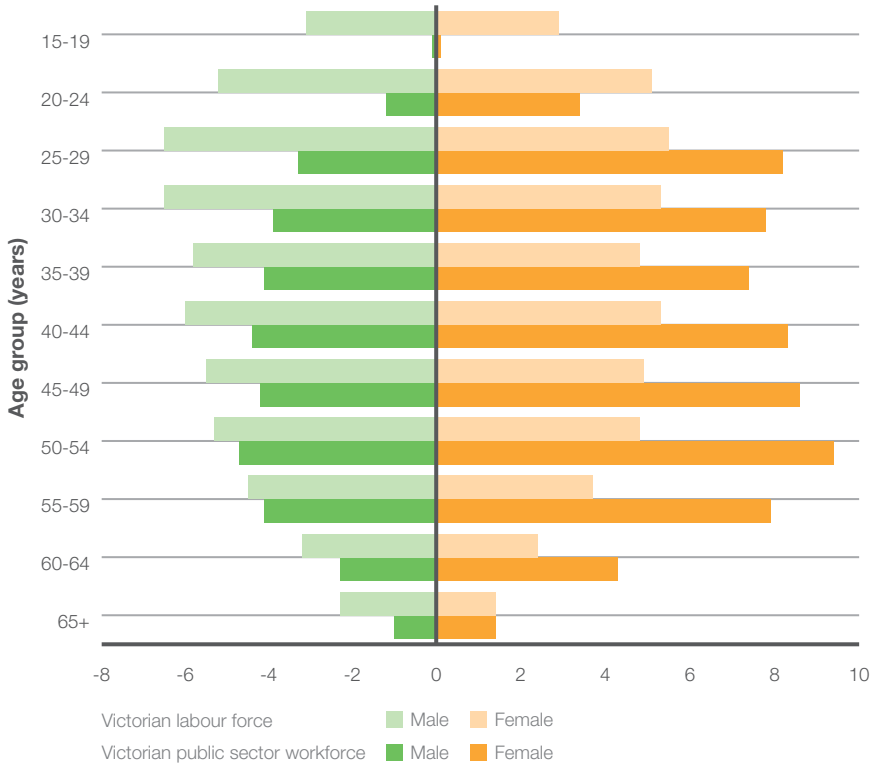


Source: Workforce Data Collection – 2006 to 2013

### 2.2.3 gender

The Victorian public sector workforce is predominantly female (67 per cent) which is not true of the Victorian labour force (46 per cent), as shown by Figure 6.

**Figure 6: Distribution of the Victorian public sector and Victorian labour workforce by age and gender – June 2013**



Source: Workforce Data Collection – June 2013; Australian Bureau of Statistics, Labour Force, Australia, Detailed, Catalogue No. 6291.0.55.001, ABS, Canberra, 2013

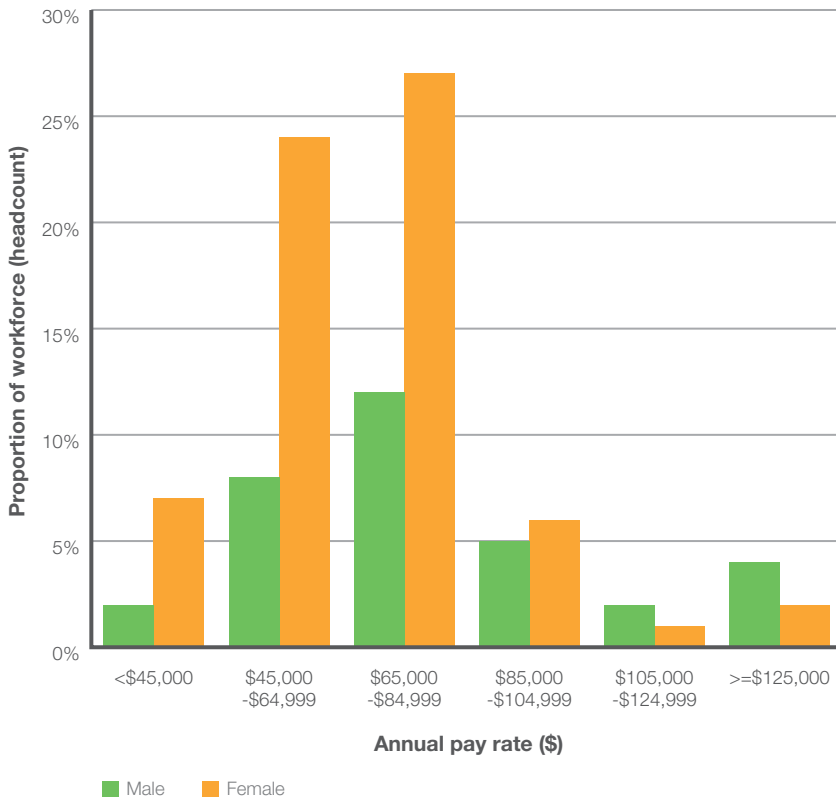
Figure 6 also shows that there are more women than men across all age groups in the public sector. This reflects the higher proportion of women employed in the public health care and government schools sectors (79 per cent and 76 per cent respectively), and that these sectors form the majority (62 per cent) of the total public sector workforce.

In recent years, there has been an increase in the number of women in sub-sectors with historically low proportions of women. For example, the proportion of women working in the police and emergency services sector, increased from 23 per cent in June 2006 to 28 per cent in June 2013. Within this sector, one of the largest increases has been in Ambulance Victoria, where the proportion of women has increased from 31 per cent in June 2007 to 40 per cent in June 2013.

Figure 7 shows that there are fewer women in the highest paid roles (with salaries over \$100,000) and a notably higher proportion of women in the \$45,000 to \$84,999 salary range. Over half of the women in the \$45,000 to \$89,000 salary range are teachers or nurses.



**Figure 7: Gender profile of Victorian public sector workforce by salary range – June 2013**



Source: Workforce Data Collection – June 2013

### 2.2.4 part time employment

Employees who work part time form a significant component of the public sector workforce. As at June 2013, 110,739 employees (or 43 per cent of the public sector workforce) worked part time, the equivalent of approximately 62,545 full time employees.

The vast majority (83 per cent) of part time employees are female. Of all female employees, 53 per cent work part time compared to 20 per cent of male employees.

The over 55 year age group has the highest proportion of part time employees (48 per cent), followed closely by the 35 to 44 year age group (46 per cent).

Most part time employees are employed on an ongoing basis. Nearly all casual employees are part time and almost half of fixed term employees work part time (Table 7).

**Table 7: Employment type by percentage that work part time and proportion of part time workforce – June 2013**

Employment type	Percentage of part time employees by employment type	Percentage staff in each employment type who work part time
Ongoing	65%	37%
Fixed Term Temporary	18%	46%
Casual	17%	91%
<b>Total</b>	<b>43%</b>	<b>100%</b>

Source: Workforce Data Collection – June 2013

Part time employment is more prevalent in rural and regional Victoria (49 per cent) than in metropolitan Melbourne (38 per cent). When considering these figures by gender, the part time employment rates for men are around 20 per cent in both areas but a much higher proportion of women are working part time in rural and regional Victoria than in metropolitan Melbourne (62 per cent compared to 48 per cent).

Over the 2012–13 year, ongoing and fixed term part time employees worked 23 hours per week on average (approximately 3 days per week). Men working part time in metropolitan Melbourne averaged fewer hours than men in rural and regional Victoria and women working part time in either location (Table 8).

**Table 8: Average hours worked per week for part time employees by gender and region – June 2013**

Part time employees average hours per week	Regional	Metropolitan	Total
Female	24	24	24
Male	23	21	21
<b>Total</b>	<b>24</b>	<b>23</b>	<b>23</b>

Source: Workforce Data Collection – June 2013

### Part time employment over time

The proportion of employees working part time has been increasing slowly over time. In the five years from 2008 to 2013, part time employment has increased from 40 per cent of the workforce to 43 per cent of the workforce. This is primarily derived from an increase in part time employment in the two largest sub-sectors – government schools and public health care – which account for 79 per cent of part time employees in the public sector. The increase in part time employment in these two sub-sectors is illustrated in Table 9.

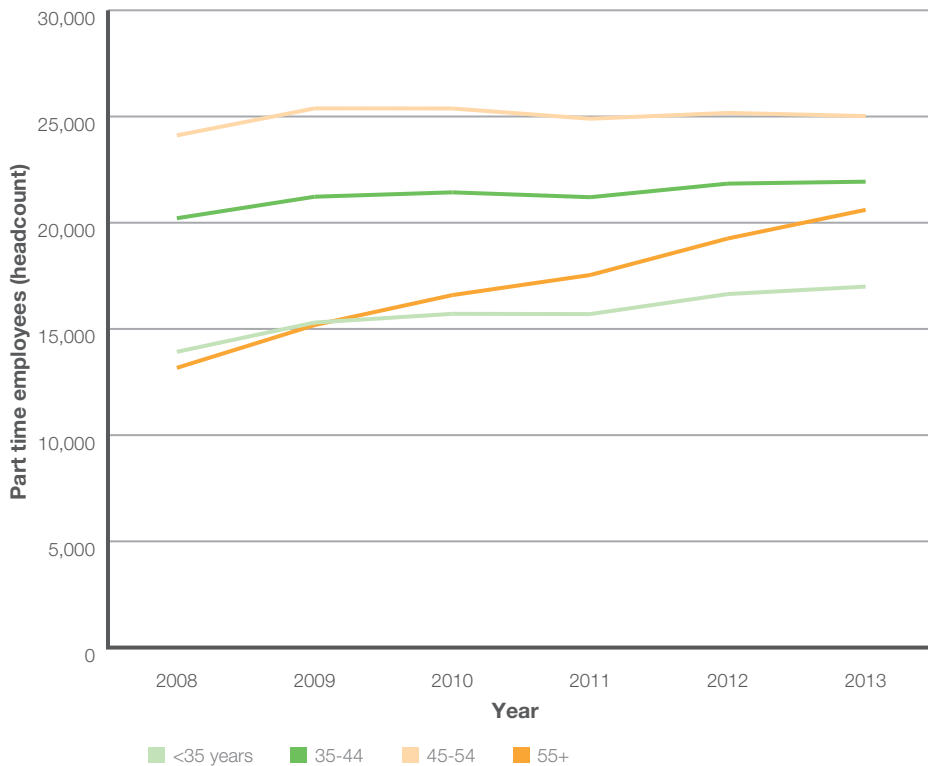
**Table 9: Proportion of part time employees in government schools and public health care sub-sectors June 2008 – June 2013**

	June 2008	June 2009	June 2010	June 2011	June 2012	June 2013
Government schools	33%	34%	35%	35%	36%	37%
Public health care	58%	60%	61%	60%	61%	62%

Source: Workforce Data Collection – June 2013

The increase in part time employment is most pronounced in the over 55 age group, as indicated in Figure 8.

**Figure 8: Number of employees in government schools and public health care organisations working part time by age cohort – June 2008 to June 2013**



Source: Workforce Data Collection – 2008 to 2013

The number of employees in the over 55 age group in government schools and public health care has grown significantly, consistent with the growth in the number of employees over 55 across the whole public sector, but the percentage growth in part time employment in government schools and public health care is proportionately much higher.

Table 10 indicates that the increase in part time employment is higher in regional Victoria. It also shows growth in part time employment for men, although from a lower base and at a lower rate than for women.

**Table 10: Increase in the number of employees and the number of part time employees aged over 55 working in government schools and public health care from June 2008 to June 2013 by region and gender**

Increase in public health care and government schools employees 2008–2013	Increase (total)	Increase (part-time only)	% increase (total)	% increase (part time only)
<b>All employees</b>	<b>10,841</b>	<b>7,444</b>	<b>44%</b>	<b>57%</b>
Female	8,824	6,426	48%	60%
Male	2,017	1,018	33%	42%
<b>Metropolitan employees</b>	<b>6,345</b>	<b>4,106</b>	<b>40%</b>	<b>53%</b>
Female	5,121	3,481	44%	56%
Male	1,224	625	30%	38%
<b>Regional employees</b>	<b>4,496</b>	<b>3,338</b>	<b>50%</b>	<b>62%</b>
Female	3,703	2,945	54%	65%
Male	793	393	39%	50%

Source: Workforce Data Collection – June 2013

### 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 2013 *People Matter Survey*<sup>8</sup> found that 21 per cent of public sector employees were born overseas and 17 per cent spoke a language other than English at home. In comparison, the 2011 *Australian Bureau of Statistics Census of Population and Housing* found that 31 per cent of Victorians were born overseas and that 28 per cent spoke a language other than English at home.<sup>9</sup> Since 2006 responses to the *People Matter Survey* have shown a small increase in the proportion of public sector employees who speak a language other than English at home or who were born overseas.

### 2.2.6 employees with disabilities

The 2013 *People Matter Survey* shows that 4 per cent of public sector employees reported a long-term disability that restricts their everyday activities. The proportion of public sector

<sup>8</sup> The People Matter Survey is an annual employee opinion survey conducted by the SSA across the Victorian public sector. Participation in the survey is voluntary with a different set of organisations participating each year. Therefore, comparisons to ABS census statistics are indicative only. Survey results are reported in Chapter 3.

<sup>9</sup> Australian Bureau of Statistics, 2011 *Census of Population and Housing*, Australian Bureau of Statistics, Canberra, 2012.

employees who have a disability indicated by the *People Matter Survey* has shown a small but identifiable upward trend since 2006. By comparison, the ABS reports that in 2012, 7.5 per cent of the Australian labour force reported a disability with a specific limitation or restriction.<sup>10</sup>

### 2.2.7 qualifications

Victorian public sector employees are relatively well educated. Estimates based on employee responses to the 2013 *People Matter Survey* together with the Workforce Data Collection (June 2013) indicate that approximately 60 per cent of public sector employees have a bachelor degree or higher. This is notably higher than the Victorian labour force where approximately 30 per cent have an equivalent qualification.<sup>11</sup>

### 2.2.8 Aboriginal employees

In 2010, the Government committed to increasing Aboriginal participation in the Victorian public sector workforce and implemented an Aboriginal employment and career development action plan.<sup>12</sup> Under the plan the Government has set a target to increase aboriginal participation in the Victorian Public Service workforce to 1 per cent by 2018. Aboriginals make up 0.7 per cent of the Victorian population.<sup>13</sup>

Aboriginal employment levels are measured using two different methods:

- employees self-identifying when responding to the SSA's annual employee opinion survey, the *People Matter Survey*<sup>14</sup> – responses to the *People Matter Survey* have recorded Aboriginal employment levels varying between 0.6 per cent and 0.7 per cent for the years 2006 and 2011 before a steep increase to 0.9 per cent in 2012 and 2013, coinciding with the announcement of the *Karreeta Yirramboi* initiative.
- through a count of public sector employees who have identified to their employer they are Aboriginal, which is then reported to the SSA in the annual workforce data collection – this collection recorded Aboriginal employment levels of 0.3 per cent in June 2011, June 2012 and June 2013. This collection is likely to be subject to under reporting but has the advantage of capturing information on the employment and demographic characteristics of the Aboriginal workforce.

Based on the results of the annual workforce data collection, in 2012–13, the reported number of Aboriginal employees in the public sector was 822, exactly the same as in 2012.

The largest increase in Aboriginal employment occurred in the public health care sector which saw the number of Aboriginal employees increase by 27 people (26 per cent). The number of Aboriginal employees in TAFE and other education entities, Water and land management, and the Victorian Public Service all fell in 2013, though the latter two sectors experienced large decreases in their overall workforces.

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

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

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

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

14 The *People Matter Survey* is an annual employee opinion survey conducted by the SSA across the Victorian public sector. Participation in the survey is voluntary with a different set of organisations participating each year. Therefore, comparisons to ABS census statistics are indicative only. Survey results are reported in Chapter 3.

The Victorian Public Service continues to employ the highest number of Aboriginal employees with 301 (0.8 per cent of the workforce). Relatively high numbers of Aboriginal employees are also found in the two largest sub-sectors – public health care and government schools – though these two sectors employ only 36 per cent of the Aboriginal public sector workforce (up from 28 per cent in June 2011) compared to 62 per cent of the overall public sector workforce.

A profile of Aboriginal employees is provided at Table 11.

**Table 11: Snapshot of Aboriginal public sector workforce – June 2013**

<b>Total employees (headcount)</b>	<b>822</b>	<b>Regional distribution</b>	
<b>Total employees (FTE)</b>	<b>735</b>	Melbourne metropolitan	53%
<b>Employees by sector</b>		Regional Victoria	47%
Victorian Public Service	301	<b>Occupational category</b>	
Government schools	168	Community & personal services workers	33%
Public health care	131	Professionals	28%
TAFEs and other education entities	65	Clerical and administrative workers	25%
Water and land management	65	Managers	7%
Arts, finance, transport and other	49	Labourers	4%
Police and emergency services	43	Technicians and trade workers	2%
<b>Employment type</b>		<b>Separation rate of ongoing employees</b>	<b>15%</b>
Ongoing	81%	<b>Length of service</b>	
Fixed term or casual	19%	<1 years	16%
<b>Full time / part time employment</b>		1–<5 years	40%
Full time	76%	5–<10 years	22%
Part time	24%	10+ years	23%
<b>Annual pay rate</b>		<b>Age</b>	
<\$45,000	12%	<30 years	20%
\$45,000–\$64,999	38%	30–55 years	69%
\$65,000–\$84,999	35%	55+ years	11%
\$85,000–\$104,999	11%	<b>Average age (years)</b>	
\$105,000–\$124,999	2%	All employees	40
>=\$125,000	2%	Women	40
<b>Gender</b>		Men	40
Female	60%		
Male	40%		

Source: Workforce Data Collection – June 2013

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

When compared to the profile of all public sector employees:

- the Aboriginal workforce is relatively young with an average age of 40 compared to an average age of 43 across the public sector;
- men constitute a higher proportion of the Aboriginal workforce (40 per cent compared to 33 per cent across the public sector);
- there is a higher proportion of the Aboriginal workforce employed in rural and regional Victoria (47 per cent compared to 32 per cent across the public sector);
- the proportion of the Aboriginal workforce employed in ongoing roles is slightly higher than across the public sector (81 per cent compared with 80 per cent);
- Aboriginal employees have shorter lengths of service with their current employer (only 21 per cent have over 10 years of service with their current employer compared to 36 per cent for the whole public sector workforce);
- ongoing Aboriginal employees have a notably higher rate of separation (14 per cent in comparison to 10 per cent across the public sector);
- the average salary of the Aboriginal workforce is lower than the average salary across the public sector, reflecting the high proportion that are employed in lower paid clerical and community and personal service roles.

### 2.3 employment growth

Employment in the Victorian public sector fell over 2012–13. Full time equivalent (FTE) employment fell by 1.7 per cent (4,087 FTE), compared to 0.6 per cent growth in 2011–12 and an average growth of 3 per cent per year for the 10 years to June 2011. The number of employees (headcount) fell by 1.9 per cent (4,414 employees).

As Table 12 shows there has been:

- considerable contraction within the Victorian Public Service and TAFE and other education sectors;
- minor contraction within arts finance, transport and other, public health care, water and land management sectors; and
- minor growth in the government schools and police and emergency services sectors.

The contraction within the Victorian Public Service was associated with the implementation of the government's initiative to reduce the number of positions in administrative and back office roles, as identified in Appendix B.

**Table 12: Public sector employment growth – 2012–2013**

Industry sector	Headcount			Full time equivalent (FTE)		
	June 2013	June 2013	Change (%)	June 2012	June 2013	Change (%)
<b>Total Victorian public sector</b>	<b>266,473</b>	<b>262,056</b>	<b>-2%</b>	<b>217,640</b>	<b>213,557</b>	<b>-2%</b>
<b>Victorian Public Service</b>	<b>38,650</b>	<b>35,645</b>	<b>-8%</b>	<b>35,394</b>	<b>32,629</b>	<b>-8%</b>
<b>Public entities</b>	<b>227,823</b>	<b>226,411</b>	<b>-1%</b>	<b>182,246</b>	<b>180,928</b>	<b>-1%</b>
Public health care	99,752	98,446	-1%	73,319	72,416	-1%
Government schools	65,788	66,870	2%	54,868	55,532	1%
TAFEs and other education entities	16,339	14,700	-10%	11,369	10,192	-10%
Police and emergency services	22,048	22,846	4%	21,281	21,904	3%
Water and land management	8,440	8,037	-5%	7,940	7,582	-5%
Arts, finance, transport and other	15,456	15,512	0%	13,468	13,303	-1%

Source: Workforce Data Collection – June 2013

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





# CHAPTER 3: APPLICATION OF THE PUBLIC SECTOR VALUES AND EMPLOYMENT PRINCIPLES

This chapter provides an overview of the main findings of the People Matter Survey for 2013. The People Matter Survey (the Survey) is an annual employee opinion survey undertaken by the SSA. The Survey asks employees to respond to a series of statements about their organisation, their manager and their workgroup. In addition, the Survey also measures respondents' sense of workplace wellbeing, job satisfaction and engagement.

## 3.1 learning from high performing organisations

Overall, as the annual results of the People Matter Survey suggest, organisations in the Victorian public sector are performing well in building values based cultures. However, each year, a number of organisations stand out for having achieved excellent all round results. In 2013, the SSA embarked on a project designed to shed some light on what it is that sets these organisations apart from their peers. A first round of discussions with the leaders of some of these high performing organisations has provided a revealing and inspiring insight into the secrets of their success.

The importance of leadership cannot be underestimated. The literature confirms this and the role of leadership in building values based public sector organisations has been highlighted in many SSA research reports. These recent discussions suggest that it is particular aspects of leadership that make the difference.

Firstly, leading by example is fundamental. Leaders talked of the need to demonstrate the behaviours that reflect the organisation's values. They recognised that what they do is as important, if not more important, than what they say. It is no good saying that the organisation values respect if the leaders do not demonstrate respect in their day to day interactions. Similarly, leaders spoke of needing to be prepared to call people to account for behaviour that did not align with the values and of the need to build all managers' abilities to have difficult conversations, where necessary.

These leaders also recognised that vision is integral to leadership. All discussed their efforts to define the organisation's role and direction and the need to support the vision with a clear strategy. Bringing the whole organisation in behind that vision seemed to characterise these

leaders' success – they recognised how important it is for all employees to understand how their role fits into the bigger organisational picture.

Finally, all leaders spoke of the importance of communication and described their attempts to ensure that employees are aware of what is going on and that there are fairly open lines of communication between leaders and employees. Some talked of spending time in the tea room chatting with employees, others of regular walk throughs, open door policies and of generally 'getting in front of people as often as possible'.

The State Services Authority will continue to work with high performing public sector organisations to gain further insights and develop best practice guidelines and case studies to support the wider sector.

## 3.2 2013 People Matter Survey

### 3.2.1 About the People Matter Survey

The People Matter Survey is an annual employee opinion survey undertaken by the SSA. The People Matter Survey enables the SSA to report annually to the Premier on the application of and adherence to the public sector values and employment principles as required under section 74 of the Public Administration Act 2004.

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

Of the approximately 250 major public sector employers in Victoria, between 120 and 150 organisations participate each year and they represent the full range of public sector employer bodies<sup>15</sup>.

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

- to provide participating organisations with key information, through a suite of reports, regarding what their employees think about their organisation as a place to work, including areas of strength and areas where employees have identified a need for improvement;
- to inform the SSA's work program, including the development of resources that may assist organisations in areas where employees have identified a need for improvement; and
- to create the basis for topical reports about major trends and issues that emerge from the Survey as well as detailed research using this rich data source, in combination with other data sources.

### 3.2.2 survey participation and response

Between March and May 2013, 32,695 employees from 120 public sector organisations participated in the People Matter Survey. A list of participating organisations is presented in Appendix A.

<sup>15</sup> Government schools participated in the survey from each year from 2004 to 2010 but have not participated since that time.

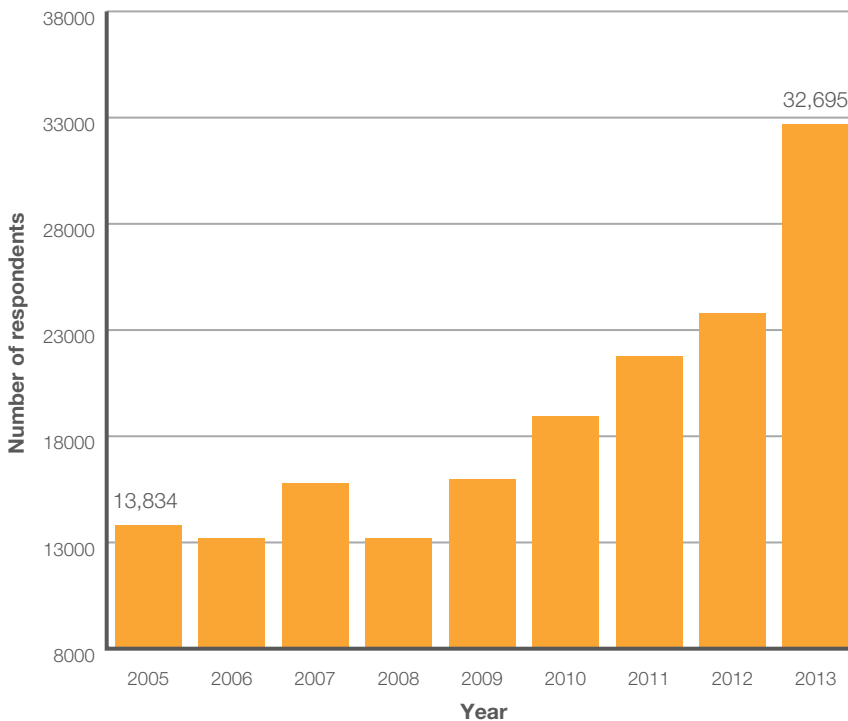
### Participation: 2005–2013

The number of employees participating in the People Matter Survey has increased substantially over the last eight years (Figure 9). In 2005, 13,834 employees responded to the Survey (of 52,000 employees invited) compared to 2013 where 32,695 employees responded (of 104,288 employees invited).

The increase in participation across the sector has stemmed from a range of sources including, but not limited to:

- an increasing number of organisations choosing to participate annually rather than biennially;
- the inclusion of sworn police officers since 2011;
- the perceived added value of the survey to individual organisations as
  - more contemporary concepts are introduced to the survey (e.g. employee engagement)
  - greater flexibility in the survey tool has been introduced (e.g. the ability to add custom questions);
  - greater flexibility in reporting (e.g. reports available at campus, division, branch, workgroup level); and
  - improved timeliness of reporting (e.g. all reports delivered within two months of survey close).

**Figure 9: People Matter Survey respondents – 2005–2013**

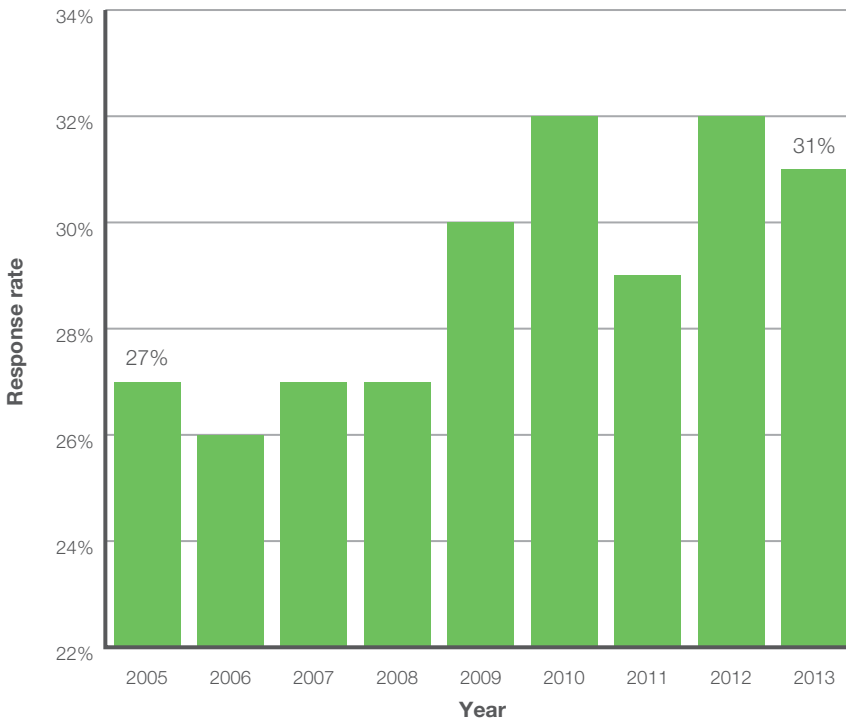


Source: *People Matter Survey – 2005–2013*

Along with an increase in the number of respondents, Figure 10 shows that the overall response rate has increased from 27 per cent in 2005 to 31 per cent in 2013.

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 2013 ranged from 10 per cent to 98 per cent. The SSA encourages organisations to strive to reach at least a 30 per cent response rate.

**Figure 10: People Matter Survey response rate – 2005–2013**



Source: *People Matter Survey – 2005–2013*

### 3.2.3 major revision to survey questions 2013

The People Matter Survey is revised on a regular basis. Minor revisions are made annually. However, for 2013, a major revision of the People Matter Survey was performed for the first time since 2009.

The major objective of the revision was to improve the quality of the survey questions in response to feedback from both individual survey participants and participating Victorian public sector organisations.

In brief, the changes were to

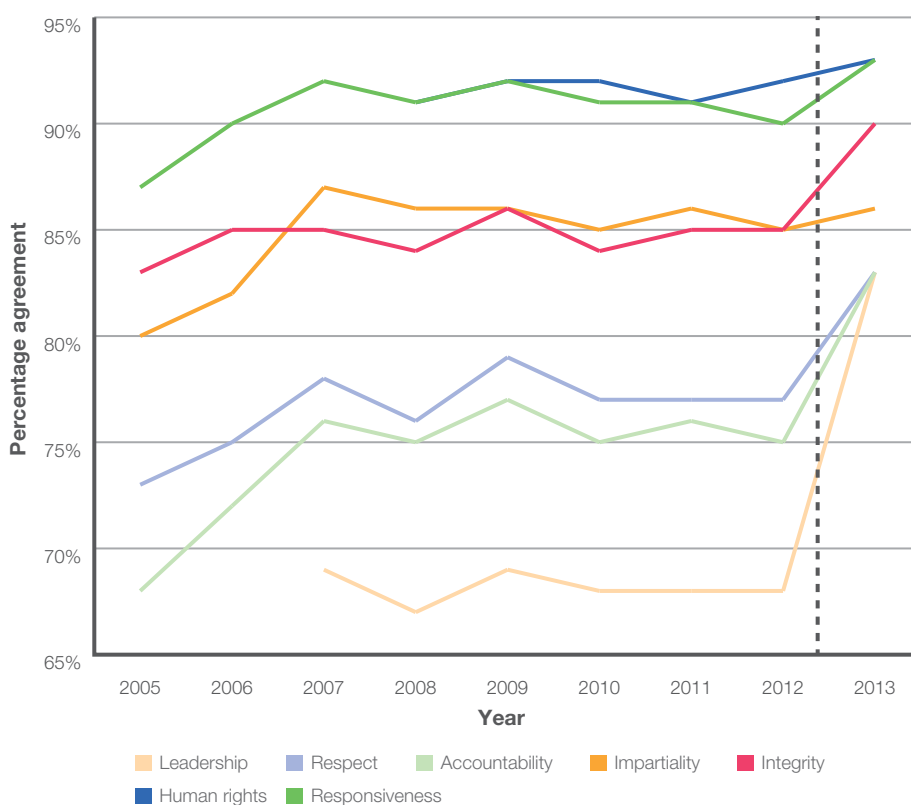
- reduce ambiguity;
- simplify questions;

- remove irrelevant questions;
- remove redundant questions (where questions were highly correlated with each other);
- improve the quality of responses;
- remove indeterminate/judgement call questions; and
- add/expand topical questions (e.g. employee engagement, change management).

As a result of the changes, time series comparisons at the public sector values and employment principle levels require a break in series. Figures 11 and 12 present the 2005 to 2013 time series with a clear break line between 2012 and 2013 to indicate the lack of direct comparability. Whilst the underlying principles of the indices are retained, the individual questions for several of the indices have changed significantly.

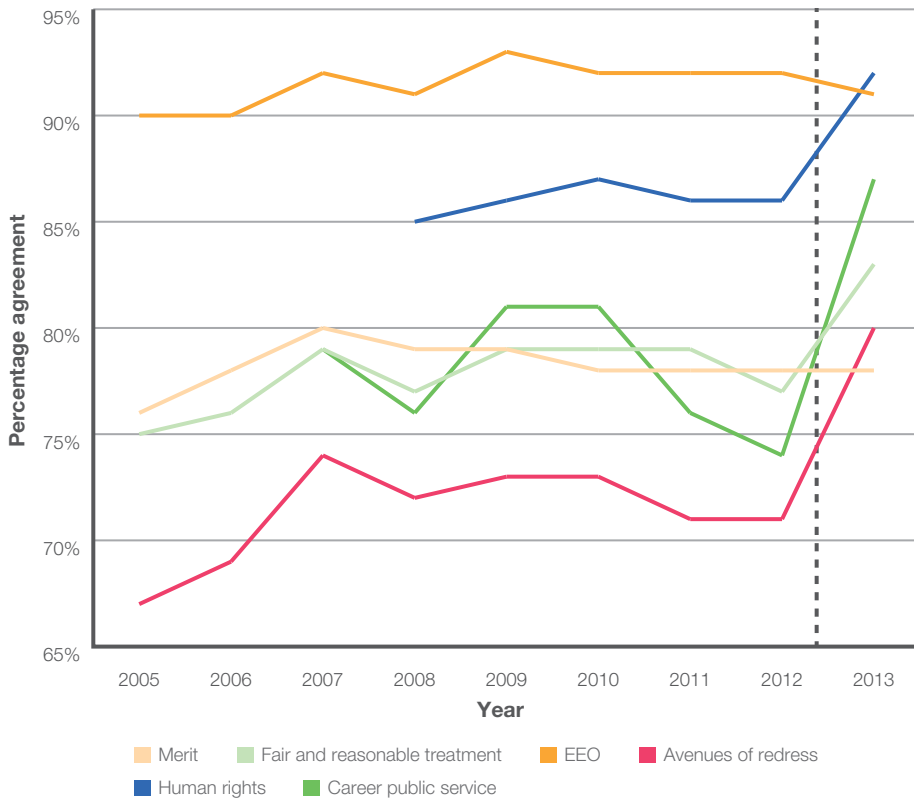
For example, whilst *responsiveness* and *human rights* have remained relatively stable over the past six years, *respect* increased significantly from 2012 (77) to 2013 (83). Similarly, percentage agreement for *accountability* increased from 75 in 2012 to 83 in 2013. The greatest change presented is in *leadership* where percentage agreement increased from 68 in 2012 to 83 in 2013.

**Figure 11: Victorian public sector values time series 2005–2013 (average percentage agreement)**



Source: *People Matter Survey – 2005–2013*

**Figure 12: Employment principles time series 2005–2013 (average percentage agreement)**



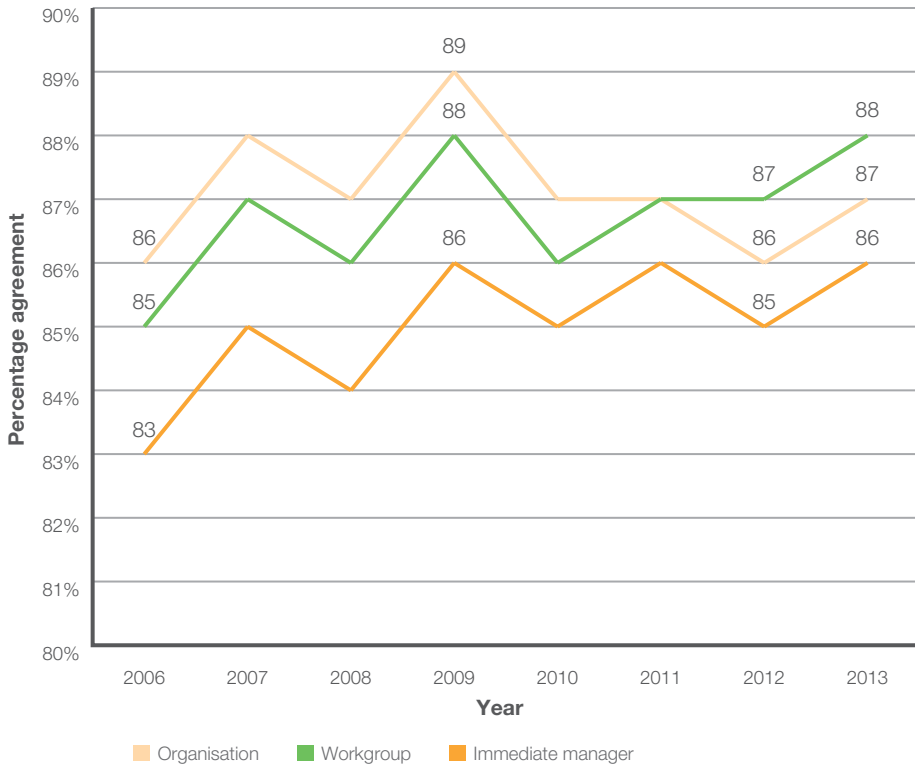
Source: *People Matter Survey – 2005–2013*

Whilst the question changes have made a significant contribution to the positive trends in the 2013 survey results, figures 13 and 14 indicate that the positive sentiment is bona fide.

Responses to a selection of questions that have remained consistent over time have been aggregated into ‘management indices’ and are presented in Figures 13 and 14 (details are in Appendix D, Table 75). Throughout the time series, results have varied by several percentage points for each of the indices, whether the subject be workgroup (e.g. *People in my workgroup treat each other with respect*), immediate manager (e.g. *My manager listens to what I have to say*), senior managers (e.g. *Senior managers model the values*) or the organisation as a whole (e.g. *My organisation provides high quality services to the Victorian community*). Increases were experienced in 2009 (coinciding with the global financial crisis) and again in 2013. Of particular note is the increase in the senior manager index (Figure 14), up from 67 per cent in 2012 to 72 in 2013. This result is consistent with the Australian Public Sector Commission employee survey results in 2013 where they reported an increase in perceptions of leadership across the Australian Public Service<sup>16</sup>. Each of the other management indices rose in 2013 by 1 per cent from 2012.

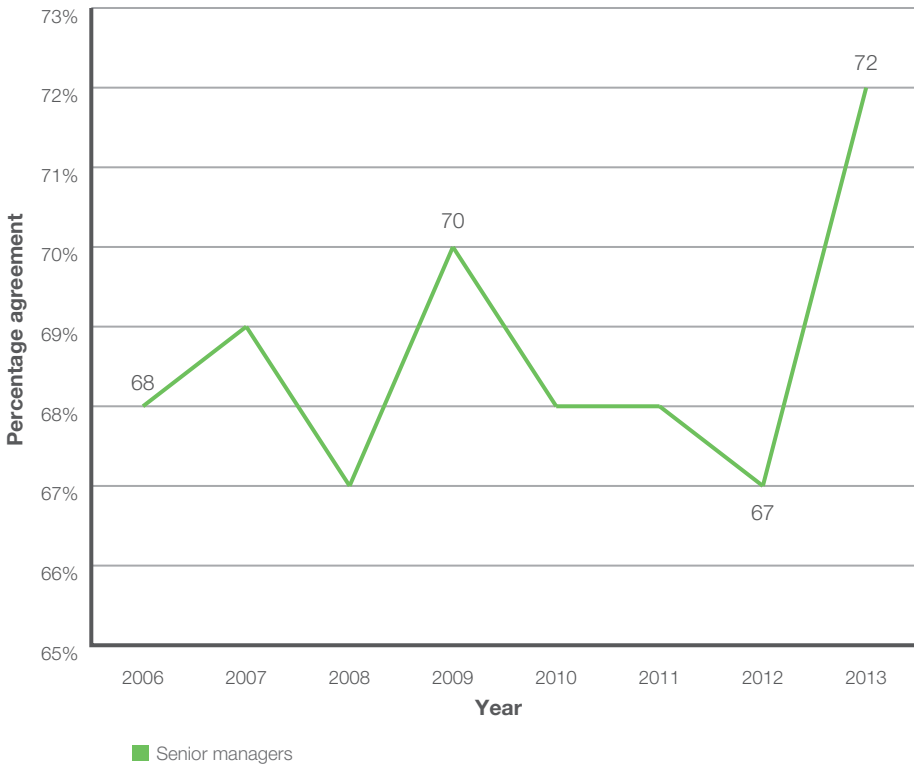
<sup>16</sup> Australian Public Service Commission. *State of the Service Report. State of the Service Series 2012–13*, Australian Public Service Commission, Canberra, 2013.

**Figure 13: Management indices (workgroup, immediate manager and organisation)  
– average percentage agreement time series – 2006–2013**



Source: *People Matter Survey – 2006–2013*

**Figure 14: Senior manager index – average percentage agreement time series – 2006–2013**



Source: *People Matter Survey – 2006–2013*

### 3.2.4 key 2013 People Matter Survey findings

This section provides an overview of the key results from the 2013 People Matter Survey. More detailed analysis, including a description of the public sector values and employment principles and question by question results are provided in Appendix D.

#### Public sector values

The 2013 survey shows that the majority of employees believe their workplace is doing well in the application of the public sector values. In particular, employees believe that their interaction with the community is characterised by a high level of respect, and promotion and support of individuals' human rights. The survey also indicated that respondents believe that their organisation provides high quality services and is highly responsive to the needs of the Victorian public. They also believe that their actions are characterised by high levels of integrity and impartiality. These results are shown in Table 13.



**Table 13: Employee agreement that public sector values are applied within their organisation**

Summary measures	Average % agreement
Human rights	93
Responsiveness	93
Integrity	90
Impartiality	86
Leadership	83
Respect	83
Accountability	83

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

Source: *People Matter Survey – 2013*

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

### Employment principles

The 2013 survey shows that most public sector employees believe that their organisation is effectively applying the employment principles, particularly in relation to 'equal employment opportunity' and 'career public service' (Table 14).

**Table 14: Employee agreement that public sector employment principles are applied within their organisation**

Summary measures	Average % agreement
EEO	91
Career public service <sup>17</sup>	87
Fair and reasonable treatment	83
Avenues of redress	80
Merit	78

Source: *People Matter Survey – 2013*

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

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

17 Applies Victorian Public Service respondents only

## Workplace wellbeing

A large majority of respondents feel very positive about their working environments. Most feel that they are well supported (94 per cent), can work to their potential (80 per cent) and that there is a good team spirit (81 per cent). Change management remains a weak spot in this otherwise positive picture.

In 2013, the survey introduced a set of five questions seeking employee opinions about how their organisation manages change. Less than two-thirds of respondents agreed that there was a clear consultation process and that the communication and information provided was timely, relevant and sufficient. On the other hand, 94 per cent of respondents felt that they had an obligation to help their colleagues understand and adapt to new ways of working. Table 15 shows these results.

**Table 15: Employee opinions on how their organisation manages change**

Survey question	% agreement
There is a clear consultation process when change in my organisation is proposed	61
Communications about change from senior managers are timely and relevant	61
In times of change, senior managers provide sufficient information about the purpose of the changes	61
I am provided with the opportunity to influence changes in my organisation	60
In times of change, I have an obligation to help my work colleagues understand and adapt to the new ways of working	94

Source: *People Matter Survey – 2013*

## Job satisfaction

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

Statistical analysis was conducted to measure the contribution of specific job aspects to overall job satisfaction. This identified that the provision of interesting or challenging work is the most important contributor to job satisfaction. This need is being met for a large majority of employees (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 (69 per cent), work-life balance (65 per cent) and opportunities for development (54 per cent).

## Employee engagement

There are many definitions of employee engagement. One of them states that employee engagement is “a set of positive attitudes and behaviours enabling high job performance of a kind which are in tune with the organisation’s mission”<sup>18</sup>. It is argued that employee engagement exerts a positive impact on organisational performance through higher productivity, employee retention and lower absenteeism.

The 2013 survey introduced a suite of questions to measure employee engagement. These five questions are also used in the employee surveys of the Australian Public Service Commission, the NSW Public Service Commission and the United Kingdom Civil Service. Table 16 presents results for each of these questions and the five-question average from this year’s People Matter Survey.

Table 16 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.

**Table 16: Employee engagement results**

Engagement questions	Percentage					Engagement score*
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree	
I would recommend my organisation as a good place to work	4	9	20	48	19	68
I am proud to tell others I work for my organisation	2	6	20	46	25	71
I feel a strong personal attachment to my organisation	3	9	26	41	21	67
My organisation motivates me to help achieve its objectives	4	12	29	39	15	62
My organisation inspires me to do the best in my job	5	12	28	39	17	63
Average (all five questions)	4	10	24	43	20	66

Source: *People Matter Survey – 2013*

\* 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 71 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 62 was achieved for the question ‘My organisation motivates me to help achieve its objectives’.

<sup>18</sup> MacLeod, David and Clarke, Nita (2009). *Engaging for Success: enhancing performance through employee engagement – A report to Government*, UK.

The average engagement score, the engagement index, for all five questions is 66.

In comparison, in 2012, the UK Civil Service recorded an average engagement score of 58 and NSW Public Service Commission, 61.

Table 17 shows the engagement score for each sub-sector. Employees in the water sub-sector show the highest level of engagement (70), while Victorian Public Service employees recorded the lowest engagement score of 61.

**Table 17: Employee engagement score by People Matter Survey sector**

Summary measures	Engagement score
Water	70
Health	68
Arts, finance, transport and other	67
TAFE	65
VPS	61
Overall	66

Source: *People Matter Survey – 2013*

\* 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 SSA intends to undertake further analysis in relation to employee engagement over the coming years, particularly in relation to considering drivers of engagement.

### Feedback on performance

The survey gathers information about the extent to which employees receive either formal and/or informal feedback on their performance. Provision of both formal and informal feedback or informal feedback alone is considered a good proxy for effective communication between managers and their employees<sup>19</sup>.

Table 18 indicates that the majority of employees (76 per cent) receive effective feedback (both informal and formal or informal only). However, 9 per cent of respondents receive only formal feedback and 15 per cent receive no feedback at all.

**Table 18: Type of feedback received by employees**

	Type of feedback			
	Effective		Other	
	Both formal and informal	Informal only	Formal only	None
Percentage of respondents	60%	16%	9%	15%

Source: *People Matter Survey – 2013*

The results also demonstrate that employees express more positive opinions of their workplace if they receive effective feedback (Table 19). Employees that only receive formal feedback or who do not receive any feedback at all are noticeably less positive about their workplace.

<sup>19</sup> State Services Authority, *Feedback Matters: Effective Communication is Essential*, State Services Authority, Melbourne, 2011.

**Table 19: Responses to a selection of questions (presented thematically) by type of feedback received**

Theme and survey question	Type of feedback			
	Effective		Other	
	Both formal and informal	Informal only	Formal only	None
<i>Senior managers and how change is managed in their organisation (percentage agreement)</i>				
Senior managers model the values	81	77	57	58
Senior managers provide clear strategy and direction	77	69	49	47
There is a clear consultation process when change in my organisation is proposed	68	60	41	43
Communications about change from senior managers are timely and relevant	68	61	41	41
In times of change, senior managers provide sufficient information about the purpose of the changes	68	61	41	41
I am provided with the opportunity to influence changes in my organisation	67	62	40	41
<i>Key organisational processes and decision-making (percentage agreement)</i>				
My performance is assessed against clear criteria	89	73	67	53
I would be confident in approaching my manager to discuss concerns and grievances	87	82	59	61
I am confident that I would be protected from reprisal for reporting improper conduct	82	76	59	59
In my workgroup, decisions about access to development opportunities are made on the basis of merit	81	74	55	52
I'm confident that if I lodge a grievance in my organisation, it would be investigated in a thorough and objective manner	80	73	52	52
<i>Job satisfaction (percentage satisfied)</i>				
Relationship with manager	82	77	48	51
Interesting/challenging work provided	82	79	61	60
Working environment	76	70	53	53
Opportunities for development	62	54	34	30
Satisfaction with present job overall	78	74	53	55

Source: *People Matter Survey – 2013*

Note: Percentage agreement is the sum of 'agree' plus 'strongly agree' responses as a percentage of total responses excluding 'don't know' responses. The 'Percentage satisfied' measure sums 'Satisfied' plus 'Very Satisfied' response as a percentage of total responses.

To further understand the nature of the communication between managers and their employees, the 2013 survey included two additional questions asking respondents to indicate a little about the quality of feedback provided (referred to from this point as 'talking performance') (Table 20).

**Table 20: Responses to 'talking performance' questions**

Survey Question	Talking Performance		
	Yes	No	Don't Know
My manager has talked to me about what I am doing well in my work	66%	33%	2%
My manager has talked to me about what I could do to improve my performance	53%	44%	3%

Source: *People Matter Survey – 2013*

Analysis of the results found a strong relationship between 'talking performance' responses and employee perceptions of the workplace. Where employees receive feedback from their manager about what they are doing well as well as how to improve, Table 21 clearly shows that this has a positive bearing on their perceptions of the workplace. Employees who are only told what they are doing well hold the next most positive perceptions about the workplace but the employees who are only told what they can do to improve or told nothing at all are significantly less positive.

**Table 21: Responses to a selection of questions (presented thematically) by 'talking performance' variants**

Theme and survey question	Talking Performance			
	What I am doing well and how to improve	What I am doing well only	How to improve only	None
<i>Senior managers and how change is managed in their organisation (percentage agreement)</i>				
Senior managers model the values	85	78	56	58
Senior managers provide clear strategy and direction	82	71	49	47
There is a clear consultation process when change in my organisation is proposed	74	61	41	41
Communications about change from senior managers are timely and relevant	73	61	44	41
In times of change, senior managers provide sufficient information about the purpose of the changes	73	61	44	41
I am provided with the opportunity to influence changes in my organisation	73	62	39	40
<i>Key organisational processes and decision-making (percentage agreement)</i>				
My performance is assessed against clear criteria	91	80	58	60
I would be confident in approaching my manager to discuss concerns and grievances	92	86	52	59
I am confident that I would be protected from reprisal for reporting improper conduct	86	78	55	60
In my workgroup, decisions about access to development opportunities are made on the basis of merit	86	75	54	52
I'm confident that if I lodge a grievance in my organisation, it would be investigated in a thorough and objective manner	85	74	47	52
<i>Job satisfaction (percentage satisfied)</i>				
Relationship with manager	88	83	38	48
Interesting/challenging work provided	86	79	63	61
Working environment	80	73	50	53
Opportunities for development	68	54	34	33
Satisfaction with present job overall	82	77	49	55

Source: *People Matter Survey – 2013*

Note: Percentage agreement is the sum of 'agree' plus 'strongly agree' responses as a percentage of total responses excluding 'don't know' responses. The 'Percentage satisfied' measure sums 'Satisfied' plus 'Very Satisfied' response as a percentage of total responses.

### 3.2.5 patient safety in public health care

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

Table 22 shows that public health care employees provided highly positive answers to each of the eight questions. Nine out of 10 respondents indicated that they were encouraged by colleagues to report safety concerns, that any care errors that occurred were handled appropriately, and that managers acted upon their suggestions and drove them to be a safety-centred organisation. Eighty nine per cent of respondents indicated that they would recommend a friend or relative to be treated as a patient in their organisation. The lowest results refer to perceptions of the organisation's employee training programs and the supervision of trainees.

**Table 22: Public health care employee perceptions of patient safety in their organisation**

Survey question	% agreement
I am encouraged by my colleagues to report any patient safety concerns I may have	95
Patient care errors are handled appropriately in my work area	94
My suggestions about patient safety would be acted upon if I expressed them to my manager	90
Management is driving us to be a safety-centred organisation	90
I would recommend a friend or relative to be treated as a patient here	89
The culture in my work area makes it easy to learn from the errors of others	86
Trainees in my discipline are adequately supervised	84
This health service does a good job of training new and existing staff	82

Source: *People Matter Survey – 2013*

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

Table 23 compares perceptions of patient safety across occupational groups. Health employees express similar high levels of agreement about all aspects of patient safety in their organisation regardless of their specific occupational group. The largest difference is observed in relation to staff training programs and the supervision of trainees, where the proportion of medical employees who think that their organisation does a good job is higher than any other occupational groups.



**Table 23: Public health care employee perceptions of patient safety in their organisation by occupation group (percentage agreement)**

Survey question	Nursing	Medical	Allied/ other health	Personal service	Clerical and admin	All other occupations
I am encouraged by my colleagues to report any patient safety concerns I may have	95	93	95	95	94	93
Patient care errors are handled appropriately in my work area	93	94	93	93	96	95
My suggestions about patient safety would be acted upon if I expressed them to my manager	89	91	92	90	92	91
Management is driving us to be a safety-centred organisation	90	89	90	92	93	89
I would recommend a friend or relative to be treated as a patient here	88	91	87	90	92	89
The culture in my work area makes it easy to learn from the errors of others	85	87	85	87	88	87
Trainees in my discipline are adequately supervised	82	90	85	81	88	85
This health service does a good job of training new and existing staff	82	86	82	81	81	81
Average (all eight questions combined)	88	90	88	88	89	88

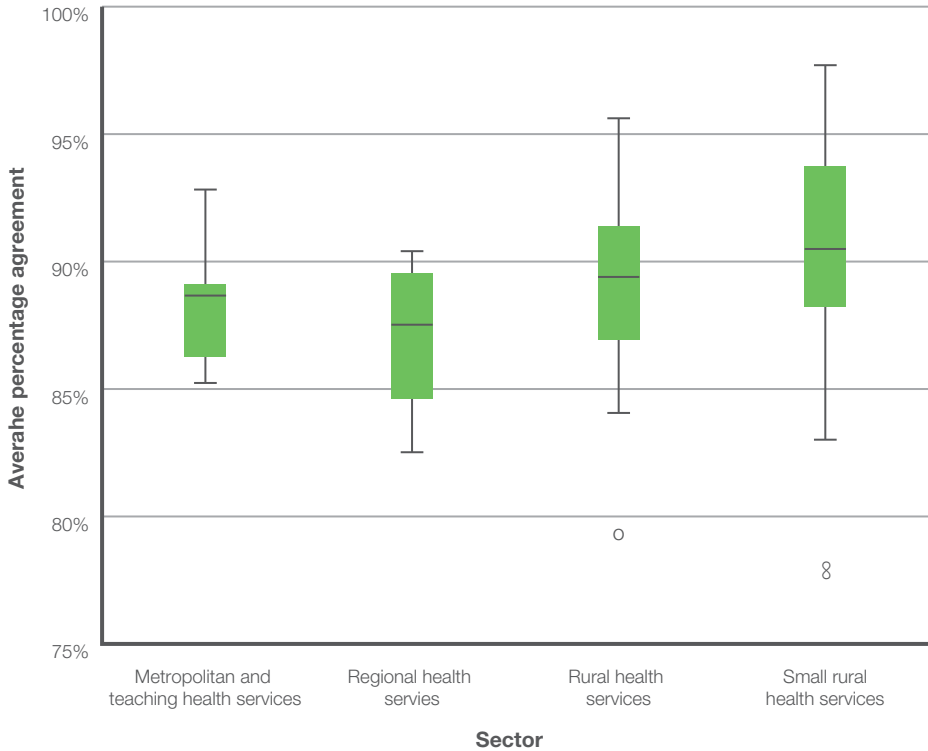
Source: *People Matter Survey – 2013*

Figure 15 presents the spread of organisational results for the eight patient safety questions (combined). Health care providers have been classified as metropolitan, regional, rural or small rural health services according to geographical location and size.

Figure 15 shows that almost all public health care providers, regardless of their geographic location, achieved average percentage agreement scores on patient safety above 80 per cent. It also shows that employees in rural health services, particularly those working for small rural health services, on average, had more positive perceptions of patient safety in their organisation than employees in regional or metropolitan health services. However, the range of values was also greater for rural services, indicating large variation between organisations in those groups.

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

**Figure 15: Distribution of public health care sector results for patient safety questions**



Source: *People Matter Survey – 2012 and 2013*.

Notes: To obtain a more comprehensive representation of the health sector, this figure uses results from the 2012 and 2013 surveys providing a combined total of 72 health organisations.

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

The box areas in the chart signify the range where the middle 50 per cent of organisations lie. The lower boundary of the box represents the 25th percentile, and the upper boundary represents the 75th percentile. The line inside the box represents the median. The lines on either end of the box (the whiskers) show the range of values larger or smaller than the middle 50 per cent of values. The horizontal lines at the end of each whisker represent the end point of the distribution.

The box and whiskers therefore indicate the variation among organisations in perceptions of patient safety. The larger the box and whiskers are, the greater the variation in responses between organisations.

### 3.2.6 opportunities for improvement

While many of the survey results remain positive, there are a number of opportunities for public sector managers to drive improvements in their workplace.

Public sector managers should read, understand and respond to their own organisation's results from the People Matter Survey, and the SSA has produced *Responding to your people matter survey results – a guide for Victorian public sector leaders* to facilitate this process.

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

- *Talking Performance;*
- *Managing Poor Behaviour in the Workplace;*
- *Great Manager, Great Results;*
- *How Positive is Your Work Environment?*
- *Tackling Bullying;* and
- *Developing Conflict Resilient Workplaces.*

### 3.3 conclusion

The People Matter Survey results indicate that, at the aggregate level, most public sector employees believe their workplace is doing well in the application of the public sector values and employment principles. Perceptions of their employer as an employer of choice, and in the case of the public service that they are proud to work and committed to working in the public service, remain high.

The survey indicates that the provision of quality feedback by management (both formal and informal) is important to job satisfaction and engagement. This, in turn, drives the development of positive workplace cultures.

The People Matter Survey provides an effective means by which employee perceptions can be monitored and benchmarked at the individual organisation, sub-sector and whole of sector level. The SSA encourages all public sector entities to continue to actively promote and regularly participate in the survey.



## CHAPTER 4: EXECUTIVE EMPLOYMENT IN THE PUBLIC SECTOR

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

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

This chapter provides a profile of executive employees across the Victorian public sector and a summary of the leadership development work undertaken by the Victorian Leadership Development Centre (VLDC).

## 4.1 profile of executive employees

Consistent with their role as senior leaders of the public sector workforce, executives form a relatively small group, comprising just 0.8 per cent of the workforce at June 2013.

Compared to the general workforce, executives are more likely to be older, much less likely to work part time, and have shorter service with their current employer.

At June 2013, there were 1,963 people employed as executives across the whole public sector: 622 were employed in the public service and 1,341 were employed in public entities. Women made up 41 per cent of public service executives and 33 per cent of executives employed in public entities. In comparison, women hold 9 per cent of executive key management positions in ASX 500 companies.<sup>20</sup>

The age profile of public service and public entity executives is very similar. At June 2013, the average age of both public service and public entity executives was 50 years compared to 44 years for the workforce generally. As illustrated in Table 24, the distribution of public service and public entities executives across the age cohorts from 40 to 60 years of age is relatively even, with more public entity executives falling into the over 50 year age cohorts.

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

**Table 24: Age profile of public service and public entity executives – June 2013**

	Age (years)					
	Under 40	40–44	45–49	50–54	55–59	60+
Public service	11%	19%	19%	21%	19%	11%
Public entities	10%	18%	16%	22%	21%	13%

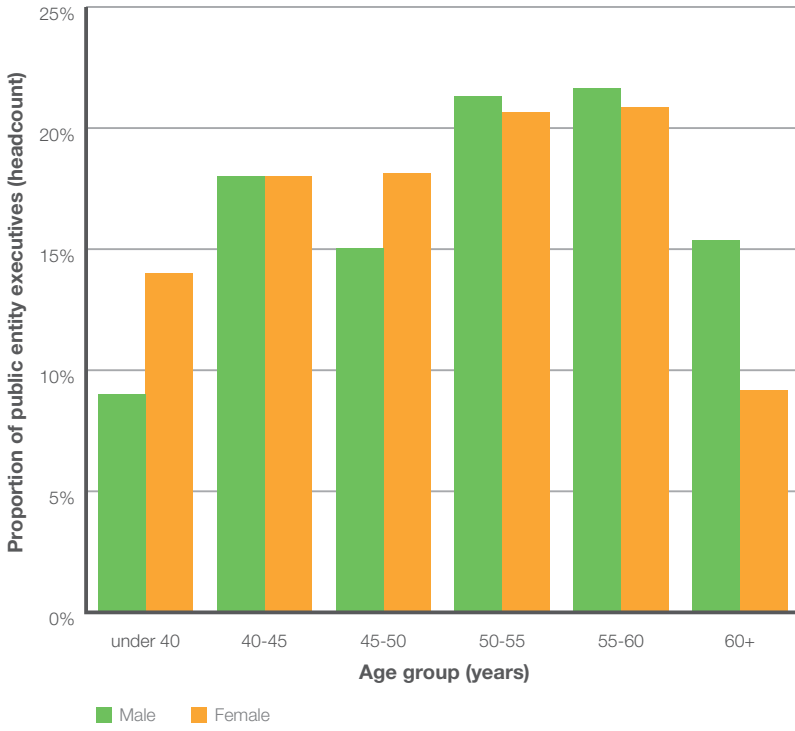
Source: Executive Data Collection – June 2013

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

Female executives are more likely to be younger than their male colleagues. On average, women were slightly younger than men (49 years compared to 50 years). This is reflected in the age profile of female executives compared to males illustrated in Figures 16 and 17 which show the distribution of male and female executives by age for the public service and public entities. In both cases men were more likely than women to fall into the older age cohorts.

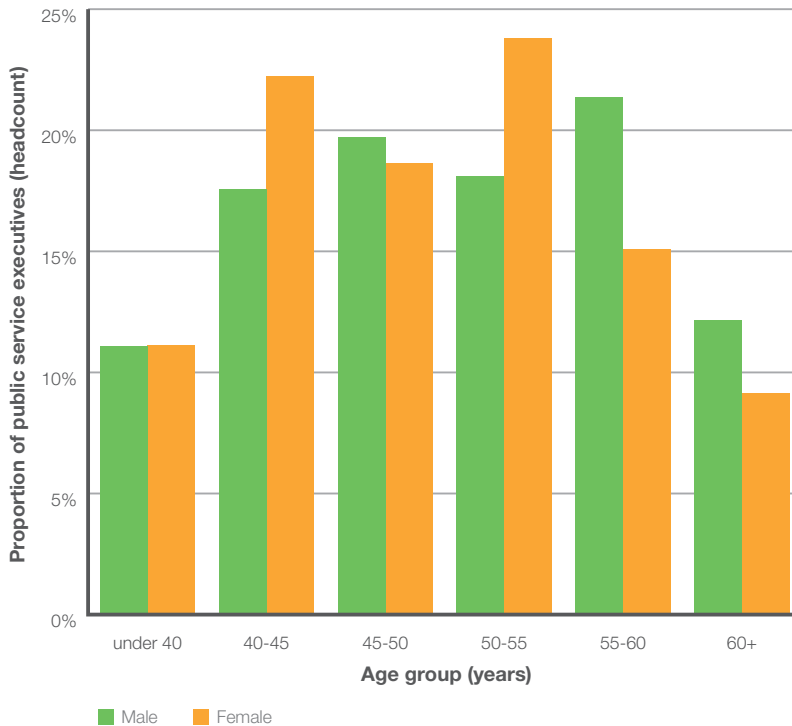
<sup>20</sup> Equal Opportunity for Women in the Workplace Agency, 2012 *Australian Census of Women in Leadership*, Equal Opportunity for Women in the Workplace Agency, Sydney, 2012, p. 9.

**Figure 16: Age group distribution of Victorian public entity executives by gender— June 2013**



Source: Executive Data Collection – June 2013

**Figure 17: Age and gender profile of Victorian Public Service executives – June 2013**



Source: Executive Data Collection – June 2013

Public service executives are more likely to have longer length of service with their current organisation than their public entity counterparts. For example, 56 per cent of public service executives have more than five years’ service with their current employer compared with 36 per cent of public entity executives.

Other interesting observations regarding this workforce include:

- women were less likely than men to have more than 20 years’ service;
- part time employment amongst executives was uncommon;
- most executives working part time were women and were engaged for four days per week or more; and
- no particular age group was more likely to work part time.

#### 4.2 distribution of executives across the Victorian Public Service

The following sections provide an overview of the distribution and remuneration of executives in the Victorian Public Service.

In the public service, the administration of the government’s executive employment policy is the responsibility of the executive’s employer (i.e. public service body heads and administrative office chief executive officers). The SSA provides support and guidance to employers to assist them in meeting the requirements of this policy.

Table 25 shows the number of executives employed at June 2013 by portfolio and agency under the structure before the machinery of government changes on 1 July 2013. Table 26 shows the structure after the machinery of government changes.

**Table 25: Distribution of public service executives – June 2013**

Organisation	Number of executives
Department of Business and Innovation	36
Department of Education and Early Childhood Development	81
Department of Health	38
Department of Human Services (includes Commission for Children and Young People)	78
Department of Primary Industries	17
Victorian Auditor-General's Office	20
<b>Department of Premier and Cabinet</b>	<b>44</b>
Department of Premier and Cabinet	28
Office of the Chief Parliamentary Counsel	4
Office of the Governor of Victoria	1
Office of the Ombudsman Victoria	2
Office of the Victorian Government Architect	1
Public Record Office Victoria	1
State Services Authority	7
<b>Department of Treasury and Finance</b>	<b>87</b>
Department of Treasury and Finance	71
CenITex	5
Emergency Services and State Super	7
Essential Services Commission	4
<b>Department of Justice</b>	<b>85</b>
Department of Justice	49
Independent Broad-based Anti-corruption Commission	7
Office of Public Prosecutions	2
Office of the Chief Commissioner of Police	16
Office of the Legal Services Commissioner	3
Victorian Commission for Gambling and Liquor Regulation	4
Victorian Government Solicitor's Office	4
<b>Department of Sustainability and Environment</b>	<b>60</b>
Department of Sustainability and Environment	48
Office of Living Victoria	2
Sustainability Victoria	4
Environment Protection Authority	6
<b>Department of Transport</b>	<b>45</b>
Department of Transport	34
Regional Rail Link Authority	6
<b>Department of Planning and Community Development</b>	<b>31</b>
Department of Planning and Community Development	30
Local Government Investigations and Compliance Inspectorate	1
<b>Total</b>	<b>622</b>

Source: Executive Data Collection – June 2013

Note: The table includes active contracted executives (headcount) as at 30 June 2013, 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 26: Distribution of public service executives – July 2013**

Organisation	Number of executives
Department of Human Services (including the Office of the Child Safety Commissioner)	79
Department of Health	38
Department of Education and Early Childhood Development	81
Victorian Auditor-General's Office	20
<b>Department of Premier and Cabinet</b>	<b>44</b>
Department of Premier and Cabinet	29
Office of the Chief Parliamentary Counsel	4
Office of the Governor of Victoria	1
Office of the Ombudsman Victoria	2
Public Record Office Victoria	1
State Services Authority (including the Victorian Leadership Development Centre)	7
<b>Department of Treasury and Finance</b>	<b>85</b>
Department of Treasury and Finance (includes the State Revenue Office)	74
Emergency Services Superannuation Board	7
Essential Services Commission	4
<b>Department of Environment and Primary Industries</b>	<b>65</b>
Department of Environment and Primary Industries	53
Sustainability Vic	4
Environment Protection Authority	6
Office of Living Victoria	2
<b>Department of Justice</b>	<b>85</b>
Department of Justice	49
Independent Broad-based Anti-corruption Commission	7
Office of Public Prosecutions	2
Office of the Chief Commissioner of Police	16
Office of the Legal Services Commissioner	3
Victorian Commission for Gambling and Liquor Regulation	4
Victorian Government Solicitor's Office	4
<b>Department of State Development, Business and Innovation</b>	<b>62</b>
Department of State Development, Business and Innovation	57
CenITex	5
<b>Department of Transport, Planning and Local Infrastructure</b>	<b>63</b>
Department of Transport, Planning and Local Infrastructure	52
Local Government Investigations and Compliance Inspectorate	1
Office of the Victorian Government Architect	1
Regional Rail Link Authority	6
Taxi Services Commission	3
<b>Total</b>	<b>622</b>

Source: Executive Data Collection – June 2013

Note: The table includes active contracted executives (headcount) as at 30 June 2013, excluding Governor in Council appointments, sworn police, non-executives acting in executive positions, inactive executives (such as those on long-term leave or secondment) and vacant executive positions.

Between June 2012 and June 2013, the number of executives employed in the public service fell by nine representing a decline of just over 1 per cent.

Table 27 shows that the percentage of public service employees in executive roles declined over the six years from 2006 to 2012 from 1.9 per cent to 1.6 per cent. Between June 2012

and June 2013, the proportion of public service employees in executive roles increased to 1.7 despite the fall in the number of executives. This is because the decline in the number of executives (1 per cent) was proportionately lower than the decline in the number of public service employees (8 per cent).

**Table 27: Percentage of Victorian Public Service employees in executive roles – June 2006 – June 2013**

	2006	2007	2008	2009	2010	2011	2012	2013
Number of executives	626	630	635	659	670	664	631	622
Number of Victorian Public Service employees	33,847	35,295	36,382	38,347	39,774	40,100	38,650	35,645
Percentage of public service employees in executive roles	1.9%	1.8%	1.8%	1.7%	1.7%	1.7%	1.6%	1.7%

Source: Executive Data Collection – June 2013

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

Table 28 shows the number of executives by band and gender, at June 2013.

**Table 28: Public service executives by band and gender – June 2013**

Band	Number			Percentage	
	Female	Male	Total	Female	Male
Secretary and EO1	9	24	33	27%	73%
EO2	97	164	261	37%	63%
EO3	146	182	328	45%	55%
<b>Total</b>	<b>252</b>	<b>370</b>	<b>622</b>	<b>41%</b>	<b>59%</b>

Source: Executive Data Collection – June 2013

Note: Numbers are for active executives (headcount).

Table 29 shows that since 2006, the proportion of female executives has increased across all classifications and the number of female executives has increased for Secretaries/EO1s and EO2s. In the case of the EO2 band, the proportion of women has increased from 28 per cent to 37 per cent. The number of females at EO3 level has fallen while the percentage of EO3s that are women has increased. At June 2013, women comprised 41 per cent of all public service executives, up from 35 per cent in 2006.

**Table 29: Female public service executives by band – June 2006 and June 2013**

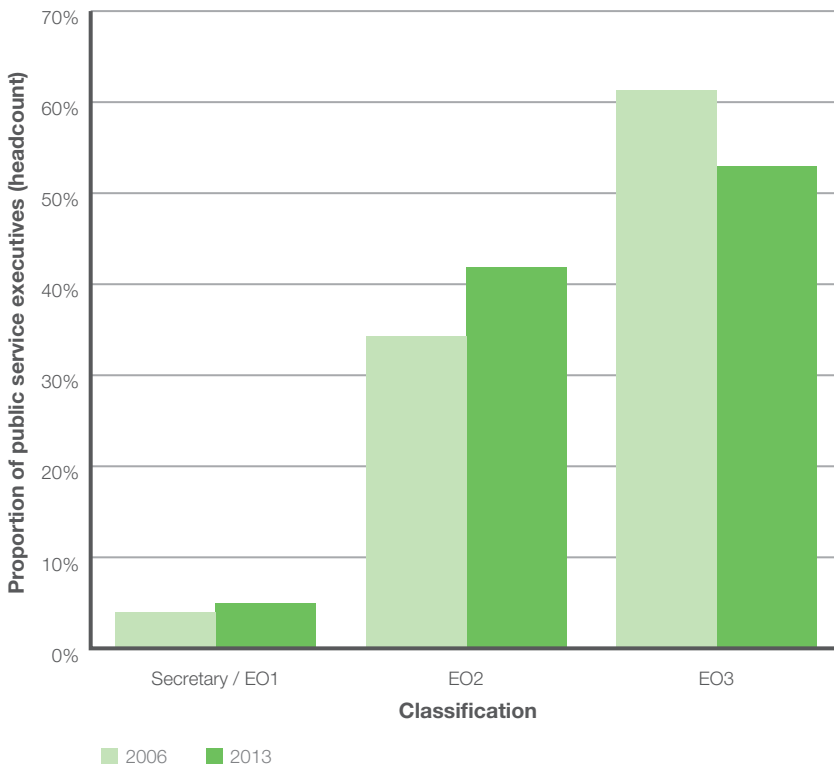
Band	2006		2013	
	Number	Percentage	Number	Percentage
Secretary/EO1	6	24%	9	27%
EO2	59	28%	97	37%
EO3	155	41%	146	45%
<b>Total</b>	<b>220</b>	<b>35%</b>	<b>252</b>	<b>41%</b>

Source: Executive Data Collections – June 2006 and June 2013

Note: Numbers are for active executives (headcount).

Between 2006 and 2013 the composition of the executive workforce changed. Figure 18 shows that between these years, the proportion of executive employees in the higher classification groups (Secretary/EO1 and EO2) increased. At the same time, the proportion of executive employees who were at EO3 level declined from 61 per cent to 53 per cent.

**Figure 18: Public service executive classification groups – June 2006 and 2013**



Source: Executive Data Collections – June 2006 and June 2013

Table 30 shows the number and percentage of executives employed by total remuneration package as at June 2013. The definition of total remuneration package is the sum of total salary (annual value of cash component), employer superannuation contributions and the cost of any fringe benefits (plus associated fringe benefits tax). This table provides a consistent view of remuneration and allows comparisons not distorted by one-off payments (such as bonuses).

**Table 30: Public service executives by total remuneration package – June 2013**

Remuneration package range	Number	Percentage	Remuneration package range	Number	Percentage
\$100,000–\$149,999	48	8%	\$280,000–\$289,999	16	3%
\$150,000–\$159,999	64	10%	\$290,000–\$299,999	7	1%
\$160,000–\$169,999	87	14%	\$300,000–\$309,999	2	<1%
\$170,000–\$179,999	60	10%	\$310,000–\$319,999	5	1%
\$180,000–\$189,999	56	9%	\$320,000–\$329,999	4	1%
\$190,000–\$199,999	82	13%	\$330,000–\$339,999	3	<1%
\$200,000–\$209,999	42	7%	\$340,000–\$349,999	1	<1%
\$210,000–\$219,999	36	6%	\$350,000–\$359,999	1	<1%
\$220,000–\$229,999	20	3%	\$360,000–\$369,999	0	0%
\$230,000–\$239,999	29	5%	\$370,000–\$379,999	0	0%
\$240,000–\$249,999	18	3%	\$380,000–\$389,999	0	0%
\$250,000–\$259,999	13	2%	\$390,000–\$399,999	2	<1%
\$260,000–\$269,999	10	2%	\$400,000+	9	1%
\$270,000–\$279,999	7	1%	<b>Total</b>	<b>622</b>	<b>100%</b>

Source: Executive Data Collection – June 2013

Note: Numbers are for active executives (headcount).

Between June 2012 and June 2013, average executive remuneration in the public service increased by 3.2 per cent to \$200,049 per annum. This increase in average remuneration reflects the 2.5 per cent annual increase for executives from 1 July 2012 approved by the Premier, as well as individual increases to reflect factors such as changes in work value (as reflected by the size, accountabilities and responsibilities of the role), promotion between grades, or recognition of increased performance of individual executives.

## Victorian Public Service Executive Average Remuneration – period 2008–09 to 2010–11

In 2012–13, Public Accounts and Estimates Committee (PAEC) of Parliament recommended the State Services Authority investigate and report on the reasons for the increase in executives' remuneration packages and identify whether the increased packages are matched by increased work value.

The State Services Authority undertook this investigation and reported the following findings:

In the two-year period 2008–09 to 2010–11, PAEC reported that average executive base remuneration increased by 7.4 per cent. Annually, the Premier determines the rate of increase available to the employer to review executive remuneration. For 1 July 2009 the rate was 2.5 per cent and for 1 July 2010 the rate was 3.0 per cent. Excluding the annual approved increases, average executive base remuneration increased by 1.8 per cent over the two year period.

The primary factors for increases above the remuneration determined by the Premier are attributable to increases in work value or performance related and recruitment-retention. Approximately 50 per cent of the cases of an executive receiving increased remuneration were related to a recruitment-retention action and almost 40 per cent of cases related to an increase in work value.

### 4.3 distribution of executives in public entities

The following section provides information on the distribution and remuneration of executives in Victorian public entities as reported to GSERP by public entities. For public entities, a person is defined as an executive for reporting purposes if they are a Chief Executive Officer or equivalent and any person who has significant management responsibility and receives a Total Remuneration Package (TRP) of \$141,667 per annum or more (as at 30 June 2013). This definition does not include technical specialist roles (e.g. medical specialists) and people whose employment is regulated by an award or enterprise agreement.

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

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

At June 2013 there were 1,341 executives employed by public entities, an increase of 2.3 per cent from the 1,311 reported in June 2012. The increase is predominantly due to a net growth of 18 executives in one public entity (Public Transport Victoria) following conversion of executive equivalent technical roles and filling of new and previously vacant executive positions.

A summary of public entity executives by portfolio and gender is provided in Table 31 under the structure before the machinery of government changes on 1 July 2013. Table 32 shows the structure after the machinery of government changes.

**Table 31: Public entity executives by portfolio and gender – June 2013**

Portfolio	Gender		Total
	Female	Male	
Business and Innovation	10	17	27
Education and Early Childhood Development	50	68	118
Health	169	195	364
Human Services	3	0	3
Justice	20	70	90
Transport	43	161	204
Premier and Cabinet	11	17	28
Planning and Community Development	8	32	40
Primary Industries	4	11	15
Sustainability and Environment	49	170	219
Treasury and finance	69	164	233
<b>Grand Total</b>	<b>436</b>	<b>905</b>	<b>1,341</b>

Source: GSERP Data Collection – June 2013

Note: This table includes declared authorities as defined in the Public Administration Act 2004. Numbers are for active executives (headcount).

**Table 32: Public entity executives by portfolio and gender – July 2013**

Portfolio	Gender		Total
	Female	Male	
Education and Early Childhood Development	50	68	118
Environment and Primary Industries	61	227	288
Health	169	195	364
Human Services	3	0	3
Justice	20	70	90
Premier and Cabinet	11	18	29
State Development, Business and Innovation	12	24	36
Transport, Planning and Local Infrastructure	51	192	243
Treasury and Finance	59	111	170
<b>Total</b>	<b>436</b>	<b>905</b>	<b>1,341</b>

Source: GSERP Data Collection – June 2013

Note: This table includes declared authorities as defined in the Public Administration Act 2004. Numbers are for active executives (headcount).

Unlike the public service, where an executive is contracted to a position specifically designated to be within the defined executive officer classification structure, managers in public entities are defined as executives on the basis of being employed in a CEO position or in a position with significant management responsibility attracting a remuneration package of \$141,667 per annum or above. In effect, this means that there is limited comparability between positions defined as executive in public entities and the public service. As at June 2013, 1,341 employees were reported as meeting this definition of which 206 were CEOs.

Between June 2012 and June 2013, average executive remuneration (Total Remuneration Package) increased by 3.7 per cent to \$199,105 per annum. The increase in average remuneration reflects the 2.5 per cent annual adjustment guideline rate approved by the Premier from 1 July 2013, as well as individual increases to reflect factors such as changes in work value (as reflected by the size, accountabilities and responsibilities of the role), promotion between executive levels, and/or recognition of increased performance of individual executives.

Table 33 outlines the breakdown of CEO remuneration packages across public entities.

**Table 33: Public entity CEOs by total remuneration package – June 2013**

Remuneration package range	Number	Percentage	Remuneration package range	Number	Percentage
<\$129,999	6	3%	\$270,000–\$279,999	6	3%
\$130,000–\$139,999	8	4%	\$280,000–\$289,999	8	4%
\$140,000–\$149,999	10	5%	\$290,000–\$299,999	6	3%
\$150,000–\$159,999	1	<1%	\$300,000–\$309,999	6	3%
\$160,000–\$169,999	14	7%	\$310,000–\$319,999	6	3%
\$170,000–\$179,999	10	5%	\$320,000–\$329,999	1	<1%
\$180,000–\$189,999	19	9%	\$330,000–\$339,999	4	2%
\$190,000–\$199,999	12	6%	\$340,000–\$349,999	1	<1%
\$200,000–\$209,999	6	3%	\$350,000–\$359,999	6	3%
\$210,000–\$219,999	10	5%	\$360,000–\$369,999	2	1%
\$220,000–\$229,999	8	4%	\$370,000–\$379,999	7	3%
\$230,000–\$239,999	13	6%	\$380,000–\$389,999	1	<1%
\$240,000–\$249,999	3	1%	\$390,000–\$399,999	1	<1%
\$250,000–\$259,999	5	2%	\$400,000+	15	7%
\$260,000–\$269,999	11	5%	<b>Total</b>	<b>206</b>	<b>100%</b>

Source: GSERP Data Collection – June 2013

Note: This table excludes Governor in Council appointments. Numbers are for active executives (headcount).

## 4.4 leadership development

### 4.4.1 why invest in leadership development?

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

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

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

A review of the Australian and New Zealand School of Government (ANZSOG) Executive Master of Public Administration, chaired by Terry Moran AC, was completed in 2012 after more than 10 years of operation.

The review concluded, amongst other things, that there was a continuing need for investment by governments in developing future public sector leaders. Continuing to invest in the development of effective leaders within and across public services was seen as necessary to secure public sector capability and desired performance. Key benefits were seen as reduced transaction costs between organisations, improved productivity and performance outcomes, and enhanced value for citizens.

Review conclusions in terms of the underpinnings of effective public sector leadership were that future public sector leaders should ideally have a post-graduate level understanding of the key related concepts from economics, data analysis and interpretation, public finance, regulation, policy analysis, and management, alongside high level awareness and understanding of leadership roles and responsibilities. The emphasis in development of future leaders was seen as building knowledge, skills and abilities associated with leadership roles, including capabilities related to self-management, maintaining relationships with others and building effective teams, as well as delivery of agreed work within organisational systems.

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



The VLDC was originally established in 2008 by the then State Coordination and Management Council<sup>21</sup> following a review of leadership capability in the Victorian Public Service by the SSA that identified significant leadership succession risk.

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

The SSA has, through its past survey, review, consultancy and research work, informally observed a number of common themes emerging from the different leadership and management development activities being undertaken within the sector. These focus on ensuring public sector managers:

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

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

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

<sup>21</sup> The State Coordination and Management Council comprised departmental secretaries, the Chair of the State Services Authority and the Chief Commissioner of Police.

#### 4.4.2 Victorian Leadership Development Centre

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

##### Key programs

The VLDC has three flagship programs:

- the 18 month Executive Leadership Program (ELP) aimed at high potential Executive Officer 2 (EO) and senior Executive Officer 3 participants;
- the two year Senior Executive Leadership Program (SELP) aimed at high potential CEOs and deputy secretaries; and
- a learning series to build 'Asia literacy skills' for secretaries and selected deputy secretaries and executive directors.

At June 2013, 143 executives from nine departments, Victoria Police and 10 other agencies have participated in these programs.

##### Development opportunities

Experiential development is key to building the breadth of experience required by program participants. Participants rate small group, informal discussions with the Secretaries as the most valuable learning experience, followed by opportunities to act in a more senior role and on-the-job development and placements. These opportunities have enabled executives to broaden and develop their skill base in preparation for more senior roles.

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

In 2012–13, the VLDC ran 75 events, including workshops, peer learning sessions and leadership conversations. A total of 740 participants attended these events.

## Key outcomes

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

In addition to event evaluation, ELP and SELP participants report on their progress to the VLDC Board at key points during their program. These evaluations have revealed that more than half of the 2009 and 2010 participants, 30 per cent of the 2011 participants and 40 per cent of the 2012 participants have been promoted since their completion of the program. The evaluations also showed marked increase in on-the-job performance, with an average 30 per cent improvement reported by participants and their managers.

End of program evaluations completed by participants and their managers highlighted that:

- the program structure and content significantly accelerates participant development;
- senior leadership support plays a pivotal role in development – including the role of the VLDC Board and the support provided by managers;
- individual motivation and commitment is key to progress;
- the program enabled participants to prioritise their development in busy work schedules;
- participants significantly expanded their networks which enabled them to perform more effectively in the job; and
- participants would focus on continual growth beyond the formal completion of the program.



# CHAPTER 5: PUBLIC SECTOR BOARDS AND BOARD MEMBERS

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.

## 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 19 provides a summary of the roles and duties of a board.

**Figure 19: Roles and duties of public sector boards**

### Strategy

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

## Governance

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

## Risk management

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

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

### 5.1.1 composition

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

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

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

The guidelines also describe the four main classifications used for public sector boards. These are described in Figure 20.

**Figure 20: Public sector board classifications**

<p><b>Group A – Commercial boards of governance</b></p> <ul style="list-style-type: none"> <li>• government business enterprises including statutory authorities, state bodies established under the State Owned Enterprises Act, commercial bodies established under the Commonwealth Corporations Act or entity-specific legislation</li> <li>• other statutory authorities with high turnover, assets and/or operating surplus</li> </ul> <p><i>Examples</i></p> <ul style="list-style-type: none"> <li>• Country Fire Authority</li> <li>• major metropolitan and regional health services</li> <li>• Port of Melbourne Corporation</li> <li>• Transport Accident Commission</li> <li>• Victorian Workcover Authority</li> <li>• V/Line Corporation</li> </ul>	<p><b>Group B – Significant industry and key advisory boards and significant boards of management</b></p> <ul style="list-style-type: none"> <li>• industry advisory boards and other bodies advising government on key strategic matters and / or matters of state-wide significance</li> <li>• quasi-judicial bodies or tribunals where there is no other framework governing remuneration and appointments</li> <li>• 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</li> <li>• management boards of medium-size organisations undertaking one or more functions or providing a strategically important service</li> </ul> <p><i>Examples</i></p> <ul style="list-style-type: none"> <li>• Victorian Major Events Company Ltd</li> <li>• Victorian Registration and Qualifications Authority</li> <li>• Victorian Health Promotion Foundation</li> </ul>
<p><b>Group C – Advisory committees, registration boards and management boards of small organisations</b></p> <ul style="list-style-type: none"> <li>• scientific, technical and legal advisory boards</li> <li>• disciplinary boards and boards of appeal</li> <li>• qualifications, regulatory and licencing boards</li> <li>• management boards and committees of small-size organisations undertaking a specific function or providing a discrete service</li> <li>• ministerial and departmental advisory boards and consultative committees on issues confined to a portfolio or local concerns</li> </ul> <p><i>Examples</i></p> <ul style="list-style-type: none"> <li>• cemetery trusts</li> <li>• Crown land committees of management</li> <li>• rural and regional health services</li> </ul>	<p><b>Group D – Inquiries, taskforces and ad-hoc expert panels</b></p> <ul style="list-style-type: none"> <li>• boards of inquiry which are required to submit a comprehensive report within a specified timeframe</li> <li>• ad-hoc expert panels established for limited time periods to undertake a specific (often technical) task</li> </ul> <p><i>Examples</i></p> <ul style="list-style-type: none"> <li>• medical panels</li> <li>• Victorian Planning System Ministerial Advisory Committee</li> <li>• Victorian Competition and Efficiency Commission</li> <li>• Women in Primary Industries Advisory Committee</li> </ul>

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.

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

## 5.2 profile of public sector boards and their members

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

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

### 5.2.1 data limitations

Data presented in this chapter is dependent upon the quality of the data entered by departments and that, in turn, by the availability and access to information by those departments about individual board members.

Enhancements to GAPED have resulted in improved data quality about members of Crown land committees of management, cemetery trusts and school councils. For example, there has been an increase in the number of members of cemetery trusts captured in GAPED (up from 3,067 in June 2012 to 3,191 in June 2013).

However, limited demographic data is available for committees of management, information about individual board members is not available for school councils (there are an estimated 15,000 school councillors) and Indigenous identification is not available for the 3,191 members of cemetery trusts.

Therefore, the demographic information about individual board members presented in this chapter and in Appendix E was the best available at the time of reporting.

### 5.2.2 profile of public sector boards

At June 2013, the Victorian Government had 3,684 public sector boards, serviced by an estimated 30,425 board members. This included boards of public entities, as well as boards of public service bodies such as the Victorian Commission for Gambling and Liquor Regulation.

School councils comprised the largest group of public sector boards. At June 2013, there were 1,540 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 relief teachers, education support class employees and other non-teaching employees.

Crown land committees of management are the next largest group (1,273 entities) followed by cemetery trusts (454 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.

Table 34 details the number of boards and board members by portfolio department. A further breakdown of boards by board classification is provided at Appendix E.

**Table 34: Boards and board members by portfolio – July 2013**

Portfolio	Grouping	Total number of boards	Employer boards		Non-employing boards	Number of board members
Education and Early Childhood Development	School councils	1,540	1,540 (3,534 employees)	—	15,000 (estimated)	
	TAFEs and other education entities	43	18 (11,881 employees)	25	408	
Environment and Primary Industries	Crown land committees of management	1,273 <sup>22</sup>	9 (392 employees)	1,264 <sup>22</sup>	8301 <sup>22</sup>	
	Water authorities, planning agencies, alpine resorts and other entities	89	42 (8,577 employees)	47	884	
Health	Cemetery trusts	454	5 (490 employees)	449	3,191	
	Public health services and other bodies	117	90 (102,503 employees)	27	1,229	
Human Services		12	1 (6 employees)	11	139	
Justice		57	15 (6,636 employees)	42	276	
Premier and Cabinet		14	12 (2,511 employees)	2	105	
State Development, Business and Innovation		29	10 (1,407 employees)	19	293	
Transport, Planning and Local Infrastructure		35	16 (6,607 employees)	19	357	
Treasury and Finance		21	12 (3,339 employees)	9	242	
<b>Total</b>		<b>3,684</b>	<b>1,770</b> <b>(147,883 employees)</b>	<b>1,914</b>	<b>30,425</b>	

Source: GAPED database – June 2013

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

22 2012 figures, 2013 figures unavailable at the time of publication



### 5.2.3 profile of public sector board members

#### Gender profile

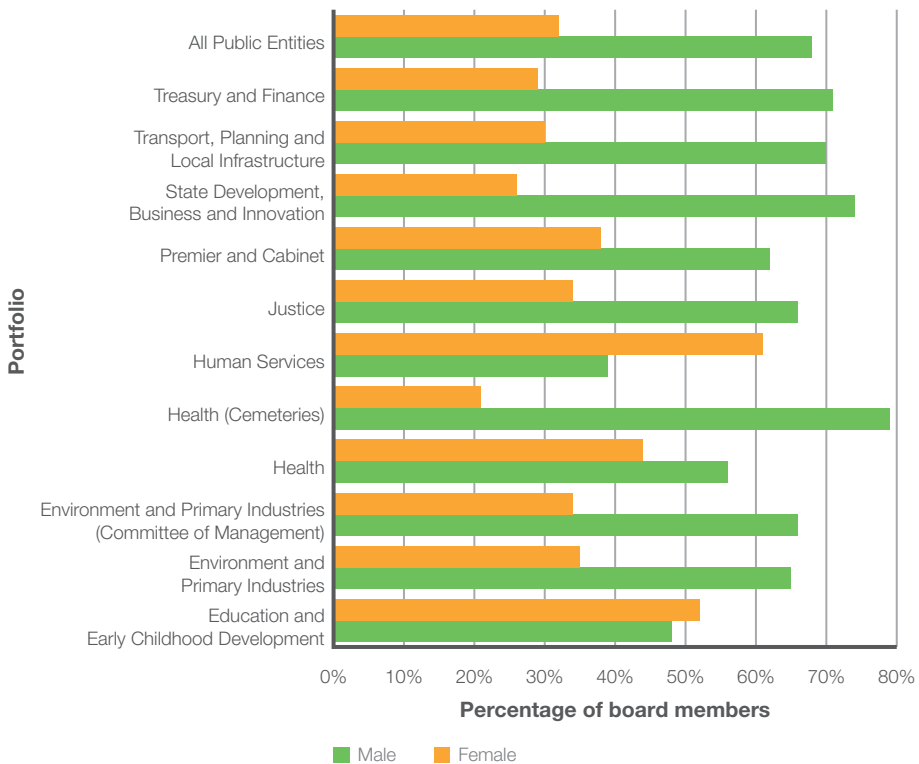
At June 2013, the proportion of public sector board members who are women remains stable at 39 per cent (when cemetery trusts are removed from the total).

Overall, when cemetery trusts are included, the proportion of female board members in 2013 is 31 per cent. This represents a decrease from the 32 per cent recorded in June 2012, and 34 per cent recorded in June 2011.

The proportion of female board members is skewed somewhat by their low representation on cemetery trust boards. At June 2013, of the 3,191 cemetery trust board members, only 682 (or 21 per cent) were women. The gender profile of cemetery trusts is likely to be slow to change in comparison to other board types because, until 1995, members of cemetery boards were appointed for life.

Figure 21 below shows gender representation by portfolio department.

**Figure 21: Gender profile of board members by portfolio – July 2013**



Source: GAPED database – June 2013

## Age profile

The majority of public sector board members are aged 55 years and over (34 per cent are 65+ and 33 per cent are aged between 55 and 64 years). These figures are consistent with those reported in 2012.

Table 35 provides a breakdown of the age profile of board members. A further breakdown of the age of board members by portfolio department and board classification is provided at Appendix E.

**Table 35: Age profile of board members – June 2013**

Age	Number	Percentage
Under 35	379	6%
35–44 years	507	8%
45–54 years	1,312	20%
55–64 years	2,158	33%
65 years and over	2,241	34%
<b>Total</b>	<b>6,597</b>	<b>100%</b>

Source: GAPED database – June 2013

## Cultural and linguistic diversity

Cultural and linguistic diversity (CALD) 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.

Where an appointee answers yes to at least one of these questions, they are counted as CALD.

Based on the above criteria, at June 2013, 23 per cent of board members identified themselves as CALD in comparison to 18 per cent at June 2012. Over the 2012–13 year, 24 per cent (378 people) of new appointees identified as CALD compared to 23 per cent (347 people) in the 2011–12 year.

As these figures rely on self-reporting, CALD status may be under-reported. Identification as CALD was highest on boards within the portfolios of the Department of State Development, Business and Innovation (37 per cent) and the Department of Premier and Cabinet (30 per cent).

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

### Aboriginal representation

At June 2013, 46 board members identified as Aboriginal (0.6 per cent of board members). This represents a slight increase from 0.5 per cent reported in at June 2012.

### Metropolitan and regional representation

At June 2013, 80 per cent of board members indicated that they are located in rural and regional Victoria, a slight decrease from the 82 per cent indicated at June 2012.

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

### 5.2.4 remuneration

The SSA estimates that 85 per cent of board members volunteer their time, that is, they are unremunerated.<sup>23</sup>

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

- the application of the *Commonwealth Corporations Act 2001*;
- diminution of ultimate responsibility and accountability where it rests with the portfolio minister; and
- the extent to which the organisation is funded from consolidated revenue or relies on government guarantees or other forms of government support.<sup>24</sup>

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.

<sup>23</sup> This estimate is based on records for the 19,397 board members for whom the SSA has data, as well as an estimate that 13,500 of the 15,000 school council members (i.e. those that are not principals) are unremunerated.

<sup>24</sup> Department of Premier and Cabinet, *Appointment and Remuneration Guidelines for Victorian Government Boards, Statutory Bodies and Advisory Committees*, Department of Premier and Cabinet, Melbourne, July 2011.

# APPENDIX A: EMPLOYING ORGANISATIONS IN THE VICTORIAN PUBLIC SECTOR

The Victorian public sector comprises the public service and public entities operating in the wider public sector. Following machinery of government changes that were effective from 1 July 2013, the Victorian public sector consisted of:

- nine departments, nine administrative offices and 22 other bodies which constitute the Victorian Public Service;
- 1,770 employing public entities; and
- approximately 2,000 non-employing entities.

This appendix details employee numbers for employing organisations in the Victorian public sector. The 1,540 school councils have been amalgamated into one listing.

The appendix also identifies which organisations participated in the 2013 People Matter Survey. Most major employing organisations participate at least once every two years.

## a.1 Victorian Public Service

	Headcount	FTE	Participated in 2013 <i>People Matter Survey</i>
<b>Departments</b>			
Department of Education and Early Childhood Development	2,609	2,326.4	✓
Department of Environment and Primary Industries	3,869	3,604.5	✓ <sup>25</sup>
Department of Health	1,387	1,287.0	✓
Department of Human Services	11,158	9,665.4	✓
Department of Justice	7,004	6,631.5	✓
Department of Premier and Cabinet	463	431.2	✓

25 Includes Sustainability Victoria

	Headcount	FTE	Participated in 2013 <i>People Matter Survey</i>
Department of State Development, Business and Innovation <sup>26</sup>	1,036	991.0	✓
Department of Transport, Planning and Local Infrastructure <sup>26</sup>	1,318	1,251.2	
Department of Treasury and Finance <sup>27</sup>	1,127	1,071.1	
<b>Administrative offices</b>			
Environment Protection Authority	337	315.3	✓
Local Government Investigations and Compliance Inspectorate	8	8.0	✓ <sup>28</sup>
Office of Living Victoria	22	21.6	
Office of the Chief Parliamentary Counsel	42	39.1	✓
Office of the Governor of Victoria	27	24.1	
Office of the Victorian Government Architect	9	7.9	
Public Record Office Victoria	64	58.0	
Regional Rail Link Authority	119	114.5	
Victorian Government Solicitor's Office	209	191.1	
<b>Other offices</b>			
CenITex	560	553.4	✓
Commission for Children and Young People	27	22.0	
Emergency Services Superannuation Board	152	140.3	
Essential Services Commission	65	61.3	✓
Independent Broad-based Anti-corruption Commission	109	105.4	
Office of Public Prosecutions	306	288.2	
Office of the Chief Commissioner of Police	2,653	2,499.9	✓
Office of the Fire Services Levy Commissioner	5	5.0	
Office of the Freedom of Information Commissioner	16	16.0	
Office of the Legal Services Commissioner	75	70.5	
Office of the Ombudsman Victoria	74	66.9	✓
Office of the Road Safety Camera Commissioner	3	3.0	
Office of the Victorian Inspectorate	7	6.3	
Office of the Victorian Electoral Commissioner	82	75.0	✓
Office of the Victorian Privacy Commissioner	13	11.8	
State Services Authority	48	44.8	✓

26 Department of Planning and Community Development participated in the 2013 People Matter Survey

27 Includes State Revenue Office

28 The Local Government Investigations and Compliance Inspectorate participated as part of the Department of Planning and Community Development. This administrative office is now in the Transport, Planning and Local Infrastructure portfolio.

	Headcount	FTE	Participated in 2013 <i>People Matter Survey</i>
Taxi Services Commission	130	127.9	
Victorian Auditor-General's Office	179	171.1	
Victorian Commission for Gambling and Liquor Regulation	215	209.9	✓
Victorian Equal Opportunity and Human Rights Commission	64	60.1	
Victorian Multicultural Commission	12	11.5	
Victorian Responsible Gambling Foundation	42	40.2	✓

## a.2 broader public sector

### a.2.1 government schools

	Headcount	FTE	Participated in 2013 <i>People Matter Survey</i>
Department of Education and Early Childhood Development – teaching service and school support	63,336	54,385.0	
School council staff	3,534	1,146.6	

### a.2.2 TAFEs and other education

	Headcount	FTE	Participated in 2013 <i>People Matter Survey</i>
<b>TAFEs</b>			
Advance TAFE	283	188.0	✓
Bendigo TAFE	400	319.0	
Box Hill Institute	1,056	760.7	
Central Gippsland Institute of TAFE	358	269.3	✓
Chisholm Institute	1,149	798.4	
Gordon Institute of TAFE	692	468.7	
Goulburn Ovens Institute of TAFE	555	429.3	✓
Holmesglen Institute	1,431	1,010.2	
Kangan Institute	1,085	760.2	
Northern Melbourne Institute of TAFE	1,904	1,076.4	
Royal Melbourne Institute of Technology (TAFE Division)	782	564.0	
South West Institute of TAFE	266	234.0	✓
Sunraysia Institute of TAFE	304	221.0	✓
Swinburne University of Technology (TAFE Division)	779	365.4	

	Headcount	FTE	Participated in 2013 <i>People Matter Survey</i>
University of Ballarat (TAFE Division)	178	136.8	
Victoria University (TAFE Division)	1,080	767.4	
William Angliss Institute of TAFE	382	330.2	✓
Wodonga Institute of TAFE	469	327.2	✓
<b>Other</b>			
Adult Multicultural Education Services (AMES)	1,094	919.6	
Centre for Adult Education	362	159.6	
International Fibre Centre	2	2.0	
VET Development Centre	9	8.2	
Victorian Institute of Teaching	80	76.5	

### a.2.3 public health sector

	Headcount	FTE	Participated in 2013 <i>People Matter Survey</i>
<b>Health services</b>			
Albury Wodonga Health	1,513	1,168.7	✓
Alexandra District Hospital	92	51.7	✓
Alfred Health	6,928	5,320.2	
Alpine Health	316	219.2	✓
Austin Health	6,985	5,374.2	
Bairnsdale Regional Health Service	672	451.2	
Ballarat Health Services	3,505	2,583.1	✓
Barwon Health	5,338	3,740.2	
Bass Coast Regional Health	488	325.6	
Beaufort and Skipton Health Service	156	92.6	✓
Beechworth Health Service	172	111.2	✓
Benalla Health	284	197.4	✓
Bendigo Health Care Group	2,638	2,025.5	
Boort District Health	79	49.1	
Casterton Memorial Hospital	90	68.7	✓
Castlemaine Health	591	361.8	
Central Gippsland Health Service	861	564.3	✓
Cobram District Health	165	114.6	
Cohuna District Hospital	101	61.1	✓
Colac Area Health	403	277.8	✓

	Headcount	FTE	Participated in 2013 <i>People Matter Survey</i>
Dental Health Services Victoria	618	426.0	
Djerriwarrh Health Services	514	344.7	✓
Dunmunkle Health Services	110	50.4	✓
East Grampians Health Service	324	222.5	✓
East Wimmera Health Service	299	197.5	
Eastern Health	7,269	5,193.6	
Echuca Regional Health	541	365.8	✓
Edenhope and District Memorial Hospital	113	71.6	✓
Gippsland Southern Health Service	357	209.1	✓
Goulburn Valley Health Services	1,757	1,365.4	✓
Heathcote Health	115	60.9	✓
Hepburn Health Service	356	207.8	✓
Hesse Rural Health Service	103	65.6	✓
Heywood Rural Health	108	57.4	✓
Inglewood and Districts Health Service	92	50.5	✓
Kerang District Health	152	96.9	
Kilmore and District Hospital	206	124.6	✓
Kooweerup Regional Health Service	156	91.8	
Kyabram and District Health Services	263	157.5	✓
Kyneton District Health Service	169	94.0	
Latrobe Regional Hospital	1,558	1,181.0	✓
Lorne Community Hospital	76	38.4	
Maldon Hospital	47	22.5	
Mallee Track Health and Community Service	208	129.1	
Mansfield District Hospital	162	109.6	
Maryborough District Health Service	402	263.6	
Melbourne Health	7,954	6,150.4	✓
Monash Health	11,902	8,916.6	✓
Moyne Health Services	187	102.0	✓
Nathalia District Hospital	87	54.4	
Northeast Health Wangaratta	914	654.8	✓
Northern Health	3,158	2,321.6	
Numurkah District Health Service	166	116.1	✓
Omeo District Health	52	30.3	✓
Orbost Regional Health	172	100.7	✓
Otway Health & Community Services	98	61.5	



	Headcount	FTE	Participated in 2013 <i>People Matter Survey</i>
Peninsula Health	4,353	3,290.9	
Peter MacCallum Cancer Centre	2,298	1,851.6	
Portland District Health	360	238.3	✓
Robinvale District Health Services	167	125.6	
Rochester and Elmore District Health Service	185	113.7	✓
Royal Children's Hospital	3,947	3,110.3	
Royal Victorian Eye and Ear Hospital	729	472.3	✓
Royal Women's Hospital	1,905	1,306.7	✓
Rural Northwest Health	244	167.8	✓
Seymour Health	200	132.6	
South Gippsland Hospital	97	59.1	✓
South West Healthcare	1,310	972.5	✓
Stawell Regional Health	237	166.5	✓
Swan Hill District Health	465	352.7	✓
Tallangatta Health Service	133	94.4	✓
Terang and Mortlake Health Service	142	83.0	✓
The Queen Elizabeth Centre	126	92.8	✓
Timboon and District Healthcare Service	84	49.7	✓
Tweddle Child and Family Health Service	72	40.3	
Upper Murray Health and Community Services	123	84.3	✓
Victorian Institute of Forensic Mental Health	394	337.3	✓
West Gippsland Healthcare Group	980	667.1	✓
West Wimmera Health Service	450	311.0	✓
Western District Health Service	706	493.8	
Western Health	5,028	3,839.6	✓
Wimmera Health Care Group	890	618.6	✓
Yarram and District Health Service	172	102.6	✓
Yarrawonga Health	214	140.2	✓
Yea and District Memorial Hospital	59	38.5	
<b>Other</b>			
BreastScreen Victoria	100	73.3	✓
Health Purchasing Victoria	47	46.0	
Victorian Assisted Reproductive Treatment Authority	8	4.7	
Victorian Health Promotion Foundation	79	73.6	✓

#### a.2.4 police and emergency services

	Headcount	FTE	Participated in 2013 People Matter Survey
Ambulance Victoria	4,057	3,642.6	
Country Fire Authority	2,034	1,872.7	✓
Emergency Services Telecommunications Authority	802	755.2	
Metropolitan Fire and Emergency Services Board	2,188	2,177.7	
Victoria Police	13,543	13,239.7	✓
Victoria State Emergency Service	222	215.8	

#### a.2.5 water and land management

	Headcount	FTE	Participated in 2013 People Matter Survey
<b>Alpine resorts</b>			
Falls Creek Alpine Resort Management Board	102	91.7	✓
Mount Baw Baw Alpine Resort Management Board	112	91.0	✓
Mt Buller and Mt Stirling Alpine Resort Management Board	67	48.8	
Mt Hotham Resort Management Board	67	58.4	
<b>Catchment management authorities</b>			
Corangamite Catchment Management Authority	46	44.9	✓
East Gippsland Catchment Management Authority	22	20.4	✓
Glenelg Hopkins Catchment Management Authority	43	38.3	
Goulburn Broken Catchment Management Authority	58	53.1	
Mallee Catchment Management Authority	44	42.2	
North Central Catchment Management Authority	71	64.3	
North East Catchment Management Authority	40	35.7	✓
Port Phillip and Westernport Catchment Management Authority	23	20.2	✓
West Gippsland Catchment Management Authority	47	39.6	✓
Wimmera Catchment Management Authority	33	31.7	✓
<b>Land management agencies</b>			
Barwon Coast Committee of Management	43	35.0	
Bellarine Bayside Foreshore Committee of Management (Inc)	27	22.0	
Capel Sound Foreshore Committee of Management Inc	6	2.0	
Gippsland Ports Committee of Management	56	52.2	✓
Great Ocean Road Coast Committee Inc	47	30.0	

	Headcount	FTE	Participated in 2013 <i>People Matter Survey</i>
Parks Victoria	1,036	966.0	✓
Places Victoria	99	94.8	
Point Leo Foreshore and Public Parks Reserves Committee of Management Inc	4	3.0	
Sustainability Victoria	1	1.0	
Trust for Nature (Victoria)	56	44.0	✓
VicForests	117	112.3	✓
Winton Wetlands Committee of Management	5	5.0	
<b>Planning agencies</b>			
Growth Areas Authority	45	43.0	✓
Metropolitan Waste Management Group	23	21.0	
<b>Water corporations</b>			
Barwon Region Water Corporation	404	390.6	
Central Gippsland Region Water Corporation	266	253.0	
Central Highlands Region Water Corporation	187	178.0	
City West Water Corporation	454	431.1	
Coliban Region Water Corporation	170	164.0	
East Gippsland Region Water Corporation	83	81.1	
Gippsland and Southern Rural Water Corporation	161	155.3	
Goulburn Murray Rural Water Corporation	696	683.2	
Goulburn Valley Region Water Corporation	210	201.4	
Grampians Wimmera Mallee Water Corporation	185	179.1	✓
Lower Murray Urban and Rural Water Corporation	163	159.1	
Melbourne Water Corporation	862	832.3	
North East Region Water Corporation	163	156.8	✓
South East Water Corporation	583	553.3	
South Gippsland Region Water Corporation	92	90.4	
Wannon Region Water Corporation	212	204.4	
Western Region Water Corporation	168	156.4	✓
Westernport Region Water Corporation	69	67.8	
Yarra Valley Water Corporation	569	532.8	

## a.2.6 arts, finance, transport and other

	Headcount	FTE	Participated in 2013 <i>People Matter Survey</i>
<b>Arts agencies</b>			
Australian Centre for the Moving Image	197	154.3	
Film Victoria	37	35.8	
Geelong Performing Arts Centre Trust	80	32.0	✓
Melbourne Recital Centre	86	41.5	
Museum Victoria	623	467.6	
National Gallery of Victoria	335	276.6	
State Library of Victoria	397	318.2	
The Wheeler Centre	28	17.0	
Victorian Arts Centre Trust	645	431.4	
Victorian Opera	49	28.0	✓
<b>Cemeteries</b>			
Ballarat General Cemeteries Trust	18	18.0	✓
Bendigo Cemeteries Trust	15	15.0	
Geelong Cemeteries Trust	28	28.0	✓
Greater Metropolitan Cemeteries Trust	177	165.1	✓
Southern Metropolitan Cemeteries Trust	252	243.3	
<b>Facilities management agencies</b>			
Docklands Studios Melbourne	11	9.0	
Federation Square Pty Ltd	67	47.2	
Melbourne Convention and Exhibition Trust	423	337.5	
Melbourne Market Authority	36	35.0	✓
Old Treasury Building Reserve Committee of Management	2	2.0	
Queen Victoria Women's Centre Trust	6	4.0	
Shrine of Remembrance Trust	37	28.0	
The Mint Incorporated	3	1.8	
<b>Finance / insurance agencies</b>			
Rural Finance Corporation of Victoria	120	113.3	
State Electricity Commission of Victoria	8	7.0	
State Trustees Limited	478	445.4	✓
Transport Accident Commission	998	940.3	
Treasury Corporation of Victoria	51	47.4	✓
Victorian Funds Management Corporation	83	82.0	
Victorian Managed Insurance Authority	139	133.4	✓
Victorian WorkCover Authority	1,243	1,187.2	✓

	Headcount	FTE	Participated in 2013 <i>People Matter Survey</i>
<b>Regulators</b>			
Architects Registration Board of Victoria	4	3.6	
Building Commission	124	117.2	
Dairy Food Safety Victoria	25	21.4	
Energy Safe Victoria	126	124.6	✓
Plumbing Industry Commission	47	45.9	
PrimeSafe	10	10.0	
Veterinary Practitioners Registration Board of Victoria	6	4.0	
<b>Sports and recreation agencies</b>			
Australian Grand Prix Corporation	56	54.0	✓
Emerald Tourist Railway Board	79	58.0	
Greyhound Racing Victoria	106	72.8	✓
Harness Racing Victoria	77	66.9	✓
Melbourne and Olympic Parks Trust	587	201.5	
Phillip Island Nature Park Board of Management	201	150.3	✓
Royal Botanic Gardens Board	227	178.9	✓
State Sport Centres Trust	351	158.6	
Victorian Institute of Sport	50	44.2	
Victorian Major Events Company Ltd	12	11.3	✓
Zoological Parks and Gardens Board	606	442.0	✓
<b>Transport agencies</b>			
Linking Melbourne Authority	42	40.8	✓
Port of Hastings Development Authority	11	5.5	
Port of Melbourne Corporation	251	242.3	✓
Public Transport Development Authority	461	425.5	
V/Line Passenger Corporation	1,479	1,448.3	
VicRoads	2,622	2,519.7	
Victorian Rail Track Corporation	298	293.9	
Victorian Regional Channels Authority	6	6.0	
<b>Miscellaneous</b>			
Agriculture Victoria Services Pty Ltd	6	5.2	
Consumer Utilities Advocacy Centre	5	5.0	
Departments of Parliament	249	224.8	✓
Murray Valley Citrus Board	4	3.2	
Victoria Law Foundation	15	10.3	

	Headcount	FTE	Participated in 2013 <i>People Matter Survey</i>
Victoria Legal Aid	639	570.2	
Victorian Institute of Forensic Medicine	36	29.2	
VITS LanguageLink	22	16.0	
VITS LanguageLink	19	15.0	

Source: Workforce Data Collection – June 2013, People Matter Survey – 2013



# 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 key segments of the Victorian public sector workforce as at June 2013.

## b.1 Victorian Public Service

From July 2013, the Victorian Public Service comprised 9 departments and 31 authorities and offices. Departments are responsible for a wide range of services, including:

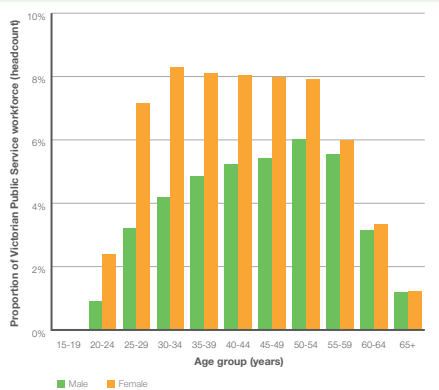
- policy and administrative support to Parliament and ministers;
- major service delivery functions such as:
  - child protection, welfare services for families, services for people with disabilities and their families, and public housing;
  - providing advice to the community on public health and consumer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

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

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

**Table 36: Snapshot of the Victorian Public Service workforce – June 2013**

<b>Total employees (headcount)</b>	<b>35,645</b>	<b>Regional Victoria</b>	<b>24%</b>
<b>Total employees (FTE)</b>	<b>32,629</b>	Barwon South Western	6%
<b>Employment type (FTE)</b>		Gippsland	4%
Ongoing	89%	Grampians	5%
Fixed term or casual	11%	Hume	4%
<b>Part time employment</b>		Loddon Mallee	5%
All employees	24%	<b>Turnover of ongoing employees</b>	
Female	31%	<b>Separation rate</b>	<b>15%</b>
Male	12%	<b>Separation rate by age</b>	
<b>Annual pay rate</b>		<30 years	16%
<\$45,000	7%	30–54 years	13%
\$45,000–\$64,999	35%	55+ years	25%
\$65,000–\$84,999	30%	<b>Recruitment by age</b>	
\$85,000–\$104,999	15%	<30 years	40%
\$105,000–\$124,999	5%	30–54 years	53%
>=\$125,000	7%	55+ years	7%
<b>Gender</b>		<b>Age and gender profile</b>	
Female	60%		
Male	40%		
<b>Average age</b>			
All employees	44		
Female	42		
Male	45		
<b>Regional distribution</b>			
<b>Central business district</b>	<b>45%</b>		
<b>Other Melbourne metropolitan</b>	<b>31%</b>		
North and West	18%		
Eastern	7%		
Southern	6%		



Source: Workforce Data Collection – June 2013

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



## b1.1 employment

### Machinery of Government Changes

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

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

From 1 July 2013, the number of public service departments was reduced from eleven to nine. The Department of Primary Industries and the Department of Planning and Community Development were abolished and their functions transferred to other departments.

Three departments were renamed following substantial organisational restructures:

- The Department of Business and Innovation became the Department of State Development, Business and Innovation, picking up the energy and resources function from Primary Industries and regional development and other functions from Planning and Community Development, and Treasury and Finance;
- The Department of Sustainability and Environment became the Department of Environment and Primary Industries adding the remaining functions from Primary Industries and losing Land Victoria; and
- The Department of Transport was expanded to become the Department of Transport, Planning and Local Infrastructure taking responsibility for Land Victoria and the planning, local government, sports and recreation functions formerly within Planning and Community Development.

Three other departments (Departments of Premier and Cabinet, Treasury and Finance, and Human Services) were assigned new functions. The remaining Departments (Health, Justice and Education and Early Childhood Development) were unaffected.

In other machinery of government changes implemented over the 2012–13 year:

Seven new public service offices were created:

- Office for Living Victoria
- Office of the Fire Services Levy Monitor
- Office of the Freedom of Information Commissioner
- Victorian Responsible Gambling Foundation
- Independent Broad-based Anti-corruption Commission (IBAC)
- Victorian Inspectorate
- Taxi Services Commission (effective from 1 July 2013).

Two public service offices were abolished:

- Office of Police Integrity
- Office of the Special Investigations Monitor

The Office of the Child Safety Commissioner was reconstituted with greater autonomy as the Commission for Children and Young People.

Table 37 shows employee numbers by department as at June 2013 under both the old and new departmental structures. This illustrates the impact of the changes on departments.

**Table 37: Distribution of public service employees under the old and new structure by FTE and Headcount – June 2013**

Agencies	Old Structure		New Structure	
	No. of employees	FTE	No. of employees	FTE
Department of Business and Innovation	609	584		
Department of State Development Business and Innovation			1,036	991
Department of Education and Early Childhood Development	2,609	2,326	2,609	2,326
Department of Health	1,387	1,287	1,387	1,287
Department of Human Services	11,140	9,649	11,158	9,665
Department of Justice	7,004	6,632	7,004	6,632
Department of Planning and Community Development	784	738		
Department of Premier and Cabinet	402	373	463	431
Department of Primary Industries	1,823	1,695		
Department of Sustainability and Environment	2,592	2,431		
Department of Environment and Primary Industries			3,869	3,605
Department of Transport	607	584		
Department of Transport, Planning and Local Infrastructure			1,318	1,251
Department of Treasury and Finance	1,149	1,092	1,127	1,071
<b>Public Service Department</b>	<b>30,106</b>	<b>27,391</b>	<b>29,971</b>	<b>27,259</b>
<b>Public Service Office/Authority</b>	<b>5,539</b>	<b>5,238</b>	<b>5,674</b>	<b>5,370</b>
<b>Victorian Public Service</b>	<b>35,645</b>	<b>32,629</b>	<b>35,645</b>	<b>32,629</b>

Source: Workforce Data Collection – June 2013

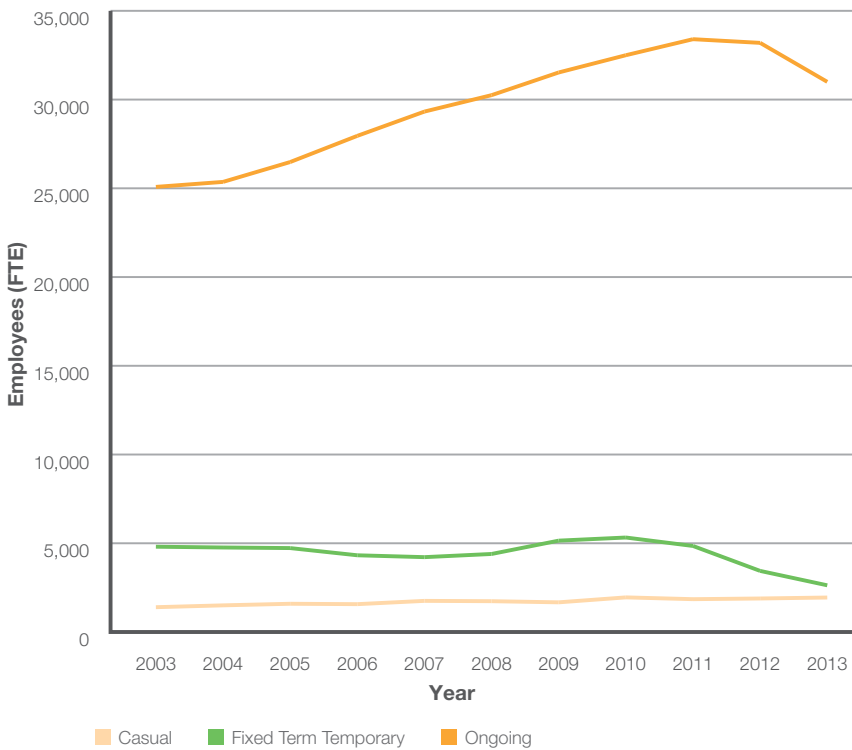
### Changes in the Victorian Public Service workforce

In December 2011, the government implemented an initiative to reduce the number of positions in administrative and back office roles in the public service and in a select number of public entities by about 3,600 FTE by December 2013.

In this context, in combination with other savings measures, employment in the public service has fallen by 4,233 FTE (11 per cent) between June 2011 and June 2013. In the financial year ending June 2012, the number of employees in the public service fell by 1,468 FTE (4 per cent) and a further 2,765 FTE employees (8 per cent) over the 2012–13 year to 32,629 FTE at June 2013.

Over the 2011 to 2013 period, ongoing employees fell by 2,321 FTE (7 per cent), influenced by over 2,000 public service employees opting to take a voluntary departure package, resulting in a separation rate for ongoing employees of 15 per cent compared to the long term average 9 per cent. Fixed term employees fell by 2,005 FTE (44 per cent) and there was a small increase in casual employment (92 FTE), illustrated in Figure 22. As a consequence, fixed term employees fell from a relatively constant proportion of around 13 per cent to 8 per cent.

**Figure 22: Victorian Public Service active ongoing fixed term and casual FTE employees – 2003–2013**



Source: Workforce Data Collection – 2003–2013

Notwithstanding the fall in employment, there was little change in the profile of the public service workforce. As shown in Table 36, the overwhelming majority were ongoing and full time employees. Public servants are predominantly female, except at the top executive level, and have an average age of 44 years. However, the reduction in administrative and back office roles and a small expansion in numbers in North and West Metropolitan region has reduced the proportion of employees working in Melbourne's central business district (CBD) from 47 per cent to 45 per cent and increased the proportion working in North West Metropolitan region from 16 per cent to 18 per cent. The proportion of employees working in other regions and in regional Victoria generally has remained stable.

Consistent with long term trends:

- the proportion of part time employees continues to increase, rising to 23.5 per cent of the workforce in June 2013. This represents an increase of 0.3 percentage points from last year and 3 percentage points since June 2002; and
- the average age of employees in the Victorian Public Service continues to increase. In June 2013, the average age was 44 years compared to 43 years in 2012 and 41 years in 2002.

Inconsistent with long term trends:

- the proportion of women fell slightly in June 2013 to 60.4 per cent of the workforce from 60.5 per cent in June 2012. This is only the second year that the proportion of women in the Victorian Public Service has shown a decrease since 2002; and
- the proportion of employees aged over 55 has remained steady at 20.4 per cent of the workforce. This is the first time this age cohort has not increased since 2002 (the proportion of employees aged over 55 has grown 10.5 percentage points since June 2002). This observation is influenced by older employees taking voluntary departure packages. The separation rate for employees aged over 55 was 25 per cent compared to 11 per cent in 2011–12.

### b.1.2 classification and remuneration

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

- executives (1.7 per cent);
- employees within the Victorian Public Service classification structure (56.3 per cent); and
- employees within occupation specific and senior specialist classification structures (42 per cent)<sup>29</sup>

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

In the Victorian Public Service (VPS) classification structure, the responsibility and complexity of roles increases with grade; a full description of which can be found in the *Victorian Public Service Agreement 2012*. Table 38 shows the salary range and the number of employees within each grade.

<sup>29</sup> This does not include non-executive employees of Emergency Services and State Super (0.5 per cent of the Victorian Public Service), as they have their own classification structure.

**Table 38: Distribution of public service employees within Victorian Public Service classification structure – June 2013**

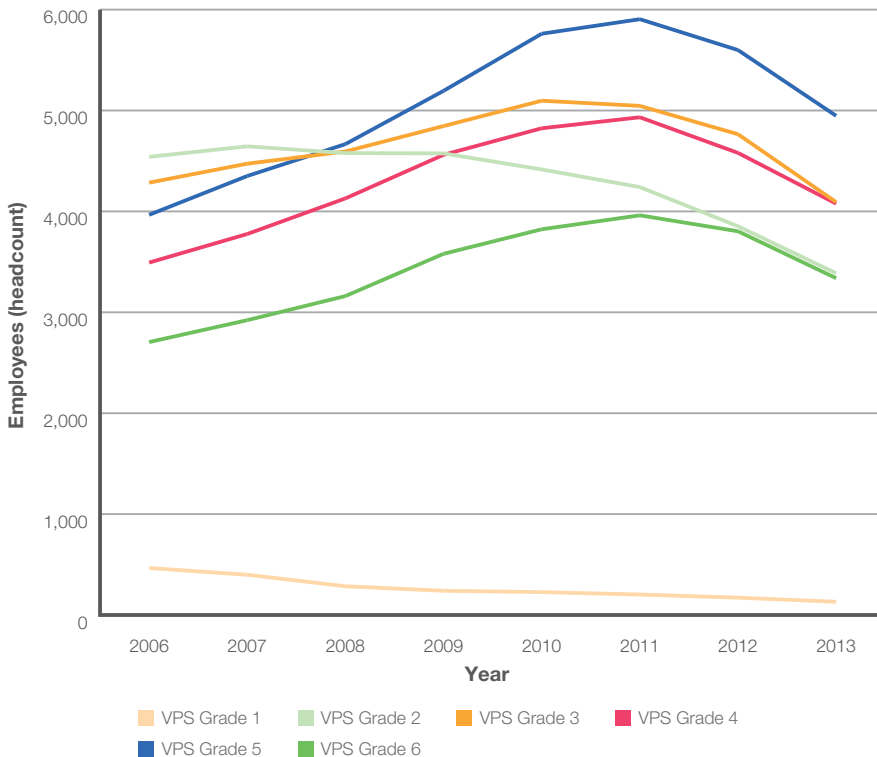
Classification	Salary		Number of employees	Percentage of public service workforce
	Minimum	Maximum		
VPS Grade 1	\$38,895	\$41,289	131	0.4%
VPS Grade 2	\$42,622	\$54,734	3387	9.5%
VPS Grade 3	\$55,931	\$67,912	4092	11.5%
VPS Grade 4	\$69,242	\$78,563	4077	11.5%
VPS Grade 5	\$79,894	\$96,666	4947	13.9%
VPS Grade 6	\$97,996	\$131,139	3338	9.4%
<b>Total</b>			<b>19,972</b>	<b>56.3%</b>

Source: Workforce Data Collection – June 2013, *Victorian Public Service Workplace Determination 2012*.

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

The number of employees in all grades declined over the 2011–12 and 2012–13 years (see Figure 23 and Table 39). This is consistent with the reduction in administrative and back office employees who are largely employed in the Victorian Public Service classification structure.

**Figure 23: Distribution of public service employees within Victorian Public Service classification structure – 2006–2013**



Source: Workforce Data Collection – 2006–2013

**Table 39: Change in number of employees by VPS Grade 2011 to 2013**

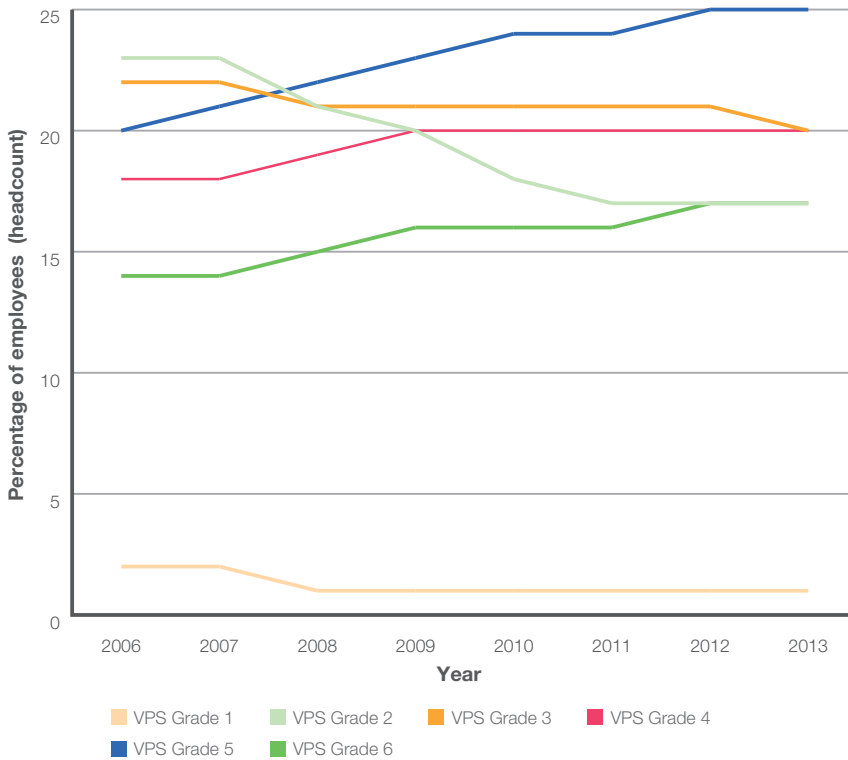
Classification	June 2011	June 2013	Change 2011 to 2013	
			Number	Percentage
VPS Grade 1	203	131	-72	-35.5%
VPS Grade 2	4,241	3,387	-854	-20.1%
VPS Grade 3	5,046	4,092	-954	-18.9%
VPS Grade 4	4,933	4,077	-856	-17.4%
VPS Grade 5	5,905	4,947	-958	-16.2%
VPS Grade 6	3,961	3,338	-623	-15.7%
<b>Total</b>	<b>24,289</b>	<b>19,972</b>	<b>-4,317</b>	<b>-17.8%</b>

Source: Workforce Data Collection – 2011–2013

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

The proportion of employees in the lower classifications (VPS grades 1, 2 and 3) are decreasing in favour of an increasing proportion of employees in the higher grades (VPS grades 4, 5 and 6). This trend has continued over the 2012–13 year despite the fall in the number of employees in all grades (Figure 24).

**Figure 24: Percentage of public service employees by VPS Grade classification – 2006–2013**



Source: Workforce Data Collection – 2006–2013

Table 40 shows the distribution of employees within the occupation specific and senior specialist classification structures. These roles and classifications are often specific to a department.

**Table 40: Distribution of public service employees within occupational and specialist classification structures – June 2013**

Classification	Number of employees	Percentage of public service workforce
Allied health	975	2.7%
Child protection worker	1,854	5.2%
Clerk of courts	470	1.3%
Community corrections officer	591	1.7%
Custodial officer	1,949	5.5%
Disability development and support officer	5,389	15.2%
Forensic officer	218	0.6%
Forestry field staff	320	0.9%
Housing services officer	518	1.5%
Legal officer	452	1.3%
School nurses	247	0.7%
Science officer	812	2.3%
Senior specialist (includes senior technical specialist, principal scientist, senior medical advisor)	357	1.0%
Youth justice worker	387	1.1%
Other (fisheries officers sheriff, ministerial chauffeur and miscellaneous)	361	1.0%
<b>Grand total</b>	<b>14,900</b>	<b>42.0%</b>

Source: Workforce Data Collection – 2013

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

Employment in occupational and specialist classifications fell by 0.9 per cent over the year to June 2013 (see Table 41). This reduction is influenced by changes in employment arrangements for Allied health staff within the Department of Education and Early Childhood Development. Significant changes in other classifications include increases in Child protection workers and Custodial officers and falls in Science officers and Youth justice workers (see section b.1.3 for details of changes in each these specialist groupings).

**Table 41: Change in distribution of employees within the VPS Grade classification structure and occupational and specialist classification structures – 2006–2013**

		June 2006	June 2007	June 2008	June 2009	June 2010	June 2011	June 2012	June 2013
<b>VPS Grade employees</b>	Headcount	19,456	20,566	21,414	22,997	24,148	24,289	22,772	19,972
	FTE	18,467	19,504	20,202	21,736	22,696	22,838	21,360	18,802
	FTE growth, year on year		5.6%	3.6%	7.6%	4.4%	0.6%	-6.5%	-12.0%
<b>Occupational/ specialist staff</b>	Headcount	13,648	13,966	14,182	14,538	14,806	14,936	15,021	14,900
	FTE	12,077	12,339	12,443	12,729	12,940	13,168	13,195	13,072
	FTE growth, year on year		2.2%	0.8%	2.3%	1.7%	1.8%	0.2%	-0.9%

Source: Workforce Data Collection – 2006–2013

### b.1.3 key occupational and specialist roles

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

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

#### Allied health

Allied health workers include psychologists, guidance officers, speech pathologists, social workers, welfare workers, occupational therapists, and dietitians. 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.

The number of people reported in this classification has fallen because the Department of Education and Early Childhood Development has changed 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.



**Table 42: Allied health workers workforce profile – June 2013**

<b>Total employees (headcount)</b>	<b>975</b>	<b>Salary range</b>	<b>\$44,019–\$96,666</b>
<b>Total employees (FTE)</b>	<b>822</b>	<b>Gender</b>	
<b>Employment type</b>		Female	88%
Ongoing	94%	Male	12%
Fixed term or casual*	6%	<b>Average age</b>	<b>42</b>
<b>Part time employment</b>	<b>41%</b>		

Source: Workforce Data Collection – June 2013, *Victorian Public Service Agreement 2012*

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

### Child protection workers

Child protection workers protect children and young people from abuse and neglect by assessing cases and intervening as necessary. They case manage adoption and permanent care, support children and young people who are humanitarian refugees, and support adopted people and their families when releasing confidential information to locate family members. They are primarily employed by the Department of Human Services. Employee numbers have increased by 109 FTE in response to the introduction of a new Child Protection Operating Model.

**Table 43: Child protection workers workforce profile – June 2013**

<b>Total employees (headcount)</b>	<b>1,854</b>	<b>Salary range</b>	<b>\$43,901–\$131,140</b>
<b>Total employees (FTE)</b>	<b>1,697</b>	<b>Gender</b>	
<b>Employment type</b>		Female	84%
Ongoing	83%	Male	16%
Fixed term or casual*	17%	<b>Average age</b>	<b>40</b>
<b>Part time employment</b>	<b>22%</b>		

Source: Workforce Data Collection – June 2013, *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 44: Community corrections officers workforce profile – June 2013**

<b>Total employees (headcount)</b>	<b>591</b>	<b>Salary range</b>	<b>\$42,622–\$131,139</b>
<b>Total employees (FTE)</b>	<b>563</b>	<b>Gender</b>	
<b>Employment type</b>		Female	69%
Ongoing	86%	Male	31%
Fixed term or casual*	14%	<b>Average age</b>	<b>36</b>
<b>Part time employment</b>	<b>12%</b>		

Source: Workforce Data Collection – June 2013, *Victorian Public Service Agreement 2012*

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

### Custodial officers

This classification covers officers employed by the Department of Justice who manage prisoners and provide security in the State's publicly owned and operated adult prisons. The number of employees in this classification has increased by 68 FTE since June 2012, reflecting expansion in the public sector prison system.

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

**Table 45: Custodial officers workforce profile – June 2013**

<b>Total employees (headcount)</b>	<b>1,949</b>	<b>Salary range</b>	<b>\$41,280–\$181,023</b>
<b>Total employees (FTE)</b>	<b>1,866</b>	<b>Gender</b>	
<b>Employment type</b>		Female	28%
Ongoing	83%	Male	72%
Fixed term or casual*	17%	<b>Average age</b>	<b>46</b>
<b>Part time employment</b>	<b>9%</b>		

Source: Workforce Data Collection – June 2013, *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 46: Disability development and support officers workforce profile – June 2013**

<b>Total employees (headcount)</b>	<b>5,389</b>	<b>Salary range</b>	<b>\$40,009–\$119,380</b>
<b>Total employees (FTE)</b>	<b>4,323</b>	<b>Gender</b>	
<b>Employment type</b>		Female	67%
Ongoing	71%	Male	33%
Fixed term or casual*	29%	<b>Average age</b>	<b>47</b>
<b>Part time employment</b>	<b>60%</b>		

Source: Workforce Data Collection – June 2013, 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 collected material using forensic science techniques. They are employed within Victoria Police.

**Table 47: Forensic officers workforce profile – June 2013**

<b>Total employees (headcount)</b>	<b>218</b>	<b>Salary range</b>	<b>\$45,555–\$132,451</b>
<b>Total employees (FTE)</b>	<b>200</b>	<b>Gender</b>	
<b>Employment type</b>		Female	64%
Ongoing	97%	Male	36%
Fixed term or casual*	3%	<b>Average age</b>	<b>39</b>
<b>Part time employment</b>	<b>21%</b>		

Source: Workforce Data Collection – June 2013, *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 undertake fire prevention and suppression tasks, as well as track and facilities maintenance in State forests and reserves. Several hundred additional staff are employed on a fixed term basis over summer each year to meet fire season requirements.

**Table 48: Forestry field staff workforce profile – June 2013**

<b>Total employees (headcount)</b>	<b>320</b>	<b>Salary range</b>	<b>\$42,927–\$62,152</b>
<b>Total employees (FTE)</b>	<b>302</b>	<b>Gender</b>	
<b>Employment type</b>		Female	5%
Ongoing	90%	Male	95%
Fixed term or casual*	10%	<b>Average age</b>	<b>44</b>
<b>Part time employment</b>	<b>7%</b>		

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

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

## Housing services officers

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

**Table 49: Housing services officers workforce profile – June 2013**

<b>Total employees (headcount)</b>	<b>518</b>	<b>Salary range</b>	<b>\$42,622–\$67,912</b>
<b>Total employees (FTE)</b>	<b>478</b>	<b>Gender</b>	
<b>Employment type</b>		Female	77%
Ongoing	81%	Male	23%
Fixed term or casual*	19%	<b>Average age</b>	<b>42</b>
<b>Part time employment</b>	<b>21%</b>		

Source: Workforce Data Collection – June 2013, *Victorian Public Service Agreement 2012*

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

## School nurses

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

**Table 50: School nurses workforce profile – June 2013**

<b>Total employees (headcount)</b>	<b>247</b>	<b>Salary range</b>	<b>\$71,098–\$88,708</b>
<b>Total employees (FTE)</b>	<b>183</b>	<b>Gender</b>	
<b>Employment type</b>		Female	96%
Ongoing	93%	Male	4%
Fixed term or casual*	7%	<b>Average age</b>	<b>48</b>
<b>Part time employment</b>	<b>64%</b>		

Source: Workforce Data Collection – June 2013, *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

This classification refers to professional scientists. They are employed by the Departments of Environment and Primary Industries, Health, State Development, Business and Innovation, and in the Environment Protection Authority. Employees in this classification undertake a variety of regulatory, client service and research roles. The number of Science officers has fallen over the 2012–13 year due to a restructure within Primary Industries.

**Table 51: Science officers workforce profile – June 2013**

<b>Total employees (headcount)</b>	<b>812</b>	<b>Salary range</b>	<b>\$49,542–\$131,139</b>
<b>Total employees (FTE)</b>	<b>750</b>	<b>Gender</b>	
<b>Employment type</b>		Female	43%
Ongoing	89%	Male	57%
Fixed term or casual*	11%	<b>Average age</b>	<b>44</b>
<b>Part time employment</b>	<b>19%</b>		

Source: Workforce Data Collection – June 2013, *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 are sentenced to serve in a youth training centre, are on parole or are placed on a community based order. They provide advice to the courts on young people and offer access to services that support young people at risk of re-offending. They are employed by the Department of Human Services. The number of employees in this classification has fallen due to the reclassification of jobs as part of the introduction of the new Child Protection Operating Model.

**Table 52: Youth justice workers workforce profile – June 2013**

<b>Total employees (headcount)</b>	<b>387</b>	<b>Salary range</b>	<b>\$42,622–\$131,140</b>
<b>Total employees (FTE)</b>	<b>357</b>	<b>Gender</b>	
<b>Employment type</b>		Female	37%
Ongoing	65%	Male	63%
Fixed term or casual*	35%	<b>Average age</b>	<b>43</b>
<b>Part time employment</b>	<b>20%</b>		

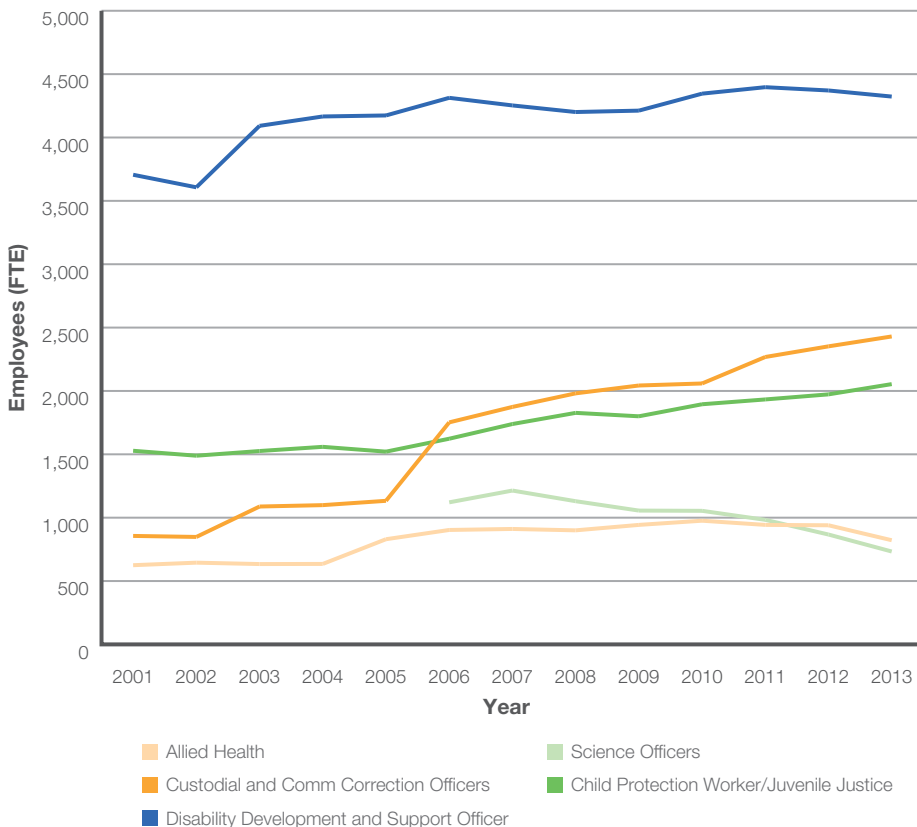
Source: Workforce Data Collection – June 2013, *Victorian Public Service Agreement 2012*

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

### b.1.4 employment trend

Figures 25 and 26 show changes in the number of full time equivalent (FTE) employees in selected occupational groups between 2001 and 2013 for groups with relatively high and moderate FTE employee numbers. They show that there have been some notable shifts in the number of FTE employees. The spike in forestry field staff numbers in 2009 was due to the need for remediation work following the 2009 bushfires.

**Figure 25: Change over time in selected public service occupations – 2001–2013**

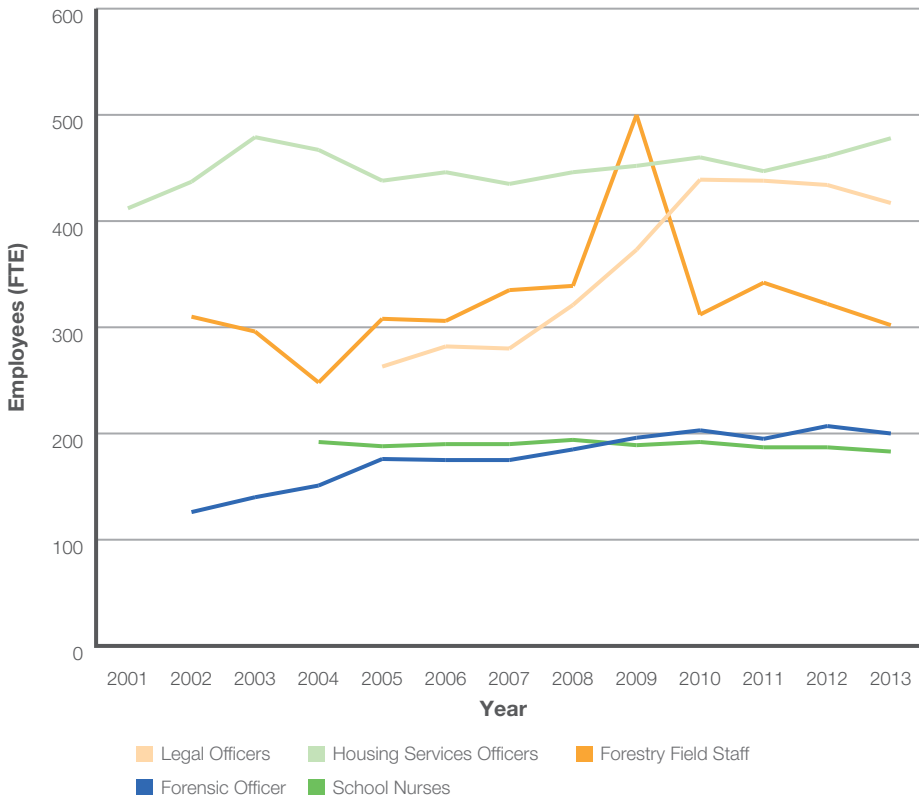


Source: Workforce Data Collection – 2001–2013

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 26: Change over time in selected public service occupations – 2001–2013**



Source: Workforce Data Collection – 2001–2013

### b.1.5 superannuation

Employer contributions to superannuation funds are in addition to salaries. Most public service employees (85 per cent) are members of accumulation superannuation funds where the employer contributes 9 per cent of salary to a complying fund, as required under Commonwealth legislation. Employees have the option of making additional contributions to these schemes from their salary.

At June 2013, 15 per cent of current public service employees were members of defined benefit schemes, down from 17 per cent at June 2012. This represents around double the normal annual attrition rate of defined benefit scheme members and is a consequence of the staffing reductions flowing from the initiative to reduce administrative and back office roles. The proportion of the public sector workforce who are members of defined benefit schemes is about half what it was 2006.

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

### b.2 public health care

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

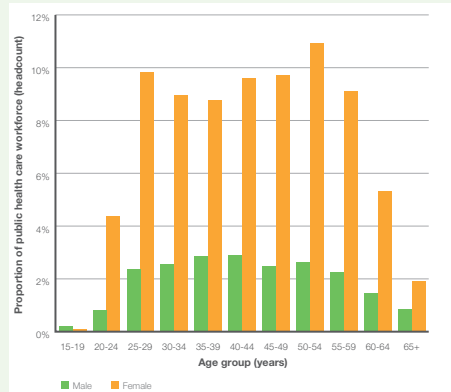
The sub-sector includes large metropolitan health services that run a number of hospitals (for example, Alfred Health), specialist health services (for example Dental Health Services Victoria, the Royal Women's Hospital), regional health services (South West Health Care, Goulburn Valley Health), and small rural health services (Bass Coast Regional Health, Rochester and Elmore District Health Service).

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

Table 53 provides a snapshot of employees in the public health care sub-sector.

**Table 53: Snapshot of the public health care sub-sector – June 2013**

<b>Total employees (headcount)</b>	<b>98,446</b>	<b>Regional Victoria</b>	<b>35%</b>
<b>Total employees (FTE)</b>	<b>72,416</b>	Barwon South Western	9%
<b>Employment type (FTE)</b>		Gippsland	6%
Ongoing	76%	Grampians	8%
Fixed term or casual	24%	Hume	6%
<b>Part time employment</b>		Loddon Mallee	6%
All employees	62%	<b>Turnover of ongoing employees</b>	
Female	68%	<b>Separation rate</b>	<b>10%</b>
Male	42%	<b>Separation rate by age</b>	
<b>Annual pay rate</b>		<30 years	16%
<\$45,000	16%	30–54 years	8%
\$45,000–\$64,999	31%	55+ years	10%
\$65,000–\$84,999	34%	<b>Recruitment by age</b>	
\$85,000–\$104,999	9%	<30 years	39%
\$105,000–\$124,999	2%	30–54 years	54%
>=\$125,000	8%	55+ years	7%
<b>Gender</b>		<b>Age and gender profile</b>	
Female	79%		
Male	21%		
<b>Average age</b>			
All employees	43		
Female	43		
Male	43		
<b>Regional distribution</b>			
Central business district	<b>3%</b>		
Other Melbourne metropolitan	<b>62%</b>		
North and West	31%		
Eastern	13%		
Southern	18%		



Source: Workforce Data Collection – June 2013

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



### b.2.1 employment

With a little under 100,000 employees, the public health care sector is the largest sub-sector employer. 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.

Women comprise 79 per cent of the workforce; a proportion that has remained largely stable over the last 10 years.

A high proportion of public health care employees work part time (62 per cent).

Employees of the public health care sector were spread throughout Victoria's population centres. When compared to the metropolitan workforce, the regional workforce employed a higher proportion of women (83 per cent compared to 76 per cent) and employees were more likely to work part time (72 per cent compared to 56 per cent). Over time, the proportion of the workforce aged over 55 has increased from 12 per cent in 2003 to 21 per cent in 2013.

Employees worked in a variety of occupations. They included:

- professional staff (including doctors, nurses, scientists, therapists, and radiographers);
- social and welfare workers (including child care, personal care and nursing assistants, and counsellors);
- clerical and administrative support (including operational and project staff and managers, IT support officers and administrators); and
- ancillary staff (including cleaning, catering, patient services, and maintenance trades) and management roles.

Forecast increases in service demand, together with a tight fiscal environment, requires the public health sector to address future supply of health workforce in parallel with initiatives to address the efficiency and productivity of our current public sector health workforce. The Department of Health has continued to progress a number of initiatives to address these challenges, including:

- Supporting rural generalist training model across six areas of rural and regional Victoria. In 2012–13, 12 rural generalist trainees were supported in Victoria, eight more than the budget target.
- Transition to practice schemes for medical interns and graduate nurses and allied health professionals. In 2013, a record 691 medical intern positions were supported in Victorian public health services. This number will increase further to over 730 in 2014.
- A workforce reform implementation program which is targeting four main areas over 2012 to 2016 – extending roles for nurses and allied health practitioners, embedding a support workforce for nursing and allied health professionals; and, growing our generalist medical workforce. In 2013, four health services (Austin Health, Barwon Health, Monash Health and Eastern Health) were funded to roll out models of assistants in nursing to selected acute wards. Nurse endoscopy trainees commenced work during 2013 at Austin, Western, Alfred and Monash health services to assist in reducing waiting times for some categories of bowel screening patients. All public and community health services will have developed a strategic allied health workforce plan by the end of 2013 that will support further introduction of allied health assistants.

## b.2.2 classification and remuneration

The public health care sub-sector has single pay structures for nurses and health professionals, as shown in Tables 54 and 55.

**Table 54: Salary ranges for nurses – June 2013**

Role title	Salary <sup>30</sup>	
	Minimum	Maximum
Enrolled nurse	\$44,863	\$59,478
Registered nurse grade 2 <sup>31</sup>	\$51,370	\$67,999
Clinical nurse specialist <sup>32</sup>	\$69,992	
Registered nurse grade 3	\$70,822	\$73,645
Registered nurse grade 4	\$77,537	\$82,583
Registered nurse grade 5	\$82,567	\$94,229
Registered nurse grade 6	\$84,237	\$108,474
Registered nurse grade 7	\$84,237	\$133,254

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

**Table 55: Salary ranges for health professionals – June 2013**

Role title	Salary	
	Minimum	Maximum
Audiologist	\$59,818	\$136,896
Dental Technician	\$46,580	\$61,597
Dietician	\$49,011	\$141,336
Medical Imaging Technician	\$49,439	\$100,131
Medical Physicist	\$55,993	\$155,868
Nuclear Medical Technician	\$49,439	\$119,275
Pharmacists	\$51,688	\$141,336
Physiotherapist	\$49,439	\$119,275
Psychologist	\$47,362	\$126,392
Radiation Engineers	\$55,012	\$113,890
Radiation Therapist	\$49,439	\$152,361
Research Assistant	\$55,335	\$78,878
Research Fellow	\$92,643	\$140,600
Research Officer	\$76,149	\$95,382
Scientists	\$48,229	\$141,336
Social Worker	\$49,439	\$119,275
Welfare Worker	\$36,812	\$63,621

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

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

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

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

### b.2.3 employment trend

Employment levels in full time equivalent terms and the number of people employed both fell by 1 per cent over the 2012–13 year. Medical and nursing staff numbers, however, have been maintained or increased slightly in line with the need to provide services to a growing population and across a range of chronic diseases. Public health services have sought to achieve efficiencies during 2012–13 in the delivery of some of their non-direct patient care and administrative services.

For the vast majority of health services changes in staffing have been small, with around two thirds of services recording reductions, and one third recording a small increase. The average percentage change and the range of movement in FTE employee levels is illustrated in Table 56.

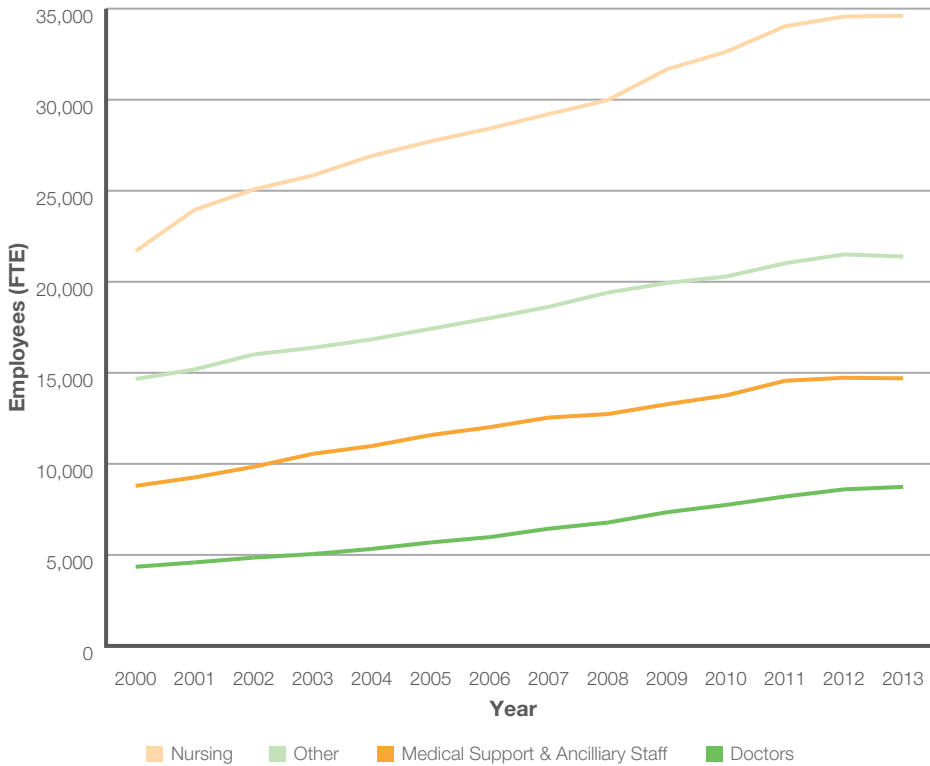
**Table 56: Change in FTE employee levels by health service category June 2012 to June 2013**

	Average change	Range of change within each organisation (FTE employee)
Metropolitan and teaching health services	down 0.7%	-421 to +44
Regional health services	down 1.1%	-65 to +57
Rural health services	down 1.0%	-31 to +15
Small rural health services	down 1.9 %	-41 to +12

Source: Workforce data collection 2012–13

Figure 27 illustrates the increases in health service occupational groups.

**Figure 27: Change over time in public health care occupational groups – 2000–2013**



Source: Department of Health

### b.2.4 superannuation

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

Defined benefit superannuation scheme members comprise 3.5 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 over 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 sub-sector includes primary, secondary, primary-secondary (P-12), special schools and other schools that provide education on a short-term basis to children enrolled in other schools (for example the Austin Hospital School and the Bogong Outdoor Education Centre). As at June 2013, there were 1,542 Victorian government schools and 1,540 schools councils (two pairs of schools had joint school councils).

Table 57 provides a snapshot of employees in the government schools sub-sector.

#### b.3.1 employment

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

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

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

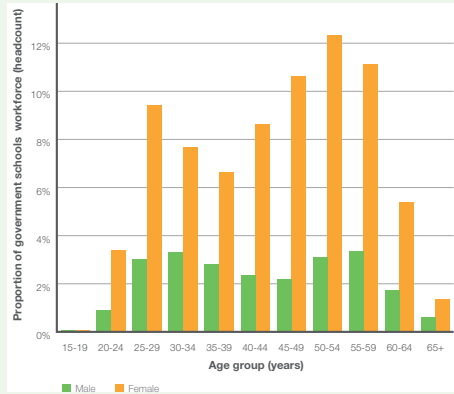
Women comprised a high proportion of the schools workforce (75 per cent) and greatly outnumbered men in every age group. Part time employment in this sector has continued to increase, from 30 per cent in 2003 to 40 per cent in 2013. Part time employment was more common in regional areas (44 per cent) than in metropolitan areas (38 per cent).

#### b.3.2 employment trend

The average age of employees in government schools has remained steady at 44 years since 2003. However, as shown by Figure 28, since 2003 the proportion of employees aged 35 to 54 has fallen, while the proportion of employees aged less than 35 and older than 54 have increased. This highlights the effect of the ageing and subsequent retirement of long serving employees, and their replacement by younger employees and recent graduates.

**Table 57: Snapshot of the government schools sub-sector – June 2013**

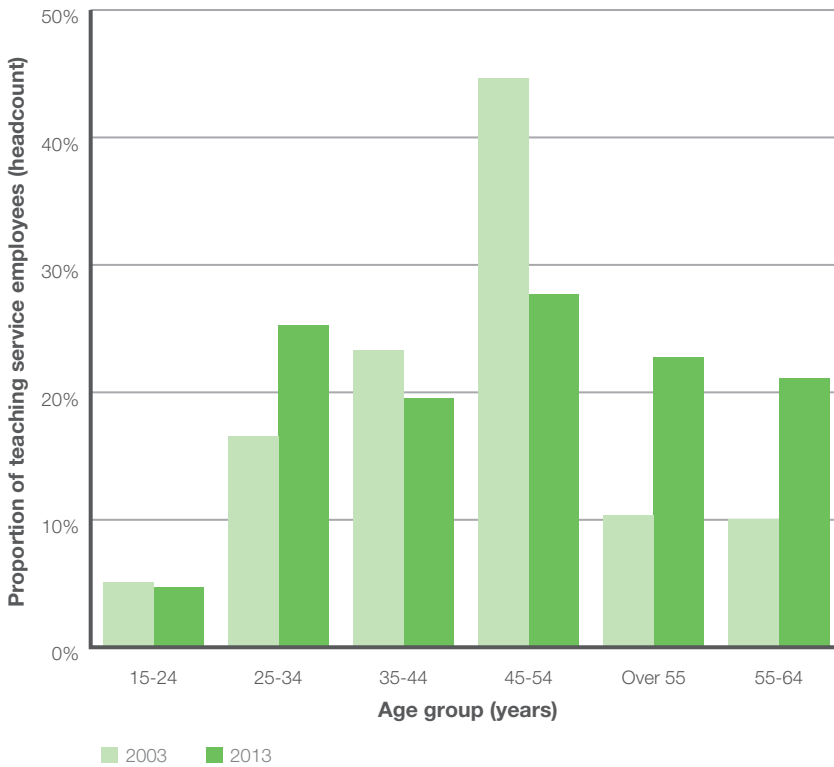
<b>Total employees (headcount)</b>	<b>66,870</b>	<b>Regional Victoria</b>	<b>31%</b>
<b>Total employees (FTE)</b>	<b>55,532</b>	Barwon South Western	7%
<b>Employment type (FTE)</b>		Gippsland	6%
Ongoing	75%	Grampians	5%
Fixed term or casual	25%	Hume	6%
<b>Part time employment</b>		Loddon Mallee	7%
All employees	40%	<b>Turnover of ongoing employees</b>	
Female	45%	<b>Separation rate</b>	<b>6%</b>
Male	23%	<b>Separation rate by age</b>	
<b>Annual pay rate</b>		<30 years	4%
<\$45,000	6%	30–54 years	4%
\$45,000–\$64,999	35%	55+ years	11%
\$65,000–\$84,999	48%	<b>Recruitment by age</b>	
\$85,000–\$104,999	6%	<30 years	50%
\$105,000–\$124,999	3%	30–54 years	45%
>=\$125,000	2%	55+ years	6%
<b>Gender</b>		<b>Age and gender profile</b>	
Female	76%		
Male	24%		
<b>Average age</b>			
All employees	44		
Female	44		
Male	43		
<b>Regional distribution</b>			
Central business district	<b>0.3%</b>		
Other Melbourne metropolitan	<b>67%</b>		
North and West	29%		
Eastern	17%		
Southern	21%		



Source: Workforce Data Collection – June 2013

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

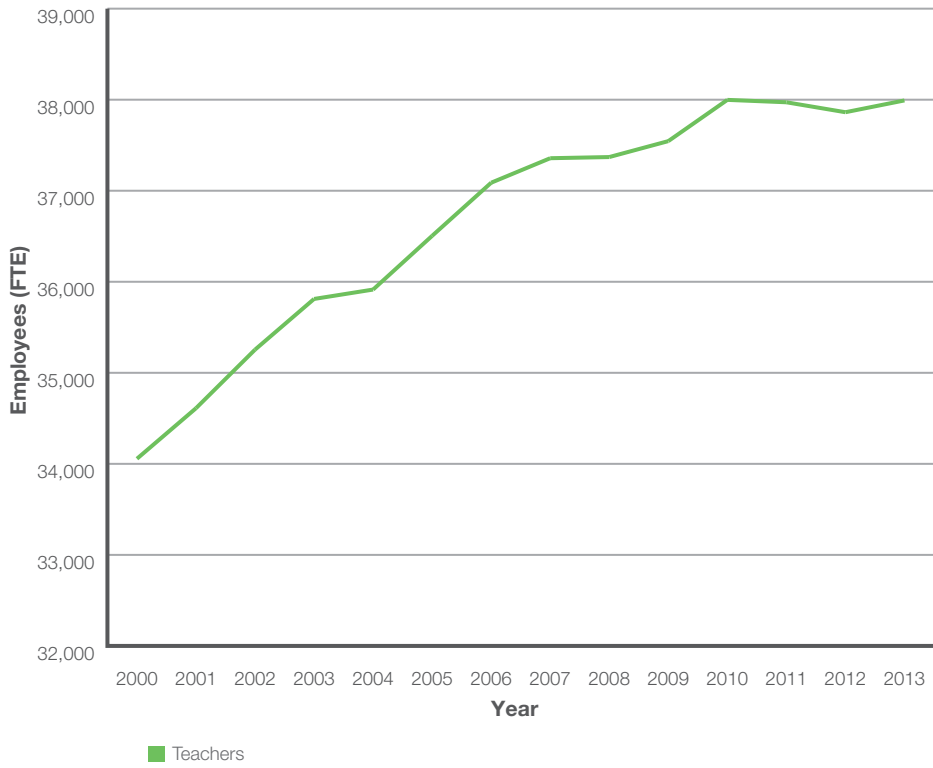
**Figure 28: Change over time in proportion of teaching service employees by age – 2003–2013**



Source: Workforce Data Collection – 2003 and 2013

Figures 29 and 30 show the growth over time in the number of Teachers, and Education support staff and Principals, to meet the growing demands placed on the school system. This increase has also influenced the change in the age profile, as a large proportion of the additional positions have been filled by people in the 25–34 years age cohort.

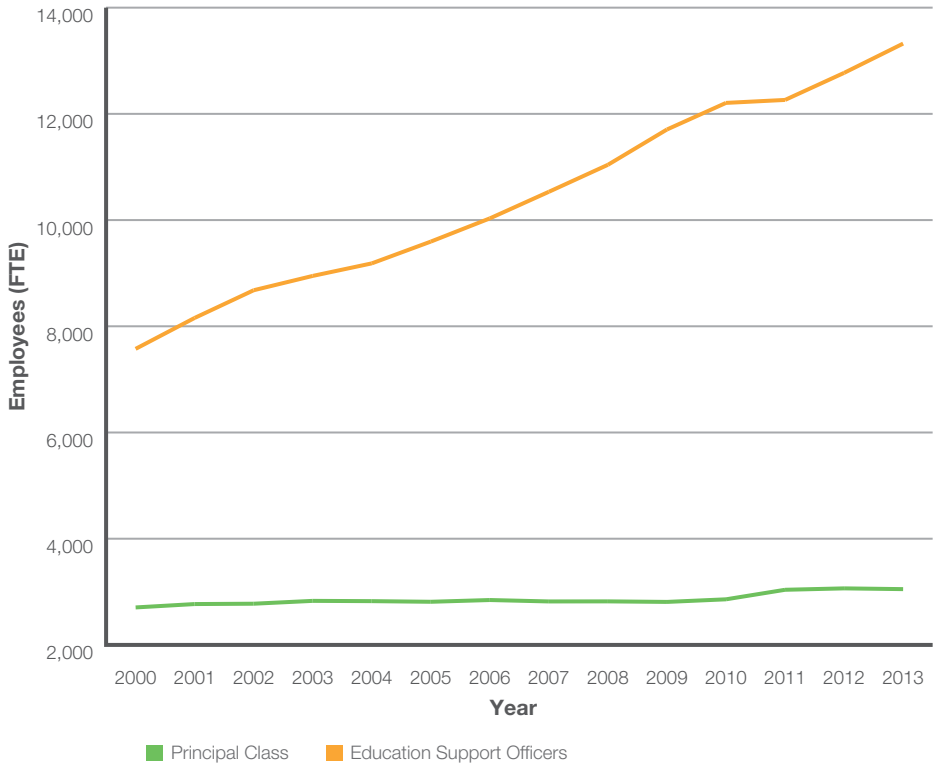
**Figure 29: Change over time in teacher staffing – 2000–2013**



Source: Department of Education and Early Childhood Development



**Figure 30: Change over time in principals and education support officer staffing – 2000–2013**



Source: Department of Education and Early Childhood Development

The increase in Education support officers over the 2012–13 year includes around 150 school based counsellors, psychologists, and speech therapists who in previous years would have been employed in the public service under the Allied health classification.

### b.3.3 classification and remuneration

Principals, teachers, paraprofessionals and education support officers are covered by the *Victorian Government Schools Agreement 2013*. Table 58 shows the salary ranges for these staff.

**Table 58: Salary ranges for government schools – June 2013**

Role title	Salary	
	Minimum	Maximum
Education support officer (ESO) 1	\$36,205	\$98,307
Education support officer (ESO) 2	\$101,100	\$112,451
Classroom teacher 1	\$58,125	\$66,894
Classroom teacher 2	\$68,800	\$85,737
Leading teacher	\$88,598	\$93,721
Assistant principal	\$103,132	\$143,569
Principal	\$103,132	\$169,229

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.

### b.3.4 superannuation

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

As at June 2013, 20 per cent of employees in government schools were members of the public service defined benefit superannuation schemes, compared to 41 per cent in 2006. The remaining 80 per cent of employees in schools were members of accumulation superannuation funds where the employer contributes 9 per cent of salary to a complying fund, as required under Commonwealth legislation. Employees have the option of making additional contributions to these schemes.

### b.4 TAFE and other education entities

The TAFE and other education entities sub-sector includes:

- TAFE institutes;
- TAFE divisions of universities; and
- Four other non-school providers of education and training (for example, the Centre for Adult Education, Adult Multicultural Education Service), and the regulator of the teaching profession (the Victorian Institute of Teaching).

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

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

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

### b.4.1 employment

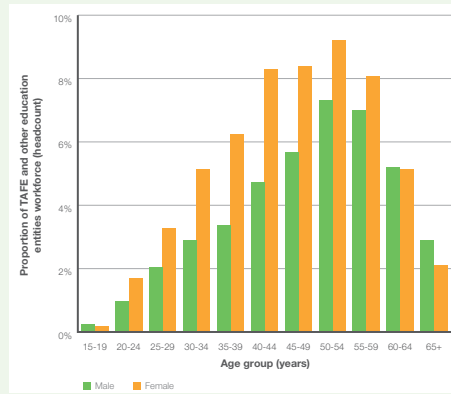
Approximately 90 per cent of employees in this sub-sector work in TAFE institutes where teachers are the major employee group. Other employee categories include non-teaching professionals, administrative and clerical, computing, technical, and general maintenance staff.

This sub-sector has the oldest age profile of any sub-sector, partly because TAFE teachers are encouraged to have previous work experience and enter the sector at an older age. The workforce is ageing with the proportion of employees aged 55 and over increasing from 21 per cent in 2005 to 30 per cent in 2013. Compared to other sub-sectors, few employees (8 per cent) are aged below 30 and most of these are non-teaching employees.

Women form the majority of the workforce in this sector, but there were more men than women in the 60 and over age group. Part time employment in this sector has fallen from 58 per cent in June 2009 to 52 per cent in June 2013.

**Table 59: Snapshot of TAFE and other education entities sub-sector – June 2013**

<b>Total employees (headcount)</b>	<b>14,700</b>	<b>Regional Victoria</b>	<b>23%</b>
<b>Total employees (FTE)</b>	<b>10,193</b>	Barwon South Western	7%
<b>Employment type (FTE)</b>		Gippsland	4%
Ongoing	44%	Grampians	1%
Fixed term or casual	56%	Hume	7%
<b>Part time employment</b>		Loddon Mallee	5%
All employees	52%	<b>Turnover of ongoing employees</b>	
Female	58%	<b>Separation rate</b>	<b>21%</b>
Male	44%	<b>Separation rate by age</b>	
<b>Annual pay rate</b>		<30 years	24%
<\$45,000	9%	30–54 years	19%
\$45,000–\$64,999	32%	55+ years	31%
\$65,000–\$84,999	47%	<b>Recruitment by age</b>	
\$85,000–\$104,999	8%	<30 years	16%
\$105,000–\$124,999	2%	30–54 years	66%
>=\$125,000	2%	55+ years	18%
<b>Gender</b>		<b>Age and gender profile</b>	
Female	58%		
Male	42%		
<b>Average age</b>			
All employees	47		
Female	46		
Male	49		
<b>Regional distribution</b>			
<b>Central business district</b>	<b>16%</b>		
<b>Other Melbourne metropolitan</b>	<b>61%</b>		
North and West	26%		
Eastern	14%		
Southern	20%		



Source: Workforce Data Collection – June 2013

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

### b.4.2 classification and remuneration

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

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

During 2012–13, TAFE institutes engaged in negotiations for enterprise agreements covering support staff or Professional, Administrative, Computing Clerical and Technical (PACCT) Officers. The vast majority of institutes that have negotiated agreements have adopted the classification structure and salaries within the range detailed in Table 60. However, there are some variations between institutes.

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

**Table 60: Salary ranges for TAFE teachers and PACCT staff – June 2013**

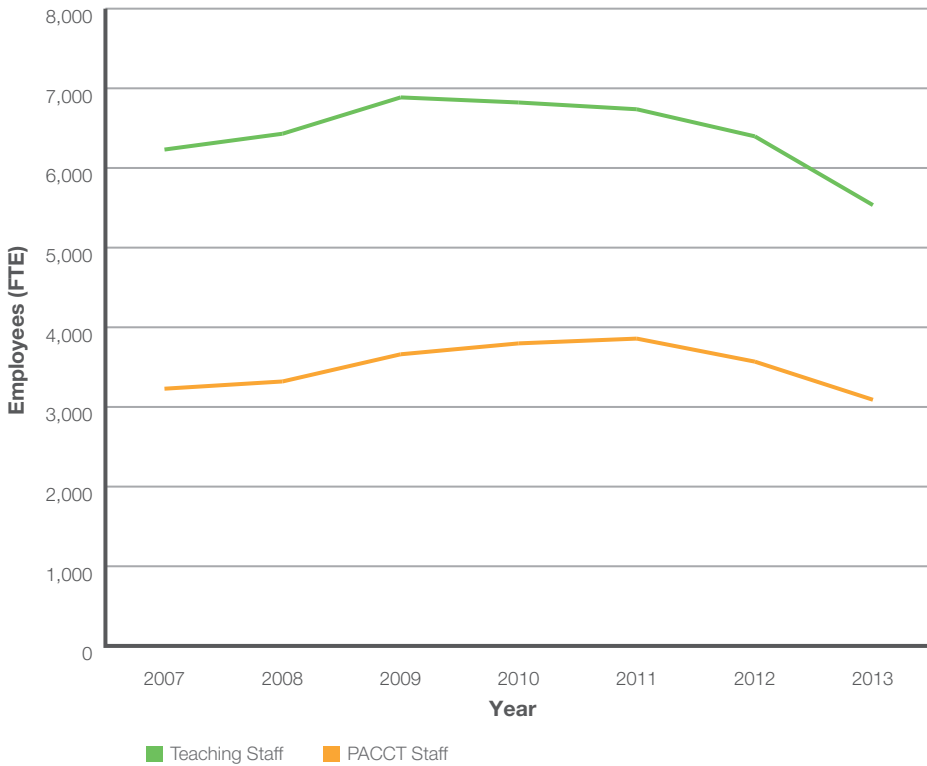
Role title	Salary	
	Minimum	Maximum
Teacher	\$50,856	\$81,488
Senior Educator	\$84,050	\$89,175
<i>Professional, Administrative, Computing, Clerical and Technical Staff</i>		
PACCT 1	\$33,764	\$42,116
PACCT 2	\$40,760	\$46,660
PACCT 3	\$46,450	\$52,332
PACCT 4	\$51,451	\$57,848
PACCT 5	\$57,465	\$65,319
PACCT 6	\$63,978	\$73,223
PACCT 7	\$71,021	\$84,274
PACCT 8	\$80,637	\$89,934

Source: Victorian TAFE Teaching Staff Multi-Business Agreement 2009, TAFE PACCT Certified Agreements 2012–13

Note: classification structure and salary rates may vary from institute to institute.

Figure 31 illustrates that over time there has been a relatively consistent ratio of just over one PACCT employee for every two teachers within TAFE institutions.

**Figure 31: Change over time in PACCT and teacher staffing – 2007–2013**



Source: Workforce Data Collection – 2007–2013

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.

### b.4.3 employment trend

The TAFE and other education workforce contracted by 10 per cent in FTE and headcount terms over the 2012–13 year. The Department of Education and Early Childhood Development advised that TAFE institutions have adjusted their staffing levels in response to changes in student demand.

This follows a 4 per cent fall in staffing in the 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.

#### b.4.4 superannuation

Elements of the current TAFE and other education sub-sector were once part of the government school system and, as for other schools, employees were members of the public service defined benefit superannuation schemes. Following the creation of TAFE and further education institutes as discrete organisations, school teachers and other employees eligible to be members of the public service defined benefit schemes have transferred to these organisations. Currently, 6 per cent of the TAFE and other education entities workforce are members of the public service defined benefit superannuation schemes.

The remaining 94 per cent of employees in this sector are members of accumulation superannuation funds where the employer contributes 9 per cent of salary to a complying fund, as required under Commonwealth legislation. Employer contributions to superannuation funds are in addition to salaries. 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 sub-sector includes six organisations that deliver policing, fire, ambulance and emergency response services across Victoria. Each organisation is a discrete and separate employer with its own management structure. They are described below.

- **Victoria Police** employs sworn police officers, recruits 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 sub-sector.
- **Ambulance Victoria** provides emergency and non-emergency pre-hospital patient treatment, ambulance transport services and various public education services.
- The **Metropolitan Fire and Emergency Services Board** provides fire prevention, fire suppression and emergency response services to Melbourne's CBD, inner and middle suburbs and Port Phillip Bay.
- The **Country Fire Authority** (CFA) provides fire services to rural Victoria and parts of metropolitan Melbourne. The CFA has 1,218 brigades and approximately 2,208 tankers, pumpers and other emergency response vehicles. In addition to career officers and paid fire fighters, the CFA draws on a force of 57,330 volunteers.<sup>33</sup>
- The **State Emergency Service** (SES) is a volunteer based organisation that responds to floods, storms and earthquakes, and assists other emergency services and municipal councils in planning and auditing their emergency management plans. Over 5,000 volunteers in Victoria provide SES services. They responded to 18,011 incidents, working a total of 325,274 hours.<sup>34</sup>
- The **Emergency Services Telecommunications Authority** provides and manages the operational communications that dispatch the services listed above.

<sup>33</sup> Annual Report of the Country Fire Authority 2012–13

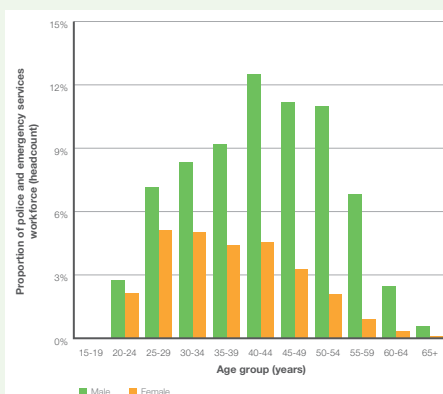
<sup>34</sup> Annual Report of Victoria State Emergency Service 2012–13

In line with their responsibility to manage public land, Victorian Public Service employees within 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, on behalf of DEPI and CFA, manages a fleet of contracted aircraft to assist with fire suppression during the fire season. These employees are not included in the figures for this sub-sector. 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 sub-sector.

Table 61 provides a snapshot of employees in the police and emergency services sector.

**Table 61: Snapshot of police and emergency services sub-sector – June 2013**

<b>Total employees (headcount)</b>	<b>22,846</b>	<b>Regional Victoria</b>	<b>28%</b>
<b>Total employees (FTE)</b>	<b>21,904</b>	Barwon South Western	6%
<b>Employment type (FTE)</b>		Gippsland	5%
Ongoing	97%	Grampians	6%
Fixed term or casual	3%	Hume	5%
<b>Part time employment</b>		Loddon Mallee	6%
All employees	9%	<b>Turnover of ongoing employees</b>	
Female	23%	<b>Separation rate</b>	<b>4%</b>
Male	3%	<b>Separation rate by age</b>	
<b>Annual pay rate</b>		<30 years	3%
<\$45,000	1%	30–54 years	3%
\$45,000–\$64,999	25%	55+ years	10%
\$65,000–\$84,999	47%	<b>Recruitment by age</b>	
\$85,000–\$104,999	22%	<30 years	50%
\$105,000–\$124,999	3%	30–54 years	48%
>=\$125,000	2%	55+ years	2%
<b>Gender</b>		<b>Age and gender profile</b>	
Female	28%		
Male	72%		
<b>Average age</b>			
All employees	41		
Female	37		
Male	43		
<b>Regional distribution</b>			
<b>Central business district</b>	<b>19%</b>		
<b>Other Melbourne metropolitan</b>	<b>53%</b>		
North and West	22%		
Eastern	17%		
Southern	14%		



Source: Workforce Data Collection – June 2013

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

### b.5.1 employment

The main occupational groups within this sub-sector are sworn police and recruits in training (55 per cent) ambulance officers (13 per cent) and fire fighters (11 per cent). Also covered are support staff of the emergency, fire, and ambulance services: clerical and administration staff (including operational and project staff and managers, IT support officers and administrators), call takers, maintenance staff, and technicians. Volunteers are not included in staffing figures.

The total number of employees by organisation in this sector is shown at Table 62.

**Table 62: Distribution of employees in the police and emergency services sub-sector – June 2013**

Organisation	Headcount	FTE
Victoria Police	13,543	13,240
Ambulance Victoria	4,057	3,643
Metropolitan Fire and Emergency Services Board	2,188	2,178
Country Fire Authority (CFA)	2,034	1,873
Emergency Services Telecommunications Authority	802	755
Victoria State Emergency Service (SES)	222	216

Source: Workforce Data Collection – June 2013

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.

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

This sub-sector also had the lowest proportion of women in its workforce (28 per cent). This proportion is increasing over time (an increase of 0.3 per cent in 2012–13 and 2011–12). The proportion of women has increased in all organisations in the sector since 2007. The growth during this period was concentrated in Victoria Police and Ambulance Victoria.

The proportion of part time employees in this sector increased in 2012–13 from 7.6 per cent to 8.7 per cent after falling in 2011–12, primarily in Ambulance Victoria CFA and Victoria Police.

The number of PSOs has increased from 146 at June 2011 to 590 at June 2013, reflecting the government’s commitment to recruit and deploy 940 PSOs across the rail network by November 2014. When compared to the sworn police recruited since June 2011, the PSO recruits have a higher average age and are less likely to be women. Commencing salaries for PSOs are lower than for sworn police (Table 63).



**Table 63: Snapshot of sworn police and recruits workforce with a tenure of less than two years compared to PSO workforce – June 2013**

Values	Sworn police and recruits (with tenure under two years)	PSO (with tenure under two years)
Headcount	1,245	454
Average Age	30	33
Female	29%	10%
Average Salary	\$56,027	\$51,740

Source: Workforce Data Collection – June 2013

Note: Numbers are for active employees (headcount).

### b.5.2 classification and remuneration

The pay structures for ambulance paramedics and police officers are shown in Table 64.

**Table 64: Salary ranges for ambulance paramedics and police officers – June 2013**

Role title	Salary <sup>35</sup>	
	Minimum	Maximum
<b>Ambulance paramedics</b>		
Graduate Ambulance Paramedic	\$42,752	\$47,892
Mobile Intensive Care Ambulance (MICA) Paramedic	\$59,355	\$63,372
Mobile Intensive Care Ambulance (MICA) Flight Paramedic	\$65,177	\$66,830
Roster Advanced Life Support Paramedic	\$65,559	\$72,010
Senior Reserve Paramedic	\$68,962	\$71,765
Station Officer	\$57,980	\$67,231
Paramedic Educator	\$59,870	\$68,741
Team Manager	\$63,593	\$74,113
<b>Police officers</b>		
Constable	\$55,917	\$58,025
First Constable	\$60,132	\$62,241
Senior Constable	\$68,282	\$79,122
Leading Senior Constable	\$79,914	\$85,163
Sergeant	\$85,561	\$93,242
Senior Sergeant	\$95,866	\$102,060
Inspector	\$113,513	\$126,039
Superintendent	\$128,272	\$150,480
<b>Protective service officers</b>		
Protective Service Officer	\$51,558	\$55,057
Protective Service Officer First Class	\$55,678	\$57,258
Senior Protective Service Officer	\$59,156	\$63,218
Supervisor	\$70,225	\$72,790
Senior Supervisor	\$75,976	\$76,787

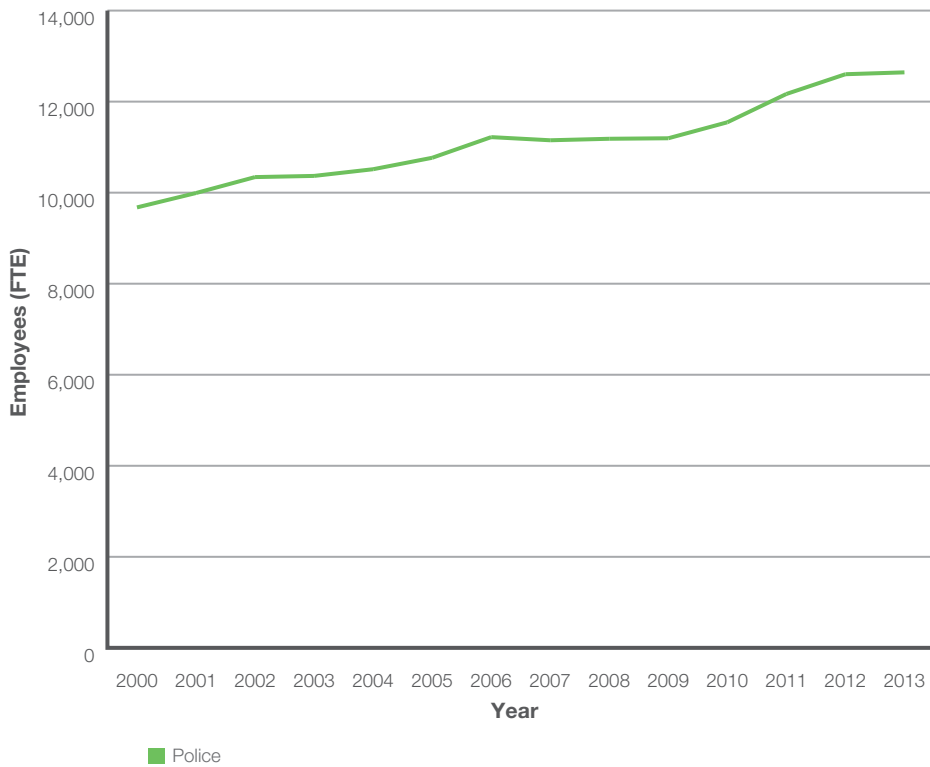
Source: Ambulance Victoria Enterprise Agreement 2009, Victoria Police Force Enterprise Agreement 2011

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

### b.5.3 employment trend

Figure 32 shows that police numbers have increased significantly since June 2010, consistent with the government's commitment of an additional 1,700 police by November 2014. Over the 2012–13 year, police recruitment has been phased with the recruitment of 940 PSOs, to facilitate the delivery of commitments on both PSO and police numbers.

**Figure 32: Change over time in police staffing – 2000–2013**



Source: Office of the Chief Commissioner of Police

#### b.5.4 superannuation

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. Currently 86 per cent of employees in the police and emergency services sector are members of this fund. As with the closed public service defined benefit superannuation schemes, the employer contribution is revised periodically based on an actuarial assessment. Employees may generally choose to contribute 0, 3, 5, 7, or 8 per cent (in certain circumstances) of their salary.

The remaining 14 per cent are primarily members of the ESSPLAN accumulation superannuation fund where the employer contributes 9 per cent of salary to a complying fund, as required under Commonwealth legislation. Employer contributions to superannuation funds are in addition to salaries. Employees have the option of making additional contributions to this scheme from their salary.

#### b.6 water and land management

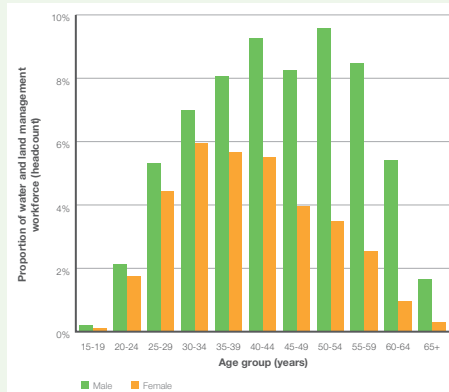
The water and land management sub-sector includes organisations that are responsible for water resources and the administration of public land. The sub-sector includes:

- the metropolitan water retailers who provide and service water supply to domestic and commercial users in metropolitan Melbourne (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; and
- other land management and planning organisations, such as Parks Victoria, VicForests, alpine resorts management boards and Places Victoria.

Table 65 provides a snapshot of employees in the water and land management sub-sector.

**Table 65: Snapshot of the water and land management sub-sector – June 2013**

<b>Total employees (headcount)</b>	<b>8,037</b>	<b>Regional Victoria</b>	<b>54%</b>
<b>Total employees (FTE)</b>	<b>7,582</b>	Barwon South Western	10%
<b>Employment type (FTE)</b>		Gippsland	12%
Ongoing	89%	Grampians	6%
Fixed term or casual	11%	Hume	19%
<b>Part time employment</b>		Loddon Mallee	7%
All employees	13%	<b>Turnover of ongoing employees</b>	
Female	31%	<b>Separation rate</b>	<b>11%</b>
Male	4%	<b>Separation rate by age</b>	
<b>Annual pay rate</b>		<30 years	15%
<\$45,000	2%	30–54 years	10%
\$45,000–\$64,999	33%	55+ years	15%
\$65,000–\$84,999	34%	<b>Recruitment by age</b>	
\$85,000–\$104,999	15%	<30 years	26%
\$105,000–\$124,999	7%	30–54 years	67%
>=\$125,000	8%	55+ years	7%
<b>Gender</b>		<b>Age and gender profile</b>	
Female	35%		
Male	65%		
<b>Average age</b>			
All employees	43		
Female	40		
Male	45		
<b>Regional distribution</b>			
Central business district	<b>13%</b>		
Other Melbourne metropolitan	<b>32%</b>		
North and West	11%		
Eastern	11%		
Southern	10%		



Source: Workforce Data Collection – June 2013

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

### 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 358 FTE (4.5 per cent) over the 2012–13 year. In most cases the reductions were small, and in a minority of cases there were small increases in employees (around 20 or fewer FTE). Notable variations include:

- staffing reductions at Places Victoria and Parks Victoria of 95 and 71 FTE, respectively;
- the contracting of a private operator to manage the Lake Mountain Alpine Resort resulting in the transfer of 35 FTE from the public sector; and
- a restructure at Goulburn Murray Water Corporation which reduced employees and consolidated employees from multiple locations to be based at Shepparton, causing a shift of staffing from Loddon Mallee region to Hume region.

The workforce is predominantly male (66 per cent) in management, science, building and project administration roles as well as labouring and mechanical operation roles. Women comprise 34 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 45 and 59 years and most women are aged between 25 and 39 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 differed slightly. A higher proportion of women are employed in the metropolitan area (41 per cent compared to 29 per cent in regional Victoria). Part time employment is 12 per cent in regional areas (this figure has fluctuated between 10 and 13 per cent since 2006) compared to 14 per cent in metropolitan Melbourne (down from 15 per cent last year but still part of an upward trend from 10 per cent in 2006).

### b.6.2 classification and remuneration

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

### b.6.3 superannuation

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

Six per cent of employees in the water and land management sector remain members of the public service defined benefit superannuation schemes. The remaining 94 per cent of employees in this sector are members of accumulation superannuation funds where the employer contributes 9 per cent of salary to a complying fund, as required under Commonwealth legislation. Employer contributions to superannuation funds are in addition to salaries. Employees have the option of making additional contributions to these schemes from their salary.

### b.7 arts, finance, transport and other

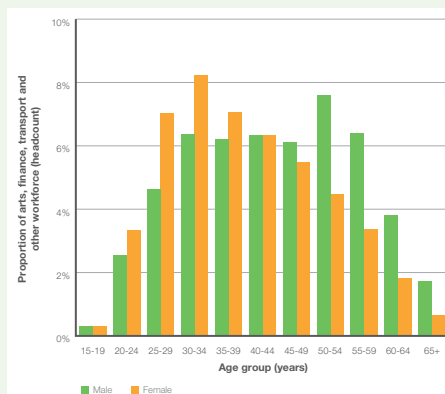
The arts, finance, transport and other sub-sector is a diverse collection of employers whose workforces vary greatly in size, from over 3,000 employees in the largest organisation to less than five employees in the smallest. It is comprised of 64 organisations that include:

- 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); and
- other miscellaneous entities (for example, the Victorian Interpreting and Translation Service (VITS LanguageLink) and Victoria Legal Aid).

Table 66 provides a snapshot of employees in the arts, finance, transport and other sector.

**Table 66: Snapshot of the arts, finance, transport and other sub-sector – June 2013**

<b>Total employees (headcount)</b>	<b>15,512</b>	<b>Regional Victoria</b>	<b>21%</b>
<b>Total employees (FTE)</b>	<b>13,303</b>	Barwon South Western	10%
<b>Employment type (FTE)</b>		Gippsland	3%
Ongoing	86%	Grampians	3%
Fixed term or casual	14%	Hume	2%
<b>Part time employment</b>		Loddon Mallee	3%
All employees	26%	<b>Turnover of ongoing employees</b>	
Female	38%	<b>Separation rate</b>	<b>13%</b>
Male	16%	<b>Separation rate by age</b>	
<b>Annual pay rate</b>		<30 years	16%
<\$45,000	5%	30–54 years	10%
\$45,000–\$64,999	33%	55+ years	21%
\$65,000–\$84,999	26%	<b>Recruitment by age</b>	
\$85,000–\$104,999	17%	<30 years	31%
\$105,000–\$124,999	11%	30–54 years	60%
>=\$125,000	9%	55+ years	8%
<b>Gender</b>		<b>Age and gender profile</b>	
Female	47%		
Male	53%		
<b>Average age</b>			
All employees	42		
Female	39		
Male	44		
<b>Regional distribution</b>			
<b>Central business district</b>	<b>48%</b>		
<b>Other Melbourne metropolitan</b>	<b>31%</b>		
North and West	14%		
Eastern	11%		
Southern	6%		



Source: Workforce Data Collection – June 2013

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

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 67 and described below.

**Table 67: Workforce profile of arts, finance, transport and other sub-sector**

	Arts agencies	Cemetery trusts	Facilities	Finance and insurance	Regulators	Sports and recreation	Transport	Other miscellaneous	Sub-sector
Employers	10	5	8	8	7	11	8	8	65
Headcount	2,477	490	585	3,120	342	2,352	5,170	976	15,512
FTE	1,803	469	464	2,956	327	1,439	4,982	864	13,303
Average salary	\$58,633	\$57,052	\$40,093	\$91,410	\$89,978	\$54,419	\$85,677	\$81,675	\$78,006
Female	58%	39%	51%	59%	42%	55%	30%	70%	48%
Average age	39	44	36	41	45	39	45	42	42
Part time	47%	10%	45%	15%	9%	62%	9%	27%	26%
Fixed term	10%	5%	0%	12%	4%	5%	5%	13%	8%
Ongoing	61%	88%	41%	88%	96%	52%	94%	82%	79%
Casual	29%	7%	59%	0%	0%	42%	1%	4%	13%
Separation rate	13%	11%	13%	11%	16%	14%	13%	12%	13%
Tenure (years)	7	7	4	7	7	6	11	7	8

Source: Workforce Data Collection – June 2013

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 **arts** sub-group employed 2,343 people. The workforce was relatively young (average age of 39) and predominantly female (58 per cent). 47 per cent of all employees worked part time and a high proportion were casual (29 per cent). This generally reflects shift work and additional employment for events. This sub-group had a headcount increase of 7 per cent (124 FTE) from June 2012 due mainly to an increase in the Victorian Arts Centre Trust workforce.

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 (61 per cent). There were a further 491 cemetery trusts across the state that did not directly employ staff. The cemetery sub-group workforce grew in headcount by 10 per cent in the 2012–13 year (42 FTE).

The **finance** sub-group was one of the highest paid in the public sector with an average annual salary of \$91,410; much higher than the arts, finance, transport and other average of \$78,006. This is consistent with remuneration in the finance and insurance industry. The workforce was predominantly female and had a high proportion of ongoing employees (88 per cent). Some organisations within this sub-group reported increased staffing and others reported reductions, the net effect was a small fall in staffing of 11 FTE.



The **facilities management** sub-group has a young (average age of 36) and relatively short serving workforce (average tenure of four years). Employment levels were highly influenced by events, such as conventions, and as a consequence it has a high proportion of part time (45 per cent) and the highest proportion of casual employees (59 per cent).

In 2012–13 the facilities management workforce increased by 9 per cent (37 FTE) while decreasing by 3 per cent in headcount. This is explained by an increase in the number of hours worked by the staff employed, reflected in a change in the employment mix involving a six per cent rise in ongoing employees and a six per cent drop in casual employees between June 2012 and June 2013.

The **regulator** sub-group employed the smallest number of people with 342 employees across seven organisations. It has a relatively old workforce (average age 45). The majority (250 people) were employed by the Building Commission (reconstituted as the Victorian Building Authority on 1 July 2013) and Energy Safe Victoria. Only minor increases and decreases in staffing were reported by organisations in this sub-group.

The **sport and recreation** sub-group included 11 organisations. The workforce is relatively young (average age is 39), has the highest proportion of part time employees (62 per cent), and had a lower than average salary. The workforce has a high proportion of casual employees (42 per cent) and is relatively short serving (average tenure is six years).

The sport and recreation sub-group headcount grew by 19 per cent, due to additional casual staff employed by the Melbourne and Olympic Parks Trust for events held June 2013.

The **transport** sub-group employed the largest number of people (5,170 people). The majority of these worked for VicRoads and V/Line Passenger Corporation (4,101 people). A high proportion of employment was ongoing (94 per cent), and the sector had a low proportion of part-time employees. Employees in transport had the longest average tenure (11 years).

The transport sub-sector includes VicRoads and Public Transport Victoria (PTV), both organisations were included in the Government's initiative to reduce the number of positions in administrative and back office roles in the public service. As a consequence, the workforces of VicRoads and PTV fell in headcount by 12 and 15 per cent respectively. As well the Transport Ticketing Authority was wound up following the completion of the roll out of the myki ticketing system. These changes resulted in the transport sub-group workforce falling in headcount.

### b.7.1 superannuation

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

Twelve per cent of employees in this sector were members of the public service defined benefit superannuation schemes at June 2013.

The remaining 88 per cent of employees were members of accumulation superannuation funds where the employer contributes 9 per cent of salary to a complying fund, as required under Commonwealth legislation. Employer contributions to superannuation funds are in addition to salaries. Employees have the option of making additional contributions to these schemes from their salary.



## APPENDIX C: eRECRUITMENT

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

This appendix provides data on recruitment activity gathered from Victorian Public Service (VPS) agencies at key points in the recruitment cycle: job advertisement, applications and recruitment. The quality of data recorded in the eRecruitment system has continued to improve over the 2012–13 financial year, as the use of eRecruitment expands and the accuracy of data continues to improve.

### c.1 use of eRecruitment

At the conclusion of 2012–13, 79 public service and public sector organisations were using eRecruitment as their primary recruitment tool, including:

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

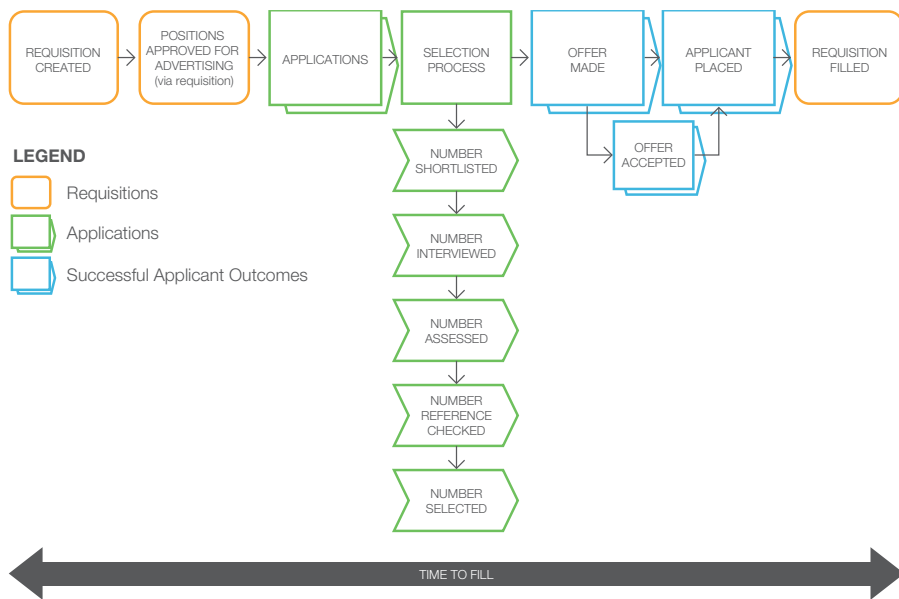
The addition of organisations from the health and TAFE sectors has strengthened the position of the eRecruitment system as the tool of choice for advertising Victorian Government positions.

During 2012–13, 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, or the relocation of some portfolio agencies into new departments. The following information contains data from both the former Department of Sustainability and Environment and the former Department of Primary Industries, and also data from the newly formed Department of Environment and Primary Industries combined with the information from the Department of Sustainability and Environment.

### c.2 eRecruitment process

Figure 33 provides an overview of the recruitment and selection process.

**Figure 33: Recruitment and selection process**



#### Requisitions

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

## Applications

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

### Offers made, offers accepted and applicants placed

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

## c.3 positions approved for advertising

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

In 2012–13, the five largest departments – Department of Human Services (DHS); Department of Justice; Department of Sustainability and Environment; Department of Education and Early Childhood Development; and Department of Primary Industries, advertised the highest number of positions, representing 75 per cent of all public service positions approved for advertising.

The majority of positions approved for advertising were in DHS. This is due to the relatively large numbers of disability development and support officer (1,654) and child protection practitioner (685) positions approved for advertising. These two classifications represented 64 per cent of all positions approved for advertising in DHS.

Table 68 shows the number and percentage of positions approved for advertising in 2012–13 by department/agency.

## c.4 trends in positions advertised

Overall, there was a 6 per cent increase in the number of positions approved for advertising in 2012–13 compared to 2011–12.

Table 69 compares the number of positions approved for advertising in 2010–11, 2011–12 and 2012–13 for each participating public service department and agency. Agencies who were not included in the 2010–11 report, or who had less than 20 positions approved for advertising in 2012–13, are included in the total but are not listed separately in the table.

**Table 68: Positions approved for advertising – 2012–13<sup>36</sup>**

Department / agency	Number of positions approved for advertising	Percentage of all positions approved
<b>VPS Departments</b>		
Department of Business and Innovation	59	1%
Department of Education and Early Childhood Development	566	6%
Department of Health	159	2%
Department of Human Services	3,669	40%
Department of Justice	1,502	17%
Department of Planning and Community Development	114	1%
Department of Premier and Cabinet	256	3%
Department of Primary Industries	311	3%
Department of Sustainability and Environment	779	9%
Department of Transport	62	1%
Department of Treasury and Finance	169	2%
<b>VPS authorities, business units and other offices</b>		
CenITex	129	1%
Independent Broad-based Anti-Corruption Commission	56	1%
Office of Public Prosecutions	82	0.9%
Public Record Office Victoria	26	0.3%
Public Transport Safety Victoria	21	0.2%
State Revenue Office	179	2%
Victoria Police	755	8%
Other agencies	166	2%
<b>Grand Total</b>	<b>9,060</b>	<b>100%</b>

Source: Victorian Government eRecruitment Services System – June 2013

36 Some divisions within departments (e.g. the State Revenue Office and the Public Record Office Victoria) choose to operate separate systems from their portfolio department and are thus listed separately. Agencies with less than 20 positions approved for advertising have been aggregated and included in 'Other Agencies'. These agencies include: Arts Victoria, Commission for Children and Young People, Disability Services Commissioner, Environment Protection Agency, Essential Services Commission, Freedom of Information Commissioner, Legal Services Commissioner, Office of the Chief Parliamentary Counsel, Office of the Child Safety Commissioner, Office of the Governor, Office of the Ombudsman, Office of the Premier, Regional Rail Link, State Services Authority, Sustainability Victoria, Victorian Auditor-General's Office, Victorian Electoral Commission, Victorian Inspectorate and the Victorian Multicultural Commission.

**Table 69: Trends in positions approved for advertising – 2010–11 to 2012–13**

Department / agency	Positions advertised			Percentage change	
	2010–11	2011–12	2012–13	2010–11 to 2011–12	2011–12 to 2012–13
<b>VPS Departments</b>					
Department of Business and Innovation	177	128	59	–28%	–54%
Department of Education and Early Childhood Development	1,205	610	566	–49%	–7%
Department of Health	400	225	159	–44%	–30%
Department of Human Services	3,538	2,987	3,669	–16%	23%
Department of Justice	2,551	1,914	1,502	–25%	–22%
Department of Planning and Community Development	222	125	114	–44%	–9%
Department of Premier and Cabinet	229	184	256	–20%	39%
Department of Primary Industries	381	231	311	–39%	35%
Department of Sustainability and Environment	1,117	781	779	–30%	–2%
Department of Transport	292	146	62	–50%	–58%
Department of Treasury and Finance	202	103	169	–49%	64%
<b>VPS authorities, business units and other offices</b>					
CentTex	2	160	129	7,900%	–19%
Office of Public Prosecutions	75	91	82	21%	–10%
Public Record Office Victoria	29	27	26	–7%	–4%
Public Transport Safety Victoria	35	27	21	–23%	–22%
State Revenue Office	161	147	179	–9%	22%
Victoria Police	815	468	755	–43%	61%
<b>Total positions approved for advertising</b>	<b>11,687</b>	<b>8,512</b>	<b>9,060</b>	<b>–27%</b>	<b>14%</b>

Source: Victorian Government eRecruitment Services System – June 2013

Note: As these numbers are extracted from a live system, the totals are inclined to change. Departments and agencies have the ability to go into the system and modify requisitions. As a result, there are small variations between the number of positions reported this year and in previous *State of the Public Sector in Victoria* reports.

## c.5 trends in applications

Between 2011–12 and 2012–13, the total number of applications received increased from 92,181 to 100,367. This represents a 9 per cent increase in the total number of applications received. During the same period, the average number of applications per position approved for advertising remained steady at 11 applications.

During 2012–13, the Victorian Public Service underwent significant machinery of government changes including redeployment programs in most departments and agencies. Of the total number of applications received, 19,646 applications (around 20 per cent) were received from current Victorian Public Service employees.

Table 70 shows the average number of applications per position in 2010–11, 2011–12 and 2012–13. Agencies who were not included in the 2010–11 report, or who had less than 20 positions approved for advertising in 2012–13 are included in the total but are not listed separately in this table.

**Table 70: Average number of applications – 2010–11 to 2012–13**

Department / agency	Average number of applications received per position approved for advertising		
	2010–11	2011–12	2012–13
<b>VPS Departments</b>			
Department of Business and Innovation	18	5	10
Department of Education and Early Childhood Development	8	10	13
Department of Health	17	21	29
Department of Human Services	7	8	7
Department of Justice	13	15	17
Department of Planning and Community Development	19	9	7
Department of Premier and Cabinet	18	8	7
Department of Primary Industries	12	10	12
Department of Sustainability and Environment	9	6	4
Department of Transport	25	14	9
Department of Treasury and Finance	12	11	5
<b>VPS authorities, business units and other offices</b>			
Office of Public Prosecutions	16	9	16
Public Transport Safety Victoria	14	14	6
State Revenue Office	8	6	8
Sustainability Victoria	10	9	2
<b>Average number of applications received per position approved for advertising</b>	<b>9</b>	<b>11</b>	<b>11</b>

Source: Victorian Government eRecruitment Services System – June 2013

Note: As these numbers are extracted from a live system, the totals are inclined to change. Departments and agencies have the ability to go into the system and modify requisitions. As a result, there are small variations between the number of positions reported this year and in previous *State of the Public Sector in Victoria* reports.



## c.6 job functions

Job functions are groups of job ‘families’ that align with the Australia and New Zealand Standard Classification of Occupation (ANZSCO) codes published by the Australian Bureau of Statistics (ABS). In 2012–13, the job functions with the highest proportion of positions approved for advertising were community healthcare and nursing (38 per cent) and administration, business and human resources (HR) (23 per cent).

Table 71 shows the number and percentage of positions approved for advertising by job function.

**Table 71: Positions approved for advertising by job function – 2012–13**

Job function	Number of positions approved for advertising	Percentage of all positions approved
Community healthcare and nursing	3,466	38%
Administration, business and HR	2,099	23%
Legal, justice and prisons	883	10%
Emergency services	520	6%
Policy and strategy	514	6%
Information Technology	387	4%
Agriculture, environment and science	229	3%
Other	329	4%
Accounting, economics and finance	216	2%
Customer services	136	2%
Education, teaching and training	151	2%
Engineering, planning, transport and trades	50	1%
Aboriginal and Torres Strait Islander	34	0%
Graduate <sup>37</sup>	42	0%
Arts, sport and tourism	4	0%
<b>Grand Total</b>	<b>9,060</b>	<b>100%</b>

Source: Victorian Government eRecruitment Services System – June 2013

### c.6.1 average number of applications by job function

The average number of applications remains largely similar to 2010–11 and 2011–12 (Table 72) with notable increases across:

- Arts, sport and tourism; and
- Legal, justice and prisons, most likely resulting from increased promotional campaigns surrounding bulk recruitment in protective services and corrections roles.

<sup>37</sup> These positions are advertised by departments/agencies as graduate positions. They are not part of the Graduate Recruitment and Development Scheme (GRADS) coordinated by the SSA.

**Table 72: Average number of applications by job function – 2010–11 to 2012–13**

Job function	Average number of applications received per position approved for advertising		
	2010–11	2011–12	2012–13
Aboriginal and Torres Strait Islander	9	6	8
Accounting, economics and finance	26	20	15
Administration, business and HR	19	18	17
Agriculture, environment and science	13	12	14
Arts, sport and tourism	17	8	19
Community healthcare and nursing	3	6	6
Customer services	24	22	17
Education, teaching and training	9	15	12
Emergency services	5	4	4
Engineering, planning, transport and trades	15	12	15
Graduate	1	9	1
Information Technology	17	14	16
Legal, justice and prisons	9	12	17
Policy and strategy	14	11	11
Other	10	6	9
<b>Average applications received</b>	<b>9</b>	<b>11</b>	<b>11</b>

Source: Victorian Government eRecruitment Services System – June 2013

Note: As these numbers are extracted from a live system, the totals are inclined to change. Departments and agencies have the ability to go into the system and modify requisitions. As a result, there are small variations between the number of positions reported this year and in previous *State of the Public Sector in Victoria* reports.

### c.7 employment type

In 2012–13, there was an increase in the number of ongoing positions approved for advertising and a decrease in the number of fixed term positions. Some of this decline was explained by the large increase in the number of ongoing positions approved for advertising in 2010–11 due to the recruitment campaign for child protection practitioners. Numbers of roles approved for advertising in these categories have since remained relatively stable for 2012–13 (Table 73).

**Table 73: Positions approved for advertising by employment type – 2010–11 to 2012–13 by job function**

Work type	Number of positions approved for advertising			Percentage change	
	2010–11	2011–12	2012–13	2010–11 to 2011–12	2011–12 to 2012–13
Ongoing	6,277	4,057	4,803	–35%	18%
Fixed term	3,793	2,704	2,348	–29%	–13%
Casual	788	866	953	10%	10%
Other	829	885	956	7%	8%
<b>Total</b>	<b>11,687</b>	<b>8,512</b>	<b>9,060</b>	<b>–27%</b>	<b>6%</b>

Source: Victorian Government eRecruitment Services System – June 2013

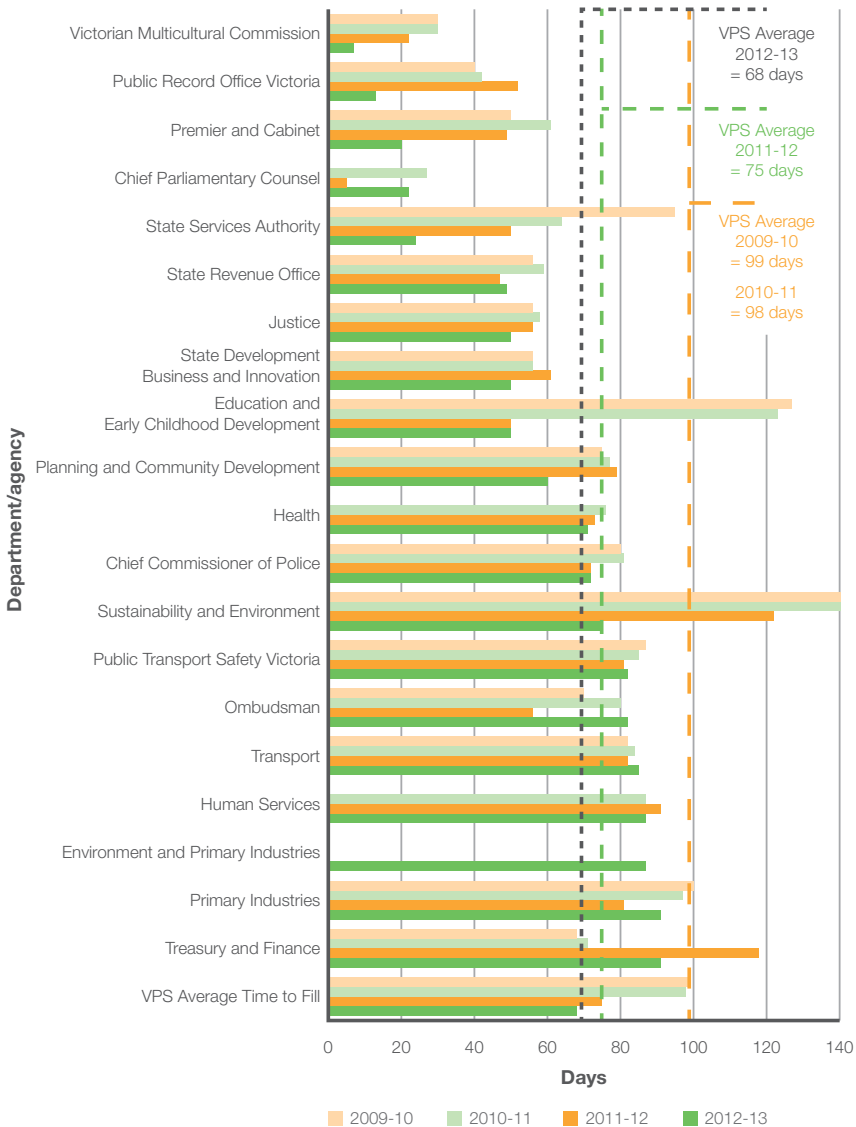
As these numbers are extracted from a live system, the totals are inclined to change. Departments and agencies have the ability to go into the system and modify requisitions. As a result, there are small variations between the number of positions reported this year and in previous *State of the Public Sector in Victoria* reports.

The high numbers of positions in the 'other' category is the result of departments' poor recording practices, particularly in 2012–13. In each of the years, several hundred of the 'other' positions have been attributed to the inclusion of Project Firefighter positions.

### c.8 time to fill

Public Service departments and agencies continued to reduce the time taken to fill advertised vacancies (Figure 34), from an average of 75 days in 2011–12 to 68 days in 2012–13. This has reduced significantly from an average of 98 days in 2010–11.

**Figure 34: Time to fill vacancies 2009–10 to 2012–13**



Source: Victorian Government eRecruitment Services System – June 2013

Note: As these numbers are extracted from a live system, the totals are inclined to change. Departments and agencies have the ability to go into the system and modify requisitions. As a result, there are small variations between the number of positions reported this year and in previous State of the Public Sector in Victoria reports.

### c.9 time fraction

In 2012–13, the number of full time positions approved for advertising increased slightly. The biggest increase was seen in the number of positions approved for advertising that were recorded as 'full time or part time' (83 per cent).

Table 74 shows the number of positions approved for advertising by time fraction and the percentage change from 2010–11, 2011–12, and 2012–13.

**Table 74: Positions approved for advertising by time fraction – 2010–11 to 2012–13**

Work type	Number of positions approved for advertising			Percentage change	
	2010–11	2011–12	2012–13	2010–11 to 2011–12	2011–12 to 2012–13
Full time	8,821	5,711	6,561	-35%	15%
Full time or part time	347	310	568	-11%	83%
Part time	902	740	522	-18%	-29%

Source: Victorian Government eRecruitment Services System – June 2013

This table excludes casual and other employment types as the time fraction for these employment types is not recorded in the eRecruitment system. As these numbers are extracted from a live system, the totals are inclined to change. Departments and agencies have the ability to go into the system and modify requisitions. As a result, there are small variations between the number of positions reported this year and in previous *State of the Public Sector in Victoria* reports.



# APPENDIX D: 2013 *PEOPLE MATTER* SURVEY – DETAILED RESULTS

Under the *Public Administration Act 2004*, the SSA is required to report to the Premier on the application of, and adherence to, the public sector values and employment principles. To fulfil these obligations, the SSA administers an annual 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 expands on the analysis in Chapter 3 and provides more detailed results from the 2013 *People Matter Survey*.

## d.1 reporting on the public sector values

### d.1.1 responsiveness: providing the best standards of service and advice

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

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

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

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

Items relating to responsiveness tend to achieve some of the highest levels of agreement in the survey. In 2013, 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 (92 per cent).

An important component of providing high quality service is actively using best practice. Ninety per cent of respondents to the 2013 survey believed that their organisation was doing very well in this area.

#### d.1.2 integrity: earning and sustaining public trust

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

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

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

Most employees (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, 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 2013 results suggest that respondents' awareness of their organisation's codes of conduct and values was quite high (96 per cent) as was their awareness of processes for reporting improper conduct (88 per cent). However, 24 per cent of employees surveyed either didn't feel confident that they would be protected from reprisal or were not sure how they would be treated in such a circumstance.

#### d.1.4 impartiality: acting objectively

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

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

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

Organisations performed well on the 'impartiality' measures. A large majority of respondents in 2013 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; and
- being open to appropriate scrutiny.

The *People Matter Survey* measures employees' perceptions of organisational performance and accountability, and the adequacy of performance management. Ninety three 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 31 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 37 per cent of respondents indicate that they have witnessed bullying and 22 per cent that they had experienced bullying in the past 12 months. Five per cent of respondents had submitted a formal complaint about bullying they had experienced.

The 2013 results for bullying show that of the 22 per cent of respondents who had experienced bullying in the last 12 months, 76 per cent said that they were not currently (at the time of the survey) experiencing the bullying behaviours, and 24 per cent indicated that they were.

The SSA's research report, *Trends in Bullying in the Victorian Public Sector: 2004–10* identifies a range of strategies to address bullying. It also describes key support provided by the SSA to assist organisations respond to bullying concerns in the workplace. These include the following resources: the *Positive Work Environment Toolkit*, *Developing Conflict Resilient Workplaces*, *Talking Performance*, and *Tackling Bullying*. These guides provide advice to managers on identifying workplace bullying and its impacts, as well as approaches to responding to and preventing bullying behaviours. A large number of seminars and workshops have also been held for public sector organisations about this issue. The SSA is continuing to undertake research in this area including the recent release of *Exploring workplace behaviours: from bullying to respect*.<sup>38</sup>

#### d.1.7 leadership: actively implementing, promoting and supporting the values

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

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

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

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

The 2013 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 (75 per cent). Eighty five per cent of respondents believed that their manager actively discourages behaviours that are inconsistent with the values.

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

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

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

<sup>38</sup> 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; and
- implementing decisions.

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

The results for 2013 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 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); and
- human rights are valued in their workgroup (94 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; and
- selecting based on individual ability.

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

Most (81 per cent) of the employees surveyed in 2013 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. Both the survey findings and other research consistently demonstrate that treating people with respect and balancing their needs increases their commitment to, and engagement with the organisation, as well as their sense of wellbeing and job satisfaction.

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

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

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

The results show that public sector 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 (80 per cent).

### d.2.3 equal employment opportunity: providing a fair go for all

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

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

The *People Matter Survey* measures employees' perceptions of the extent to which their organisations provide a fair go for all and this is an area in which the Victorian public sector generally performs very well. Perceptions do vary, however, according to demographic group. While overall results were very positive, some employees had a different perception. Respondents with a disability were less likely to be positive about the equality of opportunity offered by their organisations. Eighty five 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 two 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; and
- employee confidence.

The *People Matter Survey* measures employee understanding and confidence in procedures for resolving issues. While the majority of employees appear to understand and have confidence in the avenues of redress offered, there is a substantial proportion that do not. 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, with 28 per cent of employees either being unsure or not believing that if they did lodge a grievance it would be investigated in a thorough and objective manner.

### d.3 trend over time detailed results

**Table 75: Trend over time for selected questions (presented thematically) 2006–2013 (percentage agreement)**

	2006	2007	2008	2009	2010	2011	2012	2013
Senior managers provide clear strategy and direction	66%	66%	65%	66%	65%	66%	65%	69%
Senior managers model the values	70%	72%	70%	73%	72%	71%	70%	75%
<b>Senior managers Average</b>	<b>68%</b>	<b>69%</b>	<b>67%</b>	<b>70%</b>	<b>68%</b>	<b>68%</b>	<b>67%</b>	<b>72%</b>
My manager is committed to ensuring customers receive a high standard of service	90%	93%	93%	93%	93%	93%	93%	93%
My manager listens to what I have to say	85%	86%	84%	86%	85%	85%	85%	86%
My manager keeps me informed about what's going on	73%	77%	75%	77%	77%	78%	77%	79%
My manager treats employees with dignity and respect	83%	86%	86%	87%	86%	87%	87%	88%
<b>Immediate Manager Average</b>	<b>83%</b>	<b>85%</b>	<b>84%</b>	<b>86%</b>	<b>85%</b>	<b>86%</b>	<b>85%</b>	<b>86%</b>

	2006	2007	2008	2009	2010	2011	2012	2013
My workgroup strives to achieve customer satisfaction	96%	97%	97%	97%	97%	97%	97%	96%
People in my workgroup are honest, open and transparent in their dealings	84%	87%	86%	87%	85%	87%	87%	87%
People in my workgroup do not show bias in decisions affecting clients	83%	85%	84%	84%	82%	85%	84%	85%
People in my workgroup use their time and resources efficiently	79%	82%	81%	82%	79%	81%	81%	82%
People in my workgroup treat each other with respect	82%	86%	85%	86%	85%	87%	87%	86%
I receive help and support from other people in my workgroup	93%	93%	92%	94%	93%	94%	94%	94%
There is a good team spirit in my workgroup	78%	80%	79%	82%	80%	82%	81%	81%
<b>Workgroup Average</b>	<b>85%</b>	<b>87%</b>	<b>86%</b>	<b>88%</b>	<b>86%</b>	<b>87%</b>	<b>87%</b>	<b>88%</b>
My organisation provides high quality services to the Victorian community	92%	93%	92%	94%	92%	91%	90%	92%
Government policies and programs affecting the community are implemented equitably by my organisation	89%	93%	92%	94%	92%	91%	91%	89%
Bullying is not tolerated in my organisation	77%	80%	77%	80%	77%	77%	79%	80%
Equal employment opportunity is provided in my organisation	91%	93%	92%	93%	92%	91%	91%	92%
I view my organisation as an employer of choice	81%	84%	81%	86%	84%	83%	81%	84%
<b>Organisation Average</b>	<b>86%</b>	<b>88%</b>	<b>87%</b>	<b>89%</b>	<b>87%</b>	<b>87%</b>	<b>86%</b>	<b>87%</b>

Source: *People Matter Survey – 2013*

#### d.4 detailed results by survey question

Tables 76 to 79 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 and awareness of organisational policies and processes.

**Table 76: Detailed responses on questions measuring the public sector values**

Survey question	Responses					Percentage agreement
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	
<b>Responsiveness</b>						
My workgroup strives to achieve customer satisfaction	1%	3%	36%	59%	1%	<b>96%</b>
My manager is committed to ensuring customers receive a high standard of service	2%	5%	35%	57%	1%	<b>93%</b>
My organisation provides high quality services to the Victorian community	2%	7%	42%	48%	1%	<b>92%</b>
In my workgroup, work is undertaken using best practice approaches	2%	8%	41%	47%	1%	<b>90%</b>
People in my workgroup believe it is important to provide frank, impartial and timely advice to the Government <sup>39</sup>	3%	7%	43%	40%	7%	<b>90%</b>
<b>Integrity</b>						
People in my workgroup are honest, open and transparent in their dealings	2%	10%	47%	39%	2%	<b>87%</b>
I am confident that I would be protected from reprisal for reporting improper conduct	6%	16%	41%	27%	11%	<b>76%</b>
In my organisation, there are procedures and systems designed to prevent employees engaging in improper conduct	2%	5%	53%	37%	4%	<b>93%</b>
I understand the need to avoid conflicts of interest in my work	1%	1%	39%	59%	1%	<b>99%</b>
In my organisation, earning and sustaining a high level of public trust is seen as important	1%	4%	39%	53%	2%	<b>95%</b>
<b>Impartiality</b>						
In my organisation there are procedures and systems that promote objective decision-making	3%	11%	56%	24%	6%	<b>85%</b>
People in my workgroup do not show bias in decisions affecting clients	2%	12%	51%	31%	4%	<b>85%</b>

39 Applies Victorian Public Service respondents only

Survey question	Responses					Percentage agreement
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	
Government policies and programs affecting the community are implemented equitably by my organisation	2%	8%	52%	27%	11%	<b>89%</b>
My manager demonstrates objectivity in decision-making	4%	12%	48%	33%	4%	<b>84%</b>
<b>Accountability</b>						
Senior managers provide clear strategy and direction	8%	22%	46%	21%	3%	<b>69%</b>
People in my workgroup use their time and resources efficiently	3%	14%	53%	27%	2%	<b>82%</b>
My workgroup always tries to improve its performance	1%	6%	46%	46%	1%	<b>93%</b>
I actively seek feedback about my performance at work	1%	12%	51%	35%	1%	<b>87%</b>
<b>Respect</b>						
People in my workgroup treat each other with respect	3%	11%	49%	36%	1%	<b>86%</b>
Bullying <sup>40</sup> is not tolerated in my organisation	5%	14%	42%	35%	3%	<b>80%</b>
My manager listens to what I have to say	4%	10%	44%	40%	2%	<b>86%</b>
My manager keeps me informed about what's going on	6%	15%	45%	32%	2%	<b>79%</b>
<b>Leadership</b>						
Senior managers model the values	7%	17%	49%	21%	7%	<b>75%</b>
In my organisation behaviour consistent with the values is acknowledged	5%	19%	51%	19%	7%	<b>75%</b>
My manager actively discourages behaviours that are inconsistent with the values	3%	11%	51%	29%	6%	<b>85%</b>
I encourage people in my workgroup to act in ways that are consistent with the values	1%	2%	58%	36%	3%	<b>97%</b>

40 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	
<b>Human rights</b>						
I understand how the Charter of Human Rights and Responsibilities applies to my work	1%	7%	53%	25%	14%	<b>90%</b>
My organisation has policies that require employees to act in ways that are consistent with human rights	1%	2%	58%	29%	10%	<b>97%</b>
In my workgroup, human rights are valued	1%	4%	55%	33%	6%	<b>94%</b>
I understand how the Charter of Human Rights and Responsibilities affects me as an employee	1%	8%	52%	24%	16%	<b>90%</b>

Source: People Matter Survey – 2013

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

**Table 77: Detailed responses to questions measuring the public sector employment principles**

Survey question	Responses					Percentage agreement
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	
<b>Merit</b>						
My organisation has policies that require recruitment of employees on the basis of merit	5%	12%	50%	23%	10%	<b>81%</b>
In my workgroup, decisions about access to development opportunities are made on the basis of merit	6%	18%	46%	19%	12%	<b>73%</b>
My performance is assessed against clear criteria	4%	15%	52%	22%	7%	<b>80%</b>
<b>Fair and reasonable treatment</b>						
My manager treats employees with dignity and respect	4%	8%	47%	40%	2%	<b>88%</b>
In my organisation, employment arrangements are available to help employees achieve a work-life balance	6%	13%	49%	28%	4%	<b>80%</b>
My manager involves me in decisions about my work	5%	14%	50%	30%	2%	<b>81%</b>
In my organisation, there are opportunities for me to develop my skills and knowledge	5%	13%	50%	30%	2%	<b>82%</b>

Survey question	Responses					Percentage agreement
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	
<b><i>Equal employment opportunity</i></b>						
Equal employment opportunity is provided in my organisation	2%	6%	56%	31%	5%	<b>92</b>
My organisation is committed to creating a diverse workforce (e.g. age, gender, cultural background)	2%	5%	53%	30%	11%	<b>92%</b>
Gender is not a barrier to success in my organisation	2%	6%	52%	36%	4%	<b>91%</b>
Disability is not a barrier to success in my organisation	2%	8%	51%	25%	14%	<b>88%</b>
Age is not a barrier to success in my organisation	2%	8%	53%	29%	8%	<b>89%</b>
Cultural background is not a barrier to success in my organisation	1%	4%	56%	32%	7%	<b>95%</b>
<b><i>Avenues of redress</i></b>						
In my organisation there are clear procedures and processes for resolving grievances	3%	10%	56%	25%	7%	<b>87%</b>
I would be confident in approaching my manager to discuss concerns and grievances	7%	13%	45%	33%	3%	<b>80%</b>
I am confident that if I lodge a grievance in my organisation, it would be investigated in a thorough and objective manner	8%	16%	43%	22%	11%	<b>72%</b>
<b><i>Development of a career public service [for public service bodies only]</i></b>						
I am proud to work in the Victorian Public Service	2%	8%	51%	35%	5%	<b>90%</b>
I am committed to working in the Victorian Public Service for much of my career	2%	8%	43%	37%	9%	<b>89%</b>
I would recommend the Victorian Public Service as a good place to work	4%	12%	46%	29%	8%	<b>82%</b>

Source: *People Matter Survey – 2013*

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



**Table 78: Detailed responses to questions relating to work environment**

Survey question	Responses					Percentage agreement
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	
<b>Workplace wellbeing</b>						
I receive help and support from other people in my workgroup	1%	5%	53%	41%	1%	94%
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%	56%	1%	97%
I am provided with the opportunity to work to my full potential	4%	16%	43%	36%	1%	80%
There is a good team spirit in my workgroup	5%	13%	46%	35%	1%	81%
Generally I do not feel too stressed at work	9%	22%	53%	16%	1%	69%
I provide help and support to other people in my workgroup	0%	0%	45%	54%	0%	99%
There is a clear consultation process when change in my organisation is proposed	11%	26%	41%	16%	6%	61%
Communications about change from senior managers are timely and relevant	11%	26%	43%	15%	5%	61%
In times of change, senior managers provide sufficient information about the purpose of the changes	12%	26%	43%	15%	5%	61%
I am provided with the opportunity to influence changes in my organisation	11%	27%	41%	16%	5%	60%
In times of change, I have an obligation to help my work colleagues understand and adapt to the new	1%	4%	59%	32%	3%	94%
I am encouraged to report health and safety incidents and injuries	2%	5%	50%	41%	2%	93%
<b>Employee commitment</b>						
I view my organisation as an employer of choice	3%	11%	51%	29%	5%	84%
I rarely think about leaving this organisation	9%	24%	40%	25%	3%	66%

Source: *People Matter Survey – 2013*

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

**Table 79: Detailed responses to questions relating to job satisfaction**

Survey question	Responses					Percentage agreement
	Very Dissatisfied	Dissatisfied	Neither	Satisfied	Very satisfied	
Opportunities for development	6%	15%	25%	43%	11%	<b>54%</b>
Pay/remuneration	5%	19%	24%	45%	7%	<b>52%</b>
Job security	5%	11%	17%	52%	15%	<b>67%</b>
Relationship with people in my workgroup	1%	5%	12%	54%	28%	<b>82%</b>
Relationship with manager	5%	8%	14%	45%	28%	<b>73%</b>
Ability to work on own initiative	2%	5%	10%	51%	32%	<b>83%</b>
Interesting/challenging work provided	2%	6%	16%	50%	26%	<b>76%</b>
Working environment	4%	10%	17%	51%	19%	<b>69%</b>
Work-life balance	4%	11%	20%	48%	17%	<b>65%</b>
Please indicate your level of satisfaction with your present job overall	3%	9%	16%	51%	21%	<b>72%</b>

Source: *People Matter Survey – 2013*

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

**Table 80: 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	4%	9%	20%	48%	19%	<b>68</b>
I am proud to tell others I work for my organisation	2%	6%	20%	46%	25%	<b>71</b>
I feel a strong personal attachment to my organisation	3%	9%	26%	41%	21%	<b>67</b>
My organisation motivates me to help achieve its objectives	4%	12%	29%	39%	15%	<b>62</b>
My organisation inspires me to do the best in my job	5%	12%	28%	39%	17%	<b>63</b>

Source: *People Matter Survey – 2013*

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 81: Detailed responses to questions relating to employee experiences**

Survey question	Responses		
	Yes	No	Don't know
Received a formal individual performance appraisal/review	68%	30%	2%
Received informal feedback on individual performance	75%	23%	2%
My manager has talked to me about what I am doing well in my work	66%	33%	2%
My manager has talked to me about what I could do to improve my performance	53%	44%	3%
Witnessed bullying <sup>41</sup> at work	37%	63%	N/A
Personally experienced bullying <sup>41</sup> and submitted a formal complaint	5%	95%	N/A
Personally experienced bullying <sup>41</sup> at work in the 12 months prior to the Survey	17%	5%	4%

Source: *People Matter Survey – 2013*

**Table 82: 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	96%	2%	2%
My organisation's stated values	96%	2%	2%
My organisation's processes for reporting improper employee conduct	88%	7%	5%
The organisational processes in place to support the Whistleblower's Protection Act	57%	24%	19%
The Charter of Human Rights and Responsibilities	76%	13%	12%

Source: *People Matter Survey – 2013*

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.

## d.5 patient safety in the public health care sector

Table 83 provides detailed responses to questions relating to patient safety in the public health care sector. These results are discussed further in section 3.2.5.

**Table 83: 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%	5%	51%	34%	10%	<b>94%</b>
This health service does a good job of training new and existing staff	3%	14%	53%	24%	6%	<b>82%</b>
I am encouraged by my colleagues to report any patient safety concerns I may have	1%	4%	53%	36%	6%	<b>95%</b>
The culture in my work area makes it easy to learn from the errors of others	2%	11%	55%	25%	7%	<b>86%</b>
Trainees in my discipline are adequately supervised	3%	12%	52%	25%	9%	<b>84%</b>
My suggestions about patient safety would be acted upon if I expressed them to my manager	2%	6%	51%	30%	11%	<b>90%</b>
Management is driving us to be a safety-centred organisation	2%	7%	53%	31%	7%	<b>90%</b>
I would recommend a friend or relative to be treated as a patient here	3%	7%	51%	33%	6%	<b>89%</b>

Source: *People Matter Survey* – 2013

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: DEMOGRAPHICS OF PUBLIC SECTOR BOARD MEMBERS – IN DETAIL

## e.1 public sector boards

Table 84 details the number of public sector boards by portfolio department and classification, as at July 2013.

**Table 84: Public sector boards by portfolio and board classification – July 2013**

Portfolio	Grouping	Classification <sup>42</sup>				Total
		A	B	C	D	
Education and Early Childhood Development	School councils <sup>43</sup>	-	-	1,540	—	1,540
	Other	8	7	28	—	43
Environment and Primary Industries	Crown land committees of management <sup>44</sup>	—	—	1,273	—	1,273
	Other	42	11	32	1	86
Health	Cemetery Trusts	5	-	449	—	454
	Other	21	10	85	—	116
Human Services		—	3	7	—	10
Justice		8	16	12	—	36
Premier and Cabinet		2	7	5	—	14
State Development, Business and Innovation		6	6	14	1	27
Transport, Planning and Local Infrastructure		9	6	15	—	30
Treasury and Finance		11	1	5	4	21
<b>Total</b>		<b>112</b>	<b>67</b>	<b>3,465</b>	<b>6</b>	<b>3,650</b>

Source: GAPED database – June 2013

42 34 entities were not classified in GAPED at the time of reporting

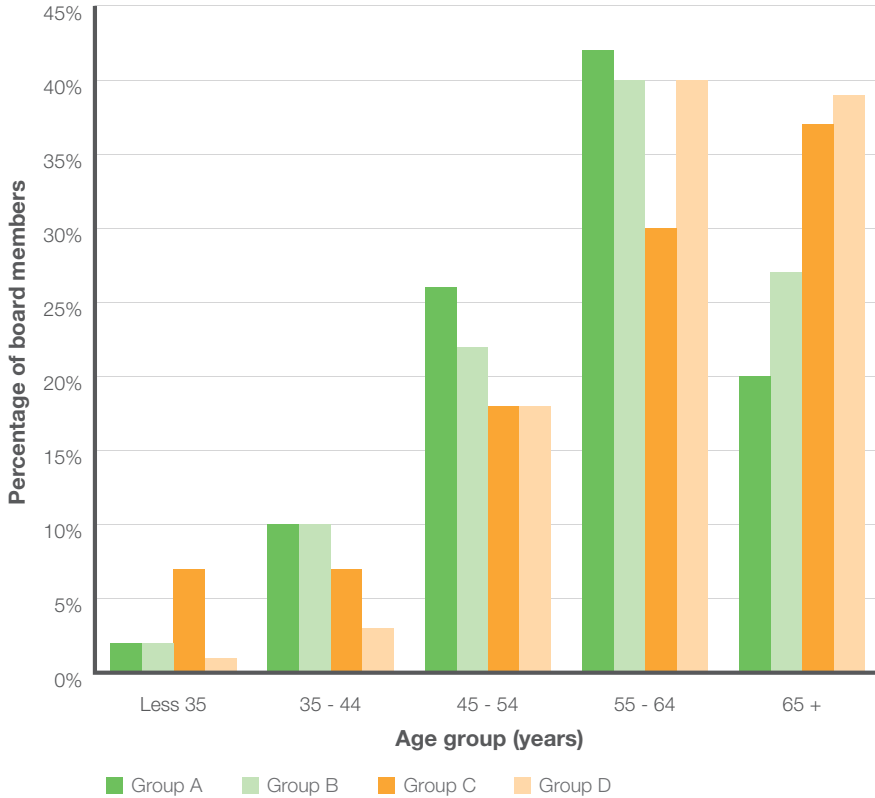
43 School councils are established by an Order of the Minister for Education under the Education Training and Reform Act 2006. Council members are unremunerated.

44 2012 figures, 2013 figures unavailable at time of publication.

## e.2 age profile

Figure 35 shows the age profile of board members by board classification, as at June 2013.

**Figure 35: Age profile of board members by board classification – June 2013**



Source: GAPED database – June 2013

Table 85 details the age profile of board members by portfolio department, as at July 2013.

**Table 85: Age profile of board members by portfolio – July 2013**

Portfolio	Grouping	Age group (years) <sup>45</sup>				
		Under 35	35–44 years	45–54 years	55–64 years	65 years and over
Education and Early Childhood Development	School councils	N/A	N/A	N/A	N/A	N/A
	Other	1%	7%	14%	36%	10%
Environment and Primary Industries	Crown land committees of management	N/A	N/A	N/A	N/A	N/A
	Other	2%	10%	23%	37%	18%
Health	Cemetery trusts	9%	4%	12%	26%	45%
	Other	4%	11%	24%	33%	25%

<sup>45</sup> Age details for 57% of board members was unavailable at the time of reporting

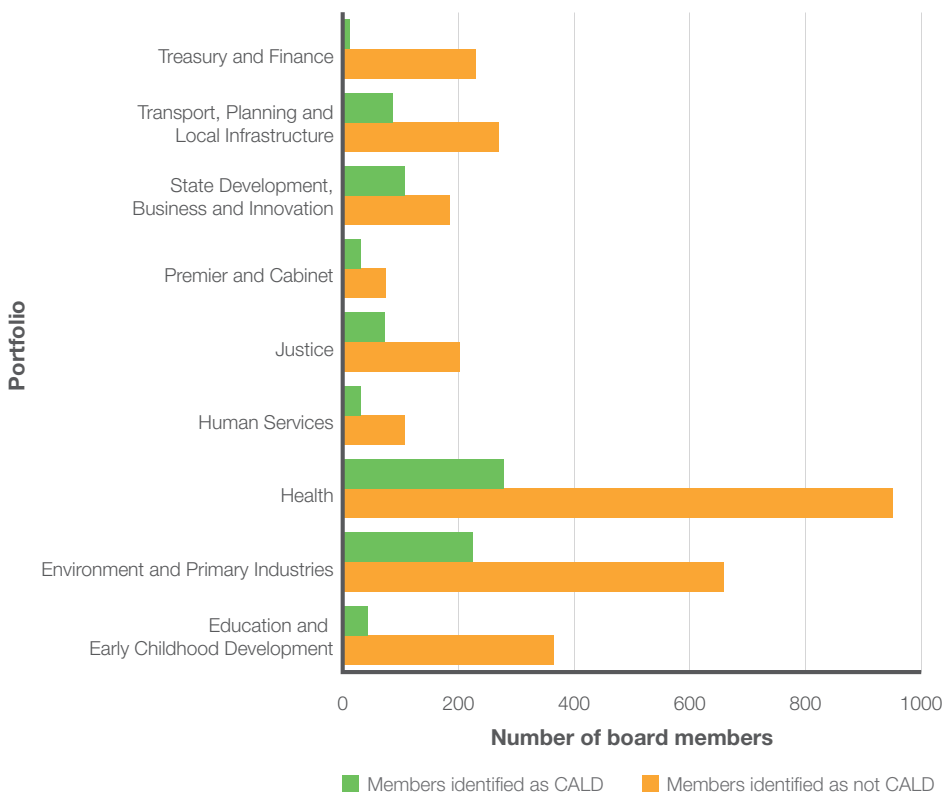
Portfolio	Grouping	Age group (years)				
		Under 35	35–44 years	45–54 years	55–64 years	65 years and over
Human Services		6%	8%	35%	26%	24%
Justice		1%	8%	29%	33%	22%
Premier and Cabinet		3%	6%	30%	31%	22%
State Development, Business and Innovation		2%	12%	28%	38%	13%
Transport, Planning Local Infrastructure		1%	12%	21%	33%	19%
Treasury and Finance		1%	6%	18%	30%	26%
<b>Total</b>		<b>2%</b>	<b>3%</b>	<b>9%</b>	<b>14%</b>	<b>15%</b>

Source: GAPED database – June 2013

### e.3 cultural and linguistic diversity

Figure 36 details the reported cultural and linguistic diversity of board members by portfolio department, as at July 2013.

**Figure 36: Cultural and linguistic diversity of board members by portfolio – July 2013**



Source: GAPED database – June 2013

## e.4 metropolitan and regional representation

Table 86 details metropolitan and regional representation of board members by board classification, as at June 2013.

**Table 86: Metropolitan and regional representation of board members by board classification – June 2013**

Classification	Metro		Regional	
	Number <sup>46</sup>	Percentage	Number	Percentage
A	558	67%	270	33%
B	561	80%	139	20%
C	1,660	12%	11,759	88%
D	133	90%	15	10%
Unknown	173	85%	30	15%
<b>Total</b>	<b>3,085</b>	<b>20%</b>	<b>12,213</b>	<b>80%</b>

Source: GAPED database – June 2013

## e.5 remuneration

Tables 87 to 90 outline the remuneration arrangements for board members, by board classification.

**Table 87: Remuneration – Group A boards**

Band	Classification criteria	Chair	Member
		Annual fee	
1	<ul style="list-style-type: none"> <li>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.</li> <li>Statutory authorities determined by the Premier and Cabinet to warrant inclusion in this group.</li> <li>Businesses that are new or facing particular challenges that warrant special consideration.</li> </ul>	\$63,038– \$118,249	\$31,519– \$51,808
2	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>	\$47,278– \$88,693	\$21,013– \$44,353

46 127 entities, and therefore their members, were not classified as metropolitan or regional in GAPED at the time of reporting.



Band	Classification criteria	Chair	Member
Annual fee			
3	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>	\$31,519– \$66,517	\$16,810– \$31,086
4	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>	\$15,579– \$44,353	\$9,456– \$17,759
5	<ul style="list-style-type: none"> <li>Statutory authorities with a turnover of below \$50 million or assets below \$50 million or profit below \$5 million.</li> </ul>	\$10,506– \$22,251	\$6,304– \$11,886

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

Notes:

- \* In the following circumstances, any of the following criteria can be used to raise the classification of a Group A body by one level:
  - **Responsibility** – the board independently sets long-term strategies and policies and has final authority to decide all strategic and operational direction. Decisions have a major impact on long-term organisational performance and will influence the public perception of government.
  - **Complexity** – multifaceted and difficult to grasp.
  - **Organisational change** – the board may be required to direct significant organisational change. The organisation employs at least 250 people.
  - **Personal risk** – appointment carries extreme risk in both financial terms and in terms of professional reputation. Termination without notice or substantiation may occur at any time.
  - **Knowledge and experience required** – extensive and diverse commercial experience, expert knowledge of a number of business fields and a detailed understanding of the impact of important issues in many other fields, experience with government.
- \* There is no separate allowance or fee for a deputy chair. If a deputy chair is appointed, payment will be at the member's rate. If the deputy chair assumes the role of the chair, the chair's fee will be payable for the period the deputy chair acts as a chair.
- \* There are no daily sitting fees for Group A boards, but travel and other appropriate personal expenses will be reimbursed on the basis of actual costs incurred.
- \* Upon ministerial approval, up to \$4,833 per annum may be paid to directors who receive annual fees for committee work undertaken in recognition of the extra commitment required. The minister should assess the additional commitment required and the level of remuneration warranted when considering providing a board with the capacity to compensate members for the extra time and responsibilities involved in committee membership. The approved level of fees for committee membership will be an absolute ceiling figure regardless of the number of committees to which a director may be appointed and should be considered in the context of the annual fee level paid to board members.

**Table 88: Remuneration – Group B boards**

Band	Classification criteria	Chair	Member
<b>Annual fee</b>			
1	<ul style="list-style-type: none"> <li>Significant industry advisory boards and other boards advising government on key strategic matters.</li> </ul>	\$15,759– \$44,353	\$9,456– \$17,759
2	<ul style="list-style-type: none"> <li>Other industry boards and bodies advising government on matters of state-wide significance.</li> </ul>	\$10,506– \$22,251	\$6,304– \$11,886
<b>Sessional rates – fee per day</b>			
1	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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).</li> </ul>	\$336–\$548	\$257–\$474

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

Notes:

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

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

**Table 89: Remuneration – Group C boards**

Band	Classification criteria	Chair	Member
Sessional rates – fee per day			
1	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> </ul>	\$257–\$474	\$200–\$362
2	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>Qualifications, regulatory or licensing bodies in relation to technical, trade or non-professional groups.</li> </ul>	\$158–\$362	\$136–\$282

Band	Classification criteria	Chair	Member
<b>Sessional rates – fee per day</b>			
3	<ul style="list-style-type: none"> <li>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.</li> <li>Advisory committees required to consider issues / matters that are local and affect confined areas including local land and water advisory committees.</li> <li>Trade and para-professional registration and licensing committees where legislation defines qualifications and regulates operating requirements of practising individuals.</li> </ul>	Up to \$222	Up to \$192

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

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

**Table 90: Remuneration – Group D boards**

Band	Classification criteria	Chair	Member
1	<ul style="list-style-type: none"> <li>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.</li> </ul>	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"> <li>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.</li> </ul>	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"> <li>Ad hoc expert panels established for limited time periods to undertake a specific (often technical) task.</li> </ul>	Minister to determine and approve either an annual fee (pro rata) or a daily fee.	

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

Notes:

Because of the tight timeframes and intense 'hands on' workload associated with Group D organisations, and the consequent need for flexibility 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 TERMS AND ACRONYMS

Term	Definition
<b>Active employees/executives</b>	<ul style="list-style-type: none"> <li>Active employees and executives are people who were employed and paid by the reporting organisation for the last full pay period in June.</li> <li>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.</li> </ul>
<b>Annual pay rate</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>Australia and New Zealand Standard Classification of Occupation (ANZSCO)</b>	<ul style="list-style-type: none"> <li>ABS standard classification structure for occupations.</li> </ul>
<b>Australian and New Zealand School of Government (ANZSOG)</b>	
<b>Australian Bureau of Statistics (ABS)</b>	
<b>Casual employees</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>CBD</b>	<ul style="list-style-type: none"> <li>Central business district</li> </ul>
<b>Country Fire Authority (CFA)</b>	
<b>Culturally and Linguistically Diverse (CALD)</b>	
<b>Department of Education and Early Childhood Development (DEECD)</b>	

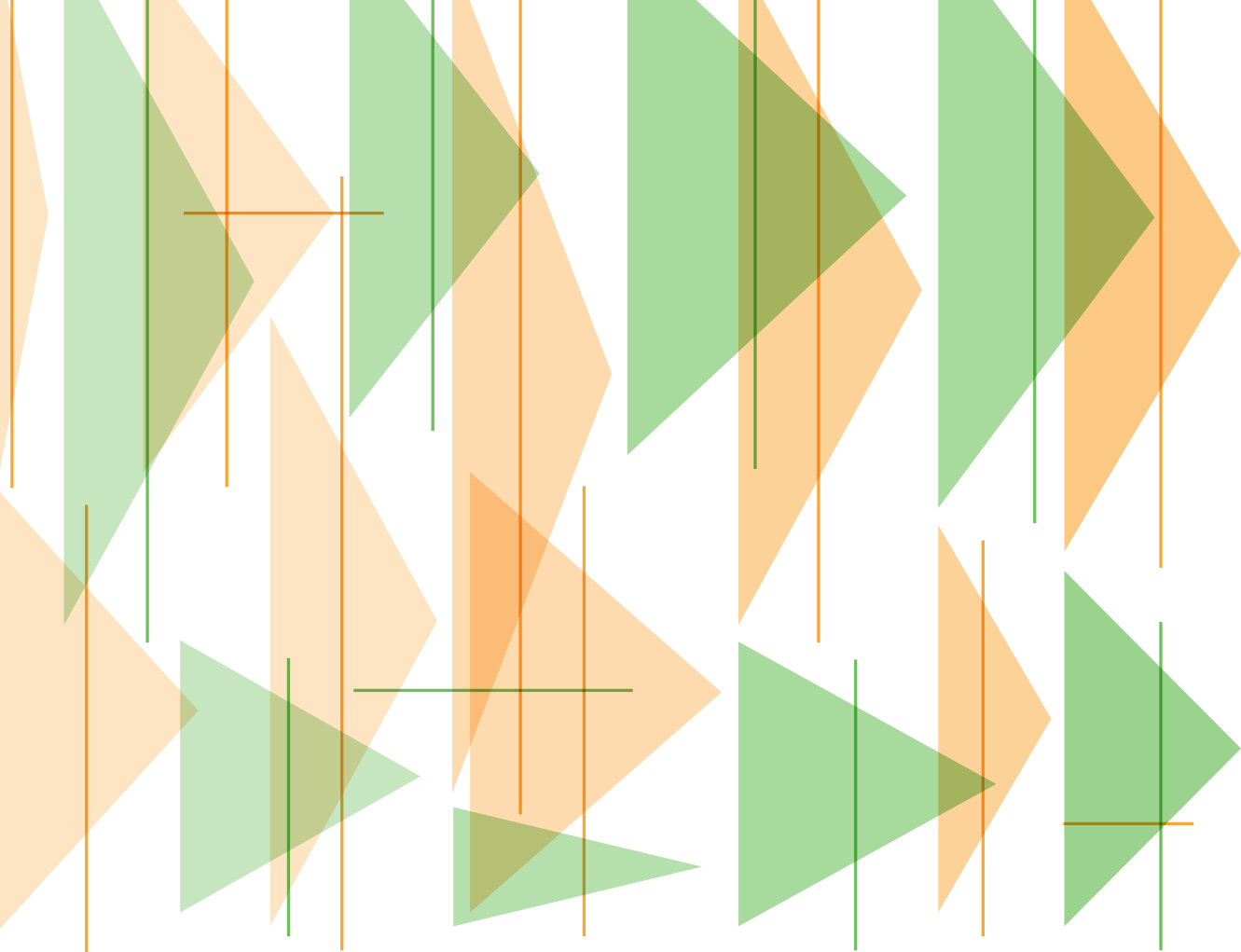
Term	Definition
Department of Environment and Primary Industries (DEPI)	
Department of Human Services (DHS)	
Department of Premier and Cabinet (DPC)	
Executive data collection	<ul style="list-style-type: none"> <li>The executive data collection is an annual census of all people employed as executives under Part 3 of the <i>Public Administration Act 2004</i>. The census is performed by the State Services Authority and gathers employment and demographic details for active, inactive, vacant and separated executives.</li> </ul>
Executive Leadership Program (ELP)	
Executive officer (EO)	
Executives	<ul style="list-style-type: none"> <li>Executives are senior managers and leaders in the Victorian public sector who are employed on an executive contract of up to five years duration.</li> <li>Executives in the Victorian public service are people employed as executives under Part 3 of the <i>Public Administration Act 2004</i>.</li> <li>Outside the Victorian public service, but within the Victorian public sector, a person is defined as an executive if they are a Chief Executive Officer or equivalent and any person who has significant management responsibility and receives a Total Remuneration Package (TRP) of \$141,667 per annum or more (as at 30 June 2013). This definition does not include technical specialist roles (e.g. medical specialists) and people whose employment is regulated by an award or enterprise agreement.</li> </ul>
Fixed term employees	<ul style="list-style-type: none"> <li>Fixed term employees are people who are employed by the reporting organisation for a set period.</li> </ul>
Full time employees	<ul style="list-style-type: none"> <li>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.</li> </ul>
Full Time Equivalent (FTE)	<ul style="list-style-type: none"> <li>Full Time Equivalent (FTE) is a standard unit of measurement which is calculated by totalling the number of hours each employee is actually engaged to work divided by the number of hours a full time employee is contracted to work. The result is the number of full time employees that would be required to deliver the total number of hours the employees are actually employed to work. This enables comparison across organisations that might have different rates of part time and full time employment.</li> </ul>

Term	Definition
<b>Government Appointments and Public Entities Database (GAPED)</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>
<p>GAPED is administered by the State Services Authority and data is provided by government departments.</p>	
<b>Government Sector Executive Remuneration Panel (GSERP)</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>
<p><b>Graduate Recruitment and Development Scheme (GRADS)</b></p>	
<b>GSERP data collection</b>	<ul style="list-style-type: none"> <li>The GSERP data collection is an annual census performed by the State Services Authority that gathers employment and remuneration data for active executives in the broader public sector (outside the public service).</li> </ul>
<b>Headcount</b>	<ul style="list-style-type: none"> <li>The headcount is the number of people employed within a sector or organisation.</li> </ul>
<b>HR</b>	<ul style="list-style-type: none"> <li>Human resources</li> </ul>
<p><b>Independent Broad-based Anti-corruption Commission (IBAC)</b></p>	
<b>New starters</b>	<ul style="list-style-type: none"> <li>New starters are employees, who at the time of the workforce data collection, have been employed by their current organisation for less than one year.</li> </ul>
<b>Occupational category</b>	<ul style="list-style-type: none"> <li>The highest level in the ANZSCO occupational structure</li> </ul>
<b>Ongoing employee</b>	<ul style="list-style-type: none"> <li>Ongoing employee means a person employed on an ongoing basis.</li> </ul>
<b>Part time employees</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>People Matter Survey</b>	<ul style="list-style-type: none"> <li>The People Matter Survey is an annual employee opinion survey undertaken by the State Services Authority. The survey measures how well the public sector values and employment principles are applied and adhered to by organisations, managers and workgroups. In addition, the survey also measures workplace wellbeing and job satisfaction.</li> </ul>

Term	Definition
Professional, Administrative, Computing Clerical and Technical (PACCT)	
Protective Service Officers (PSOs)	
Public Accounts and Estimates Committee (PAEC)	
Public Transport Victoria (PTV)	
Senior Executive Leadership Program (SELP)	
Separation rate	<ul style="list-style-type: none"> <li>• 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).</li> <li>• Separation rates in this report are for ongoing employees only and do not include fixed term or casual employees.</li> </ul>
State Emergency Service (SES)	
State Services Authority (SSA)	
Technical and further education (TAFE)	
Total remuneration package	
Victorian Interpreting and Translation Service (VITS)	
Victorian Leadership Development Centre (VLDC)	
Victorian public sector	<ul style="list-style-type: none"> <li>• A full description of the Victorian public sector can be found in Chapter 1.</li> <li>• For the purposes of this report the public sector does not include local government or Commonwealth agencies.</li> </ul>
Victorian Public Service (VPS)	<ul style="list-style-type: none"> <li>• A full description of the Victorian Public Service can be found in Chapter 1.</li> </ul>
Vocational Education and Training (VET)	
Workforce data collection	<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"> <li>• people employed and paid in the last pay period of June (active employees)</li> <li>• people who ceased to be employed during the reporting year (separated staff)</li> </ul> <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>







Contact us at the Victorian Public Sector Commission

Email: [info@vpsc.vic.gov.au](mailto:info@vpsc.vic.gov.au)

Phone: (03) 9651 1321

Fax: (03) 9651 0747

Postal Address:

3 Treasury Place

Melbourne 3002

[www.vpsc.vic.gov.au](http://www.vpsc.vic.gov.au)