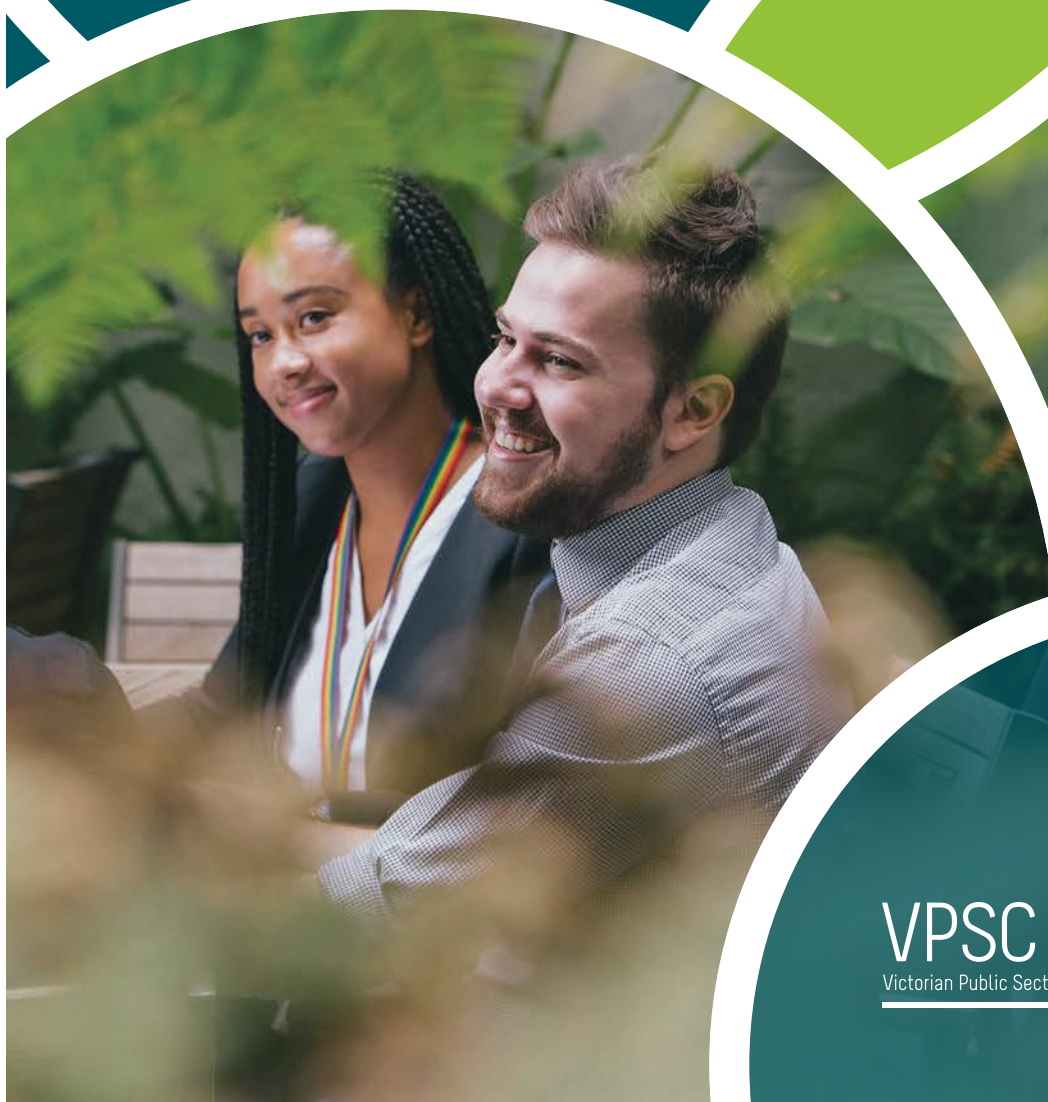# THE STATE OF THE PUBLIC SECTOR IN VICTORIA

2017-2018

VPSC
Victorian Public Sector Commission

VICTORIA
State Government

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.

Currency

This is State of the Public Sector in Victoria 2017-2018, version 1.0 published in March 2019.

Subsequent versions may be published from time to time. Always check for updates at:

http://vpsc.vic.gov.au/sopsiv/

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Commissioner's Foreword

I am pleased to present the State of the Public Sector in Victoria Report for 2017–18.

Victoria's public sector workforce is responsible for delivering a wide range of services and support for Victorians. It includes 311,353 people, employed by Victorian Government departments and agencies who provide essential public services such as healthcare, education, transport and emergency services. The community trusts government agencies to manage the State's natural assets and infrastructure, help to grow the economy and keep Victorians safe.

To meet community expectations, the public sector needs high-performing, productive and engaged staff members. It needs safe workplaces where diversity is valued and inclusive practices are the standard. It also needs leaders who act in accordance with the public sector values, driving positive culture within their organisations.

The format of the 2017–18 edition of the State of the Public Sector in Victoria report has been significantly revised. In past years the report provided a consolidated picture of the structure, composition and profile of the Victorian public sector, its workforce, executives and boards of governance. It contained limited analysis and commentary on the performance of the public service and broader public sector.

As a new initiative, this report contains findings and insights from the public sector employee opinion survey, the *People Matter Survey*. It also includes case studies of good practice. This analysis and new content will strengthen our ability to support ongoing improvements by public sector departments and agencies so that they, in turn, can deliver even better public services for the community.

These improvements are consistent with the Victorian Public Sector Commission's (VPSC) objective to work collaboratively with our departments and agencies throughout the sector towards the following outcomes:

- an integrated and future-focused public sector
- an inclusive, high-performing and engaged workforce
- empowering and engaged leaders
- a public sector that is trusted by Victorians.

I trust this report will provide informative reading for our public sector leaders, people and the broader Victorian community; and assist efforts to continuously improve our public sector organisations and the working environments they provide.

Paul Grimes
Victorian Public Sector Commissioner

About this report

The *State of the Public Sector in Victoria report* has been published annually since 2006–07. The report satisfies the obligation on the Victorian Public Sector Commission to report on whole of government data, as set out in section 39(1)(c) of the *Public Administration Act 2004*.

The report provides a consolidated picture of the structure, composition and profile of the Victorian public sector, its workforce, executives and boards of governance.

For the first time, employee responses to the *People Matter Survey* (the Victorian public sector employee opinion survey) have been incorporated, alongside the workforce data. The *People Matter Survey* is an annual employee opinion survey conducted by the Victorian Public Sector Commission. The survey is undertaken by employees in all public sector industry groups except Government schools, who use a different employee opinion survey. Teachers and other employees of Government schools are therefore not included in the analysis.

This new content provides insight into the nature and characteristics of employment. It includes employee perceptions and experiences around key issues such as engagement levels and perceptions of well-being. The report also highlights employment initiatives, and areas where action is required.

The intent is to articulate current issues and stimulate discussion about how the sector is performing, in order to drive improvement.

The 2017–18 report is the first step in the redevelopment of the *State of the Public Sector in Victoria report*. Future reports will continue to drive discussion and performance improvement. They will also include more evaluation, reform-based case studies, comparative analysis, and enhanced data sets.
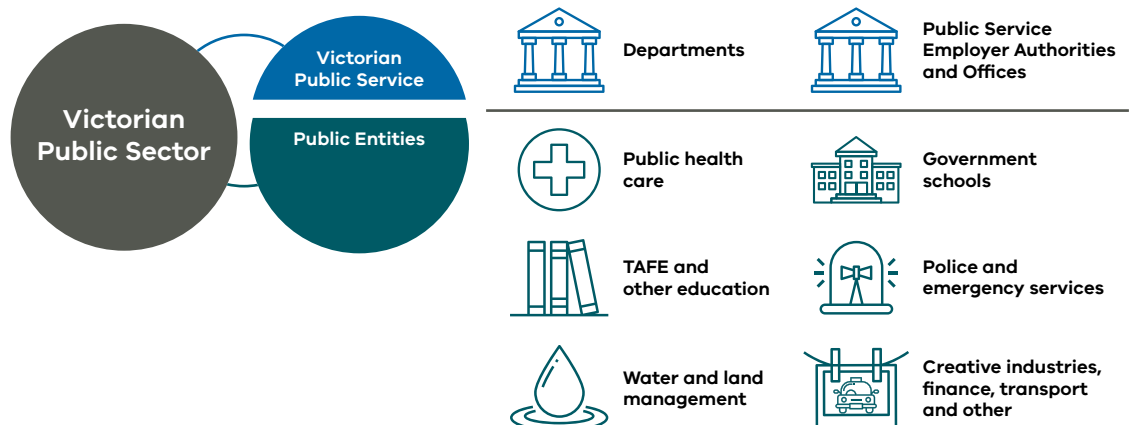
THE PUBLIC SECTOR

The public sector is diverse. It includes 311,353 people, employed by Victorian Government departments and agencies to provide a wide range of services and support for Victorians. Their responsibilities cover many industries and disciplines, including health, education, water and land management, transport, finance, emergency services, arts, sports and recreation, and regulation.

Throughout the report, the term 'public sector' refers to the entire workforce. The sector is comprised of two main groups — the Victorian Public Service and Public Entities, which are split across six industry groups (Figure 1 below).

For each topic, general observations are made about the whole public sector. We then provide more detailed analysis for the Victorian Public Service (public service) component of the sector. Analysis is also included on the public entities, usually by their industry group.

Figure 1   **Composition of Victoria's public sector**

Victorian Public Sector

Victorian Public Service

Public Entities

Departments

Public Service Employer Authorities and Offices

Public health care

Government schools

TAFE and other education

Police and emergency services

Water and land management

Creative industries, finance, transport and other

REPORT STRUCTURE

The report is presented in four chapters with accompanying appendices:

Chapter 1 – What does the public sector look like: key facts and figures on the composition of the public sector workforce.

Chapter 2 – An inclusive, high-performing and engaged workforce: a discussion of workforce engagement, including:

- employee turnover; personal leave; flexible work; employee wellbeing, bullying and harassment and work-related stress; career progression
- workforce diversity, including: gender, disability and Aboriginal employment.

Chapter 3 – Public sector leaders: the role and profile of board members and executives, profile of executives and employee perceptions of their leaders.

Chapter 4 – Integrity and trust: a summary of employee perceptions of integrity and trust in their work.

Appendix 1 – Composition of Victoria's public sector: how the sector is structured.

Appendix 2 – Employee organisations by industry group: each public sector employer with their staff numbers at June 2018.

Appendix 3 – Composition of department portfolios: employer bodies under each department portfolio grouping as at June 2018.

Appendix 4 – Glossary.

The *Statistical Compendium* is a new, companion publication to this report. It includes the tables and charts that have been published in previous editions of the *State of the Public Sector in Victoria* Report.

Contents

01

What does the
public sector look like

Employee numbers

Total Public sector

311,353
employees

1,815
employer agencies

251,312
full time equivalent staff
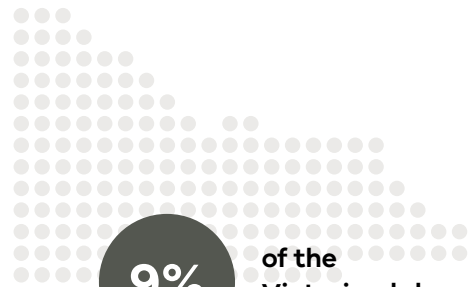
9% of the **Victorian labour force**

Comprises:

Public service

15% of public sector employees

47,458
employees

43,862
FTE staff

The public service is a single workforce for which employment is governed by Part 3 of the *Public Administration Act 2004* deployed across the 7 public service departments and 39 authorities and offices.

	Employers	Employees	FTE
Departments: 7		36,572	33,550
Other public service employers: 23		8,545	8,104
Administrative Offices: 16		2,341	2,208

Public entities

85% of public sector employees

263,895
employees

207,450
FTE staff

Statutory authorities[1], state owned corporations and advisory bodies that exercise a public function. Established outside of the public service, for a specific purpose with defined functions, they operate with varying degrees of autonomy and are ultimately accountable to a Minister for their performance.

These agencies are generally governed by a board of directors and have authority to employ their own staff separately from the public service.

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1   Bodies that are established and constituted under legislation

Public entity industry groups[2]

Percent of public sector employees	Employers	Employees	FTE
Public health care	**88**	**114,327**	**84,095**
37% Health services	84	114,051	83,862
Other health organisations	4	276	233
Government schools	**1,540**	**85,070**	**65,915**
27% Teaching service	1	72,833	62,497
School councils	1,539	12,237	3,418
Police and emergency services	**6**	**27,811**	**26,561**
9% Victoria Police		16,342	16,013
Ambulance Victoria		5,495	4,803
Metropolitan Fire and Emergency Services Board		2,341	2,324
Country Fire Authority		2,497	2,375
Emergency Services Telecommunications Authority		916	849
Victoria State Emergency Service		220	198
Creative industries, finance, transport and other	**69**	**17,256**	**14,912**
6% Transport agencies	7	5,930	5,749
Finance / insurance agencies	6	2,875	2,714
Creative industries	9	2,657	1,919
Sport and recreation agencies	13	2,578	1,752
Facilities management	9	777	566
Cemetery trusts	5	559	520
Regulators	11	598	569
Miscellaneous	9	1,282	1,123
TAFE and other education	**16**	**10,270**	**7,470**
3% TAFE institutes	12	9,415	6,851
Other education employers	4	855	618
Water and land management	**54**	**9,161**	**8,498**
3% Water corporations	20	6,245	5,926
Land management and planning	20	2,166	1,964
Catchment management authorities	10	392	349
Alpine resorts	4	358	259

2   See Appendix 1 for a description of each industry group

Numbers over time

Headcount

	2013	2014[3]	2015[4]	2016	2017	2018
Total public sector	262,236	265,183	277,617	285,423	297,017	311,353
Public Entities	226,592	228,748	239,679	245,616	253,529	263,895
Public Service	35,644	36,435	37,938	39,807	43,488	47,458

FTE

	2013	2014[3]	2015[4]	2016	2017	2018
Total public sector	213,691	216,633	222,921	229,379	238,972	251,312
Public Entities	181,063	183,237	188,127	192,811	198,866	207,450
Public Service	32,628	33,396	34,794	36,567	40,107	43,862

Source: Workforce Data Collection – June 2013 to June 2018

Turnover rates for non-casual employees

New start rates:

Public service	18%
Public entities	13%
Total public sector	14%

Separation rates:

Public service	12%
Public entities	10%
Total public sector	10%

Public Sector Leaders

Board members

3,462

Total number of Public sector Boards

84%

Percentage of board members who volunteer their time

32,070

Total number of members of Public sector Boards

Executives

Public entities	Total public sector	Public service
1,322 executives	**2,347**	**1,025** executives
0.5% of the public entities workforce	**0.75%**	**2%** of the public service workforce
41% women	**45%**	**49.6%** women
$211,366 median remuneration	**$216,621**	**$223,953** median remuneration

3 TAFE employees of dual sector universities have been excluded from employee numbers from June 2015 onwards. They ceased to be defined as public sector employees following legislative amendments applying from January 2015. At June 2014 the dual sector universities employed 2,819 TAFE employees (1,834 FTE).

4 Includes the addition of 7,335 (1,906 FTE) casual relief teachers that were first reported to the VPSC in 2015.

Workforce Profile
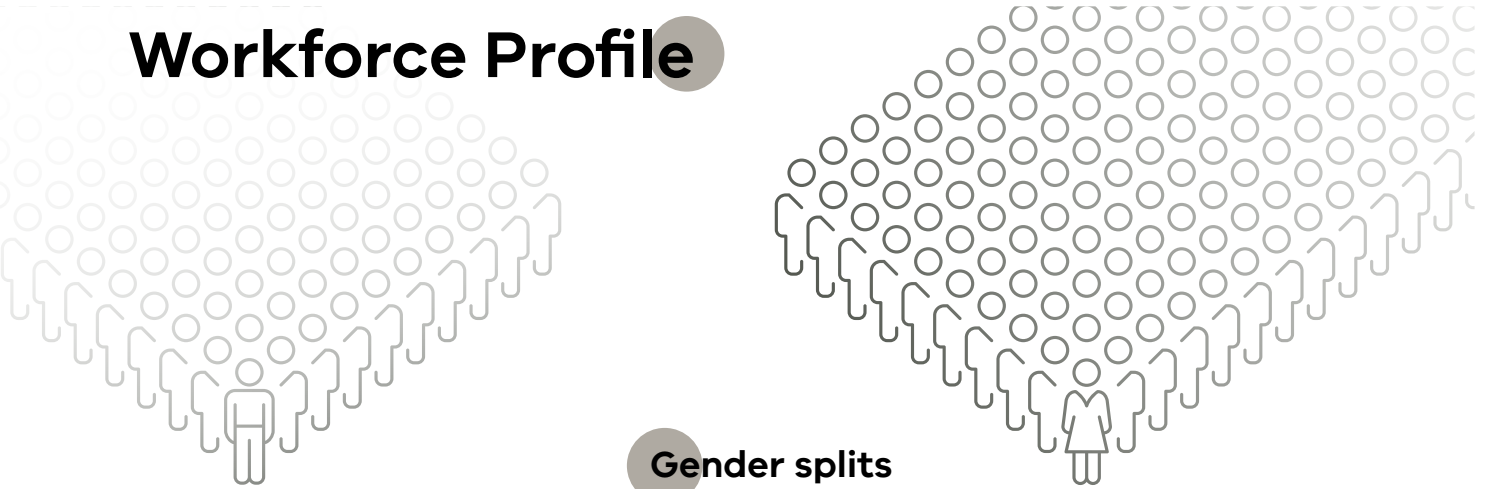
Gender splits

Men 32.6% | Women 67.4%

Public Entity		
Creative industries, finance, transport and other	50.9%	49.1%
Government schools	23.2%	76.8%
Police and emergency services	69.7%	30.3%
Public health care	21.4%	78.5%
TAFE and other education	40.2%	59.8%
Water and land management	61.8%	38.2%
Victorian Public Service	**38.8%**	**61.2%**

Age

Average 43 years

	<25	25-34	35-44	45-54	55-64	65+	
	5.1%	25.9%	23.6%	23.6%	18.6%	3.2%	Public Entity
	4.2%	23.8%	26.4%	24.3%	18.0%	3.2%	Public Service
	5.0%	25.5%	24.1%	23.7%	18.5%	3.2%	Total Public Sector
	16.0%	24.7%	21.4%	19.5%	14.3%	4.1%	Victorian Labour force (ABS)

Work location

Loddon Mallee 5.7%

Grampians 5.2%

Barwon South West 7.8%

Hume 5.6%

Gippsland 5.2%

Figure 1.1 - Work location					
	Barwon South West	**Gippsland**	**Grampians**	**Hume**	**Loddon Mallee**
Creative industries, finance, transport and other	10.8%	3.0%	2.6%	1.7%	3.0%
Government schools	6.9%	6.0%	4.4%	5.4%	6.5%
Police and emergency services	5.9%	4.7%	5.2%	5.0%	5.0%
Public health care	8.7%	5.4%	6.8%	6.1%	6.4%
TAFE and other education	10.6%	3.4%	0.1%	8.8%	5.5%
Victorian Public Service	6.1%	3.5%	5.0%	3.6%	3.2%
Water and land management	10.6%	12.2%	5.7%	16.3%	9.1%
Total public sector	**7.8%**	**5.2%**	**5.2%**	**5.6%**	**5.7%**

Work location

North and West Metro
42.6%

Metro Suburban
26.3%

Metro CBD
16.2%

Eastern Metro **14.1%**
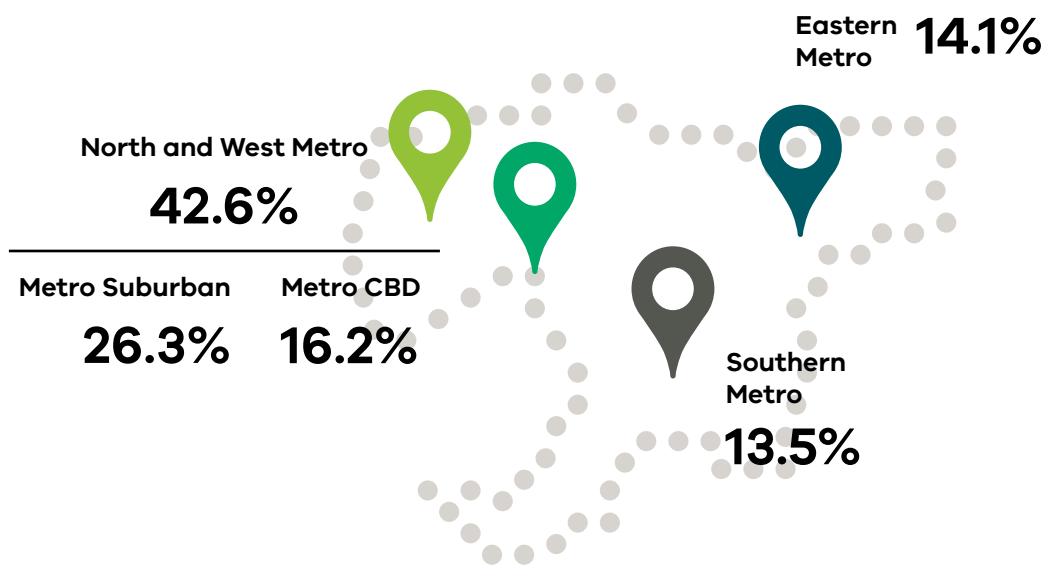
Southern Metro
13.5%

Figure 1.2 - Work location				
	North and West Metro		Eastern Metro	Southern Metro
	CBD	Suburban		
Creative industries, finance, transport and other	48.2%	14.0%	10.3%	6.4%
Government schools	0.5%	31.6%	16.5%	22.2%
Police and emergency services	20.7%	19.7%	20.7%	12.9%
Public health care	9.2%	30.8%	14.9%	10.9%
TAFE and other education	11.8%	21.8%	13.3%	23.6%
Victorian Public Service	48.1%	18.7%	6.1%	5.7%
Water and land management	16.0%	9.6%	10.6%	9.9%
Total public sector	**16.2%**	**26.3%**	**14.1%**	**13.5%**

Remuneration

Median annual base salary of non-casual employees by industry group - June 2018

Industry group	Median salary
TAFE and other education	$78,510
Public health care	$78,972
Government schools	$79,584
Victorian Public Service	$83,180
Water and land management	$84,975
Creative industries, finance, transport and other	$85,630
Police and emergency services	$96,417
Victorian Public Sector	$81,260
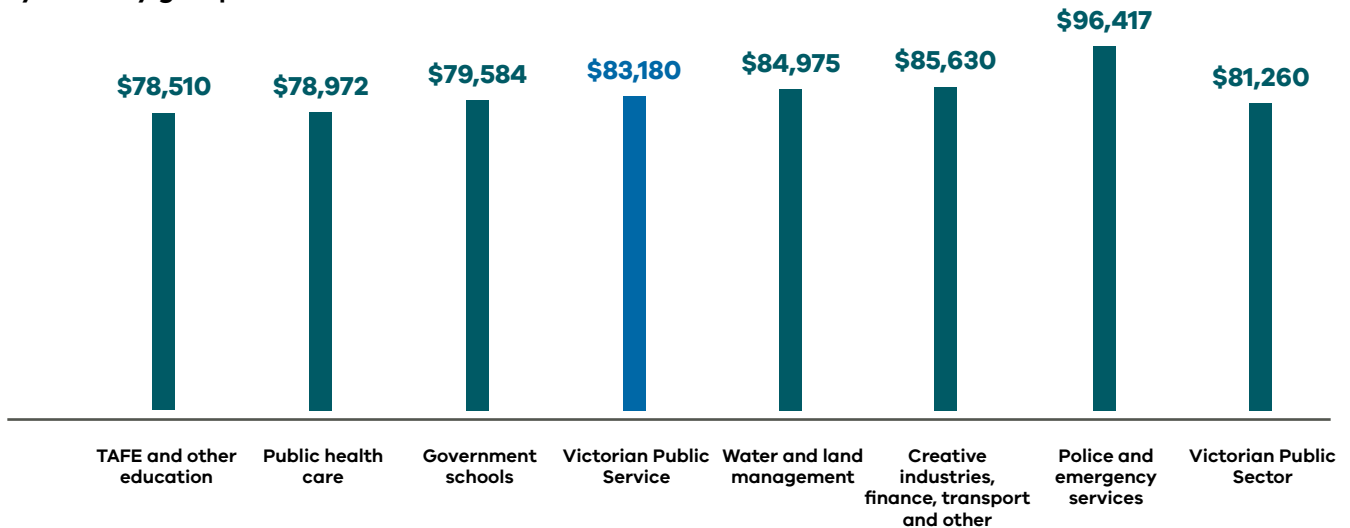
Percentage of employees by salary range

	TAFE and other education	Public health care	Government schools	Victorian Public Service	Water and land management	Creative industries, finance, transport and other	Police and emergency services	Victorian Public Sector
<$50,000	7%	9%	10%	1%	2%	2%	1%	7%
$50,000-$69,999	33%	30%	26%	31%	26%	26%	15%	27%
$70,000-$89,999	36%	34%	26%	25%	29%	27%	26%	29%
$90,000-$109,999	17%	13%	34%	22%	21%	19%	44%	23%
$110,000-$129,999	3%	4%	1%	10%	10%	11%	8%	5%
$130,000-$149,999	1%	1%	2%	5%	5%	8%	3%	3%
$150,000-$169,999	1%	1%	1%	4%	2%	3%	1%	2%
$170,000 plus	1%	7%	1%	3%	6%	5%	1%	4%

Major Occupations

Public service classifications - VPS structure

28,110
Headcount

26,513
FTE

60.4%
Percent of public service employees

Headcount
FTE

	Headcount	FTE
VPS Grade 1	70	57
VPS Grade 2	3,602	3,264
VPS Grade 3	5,297	4,995
VPS Grade 4	6,242	5,904
VPS Grade 5	7,585	7,174
VPS Grade 6	4,957	4,771
Senior Technical Specialist	357	348

	Percent of FTE
VPS Grade 1	0.1%
VPS Grade 2	7.4%
VPS Grade 3	11.4%
VPS Grade 4	13.5%
VPS Grade 5	16.4%
VPS Grade 6	10.9%
Senior Technical Specialist	0.8%
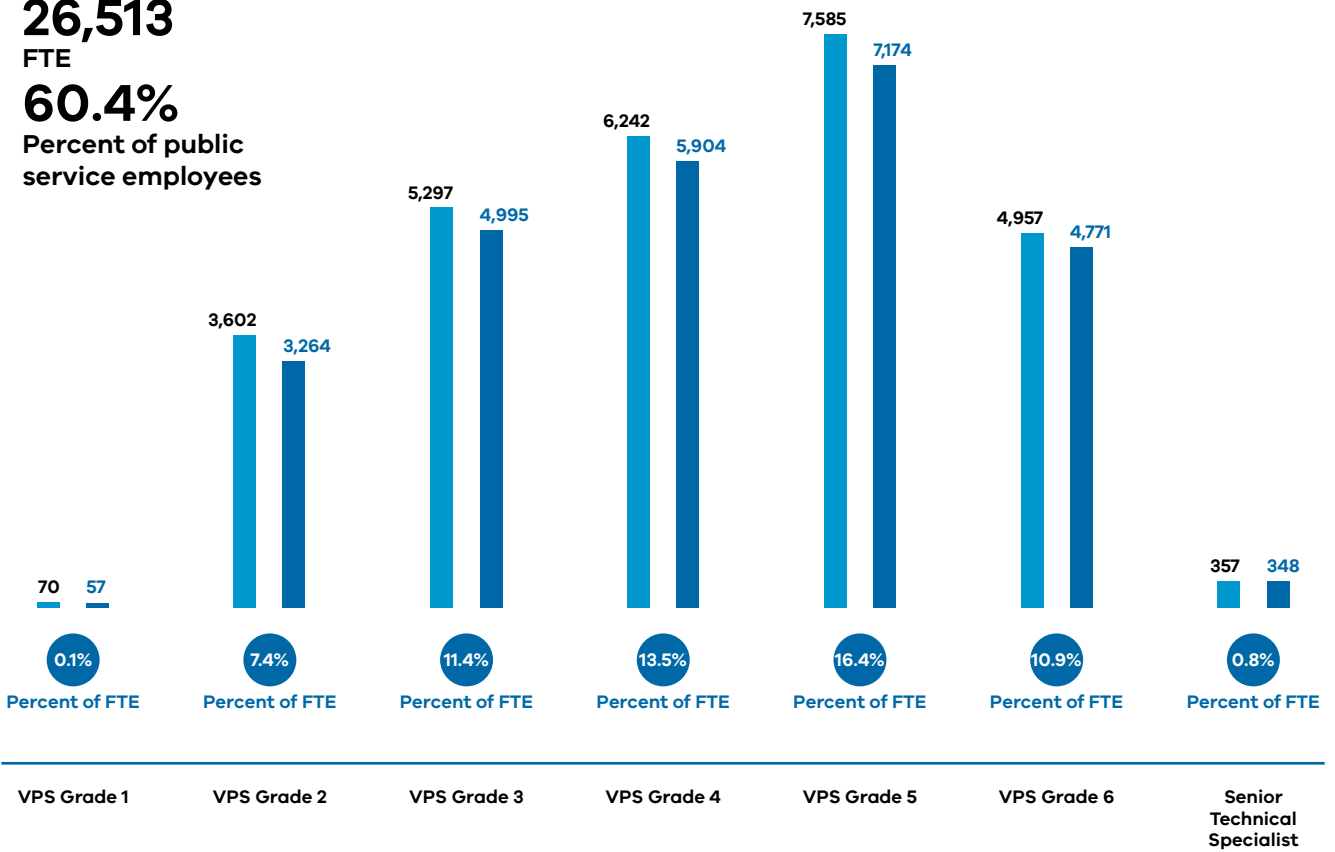
Figure 1.3 - Public service classifications - Occupational classification

	Headcount	FTE	Percent of public service employees
Allied Health	1,007	845	1.9%
Child Protection Practitioner	2,104	1,943	4.4%
Children, Youth and Families	477	436	1.0%
Clerk of Courts	561	522	1.2%
Community Corrections Practitioner	1,054	998	2.3%
Custodial Officers	3,170	3,073	7.0%
Disability Development and Support Officer	5,543	4,407	10.0%
Fisheries Officer	76	76	0.2%
Forensic Officer	306	286	0.7%
Forestry Field Staff	386	385	0.9%
Housing Services Officer	547	500	1.1%
Legal Officer	512	475	1.1%
Ministerial Chauffeurs	33	33	0.1%
Nurses	261	185	0.4%
Police Custody Officer	394	391	0.9%
Principal Scientist	144	140	0.3%
Science	780	727	1.7%
Senior Medical Advisor	55	52	0.1%
Senior Regulatory Officer	5	5	0.0%
Sheriff's Officer	159	158	0.4%
Youth Justice Worker	514	493	1.1%
Other[5]	235	208	0.5%
Total occupational classifications	**18,323**	**16,339**	**37.3%**

5   Non-executive employees who are employed against non-standard classifications including 144 employees of the Emergency Services and State Superannuation Board and 28 VicRoads staff who transferred to DEDJTR.

Figure 1.4 - Major occupations - Public entities

	FTE	Percent of public entities employees
School teachers	44,733	21.6%
Midwifery and nursing professionals	31,076	15.0%
Clerical and administrative workers	22,262	10.8%
Carers and aides	19,309	9.3%
Police and Protective Service Officers	15,559	7.5%
Medical practitioners	10,198	4.9%
Managers	9,893	4.8%
Health and Welfare Support Workers	9,203	4.5%
Health therapy, diagnostic and promotion professionals	7,348	3.6%
Labourers	6,314	3.1%
Technicians and trade workers	5,465	2.6%
Design, engineering, science and transport professionals	4,547	2.2%

Education

Bachelor degree or higher

Public sector[6]

70%

Victorian Population (aged 20-64)[7]

34%

6   *People Matter Survey* 2018 and Workforce data collection 2018
7   Australian Bureau of Statistics, Employment and Work, Australia May 2018 Catalogue no. 62270 Victoria

Employment status

Figure 1.5 - Employment status

	Ongoing	Fixed Term	Casual
Creative industries, finance, transport and other	75%	13%	13%
Government schools	71%	14%	14%
Police and emergency services	96%	1%	2%
Public health care	71%	21%	8%
TAFE and other education	40%	26%	33%
Victorian Public Service	80%	16%	4%
Water and land management	81%	14%	5%
Total Public Sector	**74%**	**16%**	**10%**

Figure 1.6 - Full time / Part time employments

	Full-Time	Part-Time
Creative industries, finance, transport and other	72%	28%
Government schools	53%	47%
Police and emergency services	90%	10%
Public health care	34%	66%
TAFE and other education	52%	48%
Victorian Public Service	78%	22%
Water and land management	82%	18%
Total Public Sector	**55%**	**45%**

Diversity

Public sector

Born overseas [8] **24%**

20% Speak a Language other than English at home [8]

Disability [8] **3%**

6% LGBTI [8]

Aboriginal [12] **1%**

Compares to

0.8% of Victorian population [9]

3.0% of Australian population [11]

9.0% of the Victorian labour force [10]

26% of the Victorian population [9]

35% of the Victorian labour force [9]

Public service

Born overseas [8] **22%**

19% Speak a Language other than English at home [8]

Disability [8] **4%**

7% LGBTI [8]

Aboriginal [12] **1.2%**

Compares to

0.8% of Victorian population [9]

3.0% of Australian population [11]

9.0% of the Victorian labour force [10]

26% of the Victorian population [9]

35% of the Victorian labour force [9]

8   *People Matter Survey* 2018 and Workforce data collection 2018
9   Australian Bureau of Statistics, 2016 Census of Population and Housing
10   Every Opportunity – Victorian economic participation plan for people with a disability 2018-2020.
     Department of Health and Human Services, January 2018
11   Australian Bureau of Statistics, General Social Survey: Summary results, Australia 2014 Catalogue no. 4159.0
12   Public service figure obtained from workforce data collection, public sector figure from the *People Matter Survey*
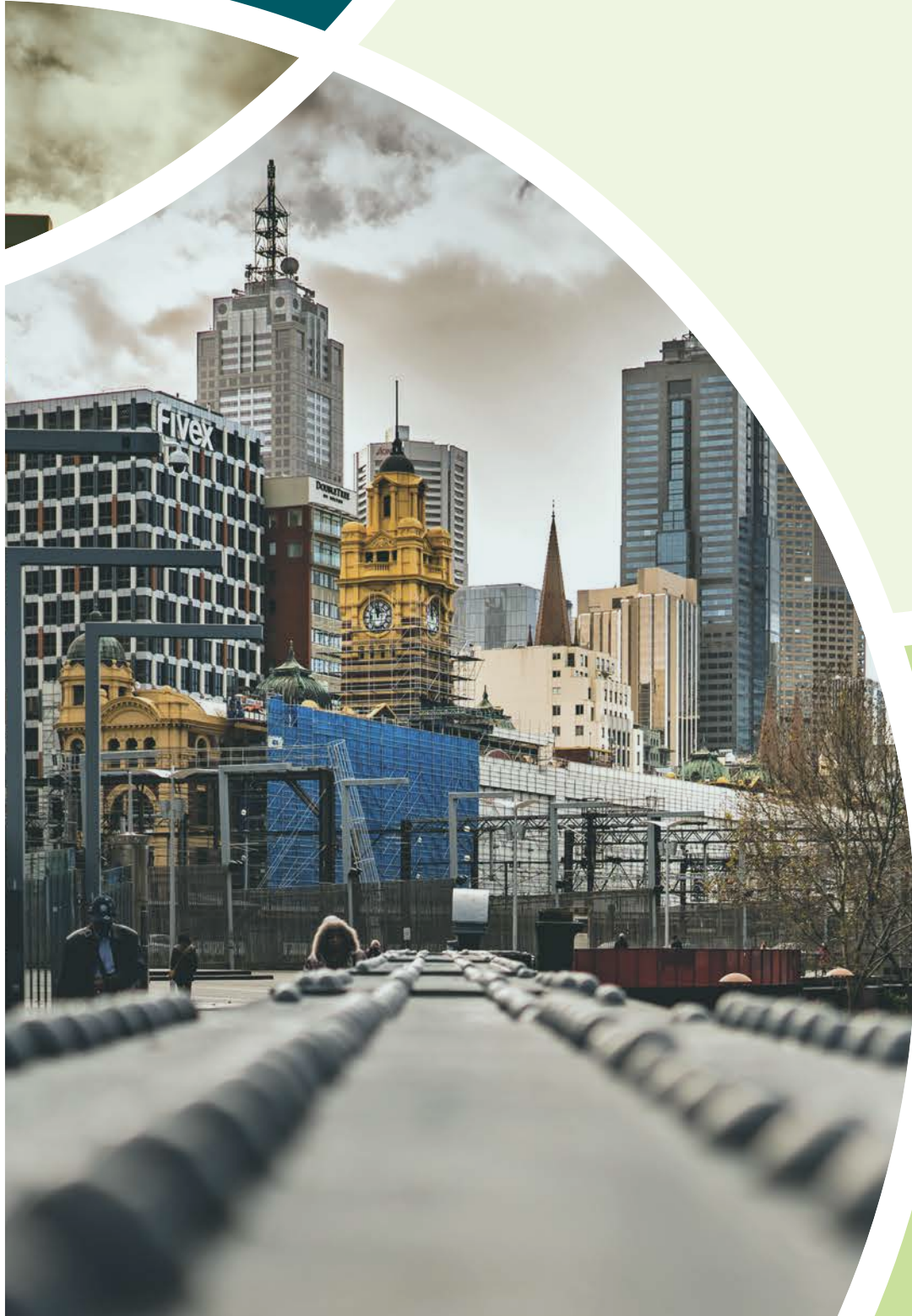
02

An inclusive, high-performing and engaged workforce

An inclusive, high-performing and engaged workforce

The public sector workforce is committed to improving the lives of Victorians. The community trusts government agencies to deliver exceptional healthcare, education, transport and other public services. The public sector workforce keeps communities safe and helps to grow the economy. It finds solutions to Victoria's most complex social problems.

The workforce aims to make a positive impact in the community. It needs high-performing and engaged staff members and safe workplaces, where diversity is valued and inclusive practices are the standard.

Victoria is Australia's most diversely populated state and the Victorian Government wants the Victorian public sector to reflect this diversity. Building engagement and managing workplace diversity and inclusion is a key strategy in improving services to the Victorian community. Many organisations across the Victorian Public Sector and Service have established diversity and inclusion strategies and have specific actions within their corporate plans.

The Australian Human Rights Commission in its 2016 report *Willing to Work* notes that:

> Eliminating discrimination and removing barriers to equal workforce participation is also beneficial to business and the economy. Organisations that are inclusive and diverse report tangible benefits in terms of productivity, performance and innovation while also having access to a broader talent pool and an improved organisational reputation.

The World Economic Forum report *The Future of Jobs Report* similarly notes that multiple studies demonstrate the business benefits of workforce diversity. We need to tackle barriers to access for people from diverse backgrounds, whether in the realm of gender, age, ethnicity or sexual orientation.

What we mean by diversity and inclusion

Diversity encompasses all the differences between people in how they identify in relation to their age, caring responsibilities, cultural background, disability, gender, Aboriginal background, sexual orientation and socioeconomic background (social identity). It includes their profession, education, work experiences and organisational role (professional identity).

Inclusion is when a diversity of people feel valued and respected, have access to opportunities and resources, and can contribute their perspectives and talents to improve their organisation.

An engaged and productive workforce

What we mean by engagement and why it matters

Employee engagement is a measure of an employee's emotional response to working for their organisation. Engagement transcends the mere physical aspects of work and involves the 'psychological presence' of employees when performing work tasks. It unleashes not only the productive but also the creative capabilities of employees, their intensity and enthusiasm at work.

Evidence shows that high employee engagement is strongly associated with high organisational productivity and performance across industries. According to a 2016 Gallup poll, teams with high employee engagement rates are 21 per cent more productive than disengaged employees.

A 2012 report[13] studied employee engagement in 27 countries accounting for 80 per cent of global Gross Domestic Product (GDP). It found that engagement was linked to GDP growth worldwide — a 0.25-point increase in engagement (out of a total score of 5.0) was linked to a 1.2 percentage point increase in economic growth.

UK public sector studies have found that 78 per cent of highly engaged employees felt that they could make a difference to public services delivery compared to 29 per cent amongst the disengaged. High engagement is also commonly thought to be related to employee wellbeing and low absenteeism.

13   Rayton B., Dodge T. and D'Analeze G. (2012) Employee engagement - the evidence, engage for success. London (page 5).

2.1 EMPLOYEE ENGAGEMENT HAS GRADUALLY RISEN

Each year, all public sector employees are asked to complete the *People Matter Survey* and provide anonymous, honest feedback about their working environment. The survey includes questions on workplace behaviours, engagement and job satisfaction and experiences such as bullying and discrimination.

To measure employees' engagement with their organisation, the survey includes five statements covering pride, advocacy, attachment, inspiration and motivation.

Respondents are given a score for each statement. 'Strongly agree' responses equate to 100 points, 'agree' equates to 75, 'neither agree nor disagree' equates to 50, 'disagree' equates to 25, and 'strongly disagree' responses equate to zero. An Employee Engagement Index is then calculated by averaging the score of the five responses and represented as a score out of 100.

Figure 2.1 - Employee Engagement Index results across the public sector			
Value	**Question**	**2018 score**	**Point increase from 2013**
Pride	I would recommend my organisation as a good place to work	70.9	4.3
Advocacy	I am proud to tell others I work for my organisation	73.8	3.3
Attachment	I feel a strong personal attachment to my organisation	69.1	3.2
Inspiration	My organisation inspires me to do the best in my job	66.4	4.6
Motivation	My organisation motivates me to help achieve its objectives	66.2	5.0
Engagement Index		**69.3**	**4.1**

Source: *People Matter Survey* 2018

As outlined in Figure 2.2, engagement across the public sector has improved over the past five years. It is now at its highest level of 69 points.

There was a diversity of engagement scores within the sector. Victorian Public Service (public service) employees scored 67 points, which was slightly lower than the average. Within the public entity industry groups, Public health care scored a high of 71 points, while the TAFE and other education group scored 64 points.

Employees reporting higher levels of engagement had more positive experiences and views about their organisation and overall work environment. In general, employees who were more engaged:

- were more likely to be satisfied with their jobs
- had more positive views about their career opportunities
- were less likely to have experienced high or severe stress.

Figure 2.3 below shows the relationship between engagement and job satisfaction, career opportunities and work-related stress.

It illustrates that engagement has a significant influence on employees' positive perceptions and can mitigate perceptions of work-related stress.

| Figure 2.2 | Employee engagement index Victorian public sector |

| 65 | 67 | 66 | 67 | 68 | 69 |
| 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
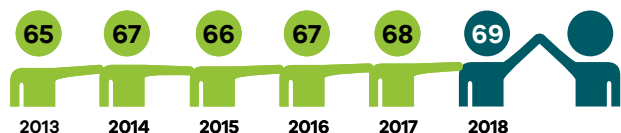
Source: *People Matter Survey* 2013-2018

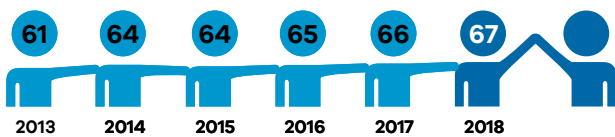| Figure 2.3 - How public sector employees feel about their organisation by engagement level, 2018				
	Very low engagement level	Low engagement level	Moderate engagement level	High engagement level
Overall job satisfaction	6%	17%	64%	93%
Have positive views about career opportunities	10%	21%	43%	75%
Experience high-to-severe work-related stress	71%	47%	25%	15%

Source: *People Matter Survey* 2018

ENGAGEMENT WITHIN THE VICTORIAN PUBLIC SERVICE SHOWS A LARGER INCREASE THAN FOR THE WHOLE PUBLIC SECTOR

A detailed analysis of engagement within the Victorian Public Service (public service) component of the sector shows that levels have risen each year. Engagement increased by six points between 2013 and 2018 (Figure 2.4), which was slightly higher than the four-point improvement experienced across the overall public sector.

Engagement and tenure

To look at the connection between engagement and tenure, employees were grouped together by length of service. As outlined in Figure 2.5, employees working for less than a year had the highest engagement scores. The engagement score fell after the first year of service, and continued to decrease until an employee's sixth year of service. The engagement score continued to remain below the average as tenure increased. It recovered slightly for employees with more than 20 years of service.

Figure 2.4 **Employee engagement index Victorian Public Service**

2013	2014	2015	2016	2017	2018
61	64	64	65	66	67

Source: *People Matter Survey* 2013-2018

Figure 2.5 **Engagement and tenure within Victorian Public Service, 2018**

Engagement index

67 Overall line value

Length of service	<1	1	2	3	4	5	6	7	8	9	10	11 to 20	21 to 30	31 to 40
	73	68	67	66	65	63	64	64	64	67	63	65	67	67
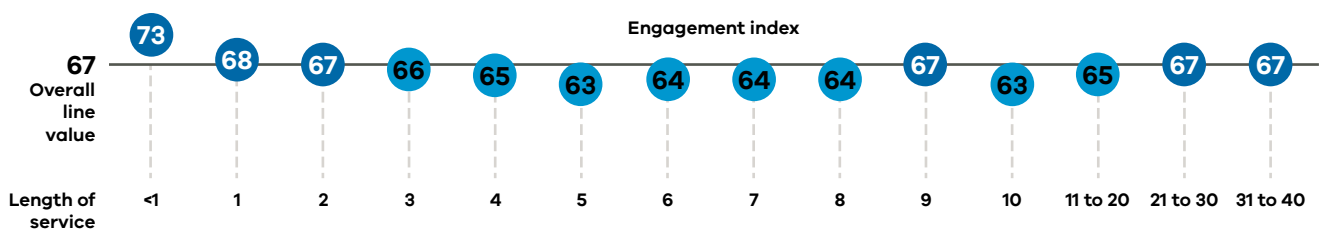
Source: *People Matter Survey* 2018

Engagement by age and tenure

Engagement was also examined in relation to both tenure and age group. As Figure 2.6 shows:

- length of service appeared to influence engagement scores more than the age of employees.
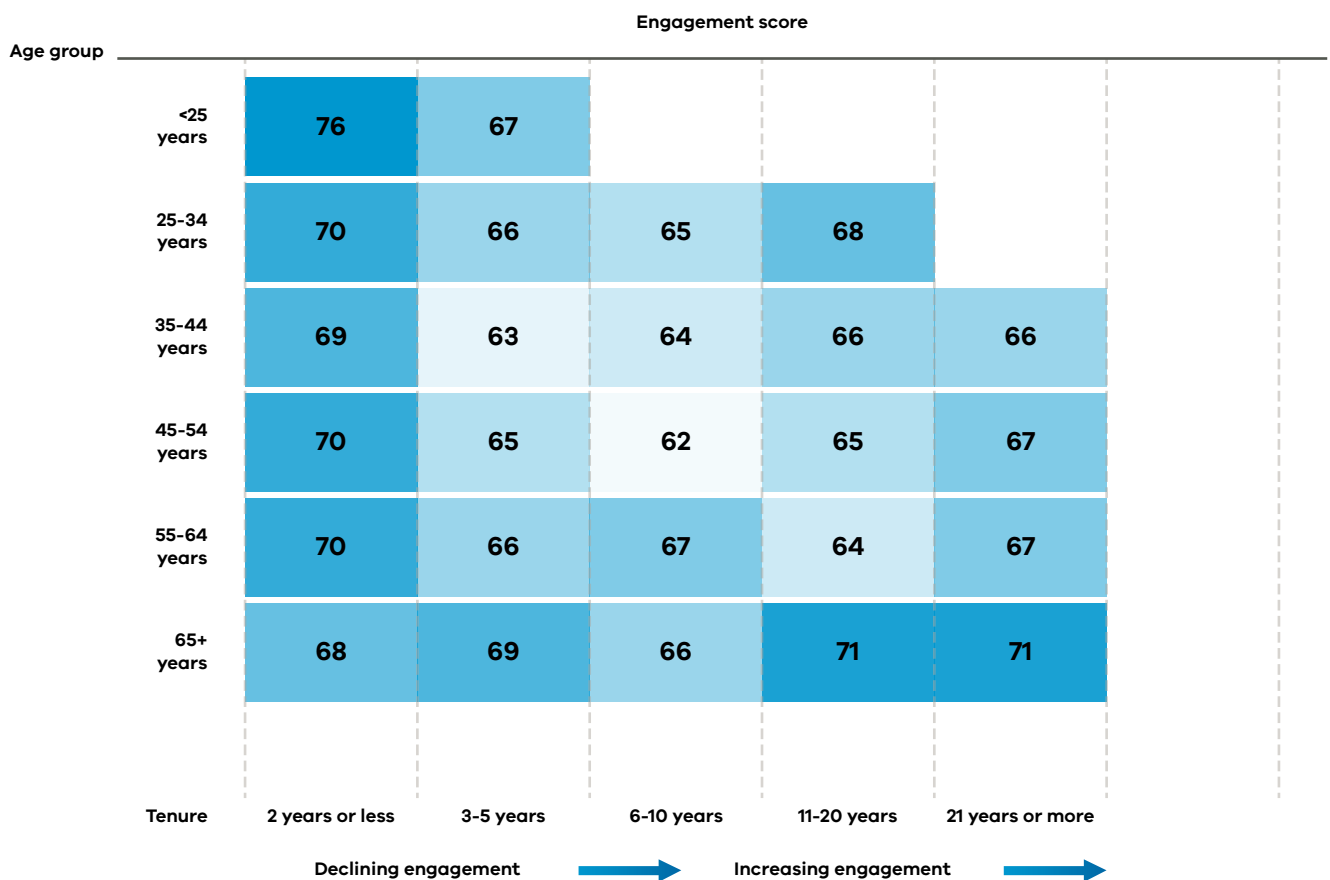- employees aged 45–54 completing six to 10 years of service had the lowest engagement scores. In contrast, employees under 25 with less than two years tenure and employees over 65 with more than 10 years of service, recorded high engagement levels.
- the engagement index fell as the length of service increased but moderated or started to improve again for most age groups, when employees complete 10 years of service.

Figure 2.6   **Engagement index by tenure and age group within the Victorian Public Service, 2018**

Engagement score

Age group	2 years or less	3-5 years	6-10 years	11-20 years	21 years or more
<25 years	76	67			
25-34 years	70	66	65	68	
35-44 years	69	63	64	66	66
45-54 years	70	65	62	65	67
55-64 years	70	66	67	64	67
65+ years	68	69	66	71	71

Tenure

Declining engagement →   Increasing engagement →

Source: *People Matter Survey* 2018

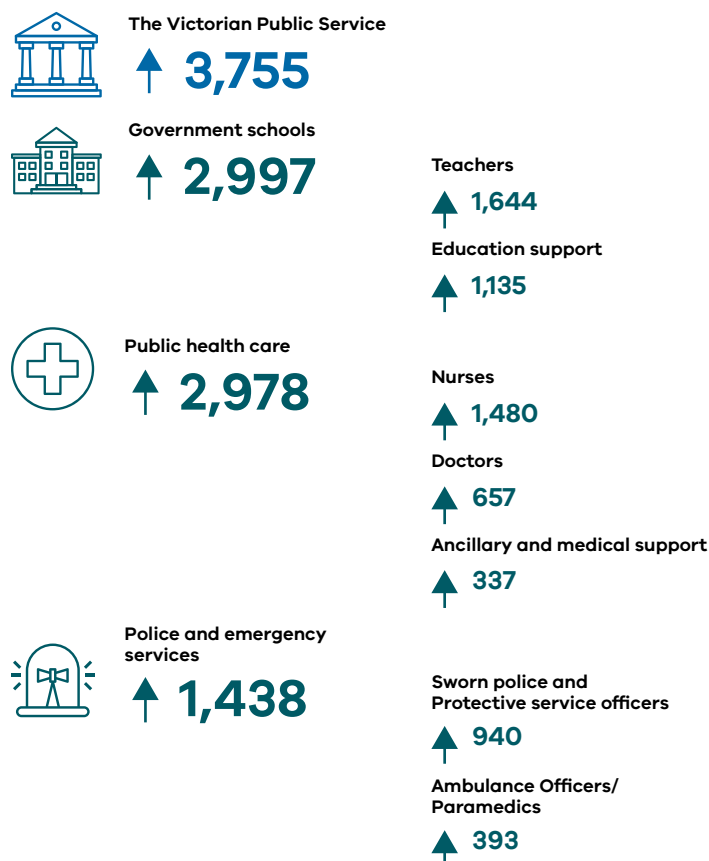## 2.2 THE PUBLIC SECTOR WORKFORCE IS GROWING AND RETENTION IS HIGH

Recruitment

The public sector workforce grew by 5 per cent over the 2017-18 year (by 14,336 employees or 12,339 full time equivalent (FTE) staff).

Across the public sector, 43,064 people commenced new non-casual jobs over the year. This represented 14 per cent of public sector employees. In comparison, 31,662 public sector employees separated from their employer over the same period.

Figure 2.7 **Growth in employment, June 2017 to June 2018 (FTE)**

The public sector is supporting increased delivery of infrastructure and services in Victoria. Between June 2017 and June 2018, full time equivalent (FTE) employment grew by 5.2 per cent (12,339 FTE). The largest increases occurred in:

The Victorian Public Service
↑ 3,755

Government schools
↑ 2,997

    Teachers
    ↑ 1,644

    Education support
    ↑ 1,135

Public health care
↑ 2,978

    Nurses
    ↑ 1,480

    Doctors
    ↑ 657

    Ancillary and medical support
    ↑ 337

Police and emergency services
↑ 1,438

    Sworn police and Protective service officers
    ↑ 940

    Ambulance Officers/ Paramedics
    ↑ 393

Figure 2.7 Growth in employment, June 2017 to June 2018 (FTE) (continued)

The Victorian Public Service
↑ **3,755**

Health and Human Services
▲ **1,094**

Increase relates to service delivery initiatives including: implementation of responses to the Family Violence Royal Commission; programs to improve quality and safety in the public health system; improvements in operational child protection; Aboriginal health and well-being programs; and planning and delivery of health, housing and sport infrastructure.

Justice and Regulation
▲ **564**

Growth primarily arising from increases to support youth justice initiatives and community correctional service reforms, and implementation of Harper Review serious offender reforms.

Education and Training
▲ **554**

Increase associated with the school building program and other Education State initiatives.

Environment, Land Water and Planning
▲ **322**

Growth associated with initiatives in the energy portfolio and in forest and regional services, as well as priority projects including the Victorian Cladding Taskforce, Plan Melbourne and investment in water.

Victoria Police (Public Service)
▲ **255**

Includes an increase in Police Custody Officers and other police support staff to facilitate response to the Community Safety Statement.

Melbourne Metro Rail Authority, Level Crossing Removal Authority, North East Link Authority, Western Distributor Authority
▲ **220**

Source: Workforce Data Collection 2017 and 2018

While commencing employees were distributed across the age range, there was a significant concentration in the 25–34-year age group (Figure 2.8). This is consistent with people under 35 years of age commencing and building their careers.

The number of commencing employees aged 25–34 was significantly higher than the number of separating in this age group and has increased faster than the workforce as a whole. As a result, the proportion of employees aged 25–34 has grown over time, from 23.3 per cent of the workforce at June 2013 to 25.5 per cent at June 2018. This indicates a degree of workforce renewal, with commencing employees having a younger distribution than those leaving the public sector.

In addition, this growth appears to have had a positive impact on overall engagement scores, as younger employees with shorter service tenure report higher engagement scores (Figures 2.5 and 2.6 above).

Figure 2.8 **Commencing public sector employees by age group, 2017-2018**

Age (years)

Age	Percentage
<25	17%
25-34	41%
35-44	22%
45-54	13%
55-64	5%
65+	0.5%
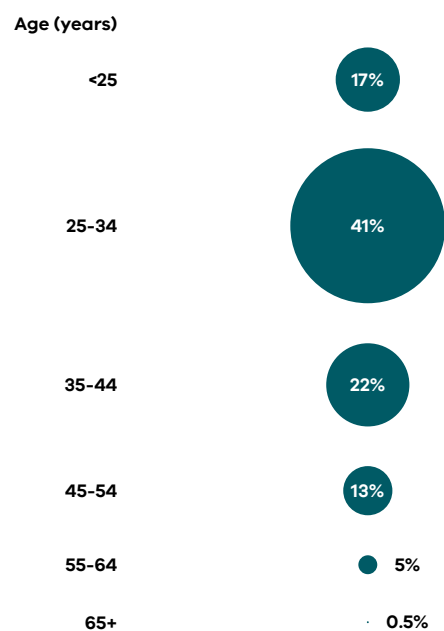
Source: Workforce Data Collection 2018

An evidence-based approach to tackling unconscious bias

DRIVING DIVERSITY IN RECRUITMENT

The Victorian Public Sector Commission (VPSC) was proud to participate in Recruit Smarter. This robust research project tested various interventions to reduce unconscious bias in recruitment. Among its findings, it established that inclusive language in job advertisements and de-identified applications can drive better diversity outcomes in recruitment.

As one of Australia's most diverse and fastest growing states, it is important that Victoria's diversity is reflected in its workforce, including the public sector. A public sector that reflects our community and draws on different experiences and perspectives is vital to inform good policy and services that deliver effective outcomes for Victorians.

However, we know that job seekers from diverse backgrounds face barriers in finding work. For example, research shows that people with names that are identifiably Middle Eastern, Chinese or Aboriginal need to submit more job applications to attain a job interview. Workforce participation rates for women are lower than for men, and the unemployment rate for people with a disability is 31 per cent higher than to the average population. One of the reasons for this is that unconscious bias, or the judgments and assessments we make outside our conscious awareness, can impact on our hiring practices.

To tackle this issue, the Department of Premier and Cabinet partnered with the University of Melbourne on Recruit Smarter.

Recruit Smarter was a two-year, multi-sector research initiative to trial innovative ways to address unconscious bias in recruitment, design best practice, and to promote awareness of the benefits of diversity and inclusion in the workplace. In total, 46 partner organisations across the public, private, not-for-profit and research sectors contributed to the findings of Recruit Smarter.

Key Findings:

- when resumes were de-identified:
  - women and overseas born jobseekers were 8 per cent more likely to be shortlisted for jobs
  - persons living in lower socioeconomic suburbs were 9.4 per cent more likely to be shortlisted and hired.
- when strategically designed language was used in job advertisements there was a doubling of candidates willing to identify as having a disability and requiring reasonable adjustments. These jobseekers also subsequently progressed further through the recruitment process overall.

- unconscious bias training improved intention and capacity to support inclusion in the workplace.
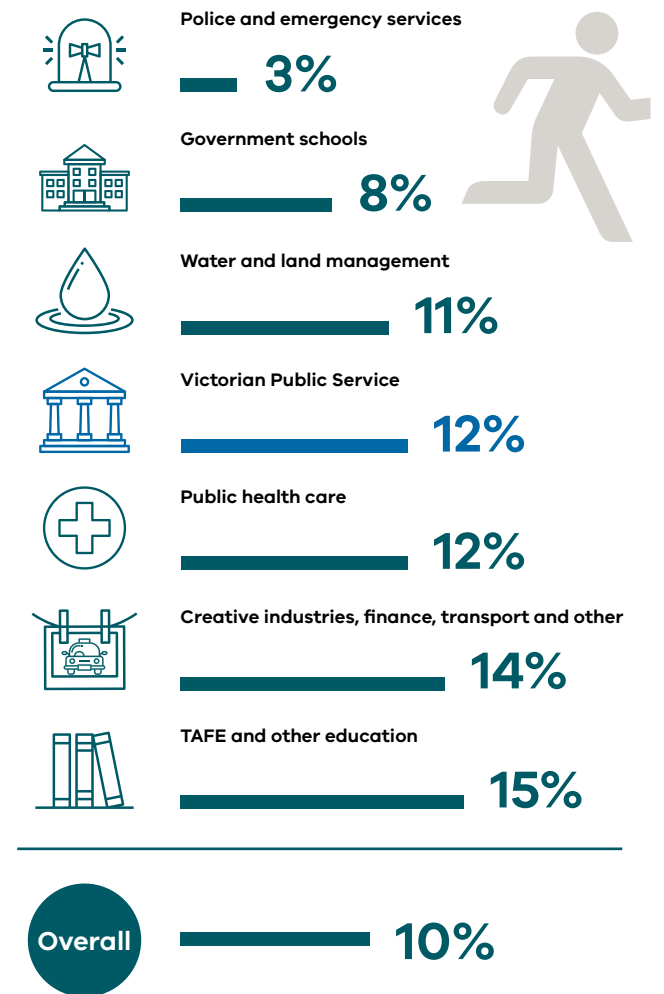
What's next?

Visit www.vic.gov.au/recruit-smarter to download the Recruit Smarter Report of Findings and find out more.

Retention and separation across the public sector

In the *People Matter Survey*, employees were asked whether they were planning to stay at their current workplace. Across the workforce, 70 per cent of staff indicated that they were planning to remain within their current organisation for the next two years. One fifth (20 per cent) indicated they were intending to leave.

The actual separation rate for the whole sector — including ongoing and fixed-term employees — was 10 per cent in 2017–18 (Figure 2.9). Within the different public entity industry groups, separation rates ranged significantly, from 3 per cent to 15 per cent. Victorian Public Service employees reported an overall separation rate of 12 per cent.

Figure 2.9 **Public sector separation rates 2017-2018**

Police and emergency services
3%

Government schools
8%

Water and land management
11%

Victorian Public Service
12%

Public health care
12%

Creative industries, finance, transport and other
14%

TAFE and other education
15%

Overall **10%**

Source: Workforce Data Collection 2018

Excluding the small proportion of employees aged over 65 years, employees aged under 35 years recorded the highest separation rate (13 per cent). Separation rates were lowest for employees aged 45–54 years and remained relatively low at 9 per cent for employees aged 55–64 years — the age bracket from which many employees move into retirement (Figure 2.10).

Figure 2.10 - Public sector separation rate by age, 2017-2018

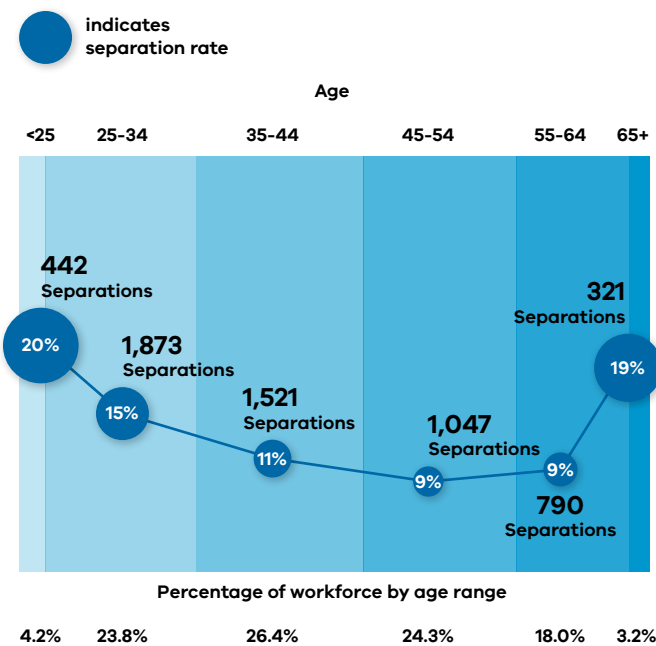| Age cohort	Percentage of employees	Separation rate
< 25	5%	13%
25-34	26%	13%
35-44	24%	10%
45-54	24%	7%
55-64	19%	9%
65+	3%	20%

Source: Workforce Data Collection 2018

RETENTION AND SEPARATION WITHIN THE VICTORIAN PUBLIC SERVICE

Within the Victorian Public Service (public service), separating staff were concentrated in the 25–34 and 35–44 year age cohorts. Retention rates were high (more than 90 per cent) in the 45–54 and 55–64 age cohorts.

Most separating employees (64 per cent) were aged under 45 years. These age cohorts comprise the majority of public service employees (54 per cent) — Figure 2.11 below. The higher separation figures for these cohorts are consistent with younger staff moving around as they build their careers.

Most public service employees expect to stay with their current employer

In the *People Matter Survey*, 66 per cent of public service employees indicated that they were planning to remain at their current organisation for the next two years. This was slightly lower than the overall public sector figure of 70 per cent. In addition, nearly half indicated that they were planning to remain in their current team (46 per cent) — Figure 2.12.

Just under one quarter (24 per cent) of public service employees were planning to leave their organisation within the next two years. Of these employees, just 4.2 per cent were planning to move to another public service employer and 9.4 per cent were intending to move to another public sector organisation. The remaining 11 per cent planned to leave public sector employment altogether.

These figures indicate that mobility between public service organisations is relatively low.

Figure 2.11 **Separation in the Victorian Public Service 2017-2018**

● indicates separation rate

Age

| <25 | 25-34 | 35-44 | 45-54 | 55-64 | 65+ |

442 Separations — 20%

1,873 Separations — 15%

1,521 Separations — 11%

1,047 Separations — 9%

790 Separations — 9%

321 Separations — 19%

Percentage of workforce by age range

| 4.2% | 23.8% | 26.4% | 24.3% | 18.0% | 3.2% |

Source: Workforce Data Collection 2018

Figure 2.12 - Career intentions of Victorian Public Service employees, 2018	
Stay at current organisation	**66%**
Continue in current team	45.8%
Work in a different team	15.5%
Other	4.3%
Leave current organisation	**24%**
Leave for another public sector organisation	9.4%
Leave for another public service organisation	4.2%
Leave for a private sector organisation	4.0%
Other	3.2%
Retire	1.8%
Take a career break	1.1%
Leave to take up study	0.4%
Don't know	**10%**

Source: *People Matter Survey* 2018

The profile of employees likely to leave their organisation showed they:

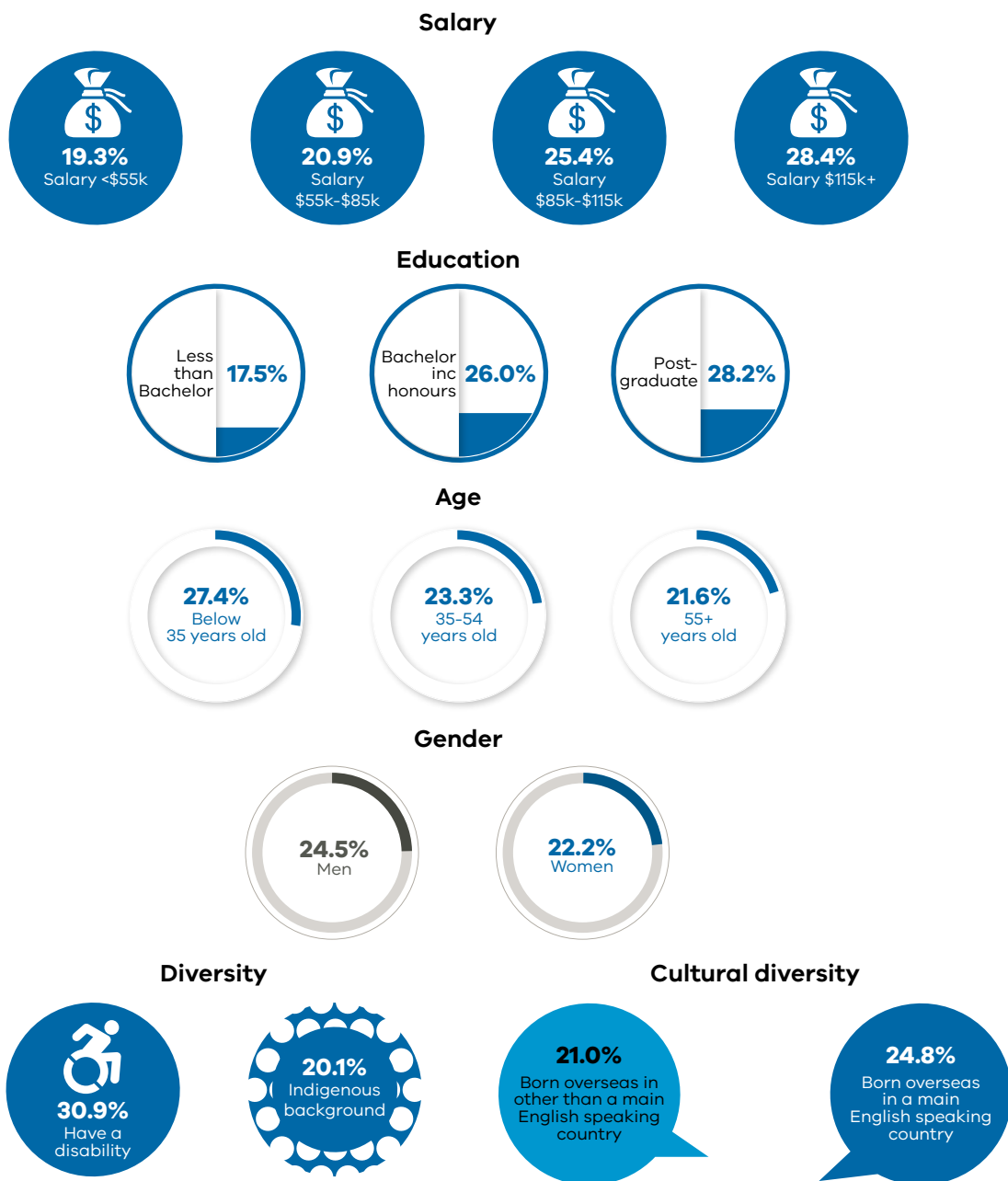- were on higher salaries – 28 per cent of employees earning over $115,000 indicated an intention to leave compared to 19 per cent of employees earning under $55,000

- had a higher education level – 28 per cent of employees educated at a postgraduate level indicated an intention to leave compared to 17 per cent of employees who had not attained a Bachelor degree qualification or higher

- were more likely to be under 35 years of age – 27 per cent of employees aged under 35 years indicated an intention to leave compared to 22 per cent of employees aged over 55 years.

The survey results showed that Aboriginal and culturally diverse employees were less likely to leave their organisation:

- employees born in a non-English speaking country had a lower intention to leave rate (21 per cent) than both Australian born employees (24 per cent) and overseas born employees from English speaking countries (25 per cent)

- Aboriginal and/or Torres Strait Islander employees reported an intention to leave rate of 20 per cent compared to non-Aboriginal employees (24 per cent).

Figure 2.13 Percentage of employees intending to leave their current public service organisation within next two years - by group, 2018

Salary

19.3%
Salary <$55k

20.9%
Salary $55k-$85k

25.4%
Salary $85k-$115k

28.4%
Salary $115k+

Education

Less than Bachelor **17.5%**

Bachelor inc honours **26.0%**

Post-graduate **28.2%**

Age

27.4%
Below 35 years old

23.3%
35-54 years old

21.6%
55+ years old

Gender

24.5%
Men

22.2%
Women

Diversity

30.9%
Have a disability

20.1%
Indigenous background

Cultural diversity

21.0%
Born overseas in other than a main English speaking country

24.8%
Born overseas in a main English speaking country

Source: *People Matter Survey* 2018

Reasons for leaving a public service organisation vary with age

Employees in the public service who were intending to leave their organisation within the next two years gave a variety of reasons for this decision, as outlined in Figure 2.14. For staff members aged under 45, 'opportunity to broaden experience' was the number one factor.

As age increased, fewer employees said that they intended to leave for opportunities to broaden their experience. Instead, employees in the 45-54 and 55 + age groups cited 'lack of future career opportunities' as the top reason for leaving.

Not surprisingly, employees intending to leave their organisation had lower job satisfaction (42 per cent) than employees who intended to stay (81 per cent). They also recorded far lower engagement scores (53 points compared to 73 points).

Figure 2.14 - Top reasons given by public service employees planning to leave their organisation within the next two years - by age group, 2018

Order of frequency	Respondent age				
	Under 25 years	25-34 years	35-44 years	45-54 years	55+ years
Most popular reason	Opportunity to broaden experience	Opportunity to broaden experience	Opportunity to broaden experience	Lack of future career opportunities at my organisation	Lack of future career opportunities at my organisation
2nd reason	My interests do not match my job role	To seek/take a promotion elsewhere	To seek/take a promotion elsewhere	Opportunity to broaden experience	Lack of confidence in senior leadership
3rd reason	To seek/take a promotion elsewhere	Lack of future career opportunities at my organisation	Lack of future career opportunities at my organisation	Limited opportunities to gain further experience at my organisation	Opportunity to broaden experience
4th reason	Lack of future career opportunities at my organisation	Limited opportunities to gain further experience at my organisation	Lack of confidence in senior leadership	To seek/take a promotion elsewhere	Limited opportunities to gain further experience at my organisation

Note: Like colours in the above chart show a same reason
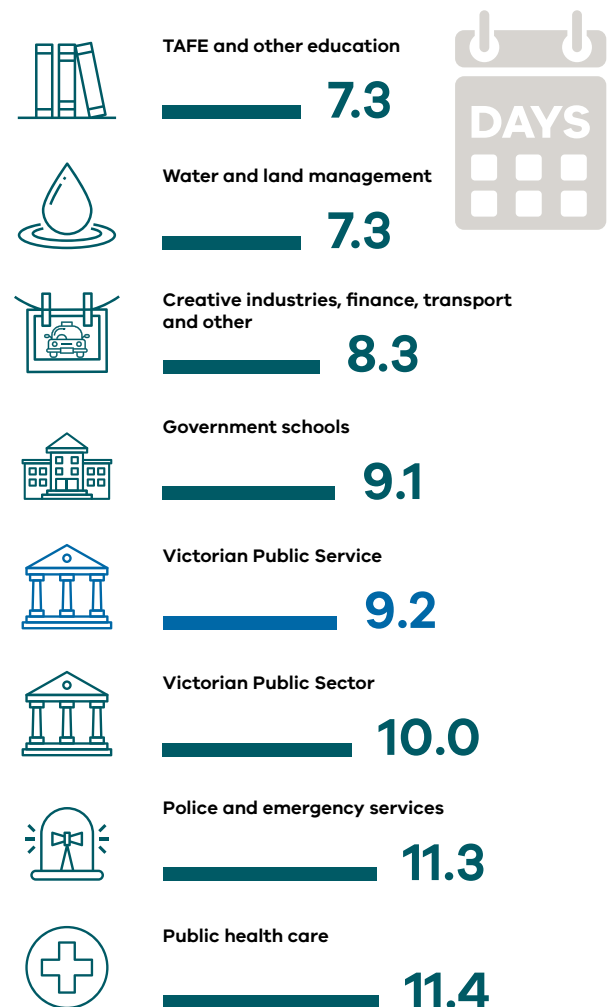Source: *People Matter Survey* 2018

2.3 PERSONAL LEAVE USAGE VARIES BETWEEN INDUSTRY GROUPS

Average time taken for personal leave — paid sick and carers leave[14] — is a standard workforce management measure. It is used to report on time lost to unscheduled absences. In 2017–18, the average time taken as personal leave across the whole public sector workforce was 10.0 days per full time equivalent employee.

Within the public sector, leave usage varied between industry groups (Figure 2.15). The Public health care and Police and emergency services[15] industry groups recorded higher usage of personal leave. This is likely to be due to the nature of the work environments. Health care and ambulance employees work with patients who may have compromised immune systems and police and fire service staff are engaged in physically demanding work in high risk environments.

Figure 2.15 Average annual personal leave – public sector employees by industry

Days per ongoing and fixed term FTE employee 2017-18

TAFE and other education
7.3

Water and land management
7.3

Creative industries, finance, transport and other
8.3

Government schools
9.1

Victorian Public Service
9.2

Victorian Public Sector
10.0

Police and emergency services
11.3

Public health care
11.4

Source: Workforce Data Collection 2018

14 Provision of personal leave is one of the ten minimum conditions of employment provided under the National Employment Standards established under the Commonwealth Fair Work Act 2009. Victorian public sector employees are generally credited with up to 15 days of personal leave per year, unused leave accruing over time (as specified in the applicable certified industrial agreements and awards). Leave in excess of five days per year must be supported by a medical certificate.
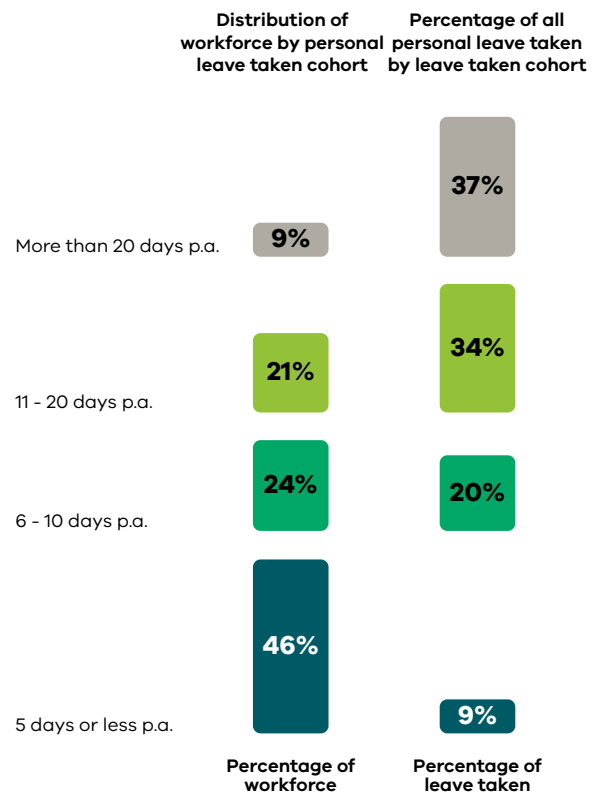
15 Some occupations in the Public health care and the Police and emergency service sectors are credited with additional personal leave, increasing available leave to between 18 days per year and 25 days per year, subject to occupational group, and reaching length of service thresholds.

Personal leave usage is not evenly spread across the public sector workforce

During 2017-18, just under half of employees used less than five days of personal leave each. These employees accounted for just 9 per cent of all personal leave taken. However, a small proportion of employees (9 per cent) took large amounts of personal leave — more than 20 days each in 2017–18. This small group accounted for more than one third (37 per cent) of all personal leave taken, skewing the overall average days per employee figure. This is reflected in Figure 2.16, which shows the five-year average (2012-13 to 2017-18) workforce distribution by personal leave taken compared to the distribution of all personal leave taken by leave taken cohort.

Figure 2.16 **Personal leave grouped by duration of leave taken**

Distribution of workforce by personal leave taken cohort — Percentage of all personal leave taken by leave taken cohort

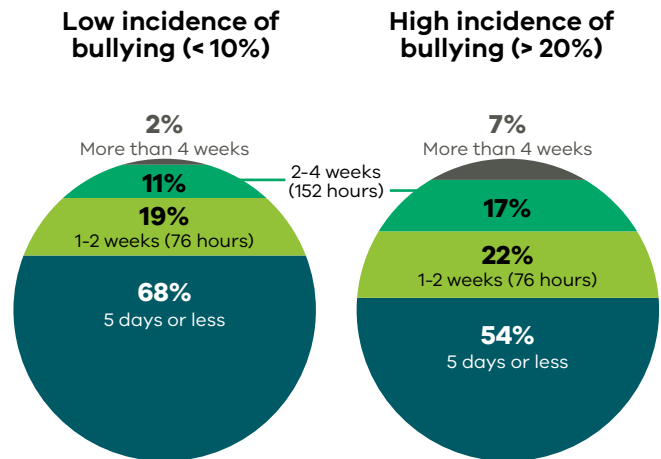|	Percentage of workforce	Percentage of leave taken
More than 20 days p.a.	9%	37%
11 - 20 days p.a.	21%	34%
6 - 10 days p.a.	24%	20%
5 days or less p.a.	46%	9%

Source: Workforce Data Collection – Five year average of 2012-13 to 2017–18 period

Personal leave levels are affected by incidence of bullying

When the relationship between personal leave and engagement levels was analysed across all public sector employers participating in the *People Matter Survey*, no clear direct association could be identified. Organisations where high proportions of staff took large amounts of personal leave were found amongst those with both high and low employee engagement levels. Similarly, job satisfaction was not associated with the amount of personal leave taken.

This suggests a range of other work environment factors are present across the diversity of the different public sector organisations which influence the amount of time taken as personal leave. Notably, organisations with high incidence of bullying tended to have high levels of personal leave (Figure 2.17).

Figure 2.17 **Distribution of public sector staff by personal leave taken and incidence of bullying, 2018**

Low incidence of bullying (< 10%)

- 2% More than 4 weeks
- 11% 2-4 weeks (152 hours)
- 19% 1-2 weeks (76 hours)
- 68% 5 days or less

High incidence of bullying (> 20%)

- 7% More than 4 weeks
- 17%
- 22% 1-2 weeks (76 hours)
- 54% 5 days or less

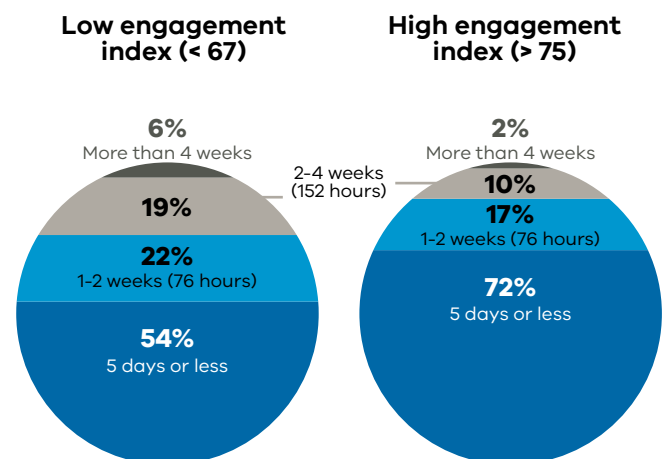Source: Workforce Data Collection 2018 and *People Matter Survey* 2018

PERSONAL LEAVE IS ASSOCIATED WITH ENGAGEMENT LEVELS IN THE VICTORIAN PUBLIC SERVICE

While a clear and direct association between personal leave and engagement was not found across the diversity of public sector organisations, a link between these factors was identified within the Victorian Public Service (public service), where there is greater consistency in working conditions and environments.

In the public service, lower engagement levels were associated with employees taking longer periods of personal leave. Organisations with higher levels of employee engagement reported lower personal leave (Figure 2.18).

This indicates that organisations that are able to develop high employee engagement levels may be able to reduce personal leave usage.

Figure 2.18 **Distribution of public service staff by personal leave taken and engagement level, 2018**

Low engagement index (< 67)

6%
More than 4 weeks

19%

2-4 weeks
(152 hours)

22%
1-2 weeks (76 hours)

54%
5 days or less

High engagement index (> 75)

2%
More than 4 weeks

10%

17%
1-2 weeks (76 hours)

72%
5 days or less

Source: Workforce Data Collection 2018 and *People Matter Survey* 2018

2.4 NEARLY HALF OF ALL PUBLIC SECTOR EMPLOYEES USE FLEXIBLE WORK ARRANGEMENTS

Flexible working arrangements are encouraged in the public sector. They are associated with employee engagement, higher productivity, creativity and motivation in the workplace. Flexible arrangements give employees a level of control over when, where and how work is accomplished.

Across the public sector, almost half (46 per cent) of employees reported they were using one or more flexible work arrangements.
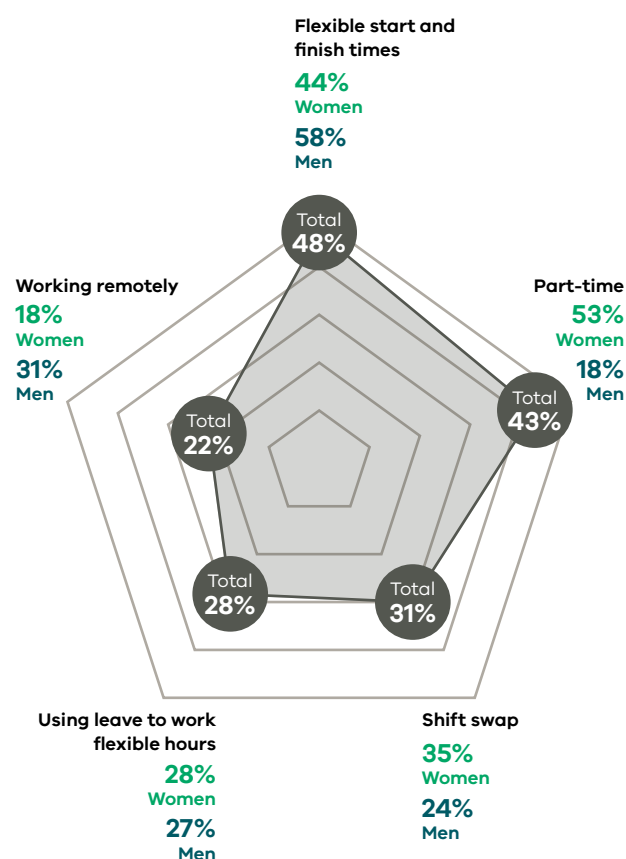
Women are more likely to use flexible work arrangements

Women were significantly more likely than men to use flexible work arrangements (50 per cent compared to 39 per cent of men). The most common types of flexible work arrangements used are indicated in Figure 2.19.

Part-time employment is one type of flexible work arrangement. Figure 2.19 shows that 43 per cent of employees who reported that they use flexible work arrangements nominated part-time work as one of the arrangements they use. This means 20 per cent of all respondents to the *People Matter Survey* nominated part-time employment as a flexible work arrangement. However, actual part-time employment rates are much higher than this – 45 per cent of all public sector employees work part-time.

This indicates that many employees who work part-time do not consider their part-time work to be a flexible work arrangement.

Figure 2.19 **Most common types of arrangements for public sector employees with flexible work arrangements by gender, 2018**

Flexible start and finish times
44% Women
58% Men

Total **48%**

Part-time
53% Women
18% Men

Total **43%**

Working remotely
18% Women
31% Men

Total **22%**

Total **28%**

Total **31%**

Using leave to work flexible hours
28% Women
27% Men

Shift swap
35% Women
24% Men

Source: *People Matter Survey* 2018

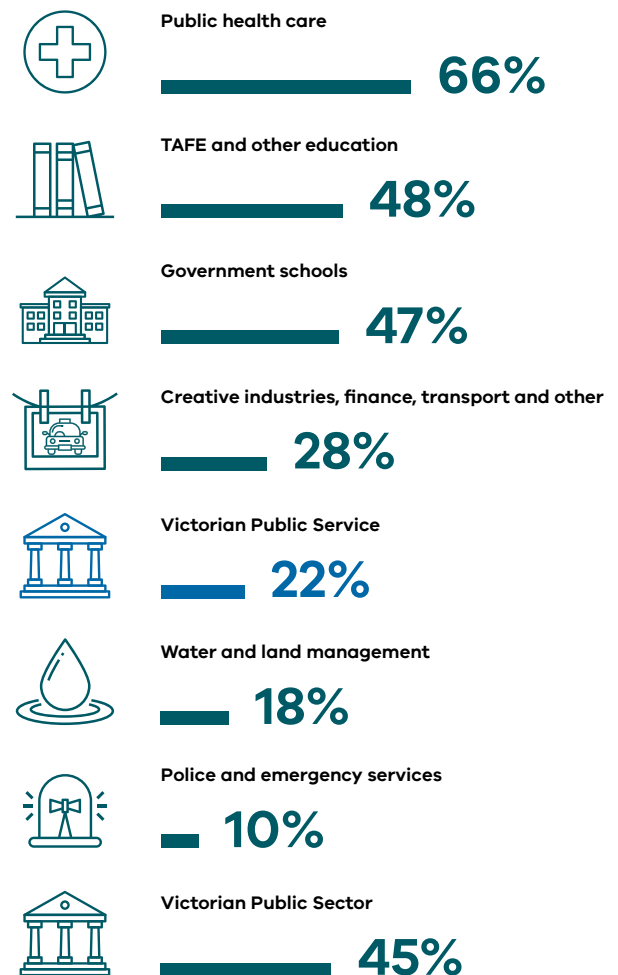## Men comprise a small proportion of part-time employees

In 2017–18, 45 per cent of employees (including casual staff) worked part-time. The percentage of staff members working part-time has remained relatively steady, increasing by just 1.5 per cent over the five years to June 2018.

More than half (53 per cent) of all women employees worked part-time, compared to 23 per cent of men. Women comprise the vast majority of employees working part-time (83 per cent).

Part-time employment varied substantially between industry groups (Figure 2.20). While just 10 per cent of Police and emergency services employees work part-time, this jumped to 66 per cent in the Public health care industry. This reflects the different work requirements, occupations and gender of employees in each sector.

We can attribute the high proportion of part-time employees across the public sector to the high levels of part-time employment in the Public health care and Government schools industry groups. Together, these groups employ 60 per cent of the entire public sector workforce.

Figure 2.20 **Part-time employment by industry group, 2018**

Public health care
66%

TAFE and other education
48%

Government schools
47%

Creative industries, finance, transport and other
28%

Victorian Public Service
22%

Water and land management
18%

Police and emergency services
10%

Victorian Public Sector
45%

Source: Workforce Data Collection 2018

'ALL ROLES FLEX' SUPPORTS FLEXIBLE WORK IN THE VICTORIAN PUBLIC SERVICE

In September 2016, the Victorian Secretaries Board committed to the 'All roles flex' policy across the Victorian Public Service (public service). The policy aims to meet individual employees' needs for flexibility, consistent with business requirements, industrial instruments and legislative requirements.

In 2017–18 use of flexible work arrangements varied considerably by department (Figure 2.21). While just 42 per cent of employees in the Department of Justice and Regulation reported using flexible work arrangements, 64 per cent of employees in the Department of Environment, Land, Water and Planning did so.

Public service employees indicating use of one or more flexible work arrangements

51 per cent

Source: *People Matter Survey* 2018

Figure 2.21 - Flexible working arrangements by department, 2018

Respondents using one or more flexible working arrangements	
Department of Environment, Land, Water and Planning	64%
Department of Premier and Cabinet	63%
Victoria Police	55%
Department of Health and Human Services	51%
Department of Economic Development, Jobs, Transport and Resources	49%
Department of Education and Training	48%
Department of Treasury and Finance	47%
Department of Justice and Regulation	42%

Source: *People Matter Survey* 2018

The most frequently used flexible working arrangements were:

- flexible start and finish times (65 per cent)
- working remotely (37 per cent)
- part-time arrangements (27 per cent)
- using leave to work flexible hours (21 per cent).

However, there are differences by gender and salary (Figure 2.22).

**Figure 2.22** **Flexible work by gender in the public service**

Percentage of men and women public service employees indicating use of one or more flexible work arrangements

Women	Men
55%	45%

Source: *People Matter Survey* 2018

Men were much less likely to work part-time than women. Instead, they were more likely to use leave to work flexible hours and shift swap arrangements (Figure 2.23).

Figure 2.23 **Common flexible work options for public service employees by gender, 2018**

Part-time

Women — 35%

Men 11%

Using leave to work flexible hours

Women 20%

Men 24%

Shift Swap

Women 7%

Men 11%
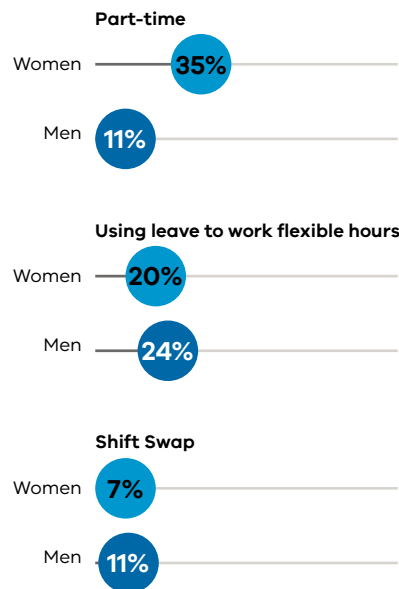
Source: *People Matter Survey* 2018

Flexible work arrangements vary by salary

The type of flexible working arrangements varied at the different salary levels and were shaped by the requirements of roles. Lower paid staff were unlikely to work remotely but were much more likely to be part-time, use leave to work flexible hours and shift swap arrangements. Higher paid staff (those receiving more than $115,000 per year) were much more likely to work remotely. This is consistent with these employees being able to manage their own work and requiring limited direct supervision.

Employees using flexible work options report higher levels of job satisfaction

Public service employees using flexible working arrangements reported more positive results across a variety of indicators, including job satisfaction and satisfaction with work–life balance. For example, 64 per cent of employees who used flexible working arrangements reported satisfaction with work–life balance. Overall job satisfaction was reported by 71 per cent of those using flexible arrangements, and 67 per cent of employees who did not.

Part-time employment in the public service has declined

The 2018 Workforce data showed that 22 per cent of staff in the public service were employed part-time. This has decreased slightly, from 23.5 per cent in 2013.

- **80 per cent** were women, the same as in 2013

- **29 per cent** of women worked part-time, down from 31.4 per cent in 2013

- **7 per cent** of men worked part-time, down from 11.6 per cent in 2013

Part-time employment varied significantly between departments and did not align with use of flexible work arrangements in general (Figure 2.24).

Figure 2.24 - Part-time employment by department, 2018	
Department of Health and Human Services	36.7%
Department of Education and Training	27.3%
Department of Environment, Land, Water and Planning	17.6%
Department of Premier and Cabinet	17.2%
Department of Treasury and Finance	16.7%
Department of Economic Development, Jobs, Transport and Resources	16.5%
Victoria Police (Public service)	15.3%
Department of Justice and Regulation	12.3%

Source: Workforce Data Collection 2018

The high rates of part-time employment at the Department of Health and Human Services (DHHS) and the Department of Education and Training (DET) were influenced by specific occupational groups that have high proportions of part-time employees. These include Disability Development Service Officers, Allied Health employees and nurses.

The variation reduced considerably when looking at employees in the Victorian Public Service (VPS) classification structure only. Part-time employees comprised 15 per cent of staff at the Department of Justice and Regulation, and 19 per cent at DHHS; Department of Environment, Land, Water and Planning (DELWP); and DET.

Part-time employment in the common VPS classification structure was lower than for the overall public service workforce but has increased slightly over time, up from 16 per cent at June 2013 to 17 per cent at June 2018.

This is due to a small increase in the proportion of men working part-time, increasing from 5 per cent in June 2013 to 6 per cent in June 2018.

Use of purchased leave arrangements is low, employees prefer to access annual leave at half pay

Employees in the VPS classification structure are able to access purchased leave (work fewer weeks per year at a proportionately reduced fortnightly salary) and take annual leave at half pay. Both can be considered forms of part-time employment because these employees are contracted to work less than full-time over a year's employment.

Use of purchased leave by public service employees is low and has declined from 9 per cent in 2013 to 6 per cent at June 2018.

Use of annual leave at half pay is a more popular option. The percentage of staff accessing this option has increased slightly from 14 per cent in 2013 to 15 per cent in 2018.

Women were more frequent users of purchased leave and annual leave at half pay. They comprised between 70 and 79 per cent of purchased leave users each year between 2013 and 2018. Women also comprised around 70 per cent of users of annual leave at half pay each year.

Use of purchased leave and annual leave at half pay by employees in the common VPS classification structure varied considerably between departments, as shown in Figure 2.25.

Figure 2.25 - Percentage of employees using purchased leave and half pay annual leave (VPS classified employees), 2018

	Purchased leave	Half pay annual leave
Department of Health and Human Services	12.0%	20.4%
Department of Environment, Land, Water and Planning	2.2%	28.8%
Department of Education and Training	4.6%	24.6%
Victoria Police (Public service)	9.9%	15.1%
Department of Economic Development, Jobs, Transport and Resources	3.4%	20.5%
Department of Treasury and Finance	2.8%	17.5%
Department of Premier and Cabinet	2.4%	13.5%
Department of Justice and Regulation	5.3%	8.5%

Source: Workforce Data Collection 2018

2.5 INCIDENCE OF REPORTED WORKPLACE BULLYING IS DECREASING
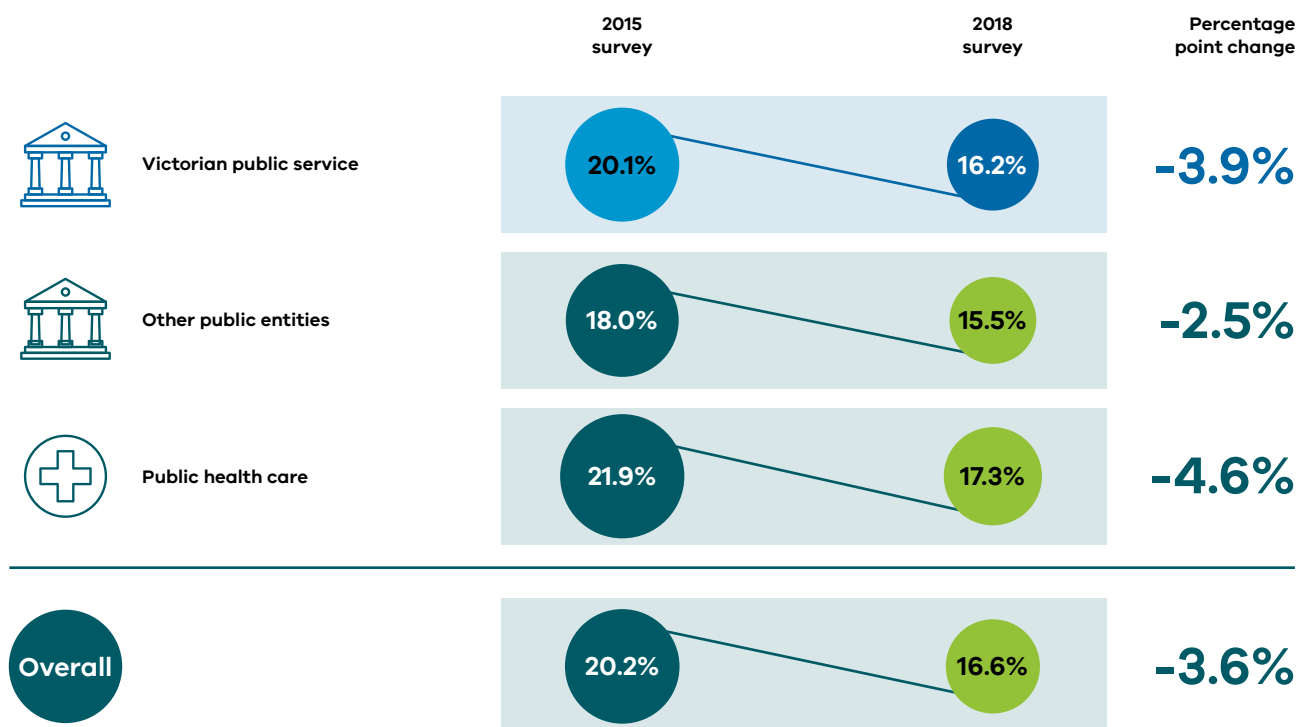
In total, 16.6 per cent of all public sector employees reported they were bullied during the 12 months prior to the *People Matters Survey*. Breaking down the results further:

- 12.4 per cent stated that they experienced bullying during the last 12 months, but it had ceased before the survey period (from 16 April to 25 May 2018)

- 4.2 per cent of public sector employees reported they were still being bullied at the time of the survey.

In addition, a further 4.6 per cent of respondents were unsure if they had been bullied during the year.

Whilst any level of reported bullying is unacceptable, all industries saw a reduction in the proportion of employees self-reporting that they experienced bullying over the last three years (Figure 2.26).

Figure 2.26 **Percentage of employees reporting they were bullied during the last 12 months**

	2015 survey	2018 survey	Percentage point change
Victorian public service	20.1%	16.2%	**-3.9%**
Other public entities	18.0%	15.5%	**-2.5%**
Public health care	21.9%	17.3%	**-4.6%**
Overall	20.2%	16.6%	**-3.6%**

Source: *People Matter Survey* 2015 and 2018

As expected, across the public sector, employees experiencing bullying also reported lower job satisfaction and engagement levels. They were more likely to report high-to-severe levels of work-related stress (Figure 2.27).

Figure 2.27 - Comparison of job satisfaction, engagement levels, and proportion of employees with high-to-severe levels of stress by group (public sector), 2018

	Experienced bullying	Did not experience bullying
Overall job satisfaction (% agreement)	47%	79%
Engagement index (points)	56	73
Proportion of employees experiencing high-to-severe work-related stress	44%	19%

Source: *People Matter Survey* 2018

VICTORIAN PUBLIC SERVICE EMPLOYEES SUBJECT TO WORKPLACE BULLYING TYPICALLY DO NOT MAKE FORMAL COMPLAINTS

Within the Victorian Public Service (public service), the majority of employees stated in the *People Matter Survey* that they were not bullied (Figure 2.28 below).

Of the 16.2 per cent of respondents who said they had experienced bullying, 81 per cent did not submit a formal complaint. Of the 19 per cent who submitted a formal complaint:

- 62 per cent were not satisfied with how it was handled
- 20 per cent were satisfied with handling
- 18 per cent did not know.

The high dissatisfaction rate with complaint handling indicates that more work needs to be done within the public service to ensure employees are happy with their organisation's complaint management process.
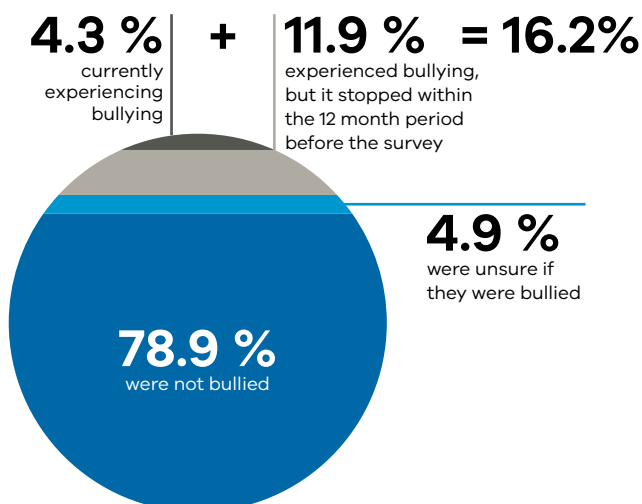
Successful handling of bullying complaints makes a material difference

The survey results show that employees submitting a formal complaint who were happy with how the complaint was handled reported an average job satisfaction rate of 65 per cent — 22 percentage points higher than employees that experienced bullying, but did not submit a complaint.

Employees who were satisfied with how their complaint was handled reported on average a 66-point engagement level with 33 per cent reporting high-to-severe levels of work-related stress.

However, the group of employees not satisfied with how a bullying complaint was handled recorded low job satisfaction (30 per cent), engagement levels (44 points), and high work-related stress levels (57 per cent).

Figure 2.28 **Incidence of bullying in the Victorian Public Service, 2018**

4.3 %
currently experiencing bullying

+

11.9 %
experienced bullying, but it stopped within the 12 month period before the survey

= 16.2%

4.9 %
were unsure if they were bullied

78.9 %
were not bullied

Source: *People Matter Survey* 2018

2.6 REPORTED DISCRIMINATION AND SEXUAL HARASSMENT ARE DECLINING

For the last three years, the *People Matter Survey* has asked public sector employees if they experienced behaviours that may constitute discrimination or sexual harassment. Incidents are self-reported and anonymous.

While it is still too soon to report a sustained trend, there is evidence to suggest that the proportion of employees experiencing these behaviours has reduced across both the whole public sector and the Victorian Public Service (public service) during this period (Figures 2.29 and 2.30).

Figure 2.29 **Public sector respondents reporting discrimination and sexual harassment, 2016-2018 (People Matter Survey)**

2016 2017 2018

11.7% 10.3% 10.1% Sexual harassment

8.7% 8.2% 7.4%
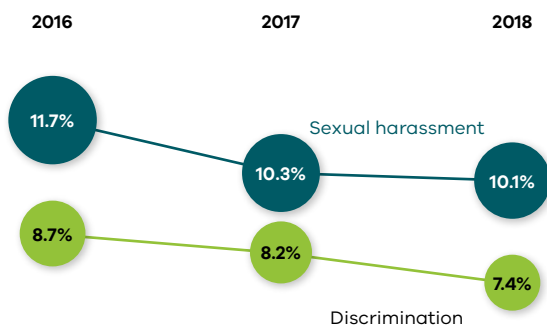
Discrimination

Source: *People Matter Survey* 2016, 2017 and 2018

Figure 2.30 **Victorian Public Service respondents reporting discrimination and sexual harassment, 2016-2018 (People Matter Survey)**

2016 2017 2018

11.2% 10.0% 9.4% Sexual harassment

9.6% 9.0% 7.9%
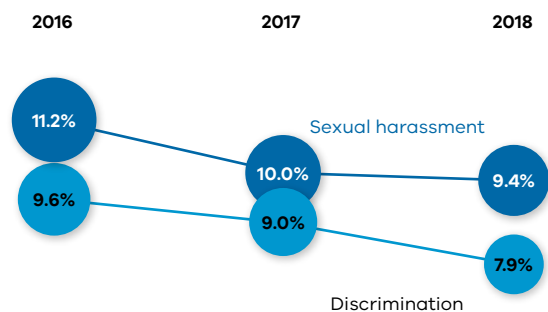
Discrimination

Source: *People Matter Survey* 2016, 2017 and 2018

Self-reported exposure to discrimination, sexual harassment and bullying by employee group

Relative to the overall public service workforce, employees with a disability, who are Aboriginal or Torres Strait Islander; or who are same sex attracted, bisexual or pansexual were significantly more likely to report experiences of discrimination, sexual harassment or bullying (Figure 2.31).

Figure 2.31 - Reported rates of discrimination, sexual harassment and bullying by employee groups, 2018

	Proportion of survey respondents reporting discrimination	Proportion of survey respondents reporting sexual harassment	Proportion of survey respondents believing they were bullied during the last 12 months
All respondents	8%	9%	16%
Employees with disability	20%	15%	27%
Aboriginal or Torres Strait Islander	12%	13%	22%
Same sex attracted, bisexual or pansexual	8%	14%	19%
Women (all ages)	7%	10%	16%
Women 15–34 years	7%	15%	15%
Women 35 years +	7%	8%	17%
Men (all ages)	7%	7%	13%
Men 15–34 years	5%	8%	11%
Men 35 years +	8%	7%	14%

Source: *People Matter Survey* 2018

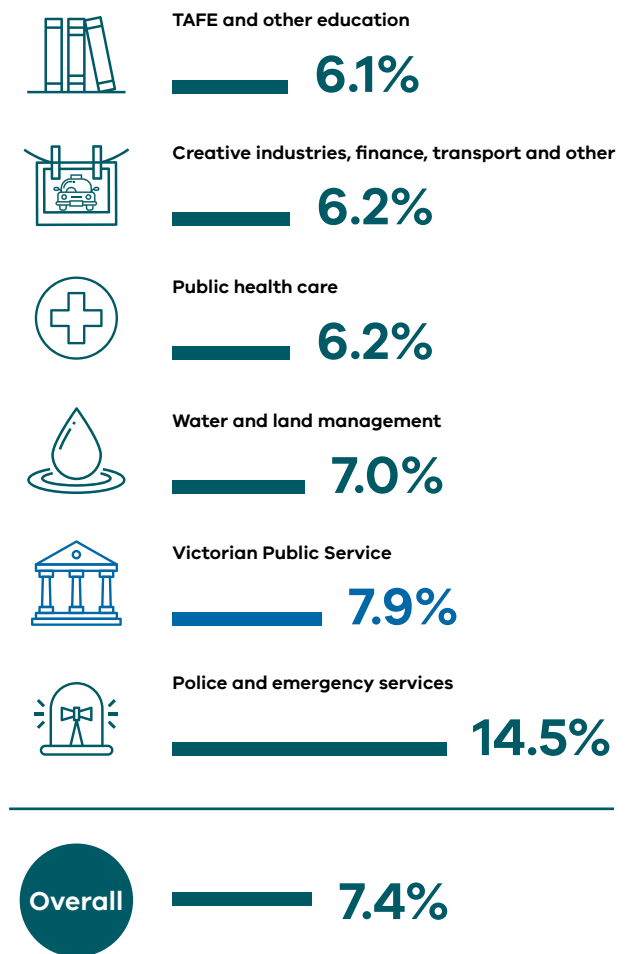## Experience of discrimination varies significantly across the public sector

In 2018, 7.4 per cent of public sector employees reported experiencing discrimination. This rate varied significantly by industry group, ranging from a high of 14.5 per cent for Police and emergency services, to 6.1 per cent for the TAFE and other education industry.

Nature of discrimination

Using a list of attributes obtained from the *Victorian Equal Opportunity Act 2010*, survey participants were asked to identify the nature of discrimination they experienced. Participants could identify multiple categories.

Discrimination due to 'employment activity' was the most common reason chosen across the sector. Employees believed they were treated unfavourably because they made a reasonable request for information about their employment entitlements, or for communicating concerns about the provision of these entitlements. Others cited discrimination related to age, gender and parental–carer status. Discrimination on the basis of gender was more significantly reported in the Police and emergency services industry. Discrimination on the basis of race was more significantly reported in the Creative industries, finance, transport and other industry.

Figure 2.32 Public sector employee reporting of discrimination, 2018

TAFE and other education
6.1%

Creative industries, finance, transport and other
6.2%

Public health care
6.2%

Water and land management
7.0%

Victorian Public Service
7.9%

Police and emergency services
14.5%

Overall 7.4%

Source: *People Matter Survey* 2018

REPORTED DISCRIMINATION WITHIN THE VICTORIAN PUBLIC SERVICE

In the 2018 *People Matter Survey*, 7.9 per cent of Victorian Public Service (public service) employees reported that they personally experienced discrimination in their workplace. This compares to 7.4 per cent of employees across the whole public sector.

Public service employees reported similar categories of discrimination attributes as those in other public sector industries (Figure 2.33).

Figure 2.33 - Nature of discrimination reported by public service employees	
Employment activity	37.8%
Age	26.6%
Parental–carer status	16.8%
Race	11.3%
Sex	10.9%

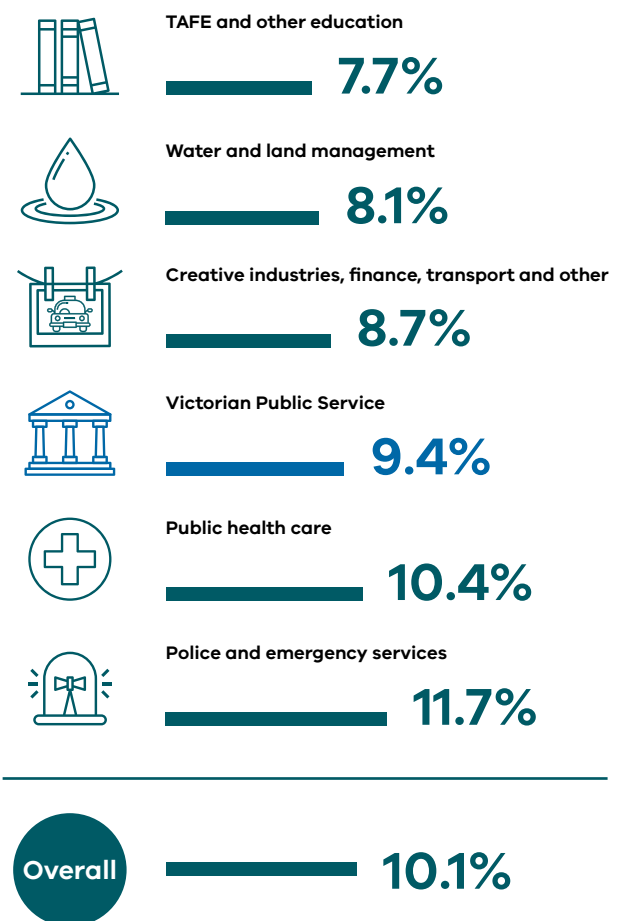Source: *People Matter Survey* 2018

Perceived consequences

Public service employees who reported discrimination also reported that, as a consequence of discrimination, they were treated unfairly by:

- missing opportunities for promotion (44 per cent of employees reporting discrimination)
- missing opportunities for transfers and secondments (24 per cent)
- receiving limited training opportunities (23 per cent)
- the pay or conditions offered to them (20 per cent)
- their access to leave (13 per cent)
- receiving threats of dismissal or termination (13 per cent).

Around 10 per cent of public sector employees report experiencing sexual harassment

Overall, 10.1 per cent of public sector employees responded that they experienced sexual harassment in 2018 (Figure 2.34). Police and emergency services industry employees reported the highest proportion (11.7 per cent), while employees from the TAFE and other education industry reported the lowest (7.7 per cent).

Figure 2.34 **Percentage of employees experiencing behaviours that may constitute sexual harassment, 2018**

TAFE and other education
7.7%

Water and land management
8.1%

Creative industries, finance, transport and other
8.7%

Victorian Public Service
9.4%

Public health care
10.4%

Police and emergency services
11.7%

Overall **10.1%**

Source: *People Matter Survey* 2018

INCIDENCE OF SEXUAL HARASSMENT IN THE VICTORIAN PUBLIC SERVICE IS SIMILAR TO OTHER INDUSTRY GROUPS

In the 2018 *People Matter Survey*, 9.4 per cent of public service employees reported they experienced sexual harassment, compared to 10.1 per cent across the whole public sector. Of these, the most common categories were:
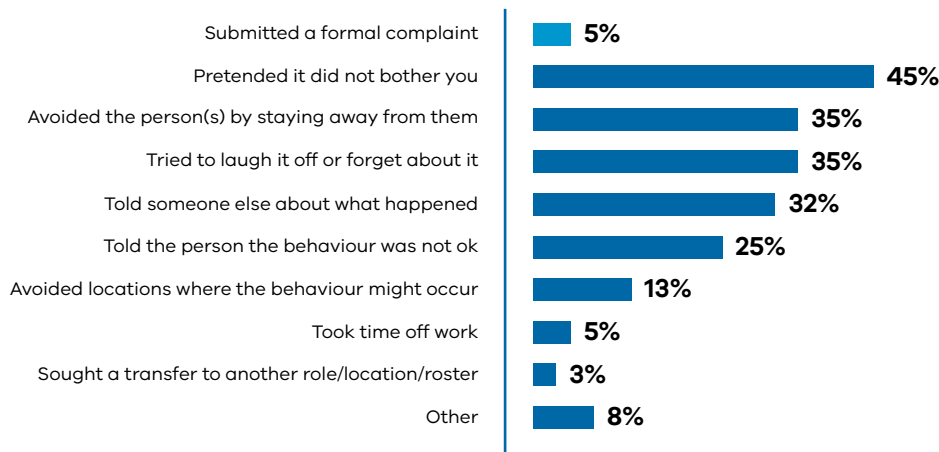
- intrusive questions about their private life or comments about their physical appearance (56 per cent)
- being exposed, in either a group or one on one situation, to sexually suggestive comments or jokes that made them feel offended (46 per cent)
- inappropriate staring or leering that made employee feel intimidated (18 per cent)
- inappropriate physical contact (14 per cent)
- unwelcome touching, hugging, cornering or kissing (12 per cent).

The alleged perpetrator of these behaviours was usually a colleague (61 per cent). Less often it was the immediate manager or supervisor (16 per cent), a manager more senior than their supervisor (15 per cent), or an external client, customer, patient or stakeholder (12 per cent).

Women under 35 reported higher rates of sexual harassment. In particular, they were more likely to report experiencing 'inappropriate staring or leering' (24 per cent of women under 35 who experienced sexual harassment, compared to 10 per cent of men in the same age group).

Only a small proportion of employees who reported experiencing sexual harassment submitted a formal complaint (5 per cent) and an even smaller proportion (3 per cent) sought a transfer to another work environment. One in four directly told the alleged harasser that their behaviour was not acceptable. Most pretended the behaviour did not bother them, tried to laugh it off or forget about it and avoided the person in question (Figure 2.35).

Figure 2.35 **When the harassment happened to you, did you respond in any of the following ways?**

Submitted a formal complaint	5%
Pretended it did not bother you	45%
Avoided the person(s) by staying away from them	35%
Tried to laugh it off or forget about it	35%
Told someone else about what happened	32%
Told the person the behaviour was not ok	25%
Avoided locations where the behaviour might occur	13%
Took time off work	5%
Sought a transfer to another role/location/roster	3%
Other	8%

Source: *People Matter Survey* 2018

The vast majority of respondents reporting that they had experienced sexual harassment - 95 per cent — chose to not submit a formal complaint. The reasons given for not making a formal complaint included:

- they didn't believe it would make a difference (48 per cent)
- they believed that there would be negative consequences to their reputation (39 per cent)
- they believed that there would be negative consequences to their career (28 per cent)
- no need to make a complaint because they made the behaviour stop (15 per cent)
- they feared there would be negative consequences for the person reportedly harassing them (14 per cent).

2.7 HIGH WORK-RELATED STRESS IS EXPERIENCED BY A QUARTER OF PUBLIC SECTOR EMPLOYEES

Most public sector employees reported that they experience low to moderate work-related stress levels (63 per cent), however a significant proportion (24 per cent) reported high-to-severe stress levels. At the other extreme, 13 per cent of employees reported having no work-related stress. The pattern was relatively consistent across the public sector but variation between industry groups exists, with the Police and emergency services and TAFE and other education industries reporting the highest levels of work-related stress — both 28 per cent (Figure 2.36).
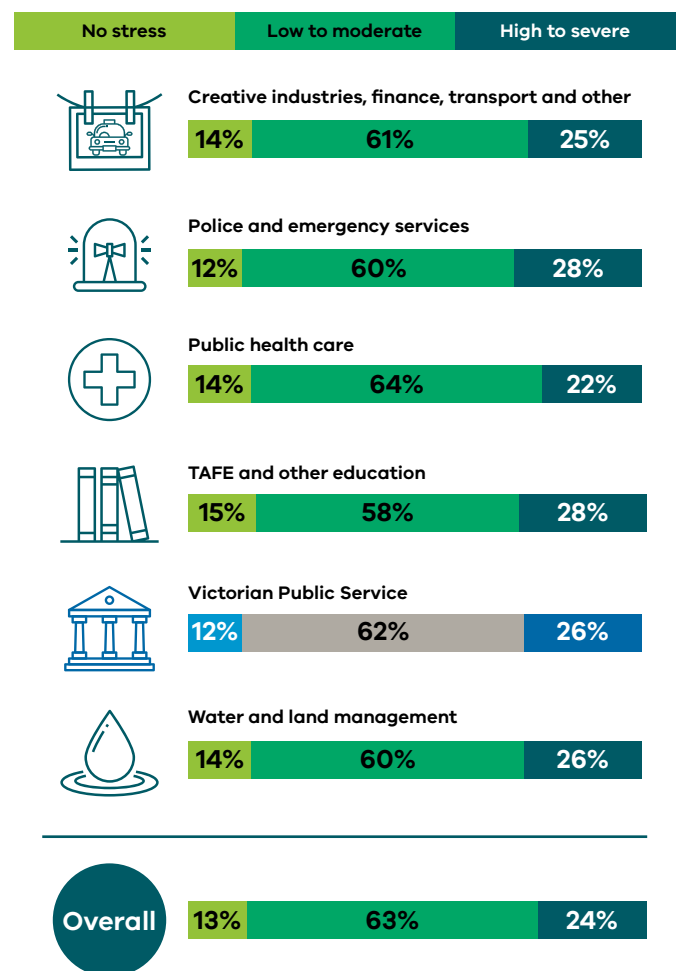
'Nature of work and work demands' was the most common reason given for the cause of work-related stress across all industries. This is despite significant differences in work environments and the type of work performed.

Another measure of workplace wellbeing is the perceived level of support and encouragement employees receive from their organisation in relation to having a good work–life balance. Within the overall public sector, 65 per cent of employees agreed that they received support from their organisation to have a good work–life balance. Percentage agreement figures varied across industry groups once again, ranging from 50 per cent for Police and emergency services to a high of 77 per cent from organisations within the Water and land management industry. 67 per cent of public service employees also agreed, aligning with the overall sector result for the public sector as a whole.

16 per cent of public sector employees disagreed that their organisation supported them to have a good work–life balance, with a further 19 per cent of staff neither agreeing or disagreeing.

The result may indicate that there is still scope for organisations to implement further initiatives to improve employees' work–life balance.

Figure 2.36 **Public sector employees work-related stress levels, 2018 (People Matter Survey)**

No stress	Low to moderate	High to severe

Creative industries, finance, transport and other

14%	61%	25%

Police and emergency services

12%	60%	28%

Public health care

14%	64%	22%

TAFE and other education

15%	58%	28%

Victorian Public Service

12%	62%	26%

Water and land management

14%	60%	26%

Overall

13%	63%	24%

Source: *People Matter Survey* 2018

MANAGEMENT OF WORK-RELATED STRESS IN THE VICTORIAN PUBLIC SERVICE COULD BE IMPROVED

Over one in four Victorian public service employees (26 per cent) reported experiencing high-to-severe work-related stress levels.

Only 54 per cent of employees agreed that effective procedures were in place to support employees experiencing stress, 20 per cent indicated disagreement and 26 per cent neither agreed nor disagreed. This suggests that public service organisations could be more active in implementing and promoting procedures to respond to workplace stress.

As was the case for the overall public sector, most public service employees (68 per cent) reported 'nature of work and work demands' as the main cause of stress.

The top three reported causes of stress relating to work nature and demands were:

- time pressure (56 per cent)
- amount of work allocated (56 per cent)
- and conflicting work demands (28 per cent).

Proactive efforts to promote mental health

In 2016, WorkSafe partnered with departmental secretaries, Trades Hall, Victoria Police and unions to develop a public sector Mental Health and Wellbeing Charter. In response, departments and agencies have developed a range of proactive plans to promote mental health.

A strong example is work provided by Victoria Police under its Mental Health Strategy and Wellbeing Action Plan 2017-2020. The **Road to Wellness** project includes initiatives focused on prevention, early intervention and recovery. The Bush Adventure Therapy is a **preventative** approach that builds resilience in police members through exposure to the outdoors and adventure. Participation is prioritised for those at higher risk of encountering stressful policing situations.

Talking Token is an **early intervention** initiative that empowers a police member's support network to commence a conversation when they notice emotional changes in the police member they care for. Eye Movement Desensitisation Reprogramming is focused on **recovery** and represents an innovative and alternative treatment in the recovery from exposure to traumatic events. The initiatives will be evaluated after the pilot period, and this will provide useful evidence to inform other prevention and early intervention efforts across the public sector.

The survey results suggest that work-related stress levels are strongly influenced by an employee's interaction with their supervisor or exposure to incivility, bullying and harassment behaviours. As the level of reported stress increased, so did the frequency that 'level of support from supervisor,' 'relationship/s with supervisor/s,' and 'incivility, bullying or harassment' were nominated as the causes of stress (Figure 2.37).

The results show that 'level of support from supervisor' and 'incivility, bullying or harassment' were particularly significant factors for those employees reporting severe levels of stress. 41 per cent of these employees nominated 'level of support from supervisor' as a cause of their stress.

Figure 2.37 Proportion of employees agreeing to cause of stress (grouped together by level of work-related stress), 2018

	"Low / mild" stress level group	"Moderate" stress level group	"High" stress level group	"Very high" stress level group	"Severe" stress level group
Cause of stress: Level of support from supervisor	9%	13%	20%	28%	41%
Cause of stress: Relationship/s with supervisor/s	5%	7%	11%	16%	23%
Cause of stress: Incivility, bullying or harassment	4%	6%	11%	17%	38%
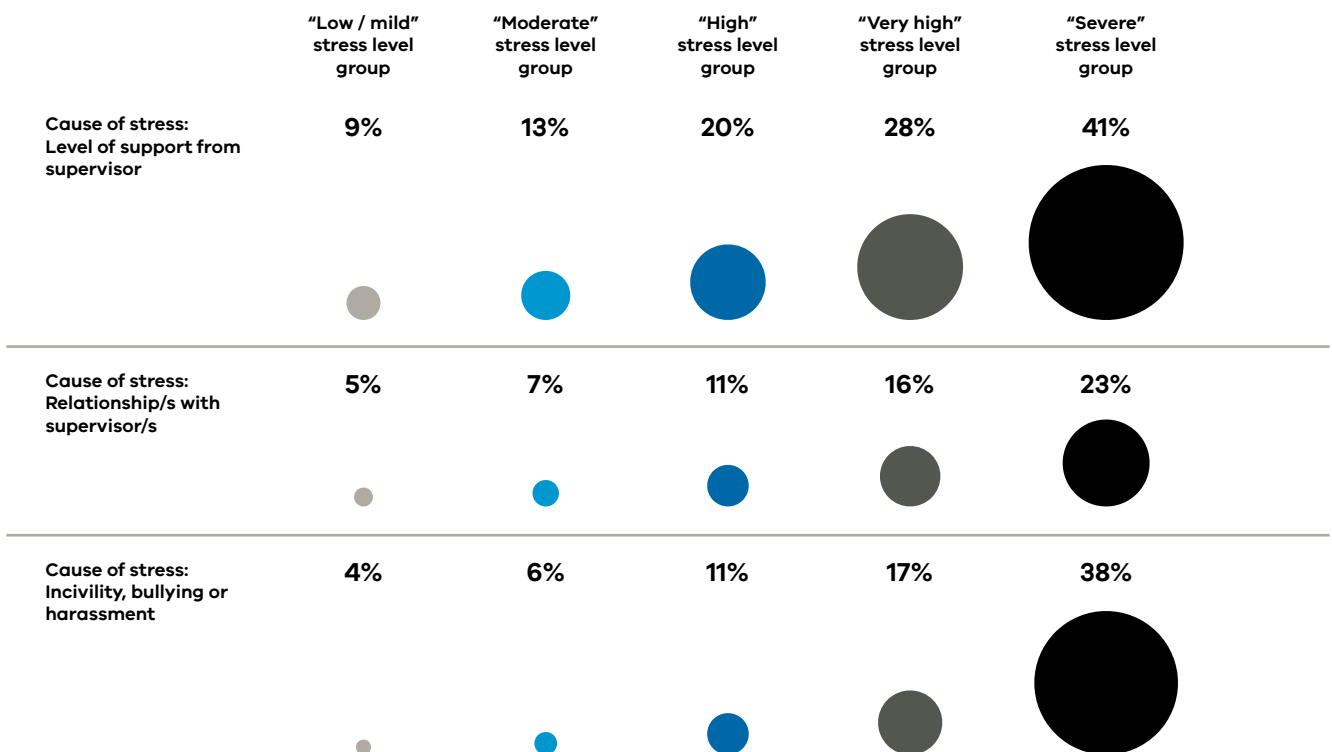
Source: *People Matter Survey* 2018

Work-related stress for employees with management responsibilities

Employees with management responsibilities within the public service were more likely to report high stress but were more likely to report being satisfied with their jobs.

Figure 2.38 shows that a higher proportion of managers experience high-to-severe levels of work-related stress compared to employees with no managerial responsibilities. Despite this, over half of the managers experiencing these high levels of stress were satisfied with their job.

More senior managers (managers who manage other managers) experiencing high levels of stress, were more likely to be satisfied with their job (62 per cent). By contrast, just 40 per cent of highly-stressed employees with no management responsibilities reported being satisfied with their job.

| **Figure 2.38 - Proportion of employees experiencing high-to-severe stress levels (by management responsibility), 2018**			
	Manage other managers	**Manage one or more employees (exc. those who manage other managers)**	**Do not have management responsibilities**
Proportion of employees experiencing high-to-severe stress levels	34%	32%	23%
Proportion of employees experiencing high-to-severe stress levels, satisfied with their job	62%	53%	40%

Source: *People Matter Survey* 2018

2.8 THE MAJORITY OF EMPLOYEES ARE SATISFIED WITH THEIR CAREER PROGRESSION

Overall, six in ten *People Matter Survey* respondents across the public sector believed that their career progression has met their expectations and that they have adequate opportunities to develop skills and experience in their current job.

Views on career and development opportunities vary with age and gender. Satisfaction with career progression dipped in the older age brackets, before increasing for staff aged 55 years and over. Women in older age groups were more satisfied with their career progression than men in the same groups (Figure 2.39).

Figure 2.39 **To date, my career progression within my organisation has met my expectations, by gender and age - public sector, 2018**
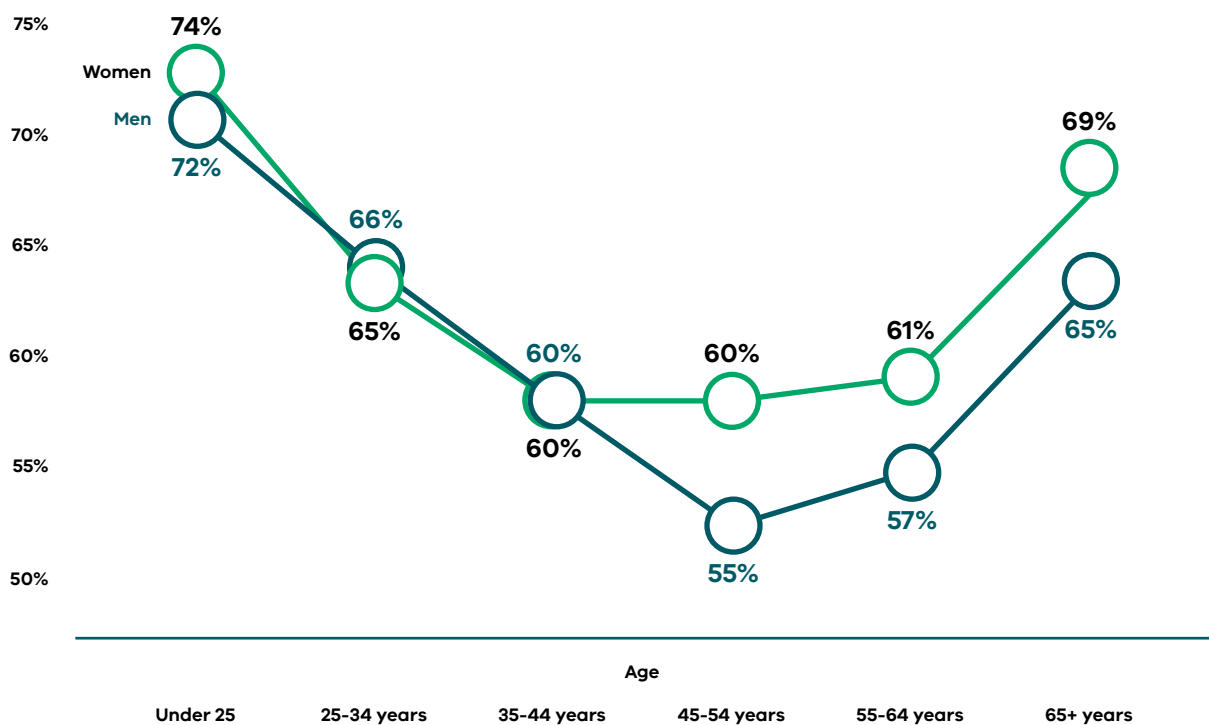
Source: *People Matter Survey* 2018

In general, employees who were satisfied with their access to learning and development opportunities also expressed more positive views about engagement, job satisfaction and career opportunities. They were more likely to be planning to stay at their current organisation for the next two years (Figure 2.40).

Figure 2.40 **Satisfaction with learning and development (L&D) opportunities by work satisfaction indictors**

Satisfied with L&D

Dissatisfied with L&D

Enagement index	Job satisfaction	Have positive views about career opportunities	Plan to stay at current organisation for next 2 years
76 Points / 53 Points	86% / 41%	78% / 25%	80% / 52%
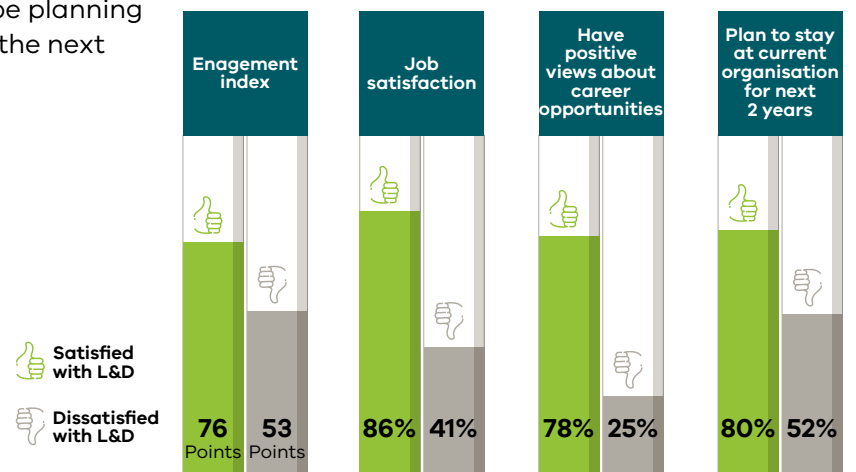
Source: *People Matter Survey* 2018

LOWER PERCEPTIONS OF CAREER PROGRESSION EXIST WITHIN THE VICTORIAN PUBLIC SERVICE

56 per cent of Victorian Public Service (public service) employees had positive views on their career progression within their organisation — 4 percentage points lower than the results for the public sector as a whole. Conversely, 22 per cent of public service employees believed their career progression to date had not met their expectations.

People Matter Survey responses indicate that where employees believed their career expectations were not met, they were much less likely to agree that there were opportunities to support their career development within their organisation. These employees were even less likely to agree that the best way to develop professionally was to stay with their current employer (Figure 2.41).

Figure 2.41 - Has career progression within my organisation met my expectations? (Victorian Public Service), 2018

	Career expectations not met	Neither agree or disagree	Career expectations met
	22% of respondents	22% of respondents	56% of respondents
There are tools available within their organisation to support career development (Percentage agreement)	23%	38%	75%
The best way to develop professionally is to stay at their organisation (Percentage agreement)	9%	19%	53%

Source: *People Matter Survey* 2018

More than 70 per cent of employees under 25 years believed that they have opportunities to develop their skills and experiences within their current organisation. Women within this age group were more optimistic than men. For employees over 35 years, around 57 per cent believe they have development opportunities, with similar results reported for men and women (Figure 2.42).

While most public service employees believed they have career development opportunities at their current employer, only a minority of employees (36 per cent) believed that the best way for them to develop professionally is to stay at their current employer.

Despite this low response, most employees did not intend to leave their organisation in the next two years — 66 per cent of employees indicated their intention to stay (as reported in section 2.2 — The public sector workforce is growing and retention is high). This implies that factors other than career development influence employees in considering whether to leave their organisation.

Figure 2.42 - Percentage of employees indicating agreement that they have opportunities to develop skills and experiences in their current organisation, 2018

Gender	<25 years	25-34 years	35-44 years	45-54 years	55-64 years	65+ years	Total
Men	71	64	60	58	59	63	61
Women	74	63	58	59	58	60	60
All	71	62	57	56	57	59	58

Source: *People Matter Survey* 2018

The perception of learning and development opportunities within the service is increasing

Over the last three years, there has been an increase in the proportion of public service employees with positive views about learning and development opportunities (Figure 2.43).

In 2018, employees undertaking learning and development opportunities stated that these activities helped them do their job better and advance their career development.

Overall, 61 per cent of public service employees had positive views on learning and development opportunities. People under 25 and employees with less than two years' service were more positive, as were employees at the low and upper ends of the salary scale (employees earning less than $45,000 or more than $165,000 per year).

Only 12 per cent of public service employees had not had their learning and development needs addressed over the past 12 months. Reasons given included:

- other things took priority (46 per cent)
- appropriate learning and development opportunities did not occur (39 per cent)
- respondent did not have the time to undertake the opportunity (38 per cent)
- there was no money in the budget for the learning and development to take place (21 per cent).

Figure 2.43 **Positive views about learning and development opportunities[16]**

Victorian Public Service employees
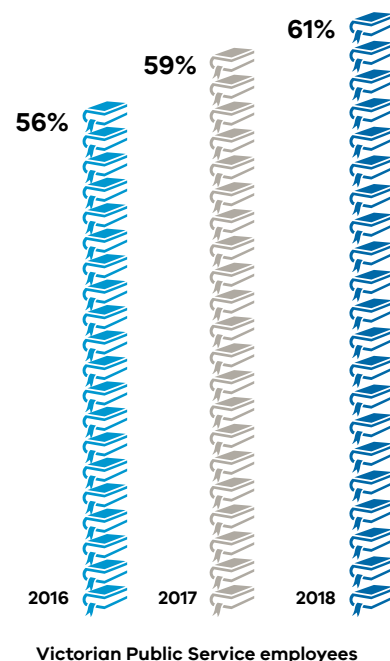
Source: *People Matter Survey* 2018

16   Positive views about learning and development opportunities are measured by the average percentage agreement of four survey questions: "My organisation places a high priority on the learning and development of staff"; "When people start in new jobs in the organisation, they are given enough guidance and training"; "My manager encourages and supports my participation in learning and development opportunities"; and "Working in the organisation provides me with the opportunity to maintain or increase my professional knowledge and skills".

A diverse workforce

2.9 HOW IS THE PUBLIC SECTOR WORKFORCE DIVERSE?

The Victorian Government's *Public Sector Reform – Delivering exceptional outcomes for Victorians*, states that:

Victoria needs to assemble a more diverse public sector – an environment that is open to new ideas and different perspectives, and reflects the community we serve.

A more diverse public sector will be better able to reflect the views of the people it serves. A diverse range of voices will deliver public policy informed by a variety of perspectives.

Figure 2.44 shows diversity levels across public sector. It illustrates that the proportion of employees with diverse demographic characteristics varies by industry.

Figure 2.44 **Diversity representation across each industry sector, as a proportion of survey participants, 2018**

	No. of employees	People with disability	Aboriginal employees	People from CALD backgrounds	LGBTI
Total public sector (excluding Government schools)	226,283	2.6%	1.0%	32%	5.5%
Public health care	114,327	2.1%	0.7%	34%	4.9%
Victorian Public Service	47,458	3.6%	1.2%	31%	7.2%
Police and emergency services	27,811	1.8%	1.1%	21%	5.4%
Creative industries, finance, transport and other	17,256	2.9%	0.9%	37%	5.3%
TAFE and other education	10,270	3.0%	0.9%	35%	4.7%
Water and land management	9,161	3.2%	2.0%	22%	4.0%

Data Source: Only the Aboriginal employees figure for the Victorian Public Service's Aboriginal employees is sourced from 2018 Workforce data. All other figures are sourced from the 2018 People Matter Survey. Government schools did not undertake the People Matter Survey and are excluded from above.

CALD figures are estimated by including survey participants born overseas and/or who speak a language other than English at home.

Representation of people with disability within the public sector is currently at 2.6 per cent, which is lower than the proportion of people with disability within the Victorian labour force (9 per cent).

(Refer to section 2.11 for more information on employees with disability within the public sector.)

Employees who are Culturally and Linguistically Diverse (CALD) represented over 30 per cent of the workforce for most industries. However, representation was lower within the Police and emergency services and the Water and land management industries.
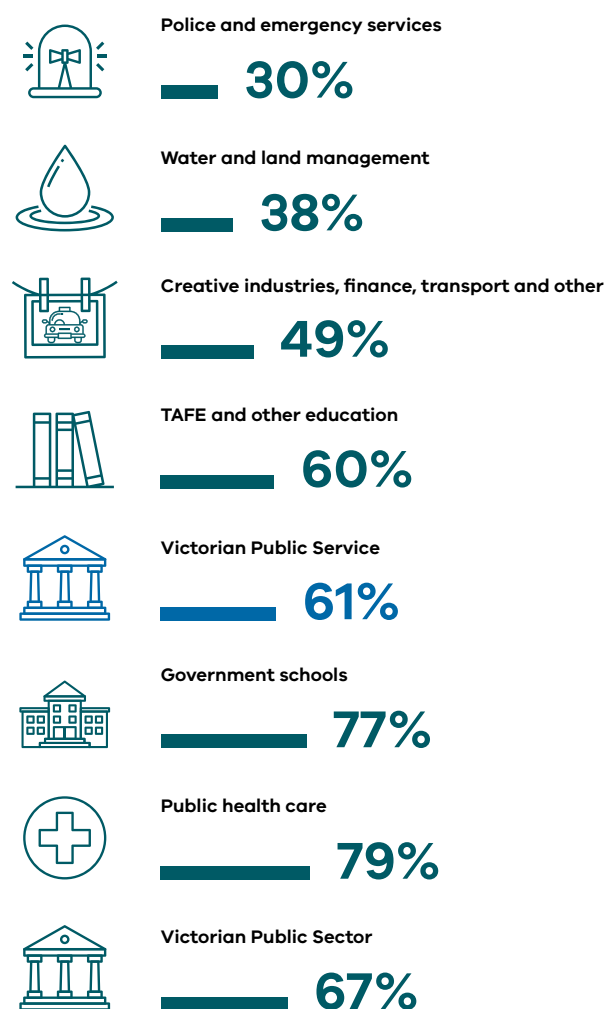
Just over 0.8 per cent of the Victorian population is Aboriginal (Australian Bureau of Statistics, 2016 Census of Population and Housing) and most public sector industries have workforces reflecting this. (Refer to section 2.12 for more information on Aboriginal employment — including current strategies in place — within the public sector.)

Gender

In 2018, 67 per cent of the public sector workforce were women, 33 per cent were men and 0.01 per cent reported their gender as other than man or woman.

Figure 2.45 shows that the representation of women was lowest in the Police and emergency services and the Water and land management industries. The proportion of men was lowest in the Public health care and Government schools industry groups. The variation in gender distribution between industries is partly influenced by gender segmentation of occupations within the public sector. (Refer to section 2.10 for more information on gender of the workforce.)

Figure 2.45 **The proportion of women employees, 2018**

Police and emergency services
30%

Water and land management
38%

Creative industries, finance, transport and other
49%

TAFE and other education
60%

Victorian Public Service
61%

Government schools
77%

Public health care
79%

Victorian Public Sector
67%

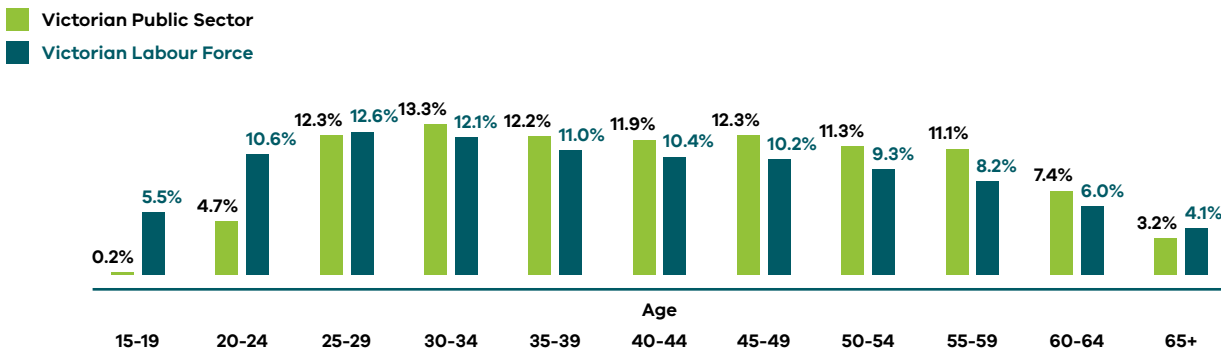Source: Workforce Data Collection 2018

Age

Figure 2.46 illustrates that the public sector workforce is relatively evenly distributed between the ages 25 to 60 years.

The proportion of employees aged below 25 (4.9 per cent) in the public sector was much lower than in the total Victorian labour force (16.1 per cent). This reflects the high proportion of occupations in the public sector that require a qualification and that 70 per cent of public sector employees hold a Bachelor degree or higher.

As at June 2018, 21.7 per cent of public sector employees were aged 55 and above, comparing favourably against the 18.3 per cent of the broader Victorian labour force. Employment in this age group has also increased by 0.8 percentage points over five years. This is consistent with the general trend of people continuing in the workforce to an older age.

Figure 2.46 **The proportion of Victorian public sector employees in each age group, 2018 Workforce data collection**

- Victorian Public Sector
- Victorian Labour Force

Source: Workforce Data Collection 2018 and ABS Labour force status catalogue No. 6291.0.55.001, LMI

2.10 THE PROPORTION OF WOMEN IN THE PUBLIC SECTOR WORKFORCE IS SIGNIFICANTLY HIGHER THAN IN THE VICTORIAN LABOUR FORCE

Australian Bureau of Statistics (ABS) figures show that 47 per cent of the Victorian labour force were women and 53 per cent were men at June 2018. In comparison, 67 per cent of the public sector workforce were women.

The gender distribution of the public sector workforce was driven by the high representation of women in the two largest industry groups of the public sector, Public health care and Government schools.

Figure 2.47 shows that there has been little change in the overall proportion of women since June 2013. Marginal increases have occurred in most industry groups, the largest of which was 3.5 percentage points in the Water and land management industry.

**Figure 2.47** **The proportion of women employees by industry groups – 2013 and 2018**
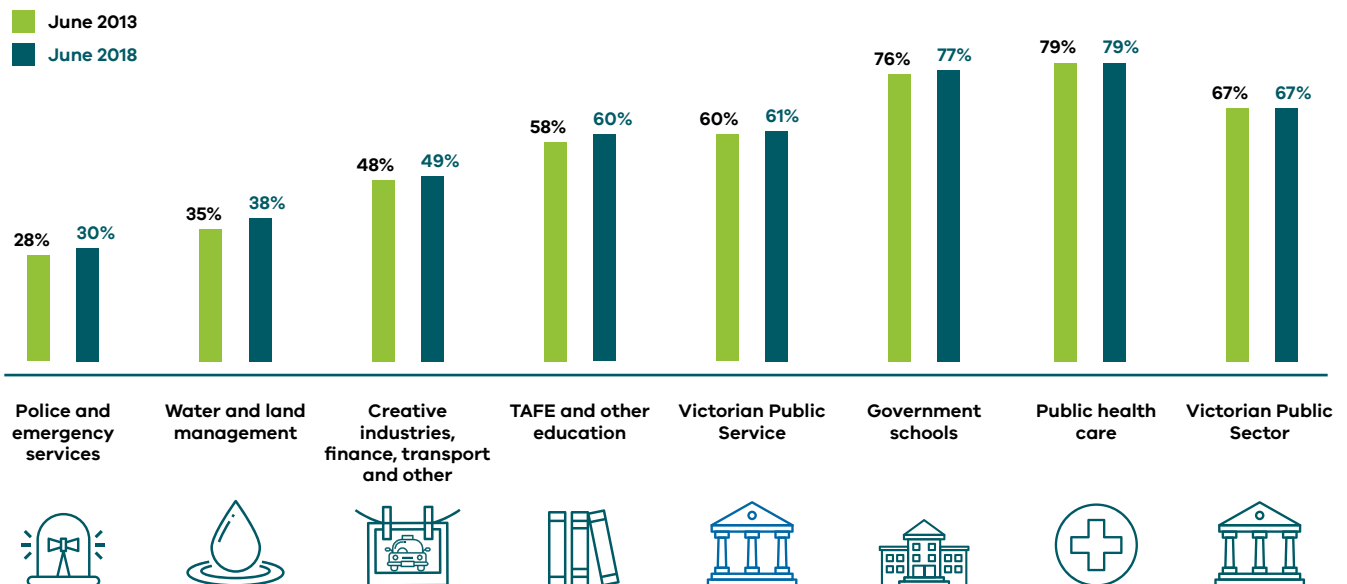
Source: Workforce Data Collection 2013 and 2018

Gender pay gaps are influenced by gender segmentation in occupations

The gender pay gap between women and men is often used as an indicator of gender inequality within the workplace. It is defined as the difference between women's and men's full-time equivalent salary as a percentage of men's salary.

Across the public sector as a whole, the median base salary was $78,972 for women and $88,724 for men, representing a pay gap of 11 per cent ($9,752). This disparity reflects the distribution of males and females across the pay scale. Women were more heavily concentrated in the bottom pay quartile (29 per cent compared to 17 per cent of men). Men were more concentrated in the top pay quartile (36 per cent compared to 20 per cent of women) as shown in Figure 2.48.

Figure 2.48 **Distribution of men and women across the pay quartiles, 2018**
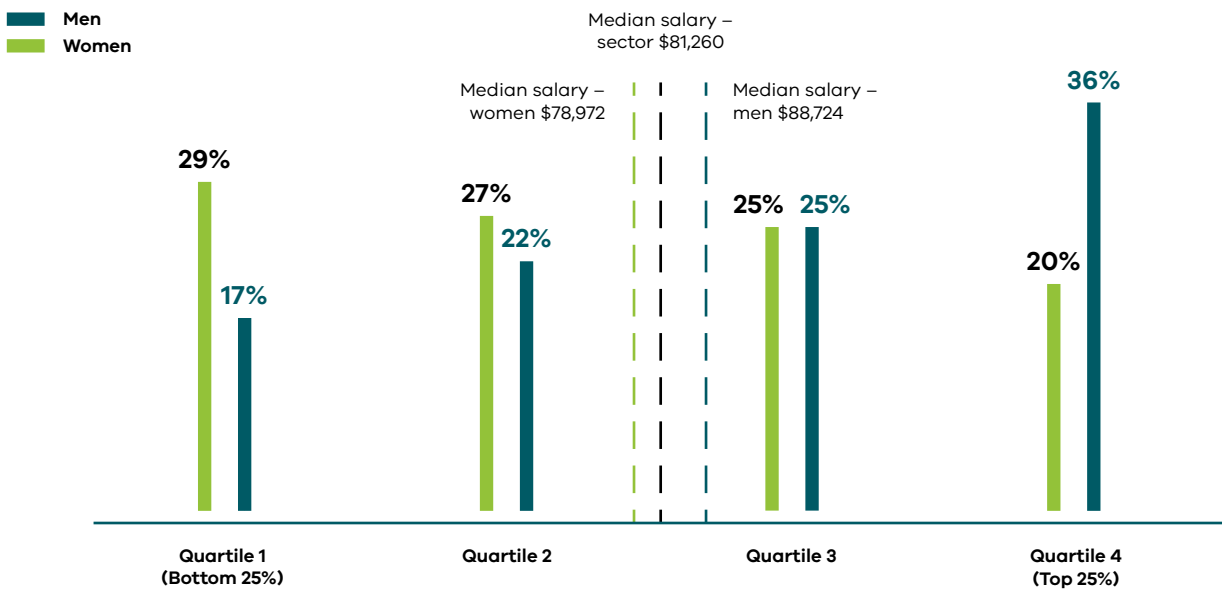
Source: Workforce Data Collection 2018

The difference in remuneration distribution by gender is influenced by gender segmentation of occupations in the workforce. Pay quartile 1 represents salaries below $64,307 and pay quartile 4 represents salaries above $99,518.

Nine occupations comprise 79 per cent of jobs at the lowest third of the public sector remuneration scale:

- junior clerical and administrative workers
- education aides
- registered nurses and classroom teachers who are at or close to entry level
- enrolled and mothercraft nurses
- welfare support workers
- personal carers and assistants
- cleaners and laundry workers
- food preparation assistants.

These occupations are populated predominately by females (84 per cent) and represent 34 per cent of all female public sector employees. This compares to just 14 per cent of all male public sector employees.

The public sector rates highly in providing gender equality

People Matter Survey results indicate that public sector employees generally agreed that equal employment opportunity with respect to gender identity is provided by their employers.

This perception was shared across most industry groups, however the Police and emergency services and Water and land management groups reported a noticeably lower proportion of women indicating agreement than men.

Figure 2.49 - Percentage of employees agreeing that gender identity is not a barrier to success in their organisation, 2018

	Men	Women
Creative industries, finance, transport and other		
	80%	79%
Police and emergency services		
	64%	59%
Public health care		
	79%	80%
TAFE and other education		
	79%	77%
Victorian Public Service		
	76%	75%
Water and land management		
	77%	72%
Overall (77% of all employees)		
	75%	78%

Source: *People Matter Survey* 2018

Most women report being treated with respect in the workplace

A key indicator of gender equality is that there is no significant difference in the perceptions of men and women that they are treated with respect in the workplace. *People Matter Survey* results indicate that this is the case for public sector employees. 75 per cent of men and 76 per cent of women agreed that they are treated with respect (Figure 2.50).

Figure 2.50 - *People Matter Survey* **questions on respect, 2018**

Men	Women
My manager listens to what I have to say	
81% agree	81% agree
My manager keeps me informed about what's going on	
74% agree	73% agree
My manager involves me in decisions about my work	
75% agree	74% agree
My manager treats employees with dignity and respect	
83% agree	83% agree
I have the authority to do my job effectively (e.g. the necessary delegation(s), autonomy, level of responsibility)	
72% agree	76% agree
I receive adequate recognition for my contributions and accomplishments	
57% agree	59% agree
There is a positive culture within my organisation in relation to employees of different sexes/genders	
81% agree	84% agree
Respect measure	
75% agree	**76% agree**

Source: *People Matter Survey* 2018

Perceptions of treatment with respect

The results were reasonably consistent across the industry groups, although the lowest agreement rate was recorded by men within the Police and emergency services industry (Figure 2.51).

Figure 2.51 - Perceptions of treatment with respect in the workplace — percentage agreement by industry group, 2018

	Men	Women
Creative industries, finance, transport and other		
	79%	77%
Police and emergency services		
	67%	71%
Public health care		
	77%	76%
TAFE and other education		
	71%	73%
Victorian Public Service		
	76%	76%
Water and land management		
	78%	79%

Source: *People Matter Survey* 2018

Most women report being satisfied with their career development and opportunities

Gender equality is also provided by men and women having equal opportunity to use their skills, knowledge and abilities and to progress their careers. Responses showed little difference between the agreement rates of men and women, with 67 per cent of women agreeing to these questions and 65 per cent of men (Figure 2.52).

Figure 2.52 - *People Matter Survey* questions on career development and opportunities, 2018	
Men	**Women**
My job allows me to utilise my skills, knowledge and abilities	
81% agree	84% agree
To date, my career progression within my organisation has met my expectations	
60% agree	62% agree
There are adequate opportunities for me to develop skills and experience in my current job	
60% agree	63% agree
I have the opportunity to develop my skills and experience in the workplace without leaving my organisation	
60% agree	61% agree
Career development measure	
65% agree	**67% agree**

Source: *People Matter Survey* 2018

Across the equal opportunity and respect measures, results were largely consistent amongst the industry groups. However, it is notable that the largest difference between men and women was recorded in Police and emergency services (6 per cent) (Figure 2.53).

Perception of gender equality by age group are consistent across age groups

For each of the three measures — equal employment opportunity, respect, and career development — agreement rates remained consistent when responses were broken down into age groups. This indicates that employees hold positive views of gender equality in the workplace, regardless of age.

Figure 2.53 - Perception of access to career development — percentage agreement by industry group, 2018

	Men	Women
Creative industries, finance, transport and other		
	63%	62%
Police and emergency services		
	62%	68%
Public health care		
	73%	71%
TAFE and other education		
	61%	62%
Victorian Public Service		
	65%	65%
Water and land management		
	67%	67%

Source: *People Matter Survey* 2018

WOMEN COMPRISE 61 PER CENT OF VICTORIAN PUBLIC SERVICE EMPLOYEES

In 2018, women comprised a majority of employees at each of the major classifications up to and including Executive Officer level 3, and in total in the 16 occupational classifications across the Victorian Public Service (public service)

The proportion of women declined as the classification level increased (Figure 2.54). Men were significantly under represented at the Victorian Public Service (VPS) Classification Structure Grade 2, comprising just 26 per cent of employees. Roles at VPS Grade 2 are typically office based and operational in nature, such as administrative support and process administration functions. Women are predominately filling these roles both in the public service and across the general labour market.

Figure 2.54 **Distribution of women across public service classifications, 2018**

70 staff	3,602 staff	5,297 staff	6,242 staff	7,585 staff	4,957 staff	357 staff	548 staff	420 staff	50 staff	18,323 staff
63%	74%	67%	65%	60%	52%	43%	55%	44%	34%	60%
VPS Grade 1	VPS Grade 2	VPS Grade 3	VPS Grade 4	VPS Grade 5	VPS Grade 6	STS	EO3	EO2	EO1	Occupational classifications
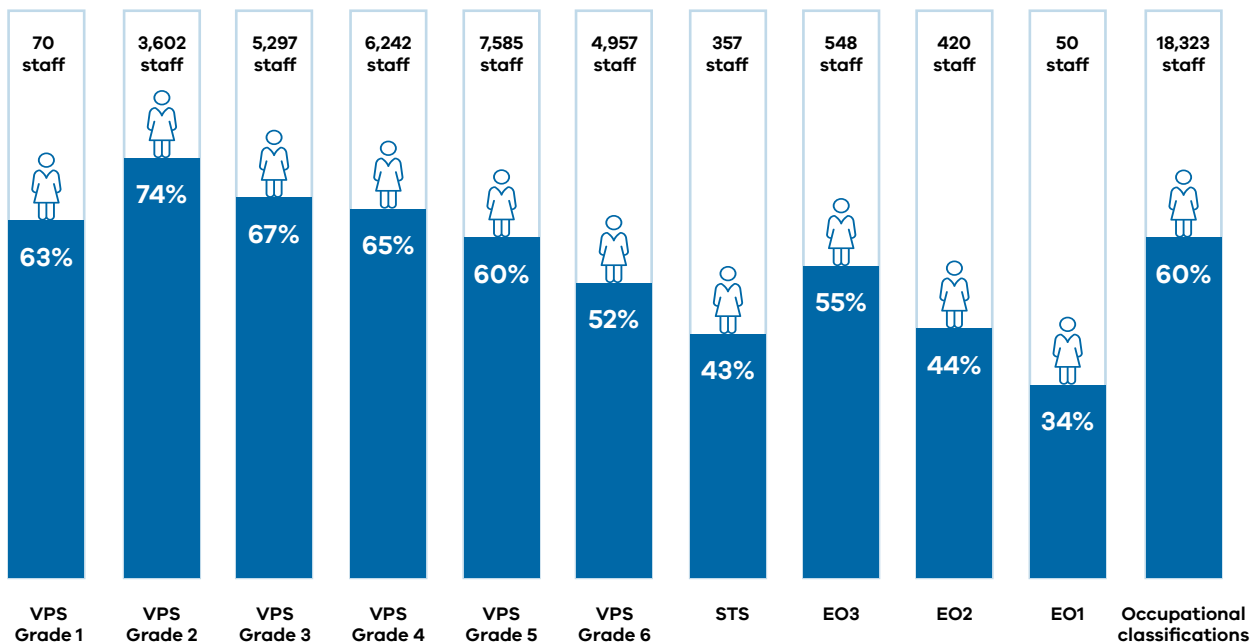
Source: Workforce Data Collection 2018

THE GENDER PAY GAP WITHIN THE VICTORIAN PUBLIC SERVICE HAS REDUCED OVER TIME

The pay gap has almost halved in five years, down from 6.1 per cent in 2013 to 3.3 per cent.

The gender pay gap within the public service is significantly lower than in the overall public sector. As at June 2018, the median base salary within the public service was $81,813 for women and $85,004 for men, a pay gap of 3.8 per cent ($3,191).

The gap between the median salary of men and women reflects the different distribution of men and women across classification levels. Women were more likely than men to be employed at classification levels in the lower half of the salary scale (Figure 2.55).

Figure 2.55 **Distribution of men and women by quartile of salary range, 2018**

Men
Women

Median salary – women $81,813

Median salary – men $85,004

Base of VPS3 or equivalent or lower ($65,713)	VPS3 to low VPS4 or equivalent ($65,714 to $83,180)	Low VPS4 to base VPS5.2 or equivalent ($83,181 to $103,721)	Above base VPS5.2 ($103,722 or higher)
26% 25%	23% 26%	22% 27%	29% 22%
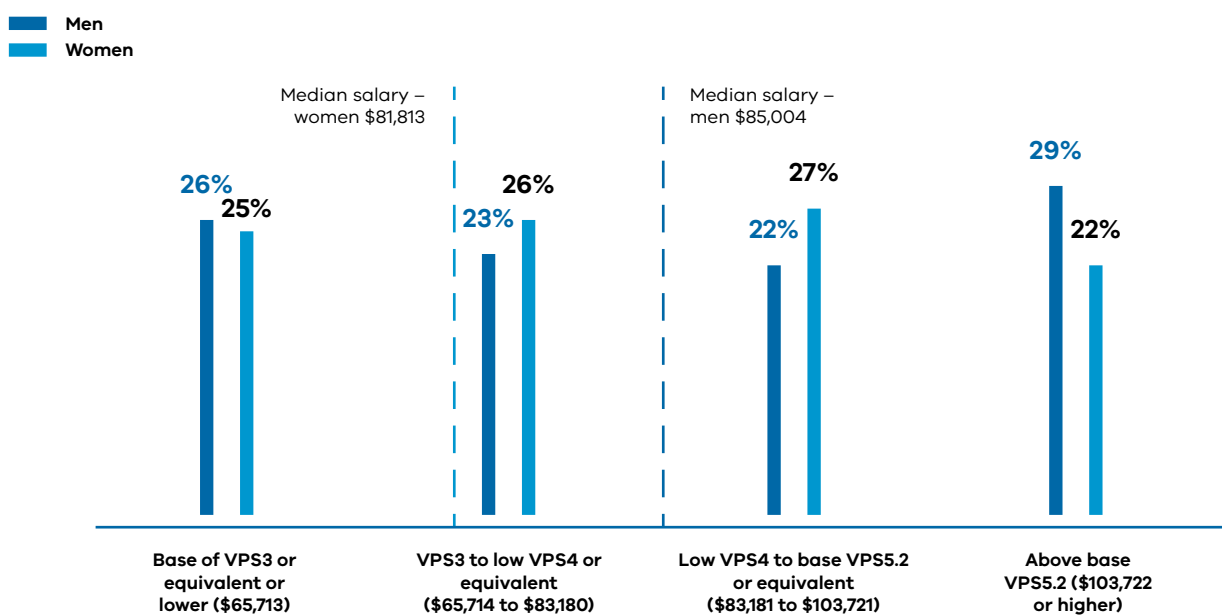
Source: Workforce Data Collection 2018

Relatively small gender pay gaps occur within classification levels

Public service employees are employed against around 100 different classification levels. Employees are assigned a classification level based on the nature of work performed, responsibility, expertise and skills. Employees undertaking similar work are classified at the same level.

When gender pay is compared across all these classification levels, the differences were relatively small, generally less than 2 per cent or $2,000 per year. However, in most cases the gap was in favour of men. Significant exceptions were Grade 2 and Grade 3, Child Protection Practitioners Levels 2 and 4, and Disability Development Support Officer Levels 1 and 2, where average salaries for men were less than for women.

More significant gender pay gaps were identified at only a small number of classification levels within the classification groups. The most significant gaps were found within the Science, Court Registrar, Senior Technical Specialist and Senior Medical Adviser classification group, where the pay gaps ranged from 2.5 per cent to 17.5 per cent in favour of men.

2.11 PEOPLE WITH DISABILITY OFTEN CHOOSE NOT TO IDENTIFY TO THEIR EMPLOYER

Estimating the number of employees with disability

The *People Matter Survey* asks employees if they are a person with disability and whether they have shared this information within their organisation such as their manager or to human resources staff.

Disability is defined as long-term (lasting six months or more), physical, mental health, intellectual, neurological or sensory impairments which, in interaction with various attitudinal and environmental barriers, may hinder full and effective participation in society on an equal basis with others.

Definition of the social model of disability is from the United Nations Convention on the Rights of Persons with Disability

Figure 2.56 Employees identifying as living with a disability, 2018

2.6%
Whole public sector

3.6%
Public service

9.0%
Victorian workforce
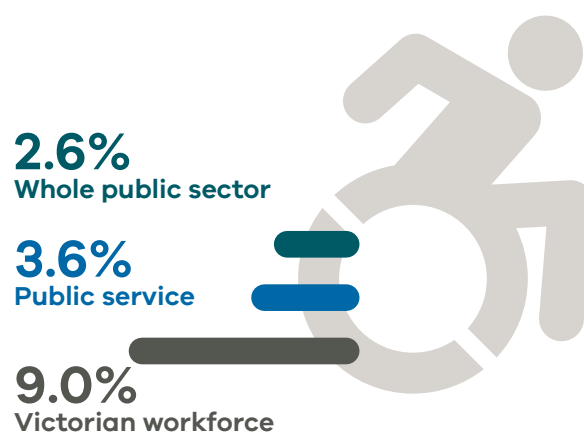
Source: People Matter Survey 2018 and Every Opportunity – Victorian economic participation plan for people with a disability 2018-2020. Dept of Health and Human Services, January 2018

Every opportunity: Victorian economic participation plan for people with disability 2018–2020

Every opportunity is a three-year plan, announced by the Victorian Government in February 2018. It aims to enhance the economic participation of people with disability in Victoria.

A key commitment is achieving a six per cent Victorian public sector disability employment target by 2020, increasing to 12 per cent by 2025.

The target will be initially applied across the Victorian Public Service and later extended across the broader public sector. The Victorian Public Sector Commission has worked with the Enablers Network (the Victorian public sector's network for people with disability), to develop a corresponding action plan — *Getting to work: disability employment action plan*. It also aims to help realise the above-mentioned targets.

Action on disability employment

In 2018, the VPSC facilitated the development of *Getting to work: the Victorian public sector disability employment action plan 2018–2025*. A first for Victoria, the plan outlines 21 actions to increase overall engagement, representation and meaningful employment of people with disability across every level of the Victorian public sector. *Getting to work* will also support Victorian government departments to meet disability employment targets of 6 per cent by 2020 and 12 per cent by 2025.

Getting to work was developed in collaboration with government departments, agencies and the Enablers Network, the public sector's network for people with disability. It reflects the social model of disability, and so focuses on removing environmental and social barriers to employment instead of focusing on what a person with disability can or cannot do. Key initiatives in *Getting to work* include changing our culture, attitudes, behaviour and processes across the entire employee life-cycle, using a whole-of-system approach and leveraging government buying power.

Recognising each public sector workplace is at a different stage of disability awareness and confidence, *Getting to work* provides a range of approaches to drive real change. Building on significant existing work, the plan also implements new initiatives across the Victorian public sector to enhance employment of people with disability.

Our vision is a diverse public sector that reflects the whole Victorian community, and benefits from the experience and capability people with disability bring to the workplace.

EXPERIENCE OF VICTORIAN PUBLIC SERVICE EMPLOYEES WITH A DISABILITY REQUIRES ADJUSTMENT TO WORKPLACES

Almost half (48 per cent) of Victorian Public Service (public service) employees with disability have not shared that they identify with disability with their manager or human resource staff because they believe:

- this this would reflect negatively on them (35 per cent),
- disability does not impact on their ability to perform their role (33 per cent), or
- no adjustments were required to their workplace (26 per cent).

According to the *People Matter Survey*, 1.3 per cent of public service employees required reasonable adjustments (allowing employees to work safely and effectively) in their workplaces. Adjustments can include flexible working hours, regular breaks and equipment such as standing desks, screen readers, vertical mouse, lighting, accessibility lift, ramps or the use of an Auslan interpreter.

53 per cent of employees requiring reasonable adjustment received their adjustment and were satisfied with the process. 14 per cent received an adjustment but were unsatisfied with the process. 16 per cent had not had their request met. The remaining 17 per cent of employees requiring reasonable adjustment had not made a request.

The effect of making adjustment in the workplace

Job satisfaction was high for those employees with disability who were also satisfied with their adjustment and the process for attaining that adjustment. However, reported job satisfaction reduced significantly if the adjustment request was not delivered or was delivered through a poor process.

A similar pattern of results was obtained with engagement indicators. Employees with disability who were satisfied with their requested adjustments had similar levels of engagement (69 points) to employees without disability (68 points). Employees receiving adjustments who were not satisfied with the process recorded an engagement level of 55 points. Employees requesting adjustments and not receiving them recorded a low engagement level of 43 points.

Department of Treasury and Finance addresses workplace culture with measurable success

In 2016, only 26 per cent of Department of Treasury and Finance (DTF) employees with disability agreed that 'There is a positive culture within my organisation in relation to employees with a disability'. DTF undertook deliberate, planned interventions to improve this.

By 2018, 67 per cent of employees with disability believed there was a positive culture towards employees with disability.

DTF achieved a significant cultural shift through an intentional program of initiatives. The department wants to be an inclusive employer with a diverse workforce, in order to attract and retain people who reflect the Victorian community. DTF believes this inclusion and diversity also increases collaboration, innovation, engagement and overall organisational performance.

The interventions began with a focus group to explore the problem, followed by the development of specific initiatives to include in the Department's *People Matter Survey* action plan. Initiatives included:

- Disability Confidence training
- Diversity Awareness training
- a new partnership with Job Access
- a review of all relevant documents and processes to be more inclusive
- an 'All Abilities' action plan
- celebrating significant days to raise awareness
- promoting the work of the Enablers Network.

The biggest impact on culture over the shortest time came from training and education programs. Effective engagement and leadership from a Deputy Secretary as a dedicated Diversity and Inclusion Champion was critical.

Also important to realising sustained cultural change was the ongoing communication campaign to promote the initiatives.

2.12 ABORIGINAL EMPLOYMENT LEVELS ARE GRADUALLY INCREASING

The 2018 Workforce data statistics show that Aboriginal employees comprised 0.44 per cent of the public sector workforce. This percentage has increased marginally each year since 2012, when 0.31 per cent of the workforce self-reported as Aboriginal. The numbers of Aboriginal employees reported in Workforce data relies on HR and payroll data. This in turn relies on employees self-identifying as Aboriginal or non-Aboriginal.

The *People Matter Survey* allows employees to anonymously identify as Aboriginal. It showed a much higher level of Aboriginal employment, at around 1.0 per cent of the workforce in 2018. In Victoria, Aboriginal people comprised 0.8 per cent of the population as at August 2016 .

The number of Aboriginal employees reported in payroll data at June 2018 increased by 118 (10 per cent) to 1314 employees, compared to the previous year. The increase was primarily in the Victorian Public Service (up 75 employees).

The public service has consistently had the largest number of Aboriginal employees over time (553 employees in June 2018). Figure 2.57 shows the percentage distribution of the Aboriginal workforce across industry groups compared to each industry's the total workforce.

Figure 2.57 **Distribution of Aboriginal public sector staff across industry groups, 2018**

- % of all Aboriginal employees in the Victorian public sector
- % of all employees in the Victorian public sector

Industry group	% of all Aboriginal employees	% of all employees
TAFE and other education	4%	3%
Creative industries, finance, transport and other	5%	6%
Police and emergency services	5%	9%
Water and land management	7%	3%
Government schools	16%	27%
Public health care	20%	37%
Victorian Public Service	42%	15%

Source: Workforce Data Collection 2018

THE PROFILE OF ABORIGINAL EMPLOYEES IS DIFFERENT TO THE GENERAL VICTORIAN PUBLIC SERVICE WORKFORCE

Information from the Workforce data collection and the *People Matter Survey* shows that, compared to all Victorian Public Service (public service) employees:

- A higher proportion of Aboriginal employees worked full-time (87 per cent compared to 78 per cent).

- The Aboriginal workforce had a lower median salary, reflecting the higher proportion of Aboriginal employees in lower paid clerical, community and personal service roles and its younger age profile ($79,790 compared to $83,180).

- Higher proportions of Aboriginal employees were employed in regional Victoria (31 per cent compared to 21 per cent) and a lower proportion in the Melbourne CBD (38 per cent compared to 48 per cent).

- Aboriginal employees had shorter lengths of service. 65 per cent of Aboriginal employees had less than five years' service with their employer compared to 52 per cent of all public sector employees.

- Aboriginal employees had a slightly higher rate of separation (11 per cent compared to 9 per cent).

- Aboriginal employees' job satisfaction and engagement levels were similar to the general workforce (around 69 per cent).

- Aboriginal employees were slightly more likely to report positive views about career progression (62 per cent compared to 56 per cent) and learning and development (65 per cent compared to 61 per cent). They were slightly less likely to report satisfaction with work–life balance (54 per cent to 59 per cent).

- Aboriginal employees were more likely to report bullying (22 per cent compared to 16 per cent), discrimination (12 per cent to 8 per cent) and sexual harassment (13 per cent to 9 per cent). These experiences are likely to contribute to relatively more Aboriginal employees reporting high-to-severe levels of work-related stress (29 per cent compared to 26 per cent).

In 2017, the public service adopted a five-year Aboriginal employment strategy, *Barring Djinang 2017–2022*. Its 16 initiatives include a strong focus on enhancing career options and experiences of Aboriginal staff members.

The strategy includes a 2 per cent Aboriginal employment target for the public service. At June 2018, Aboriginal employees comprised 1.2 per cent of all public service employees according to the workforce data collection.

03

Public sector leaders

Becoming an employer of choice for public sector leaders

To meet the challenges facing Victoria, the public sector needs high-performing, agile, diverse and collaborative leaders who can deliver sustainable, high-quality outcomes now and into the future. We need leaders who are equipped with the requisite skills and capabilities to operate in an increasingly complex and changeable environment and deliver on the government's priorities for Victoria.

Senior leaders are often responsible for the administration of billions of dollars of state assets, management of substantial budgets, oversight of large workforces, delivery of critical policies and services, and the management of considerable risk. As a result, their success has a particularly significant effect on the success of organisations.[17] Additionally, senior leaders have influence over the appointment of subsequent leaders. They influence the culture of organisations through their personal values and leadership decisions.

The government and the community have high expectations of the public sector. The operating environment for senior leaders is increasingly complex, interconnected and dynamic. Senior leaders must be innovative and accountable for their actions. They must also demonstrate the highest degree of integrity and responsibility in the face of changing demands and expectations. More than ever before, they must collaborate with other leaders and communicate with a wide range of stakeholders.

The sector is led by members of public sector boards and the executive employees of Victorian Public Service (public service) and public entity organisations.

Public sector boards are responsible for the strategic direction, governance and risk management of Victorian public sector entities. At June 2018, the Victorian Government had 3,462 public sector boards with 32,070 members.

17 Jing, F. F. & Avery, G. C. (2008) Missing links in understanding the relationship between leadership and organizational performance. International Business & Economics Research Journal. 7(5), 67-78. Leroy, H., Palanski, M. E. & Simons, T. (2012); Authentic leadership and behavioral integrity as drivers of follower commitment and performance. Journal of Business Ethics, 107, 255-264; and Orazi, D. C. & Turrini, A. (2013) Public sector leadership: new perspectives for research and practice. International Review of Administrative Sciences, 79(3), 486-504.

Executive employees are senior leaders responsible for delivering the government's objectives for their organisations. They are critical to leading our public institutions and supporting the delivery of high-quality services for Victorians.

In the public service, an executive is a person contracted to a position within the Executive Officer classification structure. They are either heads of public service bodies or senior managers. Contract terms are capped at five years and can be renewed. The Premier appoints the heads of public service bodies (such as the Secretary of a department). The heads of public service bodies employ the other executives within their organisation and all staff.

In public entities, a person is an executive if they are a Chief Executive Officer (or equivalent) or if they have significant management responsibility and receive a Total Remuneration Package (TRP) of $159,501 per annum or more (as at 30 June 2018).

ONGOING REFORM OF THE EXECUTIVE WORKFORCE

The Victorian Government wants to be an employer of choice for public sector executives, as such, it has commenced a work program to address key aspects of executive workforce arrangements. This program is ongoing, and deals with issues including classification and role definition, remuneration, employment terms and conditions, capability, and performance and oversight.

PROFILE OF EXECUTIVE EMPLOYMENT

At June 2018, 2,347 executives were employed across the public sector. Of these, 1,025 executives were employed in the public service and 1,322 were employed in public entities.

Figure 3.1 **Public service and public entity executives by gender, 2018**

Public service

Men — 517 50.4%

Women — 508 49.6%

Public entities

Men — 780 59.0%

Women — 542 41.0%

Total public sector

Men — 1,297 55.3%

Women — 1,050 44.7%
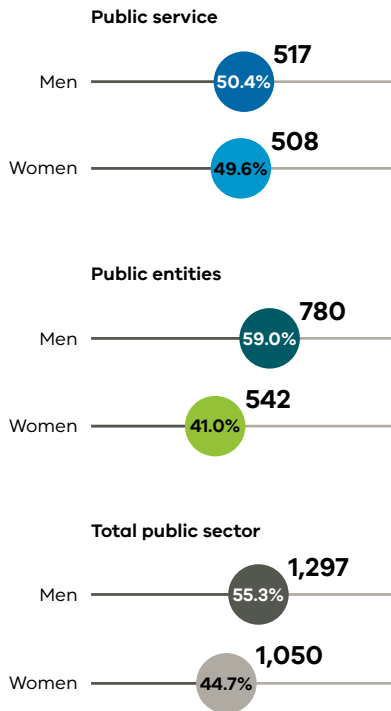
Source: Executive Data Collection 2018

Figure 3.2 **Part-time employment amongst public service and public entity executives, 2018**

Public service

7.4%

Public entities

3.4%

Total public sector

5.2%
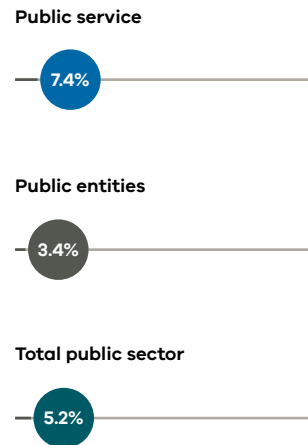
Source: Executive Data Collection 2018

Figure 3.3 **Public service and public entity executives by age, 2018**

Age (years)

	25-34	35-44	45-54	55-64	65+
Public service	2.8%	34.0%	40.8%	21.0%	1.4%
Public entity	1.9%	23.8%	41.1%	30.5%	2.6%
Total public sector	2.3%	28.3%	41.0%	26.3%	2.1%
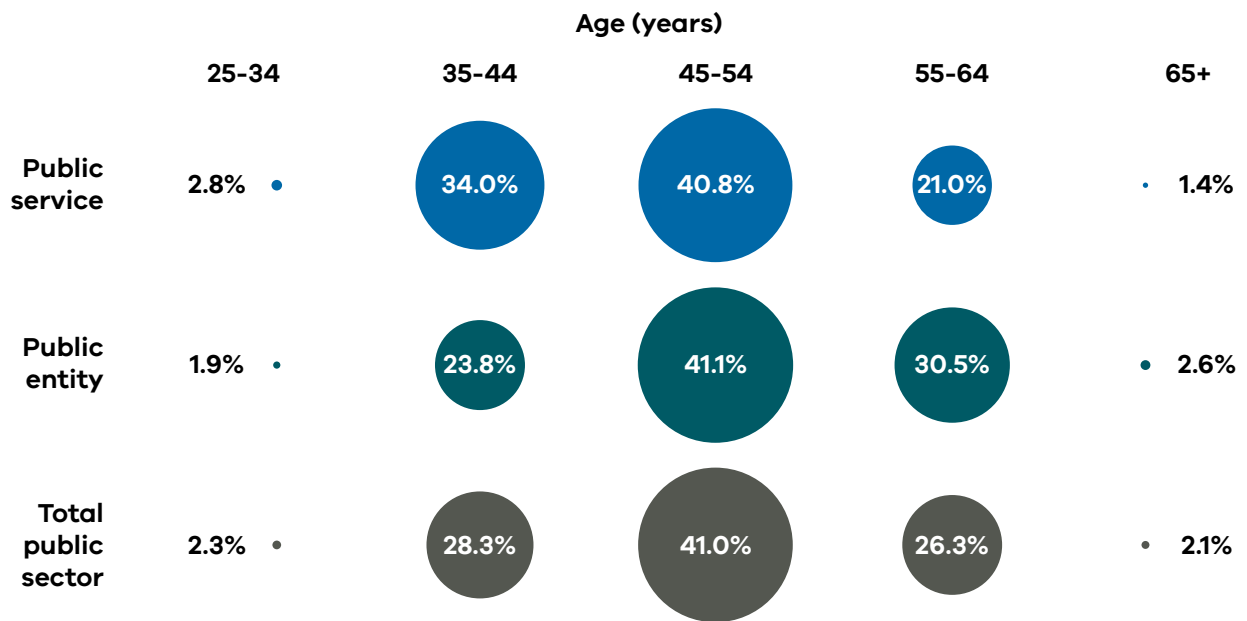
Source: Executive Data Collection 2018

Figure 3.4 - Percentage of executives identifying with diversity group, 2018

	Public service	Public entities	Total public sector
Aboriginal or Torres Strait Islander	1.5%	0.7%	1.2%
With Disability	3%	2%	3%
Culturally and linguistically diverse*	24%	28%	26%
Same sex attracted, Bisexual or Pansexual	10%	6%	8%

Source: *People Matter Survey* 2018

* Culturally and linguistically diverse includes people who identified as having been born in a country other than Australia and/or who speak a language other than English at home.

Figure 3.5   Remuneration distribution, 2018

	Public service	Public entities
$150,000-199,999	29.1%	39.4%
$200,000-249,999	38.0%	31.5%
$250,000-299,999	18.0%	15.8%
$300,000-349,999	8.2%	7.8%
$350,000-399,999	4.0%	2.3%
$400,000-449,999	1.2%	2.2%
$450,000-499,999	0.5%	0.5%
$500,000 plus	1.2%	0.5%
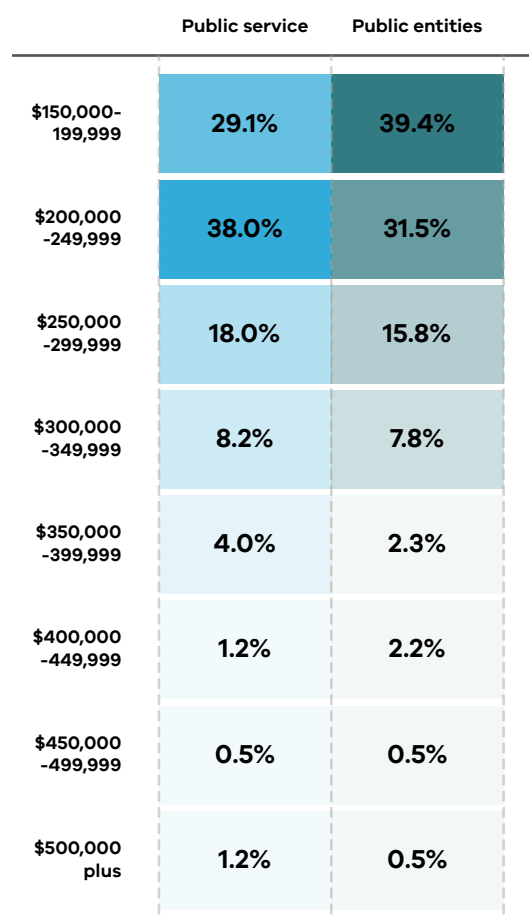
Source: Executive Data Collection 2018

PROFILE OF BOARD MEMBERS

Gender, 2018

Major boards*

Men	Women
47%	53%

All boards **

Men	Women
64%	36%
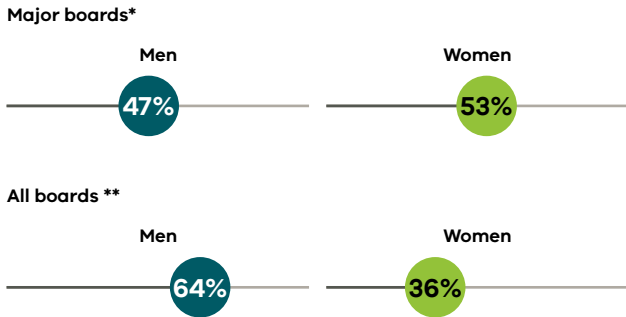
Source: GAPED Database

* Major boards are the 322 larger public entity boards. They exclude: small cemetery trusts, small rural hospitals, and the small crown land committees of management. The Victorian Government's commitment that 50 per cent of board appointments are to be women applies to the major boards.

** Gender data are not collected for school councils

Age distribution*, 2018

Age (years)

Under 35	2%
35 to 44	11%
45 to 54	18%
55 to 64	29%
65 plus	40%
Age not disclosed	11%
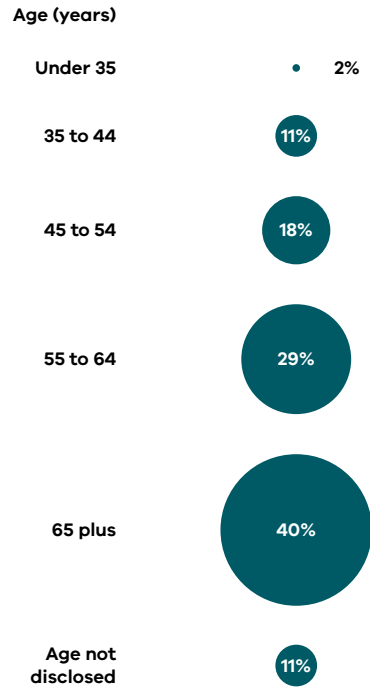
Source: GAPED Database

* Age data is not collected for school councils or small committees of management

Figure 3.8 - Percentage of board members identifying with diversity group*, 2018

Aboriginal or Torres Strait Islander	1%
Culturally and linguistically diverse**	14%
Rural	73%
Volunteer	84%

Source: GAPED Database

*   Diversity data are not collected for school councils. Aboriginal and culturally and linguistically diverse status are not collected for small committees of management.

** Is defined as appointees born in any country other than Australia or have one or more parent born in any country other than Australia, primary language spoken at home is not English, other language spoken at home is not English, or they self identify as CALD.

THE NUMBER OF PEOPLE EMPLOYED AT THE EXECUTIVE LEVEL IS INCREASING

The number of people employed at executive level across the public sector has increased since June 2016. This increased leadership capacity has supported an expansion in programs, service delivery and new major projects. Executive employment as a proportion of the total public sector workforce has remained within the range of 0.69 to 0.75 per cent since 2013.

Figure 3.9 **Number of executives by sector and year, 2013-2018**

	2013	2014	2015	2016	2017	2018
Total public sector	1,960	1,972	1,975	1,955	2,090	2,347
Public entities	1,339	1,326	1,300	1,264	1,237	1,322
Public service	621	646	675	691	853	1,025

Year
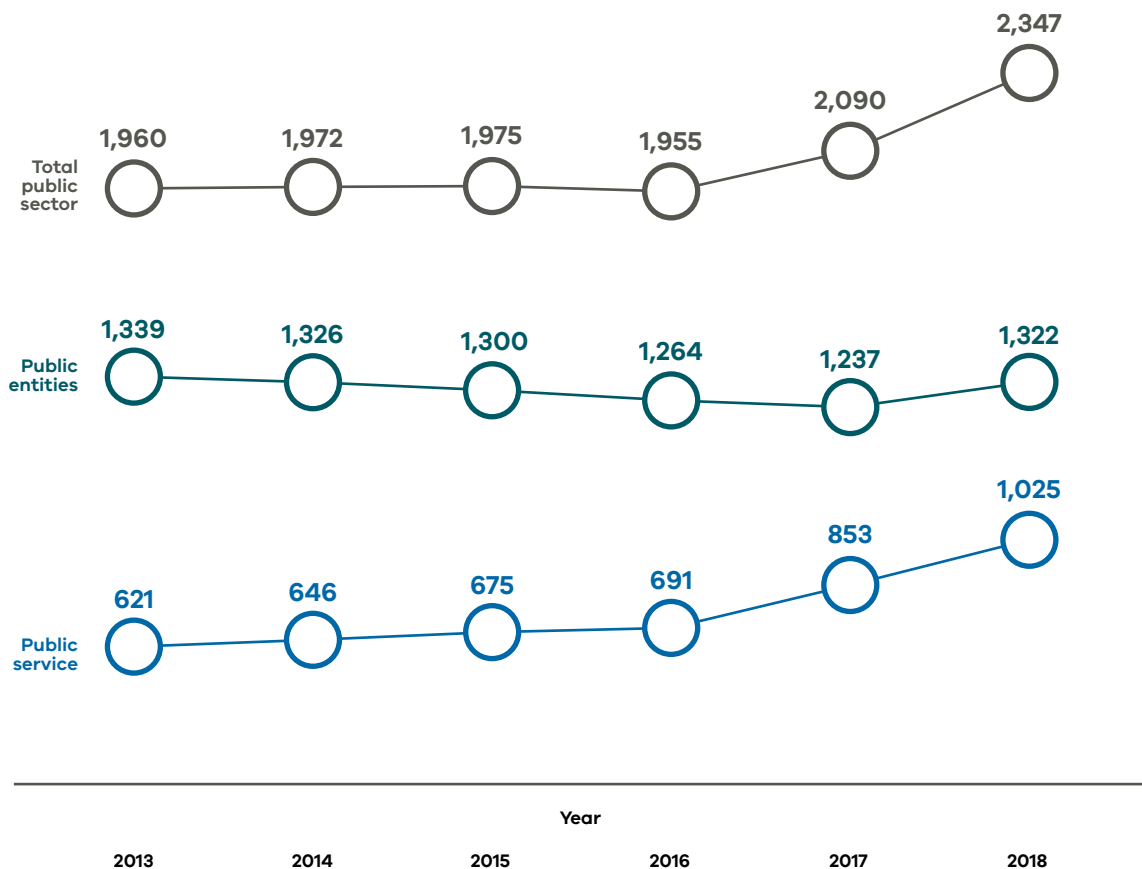
Source: Executive Data Collection 2018

THE PROPORTION OF EXECUTIVES WHO ARE WOMEN IS APPROACHING 50 PER CENT

Historically, women have been under-represented in public sector executive roles. Despite women comprising two thirds of public sector employees, they made up only one third of public sector executives at June 2018. This under representation in leadership roles was indicative of structural issues which limited women's success in being appointed to senior roles.

The implementation of policies to support gender equity has seen the proportion of women executives increase over time, usually by small increments. In 2017, there was a significant increase in the proportion of women executives (Figure 3.10). This increase coincided with both a significant rise in the number of executives and with the government establishing a target for 50 per cent of Victorian public service (public service) executive appointments to be women. This target was established under Safe and Strong – A Victorian Gender Equality Strategy).

Performance against the target that 50 per cent of public service executive appointments are to be women

Since the target was announced in December 2016:

- for the period December 2016 to June 2017 women comprised 51.4 per cent of executive appointments
- for the period July 2017 to June 2018 women comprised 49.4 per cent of executive appointments.

For the purposes of the target, executive appointments include:

- people appointed to an executive role for the first time
- existing executives who were appointed to an executive role with a new public service employer

The number of executives increased significantly over the 2017–18 year. However, the proportion of women executives increased by only a small margin (0.7 percentage points in the public service and 1.2 percentage points in public entities). In 2018, women comprised of just under 50 per cent of public service executives. In addition, 41 per cent of executives in public entities were women.

Figure 3.10 **Percentage of women executives over time, 2013-2018**
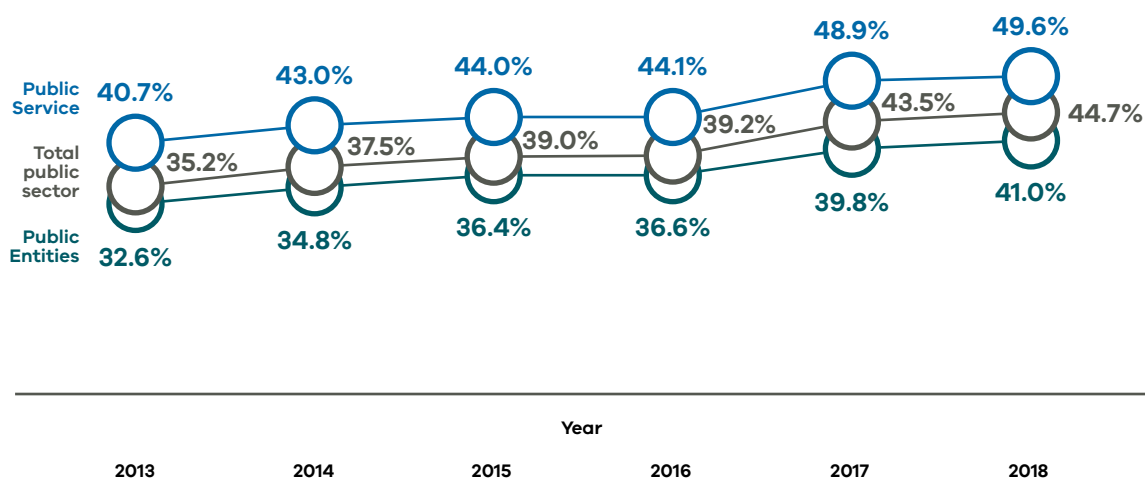
Source: Executive Data Collection 2018

GENDER PAY GAP FOR EXECUTIVES

Gender pay gaps exist at the executive level across the public sector. The pay gap was higher for public service executives (6.9 per cent) than for executives employed in public entities (2.8 per cent).

The data show overall that the executive gender wage gap is influenced in large part by the fact that men were more likely than women to hold roles of greater seniority, and receive higher remuneration. This is illustrated by the distribution of men and women across the public service executive officer classification structure.

Figure 3.11 **Median executive remuneration at June 2018**

Public service executives

Women $215,000

Men $231,000

Gap $16,000 (6.9%)

Public entity executives

Women $208,371

Men $214,329

Gap $5,958 (2.8%)

Total public sector

Women $211,050

Men $222,029

Gap $10,979 (4.9%)

Source: Executive Data Collection 2018

Figure 3.12 **Distribution of executives by gender and level within the Victorian Public Service at June 2018**

Women	Percentage women at EO level	Men
Secretaries	2	28.6%	5
EO1	17	34.0%	33
EO2	185	44.0%	235
EO3	304	55.5%	244
Total executives	508	49.6%	517

Source: Executive Data Collection 2018

Since June 2013 the pay gap has decreased for executives employed in public entities, from 4.5 per cent ($8,244). It has increased slightly for public service executives, from 6.2 per cent ($12,252).
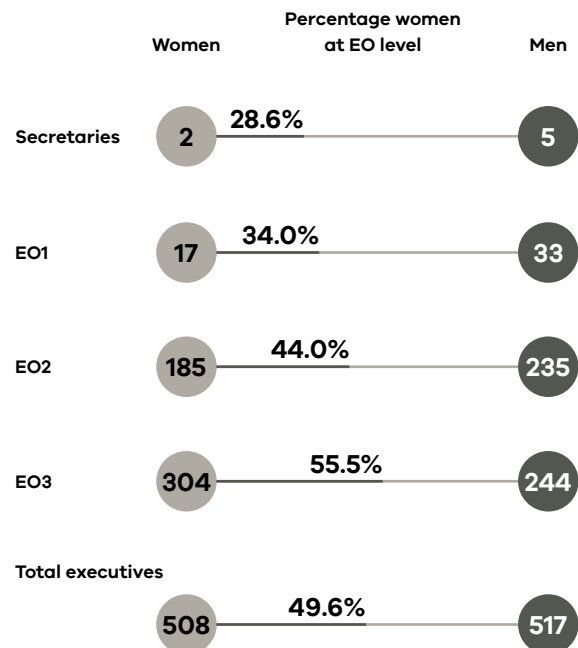
As outlined in Figure 3.12, at June 2018, 60 per cent of women executives were at the Executive Officer (EO) 3 level compared to 47 per cent of men executives. At all other levels, men comprised a higher percentage of executives.

The concentration of women executives at the EO 3 level reflects growth in the number of women at this level. Since 2013, the number of women executives has more than doubled (increasing from 253 to 508). The number of women at the EO 3 level has also more than doubled, from 145 to 304. During the same period the number of men at the EO 3 level increased by 62.

The increase in number and proportion of women executives at the EO 3 level since 2013 explains the widening gender pay gap. In broad terms, newly appointed executives are typically at the EO 3 level and remunerated at the lower end of the pay scale.

Pay gaps across the public service at each executive officer level in 2018 and 2013 are shown at Figure 3.13. At the EO 2 and EO 3 levels the pay gap has widened, consistent with the impact of the addition of new women executives at both the levels. At the EO 1 level the gap has become negligible. Numbers at this level are small, so changes in remuneration and people employed can have a significant impact on median remuneration figures and the calculated pay gap.

Figure 3.13 - Gender pay gap by executive officer level

| | June 2018 | | | | |
	Median Remuneration Men	Median Remuneration Women	Difference	Pay gap	Pay gap at June 2013
EO 1	$381,888	$380,000	$1,888	0.5%	7.7%
EO 2	$271,830	$257,000	$14,830	5.5%	4.1%
EO 3	$198,979	$195,000	$3,979	2.0%	1.2%

Source: Executive Data Collection 2018

PUBLIC SECTOR LEADERS ARE MORE SATISFIED WITH THEIR JOBS THAN NON-EXECUTIVES

Public sector executives scored higher levels of job satisfaction and engagement (89 per cent were satisfied or very satisfied, with an engagement score of 83). In comparison, 72 per cent of non-executives were satisfied or very satisfied, with an engagement score of 69.

Across the public sector, senior leaders and executives expressed more positive opinions about the application of the public sector values and employment principles than non-executives. On average, the percentage agreement score amongst executives was 18 percentage points higher than amongst non-executives.

The largest difference between these two groups was in relation to the application of the avenues of redress principle. There was a 90 percentage agreement amongst executives to the following statements: 'I would be confident in approaching my manager to discuss concerns and grievances,' and 'I am confident that if I lodge a grievance in my organisation, it would be investigated in a thorough and objective manner.' In comparison, 68 of non-executives agreed with these statements.

Within the Victorian Public Service:

- executives were more satisfied and engaged than non-executives — 88 per cent were satisfied or very satisfied, with an engagement score of 80 points

- in comparison, 69 per cent of non-executives were satisfied or very satisfied, with an engagement score of 67 points

- executives had an average agreement rate 18 percentage points higher than non-executives regarding the application of the values and employment principles

- the largest difference (23 percentage points) was in relation to the application of the avenues of redress principle.

THERE IS A SIGNIFICANT GAP BETWEEN THE PERCEPTIONS OF LEADERS AND THEIR STAFF MEMBERS REGARDING THE PERFORMANCE OF EXECUTIVES

Public service executives expressed far more positive opinions than non-executives in relation to questions regarding to the performance of executives. The average difference in opinions between these two groups of respondents was 30 percentage points.

The largest difference (35 percentage points) was in relation to the question 'my organisation's leadership supports staff to work in an environment of change'. These results indicate a significant difference in the perception of executives on their performance as leaders and the perceptions of their staff.

Figure 3.14 **Perceptions of senior managers within Victorian Public Service, 2018**

Legend:
- Senior leaders/executives
- All other respondents

Senior managers actively support diversity in the workplace: 93% / 71%

Senior managers model the public sector values: 89% / 62%

Senior managers provide clear strategy and direction: 87% / 57%

Senior managers act decisively when a concern around an employee's psychological status is raised: 81% / 46%

My organisation's leadership supports staff to work in an environment of change: 80% / 45%

Senior managers show support for stress prevention through involvement and commitment: 76% / 46%

Senior managers act quickly to correct problems or issues that affect an employee's psychological health: 75% / 44%

Source: *People Matter Survey* 2018

04

Integrity and trust

Integrity and trust within the public sector

Community trust in the integrity of the public sector is critical to its ability to operate effectively, implement policy and deliver services for the benefit of all Victorians. Building and maintaining this trust requires dedicated effort from all parts of the workforce.

Public sector officials are entrusted with considerable powers, resources, and information to fulfil their duties and deliver outcomes for the community. The public sector workforce includes 311,353 staff employed by 1,815 public sector organisations and 32,070 board members. The roles and responsibilities cover many industries and disciplines, including health, education, water and land management, transport, finance, emergency services, arts, sports and recreation, and regulation.

In Victoria, the *Public Administration Act 2004* (PAA) establishes seven public sector values and six employment principles to guide public sector employees, board directors and organisations in their work (Figures 4.1 and 4.2). These are at the centre of its responsibility to serve the Victorian Government and the community.

Figure 4.1 Victorian public sector values

Responsiveness

Integrity

Impartiality

Accountability

Respect

Leadership

Human Rights
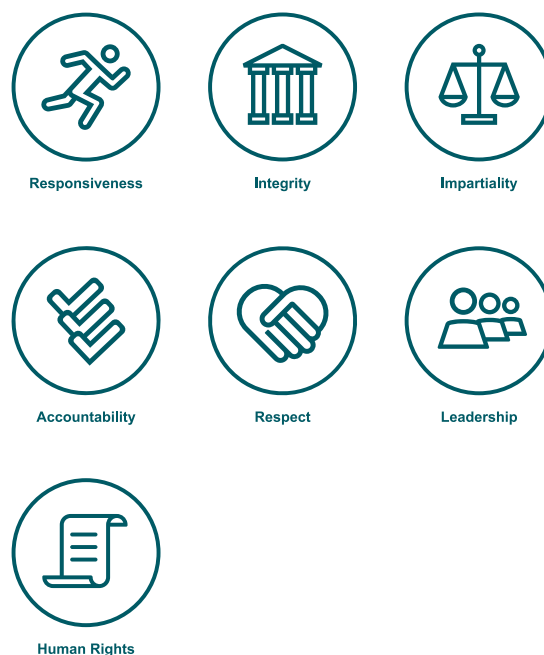
Figure 4.2 Victorian employment principles

Fair and Reasonable
Treatment

Merit in Employment

Equal Employment
Opportunity

Human Rights

Reasonable Avenue
of Redress

Career Public Service

In the 2018 *People Matter Survey*, employees were asked a range of questions regarding public sector integrity (Figure 4.3 below). The results show that across the sector, the majority of people felt that their organisation and colleagues act with integrity and that improper conduct was not tolerated.

The vast majority of respondents — 88 per cent — agreed or strongly agreed with the statement: 'In my organisation, earning and sustaining a high level of public trust is seen as important.'

On one measure of integrity, 'protection for reprisal for reporting improper conduct,' 45 per cent of employees did not feel confident that they would be protected. The employees who comprise this 45 per cent were also much less likely to agree that work colleagues are honest open and transparent (52 per cent agreement). Only 46 per cent of these employees believed that their manager 'sees avoiding conflicts of interest as being important' and just 36 per cent agreed that 'engaging in improper conduct is not tolerated.'

Figure 4.3   **Percentage agreement with People Matter Survey integrity questions, 2018**

Measures of integrity

Question	Per cent
In my organisation, earning and sustaining a high level of public trust is seen as important	88%
People in my workgroup are honest, open and transparent in their dealings	77%
In my organisation, engaging in improper conduct is not tolerated	76%
My manager sees avoiding conflicts of interest as being important	73%
I am confident that I would be protected from reprisal for reporting improper conduct	55%

Per cent of respondents who agree or strongly agree

Source: *People Matter Survey* 2018

The survey results showed that integrity scores were strongly correlated with organisational culture, such as respecting colleagues and the community, and senior managers modelling the public sector values. However, integrity scores were weakly correlated with the question, 'In the last 12 months, have you seen or heard any communication/information from your organisation about the Code of Conduct for Victorian public sector employees?'. This indicates that organisational culture is more important in influencing integrity than simply communicating the Code of Conduct to employees.

To examine the impact of integrity on positive workplace outcomes, we looked at the correlation between perceptions of integrity and staff satisfaction. It is clear that staff employed in organisations reporting higher integrity scores enjoyed high levels of job satisfaction and engagement, and lower incidence of bullying and discrimination (Figure 4.4).

Figure 4.4 - Job satisfaction and engagement levels compared to integrity scores, 2018

	Top 10% of organisations with highest integrity scores	Bottom 10% of organisations with lowest integrity scores
Overall job satisfaction (% satisfied/very satisfied)	86%	61%
Engagement index (points)	80	61
Experienced bullying (% respondents)	7%	24%
Experienced discrimination (% respondents)	2%	10%

Source: *People Matter Survey* 2018

Victorian Public Sector Commission

The Victorian Public Sector Commission (VPSC) has a range of legislated functions, including to:

- maintain and advocate for public sector integrity
- issue binding codes of conduct and employment standards
- monitor and report on public sector compliance with the values, codes of conduct, employment principles and standards
- review and can make recommendations regarding employment related actions.

The VPSC has issued three Codes of Conduct. These guide public sector employees, consultants, contractors and directors in demonstrating the values in their work and interactions with the government, the community and each other. The VPSC has also issued Standards for applying the employment principles.

In 2017–18, the VPSC answered 456 enquiries regarding public sector integrity (Figure 4.5), a significant increase from 310 enquiries in 2016–17.

The most common enquiries during 2017–18 related to:

- managing and publicly recording offers of gifts, benefits and hospitality
- advice on resolving workplace issues
- expected standards of behaviour and alleged breaches of the code.

In addition, the VPSC also managed 25 reviews. This included reviews of actions and complaints about organisations not complying with the values, codes, principles or standards.

The 2017–18 reviews covered issues relating to selection processes, bullying, discrimination, performance management and termination of employment. Approximately one third of these cases were resolved informally. Recommendations were made in a small number of cases, generally for organisations to provide greater transparency in their decisions.

The VPSC is shaping a proactive work program focusing on systemic interventions to address priority integrity issues. This includes considering how public sector organisations can be supported to respond appropriately and effectively to complaints including sexual harassment, bullying, conflicts of interest and other systemic concerns.

Figure 4.5 **Types of integrity enquiries 2017–18**

Category	Percentage
Gifts	22%
Redress	18%
Conduct	12%
Integrity	11%
Merit	10%
Governance	7%
Conflict of interest	7%
Conditions of employment	4%
Bullying	3%
Change and redeployment	3%
Discrimination	2%
Standards	1%
Privacy	1%
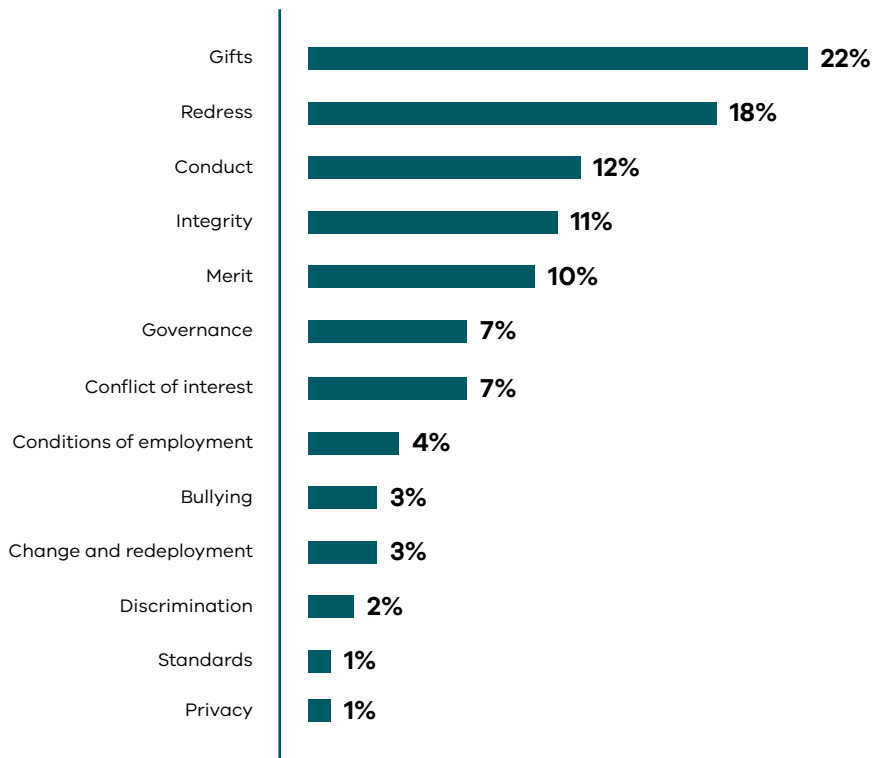
Appendices

Appendix 1: Composition of Victoria's public sector

The Victorian public sector is defined by the *Public Administration Act 2004* (PAA). It is made up of:

- the Victorian Public Service
- public entities
- special bodies.

Special bodies are listed in Section 6 of the PAA and most are Victorian Public Service employers. Those that are not (such as the Departments of the Parliament of Victoria) function like public entities and are treated as public entities in this report.

VICTORIAN PUBLIC SERVICE

The Victorian Public Service (public service) is defined in Part 3 of the PAA and consists of the staff employed in:

- seven departments
- sixteen administrative offices
- the Victorian Public Sector Commission
- twenty three other bodies and offices designated as public service employers by specific legislative reference (including the majority of special bodies, as described above).

Departments

The seven departments undertake a wide range of functions and activities. These include:

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

Department Heads are responsible to the relevant Minister for the general conduct and the effective and efficient management of the activities and functions of their department and any associated administrative offices. They also have a responsibility to work with the public entities within their Ministers' portfolios and to advise their Ministers on matters relating to these entities. These entities must provide any information that will assist them to meet these obligations.

Administrative offices and other public service employers

Administrative offices and other public service employers are typically established to undertake specific tasks, such as:

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

See Appendix 2 for a list of departments, administrative offices, and other public service employers.

PUBLIC ENTITIES

Public entities are defined in Section 5 of the PAA and are statutory authorities, state-owned corporations and advisory bodies that exercise a public function. Public entities are established outside of the public service, for a specific purpose with defined functions. They operate with varying degrees of autonomy and are ultimately accountable to a Minister for their performance.

Public entities include employing and non-employing entities. Employing entities include:

- cemetery trusts
- creative industries agencies
- emergency services organisations
- facilities management entities
- finance and insurance agencies
- hospitals and health care services
- regulators
- school councils
- sports and recreation entities
- TAFE institutes
- transport entities
- water corporations, alpine resorts and other public land management agencies.

Public entities with no employees generally 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 some advisory bodies.

For ease of reporting, special bodies that are not public service employers are treated as public entities in this report. Public entity subsidiaries are generally excluded from figures and listings in this report.

DEPARTMENT PORTFOLIO

A department portfolio is made up of the agencies — both public service and public entities — that are responsible to a specific public service department and associated Minister. See Appendix 3 for the composition of department portfolios as at June 2018.

INDUSTRY GROUPS

To provide a consistent picture of employment, the public sector has been categorised into seven industry groups. Victorian Public Service (VPS) employers form one group and public entities are split across the six remaining groups.

Public health care

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

It includes:

- large metropolitan health services that run a number of hospitals e.g. Melbourne Health
- specialist health services e.g. Royal Women's Hospital
- regional health services e.g. Latrobe Regional Hospital
- small rural health services e.g. Casterton Memorial Hospital

This industry group does not include private or denominational health services, such as St Vincent's or Mercy Health, as they are not public entities (as defined by the PAA).

Government schools

Government schools 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 e.g. Austin Hospital School and Bogong Outdoor Education Centre.

Victorian Public Service

The staff employed in departments, administrative offices, the Victorian Public Sector Commission, and other bodies and offices designated as public service employers by specific legislative reference.

Police and emergency services

Police and emergency services includes the six organisations that deliver policing, fire, ambulance and emergency response services across Victoria.

- Victoria Police is comprised of sworn police officers, recruits in training, Protective Service Officers (PSOs) and reservists as well as public service employees. 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. Public service employees of Victoria Police work in professional, technical and support roles and are not included in figures for this sector (they are included in the Victorian Public Service group).
- Ambulance Victoria provides emergency and non-emergency pre-hospital patient treatment, ambulance transport services and various public education services.

- The Metropolitan Fire and Emergency Services Board provides fire prevention, fire suppression and emergency response services to Melbourne's CBD, most suburban areas and Port Phillip Bay.
- The Country Fire Authority provides fire services to rural Victoria and areas of outer metropolitan Melbourne.
- The Victoria State Emergency Service responds to floods, storms and earthquakes, and assists other emergency services and municipal councils in planning and auditing their emergency management plans.
- The Emergency Services Telecommunications Authority provides and manages the operational communications that dispatch the services listed above.

Fire prevention and suppression and land management employees of the Department of Environment, Land, Water and Planning (DELWP) and Parks Victoria are not included in this group. DELWP employees are reported within the Victorian Public Service and Parks Victoria employees are reported under water and land management.

TAFE and other education

This group is comprised of twelve TAFE institutes and four other non-school entities (the Centre for Adult Education, AMES Australia, VET Development Centre, and the regulator of the teaching profession, the Victorian Institute of Teaching).

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

Water and land management

Water and land management is comprised of organisations that are responsible for water resources and the administration of public land. It includes:

- metropolitan water retailers that provide and service water supply to domestic and commercial users in metropolitan Melbourne e.g. City West Water, Yarra Valley Water, and South East Water
- Melbourne Water and the regional water corporations that manage the Victoria's water storage, sewage, and distribution systems, and retail water in rural and regional Victoria
- Catchment Management Authorities that plan, promote and co-ordinate water and land management within their regions to support sustainable use, conservation and rehabilitation
- other land management and planning organisations e.g. Parks Victoria.

Creative industries, finance, transport and other

The creative industries, finance, transport and other sector is a diverse collection of employers. It includes:

- creative industries agencies e.g. Victorian Arts Centre Trust
- cemetery trusts e.g. Greater Metropolitan Cemeteries Trust
- facilities management entities e.g. Melbourne Convention and Exhibition Trust
- finance and insurance entities e.g. Transport Accident Commission
- regulators e.g. Victorian Building Authority
- sports and recreation entities e.g. Emerald Tourist Railway Board
- transport entities e.g. VicRoads
- other entities e.g. the Departments of the Parliament.

A full listing of the organisations within each group can be found in Appendix 2.

MACHINERY OF GOVERNMENT CHANGES

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

A small number of machinery of government changes occurred over the 2017–18 year.

Five new public service employers were established:

- Family Safety Victoria (staff transferring from Departments of Premier and Cabinet and Health and Human Services)
- Safer Care Victoria (staff transferring from Department of Health and Human Services)
- Victorian Agency for Health Information (staff transferring from Department of Health and Human Services)
- Victorian Fisheries Authority (staff transferring from the Department of Economic Development, Jobs, Transport and Resources)
- The Office of the Victorian Information Commissioner, amalgamating the Office of the Freedom of Information Commissioner, and the Office of the Commissioner for Privacy and Data Protection.

One new public entity was established: Accident Compensation Conciliation Service (staff transferring from Victorian Workcover Authority).

The State Electricity Commission of Victoria (SECV) ceased operation. Following its disaggregation in 1993 into generation, distribution and transmission companies the SECV (trading as Vicpower Trading) continued to manage Electricity Supply Agreements with Portland and Point Henry aluminium agreements. These agreements expired in 2017–18 and the SECV was formally closed.

Appendix 2: Employing organisations by industry group

The following tables provide the employment numbers for employing organisations in the Victorian public sector in headcount and Full Time Equivalent (FTE) terms as at the last full pay period in June 2018.

2.1 VICTORIAN PUBLIC SERVICE

Departments		
Employing organisation	Headcount	FTE
Department of Economic Development, Jobs, Transport and Resources	3,163	3,003.1
Department of Education and Training	3,984	3,600.6
Department of Environment, Land, Water and Planning[1]	3,991	3,774.3
Department of Health and Human Services	13,737	12,024.2
Department of Justice and Regulation[2]	9,510	9,070.2
Department of Premier and Cabinet	1,005	949.0
Department of Treasury and Finance[3]	1,182	1,128.8

Agencies and offices		
Employing organisation	Headcount	FTE
Designated as Administrative Offices under the PAA		
Environment Protection Authority	674	633.3
Family Safety Victoria	218	204.0
Latrobe Valley Authority	31	30.5
Level Crossing Removal Authority	380	370.9
Local Government Investigations and Compliance Inspectorate	9	9.0
North East Link Authority	63	61.4

1   Includes Sustainability Victoria (excluding CEO) and the Office of the Commissioner for Environmental Sustainability
2   Includes non-executive and non-forensic staff at the Victorian Institute of Forensic Medicine
3   Includes the State Revenue Office and Commission for Better Regulation

Agencies and offices		
Office of Projects Victoria	9	8.1
Office of the Chief Parliamentary Counsel	45	40.3
Office of the Governor	37	32.8
Office of the Victorian Government Architect	13	12.1
Public Record Office Victoria	71	61.6
Rail Projects Victoria	363	346.7
Safer Care Victoria	101	90.3
Victorian Agency for Health Information	64	61.1
Victorian Government Solicitor's Office	201	184.1
Western Distributor Authority	62	61.7
Designated as a public service employer by specific legislative reference		
CenITex	530	526.3
Commission for Children and Young People	54	51.8
Court Services Victoria	2,011	1,894.3
Emergency Services Superannuation Board	149	139.9
Essential Services Commission	116	111.9
Game Management Authority	14	14.0
Independent Broad-based Anti-corruption Commission	187	179.4
Infrastructure Victoria	33	29.7

Agencies and offices		
Office of Public Prosecutions	362	339.9
Office of the Legal Services Commissioner	90	84.4
Office of the Ombudsman Victoria	96	88.3
Office of the Road Safety Camera Commissioner	2	2.0
Office of the Victorian Electoral Commissioner	130	121.7
Office of the Victorian Information Commissioner	47	43.0
Taxi Services Commission	121	116.1
Victoria Police (Public service)	3,829	3,622.1
Victorian Auditor-General's Office	185	179.4
Victorian Commission for Gambling and Liquor Regulation	220	210.5
Victorian Equal Opportunity and Human Rights Commission[4]	57	51.4
Victorian Fisheries Authority[5]	173	162.9
Victorian Inspectorate	14	14.0
Victorian Public Sector Commission	69	66.1
Victorian Responsible Gambling Foundation[5]	56	54.5

4   Excluding the Commissioner
5   Excluding the CEO

2.2 PUBLIC ENTITIES

Government schools

Government schools		
Employing organisation	Headcount	FTE
Department of Education and Training (Teaching Service and school support)	72,833	62,497.3
School Council Staff[6]	4,415	1,499.6
Casual Relief Teachers	7,822	1,918.4

TAFEs and other education

TAFEs		
Employing organisation	Headcount	FTE
Bendigo Kangan Institute	1,263	1,023.0
Box Hill Institute	1,200	775.0
Chisholm Institute	1,144	856.0
Federation Training Institute	331	253.1
Gordon Institute of TAFE	689	480.3
Goulburn Ovens Institute of TAFE	474	411.3
Holmesglen Institute	1,469	999.4
Melbourne Polytechnic	1,418	980.2
South West Institute of TAFE	356	230.3
Sunraysia Institute of TAFE	260	208.6
William Angliss Institute of TAFE	405	337.6
Wodonga Institute of TAFE	406	296.6

6   The 1,539 school councils have been amalgamated into one listing.

Other education		
Employing organisation	**Headcount**	**FTE**
AMES Australia	603	475.9
Centre for Adult Education	146	48.1
VET Development Centre	10	9.4
Victorian Institute of Teaching	96	85.0

2.3 PUBLIC HEALTH SECTOR

Health services

Health services		
Employing organisation	**Headcount**	**FTE**
Albury Wodonga Health	2,152	1,630.4
Alexandra District Health	96	55.2
Alfred Health	8,096	6,288.8
Alpine Health	322	223.1
Austin Health	7,582	5,708.3
Bairnsdale Regional Health Service	765	521.5
Ballarat Health Services	3,915	2,877.6
Barwon Health	5,977	4,191.2
Bass Coast Health	613	426.0
Beaufort and Skipton Health Service	166	95.9
Beechworth Health Service	168	112.8
Benalla Health	301	193.1
Bendigo Health Care Group	3,481	2,568.8

Health services		
Boort District Hospital	80	54.3
Casterton Memorial Hospital	92	71.8
Castlemaine Health	618	388.7
Central Gippsland Health Service	928	671.6
Cobram District Hospital	169	153.0
Cohuna District Hospital	87	63.5
Colac Area Health	445	300.3
Corryong Health	124	88.2
Dental Health Services Victoria	646	424.8
Djerriwarrh Health Services	563	383.5
East Grampians Health Service	423	280.6
East Wimmera Health Service	346	214.2
Eastern Health	8,092	5,909.8
Echuca Regional Health	619	459.9
Edenhope and District Memorial Hospital	114	76.9
Gippsland Southern Health Service	419	238.2
Goulburn Valley Health Services	2,069	1,584.5
Heathcote Health	137	85.0
Hepburn Health Service	319	195.3
Hesse Rural Health Service	124	79.7
Heywood Rural Health	115	67.1
Inglewood and Districts Health Service	103	73.4
Kerang District Health	148	92.4

Health services		
Kilmore and District Hospital	269	160.4
Kooweerup Regional Health Service	186	104.4
Kyabram and District Health Services	254	162.7
Kyneton District Health Service	136	72.9
Latrobe Regional Hospital	1,776	1,359.7
Lorne Community Hospital	95	52.8
Maldon Hospital	64	33.2
Mallee Track Health and Community Service	191	111.1
Mansfield District Hospital	183	114.9
Maryborough District Health Service	409	275.8
Melbourne Health	8,936	6,923.1
Monash Health	14,524	10,908.6
Moyne Health Services	193	115.1
Nathalia District Hospital	72	45.7
Northeast Health Wangaratta	1,159	818.7
Northern Health	4,305	3,199.5
Numurkah District Health Service	218	147.9
Omeo District Health	65	35.2
Orbost Regional Health	167	98.7
Otway Health & Community Services	72	43.3
Peninsula Health	5,246	3,952.3
Peter MacCallum Cancer Centre	2,664	2,119.2
Portland District Health	381	250.5

Health services		
Robinvale District Health Services	147	111.2
Rochester and Elmore District Health Service	183	116.8
Royal Children's Hospital	4,797	3,479.4
Royal Victorian Eye and Ear Hospital	870	530.1
Royal Women's Hospital	2,058	1,415.4
Rural Northwest Health	253	169.2
Seymour Health	213	139.4
South Gippsland Hospital	98	55.0
South West Healthcare	1,465	1,079.7
Stawell Regional Health	250	171.3
Swan Hill District Health	538	421.1
Tallangatta Health Service	147	94.3
Terang and Mortlake Health Service	132	77.1
The Queen Elizabeth Centre	139	99.1
Timboon and District Healthcare Service	81	47.2
Tweddle Child and Family Health Service	79	45.8
Victorian Institute of Forensic Mental Health	669	578.8
West Gippsland Healthcare Group	1,112	752.8
West Wimmera Health Service	523	383.8
Western District Health Service	740	532.5
Western Health	6,222	4,672.0
Wimmera Health Care Group	904	635.3
Yarram and District Health Service	175	106.2

Health services		
Yarrawonga Health	219	154.4
Yea and District Memorial Hospital	58	39.2

Other health organisations		
Employing organisation	Headcount	FTE
BreastScreen Victoria	106	77.6
Health Purchasing Victoria	80	79.7
Victorian Assisted Reproductive Treatment Authority	14	10.5
Victorian Health Promotion Foundation	76	65.3

Police and emergency services

Police and emergency services		
Employing organisation	Headcount	FTE
Ambulance Victoria	5,495	4,802.5
Country Fire Authority	2,497	2,374.8
Emergency Services Telecommunications Authority	916	848.8
Metropolitan Fire and Emergency Services Board	2,341	2,323.5
Victoria Police (Officers)	16,342	16,013.2
Victoria State Emergency Service	220	197.9

Water and land management

Alpine resorts		
Employing organisation	**Headcount**	**FTE**
Falls Creek Alpine Resort Management Board	70	52.9
Mount Buller and Mount Stirling Alpine Resort Management Board	80	58.5
Mount Hotham Alpine Resort Management Board	68	53.4
Southern Alpine Resort Management Board	140	94.1

Catchment management authorities		
Employing organisation	**Headcount**	**FTE**
Corangamite Catchment Management Authority	30	27.6
East Gippsland Catchment Management Authority	24	21.3
Glenelg Hopkins Catchment Management Authority	49	42.3
Goulburn Broken Catchment Management Authority	55	50.3
Mallee Catchment Management Authority	55	49.5
North Central Catchment Management Authority	56	52.1
North East Catchment Management Authority	34	30.9
Port Phillip and Westernport Catchment Management Authority	16	13.3
West Gippsland Catchment Management Authority	46	38.9
Wimmera Catchment Management Authority	27	22.5

Land management and planning agencies		
Employing organisation	**Headcount**	**FTE**
Barwon Coast Committee of Management	57	42.1
Barwon South West Waste and Resource Recovery Group	7	5.8
Bellarine Bayside Foreshore Committee of Management Inc	29	21.8
Capel Sound Foreshore Committee of Management Inc	4	4.0
Development Victoria	162	153.9
Gippsland Ports Committee of Management	61	57.5
Gippsland Waste and Resource Recovery Group	9	5.8
Goulburn Valley Waste and Resource Recovery Group	6	4.5
Grampians Central West Waste and Resource Recovery Group	10	7.8
Great Ocean Road Coast Committee Inc	73	56.2
Loddon Mallee Waste and Resource Recovery Group	9	7.4
Metropolitan Waste and Resource Recovery Group	31	28.0
North East Waste and Resource Recovery Group	4	2.6
Parks Victoria	1,384	1,283.3
Point Leo Foreshore and Public Parks Reserves Committee of Management Inc	6	3.0
Sustainability Victoria (CEO)	1	1.0
Trust for Nature (Victoria)	58	42.4
VicForests	128	121.2
Victorian Planning Authority	111	104.7
Winton Wetlands Committee of Management	16	11.0

Water corporations

Employing organisation	Headcount	FTE
Barwon Region Water Corporation	313	308.8
Barwon Asset Solutions Pty Ltd	59	59.0
Central Gippsland Region Water Corporation	275	258.2
Central Highlands Region Water Corporation	198	185.1
City West Water Corporation	448	425.7
Coliban Region Water Corporation	194	185.6
East Gippsland Region Water Corporation	96	92.9
Gippsland and Southern Rural Water Corporation	174	167.3
Goulburn-Murray Rural Water Corporation	718	702.2
Goulburn Valley Region Water Corporation	230	219.8
Grampians Wimmera Mallee Water Corporation	202	194.0
Lower Murray Urban and Rural Water Corporation	186	182.5
Melbourne Water Corporation	1,135	1,053.9
North East Region Water Corporation	183	175.7
South East Water Corporation	606	571.3
South Gippsland Region Water Corporation	115	107.4
Wannon Region Water Corporation	217	202.4
Western Region Water Corporation	168	161.0
Westernport Region Water Corporation	84	79.4
Yarra Valley Water Corporation	644	594.2

Creative industries, finance, transport and other

Creative industries		
Employing organisation	**Headcount**	**FTE**
Australian Centre for the Moving Image	225	165.1
Film Victoria	39	35.6
Geelong Performing Arts Centre Trust	96	41.9
Melbourne Recital Centre	112	56.0
Museums Victoria	685	521.3
National Gallery of Victoria	395	306.2
State Library of Victoria	363	293.0
The Wheeler Centre	21	18.7
Victorian Arts Centre Trust	721	480.9

Cemetery trusts		
Employing organisation	**Headcount**	**FTE**
Ballaarat General Cemeteries Trust	17	16.2
Geelong Cemeteries Trust	38	37.2
Greater Metropolitan Cemeteries Trust	198	189.4
Remembrance Park Central Victoria	13	12.2
Southern Metropolitan Cemeteries Trust	293	264.7

Facilities management agencies

Employing organisation	Headcount	FTE
Docklands Studios Melbourne Pty Ltd	12	9.0
Federation Square Pty Ltd	49	40.6
Melbourne Convention and Exhibition Trust	621	447.1
Melbourne Market Authority	21	19.7
Old Treasury Building Reserve Committee of Management	17	3.3
Queen Victoria Women's Centre Trust	3	3.4
Shrine of Remembrance Trust	40	31.3
Victorian Asbestos Eradication Agency	8	7.8
Working Heritage	6	4.0

Finance / insurance agencies

Employing organisation	Headcount	FTE
State Trustees Limited	434	400.4
Transport Accident Commission	1,033	947.0
Treasury Corporation of Victoria	46	40.9
Victorian Funds Management Corporation	90	88.2
Victorian Managed Insurance Authority	187	180.4
Victorian WorkCover Authority	1,085	1,057.3

Regulators

Employing organisation	Headcount	FTE
Accident Compensation Conciliation Service	79	72.2
Architects Registration Board of Victoria	7	5.7
Dairy Food Safety Victoria	27	24.6
Energy Safe Victoria	151	146.8
Greater Sunraysia Pest Free Area Industry Development Committee	6	5.8
PrimeSafe	13	12.7
Veterinary Practitioners Registration Board of Victoria	7	4.8
Victorian Building Authority	298	289.4
Victorian Equal Opportunity and Human Rights Commissioner	1	1.0
Victorian Fisheries Authority (CEO)	1	1.0
Victorian Pharmacy Authority	8	5.4

Sport and recreation agencies

Employing organisation	Headcount	FTE
Australian Grand Prix Corporation	53	52.3
Emerald Tourist Railway Board	102	81.3
Greyhound Racing Victoria	221	176.0
Harness Racing Victoria	91	77.5
Kardinia Park Stadium Trust	40	19.7
Melbourne and Olympic Parks Trust	479	178.5
Melbourne Convention Bureau	25	23.8
Phillip Island Nature Park Board of Management	212	162.0

Sport and recreation agencies		
Royal Botanic Gardens Board	208	168.3
State Sport Centres Trust	310	112.2
Victorian Institute of Sport	56	46.8
Visit Victoria	101	98.8
Zoological Parks and Gardens Board	680	554.5

Transport agencies		
Employing organisation	Headcount	FTE
Port of Hastings Development Authority	9	8.9
Public Transport Development Authority	498	486.8
V/Line Corporation	1,965	1,916.4
VicRoads	2,999	2,883.5
Victorian Ports Corporation (Melbourne)	60	59.4
Victorian Rail Track Corporation	390	385.3
Victorian Regional Channels Authority	9	8.8

Miscellaneous		
Employing organisation	**Headcount**	**FTE**
Agriculture Victoria Services Pty Ltd	15	13.1
Consumer Policy Research Centre	6	6.0
Departments of Parliament	271	251.5
LaunchVic	12	11.2
Victoria Law Foundation	17	7.0
Victoria Legal Aid	880	771.9
Victorian Institute of Forensic Medicine (executive and specialists)	44	30.6
Victorian Responsible Gambling Foundation (CEO)	1	1.0
VITS LanguageLink	36	31.0

Appendix 3: Composition of department portfolios

This appendix lists the employing organisations that fall within each department's portfolio.

Please note that the Victorian Auditor-General's Office and the Departments of Parliament do not fall within the remit of a department portfolio.

3.1 ECONOMIC DEVELOPMENT, JOBS, TRANSPORT AND RESOURCES

Public Service employers
Department of Economic Development, Jobs, Transport and Resources
Game Management Authority
Level Crossing Removal Authority
North East Link Authority
Rail Projects Victoria
Taxi Services Commission
Victorian Fisheries Authority (excluding CEO)
Western Distributor Authority

Public Entities
Agriculture Victoria Services Pty Ltd
Australian Centre for the Moving Image
Australian Grand Prix Corporation
Dairy Food Safety Victoria
Development Victoria
Docklands Studios Melbourne Pty Ltd
Emerald Tourist Railway Board
Federation Square Pty Ltd
Film Victoria

Public Entities
Geelong Performing Arts Centre Trust
Gippsland Ports Committee of Management
Greater Sunraysia Pest Free Area Industry Development Committee
Launch Victoria
Melbourne Convention Bureau
Melbourne Convention and Exhibition Trust
Melbourne Market Authority
Melbourne Recital Centre
Museums Victoria
National Gallery of Victoria
Port of Hastings Development Authority
PrimeSafe
Public Transport Development Authority
State Library of Victoria
The Wheeler Centre
V/Line Corporation
Veterinary Practitioners Registration Board of Victoria
VicForests
VicRoads
Victorian Arts Centre Trust
Victorian Fisheries Authority (CEO only)
Victorian Ports Corporation (Melbourne)
Victorian Rail Track Corporation

Public Entities
Victorian Regional Channels Authority
Visit Victoria

3.2 EDUCATION AND TRAINING

Public Service employers
Department of Education and Training

Public Entities
AMES Australia
Bendigo Kangan Institute
Box Hill Institute
Centre for Adult Education
Chisholm Institute
Federation Training Institute
Gordon Institute of TAFE
Goulburn Ovens Institute of TAFE
Holmesglen Institute
Melbourne Polytechnic
School Councils
South West Institute of TAFE
Sunraysia Institute of TAFE
Teaching Service
VET Development Centre

Public Entities
Victorian Institute of Teaching
William Angliss Institute of TAFE
Wodonga Institute of TAFE

3.3 ENVIRONMENT, LAND, WATER AND PLANNING

Public Service employers
Department of Environment, Land, Water and Planning *(includes Sustainability Victoria [excluding CEO] and the Office of the Commissioner for Environmental Sustainability)*
Environment Protection Authority

Public Entities
Architects Registration Board of Victoria
Barwon Coast Committee of Management
Barwon Region Water Corporation
Barwon Asset Solutions Pty Ltd
Barwon South West Waste and Resource Recovery Group
Bellarine Bayside Foreshore Committee of Management Inc
Capel Sound Foreshore Committee of Management Inc
Central Gippsland Region Water Corporation
Central Highlands Region Water Corporation
City West Water Corporation
Coliban Region Water Corporation
Corangamite Catchment Management Authority

Public Entities
East Gippsland Catchment Management Authority
East Gippsland Region Water Corporation
Energy Safe Victoria
Falls Creek Alpine Resort Management Board
Gippsland and Southern Rural Water Corporation
Gippsland Waste and Resource Recovery Group
Glenelg Hopkins Catchment Management Authority
Goulburn Broken Catchment Management Authority
Goulburn Valley Region Water Corporation
Goulburn Valley Waste and Resource Recovery Group
Goulburn-Murray Rural Water Corporation
Grampians Central West Waste and Resource Recovery Group
Grampians Wimmera Mallee Water Corporation
Great Ocean Road Coast Committee Inc
Loddon Mallee Waste and Resource Recovery Group
Lower Murray Urban and Rural Water Corporation
Mallee Catchment Management Authority
Melbourne Water Corporation
Metropolitan Waste and Resource Recovery Group
Mount Buller and Mount Stirling Alpine Resort Management Board
Mount Hotham Alpine Resort Management Board
North Central Catchment Management Authority
North East Catchment Management Authority

Public Entities
North East Region Water Corporation
North East Waste and Resource Recovery Group
Parks Victoria
Phillip Island Nature Park Board of Management
Point Leo Foreshore and Public Parks Reserves Committee of Management Inc
Port Phillip and Westernport Catchment Management Authority
Royal Botanic Gardens Board
South East Water Corporation
South Gippsland Region Water Corporation
Southern Alpine Resort Management Board
Sustainability Victoria (CEO Only)
Trust for Nature (Victoria)
Victorian Building Authority
Victorian Planning Authority
Wannon Region Water Corporation
West Gippsland Catchment Management Authority
Western Region Water Corporation
Westernport Region Water Corporation
Wimmera Catchment Management Authority
Winton Wetlands Committee of Management
Working Heritage
Yarra Valley Water Corporation
Zoological Parks and Gardens Board

3.4 HEALTH AND HUMAN SERVICES

Public Service employers
Department of Health and Human Services
Commission for Children and Young People
Family Safety Victoria
Safer Care Victoria
Victorian Agency for Health Information

Public Entities
Albury Wodonga Health
Alexandra District Health
Alfred Health
Alpine Health
Ambulance Victoria
Austin Health
Bairnsdale Regional Health Service
Ballaarat General Cemeteries Trust
Ballarat Health Services
Barwon Health
Bass Coast Health
Beaufort and Skipton Health Service
Beechworth Health Service
Benalla Health
Bendigo Health Care Group

Public Entities

Public Entities
Boort District Hospital
BreastScreen Victoria
Casterton Memorial Hospital
Castlemaine Health
Central Gippsland Health Service
Cobram District Hospital
Cohuna District Hospital
Colac Area Health
Corryong Health
Dental Health Services Victoria
Djerriwarrh Health Services
East Grampians Health Service
East Wimmera Health Service
Eastern Health
Echuca Regional Health
Edenhope and District Memorial Hospital
Geelong Cemeteries Trust
Gippsland Southern Health Service
Goulburn Valley Health Services
Greater Metropolitan Cemeteries Trust
Health Purchasing Victoria
Heathcote Health

Public Entities
Hepburn Health Service
Hesse Rural Health Service
Heywood Rural Health
Inglewood and Districts Health Service
Kardinia Park Stadium Trust
Kerang District Health
Kilmore and District Hospital
Kooweerup Regional Health Service
Kyabram and District Health Services
Kyneton District Health Service
Latrobe Regional Hospital
Lorne Community Hospital
Maldon Hospital
Mallee Track Health and Community Service
Mansfield District Hospital
Maryborough District Health Service
Melbourne and Olympic Parks Trust
Melbourne Health
Monash Health
Moyne Health Services
Nathalia District Hospital
Northeast Health Wangaratta
Northern Health

Public Entities
Numurkah District Health Service
Omeo District Health
Orbost Regional Health
Otway Health & Community Services
Peninsula Health
Peter MacCallum Cancer Centre
Portland District Health
Queen Victoria Women's Centre Trust
Remembrance Park Central Victoria
Robinvale District Health Services
Rochester and Elmore District Health Service
Royal Children's Hospital
Royal Victorian Eye and Ear Hospital
Royal Women's Hospital
Rural Northwest Health
Seymour Health
South Gippsland Hospital
South West Healthcare
Southern Metropolitan Cemeteries Trust
State Sport Centres Trust
Stawell Regional Health
Swan Hill District Health
Tallangatta Health Service

Public Entities
Terang and Mortlake Health Service
The Queen Elizabeth Centre
Timboon and District Healthcare Service
Tweddle Child and Family Health Service
Victorian Assisted Reproductive Treatment Authority
Victorian Health Promotion Foundation
Victorian Institute of Forensic Mental Health
Victorian Institute of Sport
Victorian Pharmacy Authority
West Gippsland Healthcare Group
West Wimmera Health Service
Western District Health Service
Western Health
Wimmera Health Care Group
Yarram and District Health Service
Yarrawonga Health
Yea and District Memorial Hospital

3.5 JUSTICE AND REGULATION

Public Service employers
Department of Justice and Regulation *(includes non-executive and non-forensic staff at the Victorian Institute of Forensic Medicine)*
Court Services Victoria
Office of Public Prosecutions
Office of the Legal Services Commissioner
Office of the Road Safety Camera Commissioner
Victoria Police - public service
Victorian Commission for Gambling and Liquor Regulation
Victorian Equal Opportunity and Human Rights Commission (excluding Commissioner)
Victorian Government Solicitor's Office
Victorian Responsible Gambling Foundation (excluding CEO)

Public Entities
Consumer Policy Research Centre
Country Fire Authority
Emergency Services Telecommunications Authority
Greyhound Racing Victoria
Harness Racing Victoria
Metropolitan Fire and Emergency Services Board
Victoria Law Foundation
Victoria Legal Aid
Victoria Police - sworn officers and PSOs

Public Entities
Victoria State Emergency Service
Victorian Equal Opportunity and Human Rights Commission (Commissioner only)
Victorian Institute of Forensic Medicine (executive and specialists)
Victorian Responsible Gambling Foundation (CEO only)

3.6 PREMIER AND CABINET

Public Service employers
Department of Premier and Cabinet
IBAC (Independent Broad-based Anti-Corruption Commission)
Infrastructure Victoria
Latrobe Valley Authority
Local Government Investigations and Compliance Inspectorate
Office of the Chief Parliamentary Counsel
Office of the Governor
Office of the Ombudsman Victoria
Office of the Victorian Information Commissioner
Office of the Victorian Electoral Commissioner
Office of the Victorian Government Architect
Public Record Office Victoria
Victorian Inspectorate
Victorian Public Sector Commission

Public Entities
Shrine of Remembrance Trust
VITS LanguageLink

3.7 TREASURY AND FINANCE

Public Service employers
Department of Treasury and Finance *(includes State Revenue Office and Commission for Better Regulation)*
CenITex
Emergency Services Superannuation Board
Essential Services Commission
Office of Projects Victoria

Public Entities
Accident Compensation Conciliation Service
Old Treasury Building Reserve Committee of Management
State Trustees Limited
Transport Accident Commission
Treasury Corporation of Victoria
Victorian Asbestos Eradication Agency
Victorian Funds Management Corporation
Victorian Managed Insurance Authority
Victorian WorkCover Authority

Appendix 4: Glossary

Term	Definition
ABS	Australian Bureau of Statistics
Active employees / executives	People who were employed and paid by the reporting organisation for the last full pay period in June.
	Contractors, statutory appointees, board members and people on leave without pay are not counted as active employees/executives.
Ancillary and medical support services	Employee grouping used in public health care that includes dieticians, counsellors, therapists, physiotherapists, psychologists, pharmacists, scientists and technicians (e.g. radiographers).
Annual base salary	The annual rate of pay specified in an agreement or award for the work undertaken by the employee. This is the full-time rate of the role and is not influenced by part time work arrangements.
	For non-executive staff, the annual pay rate is before tax and is exclusive of employer superannuation contributions. It includes any packaged or salary sacrificed component.
	For executives, it is their contracted Total Remuneration Package inclusive of employer superannuation.
ANZSCO	Australia and New Zealand Standard Classification of Occupations. The standard classification structure for occupations maintained by the ABS.
Bullying	Repeated, unreasonable behaviour directed to an employee or a group of employees that creates a risk to health and safety.
CALD	Culturally and Linguistically Diverse refers to differences in ethnicity, cultural background and religious beliefs i.e. whether they or one of their parents were born overseas, if they speak a language other than English at home or if they identify as having a CALD background.
Casual employees	Casual employees are employees who are typically employed on an hourly or sessional basis. Such employees may be rostered to work regularly or engaged to work on an 'as and when required' basis.
CBD	Melbourne Central Business District.
Commencing employees	Staff who commenced with their current organisation during the reporting year.

Term	Definition
Committees of management	Committees of management (Crown land) are established under the *Crown Land (Reserves) Act 1978*. They manage reserves on behalf of the Minister for Environment, Climate Change and Water, and have responsibility and authority to manage, improve, maintain and control their reserve.
Cemetery trust	Cemetery trusts are established under the *Cemeteries and Crematoria Act 2003*. They manage and maintain public cemeteries on behalf of the Minister for Health.
Department	See Appendix 1 – Composition of Victoria's Public Sector
Department portfolio	See 'Portfolio'.
Disability	A long-term (lasting six months or more), physical, mental health, intellectual, neurological or sensory impairment which, in interaction with various attitudinal and environmental barriers, may hinder full and effective participation in society on an equal basis with others.
Discrimination	When a person treats, or proposes to treat, a person unfavorably because of attributes listed in the *Victorian Equal Opportunity Act 2010*.
Education support officers	Employee classification in Government schools that includes workers that provide a wide range of support services, such as school administration and operations (e.g. human resources, finance, facilities, grounds maintenance), school support services (e.g. library, laboratory, information technology, out of school care, canteen), direct teaching and student support (e.g. classroom assistance to teachers, careers counselling, student health and wellbeing).
Engagement index	A score derived from a weighted average of employee responses to five *People Matter Survey* questions covering pride, advocacy, attachment, inspiration and motivation (see sec 2.1).
EO	Executive Officer. A descriptor used in the classification of Victorian Public Service executives.
Executive data collection	An annual census of all people employed as executives under Part 3 of the *Public Administration Act 2004*. The census is performed by the Victorian Public Sector Commission and gathers employment and demographic details for active, inactive and separated executives.

Term	Definition
Executives	Senior managers and leaders in the Victorian public sector who are employed on an executive contract of up to five years duration.
	Executives in the Victorian Public Service are people employed as executives under Part 3 of the *Public Administration Act 2004*.
	Executives in public entities are any people considered to be a CEO or equivalent or who have significant management responsibility and receive a TRP of $159,501 or more.
	Technical specialists who do not have a management function and people whose employment is regulated by an award or enterprise agreement are not included.
Fixed term employees	People employed for a set period.
Flexible work arrangements	A work arrangement that a *People Matter Survey* respondent considers to be flexible.
FTE	Full Time Equivalent. The number of full-time employees that would be required to deliver the total number of hours that employees are actually employed to work. This enables the comparison of organisations that have different rates of part time and full-time employment.
	It is calculated by dividing the number of hours an employee is engaged to work by the number of hours an equivalent full-time employee is contracted to work. The result for each employee is then aggregated for each organisation.
	In tables reporting FTE figures, when individual figures are added they may not add up to the reported total due to rounding.
Full-time employees	A person who normally works the full-time hours defined for their job classification (as defined in the relevant award or agreement). It includes employees who purchase additional leave but who normally work full-time hours on a weekly basis.
GAPED	Government Appointments and Public Entities Database. This database contains information on the structure, membership and remuneration of Victorian boards of management and advisory committees.
	GAPED is administered by the Victorian Public Sector Commission and data is provided by government departments.
GSERP	Government Sector Executive Remuneration Panel. This panel governs the remuneration and employment of executives in public entities.

Term	Definition
GSERP data collection	An annual census performed by the Victorian Public Sector Commission that gathers employment and remuneration data for active executives in public entities.
Headcount	The number of people employed.
Hotel and allied services	An employee grouping used in public health care that includes workers in patient service roles such as housekeeping, cleaning, food service and preparation, patient transport, and ward support.
Industry group	Industry groups are used to describe the composition, size and profile of the Victorian public sector and its workforce. There are seven industry groups: public health care; government schools; TAFE and other education entities; police and emergency services; water and land management; Victorian Public Service; and creative industries, finance, transport and other.
	Industry groups are described in more detail in Appendix 1 – Composition of Victoria's Public Sector.
Median	The median is the midpoint (or middle value) in a range of values. If there is an even number of values, the median is the average of the two middle values.
Medical officers	Employee grouping used in public health care that includes medical practitioners, doctors and surgeons. For the purposes of this report, visiting medical officers that are engaged on a fee for service basis are not included in this group.
New start rates	The number of commencing staff expressed as a proportion of people employed in the report year.
Non-casual employees	Non-casual employees are fixed term and ongoing employees.
Occupational category	The highest level in the ANZSCO occupational structure.
Ongoing employee	A person employed on an ongoing basis.
PAA	The *Public Administration Act 2004*.
PACCT	Professional, Administrative, Computing, Clerical and Technical (PACCT) classified staff employed by TAFE institutes.
Paraprofessionals	Employee classification used in government schools that includes workers with professional expertise in a particular area of the curriculum rather than a teaching qualification.

Term	Definition
Part-time employees	Employees who are contracted to work fewer hours than full-time hours (as defined in the relevant award or agreement). Part-time employment is not restricted to particular employment arrangements. Ongoing, fixed term, and casual employees can all work part time. All employees with an FTE below 1 are considered part time.
People Matter Survey / PMS	An annual employee opinion survey undertaken by the Victorian Public Sector Commission. The survey measures how well the public sector values and employment principles are applied and adhered to by organisations, managers and workgroups. In addition, the survey also measures workplace wellbeing and job satisfaction.
Personal leave	Paid sick or carers leave.
Portfolio	Public sector organisations (public service and public entities) that are responsible to a specific public service department and associated Minister. See Appendix 3 for the composition of department portfolios as at June 2018.
PSOs	Protective Service Officers engaged by Victoria Police.
Public entity	As defined in Section 5 of the *Public Administration Act 2004* and described in Appendix 1 – Composition of Victoria's Public Sector.
Public sector	See: Victorian public sector.
Public service	A full description of the Victorian Public Service can be found in See Appendix 1 – Composition of Victoria's Public Sector.
Purchased leave	A formal agreement between the employee and the employer where the employee works fewer weeks per year at a proportionately reduced fortnightly salary.
Salary	The Award or agreement salary applicable to the employee as at June of the collection year, excluding allowances, loadings and penalty payments.
School council	School councils operate under the *Education and Training Reform Act 2006*. Council members are not remunerated. Each council is established by an Order of the Minister for Education which specifies the council's membership, size and configuration, its objectives, powers, functions and accountabilities and the role of the principal as the executive officer. They may employ casual staff including relief teachers, teacher aids and other non-teaching employees.

Term	Definition
Separated staff	People who ceased to be employed within the report year (i.e. 2017-18 ending in June).
Separation rate	The number of separated staff expressed as a proportion of people employed in the report year.
TAFE	Technical and Further Education institutes provide vocational training and education services, including programs and courses, to school leavers, adults, apprentices and employees.
Teaching Service	As defined in *Education Training and Reform Act 2006*, and comprising the teachers and education support officers working in government schools.
Tenure	Length of service in the employee's current organisation.
TRP	Total Remuneration Package. This is the sum of an executive's salary (annual value of cash component), employer superannuation contributions and the cost of any fringe benefits (plus any associated fringe benefits tax).
Victorian public sector	The Victorian public sector includes the public service, public entities and special bodies and is defined in Section 4 of the *Public Administration Act 2004* and described in Appendix 1 – Composition of Victoria's Public Sector. Please note: it does not include local government or Commonwealth agencies.
Victorian Public Service	A full description of the Victorian Public Service can be found in Appendix 1 – Composition of Victoria's Public Sector.
VPS	Victorian Public Service.
Workforce	Workforce is used to describe all employees, including executives.
Workforce data collection	An annual census of Victorian public sector employees undertaken by the Victorian Public Sector Commission. It provides a snapshot of: people employed and paid in the last pay period of June (active employees, including executives) people who ceased to be employed during the reporting year (separated staff).

Accessibility

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