

The Victorian Health Sector Workforce: Profile, Comparisons, Challenges and Toolkits

Thursday 12 March 2009

Tony Nippard

Executive Director, Knowledge Management & Governance

stateservicesauthority

About the State Services Authority

- established under the *Public Administration Act (PAA) 2004*
- other aspects of the PAA
 - wide reach across the public sector
 - new public sector values and employment principles
- SSA charter
 - leading and engaging the Victorian public sector in continually improving services, standards, workforce development and governance
- four key divisions
 1. Standards and Equity
 2. Public Policy and Organisation Reviews
 3. Workforce Planning and Development
 4. Knowledge Management & Governance

stateservicesauthority

Comprehensive Information Framework

- State of the Public Sector in Victoria
 - Annual report - people & activities of the Victorian public sector
- Workforce Data Collection
 - annual data collection - employee demographics, remuneration & leave from all public sector employing organisations about their employees
 - Results sent to organisations in January
 - Working with DHS to replace its current monthly workforce collection
- People Matter Survey
 - Annual survey of public sector employees' perceptions of application of values & employment principles & aspects of organisational culture
 - Preliminary and final reports for 2008 went out in August and October last year
 - Reports on bullying and harassment results will be sent to CEOs this week
- Values Report
 - Senior leaders and managers describe challenges and benefits of embedding values and employment principles
 - Available SSA website / Copy mailed to CEOs last week

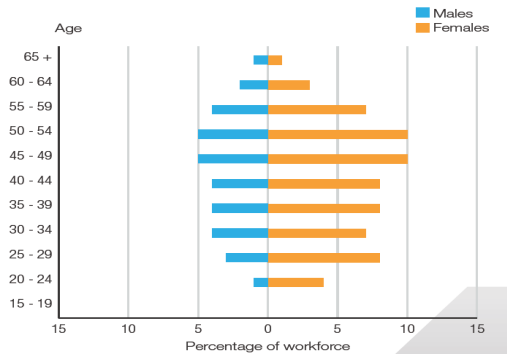
stateservicesauthority

Health Sector – Biggest Part of Bigger Picture

Sector	Organisations	Employees
Health	96	89,407 (36%)
Teaching service & schools	1,588	62,794 (25%)
Victorian public service	28	36,382 (15%)
Police & emergency services	8	19,008 (8%)
Other education	24	18,049 (7%)
Other	68	13,952 (6%)
Water & land management	43	7,252 (3%)
Total	1,855	246,844

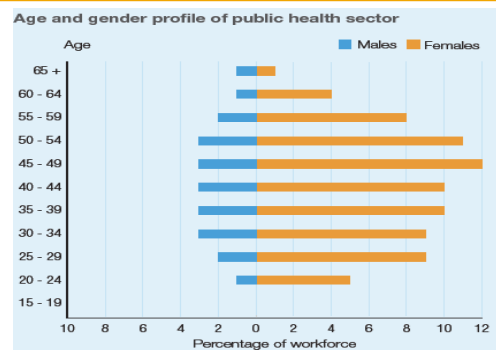
stateservicesauthority

Public Sector Age/Gender Profile



stateservicesauthority

Health Sector Age/Gender



stateservicesauthority

Regional Distribution

Health Sector		Public Sector	
Regional Distribution		Regional Distribution	
CBD	4%	CBD	14%
Other Melbourne Metropolitan		Other Melbourne Metropolitan	
Eastern	21%	Eastern	16%
North and West	30%	North and West	24%
Southern	12%	Southern	14%
Total	63%	Total	54%
Regional Victoria		Regional Victoria	
Barwon South Western	9%	Barwon South Western	8%
Gippsland	6%	Gippsland	6%
Grampians	7%	Grampians	6%
Hume	5%	Hume	6%
Loddon Mallee	6%	Loddon Mallee	6%
Total	33%	Total	32%

stateservicesauthority

Health Sector Occupations

	Health Sector	Public Sector
Managers (CEOs, Specialist Managers, etc)	2%	5%
Professionals (eg Health Diagnostics and Promotion Professionals, Midwifery and Nursing Professionals, etc)	56%	50%
Technicians & Trade Workers	4%	4%
Clerical & Administrative Workers	11%	12%
Community and Personal Service Workers (eg Health and Welfare Support Workers, Carers and Aides, etc)	13%	15%
Labourers	7%	5%
Other / Missing / Wrong Code	7%	9%

stateservicesauthority

New approach to research on public sector values and employment principles

- Values Report available at www.ssa.vic.gov.au
- Insights into benefits and challenges of building organisational culture based on the public sector values and employment principles
- Agency Survey no longer conducted – will build on qualitative approach

stateservicesauthority

Values Report

- Benefits of values based approach identified by participants:
 - Improvements in service delivery quality
 - Positive and collaborative workplace culture
 - Enhanced ability to manage in ambiguous situations
 - Risk management
 - Assistance with attraction and retention in competitive labour market

stateservicesauthority

Benefits of a Values Based Approach

"We've got the full four year Australian Council of Healthcare Standards accreditation. Our three aged care facilities have all been accredited for the maximum of three years. We've passed every spot audit that we've had from the Commonwealth. We've recently passed our periodic review with ACHS. We get positive feedback with our People Matter survey. We get positive feedback with our patient/resident questionnaire. I can only look to some of those external things to guide me."

CEO, Medium Rural Health Service

stateservicesauthority

People Matter Survey 2008 – Health Sector Participation

	Number of Organisations	Number of Respondents	Response Rate %
Metropolitan	5	2041	22
Large rural	6	890	18
Medium rural	27	1830	31
Small rural	9	244	34
Other health	5	67	39

stateservicesauthority

Benchmarking the Health Sector: Public Sector Values

	Total Health Sector %	Rest of public sector %	Difference
Responsiveness	93	89	▲▲
Integrity	86	86	
Impartiality	85	83	▲▲
Accountability	81	78	▲▲
Respect	79	79	
Leadership	77	73	▲▲
Human Rights	93	87	▲▲

stateservicesauthority

Benchmarking the Health Sector: Employment Principles/Wellbeing

	Total Health Sector %	Rest of public sector %	Difference
Merit	82	77	▲▲
Fair & Reasonable Treatment	77	78	
EEO	93	90	▲▲
Human Rights	86	83	▲▲
Avenues of Redress	74	70	
OHS	90	88	▲▲
Workplace Wellbeing	81	79	▲▲
Commitment & Retention	84	77	▲▲
Job Satisfaction	73	68	▲▲

stateservicesauthority

Benchmarking – Rural & Melbourne

	Rural Hospitals %	Melbourne Hospitals %	Difference
Responsiveness	94	91	▲▲
Integrity	87	85	
Impartiality	86	84	▲▲
Accountability	82	79	▲▲
Respect	79	78	
Leadership	79	74	▲▲
Human Rights	94	92	▲▲

stateservicesauthority

Benchmarking - Rural & Melbourne

	Rural Hospitals %	Melbourne Hospitals %	Difference
Merit	82	81	
Fair & Reasonable Treatment	78	75	▲▲
EEO	93	92	
Human Rights	87	84	▲▲
Avenues of Redress	75	74	
OHS	93	87	▲▲
Workplace Wellbeing	82	80	
Commitment & Retention	87	80	▲▲
Job Satisfaction	76	69	▲▲

stateservicesauthority

Benchmarking – Small Rural & Large Rural

	Small Rural Hospitals %	Large Rural Hospitals %	Difference
Responsiveness	97	91	▲▲
Integrity	90	84	▲▲
Impartiality	89	83	▲▲
Accountability	85	78	▲▲
Respect	83	75	▲▲
Leadership	85	72	▲▲
Human Rights	97	91	▲▲

stateservicesauthority

Benchmarking – Small Rural & Large Rural

	Small Rural %	Large Rural %	Difference
Merit	86	78	▲▲
Fair & Reasonable Treatment	82	72	▲▲
EEO	95	91	▲▲
Human Rights	90	82	▲▲
Avenues of Redress	80	68	▲▲
OHS	98	88	▲▲
Workplace Wellbeing	84	80	
Commitment & Retention	94	80	▲▲
Job Satisfaction	79	71	▲▲

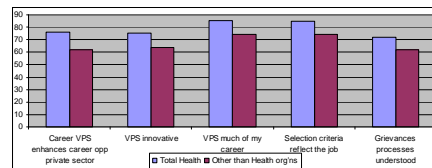
stateservicesauthority

Employee perceptions of senior managers: the health sector compared

Senior manager:	Health %	Schools %	TAFE %	VPS %	Water %	Public Sector Overall %
Model the values	74	90.5	66	66	78.5	76
Provide clear strategy and direction	69	89.5	61	60	74	72
Keep staff informed	64	89	61	61	70	70
Listen to staff	69	91	61.5	67	73.5	74

stateservicesauthority

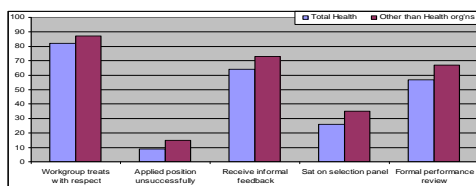
Health Sector – High Performing



- Health Sector achieved results higher than the rest of the public sector on 72% of the 144 core survey questions
- Majority of the differences were statistically significant
- More than 10 percentage points on items shown above
- Innovation; commitment to public sector rank highly in health sector compared to rest of public sector

stateservicesauthority

Health Sector – Lower Performing



- Health organisations had lower percentage agreement on five items compared with all other public sector organisations
- Respect, informal and formal feedback problem areas
- Differences range from -6% to -10%

stateservicesauthority

Bullying and Harassment

- CEOs of organisations will be sent bullying and harassment results from PMS 2008 this week
- Report on bullying and harassment trends attached with hints for responding to your results
- Report provides analysis over time, across sectors and comparative data to help provide context
- Significant proportion of health sector respondents report experiencing bullying or harassment and higher proportion report witnessing it

stateservicesauthority

Key Workforce Challenges

- Health Sector:
 - Does well on client focussed values – responsiveness, human rights
 - Lower performer on respect within workgroups, formal and informal feedback to staff
 - Leadership good but some employee perceptions of senior managers less positive
 - Small rural best performers
 - Rural outperforms metropolitan
 - Bullying remains an issue

stateservicesauthority

Key Workforce Challenges

- Victorian public sector operating in tight labour market
 - Competition for skilled workers;
 - An ageing national workforce; and
 - An increasingly global labour market
- Critical workforce shortages in some occupational areas
 - Health and aged care, infrastructure project management, TAFE, Water, ICT, Scientific skills
- Shortages in rural and regional areas
 - Health sector impact

stateservicesauthority

Responding to these challenges

- This Research Report outlines the challenges facing organisations in rural and regional Victoria. It draws the perceptions of managers, HR and workforce planning staff to describe the factors contributing to staffing shortages.



- The Best Practice Recruitment and Selection Toolkit has been developed to assist public sector organisations in implementing best practice recruitment and selection processes



stateservicesauthority

Responding to these challenges

- The Positive Work Environment Toolkit was launched last year.
- Has resources to tackle workplace bullying early before it becomes an established pattern of behaviour.
- The Managing Poor Behaviour in the Workplace Guide may also be useful.
- Assist organisations to review and develop relevant policies and procedures for addressing behavioural issues with their employees.



stateservicesauthority

Responding to these challenges

- The Ethics Resource Kit provides a comprehensive set of learning and development tools that may be tailored to an organisation's needs.



- Welcome to the Board is an introduction to the online resource, the Good Practice Guide for Victorian public sector entities



stateservicesauthority

Responding to Challenges

- Directors Code of Conduct – guide for Directors of public sector boards
- Conflict of Interest Policy Framework
- Currently for VPS but consultations underway on application to broader sector



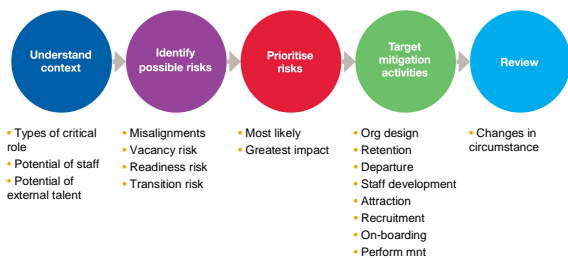
stateservicesauthority

Responding to these challenges

- The Premier requested that the State Services Authority (SSA) lead the development of an Indigenous Public Sector Employment Strategy to increase workforce participation of Indigenous people in the public sector.
- The SSA conducted extensive research and first stage consultations with key stakeholders, including:
 - Indigenous public sector employees
 - potential employees
 - Victorian Government departments
 - public sector employers
 - education and training providers
 - private sector organisations, and
 - community organisations.
- During March and April 2009, some potential initiatives will be tested with key stakeholders.
- The final Strategy is required by the 30th June 2009.

stateservicesauthority

SSA Succession risk management toolkit



stateservicesauthority

Contact Details

Tony Nippard
Executive Director
Knowledge Management and Governance
State Service Authority

Phone: (03) 9651 2040
Tony.Nippard@ssa.vic.gov.au

stateservicesauthority