



Employee Group Benchmark Results Report

People Matter Survey 2019

Department of Justice and Community Safety
Youth Justice

Introduction



This report provides benchmarked People Matter Survey 2019 results for **Youth Justice**.

The report is structured into scorecards that provide your overall results for each framework element, along with other key results. Following the scorecards are sections for each framework element: people outcomes, senior leadership, organisation climate, workgroup climate, job & role factors, and psychological conditions. Finally, the appendix outlines your people outcome definitions, factor definitions, the survey methodology and provides a guide to interpret your results.

Note:

- This report compares your employee group results to your organisation result. The highest and lowest scores within benchmarking are for reportable groups under the question **Please select your group**
- Where possible, we have provided change from your last survey.
- Due to survey content changes, results for some overall measures (such as responsiveness) cannot be compared to results from previous surveys. Approximately, 60% of questions can be tracked.
- To protect participant anonymity, opinion question results are not provided for employee groups and we do not provide respondent profiles.
- If you require any further information, please contact people.matter@vpsc.vic.gov.au.

Please complete a brief survey to offer your feedback on the new reporting: <https://www.surveymonkey.com/r/PMS2019feedback>



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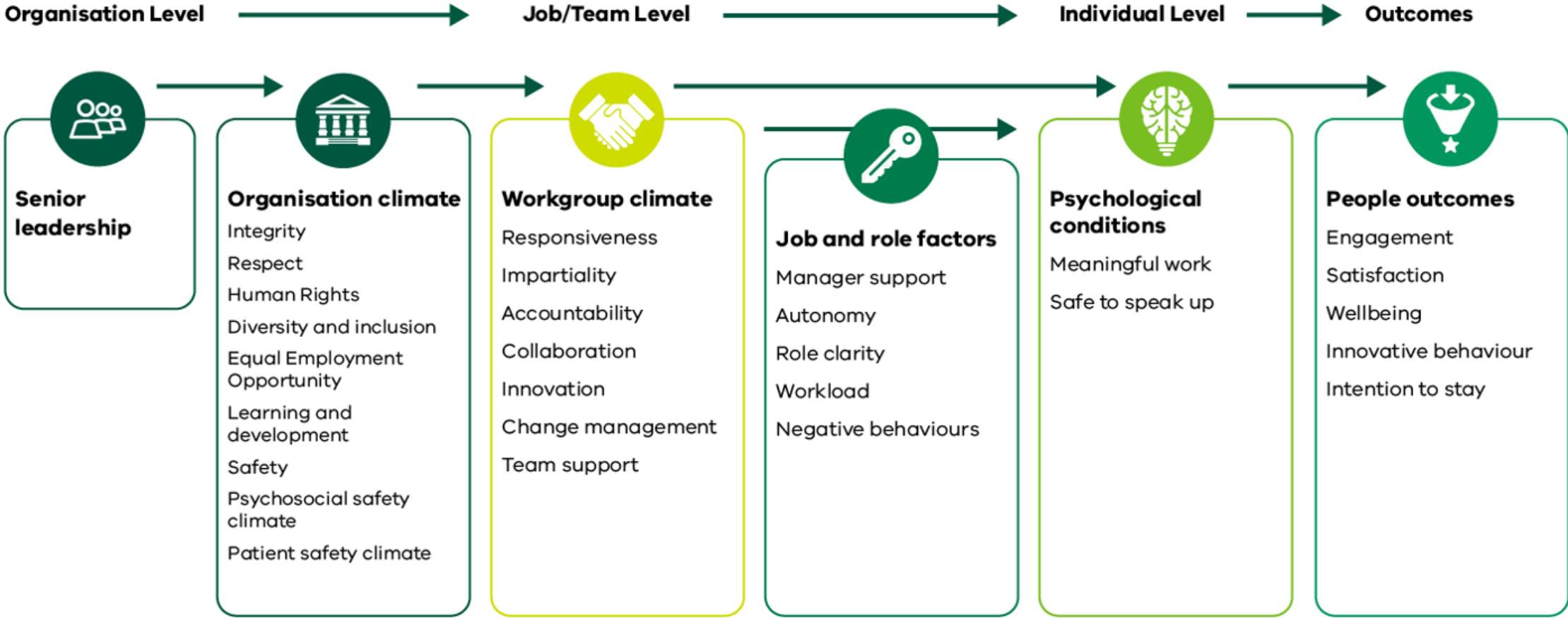
Appendix



Theoretical framework



A positive values-based climate is the foundation of any good workplace and produces job, role, and team factors that drive positive psychological conditions. These factors and conditions work in conjunction to produce people outcomes including engagement, satisfaction, wellbeing, innovation and intention to stay.





Scorecards

People outcomes

Largest result movements

Factor groups

Largest differences from comparator group

Organisation climate

Workgroup climate

Job and role factors

Psychological conditions



Scorecard

People outcomes



Employment engagement
(Engagement index*)

53

Difference from your organisation -8



Satisfaction
(Satisfied %)

46

Difference from your organisation -11



Innovative behaviour
(Innovative behaviour index*)

59


Difference from your organisation +0



Wellbeing - job-related stress
(High to severe stress %)

35

Difference from your organisation +8



Wellbeing - job-related affect
(Net job related affect index*)

0

Difference from your organisation -23



Intention to stay
(Stay %)

59

Difference from your organisation -7

Notes:
* An explanation of the engagement, innovation and net job-related affect index can be found in the appendix.

Scorecard

Factor groups



Senior leadership
(Agree %)

46


Difference from your organisation. -9



Organisation climate
(Agree %)

56

Difference from your organisation. -6



Workgroup climate
(Agree %)

55


Difference from your organisation. -10



Job and role factors
(Agree %)

60

Difference from your organisation. -8



Job and role factors
Negative behaviours (%)

- 20** Bullying (+2 your organisation)
- 9** Discrimination (-1 from your organisation)
- 23** Sexual harassment (+10 from your organisation)
- 47** Occupational violence (+27 from your organisation)



Psychological conditions
(Agree %)

56

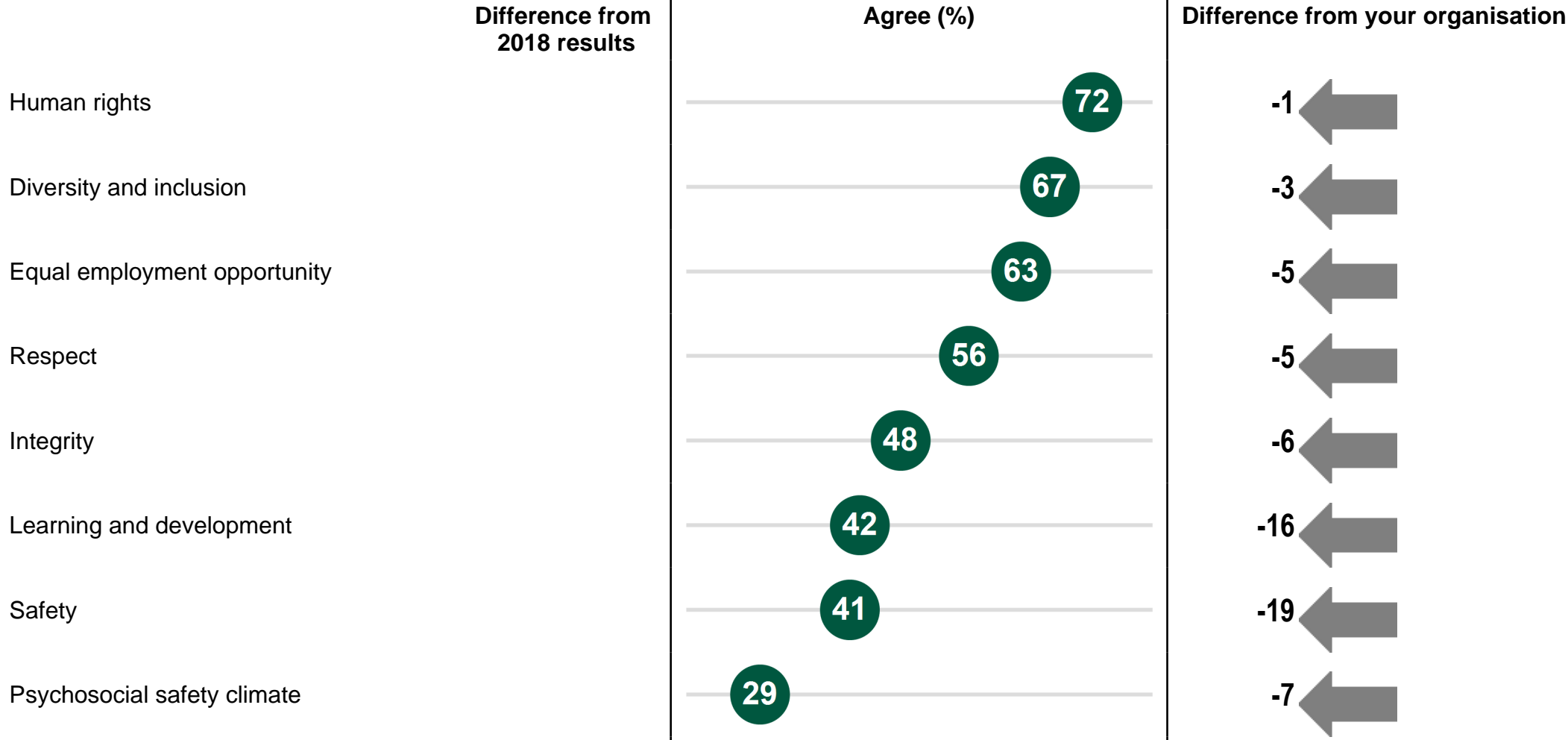
Difference from your organisation. -4

Scorecard

Organisation climate



This slide shows overall positive agreement scores for each element within organisation climate.



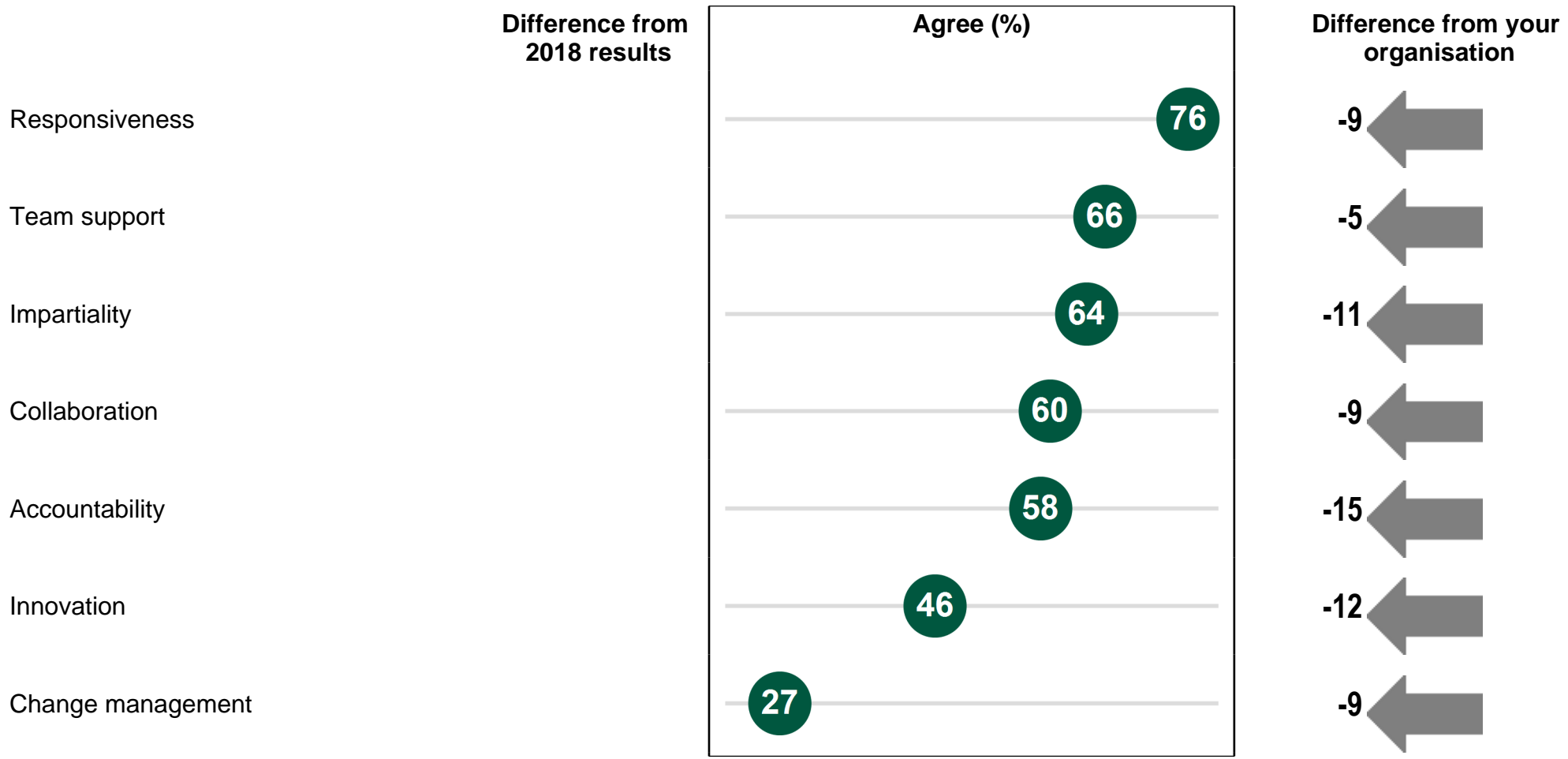
*Please see the organisation climate section for your psychosocial safety climate (PSC) score.

Scorecard

Workgroup climate



This slide shows overall positive agreement scores for each element within workgroup climate.

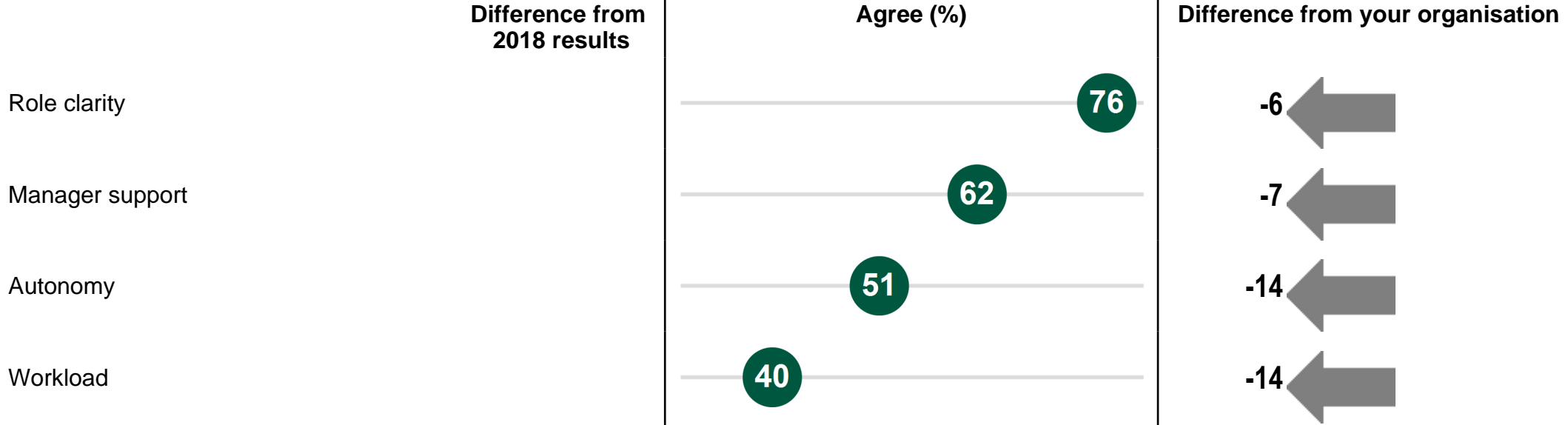


Scorecard

Job and role factors



This slide shows overall positive agreement scores for each element within job and role factors.

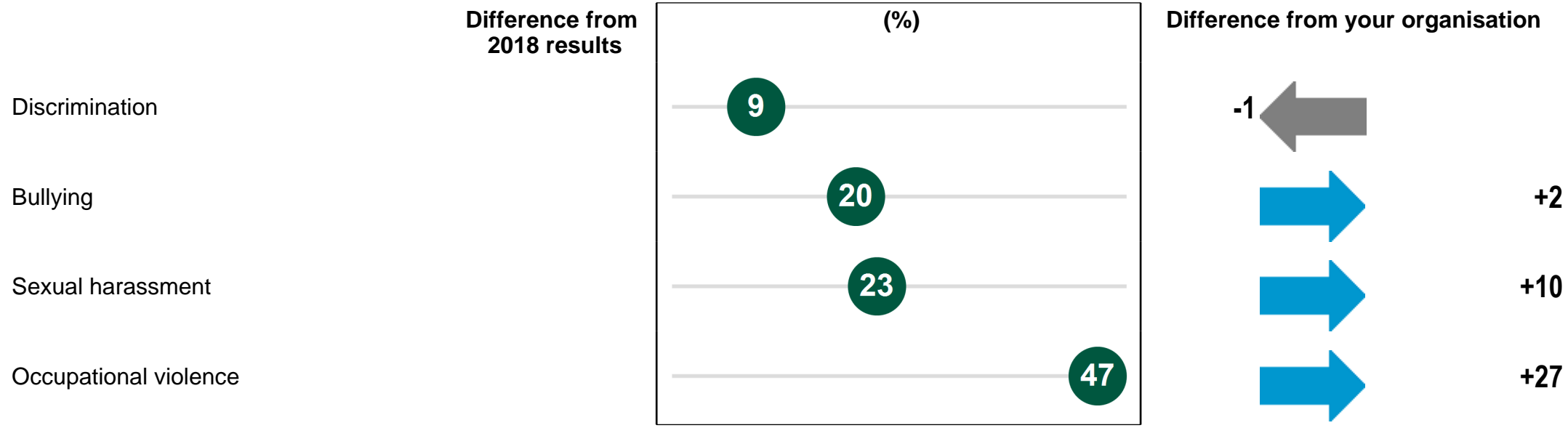


Scorecard

Job and role factors



This slide shows the proportion of respondents that experience negative behaviours.

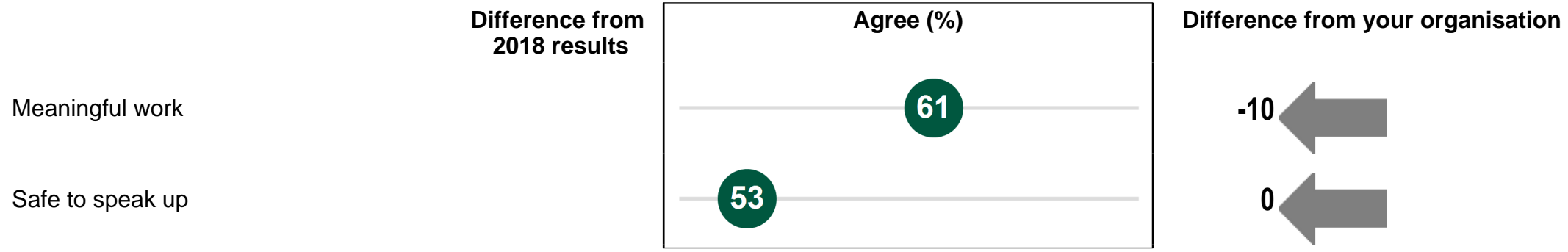


Scorecard

Psychological conditions



This slide shows overall positive agreement scores for each element within psychological conditions.



Scorecard

Largest differences from your organisation by question

Highest-scoring vs your organisation	Agree (%)	Difference from your org	Difference from 2018
I understand how the Charter of Human Rights and Responsibilities applies to my work	83	+6	-
My organisation does not tolerate improper conduct	57	+6	-
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	77	+4	-
I would be confident in approaching my manager to discuss concerns and grievances	70	+3	-
I feel able to challenge inappropriate behaviour at work	63	+3	-

Lowest-scoring vs your organisation	Agree (%)	Difference from your org	Difference from 2018
My organisation provides a safe work environment	38	-31	-
My organisation places a high priority on the learning and development of staff	33	-19	-
My workgroup has clear lines of responsibility	51	-17	-
I have the authority to do my job effectively	54	-17	-
There are adequate opportunities for me to develop skills and experience in my organisation	42	-15	-



People outcomes

Employment engagement

Wellbeing

Innovative behaviour

Intention to stay

Job satisfaction





People outcomes



People outcomes

- Engagement
- Satisfaction
- Wellbeing
- Innovative behaviour
- Intention to stay

The survey collects data on people outcomes - employee engagement, satisfaction, wellbeing, innovative behaviour and intention to stay (employee turnover). These outcomes are key elements of a positive employee experience and are important focus areas for public sector organisations.

Engagement

Research consistently shows that high engagement has been associated with a range of positive outcomes, including greater satisfaction, lower rates of absenteeism and turnover, as well as significantly lower levels of workplace stress. Highly engaged teams are also 21% more productive (Gallup, 2016).

Satisfaction

Job satisfaction is strongly associated with engagement and represents the amount of pleasure and contentment employees derive from their work and share similar links with outcomes to engagement such as performance, absenteeism and turnover.

Wellbeing

Employee wellbeing is central to organisation success as it influences outcomes such as talent retention and individual and organisation performance. The European Agency for Safety and Health at Work report that 50-60% of working days lost are associated with work-related stress. Also linked with engagement, employees with higher levels of engagement report lower levels of stress (28%) compared to staff in organisations with low engagement at 39% (Aon Hewitt, 2012).

Innovative behaviour

Innovative behaviour is a new addition to the survey. Due to changes to the way employees work, including rapid technological advances, there is an increasing emphasis on the importance of employees to be proficient at their prescribed job tasks and come up with innovative and adaptive ideas and solutions that improve their quality of work. Research supports the relationship between engagement and innovation – 59% of more engaged employees say that work brings out their most creative ideas, compared to 3% of less engaged workers (Gallup, 2007).

Intention to stay

The Victorian public sector aims to attract and retain the best employees and keep them motivated, engaged and performing well. Engagement, satisfaction and wellbeing are predictive of whether an employee intends to stay with his or her employer. Companies with high engagement scores have 40% lower turnover rates compared to those where employees are less engaged (Hay Group).



People outcomes

Employee engagement



Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest

Your results
(%)

Question

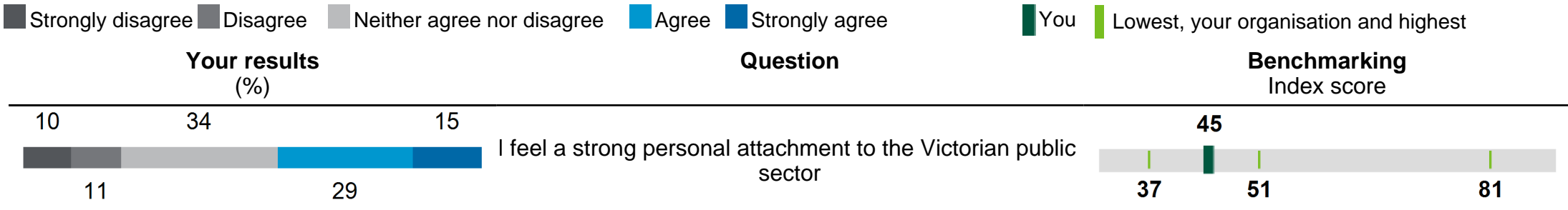
Benchmarking
Index score

Employee engagement index*



People outcomes

Employee engagement – attachment to public sector

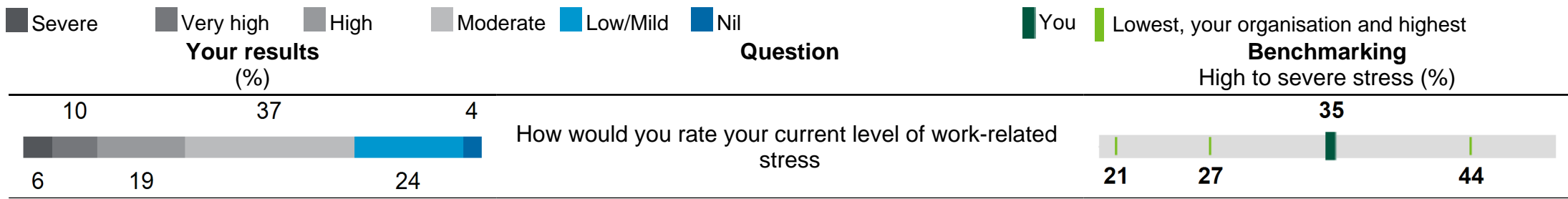


This is a supplementary question and does not contribute to the engagement index.



People outcomes

Wellbeing – job-related stress



Main causes of work related stress (% of people who experienced mild to severe stress)

	You 2019	Your organisation		You 2019	Your organisation
Nature of work and work demands	64	58	Incivility, bullying or harassment	9	10
Unclear job expectations	31	22	Inflexible working hours or arrangements	8	9
Organisation or workplace change (e.g. restructure, change of work conditions etc.)	30	31	Level of support from colleagues	7	7
Level of support from manager	25	22	Physical environment (e.g. seating, heating, cooling etc.)	7	8
Job security	17	16	Impact of non-work related circumstances	7	9
Relationship/s with manager/s	12	12	Relationship/s with colleague/s	4	8
			Relationship/s with subordinate/s	0	3

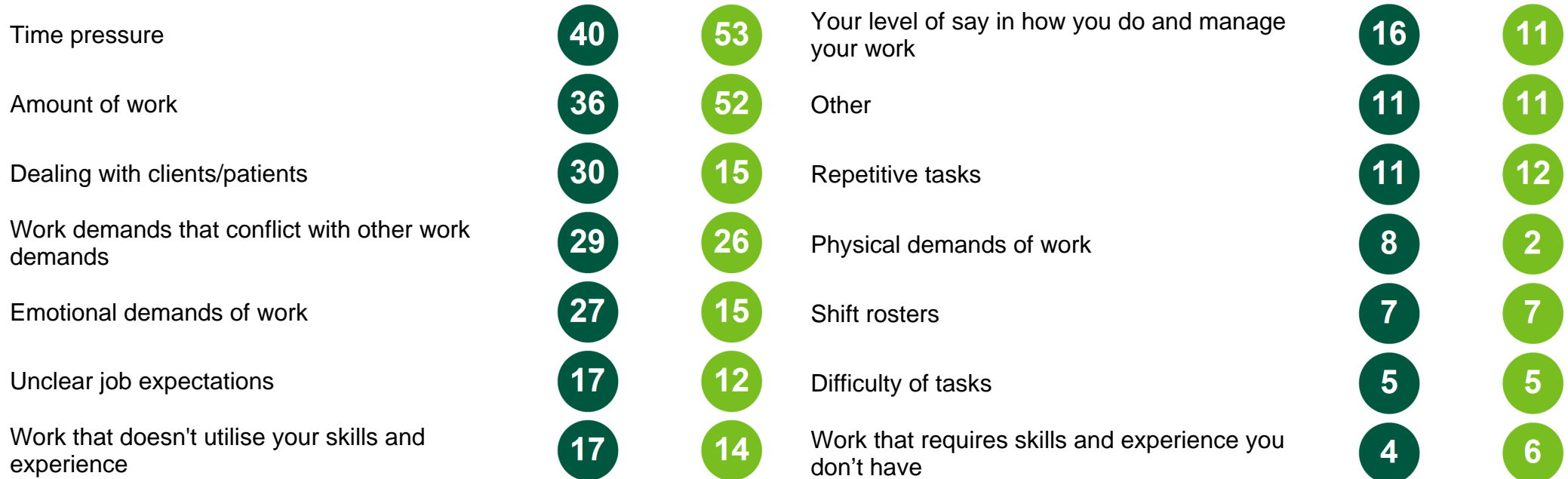
People outcomes

Wellbeing – job-related stress (Cont'd)



Thinking about the nature of your work and work demands, what are the main causes of stress? (% of people who experienced stress due to the nature of work and work demands)

■ You 2019 ■ Your organisation



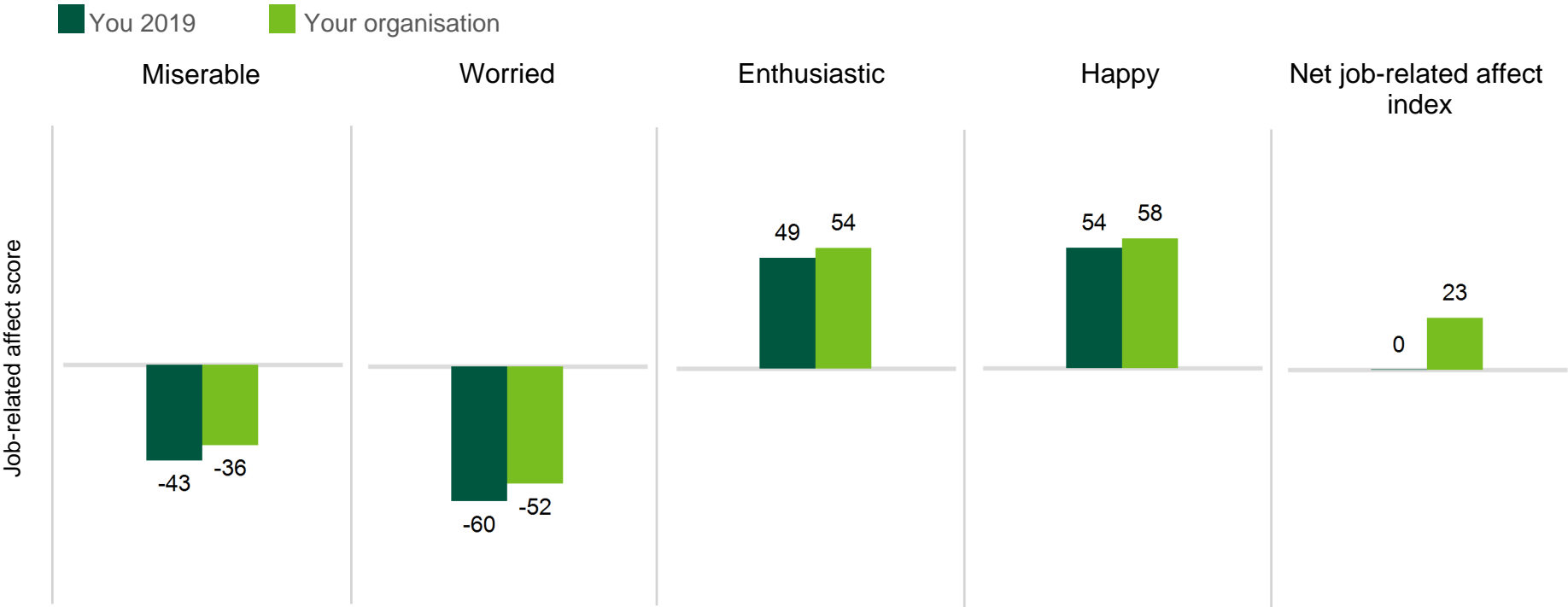
People outcomes

Wellbeing – job-related affect



Your net job-related affect index* is **+0** points, with positive job affects (happy and enthusiastic) outweighing negative job affects (worried and miserable).

Thinking about the past three months in your current organisation, how often has your work made you feel ...



A score of zero for 'never or very rarely', 25 for 'rarely', 50 for 'sometimes', 75 for 'often' and 100 for 'very often or always' and an average score for each affect has been calculated. The net score is the balance of negative and positive affect scores, e.g. positive affect minus negative affect.

People outcomes

Wellbeing - job-related affect



■ Never or very rarely
 ■ Rarely
 ■ Sometimes
 ■ Often
 ■ Very often or always

■ You
 ■ Lowest, your organisation and highest

Your results (%)

Question

Benchmarking Index score

Thinking about the past three months in your current organisation, how often has your work made you feel ...



Notes:
 * An explanation of the job related affect can be found in Appendix

People outcomes

Innovative behaviour



Never or very rarely
 Rarely
 Sometimes
 Often
 Very often or always

You
 Lowest, your organisation and highest

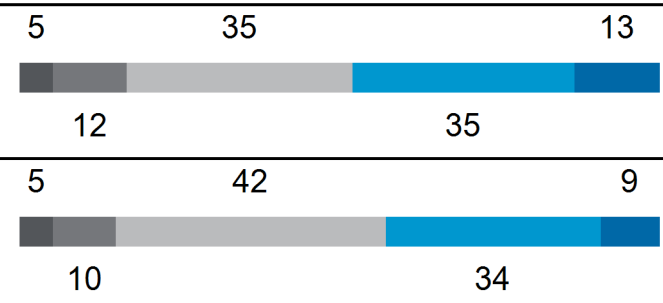
Question

Benchmarking
Index score

Innovative behaviour*

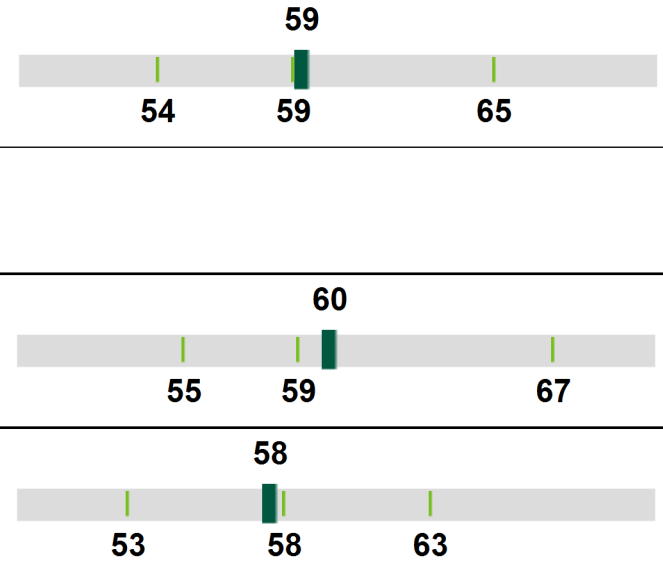
Your results
(%)

Thinking about the past three months in your current organisation, how often have you ..



...suggested ways to increase efficiency and effectiveness within your organisation?

...made changes to improve the way your main work tasks are done?



Notes:
*An explanation of the innovative behaviour index can be found in Appendix.



People outcomes

Intention to stay

■ Don't know ■ Leave ■ Stay

■ You ■ Lowest, your organisation and highest

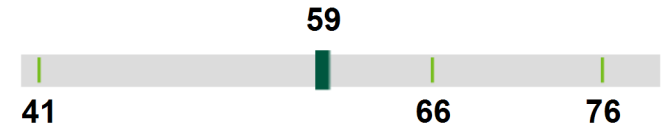
Your results
(%)

Question

Benchmarking
Stay (%)



Stay or leave



Leave (%)

■ You 2019 ■ Your organisation

Employee engagement index*

Leave my organisation for another Victorian public sector organisation



Retire



Leave my organisation for a private sector organisation



Stay (%)

Leave my organisation — Other



Stay at my organisation — Other



Leave my organisation for another public service organisation



Work in a different workgroup within my organisation



Take a career break



Continue to work in my current workgroup within my organisation



Leave my organisation to take up full-time or part-time study



People outcomes

Intention to stay



What major factors are influencing your decision to leave? (% of people intending to leave)

■ You 2019 ■ Your organisation

Limited opportunities to gain further experience at my organisation	17	22	Lack of future career opportunities at my organisation	13	29
Opportunity to broaden experience	25	25	To seek/take a promotion elsewhere	11	20
Lack of organisational stability	19	18	My interests do not match my job role	2	8
A lack of involvement in decisions affecting my job and career	15	13	Poor relationship with my manager	6	8
For better remuneration	13	10	End of contract/secondment	6	6
Lack of flexible work arrangements for managing (e.g. family/caring commitments)	13	9	Better location / reduce travel time	6	6
A lack of recognition for doing a good job	21	16	Other	13	13
Lack of confidence in senior leadership	34	29	Lack of developmental/educational opportunities	11	9
My workload is excessive	19	14	Desire to relocate interstate or overseas	8	3

People outcomes

Satisfaction



Very dissatisfied
 Dissatisfied
 Neither satisfied nor dissatisfied
 Satisfied
 Very satisfied

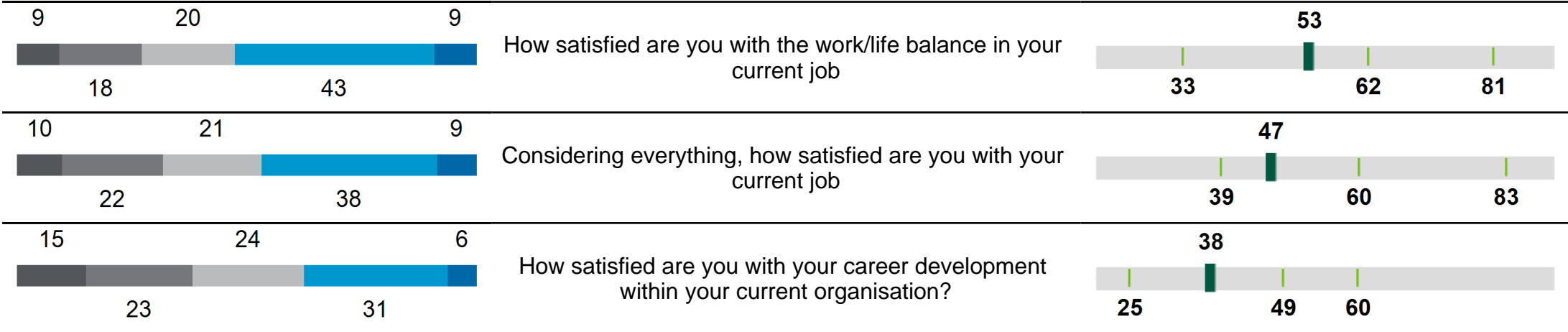
You
 Lowest, your organisation and highest

Your results
(%)

Question

Benchmarking
Satisfied (%)

Overall satisfaction



Senior leadership



Senior leadership



Senior leadership

Senior leadership

Engagement starts from the top. The importance of effective senior leadership on people outcomes cannot be underestimated. Senior leaders have primary responsibility for setting an organisation’s strategic agenda and workplace culture.

Senior leaders can directly influence the extent to which organisation values are shared and experienced by employees and how these values impact employee attitudes and outcomes such as meaningful work, engagement and wellbeing.

When senior leaders are engaged, they are more likely to drive engagement and change. And when leaders actively endorse actions or initiatives that increase engagement, the effect is multiplied (Aon Hewitt).



Senior leadership



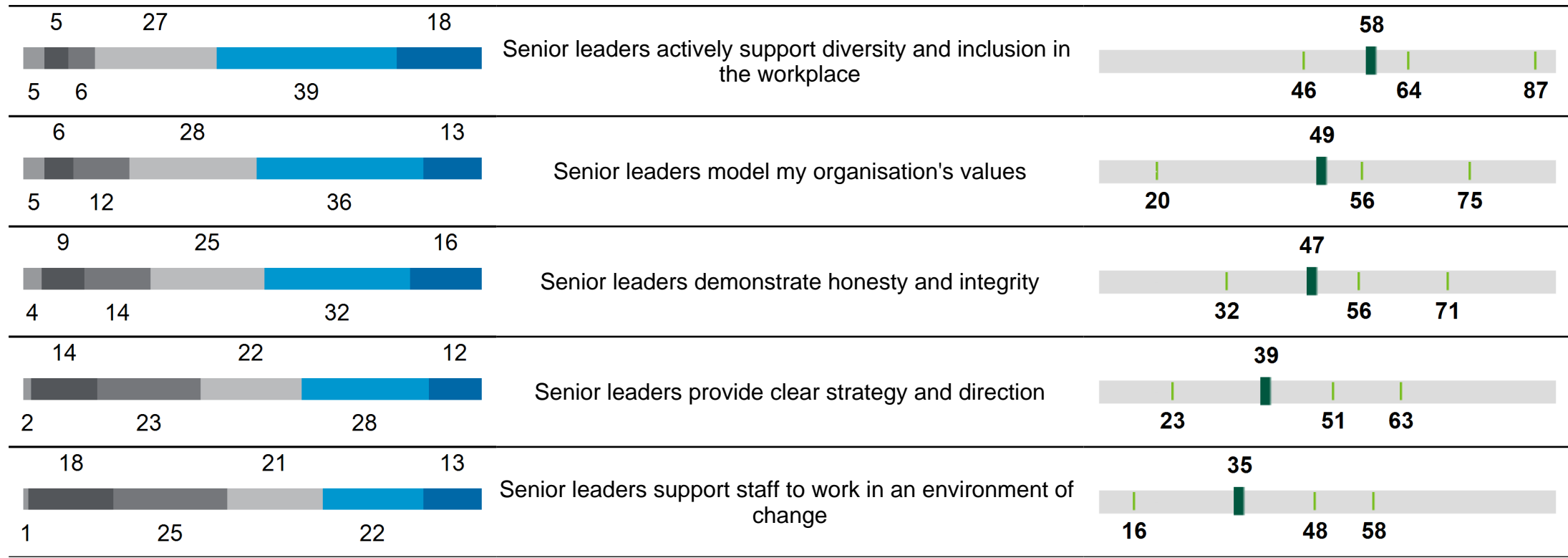
Don't know
 Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest

Your results
(%)

Question

Benchmarking
Agree (%)

Senior leadership





Organisation climate

Integrity

Respect

Human rights

Diversity and inclusion

Equal employment opportunity

Learning and development

Safety

Psychosocial safety



Organisation climate



Organisation climate

- Integrity
- Respect
- Human Rights
- Diversity and inclusion
- Equal Employment
- Opportunity
- Learning and development
- Safety
- Psychosocial safety climate
- Patient safety climate

Organisation climate directly and indirectly influences employee engagement, job satisfaction and wellbeing through its influence on workgroup climate and job factors. Organisation culture and climate researchers have explained how “shared perceptions” of “how things are around here” have important implications for the way in which employees experience their work.

Public sector values and employment principles of organisation climate: integrity, respect, human rights and equal employment opportunity

The values form the foundation of the integrity and accountability framework for all public sector employees. Organisation climate is informed by the behavioural norms of the workplace and measured against the public sector values and employment principles of integrity, respect, human rights and equal employment opportunity. These are covered in the survey to understand how our shared public sector values and employment principles are demonstrated at work by our colleagues, managers and senior leaders.

Diversity and inclusion

The Victorian public sector aims to create a diverse and inclusive workforce. Building engagement and managing workplace diversity is an effective strategy for improving services to and being reflective of the Victorian community we serve. Research identified organisations causal linkages exist between diversity practices, trust and engagement (Deloitte). To create an engaged workforce, it is critical to facilitate diversity and inclusion for processes across the employee lifecycle to inspire trust and to build an engaged workforce.

Learning and development

Data on learning and development is captured as part of organisation climate as it contributes to engagement, retention and greater efficiency by building capability, knowledge and experience. Investing in your staff demonstrates to employees they are cared for and supported in their personal and professional development, and ensures they have an evolving set of skills to succeed in their jobs.

Safety and psychosocial safety

A strong safety culture provides more than just lower instances of injury – safe and secure workplaces contribute to greater productivity and employee wellbeing. Psychosocial safety is an equally important aspect of organisation climate. It supports psychological health by building a safe environment free from any form of harm. Addressing psychosocial hazards such as stress and negative behaviour can improve productivity and improve the wellbeing of workers (Safe Work Australia).

Organisational climate

Integrity



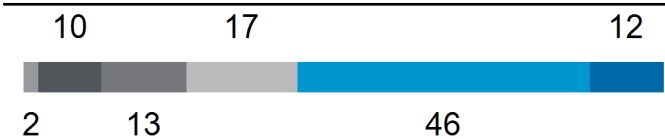
Don't know
 Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest

Your results
(%)

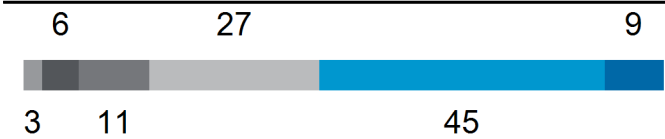
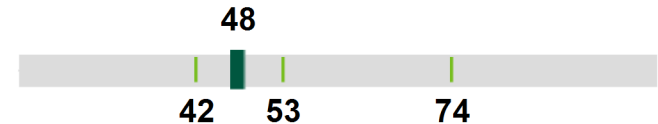
Question

Benchmarking
Agree (%)

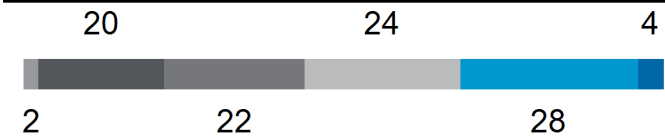
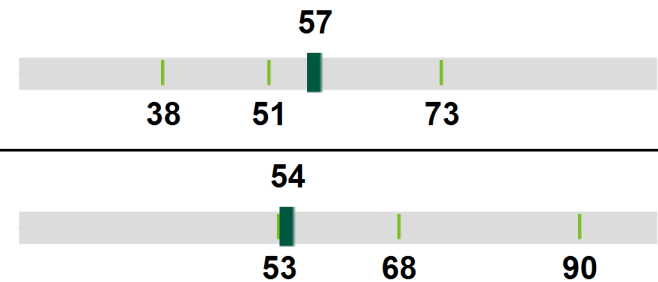
Integrity



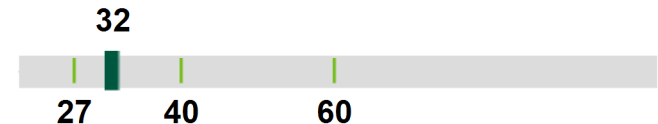
My organisation does not tolerate improper conduct



My organisation is committed to earning a high level of public trust



My organisation makes fair recruitment and promotion decisions, based on merit



Organisational climate

Respect



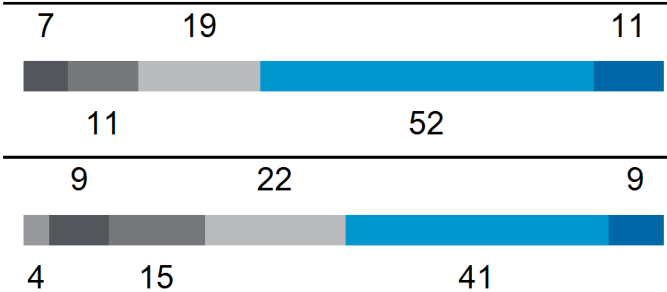
Don't know
 Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest

Your results
(%)

Question

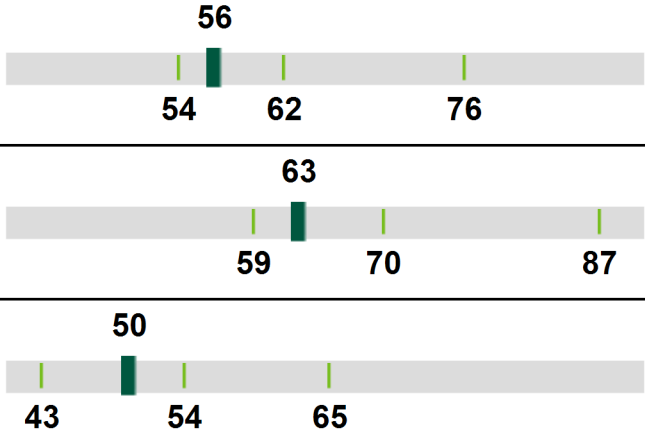
Benchmarking
Agree (%)

Respect



My organisation encourages respectful workplace behaviours

My organisation takes steps to eliminate bullying, harassment and discrimination



Organisational climate

Human rights



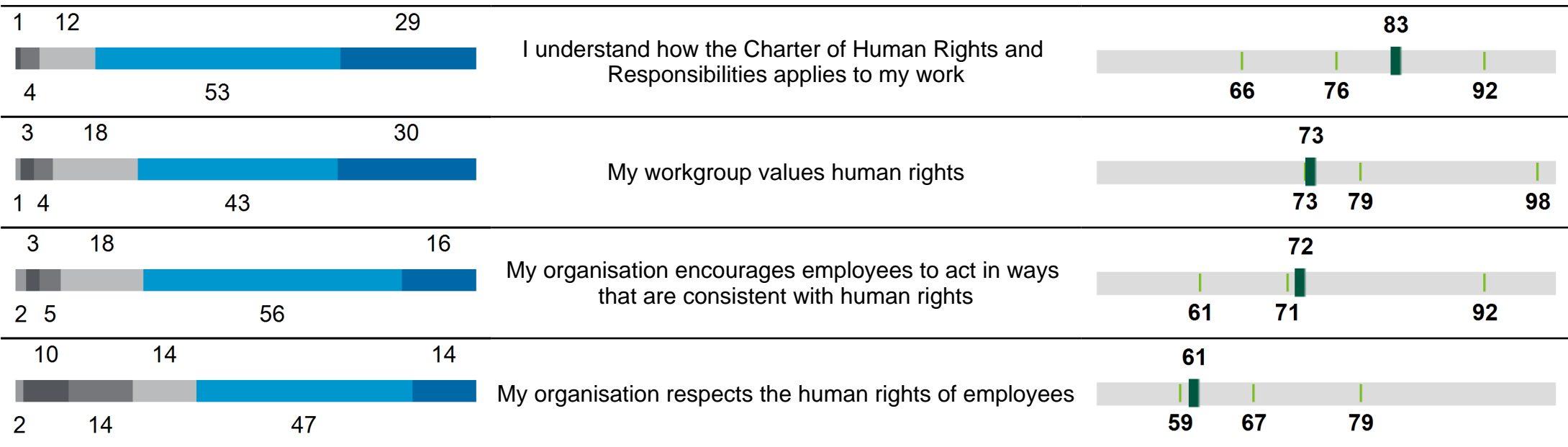
Don't know
 Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest

Your results
(%)

Question

Benchmarking
Agree (%)

Human rights



Organisational climate

Diversity and inclusion



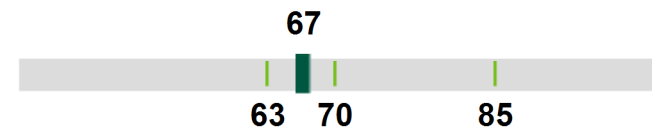
Don't know
 Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest

Your results
(%)

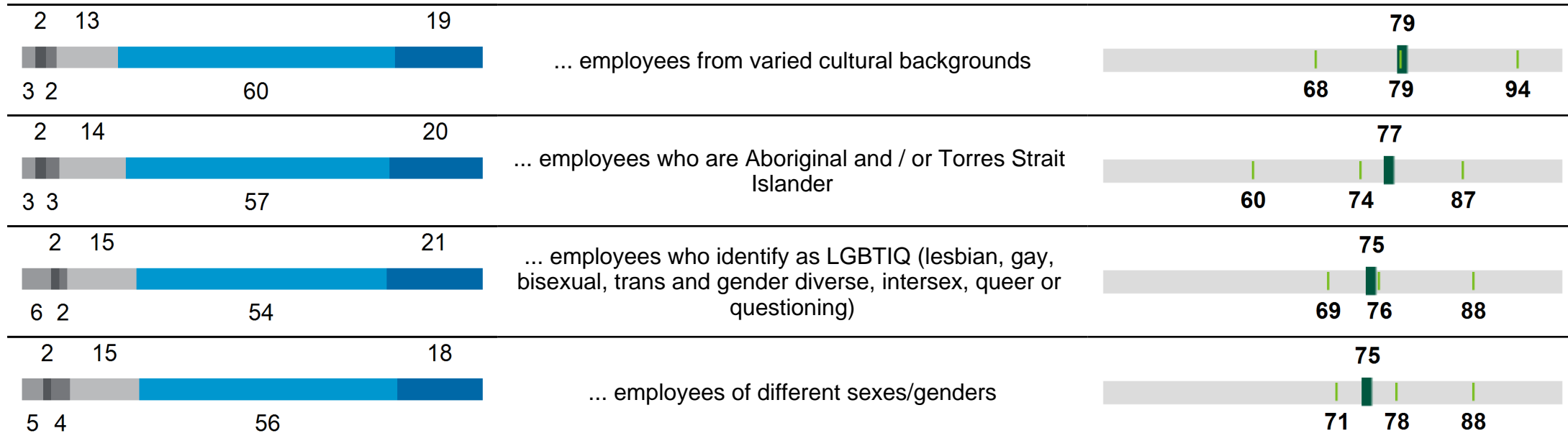
Question

Benchmarking
Agree (%)

Diversity and inclusion



There is a positive culture within my organisation in relation to ...



Organisational climate

Diversity and inclusion (cont'd)



Don't know
 Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest

Your results
(%)

Question

Benchmarking
Agree (%)

There is a positive culture within my organisation in relation to ...



Organisational climate

Equal employment opportunity



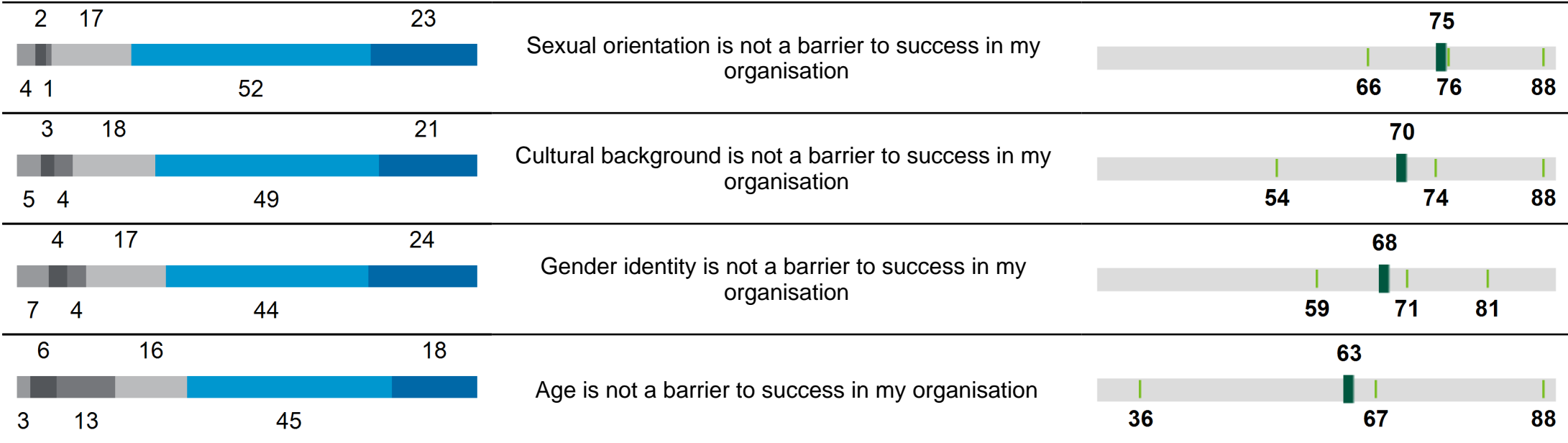
Don't know
 Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest

Your results
(%)

Question

Benchmarking
Agree (%)

Equal employment opportunity



Organisational climate

Equal employment opportunity (cont'd)

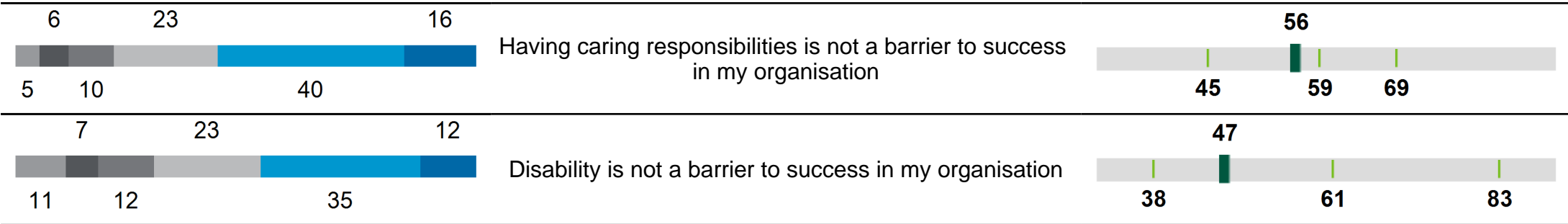


Don't know
 Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest

Your results
(%)

Question

Benchmarking
Agree (%)



Organisational climate

Learning and development



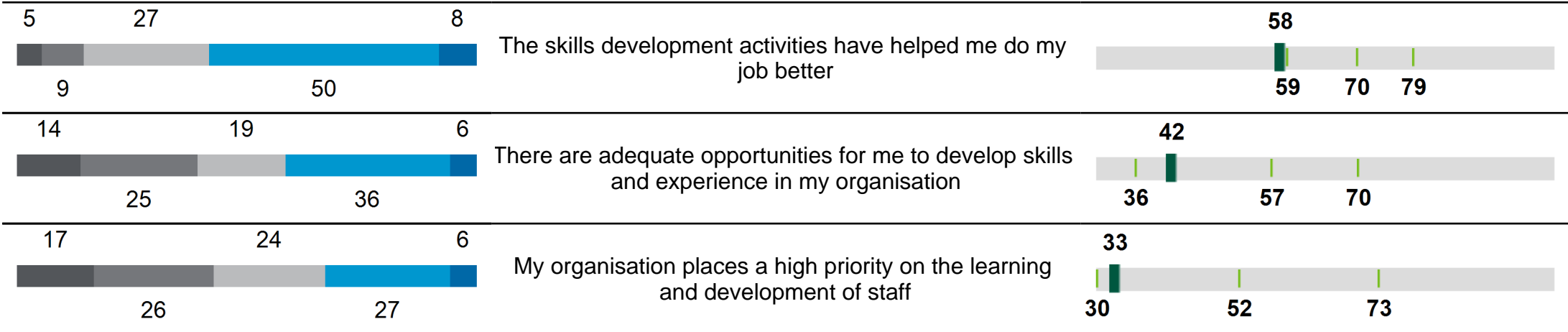
Don't know
 Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest

Your results
(%)

Question

Benchmarking
Agree (%)

Learning and development



Organisational climate

Learning and development (cont'd)



No
 Not sure
 Yes

You
 Lowest, your organisation and highest

Your results (%)	Question	Benchmarking Yes (%)
<p style="text-align: center;">33 64</p> <p style="text-align: center;">3</p>	<p>In the past 12 months, have you undertaken any skills development activities</p>	<p style="text-align: center;">64</p> <p style="text-align: center;">60 71 81</p>
<p style="text-align: center;">45 45</p> <p style="text-align: center;">10</p>	<p>In the past 12 months, have your learning and development needs been identified and agreed with your Manager</p>	<p style="text-align: center;">45</p> <p style="text-align: center;">50 60 69</p>
<p style="text-align: center;">9 52</p> <p style="text-align: center;">39</p>	<p>To date, have your learning and development needs been addressed in the agreed timeframe</p>	<p style="text-align: center;">92 91 100</p> <p style="text-align: center;">88</p>

Organisational climate

Safety



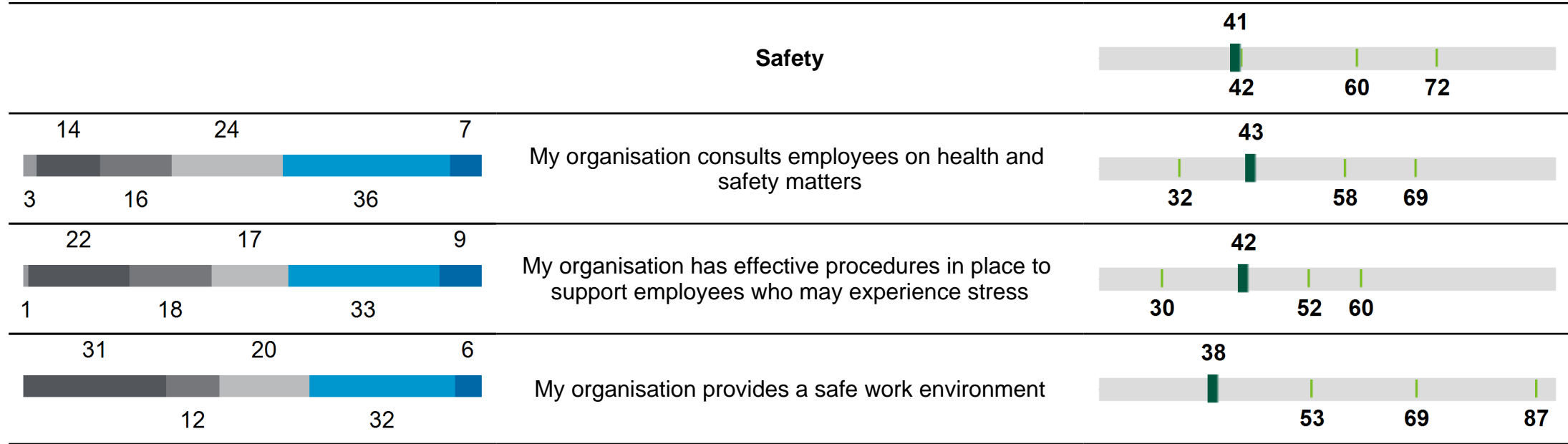
Don't know
 Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest

Your results
(%)

Question

Benchmarking
Agree (%)

Safety



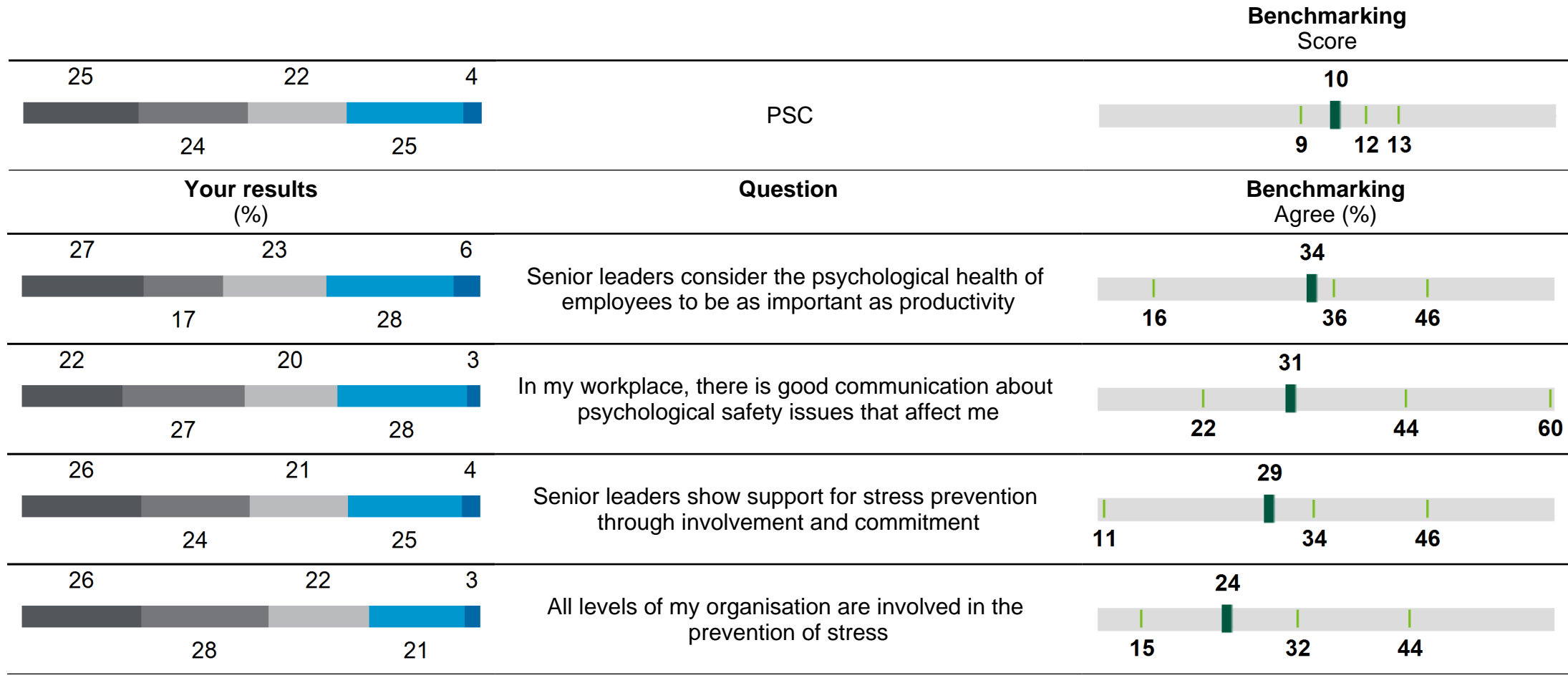
Organisational climate

Psychosocial safety



Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree

You
 Lowest, your organisation and highest



A psychosocial safety climate (PSC) score of 12 or less indicates poor PSC or a high risk of poor work quality; 13 indicates moderate PSC or a medium risk of poor work quality; and 14 or higher indicates high PSC or a low risk of poor work quality.

Notes:
 *An explanation of the psychosocial safety score can be found in Appendix A.



Workgroup climate

Responsiveness

Impartiality

Accountability

Collaboration

Innovation

Change management

Team support





Workgroup climate



Workgroup climate

- Responsiveness
- Impartiality
- Accountability
- Collaboration
- Innovation
- Change management
- Team support

Workgroup climate is a more localised reflection of organisation climate.

Public sector values of workgroup climate: responsiveness, impartiality, accountability

The values are outlined in the Code of Conduct for Public Sector Employees and describe the behaviours that the Victorian Government and community rightly expect of all of public sector employees. Workgroups in public sector organisations should be responsive, impartial and accountable in order to meet community expectations. These values, in addition to the values within organisation climate, strengthen the capacity of public sector organisations to operate effectively and achieve their objectives.

Team support and collaboration

Positive workgroup climates are characterised by clear goals, a collaborative mindset and team support. These are important aspects of job resources for employees, which influence engagement and wellbeing.

Innovation

In addition to team support and collaboration, workgroups are increasingly expected to work together and innovate to improve service delivery to the public and provide forward-thinking advice. Innovation includes generating and implementing new ideas and ways of doing things. It requires commitment from all employees and a culture that is not completely averse to risk. The Handbook of Employee Engagement, edited by Deakin University's Simon Albrecht, suggests that effective engagement allows organisations to leverage thought leadership, creativity and innovation to maximise returns on investment.

Change management

Employee views of change management help organisations determine their effectiveness in managing significant workplace change. Given the constant change that characterises public sector organisations, it is important that workgroups are positively predisposed to change. Kotter's 8-step Change Model outlines that change can only occur when employees align under a common opportunity and drive in the same direction.



Workgroup climate

Responsiveness

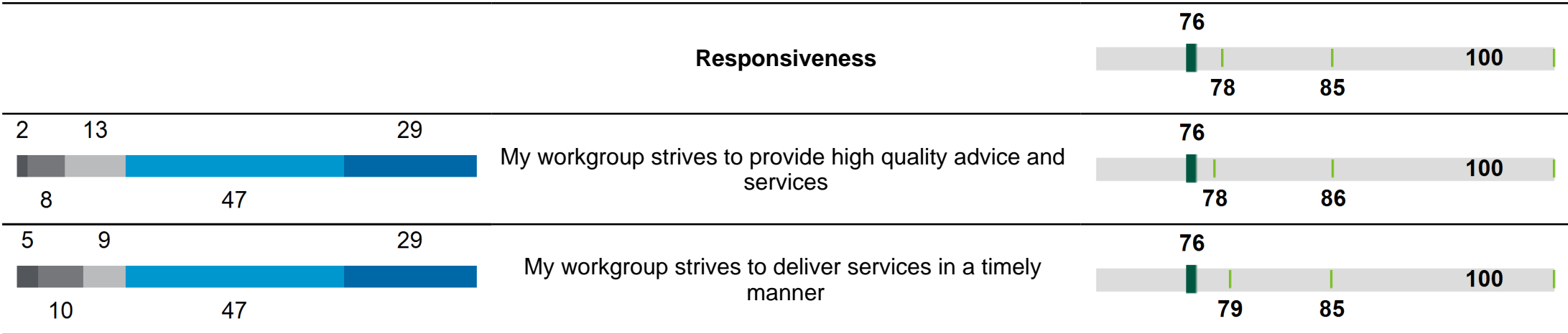


Don't know
 Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest

Your results
(%)

Question

Benchmarking
Agree (%)



Workgroup climate

Impartiality

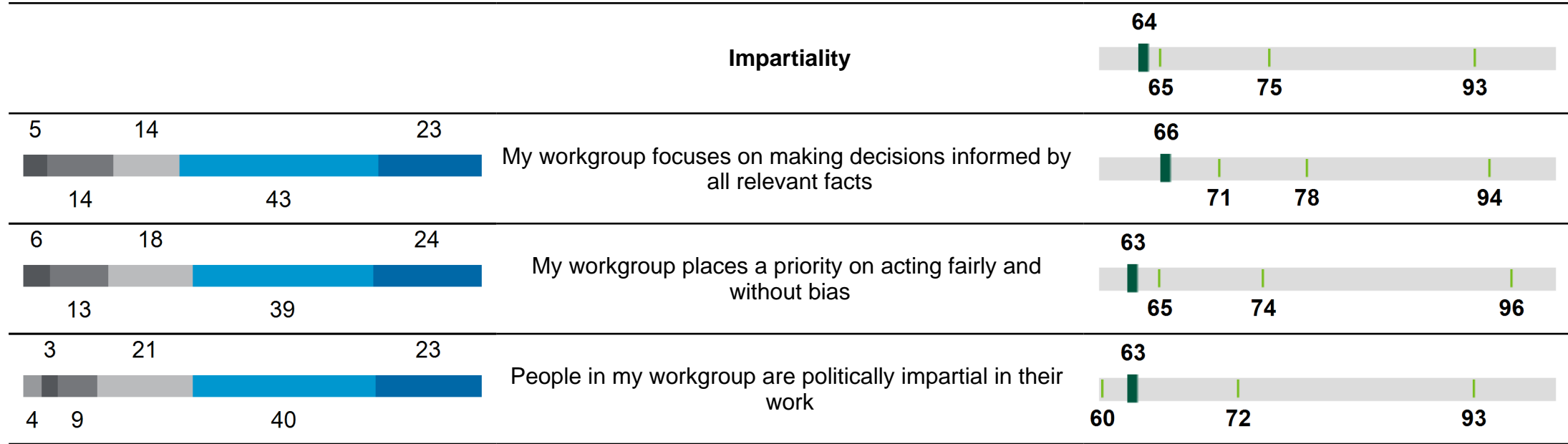


Don't know
 Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest

Your results
(%)

Question

Benchmarking
Agree (%)



Workgroup climate

Accountability



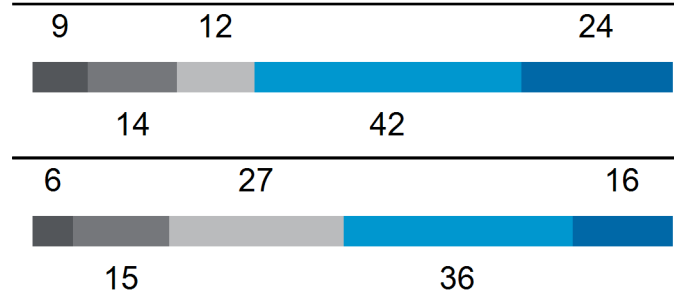
Don't know
 Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest

Your results
(%)

Question

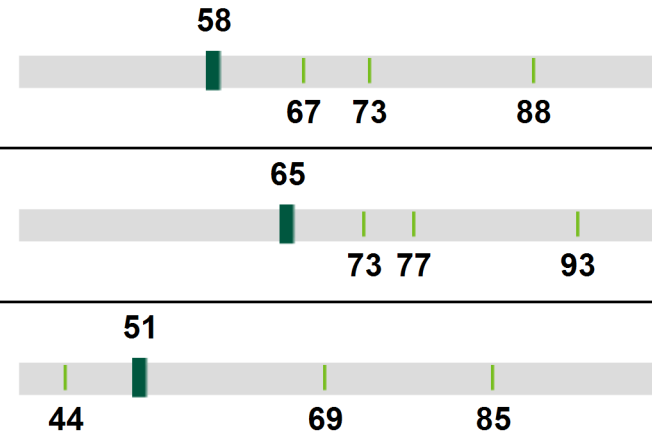
Benchmarking
Agree (%)

Accountability



My workgroup strives to make the best use of its resources

My workgroup has clear lines of responsibility



Workgroup climate

Collaboration



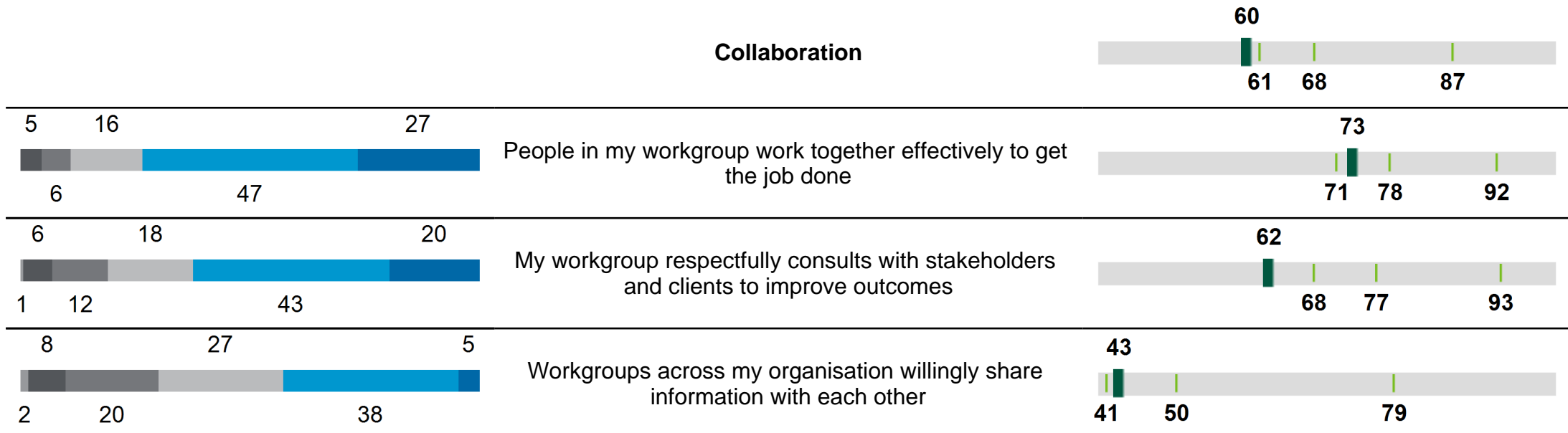
Don't know
 Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest

Your results
(%)

Question

Benchmarking
Agree (%)

Collaboration



Workgroup climate

Innovation



Don't know
 Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest

Your results
(%)

Question

Benchmarking
Agree (%)

Innovation



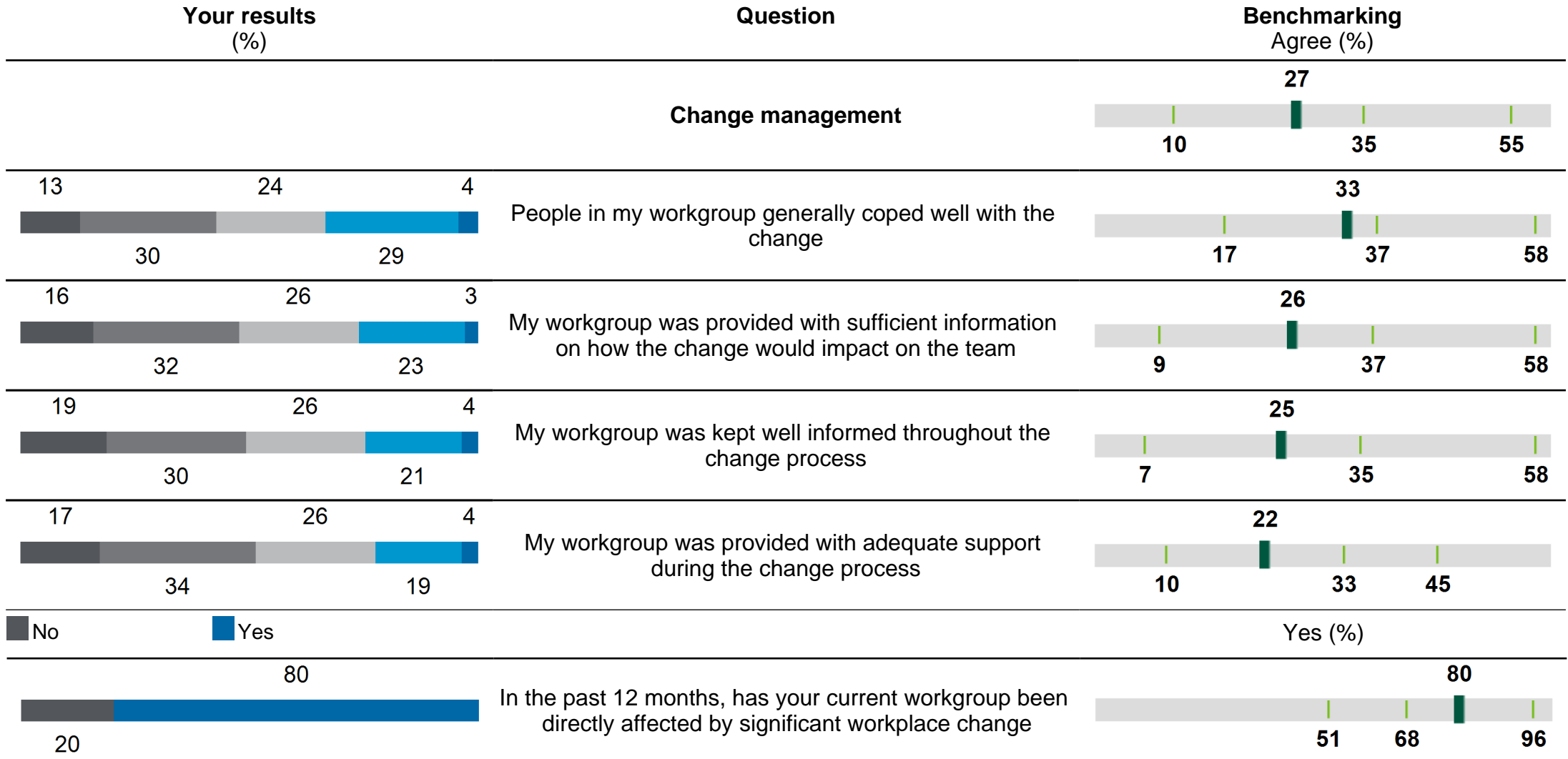
Workgroup climate

Change management



Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree

You
 Lowest, your organisation and highest



Workgroup climate

Change management



What were the main changes that affected your workgroup in the last 12 months? (%)
(80% of people who experienced workplace change, n=173)

■ You 2019 ■ Your organisation

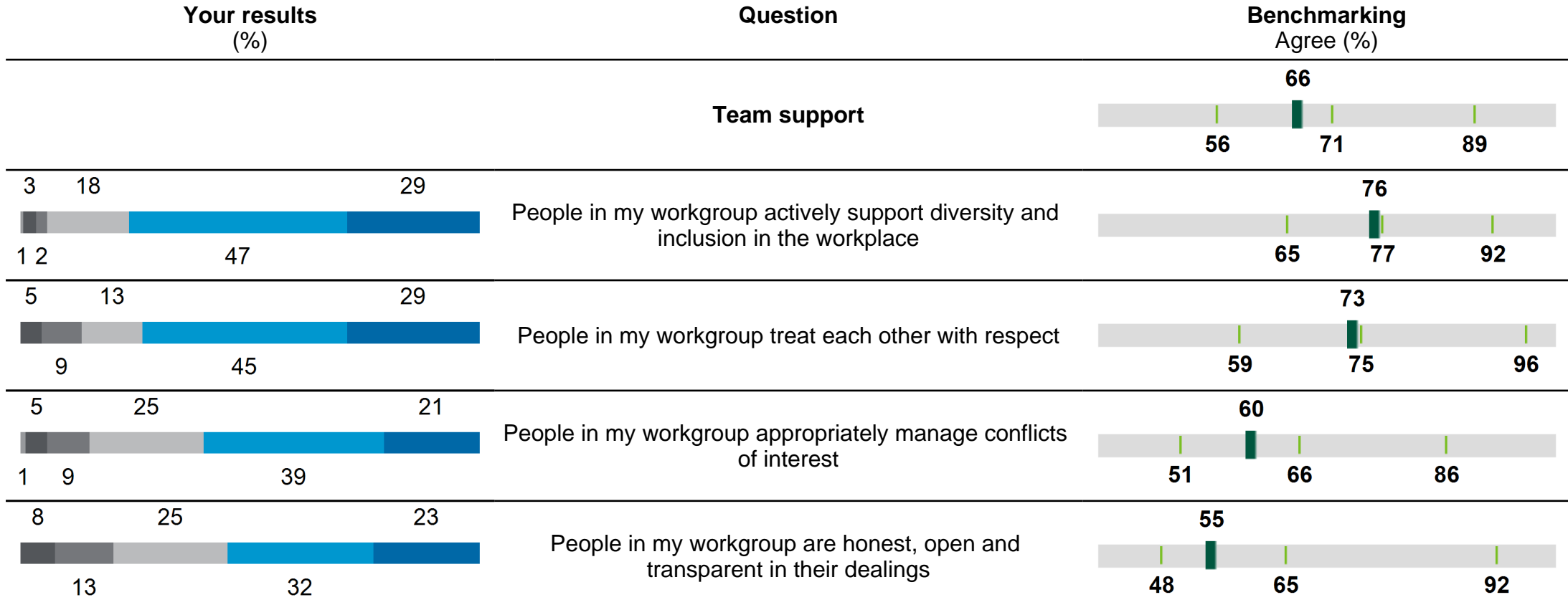
Substantial change in your type of work	25	25	Other	4	11
Substantial change in your work priorities	39	37	Machinery of government change	10	12
Substantial change in how you are expected to do your work	41	38	Increase in employee numbers	20	20
Change in physical workplace (e.g. moved to a new building, existing workplace renovated)	29	25			
Organisational restructure	61	56			
Change in direct line manager	43	34			
Change in management above your direct line manager	59	45			
Decrease in employee numbers	56	31			

Workgroup climate

Team support



Don't know
 Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest





Job and role factors

Manager support

Autonomy

Role clarity

Workload

Bullying

Discrimination

Sexual harassment

Aggression / violence

Witnessed behaviour

Communication on values and conduct





Job and role factors



Job and role factors

- Manager support
- Autonomy
- Role clarity
- Workload
- Negative behaviours

Job demands-resource theory (2013) and job characteristics theory (1980) suggest jobs that provide employees with resource, autonomy and support result in a stronger sense of meaning and lead to positive outcomes, such as employee motivation and job satisfaction.

Manager support

A great manager can drive employee engagement by fostering an organisational climate where employees are involved, respected and enabled to do their job. Supportive managers increase employee and workgroup capacity to complete their work goals, leading to greater job satisfaction and stronger performance.

Autonomy and role clarity

Autonomy is a key construct when nurturing a culture of engagement. When appropriate, employees should be able to shape their work and their work environment. Providing clarity and autonomy helps create a better understanding of what employees can do and how they contribute to the organisation.

Workload and negative behaviours

Job demands and the experience of negative behaviours (such as work overload, role conflict, emotional demands, bullying, harassment and discrimination) have a negative impact on employees' experience of work. Beyond Blue estimates that bullying costs Australian organisations between \$6 billion and \$36 billion a year. Further, WorkSafe reports that a significant proportion of employees who make mental-health claims do not return to work within two years. Excessive work demands and bullying may be associated with anxiety, depression and burnout and must be addressed due to their personal and financial impacts.



Job and role factors

Manager support



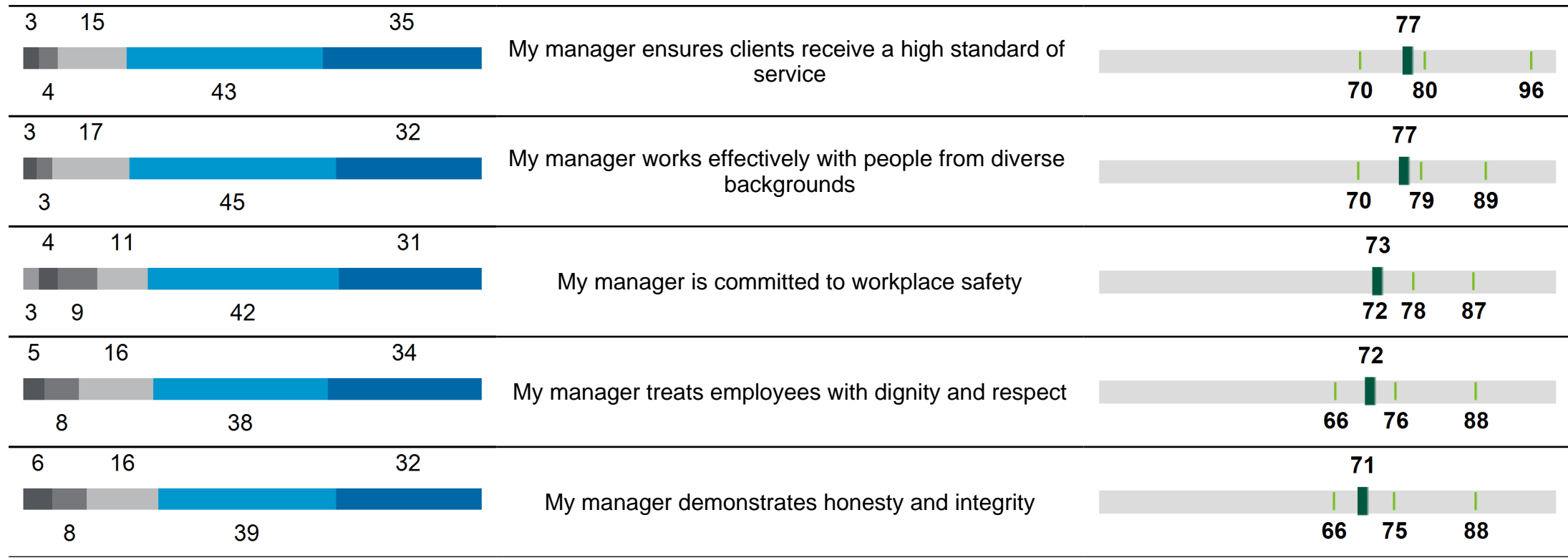
Don't know
 Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest

Your results
(%)

Question

Benchmarking
Agree (%)

Manager support

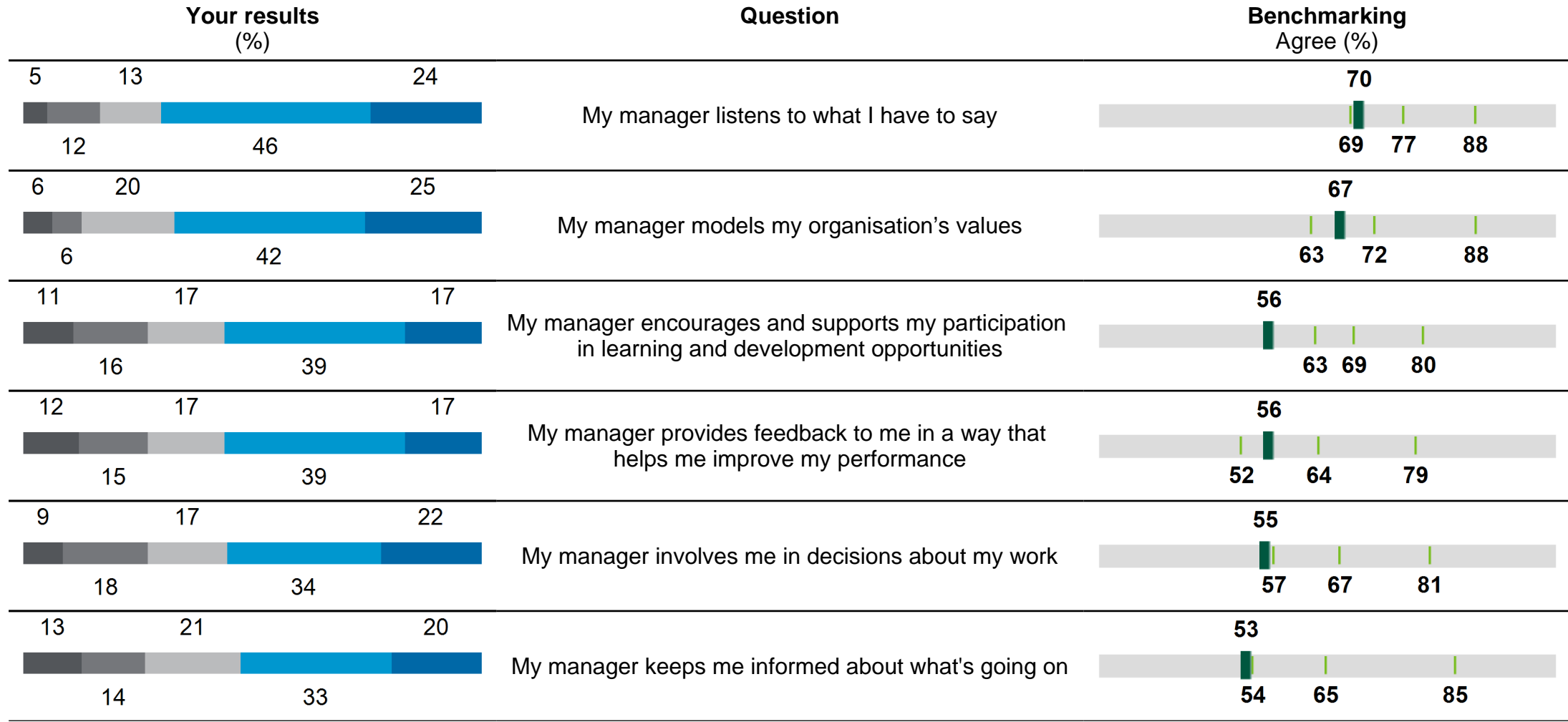


Job and role factors

Manager support (Cont'd)



Don't know
 Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest

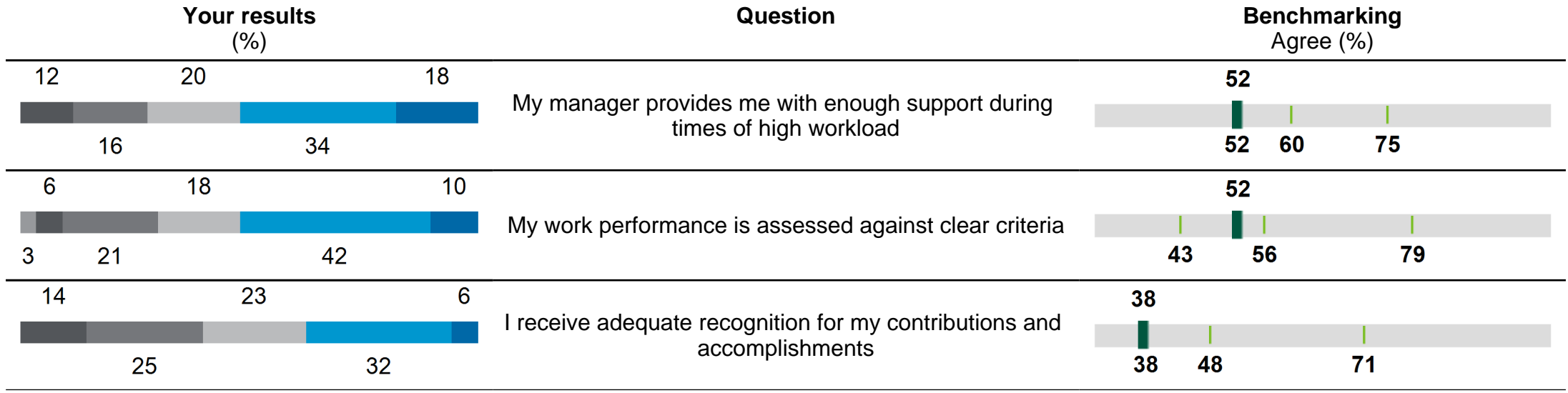


Job and role factors

Manager support (Cont'd)



Don't know
 Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest



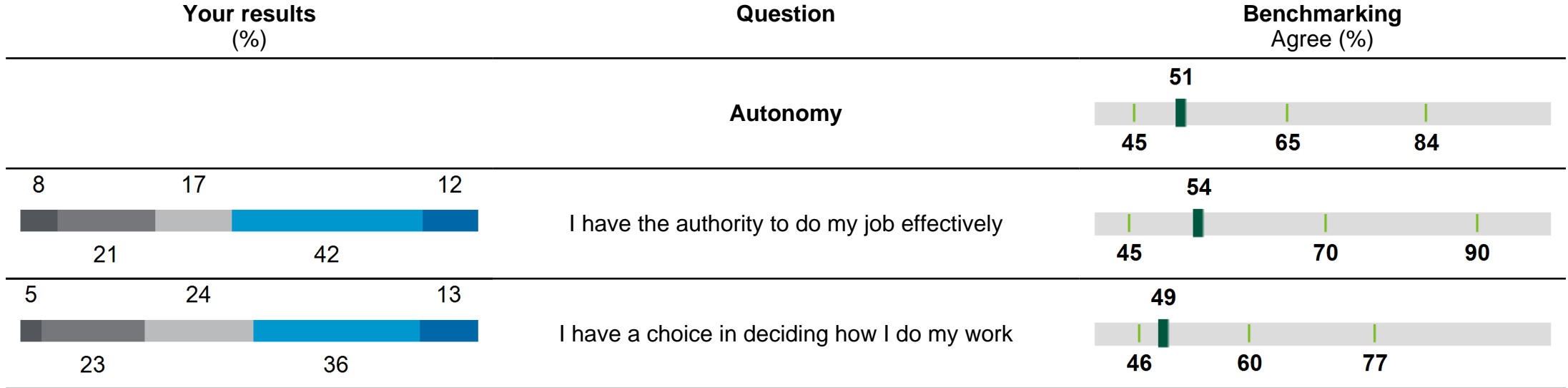
Job and role factors

Autonomy



Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

You Lowest, your organisation and highest



Job and role factors

Role clarity



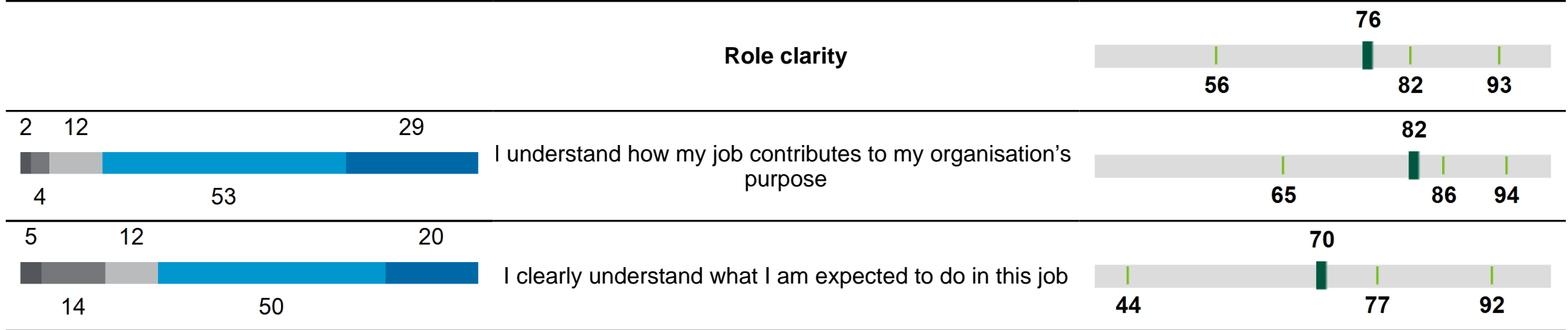
Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

You Lowest, your organisation and highest

Your results (%)

Question

Benchmarking Agree (%)



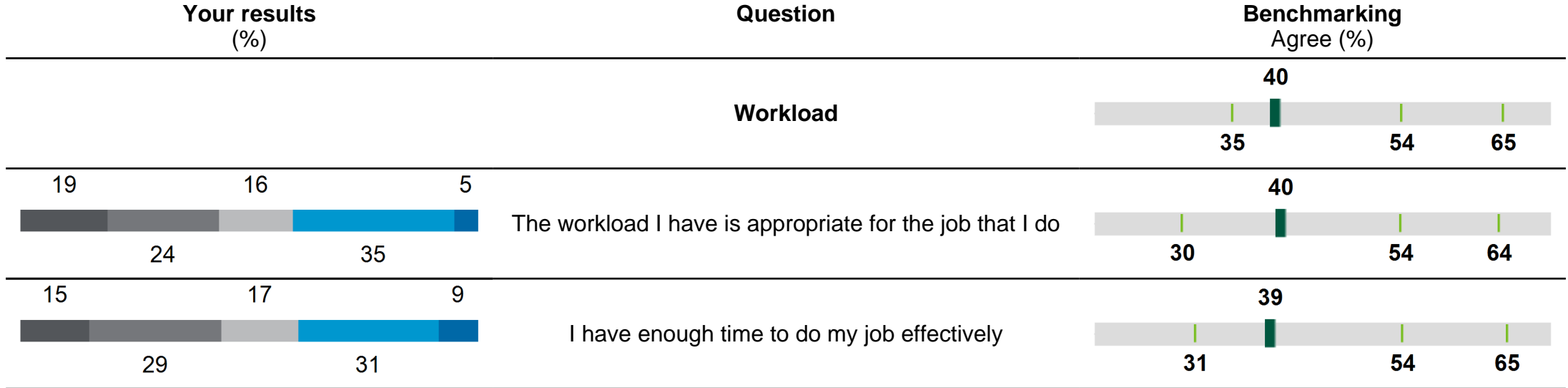
Job and role factors

Workload



Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree

You
 Lowest, your organisation and highest



Job and role factors

Negative behaviour - bullying



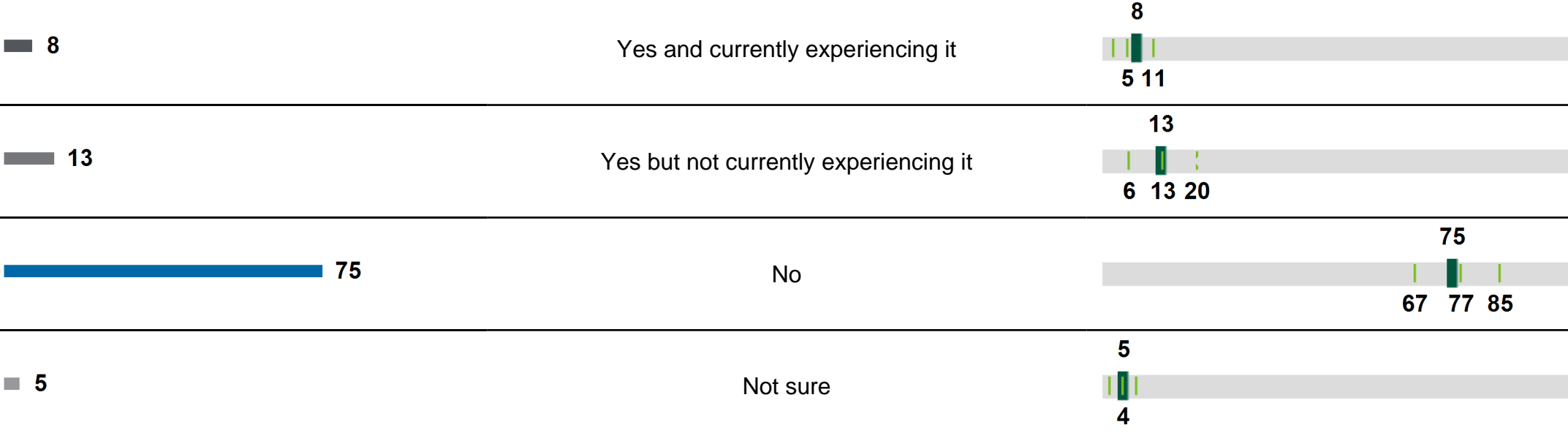
Your results
(%)

Question and responses

Benchmarking
(%)

■ You ■ Lowest, your organisation and highest

During the last 12 months in your current organisation, have you personally experienced bullying at work



Job and role factors

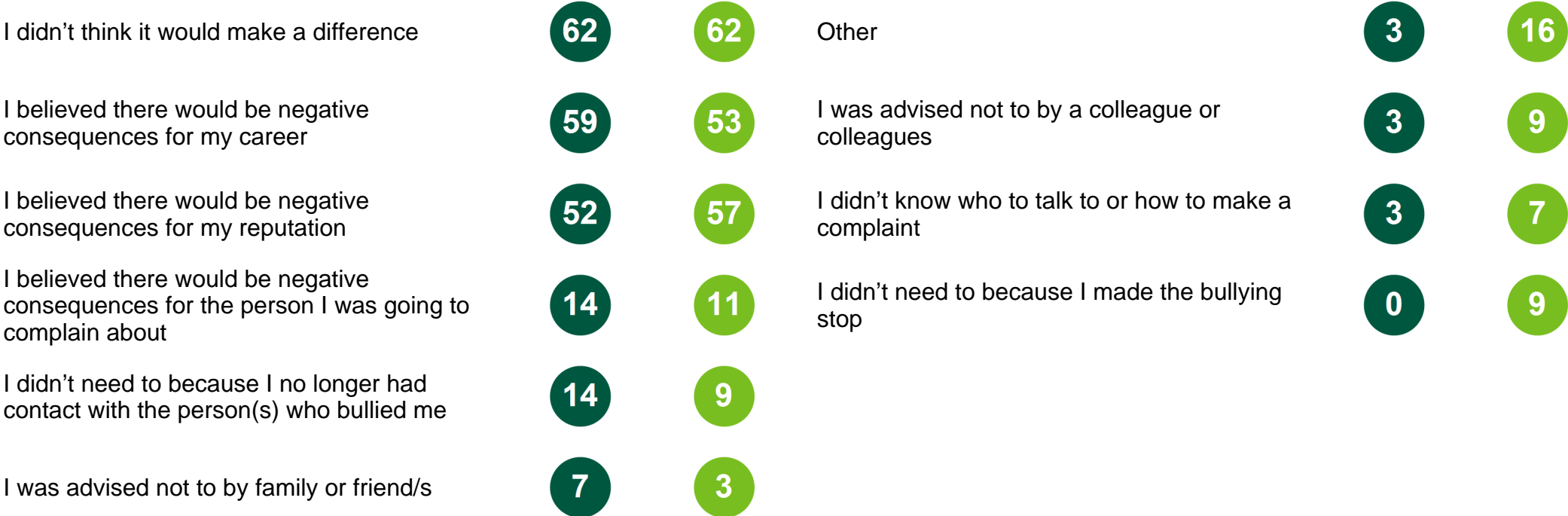
Negative behaviour - bullying



Please tell us why you did not submit a formal complaint? (%)

(83% of people who did not submit a formal complaint, n=29)

■ You 2019 ■ Your organisation



Job and role factors

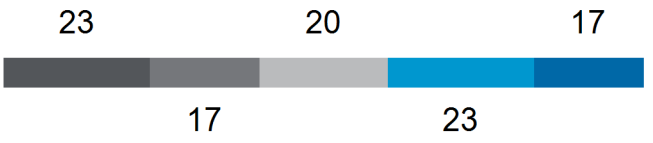
Negative behaviour - bullying



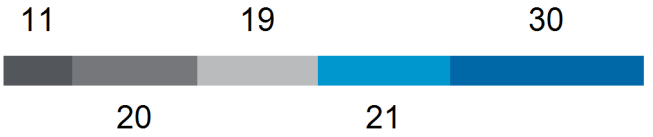
How often have you experienced bullying? (% of people who experienced bullying)

- At least once a day
- Once every few days
- Once a week
- Once a month
- Less than once a month

You 2019



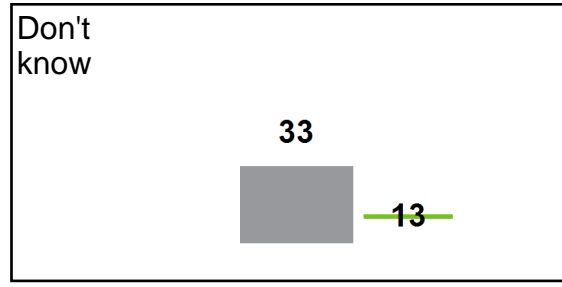
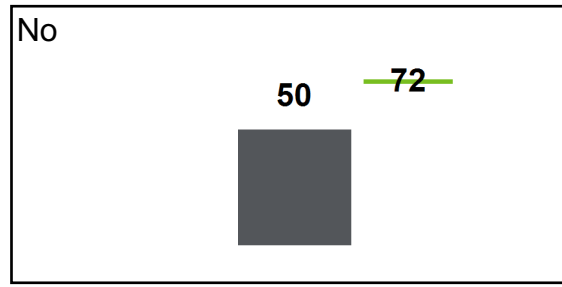
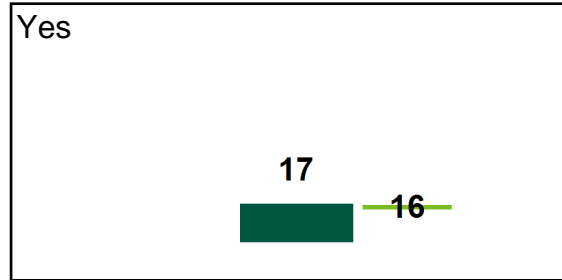
Your organisation



Were you satisfied with the way your formal complaint was handled?

(% of people who made a formal complaint)

- You 2019
- Your organisation



Job and role factors

Negative behaviour - discrimination

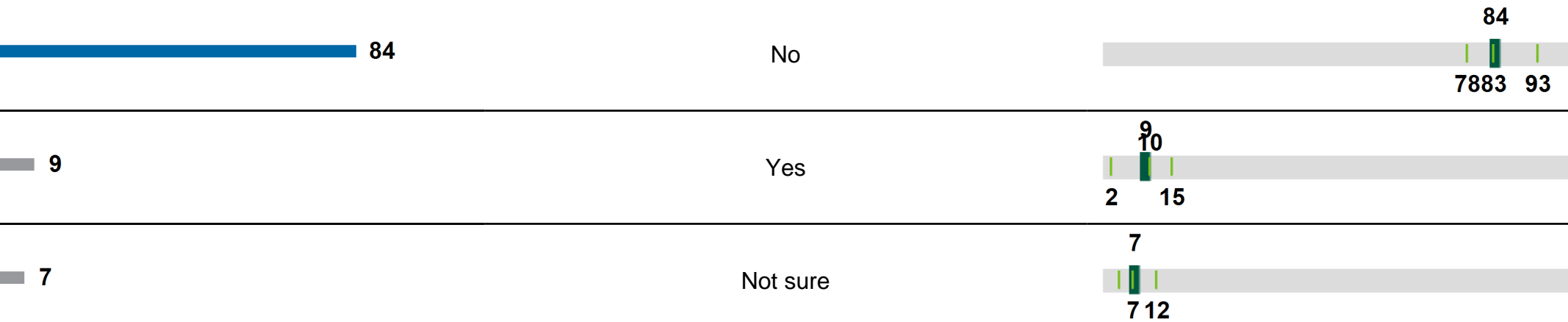


Your results (%)

Question and responses

You | Lowest, your organisation and highest | Benchmarking (%)

During the last 12 months in your current organisation, have you personally experienced discrimination at work



Job and role factors

Negative behaviour - discrimination



Attributes you were discriminated for (% of people who experienced discrimination)

■ You 2019

■ Your organisation

Job and role factors

Negative behaviour - discrimination

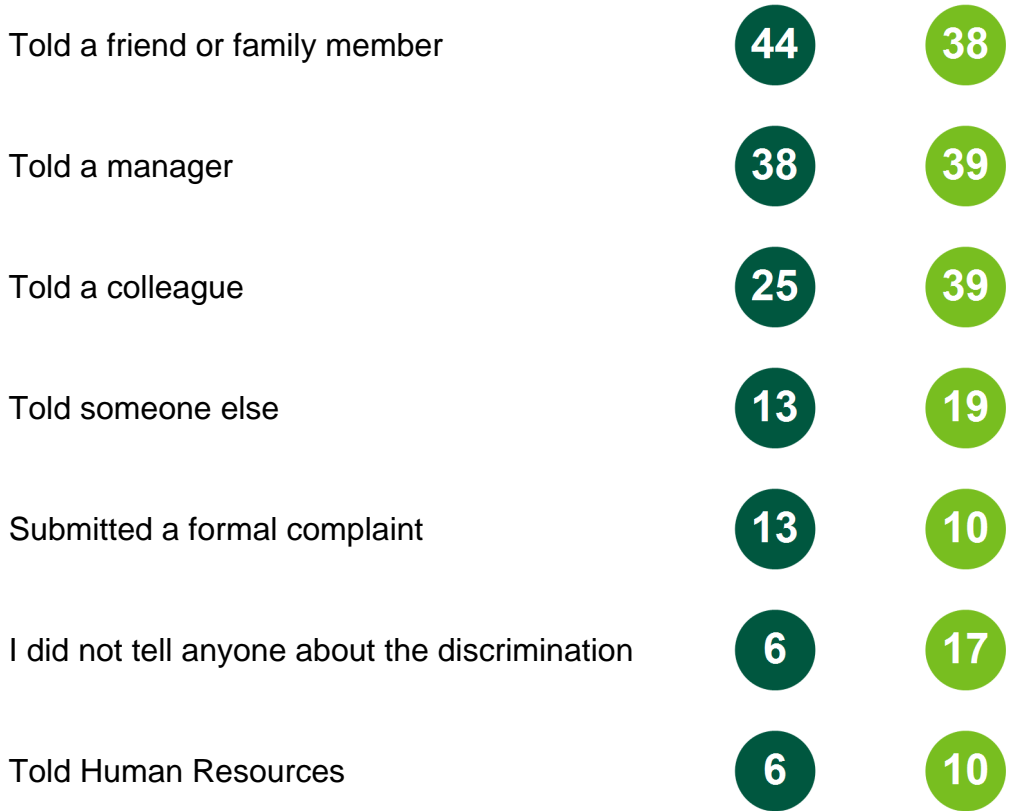


What type of discrimination did you experience? (% of people who experienced discrimination)

■ You 2019 ■ Your organisation



Did you tell anyone about the discrimination? (% of people who experienced discrimination)



Job and role factors

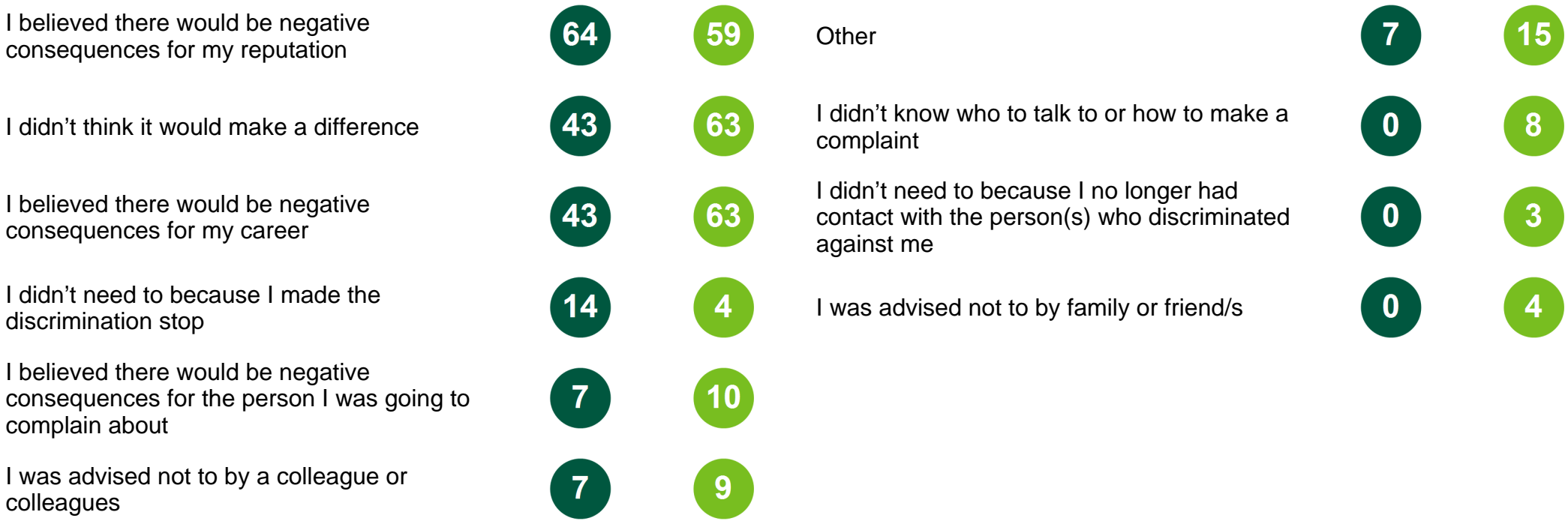
Negative behaviour - discrimination



Please tell us why you did not submit a formal complaint? (%)

(88% of people who did not submit a formal complaint, n=14)

■ You 2019 ■ Your organisation



Job and role factors

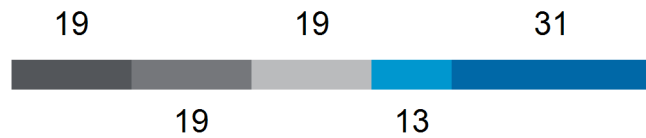
Negative behaviour - discrimination



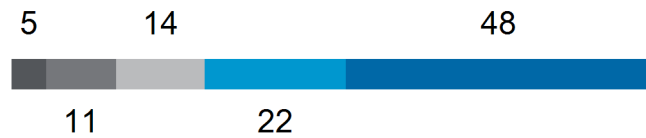
How often have you experienced discrimination? (% of people who experienced discrimination)

- At least once a day
- Once every few days
- Once a week
- Once a month
- Less than once a month

You 2019

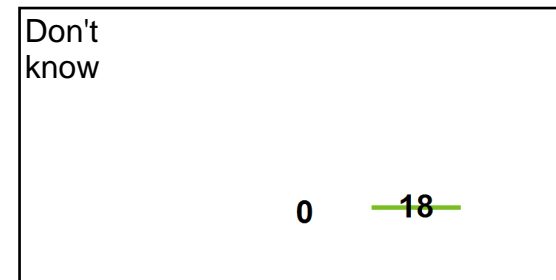
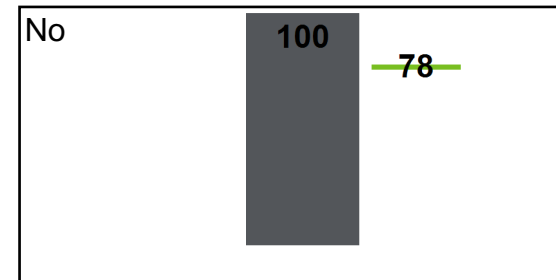
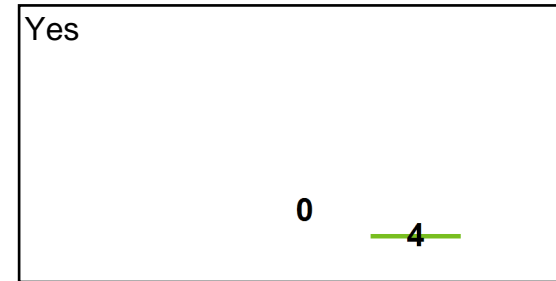


Your organisation



Were you satisfied with the way your formal complaint was handled?
(% of people who made a formal complaint)

■ You 2019 ■ Your organisation



Job and role factors

Negative behaviour - sexual harassment



You **Lowest, your organisation and highest** **Benchmarking**
(%)

Your results
(%)

Question and responses

Personally experienced sexual harassment at work in the last 12 months

23

Yes

23

3 12

77

No

77

88 97

Job and role factors

Negative behaviour - sexual harassment



When the harassment happened to you, did you respond in any of the following ways? (% of people who experienced sexual harassment)

■ You 2019 ■ Your organisation

Told the person the behaviour was not OK	41	32	Took time off work	13	7
Pretended it didn't bother you	36	47	Told someone else	8	7
Tried to laugh it off or forget about it	33	39	Submitted a formal complaint	8	5
Avoided the person(s) by staying away from them	33	35	Avoided locations where the behaviour might occur	5	14
Told a colleague	28	27	Other	5	4
Told a friend or family member	15	19	Sought a transfer to another role/location/roster	0	3
Told a manager	15	17	Told Human Resources	0	1

Job and role factors

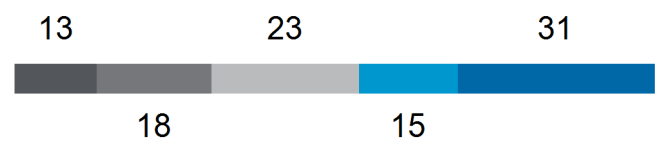
Negative behaviour - sexual harassment



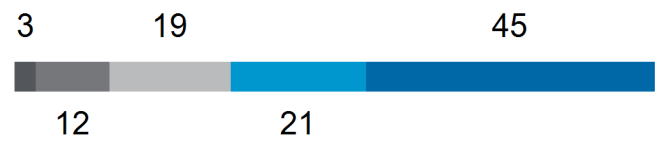
How often have you experienced these behaviours? (% of people who experienced sexual harassment)

- At least once a day
- Once every few days
- Once a week
- Once a month
- Less than once a month

You 2019

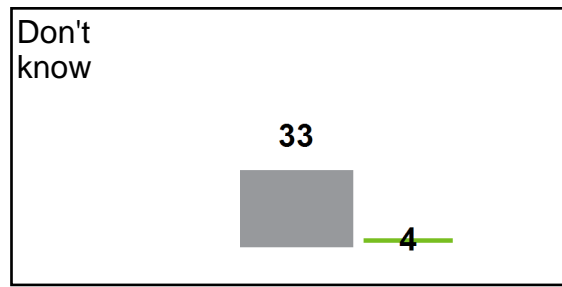
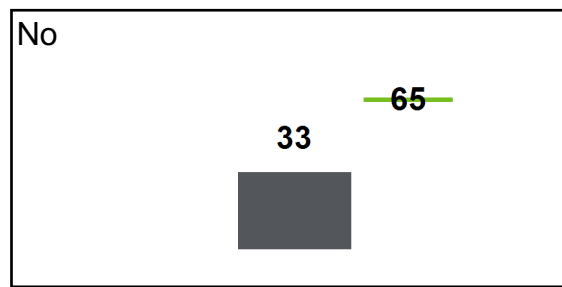
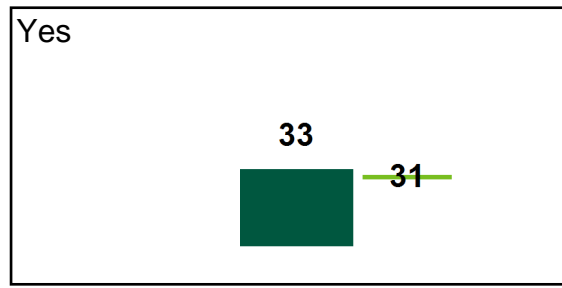


Comparator



Were you satisfied with the way your formal complaint was handled?
(% of people who made a formal complaint)

- You 2019
- Your organisation



Job and role factors

Negative behaviour - sexual harassment



Please tell us why you did not submit a formal complaint? (%)

(92% of people who did not submit a formal complaint, n=36)

■ You 2019 ■ Your organisation

I didn't think it would make a difference	44	56	I didn't need to because I no longer had contact with the harasser(s)	6	5
I believed there would be negative consequences for my reputation	39	47	I was advised not to by a colleague or colleagues	3	5
I believed there would be negative consequences for my career	28	35	I didn't know who to talk to or how to make a complaint	3	3
Other	19	15	I was advised not to by family or friend/s	0	2
I didn't need to because I made the harassment stop	19	14			
I believed there would be negative consequences for the person I was going to complain about	17	14			

Job and role factors

Negative behaviour - aggression or violence



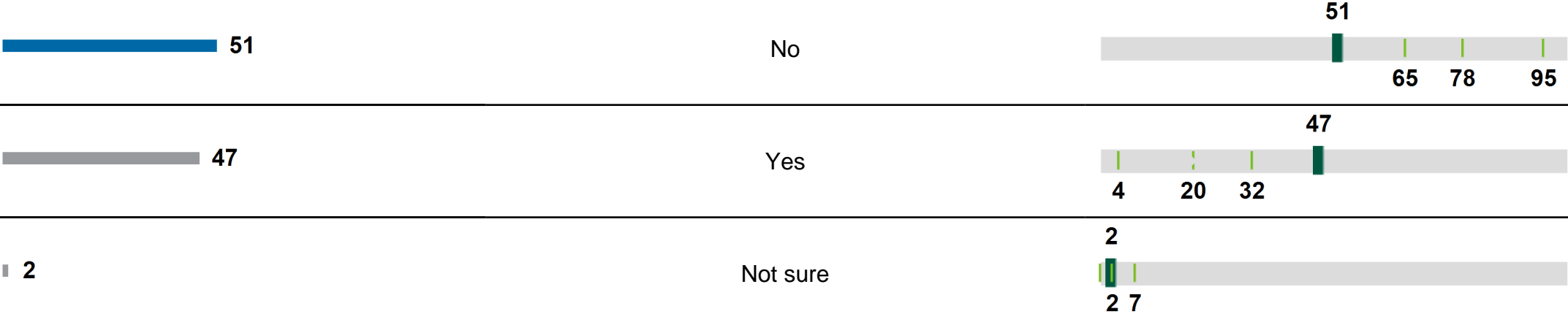
You | Lowest, your organisation and highest

Your results (%)

Question and responses

Benchmarking (%)

Personally experienced aggression or violent behaviour at work in the last 12 months





Job and role factors

Negative behaviour - aggression or violence



Please tell us why you did not submit a formal incident report? (%)

(46% of people who did not submit a formal complaint, n=37)

You 2019 Your organisation

Reason	You 2019 (%)	Your organisation (%)
I didn't think it would make a difference	49	51
Other	43	39
I believed there would be negative consequences for my reputation [e.g. that I would be blamed or not believed or thought to be over-reacting]	16	26
I believed there would be negative consequences for my career [e.g. opportunities for promotion, risk of being fired]	16	25
I find the incident reporting system difficult to use	5	4
I believed there would be negative consequences for the person I was going to complain about	3	4
I was advised not to by a colleague or colleagues	3	4
I didn't know who to talk to or how to submit an incident report	3	3
I was advised not to by family or friend(s)	0	1

Job and role factors

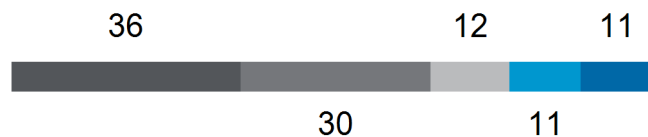
Negative behaviour - aggression or violence



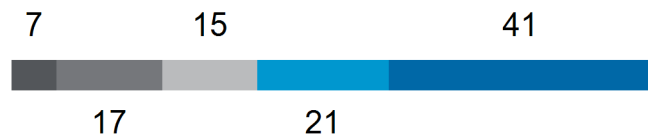
How often have you experienced aggression or violence? (% of people who experienced aggression or violence)

- At least once a day
- Once every few days
- Once a week
- Once a month
- Less than once a month

You 2019



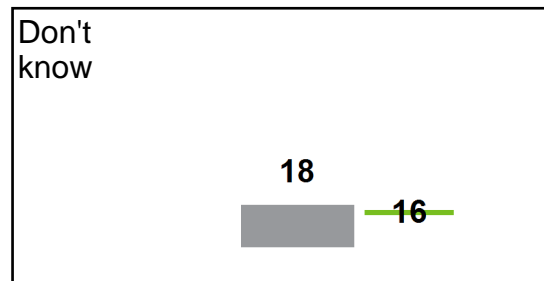
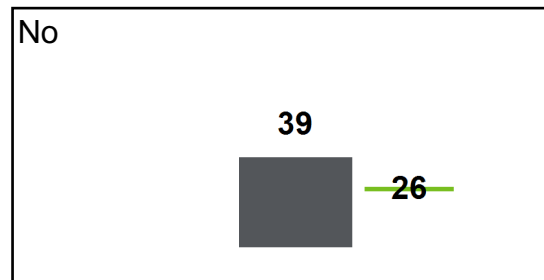
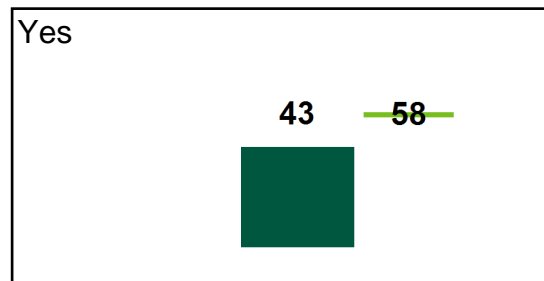
Your organisation



Were you satisfied with the way your formal complaint was handled?

(% of people who made a formal complaint)

You 2019 Your organisation



Job and role factors

Witnessed behaviours



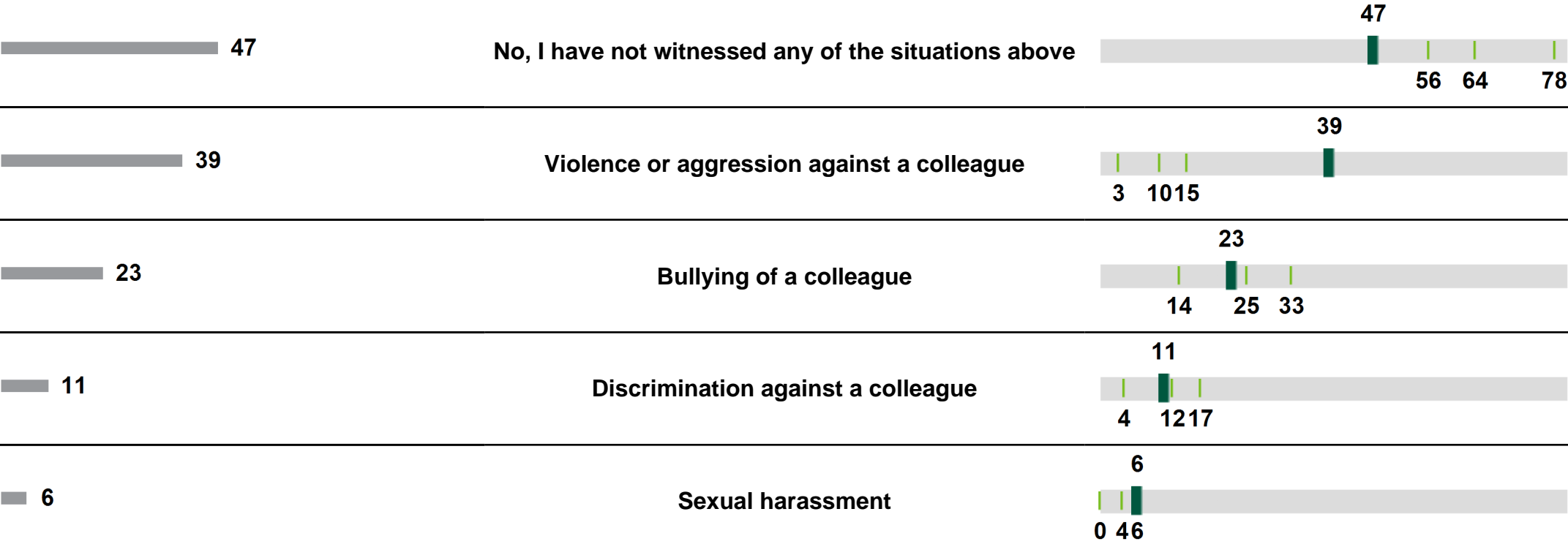
■ You
 ■ Lowest, your organisation and highest
 Benchmarking
 (%)

Your results
(%)

Question and responses

Benchmarking
(%)

Witnessed any of the following negative behaviours at work in the last 12 month



Job and role factors

Communication on values and conduct

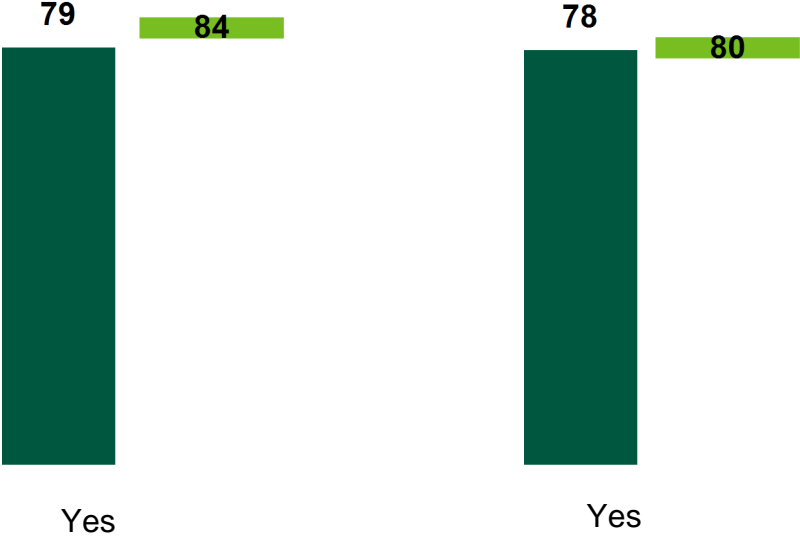


In the last 12 months, have you seen or heard any communication/information about your ... (%)

You 2019 Your organisation

... your organisation's values

... your organisation's code of conduct





Psychological conditions

Safe to speak up

Meaningful work





Psychological conditions



Psychological conditions
Meaningful work
Safe to speak up

Psychological conditions are employee’s basic emotional and cognitive feelings about work. These conditions represent the “felt experience of work”, which refers to how a person thinks, feels and behaves in the workplace.

Meaningful work

Meaningful work helps employees find value in their jobs and boosts engagement. Unlike engagement, meaningful work is more individual and personal. Organisations can encourage meaning by creating a culture that demonstrates the Victorian public sector values and promotes work-life balance and a commitment to the work we do.

Safe to speak up

A work environment in which employees feel safe to speak up reflects a culture of psychological safety and is a requirement for attracting, retaining, motivating and engaging employees, as well as protecting organisations against inappropriate behaviour and integrity risks. Psychological safety in organisations means a culture in which employees can speak up confidently about inappropriate behaviour and other workplace issues without fear of retribution.



Psychological conditions

Safe to speak up



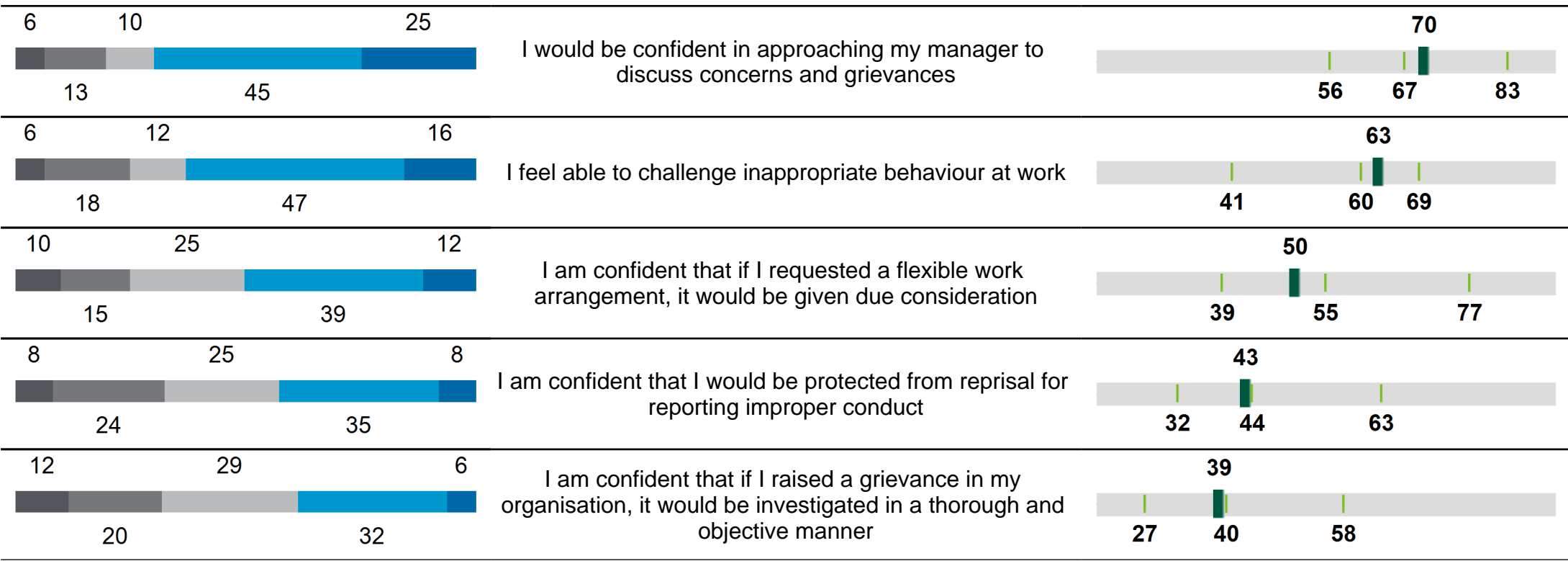
Don't know
 Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest

Your results
(%)

Question

Benchmarking
Agree (%)

Safe to speak up



Psychological conditions

Meaningful work

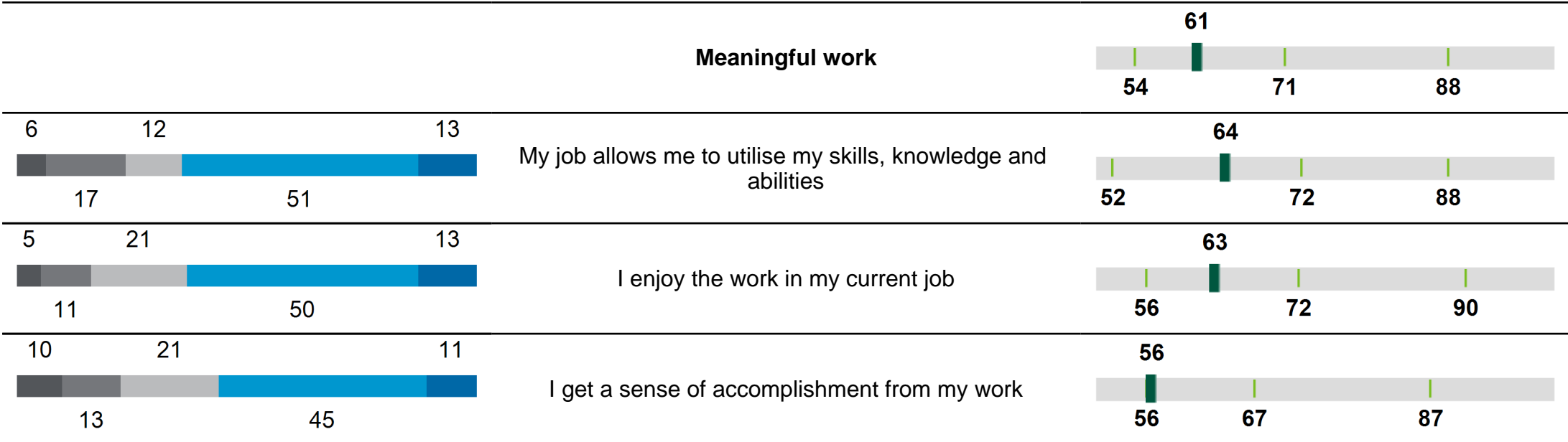


Don't know
 Strongly disagree
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 You
 Lowest, your organisation and highest

Your results
(%)

Question

Benchmarking
Agree (%)





Appendix

People outcome definitions

Factor definitions

Methodology

How to use the information

How to interpret your summary measures



People outcomes definitions



Engagement

Employee engagement is a positive psychological state when employees are enthusiastic and energetic about their work, proactive in undertaking tasks, and motivated to help their organisation meet its objectives.

Innovative behaviour

Innovation is about how we, as government, work in new or different ways to improve people's lives. The innovation outcome is driven mainly by an agile climate, but is also influenced by other drivers including availability of resources, focus on outcomes and safety to speak up

Wellbeing

Wellbeing is a positive state involving comfort, health and satisfaction across physical, mental, emotional and social domains. In a work context, employees with high levels of wellbeing are protected from physical harm and are not at risk of mental or emotional strain due to excessive workload or unacceptable conduct.

Satisfaction

Satisfaction relates to level of contentment with job, work/life balance and professional development.

Intention to stay

If workplace culture and climate are positive and employees are valued and engaged within that culture, employees will intend to stay at their organisation and organisations are able to attract and retain the best people.

Factor definitions



Senior leadership

Senior leadership

Strong leaders who embody public sector values and facilitate the other culture, climate, job, role and team drivers

Organisation climate

Integrity

Striving to sustain public trust by being open, honest and transparent; using powers responsibly; reporting unethical conduct; and avoiding any conflicts of interest

Respect

Treating colleagues, other public officials and members of the Victorian community fairly and objectively, ensuring freedom from bullying and harassment and using opinions to improve outcomes

Human rights

Making decisions and providing advice consistent with human rights and actively implementing, promoting and supporting human rights

Equal employment opportunity

Making decisions and taking actions that affect employees in ways not influenced by irrelevant personal characteristics

Diversity and inclusion

The existence of a climate where all employees are treated equally and with respect, regardless of background or beliefs

Workgroup climate

Responsiveness

Providing high-quality services to the community;
working towards best practice

Impartiality

Decisions based on merit without bias or self-interest
and acting fairly and objectively

Accountability

Working to clear objectives, accepting responsibility for decisions and actions, seeking to achieve best use of resources and being open to scrutiny

Collaboration

An environment where employees work together towards group and organisation goals, with open sharing of ideas

Factor definitions (cont'd)



Workgroup climate (cont'd)	Job and role factors		Psychological conditions
----------------------------	----------------------	--	--------------------------

Change management
Openness to new ways of working and flexibility in times of change, and organisations are able to successfully adapt to changing circumstances

Innovation
Embedded in how we do our work

Team support
Employees supported by their teams in their work role, with sharing of resources as well as offering a safe environment for wellbeing

Manager support and leadership
Employees supported by their managers in their work role and given access to resources, learning and development opportunities, and support for wellbeing

Autonomy
Autonomy and appropriate authority, including independence in deciding how to complete one's job effectively

Role clarity
An employee's sense of clarity about how his or her work contributes to his or her workgroup's role

Workload
The amount of work required of an employee, including the number of tasks to be completed, the amount of effort required for each task or the importance and implications of such tasks

Discrimination
The incidence of discriminatory behaviours

Bullying
The incidence of bullying behaviours

Sexual harassment
The incidence of sexual harassment behaviours

Violence / aggression
The incidence of violent or aggressive behaviours

Meaningful work
Employees find that the work they do has meaning and contributes to their organisation's objectives. Employees undertake work that challenges them in a positive way and allows them to use their knowledge and skills.

Safe to speak up
Employees are confident to raise concerns within their organisation and do not fear reprisal for reporting grievances or improper conduct.

Methodology



The People Matter Survey is a public sector employee opinion survey run by the Victorian Public Sector Commission.

The survey is conducted annually and invites participation from all eligible Victorian public sector organisations. In 2018, it captured the opinions and experiences of approximately 93,700 employees from 184 organisations across Victoria.

The 2019 survey period ran from 13 May to 14 June. Organisations chose a 2-3 week window for their staff to complete the survey.

Note:

The percentage agreement calculation is:

- Agreement % = respondents that agree or strongly agree # / all respondents #
- All percentages are of all respondents, unless stated otherwise.
- All percentages have been rounded to whole numbers.

Index calculations

- 1. Engagement index*:** Each respondent is given a score for each engagement question; strongly agree equates to 100 points, agree equates to 75 points, neither agree nor disagree equates to 50 points, disagree equates to 25 points and strongly disagree equates to 0 points. The engagement index is the average of these scores.
**I feel a strong personal attachment to the Victorian Public Sector is a supplementary question and does not contribute to the engagement index*
- 2. Innovative behaviour index:** Each respondent is given a score for each innovative behaviour question. A score of zero for 'never or very rarely', 25 for 'rarely', 50 for 'sometimes', 75 for 'often' and 100 for 'very often or always'. The innovation index is the average of these scores.
- 3. Job-related affect:** Each respondent is given a score for the question, 'Over the past 3 months, how often has work made you feel – (1) miserable; (2) happy; (3) worried; (4) enthusiastic'. A score of 0 for 'never or very rarely', 25 for 'rarely', 50 for 'sometimes', 75 for 'often' and 100 for 'very often or always' and an average score for each affect was calculated. The net score is the balance of negative and positive affect scores, e.g. positive affect minus negative affect.
- 4. Psychosocial safety climate score:** Each of the four psychosocial safety questions were given a score from 1 to 5. These were calculated by scoring each response and calculating an average score: 'strongly disagree' received a score of 1, 'disagree' a score of 2, 'neither agree nor disagree' a score of 3, 'agree' a score of 4 and 'strongly agree' a score of 5. The sum of each question's score gave the overall PSC score. A PSC score of 12 or less indicates poor PSC or a high risk of poor work quality, negative acts such as bullying and harassment, mental health problems (such as depression, distress and emotional exhaustion), sickness absence, presenteeism, worker compensation and reduced engagement. A PSC score of 13 indicates moderate PSC or a medium risk, and a PSC score of 14 or higher indicates high PSC or a low risk of poor work quality, negative acts, mental health problems, sickness, absence, presenteeism, worker compensation and reduced engagement.

How to use the information in this report



1. You can discuss your results with your management team to identify strengths and any areas to investigate further or improve.
2. Prioritise one or two areas to respond to. It is important that employees see that their voice has been heard and that action has been taken.

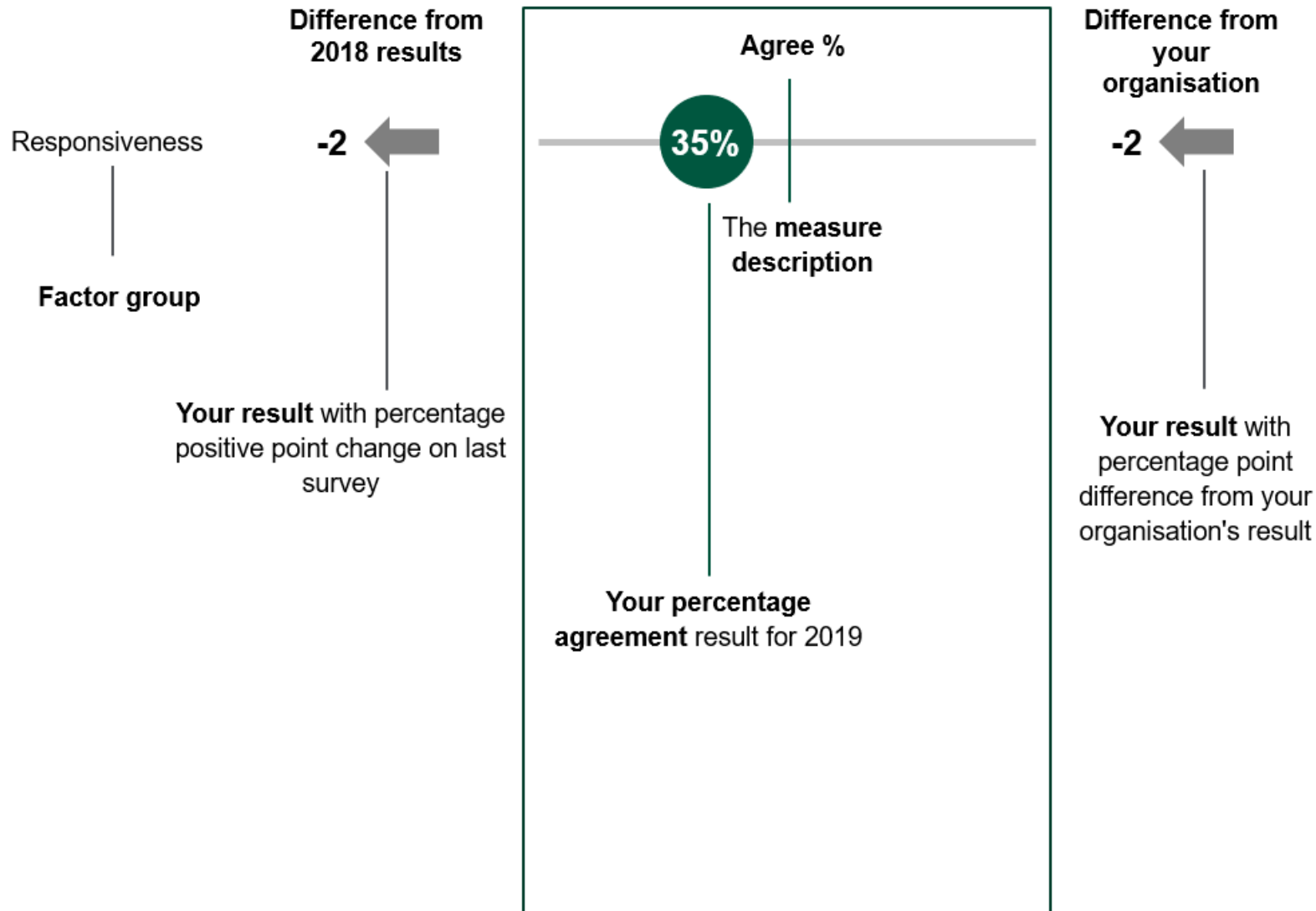
To protect anonymity, opinion question results for demographic groups (gender, occupation etc.) are not shown when the group received fewer than 10 survey responses. Opinion question results and free-text comments should be used to understand how people outcomes are performing and drive operational improvements.

Note: No attempts should be made to personally identify individual responses.

How to interpret your summary measures



Relevant section of theoretical framework



How to interpret your benchmark results



Relevant section of theoretical framework

