




Executive Summary

People Matter Survey 2019

Victorian Auditor-General's Office





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1. Introduction



This presentation provides an overview of your organisation's key People Matter Survey (PMS) results for 2019. More detailed results can be found in your benchmarked results reports and employee group reports.

In 2018 the PMS Reform Project was established refine the survey design, questionnaire and to build stronger engagement and support from the VPSC in analysing and presenting the results for 2019 to drive the following people outcomes:

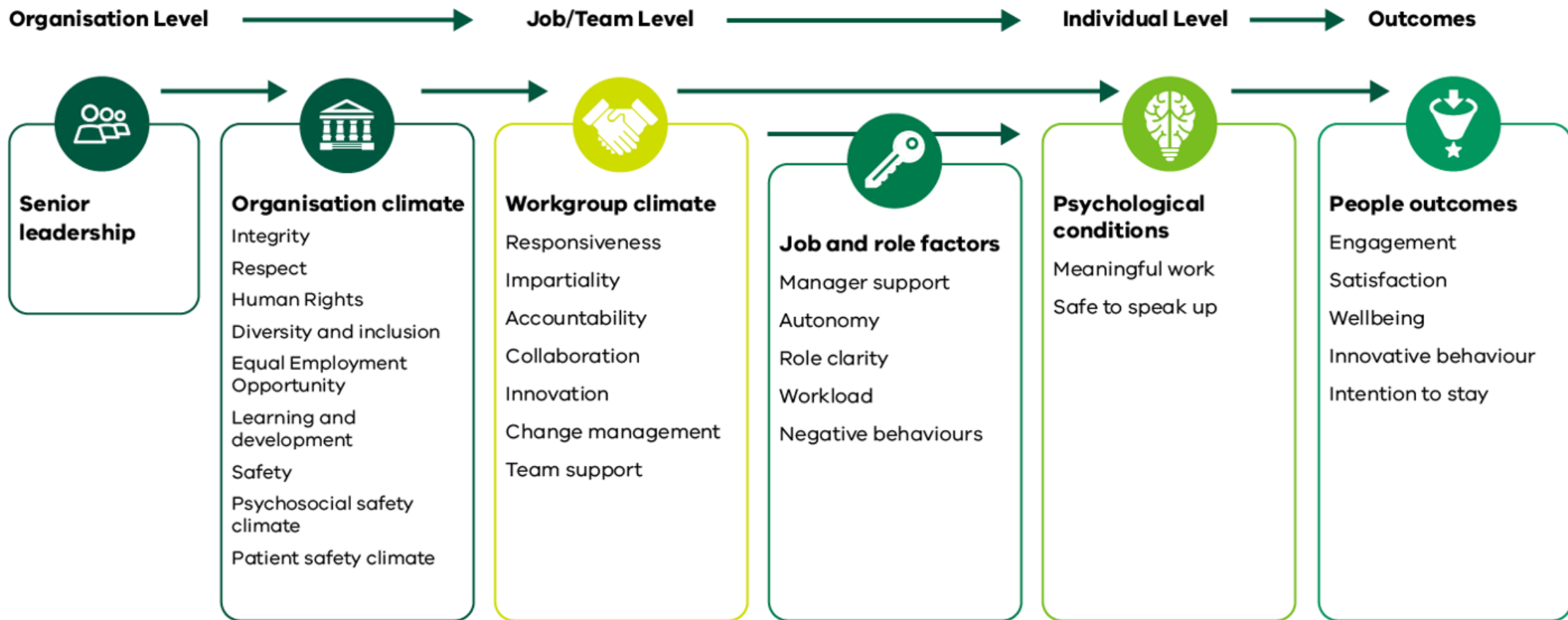
- employee engagement
- satisfaction
- wellbeing
- innovative behaviour
- intention to stay.

These outcomes and driving factors are outlined in the theoretical framework on the next slide.

Please see the Appendix for people outcome and factor definitions, and details on the survey methodology.

2. 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.



3. Response rate and benchmark group



Survey response rate

■ You 2019
 ■ Comparator
 (Last years results in brackets)



72%, n = 136
 (75%, n = 142)



73%

Your comparator group

Commercial Passenger Vehicles Victoria	Commission for Children and Young People	Court Services Victoria
Departments of Parliament	Family Safety Victoria	Family Violence Prevention Agency
Game Management Authority	Independent Broad-based Anti-corruption Commission	Infrastructure Victoria
Office of Public Prosecutions	Office of the Governor of Victoria	Office of the Legal Services Commissioner
Office of the Ombudsman Victoria	Office of the Victorian Electoral Commissioner	Office of the Victorian Government Architect
Office of the Victorian Information Commissioner	Office of the Victorian Inspectorate	Service Victoria
Sustainability Victoria	Victorian Agency for Health Information	Victorian Commission for Gambling and Liquor Regulation
Victorian Equal Opportunity and Human Rights Commission	Victorian Fisheries Authority	Victorian Government Solicitor's Office
Victorian Institute of Forensic Medicine	Victorian Public Sector Commission	Victorian Responsible Gambling Foundation



4. People outcomes

Scorecard

Employee engagement

Wellbeing

Innovative behaviour

Satisfaction

Intention to stay



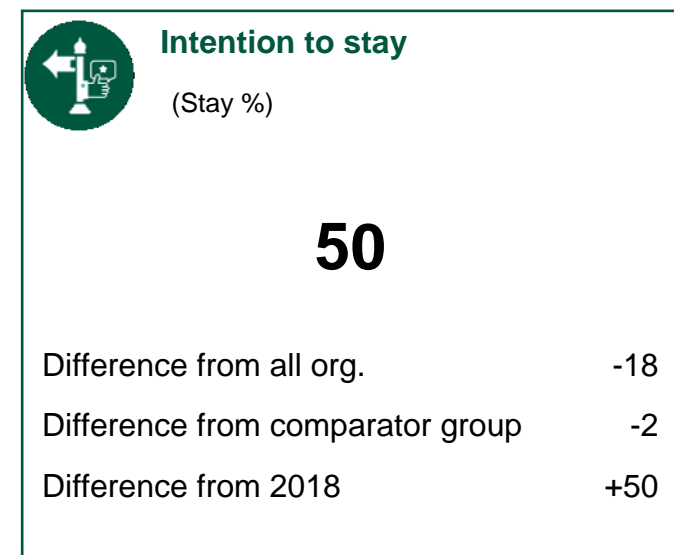
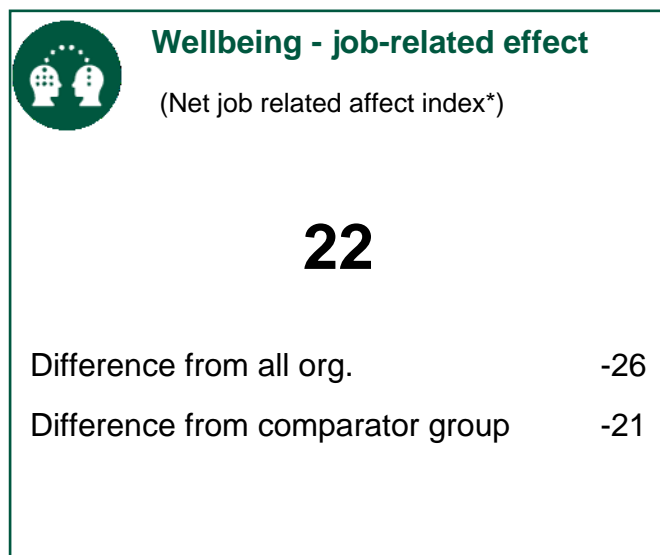
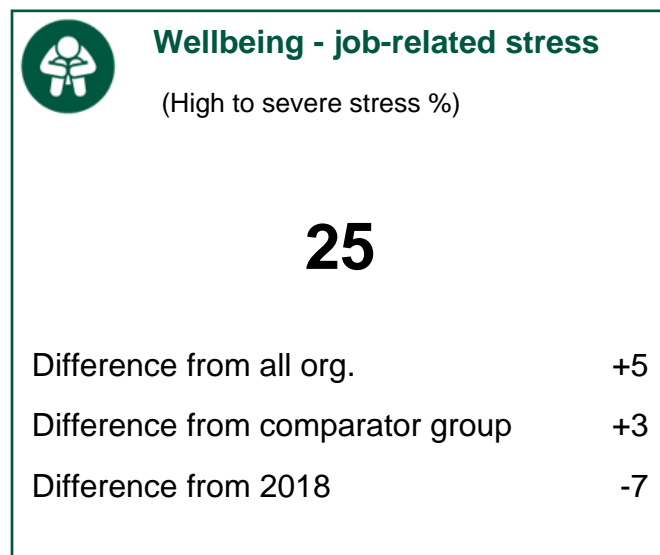
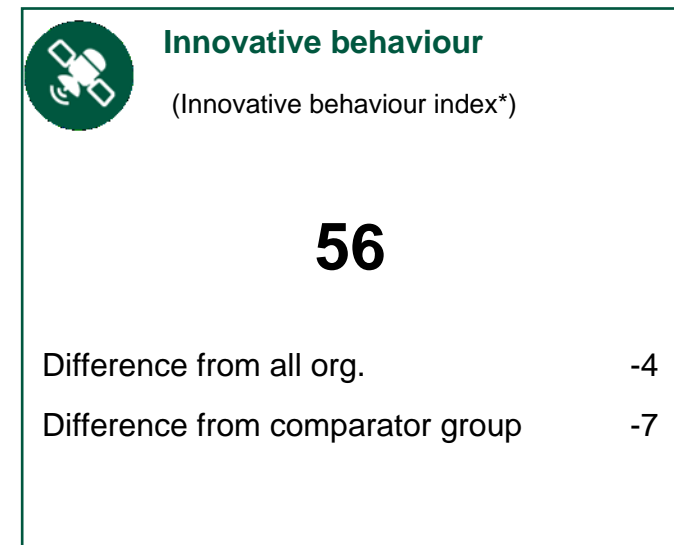
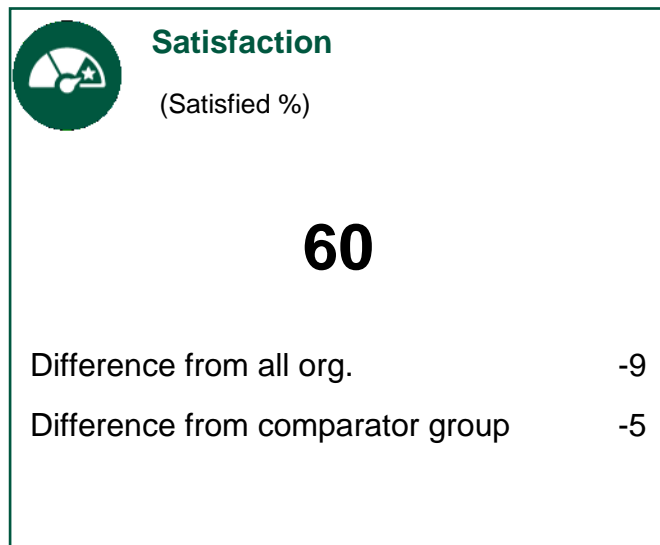
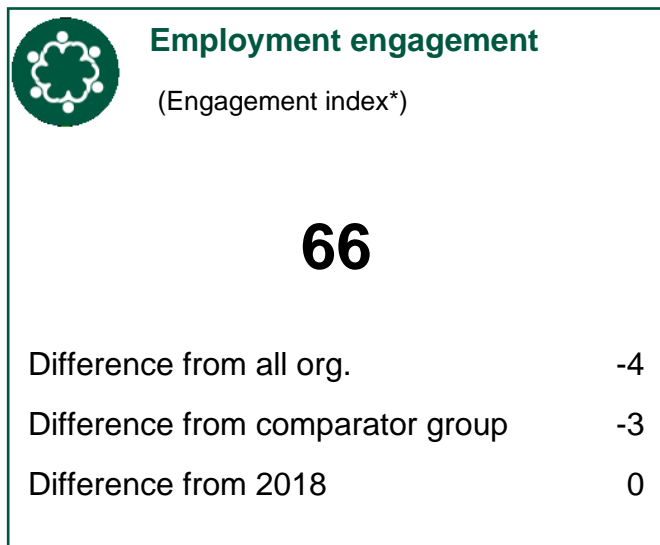
4. People outcomes

Scorecard



This page provides the headline **people outcome** results from your 2019 survey.

■ You 2019 ■ Comparator (results in brackets)

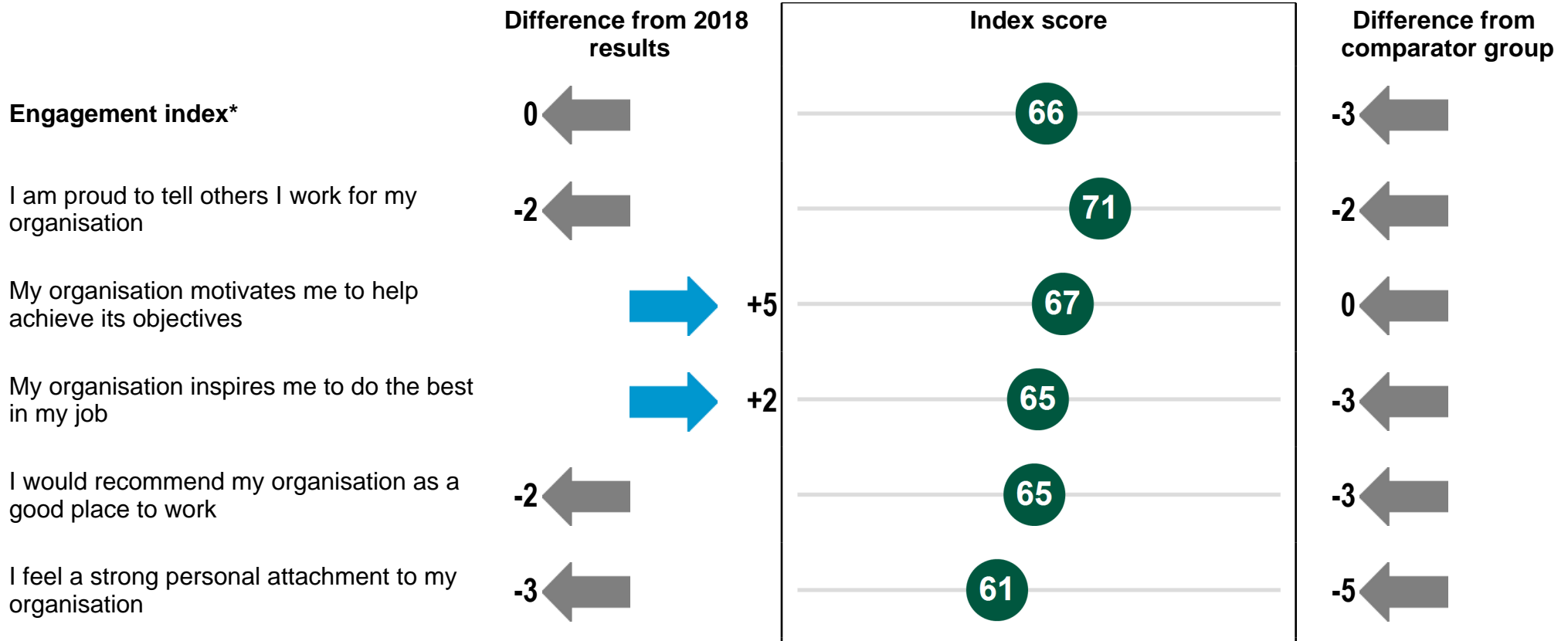


Notes:

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

4. People outcomes

Employee engagement



Notes:
* An explanation of the engagement index can be found in the appendix.

4. People outcomes

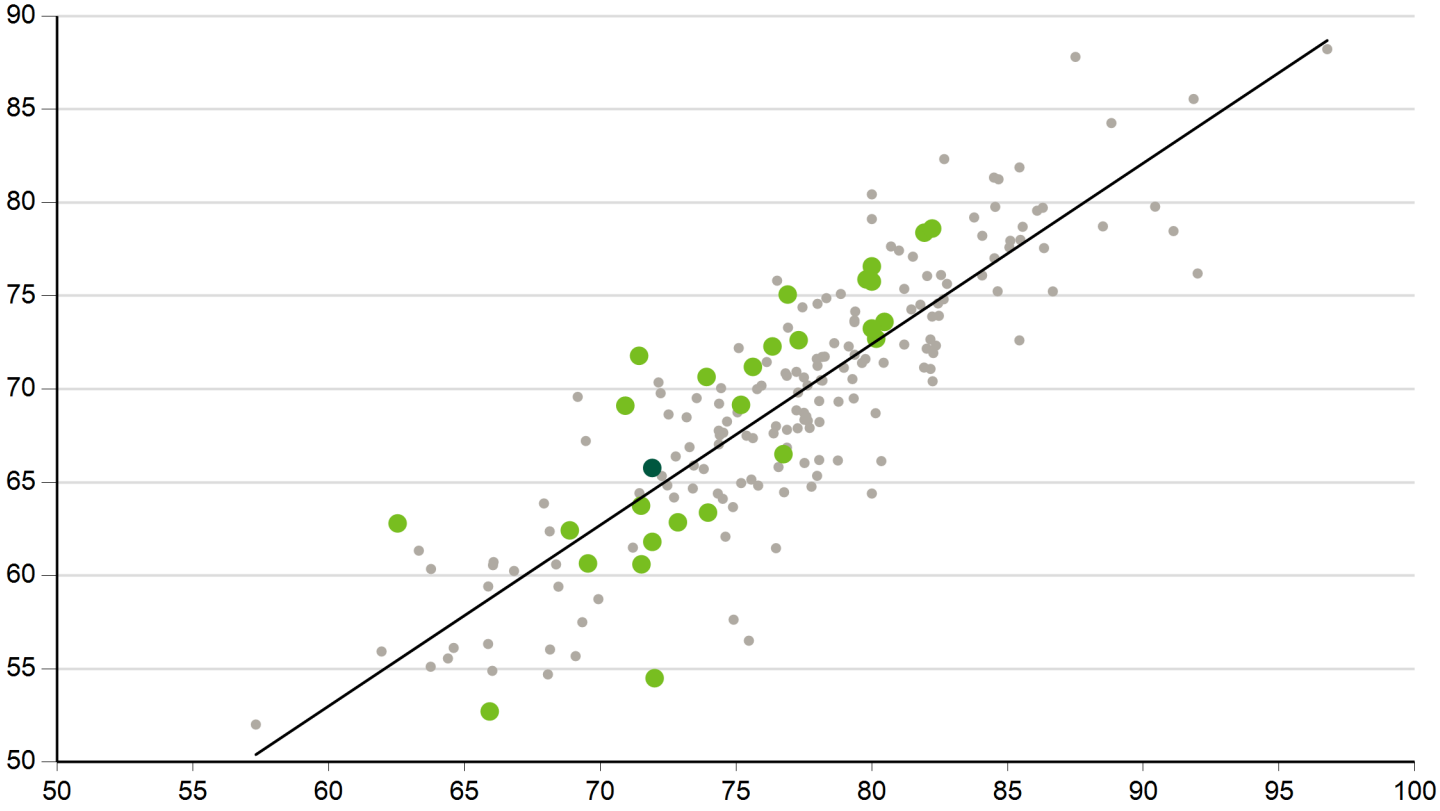
Engagement and reward & empowerment



Organisations that score highly on reward and empowerment have higher levels of engagement.

■ You 2019 ■ Comparator ■ Other

Engagement index



Reward and empowerment
(Average positive agreement %)

Reward and empowerment: Employees who enjoy their work, use their skills, have a sense of accomplishment, receive adequate recognition, and have the authority to do their job effectively are much more likely to be engaged

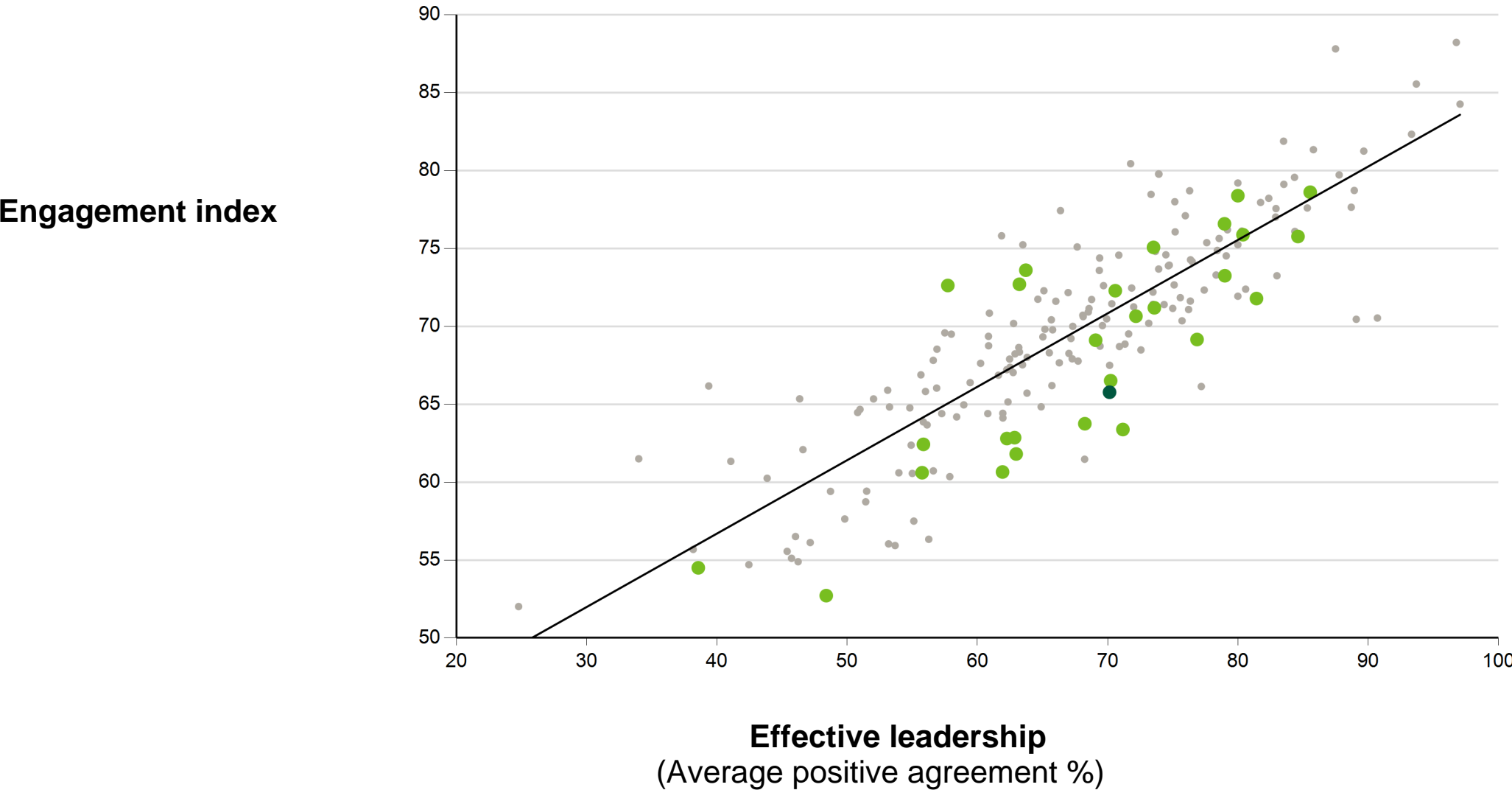
4. People outcomes

Engagement and leadership



Organisations with high-performing leaders have higher levels of engagement.

■ You 2019 ■ Comparator ■ Other

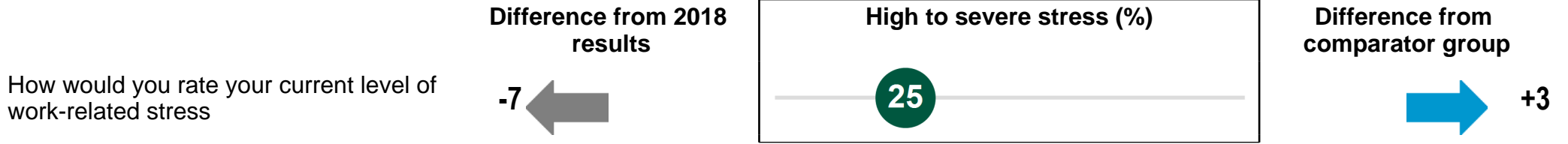


Effective leadership: Employees are more likely to be engaged when leaders are perceived as role models who provide clear strategy and direction.



4. People outcomes

Wellbeing – job-related stress



Top 10 reported causes including nature of job-related causes (% of people who experienced mild to severe stress)

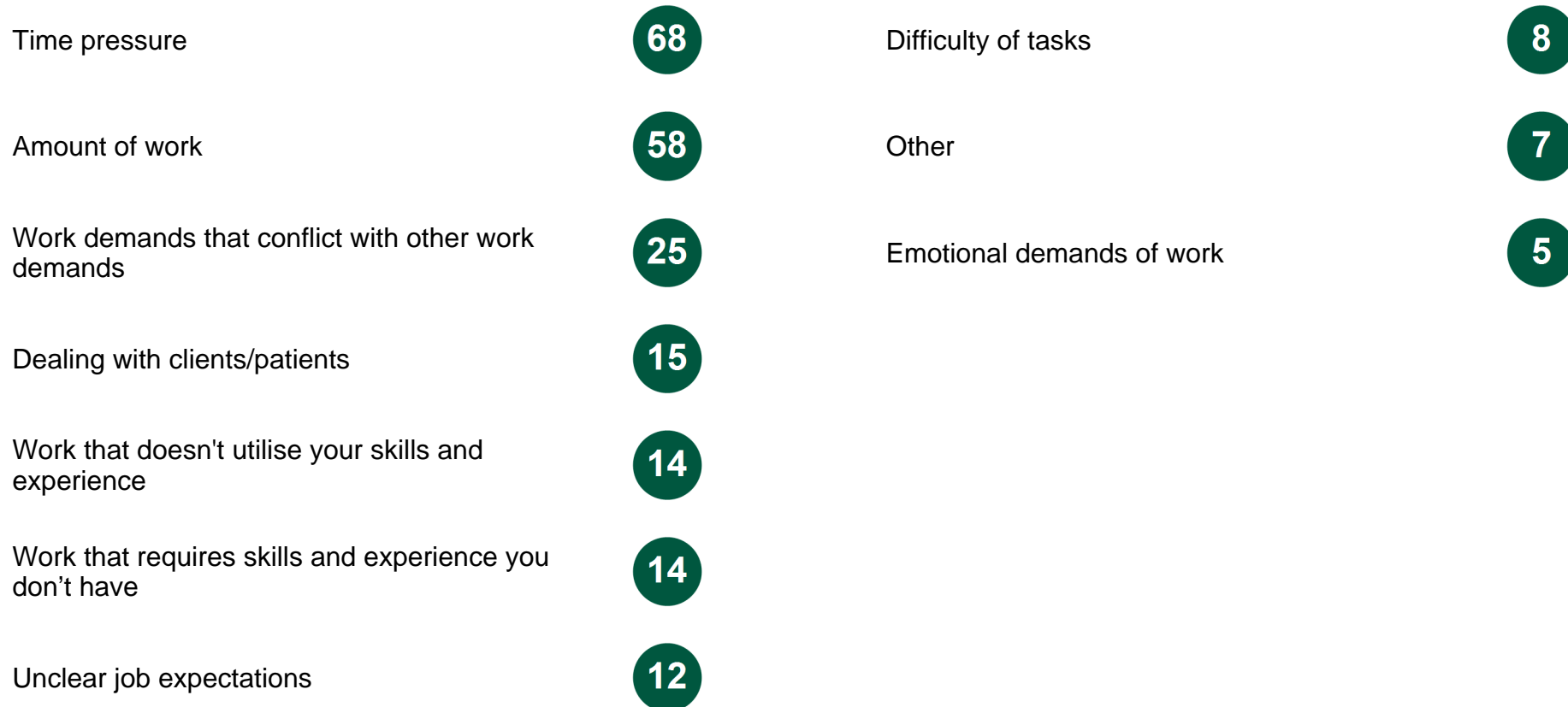
Nature of work and work demands	72	Level of support from colleagues	12
Organisation or workplace change (e.g. restructure, change of work conditions etc.)	23	Job security	11
Unclear job expectations	18	Relationship/s with manager/s	9
Level of support from manager	17	Incivility, bullying or harassment	5
Impact of non-work related circumstances	12	Inflexible working hours or arrangements	5



4. 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)



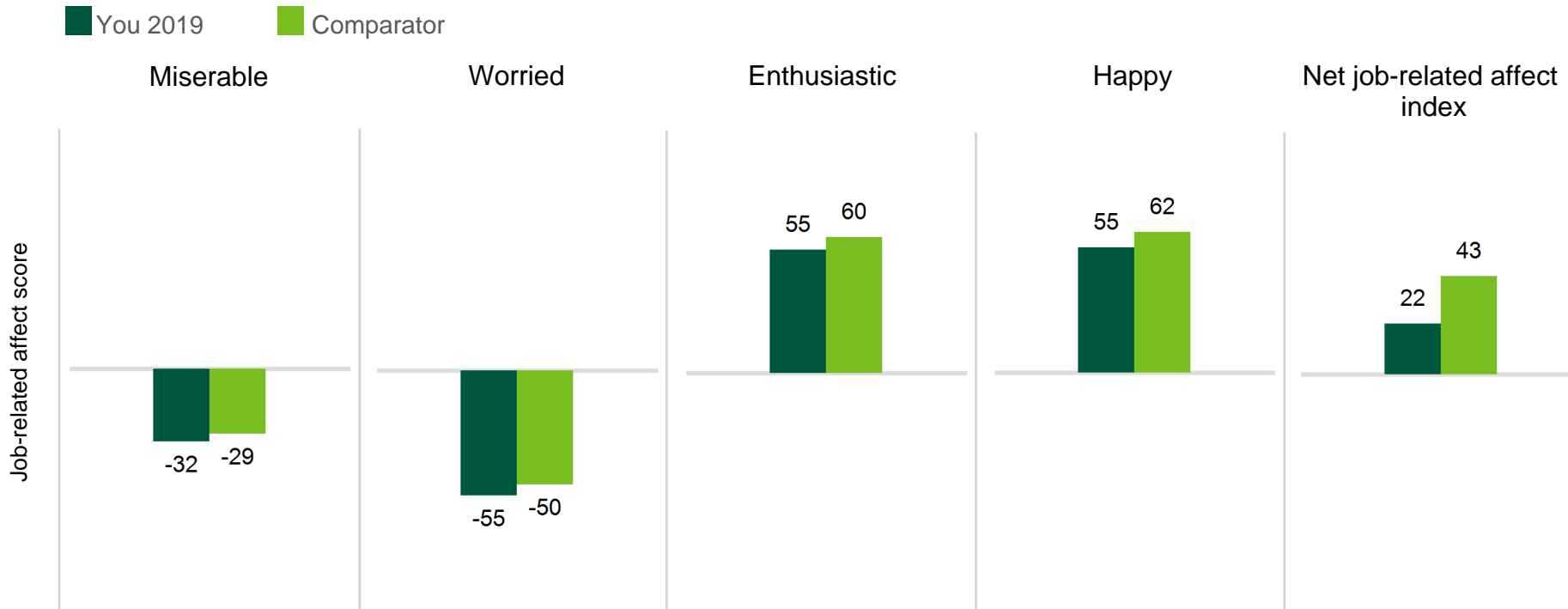
4. People outcomes

Wellbeing – job-related affect



Your net job-related affect index* is **+22** 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 ...



Each response was given a score: 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 was calculated. The net score is balance of negative and positive affect scores, e.g. positive affect minus negative affect.

Notes:

*An explanation of the wellbeing job-related affect index can be found in the appendix.

4. People outcomes

Innovative behaviour



Difference from 2018 results

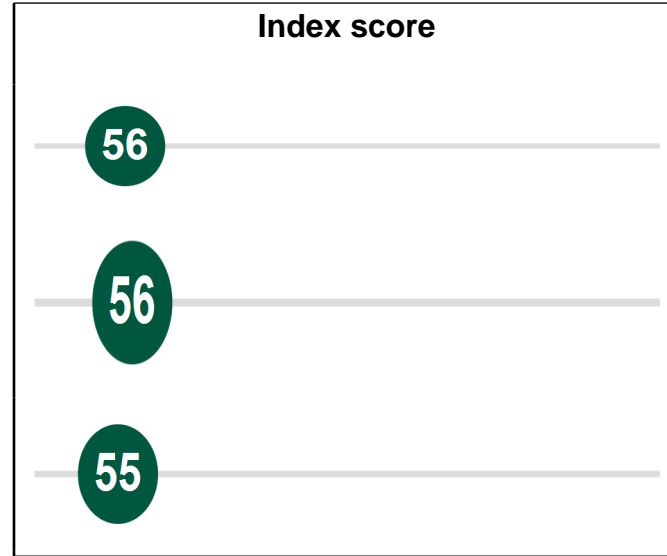
Index score

Difference from comparator group

Innovative behaviour index*

Thinking about the past three months in your current organisation, how often have you suggested ways to increase efficiency and effectiveness within your organisation?

Thinking about the past three months in your current organisation, how often have you made changes to improve the way your main work tasks are done?



-7 ←

-7 ←

-8 ←

Notes:

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

4. People outcomes

Satisfaction



Overall satisfaction

How satisfied are you with the work/life balance in your current job

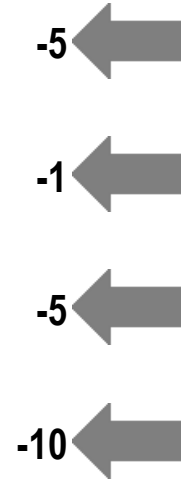
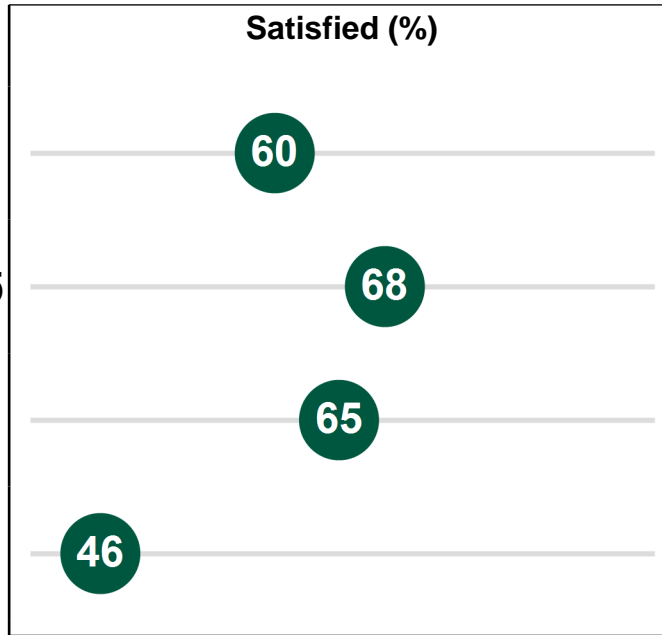
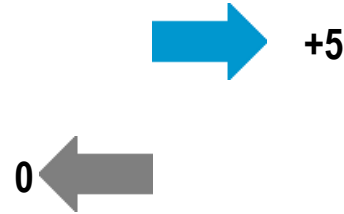
Considering everything, how satisfied are you with your current job

How satisfied are you with your career development within your current organisation?

Difference from 2018 results

Satisfied (%)

Difference from comparator group

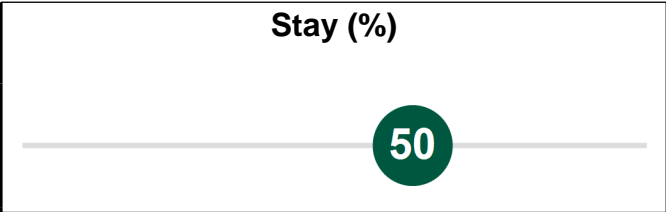


4. People outcomes

Intention to stay



Difference from 2018 results



Difference from comparator group



Satisfaction

Leave (%)

Leave my organisation for another Victorian public sector organisation

17

Leave my organisation for another public service organisation

7

Leave my organisation for a private sector organisation

7

Leave my organisation — Other

2

Take a career break

1

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

1

Retire

1

Stay (%)

Stay at my organisation — Other

2

Work in a different workgroup within my organisation

7

Continue to work in my current workgroup within my organisation

41



5. Factor groups

Scorecard

Organisation climate

Workgroup climate

Job and role factors

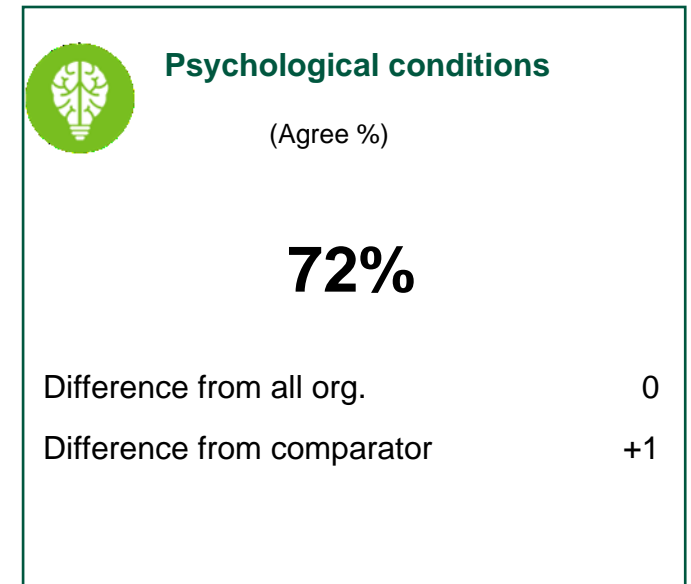
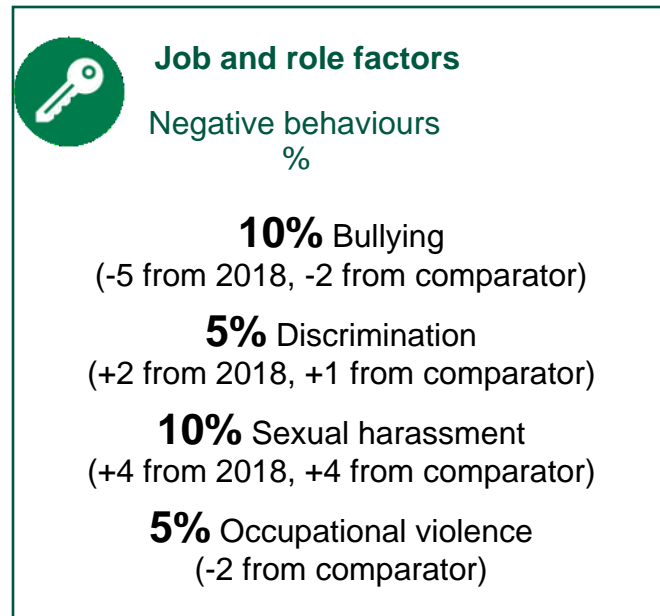
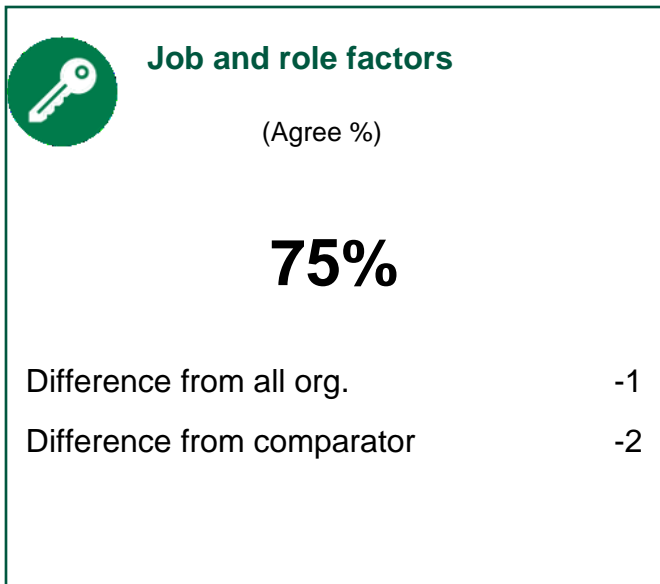
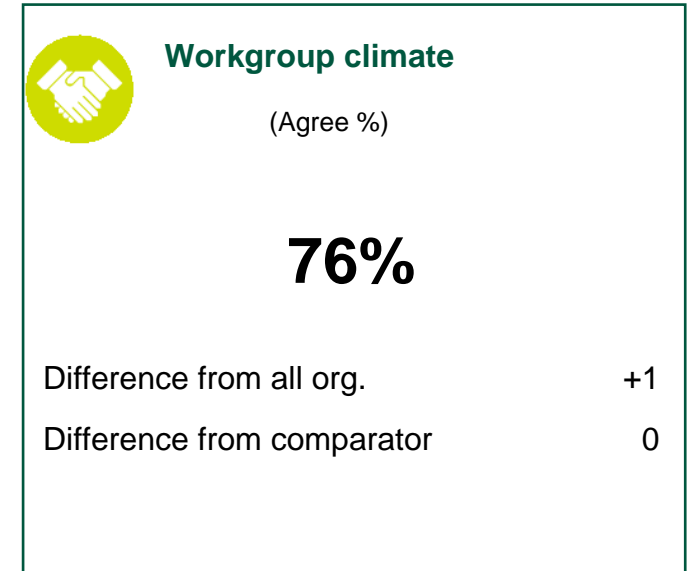
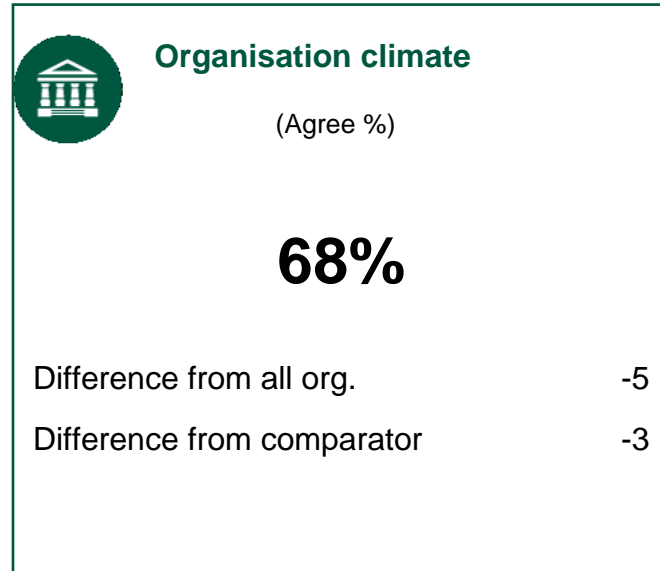
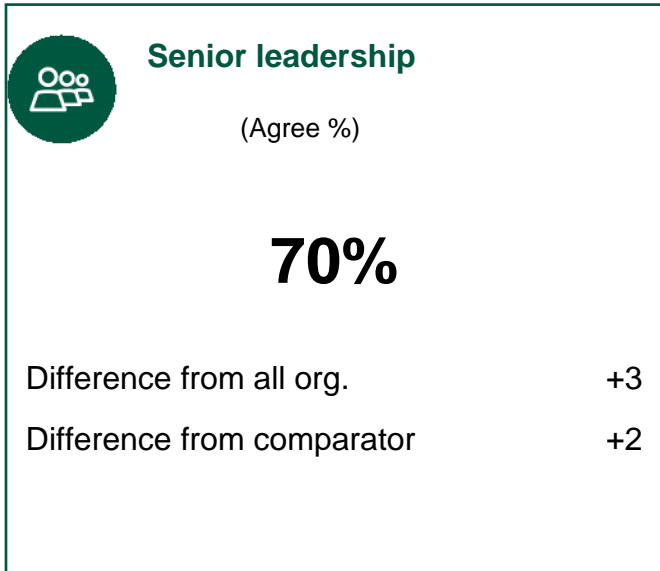
Negative behaviours

Psychological conditions



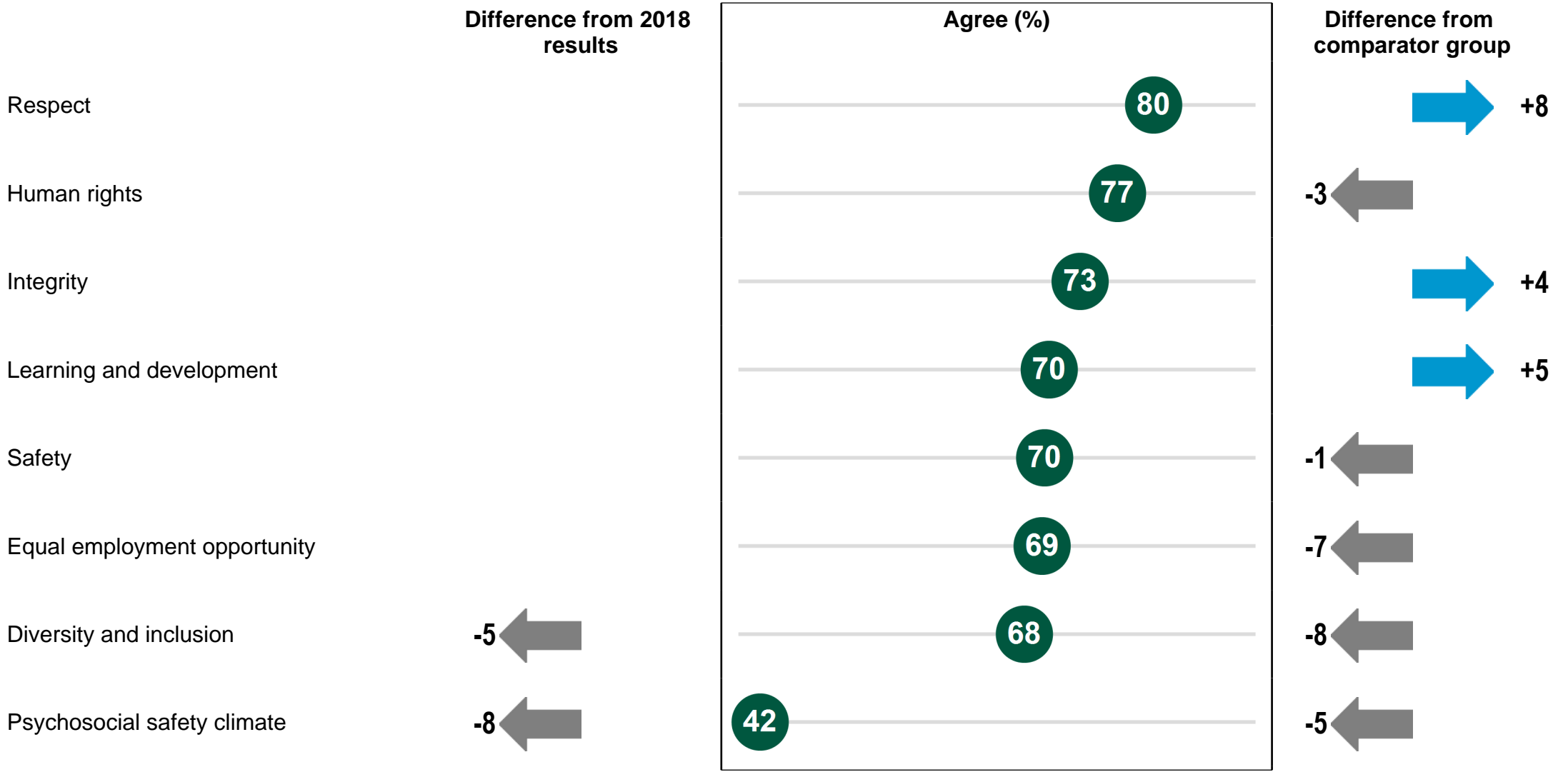
Scorecard

Factor groups



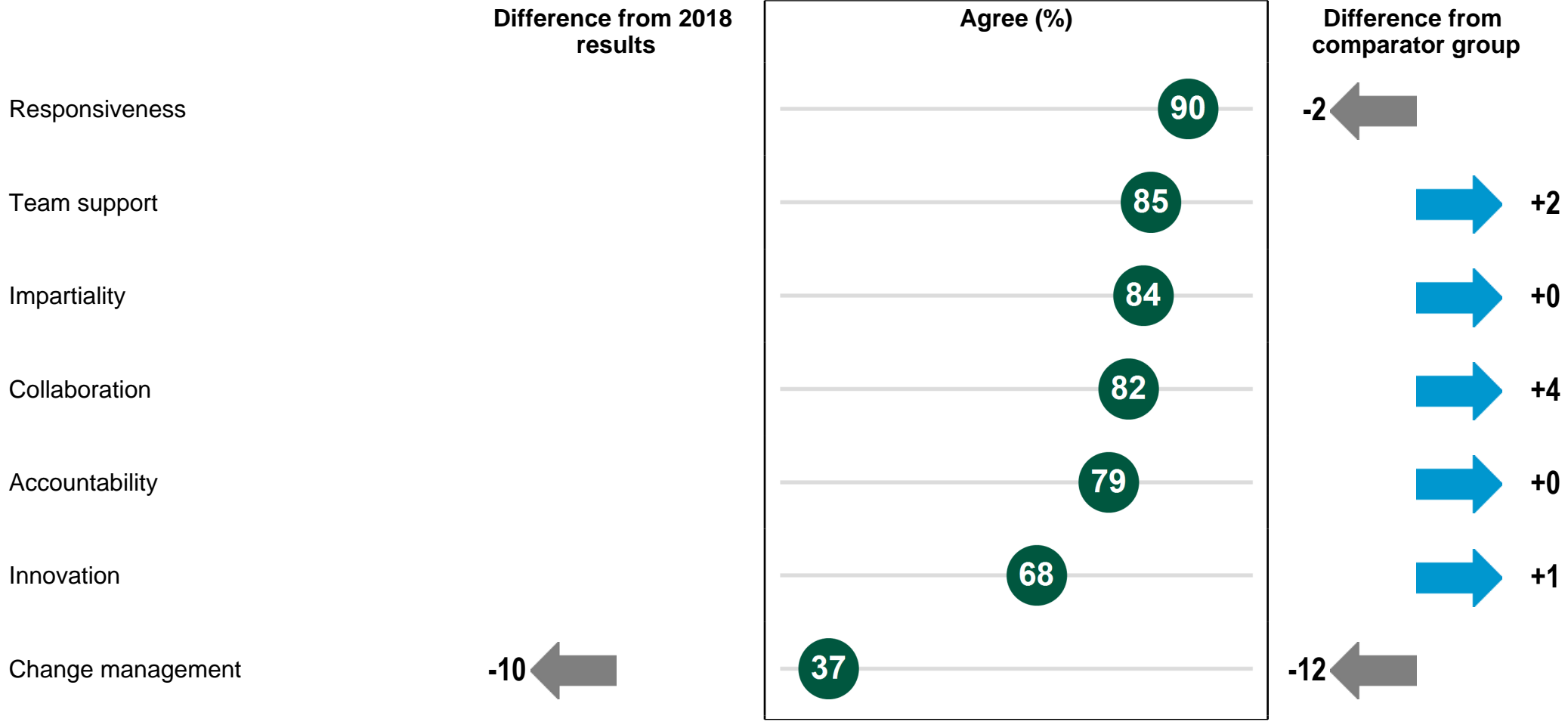
5. Factor groups

Organisation climate



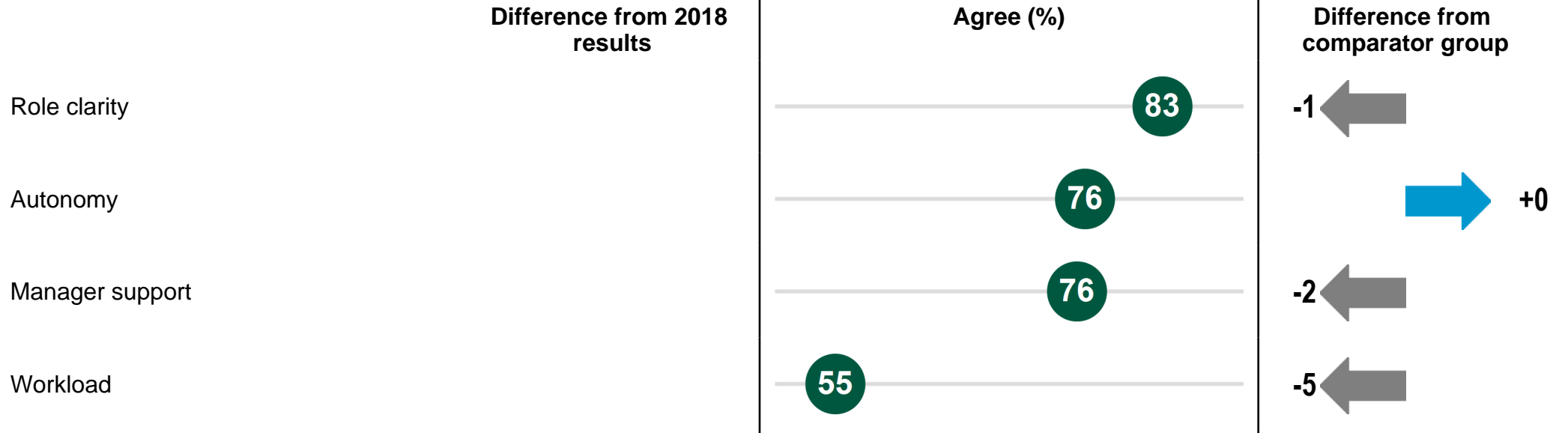
5. Factor groups

Workgroup climate



5. Factor groups

Job and role factors



5. Factor groups

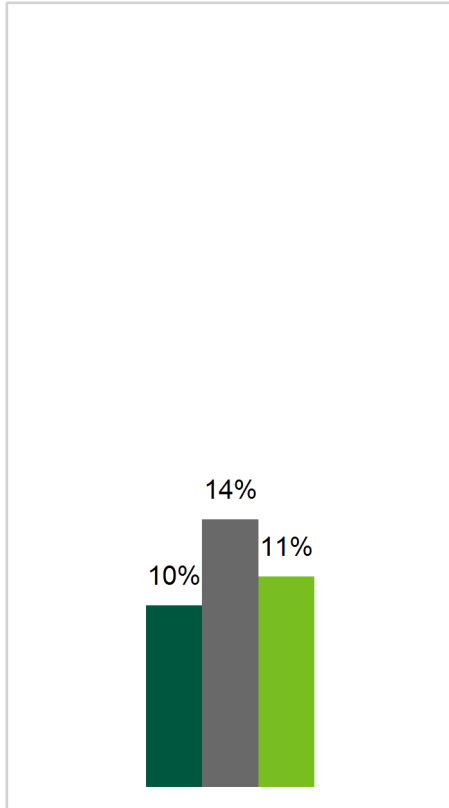
Job and role factors - negative behaviours



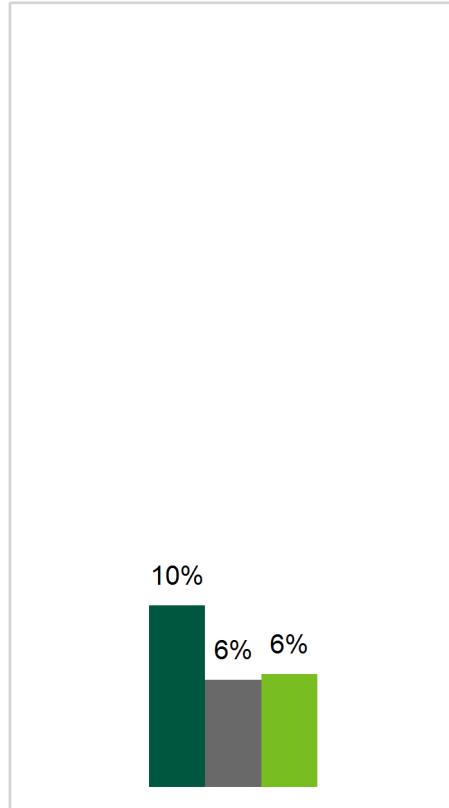
The chart below shows that in 2019 , 9.56% of respondents experienced bullying in the last 12 months.

■ You 2019 ■ You 2018 ■ Comparator

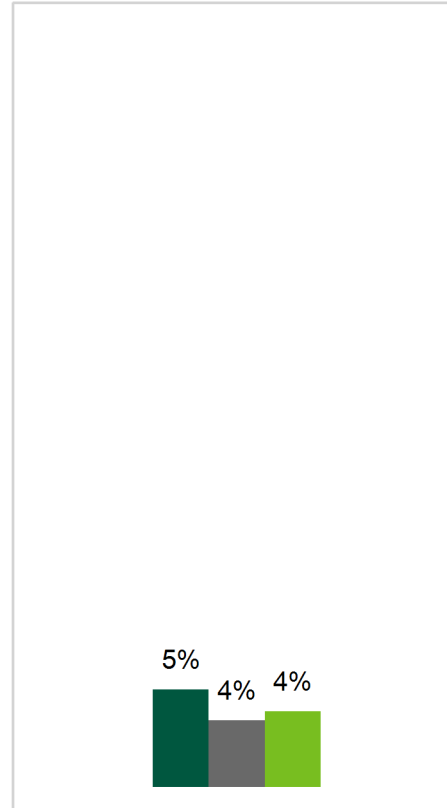
Bullying



Sexual harassment



Discrimination

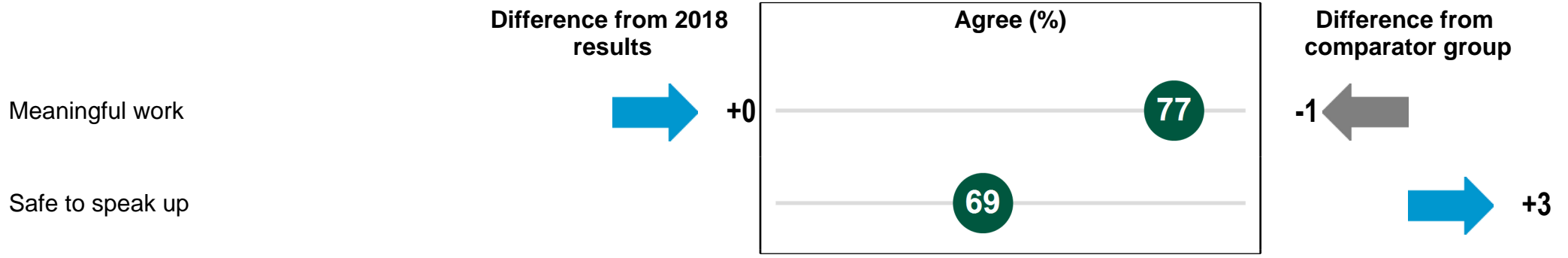


Violence & aggression



5. People outcomes

Psychological conditions





6. Highest- and lowest-performing groups

People outcomes

Strongest group results

Weakest group results

Strongest demographic results

Weakest demographic results


Negative behaviours

Strongest group results

Weakest group results

Strongest demographic results

Weakest demographic results





6. Highest and lowest performing groups

People outcomes - strongest group results



Employee engagement

	Diff.	Type	Satisfaction	Diff.	Type
Corporate Services	+7	Division	Corporate Services	+12	Division
Financial Audit	+2	Division	Performance Audit	+2	Division
Office of the Auditor General	-3	Division	Financial Audit	-2	Division
Performance Audit	-4	Division	Office of the Auditor General	-6	Division

Wellbeing -Job-related stress (nil to moderate stress)

	Diff.	Type	Wellbeing -Job-related affect	Diff.	Type
Financial Audit	+5	Division	Corporate Services	+54	Division
Corporate Services	+4	Division	Office of the Auditor General	-3	Division
Performance Audit	-3	Division	Financial Audit	-3	Division
Office of the Auditor General	-10	Division	Performance Audit	-12	Division

6. Highest and lowest performing groups

People outcomes - strongest group results



Innovative behaviour

	Diff.	Type
Corporate Services	+12	Division
Office of the Auditor General	+2	Division
Financial Audit	-2	Division
Performance Audit	-3	Division

Intention to stay

	Diff.	Type
Financial Audit	+11	Division
Performance Audit	0	Division
Office of the Auditor General	-15	Division
Corporate Services	-21	Division

6. Highest and lowest performing groups

People outcomes - weakest group results



Employee engagement

	Diff.	Type
Performance Audit	-4	Division
Office of the Auditor General	-3	Division
Financial Audit	+2	Division
Corporate Services	+7	Division

Satisfaction

	Diff.	Type
Office of the Auditor General	-6	Division
Financial Audit	-2	Division
Performance Audit	+2	Division
Corporate Services	+12	Division

Wellbeing -Job-related stress (nil to moderate stress)

	Diff.	Type
Office of the Auditor General	-10	Division
Performance Audit	-3	Division
Corporate Services	+4	Division
Financial Audit	+5	Division

Wellbeing -Job-related-affect

	Diff.	Type
Performance Audit	-12	Division
Financial Audit	-3	Division
Office of the Auditor General	-3	Division
Corporate Services	+54	Division

6. Highest and lowest performing groups

People outcomes - weakest group results



Innovative behaviour

	Diff.	Type
Performance Audit	-3	Division
Financial Audit	-2	Division
Office of the Auditor General	+2	Division
Corporate Services	+12	Division

Intention to stay

	Diff.	Type
Corporate Services	-21	Division
Office of the Auditor General	-15	Division
Performance Audit	0	Division
Financial Audit	+11	Division

6. Highest and lowest performing groups

People outcomes - strongest demographic results



Employee engagement

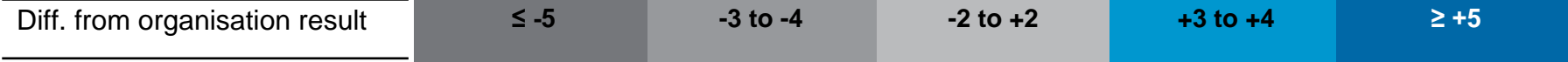
	Diff.	Satisfaction	Diff.	Innovative behaviour	Diff.
Not born in Australia	+16	Non-ongoing	+15	Manager	+5
Non-ongoing	+6	Not born in Australia	+12	Not born in Australia	+5
Man	+4	Work Area Manager	+11	Work Area Manager	+4
Work Area Manager	+3	Manager	+8	Woman	+2
Woman	+2	Woman	+7	Non-ongoing	+1

Wellbeing -Job-related stress (nil to moderate stress)

	Diff.	Wellbeing -Job-related affect	Diff.	Intention to stay	Diff.
Non-ongoing	+13	Not born in Australia	+46	Not born in Australia	+16
Not born in Australia	+13	Non-ongoing	+28	Manager	+8
Work Area Manager	+6	Man	+21	Woman	+3
Man	+4	Manager	+7	Man	+1
Woman	+4	Woman	+7	Non-ongoing	0

6. Highest and lowest performing groups

People outcomes - weakest demographic results



Employee engagement	Diff.	Satisfaction	Diff.	Innovative behaviour	Diff.
Born in Australia	-3	Ongoing	-3	Ongoing	0
Ongoing	-1	Born in Australia	+2	Born in Australia	+0
Manager	+2	Man	+5	Man	+0
Woman	+2	Woman	+7	Non-ongoing	+1
Work Area Manager	+3	Manager	+8	Woman	+2
Wellbeing -Job-related stress (nil to moderate stress)	Diff.	Wellbeing-Job-related affect	Diff.	Intention to stay	Diff.
Manager	-5	Work Area Manager	-13	Work Area Manager	-6
Ongoing	-3	Ongoing	-6	Born in Australia	-3
Born in Australia	-1	Born in Australia	-2	Non-ongoing	0
Man	+4	Woman	+7	Ongoing	0
Woman	+4	Manager	+7	Man	+1

6. Highest and lowest performing groups

Negative behaviour - strongest group results



Bullying			Discrimination		
	Diff.	Type		Diff.	Type
Financial Audit	-3	Division	Office of the Auditor General	-5	Division
Corporate Services	-2	Division	Financial Audit	0	Division
Performance Audit	+3	Division	Corporate Services	+2	Division
Office of the Auditor General	+3	Division	Performance Audit	+2	Division

Sexual harassment			Violence / aggression		
	Diff.	Type		Diff.	Type
Financial Audit	-6	Division	Office of the Auditor General	-5	Division
Corporate Services	-2	Division	Performance Audit	-3	Division
Office of the Auditor General	-1	Division	Corporate Services	+2	Division
Performance Audit	+10	Division	Financial Audit	+3	Division

6. Highest and lowest performing groups

Negative behaviour - weakest group results



Bullying	Diff.	Type	Discrimination	Diff.	Type
Office of the Auditor General	+3	Division	Performance Audit	+2	Division
Performance Audit	+3	Division	Corporate Services	+2	Division
Corporate Services	-2	Division	Financial Audit	0	Division
Financial Audit	-3	Division	Office of the Auditor General	-5	Division

Sexual harassment	Diff.	Type	Violence / aggression	Diff.	Type
Performance Audit	+10	Division	Financial Audit	+3	Division
Office of the Auditor General	-1	Division	Corporate Services	+2	Division
Corporate Services	-2	Division	Performance Audit	-3	Division
Financial Audit	-6	Division	Office of the Auditor General	-5	Division

6. Highest and lowest performing groups

Negative behaviours - strongest demographic results



Bullying

	Diff.
Non-ongoing	-10
Not born in Australia	-10
Woman	-6
Man	-4
Manager	-4

Discrimination

	Diff.
Non-ongoing	-5
Woman	-3
Not born in Australia	-2
Manager	-1
Man	+0

Sexual harassment

	Diff.
Not born in Australia	-10
Man	-4
Non-ongoing	-1
Born in Australia	+0
Ongoing	+0

Violence / aggression

	Diff.
Non-ongoing	-5
Not born in Australia	-5
Work Area Manager	-5
Woman	-3
Man	+0

6. Highest and lowest performing groups

Negative behaviours - weakest demographic results




Category	Group	Diff.	Category	Group	Diff.
Bullying	Ongoing	+2	Discrimination	Ongoing	+1
	Born in Australia	-1		Work Area Manager	+1
	Work Area Manager	-3		Born in Australia	+0
	Manager	-4		Man	+0
	Man	-4		Manager	-1
Sexual harassment	Work Area Manager	+3	Violence / aggression	Born in Australia	+2
	Manager	+2		Ongoing	+1
	Woman	+1		Manager	+1
	Ongoing	+0		Man	+0
	Born in Australia	+0		Woman	-3



7. Notable question results

Largest movements on last survey

Largest differences from comparator group



7. Notable question results

Largest movements on last survey



Most improved from 2018	Agree (%)	Difference from 2018	Difference from comp.
I have the authority to do my job effectively	80	+14	+4
I am confident that if I requested a flexible work arrangement, it would be given due consideration	82	+9	+7
In my workplace, there is good communication about psychological safety issues that affect me	46	+6	-6
My organisation motivates me to help achieve its objectives	67	+5	0
I understand how the Charter of Human Rights and Responsibilities applies to my work	63	+5	-13

Most deteriorated from 2018	Agree (%)	Difference from 2018	Difference from comp.
All levels of my organisation are involved in the prevention of stress	36	-24	-6
My workgroup was provided with sufficient information on how the change would impact on the team	36	-17	-14
Senior leaders show support for stress prevention through involvement and commitment	40	-13	-6
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	81	-12	-2
My workgroup was kept well informed throughout the change process	38	-11	-12

7. Notable question results

Largest differences from comparator group

Highest-scoring vs comparator average	Agree (%)	Difference from comp.	Difference from 2018
My organisation takes steps to eliminate bullying, harassment and discrimination	76	+12	-
Workgroups across my organisation willingly share information with each other	73	+11	-
My organisation places a high priority on the learning and development of staff	70	+10	-10
I feel a strong personal attachment to the Victorian public sector	65	+10	-
Senior leaders provide clear strategy and direction	72	+10	-2
Lowest-scoring vs comparator average	Agree (%)	Difference from comp.	Difference from 2018
There is a positive culture within my organisation in relation to employees who identify as LGBTIQ (lesbian, gay, bisexual, trans and gender diverse, intersex, queer or questioning)	56	-24	+1
There is a positive culture within my organisation in relation to employees who are Aboriginal and / or Torres Strait Islander	40	-23	-2
There is a positive culture within my organisation in relation to employees with disability	47	-18	-2
Disability is not a barrier to success in my organisation	53	-15	-7
I receive adequate recognition for my contributions and accomplishments	49	-14	-3




8. Appendix

Methodology

People outcome definitions

Factor definitions



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:

$\text{Agreement \%} = \frac{\text{respondents that agree or strongly agree}}{\text{all respondents}}$

- All percentages are of all respondents, unless stated otherwise.
- All percentages have been rounded to whole numbers.

Methodology (cont'd)



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.

People outcome 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)

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

Job and role factors

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

Psychological conditions

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.

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