

people matter survey 2006

main findings report

about the State Services Authority

The Victorian Government has vested the State Services Authority with functions designed to foster the development of an efficient, integrated and responsive public sector which is highly ethical, accountable and professional in the ways it delivers services to the Victorian community.

The key functions of the Authority are to:

- identify opportunities to improve the delivery and integration of government services and report on service delivery outcomes and standards;
- promote high standards of integrity and conduct in the public sector;
- strengthen the professionalism and adaptability of the public sector; and
- promote high standards of governance, accountability and performance for public entities.

The Authority seeks to achieve its charter by working closely and collaboratively with public sector departments and agencies.

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executive summary

The People Matter Survey measures Victorian public sector employees' perceptions of how well the public sector values and employment principles are applied within their organisation. The survey also considers other people management issues such as employee commitment and retention, job satisfaction, confidence in senior management and supervisors, and workplace health and safety.

The 2006 survey was distributed to a sample of 50,849 employees in 149 public sector organisations. A total of 13,219 questionnaires were completed, resulting in a 26 per cent response rate.

This report details the key positive findings and opportunities for improvement, changes in employee perceptions between 2004 and 2006, and perceptions that vary amongst employees with specific demographic and employment characteristics.

key positive findings

- Employees are generally confident in the application of the public sector values of responsiveness and integrity within their organisation.
- Further reinforcing this high spirit of service, the majority of Victorian public service employees agreed that it is important to make a contribution to the community through their work.
- The most positive opinions expressed by employees related to the application of the principle of Equal Employment Opportunity (EEO).
- The application of the principles of fair and reasonable treatment and merit were also highly rated by employees.
- The majority of employees are proud to work within the Victorian public sector (90 per cent) and believe that it is a good career choice (88 per cent).
- Employee commitment is high with 85 per cent of employees agreeing that they are committed to working in the public sector for much of their career.

opportunities for improvement

- One-quarter of respondents believe that they do not receive adequate feedback on their performance to enable them to deliver required results. Survey findings highlight the importance of providing employees with both formal and informal performance feedback.
- With regard to the management of underperformance, one-third of employees did not agree that their manager appropriately deals with employees that perform poorly.
- There is a need to increase employee awareness and understanding of the *Whistleblowers Protection Act 2001*.
- Over one-third of employees had observed harassment or bullying within their organisation and 21 per cent had personally experienced harassment or bullying within the 12 months prior to the survey.

- Employees with a disability and those from an Indigenous Australian background rated the application of the EEO principle well below the rating given by the overall Victorian public sector workforce.
- Almost one-third of employees disagreed that procedures and processes for resolving grievances are well understood in their organisation. Almost 40 per cent of employees are concerned about the negative consequences of lodging a grievance.

trends over time

- Comparison of survey results over the previous three years revealed a number of positive trends with no negative trends identified.
- The largest improvements were in relation to understanding and confidence in procedures and processes for resolving grievances. While employee confidence in these areas remains low, they have become more positive over time.
- Other notable areas of improvement over time were in the area of fair and reasonable treatment, particularly confidence in employee involvement in decision-making and organisational commitment to employee development.
- With regard to the application of the merit principle, employee confidence in the fairness of selection decisions and key selection criteria accurately reflecting job requirements has improved over time.

factors influencing employee perceptions

- Employee perceptions on the application of the public sector values and employment principles and on other people management issues vary amongst employees with specific demographics and employment characteristics.
- Female employees generally have more positive opinions than male employees. Females are more satisfied with their job, particularly pay, hours of work and work-life balance. Employee commitment and retention is also higher amongst female employees. Females are more likely to have experienced harassment and bullying, however they are less likely to submit a formal complaint.
- Employees aged less than 30 years of age express more positive opinions regarding the application of the values and employment principles than their older counterparts. Despite reporting a higher level of job satisfaction, young employees express lower commitment to working in the public sector and a higher intention to leave.
- Employee opinions on people management issues decline with increased length of service. The most significant decrease occurs immediately after the third year with the same employer.
- Respondents who manage a work area with supervisory staff (i.e. staff who supervise other staff) have more positive opinions than those who do not manage a work area. Managers are more satisfied than non-managers with promotion prospects and job security. In contrast, managers are the least satisfied with hours of work and work-life balance.
- Employees working for smaller organisations (less than 100 staff) rate most aspects of the work environment higher than employees working in larger organisations.

1 Introduction

The People Matter Survey measures Victorian public sector employees' perceptions of how well the public sector values and employment principles are applied within their organisation. The survey also gathers useful information on a broad range of people management issues, including levels of job satisfaction and the ways in which organisations, managers and workgroups operate.

The 2006 survey was distributed to a sample of 50,849 employees in 149 public sector organisations. A total of 13,219 questionnaires were completed, resulting in an overall response rate of 26 per cent.

This report provides an overview of the survey results. Section 2 presents the overall results for the public sector values and employment principles. It also highlights key results in other areas, including employee commitment and retention, job satisfaction, confidence in senior management and supervisors, and workplace health and safety.

Section 3 identifies changes in employee perceptions in regard to the application of the values and employment principles between 2004 and 2006. Section 4 discusses how employee perceptions on the application of the public sector values and employment principles and on other people management issues vary amongst employees with specific demographic and employment characteristics. The characteristics discussed are: gender, age, length of service, employment type, management level and organisation size.

This report also includes three appendices. Appendix 1 presents the survey methodology. Appendix 2 provides detailed results for each item in the survey. Appendix 3 shows summary results by specific demographic and employment characteristics.

2 overall results



This section presents the aggregated results for the public sector values and employment principles. It also highlights results in a number of other areas, including employee commitment and retention, job satisfaction, confidence in senior management and supervision, and workplace health and safety.

2.1 public sector values

The *Public Administration Act 2004* requires public sector employees to demonstrate the following values:

- responsiveness – providing best standards of service and advice
- integrity – earning and sustaining public trust
- impartiality – acting objectively
- accountability – accepting responsibility for decisions and actions
- respect – treating others fairly and objectively
- leadership – actively implementing, promoting and supporting the values.

Table 1 lists the ten values-related items which obtained the highest results. It shows that the responsiveness, integrity, respect and leadership values are particularly strong. Overall, there is high spirit of service and integrity on the part of public sector employees.

table 1		values questionnaire items with the highest percentage agreement*
Value	Survey item	Percentage agreement
Responsiveness	My workgroup strives to achieve customer satisfaction	96.0%
Respect	My workgroup treats members of the Victorian community fairly and objectively	95.7%
Leadership	I am aware of my organisation's stated values	95.6%
Integrity	I am aware of my organisation's code of conduct	94.9%
Integrity	My organisation's code of conduct provides useful guidelines for how I should behave at work	94.3%
Respect	My workgroup is free from sexual harassment	93.3%
Integrity	My organisation strives to earn and sustain a high level of public trust	93.2%
Integrity	Employees in my workgroup do not abuse their authority in dealing with customers	93.0%
Responsiveness	My organisation provides high quality services to the Victorian community	92.7%
Responsiveness	My manager is committed to ensuring customers receive a high level of service	91.9%

* The percentage agreement is the sum of 'agree' plus 'strongly agree' responses as a percentage of total responses excluding 'don't know' responses.

At least 90 per cent of public sector employees agreed with the following statements, further supporting a high spirit of service and integrity:

- My organisation ensures government policies and programs affecting the community are implemented equitably.
- My organisation strives to match services to customer needs.
- Confidentiality of information is taken seriously in my workgroup.
- My organisation always tries to improve its performance.
- My organisation actively supports 'better practice' as the basis for more effective programs.

Only five out of the 40 values-related survey items were rated by respondents with a percentage agreement under 80 per cent. These items relate to the accountability, impartiality, respect and integrity values. Table 2 shows these items and their percentage agreement results.

table 2 public sector values-related items with the lowest percentage agreement		
Value	Survey item	Percentage agreement
Accountability	I receive adequate feedback on my performance to enable me to deliver required results	74.5%
Impartiality	There is an absence of bias in the decision-making of my organisation	67.5%
Respect	My workgroup is free from bullying and harassment	66.9%
Integrity	I am aware of the organisational processes in place to support the <i>Whistleblowers Protection Act</i>	64.0%
Accountability	My manager appropriately deals with employees that perform poorly	62.8%

Effective performance feedback processes are critical to the application of the public sector value of accountability. Survey results indicate that there is room for improvement in relation to both the quality of individual performance feedback and the management of underperformance.

In the 12 months prior to the survey, 66 per cent of employees had received a formal individual performance appraisal and 72 per cent had received informal feedback on individual performance.

As seen in Table 3, employee perceptions of the adequacy of performance feedback are greatest among employees who received both formal and informal performance appraisals. Table 3 also highlights the value of informal feedback. Employees only receiving informal feedback are more likely to agree they receive adequate feedback when compared to those who only receive formal feedback.

table 3 perception of the adequacy of performance feedback by type of feedback received	
Type of Feedback Received	Received adequate feedback on performance % agreement
Both formal and informal feedback	87.5%
Informal performance appraisal only	76.1%
Formal performance appraisal only	51.9%
No performance appraisal received	42.8%

Employees are encouraged to report any improper conduct or wrongdoing by a public body or official. Employees who disclose information about serious wrongdoing in the Victorian public sector are protected under the *Whistleblowers Protection Act 2001*.

Eighty-six per cent of employees are aware of organisational processes for the reporting of improper employee behaviour. However, only 64 per cent of employees are aware of the organisational processes in place to support the *Whistleblowers Protection Act*. The high percentage of 'don't know' responses for this item (18 per cent) indicates that there is an opportunity to increase employee awareness and understanding of the *Whistleblowers Protection Act*.

In relation to bullying and harassment, two-thirds of respondents believe their workgroup is free from bullying and harassment. However, 35 per cent of respondents indicated that they had observed harassment or bullying within their organisation. Twenty-one per cent of respondents indicated that they had personally experienced harassment or bullying during the 12 months prior to the survey. Five per cent of respondents stated that they had experienced that behaviour and had submitted a formal complaint.

2.2 employment principles

Under the *Public Administration Act 2004*, the heads of public sector organisations must establish employment processes that will ensure:

- Employment decisions are based on merit.
- Employees are treated fairly and reasonably.
- Equal employment opportunity is provided.
- Employees have a reasonable avenue of redress against unfair or unreasonable treatment.
- In the case of public service bodies, the development of a career public service is fostered.

The most positive opinions expressed by public sector employees relate to the application of the Equal Employment Opportunity (EEO) principle. As Table 4 shows, the individual employment principles-related items that achieved the highest percentage agreement were those measuring the application of the EEO principle.

table 4 employment principles-related items with the highest percentage agreement		
Employment principle	Survey item	Percentage agreement
EEO	Cultural background is not a barrier to success in my workgroup	95.3%
EEO	Gender is not a barrier to success in my workgroup	92.7%
EEO	Equal employment opportunity is provided in my organisation	92.3%
EEO	Age is not a barrier to success in my workgroup	90.4%
EEO	My organisation is committed to creating a diverse workforce (for example age, gender, cultural background)	88.8%
EEO	Disability is not a barrier to success in my workgroup	88.0%

It should be noted that there are differences in the rating of the EEO principle across EEO groups. Women and employees from non-English speaking backgrounds rated the application of this principle as highly as the overall public sector workforce. However, employees with a disability and those from an Indigenous Australian background rated the application of the EEO principle well below the rating given by the overall Victorian public sector workforce.

Almost two-thirds of employment principles-related items achieved a percentage agreement of 80 per cent or higher. Apart from the EEO principle, application of the merit and fair and reasonable treatment principles are also highly rated by employees. The table below shows the items with the highest ratings in relation to the merit and fair and reasonable treatment principles.

table 5 merit and fair and reasonable treatment principles-related items with the highest results		
Employment principle	Survey item	Percentage agreement
Merit	In my organisation key selection criteria for advertised positions accurately reflect the requirements of the job	85.8%
Merit	My manager is sufficiently skilled to make good selection decisions	82.7%
Merit	Vacancies within my workgroup are well advertised	81.4%
Merit	In my organisation selection decisions are based on the requirements of the job	80.9%
Fair and reasonable treatment	My manager treats staff with dignity and respect	85.3%
Fair and reasonable treatment	My manager ensures fair access to developmental opportunities for employees in this workgroup	82.9%
Fair and reasonable treatment	My manager takes into account the differing needs and circumstances of employees when making decisions	81.8%
Fair and reasonable treatment	My manager encourages and values employee input	81.2%

In the case of Victorian Public Service (VPS), organisation heads are required to establish employment processes to ensure that the development of a career public service is fostered. Ninety-six per cent of VPS respondents agreed with the statement that it was important to them to make a contribution to the community through their work. This result reinforces the high spirit of service demonstrated by public sector employees.

Table 6 shows the employment principles-related items that achieved the lowest results. The majority relate to the application of the avenues of redress principle.

table 6 employment principles-related items with the lowest percentage agreement		
Employment principle	Survey item	Percentage agreement
Fair and reasonable treatment	My organisation involves employees in decisions about their work	73.1%
Avenues of redress	My manager is sufficiently skilled to resolve grievances	72.9%
Avenues of redress	In my organisation there is confidence in the procedures and processes for resolving grievances	69.0%
Avenues of redress	The procedures and processes for resolving grievances are well understood in my organisation	68.2%
Avenues of redress	I am confident that if I lodge a grievance I would not suffer any negative consequences	61.4%

There is low level of confidence in the procedures and processes for resolving grievances. Almost one-third of employees do not understand these processes and almost 40 per cent are concerned about the negative consequences of lodging a grievance.

The data indicates an association between the level of understanding and confidence in these processes. Table 7 shows that employees who understand organisational procedures and processes for resolving grievances are significantly more confident in these processes. They are also less concerned about any negative consequences of lodging a grievance. Therefore, staff training or briefings to raise awareness and understanding of grievance processes may improve employee confidence in the application of the avenues of redress principle.

table 7 avenues of redress principle: percentage agreement by level of understanding of the procedures and processes for resolving grievances		
Avenues of redress item	Procedures and processes are well understood	Procedures and processes are NOT well understood
In my organisation there is confidence in the procedures and processes for resolving grievances	89.1%	22.2%
My organisation has fair procedures and processes for resolving grievances	94.8%	40.1%
My manager is sufficiently skilled to resolve grievances	87.4%	38.3%
I am confident that if I lodge a grievance I would not suffer any negative consequences	80.8%	19.8%

2.3 employee commitment and retention

The People Matter Survey 2006 included a new section to explore the level of employee commitment and retention in relation to an employee's current organisation and the public sector as a whole.

Table 8 presents the results for the survey items used to measure employee commitment. Most public sector employees are proud to work for their current organisation and the sector as a whole. They view their organisation as an employer of choice and believe that working for their organisation and the sector as a whole is a good career choice. Eighty-five per cent of employees are committed to working in the Victorian public sector for much of their careers.

table 8 measures of employee commitment	
Survey item	Percentage agreement
<i>Commitment to the organisation</i>	
Working for my organisation makes me proud	87.5%
I view my organisation as an employer of choice	84.0%
Working for my organisation is a good career choice	84.7%
<i>Commitment to the Victorian public sector</i>	
I am proud to work for the Victorian public sector	89.7%
Working in the Victorian public sector is a good career choice	88.3%
I am committed to working in the Victorian public sector for much of my career	85.4%

Almost one-third of employees often think about leaving their current organisation and 20 per cent are actively looking for another job outside their organisation. A lower proportion of employees are thinking about leaving and/or actively looking for another job outside the public sector as a whole. This would imply that some employees seeking new jobs are expecting to find these new job opportunities in organisations within the Victorian public sector. Table 9 shows these results.

table 9 measures of intention to leave	
Survey question	Percentage agreement
<i>Intention to leave current organisation</i>	
I often think about leaving this organisation	32.0%
I am actively looking for another job outside this organisation	19.8%
<i>Intention to leave the public sector as a whole</i>	
I often think about leaving the Victorian public sector	23.0%
I am actively looking for another job outside the Victorian public sector	12.7%

Employees with the highest intention to leave are those with one or more of the following characteristics: male, younger than 30 years of age, earning \$75,000 or more, managing a work area, and/or have postgraduate qualifications.

2.4 other workplace issues

The People Matter Survey also gathers information on other workplace issues, including workplace health and safety and wellbeing, opinions on the performance of senior managers and supervisors, and job satisfaction. Detailed results are presented in Appendix 2. The main findings are:

- Organisational efforts to improve workplace health and safety are highly regarded by most employees. Over 90 per cent of respondents agree with organisation efforts to encourage employees to report health and safety incidents and with managerial and organisational commitment to improve health and safety.
- Half of the workplace wellbeing measures achieved percentage agreement results of 80 per cent or higher, including support from colleagues, team spirit and making an important contribution to achieving the organisation's objectives. However, over 30 per cent of respondents reported feeling too stressed at work and being concerned about how change is handled within the organisation.
- Employees are generally more positive about their immediate supervisor than with senior management. This result is consistent with other employee opinion surveys such as the State of the Service Employee Survey undertaken by the Australian Public Service Commission.
- Almost three-quarters of public sector employees are satisfied with their job overall. Specifically, employees are most satisfied with their ability to work on their own initiative, relationship with members of the workgroup and the actual work itself. Employees are least satisfied with promotion prospects and total pay, a finding that is also common to other employee opinion surveys.

3 trends over time

Comparison of survey results over the last three years revealed no negative trends. There are a number of positive trends and the major changes are detailed in this report.

The largest positive change occurred in the application of the avenues of redress principle. While employee opinions on the application of this principle were the lowest, these opinions have become more positive over time.

Understanding the organisational procedures and processes for resolving grievances increased eight percentage points from 2004 to 2006 (see Table 10). Employee views on the fairness of organisational procedures and processes for resolving grievances improved as did confidence in these processes and procedures.

Table 10 shows that employee opinions improved in regard to the fair and reasonable treatment principle, particularly in relation to the involvement of employees in decisions about their work and the organisational commitment to developing employees.


Aspects of the merit principle which increased over time include confidence in key selection criteria accurately reflecting job requirements and fairness of selection decisions (see Table 10).

table 10 percentage agreeing with various aspects of the employment principles, 2004-06				
Value and survey item	2004	2005	2006	2004 - 2006
<i>Avenues of Redress</i>				
The procedures and processes for resolving grievances are well understood in my organisation	60.3%	66.1%	68.2%	+ 7.9%
My organisation has fair procedures and processes for resolving grievances	74.3%	78.8%	79.6%	+ 5.3%
In my organisation there is confidence in the procedures and processes for resolving grievances	64.0%	67.0%	69.0%	+ 5.0%
<i>Fair and Reasonable Treatment</i>				
My organisation involves employees in decisions about their work	66.7%	71.5%	73.1%	+ 6.4%
My organisation is committed to developing its employees	74.1%	78.0%	80.0%	+ 5.9%
My organisation offers practical employment arrangements and conditions to help employees to achieve a work-life balance	72.9%	76.6%	77.8%	+ 4.9%
My manager ensures fair access to developmental opportunities for employees in this workgroup	78.8%	82.8%	82.9%	+ 4.1%
<i>Merit</i>				
In my organisation key selection criteria for advertised positions accurately reflect the requirements of the job	79.8%	83.6%	85.8%	+ 6.0%
Selection decisions in my organisation are fair	69.9%	74.2%	75.4%	+ 5.4%
My organisation has good procedures and processes for selecting employees	72.2%	75.1%	76.7%	+ 4.5%
My manager does not show favouritism in making promotion decisions	74.1%	77.8%	78.4%	+ 4.3%

There have also been improvements in the adherence to public sector values, with the largest improvement occurring in relation to the accountability, responsiveness and integrity values (see Table 11).

table 11 percentage agreeing with various aspects of the public sector values, 2004-06				
Value and survey item	2004	2005	2006	2004 - 2006
<i>Accountability</i>				
I receive adequate feedback on my performance to enable me to deliver required results	66.8%	71.8%	74.5%	+ 7.8%
My manager appropriately deals with employees that perform poorly	57.1%	59.8%	62.8%	+ 5.6%
<i>Responsiveness</i>				
My organisation strives to match services to customer needs	85.5%	89.0%	90.9%	+ 5.4%
<i>Integrity</i>				
I am aware of the organisational processes in place to support the <i>Whistleblowers Protection Act</i>	59.2%	60.2%	64.0%	+ 4.9%
I am aware of my organisation's code of conduct	90.1%	94.5%	94.9%	+ 4.8%
I am aware of my organisation's processes for the reporting of improper employee behaviours	81.4%	85.5%	86.2%	+ 4.8%
My organisation's code of conduct provides useful guidelines for how I should behave at work	89.9%	93.6%	94.3%	+ 4.4%
My organisation provides procedures and systems that ensure employees avoid conflicts of interest	77.7%	80.7%	81.7%	+ 4.0%
<i>Impartiality</i>				
There is an absence of bias in the decision-making of my organisation	62.9%	66.2%	67.5%	+ 4.7%
My organisation has procedures and systems that ensure objectivity in decision making	77.4%	79.6%	81.7%	+ 4.3%
<i>Respect</i>				
Employees in my workgroup use feedback from customers to improve the delivery of service	83.0%	86.6%	87.4%	+ 4.4%

4 factors influencing employee perceptions



Employee perceptions on the application of the public sector values and employment principles and on other people management issues vary amongst employees with specific demographics and employment characteristics. These characteristics include: gender, age, length of service, employment type, management level and organisation size. Detailed survey results for each of these characteristics are outlined in Appendix 3.

4.1 gender

Female employees generally have more positive opinions than their male counterparts:

- Female employees are particularly positive in relation to the application of the responsiveness and accountability values, mainly on those items related to improving organisational performance to deliver better programs and services. For example, 88 per cent of female employees agree that their workgroup uses research and expertise to identify better practice, compared to 80 per cent of male employees.
- Eighty-three per cent of female employees agree that their organisation lives its values, compared to 75 per cent of male employees.
- Female employees are more positive on the performance of senior managers. Seventy-three per cent of women agree that senior managers provide clear strategy and direction, compared to 66 per cent of men.
- Female employees are more proud to work for their organisation and the wider public sector and consider them to be good career choices. For example, 90 per cent of women agree that working in the Victorian public sector is a good career choice, compared to 84 per cent of men.
- Female employees are more satisfied with the job overall and particularly with pay, hours of work and work-life balance. Forty-two per cent of women are satisfied with their total pay, compared to 35 per cent of men.
- Female employees are less likely to be thinking about leaving or looking for another job outside the organisation or the sector as a whole. Twenty-one per cent of women think about leaving the public sector, compared to 29 per cent of men.

Female staff are more likely to have experienced and observed bullying or harassment within their organisation. Twenty-two per cent of women have personally experienced bullying or harassment and 36 per cent have observed bullying or harassment within their organisation, compared to 18 per cent and 30 per cent, respectively, of men. However, women are less likely than men to submit a formal complaint. Twenty-two per cent of women that stated they had personally experienced workplace bullying or harassment had actually submitted a formal complaint, compared to 28 per cent of men.

4.2 age

Employees younger than 30 years of age expressed more positive opinions than their older counterparts:

- Young employees are particularly positive in relation to the impartiality and leadership values, the application of the merit, fair and reasonable treatment and avenues of redress principles. For example, 88 per cent of younger employees agree that their organisation lives its values, compared to 79 per cent amongst 30 to 49 year-olds.
- Young employees rate highly organisational efforts to improve workplace health and safety. Eighty-five per cent of employees younger than 30 years agree that there is meaningful employee consultation on health and safety matters, compared to 78 per cent amongst 30 to 49 year-olds.
- Overall, young employees rate highly the performance of senior managers and supervisors. For example, 83 per cent of employees younger than 30 years agree that senior managers are role models for ethical behaviour, compared to 74 per cent amongst 30 to 49 year-olds.
- Young employees are more satisfied with their job overall and various work-related aspects, particularly work-life balance, hours of work and relationship with immediate supervisors. Sixty-seven per cent of employees younger than 30 years are satisfied with their work-life balance, compared to 58 per cent amongst 30 to 49 year-olds.

Young employees are very proud to work for their current organisation and the wider public sector and regard them as good career choices. However, they express the lowest commitment to working in the public sector:

- One-third of young employees often think about leaving their current organisation.
- One-quarter think about leaving the public sector as a whole.
- One-fifth of young employees are actively looking for another job outside their current organisation.

4.3 length of service

Employee opinions on people management issues decline with increased length of service. The most significant decrease occurs immediately after the third year with the same employer. A comparison of results between employees with a length of service of less than 3 years and their colleagues who have been in the organisation between 3 and 5 years shows the following:

- Employee perceptions on the application of the values and employment principles overall decline after the third year with the same employer. This decrease is particularly significant in relation to the application of the avenues of redress, merit and fair and reasonable treatment principles.

- Opinions on the impartiality and accountability values also fall across most survey items related to these values. For instance, 77 per cent of employees with a length of service of less than 3 years agree that there is an absence of bias in organisational decision-making, compared to 66 per cent of employees with a 3 to 5 years length of service.
- Perceptions on the performance of senior managers and direct supervisors also decline. Over 80 per cent of employees with a length of service of less than 3 years agree that senior managers provide clear strategy and direction and listen to other staff. This compares to 67 per cent of employees with a 3 to 5 years length of service.
- Stress-related factors increase with length of service. One-fifth of employees who have been in their organisation for less than 3 years feel stressed at work, compared to one-third amongst those who have been in their organisation longer.
- Employee commitment to the organisation decreases and their intention to leave the organisation increases with length of service. One-quarter of employees who have been in their organisation for less than 3 years think about leaving, compared to 37 per cent amongst employees with a length of service of between 3 and 5 years.
- Seventy-nine per cent of employees with a length of service of less than 3 years are satisfied with their job overall, compared to 71 per cent amongst employees with a length of service of between 3 and 5 years. Satisfaction in regard to relationships with supervisors, total pay and work-life balance also fall with length of service.

4.4 employment type

Ongoing staff expressed less positive opinions than their non-ongoing counterparts. Comparisons between these two groups show that:

- Ongoing employees are less positive in regard to the application of the avenues of redress, merit and fair and reasonable treatment principles as well as adherence to the impartiality and leadership values. For example, 66 per cent of ongoing employees agree that there is confidence in the grievance resolution processes in their organisation, compared to 81 per cent amongst non-ongoing employees. Seventy-three per cent of ongoing staff agree that selection decisions in their organisation are fair, compared to 85 per cent amongst non-ongoing staff.
- Ongoing employees are also more critical of the performance of senior managers. Sixty-six per cent of ongoing employees agree that senior managers listen to other staff, compared to 80 per cent amongst non-ongoing employees.
- Seventy-two per cent of ongoing employees are satisfied with their job overall, compared to 79 per cent amongst non-ongoing staff. Ongoing employees are less satisfied than non-going employees particularly in relation to total pay, work-life balance and relationship with their immediate supervisor.
- Ongoing employees are more likely to have experienced and observed harassment or bullying within their organisation. Twenty-two per cent of ongoing employees have personally experienced bullying or harassment, compared to 17 per cent amongst non-ongoing employees.

4.5 management level

Respondents who manage a work area with supervisory staff (i.e. staff who supervise other staff) have more positive opinions than those who do not manage a work area. Managers are particularly more positive in relation to awareness of and confidence in organisational processes and procedures.

Managers are more satisfied than non-managers with a number of job-related aspects, particularly promotion prospects and job security. In contrast, managers are the least satisfied with hours of work and work-life balance.

There are significant differences within the management group based on salary level. Those earning \$75,000 or more expressed the most positive opinions and those earning less than \$55,000 expressed the least positive opinions.

4.6 organisation size

Employees working for smaller organisations (less than 100 staff) rate most aspects of the work environment higher than employees working in larger organisations:

- Employees in smaller organisations rate higher the avenues of redress, fair and reasonable treatment and merit principles. For example, 67 per cent of employees in smaller organisations are not concerned about negative consequences of lodging a grievance, compared to 49 per cent of employees in organisations larger than 1,000 staff.
- Smaller organisations also achieve high results in relation to the impartiality value. Seventy-two per cent of employees in smaller organisations believe there is an absence of bias in the decision making of their organisation, compared to 59 per cent of employees in larger organisations.
- Employees in smaller organisations express more positive opinions of their senior managers than those in larger organisations. In smaller organisations, 75 per cent of employees agree that senior managers listen to other staff, compared to 58 per cent of employees in larger organisations.
- Seventy-five per cent of employees in smaller organisations are satisfied with their job overall, compared with 70 per cent of employees in larger organisations.

appendix 1

survey methodology

The survey was administered to organisations across the Victorian public sector between March and May 2006. The data collection methodology involved a combination of web-based and paper-based self-administered questionnaires. Participating organisations with fewer than 1,000 employees were asked to provide all employees with a questionnaire. Organisations with 1,000 or more employees were given guidance on random selection of employees to ensure an adequate sample received a questionnaire.

Of the 275 organisations that employ people in the Victorian public sector, 149 participated in the survey. Additionally, the Department of Education and Training organised participation of 61 schools. Questionnaires were distributed to 50,849 employees and a total of 13,219 completed questionnaires were returned, representing a response rate of 26 per cent. Table 12 shows sample size and response rate by sub-sector.

table 12 sample size and response rate by sub-sector					
Sub-sector	No. participating organisations	No. employees in participating organisations	Sample size	No. responses	Response rate
Health	65	48,414	25,288	5,898	23%
TAFE	10	6,696	5,423	1,621	30%
Schools	61	1,284	1,284	427	33%
VPS	14	10,593	6,757	1,966	29%
Water	20	2,627	2,627	872	33%
Other	40	12,950	9,470	2,435	26%
Total	210	82,564	50,849	13,219	26%

Due to the sampling methodology used, and the differing response rates between organisations, some sub-sectors are over-represented in the sample and others are under-represented. To provide results which are representative of the public sector workforce, weighting was applied to the data. Weighting factors were calculated at the industry level, which is a lower level of aggregation than sub-sector. Population figures were sourced from the Workforce Data Collection (June 2005).

The survey questionnaire comprised 101 agreement statements that were designed to measure the individual's confidence in the application of the values and employment principles at three distinct levels:

- Manager – the person in the workgroup, project or team to whom the employee reports
- Workgroup – the immediate workgroup, work unit, project or team where the employee spends the largest proportion of their time at work
- Organisation – the person's employer (e.g. department, agency, authority, hospital, training institute or school).

Employees were also asked to respond to a further ten questions relating to various aspects of job satisfaction and ten questions on their personal experiences of performance feedback, bullying and harassment, their involvement in employment selection decisions and access to an employee health and safety representative. Demographic and employment profiling questions concluded the questionnaire.

To summarise the data obtained from the agreement statements, a 'Percentage agreement' was calculated. The agreement scale has four levels plus a 'Don't know' category. The percentage agreement is the sum of levels (3) 'Agree' plus (4) 'Strongly agree' responses as a percentage of total responses excluding 'Don't know' responses.

Similarly, a 'Percentage satisfied' measure was calculated to summarise the data collected in relation to job satisfaction. The job satisfaction scale has seven levels. The percentage satisfied is the sum of levels (5) 'Satisfied' through to (7) 'Completely satisfied'.

profile of survey respondents

Chart 1 provides a comparison of the respondents' profile to known Victorian public sector workforce statistics to assess how representative the survey sample was. Workforce statistics were sourced from the Victorian public sector Workforce Data Collection (June 2005).

It can be seen that the sample of survey respondents is fairly representative of the Victorian public sector workforce in relation to gender, age, length of service and salary levels. However, as in previous surveys, employees with a non-ongoing employment status, and those working in part-time positions, are under-represented in the sample.

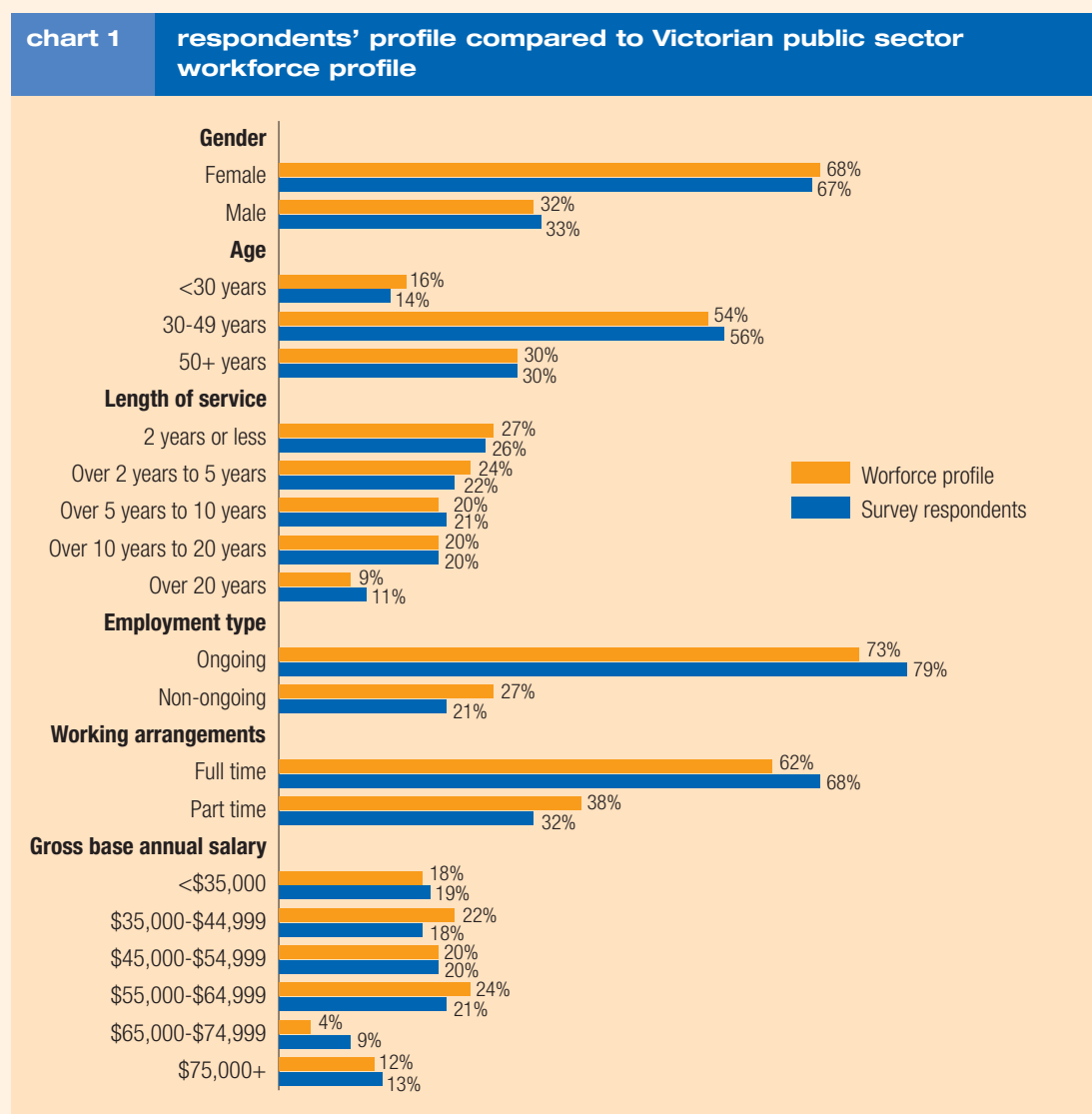
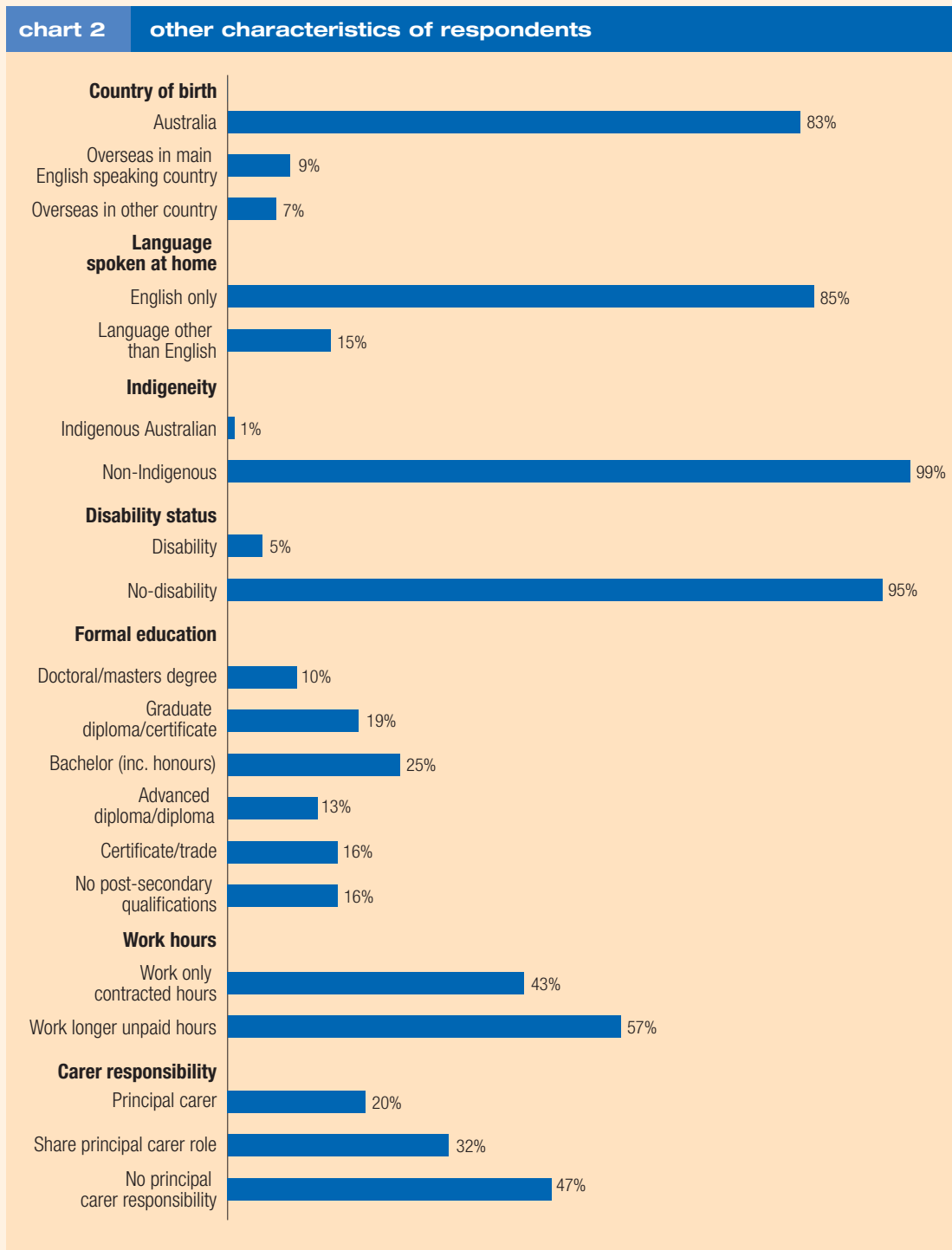


Chart 2 profiles the survey respondents in relation to country of birth, language spoken at home, indigeneity, disability status, level of formal education, work hours and principal carer responsibilities.



appendix 2

detailed results by survey item

part 1		the way the organisation operates					
Questionnaire item	Strongly disagree	Percentage of staff			Don't know	Percentage agreement*	
		Disagree	Agree	Strongly agree			
<i>Impartiality</i>							
1. My organisation has procedures and systems that ensure objectivity in decision making	3.5%	13.8%	55.3%	21.9%	5.5%	81.7%	
2. In my workgroup, employees do not show bias in decisions affecting clients	2.3%	13.3%	47.5%	34.6%	2.3%	84.0%	
3. My manager emphasises the need for impartiality in decision-making	3.3%	12.0%	47.7%	32.3%	4.7%	83.9%	
4. There is an absence of bias in the decision-making of my organisation	5.2%	25.0%	44.3%	18.6%	6.8%	67.5%	
5. My manager would take appropriate action if decision-making processes were found not to be objective	4.0%	13.7%	43.3%	31.8%	7.2%	80.9%	
6. Decisions in my workgroup are based on relevant facts or fair criteria	3.0%	11.7%	49.4%	33.8%	2.2%	85.0%	
7. My organisation ensures Government policies and programs affecting the community are implemented equitably	1.9%	6.5%	48.1%	37.1%	6.5%	91.0%	
VPS1. People in my workgroup believe it is important to provide frank, impartial and timely advice to the Government	2.2%	6.0%	43.4%	42.2%	6.2%	91.2%	
VPS2. My organisation provides frank, impartial and timely advice to the Government	3.3%	11.6%	44.3%	28.8%	12.1%	83.0%	
<i>Integrity</i>							
8. Employees in my workgroup are honest, open and transparent in their dealings	2.7%	12.5%	50.2%	33.4%	1.2%	84.6%	
9. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	3.0%	13.9%	52.2%	23.5%	7.3%	81.7%	
10. My manager encourages employees to avoid conflicts of interest	2.8%	10.3%	49.6%	29.3%	8.0%	85.8%	
11. My organisation's code of conduct provides useful guidelines for how I should behave at work	0.9%	4.6%	51.8%	39.2%	3.4%	94.3%	
12. I am aware of my organisation's code of conduct	0.7%	4.3%	52.7%	40.1%	2.2%	94.9%	
13. Confidentiality of information is taken seriously in my workgroup	2.3%	6.7%	36.2%	53.4%	1.3%	90.9%	
14. Employees in my workgroup do not abuse their authority in dealing with customers	1.5%	5.3%	40.8%	50.4%	2.0%	93.0%	
15. I am aware of my organisation's processes for the reporting of improper employee behaviours	1.8%	11.5%	51.2%	31.5%	4.1%	86.2%	
16. I am aware of the organisational processes in place to support the <i>Whistleblowers Protection Act</i>	6.7%	22.9%	35.9%	16.8%	17.7%	64.0%	
17. My organisation strives to earn and sustain a high level of public trust	1.5%	5.2%	40.9%	49.8%	2.6%	93.2%	

part 1		continued				
Questionnaire item	Strongly disagree	Percentage of staff			Don't know	Percentage agreement*
		Disagree	Agree	Strongly agree		
<i>Accountability</i>						
18. People in my workgroup know what is expected of them	1.2%	7.7%	50.6%	39.9%	0.6%	91.1%
19. My organisation always tries to improve its performance	1.6%	7.9%	41.6%	47.5%	1.3%	90.3%
20. I receive adequate feedback on my performance to enable me to deliver required results	6.1%	19.0%	45.8%	28.0%	1.0%	74.5%
21. My manager appropriately deals with employees that perform poorly	9.7%	22.7%	39.7%	15.0%	12.9%	62.8%
22. People in my workgroup use time and resources efficiently	3.0%	14.0%	53.1%	28.2%	1.7%	82.7%
23. Employees in my workgroup are committed to helping achieve the organisation's goals	1.6%	8.3%	51.2%	36.9%	2.0%	90.0%
24. Employees in my workgroup take responsibility for their decisions and actions	2.4%	9.9%	50.0%	35.7%	2.0%	87.4%
<i>Responsiveness</i>						
25. My workgroup strives to achieve customer satisfaction	0.7%	3.3%	47.5%	47.5%	1.1%	96.0%
26. My organisation strives to match services to customer needs	1.8%	7.2%	48.0%	41.0%	2.0%	90.9%
27. My manager is committed to ensuring customers receive a high level of service	2.0%	5.9%	41.6%	48.4%	2.1%	91.9%
28. My organisation provides high quality services to the Victorian community	1.3%	5.8%	42.8%	47.8%	2.3%	92.7%
29. My organisation actively supports 'better practice' as the basis for more effective programs	1.8%	7.5%	42.8%	41.2%	6.7%	90.0%
30. My workgroup uses research and expertise to identify 'better practice'	2.5%	10.6%	44.3%	35.0%	7.6%	85.9%
<i>Respect</i>						
31. Members of my workgroup treat each other with respect	3.1%	12.6%	46.2%	37.6%	0.5%	84.3%
32. My workgroup treats members of the Victorian community fairly and objectively	0.6%	3.6%	50.6%	43.5%	1.6%	95.7%
33. Bullying and harassment are not tolerated in my organisation	6.1%	12.5%	36.9%	42.0%	2.4%	80.9%
34. My workgroup is free from bullying and harassment	8.4%	23.4%	36.7%	27.5%	3.9%	66.9%
35. My workgroup is free from sexual harassment	1.2%	5.2%	44.0%	44.7%	5.0%	93.3%
36. My manager encourages employees in this workgroup to monitor and improve the quality of what it does	2.5%	8.9%	45.8%	40.5%	2.3%	88.4%
37. Employees in my workgroup use feedback from customers to improve the delivery of service	1.9%	10.1%	48.8%	33.8%	5.4%	87.4%
<i>Leadership</i>						
38. I am aware of my organisation's stated values	0.6%	3.7%	54.5%	38.6%	2.6%	95.6%
39. The behaviour of my manager is generally consistent with my organisation's values	4.1%	8.4%	43.5%	40.3%	3.8%	87.0%
40. My organisation lives its values	4.2%	13.7%	46.9%	28.3%	6.8%	80.8%

Questionnaire item	Percentage of staff					Percentage agreement*
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know	
<i>Merit</i>						
41. My organisation has good procedures and processes for selecting employees	5.5%	16.1%	46.1%	25.0%	7.4%	76.7%
42. My manager is sufficiently skilled to make good selection decisions	4.9%	11.6%	43.3%	35.4%	4.8%	82.7%
43. Vacancies within my workgroup are well advertised	4.5%	13.0%	45.9%	30.5%	6.1%	81.4%
44. In my organisation selection decisions are based on the requirements of the job	5.0%	12.9%	47.0%	28.8%	6.4%	80.9%
45. My manager does not show favouritism in making promotion decisions	6.6%	12.4%	40.4%	28.7%	11.8%	78.4%
46. Selection decisions in my organisation are fair	6.4%	16.0%	43.8%	24.5%	9.4%	75.4%
47. My manager selects people with the right knowledge, skills and abilities for the job	5.4%	13.2%	45.2%	29.8%	6.3%	80.1%
48. In my organisation key selection criteria for advertised positions accurately reflect the requirements of the job	3.6%	9.7%	50.2%	30.1%	6.5%	85.8%
<i>Fair and Reasonable Treatment</i>						
49. My organisation involves employees in decisions about their work	6.5%	19.8%	50.3%	20.9%	2.5%	73.1%
50. My manager encourages and values employee input	5.5%	13.1%	41.7%	38.0%	1.8%	81.2%
51. My organisation is committed to developing its employees	5.3%	14.2%	47.0%	31.1%	2.5%	80.0%
52. My manager ensures fair access to developmental opportunities for employees in this workgroup	4.3%	12.2%	47.2%	32.9%	3.4%	82.9%
53. My manager treats staff with dignity and respect	4.9%	9.7%	43.1%	41.2%	1.1%	85.3%
54. My manager takes into account the differing needs and circumstances of employees when making decisions	4.4%	12.9%	44.5%	33.5%	4.7%	81.8%
55. My organisation offers practical employment arrangements and conditions to help employees to achieve a work-life balance	6.2%	15.2%	45.8%	29.2%	3.7%	77.8%
<i>Equal Employment Opportunity</i>						
56. Equal employment opportunity is provided in my organisation	2.2%	5.2%	54.6%	33.3%	4.7%	92.3%
57. My organisation is committed to creating a diverse workforce (for example age, gender, cultural background)	2.0%	8.3%	53.2%	27.9%	8.7%	88.8%
58. Gender is not a barrier to success in my workgroup	1.7%	5.4%	51.0%	38.8%	3.2%	92.7%
59. Disability is not a barrier to success in my workgroup	1.9%	8.3%	46.4%	28.6%	14.8%	88.0%
60. Age is not a barrier to success in my workgroup	2.1%	7.0%	51.3%	34.3%	5.3%	90.4%
61. Cultural background is not a barrier to success in my workgroup	1.0%	3.4%	53.4%	35.3%	6.9%	95.3%
<i>Avenues of Redress</i>						
62. In my organisation there is confidence in the procedures and processes for resolving grievances	7.8%	19.8%	44.4%	17.1%	10.8%	69.0%
63. My organisation has fair procedures and processes for resolving grievances	5.5%	12.6%	51.6%	19.2%	11.1%	79.6%
64. The procedures and processes for resolving grievances are well understood in my organisation	5.1%	22.7%	44.8%	15.0%	12.3%	68.2%
65. My manager is sufficiently skilled to resolve grievances	7.6%	16.8%	42.0%	23.7%	9.9%	72.9%
66. I am confident that if I lodge a grievance I would not suffer any negative consequences	12.1%	21.4%	34.9%	18.3%	13.2%	61.4%

part 1		continued				
Questionnaire item	Strongly disagree	Percentage of staff			Don't know	Percentage agreement*
		Disagree	Agree	Strongly agree		
<i>Development of a Career Public Service</i>						
VPS3. I am proud to work in the Victorian Public Service	1.7%	9.0%	52.0%	33.6%	3.7%	88.9%
VPS4. I am committed to working in the Victorian public sector for much of my career	2.6%	12.1%	40.7%	34.4%	10.3%	83.6%
VPS5. Working in the Victorian public sector is a good career choice	2.3%	10.9%	50.3%	30.1%	6.3%	85.9%
VPS6. I view my organisation as an employer of choice	3.7%	17.3%	47.5%	24.8%	6.8%	77.5%
VPS7. It is important to me to make a contribution to the community through my work	0.6%	3.1%	41.4%	52.3%	2.6%	96.3%
VPS8. My organisation actively fosters the development of a career public service	8.8%	23.2%	40.7%	17.7%	9.7%	64.6%
VPS9. My manager encourages me to think about career opportunities in other parts of the Victorian Public Service	13.2%	40.9%	27.1%	9.4%	9.3%	40.3%
<i>Workplace Safety</i>						
67. My manager is committed to health and safety improvements	2.1%	6.6%	50.0%	37.2%	4.0%	90.9%
68. My organisation is committed to health and safety improvements	2.1%	7.4%	49.6%	38.5%	2.4%	90.3%
69. Elected health and safety representatives regularly take up health and safety issues with management in my organisation	2.7%	9.7%	45.7%	27.6%	14.2%	85.5%
70. There is meaningful employee consultation in my organisation on health and safety matters	3.9%	14.2%	49.2%	23.7%	9.0%	80.1%
71. Matters that can affect health and safety in my organisation are addressed by work instructions, policies and procedures	2.2%	7.6%	56.5%	27.7%	6.0%	89.6%
72. My organisation regularly undertakes proactive action to improve health and safety	2.9%	13.3%	49.9%	26.4%	7.5%	82.4%
73. Employees in my organisation are encouraged to report health and safety incidents and injuries	1.6%	5.5%	51.3%	38.7%	2.9%	92.7%
74. Corrective action is taken by my organisation when unsafe conditions are identified through incident and/or injury reports	2.7%	7.8%	48.9%	32.9%	7.8%	88.7%
<i>Senior Management</i>						
75. Senior managers are role models for ethical behaviour	7.7%	15.3%	45.5%	25.1%	6.5%	75.5%
76. Senior managers provide clear strategy and direction	7.6%	19.6%	44.4%	23.5%	5.0%	71.4%
77. Senior managers listen to other staff	9.5%	19.8%	42.0%	22.7%	6.0%	68.8%
78. Senior managers keep staff informed about what's going on	10.4%	22.1%	42.6%	21.2%	3.7%	66.3%
<i>Supervision</i>						
79. I can approach my manager to discuss concerns and grievances	4.7%	8.5%	44.1%	41.4%	1.2%	86.6%
80. My manager understands the issues faced by staff in this workgroup	6.3%	14.6%	43.1%	33.4%	2.6%	78.5%
81. My manager keeps me informed about what's going on	6.7%	16.7%	44.5%	30.7%	1.3%	76.2%
82. My manager listens to what I have to say	5.0%	8.7%	47.5%	37.1%	1.7%	86.1%
83. My manager provides adequate thanks or other recognition for the work I do	8.3%	16.6%	40.0%	33.5%	1.6%	74.7%

Questionnaire item	Strongly disagree	Percentage of staff			Don't know	Percentage agreement*
		Disagree	Agree	Strongly agree		
<i>Workplace Wellbeing</i>						
84. I receive help and support from other members of my workgroup	1.1%	5.6%	50.6%	42.3%	0.5%	93.3%
85. In my workgroup there is frequently too much work to do	2.0%	23.4%	36.7%	36.8%	1.2%	74.4%
86. I have enough work to keep me busy	0.7%	1.9%	38.0%	59.1%	0.3%	97.4%
87. I feel I make an important contribution to achieving the organisation's objectives	0.7%	3.4%	43.2%	51.2%	1.5%	95.8%
88. I am provided with the opportunity to work to my full potential	4.5%	16.7%	40.9%	36.8%	1.1%	78.6%
89. Change is handled well in this organisation	8.0%	26.3%	44.0%	17.2%	4.5%	64.1%
90. There is a good team spirit in my workgroup	5.3%	13.8%	44.1%	35.7%	1.1%	80.6%
91. Generally I do not feel too stressed at work	9.5%	21.4%	53.4%	15.1%	0.6%	68.9%
<i>Commitment</i>						
92. Working for my organisation makes me proud	2.2%	9.9%	50.1%	34.6%	3.2%	87.5%
93. I view my organisation as an employer of choice	2.9%	12.4%	46.3%	33.8%	4.7%	84.0%
94. Working for my organisation is a good career choice	3.3%	11.3%	47.3%	33.4%	4.7%	84.7%
95. I am proud to work for the Victorian public sector	1.4%	8.3%	54.2%	30.3%	5.8%	89.7%
96. Working in the Victorian public sector is a good career choice	1.8%	9.1%	52.8%	28.9%	7.5%	88.3%
97. I am committed to working in the Victorian public sector for much of my career	1.9%	11.5%	46.8%	31.0%	8.9%	85.4%
<i>Intention to Leave</i>						
98. I often think about leaving this organisation	22.7%	43.9%	22.0%	9.3%	2.1%	32.0%
99. I often think about leaving the Victorian public sector	22.4%	51.2%	16.3%	5.7%	4.4%	23.0%
100. I am actively looking for another job outside this organisation	32.8%	45.5%	13.1%	6.3%	2.3%	19.8%
101. I am actively looking for another job outside the Victorian public sector	35.0%	49.6%	8.3%	4.0%	3.1%	12.7%

* The 'Percentage agreement' is the sum of 'Agree' plus 'Strongly agree' responses, expressed as a percentage of all responses excluding 'Don't know' responses. Note that the margin of error given a 95 per cent confidence level in the 'agreement percentage' estimates shown on this table ranges from ± 0.26 per cent to ± 2.22 per cent. For example, the margin of error at the 95 per cent confidence level for survey item 101 at the bottom of this table is 0.57 per cent, which means that we are 95 per cent confident that the true population percentage for this survey item ('actively looking for another job outside the Victorian public sector') is between 12.1 per cent and 13.3 per cent.

part 2		job satisfaction						
Questionnaire item	(1) Not satisfied at all	(2)	(3)	Percentage of staff			(7) Completely satisfied	Percentage satisfied**
				(4) Neither satisfied nor dissatisfied	(5)	(6)		
1. Promotion prospects	13.8%	9.4%	10.4%	29.1%	15.7%	11.8%	9.9%	37.3%
2. Total pay	11.9%	14.4%	14.8%	19.0%	19.2%	13.7%	7.0%	39.9%
3. Relationship with immediate supervisor/manager	6.6%	5.2%	6.9%	11.0%	16.0%	26.3%	28.0%	70.3%
4. Relationship with members of your workgroup	1.2%	1.9%	4.0%	9.7%	18.7%	35.5%	29.0%	83.2%
5. Job security	4.8%	4.0%	6.4%	13.3%	17.2%	27.3%	27.1%	71.6%
6. Ability to work on own initiative	1.8%	2.0%	3.7%	8.7%	16.1%	32.8%	34.9%	83.8%
7. The actual work itself	1.6%	2.5%	4.6%	11.0%	21.3%	34.6%	24.4%	80.3%
8. Hours of work	3.9%	5.7%	9.3%	13.8%	18.2%	26.5%	22.6%	67.3%
9. Work-life balance	5.3%	7.1%	11.9%	16.1%	19.0%	22.3%	18.3%	59.6%
10. Satisfaction with your present job overall	2.6%	4.0%	7.2%	12.4%	23.7%	31.9%	18.2%	73.8%

** The 'Percentage satisfied' is the sum of the response categories (5) through to (7) 'Completely satisfied'. Note that the margin of error given a 95 per cent confidence level in the 'percentage satisfied' estimates shown on this table ranges from ± 0.61 per cent to ± 0.81 per cent. For example, the margin of error at the 95 per cent confidence level for survey item 10 at the bottom of this table is 0.73 per cent, which means that we are 95 per cent confident that the true population percentage for this survey item ('satisfaction with your present job overall') is between 73.1 per cent and 74.5 per cent

part 3		employee experiences		
Questionnaire item	Percentage of staff			
	Yes***	No	Don't know	
1. Read or referred to your organisation's code of conduct	63.8%	32.7%	3.6%	
2. Applied for a new position within the organisation and been successful	23.3%	74.2%	2.5%	
3. Applied for a new position within the organisation and been unsuccessful	10.7%	86.9%	2.5%	
4. Sat on a selection panel	28.9%	70.3%	0.8%	
5. Received a formal individual performance appraisal/review	65.9%	33.2%	0.9%	
6. Received informal feedback on individual performance	72.1%	27.2%	0.7%	
7. Personally experienced harassment or bullying	20.9%	78.1%	1.1%	
8. Personally experienced harassment or bullying and submitted a formal complaint	4.9%	94.5%	0.5%	
9. Observed harassment or bullying within the organisation	34.7%	63.9%	1.4%	
10. Had access to an employee health and safety representative	63.5%	30.1%	6.4%	

*** Note that the margin of error given a 95 per cent confidence level in the 'Yes' percentage estimates shown on this table ranges from ± 0.36 per cent to ± 0.80 per cent. For example, the margin of error at the 95 per cent confidence level for survey item 10 at the bottom of this table is 0.80 per cent, which means that we are 95 per cent confident that the true population percentage for this survey item ('had access to an employee health and safety representative') is between 62.7 per cent and 64.3 per cent.

appendix 3

summary results by specific demographic and employment characteristics

results by gender				
Survey section	Survey item	Female	Male	Difference between Female and Male
<i>Value/employment principle (Percentage agreement)</i>				
Responsiveness	My workgroup uses research and expertise to identify 'better practice'	88.0%	80.1%	+7.9%
Leadership	My organisation lives its values	83.0%	75.3%	+7.6%
Respect	Employees in my workgroup use feedback from customers to improve the delivery of service	89.3%	82.6%	+6.7%
Responsiveness	My organisation actively supports 'better practice' as the basis for more effective programs	91.7%	85.6%	+6.2%
Accountability	My organisation always tries to improve its performance	91.8%	86.6%	+5.1%
Merit	In my organisation selection decisions are based on the requirements of the job	82.3%	77.6%	+4.7%
Accountability	I receive adequate feedback on my performance to enable me to deliver required results	75.7%	71.6%	+4.1%
<i>Other workplace issues (Percentage agreement)</i>				
Workplace wellbeing	Change is handled well in this organisation	66.2%	58.8%	+7.4%
Senior management	Senior managers provide clear strategy and direction	73.4%	66.4%	+7.1%
Senior management	Senior managers are role models for ethical behaviour	77.2%	70.9%	+6.2%
<i>Commitment and intention to leave (Percentage agreement)</i>				
Commitment	Working in the Victorian public sector is a good career choice	89.9%	84.4%	+5.5%
Intention to leave	I often think about leaving the Victorian public sector	20.7%	29.1%	-8.4%
Intention to leave	I often think about leaving this organisation	30.0%	37.0%	-7.0%
Intention to leave	I am actively looking for another job outside the Victorian public sector	10.9%	17.3%	-6.4%
Intention to leave	I am actively looking for another job outside this organisation	18.2%	24.0%	-5.8%
<i>Job Satisfaction (Percentage satisfied)</i>				
Satisfaction	Total pay	41.9%	34.8%	+7.1%
Satisfaction	Hours of work	68.7%	63.5%	+5.2%
Satisfaction	Work-life balance	61.0%	55.9%	+5.0%
Satisfaction	Satisfaction with your present job overall	74.7%	71.7%	+3.0%
<i>Workplace experiences (Percentage responded 'Yes')</i>				
Experience	Sat on a selection panel	25.2%	38.8%	-13.7%
Experience	Observed harassment or bullying within the organisation	36.3%	30.4%	+5.9%
Experience	Personally experienced harassment or bullying	22.1%	17.5%	+4.6%

results by age					
Survey section	Survey item	< 30 years	30-49 years	50+ years	Difference between < 30 years and 30 to 49 years
<i>Value/employment principle (Percentage agreement)</i>					
Avenues of redress	In my organisation there is confidence in the procedures and processes for resolving grievances	78.4%	66.3%	71.3%	+12.2%
Avenues of redress	My manager is sufficiently skilled to resolve grievances	81.4%	70.7%	74.9%	+10.8%
Avenues of redress	I am confident that if I lodge a grievance I would not suffer any negative consequences	68.5%	58.5%	65.8%	+9.9%
Fair & reasonable treatment	My organisation offers practical employment arrangements and conditions to help employees to achieve a work-life balance	86.5%	76.9%	77.4%	+9.7%
Respect	Bullying and harassment are not tolerated in my organisation	88.6%	79.3%	81.7%	+9.3%
Avenues of redress	My organisation has fair procedures and processes for resolving grievances	87.0%	77.8%	81.5%	+9.2%
Leadership	My organisation lives its values	87.6%	78.7%	82.3%	+8.9%
Impartiality	My manager would take appropriate action if decision-making processes were found not to be objective	87.9%	79.3%	82.5%	+8.6%
Impartiality	My organisation has procedures and systems that ensure objectivity in decision making	88.7%	80.3%	82.2%	+8.4%
Merit	Selection decisions in my organisation are fair	81.8%	73.6%	77.1%	+8.2%
Merit	My manager is sufficiently skilled to make good selection decisions	90.2%	82.0%	82.1%	+8.2%
Fair & reasonable treatment	My manager takes into account the differing needs and circumstances of employees when making decisions	88.8%	80.9%	82.7%	+7.8%
Respect	My workgroup is free from bullying and harassment	73.2%	65.4%	69.2%	+7.8%
Fair & reasonable treatment	My manager encourages and values employee input	88.5%	80.7%	80.7%	+7.8%
<i>Other workplace issues (Percentage agreement)</i>					
Senior management	Senior managers are role models for ethical behaviour	83.1%	73.6%	76.9%	+9.5%
Senior management	Senior managers provide clear strategy and direction	77.9%	69.2%	74.2%	+8.7%
Supervision	My manager keeps me informed about what's going on	83.5%	75.7%	75.9%	+7.8%
Supervision	My manager provides adequate thanks or other recognition for the work I do	81.4%	73.7%	75.5%	+7.7%
Workplace health & safety	There is meaningful employee consultation in my organisation on health and safety matters	84.6%	78.0%	82.5%	+6.7%
<i>Commitment and intention to leave (Percentage agreement)</i>					
Commitment	Working for my organisation is a good career choice	89.2%	83.3%	85.9%	+5.9%
Commitment	Working in the Victorian public sector is a good career choice	92.0%	87.0%	89.9%	+5.0%
Commitment	I am committed to working in the Victorian public sector for much of my career	77.2%	84.3%	90.7%	-7.1%
<i>Job satisfaction (Percentage satisfied)</i>					
Satisfaction	Work-life balance	67.0%	58.0%	60.4%	+9.0%
Satisfaction	Hours of work	73.3%	66.4%	67.3%	+7.0%
Satisfaction	Relationship with immediate supervisor/manager	76.0%	69.5%	71.9%	+6.5%
Satisfaction	Satisfaction with your present job overall	77.6%	72.4%	76.1%	+5.2%

results by length of service

Survey section	Survey item	< 3 years	3 to 5 years	Difference between < 3 years and 3 to 5 years
<i>Value/employment principle (Percentage agreement)</i>				
Avenues of redress	In my organisation there is confidence in the procedures and processes for resolving grievances	81.1%	66.2%	+14.9%
Avenues of redress	I am confident that if I lodge a grievance I would not suffer any negative consequences	72.4%	59.4%	+13.1%
Merit	Selection decisions in my organisation are fair	86.5%	73.7%	+12.8%
Merit	My manager does not show favouritism in making promotion decisions	88.2%	76.8%	+11.4%
Fair & reasonable treatment	My organisation involves employees in decisions about their work	82.5%	71.5%	+11.0%
Respect	My workgroup is free from bullying and harassment	75.0%	64.1%	+10.9%
Merit	My manager selects people with the right knowledge, skills and abilities for the job	89.8%	78.9%	+10.9%
Accountability	My manager appropriately deals with employees that perform poorly	71.2%	60.6%	+10.6%
Impartiality	There is an absence of bias in the decision-making of my organisation	76.6%	66.3%	+10.2%
Respect	Bullying and harassment are not tolerated in my organisation	87.4%	77.9%	+9.5%
Impartiality	My manager would take appropriate action if decision-making processes were found not to be objective	88.9%	79.9%	+9.0%
<i>Other workplace issues (Percentage agreement)</i>				
Senior management	Senior managers listen to other staff	80.2%	66.6%	+13.7%
Senior management	Senior managers provide clear strategy and direction	81.2%	67.9%	+13.4%
Senior management	Senior managers keep staff informed about what's going on	76.7%	63.7%	+13.0%
Workplace wellbeing	Generally I do not feel too stressed at work	79.3%	67.0%	+12.3%
Workplace wellbeing	Change is handled well in this organisation	72.5%	60.9%	+11.6%
Senior management	Senior managers are role models for ethical behaviour	84.7%	74.1%	+10.6%
Supervision	My manager keeps me informed about what's going on	84.5%	75.2%	+9.3%
<i>Commitment and intention to leave (Percentage agreement)</i>				
Intention to leave	I often think about leaving this organisation	24.9%	37.4%	-12.6%
<i>Job Satisfaction (Percentage satisfied)</i>				
Satisfaction	Relationship with immediate supervisor/manager	78.0%	68.5%	+9.5%
Satisfaction	Total pay	46.8%	37.9%	+9.0%
Satisfaction	Work-life balance	66.6%	58.0%	+8.6%
<i>Workplace experiences (Percentage responded 'Yes')</i>				
Experience	Applied for a new position within the organisation and been successful	34.8%	24.1%	+10.7%
Experience	Observed harassment or bullying within the organisation	23.8%	38.0%	-14.3%
Experience	Personally experienced harassment or bullying	14.7%	24.7%	-10.0%

results by employment type				
Survey section	Survey item	Ongoing	Non-ongoing	Difference between Ongoing and Non-ongoing
<i>Value/employment principle (Percentage agreement)</i>				
Avenues of redress	I am confident that if I lodge a grievance I would not suffer any negative consequences	58.2%	73.0%	-14.9%
Avenues of redress	In my organisation there is confidence in the procedures and processes for resolving grievances	65.9%	80.7%	-14.8%
Merit	Selection decisions in my organisation are fair	72.9%	84.7%	-11.8%
Avenues of redress	The procedures and processes for resolving grievances are well understood in my organisation	66.0%	77.2%	-11.1%
Fair & reasonable treatment	My organisation involves employees in decisions about their work	70.7%	81.7%	-11.0%
Impartiality	My organisation has procedures and systems that ensure objectivity in decision making	79.5%	89.2%	-9.8%
Impartiality	My manager would take appropriate action if decision-making processes were found not to be objective	78.8%	88.3%	-9.5%
Impartiality	There is an absence of bias in the decision-making of my organisation	65.7%	74.7%	-9.0%
Fair & reasonable treatment	My organisation offers practical employment arrangements and conditions to help employees to achieve a work-life balance	75.8%	84.8%	-9.0%
Leadership	My organisation lives its values	78.9%	87.8%	-8.9%
Merit	My organisation has good procedures and processes for selecting employees	74.9%	83.5%	-8.6%
Merit	My manager does not show favouritism in making promotion decisions	76.8%	85.1%	-8.3%
Accountability	My manager appropriately deals with employees that perform poorly	61.1%	69.4%	-8.3%
Respect	My workgroup is free from bullying and harassment	65.4%	73.1%	-7.7%
<i>Other workplace issues (Percentage agreement)</i>				
Senior management	Senior managers listen to other staff	65.8%	79.5%	-13.7%
Senior management	Senior managers keep staff informed about what's going on	63.6%	76.5%	-12.9%
Senior management	Senior managers provide clear strategy and direction	68.7%	81.3%	-12.6%
Workplace wellbeing	Change is handled well in this organisation	61.5%	73.2%	-11.6%
Senior management	Senior managers are role models for ethical behaviour	72.9%	84.3%	-11.4%
<i>Job Satisfaction (Percentage satisfied)</i>				
Satisfaction	Total pay	38.0%	47.2%	-9.2%
Satisfaction	Work-life balance	58.1%	64.8%	-6.7%
Satisfaction	Satisfaction with your present job overall	72.5%	79.2%	-6.7%
<i>Workplace experiences (Percentage responded 'Yes')</i>				
Experience	Observed harassment or bullying within the organisation	37.3%	25.8%	+11.5%
Experience	Applied for a new position within the organisation and been successful	21.0%	31.2%	-10.2%
Experience	Personally experienced harassment or bullying	21.8%	17.1%	+4.7%

results by management responsibilities

Survey section	Survey item	Manager	Non-manager	Difference between Manager and Non-manager
<i>Value/employment principle (Percentage agreement)</i>				
Integrity	I am aware of the organisational processes in place to support the <i>Whistleblowers Protection Act</i>	77.9%	60.6%	+17.3%
Integrity	I am aware of my organisation's processes for the reporting of improper employee behaviours	93.9%	86.3%	+7.6%
Avenues of redress	In my organisation there is confidence in the procedures and processes for resolving grievances	75.9%	69.2%	+6.7%
Avenues of redress	My organisation has fair procedures and processes for resolving grievances	85.3%	79.5%	+5.8%
Accountability	My manager appropriately deals with employees that perform poorly	68.0%	62.2%	+5.8%
Avenues of redress	I am confident that if I lodge a grievance I would not suffer any negative consequences	68.5%	63.3%	+5.2%
Avenues of redress	My manager is sufficiently skilled to resolve grievances	78.0%	72.9%	+5.1%
Respect	My workgroup is free from bullying and harassment	69.2%	64.2%	+5.0%
Fair & reasonable treatment	My organisation is committed to developing its employees	85.2%	80.3%	+4.8%
<i>Other workplace issues (Percentage agreement)</i>				
Workplace wellbeing	In my workgroup there is frequently too much work to do	83.3%	73.1%	+10.2%
Workplace health & safety	There is meaningful employee consultation in my organisation on health and safety matters	86.7%	80.7%	+6.0%
Workplace health & safety	My organisation regularly undertakes proactive action to improve health and safety	88.5%	82.6%	+5.9%
<i>Commitment and intention to leave (Percentage agreement)</i>				
Intention to leave	I often think about leaving the Victorian public sector	27.6%	21.1%	+6.5%
Intention to leave	I am actively looking for another job outside the Victorian public sector	16.4%	10.9%	+5.5%
Intention to leave	I am actively looking for another job outside this organisation	22.6%	17.7%	+4.9%
<i>Job Satisfaction (Percentage satisfied)</i>				
Satisfaction	Promotion prospects	50.7%	38.2%	+12.5%
Satisfaction	Job security	78.5%	71.6%	+6.9%
Satisfaction	Hours of work	57.5%	66.7%	-9.2%
Satisfaction	Work-life balance	50.8%	59.1%	-8.3%
<i>Workplace experiences (Percentage responded 'Yes')</i>				
Experience	Sat on a selection panel	67.5%	22.7%	+44.9%
Experience	Read or referred to your organisation's code of conduct	75.6%	62.0%	+13.6%

results by organisation size

Survey section	Survey item	< 100 staff	1000+ staff	Difference between <100 and 1000+ staff
<i>Value/employment principle (Percentage agreement)</i>				
Integrity	I am aware of the organisational processes in place to support the <i>Whistleblowers Protection Act</i>	78.0%	59.4%	+18.6%
Avenues of redress	I am confident that if I lodge a grievance I would not suffer any negative consequences	66.9%	49.0%	+17.8%
Leadership	My organisation lives its values	88.3%	71.8%	+16.5%
Avenues of redress	The procedures and processes for resolving grievances are well understood in my organisation	74.1%	59.3%	+14.8%
Fair & reasonable treatment	My organisation involves employees in decisions about their work	78.2%	63.6%	+14.6%
Fair & reasonable treatment	My organisation offers practical employment arrangements and conditions to help employees to achieve a work-life balance	84.7%	71.5%	+13.3%
Impartiality	There is an absence of bias in the decision-making of my organisation	71.7%	59.1%	+12.6%
Avenues of redress	In my organisation there is confidence in the procedures and processes for resolving grievances	72.5%	61.1%	+11.4%
Merit	Selection decisions in my organisation are fair	79.2%	68.1%	+11.2%
<i>Other workplace issues (Percentage agreement)</i>				
Workplace wellbeing	Change is handled well in this organisation	69.7%	50.9%	+18.7%
Senior management	Senior managers listen to other staff	74.7%	58.3%	+16.4%
Senior management	Senior managers provide clear strategy and direction	76.5%	61.7%	+14.8%
Workplace health & safety	There is meaningful employee consultation in my organisation on health and safety matters	88.9%	74.3%	+14.6%
Senior management	Senior managers keep staff informed about what's going on	70.1%	56.1%	+14.0%
Senior management	Senior managers are role models for ethical behaviour	80.0%	66.3%	+13.7%
Workplace health & safety	My organisation regularly undertakes proactive action to improve health and safety	90.6%	77.4%	+13.2%
<i>Job Satisfaction (Percentage satisfied)</i>				
Satisfaction	Total pay	46.9%	36.0%	+10.8%
Satisfaction	Satisfaction with your present job overall	74.9%	70.0%	+4.8%
<i>Workplace experiences (Percentage responded 'Yes')</i>				
Experience	Read or referred to your organisation's code of conduct	65.6%	56.1%	+9.6%
Experience	Sat on a selection panel	24.1%	34.0%	-9.8%
Experience	Observed harassment or bullying within the organisation	34.1%	41.0%	-6.9%
Experience	Applied for a new position within the organisation and been successful	16.1%	22.2%	-6.1%

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