

SAMPLE

BENCHMARK REPORT

CORE SURVEY

PEOPLE MATTER SURVEY  
2016

ORGANISATION

VPSC

Victorian Public Sector Commission

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## Introduction

This report compares the core survey results for Organisation to the results of like organisations (your comparator group).

The comparative results can highlight areas for improvement and action and can provide realistic targets for future performance. The data can also be used to communicate why actions are needed.

Benchmark data for additional modules, if selected, is provided in separate reports.

## How to use the information in this report

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

## Important information

- Survey descriptors are at Appendix A.
- Due to survey improvements, such as the new 'neither agree nor disagree' response, most results cannot be compared to previous surveys.
- All percentages are of all respondents, unless stated otherwise.
- The percentage agreement calculation is now:  
 $Agreement \% = \frac{Respondents\ that\ agree\ or\ strongly\ agree\ \#}{All\ respondents\ \#}$   
The denominator now includes 'Don't know' responses which were previously excluded. This change provides truer agreement levels.
- All percentages have been rounded to whole numbers.
- The colours used to show your results reflect the nature of the question asked. For example, 'yes' can be red (if negative) or green (if positive). Therefore, it is important to check the scale descriptions provided.
- To protect anonymity, opinion question results for demographic groups such as gender, occupation etc. are not shown where there are fewer than 10 survey responses for the group.

Please contact [people.matter@vpsc.vic.gov.au](mailto:people.matter@vpsc.vic.gov.au) for further information or to provide feedback.

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## Comparator group

The comparative data in this report is based on the survey results of the following organisations:

Organisation 2

Organisation 6

Organisation 3

Organisation 7

Organisation 4

Organisation 5

The composition of your comparator group may change from year to year and depends on survey participation.

## Response rate

The response rate is the number of survey responses expressed as a percentage of the number of employees invited to participate.

	Your survey	Best in comparator group
Number of responses	x	
Response rate	x%	x%

The higher your response rate the more likely it is the results reflect the views and experiences of your workforce.

Your survey's response profile (page 4) may indicate areas where you can improve response rates in future surveys.

## Response profile

This data is to help you consider how representative the survey is of your organisation. It also can provide a diversity profile of your workforce.

Survey responses: [x](#)

	Survey %		Survey %		Survey %
<b>Gender</b>		<b>Base salary \$ *</b>		<b>Organisation tenure *</b>	
Female	x	Below 55k	x	2 years or less	x
Male	x	55k to 74k	x	3-5 years	x
Transgender	x	75k to 94k	x	6-10 years	x
Prefer not to say	x	95k plus	x	11-20 years	x
<b>Age</b>		<b>Employment type</b>		<b>Working arrangement</b>	
15-34 years	x	Ongoing and executive	x	Full-time	x
35-54 years	x	Fixed term	x	Part-time	x
55+ years	x	Other	x		
<b>Country of birth</b>		<b>Education attained</b>		<b>Occupation category</b>	
Born in Australia	x	Master Degree level	x	Allied health professional	x
Not born in Australia	x	Graduate Diploma or Graduate Certificate level	x	Counselling	x
<b>LOTE spoken at home</b>		Bachelor Degree level incl. honours degrees	x	Community Development	x
Yes	x	Advanced Diploma or Diploma level	x	Management, Administration and Corporate support	x
No	x	Certificate level, including trade	x	Social worker	x
<b>Aboriginal/Torres Strait Islander</b>		Year 12 or equivalent (VCE/Leaving certificate)	x	Other	x
Aboriginal or Torres Strait Islander	x	<b>Sexual orientation</b>		Support services	x
<b>Manager</b>		Heterosexual/Opposite or Other sex attracted	x		
Manager	x	Same Sex Attracted	x		
Not Manager	x	Bisexual	x		
		Prefer not to say	x		
		<b>Disability</b>			
		Yes	x		

LOTE = Language other than English

\* Reported for employees who are ongoing, executive contract or fixed term only.

## Headline benchmarks

## Your highest performing areas - values and employment principles

Your highest scoring areas with respect to your comparator group benchmarks.

The percentage point gaps presented below are the difference in positive agreement between your organisation's result and your comparator group's average result.

For example, if the comparative result is 60% and your result is 80% the gap is +20% points.

Positive (+) percentage point gaps are where your organisation's overall level of agreement is higher than your comparator average.

Negative (-) percentage point gaps are where your organisation's overall level of agreement with positive statements about each theme is below your comparator average.

	<b>Best performing area</b>	Positive agreement %	Gap %pt	<b>Second best</b>	Positive agreement %	Gap %pt	<b>Third best</b>	Positive agreement %	Gap %pt
<b>Public sector value or employment principle</b>	Equal employment opportunity	92	8.2	Fair and reasonable treatment	82	5.1	Merit	69	4.2
The two highest results relative to your comparator group that represent the value or employment principle	Gender identity is not a barrier to success in my organisation	98	13.0	My manager involves me in decisions about my work	82	8.2	In my organisation, employees are recruited on the basis of merit	75	12.3
	My organisation is committed to creating a diverse workforce (e.g. age, gender, disability, cultural background)	92	12.3	My manager treats employees with dignity and respect	87	4.8	People recruited to my organisation seem to have the right skills for the job	77	9.1

## Headline benchmarks

## Your lowest performing areas - values and employment principles

Your lowest scoring areas with respect to your comparator group benchmarks.

The percentage point gaps presented below are the difference in positive agreement between your organisation's result and your comparator group's average result.

For example, if the comparative result is 80% and your result is 60% the gap is -20% points.

Negative (-) percentage point gaps are where your organisation's overall level of agreement with positive statements about each theme is below your comparator average.

Any positive (+) percentage point gaps are where your organisation's overall level of agreement is higher than your comparator average. While positive, they are your organisation's lowest scores with respect to your comparator group and as such are areas in which there may be opportunities for improvement.

	Lowest performing area	Positive agreement %	Gap %pt	Second lowest	Positive agreement %	Gap %pt	Third lowest	Positive agreement %	Gap %pt
<b>Public sector value or employment principle</b>	Avenues of redress	66	-6.3	Responsiveness	87	-3.3	Respect	75	-1.0
The two lowest results relative to your comparator group that represent the value or employment principle	I am confident that if I lodge a grievance in my organisation, it would be investigated in a thorough and objective manner	50	-13.0	In my workgroup, work is undertaken using best practice approaches	77	-9.3	Bullying is not tolerated in my organisation	58	-13.1
	In my organisation, there are clear procedures and processes for resolving grievances	70	-3.7	My manager is committed to ensuring customers receive a high standard of service	82	-5.3	My manager keeps me informed about what's going on	72	0.2

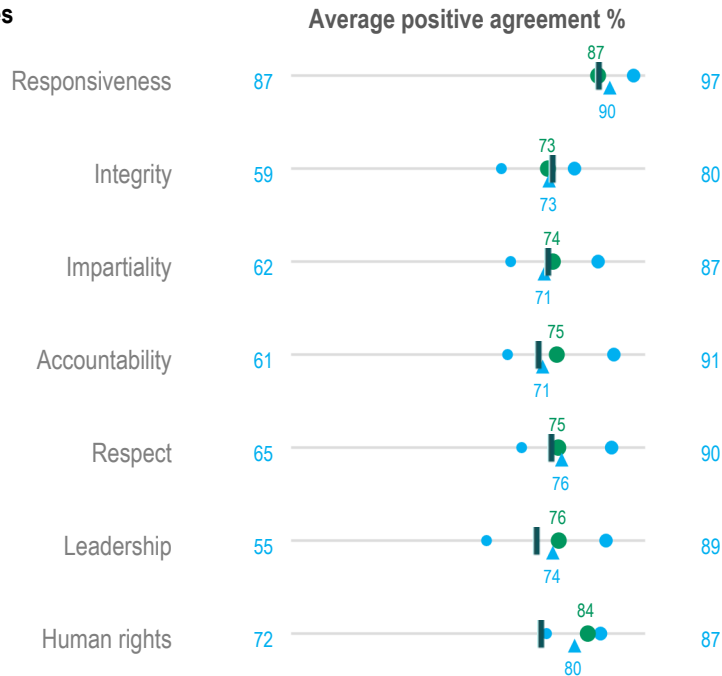
## Headline benchmarks

## Areas of strength, concern and uncertainty

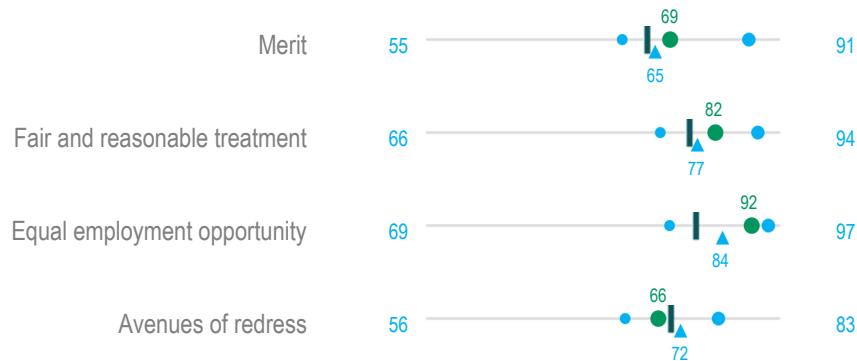
<b>Strengths</b> Positive statements with the most positive responses	Agree or strongly agree	<b>Concern</b> Positive statements with the most negative responses	Disagree or strongly disagree	<b>Uncertainty</b> Positive statements with the most neutral responses	Neither agree nor disagree
Sexual orientation is not a barrier to success in my organisation (Equal employment opportunity)	100 %	Communications about change from senior managers are timely (Leading change)	33 %	I am confident that if I lodge a grievance in my organisation, it would be investigated in a thorough and objective manner (Avenues of redress)	33 %
Gender identity is not a barrier to success in my organisation (Equal employment opportunity)	98 %	In times of change, senior managers provide sufficient information about the purpose of the change (Leading change)	30 %	I am confident that I would be protected from reprisal for reporting improper conduct (Integrity)	30 %
I believe the work that I do is important (Intrinsic reward)	98 %	I rarely think about leaving this organisation (Intention to leave)	25 %	In my organisation, avoiding conflict of interest is seen as important (Integrity)	28 %
My organisation provides high quality services to the Victorian community (Responsiveness)	98 %	Bullying is not tolerated in my organisation (Respect)	18 %	Trainees in my discipline are adequately supervised (Patient safety)	28 %
My organisation encourages employees to act in ways that are consistent with human rights (Human rights)	93 %	I am confident that I would be protected from reprisal for reporting improper conduct (Integrity)	18 %	I feel a strong personal attachment to my organisation (Engagement)	27 %

● You ▲ Group average ● Highest & lowest in group | All org. average

Public sector values



Employment principles



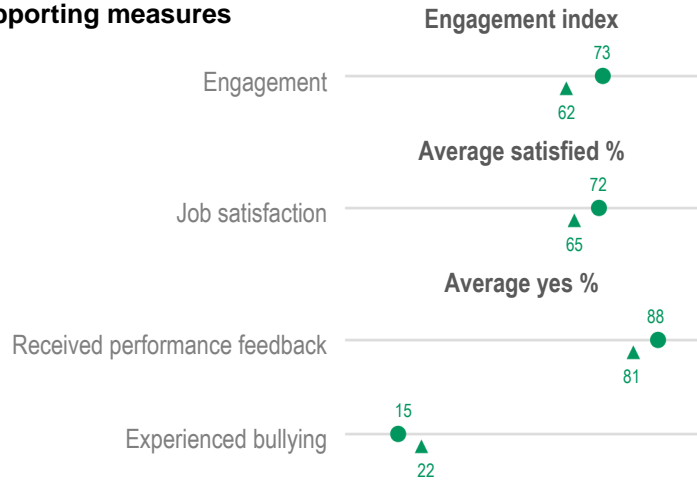
Supporting measures





● You (2016) ▲ You (2015)

Supporting measures



Don't know 
  Strongly disagree 
  Disagree 
  Neither agree nor disagree 
  Agree 
  Strongly agree

● You 
 ▲ Group average 
 ● Highest & lowest in group 
  All org. average

Your results %

Positive agreement %

All org. average %

The average agreement with the following positive questions that measure **Responsiveness**

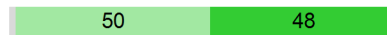
My workgroup strives to achieve customer satisfaction



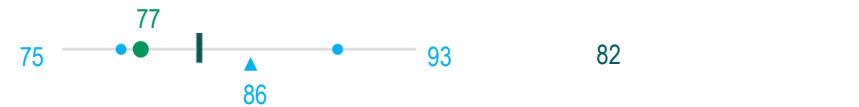
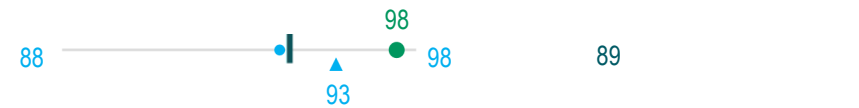
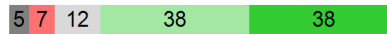
My manager is committed to ensuring customers receive a high standard of service



My organisation provides high quality services to the Victorian community

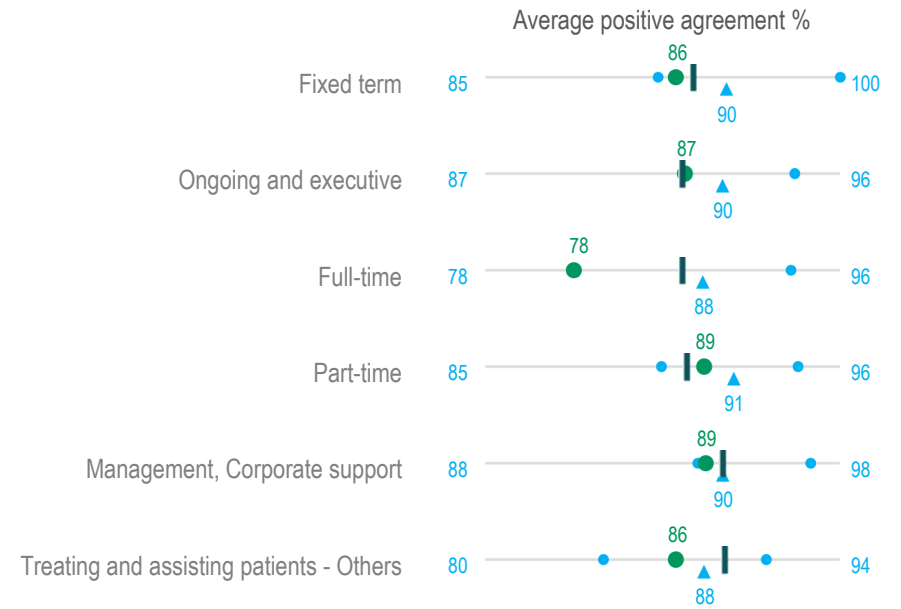
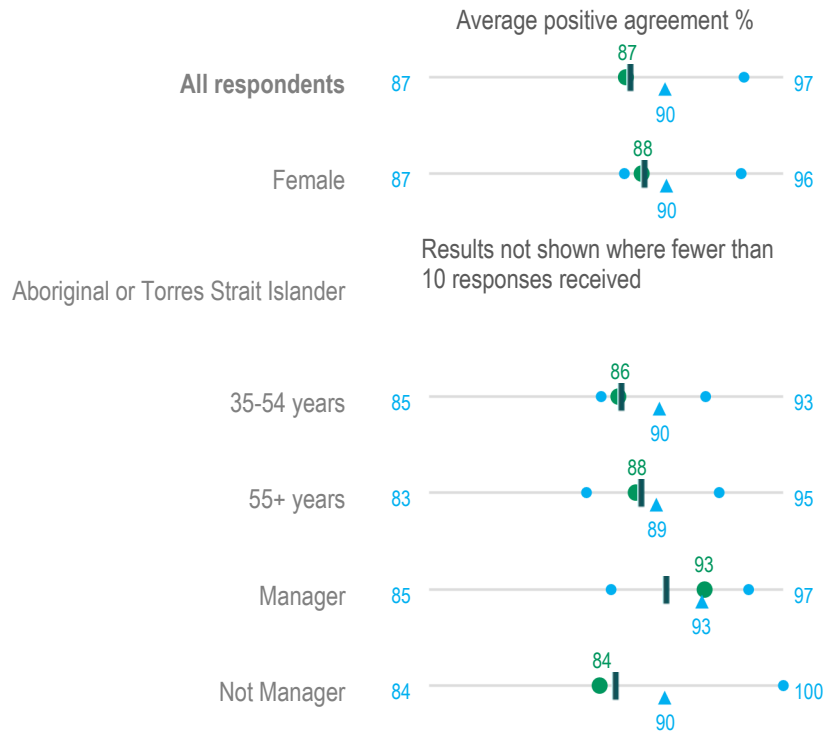


In my workgroup, work is undertaken using best practice approaches



This page provides the average level of agreement with positive statements on responsiveness reported by specific groups of employees.

● You ▲ Group average ● Highest & lowest in group | All org. average



Don't know 
  Strongly disagree 
  Disagree 
  Neither agree nor disagree 
  Agree 
  Strongly agree

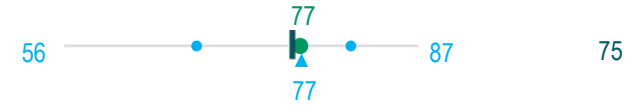
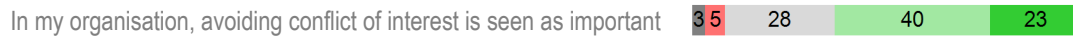
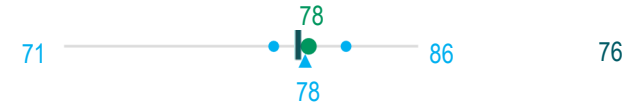
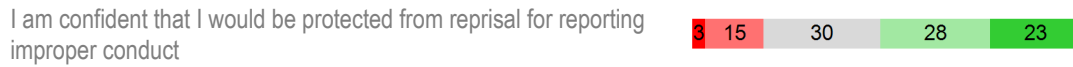
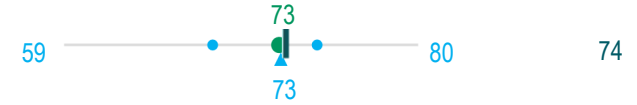
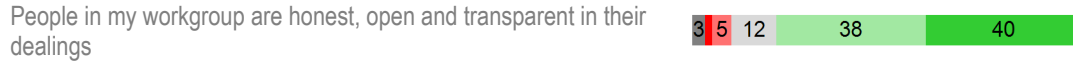
● You 
 ▲ Group average 
 ● Highest & lowest in group 
  All org. average

Your results %

Positive agreement %

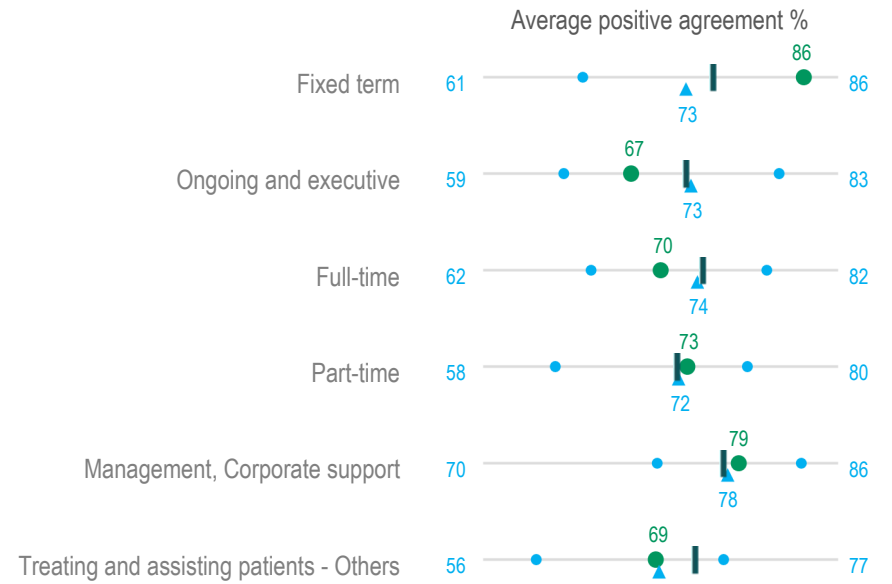
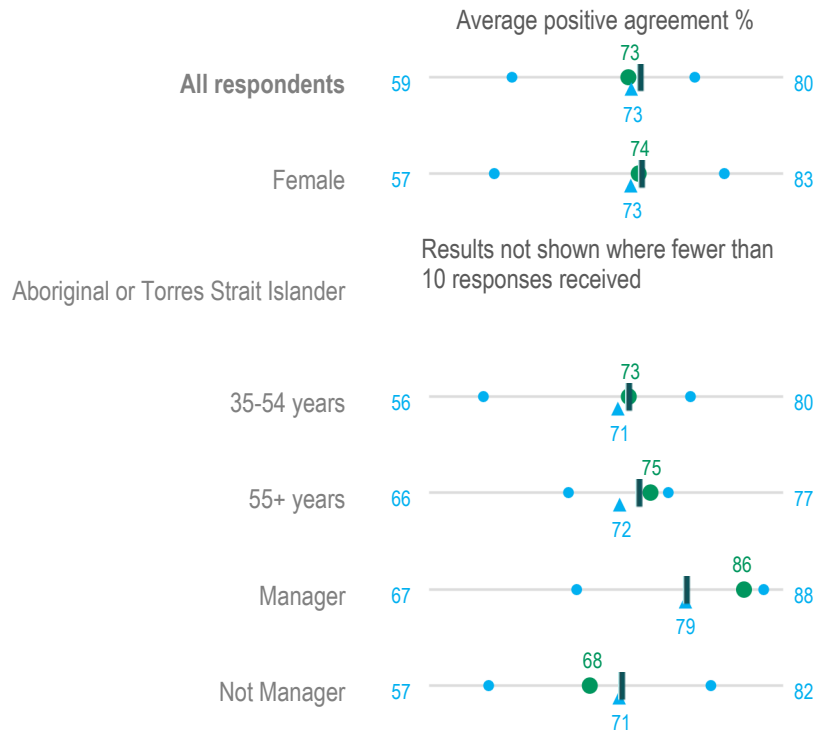
All org. average %

The average agreement with the following positive questions that measure **Integrity**



This page provides the average level of agreement with positive statements on integrity reported by specific groups of employees.

● You ▲ Group average ● Highest & lowest in group | All org. average



Don't know
  Strongly disagree
  Disagree
  Neither agree nor disagree
  Agree
  Strongly agree

● You
 ▲ Group average
 ● Highest & lowest in group
  All org. average

Your results %

Positive agreement %

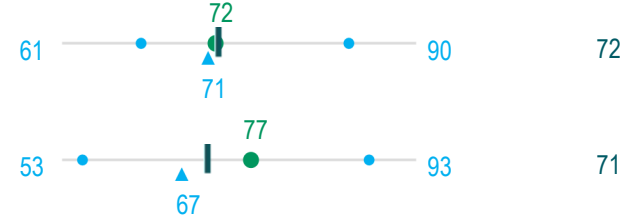
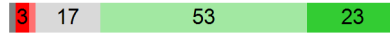
All org. average %

The average agreement with the following positive questions that measure **Impartiality**

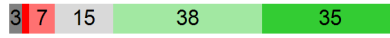
My manager demonstrates objectivity in decision-making



In my organisation, behaving impartially is seen as important

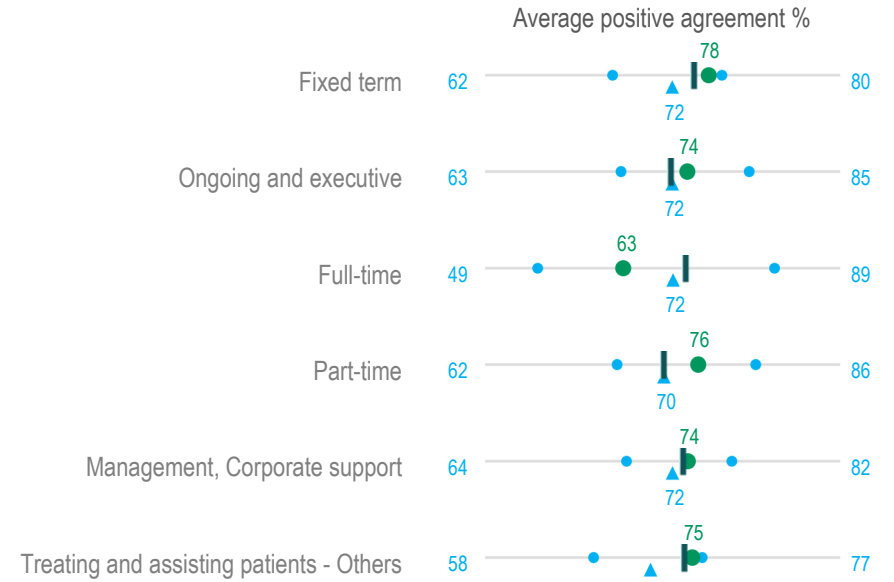
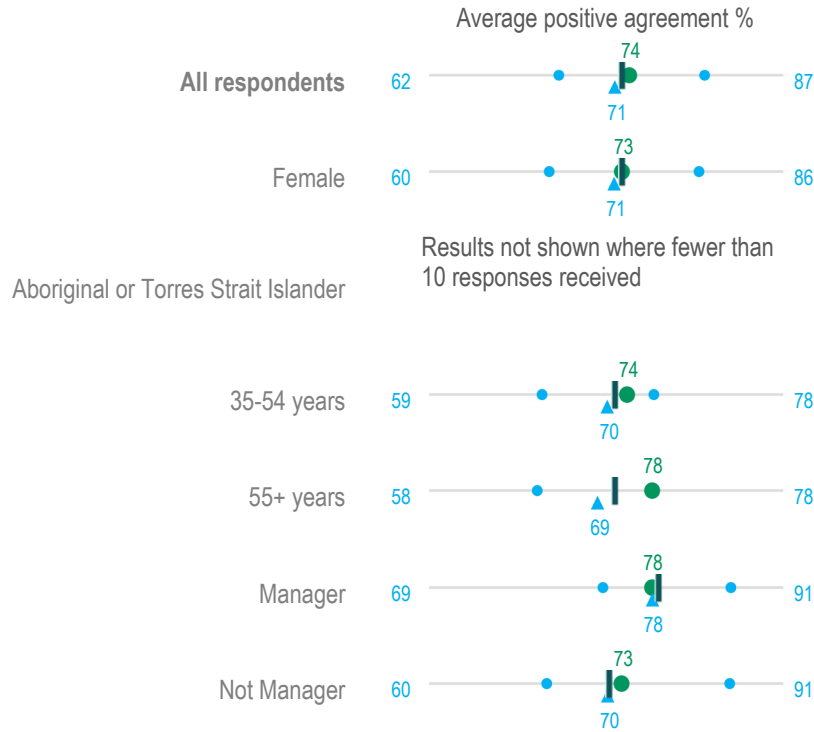


People in my workgroup demonstrate objectivity in decision-making



This page provides the average level of agreement with positive statements on impartiality reported by specific groups of employees.

● You ▲ Group average ● Highest & lowest in group | All org. average



Don't know 
  Strongly disagree 
  Disagree 
  Neither agree nor disagree 
  Agree 
  Strongly agree

● You 
 ▲ Group average 
 ● Highest & lowest in group 
  All org. average

Your results %

Positive agreement %

All org. average %

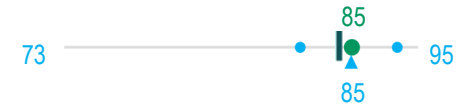
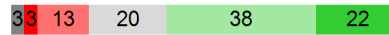
The average agreement with the following positive questions that measure **Accountability**

My workgroup always tries to improve its performance



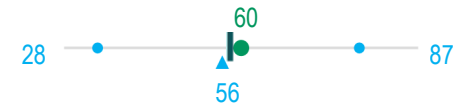
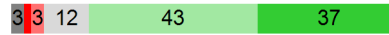
70

Senior managers provide clear strategy and direction



82

People in my workgroup use their time and resources efficiently



58

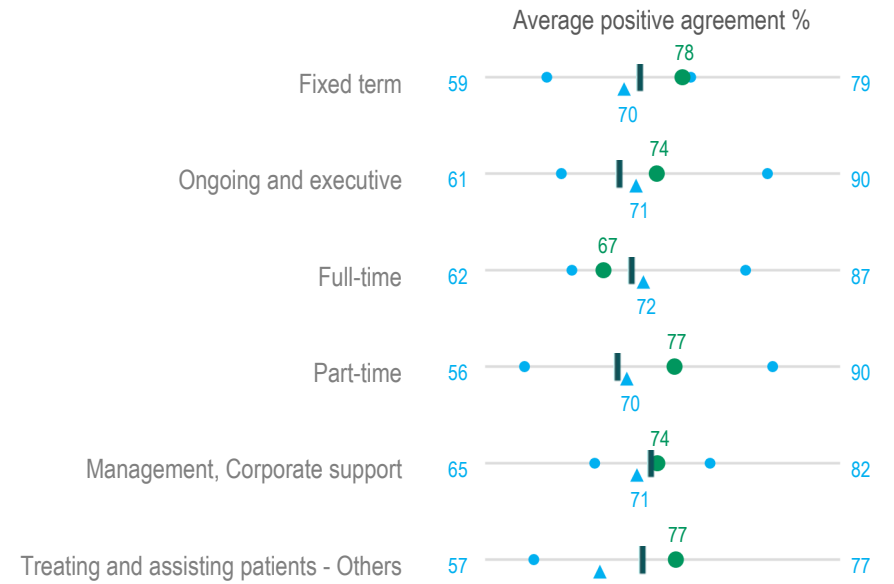
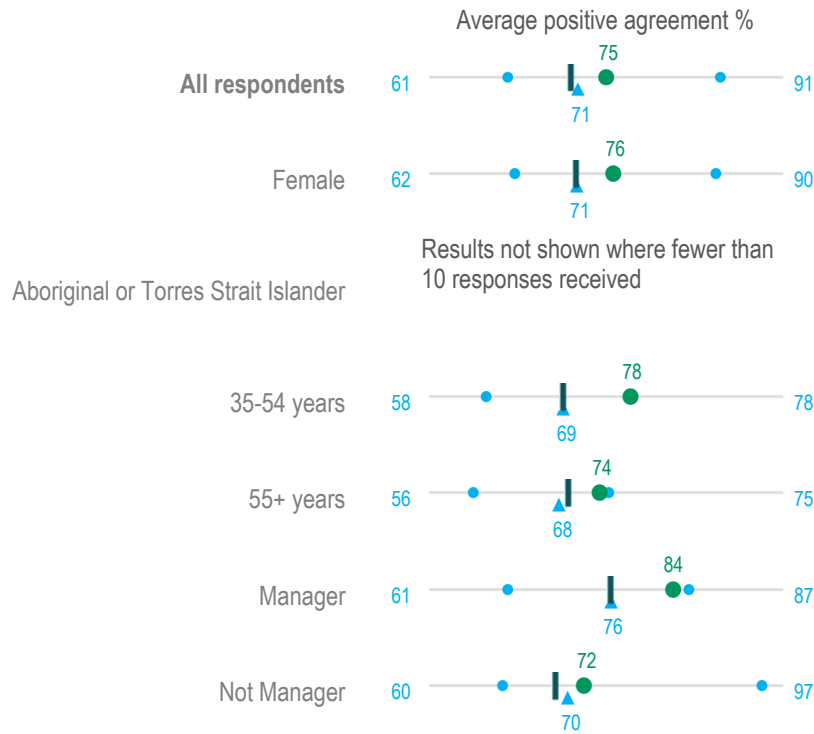


70



This page provides the average level of agreement with positive statements on accountability reported by specific groups of employees.

● You ▲ Group average ● Highest & lowest in group | All org. average



Don't know 
  Strongly disagree 
  Disagree 
  Neither agree nor disagree 
  Agree 
  Strongly agree

● You 
 ▲ Group average 
 ● Highest & lowest in group 
  All org. average

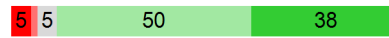
Your results %

Positive agreement %

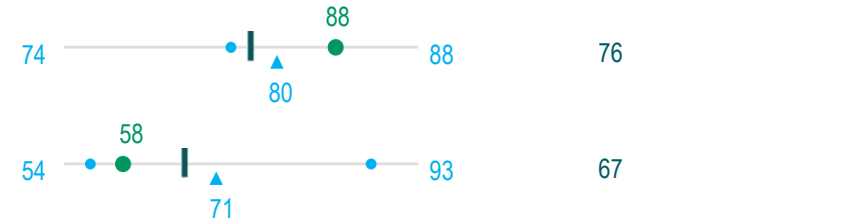
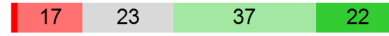
All org. average %

The average agreement with the following positive questions that measure **Respect**

People in my workgroup treat each other with respect



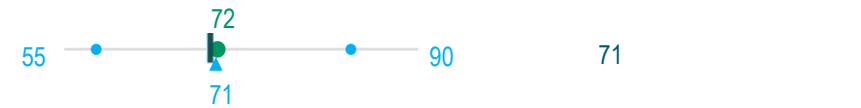
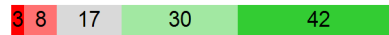
Bullying is not tolerated in my organisation



My manager listens to what I have to say

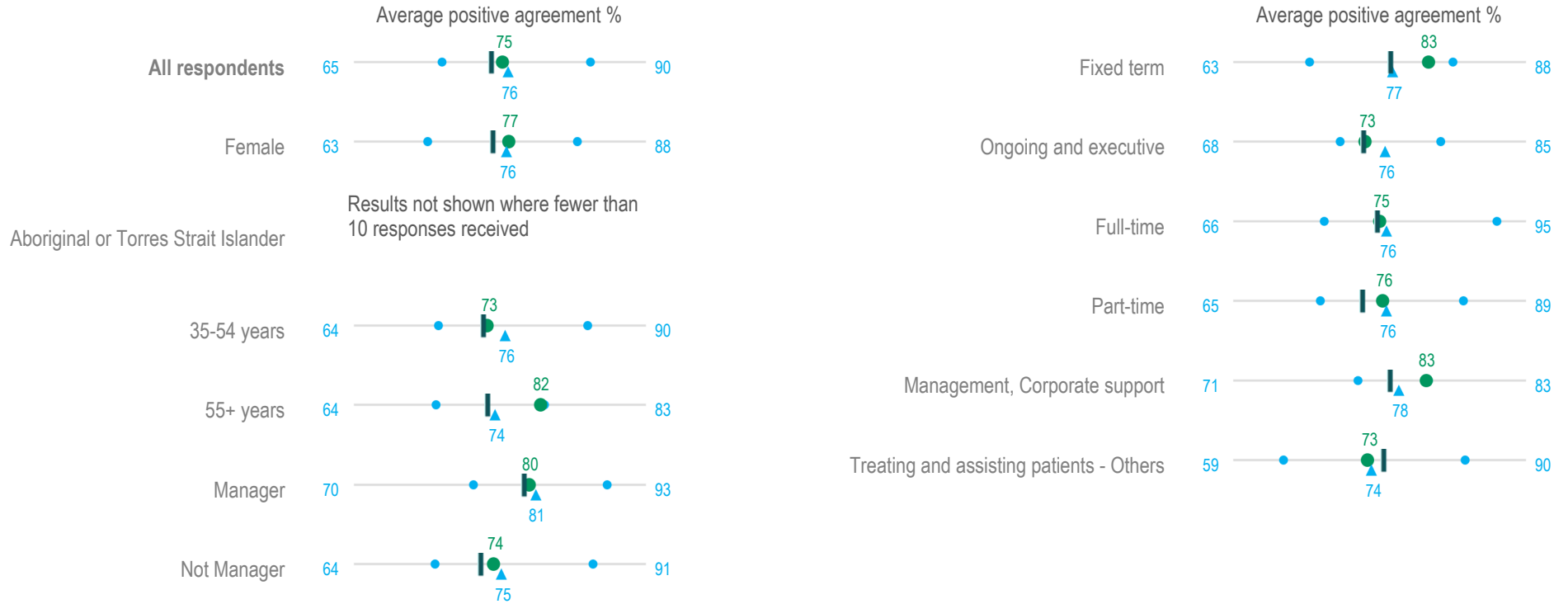


My manager keeps me informed about what's going on



This page provides the average level of agreement with positive statements on respect reported by specific groups of employees.

● You ▲ Group average ● Highest & lowest in group | All org. average



Don't know 
  Strongly disagree 
  Disagree 
  Neither agree nor disagree 
  Agree 
  Strongly agree

● You 
 ▲ Group average 
 ● Highest & lowest in group 
  All org. average

Your results %

Positive agreement %

All org. average %

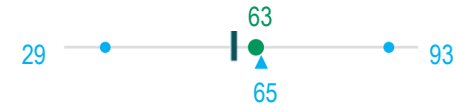
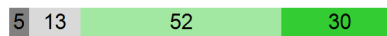
The average agreement with the following positive questions that measure **Leadership**

Senior managers model the public sector values



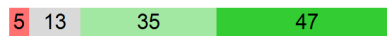
69

In my organisation, behaviour consistent with the public sector values is acknowledged



59

My manager encourages behaviours that are consistent with the public sector values

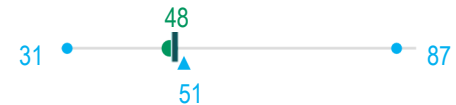
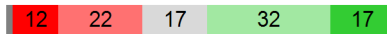


71

**How senior leaders manage change**

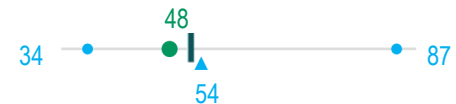
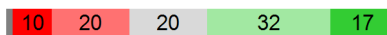
Not counted towards the average leadership measure above

Communications about change from senior managers are timely



49

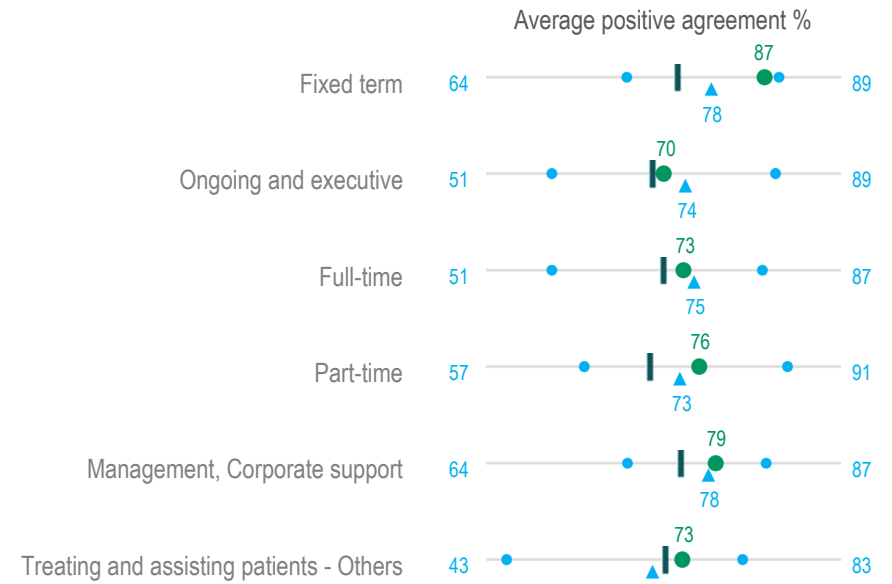
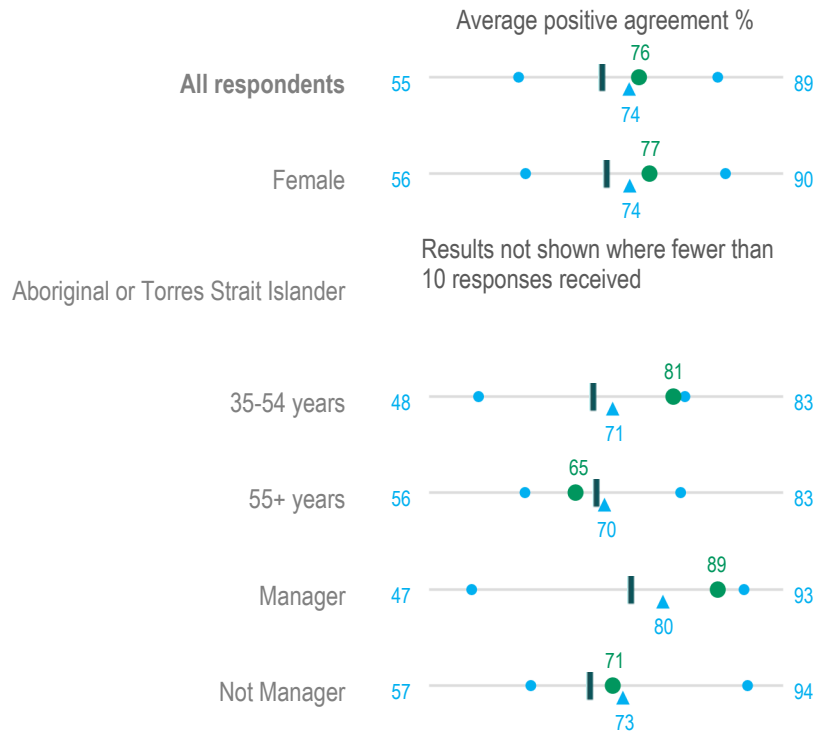
In times of change, senior managers provide sufficient information about the purpose of the change



52

This page provides the average level of agreement with positive statements on leadership reported by specific groups of employees.

● You ▲ Group average ● Highest & lowest in group | All org. average



Don't know 
  Strongly disagree 
  Disagree 
  Neither agree nor disagree 
  Agree 
  Strongly agree

● You 
 ▲ Group average 
 ● Highest & lowest in group 
  All org. average

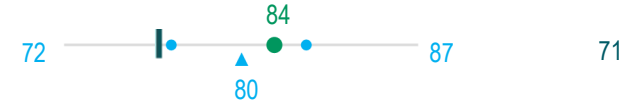
Your results %

Positive agreement %

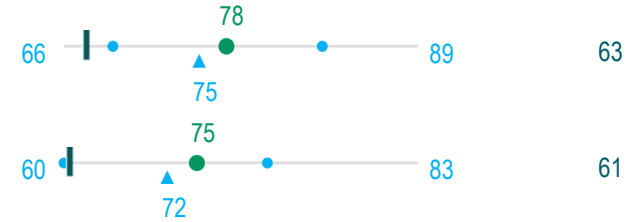
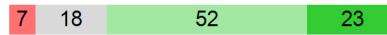
All org. average %

The average agreement with the following positive questions that measure **Human rights**

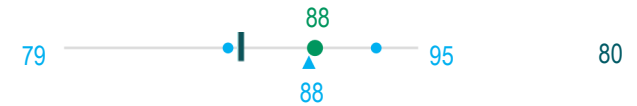
I understand how the Charter of Human Rights and Responsibilities applies to my work



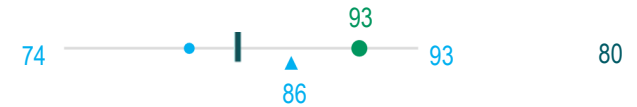
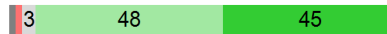
I understand how the Charter of Human Rights and Responsibilities affects me as an employee



In my workgroup, human rights are valued

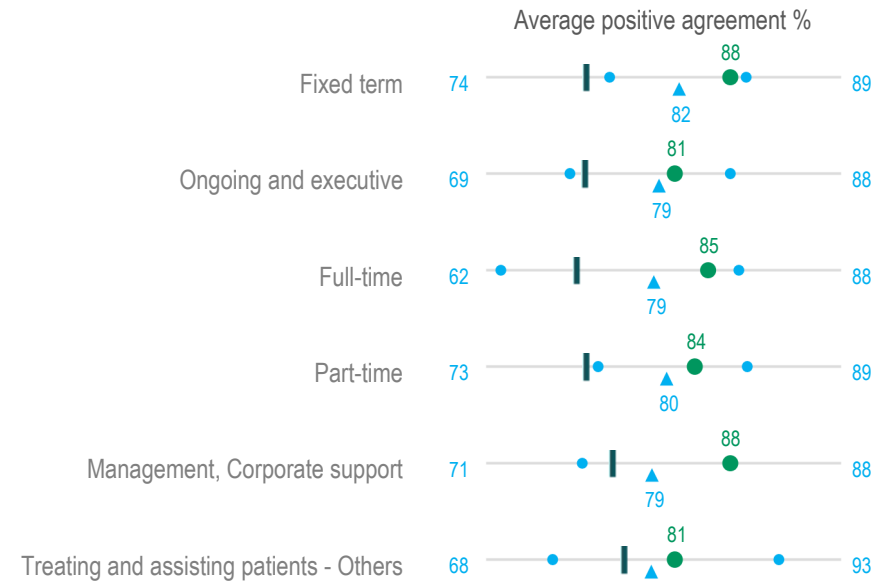
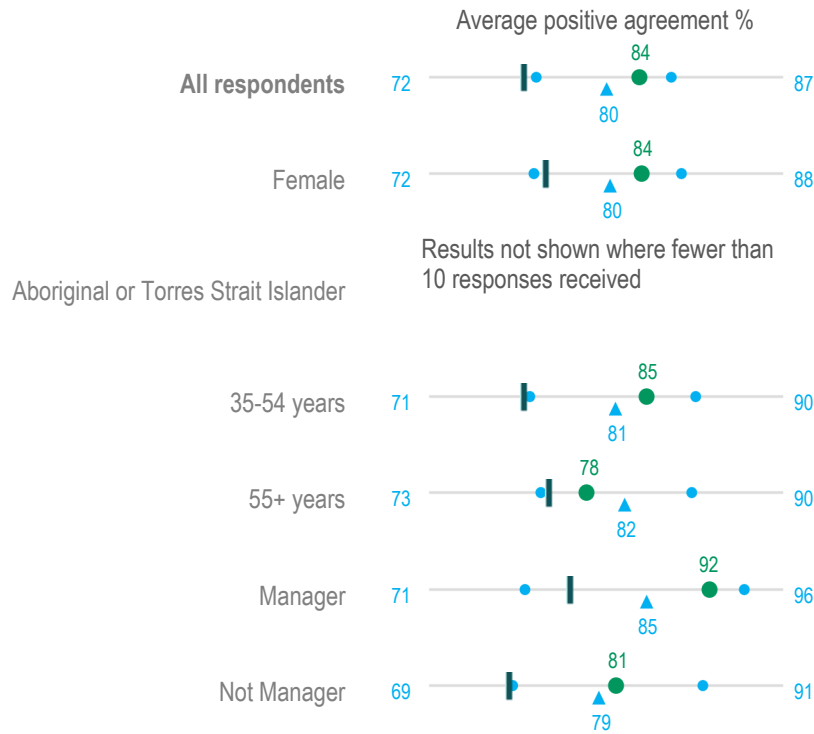


My organisation encourages employees to act in ways that are consistent with human rights



This page provides the average level of agreement with positive statements on human rights reported by specific groups of employees.

● You ▲ Group average ● Highest & lowest in group | All org. average



# Employment principles

## Merit

## Question benchmarks

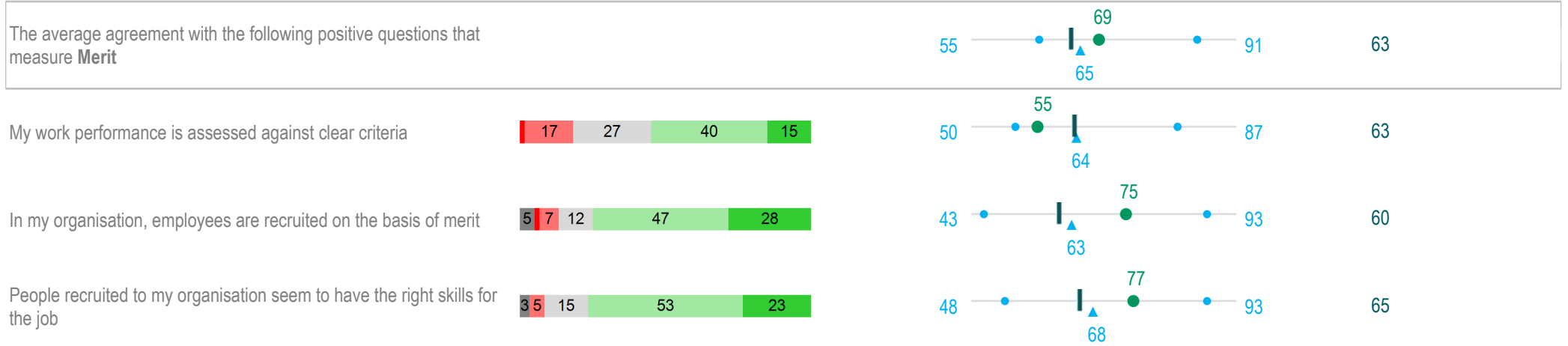
Don't know
  Strongly disagree
  Disagree
  Neither agree nor disagree
  Agree
  Strongly agree

● You
 ▲ Group average
 ● Highest & lowest in group
  All org. average

Your results %

Positive agreement %

All org. average %





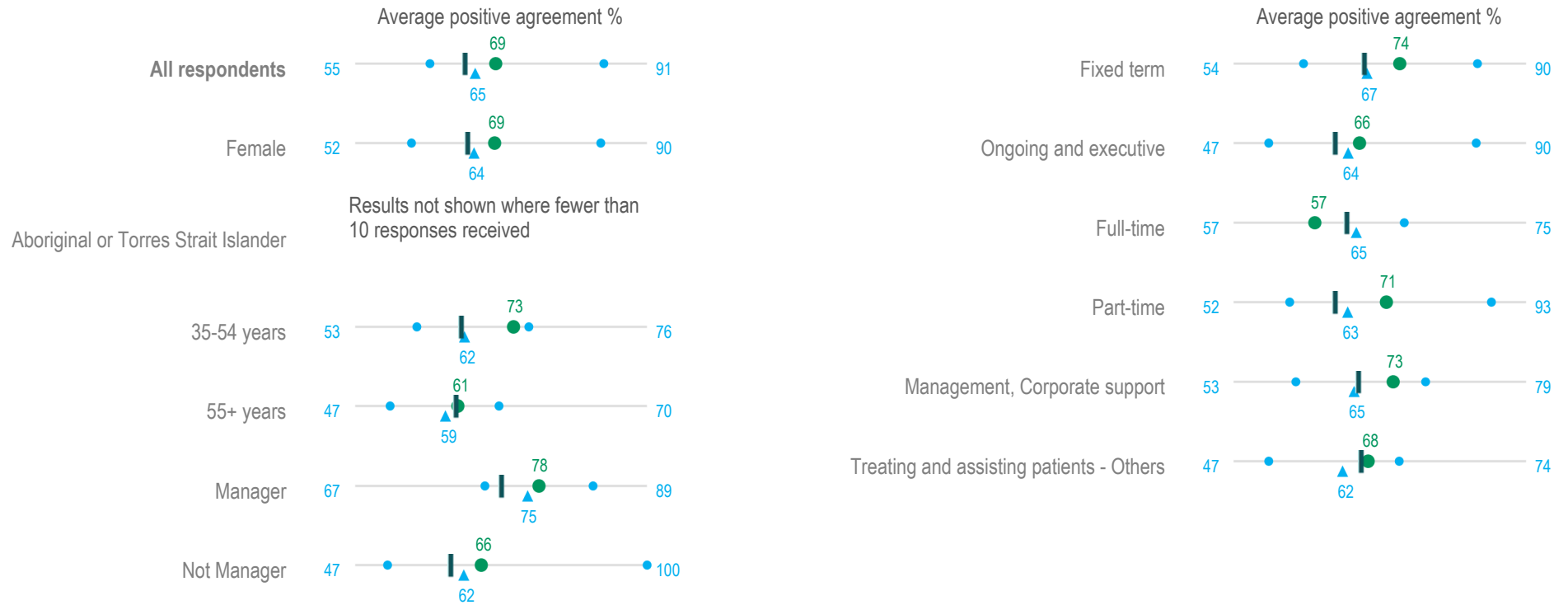
## Employment principles

## Merit

## Demographic benchmarks

This page provides the average level of agreement with positive statements on the merit principle reported by specific groups of employees.

● You ▲ Group average ● Highest & lowest in group | All org. average



# Employment principles

## Fair and reasonable treatment

### Question benchmarks

Don't know 
  Strongly disagree 
  Disagree 
  Neither agree nor disagree 
  Agree 
  Strongly agree

● You 
 ▲ Group average 
 ● Highest & lowest in group 
  All org. average

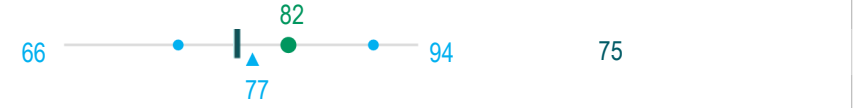
Your results %

Positive agreement %

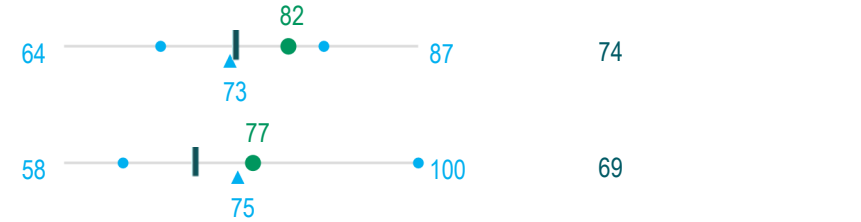
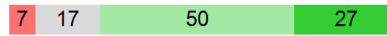
All org. average %

The average agreement with the following positive questions that measure **Fair and reasonable treatment**

My manager involves me in decisions about my work



In my organisation, there are opportunities for me to develop my skills and knowledge

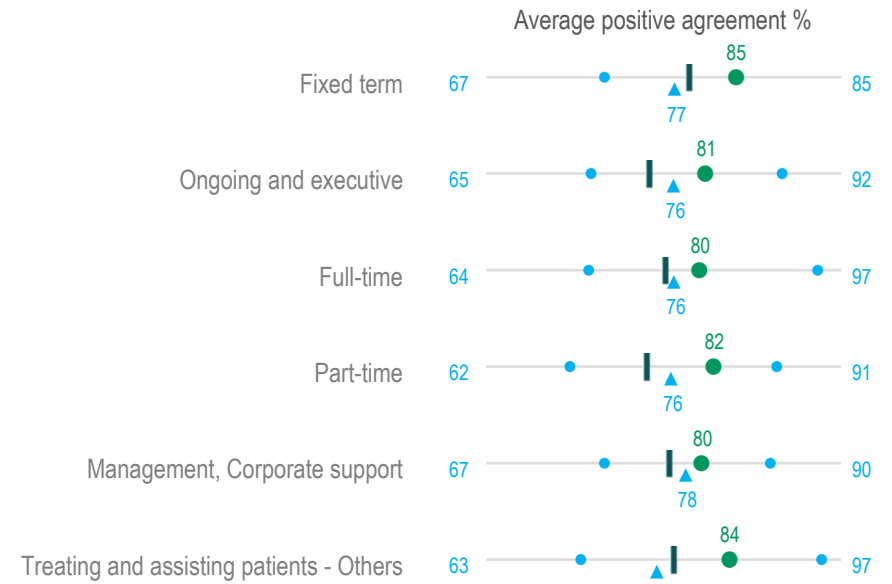
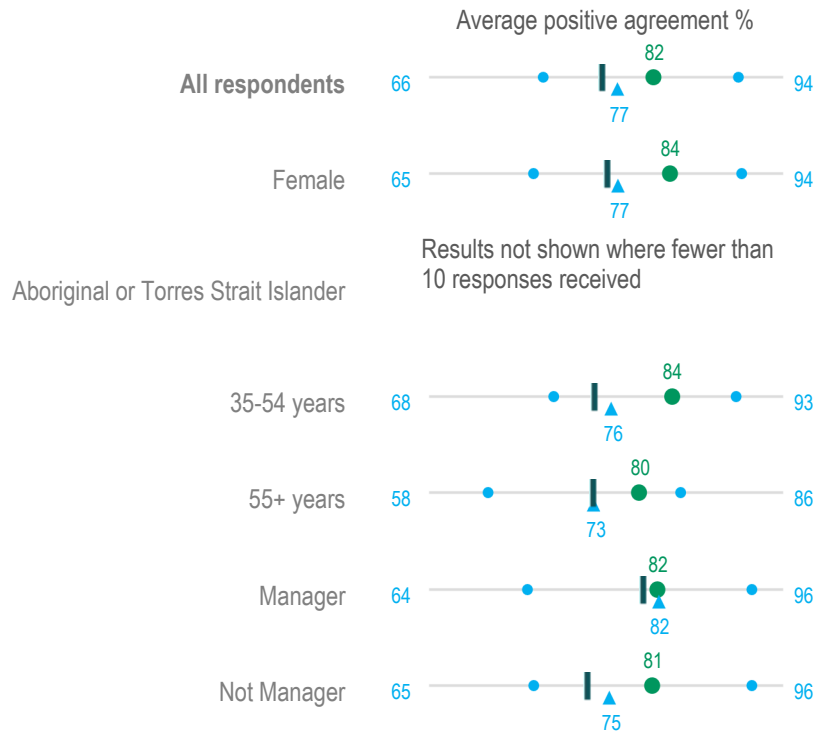


My manager treats employees with dignity and respect



This page provides the average level of agreement with positive statements on fair and reasonable treatment reported by specific groups of employees.

● You ▲ Group average ● Highest & lowest in group | All org. average



# Employment principles

# Equal employment opportunity

# Question benchmarks

Don't know 
  Strongly disagree 
  Disagree 
  Neither agree nor disagree 
  Agree 
  Strongly agree

● You 
 ▲ Group average 
 ● Highest & lowest in group 
  All org. average

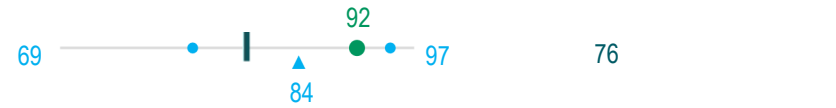
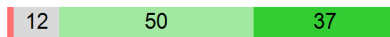
Your results %

Positive agreement %

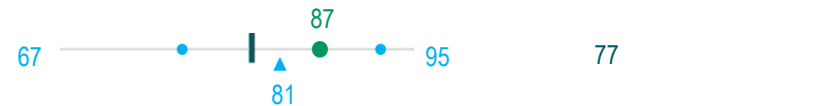
All org. average %

The average agreement with the following positive questions that measure **Equal employment opportunity**

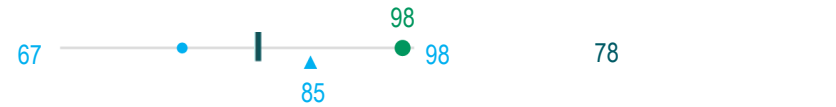
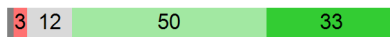
Equal Employment Opportunity is provided in my organisation



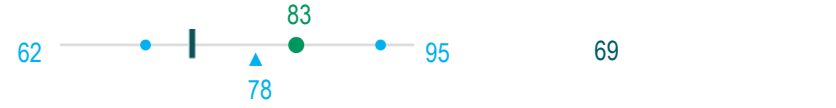
Gender identity is not a barrier to success in my organisation



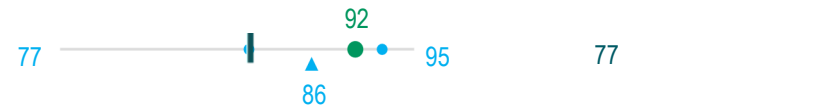
Disability is not a barrier to success in my organisation



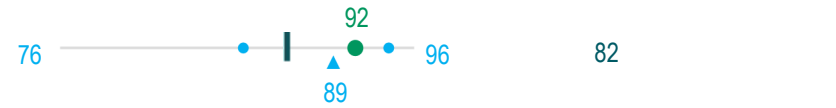
Age is not a barrier to success in my organisation



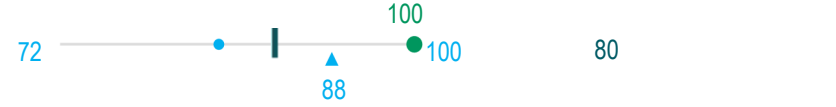
Cultural background is not a barrier to success in my organisation



Sexual orientation is not a barrier to success in my organisation

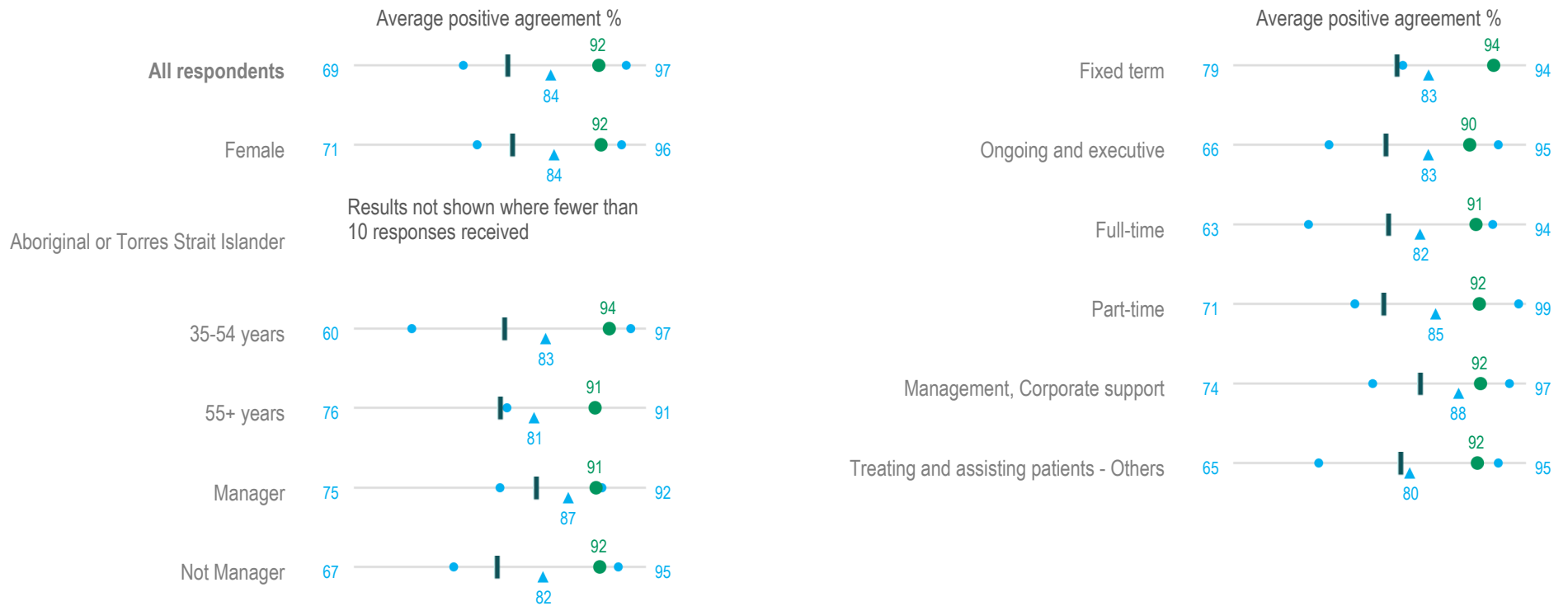


My organisation is committed to creating a diverse workforce (e.g. age, gender, disability, cultural background)



This page provides the average level of agreement with positive statements on equal employment opportunity reported by specific groups of employees.

● You ▲ Group average ● Highest & lowest in group | All org. average



## Employment principles

## Equal employment opportunity

## Demographic benchmarks 2

Don't know
  Strongly disagree
  Disagree
  Neither agree nor disagree
  Agree
  Strongly agree

● You
 ▲ Group average
 ● Highest & lowest in group
  All org. average

Your results %

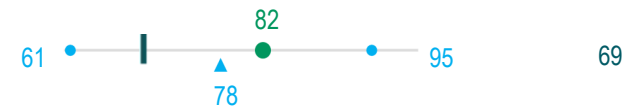
Positive agreement %

All org. average %

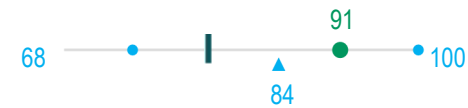
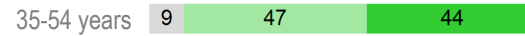
Gender identity is not a barrier to success in my organisation



Disability is not a barrier to success in my organisation



Age is not a barrier to success in my organisation



## Employment principles

## Equal employment opportunity

## Demographic benchmarks 3

Don't know
  Strongly disagree
  Disagree
  Neither agree nor disagree
  Agree
  Strongly agree

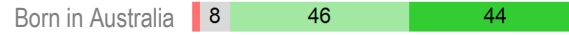
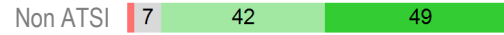
● You
 ▲ Group average
 ● Highest & lowest in group
  All org. average

Your results %

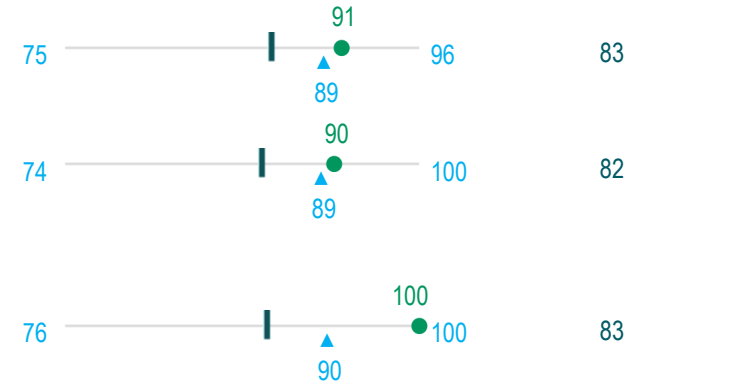
Positive agreement %

All org. average %

Cultural background is not a barrier to success in my organisation



Sexual orientation is not a barrier to success in my organisation



Employment principles

Avenues of redress

Question benchmarks

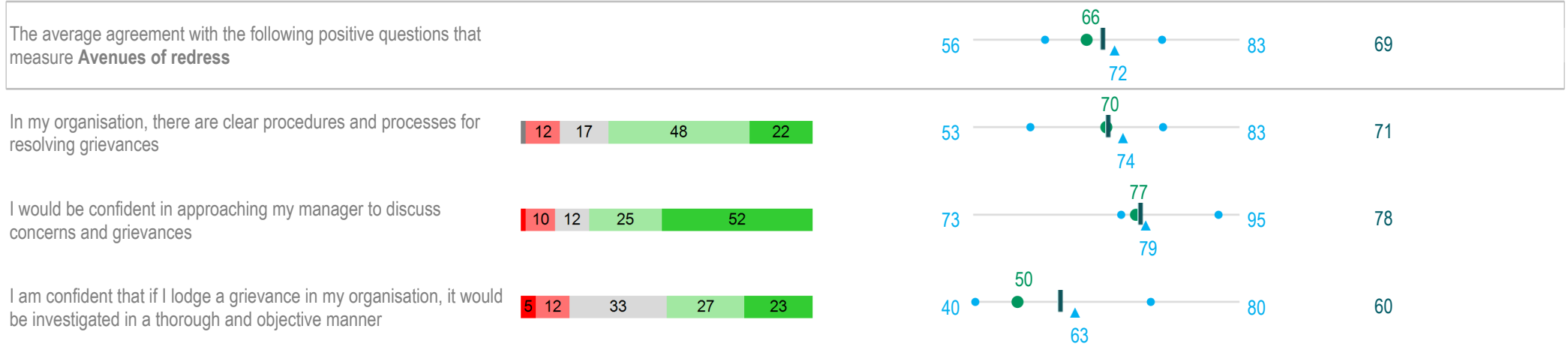
Don't know 
  Strongly disagree 
  Disagree 
  Neither agree nor disagree 
  Agree 
  Strongly agree

● You 
 ▲ Group average 
 ● Highest & lowest in group 
  All org. average

Your results %

Positive agreement %

All org. average %





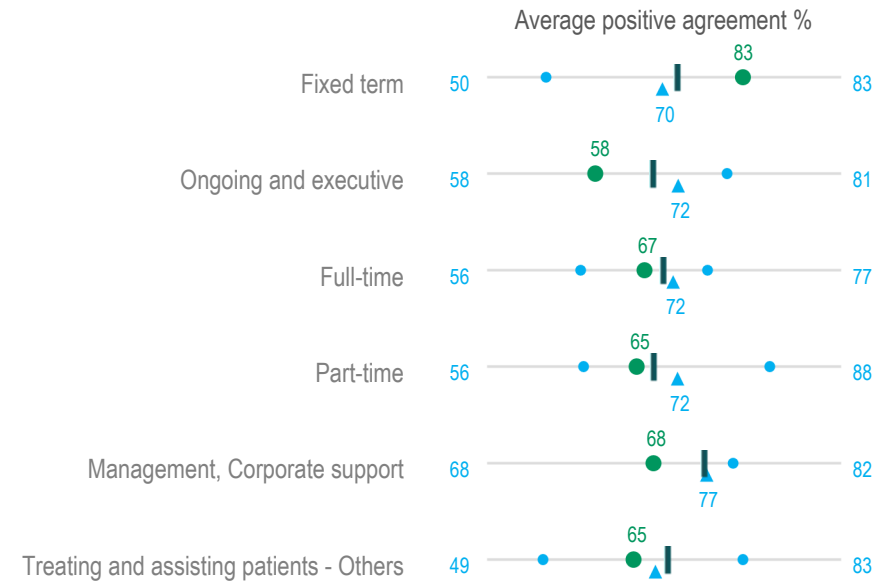
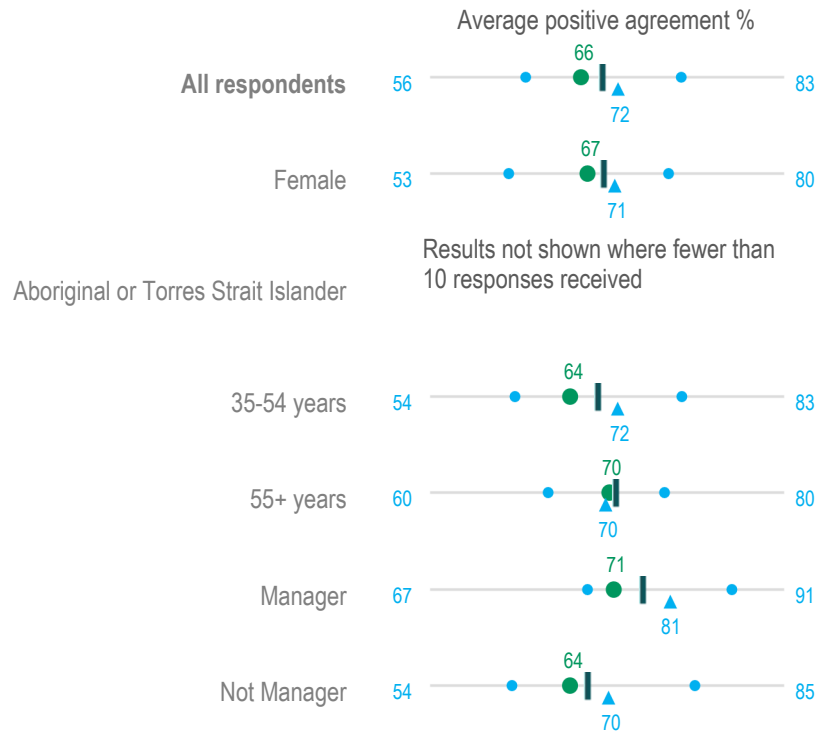
## Employment principles

## Avenues of redress

## Demographic benchmarks

This page provides the average level of agreement with positive statements on avenues of redress reported by specific groups of employees.

● You ▲ Group average ● Highest & lowest in group | All org. average



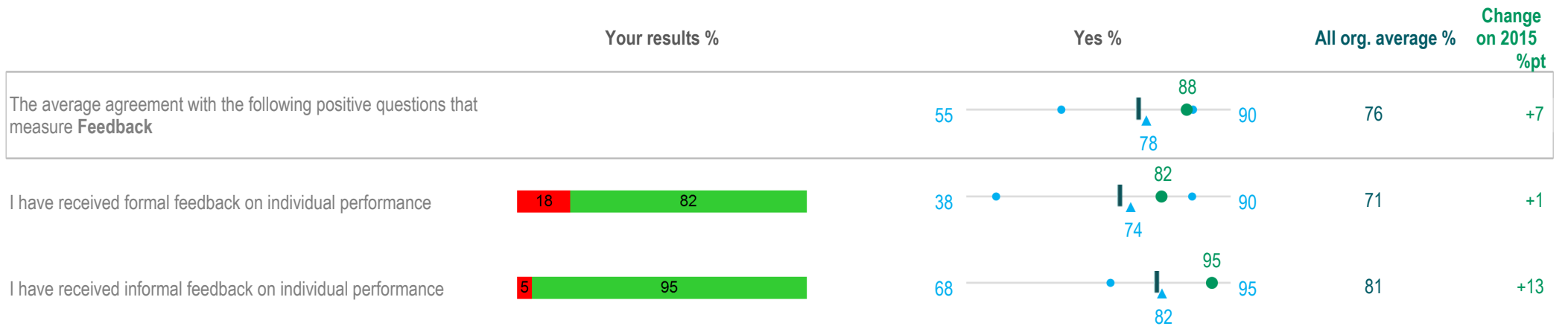
Supporting measures

Feedback

Question benchmarks

■ No 
 ■ Not applicable 
 ■ Yes

● You 
 ▲ Group average 
 ● Highest & lowest in group 
 | All org. average

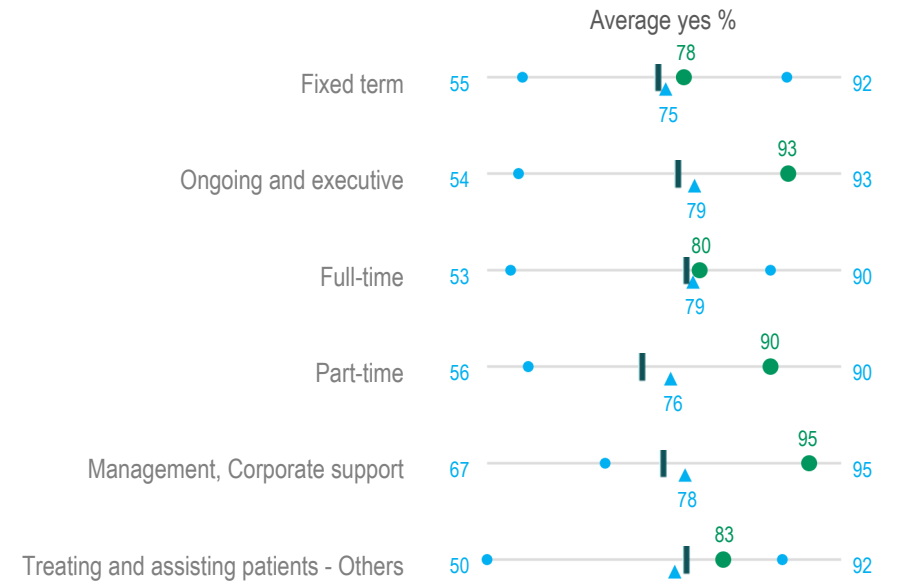
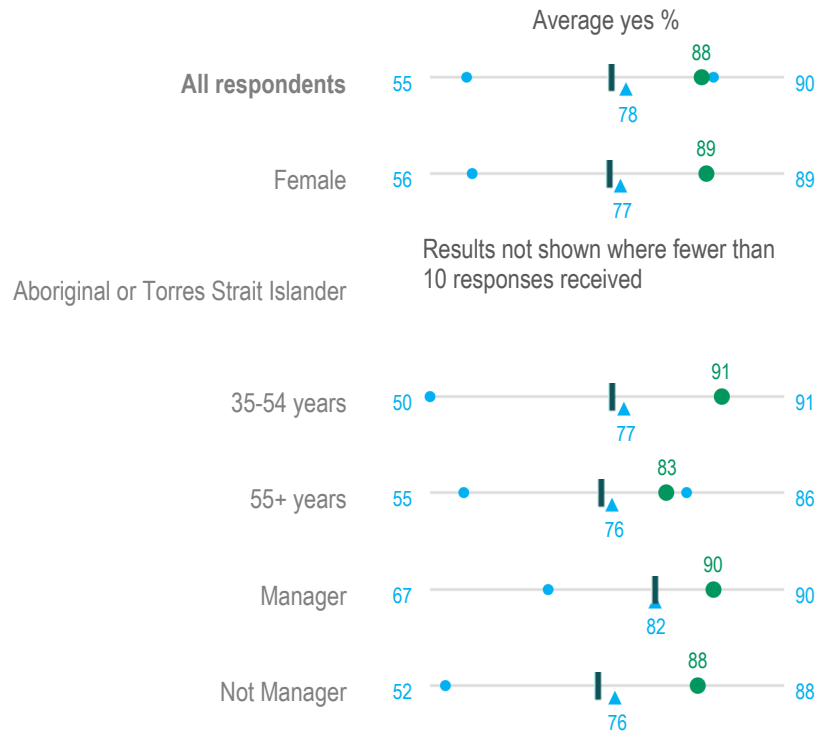


**Formal feedback** generally refers to documented feedback such as an annual performance review or a formal coaching session.

**Informal feedback** refers to conversations about day to day work performance.

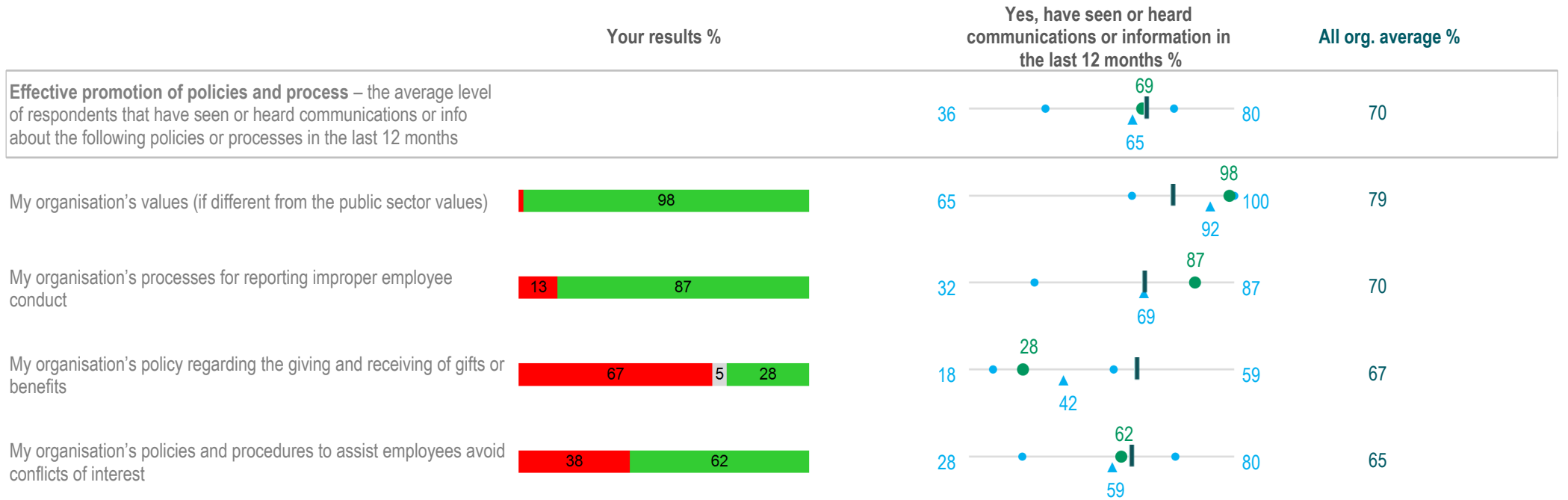
This page shows the proportion of each group that received any form of feedback (informal or formal).

● You ▲ Group average ● Highest & lowest in group | All org. average



■ No 
 ■ Not applicable 
 ■ Yes, I have seen or heard communications or information in the last 12 months

● You 
 ▲ Group average 
 ● Highest & lowest in group 
 | All org. average



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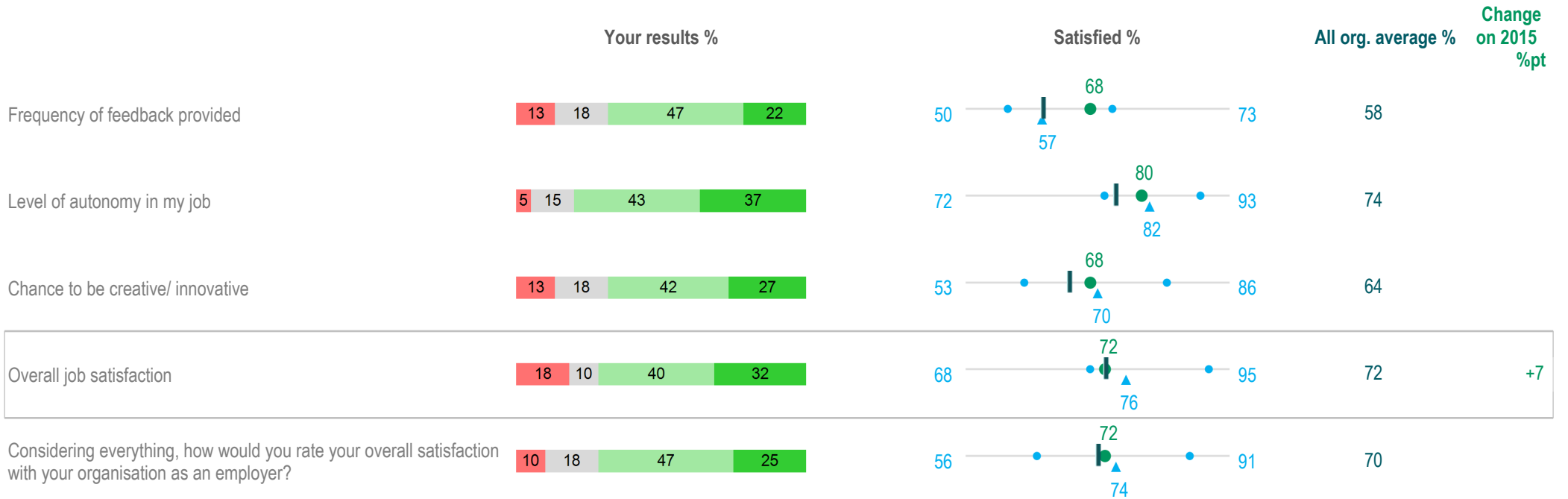
Supporting measures

Job satisfaction

Question benchmarks

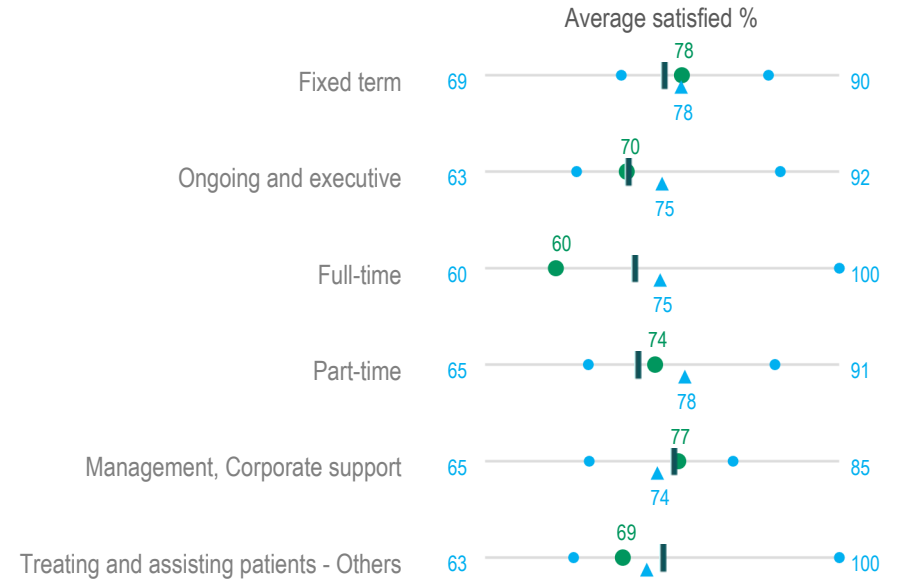
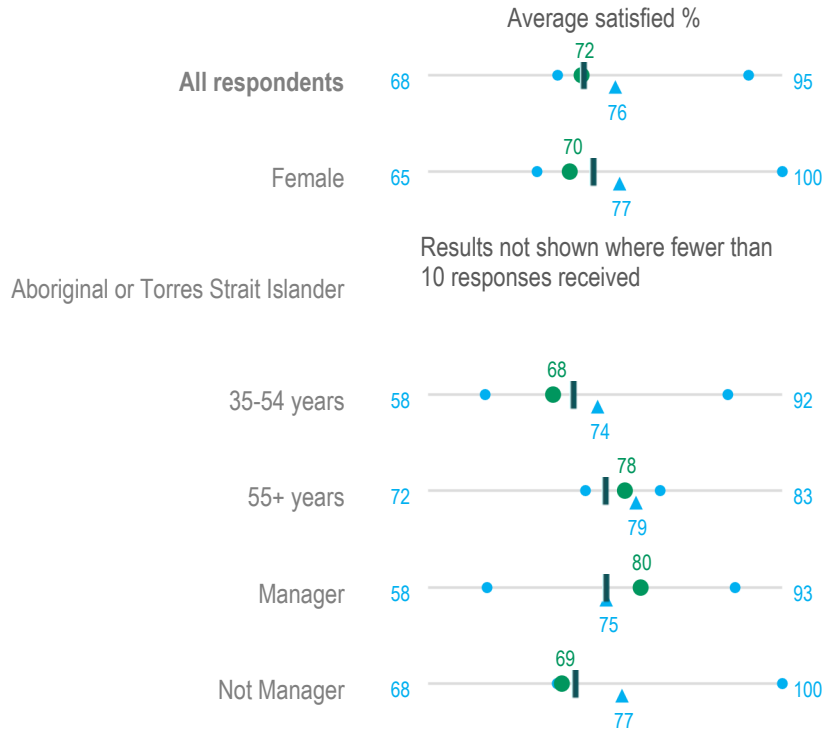
Very dissatisfied Dissatisfied Neither satisfied nor dissatisfied Satisfied Very satisfied

You Group average Highest & lowest in group All org. average



This page provides the overall level of job satisfaction reported by specific groups of employees.

● You ▲ Group average ● Highest & lowest in group | All org. average



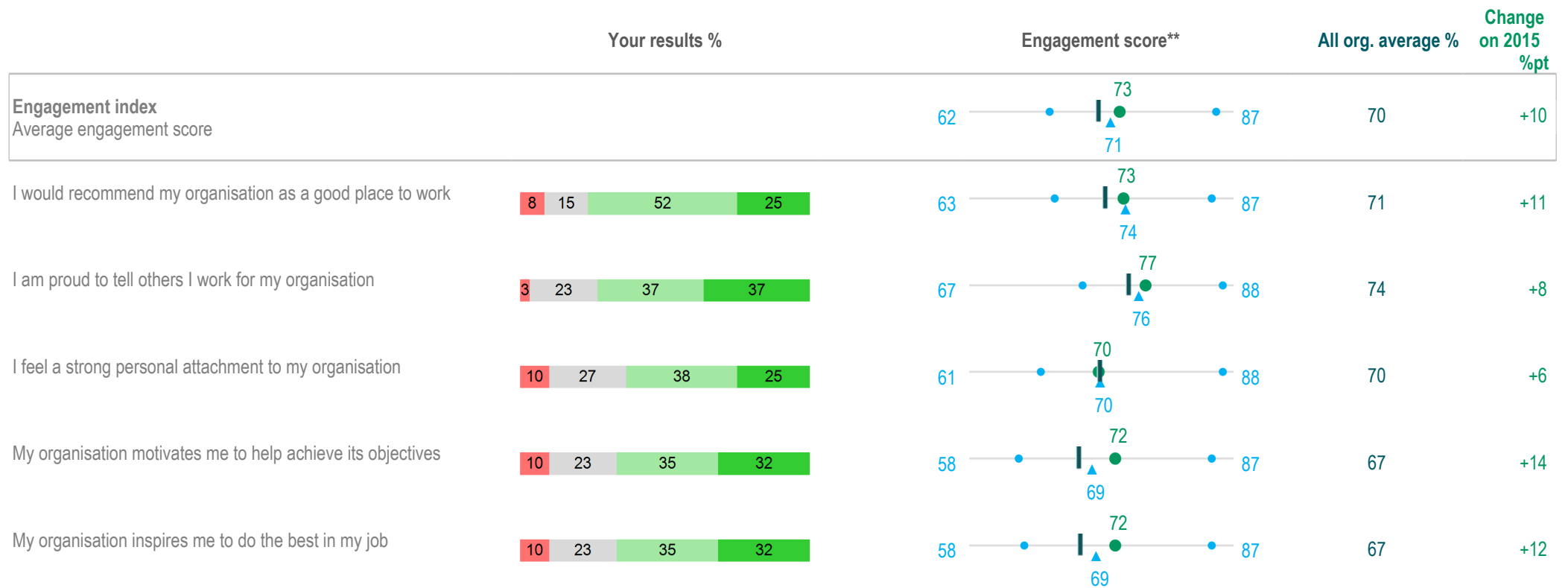
## Supporting measures

## Engagement

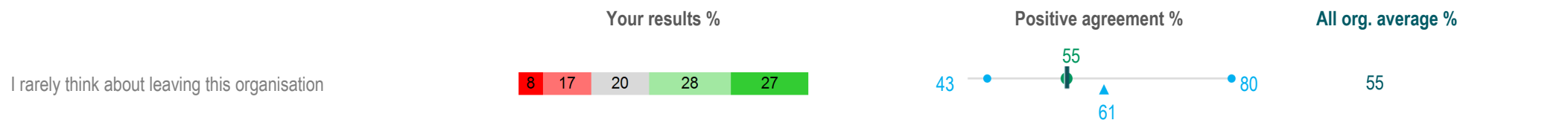
## Question benchmarks

Don't know
  Strongly disagree
  Disagree
  Neither agree nor disagree
  Agree
  Strongly agree

● You
 ▲ Group average
 ● Highest & lowest in group
  All org. average



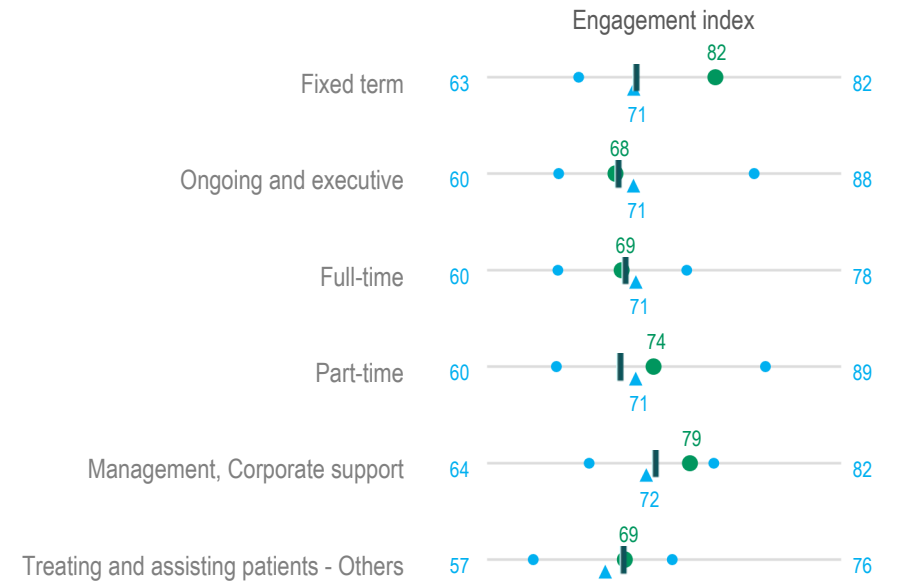
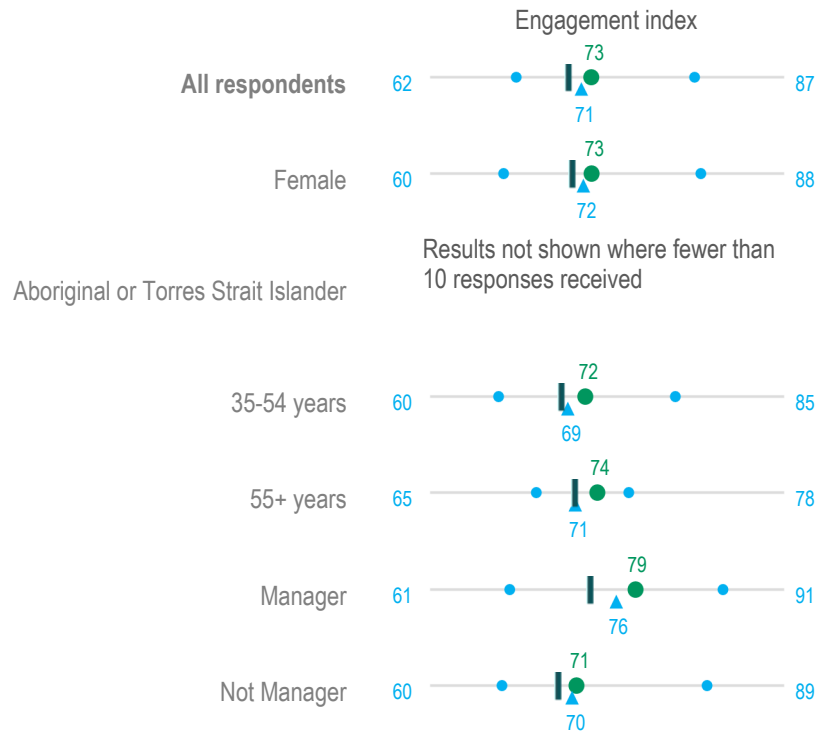
\*\* Engagement score %: Each respondent is given a score for each engagement question where strongly agree equates to 100 points, agree equates to 75 points, neither agree nor disagree equates to 50 points, disagree equates to 25 points and strongly disagree equates to 0 points.





This page provides the engagement index for specific groups of employees.

● You ▲ Group average ● Highest & lowest in group | All org. average



Don't know 
  Strongly disagree 
  Disagree 
  Neither agree nor disagree 
  Agree 
  Strongly agree

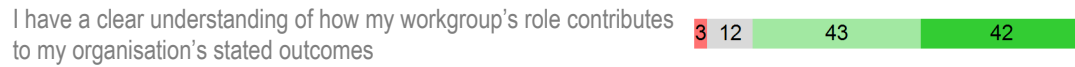
● You 
 ▲ Group average 
 ● Highest & lowest in group 
  All org. average

Your results %

Positive agreement %

All org. average %

The average agreement with the following positive questions that measure **Role clarity**



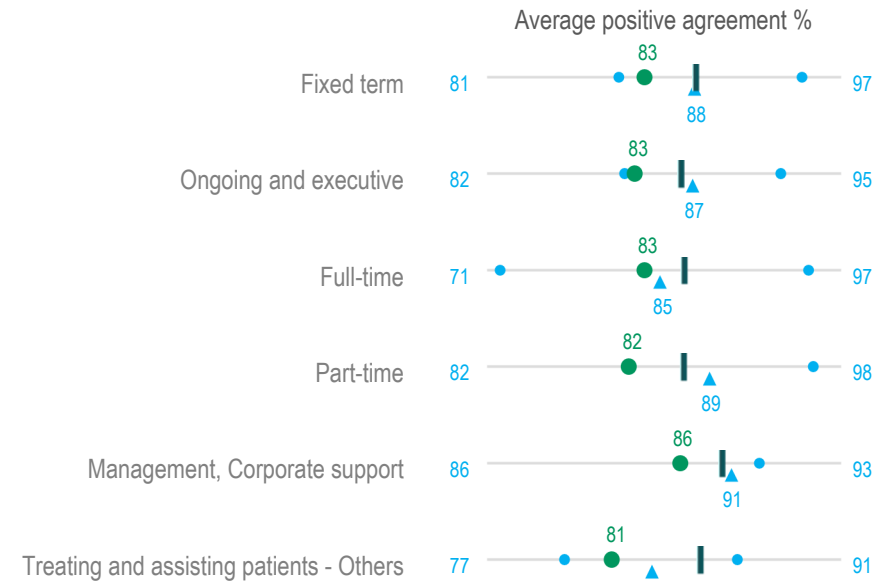
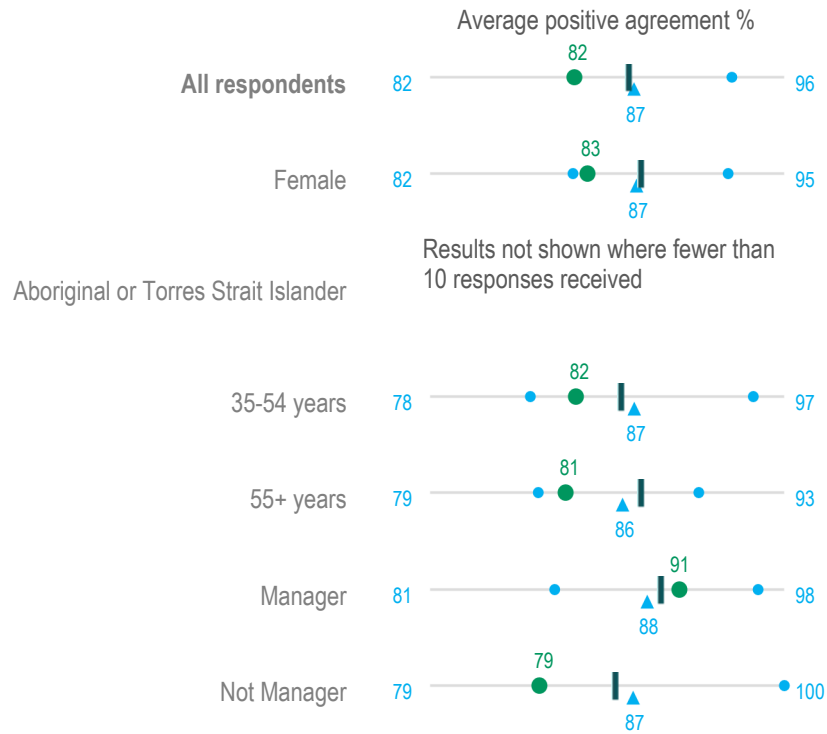
## Supporting measures

## Role clarity

## Demographic benchmarks

This page provides the average level of agreement with positive statements on role clarity reported by specific groups of employees.

● You ▲ Group average ● Highest & lowest in group | All org. average



Don't know 
  Strongly disagree 
  Disagree 
  Neither agree nor disagree 
  Agree 
  Strongly agree

● You 
 ▲ Group average 
 ● Highest & lowest in group 
  All org. average

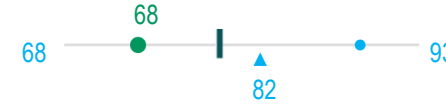
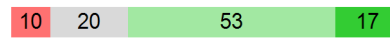
Your results %

Positive agreement %

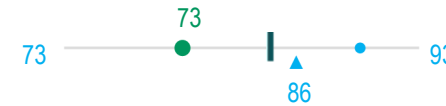
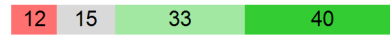
All org. average %

The average agreement with the following positive questions that measure **Role enablers**

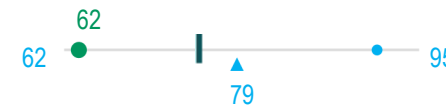
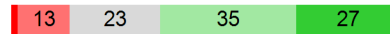
I have the authority to do my job effectively (e.g. the necessary delegation(s), autonomy, level of responsibility)



My job allows me to utilise my skills, knowledge and abilities

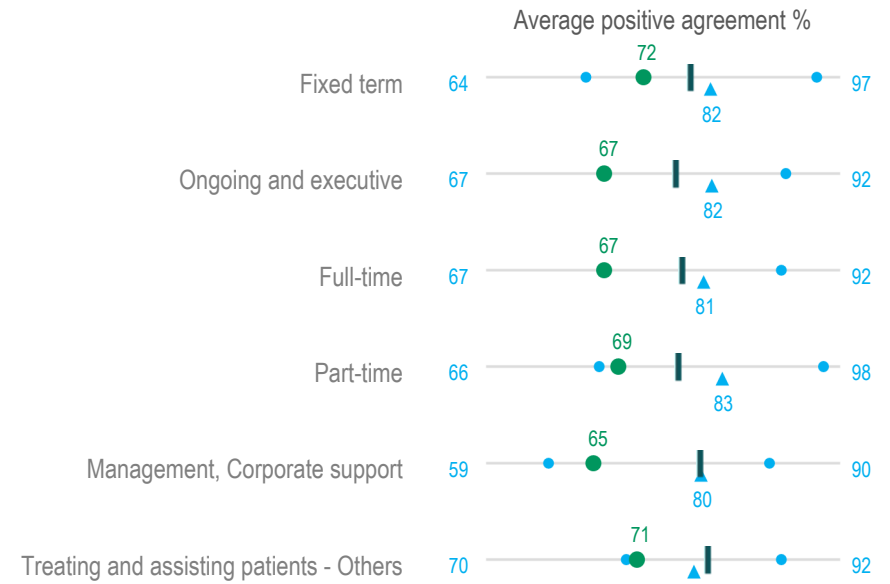
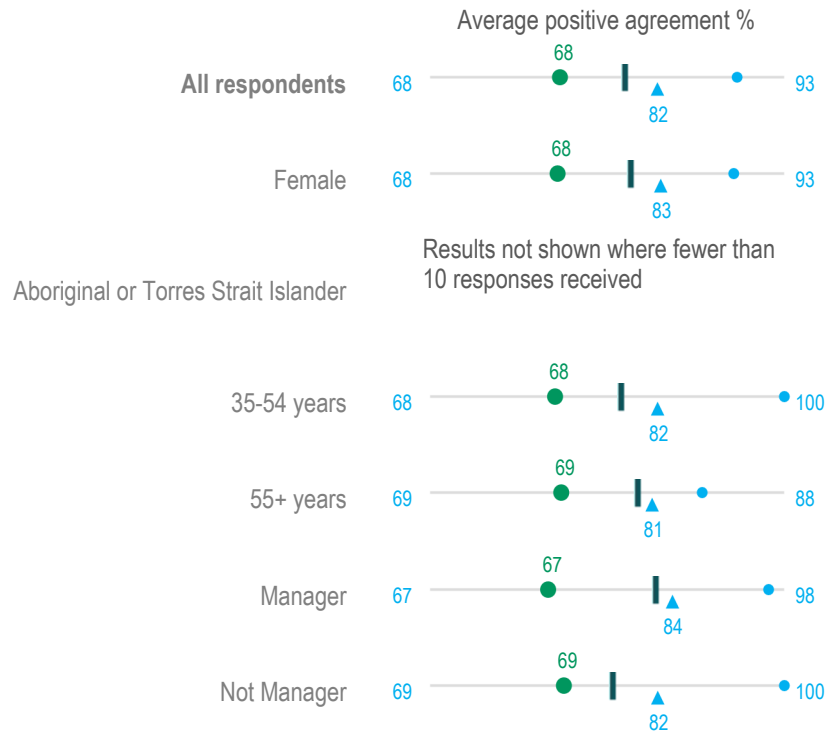


My job gives me the opportunity to work on the tasks I do best



This page provides the average level of agreement with positive statements on role enablers reported by specific groups of employees.

● You ▲ Group average ● Highest & lowest in group | All org. average



Supporting measures

Intrinsic reward

Question benchmarks

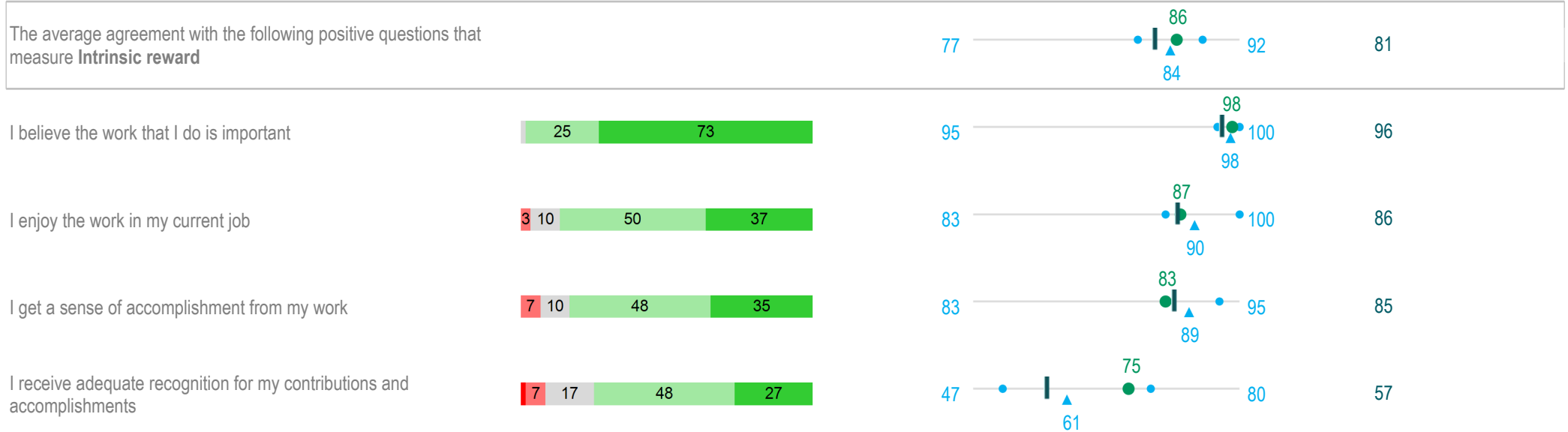
Don't know 
  Strongly disagree 
  Disagree 
  Neither agree nor disagree 
  Agree 
  Strongly agree

● You 
 ▲ Group average 
 ● Highest & lowest in group 
  All org. average

Your results %

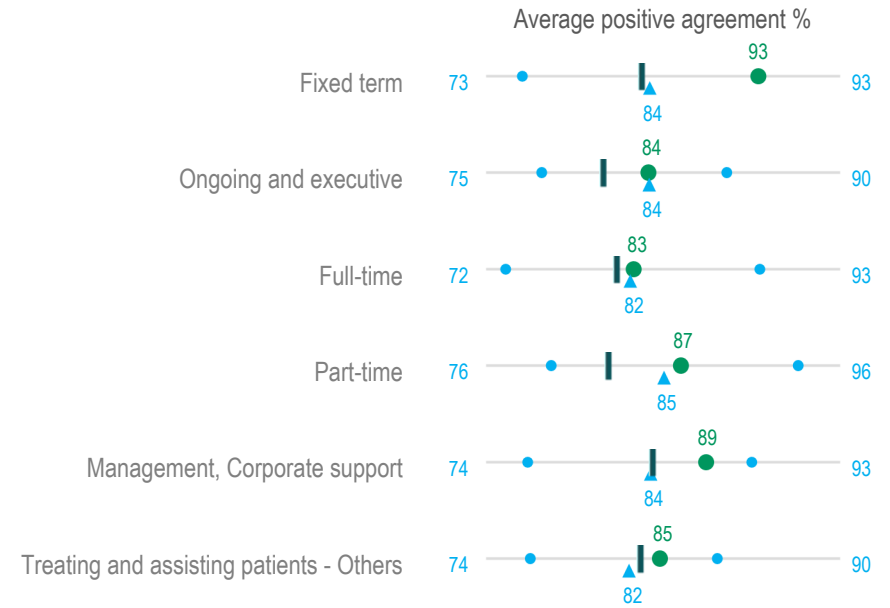
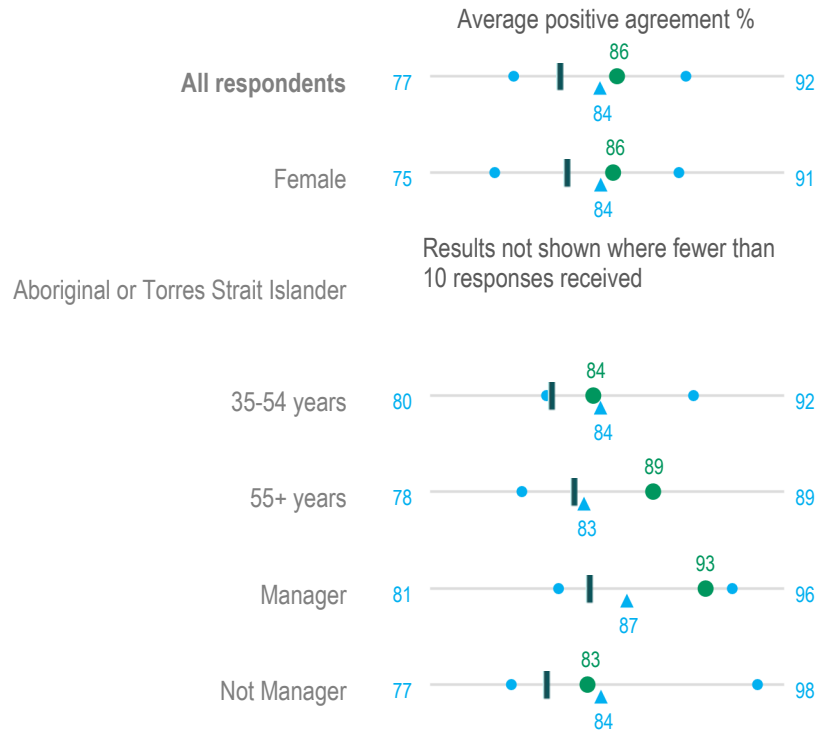
Positive agreement %

All org. average %



This page provides the average level of agreement with positive statements on intrinsic reward reported by specific groups of employees.

● You ▲ Group average ● Highest & lowest in group | All org. average



Don't know 
  Strongly disagree 
  Disagree 
  Neither agree nor disagree 
  Agree 
  Strongly agree

● You 
 ▲ Group average 
 ● Highest & lowest in group 
  All org. average

Your results %

Positive agreement %

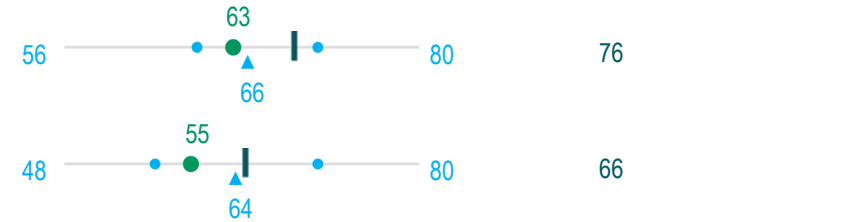
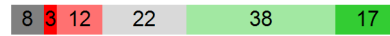
All org. average %

The average agreement with the following positive questions that measure **Patient safety**

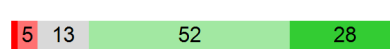
Patient care errors are handled appropriately in my work area



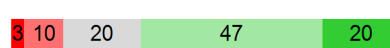
This health service does a good job of training new and existing staff



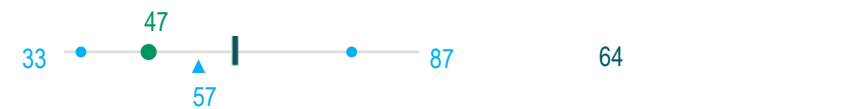
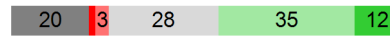
I am encouraged by my colleagues to report any patient safety concerns I may have



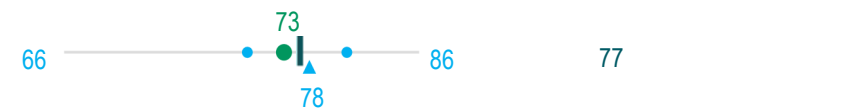
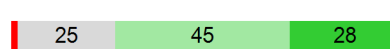
The culture in my work area makes it easy to learn from the errors of others



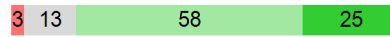
Trainees in my discipline are adequately supervised



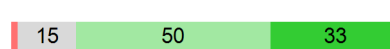
My suggestions about patient safety would be acted upon if I expressed them to my manager



Management is driving us to be a safety-centred organisation



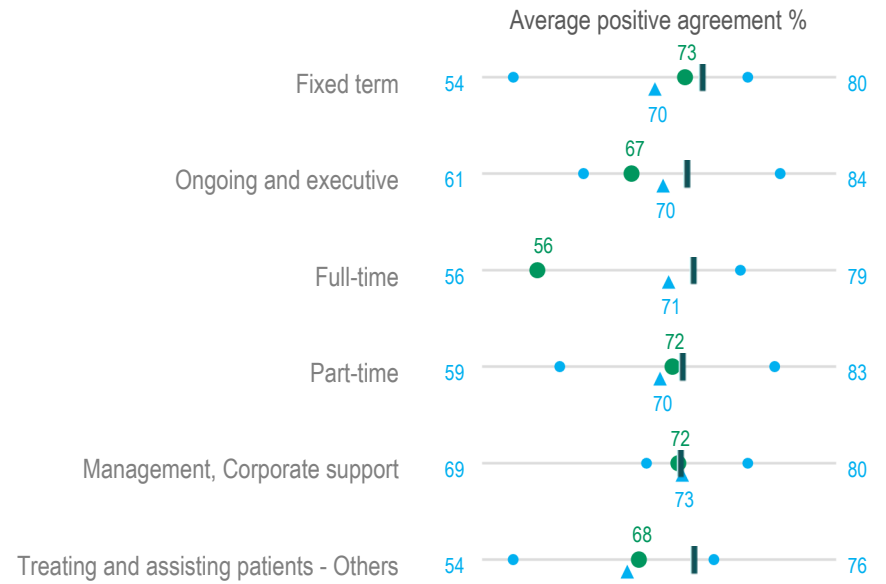
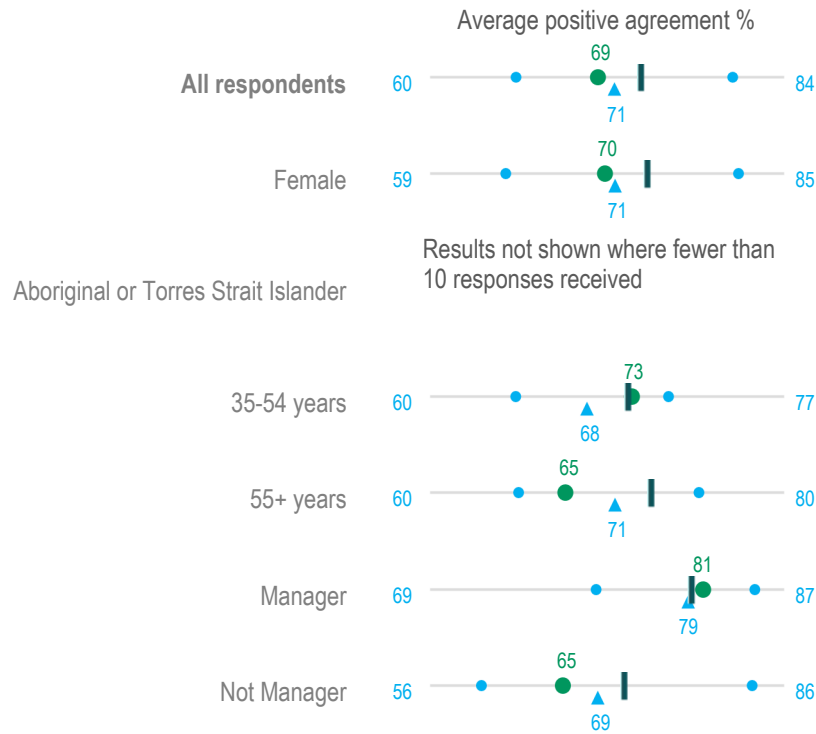
I would recommend a friend or relative to be treated as a patient here





This page provides the average level of agreement with positive statements on patient safety reported by specific groups of employees.

● You ▲ Group average ● Highest & lowest in group | All org. average



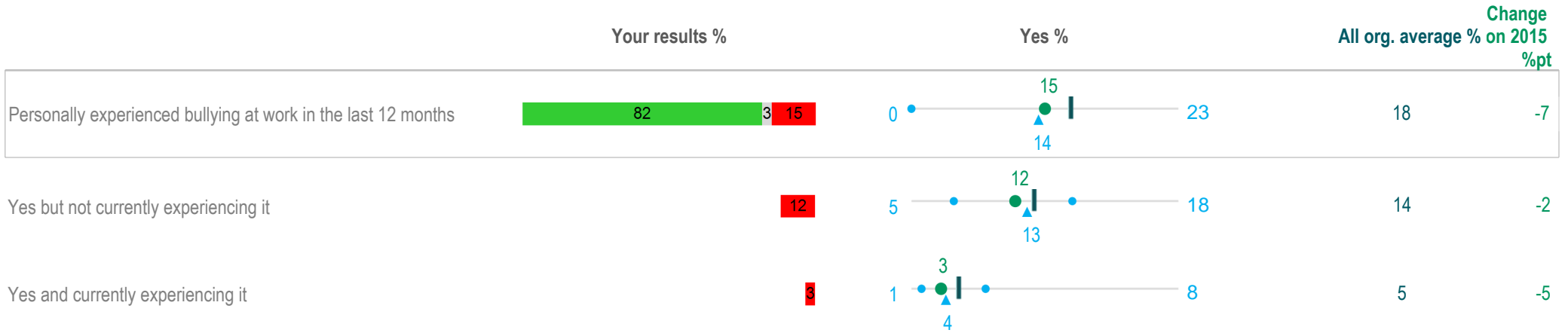
Supporting measures

Bullying

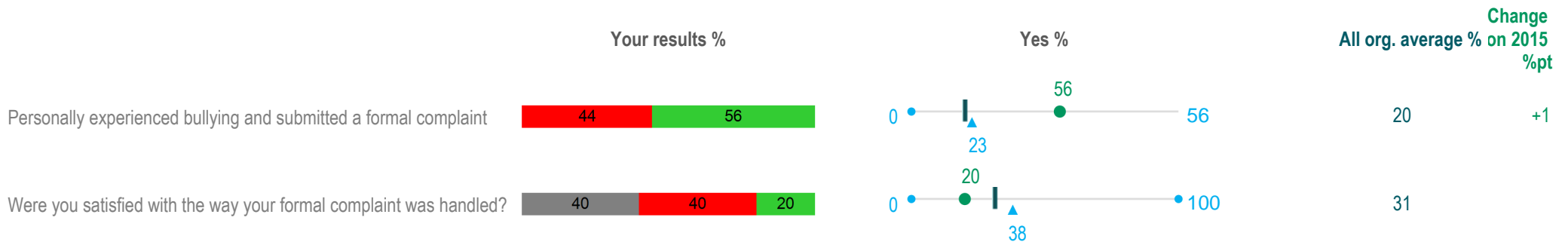
Question benchmarks

■ No ■ Not sure ■ Yes

● You ▲ Group average ● Group org. | All org. average - Not available

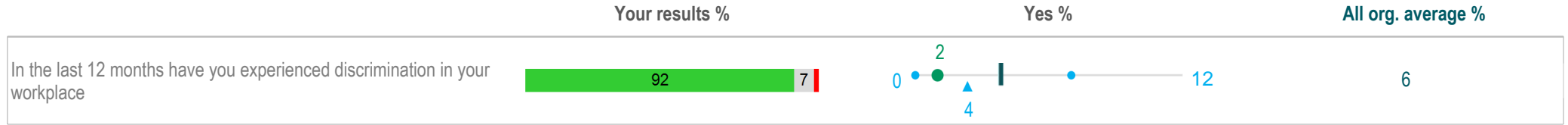


■ Don't know ■ No ■ Yes



No Not sure Yes

You Group average Group org. All org. average - Not available



## Appendix A - What the survey measures

### Public Sector Values

#### Responsiveness

Providing high quality services to the community, working toward best practice.

#### Integrity

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

#### 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.

#### Respect

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

#### Leadership

Demonstrating leadership by actively implementing, promoting and supporting these values.

#### Human rights

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

#### Effective promotion of policies and processes

Measures employee awareness of organisation's efforts to promote the public sector values and Code of Conduct and other key policies and procedures over the previous year.

### Employment principles

#### Merit

Employment decisions based on proper assessment of work-related qualities, abilities and potential against the requirements of the employment opportunities.

#### Equal employment opportunity

Decisions and actions affecting employees are not influenced by irrelevant personal characteristics. Organisations support equal employment opportunity and diversity.

#### Fair and reasonable treatment

Decisions affecting employees are fair, consistent and objective, and are documented so as to be transparent and capable of review.

#### Avenues of redress

Employees are provided with opportunities and avenues to have grievances addressed in a reasonable, effective and timely manner.

### Supporting measures

#### Job satisfaction

The extent to which an employee is satisfied with key aspects of their job and organisation.

#### Employee engagement

An employee's sense of pride, attachment, inspiration, motivation and advocacy as it relates to their employing organisation.

#### Intention to leave

How often employees think about leaving your organisation.

### Supporting measures

#### Feedback

The level of informal and formal performance feedback.

#### Effective promotion of policies and processes

Measures employee awareness of organisation's efforts to promote the public sector values and Code of Conduct and other key policies and procedures over the previous year.

#### Leading change

How well senior managers lead change.

#### Role clarity

An employee's sense of clarity about the work they are required to do in their role, and how their work fits with the goals of the organisation.

#### Role enablers

An employee's sense that they have the skills and authority to perform their role effectively.

#### Intrinsic reward

An employee's personal sense of reward that they get from the work they do.

#### Discrimination

The incidence of discriminatory behaviours.

#### Bullying

The incidence of bullying behaviours.