

# People Matter...

## ***Benchmark Report***

Survey conducted February - June 2010

Heywood Rural Health

August 2010



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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## About the People Matter Survey

The People Matter Survey is a climate and opinion survey that collects data on employee perceptions of the values and principles underpinning their workplace's culture. As such, the survey can assist your organisation in further developing a strong values-based culture.

Having a values-based culture can offer significant benefits for organisations, such as: improvements in the quality of service delivery, a greater capacity to manage risk, and the protection of the organisation's reputation in the community. In the Victorian public sector, a set of values and employment principles have been outlined in the Public Administration Act 2004. These values establish the nature of our relationship with Government, the community and our work colleagues and extend to everything we do. The employment principles reinforce these values. The survey is framed around the values and employment principles but measures the broad underlying concepts.

Most organisations participating in the survey will have their own organisational values and behaviours, which reflect the particular nature of their industry and core business activities (eg. health, water, education). Our research suggests that the concepts and behaviours captured by the public sector values and employment principles are so broad as to be universally applicable to the diversity of contexts in which Victorian public sector organisations operate.

As well as providing organisations with individual reports on their results, the survey is used by the SSA to identify overall areas of strength and weakness in the culture of public sector organisations. We use the information we collect to develop a wide range of products and services. Some recent examples are the "Conflict of Interest Policy Framework", the "Managing Poor Behaviour in the Workplace" guide and the "Feedback Matters: Effective Communication is Essential" report.

### This report

This report presents the 2010 survey results for your organisation, including analysis by employee characteristics, eg. by gender, age, employment type. The report also benchmarks your organisation's results against other like organisations, where appropriate. Where possible, this report also includes the comparisons over time presented in the Trend Over Time Report distributed to CEOs and Human Resource Directors in July.

For the values, employment principles and the work environment sections, comparisons by employee characteristics and with other like organisations are made using a 'percentage agreement' measure. This sums the 'agree' and 'strongly agree' responses as a percentage of all responses, excluding 'don't knows'.

Job satisfaction is measured using a five point scale (very dissatisfied, dissatisfied, neither satisfied nor dissatisfied, satisfied and very satisfied). To compare job satisfaction results, this report uses a 'percentage satisfied' measure which sums 'satisfied' plus 'strongly satisfied' responses as a percentage of total responses.

The report is divided into four main sections:

- Executive summary: it shows average results for each section of the questionnaire and comparisons over time and with other like organisations. This section also shows your top and lowest results for 2010, results where your organisation recorded significant change over time, and survey questions where your organisation results were significantly higher and lower than other like organisations.
- How representative your results are: it provides information on response rate and profile of respondents to assist you in assessing how representative your survey results are.
- Sub-group analysis: it compares results by employee characteristic.
- Detailed results: it shows detailed results per question, including comparisons over time and with other like organisations.

### Benchmarking your results

Where possible, selection of your comparator group has been done taking into account the following characteristics:

- The type of industry your organisation belongs to eg. health industry, water industry, TAFE industry.
- The regional distribution of your industry group eg. a rural hospital is benchmarked against other rural hospitals, a TAFE institute based in the Melbourne Metropolitan area is benchmarked against other Metro based TAFE institutes.

- Your organisation size eg. a 'small' rural hospital is benchmarked against other 'small' rural hospitals.

Note that the comparator group used in this report is not fixed. Your results can be benchmarked against any alternative organisation groupings which you may consider more useful, provided you choose at least five other organisations as a comparator group. Please contact us to discuss options.

## Significance of differences

To assist you in assessing your organisation's results, this report provides indicators of the importance of differences between your results and the results obtained by your comparator group:

- ▲ A single upwards arrow identifies results which are substantially higher than those obtained by your comparator group. Although important in size, these differences cannot be tested for statistical significance.
- ▲▲ These double upwards arrows identify results which are substantially higher than your comparator group's and statistically significant.
- ▼ A single downwards arrow identifies results which are substantially lower than those obtained by your comparator group. Although important in size, these differences cannot be tested for statistical significance.
- ▼▼ These double downwards arrows identify results which are substantially lower than your comparator group's and statistically significant.

Where there are no arrows, any differences in results between your organisation and your comparator group are unlikely to be important in size or statistically significant.

Indicators of the importance of differences between employee groups within your organisation are not provided because statistical testing produces inconsistent results when applied to small sample sizes.

An explanatory note about the measure of statistical significance is at the end of this report.

## Interpreting the results

The State Services Authority is very committed to assisting your organisation in interpreting the results of the survey. If you are interested in talking/meeting with us to discuss your results, please contact:

Dr Jose Alvarado, Senior Project Officer, on (03) 9651 0849 or via email: [jose.alvarado@ssa.vic.gov.au](mailto:jose.alvarado@ssa.vic.gov.au)

OR

Mr Tony Nippard, Executive Director Knowledge Management and Governance, on (03) 9651 2040 or via email: [tony.nippard@ssa.vic.gov.au](mailto:tony.nippard@ssa.vic.gov.au).

## A. Executive summary

### Overall results

This section uses a summary measure to compare your results with the results of other like organisations and for comparisons over time. This summary measure is the average percentage agreement for each of the values, principles, and workplace wellbeing and commitment sections of the survey e.g. the summary measure for the integrity value is the average percentage agreement of all the five questions measuring employee perceptions of the application of the integrity value.

This summary measure is also broken down elsewhere in this report by age, gender, employment status, supervisory responsibility and occupation (where appropriate).

	Average Percentage Agreement (%)			
	Your 2010 Results	Your 2009 Results	Your 2008 Results	2010 Other like org's.
<b>Values</b>				
Providing the best standards of service and advice (Responsiveness)	93 %	93 %	92 %	96 %
Earning and sustaining public trust (Integrity)	85 %	83 %	76 %	86 %
Acting objectively (Impartiality)	86 %	92 %	79 %	87 %
Accepting responsibility for decisions and actions (Accountability)	81 %	89 %	77 %	80 %
Treating others fairly and objectively (Respect)	80 %	84 %	68 %	79 %
Actively implementing, promoting and supporting the values (Leadership)	77 %	74 %	65 %	76 %
Respecting and upholding human rights of the public (Human rights)	95 %	94 %	96 %	96 %
<b>Principles</b>				
Choosing people for the right reasons (Merit)	82 %	84 %	75 %	82 %
Respecting and balancing people's needs (Fair and reasonable treatment)	80 %	85 %	75 %	82 %
Providing a fair go for all (Equal employment opportunity)	91 %	96 %	89 %	95 %
Resolving issues fairly (Reasonable avenues of redress)	80 %	80 %	72 %	78 %
Respecting and upholding human rights of employees (Human rights)	90 %	93 %	81 %	91 %
<b>Workplace wellbeing and commitment</b>				
Workplace wellbeing	84 %	92 %	79 %	85 %
Employee commitment	89 %	92 %	87 %	92 %

### Your response rate

To assist you in assessing how representative your survey results are, the table below shows the response rate achieved by your organisation. The response rate is the number of your employees who completed a questionnaire as a percentage of all employees invited to participate in the survey. The higher your response rate (ideally 30% or higher), the more representative your results will be. Further information to assess the representativeness of your results is presented in Section B of this report.

No. staff invited to participate	No. completed questionnaires	Response rate
99	46	46 %

## Executive summary (continued)

### Your top results

This table shows the questions in the values, employment principles, and work environment sections of the survey with the highest level of employee agreement.

	Percentage Agreement (%)
Your 2010 Results	
I consider human rights when making decisions and providing advice	100 %
I feel I make an important contribution to achieving the organisations objectives	98 %
My organisation always tries to improve its performance	98 %
I have enough work to keep me busy	98 %
Cultural background is not a barrier to success in my workgroup	98 %
My workgroup strives to achieve customer satisfaction	96 %
My organisation provides high quality services to the Victorian community	96 %
I am provided with the opportunity to work to my full potential	96 %
Working in the Victorian public sector is a good career choice	95 %
I understand how the Charter of Human Rights and Responsibilities affects me as an employee	95 %

### Your lowest results

This table shows the questions in the values, employment principles, and work environment sections of the survey with the lowest level of employee agreement.

	Percentage Agreement (%)
Your 2010 Results	
In my workgroup there is frequently too much work to do	58 %
My manager appropriately deals with employees who perform poorly	65 %
In my organisation behaviour consistent with the values is acknowledged and rewarded	70 %
I am confident that if I lodge a grievance I would not suffer any negative consequences	71 %
I am confident that I would be protected from reprisal for reporting improper conduct	71 %
Senior managers keep employees informed about what's going on	72 %
My manager talks to employees about how the values apply to their work	73 %
Change is handled well in my organisation	73 %
Senior managers provide clear strategy and direction	75 %
My manager provides adequate thanks or other recognition for the work I do	75 %

## Executive summary (continued)

### Greatest change over time

Your organisation recorded significant change over time on the following questions in the values, employment principles, and work environment sections of the survey.

	Percentage Agreement (%)		Difference
	Your 2010 Results	Your 2009 Results	
▲ People in my workgroup are honest, open and transparent in their dealings	91 %	73 %	18 %
▼ Equal employment opportunity is provided in my organisation	89 %	100 %	-11 %
▼ In my workgroup there is frequently too much work to do	58 %	89 %	-31 %

## Executive summary (continued)

### Higher than similar organisations

Your organisation results were substantially higher than your comparator group's on these questions in the values, employment principles, and work environment sections of the survey.

	Percentage Agreement (%)		Difference
	Your 2010 Results	2010 Other like org's.	
▲ I am provided with the opportunity to work to my full potential	96 %	86 %	10 %

### Lower than similar organisations

Your organisation results were substantially lower than your comparator group's on these questions in the values, employment principles, and work environment sections of the survey.

	Percentage Agreement (%)		Difference
	Your 2010 Results	2010 Other like org's.	
▼ In my workgroup there is frequently too much work to do	58 %	71 %	-13 %
▼ I receive help and support from other members of my workgroup	82 %	93 %	-11 %
▼ Working for my organisation is a good career choice	80 %	90 %	-10 %
▼ My organisation strives to match services to customer needs	89 %	97 %	-8 %

## B. How representative your results are

Whether your results are representative of the views of your total workforce is dependent upon the response rate and the profile of respondents compared to the entire workforce. The higher your response rate (ideally 30% or higher) and the closer the profile of survey respondents is to the profile of your total workforce, the more representative your results will be. The information in this section can assist you to assess how representative your results are.

### Sample size and employee profile

The following table provides the sample size and response rate for your organisation and the comparator group referred to later in the report for benchmarking purposes.

	Questionnaires distributed	Questionnaires returned	Response rate
Heywood Rural Health	99	46	46 %
Benchmark Organisations	3309	1253	38 %

The following table provides a profile of the employees within your organisation who responded to the People Matter Survey 2010.

	Count	Percent
<b>Country of birth</b>		
Born in Australia	39	85 %
Not born in Australia	7	15 %
<b>Language other than English spoken at home</b>		
Yes	2	4 %
No	44	96 %
<b>Supervisory responsibilities</b>		
Supervisor	17	37 %
Not Supervisor	29	63 %
<b>Highest formal level of education completed</b>		
Post Graduate Level	7	16 %
Bachelor Degree (inc. honours)	7	16 %
Advanced Diploma or Diploma	5	11 %
Certificate or trade	17	39 %
Year 12 or equivalent	1	2 %
Less than year 12	7	16 %
<b>Occupation</b>		
Nursing	22	48 %
Medical	2	4 %
Allied and other health professional	3	7 %
Personal service worker	8	17 %
Clerical and administrative worker	6	13 %
Other	5	11 %

\*'Don't Know' responses or responses with missing values are not included in these counts



## How representative your results are (continued)

### Profile of People Matter respondents against workforce profile

The following table provides a comparison of People Matter respondents to your workforce in relation to gender, age, length of service, employment status, working arrangements and annual salary. The workforce profile figures are extracted from the June 2009 Workforce Data Collection as currently the 2010 WDC has not been finalised.

Organisations with 50 or less employees do not participate in the extended Workforce Data Collection, hence the the workforce data profile will be reported as NaN.

	People Matter Respondents	Workforce profile
	<u>Percent</u>	<u>Percent</u>
<b>Age</b>		
<30 years	7 %	7 %
30-49 years	37 %	45 %
50+ years	56 %	47 %
<b>Gender</b>		
Female	85 %	92 %
Male	15 %	8 %
<b>Employment status</b>		
Fixed Term Temporary	11 %	0 %
Ongoing	78 %	91 %
Casual	11 %	9 %
<b>Gross base annual salary</b>		
<\$35,000	39 %	18 %
\$35,000 - \$44,999	14 %	44 %
\$45,000 - \$54,999	14 %	8 %
\$55,000 - \$64,999	8 %	4 %
\$65,000 - \$74,999	11 %	20 %
\$75,000+	14 %	6 %
<b>Length of service (in organisation)</b>		
2 years or less	48 %	37 %
Over 2 years to 5 years	13 %	19 %
Over 5 years to 10 years	24 %	16 %
Over 10 years to 20 years	11 %	23 %
20+ years	4 %	4 %
<b>Working arrangements</b>		
Part time	73 %	82 %
Full time	27 %	18 %

Gross base annual salary is based on those who are ongoing or fixed term.

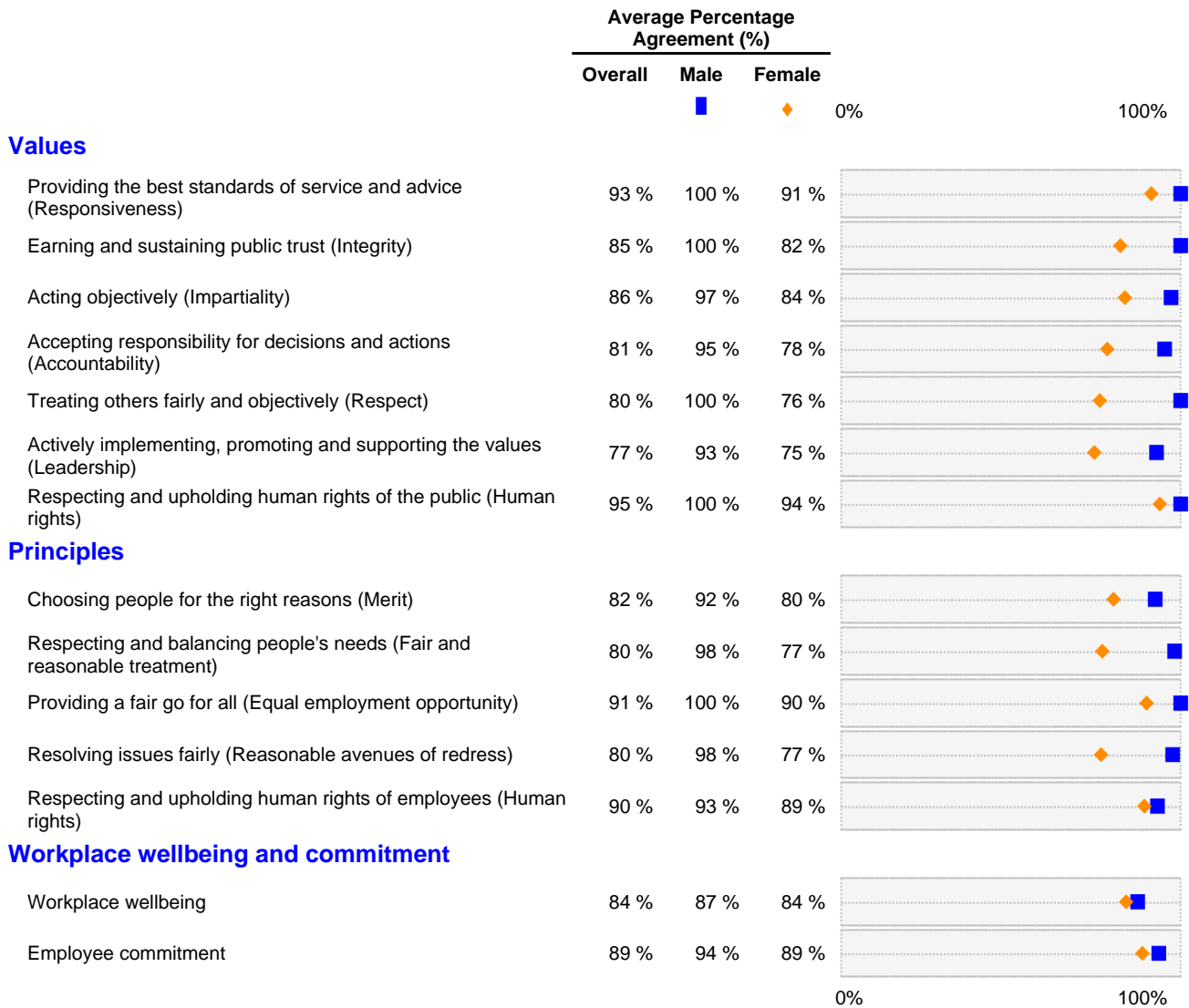
\*'Don't know' responses or responses with missing values are not included in these counts

### C. Sub-group analysis

Note: where the sample size for an employee group is less than five, results are not shown.

#### Results by gender

The following chart compares survey results between male and female employees within your organisation.

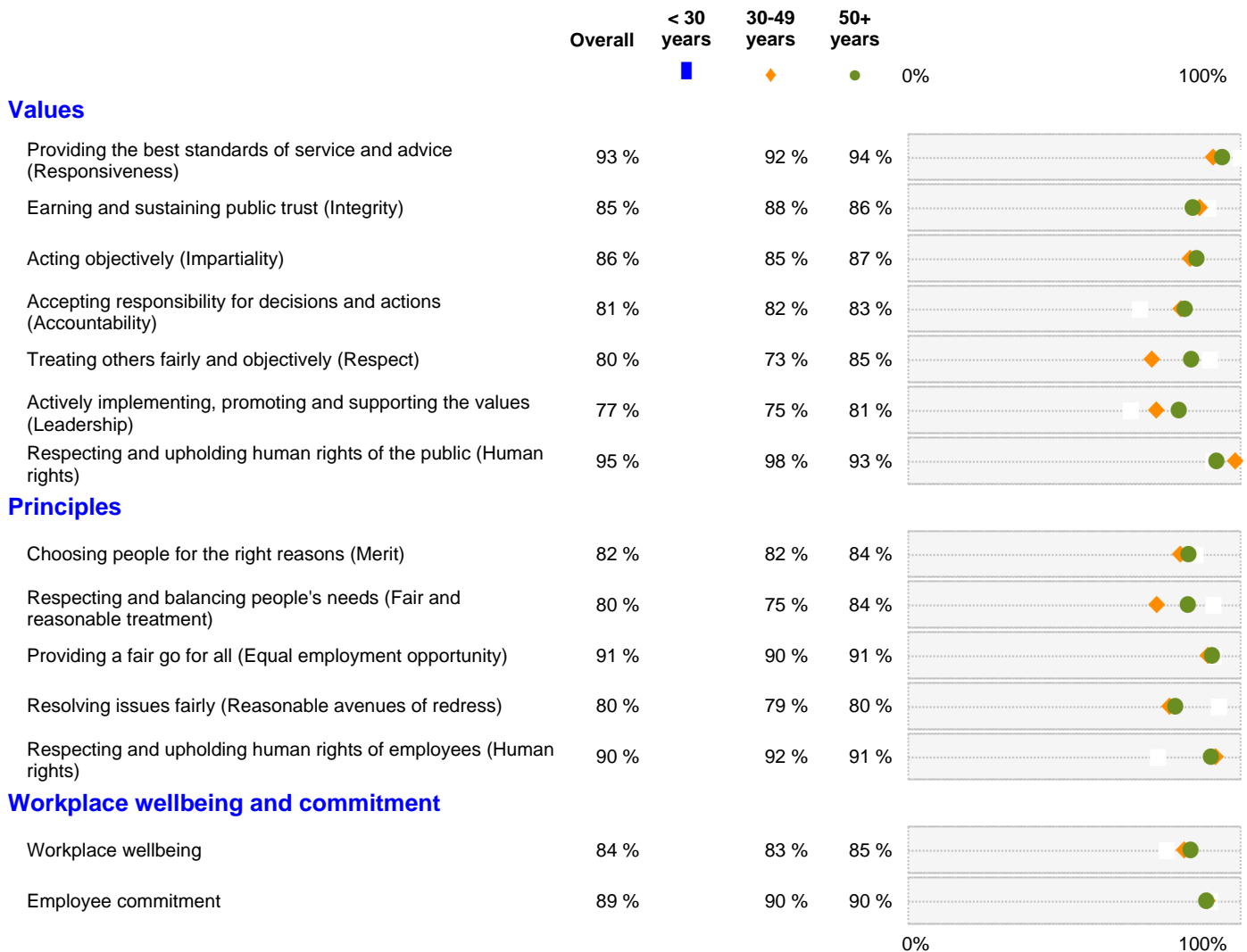


## Sub-group analysis (continued)

### Results by Age

The following chart compares survey results between age groups within your organisation

#### Average Percentage Agreement (%)

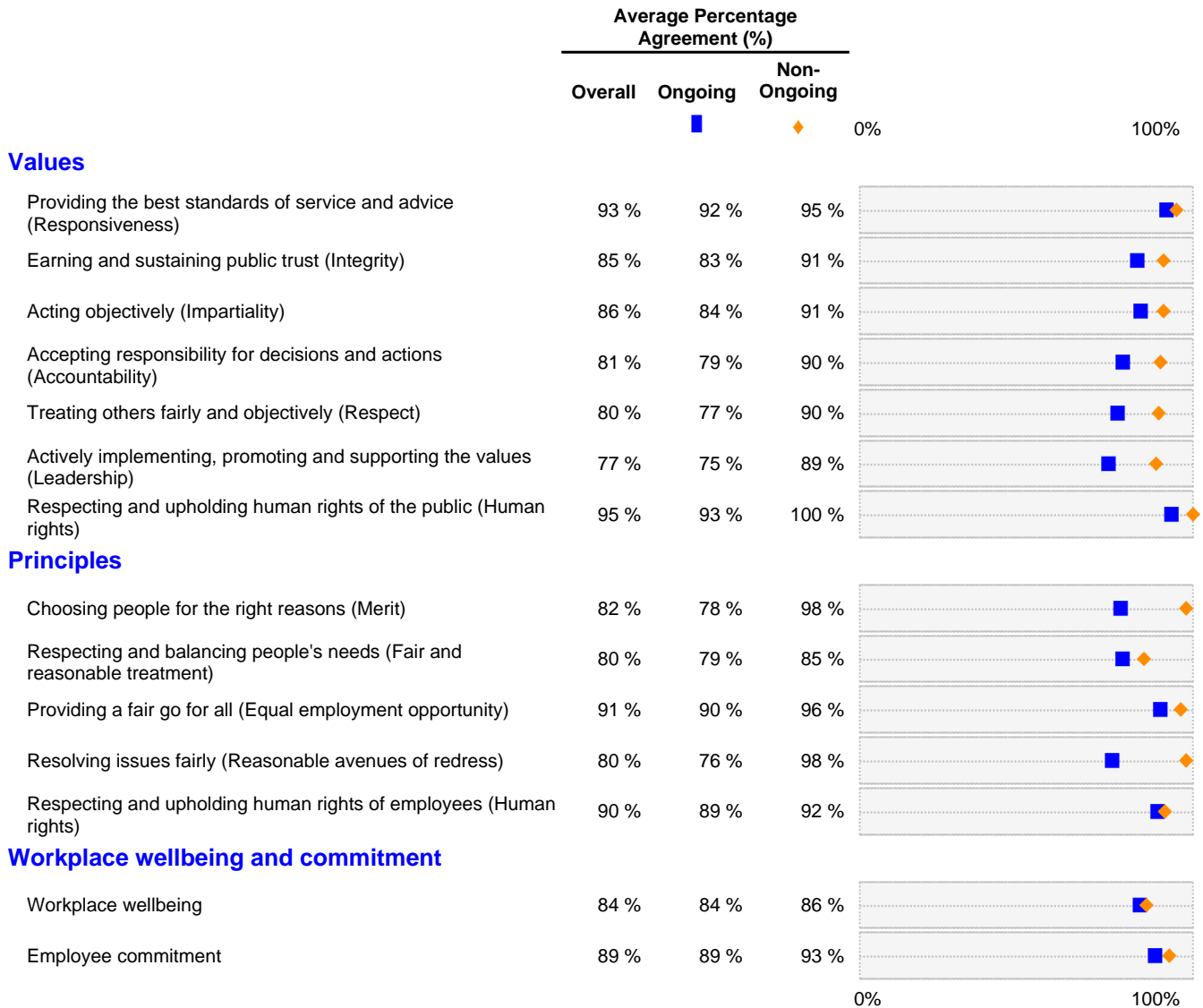


## Sub-group analysis (continued)

Note: where the sample size for an employee group is less than five, results are not shown.

### Results by Employment Status

The following chart compares survey results between different employment categories within your organisation.

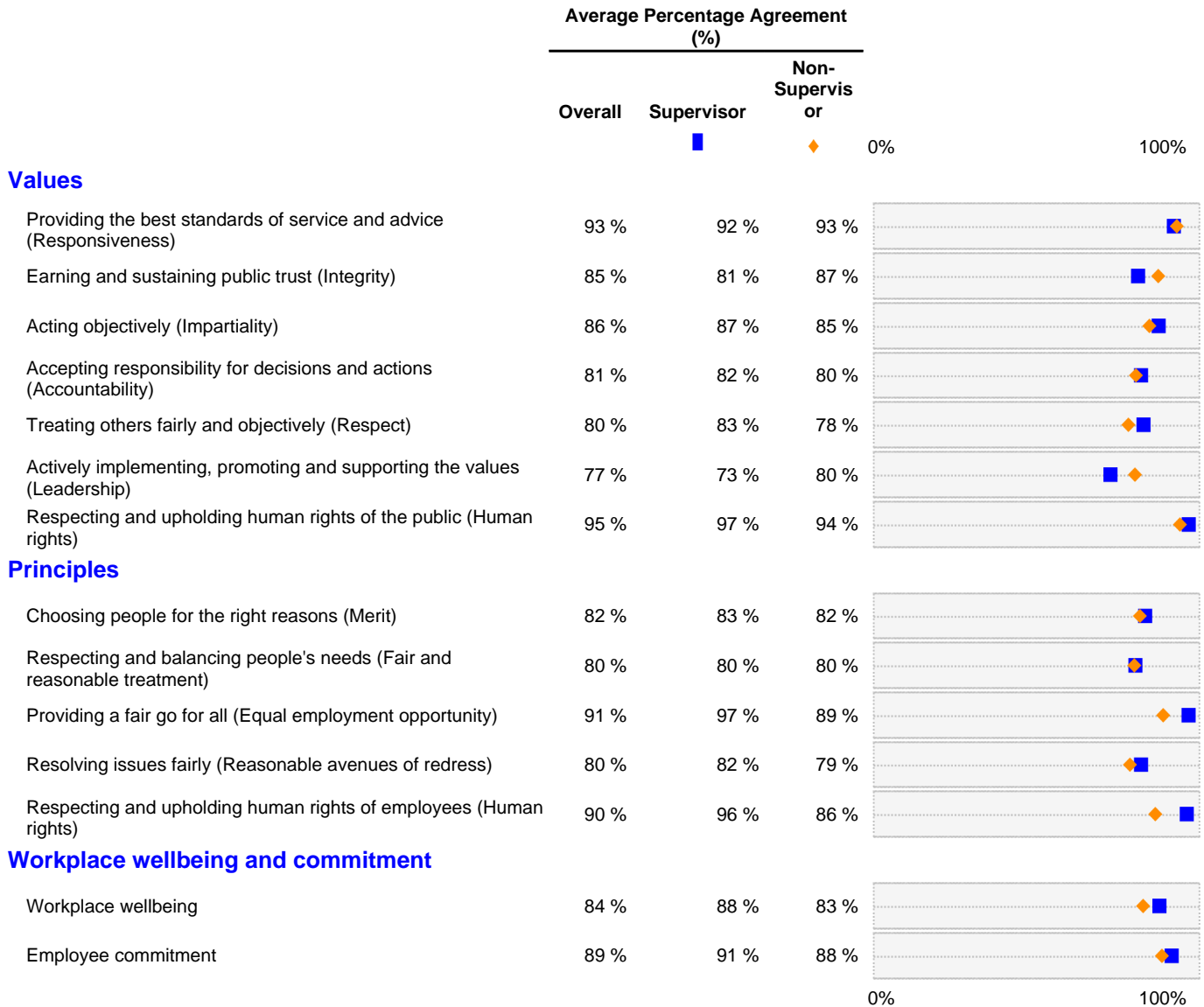


## Sub-group analysis (continued)

Note: where the sample size for an employee group is less than five, results are not shown.

### Results by Supervisory Responsibility

The following chart compares survey results between different employment categories within your organisation.

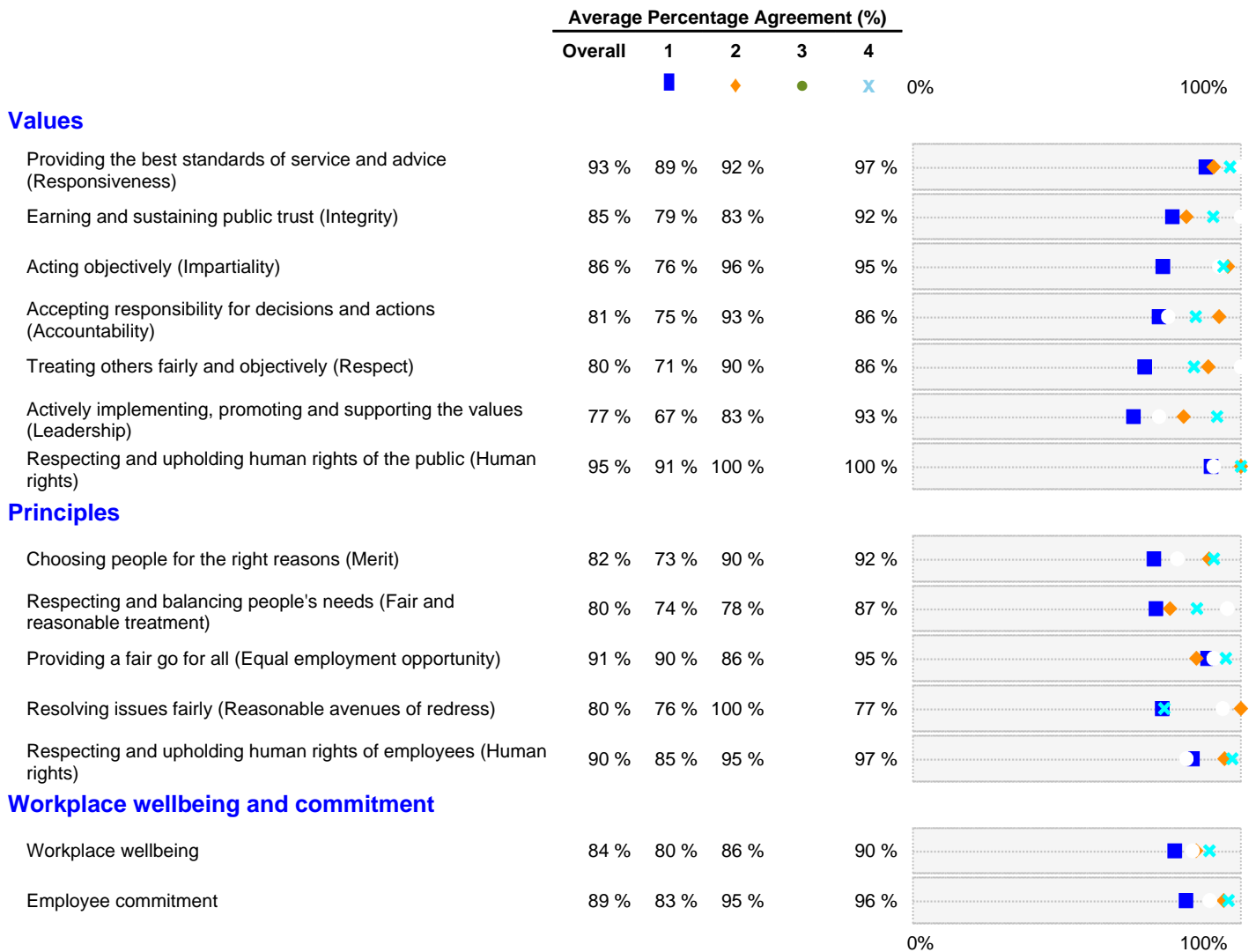


## Sub-group analysis (continued)

Note: where the sample size for an employee group is less than five, results are not shown.

### Results by Occupation

The following chart compares survey results occupational category within your organisation.



### Legend

- 1 Nursing
- 2 Clerical and admin
- 3 Allied + other health professional
- 4 Medical staff, personal service workers and others

## D. Detailed results

### Values

	2010 Results Percentage of respondents (%)					Percentage Agreement (%)			2010 Other like org's.
	Stongly disagree	Disagree	Agree	Strongly agree	Don't know	Your 2010 Results	Your 2009 Results	Your 2008 Results	
<b>Providing the best standards of service and advice (Responsiveness)</b>									
My workgroup strives to achieve customer satisfaction	2 %	2 %	33 %	63 %	0 %	96 %	88 %	93 %	98 %
▼ My organisation strives to match services to customer needs	7 %	4 %	28 %	61 %	0 %	89 %	92 %	89 %	97 %
My manager is committed to ensuring customers receive a high standard of service	4 %	7 %	22 %	65 %	2 %	89 %	96 %	93 %	94 %
My organisation provides high quality services to the Victorian community	0 %	4 %	39 %	57 %	0 %	96 %	92 %	93 %	97 %
My organisation actively supports better practice as the basis for more effective programs	2 %	4 %	30 %	63 %	0 %	93 %	96 %	93 %	95 %
My workgroup uses research and expertise to identify better practice	2 %	4 %	46 %	43 %	4 %	93 %	92 %	93 %	92 %
<b>Earning and sustaining public trust (Integrity)</b>									
People in my workgroup are honest, open and transparent in their dealings	2 %	7 %	42 %	49 %	0 %	91 %	73 %	79 %	85 %
My organisation provides procedures and systems that ensure employees avoid conflicts of interest	2 %	13 %	39 %	41 %	4 %	84 %	88 %	75 %	86 %
My manager encourages employees to avoid conflicts of interest	4 %	11 %	37 %	46 %	2 %	84 %	88 %	74 %	86 %
I am confident that I would be protected from reprisal for reporting improper conduct	9 %	18 %	31 %	36 %	7 %	71 %	69 %	56 %	78 %
My organisation strives to earn and sustain a high level of public trust	0 %	7 %	38 %	56 %	0 %	93 %	96 %	96 %	96 %
<b>Acting objectively (Impartiality)</b>									
My organisation has procedures and systems that ensure objectivity in decision-making	2 %	11 %	50 %	35 %	2 %	87 %	93 %	85 %	88 %
In my workgroup, people do not show bias in decisions affecting customers	2 %	15 %	48 %	33 %	2 %	82 %	82 %	74 %	80 %
My manager emphasises the need for impartiality in decision-making	4 %	13 %	37 %	43 %	2 %	82 %	93 %	76 %	84 %
My manager would take appropriate action if decision-making processes were found not to be objective	2 %	13 %	35 %	43 %	7 %	84 %	93 %	65 %	86 %
My organisation ensures Government policies and programs affecting the community are implemented equitably	2 %	4 %	37 %	50 %	7 %	93 %	100 %	96 %	97 %
<b>Accepting responsibility for decisions and actions (Accountability)</b>									
My organisation always tries to improve its performance	0 %	2 %	35 %	61 %	2 %	98 %	96 %	96 %	96 %
My organisation's decisions and actions are open to review	2 %	11 %	22 %	61 %	4 %	86 %	93 %	89 %	87 %
I receive adequate feedback on my performance to enable me to deliver required results	4 %	11 %	37 %	46 %	2 %	84 %	93 %	74 %	77 %
Senior managers provide clear strategy and direction	7 %	18 %	29 %	44 %	2 %	75 %	82 %	63 %	75 %
My manager appropriately deals with employees who perform poorly	7 %	26 %	28 %	33 %	7 %	65 %	81 %	69 %	64 %
People in my workgroup use time and resources efficiently	0 %	22 %	36 %	40 %	2 %	77 %	89 %	71 %	82 %

	2010 Results Percentage of respondents (%)					Percentage Agreement (%)			
	Stongly disagree	Disagree	Agree	Strongly agree	Don't know	Your 2010 Results	Your 2009 Results	Your 2008 Results	2010 Other like org's.
<b>Treating others fairly and objectively (Respect)</b>									
Members of my workgroup treat each other with respect	7 %	11 %	36 %	45 %	0 %	82 %	79 %	57 %	84 %
Bullying is not tolerated in my organisation	7 %	11 %	31 %	51 %	0 %	82 %	86 %	54 %	81 %
Senior managers listen to employees	7 %	15 %	26 %	48 %	4 %	77 %	86 %	68 %	74 %
Senior managers keep employees informed about what's going on	7 %	22 %	28 %	43 %	0 %	72 %	82 %	64 %	68 %
My manager listens to what I have to say	4 %	13 %	37 %	46 %	0 %	83 %	93 %	85 %	85 %
My manager keeps me informed about what's going on	4 %	17 %	33 %	46 %	0 %	78 %	79 %	63 %	75 %
My manager encourages people in my workgroup to monitor and improve the quality of what they do	4 %	11 %	33 %	52 %	0 %	85 %	86 %	85 %	85 %
<b>Actively implementing, promoting and supporting the values (Leadership)</b>									
Senior managers model the values	4 %	11 %	42 %	38 %	4 %	84 %	82 %	67 %	80 %
In my organisation behaviour consistent with the values is acknowledged and rewarded	9 %	20 %	38 %	31 %	2 %	70 %	63 %	50 %	70 %
In my organisation employees who achieve goals through unethical means are not rewarded	2 %	13 %	44 %	31 %	9 %	83 %	73 %	71 %	83 %
My manager talks to employees about how the values apply to their work	9 %	18 %	42 %	29 %	2 %	73 %	78 %	74 %	70 %
<b>Respecting and upholding human rights of the public (Human rights)</b>									
I understand how the Charter of Human Rights and Responsibilities applies to my work	2 %	2 %	48 %	43 %	5 %	95 %	93 %	89 %	95 %
My organisation considers customers' human rights when designing and delivering policies and programs	2 %	4 %	41 %	48 %	4 %	93 %	92 %	100 %	96 %
My organisation has policies that support and encourage employees to make decisions and provide advice consistent with human rights	2 %	7 %	39 %	48 %	4 %	91 %	93 %	96 %	94 %
I consider human rights when making decisions and providing advice	0 %	0 %	38 %	58 %	4 %	100 %	100 %	100 %	98 %

## Principles

	2010 Results Percentage of respondents (%)					Percentage Agreement (%)			
	Stongly disagree	Disagree	Agree	Strongly agree	Don't know	Your 2010 Results	Your 2009 Results	Your 2008 Results	2010 Other like org's.
<b>Choosing people for the right reasons (Merit)</b>									
My organisation has good procedures and processes for selecting employees	7 %	13 %	38 %	36 %	7 %	79 %	81 %	73 %	78 %
In my organisation key selection criteria for advertised positions accurately reflect the requirements of the job	4 %	11 %	39 %	35 %	11 %	83 %	89 %	85 %	87 %
My manager is sufficiently skilled to make good selection decisions	4 %	4 %	41 %	43 %	7 %	91 %	85 %	70 %	84 %
My manager assigns work to people in my workgroup based on their skills and expertise	7 %	13 %	37 %	39 %	4 %	80 %	86 %	73 %	81 %
My manager considers individual needs and career aspirations when approving development plans	4 %	9 %	46 %	30 %	11 %	85 %	85 %	72 %	81 %
People's performance in my workgroup is assessed against clear criteria	4 %	18 %	27 %	42 %	9 %	76 %	82 %	77 %	79 %
<b>Respecting and balancing people's needs (Fair and reasonable treatment)</b>									
My organisation involves employees in decisions about their work	4 %	17 %	48 %	30 %	0 %	78 %	82 %	82 %	76 %
My manager encourages and values employee input	9 %	13 %	39 %	37 %	2 %	78 %	82 %	70 %	81 %
My organisation is committed to developing its employees	7 %	7 %	52 %	33 %	2 %	87 %	93 %	81 %	85 %
My manager ensures fair access to developmental opportunities for people in my workgroup	7 %	9 %	39 %	41 %	4 %	84 %	85 %	88 %	85 %
My manager treats employees with dignity and respect	7 %	13 %	38 %	42 %	0 %	80 %	86 %	81 %	85 %
My manager takes into account the differing needs and circumstances of employees when making decisions	7 %	13 %	44 %	31 %	4 %	79 %	88 %	58 %	84 %
My manager provides adequate thanks or other recognition for the work I do	9 %	15 %	35 %	37 %	4 %	75 %	82 %	58 %	75 %
My organisation offers practical employment arrangements and conditions to help employees to achieve a work-life balance	7 %	13 %	43 %	35 %	2 %	80 %	86 %	79 %	83 %

	2010 Results Percentage of respondents (%)					Percentage Agreement (%)			
	Stongly disagree	Disagree	Agree	Strongly agree	Don't know	Your 2010 Results	Your 2009 Results	Your 2008 Results	2010 Other like org's.
<b>Providing a fair go for all (Equal employment opportunity)</b>									
Equal employment opportunity is provided in my organisation	2 %	9 %	43 %	41 %	4 %	89 %	100 %	85 %	94 %
My organisation is committed to creating a diverse workforce (for example age, gender, cultural background)	2 %	7 %	33 %	50 %	9 %	90 %	96 %	88 %	96 %
Gender is not a barrier to success in my workgroup	2 %	4 %	43 %	50 %	0 %	93 %	96 %	93 %	96 %
Disability is not a barrier to success in my workgroup	2 %	9 %	31 %	47 %	11 %	88 %	88 %	84 %	90 %
Age is not a barrier to success in my workgroup	2 %	7 %	35 %	54 %	2 %	91 %	96 %	85 %	96 %
Cultural background is not a barrier to success in my workgroup	0 %	2 %	37 %	54 %	7 %	98 %	100 %	100 %	97 %
<b>Resolving issues fairly (Reasonable avenues of redress)</b>									
In my organisation there is confidence in the procedures and processes for resolving grievances	9 %	13 %	37 %	35 %	7 %	77 %	75 %	75 %	73 %
My organisation has fair procedures and processes for resolving grievances	9 %	4 %	48 %	33 %	7 %	86 %	93 %	75 %	82 %
The procedures and processes for resolving grievances are well understood in my organisation	9 %	11 %	48 %	30 %	2 %	80 %	86 %	75 %	77 %
I can approach my manager to discuss concerns and grievances	0 %	11 %	43 %	46 %	0 %	89 %	86 %	78 %	85 %
My manager is sufficiently skilled to resolve grievances	2 %	20 %	37 %	33 %	9 %	76 %	78 %	70 %	77 %
I am confident that if I lodge a grievance I would not suffer any negative consequences	9 %	17 %	26 %	37 %	11 %	71 %	64 %	59 %	72 %
<b>Respecting and upholding human rights of employees (Human rights)</b>									
I understand how the Charter of Human Rights and Responsibilities affects me as an employee	0 %	4 %	48 %	41 %	7 %	95 %	100 %	96 %	95 %
My organisation informs employees about their human rights and responsibilities	9 %	4 %	48 %	28 %	11 %	85 %	93 %	78 %	84 %
My organisation promotes and supports the development of a culture that values human rights	2 %	4 %	46 %	39 %	9 %	93 %	93 %	85 %	92 %
My manager treats employees in a manner that respects their human rights	4 %	9 %	39 %	43 %	4 %	86 %	93 %	78 %	91 %
People in my workgroup interact with each other in a manner that respects their human rights	4 %	7 %	47 %	42 %	0 %	89 %	86 %	68 %	91 %

## Workplace wellbeing and commitment

	2010 Results Percentage of respondents (%)					Percentage Agreement (%)			
	Stongly disagree	Disagree	Agree	Strongly agree	Don't know	Your 2010 Results	Your 2009 Results	Your 2008 Results	2010 Other like org's.
<b>Workplace wellbeing</b>									
▼ I receive help and support from other members of my workgroup	2 %	15 %	37 %	43 %	2 %	82 %	93 %	79 %	93 %
▼▼ In my workgroup there is frequently too much work to do	4 %	37 %	26 %	30 %	2 %	58 %	89 %	89 %	71 %
I have enough work to keep me busy	0 %	2 %	43 %	52 %	2 %	98 %	100 %	96 %	99 %
I feel I make an important contribution to achieving the organisations objectives	0 %	2 %	37 %	61 %	0 %	98 %	96 %	93 %	99 %
▲ I am provided with the opportunity to work to my full potential	0 %	4 %	46 %	50 %	0 %	96 %	96 %	86 %	86 %
Change is handled well in my organisation	2 %	24 %	41 %	28 %	4 %	73 %	79 %	56 %	67 %
Employees in my organisation are encouraged to report health and safety incidents and injuries	4 %	2 %	30 %	61 %	2 %	93 %	100 %	100 %	97 %
There is a good team spirit in my workgroup	7 %	11 %	38 %	44 %	0 %	82 %	89 %	52 %	78 %
Generally I do not feel too stressed at work	4 %	15 %	57 %	24 %	0 %	80 %	86 %	61 %	76 %
<b>Employee commitment</b>									
Working for my organisation makes me proud	0 %	11 %	43 %	43 %	2 %	89 %	85 %	75 %	94 %
I view my organisation as an employer of choice	2 %	16 %	38 %	44 %	0 %	82 %	88 %	85 %	90 %
▼ Working for my organisation is a good career choice	2 %	17 %	39 %	41 %	0 %	80 %	89 %	86 %	90 %
I often think about leaving this organisation	27 %	45 %	16 %	11 %	0 %	27 %	35 %	50 %	31 %
I am actively looking for another job outside this organisation	36 %	53 %	2 %	9 %	0 %	11 %	16 %		17 %
I am proud to work for the Victorian public sector	2 %	4 %	67 %	22 %	4 %	93 %	92 %	96 %	95 %
I view the Victorian public sector as an employer of choice	2 %	4 %	63 %	22 %	9 %	93 %	96 %	88 %	92 %
Working in the Victorian public sector is a good career choice	2 %	2 %	63 %	28 %	4 %	95 %	100 %	92 %	94 %
I would recommend a career in the Victorian public sector to my friends	4 %	2 %	61 %	28 %	4 %	93 %	92 %	88 %	92 %
I often think about leaving the Victorian public sector	33 %	49 %	9 %	7 %	2 %	16 %	26 %	37 %	17 %

## Job Satisfaction

	2010 Results Percentage of respondents (%)					Percentage Satisfied(%)			
	V. Dissatisfi ed	Dissatisfi ed	Neither Sat. nor Dissat.	Satisfied	V. Satisfied	Your 2010 Results	Your 2009 Results	Your 2008 Results	2010 Other Like org's
▲▲ Opportunities for career development	2 %	7 %	15 %	65 %	11 %	76 %	64 %		62 %
Fair pay	4 %	11 %	17 %	63 %	4 %	67 %	64 %		60 %
Job security	2 %	4 %	15 %	65 %	13 %	78 %	71 %		83 %
Relationship with members of your workgroup	0 %	9 %	4 %	63 %	22 %	87 %	82 %		82 %
Relationship with my manager	2 %	9 %	20 %	46 %	24 %	70 %	75 %		73 %
Regular feedback/recognition for effort	7 %	13 %	20 %	48 %	13 %	61 %	56 %		55 %
Ability to work on own initiative	0 %	2 %	9 %	54 %	35 %	89 %	93 %		87 %
Interesting/challenging work provided	2 %	4 %	20 %	48 %	26 %	74 %	85 %		76 %
Comfortable working environment	2 %	4 %	17 %	63 %	13 %	76 %	79 %		75 %
▲ Work-life balance	2 %	4 %	11 %	65 %	17 %	83 %	79 %		72 %
Overall job satisfaction	4 %	2 %	13 %	57 %	24 %	80 %	82 %		78 %

**Your experiences**

	2010 Results Percentage of respondents (%)			Percentage Yes (%)			
	Yes	No	Don't know	Your 2010 Results	Your 2009 Results	Your 2008 Results	2010 Other like org's.
Read or referred to your organisation's Code of Conduct	74 %	24 %	2 %	74 %	78 %	85 %	64 %
Received a formal individual performance appraisal/review	71 %	29 %		71 %	85 %	52 %	65 %
▲ Received informal feedback on individual performance	78 %	22 %		78 %	81 %	54 %	66 %

**Awareness of organisational policies and processes**

	2010 Results Percentage of respondents (%)			Percentage Yes (%)			
	Yes	No	Don't know	Your 2010 Results	Your 2009 Results	Your 2008 Results	2010 Other like org's.
<b>I am aware of:</b>							
▲ My organisation's code of conduct	98 %	2 %		98 %	96 %	100 %	93 %
My organisation's stated values	89 %	4 %	7 %	89 %	89 %	96 %	90 %
My organisation's processes for reporting improper employee behaviour	93 %	4 %	2 %	93 %	96 %	96 %	89 %
The organisational processes in place to support the Whistleblowers Protection Act	68 %	18 %	14 %	68 %	64 %	74 %	67 %
The Charter of Human Rights and Responsibilities (new question in 2008)	87 %	4 %	9 %	87 %	93 %	82 %	81 %

**Bullying**

	2010 Results Percentage of respondents (%)			Percentage Yes (%)			
	Yes	No	Don't know	Your 2010 Results	Your 2009 Results	Your 2008 Results	2010 Other like org's.
Witnessed bullying at work	48 %	52 %		48 %	46 %	67 %	39 %
Personally experienced bullying at work	31 %	69 %		31 %	22 %	38 %	24 %
Personally experienced bullying and submitted a formal complaint	7 %	93 %		7 %		11 %	6 %

% of total respondents  
Your 2010 Results

**Who were you harassed or bullied by**

Senior manager	13 %
Immediate manager	7 %
Fellow worker	17 %
Group of fellow workers	4 %
Subordinate	4 %
Client/customer	4 %
Member of the public	
Prefer not to specify	

**Description of the nature of harassment or bullying experienced**

Verbal abuse	17 %
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## Your 2010 Results

Exclusion/isolation	7 %
Psychological harassment	9 %
Intimidation	15 %
Being assigned meaningless tasks unrelated to the job	2 %
Given impossible assignments	
Deliberately changing work rosters	9 %
Deliberately withholding information	7 %
Other (please specify in the box below)	4 %
Prefer not to specify	9 %

Note: results may add to more than the the figure for those who indicated they personally experienced bullying at work, because respondents could select multiple response items.

## Organisations included in benchmark group

For benchmarking purposes, your results were compared against the aggregated results of the following organisations (your organisation is not included in the comparison group).

Alexandra District Hospital  
 Alpine Health  
 Cobram District Hospital  
 Cohuna District Hospital  
 Dunmunkle Health Services  
 East Wimmera Health Service  
 Edenhope and District Memorial Hospital  
 Hepburn Health Service  
 Kerang District Health  
 Kyneton District Health Service  
 Lorne Community Hospital  
 Maldon Hospital and Community Care  
 Mallee Track Health and Community Service  
 Mansfield District Hospital  
 Moyne Health Services  
 Nathalia District Hospital  
 Numurkah District Health Service  
 Orbost Regional Health  
 South Gippsland Hospital  
 Upper Murray Health and Community Service  
 Yarrawonga District Health Service  
 Yea and District Memorial Hospital

## Explanatory Note on Statistical Significance

### What does 'statistical significance' mean?

In everyday use, 'significant' means important, while in statistics 'significant' means probably true (not due to chance).

### How is it calculated?

In this report, the method used to calculate statistical significance relies on a standard formula which has been confirmed by expert advice. Put simply, statistical significance depends on:

- The confidence level chosen: in this report, statistical significance is measured using a 95% confidence level, which is the most common level used for statistical testing. This means that we can be 95% certain that the estimated change in your survey results is a 'true' change (not due to chance).
- The number of respondents: the larger the number of respondents the more likely a relatively small change will be statistically significant. For example, for 500 or more respondents a change of 2% or 3% could be statistically significant.
- The proportion of respondents: the larger the proportion of respondents in relation to your total workforce the more likely a given change will be statistically significant
- Changes in views which are very widely held are most significant: for example, let's say that 99% of your organisation's employees agreed with a proposition in the survey in 2009, and only 95% in 2010. That change is more likely to be statistically significant than a drop from (say) 79% to 75% for another question.
- The significance testing is done on the number of people who answer each question. Where a relatively large number of respondents have not answered particular questions, this too can affect the result of the test.

Statistical significance testing can only be applied where total number of responses is greater than 25 and the number of responses in the "agree + strongly agree" and "disagree + strongly disagree" categories is 10 or more.