

25 - Not Relevant

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**From:** Keating, Christopher J [redacted] 33(1) [redacted] @edumail.vic.gov.au>  
**Sent:** Friday, 31 August 2018 11:48 AM  
**To:** [redacted] 33(1)  
**Subject:** FW: Workplace Wellbeing Assessment VSBA

**From:** [redacted] 33(1)  
**Sent:** Monday, 20 August 2018 3:29 PM  
**To:** Keating, Christopher J [redacted] 33(1) [redacted] @edumail.vic.gov.au>  
**Cc:** [redacted] 33(1)  
**Subject:** Workplace Wellbeing Assessment VSBA

Hi Chris

[redacted] 35(1)(b)

[redacted] 35(1)(b) Once you've had a chance to review the attached, and if you're happy to progress it, we can send you a draft Communique to adapt and share with the team.

Looking forward to working with you again soon Chris. [redacted] 33(1) or I will be in touch if we don't hear back from you by the end of the week.

Regards,

33(1)



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SEPTEMBER 13  
FIND OUT MORE ABOUT OUR TRAINING PROGRAMS >

Converge  
TECHNOLOGY

**RU OK?**

33(1)

Pages 3 through 17 redacted for the following reasons:

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33(1), 34(1)(b), 35(1)(b)

25 - Not Relevant

**From:** Keating, Christopher J [redacted] 33(1) [redacted] @edumail.vic.gov.au>  
**Sent:** Friday, 31 August 2018 11:47 AM  
**To:** [redacted] 33(1) [redacted]  
**Subject:** FW: Workplace Wellbeing Assessment VSBA

**From:** [redacted] 33(1) [redacted]  
**Sent:** Thursday, 30 August 2018 11:40 AM  
**To:** Keating, Christopher J [redacted] 33(1) [redacted] @edumail.vic.gov.au>  
**Cc:** [redacted] 33(1) [redacted]  
**Subject:** Re: Workplace Wellbeing Assessment VSBA

Hi Chris

Attached please find the proposal for Stage 2 of the project, as discussed, [redacted] 33(1) [redacted]

[redacted] 35(1)(b) [redacted]

[redacted] 35(1)(b) [redacted] Please don't  
hesitate to contact me if there is anything you need clarified.

[redacted] 35(1)(b) [redacted]

35(1)(b)

Can you please sign and return the approval page of the attached Stage 2. I look forward to working with you.

Many thanks

33(1)

33(1)

### Converge International

33(1)

Level 5, 255 Bourke Street, Melbourne Victoria 3000  
T 03 8681 2444 | F 03 8681 2488

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**From:** Keating, Christopher J [33(1)] <[redacted]@edumail.vic.gov.au>

**Sent:** Wednesday, 29 August 2018 8:19 AM

**To:** [33(1)]

**Cc:** [33(1)]

**Subject:** Re: Workplace Wellbeing Assessment VSBA

Thanks [33(1)]

This looks good.

[33(1)] is there anytime that you are free this morning to speak on phone?

[30(1)]

[30(1)]

Before 10 would be great.

Regards Chris

[33(1)]

On 28 Aug e2018, at 7:09 pm, [33(1)] wrote:

Hi Chris

Thank you for sending through the approval page of the proposal. Attached please find a Communicate that you can provide to your staff to accompany your own internal communications about the nature and purpose of the assessment. If the staff have any further questions about the process, we can arrange to provide a 30 minute briefing on site if desired.

The next step is for me to liaise with a representative of yours to schedule the dates and times of the interviews with staff, and allocate our consultants. If you can provide me with the contact details of the most appropriate person for me to arrange the scheduling, we can move to the next stage of the project.

I'm very much looking forward to working with you and the team.

Best regards

33(1)

33(1)

### Converge International

33(1)

Level 5, 255 Bourke Street, Melbourne Victoria 3000  
T 03 8681 2444 | F 03 8681 2488

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**From:** Keating, Christopher J 33(1) @edumail.vic.gov.au>  
**Sent:** Monday, 20 August 2018 3:52 PM  
**To:** 33(1)  
**Cc:** 33(1)  
**Subject:** Re: Workplace Wellbeing Assessment VSBA

Thanks 33(1)

I will have a look tonight and come back to you.

Regards Chris

33(1)

> On 20 Aug 2018, at 3:29 pm, 33(1) wrote:  
>  
> Hi Chris  
>  
> 33(1) has been very helpful capturing the WWA intervention and getting it to you promptly 33(1)

33(1)

>

35(1)(b)

>

35(1)(b) 33(1) or I will be in touch if we don't hear back from you by the end of the week.

>

> Regards,

>

33(1)

>

>

>

[cid:image001.png@01D42E73.D65CA6E0]<<https://www.convergeinternational.com.au/cvi/mental-health-wellbeing/health-wellbeing-services>>

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33(1)

>

>

> <image001.png>

> <WWA Proposal DET VSBA Strategy Reform Operations 20.8.18.pdf>

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<WWA Communique 29 August 2018.docx>

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33(1), 34(1)(b), 35(1)(b)



25 - Not Relevant

**From:** Keating, Christopher J [33(1)] <[33(1)]@edumail.vic.gov.au>  
**Sent:** Thursday, 30 August 2018 7:56 AM  
**To:** DL VSBA - Budget and Finance [33(1)] <[33(1)]@edumail.vic.gov.au>; DL VSBA - Communications Division [33(1)] <[33(1)]@edumail.vic.gov.au>; DL VSBA - Delivery Division [33(1)] <[33(1)]@edumail.vic.gov.au>; DL VSBA - Executive [33(1)] <[33(1)]@edumail.vic.gov.au>; DL VSBA - Performance and Reporting [33(1)] <[33(1)]@edumail.vic.gov.au>; [33(1)] <[33(1)]@edumail.vic.gov.au>; DL VSBA - Strategy [33(1)] <[33(1)]@edumail.vic.gov.au>; Cook, Andrew J2 [33(1)] <[33(1)]@edumail.vic.gov.au>  
**Cc:** [33(1)] <[33(1)]@edumail.vic.gov.au>; Atta, Jenny J [33(1)] <[33(1)]@edumail.vic.gov.au>; Bugden, Tony J [33(1)] <[33(1)]@edumail.vic.gov.au>  
**Subject:** VSBA - Workplace Wellbeing Assessment

Morning colleagues

As you know, my focus this year is on the people and culture of the VSBA.

We've spent two years building an outstanding reputation for ourselves as an organisation. I want to be sure that you feel as positively about working here.

Your managers will already be talking to you about the People Matter Survey results. From your discussions, the Management Team and the People and Culture Committee are putting together an action plan that will be shared at September's All Staff Meeting. The People Matter Survey provides a really useful overview of what we're doing well and what needs improvement, including how we compare to the rest of the Department.

But I am taking this a step further by **commissioning an in-depth independent assessment of our workplace**. Getting this kind of expert external perspective will allow us to better understand our workplace characteristics and their impact on team dynamics and wellbeing.

I have engaged Converge International who will undertake this assessment and provide recommendations on how we can do better. The **key input into this assessment will be one-on-one, confidential interviews with staff. These interviews will start next week.** Whilst this is a voluntary process, I encourage everyone to take the opportunity to participate in an interview. I expect that the process will take about approximately six weeks in total, four weeks to conduct staff interviews and two weeks to analyse results and provide recommendations. You can read about how Converge work in the attached letter.

We have a lot to feel positive about, but developing the kind of culture I want to create will take time and effort. It will involve all of us contributing to this process and making sure that we make changes as a result. But I believe the outcome will be a better place to work, one that attracts and retains the best people to get the best results.

I hope that you – as I do – see this as an opportunity to make the VSBA a great place to work.

More details on how to get involved will be distributed next week.

Regards

Chris

**Chris Keating | Chief Executive Officer**  
Victorian School Building Authority  
Department of Education and Training

33(1)

A: Level 1, 33 St Andrews Place, East Melbourne VIC 3001

W: [www.schoolbuildings.vic.gov.au](http://www.schoolbuildings.vic.gov.au)

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29 August 2018

Department of Education and Training  
Victorian School Building Authority

Head Office  
Lvl 5/255 Bourke St, Melbourne VIC 3000  
T 03 8681 2444 F 03 8681 2488  
E [info@convergeinternational.com.au](mailto:info@convergeinternational.com.au)  
[www.convergeinternational.com.au](http://www.convergeinternational.com.au)  
ABN 12 113 688 627

## Re: Workplace Wellbeing Assessment

Dear Team Members

Converge International has been engaged to conduct an independent assessment to explore workplace characteristics impacting upon team dynamics and wellbeing. Converge International are highly experienced at undertaking such workplace assessments and provide this service to a broad range of organisations.

The purpose of the assessment is for Converge International to:

- Understand staff perspectives about their experiences of the work environment, workplace practices and work relationships
- Identify workplace practices and behaviours that contribute to organisation and team function and wellbeing, both positive and negative
- Understand and identify potential or actual safety risks and safeguards
- Define types, prevalence and levels of impact on team members that may pose a risk to team wellbeing
- Seek staff input into potential solutions and improvements to the work environment, workplace practices and work relationships
- Make recommendations to optimise positive team dynamics, function and wellbeing.

All staff members are invited to contribute to the assessment which is designed to be solution oriented and futures focused. The assessment is not a formal investigation or punitive in nature. Our experienced and impartial consultants assess issues, not adjudicate on them.

Converge International will collect your responses by way of individual one on one interviews, in a confidential setting. Interviews are up to one hour in duration.

All input will be managed, stored and retained by Converge International. Staff input is to remain anonymous and individual responses will not be identified except in serious cases of risk of harm to self, others or public safety.

Key findings and common themes relevant to the purpose of the assessment will be presented to Chris Keating, as the project sponsor, for consideration to inform and guide future planning to support and develop staff and your workplace. In addition, participants may receive feedback on key outcomes arising from the assessment that directly involve them.

The findings will be provided to the project sponsor by way of a confidential written report that includes recommendations. It remains the decision of the project sponsor whether to implement any or all of the recommendations made by Converge International and whether to undertake additional internal strategies based on the information provided.

We encourage you all to participate so that we can gain as broad a perspective as possible on issues that might be impacting team dynamics and wellbeing, and to maximise the value of this important assessment for the workplace. The intervention is an opportunity to explore inherent strengths of the team as well as matters that may be adversely impacting on the team.

You will be advised of the times available to attend the individual interviews.

Kind regards

33(1)

Converge International

25 - Not Relevant

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**From:** Keating, Christopher J [33(1)] <[33(1)]@edumail.vic.gov.au>  
**Sent:** Friday, 2 November 2018 3:08 PM  
**To:** [33(1)]  
**Cc:** [33(1)]  
**Subject:** RE: Workplace Wellbeing Assessment VSBA

approved

**Chris Keating | Chief Executive Officer**  
Victorian School Building Authority  
Department of Education and Training

[33(1)] <[33(1)]@edumail.vic.gov.au>

A: Level 1, 33 St Andrews Place, East Melbourne VIC 3001

W: [www.schoolbuildings.vic.gov.au](http://www.schoolbuildings.vic.gov.au)

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**From:** [33(1)]  
**Sent:** Thursday, 1 November 2018 2:09 PM  
**To:** Keating, Christopher J [33(1)] <[33(1)]@edumail.vic.gov.au>  
**Cc:** [33(1)]  
**Subject:** FW: Workplace Wellbeing Assessment VSBA

Hi Chris

(This email is as advised required by DET's procurement division, to provide formality of approval for the Workplace Wellbeing Assessment by Converge International. Please reply with a response.)

Confirming the signed contract acceptance attached, that it was following a procurement process appropriate to the believed size of the work

34(4)(a)(ii)

34(4)(a)(ii)

Could you please confirm that this is all ok, and as per approvals and instructions given by you to Converge International to undertake this Workplace Wellbeing Assessment?

Thank you,

33(1)

33(1)

Victorian School Building Authority  
Department of Education and Training

33(1)

A: Level 1, 33 St Andrews Place, East Melbourne VIC 3002

W: [www.education.vic.gov.au](http://www.education.vic.gov.au)

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**From:** 33(1)

**Sent:** Thursday, 25 October 2018 2:12 PM

**To:** 33(1)

**Cc:** 33(1)

**Subject:** FW: Workplace Wellbeing Assessment VSBA

Hi 33(1)

Signed contract attached as per our discussion.

Thanks.

33(1)

**From:** 33(1)

**Sent:** Monday, 27 August 2018 2:57 PM

**To:** 33(1)

**Cc:** 33(1)

**Subject:** RE: Workplace Wellbeing Assessment VSBA

Hi 33(1)

Please find attached approval page.

Thank you

33(1)  
Victorian School Building Authority  
Department of Education and Training

33(1)

A: Level 1, 33 St Andrews Place, Melbourne VIC 3002

W: [www.education.vic.gov.au](http://www.education.vic.gov.au)

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**From:** 33(1)

**Sent:** Monday, 20 August 2018 3:29 PM

**To:** Keating, Christopher J 33(1) [@edumail.vic.gov.au](mailto:@edumail.vic.gov.au)>

**Cc:** 33(1)

**Subject:** Workplace Wellbeing Assessment VSBA

Hi Chris

33(1) has been very helpful capturing the WWA intervention and getting it to you promptly 33(1)  
33(1)

35(1)(b)

35(1)(b) or I will be in touch if we don't hear back from you by the end of the week.

Regards,

33(1)

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33(1)

25 - Not Relevant

**From:** [REDACTED] 33(1)

**Sent:** Friday, 16 November 2018 9:34 PM

**To:** [REDACTED] 33(1)

**Cc:** [REDACTED] 33(1)

**Subject:** Converge work

Hi [REDACTED] 33(1)

Please find attached soft copy of converge recommendations and actions table, including members suggestions.

Following on from this afternoon's sessions Chris mentioned the following:

[REDACTED]

30(1)



30(1)

I have also attached the soft copy of the final version of the report that includes the executive summary (10 pages). This is the version sent to Chris directly on Sunday 7<sup>th</sup> November.

Happy to chat on Monday about how best to progress next steps and allocate work.

Regards

33(1)

33(1)

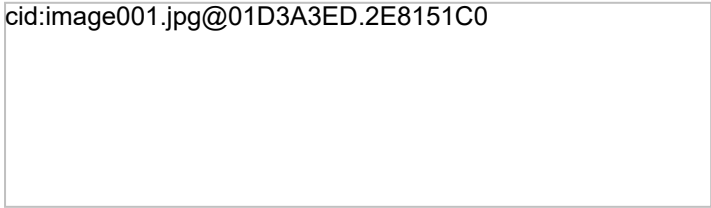
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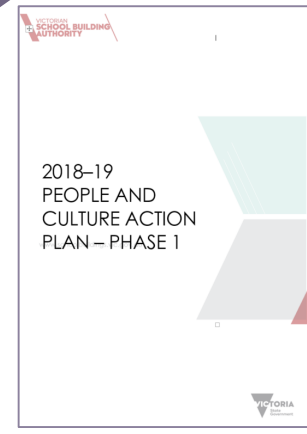


Pages 45 through 122 redacted for the following reasons:

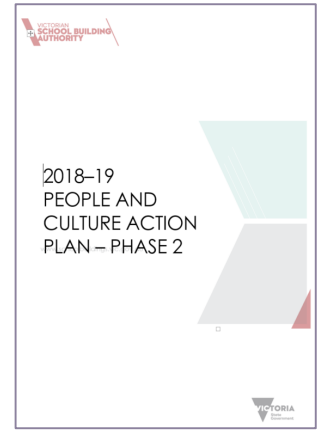
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30(1)  
33(1), 34(1)(b), 35(1)(b)



## Workplace Wellbeing Assessment – Next Steps



Oct      Nov      Dec      Jan



Recap from Last Meeting: Workplace Wellbeing Assessment part of Phase 2 data gathering and action planning

# Workplace Wellbeing Assessment



## Workplace Wellbeing Assessment Report

- Mon 29 Oct – Emerging findings discussed with CEO
- Wed 29 Oct – Discussions commence with Executive Directors
- Fri 16 Nov – Converge presented findings and recommendations to staff
- Mon 26 Nov – Management Team meeting to discuss emerging actions
- Mon 26 Nov – Report circulated to staff
- Thur 29 Nov – All staff meeting to discuss draft action plan
- Next steps – view the proposed actions table via the VSBA Sharepoint (Staff Area > Announcements) and send your feedback to 33(1) by Fri 7 Dec

## Concurrent work:

- Learning and Development and Induction frameworks – high level design and testing
- Corporate services support team established
- People and Culture Committee meetings
- Preparations for an incoming government
  - PIAPs and KECs
  - Strategic opportunities
- Contingency planning for an incoming government
- Scenario planning
- Independent assessment of how the VSBA manages risk

# WWA - Member Solutions for Change:



# WWA - Member Solutions for Change:








# WWA – Recommendations and Proposed Actions

1. Recommendation:	VSBA Response:
<p>Provide feedback to all VSBA employees of key findings relevant to the whole team</p>	<p>Complete:</p> <ul style="list-style-type: none"> <li>• Converge presentations to staff on findings and recommendations held on 16 Nov.</li> <li>• Report circulated to staff on 26 Nov.</li> </ul>
2. Recommendation:	VSBA Response:
<p><b>LEADERSHIP</b></p> <p>Provide individual feedback to the two Executive Directors about pertinent issues arising from this assessment relevant to their units, and to the VSBA as a whole, and provide options for leadership coaching, in particular the human dimension of leadership</p>	<p>Partially complete:</p> <ul style="list-style-type: none"> <li>• Converge has met with the CEO and EDs and provided individual feedback on the findings from the assessment.</li> <li>• Human leadership coaching to be the focus of a broader Leadership Reform program (see Recco 4.)</li> </ul>
3. Recommendation:	VSBA Response:
<p>Hold an independently facilitated discussion between CEO and Executive Directors with the aim to improve cohesion and reach agreed outcomes about future alignment and direction for the VSBA</p>	<p>Accept, with modification:</p> <ul style="list-style-type: none"> <li>• Leadership cohesion and alignment to form part of a broader Leadership Reform program involving entire Executive Team (see Recco 4.)</li> </ul>

# WWA – Recommendations and Proposed Actions



<b>4. Recommendation:</b>	<ul style="list-style-type: none"> <li>• <b>VSBA Response:</b> Accept, with modification:</li> </ul>
<p>Hold a series of leadership workshops for the CEO, Executive Directors and Directors around strategy and communication to:</p> <ul style="list-style-type: none"> <li>• determine ways to increase visibility;</li> <li>• develop and communicate a strategic plan to employees;</li> <li>• build collaboration between units;</li> <li>• increase VSBA wide communications and disseminate key objectives for the VSBA to all employees;</li> <li>• promote regular communication of the ways in which the various units intersect and contribute to VSBA objectives</li> </ul>	<p>Establish a broader Leadership Reform program involving entire Executive Team, including elements of strategy and communication to:</p> <ul style="list-style-type: none"> <li>• improve human leadership (from 2. above);</li> <li>• determine ways to develop visible leadership cohesion and alignment (from 3. above);</li> <li>• develop and communicate a strategic plan to employees;</li> <li>• build collaboration between units;</li> <li>• increase VSBA wide communications and disseminate key objectives for the VSBA to all employees;</li> <li>• promote regular communication of the ways in which the various units intersect and contribute to VSBA objectives</li> </ul>
<b>Proposed Actions:</b>	<b>Progress/Timeline</b>
Establish a broader Leadership Reform program including entire Executive Team (New)	In progress – commence Mar 2019
Implement an enhanced VSBA learning and development approach – leadership module (P&CAP)	In progress – commence Mar 2019
Improve communication during periods of change and provide clarity on roles and responsibilities (P&CAP)	In progress – ongoing
 Establish a corporate communications function in the VSBA (New)	In progress – commence Mar 2019
 Develop and implement in-house presentations including e-modules outlining responsibilities and duties of Branches/ Units (P&CAP)	Not yet started – commence Mar 2019
 Undertake a review of the VSBA operating model to identify opportunities to improve cohesion and decision making (New)	In progress – complete Feb 2019

# WWA – Recommendations and Proposed Actions


<b>5. Recommendation:</b>	<b>VSBA Response:</b>	
<b>BUILDING RESPECTFUL BEHAVIOURS</b> Roll out 'It's a Matter of Respect' training for employees with people management responsibility - CEO, Executive Directors and all managers	Accept: <ul style="list-style-type: none"> <li>An appropriate Respectful Relationships program to be identified for employees with people management responsibility</li> </ul>	
<b>Proposed Actions:</b>	<b>Progress/Timeline</b>	
Investigate and rollout a Respectful Relationship program for employees with people management responsibility (New)	Not yet started – commence Mar 2019	
Organise in-house bullying-awareness sessions (P&CAP)	Not yet started – commence Mar 2019	
Undertake a whole-of-VSBA Charter of Human Rights and Responsibility training utilising the DET eLearning model (P&CAP)	Not yet started – complete Mar 2019	

<b>7. Recommendation:</b>	<b>VSBA Response:</b>	
Recruit and employ future managers with demonstrated people management skills	Accept	
<b>Proposed Actions:</b>	<b>Progress/Timeline</b>	
Recruit and employ future managers with demonstrated people management skills (New)	Not yet started – commence Jan 2019	
Provide leadership development opportunities for mid-level managers with leadership potential (for example, acting opportunities or Inspiring Managers program) (P&CAP)	In progress	

# WWA – Recommendations and Proposed Actions

6. Recommendation:	VSBA Response: :	
Hold a series of workshops for all managers around people management to: <ul style="list-style-type: none"> <li>• build motivated and cohesive teams;</li> <li>• establish shared expectations of behaviour and practices when operating as a team and when collaborating with other units;</li> <li>• consistently address conflict, poor performance and disrespectful behaviours;</li> <li>• devise ways to increase employee feedback and recognition;</li> <li>• increase collaborative and respectful engagement with other units</li> </ul>	Accept	
Proposed Actions:	Progress/Timeline	
Hold a series of workshops for all managers around people management, covering the following elements: (New)	Not yet started – commence Jan 2019	
 <ul style="list-style-type: none"> <li>• Management training for new managers (New)</li> </ul>	<ul style="list-style-type: none"> <li>• complete Jun 2019</li> </ul>	
<ul style="list-style-type: none"> <li>• Encourage better use of performance planning and development processes to ensure it is meaningful and reflects individual learning goals (P&amp;CAP)</li> </ul>	<ul style="list-style-type: none"> <li>• commence Jan 2019</li> </ul>	
<ul style="list-style-type: none"> <li>• Establish a consistent approach to PDP conversations across the VSBA (P&amp;CAP)</li> </ul>	<ul style="list-style-type: none"> <li>• commence Mar 2019</li> </ul>	
 <ul style="list-style-type: none"> <li>• Monitor and report on performance management processes (New)</li> </ul>	<ul style="list-style-type: none"> <li>• complete Jun 2019</li> </ul>	
<ul style="list-style-type: none"> <li>• Develop and implement in-house presentations including e-modules outlining responsibilities and duties of Branches/Units (P&amp;CAP)</li> </ul>	<ul style="list-style-type: none"> <li>• commence Mar 2019</li> </ul>	
<ul style="list-style-type: none"> <li>• Develop and implement a series of manager-led training sessions (P&amp;CAP)</li> </ul>	<ul style="list-style-type: none"> <li>• commence Mar 2019</li> </ul>	

# WWA – Recommendations and Proposed Actions

<b>8. Recommendation:</b>	<b>• VSBA Response:</b>	
<b>STRUCTURE, SYSYEMS AND PROCESSES</b> Build a corporate services unit into the organisational structure to support the implementation of VSBA objectives	Accept • requires clarification/prioritisation of scope	
<b>Proposed Actions:</b>	<b>Progress/Timeline</b>	
 Establish and implement a centralised HR support function to assist Managers with procedures around recruitment and selection (P&CAP)	Not yet started – commence Mar 2019	

<b>9. Recommendation:</b>	<b>• VSBA Response:</b>	
Develop a consultative committee with representatives from each unit with the view to increase VSBA wide participation in decision making, to increase collaboration and to increase communication of plans and achievements to all members	Accept	
<b>Proposed Actions:</b>	<b>Progress/Timeline</b>	
Support a VSBA People and Culture Committee (P&CAP)	Complete – Monthly meetings held since Apr 2018	

# WWA – Recommendations and Proposed Actions



10. Recommendation:	VSBA Response:	
Develop IT, data management, administrative systems and consistent processes that support all VSBA functions	Accept in part: <ul style="list-style-type: none"> <li>requires clarification/prioritisation of scope</li> </ul>	
Proposed Actions:	Progress/Timeline	
Develop and cost options to improve the full end-to-end administration and governance of information at VSBA, including: (New)	Not yet started – commence Mar 2019	
<ul style="list-style-type: none"> <li>review and identify end-to-end information workflows to ensure data is efficiently captured and shared across functional areas at the right time (New)</li> </ul>	Not yet started – commence Mar 2019	
<ul style="list-style-type: none"> <li>establishment of a Portfolio Management Office (New)</li> </ul>	In progress – transition of POSM reporting functions to PRU	
<ul style="list-style-type: none"> <li>review, update and maintain the VSBA EduGate SharePoint system (New)</li> </ul>	Not yet started – commence Mar 2019	
<ul style="list-style-type: none"> <li>improve access to meeting room technology (New)</li> </ul>	Not yet started – complete Jun 2019	

# WWA – Recommendations and Proposed Actions

11. Recommendation:	VSBA Response:	
Centralise and standardise human resource functions for the VSBA and develop strategies to build people and culture initiatives	Accept in part: <ul style="list-style-type: none"> <li>Noting that VSBA, as a Division in IFSG, is required to adhere to DET human resource policies</li> </ul>	
Proposed Actions:	Progress/Timeline	
Develop standardised principles and guidelines to support VSBA approach to human resource management, including: (New)	Not yet started:	
<ul style="list-style-type: none"> <li>VSBA Workforce Planning strategy (New)</li> </ul>	<ul style="list-style-type: none"> <li>complete Mar 2019</li> </ul>	
<ul style="list-style-type: none"> <li>Standardisation of PDPs (New)</li> </ul>	<ul style="list-style-type: none"> <li>complete for 2019-20 cycle</li> </ul>	
<ul style="list-style-type: none"> <li>Merit protection training (New)</li> </ul>	<ul style="list-style-type: none"> <li>commence Jan 2019</li> </ul>	
<ul style="list-style-type: none"> <li>Regularly conduct exit interviews (New)</li> </ul>	<ul style="list-style-type: none"> <li>commence Jan 2019</li> </ul>	
<ul style="list-style-type: none"> <li>Monitor and report on recruitment processes (New)</li> </ul>	<ul style="list-style-type: none"> <li>commence Jan 2019</li> </ul>	
Ensure that appropriate recruitment processes are undertaken informed by the duration of the role, and that processes are fair and transparent (P&CAP)	Not yet started – commence Jan 2019	
Enhance cohesion through social activities and events (P&CAP)	In progress – Social Activities Club established Sep 2019	

## WWA – Recommendations and Proposed Actions

12. Recommendation:	VSBA Response:	
Improve induction processes and include information about key organisational objectives, structure, unit functions and shared expectations of behaviour	Accept	
Proposed Actions:	Progress/Timeline	
Implement an enhanced VSBA induction program (P&CAP)	In progress – Induction program trial Nov-Dec 2018	

13. Recommendation:	VSBA Response:	
Consider workforce planning and contractor numbers in view of the feedback around turnover and engagement levels	Accept	
Proposed Actions:	Progress/Timeline	
Develop a VSBA Workforce Planning strategy, including the optimal mix of employment conditions (New)	Not yet started – complete Mar 2019	

14. Recommendation:	VSBA Response:	
<b>WELLBEING SPECIFIC SUPPORT</b> Provide opt-in workshops for staff on 'Managing Stress'	Accept	
Proposed Actions:	Progress/Timeline	
Design and implement a series of workshops to deal with stress (P&CAP)	Not yet started – commence Mar 2019	



## WWA – Recommendations and Proposed Actions

<b>15. Recommendation:</b>	<b>VSBA Response:</b>	
Develop a wellbeing policy and framework and provide manager training in how to recognise and respond to mental health concerns of employees	Partially Accept: <ul style="list-style-type: none"> <li>Noting that DET has a Mental Health and Wellbeing Strategy</li> </ul>	
<b>Proposed Actions:</b>	<b>Progress/Timeline</b>	
Increase visibility and awareness of DET Mental Health and Wellbeing Strategy (New)	Not yet started – commence Mar 2019	
Develop a VSBA plan to implement DET Mental Health and Wellbeing Strategy (New)	Not yet started – commence Mar 2019	

<b>16. Recommendation:</b>	<b>VSBA Response:</b>	
Regularly promote internal and external supports to employees, such as EAP	Accept	
<b>Proposed Actions:</b>	<b>Progress/Timeline</b>	
Improve awareness of Employee Assistance Program (EAP) among VSBA staff (P&CAP)	In progress – staff reminder email	
Regularly communicate internal and external supports available to staff: (New) <ul style="list-style-type: none"> <li>via articles in Monthly Scoop</li> </ul>	Not yet started – Dec 2018	
<ul style="list-style-type: none"> <li>include in key change management communications to staff</li> </ul>	In progress	

# Feedback and Next Steps

## Feedback

- Staff invited to review proposed actions table and contribute suggestions by **Friday 7 Dec**
- Access the action table via VSBA SharePoint: [Staff Area / Announcements](#)
- Send your feedback to [REDACTED] 33(1)
- Feedback to be incorporated into Phase 2 of People and Culture Action Plan (2019)

## Next Steps

- One-page project plans to be developed for each action
- Interested staff invited to participate on project teams

Pages 139 through 182 redacted for the following reasons:

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33(1), 35(1)(b)



EMPLOYEE GROUP  
REPORT

PEOPLE MATTER SURVEY  
2017

DEPARTMENT OF EDUCATION AND TRAINING  
VICTORIAN SCHOOL BUILDING AUTHORITY

VPSC

Victorian Public Sector Commission

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## Purpose

This report provides your 2017 People Matter Survey results for: Victorian School Building Authority.

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**Number of responses:** 81

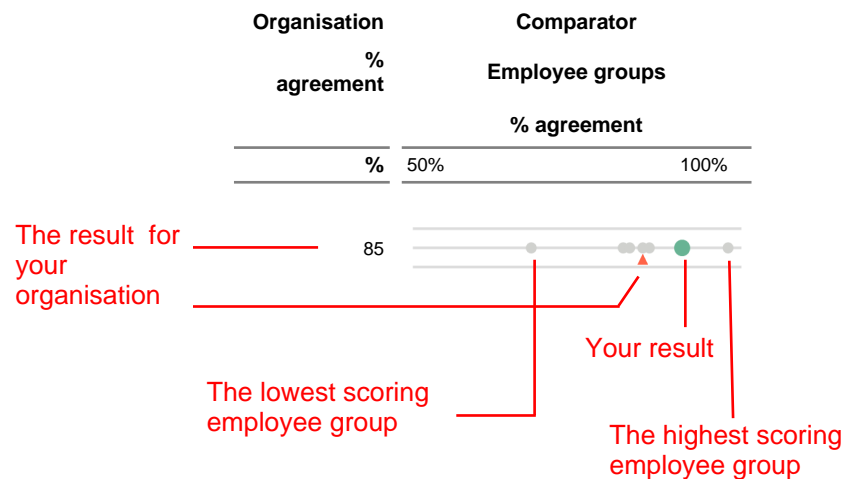
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## Chart descriptors

The chart below shows where your employee group's score for each question sits in comparison with the scores of your organisation's other employee groups.

**Organisation % agreement** Is the percentage agreement for each question for your organisation.

**Percentage agreement** This line presents the range of results across all employee groups on each question. The green dot shows the result for your employee group. Each grey dot represents the result for another employee group. Employee groups will only be represented on this line if their result falls within the chart's range.



## Order of results

### Public Sector Values

#### Responsiveness

Providing high quality services to the community, working toward best practice and providing frank and fearless advice to the Government.

#### 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.

### Employment principles

#### Merit

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

#### Fair and reasonable treatment

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

#### Equal employment opportunity

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

#### Avenues of redress

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

#### Career public service

How well the development of a career public service is fostered in your organisation.

### 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.

### Additional Modules

## Your highest scoring results

Question	Value or employment principle	Percentage agreement
My workgroup strives to achieve client satisfaction	Responsiveness	93
In my organisation, earning and sustaining a high level of public trust is seen as important	Integrity	90
My manager is committed to ensuring clients receive a high standard of service	Responsiveness	89
My manager treats employees with dignity and respect	Fair and reasonable treatment	89
My organisation provides high quality services to the Victorian community	Responsiveness	88
My manager encourages behaviours that are consistent with the public sector values	Leadership	83
I am proud to work in the Victorian Public Service	Development of a career Public Service is fostered	83
My manager listens to what I have to say	Respect	81
In my organisation, avoiding conflict of interest is seen as important	Integrity	80
In my organisation, engaging in improper conduct is not tolerated	Integrity	80

## Your lowest scoring results

Question	Value or employment principle	Percentage agreement
My work performance is assessed against clear criteria	Merit	40
In my organisation, there are clear procedures and processes for resolving grievances	Avenues of redress	41
I understand how the Charter of Human Rights and Responsibilities applies to my work	Human rights	43
I understand how the Charter of Human Rights and Responsibilities affects me as an employee	Human rights	47
I am confident that I would be protected from reprisal for reporting improper conduct	Integrity	49
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	53
In my organisation, there are opportunities for me to develop my skills and knowledge	Fair and reasonable treatment	58
Senior managers provide clear strategy and direction	Accountability	60
Senior managers model the public sector values	Leadership	60
I am committed to working in the Victorian Public Service for much of my career	Development of a career Public Service is fostered	62

# RESULTS

Percentage agreement sums the 'Agree' and 'Strongly agree' responses as a percentage of all responses. All percentages have been rounded throughout the report. This may mean that some percentage breakdowns do not add to exactly 100 per cent.

	Employee group							Organisation % agreement	Comparator % agreement
	Response distribution						%		
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %	Don't know %			
<b>Public sector values</b>									
<b>Responsiveness</b>									
My workgroup strives to achieve client satisfaction	0	1	5	51	42	1	93	92	
My manager is committed to ensuring clients receive a high standard of service	2	1	6	43	46	1	89	89	
My organisation provides high quality services to the Victorian community	0	1	10	47	41	1	88	88	
In my workgroup, work is undertaken using best practice approaches	2	12	16	44	20	5	64	77	
People in my workgroup believe it is important to provide frank, impartial and timely advice to the Government	0	0	20	43	33	4	77	79	
<b>Integrity</b>									
People in my workgroup are honest, open and transparent in their dealings	5	5	11	48	30	1	78	80	
I am confident that I would be protected from reprisal for reporting improper conduct	10	12	28	31	19	-	49	49	
In my organisation, earning and sustaining a high level of public trust is seen as important	0	0	7	43	47	2	90	91	
In my organisation, avoiding conflict of interest is seen as important	1	4	11	51	30	4	80	81	
In my organisation, engaging in improper conduct is not tolerated	2	6	10	51	30	1	80	74	
My manager sees avoiding conflicts of interest as being important	1	1	11	38	42	6	80	82	
<b>Impartiality</b>									
My manager demonstrates objectivity in decision-making	2	4	11	38	41	4	79	78	
In my organisation, behaving impartially is seen as important	1	2	14	52	27	4	79	81	
People in my workgroup demonstrate objectivity in decision-making	2	7	19	48	22	1	70	78	
<b>Accountability</b>									
My workgroup always tries to improve its performance	1	4	17	44	31	2	75	85	
Senior managers provide clear strategy and direction	6	14	17	37	23	2	60	58	
People in my workgroup use their time and resources efficiently	1	9	19	44	26	1	70	73	



	Employee group							Organisation	Comparator
	Response distribution							% agreement	Employee groups
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	% agreement	% agreement	
	%	%	%	%	%	%	%	50%	100%
<b>Respect</b>									
People in my workgroup treat each other with respect	1	7	11	41	40	0	80	82	
Bullying is not tolerated in my organisation	4	17	14	36	27	2	63	64	
My manager listens to what I have to say	2	7	9	31	51	-	81	84	
My manager keeps me informed about what's going on	4	9	14	37	37	-	74	78	
<b>Leadership</b>									
Senior managers model the public sector values	5	12	19	37	23	4	60	61	
In my organisation, behaviour consistent with the public sector values is acknowledged	1	12	17	38	27	4	65	72	
My manager encourages behaviours that are consistent with the public sector values	4	2	11	41	42	-	83	85	
<b>Human rights</b>									
I understand how the Charter of Human Rights and Responsibilities applies to my work	6	21	30	33	10	-	43	63	
I understand how the Charter of Human Rights and Responsibilities affects me as an employee	6	19	28	37	10	-	47	61	
In my workgroup, human rights are valued	1	2	17	44	33	1	78	83	
My organisation encourages employees to act in ways that are consistent with human rights	4	2	23	43	21	6	64	80	

	Employee group							Organisation	Comparator
	Response distribution							% agreement	Employee groups
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	%	% agreement	
	%	%	%	%	%	%	%	50%	100%
<b>Employment principles</b>									
<b>Merit</b>									
My work performance is assessed against clear criteria	7	15	38	26	14	-	40	57	
In my organisation, employees are recruited on the basis of merit	2	11	17	42	25	2	67	63	
People recruited to my organisation seem to have the right skills for the job	6	9	16	46	21	2	67	65	
<b>Fair and reasonable treatment</b>									
My manager involves me in decisions about my work	4	7	16	28	44	-	73	79	
In my organisation, there are opportunities for me to develop my skills and knowledge	5	11	26	36	22	-	58	67	
My manager treats employees with dignity and respect	4	5	2	36	53	-	89	84	
<b>Equal employment opportunity</b>									
Equal Employment Opportunity is provided in my organisation	4	6	15	38	28	9	67	74	
Gender identity is not a barrier to success in my organisation	2	6	10	38	28	15	67	73	
Disability is not a barrier to success in my organisation	4	4	11	36	31	15	67	68	
Age is not a barrier to success in my organisation	5	7	15	41	26	6	67	69	
Cultural background is not a barrier to success in my organisation	0	2	19	42	32	5	74	75	
Sexual orientation is not a barrier to success in my organisation	0	2	14	41	31	12	72	76	
My organisation is committed to creating a diverse workforce (e.g. age, sex, gender, disability, cultural background)	1	5	16	42	30	6	72	70	
<b>Avenues of redress</b>									
In my organisation, there are clear procedures and processes for resolving grievances	7	9	31	26	15	12	41	59	
I would be confident in approaching my manager to discuss concerns and grievances	5	6	10	28	51	-	79	80	
I am confident that if I lodge a grievance in my organisation, it would be investigated in a thorough and objective manner	10	11	26	36	17	-	53	52	
<b>Development of a career Public Service is fostered</b>									
I am proud to work in the Victorian Public Service	0	1	16	52	31	-	83	81	
I am committed to working in the Victorian Public Service for much of my career	0	5	33	37	25	-	62	71	
I would recommend the Victorian Public Service as a good place to work	0	2	21	52	25	-	77	72	

## Supporting measures

### Job satisfaction

	Employee group					% satisfied	Organisation % satisfied	Comparator Employee groups
	Response distribution							
	Very dissatisfied %	Dissatisfied %	Neither satisfied or dissatisfied %	Satisfied %	Very satisfied %	%		Percentage satisfied
								30% 100%
Frequency of feedback provided	2	20	23	38	16	54	59	
Level of autonomy in my job	5	11	15	41	28	69	76	
Chance to be creative/ innovative	5	16	23	36	20	56	62	
Overall job satisfaction	2	9	22	40	27	67	70	
Considering everything, how would you rate your overall satisfaction with your organisation as an employer?	2	11	17	42	27	69	68	

### Engagement

	Employee group					Engagement score	Organisation Engagement score	Engagement score
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %			
								30 100
I would recommend my organisation as a good place to work	1	10	19	47	23	70	70	
I am proud to tell others I work for my organisation	0	7	22	38	32	74	73	
I feel a strong personal attachment to my organisation	1	10	25	41	23	69	67	
My organisation motivates me to help achieve its objectives	0	7	22	49	21	71	65	
My organisation inspires me to do the best in my job	2	9	26	37	26	69	65	
<b>Engagement index</b>						71	68	

The Engagement Index: 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. The engagement index is the average score of the five engagement questions.

### Intention to leave

	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %	Don't know %	% agreement	Organisation % agreement	% agreement
									50% 100%
I rarely think about leaving this organisation	10	16	22	35	17	-	52	52	

## Supporting measures

	Employee group			Organisation	Comparator
	Response distribution			% yes	Employee groups
	Yes %	No %	Not applicable %	%	Percentage yes 50% 100%
<b>Feedback</b>					
I have received formal feedback on individual performance	41	59	-	66	
I have received informal feedback on individual performance	73	27	-	85	
<b>Effective promotion of policies and process</b>					
Have you seen/heard communication about the following in the past 12 months?					
The Code of Conduct for Victorian public sector employees	74	26	-	82	
The Public Sector Values	91	9	-	92	
My organisation's values (if different from the public sector values)	72	10	19	68	
My organisation's processes for reporting improper employee conduct	60	40	0	71	
My organisation's processes in place to support the Protected Disclosures Act (2012)	25	74	1	38	
My organisation's policy regarding the giving and receiving of gifts or benefits	78	22	0	78	
My organisation's policies and procedures to assist employees avoid conflicts of interest	69	30	1	71	
The Charter of Human Rights and Responsibilities	46	54	-	63	

	Employee group							Organisation % agreement	Comparator Employee groups % agreement
	Response distribution						% agreement		
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %	Don't know %			
<b>Supporting measures</b>									
<b>Leading change</b>									
Communications about change from senior managers are timely	2	11	26	31	25	5	56	49	
In times of change, senior managers provide sufficient information about the purpose of the change	2	9	23	35	26	5	60	51	
<b>Role clarity</b>									
I have a clear understanding of how my own job contributes to my workgroup's role	1	7	11	51	30	-	80	86	
I have a clear understanding of how my workgroup's role contributes to my organisation's stated outcomes	2	7	12	41	37	-	78	83	
I clearly understand what I am expected to do in this job	0	7	16	53	23	-	77	81	
<b>Role enablers</b>									
I have the authority to do my job effectively (e.g. the necessary delegation(s), autonomy, level of responsibility)	5	17	19	40	20	-	59	70	
My job allows me to utilise my skills, knowledge and abilities	1	10	12	47	30	-	77	81	
My job gives me the opportunity to work on the tasks I do best	4	12	17	43	23	-	67	70	
<b>Intrinsic reward</b>									
I believe the work that I do is important	1	1	6	46	46	-	91	94	
I enjoy the work in my current job	1	0	17	44	37	-	81	84	
I get a sense of accomplishment from my work	2	9	11	47	31	-	78	82	
I receive adequate recognition for my contributions and accomplishments	6	15	26	32	21	-	53	61	

## Discrimination

	Employee group			Organisation
	Response distribution			Yes
	Yes %	No %	Not sure %	%
<b>Experienced discrimination</b>				
In the last 12 months have you experienced discrimination in your workplace	6	88	6	7
	<b>Yes</b>			<b>Yes</b>
	<b>%</b>			<b>%</b>
What type of discrimination did you experience				
Pay or conditions offered by employer	20			23
Opportunities for promotion	60			43
Opportunities for transfer/secondment	0			25
Opportunities for training	20			24
Employment security - threats of dismissal or termination	0			18
Access to leave	0			15
Other detriment	40			37

## Bullying

	Employee group						Organisation
	Response distribution						Yes
	Yes still experiencing %	Yes but not currently experiencing %	Total yes %	No %	Not sure %	Don't know %	%
Personally <u>experienced</u> bullying at work in the last 12 months:	4	16	20	75	5	-	16
<b>Percent of those that experienced bullying</b>							
Submitted a formal complaint:	-	-	6	94	-	-	15
<b>Percent of those that submitted a complaint</b>							
Satisfied with the way the formal complaint was handled:	-	-	0	100	-	0	15

## Additional Modules

### Career intentions

	Employee group					% agreement	Organisation % agreement
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %		
To date, my career progression within my organisation has met my expectations	4	15	28	30	23	<b>53</b>	<b>57</b>
I have the opportunity to progress my career goals within my organisation	2	14	35	27	22	<b>49</b>	<b>52</b>
There are adequate opportunities for me to develop skills and experience in my current job	5	9	20	44	22	<b>67</b>	<b>60</b>
I have the opportunity to develop my skills and experience in the workplace without leaving my organisation	5	6	28	40	21	<b>60</b>	<b>57</b>
There are tools available that support my career development at my organisation	6	11	33	31	19	<b>49</b>	<b>50</b>
The best way for me to develop professionally is to stay at my organisation	6	12	46	21	15	<b>36</b>	<b>33</b>
	<b>Yes %</b>						<b>Yes %</b>
What is your likely career plan for the next 2 years							
Continue to work in my current workgroup within my organisation	49						<b>48</b>
Work in a different workgroup within my organisation	12						<b>12</b>
Stay at my organisation — Other	1						<b>4</b>
Leave my organisation for another Victorian public sector organisation	12						<b>7</b>
Leave my organisation for another public service organisation	1						<b>4</b>
Leave my organisation for a private sector organisation	4						<b>5</b>
Leave my organisation to take up full-time or part-time study	0						<b>0</b>
Retire	4						<b>2</b>
Take a career break	2						<b>1</b>
Leave my organisation — Other	4						<b>5</b>
Don't know	10						<b>10</b>

## Career intentions

	Employee group	Organisation
	Yes %	Yes %
<b>Percent of those that plan to leave your organisation excluding retire</b>		
If you have plans to leave your organisation in the near future, what major factors are influencing your decision to leave		
Opportunity to broaden experience	26	32
To seek/take a promotion elsewhere	11	23
Lack of flexible work arrangements for managing (e.g. family/caring commitments)	5	7
Desire to relocate interstate or overseas	11	6
Better location / reduce travel time	5	6
Limited opportunities to gain further experience at my organisation	11	20
My interests do not match my job role	11	13
A lack of involvement in decisions affecting my job and career	5	9
My workload is excessive	5	15
Lack of future career opportunities at my organisation	11	24
A lack of recognition for doing a good job	11	10
For better remuneration	11	13
Poor relationship with my supervisor	5	6
Lack of developmental/educational opportunities	11	6
Lack of confidence in senior leadership	21	19
Lack of organisational stability	0	6
End of contract/secondment	26	13
Other	32	15



## Change management

	Employee group					Organisation	
	Yes %	No %				Yes %	
In the past 12 months, has your current workgroup been directly affected by significant workplace change	78	22				68	
	Yes %					Yes %	
<b>Percent of those affected by significant workplace change</b>							
What were the main changes that affected your workgroup in the last 12 months							
Substantial change in your work priorities	30					30	
Substantial change in your type of work	17					18	
Organisational restructure	81					62	
Change in management above your direct line manager	46					50	
Change in direct line manager	40					42	
Increase in employee numbers	68					33	
Decrease in employee numbers	8					20	
Change in physical workplace (e.g. moved to a new building, existing workplace renovated)	67					34	
Machinery of government change	3					4	
Other	6					7	
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %	% agreement	% agreement
My workgroup was provided with sufficient information on how the change would impact on the team	2	3	38	33	24	57	47
My workgroup was provided with adequate support during the change process	3	8	29	41	19	60	42
My workgroup was kept well informed throughout the change process	2	14	25	38	21	59	44
People in my workgroup generally coped well with the change	3	10	19	48	21	68	52
The change was managed well in my workgroup	5	10	21	44	21	65	50
My organisation's leadership supports staff to work in an environment of change	3	10	25	43	19	62	46

## Diversity and inclusion

	Employee group						Organisation	
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %	% agreement	% agreement	
<b>Working in your organisation</b>								
My organisation fosters an environment where all staff are treated fairly and with respect	4	6	17	48	25	73	70	
My organisation fosters an environment of inclusiveness	4	4	21	48	23	72	70	
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %	Don't Know %	% agreement	% agreement
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	0	1	10	47	41	1	88	83
There is a positive culture within my organisation in relation to employees with disability	1	5	11	36	37	10	73	69
There is a positive culture within my organisation in relation to employees who are Aboriginal and/or Torres Strait Islander	0	5	16	22	28	28	51	71
There is a positive culture within my organisation in relation to employees who identify as LGBTI (lesbian, gay, bisexual, transgender or gender diverse and intersex)	0	2	12	38	27	20	65	73
There is a positive culture within my organisation in relation to employees who have caring responsibilities	0	2	11	42	31	14	73	77
There is a positive culture within my organisation in relation to employees who work part-time	1	4	16	38	38	2	77	78
There is a positive culture within my organisation in relation to employees who use flexible work practices	1	7	12	41	35	4	75	70
There is a positive culture within my organisation in relation to employees of different age groups	2	4	19	37	36	2	73	78
There is a positive culture within my organisation in relation to employees of different sexes/genders	0	4	10	43	41	2	84	80
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %	% agreement	% agreement	
<b>How colleagues and managers support diversity</b>								
Senior managers actively support diversity in the workplace	0	4	35	37	25	62	67	
My supervisor works effectively with people from diverse backgrounds	0	0	17	51	32	83	82	
My supervisor actively supports diversity in the workplace	0	1	22	44	32	77	76	
My work colleagues actively support diversity in the workplace	0	1	21	46	32	78	82	
The people in my work group and colleagues have a positive attitude towards employees with diverse backgrounds	0	1	12	53	33	86	86	
	Yes %	No %						Yes %
<b>Flexible working arrangements in your workplace</b>								
I am aware of my organisation's policies and procedures on flexible working arrangements	69	31						77

## Diversity and inclusion

	Employee group					Organisation	
	Yes %	No %				Yes %	
I currently make use of one or more flexible working arrangements	40	60				44	
	Yes %					Yes %	
<b>Percent of those that use flexible working arrangements</b>							
Flexible working arrangements used							
Shift swap	0					4	
Working more hours over fewer days	13					8	
Flexible start and finish times	69					65	
Working remotely	34					28	
Part-time	19					39	
Job sharing	0					3	
Study leave	9					4	
Purchased leave	9					11	
Using leave to work flexible hours	19					22	
	<b>Strongly disagree %</b>	<b>Disagree %</b>	<b>Neither agree nor disagree %</b>	<b>Agree %</b>	<b>Strongly agree %</b>	<b>% agreement</b>	<b>% agreement</b>
I am confident that if I requested a flexible working arrangement in the future, it would be given due consideration	2	9	20	40	30	69	64

## Learning and development

	Employee group					% agreement	Organisation % agreement
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %		
My organisation places a high priority on the learning and development of staff	4	22	26	30	19	<b>48</b>	<b>55</b>
When people start in new jobs in the organisation, they are given enough guidance and training	14	25	23	30	9	<b>38</b>	<b>39</b>
My manager encourages and supports my participation in learning and development opportunities	4	7	30	31	28	<b>59</b>	<b>72</b>
Working in the organisation provides me with the opportunity to maintain or increase my professional knowledge and skills	5	11	19	44	21	<b>65</b>	<b>63</b>
	<b>Yes %</b>	<b>No %</b>	<b>Not sure %</b>				<b>Yes %</b>
In the past 12 months, have your learning and development needs been identified and agreed with your supervisor	47	46	7				<b>61</b>
	<b>Yes, fully %</b>	<b>Yes, partially %</b>	<b>No %</b>				<b>Yes %</b>
<b>Percent of those whose learning and development needs have been identified and agreed</b>							
To date, have your learning and development needs been addressed in the agreed timeframe	50	34	16				<b>88</b>
	<b>Yes %</b>						<b>Yes %</b>
<b>Percent of those whose learning and development needs have not been addressed</b>							
What is the reason(s) why the agreed learning and development did not take place in the agreed timeframe							
My supervisor hasn't had the time	0						<b>23</b>
I haven't had the time	50						<b>38</b>
There is no money in the budget	0						<b>22</b>
Appropriate learning and development opportunities have not occurred	50						<b>38</b>
I've changed work areas or jobs	17						<b>8</b>
Other things have taken priority	17						<b>49</b>
Other	17						<b>14</b>

## Learning and development

In the past 12 months, have you undertaken any skills development activities? Examples could include attending a course, online learning, or mentoring/coaching

	Employee group					Organisation	
	Yes %	No %	Not sure %			Yes %	
	57	40	4			70	
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %	% agreement	% agreement
<b>Percent of those who undertook skills development</b>							
The skills development activities you have undertaken in the last 12 months have: Helped you do your job better	0	2	17	50	30	80	84
The skills development activities you have undertaken in the last 12 months have: Help you advance your career development	2	13	26	28	30	59	46
	Very dissatisfied %	Dissatisfied %	Neither satisfied nor dissatisfied %	Satisfied %	Very satisfied %	% satisfied	% satisfied
<b>Percent of all respondents</b>							
Overall, how satisfied are you with your own access to learning and development opportunities within your organisation	9	15	36	27	14	41	49

## Sexual harassment

	Employee group					Organisation
	Yes %					Yes %
In the last year, have you experienced any of the following behaviours in this organisation						
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	5					3
Intrusive questions about your private life or comments about your physical appearance	4					4
Unwelcome touching, hugging, cornering or kissing	1					1
Inappropriate physical contact (including momentary or brief physical contact)	2					1
Repeated or inappropriate invitations to go out on dates	0					0
Sexual gestures, indecent exposure or inappropriate display of the body	0					0
Any other unwelcome conduct of a sexual nature	0					0
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	0					0
Sexually explicit email or SMS message	1					0
Sexually explicit pictures, posters or gifts that made you feel offended	0					0
Inappropriate staring or leering that made you feel intimidated	0					1
No, I have not experienced any of the above behaviours	90					93
		Not intimidated at all	2	3	4	Extremely intimidated
		%	%	%	%	%
<b>Percent of those who experienced the above behaviours</b>						
On a scale of 1 to 5, overall how intimidated did the behaviour/s make you feel	50	25	25	0	0	
		Not offended at all	2	3	4	Extremely offended
		%	%	%	%	%
On a scale of 1 to 5, overall how offended did the behaviour/s make you feel	25	0	50	25	0	

## Sexual harassment

	Employee group			Organisation
	Yes %	No %	Not sure %	Yes %
When the harassment happened to you, did you respond in any of the following ways				
Tried to laugh it off or forget about it	38			46
Pretended it didn't bother you	38			42
Avoided the person(s) by staying away from them	38			32
Told the person the behaviour was not OK	0			16
Avoided locations where the behaviour might occur	0			13
Took time off work	0			3
Sought a transfer to another role/location/roster	0			3
Told someone else about what happened	50			29
Submitted a formal complaint	13			3
Other	0			6
<b>Percent of those that did not submit a formal complaint</b>				
Please tell us why you did not submit a formal complaint				
I believed there would be negative consequences for my reputation	29			38
I believed there would be negative consequences for my career	14			21
I didn't think it would make a difference	14			49
I believed there would be negative consequences for the person I was going to complain about	29			13
I didn't need to because I made the harassment stop	29			12
I didn't need to because I no longer had contact with the harasser(s)	0			3
I didn't know who to talk to or how to make a complaint	0			8
I was advised not to by a colleague or colleagues	0			4
I was advised not to by family or friend/s	0			1
Other	57			24
				Yes
				%
<b>Percent of those who submitted a formal complaint</b>				
Were you satisfied with the way your formal complaint was handled	100	0	0	20

## Wellbeing

### Support from your organisation

My organisation provides a safe work environment
My organisation encourages and supports employees to have a good work/life balance
My organisation has effective procedures in place to support employees who may experience stress

	Employee group					Organisation	
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %	% agreement	% agreement
My organisation provides a safe work environment	0	2	9	52	37	<b>89</b>	<b>83</b>
My organisation encourages and supports employees to have a good work/life balance	4	16	12	38	30	<b>68</b>	<b>61</b>
My organisation has effective procedures in place to support employees who may experience stress	6	16	28	28	21	<b>49</b>	<b>49</b>



## Wellbeing

	Employee group						Organisation	
	Yes %	No %					Yes %	
<b>Dealing with clients</b>								
In the past 6 months, have you been directly involved in engaging with clients	80	20						85
	<b>Strongly disagree %</b>	<b>Disagree %</b>	<b>Neither agree nor disagree %</b>	<b>Agree %</b>	<b>Strongly agree %</b>	<b>% agreement</b>	<b>% agreement</b>	
<b>Percent of those that have had direct engagement with clients</b>								
I have the ability and skills to deal with difficult clients	0	3	6	62	29	91	89	
My organisation provides me with appropriate training and guidance to manage clients	3	23	31	29	14	43	43	
My organisation has appropriate systems and procedures in place to deal with difficult clients	2	23	37	23	15	38	45	
My organisation has good procedures in place to support staff who may experience stress in dealing with clients	6	22	40	18	14	32	41	
<b>Percent of all respondents</b>								
<b>Your workgroup</b>								
My workgroup encourages and supports employees to have a good work/life balance	4	14	20	37	26	63	68	
<b>Your workload</b>								
The workload I have is appropriate for the job that I do	2	17	30	43	7	51	53	
In times of high workload, my manager provides the support I need to get the job done	4	11	31	37	17	54	59	
	<b>Strongly disagree %</b>	<b>Disagree %</b>	<b>Neither agree nor disagree %</b>	<b>Agree %</b>	<b>Strongly agree %</b>	<b>% disagreement</b>	<b>% disagreement</b>	
Unplanned leave (e.g. sick leave, carer's leave, etc) is very common in my workgroup	6	28	40	17	9	35	34	
I am often unable to take breaks during work hours due to my workload	6	36	17	26	15	42	38	
<b>Dealing with stress</b>								
I often feel my work is mentally and emotionally draining	5	36	22	27	10	41	33	
I often think about taking time out from work	7	38	23	26	5	46	47	
I often feel anxious and stressed about the prospect of going in to work	21	44	17	12	5	65	60	
	<b>Nil %</b>	<b>Low / mild %</b>	<b>Moderate %</b>	<b>High %</b>	<b>Very high %</b>	<b>Severe %</b>	<b>High to severe %</b>	<b>High to severe %</b>
How would you rate your current, overall stress level in relation to personal / non-work-related stress	15	52	19	12	2	0	15	11

# Wellbeing

	Employee group							Organisation	
	Nil %	Low / mild %	Moderate %	High %	Very high %	Severe %	High to severe %	High to severe %	
How would you rate your current, overall stress level in relation to work-related stress	15	33	31	19	2	0	21	23	
<b>Percent of those with work related stress</b>	<b>Yes %</b>							<b>Yes %</b>	
Thinking about your work-related stress, what are the main causes of stress									
Amount of work	51							58	
Time pressure	75							55	
Work that requires skills and experience you don't have	7							10	
Unclear job expectations	28							19	
Inflexible working hours	1							4	
Level of support from supervisor	10							11	
Level of support from colleagues	1							3	
Relationship/s with supervisor/s	7							6	
Relationship/s with colleague/s	1							5	
Relationship/s with subordinate/s	3							2	
Organisation or workplace change (e.g. restructure, change of work conditions etc.)	9							17	
Incivility, bullying or harassment	3							5	
Physical environment (e.g. seating, heating, cooling etc.)	7							8	
Job security	17							13	
Impact of non-work related circumstances	6							4	
Other	16							15	
	<b>Strongly disagree %</b>	<b>Disagree %</b>	<b>Neither agree nor disagree %</b>	<b>Agree %</b>	<b>Strongly agree %</b>		<b>% agreement</b>	<b>% agreement</b>	
<b>Percent of all respondents</b>									
I have control over the workplace issues that cause me stress	4	46	27	16	7		23	30	
I have control over the personal issues that cause me stress	2	15	16	51	16		67	74	
	<b>Strongly disagree %</b>	<b>Disagree %</b>	<b>Neither agree nor disagree %</b>	<b>Agree %</b>	<b>Strongly agree %</b>		<b>% disagreement</b>	<b>% disagreement</b>	
Non-work related stress regularly has a negative impact on my ability to do my job	26	43	19	12	0		69	76	
Work related stress regularly has a negative impact on my personal life	14	21	28	32	5		35	40	

## Wellbeing

### How often do you use each of the following approaches when dealing with stressful situations at work

	Employee group				
	Never %	Rarely %	Sometimes %	Often %	Always %
Debrief informally with other work colleagues	4	10	48	33	5
Debrief informally with your Manager	11	28	38	21	1
Discuss with your Manager/ supervisor/ mentor/coach during scheduled activities/meetings	15	37	31	16	1
Employee Assistance Program (EAP)	79	15	6	0	0
Seek support from family / friends	7	10	33	33	16
	<b>Very dissatisfied %</b>	<b>Dissatisfied %</b>	<b>Neither satisfied nor dissatisfied %</b>	<b>Satisfied %</b>	<b>Very satisfied %</b>

### Work/Life balance

Considering your work and life priorities, how satisfied are you with the work/life balance in your current job	2	10	27	38	22
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Organisation	
Often & always %	Often & always %
<b>38</b>	<b>53</b>
<b>22</b>	<b>31</b>
<b>17</b>	<b>29</b>
<b>0</b>	<b>1</b>
<b>49</b>	<b>42</b>
<b>% satisfied</b>	<b>% satisfied</b>
<b>60</b>	<b>57</b>

## Wellbeing

### Psychological Health in the Workplace

	Employee group					% agreement	Organisation % agreement
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %		
Senior managers act quickly to correct problems or issues that affect an employee's psychological health	2	19	42	27	10	<b>37</b>	<b>38</b>
Senior managers act decisively when a concern around an employee's psychological status is raised	2	10	53	25	10	<b>35</b>	<b>40</b>
Senior managers show support for stress prevention through involvement and commitment	2	17	36	33	11	<b>44</b>	<b>41</b>
The psychological wellbeing of employees is a priority for my organisation	2	14	38	28	17	<b>46</b>	<b>44</b>
In my organisation, senior managers clearly consider the psychological health of employees to be important	2	14	40	32	12	<b>44</b>	<b>43</b>
In my organisation, senior managers consider the psychological health of employees to be as important as productivity	7	16	42	22	12	<b>35</b>	<b>36</b>
In my workplace, there is good communication about psychological safety issues that affect me	9	19	46	19	9	<b>27</b>	<b>31</b>
Information about workplace psychological wellbeing is always brought to my attention by my immediate supervisor	11	19	36	26	9	<b>35</b>	<b>31</b>
My contributions to resolving occupational health and safety concerns in my workplace are listened to	1	9	53	27	10	<b>37</b>	<b>43</b>
In my organisation, participation and consultation in psychological health and safety occurs with employees, unions, and health and safety representatives	5	17	53	17	7	<b>25</b>	<b>31</b>
In my organisation, employees are encouraged to become involved in psychological health matters	6	16	49	20	9	<b>28</b>	<b>32</b>
The prevention of stress involves all levels of the organisation	9	4	20	35	33	<b>68</b>	<b>64</b>



EMPLOYEE GROUP  
REPORT

PEOPLE MATTER SURVEY  
2018

DEPARTMENT OF EDUCATION AND TRAINING  
VICTORIAN SCHOOL BUILDING AUTHORITY

VPSC

Victorian Public Sector Commission

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## Purpose

This report provides your 2018 People Matter Survey results for: Victorian School Building Authority.

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**Number of responses:** 148

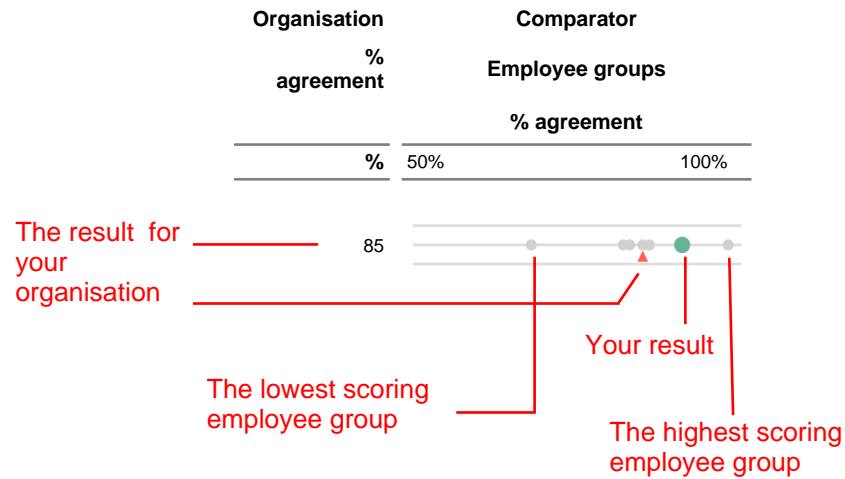
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## Chart descriptors

The chart below shows where your employee group's score for each question sits in comparison with the scores of your organisation's other employee groups.

**Organisation % agreement** Is the percentage agreement for each question for your organisation.

**Percentage agreement** This line presents the range of results across all employee groups on each question. The green dot shows the result for your employee group. Each grey dot represents the result for another employee group. Employee groups will only be represented on this line if their result falls within the chart's range.



## Topics covered

### Public Sector Values

#### Responsiveness

Providing high quality services to the community, working toward best practice and providing frank and fearless advice to the Government.

#### 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.

### Employment principles

#### Merit

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

#### Fair and reasonable treatment

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

#### Equal employment opportunity

Decisions and actions affecting employees are not influenced by irrelevant personal characteristics.

#### 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 their job.

#### Employee engagement

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

### Supporting measures

#### Feedback

The level of informal and formal performance feedback.

#### Effective promotion of the code of conduct

Measures employee awareness of organisation's efforts to promote the Code of Conduct for Victorian public sector employees over the previous year.

#### Role clarity

An employee's sense of clarity about how their work contributes to their workgroup's role.

#### Reward and empowerment

An employee's personal sense of the reward they get from their work and their sense that they have the skills and authority to perform their role effectively.

#### Discrimination

The incidence of discriminatory behaviours.

#### Bullying

The incidence of bullying behaviours.

### Additional Modules

## Your highest scoring results

Question	Value or employment principle	Percentage agreement
My workgroup strives to achieve client satisfaction	Responsiveness	95
My manager is committed to ensuring clients receive a high standard of service	Responsiveness	91
In my organisation, earning and sustaining a high level of public trust is seen as important	Integrity	89
People in my workgroup believe it is important to provide frank, impartial and timely advice to the Government	Responsiveness	88
My manager treats employees with dignity and respect	Fair and reasonable treatment	88
People in my workgroup treat each other with respect	Respect	86
My manager sees avoiding conflicts of interest as being important	Integrity	86
My organisation encourages employees to act in ways that are consistent with human rights	Human rights	84
My manager encourages behaviours that are consistent with the public sector values	Leadership	84
My manager listens to what I have to say	Respect	84

## Your lowest scoring results

Question	Value or employment principle	Percentage agreement
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	47
My work performance is assessed against clear criteria	Merit	49
I am confident that I would be protected from reprisal for reporting improper conduct	Integrity	51
People recruited to my organisation seem to have the right skills for the job	Merit	54
Senior managers model the public sector values	Leadership	55
Senior managers provide clear strategy and direction	Accountability	59
Bullying is not tolerated in my organisation	Respect	59
Disability is not a barrier to success in my organisation	Equal employment opportunity	64
Age is not a barrier to success in my organisation	Equal employment opportunity	65
In my organisation, engaging in improper conduct is not tolerated	Integrity	67



# RESULTS

Percentage agreement sums the 'Agree' and 'Strongly agree' responses as a percentage of all responses. All percentages have been rounded throughout the report. This may mean that some percentage breakdowns do not add to exactly 100 per cent.

	Employee group							Organisation % agreement	Comparator % agreement
	Response distribution						%		
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %	Don't know %			
<b>Public sector values</b>									
<b>Responsiveness</b>									
My workgroup strives to achieve client satisfaction	1	3	1	44	51	0	95	91	
My manager is committed to ensuring clients receive a high standard of service	1	4	4	42	49	0	91	89	
People in my workgroup believe it is important to provide frank, impartial and timely advice to the Government	0	4	7	45	43	1	88	81	
<b>Integrity</b>									
People in my workgroup are honest, open and transparent in their dealings	2	4	10	42	41	1	83	82	
I am confident that I would be protected from reprisal for reporting improper conduct	7	15	26	33	18	-	51	52	
In my organisation, earning and sustaining a high level of public trust is seen as important	0	2	7	44	45	1	89	89	
In my organisation, engaging in improper conduct is not tolerated	2	13	14	34	33	4	67	74	
My manager sees avoiding conflicts of interest as being important	1	1	8	44	42	3	86	82	
<b>Impartiality</b>									
My manager demonstrates objectivity in decision-making	1	7	11	43	37	1	80	78	
People in my workgroup demonstrate objectivity in decision-making	0	7	9	49	34	1	83	80	
<b>Accountability</b>									
My workgroup always tries to improve its performance	0	7	9	44	39	1	82	84	
Senior managers provide clear strategy and direction	7	9	24	37	22	1	59	63	
People in my workgroup use their time and resources efficiently	1	9	9	48	30	1	78	74	
<b>Respect</b>									
People in my workgroup treat each other with respect	2	3	8	43	43	1	86	83	
Bullying is not tolerated in my organisation	5	15	18	34	26	3	59	68	
My manager listens to what I have to say	3	5	9	38	46	-	84	84	
My manager keeps me informed about what's going on	5	6	16	37	36	-	73	78	

	Employee group							Organisation % agreement	Comparator Employee groups % agreement
	Response distribution								
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %	Don't know %	% agreement		
<b>Leadership</b>									
Senior managers model the public sector values	9	13	20	30	25	3	55	65	
My manager encourages behaviours that are consistent with the public sector values	1	4	11	34	50	-	84	85	
<b>Human rights</b>									
I understand how the Charter of Human Rights and Responsibilities applies to my work	3	7	24	50	17	-	67	79	
In my workgroup, human rights are valued	2	1	14	42	40	1	82	85	
My organisation encourages employees to act in ways that are consistent with human rights	3	1	7	47	38	4	84	88	
<b>Employment principles</b>									
<b>Merit</b>									
My work performance is assessed against clear criteria	6	19	26	36	12	-	49	60	
People recruited to my organisation seem to have the right skills for the job	5	15	22	37	17	3	54	66	
<b>Fair and reasonable treatment</b>									
My manager involves me in decisions about my work	3	9	9	41	39	-	79	79	
My manager treats employees with dignity and respect	1	4	7	35	53	-	88	85	
<b>Equal employment opportunity</b>									
Gender identity is not a barrier to success in my organisation	0	6	14	37	34	9	71	76	
Disability is not a barrier to success in my organisation	0	5	20	36	28	11	64	70	
Age is not a barrier to success in my organisation	6	10	13	39	26	6	65	71	
Cultural background is not a barrier to success in my organisation	1	2	16	44	32	5	76	77	
Sexual orientation is not a barrier to success in my organisation	0	1	11	41	37	9	78	81	
<b>Avenues of redress</b>									
I would be confident in approaching my manager to discuss concerns and grievances	4	7	11	25	53	-	78	80	
I am confident that if I lodge a grievance in my organisation, it would be investigated in a thorough and objective manner	6	19	28	28	19	-	47	55	

## Supporting measures

### Job satisfaction

Overall job satisfaction

	Employee group					% satisfied	Organisation % satisfied	Comparator Employee groups		
	Response distribution								%	%
	Very dissatisfied %	Dissatisfied %	Neither satisfied or dissatisfied %	Satisfied %	Very satisfied %					
Overall job satisfaction	5	12	16	41	27	68	72			
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %	Engagement score	Engagement score	Engagement score		
I would recommend my organisation as a good place to work	3	10	15	47	25	70	71			
I am proud to tell others I work for my organisation	1	7	18	47	27	73	74			
I feel a strong personal attachment to my organisation	3	13	24	38	22	66	68			
My organisation motivates me to help achieve its objectives	3	8	27	42	20	67	67			
My organisation inspires me to do the best in my job	3	9	28	40	20	66	66			
<b>Engagement index</b>						68	69			

The Engagement Index: 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. The engagement index is the average score of the five engagement questions.

## Supporting measures

### Feedback

I have received formal feedback on individual performance

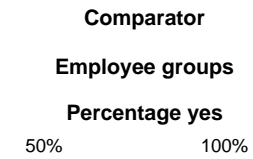
Employee group	Response distribution	Organisation % yes		
	Yes %	No %	Not applicable %	
	49	51	-	70

	86	14	-	87
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### Effective promotion of code of conduct

In the last 12 months, have you seen or heard any communication/information from your organisation about the Code of Conduct for Victorian public sector employees

	78	22	-	81
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## Supporting measures

### Role clarity

I have a clear understanding of how my own job contributes to my workgroup's role

Employee group	Response distribution	Organisation % agreement	Comparator Employee groups % agreement				
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %	Don't know %	
	0	5	11	55	29	-	84

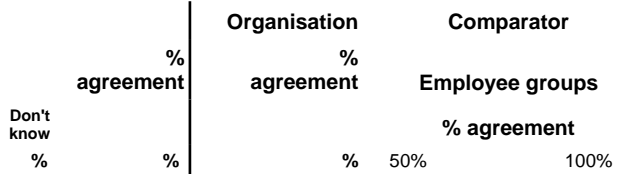
	1	7	9	53	30	-	82
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	0	7	8	57	27	-	84
--	---	---	---	----	----	---	----

	3	14	16	50	18	-	68
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	2	9	10	49	30	-	78
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	3	16	20	41	20	-	61
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## Discrimination

	Employee group			Organisation	
	Response distribution			Yes	
	Yes %	No %	Not sure %	%	
<b>Experienced discrimination</b>					
During the last 12 months have you experienced discrimination in your workplace	9	85	6	6	
	<hr/>			<hr/>	
	Yes %			Yes %	
What type of discrimination did you experience					
Pay or conditions offered by employer	15			24	
Opportunities for promotion	69			45	
Opportunities for transfer/secondment	15			22	
Opportunities for training	15			28	
Employment security - threats of dismissal or termination	15			15	
Access to leave	0			14	
Other detriment	15			47	

## Bullying

	Employee group						Organisation
	Response distribution						Yes
	Yes still experiencing %	Yes but not currently experiencing %	Total yes %	No %	Not sure %	Don't know %	%
Personally <u>experienced</u> bullying at work in the last 12 months:	3	11	14	82	3	-	13
<b>Percent of those that experienced bullying</b>							
Submitted a formal complaint:	-	-	14	86	-	-	18
<b>Percent of those that submitted a complaint</b>							
Satisfied with the way the formal complaint was handled:	-	-	33	33	-	33	21

## Additional Modules

### Career intentions

	Employee group					% agreement	Organisation % agreement
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %		
To date, my career progression within my organisation has met my expectations	6	18	18	41	18	<b>59</b>	<b>59</b>
I have the opportunity to progress my career goals within my organisation	7	13	24	42	14	<b>56</b>	<b>54</b>
There are adequate opportunities for me to develop skills and experience in my current job	5	14	23	40	19	<b>59</b>	<b>61</b>
I have the opportunity to develop my skills and experience in the workplace without leaving my organisation	4	13	24	43	16	<b>59</b>	<b>59</b>
There are tools available that support my career development at my organisation	4	18	31	36	11	<b>47</b>	<b>53</b>
The best way for me to develop professionally is to stay at my organisation	9	16	44	24	8	<b>32</b>	<b>36</b>
	<b>Yes %</b>						<b>Yes %</b>
What is your likely career plan for the next 2 years							
Continue to work in my current workgroup within my organisation	45						<b>48</b>
Work in a different workgroup within my organisation	12						<b>14</b>
Stay at my organisation — Other	4						<b>5</b>
Leave my organisation for another Victorian public sector organisation	16						<b>7</b>
Leave my organisation for another public service organisation	5						<b>4</b>
Leave my organisation for a private sector organisation	4						<b>4</b>
Leave my organisation to take up full-time or part-time study	0						<b>0</b>
Retire	1						<b>2</b>
Take a career break	1						<b>1</b>
Leave my organisation — Other	3						<b>4</b>
Don't know	9						<b>11</b>

## Career intentions

	Employee group	Organisation
	Yes %	Yes %
<b>Percent of those that plan to leave your organisation excluding retire</b>		
If you have plans to leave your organisation in the near future, what major factors are influencing your decision to leave		
Opportunity to broaden experience	35	31
To seek/take a promotion elsewhere	35	24
Lack of flexible work arrangements for managing (e.g. family/caring commitments)	9	9
Desire to relocate interstate or overseas	5	5
Better location / reduce travel time	2	6
Limited opportunities to gain further experience at my organisation	21	22
My interests do not match my job role	21	15
A lack of involvement in decisions affecting my job and career	7	12
My workload is excessive	14	16
Lack of future career opportunities at my organisation	16	22
A lack of recognition for doing a good job	21	11
For better remuneration	9	10
Poor relationship with my supervisor	9	7
Lack of developmental/educational opportunities	7	6
Lack of confidence in senior leadership	14	17
Lack of organisational stability	7	8
End of contract/secondment	14	13
Other	7	13

## Change management

	Employee group					Organisation	
	Yes %	No %				Yes %	
In the past 12 months, has your current workgroup been directly affected by significant workplace change	55	45				63	
	Yes %					Yes %	
<b>Percent of those affected by significant workplace change</b>							
What were the main changes that affected your workgroup in the last 12 months							
Substantial change in your work priorities	31					31	
Substantial change in your type of work	32					21	
Organisational restructure	44					44	
Change in management above your direct line manager	31					34	
Change in direct line manager	51					34	
Increase in employee numbers	62					28	
Decrease in employee numbers	19					22	
Change in physical workplace (e.g. moved to a new building, existing workplace renovated)	27					48	
Machinery of government change	1					2	
Other	14					11	
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %	% agreement	% agreement
My workgroup was provided with sufficient information on how the change would impact on the team	15	15	28	36	6	42	47
My workgroup was provided with adequate support during the change process	12	22	21	37	7	44	45
My workgroup was kept well informed throughout the change process	11	22	17	44	5	49	48
People in my workgroup generally coped well with the change	9	19	21	41	11	52	54
The change was managed well in my workgroup	11	26	17	36	10	46	53
My organisation's leadership supports staff to work in an environment of change	11	22	22	36	9	44	49



## Diversity and inclusion

### Working in your organisation

	Employee group					% agreement	Organisation % agreement
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %		
My organisation fosters an environment where all staff are treated fairly and with respect	3	11	14	52	19	71	72
My organisation fosters an environment of inclusiveness	2	8	14	59	17	76	74
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %	Don't Know %	% agreement
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	0	0	10	49	36	4	86
There is a positive culture within my organisation in relation to employees with disability	1	2	17	42	24	14	66
There is a positive culture within my organisation in relation to employees who are Aboriginal and/or Torres Strait Islander	0	3	20	37	20	20	57
There is a positive culture within my organisation in relation to employees who identify as LGBTI (lesbian, gay, bisexual, transgender or gender diverse and intersex)	0	0	11	43	35	11	78
There is a positive culture within my organisation in relation to employees who have caring responsibilities	0	6	11	44	30	9	74
There is a positive culture within my organisation in relation to employees who work part-time	1	9	10	47	28	6	74
There is a positive culture within my organisation in relation to employees who use flexible work practices	3	8	11	42	30	5	72
There is a positive culture within my organisation in relation to employees of different age groups	4	5	13	46	30	3	76
There is a positive culture within my organisation in relation to employees of different sexes/genders	0	3	13	43	38	3	81
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %		% agreement
Senior managers actively support diversity in the workplace	1	5	24	51	19		70
My supervisor works effectively with people from diverse backgrounds	1	2	15	53	30		82
My supervisor actively supports diversity in the workplace	1	2	20	49	28		78
My work colleagues actively support diversity in the workplace	0	1	15	56	28		84
The people in my work group and colleagues have a positive attitude towards employees with diverse backgrounds	0	1	14	55	30		85
	Yes %	No %					Yes %
I am aware of my organisation's policies and procedures on flexible working arrangements	70	30					79

## Diversity and inclusion

	Employee group					Organisation	
	Yes %	No %				Yes %	
I currently make use of one or more flexible working arrangements	43	57				48	
<b>Percent of those that use flexible working arrangements</b>							
Flexible working arrangements used							
Shift swap	0					5	
Working more hours over fewer days	16					9	
Flexible start and finish times	73					65	
Working remotely	52					35	
Part-time	19					35	
Job sharing	0					3	
Study leave	3					4	
Purchased leave	2					11	
Using leave to work flexible hours	16					21	
			Neither agree nor disagree %	Agree %	Strongly agree %	% agreement	% agreement
I am confident that if I requested a flexible working arrangement in the future, it would be given due consideration	4	11	16	49	20	69	66

## Learning and development

	Employee group					% agreement	Organisation % agreement
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %		
My organisation places a high priority on the learning and development of staff	6	21	27	40	6	<b>46</b>	<b>61</b>
When people start in new jobs in the organisation, they are given enough guidance and training	14	32	24	24	5	<b>29</b>	<b>40</b>
My manager encourages and supports my participation in learning and development opportunities	2	8	28	43	19	<b>62</b>	<b>75</b>
Working in the organisation provides me with the opportunity to maintain or increase my professional knowledge and skills	5	13	21	47	15	<b>61</b>	<b>67</b>
	<b>Yes %</b>	<b>No %</b>	<b>Not sure %</b>				<b>Yes %</b>
In the past 12 months, have your learning and development needs been identified and agreed with your supervisor	43	47	10				<b>66</b>
	<b>Yes, fully %</b>	<b>Yes, partially %</b>	<b>No %</b>				<b>Yes %</b>
<b>Percent of those whose learning and development needs have been identified and agreed</b>							
To date, have your learning and development needs been addressed in the agreed timeframe	53	33	14				<b>88</b>
	<b>Yes %</b>						<b>Yes %</b>
<b>Percent of those whose learning and development needs have not been addressed</b>							
What is the reason(s) why the agreed learning and development did not take place in the agreed timeframe							
My supervisor hasn't had the time	22						<b>21</b>
I haven't had the time	22						<b>34</b>
There is no money in the budget	22						<b>21</b>
Appropriate learning and development opportunities have not occurred	44						<b>35</b>
I've changed work areas or jobs	11						<b>6</b>
Other things have taken priority	11						<b>46</b>
Other	33						<b>21</b>

## Learning and development

In the past 12 months, have you undertaken any skills development activities? Examples could include attending a course, online learning, or mentoring/coaching

	Employee group					Organisation	
	Yes %	No %	Not sure %			Yes %	
	51	48	1			71	
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %	% agreement	% agreement
<b>Percent of those who undertook skills development</b>							
The skills development activities you have undertaken in the last 12 months have: Helped you do your job better	3	5	11	64	17	82	85
The skills development activities you have undertaken in the last 12 months have: Help you advance your career development	7	12	22	45	14	59	48
	Very dissatisfied %	Dissatisfied %	Neither satisfied nor dissatisfied %	Satisfied %	Very satisfied %	% satisfied	% satisfied
<b>Percent of all respondents</b>							
Overall, how satisfied are you with your own access to learning and development opportunities within your organisation	7	20	39	28	7	35	54

## Sexual harassment

	Employee group					Organisation
	Yes %					Yes %
In the last year, have you experienced any of the following behaviours in this organisation						
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	1					2
Intrusive questions about your private life or comments about your physical appearance	3					3
Unwelcome touching, hugging, cornering or kissing	0					1
Inappropriate physical contact (including momentary or brief physical contact)	0					1
Repeated or inappropriate invitations to go out on dates	0					0
Sexual gestures, indecent exposure or inappropriate display of the body	0					0
Any other unwelcome conduct of a sexual nature	0					0
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	2					0
Sexually explicit email or SMS message	0					0
Sexually explicit pictures, posters or gifts that made you feel offended	0					0
Inappropriate staring or leering that made you feel intimidated	2					1
No, I have not experienced any of the above behaviours	95					94
		<b>Not intimidated at all</b>			<b>Extremely intimidated</b>	
		%	2	3	4	%
			%	%	%	
<b>Percent of those who experienced the above behaviours</b>						
On a scale of 1 to 5, overall how intimidated did the behaviour/s make you feel	29	43	0	29	0	
		<b>Not offended at all</b>			<b>Extremely offended</b>	
		%	2	3	4	%
			%	%	%	
On a scale of 1 to 5, overall how offended did the behaviour/s make you feel	14	29	29	14	14	

## Sexual harassment

	Employee group			Organisation
	Yes %	No %	Not sure %	Yes %
When the harassment happened to you, did you respond in any of the following ways				
Tried to laugh it off or forget about it	43			31
Pretended it didn't bother you	29			45
Avoided the person(s) by staying away from them	29			44
Told the person the behaviour was not OK	29			16
Avoided locations where the behaviour might occur	29			16
Took time off work	0			4
Sought a transfer to another role/location/roster	0			2
Told someone else about what happened	43			39
Submitted a formal complaint	0			2
Other	14			10
<b>Percent of those that did not submit a formal complaint</b>				
Please tell us why you did not submit a formal complaint				
I believed there would be negative consequences for my reputation	14			40
I believed there would be negative consequences for my career	0			31
I didn't think it would make a difference	29			49
I believed there would be negative consequences for the person I was going to complain about	29			11
I didn't need to because I made the harassment stop	43			11
I didn't need to because I no longer had contact with the harasser(s)	0			8
I didn't know who to talk to or how to make a complaint	0			9
I was advised not to by a colleague or colleagues	0			9
I was advised not to by family or friend/s	0			5
Other	29			25
				<b>Yes</b>
				<b>%</b>
<b>Percent of those who submitted a formal complaint</b>				
Were you satisfied with the way your formal complaint was handled	0	0	0	0

## Wellbeing

### Support from your organisation

My organisation provides a safe work environment

Employee group				
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
%	%	%	%	%

1	4	8	60	27
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<b>87</b>	<b>83</b>
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My organisation encourages and supports employees to have a good work/life balance

5	16	10	51	18
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<b>69</b>	<b>64</b>
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My organisation has effective procedures in place to support employees who may experience stress

6	20	32	30	11
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<b>42</b>	<b>50</b>
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### Working with clients

I have the ability and skills to deal with difficult clients

0	4	10	62	24
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<b>86</b>	<b>84</b>
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My organisation provides me with appropriate training and guidance to manage clients

5	27	26	32	9
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<b>41</b>	<b>43</b>
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Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
%	%	%	%	%

<b>% satisfied</b>	
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<b>% satisfied</b>
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### Work/Life balance

Considering your work and life priorities, how satisfied are you with the work/life balance in your current job

3	15	25	43	14
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<b>57</b>	<b>58</b>
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# Wellbeing

	Employee group					Organisation		
	Yes %					Yes %		
<b>Percent of those who selected nature of work and work demands as a cause of stress</b>								
Thinking about the nature of your work and work demands, what are the main causes of stress								
Work that doesn't utilise your skills and experience	13					12		
Work that requires skills and experience you don't have	6					7		
Repetitive tasks	7					7		
Difficulty of tasks	11					7		
Amount of work	53					59		
Time pressure	72					59		
Shift rosters	0					1		
Unclear job expectations	11					10		
Work demands that conflict with other work demands	23					28		
Your level of say in how you do and manage your work	16					8		
Physical demands of work	0					2		
Emotional demands of work	2					11		
Dealing with clients/patients	7					12		
Other	13					11		
		<b>Strongly disagree %</b>	<b>Disagree %</b>	<b>Neither agree nor disagree %</b>	<b>Agree %</b>	<b>Strongly agree %</b>	<b>% agreement</b>	<b>% agreement</b>
The workload I have is appropriate for the job that I do	7	19	25	43	7	50	47	
I have control over the workplace issues that cause me stress	8	42	25	22	2	24	24	
		<b>Strongly disagree %</b>	<b>Disagree %</b>	<b>Neither agree nor disagree %</b>	<b>Agree %</b>	<b>Strongly agree %</b>	<b>% disagreement</b>	<b>% disagreement</b>
Work related stress regularly has a negative impact on my personal life	5	34	28	27	6	39	35	

## Wellbeing

### Psychological Health in the Workplace

	Employee group					% agreement	Organisation % agreement
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %		
Senior managers act quickly to correct problems or issues that affect an employee's psychological health	7	16	37	32	8	41	45
Senior managers act decisively when a concern around an employee's psychological status is raised	7	14	39	33	7	41	47
Senior managers show support for stress prevention through involvement and commitment	7	19	35	30	9	39	46
The psychological wellbeing of employees is a priority for my organisation	6	20	30	36	9	45	49
In my organisation, senior managers clearly consider the psychological health of employees to be important	7	17	32	35	9	45	50
In my organisation, senior managers consider the psychological health of employees to be as important as productivity	11	16	34	31	8	39	41
In my workplace, there is good communication about psychological safety issues that affect me	7	29	32	24	7	31	39
Information about workplace psychological wellbeing is always brought to my attention by my immediate supervisor	8	24	27	33	7	41	41
My contributions to resolving occupational health and safety concerns in my workplace are listened to	3	11	44	34	7	42	48
In my organisation, participation and consultation in psychological health and safety occurs with employees, unions, and health and safety representatives	5	21	43	24	6	30	37
In my organisation, employees are encouraged to become involved in psychological health matters	7	24	40	24	6	30	40
The prevention of stress involves all levels of the organisation	7	9	20	41	23	64	64