PEOPLE MATTER SURVEY 2018

SURVEY COORDINATOR INFORMATION KIT

VPSC

Victorian Public Sector Commission

VICTORIA
State
Government

The Victorian Government has vested the Victorian Public Sector Commission with functions designed to enhance the performance of the public sector – fostering the development of an efficient, integrated and responsive public sector which is highly ethical, accountable and professional in the ways it delivers services to the Victorian community.

The key functions of the Commission are to:

- strengthen the efficiency, effectiveness and capability of the public sector in order to meet existing and emerging needs and deliver high quality services; and

- maintain and advocate for public sector professionalism and integrity.

Currency

This is VPSC Survey Coordinator Information Kit, version 1.1 published in March 2018.

Subsequent versions may be published from time to time. Always check for updates at:

http://www.vpsc.vic.gov.au/people-matter-survey/

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1. INTRODUCTION

Welcome to the 2018 People Matter Survey. This information kit is designed to provide you with the information you need to run the survey.

1.1 Your role

The role of the survey coordinator is to:

- provide the Victorian Public Sector Commission (VPSC) and ORIMA Research[1] with all necessary information by their due dates (this will avoid any additional costs)

- prepare survey invitations and reminders according to your chosen method of survey invitation

- promote the survey in your organisation to maximise survey responses and participation

- communicate to staff that the survey and the reporting of results will be conducted in a way that protects the anonymity of respondents

- inform your leaders and management about the survey and encourage their promotion of the survey before and during the survey period

- monitor participation and engage with management throughout the survey period

- become familiar with all tasks required to run the survey, as outlined in this guide, such as providing your organisation composition listings, email invitations, etc.

1.2 Survey administration portal and participation form

You can use the following web-based portal to confirm your organisation's participation, make other survey arrangements, access your survey links and monitor response rates:

https://www.orima.com.au/vpsc/organisation/

ORIMA will provide you with a username and password by email once your organisation's head or HR Director officially nominates you as a coordinator using the portal.

1.3 VPSC contact details

Please contact us if you have any questions regarding the survey. You can also contact us if you would like to make amendments such as updating the number of employees within your organisation (to ensure an accurate response rate calculation), updating your contact details or naming a new survey coordinator.

Phone: (03) 9651 6200

Email: people.matter@vpsc.vic.gov.au

1.4 Employee helpline and ORIMA Research contact details

If there are any technical issues with the survey or you have any other queries, please contact ORIMA directly using the hotline details below.

Hotline phone: 1800 654 585

Email: peoplematter@orima.com

Employees can also use the hotline, during the survey period, if they require any help with the survey.

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[1] ORIMA Research is the VPSC's contracted survey provider.

2. TIMELINE

This section outlines the key dates you will need to meet to ensure a successful survey. A nominal fee (calculated on a cost recovery basis) will be charged for any missed deadlines.

If you are unable to meet a deadline, please email us at people.matter@vpsc.vic.gov.au

2.1   Finalising your participation form and survey arrangements

Invitations to participate in the survey will be sent to the head of your organisation and human resources director in the week beginning**12 February**.

The participation form will need to be completed and submitted by **Monday 26 February**, to indicate whether your organisation is participating or not.

Please check to ensure:

- your organisation's chosen survey period has been provided (a two to three week period between **16 April** and **25 May**). If you suspect that you may need to extend your survey period in order to achieve an acceptable response rate, we recommend you choose a start date closer to the 16 April.

- your contact details are accurate

- you have selected the option to attend a survey coordinator workshop, if required

- that the number of employees in your organisation is correct, to allow accurate calculation of the response rate during the survey as well as in your result reports

- the option to use personalised survey links, invitations and reminder emails has been selected, if required

- the option to add your organisation's structure and composition in the survey is selected, if required.

2.2   Other key pre-survey deadlines

The survey administration portal will show whether your organisation has chosen to use:

- Organisation structure / composition questions in the survey: This information needs to be submitted by **Friday 9 March**. More details are shown in Section 3.

- Personalised survey link and invitation: If your organisation has opted to use personalised survey links, the following information needs to be submitted **four weeks before your survey is due to begin**:

   - a contact list containing each employee's first name and email address

   - customised text to be used for survey invitations and reminder emails, if required

2.3   Key survey timings

Please see the key dates/ activities in the table below:

Date	Deliverable
Week beginning 12 February	Survey invitation sent from VPSC to the head of your organisation and HR director.
26 February	**Deadline for the submission of your organisation's survey participation form.** *Survey coordinators need to review the form's contents. If survey coordinators need to make changes then please email* people.matter@vpsc.vic.gov.au
26 February onwards	**Information sessions will be held.** More details regarding these sessions will be sent out to your survey coordinator and HR director.
9 March	**Deadline for email submission of organisation composition spreadsheet.**
Four weeks before your survey begins *(for organisations using personalised survey links only)*	**Deadline for submission of:** • **A list containing each employee's email address and first name** • **any customised text to be used for survey invitation and reminder emails**
One week before survey	**Survey coordinator to test the survey link provided in the survey administration portal.** *If there are any issues with the survey link, please email* peoplematter@orima.com
16 April	**Survey window opens.** *Your organisation will have specified a two to three week survey period starting on or after this date.*
25 May	**Survey window closes.** *Your organisation will have specified a two to three week survey period that ends before or on this date.* **All organisations to have completed their surveys by this date.** *Please Note:* If you suspect that you may need to extend your survey period in order to achieve an acceptable response rate, we recommend you choose a start date closer to the 16 April.
22 June	Your organizations survey results and benchmarking will be provided via the VPSC online storage portal.

Please Note: Provision of data in advance to the timelines is encouraged and will assist VPSC in responding to any issues in good time. Any late submission and/or changes after this date will incur a fee to recover the extra survey programming and resourcing costs resulting from changes.

2.4   Decision tree and key dates
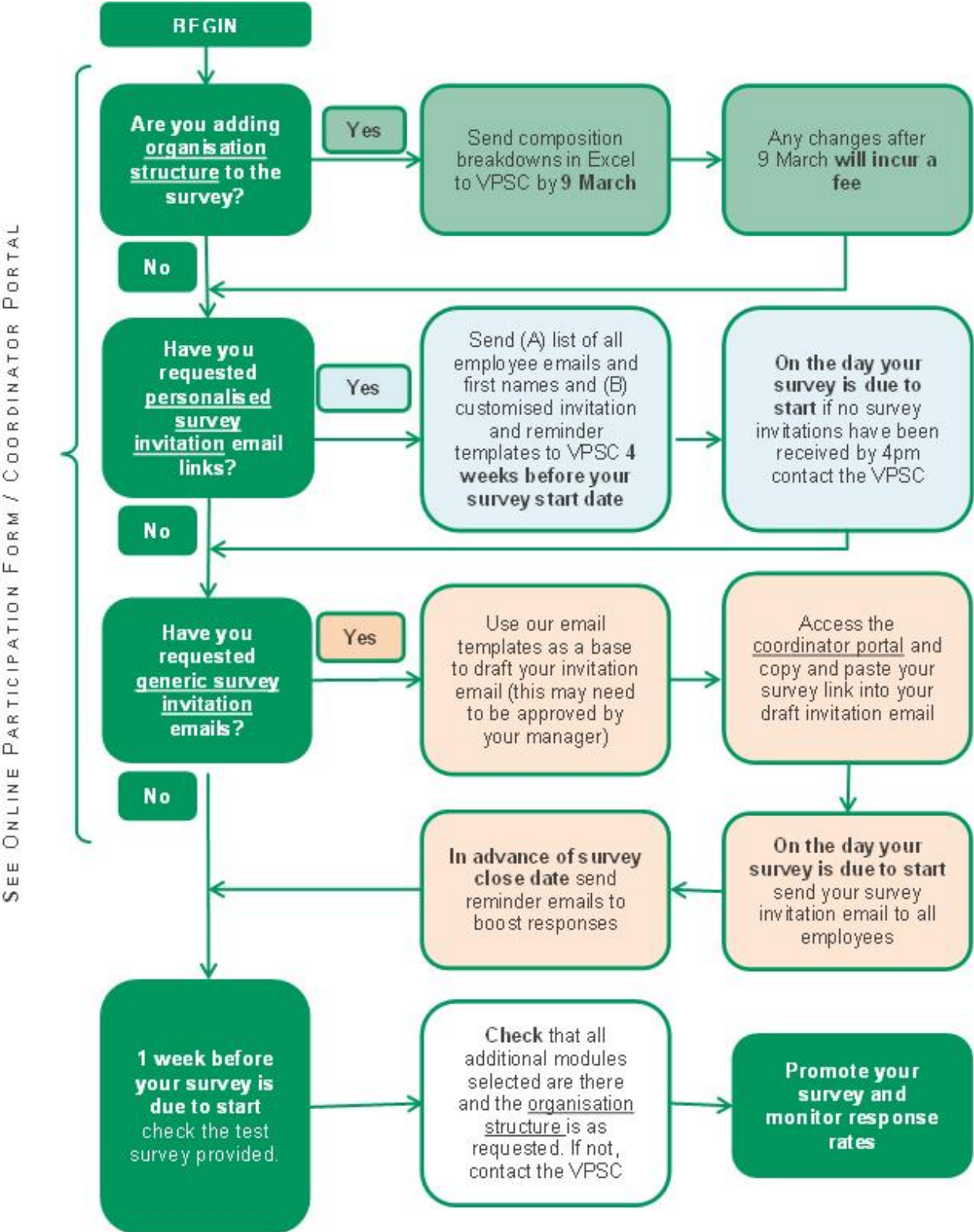
3. ORGANISATION STRUCTURE/COMPOSITION LISTS

If you are a large or medium sized organisation, we recommend that you opt to have survey results broken down by employee groups.

Examples of employee groups include:

- division/branch/work units
- workplace locations e.g. campus
- occupations e.g. profession, indoor/outdoor split

The participation form on the survey portal will show whether your organisation has opted to include organisation structure/composition questions in your survey.

If this option has been chosen, please use our excel template to fully specify the groups required:

www.vpsc.vic.gov.au/people-matter-survey/

The completed template needs to be provided to the VPSC via email by **9 March**. Any late submissions and/or changes after this date will incur a fee to recover the extra survey programming and resourcing costs resulting from the changes.

If you would like to review the structure used in the previous survey, please contact the VPSC via people.matter@vpsc.vic.gov.au.

3.1 How to construct your organisation structure

The following diagram provides an example of an organisation hierarchy.
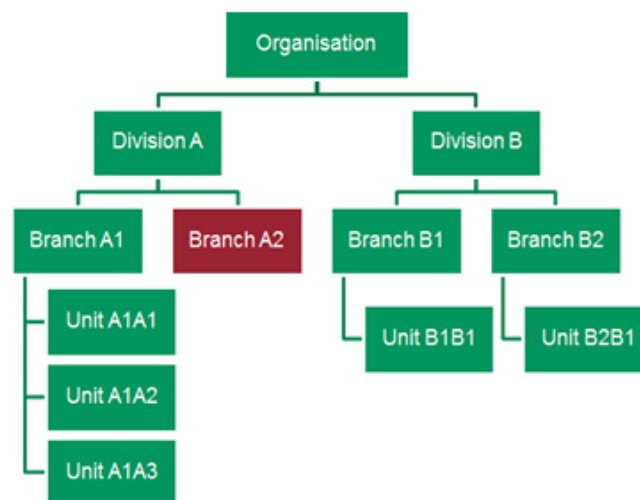
This hierarchy will need to be translated into a list, using the provided template, as shown in the table below.

Division	Branch	Unit
Division A	Branch A1	Unit A1A1
		Unit A1A2
		Unit A1A3
	Branch A2	Not Applicable
Division B	Branch B1	Unit B1B1
	Branch B2	Unit B2B1

In this example, employees will be asked the following questions during the survey:

(1) Please select your division (i.e. Division A or B)

(2) Please select your branch

(3) Please select your unit

3.2 How to construct other composition groups

To add a question for another employee group relevant to your workforce, please follow the approach in the example below.

Example

Question Text	Response Text
Please select the site you currently work at	Site A
	Site B
	Site C

3.3 How composition data will be reported

Your overall organisation results report (see Section 9) will provide the percentages of respondents within each of the submitted groups.

You'll also receive an employee group report for each group with at least 10 survey respondents. Please note that no demographic information is provided with employee group reports to prevent the possibility of identifying employees.

4.   SURVEY INVITATIONS AND REMINDERS

All employees should be invited to participate in the survey. By encouraging everyone to participate:

- all employees will have the opportunity to provide feedback through the survey, conveying a message of inclusiveness

- your organisation will have more credible and reliable results that accurately reflect your workforce's views

There are different actions required of survey coordinators for email invitations and reminders depending on whether you use generic or personalised links to the survey. The survey participation portal will record the invitation method chosen by your organisation.

4.1   Generic survey link

How this option works

If your organisation chose to have this option, then you will need to email a generic survey link to all staff on the first day of your survey period. The link allows anyone to access the survey and complete it. A survey participant will also be able to use an automatically generated password that will allow them to re-continue the survey at a later time if they are unable to complete the survey in one session.

All organisations will be offered a generic link to their survey by default.

What you need to do

- Prepare your invitation and reminder emails before your survey is due to start, using the sample emails within section 12.

- Test the survey link provided by ORIMA a week before your survey is scheduled to begin. Please check:
    - the survey works in your IT environment; and
    - the survey includes content you expect, including all survey modules and any extra organisational structure and composition questions (All responses created during testing will be deleted before your survey starts.)

- **Ensure your survey invitation emails are sent out on the first day of the survey period**. We also recommend:
    - that the invitation email is sent by the head of your organisation
    - broadcasting this on your intranet site, if applicable.

- Send reminder emails encouraging employees to complete the survey. We recommend that you send a reminder one week after the start date and a final reminder a day before the survey closes. More reminders should be considered if the survey response rate is low.

4.2   Personalised survey link

How this option works

On the day your survey opens, an invitation email from ORIMA will be sent to each participant containing a unique link to the survey. ORIMA will also send a reminder email to those who haven't completed the survey, further into the survey period.

The email addresses used in this process will not be stored after the survey period ends, and will not be linked to survey responses, in order to protect the privacy and anonymity of employees.

You will also be provided with a generic survey link. This means you can give employees access to the survey if they have accidentally deleted their personalised email link, or if their correct details were not supplied to VPSC in time.

What you need to do

- Prepare your invitation and reminder emails before your survey is due to start, drawing on the sample emails provided in the Appendix.

- **Four weeks before** your organisation's selected start date send an email to: people.matter@vpsc.vic.gov.au attaching:

  (a) a contact list containing each employee's first name and email address

    o   ensuring email addresses are up to date without any duplicates

    o   ensuring group emails (i.e. hr@organisation.com) are excluded

  (b) your customised invitation and reminder text. If you choose not to customise your invitation email, then the standard wording will be used.

- Provide the survey period dates to your IT area and ask them to check for potential issues with your organisation's security protocols. This is to ensure that the invitation and reminder emails from ORIMA are not blocked or treated as spam.

- Test the survey link provided by ORIMA a week before your survey is scheduled to begin. Please check:

    o   the survey works in your IT environment; and

    o   the survey includes content you expect, including all survey modules and any extra organisational structure and composition questions (note that all responses created during testing will be deleted before your survey starts).

- **In the week before the survey period opens**, we recommend that the head of your organisation sends an email to inform staff that they will soon receive a survey invitation from ORIMA Research inviting them to participate in the survey.

- **On the first day of your survey period** ORIMA will automatically send your employees survey invitations. Please check that the invitation email has been sent. If no emails have been received by 4pm contact the VPSC.

- Ensure that employees are advised not to forward their unique survey email link to anyone. This prevents others from accessing their survey responses, if they have not already completed and submitted their survey.

- ORIMA will automatically send a reminder email to all staff whose responses have not been submitted one week after your survey opened. If your survey response rate is low, additional reminders can be requested through the VPSC for a fee of $250 (excluding GST) per round of reminders.

5. ADDITIONAL SURVEY MODULES

In addition to the core survey, six survey modules are offered for organisations that wish to seek more in-depth information on a range of workforce topics. The survey questions for each module will be made available on the VPSC website.

Table 1 People Matter Survey - Module overview

Module	Description
Diversity and Inclusion	Designed to assist your organisation with assessing whether your workplace culture supports diversity and fosters an environment of inclusiveness. This assists with: • diverse workplaces • gender equity • inclusion programs.
Learning & Development	Designed to help you determine whether appropriate and effective learning and development opportunities exist within your organisation. This assists with: • career progression • mentoring and support.
Change Management	This module will provide staff perceptions on how change is managed, and gauge the effectiveness of current change management processes. This assists with: • evaluating change • transition management • communicating change.
Career Intentions	Designed to provide employees' perceptions relating to career progression opportunities within your organisation. This supports: • career goal setting • career planning • skill development.
Wellbeing*	This module will assist your organisation to determine whether workplace culture, policies and procedures work effectively to support employees. Areas covered include: • work-life balance • stress and workload management
Sexual Harassment	Designed to help you better understand your employees' experiences in the workplace and the current perceptions of harassment. This is good for: • identifying areas where intervention may be required • workplace culture • behavioural analysis

* The VPSC encourages all organisations to undertake the wellbeing module

The survey modules selected by your organisation will be shown on the survey portal.

6. PROMOTING THE SURVEY

Promoting the survey to managers and employees will help achieve a high response rate.

We recommend that your organisation formulates a communication strategy to help achieve buy in from executives, line managers and employees. This includes letting employees know how the results will be communicated after the survey.

The following suggestions may be used to help you form an effective promotional campaign and communication strategy.

Before the survey

- Conduct a promotional campaign one to two weeks before your survey is due to start
- Display promotional posters around the workplace. See: www.vpsc.vic.gov.au/people-matter-survey/
- Request that your CEO sends a bulletin to all staff endorsing the survey
- Promote the survey on your intranet page. We recommend broadcasting the generic link to the survey (unless you prefer to use personalised survey links only) and utilising the material available within the VPSC website
- Promote anonymity of the survey to encourage participation

During the survey

- Encourage managers to promote participation in the survey
- Encourage people to set aside no more than 20 minutes to complete the survey
- Offer linked incentives such as a team morning tea following survey completion
- Use 'pop ups' on employees' computers when they log on as a reminder to complete the survey
- Create a friendly competition to see which team can achieve the best survey response rate.

After the survey

- Encourage senior leaders to thank staff for participating in the survey
- Present the results to your employees in a suitable format (audio-visual presentation, email, forum etc.)
- Establish a working group to target a specific theme identified within the survey results, sharing recommendations across the organisation
- Actively engage employees through workshops and planning meetings in developing strategies to address survey results
- Prioritise actions that are achievable and present results in annual reports
- Incorporate actions into strategic, business, divisional, quality, OH&S and HR plans

7.   ANONYMITY

Survey anonymity is a priority to the VPSC. Responses from individual employees are kept confidential and strict rules are in place to safeguard this at every stage of the survey process. VPSC is committed to responsible privacy practices and is subject to the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*.

There are several ways anonymity is protected during and after the survey:

- The VPSC only receives de-identified data from ORIMA.

- Individual survey responses will not be provided to your organisation.

- VPSC survey result reports only show summarised results for groups with 10 or more survey responses. For example, if a workgroup has fewer than 10 responses from females, the report will not show the summarised views and opinions of this small group to avoid the potential of identification.

- Participants have the opportunity to write comments at the end of the survey. These free text comments will be supplied to your organisation head via a separate report and not broken down by division, branch and unit. We encourage you to advise participants to avoid including any words that may identify them if they provide comments.

8.   MONITORING YOUR RESPONSE RATE

The VPSC recommends that you monitor the response rate frequently during the survey period. You can do this via the survey portal.

The overall response rate provided on your portal uses your organisation's total headcount, as provided in the participation form.

The survey portal also lists the number of responses for nominated employee groups (via organisation structure/composition questions). Therefore you can assess the response rate for each group if you know the total number of staff within each group. The VPSC does not hold headcounts by workgroup, so cannot provide response rates at this level.

A low response rate can be a threat to the accuracy of your results. Whilst your organisation should ideally aim to have a high response rate, the participation of 30% or more of your employees within each employee group, is considered a representative sample of your workforce, enabling your organisation to have statistically reliable results.

The VPSC will not provide reports of results for organisations which achieve response rates of less than 10% and/or fewer than 10 respondents. Employee groups with fewer than 10 respondents will also not receive a report.

9.   RESULT REPORTS

Up to four standard reports (Table 2) will be produced after your survey has closed. These will be made available on the VPSC's online storage portal:

https://reports.vpsc.vic.gov.au/Online_Storage_Portal/

Nominated report recipients will receive a notification email when the reports are available on the portal. Samples of these reports are available on the VPSC website.

Table 2 – VPSC PMS report suite

Report Type	Description	Recipients[2]	Expected delivery
Organisation Results Report	A detailed breakdown of your results at the organisational level.	Head of organisation Human Resource Directors Survey Coordinators	June
Employee Group Report (Only provided if organisation structure or composition questions are used in survey)	Results at the employee group level, as specified by your organisation's structure and composition. Please note that demographic data is excluded at this level to protect the anonymity of your employees.	Human Resource Directors Survey Coordinators	June
Benchmark Report/s	Results at the organisation level compared to the results of like organisations and previous years. Separate reports are produced for the results of each additional module, if used.	Head of organisation Human Resource Directors Survey Coordinators	June
Free Text Comment Report	Unedited free text comments from employees who wished to provide further feedback to your organisation.	Head of organisation[3]	June

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[2] The circulation details may change if requested by the head of your organisation.
[3] Due to the sensitivity of the content in the free text comment report it will only be sent directly to the head of your organisation

10. FAQ

Question	Answer
Is this survey anonymous?	Survey participant's anonymity is a priority for VPSC. Responses from individual employees are kept confidential and strict rules are in place to safeguard this at every stage of the survey process. Please refer to section 7 of the guide for further information.
Can I receive my organisation's reports in excel?	The organisation results report and employee group reports are available in excel upon request. The benchmark reports are not available in excel as the graphs are not easily transferrable to this format. To request these reports contact the VPSC.
Can I customise the text of the invitation and reminder emails?	Yes you can, subject to approval by the VPSC. Personalising this message (with an encouraging message from your organisation's head), can increase your response rate. Please refer to sections 4 and 12 of this guide for further information.
What is the difference between personalised and generic web based links?	Personalised links to the survey are individual links sent from the external survey contractor to each employee. This link is specific to each email address and can only be submitted once. Generic web based links are open links that can be forwarded to employees and or/placed on your intranet page. Please refer to section 4 of this guide for further information.
Can I offer ideas for enhancements to the survey?	Yes. The VPSC encourages feedback and is committed to the continuous improvement of the survey. Please send us an email if you'd like to provide feedback.
Can I obtain posters to promote the survey?	A soft copy of the People Matter Survey promotional poster is available on our website www.vpsc.vic.gov.au/people-matter-survey/
Can I request paper surveys?	Conducting paper surveys are not recommended as the process is very lengthy and affects the timelines for delivering reports. Therefore, this year paper surveys are not being offered.
Can participants return to their responses to complete the survey?	If you have requested personalised links to the survey, employees can save and review their responses until they submit their completed survey. If your organisation decides to use a generic link to the survey only, then a password is automatically generated when the link is accessed enabling participants to return to their survey if interrupted.

11. CHECKLIST

The administrative checklist below may help you track and manage your progress.

Task	Done
Submit documentation to the VPSC at people.matter@vpsc.vic.gov.au	
• Organisation Composition questions by **9 March**	
• Customised invitation/reminder text (generic and personalised links) **by four weeks before start date**	
• Employee email address list **four weeks before start date**	
Develop a communication plan	
Promote the survey to all staff	
Test the survey links	
Send survey invites (generic survey links only)	
Check ORIMA has sent survey invites (if using personalised survey links)	
Monitor your response rate through the survey portal	
Send reminders (generic survey links only) or ask ORIMA to organise more reminder emails if participation is low	
Receive reports (excluding free text comment)	
• Organisation Results Report	
• Employee Group Reports (where applicable)	
• Benchmark Report	
• Communicate results to staff	
Develop an action plan to target a specific theme identified within the survey results	
Implement the action plan	

12. EMAIL TEMPLATES

This section provides template text for pre-survey communications, invitations and reminders.

Microsoft Word versions of each template can be downloaded from the VPSC website.

12.1 Pre-survey communication template for head of organisation

Template email

Dear colleagues,

You will soon receive an invitation to participate in the 2018 People Matter Survey. This is an opportunity for you to provide honest and open feedback about your working environment.

Your feedback counts. Your responses will help shape important decisions within our organisation and the Victorian public sector. The survey has been shortened this year and it should take no more than 20 minutes to complete.

We will not use the results to identify the views of individuals and strict rules are in place to safeguard your anonymity at every stage of the survey process.

The results from the survey will be taken seriously by our senior management team and will assist us in continuously improving our workplace.

Regards,

Name

Chief Executive Officer

12.2   Generic survey link invitation template

Please do not remove the sections in grey as they contain essential information for participants.

Template email

Subject: Invitation - People Matter Survey 2018

Dear Colleague,

You are invited to participate in the 2018 People Matter Survey, which is run by the Victorian Public Sector Commission (VPSC).

Your feedback counts. Your responses will help shape important decisions within >>Organisation name<< and the Victorian public sector.

Please click here to start the survey
 >>please insert survey link obtained from https://www.orima.com.au/vpsc/organisation<<

If the link does not work, please copy and paste it into your web browser.

Please complete the survey by midnight on Friday XX Month. This year the survey has been shortened and it should take no more than 20 minutes to complete.

A password will be automatically generated for you at the start of the survey. If you are unable to complete the survey in one session you can pause and continue the survey at a later time by using the above survey link with your password.

If you have any questions, please contact ORIMA Research on 1800 654 585 or email peoplematter@orima.com

Anonymity

Individual responses are de-identified and kept confidential.

The VPSC will not use the results to identify the views of individuals and strict rules are in place to safeguard your anonymity at every stage of the survey process.

To further protect your anonymity, the VPSC will not release results for workgroups with fewer than ten survey responses.

Regards,

The Victorian Public Sector Commission (can replace with your organisation's head)

12.3 Generic survey link reminder template

Please do not remove the sections in grey as they contain essential information for participants.

Template email

Subject: Reminder – People Matter Survey 2018

Dear Colleague,

This is a friendly reminder to let employees who haven't yet undertaken the survey know that they have until midnight on Friday XX Month to complete it. This year the survey has been shortened and it should take no more than 20 minutes to complete.

Your feedback counts. Your responses will help shape important decisions within >>Organisation name<< and the Victorian public sector.

Please click here to start the survey
>>please insert survey link obtained from https://www.orima.com.au/vpsc/organisation<<

If the link does not work, please copy and paste it into your web browser.

A password will be automatically generated for you at the start of the survey. The password will allow you to continue the survey at a later time if you are unable to complete your response in one session.

If you have any questions, please contact ORIMA Research on 1800 654 585 or email peoplematter@orima.com

Anonymity

Individual responses are de-identified and kept confidential.

The VPSC will not use the results to identify the views of individuals and strict rules are in place to safeguard your anonymity at every stage of the survey process.

To further protect your anonymity, the VPSC will not release results for workgroups with fewer than ten survey responses.

Regards,

The Victorian Public Sector Commission (can replace with your organisation's head)

12.4 Personalised survey link invitation template

Please do not remove the sections in grey as they contain essential information for participants.

Template email

Subject: Invitation - People Matter Survey 2018

Dear >>First Name<<,

You are invited to participate in the People Matter Survey, which is run by the Victorian Public Sector Commission (VPSC).

Your feedback counts. Your responses will help shape important decisions within >>Organisation name<< and the Victorian public sector.

Please click here to start the survey
>>unique survey link sent by ORIMA<<
If the link does not work, please copy and paste it into your web browser.

Please complete the survey by midnight on Friday XX Month. This year the survey has been shortened and it should take no more than 20 minutes to complete.

If you are unable to complete the survey in one session you can pause and continue the survey at a later time by using the above survey link again. The link will not be available once you submit your survey. Please do not share your survey link with anyone else.

If you have any questions, please contact ORIMA Research on 1800 654 585 or email peoplematter@orima.com

Anonymity

Individual responses are de-identified and kept confidential.

The VPSC will not use the results to identify the views of individuals and strict rules are in place to safeguard your anonymity at every stage of the survey process.

To further protect your anonymity, the VPSC will not release results for workgroups with fewer than ten survey responses.

Regards,

The Victorian Public Sector Commission (can replace with your organisation's head)

12.5 Personalised survey link reminder template

Please do not remove the sections in grey as they contain essential information for participants.

Template email

Subject: Reminder – People Matter Survey 2018

Dear >>First Name<<,

This is a friendly reminder to let employees who haven't yet undertaken the survey know that they have until midnight on Friday XX Month to complete it. This year the survey has been shortened and it should take no more than 20 minutes to complete.

Your feedback counts. Your responses will help shape important decisions within >>Organisation name<< and the Victorian public sector**.**

Please click here to start the survey
>>unique survey link sent by ORIMA<<

If the link does not work, please copy and paste it into your web browser.

If you are unable to complete the survey in one session you can pause and continue the survey at a later time by using the above survey link again. The link will not be available once you submit your survey. Please do not share your survey link with anyone else.

If you have any questions, please contact ORIMA Research on 1800 654 585 or email peoplematter@orima.com

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Regards,

The Victorian Public Sector Commission (can replace with your organisation's head)