People matter survey wellbeing check 2022

Have your say

Victorian Public Sector Commission

VICTORIA State Government

People matter survey
wellbeing check 2022

Have your say

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- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring
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Report overview

About your report

The results in this report help your organisation build a positive workplace culture with integrity that live the public sector values.

Report contents

The visual on the right shows you what sections we've included in this report for your organisation's survey results.

Comparing data in this report

Your organisation took part in the survey in 2020 and 2021.

This means you'll be able to compare about 77% of this year's survey with your previous results.

Rounding of percentages

In this report, we round numbers up or down to their nearest whole percentage.

This means some percentages may not add up to 100%.

Survey questions and definitions

Download Survey questions: People matter survey 2022 (DOCX, 55 pages) to see how we asked questions and defined concepts in the 2022 survey

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Report overview

Privacy and anonymity

To protect you, we:

- use an anonymous survey link and everyone in your organisation receives the same survey link
- de-identify all survey response data provided to your organisation
- don't collect your name, date of birth or employee ID
- don't release results when fewer than 10 people in a work group have responded to the survey
- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total
- don't link the free-text comment reporting to any other survey information

Read more in our privacy policy.

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Report overview

Survey's theoretical framework

What this is

The framework provides an overview of the workplace factors and outcomes that the survey measures.

Why this is important

Based on theory and research, the framework focuses on core themes that help guide organisations in creating better workplaces.
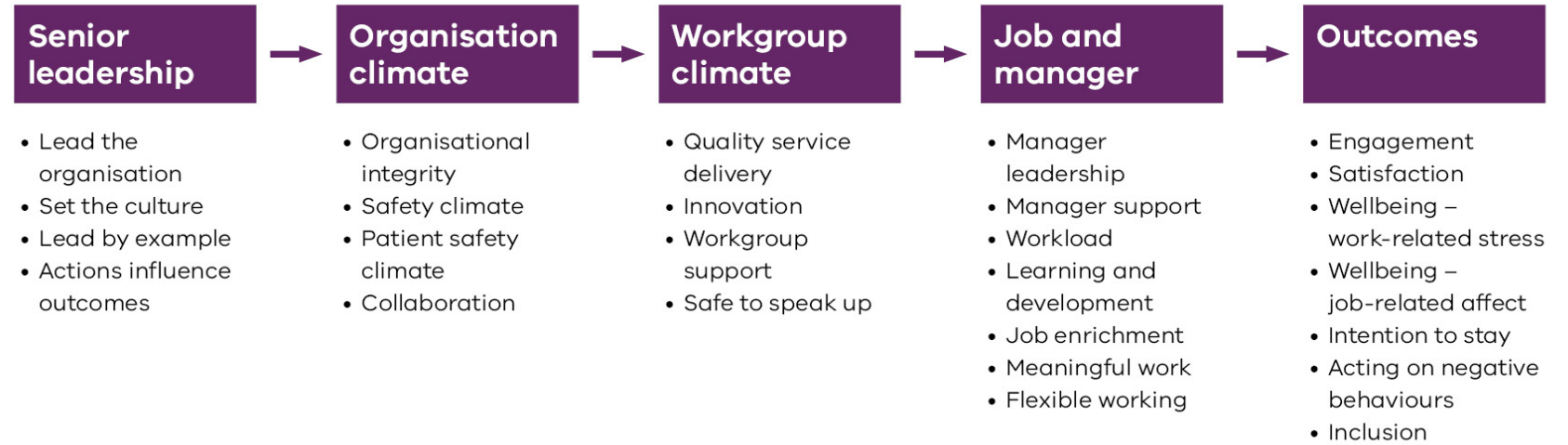
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

Our public sector values

The public sector values inform the professional and ethical conduct of everyone who works in the public sector.

As such, these values underpin the theoretical framework of the survey.

There's a strong link between workplace culture and how staff perceive their organisation lives the public sector values.

Senior leadership → **Organisation climate** → **Workgroup climate** → **Job and manager** → **Outcomes**

Senior leadership
- Lead the organisation
- Set the culture
- Lead by example
- Actions influence outcomes

Organisation climate
- Organisational integrity
- Safety climate
- Patient safety climate
- Collaboration

Workgroup climate
- Quality service delivery
- Innovation
- Workgroup support
- Safe to speak up

Job and manager
- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Flexible working

Outcomes
- Engagement
- Satisfaction
- Wellbeing – work-related stress
- Wellbeing – job-related affect
- Intention to stay
- Acting on negative behaviours
- Inclusion

The public sector values that underpin the framework and all public sector organisations

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

We try to make sure they're in the same industry your organisation is in.

Some organisations may not have taken part in the survey previously. This means your comparator group may be different to previous years.

How we use this in your report

In this report, we compare your organisation's survey results to your comparator group's results.

This is so you can compare how your organisation is doing in your industry or to similar organisations.

We refer to your comparator group in this report as 'comparator'.

Alexandra District Health

Alpine Health

Beaufort and Skipton Health Service

Beechworth Health Service

Boort District Health

Casterton Memorial Hospital

Central Highlands Rural Health

Cohuna District Hospital

Corryong Health

East Wimmera Health Service

Great Ocean Road Health

Heathcote Health

Hesse Rural Health Service

Heywood Rural Health

Inglewood and Districts Health Service

Kerang District Health

Kilmore and District Hospital

Kooweerup Regional Health Service

Mallee Track Health and Community Service

Mansfield District Hospital

Moyne Health Services

Omeo District Health

Orbost Regional Health

Robinvale District Health Services

Rural Northwest Health

Seymour Health

South Gippsland Hospital

Tallangatta Health Service

Terang and Mortlake Health Service

Timboon and District Healthcare Service

Yarram and District Health Service

Yarrawonga Health

Yea and District Memorial Hospital

Report overview

Your response rate

What this is

This is how many staff in your organisation did the survey in 2022.

Why this is important

The higher the response rate, the more your results will reflect how staff feel.

If less than 100 completed the survey, consider how much one person could change your results.

For example, if only 25 people did the survey, 1 person would account for 4% of any result.

In this example, if your survey result and comparator group result or previous survey result are within 4% of each other, there is very little difference in the results.

How to read this

The number in the brackets () shows how many staff completed the survey this year.

We've also expressed this as a percentage of all the staff who work in your organisation.

2021

72%
(338)

Comparator   50%
Public Sector   39%

2022

52%
(244)

Comparator   52%
Public Sector   42%

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People outcomes

Scorecard: employee engagement index

What this is

Engaged employees are committed to their organisation's goals and values, and motivated to contribute to organisational success.

The employee engagement index is a score out of 100. It is a weighting of all engagement question responses.

The weightings for each engagement response are:

- strongly agree is 100 points
- agree is 75 points
- neither agree nor disagree is 50 points
- disagree is 25 points
- strongly disagree is 0 points

Why this is important

High engagement may lead to greater satisfaction and lower absences, turnover and workplace stress.

2021		2022	
72		75	
Comparator	73	Comparator	71
Public Sector	70	Public Sector	68

People outcomes

What this is

This is the overall sense of pride, attachment, inspiration, motivation and advocacy your employees have for your organisation.

Your organisation's engagement index

Your 2022 index is 75.

Why this is important

High engagement drives greater productivity, employee wellbeing and lower absences, turnover and workplace stress.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
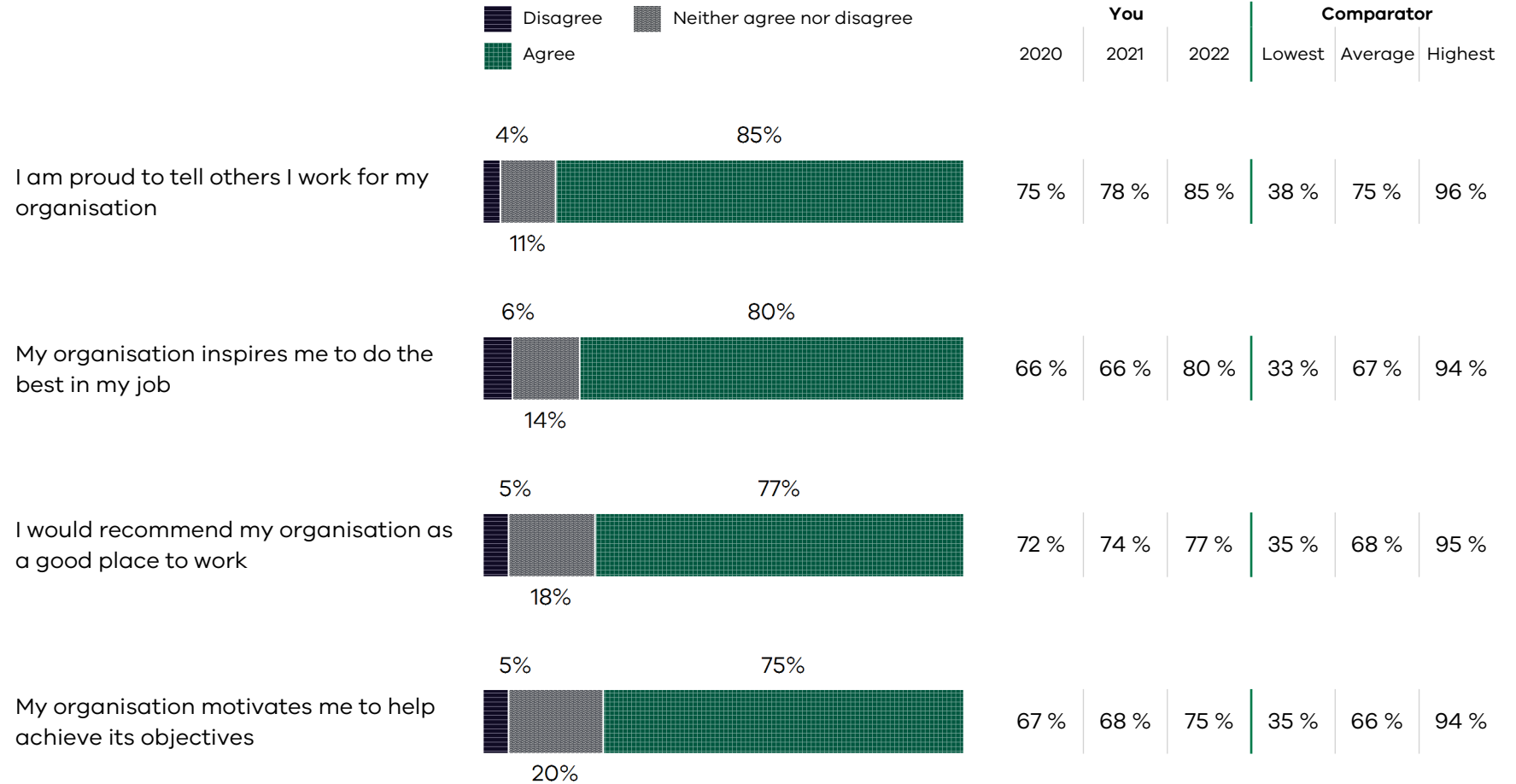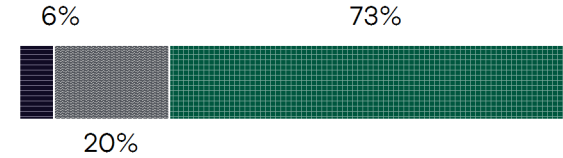
Example

85% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question	Your results	Benchmark agree results					
		You			**Comparator**		
		2020	2021	2022	Lowest	Average	Highest
I am proud to tell others I work for my organisation	Disagree 4%, Neither 11%, Agree 85%	75 %	78 %	85 %	38 %	75 %	96 %
My organisation inspires me to do the best in my job	Disagree 6%, Neither 14%, Agree 80%	66 %	66 %	80 %	33 %	67 %	94 %
I would recommend my organisation as a good place to work	Disagree 5%, Neither 18%, Agree 77%	72 %	74 %	77 %	35 %	68 %	95 %
My organisation motivates me to help achieve its objectives	Disagree 5%, Neither 20%, Agree 75%	67 %	68 %	75 %	35 %	66 %	94 %

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

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How to read this

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'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

73% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question	Your results			

Your results

■ Disagree ▓ Neither agree nor disagree
▦ Agree

Benchmark agree results

Survey question	Your results	You 2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
I feel a strong personal attachment to my organisation	6% / 20% / 73%	70 %	72 %	73 %	35 %	66 %	90 %
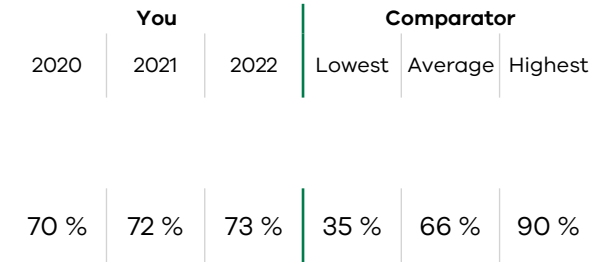
People outcomes

Scorecard: satisfaction, stress, intention to stay, inclusion

What this is

This scorecard provides overall results for satisfaction, high to severe work-related stress, intention to stay and inclusion.

There are more people outcomes scorecards throughout this report.

Why this is important

This page shows which outcomes are performing well and which outcomes you can look to improve.

How to read this

Each label represents a group of questions in the survey about people outcomes.

Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2022:

- 81% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:

- 77% of staff at your comparator and 77% of staff across the public sector.
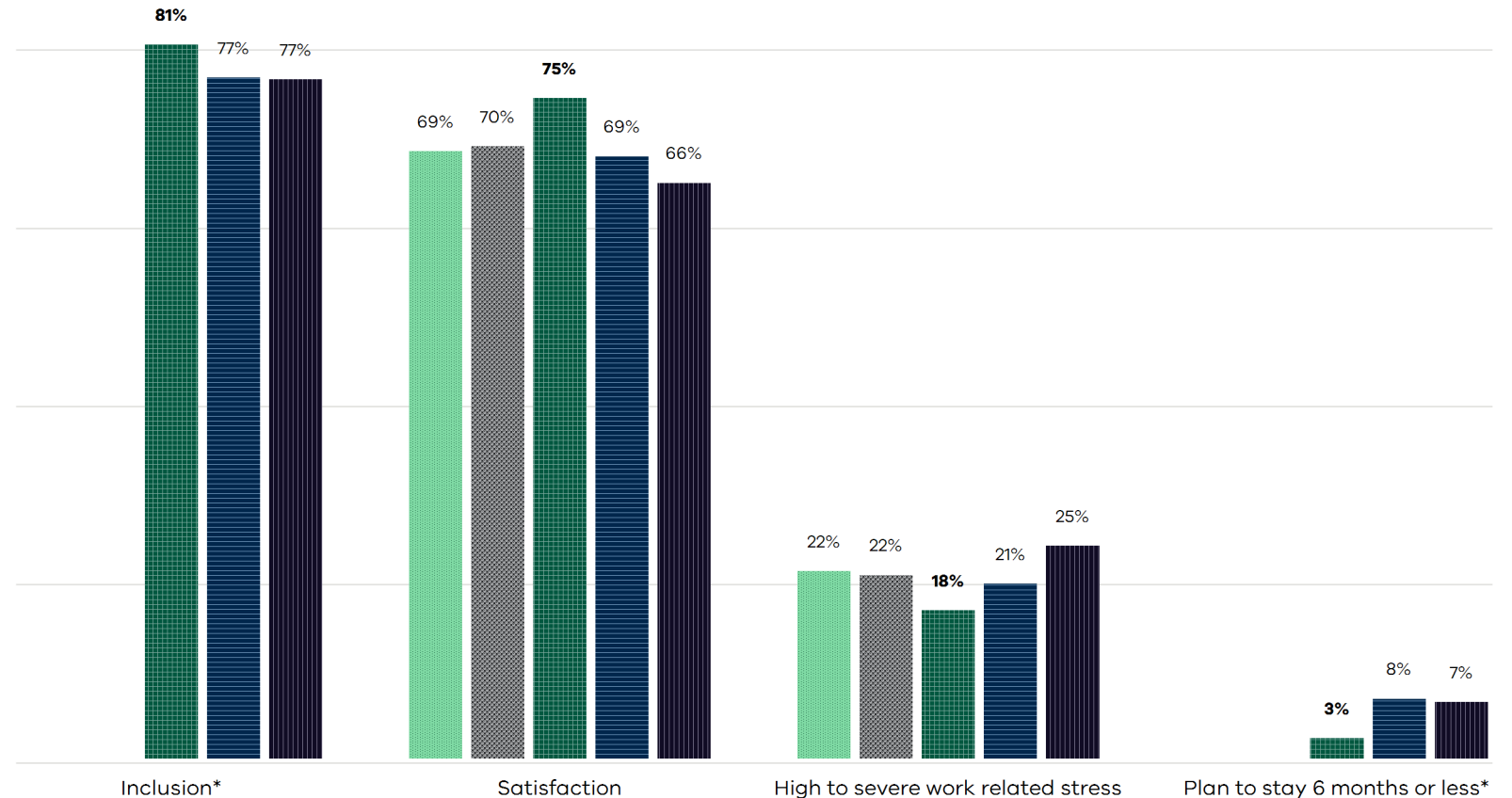
*We can't compare some data here because one or more questions were not asked in a previous survey

Legend: You 2020 · You 2021 · You 2022 · Comparator 2022 · Public sector 2022

Chart values:
- Inclusion*: 81% (You 2022), 77% (Comparator 2022), 77% (Public sector 2022)
- Satisfaction: 69% (You 2020), 70% (You 2021), 75% (You 2022), 69% (Comparator 2022), 66% (Public sector 2022)
- High to severe work related stress: 22% (You 2020), 22% (You 2021), 18% (You 2022), 21% (Comparator 2022), 25% (Public sector 2022)
- Plan to stay 6 months or less*: 3% (You 2022), 8% (Comparator 2022), 7% (Public sector 2022)

People outcomes

Satisfaction question results

What this is

This is how satisfied staff are with their jobs, work-life balance and career development.

Why this is important

High satisfaction may lead to improved engagement, performance and lower absences and turnover.

How to read this

Under 'Your results', see results for each question in descending order by most satisfied.

'Satisfied' combines responses for satisfied and very satisfied and 'Dissatisfied' combines responses for dissatisfied and very dissatisfied.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

81% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question

Your results

Dissatisfied   Neither satisfied nor dissatisfied

Satisfied

Considering everything, how satisfied are you with your current job

6%   81%

13%

How satisfied are you with the work/life balance in your current job

11%   75%

15%

How satisfied are you with your career development within your current organisation

11%   70%

19%

Benchmark satisfied results

	You			Comparator		
2020	2021	2022	Lowest	Average	Highest
73 %	74 %	81 %	51 %	75 %	96 %
70 %	70 %	75 %	48 %	68 %	82 %
64 %	65 %	70 %	40 %	63 %	84 %

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People outcomes

Work-related stress levels

What this is

This is the level of stress experienced by employees in response to work-related factors.

Why this is important

Stress can negatively affect peoples health and wellbeing as well as their performance and behaviour.

How to read this

In this survey we asked staff to tell us their stress level.

The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

The numbers below show the percentage of staff in your organisation who said they experienced high to severe stress in 2022 compared to 2021 and your comparator.

Example

18% of your staff who did the survey said they had high to severe stress in 2022. This is compared to 21% of staff in your comparator group and 25% of staff across the public sector.

How would you rate your current level of work-related stress? (You 2022)

Nil	13%
Low / mild	42%
Moderate	27%
High	11%
Very high	5%
Severe	2%
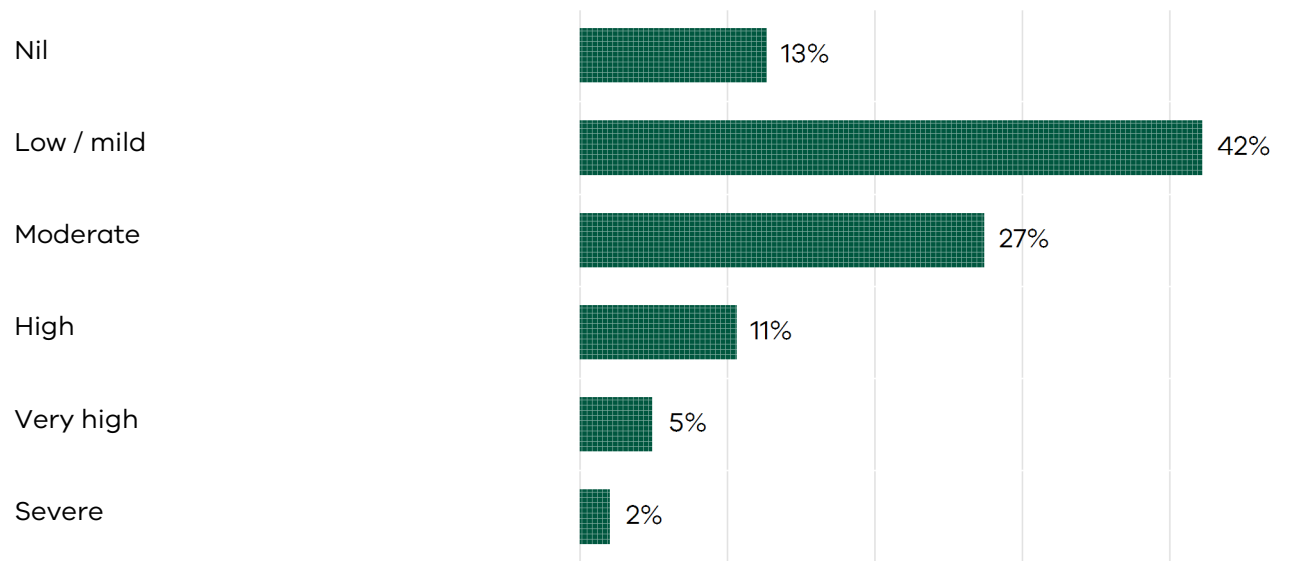
Reported levels of high to severe stress

2021		2022	
22%		**18%**	
Comparator	19%	Comparator	21%
Public Sector	26%	Public Sector	25%
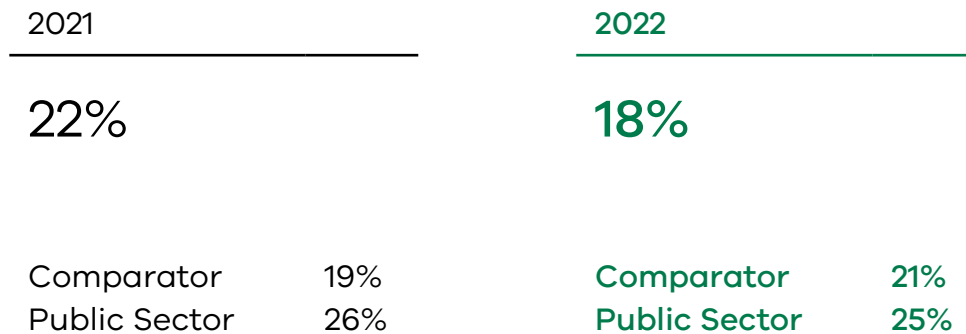
People outcomes

Work-related stress causes

What this is

This is the main work-related causes of stress reported by staff.

Why this is important

Stress can negatively affect peoples health and wellbeing as well as their performance and behaviour.

How to read this

In the survey, we ask staff to tell us if they have experienced mild to severe stress at work, as shown in the visual above the table.

If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

In descending order, the table shows the top 10 causes.

Example

87% of your staff who did the survey said they experienced mild to severe stress.

Of that 87%, 53% said the top reason was 'Workload'.

	213		31
	87%		13%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
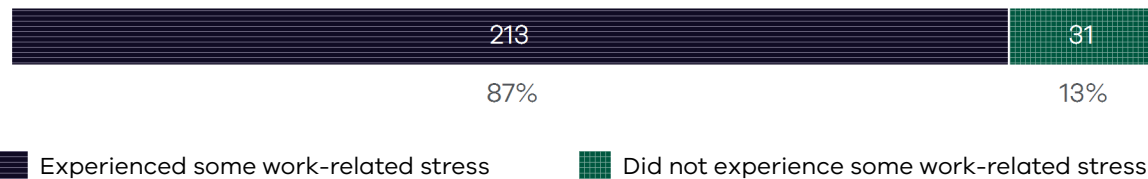
Of those that experienced work related stress it was from …	You 2021	You 2022	Comparator 2022	Public sector 2022
Workload	53%	53%	50%	53%
Time pressure	43%	45%	40%	43%
Dealing with clients, patients or stakeholders	15%	20%	13%	15%
Other changes due to COVID-19	25%	15%	16%	8%
Competing home and work responsibilities	8%	14%	15%	15%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	17%	11%	14%	11%
Work schedule or hours	9%	9%	9%	8%
Organisation or workplace change	10%	9%	8%	11%
Management of work (e.g. supervision, training, information, support)	9%	8%	11%	13%
Other	11%	8%	11%	9%

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People outcomes

Intention to stay

What this is

This is what your staff intend to do with their careers in the near future.

Why this is important

In the public sector, we want to attract, keep, motivate and engage staff.

How to read this

In the survey, we ask staff to tell us how long they intend to work at their organisation.

Example

7% of your staff who did the survey said they intended to work for your organisation for Over 6 months and up to 1 year.

Employees plan to work at your organisation for …	You 2022	Comparator 2022	Public sector 2022
6 months or less	3%	8%	7%
Over 6 months and up to 1 year	7%	10%	10%
Over 1 year and up to 3 years	21%	21%	23%
Over 3 years and up to 5 years	17%	15%	16%
Over 5 years	51%	46%	44%

People outcomes

Inclusion question results

What this is

This is how included staff feel in their workplace.

Why this is important

When people feel like they belong, they can bring their true selves and lived experience to their work and workplace. This leads to increased productivity, wellbeing and better outcomes for the community.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

83% of your staff who did the survey agreed or strongly agreed with 'I can be myself at work'.

Survey question	Your results						

Legend:
- Disagree (dark navy)
- Neither agree nor disagree (grey)
- Agree (green)

Survey question	Your results	You 2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
I can be myself at work	Disagree 2% / Neither 14% / Agree 83%	Not asked	Not asked	83 %	56 %	81 %	94 %
I feel as if I belong at this organisation	Disagree 5% / Neither 16% / Agree 79%	Not asked	Not asked	79 %	48 %	74 %	96 %
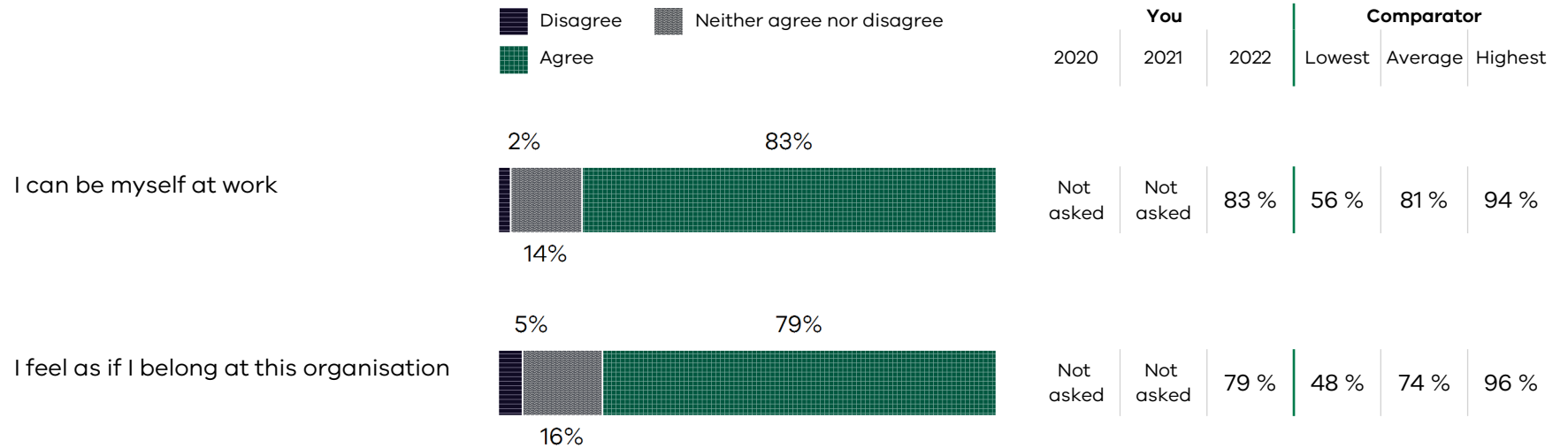
People outcomes

Inclusion - Barriers to success

What this is

This is a list of things that staff felt were barriers to their success at work.

Why this is important

These results can show areas of focus for improvement to enable employee success in the workplace.

How to read this

In the survey, we ask staff to tell us if they have experienced any barriers to their success at work and what those barriers were. They can select more than one barrier.

In descending order, the table shows to top 10 answers.

Example

7% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My mental health'.

Staff who experienced one or more barriers to success at work

48	196
20%	80%

■ Experienced barriers   ▦ Did not experience barriers
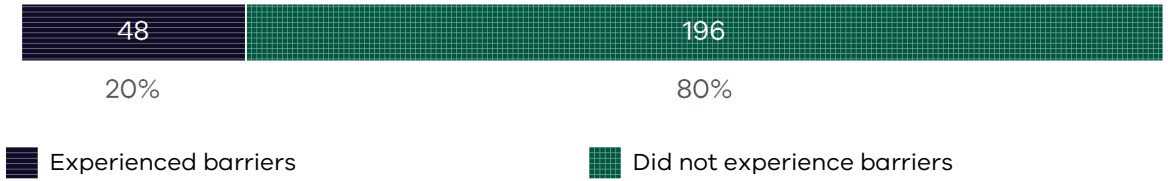
During the last 12 months, employees experienced barriers to their success due to ...	You 2022	Comparator 2022	Public sector 2022
My mental health	7%	6%	7%
My caring responsibilities	6%	6%	7%
My age	3%	6%	8%
My physical health	3%	5%	4%
Other	3%	3%	5%
My disability	2%	1%	1%
My sexual orientation	1%	0%	1%
My cultural background	1%	2%	3%
My religious belief	1%	0%	1%
My sex	0%	1%	4%

People outcomes

Scorecard: emotional effects of work

What this is

This is the level of positive and negative feelings experienced by staff in the 3 months before the survey.

Why this is important

Positive feelings can lead to higher wellbeing and job satisfaction and a lower chance of burnout.

How to read this

Each label represents a question in the survey about emotional effects of work.

Each result is the percentage of staff who said they often, very often or always felt happy, enthusiastic, worried or miserable in the past 3 months.

You can compare these with your comparator and the public sector.

Example

In 2022:

- 71% of your staff who did the survey said work made them feel happy in 2022, which is up from 62% in 2021

Compared to:

- 64% of staff at your comparator and 54% of staff across the public sector.

Thinking about the last three months, how often has work made you feel ...

Legend: You 2020 | You 2021 | You 2022 | Comparator 2022 | Public sector 2022

Happy: 53%, 62%, 71%, 64%, 54%
Enthusiastic: 47%, 54%, 62%, 53%, 48%
Worried: 25%, 29%, 25%, 29%, 33%
Miserable: 14%, 19%, 17%, 19%, 19%

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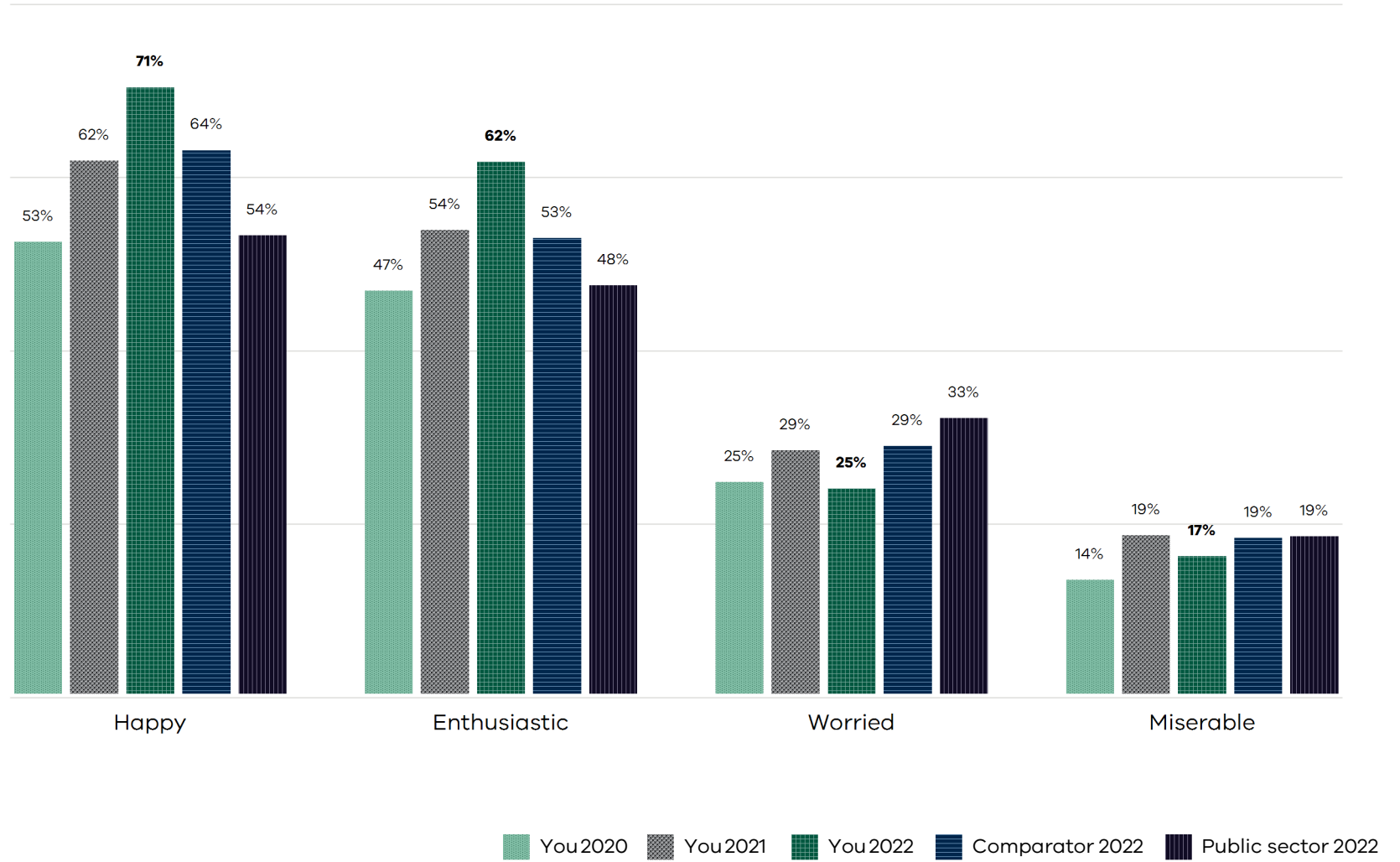
People outcomes

Scorecard: negative behaviours

What this is

This is how many staff have experienced negative behaviours at work in the past 12 months.

Why this is important

Negative behaviours can be detrimental to health and wellbeing as well as performance and behaviour.

How to read this

Each label represents a question in the survey about negative behaviour.

Each result is the percentage of staff who said they experienced bullying, sexual harassment, discrimination or violence and aggression in the past 12 months.

You can compare these with your comparator and the public sector.

Example

In 2022:

- 23% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 22% in 2021.

Compared to:

- 21% of staff at your comparator and 18% of staff across the public sector.

Legend: You 2020, You 2021, You 2022, Comparator 2022, Public sector 2022

Violence or aggression: 23%, 22%, 23%, 21%, 18%
Bullying: 19%, 18%, 16%, 19%, 13%
Sexual harassment: 5%, 7%, 5%, 6%, 5%
Discrimination: 5%, 5%, 2%, 4%, 5%

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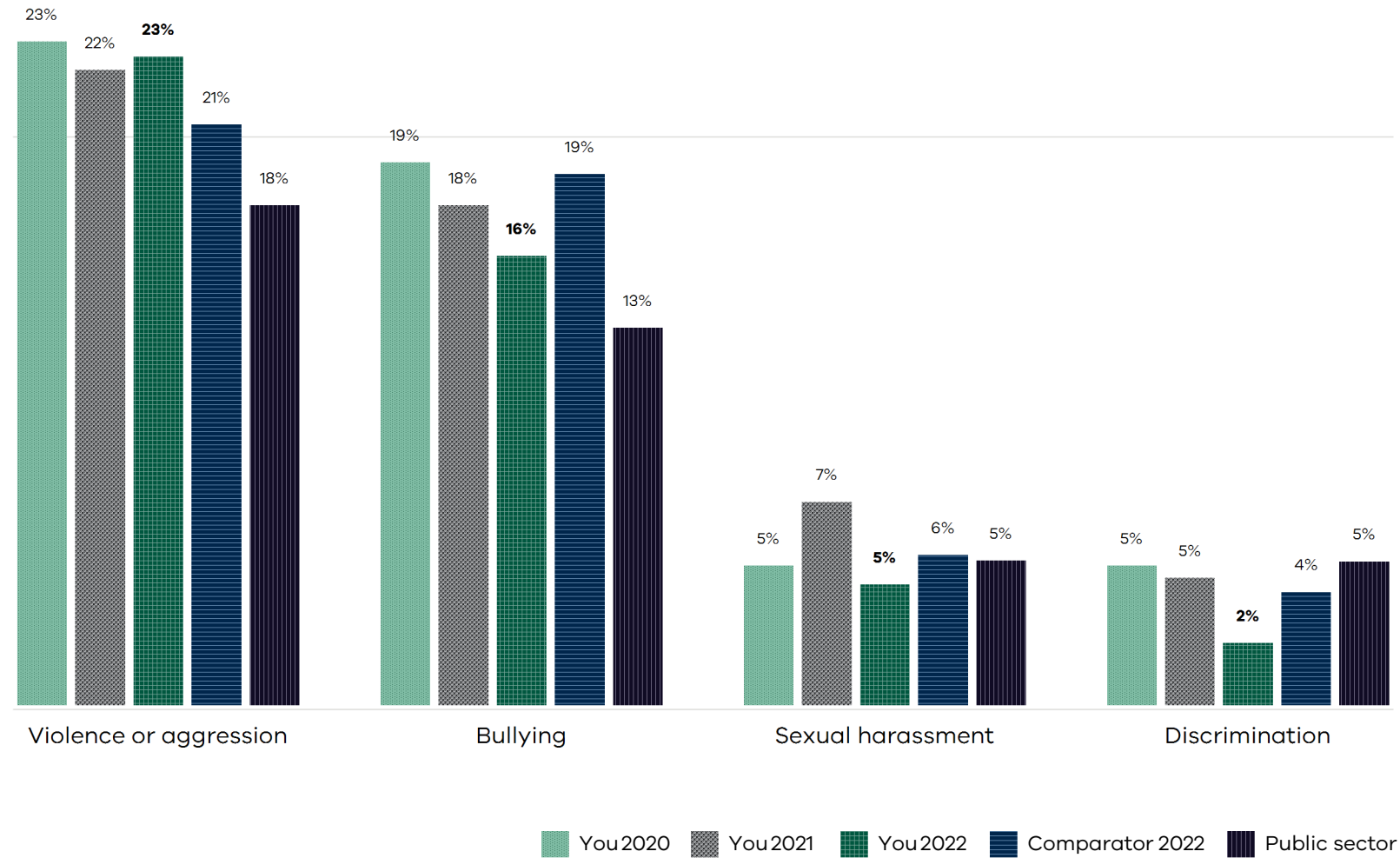
People outcomes

Bullying

What this is

This is repeated unreasonable behaviour directed at an employee that creates a risk to their health and safety.

Why this is important

Bullying can have an immediate and long-term negative impact on those involved, including those who witness bullying.

How to read this

In the survey, we asked staff to tell us if they'd experienced bullying at work.

If they did, they could tell us with one or more answers what they experienced.

In descending order, the table shows the answers.

Example

16% of your staff who did the survey said they experienced bullying.

Of that 16%, 49% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

Have you experienced bullying at work in the last 12 months?			
39	182		23
16%	75%		9%

■ Experienced bullying   ▨ Did not experience bullying   ▨ Not sure
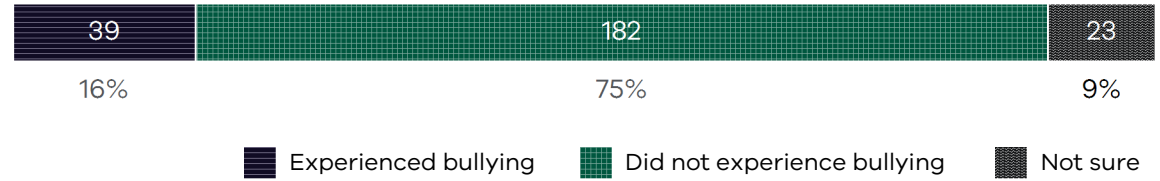
If you experienced bullying, what type of bullying did you experience?	You 2021	You 2022	Comparator 2022	Public sector 2022
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	73%	49%	65%	70%
Exclusion or isolation	43%	36%	38%	42%
Intimidation and/or threats	37%	31%	31%	31%
Other	7%	23%	16%	15%
Withholding essential information for me to do my job	33%	21%	26%	28%
Verbal abuse	17%	18%	21%	20%
Being assigned meaningless tasks unrelated to the job	22%	8%	8%	12%
Being given impossible assignment(s)	8%	5%	5%	9%

People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

By understanding how staff report bullying, organisations can plan how to support and protect staff.

How to read this

In the survey, we asked staff to tell us if they'd experienced bullying at work.

If they did, they could tell us with one or more answers who they told about it.

In descending order, the table shows the answers.

Example

16% of your staff who did the survey said they experienced bullying, of which

- 49% said the top way they reported the bullying was 'Told a manager'.
- 95% said they didn't submit a formal complaint.

Have you experienced bullying at work in the last 12 months?

39	182	23
16%	75%	9%

■ Experienced bullying ▦ Did not experience bullying ▨ Not sure
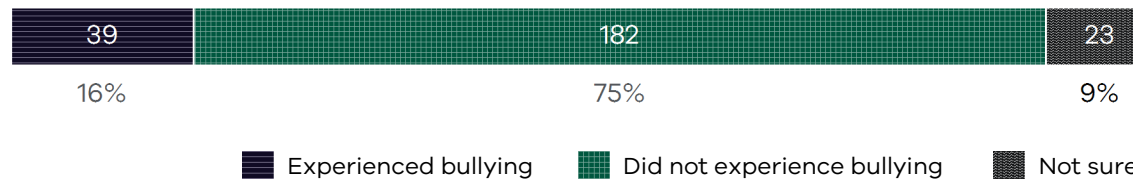
Did you tell anyone about the bullying?	You 2021	You 2022	Comparator 2022	Public sector 2022
Told a manager	42%	49%	44%	48%
Told a colleague	43%	36%	36%	41%
Told a friend or family member	28%	26%	33%	36%
Told the person the behaviour was not OK	15%	13%	14%	17%
Told someone else	12%	10%	9%	12%
I did not tell anyone about the bullying	13%	8%	13%	12%
Told employee assistance program (EAP) or peer support	10%	8%	6%	9%
Told Human Resources	20%	8%	16%	12%
Submitted a formal complaint	13%	5%	14%	11%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

This is why staff who experienced bullying chose not to submit a formal complaint.

Why this is important

By understanding this, organisations can plan how to support staff.

How to read this

In the survey, we asked staff to tell us if they'd experienced bullying at work. We then asked them if they submitted a formal complaint. If they didn't, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

Example

95% of your staff who experienced bullying did not submit a formal complaint, of which:

- 51% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?

2	37
5%	95%

■ Submitted formal complaint   ■ Did not submit a formal complaint
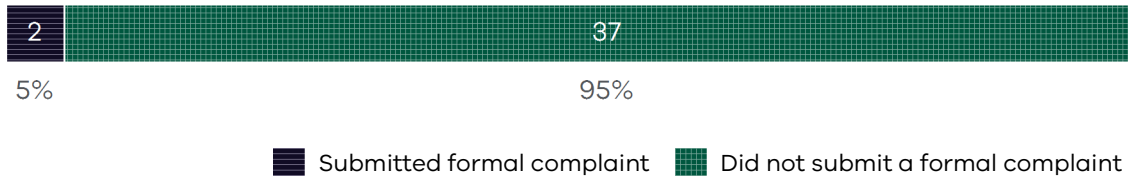
What was your reason for not submitting a formal complaint?	You 2021	You 2022	Comparator 2022	Public sector 2022
I didn't think it would make a difference	52%	51%	48%	52%
I believed there would be negative consequences for my reputation	50%	38%	40%	49%
I didn't think it was serious enough	15%	24%	13%	16%
I believed there would be negative consequences for my career	33%	11%	22%	37%
I believed there would be negative consequences for the person I was going to complain about	6%	11%	9%	9%
I didn't feel safe to report the incident	19%	11%	12%	18%
I didn't need to because I made the bullying stop	12%	11%	6%	6%
I thought the complaint process would be embarrassing or difficult	4%	11%	6%	12%
I didn't need to because I no longer had contact with the person(s) who bullied me	10%	8%	5%	7%
I was advised not to	2%	8%	2%	5%

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People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

Understanding where bullying happens means organisations can work out what action to take.

How to read this

In this year's survey, 16% of your staff said they experienced bullying.

If they did, they could tell us with one or more answers who the perpetrator was.

In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Example

16% of your staff who did the survey said they experienced bullying.

Of that 16%, 59% said it was by 'Colleague'.

39 people (16% of staff) experienced bullying (You 2022)

Perpetrator	Percentage
Colleague	59%
A manager or supervisor	36%
Group of colleagues	21%
Member of the public	5%
An executive, senior leader or the head of your organisation	3%
Client/ customer/ patient/ stakeholder	3%
A volunteer with my organisation	0%
Member of your household	0%
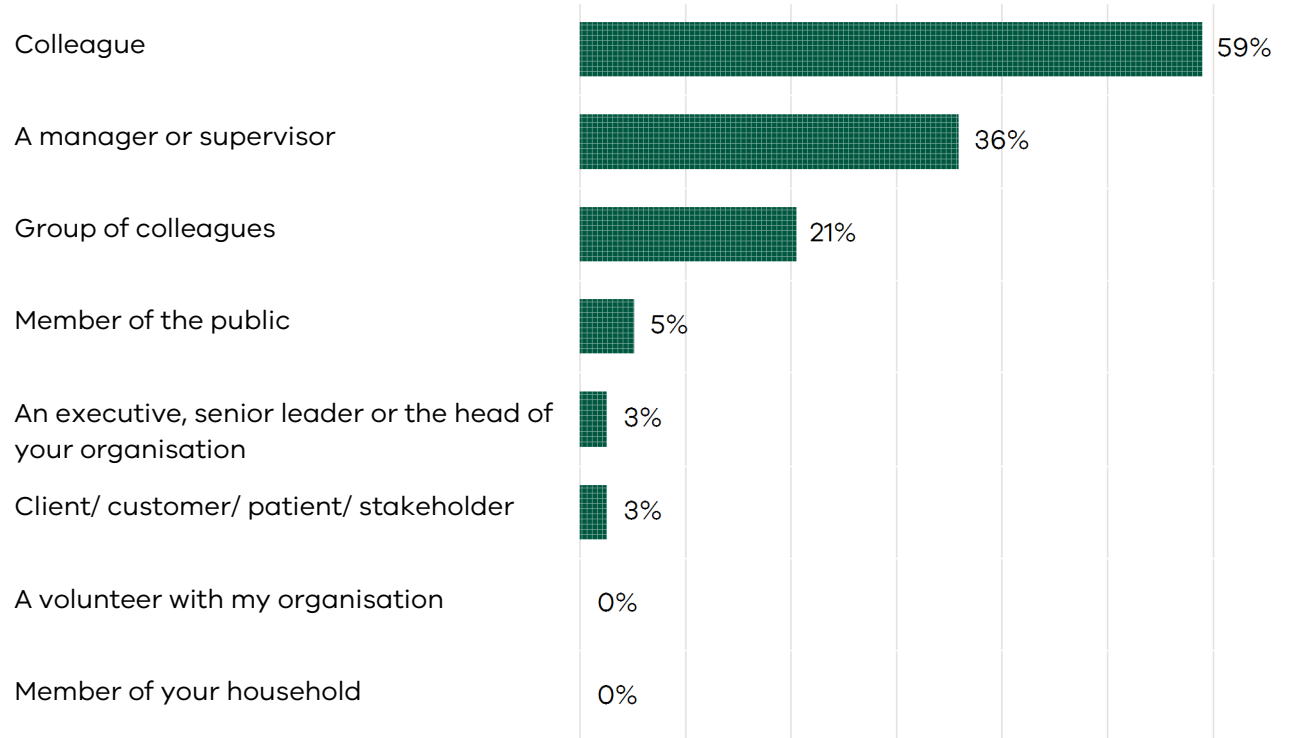
People outcomes

Relationship to perpetrator

What this is

This provides further detail on who staff have said are responsible for bullying within your organisation.

Why this is important

Understanding where bullying happens means organisations can work out what action to take.

How to read this

In this year's survey, 16% of your staff said they experienced bullying.

If they experienced bullying from within the organisation, they could tell us their relationship to the perpetrator.

The bar chart shows, in descending order, how many employees linked the bullying to different workplace relationships.

Example

16% of your staff who did the survey said they experienced bullying.

Of that 16%, 95% said it was by someone within the organisation.

Of that 95%, 70% said it was 'They were in my workgroup'.

37 people (95% of staff who experienced bullying) experienced bullying from within your organisation (You 2022)

They were in my workgroup — 70%

They were my immediate manager or supervisor — 35%

They were outside my workgroup — 11%

They were someone I supervise or manage — 5%
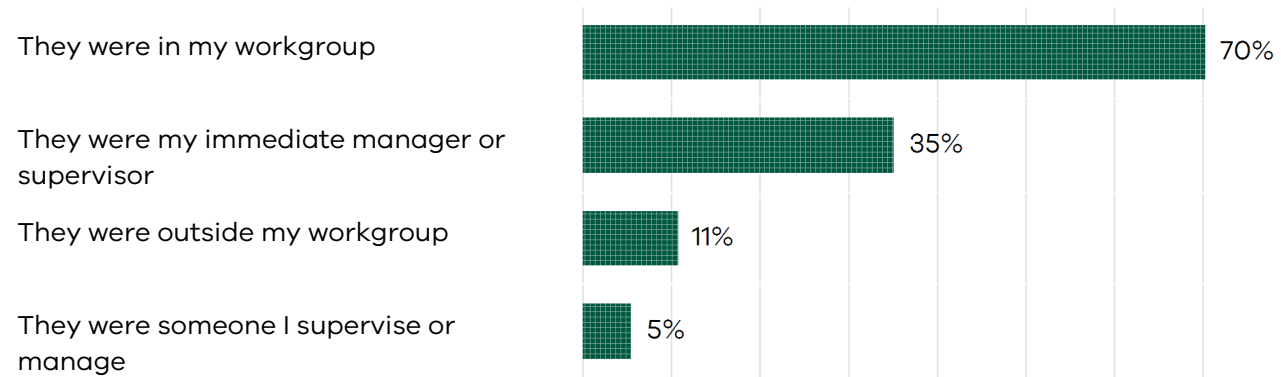
People outcomes

Sexual harassment

What this is

This is non-consensual or unwelcome sexual behaviour that could cause an employee to feel offended, humiliated or intimidated.

Why this is important

Sexual harassment can have an immediate and long-term negative impact on those involved, including those who witness sexual harassment.

How to read this

In the survey, we asked staff to tell us if they'd experienced sexual harassment at work.

If they did, they could tell us with one or more answers what they experienced.

In descending order, the table shows the top 10 answers.

Example

5% of your staff who did the survey said they experienced sexual harassment.

Of those, 64% said the top type was 'Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)'.

Have you experienced sexual harassment at work in the last 12 months?

11	233
5%	95%

- Experienced sexual harassment
- Did not experience sexual harassment

Behaviours reported	You 2021	You 2022	Comparator 2022	Public sector 2022
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	40%	64%	52%	53%
Unwelcome touching, hugging, cornering or kissing	40%	36%	19%	16%
Intrusive questions about your private life or comments about your physical appearance	48%	27%	38%	48%
Inappropriate physical contact (including momentary or brief physical contact)	24%	18%	22%	20%
Any other unwelcome conduct of a sexual nature	4%	9%	4%	7%
Sexual gestures, indecent exposure or inappropriate display of the body	0%	9%	4%	8%
Inappropriate staring or leering that made you feel intimidated	16%	0%	16%	16%
Repeated or inappropriate advances on email, social networking websites or internet chat rooms by a work colleague	4%	0%	1%	2%
Sexually explicit email or SMS message	4%	0%	1%	1%
Repeated or inappropriate invitations to go out on dates	0%	0%	2%	4%

People outcomes

Response to sexual harassment

What this is

This is how staff responded when they experienced sexual harassment.

Why this is important

How staff respond when they experience sexual harassment may help organisations work out what action they need to take.

How to read this

In the survey, we asked staff to tell us if they'd experienced sexual harassment at work.

If they did, they could tell us with one or more answers how they responded.

In descending order, the table shows the top 10 responses.

Example

5% of your staff who did the survey said they experienced sexual harassment.

Of those, 55% said their top response was 'Told a colleague'.

Have you experienced sexual harassment at work in the last 12 months?

11	233
5%	95%

■ Experienced sexual harassment　　■ Did not experience sexual harassment
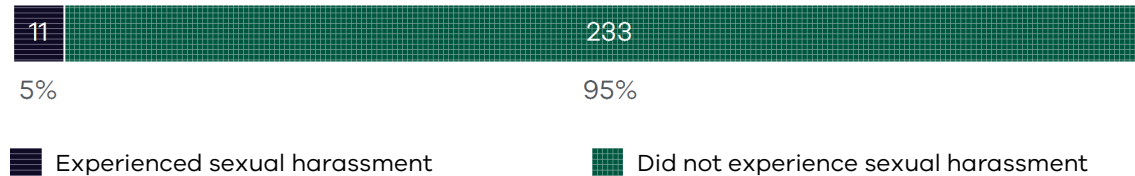
When the harassment happened to you, did you respond in any of the following ways?	You 2021	You 2022	Comparator 2022	Public sector 2022
Told a colleague	32%	55%	25%	27%
Told the person the behaviour was not OK	60%	55%	34%	33%
Avoided the person(s) by staying away from them	28%	45%	31%	33%
Told a manager	32%	36%	18%	20%
Avoided locations where the behaviour might occur	16%	27%	9%	12%
Pretended it didn't bother you	44%	27%	40%	41%
Submitted a formal complaint	12%	18%	5%	5%
Told a friend or family member	12%	18%	12%	20%
Tried to laugh it off or forget about it	16%	18%	31%	36%
Other	8%	9%	7%	4%

People outcomes

Perpetrators of sexual harassment

What this is

This is who staff have said are responsible for sexual harassment.

Why this is important

Understanding where harassment happens means organisations can work out what action to take.

How to read this

In this year's survey, 5% of your staff said they experienced sexual harassment.

If they did, they could tell us with one or more answers who the perpetrator was.

In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Example

5% of your staff who did the survey said they experienced sexual harassment.

Of that 5%, 64% said it was by 'Client/customer/patient/stakeholder'.

11 people (5% of staff) experienced sexual harassment (You2022)

Perpetrator	Percentage
Client/customer/patient/stakeholder	64%
Colleague	36%
A manager or supervisor	0%
A volunteer with my organisation	0%
An executive, senior leader or the head of your organisation	0%
Group of colleagues	0%
Member of the public	0%
Member of your household	0%
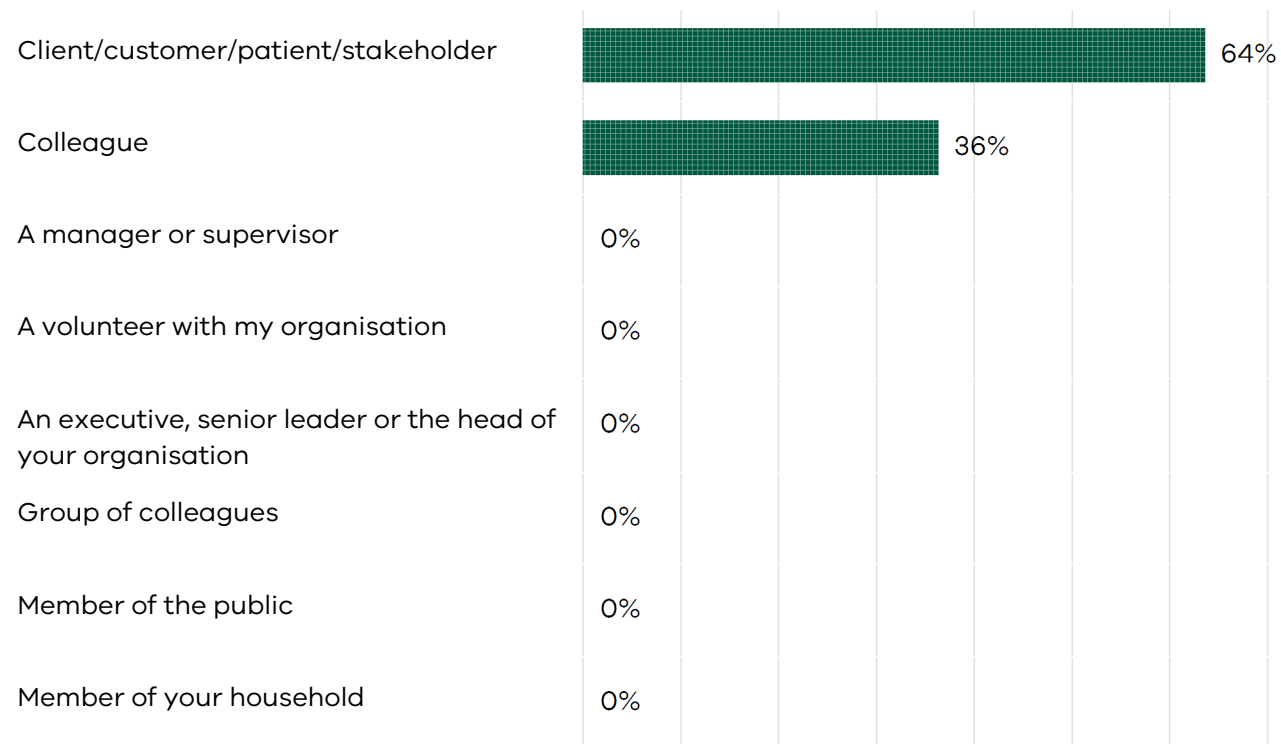
People outcomes

Discrimination

What this is

Discrimination is when a person treats, or proposes to treat, a person unfavourably because of their personal characteristics, such as their age or gender, or other attributes.

Why this is important

Staff expect to have a safe and inclusive working environment to work in that is free of discrimination.

Why there is no data here

We've not published the results for this section because less than 10 people said they experienced discrimination.

We do this to protect the respondents.

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Negative behaviour

Violence and aggression

What this is

This is when staff are abused, threatened or assaulted in a situation related to their work.

Why this is important

Violence and aggression can have an immediate and long-term negative impact of those involved, including those who witness violence and aggression.

How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression.

If they did, they could tell us with one or more answers what they experienced.

In descending order, the table shows the answers.

Example

23% of your staff who did the survey said they experienced violence or aggression.

Of that 23%, 80% said it was from 'Abusive language'.

Have you experienced violence or aggression at work in the last 12 months?

56	178	10
23%	73%	4%

■ Experienced violence or aggression ▦ Did not experience violence or aggression ▦ Not sure
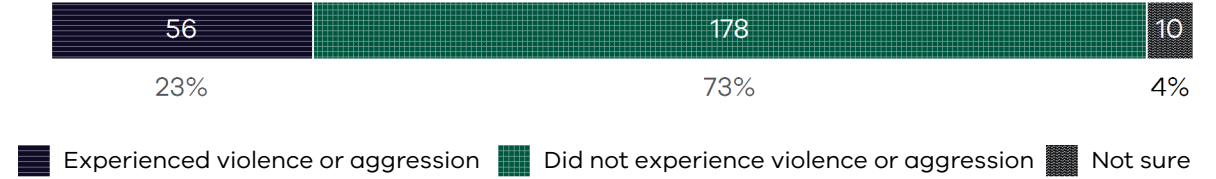
If you experienced violence or aggression, what type did you experience?	You 2021	You 2022	Comparator 2022	Public sector 2022
Abusive language	82%	80%	77%	82%
Intimidating behaviour	59%	59%	58%	68%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	30%	25%	33%	28%
Threats of violence	18%	21%	25%	37%

Negative behaviour

Telling someone about violence and aggression

What this is

This is who staff told about what violence and aggression they experienced.

Why this is important

Understanding this means organisations can plan how to support and protect staff.

How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression.

If they did, they could tell us with one or more answers who they told.

In descending order, the table shows the answers.

Example

23% of your staff who did the survey said they experienced violence or aggression, fo which

- 61% said the top way they reported the violence or agression was 'Told a manager'
- 57% said they didn't submit a formal incident report.

Have you experienced violence or aggression at work in the last 12 months?

56	178	10
23%	73%	4%

■ Experienced violence or aggression ■ Did not experience violence or aggression ■ Not sure
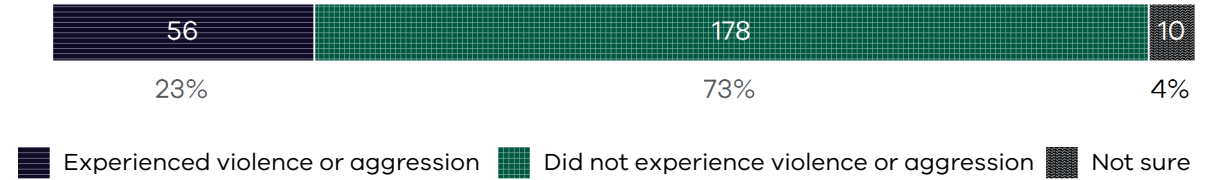
Did you tell anyone about the incident?	You 2021	You 2022	Comparator 2022	Public sector 2022
Told a manager	47%	61%	51%	56%
Told a colleague	36%	46%	40%	47%
Submitted a formal incident report	50%	43%	42%	32%
Told the person the behaviour was not OK	37%	43%	29%	34%
Told a friend or family member	7%	16%	13%	20%
Told Human Resources	1%	5%	7%	4%
I did not tell anyone about the incident(s)	5%	4%	6%	7%
Told someone else	4%	4%	4%	6%

Negative behaviour

Violence and aggression - reasons for not submitting a formal incident report

What this is

This is why staff who experienced violence or aggression chose not to submit a formal incident report.

Why this is important

By understanding this, organisations can work out what action to take.

How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression at work. We then asked them if they submitted a formal incident report. If they did not, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

Example

57% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 41% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal incident report?

24	32
43%	57%

■ Submitted formal incident report ■ Did not submit a formal incident report

What was your reason for not submitting a formal incident report?	You 2021	You 2022	Comparator 2022	Public sector 2022
I didn't think it was serious enough	34%	41%	26%	32%
I didn't think it would make a difference	32%	25%	36%	40%
I believed there would be negative consequences for my reputation	5%	19%	11%	14%
I didn't need to because I made the violence or aggression stop	11%	16%	10%	15%
Other	26%	16%	24%	20%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	11%	9%	9%	16%
I believed there would be negative consequences for the person I was going to complain about	5%	6%	3%	4%
I didn't feel safe to report the incident	3%	3%	4%	4%
I thought the complaint process would be embarrassing or difficult	0%	3%	3%	4%
I was advised not to	0%	3%	2%	2%

Negative behaviour

Perpetrators of violence and aggression

What this is

This is who staff have said are responsible for violence and aggression.

Why this is important

Understanding this means organisations can plan how to support and protect staff.

How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression.

If they did, they could tell us with one or more answers who the perpetrator was.

In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or a group of perpetrators.

Example

23% of your staff who did the survey said they experienced violence or aggression.

Of that 23%, 77% said it was 'Client/ customer/ patient/ stakeholder'.

56 people (23% of staff) experienced violence or aggression (You2022)

Perpetrator	Percentage
Client/ customer/ patient/ stakeholder	77%
Member of the public	23%
Colleague	11%
Group of colleagues	4%
A manager or supervisor	2%
An executive, senior leader or the head of your organisation	2%
A volunteer with my organisation	0%
Member of your household	0%
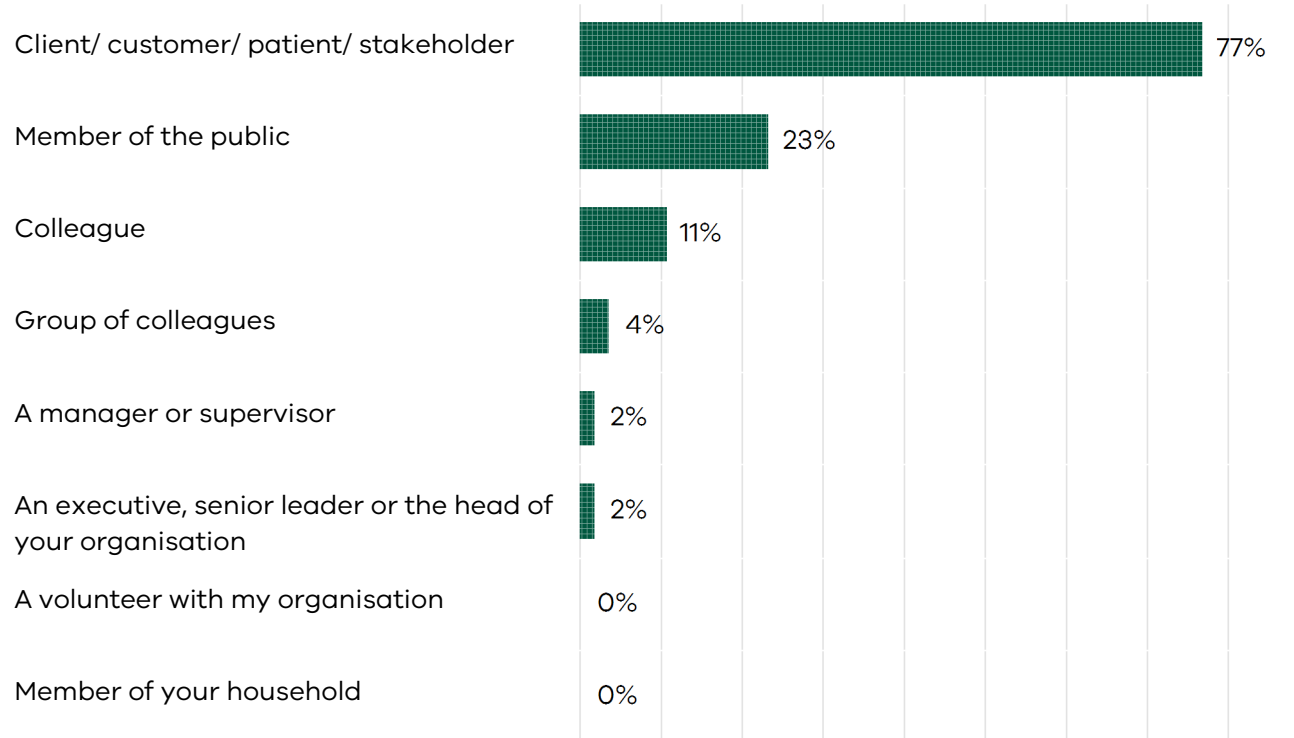
People outcomes

Negative behaviour — satisfaction with making a formal complaint

What this is

This is how satisfied a staff member was with how your organisation managed their complaint.

Why this is important

When staff submit a formal complaint for negative behaviours, they should feel your organisation will manage it effectively and professionally.

How to read this

Under 'Your results', see results for each question in descending order by yes.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

63% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

Survey question

Were you satisfied with the way your formal complaint was handled

■ No   ▦ Don't know   ▦ Yes

Your results

Violence or aggression

21%   63%

17%

Benchmark satisfied results

	You			Comparator		
2020	2021	2022		Lowest	Average	Highest
Not asked	53 %	63 %		0 %	54 %	100 %

People matter survey

wellbeing check 2022

Have your say

Overview

Report overview

- About your report
- Privacy and anonymity
- Survey's theoretical framework
- Your comparator group
- Your response rate

Result summary

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- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Satisfaction with complaint processes

Key differences

- Highest scoring
- Lowest scoring
- Most improved
- Most declined
- Biggest positive difference from comparator
- Biggest negative difference from comparator

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate
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Workgroup climate

- Scorecard
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Job and manager factors

- Scorecard
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- Scorecard
- Responsiveness
- Integrity
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- Accountability
- Respect
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Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring
- Categories
- Primary role

Key differences

Highest scoring questions

What this is

These are the questions your organisation had the highest agreement or satisfaction with in 2022.

How to read this

Use this data to see where your organisation has the highest agreement or satisfaction with questions from the 2022 survey.

In this table, your score for this year is shown in the 'you 2022 column'.

You can also compare your 2022 scores against your 2021 scores and your 2022 comparator group.

Example

On the first row 'Meaningful work', the 'You 2022' column shows 96% of your staff agreed with 'I can make a worthwhile contribution at work'.

This question was not asked in 2021.

Question group	Highest scoring questions	You 2022	Change from 2021	Comparator 2022
Meaningful work	I can make a worthwhile contribution at work	96%	Not asked in 2021	94%
Meaningful work	I achieve something important through my work	95%	+11%	93%
Job enrichment	I can use my skills and knowledge in my job	94%	Not asked in 2021	91%
Job enrichment	I understand how my job helps my organisation achieve it's goals	94%	Not asked in 2021	92%
Job enrichment	I clearly understand what I am expected to do in this job	93%	+7%	89%
Collaboration	I am able to work effectively with others outside my immediate workgroup	93%	+6%	86%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	90%	+5%	87%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	90%	+9%	83%
Organisational integrity	My organisation is committed to earning a high level of public trust	89%	+9%	78%
Meaningful work	I get a sense of accomplishment from my work	89%	+8%	87%

Key differences

Lowest scoring questions

What this is

These are the questions your organisation had the lowest agreement or satisfaction with in 2022.

How to read this

Use this data to see where your organisation has the lowest agreement or satisfaction with questions from the 2022 survey.

In this table, your score for this year is shown in the 'you 2022 column'.

You can also compare your 2022 scores against your 2021 scores and your 2022 comparator group.

Example

On the first row 'Taking action', the 'You 2022' column shows 35% of your staff agreed with 'My organisation has made improvements based on the survey results from last year'.
This question was not asked in 2021.

Question subgroup	Lowest scoring questions	You 2022	Change from 2021	Comparator 2022
Taking action	My organisation has made improvements based on the survey results from last year	35%	Not asked in 2021	36%
Organisational integrity	I believe the promotion processes in my organisation are fair	56%	Not asked in 2021	52%
Workload	I have enough time to do my job effectively	57%	+5%	55%
Organisational integrity	I have an equal chance at promotion in my organisation	57%	Not asked in 2021	54%
Taking action	I believe my organisation will make improvements based on the results of this survey	59%	Not asked in 2021	55%
Patient safety climate	This health service does a good job of training new and existing staff	59%	-2%	57%
Learning and development	I am satisfied with the opportunities to progress in my organisation	59%	Not asked in 2021	56%
Safety climate	All levels of my organisation are involved in the prevention of stress	61%	+9%	51%
Patient safety climate	Trainees in my discipline are adequately supervised	63%	-2%.	61%
Workload	The workload I have is appropriate for the job that I do	63%	+5%	61%

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Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

Use this data to see if your organisation has a developing or changing trend.

In this table, your trend is shown in the 'Increase from 2021' column.

When you use this data, focus on the increase instead of individual numbers.

This is because the increase from 2021 shows you where the most positive changes are happening in your organisation.

Example

On the first row 'Safety climate', the 'You 2022' column shows 73% of your staff agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.

In the 'Increase from 2021' column, you have a 15% increase, which is a positive trend.

Question group	Most improved from last year	You 2022	Increase from 2021	Comparator 2022
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	73%	+15%	61%
Engagement	My organisation inspires me to do the best in my job	80%	+14%	67%
Organisational integrity	My organisation does not tolerate improper conduct	82%	+14%	72%
Safe to speak up	I feel culturally safe at work	87%	+13%	84%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	71%	+13%	55%
Manager support	My manager provides me with enough support when I need it	84%	+13%	77%
Innovation	My workgroup encourages employee creativity	73%	+12%	64%
Meaningful work	I achieve something important through my work	95%	+11%	93%
Senior leadership	Senior leaders demonstrate honesty and integrity	77%	+11%	66%
Organisational integrity	My organisation is committed to earning a high level of public trust	89%	+9%	78%

Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

Use this data to see if your organisation has a developing or changing trend.

In this table, your trend is shown in the 'Decrease from 2021' column.

When you use this data, focus on the decrease instead of individual numbers.

This is because the decrease from 2021 shows you where the most negative changes are happening in your organisation.

Example

On the first row 'Patient safety climate', the 'You 2022' column shows 63% of your staff agreed with 'Trainees in my discipline are adequately supervised'.
In the 'Decrease from 2021' column, you have a 2% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2022	Decrease from 2021	Comparator 2022
Patient safety climate	Trainees in my discipline are adequately supervised	63%	-2%	61%
Patient safety climate	This health service does a good job of training new and existing staff	59%	-2%	57%
Patient safety climate	Patient care errors are handled appropriately in my work area	68%	-2%	70%

Key differences

Biggest positive difference from comparator

What this is

This is where your staff have agreed more to a question compared to staff at similar organisations.

How to read this

Use this data to see where your organisation has the biggest positive difference with questions from the 2022 survey compared to your comparator group.

In this table, the difference to your comparator is shown in the 'difference' column.

Example

On the first row 'Safety climate', the 'You 2022' column shows 71% of your staff agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

The 'difference' column, shows that agreement for this question was 15 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2022	Difference	Comparator 2022
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	71%	+15%	55%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	69%	+12%	57%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	73%	+12%	61%
Engagement	My organisation inspires me to do the best in my job	80%	+12%	67%
Senior leadership	Senior leaders demonstrate honesty and integrity	77%	+11%	66%
Organisational integrity	My organisation is committed to earning a high level of public trust	89%	+11%	78%
Senior leadership	Senior leaders provide clear strategy and direction	73%	+11%	62%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	63%	+11%	52%
Safety climate	All levels of my organisation are involved in the prevention of stress	61%	+11%	51%
Organisational integrity	My organisation does not tolerate improper conduct	82%	+10%	72%

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Key differences

Biggest negative difference from comparator

What this is

This is where your staff have agreed less to a question compared to staff at similar organisations.

How to read this

Use this data to see where your organisation has the biggest negative difference with questions from the 2022 survey compared to your comparator group.

In this table, the difference to your comparator is shown in the 'difference' column.

Example

On the first row 'Patient safety climate', the 'You 2022' column shows 68% of your staff agreed with 'Patient care errors are handled appropriately in my work area'.

The 'difference' column, shows that agreement for this question was 2 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2022	Difference	Comparator 2022
Patient safety climate	Patient care errors are handled appropriately in my work area	68%	-2%	70%
Taking action	My organisation has made improvements based on the survey results from last year	35%	-1%	36%
Patient safety climate	My suggestions about patient safety would be acted upon if I expressed them to my manager	76%	-1%	76%

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- Human rights

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring
- Categories
- Primary role

Victorian Public Sector Commission

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Taking action

What this is

This is how well staff feel their organisation takes action and makes improvements from your survey results.

Why this is important

If your organisation takes action as a result of survey results, your staff may feel their feedback is valuable.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

59% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this survey'.
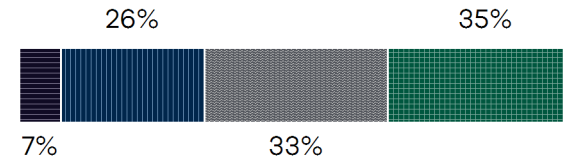
Survey question	Your results						

Legend: Disagree | Don't know | Neither agree nor disagree | Agree
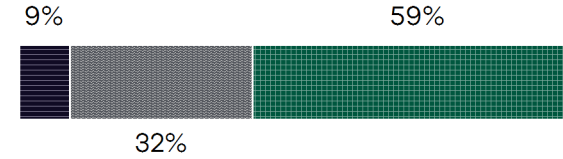
		You			Comparator		
Survey question	Your results	2020	2021	2022	Lowest	Average	Highest
I believe my organisation will make improvements based on the results of this survey	9% / 32% / 59%	Not asked	Not asked	59 %	29 %	55 %	84 %
My organisation has made improvements based on the survey results from last year	7% / 26% / 33% / 35%	Not asked	Not asked	35 %	13 %	36 %	59 %

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Senior leadership

Senior leadership

What this is

This is how supported staff feel by senior leaders in their organisation and how well they believe senior leaders communicate.

Why this is important

Supportive senior leaders who communicate well mean staff may feel more connected to their work and organisation.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

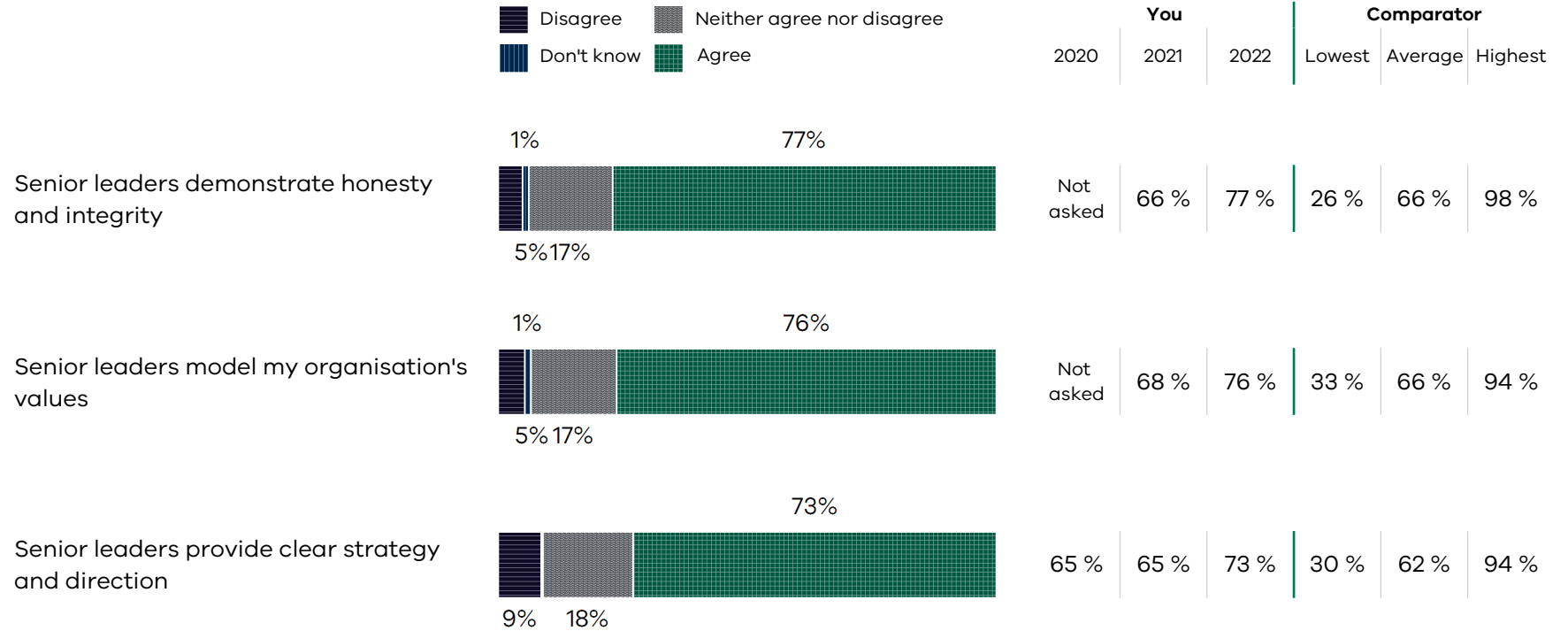Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

77% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question	Your results		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
Senior leaders demonstrate honesty and integrity	1% — 5% 17% — 77%	Not asked	66 %	77 %	26 %	66 %	98 %
Senior leaders model my organisation's values	1% — 5% 17% — 76%	Not asked	68 %	76 %	33 %	66 %	94 %
Senior leaders provide clear strategy and direction	9% 18% — 73%	65 %	65 %	73 %	30 %	62 %	94 %

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

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Victorian Public Sector Commission

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Organisational climate

Scorecard

What this is

This scorecard provides overall results for each factor in the organisation climate part of the survey's theoretical framework.

Why this is important

This page shows which factors are performing well and which factors you can look to improve.

How to read this

Each label represents a group of questions in the survey about organisational climate.

Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2022:

- 81% of your staff who did the survey responded positively to questions about Collaboration which is up from 73% in 2021.

Compared to:
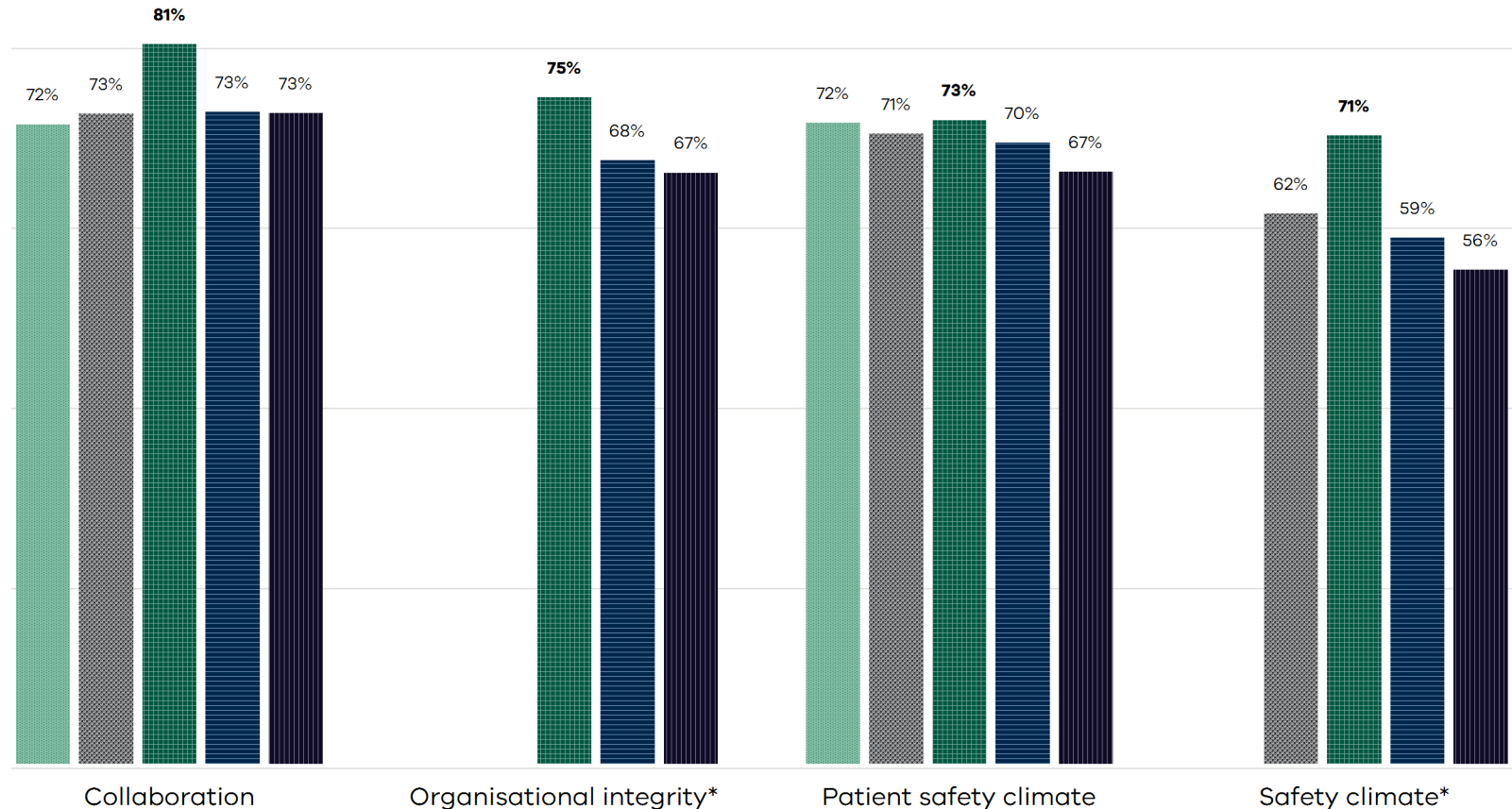
- 73% of staff at your comparator and 73% of staff across the public sector.

*We can't compare some data here because one or more questions were not asked in a previous survey

Legend: You 2020 | You 2021 | You 2022 | Comparator 2022 | Public sector 2022

Chart data:

Factor	You 2020	You 2021	You 2022	Comparator 2022	Public sector 2022
Collaboration	72%	73%	81%	73%	73%
Organisational integrity*			75%	68%	67%
Patient safety climate	72%	71%	73%	70%	67%
Safety climate*		62%	71%	59%	56%

Victorian Public Sector Commission

VICTORIA State Government

Organisational climate

Organisational integrity 1 of 2

What this is

This is how much trust staff have in your organisation's ability to operate, implement policy and deliver services for Victorians.

Why this is important

We need the community to have high trust in how we work and what we do.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
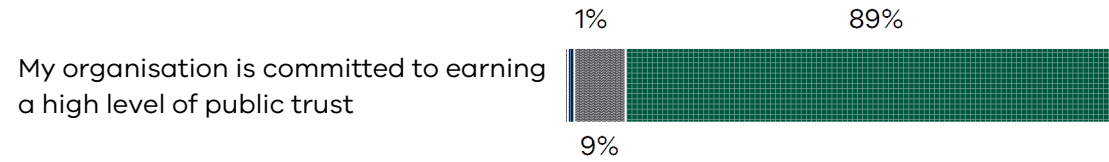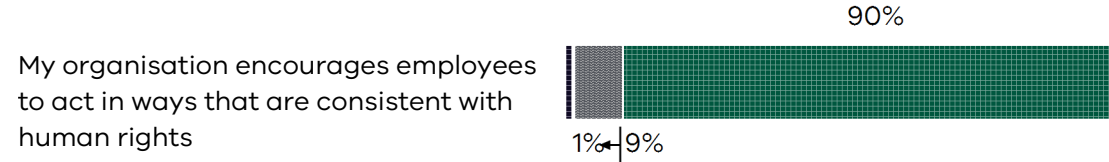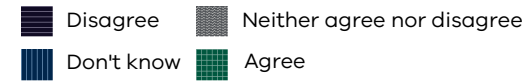
Example

90% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question	Your results		Benchmark agree results					
				You		**Comparator**		
			2020	2021	2022	Lowest	Average	Highest
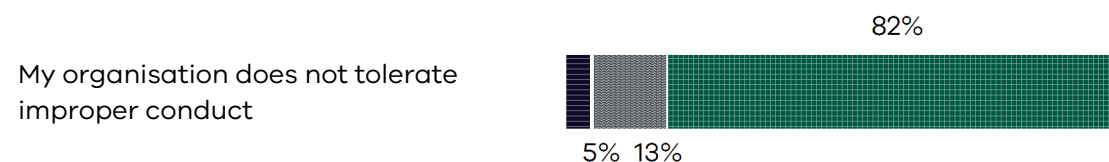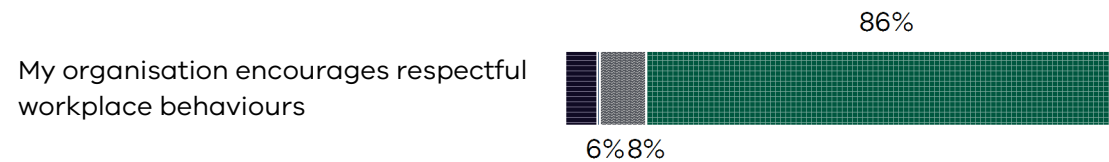
Legend: Disagree · Neither agree nor disagree · Don't know · Agree

Survey question	Your results	2020	2021	2022	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	90% (1%, 9%)	Not asked	81 %	90 %	52 %	83 %	98 %
My organisation is committed to earning a high level of public trust	89% (1%, 9%)	Not asked	80 %	89 %	47 %	78 %	99 %
My organisation encourages respectful workplace behaviours	86% (6%, 8%)	Not asked	77 %	86 %	51 %	78 %	98 %
My organisation does not tolerate improper conduct	82% (5%, 13%)	Not asked	68 %	82 %	47 %	72 %	91 %

Organisational climate

Organisational integrity 2 of 2

What this is

This is how much trust staff have in your organisation's ability to operate, implement policy and deliver services for Victorians.

Why this is important

We need the community to have high trust in how we work and what we do.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
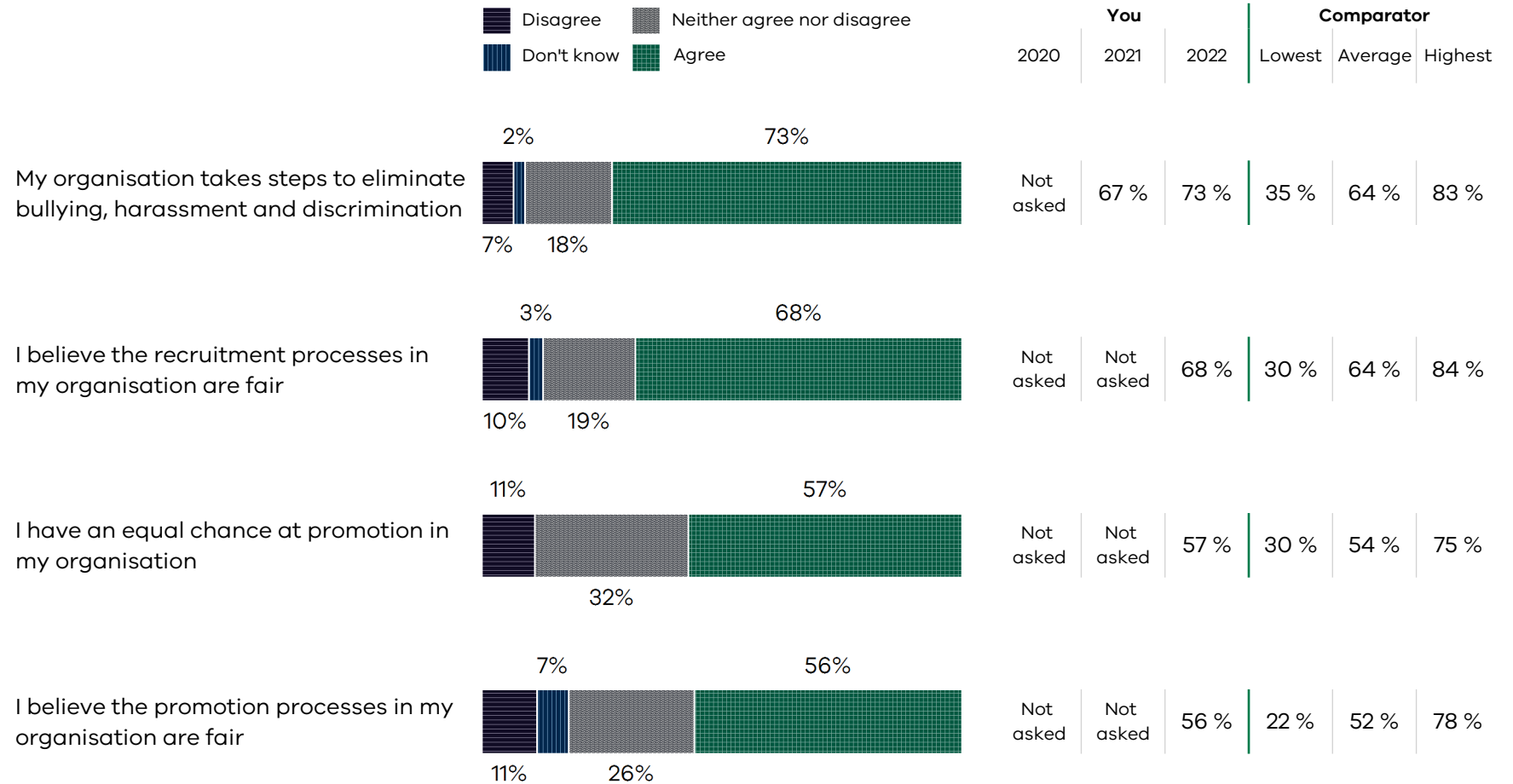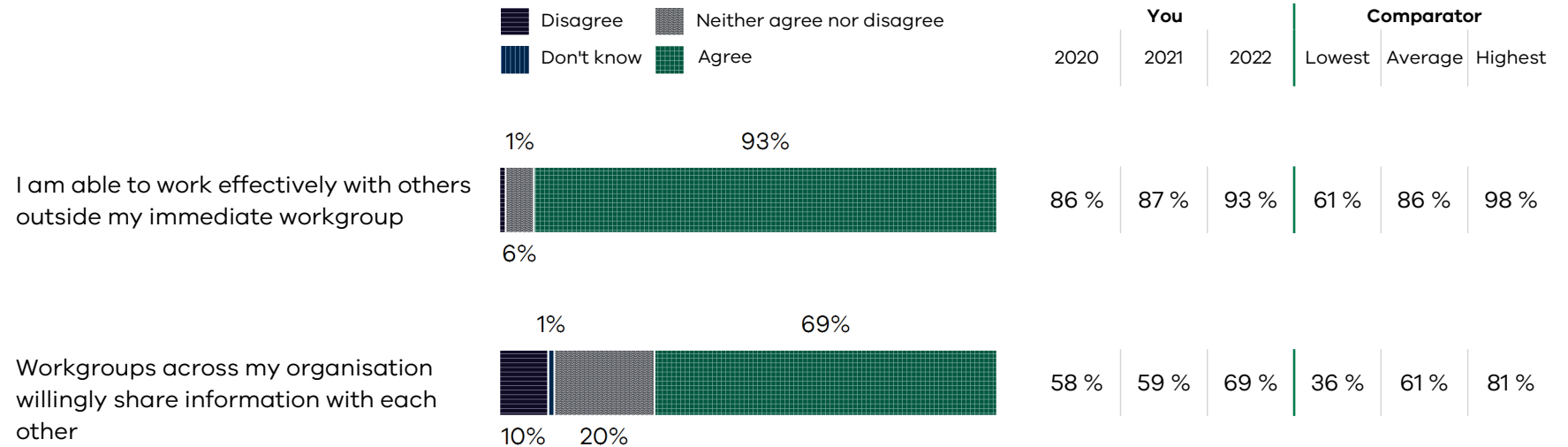
Example

73% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ■ Don't know ▨ Neither agree nor disagree ▦ Agree

Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	2% / 7% / 18% / 73%	Not asked	67 %	73 %	35 %	64 %	83 %
I believe the recruitment processes in my organisation are fair	3% / 10% / 19% / 68%	Not asked	Not asked	68 %	30 %	64 %	84 %
I have an equal chance at promotion in my organisation	11% / 32% / 57%	Not asked	Not asked	57 %	30 %	54 %	75 %
I believe the promotion processes in my organisation are fair	7% / 11% / 26% / 56%	Not asked	Not asked	56 %	22 %	52 %	78 %

Organisational climate

Collaboration

What this is

This shows how well the workgroups in your organisation work together and share information.

Why this is important

Improving these results can improve the cohesiveness of your organisation and allow for greater intra-organisational collaboration.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

93% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

Survey question	Your results						

Your results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Benchmark agree results

Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	1% / 93% / 6%	86 %	87 %	93 %	61 %	86 %	98 %
Workgroups across my organisation willingly share information with each other	1% / 69% / 10% / 20%	58 %	59 %	69 %	36 %	61 %	81 %

Organisational climate

Safety climate 1 of 2

What this is

This is how well staff feel your organisation supports safety at work.

Why this is important

A safe workplace is a key outcome of Leading the way and the Victorian public sector mental health and wellbeing charter.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

87% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2020	2021	2022	Comparator Lowest	Average	Highest
My organisation provides a physically safe work environment	2% / 10% / 87%	Not asked	80 %	87 %	68 %	81 %	97 %
Senior leaders consider the psychological health of employees to be as important as productivity	7% / 20% / 73%	59 %	58 %	73 %	26 %	61 %	88 %
Senior leaders show support for stress prevention through involvement and commitment	10% / 19% / 71%	56 %	58 %	71 %	19 %	55 %	88 %
My organisation has effective procedures in place to support employees who may experience stress	2% / 7% / 22% / 69%	68 %	66 %	69 %	36 %	57 %	88 %

Organisational climate

Safety climate 2 of 2

What this is

This is how well staff feel your organisation supports safety at work.

Why this is important

A safe workplace is a key outcome of Leading the way and the Victorian public sector mental health and wellbeing charter.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

63% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.
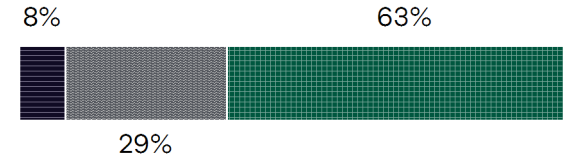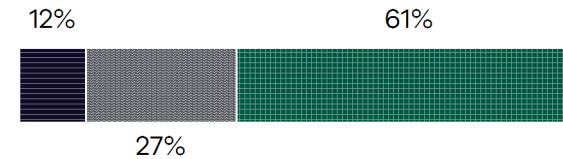
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	2020	You 2021	2022	Comparator Lowest	Average	Highest
In my workplace, there is good communication about psychological safety issues that affect me	8% / 29% / 63%	61 %	59 %	63 %	29 %	52 %	80 %
All levels of my organisation are involved in the prevention of stress	12% / 27% / 61%	54 %	52 %	61 %	30 %	51 %	80 %

Organisational climate

Patient safety climate 1 of 2

What this is

This is the safety culture in a healthcare workplace.

Why this is important

A good patient safety climate means safe, high-quality care and experiences.

The Victorian Managed Insurance Authority and the Victorian Quality Council developed these tools.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
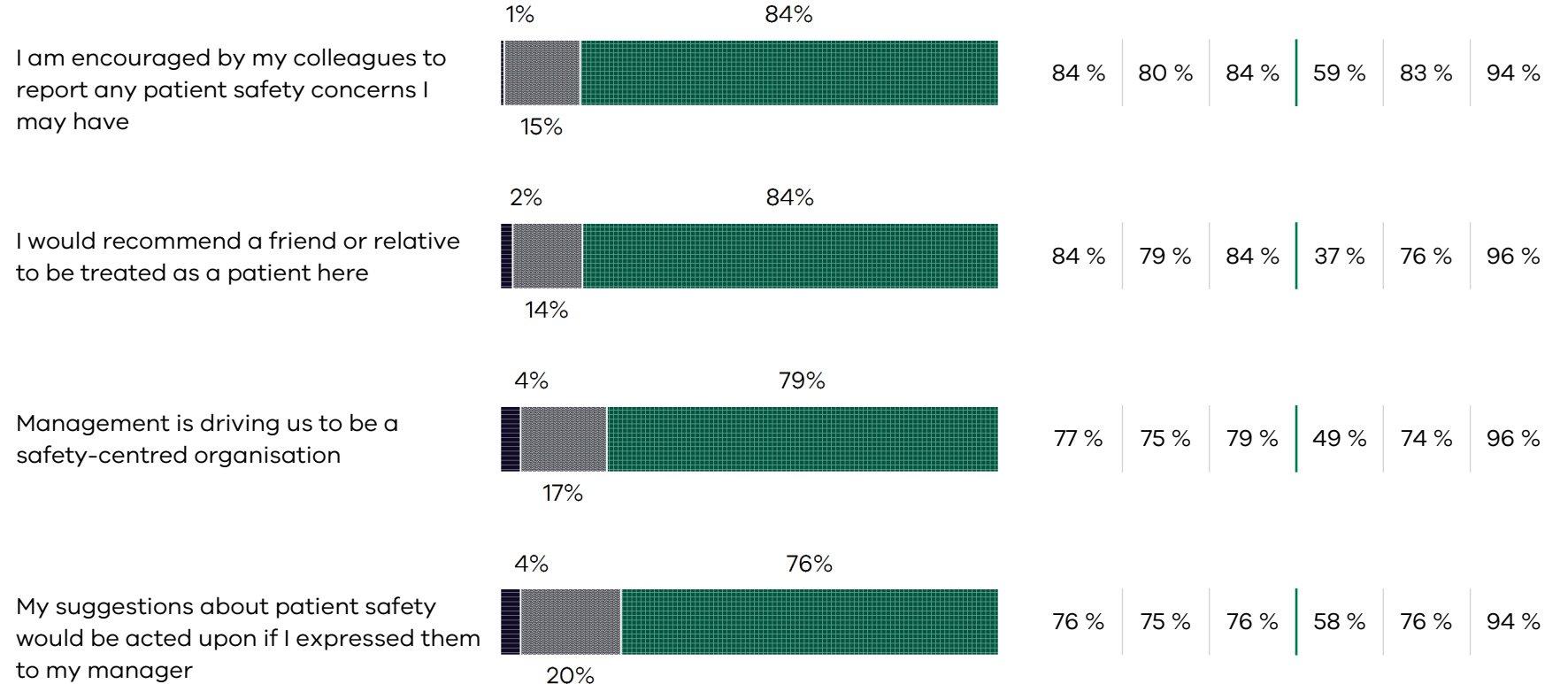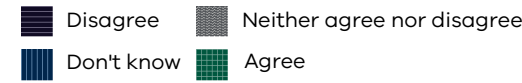
Example

84% of your staff who did the survey agreed or strongly agreed with 'I am encouraged by my colleagues to report any patient safety concerns I may have'.

Survey question — Your results — Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
I am encouraged by my colleagues to report any patient safety concerns I may have	1% / 15% / 84%	84 %	80 %	84 %	59 %	83 %	94 %
I would recommend a friend or relative to be treated as a patient here	2% / 14% / 84%	84 %	79 %	84 %	37 %	76 %	96 %
Management is driving us to be a safety-centred organisation	4% / 17% / 79%	77 %	75 %	79 %	49 %	74 %	96 %
My suggestions about patient safety would be acted upon if I expressed them to my manager	4% / 20% / 76%	76 %	75 %	76 %	58 %	76 %	94 %

Organisational climate

| Survey question | Your results | Benchmark agree results |

What this is

This is the safety culture in a healthcare workplace.

Why this is important

A good patient safety climate means safe, high-quality care and experiences.

The Victorian Managed Insurance Authority and the Victorian Quality Council developed these tools.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
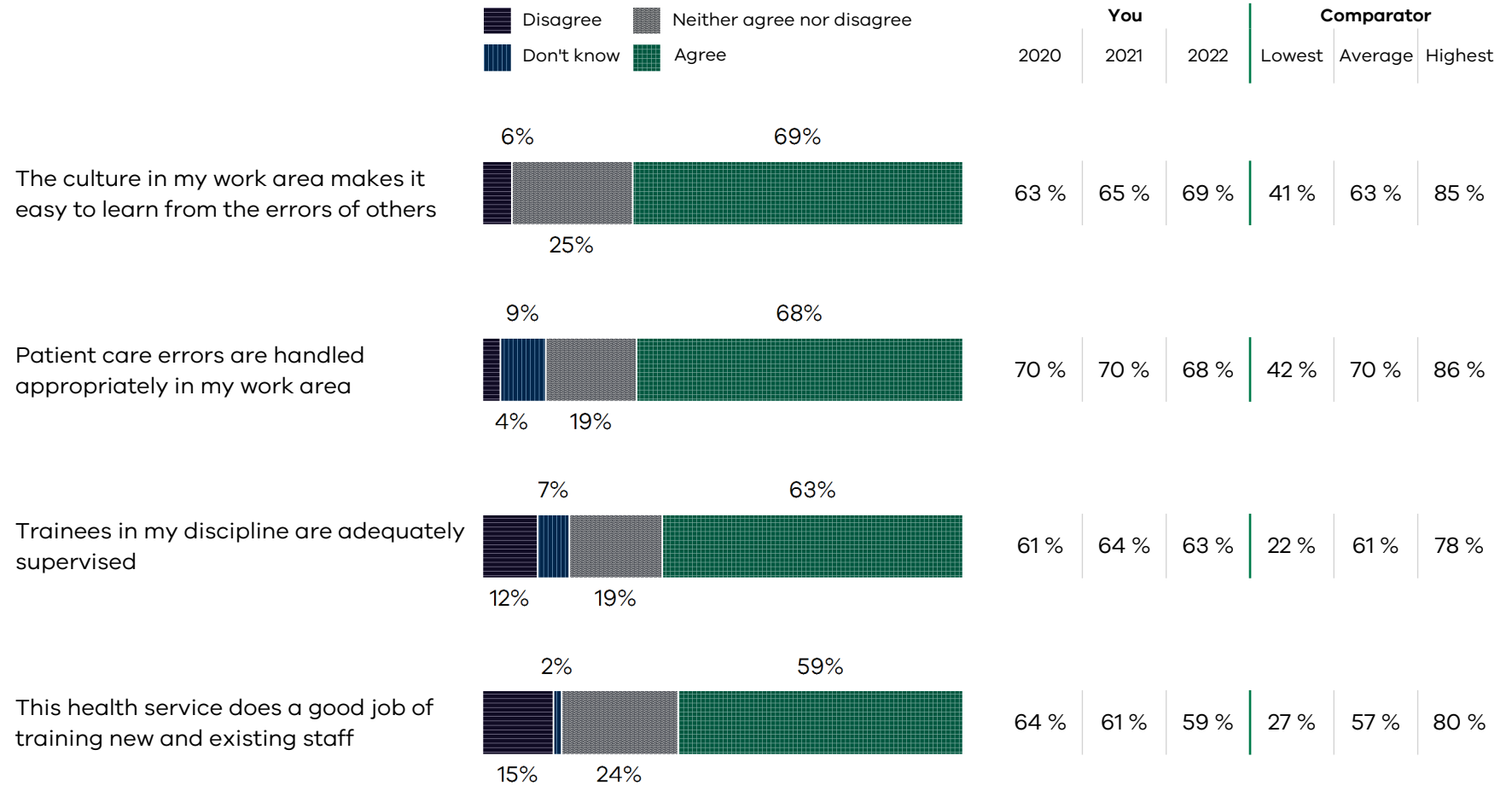
Example

69% of your staff who did the survey agreed or strongly agreed with 'The culture in my work area makes it easy to learn from the errors of others'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
The culture in my work area makes it easy to learn from the errors of others	6% / 25% / 69%	63 %	65 %	69 %	41 %	63 %	85 %
Patient care errors are handled appropriately in my work area	9% / 4% / 19% / 68%	70 %	70 %	68 %	42 %	70 %	86 %
Trainees in my discipline are adequately supervised	7% / 12% / 19% / 63%	61 %	64 %	63 %	22 %	61 %	78 %
This health service does a good job of training new and existing staff	2% / 15% / 24% / 59%	64 %	61 %	59 %	27 %	57 %	80 %

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- Aboriginal and/or Torres Strait Islander
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- Cultural diversity
- Employment
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- Categories
- Primary role

Workgroup climate

Scorecard

What this is

This scorecard provides overall results for each factor in the workgroup climate part of the survey's theoretical framework.

Why this is important

This page shows which factors are performing well and which factors you can look to improve.

How to read this

Each label represents a group of questions in the survey about workgroup climate.

Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2022:

- 77% of your staff who did the survey responded positively to questions about Quality service delivery.

Compared to:

- 72% of staff at your comparator and 74% of staff across the public sector.
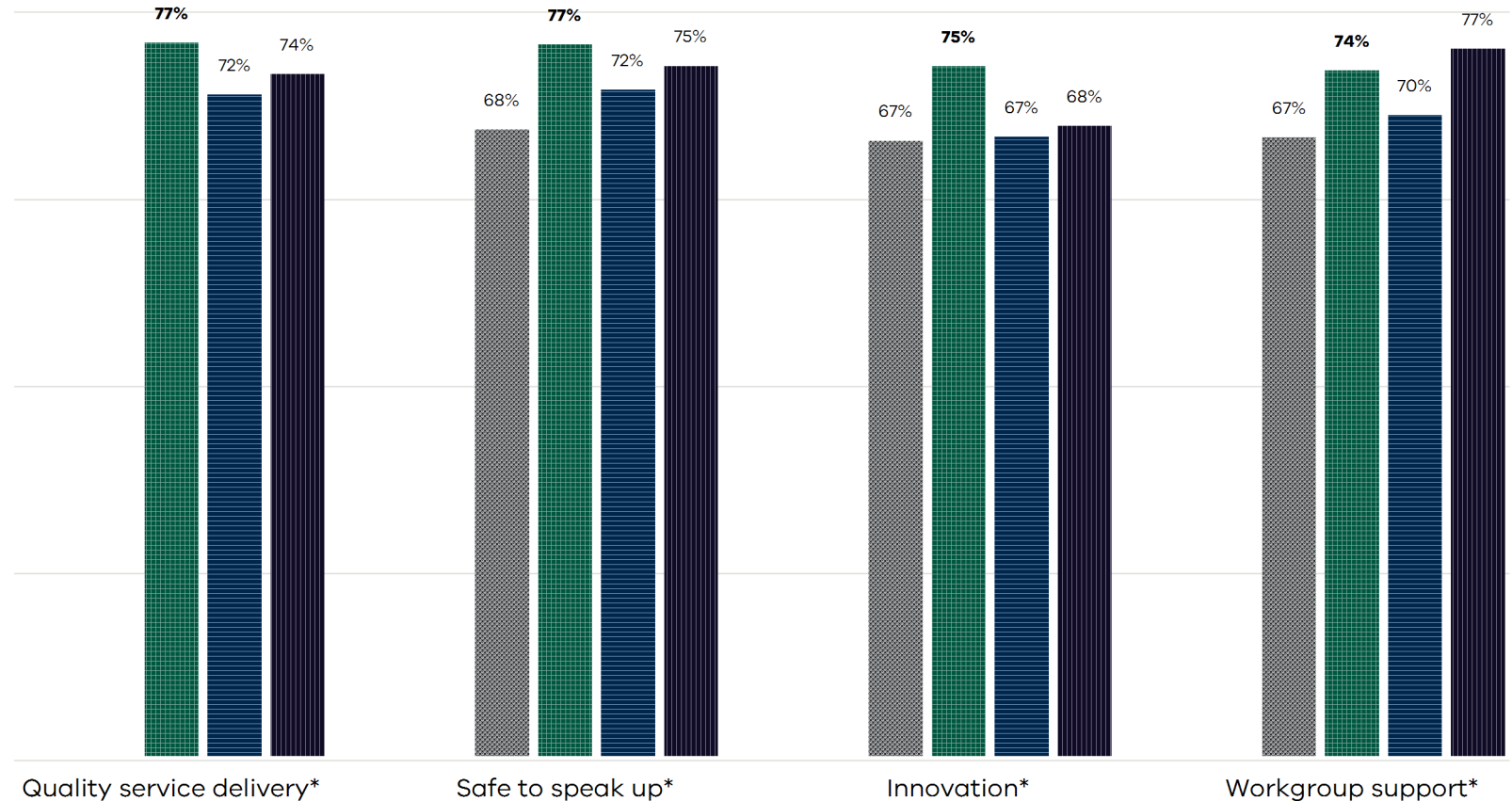
	Quality service delivery*	Safe to speak up*	Innovation*	Workgroup support*
You 2021 (grey)		68%	67%	67%
You 2022 (green)	77%	77%	75%	74%
Comparator 2022	72%	72%	67%	70%
Public sector 2022	74%	75%	68%	77%

*We can't compare some data here because one or more questions were not asked in a previous survey

Legend: You 2020 · You 2021 · You 2022 · Comparator 2022 · Public sector 2022

Workgroup climate

Quality service delivery

What this is

This is how well workgroups in your organisation operate to deliver quality services.

Why this is important

The public sector must provide high-quality services in a timely way to meet the needs of Victorians.

Workgroups need to be motivated, make impartial decisions and have clear accountabilities.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

83% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
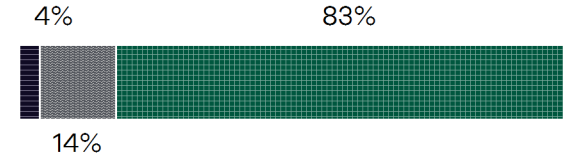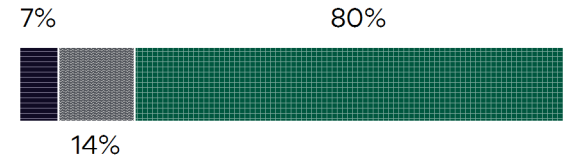
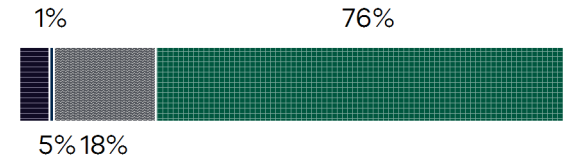| Survey question	Your results						

Legend: Disagree, Neither agree nor disagree, Don't know, Agree

Survey question	Your results	You 2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup provides high quality advice and services	4% / 14% / 83%	Not asked	Not asked	83 %	60 %	77 %	93 %
My workgroup has clear lines of responsibility	7% / 14% / 80%	Not asked	73 %	80 %	53 %	74 %	89 %
My workgroup uses its resources well	1% / 5% / 18% / 76%	Not asked	Not asked	76 %	52 %	69 %	92 %
My workgroup acts fairly and without bias	10% / 19% / 71%	Not asked	Not asked	71 %	46 %	68 %	82 %

Victorian Public Sector Commission

VICTORIA State Government
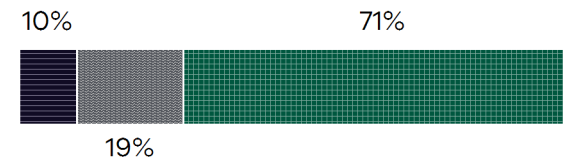
Workgroup climate

Innovation

What this is

This is how well staff feel their workgroup innovates its operations.

Why this is important

Innovation can reduce costs, create public value and lead to higher engagement.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

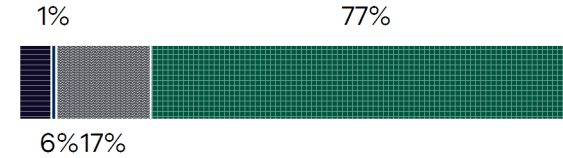77% of your staff who did the survey agreed or strongly agreed with 'My workgroup learns from failures and mistakes'.
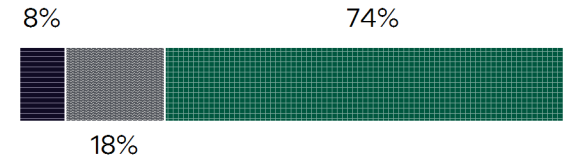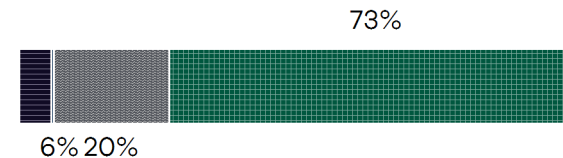
Survey question	Your results			

Legend: Disagree · Don't know · Neither agree nor disagree · Agree

Benchmark agree results

Survey question	2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup learns from failures and mistakes (1% / 6% / 17% / 77%)	Not asked	69 %	77 %	53 %	69 %	92 %
My workgroup is quick to respond to opportunities to do things better (8% / 18% / 74%)	Not asked	71 %	74 %	44 %	68 %	91 %
My workgroup encourages employee creativity (6% / 20% / 73%)	Not asked	61 %	73 %	40 %	64 %	87 %

Workgroup climate

Workgroup support 1 of 2

What this is

This is how well staff feel people work together and support each other in your organisation.

Why this is important

Collaboration can lead to higher team satisfaction, performance and effectiveness.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

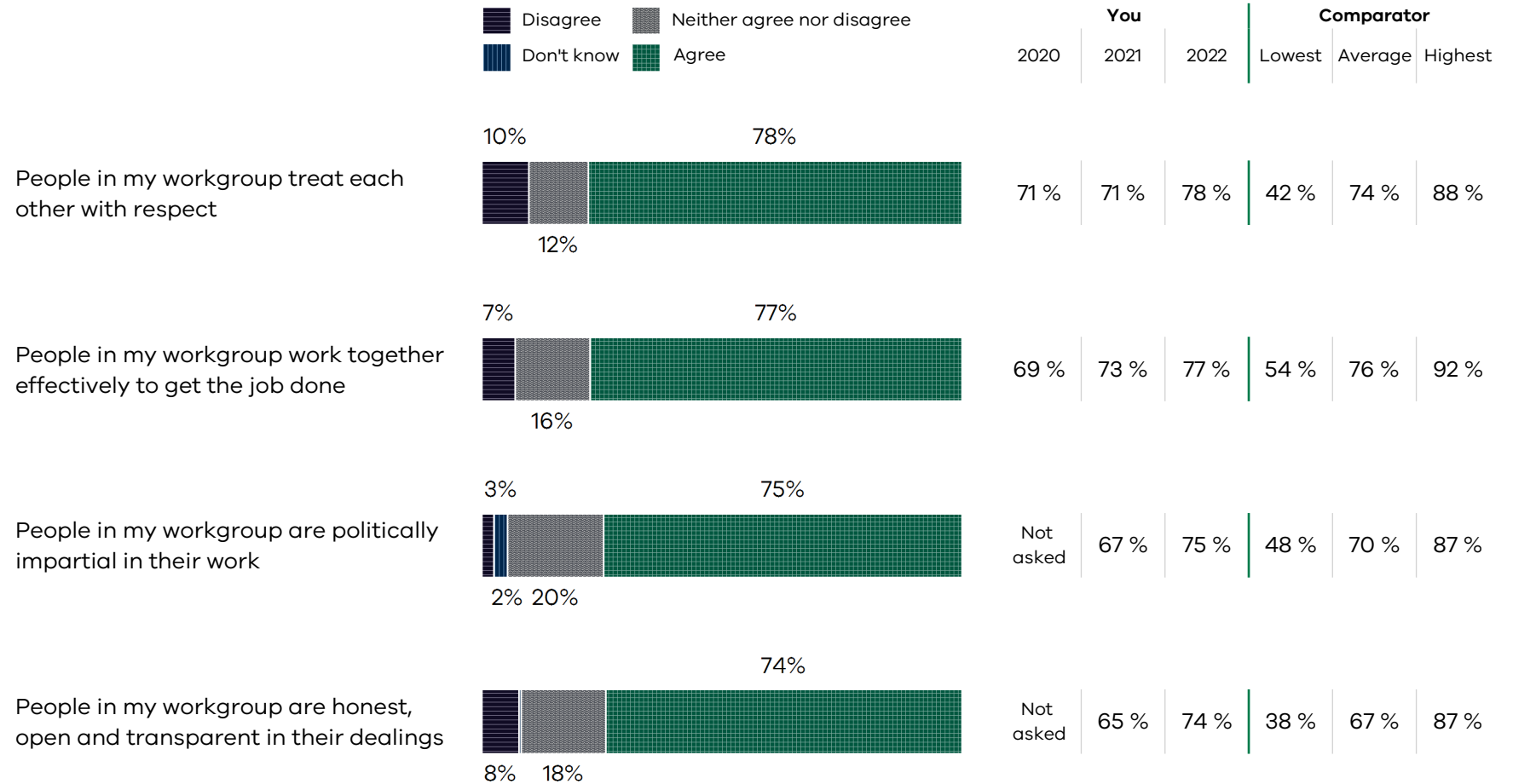Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

78% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
People in my workgroup treat each other with respect	10% / 12% / 78%	71 %	71 %	78 %	42 %	74 %	88 %
People in my workgroup work together effectively to get the job done	7% / 16% / 77%	69 %	73 %	77 %	54 %	76 %	92 %
People in my workgroup are politically impartial in their work	3% / 2% / 20% / 75%	Not asked	67 %	75 %	48 %	70 %	87 %
People in my workgroup are honest, open and transparent in their dealings	8% / 18% / 74%	Not asked	65 %	74 %	38 %	67 %	87 %

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Workgroup climate

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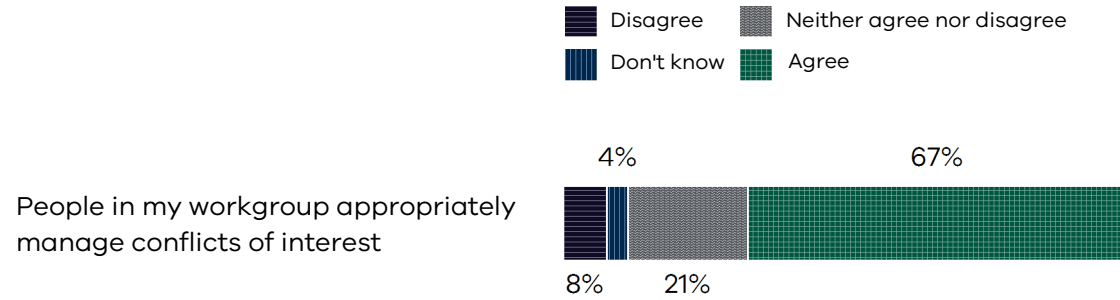Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

67% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question	Your results	Benchmark agree results

Your results legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest	8% / 4% / 21% / 67%	Not asked	60 %	67 %	33 %	61 %	79 %

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Workgroup climate

Safe to speak up

What this is

This is how freely and confidently staff feel they can talk about issues without fear of retribution.

Why this is important

Organisations with psychologically safe cultures empower staff to report negative behaviour and integrity issues.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

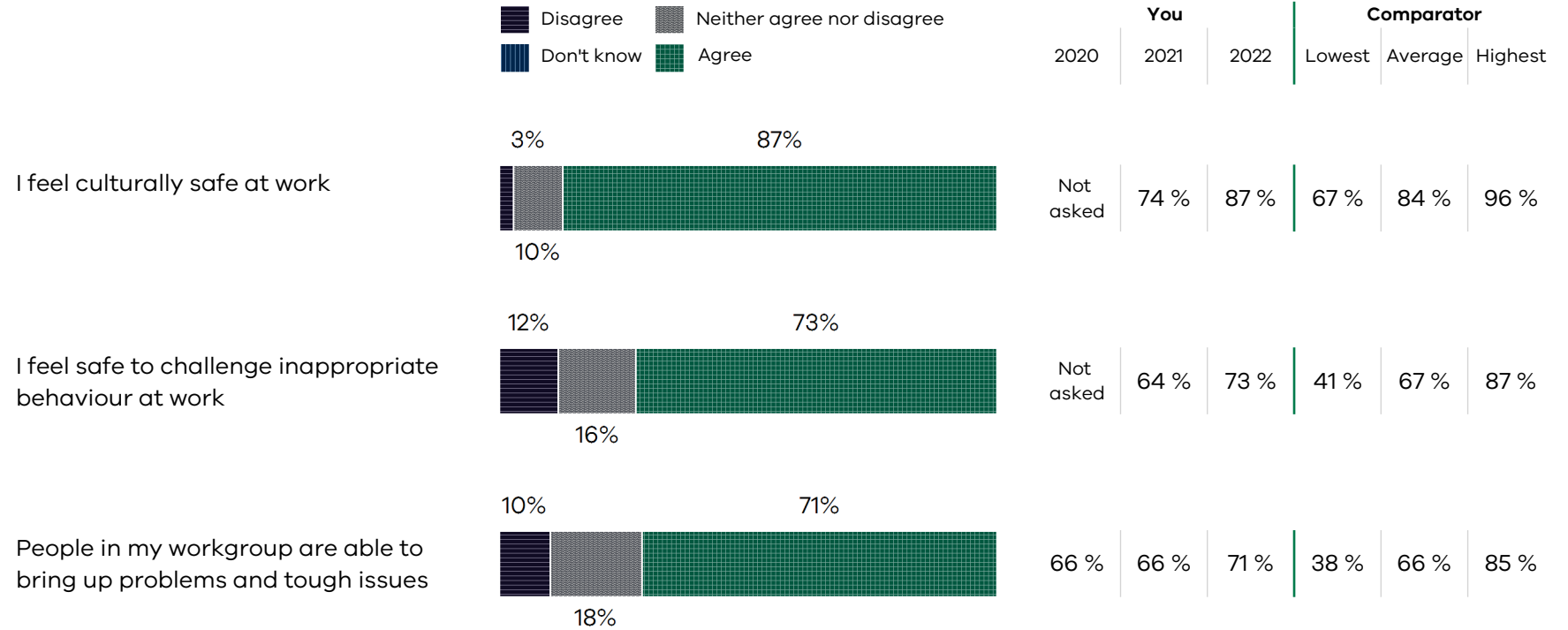Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

87% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Survey question	Your results	Benchmark agree results

Legend: Disagree · Neither agree nor disagree · Don't know · Agree

Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
I feel culturally safe at work	Disagree 3%, Neither 10%, Agree 87%	Not asked	74 %	87 %	67 %	84 %	96 %
I feel safe to challenge inappropriate behaviour at work	Disagree 12%, Neither 16%, Agree 73%	Not asked	64 %	73 %	41 %	67 %	87 %
People in my workgroup are able to bring up problems and tough issues	Disagree 10%, Neither 18%, Agree 71%	66 %	66 %	71 %	38 %	66 %	85 %

People matter survey
wellbeing check 2022

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- Aboriginal and/or Torres Strait Islander
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Job and manager factors

What this is

This scorecard provides overall results for each job and manager factor in the survey's theoretical framework.

Why this is important

This page shows which factors are performing well and which factors you can look to improve.

How to read this

Each label represents a group of questions in the survey about job and manager factors.

Each result is the overall percentage of positive responses for your organisation, comparator and public sector.
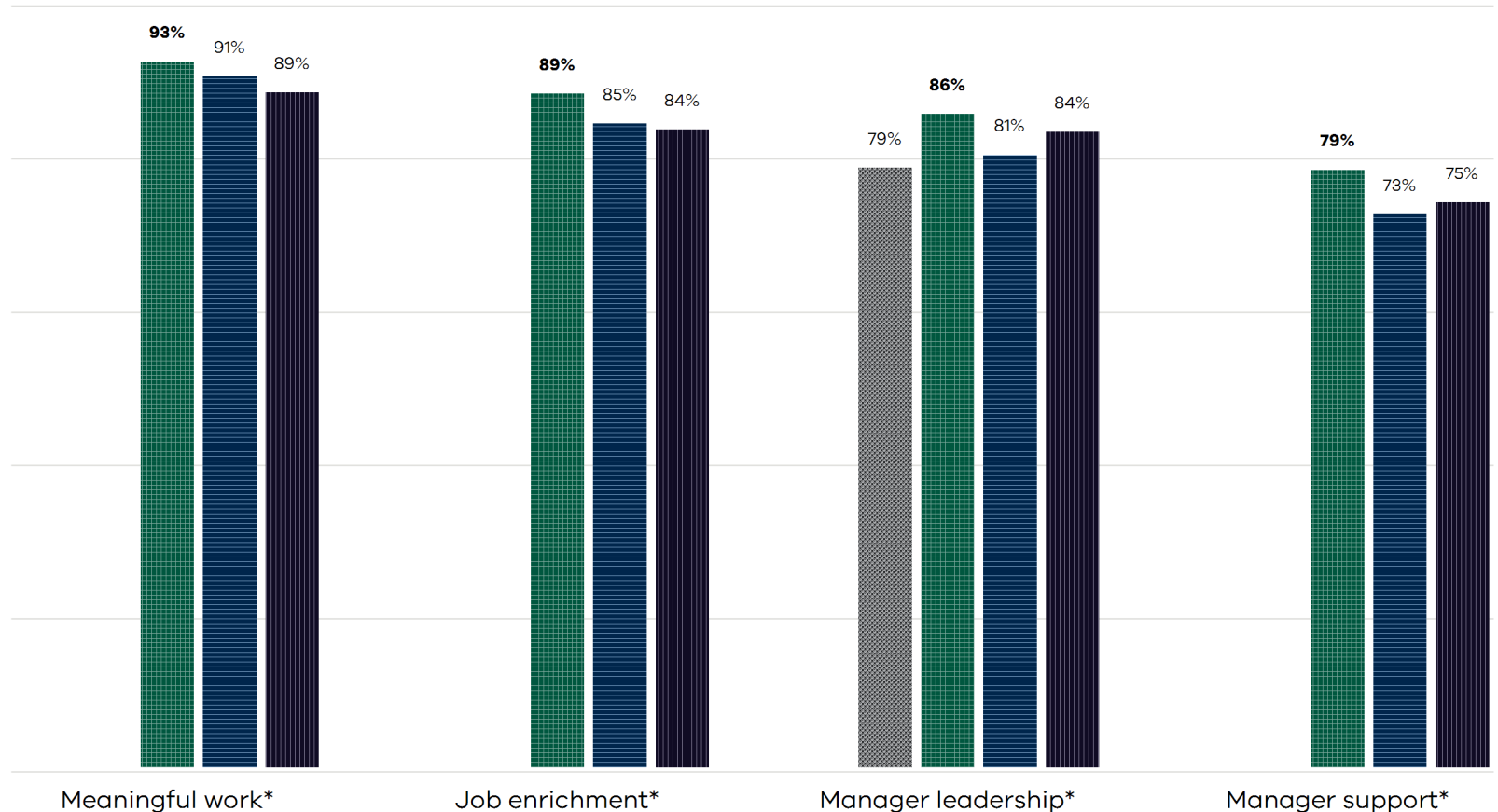
Example

In 2022:

- 93% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 91% of staff at your comparator and 89% of staff across the public sector.

*We can't compare some data here because one or more questions were not asked in a previous survey

Legend: You 2020 | You 2021 | You 2022 | Comparator 2022 | Public sector 2022

Job and manager factors

What this is

This scorecard provides overall results for each job and manager factor in the survey's theoretical framework.

Why this is important

This page shows which factors are performing well and which factors you can look to improve.

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Each label represents a group of questions in the survey about job and manager factors.

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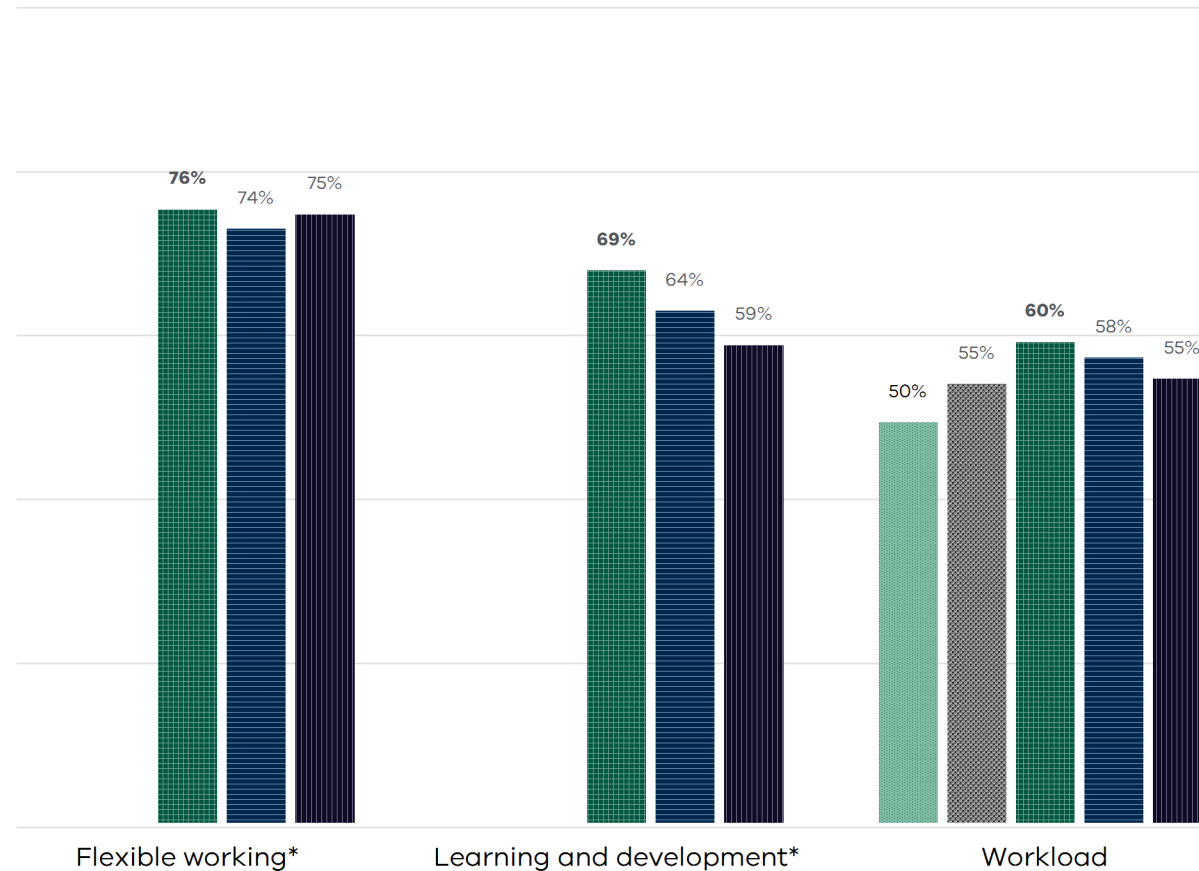
Example

In 2022:

- 76% of your staff who did the survey responded positively to questions about Flexible working.

Compared to:

- 74% of staff at your comparator and 75% of staff across the public sector.

Flexible working* — 76%, 74%, 75%
Learning and development* — 69%, 64%, 59%
Workload — 50%, 55%, 60%, 58%, 55%

*We can't compare some data here because one or more questions were not asked in a previous survey

Legend: You 2020, You 2021, You 2022, Comparator 2022, Public sector 2022

Job and manager factors

Manager leadership

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

They can act as role models for your organisation's strategy and values.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

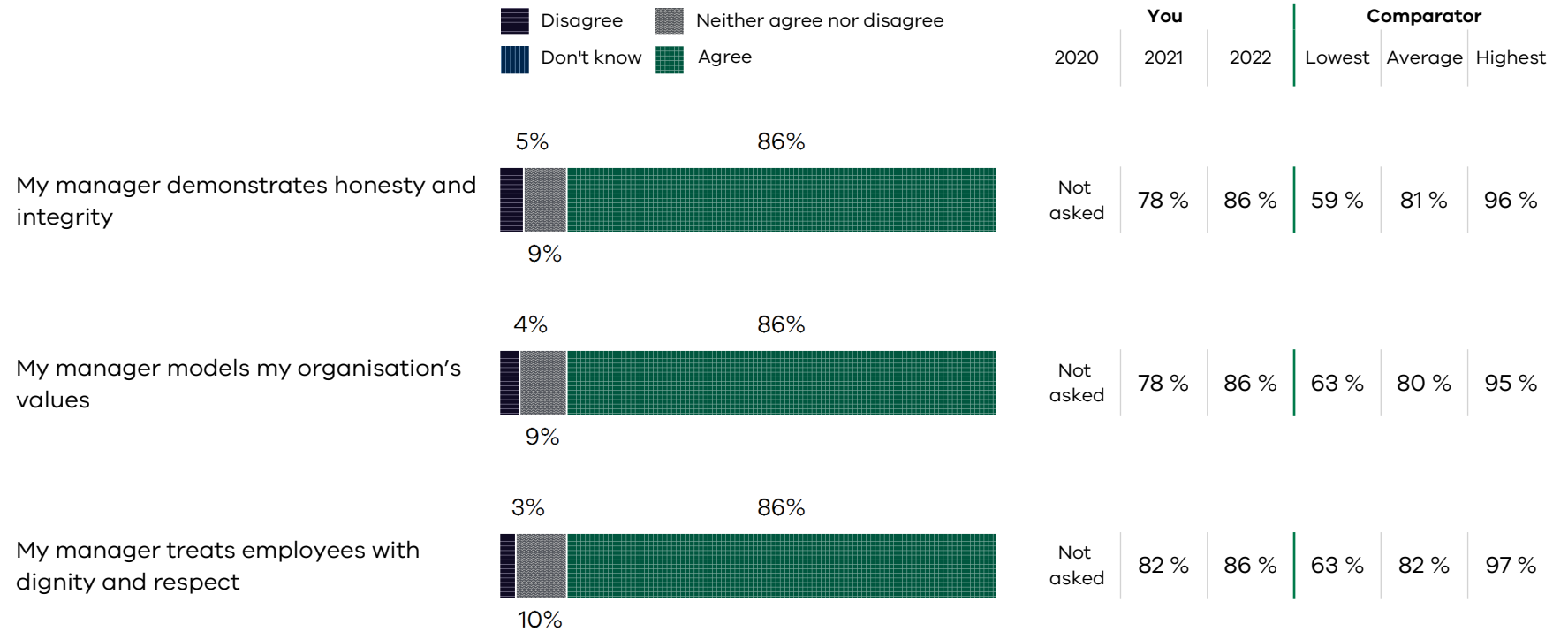Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

86% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results	Benchmark agree results

Legend: ▮ Disagree   ▦ Neither agree nor disagree   ▥ Don't know   ▦ Agree

	You			Comparator		
	2020	2021	2022	Lowest	Average	Highest
My manager demonstrates honesty and integrity — 5% / 9% / 86%	Not asked	78 %	86 %	59 %	81 %	96 %
My manager models my organisation's values — 4% / 9% / 86%	Not asked	78 %	86 %	63 %	80 %	95 %
My manager treats employees with dignity and respect — 3% / 10% / 86%	Not asked	82 %	86 %	63 %	82 %	97 %

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

Supportive managers can give staff clarity, appreciation and positive feedback and coaching.

This can lead to higher satisfaction, performance and capacity to do work.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

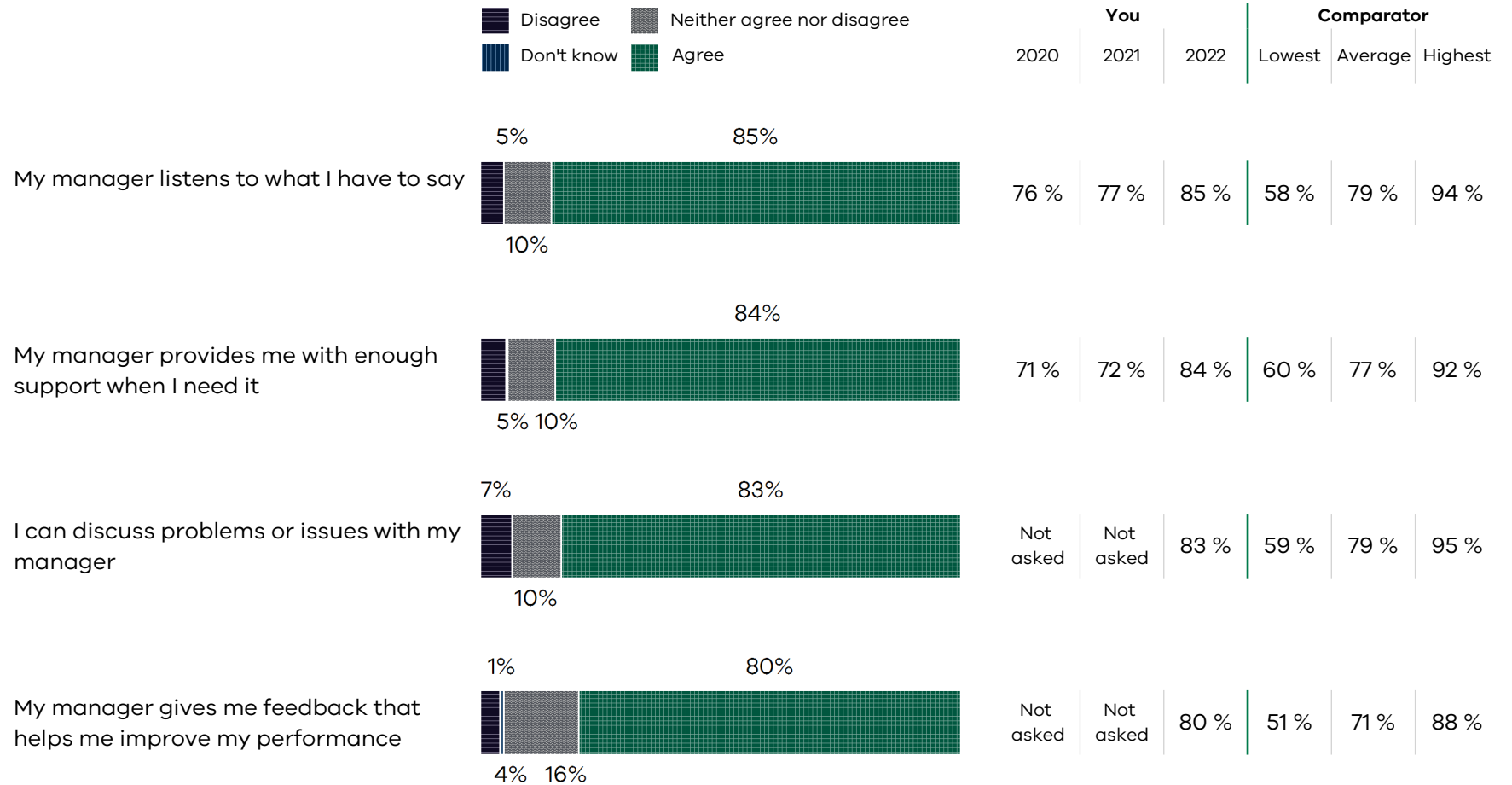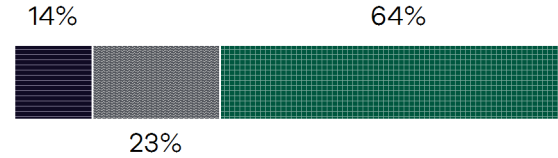Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

85% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question — Your results — Benchmark agree results

Legend: Disagree, Neither agree nor disagree, Don't know, Agree

Survey question	You 2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
My manager listens to what I have to say (5% / 10% / 85%)	76 %	77 %	85 %	58 %	79 %	94 %
My manager provides me with enough support when I need it (5% / 10% / 84%)	71 %	72 %	84 %	60 %	77 %	92 %
I can discuss problems or issues with my manager (7% / 10% / 83%)	Not asked	Not asked	83 %	59 %	79 %	95 %
My manager gives me feedback that helps me improve my performance (1% / 4% / 16% / 80%)	Not asked	Not asked	80 %	51 %	71 %	88 %

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Job and manager factors

Manager support 2 of 2

What this is

This is how supported staff feel by their direct manager.

Why this is important

Supportive managers can give staff clarity, appreciation and positive feedback and coaching.

This can lead to higher satisfaction, performance and capacity to do work.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

64% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.
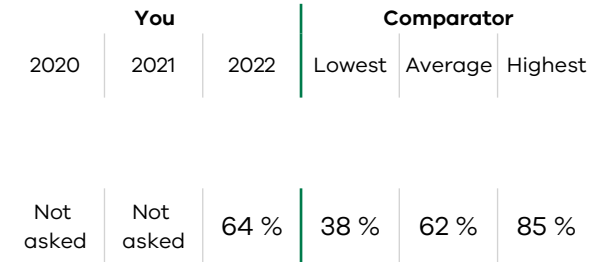
Survey question

Your results

Benchmark agree results

	Disagree		Neither agree nor disagree
	Don't know		Agree

Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
I receive meaningful recognition when I do good work	14% · 23% · 64%	Not asked	Not asked	64 %	38 %	62 %	85 %

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Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

Workload and time pressure are the most prominent causes of work-related stress.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

63% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.
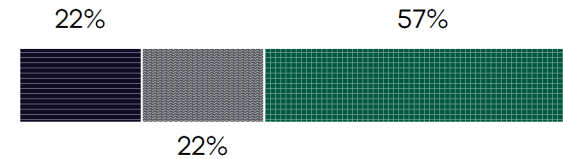
| Survey question | Your results | Benchmark agree results |

Legend: ■ Disagree ▦ Neither agree nor disagree ▣ Agree

	You			Comparator		
	2020	2021	2022	Lowest	Average	Highest

The workload I have is appropriate for the job that I do
- Disagree: 19%
- Neither agree nor disagree: 18%
- Agree: 63%
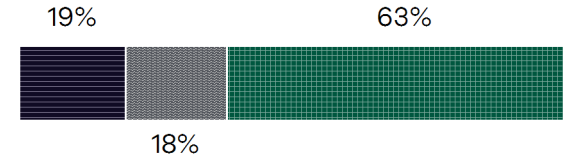
| 53 % | 58 % | 63 % | 43 % | 61 % | 83 % |

I have enough time to do my job effectively
- Disagree: 22%
- Neither agree nor disagree: 22%
- Agree: 57%

| 47 % | 51 % | 57 % | 42 % | 55 % | 77 % |

Job and manager factors

Learning and development

What this is

This is how well staff feel they can learn and grow in your organisation.

Why this is important

Good learning and career development can build engagement, efficiency and capability in organisations. It may also help staff retention.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
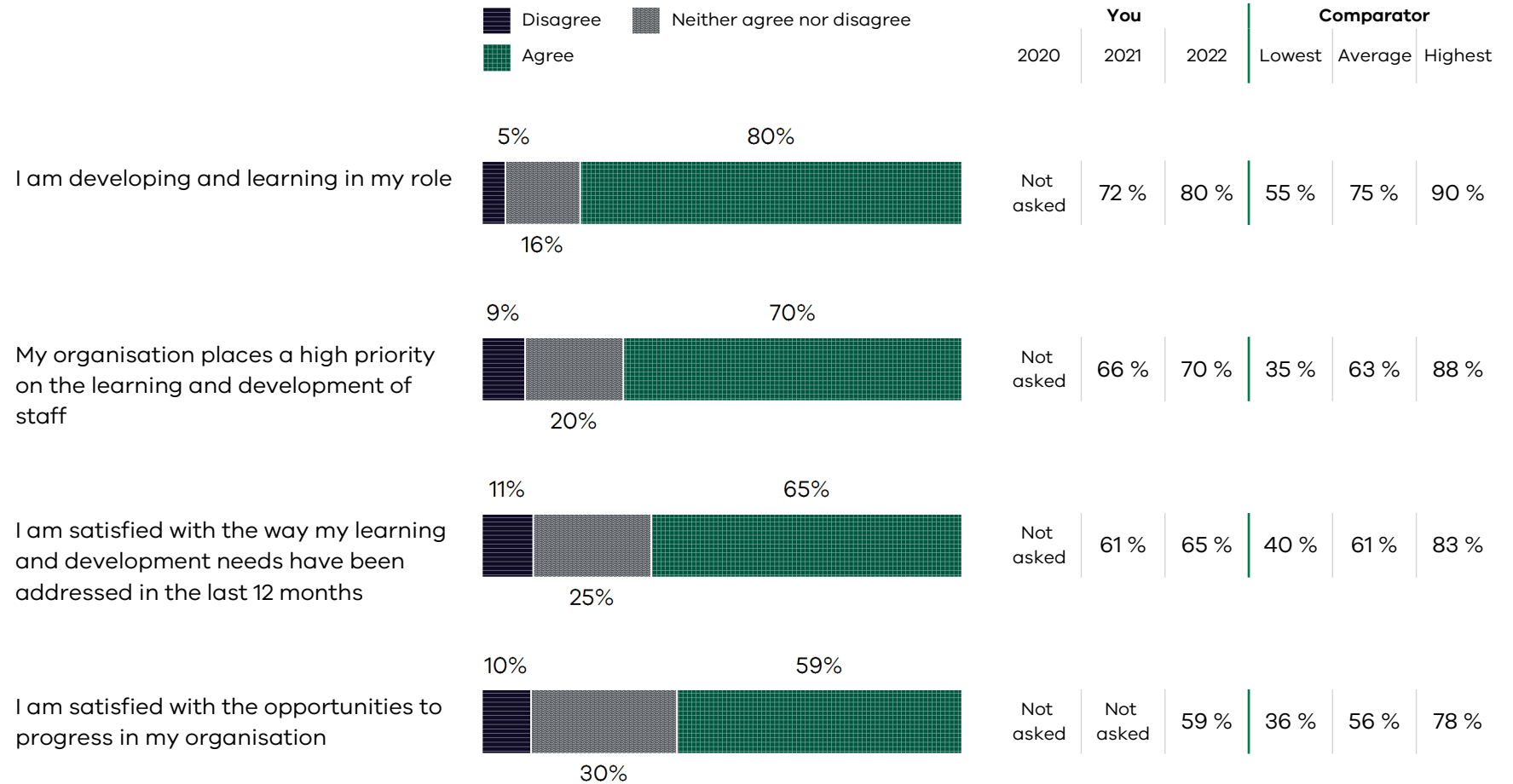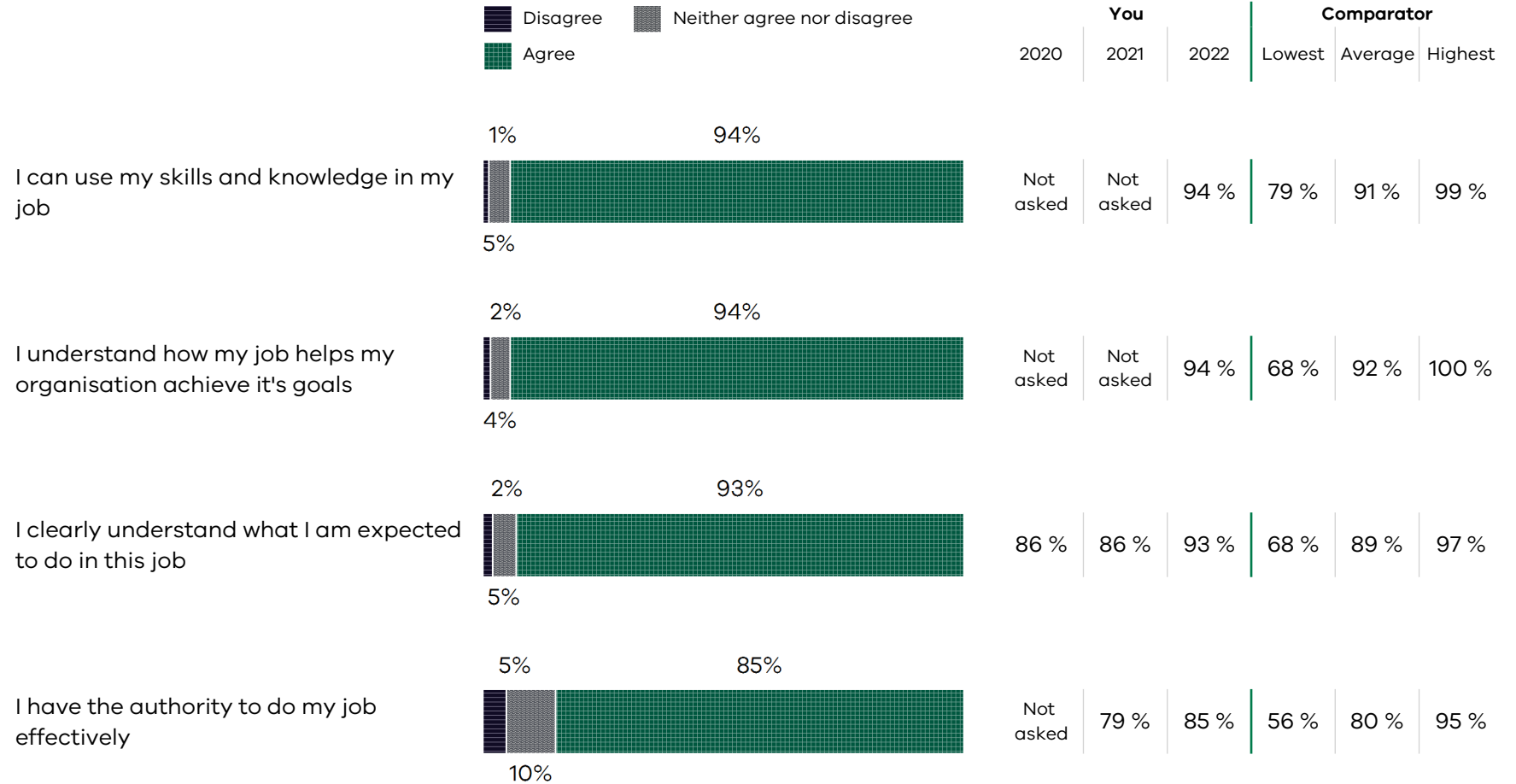
Example

80% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results	You 2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	Disagree 5%, Neither 16%, Agree 80%	Not asked	72 %	80 %	55 %	75 %	90 %
My organisation places a high priority on the learning and development of staff	Disagree 9%, Neither 20%, Agree 70%	Not asked	66 %	70 %	35 %	63 %	88 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	Disagree 11%, Neither 25%, Agree 65%	Not asked	61 %	65 %	40 %	61 %	83 %
I am satisfied with the opportunities to progress in my organisation	Disagree 10%, Neither 30%, Agree 59%	Not asked	Not asked	59 %	36 %	56 %	78 %

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Job and manager factors

Job enrichment 1 of 2

What this is

This is how staff feel about their autonomy at work and role clarity.

Why this is important

Job enrichment is one of the main drivers of employee engagement and workplace wellbeing.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
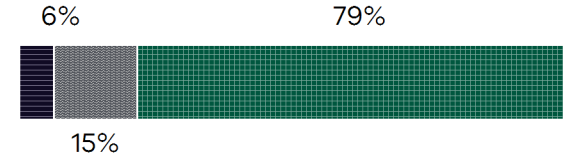
Example

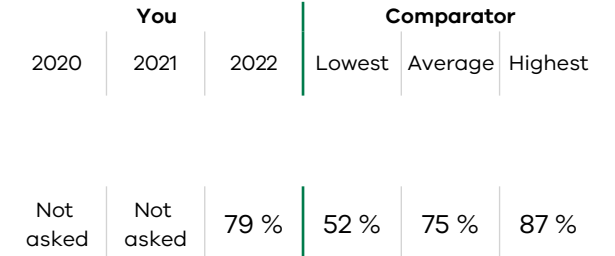94% of your staff who did the survey agreed or strongly agreed with 'I can use my skills and knowledge in my job'.

Survey question	Your results						

Your results legend: ■ Disagree ▦ Neither agree nor disagree ▩ Agree

Benchmark agree results

Survey question	Your results	You 2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
I can use my skills and knowledge in my job	1% / 94% / 5%	Not asked	Not asked	94 %	79 %	91 %	99 %
I understand how my job helps my organisation achieve it's goals	2% / 94% / 4%	Not asked	Not asked	94 %	68 %	92 %	100 %
I clearly understand what I am expected to do in this job	2% / 93% / 5%	86 %	86 %	93 %	68 %	89 %	97 %
I have the authority to do my job effectively	5% / 85% / 10%	Not asked	79 %	85 %	56 %	80 %	95 %

Job and manager factors

Job enrichment 2 of 2

What this is

This is how staff feel about their autonomy at work and role clarity.

Why this is important

Job enrichment is one of the main drivers of employee engagement and workplace wellbeing.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
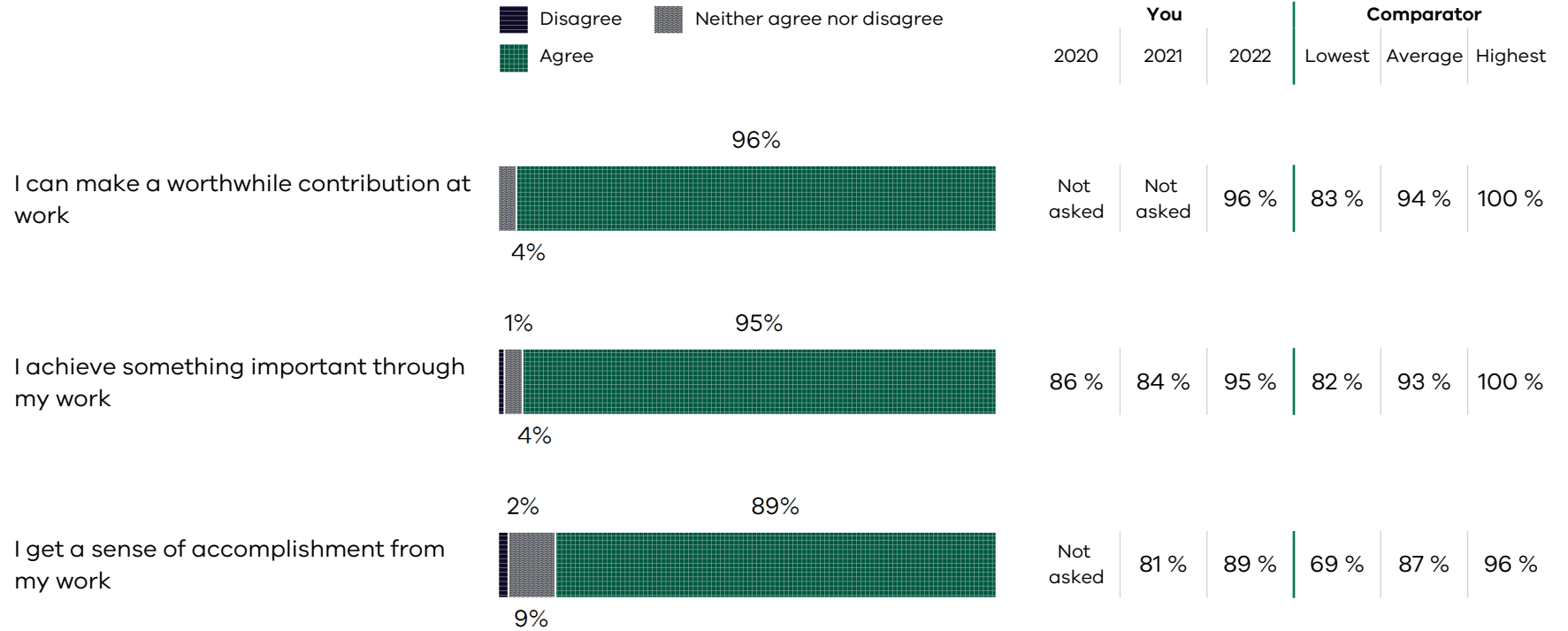
Example

79% of your staff who did the survey agreed or strongly agreed with 'I have a say in how I do my work'.

Survey question

Your results

I have a say in how I do my work

■ Disagree   ▦ Neither agree nor disagree
▦ Agree

6%   79%

15%

Benchmark agree results

	You			Comparator		
	2020	2021	2022	Lowest	Average	Highest
	Not asked	Not asked	79 %	52 %	75 %	87 %

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Job and manager factors

Meaningful work

What this is

This is how staff feel about their contribution and how worthwhile their work is.

Why this is important

Staff who feel their work is meaningful can help achieve individual, team and organisational outcomes.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

96% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.

Survey question	Your results						

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

	Benchmark agree results					
	You			**Comparator**		
Survey question	2020	2021	2022	Lowest	Average	Highest
I can make a worthwhile contribution at work (96% / 4%)	Not asked	Not asked	96 %	83 %	94 %	100 %
I achieve something important through my work (95% / 1% / 4%)	86 %	84 %	95 %	82 %	93 %	100 %
I get a sense of accomplishment from my work (89% / 2% / 9%)	Not asked	81 %	89 %	69 %	87 %	96 %

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Job and manager factors

Flexible working

What this is

This is how well you organisation supports staff to work flexibly.

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

82% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.

Survey question	Your results						

Your results legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Benchmark agree results
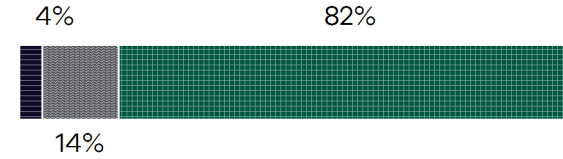
Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
My manager supports working flexibly	4% / 14% / 82%	Not asked	Not asked	82 %	59 %	78 %	96 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	12% / 18% / 70%	67 %	63 %	70 %	49 %	69 %	88 %

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People matter survey wellbeing check 2022

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- Satisfaction with complaint processes

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- Most improved
- Most declined
- Biggest positive difference from comparator
- Biggest negative difference from comparator

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- Taking action questions

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Public sector values

- Scorecard
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- Integrity
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- Respect
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- Human rights

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- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring
- Categories
- Primary role

Public sector values

What this is

This is a set of 7 values that form the basis for the professional and ethical conduct of everyone who works in the public sector.

Why this is important

There's a strong link between workplace culture and how staff perceive their organisation lives the public sector values.

How to read this

Each label represents a group of questions in the survey about public sector values.

Each result is the overall percentage of positive responses for your organisation, comparator and public sector.
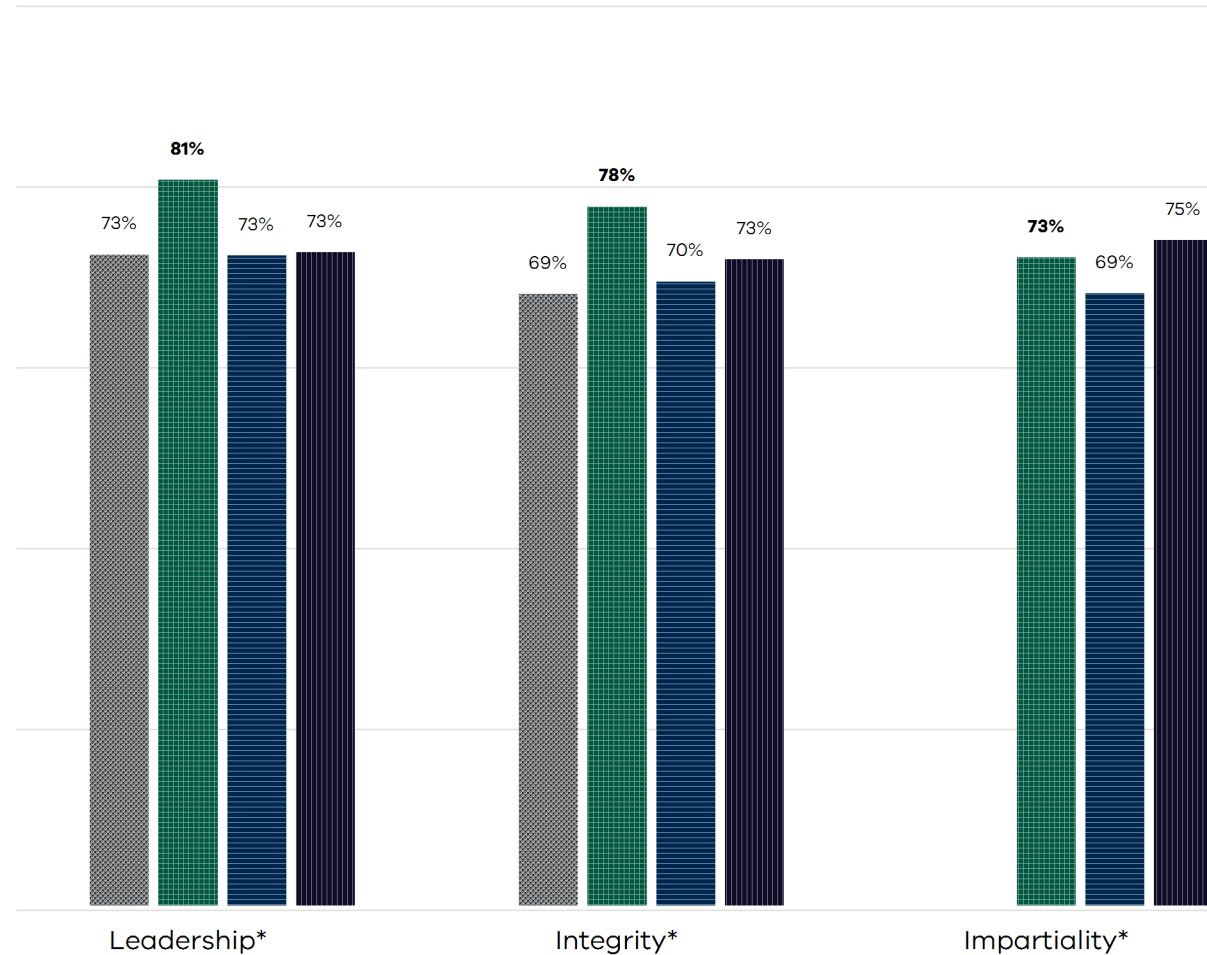
Example

In 2022:

- 90% of your staff who did the survey responded positively to questions about Human rights , which is up 7% in 2021.

Compared to:

- 85% of staff at your comparator and 81% of staff across the public sector.

*We can't compare some data here because one or more questions were not asked in a previous survey

Legend: You 2020 · You 2021 · You 2022 · Comparator 2022 · Public sector 2022

Human rights* — 83%, 90%, 85%, 81%
Accountability* — 83%, 77%, 76%
Responsiveness* — 83%, 77%, 81%
Respect* — 75%, 82%, 75%, 79%

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Public sector values

What this is

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Why this is important

There's a strong link between workplace culture and how staff perceive their organisation lives the public sector values.

How to read this

Each label represents a group of questions in the survey about public sector values.

Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2022:

- 81% of your staff who did the survey responded positively to questions about Leadership , which is up 8% in 2021.

Compared to:

- 73% of staff at your comparator and 73% of staff across the public sector.

Leadership*: 73%, 81%, 73%, 73%
Integrity*: 69%, 78%, 70%, 73%
Impartiality*: 73%, 69%, 75%

*We can't compare some data here because one or more questions were not asked in a previous survey

Legend: You 2020 | You 2021 | You 2022 | Comparator 2022 | Public sector 2022

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Responsiveness

What this is

This is how responsive your staff feel they are to the community.

Why this is important

Staff need to feel they can adapt to the changing demands and circumstances of our clients and stakeholders.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

83% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

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

Survey question: My workgroup provides high quality advice and services

4%   83%

14%

	You			Comparator		
	2020	2021	2022	Lowest	Average	Highest
	Not asked	Not asked	83 %	60 %	77 %	93 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

Integrity is being honest and transparent, conducting ourselves properly and using our powers responsibly.

Why this is important

The Victorian community need high trust in how everyone in the public sector works and what they do.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

89% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

Survey question	Your results	Benchmark agree results
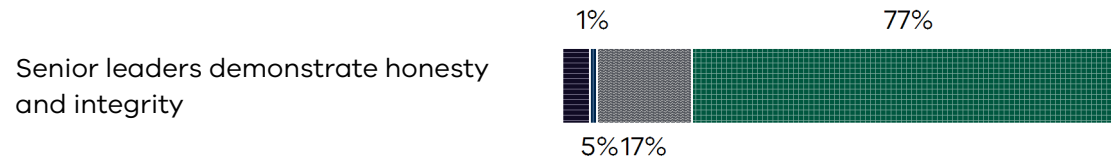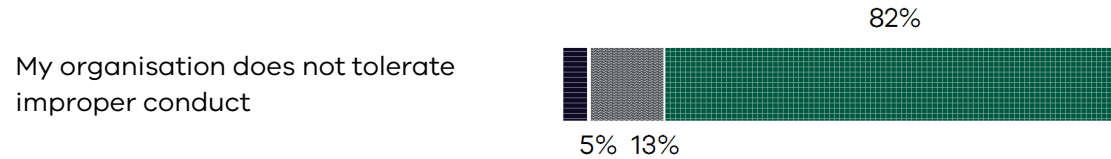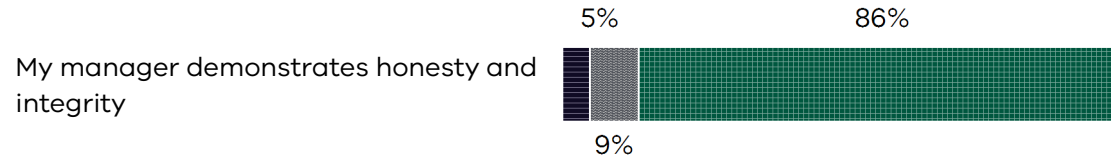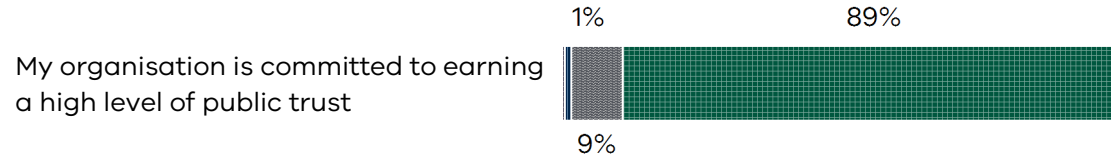
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
My organisation is committed to earning a high level of public trust	1% Disagree, 9% Neither, 89% Agree	Not asked	80 %	89 %	47 %	78 %	99 %
My manager demonstrates honesty and integrity	5% Disagree, 9% Neither, 86% Agree	Not asked	78 %	86 %	59 %	81 %	96 %
My organisation does not tolerate improper conduct	5% Disagree, 13% Neither, 82% Agree	Not asked	68 %	82 %	47 %	72 %	91 %
Senior leaders demonstrate honesty and integrity	1% Disagree, 5% Don't know, 17% Neither, 77% Agree	Not asked	66 %	77 %	26 %	66 %	98 %

Public sector values

What this is

Integrity is being honest and transparent, conducting ourselves properly and using our powers responsibly.

Why this is important

The Victorian community need high trust in how everyone in the public sector works and what they do.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

74% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.
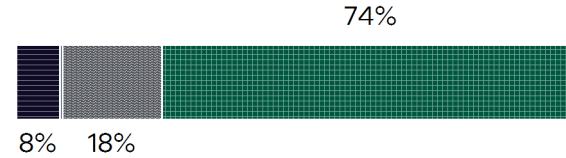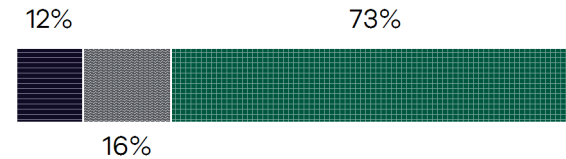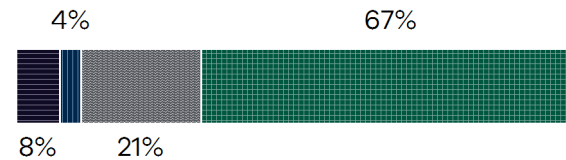
Survey question	Your results	Benchmark agree results					
			You		**Comparator**		
		2020	2021	2022	Lowest	Average	Highest
People in my workgroup are honest, open and transparent in their dealings	8%	18%	74% (Agree)	Not asked	65 %	74 %	38 %	67 %	87 %
I feel safe to challenge inappropriate behaviour at work	12%	16%	73% (Agree)	Not asked	64 %	73 %	41 %	67 %	87 %
People in my workgroup appropriately manage conflicts of interest	4%	8%	21%	67% (Agree)	Not asked	60 %	67 %	33 %	61 %	79 %

Legend: ■ Disagree ■ Don't know ▦ Neither agree nor disagree ▦ Agree

Public sector values

Impartiality

What this is

Impartiality is how your staff feel an organisation makes informed decisions and provides stable advice on merit, without bias, favouritism or self interest.

Why this is important

We all have an obligation to be impartial and make objective and fair decisions that are open to scrutiny.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
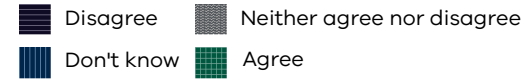
Example

75% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.
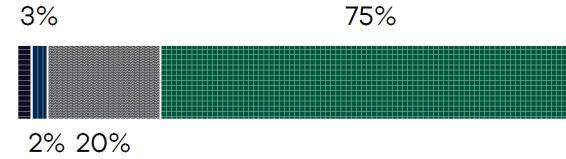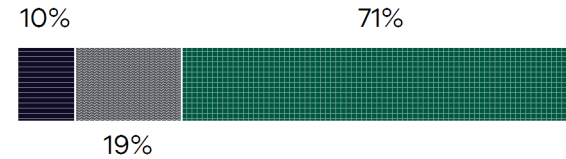
Survey question

Your results

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

Benchmark agree results

Survey question		You			Comparator		
	2020	2021	2022		Lowest	Average	Highest
People in my workgroup are politically impartial in their work	Not asked	67 %	75 %		48 %	70 %	87 %
My workgroup acts fairly and without bias	Not asked	Not asked	71 %		46 %	68 %	82 %

Your results – People in my workgroup are politically impartial in their work: 3%, 2%, 20%, 75%

Your results – My workgroup acts fairly and without bias: 10%, 19%, 71%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

Accountability is if your staff feel they work to clear objectives in a transparent manner and can accept responsibility for decisions.

Why this is important

As we all make decisions on behalf of Victorians, we must be accountable in the resources we use.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

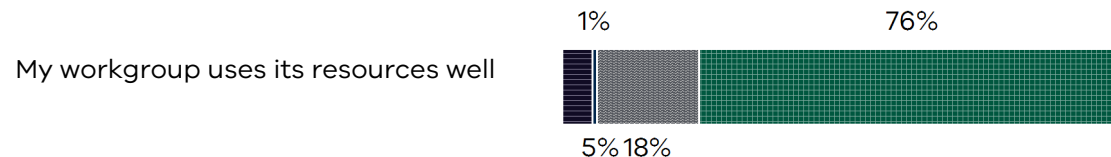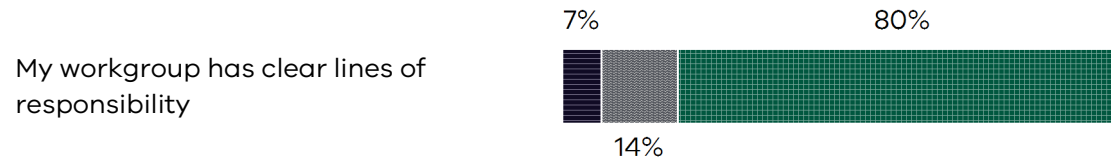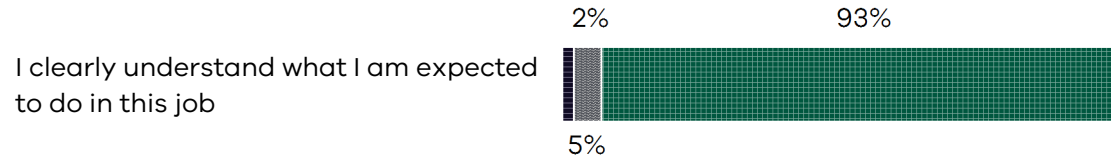Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
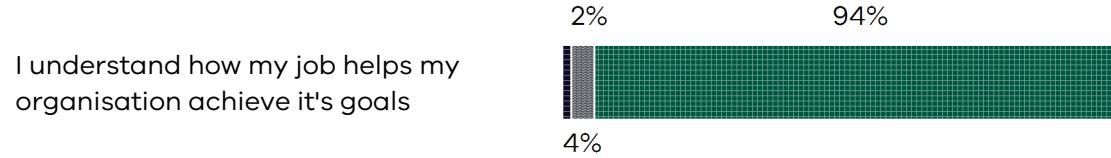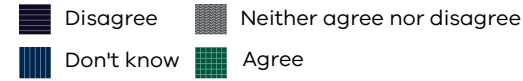
Example

94% of staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve it's goals'.

Survey question	Your results						

Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	You			Comparator		
	2020	2021	2022	Lowest	Average	Highest
I understand how my job helps my organisation achieve it's goals (2% / 94% / 4%)	Not asked	Not asked	94 %	68 %	92 %	100 %
I clearly understand what I am expected to do in this job (2% / 93% / 5%)	86 %	86 %	93 %	68 %	89 %	97 %
My workgroup has clear lines of responsibility (7% / 80% / 14%)	Not asked	73 %	80 %	53 %	74 %	89 %
My workgroup uses its resources well (1% / 76% / 5% 18%)	Not asked	Not asked	76 %	52 %	69 %	92 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

Accountability is if your staff feel they work to clear objectives in a transparent manner and can accept responsibility for decisions.

Why this is important

As we all make decisions on behalf of Victorians, we must be accountable in the resources we use.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

73% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question	Your results	Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

		You			Comparator		
Survey question	Your results	2020	2021	2022	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	9% / 18% / 73%	65 %	65 %	73 %	30 %	62 %	94 %
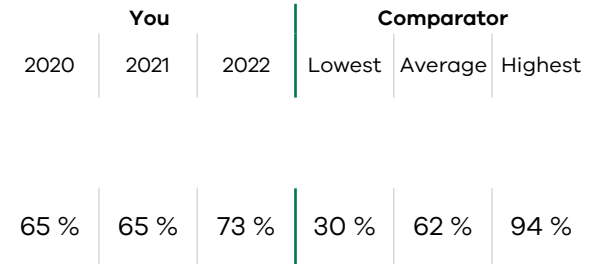
Public sector values

Respect 1 of 2

What this is

Respect is how your staff feel they're treated in the workplace and community.

Why this is important

All staff need to treat their colleagues and Victorians with respect.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
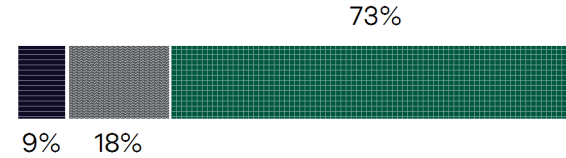
Example

86% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.
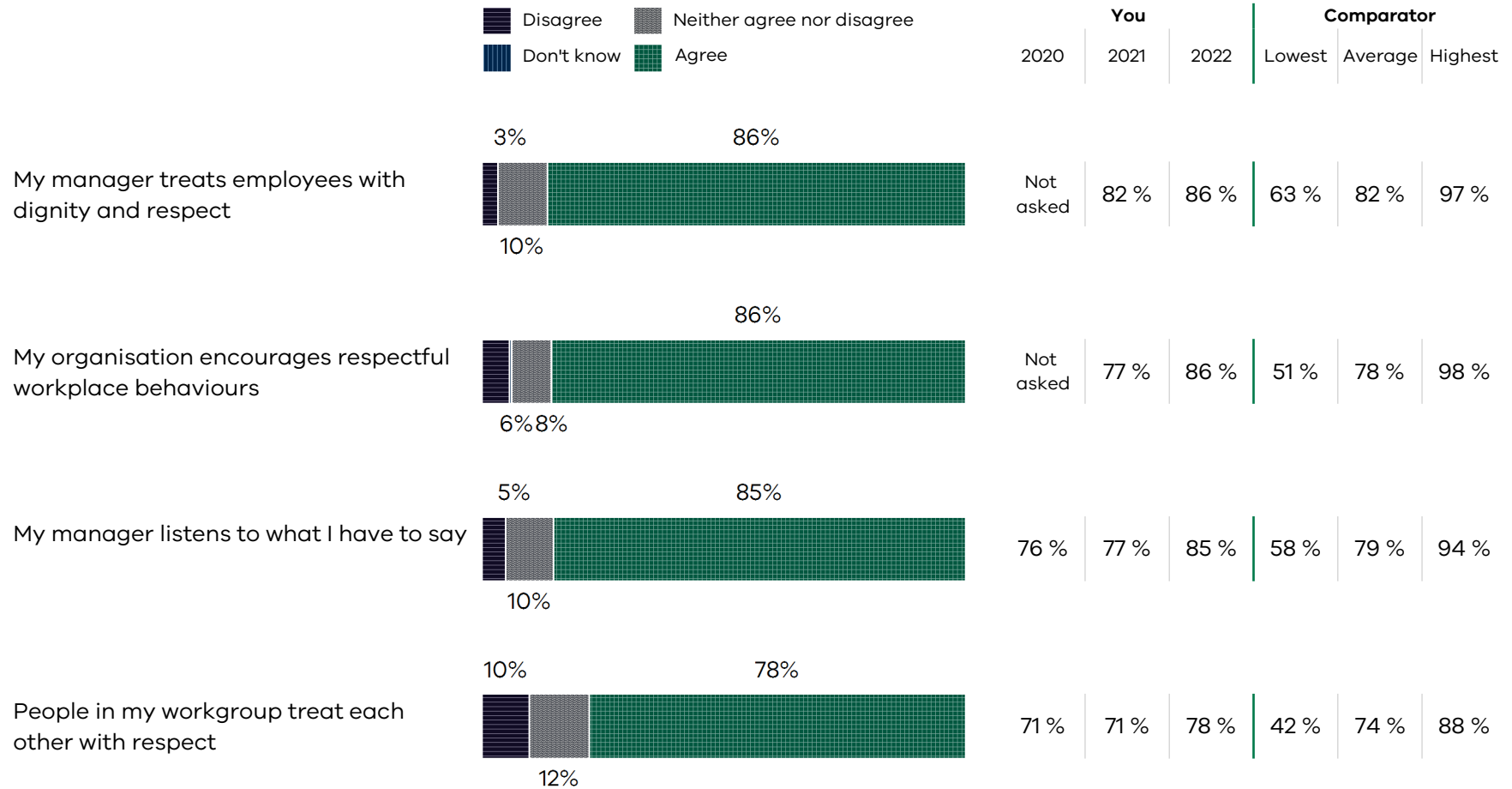
Survey question	Your results		Benchmark agree results					

Legend: ■ Disagree ■ Neither agree nor disagree ■ Don't know ■ Agree

Survey question	Your results	2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	3% / 10% / 86%	Not asked	82 %	86 %	63 %	82 %	97 %
My organisation encourages respectful workplace behaviours	6% 8% / 86%	Not asked	77 %	86 %	51 %	78 %	98 %
My manager listens to what I have to say	5% / 10% / 85%	76 %	77 %	85 %	58 %	79 %	94 %
People in my workgroup treat each other with respect	10% / 12% / 78%	71 %	71 %	78 %	42 %	74 %	88 %

Public sector values

What this is

Respect is how your staff feel they're treated in the workplace and community.

Why this is important

All staff need to treat their colleagues and Victorians with respect.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
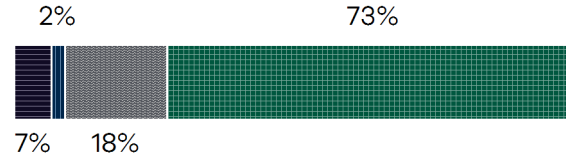
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

73% of staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question

Your results

Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question		You			Comparator		
	2020	2021	2022	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	Not asked	67 %	73 %	35 %	64 %	83 %

Your results bar: Disagree 7%, Don't know 2%, Neither agree nor disagree 18%, Agree 73%

Public sector values

Leadership

What this is

Leadership is how your staff feel an organisation implements and promotes the public sector values.

Why this is important

Good leadership plays a role in the development of workplace culture.

It also gives Victorians confidence that staff in the public sector behave to a high standard.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
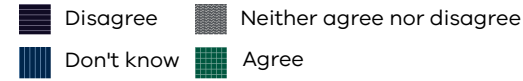
Example

86% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.
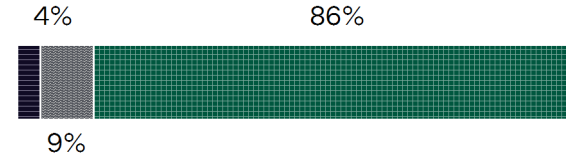
Survey question

Your results

Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
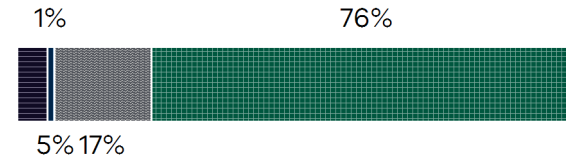
Survey question		You			Comparator		
	2020	2021	2022		Lowest	Average	Highest
My manager models my organisation's values (4% Disagree, 9% Neither, 86% Agree)	Not asked	78 %	86 %		63 %	80 %	95 %
Senior leaders model my organisation's values (1% Disagree, 5% Don't know, 17% Neither, 76% Agree)	Not asked	68 %	76 %		33 %	66 %	94 %

Public sector values

Human rights

What this is

Human rights is how your staff feel their organisation upholds basic human rights.

Why this is important

Using the Victorian Charter of Human Rights, organisations must consider human rights in how they work and act.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

90% of staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

Survey question — Your results — Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
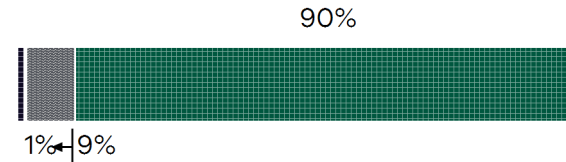
Survey question	Your results	2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
I understand how the Charter of Human Rights and Responsibilities applies to my work	1% / 9% / 90%	Not asked	85 %	90 %	74 %	87 %	97 %
My organisation encourages employees to act in ways that are consistent with human rights	90% / 1% / 9%	Not asked	81 %	90 %	52 %	83 %	98 %

People matter survey wellbeing check 2022

Have your say

Overview

Report overview

- About your report
- Privacy and anonymity
- Survey's theoretical framework
- Your comparator group
- Your response rate

Result summary

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Satisfaction with complaint processes

Key differences

- Highest scoring
- Lowest scoring
- Most improved
- Most declined
- Biggest positive difference from comparator
- Biggest negative difference from comparator

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate
- Patient safety climate

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support
- Safe to speak up

Job and manager factors

- Scorecard
- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Flexible working

Public sector values

- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring
- Categories
- Primary role

Demographics

Age, gender, variations in sex characteristics and sexual orientation

What this is

This is how staff describe their age, gender, variations in sex characteristics and sexual orientation.

Why this is important

This helps organisations understand the diversity of their staff and inform workforce strategies.

How to read this

Each table shows the breakdown of responses from your survey.

The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

To protect you, we:
- de-identify all survey response data provided to your organisation
- don't release results when fewer than 10 people in a demographic group have responded to the survey
- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

Age	(n)	%
15-34 years	54	22%
35-54 years	108	44%
55+ years	66	27%
Prefer not to say	16	7%

How would you describe your gender?	(n)	%
Woman	206	84%
Man	19	8%
Prefer not to say	19	8%

Are you trans, non-binary or gender diverse?	(n)	%
No	228	93%
Prefer not to say	16	7%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	225	92%
Don't know	3	1%
Prefer not to say	16	7%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	208	85%
Prefer not to say	25	10%
Bisexual	6	2%
Pansexual	2	1%
Don't know	1	0%
Asexual	1	0%
Gay or lesbian	1	0%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

This is staff who identify as Aboriginal and/or Torres Strait Islander.

Why this is important

This helps organisations understand the diversity of their staff and inform workforce strategies.

How to read this

Each table shows the breakdown of responses from your survey.
The (n) column shows the number of respondents in each category.
An asterisk (*) means this is a new question for the 2022 survey.

How we protect anonymity and privacy

To protect you, we:
- de-identify all survey response data provided to your organisation
- don't release results when fewer than 10 people in a demographic group have responded to the survey
- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**6**	2%
Non Aboriginal and/or Torres Strait Islander	**228**	93%
Prefer not to say	**10**	4%

Demographics

Disability

What this is

This is staff who identify as a person with disability and how they share that information.

Why this is important

This helps organisations understand the diversity of their staff and inform workforce strategies.

How to read this

Each table shows the breakdown of responses from your survey.
This is staff who identify as a person with disability and how they share that information

The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

To protect you, we:
- de-identify all survey response data provided to your organisation
- don't release results when fewer than 10 people in a demographic group have responded to the survey
- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

Do you identify as a person with a disability?

	(n)	%
Yes	**17**	7%
No	**212**	87%
Prefer not to say	**15**	6%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?

	(n)	%
Yes	**11**	65%
No	**5**	29%
Prefer not to say	**1**	6%

Demographics

Cultural diversity 1 of 2

What this is

These are the personal characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff and inform workforce strategies.

How to read this

Each table shows the breakdown of responses from your survey.

The (n) column shows the number of respondents in each category.

An asterisk (*) means this is a new question for the 2022 survey.

How we protect anonymity and privacy

To protect you, we:
- de-identify all survey response data provided to your organisation
- don't release results when fewer than 10 people in a demographic group have responded to the survey
- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

Country of birth	(n)	%
Born in Australia	**202**	83%
Not born in Australia	**29**	12%
Prefer not to say	**13**	5%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Other	**9**	39%
Hindi	**5**	22%
Mandarin	**4**	17%
Filipino	**3**	13%
Arabic	**1**	4%
Australian Indigenous Language	**1**	4%
Cantonese	**1**	4%
Italian	**1**	4%
Punjabi	**1**	4%
Sinhalese	**1**	4%
Tamil	**1**	4%
Vietnamese	**1**	4%

Language other than English spoken with family or community	(n)	%
Yes	**23**	9%
No	**210**	86%
Prefer not to say	**11**	5%

Demographics

Cultural diversity 2 of 2

What this is

This is the cultural identity and religion of staff.

Why this is important

This helps organisations understand the diversity of their staff and inform workforce strategies.

How to read this

Each table shows the breakdown of responses from your survey.

The (n) column shows the number of respondents in each category.

An asterisk (*) means this is a new question for the 2022 survey.

How we protect anonymity and privacy

To protect you, we:
- de-identify all survey response data provided to your organisation
- don't release results when fewer than 10 people in a demographic group have responded to the survey
- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

Cultural identity	(n)	%
Australian	202	83%
Prefer not to say	16	7%
English, Irish, Scottish and/or Welsh	11	5%
East and/or South-East Asian	8	3%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	6	2%
South Asian	5	2%
New Zealander	3	1%
Other	3	1%
Aboriginal and/or Torres Strait Islander	3	1%
Central Asian	3	1%
Pacific Islander	1	0%
African	1	0%

Religion	(n)	%
No religion	108	44%
Christianity	89	36%
Prefer not to say	28	11%
Other	12	5%
Buddhism	5	2%
Hinduism	1	0%
Sikhism	1	0%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff and inform workforce strategies.

How to read this

Each table shows the breakdown of responses from your survey.

The (n) column shows the number of respondents in each category.

An asterisk (*) means this is a new question for the 2022 survey.

How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
- don't release results when fewer than 10 people in a demographic group have responded to the survey
- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

Working arrangement	(n)	%
Full-Time	**47**	19%
Part-Time	**197**	81%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	**106**	49%
$65k to $95k	**52**	24%
$95k to $125k	**22**	10%
$125k or more	**7**	3%
Prefer not to say	**31**	14%

Organisational tenure	(n)	%
<1 year	**42**	17%
1 to less than 2 years	**31**	13%
2 to less than 5 years	**55**	23%
5 to less than 10 years	**47**	19%
10 to less than 20 years	**51**	21%
More than 20 years	**18**	7%

Management responsibility	(n)	%
Non-manager	**192**	79%
Other manager	**36**	15%
Manager of other manager(s)	**16**	7%

Employment type	(n)	%
Ongoing and executive	**189**	77%
Fixed term	**29**	12%
Other	**26**	11%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff and inform workforce strategies.

How to read this

Each table shows the breakdown of responses from your survey.

The (n) column shows the number of respondents in each category.

An asterisk (*) means this is a new question for the 2021 survey

How we protect anonymity and privacy

To protect you, we:

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- don't release results when fewer than 10 people in a demographic group have responded to the survey
- don't release employee opinion results for demographic groups where organisations have fewer than 30 responses in total.

Primary workplace location over the last 3 months	(n)	%
Rural	229	94%
Other	7	3%
Large regional city	7	3%
Melbourne: Suburbs	1	0%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	88	36%
A frontline or service delivery location	120	49%
Home or private location	7	3%
A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.)	20	8%
Other	35	14%

Flexible work	(n)	%
Part-time	92	38%
No, I do not use any flexible work arrangements	79	32%
Shift swap	69	28%
Flexible start and finish times	42	17%
Using leave to work flexible hours	31	13%
Study leave	26	11%
Working more hours over fewer days	13	5%
Working from an alternative location (e.g. home, hub/shared work space)	12	5%
Other	10	4%
Job sharing	8	3%
Purchased leave	1	0%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

This shows organisations how flexible they are in adjusting for staff.

How to read this

Each demographic area shows the breakdown of responses from your survey results.

The (n) column shows the number of respondents in each category.

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	180	74%
Flexible working arrangements	41	17%
Physical modifications or improvements to the workplace	22	9%
Career development support strategies	9	4%
Job redesign or role sharing	7	3%
Other	2	1%
Accessible communications technologies	1	0%

Why did you make this request?	(n)	%
Health	27	42%
Work-life balance	25	39%
Caring responsibilities	21	33%
Family responsibilities	17	27%
Study commitments	5	8%
Other	2	3%
Disability	1	2%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	42	66%
The adjustments I needed were not made	20	31%
The adjustments I needed were made but the process was unsatisfactory	2	3%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

Each demographic area shows the breakdown of responses from your survey results.

The (n) column shows the number of respondents in each category.

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Caring responsibility	(n)	%
None of the above	**82**	34%
Primary school aged child(ren)	**53**	22%
Secondary school aged child(ren)	**39**	16%
Prefer not to say	**26**	11%
Frail or aged person(s)	**26**	11%
Child(ren) - younger than preschool age	**23**	9%
Preschool aged child(ren)	**23**	9%
Person(s) with a medical condition	**19**	8%
Person(s) with a mental illness	**16**	7%
Person(s) with disability	**8**	3%
Other	**2**	1%

Demographics

Employment categories

What is this

This shows how many people in each employee category responded to the survey.

Why this is important

This helps you assess how representative of your organisation your survey was.

How to read this

Each demographic area shows the breakdown of responses from your survey results.

The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

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Which of the following categories best describes your current position?	(n)	%
Nursing Employees	85	35%
Management, Administration and Corporate support	72	30%
Support services	37	15%
Allied health professional	26	11%
Personal service worker	12	5%
Other health professional	7	3%
Medical Employees	4	2%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Primary role

What is this

This shows the primary role of your staff.

Why this is important

Understanding how many people you have in each role helps you understand if you have the right balance of staff.

How to read this

Each demographic area shows the breakdown of responses from your survey results.

The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

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Which of the following best describes the primary operational area in which you work?	(n)	%
Hospital-based services	**171**	70%
Corporate services	**19**	8%
Community-based services	**53**	22%

Is your primary work role in one of the following areas?	(n)	%
Aged care	**82**	34%
Emergency	**5**	2%
Maternity care	**1**	0%
Medical	**16**	7%
Mental health	**1**	0%
Mixed medical/surgical	**6**	2%
Palliative care	**3**	1%
Paediatrics	**1**	0%
Peri-operative	**3**	1%
Rehabilitation	**7**	3%
Surgical	**1**	0%
Other	**60**	25%
Administration	**57**	23%

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