People matter survey

2023

Have your say

Gippsland Southern Health Service
2023 people matter survey results report

People matter survey

2023

Have your say

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Topical questions

- Questions on topical issues, includes additional questions that support the Gender Equality Act 2020

Demographics

- 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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- Primary role

Victorian Public Sector Commission

VICTORIA State Government

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 2021 and 2022.

This means you'll be able to compare about 93% 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: Survey questions: People matter survey 2023 (DOCX, 83 pages) to see how we asked questions and defined concepts in the 2023 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 employee experience results when fewer than 10 people in a work group have responded to the survey
- don't release employee experience 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.

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'.

Benalla Health

Colac Area Health

Dhelkaya Health

East Grampians Health Service

Kyabram and District Health Service

Maryborough District Health Service

West Wimmera Health Service

Report overview

Your response rate

What this is

This is how many staff in your organisation did the survey in 2023.

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.

2022		2023	
66%		**59%**	
(336)		**(288)**	
Comparator	44%	Comparator	37%
Public Sector	42%	Public Sector	34%

People matter survey

2023

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Victorian Public Sector Commission

VICTORIA State Government

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.

2022	
69	
Comparator	66
Public Sector	68

2023	
68	
Comparator	71
Public Sector	68

People outcomes

Engagement question results 1 of 2

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 2023 index is 68.

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.
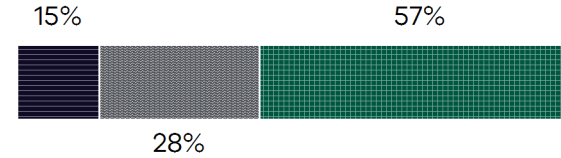
Example

73% 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						

Legend: ■ Disagree ■ Neither agree nor disagree ■ Agree

Benchmark agree results

	You			Comparator		
Survey question	2021	2022	2023	Lowest	Average	Highest
I am proud to tell others I work for my organisation (7% / 20% / 73%)	73 %	70 %	73 %	59 %	76 %	85 %
I would recommend my organisation as a good place to work (10% / 22% / 67%)	61 %	65 %	67 %	51 %	72 %	83 %
My organisation inspires me to do the best in my job (9% / 31% / 60%)	61 %	65 %	60 %	50 %	69 %	80 %
My organisation motivates me to help achieve its objectives (9% / 32% / 59%)	57 %	59 %	59 %	48 %	67 %	78 %

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People outcomes

Engagement question results 2 of 2

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 2023 index is 68.

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

57% 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

| | Disagree | | Neither agree nor disagree |
| Agree | | | |

I feel a strong personal attachment to my organisation

15%   57%

28%

Benchmark agree results

	You			Comparator		
2021	2022	2023	Lowest	Average	Highest
64 %	61 %	57 %	51 %	63 %	70 %
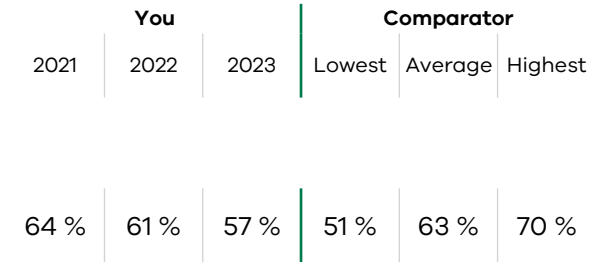
People outcomes

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 2023:

- 81% of your staff who did the survey responded positively to questions about Inclusion which is down from 82% in 2022.

Compared to:

- 82% of staff at your comparator and 79% of staff across the public sector.
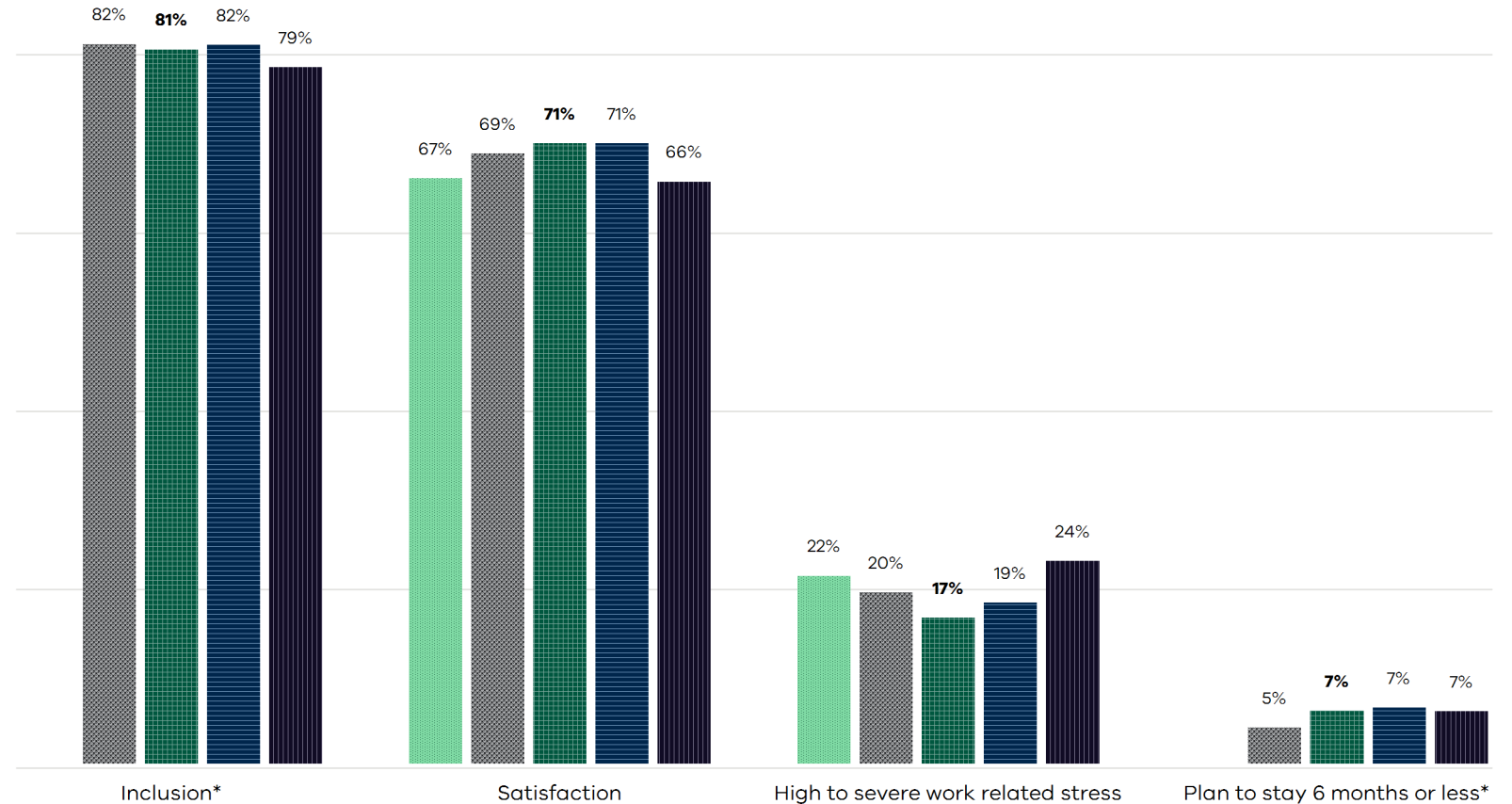
*We can't compare some data here because one or more questions were not asked in a previous survey

Legend: You 2021 | You 2022 | You 2023 | Comparator 2023 | Public sector 2023

Inclusion*: 82% (You 2022), 81% (You 2023), 82% (Comparator 2023), 79% (Public sector 2023)
Satisfaction: 67% (You 2021), 69% (You 2022), 71% (You 2023), 71% (Comparator 2023), 66% (Public sector 2023)
High to severe work related stress: 22% (You 2021), 20% (You 2022), 17% (You 2023), 19% (Comparator 2023), 24% (Public sector 2023)
Plan to stay 6 months or less*: 5% (You 2022), 7% (You 2023), 7% (Comparator 2023), 7% (Public sector 2023)

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

76% 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	Benchmark satisfied results

Your results legend: ■ Dissatisfied ▨ Neither satisfied nor dissatisfied ▦ Satisfied

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	11% / 13% / 76%	75 %	76 %	76 %	66 %	75 %	85 %
How satisfied are you with the work/life balance in your current job	11% / 15% / 74%	66 %	71 %	74 %	59 %	71 %	82 %
How satisfied are you with your career development within your current organisation	11% / 26% / 62%	59 %	61 %	62 %	54 %	66 %	73 %

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 2023 compared to 2022 and your comparator.

Example

17% of your staff who did the survey said they had high to severe stress in 2023. This is compared to 19% of staff in your comparator group and 24% of staff across the public sector.

How would you rate your current level of work-related stress? (You 2023)

Nil	18%
Low / mild	36%
Moderate	29%
High	10%
Very high	5%
Severe	3%
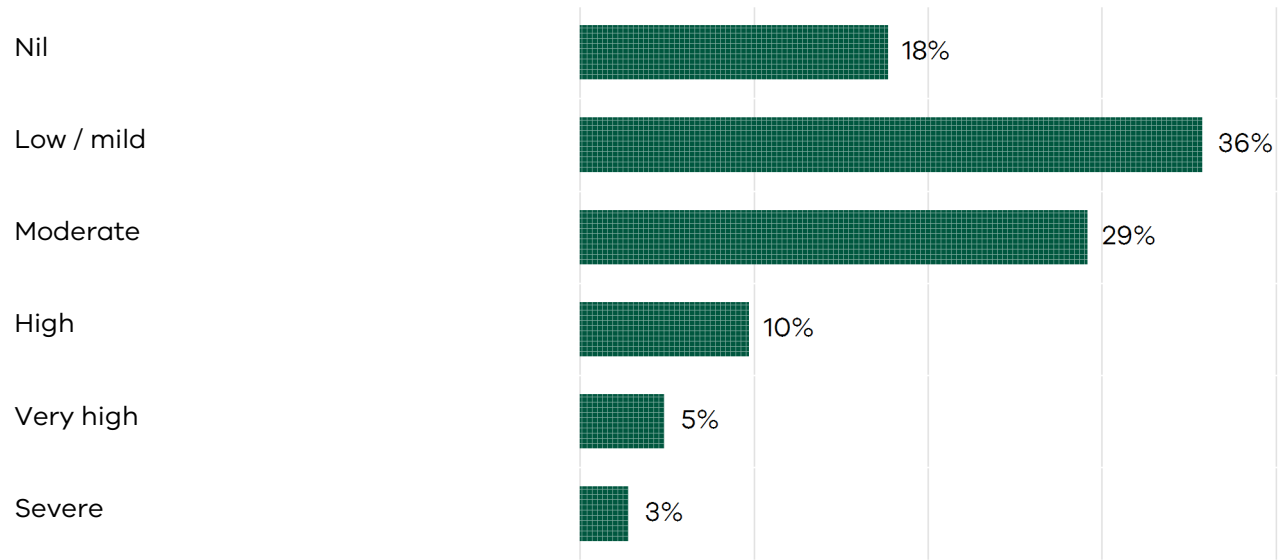
Reported levels of high to severe stress

2022		2023	
20%		**17%**	
Comparator	24%	Comparator	19%
Public Sector	25%	Public Sector	24%
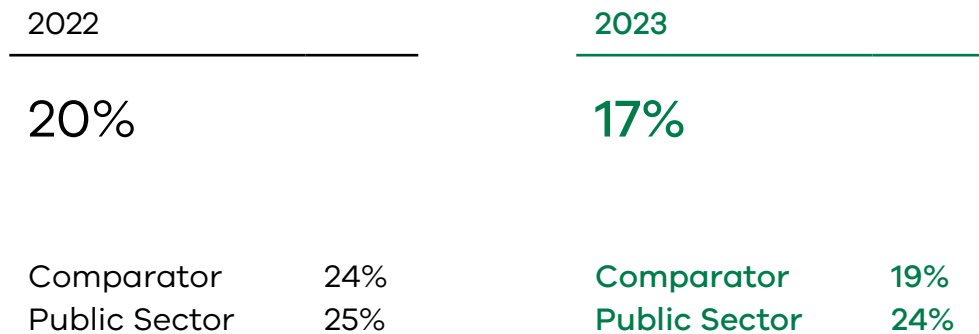
People outcomes

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

82% of your staff who did the survey said they experienced mild to severe stress.

Of that 82%, 50% said the top reason was 'Workload'.

	237	51
	82%	18%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
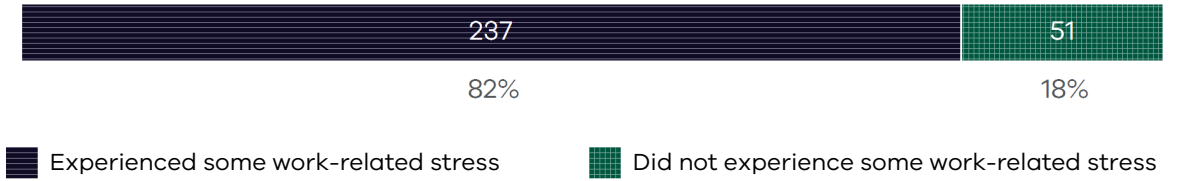
Of those that experienced work related stress it was from ...	You 2022	You 2023	Comparator 2023	Public sector 2023
Workload	55%	50%	52%	49%
Time pressure	35%	40%	41%	41%
Dealing with clients, patients or stakeholders	18%	18%	15%	16%
Competing home and work responsibilities	16%	15%	15%	14%
Other	8%	13%	13%	12%
Management of work (e.g. supervision, training, information, support)	13%	12%	13%	13%
Unclear job expectations	10%	12%	9%	12%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	17%	11%	14%	11%
Incivility, bullying, harassment or discrimination	10%	11%	8%	6%
Organisation or workplace change	3%	11%	6%	11%

People outcomes

Burnout levels

What this is

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

Why this is important

Burnout can affect 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 being burned out at work, as shown in the visual above the table.

Example

29% of your staff who did the survey said they felt burnout at work in 2023.

84	204
29%	71%

■ Experienced some burnout   ▦ Did not experienced any burnout
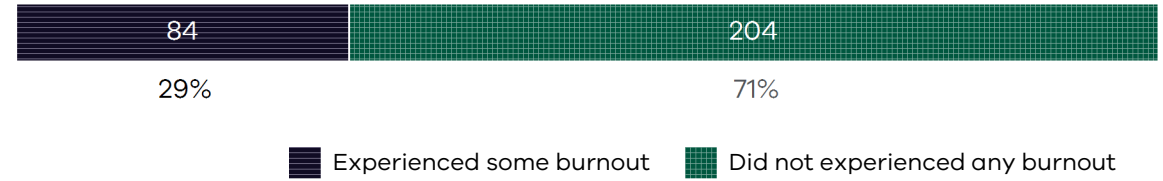
Overall, based on your definition of burnout, how would you rate your level of burnout?	You 2022	You 2023	Comparator 2023	Public sector 2023
Occasionally I am under stress, and I don't always have as much energy as I once did, but I don't feel burned out	44%	47%	46%	48%
I enjoy my work. I have no symptoms of burnout	20%	24%	24%	21%
I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion	25%	21%	20%	22%
The symptoms of burnout that I am experiencing won't go away. I think about frustration at work a lot	5%	5%	5%	6%
I feel completely burned out and often wonder if I can go on. I am at the point where I may need some changes or may need to seek some help	5%	3%	4%	3%

Victorian Public Sector Commission

VICTORIA State Government

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

3% 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	You 2023	Comparator 2023	Public sector 2023
6 months or less	5%	7%	7%	7%
Over 6 months and up to 1 year	10%	3%	9%	9%
Over 1 year and up to 3 years	22%	22%	23%	24%
Over 3 years and up to 5 years	15%	18%	16%	15%
Over 5 years	48%	50%	45%	45%

Victorian Public Sector Commission

VICTORIA State Government

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

86% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Survey question

Your results

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Benchmark agree results

Survey question	Your results	You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
I feel culturally safe at work	6% / 8% Disagree+Neither, 86% Agree	82 %	85 %	86 %	78 %	86 %	93 %
I can be myself at work	6% / 9% Disagree+Neither, 85% Agree	Not asked	83 %	85 %	75 %	83 %	89 %
I feel as if I belong at this organisation	9% / 19% Disagree+Neither, 72% Agree	Not asked	77 %	72 %	65 %	76 %	83 %

Victorian Public Sector Commission

VICTORIA State Government

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 select from a list, any barriers they have experienced and believe to have hindered their success at work. They can select more than one barrier.

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

Example

8% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My caring responsibilities'.

Staff who experienced one or more barriers to success at work

54	234
19%	81%

■ Experienced barriers listed   ▦ Did not experience any of the barriers listed
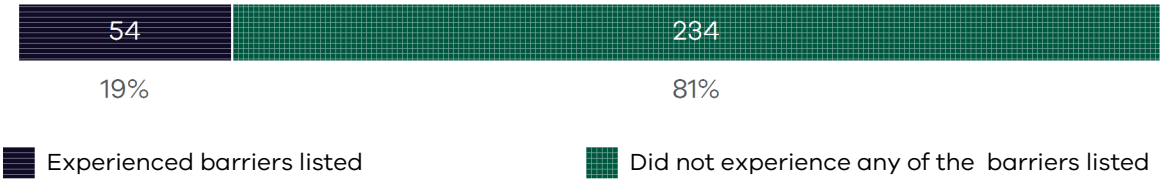
During the last 12 months, employees experienced barriers to their success due to ...	You 2022	You 2023	Comparator 2023	Public sector 2023
My caring responsibilities	5%	8%	7%	7%
My mental health	7%	7%	8%	8%
My age	5%	4%	7%	7%
My flexible working	0%	4%	6%	7%
My physical health	4%	4%	6%	4%

People outcomes

Inclusion - Witnessed barriers to success

What this is

This is a list of things that staff witnessed were barriers to their success of other employees 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 choose from a list, any barriers that they may have witnessed that hinder the success of other employees at work. They can select more than one barrier.

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

Example

8% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'Flexible working'.

Staff who witnessed one or more barriers to success at work

52	236
18%	82%

■ Witnessed barriers listed ▦ Did not witness barriers listed
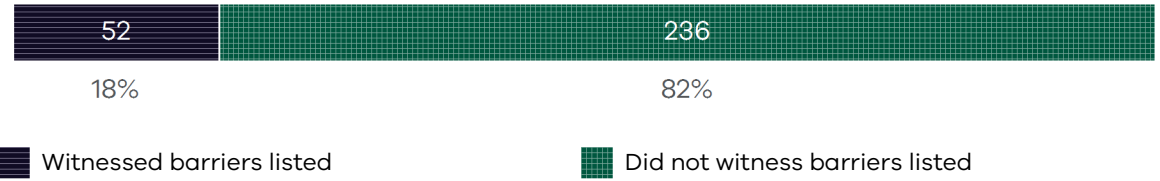
During the last 12 months, employees witnessed barriers to the success of other employees due to their...	You 2023	Comparator 2023	Public sector 2023
Flexible working	8%	8%	10%
Mental health	7%	7%	7%
Cultural background	6%	4%	4%
Caring responsibilities	5%	8%	7%
Race	5%	2%	3%
Age	4%	5%	6%
Physical health	4%	4%	4%

Victorian Public Sector Commission

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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 2023:

- 63% of your staff who did the survey said work made them feel happy in 2023, which is down from 65% in 2022

Compared to:

- 65% 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 2021 | You 2022 | You 2023 | Comparator 2023 | Public sector 2023

	Happy	Enthusiastic	Worried	Miserable
You 2021	53%	49%	32%	21%
You 2022	65%	56%	28%	15%
You 2023	63%	55%	27%	16%
Comparator 2023	65%	55%	27%	18%
Public sector 2023	54%	49%	30%	18%

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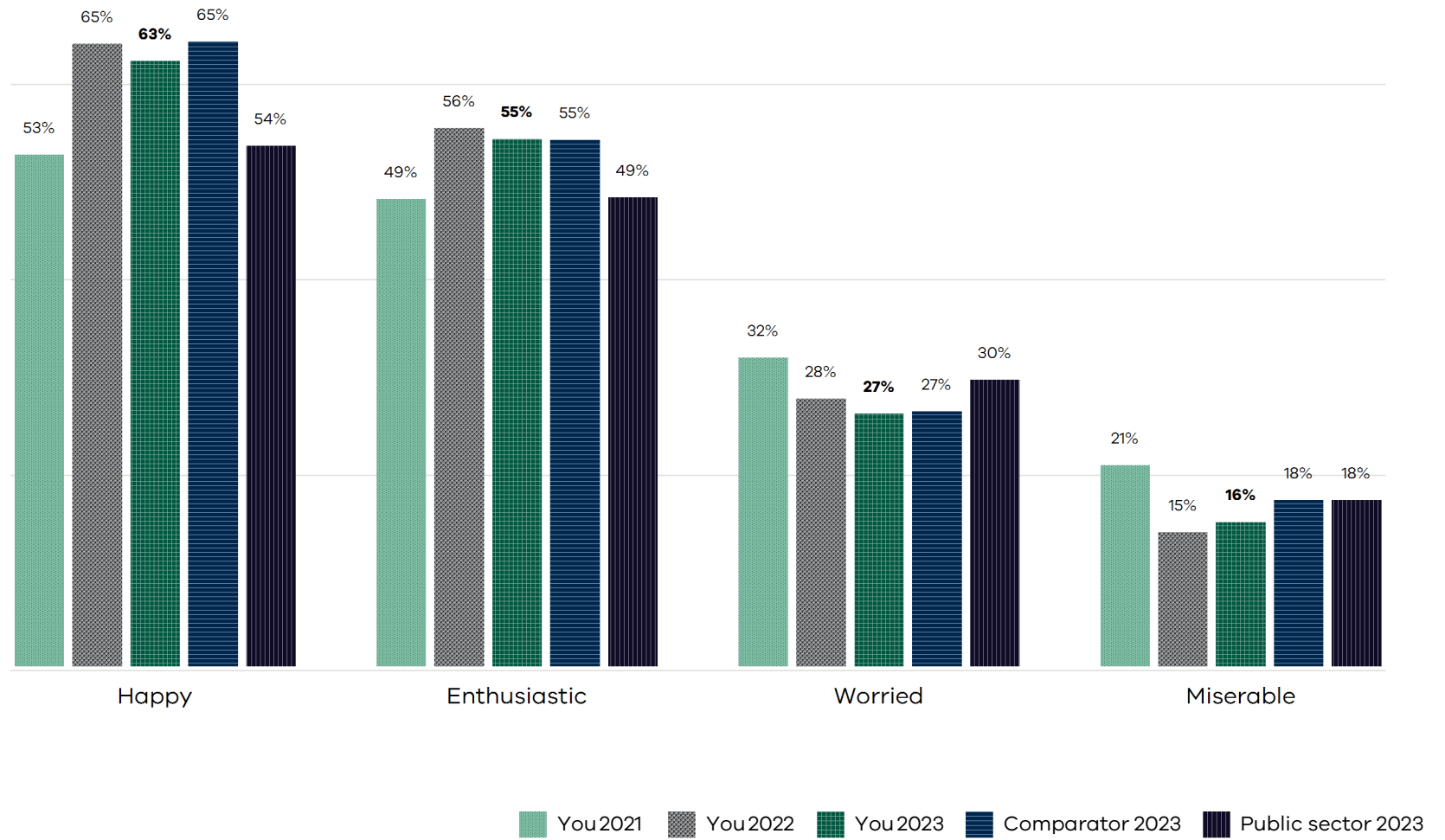
People outcomes

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 2023:

- 21% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is down from 24% in 2022.

Compared to:

- 20% of staff at your comparator and 15% of staff across the public sector.

Violence or aggression: You 2021: 22%, You 2022: 24%, You 2023: 21%, Comparator 2023: 20%, Public sector 2023: 15%

Bullying: You 2021: 23%, You 2022: 23%, You 2023: 18%, Comparator 2023: 17%, Public sector 2023: 13%

Discrimination: You 2021: 3%, You 2022: 4%, You 2023: 5%, Comparator 2023: 4%, Public sector 2023: 6%

Sexual harassment: You 2021: 5%, You 2022: 5%, You 2023: 5%, Comparator 2023: 6%, Public sector 2023: 5%

Legend: You 2021, You 2022, You 2023, Comparator 2023, Public sector 2023

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

18% of your staff who did the survey said they experienced bullying.

Of that 18%, 71% 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?

51	204	33
18%	71%	11%

■ Experienced bullying ▦ Did not experience bullying ▨ Not sure
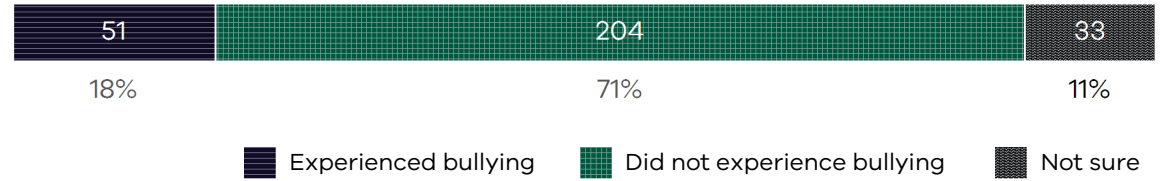
If you experienced bullying, what type of bullying did you experience?	You 2022	You 2023	Comparator 2023	Public sector 2023
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	59%	71%	74%	71%
Exclusion or isolation	31%	31%	32%	43%
Intimidation and/or threats	29%	27%	35%	29%
Other	9%	20%	16%	15%
Withholding essential information for me to do my job	19%	20%	27%	28%
Verbal abuse	22%	14%	22%	20%
Being assigned meaningless tasks unrelated to my job	4%	8%	10%	14%
Being given impossible assignment(s)	0%	4%	8%	10%

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

18% of your staff who did the survey said they experienced bullying, of which

- 57% said the top way they reported the bullying was 'Told a manager'.
- 82% said they didn't submit a formal complaint.

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

51	204	33
18%	71%	11%

- ■ Experienced bullying
- ▦ Did not experience bullying
- ▨ Not sure
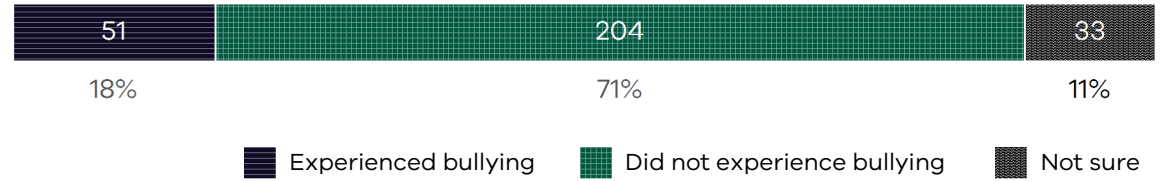
Did you tell anyone about the bullying?	You 2022	You 2023	Comparator 2023	Public sector 2023
Told a manager	59%	57%	50%	49%
Told a colleague	40%	41%	39%	41%
Told a friend or family member	26%	25%	37%	35%
Submitted a formal complaint	19%	18%	13%	12%
Told Human Resources	9%	16%	14%	12%
Told the person the behaviour was not OK	10%	14%	20%	17%
I did not tell anyone about the bullying	5%	10%	8%	12%
Told someone else	13%	8%	9%	12%
Told employee assistance program (EAP) or peer support	3%	2%	9%	9%

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

82% of your staff who experienced bullying did not submit a formal complaint, of which:

- 43% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?

9	42
18%	82%

■ Submitted formal complaint   ■ Did not submit a formal complaint
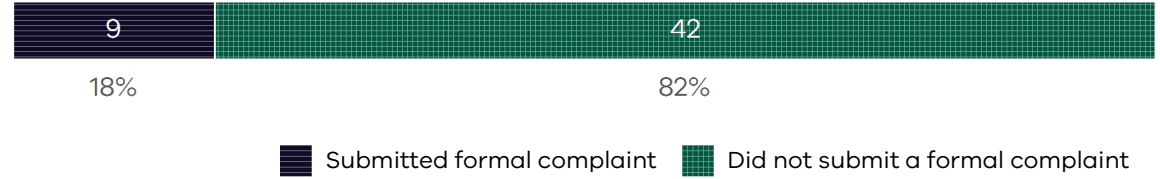
What was your reason for not submitting a formal complaint?	You 2022	You 2023	Comparator 2023	Public sector 2023
I believed there would be negative consequences for my reputation	38%	43%	45%	52%
I didn't think it would make a difference	49%	36%	46%	51%
I didn't think it was serious enough	21%	19%	17%	17%
I believed there would be negative consequences for my career	14%	14%	25%	40%
Other	13%	14%	10%	14%
I didn't feel safe to report the incident	10%	10%	13%	18%
I didn't need to because I made the bullying stop	8%	7%	5%	6%
I thought the complaint process would be embarrassing or difficult	11%	7%	10%	12%
I believed there would be negative consequences for the person I was going to complain about	13%	5%	8%	10%
I didn't know who to talk to	5%	5%	4%	5%

Victorian Public Sector Commission

VICTORIA State Government

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, 18% 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

18% of your staff who did the survey said they experienced bullying.

Of that 18%, 53% said it was by 'Colleague'.

51 people (18% of staff) experienced bullying (You 2023)
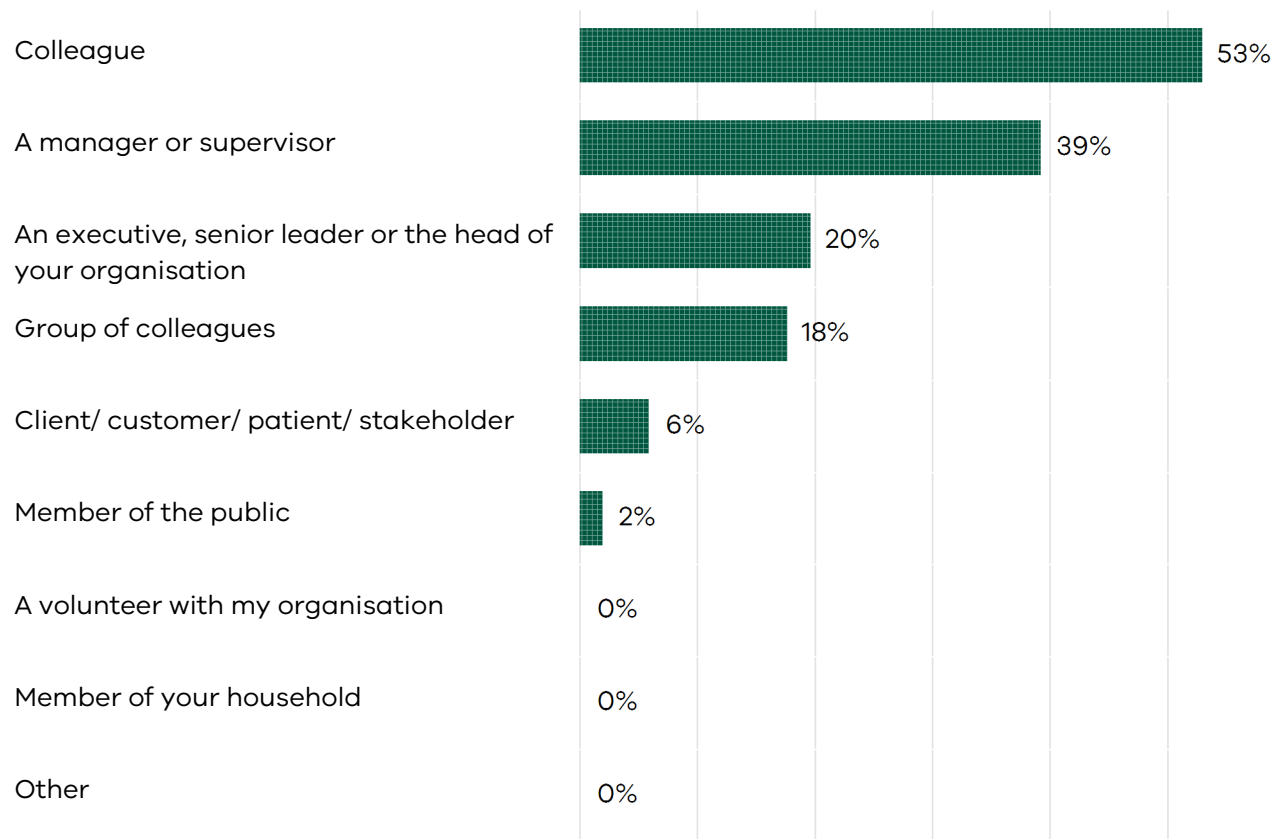
Perpetrator	Percentage
Colleague	53%
A manager or supervisor	39%
An executive, senior leader or the head of your organisation	20%
Group of colleagues	18%
Client/ customer/ patient/ stakeholder	6%
Member of the public	2%
A volunteer with my organisation	0%
Member of your household	0%
Other	0%

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, 18% 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

18% of your staff who did the survey said they experienced bullying.

Of that 18%, 100% said it was by someone within the organisation.

Of that 100%, 59% said it was 'They were in my workgroup'.

51 people (100% of staff who experienced bullying) experienced bullying from within your organisation (You 2023)

They were in my workgroup	59%
They were my immediate manager or supervisor	33%
They were outside my workgroup	24%
They were someone I supervise or manage	2%
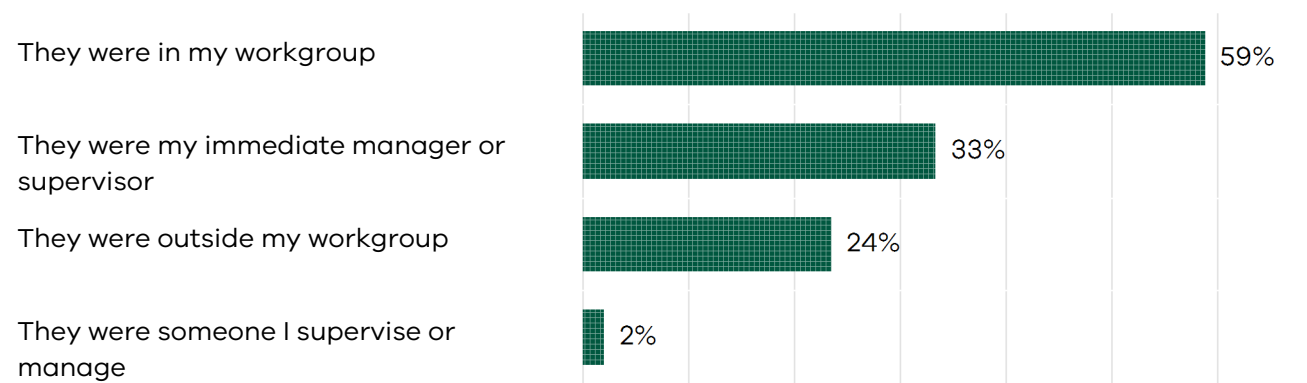
People outcomes

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, 77% 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?

13	275
5%	95%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
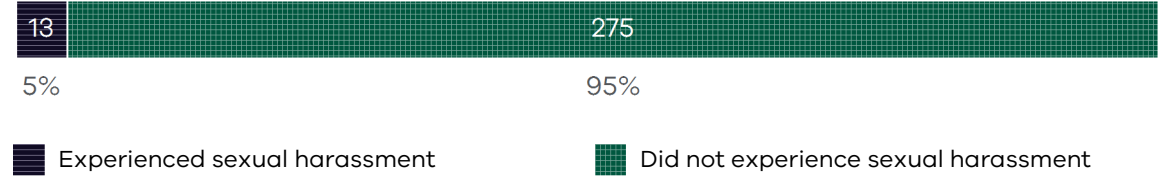
Behaviours reported	You 2022	You 2023	Comparator 2023	Public sector 2023
Sexually suggestive comments or jokes that made you feel offended (in either a group or one on one situation)	56%	77%	52%	52%
Intrusive questions about your private life or comments about your physical appearance	50%	46%	45%	47%
Inappropriate physical contact	28%	23%	23%	19%
Inappropriate staring or leering that made you feel intimidated	28%	23%	19%	16%
Any other unwelcome conduct of a sexual nature	11%	8%	8%	8%
Request or pressure for sex or other sexual acts	11%	8%	0%	2%
Sexual gestures, indecent exposure or inappropriate display of the body	11%	8%	4%	6%
Unwelcome touching, hugging, cornering or kissing	11%	8%	19%	17%
Sexually explicit pictures, posters or gifts that made you feel offended	6%	8%	2%	1%
Repeated or inappropriate invitations to go out on dates	11%	0%	4%	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, 54% said their top response was 'Tried to laugh it off or forget about it'.

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

13	275
5%	95%

■ Experienced sexual harassment   ▦ Did not experience sexual harassment
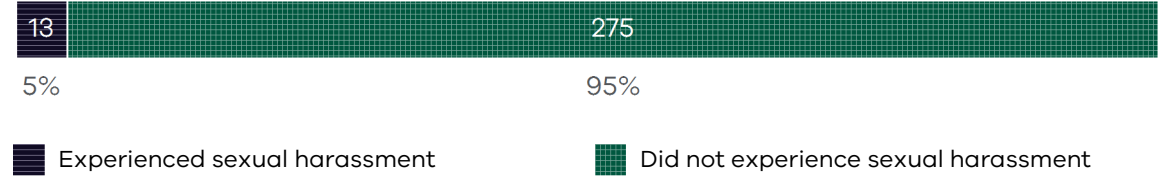
When the harassment happened to you, did you respond in any of the following ways?	You 2022	You 2023	Comparator 2023	Public sector 2023
Tried to laugh it off or forget about it	28%	54%	39%	39%
Pretended it didn't bother you	17%	46%	43%	43%
Told the person the behaviour was not OK	33%	38%	32%	30%
Told a colleague	44%	31%	29%	27%
Told a manager	17%	23%	20%	22%
Avoided the person(s) by staying away from them	39%	15%	38%	35%
Submitted a formal complaint	17%	8%	6%	6%
Told a friend or family member	22%	8%	21%	20%
Told Human Resources	11%	8%	6%	3%

People outcomes

Sexual harassment - reasons for not submitting a formal complaint

What this is

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

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 sexual harassment at work. We then asked them if they submitted a formal complaint. 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

92% of your staff who experienced sexual harassment did not submit a formal complaint, of which:

- 75% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal complaint?

1	12
8%	92%

■ Submitted formal complaint   ■ Did not submit a formal complaint
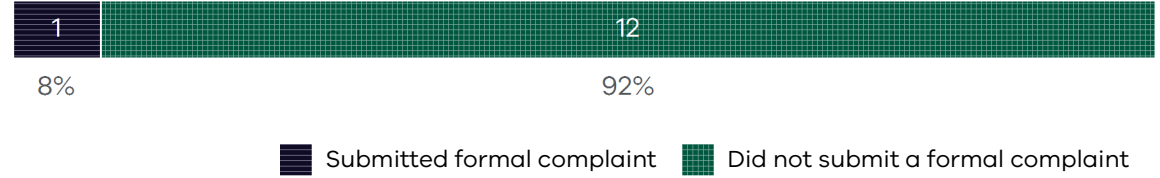
What was your reason for not submitting a formal complaint?	You 2022	You 2023	Comparator 2023	Public sector 2023
I didn't think it was serious enough	40%	75%	45%	46%
I didn't think it would make a difference	33%	25%	32%	39%
I believed there would be negative consequences for my reputation	13%	8%	27%	29%
I didn't need to because I made the harassment stop	7%	8%	17%	10%
I didn't need to because I no longer had contact with the person(s) who harassed me	13%	8%	10%	10%
I thought the complaint process would be embarrassing or difficult	13%	8%	8%	10%

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.

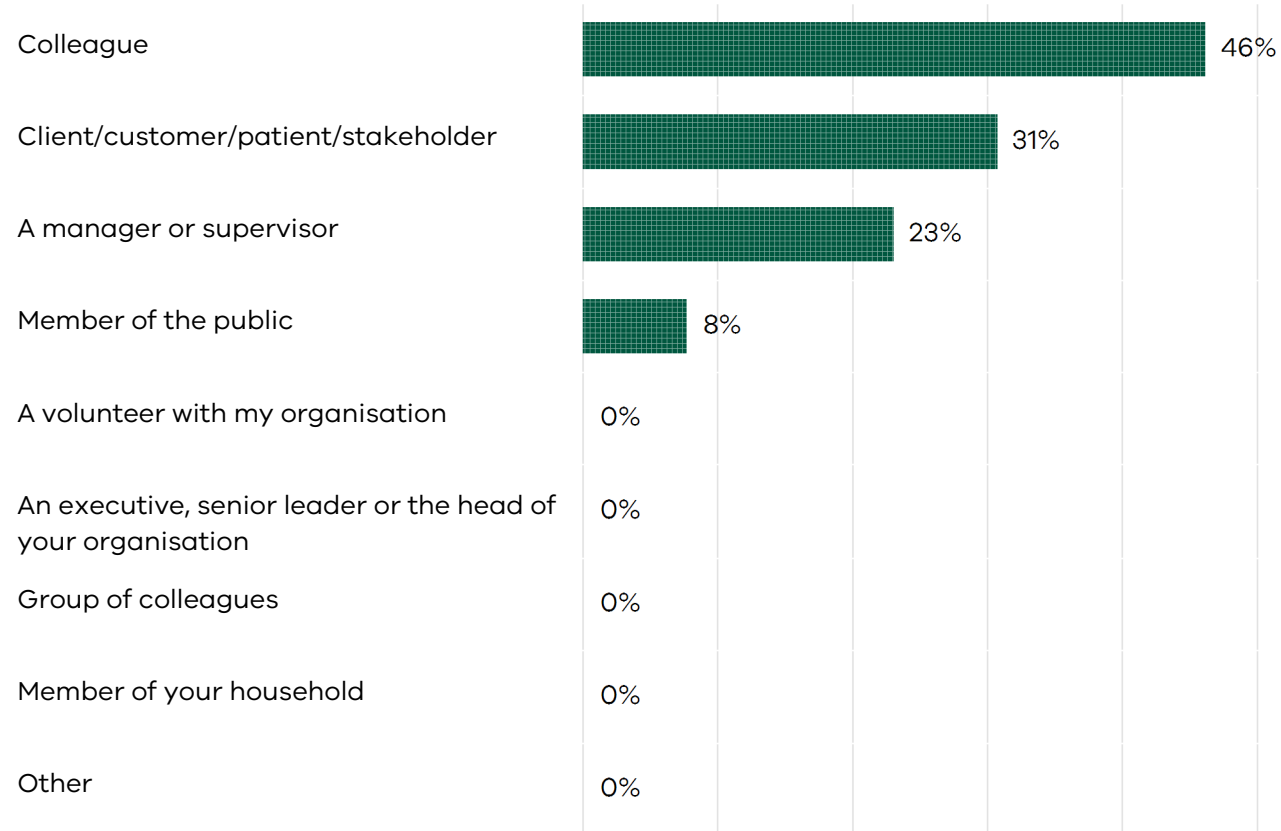If they did, they could tell us with one or more answers who the perpetrator was.

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%, 46% said it was by 'Colleague'.

13 people (5% of staff) experienced sexual harassment (You2023)

Perpetrator	Percentage
Colleague	46%
Client/customer/patient/stakeholder	31%
A manager or supervisor	23%
Member of the public	8%
A volunteer with my organisation	0%
An executive, senior leader or the head of your organisation	0%
Group of colleagues	0%
Member of your household	0%
Other	0%

People outcomes

Frequency of sexual harassment

What this is

This is how often staff experienced sexual harassment.

Why this is important

Understanding the frequency staff experienced sexual harassment may help organisations work out what action to take.
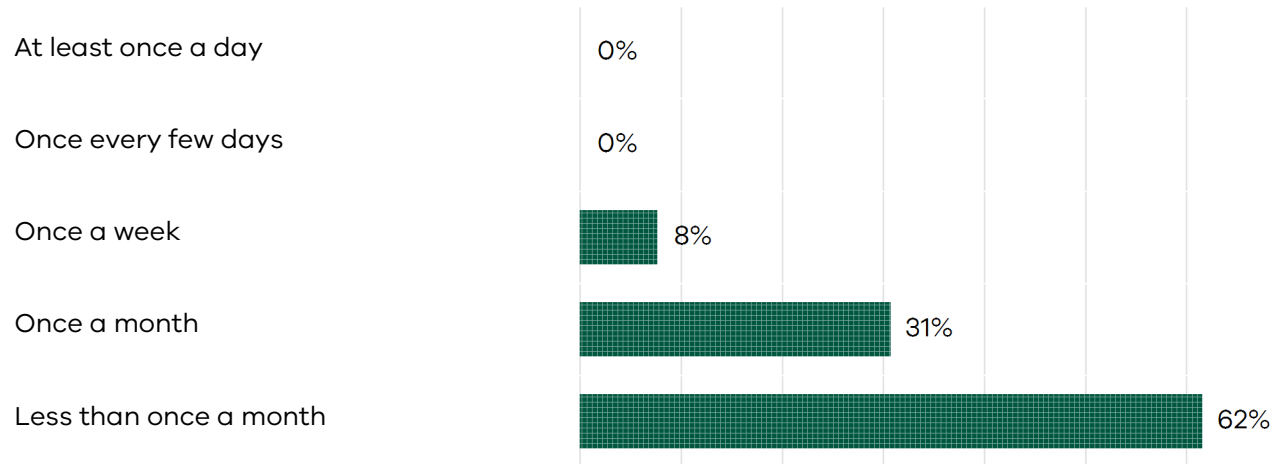
How to read this

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

If they did, they could tell us how often they experienced this behaviour.

The graph shows how often staff were experiencing sexual harassment.

Example

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

Of that 5%, 0% said it was 'At least once a day'.

How often have you experienced the behaviour(s)? (You2023)

Frequency	Percentage
At least once a day	0%
Once every few days	0%
Once a week	8%
Once a month	31%
Less than once a month	62%

People outcomes

Type of discrimination

What this is

This is what types of discrimination staff report experiencing in their organisation.

Why this is important

Understanding what types of discrimination happen means an organisation can work out what action to take.

How to read this

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

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

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

Example

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

Of that 5%, 47% said it was 'Other'.

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

15	251	22
5%	87%	8%

■ Experienced discrimination ▦ Did not experience discrimination ▨ Not sure
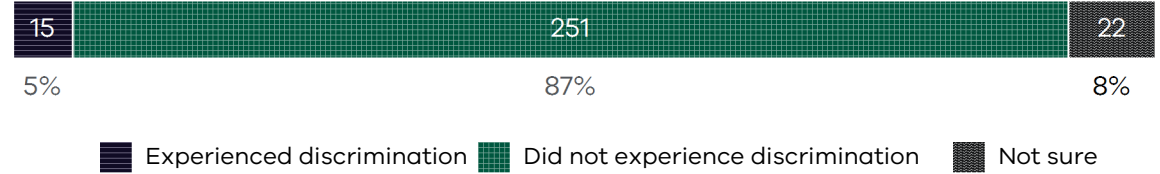
If you experienced discrimination, what type of discrimination did you experience?	You 2022	You 2023	Comparator 2023	Public sector 2023
Other	58%	47%	54%	37%
Denied flexible work arrangements or other adjustments	25%	33%	30%	23%
Opportunities for promotion	17%	20%	28%	38%
Access to leave	0%	13%	13%	9%
Opportunities for training	8%	13%	16%	25%
Employment security - threats of dismissal or termination	8%	7%	13%	13%
Opportunities for transfer/secondment	8%	7%	8%	18%
Pay or conditions offered by employer	0%	7%	10%	10%

People outcomes

Telling someone about the discrimination

What this is

This is who staff told about the discrimination they experienced.

Why this is important

Understanding who staff tell about their discrimination can inform how organisations can support staff.

How to read this

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

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

In descending order, the table shows the answers.

Example

5% of your staff who did the survey said they experienced discrimination, of which

- 47% said the top way they reported the discrimination was 'I did not tell anyone about the discrimination'.

- 100% said they didn't submit a formal complaint.

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

15	251	22
5%	87%	8%

■ Experienced discrimination ■ Did not experience discrimination ■ Not sure
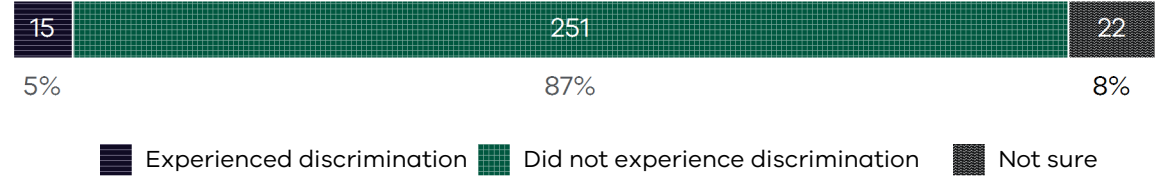
Did you tell anyone about the discrimination?	You 2022	You 2023	Comparator 2023	Public sector 2023
I did not tell anyone about the discrimination	25%	47%	14%	24%
Told a colleague	17%	27%	46%	37%
Told a friend or family member	25%	27%	38%	32%
Told a manager	42%	13%	23%	30%

People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

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

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 discrimination at work. We then asked them if they submitted a formal complaint. 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

100% of your staff who experienced discrimination did not submit a formal complaint, of which:

- 53% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?

15

100%

■ Submitted formal complaint   ■ Did not submit a formal complaint
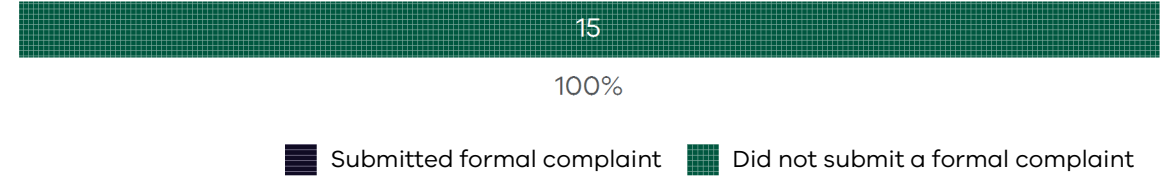
What was your reason for not submitting a formal complaint?	You 2022	You 2023	Comparator 2023	Public sector 2023
I believed there would be negative consequences for my reputation	27%	53%	59%	53%
I believed there would be negative consequences for my career	36%	47%	49%	51%
I didn't think it would make a difference	36%	40%	59%	59%
I didn't feel safe to report the incident	9%	33%	23%	18%
I believed there would be negative consequences for the person I was going to complain about	9%	13%	7%	8%
I didn't know who to talk to	9%	13%	5%	6%
I didn't think it was serious enough	9%	13%	7%	12%
I didn't know how to make a complaint	0%	7%	3%	5%
I didn't need to because I no longer had contact with the person(s) who discriminated against me	0%	7%	3%	3%
I thought the complaint process would be embarrassing or difficult	9%	7%	7%	11%

People outcomes

Perpetrators of discrimination

What this is

This is who staff have said are responsible for discrimination.

Why this is important

Understanding where discrimination 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 discrimination.

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.
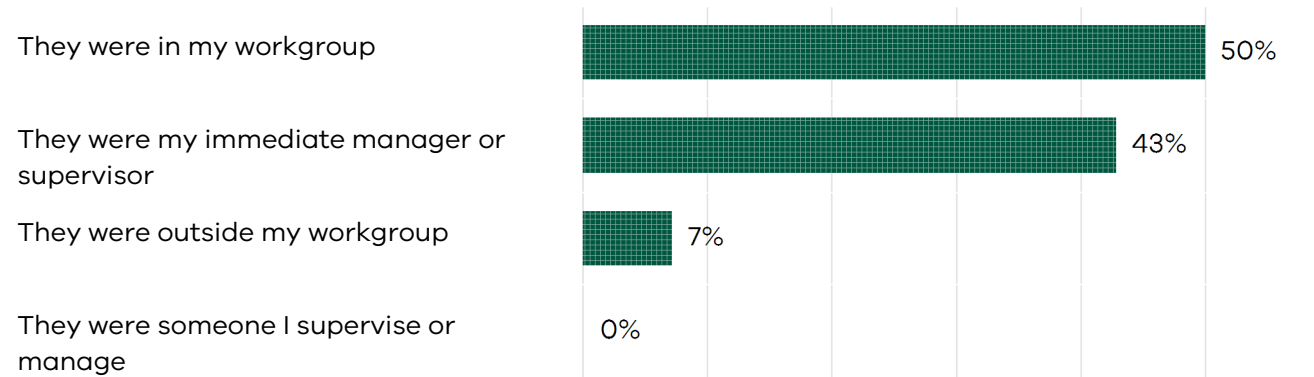
Each row is one perpetrator or group of perpetrators.

Example

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

Of that 5%, 53% said it was by 'A manager or supervisor'.

15 people (5% of staff) experienced discrimination (You 2023)
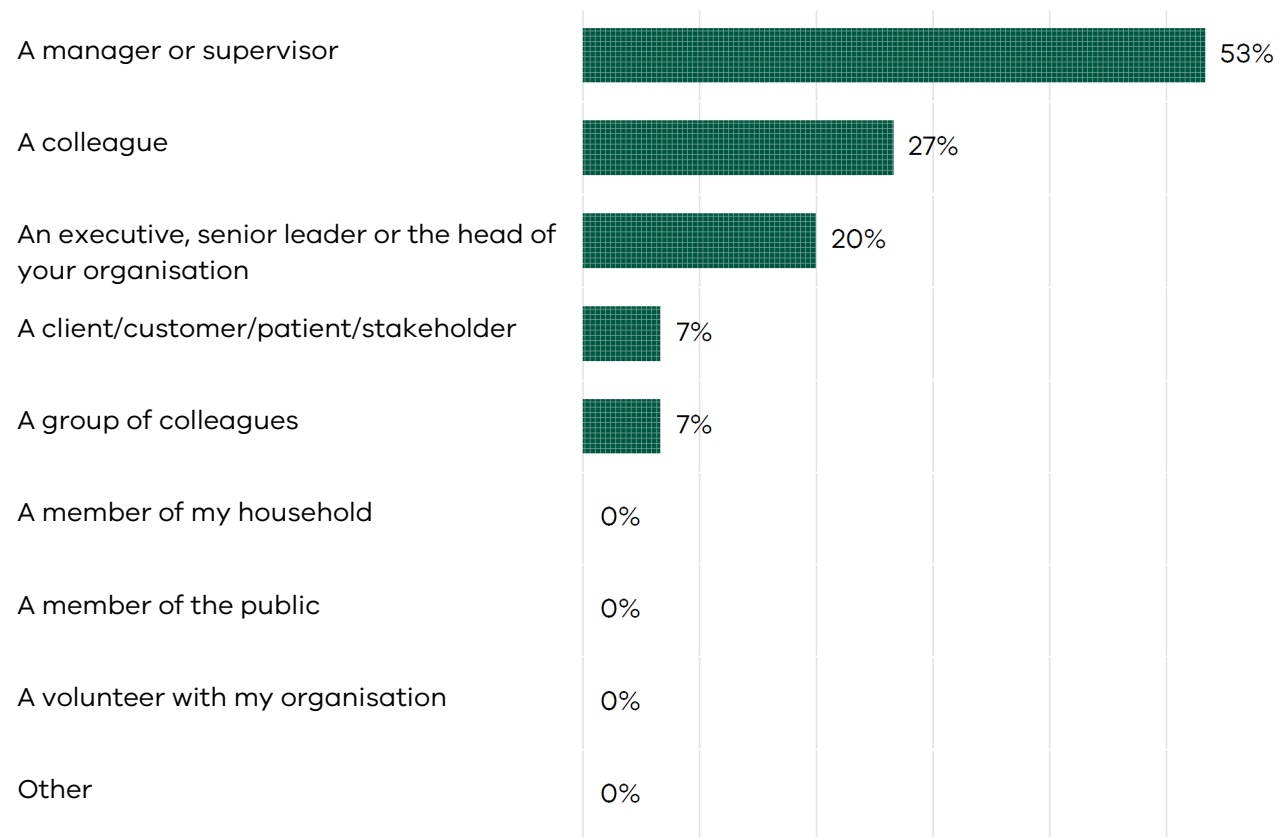
Perpetrator	%
A manager or supervisor	53%
A colleague	27%
An executive, senior leader or the head of your organisation	20%
A client/customer/patient/stakeholder	7%
A group of colleagues	7%
A member of my household	0%
A member of the public	0%
A volunteer with my organisation	0%
Other	0%

People outcomes

Relationship to perpetrator

What this is

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

Why this is important

Understanding where discrimination 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 discrimination.

If they experienced discrimination 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 discrimination to different workplace relationships.

Example

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

Of that 5%, 93% said it was by someone within the organisation.

Of that 93%, 50% said it was 'They were in my workgroup'.

14 people (93% of staff who experienced discrimination) experienced discrimination from within your organisation (You 2023)

They were in my workgroup	50%
They were my immediate manager or supervisor	43%
They were outside my workgroup	7%
They were someone I supervise or manage	0%

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

21% of your staff who did the survey said they experienced violence or aggression.

Of that 21%, 80% said it was from 'Abusive language'.

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

60	211	17
21%	73%	6%

■ Experienced violence or aggression   ▦ Did not experience violence or aggression   ▦ Not sure

If you experienced violence or aggression, what type did you experience?	You 2022	You 2023	Comparator 2023	Public sector 2023
Abusive language	74%	80%	74%	79%
Intimidating behaviour	54%	50%	58%	70%
Threats of violence	19%	37%	25%	39%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	29%	28%	37%	27%
Damage to my property or work equipment	4%	12%	5%	7%
Other	6%	2%	3%	4%
Stalking, including cyber-stalking	5%	2%	1%	2%

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

21% of your staff who did the survey said they experienced violence or aggression, of which

- 60% said the top way they reported the violence or agression was 'Submitted a formal incident report'
- 40% said they didn't submit a formal incident report.

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

60	211	17
21%	73%	6%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ■ Not sure
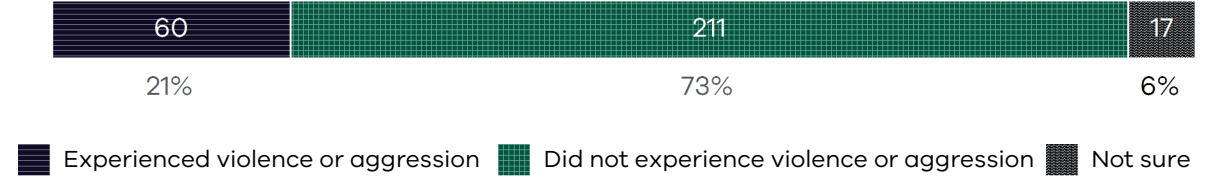
Did you tell anyone about the incident?	You 2022	You 2023	Comparator 2023	Public sector 2023
Submitted a formal incident report	44%	60%	43%	34%
Told a manager	64%	60%	56%	56%
Told a colleague	51%	43%	40%	44%
Told the person the behaviour was not OK	33%	43%	30%	29%
Told a friend or family member	14%	7%	13%	19%
Told Human Resources	8%	5%	6%	5%
I did not tell anyone about the incident(s)	4%	3%	5%	8%
Told employee assistance program (EAP) or peer support	4%	2%	4%	4%

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

40% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 33% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal incident report?

36	24
60%	40%

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

What was your reason for not submitting a formal incident report?	You 2022	You 2023	Comparator 2023	Public sector 2023
I didn't think it was serious enough	24%	33%	31%	31%
I didn't need to because I made the violence or aggression stop	16%	25%	11%	15%
I didn't think it would make a difference	36%	25%	40%	38%
Other	24%	21%	19%	22%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	9%	13%	6%	14%
I believed there would be negative consequences for my career	2%	4%	15%	14%
I believed there would be negative consequences for my reputation	9%	4%	19%	17%
I believed there would be negative consequences for the person I was going to complain about	0%	4%	3%	4%
I was advised not to	0%	4%	6%	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

21% of your staff who did the survey said they experienced violence or aggression.

Of that 21%, 83% said it was 'Client/ customer/ patient/ stakeholder'.

60 people (21% of staff) experienced violence or aggression (You2023)

Client/ customer/ patient/ stakeholder	83%
Member of the public	15%
Colleague	8%
A manager or supervisor	3%
Group of colleagues	2%
A volunteer with my organisation	0%
An executive, senior leader or the head of your organisation	0%
Member of your household	0%
Other	0%
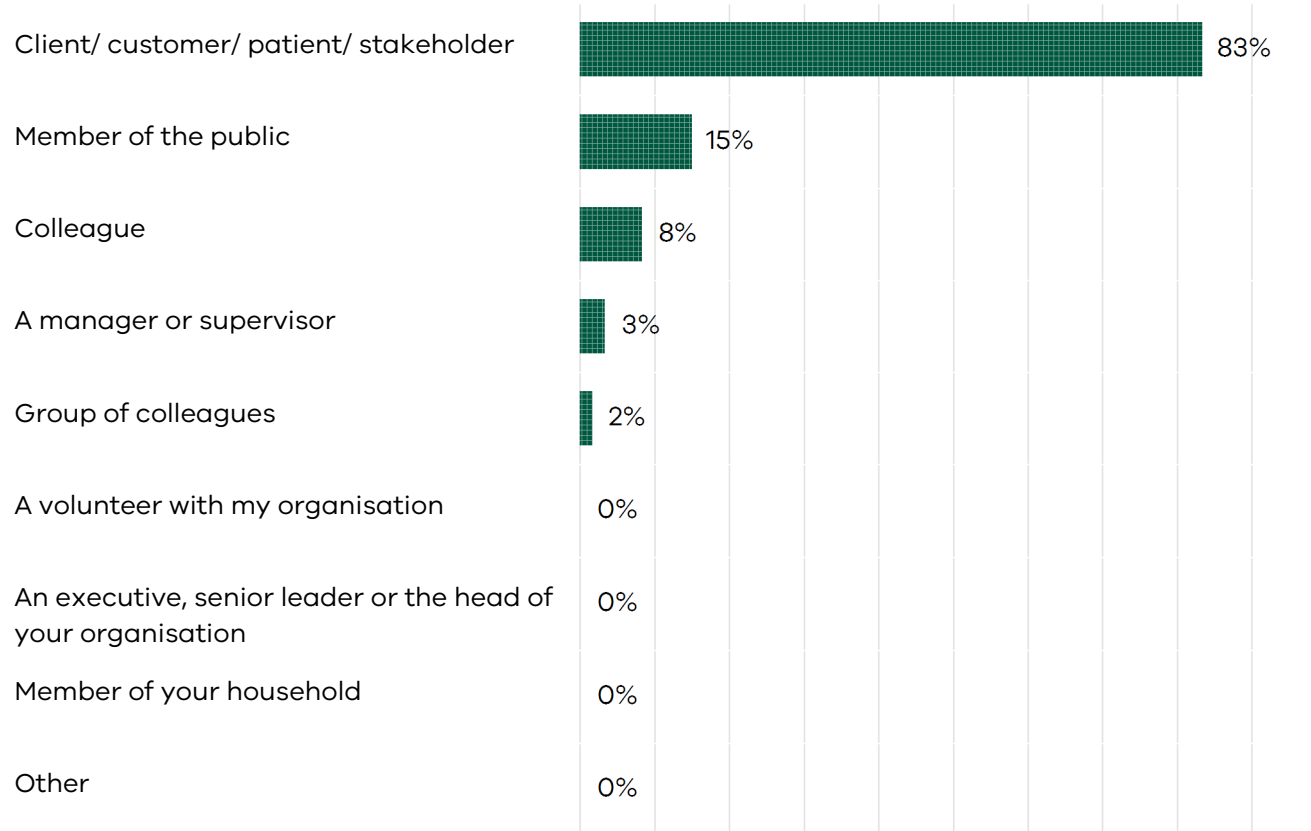
Negative behaviour

Witnessing negative behaviours

What this is

This is where staff witnessed people acting in a negative way against a colleague.

Why this is important

Witnessing negative behaviour can still have a negative impact on the person, as it does on the victim.

How to read this

In the survey, we asked staff to tell us if they'd witnessed any negative behaviour at work.

They could tell us with one or more answers if they witnessed negative behaviour and what type they witnessed.

In descending order, the table shows the answers.

Example

23% of your staff who did the survey said they witnessed some negative behaviour at work.

77% said they witnessed No, I have not witnessed any of the situations above'.

Have you witnessed any negative behaviour at work in the last 12 months?

67	221
23%	77%

█ Witnessed some negative behaviour ▦ Did not witness some negative behaviour

During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	Comparator 2023	Public sector 2023
No, I have not witnessed any of the situations above	77%	76%	79%
Bullying of a colleague	17%	17%	14%
Discrimination against a colleague	8%	9%	8%
Violence or aggression against a colleague	7%	5%	5%
Sexual harassment of a colleague	1%	1%	1%

Victorian Public Sector Commission

VICTORIA State Government

Negative behaviour

Taking action when witnessing negative behaviours

What this is

This is what your staff did when they witnessed negative behaviour at work.

Why this is important

What staff do when they witness negative behaviour may help organisations understand what support their staff need.

How to read this

In the survey, we asked staff to tell us if they'd witnessed any negative behaviour at work.

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

The table shows the answers in descending order.

Example

23% of your staff who did the survey witnessed negative behaviour, of which:

- 66% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 9% took no action.

Have you witnessed any negative behaviour at work in the last 12 months?

67	221
23%	77%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour

When you witnessed the above behaviour(s), did you do any of the following?	You 2023	Comparator 2023	Public sector 2023
Spoke to the person who experienced the behaviour	66%	67%	70%
Told a manager	52%	39%	39%
Spoke to the person who behaved in a negative way	25%	20%	19%
Told the person the behaviour was not OK	25%	25%	22%
Told a colleague	16%	21%	20%
Submitted a formal complaint	12%	6%	6%
Other	9%	5%	6%
Took no action	9%	7%	8%
Told Human Resources	7%	8%	7%

Victorian Public Sector Commission

VICTORIA State Government

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

56% 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

Your results

- No
- Don't know
- Yes

Violence or aggression

19%   56%
25%

Benchmark satisfied results

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
Violence or aggression	42 %	54 %	56 %	42 %	50 %	67 %

People matter survey

2023

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- 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 2023.

How to read this

Use this data to see where your organisation has the highest agreement or satisfaction with questions from the 2023 survey.

In this table, your score for this year is shown in the 'you 2023 column'.

You can also compare your 2023 scores against your 2022 scores and your 2023 comparator group.

Example

On the first row 'Meaningful work', the 'You 2023' column shows 93% of your staff agreed with 'I achieve something important through my work'.
In the 'Change from 2022' column, you have a 0% decrease, which is a negative trend.

Question group	Highest scoring questions	You 2023	Change from 2022	Comparator 2023
Meaningful work	I achieve something important through my work	93%	0%	93%
Meaningful work	I can make a worthwhile contribution at work	92%	-3%	94%
Job enrichment	I can use my skills and knowledge in my job	91%	+1%	93%
Job enrichment	I understand how my job helps my organisation achieve its goals	87%	-3%	91%
Meaningful work	I get a sense of accomplishment from my work	87%	-4%	88%
Inclusion	I feel culturally safe at work	86%	+1%	86%
Job enrichment	I clearly understand what I am expected to do in this job	86%	-5%	89%
Collaboration	I am able to work effectively with others outside my immediate workgroup	86%	-1%	87%
Patient safety climate	I am encouraged by my colleagues to report any patient safety concerns I may have	85%	-1%	84%
Flexible working	My manager supports working flexibly	85%	+2%	80%

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Key differences

Lowest scoring questions

What this is

These are the questions your organisation had the lowest agreement or satisfaction with in 2023.

How to read this

Use this data to see where your organisation has the lowest agreement or satisfaction with questions from the 2023 survey.

In this table, your score for this year is shown in the 'you 2023 column'.

You can also compare your 2023 scores against your 2022 scores and your 2023 comparator group.

Example

On the first row 'Taking action', the 'You 2023' column shows 34% of your staff agreed with 'My organisation has made improvements based on the survey results from last year'.
In the 'Change from 2022' column, you have a 8% increase, which is a positive trend.

Question subgroup	Lowest scoring questions	You 2023	Change from 2022	Comparator 2023
Taking action	My organisation has made improvements based on the survey results from last year	34%	+8%	39%
Organisational integrity	I believe the promotion processes in my organisation are fair	47%	+5%	51%
Safety climate	All levels of my organisation are involved in the prevention of stress	47%	+6%	52%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	49%	+5%	53%
Organisational integrity	I have an equal chance at promotion in my organisation	50%	+1%	55%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	51%	+1%	57%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	51%	+6%	53%
Patient safety climate	This health service does a good job of training new and existing staff	53%	+5%	60%
Workload	I have enough time to do my job effectively	53%	+3%	58%
Taking action	I believe my organisation will make improvements based on the results of this survey	53%	+4%	56%

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 2022' column.

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

This is because the increase from 2022 shows you where the most positive changes are happening in your organisation.

Example

On the first row 'Taking action', the 'You 2023' column shows 34% of your staff agreed with 'My organisation has made improvements based on the survey results from last year'.

In the 'Increase from 2022' column, you have a 8% increase, which is a positive trend.

Question group	Most improved from last year	You 2023	Increase from 2022	Comparator 2023
Taking action	My organisation has made improvements based on the survey results from last year	34%	+8%	39%
Organisational integrity	My organisation is committed to earning a high level of public trust	77%	+8%	81%
Senior leadership	Senior leaders provide clear strategy and direction	60%	+8%	61%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	58%	+8%	59%
Manager support	My manager gives me feedback that helps me improve my performance	75%	+7%	73%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	51%	+6%	53%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	63%	+6%	65%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	75%	+6%	70%
Safety climate	All levels of my organisation are involved in the prevention of stress	47%	+6%	52%
Safe to speak up	People in my workgroup are able to bring up problems and tough issues	74%	+6%	70%

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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 2022' column.

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

This is because the decrease from 2022 shows you where the most negative changes are happening in your organisation.

Example

On the first row 'Job enrichment', the 'You 2023' column shows 86% of your staff agreed with 'I clearly understand what I am expected to do in this job'.
In the 'Decrease from 2022' column, you have a 5% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2023	Decrease from 2022	Comparator 2023
Job enrichment	I clearly understand what I am expected to do in this job	86%	-5%	89%
Inclusion	I feel as if I belong at this organisation	72%	-5%	76%
Engagement	My organisation inspires me to do the best in my job	60%	-4%	69%
Engagement	I feel a strong personal attachment to my organisation	57%	-4%	63%
Meaningful work	I get a sense of accomplishment from my work	87%	-4%	88%
Collaboration	Workgroups across my organisation willingly share information with each other	63%	-4%	63%
Workgroup support	People in my workgroup treat each other with respect	76%	-4%	77%
Quality service delivery	My workgroup has clear lines of responsibility	73%	-4%	74%
Job enrichment	I understand how my job helps my organisation achieve its goals	87%	-3%	91%
Quality service delivery	My workgroup acts fairly and without bias	71%	-3%	71%

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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 2023 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 'Flexible working', the 'You 2023' column shows 75% of your staff agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.

The 'difference' column, shows that agreement for this question was 5 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2023	Difference	Comparator 2023
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	75%	+5%	70%
Flexible working	My manager supports working flexibly	85%	+5%	80%
Workgroup support	People in my workgroup are politically impartial in their work	77%	+4%	73%
Safe to speak up	People in my workgroup are able to bring up problems and tough issues	74%	+4%	70%
Satisfaction	How satisfied are you with the work/life balance in your current job	74%	+3%	71%
Workgroup support	People in my workgroup work together effectively to get the job done	84%	+3%	81%
Manager support	My manager provides me with enough support when I need it	81%	+2%	79%
Patient safety climate	My suggestions about patient safety would be acted upon if I expressed them to my manager	77%	+2%	75%
Organisational integrity	My organisation does not tolerate improper conduct	71%	+2%	69%
Manager support	My manager gives me feedback that helps me improve my performance	75%	+2%	73%

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 2023 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 'Learning and development', the 'You 2023' column shows 56% of your staff agreed with 'My organisation places a high priority on the learning and development of staff'.

The 'difference' column, shows that agreement for this question was 11 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2023	Difference	Comparator 2023
Learning and development	My organisation places a high priority on the learning and development of staff	56%	-11%	66%
Engagement	My organisation inspires me to do the best in my job	60%	-9%	69%
Senior leadership	Senior leaders demonstrate honesty and integrity	56%	-8%	64%
Engagement	My organisation motivates me to help achieve its objectives	59%	-8%	67%
Other questions	I understand how the Code of Conduct for Victorian public sector employees applies to my work	80%	-8%	88%
Patient safety climate	This health service does a good job of training new and existing staff	53%	-8%	60%
Organisational integrity	I believe the recruitment processes in my organisation are fair	57%	-7%	65%
Manager support	I receive meaningful recognition when I do good work	58%	-7%	65%
Senior leadership	Senior leaders model my organisation's values	59%	-7%	65%
Engagement	I feel a strong personal attachment to my organisation	57%	-6%	63%

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2023

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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

53% 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'.
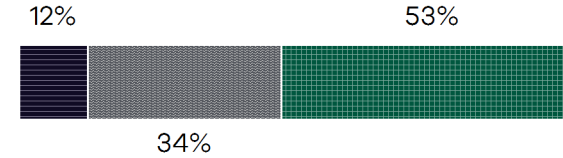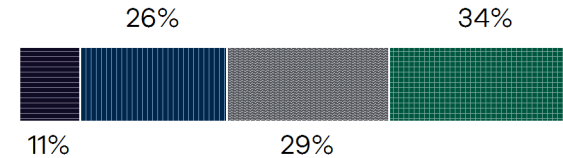
Survey question	Your results							

Your results

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

Benchmark agree results

		You		**Comparator**		
	2021	2022	2023	Lowest	Average	Highest

Survey question		2021	2022	2023	Lowest	Average	Highest
I believe my organisation will make improvements based on the results of this survey	12% / 34% / 53%	Not asked	49 %	53 %	42 %	56 %	70 %
My organisation has made improvements based on the survey results from last year	11% / 26% / 29% / 34%	Not asked	26 %	34 %	27 %	39 %	54 %

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2023

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- Questions on topical issues, includes additional questions that support the Gender Equality Act 2020

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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.

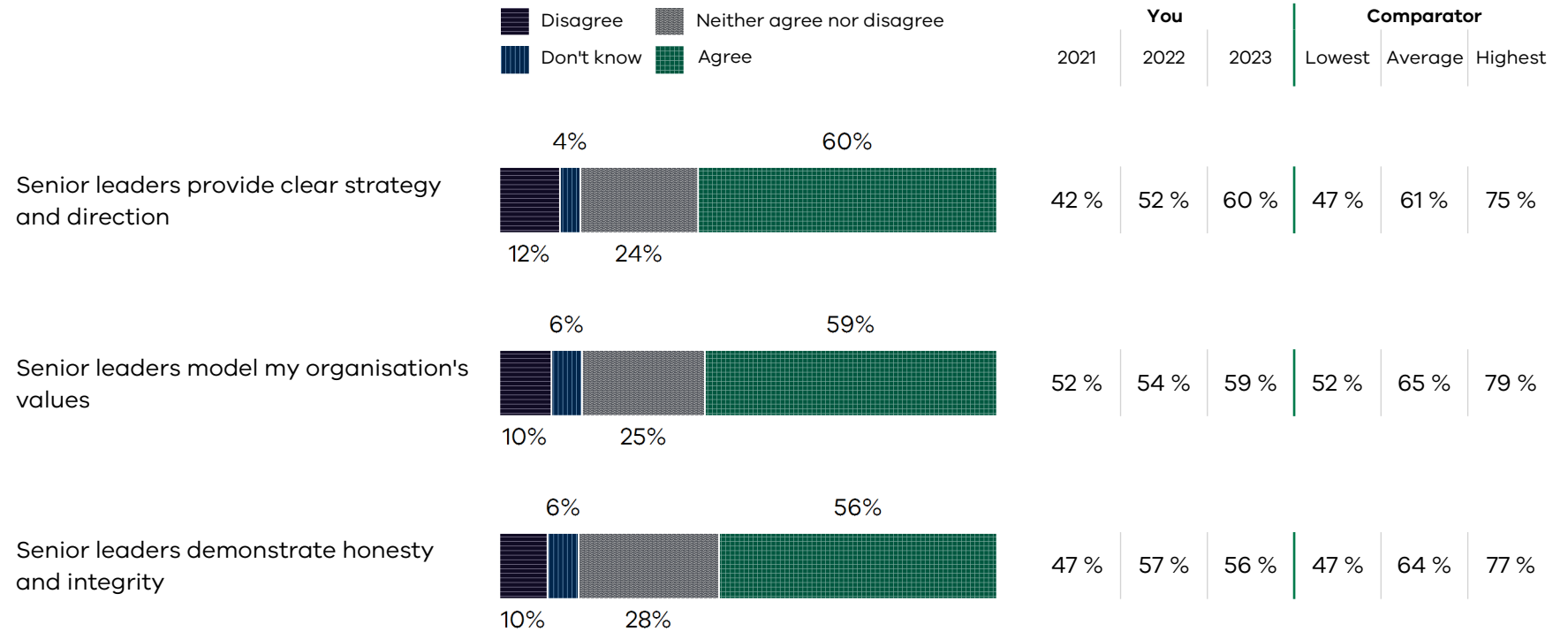Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

60% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question	Your results		You				Comparator	
			2021	2022	2023	Lowest	Average	Highest

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

Survey question	Disagree	Neither	Agree	2021	2022	2023	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	12% / 4%	24%	60%	42 %	52 %	60 %	47 %	61 %	75 %
Senior leaders model my organisation's values	10% / 6%	25%	59%	52 %	54 %	59 %	52 %	65 %	79 %
Senior leaders demonstrate honesty and integrity	10% / 6%	28%	56%	47 %	57 %	56 %	47 %	64 %	77 %

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2023

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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.
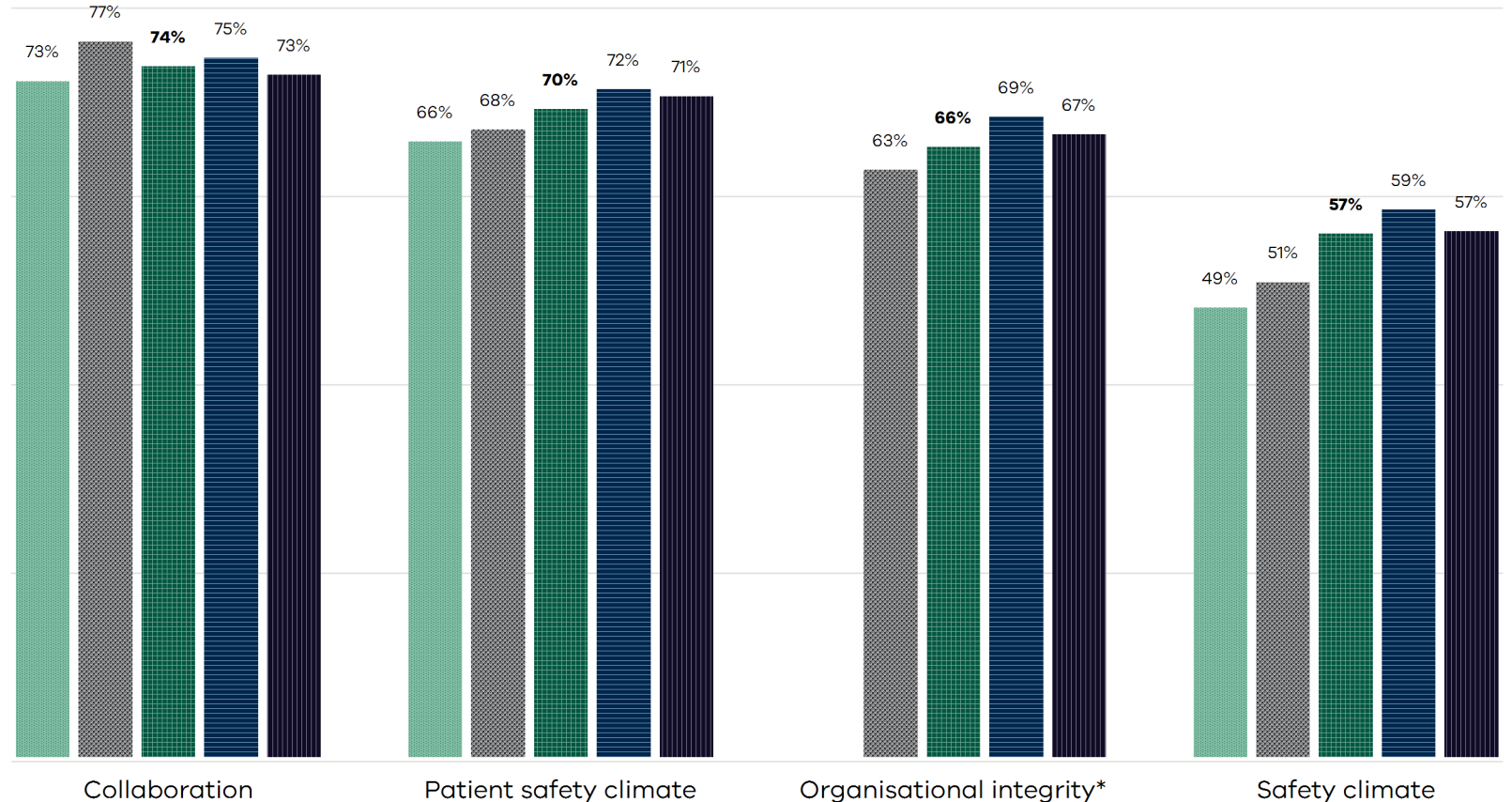
Example

In 2023:

- 74% of your staff who did the survey responded positively to questions about Collaboration which is down from 77% in 2022.

Compared to:

- 75% of staff at your comparator and 73% of staff across the public sector.

Collaboration: 73%, 77%, **74%**, 75%, 73%
Patient safety climate: 66%, 68%, **70%**, 72%, 71%
Organisational integrity*: 63%, **66%**, 69%, 67%
Safety climate: 49%, 51%, **57%**, 59%, 57%

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

Legend: You 2021 | You 2022 | You 2023 | Comparator 2023 | Public sector 2023

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.
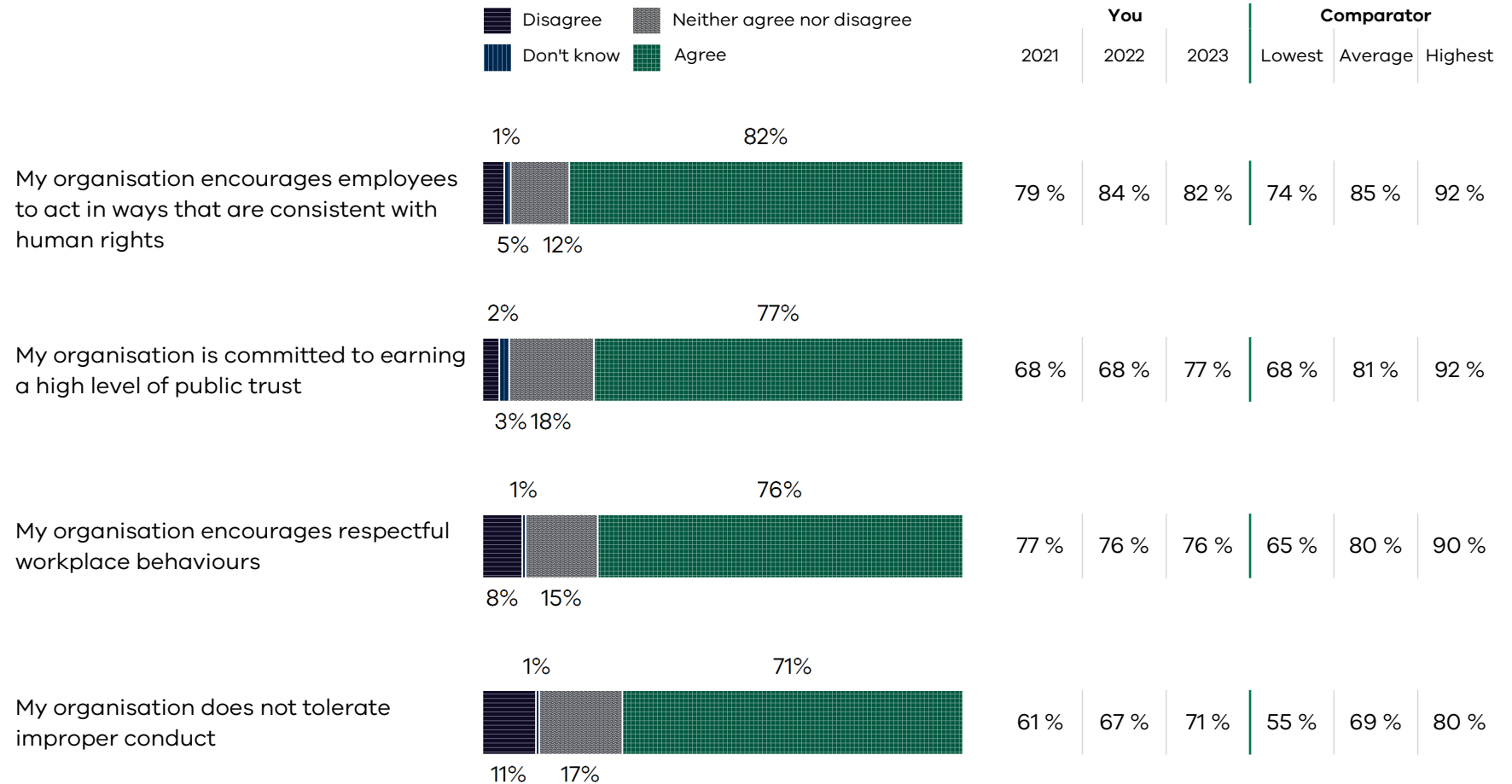
Example

82% 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'.

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

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	1% / 82% / 5% / 12%	79 %	84 %	82 %	74 %	85 %	92 %
My organisation is committed to earning a high level of public trust	2% / 77% / 3% / 18%	68 %	68 %	77 %	68 %	81 %	92 %
My organisation encourages respectful workplace behaviours	1% / 76% / 8% / 15%	77 %	76 %	76 %	65 %	80 %	90 %
My organisation does not tolerate improper conduct	1% / 71% / 11% / 17%	61 %	67 %	71 %	55 %	69 %	80 %

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.
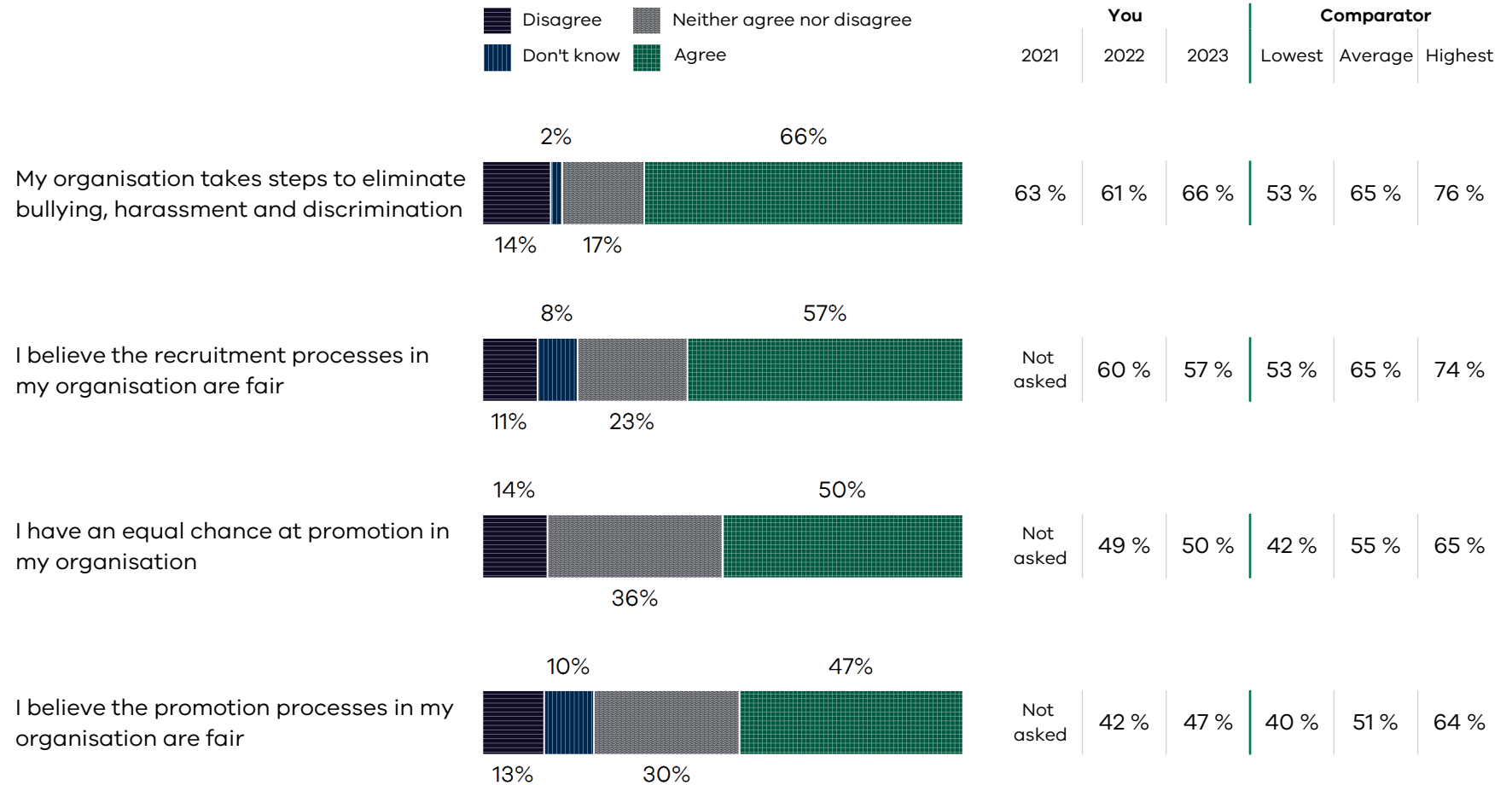
Example

66% 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						

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

		You			Comparator		
Survey question	Your results	2021	2022	2023	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	14% / 2% / 17% / 66%	63 %	61 %	66 %	53 %	65 %	76 %
I believe the recruitment processes in my organisation are fair	11% / 8% / 23% / 57%	Not asked	60 %	57 %	53 %	65 %	74 %
I have an equal chance at promotion in my organisation	14% / 36% / 50%	Not asked	49 %	50 %	42 %	55 %	65 %
I believe the promotion processes in my organisation are fair	13% / 10% / 30% / 47%	Not asked	42 %	47 %	40 %	51 %	64 %

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.
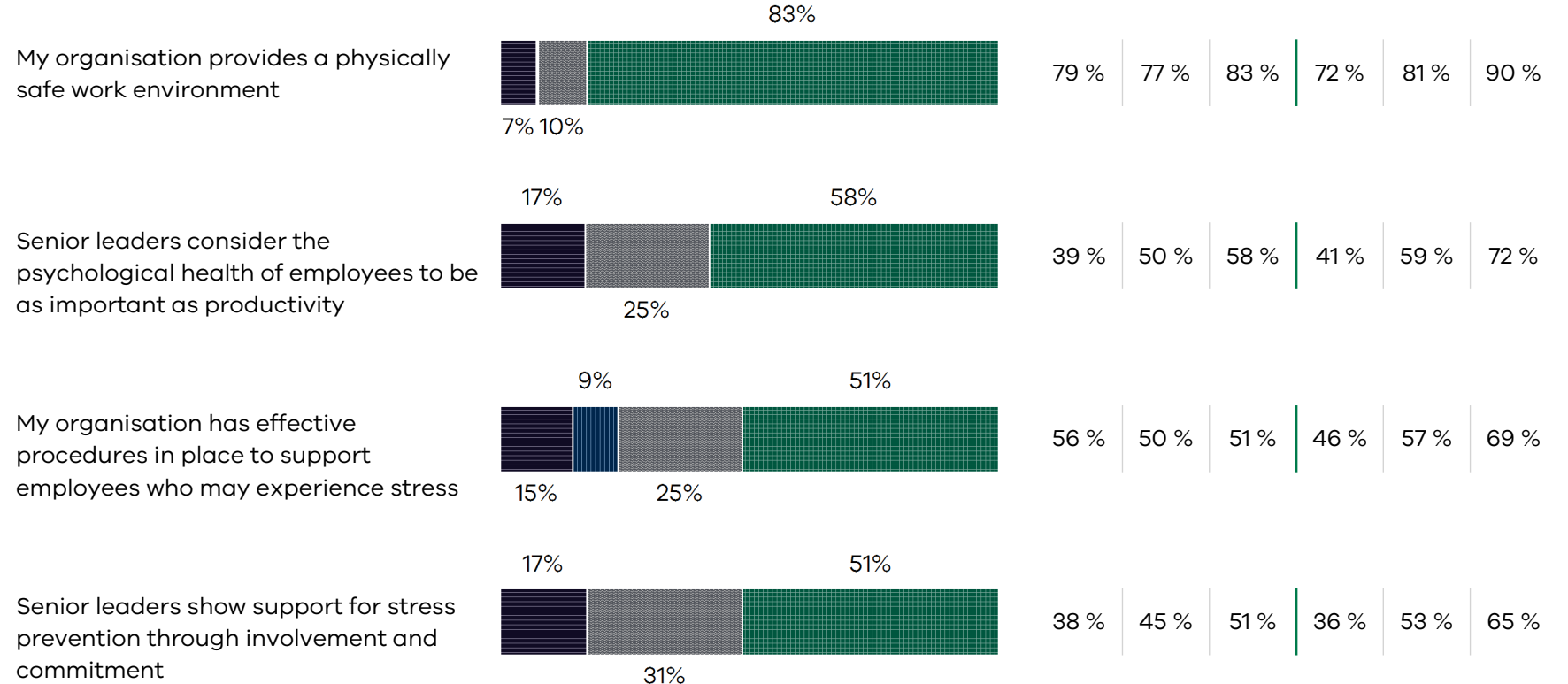
Example

86% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

Legend:
- ▮ Disagree
- ▮ Don't know
- ▮ Neither agree nor disagree
- ▮ Agree
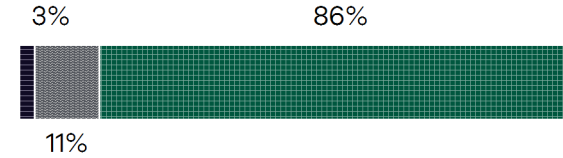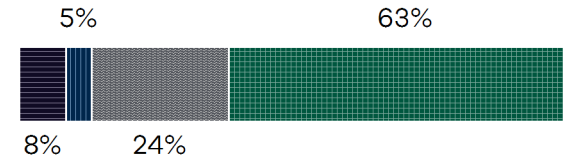
Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	3% / 11% / 86%	88 %	87 %	86 %	81 %	87 %	93 %
Workgroups across my organisation willingly share information with each other	8% / 5% / 24% / 63%	57 %	67 %	63 %	49 %	63 %	73 %

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

83% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

| Survey question | Your results | | | Benchmark agree results | | |

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

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment	7% / 10% / 83%	79 %	77 %	83 %	72 %	81 %	90 %
Senior leaders consider the psychological health of employees to be as important as productivity	17% / 25% / 58%	39 %	50 %	58 %	41 %	59 %	72 %
My organisation has effective procedures in place to support employees who may experience stress	15% / 9% / 25% / 51%	56 %	50 %	51 %	46 %	57 %	69 %
Senior leaders show support for stress prevention through involvement and commitment	17% / 31% / 51%	38 %	45 %	51 %	36 %	53 %	65 %

Organisational climate

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.
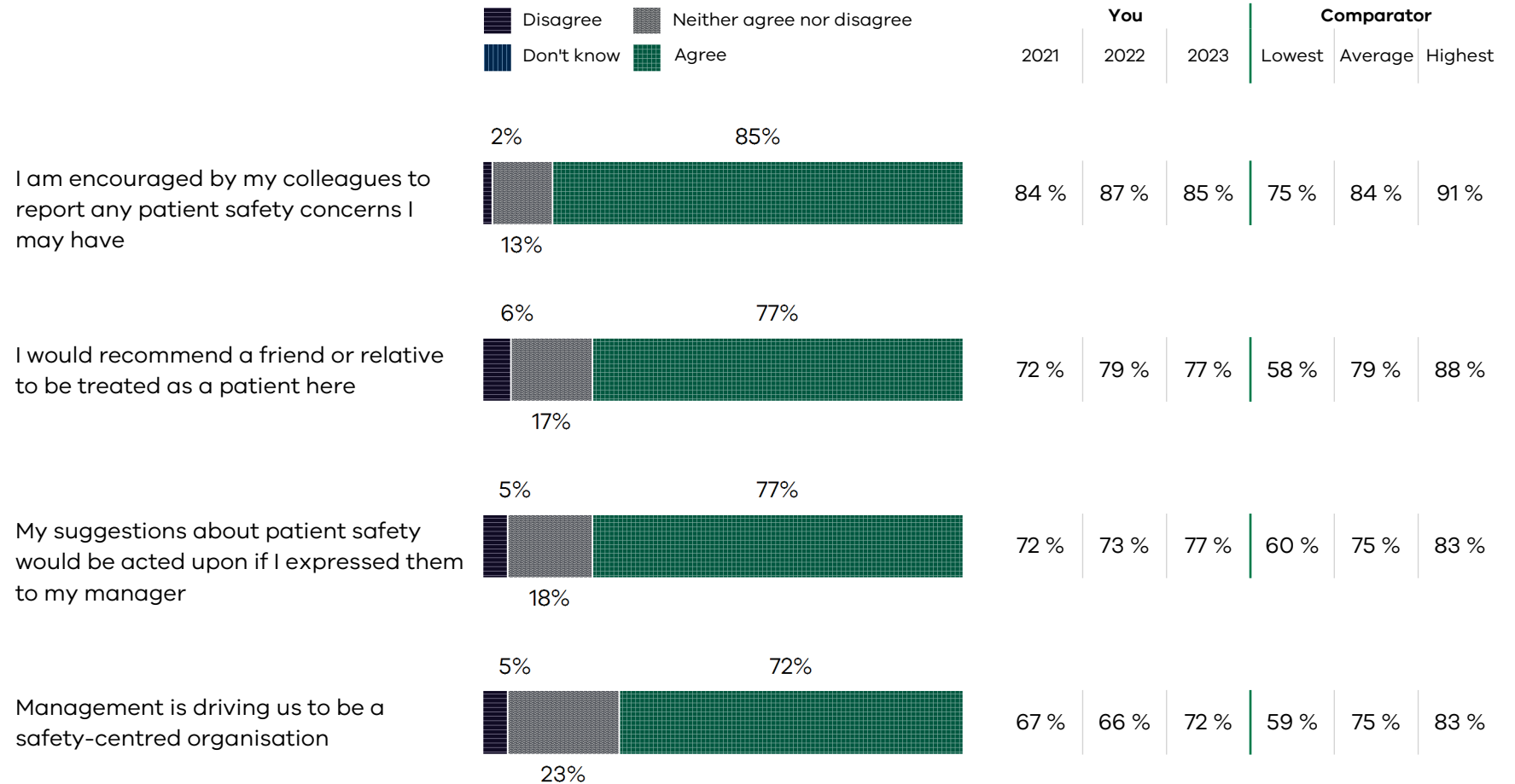
Example

49% 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'.

Survey question	Your results	Benchmark agree results					

Legend:
- Disagree
- Neither agree nor disagree
- Don't know
- Agree
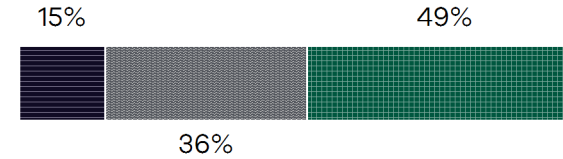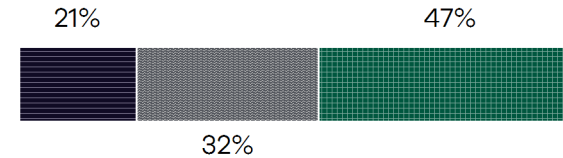
	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
In my workplace, there is good communication about psychological safety issues that affect me	46 %	44 %	49 %	41 %	53 %	66 %
All levels of my organisation are involved in the prevention of stress	34 %	41 %	47 %	38 %	52 %	64 %

In my workplace, there is good communication about psychological safety issues that affect me: 15% / 36% / 49%

All levels of my organisation are involved in the prevention of stress: 21% / 32% / 47%

Organisational climate

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.

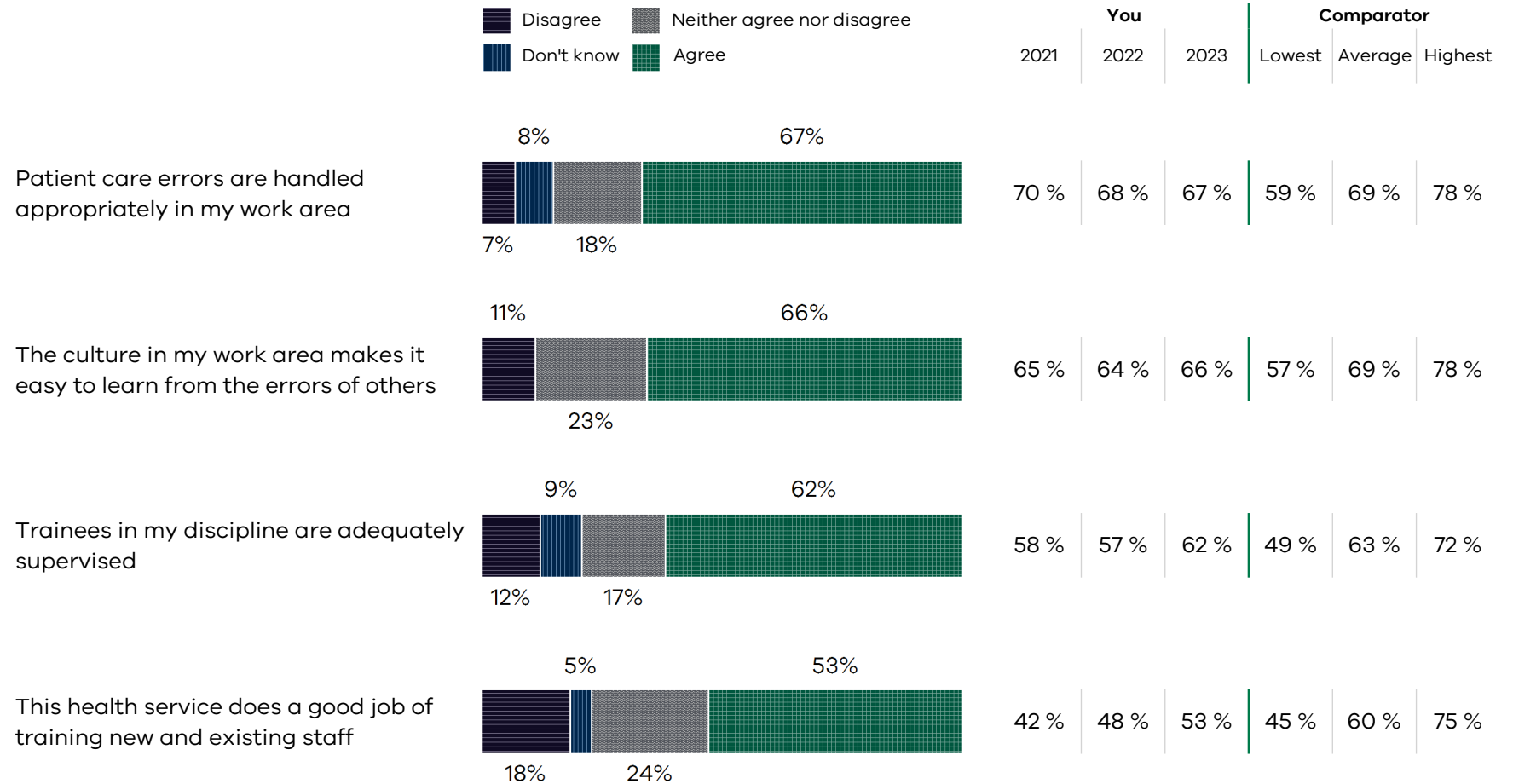Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

85% 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	You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
I am encouraged by my colleagues to report any patient safety concerns I may have	2% / 13% / 85%	84 %	87 %	85 %	75 %	84 %	91 %
I would recommend a friend or relative to be treated as a patient here	6% / 17% / 77%	72 %	79 %	77 %	58 %	79 %	88 %
My suggestions about patient safety would be acted upon if I expressed them to my manager	5% / 18% / 77%	72 %	73 %	77 %	60 %	75 %	83 %
Management is driving us to be a safety-centred organisation	5% / 23% / 72%	67 %	66 %	72 %	59 %	75 %	83 %

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

Organisational climate

Patient safety climate 2 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

67% of your staff who did the survey agreed or strongly agreed with 'Patient care errors are handled appropriately in my work area'.

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

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
Patient care errors are handled appropriately in my work area	8% / 7% / 18% / 67%	70 %	68 %	67 %	59 %	69 %	78 %
The culture in my work area makes it easy to learn from the errors of others	11% / 23% / 66%	65 %	64 %	66 %	57 %	69 %	78 %
Trainees in my discipline are adequately supervised	9% / 12% / 17% / 62%	58 %	57 %	62 %	49 %	63 %	72 %
This health service does a good job of training new and existing staff	5% / 18% / 24% / 53%	42 %	48 %	53 %	45 %	60 %	75 %

People matter survey

2023

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- Questions on topical issues, includes additional questions that support the Gender Equality Act 2020

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
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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.

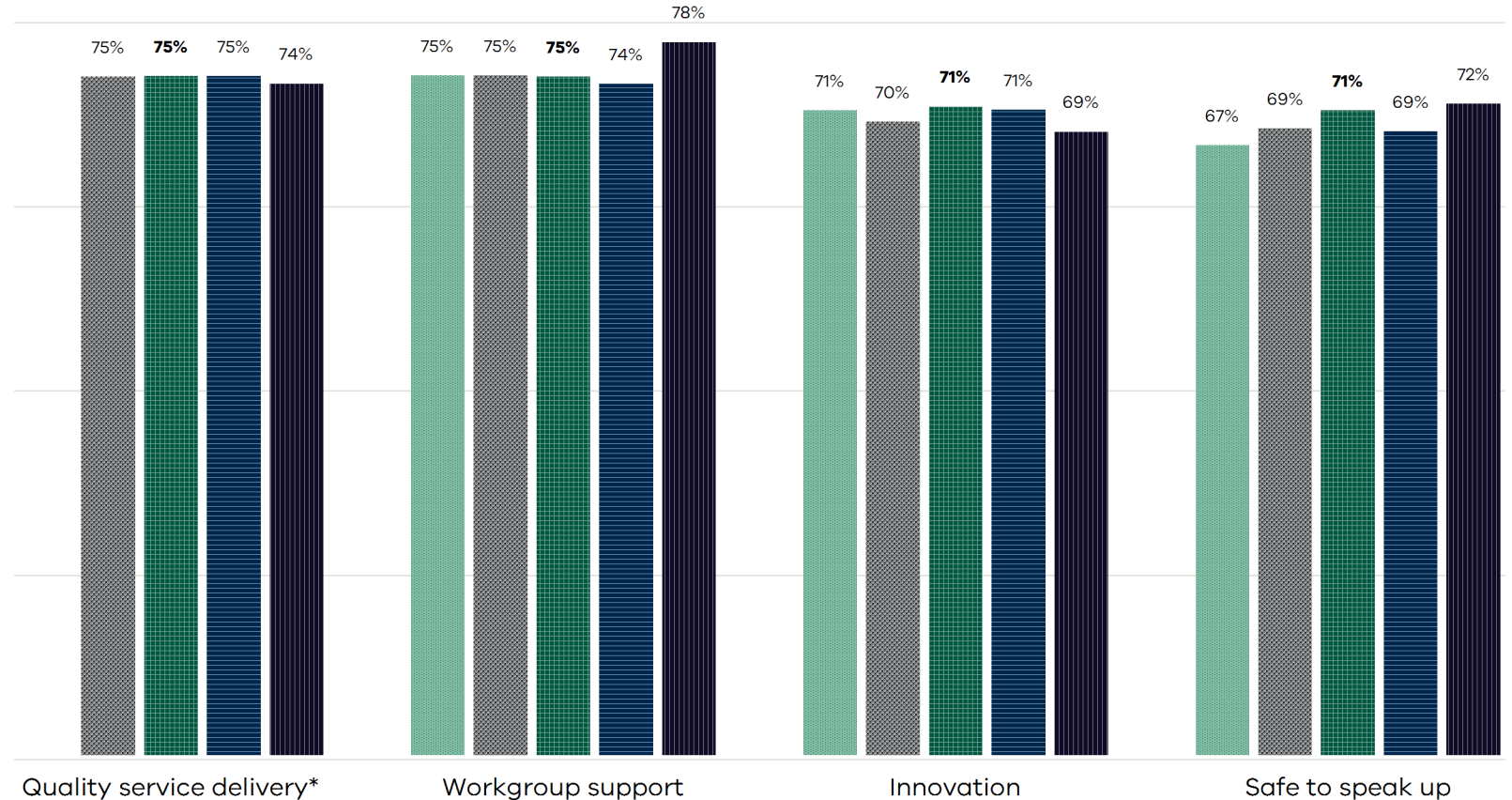Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2023:

- 75% of your staff who did the survey responded positively to questions about Quality service delivery which is up from 75% in 2022.

Compared to:

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

	Quality service delivery*	Workgroup support	Innovation	Safe to speak up
You 2021	75%	75%	71%	67%
You 2022	75%	75%	70%	69%
You 2023	75%	75%	71%	71%
Comparator 2023	75%	74%	71%	69%
Public sector 2023	74%	78%	69%	72%

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

Legend: You 2021 | You 2022 | You 2023 | Comparator 2023 | Public sector 2023

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

82% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

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

Survey question	Your results	2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup provides high quality advice and services	5% / 14% / 82%	Not asked	78 %	82 %	74 %	81 %	86 %
My workgroup uses its resources well	1% / 7% / 18% / 74%	Not asked	70 %	74 %	64 %	72 %	79 %
My workgroup has clear lines of responsibility	11% / 17% / 73%	73 %	76 %	73 %	66 %	74 %	81 %
My workgroup acts fairly and without bias	1% / 13% / 16% / 71%	Not asked	74 %	71 %	64 %	71 %	76 %

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

74% of your staff who did the survey agreed or strongly agreed with 'My workgroup is quick to respond to opportunities to do things better'.
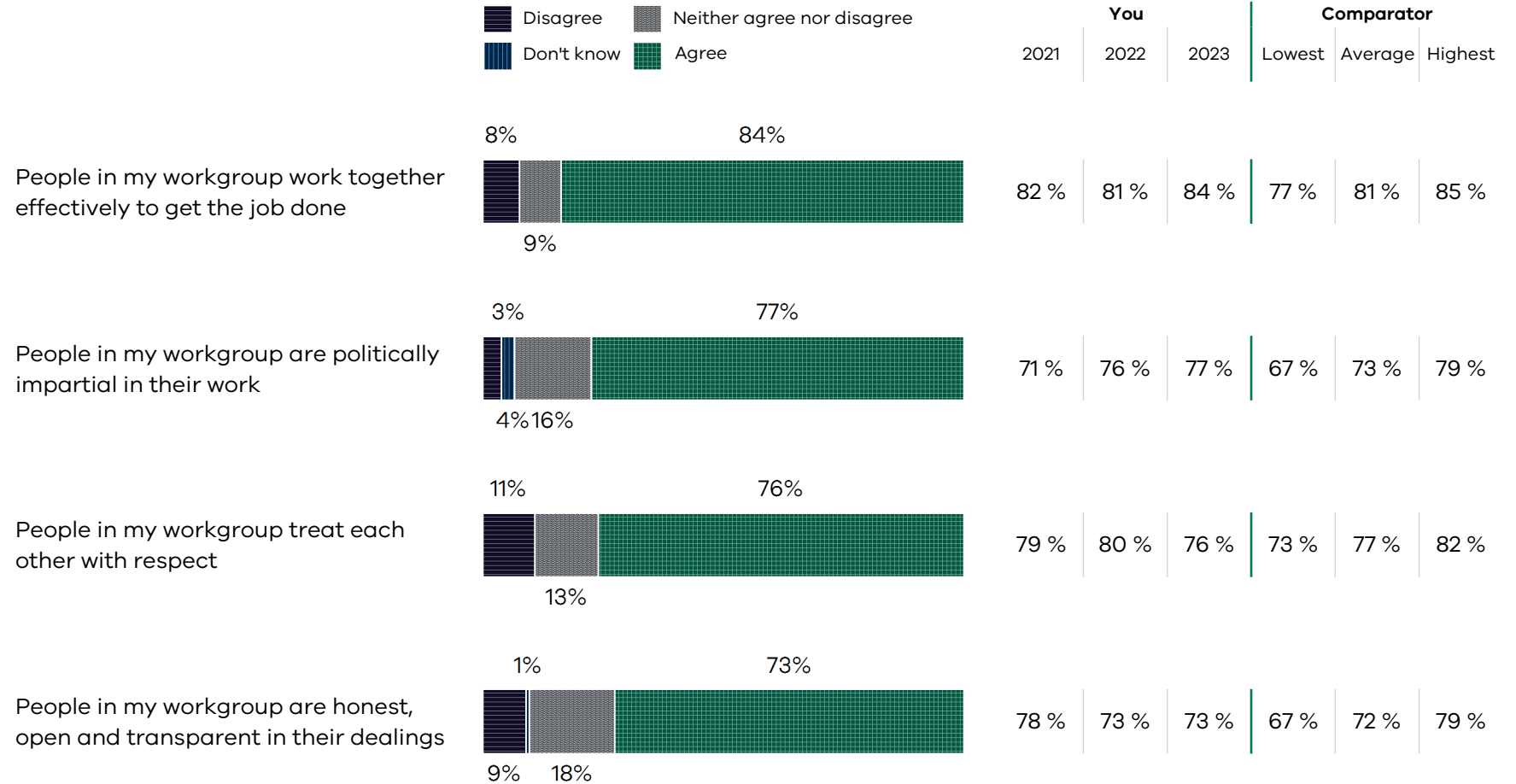
Legend: Disagree | Neither agree nor disagree | Don't know | Agree
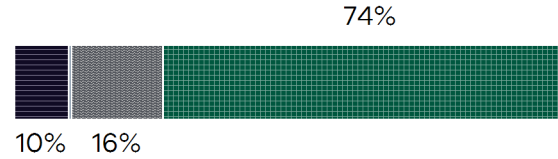
Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup is quick to respond to opportunities to do things better	10% / 16% / 74%	75 %	70 %	74 %	63 %	73 %	79 %
My workgroup learns from failures and mistakes	10% / 17% / 73%	73 %	72 %	73 %	63 %	72 %	80 %
My workgroup encourages employee creativity	10% / 1% / 21% / 68%	64 %	68 %	68 %	59 %	68 %	75 %
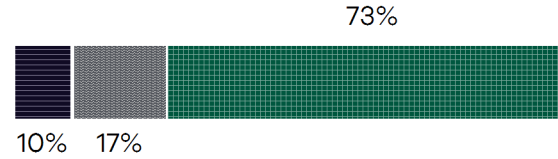
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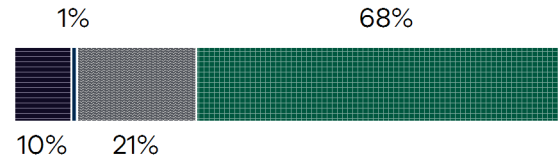
Workgroup climate

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.

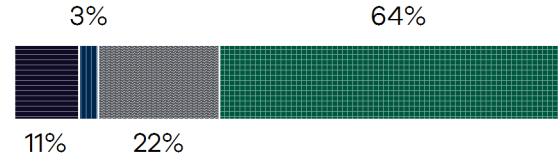Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

84% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

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

Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup work together effectively to get the job done (8% / 9% / 84%)	82 %	81 %	84 %	77 %	81 %	85 %
People in my workgroup are politically impartial in their work (3% / 4% / 16% / 77%)	71 %	76 %	77 %	67 %	73 %	79 %
People in my workgroup treat each other with respect (11% / 13% / 76%)	79 %	80 %	76 %	73 %	77 %	82 %
People in my workgroup are honest, open and transparent in their dealings (1% / 9% / 18% / 73%)	78 %	73 %	73 %	67 %	72 %	79 %

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Workgroup climate

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.

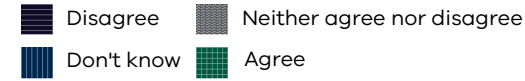Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

64% 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

Survey question — People in my workgroup appropriately manage conflicts of interest

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

Your results: 3%, 64%, 11%, 22%

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest	64 %	64 %	64 %	59 %	65 %	70 %
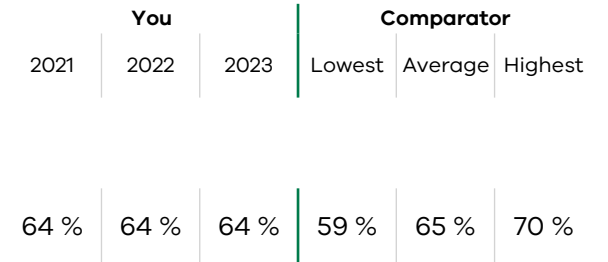
Workgroup climate

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

74% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are able to bring up problems and tough issues'.

Survey question	Your results							

Survey question | **Your results** | **Benchmark agree results**

Legend: ■ Disagree ▨ Neither agree nor disagree ▥ Don't know ■ Agree
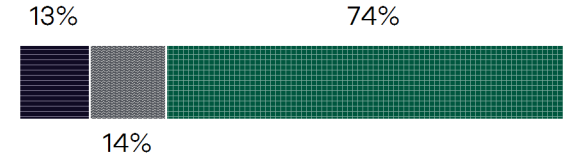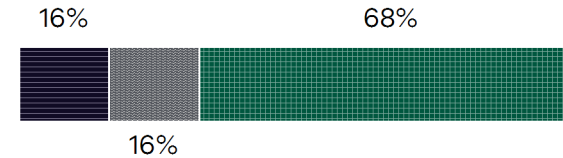
		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
People in my workgroup are able to bring up problems and tough issues	13% / 14% / 74%	76 %	68 %	74 %	64 %	70 %	77 %
I feel safe to challenge inappropriate behaviour at work	16% / 16% / 68%	58 %	70 %	68 %	55 %	67 %	76 %

People matter survey

2023

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- Highest scoring
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Public sector values

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- Accountability
- Respect
- Leadership
- Human rights

Topical questions

- Questions on topical issues, includes additional questions that support the Gender Equality Act 2020

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

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.

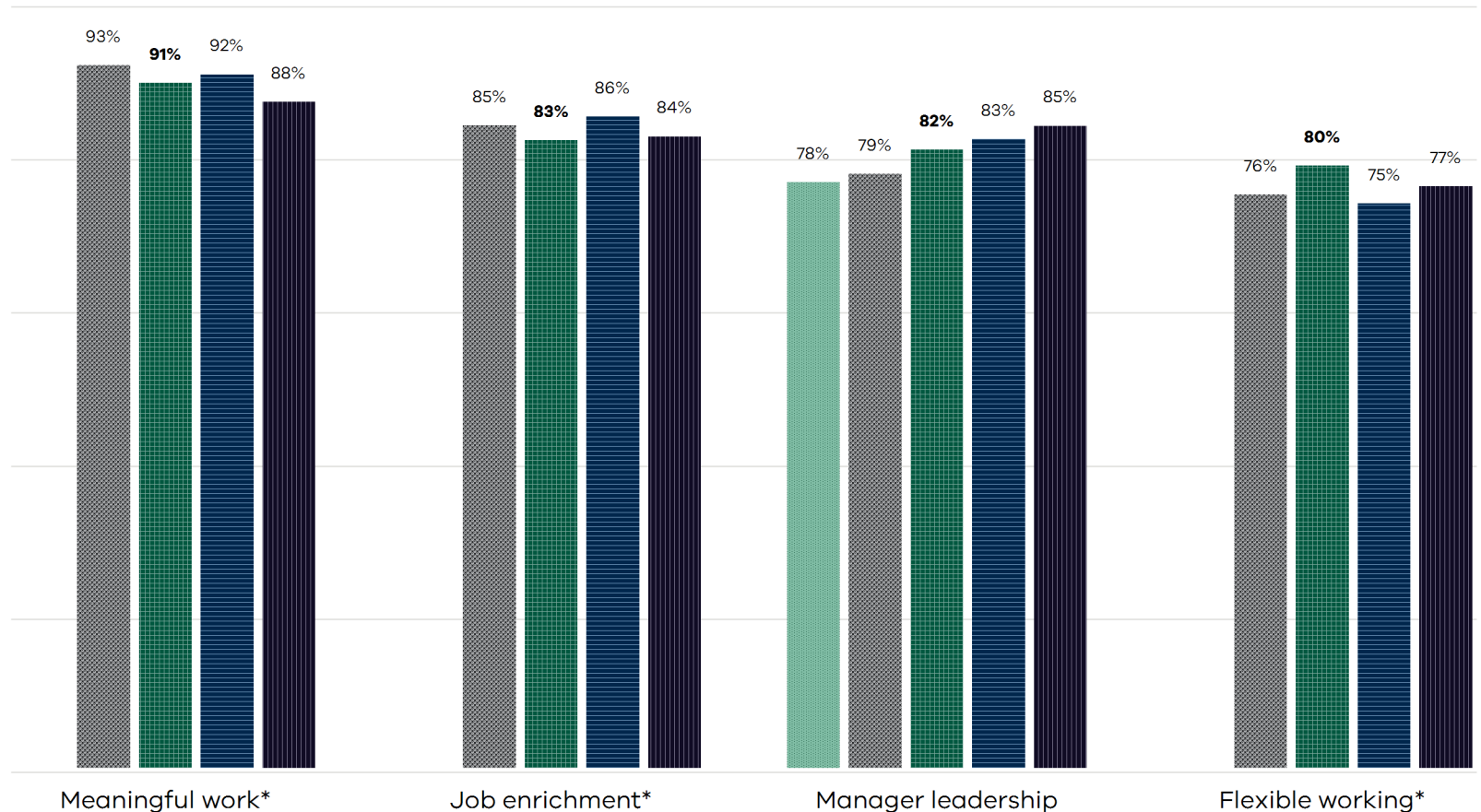Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2023:

- 91% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 92% of staff at your comparator and 88% 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 2021 | You 2022 | You 2023 | Comparator 2023 | Public sector 2023

Meaningful work*: 93%, 91%, 92%, 88%
Job enrichment*: 85%, 83%, 86%, 84%
Manager leadership: 78%, 79%, 82%, 83%, 85%
Flexible working*: 76%, 80%, 75%, 77%

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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 2023:

• 75% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

• 76% of staff at your comparator and 76% of staff across the public sector.
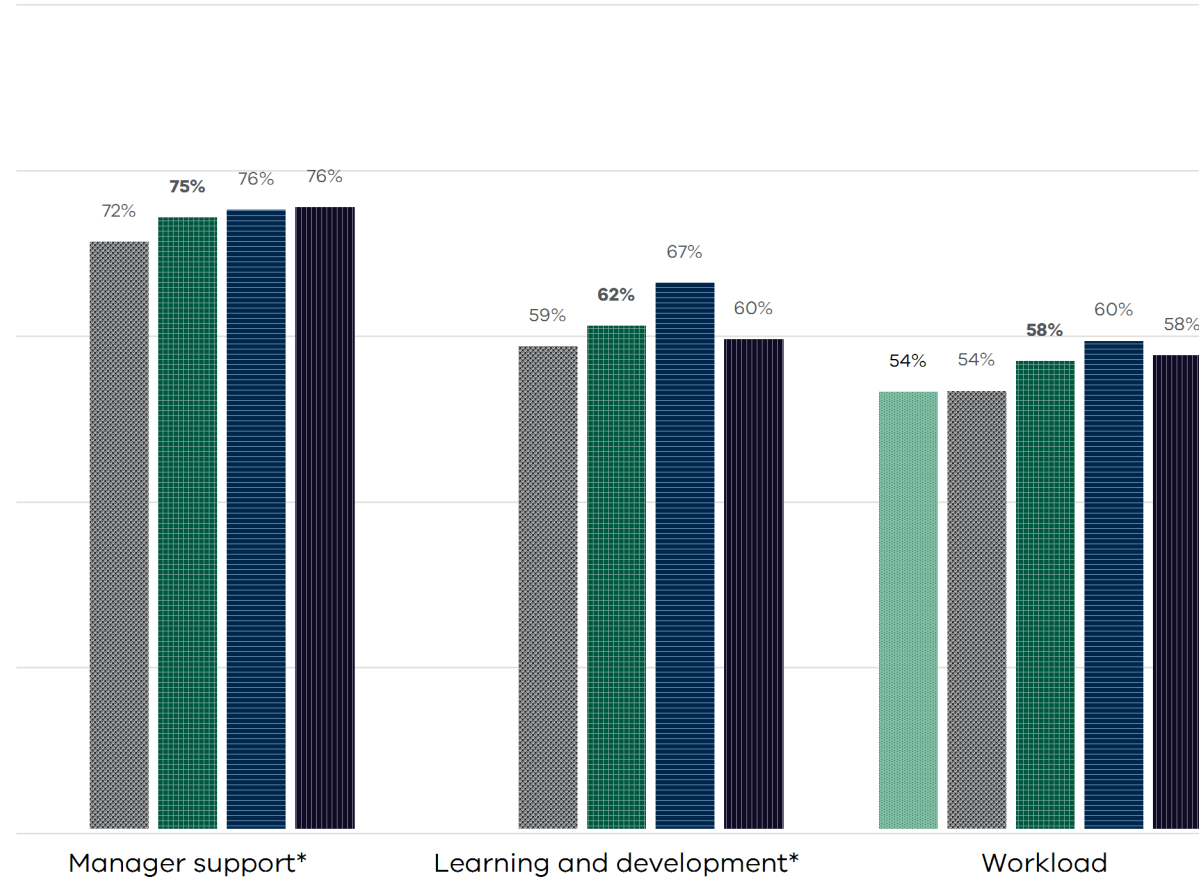
*We can't compare some data here because one or more questions were not asked in a previous survey

Legend: You 2021 | You 2022 | You 2023 | Comparator 2023 | Public sector 2023

Manager support*: 72%, 75%, 76%, 76%
Learning and development*: 59%, 62%, 67%, 60%
Workload: 54%, 54%, 58%, 60%, 58%

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.

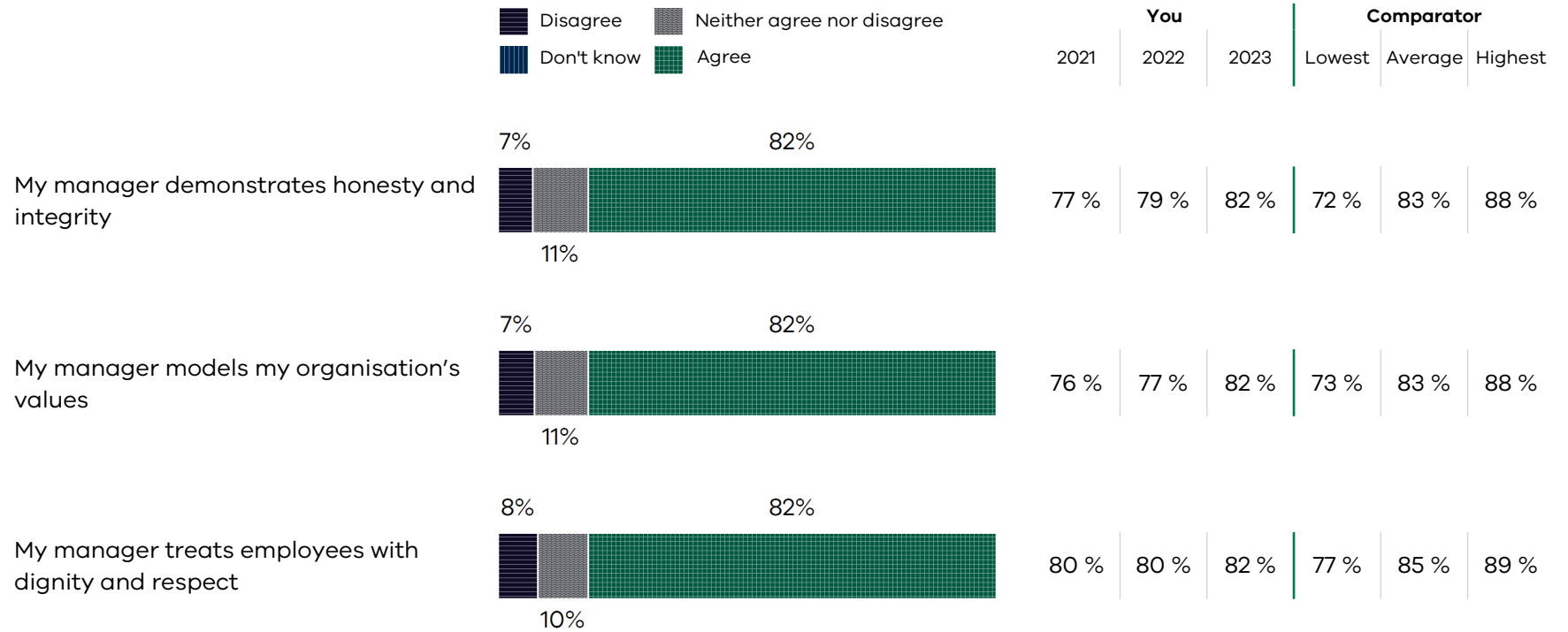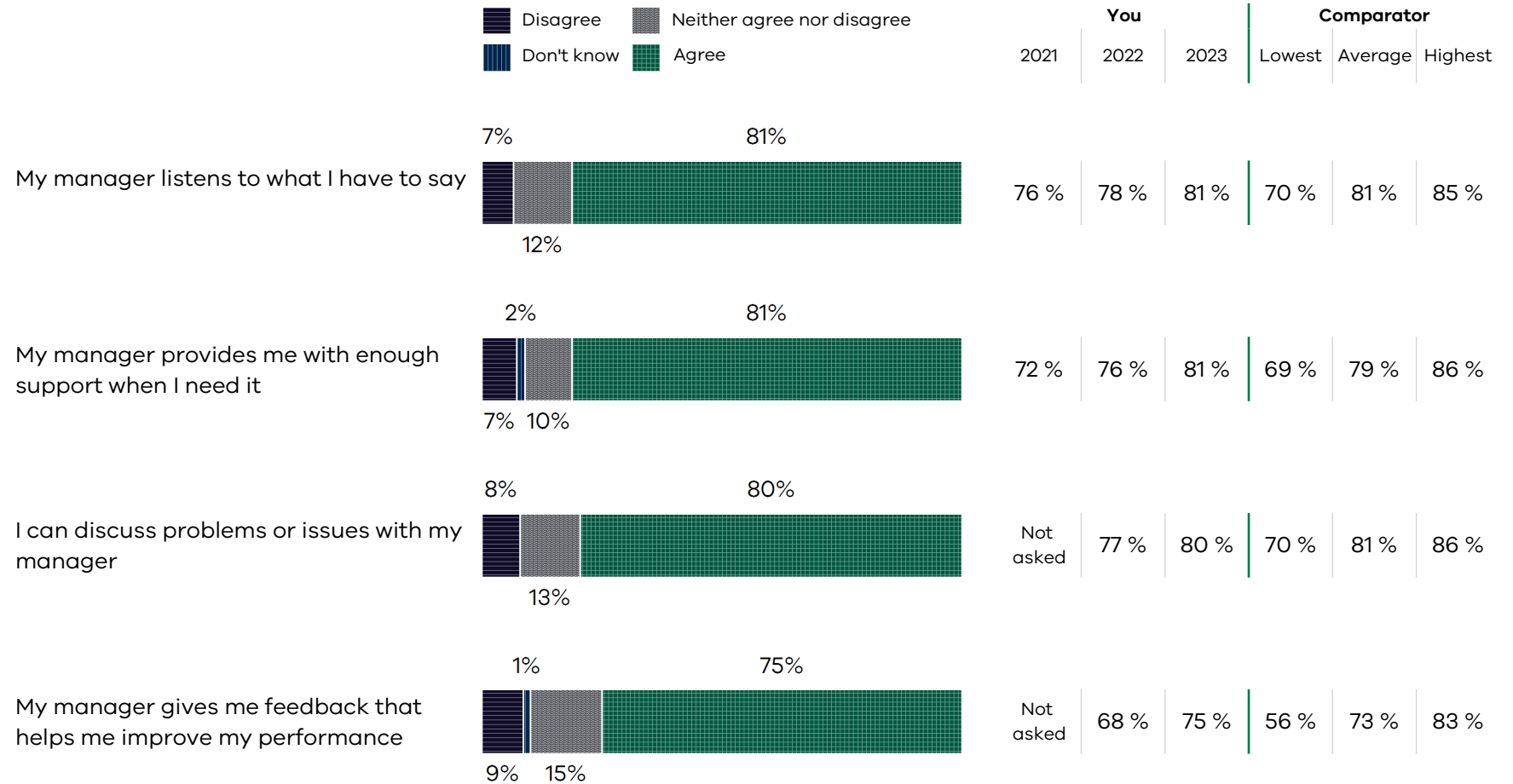Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

82% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results			You			Comparator		
				2021	2022	2023	Lowest	Average	Highest

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

Survey question	2021	2022	2023	Lowest	Average	Highest
My manager demonstrates honesty and integrity (7% / 11% / 82%)	77 %	79 %	82 %	72 %	83 %	88 %
My manager models my organisation's values (7% / 11% / 82%)	76 %	77 %	82 %	73 %	83 %	88 %
My manager treats employees with dignity and respect (8% / 10% / 82%)	80 %	80 %	82 %	77 %	85 %	89 %

Job and manager factors

Manager support 1 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.
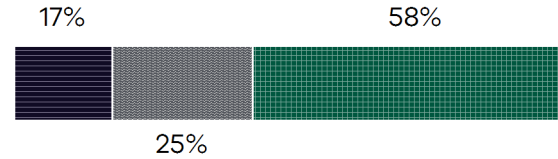
Example

81% 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	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager listens to what I have to say	7% / 12% / 81%	76 %	78 %	81 %	70 %	81 %	85 %
My manager provides me with enough support when I need it	2% / 7% / 10% / 81%	72 %	76 %	81 %	69 %	79 %	86 %
I can discuss problems or issues with my manager	8% / 13% / 80%	Not asked	77 %	80 %	70 %	81 %	86 %
My manager gives me feedback that helps me improve my performance	1% / 9% / 15% / 75%	Not asked	68 %	75 %	56 %	73 %	83 %

Victorian Public Sector Commission

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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

58% 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 |

Survey question

Your results

Benchmark agree results

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

	You			Comparator		
2021	2022	2023		Lowest	Average	Highest

I receive meaningful recognition when I do good work

17%   25%   58%

	You			Comparator		
Not asked	60 %	58 %		52 %	65 %	72 %

Victorian Public Sector Commission

VICTORIA State Government
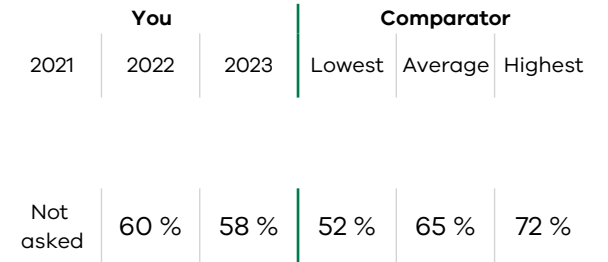
Job and manager factors

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.
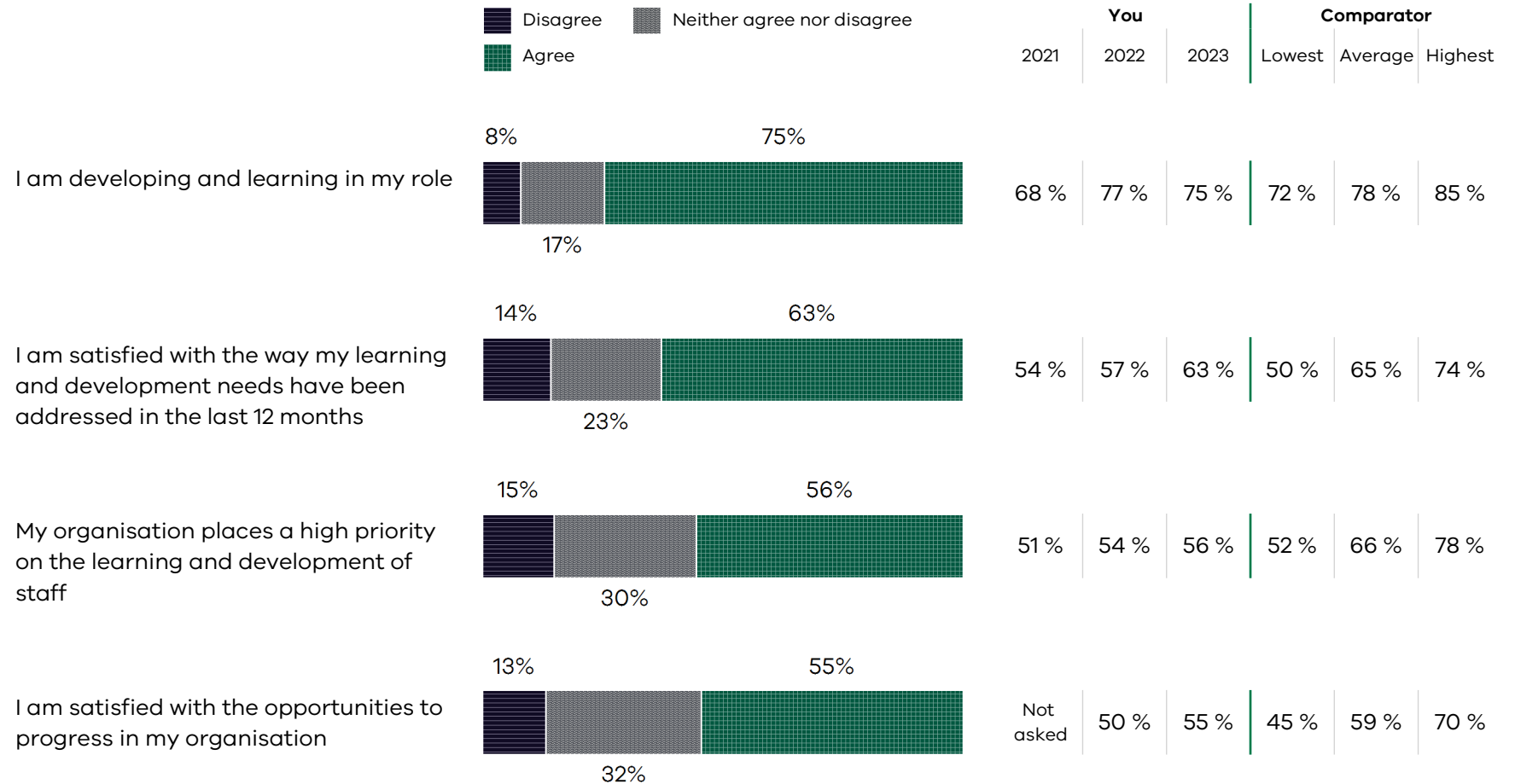
Example

62% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree
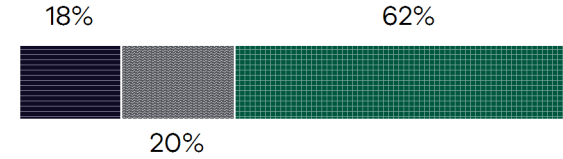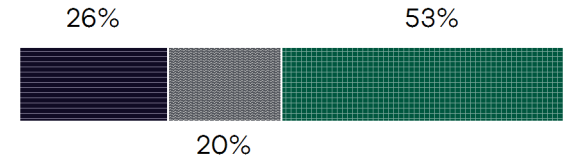
Survey question	Your results	2021	You 2022	2023	Comparator Lowest	Average	Highest
The workload I have is appropriate for the job that I do	18% / 20% / 62%	57 %	57 %	62 %	47 %	62 %	74 %
I have enough time to do my job effectively	26% / 20% / 53%	51 %	51 %	53 %	44 %	58 %	69 %

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.
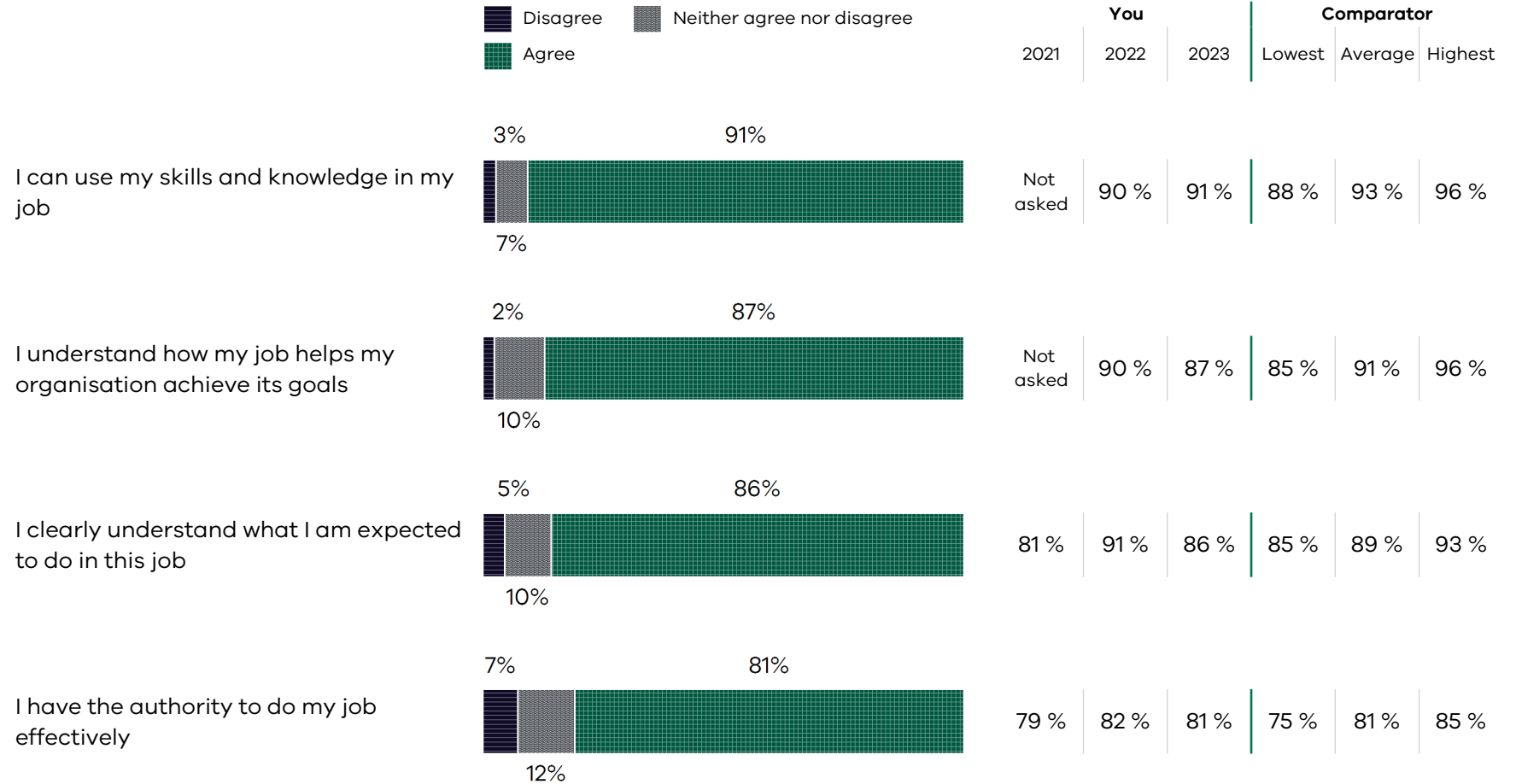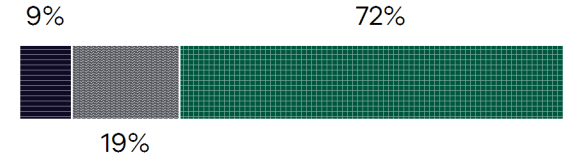
Example

75% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question	Your results	Benchmark agree results

Your results legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question	Disagree	Neither	Agree	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	8%	17%	75%	68 %	77 %	75 %	72 %	78 %	85 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	14%	23%	63%	54 %	57 %	63 %	50 %	65 %	74 %
My organisation places a high priority on the learning and development of staff	15%	30%	56%	51 %	54 %	56 %	52 %	66 %	78 %
I am satisfied with the opportunities to progress in my organisation	13%	32%	55%	Not asked	50 %	55 %	45 %	59 %	70 %

Job and manager factors

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

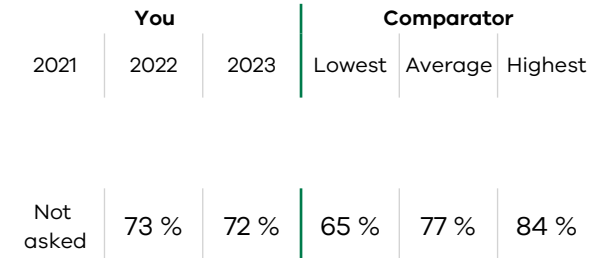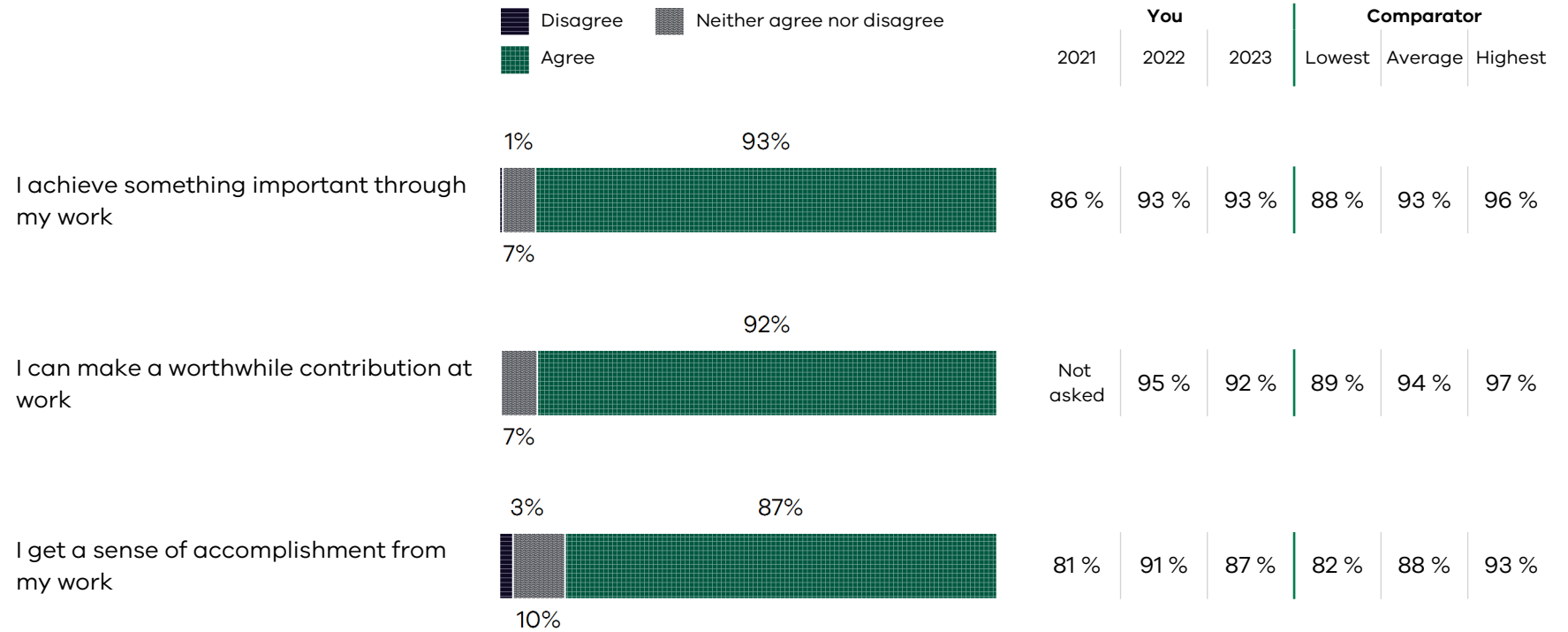91% of your staff who did the survey agreed or strongly agreed with 'I can use my skills and knowledge in my job'.

Survey question | Your results | Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I can use my skills and knowledge in my job (3% / 7% / 91%)	Not asked	90 %	91 %	88 %	93 %	96 %
I understand how my job helps my organisation achieve its goals (2% / 10% / 87%)	Not asked	90 %	87 %	85 %	91 %	96 %
I clearly understand what I am expected to do in this job (5% / 10% / 86%)	81 %	91 %	86 %	85 %	89 %	93 %
I have the authority to do my job effectively (7% / 12% / 81%)	79 %	82 %	81 %	75 %	81 %	85 %

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

72% of your staff who did the survey agreed or strongly agreed with 'I have a say in how I do my work'.

Survey question

I have a say in how I do my work

Your results

Disagree ▉ Neither agree nor disagree ▨

Agree ▨

9%   72%

19%

Benchmark agree results

	You			Comparator		
2021	2022	2023		Lowest	Average	Highest
Not asked	73 %	72 %		65 %	77 %	84 %

Victorian Public Sector Commission

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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

93% of your staff who did the survey agreed or strongly agreed with 'I achieve something important through my work'.

| Survey question | Your results | | | Benchmark agree results | | | | |

Legend: Disagree · Neither agree nor disagree · Agree

Survey question	2021	2022	2023	Lowest	Average	Highest
		You			**Comparator**	
I achieve something important through my work — 1% / 7% / 93%	86 %	93 %	93 %	88 %	93 %	96 %
I can make a worthwhile contribution at work — 7% / 92%	Not asked	95 %	92 %	89 %	94 %	97 %
I get a sense of accomplishment from my work — 3% / 10% / 87%	81 %	91 %	87 %	82 %	88 %	93 %

Victorian Public Sector Commission

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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

85% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.

Survey question	Your results						
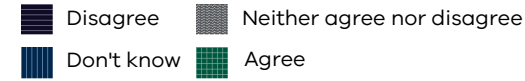
Your results legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
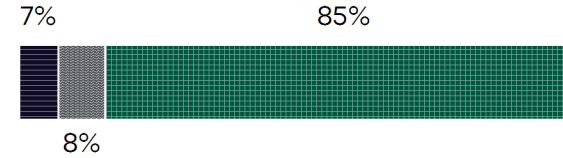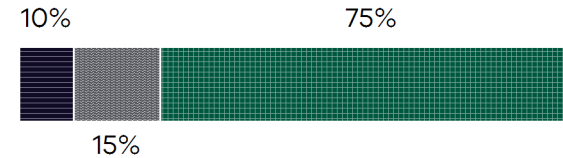
Survey question		You			Comparator		
	2021	2022	2023		Lowest	Average	Highest
My manager supports working flexibly — 7% / 8% / 85%	Not asked	83 %	85 %		68 %	80 %	88 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration — 10% / 15% / 75%	65 %	69 %	75 %		55 %	70 %	80 %

People matter survey

2023

Have your say

Overview

Result summary

Report overview

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

People outcomes

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

Topical questions

- Questions on topical issues, includes additional questions that support the Gender Equality Act 2020

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

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 2023:

- 82% of your staff who did the survey responded positively to questions about Human rights , which is down 2% in 2022.

Compared to:

- 85% of staff at your comparator and 82% of staff across the public sector.

Human rights: 81%, 83%, 82%, 85%, 82%
Responsiveness*: 78%, 82%, 81%, 81%
Respect: 75%, 75%, 76%, 78%, 81%
Accountability*: 76%, 76%, 78%, 75%

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

Legend: You 2021 | You 2022 | You 2023 | Comparator 2023 | Public sector 2023

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 2023:

- 74% of your staff who did the survey responded positively to questions about Impartiality , which is down 1% in 2022.

Compared to:

- 72% of staff at your comparator and 76% of staff across the public sector.
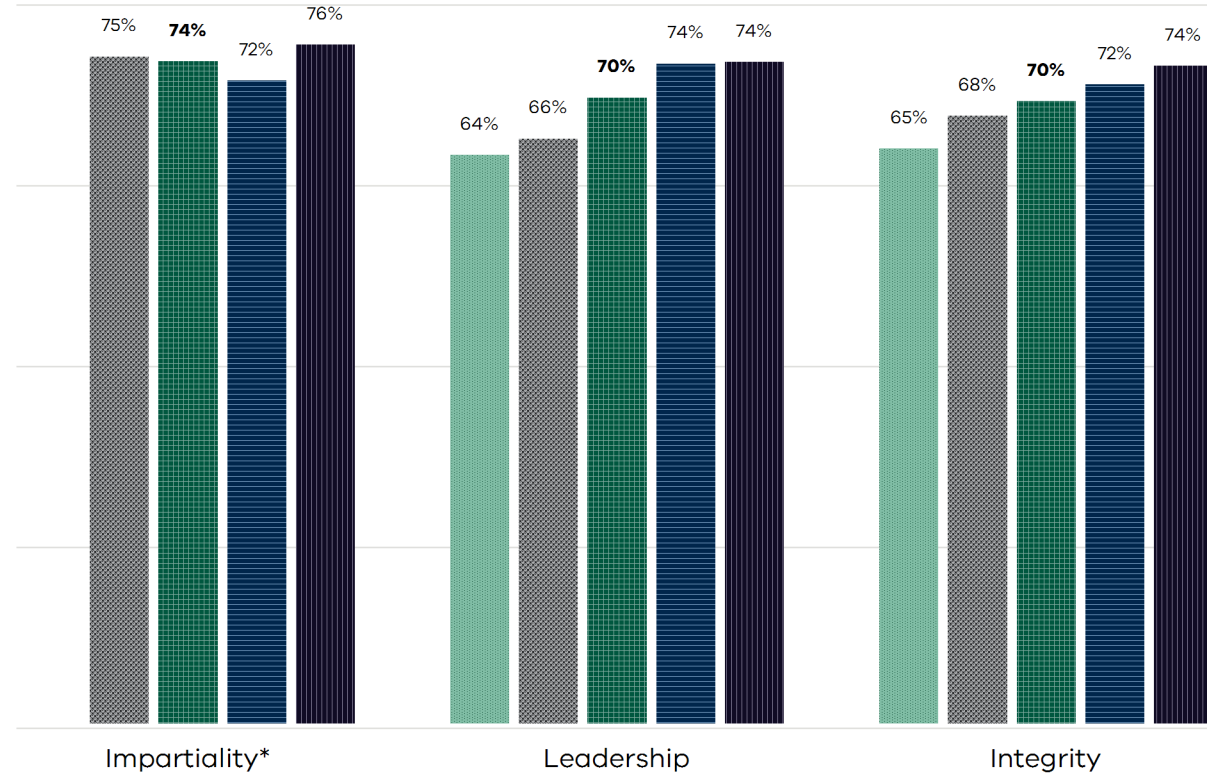
	Impartiality*	Leadership	Integrity
You 2021		64%	65%
You 2022	75%	66%	68%
You 2023	**74%**	**70%**	**70%**
Comparator 2023	72%	74%	72%
Public sector 2023	76%	74%	74%

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

Legend: You 2021, You 2022, You 2023, Comparator 2023, Public sector 2023

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.
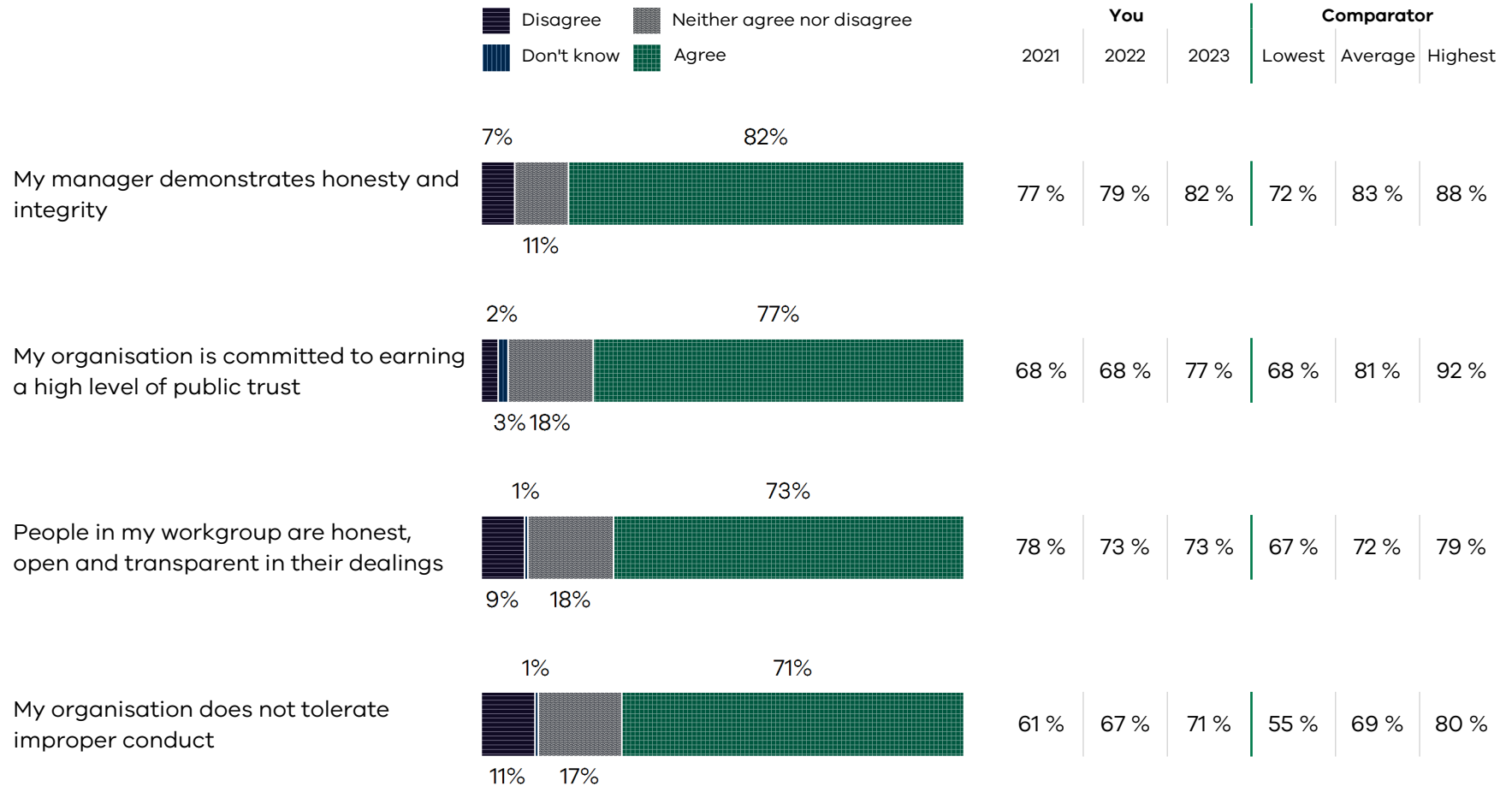
Example

82% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

Survey question

My workgroup provides high quality advice and services

Your results

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

5%   82%

14%

Benchmark agree results

	You			Comparator		
2021	2022	2023		Lowest	Average	Highest
Not asked	78 %	82 %		74 %	81 %	86 %

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

82% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results		You			Comparator		
			2021	2022	2023	Lowest	Average	Highest
My manager demonstrates honesty and integrity	7% / 11% / 82%		77 %	79 %	82 %	72 %	83 %	88 %
My organisation is committed to earning a high level of public trust	2% / 3% / 18% / 77%		68 %	68 %	77 %	68 %	81 %	92 %
People in my workgroup are honest, open and transparent in their dealings	9% / 1% / 18% / 73%		78 %	73 %	73 %	67 %	72 %	79 %
My organisation does not tolerate improper conduct	11% / 1% / 17% / 71%		61 %	67 %	71 %	55 %	69 %	80 %

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

Public sector values

Integrity 2 of 2

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

68% of staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

Survey question	Your results						

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
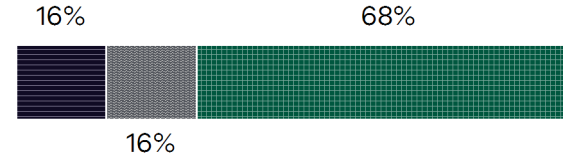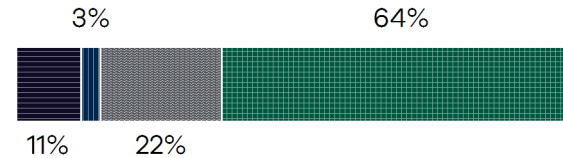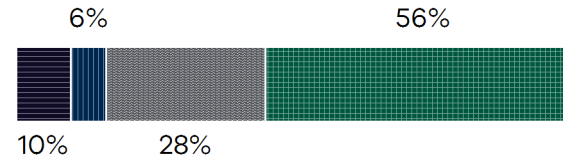
Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I feel safe to challenge inappropriate behaviour at work (16% / 16% / 68%)	58 %	70 %	68 %	55 %	67 %	76 %
People in my workgroup appropriately manage conflicts of interest (3% / 11% / 22% / 64%)	64 %	64 %	64 %	59 %	65 %	70 %
Senior leaders demonstrate honesty and integrity (6% / 10% / 28% / 56%)	47 %	57 %	56 %	47 %	64 %	77 %

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.
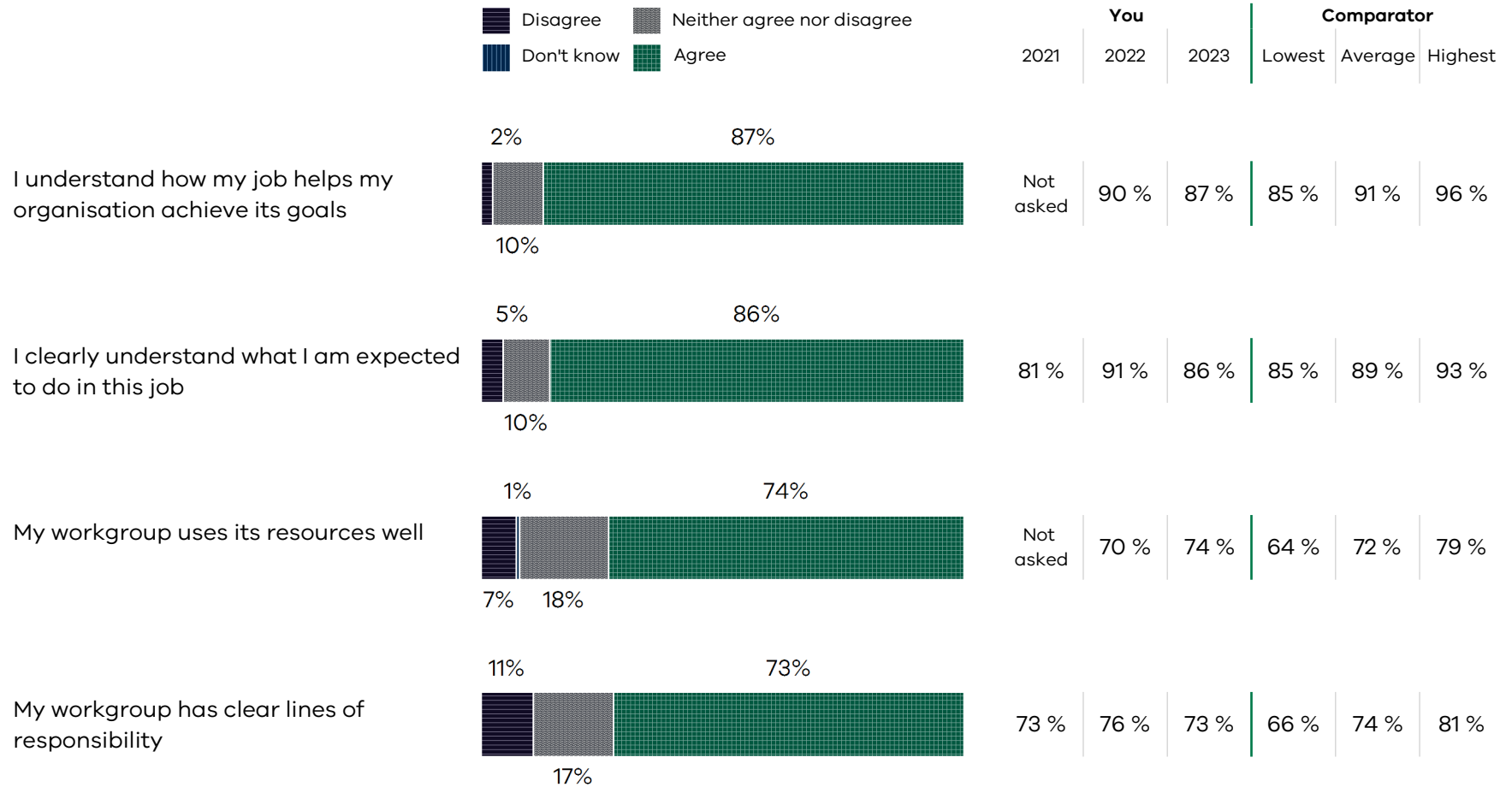
Example

77% 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 | Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
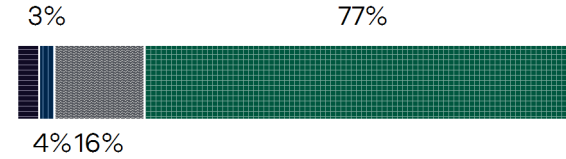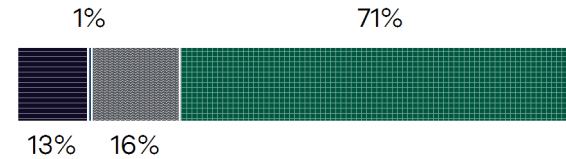
Survey question	Your results	2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are politically impartial in their work	3% ... 77% / 4% 16%	71 %	76 %	77 %	67 %	73 %	79 %
My workgroup acts fairly and without bias	1% ... 71% / 13% 16%	Not asked	74 %	71 %	64 %	71 %	76 %

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.

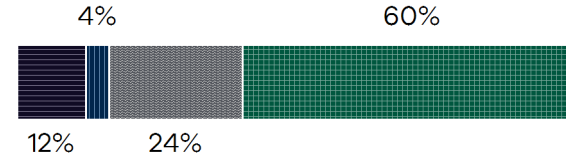Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

87% of staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

Survey question	Your results		Benchmark agree results					
				You			**Comparator**	
	Disagree	Neither agree nor disagree	2021	2022	2023	Lowest	Average	Highest
	Don't know	Agree						
I understand how my job helps my organisation achieve its goals	2% / 10%	87%	Not asked	90 %	87 %	85 %	91 %	96 %
I clearly understand what I am expected to do in this job	5% / 10%	86%	81 %	91 %	86 %	85 %	89 %	93 %
My workgroup uses its resources well	1% / 7% / 18%	74%	Not asked	70 %	74 %	64 %	72 %	79 %
My workgroup has clear lines of responsibility	11% / 17%	73%	73 %	76 %	73 %	66 %	74 %	81 %

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.

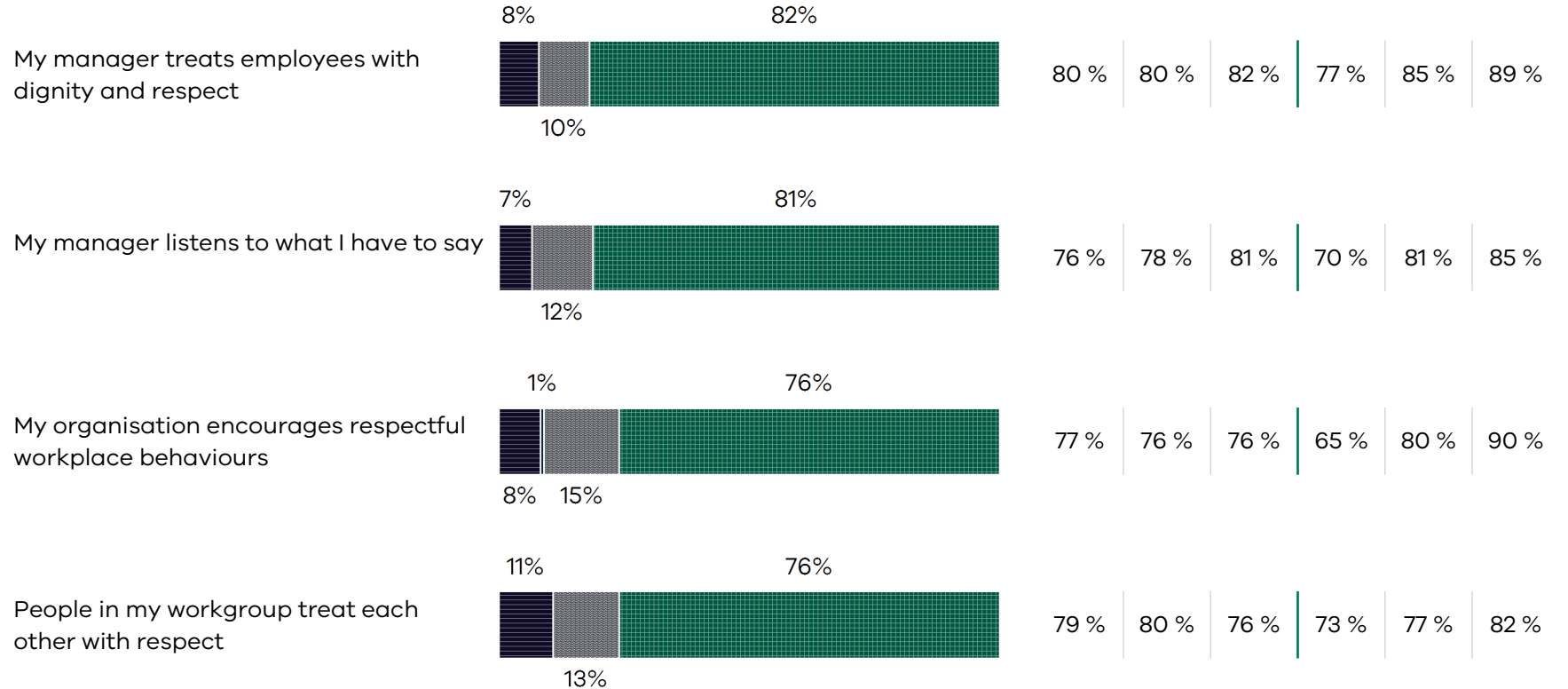Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

60% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

■ Disagree   ▦ Neither agree nor disagree

▥ Don't know   ▦ Agree

Senior leaders provide clear strategy and direction

4%   60%

12%   24%

Benchmark agree results

	You			Comparator		
2021	2022	2023	Lowest	Average	Highest
42 %	52 %	60 %	47 %	61 %	75 %
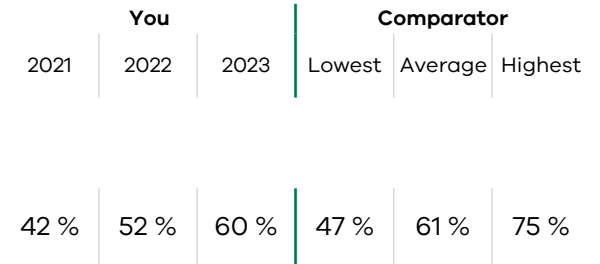
Public sector values

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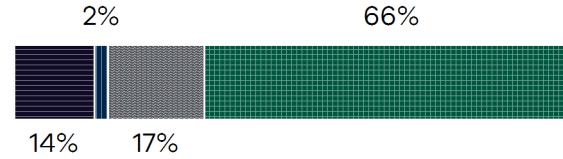
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

82% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results						

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

Survey question		You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	8% / 10% / 82%	80 %	80 %	82 %	77 %	85 %	89 %
My manager listens to what I have to say	7% / 12% / 81%	76 %	78 %	81 %	70 %	81 %	85 %
My organisation encourages respectful workplace behaviours	1% / 8% / 15% / 76%	77 %	76 %	76 %	65 %	80 %	90 %
People in my workgroup treat each other with respect	11% / 13% / 76%	79 %	80 %	76 %	73 %	77 %	82 %

Victorian Public Sector Commission

VICTORIA State Government

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.
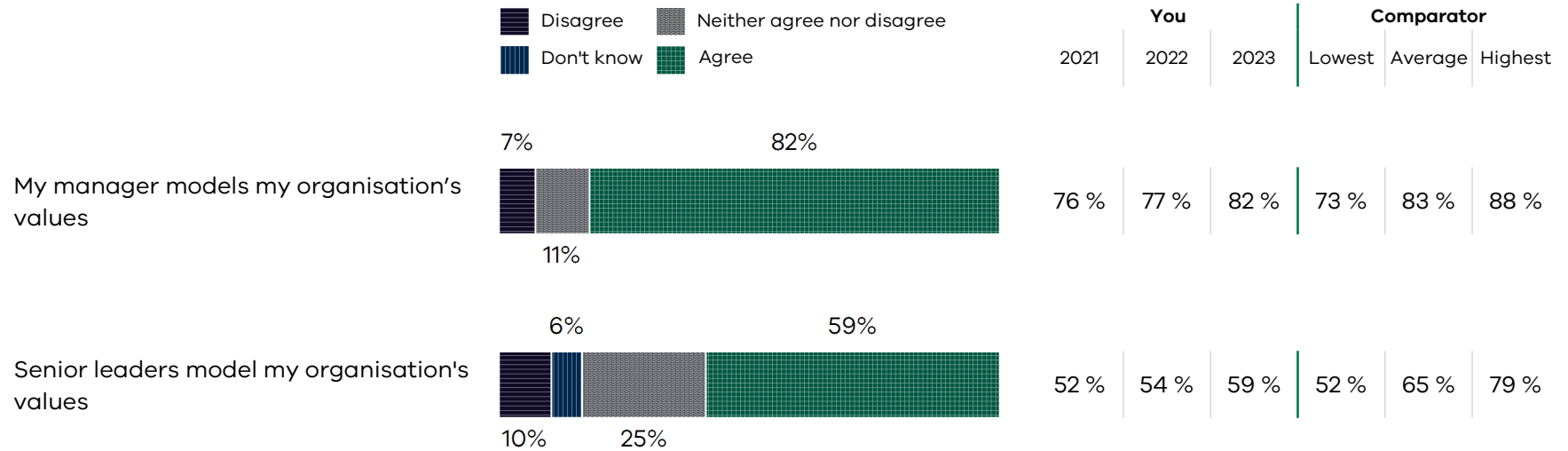
Example

66% 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

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

My organisation takes steps to eliminate bullying, harassment and discrimination

2% | 66% | 14% | 17%

Benchmark agree results

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
	63 %	61 %	66 %	53 %	65 %	76 %
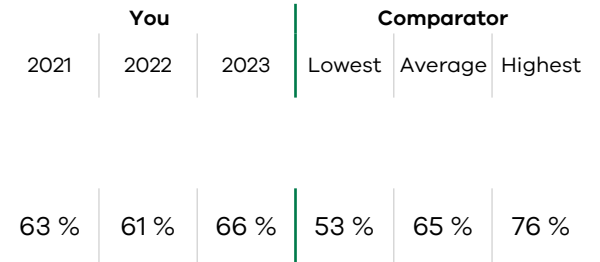
Public sector values

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.
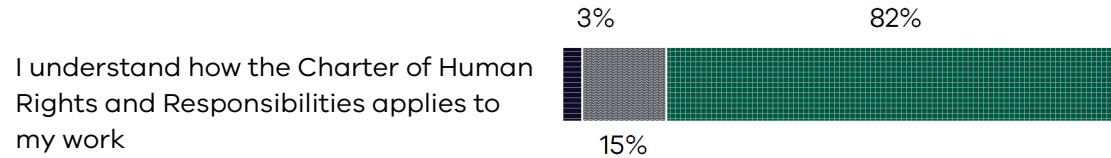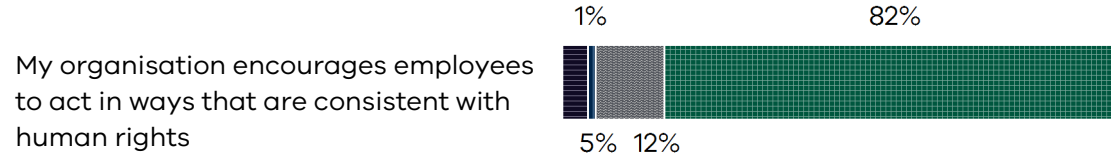
Example

82% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your results			

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

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager models my organisation's values	7% / 11% / 82%	76 %	77 %	82 %	73 %	83 %	88 %
Senior leaders model my organisation's values	10% / 6% / 25% / 59%	52 %	54 %	59 %	52 %	65 %	79 %

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

82% of staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

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

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights	1% · 5% · 12% · 82%	79 %	84 %	82 %	74 %	85 %	92 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	3% · 15% · 82%	82 %	83 %	82 %	77 %	85 %	89 %

People matter survey

2023

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
- Burnout levels
- 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

Topical questions

- Questions on topical issues, includes additional questions that support the Gender Equality Act 2020

Custom questions

- Questions requested by your organisation

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

Topical questions

What this is

These are additional questions to support Workplace Gender Audits, in addition to existing survey questions on gender equality.

Detailed results for all gender equality questions are provided to your Human Resources area in separate Excel reports..

Why this is important

Under the Gender Equality Act 2020, organisations have obligations to promote gender equality in the workplace.

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

81% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

Survey question | Your results | Benchmark agree results

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

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation uses inclusive and respectful images and language	3% ... 81% (2%14%)	77 %	Not asked	81 %	79 %	85 %	90 %
My organisation would support me if I needed to take family violence leave	9% ... 81% (2% 9%)	72 %	Not asked	81 %	79 %	85 %	91 %
In my workgroup work is allocated fairly, regardless of gender	6% ... 78% (16%)	86 %	Not asked	78 %	78 %	83 %	87 %

Topical questions

What this is

Results for additional questions that gather data on whole of Government sector issues.

Why this is important

The People matter survey is an efficient way to gather data on public sector issues, avoiding additional surveys.

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 understand how the Code of Conduct for Victorian public sector employees applies to my work'.

Survey question

Your results

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

I understand how the Code of Conduct for Victorian public sector employees applies to my work

3% | 80%
2%15%

My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)

8% | 55%
12% | 24%

Benchmark agree results

	You			Comparator		
2021	2022	2023	Lowest	Average	Highest
Not asked	Not asked	80 %	81 %	88 %	92 %
Not asked	Not asked	55 %	40 %	56 %	63 %

People matter survey

2023

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Key differences

- Highest scoring
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- Most improved
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- Taking action questions

Detailed results

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Topical questions

- Questions on topical issues, includes additional questions that support the Gender Equality Act 2020

Demographics

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

Age	(n)	%
15-34 years	56	19%
35-54 years	134	47%
55+ years	80	28%
Prefer not to say	18	6%

How would you describe your gender?	(n)	%
Woman	235	82%
Man	30	10%
Prefer not to say	23	8%

Are you trans, non-binary or gender diverse?	(n)	%
No	264	92%
Prefer not to say	24	8%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	1	0%
No	255	89%
Don't know	2	1%
Prefer not to say	30	10%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	204	71%
Prefer not to say	64	22%
Asexual	10	3%
Bisexual	6	2%
Gay or lesbian	2	1%
I use a different term	1	0%
Don't know	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.

How we protect anonymity and privacy

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**2**	1%
Non Aboriginal and/or Torres Strait Islander	**267**	93%
Prefer not to say	**19**	7%

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:
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Do you identify as a person with a disability?	(n)	%
Yes	**13**	5%
No	**257**	89%
Prefer not to say	**18**	6%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**9**	69%
No	**4**	31%

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.

How we protect anonymity and privacy

To protect you, we:

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Country of birth	(n)	%
Born in Australia	**225**	78%
Not born in Australia	**35**	12%
Prefer not to say	**28**	10%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Other	**10**	37%
Malayalam	**4**	15%
Mandarin	**4**	15%
Greek	**3**	11%
Hindi	**3**	11%
Tagalog	**2**	7%
Urdu	**2**	7%
Cantonese	**1**	4%
Filipino	**1**	4%
Italian	**1**	4%
Punjabi	**1**	4%
Sinhalese	**1**	4%

Language other than English spoken with family or community	(n)	%
Yes	**27**	9%
No	**238**	83%
Prefer not to say	**23**	8%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Tamil	**1**	4%

Victorian Public Sector Commission

VICTORIA State Government

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.

How we protect anonymity and privacy

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

Cultural identity	(n)	%
Australian	224	78%
Prefer not to say	31	11%
English, Irish, Scottish and/or Welsh	21	7%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	12	4%
South Asian	5	2%
Other	4	1%
East and/or South-East Asian	4	1%
Central Asian	3	1%
New Zealander	2	1%
Aboriginal and/or Torres Strait Islander	2	1%
North American	1	0%
African	1	0%
Central and/or South American	1	0%

Religion	(n)	%
No religion	154	53%
Christianity	76	26%
Prefer not to say	46	16%
Other	6	2%
Buddhism	2	1%
Hinduism	2	1%
Islam	2	1%

Demographics

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.

How we protect anonymity and privacy

To protect you, we:

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

Working arrangement	(n)	%
Full-Time	51	18%
Part-Time	237	82%

Gross base salary (ongoing/fixed term only)	(n)	%
Prefer not to say	43	17%
Below $80k	143	58%
$80k to $120k	50	20%
$120k to $160k	10	4%
$160k to $200k	2	1%

Organisational tenure	(n)	%
<1 year	49	17%
1 to less than 2 years	29	10%
2 to less than 5 years	62	22%
5 to less than 10 years	59	20%
10 to less than 20 years	57	20%
More than 20 years	32	11%

Management responsibility	(n)	%
Non-manager	246	85%
Other manager	29	10%
Manager of other manager(s)	13	5%

Employment type	(n)	%
Ongoing and executive	226	78%
Other	40	14%
Fixed term	22	8%

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.

How we protect anonymity and privacy

To protect you, we:

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Primary workplace location over the last 3 months	(n)	%
Rural	254	88%
Large regional city	23	8%
Other	7	2%
Melbourne: Suburbs	3	1%
Melbourne CBD	1	0%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	102	35%
A frontline or service delivery location	151	52%
Home or private location	13	5%
A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.)	21	7%
Other	24	8%

Flexible work	(n)	%
Part-time	125	43%
No, I do not use any flexible work arrangements	85	30%
Shift swap	67	23%
Flexible start and finish times	53	18%
Using leave to work flexible hours	31	11%
Study leave	29	10%
Working more hours over fewer days	16	6%
Other	14	5%
Working from an alternative location (e.g. home, hub/shared work space)	11	4%
Purchased leave	9	3%
Job sharing	8	3%

Victorian Public Sector Commission

VICTORIA State Government

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.

How we protect anonymity and privacy

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

Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	212	74%
Flexible working arrangements	51	18%
Physical modifications or improvements to the workplace	24	8%
Career development support strategies	10	3%
Job redesign or role sharing	3	1%
Other	2	1%

Why did you make this request?	(n)	%
Family responsibilities	30	39%
Health	27	36%
Work-life balance	25	33%
Caring responsibilities	24	32%
Study commitments	6	8%
Other	5	7%
Disability	3	4%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	55	72%
The adjustments I needed were not made	14	18%
The adjustments I needed were made but the process was unsatisfactory	7	9%

Victorian Public Sector Commission

VICTORIA State Government

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.

How we protect anonymity and privacy

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

Caring responsibility	(n)	%
None of the above	**98**	34%
Primary school aged child(ren)	**64**	22%
Secondary school aged child(ren)	**64**	22%
Prefer not to say	**32**	11%
Preschool aged child(ren)	**32**	11%
Child(ren) - younger than preschool age	**29**	10%
Frail or aged person(s)	**28**	10%
Person(s) with a medical condition	**17**	6%
Person(s) with disability	**16**	6%
Person(s) with a mental illness	**16**	6%
Other	**11**	4%

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

To protect you, we:

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

Which of the following categories best describes your current position?	(n)	%
Nursing Employees	129	45%
Management, Administration and Corporate support	49	17%
Allied health - therapy discipline	33	11%
Allied health - assistant	29	10%
Support services	20	7%
Other health and social care	14	5%
Allied health - science discipline	5	2%
Community development	4	1%
Medical Employees	2	1%
Counselling	2	1%
Pastoral / spiritual care	1	0%

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

To protect you, we:

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Which of the following best describes the primary operational area in which you work?	(n)	%
Hospital-based services	**143**	50%
Corporate services	**8**	3%
Community-based services	**79**	27%
Residential aged care services	**58**	20%

Is your primary work role in one of the following areas?	(n)	%
Aged care	**87**	30%
Drug and alcohol	**4**	1%
Emergency	**3**	1%
Maternity care	**8**	3%
Medical	**30**	10%
Mixed medical/surgical	**20**	7%
Palliative care	**6**	2%
Paediatrics	**5**	2%
Peri-operative	**9**	3%
Rehabilitation	**6**	2%
Surgical	**3**	1%
Other	**60**	21%
Administration	**47**	16%

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