# People matter survey

# 2023

## Have your say

Robinvale District Health Services
2023 people matter survey results report

# 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

### 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

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.

Victorian
Public Sector
Commission

VICTORIA
State
Government

# 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.
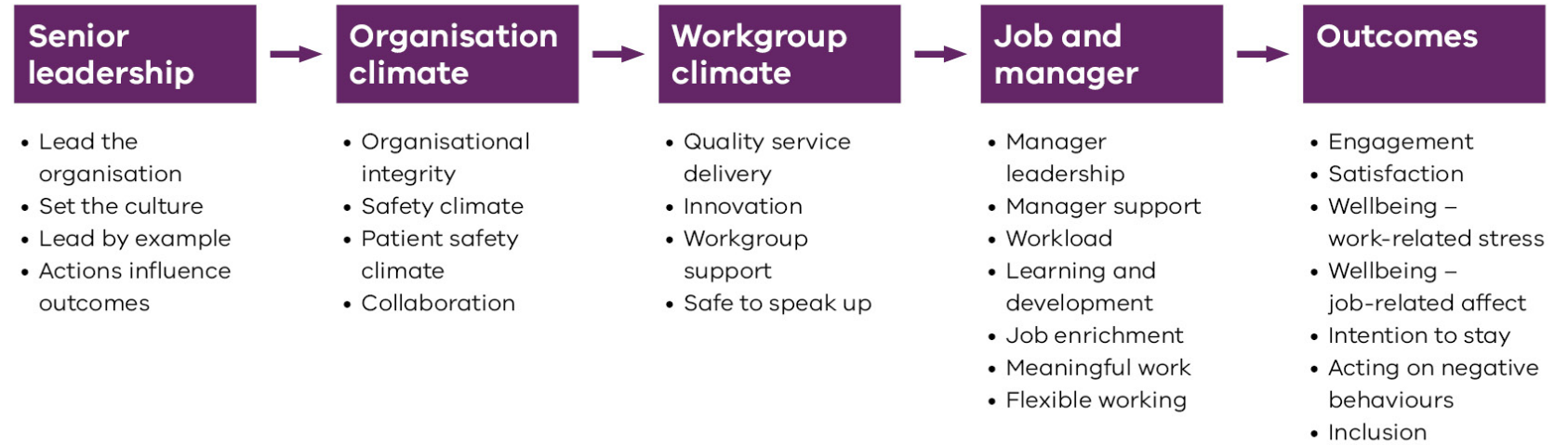
We developed the framework in consultation with stakeholders from the public sector and Deakin University.

### 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 | Organisation climate | Workgroup climate | Job and manager | Outcomes |
|---|---|---|---|---|
| • Lead the organisation<br>• Set the culture<br>• Lead by example<br>• Actions influence outcomes | • Organisational integrity<br>• Safety climate<br>• Patient safety climate<br>• Collaboration | • Quality service delivery<br>• Innovation<br>• Workgroup support<br>• Safe to speak up | • Manager leadership<br>• Manager support<br>• Workload<br>• Learning and development<br>• Job enrichment<br>• Meaningful work<br>• Flexible working | • Engagement<br>• Satisfaction<br>• Wellbeing – work-related stress<br>• Wellbeing – job-related affect<br>• Intention to stay<br>• Acting on negative behaviours<br>• Inclusion |

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

# Report overview

## Your comparator group

### What this is

This is a list of similar organisations to yours.

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

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

### How we use this in your report

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

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

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

Alexandra District Health

Alpine Health

Beaufort and Skipton Health Service

Beechworth Health Service

Boort District Health

Casterton Memorial Hospital

Central Highlands Rural Health

Cohuna District Hospital

Corryong Health

East Wimmera Health Service

Great Ocean Road Health

Heathcote Health

Hesse Rural Health Service

Heywood Rural Health

Inglewood and Districts Health Service

Kerang District Health

Kilmore and District Hospital

Kooweerup Regional Health Service

Mallee Track Health and Community Service

Mansfield District Hospital

Moyne Health Services

NCN Health

Omeo District Health

Orbost Regional Health

Rochester and Elmore District Health Service

Rural Northwest Health

Seymour Health

South Gippsland Hospital

Tallangatta Health Service

Terang and Mortlake Health Service

Timboon and District Healthcare Service

Yarram and District Health Service

Yarrawonga Health

Yea and District Memorial Hospital

# Report overview

## Your response rate

**What this is**

This is how many staff in your organisation did the survey in 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 |
|------|------|
| **63%** | **64%** |
| **(79)** | **(89)** |

| | 2022 | | 2023 |
|---|---|---|---|
| Comparator | 52% | Comparator | 55% |
| Public Sector | 42% | Public Sector | 34% |

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Victorian Public Sector Commission

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# People outcomes

## Scorecard: employee engagement index

**What this is**

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

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

The weightings for each engagement response are:

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

**Why this is important**

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

| 2022 | |
|---|---|
| **63** | |
| Comparator | 71 |
| Public Sector | 68 |

| 2023 | |
|---|---|
| **74** | |
| Comparator | 72 |
| 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 74.

### 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.
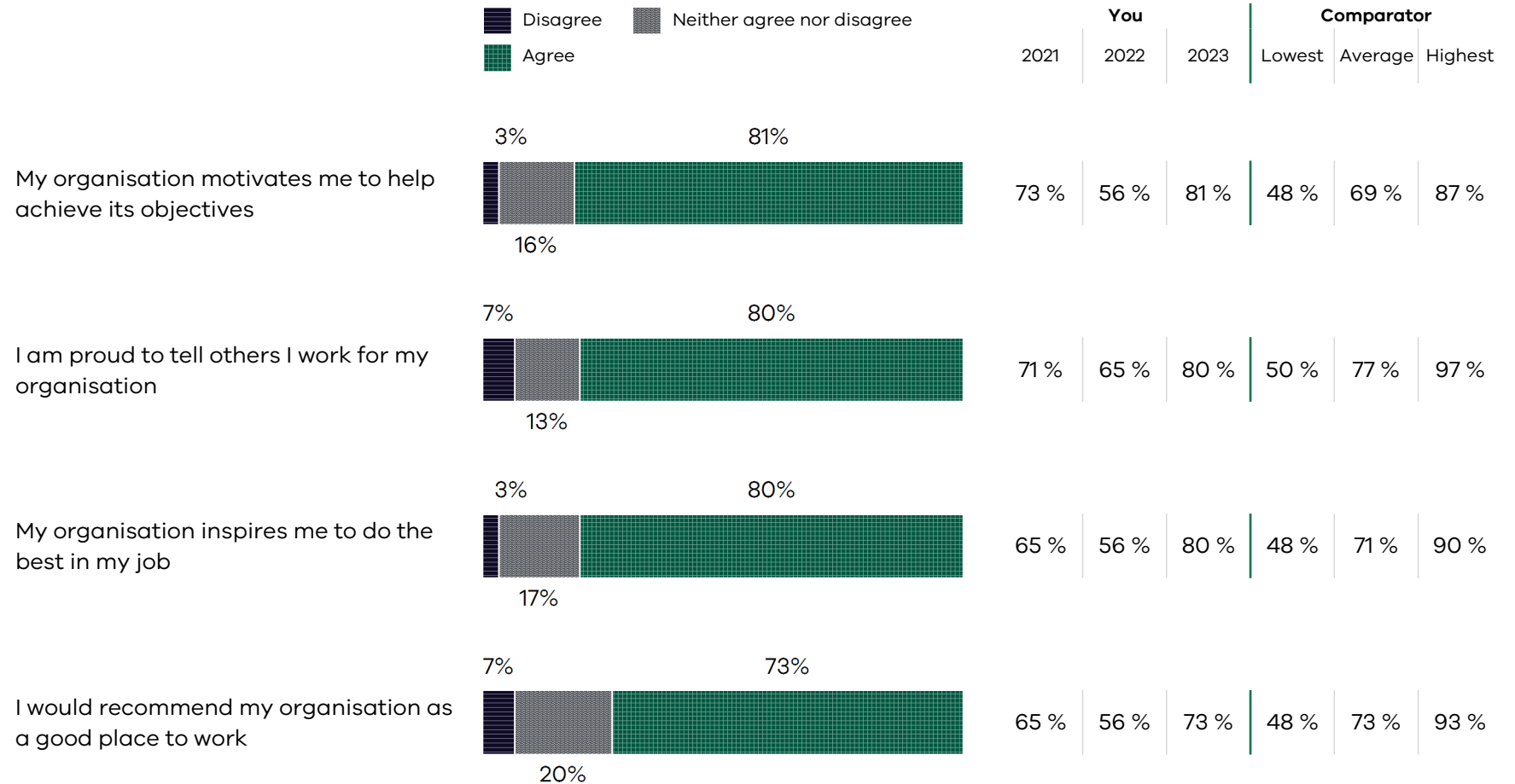
### Example

81% of your staff who did the survey agreed or strongly agreed with 'My organisation motivates me to help achieve its objectives'.

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

■ Disagree  ▨ Neither agree nor disagree  ▨ Agree

| Survey question | Your results | You 2021 | You 2022 | You 2023 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| My organisation motivates me to help achieve its objectives | 3% / 16% / 81% | 73 % | 56 % | 81 % | 48 % | 69 % | 87 % |
| I am proud to tell others I work for my organisation | 7% / 13% / 80% | 71 % | 65 % | 80 % | 50 % | 77 % | 97 % |
| My organisation inspires me to do the best in my job | 3% / 17% / 80% | 65 % | 56 % | 80 % | 48 % | 71 % | 90 % |
| I would recommend my organisation as a good place to work | 7% / 20% / 73% | 65 % | 56 % | 73 % | 48 % | 73 % | 93 % |

# People outcomes

## What this is

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

## Your organisation's engagement index

Your 2023 index is 74.

## 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.
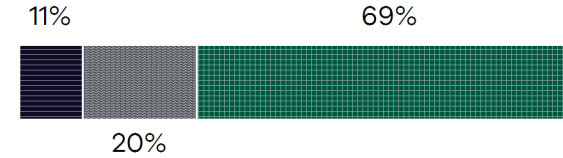
## Example

69% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.
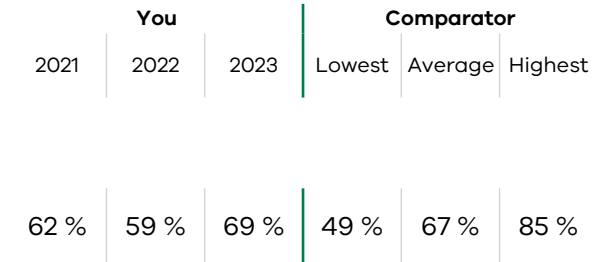
| Survey question | Your results | | | Benchmark agree results | | |
|---|---|---|---|---|---|---|

■ Disagree  ▨ Neither agree nor disagree
▨ Agree

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| I feel a strong personal attachment to my organisation | 62 % | 59 % | 69 % | 49 % | 67 % | 85 % |

11% | 69%
20%

# 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.
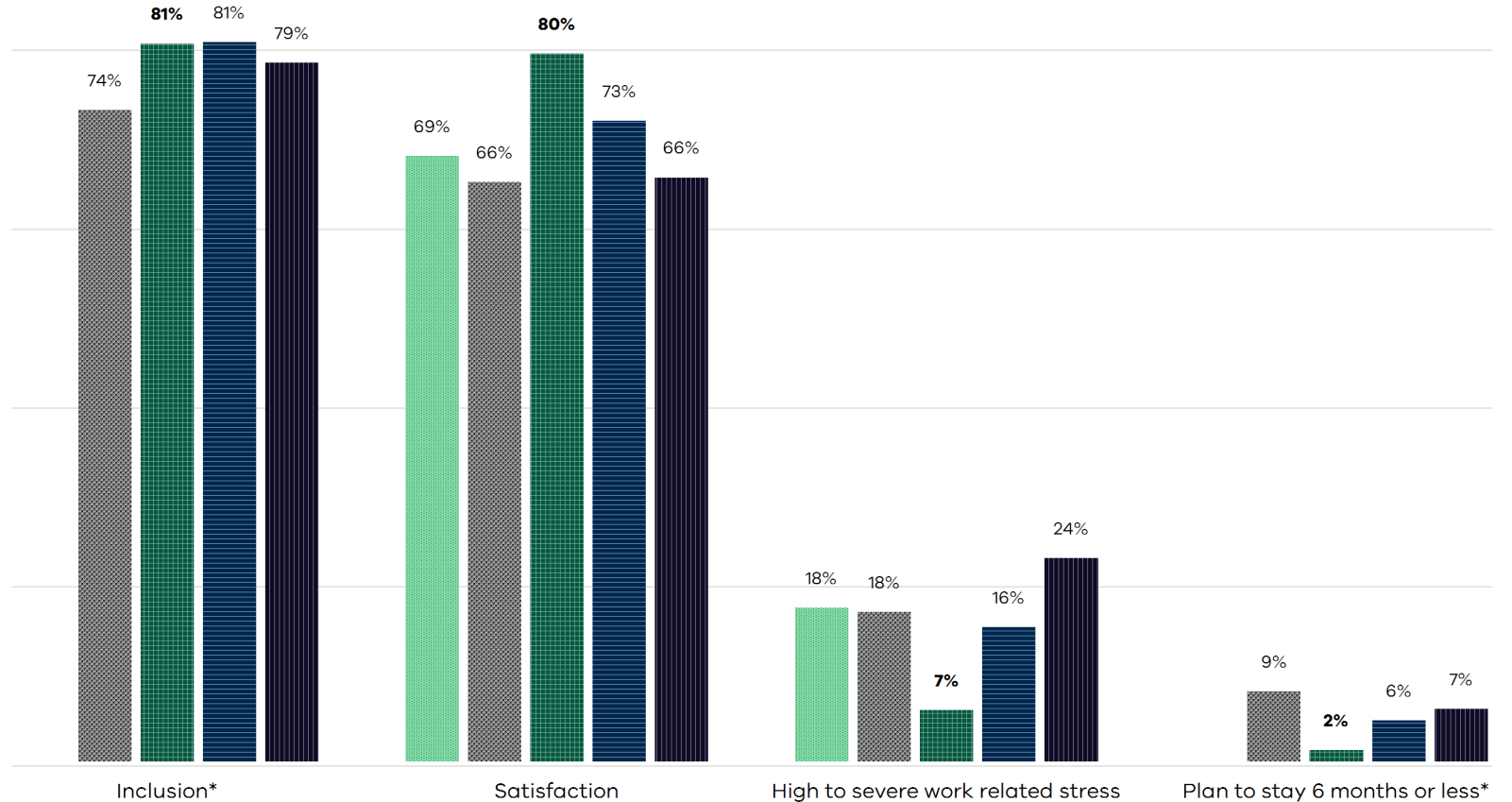
### Example

In 2023:

- 81% of your staff who did the survey responded positively to questions about Inclusion which is up from 74% in 2022.

Compared to:

- 81% of staff at your comparator and 79% of staff across the public sector.



Bar chart showing people outcomes by category:

**Inclusion*** — You 2022: 74%, You 2023: 81%, Comparator 2023: 81%, Public sector 2023: 79%

**Satisfaction** — You 2021: 69%, You 2022: 66%, You 2023: 80%, Comparator 2023: 73%, Public sector 2023: 66%

**High to severe work related stress** — You 2021: 18%, You 2022: 18%, You 2023: 7%, Comparator 2023: 16%, Public sector 2023: 24%

**Plan to stay 6 months or less*** — You 2022: 9%, You 2023: 2%, Comparator 2023: 6%, Public sector 2023: 7%

*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

# People outcomes

## Satisfaction question results

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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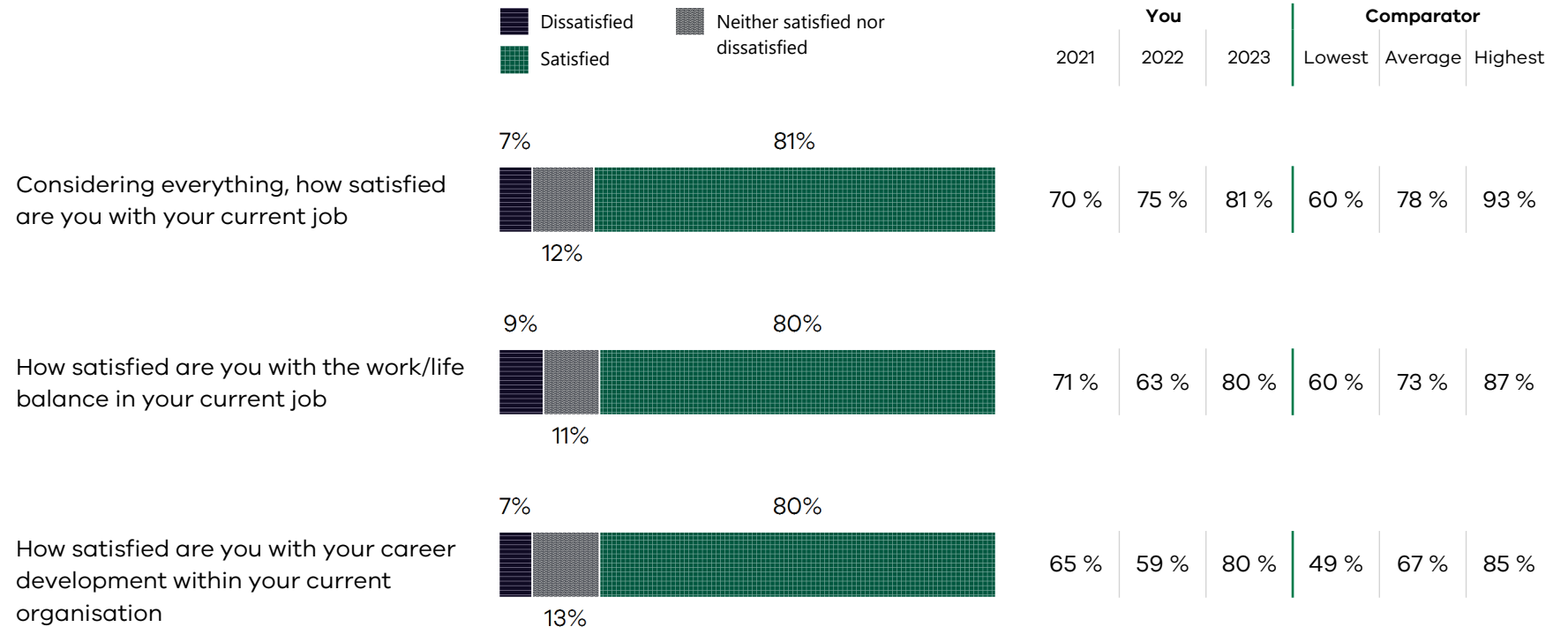
**Example**

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

| Survey question | Your results | | | | | | |
|---|---|---|---|---|---|---|---|

**Benchmark satisfied results**

Legend: Dissatisfied (dark), Neither satisfied nor dissatisfied (grey), Satisfied (green)

| Survey question | Your results | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| Considering everything, how satisfied are you with your current job | 7% / 12% / 81% | | 70 % | 75 % | 81 % | 60 % | 78 % | 93 % |
| How satisfied are you with the work/life balance in your current job | 9% / 11% / 80% | | 71 % | 63 % | 80 % | 60 % | 73 % | 87 % |
| How satisfied are you with your career development within your current organisation | 7% / 13% / 80% | | 65 % | 59 % | 80 % | 49 % | 67 % | 85 % |

# 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

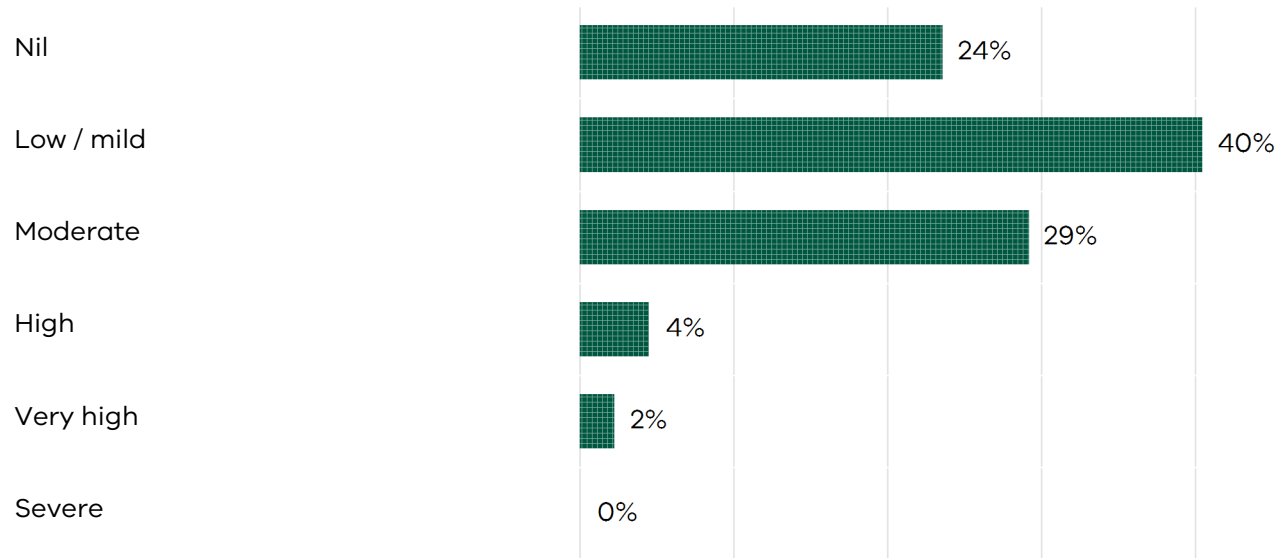In this survey we asked staff to tell us their stress level.

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.
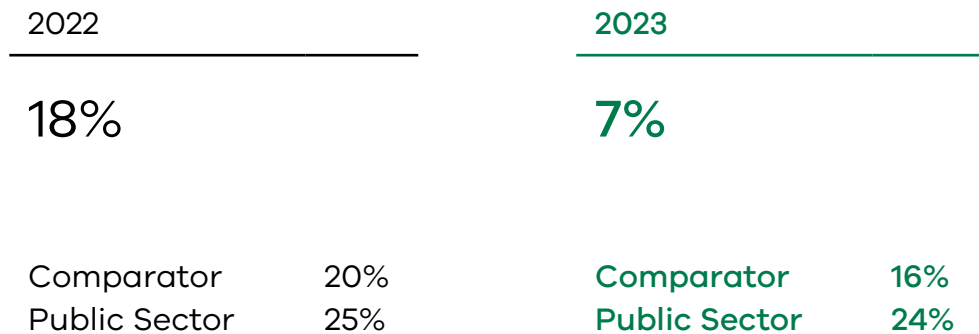
### Example

7% of your staff who did the survey said they had high to severe stress in 2023. This is compared to 16% 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 | 24% |
| Low / mild | 40% |
| Moderate | 29% |
| High | 4% |
| Very high | 2% |
| Severe | 0% |

## Reported levels of high to severe stress

| 2022 | | 2023 | |
|---|---|---|---|
| **18%** | | **7%** | |
| Comparator | 20% | Comparator | 16% |
| 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**

76% of your staff who did the survey said they experienced mild to severe stress.

Of that 76%, 34% said the top reason was 'Workload'.

| 68 | 21 |
|---|---|
| 76% | 24% |

■ 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 | 37% | 34% | 46% | 49% |
| Time pressure | 31% | 29% | 36% | 41% |
| Social environment (e.g. relationships with colleagues, manager and/or senior leaders) | 19% | 19% | 16% | 11% |
| Competing home and work responsibilities | 10% | 18% | 16% | 14% |
| Dealing with clients, patients or stakeholders | 13% | 18% | 14% | 16% |
| Other | 10% | 13% | 14% | 12% |
| Incivility, bullying, harassment or discrimination | 19% | 10% | 9% | 6% |
| Work schedule or hours | 9% | 10% | 9% | 7% |
| Management of work (e.g. supervision, training, information, support) | 10% | 9% | 11% | 13% |
| Organisation or workplace change | 7% | 9% | 10% | 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**

17% of your staff who did the survey said they felt burnout at work in 2023.

| 15 | 74 |
|---|---|
| 17% | 83% |

■ 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 | 53% | 48% | 47% | 48% |
| I enjoy my work. I have no symptoms of burnout | 23% | 35% | 27% | 21% |
| I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion | 18% | 12% | 19% | 22% |
| 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 | 4% | 4% | 3% | 3% |

# 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**

9% 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 | 9% | 2% | 6% | 7% |
| Over 6 months and up to 1 year | 9% | 9% | 8% | 9% |
| Over 1 year and up to 3 years | 25% | 27% | 23% | 24% |
| Over 3 years and up to 5 years | 14% | 19% | 16% | 15% |
| Over 5 years | 43% | 43% | 48% | 45% |

# 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.
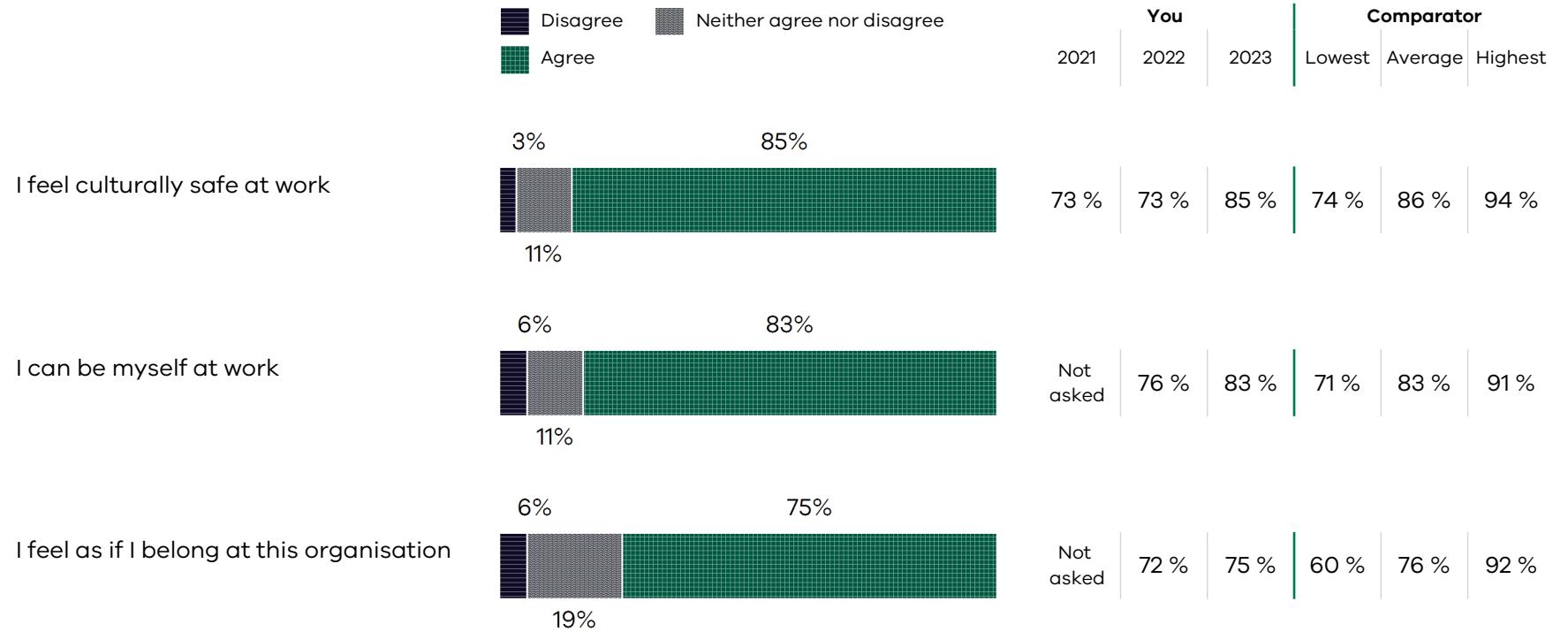
**Example**

85% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Legend:
- Disagree
- Neither agree nor disagree
- Agree

| Survey question | Your results | | You | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| I feel culturally safe at work | 3% / 11% / 85% | 73 % | 73 % | 85 % | 74 % | 86 % | 94 % |
| I can be myself at work | 6% / 11% / 83% | Not asked | 76 % | 83 % | 71 % | 83 % | 91 % |
| I feel as if I belong at this organisation | 6% / 19% / 75% | Not asked | 72 % | 75 % | 60 % | 76 % | 92 % |

# 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.
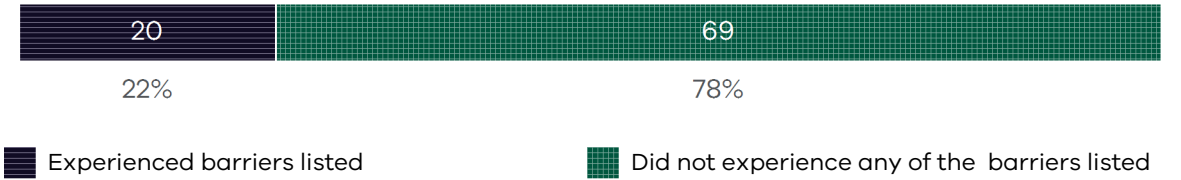
### How to read this

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 option.

### Why there are no further details

Results for response options with fewer than 10 responses have been suppressed to protect participant anonymity.

No response option has 10 or more responses.

Staff who experienced one or more barriers to success at work

| 20 | 69 |
|----|----|
| 22% | 78% |

■ Experienced barriers listed     ▦ Did not experience any of the  barriers listed

# 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

n 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 option.

### Why there are no further details

Results for response options with fewer than 10 responses have been suppressed to protect participant anonymity.

No response option has 10 or more responses

Staff who witnessed one or more barriers to success at work

| 17 | 72 |
|---|---|
| 19% | 81% |

■ Witnessed barriers listed    ■ Did not witness barriers listed
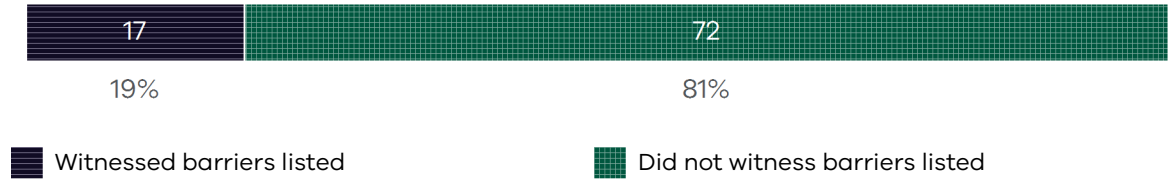
# People outcomes

## 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.
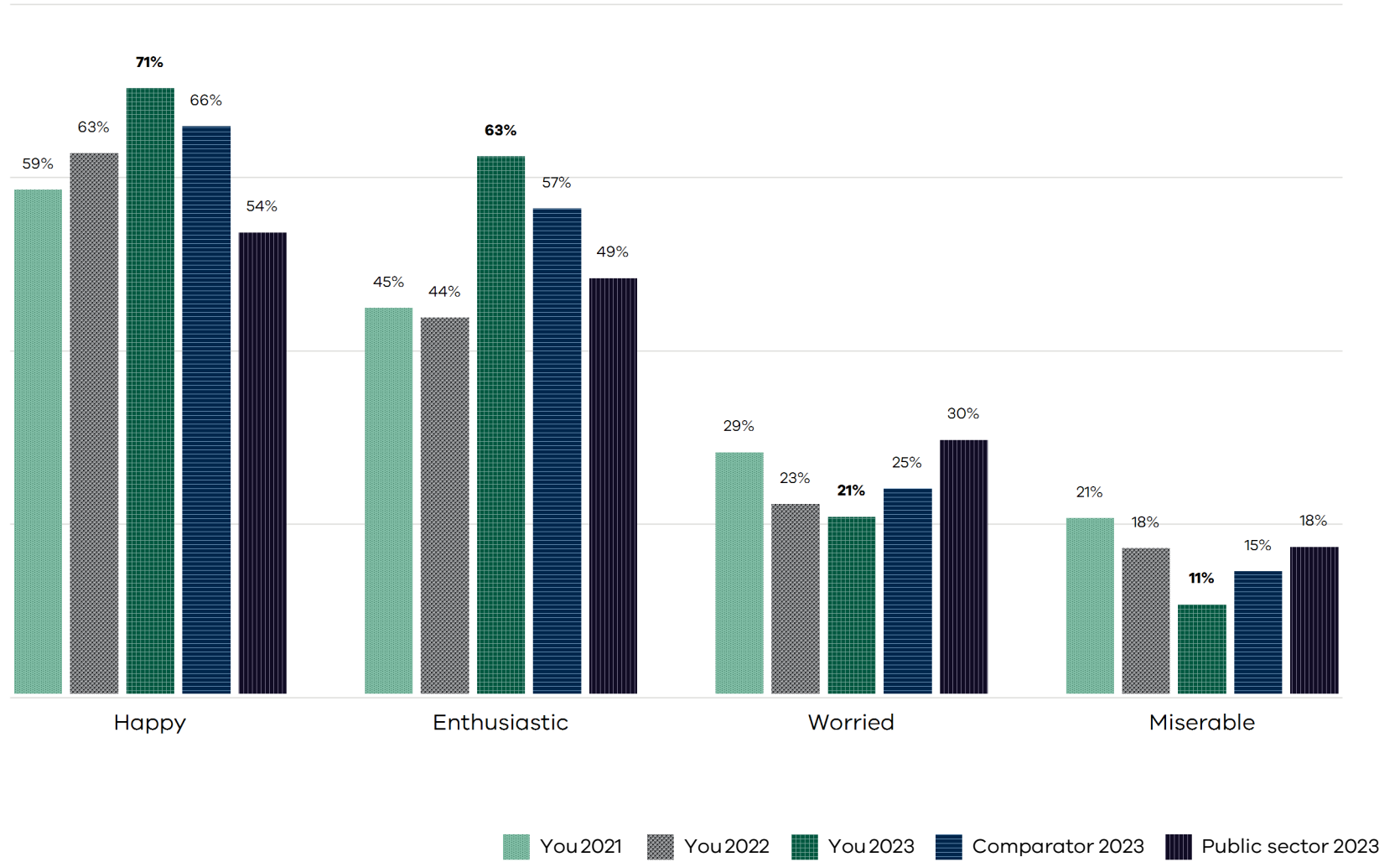
### Example

In 2023:

- 71% of your staff who did the survey said work made them feel happy in 2023, which is up from 63% in 2022

Compared to:

- 66% 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:** 59%, 63%, 71%, 66%, 54%
**Enthusiastic:** 45%, 44%, 63%, 57%, 49%
**Worried:** 29%, 23%, 21%, 25%, 30%
**Miserable:** 21%, 18%, 11%, 15%, 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.

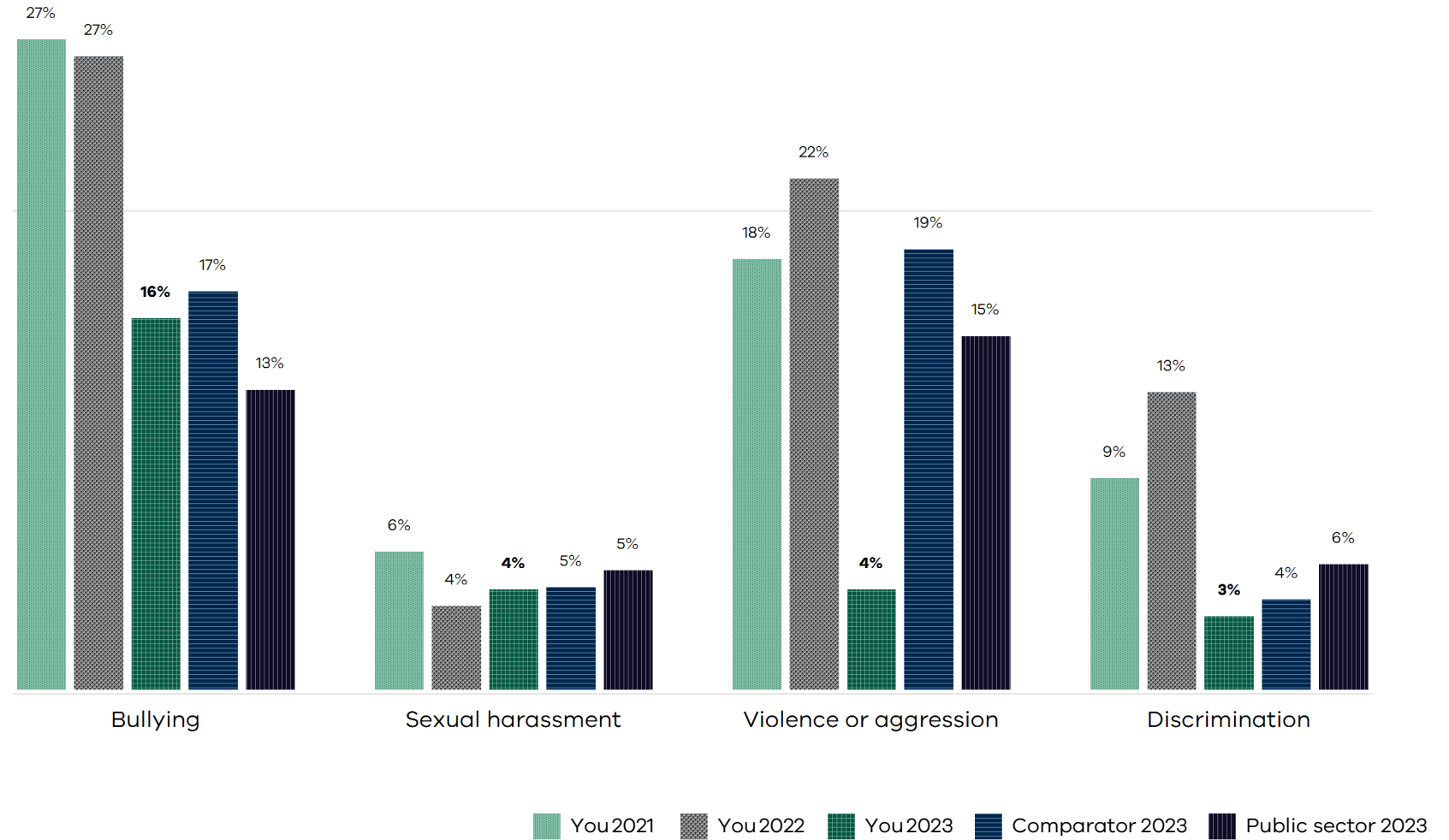You can compare these with your comparator and the public sector.

**Example**

In 2023:

- 16% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is down from 27% in 2022.

Compared to:

- 17% of staff at your comparator and 13% of staff across the public sector.



Bar chart legend: You 2021, You 2022, You 2023, Comparator 2023, Public sector 2023

Bullying: 27%, 27%, 16%, 17%, 13%
Sexual harassment: 6%, 4%, 4%, 5%, 5%
Violence or aggression: 18%, 22%, 4%, 19%, 15%
Discrimination: 9%, 13%, 3%, 4%, 6%

# People outcomes

## Bullying

### What this is

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

### Why this is important

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

### How to read this

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

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

In descending order, the table shows the answers.

### Example

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

Of that 16%, 64% 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?

| 14 | 64 | 11 |
|---|---|---|
| 16% | 72% | 12% |

Legend: ■ Experienced bullying ■ Did not experience bullying ■ Not sure
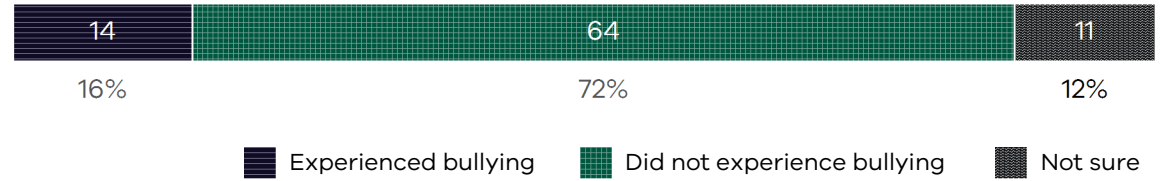
| If you experienced bullying, what type of bullying did you experience? | You 2022 | You 2023 | Comparator 2023 | Public sector 2023 |
|---|---|---|---|---|
| Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody) | 62% | 64% | 66% | 71% |
| Intimidation and/or threats | 14% | 36% | 32% | 29% |
| Withholding essential information for me to do my job | 14% | 36% | 21% | 28% |
| Verbal abuse | 29% | 29% | 21% | 20% |
| Being assigned meaningless tasks unrelated to my job | 14% | 14% | 10% | 14% |
| Exclusion or isolation | 29% | 7% | 38% | 43% |
| Interference with my personal property and/or work equipment | 5% | 7% | 6% | 5% |

# People outcomes

## Telling someone about the bullying

**What this is**

This is if staff told someone when they experienced bullying.

**Why this is important**

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

**How to read this**

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

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

In descending order, the table shows the answers.

**Example**

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

- 50% said the top way they reported the bullying was  'Told a colleague'.
- 93% said they didn't submit a formal complaint.

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

| 14 | 64 | 11 |
|---|---|---|
| 16% | 72% | 12% |

■ Experienced bullying  ▨ Did not experience bullying  ▨ Not sure
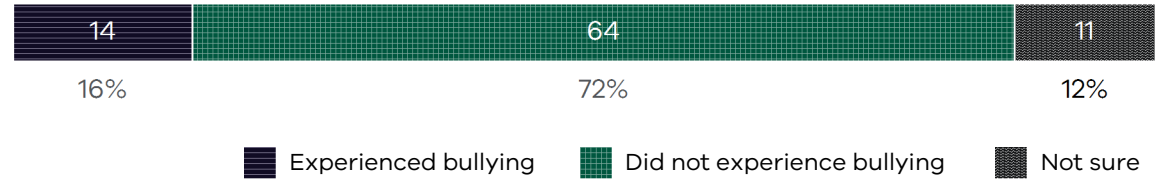
| Did you tell anyone about the bullying? | You 2022 | You 2023 | Comparator 2023 | Public sector 2023 |
|---|---|---|---|---|
| Told a colleague | 29% | 50% | 40% | 41% |
| Told a manager | 29% | 43% | 47% | 49% |
| Told a friend or family member | 14% | 29% | 33% | 35% |
| Told someone else | 0% | 21% | 10% | 12% |
| Told the person the behaviour was not OK | 10% | 21% | 16% | 17% |
| I did not tell anyone about the bullying | 19% | 7% | 10% | 12% |
| Submitted a formal complaint | 24% | 7% | 16% | 12% |
| Told employee assistance program (EAP) or peer support | 5% | 7% | 5% | 9% |
| Told Human Resources | 19% | 7% | 15% | 12% |

# 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**

93% of your staff who experienced bullying did not submit a formal complaint, of which:

- 62% said the top reason was  'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?

| 1 | 13 |
|---|---|
| 7% | 93% |

■ Submitted formal complaint   ■ Did not submit a formal complaint
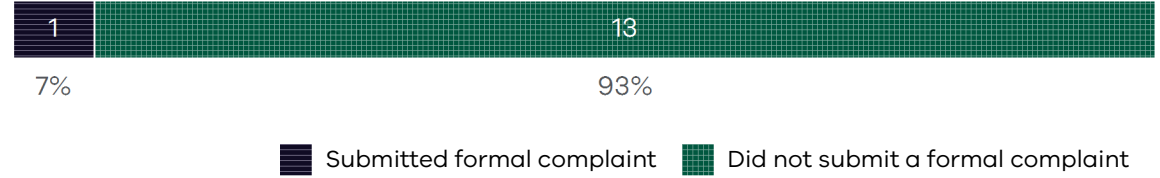
| What was your reason for not submitting a formal complaint? | You 2022 | You 2023 | Comparator 2023 | Public sector 2023 |
|---|---|---|---|---|
| I believed there would be negative consequences for my reputation | 38% | 62% | 38% | 52% |
| I didn't think it would make a difference | 56% | 54% | 48% | 51% |
| I didn't think it was serious enough | 13% | 23% | 13% | 17% |
| I believed there would be negative consequences for my career | 19% | 15% | 22% | 40% |
| I didn't need to because I made the bullying stop | 13% | 8% | 7% | 6% |
| I didn't need to because I no longer had contact with the person(s) who bullied me | 0% | 8% | 7% | 7% |
| I thought the complaint process would be embarrassing or difficult | 13% | 8% | 8% | 12% |
| Other | 6% | 8% | 13% | 14% |

# People outcomes

## Perpetrators of bullying

**What this is**

This is who staff have said are responsible for bullying.

**Why this is important**

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

**How to read this**

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

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

In descending order, the bar chart shows the perpetrators with the largest number of responses.
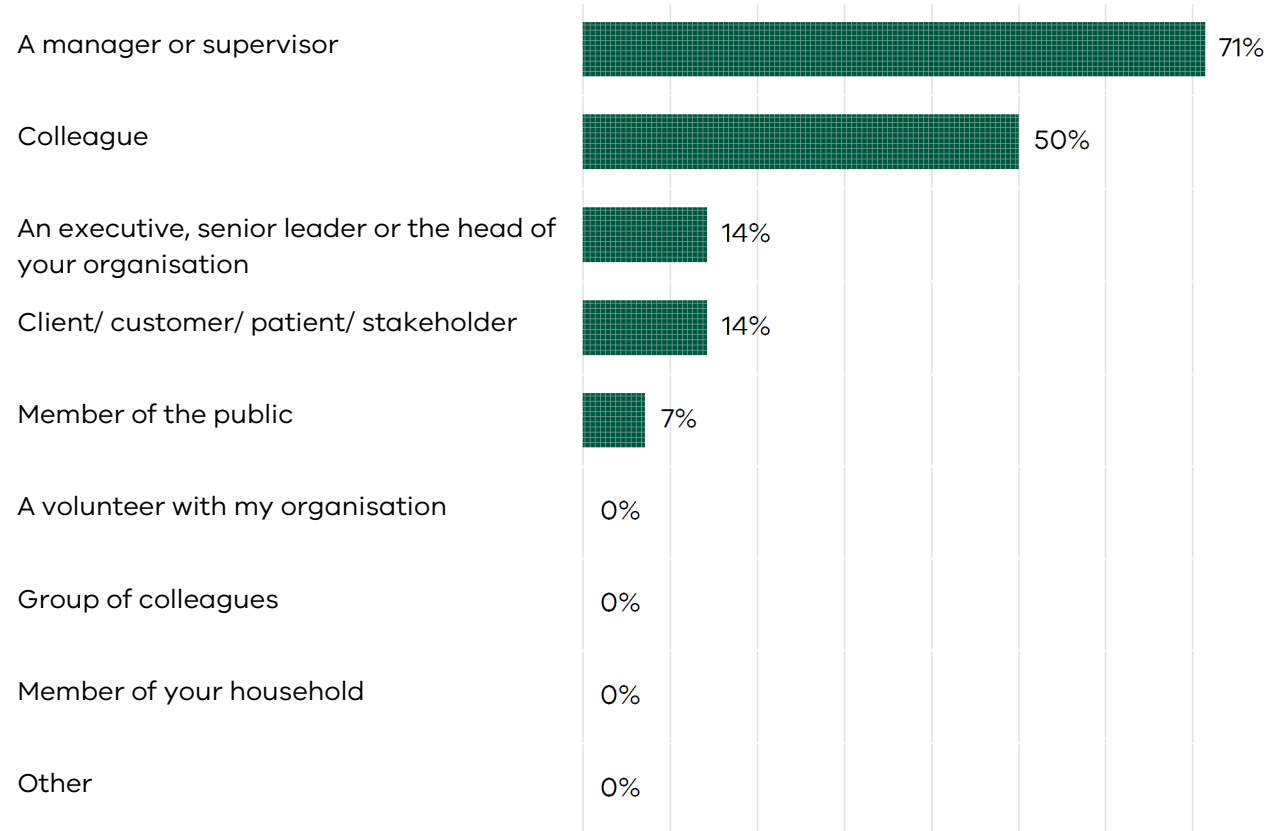
Each row is one perpetrator or group of perpetrators.

**Example**

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

Of that 16%, 71% said it was by 'A manager or supervisor'.

### 14 people (16% of staff) experienced bullying (You 2023)

| Perpetrator | Percentage |
|---|---|
| A manager or supervisor | 71% |
| Colleague | 50% |
| An executive, senior leader or the head of your organisation | 14% |
| Client/ customer/ patient/ stakeholder | 14% |
| Member of the public | 7% |
| A volunteer with my organisation | 0% |
| Group of colleagues | 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, 16% of your staff said they experienced bullying.

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

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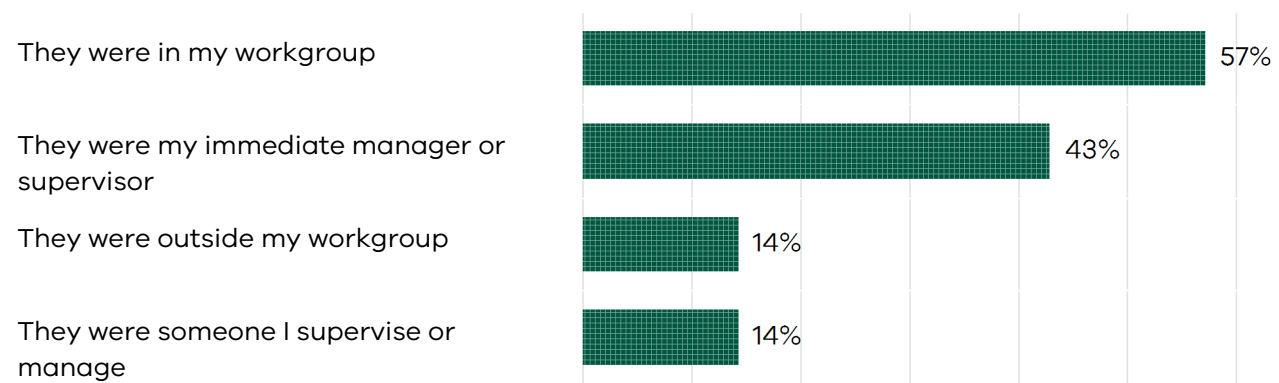
**Example**

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

Of that 16%, 100% said it was by someone within the organisation.

Of that 100%, 57% said it was 'They were in my workgroup'.

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

| | |
|---|---|
| They were in my workgroup | 57% |
| They were my immediate manager or supervisor | 43% |
| They were outside my workgroup | 14% |
| They were someone I supervise or manage | 14% |

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# 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.

**Why there is no data here**

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

We do this to protect the respondents.

# People outcomes

## Discrimination

**What this is**

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

**Why this is important**

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

**Why there is no data here**

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

We do this to protect the respondents.

# People outcomes

## 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.

**Why there is no data here**

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

We do this to protect the respondents.

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# 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

21% of your staff who did the survey said they witnessed some negative behaviour at work.

79% 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?

| 19 | 70 |
|---|---|
| 21% | 79% |

■ 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 | 79% | 76% | 79% |
| Bullying of a colleague | 13% | 18% | 14% |
| Discrimination against a colleague | 11% | 9% | 8% |
| Violence or aggression against a colleague | 2% | 5% | 5% |
| Sexual harassment of a colleague | 1% | 1% | 1% |

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# 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**

21% of your staff who did the survey witnessed negative behaviour, of which:

- 84% said the top action they took was  'Spoke to the person who experienced the behaviour'.

- 11% took no action.

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

| 19 | 70 |
|---|---|
| 21% | 79% |

■ 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 | 84% | 68% | 70% |
| Told the person the behaviour was not OK | 16% | 21% | 22% |
| Spoke to the person who behaved in a negative way | 11% | 20% | 19% |
| Took no action | 11% | 7% | 8% |
| Submitted a formal complaint | 5% | 8% | 6% |
| Told a colleague | 5% | 16% | 20% |
| Told a manager | 5% | 41% | 39% |
| Told Human Resources | 5% | 10% | 7% |

# 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

### 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

# 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 'Job enrichment', the 'You 2023' column shows 98% of your staff agreed with 'I understand how my job helps my organisation achieve its goals'. In the 'Change from 2022' column, you have a 9% increase, which is a positive trend.

| Question group | Highest scoring questions | You 2023 | Change from 2022 | Comparator 2023 |
|---|---|---|---|---|
| Job enrichment | I understand how my job helps my organisation achieve its goals | 98% | +9% | 93% |
| Job enrichment | I clearly understand what I am expected to do in this job | 97% | +8% | 90% |
| Meaningful work | I achieve something important through my work | 97% | –1% | 94% |
| Meaningful work | I can make a worthwhile contribution at work | 97% | +3% | 95% |
| Job enrichment | I can use my skills and knowledge in my job | 93% | +2% | 93% |
| Meaningful work | I get a sense of accomplishment from my work | 93% | 0% | 90% |
| Other questions | I understand how the Code of Conduct for Victorian public sector employees applies to my work | 93% | Not asked in 2022 | 88% |
| Learning and development | I am developing and learning in my role | 90% | +9% | 78% |
| Collaboration | I am able to work effectively with others outside my immediate workgroup | 90% | +9% | 88% |
| Safety climate | My organisation provides a physically safe work environment | 90% | +8% | 83% |

# 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 35% 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 6% decrease, which is a negative 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 | 35% | –6% | 41% |
| Organisational integrity | I have an equal chance at promotion in my organisation | 56% | +12% | 54% |
| Organisational integrity | I believe the promotion processes in my organisation are fair | 57% | +12% | 51% |
| Taking action | I believe my organisation will make improvements based on the results of this survey | 60% | +3% | 60% |
| Other questions | My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable) | 60% | Not asked in 2022 | 56% |
| Patient safety climate | This health service does a good job of training new and existing staff | 61% | +13% | 62% |
| Patient safety climate | Trainees in my discipline are adequately supervised | 62% | +4% | 65% |
| Safety climate | In my workplace, there is good communication about psychological safety issues that affect me | 62% | +14% | 56% |
| Safety climate | My organisation has effective procedures in place to support employees who may experience stress | 63% | +10% | 60% |
| Safety climate | Senior leaders show support for stress prevention through involvement and commitment | 63% | +7% | 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 'Engagement', the 'You 2023' column shows 81% of your staff agreed with 'My organisation motivates me to help achieve its objectives'.
In the 'Increase from 2022' column, you have a 25% increase, which is a positive trend.

| Question group | Most improved from last year | You 2023 | Increase from 2022 | Comparator 2023 |
|---|---|---|---|---|
| Engagement | My organisation motivates me to help achieve its objectives | 81% | +25% | 69% |
| Engagement | My organisation inspires me to do the best in my job | 80% | +24% | 71% |
| Safety climate | All levels of my organisation are involved in the prevention of stress | 70% | +20% | 55% |
| Satisfaction | How satisfied are you with your career development within your current organisation | 80% | +20% | 67% |
| Safe to speak up | I feel safe to challenge inappropriate behaviour at work | 70% | +18% | 68% |
| Engagement | I would recommend my organisation as a good place to work | 73% | +17% | 73% |
| Innovation | My workgroup encourages employee creativity | 83% | +17% | 66% |
| Innovation | My workgroup is quick to respond to opportunities to do things better | 83% | +17% | 72% |
| Quality service delivery | My workgroup acts fairly and without bias | 74% | +17% | 71% |
| Satisfaction | How satisfied are you with the work/life balance in your current job | 80% | +16% | 73% |

# 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 'Taking action', the 'You 2023' column shows 35% of your staff agreed with 'My organisation has made improvements based on the survey results from last year'.
In the 'Decrease from 2022' column, you have a 6% decrease, which is a negative trend.

| Question subgroup | Largest decline from last year | You 2023 | Decrease from 2022 | Comparator 2023 |
|---|---|---|---|---|
| Taking action | My organisation has made improvements based on the survey results from last year | 35% | -6% | 41% |
| Meaningful work | I achieve something important through my work | 97% | -1% | 94% |
| Meaningful work | I get a sense of accomplishment from my work | 93% | 0% | 90% |

# 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 'Innovation', the 'You 2023' column shows 83% of your staff agreed with 'My workgroup encourages employee creativity'.

The 'difference' column, shows that agreement for this question was 17 percentage points higher in your organisation than in your comparator.

| Question group | Biggest positive difference from comparator | You 2023 | Difference | Comparator 2023 |
|---|---|---|---|---|
| Innovation | My workgroup encourages employee creativity | 83% | +17% | 66% |
| Safety climate | All levels of my organisation are involved in the prevention of stress | 70% | +14% | 55% |
| Workload | I have enough time to do my job effectively | 74% | +13% | 61% |
| Satisfaction | How satisfied are you with your career development within your current organisation | 80% | +13% | 67% |
| Engagement | My organisation motivates me to help achieve its objectives | 81% | +12% | 69% |
| Innovation | My workgroup is quick to respond to opportunities to do things better | 83% | +12% | 72% |
| Learning and development | I am developing and learning in my role | 90% | +11% | 78% |
| Learning and development | I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 78% | +11% | 66% |
| Manager support | I receive meaningful recognition when I do good work | 75% | +11% | 64% |
| Job enrichment | I have a say in how I do my work | 87% | +10% | 76% |

# 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 'Patient safety climate', the 'You 2023' column shows 67% of your staff agreed with 'I would recommend a friend or relative to be treated as a patient here'.

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 |
|---|---|---|---|---|
| Patient safety climate | I would recommend a friend or relative to be treated as a patient here | 67% | -11% | 78% |
| Taking action | My organisation has made improvements based on the survey results from last year | 35% | -6% | 41% |
| Workgroup support | People in my workgroup are honest, open and transparent in their dealings | 66% | -4% | 70% |
| Patient safety climate | Patient care errors are handled appropriately in my work area | 67% | -4% | 71% |
| Patient safety climate | Trainees in my discipline are adequately supervised | 62% | -3% | 65% |
| Organisational integrity | My organisation is committed to earning a high level of public trust | 78% | -3% | 80% |
| Organisational integrity | I believe the recruitment processes in my organisation are fair | 64% | -2% | 66% |
| Patient safety climate | I am encouraged by my colleagues to report any patient safety concerns I may have | 83% | -2% | 85% |
| Safe to speak up | People in my workgroup are able to bring up problems and tough issues | 67% | -2% | 69% |
| Senior leadership | Senior leaders model my organisation's values | 66% | -1% | 68% |

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# 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

### 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

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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

60% 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'.
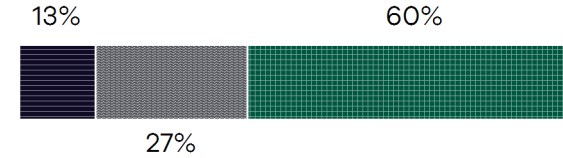
Legend: Disagree | Neither agree nor disagree | Don't know | Agree
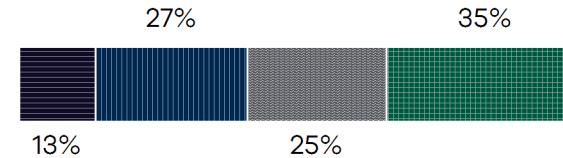
| Survey question | Your results | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|---|
| | | 2021 | 2022 | 2023 | | Lowest | Average | Highest |
| I believe my organisation will make improvements based on the results of this survey | 13% / 27% / 60% | Not asked | 57 % | 60 % | | 41 % | 60 % | 80 % |
| My organisation has made improvements based on the survey results from last year | 13% / 27% / 25% / 35% | Not asked | 41 % | 35 % | | 14 % | 41 % | 72 % |

Victorian Public Sector Commission

VICTORIA State Government

# 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

### 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

# 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**

67% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

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

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

| Survey question | Your results | 2021 | 2022 | 2023 | Lowest | Average | Highest |
|---|---|---|---|---|---|---|---|
| Senior leaders demonstrate honesty and integrity | 4% / 67% / 10% / 18% | 59 % | 54 % | 67 % | 40 % | 65 % | 94 % |
| Senior leaders model my organisation's values | 2% / 66% / 8% / 24% | 62 % | 58 % | 66 % | 40 % | 68 % | 92 % |
| Senior leaders provide clear strategy and direction | 2% / 65% / 12% / 20% | 61 % | 54 % | 65 % | 30 % | 62 % | 87 % |

Victorian Public Sector Commission

VICTORIA State Government

# 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

### 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
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### Public sector values

- Scorecard
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- Respect
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- 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

# 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:

- 79% of your staff who did the survey responded positively to questions about Collaboration which is up from 70% in 2022.

Compared to:

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



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

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

Chart data:

| Factor | You 2021 | You 2022 | You 2023 | Comparator 2023 | Public sector 2023 |
|---|---|---|---|---|---|
| Collaboration | 70% | 70% | 79% | 75% | 73% |
| Patient safety climate | 62% | 66% | 73% | 73% | 71% |
| Organisational integrity* | | 63% | 71% | 70% | 67% |
| Safety climate | 61% | 57% | 69% | 62% | 57% |

Victorian Public Sector Commission

VICTORIA State Government

# Organisational climate

## Organisational integrity 1 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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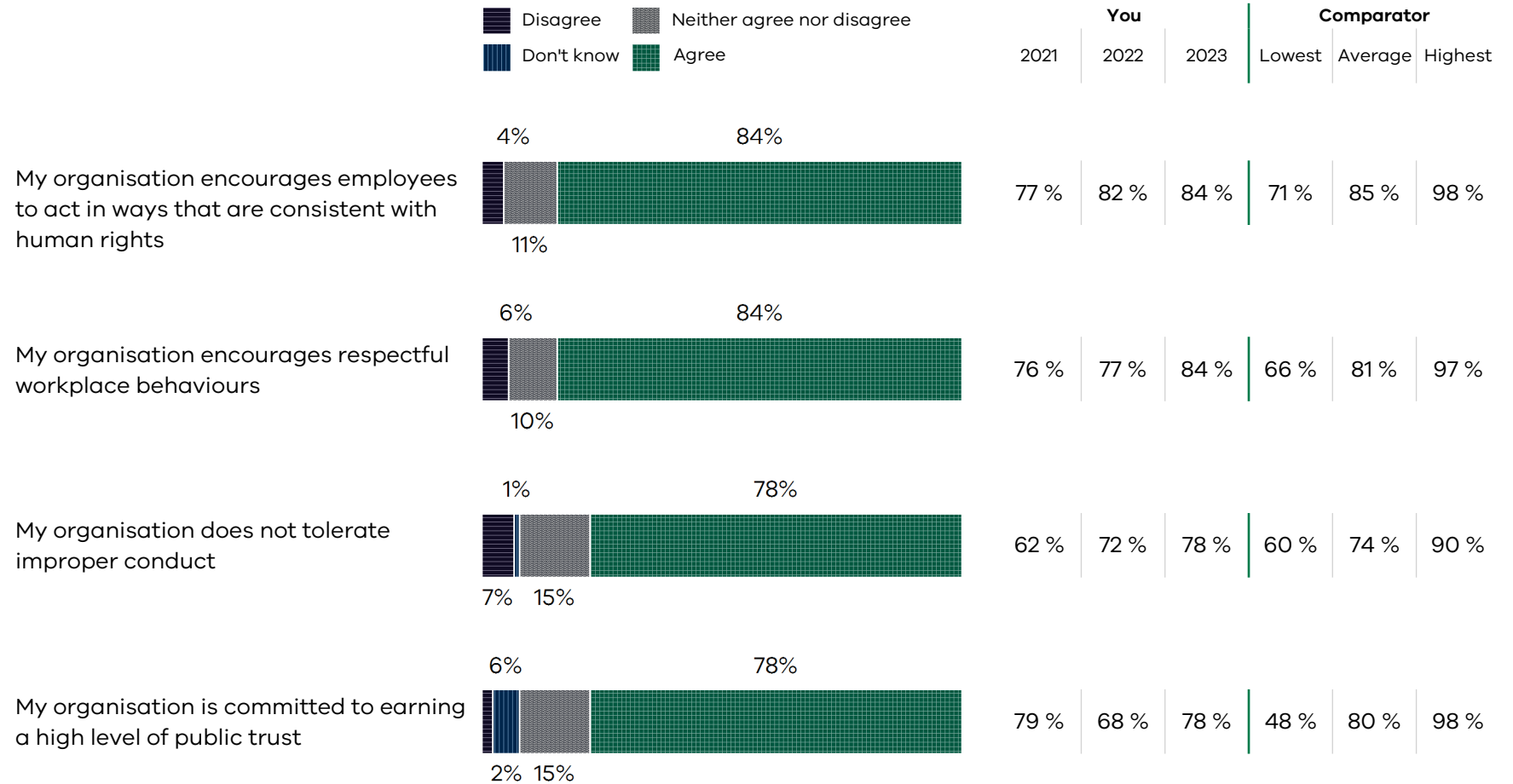
**Example**

84% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

## Survey question | Your results | Benchmark agree results

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 | 4% / 11% / 84% | 77 % | 82 % | 84 % | 71 % | 85 % | 98 % |
| My organisation encourages respectful workplace behaviours | 6% / 10% / 84% | 76 % | 77 % | 84 % | 66 % | 81 % | 97 % |
| My organisation does not tolerate improper conduct | 1% / 7% / 15% / 78% | 62 % | 72 % | 78 % | 60 % | 74 % | 90 % |
| My organisation is committed to earning a high level of public trust | 6% / 2% / 15% / 78% | 79 % | 68 % | 78 % | 48 % | 80 % | 98 % |

Victorian Public Sector Commission

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# 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.
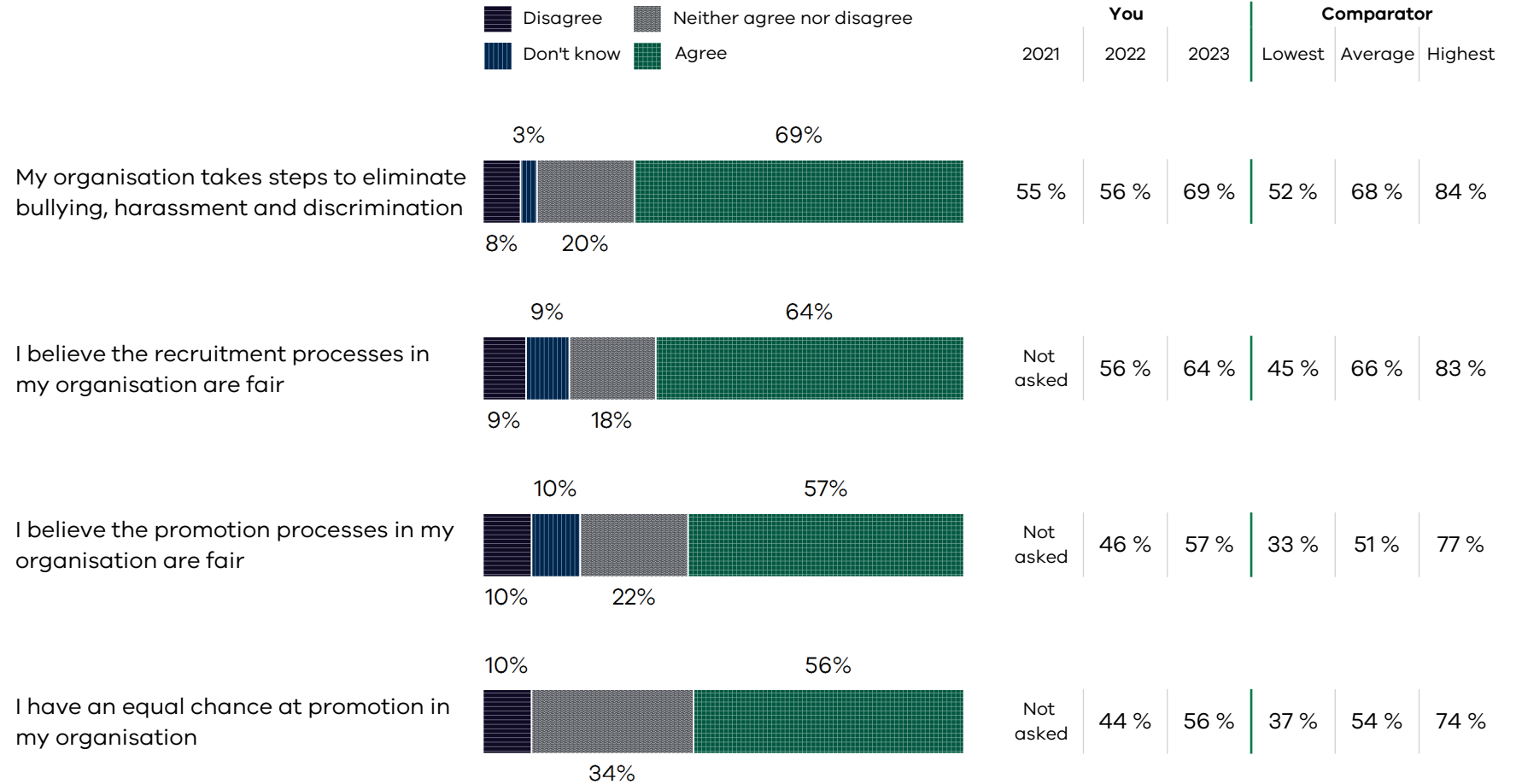
**Example**

69% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

| Survey question | Your results | Benchmark agree results |

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

| | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| Survey question | Your results | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 3% / 8% / 20% / 69% | 55 % | 56 % | 69 % | 52 % | 68 % | 84 % |
| I believe the recruitment processes in my organisation are fair | 9% / 9% / 18% / 64% | Not asked | 56 % | 64 % | 45 % | 66 % | 83 % |
| I believe the promotion processes in my organisation are fair | 10% / 10% / 22% / 57% | Not asked | 46 % | 57 % | 33 % | 51 % | 77 % |
| I have an equal chance at promotion in my organisation | 10% / 34% / 56% | Not asked | 44 % | 56 % | 37 % | 54 % | 74 % |

Victorian Public Sector Commission

VICTORIA State Government

# 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**

90% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.
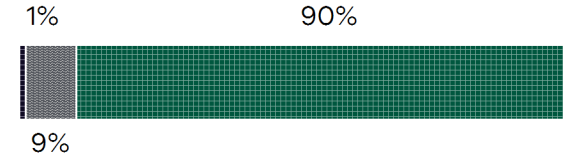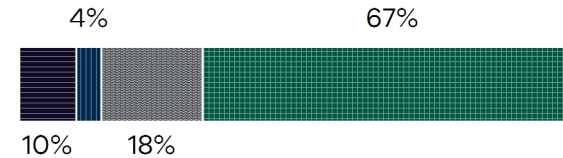
## Survey question

## Your results

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

**I am able to work effectively with others outside my immediate workgroup**

1% / 90% / 9%

**Workgroups across my organisation willingly share information with each other**

4% / 67% / 10% / 18%

## Benchmark agree results

| Survey question | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| I am able to work effectively with others outside my immediate workgroup | 89 % | 81 % | 90 % | 78 % | 88 % | 96 % |
| Workgroups across my organisation willingly share information with each other | 52 % | 59 % | 67 % | 40 % | 63 % | 88 % |

# 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.
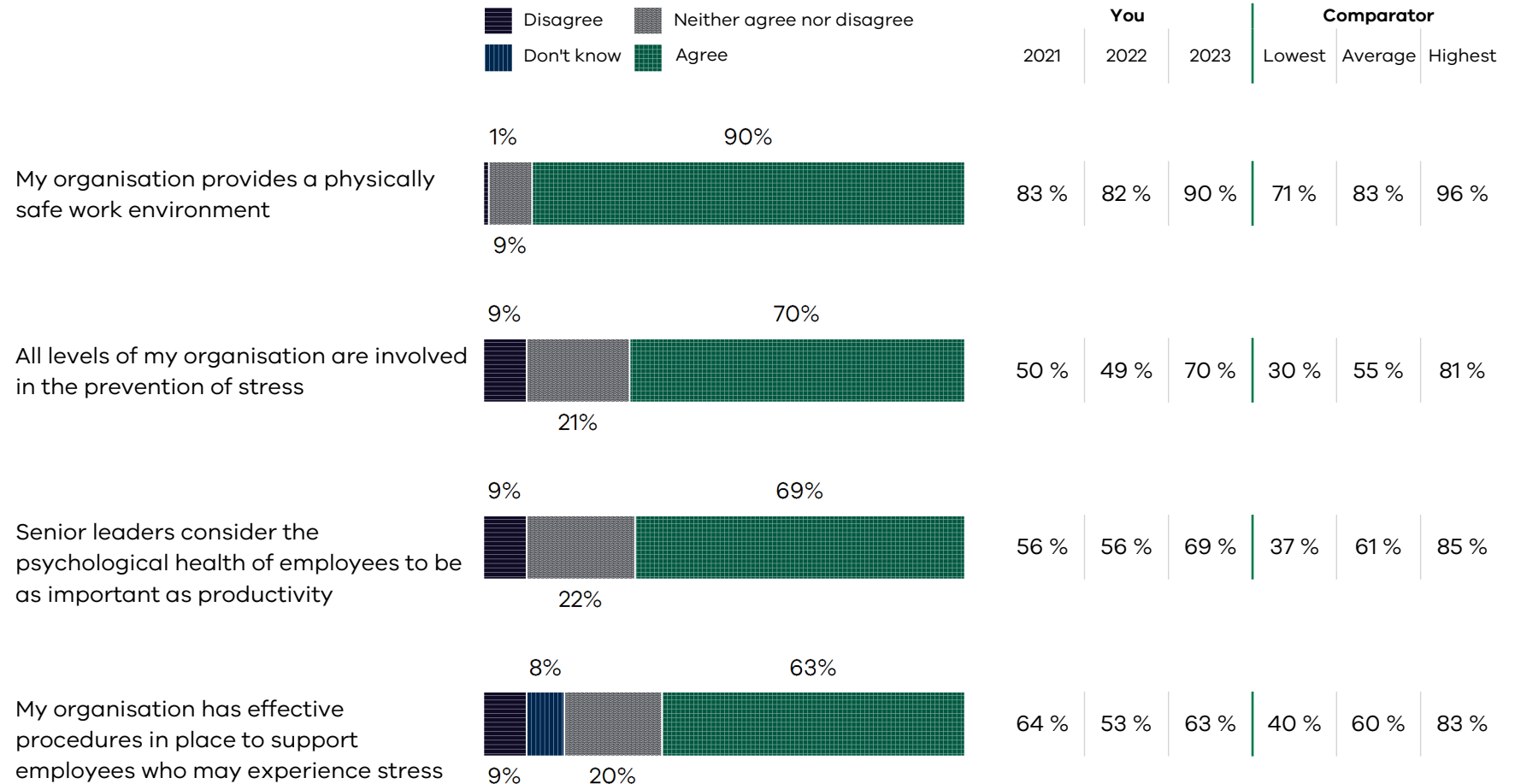
### Example

90% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

| Survey question | Your results | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|---|
| | | **Legend** | 2021 | 2022 | 2023 | Lowest | Average | Highest |

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

| Survey question | Your results (Disagree / Neither / Don't know / Agree) | You 2021 | You 2022 | You 2023 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| My organisation provides a physically safe work environment | 1% / 9% / — / 90% | 83 % | 82 % | 90 % | 71 % | 83 % | 96 % |
| All levels of my organisation are involved in the prevention of stress | 9% / 21% / — / 70% | 50 % | 49 % | 70 % | 30 % | 55 % | 81 % |
| Senior leaders consider the psychological health of employees to be as important as productivity | 9% / 22% / — / 69% | 56 % | 56 % | 69 % | 37 % | 61 % | 85 % |
| My organisation has effective procedures in place to support employees who may experience stress | 9% / 8% / 20% / 63% | 64 % | 53 % | 63 % | 40 % | 60 % | 83 % |

Victorian Public Sector Commission

VICTORIA State Government

# Organisational climate

## Safety climate 2 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

63% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.
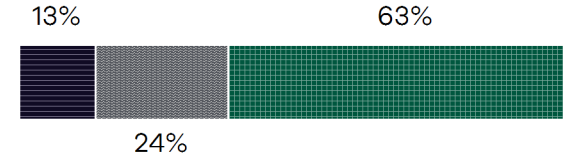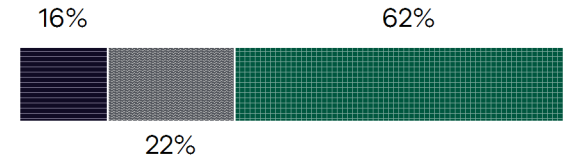
| Survey question | Your results | Benchmark agree results |
| --- | --- | --- |

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

| Survey question | | You | | | Comparator | | |
| --- | --- | --- | --- | --- | --- | --- | --- |
| | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| Senior leaders show support for stress prevention through involvement and commitment | 13% / 24% / 63% | 48 % | 56 % | 63 % | 31 % | 56 % | 81 % |
| In my workplace, there is good communication about psychological safety issues that affect me | 16% / 22% / 62% | 62 % | 48 % | 62 % | 33 % | 56 % | 79 % |

# Organisational climate

## Patient safety climate 1 of 2

**What this is**

This is the safety culture in a healthcare workplace.

**Why this is important**

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

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

**How to read this**

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

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

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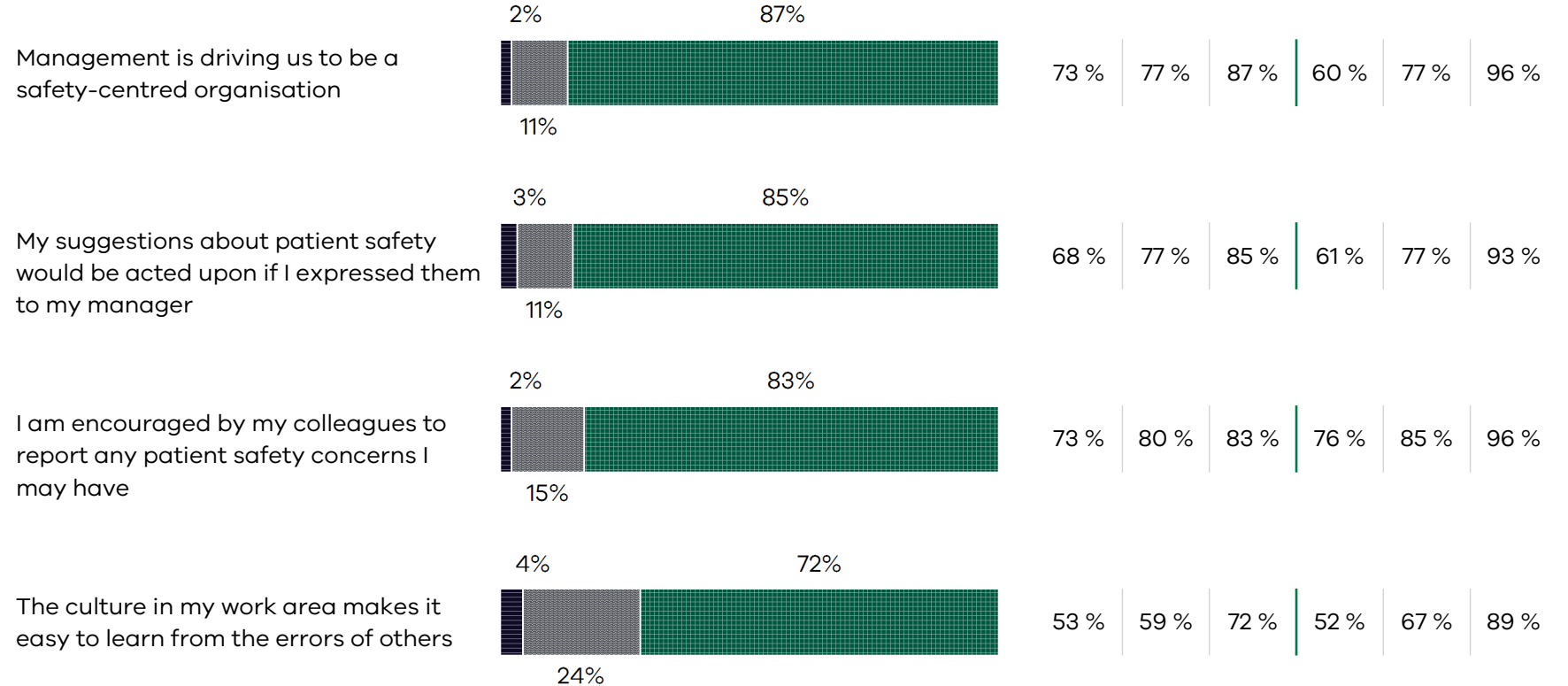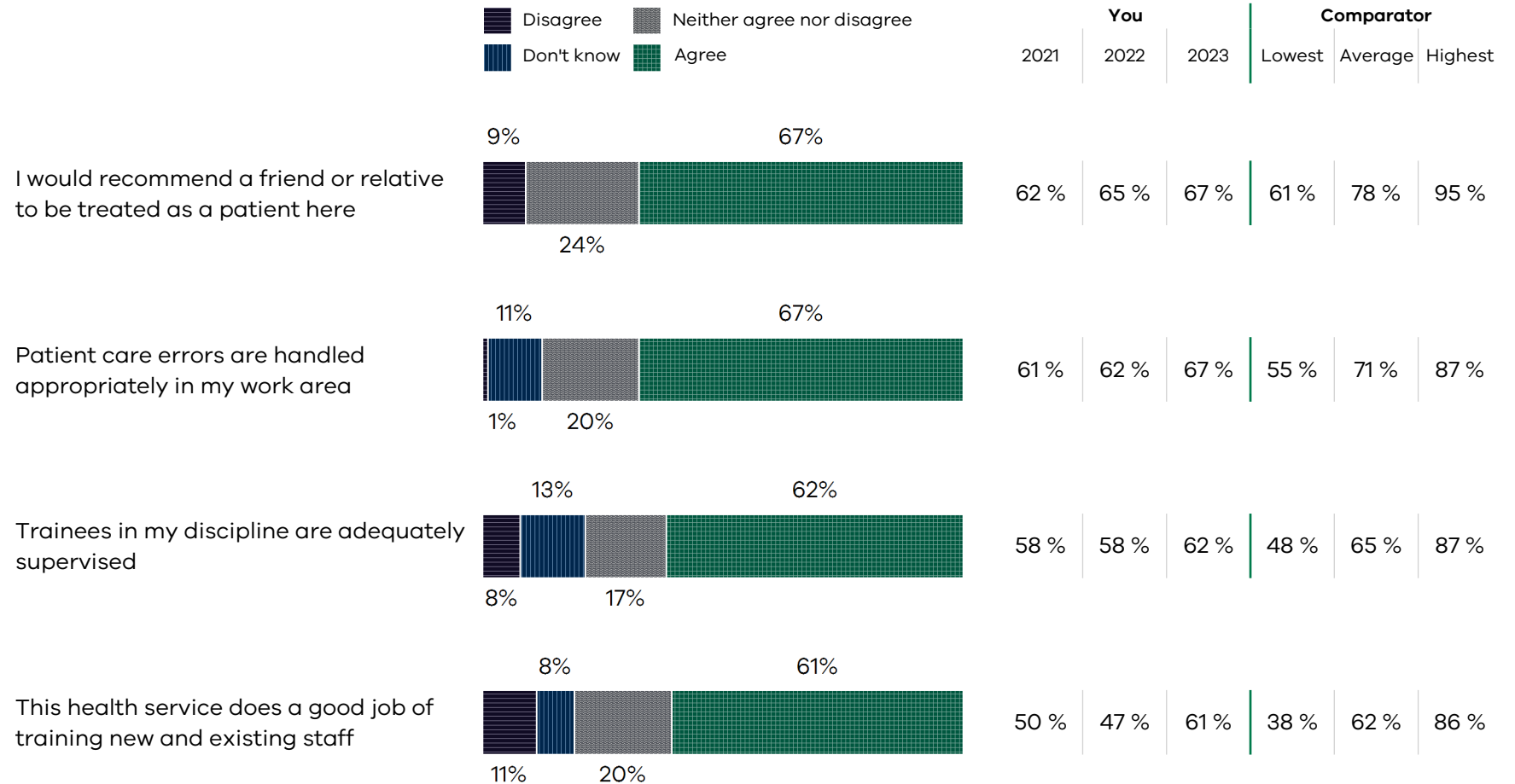
**Example**

87% of your staff who did the survey agreed or strongly agreed with 'Management is driving us to be a safety-centred organisation'.

## 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 |
|---|---|---|---|---|---|---|---|
| Management is driving us to be a safety-centred organisation | 2% / 11% / 87% | 73 % | 77 % | 87 % | 60 % | 77 % | 96 % |
| My suggestions about patient safety would be acted upon if I expressed them to my manager | 3% / 11% / 85% | 68 % | 77 % | 85 % | 61 % | 77 % | 93 % |
| I am encouraged by my colleagues to report any patient safety concerns I may have | 2% / 15% / 83% | 73 % | 80 % | 83 % | 76 % | 85 % | 96 % |
| The culture in my work area makes it easy to learn from the errors of others | 4% / 24% / 72% | 53 % | 59 % | 72 % | 52 % | 67 % | 89 % |

# 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**

67% of your staff who did the survey agreed or strongly agreed with 'I would recommend a friend or relative to be treated as a patient here'.

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

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

| Survey question | Your results | 2021 | 2022 | 2023 | Lowest | Average | Highest |
|---|---|---|---|---|---|---|---|
| I would recommend a friend or relative to be treated as a patient here | 9% / 24% / 67% | 62 % | 65 % | 67 % | 61 % | 78 % | 95 % |
| Patient care errors are handled appropriately in my work area | 11% / 1% / 20% / 67% | 61 % | 62 % | 67 % | 55 % | 71 % | 87 % |
| Trainees in my discipline are adequately supervised | 13% / 8% / 17% / 62% | 58 % | 58 % | 62 % | 48 % | 65 % | 87 % |
| This health service does a good job of training new and existing staff | 8% / 11% / 20% / 61% | 50 % | 47 % | 61 % | 38 % | 62 % | 86 % |

# People matter survey

## 2023

**Have your say**

## Overview

### Report overview

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- Privacy and anonymity
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## Result summary

### People outcomes

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- Discrimination
- Violence and aggression

### 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
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- 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

# 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:

- 82% of your staff who did the survey responded positively to questions about Innovation which is up from 65% in 2022.

Compared to:

- 70% of staff at your comparator and 69% of staff across the public sector.
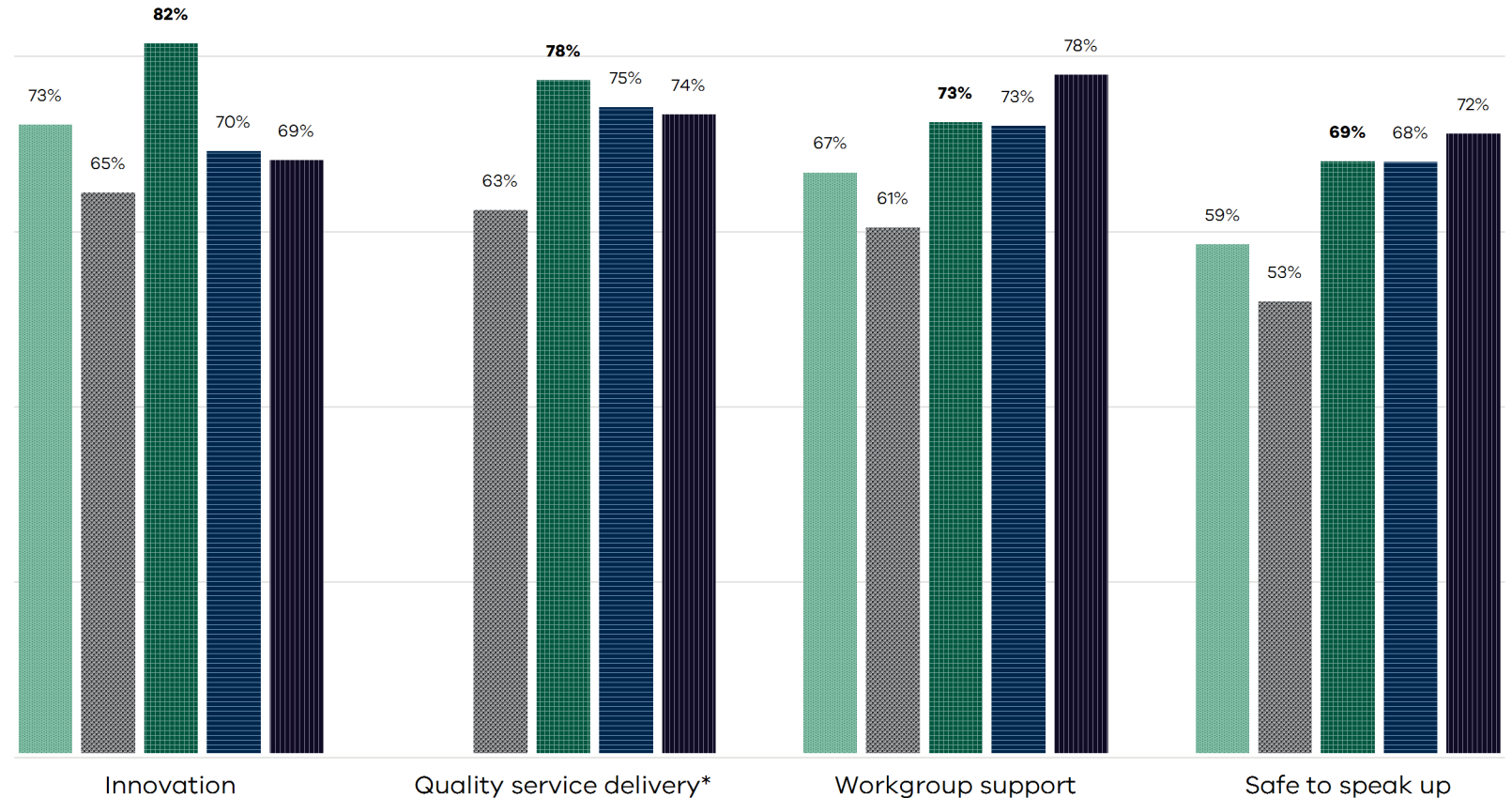


Innovation: 73%, 65%, 82%, 70%, 69%
Quality service delivery*: 63%, 78%, 75%, 74%
Workgroup support: 67%, 61%, 73%, 73%, 78%
Safe to speak up: 59%, 53%, 69%, 68%, 72%

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

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.
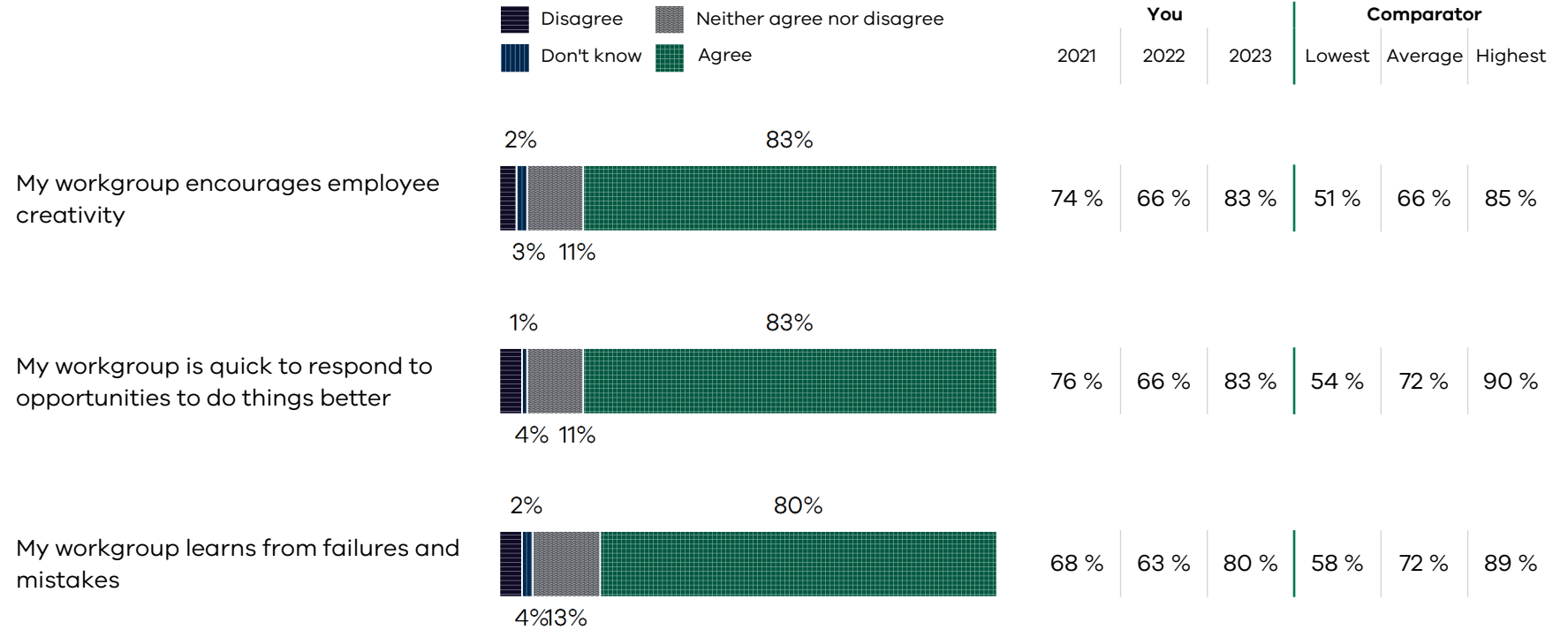
### Example

80% of your staff who did the survey agreed or strongly agreed with 'My workgroup has clear lines of responsibility'.

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

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

| Survey question | | You | | | Comparator | | |
| --- | --- | --- | --- | --- | --- | --- | --- |
| | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| My workgroup has clear lines of responsibility | 2% / 80% / 4% / 13% | 82 % | 68 % | 80 % | 55 % | 76 % | 91 % |
| My workgroup provides high quality advice and services | 2% / 80% / 3% / 15% | Not asked | 63 % | 80 % | 64 % | 80 % | 94 % |
| My workgroup uses its resources well | 4% / 78% / 3% / 15% | Not asked | 63 % | 78 % | 60 % | 72 % | 86 % |
| My workgroup acts fairly and without bias | 1% / 74% / 7% / 18% | Not asked | 57 % | 74 % | 58 % | 71 % | 86 % |

# 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.
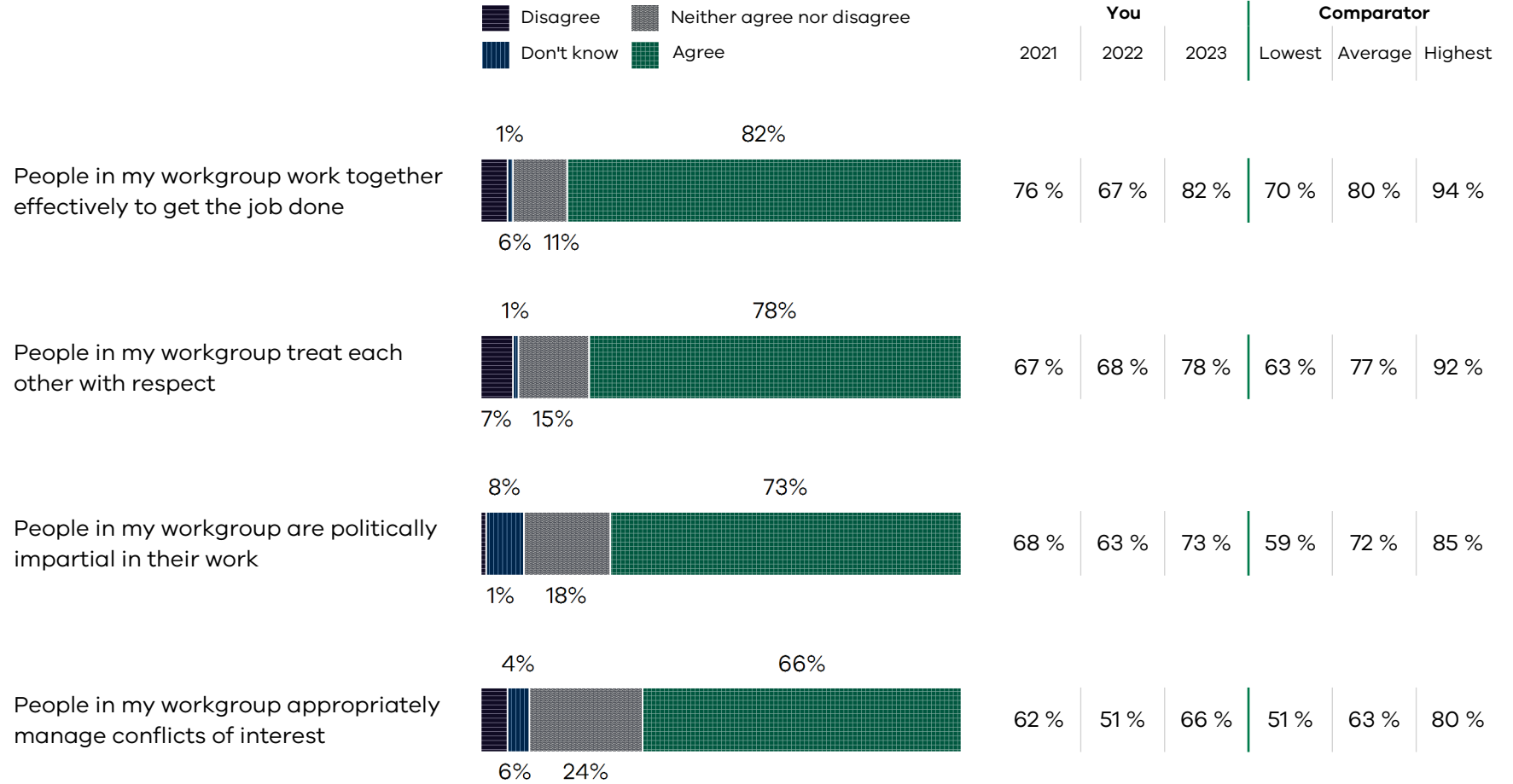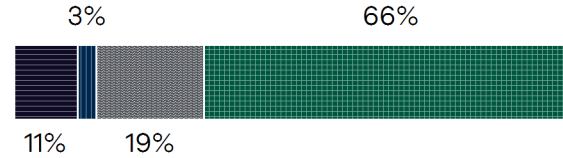
**Example**

83% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

| Survey question | Your results | | |
|---|---|---|---|

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

### Benchmark agree results

| Survey question | You 2021 | You 2022 | You 2023 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| My workgroup encourages employee creativity (2% / 3% / 11% / 83%) | 74 % | 66 % | 83 % | 51 % | 66 % | 85 % |
| My workgroup is quick to respond to opportunities to do things better (1% / 4% / 11% / 83%) | 76 % | 66 % | 83 % | 54 % | 72 % | 90 % |
| My workgroup learns from failures and mistakes (2% / 4% / 13% / 80%) | 68 % | 63 % | 80 % | 58 % | 72 % | 89 % |

Victorian Public Sector Commission

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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**

82% 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 | Your results | You 2021 | You 2022 | You 2023 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|---|
| People in my workgroup work together effectively to get the job done | 1% / 6% / 11% / 82% | 76 % | 67 % | 82 % | 70 % | 80 % | 94 % |
| People in my workgroup treat each other with respect | 1% / 7% / 15% / 78% | 67 % | 68 % | 78 % | 63 % | 77 % | 92 % |
| People in my workgroup are politically impartial in their work | 8% / 1% / 18% / 73% | 68 % | 63 % | 73 % | 59 % | 72 % | 85 % |
| People in my workgroup appropriately manage conflicts of interest | 4% / 6% / 24% / 66% | 62 % | 51 % | 66 % | 51 % | 63 % | 80 % |

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# Workgroup climate

## Workgroup support 2 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**

66% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.

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

|  | You | | | Comparator | | |
| --- | --- | --- | --- | --- | --- | --- |
|  | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| People in my workgroup are honest, open and transparent in their dealings<br>11% · 3% · 19% · 66% | 64 % | 56 % | 66 % | 59 % | 70 % | 86 % |

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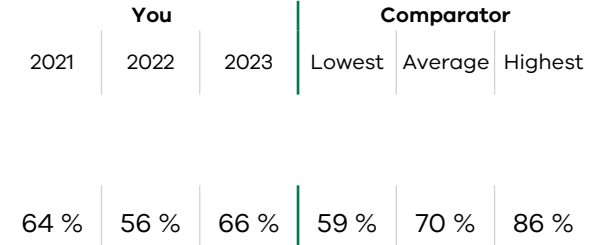
# Workgroup climate

## Safe to speak up

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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

**Example**

70% of your 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, Don't know, Neither agree nor disagree, Agree

| Survey question | Your results | 2021 | 2022 | 2023 | Lowest | Average | Highest |
|---|---|---|---|---|---|---|---|
| | | **You** | | | **Comparator** | | |
| I feel safe to challenge inappropriate behaviour at work | 18% / 12% / 70% | 52 % | 52 % | 70 % | 55 % | 68 % | 85 % |
| People in my workgroup are able to bring up problems and tough issues | 9% / 24% / 67% | 67 % | 53 % | 67 % | 54 % | 69 % | 84 % |

# 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

### 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

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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.

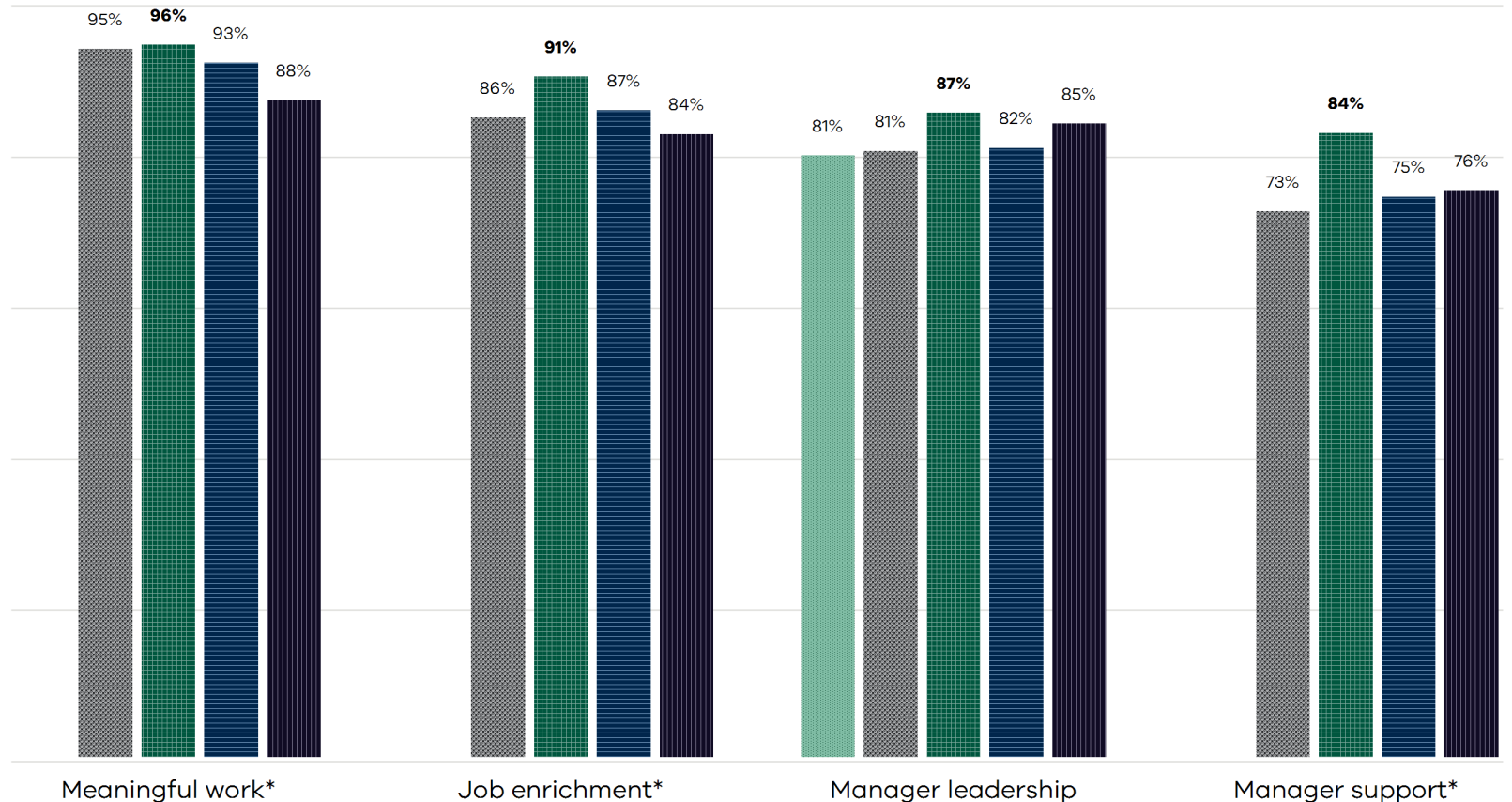Each result is the overall percentage of positive responses for your organisation, comparator and public sector.
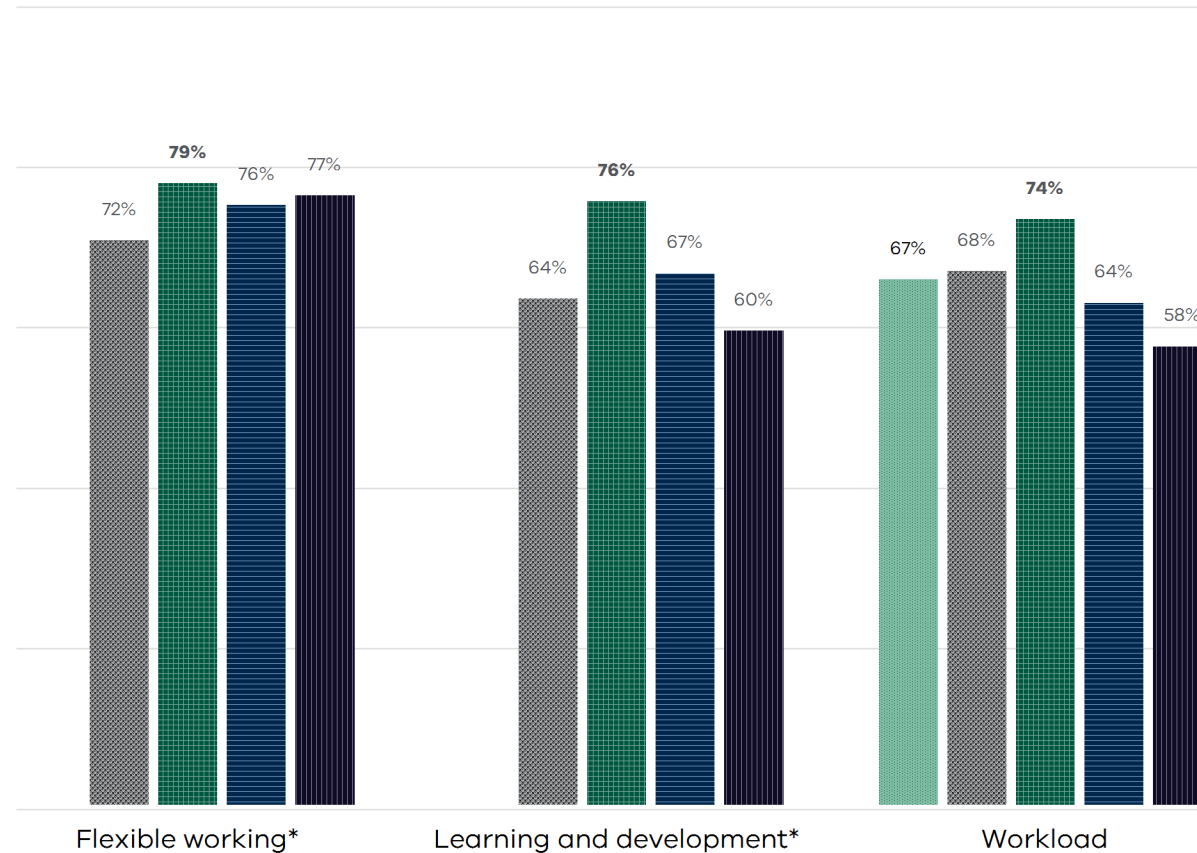
**Example**

In 2023:

- 96% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 93% of staff at your comparator and 88% of staff across the public sector.



| Factor | You 2021 | You 2022 | You 2023 | Comparator 2023 | Public sector 2023 |
|---|---|---|---|---|---|
| Meaningful work* | | 95% | 96% | 93% | 88% |
| Job enrichment* | | 86% | 91% | 87% | 84% |
| Manager leadership | 81% | 81% | 87% | 82% | 85% |
| Manager support* | | 73% | 84% | 75% | 76% |

*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

# 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:

- 79% of your staff who did the survey responded positively to questions about Flexible working.

Compared to:

- 76% of staff at your comparator and 77% of staff across the public sector.



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

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

**Flexible working\***: 72%, 79%, 76%, 77%
**Learning and development\***: 64%, 76%, 67%, 60%
**Workload**: 67%, 68%, 74%, 64%, 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.

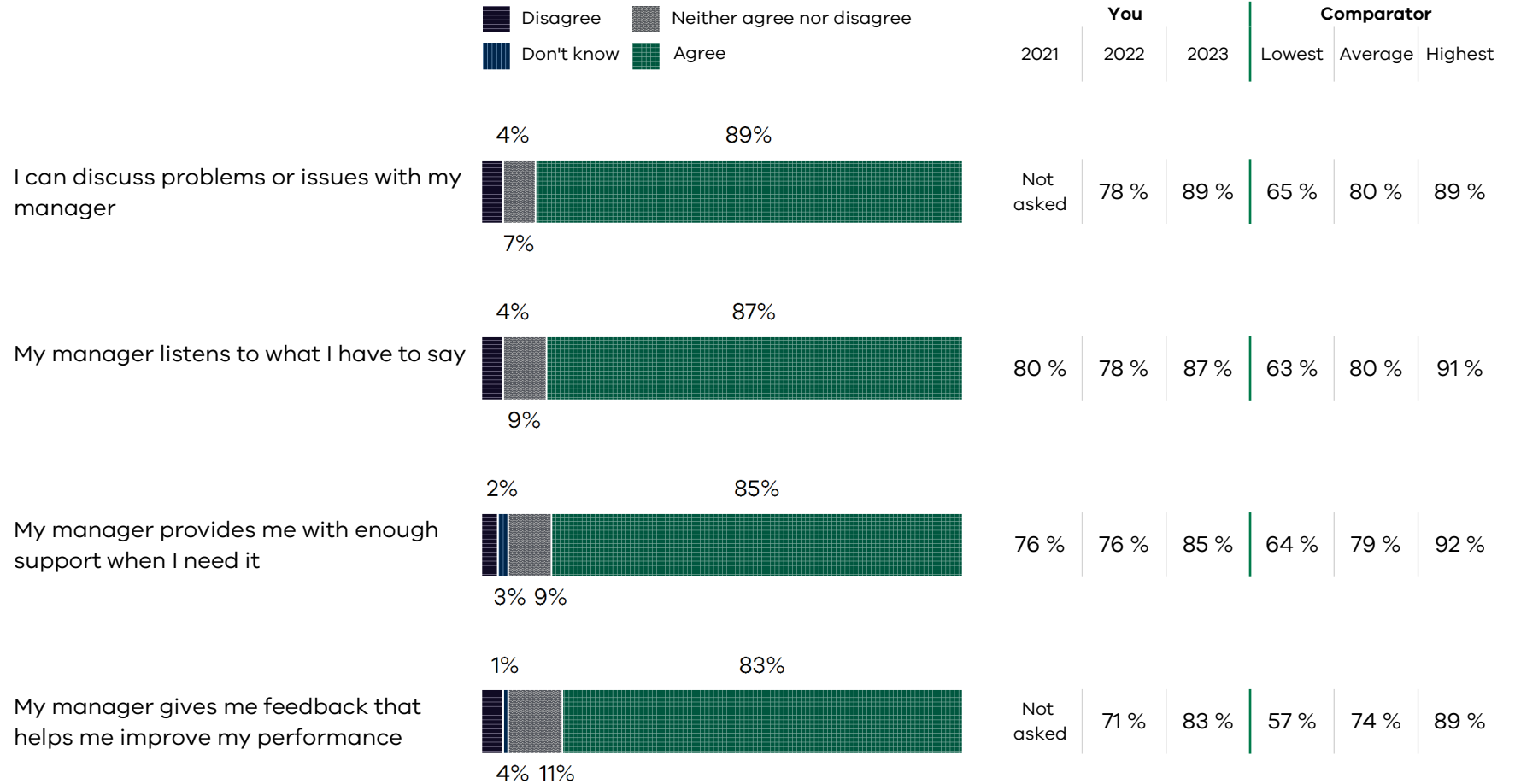Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

89% of your 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

**My manager treats employees with dignity and respect**

3% | 89%
8%

**My manager models my organisation's values**

4% | 87%
9%

**My manager demonstrates honesty and integrity**

3% | 84%
12%

## Benchmark agree results

| Survey question | You 2021 | You 2022 | You 2023 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| My manager treats employees with dignity and respect | 83 % | 84 % | 89 % | 67 % | 83 % | 94 % |
| My manager models my organisation's values | 79 % | 78 % | 87 % | 64 % | 81 % | 92 % |
| My manager demonstrates honesty and integrity | 80 % | 82 % | 84 % | 67 % | 81 % | 93 % |
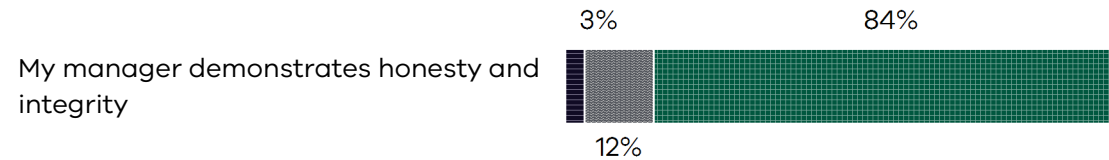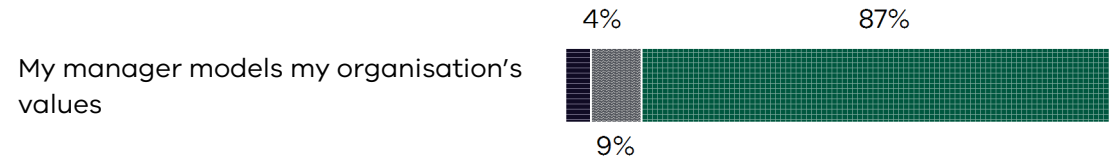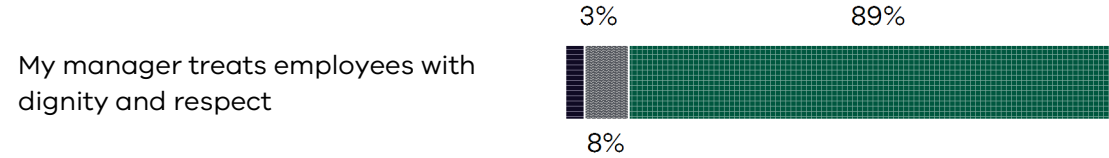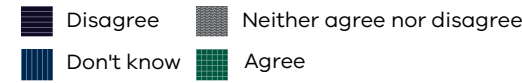
# Job and manager factors

## 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.
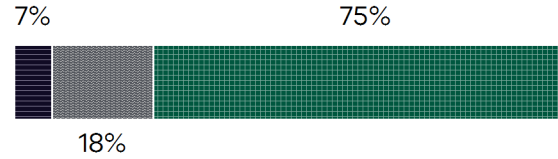
**Example**

89% of your staff who did the survey agreed or strongly agreed with 'I can discuss problems or issues with my manager'.

## Survey question / Your results / Benchmark agree 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 can discuss problems or issues with my manager (4%, 7%, 89%) | Not asked | 78 % | 89 % | 65 % | 80 % | 89 % |
| My manager listens to what I have to say (4%, 9%, 87%) | 80 % | 78 % | 87 % | 63 % | 80 % | 91 % |
| My manager provides me with enough support when I need it (2%, 3%, 9%, 85%) | 76 % | 76 % | 85 % | 64 % | 79 % | 92 % |
| My manager gives me feedback that helps me improve my performance (1%, 4%, 11%, 83%) | Not asked | 71 % | 83 % | 57 % | 74 % | 89 % |

# Job and manager factors

**What this is**

This is how supported staff feel by their direct manager.

**Why this is important**

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

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

**How to read this**

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

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

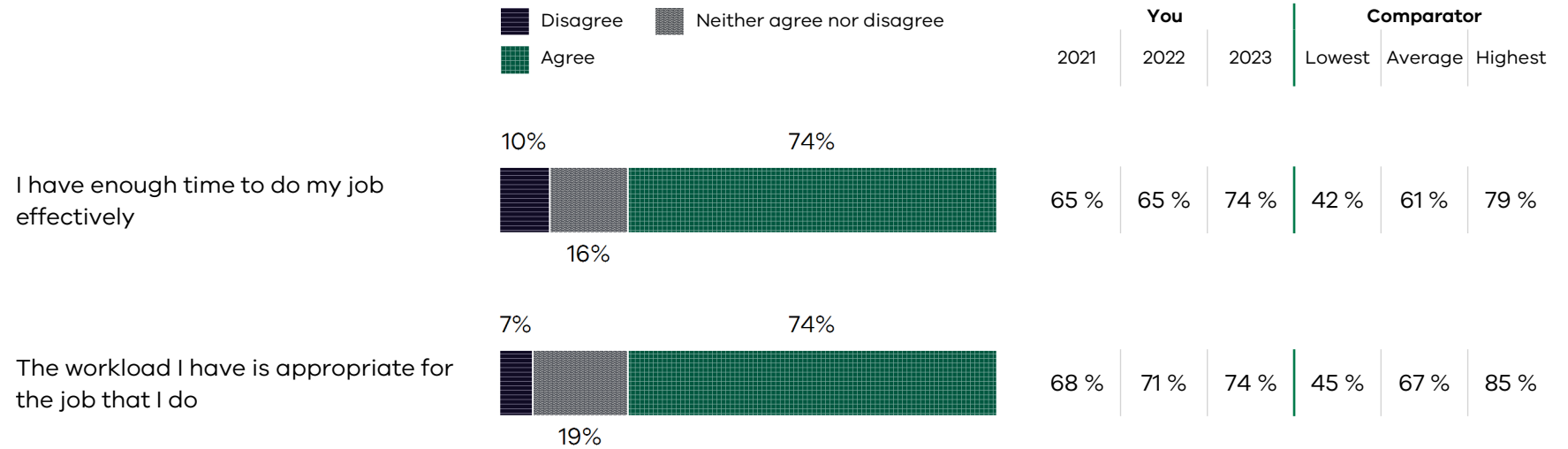Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

75% 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 |
|---|---|---|

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

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| I receive meaningful recognition when I do good work | Not asked | 63 % | 75 % | 49 % | 64 % | 80 % |

Your results bar: 7% Disagree, 18% Neither agree nor disagree, 75% Agree

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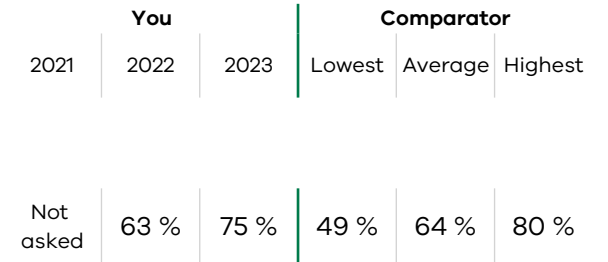
# Job and manager factors

## Workload

**What this is**

This is how staff feel about workload and time pressure.

**Why this is important**

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

**How to read this**

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

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

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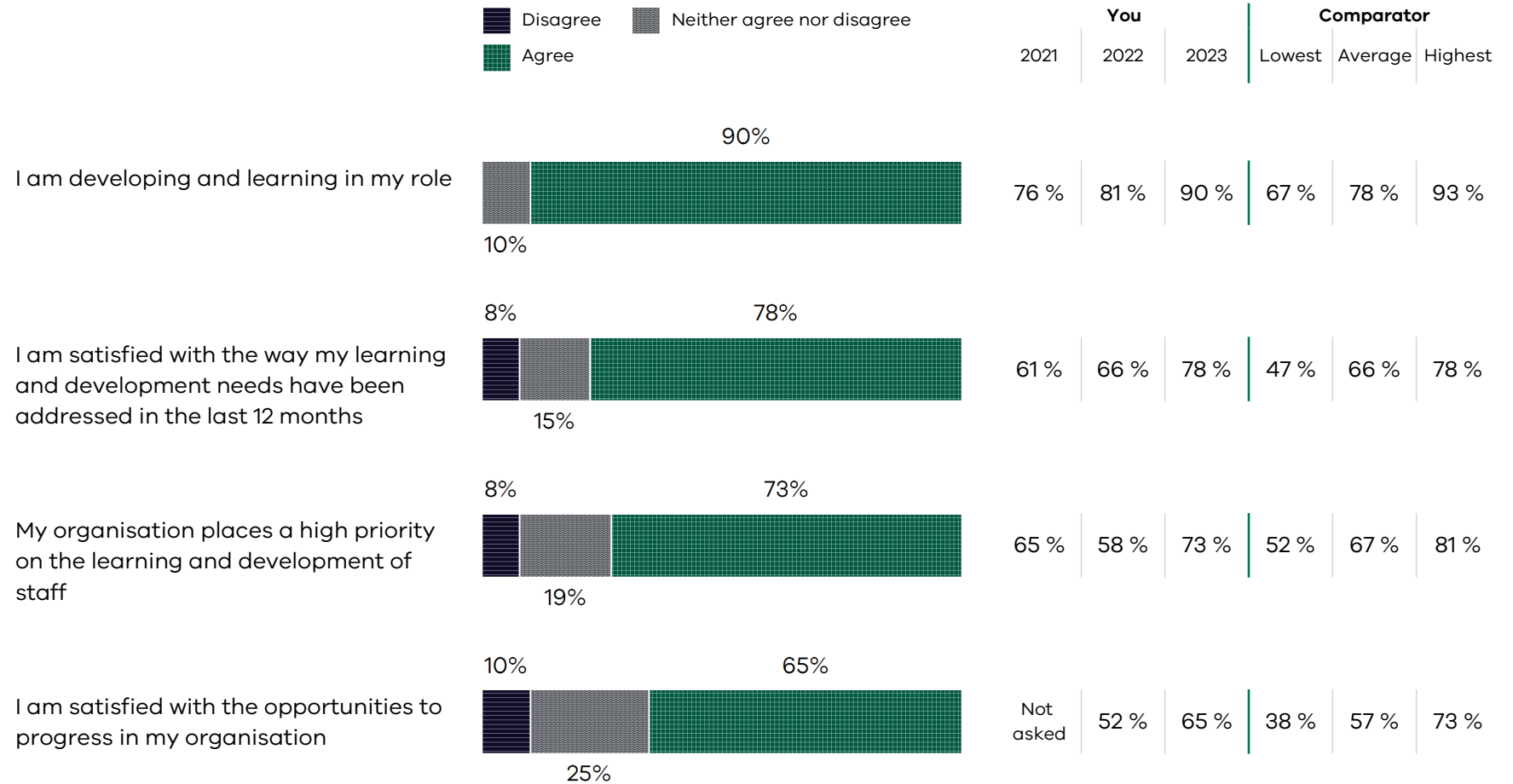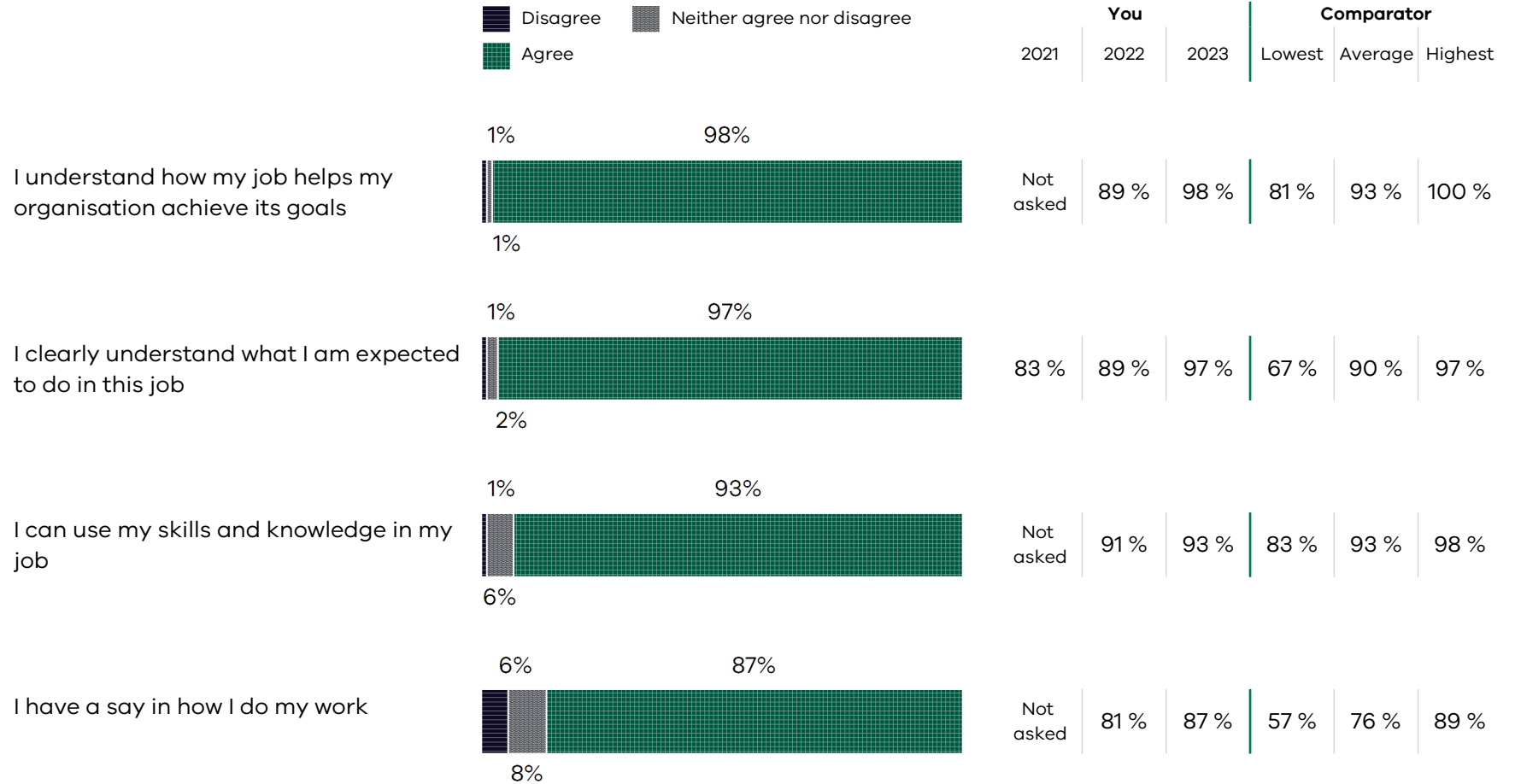
**Example**

74% of your staff who did the survey agreed or strongly agreed with 'I have enough time to do my job effectively'.

| Survey question | Your results | | | | | | |
|---|---|---|---|---|---|---|---|



Legend: Disagree | Neither agree nor disagree | Agree

| Survey question | Benchmark agree results | | | | | |
|---|---|---|---|---|---|---|
| | **You** | | | **Comparator** | | |
| | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| I have enough time to do my job effectively | 65 % | 65 % | 74 % | 42 % | 61 % | 79 % |
| The workload I have is appropriate for the job that I do | 68 % | 71 % | 74 % | 45 % | 67 % | 85 % |

Your results bars:
- I have enough time to do my job effectively: 10% / 16% / 74%
- The workload I have is appropriate for the job that I do: 7% / 19% / 74%

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# 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.
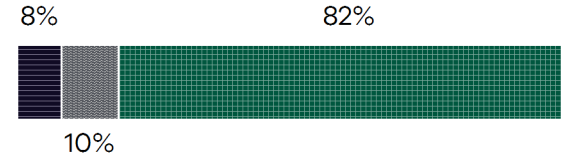
### Example

90% 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 |
|---|---|---|

Legend: Disagree | Neither agree nor disagree | Agree

| Survey question | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| I am developing and learning in my role | 10% / 90% | 76 % | 81 % | 90 % | 67 % | 78 % | 93 % |
| I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 8% / 15% / 78% | 61 % | 66 % | 78 % | 47 % | 66 % | 78 % |
| My organisation places a high priority on the learning and development of staff | 8% / 19% / 73% | 65 % | 58 % | 73 % | 52 % | 67 % | 81 % |
| I am satisfied with the opportunities to progress in my organisation | 10% / 25% / 65% | Not asked | 52 % | 65 % | 38 % | 57 % | 73 % |

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# Job and manager factors

## Job enrichment 1 of 2

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

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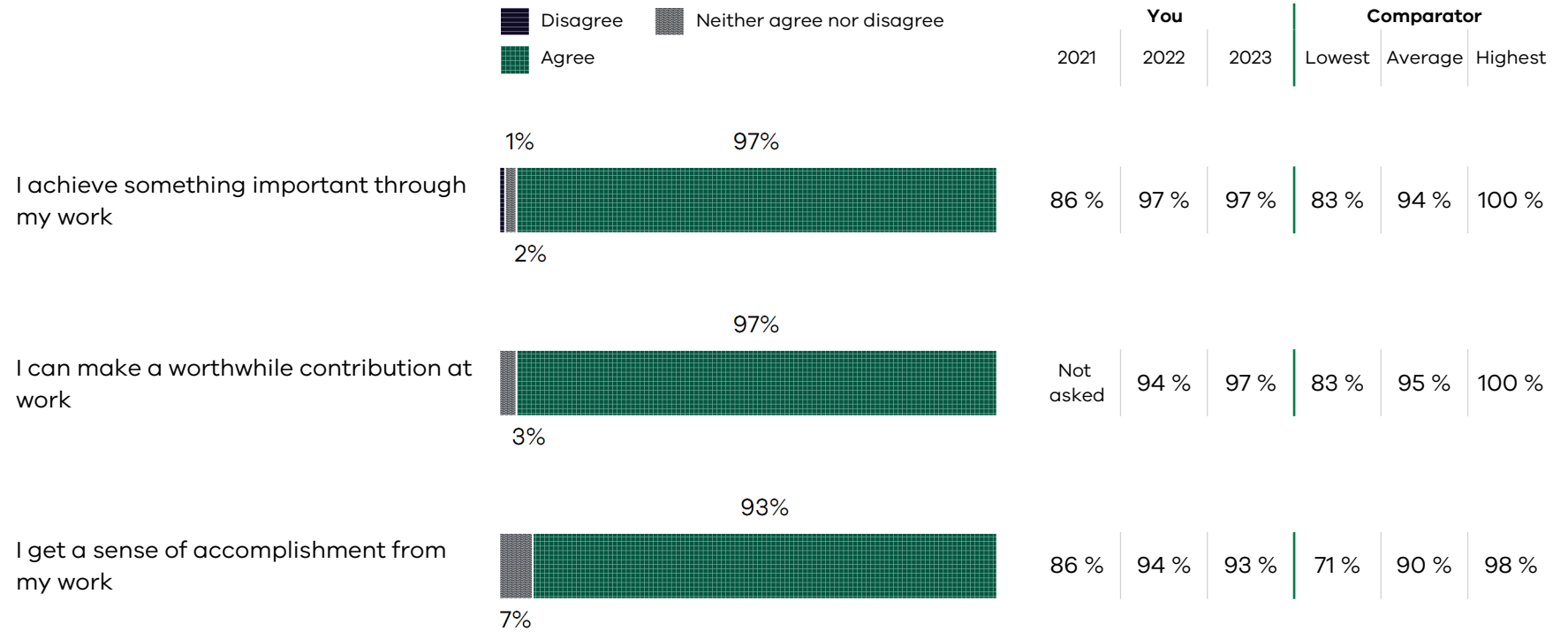
**Example**

98% of your 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** | |
| | | | 2021 | 2022 | 2023 | Lowest | Average | Highest |

**Your results legend:** Disagree ▪ Neither agree nor disagree ▪ Agree ▪

| Survey question | Disagree | Neither | Agree | 2021 | 2022 | 2023 | Lowest | Average | Highest |
|---|---|---|---|---|---|---|---|---|---|
| I understand how my job helps my organisation achieve its goals | 1% | 1% | 98% | Not asked | 89 % | 98 % | 81 % | 93 % | 100 % |
| I clearly understand what I am expected to do in this job | 1% | 2% | 97% | 83 % | 89 % | 97 % | 67 % | 90 % | 97 % |
| I can use my skills and knowledge in my job | 1% | 6% | 93% | Not asked | 91 % | 93 % | 83 % | 93 % | 98 % |
| I have a say in how I do my work | 6% | 8% | 87% | Not asked | 81 % | 87 % | 57 % | 76 % | 89 % |

# 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**

82% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

## Survey question

I have the authority to do my job effectively

## Your results

- Disagree
- Neither agree nor disagree
- Agree

8%

82%

10%

## Benchmark agree results

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| 2021 | 2022 | 2023 | | Lowest | Average | Highest |
| 77 % | 80 % | 82 % | | 50 % | 82 % | 94 % |
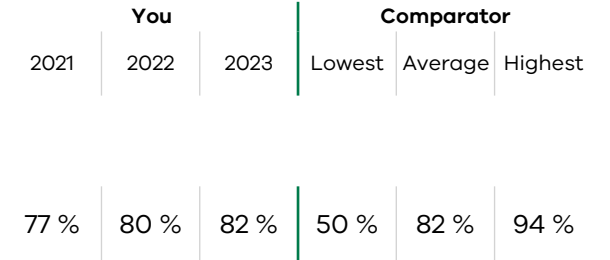
## Job and manager factors

### 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**

97% of your staff who did the survey agreed or strongly agreed with 'I achieve something important through my work'.

| Survey question | Your results | | |
|---|---|---|---|

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

| Survey question | Your results | 2021 | You 2022 | 2023 | Comparator Lowest | Average | Highest |
|---|---|---|---|---|---|---|---|
| I achieve something important through my work | 1% / 97% / 2% | 86 % | 97 % | 97 % | 83 % | 94 % | 100 % |
| I can make a worthwhile contribution at work | 97% / 3% | Not asked | 94 % | 97 % | 83 % | 95 % | 100 % |
| I get a sense of accomplishment from my work | 93% / 7% | 86 % | 94 % | 93 % | 71 % | 90 % | 98 % |

# 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

80% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
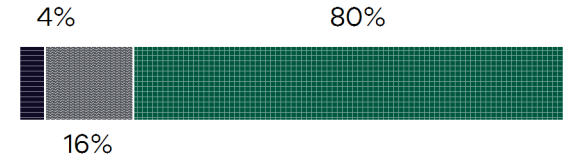
| Survey question | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | 2021 | 2022 | 2023 | | Lowest | Average | Highest |
| My manager supports working flexibly (4% / 16% / 80%) | Not asked | 77 % | 80 % | | 59 % | 80 % | 94 % |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration (8% / 15% / 78%) | 68 % | 66 % | 78 % | | 51 % | 72 % | 89 % |

# People matter survey

## 2023

Have your say

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

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- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

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- Scorecard
- Organisational integrity
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- 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

Victorian Public Sector Commission

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# 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:

• 87% of your staff who did the survey responded positively to questions about Human rights , which is up 4% in 2022.

Compared to:

• 87% of staff at your comparator and 82% of staff across the public sector.



**Human rights:** You 2021 80%, You 2022 82%, You 2023 87%, Comparator 2023 87%, Public sector 2023 82%

**Accountability*:** You 2022 73%, You 2023 83%, Comparator 2023 79%, Public sector 2023 75%

**Respect:** You 2021 72%, You 2022 73%, You 2023 81%, Comparator 2023 78%, Public sector 2023 81%

**Responsiveness*:** You 2022 63%, You 2023 80%, Comparator 2023 80%, Public sector 2023 81%

*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

Victorian Public Sector Commission

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# Public sector values

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**Why this is important**

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

**How to read this**

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

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

**Example**

In 2023:

- 76% of your staff who did the survey responded positively to questions about Leadership , which is up 8% in 2022.

Compared to:

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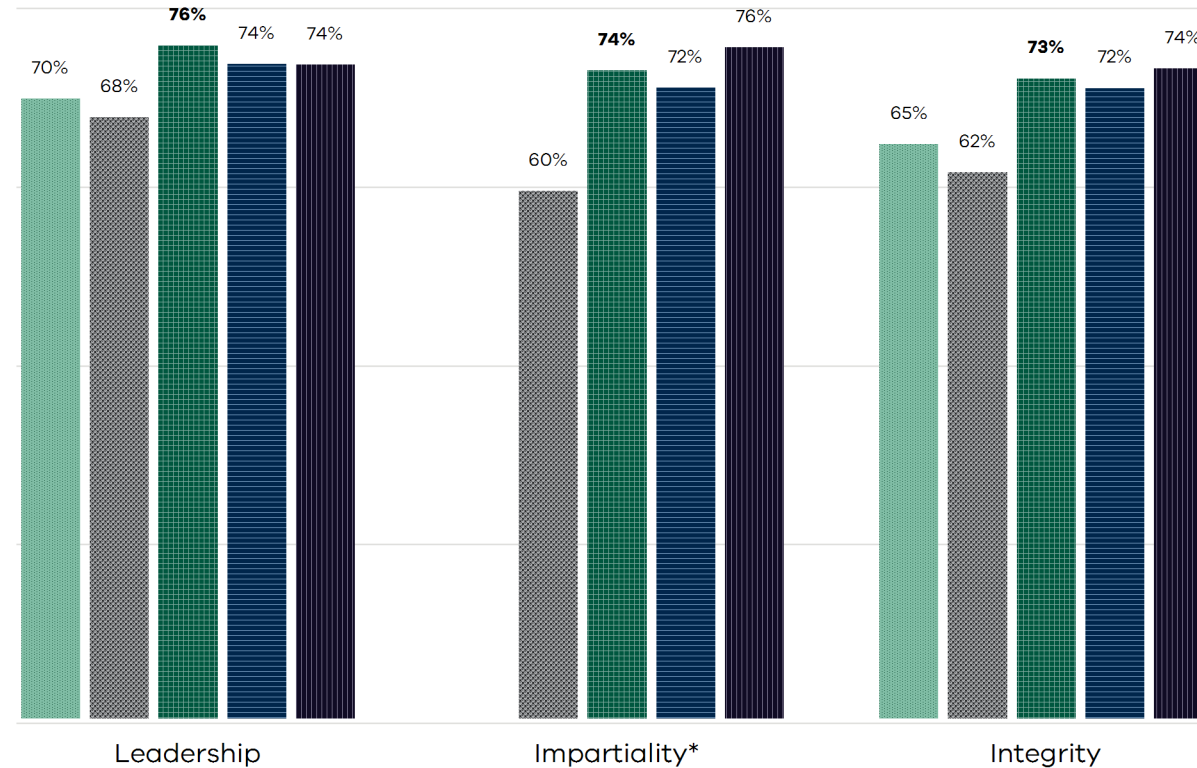


*We can't compare some data here because one or more questions were not asked in a previous survey

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

Leadership: 70%, 68%, 76%, 74%, 74%
Impartiality*: 60%, 74%, 72%, 76%
Integrity: 65%, 62%, 73%, 72%, 74%

# 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**

80% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

| Survey question | Your results | Benchmark agree 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 |

My workgroup provides high quality advice and services

2% ... 80%

3% 15%

| | 2021 | 2022 | 2023 | Lowest | Average | Highest |
|---|---|---|---|---|---|---|
| | Not asked | 63 % | 80 % | 64 % | 80 % | 94 % |

Victorian Public Sector Commission

VICTORIA State Government
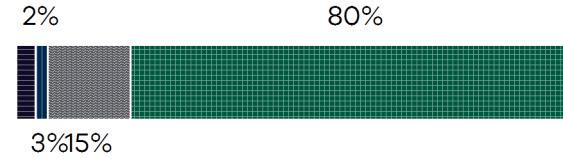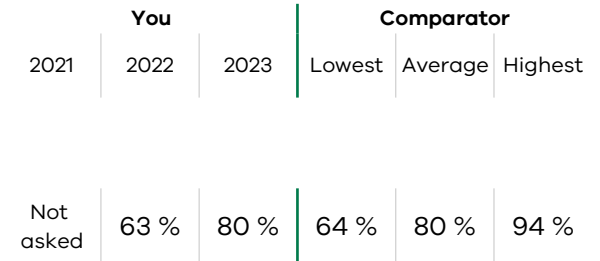
# Public sector values

Integrity 1 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

84% 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 | 3% / 12% / 84% | 80 % | 82 % | 84 % | 67 % | 81 % | 93 % |
| My organisation does not tolerate improper conduct | 1% / 7% / 15% / 78% | 62 % | 72 % | 78 % | 60 % | 74 % | 90 % |
| My organisation is committed to earning a high level of public trust | 6% / 2% / 15% / 78% | 79 % | 68 % | 78 % | 48 % | 80 % | 98 % |
| I feel safe to challenge inappropriate behaviour at work | 18% / 12% / 70% | 52 % | 52 % | 70 % | 55 % | 68 % | 85 % |

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

People matter survey | results   76

# 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**

67% of staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

## Survey question / Your results / Benchmark agree 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 |
|---|---|---|---|---|---|---|---|
| Senior leaders demonstrate honesty and integrity | 4% / 67% / 10% / 18% | 59 % | 54 % | 67 % | 40 % | 65 % | 94 % |
| People in my workgroup appropriately manage conflicts of interest | 4% / 66% / 6% / 24% | 62 % | 51 % | 66 % | 51 % | 63 % | 80 % |
| People in my workgroup are honest, open and transparent in their dealings | 3% / 66% / 11% / 19% | 64 % | 56 % | 66 % | 59 % | 70 % | 86 % |

Victorian Public Sector Commission

VICTORIA State Government
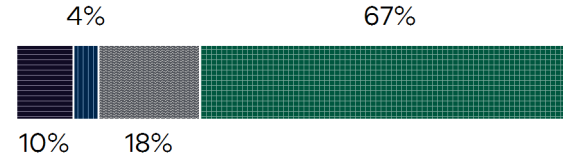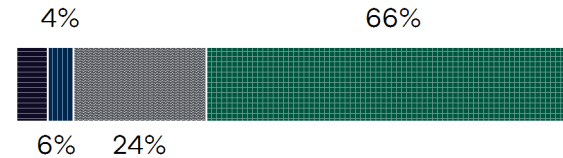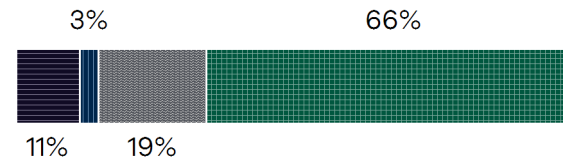
# Public sector values

## 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**

74% of staff who did the survey agreed or strongly agreed with 'My workgroup acts fairly and without bias'.

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

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
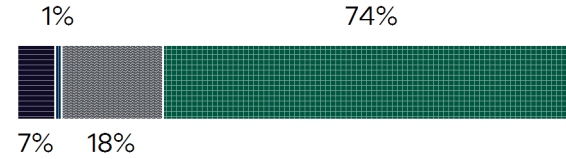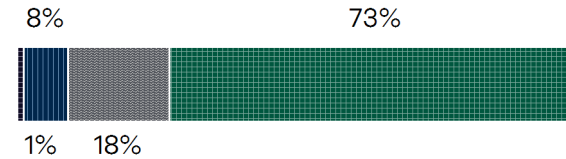
| Survey question | 2021 | You 2022 | You 2023 | Comparator Lowest | Comparator Average | Comparator Highest |
|---|---|---|---|---|---|---|
| My workgroup acts fairly and without bias | Not asked | 57 % | 74 % | 58 % | 71 % | 86 % |
| People in my workgroup are politically impartial in their work | 68 % | 63 % | 73 % | 59 % | 72 % | 85 % |

My workgroup acts fairly and without bias — 1%, 7%, 18%, 74%

People in my workgroup are politically impartial in their work — 8%, 1%, 18%, 73%

# 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.

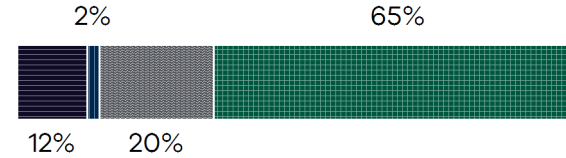Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

98% 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

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
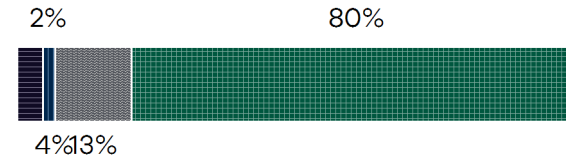
| Survey question | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| I understand how my job helps my organisation achieve its goals (Disagree 1%, Agree 98%, Don't know 1%) | Not asked | 89 % | 98 % | 81 % | 93 % | 100 % |
| I clearly understand what I am expected to do in this job (Disagree 1%, Agree 97%, Neither 2%) | 83 % | 89 % | 97 % | 67 % | 90 % | 97 % |
| My workgroup has clear lines of responsibility (Disagree 2%, Agree 80%, 4% 13%) | 82 % | 68 % | 80 % | 55 % | 76 % | 91 % |
| My workgroup uses its resources well (Disagree 4%, Agree 78%, 3% 15%) | Not asked | 63 % | 78 % | 60 % | 72 % | 86 % |

Victorian Public Sector Commission

VICTORIA State Government

# Public sector values

**What this is**

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

**Why this is important**

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

**How to read this**

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

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

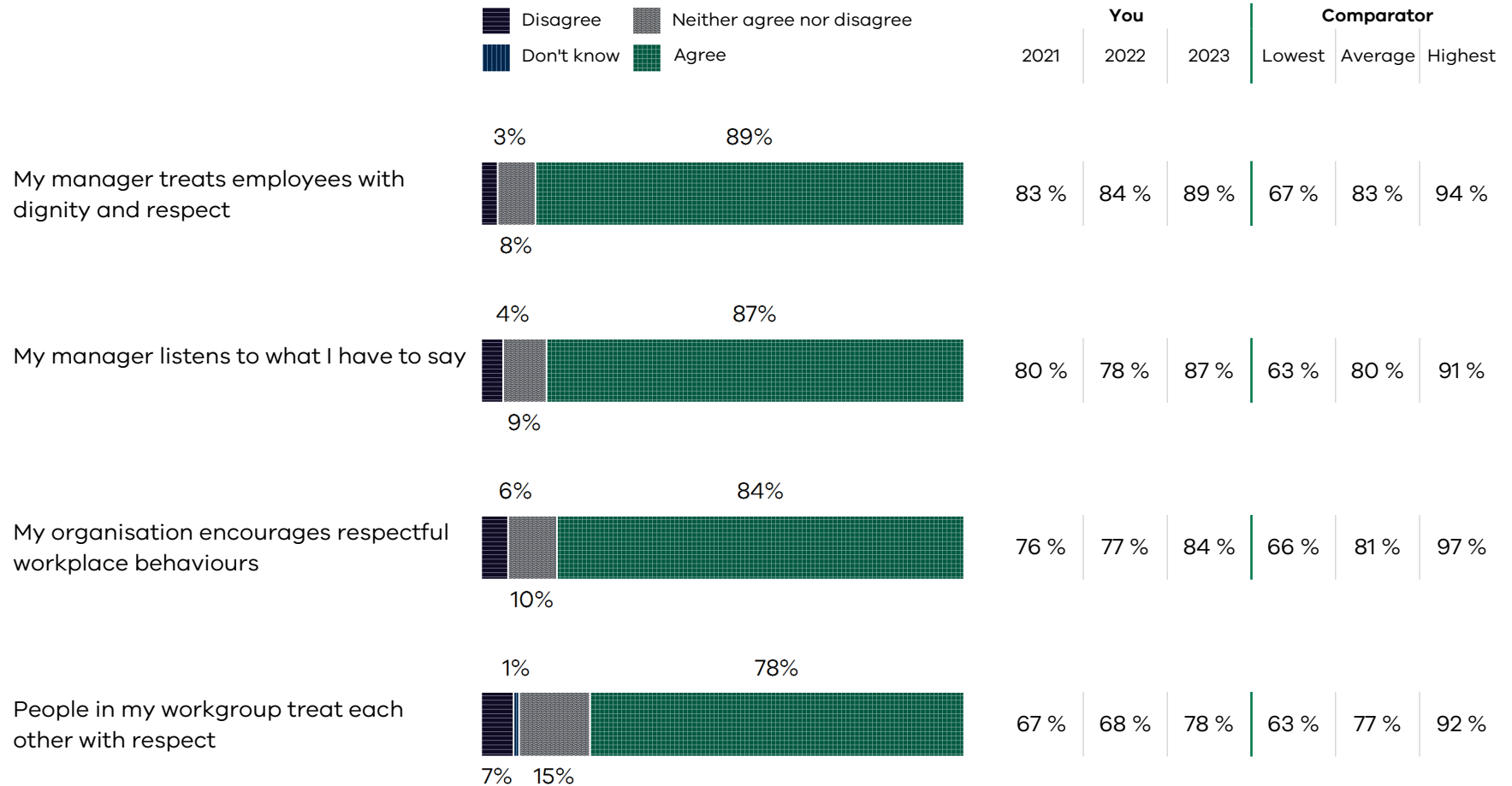Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

65% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

## Survey question

## Your results

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

Senior leaders provide clear strategy and direction

2% 65%

12% 20%

## Benchmark agree results

| | You | | | Comparator | | |
|---|---|---|---|---|---|---|
| 2021 | 2022 | 2023 | Lowest | Average | Highest |
| 61 % | 54 % | 65 % | 30 % | 62 % | 87 % |

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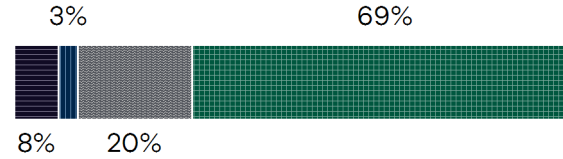
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

**Example**

89% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

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

| | | You | | | Comparator | | |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Survey question | | 2021 | 2022 | 2023 | Lowest | Average | Highest |

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

| Survey question | Disagree / Neither / Agree | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| --- | --- | --- | --- | --- | --- | --- | --- |
| My manager treats employees with dignity and respect | 3% / 8% / 89% | 83 % | 84 % | 89 % | 67 % | 83 % | 94 % |
| My manager listens to what I have to say | 4% / 9% / 87% | 80 % | 78 % | 87 % | 63 % | 80 % | 91 % |
| My organisation encourages respectful workplace behaviours | 6% / 10% / 84% | 76 % | 77 % | 84 % | 66 % | 81 % | 97 % |
| People in my workgroup treat each other with respect | 7% / 15% / 78% | 67 % | 68 % | 78 % | 63 % | 77 % | 92 % |

# Public sector values

Respect 2 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.
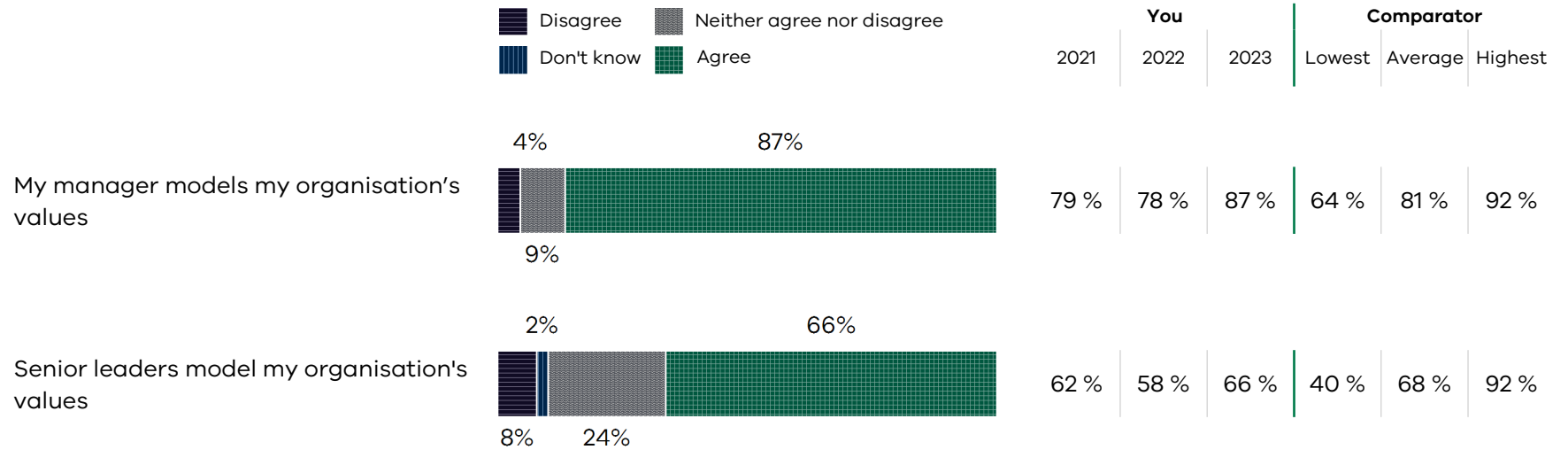
**Example**

69% 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

| | **You** | | | **Comparator** | | |
|---|---|---|---|---|---|---|
| Survey question | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| My organisation takes steps to eliminate bullying, harassment and discrimination | 55 % | 56 % | 69 % | 52 % | 68 % | 84 % |

Your results bar: 8% Disagree, 3% Don't know, 20% Neither agree nor disagree, 69% Agree
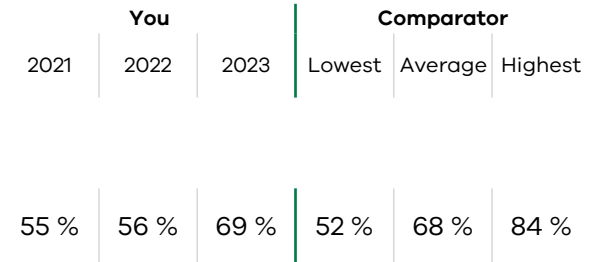
# Public sector values

## 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

87% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

| Survey question | Your results | | | | | | |
|---|---|---|---|---|---|---|---|

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

| | Your results | **You** | | | **Comparator** | | |
|---|---|---|---|---|---|---|---|
| Survey question | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| My manager models my organisation's values | 4% ... 87% / 9% | 79 % | 78 % | 87 % | 64 % | 81 % | 92 % |
| Senior leaders model my organisation's values | 2% ... 66% / 8% 24% | 62 % | 58 % | 66 % | 40 % | 68 % | 92 % |

# 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**

89% of staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

| Survey question | Your results | | | | | | | |
|---|---|---|---|---|---|---|---|---|

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

| Survey question | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| I understand how the Charter of Human Rights and Responsibilities applies to my work | 1% / 89% / 10% | 83 % | 82 % | 89 % | 74 % | 88 % | 98 % |
| My organisation encourages employees to act in ways that are consistent with human rights | 4% / 84% / 11% | 77 % | 82 % | 84 % | 71 % | 85 % | 98 % |

# 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

### 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

Victorian Public Sector Commission

VICTORIA State Government

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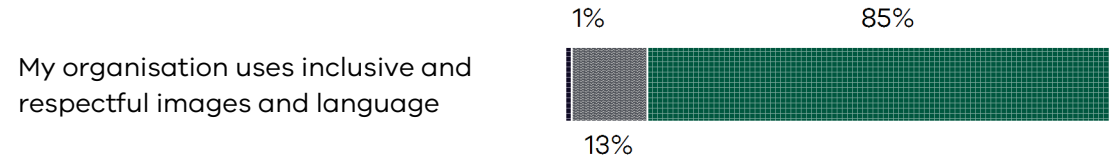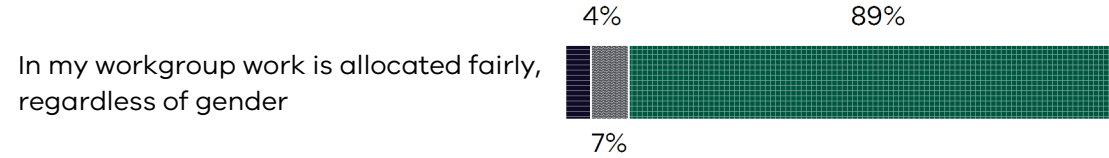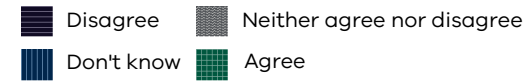
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

### Example

89% of your staff who did the survey agreed or strongly agreed with 'In my workgroup work is allocated fairly, regardless of gender'.

| Survey question | Your results | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|---|
| | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| In my workgroup work is allocated fairly, regardless of gender | 4% Disagree, 7% Neither, 89% Agree | 79 % | Not asked | 89 % | 71 % | 83 % | 94 % |
| My organisation uses inclusive and respectful images and language | 1% Disagree, 13% Neither, 85% Agree | 80 % | Not asked | 85 % | 74 % | 85 % | 95 % |
| My organisation would support me if I needed to take family violence leave | 4% Disagree, 10% Neither, 85% Agree | 77 % | Not asked | 85 % | 73 % | 86 % | 99 % |
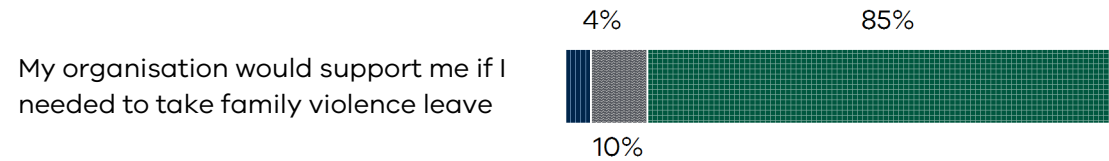
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Victorian Public Sector Commission

VICTORIA State Government

# 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

93% 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'.
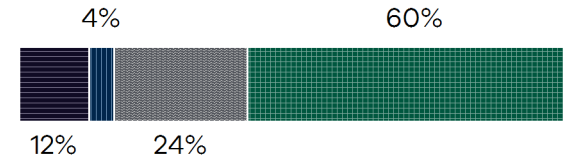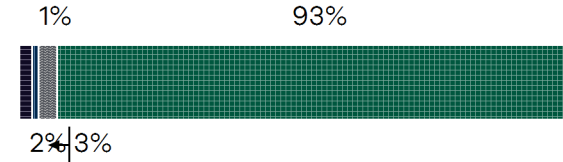
| Survey question | Your results | | | | | | |
|---|---|---|---|---|---|---|---|

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

| | | You | | | Comparator | | |
|---|---|---|---|---|---|---|---|
| Survey question | | 2021 | 2022 | 2023 | Lowest | Average | Highest |
| I understand how the Code of Conduct for Victorian public sector employees applies to my work | 1% / 93% / 2% / 3% | Not asked | Not asked | 93 % | 75 % | 88 % | 96 % |
| My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable) | 4% / 60% / 12% / 24% | Not asked | Not asked | 60 % | 42 % | 56 % | 74 % |

# People matter survey

## 2023

Have your say

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## Result summary

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- Meaningful work
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- 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

# 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 | 15 | 17% |
| 35-54 years | 35 | 39% |
| 55+ years | 24 | 27% |
| Prefer not to say | 15 | 17% |

| How would you describe your gender? | (n) | % |
|---|---|---|
| Woman | 67 | 75% |
| Prefer not to say | 11 | 12% |
| Man | 10 | 11% |
| Non-binary and I use a different term | 1 | 1% |

| Are you trans, non-binary or gender diverse? | (n) | % |
|---|---|---|
| Yes | 2 | 2% |
| No | 75 | 84% |
| Prefer not to say | 12 | 13% |

| To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?* | (n) | % |
|---|---|---|
| No | 75 | 84% |
| Don't know | 2 | 2% |
| Prefer not to say | 12 | 13% |

| How do you describe your sexual orientation? | (n) | % |
|---|---|---|
| Straight (heterosexual) | 48 | 54% |
| Prefer not to say | 31 | 35% |
| Don't know | 3 | 3% |
| Asexual | 3 | 3% |
| Bisexual | 2 | 2% |
| Gay or lesbian | 1 | 1% |
| I use a different term | 1 | 1% |

# 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**

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.

| Aboriginal and/or Torres Strait Islander | (n) | % |
|---|---|---|
| Yes | **2** | 2% |
| Non Aboriginal and/or Torres Strait Islander | **75** | 84% |
| Prefer not to say | **12** | 13% |

# 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**

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| Do you identify as a person with a disability? | (n) | % |
|---|---|---|
| Yes | **5** | 6% |
| No | **79** | 89% |
| Prefer not to say | **5** | 6% |

# Demographics

## Cultural diversity 1 of 2

**What this is**

These are the personal characteristics of staff.

**Why this is important**

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

**How to read this**

Each table shows the breakdown of responses from your survey.

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

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| Country of birth | (n) | % |
|---|---|---|
| Born in Australia | **52** | 58% |
| Not born in Australia | **19** | 21% |
| Prefer not to say | **18** | 20% |

| If you speak another language with your family or community, what language(s) do you speak? | (n) | % |
|---|---|---|
| Other | **11** | 44% |
| Malayalam | **7** | 28% |
| Tamil | **5** | 20% |
| Hindi | **3** | 12% |
| Italian | **3** | 12% |
| Filipino | **2** | 8% |
| Auslan | **1** | 4% |
| Greek | **1** | 4% |

| Language other than English spoken with family or community | (n) | % |
|---|---|---|
| Yes | **25** | 28% |
| No | **48** | 54% |
| Prefer not to say | **16** | 18% |

# Demographics

**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**

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| Cultural identity | (n) | % |
|---|---|---|
| Australian | 45 | 51% |
| Prefer not to say | 20 | 22% |
| East and/or South-East Asian | 7 | 8% |
| South Asian | 6 | 7% |
| Pacific Islander | 3 | 3% |
| Other | 3 | 3% |
| African | 2 | 2% |
| Aboriginal and/or Torres Strait Islander | 2 | 2% |
| English, Irish, Scottish and/or Welsh | 2 | 2% |
| European (including Western, Eastern and South-Eastern Europe, and Scandinavia) | 2 | 2% |
| New Zealander | 1 | 1% |

| Religion | (n) | % |
|---|---|---|
| Christianity | 40 | 45% |
| Prefer not to say | 26 | 29% |
| No religion | 18 | 20% |
| Buddhism | 2 | 2% |
| Other | 2 | 2% |
| Hinduism | 1 | 1% |

Victorian Public Sector Commission

VICTORIA State Government

# 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.

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| Working arrangement | (n) | % |
|---|---|---|
| Full-Time | 53 | 60% |
| Part-Time | 36 | 40% |

| Gross base salary (ongoing/fixed term only) | (n) | % |
|---|---|---|
| Prefer not to say | 15 | 21% |
| Below $80k | 34 | 49% |
| $80k to $120k | 19 | 27% |
| $120k to $160k | 1 | 1% |
| $160k to $200k | 1 | 1% |

| Organisational tenure | (n) | % |
|---|---|---|
| <1 year | 22 | 25% |
| 1 to less than 2 years | 8 | 9% |
| 2 to less than 5 years | 14 | 16% |
| 5 to less than 10 years | 12 | 13% |
| 10 to less than 20 years | 24 | 27% |
| More than 20 years | 9 | 10% |

| Management responsibility | (n) | % |
|---|---|---|
| Non-manager | 76 | 85% |
| Other manager | 9 | 10% |
| Manager of other manager(s) | 4 | 4% |

| Employment type | (n) | % |
|---|---|---|
| Ongoing and executive | 64 | 72% |
| Other | 19 | 21% |
| Fixed term | 6 | 7% |

# 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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| Primary workplace location over the last 3 months | (n) | % |
|---|---|---|
| Rural | 75 | 84% |
| Other | 9 | 10% |
| Large regional city | 3 | 3% |
| Melbourne CBD | 1 | 1% |
| Melbourne: Suburbs | 1 | 1% |

| What have been your main places of work over the last 3-months? | (n) | % |
|---|---|---|
| Your employer's office | 35 | 39% |
| A frontline or service delivery location | 36 | 40% |
| Home or private location | 2 | 2% |
| A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.) | 7 | 8% |
| Other | 19 | 21% |

| Flexible work | (n) | % |
|---|---|---|
| No, I do not use any flexible work arrangements | 29 | 33% |
| Shift swap | 26 | 29% |
| Part-time | 17 | 19% |
| Using leave to work flexible hours | 15 | 17% |
| Flexible start and finish times | 14 | 16% |
| Working more hours over fewer days | 7 | 8% |
| Study leave | 5 | 6% |
| Working from an alternative location (e.g. home, hub/shared work space) | 4 | 4% |
| Other | 2 | 2% |

# 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**

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| Have you requested any of the following adjustments at work?* | (n) | % |
|---|---|---|
| No, I have not requested adjustments | 64 | 72% |
| Flexible working arrangements | 19 | 21% |
| Physical modifications or improvements to the workplace | 4 | 4% |
| Career development support strategies | 3 | 3% |
| Job redesign or role sharing | 2 | 2% |
| Other | 2 | 2% |
| Accessible communications technologies | 1 | 1% |

| Why did you make this request? | (n) | % |
|---|---|---|
| Caring responsibilities | 11 | 44% |
| Work-life balance | 8 | 32% |
| Family responsibilities | 6 | 24% |
| Health | 5 | 20% |
| Study commitments | 4 | 16% |
| Other | 2 | 8% |

| What was your experience with making the request? | (n) | % |
|---|---|---|
| The adjustments I needed were made and the process was satisfactory | 18 | 72% |
| The adjustments I needed were not made | 4 | 16% |
| The adjustments I needed were made but the process was unsatisfactory | 3 | 12% |

# 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**

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| Caring responsibility | (n) | % |
|---|---|---|
| None of the above | **32** | 36% |
| Prefer not to say | **21** | 24% |
| Preschool aged child(ren) | **11** | 12% |
| Primary school aged child(ren) | **11** | 12% |
| Secondary school aged child(ren) | **10** | 11% |
| Child(ren) - younger than preschool age | **8** | 9% |
| Frail or aged person(s) | **7** | 8% |
| Person(s) with a medical condition | **6** | 7% |
| Person(s) with disability | **5** | 6% |
| Person(s) with a mental illness | **3** | 3% |
| Other | **2** | 2% |

# 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:

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| Which of the following categories best describes your current position? | (n) | % |
|---|---|---|
| Nursing Employees | 30 | 34% |
| Other health and social care | 17 | 19% |
| Management, Administration and Corporate support | 14 | 16% |
| Support services | 11 | 12% |
| Allied health - therapy discipline | 10 | 11% |
| Allied health - assistant | 4 | 4% |
| Community development | 2 | 2% |
| Pastoral / spiritual care | 1 | 1% |

# 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 | **29** | 33% |
| Corporate services | **7** | 8% |
| Community-based services | **20** | 22% |
| Residential aged care services | **32** | 36% |
| Mental health care services | **1** | 1% |

| Is your primary work role in one of the following areas? | (n) | % |
|---|---|---|
| Aged care | **39** | 44% |
| Emergency | **2** | 2% |
| Maternity care | **1** | 1% |
| Medical | **6** | 7% |
| Mental health | **2** | 2% |
| Mixed medical/surgical | **1** | 1% |
| Palliative care | **1** | 1% |
| Paediatrics | **2** | 2% |
| Rehabilitation | **1** | 1% |
| Other | **21** | 24% |
| Administration | **13** | 15% |

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