





# People matter survey

# wellbeing check 2022

Have your say

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



# About your report

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

#### Report contents

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

# Comparing data in this report

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

This means you'll be able to compare about 76% of this year's survey with your previous results.

# Rounding of percentages

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

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

# Survey questions and definitions

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

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# Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.



# 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

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

# Organisation climate

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

# Workgroup climate

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

# Job and manager

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

Engagement

**Outcomes** 

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

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



Responsiveness



Integrity



Impartiality



Accountability



Respect



Leadership



**Human Rights** 





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'.

Beaufort and Skipton Health Service

**Boort District Health** 

Cohuna District Hospital

Corryong Health

East Wimmera Health Service

Heathcote Health

Hesse Rural Health Service

Inglewood and Districts Health Service

Kerang District Health

Mallee Track Health and Community Service

Mansfield District Hospital

Omeo District Health

Tallangatta Health Service

Timboon and District Healthcare Service



# Your response rate

#### What this is

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

# Why this is important

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

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

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

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

# How to read this

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

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

2021		2022	
55%		46%	
(152)		(159)	
Comparator	51%	Comparator	49%
Public Sector	39%	Public Sector	52%



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Scorecard: employee engagement index

#### What this is

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

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

The weightings for each engagement response are:

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

# Why this is important

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

2021		202	2	
75		74		
	75			70
Comparator	75	Cor	nparator	70
<b>Public Sector</b>	70	Pub	olic Sector	69



# 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 2022 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

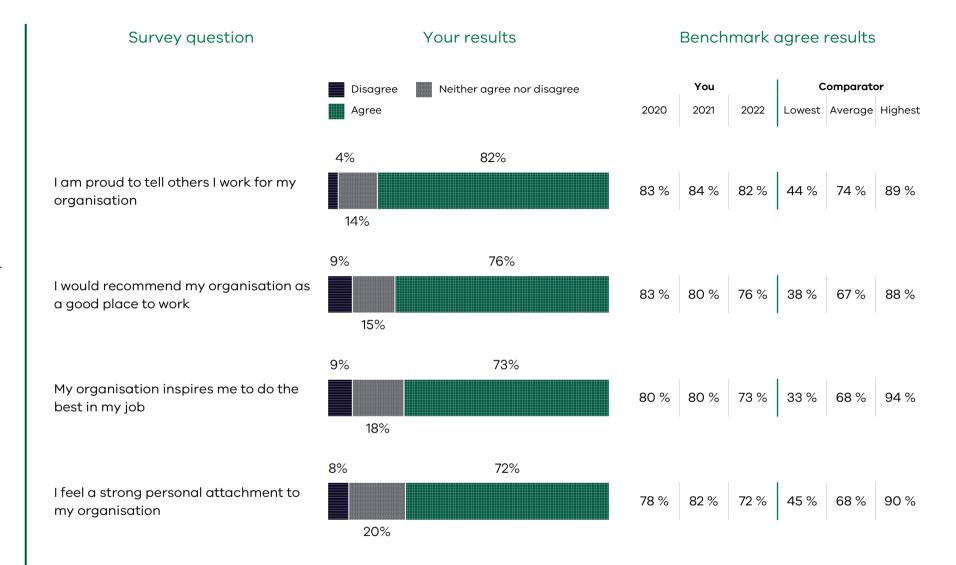
Under 'Your results', see results for each question in descending order by most agreed.

'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

82% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.







Engagement question results 2 of 2

#### What this is

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

Your organisation's engagement index

Your 2022 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

70% 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 You Comparator Neither agree nor disagree Disagree 2020 2021 2022 Lowest Average Highest Agree 70% 11% My organisation motivates me to help achieve its objectives

18%



Scorecard: satisfaction, stress, intention to stay, inclusion

#### What this is

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

There are more people outcomes scorecards throughout this report.

### Why this is important

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

### How to read this

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

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

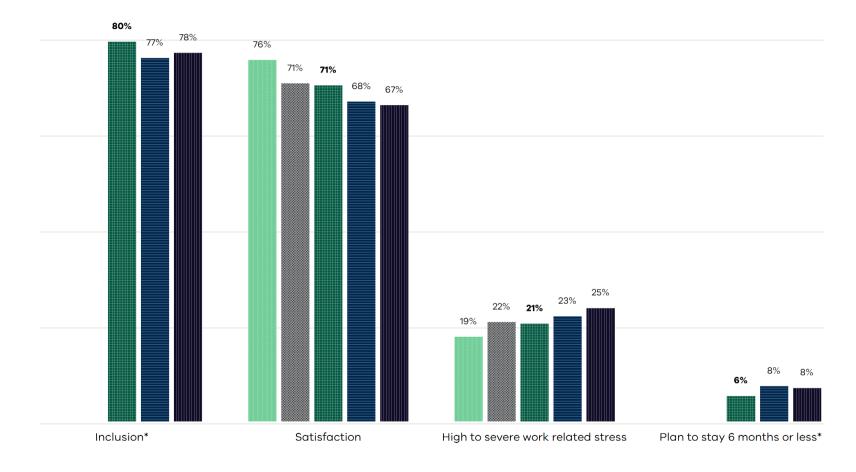
# Example

#### In 2022:

 80% of your staff who did the survey responded positively to questions about Inclusion.

# Compared to:

• 77% of staff at your comparator and 78% 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



# 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

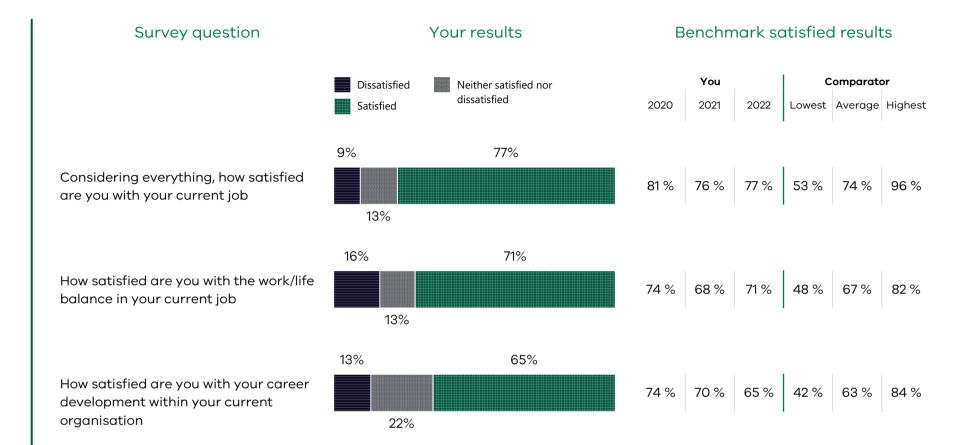
Under 'Your results', see results for each question in descending order by most satisfied.

'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

77% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.







# Work-related stress levels

#### What this is

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

# Why this is important

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

#### How to read this

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

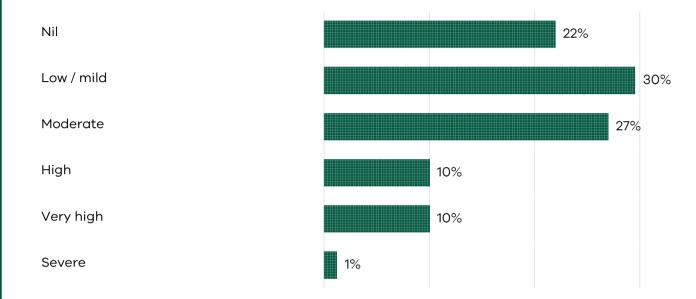
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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

# Example

21% of your staff who did the survey said they had high to severe stress in 2022. This is compared to 23% of staff in your comparator group and 25% of staff across the public sector.

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



Comparator

**Public Sector** 

23%

25%

# Reported levels of high to severe stress

15%

26%

Comparator

**Public Sector** 

2021	2022
22%	21%



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

78% of your staff who did the survey said they experienced mild to severe stress.

Of that 78%, 57% said the top reason was 'Workload'.

124	35
78%	22%

Experienced some work-related stress

Did not experience some work-related stress

Of those that experienced work related stress it was from	You 2021	You 2022	Comparator 2022	Public sector 2022
Workload	54%	57%	50%	51%
Time pressure	37%	45%	41%	44%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	16%	16%	16%	10%
Dealing with clients, patients or stakeholders	11%	14%	11%	15%
Job security	7%	12%	4%	10%
Competing home and work responsibilities	7%	10%	15%	14%
Other	9%	10%	11%	9%
Other changes due to COVID-19	21%	10%	21%	7%
Unclear job expectations	6%	8%	9%	14%
Work schedule or hours	8%	8%	9%	6%





# 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

6% of your staff who did the survey said they intended to work for your organisation for 6 months or less.

Employees plan to work at your organisation for	You 2022	Comparator 2022	Public sector 2022
6 months or less	6%	8%	8%
Over 6 months and up to 1 year	7%	9%	10%
Over 1 year and up to 3 years	19%	19%	25%
Over 3 years and up to 5 years	13%	16%	16%
Over 5 years	55%	48%	41%



# 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

81% of your staff who did the survey agreed or strongly agreed with 'I feel as if I belong at this organisation'.

#### Survey question Your results Benchmark agree results You Comparator Neither agree nor disagree Disagree 2020 2021 2022 Lowest Average Highest Agree 8% 81% I feel as if I belong at this organisation Not asked asked 12% 8% 80% I can be myself at work asked 12%



Inclusion - Barriers to success

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

# Example

8% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My age'. Staff who experienced one or more barriers to success at work

 35
 124

 22%
 78%

Experienced barriers

Did not experience barriers

During the last 12 months, employees experienced barriers to their success due to	You 2022	Comparator 2022	Public sector 2022
My age	8%	6%	8%
Other	4%	3%	4%
My caring responsibilities	4%	6%	7%
My physical health	4%	5%	4%
My cultural background	3%	1%	3%
My mental health	2%	6%	7%
My religious belief	1%	1%	1%
My sex	1%	1%	4%
My disability	1%	1%	1%
My gender identity	1%	0%	1%



Scorecard: emotional effects of work

#### What this is

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

# Why this is important

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

#### How to read this

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

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

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

# Example

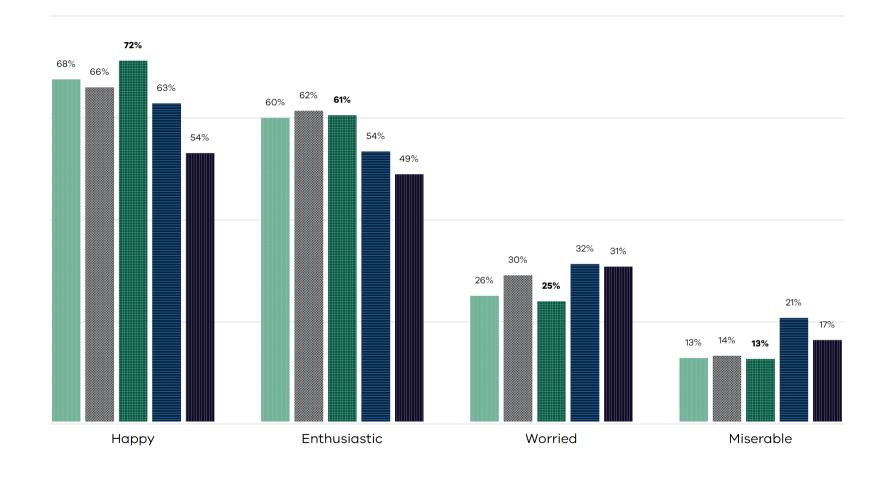
#### In 2022:

 72% of your staff who did the survey said work made them feel happy in 2022, which is up from 66% in 2021

# Compared to:

• 63% 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 ...



You 2022 Comparator 2022

Public sector 2022

# Scorecard: negative behaviours

#### What this is

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

# Why this is important

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

#### How to read this

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

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

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

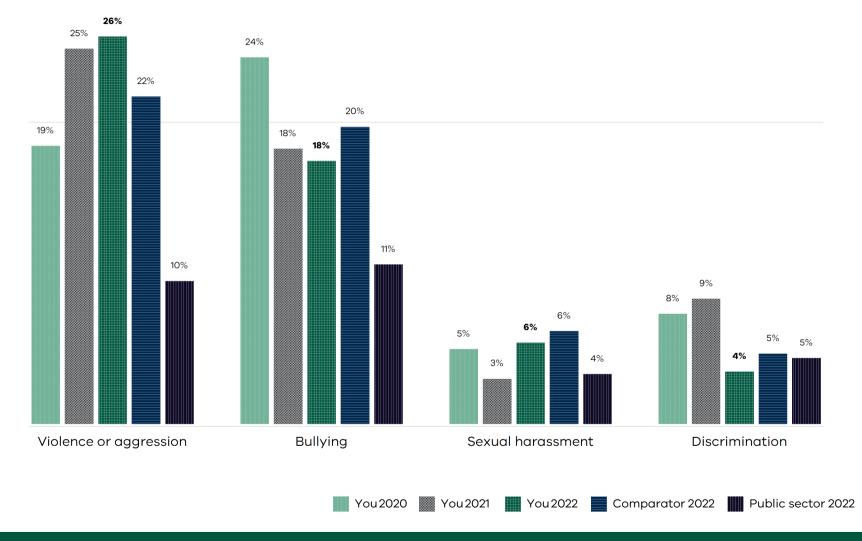
# Example

#### In 2022:

26% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 25% in 2021.

# Compared to:

 22% of staff at your comparator and 10% of staff across the public sector.



# 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 longterm negative impact on those involved, including those who witness bullying.

#### How to read this

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

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

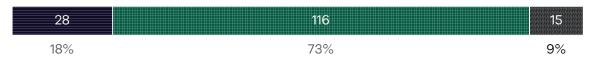
In descending order, the table shows the answers.

# Example

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

Of that 18%, 68% 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?



Experie	enced bullying	Did no	g Not sure	
If you experienced bullying, what type of bullying did you experience?	You 2021	You 2022	Comparator 2022	Public sector 2022
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	75%	68%	69%	71%
Intimidation and/or threats	46%	32%	31%	30%
Other	18%	32%	15%	15%
Exclusion or isolation	43%	29%	38%	43%
Withholding essential information for me to do my job	18%	14%	31%	33%
Being assigned meaningless tasks unrelated to the job	4%	11%	7%	13%
Verbal abuse	39%	11%	21%	19%
Being given impossible assignment(s)	4%	4%	3%	10%
Interference with my personal property and/or work equipment	0%	4%	4%	4%



# Telling someone about the bullying

#### What this is

This is if staff told someone when they experienced bullying.

# Why this is important

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

#### How to read this

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

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

In descending order, the table shows the answers.

# Example

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

- 54% said the top way they reported the bullying was 'Told a manager'.
- 86% said they didn't submit a formal complaint.

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

28	116	15
18%	73%	9%

<b>=</b> E	experienced bullying	Did not experience bullying		g Not sure	
Did you tell anyone about the bullying?	You 2021	You 2022	Comparator 2022	Public sector 2022	
Told a manager	54%	54%	43%	49%	
Told a colleague	32%	39%	33%	41%	
Told a friend or family member	36%	32%	31%	35%	
Submitted a formal complaint	29%	14%	15%	11%	
Told Human Resources	18%	14%	13%	13%	
Told the person the behaviour was not OK	7%	14%	13%	17%	
Told employee assistance program (EAP) or peer support	4%	11%	5%	10%	
Told someone else	11%	11%	13%	12%	
I did not tell anyone about the bullying	0%	4%	14%	12%	





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

86% of your staff who experienced bullying did not submit a formal complaint, of which:

• 42% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?



Submitted formal complaint		Did not submit a formal complaint
----------------------------	--	-----------------------------------

What was your reason for not submitting a formal complaint?	You 2021	You 2022	Comparator 2022	Public sector 2022
I didn't think it would make a difference	30%	42%	51%	51%
I believed there would be negative consequences for my reputation	35%	25%	41%	52%
I believed there would be negative consequences for my career	40%	21%	16%	41%
I didn't think it was serious enough	5%	17%	15%	16%
Other	15%	17%	14%	12%
I didn't feel safe to report the incident	20%	13%	11%	19%
I didn't need to because I made the bullying stop	10%	13%	4%	6%
I thought the complaint process would be embarrassing or difficult	5%	8%	5%	13%
I believed there would be negative consequences for the person I was going to complain about	5%	4%	9%	9%
I didn't need to because I no longer had contact with the person(s) who bullied me	0%	4%	3%	7%





# Perpetrators of bullying

#### What this is

This is who staff have said are responsible for bullying.

# Why this is important

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

# How to read this

In this year's survey, 18% of your staff said they experienced bullying.

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

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

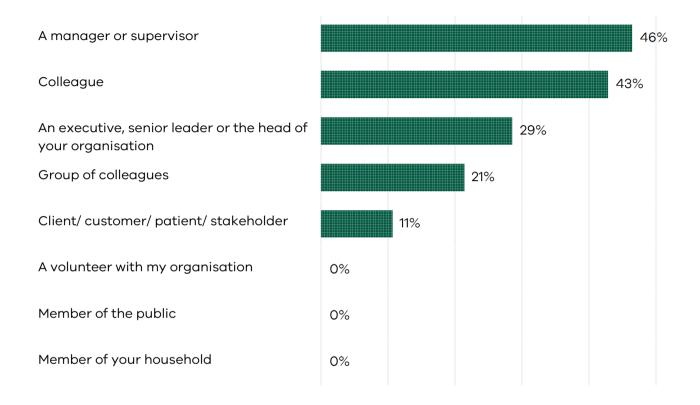
Each row is one perpetrator or group of perpetrators.

# Example

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

Of that 18%, 46% said it was by 'A manager or supervisor'.

# 28 people (18% of staff) experienced bullying (You2022)





# Relationship to perpetrator

#### What this is

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

# Why this is important

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

#### How to read this

In this year's survey, 18% of your staff said they experienced bullying.

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

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

# Example

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

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

Of that 100%, 50% said it was 'They were in my workgroup'.

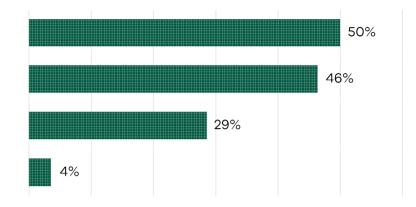
28 people (100% of staff who experienced bullying) experienced bullying from within your organisation (You 2022)

They were in my workgroup

They were outside my workgroup

They were my immediate manager or supervisor

They were someone I supervise or manage



# 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.



# 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.

# Violence and aggression

#### What this is

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

### Why this is important

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

#### How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression. If they did, they could tell us with one or more answers what they experienced. In descending order, the table shows the

answers.

# Example

26% of your staff who did the survey said they experienced violence or aggression. Of that 26%, 85% said it was from 'Abusive language'.

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



If you experienced violence or aggression, what type did you experience?	You 2021	You 2022	Comparator 2022	Public sector 2022
Abusive language	89%	85%	77%	73%
Intimidating behaviour	66%	71%	54%	69%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	18%	22%	35%	14%
Threats of violence	26%	22%	23%	27%
Damage to my property or work equipment	8%	2%	1%	5%
Stalking, including cyber-stalking	0%	2%	1%	2%



Telling someone about violence and aggression

#### What this is

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

# Why this is important

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

### How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression. If they did, they could tell us with one or

In descending order, the table shows the answers.

more answers who they told.

# Example

26% of your staff who did the survey said they experienced violence or aggression, fo which

- 63% said the top way they reported the violence or agression was 'Told a manager'
- 49% said they didn't submit a formal incident report.

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





Did you tell anyone about the incident?	You 2021	You 2022	Comparator 2022	Public sector 2022
Told a manager	55%	63%	53%	59%
Submitted a formal incident report	53%	51%	42%	26%
Told a colleague	29%	44%	43%	44%
Told the person the behaviour was not OK	26%	39%	30%	26%
Told a friend or family member	5%	22%	13%	20%
Told employee assistance program (EAP) or peer support	0%	5%	3%	5%
I did not tell anyone about the incident(s)	8%	2%	4%	8%



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

#### What this is

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

# Why this is important

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

#### How to read this

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

# Example

49% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

• 40% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal incident report?



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

What was your reason for not submitting a formal incident report?	You 2021	You 2022	Comparator 2022	Public sector 2022
I didn't think it was serious enough	22%	40%	26%	31%
I didn't think it would make a difference	11%	35%	37%	39%
Other	17%	30%	26%	19%
I believed there would be negative consequences for my reputation	28%	15%	11%	21%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	11%	15%	4%	14%
I didn't need to because I made the violence or aggression stop	17%	10%	9%	14%
I was advised not to	0%	10%	1%	3%
I believed there would be negative consequences for my career	33%	5%	6%	17%





# Perpetrators of violence and aggression

#### What this is

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

### Why this is important

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

#### How to read this

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

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

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

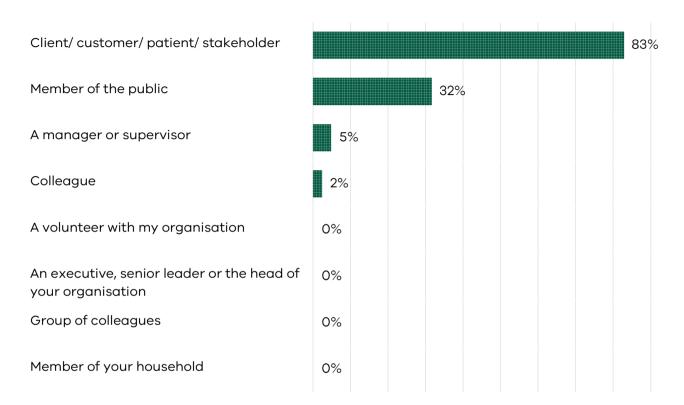
Each row is one perpetrator or a group of perpetrators.

# Example

26% of your staff who did the survey said they experienced violence or aggression.

Of that 26%, 83% said it was 'Client/ customer/ patient/ stakeholder'.

# 41 people (26% of staff) experienced violence or aggression (You2022)





Negative behaviour — satisfaction with making a formal complaint

#### What this is

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

# Why this is important

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

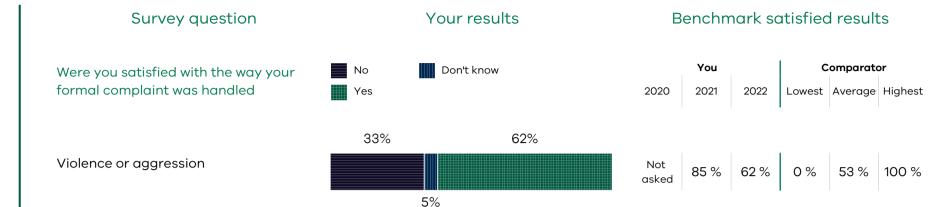
#### How to read this

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

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

# Example

62% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.





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# wellbeing check 2022

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- Intention to stay

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# Workgroup climate

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# Public sector values

- Scorecard
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- Respect
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### **Demographics**

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



# **Key differences**

Highest scoring questions

# What this is

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

#### How to read this

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

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

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

# Example

On the first row 'Meaningful work', the 'You 2022' column shows 95% of your staff agreed with 'I can make a worthwhile contribution at work'.

This question was not asked in 2021.

Question group	Highest scoring questions	You 2022	Change from 2021	Comparator 2022
Meaningful work	I can make a worthwhile contribution at work	95%	Not asked in 2021	93%
Job enrichment	I can use my skills and knowledge in my job	93%	Not asked in 2021	91%
Meaningful work	I achieve something important through my work	93%	+6%	92%
Job enrichment	I understand how my job helps my organisation achieve it's goals	92%	Not asked in 2021	91%
Meaningful work	I get a sense of accomplishment from my work	91%	+3%	86%
Collaboration	I am able to work effectively with others outside my immediate workgroup	91%	+4%	87%
Manager leadership	My manager treats employees with dignity and respect	90%	+2%	81%
Job enrichment	I clearly understand what I am expected to do in this job	89%	+3%	89%
Manager leadership	My manager demonstrates honesty and integrity	89%	+4%	79%
Safe to speak up	I feel culturally safe at work	89%	+8%	83%



# **Key differences**

# Lowest scoring questions

#### What this is

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

# How to read this

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

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

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

# Example

On the first row 'Taking action', the 'You 2022' column shows 34% of your staff agreed with 'My organisation has made improvements based on the survey results from last year'.

This question was not asked in 2021.

Question subgroup	Lowest scoring questions	You 2022	Change from 2021	Comparator 2022
Taking action	My organisation has made improvements based on the survey results from last year	34%	Not asked in 2021	38%
Organisational integrity	I believe the promotion processes in my organisation are fair	50%	Not asked in 2021	53%
Organisational integrity	I have an equal chance at promotion in my organisation	53%	Not asked in 2021	55%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	56%	-11%	50%
Learning and development	I am satisfied with the opportunities to progress in my organisation	57%	Not asked in 2021	54%
Safety climate	All levels of my organisation are involved in the prevention of stress	57%	+3%	48%
Taking action	I believe my organisation will make improvements based on the results of this survey	58%	Not asked in 2021	56%
Workload	I have enough time to do my job effectively	58%	+1%	51%
Workload	The workload I have is appropriate for the job that I do	58%	+1%	59%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	59%	-7%	58%



# **Key differences**

# Most improved

#### What this is

This is where staff feel their organisation has most improved.

#### How to read this

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

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

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

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

# Example

On the first row 'Safety climate', the 'You 2022' column shows 70% of your staff agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'. In the 'Increase from 2021' column, you have a 10% increase, which is a positive trend.

Question group	Most improved from last year	You 2022	Increase from 2021	Comparator 2022
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	70%	+10%	60%
Organisational integrity	My organisation encourages respectful workplace behaviours	85%	+10%	77%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	75%	+8%	65%
Workgroup support	People in my workgroup are honest, open and transparent in their dealings	70%	+8%	65%
Safe to speak up	I feel culturally safe at work	89%	+8%	83%
Safety climate	My organisation provides a physically safe work environment	83%	+7%	80%
Organisational integrity	My organisation does not tolerate improper conduct	74%	+6%	70%
Senior leadership	Senior leaders provide clear strategy and direction	74%	+6%	63%
Meaningful work	I achieve something important through my work	93%	+6%	92%
Organisational integrity	My organisation is committed to earning a high level of public trust	88%	+6%	76%



## **Key differences**

#### Most declined

#### What this is

This is where staff feel their organisation has most declined.

#### How to read this

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

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

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

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

#### Example

On the first row 'Safety climate', the 'You 2022' column shows 56% of your staff agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.

In the 'Decrease from 2021' column, you have a 11% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2022	Decrease from 2021	Comparator 2022
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	56%	-11%	50%
Engagement	I feel a strong personal attachment to my organisation	72%	-10%	68%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	81%	-9%	88%
Patient safety climate	The culture in my work area makes it easy to learn from the errors of others	69%	-8%	62%
Engagement	My organisation inspires me to do the best in my job	73%	-7%	68%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	59%	-7%	58%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	60%	-6%	55%
Engagement	My organisation motivates me to help achieve its objectives	70%	-6%	65%
Patient safety climate	Patient care errors are handled appropriately in my work area	71%	-6%	70%
Satisfaction	How satisfied are you with your career development within your current organisation	65%	-6%	63%



## **Key differences**

# Biggest positive difference from comparator

#### What this is

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

#### How to read this

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

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

#### Example

On the first row 'Learning and development', the 'You 2022' column shows 74% of your staff agreed with 'My organisation places a high priority on the learning and development of staff'.

The 'difference' column, shows that agreement for this question was 13 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2022	Difference	Comparator 2022
Learning and development	My organisation places a high priority on the learning and development of staff	74%	+13%	61%
Organisational integrity	My organisation is committed to earning a high level of public trust	88%	+12%	76%
Senior leadership	Senior leaders provide clear strategy and direction	74%	+11%	63%
Innovation	My workgroup is quick to respond to opportunities to do things better	75%	+11%	65%
Innovation	My workgroup learns from failures and mistakes	77%	+11%	67%
Manager support	My manager gives me feedback that helps me improve my performance	79%	+11%	69%
Workgroup support	People in my workgroup treat each other with respect	81%	+11%	70%
Workgroup support	People in my workgroup work together effectively to get the job done	83%	+10%	73%
Manager leadership	My manager demonstrates honesty and integrity	89%	+10%	79%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	70%	+10%	60%



## **Key differences**

# Biggest negative difference from comparator

#### What this is

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

#### How to read this

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

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

#### Example

On the first row 'Human rights', the 'You 2022' column shows 81% of your staff agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

The 'difference' column, shows that agreement for this question was 8 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2022	Difference	Comparator 2022
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	81%	-8%	88%
Taking action	My organisation has made improvements based on the survey results from last year	34%	-4%	38%
Organisational integrity	I believe the promotion processes in my organisation are fair	50%	-2%	53%
Organisational integrity	I have an equal chance at promotion in my organisation	53%	-1%	55%
Patient safety climate	I am encouraged by my colleagues to report any patient safety concerns I may have	82%	-1%	83%
Inclusion	I can be myself at work	80%	-1%	80%
Workgroup support	People in my workgroup are politically impartial in their work	70%	0%	70%
Workload	The workload I have is appropriate for the job that I do	58%	0%	59%
Job enrichment	I clearly understand what I am expected to do in this job	89%	0%	89%



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- Employment
- Adjustments
- Caring
- Categories
- Primary role





## **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

58% of your staff who did the survey agreed or strongly agreed with I believe my organisation will make improvements based on the results of this survey'.

#### Survey question Your results Benchmark agree results You Comparator Neither agree nor disagree Disagree Don't know Agree 2020 2021 2022 Lowest Average Highest 58% 11% I believe my organisation will make Not asked improvements based on the results of asked this survey 31% 31% 34% My organisation has made asked improvements based on the survey results from last year

26%

9%

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## Senior leadership

#### Senior leadership

#### What this is

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

#### Why this is important

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

#### How to read this

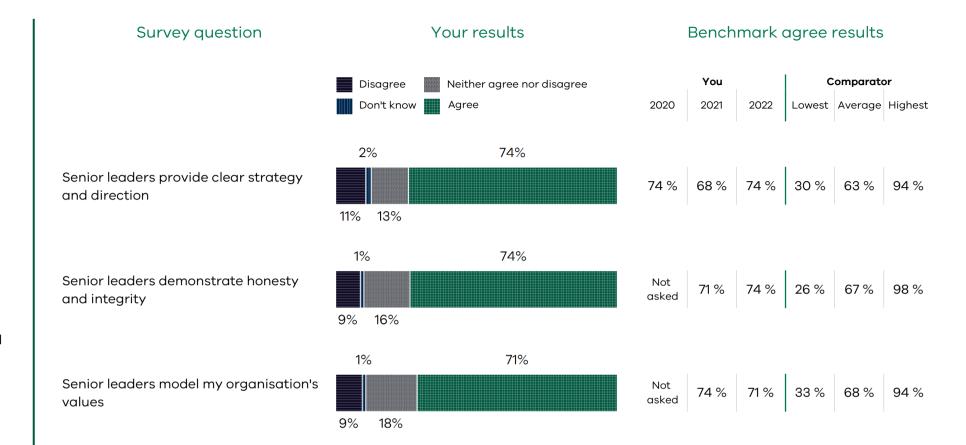
Under 'Your results', see results for each question in descending order by most agreed.

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

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

#### Example

74% of your staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.





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#### Scorecard

#### What this is

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

### Why this is important

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

#### How to read this

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

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

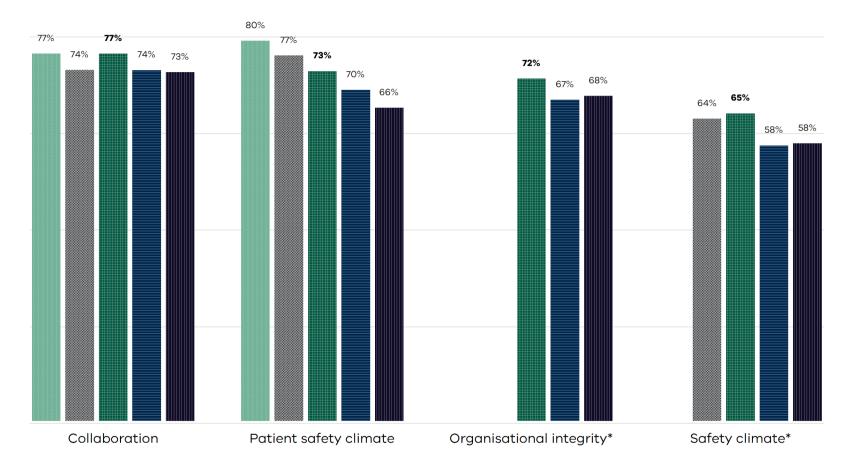
#### Example

#### In 2022:

 77% of your staff who did the survey responded positively to questions about Collaboration which is up from 74% in 2021.

### Compared to:

• 74% 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



#### 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

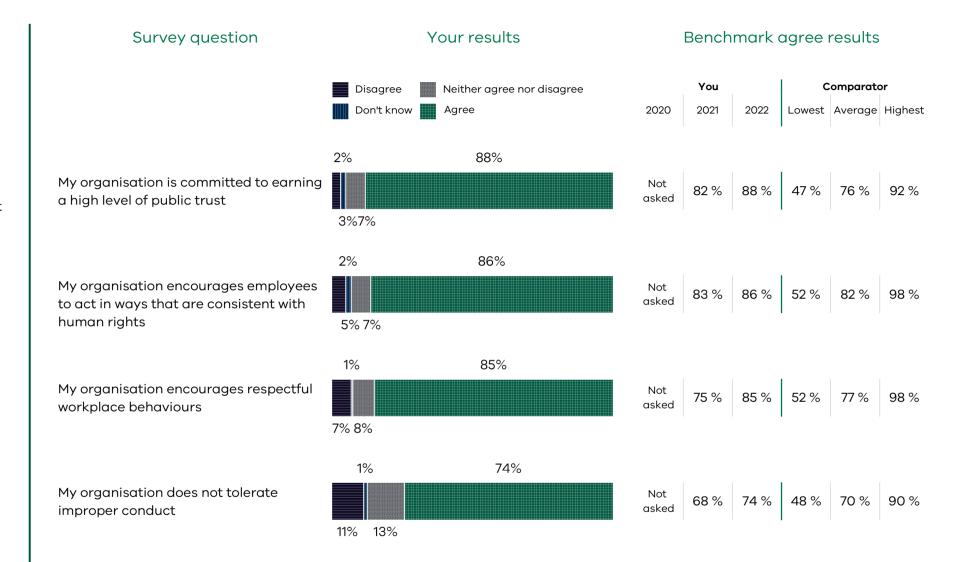
Under 'Your results', see results for each question in descending order by most agreed.

'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

88% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.







#### 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

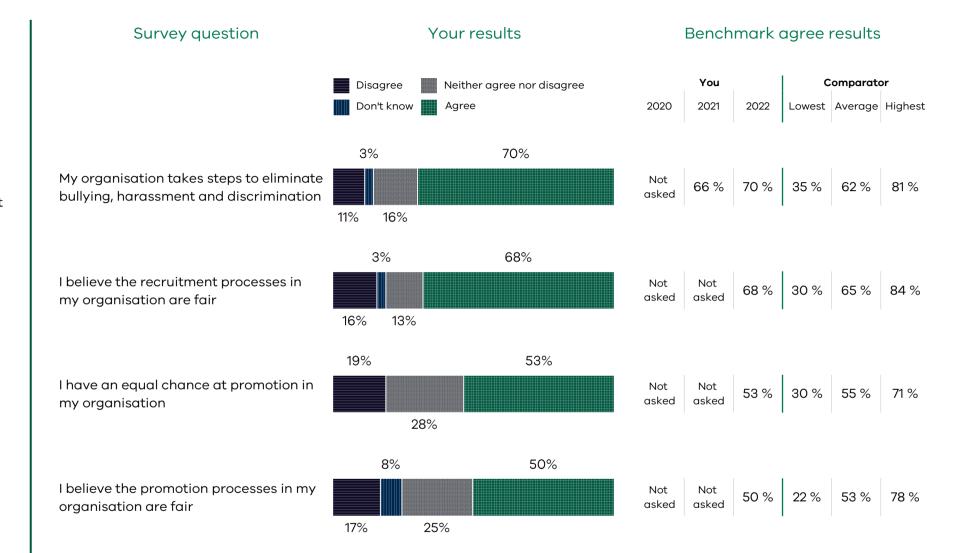
Under 'Your results', see results for each question in descending order by most agreed.

'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

70% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.







#### 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

91% 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 Benchmark agree results You Comparator Neither agree nor disagree Disagree Don't know Agree 2020 2021 2022 Lowest Average Highest 2% 91% I am able to work effectively with others outside my immediate workgroup 8% 3% 64% Workgroups across my organisation willingly share information with each other 11% 23%

#### Safety climate 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

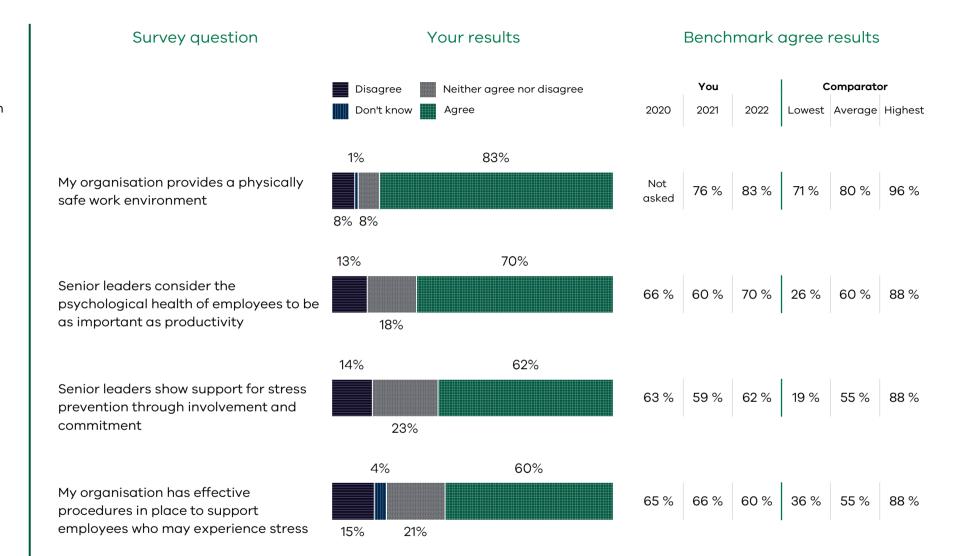
Under 'Your results', see results for each question in descending order by most agreed.

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

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

#### Example

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





#### 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

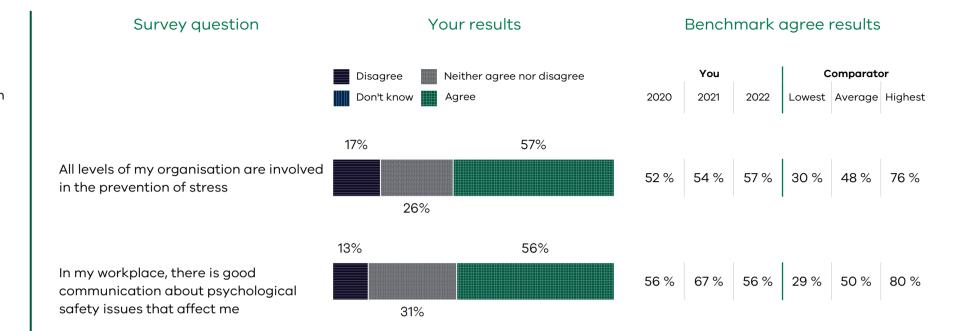
Under 'Your results', see results for each question in descending order by most agreed.

'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

57% of your staff who did the survey agreed or strongly agreed with 'All levels of my organisation are involved in the prevention of stress'.





#### 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

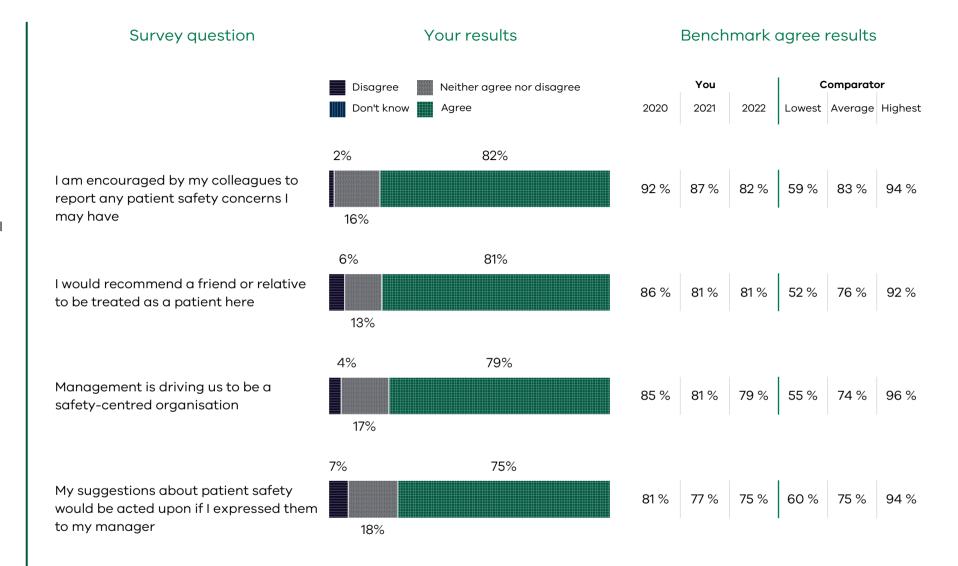
Under 'Your results', see results for each question in descending order by most agreed.

'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

82% of your staff who did the survey agreed or strongly agreed with 'I am encouraged by my colleagues to report any patient safety concerns I may have'.







#### Patient safety climate 2 of 2

#### What this is

This is the safety culture in a healthcare workplace.

#### Why this is important

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

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

#### How to read this

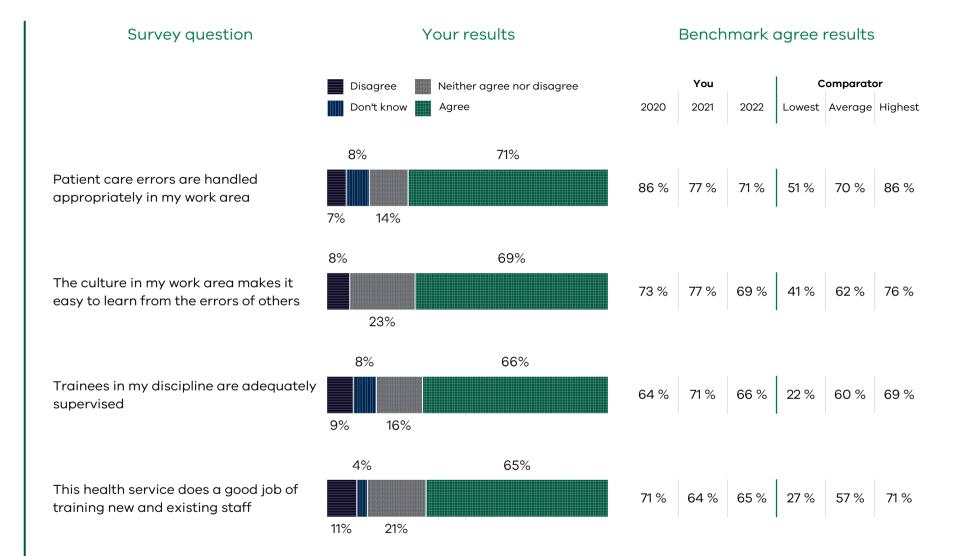
Under 'Your results', see results for each question in descending order by most agreed.

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

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

#### Example

71% of your staff who did the survey agreed or strongly agreed with 'Patient care errors are handled appropriately in my work area'.







# People matter survey

# wellbeing check 2022

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- Satisfaction
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- Scorecard: emotional effects of work
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- · Sexual harassment
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- Highest scoring
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#### Demographics

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



#### Scorecard

#### What this is

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

### Why this is important

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

#### How to read this

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

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

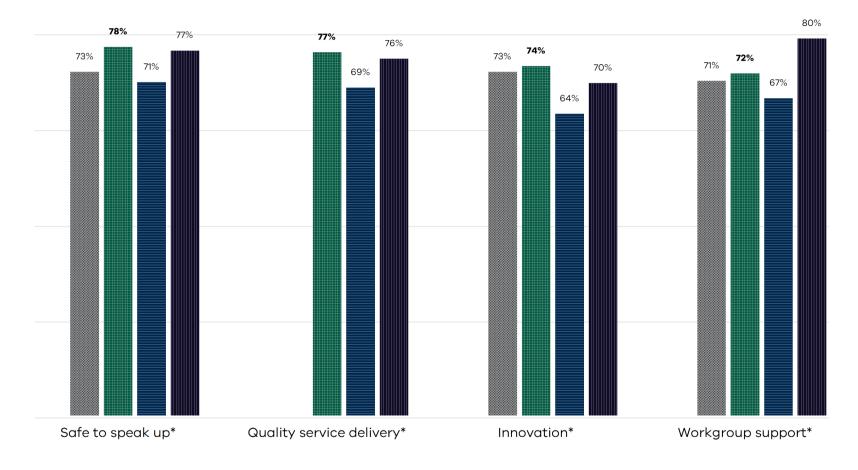
#### Example

#### In 2022:

 78% of your staff who did the survey responded positively to questions about Safe to speak up which is up from 73% in 2021.

#### Compared to:

• 71% of staff at your comparator and 77% of staff across the public sector.



 $\hbox{$^*$We can't compare some data here because one or more questions were not asked in a previous survey}$ 



#### 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 highquality 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

81% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.







#### Innovation

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

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

#### Survey question Your results Benchmark agree results You Comparator Neither agree nor disagree Disagree Don't know Agree 2020 2021 2022 Lowest Average Highest 2% 77% My workgroup learns from failures and mistakes 9% 12% 8% 75% My workgroup is quick to respond to opportunities to do things better 16% 9% 69% My workgroup encourages employee creativity 22%





#### 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

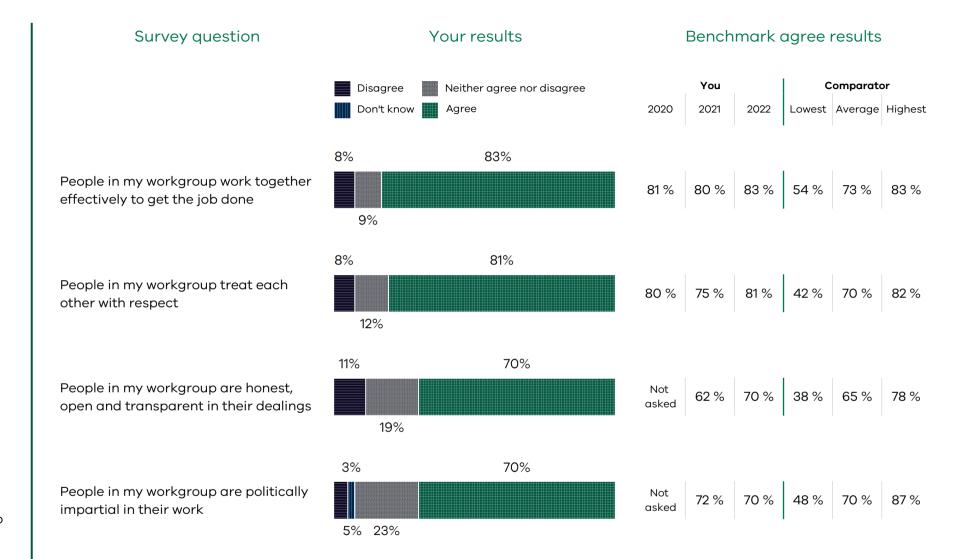
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'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

#### Example

83% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.







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.

manage conflicts of interest

#### How to read this

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

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

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

#### Example

59% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

#### Survey question Your results Benchmark agree results You Comparator Neither agree nor disagree Disagree Don't know Agree 2020 2021 2022 Lowest Average Highest 4% 59% People in my workgroup appropriately asked

11%

25%

#### 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

89% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

#### Survey question Your results Benchmark agree results You Comparator Neither agree nor disagree Disagree Don't know Agree 2020 2021 2022 Lowest Average Highest 3% 89% I feel culturally safe at work 8% 13% 75% I feel safe to challenge inappropriate behaviour at work 13% 13% 70% People in my workgroup are able to bring up problems and tough issues 18%



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• Taking action questions

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 Senior leadership questions

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- · Safe to speak up

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- Employment
- Adjustments
- Caring
- Categories
- Primary role





#### Scorecard 1 of 2

#### What this is

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

### Why this is important

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

#### How to read this

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

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

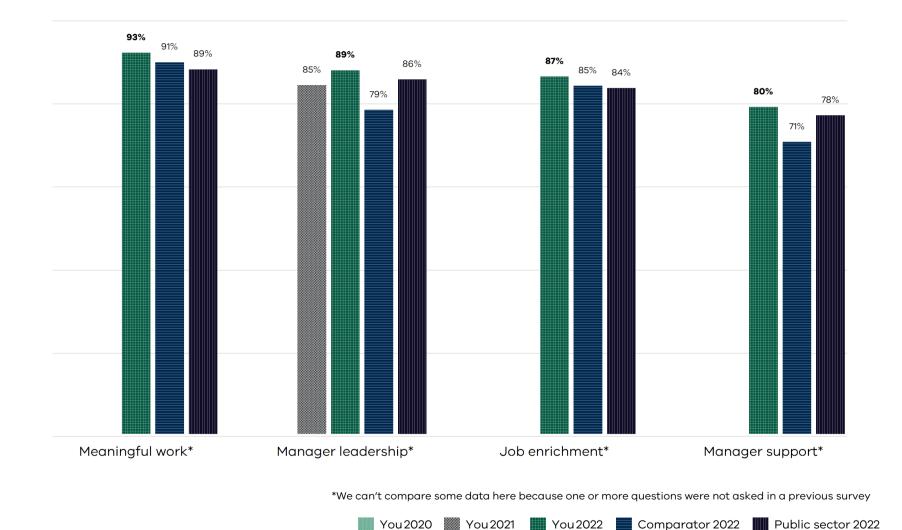
#### Example

#### In 2022:

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

#### Compared to:

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



#### Scorecard 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

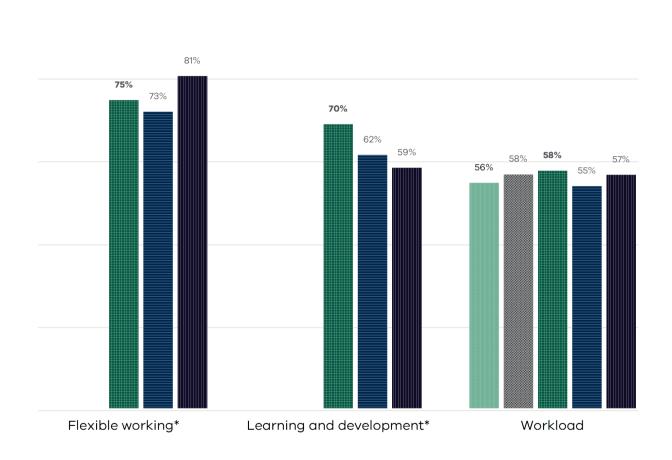
### Example

#### In 2022:

 75% of your staff who did the survey responded positively to questions about Flexible working.

### Compared to:

• 73% of staff at your comparator and 81% of staff across the public sector.



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



#### 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

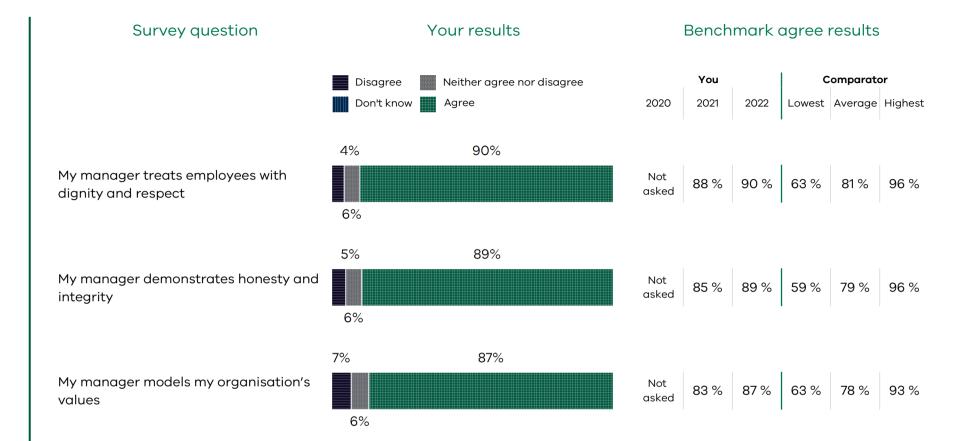
Under 'Your results', see results for each question in descending order by most agreed.

'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

90% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.





#### 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

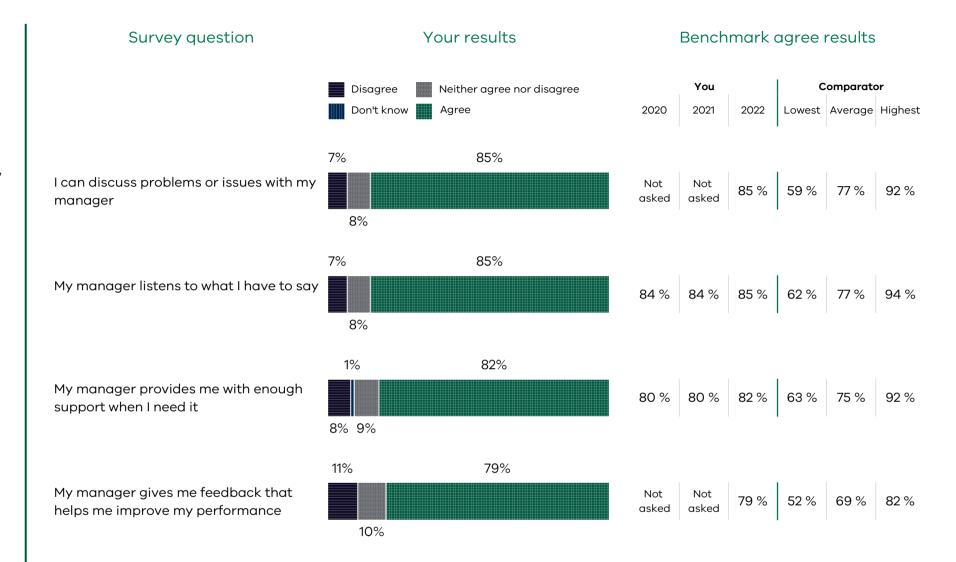
Under 'Your results', see results for each question in descending order by most agreed.

'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

85% of your staff who did the survey agreed or strongly agreed with 'I can discuss problems or issues with my manager'.







#### Manager support 2 of 2

#### What this is

This is how supported staff feel by their direct manager.

#### Why this is important

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

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

#### How to read this

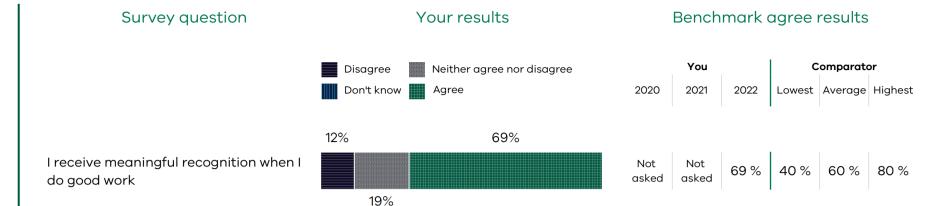
Under 'Your results', see results for each question in descending order by most agreed.

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

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

#### Example

69% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.



#### 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

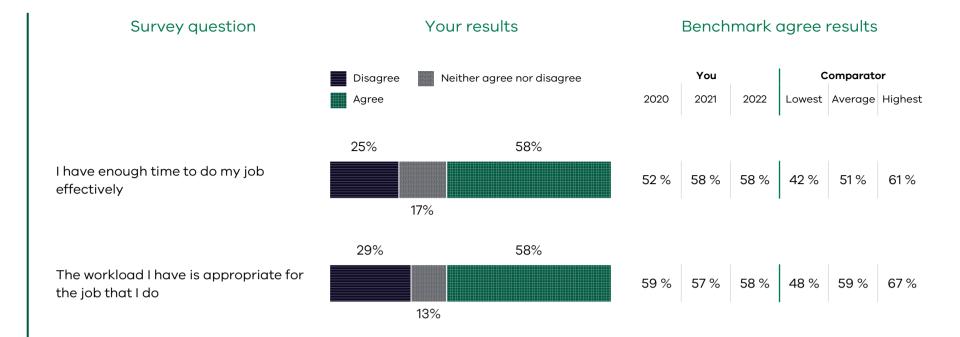
Under 'Your results', see results for each question in descending order by most agreed.

'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

58% of your staff who did the survey agreed or strongly agreed with 'I have enough time to do my job effectively'.





#### 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

77% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.







#### 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

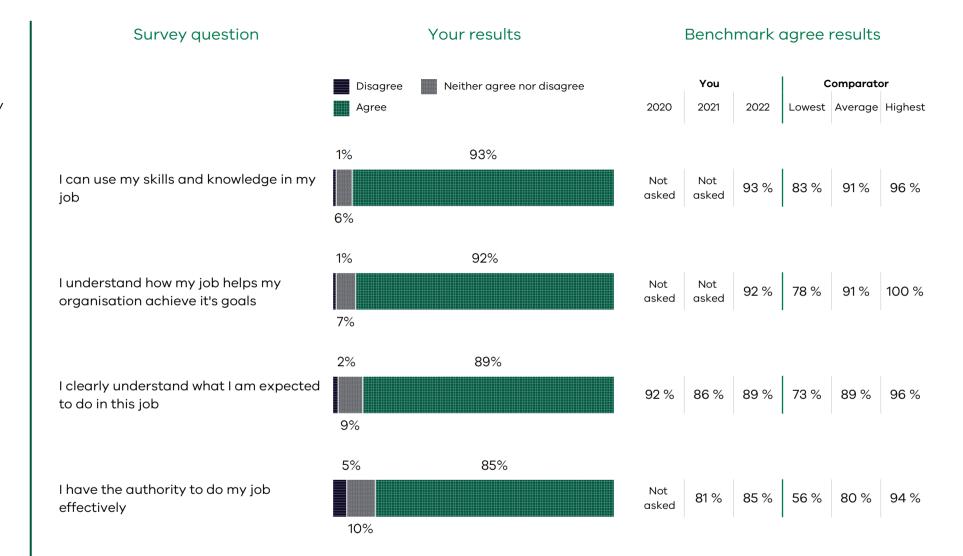
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'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

#### Example

93% of your staff who did the survey agreed or strongly agreed with 'I can use my skills and knowledge in my job'.







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

77% of your staff who did the survey agreed or strongly agreed with 'I have a say in how I do my work'.

#### Survey question

Disagree

Your results

You Comparator Neither agree nor disagree 2020 2021 2022 Lowest Average Highest Agree 9% 77% Not asked asked 14%

I have a say in how I do my work

Benchmark agree results

### 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

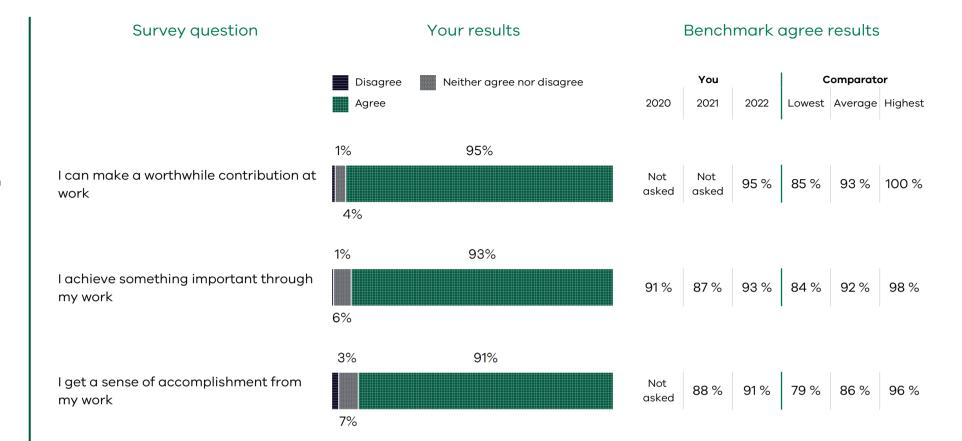
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'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

#### Example

95% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.



#### 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

84% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.

#### Survey question Your results Benchmark agree results You Comparator Neither agree nor disagree Disagree Don't know 2020 2021 2022 Lowest Average Highest 6% 84% My manager supports working flexibly asked 10% 12% 67% I am confident that if I requested a flexible work arrangement, it would be given due consideration 21%



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• Taking action questions

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 Senior leadership questions

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- Caring
- Categories
- Primary role





#### Scorecard 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

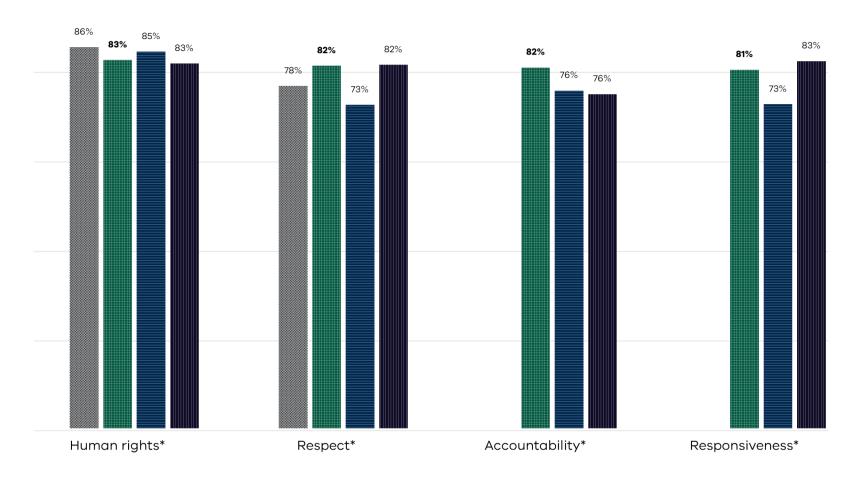
#### Example

#### In 2022:

 83% of your staff who did the survey responded positively to questions about Human rights, which is down 3% in 2021.

#### Compared to:

• 85% of staff at your comparator and 83% 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



#### Scorecard 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

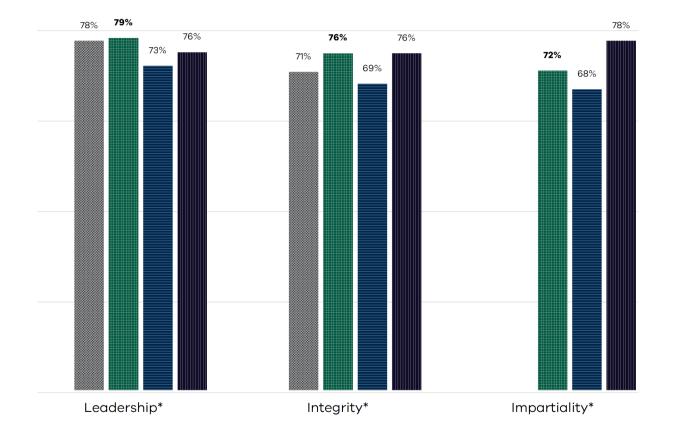
#### Example

#### In 2022:

 79% of your staff who did the survey responded positively to questions about Leadership, which is up 1% in 2021.

#### Compared to:

• 73% of staff at your comparator and 76% of staff across the public sector.



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

You 2020 You 2021 You 2022 Comparator 2022 Public sector 2022

#### 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.

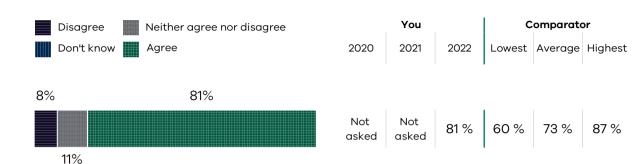
#### Example

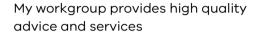
81% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

#### Survey question

#### Your results

#### Benchmark agree results





#### 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

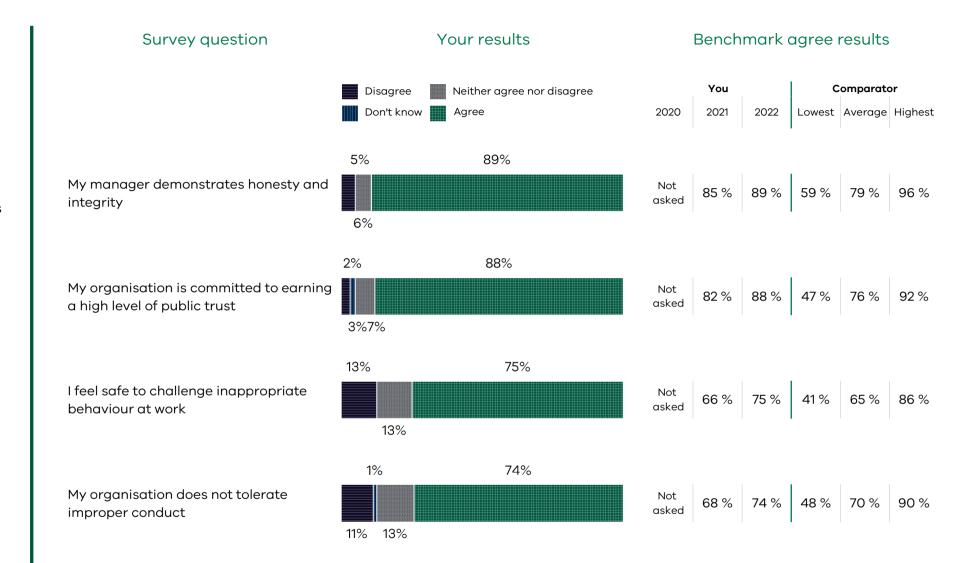
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'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

#### Example

89% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.





#### Integrity 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

74% of staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

#### Survey question Your results Benchmark agree results You Comparator Neither agree nor disagree 2020 2021 2022 Lowest Average Highest 1% 74% Senior leaders demonstrate honesty and integrity 9% 16% 11% 70% People in my workgroup are honest, open and transparent in their dealings 19% 4% 59% People in my workgroup appropriately manage conflicts of interest 11% 25%

#### 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 You Comparator Neither agree nor disagree 2020 2021 2022 Lowest Average Highest 1% 74% My workgroup acts fairly and without Not asked bias 12% 14% 3% 70% People in my workgroup are politically impartial in their work 5% 23%

#### Accountability 1 of 2

#### 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

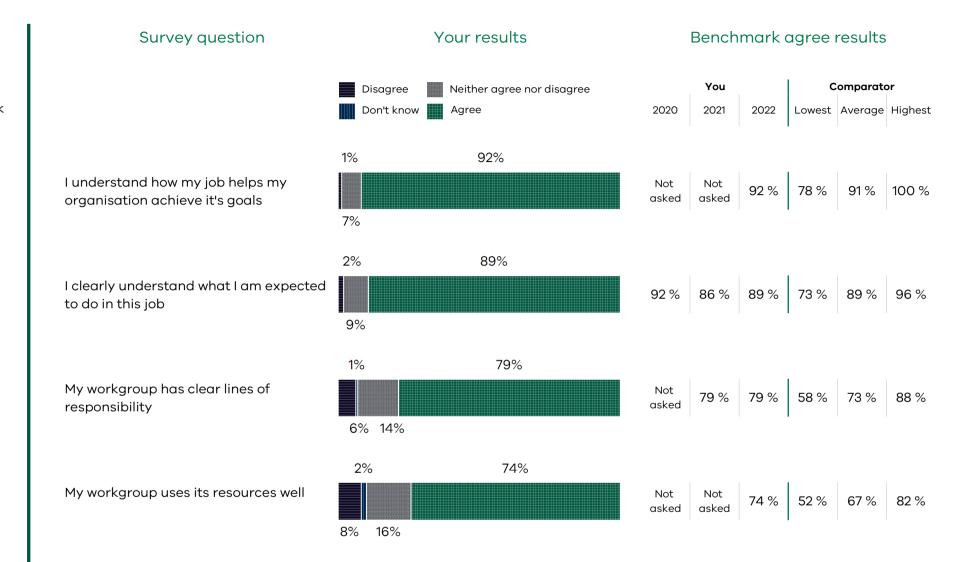
Under 'Your results', see results for each question in descending order by most agreed.

'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

92% of staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve it's goals'.







#### Accountability 2 of 2

#### 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.

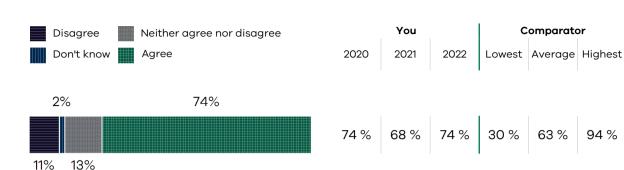
#### Example

74% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

#### Survey question

#### Your results

#### Benchmark agree results





#### Respect 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

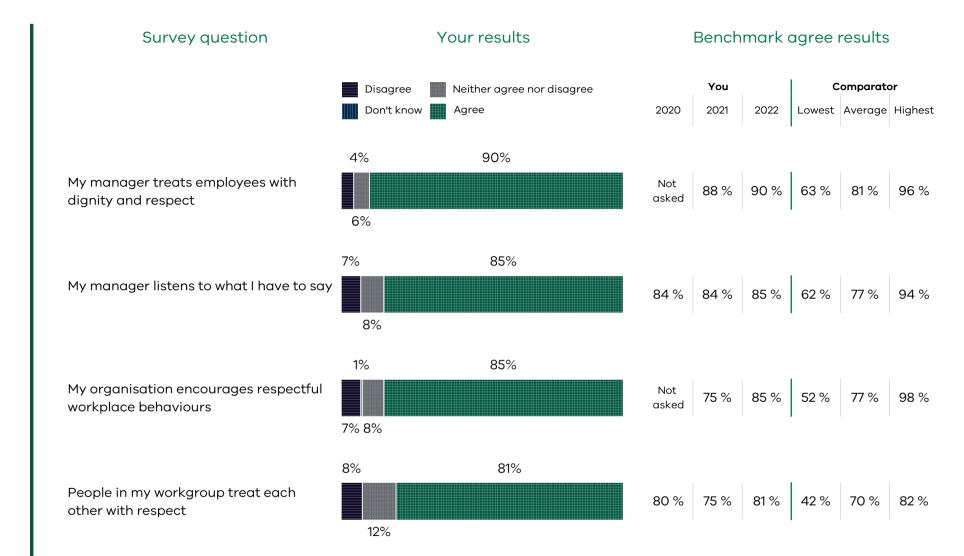
Under 'Your results', see results for each question in descending order by most agreed.

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

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

#### Example

90% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.







#### 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

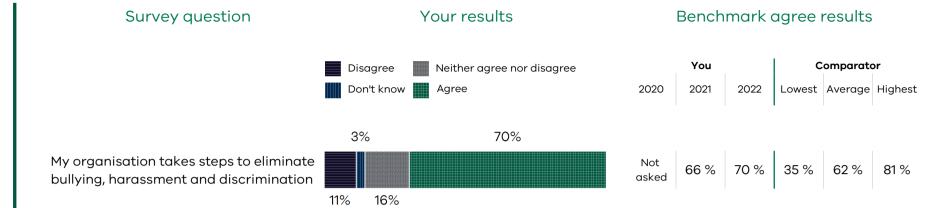
Under 'Your results', see results for each question in descending order by most agreed.

'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

70% of staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.





#### 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

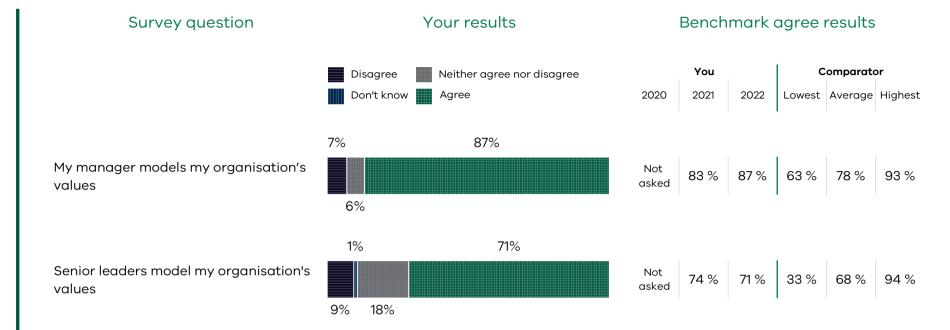
Under 'Your results', see results for each question in descending order by most agreed.

'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'.





#### 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

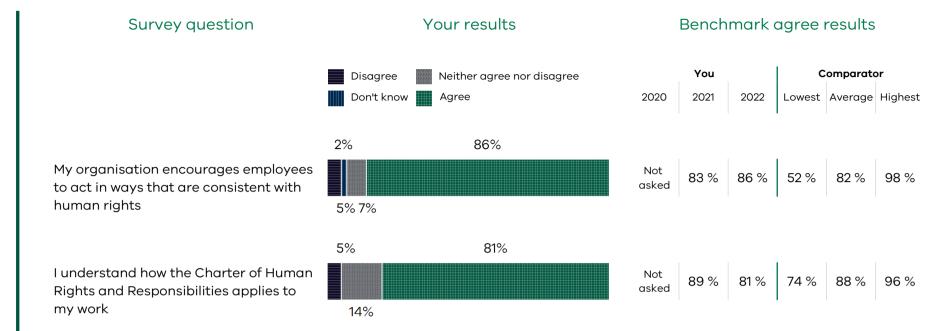
Under 'Your results', see results for each question in descending order by most agreed.

'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

86% of staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.





## People matter survey

## wellbeing check 2022

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
- Intention to stay

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

#### **Key differences**

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

#### Taking action

• Taking action questions

#### **Detailed results**

#### Senior leadership

 Senior leadership questions

## Organisational climate

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

#### Workgroup climate

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

### Job and manager factors

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

## Public sector values

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

#### Demographics

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





Age, gender, variations in sex characteristics and sexual orientation

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	37	23%
35-54 years	70	44%
55+ years	40	25%
Prefer not to say	12	8%

_	
1	84%
	9%
	7%

Prefer flot to say	"	170
Are you trans, non-binary or gender diverse?	(n)	%
Yes	1	1%
No	147	92%
Prefer not to say	11	7%

## To your knowledge, do you have innate variation(s) of sex characteristics (often

How do you docaribo your coyual

I use a different term

called intersex)?*	(n)	%
No	143	90%
Don't know	9	6%
Prefer not to say	7	4%

orientation?	(n)	%
Straight (heterosexual)	128	81%
Prefer not to say	16	10%
Bisexual	6	4%
Don't know	5	3%
Gay or lesbian	2	1%
Pansexual	1	1%



## Aboriginal and/or Torres Strait Islander employees

#### What this is

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

#### Why this is important

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

#### How to read this

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

#### How we protect anonymity and privacy

- de-identify all survey response data provided to your organisation
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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	3	2%
Non Aboriginal and/or Torres Strait Islander	148	93%
Prefer not to say	8	5%



#### 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

this is staff who identify as a person will disability and how they share that information

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

#### How we protect anonymity and privacy

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

Do you identify as a person with a disability?	(n)	%
Yes	10	6%
No	141	89%
Prefer not to say	8	5%

If so, have you shared your disability information within your organisation (e.g. to your manager or		
Human Resources staff)?	(n)	<u></u> %
Yes	5	50%
No	5	50%



#### Cultural diversity 1 of 2

#### What this is

These are the personal characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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Country of birth	(n)	%
Born in Australia	123	77%
Not born in Australia	23	14%
Prefer not to say	13	8%

# If you speak another language with your family or community, what language(s) do you speak?

do you speak?	(n)	<u>%</u>
Hindi	10	50%
Punjabi	7	35%
Other	3	15%
Italian	2	10%
Urdu	2	10%
Filipino	1	5%
German	1	5%
Mandarin	1	5%
Tagalog	1	5%

## Language other than English spoken with family or community

with family or community	(n)	%
Yes	20	13%
No	128	81%
Prefer not to say	11	7%

#### Cultural diversity 2 of 2

#### What this is

This is the cultural identity and religion of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

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Cultural identity	(n)	%
Australian	115	72%
Prefer not to say	18	11%
English, Irish, Scottish and/or Welsh	10	6%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	9	6%
Other	6	4%
Central Asian	4	3%
South Asian	3	2%
Aboriginal and/or Torres Strait Islander	3	2%
New Zealander	2	1%
Pacific Islander	2	1%
Central and/or South American	1	1%

Religion	(n)	%
No religion	67	42%
Christianity	48	30%
Prefer not to say	21	13%
Other	8	5%
Hinduism	7	4%
Sikhism	5	3%
Buddhism	2	1%
Islam	1	1%



#### Employment characteristics 1 of 2

#### What this is

These are the employment characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

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

Working arrangement	(n)	%
Full-Time	29	18%
Part-Time	130	82%
Gross base salary (ongoing/fixed term only)	(n)	%
Below \$65k	49	34%
Below \$63k	49	34%
\$65k to \$95k	37	26%
\$95k to \$125k	21	15%
\$125k or more	11	8%
Prefer not to say	25	17%
Organisational tenure	(n)	%
<1 year	36	23%
1 to less than 2 years	26	16%
2 to less than 5 years	36	23%
5 to less than 10 years	27	17%
10 to less than 20 years	23	14%
More than 20 years	11	7%

Management responsibility	(n)	%
Non-manager	128	81%
Other manager	21	13%
Manager of other manager(s)	10	6%
Employment type	(n)	%
Employment type  Ongoing and executive	(n) 113	<b>%</b> 71%
	1	1



#### Employment characteristics 2 of 2

#### What this is

These are the employment characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

Primary workplace location over the last 3 months	(n)	%
Rural	119	75%
Large regional city	25	16%
Other	9	6%
Melbourne: Suburbs	5	3%
Melbourne CBD	1	1%
What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	52	33%
A frontline or service delivery location	85	53%
Home or private location	7	4%
A shared office space (where two or more	9	6%

12%

19

organisations share the same workspace e.g.

Gov hubs, suburban hubs etc.)

Other

Flexible work	(n)	%
Part-time	75	47%
No, I do not use any flexible work arrangements	40	25%
Shift swap	39	25%
Flexible start and finish times	33	21%
Study leave	23	14%
Using leave to work flexible hours	17	11%
Working from an alternative location (e.g. home, hub/shared work space)	9	6%
Working more hours over fewer days	8	5%
Other	5	3%
Job sharing	2	1%



#### Adjustments

#### What this is

These are adjustments staff requested to perform in their role.

#### Why this is important

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

#### How to read this

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	118	74%
Flexible working arrangements	29	18%
Career development support strategies	10	6%
Physical modifications or improvements to the workplace	5	3%
Other	3	2%
Job redesign or role sharing	2	1%
Accessible communications technologies	2	1%

Why did you make this request?	(n)	<u> </u>
Family responsibilities	16	39%
Work-life balance	14	34%
Caring responsibilities	13	32%
Health	10	24%
Study commitments	7	17%
Other	4	10%
Disability	1	2%

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# What was your experience with making the request? The adjustments I needed were made and the process was satisfactory The adjustments I needed were not made 7 17% The adjustments I needed were made but the process was unsatisfactory



#### 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

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

Caring responsibility	(n)	%
None of the above	58	36%
Primary school aged child(ren)	41	26%
Secondary school aged child(ren)	32	20%
Child(ren) - younger than preschool age	18	11%
Prefer not to say	17	11%
Frail or aged person(s)	16	10%
Preschool aged child(ren)	10	6%
Person(s) with a medical condition	10	6%
Person(s) with disability	8	5%
Person(s) with a mental illness	7	4%
Other	1	1%



#### **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

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

Which of the following categories best describes your current position?	(n)	%
Nursing Employees	82	52%
Management, Administration and Corporate support	48	30%
Support services	16	10%
Personal service worker	8	5%
Allied health professional	2	1%
Medical Employees	1	1%
Other health professional	1	1%
Lived experience specific worker	1	1%



#### 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:

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

# Which of the following best describes the primary operational area in which you work?

you work?	(n)	<u>%</u>
Hospital-based services	140	88%
Corporate services	8	5%
Community-based services	11	7%

## Is your primary work role in one of the

following areas?	(n)	%
Aged care	28	18%
Emergency	13	8%
Maternity care	11	7%
Medical	7	4%
Mental health	1	1%
Mixed medical/surgical	9	6%
Peri-operative	7	4%
Rehabilitation	2	1%
Surgical	4	3%
Other	28	18%
Administration	49	31%





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