





People matter survey

2023

Have your say

Overview

Result summary

Report overview

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

People outcomes

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

• Inclusion

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

Key differences

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

Taking action

 Taking action auestions

Detailed results

Senior leadership

 Senior leadership questions

Organisational climate

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

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Demographics

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





About your report

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

Report contents

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

Comparing data in this report

Your organisation took part in the survey in 2021 and 2022.

This means you'll be able to compare about 89% of this year's survey with your previous results.

Rounding of percentages

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

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

Survey questions and definitions

Download Survey questions: Survey questions: People matter survey 2023 (DOCX, 83 pages) to see how we asked questions and defined concepts in the 2023 survey

Overview

Result summary

Report overview

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

People outcomes

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

Key differences

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

Taking action

 Taking action questions

Detailed results

Senior leadership

 Senior leadership auestions

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

Inclusion

· Scorecard:

Bullying

Scorecard: emotional

negative behaviour

Sexual harassment

Discrimination

Violence and

agaression

effects of work

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

Public sector values

- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
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- Categories
- Primary role





Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.



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'.

Alexandra District Health

Alpine Health

Beaufort and Skipton Health Service

Beechworth Health Service

Boort District Health

Casterton Memorial Hospital

Central Highlands Rural Health

Cohuna District Hospital

Corryong Health

East Wimmera Health Service

Great Ocean Road Health

Heathcote Health

Hesse Rural Health Service

Inglewood and Districts Health Service

Kerang District Health

Kilmore and District Hospital

Kooweerup Regional Health Service

Mallee Track Health and Community Service

Mansfield District Hospital

Moyne Health Services

NCN Health

Omeo District Health

Orbost Regional Health

Robinvale District Health Services

Rochester and Elmore District Health Service

Rural Northwest Health

Seymour Health

South Gippsland Hospital

Tallangatta Health Service

Terang and Mortlake Health Service

Timboon and District Healthcare Service

Yarram and District Health Service

Yarrawonga Health

Yea and District Memorial Hospital





Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2022		2023	
66%		57%	
(78)		(67)	
Comparator	52%	Comparator	55%

42%

Public Sector

34%

Public Sector



People matter survey

2023

Have your say

Overview

Result summary

Report overview

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

People outcomes

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

• Inclusion

- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

Key differences

- · Highest scoring
- Lowest scoring
- Most improved
- Most declined
 Riggest positive
- 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
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- Respect
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- Cultural diversity
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- Adjustments
- Caring
- Categories
- Primary role





Scorecard: employee engagement index

What this is

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

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

The weightings for each engagement response are:

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

Why this is important

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

2022		2023	
77		73	
Comparator	71	Comparator	70
Comparator	71	Comparator	72
Public Sector	68	Public Sector	68



Engagement question results 1 of 2

What this is

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

Your organisation's engagement index Your 2023 index is 73.

Why this is important

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

How to read this

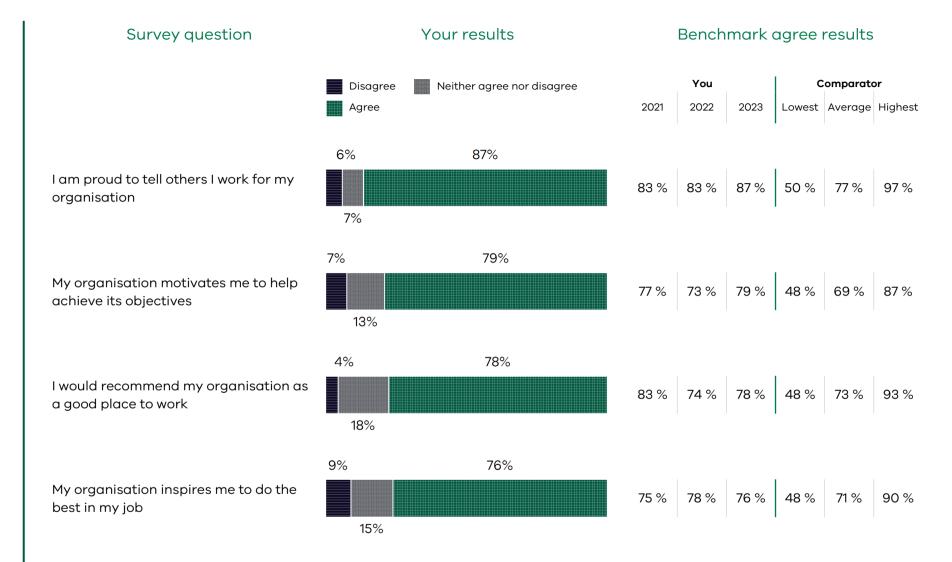
Under 'Your results', see results for each question in descending order by most agreed.

'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

87% 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 2023 index is 73.

Why this is important

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

How to read this

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

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

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

Example

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

Survey question Your results Benchmark agree results You Comparator Neither agree nor disagree Disagree 2021 2022 2023 Lowest Average Highest Agree 7% 73% I feel a strong personal attachment to my organisation

19%

Scorecard: satisfaction, stress, intention to stay, inclusion

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

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

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

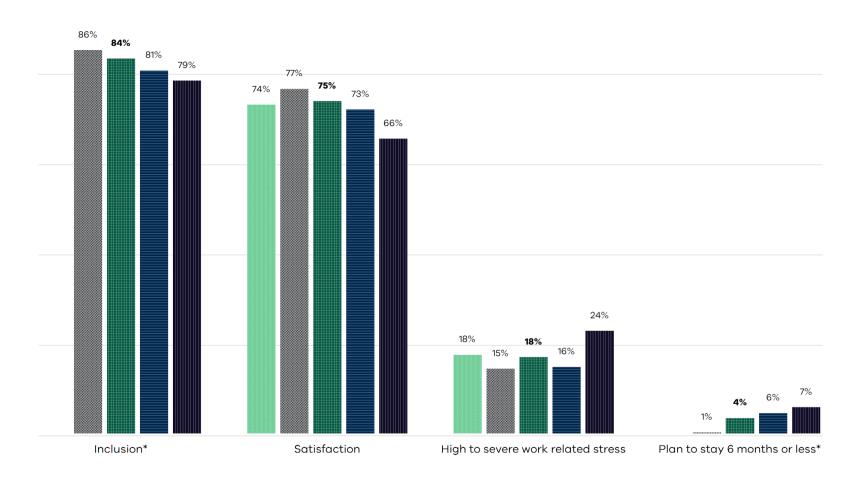
Example

In 2023:

 84% of your staff who did the survey responded positively to questions about Inclusion which is down from 86% in 2022.

Compared to:

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



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



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

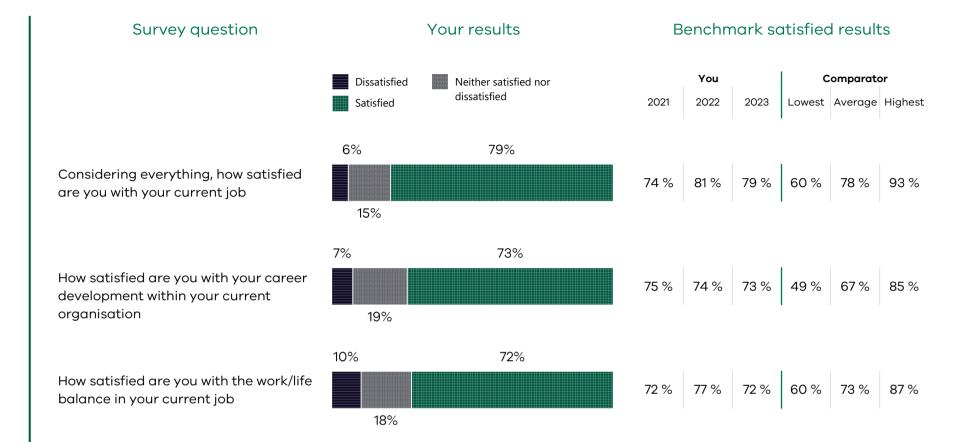
Under 'Your results', see results for each question in descending order by most satisfied.

'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

79% 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.

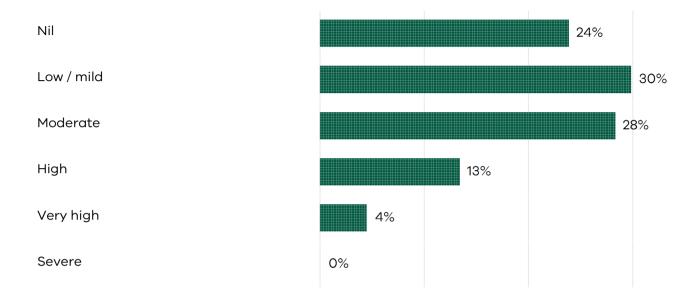
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

The numbers below show the percentage of staff in your organisation who said they experienced high to severe stress in 2023 compared to 2022 and your comparator.

Example

18% of your staff who did the survey said they had high to severe stress in 2023. This is compared to 16% of staff in your comparator group and 24% of staff across the public sector.

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



Reported levels of high to severe stress

2022	2023	_
15%	18%	

Comparator	21%	Comparator	16%
Public Sector	25%	Public Sector	24%

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Of that 76%, 65% said the top reason was 'Workload'.

51	16
76%	24%

Experienced some work-related stress

Did not experience some work-related stress

Of those that experienced work related stress it was from	You 2022	You 2023	Comparator 2023	Public sector 2023
Workload	52%	65%	46%	49%
Time pressure	42%	39%	36%	41%
Other	29%	24%	14%	12%
Technology or equipment	0%	18%	8%	8%
Competing home and work responsibilities	8%	16%	16%	14%
Dealing with clients, patients or stakeholders	11%	12%	14%	16%
Organisation or workplace change	2%	12%	9%	11%
Management of work (e.g. supervision, training, information, support)	5%	10%	11%	13%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	2%	10%	16%	11%
Unclear job expectations	10%	10%	9%	12%





Burnout levels

What this is

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

Why this is important

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

How to read this

In the survey, we ask staff to tell us if they have experienced being burned out at work, as shown in the visual above the table.

Example

32% of your staff who did the survey said they felt burnout at work in 2023.

21		45	
32%		68%	
	Experienced some burnout	Did not exp	perienced any burnout

Overall, based on your definition of burnout, how would you rate your level of burnout?	You 2022	You 2023	Comparator 2023	Public sector 2023
Occasionally I am under stress, and I don't always have as much energy as I once did, but I don't feel burned out	53%	41%	48%	48%
I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion	24%	27%	18%	22%
I enjoy my work. I have no symptoms of burnout	22%	27%	27%	21%
The symptoms of burnout that I am experiencing won't go away. I think about frustration at work a lot	1%	3%	5%	6%
I feel completely burned out and often wonder if I can go on. I am at the point where I may need some changes or may need to seek some help	0%	2%	3%	3%



Intention to stay

What this is

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

Why this is important

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

How to read this

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

Example

9% of your staff who did the survey said they intended to work for your organisation for Over 6 months and up to 1 year.

Employees plan to work at your organisation for	You 2022	You 2023	Comparator 2023	Public sector 2023
6 months or less	1%	4%	6%	7%
Over 6 months and up to 1 year	12%	9%	8%	9%
Over 1 year and up to 3 years	18%	22%	23%	24%
Over 3 years and up to 5 years	13%	19%	16%	15%
Over 5 years	56%	45%	48%	45%



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

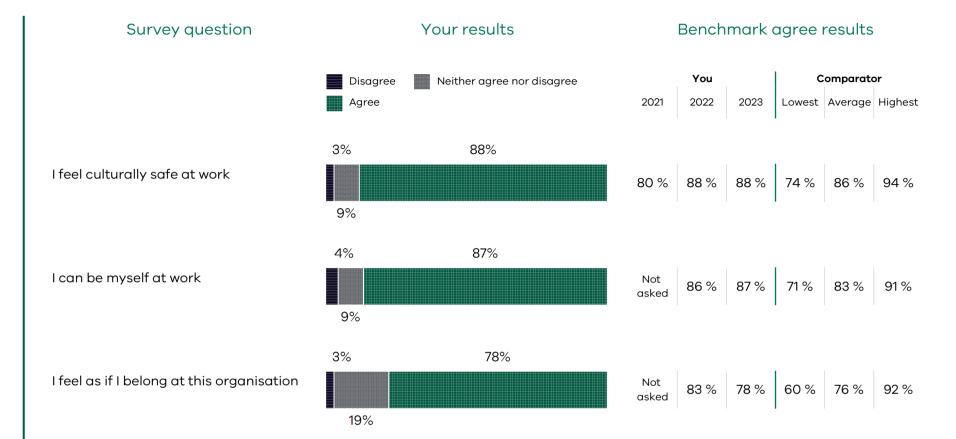
Under 'Your results', see results for each question in descending order by most agreed.

'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

88% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.







Inclusion - Barriers to success

What this is

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

Why this is important

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

How to read this

In the survey, we ask staff to select from a list, any barriers they have experienced and believe to have hindered their success at work. They can select more than one option.

Why there are no further details

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

No response option has 10 or more responses.

Staff who experienced one or more barriers to success at work





Inclusion - Witnessed barriers to success

What this is

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

Why this is important

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

How to read this

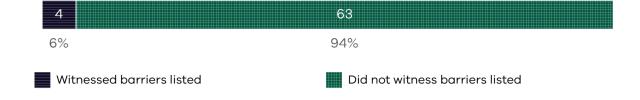
n the survey, we ask staff to choose from a list, any barriers that they may have witnessed that hinder the success of other employees at work. They can select more than one option.

Why there are no further details

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

No response option has 10 or more responses

Staff who witnessed one or more barriers to success at work



Scorecard: emotional effects of work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

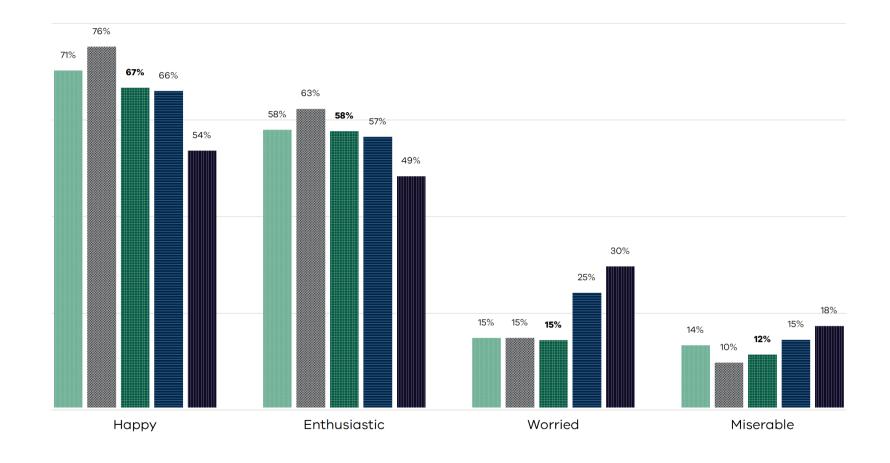
In 2023:

 67% of your staff who did the survey said work made them feel happy in 2023, which is down from 76% in 2022

Compared to:

• 66% of staff at your comparator and 54% of staff across the public sector.

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





You 2022 You 2023 Comparator 2023



Public sector 2023

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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

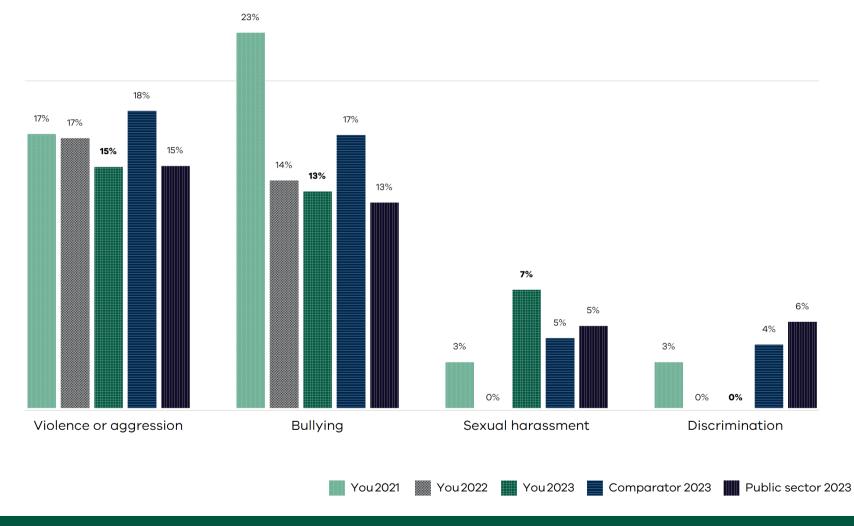
Example

In 2023:

 15% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is down from 17% in 2022.

Compared to:

• 18% of staff at your comparator and 15% 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.

Why there is no data here

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

We do this to protect the respondents.

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.

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

15% of your staff who did the survey said they experienced violence or aggression.

Of that 15%, 80% said it was from 'Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)'.

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 2022	You 2023	Comparator 2023	Public sector 2023
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	54%	80%	40%	27%
Abusive language	85%	70%	76%	79%
Intimidating behaviour	31%	30%	54%	70%
Threats of violence	23%	30%	26%	39%



Telling someone about violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

15% of your staff who did the survey said they experienced violence or aggression, of which

- 50% said the top way they reported the violence or agression was 'Told a manager'
- 60% 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 2022	You 2023	Comparator 2023	Public sector 2023
Told a manager	46%	50%	55%	56%
Submitted a formal incident report	31%	40%	42%	34%
Told a colleague	46%	40%	42%	44%
Told the person the behaviour was not OK	46%	30%	33%	29%
Told a friend or family member	8%	10%	11%	19%



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.

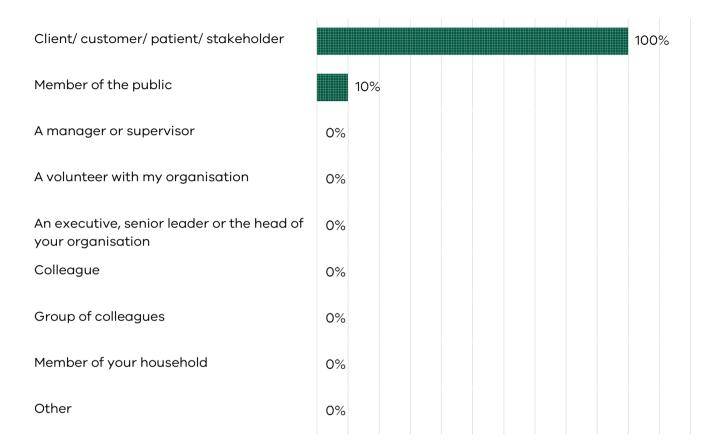
Each row is one perpetrator or a group of perpetrators.

Example

15% of your staff who did the survey said they experienced violence or aggression.

Of that 15%, 100% said it was 'Client/ customer/ patient/ stakeholder'.

10 people (15% of staff) experienced violence or aggression (You2023)





Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

13% of your staff who did the survey said they witnessed some negative behaviour at work.

87% said they witnessed No, I have not witnessed any of the situations above'.

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



During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	Comparator 2023	Public sector 2023
No, I have not witnessed any of the situations above	87%	76%	79%
Bullying of a colleague	12%	18%	14%
Violence or aggression against a colleague	6%	4%	5%
Discrimination against a colleague	3%	9%	8%



People matter survey

2023

Have your say

Overview

Result summary

Report overview

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

People outcomes

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

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

Inclusion

· Scorecard:

Bullying

· Scorecard: emotional

negative behaviour

Sexual harassment

Discrimination

Violence and

aggression

effects of work

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

Public sector values

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

Topical questions

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

Demographics

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





Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Other questions', the 'You 2023' column shows 100% of your staff agreed with 'I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration'.

This question was not asked in 2022.

Question group	Highest scoring questions	You 2023	Change from 2022	Comparator 2023
Other questions	I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	100%	Not asked in 2022	87%
Job enrichment	I understand how my job helps my organisation achieve its goals	94%	-2%	93%
Meaningful work	I achieve something important through my work	94%	+0%	94%
Meaningful work	I can make a worthwhile contribution at work	94%	-1%	95%
Gender equality supporting measures	My organisation would support me if I needed to take family violence leave	94%	Not asked in 2022	86%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	93%	+2%	85%
Other questions	I understand how the Code of Conduct for Victorian public sector employees applies to my work	93%	Not asked in 2022	88%
Collaboration	I am able to work effectively with others outside my immediate workgroup	91%	+4%	88%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	90%	-4%	88%
Meaningful work	I get a sense of accomplishment from my work	90%	-3%	90%



Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Workload', the 'You 2023' column shows 49% of your staff agreed with 'I have enough time to do my job effectively'.

In the 'Change from 2022' column, you have a 7% decrease, which is a negative trend.

Question subgroup	Lowest scoring questions	You 2023	Change from 2022	Comparator 2023
Workload	I have enough time to do my job effectively	49%	-7%	61%
Workload	The workload I have is appropriate for the job that I do	52%	-3%	67%
Taking action	My organisation has made improvements based on the survey results from last year	55%	-4%	40%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	55%	-15%	56%
Collaboration	Workgroups across my organisation willingly share information with each other	57%	-5%	63%
Safety climate	All levels of my organisation are involved in the prevention of stress	57%	-11%	56%
Other questions	My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	58%	Not asked in 2022	56%
Patient safety climate	Trainees in my discipline are adequately supervised	59%	+0%	65%
Quality service delivery	My workgroup uses its resources well	60%	-13%	72%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	61%	-11%	61%



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

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

'Increase from 2022' column.

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

Example

On the first row 'Patient safety climate', the 'You 2023' column shows 85% of your staff agreed with 'I would recommend a friend or relative to be treated as a patient here'. In the 'Increase from 2022' column, you have a 9% increase, which is a positive trend.

Question group	Most improved from last year	You 2023	Increase from 2022	Comparator 2023
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	85%	+9%	78%
Engagement	I feel a strong personal attachment to my organisation	73%	+6%	67%
Engagement	My organisation motivates me to help achieve its objectives	79%	+6%	69%
Workgroup support	People in my workgroup are politically impartial in their work	75%	+4%	72%
Organisational integrity	I have an equal chance at promotion in my organisation	64%	+4%	54%
Collaboration	I am able to work effectively with others outside my immediate workgroup	91%	+4%	88%
Engagement	I would recommend my organisation as a good place to work	78%	+3%	73%
Engagement	I am proud to tell others I work for my organisation	87%	+3%	77%
Patient safety climate	This health service does a good job of training new and existing staff	65%	+2%	62%
Organisational integrity	My organisation is committed to earning a high level of public trust	88%	+2%	80%



Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

In this table, your trend is shown in the 'Decrease from 2022' column.

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

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

Example

On the first row 'Safety climate', the 'You 2023' column shows 55% of your staff agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

In the 'Decrease from 2022' column, you have a 15% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2023	Decrease from 2022	Comparator 2023
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	55%	-15%	56%
Manager leadership	My manager demonstrates honesty and integrity	76%	-14%	81%
Quality service delivery	My workgroup uses its resources well	60%	-13%	72%
Manager leadership	My manager models my organisation's values	79%	-12%	81%
Manager support	My manager provides me with enough support when I need it	72%	-12%	79%
Safety climate	All levels of my organisation are involved in the prevention of stress	57%	-11%	56%
Learning and development	I am developing and learning in my role	79%	-11%	79%
Flexible working	My manager supports working flexibly	79%	-11%	80%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	61%	-11%	61%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	64%	-10%	60%



Biggest positive difference from comparator

What this is

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

How to read this

Use this data to see where your organisation has the biggest positive difference with questions from the 2023 survey compared to your comparator group.

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

Example

On the first row 'Learning and development', the 'You 2023' column shows 73% of your staff agreed with 'I am satisfied with the opportunities to progress in my organisation'.

The 'difference' column, shows that agreement for this question was 16 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2023	Difference	Comparator 2023
Learning and development	I am satisfied with the opportunities to progress in my organisation	73%	+16%	57%
Taking action	My organisation has made improvements based on the survey results from last year	55%	+14%	40%
Other questions	I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	100%	+13%	87%
Organisational integrity	I believe the promotion processes in my organisation are fair	64%	+13%	51%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	67%	+11%	56%
Engagement	My organisation motivates me to help achieve its objectives	79%	+10%	69%
Organisational integrity	I have an equal chance at promotion in my organisation	64%	+10%	54%
Learning and development	My organisation places a high priority on the learning and development of staff	78%	+10%	67%
Engagement	I am proud to tell others I work for my organisation	87%	+10%	77%
Organisational integrity	I believe the recruitment processes in my organisation are fair	75%	+9%	66%



Biggest negative difference from comparator

What this is

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

How to read this

Use this data to see where your organisation has the biggest negative difference with questions from the 2023 survey compared to your comparator group.

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

Example

On the first row 'Workload', the 'You 2023' column shows 52% of your staff agreed with 'The workload I have is appropriate for the job that I do'.

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

Question subgroup	Biggest negative difference from comparator	You 2023	Difference	Comparator 2023
Workload	The workload I have is appropriate for the job that I do	52%	-15%	67%
Quality service delivery	My workgroup uses its resources well	60%	-13%	72%
Workload	I have enough time to do my job effectively	49%	-12%	61%
Workgroup support	People in my workgroup work together effectively to get the job done	72%	-9%	80%
Manager support	My manager provides me with enough support when I need it	72%	-7%	79%
Collaboration	Workgroups across my organisation willingly share information with each other	57%	-7%	63%
Innovation	My workgroup is quick to respond to opportunities to do things better	66%	-6%	72%
Patient safety climate	Trainees in my discipline are adequately supervised	59%	-6%	65%
Manager support	My manager listens to what I have to say	75%	-6%	80%
Manager leadership	My manager demonstrates honesty and integrity	76%	-5%	81%



People matter survey

2023

Have your say

Overview

Result summary

Report overview

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

People outcomes

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

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

Inclusion

· Scorecard:

Bullying

· Scorecard: emotional

negative behaviour

Sexual harassment

Discrimination

Violence and

agaression

effects of work

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

Public sector values

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

Topical questions

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

Demographics

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





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

66% 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 2021 2022 2023 Lowest Average Highest 6% 66% I believe my organisation will make improvements based on the results of this survey 28% 17% 55% My organisation has made improvements based on the survey results from last year 9% 20%



People matter survey

2023

Have your say

Overview

Result summary

Report overview

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

People outcomes

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

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

Inclusion

· Scorecard:

Bullying

· Scorecard: emotional

negative behaviour

Sexual harassment

Discrimination

Violence and

agaression

effects of work

- 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

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- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring
- Categories
- Primary role





Senior leadership

Senior leadership

What this is

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

Why this is important

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

How to read this

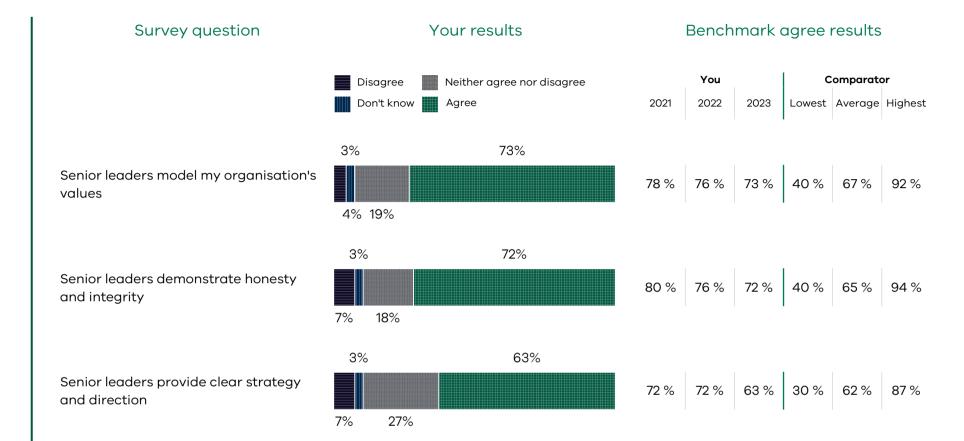
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

73% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.







People matter survey

2023

Have your say

Overview

Result summary

Report overview

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

People outcomes

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

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

factors

Inclusion

· Scorecard:

Bullying

· Scorecard: emotional

negative behaviour

Sexual harassment

Discrimination

Violence and

agaression

effects of work

- Scorecard
- Manager leadership

Job and manager

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

Public sector values

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

Topical questions

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

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- 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 organisation climate part of the survey's theoretical framework.

Why this is important

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

How to read this

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

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

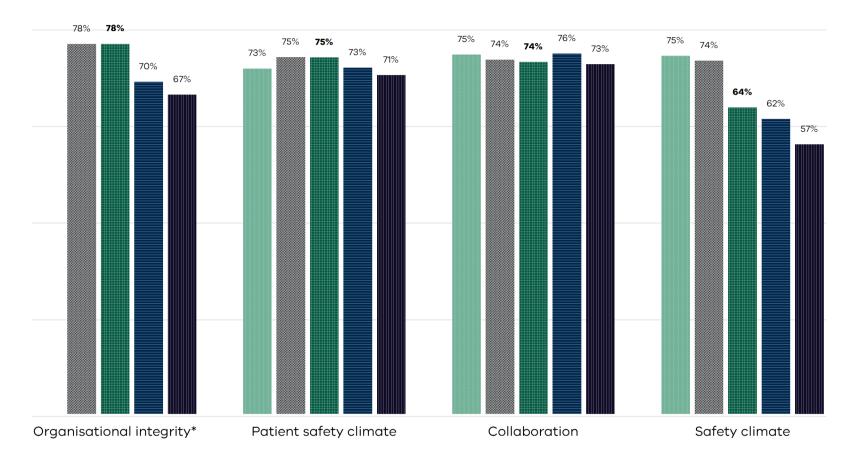
Example

In 2023:

 78% of your staff who did the survey responded positively to questions about Organisational integrity which is up from 78% in 2022.

Compared to:

• 70% of staff at your comparator and 67% 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

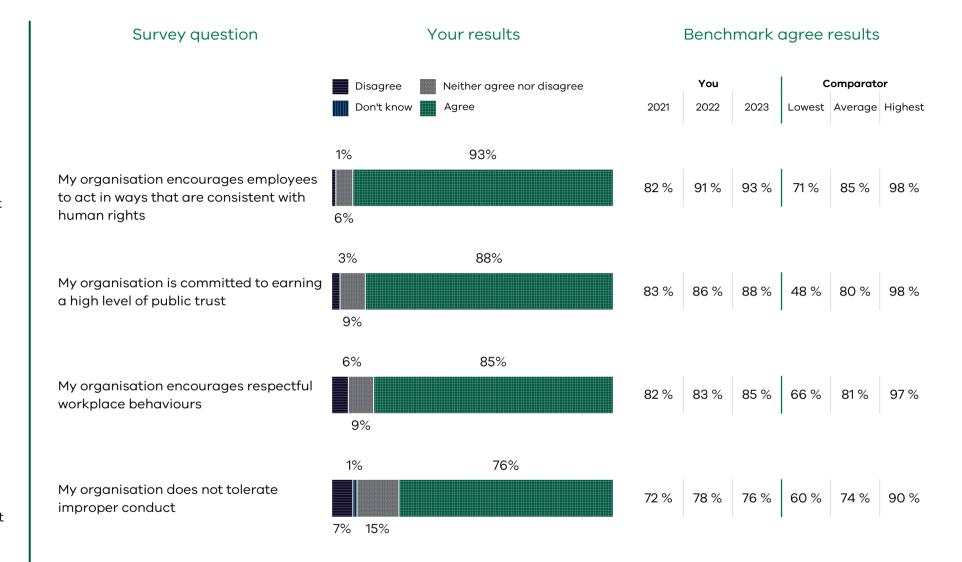
Under 'Your results', see results for each question in descending order by most agreed.

'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

93% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.





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

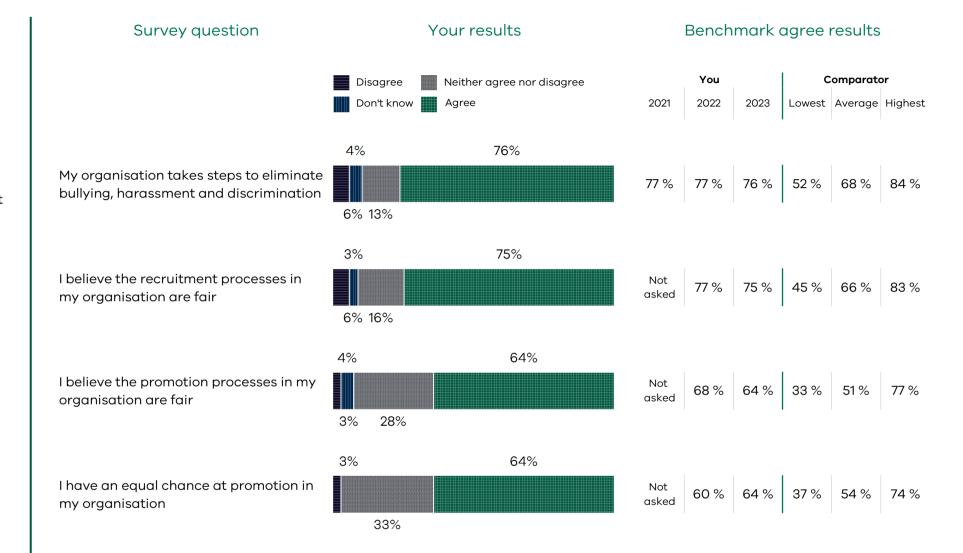
Under 'Your results', see results for each question in descending order by most agreed.

'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

76% 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 2021 2022 2023 Lowest Average Highest 91% I am able to work effectively with others outside my immediate workgroup 9% 1% 57% Workgroups across my organisation willingly share information with each other 16% 25%

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

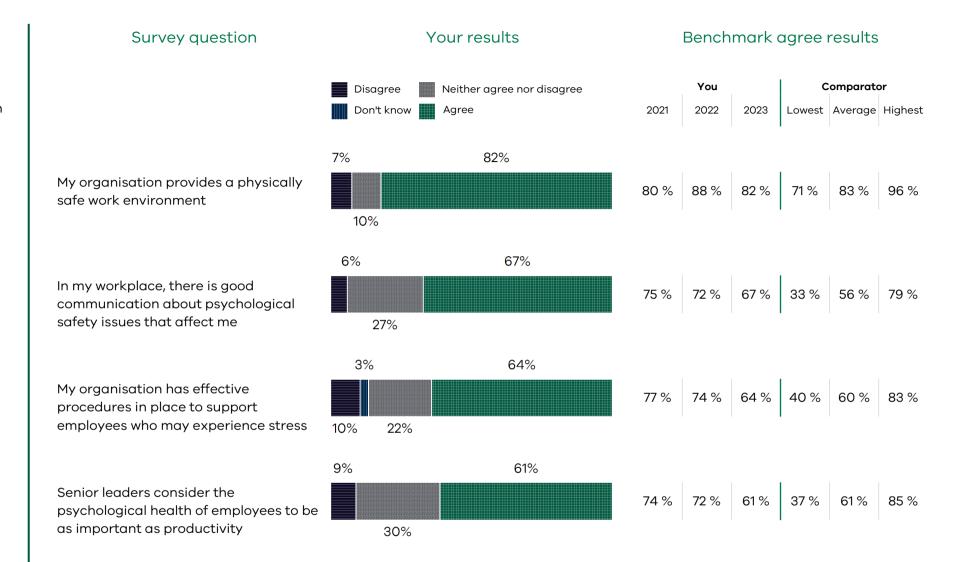
Under 'Your results', see results for each question in descending order by most agreed.

'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

82% 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

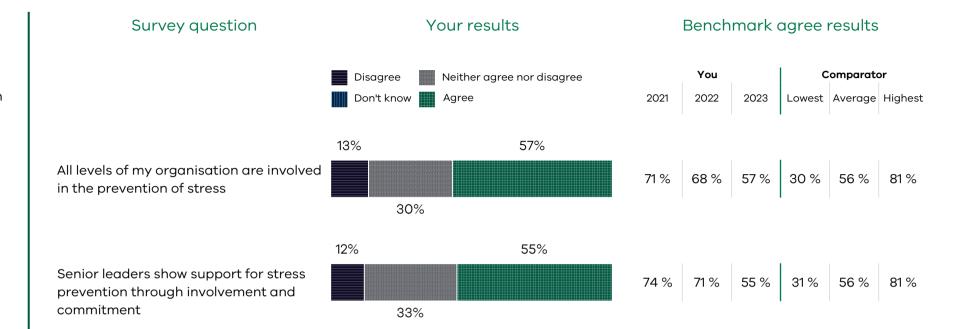
Under 'Your results', see results for each question in descending order by most agreed.

'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

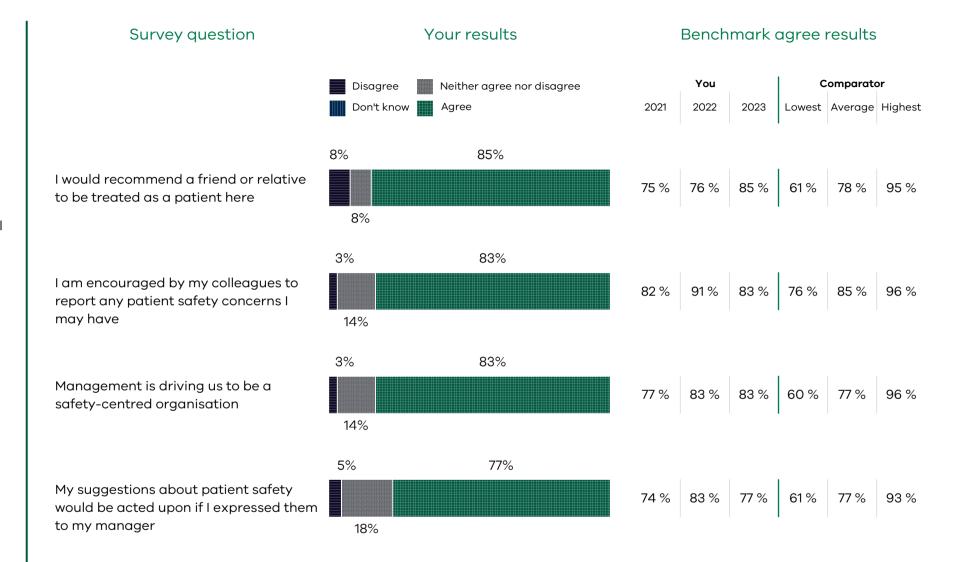
Under 'Your results', see results for each question in descending order by most agreed.

'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

85% of your staff who did the survey agreed or strongly agreed with 'I would recommend a friend or relative to be treated as a patient here'.





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

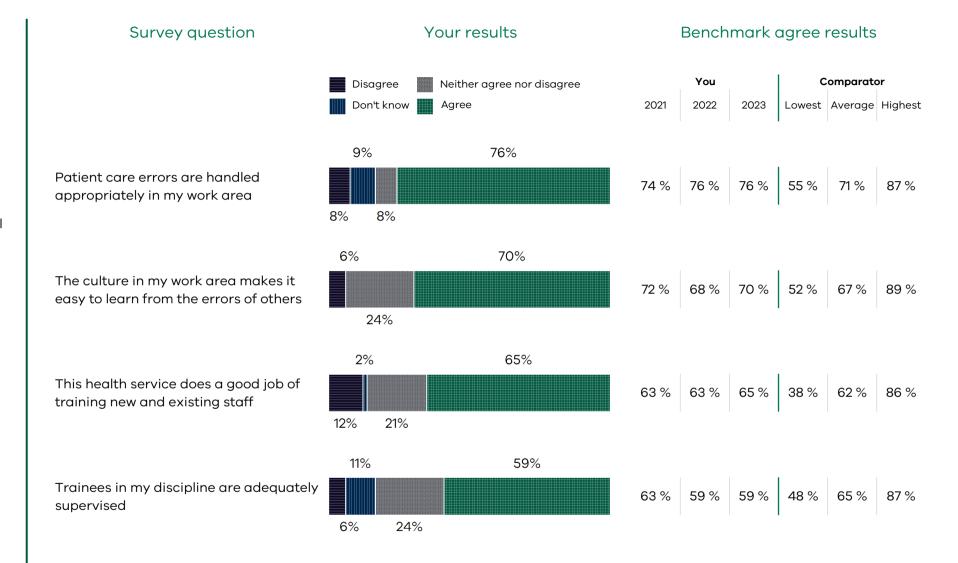
Under 'Your results', see results for each question in descending order by most agreed.

'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

76% 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

2023

Have your say

Overview

Result summary

Report overview

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

People outcomes

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

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

Inclusion

· Scorecard:

Bullying

· Scorecard: emotional

negative behaviour

Sexual harassment

Discrimination

Violence and

agaression

effects of work

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

Public sector values

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

Topical questions

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- 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.

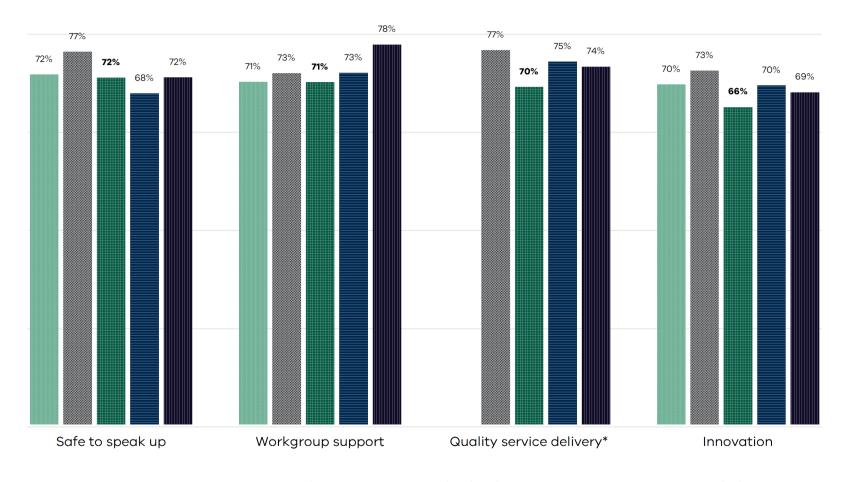
Example

In 2023:

 72% of your staff who did the survey responded positively to questions about Safe to speak up which is down from 77% in 2022.

Compared to:

68% of staff at your comparator and
 72% 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 2021 You 2022 You 2023 Comparator 2023 Public sector 2023

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

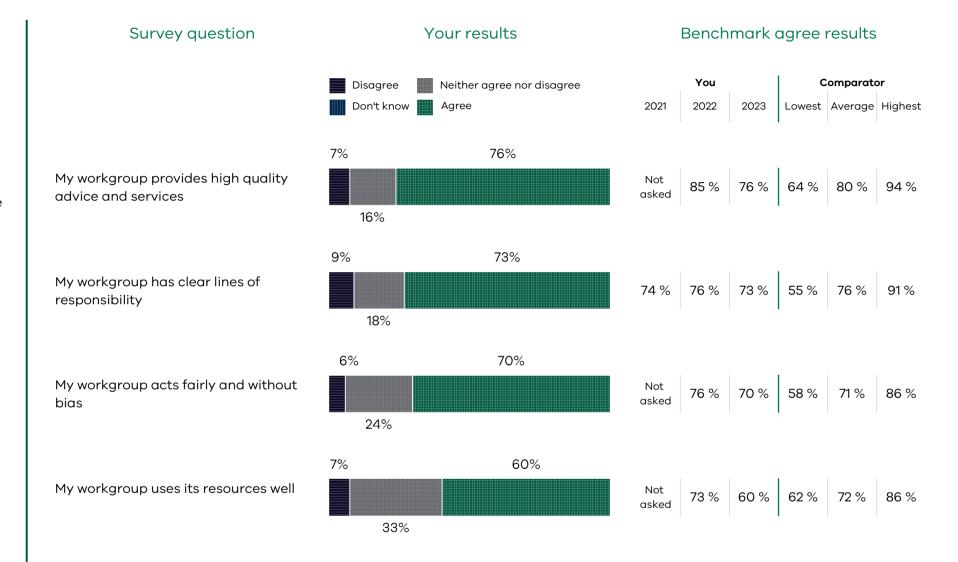
Under 'Your results', see results for each question in descending order by most agreed.

'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

76% 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

67% 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 2021 2022 2023 Lowest Average Highest 7% 67% My workgroup learns from failures and mistakes 25% 9% 66% My workgroup is quick to respond to opportunities to do things better 25% 1% 64% My workgroup encourages employee creativity 27%





Workgroup support 1 of 2

What this is

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

Why this is important

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

How to read this

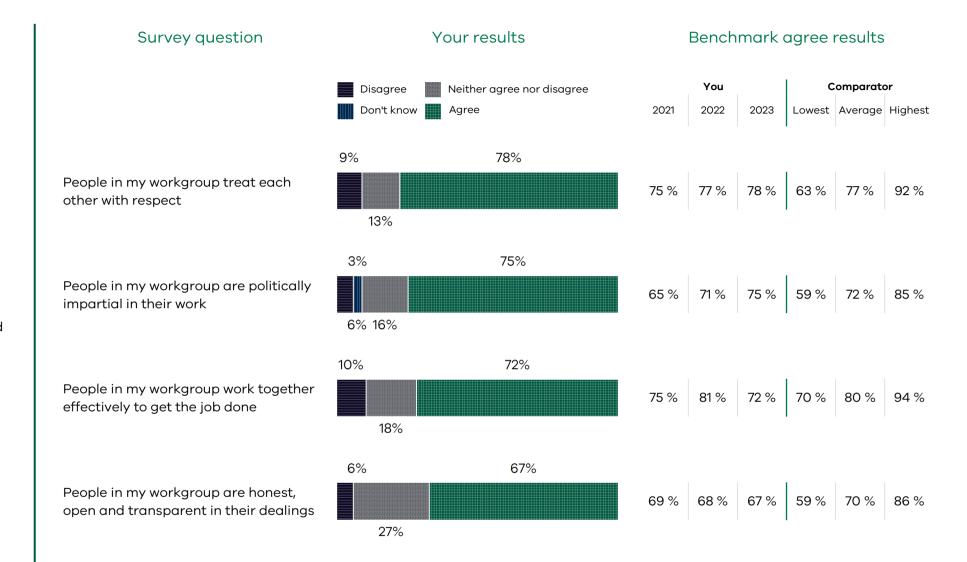
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

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







Workgroup support 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

63% 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 2021 2022 2023 Lowest Average Highest 6% 63% People in my workgroup appropriately manage conflicts of interest

9%

22%

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

73% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are able to bring up problems and tough issues'.

Survey question Your results Benchmark agree results You Comparator Neither agree nor disagree Disagree Don't know Agree 2021 2022 2023 Lowest Average Highest 7% 73% People in my workgroup are able to bring up problems and tough issues 19% 9% 70% I feel safe to challenge inappropriate behaviour at work

21%

People matter survey

2023

Have your say

Overview

Result summary

Report overview

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

People outcomes

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

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

Inclusion

· Scorecard:

Bullying

· Scorecard: emotional

negative behaviour

Sexual harassment

Discrimination

Violence and

agaression

effects of work

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

Public sector values

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

Topical questions

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

Demographics

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





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.

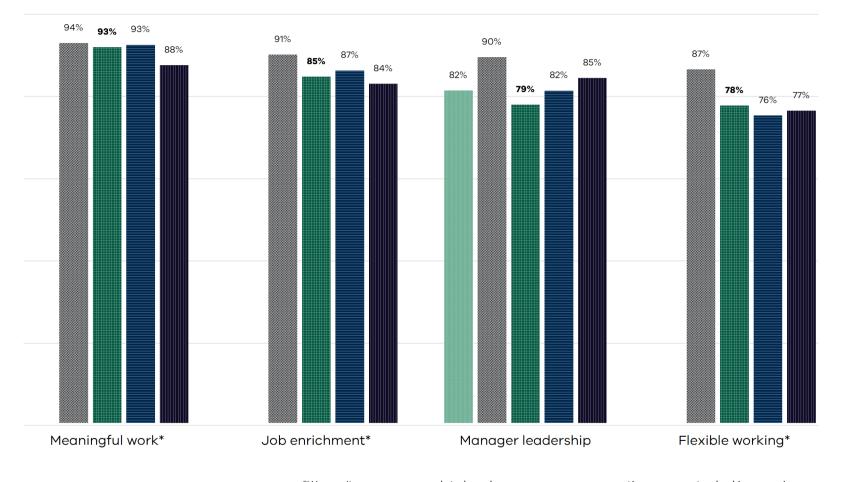
Example

In 2023:

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

Compared to:

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



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



Scorecard 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

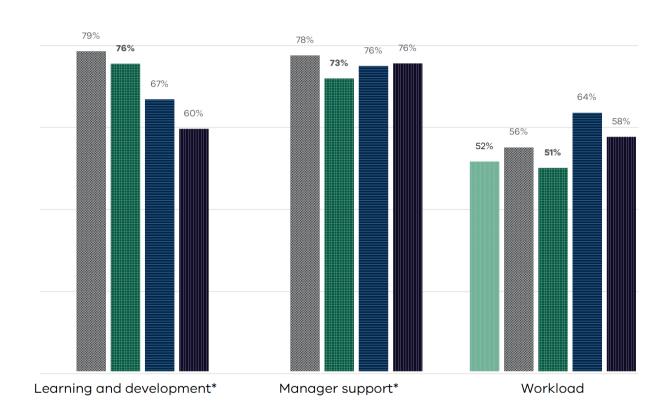
Example

In 2023:

 76% of your staff who did the survey responded positively to questions about Learning and development.

Compared to:

• 67% of staff at your comparator and 60% 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 2021 You 2022 You 2023 Comparator 2023 Public sector 2023

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

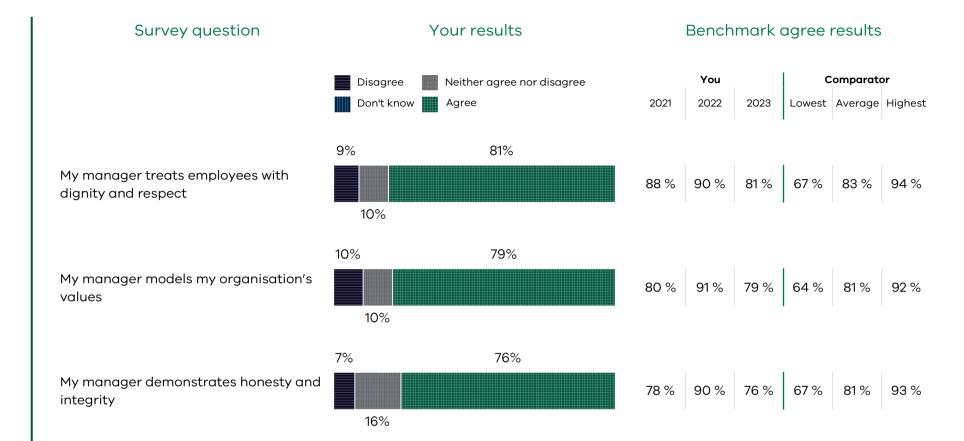
Under 'Your results', see results for each question in descending order by most agreed.

'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

81% 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

81% 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

66% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.

Survey question Your results Benchmark agree results You Comparator Neither agree nor disagree Disagree Don't know 2021 2022 2023 Lowest Average Highest 4% 66% I receive meaningful recognition when I do good work

30%



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

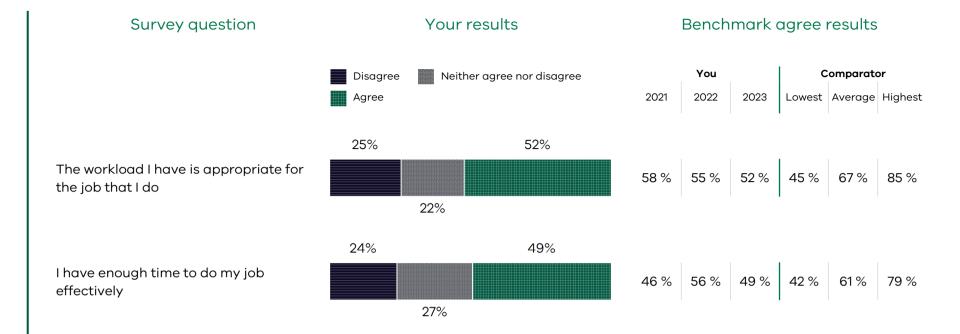
Under 'Your results', see results for each question in descending order by most agreed.

'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

52% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.





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

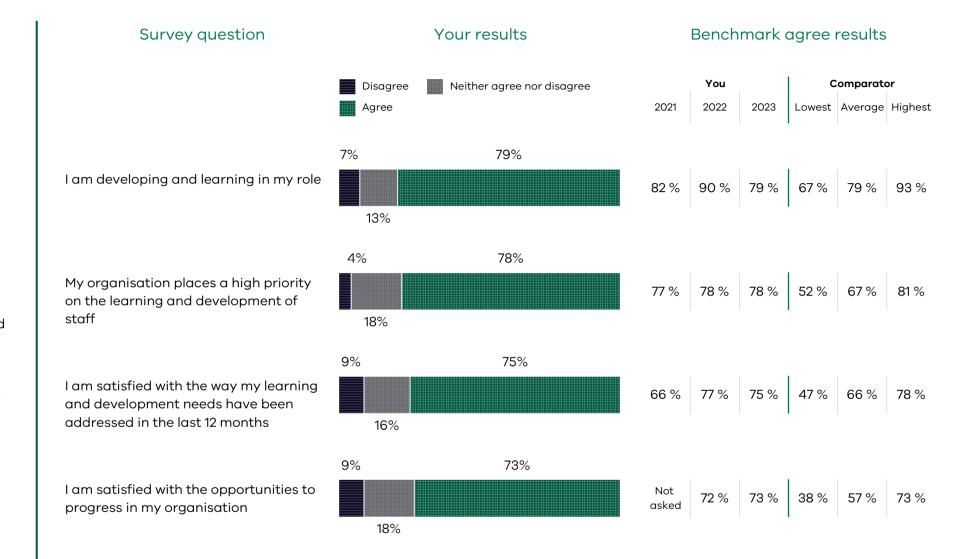
Under 'Your results', see results for each question in descending order by most agreed.

'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

79% 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

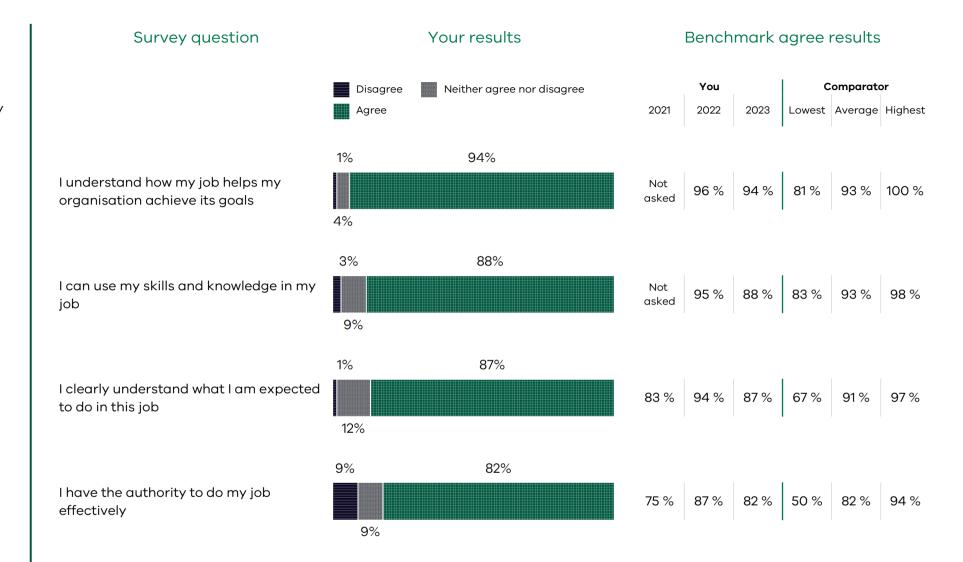
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

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







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

76% of your staff who did the survey agreed or strongly agreed with 'I have a say in how I do my work'.

Survey question

Your results

Benchmark agree results

Disagree Neither agree nor disagree 2021 2022 2023 Lowest Average Highest

7% 76%

Not asked 82 % 76 % 57 % 77 % 89 %

I have a say in how I do my work

Meaningful work

What this is

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

Why this is important

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

How to read this

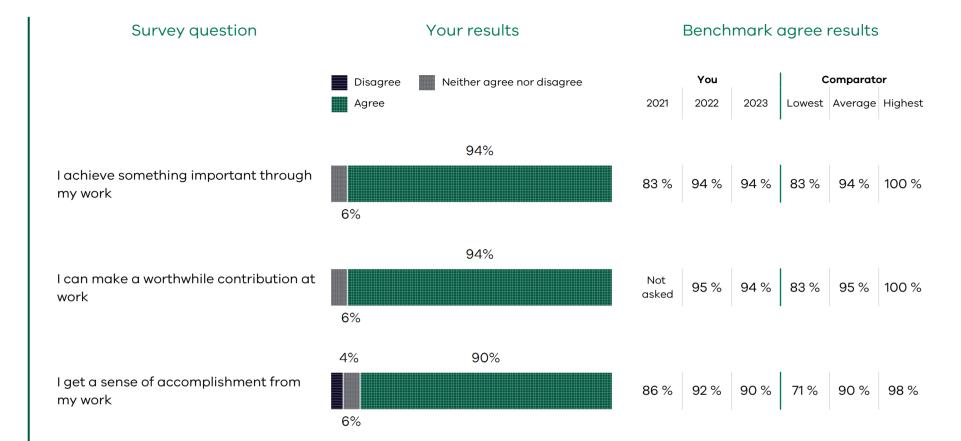
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

94% of your staff who did the survey agreed or strongly agreed with 'I achieve something important through my 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

79% 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 2021 2022 2023 Lowest Average Highest 4% 79% My manager supports working flexibly 16% 4% 78% I am confident that if I requested a flexible work arrangement, it would be given due consideration 18%



People matter survey

2023

Have your say

Overview

Result summary

Report overview

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

People outcomes

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

Key differences

- · Highest scoring
- Lowest scoringMost 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

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Scorecard

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· Scorecard:

Bullying

· Scorecard: emotional

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Discrimination

Violence and

agaression

effects of work

- 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

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

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
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- Employment
- Adjustments
- 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.

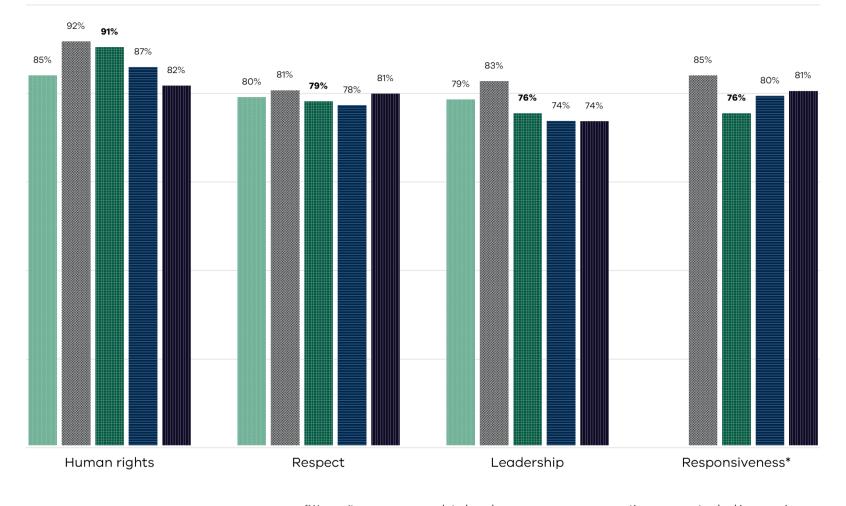
Example

In 2023:

 91% of your staff who did the survey responded positively to questions about Human rights, which is down 1% in 2022.

Compared to:

• 87% of staff at your comparator and 82% 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.

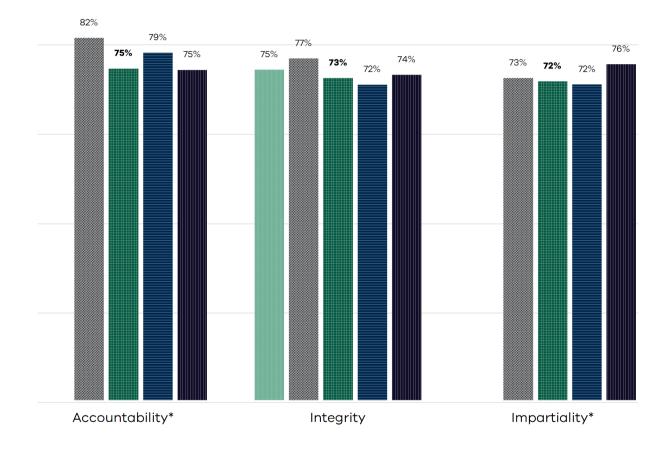
Example

In 2023:

75% of your staff who did the survey responded positively to questions about Accountability, which is down 7% in 2022.

Compared to:

• 79% of staff at your comparator and 75% 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













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

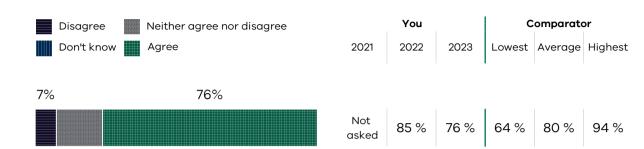
76% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

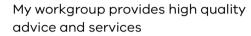
Survey question

Your results

16%

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

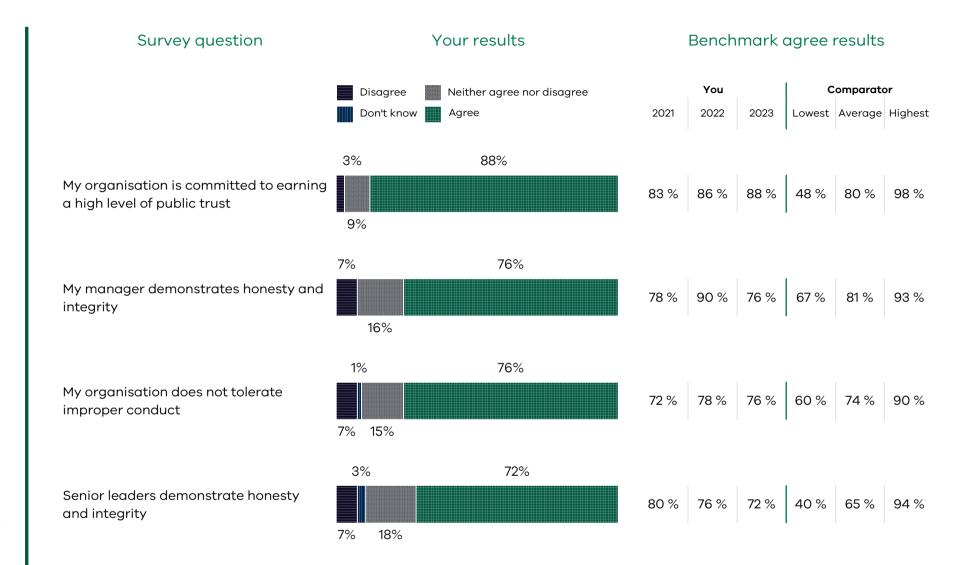
Under 'Your results', see results for each question in descending order by most agreed.

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





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

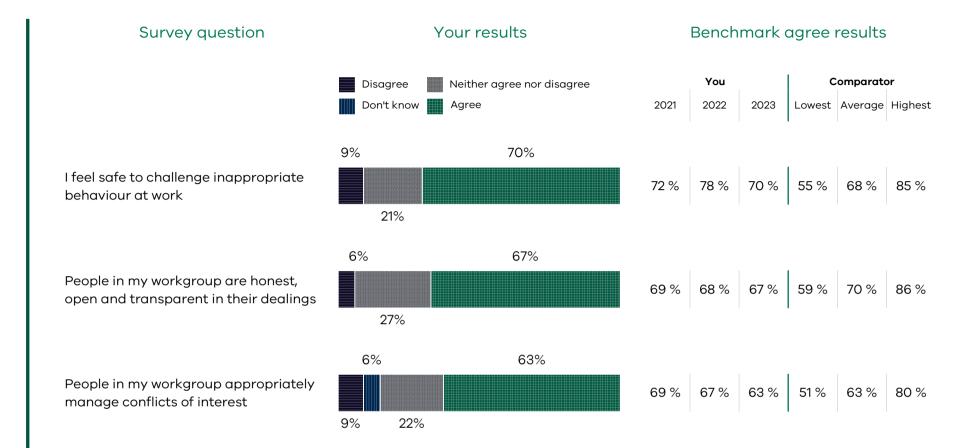
Under 'Your results', see results for each question in descending order by most agreed.

'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

70% of staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.







Impartiality

What this is

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

Why this is important

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

How to read this

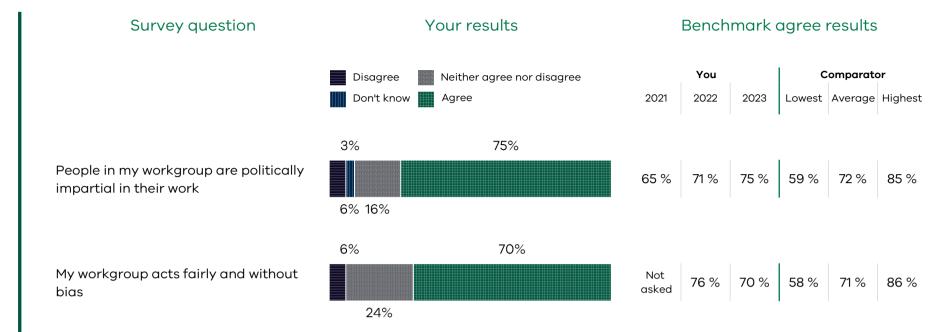
Under 'Your results', see results for each question in descending order by most agreed.

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

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

Example

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





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

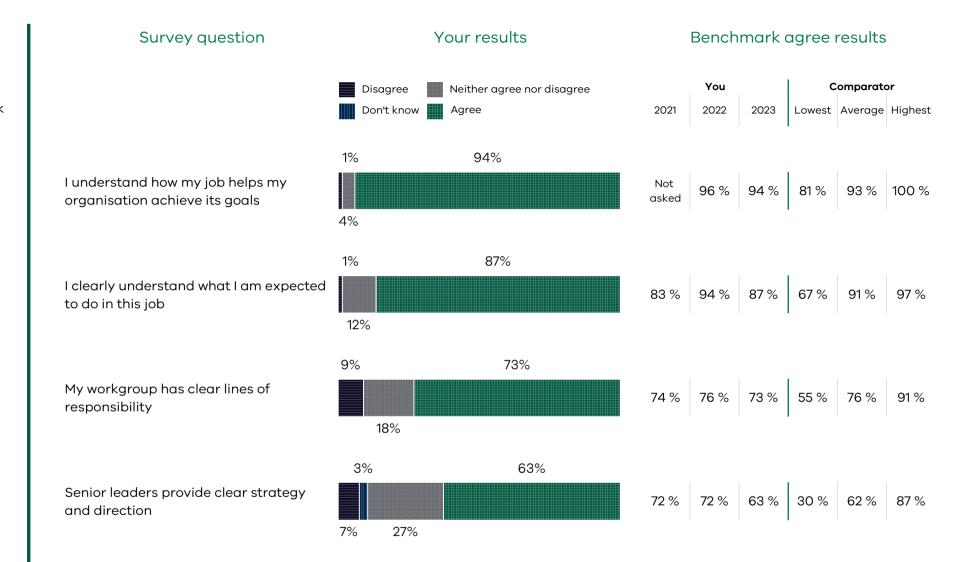
Under 'Your results', see results for each question in descending order by most agreed.

'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

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

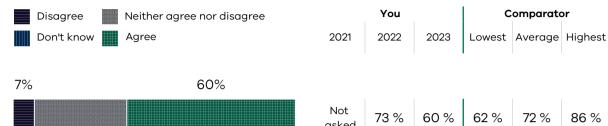
'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

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

Example

60% of staff who did the survey agreed or strongly agreed with 'My workgroup uses its resources well'.

Survey question Your results Benchmark agree results





33%

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

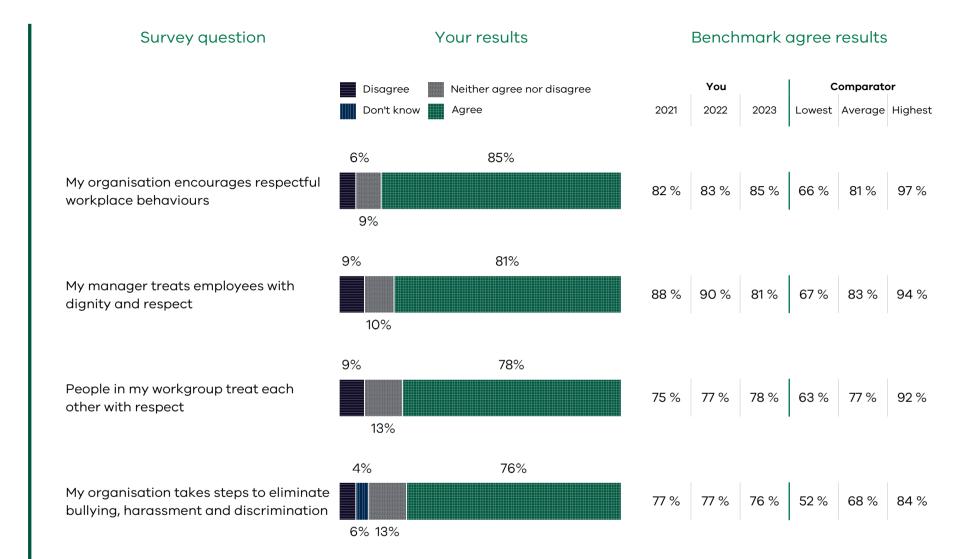
Under 'Your results', see results for each question in descending order by most agreed.

'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

85% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.





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

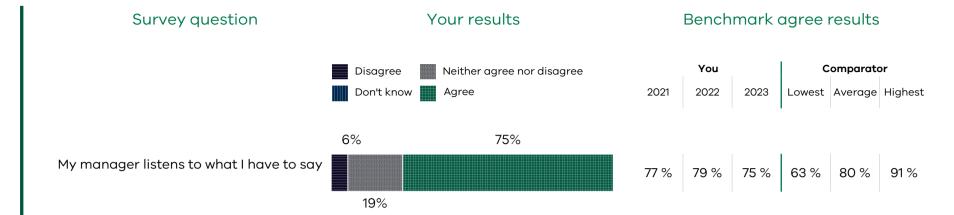
Under 'Your results', see results for each question in descending order by most agreed.

'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

75% of staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.





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

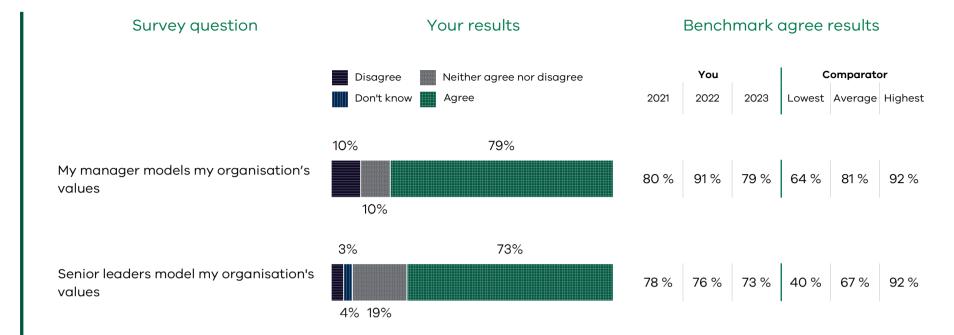
Under 'Your results', see results for each question in descending order by most agreed.

'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

79% 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

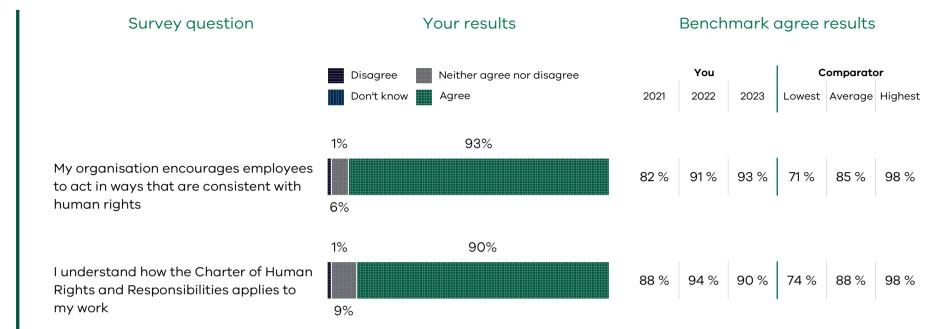
Under 'Your results', see results for each question in descending order by most agreed.

'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

93% 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

2023

Have your say

Overview

Result summary

Report overview

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

People outcomes

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

Key differences

- · Highest scoring
- Lowest scoring
- Most improvedMost 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

Inclusion

· Scorecard:

Bullying

· Scorecard: emotional

negative behaviour

Sexual harassment

Discrimination

Violence and

agaression

effects of work

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

Public sector values

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

Topical questions

- Questions on topical issues, includes additional questions that support the Gender Equality Act 2020
- **Custom questions**
- Questions requested by your organisation

Demographics

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





Topical questions

What this is

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

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

Why this is important

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

How to read this

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

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

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

Example

94% of your staff who did the survey agreed or strongly agreed with 'My organisation would support me if I needed to take family violence leave'.







Topical questions

What this is

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

Why this is important

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

How to read this

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

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

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

applicable)

Example

100% of your staff who did the survey agreed or strongly agreed with 'I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration'.

Survey question Your results Benchmark agree results You Comparator Neither agree nor disagree Disagree Don't know Agree 2021 2022 2023 Lowest Average Highest 100% I am confident that if I requested to go asked on secondment to support urgent government work, it would be given due consideration 1% 93% Lunderstand how the Code of Conduct asked for Victorian public sector employees applies to my work 6% 3% 58% My workgroup gives frank and fearless advice to our managers and leaders asked (including the Minister, where

7%

31%





People matter survey

2023

Have your say

Overview

Result summary

Report overview

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

People outcomes

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

Key differences

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

Taking action

 Taking action questions

Detailed results

Senior leadership

 Senior leadership auestions

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

Inclusion

· Scorecard:

Bullying

· Scorecard: emotional

negative behaviour

Sexual harassment

Discrimination

Violence and

agaression

effects of work

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

Public sector values

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

Topical questions

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

Demographics

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





Age, gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	2	3%
35-54 years	34	51%
55+ years	24	36%
Prefer not to say	7	10%
How would you describe your gender?	(n)	%
Woman	53	79%
Woman Man	53 8	79% 12%
		1
Man Prefer not to say	8	12%
Man	8	12%
Man Prefer not to say Are you trans, non-binary or gender	8	12%

called intersex)?*	(n)	%
Yes	1	1%
No	55	82%
Don't know	3	4%
Prefer not to say	8	12%
How do you describe your sexual orientation?	(n)	%
01 : 11 (1 1 1 1)	48	72%
Straight (heterosexual)		

Don't know

Bisexual

Asexual



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.

How we protect anonymity and privacy

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	1	1%
Non Aboriginal and/or Torres Strait Islander	61	91%
Prefer not to say	5	7%



Disability

What this is

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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

Do you identify as a person with a disability?	(n)	%
Yes	1	1%
No	64	96%
Prefer not to say	2	3%



Cultural diversity 1 of 2

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total.

Country of birth	(n)	%
Born in Australia	59	88%
Not born in Australia	4	6%
Prefer not to say	4	6%

Language other than English spoken with family or community	(n)	%
Yes	2	3%
No	61	91%
Prefer not to say	4	6%



Cultural diversity 2 of 2

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total.

Cultural identity	(n)	%
Australian	59	88%
Prefer not to say	5	7%
English, Irish, Scottish and/or Welsh	4	6%
Other	1	1%
Aboriginal and/or Torres Strait Islander	1	1%
East and/or South-East Asian	1	1%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	1	1%

Religion	(n)	%
No religion	33	49%
Christianity	21	31%
Prefer not to say	12	18%
Other	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.

How we protect anonymity and privacy

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

Working arrangement	(n)	%
Full-Time	9	13%
Part-Time	58	87%
Gross base salary (ongoing/fixed term only)	(n)	%
Prefer not to say	9	15%
Below \$80k	32	54%
\$80k to \$120k	12	20%
\$120k to \$160k	5	8%
\$200k or more	1	2%
Organisational tenure	(n)	%
<1 year	14	21%
1 to less than 2 years	8	12%
2 to less than 5 years	13	19%
5 to less than 10 years	13	19%
10 to less than 20 years	12	18%
More than 20 years	7	10%

Management responsibility	(n)	%
Non-manager	54	81%
Other manager	9	13%
Manager of other manager(s)	4	6%
Employment type	(n)	%
Employment type Ongoing and executive	(n)	% 85%
		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.

How we protect anonymity and privacy

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

Primary workplace location over the last 3 months	(n)	%
Rural	67	100%
What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	22	33%
A frontline or service delivery location	34	51%
Home or private location	8	12%
A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.)	6	9%
Other	5	7%

Flexible work	(n)	%
Part-time	30	45%
No, I do not use any flexible work arrangements	16	24%
Working from an alternative location (e.g. home, hub/shared work space)	13	19%
Shift swap	11	16%
Flexible start and finish times	11	16%
Using leave to work flexible hours	4	6%
Working more hours over fewer days	3	4%
Study leave	3	4%
Other	2	3%
Job sharing	1	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
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- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total.

Have you requested any of the following adjustments at work?*

-		
No, I have not requested adjustments	55	82%
Flexible working arrangements	6	9%
Physical modifications or improvements to the workplace	4	6%
Career development support strategies	2	3%
Other	1	1%

(n)

%

Why did you make this request?	(n)	%
Work-life balance	6	50%
Other	5	42%
Family responsibilities	2	17%
Caring responsibilities	1	8%
Health	1	8%
Study commitments	1	8%

What was your experience with making the request?

•		
,		
 •		

the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	7	58%
The adjustments I needed were not made	4	33%

The adjustments I needed were not made	4	33%
The adjustments I needed were made but	1	8%
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 employee experience results when fewer than 10 people in a demographic group have responded to the survey
- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total.

Caring responsibility	(n)	%
None of the above	35	52%
Primary school aged child(ren)	10	15%
Prefer not to say	8	12%
Secondary school aged child(ren)	6	9%
Person(s) with disability	5	7%
Frail or aged person(s)	5	7%
Person(s) with a medical condition	4	6%
Person(s) with a mental illness	3	4%
Other	2	3%
Child(ren) - younger than preschool age	1	1%
Preschool aged child(ren)	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 employee experience results when fewer than 10 people in a demographic group have responded to the survey
- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total.

Which of the following categories best describes your current position?	(n)	%
Nursing Employees	21	32%
Support services	15	23%
Management, Administration and Corporate support	13	20%
Allied health - assistant	6	9%
Allied health - therapy discipline	5	8%
Other health and social care	4	6%
Community development	2	3%



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

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

Which of the following best describes the primary operational area in which you work?	(n)	%
Hospital-based services	11	17%
Corporate services	11	17%
Community-based services	16	24%
Residential aged care services	28	42%

Is your primary work role in one of the following areas?	(n)	%
Aged care	42	64%
Medical	1	2%
Other	12	18%
Administration	11	17%







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