

# People matter survey

2023

Have your say



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- Your response rate

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### Demographics

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



## Report overview

### About your report

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

### Report contents

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

### Comparing data in this report

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

This means you'll be able to compare about 92% of this year's survey with your previous results.

### Rounding of percentages

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

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

### Survey questions and definitions

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

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## Report overview

### Privacy and anonymity

To protect you, we:

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

Read more in [our privacy policy](#).

## Report overview

### Survey's theoretical framework

#### What this is

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

#### Why this is important

Based on theory and research, the framework focuses on core themes that help guide organisations in creating better workplaces.

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

#### Our public sector values

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

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

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



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



## Report overview

### Your comparator group

#### What this is

This is a list of similar organisations to yours.

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

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

#### How we use this in your report

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

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

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

Alexandra District Health

Alpine Health

Beaufort and Skipton Health Service

Beechworth Health Service

Boort District Health

Casterton Memorial Hospital

Central Highlands Rural Health

Cohuna District Hospital

Corryong Health

East Wimmera Health Service

Great Ocean Road Health

Heathcote Health

Hesse Rural Health Service

Heywood Rural Health

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

## Report overview

### Your response rate

#### What this is

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

#### Why this is important

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

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

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

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

#### How to read this

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

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

2022

62%  
(73)

Comparator 52%  
Public Sector 42%

2023

67%  
(81)

Comparator 55%  
Public Sector 34%

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## People outcomes

### Scorecard: employee engagement index

#### What this is

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

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

The weightings for each engagement response are:

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

#### Why this is important

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

2022

79

Comparator 71  
Public Sector 68

2023

70

Comparator 72  
Public Sector 68

## People outcomes

### Engagement question results 1 of 2

#### What this is

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

#### Your organisation's engagement index

Your 2023 index is 70.

#### 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.

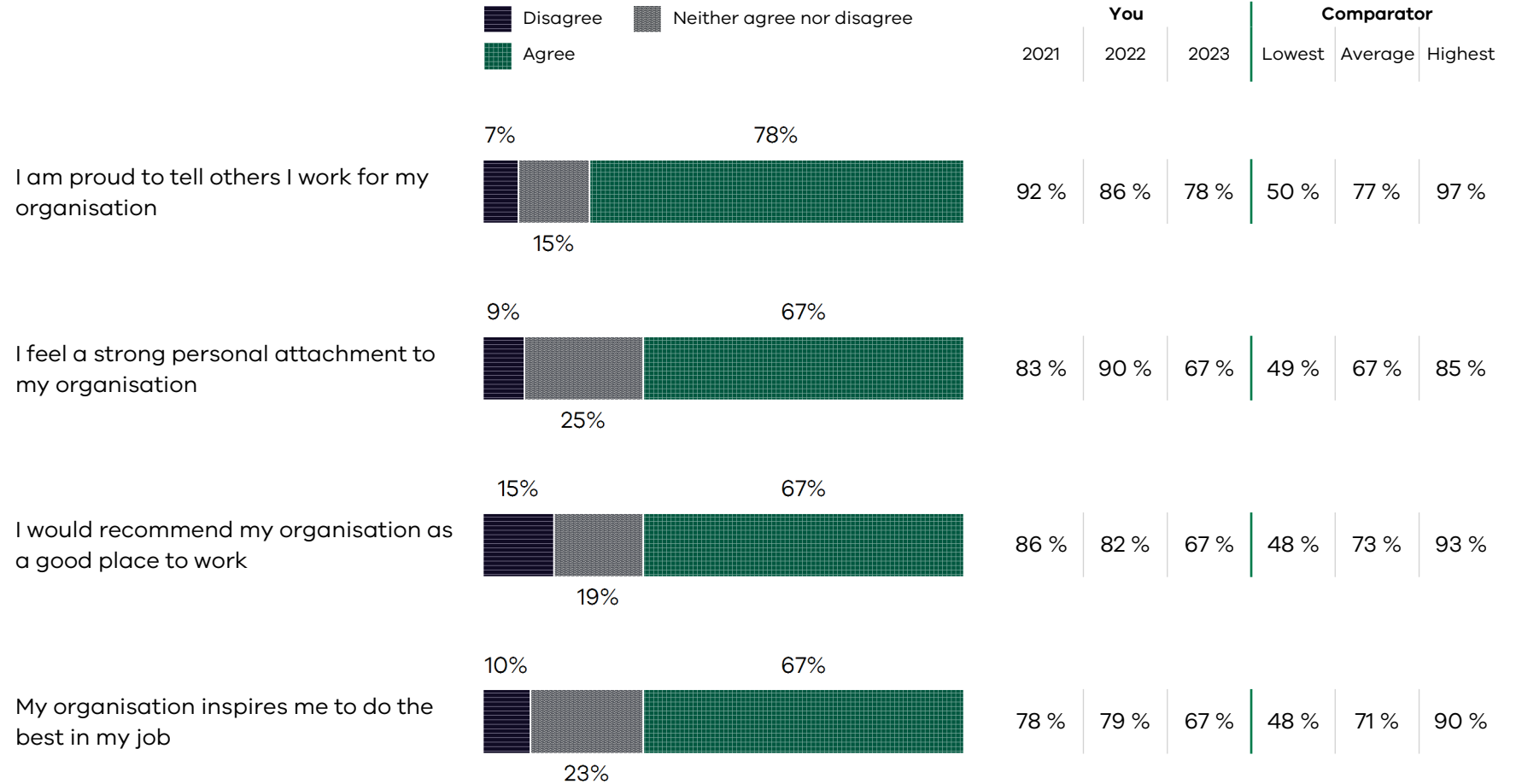
#### Example

78% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

### Survey question

### Your results

### Benchmark agree results



## People outcomes

### Engagement question results 2 of 2

#### What this is

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

#### Your organisation's engagement index

Your 2023 index is 70.

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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.

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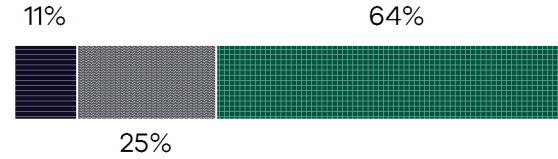
#### Example

64% of your staff who did the survey agreed or strongly agreed with 'My organisation motivates me to help achieve its objectives'.

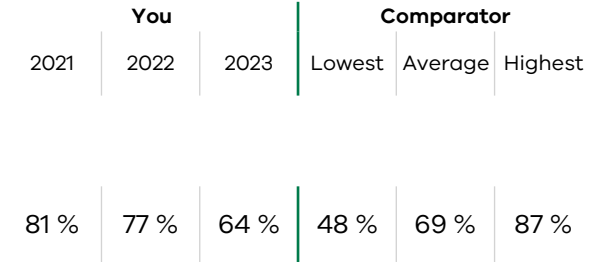
## Survey question

My organisation motivates me to help achieve its objectives

## Your results



## Benchmark agree results



## People outcomes

Scorecard: satisfaction, stress, intention to stay, inclusion

### What this is

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

There are more people outcomes scorecards throughout this report.

### Why this is important

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

### How to read this

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

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

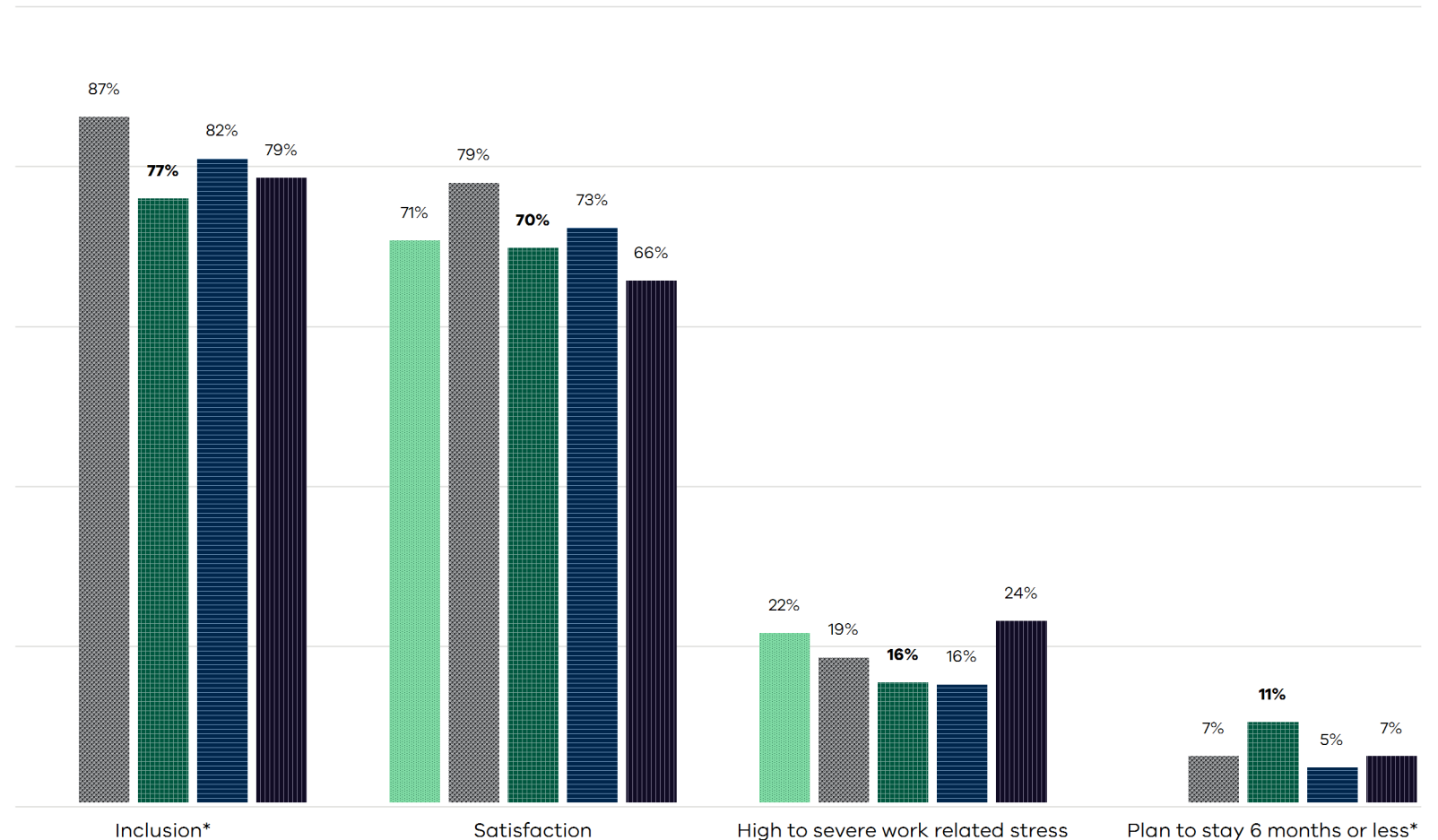
### Example

In 2023:

- 77% of your staff who did the survey responded positively to questions about Inclusion which is down from 87% in 2022.

Compared to:

- 82% of staff at your comparator and 79% of staff across the public sector.



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

Legend: You 2021 (light green), You 2022 (grey), You 2023 (dark green), Comparator 2023 (blue), Public sector 2023 (dark blue)



## People outcomes

### Satisfaction question results

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

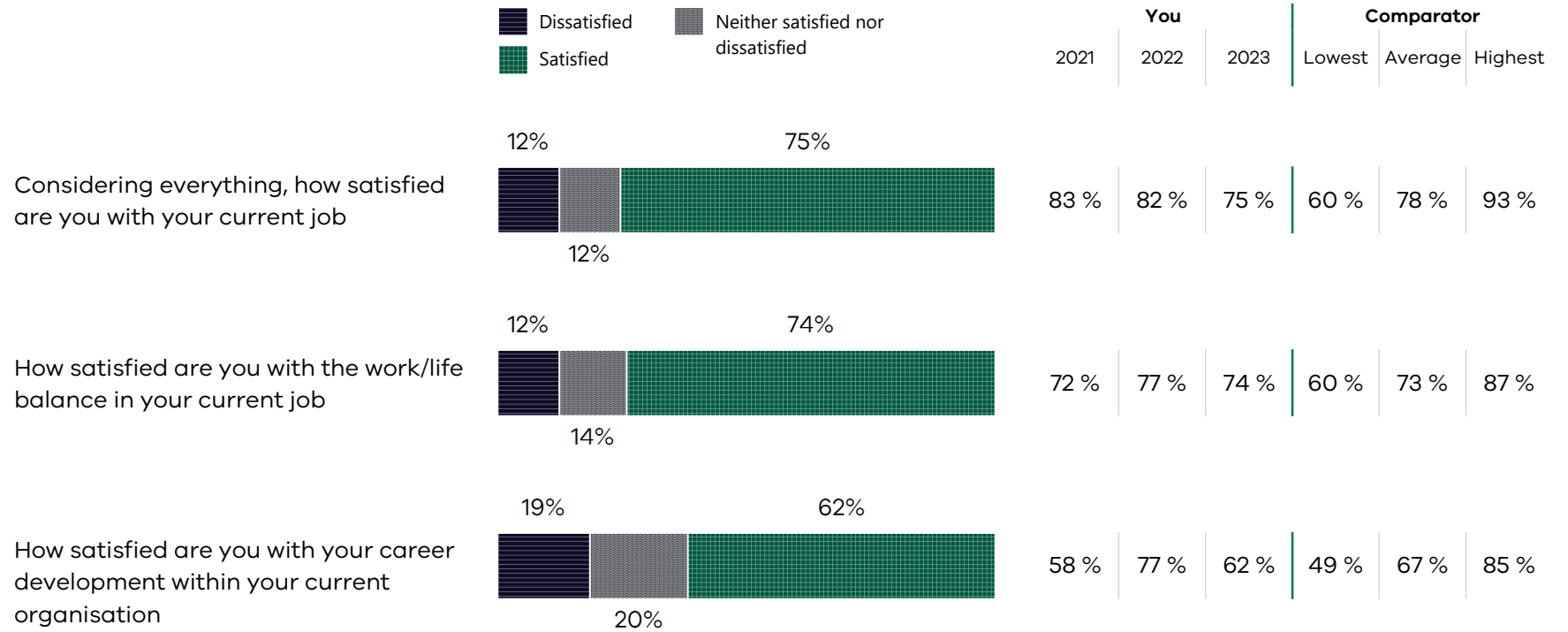
#### Example

75% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

### Survey question

### Your results

### Benchmark satisfied results



## People outcomes

### Work-related stress levels

#### What this is

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

#### Why this is important

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

#### How to read this

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

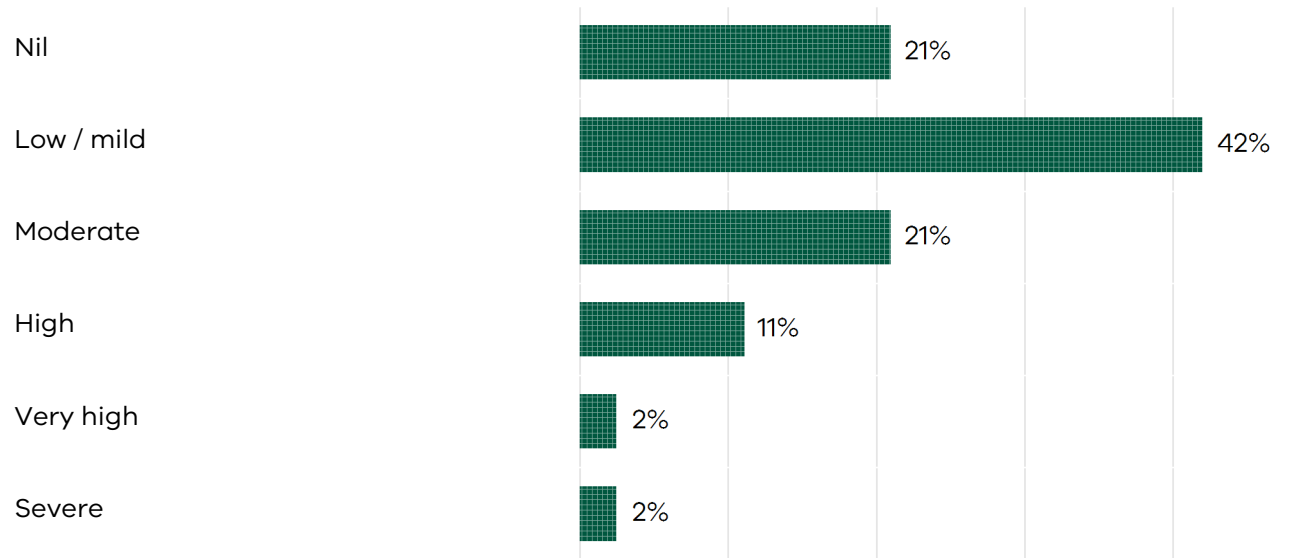
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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

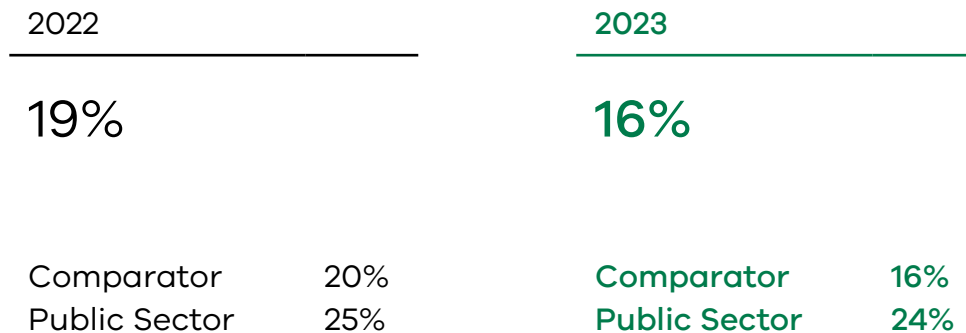
#### Example

16% 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



## People outcomes

### Work-related stress causes

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

79% of your staff who did the survey said they experienced mild to severe stress.

Of that 79%, 48% said the top reason was 'Workload'.



Of those that experienced work related stress it was from ...	You 2022	You 2023	Comparator 2023	Public sector 2023
Workload	50%	48%	46%	49%
Time pressure	46%	39%	36%	41%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	21%	20%	16%	11%
Unclear job expectations	16%	19%	9%	12%
Dealing with clients, patients or stakeholders	11%	14%	14%	16%
Incivility, bullying, harassment or discrimination	9%	11%	9%	6%
Ability to choose how my work is done	4%	9%	4%	5%
Other	14%	9%	14%	12%
Work schedule or hours	9%	9%	9%	7%
Organisation or workplace change	7%	8%	10%	11%

## People outcomes

### Burnout levels

#### What this is

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

#### Why this is important

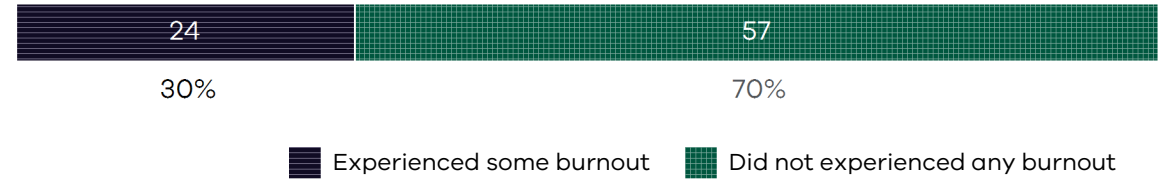
Burnout can affect negatively affect peoples health and wellbeing as well as their performance and behaviour.

#### How to read this

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

#### Example

30% of your staff who did the survey said they felt burnout at work in 2023.



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	42%	44%	47%	48%
I enjoy my work. I have no symptoms of burnout	30%	26%	27%	21%
I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion	14%	19%	18%	22%
The symptoms of burnout that I am experiencing won't go away. I think about frustration at work a lot	8%	7%	5%	6%
I feel completely burned out and often wonder if I can go on. I am at the point where I may need some changes or may need to seek some help	5%	4%	3%	3%



## People outcomes

### Intention to stay

#### What this is

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

#### Why this is important

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

#### How to read this

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

#### Example

4% 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	7%	11%	5%	7%
Over 6 months and up to 1 year	5%	4%	8%	9%
Over 1 year and up to 3 years	16%	25%	23%	24%
Over 3 years and up to 5 years	18%	19%	16%	15%
Over 5 years	53%	42%	48%	45%

## People outcomes

### Inclusion question results

#### What this is

This is how included staff feel in their workplace.

#### Why this is important

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

#### How to read this

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

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

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

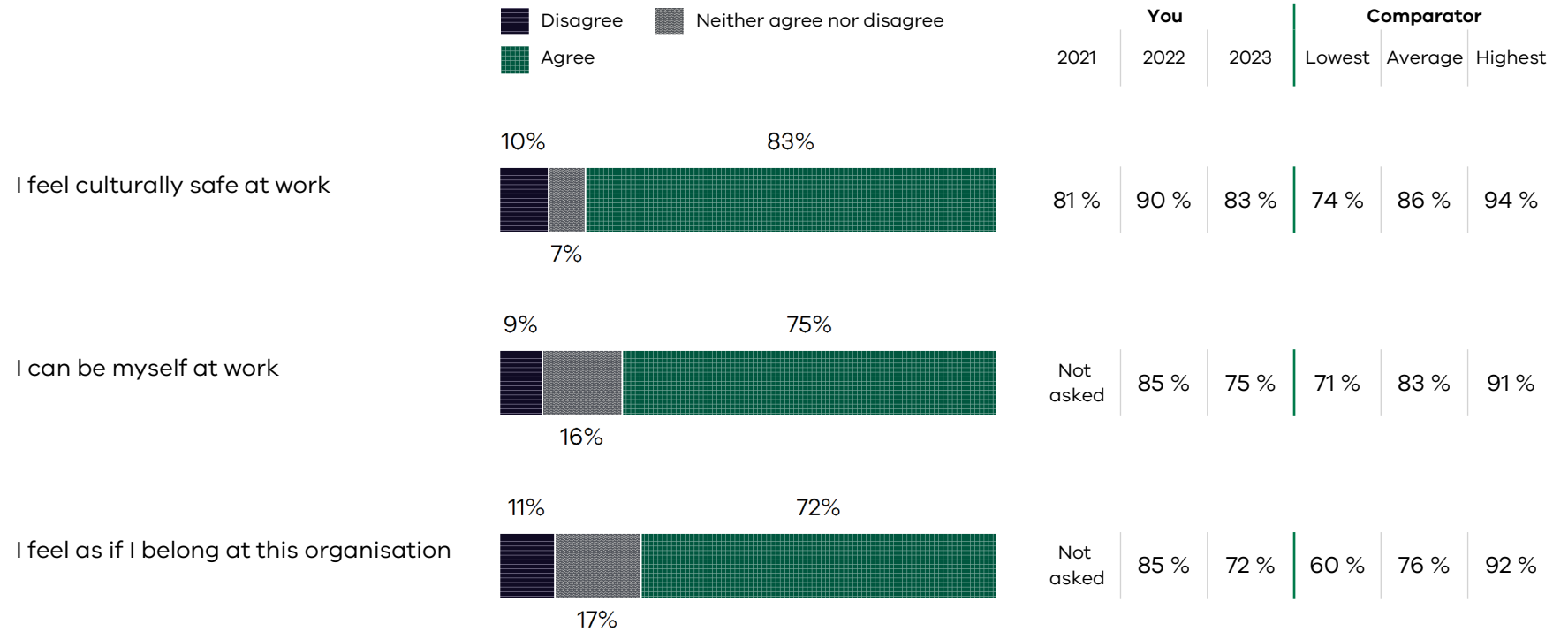
#### Example

83% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

### Survey question

### Your results

### Benchmark agree results



## People outcomes

### Inclusion - Barriers to success

#### What this is

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

#### Why this is important

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

#### How to read this

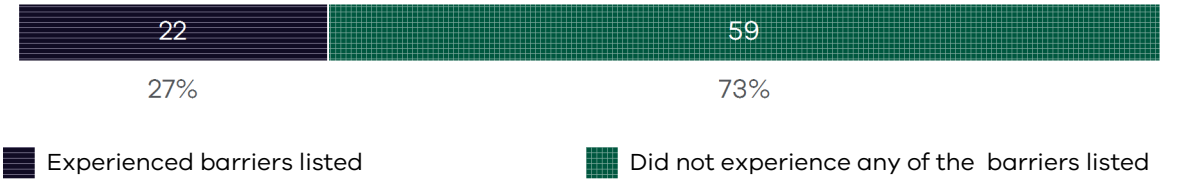
In the survey, we ask staff to select from a list, any barriers they have experienced and believe to have hindered their success at work. They can select more than one barrier.

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

#### Example

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

Staff who experienced one or more barriers to success at work



During the last 12 months, employees experienced barriers to their success due to ...

	You 2023	Comparator 2023	Public sector 2023
My mental health	12%	6%	8%

## People outcomes

### Inclusion - Witnessed barriers to success

#### What this is

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

#### Why this is important

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

#### How to read this

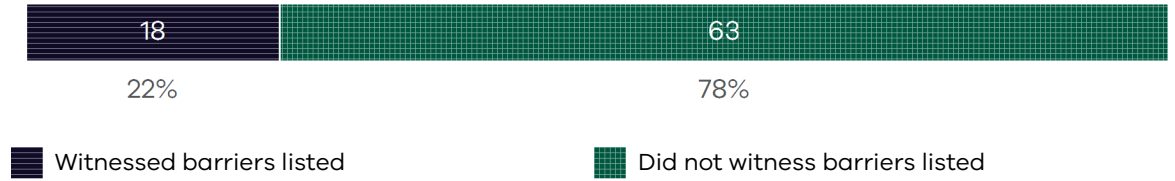
In the survey, we ask staff to choose from a list, any barriers that they may have witnessed that hinder the success of other employees at work. They can select more than one option.

#### 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





## People outcomes

### Scorecard: emotional effects of work

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

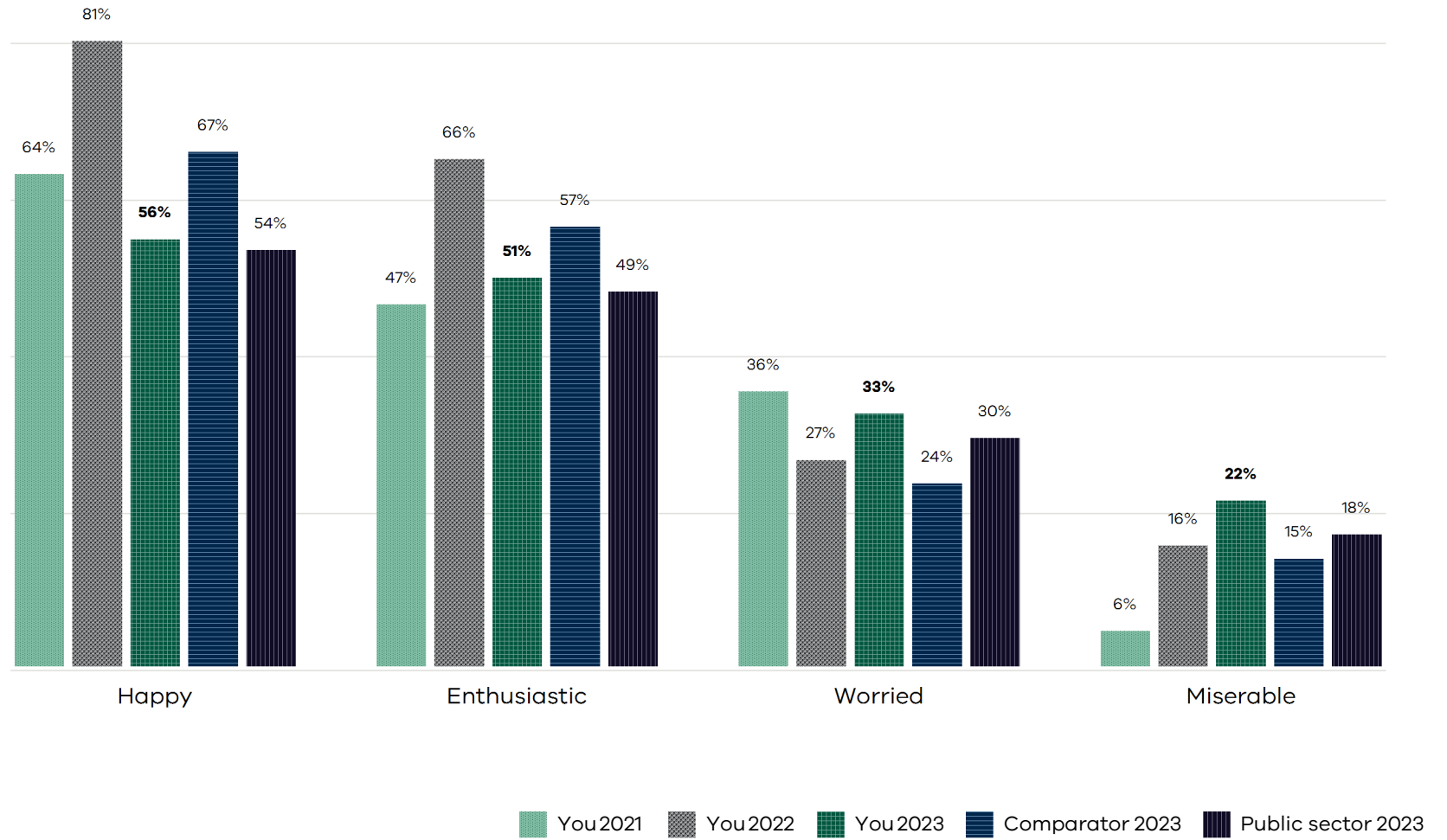
In 2023:

- 56% of your staff who did the survey said work made them feel happy in 2023, which is down from 81% in 2022

Compared to:

- 67% 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 ...



## People outcomes

### Scorecard: negative behaviours

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

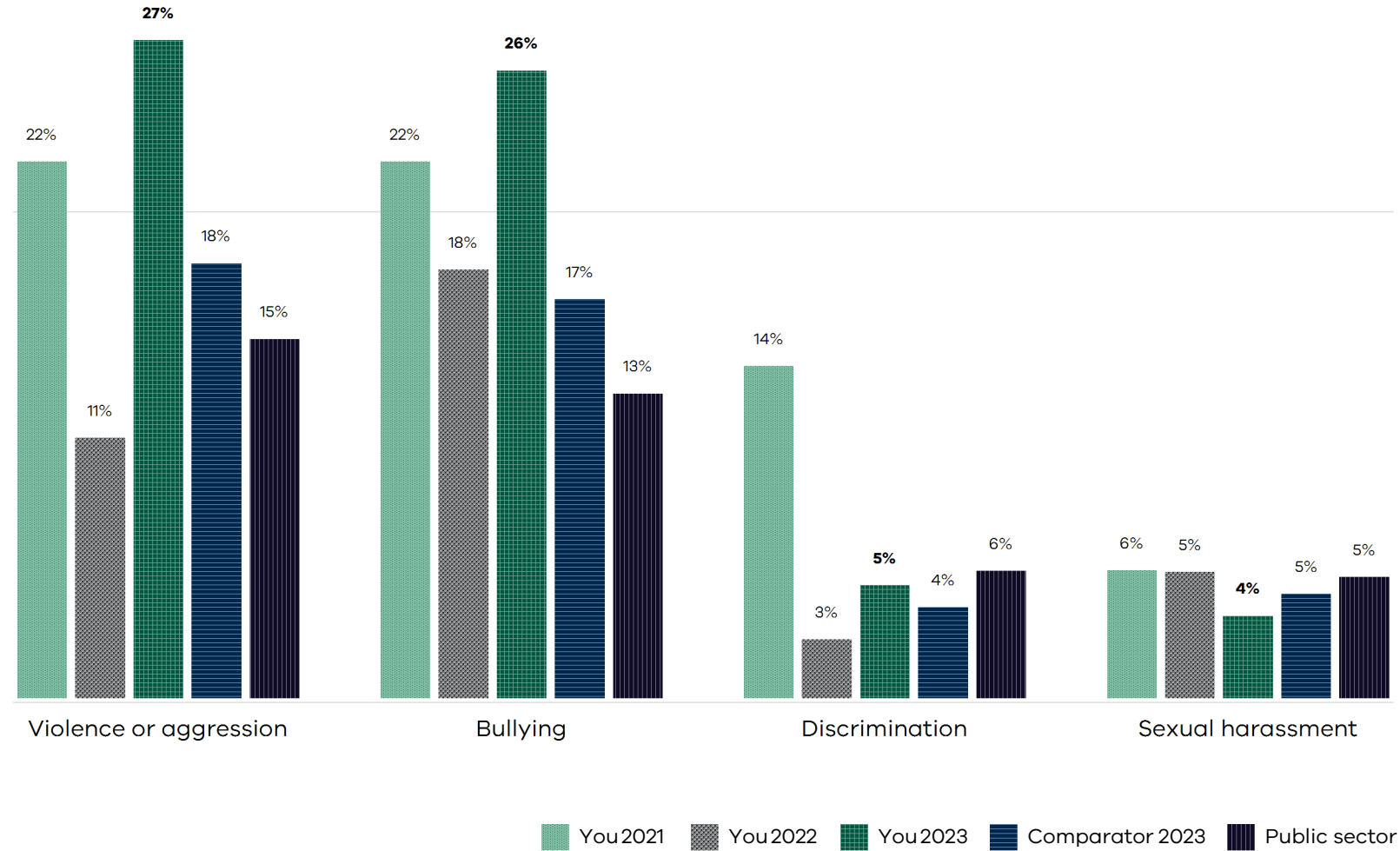
#### Example

In 2023:

- 27% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 11% in 2022.

Compared to:

- 18% of staff at your comparator and 15% of staff across the public sector.



## People outcomes

### Bullying

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

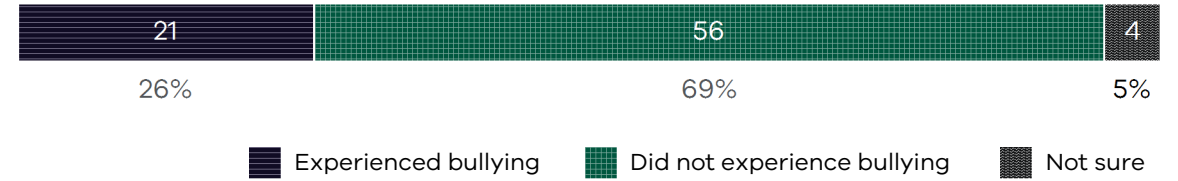
In descending order, the table shows the answers.

#### Example

26% of your staff who did the survey said they experienced bullying.

Of that 26%, 81% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.  
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 Of that 26%, 81% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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



#### If you experienced bullying, what type of bullying did you experience?

	You 2022	You 2023	Comparator 2023	Public sector 2023
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	54%	81%	66%	71%
Exclusion or isolation	23%	43%	37%	43%
Intimidation and/or threats	46%	33%	32%	29%
Verbal abuse	38%	24%	21%	20%
Being assigned meaningless tasks unrelated to my job	15%	19%	9%	14%
Other	15%	19%	13%	15%
Withholding essential information for me to do my job	15%	19%	21%	28%

## People outcomes

### Telling someone about the bullying

#### What this is

This is if staff told someone when they experienced bullying.

#### Why this is important

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

#### How to read this

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

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

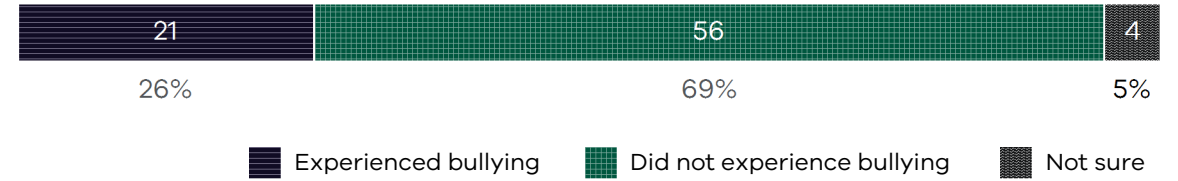
In descending order, the table shows the answers.

#### Example

26% of your staff who did the survey said they experienced bullying, of which

- 48% said the top way they reported the bullying was 'Told a colleague'.
- 95% said they didn't submit a formal complaint.

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



### Did you tell anyone about the bullying?

	You 2022	You 2023	Comparator 2023	Public sector 2023
Told a colleague	62%	48%	40%	41%
Told a friend or family member	31%	43%	33%	35%
Told a manager	38%	29%	48%	49%
Told someone else	8%	24%	10%	12%
I did not tell anyone about the bullying	8%	10%	10%	12%
Told the person the behaviour was not OK	0%	10%	17%	17%
Submitted a formal complaint	31%	5%	17%	12%
Told Human Resources	15%	5%	15%	12%



## People outcomes

### Bullying - reasons for not submitting a formal complaint

#### What this is

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

#### Why this is important

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

#### How to read this

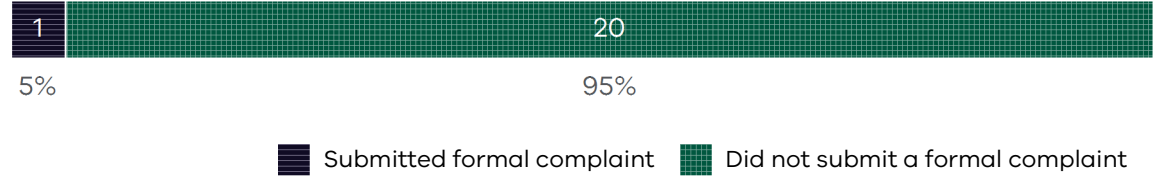
In the survey, we asked staff to tell us if they'd experienced bullying at work. We then asked them if they submitted a formal complaint. If they didn't, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

#### Example

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

- 65% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?



What was your reason for not submitting a formal complaint?	You 2022	You 2023	Comparator 2023	Public sector 2023
I didn't think it would make a difference	0%	65%	48%	51%
I believed there would be negative consequences for my reputation	0%	55%	38%	52%
I believed there would be negative consequences for my career	0%	50%	21%	40%
I didn't think it was serious enough	0%	20%	13%	17%
I didn't feel safe to report the incident	0%	15%	12%	18%
I thought the complaint process would be embarrassing or difficult	0%	15%	8%	12%
I didn't know who to talk to	0%	5%	2%	5%
Other	0%	5%	13%	14%

## People outcomes

### Perpetrators of bullying

#### What this is

This is who staff have said are responsible for bullying.

#### Why this is important

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

#### How to read this

In this year's survey, 26% of your staff said they experienced bullying.

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

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

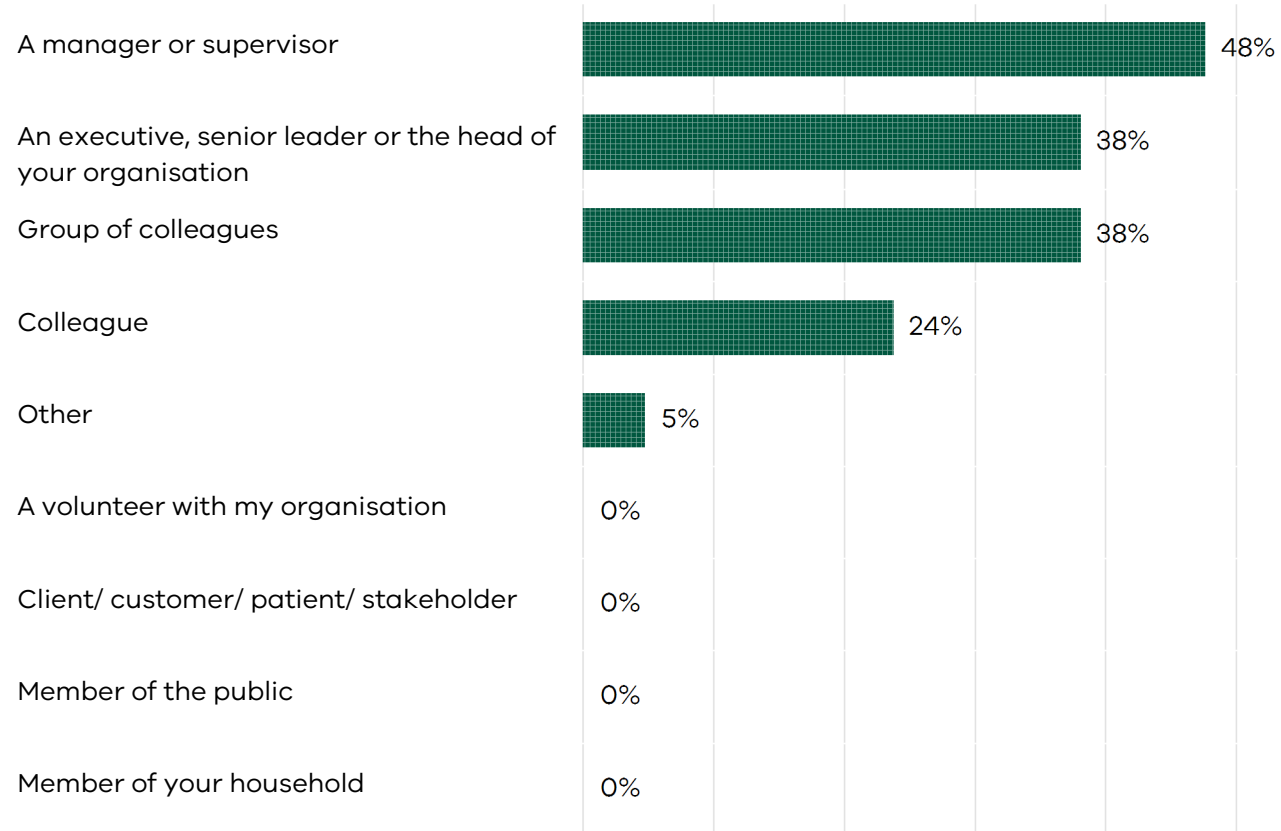
Each row is one perpetrator or group of perpetrators.

#### Example

26% of your staff who did the survey said they experienced bullying.

Of that 26%, 48% said it was by 'A manager or supervisor'.

### 21 people (26% of staff) experienced bullying (You2023)



## People outcomes

### Relationship to perpetrator

#### What this is

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

#### Why this is important

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

#### How to read this

In this year's survey, 26% of your staff said they experienced bullying.

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

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

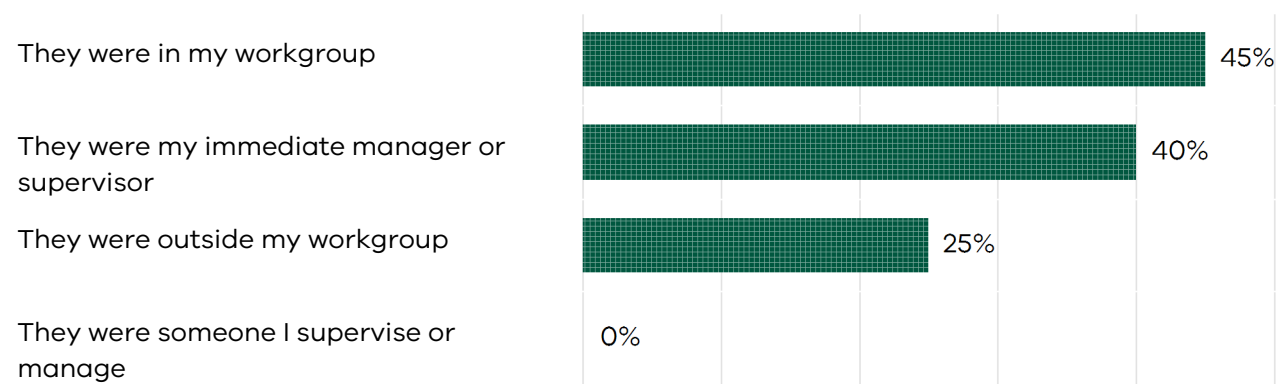
#### Example

26% of your staff who did the survey said they experienced bullying.

Of that 26%, 95% said it was by someone within the organisation.

Of that 95%, 45% said it was 'They were in my workgroup'.

20 people (95% of staff who experienced bullying) experienced bullying from within your organisation (You2023)



## People outcomes

### Sexual harassment

#### What this is

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

#### Why this is important

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

#### Why there is no data here

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

We do this to protect the respondents.

## People outcomes

### Discrimination

#### What this is

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

#### Why this is important

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

#### Why there is no data here

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

We do this to protect the respondents.

## Negative behaviour

### Violence and aggression

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

In descending order, the table shows the answers.

#### Example

27% of your staff who did the survey said they experienced violence or aggression.

Of that 27%, 64% said it was from 'Intimidating behaviour'.

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 2023	Comparator 2023	Public sector 2023
Intimidating behaviour	64%	53%	70%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	59%	40%	27%
Abusive language	55%	76%	79%
Threats of violence	27%	26%	39%
Damage to my property or work equipment	5%	2%	7%
Stalking, including cyber-stalking	5%	1%	2%



## Negative behaviour

### Telling someone about violence and aggression

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

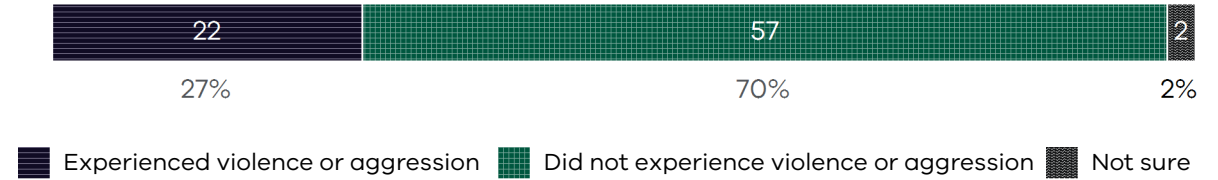
In descending order, the table shows the answers.

#### Example

27% of your staff who did the survey said they experienced violence or aggression, of which

- 64% said the top way they reported the violence or aggression was 'Told a manager'
- 55% 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 2023	Comparator 2023	Public sector 2023
Told a manager	64%	55%	56%
Submitted a formal incident report	45%	41%	34%
Told a colleague	41%	42%	44%
Told the person the behaviour was not OK	41%	33%	29%
Told a friend or family member	18%	11%	19%
I did not tell anyone about the incident(s)	9%	3%	8%
Told employee assistance program (EAP) or peer support	9%	3%	4%
Told Human Resources	9%	6%	5%

## Negative behaviour

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

#### What this is

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

#### Why this is important

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

#### How to read this

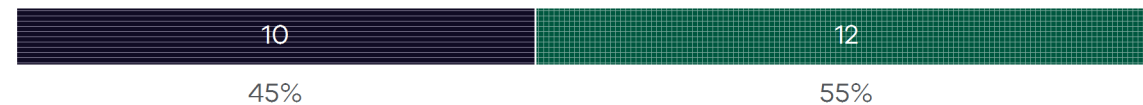
In the survey, we asked staff to tell us if they'd experienced violence or aggression at work. We then asked them if they submitted a formal incident report. If they did not, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

#### Example

55% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 42% said the top reason was 'I didn't think it was serious enough'.

Did you submit a formal incident report?



Submitted formal incident report Did not submit a formal incident report

### What was your reason for not submitting a formal incident report?

	You 2023	Comparator 2023	Public sector 2023
I didn't think it was serious enough	42%	32%	31%
I didn't think it would make a difference	33%	37%	38%
I believed there would be negative consequences for my reputation	25%	13%	17%
I didn't need to because I made the violence or aggression stop	25%	13%	15%
I believed there would be negative consequences for my career	17%	10%	14%
I didn't know who to talk to	8%	1%	2%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	8%	9%	14%
I thought the complaint process would be embarrassing or difficult	8%	2%	4%

## Negative behaviour

### Perpetrators of violence and aggression

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

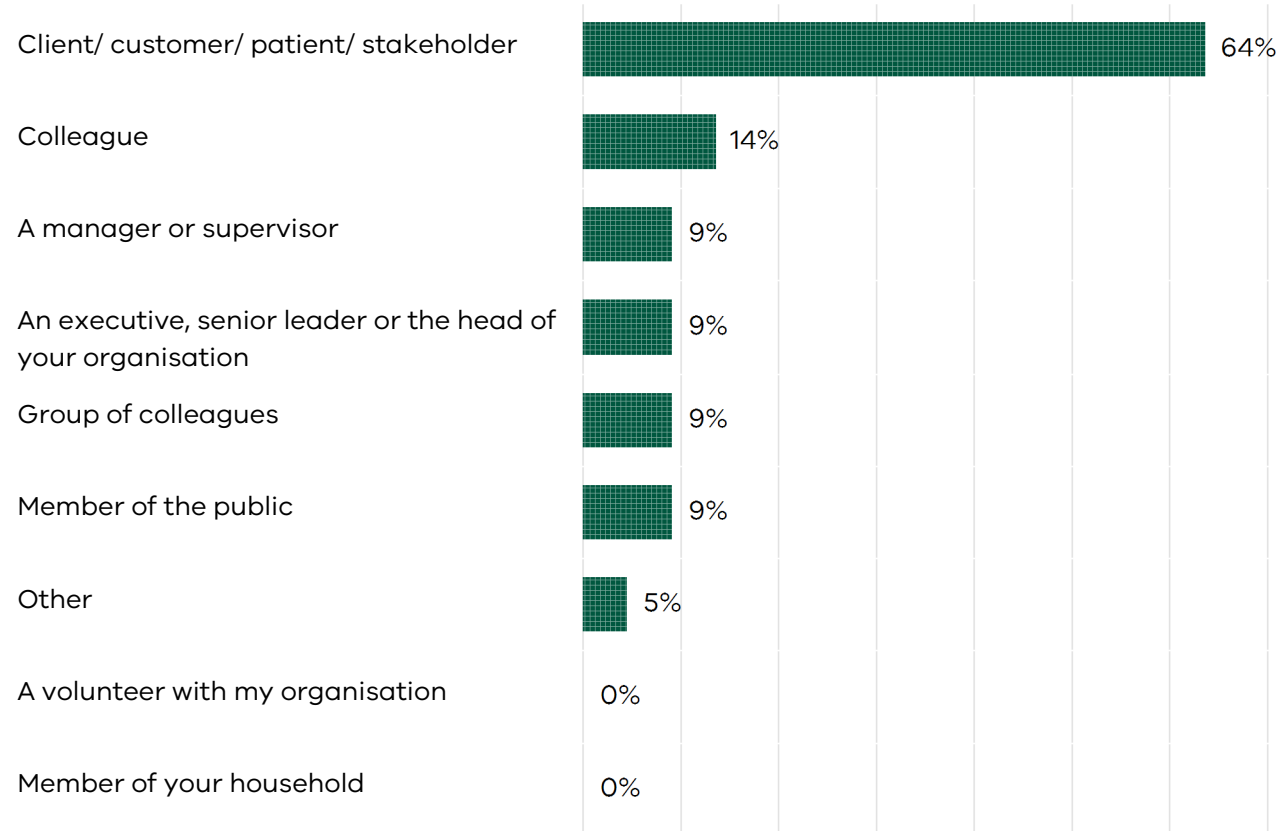
Each row is one perpetrator or a group of perpetrators.

#### Example

27% of your staff who did the survey said they experienced violence or aggression.

Of that 27%, 64% said it was 'Client/ customer/ patient/ stakeholder'.

22 people (27% of staff) experienced violence or aggression (You2023)



## Negative behaviour

### Witnessing negative behaviours

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

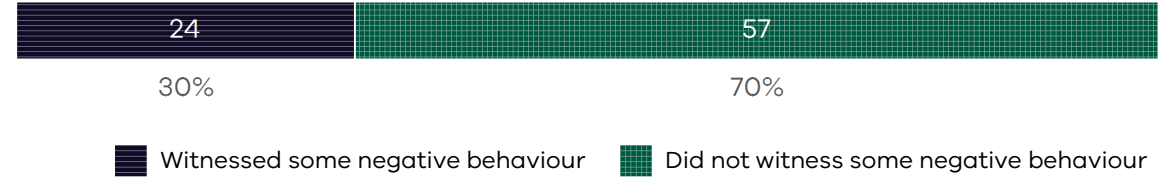
In descending order, the table shows the answers.

#### Example

30% of your staff who did the survey said they witnessed some negative behaviour at work.

70% 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	70%	76%	79%
Bullying of a colleague	27%	17%	14%
Discrimination against a colleague	10%	9%	8%
Violence or aggression against a colleague	6%	4%	5%

## Negative behaviour

### Taking action when witnessing negative behaviours

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

The table shows the answers in descending order.

#### Example

30% of your staff who did the survey witnessed negative behaviour, of which:

- 50% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 8% took no action.

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



### When you witnessed the above behaviour(s), did you do any of the following?

	You 2023	Comparator 2023	Public sector 2023
Spoke to the person who experienced the behaviour	50%	69%	70%
Told a manager	46%	40%	39%
Told the person the behaviour was not OK	33%	21%	22%
Spoke to the person who behaved in a negative way	29%	19%	19%
Submitted a formal complaint	17%	8%	6%
Told a colleague	13%	16%	20%
Told Human Resources	8%	10%	7%
Took no action	8%	7%	8%
Other	4%	5%	6%

## People outcomes

### Negative behaviour — satisfaction with making a formal complaint

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

#### Example

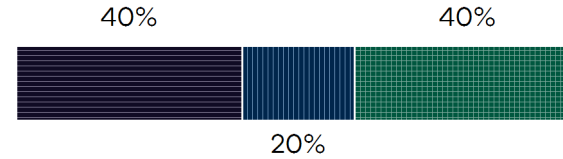
40% of staff who did the survey were satisfied with the way your organisation handled their formal 'Violence or aggression' complaint.

## Survey question

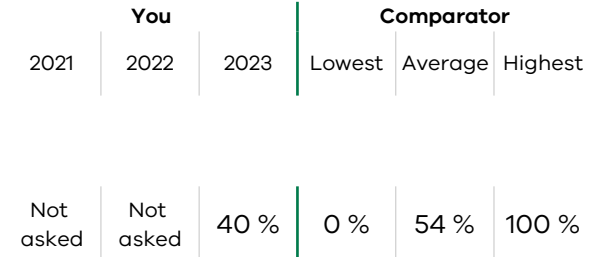
Were you satisfied with the way your formal complaint was handled

Violence or aggression

## Your results



## Benchmark satisfied results





# People matter survey

2023

Have your say

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### Public sector values

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

### Topical questions

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

### Demographics

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

## Key differences

### Highest scoring questions

#### What this is

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

#### How to read this

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

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

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

#### Example

On the first row 'Meaningful work', the 'You 2023' column shows 96% of your staff agreed with 'I achieve something important through my work'.

In the 'Change from 2022' column, you have a 1% decrease, which is a negative trend.

Question group	Highest scoring questions	You 2023	Change from 2022	Comparator 2023
Meaningful work	I achieve something important through my work	96%	-1%	94%
Job enrichment	I understand how my job helps my organisation achieve its goals	95%	-2%	93%
Meaningful work	I can make a worthwhile contribution at work	95%	-2%	95%
Other questions	I understand how the Code of Conduct for Victorian public sector employees applies to my work	95%	Not asked in 2022	88%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	94%	-1%	88%
Job enrichment	I can use my skills and knowledge in my job	90%	-4%	93%
Meaningful work	I get a sense of accomplishment from my work	88%	-1%	90%
Job enrichment	I clearly understand what I am expected to do in this job	86%	-4%	91%
Collaboration	I am able to work effectively with others outside my immediate workgroup	84%	-11%	88%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	83%	-10%	85%

## Key differences

### Lowest scoring questions

#### What this is

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

#### How to read this

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

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

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

#### Example

On the first row 'Taking action', the 'You 2023' column shows 37% of your staff agreed with 'My organisation has made improvements based on the survey results from last year'.

In the 'Change from 2022' column, you have a 10% decrease, which is a negative trend.

Question subgroup	Lowest scoring questions	You 2023	Change from 2022	Comparator 2023
Taking action	My organisation has made improvements based on the survey results from last year	37%	-10%	40%
Organisational integrity	I have an equal chance at promotion in my organisation	44%	-23%	54%
Learning and development	I am satisfied with the opportunities to progress in my organisation	46%	-24%	58%
Organisational integrity	I believe the promotion processes in my organisation are fair	47%	-19%	51%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	47%	-22%	56%
Patient safety climate	This health service does a good job of training new and existing staff	48%	-19%	62%
Other questions	My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	48%	Not asked in 2022	56%
Patient safety climate	Trainees in my discipline are adequately supervised	49%	-18%	65%
Collaboration	Workgroups across my organisation willingly share information with each other	51%	-22%	63%
Safety climate	All levels of my organisation are involved in the prevention of stress	51%	-17%	56%

## Key differences

### Most improved

#### What this is

This is where staff feel their organisation has most improved.

#### How to read this

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

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

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

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

#### Example

On the first row 'Manager support', the 'You 2023' column shows 74% of your staff agreed with 'I can discuss problems or issues with my manager'.

In the 'Increase from 2022' column, you have a 7% increase, which is a positive trend.

Question group	Most improved from last year	You 2023	Increase from 2022	Comparator 2023
Manager support	I can discuss problems or issues with my manager	74%	+7%	81%
Manager support	My manager listens to what I have to say	72%	+4%	80%
Manager leadership	My manager demonstrates honesty and integrity	75%	+4%	81%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	78%	+1%	72%
Workload	The workload I have is appropriate for the job that I do	60%	+0%	67%

## Key differences

### Most declined

#### What this is

This is where staff feel their organisation has most declined.

#### How to read this

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

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

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

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

#### Example

On the first row 'Safety climate', the 'You 2023' column shows 53% 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 26% 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	53%	-26%	56%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	58%	-26%	61%
Senior leadership	Senior leaders provide clear strategy and direction	59%	-24%	62%
Learning and development	I am satisfied with the opportunities to progress in my organisation	46%	-24%	58%
Engagement	I feel a strong personal attachment to my organisation	67%	-24%	67%
Organisational integrity	I have an equal chance at promotion in my organisation	44%	-23%	54%
Senior leadership	Senior leaders demonstrate honesty and integrity	65%	-22%	65%
Collaboration	Workgroups across my organisation willingly share information with each other	51%	-22%	63%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	47%	-22%	56%
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	63%	-19%	78%

## Key differences

### Biggest positive difference from comparator

#### What this is

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

#### How to read this

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

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

#### Example

On the first row 'Other questions', the 'You 2023' column shows 95% of your staff agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.

The 'difference' column, shows that agreement for this question was 7 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2023	Difference	Comparator 2023
Other questions	I understand how the Code of Conduct for Victorian public sector employees applies to my work	95%	+7%	88%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	94%	+6%	88%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	78%	+6%	72%
Organisational integrity	My organisation is committed to earning a high level of public trust	83%	+3%	80%
Job enrichment	I understand how my job helps my organisation achieve its goals	95%	+2%	93%
Meaningful work	I achieve something important through my work	96%	+2%	94%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	62%	+2%	60%
Innovation	My workgroup encourages employee creativity	68%	+2%	66%
Satisfaction	How satisfied are you with the work/life balance in your current job	74%	+1%	73%
Engagement	I am proud to tell others I work for my organisation	78%	+1%	77%

## Key differences

### Biggest negative difference from comparator

#### What this is

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

#### How to read this

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

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

#### Example

On the first row 'Manager support', the 'You 2023' column shows 57% of your staff agreed with 'My manager gives me feedback that helps me improve my performance'.

The 'difference' column, shows that agreement for this question was 18 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2023	Difference	Comparator 2023
Manager support	My manager gives me feedback that helps me improve my performance	57%	-18%	74%
Patient safety climate	Trainees in my discipline are adequately supervised	49%	-16%	65%
Patient safety climate	I would recommend a friend or relative to be treated as a patient here	63%	-15%	78%
Patient safety climate	This health service does a good job of training new and existing staff	48%	-14%	62%
Workgroup support	People in my workgroup are politically impartial in their work	59%	-13%	72%
Collaboration	Workgroups across my organisation willingly share information with each other	51%	-13%	63%
Learning and development	I am satisfied with the opportunities to progress in my organisation	46%	-12%	58%
Innovation	My workgroup learns from failures and mistakes	60%	-12%	72%
Manager support	My manager provides me with enough support when I need it	68%	-11%	79%
Gender equality supporting measures	My organisation uses inclusive and respectful images and language	74%	-11%	85%



# People matter survey

2023

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- Human rights

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

### Demographics

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- 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

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

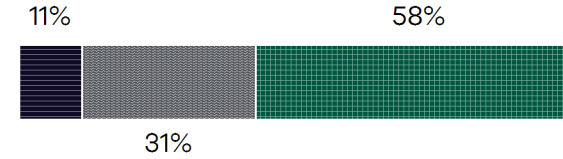
## Survey question

## Your results

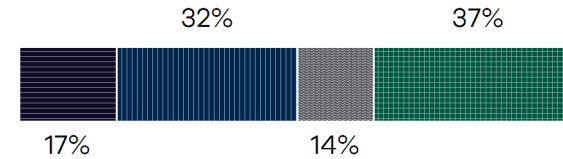
## Benchmark agree results



I believe my organisation will make improvements based on the results of this survey



My organisation has made improvements based on the survey results from last year



	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I believe my organisation will make improvements based on the results of this survey	Not asked	74 %	58 %	41 %	60 %	80 %
My organisation has made improvements based on the survey results from last year	Not asked	47 %	37 %	14 %	40 %	72 %

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2023

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- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Burnout levels
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Satisfaction with complaint processes

### Key differences

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

### Taking action

- Taking action questions

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### Senior leadership

- Senior leadership questions

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

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Demographics

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

## Senior leadership

### Senior leadership

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

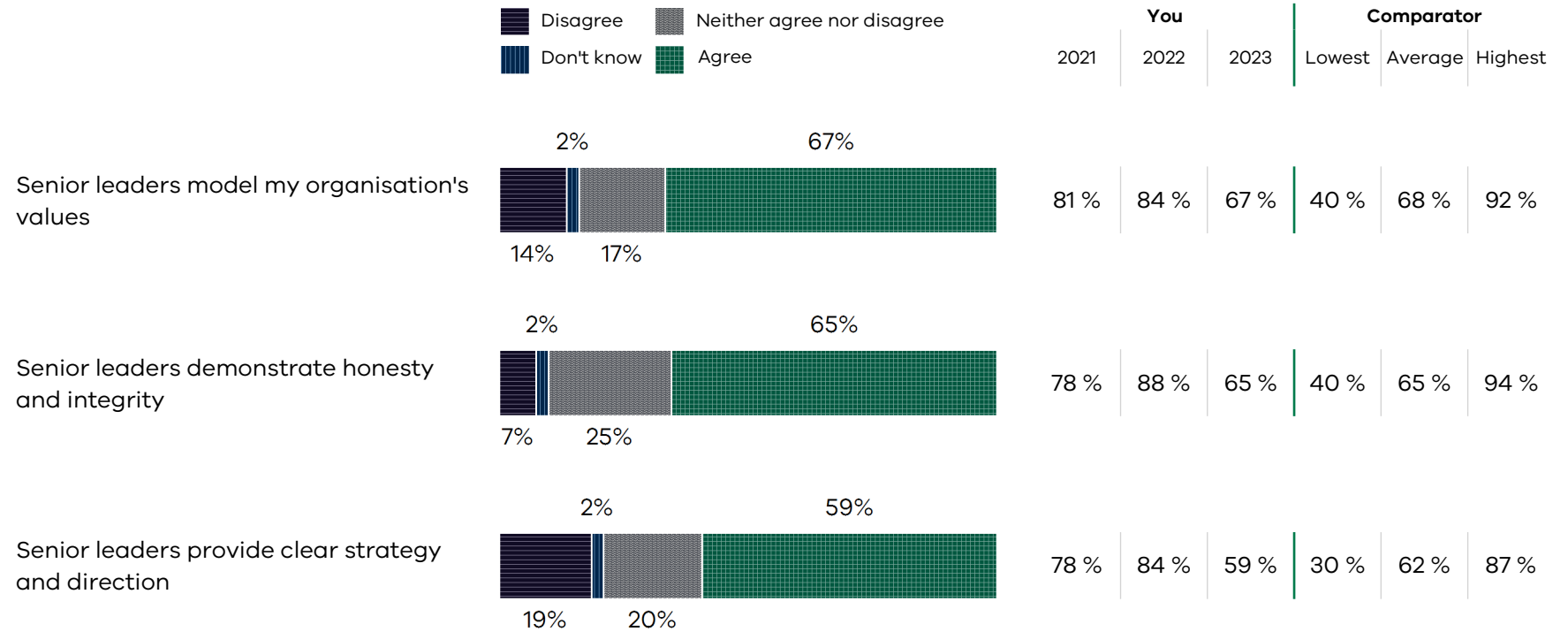
#### Example

67% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

### Survey question

### Your results

### Benchmark agree results



# People matter survey

2023

Have your say

## Overview

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- Your comparator group
- Your response rate

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- Work-related stress causes
- Burnout levels
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Satisfaction with complaint processes

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

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- Scorecard
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### Workgroup climate

- Scorecard
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- Innovation
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- 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
- 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



# Organisational climate

## Scorecard

### What this is

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

### Why this is important

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

### How to read this

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

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

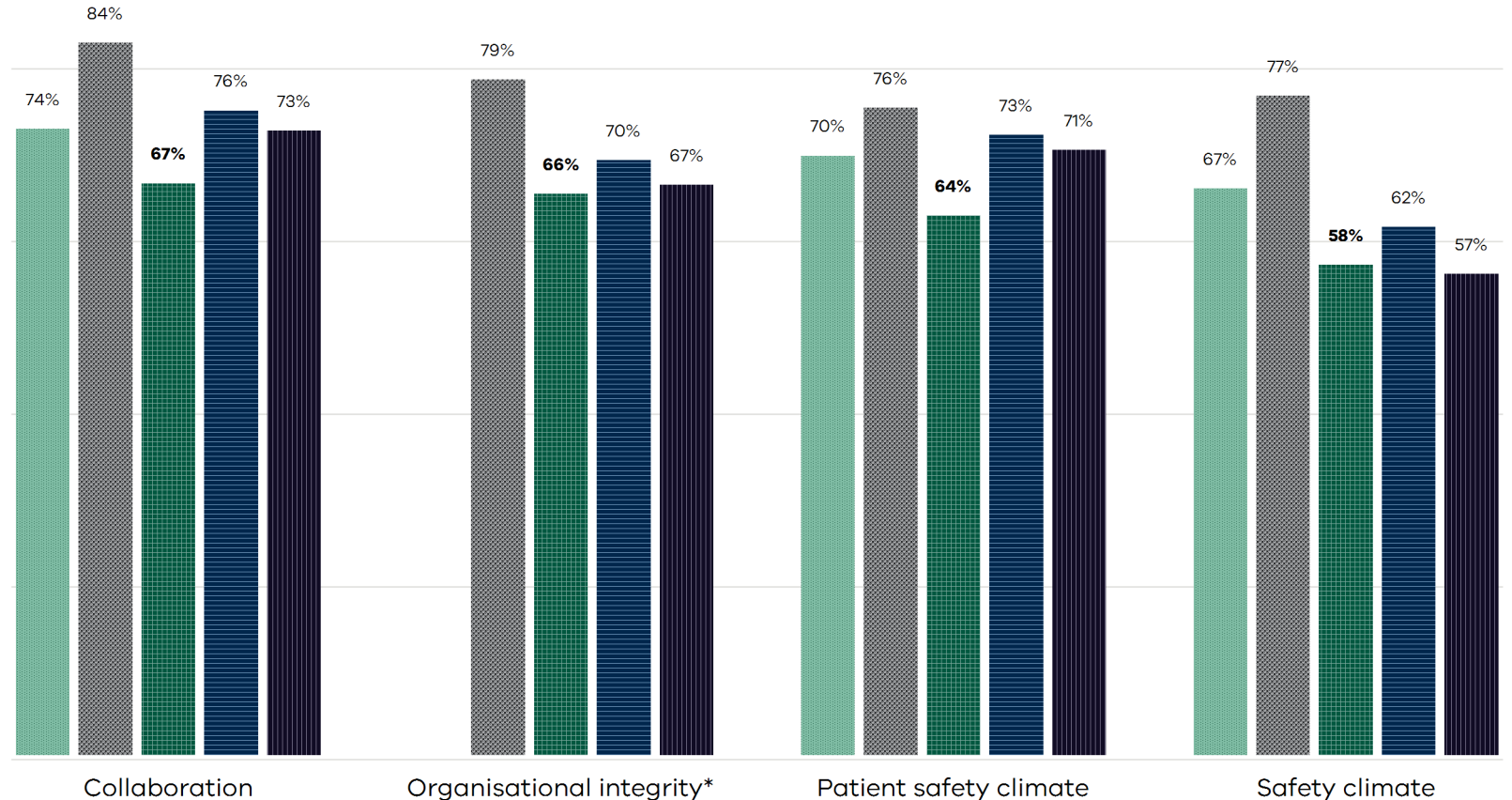
### Example

In 2023:

- 67% of your staff who did the survey responded positively to questions about Collaboration which is down from 84% in 2022.

Compared to:

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



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

■ You 2021 ■ You 2022 ■ You 2023 ■ Comparator 2023 ■ Public sector 2023

## Organisational climate

### Organisational integrity 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

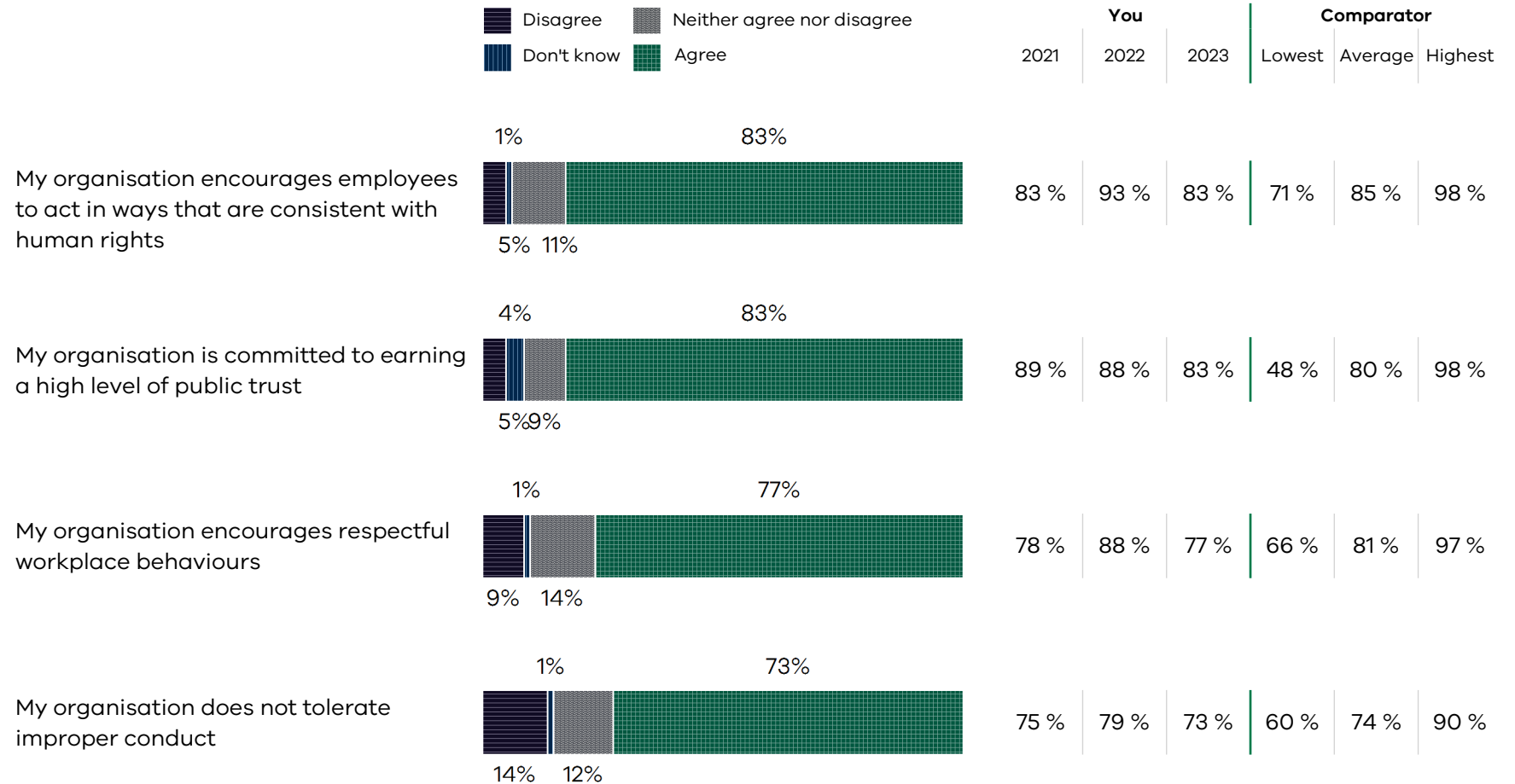
#### Example

83% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

### Survey question

### Your results

### Benchmark agree results





## Organisational climate

### Organisational integrity 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

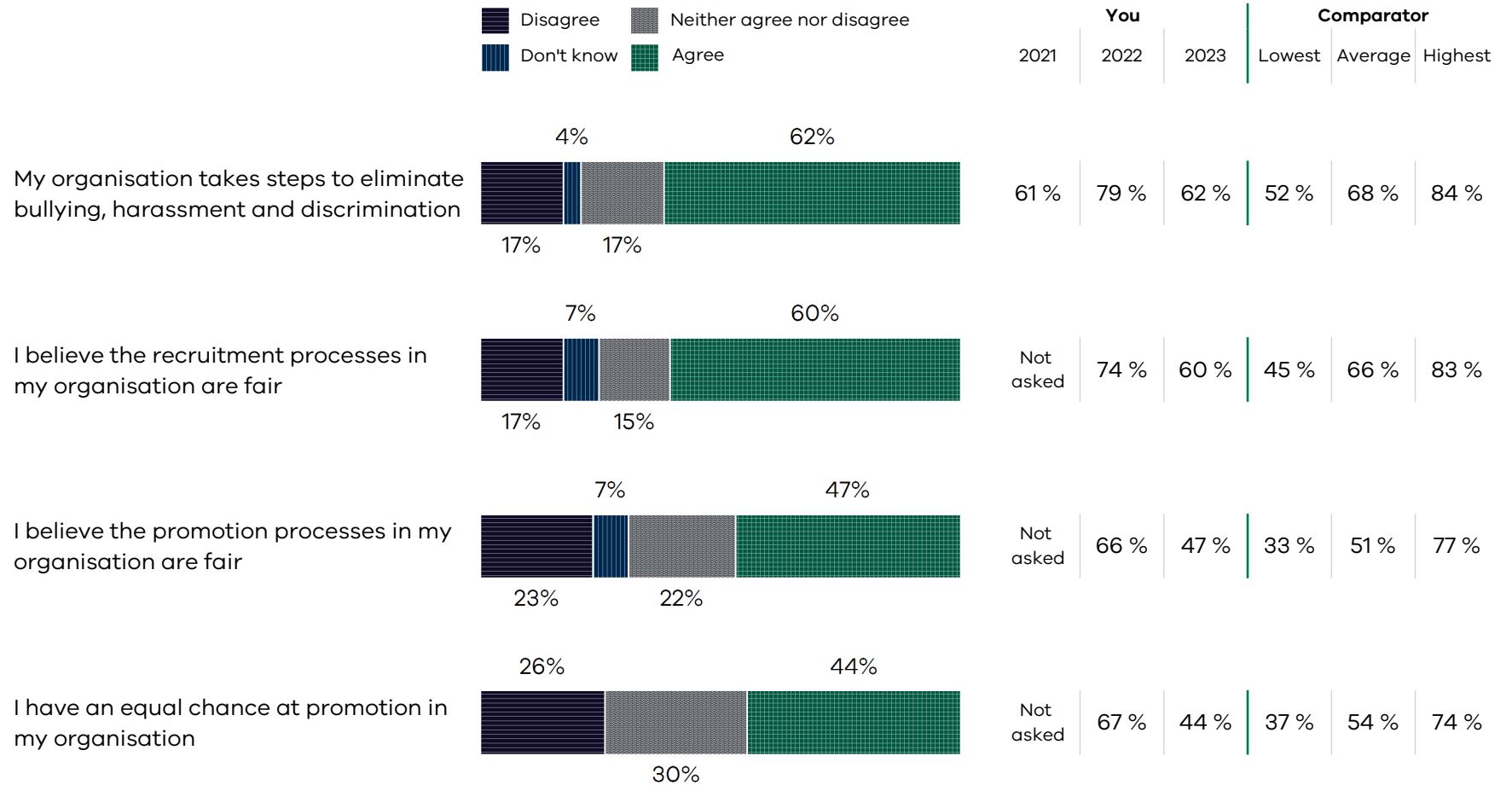
#### Example

62% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

### Survey question

### Your results

### Benchmark agree results



## Organisational climate

### Collaboration

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

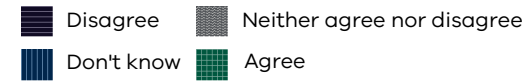
#### Example

84% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

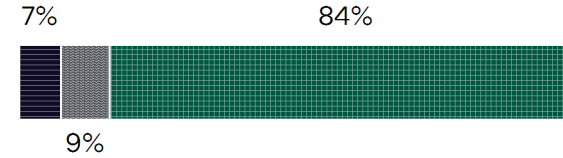
### Survey question

### Your results

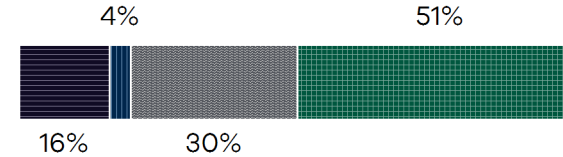
### Benchmark agree results



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



Workgroups across my organisation willingly share information with each other



	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	83 %	95 %	84 %	78 %	88 %	96 %
Workgroups across my organisation willingly share information with each other	64 %	73 %	51 %	40 %	63 %	88 %

## Organisational climate

### Safety climate 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

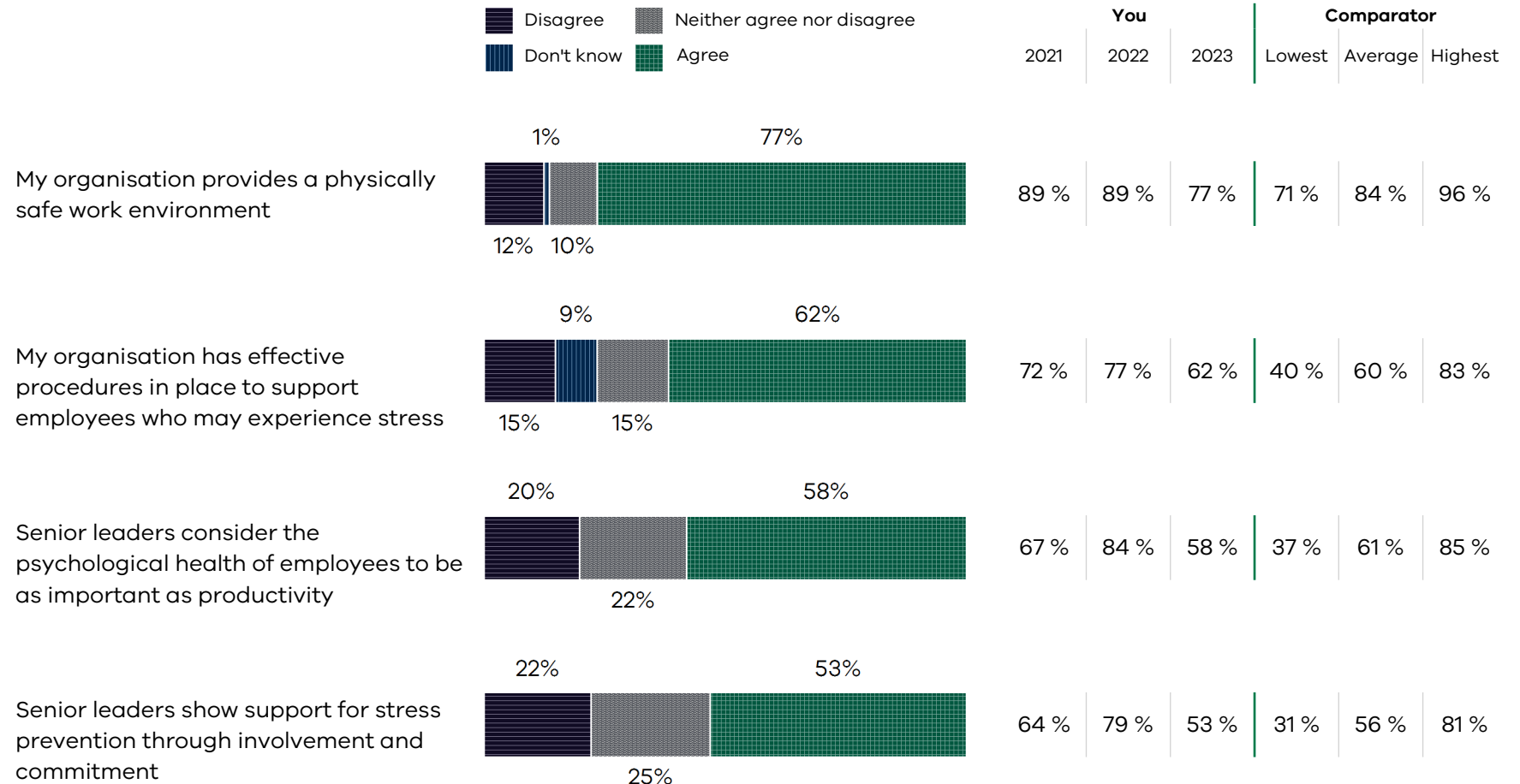
#### Example

77% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

### Survey question

### Your results

### Benchmark agree results



## Organisational climate

### Safety climate 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

51% of your staff who did the survey agreed or strongly agreed with 'All levels of my organisation are involved in the prevention of stress'.

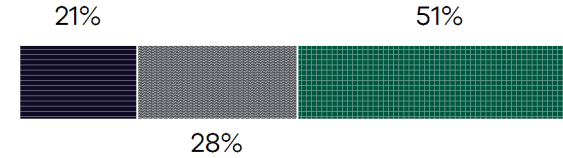
### Survey question

### Your results

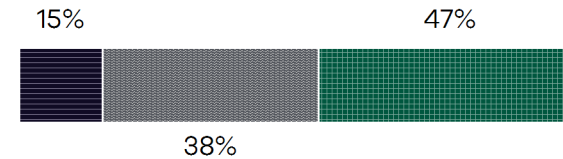
### Benchmark agree results



All levels of my organisation are involved in the prevention of stress



In my workplace, there is good communication about psychological safety issues that affect me



	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
All levels of my organisation are involved in the prevention of stress	47 %	67 %	51 %	30 %	56 %	81 %
In my workplace, there is good communication about psychological safety issues that affect me	61 %	68 %	47 %	33 %	56 %	79 %

## Organisational climate

### Patient safety climate 1 of 2

#### What this is

This is the safety culture in a healthcare workplace.

#### Why this is important

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

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

#### How to read this

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

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

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

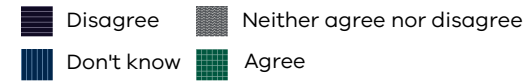
#### Example

78% of your staff who did the survey agreed or strongly agreed with 'I am encouraged by my colleagues to report any patient safety concerns I may have'.

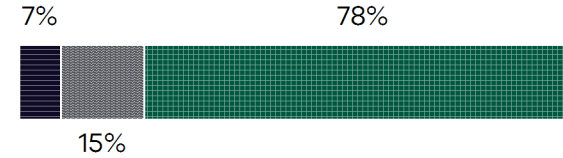
### Survey question

### Your results

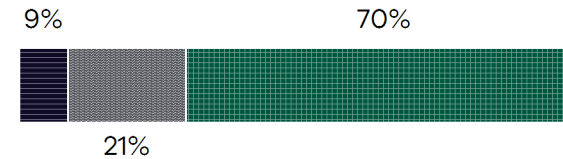
### Benchmark agree results



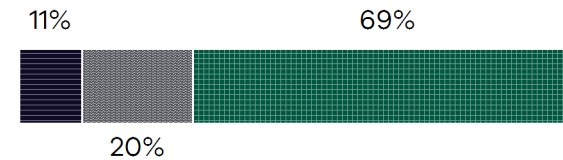
I am encouraged by my colleagues to report any patient safety concerns I may have



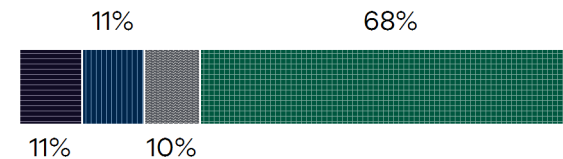
Management is driving us to be a safety-centred organisation



My suggestions about patient safety would be acted upon if I expressed them to my manager



Patient care errors are handled appropriately in my work area



Year	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
	89 %	89 %	78 %	76 %	85 %	96 %
	75 %	82 %	70 %	60 %	78 %	96 %
	72 %	71 %	69 %	61 %	78 %	93 %
	69 %	79 %	68 %	55 %	71 %	87 %

## Organisational climate

### Patient safety climate 2 of 2

#### What this is

This is the safety culture in a healthcare workplace.

#### Why this is important

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

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

#### How to read this

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

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

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

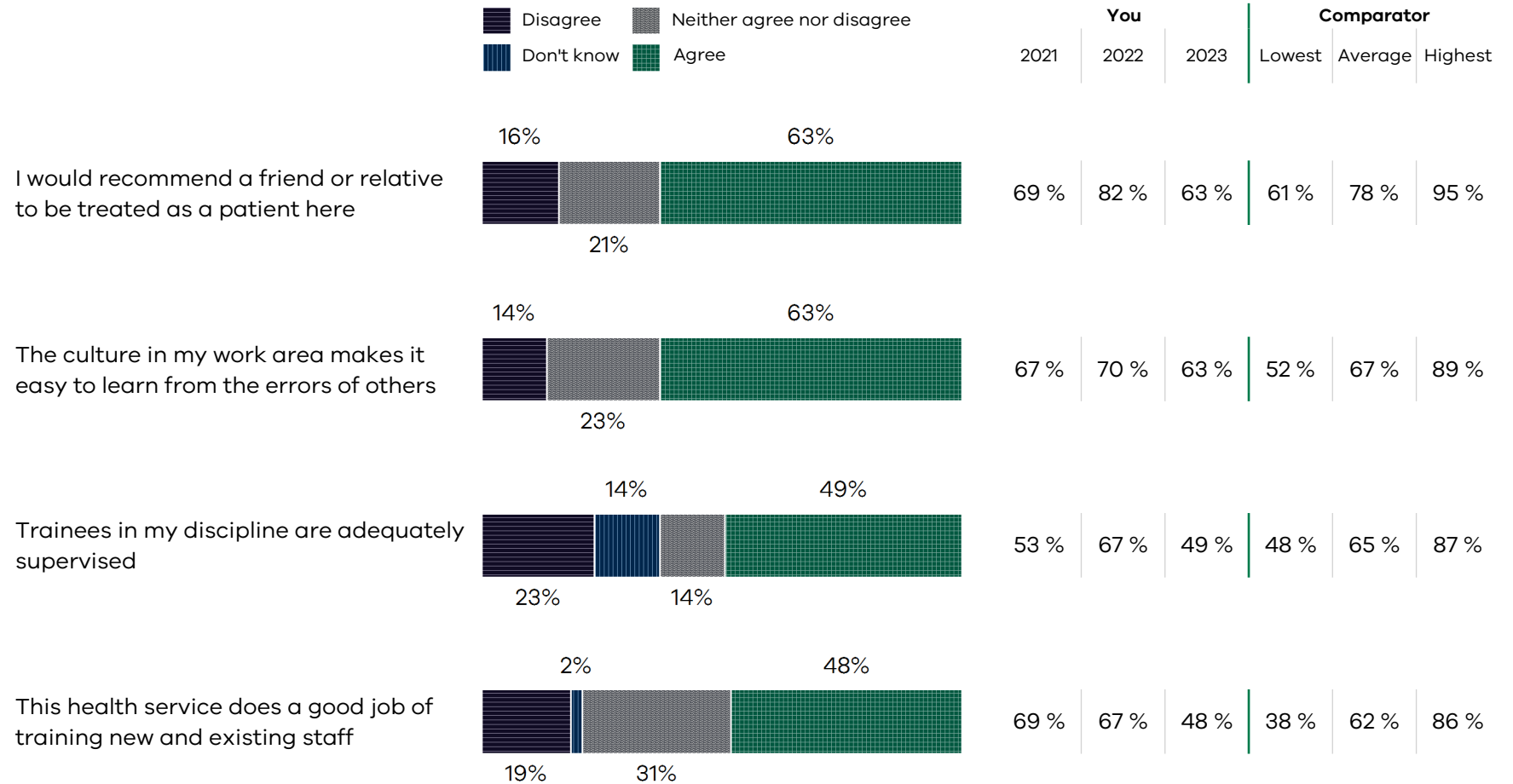
#### Example

63% of your staff who did the survey agreed or strongly agreed with 'I would recommend a friend or relative to be treated as a patient here'.

### Survey question

### Your results

### Benchmark agree results



# People matter survey

2023

Have your say

## Overview

### Report overview

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- Privacy and anonymity
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- Your response rate

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- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Burnout levels
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Satisfaction with complaint processes

### Key differences

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

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- Taking action questions

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- Senior leadership questions

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### Workgroup climate

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### Job and manager factors

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- 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



## Workgroup climate

### Scorecard

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

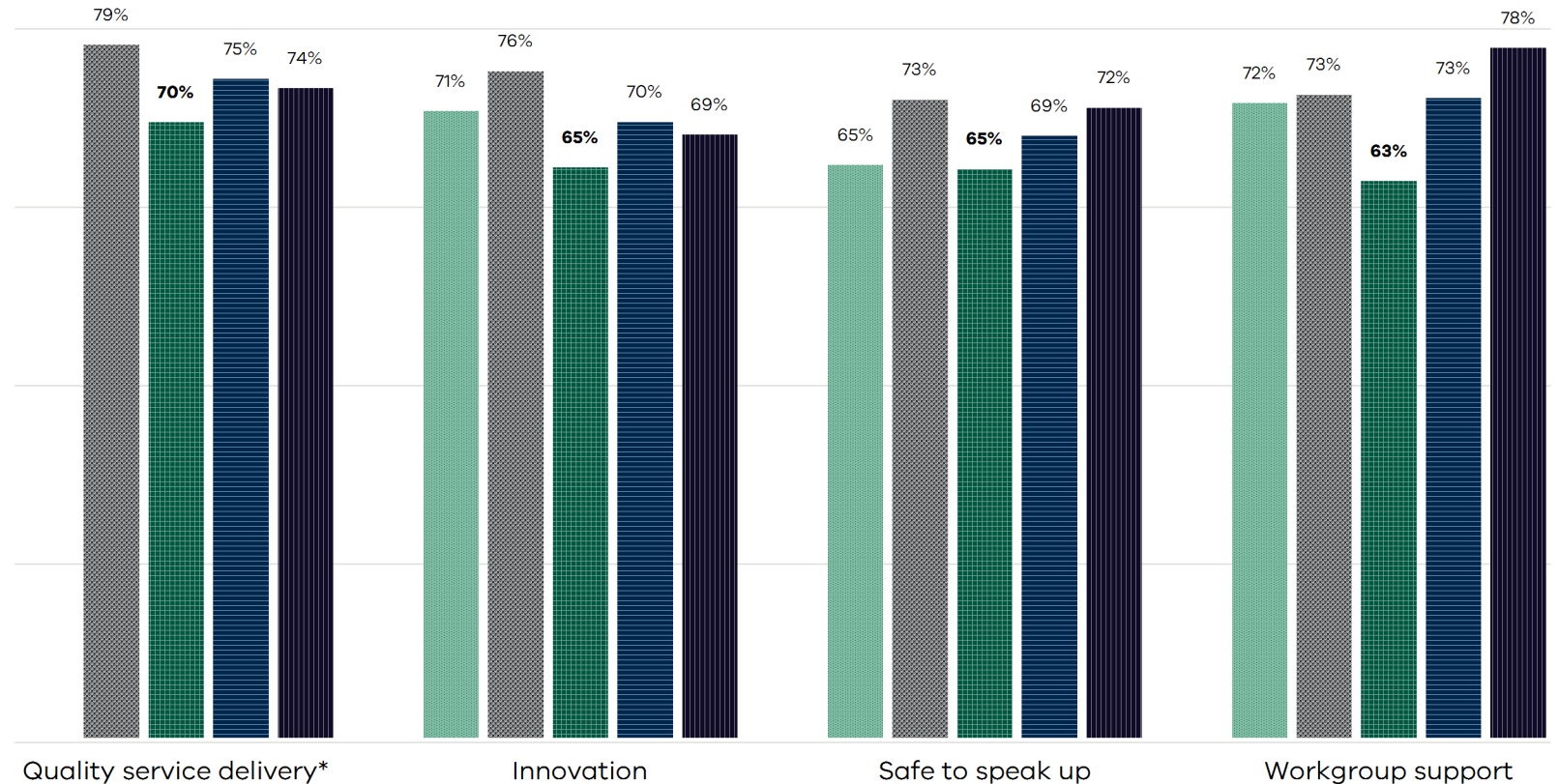
#### Example

In 2023:

- 70% of your staff who did the survey responded positively to questions about Quality service delivery which is down from 79% in 2022.

Compared to:

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



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

■ You 2021 ■ You 2022 ■ You 2023 ■ Comparator 2023 ■ Public sector 2023



## Workgroup climate

### Quality service delivery

#### What this is

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

#### Why this is important

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

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

#### How to read this

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

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

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

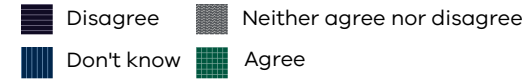
#### Example

78% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

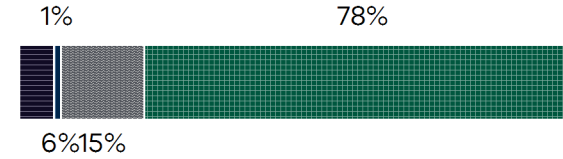
### Survey question

### Your results

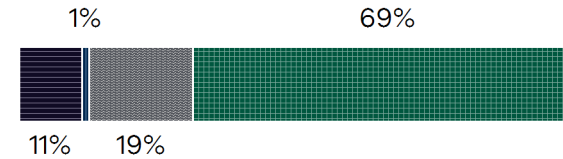
### Benchmark agree results



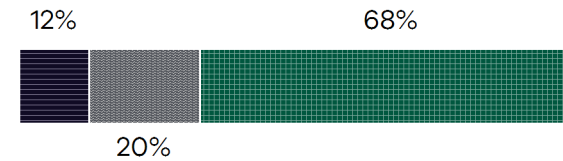
My workgroup provides high quality advice and services



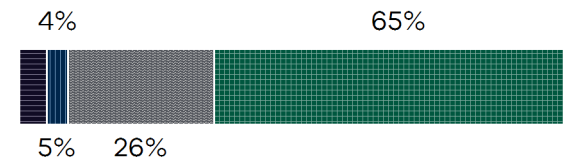
My workgroup has clear lines of responsibility



My workgroup acts fairly and without bias



My workgroup uses its resources well



	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
My workgroup provides high quality advice and services	Not asked	79 %	78 %	64 %	80 %	94 %
My workgroup has clear lines of responsibility	83 %	79 %	69 %	55 %	76 %	91 %
My workgroup acts fairly and without bias	Not asked	77 %	68 %	58 %	71 %	86 %
My workgroup uses its resources well	Not asked	79 %	65 %	60 %	72 %	86 %

## Workgroup climate

### Innovation

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

68% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.

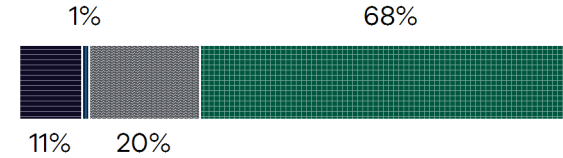
### Survey question

### Your results

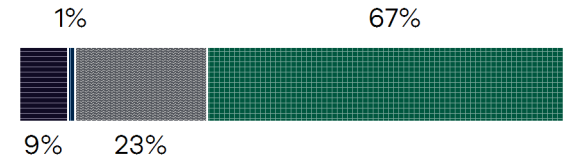
### Benchmark agree results



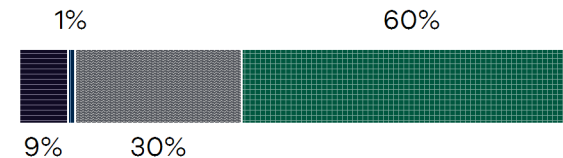
My workgroup encourages employee creativity



My workgroup is quick to respond to opportunities to do things better



My workgroup learns from failures and mistakes



Year	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
My workgroup encourages employee creativity	81 %	75 %	68 %	51 %	66 %	85 %
My workgroup is quick to respond to opportunities to do things better	69 %	74 %	67 %	54 %	72 %	90 %
My workgroup learns from failures and mistakes	64 %	78 %	60 %	58 %	72 %	89 %

## Workgroup climate

### Workgroup support 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

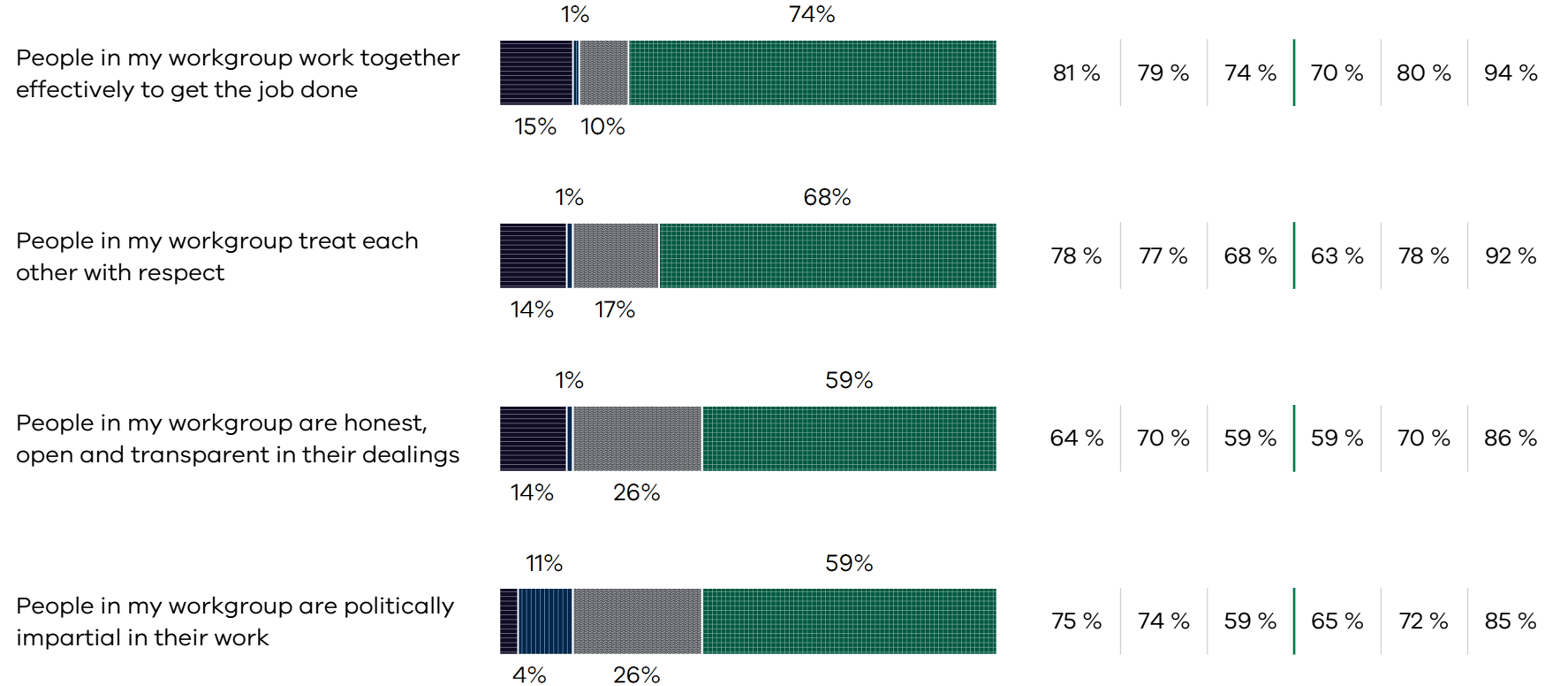
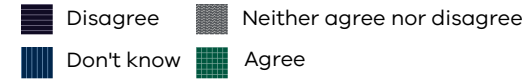
#### Example

74% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

### Survey question

### Your results

### Benchmark agree results



## Workgroup climate

### Workgroup support 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

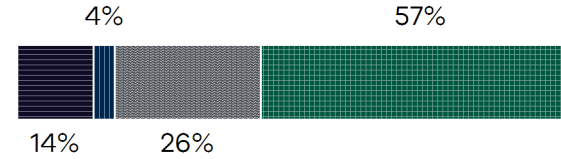
#### Example

57% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

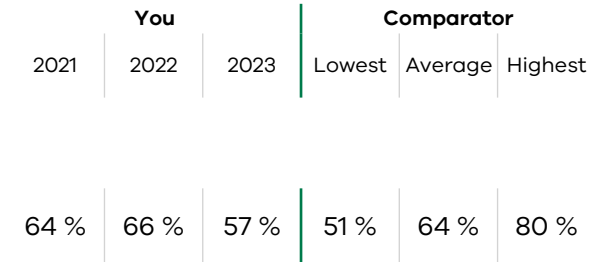
## Survey question

People in my workgroup appropriately manage conflicts of interest

## Your results



## Benchmark agree results



## Workgroup climate

### Safe to speak up

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

67% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

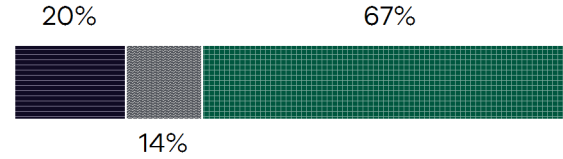
## Survey question

## Your results

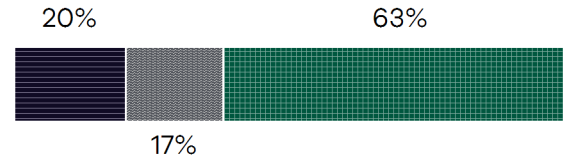
## Benchmark agree results



I feel safe to challenge inappropriate behaviour at work



People in my workgroup are able to bring up problems and tough issues



	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I feel safe to challenge inappropriate behaviour at work	64 %	78 %	67 %	55 %	68 %	85 %
People in my workgroup are able to bring up problems and tough issues	67 %	67 %	63 %	54 %	69 %	84 %

# People matter survey

2023

Have your say

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- Your response rate

## Result summary

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

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

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- Patient safety climate

### Workgroup climate

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

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- 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

## Job and manager factors

### 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.

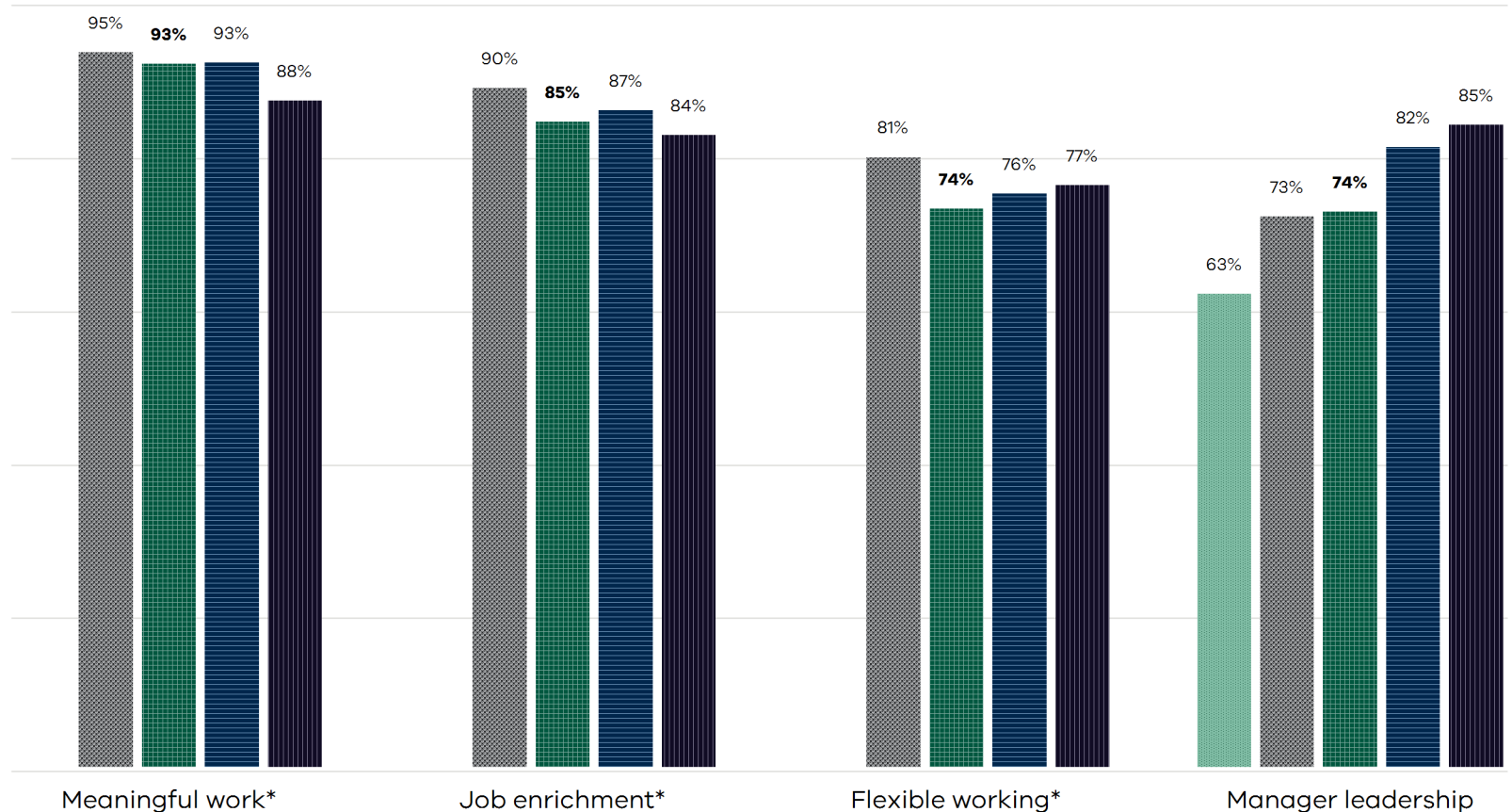
#### Example

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.



\*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



## Job and manager factors

### 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.

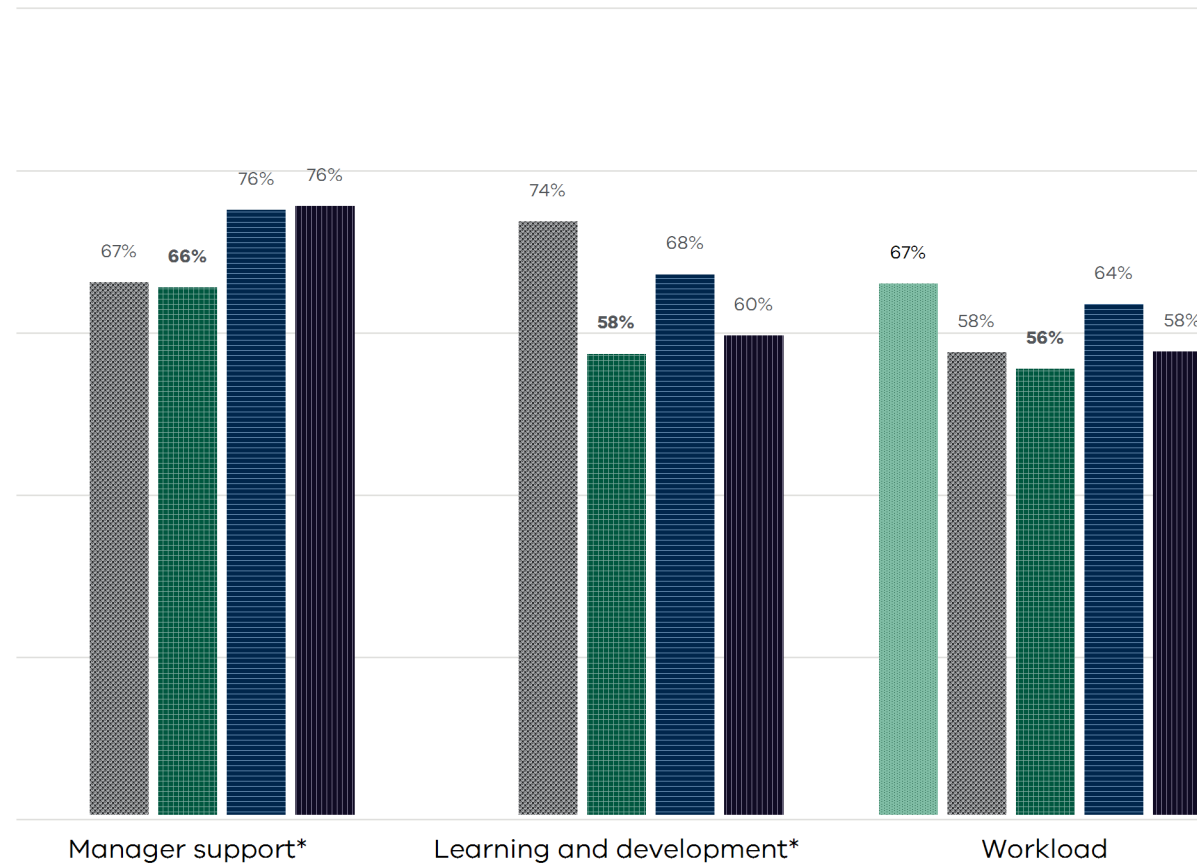
#### Example

In 2023:

- 66% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

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



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

You 2021 You 2022 You 2023 Comparator 2023 Public sector 2023



## Job and manager factors

### Manager leadership

#### What this is

This is how well staff perceive their direct managers lead.

#### Why this is important

Great managers can foster the right environment for staff engagement.

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

#### How to read this

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

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

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

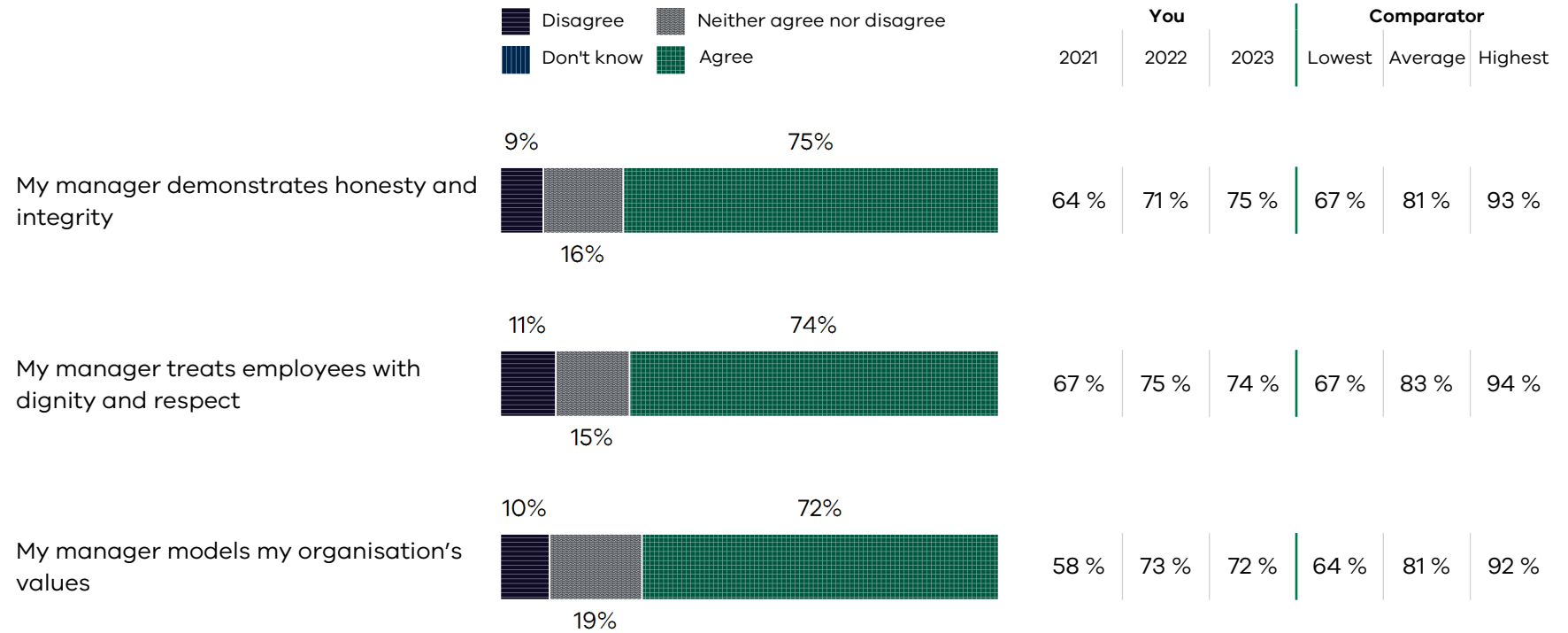
#### Example

75% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

### Survey question

### Your results

### Benchmark agree results



## Job and manager factors

### Manager support 1 of 2

#### What this is

This is how supported staff feel by their direct manager.

#### Why this is important

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

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

#### How to read this

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

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

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

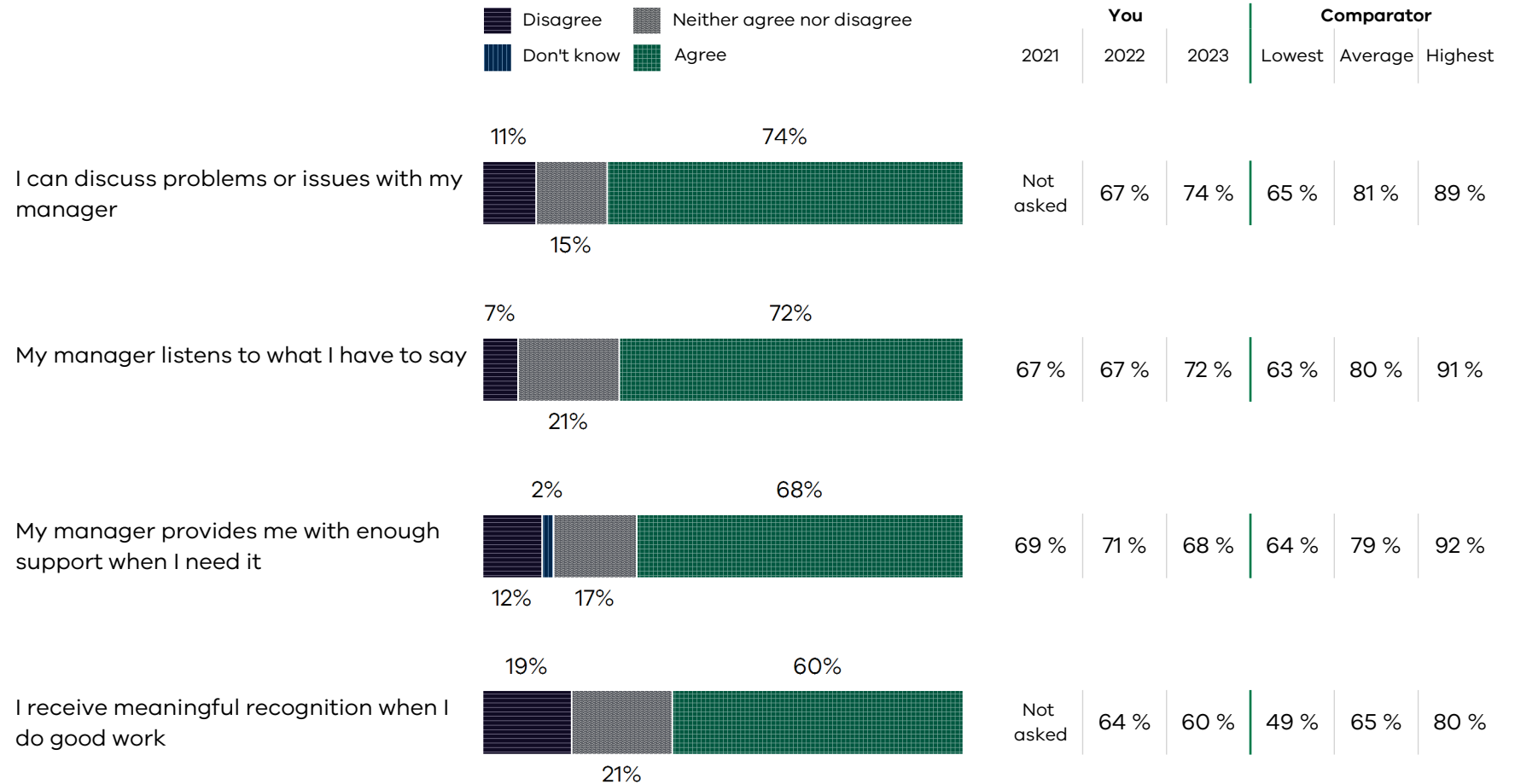
#### Example

74% of your staff who did the survey agreed or strongly agreed with 'I can discuss problems or issues with my manager'.

### Survey question

### Your results

### Benchmark agree results



## Job and manager factors

### Manager support 2 of 2

#### What this is

This is how supported staff feel by their direct manager.

#### Why this is important

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

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

#### How to read this

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

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

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

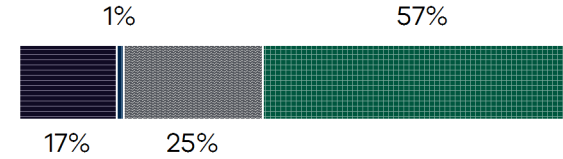
#### Example

57% of your staff who did the survey agreed or strongly agreed with 'My manager gives me feedback that helps me improve my performance'.

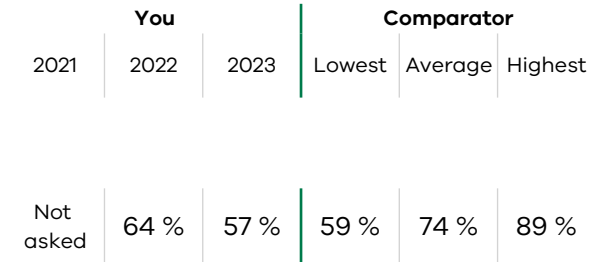
## Survey question

My manager gives me feedback that helps me improve my performance

## Your results



## Benchmark agree results



## Job and manager factors

### Workload

#### What this is

This is how staff feel about workload and time pressure.

#### Why this is important

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

#### How to read this

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

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

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

#### Example

60% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

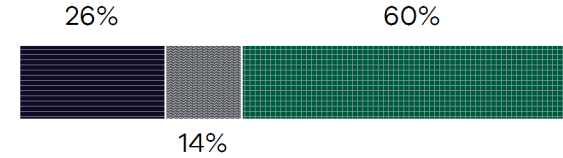
## Survey question

## Your results

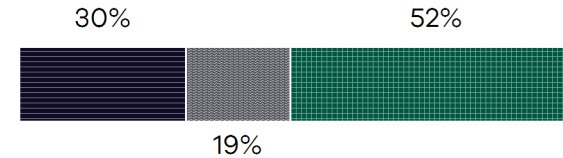
## Benchmark agree results



The workload I have is appropriate for the job that I do



I have enough time to do my job effectively



	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	72 %	60 %	60 %	45 %	67 %	85 %
I have enough time to do my job effectively	61 %	56 %	52 %	42 %	61 %	79 %

## Job and manager factors

### Learning and development

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

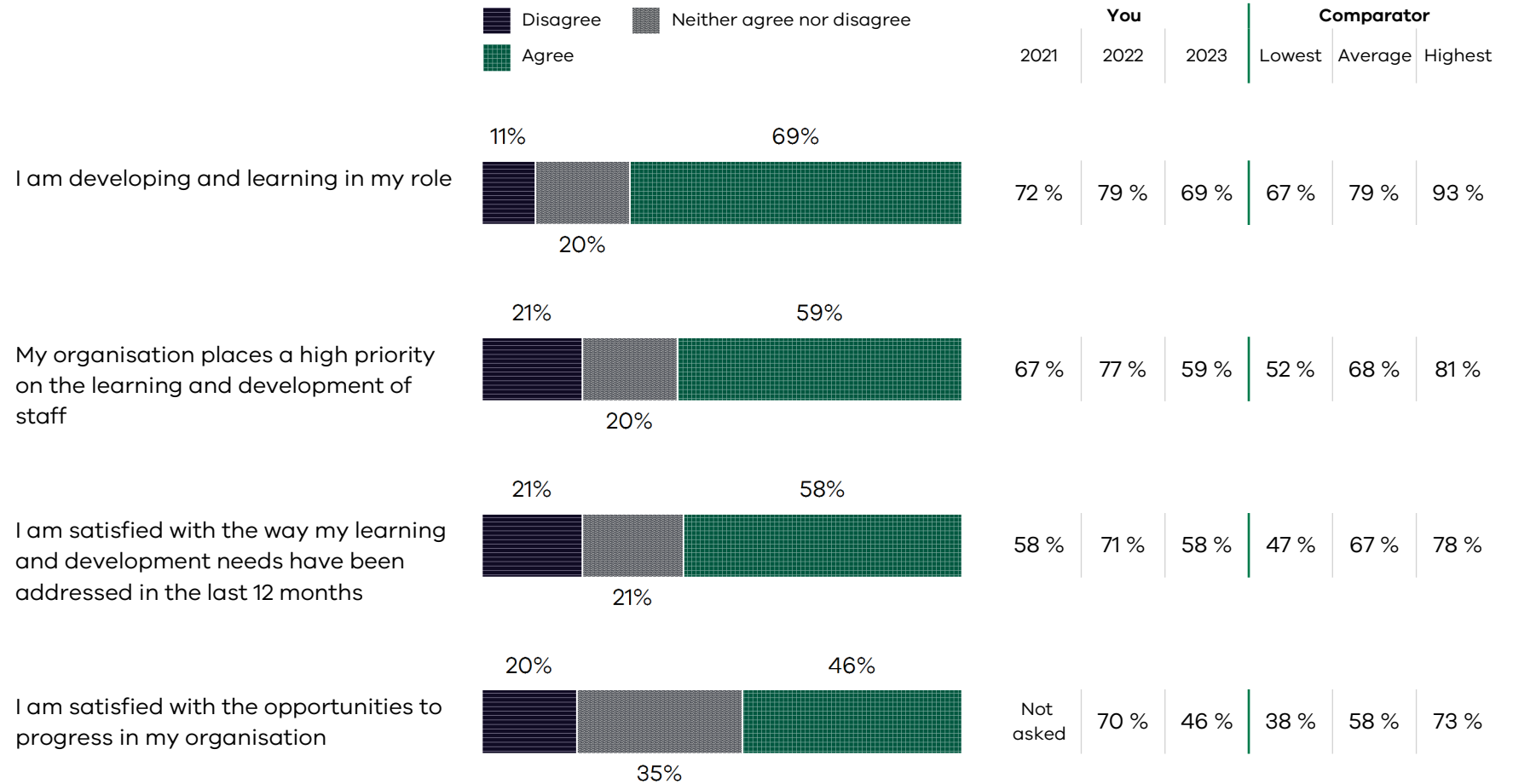
#### Example

69% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

### Survey question

### Your results

### Benchmark agree results



## Job and manager factors

### Job enrichment 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

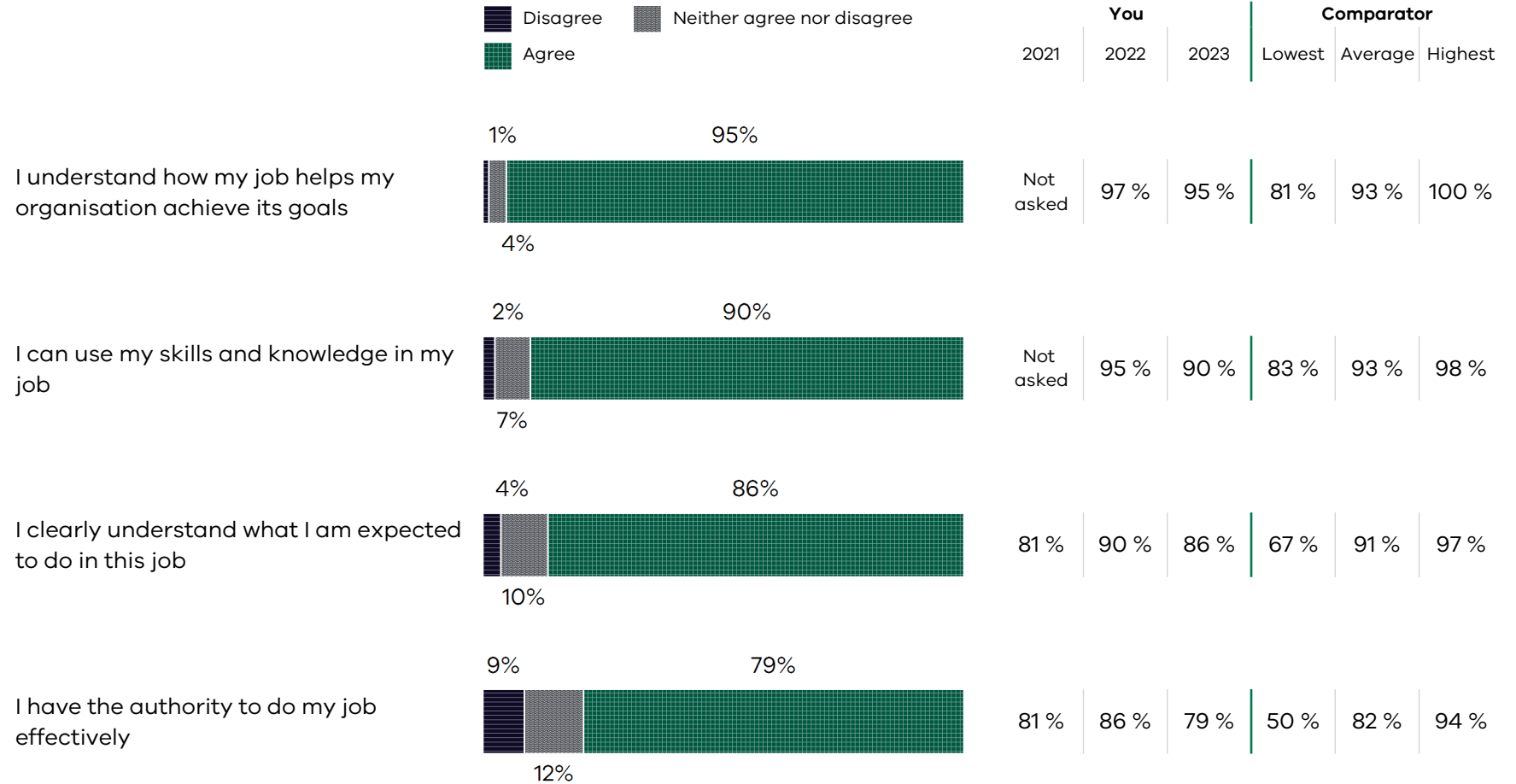
#### Example

95% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

### Survey question

### Your results

### Benchmark agree results



## Job and manager factors

### Job enrichment 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

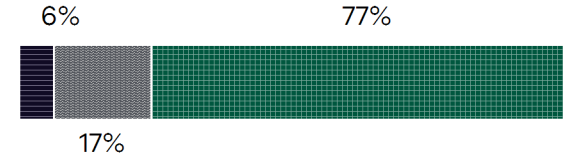
#### Example

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

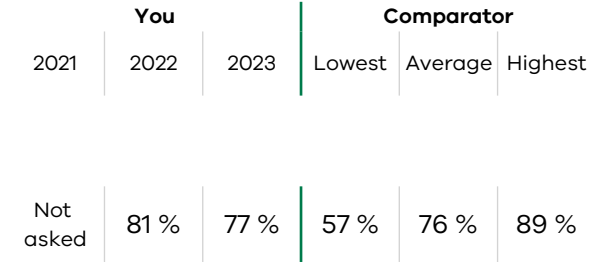
## Survey question

I have a say in how I do my work

## Your results



## Benchmark agree results



## Job and manager factors

### Meaningful work

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

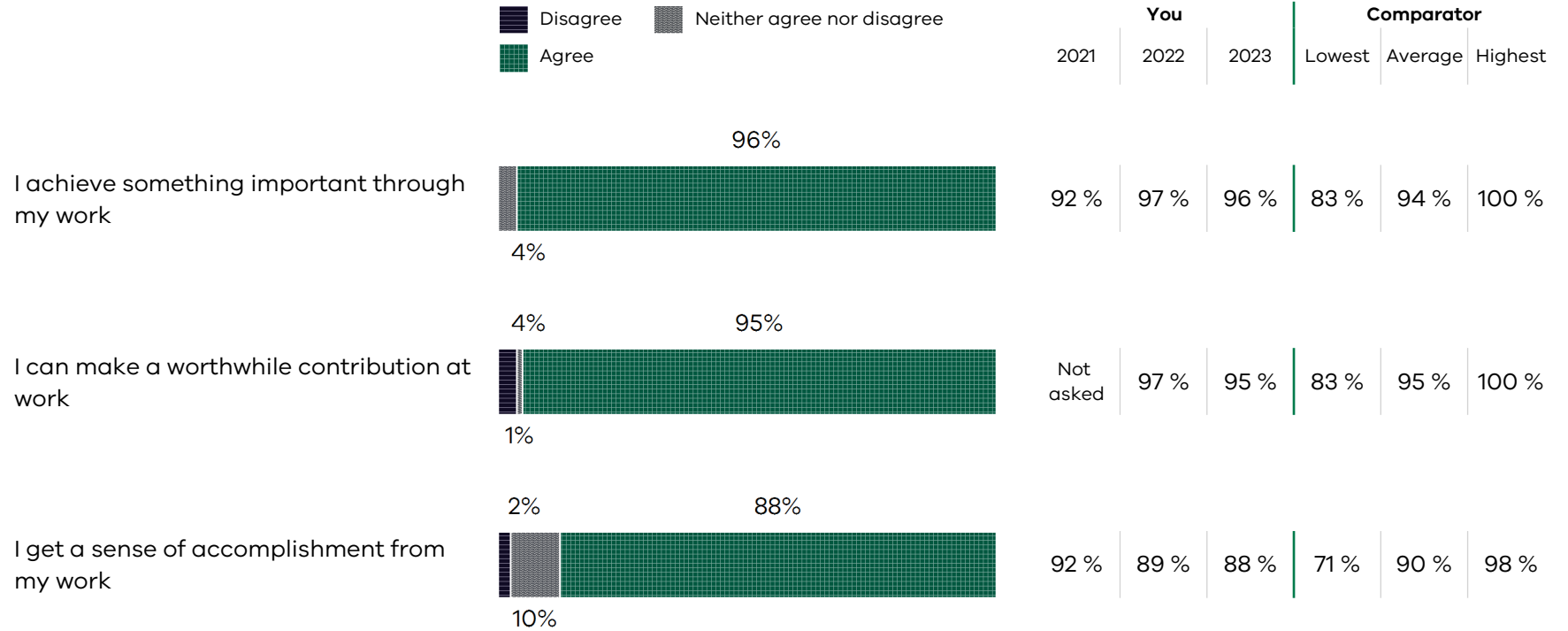
#### Example

96% of your staff who did the survey agreed or strongly agreed with 'I achieve something important through my work'.

### Survey question

### Your results

### Benchmark agree results





## Job and manager factors

### Flexible working

#### What this is

This is how well your 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

78% of your staff who did the survey agreed or strongly agreed with 'I am confident that if I requested a flexible work arrangement, it would be given due consideration'.

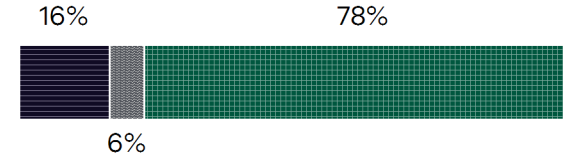
### Survey question

### Your results

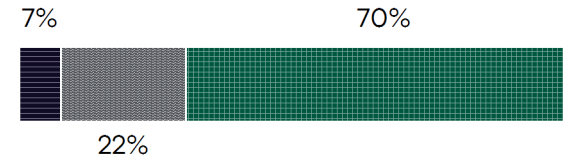
### Benchmark agree results



I am confident that if I requested a flexible work arrangement, it would be given due consideration



My manager supports working flexibly



	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I am confident that if I requested a flexible work arrangement, it would be given due consideration	78 %	77 %	78 %	51 %	72 %	89 %
My manager supports working flexibly	Not asked	85 %	70 %	59 %	80 %	94 %

# People matter survey

2023

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Burnout levels
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Satisfaction with complaint processes

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Demographics

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

## Public sector values

### 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.

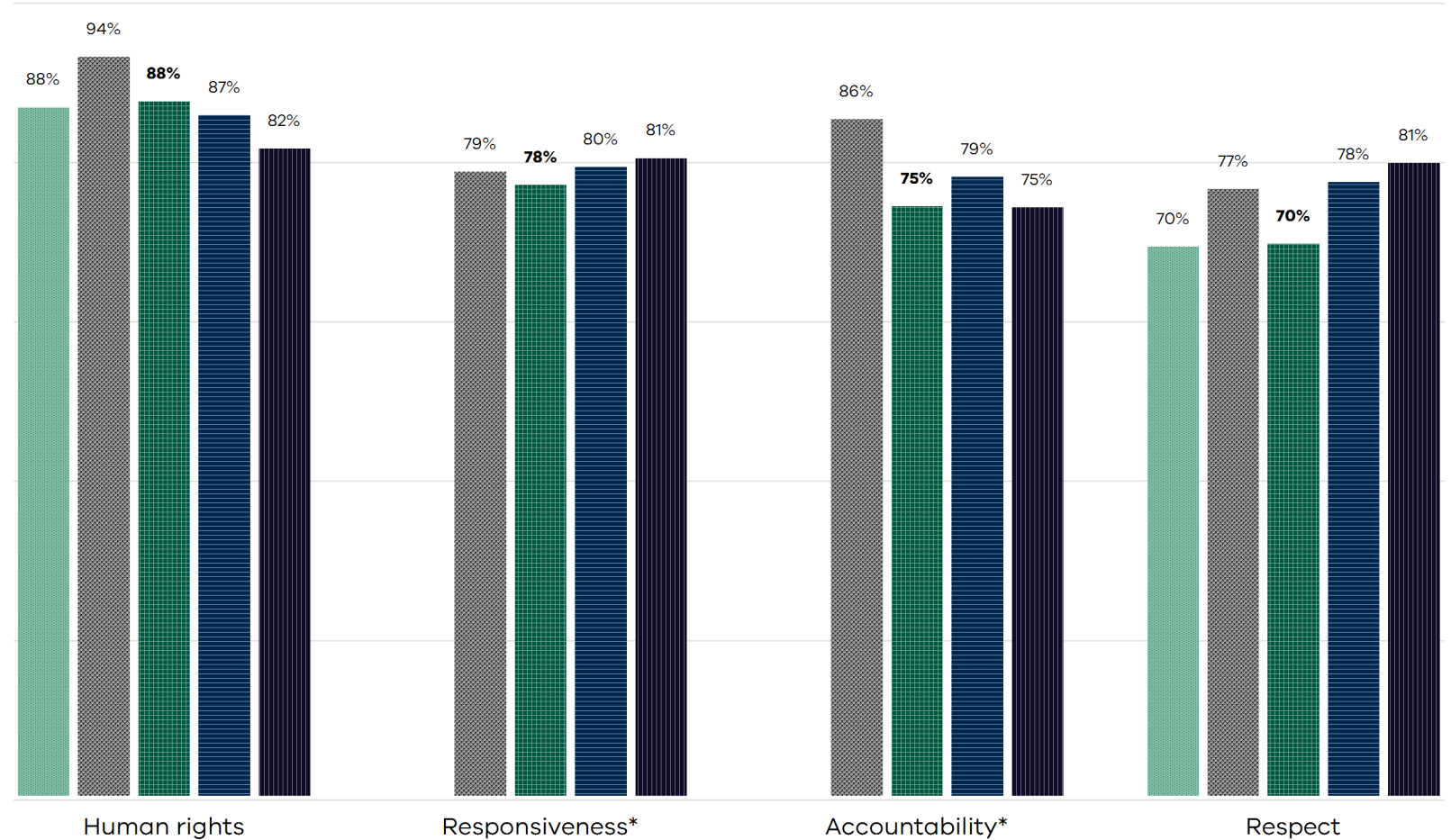
#### Example

In 2023:

- 88% of your staff who did the survey responded positively to questions about Human rights, which is down 6% 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

■ You 2021 ■ You 2022 ■ You 2023 ■ Comparator 2023 ■ Public sector 2023

## Public sector values

### 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.

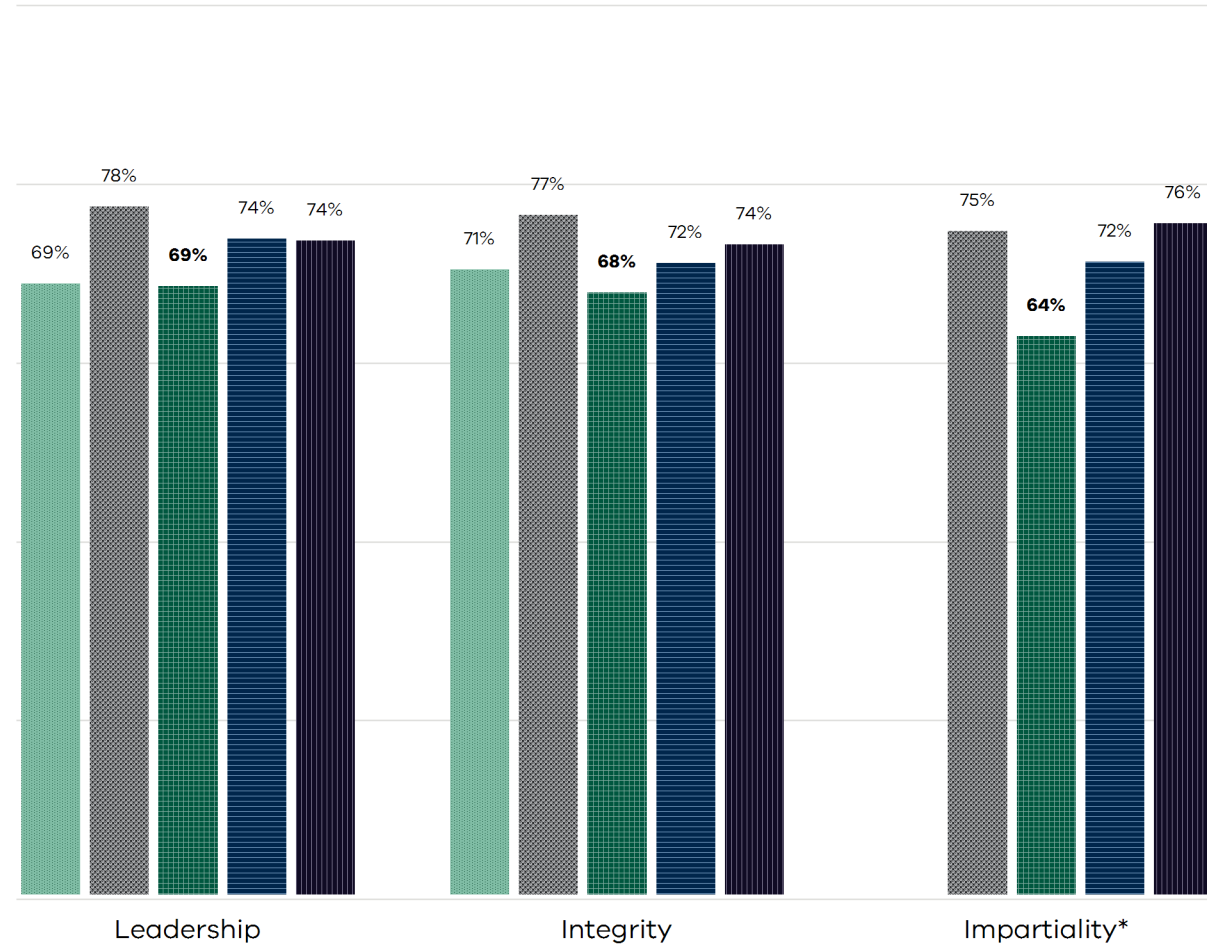
#### Example

In 2023:

- 69% of your staff who did the survey responded positively to questions about Leadership, which is down 9% in 2022.

Compared to:

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



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

■ You 2021 ■ You 2022 ■ You 2023 ■ Comparator 2023 ■ Public sector 2023

## Public sector values

### Responsiveness

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

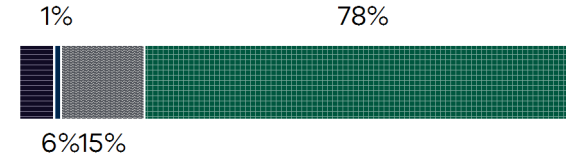
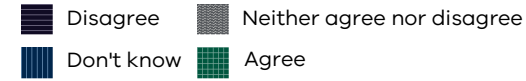
#### Example

78% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

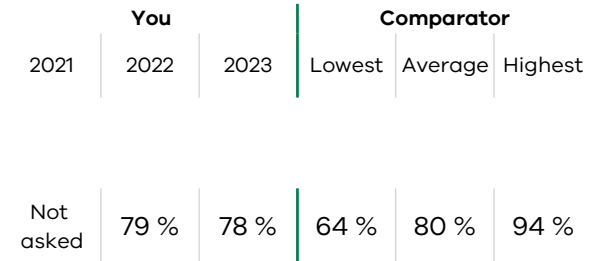
### Survey question

My workgroup provides high quality advice and services

### Your results



### Benchmark agree results



## Public sector values

### Integrity 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

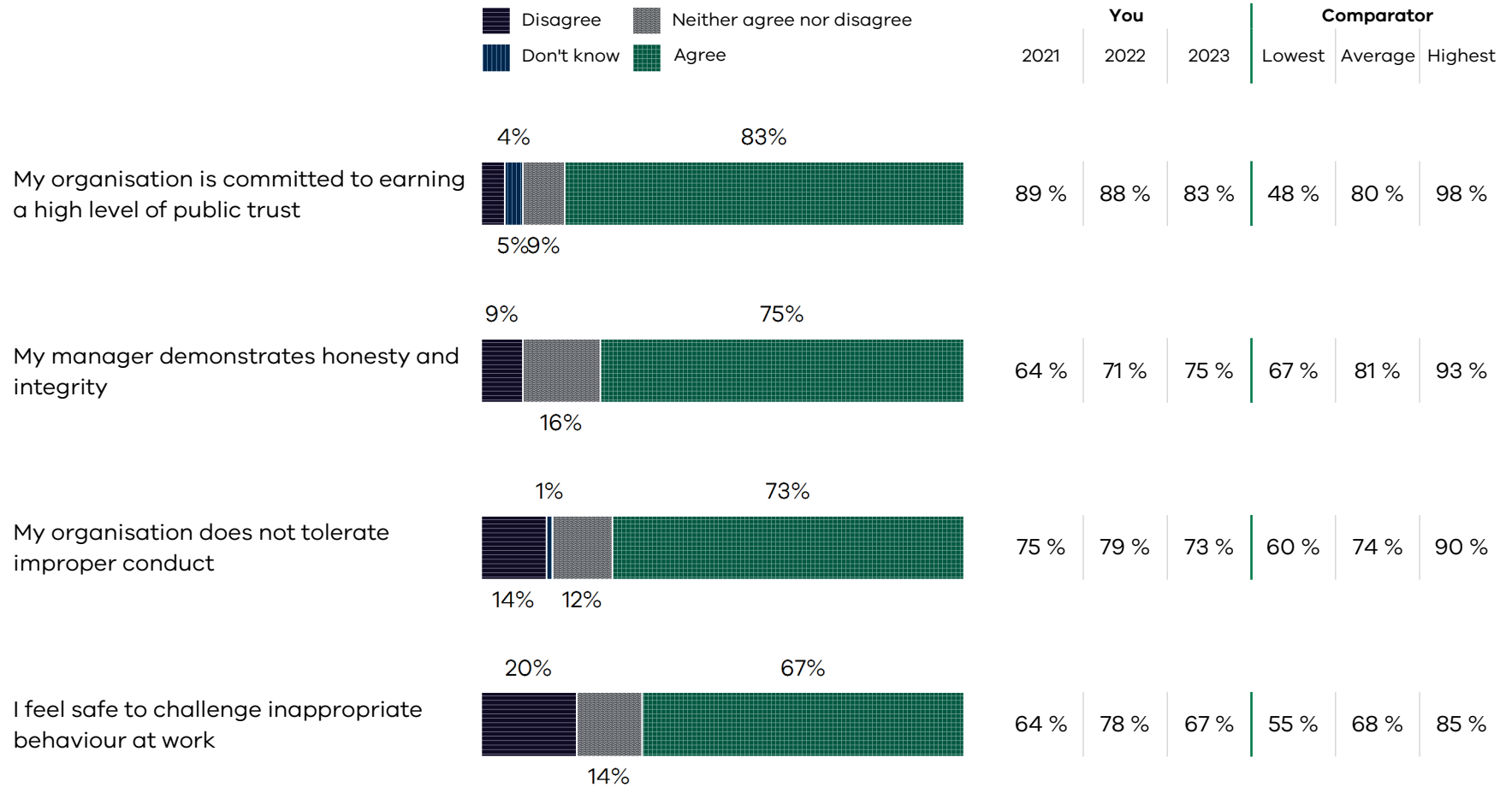
#### Example

83% of staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

### Survey question

### Your results

### Benchmark agree results





## Public sector values

### Integrity 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

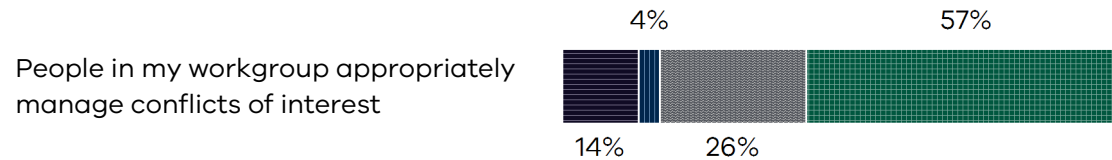
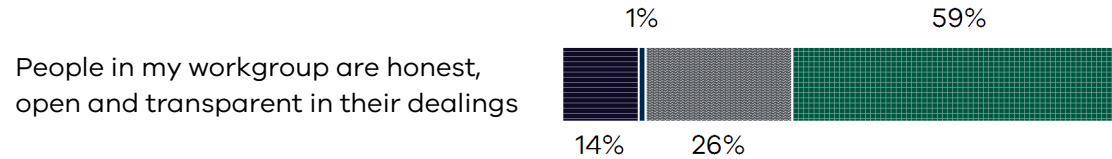
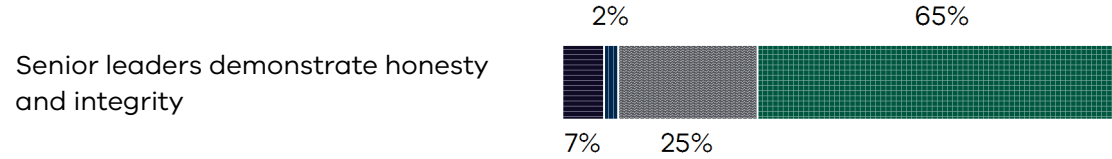
#### Example

65% of staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

### Survey question

### Your results

### Benchmark agree results



Year	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
Senior leaders demonstrate honesty and integrity	78 %	88 %	65 %	40 %	65 %	94 %
People in my workgroup are honest, open and transparent in their dealings	64 %	70 %	59 %	59 %	70 %	86 %
People in my workgroup appropriately manage conflicts of interest	64 %	66 %	57 %	51 %	64 %	80 %



## Public sector values

### Impartiality

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

68% of staff who did the survey agreed or strongly agreed with 'My workgroup acts fairly and without bias'.

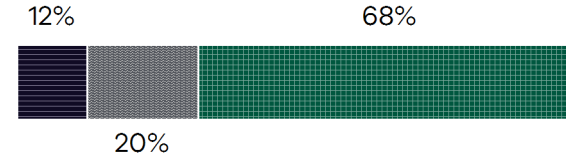
### Survey question

### Your results

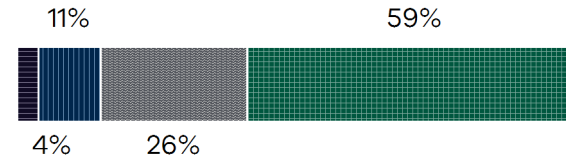
### Benchmark agree results



My workgroup acts fairly and without bias



People in my workgroup are politically impartial in their work



	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
My workgroup acts fairly and without bias	Not asked	77 %	68 %	58 %	71 %	86 %
People in my workgroup are politically impartial in their work	75 %	74 %	59 %	65 %	72 %	85 %

## Public sector values

### 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

95% of staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

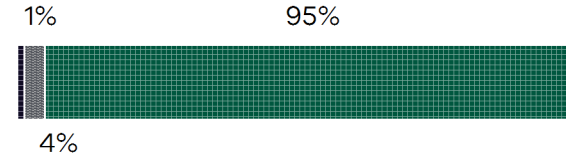
### Survey question

### Your results

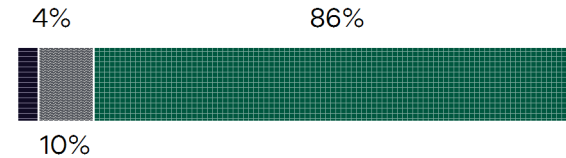
### Benchmark agree results



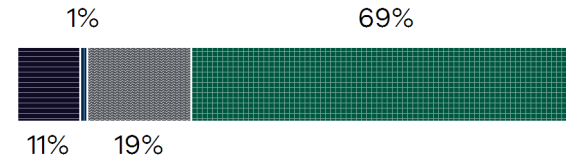
I understand how my job helps my organisation achieve its goals



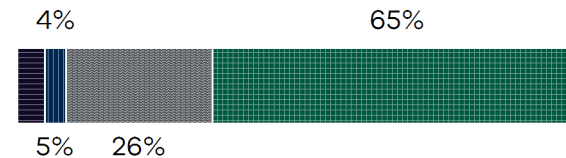
I clearly understand what I am expected to do in this job



My workgroup has clear lines of responsibility



My workgroup uses its resources well



Year	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
2021	Not asked	97 %	95 %	81 %	93 %	100 %
2022	81 %	90 %	86 %	67 %	91 %	97 %
2023	83 %	79 %	69 %	55 %	76 %	91 %
2024	Not asked	79 %	65 %	60 %	72 %	86 %

## Public sector values

### 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.

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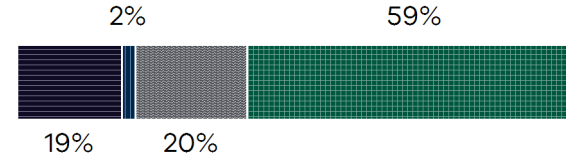
#### Example

59% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

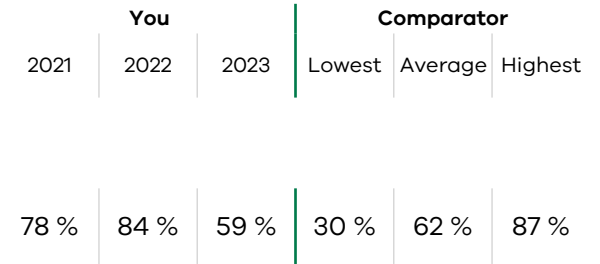
## Survey question

Senior leaders provide clear strategy and direction

## Your results



## Benchmark agree results



## Public sector values

### Respect 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

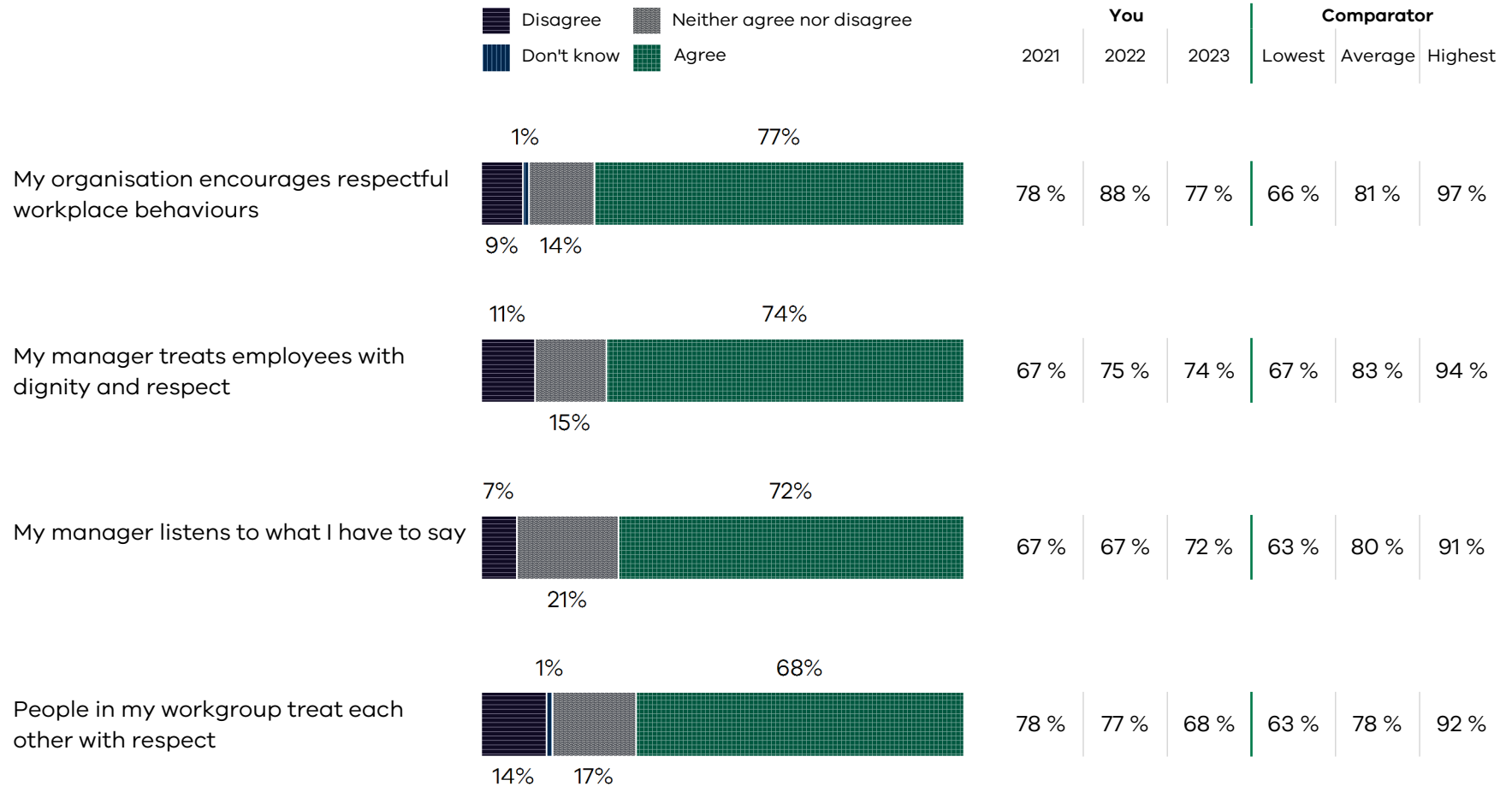
#### Example

77% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

### Survey question

### Your results

### Benchmark agree results



## Public sector values

### Respect 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

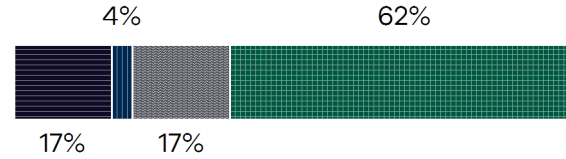
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

#### Example

62% of staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

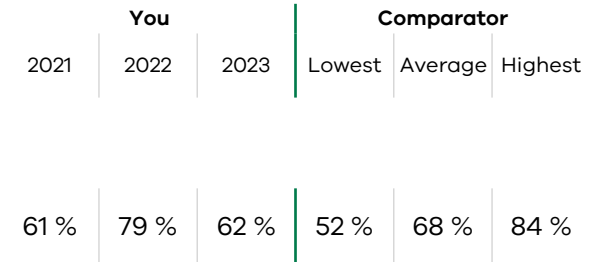
### Survey question

My organisation takes steps to eliminate bullying, harassment and discrimination



### Your results

### Benchmark agree results



## Public sector values

### Leadership

#### What this is

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

#### Why this is important

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

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

#### How to read this

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

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

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

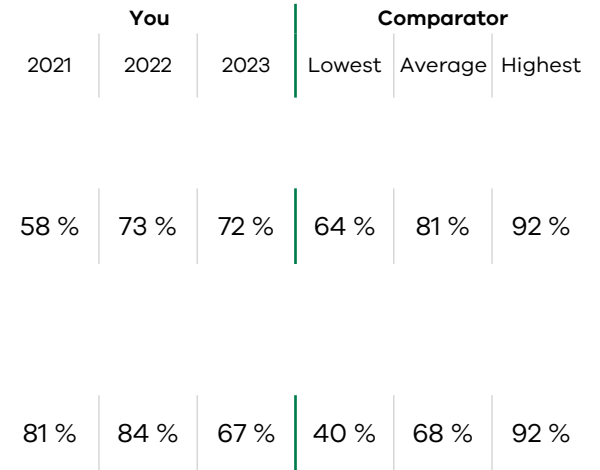
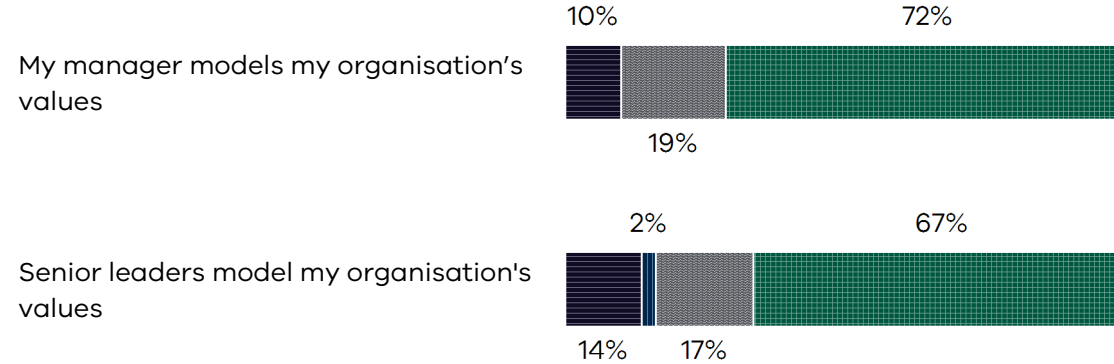
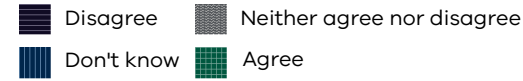
#### Example

72% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

### Survey question

### Your results

### Benchmark agree results



## Public sector values

### Human rights

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

94% of staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

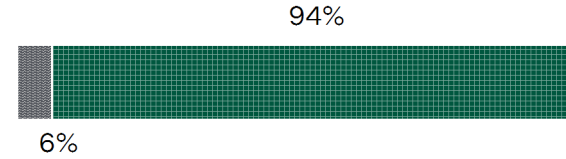
### Survey question

### Your results

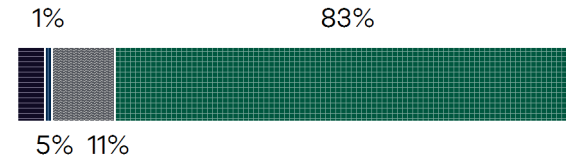
### Benchmark agree results



I understand how the Charter of Human Rights and Responsibilities applies to my work



My organisation encourages employees to act in ways that are consistent with human rights



	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I understand how the Charter of Human Rights and Responsibilities applies to my work	92 %	95 %	94 %	74 %	88 %	98 %
My organisation encourages employees to act in ways that are consistent with human rights	83 %	93 %	83 %	71 %	85 %	98 %



# People matter survey

2023

Have your say

## Overview

### Report overview

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

## Result summary

### People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Burnout levels
- Intention to stay
- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression
- Satisfaction with complaint processes

### Key differences

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

### Taking action

- Taking action questions

## Detailed results

### Senior leadership

- Senior leadership questions

### Organisational climate

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

### Workgroup climate

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

### Job and manager factors

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

### Public sector values

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

### Topical questions

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

### Custom questions

- Questions requested by your organisation

### Demographics

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

## Topical questions

### What this is

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

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

### Why this is important

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

### How to read this

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

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

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

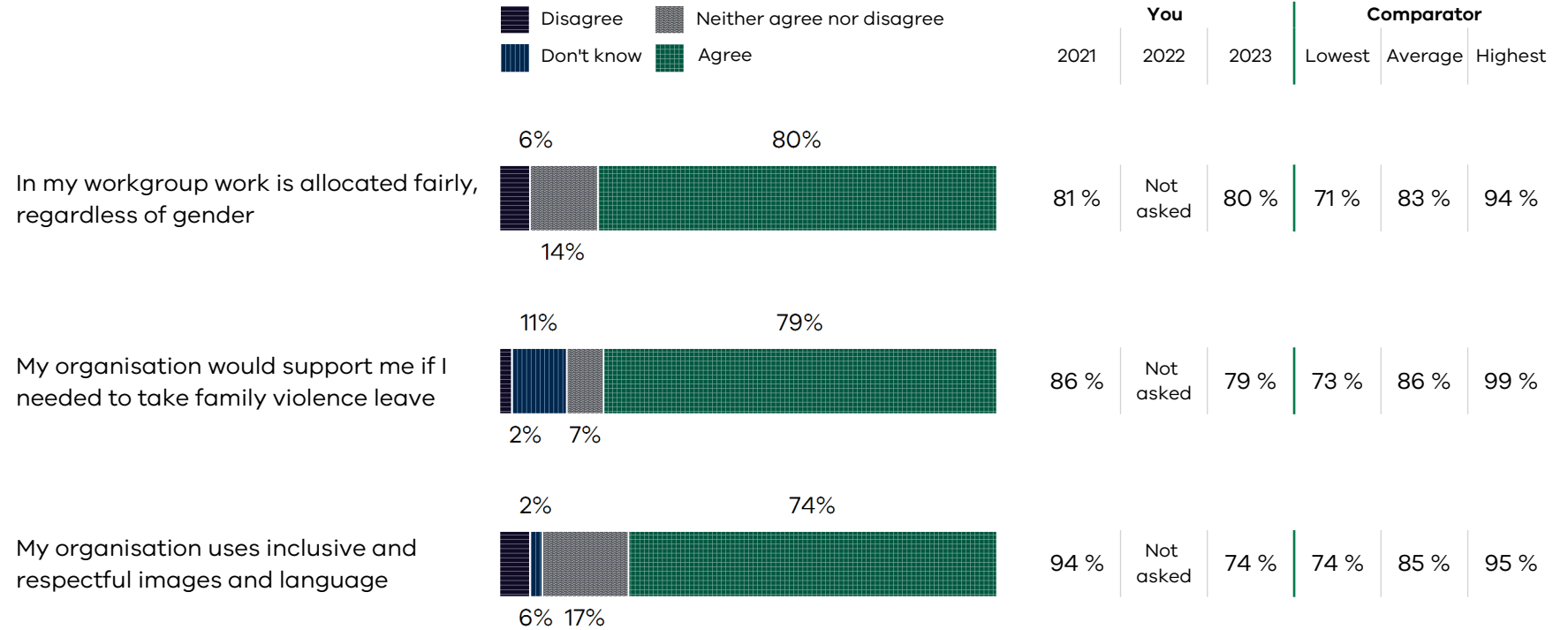
### Example

80% of your staff who did the survey agreed or strongly agreed with 'In my workgroup work is allocated fairly, regardless of gender'.

## Survey question

## Your results

## Benchmark agree results



## Topical questions

### What this is

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

### Why this is important

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

### How to read this

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

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

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

### Example

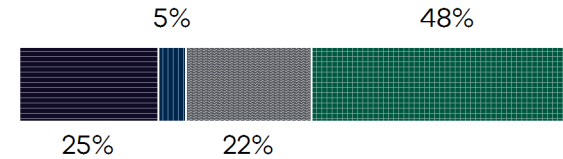
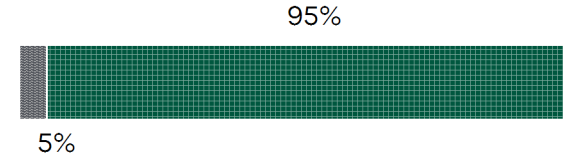
95% of your staff who did the survey agreed or strongly agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.

## Survey question

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

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

## Your results



## Benchmark agree results

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I understand how the Code of Conduct for Victorian public sector employees applies to my work	Not asked	Not asked	95 %	75 %	88 %	96 %
My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	Not asked	Not asked	48 %	42 %	56 %	74 %

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### Key differences

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

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- Taking action questions

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- Senior leadership questions

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- Flexible working

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- Responsiveness
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- Respect
- Leadership
- Human rights

### Topical questions

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

### Demographics

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

## Demographics

### Age, gender, variations in sex characteristics and sexual orientation

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

To protect you, we:

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

Age	(n)	%
15-34 years	13	16%
35-54 years	37	46%
55+ years	22	27%
Prefer not to say	9	11%

How would you describe your gender?	(n)	%
Woman	62	77%
Prefer not to say	9	11%
Man	7	9%
Non-binary and I use a different term	3	4%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	2	2%
No	67	83%
Prefer not to say	12	15%

### To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?\*

	(n)	%
No	67	83%
Don't know	3	4%
Prefer not to say	11	14%

### How do you describe your sexual orientation?

	(n)	%
Straight (heterosexual)	57	70%
Prefer not to say	17	21%
Don't know	2	2%
Gay or lesbian	2	2%
Pansexual	1	1%
I use a different term	1	1%
Asexual	1	1%

## Demographics

### Aboriginal and/or Torres Strait Islander employees

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

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### Aboriginal and/or Torres Strait Islander

	(n)	%
Yes	1	1%
Non Aboriginal and/or Torres Strait Islander	75	93%
Prefer not to say	5	6%

## Demographics

### Disability

#### What this is

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

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

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

#### How we protect anonymity and privacy

To protect you, we:

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### Do you identify as a person with a disability?

	(n)	%
Yes	3	4%
No	74	91%
Prefer not to say	4	5%



## Demographics

### Cultural diversity 1 of 2

#### What this is

These are the personal characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

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Country of birth	(n)	%
Born in Australia	<b>69</b>	85%
Not born in Australia	<b>6</b>	7%
Prefer not to say	<b>6</b>	7%

#### Language other than English spoken with family or community

	(n)	%
Yes	<b>5</b>	6%
No	<b>68</b>	84%
Prefer not to say	<b>8</b>	10%

## Demographics

### Cultural diversity 2 of 2

#### What this is

This is the cultural identity and religion of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

To protect you, we:

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Cultural identity	(n)	%
Australian	62	77%
Prefer not to say	8	10%
English, Irish, Scottish and/or Welsh	7	9%
Other	2	2%
African	2	2%
Aboriginal and/or Torres Strait Islander	1	1%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	1	1%

Religion	(n)	%
No religion	36	44%
Christianity	24	30%
Prefer not to say	14	17%
Other	4	5%
Buddhism	1	1%
Hinduism	1	1%
Islam	1	1%

## Demographics

### Employment characteristics 1 of 2

#### What this is

These are the employment characteristics of staff.

#### Why this is important

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

#### How to read this

Each table shows the breakdown of responses from your survey.

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

#### How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
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Working arrangement	(n)	%
Full-Time	18	22%
Part-Time	63	78%

Gross base salary (ongoing/fixed term only)	(n)	%
Prefer not to say	6	10%
Below \$80k	41	65%
\$80k to \$120k	11	17%
\$120k to \$160k	4	6%
\$160k to \$200k	1	2%

Organisational tenure	(n)	%
<1 year	22	27%
1 to less than 2 years	11	14%
2 to less than 5 years	16	20%
5 to less than 10 years	17	21%
10 to less than 20 years	10	12%
More than 20 years	5	6%

Management responsibility	(n)	%
Non-manager	69	85%
Other manager	8	10%
Manager of other manager(s)	4	5%

Employment type	(n)	%
Ongoing and executive	48	59%
Other	18	22%
Fixed term	15	19%

## Demographics

### Employment characteristics 2 of 2

#### What this is

These are the employment characteristics of staff.

#### Why this is important

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#### How to read this

Each table shows the breakdown of responses from your survey.

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### Primary workplace location over the last 3 months

	(n)	%
Rural	70	86%
Large regional city	10	12%
Other	1	1%

### What have been your main places of work over the last 3-months?

	(n)	%
Your employer's office	32	40%
A frontline or service delivery location	34	42%
Home or private location	14	17%
A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.)	5	6%
Other	10	12%

### Flexible work

	(n)	%
Part-time	35	43%
Flexible start and finish times	30	37%
No, I do not use any flexible work arrangements	17	21%
Working from an alternative location (e.g. home, hub/shared work space)	16	20%
Shift swap	15	19%
Using leave to work flexible hours	9	11%
Study leave	8	10%
Working more hours over fewer days	4	5%
Other	1	1%
Purchased leave	1	1%

## Demographics

### Adjustments

#### What this is

These are adjustments staff requested to perform in their role.

#### Why this is important

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

#### How to read this

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

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

#### How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
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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?\*

	(n)	%
No, I have not requested adjustments	<b>61</b>	75%
Flexible working arrangements	<b>17</b>	21%
Physical modifications or improvements to the workplace	<b>4</b>	5%
Job redesign or role sharing	<b>3</b>	4%
Career development support strategies	<b>2</b>	2%
Other	<b>1</b>	1%

### Why did you make this request?

	(n)	%
Work-life balance	<b>11</b>	55%
Health	<b>7</b>	35%
Caring responsibilities	<b>4</b>	20%
Family responsibilities	<b>4</b>	20%
Study commitments	<b>3</b>	15%

### What was your experience with making the request?

	(n)	%
The adjustments I needed were made and the process was satisfactory	<b>15</b>	75%
The adjustments I needed were made but the process was unsatisfactory	<b>4</b>	20%
The adjustments I needed were not made	<b>1</b>	5%

## Demographics

### Caring

#### What this is

These are staff-reported caring responsibilities.

#### Why this is important

This shows organisations what caring responsibilities their staff have.

#### How to read this

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

Caring responsibility	(n)	%
None of the above	29	36%
Secondary school aged child(ren)	20	25%
Primary school aged child(ren)	16	20%
Prefer not to say	10	12%
Person(s) with disability	5	6%
Person(s) with a medical condition	5	6%
Person(s) with a mental illness	5	6%
Frail or aged person(s)	5	6%
Child(ren) - younger than preschool age	4	5%
Other	3	4%
Preschool aged child(ren)	1	1%

## Demographics

### Employment categories

#### What is this

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

#### Why this is important

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

#### How to read this

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

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

#### How we protect anonymity and privacy

To protect you, we:

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

### Which of the following categories best describes your current position?

	(n)	%
Nursing Employees	22	27%
Support services	17	21%
Management, Administration and Corporate support	14	17%
Allied health - assistant	11	14%
Allied health - therapy discipline	9	11%
Other health and social care	6	7%
Medical Employees	1	1%
Community development	1	1%



## Demographics

### Primary role

#### What is this

This shows the primary role of your staff.

#### Why this is important

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

#### How to read this

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

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

#### How we protect anonymity and privacy

To protect you, we:

- de-identify all survey response data provided to your organisation
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### Which of the following best describes the primary operational area in which you work?

	(n)	%
Hospital-based services	<b>30</b>	37%
Corporate services	<b>4</b>	5%
Community-based services	<b>25</b>	31%
Residential aged care services	<b>22</b>	27%

### Is your primary work role in one of the following areas?

	(n)	%
Aged care	<b>38</b>	47%
Critical care	<b>1</b>	1%
Medical	<b>5</b>	6%
Mental health	<b>1</b>	1%
Mixed medical/surgical	<b>1</b>	1%
Palliative care	<b>1</b>	1%
Paediatrics	<b>1</b>	1%
Rehabilitation	<b>2</b>	2%
Other	<b>21</b>	26%
Administration	<b>10</b>	12%



**Victorian  
Public Sector  
Commission**



[vpsc.vic.gov.au/peoplemattersurvey](https://vpsc.vic.gov.au/peoplemattersurvey)