People matter survey wellbeing check 2022

Have your say

Family Violence Prevention Agency
2022 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

People matter survey wellbeing check 2022

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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 2020 and 2021.

This means you'll be able to compare about 75% of this year's survey with your previous results.

Rounding of percentages

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

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

Survey questions and definitions

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

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Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

| **Senior leadership** | → | **Organisation climate** | → | **Workgroup climate** | → | **Job and manager** | → | **Outcomes** |

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

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

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

Job and manager
- Manager leadership
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Outcomes
- Engagement
- Satisfaction
- Wellbeing – work-related stress
- Wellbeing – job-related affect
- Intention to stay
- Acting on negative behaviours
- Inclusion

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

Victorian Public Sector Commission

VICTORIA State Government

Report overview

Your comparator group1 of 2

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'.

Bushfire Recovery Victoria

CenITex

Commission for Children and Young People

Emergency Services Superannuation Board

Essential Services Commission

Game Management Authority

Independent Broad-based Anti-corruption Commission

Infrastructure Victoria

Labour Hire Licensing Authority

Latrobe Valley Authority

Local Government Inspectorate

Major Transport Infrastructure Authority

Office of the Chief Parliamentary Counsel

Office of the Governor Victoria

Office of the Legal Services Commissioner

Office of the Ombudsman Victoria

Office of the Victorian Electoral Commissioner

Office of the Victorian Government Architect

Office of the Victorian Information Commissioner

Office of the Victorian Inspectorate

Portable Long Service Authority

Public Record Office Victoria

Safer Care Victoria

Service Victoria

Suburban Rail Loop Authority

Victorian Auditor-General's Office

Victorian Commission for Gambling and Liquor Regulation

Victorian Disability Worker Commission

Victorian Equal Opportunity and Human Rights Commission

Victorian Fisheries Authority

Victorian Government Solicitor's Office

Report overview

Your comparator group 2 of 2

What this is

This is a list of similar organisations to yours.

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Victorian Public Sector Commission

Victorian Responsible Gambling Foundation

Victorian Skills Authority

Wage Inspectorate Victoria

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2021

**82%
(23)**

Comparator	50%
Public Sector	39%

2022

**89%
(24)**

Comparator	52%
Public Sector	42%

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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.

2021	
72	
Comparator	73
Public Sector	70

2022	
74	
Comparator	73
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 2022 index is 74.

Why this is important

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

How to read this

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

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

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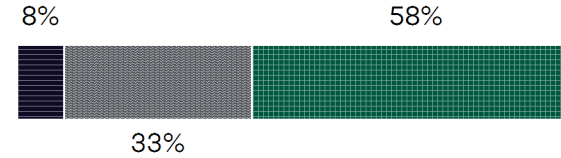
Example

92% 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		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
I am proud to tell others I work for my organisation	92% / 8%	67 %	70 %	92 %	53 %	79 %	100 %
My organisation motivates me to help achieve its objectives	4% / 83% / 13%	57 %	74 %	83 %	53 %	74 %	97 %
My organisation inspires me to do the best in my job	4% / 75% / 21%	57 %	61 %	75 %	53 %	72 %	97 %
I feel a strong personal attachment to my organisation	8% / 67% / 25%	67 %	57 %	67 %	42 %	61 %	89 %

Legend: Disagree, Neither agree nor disagree, Agree
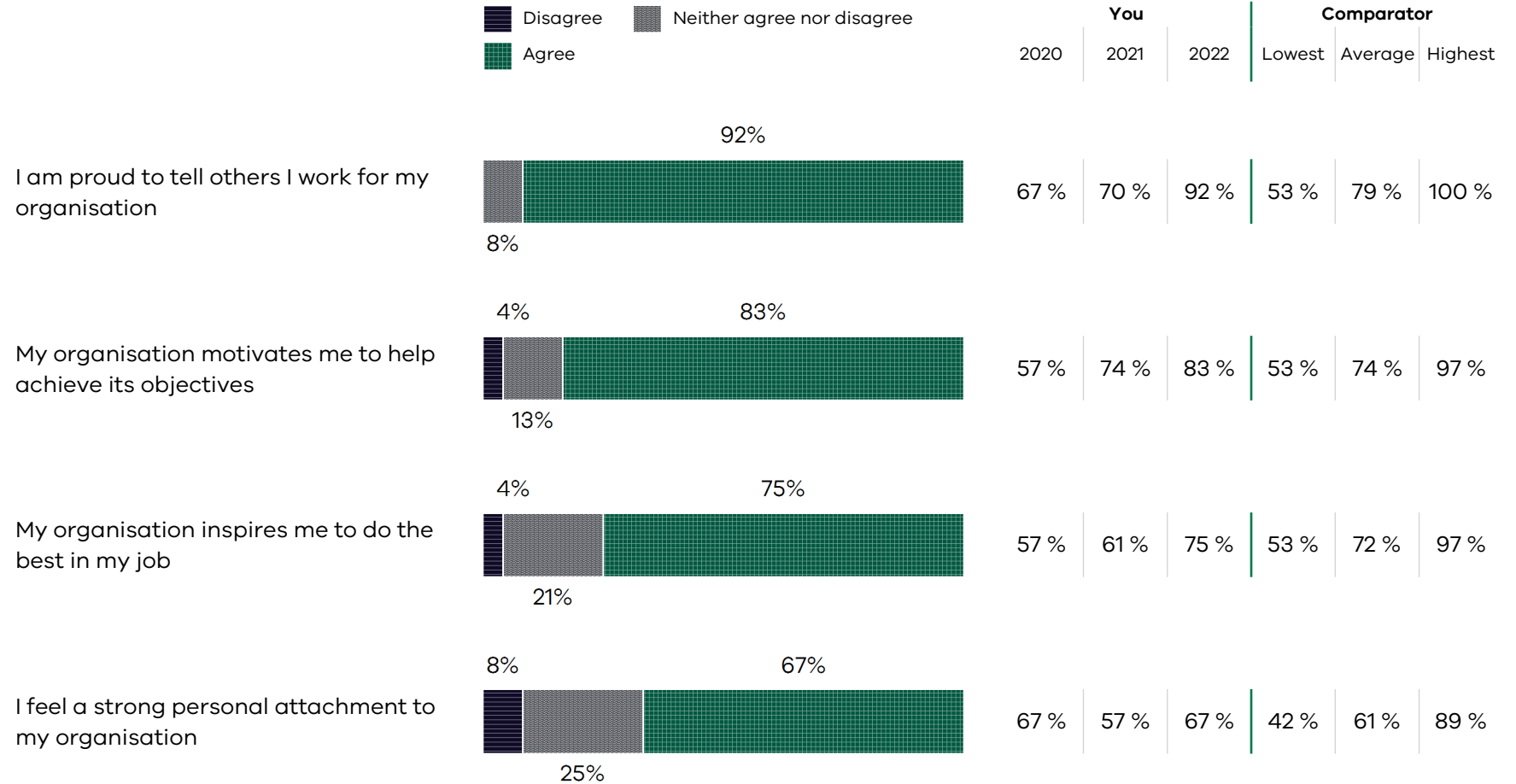
People outcomes

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 2022 index is 74.

Why this is important

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

How to read this

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

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

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

Example

58% of your staff who did the survey agreed or strongly agreed with 'I would recommend my organisation as a good place to work'.

Survey question	Your results						
			Benchmark agree results				

Survey question / **Your results** / **Benchmark agree results**

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

	You			Comparator		
	2020	2021	2022	Lowest	Average	Highest
I would recommend my organisation as a good place to work	48 %	52 %	58 %	50 %	74 %	100 %

Your results bar: 8% Disagree, 33% Neither agree nor disagree, 58% Agree

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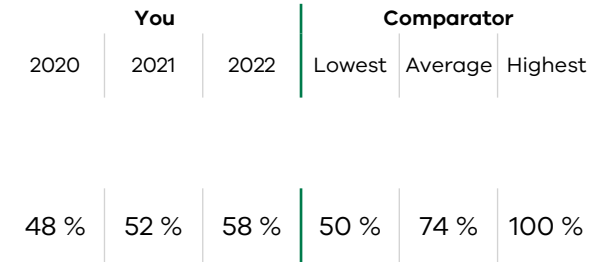
People outcomes

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 2022:

- 75% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:

- 81% of staff at your comparator and 77% of staff across the public sector.
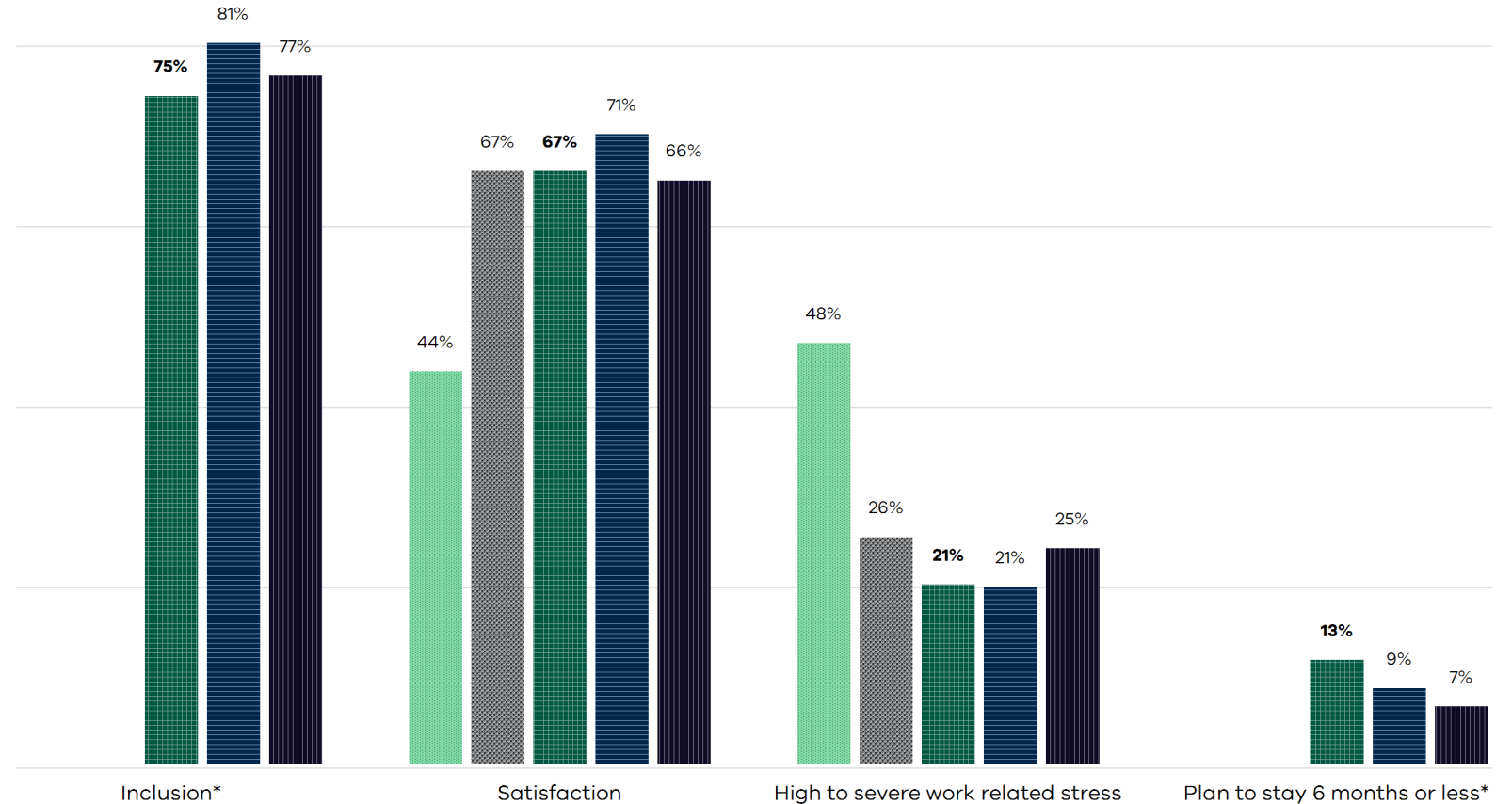
*We can't compare some data here because one or more questions were not asked in a previous survey

Legend: You 2020 | You 2021 | You 2022 | Comparator 2022 | Public sector 2022

Chart categories: Inclusion* | Satisfaction | High to severe work related stress | Plan to stay 6 months or less*

Inclusion*: 75%, 81%, 77%
Satisfaction: 44%, 67%, 67%, 71%, 66%
High to severe work related stress: 48%, 26%, 21%, 21%, 25%
Plan to stay 6 months or less*: 13%, 9%, 7%

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

83% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Legend: Dissatisfied | Neither satisfied nor dissatisfied | Satisfied

Survey question	Your results	2020	2021	2022	Lowest	Average	Highest
			You			**Comparator**	
Considering everything, how satisfied are you with your current job	8% / 8% / 83%	57 %	74 %	83 %	55 %	76 %	97 %
How satisfied are you with the work/life balance in your current job	13% / 17% / 71%	38 %	70 %	71 %	38 %	76 %	100 %
How satisfied are you with your career development within your current organisation	21% / 33% / 46%	38 %	57 %	46 %	36 %	59 %	81 %
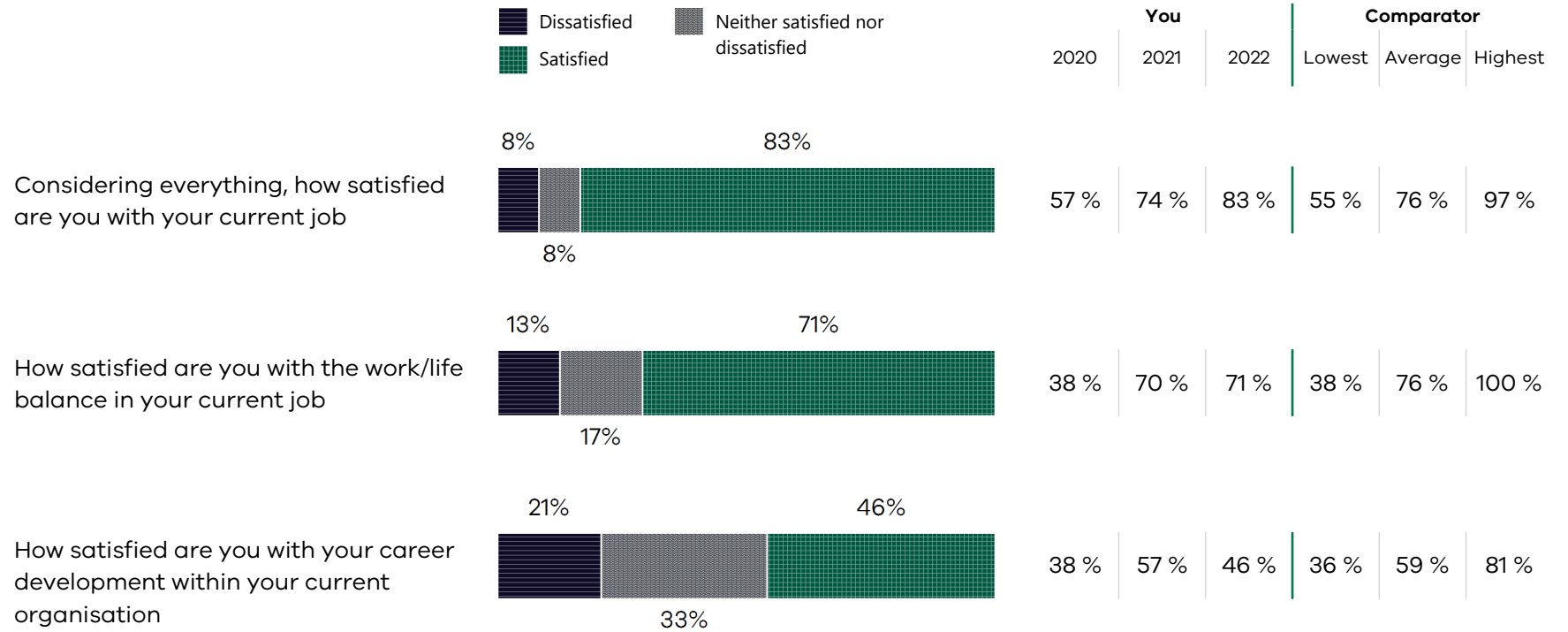
People outcomes

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 2022 compared to 2021 and your comparator.

Example

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

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

Category	Value
Nil	13%
Low / mild	38%
Moderate	29%
High	17%
Very high	4%
Severe	0%
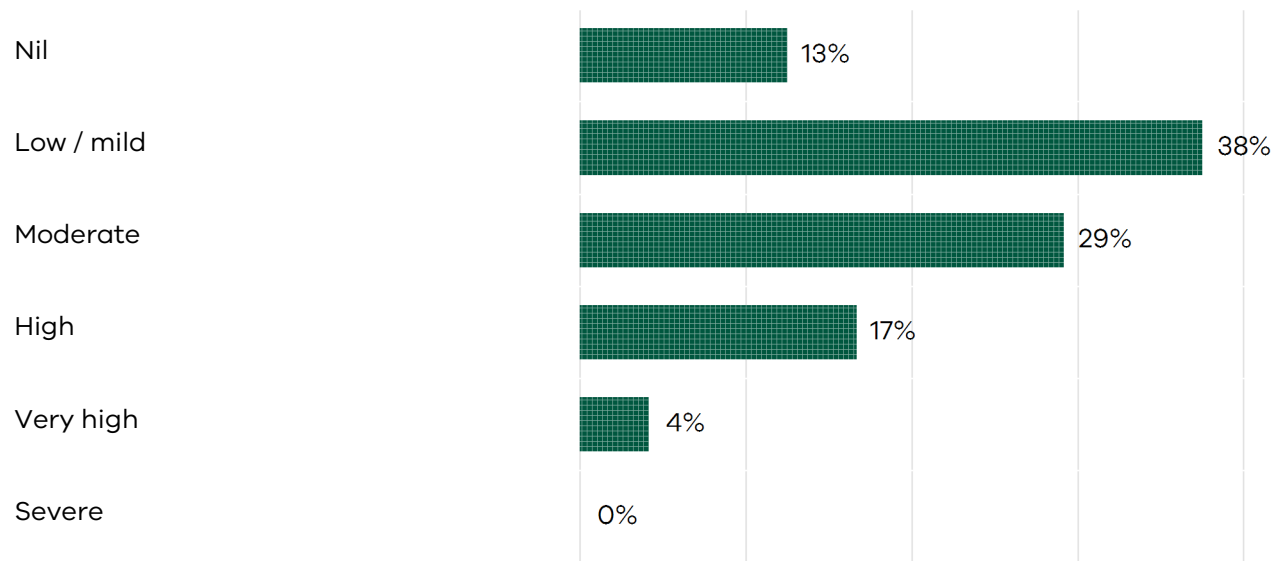
Reported levels of high to severe stress

2021	2022
26%	**21%**

Comparator	26%	Comparator	21%
Public Sector	26%	Public Sector	25%
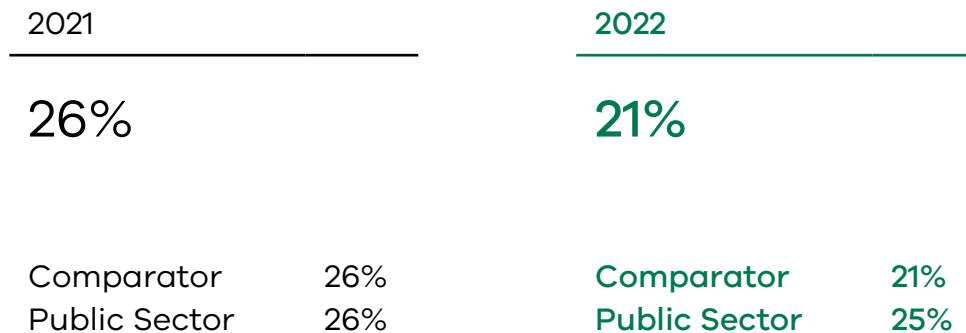
People outcomes

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

88% of your staff who did the survey said they experienced mild to severe stress.

Of that 88%, 48% said the top reason was 'Organisation or workplace change'.

	21	3
	88%	13%

▓ Experienced some work-related stress   ▓ Did not experience some work-related stress
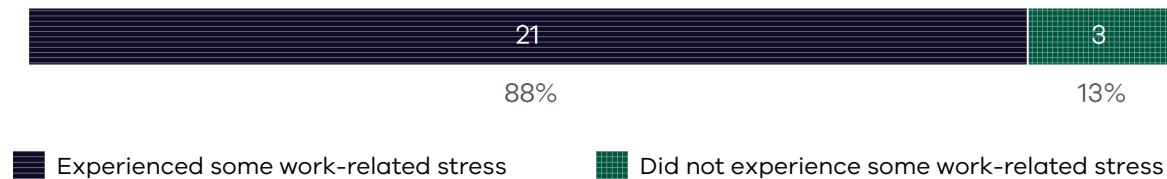
Of those that experienced work related stress it was from …	You 2021	You 2022	Comparator 2022	Public sector 2022
Organisation or workplace change	21%	48%	11%	11%
Time pressure	58%	43%	47%	43%
Workload	58%	38%	49%	53%
Content, variety, or difficulty of work	16%	33%	14%	11%
Unclear job expectations	21%	24%	16%	12%
Competing home and work responsibilities	5%	14%	14%	15%
Ability to choose how my work is done	0%	10%	5%	5%
Other	11%	10%	8%	9%
Work that doesn't match my skills or experience	11%	10%	8%	7%
Job security	16%	5%	9%	8%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

Example

8% 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	Comparator 2022	Public sector 2022
6 months or less	13%	9%	7%
Over 6 months and up to 1 year	8%	14%	10%
Over 1 year and up to 3 years	46%	31%	23%
Over 3 years and up to 5 years	17%	18%	16%
Over 5 years	17%	28%	44%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Inclusion question results

What this is

This is how included staff feel in their workplace.

Why this is important

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

How to read this

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

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

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

Example

79% of your staff who did the survey agreed or strongly agreed with 'I can be myself at work'.

Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question	Your results	You 2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
I can be myself at work	21% (Neither), 79% (Agree)	Not asked	Not asked	79 %	74 %	86 %	100 %
I feel as if I belong at this organisation	8% (Disagree), 21% (Neither), 71% (Agree)	Not asked	Not asked	71 %	54 %	76 %	97 %
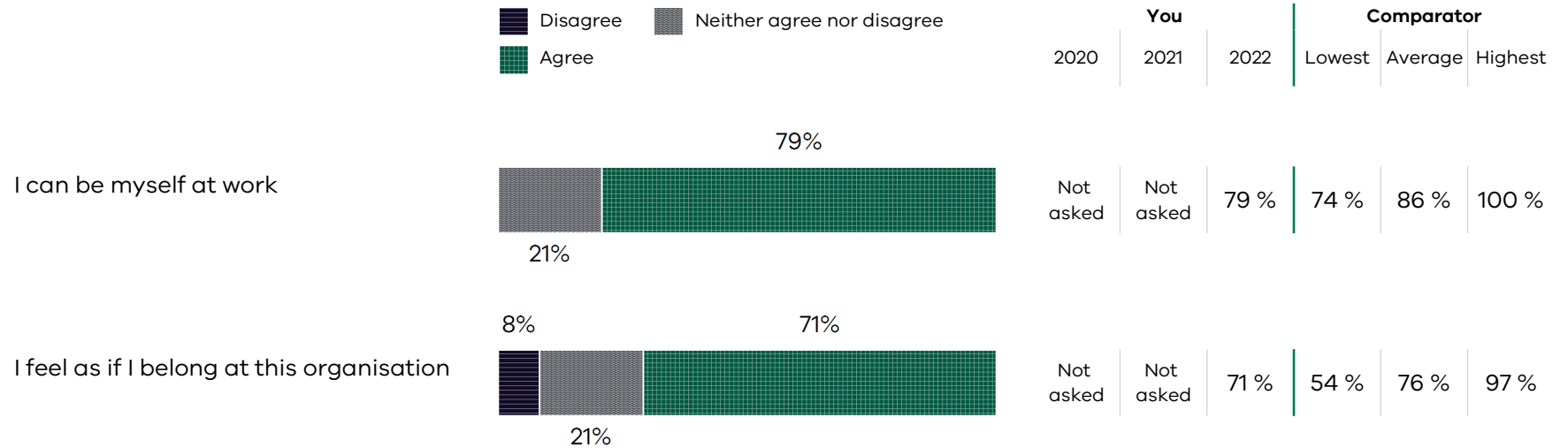
People outcomes

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 tell us if they have experienced any barriers to their success at work and what those barriers were. They can select more than one barrier.

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

Example

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

Staff who experienced one or more barriers to success at work

5	19
21%	79%

■ Experienced barriers   ▨ Did not experience barriers
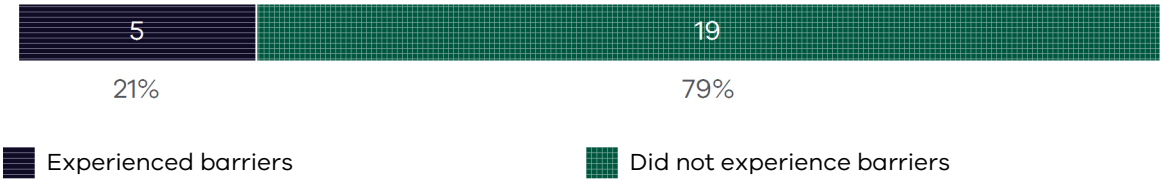
During the last 12 months, employees experienced barriers to their success due to ...	You 2022	Comparator 2022	Public sector 2022
My caring responsibilities	8%	6%	7%
My mental health	8%	7%	7%
My physical health	4%	3%	4%
My sex	4%	4%	4%
Other	4%	3%	5%

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 2022:

- 63% of your staff who did the survey said work made them feel happy in 2022, which is up from 57% in 2021

Compared to:

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

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

Legend: You 2020 | You 2021 | You 2022 | Comparator 2022 | Public sector 2022

Enthusiastic: 48%, 65%, 63%, 53%, 48%
Happy: 24%, 57%, 63%, 54%, 54%
Worried: 57%, 35%, 25%, 25%, 33%
Miserable: 29%, 4%, 8%, 13%, 19%

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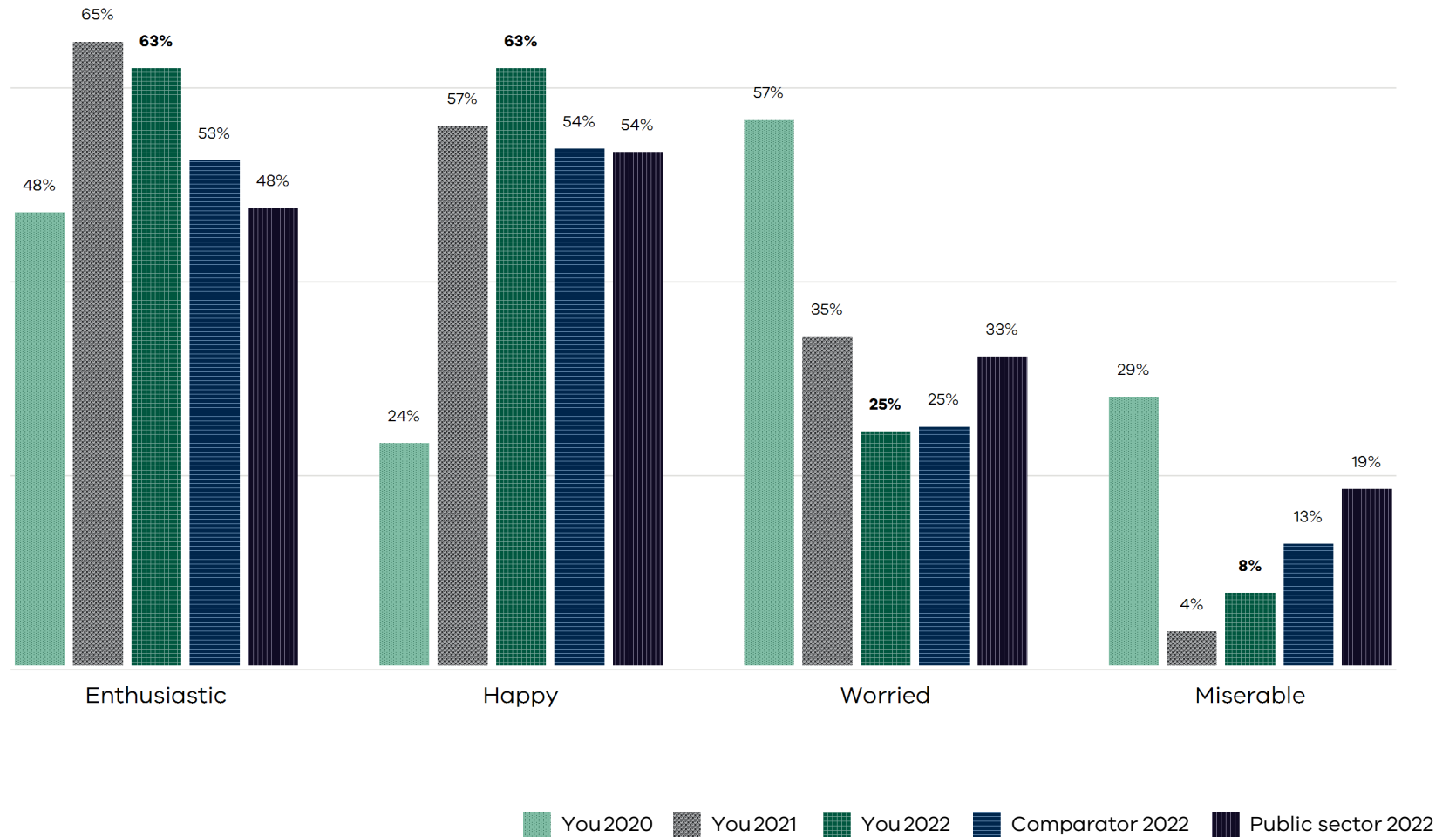
People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2022:

- 8% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is down from 22% in 2021.

Compared to:

- 7% of staff at your comparator and 13% of staff across the public sector.

Chart data:

	Bullying	Discrimination	Sexual harassment	Violence or aggression
You 2020	10%	0%	5%	0%
You 2021	22%	0%	0%	0%
You 2022	8%	0%	0%	0%
Comparator 2022	7%	3%	2%	4%
Public sector 2022	13%	5%	5%	18%
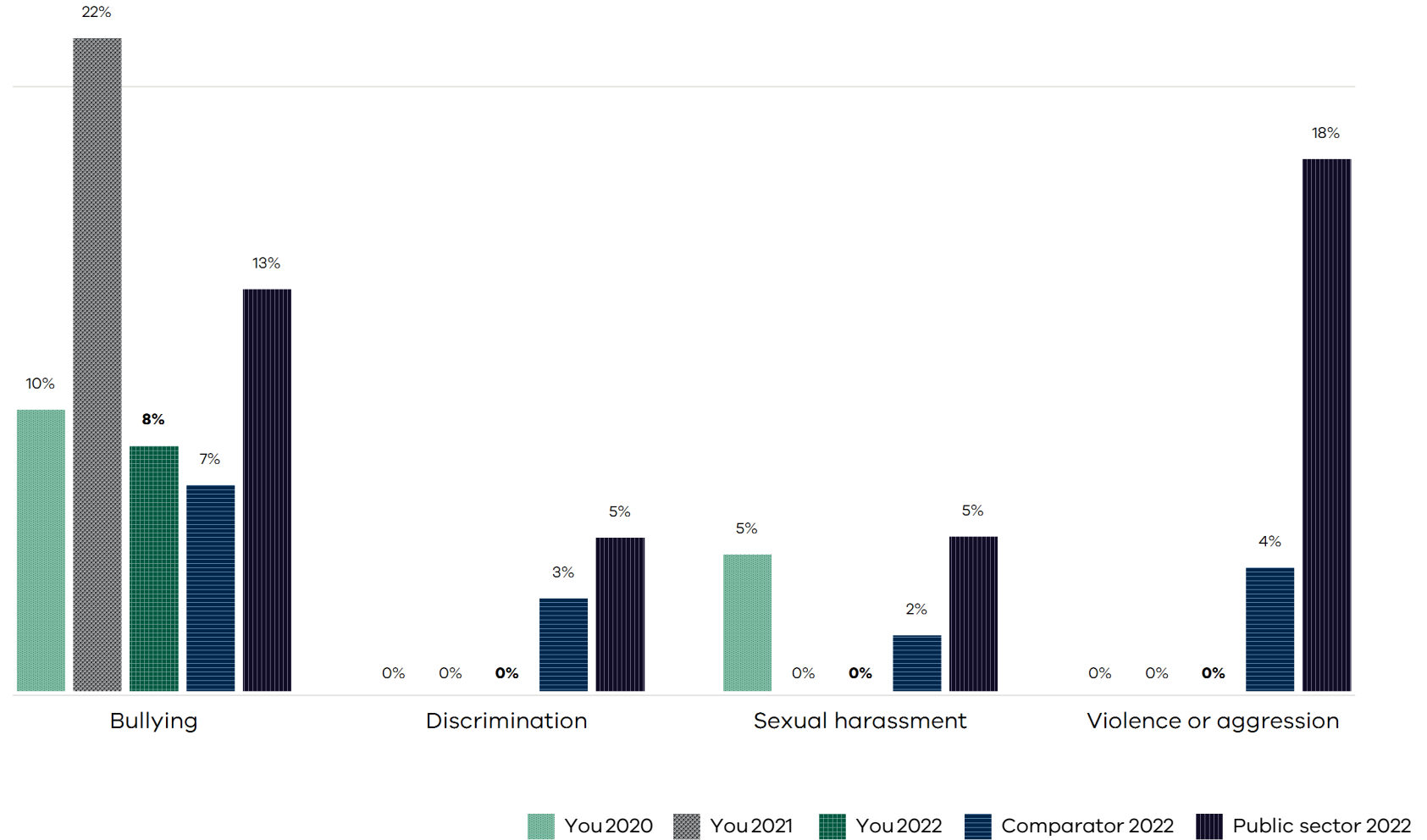
People outcomes

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.

Why there is no data here

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

We do this to protect the respondents.

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Key differences

Highest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Manager leadership', the 'You 2022' column shows 100% of your staff agreed with 'My manager demonstrates honesty and integrity'.

In the 'Change from 2021' column, you have a 9% increase, which is a positive trend.

Question group	Highest scoring questions	You 2022	Change from 2021	Comparator 2022
Manager leadership	My manager demonstrates honesty and integrity	100%	+9%	91%
Safety climate	My organisation provides a physically safe work environment	100%	0%	91%
Job enrichment	I have a say in how I do my work	96%	Not asked in 2021	83%
Job enrichment	I understand how my job helps my organisation achieve it's goals	96%	Not asked in 2021	93%
Manager leadership	My manager treats employees with dignity and respect	96%	+0%	92%
Collaboration	I am able to work effectively with others outside my immediate workgroup	96%	+18%	86%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	96%	+18%	87%
Senior leadership	Senior leaders demonstrate honesty and integrity	96%	+5%	77%
Quality service delivery	My workgroup provides high quality advice and services	96%	Not asked in 2021	89%
Workgroup support	People in my workgroup treat each other with respect	96%	+0%	91%

Victorian Public Sector Commission

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Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Safety climate', the 'You 2022' column shows 38% of your staff agreed with 'All levels of my organisation are involved in the prevention of stress'.
In the 'Change from 2021' column, you have a 15% decrease, which is a negative trend.

Question subgroup	Lowest scoring questions	You 2022	Change from 2021	Comparator 2022
Safety climate	All levels of my organisation are involved in the prevention of stress	38%	-15%	55%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	38%	-32%	59%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	38%	-32%	56%
Learning and development	My organisation places a high priority on the learning and development of staff	46%	-24%	62%
Organisational integrity	I believe the promotion processes in my organisation are fair	46%	Not asked in 2021	50%
Satisfaction	How satisfied are you with your career development within your current organisation	46%	-11%	59%
Learning and development	I am satisfied with the opportunities to progress in my organisation	50%	Not asked in 2021	50%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	54%	+6%	59%
Quality service delivery	My workgroup has clear lines of responsibility	54%	-33%	76%
Taking action	My organisation has made improvements based on the survey results from last year	58%	Not asked in 2021	35%

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Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

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

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

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

Example

On the first row 'Engagement', the 'You 2022' column shows 92% of your staff agreed with 'I am proud to tell others I work for my organisation'.

In the 'Increase from 2021' column, you have a 22% increase, which is a positive trend.

Question group	Most improved from last year	You 2022	Increase from 2021	Comparator 2022
Engagement	I am proud to tell others I work for my organisation	92%	+22%	79%
Manager support	My manager provides me with enough support when I need it	92%	+22%	85%
Workload	I have enough time to do my job effectively	63%	+19%	63%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	79%	+18%	77%
Meaningful work	I achieve something important through my work	88%	+18%	89%
Collaboration	I am able to work effectively with others outside my immediate workgroup	96%	+18%	86%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	96%	+18%	87%
Workload	The workload I have is appropriate for the job that I do	67%	+14%	67%
Engagement	My organisation inspires me to do the best in my job	75%	+14%	72%
Collaboration	Workgroups across my organisation willingly share information with each other	75%	+14%	69%

Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

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

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

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

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

Example

On the first row 'Quality service delivery', the 'You 2022' column shows 54% of your staff agreed with 'My workgroup has clear lines of responsibility'.

In the 'Decrease from 2021' column, you have a 33% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2022	Decrease from 2021	Comparator 2022
Quality service delivery	My workgroup has clear lines of responsibility	54%	-33%	76%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	38%	-32%	59%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	38%	-32%	56%
Learning and development	My organisation places a high priority on the learning and development of staff	46%	-24%	62%
Safety climate	All levels of my organisation are involved in the prevention of stress	38%	-15%	55%
Safe to speak up	People in my workgroup are able to bring up problems and tough issues	63%	-11%	80%
Senior leadership	Senior leaders provide clear strategy and direction	63%	-11%	69%
Satisfaction	How satisfied are you with your career development within your current organisation	46%	-11%	59%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	71%	-7%	61%
Innovation	My workgroup learns from failures and mistakes	67%	-7%	76%

Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Taking action', the 'You 2022' column shows 58% of your staff agreed with 'My organisation has made improvements based on the survey results from last year'.

The 'difference' column, shows that agreement for this question was 23 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2022	Difference	Comparator 2022
Taking action	My organisation has made improvements based on the survey results from last year	58%	+23%	35%
Taking action	I believe my organisation will make improvements based on the results of this survey	79%	+20%	59%
Senior leadership	Senior leaders demonstrate honesty and integrity	96%	+19%	77%
Job enrichment	I have a say in how I do my work	96%	+13%	83%
Engagement	I am proud to tell others I work for my organisation	92%	+12%	79%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	71%	+10%	61%
Collaboration	I am able to work effectively with others outside my immediate workgroup	96%	+10%	86%
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	96%	+9%	87%
Manager support	I receive meaningful recognition when I do good work	83%	+9%	74%
Engagement	My organisation motivates me to help achieve its objectives	83%	+9%	74%

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Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Quality service delivery', the 'You 2022' column shows 54% of your staff agreed with 'My workgroup has clear lines of responsibility'.

The 'difference' column, shows that agreement for this question was 22 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2022	Difference	Comparator 2022
Quality service delivery	My workgroup has clear lines of responsibility	54%	-22%	76%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	38%	-22%	59%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	38%	-19%	56%
Safe to speak up	People in my workgroup are able to bring up problems and tough issues	63%	-18%	80%
Safety climate	All levels of my organisation are involved in the prevention of stress	38%	-18%	55%
Learning and development	My organisation places a high priority on the learning and development of staff	46%	-16%	62%
Engagement	I would recommend my organisation as a good place to work	58%	-16%	74%
Satisfaction	How satisfied are you with your career development within your current organisation	46%	-14%	59%
Workgroup support	People in my workgroup are politically impartial in their work	75%	-11%	86%
Innovation	My workgroup encourages employee creativity	63%	-11%	74%

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Taking action

What this is

This is how well staff feel their organisation takes action and makes improvements from your survey results.

Why this is important

If your organisation takes action as a result of survey results, your staff may feel their feedback is valuable.

How to read this

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

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

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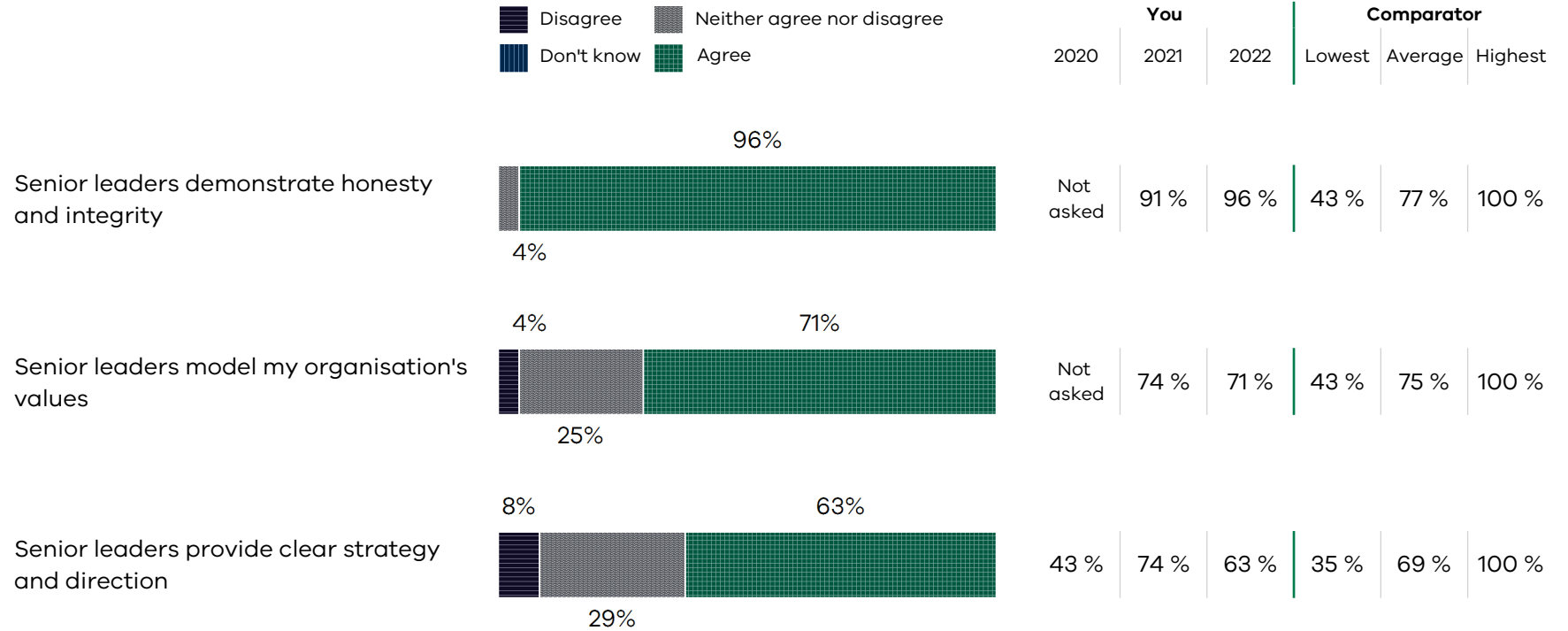
Example

79% 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						

Legend: Disagree, Don't know, Neither agree nor disagree, Agree
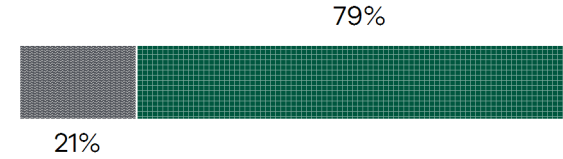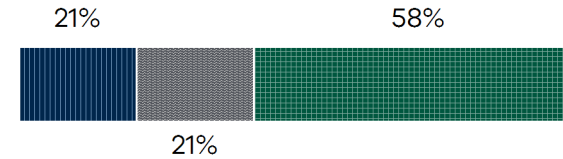
Survey question	You			Comparator		
	2020	2021	2022	Lowest	Average	Highest
I believe my organisation will make improvements based on the results of this survey (Neither: 21%, Agree: 79%)	Not asked	Not asked	79 %	32 %	59 %	100 %
My organisation has made improvements based on the survey results from last year (Disagree: 21%, Neither: 21%, Agree: 58%)	Not asked	Not asked	58 %	8 %	35 %	75 %

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Senior leadership

Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

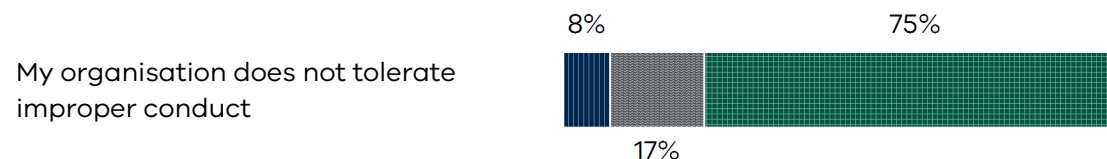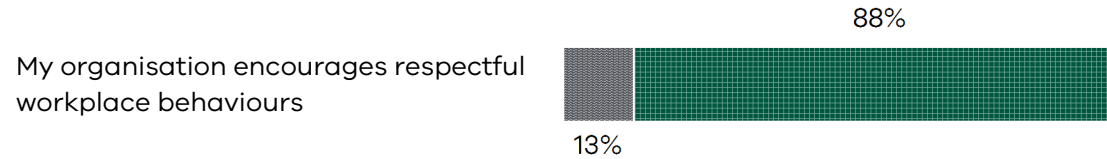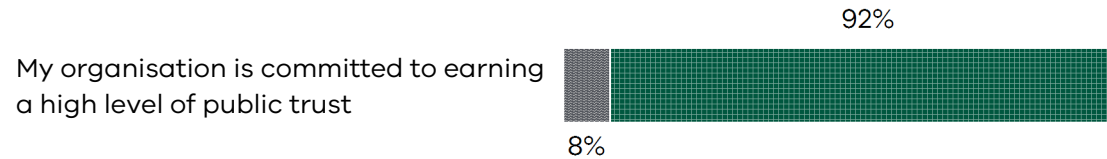Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

96% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

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

Survey question	Your results	2020	You 2021	2022	Comparator Lowest	Average	Highest
Senior leaders demonstrate honesty and integrity	4% / 96%	Not asked	91 %	96 %	43 %	77 %	100 %
Senior leaders model my organisation's values	4% / 25% / 71%	Not asked	74 %	71 %	43 %	75 %	100 %
Senior leaders provide clear strategy and direction	8% / 29% / 63%	43 %	74 %	63 %	35 %	69 %	100 %

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Organisational climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2022:

- 85% of your staff who did the survey responded positively to questions about Collaboration which is up from 70% in 2021.

Compared to:

- 77% of staff at your comparator and 73% of staff across the public sector.

Chart data:

Collaboration: 60%, 70%, 85%, 77%, 73%

Organisational integrity*: 74%, 73%, 67%

Safety climate*: 74%, 59%, 65%, 56%

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

Legend: You 2020 | You 2021 | You 2022 | Comparator 2022 | Public sector 2022

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.
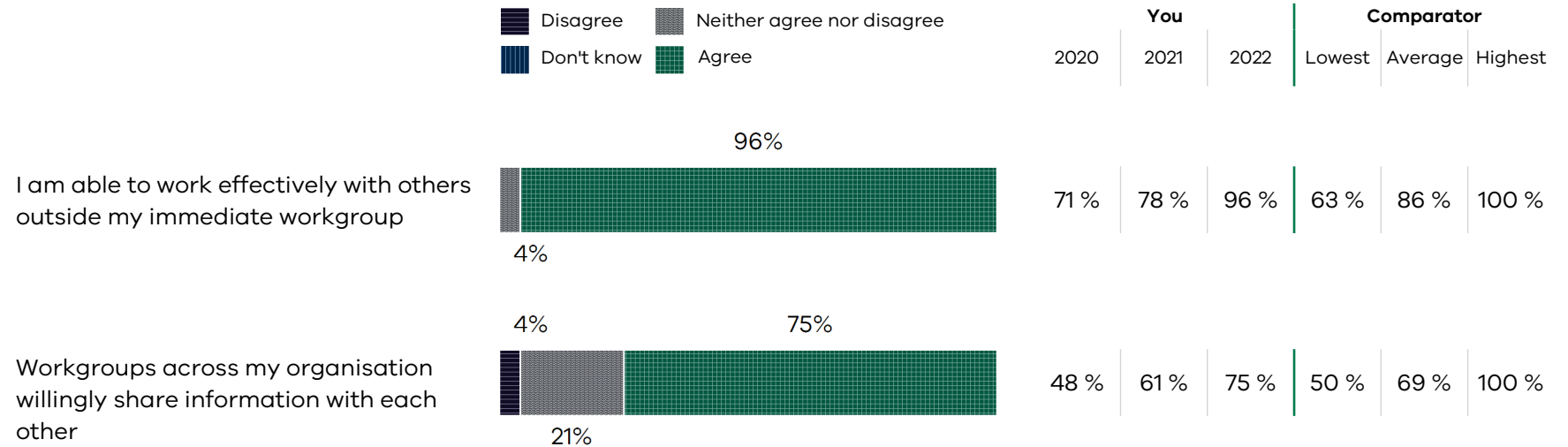
Example

96% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

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

Survey question	Your results	2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights	4% / 96%	Not asked	78 %	96 %	64 %	87 %	100 %
My organisation is committed to earning a high level of public trust	8% / 92%	Not asked	87 %	92 %	45 %	88 %	100 %
My organisation encourages respectful workplace behaviours	13% / 88%	Not asked	83 %	88 %	60 %	87 %	100 %
My organisation does not tolerate improper conduct	8% / 17% / 75%	Not asked	74 %	75 %	46 %	76 %	91 %

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

71% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question · Your results · Benchmark agree results

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

Survey question		You			Comparator		
	2020	2021	2022	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination (29% / 71%)	Not asked	70 %	71 %	47 %	72 %	97 %
I believe the recruitment processes in my organisation are fair (4% / 29% / 67%)	Not asked	Not asked	67 %	43 %	71 %	92 %
I have an equal chance at promotion in my organisation (17% / 21% / 63%)	Not asked	Not asked	63 %	30 %	54 %	84 %
I believe the promotion processes in my organisation are fair (13% / 8% / 33% / 46%)	Not asked	Not asked	46 %	28 %	50 %	83 %

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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

96% 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					

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

Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	96% (Agree), 4%	71 %	78 %	96 %	63 %	86 %	100 %
Workgroups across my organisation willingly share information with each other	4%, 75%, 21%	48 %	61 %	75 %	50 %	69 %	100 %

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

100% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

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

Survey question	You 2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment (Agree 100%)	Not asked	100 %	100 %	74 %	91 %	100 %
Senior leaders consider the psychological health of employees to be as important as productivity (Disagree 8%, Neither 21%, Agree 71%)	38 %	74 %	71 %	35 %	67 %	94 %
Senior leaders show support for stress prevention through involvement and commitment (Disagree 4%, Neither 25%, Agree 71%)	38 %	78 %	71 %	35 %	61 %	91 %
All levels of my organisation are involved in the prevention of stress (Disagree 13%, Neither 50%, Agree 38%)	29 %	52 %	38 %	28 %	55 %	91 %

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

38% of your staff who did the survey agreed or strongly agreed with 'In my workplace, there is good communication about psychological safety issues that affect me'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
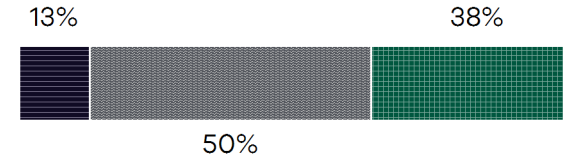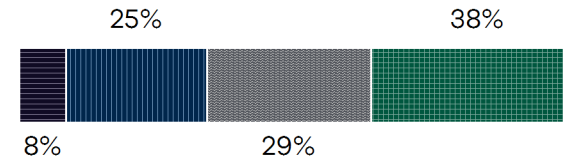
	You			Comparator		
Survey question	2020	2021	2022	Lowest	Average	Highest
In my workplace, there is good communication about psychological safety issues that affect me — 13% / 50% / 38%	43 %	70 %	38 %	40 %	59 %	84 %
My organisation has effective procedures in place to support employees who may experience stress — 8% / 25% / 29% / 38%	43 %	70 %	38 %	38 %	56 %	80 %

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Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2022:

- 88% of your staff who did the survey responded positively to questions about Workgroup support which is up from 87% in 2021.

Compared to:

- 86% of staff at your comparator and 77% of staff across the public sector.
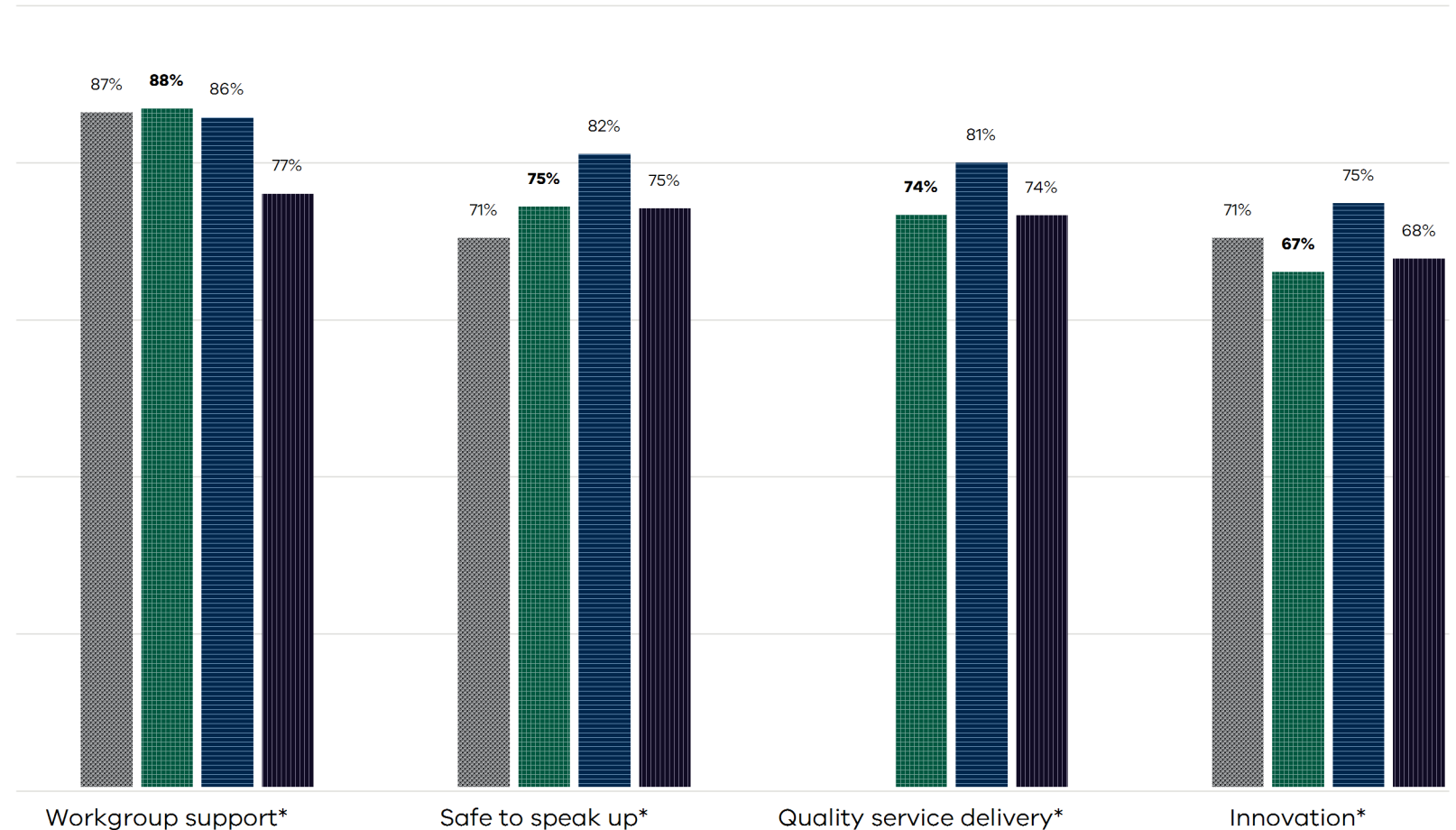
	Workgroup support*	Safe to speak up*	Quality service delivery*	Innovation*
You 2021	87%	71%		71%
You 2022	88%	75%	74%	67%
Comparator 2022	86%	82%	81%	75%
Public sector 2022	77%	75%	74%	68%

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

Legend: You 2020 · You 2021 · You 2022 · Comparator 2022 · Public sector 2022

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

96% 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

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
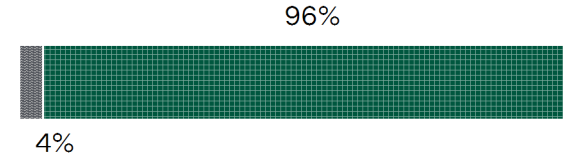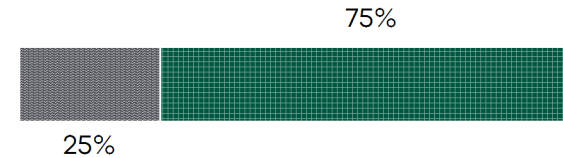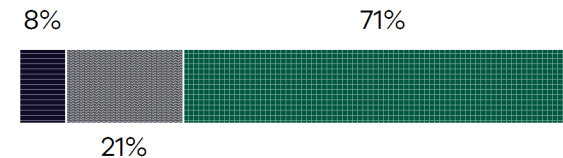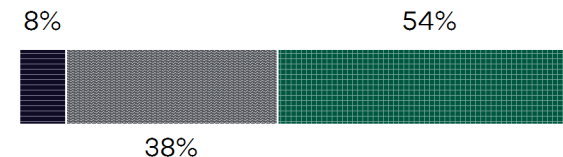
Survey question	You 2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup provides high quality advice and services (96% Agree, 4% Neither)	Not asked	Not asked	96 %	75 %	89 %	100 %
My workgroup acts fairly and without bias (75% Agree, 25% Neither)	Not asked	Not asked	75 %	59 %	84 %	100 %
My workgroup uses its resources well (8% Disagree, 21% Neither, 71% Agree)	Not asked	Not asked	71 %	59 %	73 %	88 %
My workgroup has clear lines of responsibility (8% Disagree, 38% Neither, 54% Agree)	Not asked	87 %	54 %	55 %	76 %	100 %

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

71% of your staff who did the survey agreed or strongly agreed with 'My workgroup is quick to respond to opportunities to do things better'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
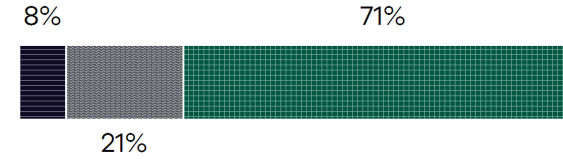
Survey question	Your results		2020	You 2021	2022	Comparator Lowest	Average	Highest
My workgroup is quick to respond to opportunities to do things better	8% / 21% / 71%		Not asked	70 %	71 %	62 %	76 %	94 %
My workgroup learns from failures and mistakes	13% / 21% / 67%		Not asked	74 %	67 %	58 %	76 %	95 %
My workgroup encourages employee creativity	4% / 33% / 63%		Not asked	70 %	63 %	46 %	74 %	97 %

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Workgroup climate

Workgroup support 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

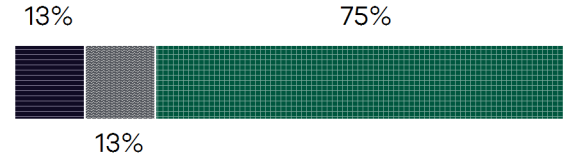Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

96% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question	Your results			Benchmark agree results				

Legend: ■ Disagree ▨ Neither agree nor disagree ▮ Don't know ▨ Agree
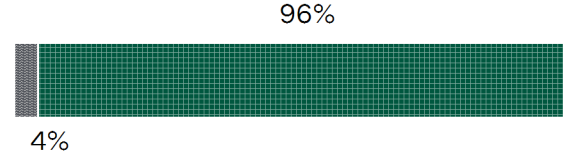
Survey question		You 2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup treat each other with respect	96% (4%)	90 %	96 %	96 %	77 %	91 %	98 %
People in my workgroup work together effectively to get the job done	92% (8%)	86 %	96 %	92 %	75 %	87 %	97 %
People in my workgroup appropriately manage conflicts of interest	4% 88% (8%)	Not asked	74 %	88 %	69 %	82 %	100 %
People in my workgroup are honest, open and transparent in their dealings	88% (13%)	Not asked	91 %	88 %	69 %	85 %	100 %
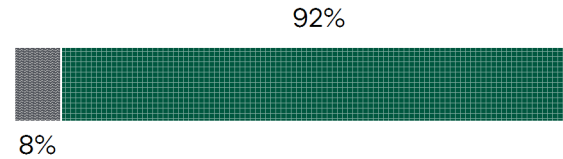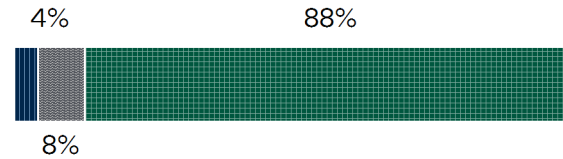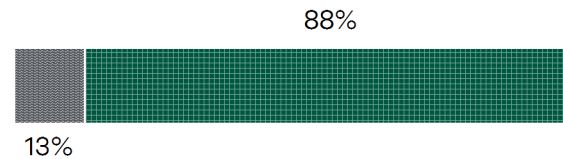
Workgroup climate

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

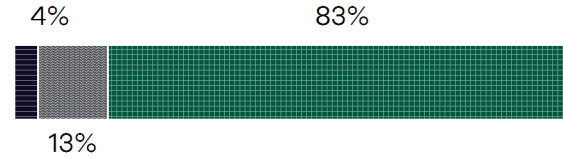75% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

Survey question

Your results

Benchmark agree results

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

People in my workgroup are politically impartial in their work

13% | 75%
13%

	You			Comparator		
2020	2021	2022	Lowest	Average	Highest
Not asked	78 %	75 %	75 %	86 %	100 %

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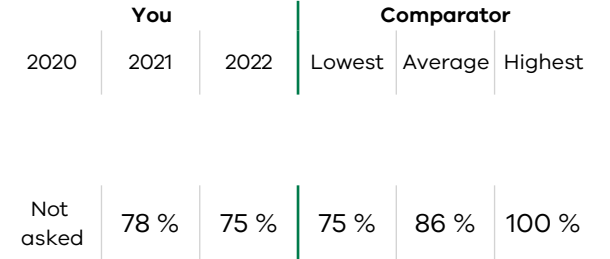
Workgroup climate

Safe to speak up

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Survey question	Your results						

Legend: Disagree · Neither agree nor disagree · Don't know · Agree
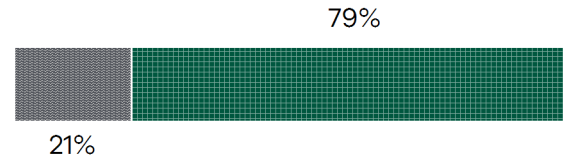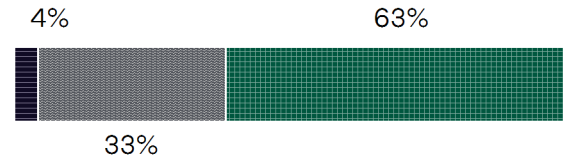
Survey question	Your results	You 2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
I feel culturally safe at work	4% / 13% / 83%	Not asked	78 %	83 %	78 %	88 %	100 %
I feel safe to challenge inappropriate behaviour at work	21% / 79%	Not asked	61 %	79 %	51 %	77 %	100 %
People in my workgroup are able to bring up problems and tough issues	4% / 33% / 63%	67 %	74 %	63 %	68 %	80 %	97 %

People matter survey wellbeing check 2022

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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.
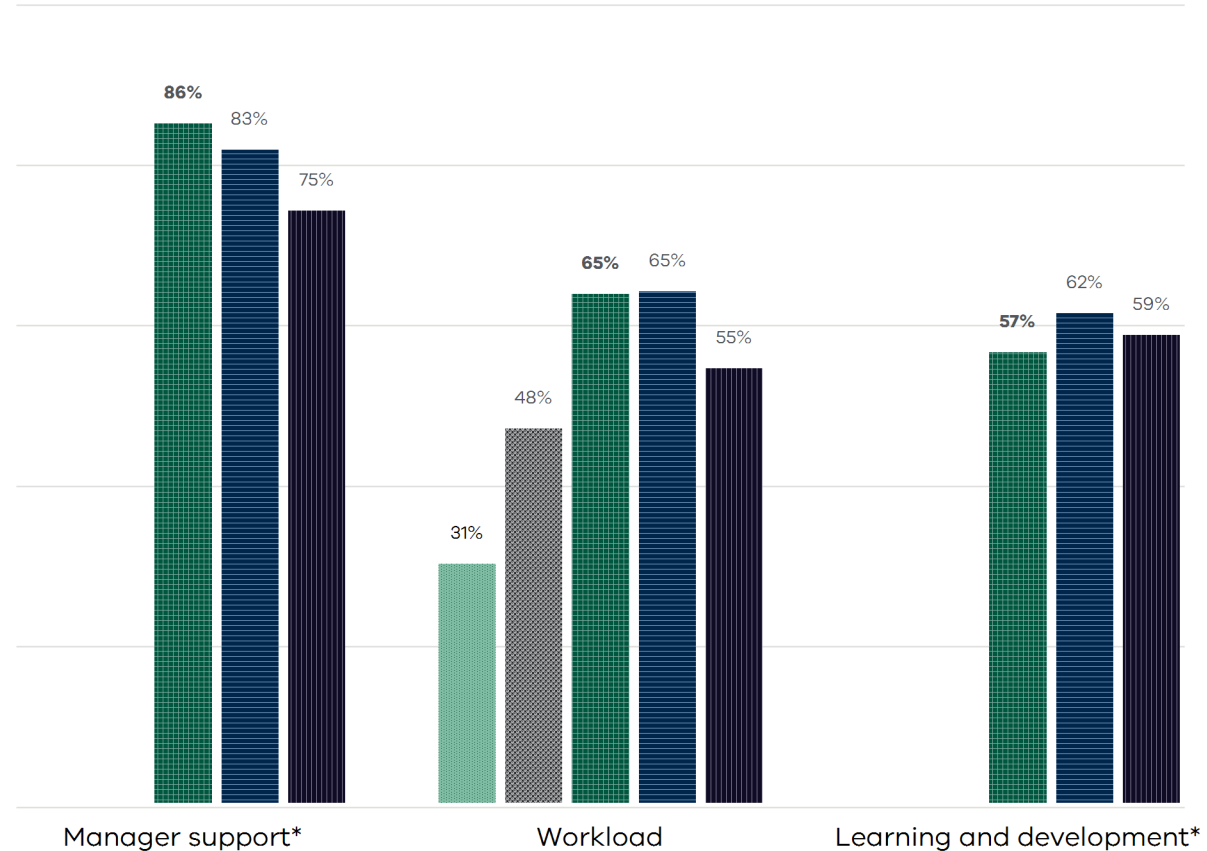
Example

In 2022:

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

Compared to:

- 91% of staff at your comparator and 84% of staff across the public sector.

Bar chart showing percentages by factor:

- **Manager leadership***: You 2021 93%, You 2022 96%, Comparator 2022 91%, Public sector 2022 84%
- **Flexible working***: You 2022 92%, Comparator 2022 88%, Public sector 2022 75%
- **Job enrichment***: You 2022 89%, Comparator 2022 86%, Public sector 2022 84%
- **Meaningful work***: You 2022 86%, Comparator 2022 88%, Public sector 2022 89%

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

Legend: You 2020 | You 2021 | You 2022 | Comparator 2022 | Public sector 2022

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2022:

- 86% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 83% of staff at your comparator and 75% of staff across the public sector.

Manager support*: 86%, 83%, 75%
Workload: 31%, 48%, 65%, 65%, 55%
Learning and development*: 57%, 62%, 59%

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

Legend: You 2020, You 2021, You 2022, Comparator 2022, Public sector 2022

Victorian Public Sector Commission

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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

100% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.
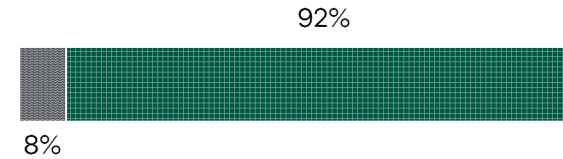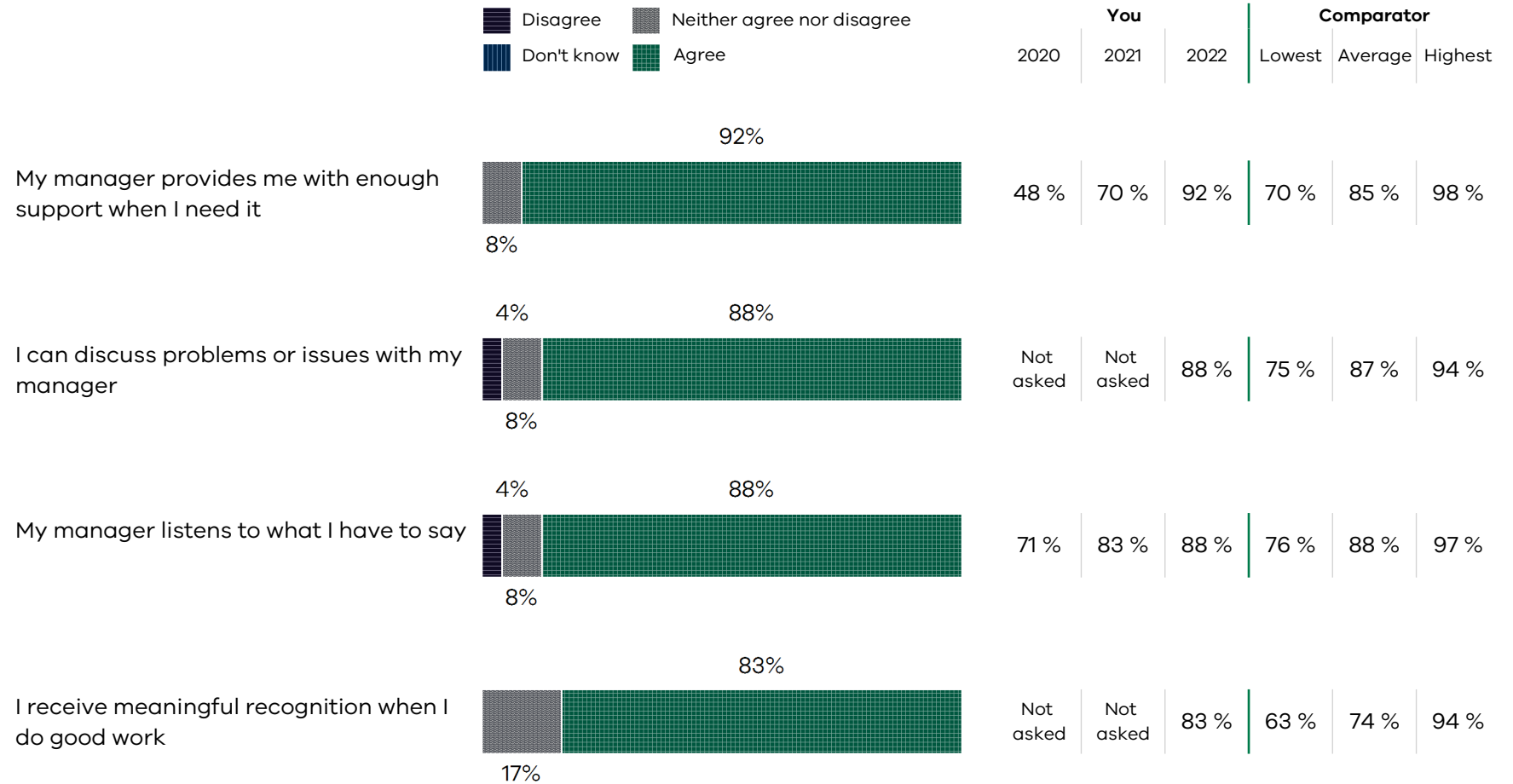
Survey question	Your results						

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

		You			**Comparator**		
Survey question	Your results	2020	2021	2022	Lowest	Average	Highest
My manager demonstrates honesty and integrity	100%	Not asked	91 %	100 %	80 %	91 %	98 %
My manager treats employees with dignity and respect	96% (4%)	Not asked	96 %	96 %	82 %	92 %	98 %
My manager models my organisation's values	92% (8%)	Not asked	91 %	92 %	79 %	89 %	96 %

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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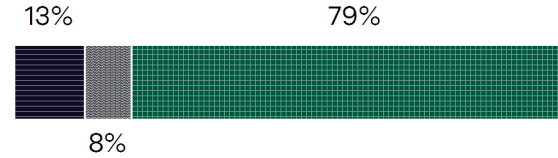
Example

92% of your staff who did the survey agreed or strongly agreed with 'My manager provides me with enough support when I need it'.

Survey question	Your results	You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
My manager provides me with enough support when I need it	92% (8%)	48 %	70 %	92 %	70 %	85 %	98 %
I can discuss problems or issues with my manager	88% (4%, 8%)	Not asked	Not asked	88 %	75 %	87 %	94 %
My manager listens to what I have to say	88% (4%, 8%)	71 %	83 %	88 %	76 %	88 %	97 %
I receive meaningful recognition when I do good work	83% (17%)	Not asked	Not asked	83 %	63 %	74 %	94 %

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

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Job and manager factors

Manager support 2 of 2

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

Example

79% 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

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

13% | 79%

8%

Benchmark agree results

	You			Comparator		
	2020	2021	2022	Lowest	Average	Highest
	Not asked	Not asked	79 %	60 %	78 %	91 %

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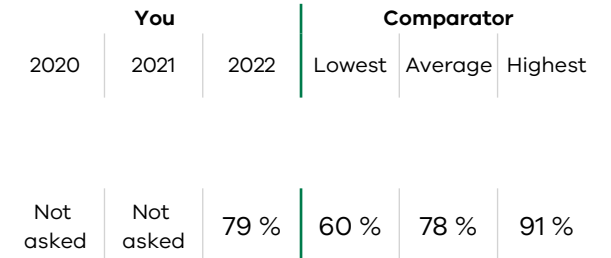
Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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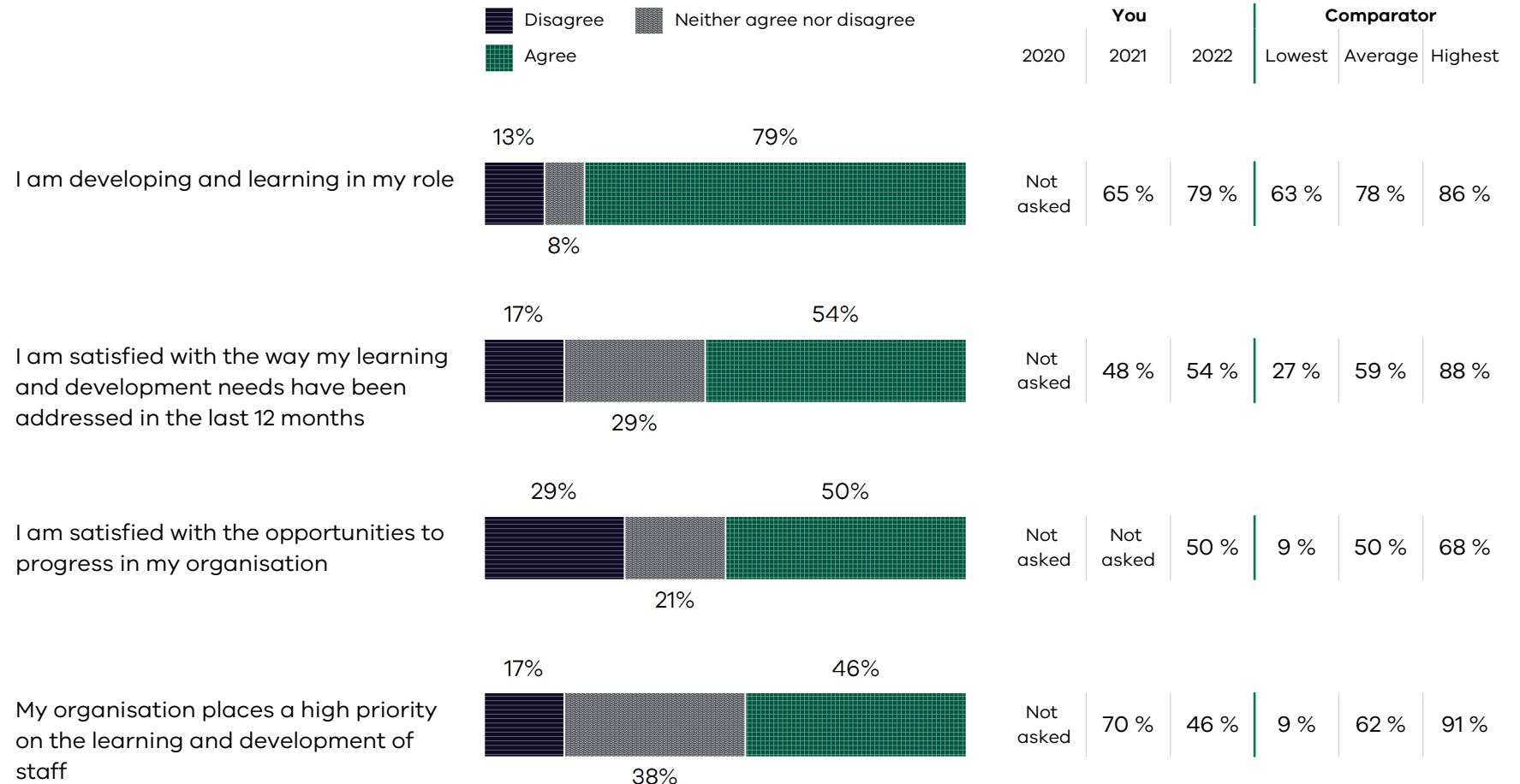
Example

67% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Legend:
- Disagree
- Neither agree nor disagree
- Agree
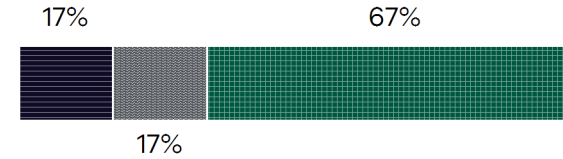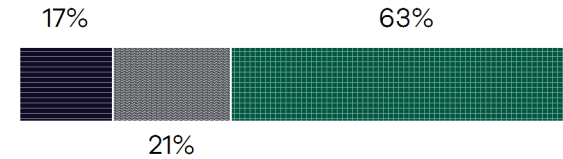
Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	17% / 17% / 67%	33 %	52 %	67 %	43 %	67 %	100 %
I have enough time to do my job effectively	17% / 21% / 63%	29 %	43 %	63 %	43 %	63 %	92 %

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.
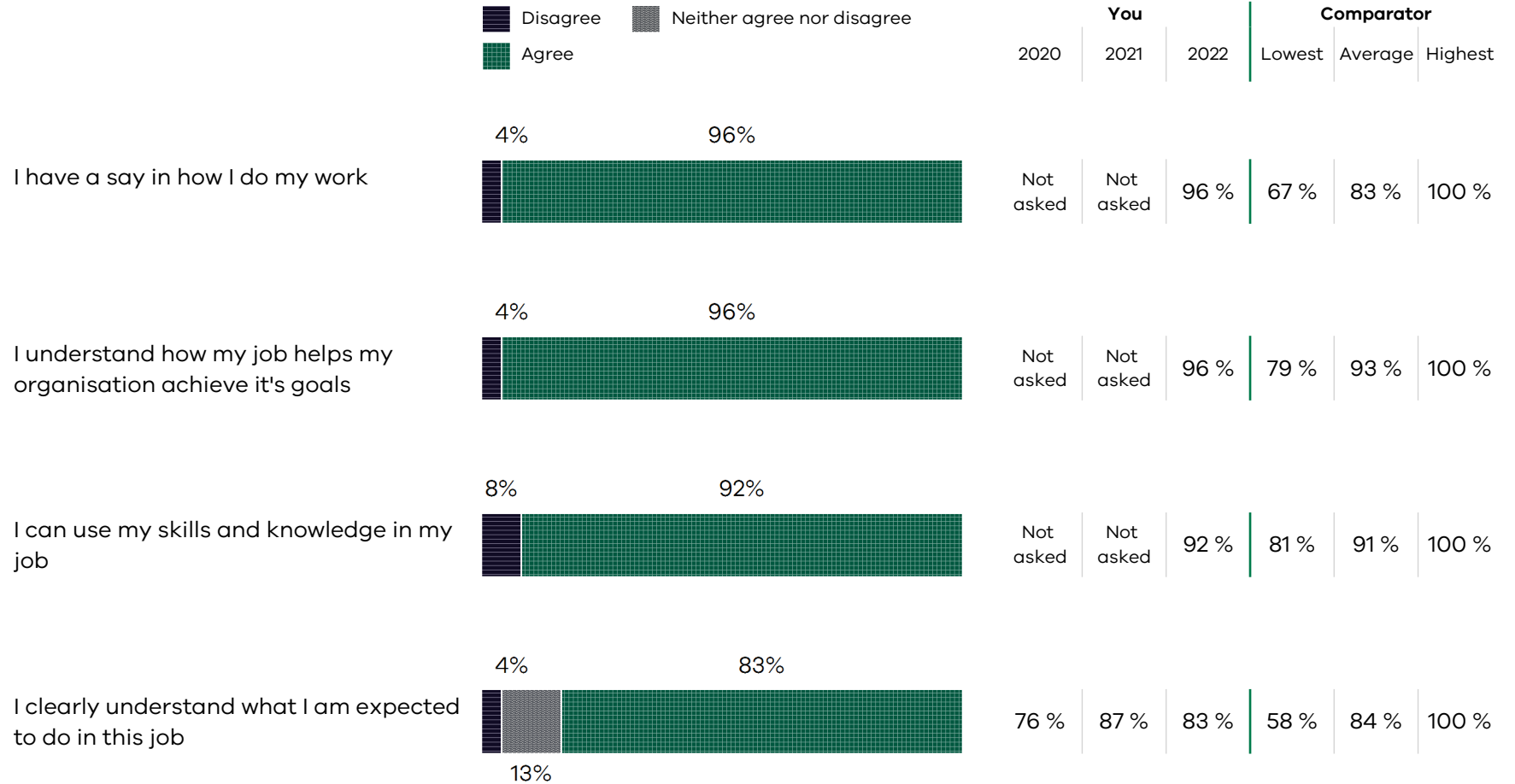
Example

79% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

| Survey question | Your results | Benchmark agree results |

Legend: Disagree | Neither agree nor disagree | Agree

		You			Comparator		
Survey question		2020	2021	2022	Lowest	Average	Highest
I am developing and learning in my role	13% / 8% / 79%	Not asked	65 %	79 %	63 %	78 %	86 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	17% / 29% / 54%	Not asked	48 %	54 %	27 %	59 %	88 %
I am satisfied with the opportunities to progress in my organisation	29% / 21% / 50%	Not asked	Not asked	50 %	9 %	50 %	68 %
My organisation places a high priority on the learning and development of staff	17% / 38% / 46%	Not asked	70 %	46 %	9 %	62 %	91 %

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Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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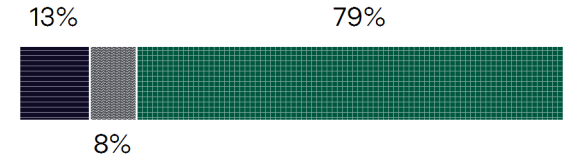
Example

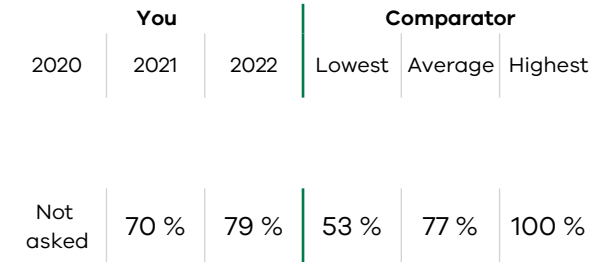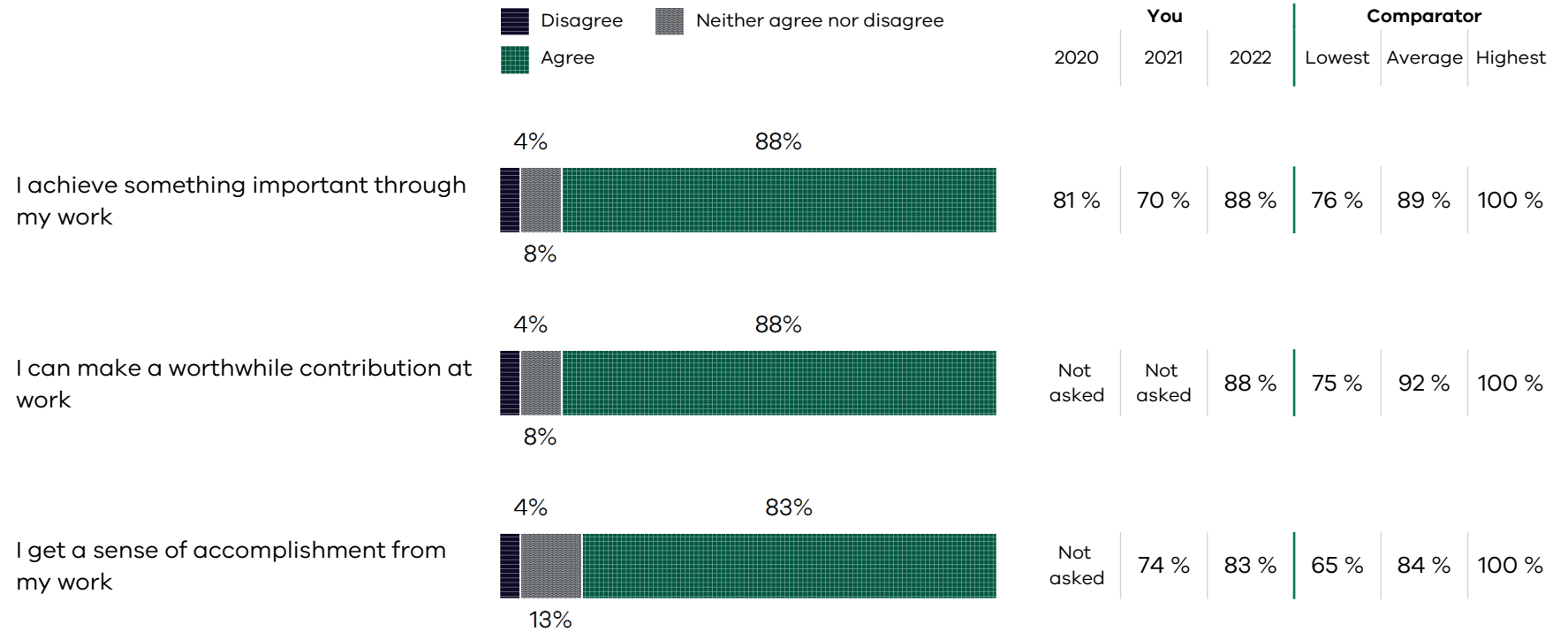96% of your staff who did the survey agreed or strongly agreed with 'I have a say in how I do my work'.

Survey question	Your results							

Your results legend: Disagree / Neither agree nor disagree / Agree

Benchmark agree results

Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
I have a say in how I do my work	4% / 96%	Not asked	Not asked	96 %	67 %	83 %	100 %
I understand how my job helps my organisation achieve it's goals	4% / 96%	Not asked	Not asked	96 %	79 %	93 %	100 %
I can use my skills and knowledge in my job	8% / 92%	Not asked	Not asked	92 %	81 %	91 %	100 %
I clearly understand what I am expected to do in this job	4% / 13% / 83%	76 %	87 %	83 %	58 %	84 %	100 %

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

79% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question

I have the authority to do my job effectively

Your results

- ■ Disagree
- ▨ Neither agree nor disagree
- ▦ Agree

13%

79%

8%

Benchmark agree results

	You			Comparator		
	2020	2021	2022	Lowest	Average	Highest
	Not asked	70 %	79 %	53 %	77 %	100 %

Victorian Public Sector Commission

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Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

88% of your staff who did the survey agreed or strongly agreed with 'I achieve something important through my work'.

Survey question	Your results						

Your results legend: Disagree | Neither agree nor disagree | Agree

Benchmark agree results

Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
I achieve something important through my work	4% / 8% / 88%	81 %	70 %	88 %	76 %	89 %	100 %
I can make a worthwhile contribution at work	4% / 8% / 88%	Not asked	Not asked	88 %	75 %	92 %	100 %
I get a sense of accomplishment from my work	4% / 13% / 83%	Not asked	74 %	83 %	65 %	84 %	100 %

Job and manager factors

Flexible working

What this is

This is how well you organisation supports staff to work flexibly.

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

92% 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 |

Legend: Disagree · Don't know · Neither agree nor disagree · Agree
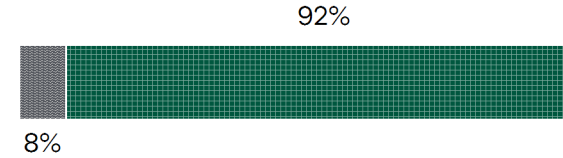
Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
I am confident that if I requested a flexible work arrangement, it would be given due consideration	92% / 8%	52 %	91 %	92 %	33 %	84 %	100 %
My manager supports working flexibly	92% / 8%	Not asked	Not asked	92 %	78 %	92 %	100 %

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People matter survey
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Have your say

Overview

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- Inclusion
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- Scorecard: negative behaviour
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- Discrimination
- Violence and aggression

Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

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

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2022:

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

Compared to:

- 89% of staff at your comparator and 81% of staff across the public sector.
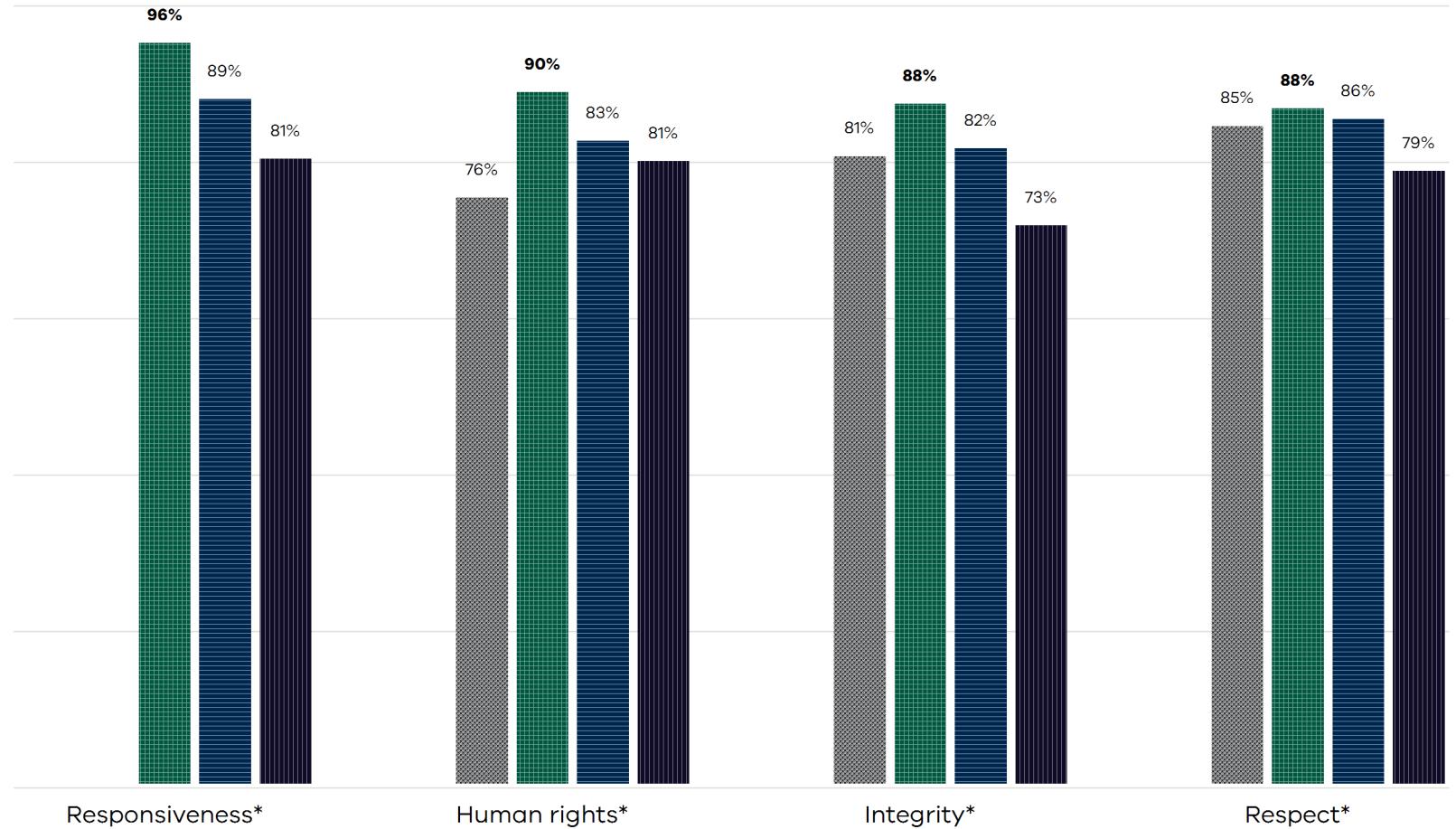
Responsiveness*   Human rights*   Integrity*   Respect*

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

■ You 2020   ■ You 2021   ■ You 2022   ■ Comparator 2022   ■ Public sector 2022

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2022:

- 81% of your staff who did the survey responded positively to questions about Leadership , which is down 1% in 2021.

Compared to:

- 82% of staff at your comparator and 73% of staff across the public sector.

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

Legend: You 2020 | You 2021 | You 2022 | Comparator 2022 | Public sector 2022

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.
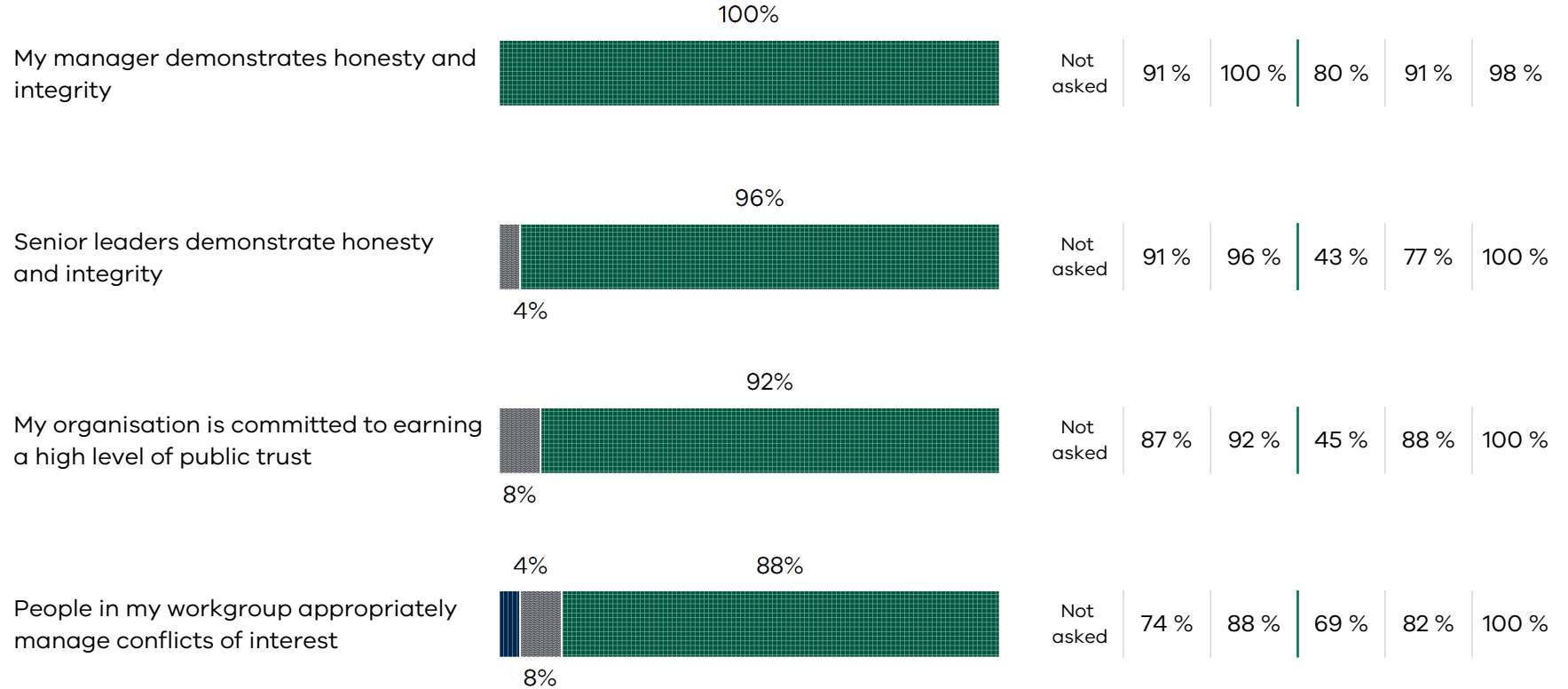
Example

96% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

	Disagree		Neither agree nor disagree
	Don't know		Agree

Survey question: My workgroup provides high quality advice and services

Your results: 96% 4%

	You			Comparator		
	2020	2021	2022	Lowest	Average	Highest
My workgroup provides high quality advice and services	Not asked	Not asked	96 %	75 %	89 %	100 %

Victorian Public Sector Commission

VICTORIA State Government
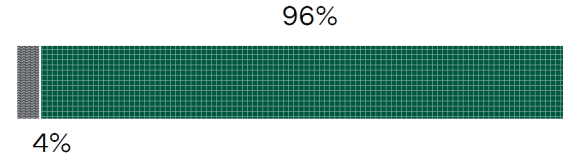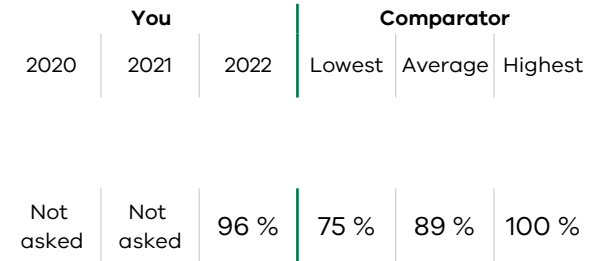
Public sector values

Integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

100% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results	Benchmark agree results

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

Survey question	Your results	2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
My manager demonstrates honesty and integrity	100%	Not asked	91 %	100 %	80 %	91 %	98 %
Senior leaders demonstrate honesty and integrity	96% (4%)	Not asked	91 %	96 %	43 %	77 %	100 %
My organisation is committed to earning a high level of public trust	92% (8%)	Not asked	87 %	92 %	45 %	88 %	100 %
People in my workgroup appropriately manage conflicts of interest	88% (4% / 8%)	Not asked	74 %	88 %	69 %	82 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

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

88% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.
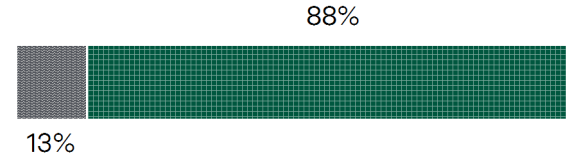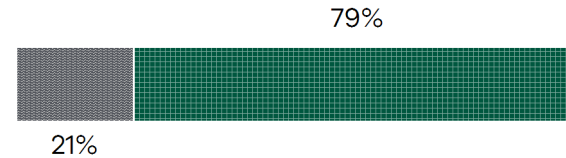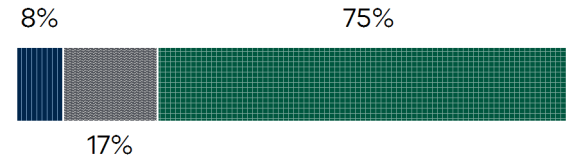
Survey question	Your results		Benchmark agree results					
				You		**Comparator**		
		2020	2021	2022	Lowest	Average	Highest
People in my workgroup are honest, open and transparent in their dealings	13% / 88%	Not asked	91 %	88 %	69 %	85 %	100 %
I feel safe to challenge inappropriate behaviour at work	21% / 79%	Not asked	61 %	79 %	51 %	77 %	100 %
My organisation does not tolerate improper conduct	8% / 17% / 75%	Not asked	74 %	75 %	46 %	76 %	91 %

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

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

75% of staff who did the survey agreed or strongly agreed with 'My workgroup acts fairly and without bias'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
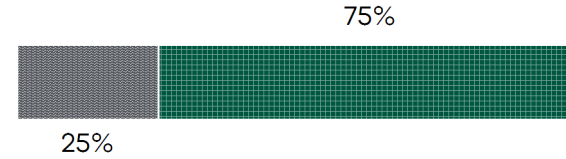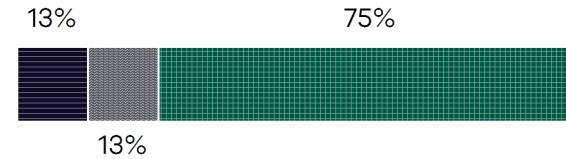
Survey question	Your results	You 2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup acts fairly and without bias	25% Neither; 75% Agree	Not asked	Not asked	75 %	59 %	84 %	100 %
People in my workgroup are politically impartial in their work	13% Disagree; 13% Neither; 75% Agree	Not asked	78 %	75 %	75 %	86 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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

Example

96% of staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve it's goals'.

Survey question	Your results						

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
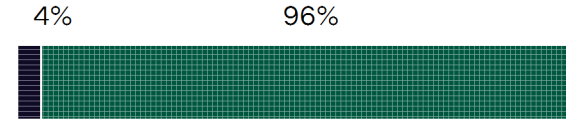
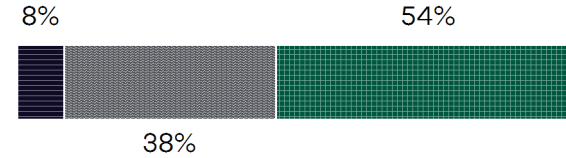| Survey question	You 2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job helps my organisation achieve it's goals (4%, 96%)	Not asked	Not asked	96 %	79 %	93 %	100 %
I clearly understand what I am expected to do in this job (4%, 13%, 83%)	76 %	87 %	83 %	58 %	84 %	100 %
My workgroup uses its resources well (8%, 21%, 71%)	Not asked	Not asked	71 %	59 %	73 %	88 %
Senior leaders provide clear strategy and direction (8%, 29%, 63%)	43 %	74 %	63 %	35 %	69 %	100 %
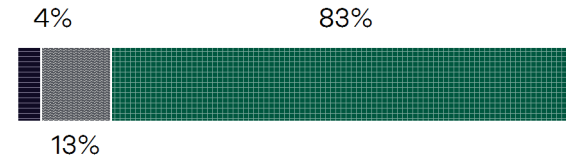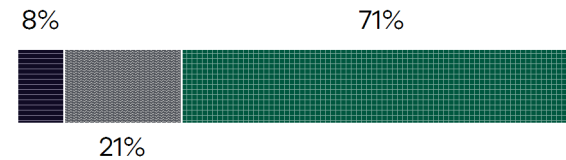
Victorian Public Sector Commission

VICTORIA State Government
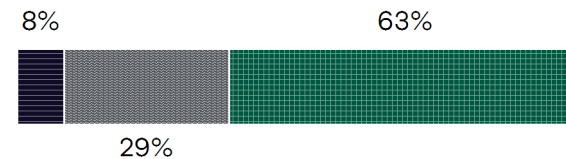
Public sector values

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.

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

Example

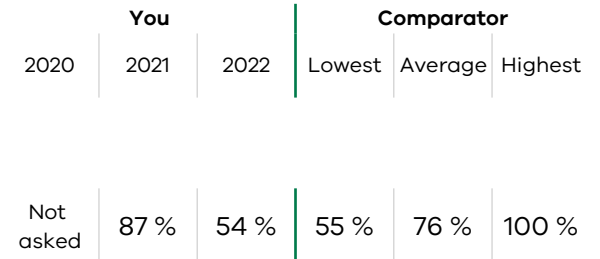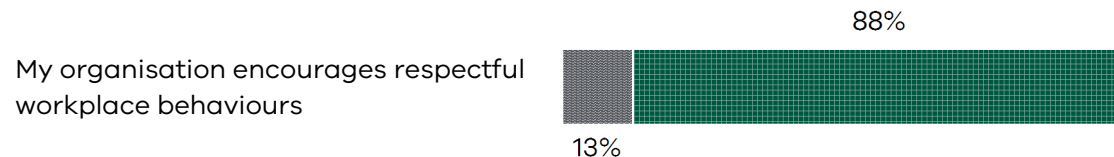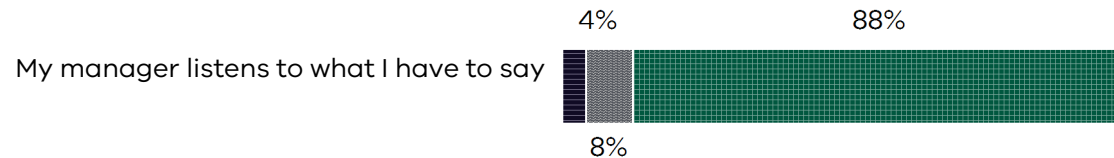54% of staff who did the survey agreed or strongly agreed with 'My workgroup has clear lines of responsibility'.

Survey question

Your results

Benchmark agree results

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

My workgroup has clear lines of responsibility

8%   54%

38%

	You			Comparator		
2020	2021	2022	Lowest	Average	Highest
Not asked	87 %	54 %	55 %	76 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

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.
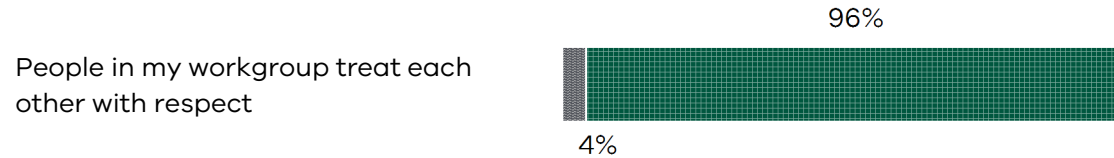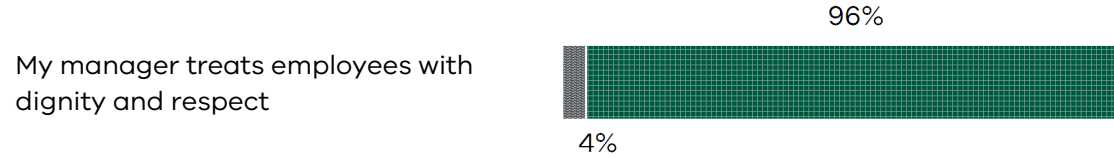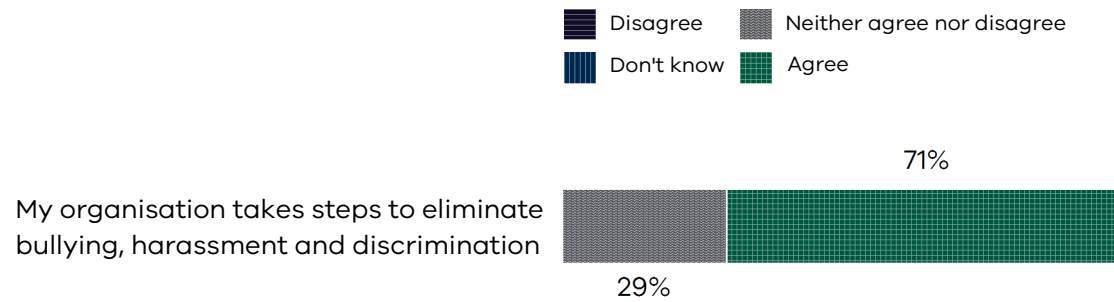
Example

96% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results	Benchmark agree results

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

	You			Comparator		
Survey question	2020	2021	2022	Lowest	Average	Highest
My manager treats employees with dignity and respect — 96% Agree, 4%	Not asked	96 %	96 %	82 %	92 %	98 %
People in my workgroup treat each other with respect — 96% Agree, 4%	90 %	96 %	96 %	77 %	91 %	98 %
My manager listens to what I have to say — 4%, 88% Agree, 8%	71 %	83 %	88 %	76 %	88 %	97 %
My organisation encourages respectful workplace behaviours — 88% Agree, 13%	Not asked	83 %	88 %	60 %	87 %	100 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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

Example

71% of staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

| Survey question | Your results | Benchmark agree results |

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

Survey question	Your results		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	29% / 71%	Not asked	70 %	71 %	47 %	72 %	97 %

Victorian Public Sector Commission

VICTORIA State Government

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

92% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.
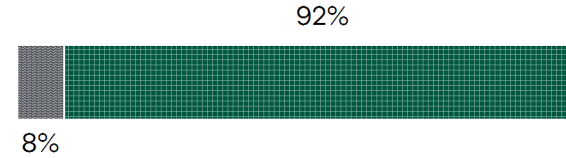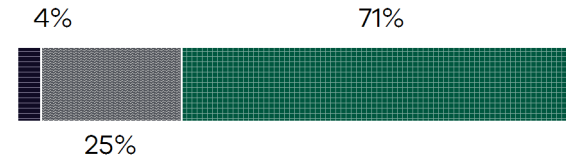
| Survey question | Your results | Benchmark agree results |

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

Survey question		You			Comparator		
	2020	2021	2022	Lowest	Average	Highest
My manager models my organisation's values — 92% Agree, 8% Neither	Not asked	91 %	92 %	79 %	89 %	96 %
Senior leaders model my organisation's values — 4% Disagree, 25% Neither, 71% Agree	Not asked	74 %	71 %	43 %	75 %	100 %

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

96% of staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.
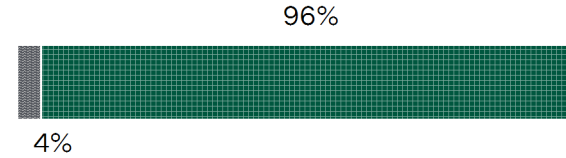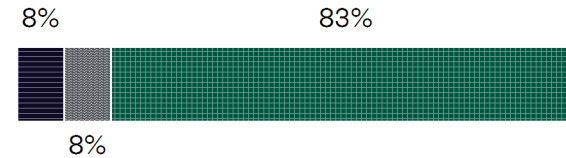
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights	96% agree, 4%	Not asked	78 %	96 %	64 %	87 %	100 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	8% disagree, 8% neither, 83% agree	Not asked	74 %	83 %	67 %	80 %	100 %

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