



**People matter survey**

**wellbeing check 2022**

**Have your say**

# People matter survey

## wellbeing check 2022

Have your say

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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 71% 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.



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



## Report overview

Your comparator group 1 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

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.

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

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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

81%  
(52)

Comparator 49%  
Public Sector 39%

2022

83%  
(58)

Comparator 52%  
Public Sector 52%



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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

81

Comparator 73  
Public Sector 70

2022

80

Comparator 73  
Public Sector 69

## 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 80.

#### 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.

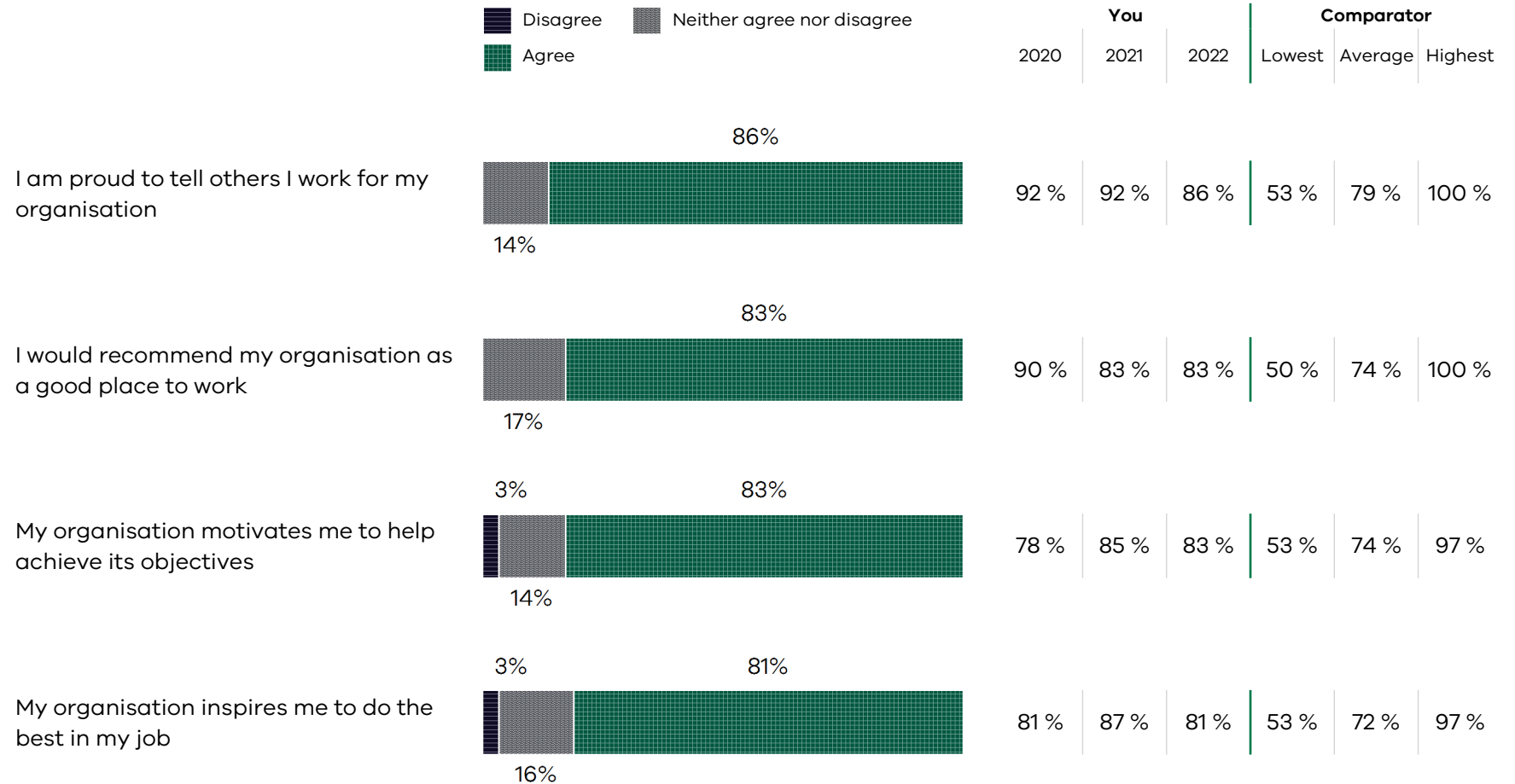
#### Example

86% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

### Survey question

### Your results

### Benchmark agree results



## People outcomes

### Engagement question results 2 of 2

#### What this is

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

#### Your organisation's engagement index

Your 2022 index is 80.

#### 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.

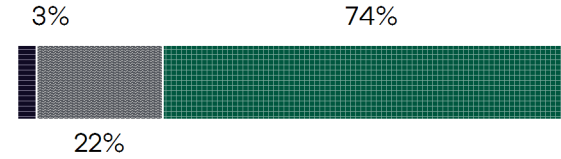
#### Example

74% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

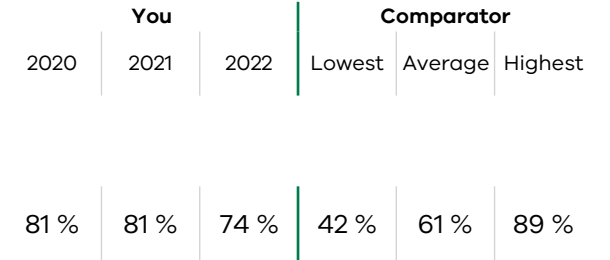
### Survey question

I feel a strong personal attachment to my organisation

### Your results



### Benchmark agree results



## People outcomes

Scorecard: satisfaction, stress, intention to stay, inclusion

### What this is

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

There are more people outcomes scorecards throughout this report.

### Why this is important

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

### How to read this

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

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

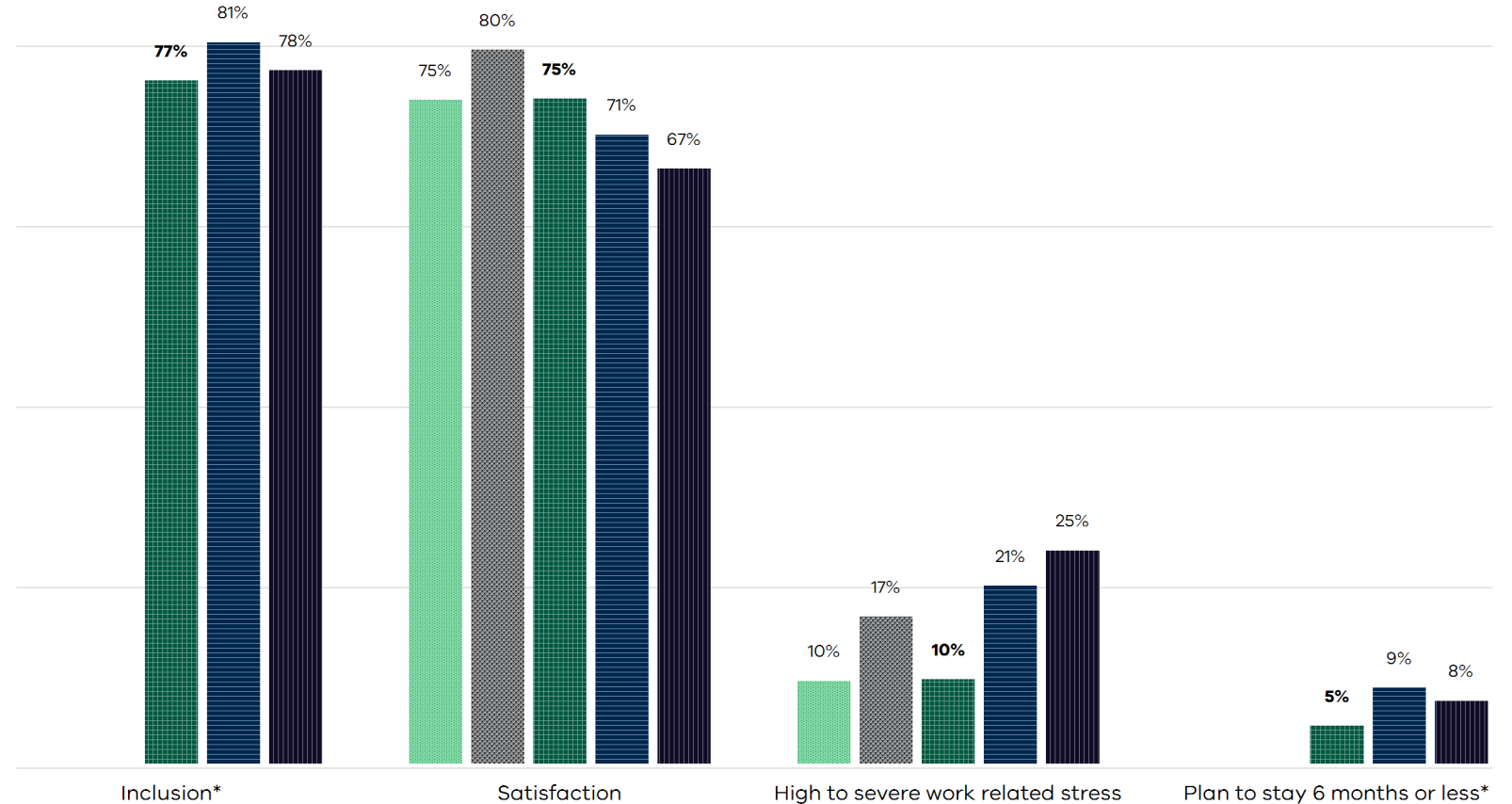
### Example

In 2022:

- 77% of your staff who did the survey responded positively to questions about Inclusion.

Compared to:

- 81% of staff at your comparator and 78% of staff across the public sector.



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

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

## 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.

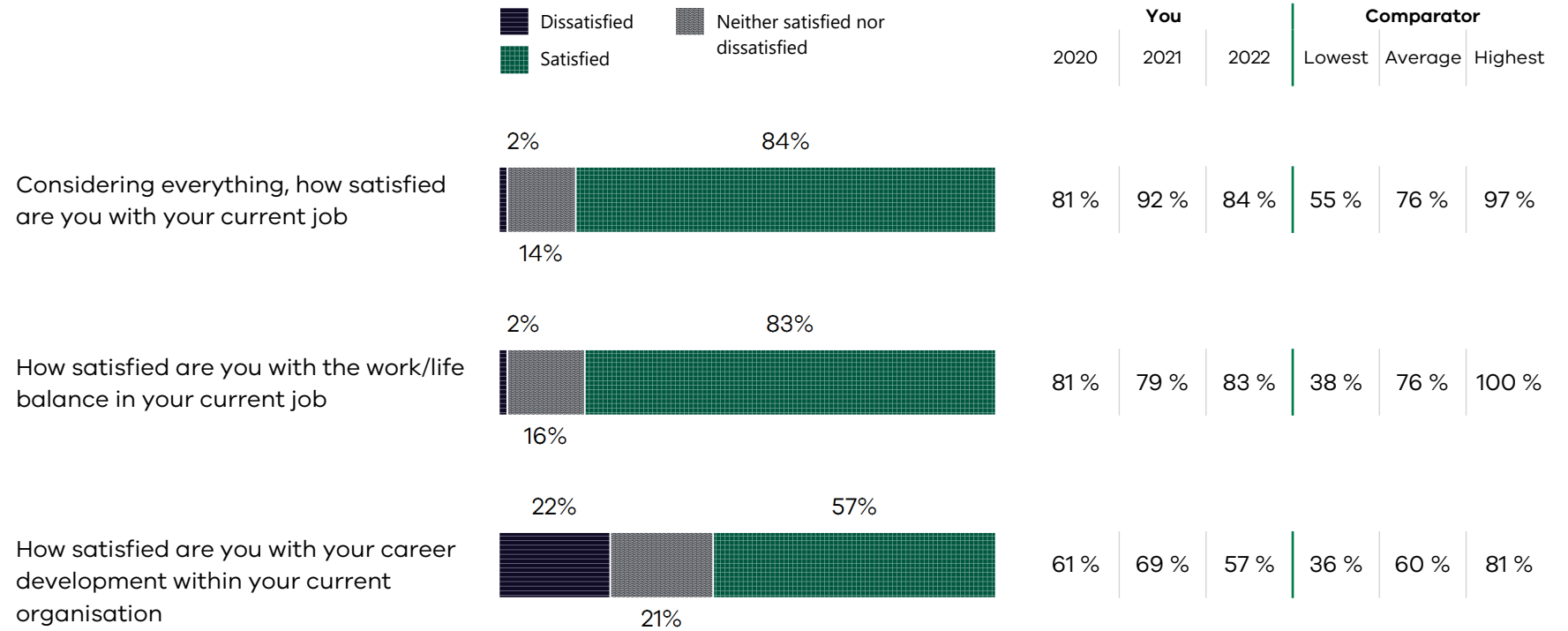
#### Example

84% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

### Survey question

### Your results

### Benchmark satisfied results



## People outcomes

### Work-related stress levels

#### What this is

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

#### Why this is important

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

#### How to read this

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

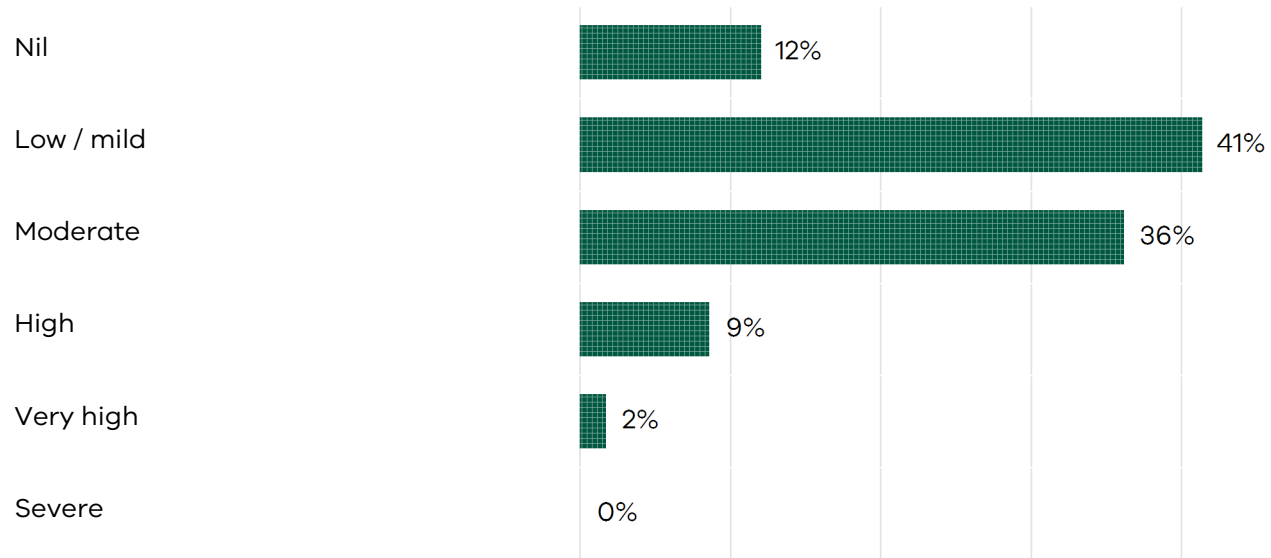
The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

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

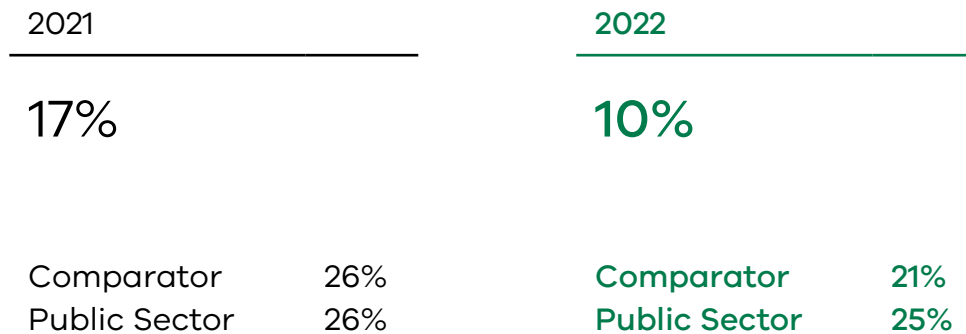
#### Example

10% 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)



### Reported levels of high to severe stress



## People outcomes

### Work-related stress causes

#### What this is

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

#### Why this is important

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

#### How to read this

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

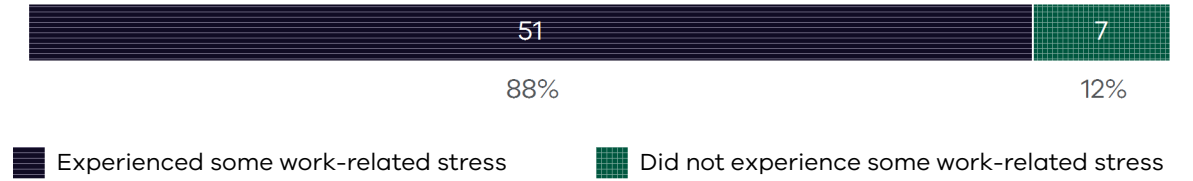
If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

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

#### Example

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

Of that 88%, 33% said the top reason was 'Workload'.



| Of those that experienced work related stress it was from ...         | You 2021 | You 2022 | Comparator 2022 | Public sector 2022 |
|---|----------|----------|-----------------|--------------------|
| Workload  | 38%      | 33%      | 49%             | 51%                |
| Dealing with clients, patients or stakeholders                        | 26%      | 24%      | 15%             | 15%                |
| Time pressure   | 32%      | 22%      | 47%             | 44%                |
| Content, variety, or difficulty of work                               | 6%       | 18%      | 13%             | 11%                |
| Competing home and work responsibilities                              | 19%      | 16%      | 14%             | 14%                |
| Other   | 11%      | 14%      | 8%              | 9%                 |
| Management of work (e.g. supervision, training, information, support) | 4%       | 12%      | 12%             | 12%                |
| Other changes due to COVID-19   | 28%      | 12%      | 5%              | 7%                 |
| Job security  | 11%      | 10%      | 9%              | 10%                |
| Organisation or workplace change                                      | 9%       | 8%       | 11%             | 13%                |



## 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

5% of your staff who did the survey said they intended to work for your organisation for 6 months or less.

| Employees plan to work at your organisation for ... | You 2022 | Comparator 2022 | Public sector 2022 |
|---|----------|-----------------|--------------------|
| 6 months or less                                    | 5%       | 9%              | 8%                 |
| Over 6 months and up to 1 year                      | 12%      | 14%             | 10%                |
| Over 1 year and up to 3 years                       | 22%      | 31%             | 25%                |
| Over 3 years and up to 5 years                      | 16%      | 18%             | 16%                |
| Over 5 years  | 45%      | 28%             | 41%                |

## 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.

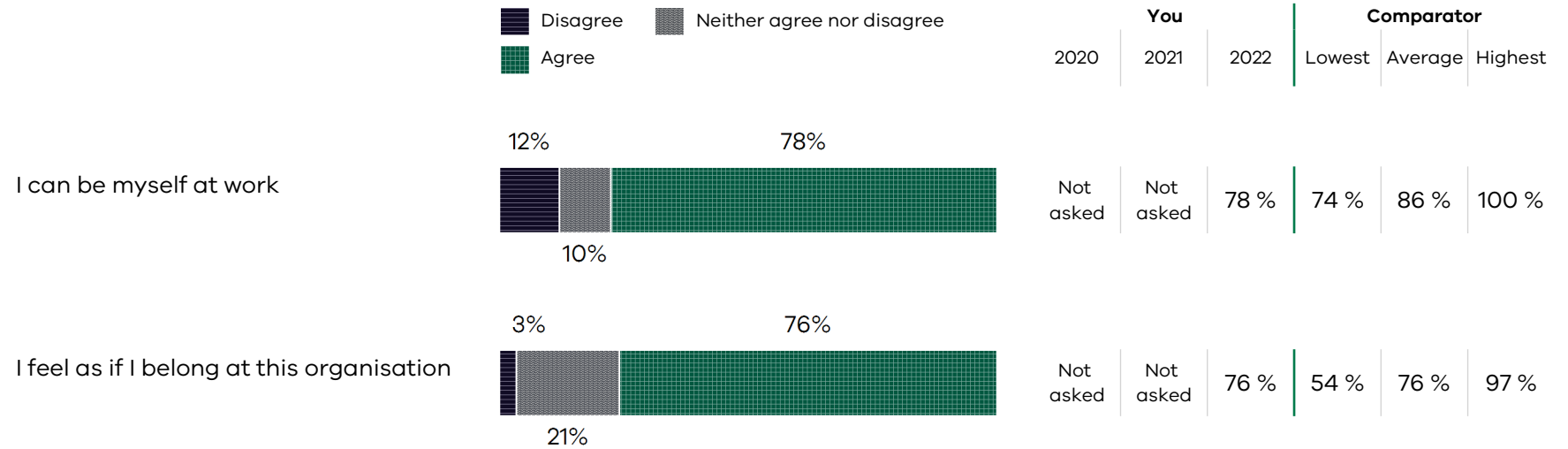
#### Example

78% 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



## 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

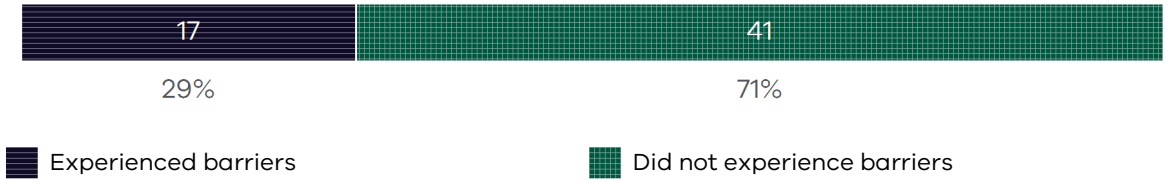
In the survey, we ask staff to tell us if they have experienced any barriers to their success at work and what those barriers were. They can select more than one barrier.

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

#### Example

14% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My mental health'.

Staff who experienced one or more barriers to success at work



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

|                            | You 2022 | Comparator 2022 | Public sector 2022 |
|----------------------------|----------|-----------------|--------------------|
| My mental health           | 14%      | 7%              | 7%                 |
| My physical health         | 7%       | 3%              | 4%                 |
| My political belief        | 5%       | 1%              | 1%                 |
| My caring responsibilities | 3%       | 6%              | 7%                 |
| My disability              | 3%       | 2%              | 1%                 |
| Other                      | 3%       | 3%              | 4%                 |
| My age                     | 2%       | 6%              | 8%                 |
| My cultural background     | 2%       | 2%              | 3%                 |
| My religious belief        | 2%       | 1%              | 1%                 |
| My sex                     | 2%       | 4%              | 4%                 |

## 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

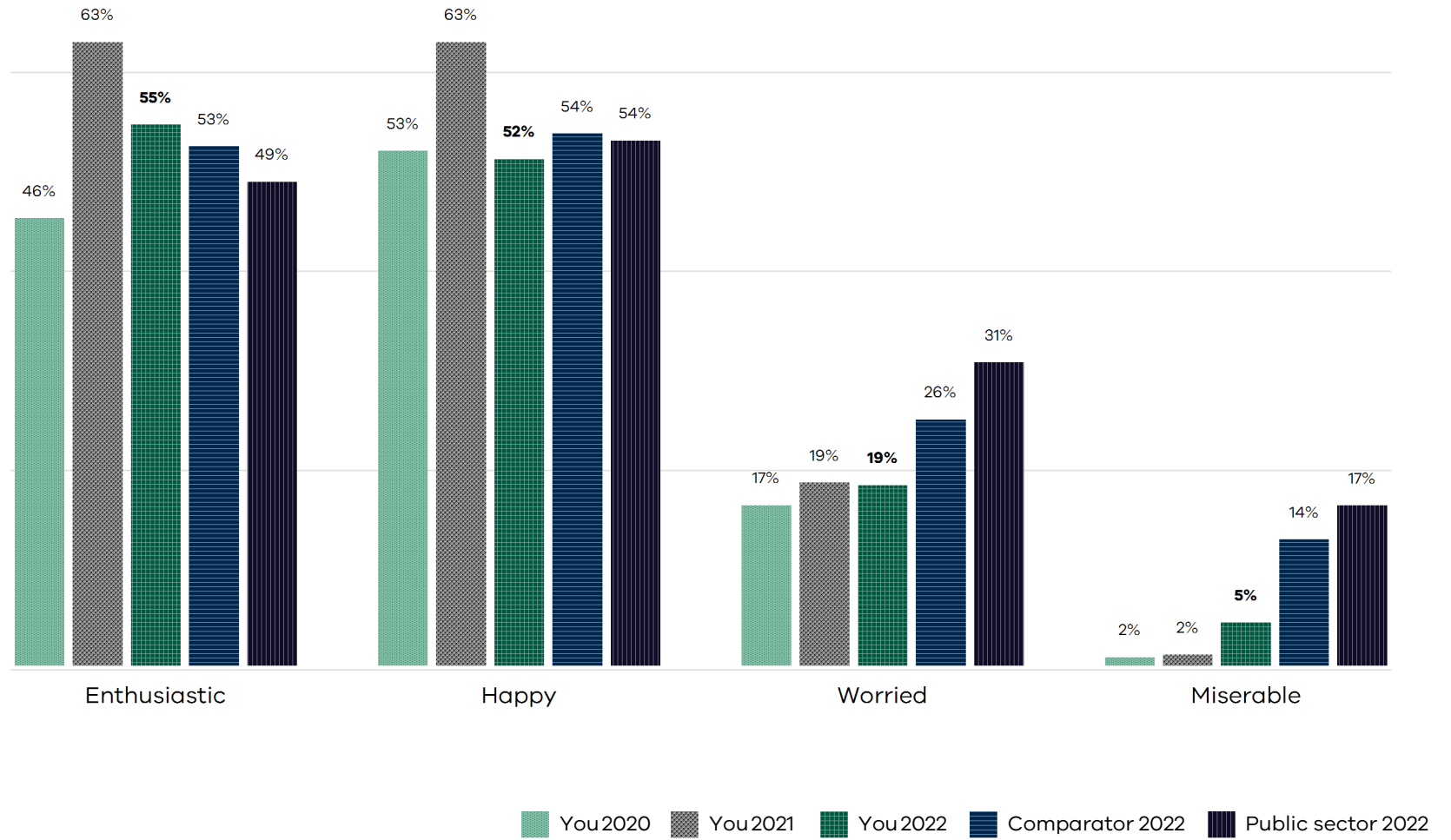
In 2022:

- 52% of your staff who did the survey said work made them feel happy in 2022, which is down from 63% 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 ...



## 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.

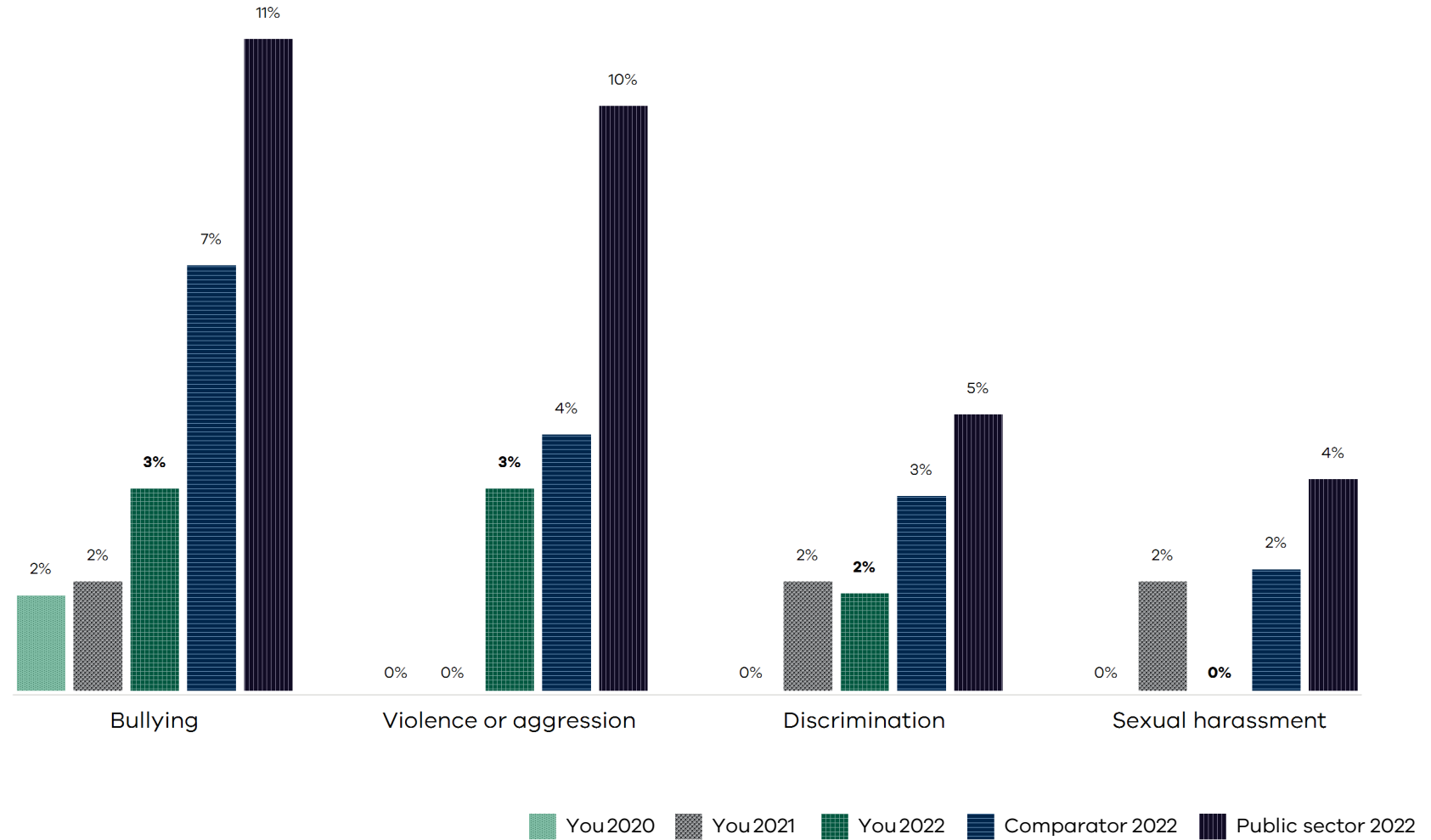
#### Example

In 2022:

- 3% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 2% in 2021.

Compared to:

- 7% of staff at your comparator and 11% of staff across the public sector.



## People outcomes

### Bullying

#### What this is

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

#### Why this is important

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

#### 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.

## People outcomes

### Discrimination

#### What this is

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

#### Why this is important

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

#### Why there is no data here

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

We do this to protect the respondents.

## People outcomes

### Violence and aggression

#### What this is

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

#### Why this is important

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

#### Why there is no data here

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

We do this to protect the respondents.



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## 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 'Safety climate', the 'You 2022' column shows 98% of your staff agreed with 'My organisation provides a physically safe work environment'.

In the 'Change from 2021' column, you have a 0% increase, which is a positive trend.

| Question group           | Highest scoring questions   | You 2022 | Change from 2021  | Comparator 2022 |
|--------------------------|---|----------|-------------------|-----------------|
| Safety climate           | My organisation provides a physically safe work environment                               | 98%      | +0%               | 91%             |
| Manager leadership       | My manager demonstrates honesty and integrity   | 97%      | -2%               | 91%             |
| Meaningful work          | I can make a worthwhile contribution at work  | 97%      | Not asked in 2021 | 92%             |
| Manager leadership       | My manager models my organisation's values  | 95%      | +3%               | 89%             |
| Collaboration            | I am able to work effectively with others outside my immediate workgroup                  | 95%      | +3%               | 86%             |
| Organisational integrity | My organisation encourages employees to act in ways that are consistent with human rights | 95%      | -3%               | 87%             |
| Organisational integrity | My organisation encourages respectful workplace behaviours                                | 95%      | -3%               | 87%             |
| Flexible working         | My manager supports working flexibly  | 93%      | Not asked in 2021 | 92%             |
| Human rights             | I understand how the Charter of Human Rights and Responsibilities applies to my work      | 93%      | -3%               | 80%             |
| Job enrichment           | I can use my skills and knowledge in my job   | 93%      | Not asked in 2021 | 91%             |

## Key differences

### Lowest scoring questions

#### What this is

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

#### How to read this

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

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

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

#### Example

On the first row 'Taking action', the 'You 2022' column shows 31% of your staff agreed with 'My organisation has made improvements based on the survey results from last year'.

This question was not asked in 2021.

| Question subgroup        | Lowest scoring questions  | You 2022 | Change from 2021  | Comparator 2022 |
|--------------------------|---|----------|-------------------|-----------------|
| Taking action            | My organisation has made improvements based on the survey results from last year                        | 31%      | Not asked in 2021 | 35%             |
| Learning and development | I am satisfied with the opportunities to progress in my organisation                                    | 47%      | Not asked in 2021 | 50%             |
| Organisational integrity | I believe the promotion processes in my organisation are fair   | 50%      | Not asked in 2021 | 50%             |
| Satisfaction             | How satisfied are you with your career development within your current organisation                     | 57%      | -12%              | 60%             |
| Taking action            | I believe my organisation will make improvements based on the results of this survey                    | 59%      | Not asked in 2021 | 59%             |
| Organisational integrity | I have an equal chance at promotion in my organisation  | 60%      | Not asked in 2021 | 54%             |
| Learning and development | I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 71%      | -10%              | 59%             |
| Innovation               | My workgroup encourages employee creativity   | 71%      | +1%               | 74%             |
| Workload                 | I have enough time to do my job effectively   | 72%      | +3%               | 63%             |
| Workload                 | The workload I have is appropriate for the job that I do  | 72%      | -3%               | 67%             |

## 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 'Innovation', the 'You 2022' column shows 84% of your staff agreed with 'My workgroup learns from failures and mistakes'.

In the 'Increase from 2021' column, you have a 8% increase, which is a positive trend.

| Question group     | Most improved from last year  | You 2022 | Increase from 2021 | Comparator 2022 |
|--------------------|---|----------|--------------------|-----------------|
| Innovation         | My workgroup learns from failures and mistakes                                | 84%      | +8%                | 76%             |
| Collaboration      | Workgroups across my organisation willingly share information with each other | 76%      | +5%                | 69%             |
| Satisfaction       | How satisfied are you with the work/life balance in your current job          | 83%      | +4%                | 76%             |
| Workload           | I have enough time to do my job effectively                                   | 72%      | +3%                | 63%             |
| Workgroup support  | People in my workgroup work together effectively to get the job done          | 91%      | +3%                | 87%             |
| Safety climate     | All levels of my organisation are involved in the prevention of stress        | 78%      | +3%                | 55%             |
| Collaboration      | I am able to work effectively with others outside my immediate workgroup      | 95%      | +3%                | 86%             |
| Manager leadership | My manager models my organisation's values                                    | 95%      | +3%                | 89%             |
| Innovation         | My workgroup encourages employee creativity                                   | 71%      | +1%                | 74%             |
| Meaningful work    | I achieve something important through my work                                 | 91%      | +1%                | 89%             |

## 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 'Learning and development', the 'You 2022' column shows 76% of your staff agreed with 'My organisation places a high priority on the learning and development of staff'.

In the 'Decrease from 2021' column, you have a 15% decrease, which is a negative trend.

| Question subgroup        | Largest decline from last year  | You 2022 | Decrease from 2021 | Comparator 2022 |
|--------------------------|---|----------|--------------------|-----------------|
| Learning and development | My organisation places a high priority on the learning and development of staff                         | 76%      | -15%               | 62%             |
| Innovation               | My workgroup is quick to respond to opportunities to do things better                                   | 76%      | -15%               | 77%             |
| Satisfaction             | How satisfied are you with your career development within your current organisation                     | 57%      | -12%               | 60%             |
| Workgroup support        | People in my workgroup appropriately manage conflicts of interest                                       | 72%      | -12%               | 82%             |
| Job enrichment           | I have the authority to do my job effectively   | 78%      | -11%               | 77%             |
| Safety climate           | My organisation has effective procedures in place to support employees who may experience stress        | 74%      | -10%               | 56%             |
| Organisational integrity | My organisation takes steps to eliminate bullying, harassment and discrimination                        | 74%      | -10%               | 73%             |
| Learning and development | I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 71%      | -10%               | 59%             |
| Job enrichment           | I clearly understand what I am expected to do in this job   | 84%      | -10%               | 84%             |
| Senior leadership        | Senior leaders model my organisation's values   | 83%      | -10%               | 75%             |

## 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 'Safety climate', the 'You 2022' column shows 78% of your staff agreed with 'All levels of my organisation are involved in the prevention of stress'.

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 |
|--------------------------|---|----------|------------|-----------------|
| Safety climate           | All levels of my organisation are involved in the prevention of stress                                  | 78%      | +23%       | 55%             |
| Safety climate           | In my workplace, there is good communication about psychological safety issues that affect me           | 81%      | +22%       | 59%             |
| Safety climate           | My organisation has effective procedures in place to support employees who may experience stress        | 74%      | +18%       | 56%             |
| Safety climate           | Senior leaders consider the psychological health of employees to be as important as productivity        | 84%      | +18%       | 67%             |
| Safety climate           | Senior leaders show support for stress prevention through involvement and commitment                    | 76%      | +15%       | 61%             |
| Learning and development | My organisation places a high priority on the learning and development of staff                         | 76%      | +14%       | 62%             |
| Human rights             | I understand how the Charter of Human Rights and Responsibilities applies to my work                    | 93%      | +13%       | 80%             |
| Quality service delivery | My workgroup uses its resources well  | 86%      | +13%       | 73%             |
| Engagement               | I feel a strong personal attachment to my organisation  | 74%      | +13%       | 61%             |
| Learning and development | I am satisfied with the way my learning and development needs have been addressed in the last 12 months | 71%      | +12%       | 59%             |

## 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 'Workgroup support', the 'You2022' column shows 72% of your staff agreed with 'People in my workgroup appropriately manage conflicts of interest'.

The 'difference' column, shows that agreement for this question was 10 percentage points lower in your organisation than in your comparator.

| Question subgroup        | Biggest negative difference from comparator   | You 2022 | Difference | Comparator 2022 |
|--------------------------|---|----------|------------|-----------------|
| Workgroup support        | People in my workgroup appropriately manage conflicts of interest                   | 72%      | -10%       | 82%             |
| Safe to speak up         | I feel culturally safe at work  | 79%      | -9%        | 88%             |
| Inclusion                | I can be myself at work   | 78%      | -8%        | 86%             |
| Workgroup support        | People in my workgroup are politically impartial in their work                      | 81%      | -5%        | 86%             |
| Taking action            | My organisation has made improvements based on the survey results from last year    | 31%      | -4%        | 35%             |
| Learning and development | I am satisfied with the opportunities to progress in my organisation                | 47%      | -4%        | 50%             |
| Innovation               | My workgroup encourages employee creativity   | 71%      | -3%        | 74%             |
| Safe to speak up         | People in my workgroup are able to bring up problems and tough issues               | 78%      | -3%        | 80%             |
| Satisfaction             | How satisfied are you with your career development within your current organisation | 57%      | -3%        | 60%             |
| Workgroup support        | People in my workgroup treat each other with respect                                | 90%      | -1%        | 91%             |

# People matter survey

## wellbeing check 2022

Have your say

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- Your comparator group
- Your response rate

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- Sexual harassment
- Discrimination
- Violence and aggression

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- Meaningful work
- Flexible working

#### Public sector values

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



## 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

59% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this survey'.

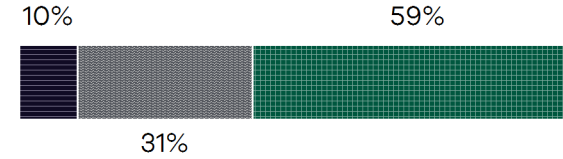
## Survey question

## Your results

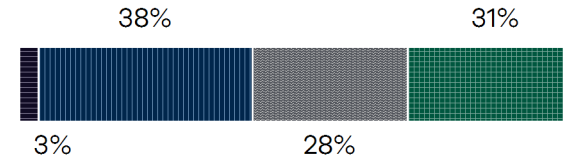
## Benchmark agree results



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



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



|  | You       |           |      | Comparator |         |         |
|--|-----------|-----------|------|------------|---------|---------|
|  | 2020      | 2021      | 2022 | Lowest     | Average | Highest |
| I believe my organisation will make improvements based on the results of this survey | Not asked | Not asked | 59 % | 32 %       | 59 %    | 100 %   |
| My organisation has made improvements based on the survey results from last year     | Not asked | Not asked | 31 % | 8 %        | 35 %    | 75 %    |

# People matter survey

## wellbeing check 2022

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- Scorecard: negative behaviour
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- Flexible working

#### Public sector values

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- Accountability
- Respect
- Leadership
- Human rights

## 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.

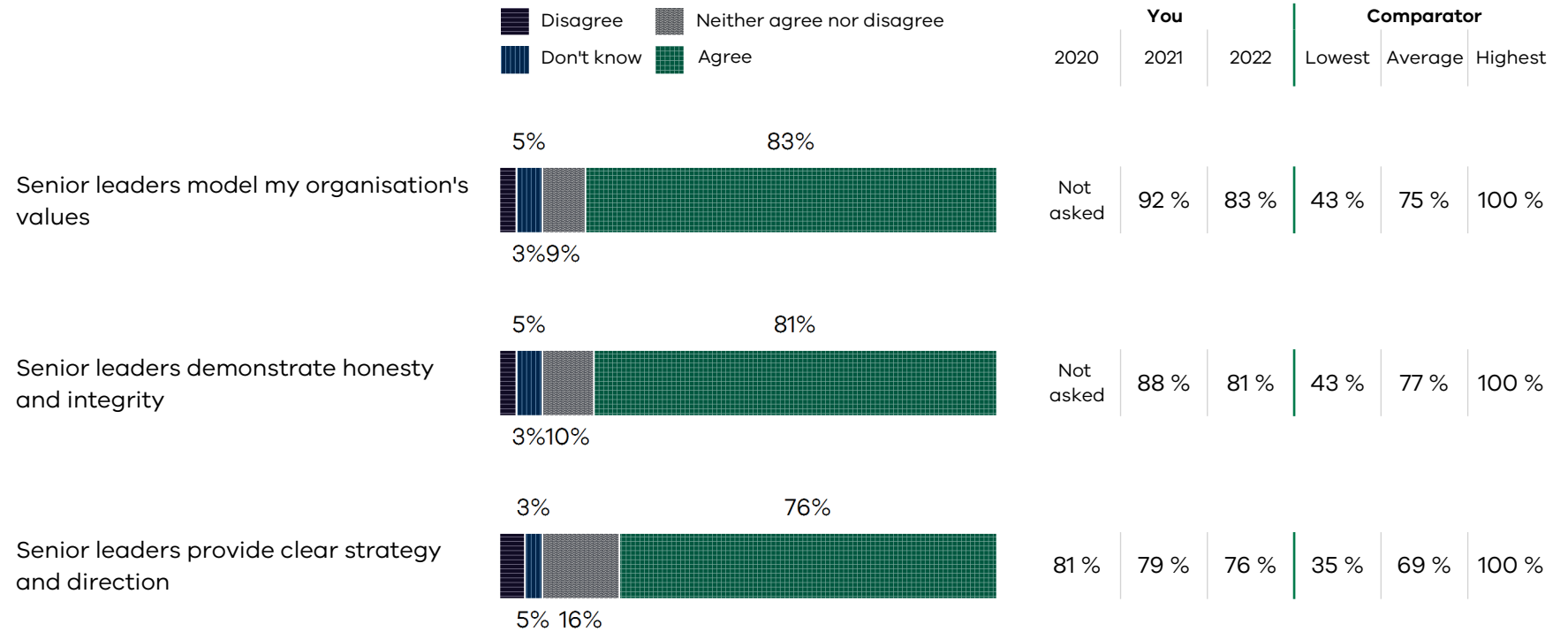
#### Example

83% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

### Survey question

### Your results

### Benchmark agree results



# People matter survey

## wellbeing check 2022

Have your say

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- Violence and aggression

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- Leadership
- Human rights

# 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.

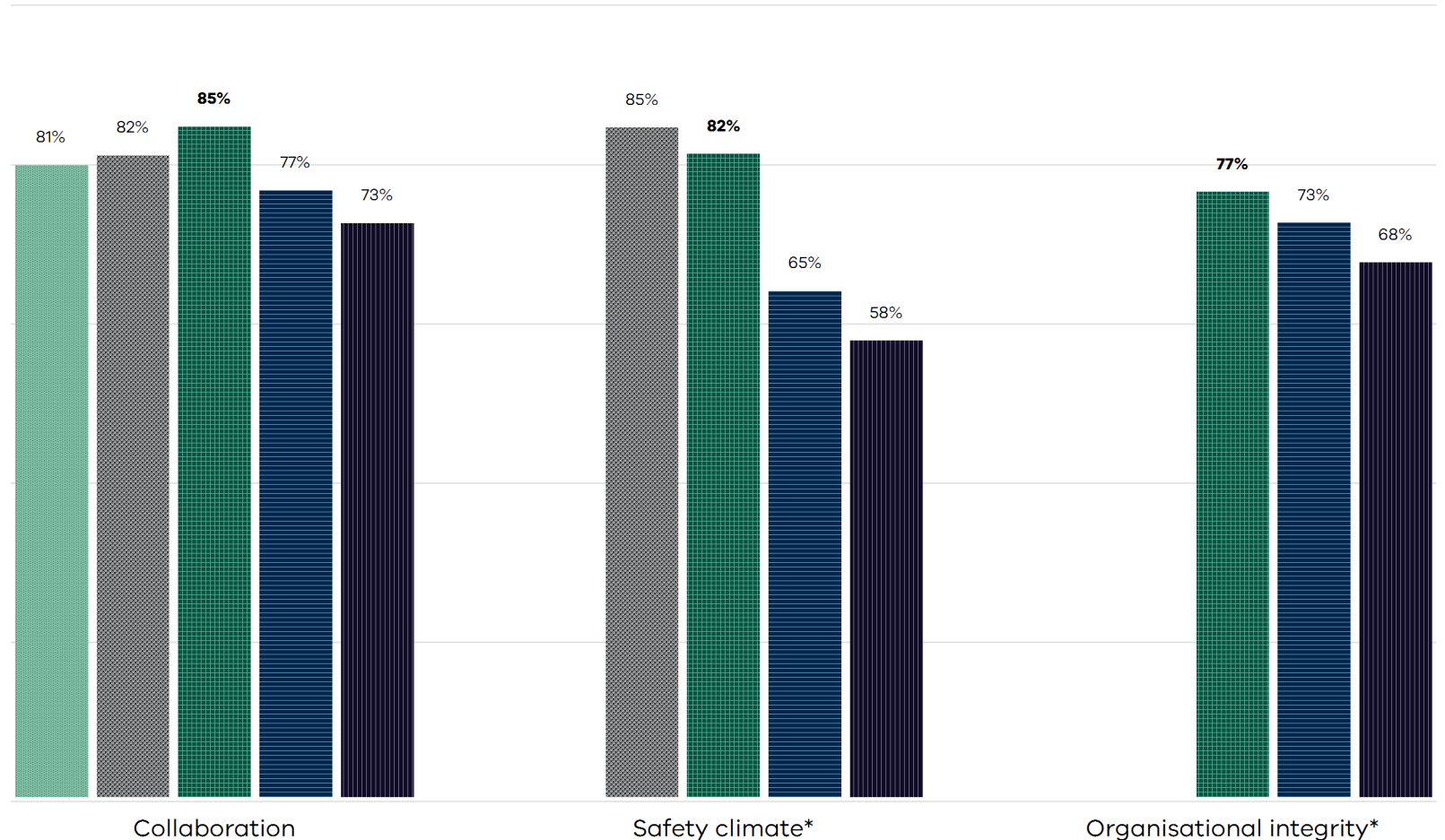
### Example

In 2022:

- 85% of your staff who did the survey responded positively to questions about Collaboration which is up from 82% in 2021.

Compared to:

- 77% 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

■ You2020 ■ You2021 ■ You2022 ■ 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.

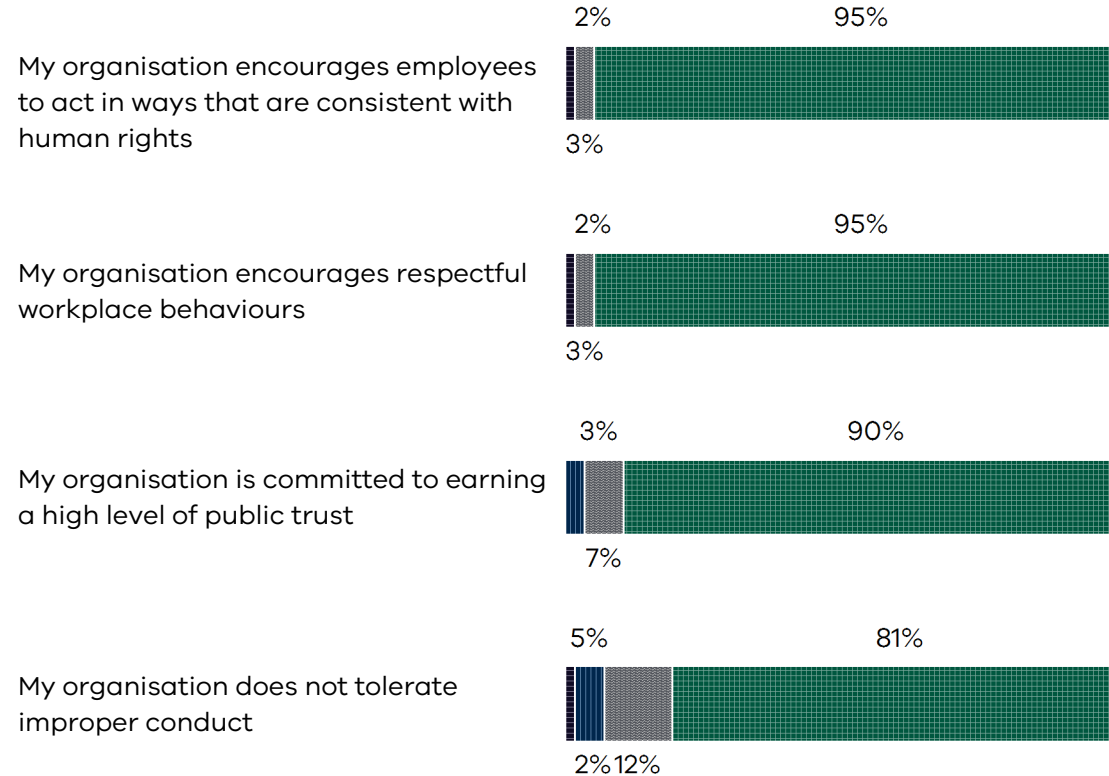
#### Example

95% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

### Survey question

### Your results

### Benchmark agree results



|   | You       |      |      | Comparator |         |         |
|---|-----------|------|------|------------|---------|---------|
|   | 2020      | 2021 | 2022 | Lowest     | Average | Highest |
| My organisation encourages employees to act in ways that are consistent with human rights | Not asked | 98 % | 95 % | 64 %       | 87 %    | 100 %   |
| My organisation encourages respectful workplace behaviours                                | Not asked | 98 % | 95 % | 60 %       | 87 %    | 100 %   |
| My organisation is committed to earning a high level of public trust                      | Not asked | 94 % | 90 % | 45 %       | 88 %    | 100 %   |
| My organisation does not tolerate improper conduct  | Not asked | 85 % | 81 % | 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.

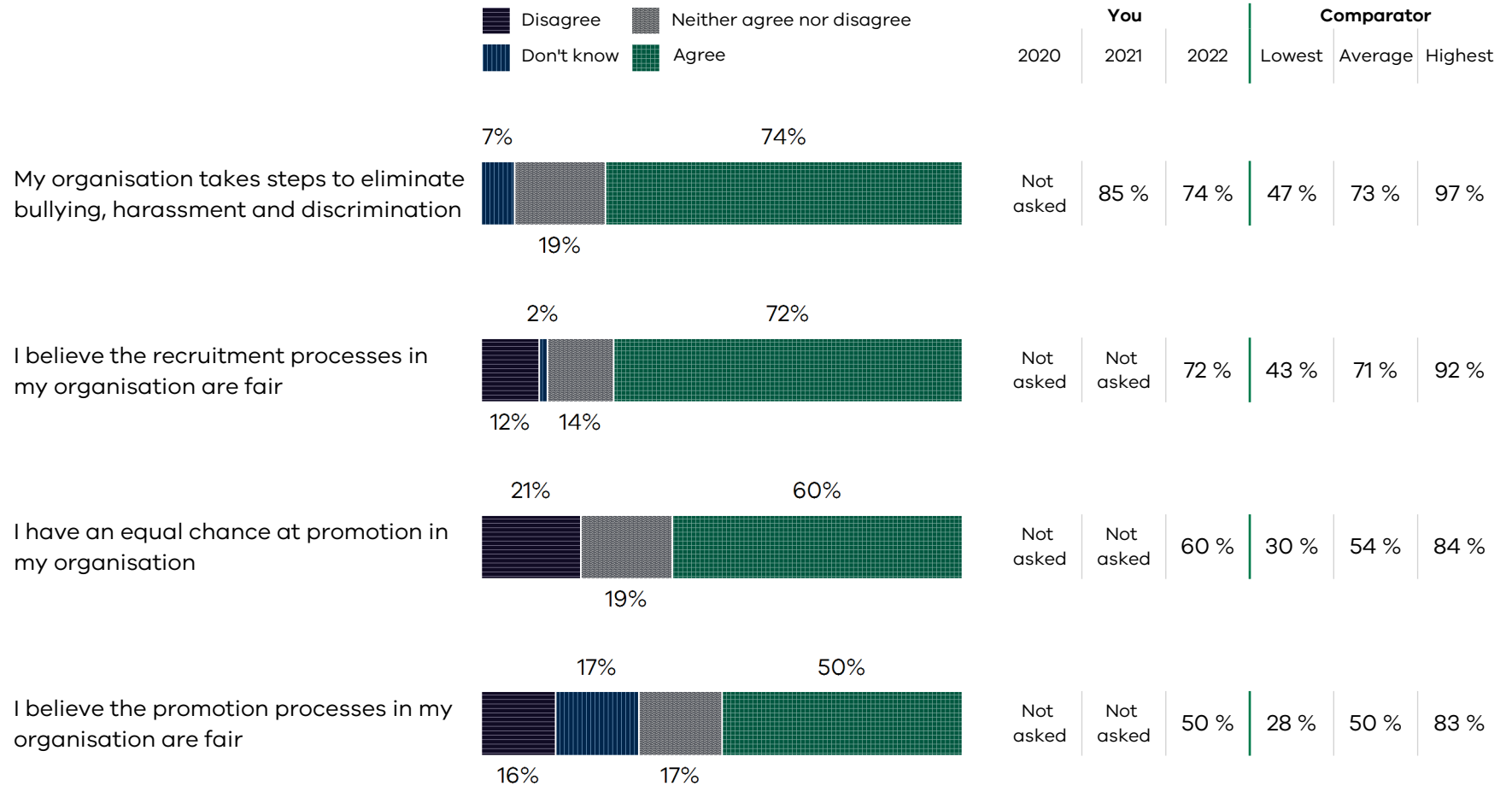
#### Example

74% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

### Survey question

### Your results

### Benchmark agree results



## Organisational climate

### Collaboration

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

95% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

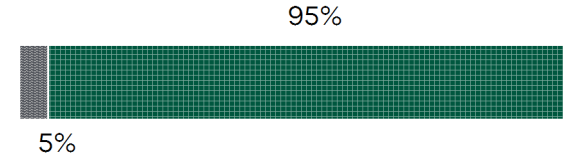
### Survey question

### Your results

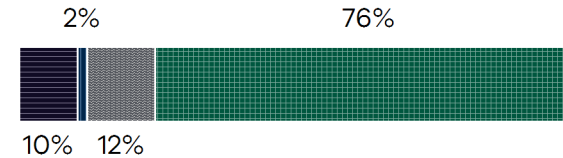
### Benchmark agree results



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



Workgroups across my organisation willingly share information with each other



|   | You  |      |      | Comparator |         |         |
|---|------|------|------|------------|---------|---------|
|   | 2020 | 2021 | 2022 | Lowest     | Average | Highest |
| I am able to work effectively with others outside my immediate workgroup      | 86 % | 92 % | 95 % | 63 %       | 86 %    | 100 %   |
| Workgroups across my organisation willingly share information with each other | 75 % | 71 % | 76 % | 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

98% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

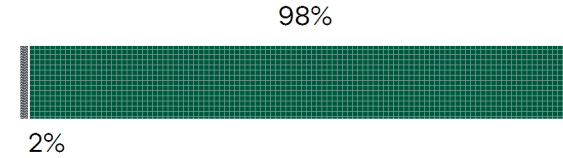
### Survey question

### Your results

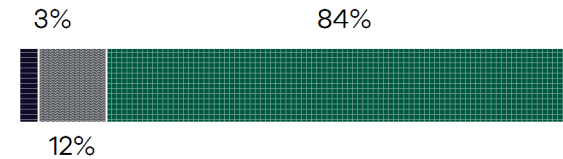
### Benchmark agree results



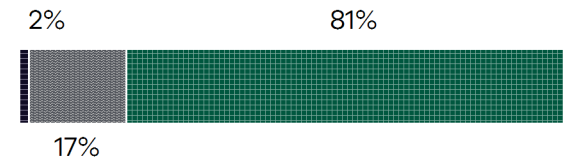
My organisation provides a physically safe work environment



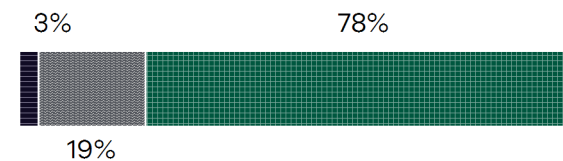
Senior leaders consider the psychological health of employees to be as important as productivity



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



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



| Year   | You       |      |      | Comparator |         |         |
|--|-----------|------|------|------------|---------|---------|
|  | 2020      | 2021 | 2022 | Lowest     | Average | Highest |
| My organisation provides a physically safe work environment                                      | Not asked | 98 % | 98 % | 74 %       | 91 %    | 100 %   |
| Senior leaders consider the psychological health of employees to be as important as productivity | 93 %      | 87 % | 84 % | 35 %       | 67 %    | 94 %    |
| In my workplace, there is good communication about psychological safety issues that affect me    | 83 %      | 87 % | 81 % | 40 %       | 59 %    | 84 %    |
| All levels of my organisation are involved in the prevention of stress                           | 78 %      | 75 % | 78 % | 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

76% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

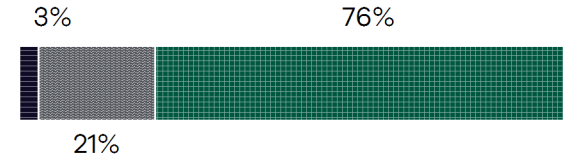
### Survey question

### Your results

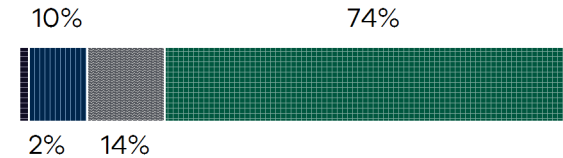
### Benchmark agree results



Senior leaders show support for stress prevention through involvement and commitment



My organisation has effective procedures in place to support employees who may experience stress



|  | You  |      |      | Comparator |         |         |
|--|------|------|------|------------|---------|---------|
|  | 2020 | 2021 | 2022 | Lowest     | Average | Highest |
| Senior leaders show support for stress prevention through involvement and commitment             | 88 % | 81 % | 76 % | 35 %       | 61 %    | 91 %    |
| My organisation has effective procedures in place to support employees who may experience stress | 88 % | 85 % | 74 % | 38 %       | 56 %    | 80 %    |

# People matter survey

## wellbeing check 2022

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- Flexible working

#### Public sector values

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

## 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.

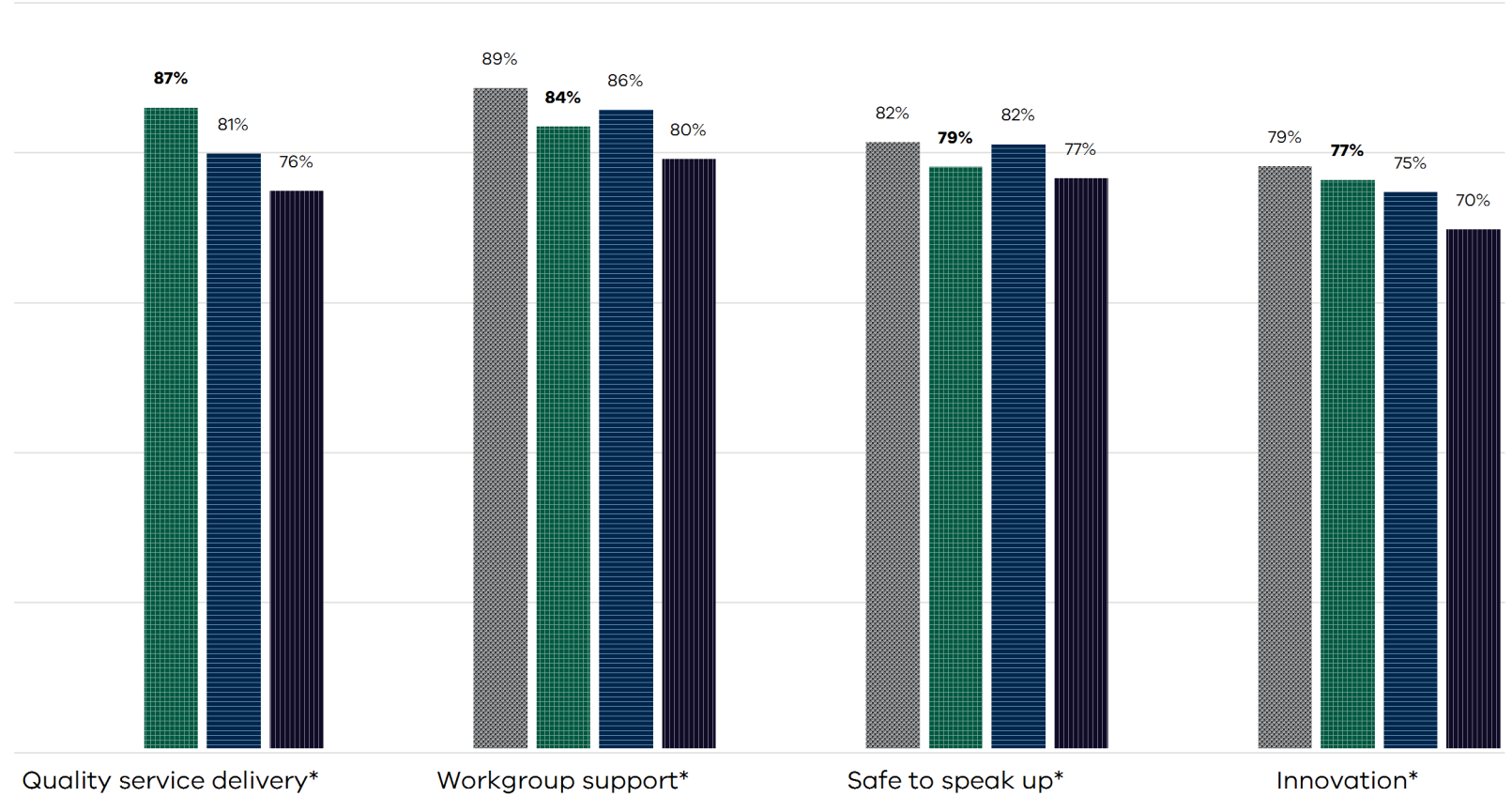
#### Example

In 2022:

- 87% of your staff who did the survey responded positively to questions about Quality service delivery.

Compared to:

- 81% of staff at your comparator and 76% of staff across the public sector.



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

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

## 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.

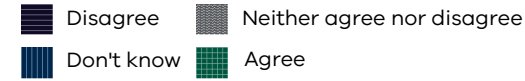
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

#### Example

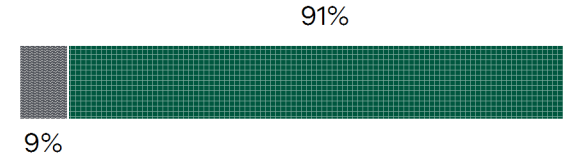
91% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

### Survey question

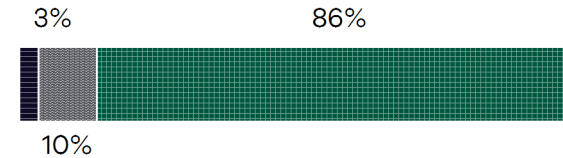
### Your results



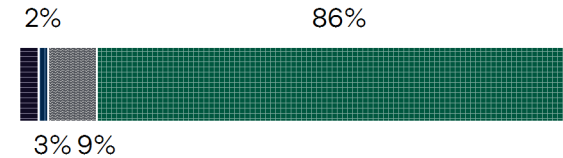
My workgroup provides high quality advice and services



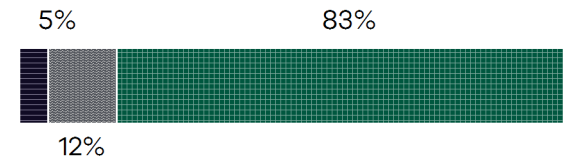
My workgroup acts fairly and without bias



My workgroup uses its resources well



My workgroup has clear lines of responsibility



### Benchmark agree results

| Year      | You       |      |      | Comparator |         |         |
|-----------|-----------|------|------|------------|---------|---------|
|           | 2020      | 2021 | 2022 | Lowest     | Average | Highest |
| Not asked | Not asked | 91 % | 75 % | 89 %       | 100 %   |         |
| Not asked | Not asked | 86 % | 59 % | 84 %       | 100 %   |         |
| Not asked | Not asked | 86 % | 59 % | 73 %       | 88 %    |         |
| Not asked | 90 %      | 83 % | 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

84% of your staff who did the survey agreed or strongly agreed with 'My workgroup learns from failures and mistakes'.

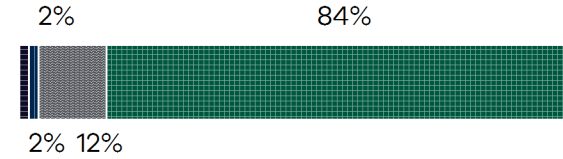
## Survey question

## Your results

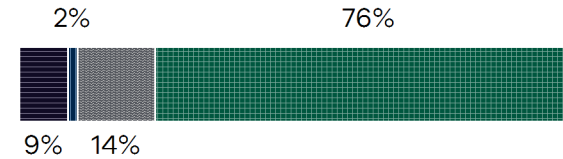
## Benchmark agree results



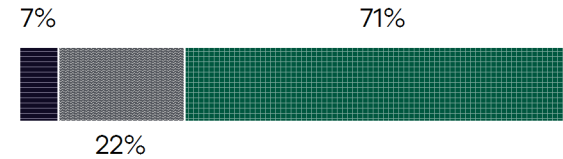
My workgroup learns from failures and mistakes



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



My workgroup encourages employee creativity



|   | You       |      |      | Comparator |         |         |
|---|-----------|------|------|------------|---------|---------|
|   | 2020      | 2021 | 2022 | Lowest     | Average | Highest |
| My workgroup learns from failures and mistakes                        | Not asked | 77 % | 84 % | 58 %       | 76 %    | 95 %    |
| My workgroup is quick to respond to opportunities to do things better | Not asked | 90 % | 76 % | 62 %       | 77 %    | 94 %    |
| My workgroup encourages employee creativity                           | Not asked | 69 % | 71 % | 46 %       | 74 %    | 97 %    |

## 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.

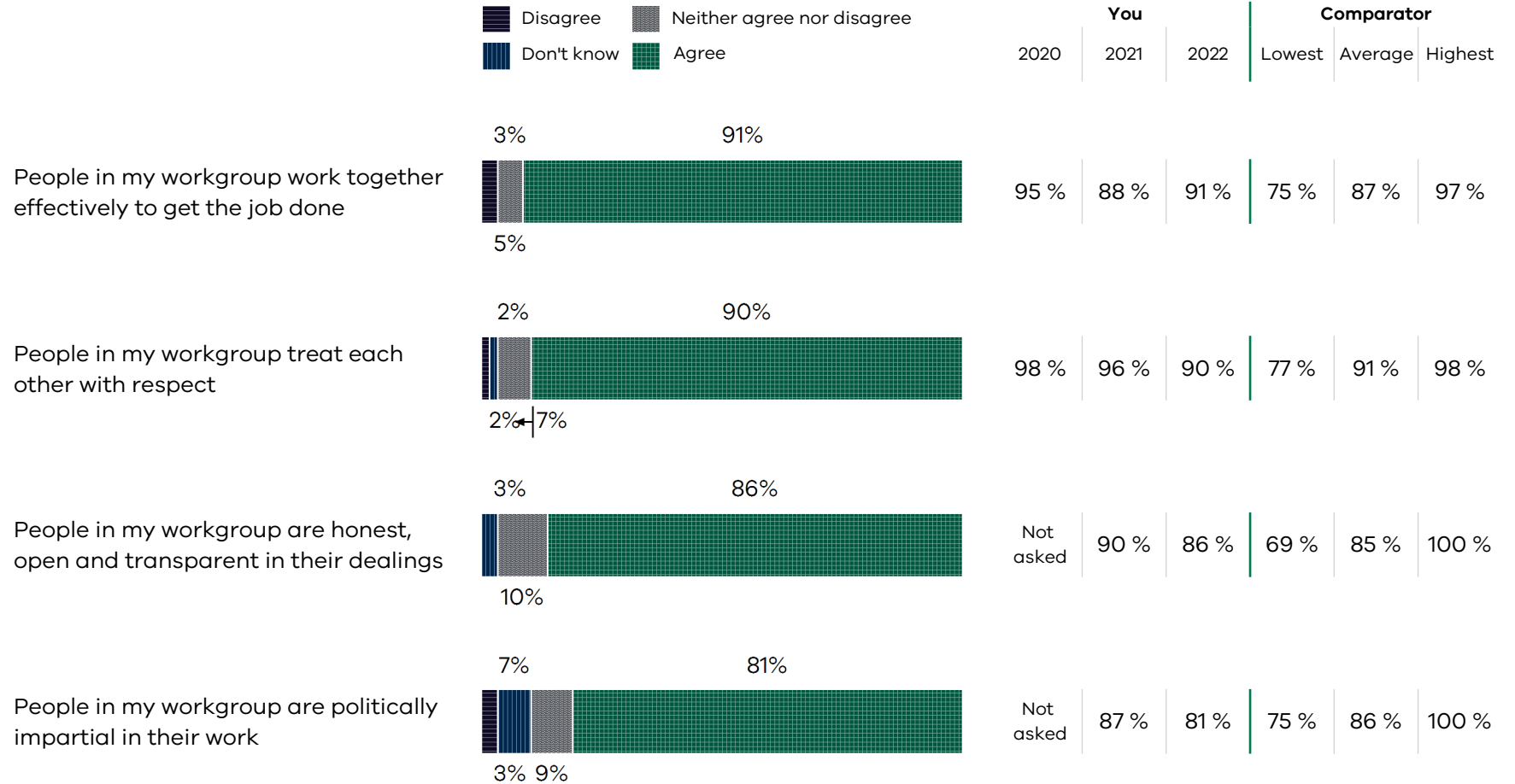
#### Example

91% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

### Survey question

### Your results

### Benchmark agree results



## Workgroup climate

### Workgroup support 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

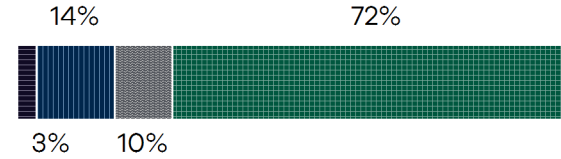
#### Example

72% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

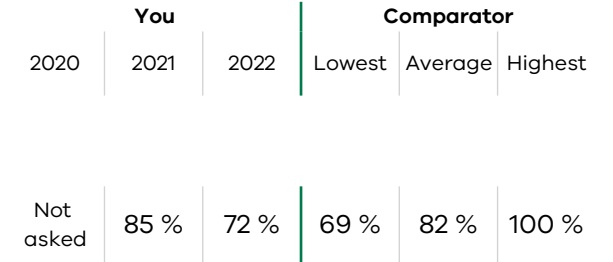
## Survey question

People in my workgroup appropriately manage conflicts of interest

## Your results



## Benchmark agree results





## Workgroup climate

### Safe to speak up

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

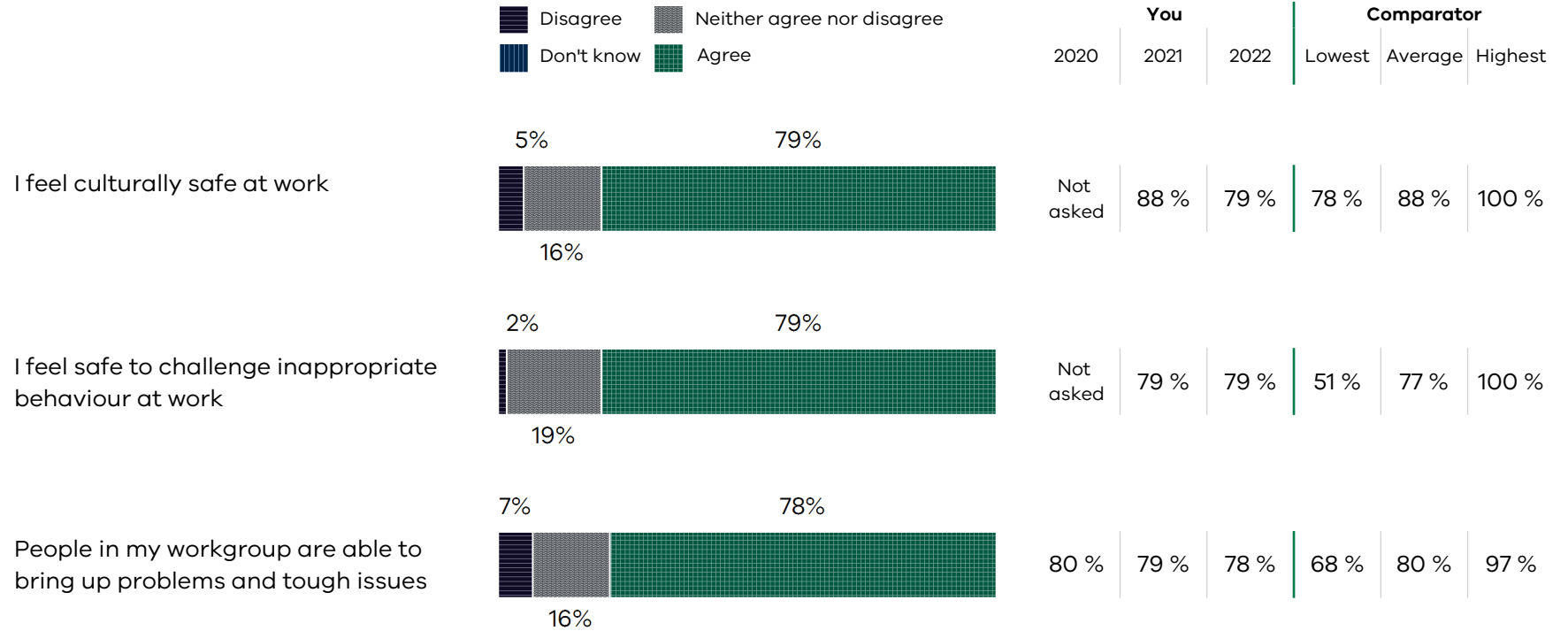
#### Example

79% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

## Survey question

## Your results

## Benchmark agree results



# People matter survey

## wellbeing check 2022

Have your say

### Overview

#### Report overview

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

### Result summary

#### People outcomes

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

#### Key differences

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

#### Taking action

- Taking action questions

### Detailed results

#### Senior leadership

- Senior leadership questions

#### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

#### 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

## 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.

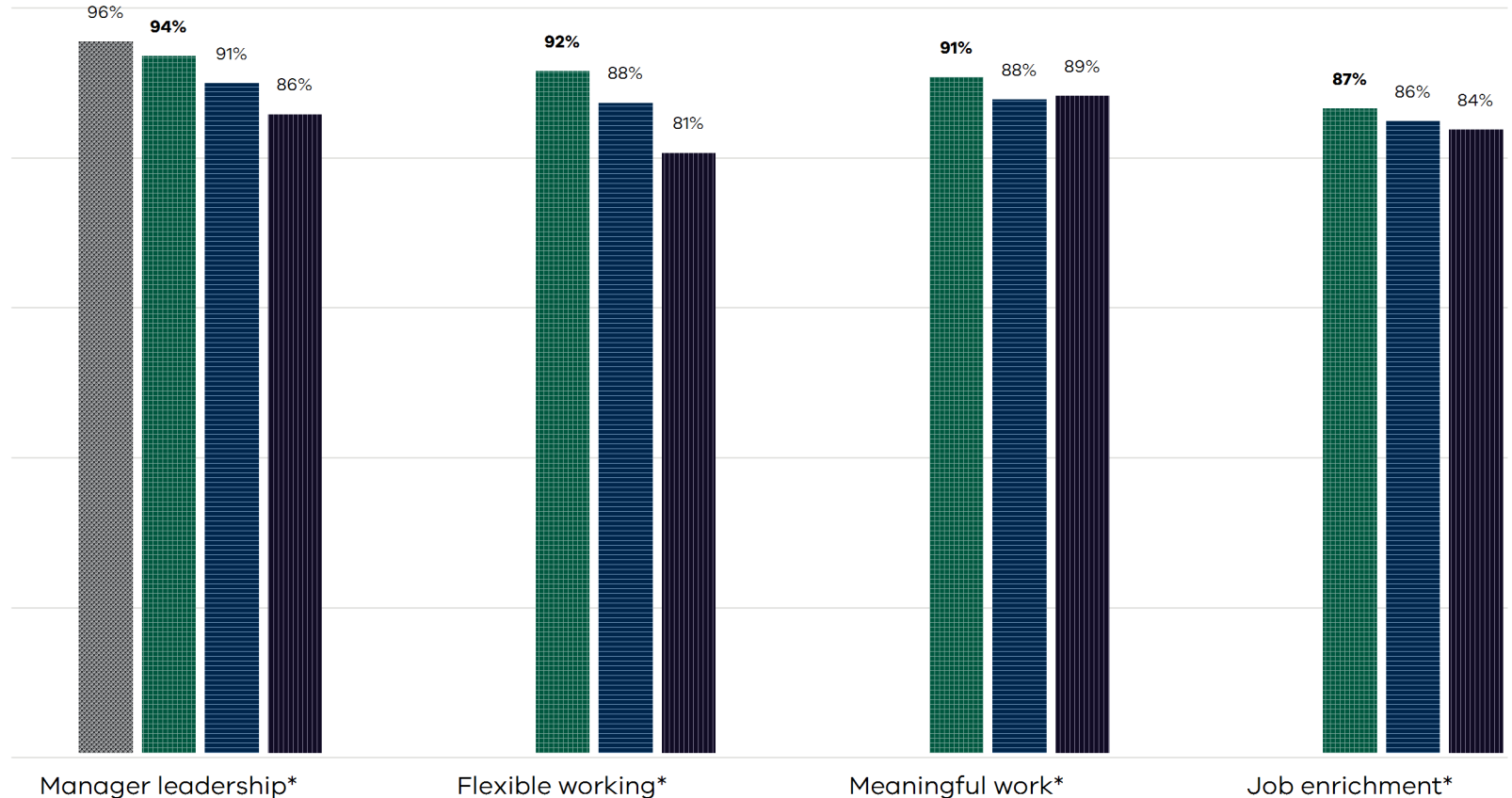
#### Example

In 2022:

- 94% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

- 91% of staff at your comparator and 86% 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

You2020 You2021 You2022 Comparator 2022 Public sector 2022

## Job and manager factors

### Scorecard 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

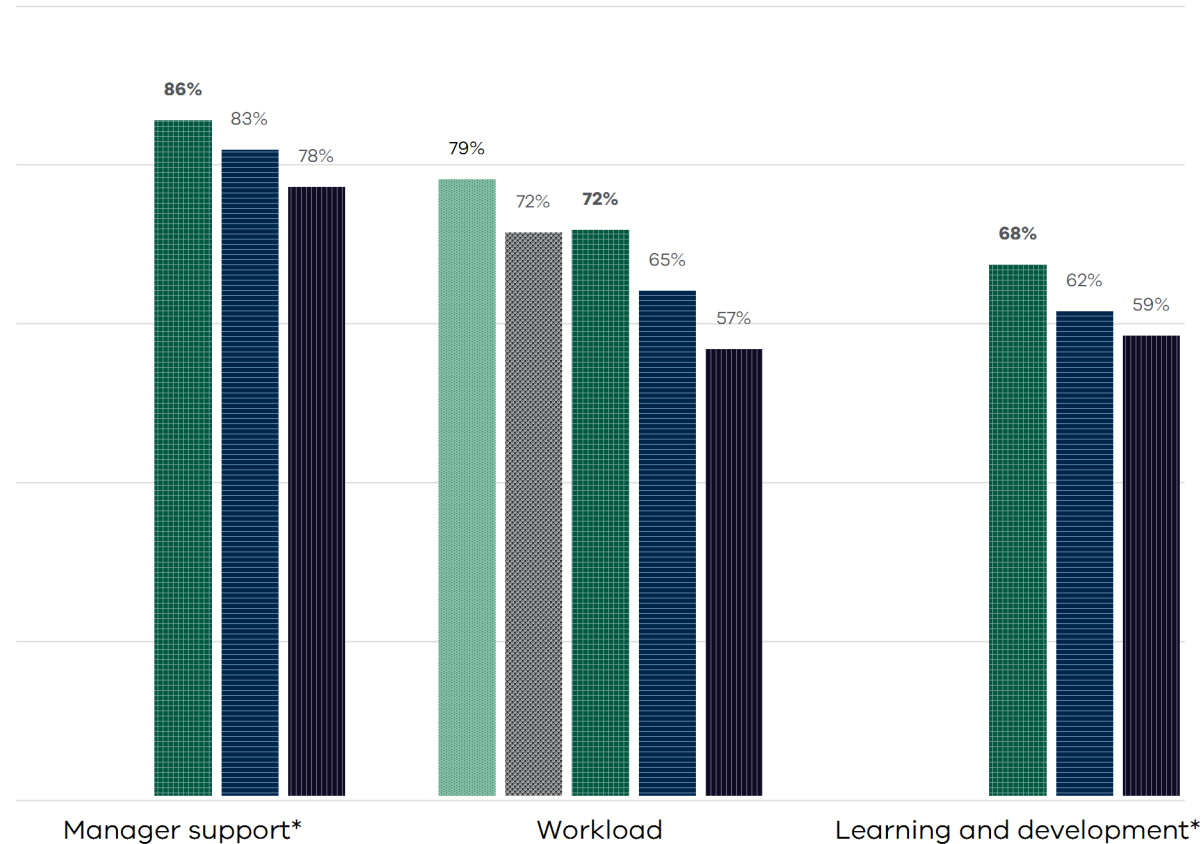
#### Example

In 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 78% of staff across the public sector.



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

You 2020 You 2021 You 2022 Comparator 2022 Public sector 2022

## 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.

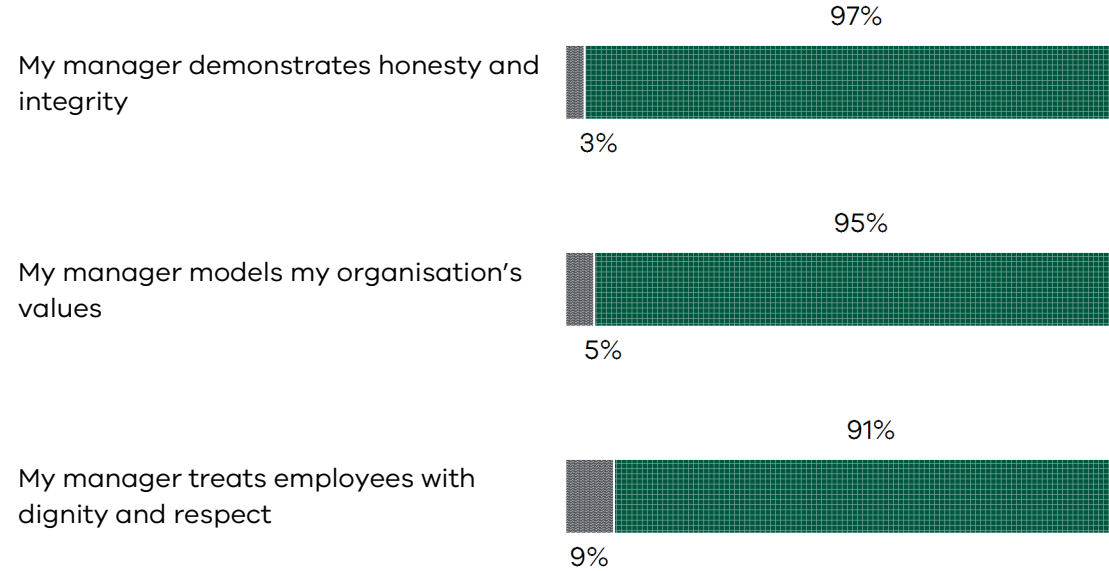
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

#### Example

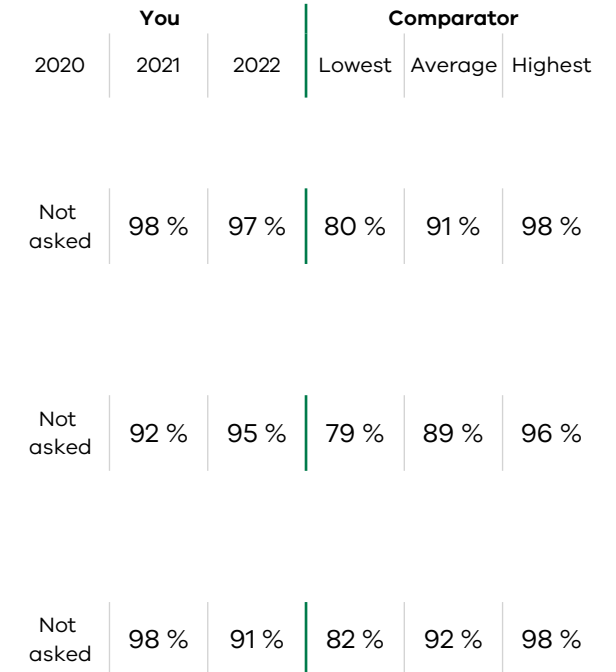
97% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

### Survey question

### Your results



### Benchmark agree results



## Job and manager factors

### Manager support 1 of 2

#### What this is

This is how supported staff feel by their direct manager.

#### Why this is important

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

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

#### How to read this

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

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

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

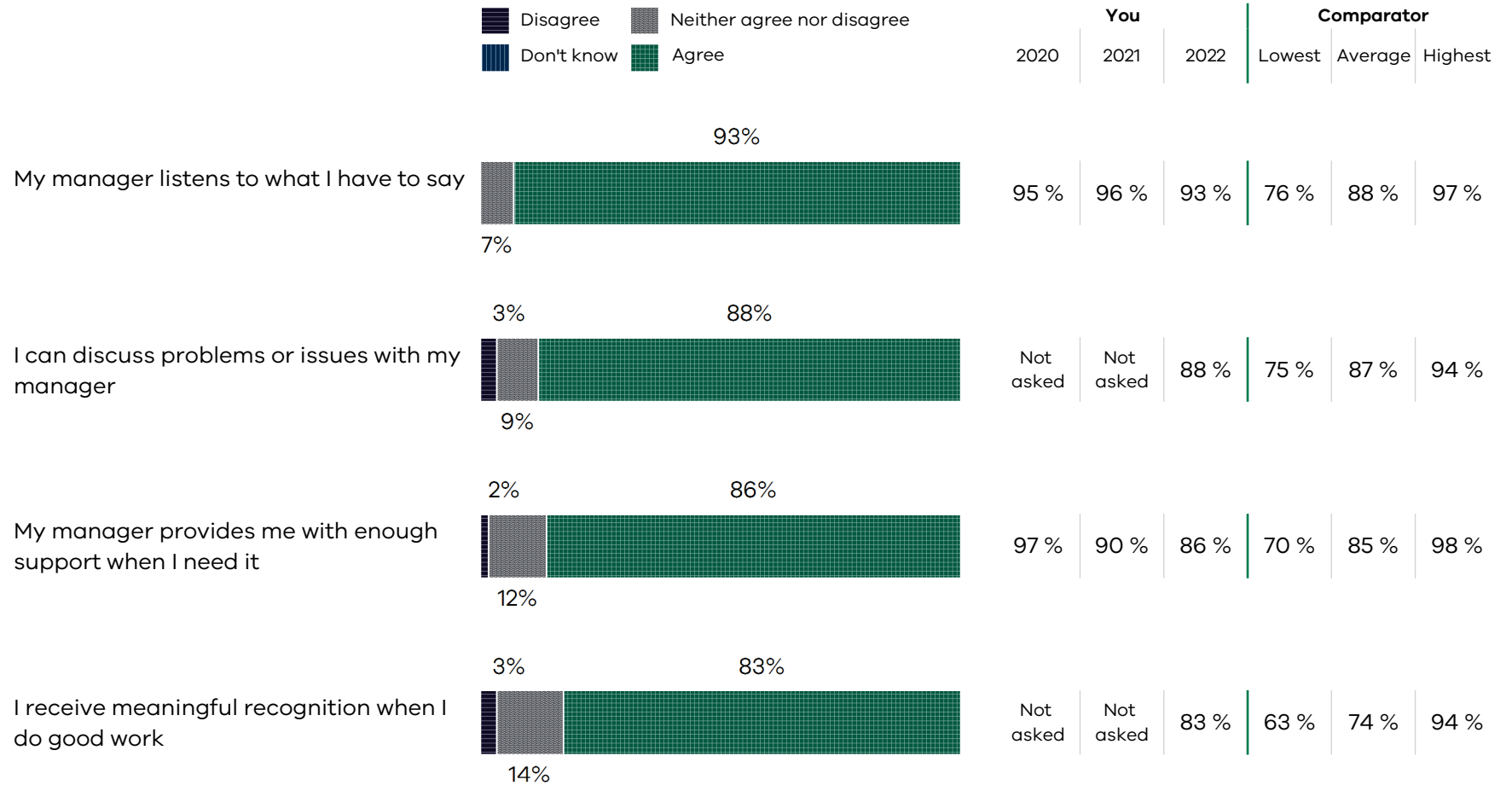
#### Example

93% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

### Survey question

### Your results

### Benchmark agree results



## Job and manager factors

### Manager support 2 of 2

#### What this is

This is how supported staff feel by their direct manager.

#### Why this is important

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

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

#### How to read this

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

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

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

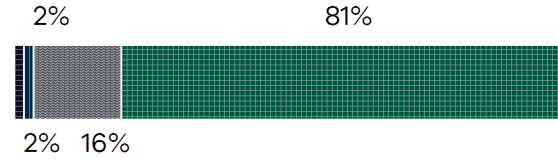
#### Example

81% of your staff who did the survey agreed or strongly agreed with 'My manager gives me feedback that helps me improve my performance'.

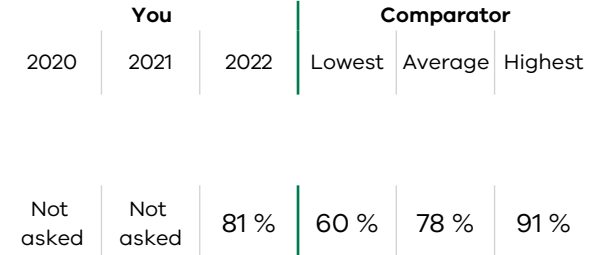
## Survey question

My manager gives me feedback that helps me improve my performance

## Your results



## Benchmark agree results



## Job and manager factors

### Workload

#### What this is

This is how staff feel about workload and time pressure.

#### Why this is important

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

#### How to read this

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

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

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

#### Example

72% of your staff who did the survey agreed or strongly agreed with 'I have enough time to do my job effectively'.

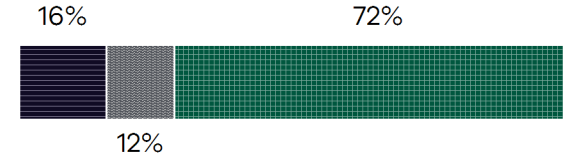
## Survey question

## Your results

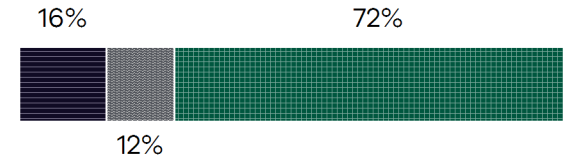
## Benchmark agree results



I have enough time to do my job effectively



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



| Year   | You  |      |      | Comparator |         |         |
|--|------|------|------|------------|---------|---------|
|  | 2020 | 2021 | 2022 | Lowest     | Average | Highest |
| I have enough time to do my job effectively              | 80 % | 69 % | 72 % | 43 %       | 63 %    | 92 %    |
| The workload I have is appropriate for the job that I do | 78 % | 75 % | 72 % | 43 %       | 67 %    | 100 %   |



## 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.

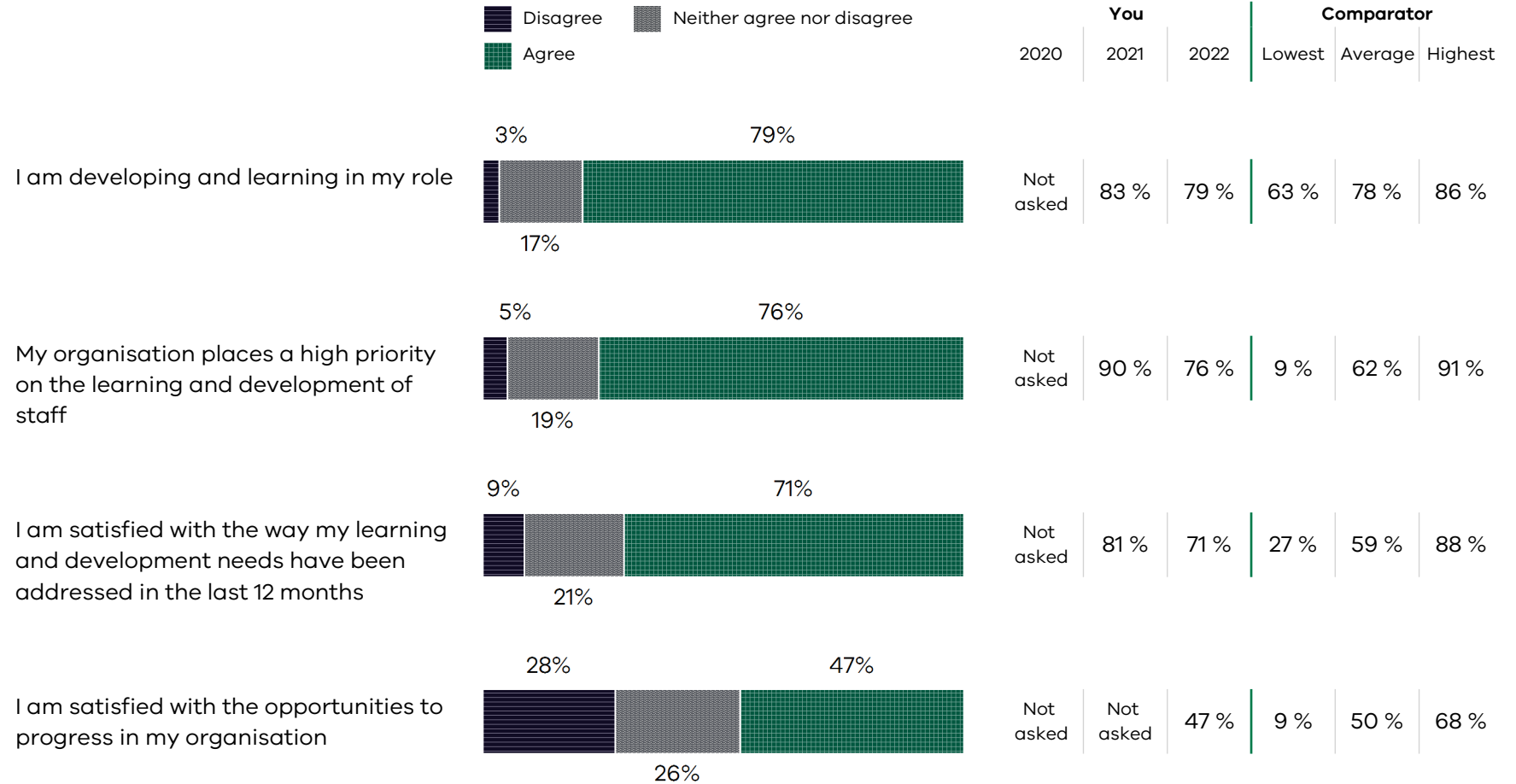
#### Example

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



## 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.

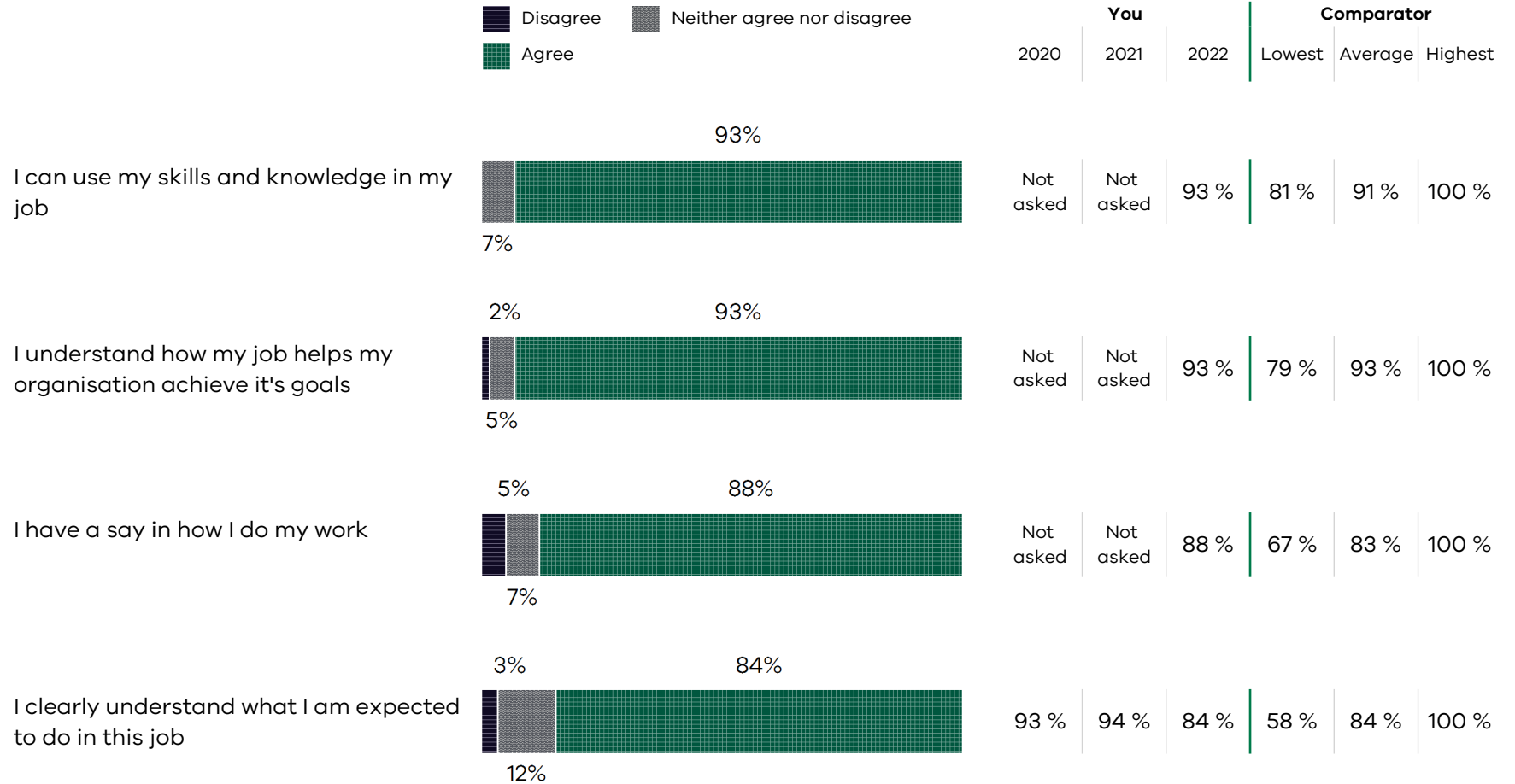
#### Example

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

## Survey question

## Your results

## Benchmark agree results



## Job and manager factors

### Job enrichment 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

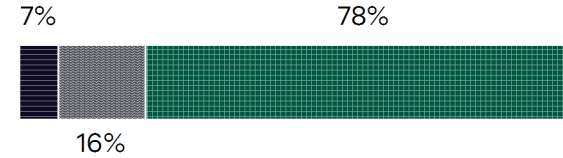
#### Example

78% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

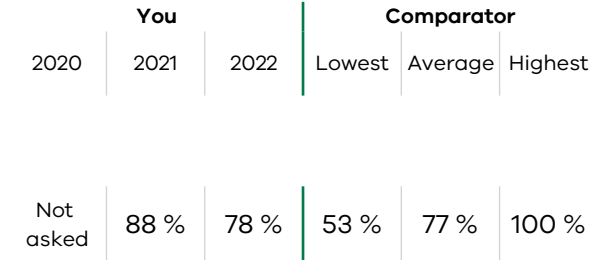
## Survey question

I have the authority to do my job effectively

## Your results



## Benchmark agree results



## Job and manager factors

### Meaningful work

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

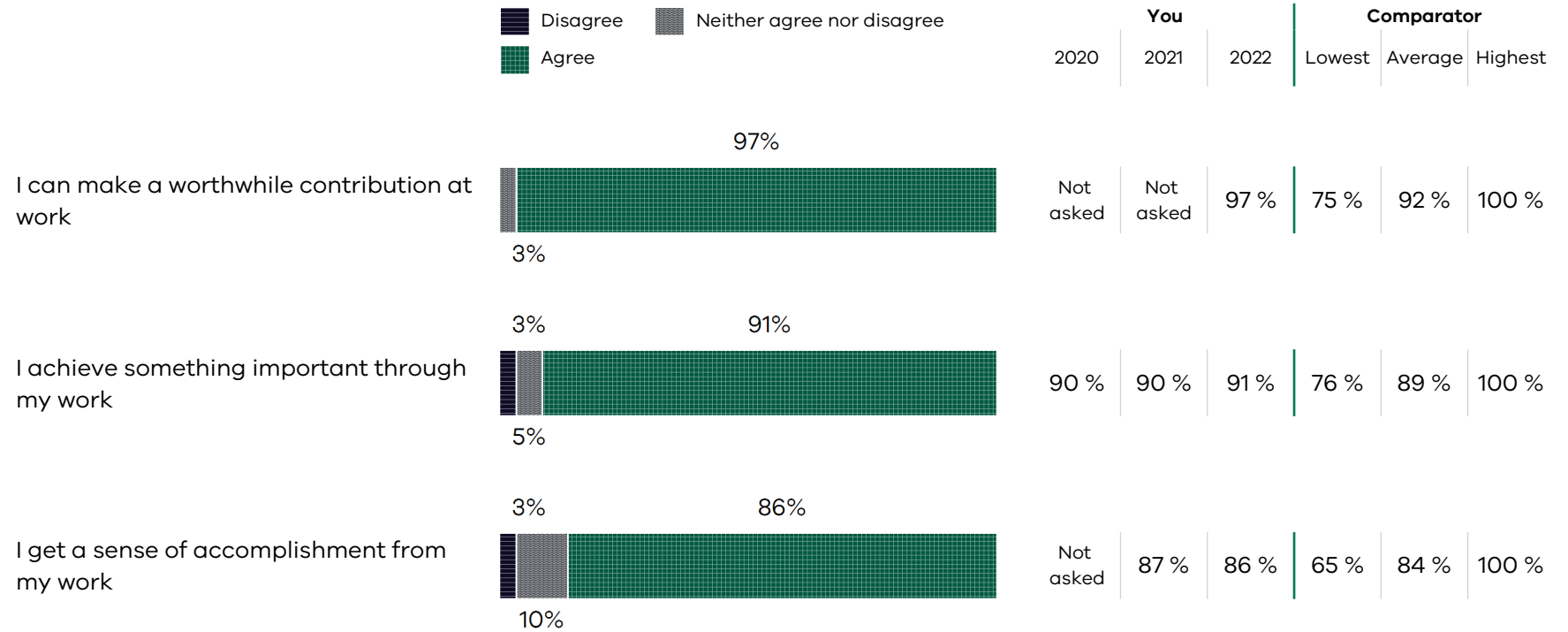
#### Example

97% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.

### Survey question

### Your results

### Benchmark agree results



## Job and manager factors

### Flexible working

#### What this is

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

#### Why this is important

Supporting flexible working can improve employee wellbeing.

#### How to read this

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

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

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

#### Example

93% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.

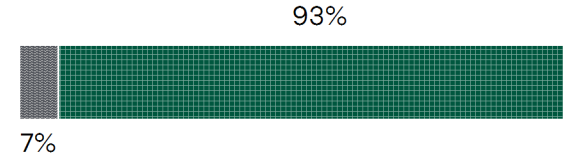
### Survey question

### Your results

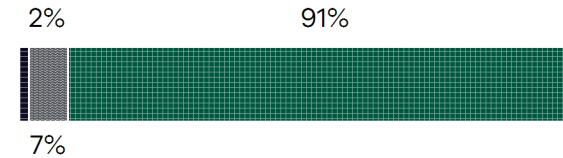
### Benchmark agree results



My manager supports working flexibly



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



| You       |           |      | Comparator |         |         |
|-----------|-----------|------|------------|---------|---------|
| 2020      | 2021      | 2022 | Lowest     | Average | Highest |
| Not asked | Not asked | 93 % | 78 %       | 92 %    | 100 %   |
| 97 %      | 92 %      | 91 % | 33 %       | 84 %    | 100 %   |

# People matter survey

## wellbeing check 2022

Have your say

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### Result summary

#### People outcomes

- Scorecard: engagement index
- Engagement
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- Inclusion
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- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

#### Key differences

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

#### Taking action

- Taking action questions

### Detailed results

#### Senior leadership

- Senior leadership questions

#### Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

#### 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

### Scorecard 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

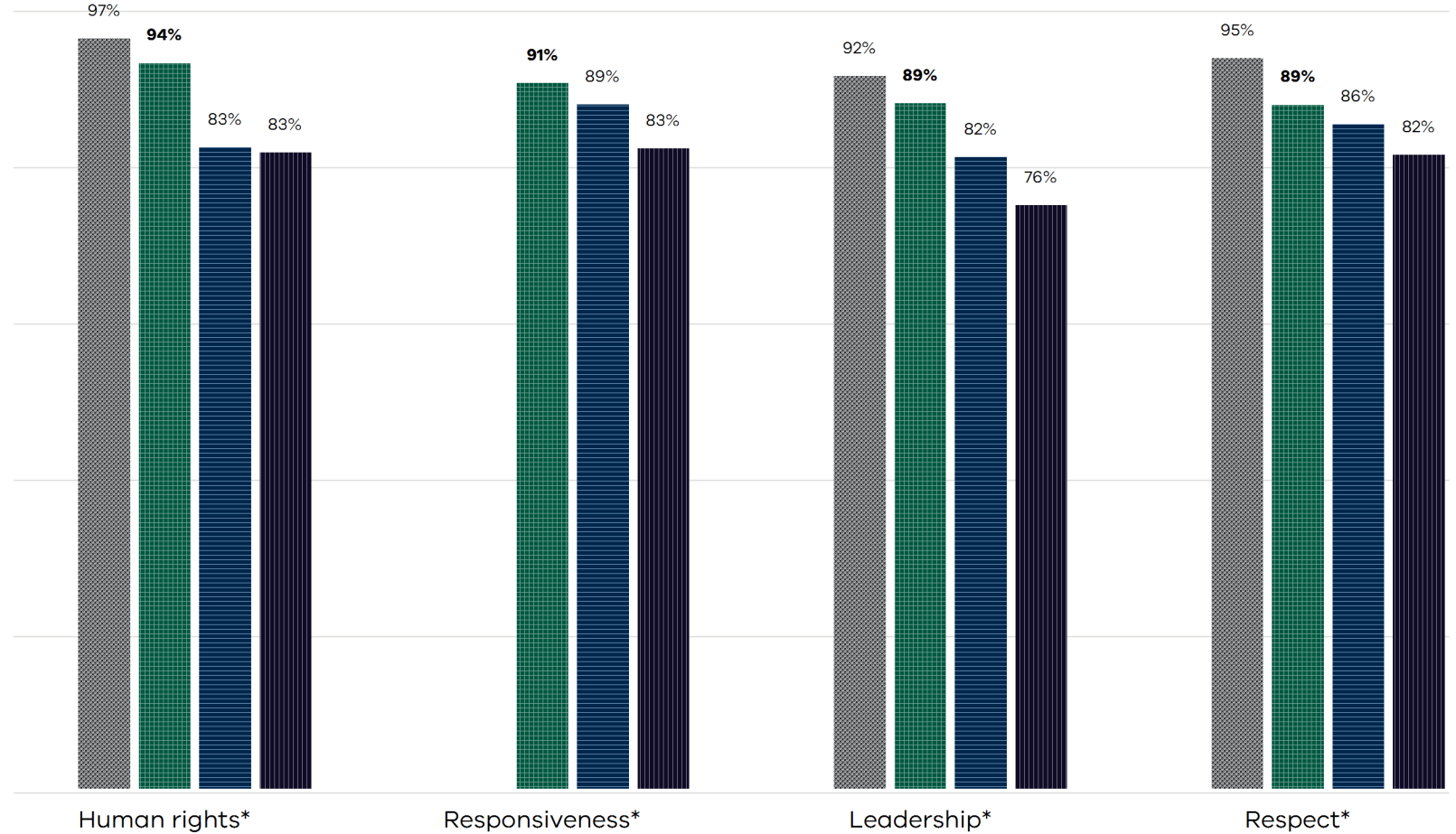
#### Example

In 2022:

- 94% of your staff who did the survey responded positively to questions about Human rights, which is down 3% in 2021.

Compared to:

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



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

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

## Public sector values

### Scorecard 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

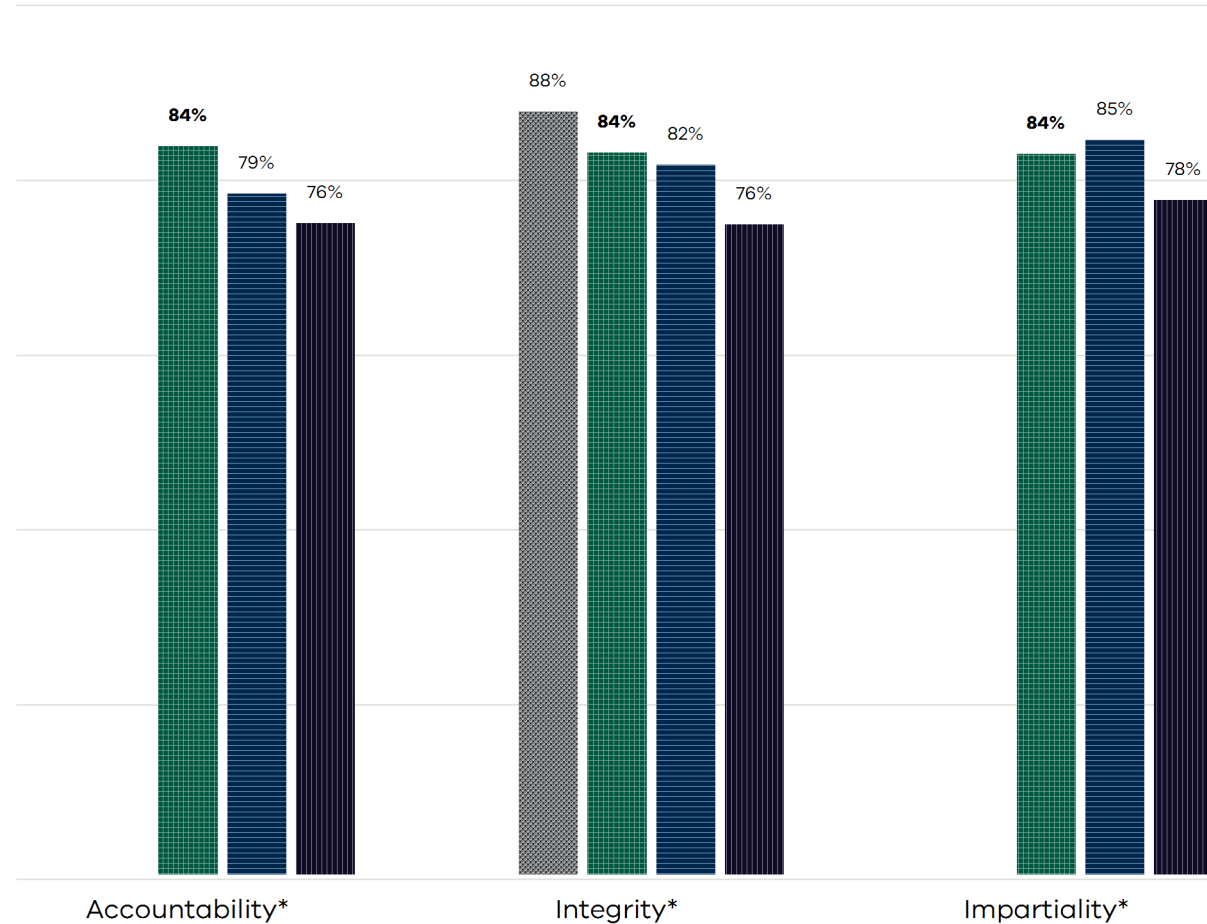
#### Example

In 2022:

- 84% of your staff who did the survey responded positively to questions about Accountability .

Compared to:

- 79% of staff at your comparator and 76% of staff across the public sector.



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

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



## 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.

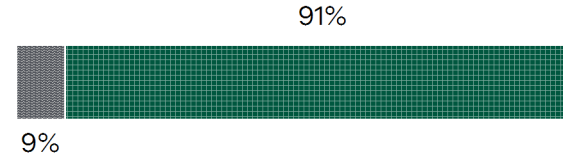
#### Example

91% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

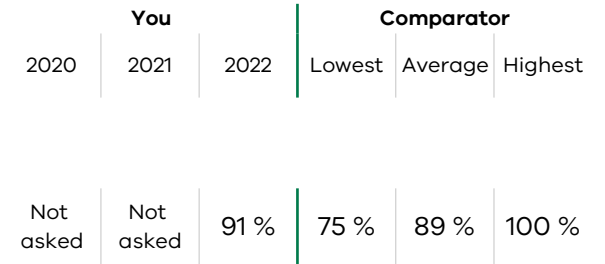
### Survey question

My workgroup provides high quality advice and services

### Your results



### Benchmark agree results



## Public sector values

### Integrity 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

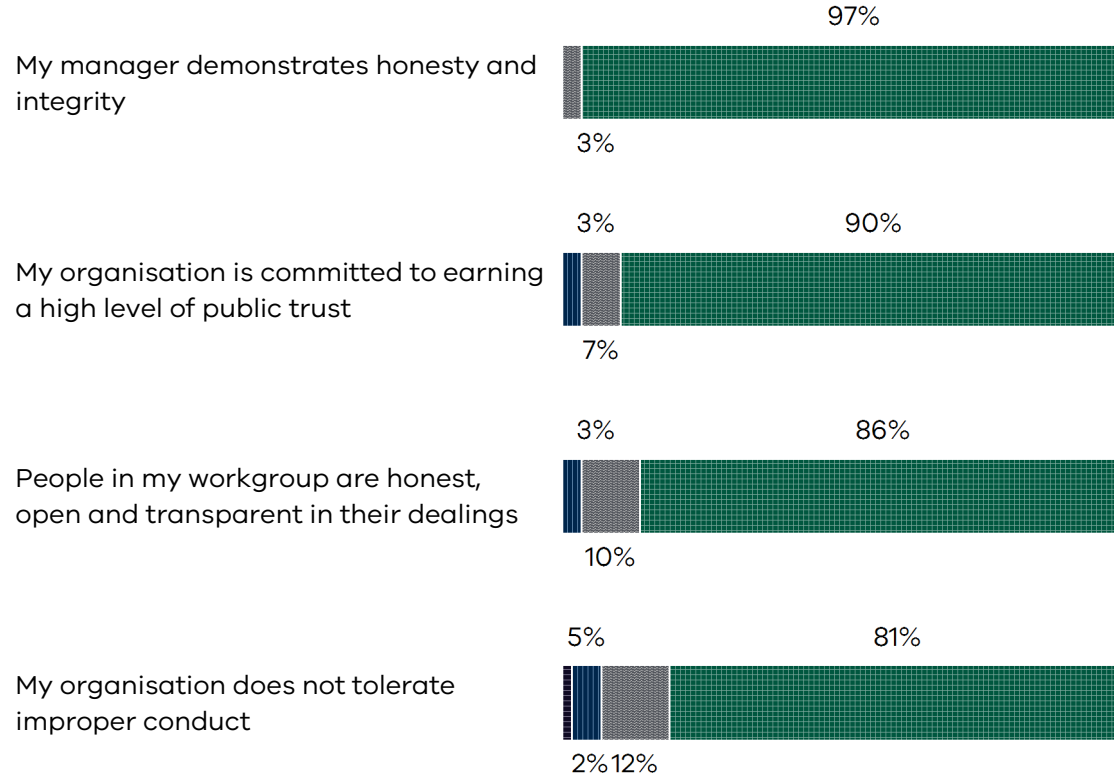
#### Example

97% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

### Survey question

### Your results

### Benchmark agree results



| Year | You       |      |      | Comparator |         |         |
|------|-----------|------|------|------------|---------|---------|
|      | 2020      | 2021 | 2022 | Lowest     | Average | Highest |
| 2020 | Not asked | 98 % | 97 % | 80 %       | 91 %    | 98 %    |
| 2021 | Not asked | 94 % | 90 % | 45 %       | 88 %    | 100 %   |
| 2022 | Not asked | 90 % | 86 % | 69 %       | 85 %    | 100 %   |
| 2023 | Not asked | 85 % | 81 % | 46 %       | 76 %    | 91 %    |

## 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

81% of staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

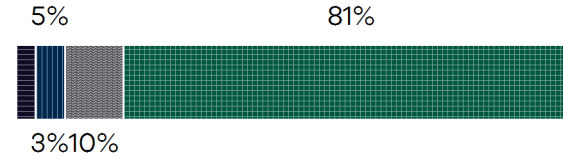
### Survey question

### Your results

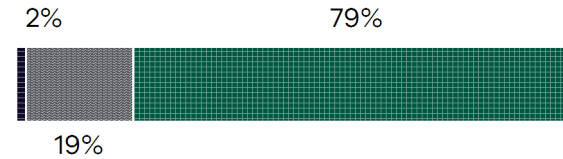
### Benchmark agree results



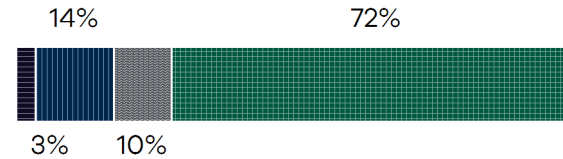
Senior leaders demonstrate honesty and integrity



I feel safe to challenge inappropriate behaviour at work



People in my workgroup appropriately manage conflicts of interest



| Year      | You  |      |      | Comparator |         |         |
|-----------|------|------|------|------------|---------|---------|
|           | 2020 | 2021 | 2022 | Lowest     | Average | Highest |
| 2020      |      |      |      |            |         |         |
| Not asked | 88 % | 81 % |      | 43 %       | 77 %    | 100 %   |
| Not asked | 79 % | 79 % |      | 51 %       | 77 %    | 100 %   |
| Not asked | 85 % | 72 % |      | 69 %       | 82 %    | 100 %   |

## 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

86% of staff who did the survey agreed or strongly agreed with 'My workgroup acts fairly and without bias'.

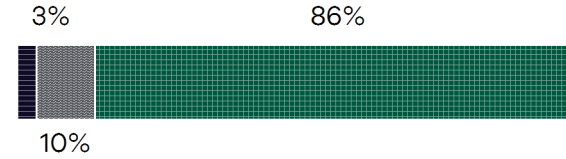
### Survey question

### Your results

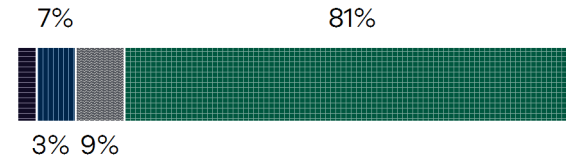
### Benchmark agree results



My workgroup acts fairly and without bias



People in my workgroup are politically impartial in their work



|  | You       |           |      | Comparator |         |         |
|--|-----------|-----------|------|------------|---------|---------|
|  | 2020      | 2021      | 2022 | Lowest     | Average | Highest |
| My workgroup acts fairly and without bias                      | Not asked | Not asked | 86 % | 59 %       | 84 %    | 100 %   |
| People in my workgroup are politically impartial in their work | Not asked | 87 %      | 81 % | 75 %       | 86 %    | 100 %   |

## Public sector values

### Accountability 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

#### Example

93% of staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve it's goals'.

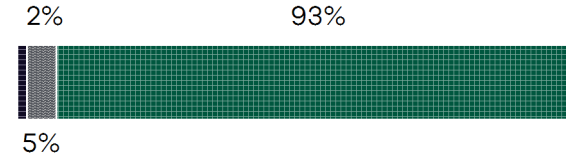
### Survey question

### Your results

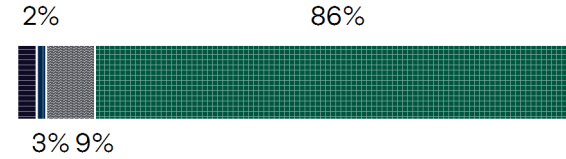
### Benchmark agree results



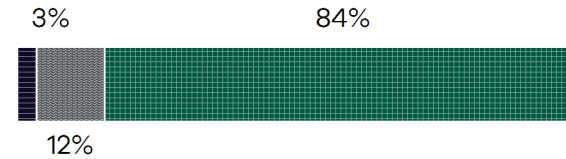
I understand how my job helps my organisation achieve it's goals



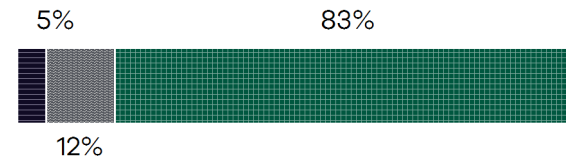
My workgroup uses its resources well



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



My workgroup has clear lines of responsibility



| 2020      | You       |      | Comparator |         |         |
|-----------|-----------|------|------------|---------|---------|
|           | 2021      | 2022 | Lowest     | Average | Highest |
| Not asked | Not asked | 93 % | 79 %       | 93 %    | 100 %   |
| Not asked | Not asked | 86 % | 59 %       | 73 %    | 88 %    |
| 93 %      | 94 %      | 84 % | 58 %       | 84 %    | 100 %   |
| Not asked | 90 %      | 83 % | 55 %       | 76 %    | 100 %   |

## 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.

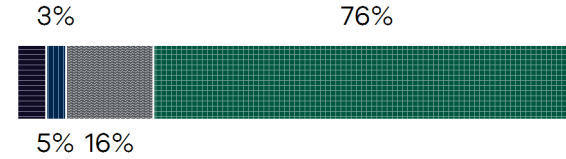
#### Example

76% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

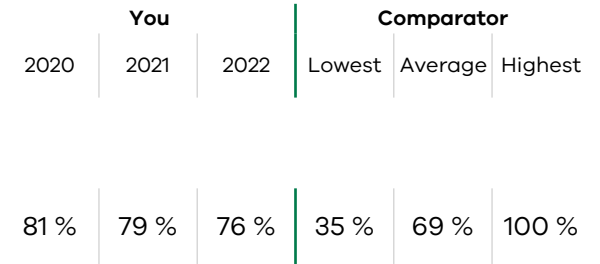
## Survey question

Senior leaders provide clear strategy and direction

## Your results



## Benchmark agree results



## Public sector values

### Respect 1 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

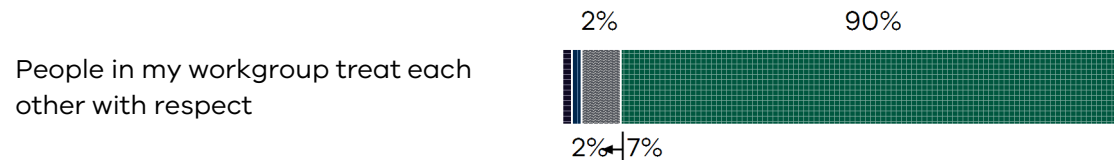
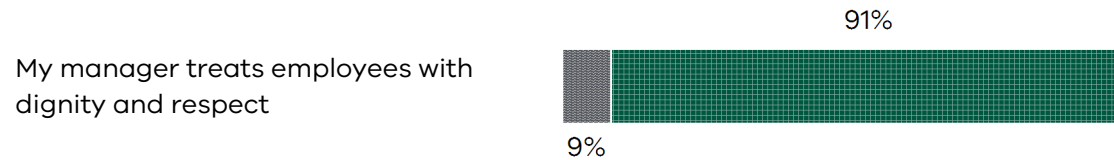
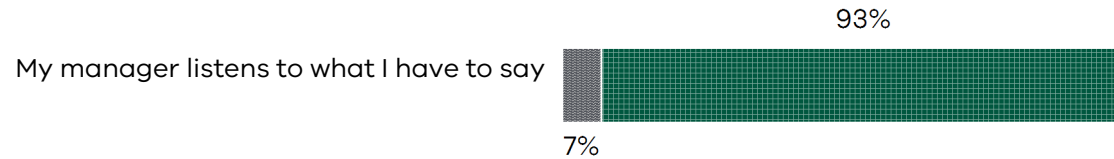
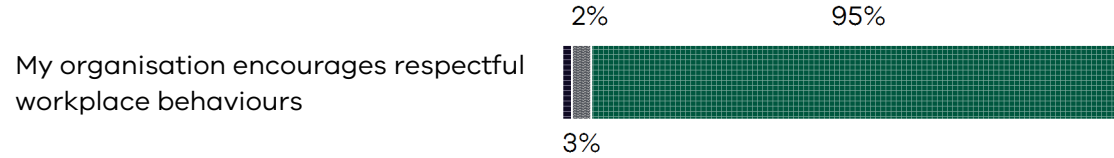
#### Example

95% of staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

### Survey question

### Your results

### Benchmark agree results



| Year | You       |      |      | Comparator |         |         |
|------|-----------|------|------|------------|---------|---------|
|      | 2020      | 2021 | 2022 | Lowest     | Average | Highest |
| 2020 | Not asked | 98 % | 95 % | 60 %       | 87 %    | 100 %   |
| 2021 | 95 %      | 96 % | 93 % | 76 %       | 88 %    | 97 %    |
| 2022 | Not asked | 98 % | 91 % | 82 %       | 92 %    | 98 %    |
| 2023 | 98 %      | 96 % | 90 % | 77 %       | 91 %    | 98 %    |

## Public sector values

### Respect 2 of 2

#### What this is

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

#### Why this is important

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

#### How to read this

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

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

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

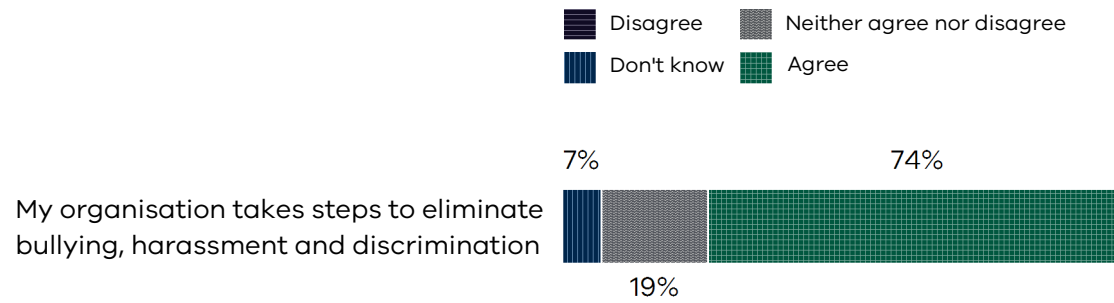
#### Example

74% 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



|  | You       |      |      | Comparator |         |         |
|--|-----------|------|------|------------|---------|---------|
|  | 2020      | 2021 | 2022 | Lowest     | Average | Highest |
| My organisation takes steps to eliminate bullying, harassment and discrimination | Not asked | 85 % | 74 % | 47 %       | 73 %    | 97 %    |



## 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

95% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

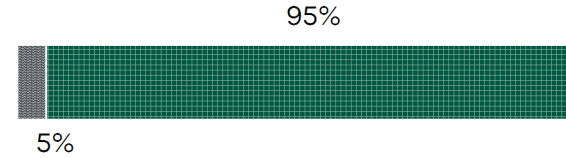
### Survey question

### Your results

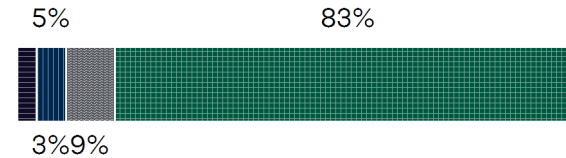
### Benchmark agree results



My manager models my organisation's values



Senior leaders model my organisation's values



|   | You       |      |      | Comparator |         |         |
|---|-----------|------|------|------------|---------|---------|
|   | 2020      | 2021 | 2022 | Lowest     | Average | Highest |
| My manager models my organisation's values    | Not asked | 92 % | 95 % | 79 %       | 89 %    | 96 %    |
| Senior leaders model my organisation's values | Not asked | 92 % | 83 % | 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.

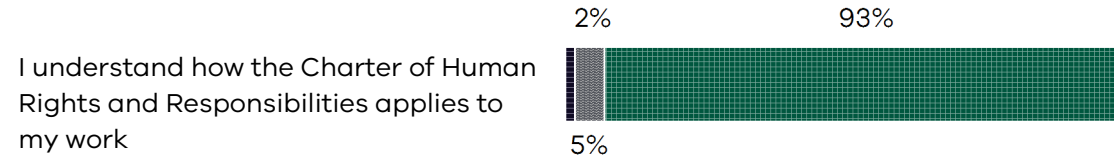
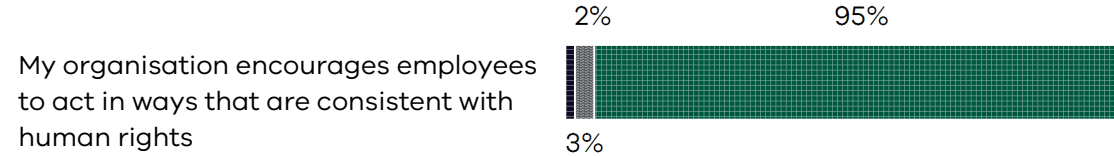
#### Example

95% 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'.

### Survey question

### Your results

### Benchmark agree results



|   | You       |      |      | Comparator |         |         |
|---|-----------|------|------|------------|---------|---------|
|   | 2020      | 2021 | 2022 | Lowest     | Average | Highest |
| My organisation encourages employees to act in ways that are consistent with human rights | Not asked | 98 % | 95 % | 64 %       | 87 %    | 100 %   |
| I understand how the Charter of Human Rights and Responsibilities applies to my work      | Not asked | 96 % | 93 % | 67 %       | 80 %    | 100 %   |



**Victorian  
Public Sector  
Commission**



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