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 76% of this year's survey with your previous results.

Rounding of percentages

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

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

Survey questions and definitions

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

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Victorian Public Sector Commission

VICTORIA State Government

Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

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

Senior leadership	Organisation climate	Workgroup climate	Job and manager	Outcomes
• Lead the organisation • Set the culture • Lead by example • Actions influence outcomes	• Organisational integrity • Safety climate • Patient safety climate • Collaboration	• Quality service delivery • Innovation • Workgroup support • Safe to speak up	• Manager leadership • Manager support • Workload • Learning and development • Job enrichment • Meaningful work • Flexible working	• Engagement • Satisfaction • Wellbeing – work-related stress • Wellbeing – job-related affect • Intention to stay • Acting on negative behaviours • Inclusion

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

Report overview

Your comparator group1 of 2

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Bushfire Recovery Victoria

CenITex

Commission for Children and Young People

Emergency Services Superannuation Board

Essential Services Commission

Game Management Authority

Independent Broad-based Anti-corruption Commission

Infrastructure Victoria

Labour Hire Licensing Authority

Latrobe Valley Authority

Local Government Inspectorate

Major Transport Infrastructure Authority

Office of the Chief Parliamentary Counsel

Office of the Governor Victoria

Office of the Legal Services Commissioner

Office of the Ombudsman Victoria

Office of the Victorian Electoral Commissioner

Office of the Victorian Government Architect

Office of the Victorian Information Commissioner

Office of the Victorian Inspectorate

Portable Long Service Authority

Public Record Office Victoria

Safer Care Victoria

Service Victoria

Suburban Rail Loop Authority

Victorian Auditor-General's Office

Victorian Commission for Gambling and Liquor Regulation

Victorian Disability Worker Commission

Victorian Equal Opportunity and Human Rights Commission

Victorian Government Solicitor's Office

Report overview

Your comparator group 2 of 2

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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		2022	
67%		**59%**	
(124)		**(114)**	
Comparator	49%	Comparator	52%
Public Sector	39%	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	
67	
Comparator	74
Public Sector	70

2022	
63	
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 63.

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.
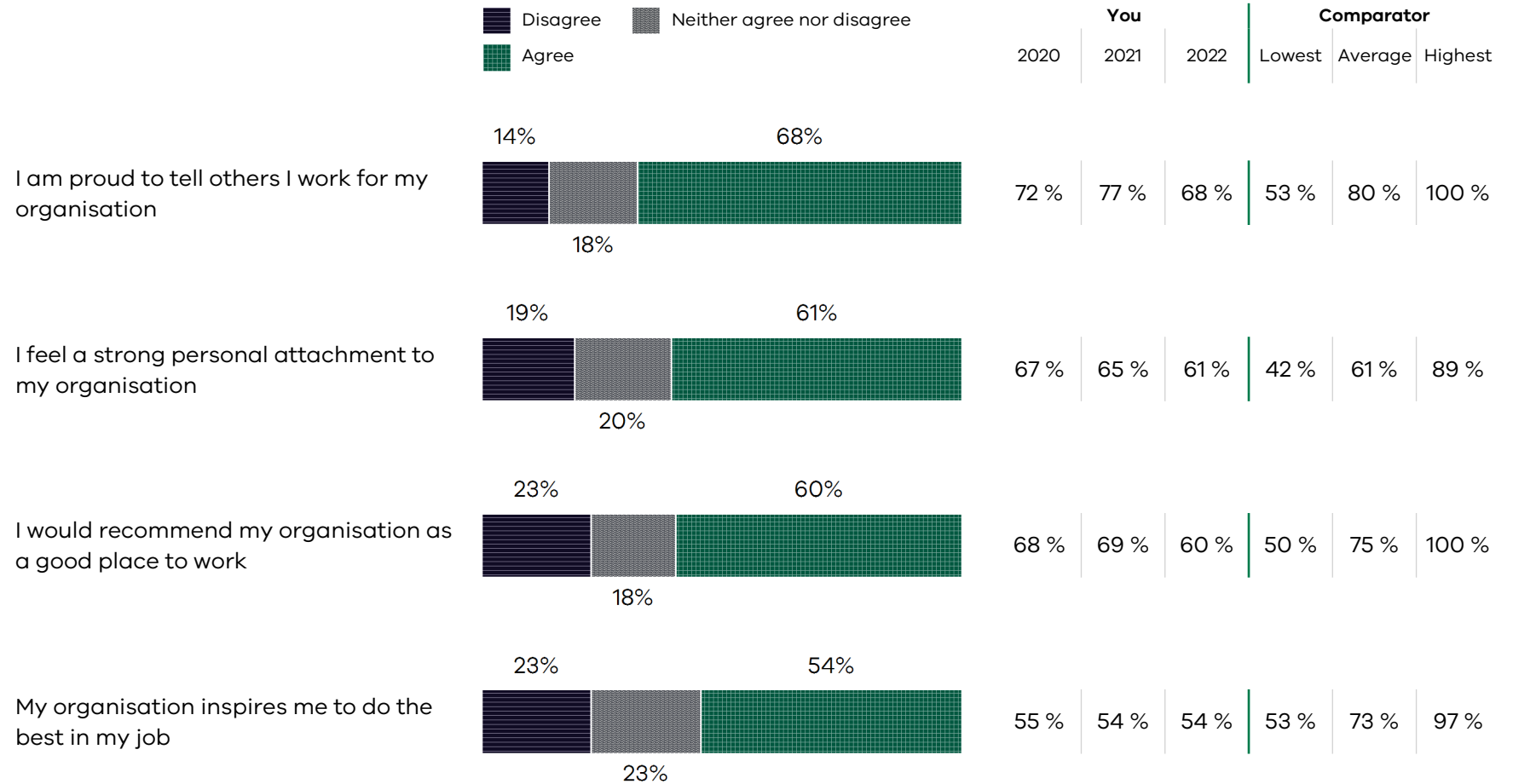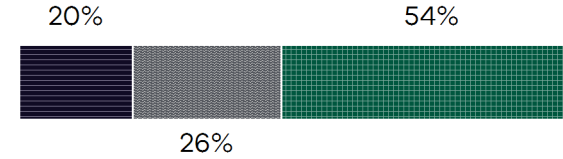
Example

68% 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						

Your results legend: ■ Disagree ▦ Neither agree nor disagree ▩ Agree

	You			**Comparator**		
Survey question	2020	2021	2022	Lowest	Average	Highest
I am proud to tell others I work for my organisation (14% / 18% / 68%)	72 %	77 %	68 %	53 %	80 %	100 %
I feel a strong personal attachment to my organisation (19% / 20% / 61%)	67 %	65 %	61 %	42 %	61 %	89 %
I would recommend my organisation as a good place to work (23% / 18% / 60%)	68 %	69 %	60 %	50 %	75 %	100 %
My organisation inspires me to do the best in my job (23% / 23% / 54%)	55 %	54 %	54 %	53 %	73 %	97 %

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 63.

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

54% of your staff who did the survey agreed or strongly agreed with 'My organisation motivates me to help achieve its objectives'.
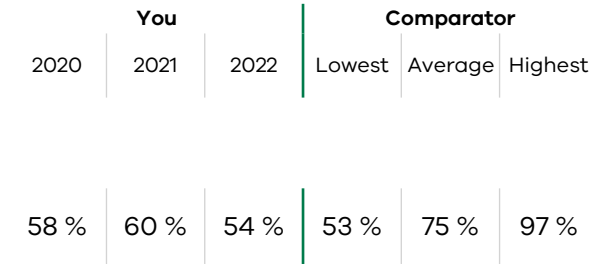
■ Disagree   ▨ Neither agree nor disagree
▦ Agree

Survey question	Your results			You			Comparator		
	Disagree	Neither	Agree	2020	2021	2022	Lowest	Average	Highest
My organisation motivates me to help achieve its objectives	20%	26%	54%	58 %	60 %	54 %	53 %	75 %	97 %

People outcomes

Scorecard: satisfaction, stress, intention to stay, inclusion

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

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

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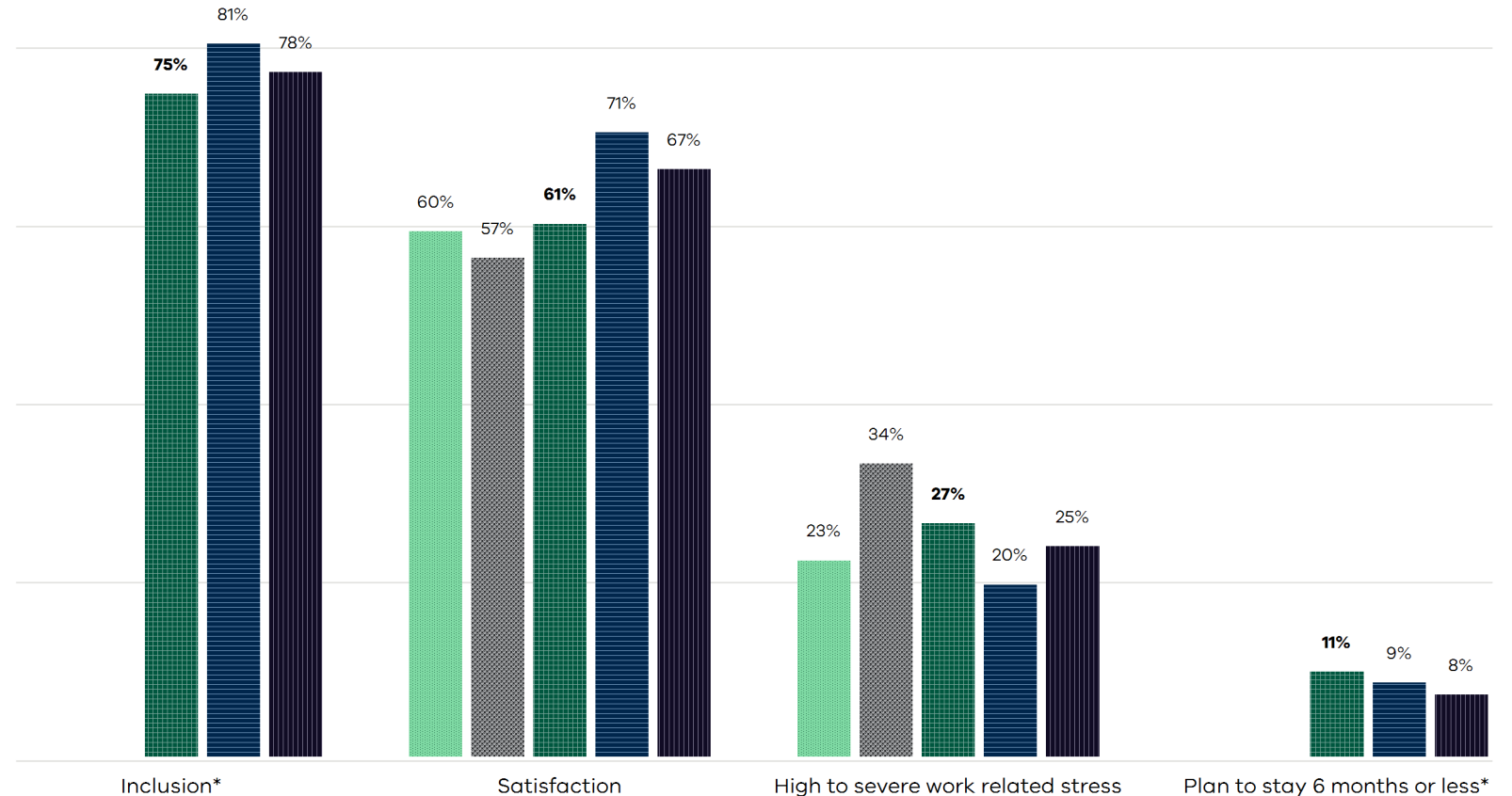
Example

In 2022:

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

Compared to:

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

Chart data:

	Inclusion*	Satisfaction	High to severe work related stress	Plan to stay 6 months or less*
You 2020		60%	23%	
You 2021		57%	34%	
You 2022	75%	61%	27%	11%
Comparator 2022	81%	71%	20%	9%
Public sector 2022	78%	67%	25%	8%

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

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

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

66% 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

Legend: Dissatisfied / Neither satisfied nor dissatisfied / Satisfied

Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job (17% / 18% / 66%)		67 %	63 %	66 %	55 %	77 %	97 %
How satisfied are you with the work/life balance in your current job (19% / 15% / 66%)		64 %	61 %	66 %	38 %	77 %	100 %
How satisfied are you with your career development within your current organisation (23% / 26% / 51%)		49 %	47 %	51 %	36 %	60 %	81 %

People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

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

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

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

Example

27% of your staff who did the survey said they had high to severe stress in 2022. This is compared to 20% 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)

Nil	7%
Low / mild	32%
Moderate	33%
High	15%
Very high	7%
Severe	5%
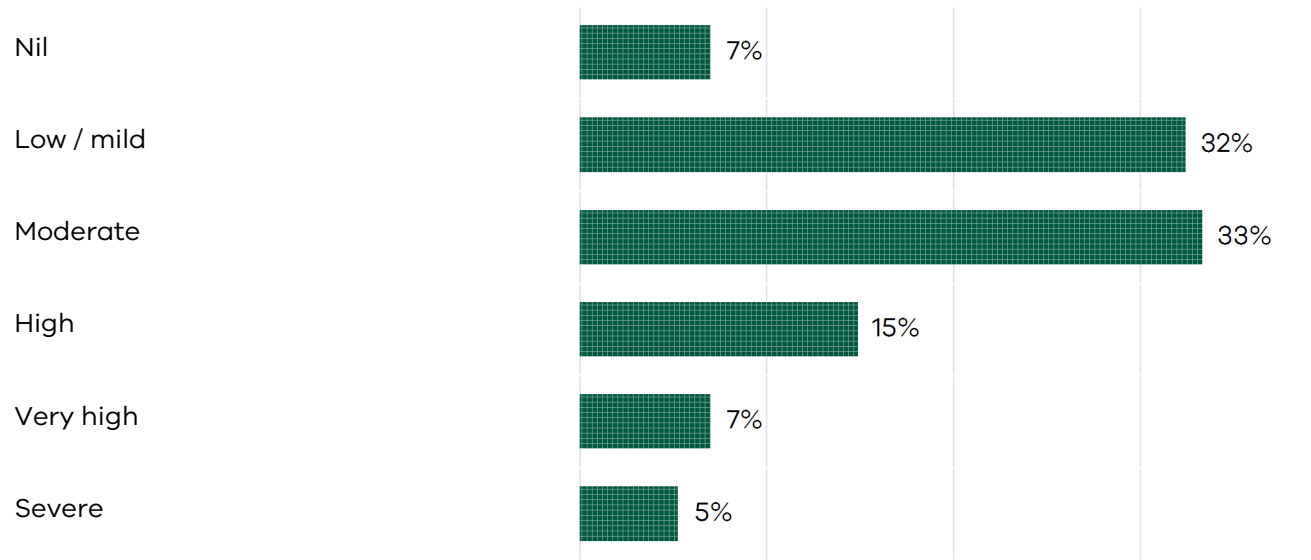
Reported levels of high to severe stress

2021		2022	
34%		**27%**	
Comparator	26%	Comparator	20%
Public Sector	26%	Public Sector	25%
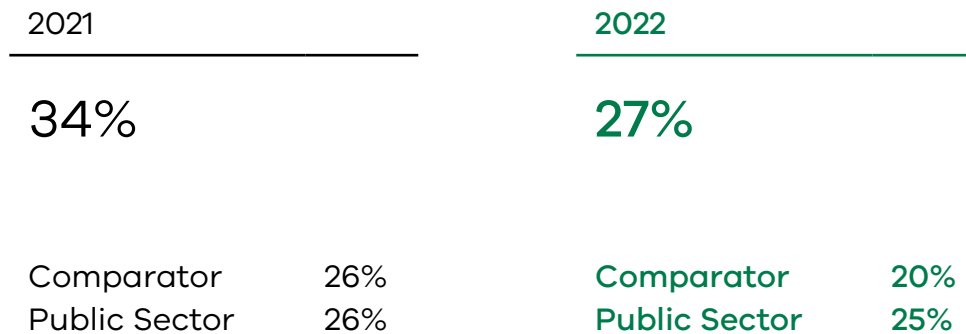
People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

93% of your staff who did the survey said they experienced mild to severe stress.

Of that 93%, 55% said the top reason was 'Workload'.

	106	8
	93%	7%

■ Experienced some work-related stress   ▨ Did not experience some work-related stress
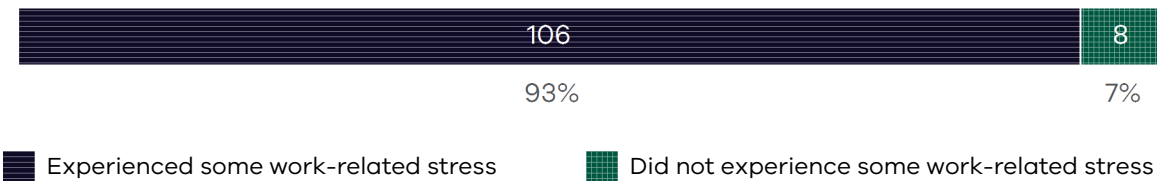
Of those that experienced work related stress it was from ...	You 2021	You 2022	Comparator 2022	Public sector 2022
Workload	43%	55%	49%	51%
Time pressure	29%	31%	47%	44%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	21%	28%	8%	10%
Management of work (e.g. supervision, training, information, support)	19%	20%	11%	12%
Competing home and work responsibilities	25%	16%	14%	14%
Incivility, bullying, harassment or discrimination	8%	12%	4%	5%
Dealing with clients, patients or stakeholders	16%	11%	15%	15%
Unclear job expectations	10%	11%	16%	14%
Other	10%	10%	8%	9%
Work that doesn't match my skills or experience	9%	9%	8%	7%

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

11% 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	11%	9%	8%
Over 6 months and up to 1 year	9%	14%	10%
Over 1 year and up to 3 years	15%	32%	25%
Over 3 years and up to 5 years	13%	18%	16%
Over 5 years	53%	27%	41%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Inclusion question results

What this is

This is how included staff feel in their workplace.

Why this is important

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

How to read this

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

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

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

Example

82% of your staff who did the survey agreed or strongly agreed with 'I can be myself at work'.

| Survey question | Your results | Benchmark agree results |

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
I can be myself at work	9% / 10% / 82%	Not asked	Not asked	82 %	74 %	86 %	100 %
I feel as if I belong at this organisation	13% / 18% / 69%	Not asked	Not asked	69 %	54 %	76 %	97 %
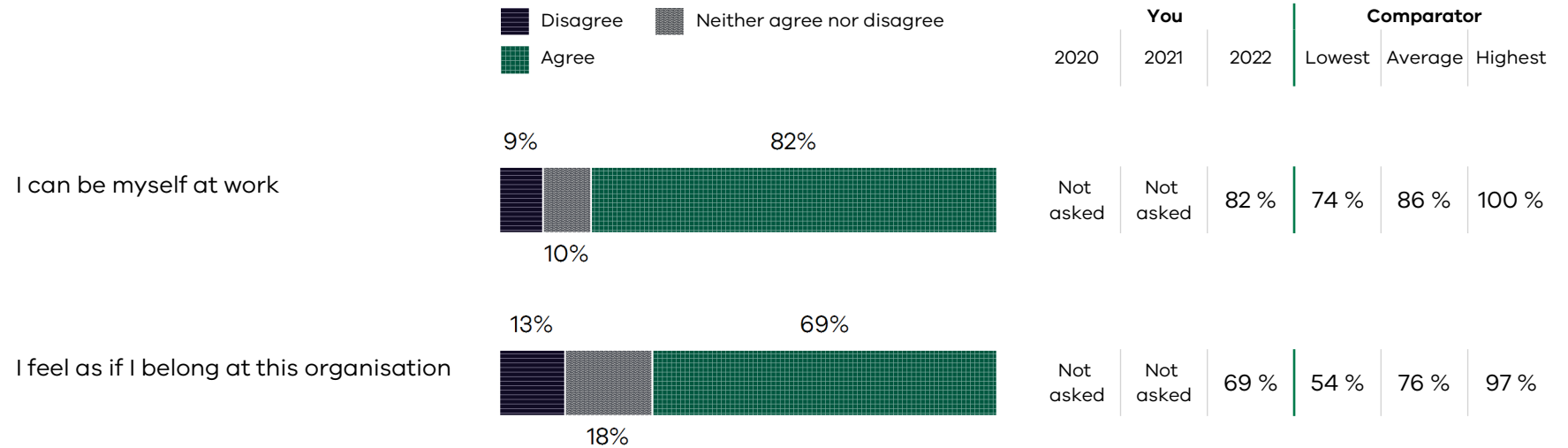
People outcomes

Inclusion - Barriers to success

What this is

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

Why this is important

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

How to read this

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

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

Example

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

Staff who experienced one or more barriers to success at work

48	66
42%	58%

■ Experienced barriers   ■ Did not experience barriers
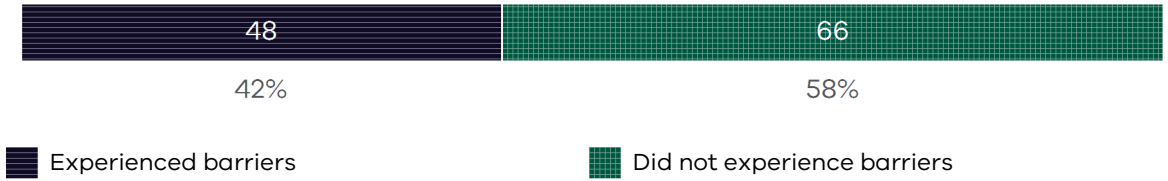
During the last 12 months, employees experienced barriers to their success due to …	You 2022	Comparator 2022	Public sector 2022
My sex	14%	4%	4%
My caring responsibilities	13%	6%	7%
My age	10%	5%	8%
Other	10%	3%	4%
My mental health	6%	7%	7%
My physical health	4%	3%	4%
My industrial activity	4%	0%	1%
My political belief	4%	1%	1%
My disability	3%	2%	1%
My gender identity	2%	1%	1%

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:

• 54% of your staff who did the survey said work made them feel happy in 2022, which is up from 45% in 2021

Compared to:

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

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

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

Enthusiastic: 43%, 46%, 54%, 53%, 49%
Happy: 44%, 45%, 54%, 54%, 54%
Worried: 37%, 42%, 33%, 25%, 31%
Miserable: 18%, 18%, 22%, 13%, 17%
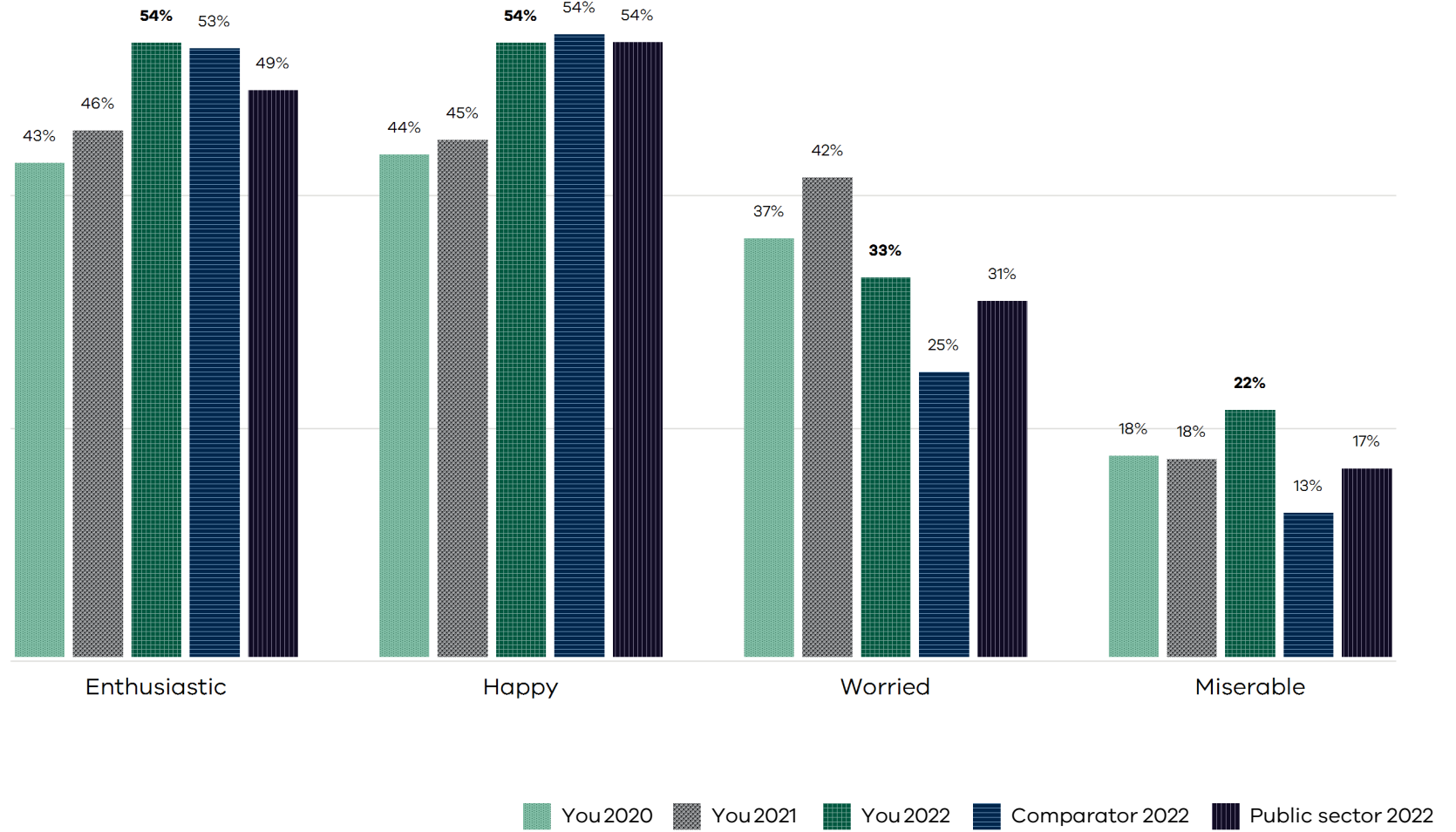
People outcomes

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:

- 22% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 22% in 2021.

Compared to:

- 4% of staff at your comparator and 10% of staff across the public sector.

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

Violence or aggression: 21%, 22%, **22%**, 4%, 10%
Discrimination: 16%, 12%, **14%**, 3%, 5%
Bullying: 17%, 15%, **13%**, 7%, 11%
Sexual harassment: 5%, 9%, **7%**, 2%, 4%
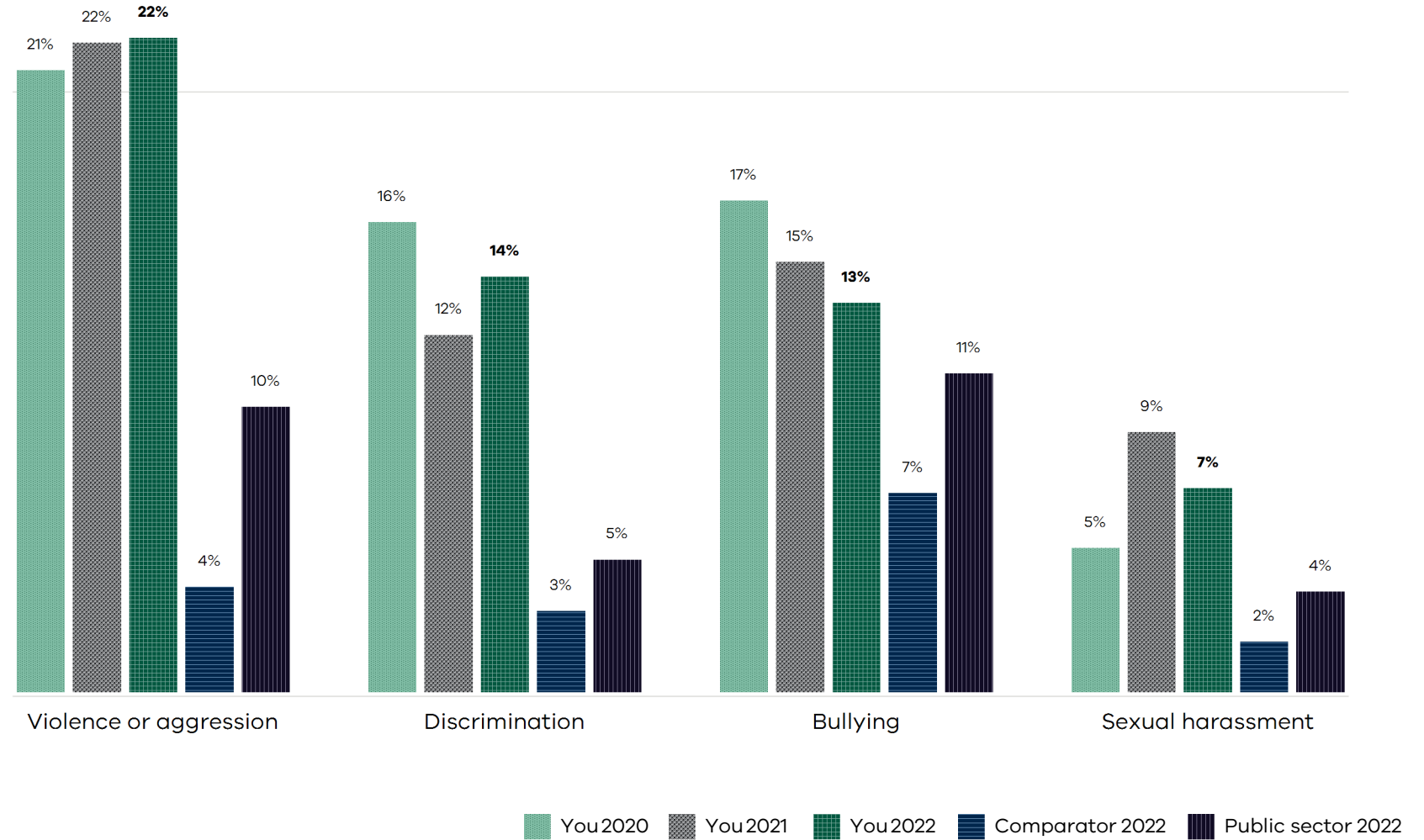
People outcomes

Bullying

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

13% of your staff who did the survey said they experienced bullying.

Of that 13%, 67% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

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

15	81	18
13%	71%	16%

■ Experienced bullying   ▦ Did not experience bullying   ▨ Not sure
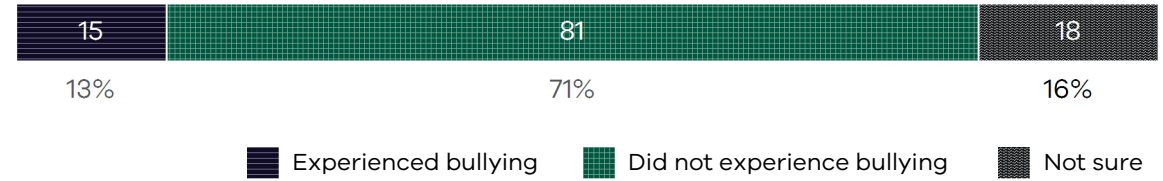
If you experienced bullying, what type of bullying did you experience?	You 2021	You 2022	Comparator 2022	Public sector 2022
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	61%	67%	77%	71%
Intimidation and/or threats	28%	47%	25%	30%
Exclusion or isolation	61%	33%	50%	43%
Verbal abuse	17%	27%	21%	19%
Withholding essential information for me to do my job	11%	27%	46%	33%
Being given impossible assignment(s)	6%	13%	12%	10%
Being assigned meaningless tasks unrelated to the job	6%	7%	21%	13%
Interference with my personal property and/or work equipment	11%	7%	2%	4%
Other	11%	7%	9%	15%

People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

13% of your staff who did the survey said they experienced bullying, of which

- 93% said the top way they reported the bullying was 'Told a colleague'.
- 87% said they didn't submit a formal complaint.

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

15	81	18
13%	71%	16%

■ Experienced bullying   ▦ Did not experience bullying   ▨ Not sure
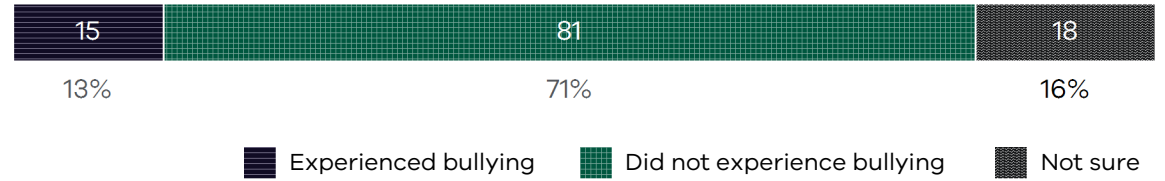
Did you tell anyone about the bullying?	You 2021	You 2022	Comparator 2022	Public sector 2022
Told a colleague	33%	93%	40%	41%
Told a friend or family member	50%	67%	33%	35%
Told a manager	50%	53%	47%	49%
Told someone else	0%	20%	11%	12%
Told the person the behaviour was not OK	33%	20%	16%	17%
Submitted a formal complaint	6%	13%	6%	11%
Told employee assistance program (EAP) or peer support	11%	13%	12%	10%
Told Human Resources	6%	7%	18%	13%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

87% of your staff who experienced bullying did not submit a formal complaint, of which:

- 77% said the top reason was 'I believed there would be negative consequences for my career'.

Did you submit a formal complaint?

2	13
13%	87%

■ Submitted formal complaint ■ Did not submit a formal complaint
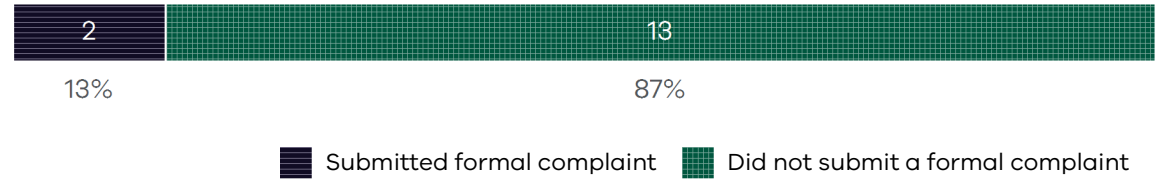
What was your reason for not submitting a formal complaint?	You 2021	You 2022	Comparator 2022	Public sector 2022
I believed there would be negative consequences for my career	53%	77%	54%	41%
I believed there would be negative consequences for my reputation	59%	77%	64%	52%
I didn't think it would make a difference	29%	54%	49%	51%
I didn't feel safe to report the incident	12%	23%	23%	19%
I thought the complaint process would be embarrassing or difficult	6%	15%	17%	13%
Other	18%	15%	12%	12%
I believed there would be negative consequences for the person I was going to complain about	18%	8%	10%	9%
I didn't know who to talk to	0%	8%	6%	5%
I didn't think it was serious enough	18%	8%	17%	16%

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

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

How to read this

In this year's survey, 13% of your staff said they experienced bullying.

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

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

Each row is one perpetrator or group of perpetrators.

Example

13% of your staff who did the survey said they experienced bullying.

Of that 13%, 80% said it was by 'A manager or supervisor'.

15 people (13% of staff) experienced bullying (You 2022)
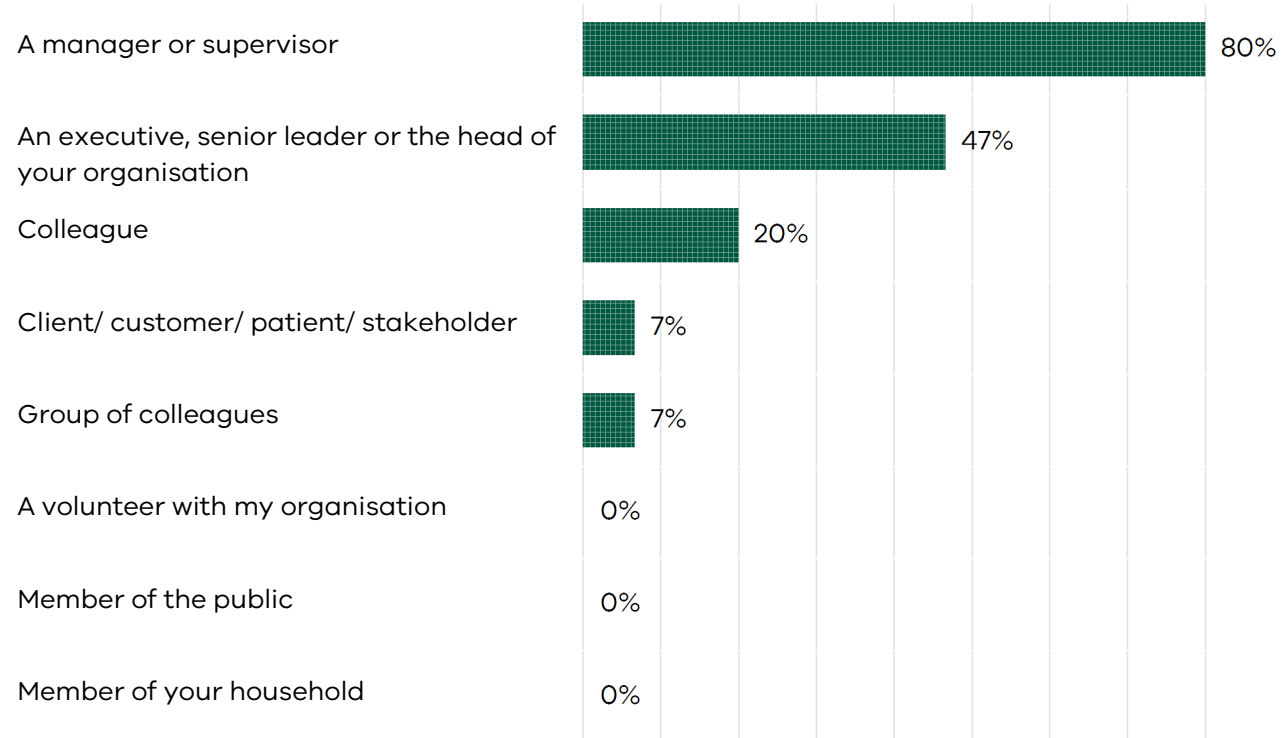
Perpetrator	Percentage
A manager or supervisor	80%
An executive, senior leader or the head of your organisation	47%
Colleague	20%
Client/ customer/ patient/ stakeholder	7%
Group of colleagues	7%
A volunteer with my organisation	0%
Member of the public	0%
Member of your household	0%

People outcomes

Relationship to perpetrator

What this is

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

Why this is important

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

How to read this

In this year's survey, 13% of your staff said they experienced bullying.

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

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

Example

13% of your staff who did the survey said they experienced bullying.

Of that 13%, 100% said it was by someone within the organisation.

Of that 100%, 60% said it was 'They were my immediate manager or supervisor'.

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

They were my immediate manager or supervisor	60%
They were in my workgroup	33%
They were outside my workgroup	27%
They were someone I supervise or manage	0%
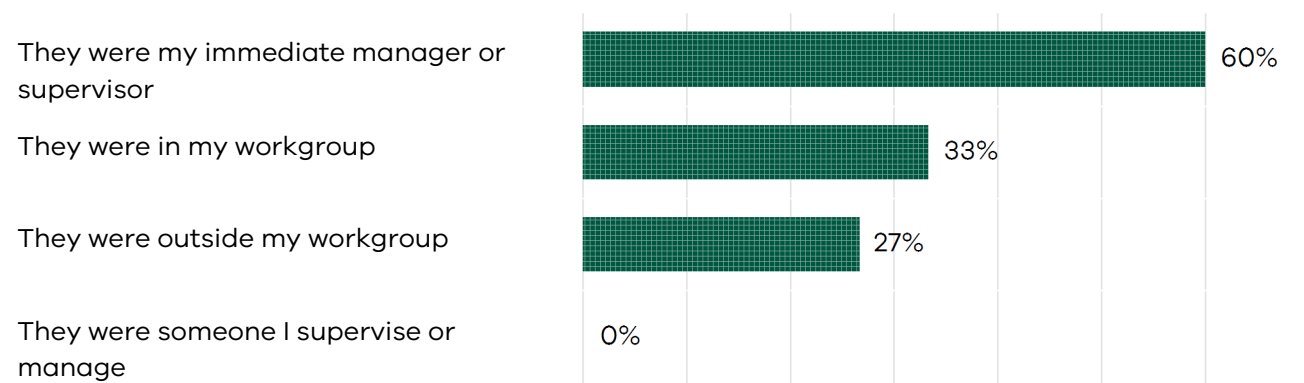
People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Type of discrimination

What this is

This is what types of discrimination staff report experiencing in their organisation.

Why this is important

Understanding what types of discrimination happen means an organisation can work out what action to take.

How to read this

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

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

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

Example

14% of your staff who did the survey said they experienced discrimination.

Of that 14%, 56% said it was 'Opportunities for promotion'.

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

16	74	24
14%	65%	21%

■ Experienced discrimination ▦ Did not experience discrimination ▦ Not sure
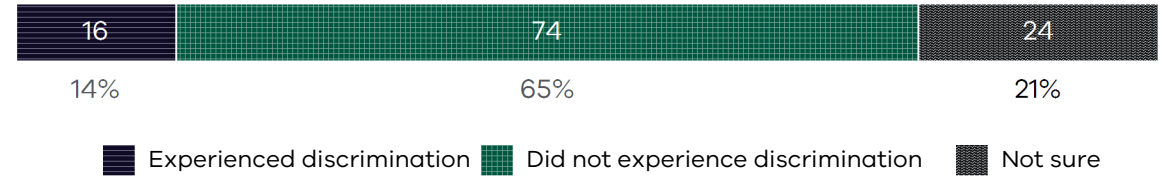
If you experienced discrimination, what type of discrimination did you experience?	You 2021	You 2022	Comparator 2022	Public sector 2022
Opportunities for promotion	33%	56%	36%	38%
Opportunities for training	47%	44%	15%	22%
Opportunities for transfer/secondment	47%	44%	11%	13%
Pay or conditions offered by employer	27%	38%	13%	12%
Denied flexible work arrangements or other adjustments	20%	25%	19%	20%
Access to leave	13%	13%	7%	8%
Employment security - threats of dismissal or termination	0%	13%	14%	16%
Other	27%	13%	45%	39%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Telling someone about the discrimination

What this is

This is who staff told about the discrimination they experienced.

Why this is important

Understanding who staff tell about their discrimination can inform how organisations can support staff.

How to read this

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

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

In descending order, the table shows the answers.

Example

14% of your staff who did the survey said they experienced discrimination, of which

- 63% said the top way they reported the discrimination was 'Told a colleague'.
- 100% said they didn't submit a formal complaint.

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

16	74	24
14%	65%	21%

■ Experienced discrimination ■ Did not experience discrimination ■ Not sure
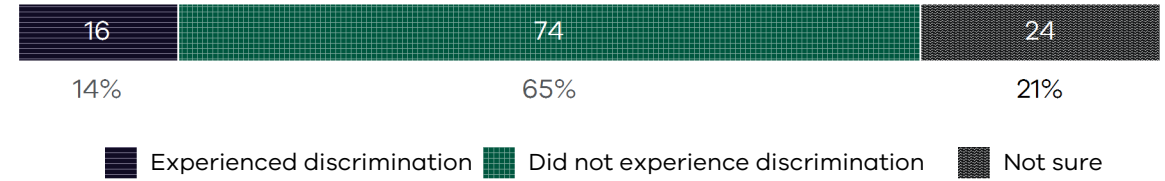
Did you tell anyone about the discrimination?	You 2021	You 2022	Comparator 2022	Public sector 2022
Told a colleague	33%	63%	35%	36%
Told a friend or family member	40%	63%	35%	33%
Told a manager	40%	38%	31%	31%
Told someone else	0%	25%	15%	14%
Told employee assistance program (EAP) or peer support	13%	19%	7%	10%
Told Human Resources	7%	19%	19%	13%
Told the person the behaviour was not OK	13%	19%	7%	9%
I did not tell anyone about the discrimination	20%	13%	24%	24%

People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

100% of your staff who experienced discrimination did not submit a formal complaint, of which:

- 81% said the top reason was 'I believed there would be negative consequences for my career'.

Did you submit a formal complaint?

16
100%

■ Submitted formal complaint   ■ Did not submit a formal complaint
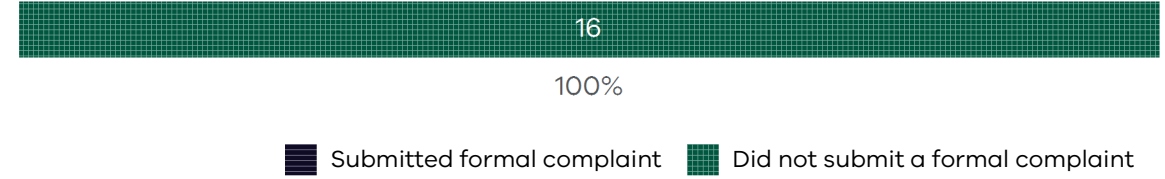
What was your reason for not submitting a formal complaint?	You 2021	You 2022	Comparator 2022	Public sector 2022
I believed there would be negative consequences for my career	67%	81%	65%	53%
I believed there would be negative consequences for my reputation	67%	63%	59%	53%
I didn't think it would make a difference	33%	38%	59%	59%
I believed there would be negative consequences for the person I was going to complain about	13%	19%	11%	8%
I didn't feel safe to report the incident	20%	19%	27%	20%
I didn't think it was serious enough	7%	13%	13%	12%
I thought the complaint process would be embarrassing or difficult	7%	13%	19%	13%
I didn't know how to make a complaint	7%	6%	10%	6%
I didn't know who to talk to	0%	6%	9%	7%
I didn't need to because I made the discrimination stop	7%	6%	2%	2%

People outcomes

Perpetrators of discrimination

What this is

This is who staff have said are responsible for discrimination.

Why this is important

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

How to read this

In this year's survey, 14% of your staff said they experienced discrimination.

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

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

Each row is one perpetrator or group of perpetrators.

Example

14% of your staff who did the survey said they experienced discrimination.

Of that 14%, 88% said it was by 'A manager or supervisor'.

16 people (14% of staff) experienced discrimination (You 2022)
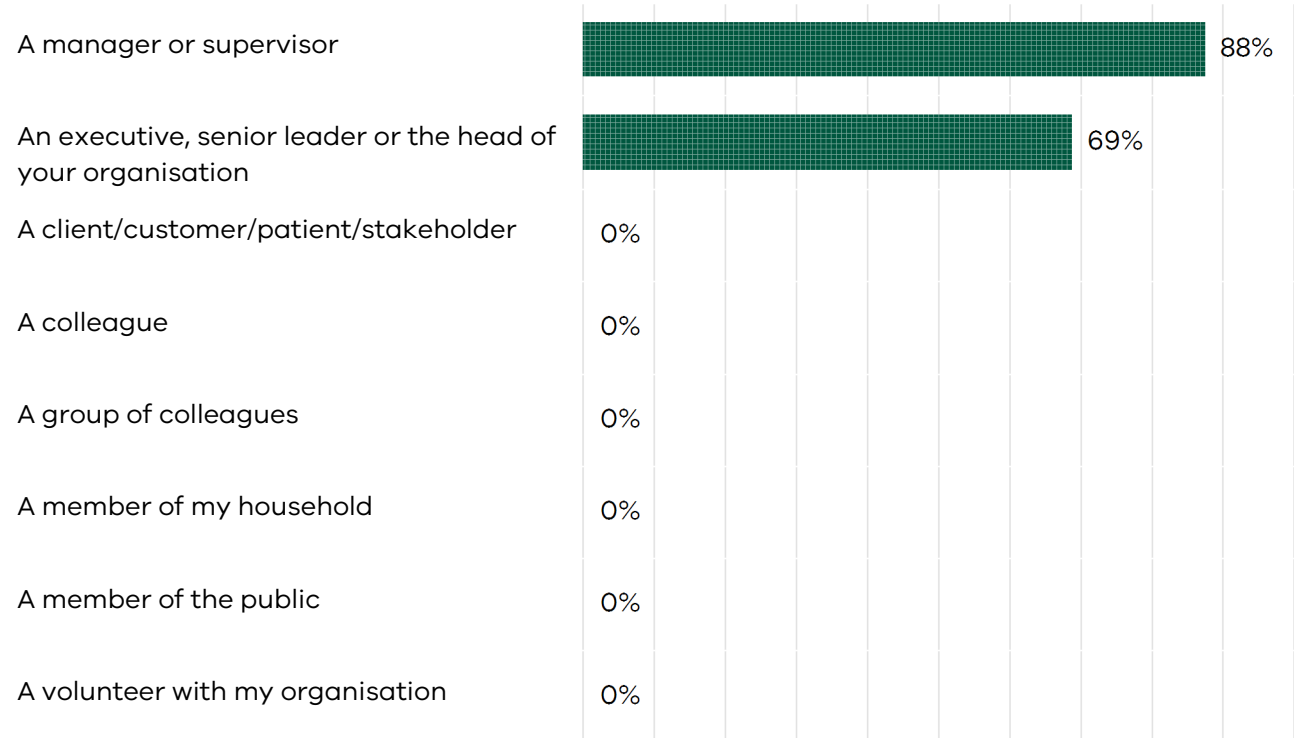
Perpetrator	%
A manager or supervisor	88%
An executive, senior leader or the head of your organisation	69%
A client/customer/patient/stakeholder	0%
A colleague	0%
A group of colleagues	0%
A member of my household	0%
A member of the public	0%
A volunteer with my organisation	0%

People outcomes

Relationship to perpetrator

What this is

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

Why this is important

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

How to read this

In this year's survey, 14% of your staff said they experienced discrimination.

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

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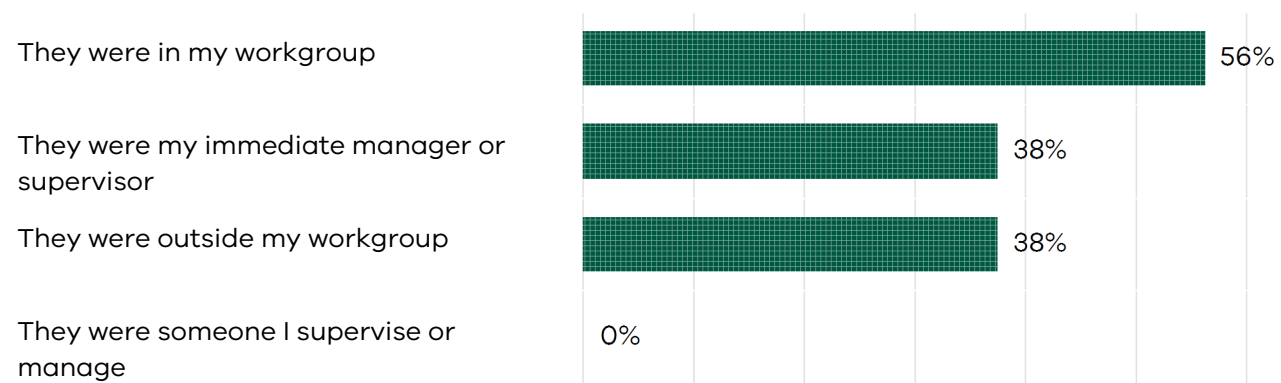
Example

14% of your staff who did the survey said they experienced discrimination.

Of that 14%, 100% said it was by someone within the organisation.

Of that 100%, 56% said it was 'They were in my workgroup'.

16 people (100% of staff who experienced discrimination) experienced discrimination from within your organisation (You 2022)

They were in my workgroup	56%
They were my immediate manager or supervisor	38%
They were outside my workgroup	38%
They were someone I supervise or manage	0%

Negative behaviour

Violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

22% of your staff who did the survey said they experienced violence or aggression.

Of that 22%, 88% said it was from 'Abusive language'.

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

25	83	6
22%	73%	5%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ■ Not sure

If you experienced violence or aggression, what type did you experience?	You 2021	You 2022	Comparator 2022	Public sector 2022
Abusive language	81%	88%	60%	73%
Intimidating behaviour	93%	80%	68%	69%
Threats of violence	33%	24%	13%	27%
Other	4%	8%	6%	6%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	11%	8%	0%	14%
Damage to my property or work equipment	4%	4%	1%	5%

Negative behaviour

Telling someone about violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

22% of your staff who did the survey said they experienced violence or aggression, fo which

- 64% said the top way they reported the violence or agression was 'Told a colleague'
- 88% said they didn't submit a formal incident report.

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

Experienced violence or aggression	Did not experience violence or aggression	Not sure
25	83	6
22%	73%	5%

Did you tell anyone about the incident?	You 2021	You 2022	Comparator 2022	Public sector 2022
Told a colleague	59%	64%	44%	44%
Told a manager	59%	56%	60%	59%
Told a friend or family member	22%	28%	17%	20%
Told the person the behaviour was not OK	33%	16%	27%	26%
I did not tell anyone about the incident(s)	15%	12%	12%	8%
Submitted a formal incident report	30%	12%	8%	26%
Told someone else	7%	12%	8%	6%
Told Human Resources	0%	4%	15%	6%

Negative behaviour

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

What this is

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

Why this is important

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

How to read this

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

Example

88% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 36% said the top reason was 'I didn't need to because I made the violence or aggression stop'.

Did you submit a formal incident report?

3	22
12%	88%
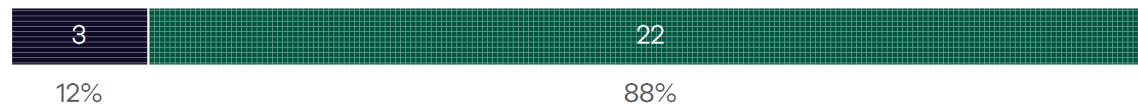
■ Submitted formal incident report ▦ Did not submit a formal incident report

What was your reason for not submitting a formal incident report?	You 2021	You 2022	Comparator 2022	Public sector 2022
I didn't need to because I made the violence or aggression stop	26%	36%	12%	14%
I didn't think it was serious enough	32%	36%	30%	31%
Other	37%	32%	14%	19%
I didn't think it would make a difference	21%	27%	36%	39%
I believed there would be negative consequences for my reputation	11%	23%	25%	21%
I believed there would be negative consequences for my career	11%	18%	27%	17%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	26%	18%	18%	14%

Negative behaviour

Perpetrators of violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

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

Each row is one perpetrator or a group of perpetrators.

Example

22% of your staff who did the survey said they experienced violence or aggression.

Of that 22%, 56% said it was 'Member of the public'.

25 people (22% of staff) experienced violence or aggression (You2022)

Member of the public	56%
Client/ customer/ patient/ stakeholder	44%
A manager or supervisor	12%
Colleague	12%
An executive, senior leader or the head of your organisation	4%
A volunteer with my organisation	0%
Group of colleagues	0%
Member of your household	0%

People matter survey wellbeing check 2022

Have your say

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Result summary

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- Scorecard: satisfaction, stress, intention to stay, inclusion
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- 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

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- Highest scoring
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- Most improved
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- Biggest positive difference from comparator
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Taking action

- Taking action questions

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Senior leadership

- Senior leadership questions

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- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring

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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 'Job enrichment', the 'You 2022' column shows 92% of your staff agreed with 'I understand how my job helps my organisation achieve it's goals'. This question was not asked in 2021.

Question group	Highest scoring questions	You 2022	Change from 2021	Comparator 2022
Job enrichment	I understand how my job helps my organisation achieve it's goals	92%	Not asked in 2021	93%
Meaningful work	I can make a worthwhile contribution at work	90%	Not asked in 2021	92%
Quality service delivery	My workgroup provides high quality advice and services	90%	Not asked in 2021	89%
Meaningful work	I achieve something important through my work	89%	+13%	89%
Collaboration	I am able to work effectively with others outside my immediate workgroup	89%	+2%	86%
Job enrichment	I can use my skills and knowledge in my job	89%	Not asked in 2021	91%
Job enrichment	I clearly understand what I am expected to do in this job	88%	+6%	84%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	84%	0%	80%
Safe to speak up	I feel culturally safe at work	83%	+9%	88%
Safety climate	My organisation provides a physically safe work environment	82%	-2%	92%

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 25% 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	25%	Not asked in 2021	35%
Organisational integrity	I have an equal chance at promotion in my organisation	30%	Not asked in 2021	55%
Organisational integrity	I believe the promotion processes in my organisation are fair	32%	Not asked in 2021	51%
Taking action	I believe my organisation will make improvements based on the results of this survey	32%	Not asked in 2021	60%
Learning and development	I am satisfied with the opportunities to progress in my organisation	40%	Not asked in 2021	51%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	40%	-2%	61%
Organisational integrity	I believe the recruitment processes in my organisation are fair	43%	Not asked in 2021	72%
Safety climate	All levels of my organisation are involved in the prevention of stress	43%	+4%	56%
Senior leadership	Senior leaders demonstrate honesty and integrity	43%	-1%	78%
Organisational integrity	My organisation does not tolerate improper conduct	46%	-1%	77%

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 'Meaningful work', the 'You 2022' column shows 89% of your staff agreed with 'I achieve something important through my work'.
In the 'Increase from 2021' column, you have a 13% increase, which is a positive trend.

Question group	Most improved from last year	You 2022	Increase from 2021	Comparator 2022
Meaningful work	I achieve something important through my work	89%	+13%	89%
Collaboration	Workgroups across my organisation willingly share information with each other	72%	+12%	69%
Safe to speak up	I feel culturally safe at work	83%	+9%	88%
Senior leadership	Senior leaders provide clear strategy and direction	59%	+7%	69%
Meaningful work	I get a sense of accomplishment from my work	82%	+7%	84%
Job enrichment	I clearly understand what I am expected to do in this job	88%	+6%	84%
Learning and development	I am developing and learning in my role	69%	+5%	78%
Satisfaction	How satisfied are you with the work/life balance in your current job	66%	+4%	77%
Safety climate	All levels of my organisation are involved in the prevention of stress	43%	+4%	56%
Satisfaction	How satisfied are you with your career development within your current organisation	51%	+4%	60%

Victorian Public Sector Commission

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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 'Innovation', the 'You 2022' column shows 62% of your staff agreed with 'My workgroup is quick to respond to opportunities to do things better'.
In the 'Decrease from 2021' column, you have a 12% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2022	Decrease from 2021	Comparator 2022
Innovation	My workgroup is quick to respond to opportunities to do things better	62%	-12%	77%
Engagement	I am proud to tell others I work for my organisation	68%	-9%	80%
Engagement	I would recommend my organisation as a good place to work	60%	-9%	75%
Workgroup support	People in my workgroup treat each other with respect	77%	-8%	91%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	51%	-8%	78%
Organisational integrity	My organisation encourages respectful workplace behaviours	72%	-6%	88%
Engagement	My organisation motivates me to help achieve its objectives	54%	-6%	75%
Quality service delivery	My workgroup has clear lines of responsibility	77%	-6%	76%
Manager support	My manager listens to what I have to say	82%	-6%	88%
Workload	I have enough time to do my job effectively	50%	-5%	63%

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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 'Human rights', the 'You 2022' column shows 84% of your staff agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.

The 'difference' column, shows that agreement for this question was 4 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2022	Difference	Comparator 2022
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	84%	+4%	80%
Collaboration	I am able to work effectively with others outside my immediate workgroup	89%	+4%	86%
Job enrichment	I clearly understand what I am expected to do in this job	88%	+3%	84%
Collaboration	Workgroups across my organisation willingly share information with each other	72%	+3%	69%
Job enrichment	I have the authority to do my job effectively	79%	+2%	77%
Quality service delivery	My workgroup provides high quality advice and services	90%	+2%	89%
Manager support	My manager gives me feedback that helps me improve my performance	80%	+2%	78%
Quality service delivery	My workgroup has clear lines of responsibility	77%	+1%	76%
Meaningful work	I achieve something important through my work	89%	+0%	89%

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 'Senior leadership', the 'You 2022' column shows 43% of your staff agreed with 'Senior leaders demonstrate honesty and integrity'.

The 'difference' column, shows that agreement for this question was 35 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2022	Difference	Comparator 2022
Senior leadership	Senior leaders demonstrate honesty and integrity	43%	-35%	78%
Organisational integrity	My organisation does not tolerate improper conduct	46%	-32%	77%
Organisational integrity	I believe the recruitment processes in my organisation are fair	43%	-29%	72%
Taking action	I believe my organisation will make improvements based on the results of this survey	32%	-27%	60%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	51%	-27%	78%
Senior leadership	Senior leaders model my organisation's values	49%	-27%	76%
Organisational integrity	I have an equal chance at promotion in my organisation	30%	-25%	55%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	61%	-23%	85%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	46%	-22%	68%
Engagement	My organisation motivates me to help achieve its objectives	54%	-22%	75%

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Taking action

What this is

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

Why this is important

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

How to read this

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

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

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

Example

32% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this survey'.
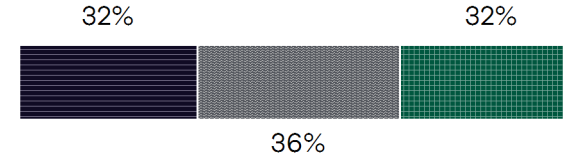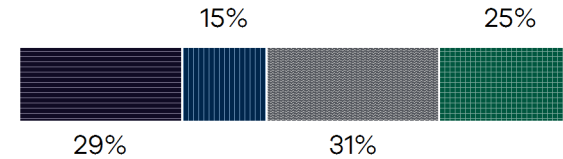
Survey question	Your results								

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

Benchmark agree results

Survey question	Your results	You 2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
I believe my organisation will make improvements based on the results of this survey	32% / 36% / 32%	Not asked	Not asked	32 %	36 %	60 %	100 %
My organisation has made improvements based on the survey results from last year	29% / 15% / 31% / 25%	Not asked	Not asked	25 %	8 %	35 %	75 %

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Senior leadership

Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

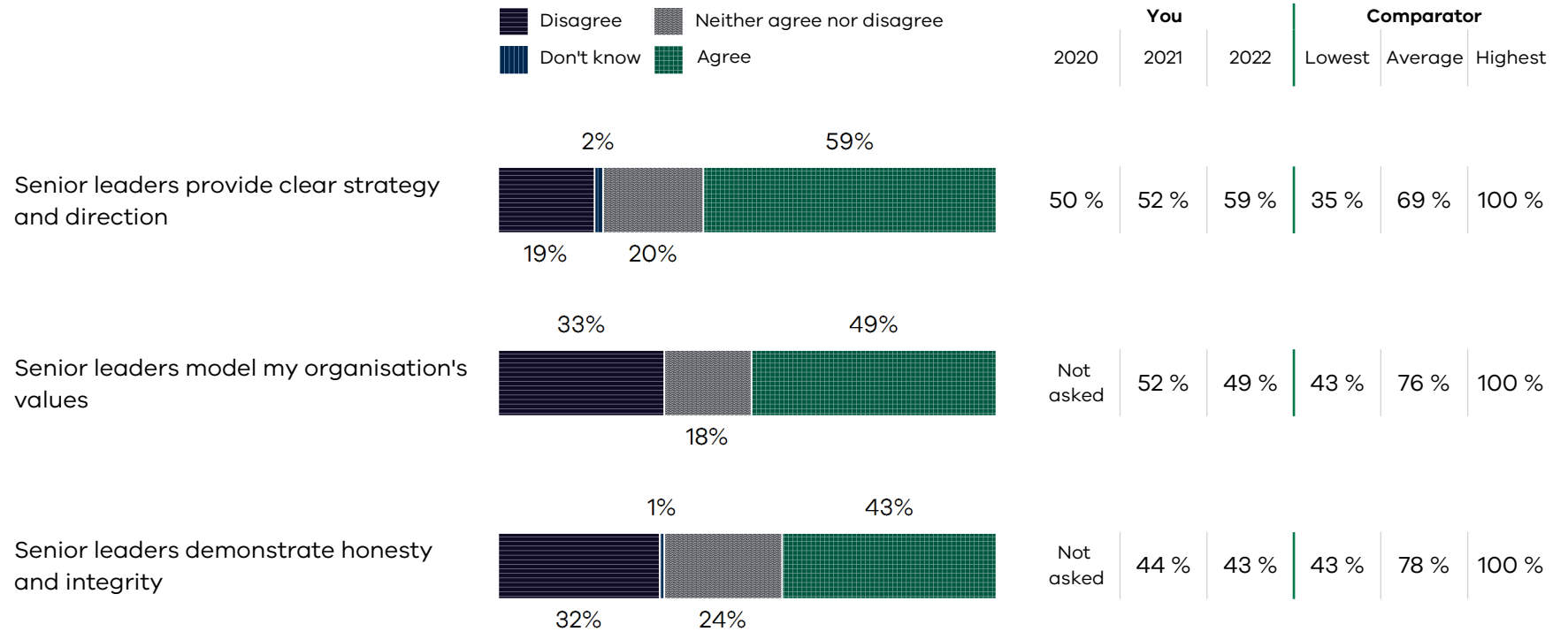Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

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

Survey question	Disagree	Don't know	Neither agree nor disagree	Agree	You 2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders provide clear strategy and direction	19%	2%	20%	59%	50 %	52 %	59 %	35 %	69 %	100 %
Senior leaders model my organisation's values	33%		18%	49%	Not asked	52 %	49 %	43 %	76 %	100 %
Senior leaders demonstrate honesty and integrity	32%	1%	24%	43%	Not asked	44 %	43 %	43 %	78 %	100 %

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Organisational climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2022:

- 81% of your staff who did the survey responded positively to questions about Collaboration which is up from 73% in 2021.

Compared to:

- 77% of staff at your comparator and 73% of staff across the public sector.
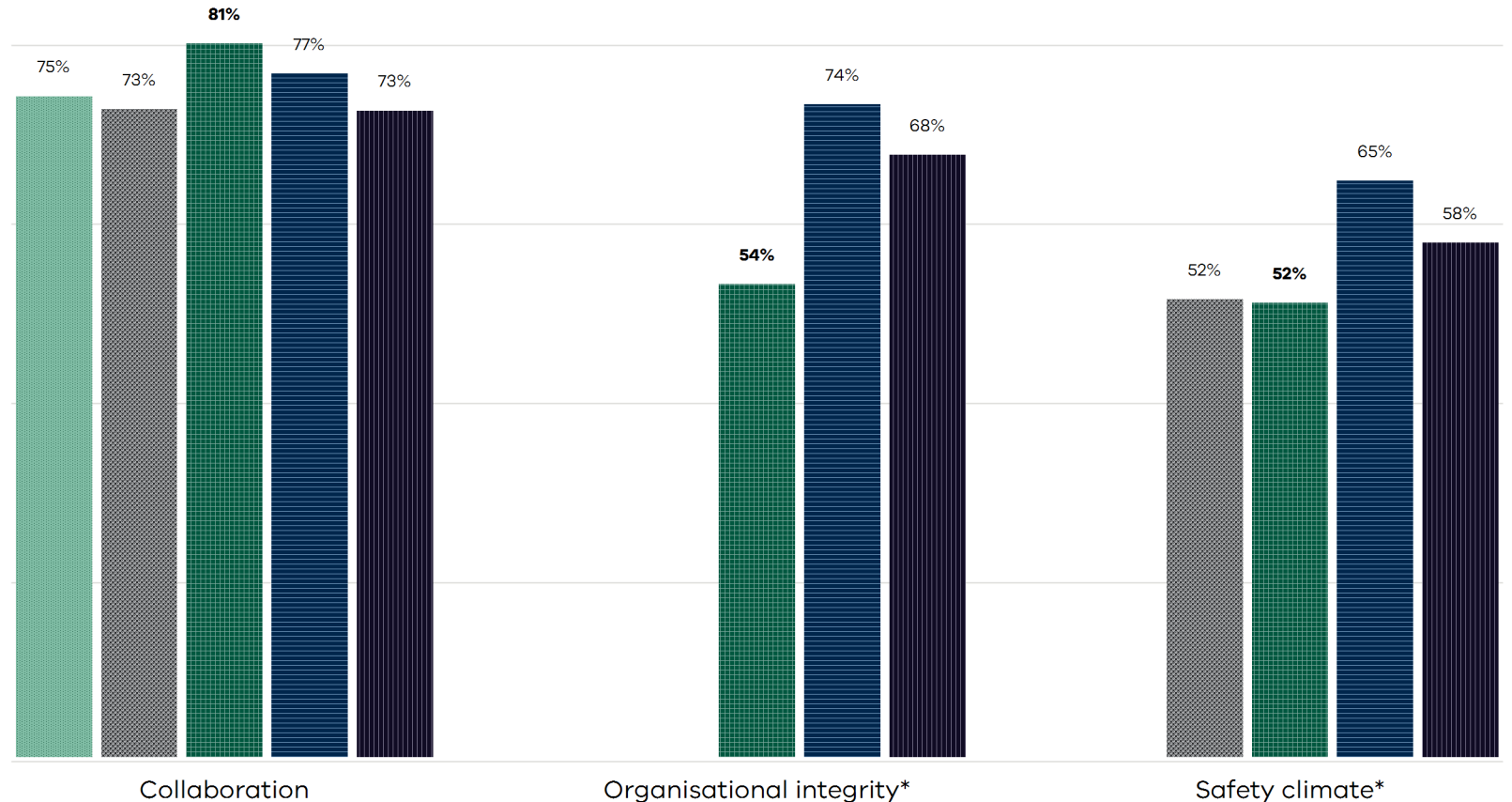
Collaboration: 75%, 73%, 81%, 77%, 73%

Organisational integrity*: 54%, 74%, 68%

Safety climate*: 52%, 52%, 65%, 58%

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

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

Organisational climate

Organisational integrity 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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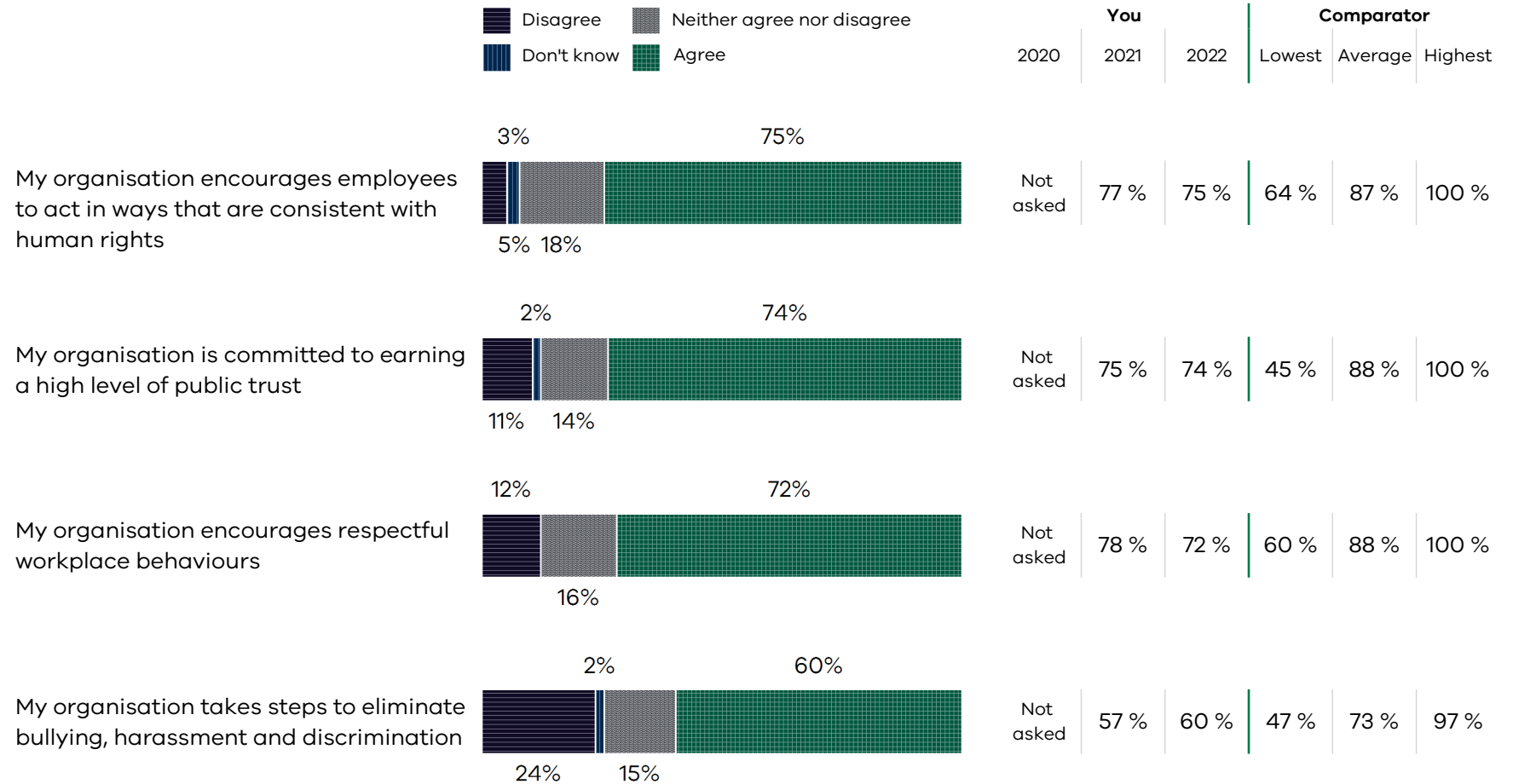
Example

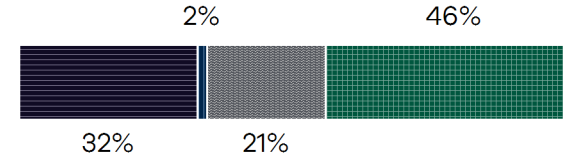75% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

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

Survey question	Your results		You		Comparator	
		2020	2021	2022	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	5% / 18% / 75% (3%)	Not asked	77 %	75 %	64 %	87 %	100 %
My organisation is committed to earning a high level of public trust	11% / 14% / 74% (2%)	Not asked	75 %	74 %	45 %	88 %	100 %
My organisation encourages respectful workplace behaviours	12% / 16% / 72%	Not asked	78 %	72 %	60 %	88 %	100 %
My organisation takes steps to eliminate bullying, harassment and discrimination	24% / 15% / 60% (2%)	Not asked	57 %	60 %	47 %	73 %	97 %

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

46% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.
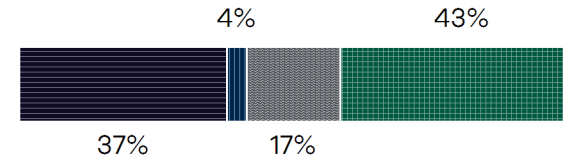
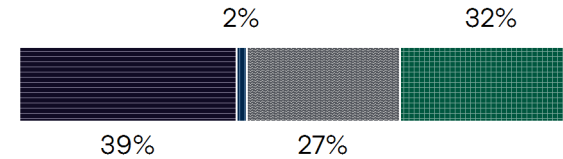## Survey question / Your results / Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
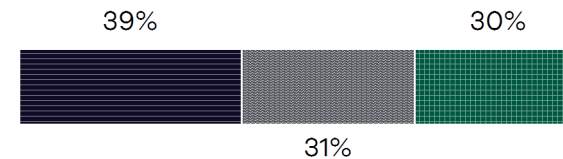
Survey question		You			Comparator		
	2020	2021	2022	Lowest	Average	Highest
My organisation does not tolerate improper conduct (Disagree 32%, Don't know 2%, Neither 21%, Agree 46%)	Not asked	47 %	46 %	51 %	77 %	91 %
I believe the recruitment processes in my organisation are fair (Disagree 37%, Don't know 4%, Neither 17%, Agree 43%)	Not asked	Not asked	43 %	54 %	72 %	92 %
I believe the promotion processes in my organisation are fair (Disagree 39%, Don't know 2%, Neither 27%, Agree 32%)	Not asked	Not asked	32 %	28 %	51 %	83 %
I have an equal chance at promotion in my organisation (Disagree 39%, Neither 31%, Agree 30%)	Not asked	Not asked	30 %	36 %	55 %	84 %

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.
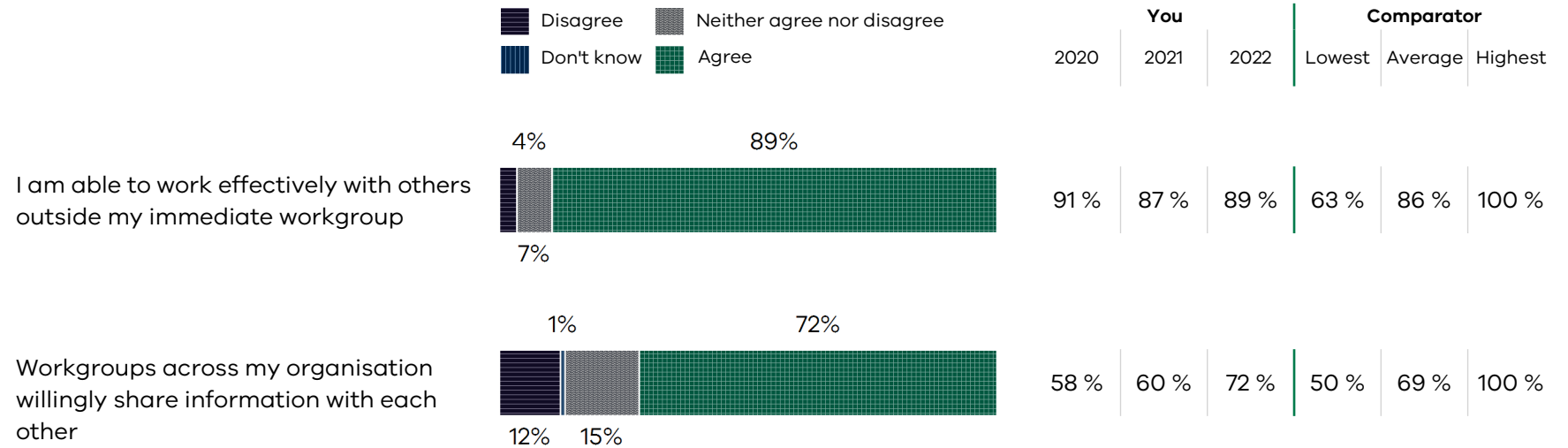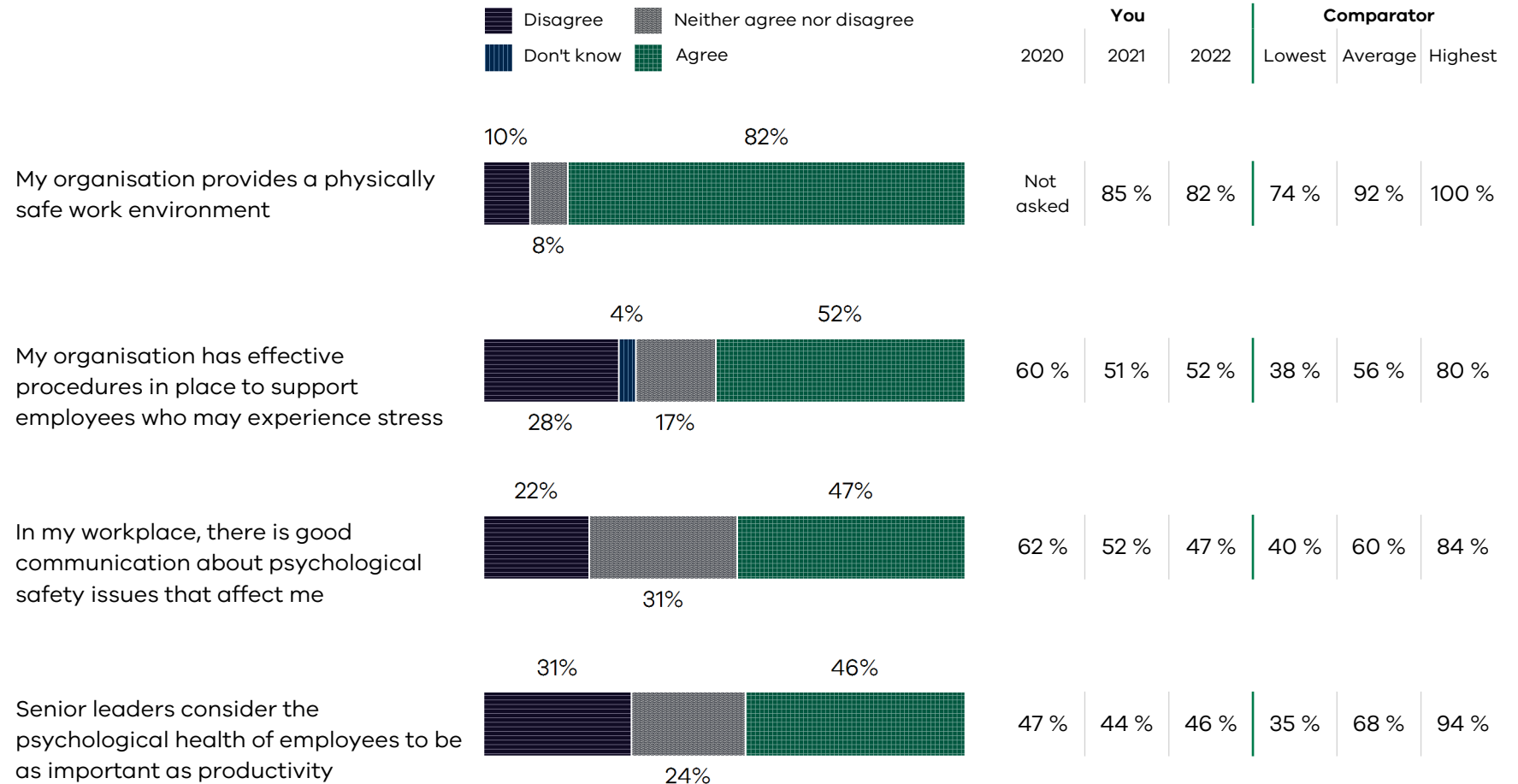
Example

89% 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						

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

Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	4% / 7% / 89%	91 %	87 %	89 %	63 %	86 %	100 %
Workgroups across my organisation willingly share information with each other	12% / 1% / 15% / 72%	58 %	60 %	72 %	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

82% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

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

Survey question	Your results	2020	You 2021	2022	Comparator Lowest	Average	Highest
My organisation provides a physically safe work environment	10% / 8% / 82%	Not asked	85 %	82 %	74 %	92 %	100 %
My organisation has effective procedures in place to support employees who may experience stress	28% / 4% / 17% / 52%	60 %	51 %	52 %	38 %	56 %	80 %
In my workplace, there is good communication about psychological safety issues that affect me	22% / 31% / 47%	62 %	52 %	47 %	40 %	60 %	84 %
Senior leaders consider the psychological health of employees to be as important as productivity	31% / 24% / 46%	47 %	44 %	46 %	35 %	68 %	94 %

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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

43% of your staff who did the survey agreed or strongly agreed with 'All levels of my organisation are involved in the prevention of stress'.

Survey question	Your results		

Legend: Disagree · Neither agree nor disagree · Don't know · Agree
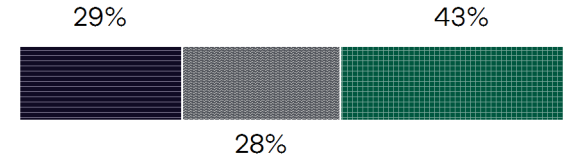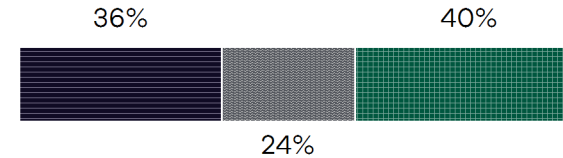
	You			Comparator		
	2020	2021	2022	Lowest	Average	Highest

All levels of my organisation are involved in the prevention of stress
29% / 28% / 43%

39 %	39 %	43 %	28 %	56 %	91 %

Senior leaders show support for stress prevention through involvement and commitment
36% / 24% / 40%

50 %	43 %	40 %	35 %	61 %	91 %

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Workgroup climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2022:

- 78% 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.
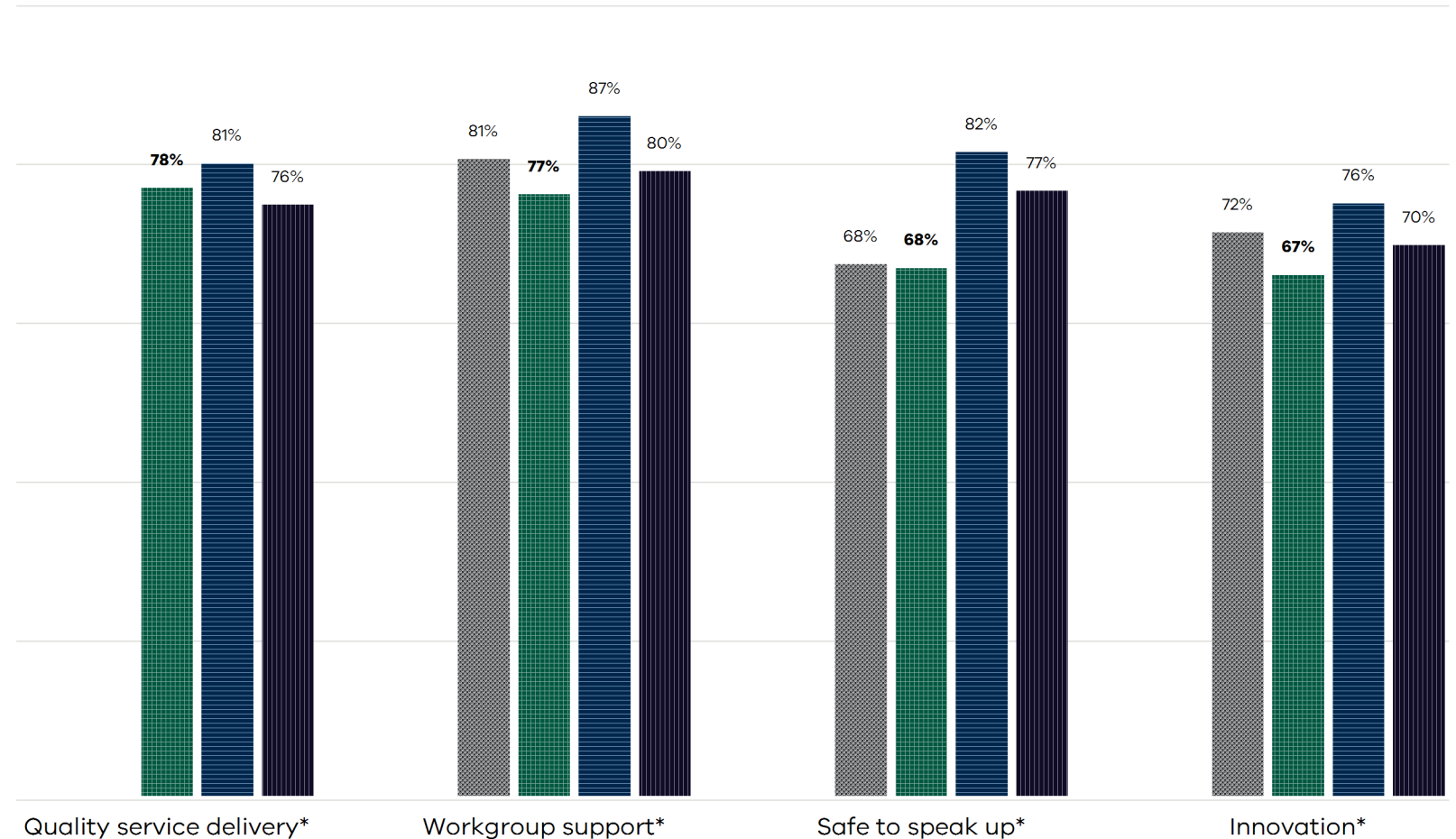
Quality service delivery*: 78%, 81%, 76%
Workgroup support*: 81%, 77%, 87%, 80%
Safe to speak up*: 68%, 68%, 82%, 77%
Innovation*: 72%, 67%, 76%, 70%

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

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

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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

90% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
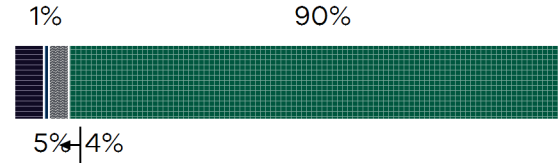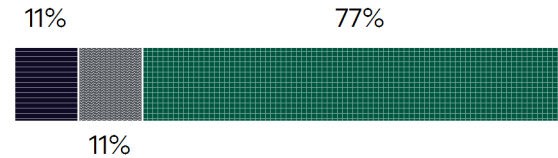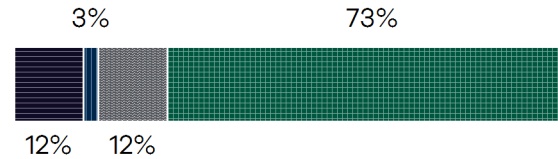
Survey question	Your results	Benchmark agree results

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

Survey question	Your results	You 2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup provides high quality advice and services	1% / 5% / 4% / 90%	Not asked	Not asked	90 %	75 %	89 %	100 %
My workgroup has clear lines of responsibility	11% / 11% / 77%	Not asked	83 %	77 %	55 %	76 %	100 %
My workgroup uses its resources well	12% / 3% / 12% / 73%	Not asked	Not asked	73 %	59 %	73 %	88 %
My workgroup acts fairly and without bias	13% / 2% / 15% / 70%	Not asked	Not asked	70 %	59 %	85 %	100 %

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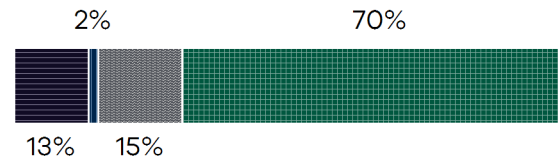
Workgroup climate

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

69% of your staff who did the survey agreed or strongly agreed with 'My workgroup encourages employee creativity'.
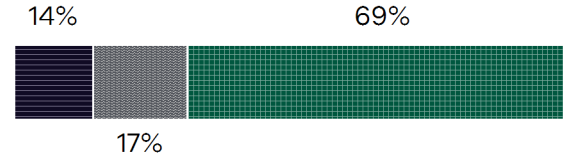
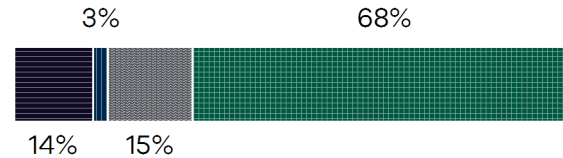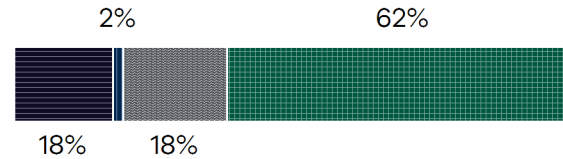| Survey question | Your results | Benchmark agree results |

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

Survey question	2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup encourages employee creativity	Not asked	73 %	69 %	46 %	74 %	97 %
My workgroup learns from failures and mistakes	Not asked	69 %	68 %	58 %	76 %	95 %
My workgroup is quick to respond to opportunities to do things better	Not asked	74 %	62 %	64 %	77 %	94 %

My workgroup encourages employee creativity: 14% / 17% / 69%

My workgroup learns from failures and mistakes: 14% / 3% / 15% / 68%

My workgroup is quick to respond to opportunities to do things better: 18% / 2% / 18% / 62%

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.

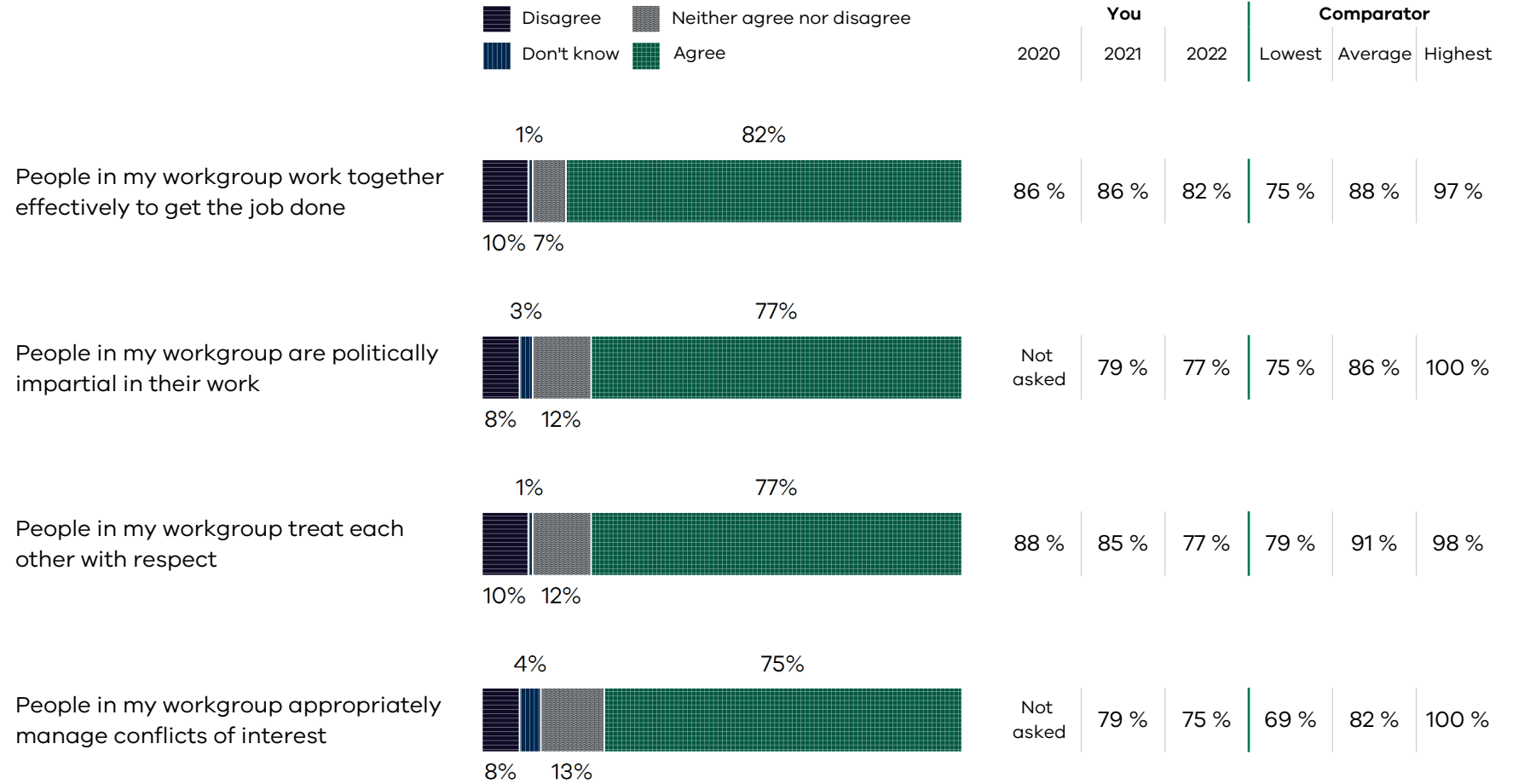Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

82% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

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

Survey question	Your results	You 2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup work together effectively to get the job done	1% / 82% / 10% 7%	86 %	86 %	82 %	75 %	88 %	97 %
People in my workgroup are politically impartial in their work	3% / 77% / 8% 12%	Not asked	79 %	77 %	75 %	86 %	100 %
People in my workgroup treat each other with respect	1% / 77% / 10% 12%	88 %	85 %	77 %	79 %	91 %	98 %
People in my workgroup appropriately manage conflicts of interest	4% / 75% / 8% 13%	Not asked	79 %	75 %	69 %	82 %	100 %

Workgroup climate

Workgroup support 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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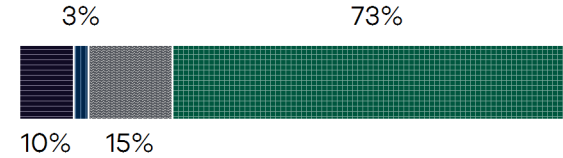
Example

73% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are honest, open and transparent in their dealings'.
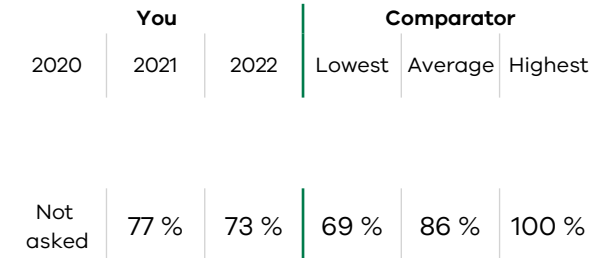
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

People in my workgroup are honest, open and transparent in their dealings

3% 73%

10% 15%

	You			Comparator		
2020	2021	2022		Lowest	Average	Highest
Not asked	77 %	73 %		69 %	86 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Safe to speak up

What this is

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

Why this is important

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

How to read this

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

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

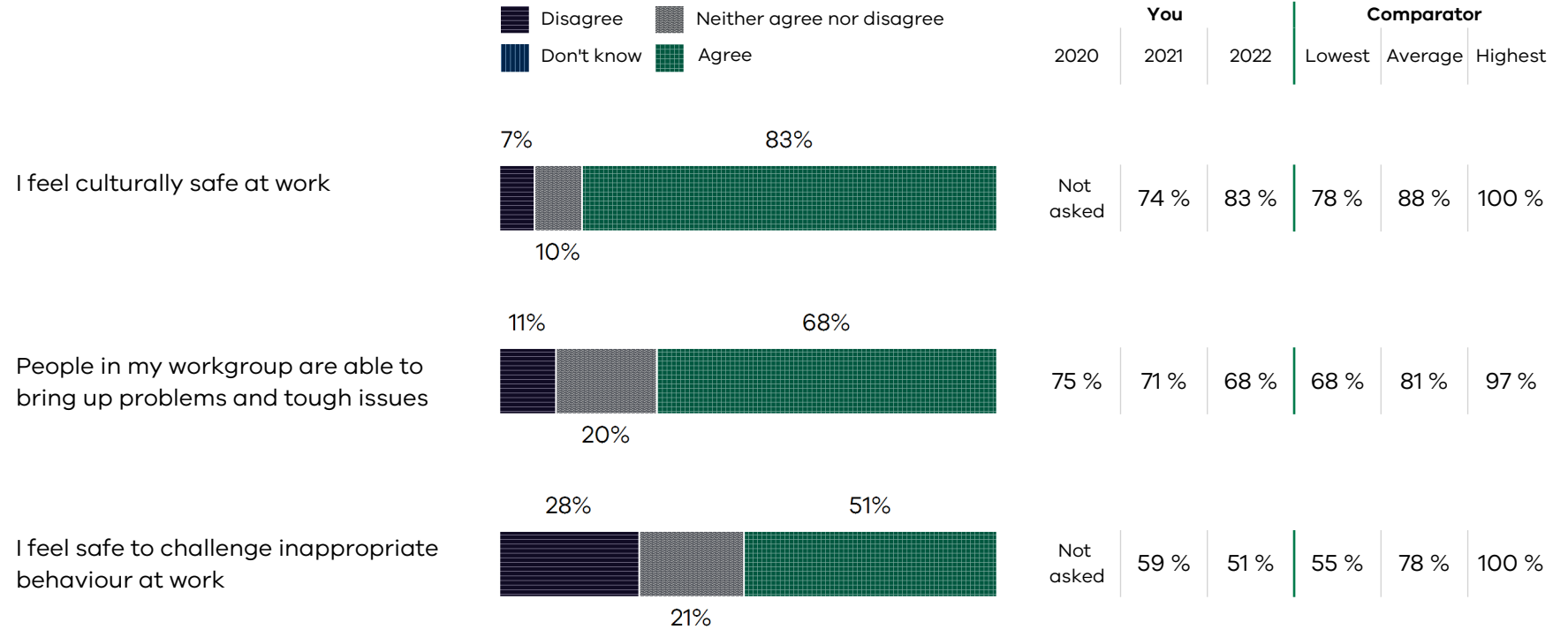Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

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

Survey question	Your results	You 2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
I feel culturally safe at work	7% / 10% / 83%	Not asked	74 %	83 %	78 %	88 %	100 %
People in my workgroup are able to bring up problems and tough issues	11% / 20% / 68%	75 %	71 %	68 %	68 %	81 %	97 %
I feel safe to challenge inappropriate behaviour at work	28% / 21% / 51%	Not asked	59 %	51 %	55 %	78 %	100 %

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Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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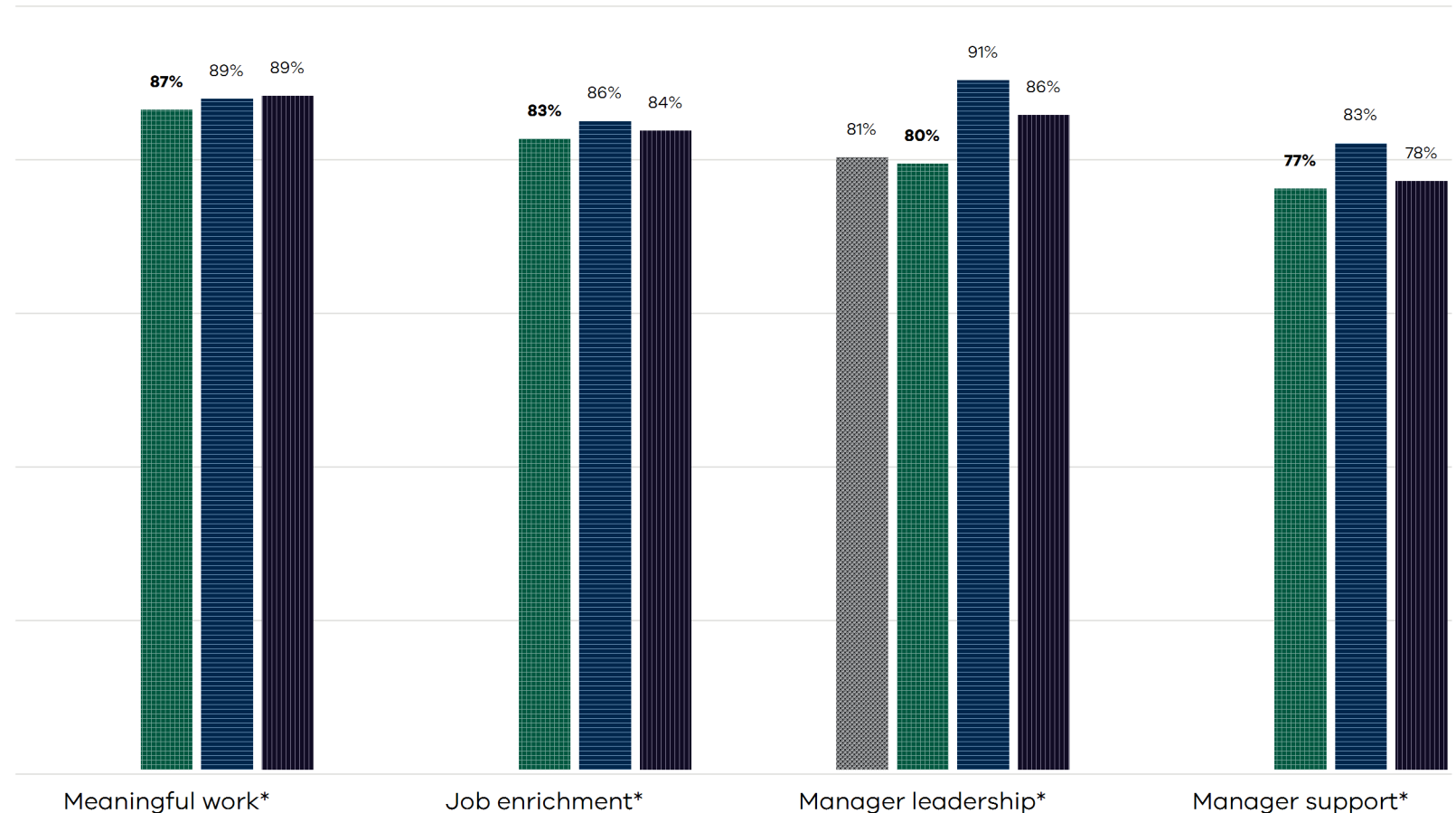
Example

In 2022:

- 87% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

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

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

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

	Meaningful work*	Job enrichment*	Manager leadership*	Manager support*
You 2020	87%	83%		77%
You 2021			81%	
You 2022	89%	86%	80%	83%
Comparator 2022	89%	84%	91%	78%
Public sector 2022			86%	

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

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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.
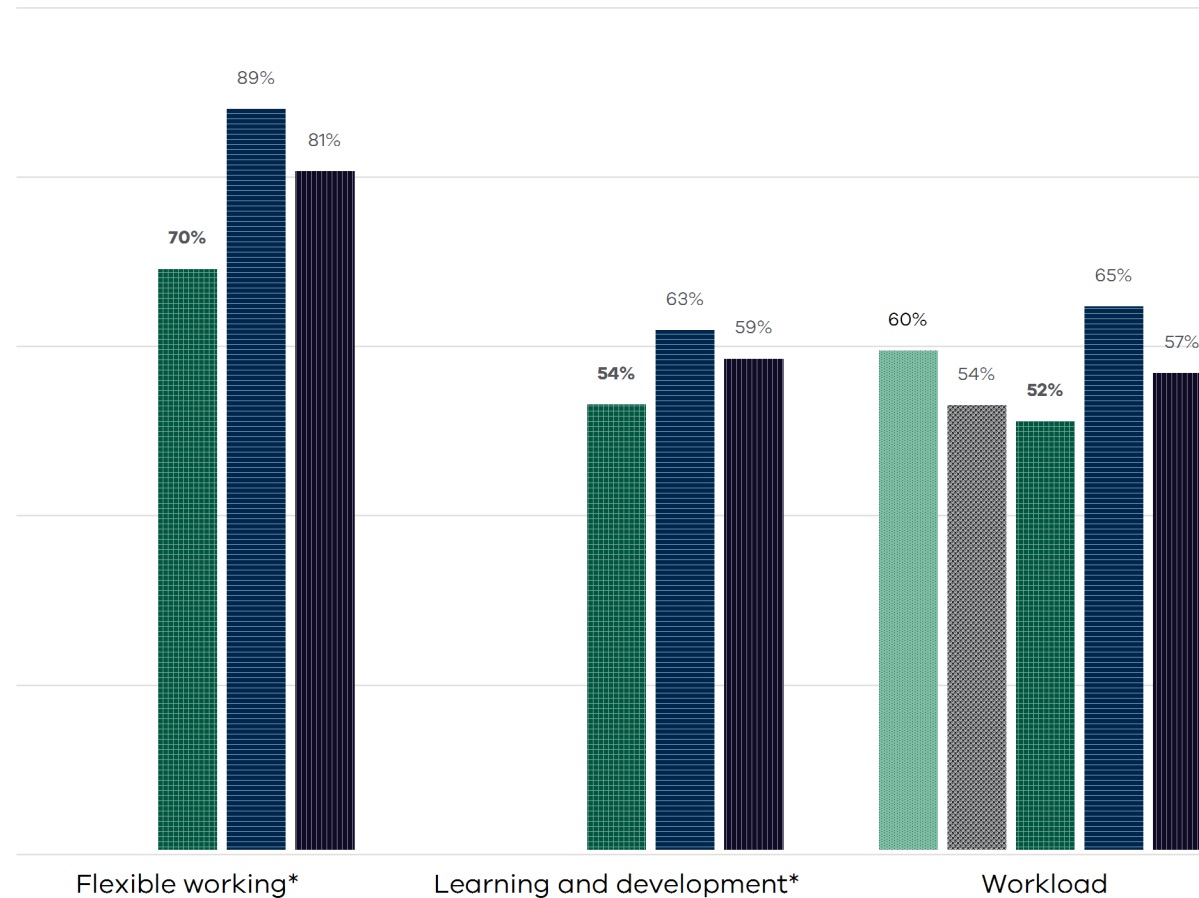
Example

In 2022:

- 70% of your staff who did the survey responded positively to questions about Flexible working.

Compared to:

- 89% of staff at your comparator and 81% of staff across the public sector.

Bar chart showing results for Flexible working*, Learning and development*, and Workload.

Flexible working*: You 2022 70%, Comparator 2022 89%, Public sector 2022 81%

Learning and development*: You 2022 54%, Comparator 2022 63%, Public sector 2022 59%

Workload: You 2020 60%, You 2021 54%, You 2022 52%, Comparator 2022 65%, Public sector 2022 57%

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

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

Job and manager factors

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.

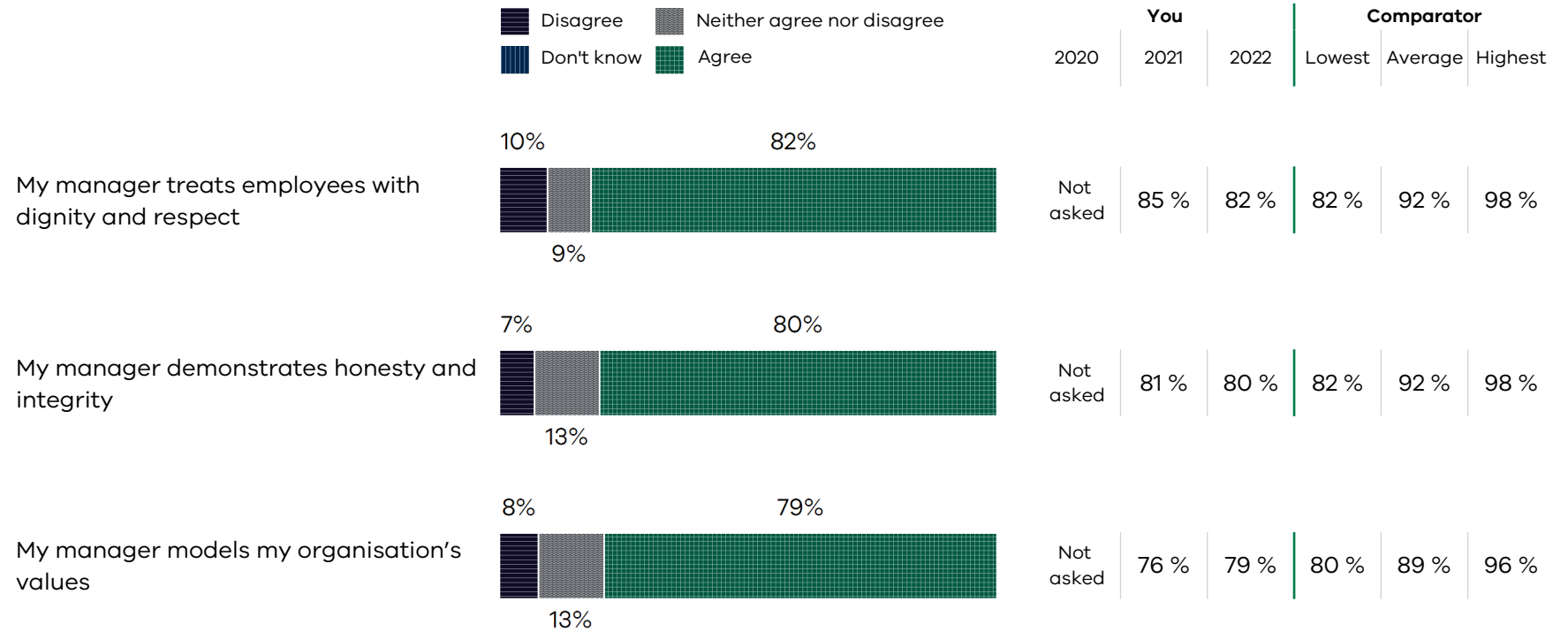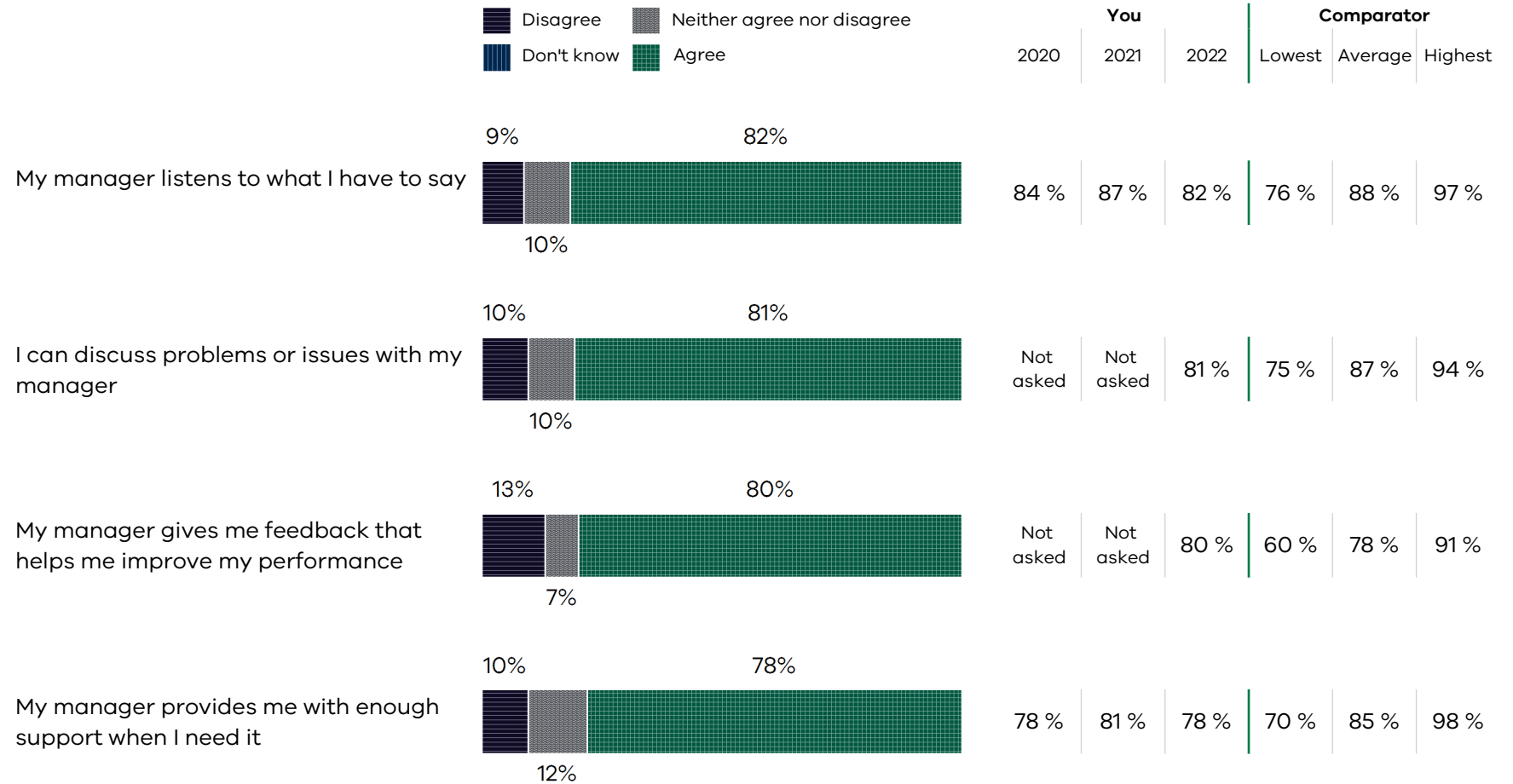Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

82% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results	Benchmark agree results

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

Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
My manager treats employees with dignity and respect	10% / 9% / 82%	Not asked	85 %	82 %	82 %	92 %	98 %
My manager demonstrates honesty and integrity	7% / 13% / 80%	Not asked	81 %	80 %	82 %	92 %	98 %
My manager models my organisation's values	8% / 13% / 79%	Not asked	76 %	79 %	80 %	89 %	96 %

Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

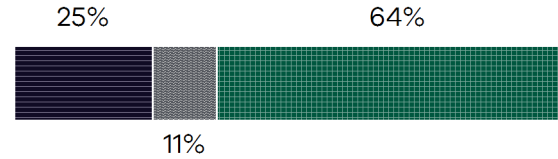Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

82% 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					

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

		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
My manager listens to what I have to say	9% / 10% / 82%	84 %	87 %	82 %	76 %	88 %	97 %
I can discuss problems or issues with my manager	10% / 10% / 81%	Not asked	Not asked	81 %	75 %	87 %	94 %
My manager gives me feedback that helps me improve my performance	13% / 7% / 80%	Not asked	Not asked	80 %	60 %	78 %	91 %
My manager provides me with enough support when I need it	10% / 12% / 78%	78 %	81 %	78 %	70 %	85 %	98 %

Victorian Public Sector Commission

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Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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

Example

64% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.

Survey question

Your results

Benchmark agree results

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

| | **You** | | | | **Comparator** | |
| 2020 | 2021 | 2022 | Lowest | Average | Highest |

I receive meaningful recognition when I do good work

25%   64%

11%

| Not asked | Not asked | 64 % | 63 % | 75 % | 94 % |

Victorian Public Sector Commission

VICTORIA State Government
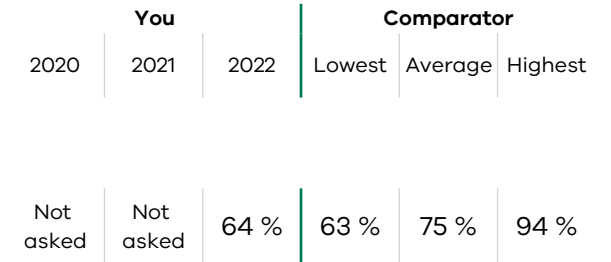
Job and manager factors

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.
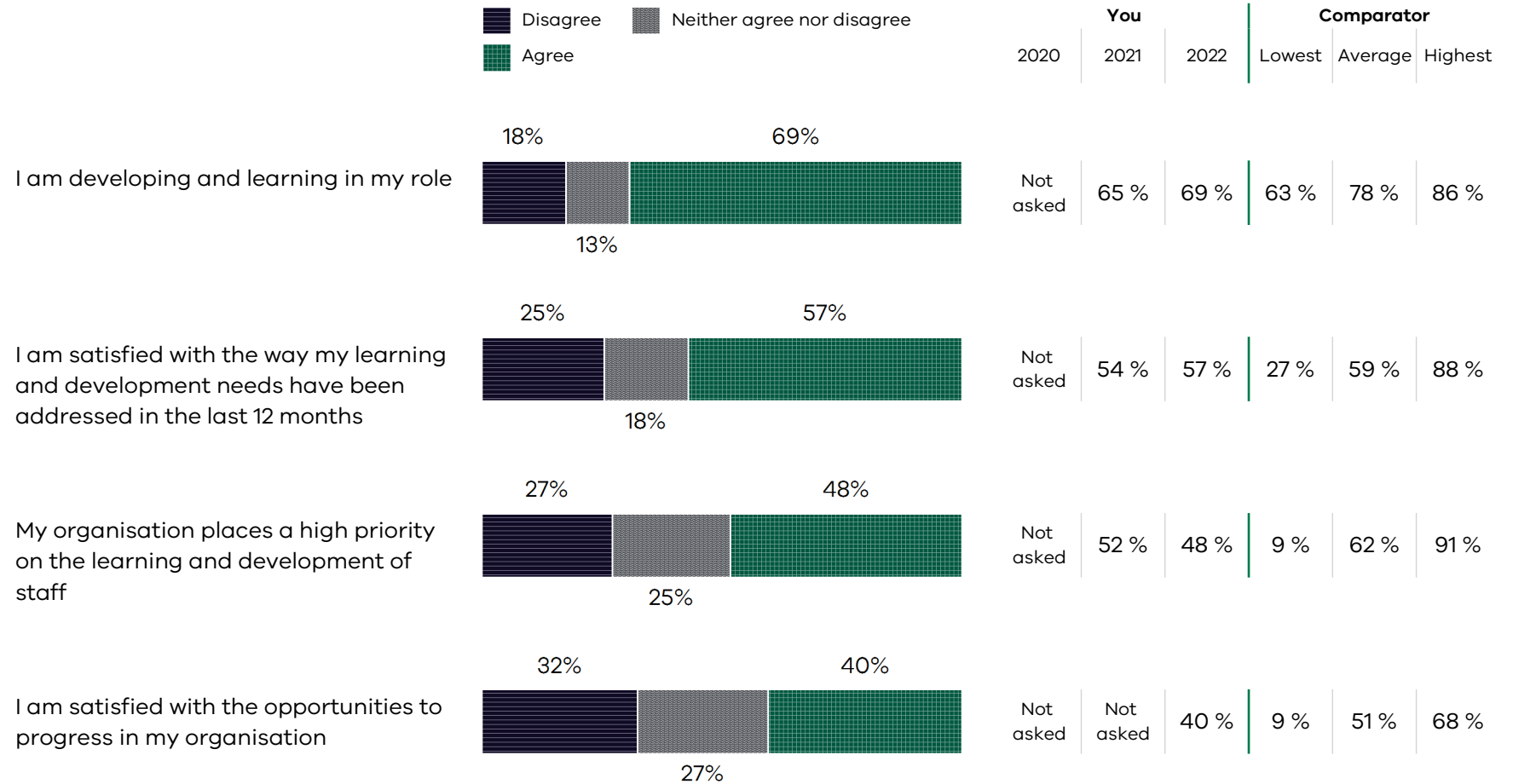
Example

54% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Legend: Disagree | Neither agree nor disagree | Agree
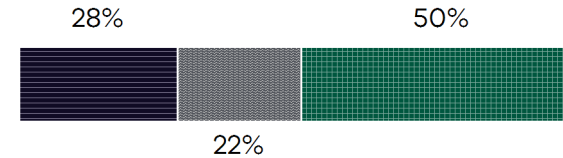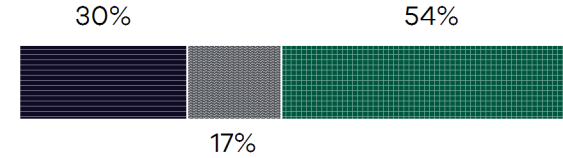
Survey question	Your results	2020	You 2021	2022	Comparator Lowest	Average	Highest
The workload I have is appropriate for the job that I do	30% / 17% / 54%	62 %	52 %	54 %	43 %	67 %	100 %
I have enough time to do my job effectively	28% / 22% / 50%	58 %	55 %	50 %	43 %	63 %	92 %

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Job and manager factors

Learning and development

What this is

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

Why this is important

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

How to read this

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

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

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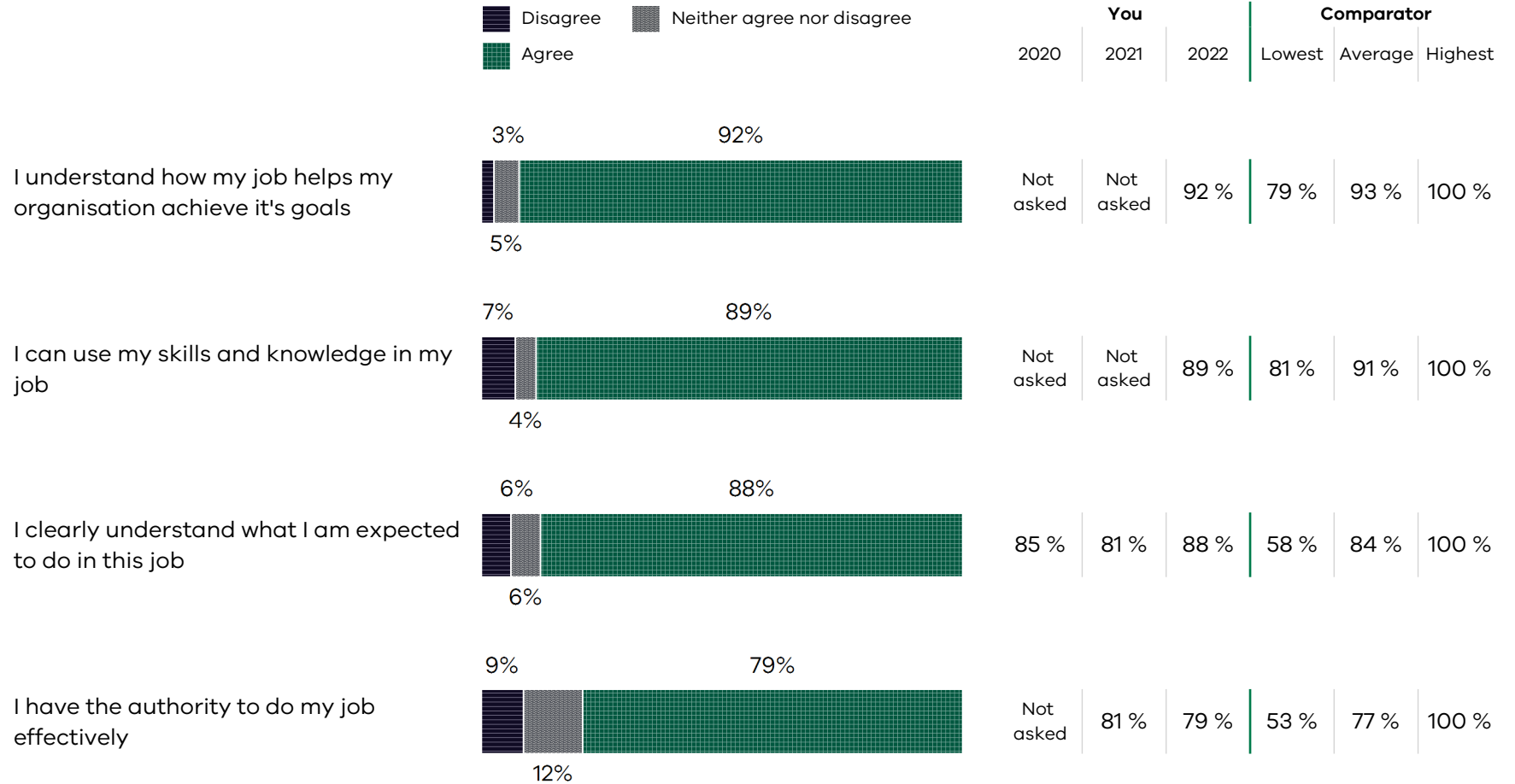
Example

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

Legend: ■ Disagree   ▦ Neither agree nor disagree   ▦ Agree

Survey question	Your results	You 2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	18% / 13% / 69%	Not asked	65 %	69 %	63 %	78 %	86 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	25% / 18% / 57%	Not asked	54 %	57 %	27 %	59 %	88 %
My organisation places a high priority on the learning and development of staff	27% / 25% / 48%	Not asked	52 %	48 %	9 %	62 %	91 %
I am satisfied with the opportunities to progress in my organisation	32% / 27% / 40%	Not asked	Not asked	40 %	9 %	51 %	68 %

Job and manager factors

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.
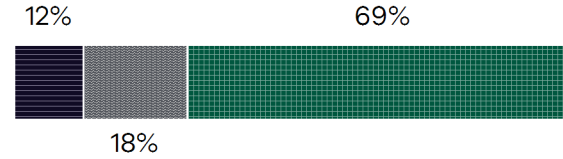
Example

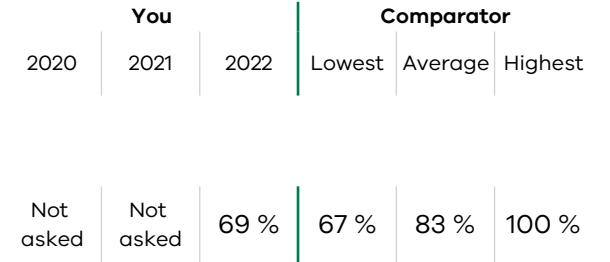92% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve it's goals'.

Survey question · Your results · Benchmark agree results

Legend: ■ Disagree   ▨ Neither agree nor disagree   ▦ Agree

Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
I understand how my job helps my organisation achieve it's goals	3% / 5% / 92%	Not asked	Not asked	92 %	79 %	93 %	100 %
I can use my skills and knowledge in my job	7% / 4% / 89%	Not asked	Not asked	89 %	81 %	91 %	100 %
I clearly understand what I am expected to do in this job	6% / 6% / 88%	85 %	81 %	88 %	58 %	84 %	100 %
I have the authority to do my job effectively	9% / 12% / 79%	Not asked	81 %	79 %	53 %	77 %	100 %

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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.
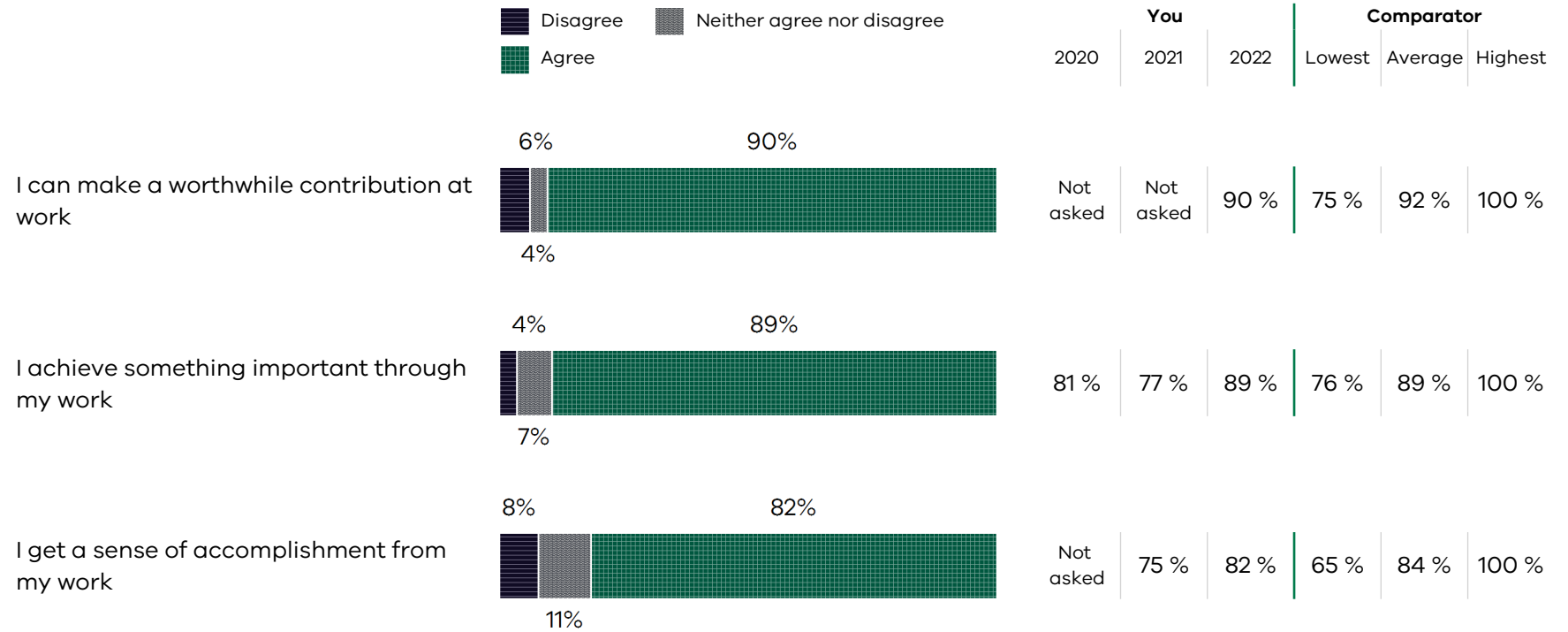
Example

69% of your staff who did the survey agreed or strongly agreed with 'I have a say in how I do my work'.

Survey question

I have a say in how I do my work

Your results

Disagree   Neither agree nor disagree

Agree

12%   69%

18%

Benchmark agree results

	You			Comparator		
	2020	2021	2022	Lowest	Average	Highest
	Not asked	Not asked	69 %	67 %	83 %	100 %

Victorian Public Sector Commission

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Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

90% 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 | | | | | |

Disagree   Neither agree nor disagree   Agree

Survey question	Your results	You 2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
I can make a worthwhile contribution at work	6% / 4% / 90%	Not asked	Not asked	90 %	75 %	92 %	100 %
I achieve something important through my work	4% / 7% / 89%	81 %	77 %	89 %	76 %	89 %	100 %
I get a sense of accomplishment from my work	8% / 11% / 82%	Not asked	75 %	82 %	65 %	84 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Flexible working

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

78% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
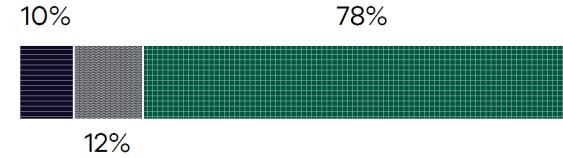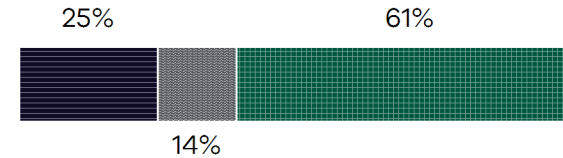
Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
My manager supports working flexibly	Disagree 10%, 12%, Agree 78%	Not asked	Not asked	78 %	84 %	92 %	100 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	Disagree 25%, 14%, Agree 61%	78 %	61 %	61 %	33 %	85 %	100 %

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Key differences

- Highest scoring
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- Most improved
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- Biggest positive difference from comparator
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- Taking action questions

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- Caring

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:

- 90% of your staff who did the survey responded positively to questions about Responsiveness .

Compared to:

- 89% of staff at your comparator and 83% of staff across the public sector.

Responsiveness* — 90%, 89%, 83%
Human rights* — 81%, 79%, 83%, 83%
Accountability* — 78%, 79%, 76%
Respect* — 79%, 74%, 87%, 82%

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

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

Victorian Public Sector Commission

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Public sector values

What this is

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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:

- 74% of your staff who did the survey responded positively to questions about Impartiality .

Compared to:

- 86% of staff at your comparator and 78% of staff across the public sector.
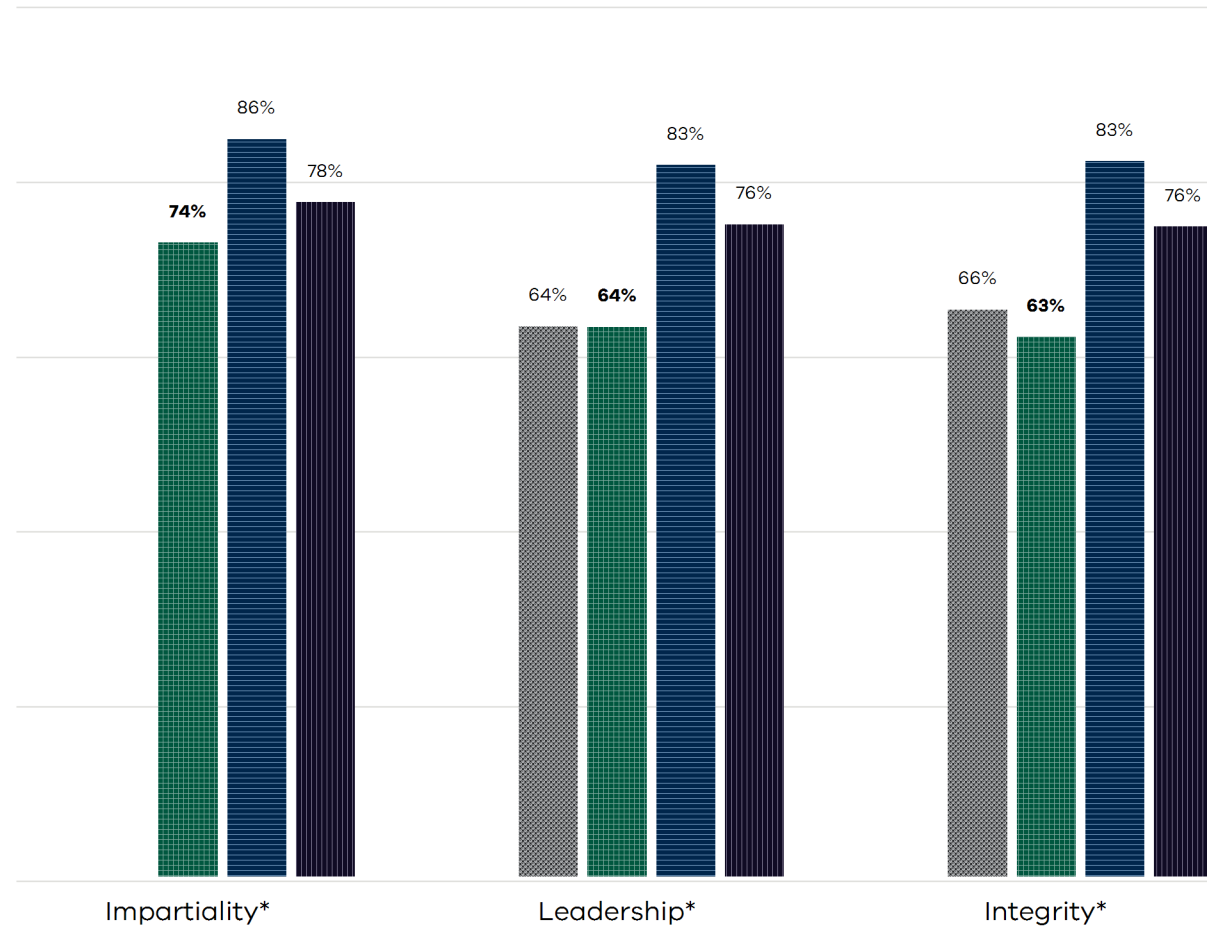
*We can't compare some data here because one or more questions were not asked in a previous survey

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

Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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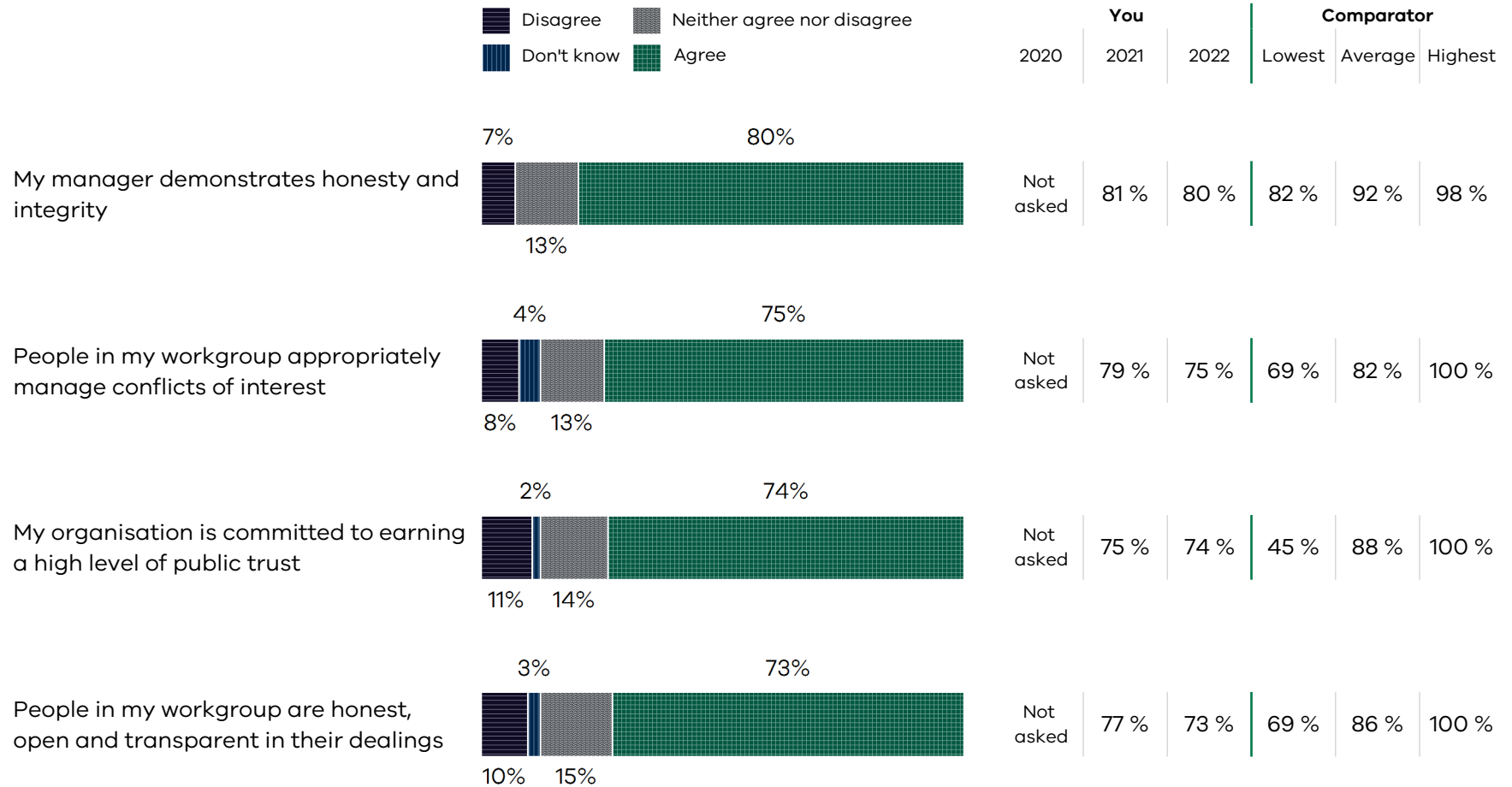
Example

90% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

Benchmark agree results

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

Survey question	Your results	You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
My workgroup provides high quality advice and services	1% / 90% / 5% / 4%	Not asked	Not asked	90 %	75 %	89 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

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

80% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results						

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

		Benchmark agree results					
			You		**Comparator**		
Survey question	Your results	2020	2021	2022	Lowest	Average	Highest
My manager demonstrates honesty and integrity	7% / 13% / 80%	Not asked	81 %	80 %	82 %	92 %	98 %
People in my workgroup appropriately manage conflicts of interest	4% / 8% / 13% / 75%	Not asked	79 %	75 %	69 %	82 %	100 %
My organisation is committed to earning a high level of public trust	2% / 11% / 14% / 74%	Not asked	75 %	74 %	45 %	88 %	100 %
People in my workgroup are honest, open and transparent in their dealings	3% / 10% / 15% / 73%	Not asked	77 %	73 %	69 %	86 %	100 %

Victorian Public Sector Commission · VICTORIA State Government

Public sector values

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

51% of staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.

Survey question

Your results

	Disagree		Neither agree nor disagree
	Don't know		Agree

Benchmark agree results

Survey question	Your results	2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
I feel safe to challenge inappropriate behaviour at work	28% / 21% / 51%	Not asked	59 %	51 %	55 %	78 %	100 %
My organisation does not tolerate improper conduct	32% / 2% / 21% / 46%	Not asked	47 %	46 %	51 %	77 %	91 %
Senior leaders demonstrate honesty and integrity	32% / 1% / 24% / 43%	Not asked	44 %	43 %	43 %	78 %	100 %

Victorian Public Sector Commission

VICTORIA State Government
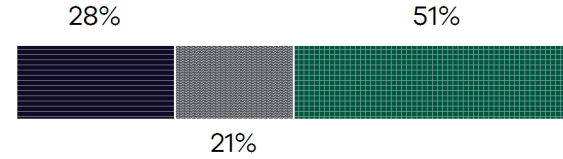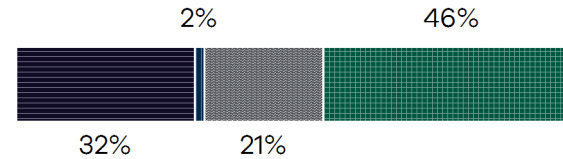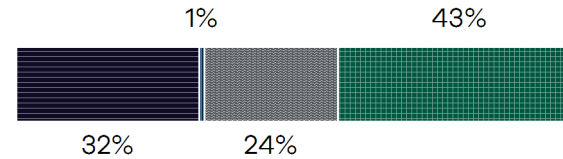
Public sector values

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

77% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

Survey question · Your results · Benchmark agree results

Legend: Disagree · Neither agree nor disagree · Don't know · Agree
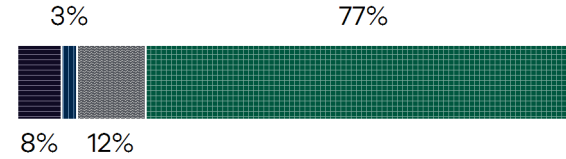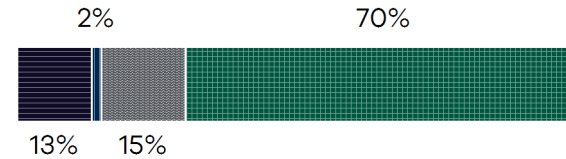
Survey question		You			Comparator		
	2020	2021	2022		Lowest	Average	Highest
People in my workgroup are politically impartial in their work (3% Disagree, 8% Don't know, 12% Neither, 77% Agree)	Not asked	79 %	77 %		75 %	86 %	100 %
My workgroup acts fairly and without bias (2% Disagree, 13% Don't know, 15% Neither, 70% Agree)	Not asked	Not asked	70 %		59 %	85 %	100 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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

Example

92% of staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve it's goals'.
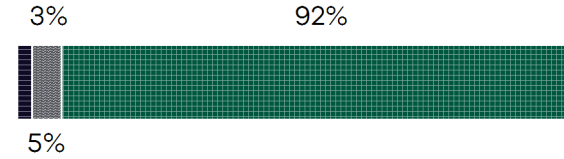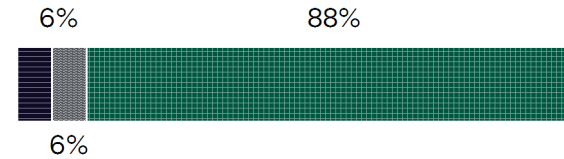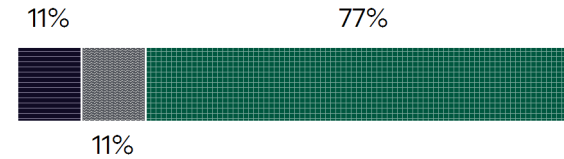
Survey question	Your results			You			Comparator		
	Disagree — Neither agree nor disagree — Don't know — Agree			2020	2021	2022	Lowest	Average	Highest
I understand how my job helps my organisation achieve it's goals	3% / 5% / 92%			Not asked	Not asked	92 %	79 %	93 %	100 %
I clearly understand what I am expected to do in this job	6% / 6% / 88%			85 %	81 %	88 %	58 %	84 %	100 %
My workgroup has clear lines of responsibility	11% / 11% / 77%			Not asked	83 %	77 %	55 %	76 %	100 %
My workgroup uses its resources well	12% / 3% / 12% / 73%			Not asked	Not asked	73 %	59 %	73 %	88 %

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

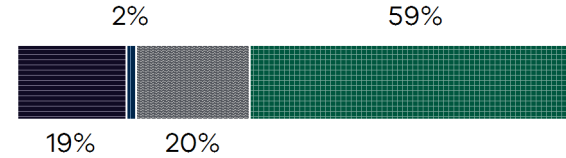Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

59% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.
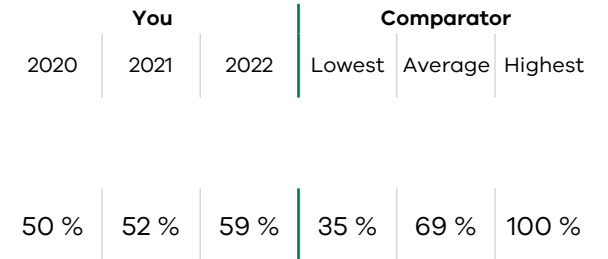
Survey question	Your results	Benchmark agree results

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

Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	19% / 2% / 20% / 59%	50 %	52 %	59 %	35 %	69 %	100 %

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.
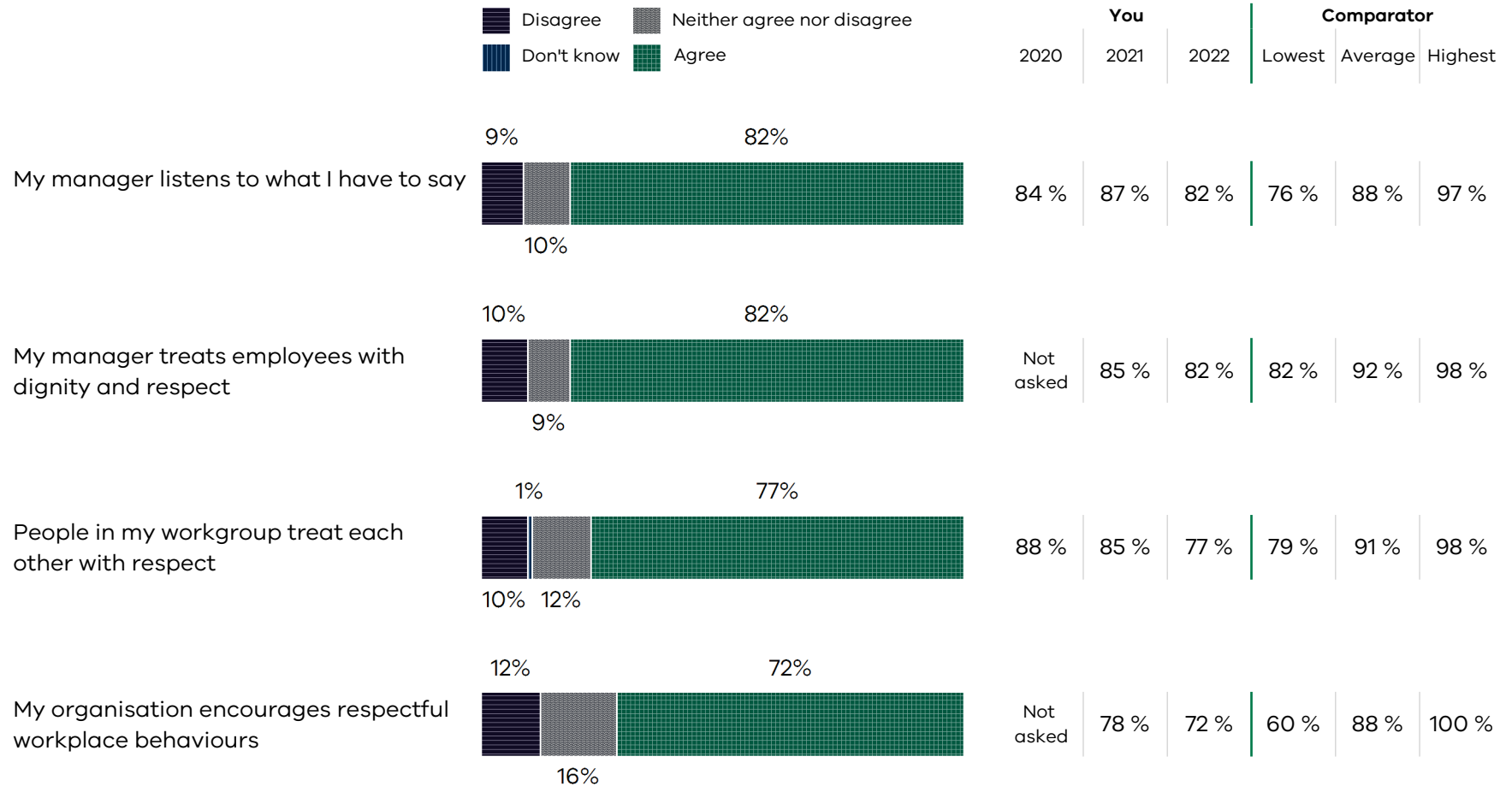
Example

82% of 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					
				You		**Comparator**		
			2020	2021	2022	Lowest	Average	Highest
My manager listens to what I have to say	9% ... 82% / 10%		84 %	87 %	82 %	76 %	88 %	97 %
My manager treats employees with dignity and respect	10% ... 82% / 9%		Not asked	85 %	82 %	82 %	92 %	98 %
People in my workgroup treat each other with respect	1% ... 77% / 10% 12%		88 %	85 %	77 %	79 %	91 %	98 %
My organisation encourages respectful workplace behaviours	12% ... 72% / 16%		Not asked	78 %	72 %	60 %	88 %	100 %

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

Public sector values

What this is

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

Why this is important

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

How to read this

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

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
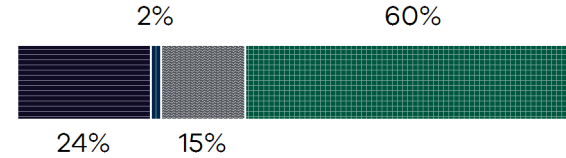
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

60% of staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

| Survey question | Your results | | | Benchmark agree results | | | | | |

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

| | | | | You | | | Comparator | | |
Survey question		2020	2021	2022	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	24% / 2% / 15% / 60%	Not asked	57 %	60 %	47 %	73 %	97 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Leadership

What this is

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

Why this is important

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

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

How to read this

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

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

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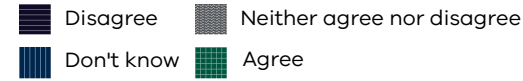
Example

79% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.
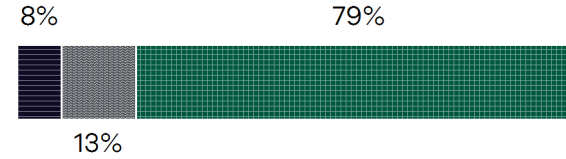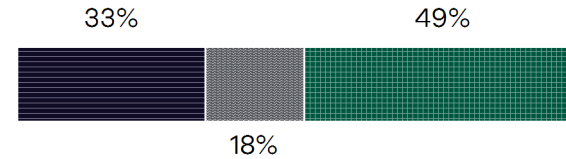
| Survey question | Your results | Benchmark agree results |

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

Survey question		You			Comparator		
		2020	2021	2022	Lowest	Average	Highest
My manager models my organisation's values	8% / 13% / 79%	Not asked	76 %	79 %	80 %	89 %	96 %
Senior leaders model my organisation's values	33% / 18% / 49%	Not asked	52 %	49 %	43 %	76 %	100 %

Victorian Public Sector Commission

VICTORIA State Government

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

84% of staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.
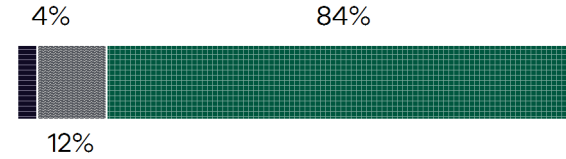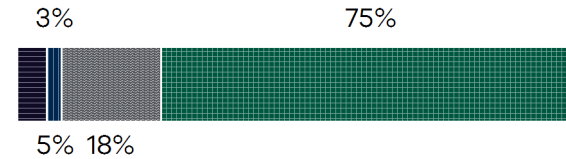
Legend	
Disagree	Neither agree nor disagree
Don't know	Agree

Survey question	Your results	2020	You 2021	You 2022	Comparator Lowest	Comparator Average	Comparator Highest
I understand how the Charter of Human Rights and Responsibilities applies to my work	4% / 12% / 84%	Not asked	85 %	84 %	67 %	80 %	100 %
My organisation encourages employees to act in ways that are consistent with human rights	3% / 5% / 18% / 75%	Not asked	77 %	75 %	64 %	87 %	100 %

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

Custom questions

- Questions requested by your organisation

Demographics

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

Custom questions

What this is

Your organisation asked 6 custom questions as part of the 2022 survey.

Why this is important

By asking custom questions, organisations make the survey more meaningful to their needs.

How to read this

Under 'Your results' in descending order, you can see the percentage of staff who agreed or disagreed with each question.

In this report, 'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
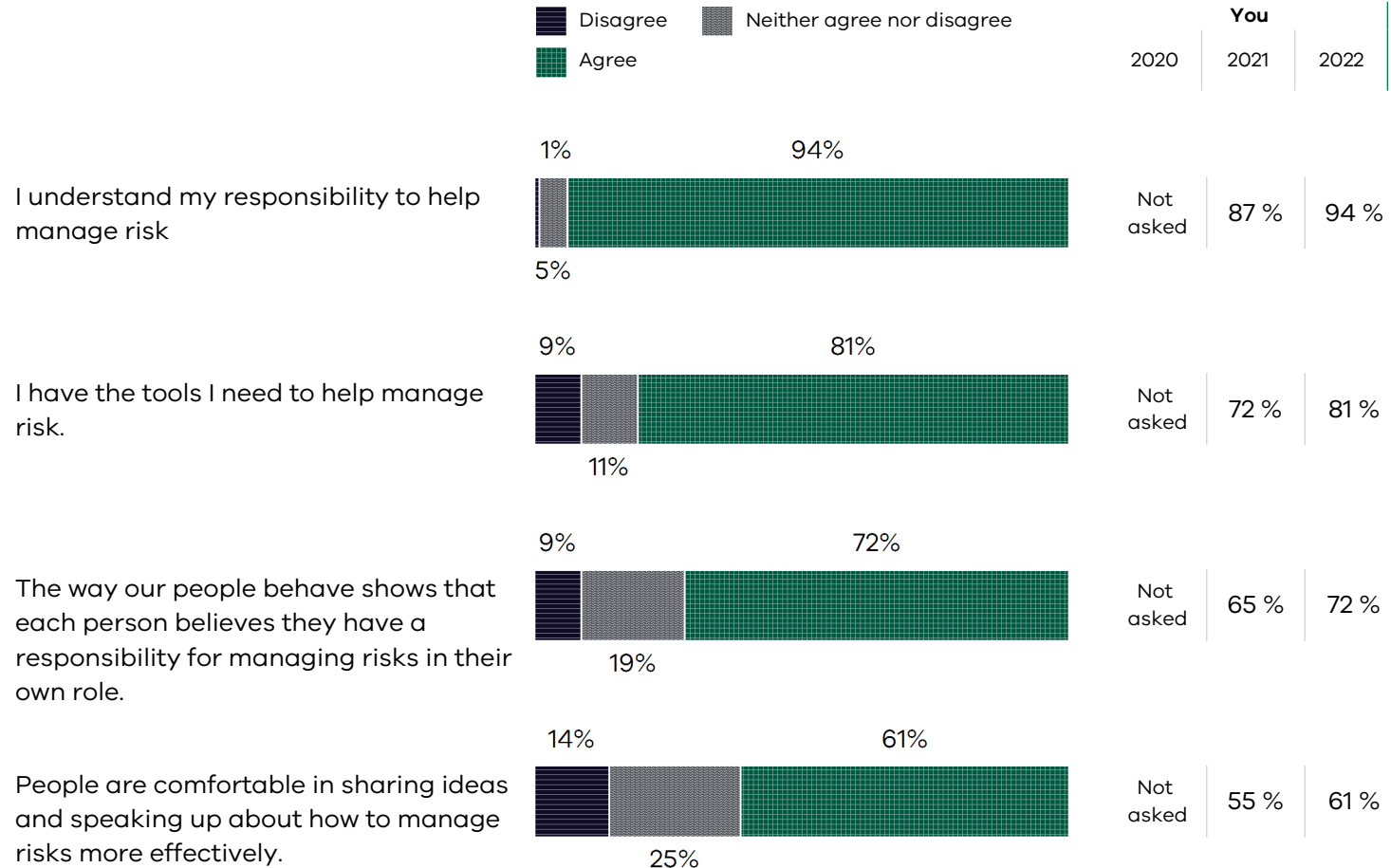
Example

94% of staff who did the survey agreed or strongly agreed with 'I understand my responsibility to help manage risk'.

Survey question	Your results	Benchmark results

Legend: Disagree, Neither agree nor disagree, Agree

Survey question		Benchmark results
		You
		2020 / 2021 / 2022
I understand my responsibility to help manage risk	1% / 94% / 5%	Not asked / 87 % / 94 %
I have the tools I need to help manage risk.	9% / 81% / 11%	Not asked / 72 % / 81 %
The way our people behave shows that each person believes they have a responsibility for managing risks in their own role.	9% / 72% / 19%	Not asked / 65 % / 72 %
People are comfortable in sharing ideas and speaking up about how to manage risks more effectively.	14% / 61% / 25%	Not asked / 55 % / 61 %

Custom questions

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Your organisation asked 6 custom questions as part of the 2022 survey.

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By asking custom questions, organisations make the survey more meaningful to their needs.

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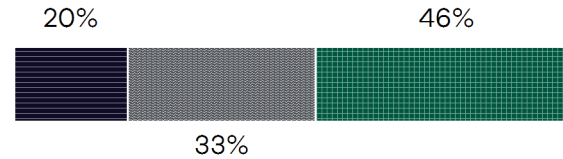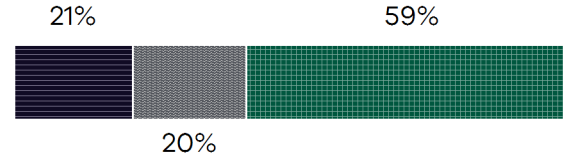
Example

59% of staff who did the survey agreed or strongly agreed with 'Our leaders at every level act and behave in ways that clearly show managing risks is very important.'.

■ Disagree   ▦ Neither agree nor disagree
▦ Agree

		You	
2020	2021	2022	

Our leaders at every level act and behave in ways that clearly show managing risks is very important.

21%   59%
20%

Benchmark: Not asked | 60 % | 59 %

Our leaders at all levels challenge people constructively and positively if they do not meet their commitments to manage risks

20%   46%
33%

Benchmark: Not asked | 43 % | 46 %

People matter survey wellbeing check 2022

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- Cultural diversity
- Employment
- Adjustments
- Caring

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Age, gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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

Age	(n)	%
15-34 years	23	20%
35-54 years	50	44%
55+ years	23	20%
Prefer not to say	18	16%

How would you describe your gender?	(n)	%
Man	60	53%
Woman	37	32%
Prefer not to say	17	15%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	1	1%
No	93	82%
Prefer not to say	20	18%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
No	96	84%
Don't know	1	1%
Prefer not to say	17	15%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	83	73%
Prefer not to say	27	24%
Gay or lesbian	2	2%
Don't know	2	2%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**0**	0%
Non Aboriginal and/or Torres Strait Islander	**102**	89%
Prefer not to say	**12**	11%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Disability

What this is

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

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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

Do you identify as a person with a disability?	(n)	%
Yes	**5**	4%
No	**95**	83%
Prefer not to say	**14**	12%

Demographics

Cultural diversity 1 of 2

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Country of birth	(n)	%
Born in Australia	**95**	83%
Not born in Australia	**8**	7%
Prefer not to say	**11**	10%

Language other than English spoken with family or community	(n)	%
Yes	**6**	5%
No	**95**	83%
Prefer not to say	**13**	11%

Demographics

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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

Cultural identity	(n)	%
Australian	**83**	73%
Prefer not to say	**13**	11%
English, Irish, Scottish and/or Welsh	**13**	11%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**7**	6%
East and/or South-East Asian	**3**	3%
South Asian	**2**	2%
New Zealander	**1**	1%
Other	**1**	1%
Aboriginal and/or Torres Strait Islander	**1**	1%

Religion	(n)	%
No religion	**62**	54%
Christianity	**31**	27%
Prefer not to say	**17**	15%
Buddhism	**2**	2%
Hinduism	**1**	1%
Other	**1**	1%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

To protect you, we:

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

Working arrangement	(n)	%
Full-Time	**105**	92%
Part-Time	**9**	8%

Gross base salary (ongoing/fixed term only)	(n)	%
Below $65k	**3**	3%
$65k to $95k	**48**	43%
$95k to $125k	**32**	29%
$125k or more	**15**	13%
Prefer not to say	**14**	13%

Organisational tenure	(n)	%
<1 year	**10**	9%
1 to less than 2 years	**9**	8%
2 to less than 5 years	**22**	19%
5 to less than 10 years	**15**	13%
10 to less than 20 years	**24**	21%
More than 20 years	**34**	30%

Management responsibility	(n)	%
Non-manager	**73**	64%
Other manager	**24**	21%
Manager of other manager(s)	**17**	15%

Employment type	(n)	%
Ongoing and executive	**99**	87%
Fixed term	**13**	11%
Other	**2**	2%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

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

How we protect anonymity and privacy

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

Primary workplace location over the last 3 months	(n)	%
Rural	**46**	40%
Melbourne: Suburbs	**28**	25%
Large regional city	**23**	20%
Melbourne CBD	**14**	12%
Other	**3**	3%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	**82**	72%
A frontline or service delivery location	**29**	25%
Home or private location	**45**	39%
A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.)	**6**	5%
Other	**1**	1%

Flexible work	(n)	%
No, I do not use any flexible work arrangements	**46**	40%
Flexible start and finish times	**42**	37%
Working from an alternative location (e.g. home, hub/shared work space)	**20**	18%
Other	**10**	9%
Shift swap	**7**	6%
Part-time	**7**	6%
Using leave to work flexible hours	**5**	4%
Working more hours over fewer days	**3**	3%
Job sharing	**2**	2%
Purchased leave	**1**	1%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	76	67%
Flexible working arrangements	28	25%
Physical modifications or improvements to the workplace	9	8%
Career development support strategies	6	5%
Job redesign or role sharing	1	1%

Why did you make this request?	(n)	%
Work-life balance	21	55%
Caring responsibilities	13	34%
Health	11	29%
Family responsibilities	9	24%
Other	2	5%
Disability	1	3%
Study commitments	1	3%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	30	79%
The adjustments I needed were not made	7	18%
The adjustments I needed were made but the process was unsatisfactory	1	3%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

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Caring responsibility	(n)	%
None of the above	**37**	32%
Primary school aged child(ren)	**27**	24%
Secondary school aged child(ren)	**21**	18%
Prefer not to say	**19**	17%
Child(ren) - younger than preschool age	**15**	13%
Frail or aged person(s)	**9**	8%
Preschool aged child(ren)	**5**	4%
Person(s) with disability	**4**	4%
Person(s) with a medical condition	**4**	4%
Person(s) with a mental illness	**3**	3%
Other	**1**	1%

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