People matter survey 2023

Have your say

Mallee 5.7%

Hume 5.6%

Grampians

Barwon South West 7.8%

Gippsland 5.2%

Barwon South West	Gippsland	Grampians
10.8%	3.0%	2.6%

AMES Australia
2023 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2023

Have your say

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

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- Questions requested by your organisation

Demographics

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

Report overview

About your report

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

Report contents

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

Comparing data in this report

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

This means you'll be able to compare about 91% of this year's survey with your previous results.

Rounding of percentages

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

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

Survey questions and definitions

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

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Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

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 group

What this is

This is a list of similar organisations to yours.

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

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

How we use this in your report

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

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

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

Bendigo Kangan Institute

Box Hill Institute Group

Chisholm Institute

Gippsland Institute of TAFE

Gordon Institute of TAFE

Goulburn Ovens Institute of TAFE

Holmesglen Institute

Melbourne Polytechnic

South West Institute of TAFE

Sunraysia Institute of TAFE

William Angliss Institute of TAFE

Wodonga Institute of TAFE

Report overview

Your response rate

What this is

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

Why this is important

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

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

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

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

How to read this

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

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

2022		2023	
67% (312)		**75% (347)**	
Comparator	66%	Comparator	64%
Public Sector	42%	Public Sector	57%

Victorian Public Sector Commission

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People matter survey

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People outcomes

Scorecard: employee engagement index

What this is

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

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

The weightings for each engagement response are:

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

Why this is important

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

2022	
76	
Comparator	66
Public Sector	68

2023	
77	
Comparator	66
Public Sector	67

People outcomes

Engagement question results 1 of 2

What this is

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

Your organisation's engagement index

Your 2023 index is 77.

Why this is important

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

How to read this

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

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

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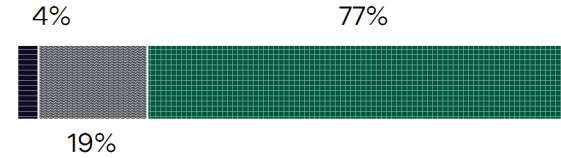
Example

87% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question	Your results		You			Comparator		
		Disagree ▪ **Neither agree nor disagree** ▨ **Agree** ▨	2021	2022	2023	Lowest	Average	Highest
I am proud to tell others I work for my organisation	3% ... 87% / 9%		87 %	83 %	87 %	51 %	69 %	79 %
My organisation inspires me to do the best in my job	4% ... 81% / 15%		73 %	75 %	81 %	40 %	59 %	68 %
My organisation motivates me to help achieve its objectives	3% ... 81% / 16%		76 %	77 %	81 %	44 %	61 %	70 %
I would recommend my organisation as a good place to work	4% ... 79% / 17%		77 %	75 %	79 %	35 %	62 %	75 %

Your results — Benchmark agree results

People outcomes

What this is

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

Your organisation's engagement index

Your 2023 index is 77.

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

77% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question	Your results						

Your results

■ Disagree   ▦ Neither agree nor disagree   ▦ Agree

Benchmark agree results

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I feel a strong personal attachment to my organisation	79 %	76 %	77 %	46 %	59 %	64 %

Your results: 4% / 19% / 77%
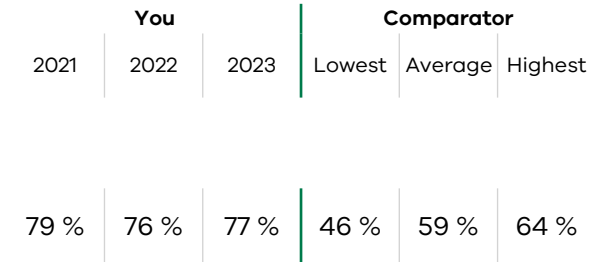
People outcomes

Scorecard: satisfaction, stress, intention to stay, inclusion

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

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

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

Example

In 2023:

- 88% of your staff who did the survey responded positively to questions about Inclusion which is down from 89% in 2022.

Compared to:

- 79% of staff at your comparator and 78% of staff across the public sector.
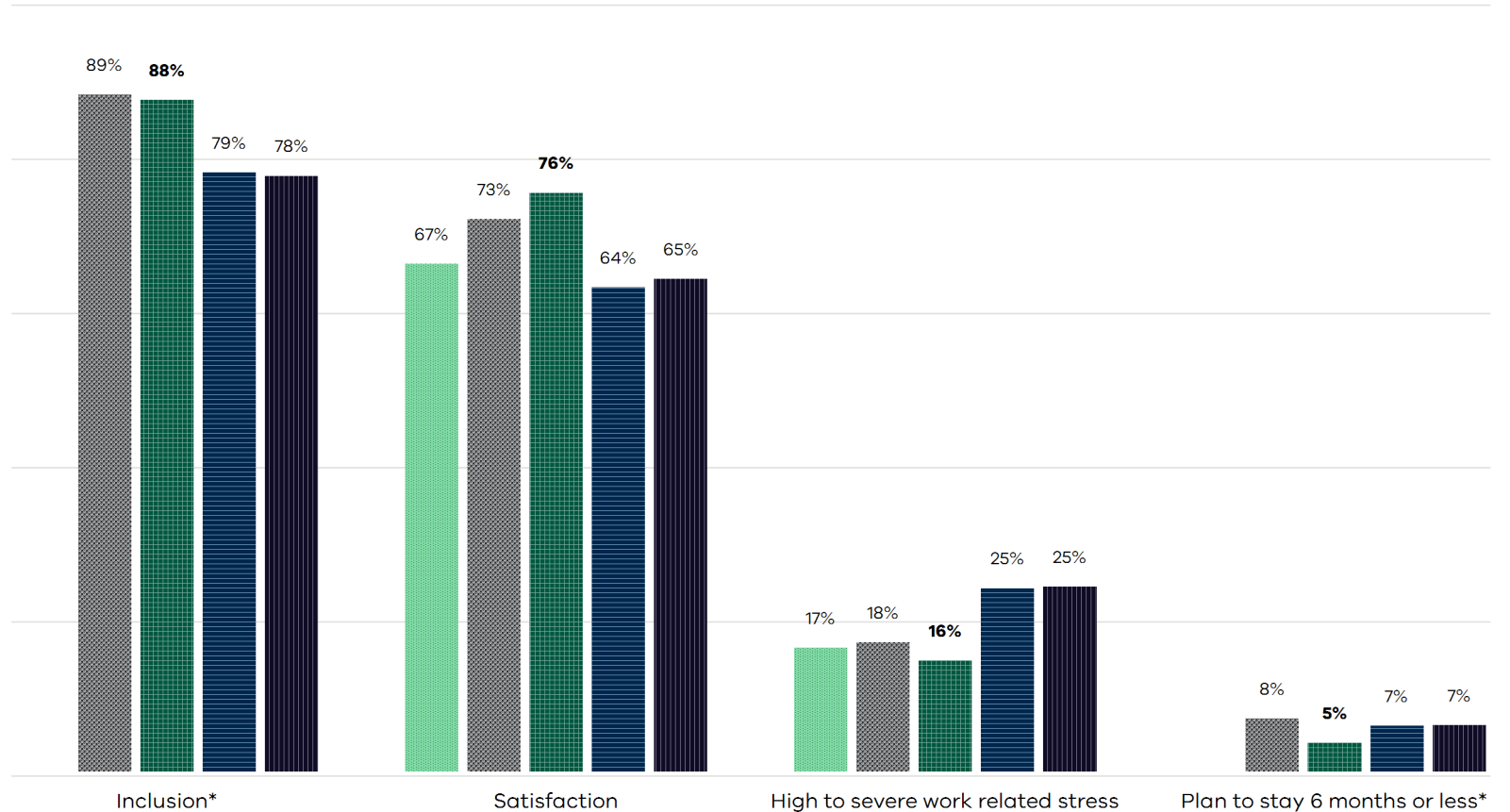
	Inclusion*	Satisfaction	High to severe work related stress	Plan to stay 6 months or less*
You 2021		67%	17%	
You 2022	89%	73%	18%	8%
You 2023	88%	76%	16%	5%
Comparator 2023	79%	64%	25%	7%
Public sector 2023	78%	65%	25%	7%

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

Legend: You 2021 · You 2022 · You 2023 · Comparator 2023 · Public sector 2023

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

82% 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 |

Your results legend:
- Dissatisfied
- Neither satisfied nor dissatisfied
- Satisfied

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
Considering everything, how satisfied are you with your current job	6% / 12% / 82%	75 %	78 %	82 %	62 %	71 %	78 %
How satisfied are you with the work/life balance in your current job	10% / 14% / 76%	71 %	76 %	76 %	60 %	66 %	74 %
How satisfied are you with your career development within your current organisation	8% / 21% / 71%	54 %	65 %	71 %	45 %	55 %	67 %

People outcomes

Work-related stress levels

What this is

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

Why this is important

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

How to read this

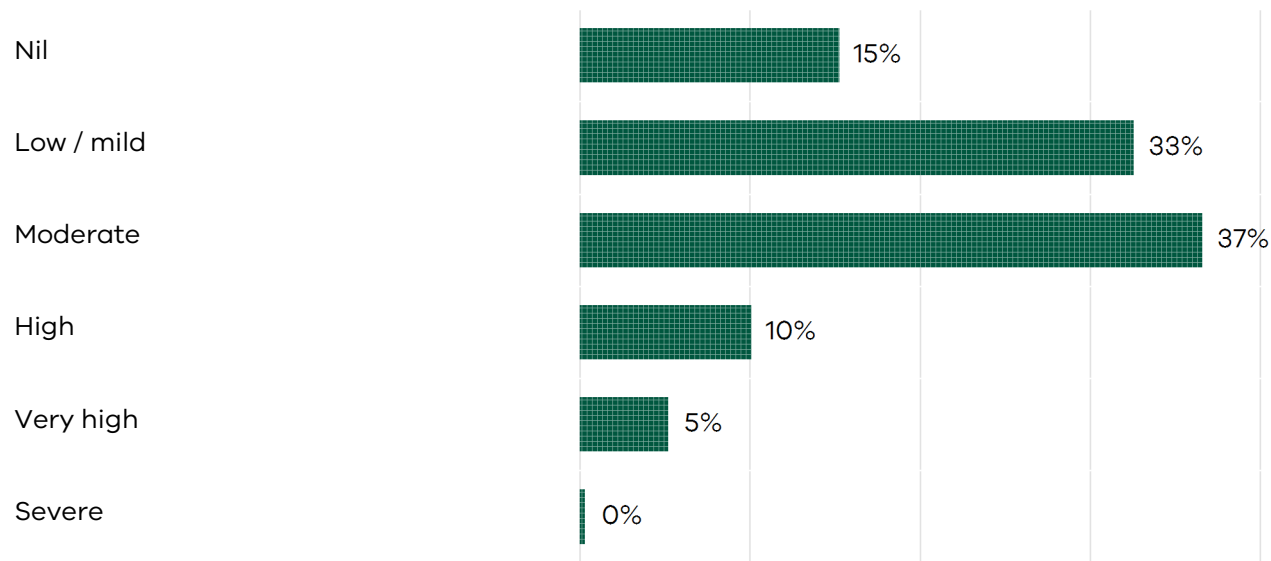In this survey we asked staff to tell us their stress level.

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

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

Example

16% of your staff who did the survey said they had high to severe stress in 2023. This is compared to 25% 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 2023)

Nil	15%
Low / mild	33%
Moderate	37%
High	10%
Very high	5%
Severe	0%

Reported levels of high to severe stress

2022		2023	
18%		**16%**	
Comparator	25%	Comparator	25%
Public Sector	25%	Public Sector	25%

Victorian Public Sector Commission

VICTORIA State Government
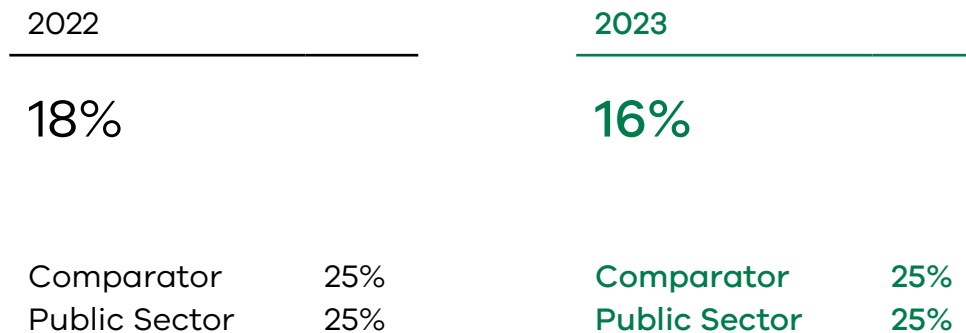
People outcomes

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

85% of your staff who did the survey said they experienced mild to severe stress.

Of that 85%, 55% said the top reason was 'Workload'.

	294	53
	85%	15%

■ Experienced some work-related stress   ■ Did not experience some work-related stress
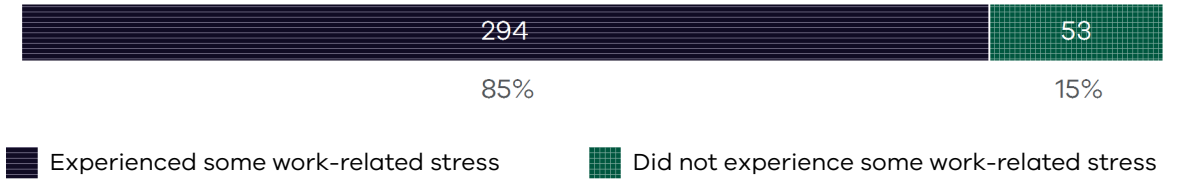
Of those that experienced work related stress it was from …	You 2022	You 2023	Comparator 2023	Public sector 2023
Workload	58%	55%	49%	49%
Time pressure	42%	45%	38%	41%
Dealing with clients, patients or stakeholders	19%	19%	14%	15%
Unclear job expectations	11%	12%	13%	14%
Job security	17%	11%	11%	11%
Other	8%	10%	13%	12%
Technology or equipment	0%	10%	12%	8%
Competing home and work responsibilities	7%	9%	10%	14%
Management of work (e.g. supervision, training, information, support)	11%	9%	13%	13%
Content, variety, or difficulty of work	9%	9%	10%	11%

Victorian Public Sector Commission

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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

13% of your staff who did the survey said they intended to work for your organisation for Over 6 months and up to 1 year.

■ Leaving your organisation   ■ Leaving the sector   ■ Staying

Employees plan to work at your organisation for …	You 2022	You 2023	Comparator 2023	Public sector 2023
6 months or less	8%	5%	7%	7%
Over 6 months and up to 1 year	11%	13%	10%	10%
Over 1 year and up to 3 years	23%	25%	23%	24%
Over 3 years and up to 5 years	13%	13%	16%	15%
Over 5 years	45%	44%	44%	45%

People outcomes

Inclusion question results

What this is

This is how included staff feel in their workplace.

Why this is important

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

How to read this

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

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

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

Example

92% of your staff who did the survey agreed or strongly agreed with 'I feel culturally safe at work'.

Survey question	Your results		Benchmark agree results					

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results	You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
I feel culturally safe at work	3% ... 92% (4%)	94 %	94 %	92 %	77 %	84 %	89 %
I can be myself at work	3% ... 89% (8%)	Not asked	90 %	89 %	76 %	82 %	87 %
I feel as if I belong at this organisation	3% ... 84% (13%)	Not asked	84 %	84 %	61 %	70 %	76 %
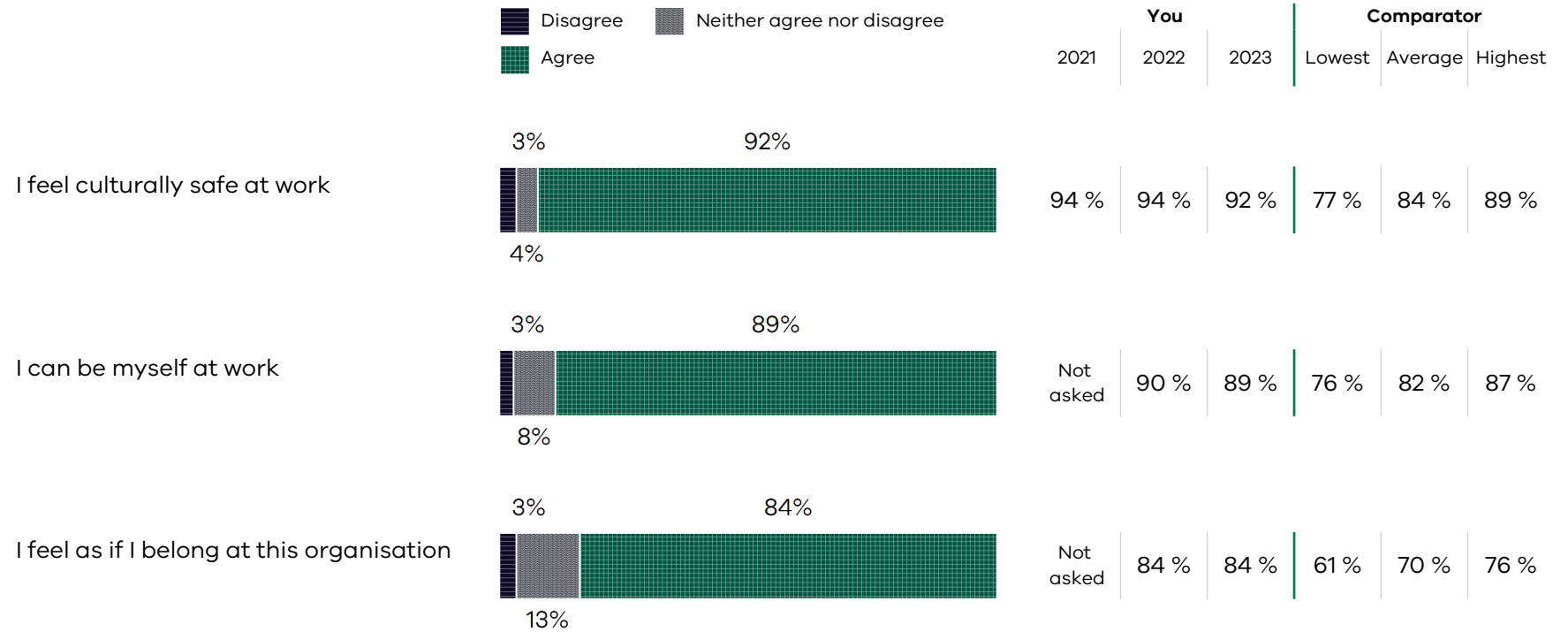
People outcomes

Inclusion - Barriers to success

What this is

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

Why this is important

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

How to read this

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

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

Example

6% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My caring responsibilities'.

Staff who experienced one or more barriers to success at work

64	283
18%	82%

■ Experienced barriers listed ▩ Did not experience any of the barriers listed

During the last 12 months, employees experienced barriers to their success due to ...	You 2022	You 2023	Comparator 2023	Public sector 2023
My caring responsibilities	4%	6%	6%	7%
My flexible working	0%	5%	6%	7%
My cultural background	8%	4%	3%	3%
My age	0%	4%	6%	8%

People outcomes

Inclusion - Witnessed barriers to success

What this is

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

Why this is important

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

How to read this

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

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

Example

6% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'Caring responsibilities'.

Staff who witnessed one or more barriers to success at work

50	297
14%	86%

■ Witnessed barriers listed   ▦ Did not witness barriers listed
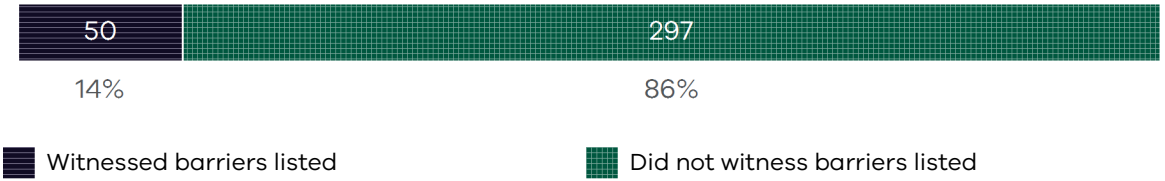
During the last 12 months, employees witnessed barriers to the success of other employees due to their...	You 2023	Comparator 2023	Public sector 2023
Caring responsibilities	6%	5%	7%
Flexible working	4%	8%	10%
Cultural background	4%	4%	4%
Age	3%	5%	6%
Mental health	3%	8%	8%

People outcomes

Scorecard: emotional effects of work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2023:

- 67% of your staff who did the survey said work made them feel happy in 2023, which is up from 65% in 2022

Compared to:

- 56% of staff at your comparator and 52% of staff across the public sector.

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

Legend: You 2021 | You 2022 | You 2023 | Comparator 2023 | Public sector 2023

	Happy	Enthusiastic	Worried	Miserable
You 2021	61%	60%	25%	9%
You 2022	65%	61%	27%	12%
You 2023	67%	63%	21%	12%
Comparator 2023	56%	51%	31%	18%
Public sector 2023	52%	48%	31%	18%
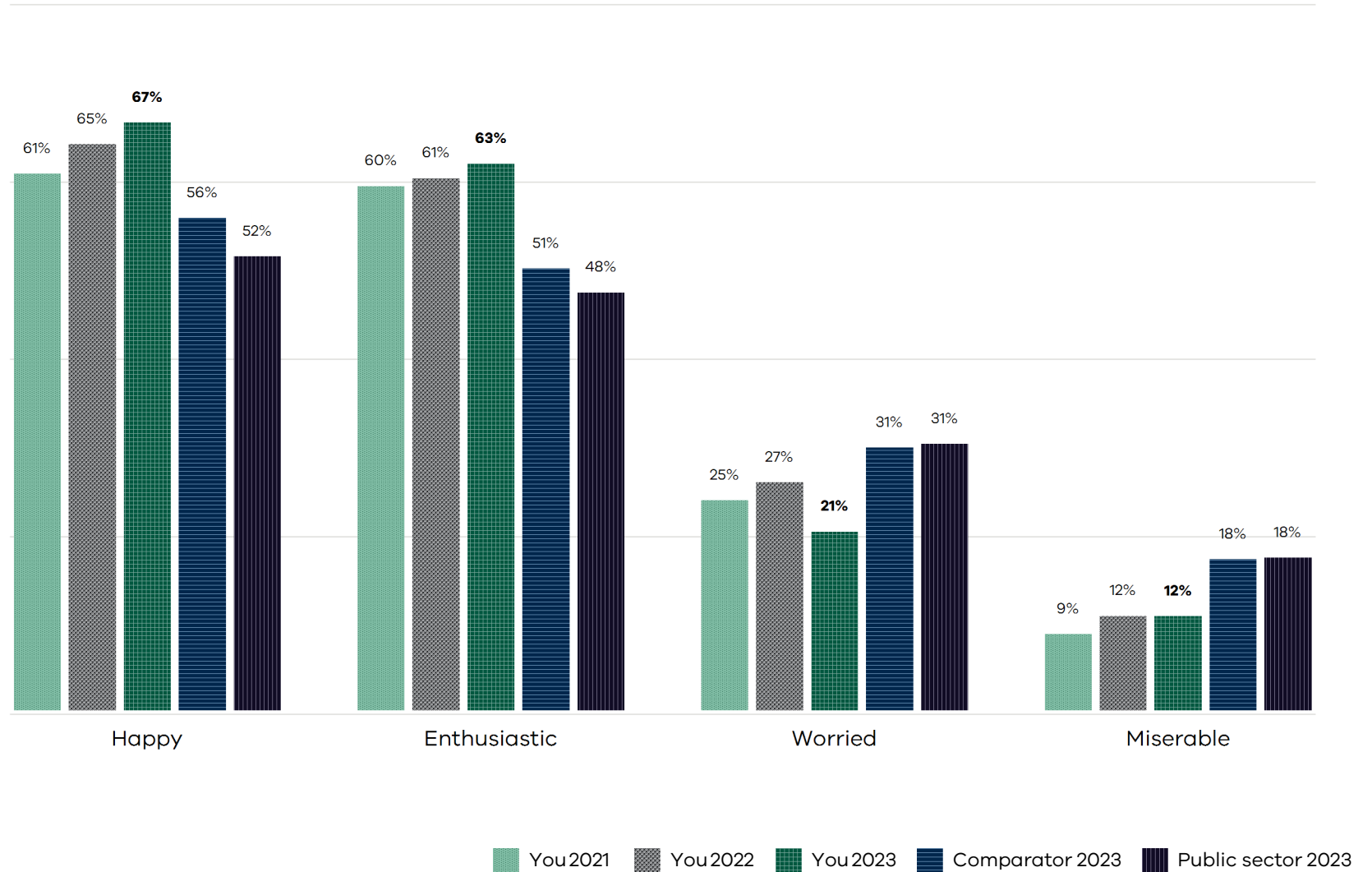
People outcomes

Scorecard: negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

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

Example

In 2023:

- 6% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is down from 6% in 2022.

Compared to:

- 9% of staff at your comparator and 11% of staff across the public sector.

Chart legend: You 2021, You 2022, You 2023, Comparator 2023, Public sector 2023

Violence or aggression: 8%, 6%, **6%**, 9%, 11%
Bullying: 6%, 6%, **6%**, 13%, 12%
Discrimination: 1%, 2%, **2%**, 5%, 6%
Sexual harassment: 1%, 1%, **1%**, 4%, 4%
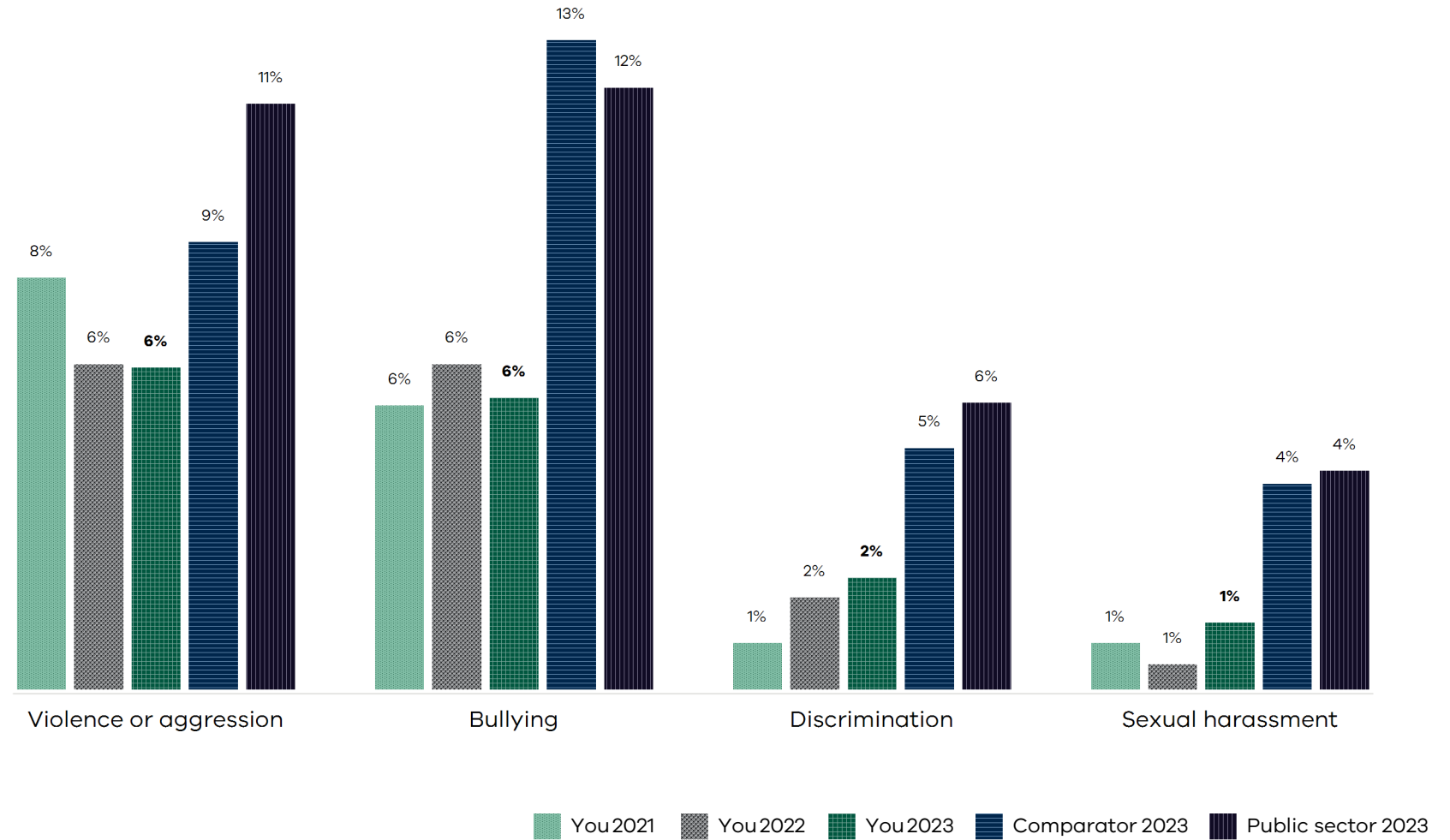
People outcomes

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

6% of your staff who did the survey said they experienced bullying.

Of that 6%, 40% 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?

20	300	27
6%	86%	8%

■ Experienced bullying ▦ Did not experience bullying ▨ Not sure
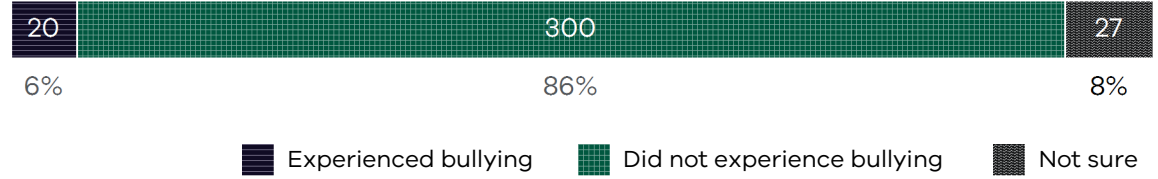
If you experienced bullying, what type of bullying did you experience?	You 2022	You 2023	Comparator 2023	Public sector 2023
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	35%	40%	63%	71%
Verbal abuse	20%	40%	26%	20%
Exclusion or isolation	20%	30%	44%	45%
Intimidation and/or threats	35%	20%	33%	29%
Other	15%	15%	13%	16%
Being given impossible assignment(s)	20%	10%	13%	11%
Withholding essential information for me to do my job	10%	10%	33%	30%
Being assigned meaningless tasks unrelated to my job	25%	5%	15%	16%
Interference with my personal property and/or work equipment	5%	5%	9%	6%

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

6% of your staff who did the survey said they experienced bullying, of which

- 45% said the top way they reported the bullying was 'Told a manager'.

- 85% said they didn't submit a formal complaint.

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

20	300	27
6%	86%	8%

■ Experienced bullying   ▦ Did not experience bullying   ▨ Not sure
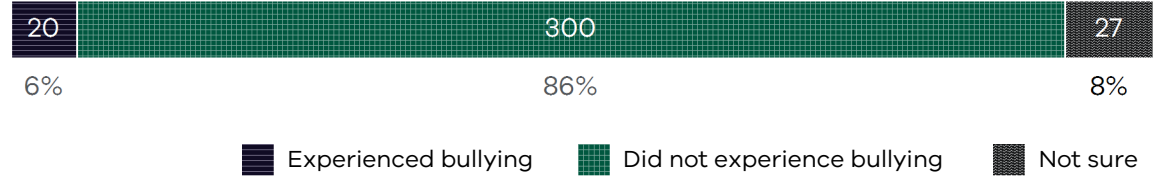
Did you tell anyone about the bullying?	You 2022	You 2023	Comparator 2023	Public sector 2023
Told a manager	45%	45%	47%	50%
Told a friend or family member	25%	35%	36%	36%
Told a colleague	25%	25%	41%	41%
Told Human Resources	5%	25%	17%	13%
I did not tell anyone about the bullying	15%	20%	9%	12%
Submitted a formal complaint	0%	15%	10%	12%
Told employee assistance program (EAP) or peer support	5%	10%	11%	10%
Told the person the behaviour was not OK	5%	10%	15%	17%

Victorian Public Sector Commission

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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

85% of your staff who experienced bullying did not submit a formal complaint, of which:

- 41% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?

3	17
15%	85%

■ Submitted formal complaint   ■ Did not submit a formal complaint
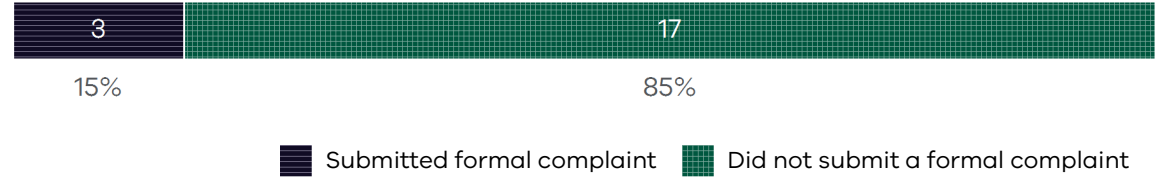
What was your reason for not submitting a formal complaint?	You 2022	You 2023	Comparator 2023	Public sector 2023
I didn't think it would make a difference	35%	41%	51%	51%
I believed there would be negative consequences for my reputation	30%	35%	48%	55%
I didn't need to because I made the bullying stop	5%	24%	7%	6%
I didn't need to because I no longer had contact with the person(s) who bullied me	0%	24%	6%	7%
I believed there would be negative consequences for my career	15%	18%	37%	45%
I believed there would be negative consequences for the person I was going to complain about	5%	12%	10%	10%
I didn't think it was serious enough	35%	12%	13%	16%
I didn't know how to make a complaint	10%	6%	5%	6%
I didn't know who to talk to	10%	6%	5%	5%
I was advised not to	0%	6%	6%	5%

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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, 6% of your staff said they experienced bullying.

If they did, they could tell us with one or more answers who the perpetrator was.
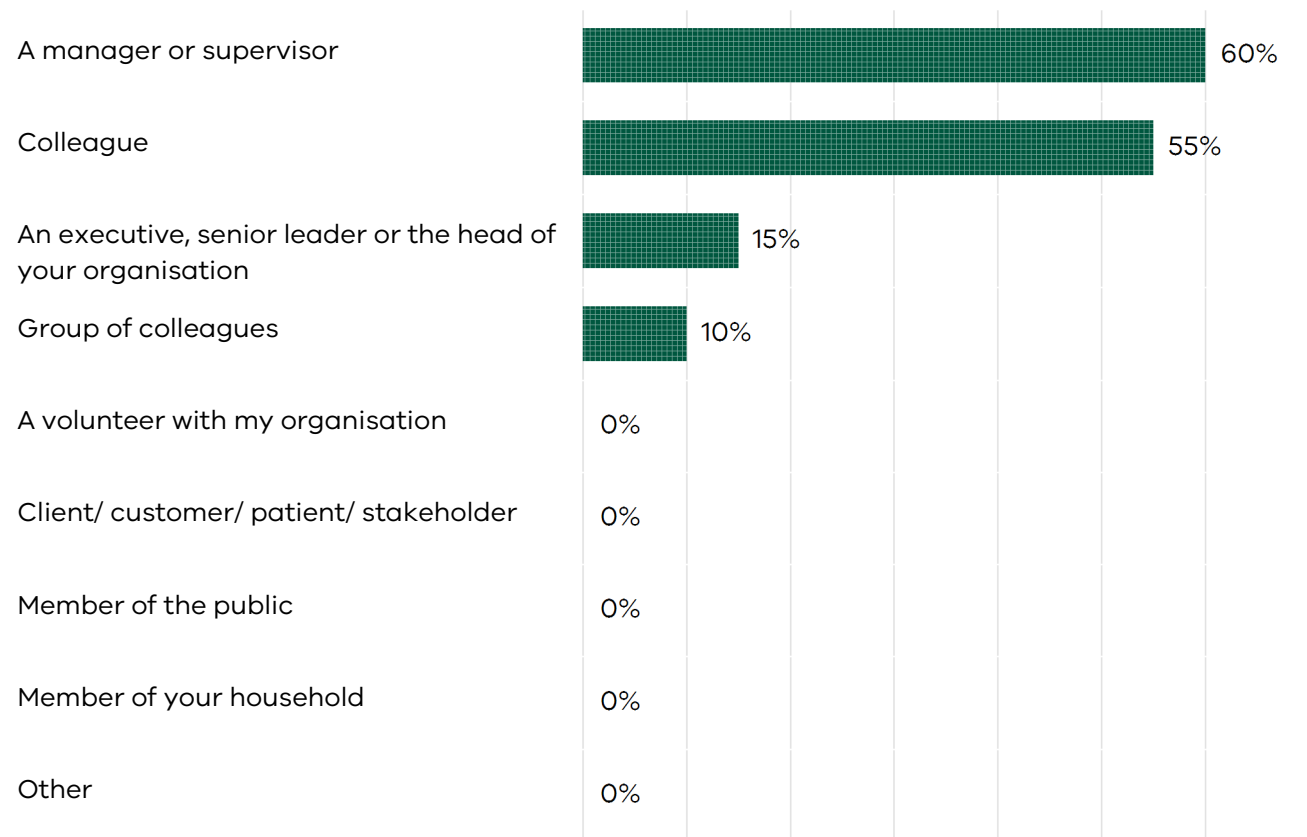
In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Example

6% of your staff who did the survey said they experienced bullying.

Of that 6%, 60% said it was by 'A manager or supervisor'.

20 people (6% of staff) experienced bullying (You2023)

Perpetrator	Percentage
A manager or supervisor	60%
Colleague	55%
An executive, senior leader or the head of your organisation	15%
Group of colleagues	10%
A volunteer with my organisation	0%
Client/ customer/ patient/ stakeholder	0%
Member of the public	0%
Member of your household	0%
Other	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, 6% 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

6% of your staff who did the survey said they experienced bullying.

Of that 6%, 100% said it was by someone within the organisation.

Of that 100%, 45% said it was 'They were in my workgroup'.

20 people (100% of staff who experienced bullying) experienced bullying from within your organisation (You 2023)

They were in my workgroup	45%
They were my immediate manager or supervisor	45%
They were outside my workgroup	25%
They were someone I supervise or manage	15%

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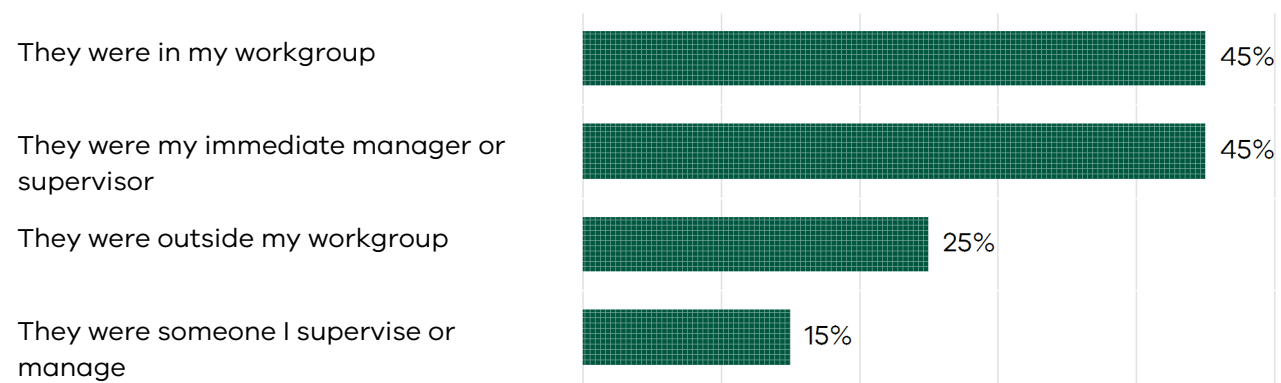
People outcomes

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.

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People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

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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

6% of your staff who did the survey said they experienced violence or aggression.

Of that 6%, 73% said it was from 'Abusive language'.

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

22	305	20
6%	88%	6%

■ Experienced violence or aggression   ▦ Did not experience violence or aggression   ▨ Not sure
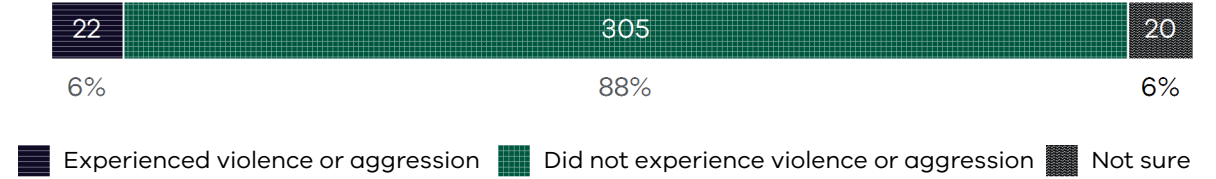
If you experienced violence or aggression, what type did you experience?	You 2022	You 2023	Comparator 2023	Public sector 2023
Abusive language	60%	73%	52%	75%
Intimidating behaviour	60%	55%	74%	73%
Threats of violence	15%	23%	9%	39%
Damage to my property or work equipment	10%	9%	2%	5%
Other	5%	5%	10%	6%
Physical assault (e.g. spitting, hitting, punching, pushing, tripping, grabbing, throwing objects)	5%	5%	5%	20%

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

6% of your staff who did the survey said they experienced violence or aggression, of which

- 55% said the top way they reported the violence or agression was 'Told a manager'
- 68% said they didn't submit a formal incident report.

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

22	305	20
6%	88%	6%

■ Experienced violence or aggression   ▦ Did not experience violence or aggression   ▨ Not sure
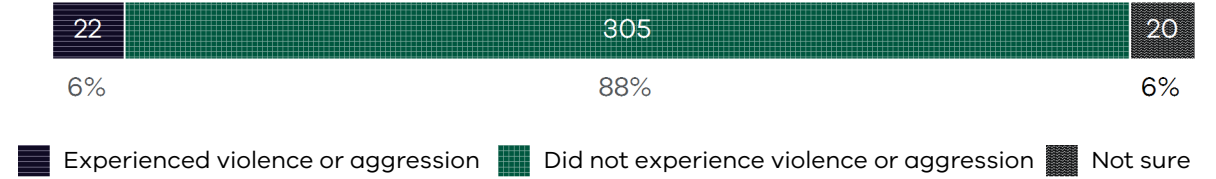
Did you tell anyone about the incident?	You 2022	You 2023	Comparator 2023	Public sector 2023
Told a manager	70%	55%	62%	56%
Submitted a formal incident report	45%	32%	16%	30%
Told a colleague	15%	27%	39%	40%
Told the person the behaviour was not OK	25%	18%	21%	23%
Told Human Resources	10%	5%	12%	6%

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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

68% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 27% 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?

7	15
32%	68%
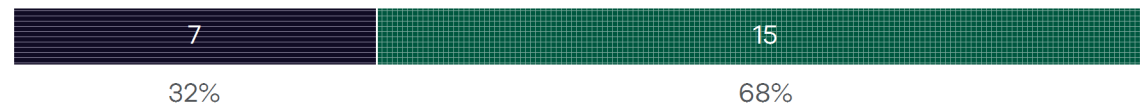
■ Submitted formal incident report   ▨ Did not submit a formal incident report

What was your reason for not submitting a formal incident report?	You 2022	You 2023	Comparator 2023	Public sector 2023
I didn't need to because I made the violence or aggression stop	18%	27%	11%	14%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	0%	27%	10%	13%
I didn't think it was serious enough	45%	27%	23%	28%
I didn't think it would make a difference	9%	20%	40%	38%
Other	9%	20%	20%	22%
I believed there would be negative consequences for my career	9%	13%	21%	18%
I believed there would be negative consequences for my reputation	9%	13%	27%	21%
I believed there would be negative consequences for the person I was going to complain about	9%	7%	8%	4%
I didn't know how to make a complaint	0%	7%	4%	4%

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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

6% of your staff who did the survey said they experienced violence or aggression.

Of that 6%, 59% said it was 'Client/ customer/ patient/ stakeholder'.

22 people (6% of staff) experienced violence or aggression (You2023)

Perpetrator	Percentage
Client/ customer/ patient/ stakeholder	59%
A manager or supervisor	27%
Colleague	14%
Member of the public	9%
A volunteer with my organisation	0%
An executive, senior leader or the head of your organisation	0%
Group of colleagues	0%
Member of your household	0%
Other	0%
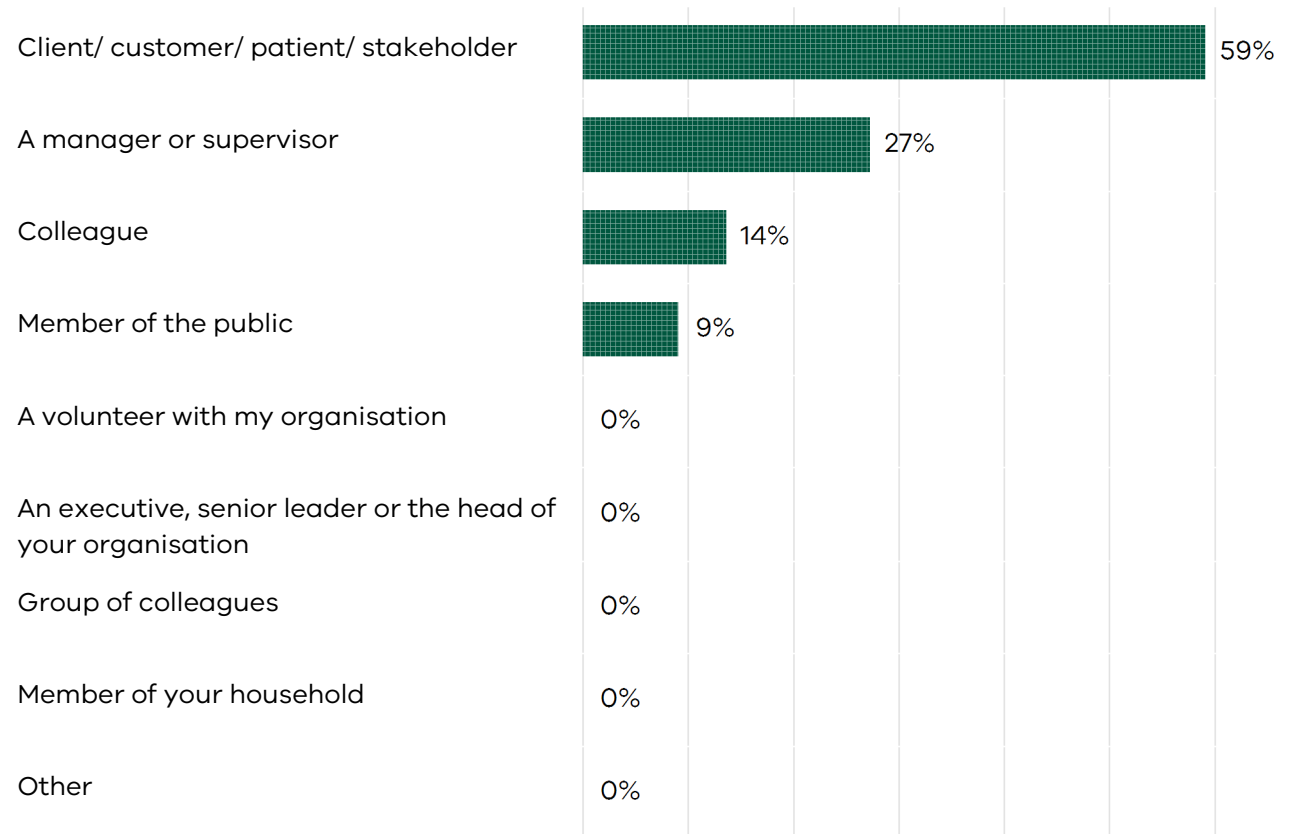
Negative behaviour

Witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

8% of your staff who did the survey said they witnessed some negative behaviour at work.

92% said they witnessed No, I have not witnessed any of the situations above'.

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

29	318
8%	92%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
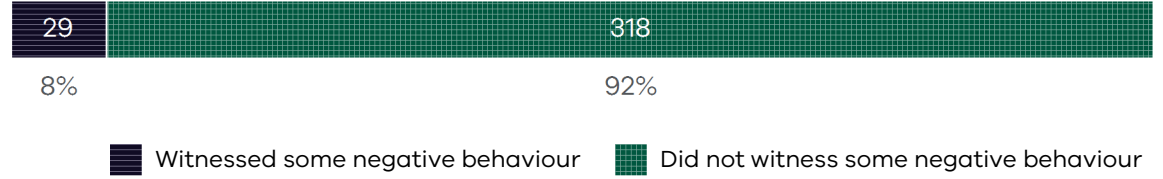
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	Comparator 2023	Public sector 2023
No, I have not witnessed any of the situations above	92%	80%	81%
Bullying of a colleague	5%	15%	13%
Discrimination against a colleague	3%	7%	7%
Violence or aggression against a colleague	2%	4%	3%

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Negative behaviour

Taking action when witnessing negative behaviours

What this is

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

Why this is important

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

How to read this

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

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

The table shows the answers in descending order.

Example

8% of your staff who did the survey witnessed negative behaviour, of which:

- 55% said the top action they took was 'Told a manager'.
- 3% took no action.

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

29	318
8%	92%

■ Witnessed some negative behaviour ▦ Did not witness some negative behaviour
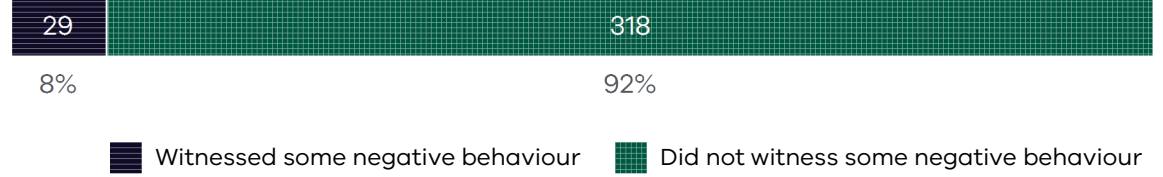
When you witnessed the above behaviour(s), did you do any of the following?	You 2023	Comparator 2023	Public sector 2023
Told a manager	55%	33%	38%
Spoke to the person who experienced the behaviour	48%	64%	69%
Spoke to the person who behaved in a negative way	21%	15%	17%
Told the person the behaviour was not OK	21%	18%	20%
Other	7%	7%	6%
Told a colleague	7%	20%	19%
Told Human Resources	7%	8%	7%
Submitted a formal complaint	3%	4%	5%
Took no action	3%	11%	8%

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2023

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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 questions

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- Senior leadership questions

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Workgroup climate

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Public sector values

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Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

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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 2023.

How to read this

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

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

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

Example

On the first row 'Job enrichment', the 'You 2023' column shows 97% of your staff agreed with 'I can use my skills and knowledge in my job'.
In the 'Change from 2022' column, you have a 1% increase, which is a positive trend.

Question group	Highest scoring questions	You 2023	Change from 2022	Comparator 2023
Job enrichment	I can use my skills and knowledge in my job	97%	+1%	92%
Meaningful work	I can make a worthwhile contribution at work	96%	+1%	92%
Meaningful work	I achieve something important through my work	96%	+2%	91%
Job enrichment	I clearly understand what I am expected to do in this job	94%	+3%	83%
Job enrichment	I understand how my job helps my organisation achieve its goals	94%	-2%	90%
Collaboration	I am able to work effectively with others outside my immediate workgroup	93%	+4%	80%
Manager leadership	My manager treats employees with dignity and respect	93%	+4%	84%
Workgroup support	People in my workgroup treat each other with respect	93%	-1%	82%
Organisational integrity	My organisation encourages respectful workplace behaviours	92%	+1%	80%
Safety climate	My organisation provides a physically safe work environment	92%	+1%	84%

Key differences

Lowest scoring questions

What this is

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

How to read this

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

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

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

Example

On the first row 'Taking action', the 'You 2023' column shows 50% of your staff agreed with 'My organisation has made improvements based on the survey results from last year'.
In the 'Change from 2022' column, you have a 7% increase, which is a positive trend.

Question subgroup	Lowest scoring questions	You 2023	Change from 2022	Comparator 2023
Taking action	My organisation has made improvements based on the survey results from last year	50%	+7%	37%
Workload	I have enough time to do my job effectively	63%	+0%	53%
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	64%	+4%	49%
Organisational integrity	I believe the promotion processes in my organisation are fair	64%	+5%	41%
Organisational integrity	I have an equal chance at promotion in my organisation	64%	-3%	47%
Workload	The workload I have is appropriate for the job that I do	65%	+1%	56%
Safety climate	All levels of my organisation are involved in the prevention of stress	65%	+4%	44%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	67%	+5%	50%
Taking action	I believe my organisation will make improvements based on the results of this survey	68%	+8%	50%
Learning and development	My organisation places a high priority on the learning and development of staff	68%	+10%	56%

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Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

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

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

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

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

Example

On the first row 'Learning and development', the 'You 2023' column shows 77% of your staff agreed with 'I am satisfied with the way my learning and development needs have been addressed in the last 12 months'.

In the 'Increase from 2022' column, you have a 12% increase, which is a positive trend.

Question group	Most improved from last year	You 2023	Increase from 2022	Comparator 2023
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	77%	+12%	55%
Learning and development	My organisation places a high priority on the learning and development of staff	68%	+10%	56%
Taking action	I believe my organisation will make improvements based on the results of this survey	68%	+8%	50%
Taking action	My organisation has made improvements based on the survey results from last year	50%	+7%	37%
Learning and development	I am satisfied with the opportunities to progress in my organisation	69%	+7%	45%
Engagement	My organisation inspires me to do the best in my job	81%	+6%	59%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	84%	+6%	67%
Satisfaction	How satisfied are you with your career development within your current organisation	71%	+6%	55%
Learning and development	I am developing and learning in my role	88%	+5%	75%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	67%	+5%	50%

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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 2022' column.

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

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

Example

On the first row 'Job enrichment', the 'You 2023' column shows 86% of your staff agreed with 'I have the authority to do my job effectively'.

In the 'Decrease from 2022' column, you have a 3% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2023	Decrease from 2022	Comparator 2023
Job enrichment	I have the authority to do my job effectively	86%	-3%	75%
Organisational integrity	I have an equal chance at promotion in my organisation	64%	-3%	47%
Job enrichment	I understand how my job helps my organisation achieve its goals	94%	-2%	90%
Quality service delivery	My workgroup has clear lines of responsibility	82%	-2%	69%
Quality service delivery	My workgroup acts fairly and without bias	81%	-2%	73%
Senior leadership	Senior leaders demonstrate honesty and integrity	80%	-2%	58%
Manager leadership	My manager models my organisation's values	87%	-1%	80%
Inclusion	I feel culturally safe at work	92%	-1%	84%
Quality service delivery	My workgroup provides high quality advice and services	84%	-1%	76%
Workgroup support	People in my workgroup work together effectively to get the job done	89%	-1%	78%

Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Collaboration', the 'You 2023' column shows 81% of your staff agreed with 'Workgroups across my organisation willingly share information with each other'.

The 'difference' column, shows that agreement for this question was 27 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2023	Difference	Comparator 2023
Collaboration	Workgroups across my organisation willingly share information with each other	81%	+27%	54%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	71%	+24%	46%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	75%	+23%	52%
Learning and development	I am satisfied with the opportunities to progress in my organisation	69%	+23%	45%
Organisational integrity	I believe the promotion processes in my organisation are fair	64%	+23%	41%
Other questions	My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	70%	+22%	47%
Senior leadership	Senior leaders demonstrate honesty and integrity	80%	+22%	58%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	77%	+22%	55%
Safety climate	All levels of my organisation are involved in the prevention of stress	65%	+21%	44%
Engagement	My organisation inspires me to do the best in my job	81%	+21%	59%

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Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

As there is no negative difference from your comparator, we have no data to show on this page.

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Key differences

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

Custom questions

- Questions requested by your organisation

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
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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

68% 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						
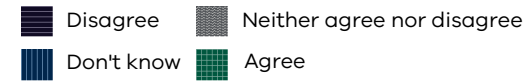
Legend: Disagree | Neither agree nor disagree | Don't know | Agree
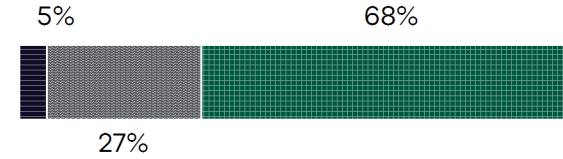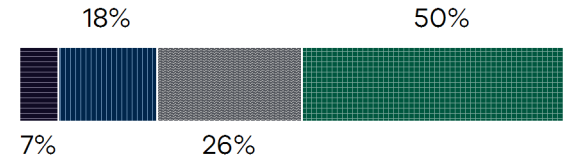
			You		**Comparator**		
Survey question	Your results	2021	2022	2023	Lowest	Average	Highest
I believe my organisation will make improvements based on the results of this survey	5% / 27% / 68%	Not asked	60 %	68 %	32 %	50 %	60 %
My organisation has made improvements based on the survey results from last year	7% / 18% / 26% / 50%	Not asked	43 %	50 %	25 %	37 %	49 %

People matter survey

2023

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Topical questions

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

Custom questions

- Questions requested by your organisation

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- Employment
- Adjustments
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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

80% of your staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

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

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders demonstrate honesty and integrity	1% / 4% / 16% / 80%	73 %	81 %	80 %	39 %	58 %	69 %
Senior leaders model my organisation's values	1% / 3% / 17% / 78%	75 %	79 %	78 %	37 %	58 %	69 %
Senior leaders provide clear strategy and direction	1% / 7% / 17% / 75%	67 %	74 %	75 %	36 %	55 %	65 %

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Key differences

- Highest scoring
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- Biggest negative difference from comparator

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Victorian Public Sector Commission

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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 2023:

- 87% of your staff who did the survey responded positively to questions about Collaboration which is up from 84% in 2022.

Compared to:

- 67% of staff at your comparator and 72% of staff across the public sector.
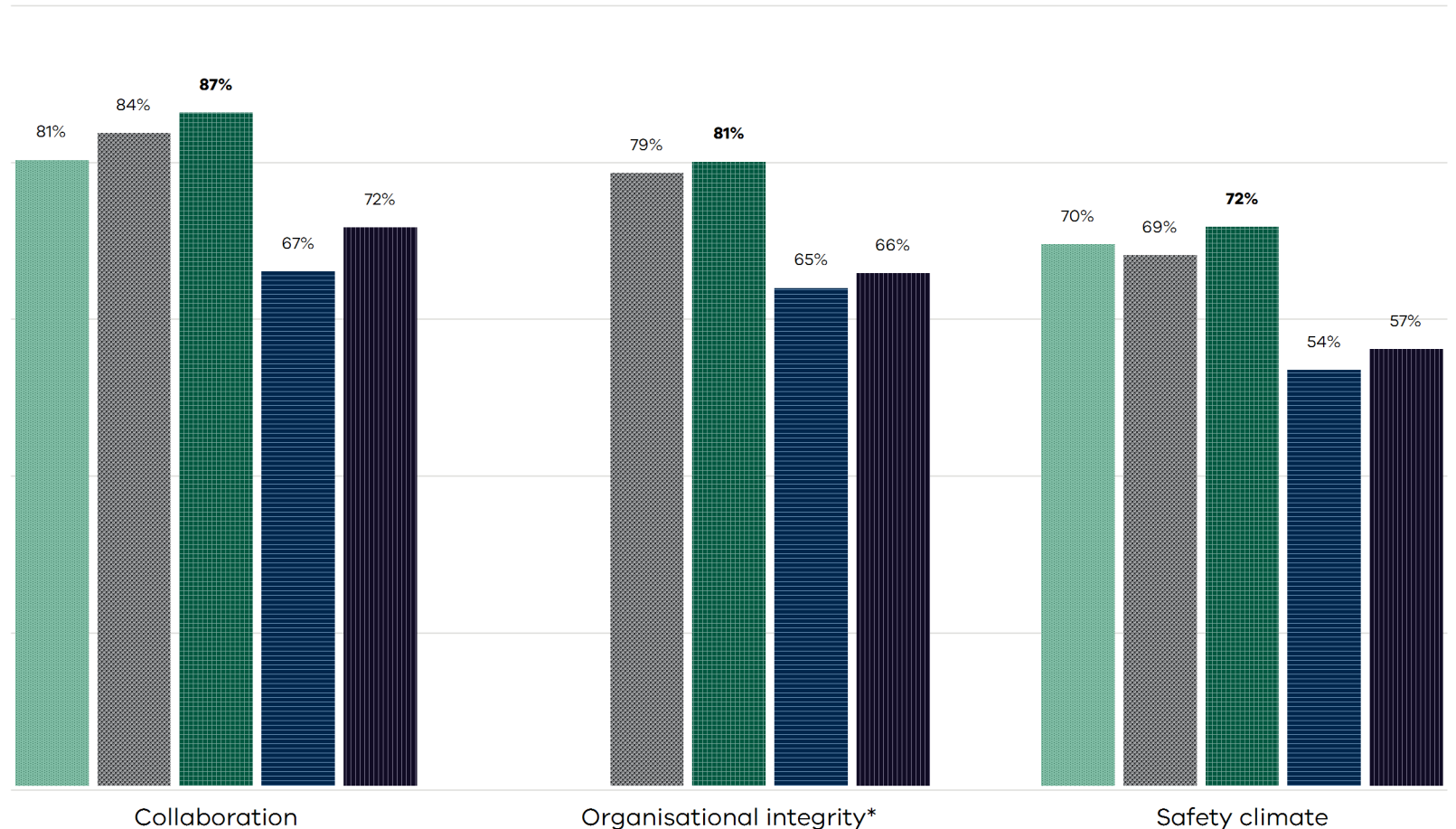
Chart legend: You 2021, You 2022, You 2023, Comparator 2023, Public sector 2023

Collaboration: 81%, 84%, 87%, 67%, 72%

Organisational integrity*: 79%, 81%, 65%, 66%

Safety climate: 70%, 69%, 72%, 54%, 57%

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

Victorian Public Sector Commission

VICTORIA State Government

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

92% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Legend	
Disagree	Neither agree nor disagree
Don't know	Agree

Survey question	Your results		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation encourages respectful workplace behaviours	1% ... 92% 3% 5%	94 %	91 %	92 %	68 %	80 %	86 %
My organisation encourages employees to act in ways that are consistent with human rights	1% ... 91% 2% 6%	92 %	90 %	91 %	70 %	82 %	89 %
My organisation does not tolerate improper conduct	2% ... 88% 3% 8%	86 %	86 %	88 %	49 %	69 %	76 %
My organisation is committed to earning a high level of public trust	1% ... 87% 3% 9%	85 %	86 %	87 %	60 %	71 %	84 %

Victorian Public Sector Commission

VICTORIA State Government

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

86% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question — Your results — Benchmark agree results

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

Survey question		You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination (1%, 3%, 9%, 86%)	86 %	83 %	86 %	50 %	68 %	75 %
I believe the recruitment processes in my organisation are fair (3%, 6%, 17%, 73%)	Not asked	72 %	73 %	47 %	57 %	65 %
I believe the promotion processes in my organisation are fair (5%, 9%, 22%, 64%)	Not asked	59 %	64 %	28 %	41 %	55 %
I have an equal chance at promotion in my organisation (8%, 28%, 64%)	Not asked	67 %	64 %	38 %	47 %	60 %

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

93% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
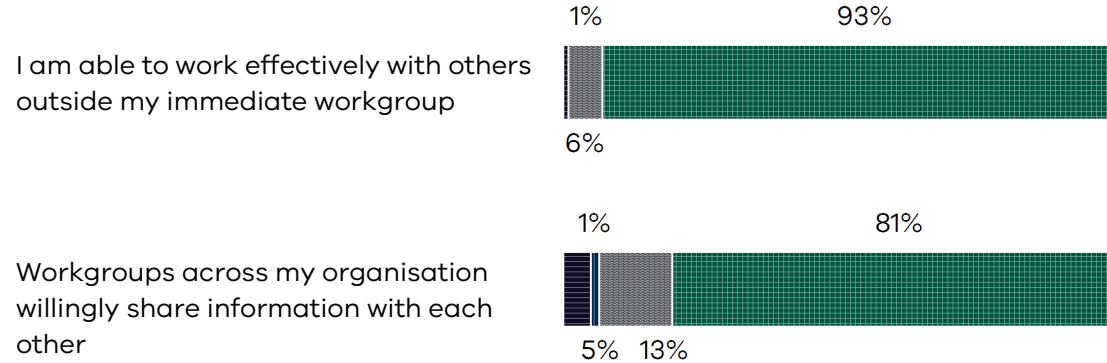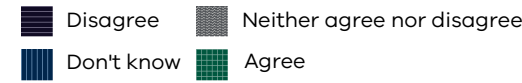
Survey question	Your results	2021	You 2022	2023	Comparator Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	1% ... 93% / 6%	92 %	89 %	93 %	62 %	80 %	87 %
Workgroups across my organisation willingly share information with each other	1% ... 81% / 5% 13%	69 %	79 %	81 %	32 %	54 %	65 %

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.
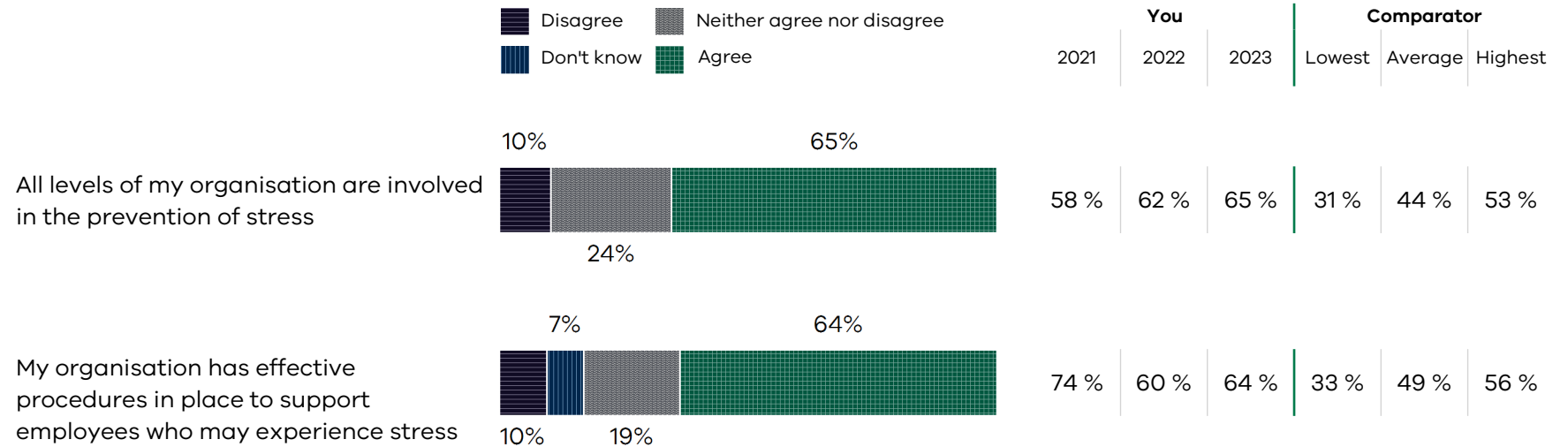
Example

92% 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	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My organisation provides a physically safe work environment	1% … 92% (1%, 5%)	90 %	91 %	92 %	78 %	84 %	91 %
Senior leaders consider the psychological health of employees to be as important as productivity	6% … 75% (19%)	67 %	73 %	75 %	32 %	52 %	64 %
Senior leaders show support for stress prevention through involvement and commitment	8% … 71% (21%)	66 %	66 %	71 %	28 %	46 %	59 %
In my workplace, there is good communication about psychological safety issues that affect me	8% … 67% (25%)	66 %	62 %	67 %	36 %	50 %	56 %

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

65% 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			

Survey question — **Your results** — **Benchmark agree results**

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

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
All levels of my organisation are involved in the prevention of stress	10% / 24% / 65%	58 %	62 %	65 %	31 %	44 %	53 %
My organisation has effective procedures in place to support employees who may experience stress	10% / 7% / 19% / 64%	74 %	60 %	64 %	33 %	49 %	56 %

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Topical questions

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

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- Questions requested by your organisation

Demographics

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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 2023:

- 87% of your staff who did the survey responded positively to questions about Workgroup support which is up from 85% in 2022.

Compared to:

- 75% of staff at your comparator and 80% of staff across the public sector.
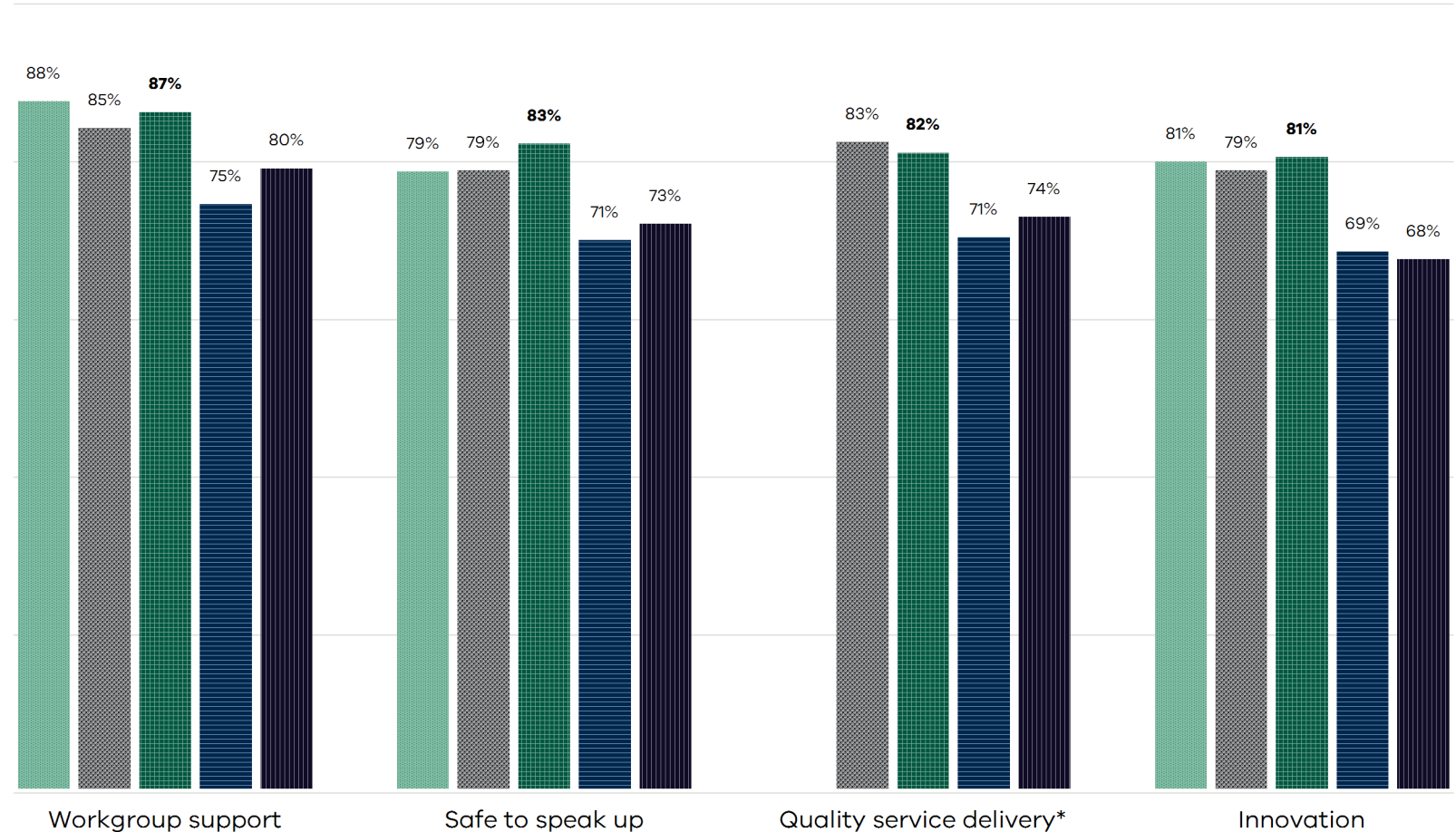
Chart data:

Factor	You 2021	You 2022	You 2023	Comparator 2023	Public sector 2023
Workgroup support	88%	85%	87%	75%	80%
Safe to speak up	79%	79%	83%	71%	73%
Quality service delivery*		83%	82%	71%	74%
Innovation	81%	79%	81%	69%	68%

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

Legend: You 2021, You 2022, You 2023, Comparator 2023, Public sector 2023

Workgroup climate

Quality service delivery

What this is

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

Why this is important

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

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

How to read this

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

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

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

Example

84% 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				
				You		**Comparator**	
		2021	2022	2023	Lowest	Average	Highest
My workgroup provides high quality advice and services	4% · 12% · 84%	Not asked	85 %	84 %	71 %	76 %	82 %
My workgroup has clear lines of responsibility	1% · 5% 13% · 82%	87 %	84 %	82 %	62 %	69 %	75 %
My workgroup uses its resources well	5% 13% · 81%	Not asked	81 %	81 %	61 %	66 %	71 %
My workgroup acts fairly and without bias	1% · 5% 12% · 81%	Not asked	83 %	81 %	67 %	73 %	78 %

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

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

83% of your staff who did the survey agreed or strongly agreed with 'My workgroup is quick to respond to opportunities to do things better'.
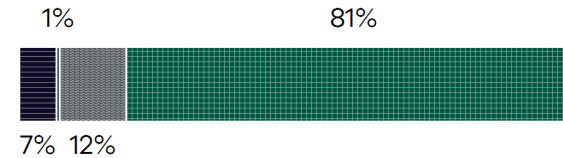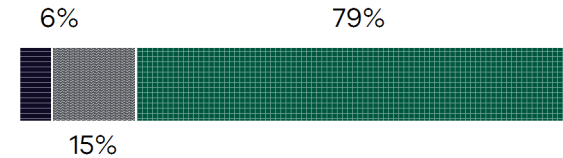
Survey question	Your results						

Legend: Disagree / Don't know / Neither agree nor disagree / Agree
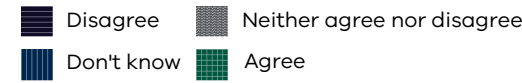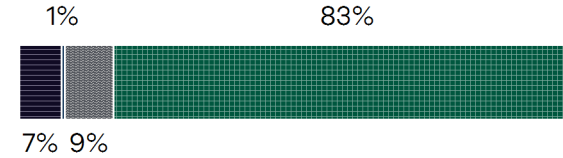
Survey question		**You** 2021	2022	2023	**Comparator** Lowest	Average	Highest
My workgroup is quick to respond to opportunities to do things better	1% / 7% / 9% / 83%	85 %	82 %	83 %	63 %	70 %	75 %
My workgroup learns from failures and mistakes	1% / 7% / 12% / 81%	80 %	79 %	81 %	62 %	68 %	73 %
My workgroup encourages employee creativity	6% / 15% / 79%	76 %	78 %	79 %	62 %	70 %	76 %

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

93% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.
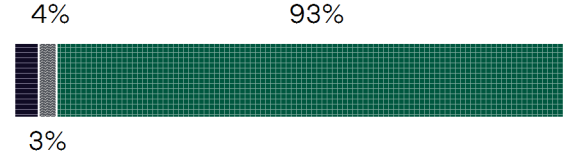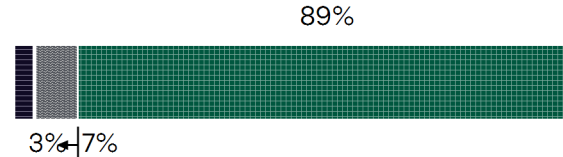
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
People in my workgroup treat each other with respect	4% 93% 3%	95 %	94 %	93 %	75 %	82 %	87 %
People in my workgroup work together effectively to get the job done	89% 3% 7%	94 %	90 %	89 %	67 %	78 %	82 %
People in my workgroup are honest, open and transparent in their dealings	1% 86% 3% 10%	88 %	84 %	86 %	66 %	72 %	79 %
People in my workgroup appropriately manage conflicts of interest	3% 84% 3% 10%	84 %	78 %	84 %	59 %	67 %	75 %

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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

84% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

Survey question

Your results

Benchmark agree results

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

		You			Comparator	
	2021	2022	2023	Lowest	Average	Highest

People in my workgroup are politically impartial in their work

4% 84%
3% 9%

| 79 % | 79 % | 84 % | 69 % | 76 % | 80 % |
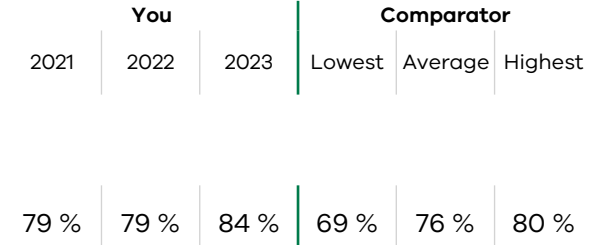
Workgroup climate

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.

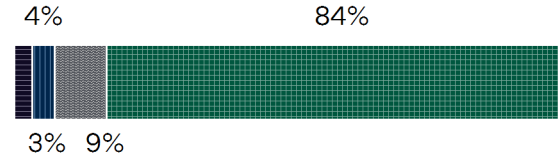Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

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

Survey question	Your results						

Legend: ■ Disagree ▦ Neither agree nor disagree ▥ Don't know ▦ Agree
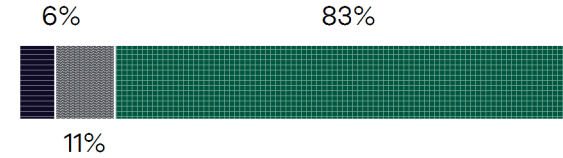
		You			**Comparator**		
Survey question	Your results	2021	2022	2023	Lowest	Average	Highest
I feel safe to challenge inappropriate behaviour at work	6% · 11% · 83%	80 %	81 %	83 %	55 %	70 %	75 %
People in my workgroup are able to bring up problems and tough issues	6% · 11% · 83%	78 %	78 %	83 %	63 %	71 %	76 %

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

Taking action

- Taking action questions

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Senior leadership

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- Scorecard
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Workgroup climate

- Scorecard
- Quality service delivery
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Job and manager factors

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

Public sector values

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

Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2023:

- 95% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 89% of staff at your comparator and 87% of staff across the public sector.

Bar chart showing:

Meaningful work*: 94%, 95%, 89%, 87%
Job enrichment*: 91%, 91%, 83%, 83%
Manager leadership: 91%, 89%, 90%, 82%, 86%
Manager support*: 85%, 85%, 74%, 77%

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

Legend: You 2021 · You 2022 · You 2023 · Comparator 2023 · Public sector 2023

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.

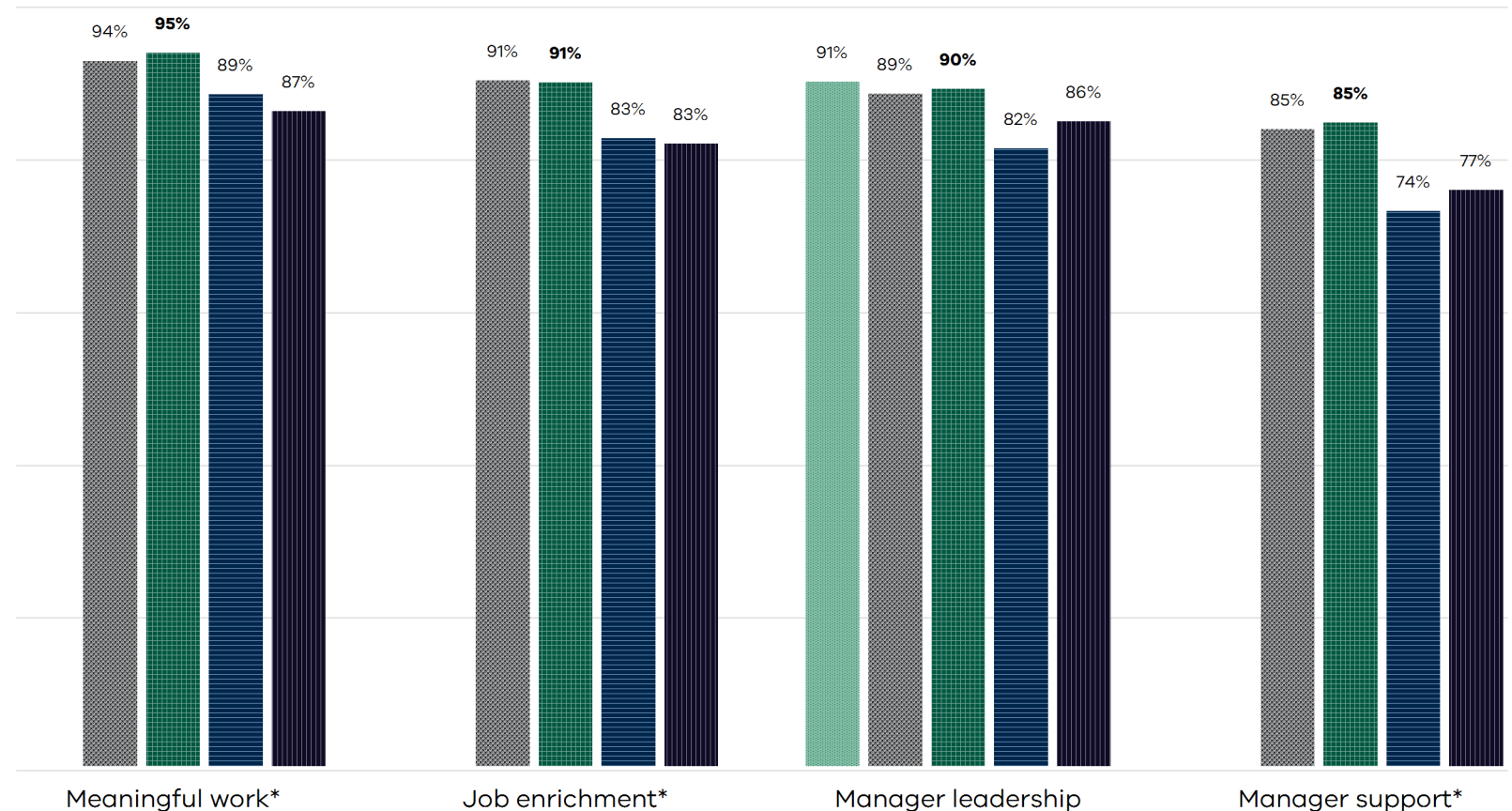Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2023:

- 85% of your staff who did the survey responded positively to questions about Flexible working.

Compared to:

- 74% of staff at your comparator and 79% of staff across the public sector.
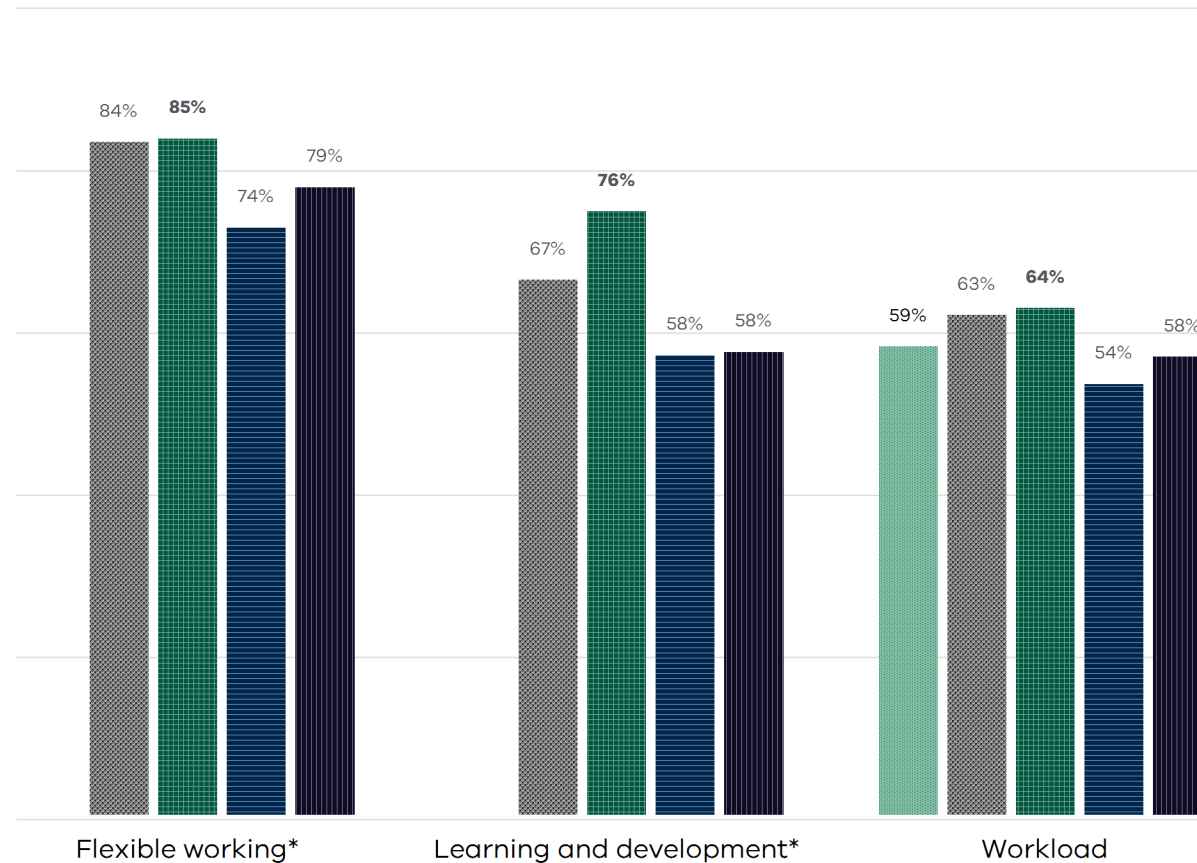
Chart — Job and manager factors

Factor	You 2021	You 2022	You 2023	Comparator 2023	Public sector 2023
Flexible working*		84%	85%	74%	79%
Learning and development*		67%	76%	58%	58%
Workload	59%	63%	64%	54%	58%

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

Legend: You 2021 | You 2022 | You 2023 | Comparator 2023 | Public sector 2023

Victorian Public Sector Commission

VICTORIA State Government

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

93% 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 · Don't know · Neither agree nor disagree · Agree

Survey question		You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect	3% / 93% / 4%	93 %	89 %	93 %	76 %	84 %	90 %
My manager demonstrates honesty and integrity	4% / 90% / 6%	91 %	90 %	90 %	73 %	82 %	87 %
My manager models my organisation's values	4% / 87% / 9%	89 %	89 %	87 %	71 %	80 %	87 %

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.

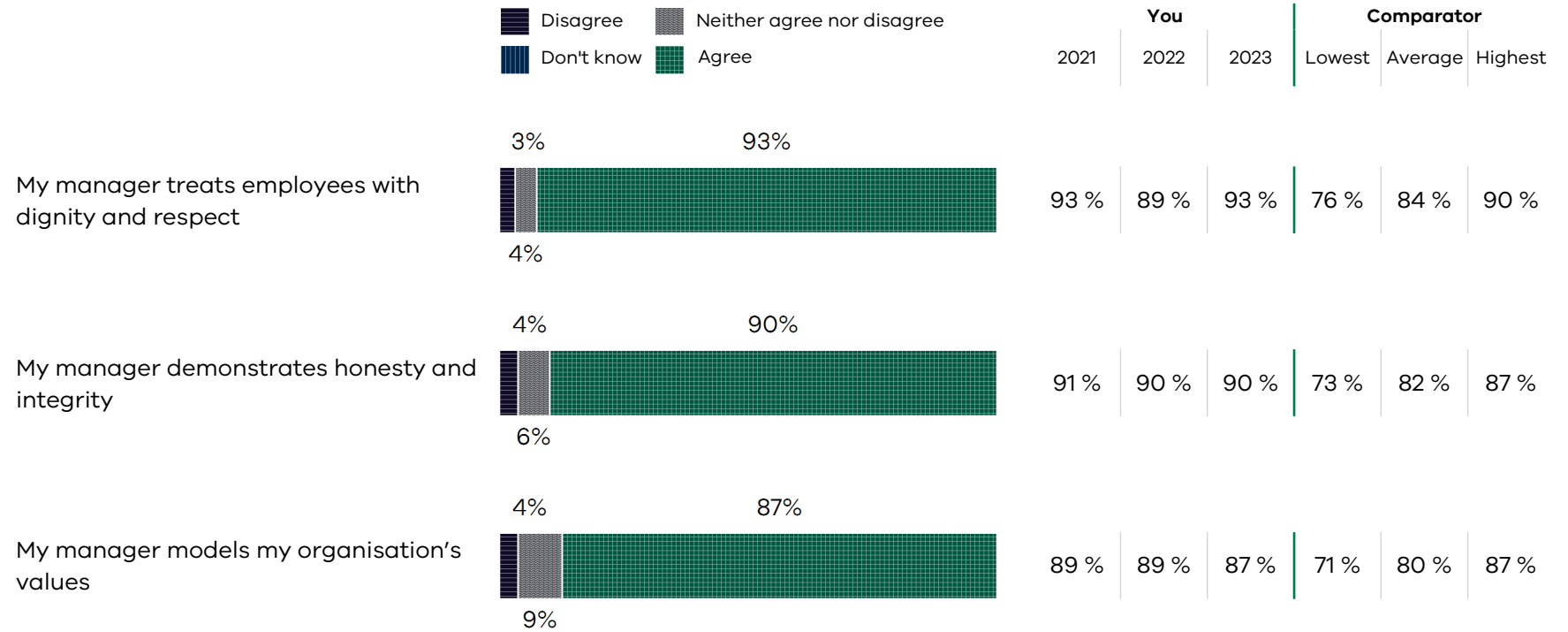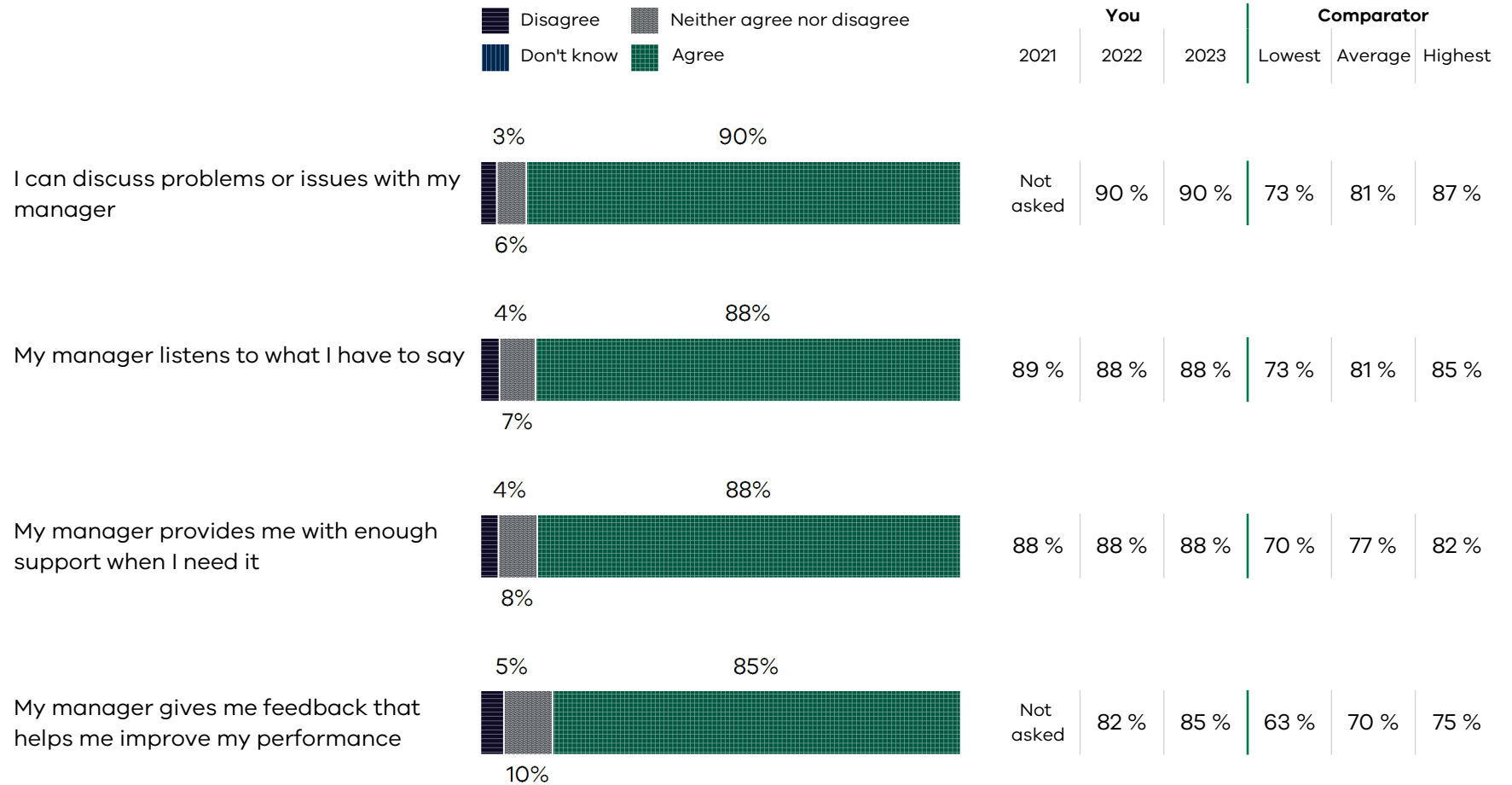Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

90% of your staff who did the survey agreed or strongly agreed with 'I can discuss problems or issues with my manager'.

Survey question / Your results / Benchmark agree results

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

Survey question	Your results	2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I can discuss problems or issues with my manager	3% / 90% / 6%	Not asked	90 %	90 %	73 %	81 %	87 %
My manager listens to what I have to say	4% / 88% / 7%	89 %	88 %	88 %	73 %	81 %	85 %
My manager provides me with enough support when I need it	4% / 88% / 8%	88 %	88 %	88 %	70 %	77 %	82 %
My manager gives me feedback that helps me improve my performance	5% / 85% / 10%	Not asked	82 %	85 %	63 %	70 %	75 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Manager support 2 of 2

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

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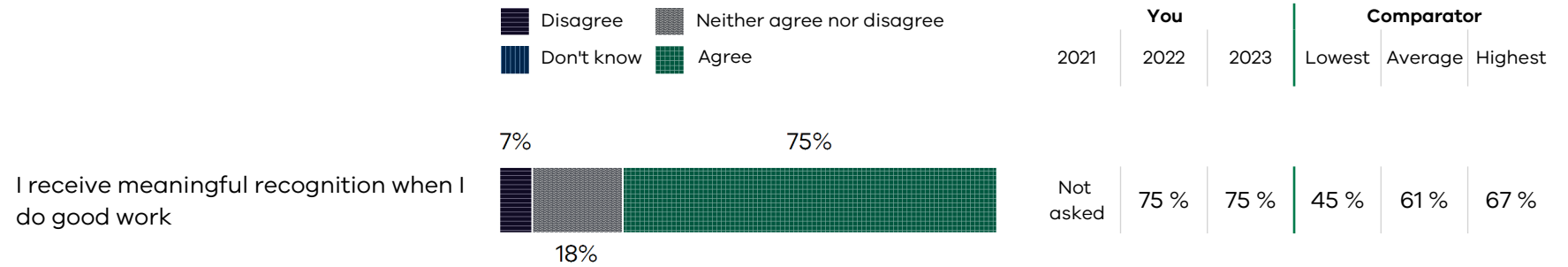
Example

75% 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

	Disagree		Neither agree nor disagree
	Don't know		Agree

I receive meaningful recognition when I do good work

7%   75%

18%

Benchmark agree results

	You			**Comparator**		
2021	2022	2023		Lowest	Average	Highest
Not asked	75 %	75 %		45 %	61 %	67 %

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

65% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.
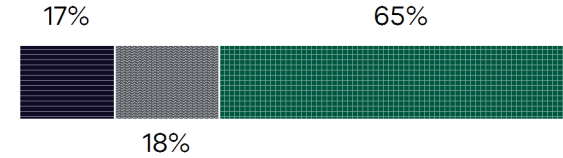
Legend: Disagree | Neither agree nor disagree | Agree
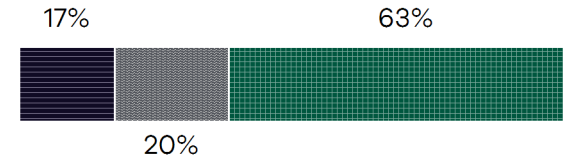
Survey question	Your results		You			Comparator		
		2021	2022	2023		Lowest	Average	Highest
The workload I have is appropriate for the job that I do	17% / 18% / 65%	61 %	63 %	65 %		50 %	56 %	64 %
I have enough time to do my job effectively	17% / 20% / 63%	57 %	63 %	63 %		46 %	53 %	63 %

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.
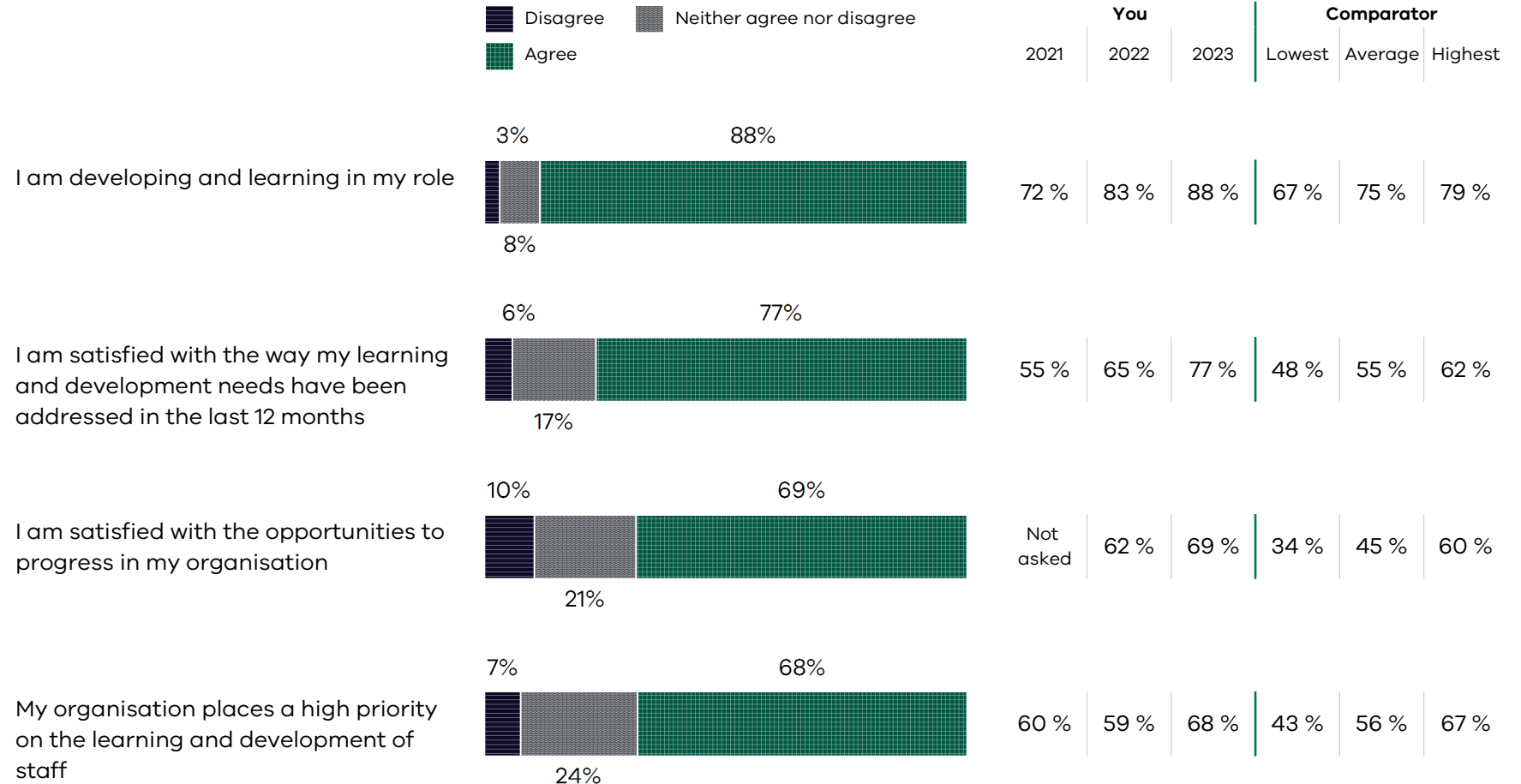
Example

88% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Survey question	Your results						

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

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	3% / 8% / 88%	72 %	83 %	88 %	67 %	75 %	79 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	6% / 17% / 77%	55 %	65 %	77 %	48 %	55 %	62 %
I am satisfied with the opportunities to progress in my organisation	10% / 21% / 69%	Not asked	62 %	69 %	34 %	45 %	60 %
My organisation places a high priority on the learning and development of staff	7% / 24% / 68%	60 %	59 %	68 %	43 %	56 %	67 %

Victorian Public Sector Commission

VICTORIA State Government

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.
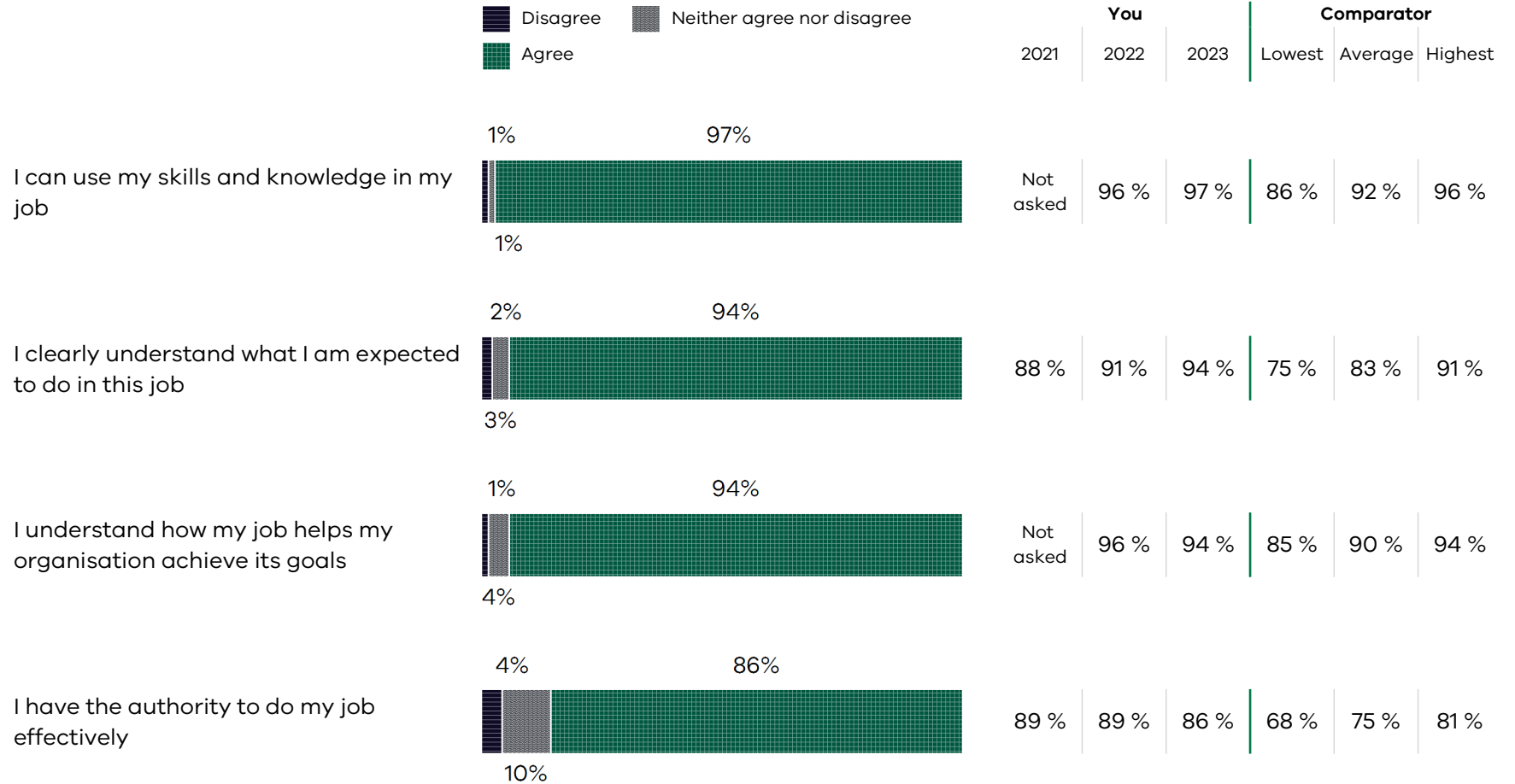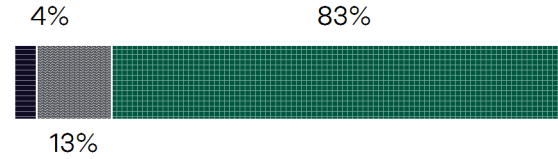
Example

97% of your staff who did the survey agreed or strongly agreed with 'I can use my skills and knowledge in my job'.

Survey question / Your results / Benchmark agree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question		You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I can use my skills and knowledge in my job (1% / 97% / 1%)	Not asked	96 %	97 %	86 %	92 %	96 %
I clearly understand what I am expected to do in this job (2% / 94% / 3%)	88 %	91 %	94 %	75 %	83 %	91 %
I understand how my job helps my organisation achieve its goals (1% / 94% / 4%)	Not asked	96 %	94 %	85 %	90 %	94 %
I have the authority to do my job effectively (4% / 86% / 10%)	89 %	89 %	86 %	68 %	75 %	81 %

Job and manager factors

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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.

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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 have a say in how I do my work'.
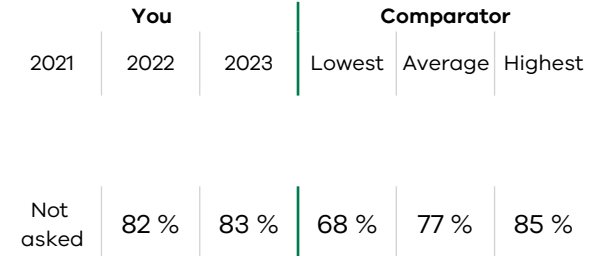
Survey question

Your results

Disagree | Neither agree nor disagree
Agree

I have a say in how I do my work

4%   83%

13%

Benchmark agree results

	You			Comparator		
2021	2022	2023		Lowest	Average	Highest
Not asked	82 %	83 %		68 %	77 %	85 %

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.
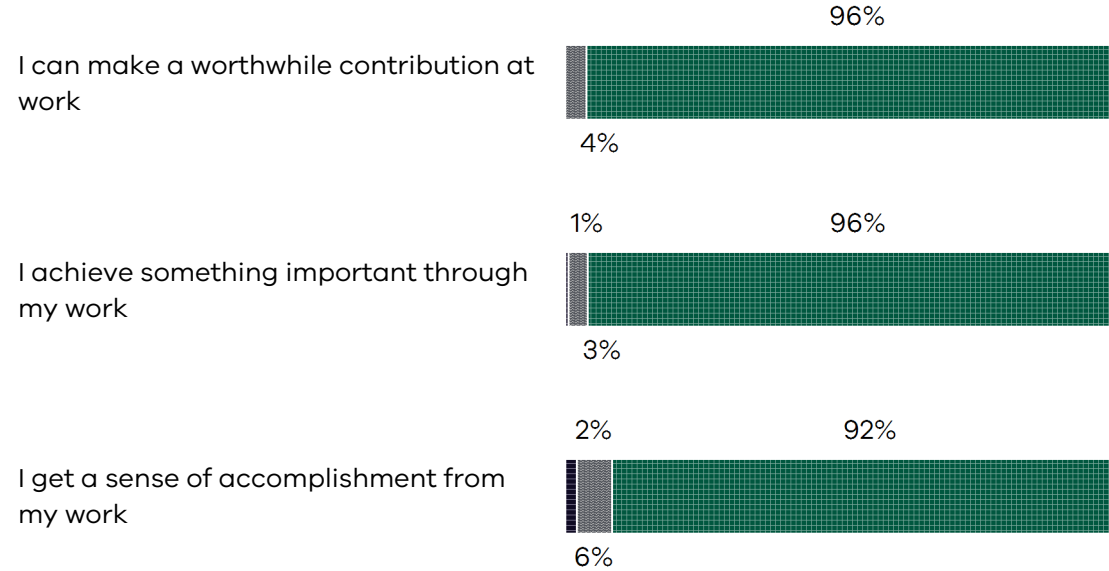
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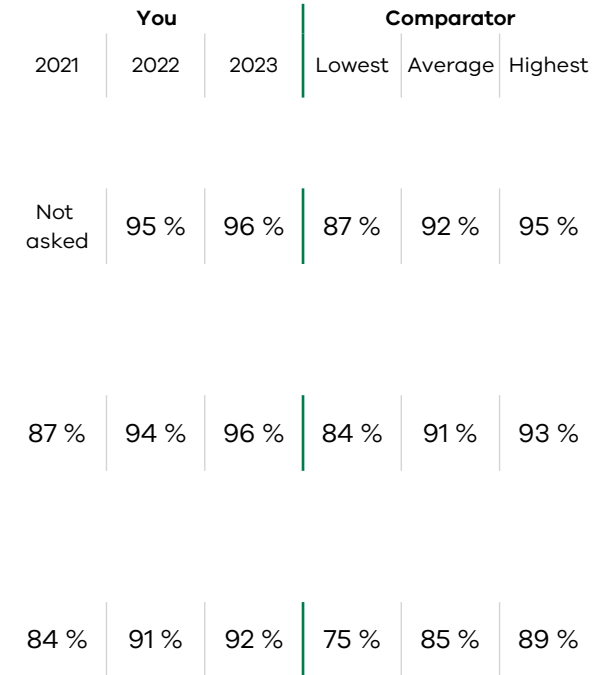
Example

96% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.
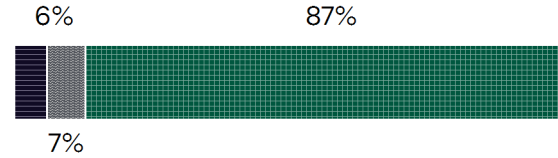
Survey question

Your results

Legend:
- Disagree
- Neither agree nor disagree
- Agree

I can make a worthwhile contribution at work
96%
4%

I achieve something important through my work
1% 96%
3%

I get a sense of accomplishment from my work
2% 92%
6%

Benchmark agree results

Survey question	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I can make a worthwhile contribution at work	Not asked	95 %	96 %	87 %	92 %	95 %
I achieve something important through my work	87 %	94 %	96 %	84 %	91 %	93 %
I get a sense of accomplishment from my work	84 %	91 %	92 %	75 %	85 %	89 %

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

87% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.
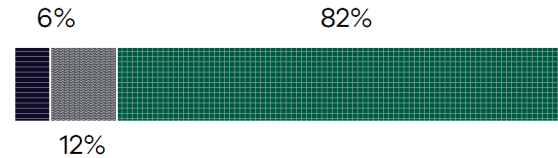
Survey question

Your results

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

| My manager supports working flexibly | 6% ... 87% (7%) |
| I am confident that if I requested a flexible work arrangement, it would be given due consideration | 6% ... 82% (12%) |

Benchmark agree results

Survey question	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
My manager supports working flexibly	Not asked	88 %	87 %	68 %	78 %	88 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	82 %	80 %	82 %	60 %	69 %	81 %

People matter survey

2023

Have your say

Overview

Report overview

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

Result summary

People outcomes

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

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- Taking action questions

Detailed results

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- Senior leadership questions

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- Flexible working

Public sector values

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- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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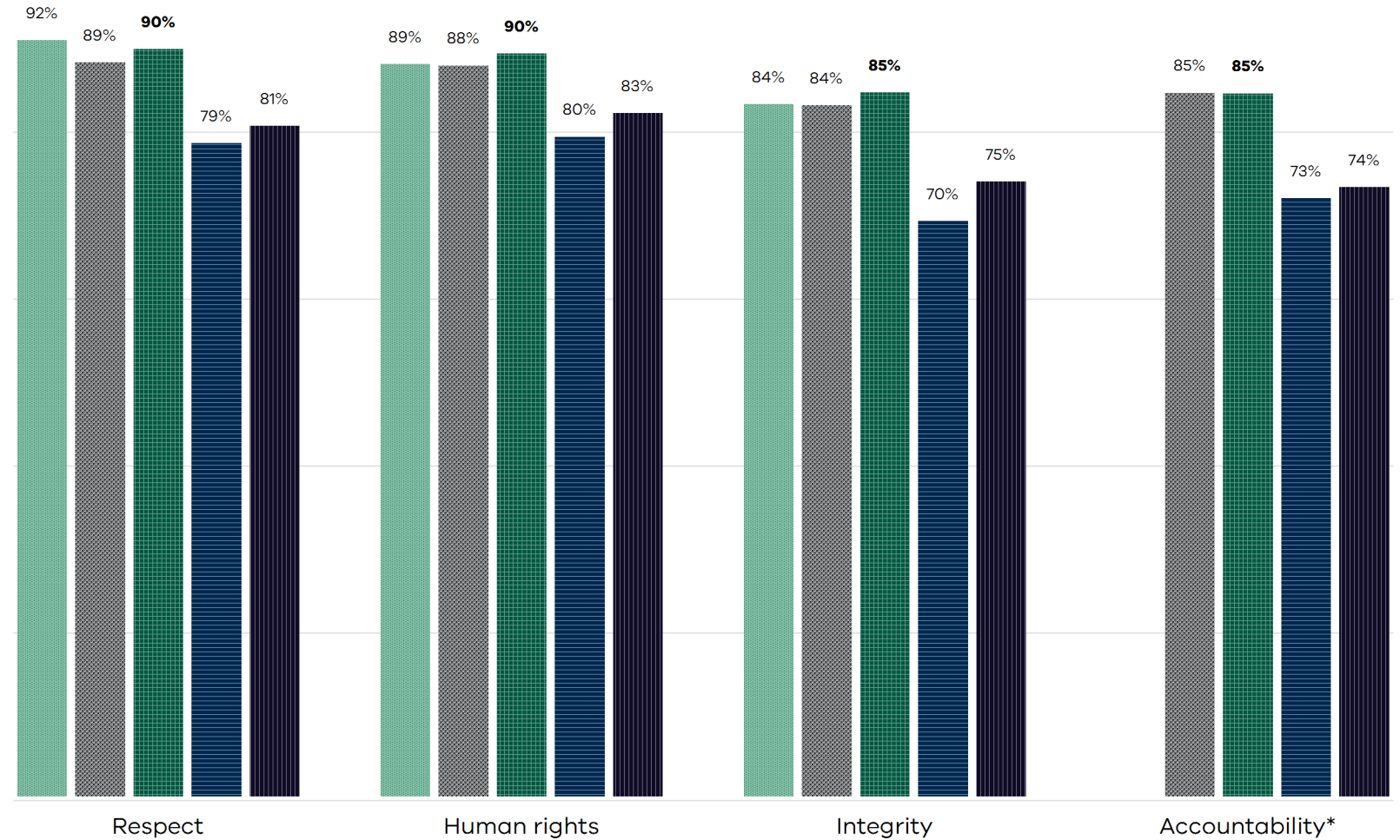
Example

In 2023:

- 90% of your staff who did the survey responded positively to questions about Respect , which is up 2% in 2022.

Compared to:

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

Respect: You 2021 92%, You 2022 89%, You 2023 90%, Comparator 2023 79%, Public sector 2023 81%

Human rights: You 2021 89%, You 2022 88%, You 2023 90%, Comparator 2023 80%, Public sector 2023 83%

Integrity: You 2021 84%, You 2022 84%, You 2023 85%, Comparator 2023 70%, Public sector 2023 75%

Accountability*: You 2022 85%, You 2023 85%, Comparator 2023 73%, Public sector 2023 74%

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

You 2021   You 2022   You 2023   Comparator 2023   Public sector 2023

Victorian Public Sector Commission

VICTORIA State Government

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How to read this

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

Example

In 2023:

- 84% of your staff who did the survey responded positively to questions about Responsiveness , which is down 1% in 2022.

Compared to:

- 76% of staff at your comparator and 81% of staff across the public sector.
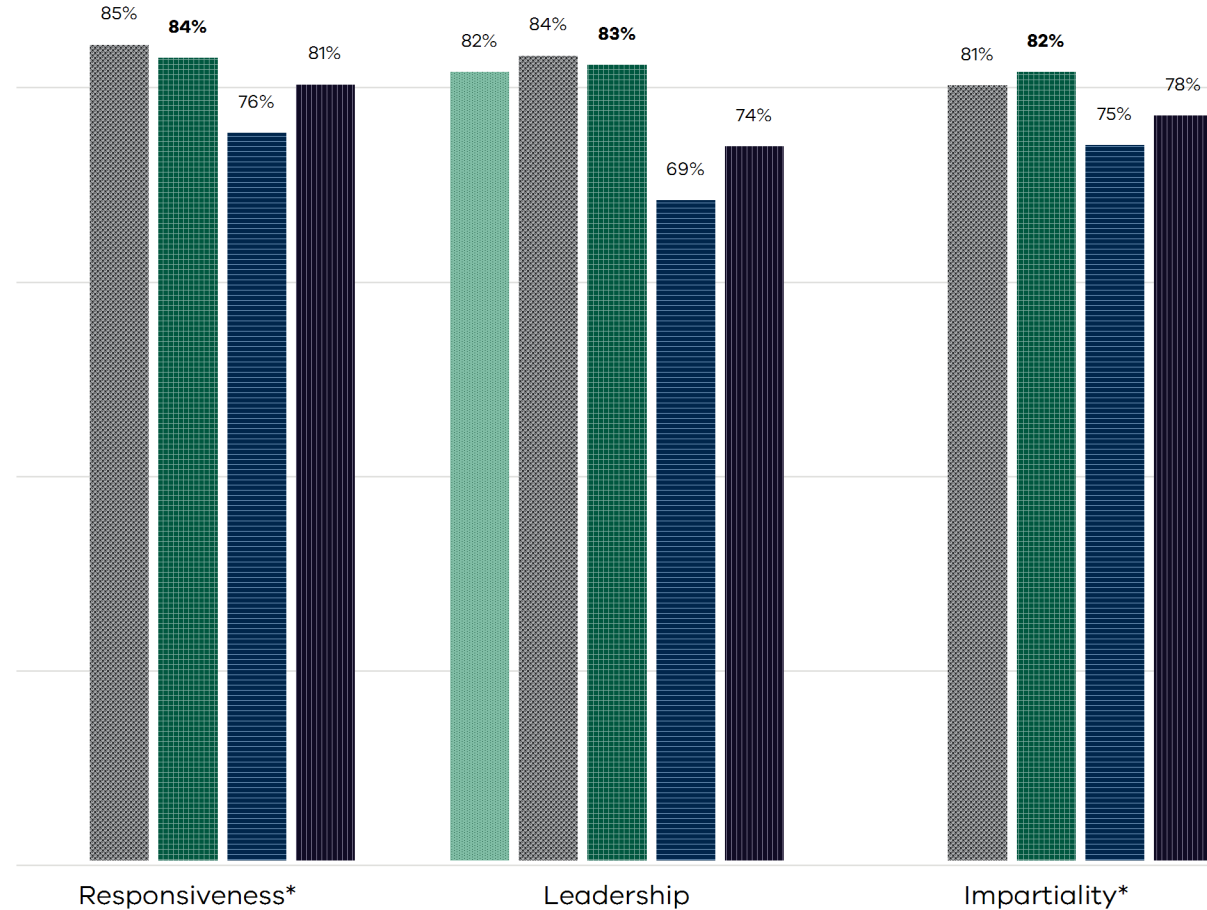
*We can't compare some data here because one or more questions were not asked in a previous survey

You 2021 ▪ You 2022 ▪ You 2023 ▪ Comparator 2023 ▪ Public sector 2023

Public sector values

Responsiveness

What this is

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

Why this is important

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

How to read this

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

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

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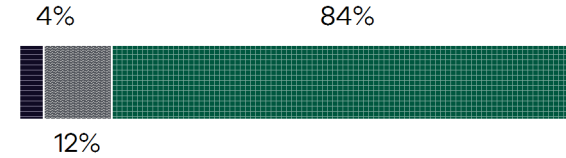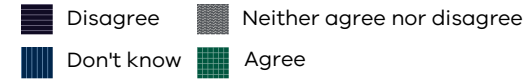
Example

84% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
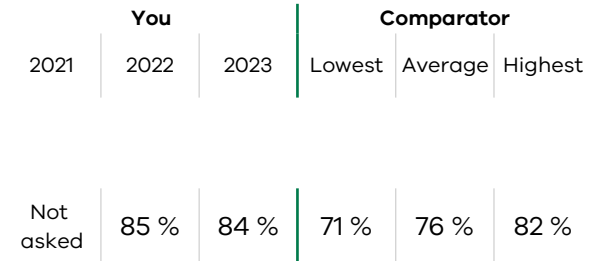
Survey question

Your results

▮ Disagree	▦ Neither agree nor disagree
▮ Don't know	▦ Agree

My workgroup provides high quality advice and services

4%   84%

12%

Benchmark agree results

	You			Comparator		
2021	2022	2023	Lowest	Average	Highest
Not asked	85 %	84 %	71 %	76 %	82 %

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.
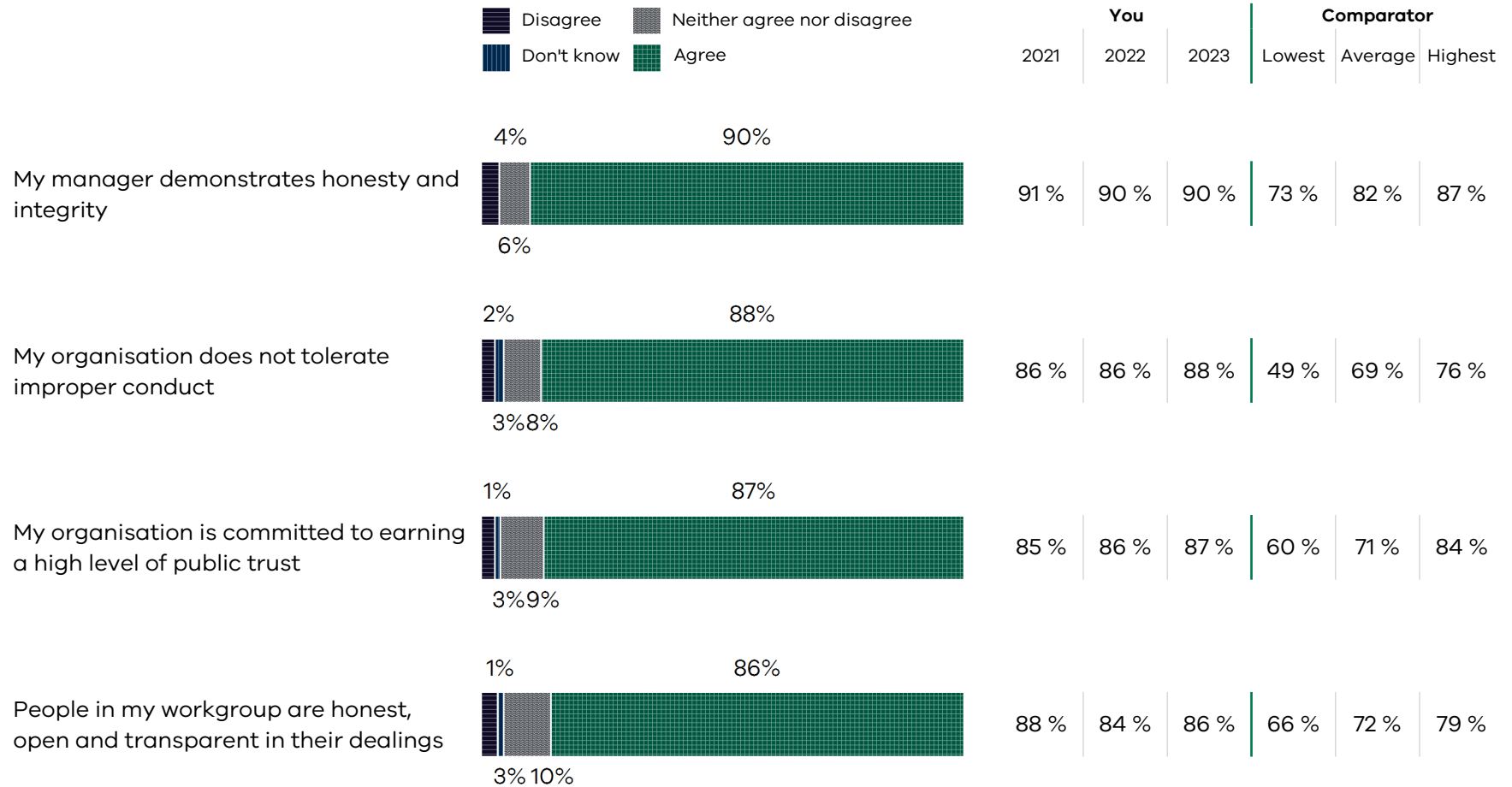
Example

90% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results						

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

Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager demonstrates honesty and integrity (4%, 90%, 6%)	91 %	90 %	90 %	73 %	82 %	87 %
My organisation does not tolerate improper conduct (2%, 88%, 3% 8%)	86 %	86 %	88 %	49 %	69 %	76 %
My organisation is committed to earning a high level of public trust (1%, 87%, 3% 9%)	85 %	86 %	87 %	60 %	71 %	84 %
People in my workgroup are honest, open and transparent in their dealings (1%, 86%, 3% 10%)	88 %	84 %	86 %	66 %	72 %	79 %

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

84% of staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.
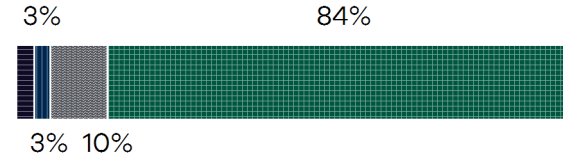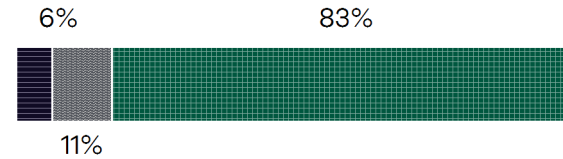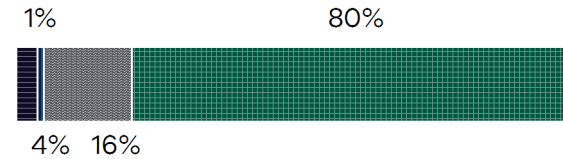
Survey question	Your results	You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest	3% / 3% 10% / 84%	84 %	78 %	84 %	59 %	67 %	75 %
I feel safe to challenge inappropriate behaviour at work	6% / 11% / 83%	80 %	81 %	83 %	55 %	70 %	75 %
Senior leaders demonstrate honesty and integrity	1% / 4% 16% / 80%	73 %	81 %	80 %	39 %	58 %	69 %

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

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

84% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.
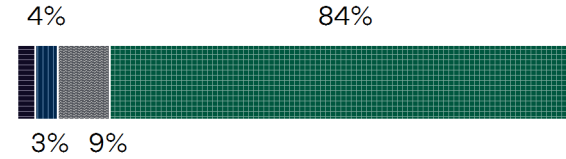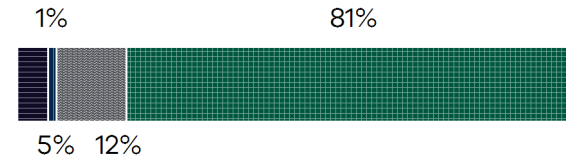
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question			You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
People in my workgroup are politically impartial in their work	4% Disagree, 3% Don't know, 9% Neither, 84% Agree	79 %	79 %	84 %	69 %	76 %	80 %
My workgroup acts fairly and without bias	1% Disagree, 5% Don't know, 12% Neither, 81% Agree	Not asked	83 %	81 %	67 %	73 %	78 %

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.

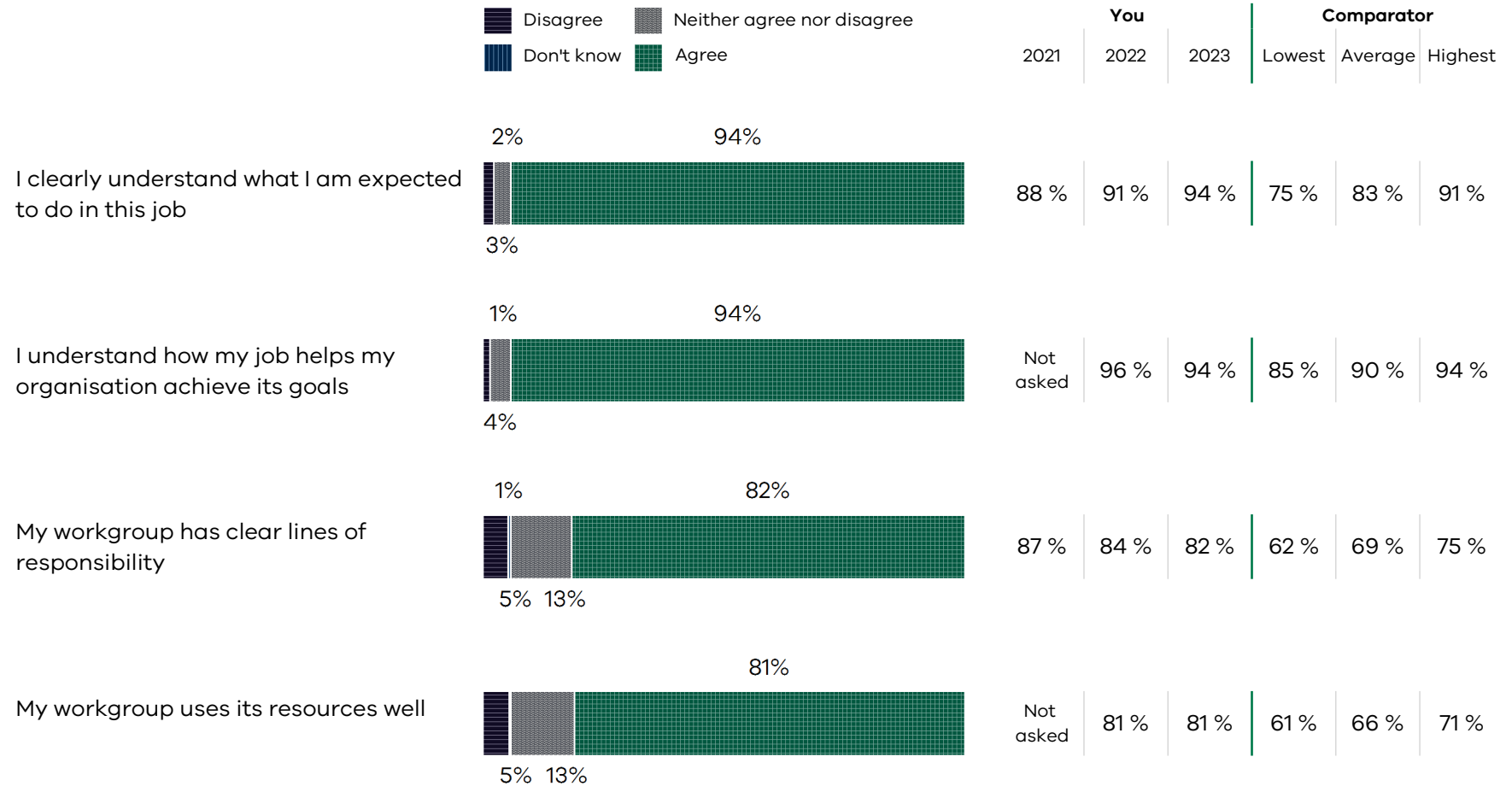Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

94% of staff who did the survey agreed or strongly agreed with 'I clearly understand what I am expected to do in this job'.

Survey question | Your results | Benchmark agree results

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

Survey question	Disagree / Don't know	Agree	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I clearly understand what I am expected to do in this job	2% / 3%	94%	88 %	91 %	94 %	75 %	83 %	91 %
I understand how my job helps my organisation achieve its goals	1% / 4%	94%	Not asked	96 %	94 %	85 %	90 %	94 %
My workgroup has clear lines of responsibility	1% / 5% / 13%	82%	87 %	84 %	82 %	62 %	69 %	75 %
My workgroup uses its resources well	5% / 13%	81%	Not asked	81 %	81 %	61 %	66 %	71 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Accountability 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

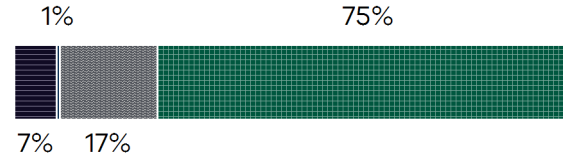Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

75% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.
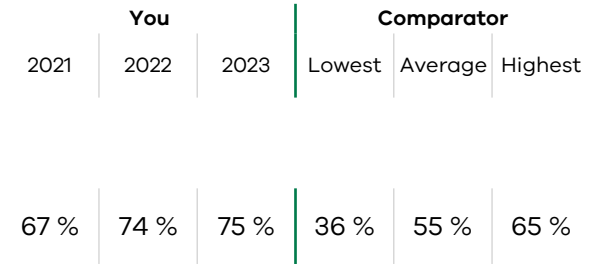
Survey question	Your results						

Survey question

Your results

Benchmark agree results

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

Senior leaders provide clear strategy and direction

1% Disagree, 7% Don't know, 17% Neither agree nor disagree, 75% Agree

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	67 %	74 %	75 %	36 %	55 %	65 %

Victorian Public Sector Commission

VICTORIA State Government

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.
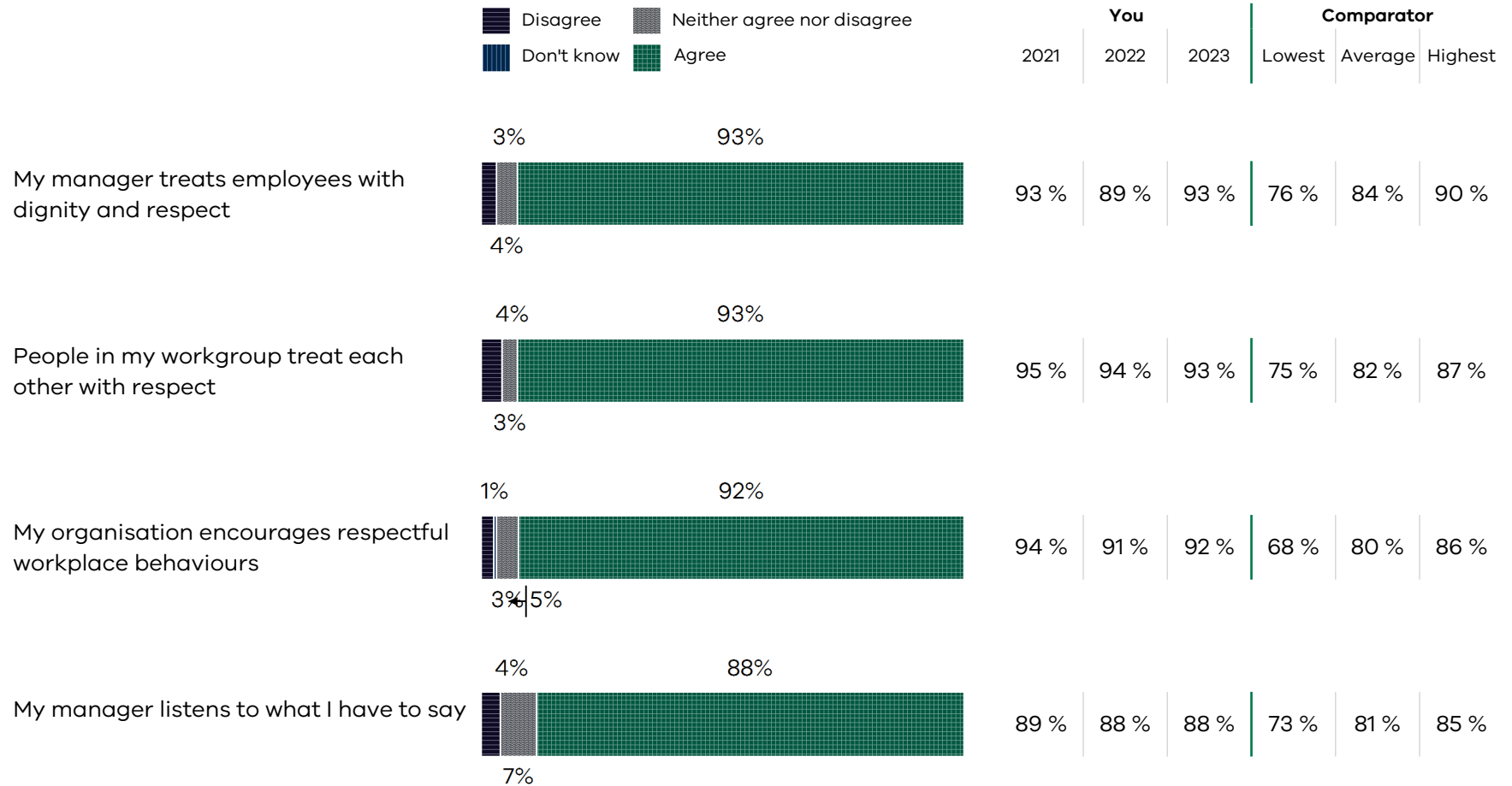
Example

93% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results		Benchmark agree results					
			You			**Comparator**		
			2021	2022	2023	Lowest	Average	Highest
My manager treats employees with dignity and respect	3%	93% (4%)	93 %	89 %	93 %	76 %	84 %	90 %
People in my workgroup treat each other with respect	4%	93% (3%)	95 %	94 %	93 %	75 %	82 %	87 %
My organisation encourages respectful workplace behaviours	1%	92% (3% 5%)	94 %	91 %	92 %	68 %	80 %	86 %
My manager listens to what I have to say	4%	88% (7%)	89 %	88 %	88 %	73 %	81 %	85 %

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

Victorian Public Sector Commission

VICTORIA State Government

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

86% of staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.
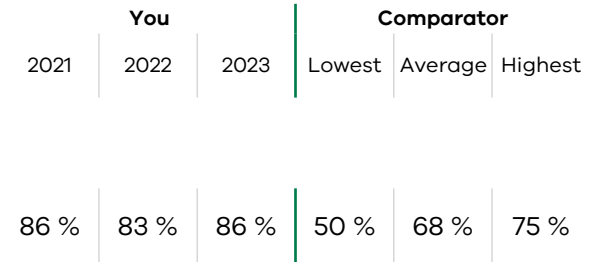
Survey question	Your results		Benchmark agree results

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

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination 1% / 86% / 3% / 9%	86 %	83 %	86 %	50 %	68 %	75 %
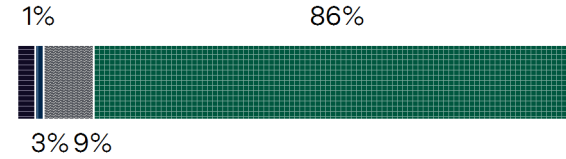
Public sector values

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.
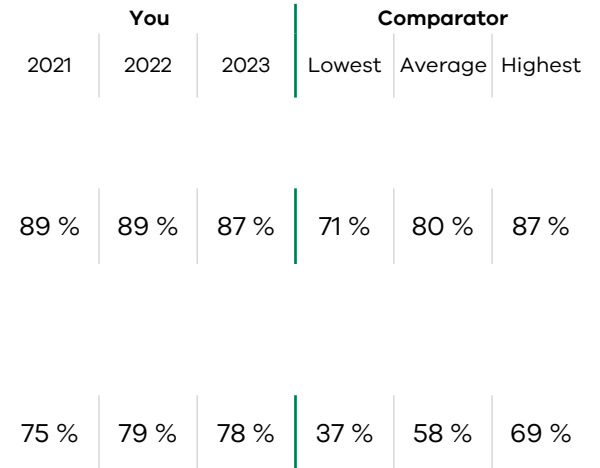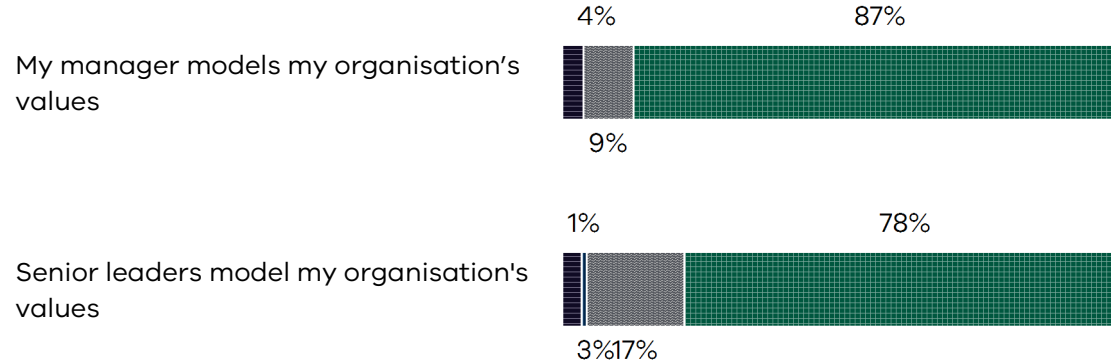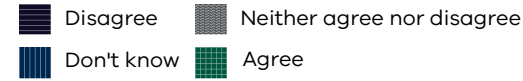
Example

87% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

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

Survey question	Your results		You			Comparator		
			2021	2022	2023	Lowest	Average	Highest
My manager models my organisation's values	4% ... 87% (9%)		89 %	89 %	87 %	71 %	80 %	87 %
Senior leaders model my organisation's values	1% ... 78% (3% 17%)		75 %	79 %	78 %	37 %	58 %	69 %

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.
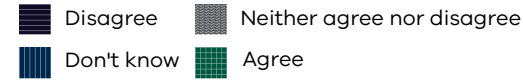
Example

91% of staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.
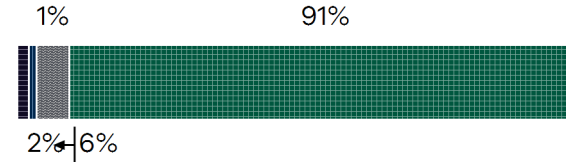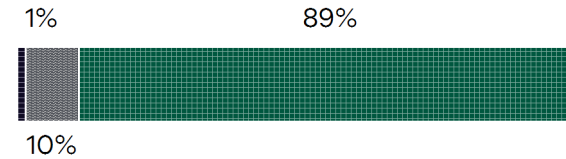
Survey question	Your results						

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

Benchmark agree results

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	1% ... 91% 2% 6%	92 %	90 %	91 %	70 %	82 %	89 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	1% ... 89% 10%	85 %	87 %	89 %	68 %	78 %	88 %

People matter survey

2023

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

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- Questions requested by your organisation

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
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- Disability
- Cultural diversity
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- Adjustments
- Caring

Topical questions

What this is

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

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

Why this is important

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

How to read this

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

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

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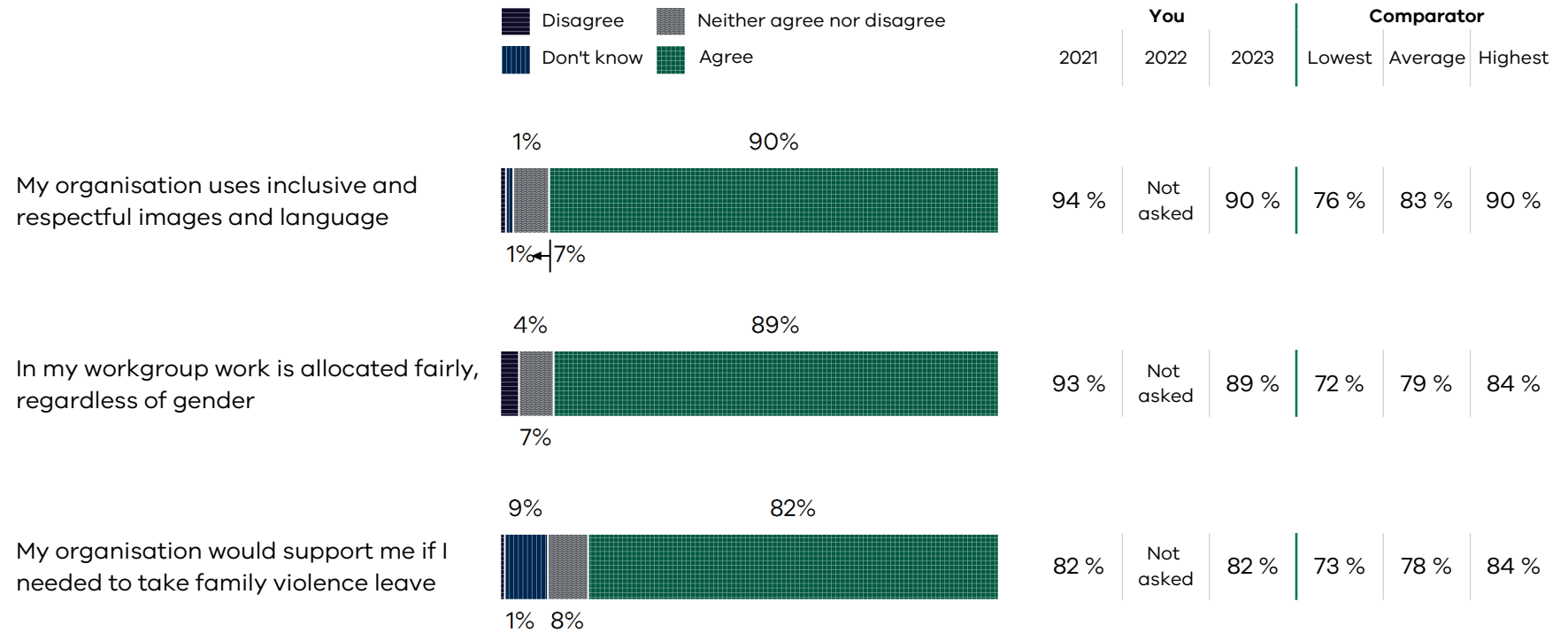
Example

90% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.

Survey question

Your results

Benchmark agree results

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

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation uses inclusive and respectful images and language	1% ... 90% / 1% ← 7%	94 %	Not asked	90 %	76 %	83 %	90 %
In my workgroup work is allocated fairly, regardless of gender	4% ... 89% / 7%	93 %	Not asked	89 %	72 %	79 %	84 %
My organisation would support me if I needed to take family violence leave	9% ... 82% / 1% 8%	82 %	Not asked	82 %	73 %	78 %	84 %

Topical questions

What this is

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

Why this is important

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

How to read this

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

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

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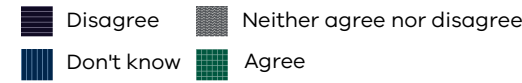
Example

86% of your staff who did the survey agreed or strongly agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.
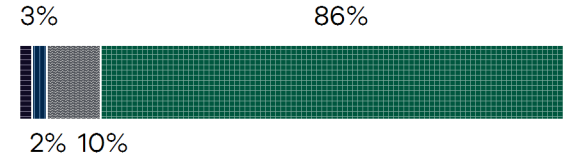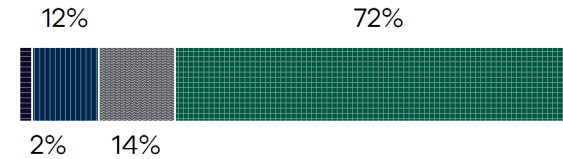
Survey question

Your results

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

Benchmark agree results

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest

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

3%   86%
2% 10%

| Not asked | Not asked | 86 % | 74 % | 82 % | 91 % |

I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration

12%   72%
2%   14%

| Not asked | Not asked | 72 % | | 0 % | |

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

6%   70%
6%   18%

| Not asked | Not asked | 70 % | 38 % | 47 % | 51 % |

People matter survey

2023

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Victorian Public Sector Commission

VICTORIA State Government

Custom questions

What this is

Your organisation asked 3 custom questions as part of the 2023 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 with each question.

Example

88% of staff who did the survey agreed with 'On balance, is your organisation a 'truly great place to work".

■ No
▣ Yes

	You	
2021	2022	2023

Survey question	Your results	2021	2022	2023
On balance, is your organisation a 'truly great place to work'	12% 88%	80 %	84 %	88 %

Victorian Public Sector Commission

VICTORIA State Government

Custom questions

What this is

Your organisation asked 3 custom questions as part of the 2023 survey.

Why this is important

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

How to read this

The table shows you responses to the question 'On a scale of 0 to 10 (where 10=absolutely yes, and 0=absolutely no), how likely are you to recommend your organisation (where appropriate) to a friend or family member as the best choice if they required the type of service we provide'.

Example

29% of staff who did the survey responded '10' to the question.

On a scale of 0 to 10 (where 10=absolutely yes, and 0=absolutely no), how likely are you to recommend your organisation (where appropriate) to a friend or family member as the best choice if they required the type of service we provide	You 2022	You 2023
10	29%	29%
8	22%	22%
9	18%	19%
7	12%	12%
5	8%	7%
6	5%	4%
4	2%	2%
3	1%	2%
2	1%	1%
0	2%	1%

Custom questions

What this is

Your organisation asked 3 custom questions as part of the 2023 survey.

Why this is important

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

How to read this

The table shows you responses to the question 'On a scale of 0 to 10 (where 10=absolutely yes, and 0=absolutely no), how likely are you to recommend your organisation (where appropriate) to a friend or family member as a good place to work'.

Example

24% of staff who did the survey responded '8' to the question.

On a scale of 0 to 10 (where 10=absolutely yes, and 0=absolutely no), how likely are you to recommend your organisation (where appropriate) to a friend or family member as a good place to work	You 2022	You 2023
8	21%	24%
10	25%	23%
9	15%	16%
7	15%	14%
5	9%	10%
6	7%	7%
3	3%	3%
2	1%	2%
0	3%	1%
1	1%	1%

People matter survey

2023

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Demographics

Age, gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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

Age	(n)	%
15-34 years	69	20%
35-54 years	174	50%
55+ years	76	22%
Prefer not to say	28	8%

How would you describe your gender?	(n)	%
Woman	211	61%
Man	101	29%
Prefer not to say	33	10%
Non-binary and I use a different term	2	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	1	0%
No	305	88%
Prefer not to say	41	12%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	1	0%
No	279	80%
Don't know	25	7%
Prefer not to say	42	12%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	226	65%
Prefer not to say	79	23%
Don't know	14	4%
Bisexual	9	3%
Asexual	8	2%
Gay or lesbian	4	1%
I use a different term	4	1%
Pansexual	3	1%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.
The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

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

Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**9**	3%
Non Aboriginal and/or Torres Strait Islander	**311**	90%
Prefer not to say	**27**	8%

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 employee experience results when fewer than 10 people in a demographic group have responded to the survey
- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total.

Do you identify as a person with a disability?	(n)	%
Yes	**12**	3%
No	**309**	89%
Prefer not to say	**26**	7%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**8**	67%
No	**3**	25%
Prefer not to say	**1**	8%

Demographics

Cultural diversity 1 of 2

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:

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

Country of birth	(n)	%
Born in Australia	**65**	19%
Not born in Australia	**199**	57%
Prefer not to say	**83**	24%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Other	**95**	42%
Arabic	**44**	19%
Hindi	**28**	12%
Vietnamese	**20**	9%
Mandarin	**17**	7%
Urdu	**15**	7%
Tamil	**12**	5%
Cantonese	**11**	5%
Punjabi	**10**	4%
Spanish	**10**	4%
Sinhalese	**7**	3%
Persian (excluding Dari)	**6**	3%

Language other than English spoken with family or community	(n)	%
Yes	**228**	66%
No	**70**	20%
Prefer not to say	**49**	14%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Turkish	**6**	3%
Telugu	**5**	2%
Filipino	**4**	2%
Italian	**4**	2%
Greek	**3**	1%
Gujarati	**3**	1%
Malayalam	**2**	1%
Tagalog	**2**	1%
Australian Indigenous Language	**1**	0%

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.

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Cultural identity	(n)	%
Australian	77	22%
Prefer not to say	71	20%
East and/or South-East Asian	59	17%
Middle Eastern	42	12%
South Asian	30	9%
Other	29	8%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	28	8%
Central Asian	16	5%
English, Irish, Scottish and/or Welsh	9	3%
Aboriginal and/or Torres Strait Islander	7	2%
African	6	2%
Central and/or South American	6	2%
New Zealander	1	0%
Pacific Islander	1	0%

Religion	(n)	%
Christianity	107	31%
No religion	72	21%
Prefer not to say	60	17%
Islam	43	12%
Hinduism	24	7%
Buddhism	22	6%
Other	15	4%
Sikhism	4	1%

Demographics

What this is

These are the employment characteristics of staff.

Why this is important

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Working arrangement	(n)	%
Full-Time	**278**	80%
Part-Time	**69**	20%

Gross base salary (ongoing/fixed term only)	(n)	%
Prefer not to say	**26**	9%
Below $80k	**174**	59%
$80k to $120k	**82**	28%
$120k to $160k	**9**	3%
$160k to $200k	**1**	0%
$200k or more	**4**	1%

Organisational tenure	(n)	%
<1 year	**89**	26%
1 to less than 2 years	**67**	19%
2 to less than 5 years	**54**	16%
5 to less than 10 years	**77**	22%
10 to less than 20 years	**46**	13%
More than 20 years	**14**	4%

Management responsibility	(n)	%
Non-manager	**272**	78%
Other manager	**45**	13%
Manager of other manager(s)	**30**	9%

Employment type	(n)	%
Ongoing and executive	**187**	54%
Fixed term	**109**	31%
Other	**51**	15%

Demographics

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Primary workplace location over the last 3 months	(n)	%
Melbourne: Suburbs	**192**	55%
Other	**78**	22%
Melbourne CBD	**69**	20%
Large regional city	**6**	2%
Rural	**2**	1%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	**252**	73%
A frontline or service delivery location	**38**	11%
Home or private location	**100**	29%
A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.)	**31**	9%
Other	**12**	3%

Flexible work	(n)	%
Working from an alternative location (e.g. home, hub/shared work space)	**144**	41%
No, I do not use any flexible work arrangements	**126**	36%
Flexible start and finish times	**47**	14%
Part-time	**40**	12%
Using leave to work flexible hours	**20**	6%
Other	**19**	5%
Working more hours over fewer days	**5**	1%
Shift swap	**4**	1%
Study leave	**4**	1%
Job sharing	**3**	1%
Purchased leave	**2**	1%

Victorian Public Sector Commission

VICTORIA State Government

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	268	77%
Flexible working arrangements	62	18%
Physical modifications or improvements to the workplace	16	5%
Job redesign or role sharing	5	1%
Other	5	1%
Career development support strategies	3	1%
Accessible communications technologies	1	0%

Why did you make this request?	(n)	%
Work-life balance	34	43%
Health	23	29%
Family responsibilities	22	28%
Caring responsibilities	20	25%
Other	11	14%
Disability	4	5%
Study commitments	1	1%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	59	75%
The adjustments I needed were not made	11	14%
The adjustments I needed were made but the process was unsatisfactory	9	11%

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

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Caring responsibility	(n)	%
None of the above	**126**	36%
Primary school aged child(ren)	**71**	20%
Secondary school aged child(ren)	**53**	15%
Prefer not to say	**50**	14%
Child(ren) - younger than preschool age	**32**	9%
Frail or aged person(s)	**32**	9%
Preschool aged child(ren)	**20**	6%
Person(s) with a medical condition	**16**	5%
Other	**12**	3%
Person(s) with disability	**8**	2%
Person(s) with a mental illness	**8**	2%

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