People matter survey 2023

Have your say

Central Highlands Region Water Corporation
2023 people matter survey results report

People matter survey

2023

Have your say

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Topical questions

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

Demographics

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

Victorian Public Sector Commission

VICTORIA State Government

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 90% 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

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

→

Organisation climate

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

→

Workgroup climate

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

→

Job and manager

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

→

Outcomes

- Engagement
- Satisfaction
- Wellbeing – work-related stress
- Wellbeing – job-related affect
- Intention to stay
- Acting on negative behaviours
- Inclusion

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

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

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'.

Barwon Asset Solutions Pty Ltd

Barwon Region Water Corporation

Central Gippsland Region Water Corporation

Coliban Region Water Corporation

East Gippsland Region Water Corporation

Gippsland and Southern Rural Water Corporation

Goulburn Murray Rural Water Corporation

Grampians Wimmera Mallee Water Corporation

Lower Murray Urban and Rural Water Corporation

North East Region Water Corporation

South Gippsland Region Water Corporation

Wannon Region Water Corporation

Westernport Region Water Corporation

Yarra Valley Water Corporation

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

66%
(139)

Comparator	74%
Public Sector	42%

2023

90%
(201)

Comparator	72%
Public Sector	57%

People matter survey

2023

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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	
68	
Comparator	70
Public Sector	68

2023	
70	
Comparator	72
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 70.

Why this is important

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

How to read this

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

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

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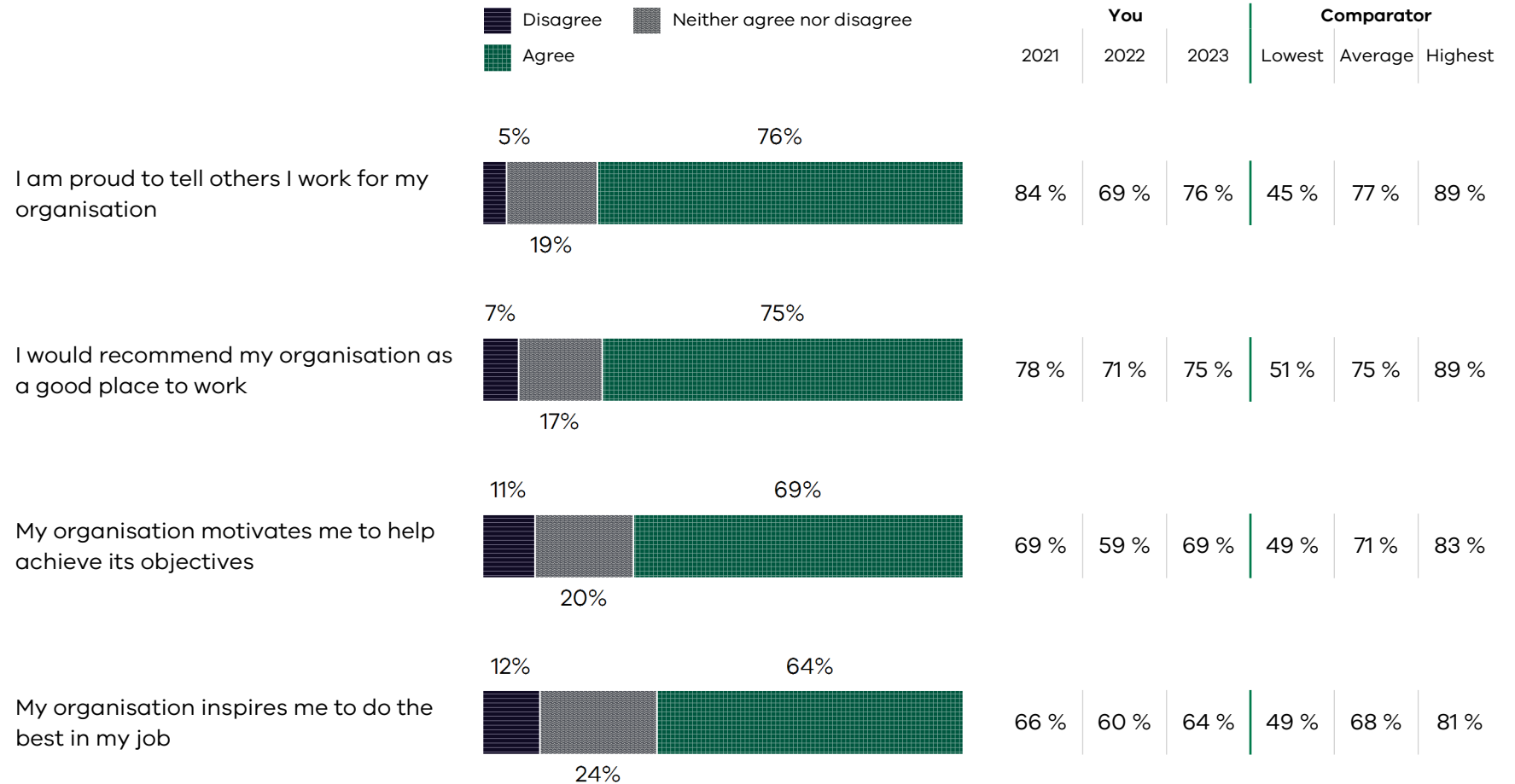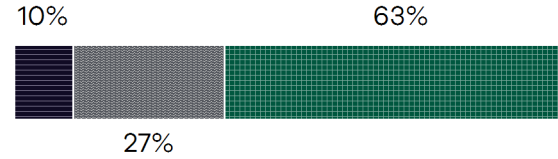
Example

76% 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

Legend: ■ Disagree ▦ Neither agree nor disagree ▤ Agree

I am proud to tell others I work for my organisation
5% / 19% / 76%

I would recommend my organisation as a good place to work
7% / 17% / 75%

My organisation motivates me to help achieve its objectives
11% / 20% / 69%

My organisation inspires me to do the best in my job
12% / 24% / 64%

Benchmark agree results

Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	84 %	69 %	76 %	45 %	77 %	89 %
I would recommend my organisation as a good place to work	78 %	71 %	75 %	51 %	75 %	89 %
My organisation motivates me to help achieve its objectives	69 %	59 %	69 %	49 %	71 %	83 %
My organisation inspires me to do the best in my job	66 %	60 %	64 %	49 %	68 %	81 %

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 70.

Why this is important

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

How to read this

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

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

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

Example

63% 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 | | | Benchmark agree results | | |

Disagree · Neither agree nor disagree · Agree

	You			Comparator		
Survey question	2021	2022	2023	Lowest	Average	Highest
I feel a strong personal attachment to my organisation	67 %	61 %	63 %	48 %	64 %	75 %

10%   63%
27%
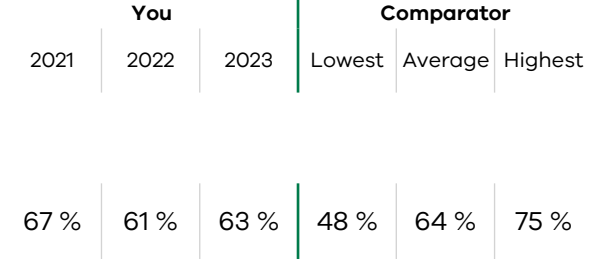
People outcomes

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:

- 78% of your staff who did the survey responded positively to questions about Inclusion which is up from 78% in 2022.

Compared to:

- 82% of staff at your comparator and 78% of staff across the public sector.
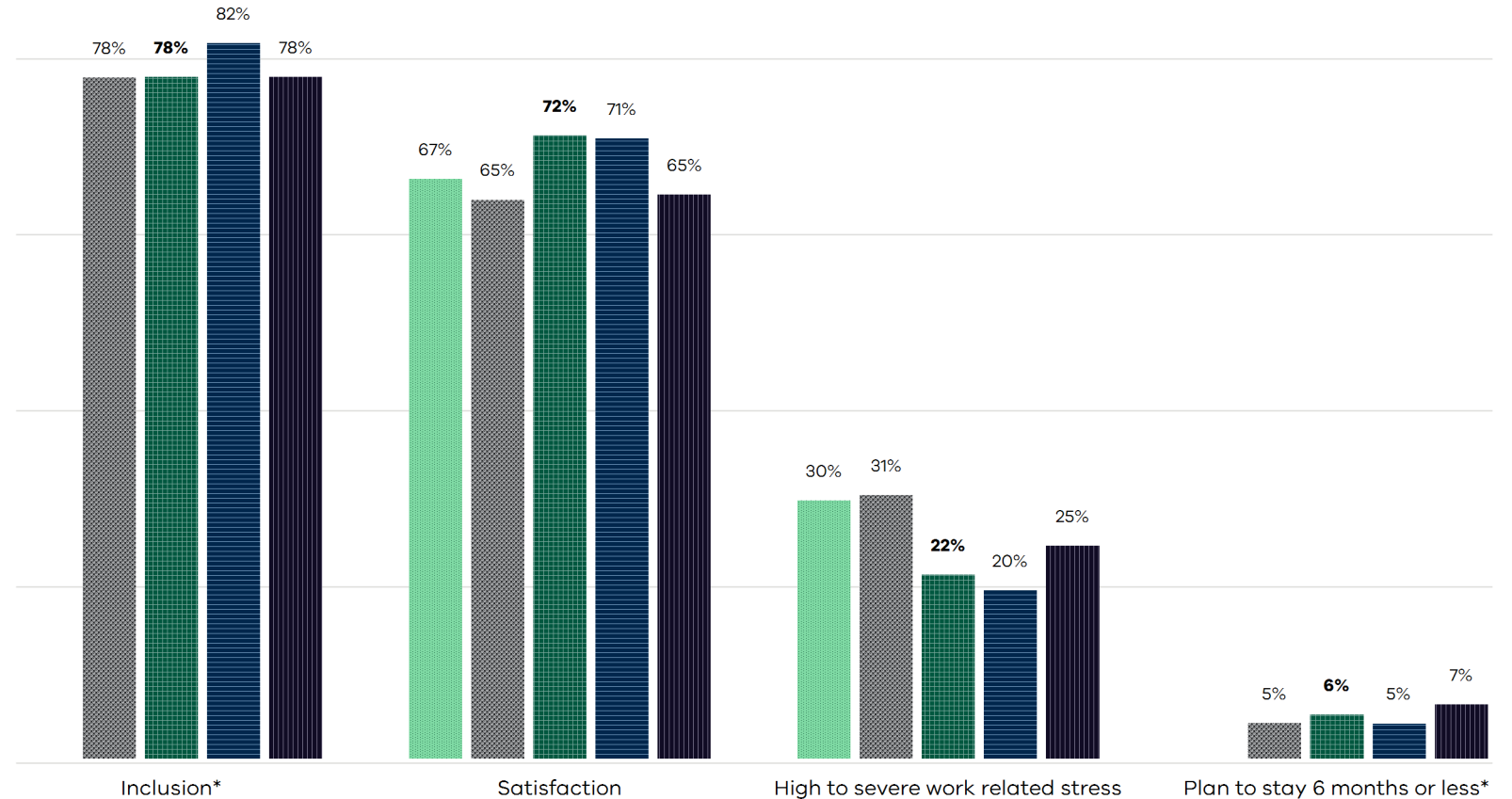
*We can't compare some data here because one or more questions were not asked in a previous survey

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

Chart data:

	You 2021	You 2022	You 2023	Comparator 2023	Public sector 2023
Inclusion*		78%	78%	82%	78%
Satisfaction	67%	65%	72%	71%	65%
High to severe work related stress	30%	31%	22%	20%	25%
Plan to stay 6 months or less*		5%	6%	5%	7%

People outcomes

Satisfaction question results

What this is

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

Why this is important

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

How to read this

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

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

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

Example

78% 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

- Dissatisfied
- Neither satisfied nor dissatisfied
- Satisfied

Benchmark satisfied results

Considering everything, how satisfied are you with your current job

8% | 78% | 14%

How satisfied are you with the work/life balance in your current job

8% | 78% | 13%

How satisfied are you with your career development within your current organisation

18% | 59% | 23%

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
Considering everything	72 %	71 %	78 %	65 %	77 %	85 %
Work/life balance	77 %	72 %	78 %	63 %	76 %	91 %
Career development	51 %	51 %	59 %	49 %	61 %	66 %

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

22% of your staff who did the survey said they had high to severe stress in 2023. This is compared to 20% of staff in your comparator group and 25% of staff across the public sector.

How would you rate your current level of work-related stress? (You 2023)

Level	Percentage
Nil	10%
Low / mild	32%
Moderate	36%
High	11%
Very high	8%
Severe	2%
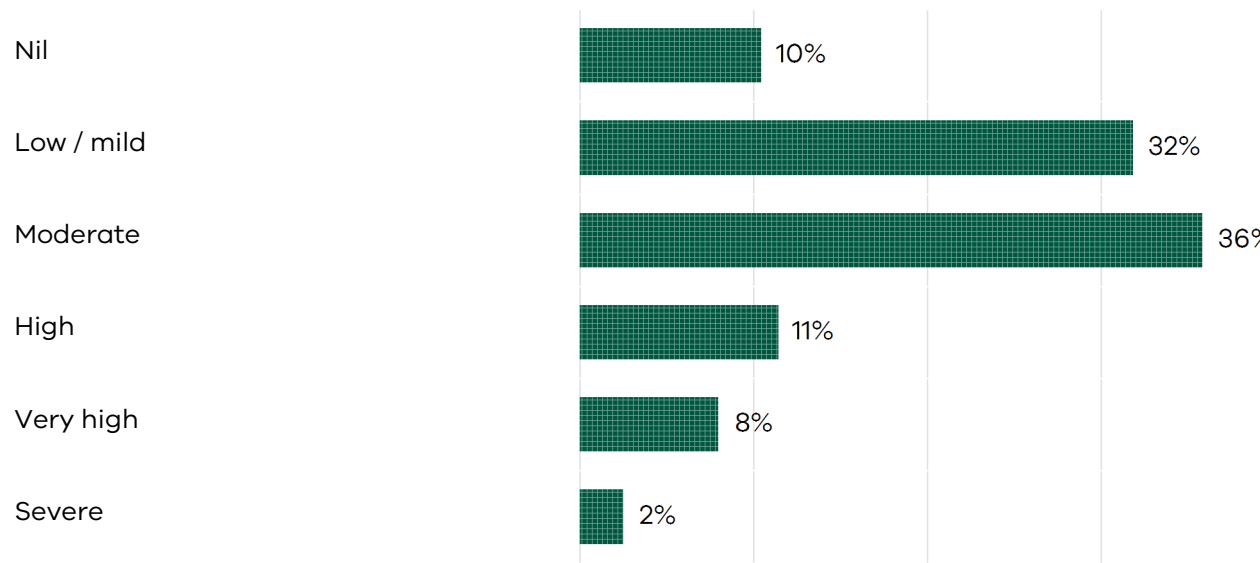
Reported levels of high to severe stress

2022	2023
31%	**22%**

Comparator	23%	Comparator	20%
Public Sector	25%	Public Sector	25%
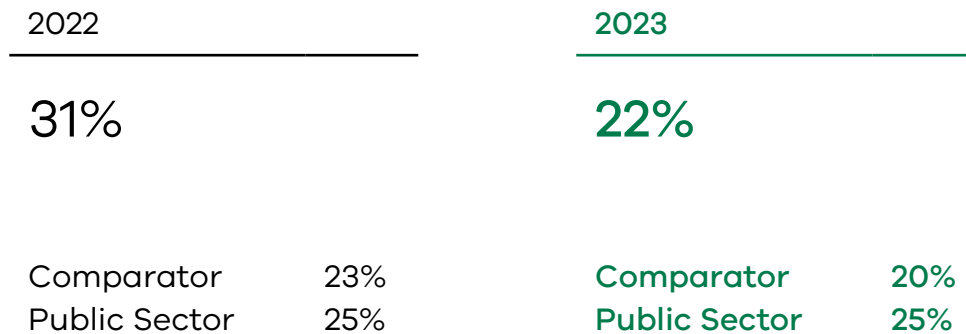
People outcomes

Work-related stress causes

What this is

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

Why this is important

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

How to read this

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

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

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

Example

90% of your staff who did the survey said they experienced mild to severe stress.

Of that 90%, 54% said the top reason was 'Workload'.

	180	21
	90%	10%

■ Experienced some work-related stress　■ Did not experience some work-related stress
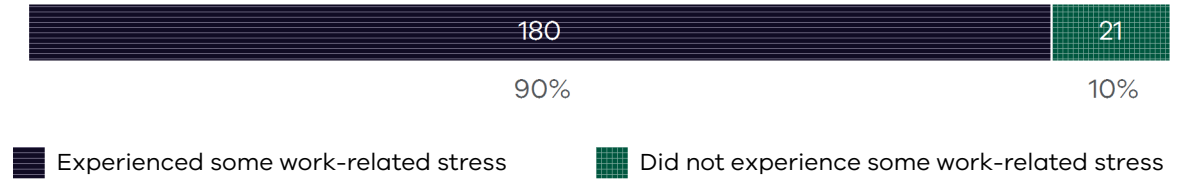
Of those that experienced work related stress it was from …	You 2022	You 2023	Comparator 2023	Public sector 2023
Workload	58%	54%	52%	49%
Time pressure	44%	36%	39%	41%
Technology or equipment	0%	18%	10%	8%
Dealing with clients, patients or stakeholders	16%	14%	14%	15%
Competing home and work responsibilities	14%	13%	14%	14%
Other	8%	12%	11%	12%
Unclear job expectations	14%	12%	13%	14%
Management of work (e.g. supervision, training, information, support)	11%	11%	12%	13%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	13%	10%	9%	11%
Incivility, bullying, harassment or discrimination	1%	8%	3%	6%

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

7% 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	5%	6%	5%	7%
Over 6 months and up to 1 year	6%	7%	6%	10%
Over 1 year and up to 3 years	22%	17%	21%	24%
Over 3 years and up to 5 years	19%	20%	15%	15%
Over 5 years	48%	49%	52%	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

80% of your staff who did the survey agreed or strongly agreed with 'I can be myself at work'.

Survey question	Your results						

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Benchmark agree results

Survey question		You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I can be myself at work (8% / 12% / 80%)	Not asked	78 %	80 %	73 %	84 %	91 %
I feel culturally safe at work (7% / 14% / 79%)	77 %	86 %	79 %	73 %	86 %	92 %
I feel as if I belong at this organisation (6% / 16% / 77%)	Not asked	71 %	77 %	63 %	77 %	86 %

Victorian Public Sector Commission

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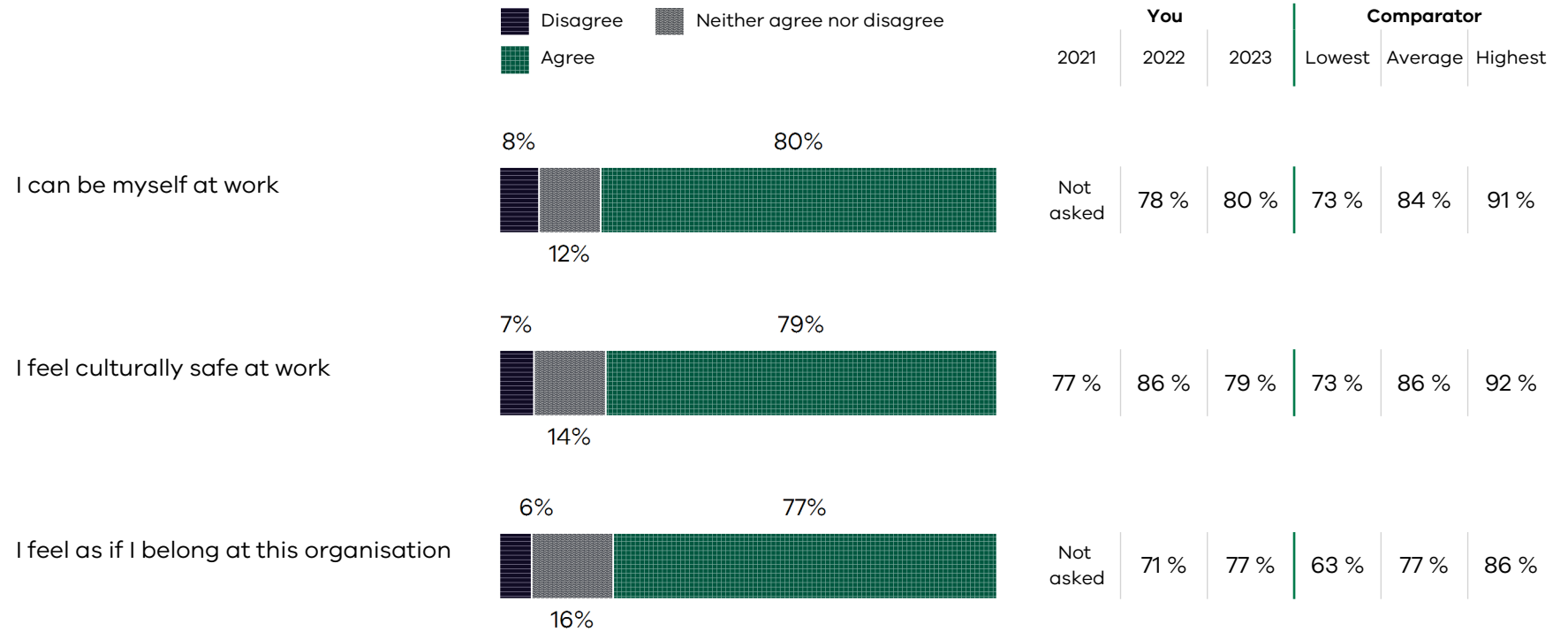
People outcomes

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

9% 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

47	154
23%	77%

■ Experienced barriers listed   ▦ Did not experience any of the barriers listed
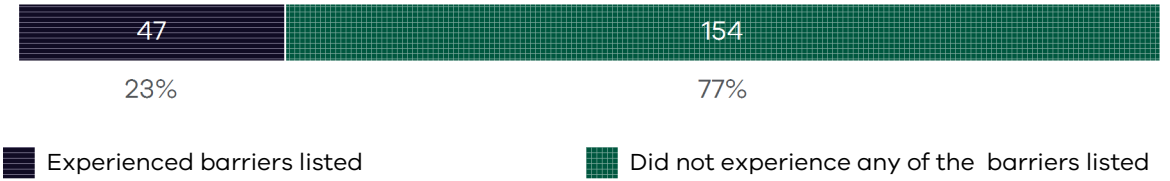
During the last 12 months, employees experienced barriers to their success due to ...	You 2022	You 2023	Comparator 2023	Public sector 2023
My caring responsibilities	7%	9%	5%	7%
My flexible working	0%	7%	5%	7%
My age	0%	6%	6%	8%
My mental health	0%	5%	7%	8%

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

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

Staff who witnessed one or more barriers to success at work

54	147
27%	73%

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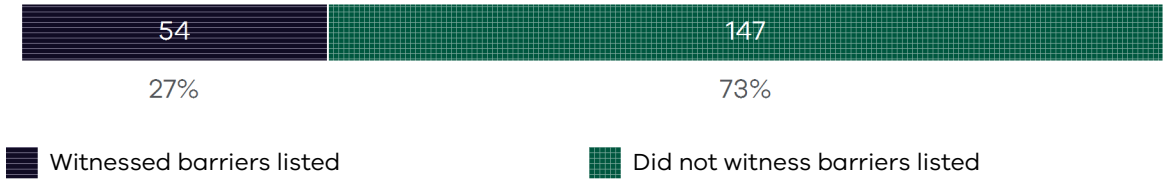
During the last 12 months, employees witnessed barriers to the success of other employees due to their...	You 2023	Comparator 2023	Public sector 2023
Flexible working	12%	6%	10%
Caring responsibilities	10%	4%	7%
Mental health	8%	6%	8%
Sex	6%	5%	7%
Age	5%	4%	6%

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:

- 55% of your staff who did the survey said work made them feel happy in 2023, which is up from 47% 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	47%	43%	42%	13%
You 2022	47%	45%	37%	23%
You 2023	55%	53%	26%	15%
Comparator 2023	56%	51%	26%	14%
Public sector 2023	52%	48%	31%	18%
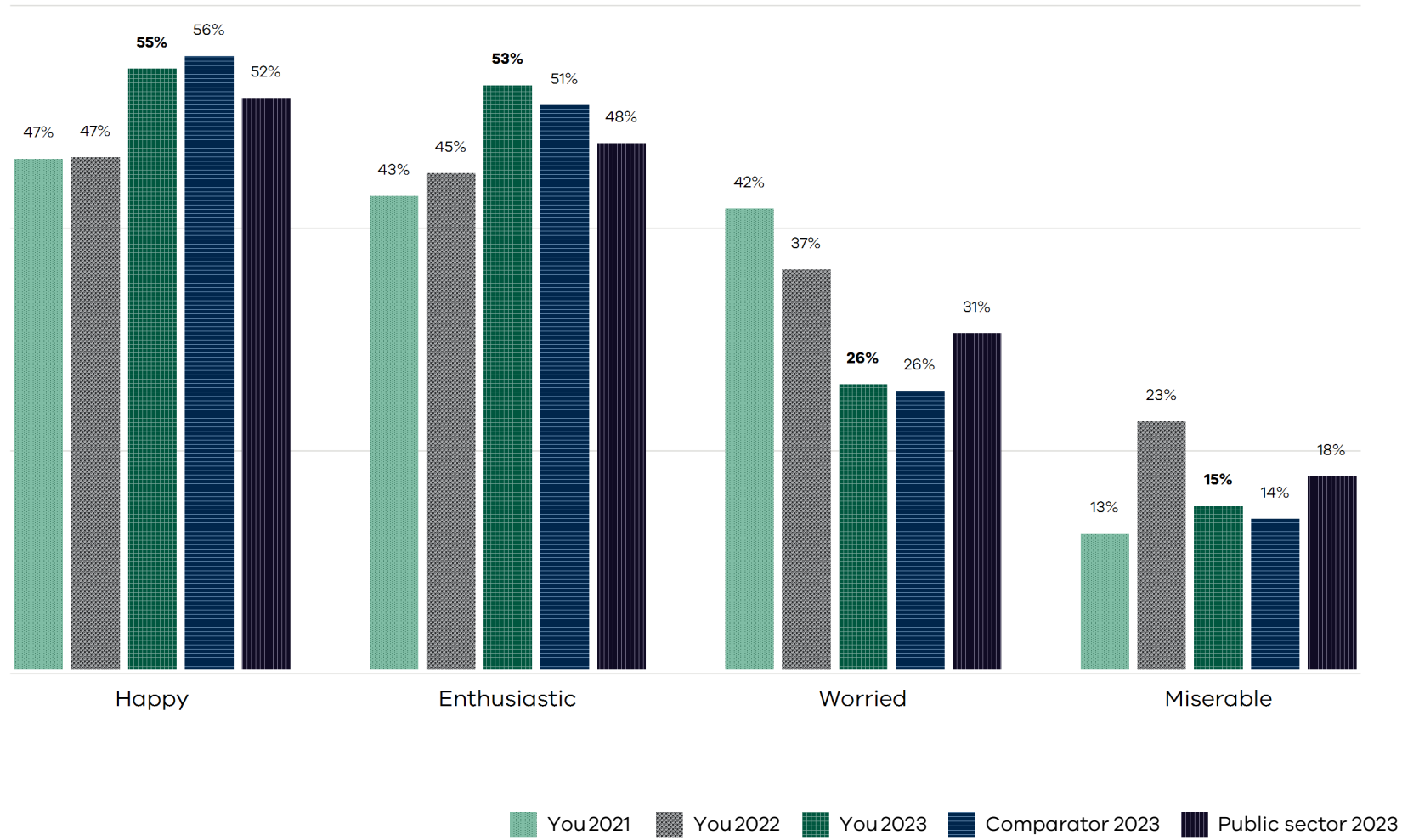
People outcomes

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:

- 11% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is up from 6% in 2022.

Compared to:

- 7% of staff at your comparator and 12% of staff across the public sector.

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

Bullying: 7%, 6%, 11%, 7%, 12%
Violence or aggression: 7%, 5%, 8%, 5%, 11%
Discrimination: 4%, 2%, 5%, 3%, 6%
Sexual harassment: 6%, 5%, 3%, 3%, 4%
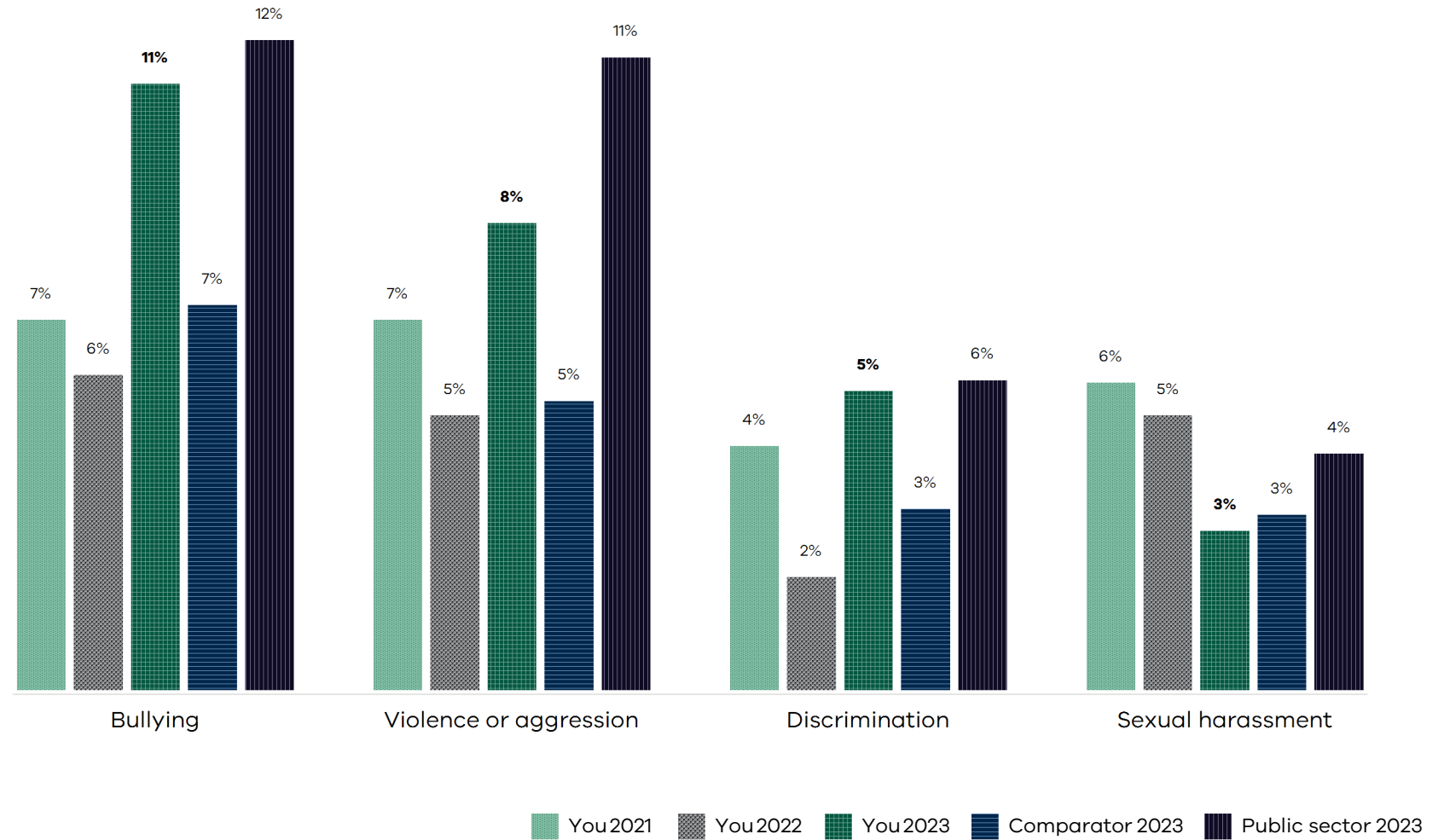
People outcomes

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

11% of your staff who did the survey said they experienced bullying.

Of that 11%, 45% said the top type was 'Withholding essential information for me to do my job'.

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

22	164	15
11%	82%	7%

■ Experienced bullying   ▨ Did not experience bullying   ▦ Not sure
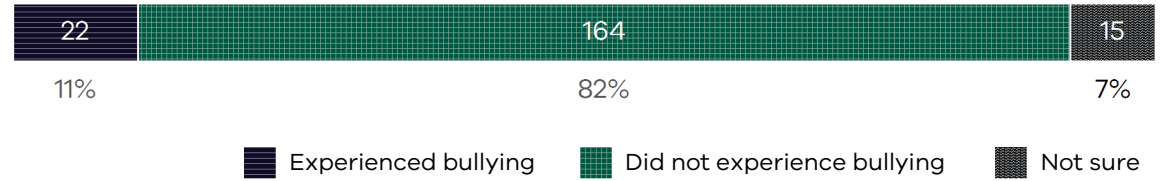
If you experienced bullying, what type of bullying did you experience?	You 2023	Comparator 2023	Public sector 2023
Withholding essential information for me to do my job	45%	25%	30%
Exclusion or isolation	41%	38%	45%
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	41%	74%	71%
Intimidation and/or threats	32%	33%	29%
Interference with my personal property and/or work equipment	18%	6%	6%
Other	14%	9%	16%
Verbal abuse	14%	26%	20%
Being assigned meaningless tasks unrelated to my job	9%	10%	16%
Being given impossible assignment(s)	5%	11%	11%

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

11% of your staff who did the survey said they experienced bullying, of which

- 59% said the top way they reported the bullying was 'Told a manager'.
- 82% said they didn't submit a formal complaint.

Have you experienced bullying at work in the last 12 months?	22	164	15
	11%	82%	7%

■ Experienced bullying   ▦ Did not experience bullying   ▦ Not sure
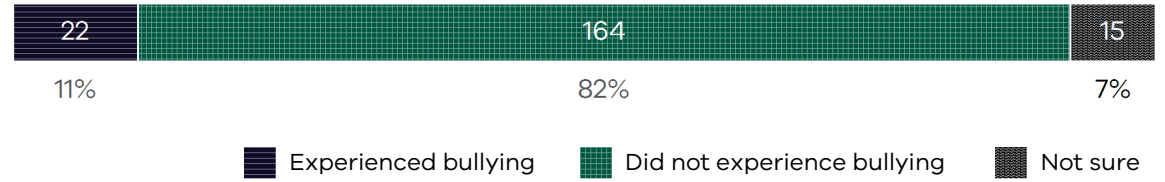
Did you tell anyone about the bullying?	You 2023	Comparator 2023	Public sector 2023
Told a manager	59%	49%	50%
Told a friend or family member	45%	32%	36%
Told a colleague	41%	42%	41%
Told Human Resources	36%	24%	13%
Submitted a formal complaint	18%	10%	12%
Told the person the behaviour was not OK	14%	24%	17%
I did not tell anyone about the bullying	9%	9%	12%
Told employee assistance program (EAP) or peer support	5%	8%	10%

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

82% of your staff who experienced bullying did not submit a formal complaint, of which:

- 50% said the top reason was 'I believed there would be negative consequences for my career'.

Did you submit a formal complaint?
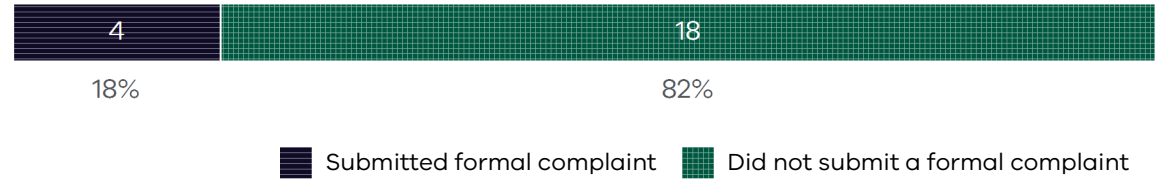
4	18
18%	82%

■ Submitted formal complaint　■ Did not submit a formal complaint

What was your reason for not submitting a formal complaint?	You 2023	Comparator 2023	Public sector 2023
I believed there would be negative consequences for my career	50%	37%	45%
I didn't feel safe to report the incident	50%	13%	19%
I believed there would be negative consequences for my reputation	44%	51%	55%
I didn't think it would make a difference	39%	45%	51%
I thought the complaint process would be embarrassing or difficult	39%	14%	13%
I didn't think it was serious enough	33%	16%	16%
Other	28%	18%	14%
I didn't know how to make a complaint	22%	3%	6%
I didn't know who to talk to	22%	2%	5%
I believed there would be negative consequences for the person I was going to complain about	11%	13%	10%

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, 11% 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

11% of your staff who did the survey said they experienced bullying.

Of that 11%, 45% said it was by 'A manager or supervisor'.

22 people (11% of staff) experienced bullying (You 2023)
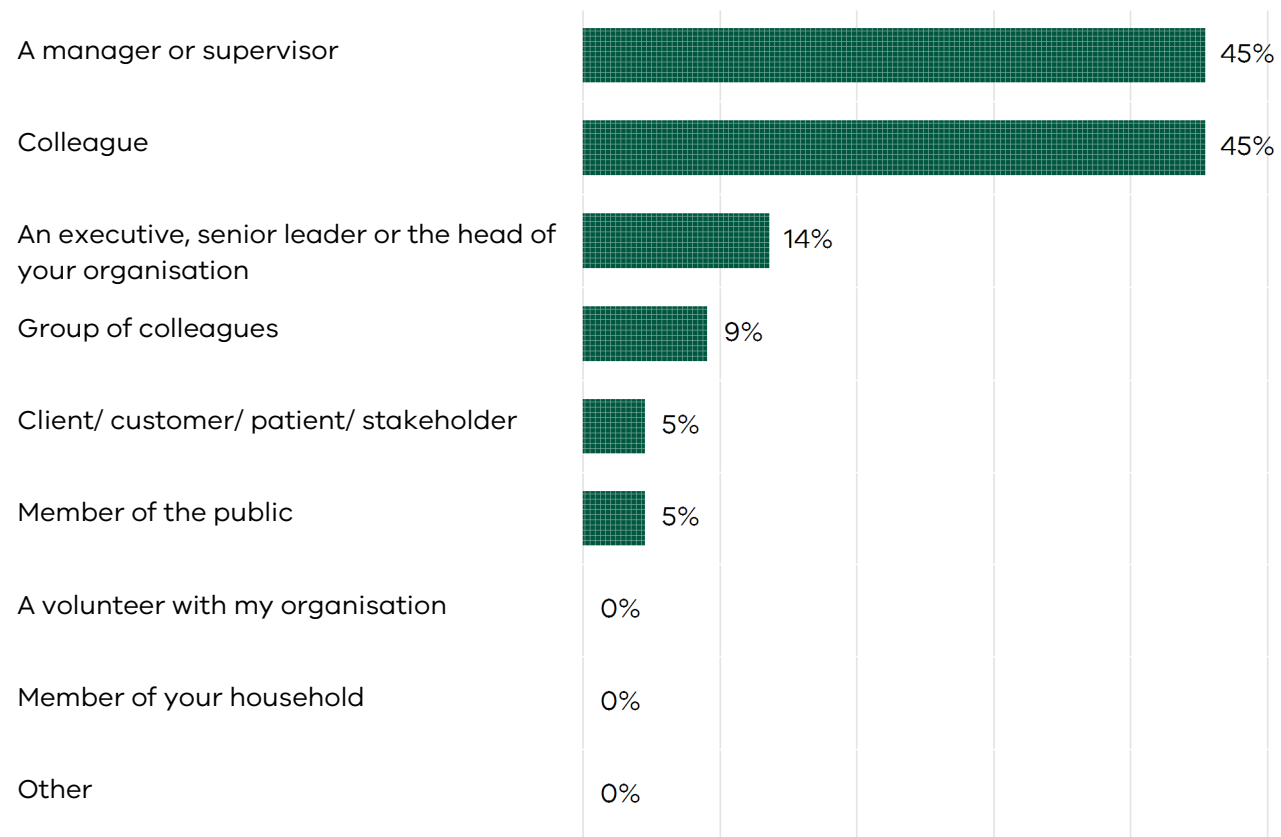
Perpetrator	Percentage
A manager or supervisor	45%
Colleague	45%
An executive, senior leader or the head of your organisation	14%
Group of colleagues	9%
Client/ customer/ patient/ stakeholder	5%
Member of the public	5%
A volunteer with my organisation	0%
Member of your household	0%
Other	0%

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, 11% 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

11% of your staff who did the survey said they experienced bullying.

Of that 11%, 100% said it was by someone within the organisation.

Of that 100%, 41% said it was 'They were outside my workgroup'.

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

They were outside my workgroup	41%
They were in my workgroup	36%
They were my immediate manager or supervisor	27%
They were someone I supervise or manage	5%
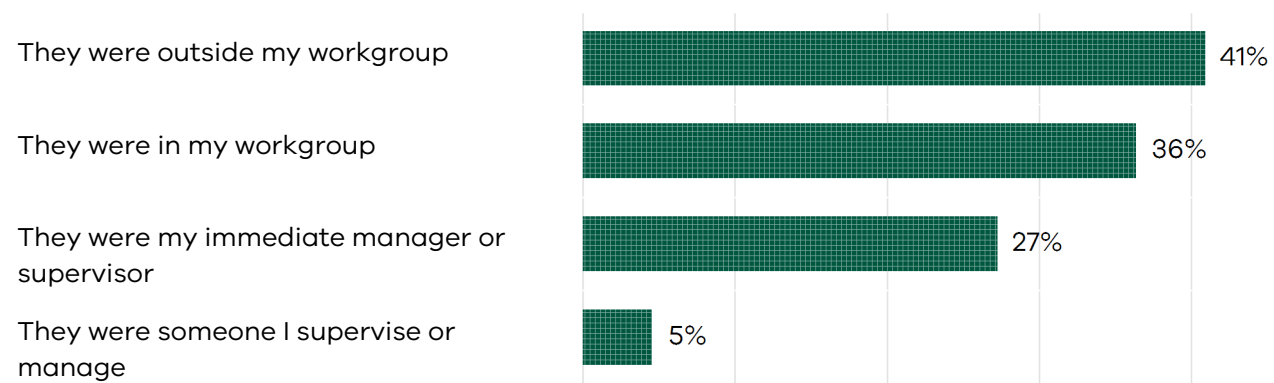
People outcomes

Sexual harassment

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

Victorian
Public Sector
Commission

VICTORIA
State
Government

People outcomes

Type of discrimination

What this is

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

Why this is important

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

How to read this

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

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

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

Example

5% of your staff who did the survey said they experienced discrimination.

Of that 5%, 45% said it was 'Employment security - threats of dismissal or termination'.

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

11	169	21
5%	84%	10%

■ Experienced discrimination　■ Did not experience discrimination　■ Not sure
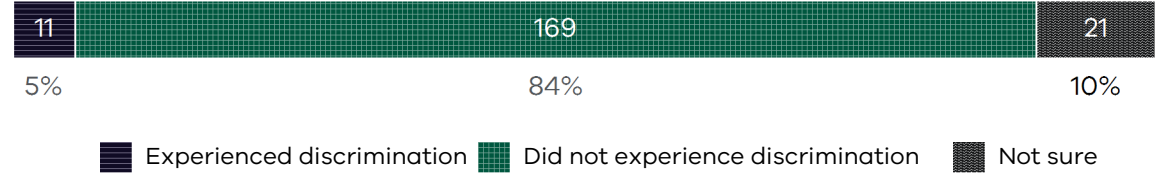
If you experienced discrimination, what type of discrimination did you experience?		You 2023	Comparator 2023	Public sector 2023
Employment security - threats of dismissal or termination	0%	45%	16%	13%
Denied flexible work arrangements or other adjustments	0%	36%	12%	22%
Opportunities for training	0%	18%	30%	26%
Other	0%	18%	34%	36%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Telling someone about the discrimination

What this is

This is who staff told about the discrimination they experienced.

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

5% of your staff who did the survey said they experienced discrimination, of which

- 73% said the top way they reported the discrimination was 'Told a colleague'.

- 91% said they didn't submit a formal complaint.

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

11	169	21
5%	84%	10%

■ Experienced discrimination ▦ Did not experience discrimination ▦ Not sure
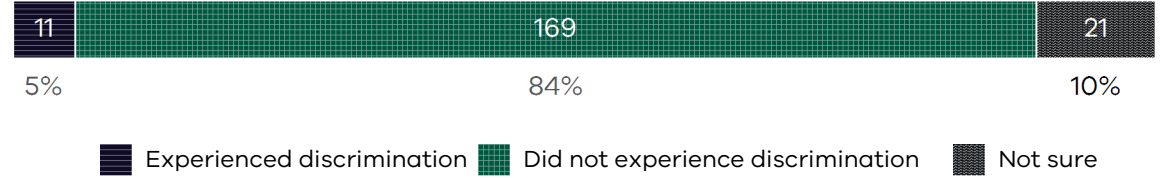
Did you tell anyone about the discrimination?	You 2023	Comparator 2023	Public sector 2023
Told a colleague	73%	33%	36%
Told a manager	55%	40%	30%
Told Human Resources	45%	17%	11%
Told employee assistance program (EAP) or peer support	18%	9%	9%
I did not tell anyone about the discrimination	9%	26%	24%
Submitted a formal complaint	9%	8%	8%
Told a friend or family member	9%	25%	31%
Told the person the behaviour was not OK	9%	11%	9%

People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

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

Why this is important

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

How to read this

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

Example

91% of your staff who experienced discrimination did not submit a formal complaint, of which:

- 50% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?
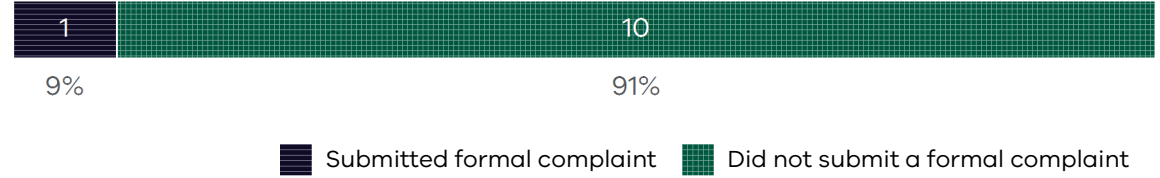
1	10
9%	91%

■ Submitted formal complaint   ■ Did not submit a formal complaint

What was your reason for not submitting a formal complaint?	You 2023	Comparator 2023	Public sector 2023
I believed there would be negative consequences for my reputation	50%	51%	56%
I believed there would be negative consequences for my career	40%	51%	54%
I didn't think it would make a difference	40%	56%	59%
I thought the complaint process would be embarrassing or difficult	30%	14%	12%
I didn't think it was serious enough	20%	12%	12%
I believed there would be negative consequences for the person I was going to complain about	10%	9%	8%
I didn't feel safe to report the incident	10%	14%	18%
I didn't know how to make a complaint	10%	6%	5%
I didn't know who to talk to	10%	5%	6%
Other	10%	12%	11%

People outcomes

Perpetrators of discrimination

What this is

This is who staff have said are responsible for discrimination.

Why this is important

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

How to read this

In this year's survey, 5% of your staff said they experienced discrimination.

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

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

Each row is one perpetrator or group of perpetrators.

Example

5% of your staff who did the survey said they experienced discrimination.

Of that 5%, 82% said it was by 'A manager or supervisor'.

11 people (5% of staff) experienced discrimination (You 2023)
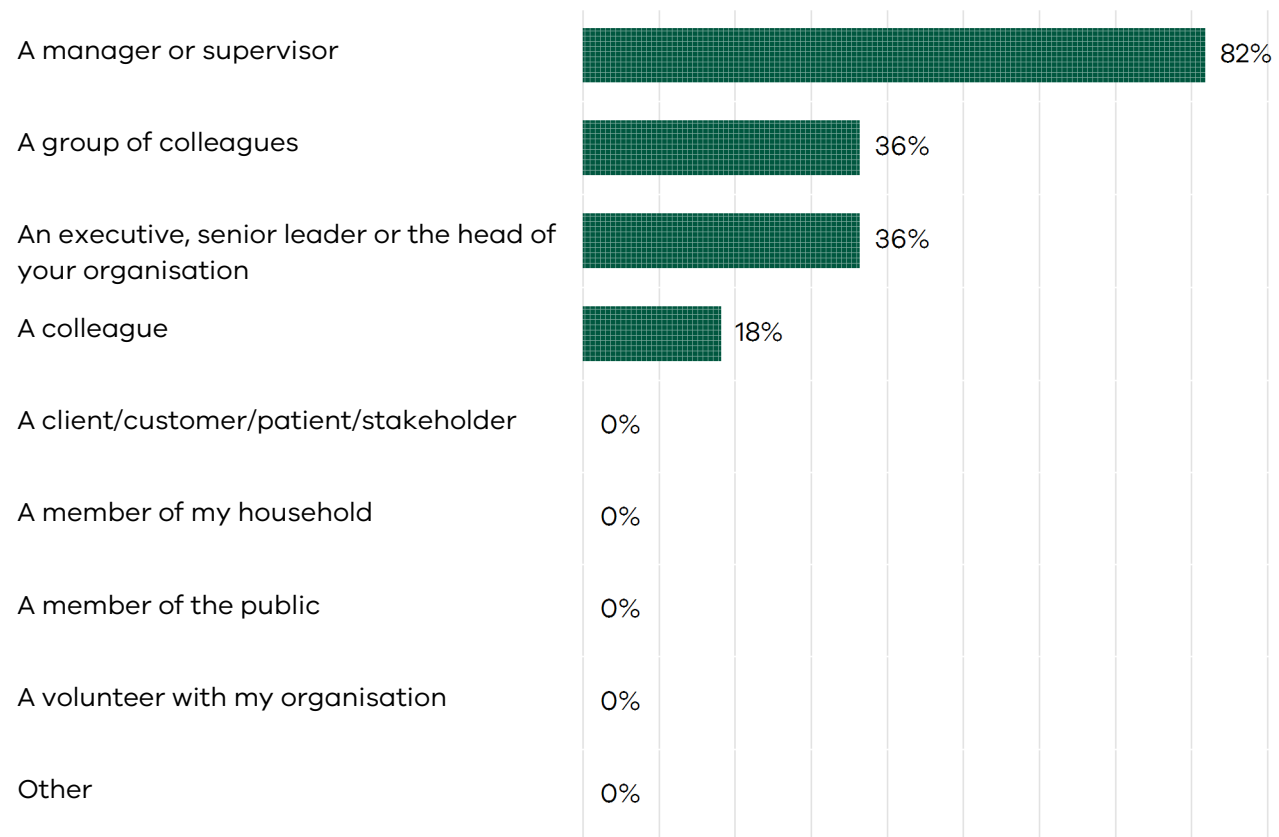
A manager or supervisor	82%
A group of colleagues	36%
An executive, senior leader or the head of your organisation	36%
A colleague	18%
A client/customer/patient/stakeholder	0%
A member of my household	0%
A member of the public	0%
A volunteer with my organisation	0%
Other	0%

People outcomes

Relationship to perpetrator

What this is

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

Why this is important

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

How to read this

In this year's survey, 5% of your staff said they experienced discrimination.

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

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

Example

5% of your staff who did the survey said they experienced discrimination.

Of that 5%, 100% said it was by someone within the organisation.

Of that 100%, 55% said it was 'They were my immediate manager or supervisor'.

11 people (100% of staff who experienced discrimination) experienced discrimination from within your organisation (You 2023)

They were my immediate manager or supervisor	55%
They were in my workgroup	45%
They were outside my workgroup	45%
They were someone I supervise or manage	0%
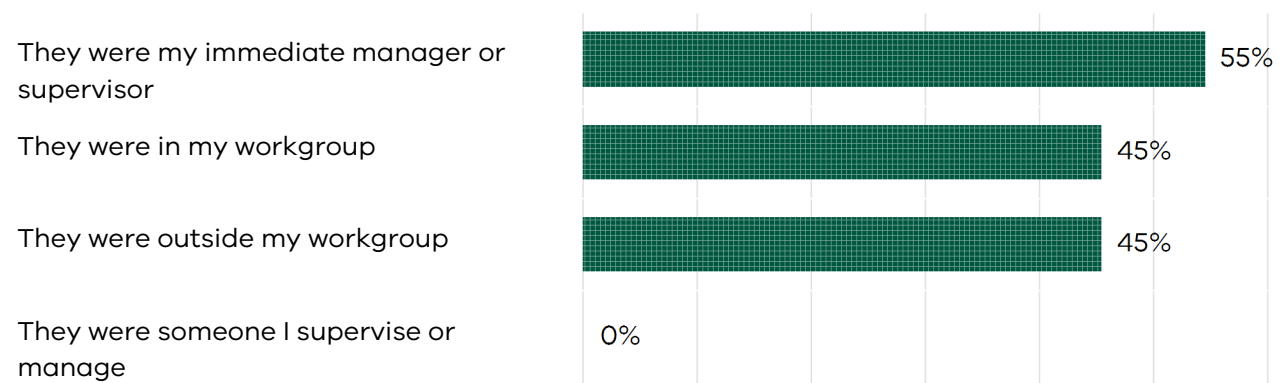
Negative behaviour

Violence and aggression

What this is

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

Why this is important

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

How to read this

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

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

In descending order, the table shows the answers.

Example

8% of your staff who did the survey said they experienced violence or aggression.

Of that 8%, 65% said it was from 'Intimidating behaviour'.

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

17	178	6
8%	89%	3%

■ Experienced violence or aggression ■ Did not experience violence or aggression ■ Not sure
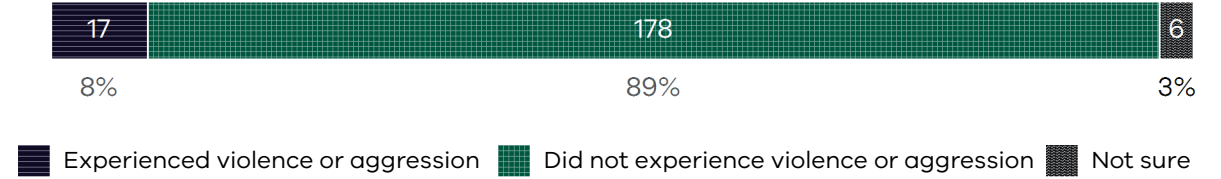
If you experienced violence or aggression, what type did you experience?	You 2023	Comparator 2023	Public sector 2023
Intimidating behaviour	65%	70%	73%
Abusive language	59%	68%	75%
Threats of violence	24%	12%	39%
Damage to my property or work equipment	12%	3%	5%
Other	6%	4%	6%

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

8% of your staff who did the survey said they experienced violence or aggression, of which

- 71% said the top way they reported the violence or agression was 'Told a manager'

- 76% said they didn't submit a formal incident report.

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

17	178	6
8%	89%	3%

■ Experienced violence or aggression ■ Did not experience violence or aggression ■ Not sure
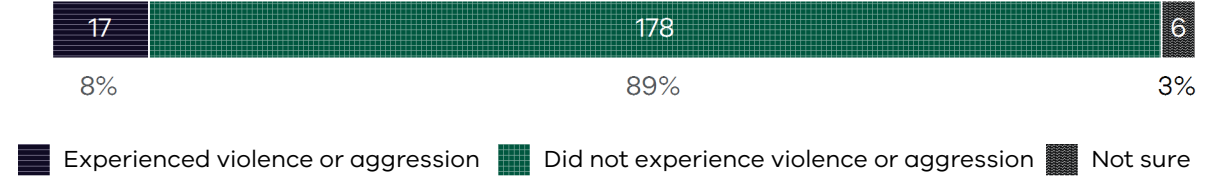
Did you tell anyone about the incident?	You 2023	Comparator 2023	Public sector 2023
Told a manager	71%	61%	56%
Told a colleague	47%	42%	40%
Submitted a formal incident report	24%	16%	30%
Told a friend or family member	18%	25%	19%
Told Human Resources	18%	14%	6%
Told the person the behaviour was not OK	18%	19%	23%

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

76% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 38% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal incident report?

4	13
24%	76%

■ Submitted formal incident report ■ Did not submit a formal incident report

What was your reason for not submitting a formal incident report?	You 2023	Comparator 2023	Public sector 2023
I didn't think it would make a difference	38%	32%	38%
I didn't think it was serious enough	31%	34%	28%
Other	31%	15%	22%
I believed there would be negative consequences for my reputation	23%	23%	21%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	23%	11%	13%
I thought the complaint process would be embarrassing or difficult	23%	7%	5%
I didn't feel safe to report the incident	15%	7%	7%
I didn't know how to make a complaint	15%	3%	4%
I didn't know who to talk to	15%	2%	2%
I was advised not to	15%	2%	3%

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

8% of your staff who did the survey said they experienced violence or aggression.

Of that 8%, 41% said it was 'Client/ customer/ patient/ stakeholder'.

17 people (8% of staff) experienced violence or aggression (You2023)

Perpetrator	Percentage
Client/ customer/ patient/ stakeholder	41%
Member of the public	41%
Colleague	24%
A manager or supervisor	12%
An executive, senior leader or the head of your organisation	6%
A volunteer with my organisation	0%
Group of colleagues	0%
Member of your household	0%
Other	0%
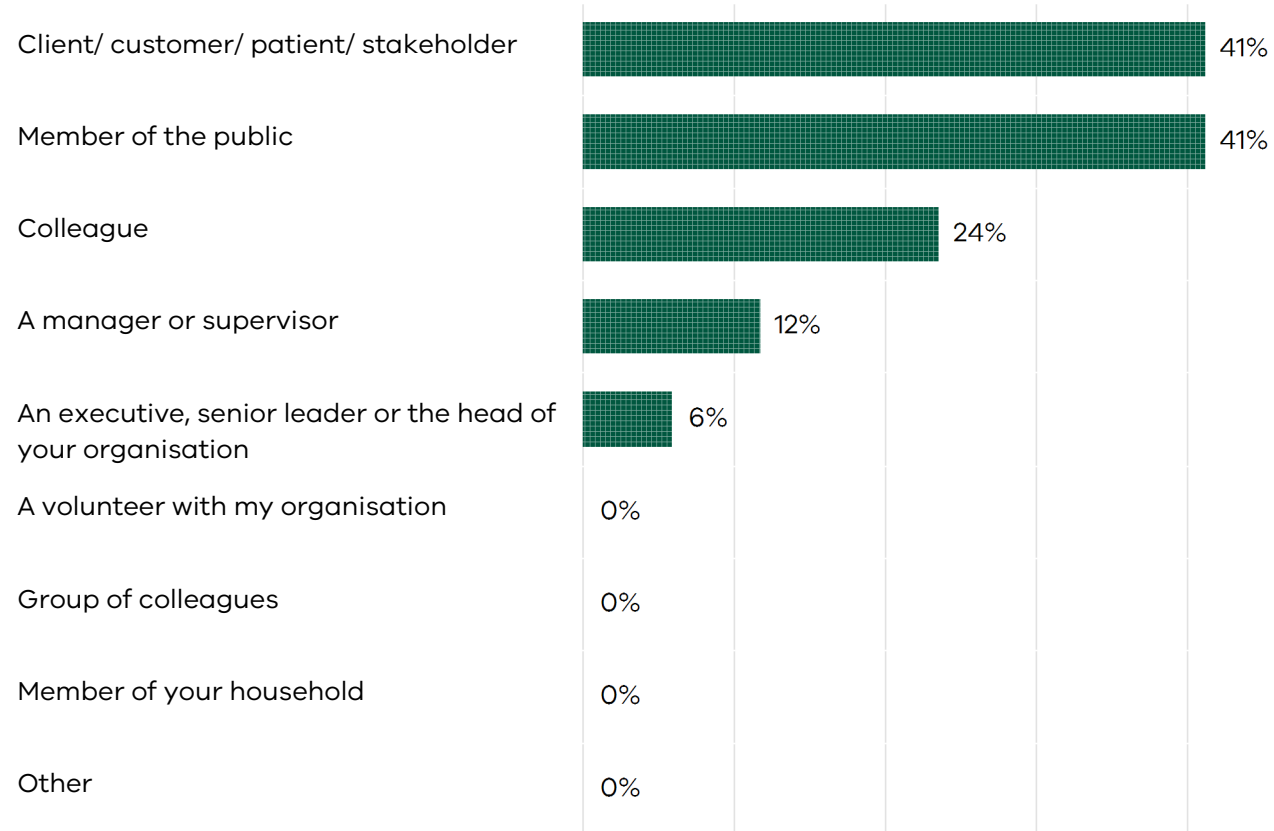
Negative behaviour

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

16% of your staff who did the survey said they witnessed some negative behaviour at work.

84% 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?

33	168
16%	84%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
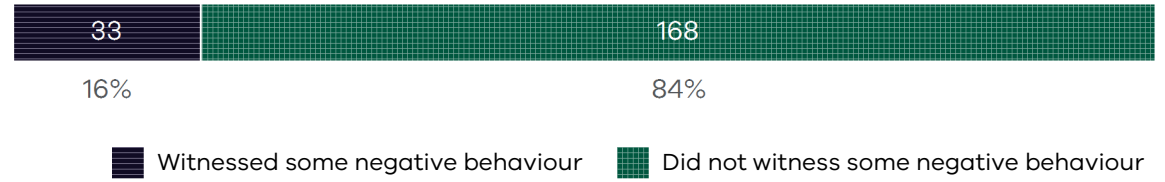
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	Comparator 2023	Public sector 2023
No, I have not witnessed any of the situations above	84%	88%	81%
Bullying of a colleague	12%	8%	13%
Discrimination against a colleague	5%	5%	7%
Sexual harassment of a colleague	2%	1%	1%
Violence or aggression against a colleague	2%	2%	3%

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

16% of your staff who did the survey witnessed negative behaviour, of which:

- 70% said the top action they took was 'Spoke to the person who experienced the behaviour'.

- 9% took no action.

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

33	168
16%	84%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
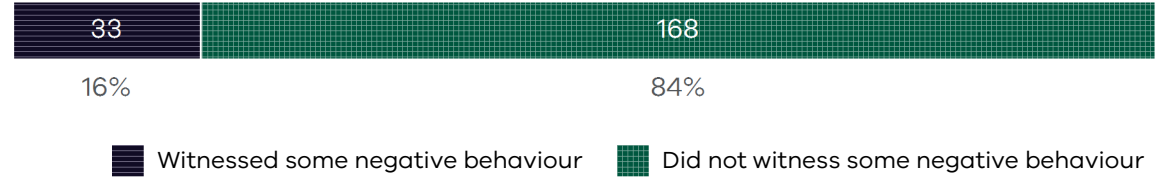
When you witnessed the above behaviour(s), did you do any of the following?	You 2023	Comparator 2023	Public sector 2023
Spoke to the person who experienced the behaviour	70%	66%	69%
Told a manager	27%	33%	38%
Told Human Resources	21%	12%	7%
Spoke to the person who behaved in a negative way	12%	13%	17%
Told a colleague	12%	16%	19%
Told the person the behaviour was not OK	12%	17%	20%
Took no action	9%	9%	8%
Other	6%	5%	6%

Victorian Public Sector Commission

VICTORIA State Government

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

Taking action

- Taking action questions

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Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
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- Safety climate

Workgroup climate

- Scorecard
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Job and manager factors

- Scorecard
- Manager leadership
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Public sector values

- Scorecard
- Responsiveness
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Topical questions

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

Demographics

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

Victorian Public Sector Commission

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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 4% 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%	+4%	93%
Job enrichment	I understand how my job helps my organisation achieve its goals	95%	+0%	94%
Meaningful work	I can make a worthwhile contribution at work	95%	–1%	94%
Meaningful work	I achieve something important through my work	94%	+1%	92%
Safety climate	My organisation provides a physically safe work environment	93%	–3%	93%
Other questions	I understand how the Code of Conduct for Victorian public sector employees applies to my work	92%	Not asked in 2022	82%
Meaningful work	I get a sense of accomplishment from my work	89%	+3%	86%
Gender equality supporting measures	My organisation would support me if I needed to take family violence leave	89%	Not asked in 2022	89%
Workgroup support	People in my workgroup treat each other with respect	88%	–1%	89%
Job enrichment	I have a say in how I do my work	88%	+4%	83%

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Key differences

Lowest scoring questions

What this is

These are the questions your organisation had the lowest agreement or satisfaction with in 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 25% 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 4% 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	25%	+4%	38%
Organisational integrity	I believe the promotion processes in my organisation are fair	39%	–4%	48%
Organisational integrity	I have an equal chance at promotion in my organisation	48%	+4%	53%
Learning and development	I am satisfied with the opportunities to progress in my organisation	49%	+3%	54%
Other questions	My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	50%	Not asked in 2022	54%
Workload	I have enough time to do my job effectively	51%	+5%	59%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	51%	+8%	59%
Safety climate	All levels of my organisation are involved in the prevention of stress	51%	+2%	56%
Taking action	I believe my organisation will make improvements based on the results of this survey	52%	+5%	56%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	53%	+1%	62%

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 'Senior leadership', the 'You 2023' column shows 55% of your staff agreed with 'Senior leaders provide clear strategy and direction'.
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
Senior leadership	Senior leaders provide clear strategy and direction	55%	+12%	67%
Manager support	I receive meaningful recognition when I do good work	69%	+11%	68%
Workload	The workload I have is appropriate for the job that I do	61%	+10%	64%
Engagement	My organisation motivates me to help achieve its objectives	69%	+10%	71%
Senior leadership	Senior leaders model my organisation's values	70%	+9%	72%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	51%	+8%	59%
Satisfaction	How satisfied are you with your career development within your current organisation	59%	+8%	61%
Senior leadership	Senior leaders demonstrate honesty and integrity	70%	+8%	71%
Satisfaction	Considering everything, how satisfied are you with your current job	78%	+8%	77%
Engagement	I am proud to tell others I work for my organisation	76%	+7%	77%

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 'Inclusion', the 'You 2023' column shows 79% of your staff agreed with 'I feel culturally safe at work'.
In the 'Decrease from 2022' column, you have a 8% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2023	Decrease from 2022	Comparator 2023
Inclusion	I feel culturally safe at work	79%	-8%	86%
Learning and development	My organisation places a high priority on the learning and development of staff	57%	-7%	62%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	76%	-6%	79%
Organisational integrity	My organisation does not tolerate improper conduct	74%	-6%	79%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	80%	-6%	81%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	76%	-4%	79%
Organisational integrity	I believe the promotion processes in my organisation are fair	39%	-4%	48%
Organisational integrity	My organisation encourages respectful workplace behaviours	87%	-4%	90%
Organisational integrity	My organisation is committed to earning a high level of public trust	86%	-4%	89%
Collaboration	I am able to work effectively with others outside my immediate workgroup	86%	-3%	88%

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Key differences

Biggest positive difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Other questions', the 'You 2023' column shows 92% of your staff agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.

The 'difference' column, shows that agreement for this question was 9 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2023	Difference	Comparator 2023
Other questions	I understand how the Code of Conduct for Victorian public sector employees applies to my work	92%	+9%	82%
Other questions	I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	78%	+6%	72%
Job enrichment	I have a say in how I do my work	88%	+5%	83%
Job enrichment	I can use my skills and knowledge in my job	97%	+4%	93%
Meaningful work	I get a sense of accomplishment from my work	89%	+3%	86%
Human rights	I understand how the Charter of Human Rights and Responsibilities applies to my work	79%	+3%	76%
Job enrichment	I have the authority to do my job effectively	83%	+2%	81%
Satisfaction	How satisfied are you with the work/life balance in your current job	78%	+2%	76%
Meaningful work	I achieve something important through my work	94%	+2%	92%
Satisfaction	Considering everything, how satisfied are you with your current job	78%	+1%	77%

Key differences

Biggest negative difference from comparator

What this is

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

How to read this

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

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

Example

On the first row 'Taking action', the 'You 2023' column shows 25% of your staff agreed with 'My organisation has made improvements based on the survey results from last year'.

The 'difference' column, shows that agreement for this question was 13 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2023	Difference	Comparator 2023
Taking action	My organisation has made improvements based on the survey results from last year	25%	-13%	38%
Senior leadership	Senior leaders provide clear strategy and direction	55%	-12%	67%
Collaboration	Workgroups across my organisation willingly share information with each other	57%	-10%	66%
Organisational integrity	I believe the promotion processes in my organisation are fair	39%	-9%	48%
Organisational integrity	I believe the recruitment processes in my organisation are fair	55%	-9%	64%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	53%	-8%	62%
Workload	I have enough time to do my job effectively	51%	-8%	59%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	51%	-8%	59%
Inclusion	I feel culturally safe at work	79%	-8%	86%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	71%	-7%	78%

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2023

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Topical questions

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

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

52% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this survey'.

| Survey question | Your results | Benchmark agree results |

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
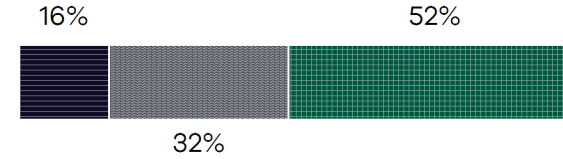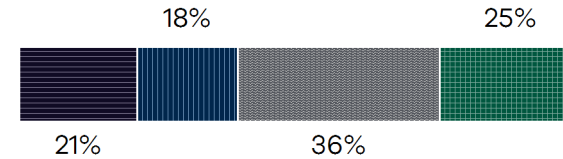
Survey question	16% / 52% / 32%	2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I believe my organisation will make improvements based on the results of this survey	16%, 52%, 32%	Not asked	47 %	52 %	34 %	56 %	72 %
My organisation has made improvements based on the survey results from last year	18%, 25%, 21%, 36%	Not asked	22 %	25 %	23 %	38 %	55 %

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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

70% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

Survey question	Your results		Benchmark agree results		

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

Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders model my organisation's values (3% / 7% / 19% / 70%)	71 %	61 %	70 %	52 %	72 %	87 %
Senior leaders demonstrate honesty and integrity (4% / 7% / 19% / 70%)	67 %	62 %	70 %	52 %	71 %	84 %
Senior leaders provide clear strategy and direction (1% / 17% / 26% / 55%)	47 %	43 %	55 %	36 %	67 %	83 %

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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:

- 71% of your staff who did the survey responded positively to questions about Collaboration which is up from 71% in 2022.

Compared to:

- 77% of staff at your comparator and 72% of staff across the public sector.
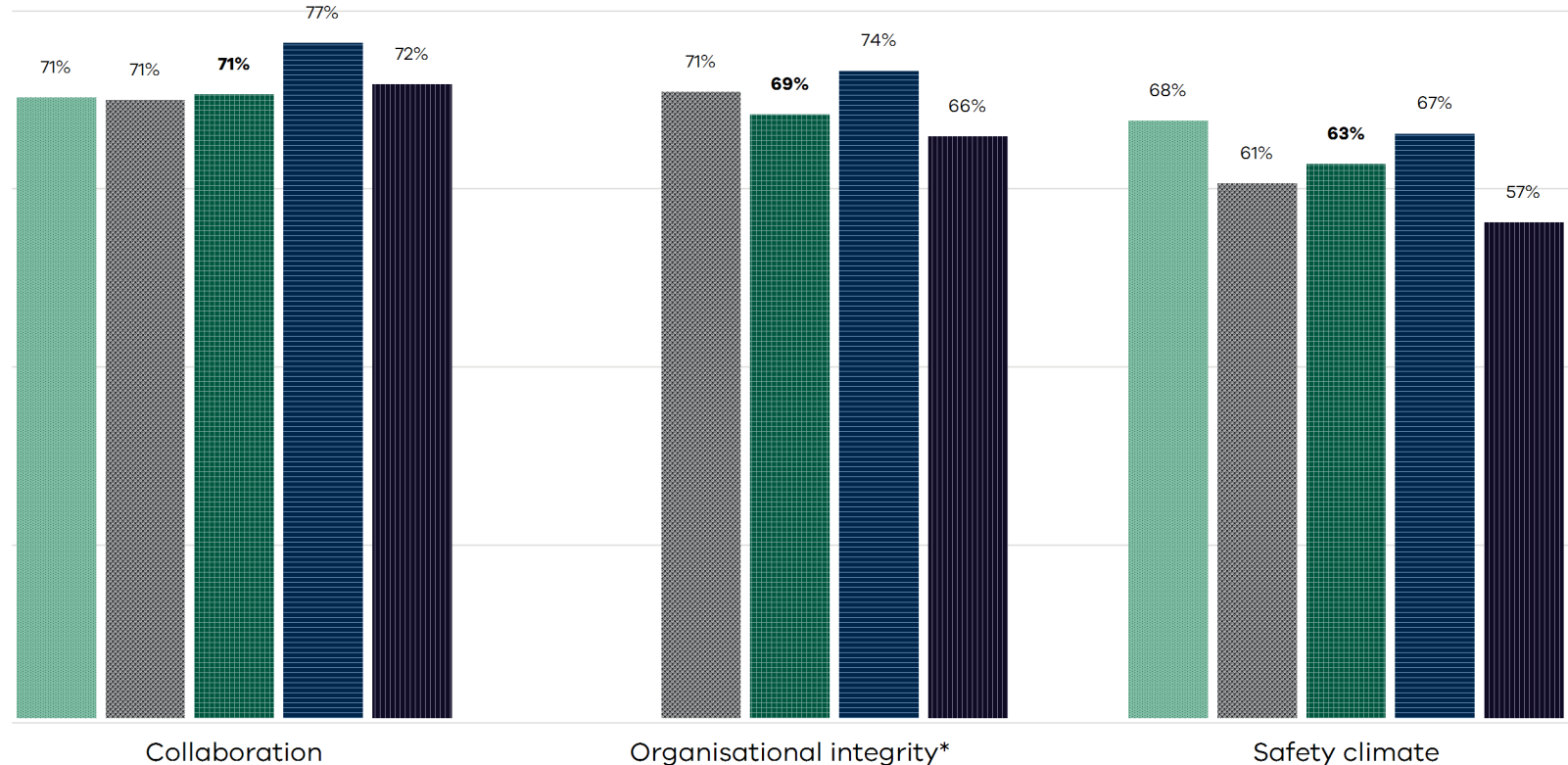
*We can't compare some data here because one or more questions were not asked in a previous survey

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

Collaboration: 71%, 71%, **71%**, 77%, 72%
Organisational integrity*: 71%, **69%**, 74%, 66%
Safety climate: 68%, 61%, **63%**, 67%, 57%

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

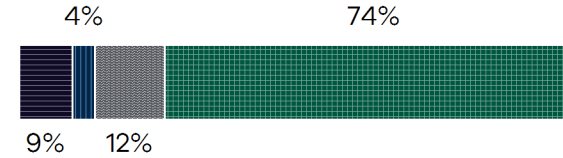87% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.

Survey question	Your results						

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

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights	1% ... 87% (3% 8%)	86 %	88 %	87 %	77 %	89 %	95 %
My organisation encourages respectful workplace behaviours	4% ... 87% (8%)	91 %	91 %	87 %	75 %	90 %	97 %
My organisation is committed to earning a high level of public trust	1% ... 86% (4% 9%)	89 %	89 %	86 %	61 %	89 %	97 %
My organisation takes steps to eliminate bullying, harassment and discrimination	2% ... 76% (8% 13%)	81 %	82 %	76 %	61 %	79 %	87 %

Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

74% of your staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

Survey question — Your results — Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
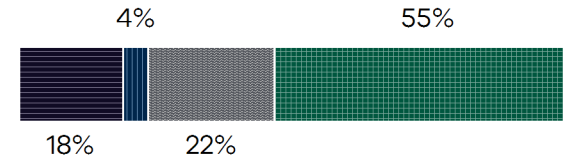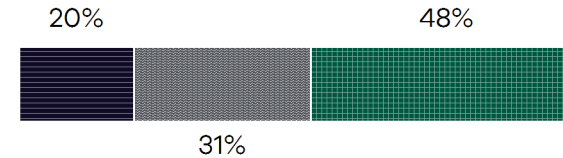
Survey question		You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
My organisation does not tolerate improper conduct (Disagree 9%, Don't know, Neither agree nor disagree 12%, Agree 74%, 4%)	75 %	80 %	74 %	65 %	79 %	87 %
I believe the recruitment processes in my organisation are fair (Disagree 18%, Neither agree nor disagree 22%, Agree 55%, 4%)	Not asked	53 %	55 %	36 %	64 %	74 %
I have an equal chance at promotion in my organisation (Disagree 20%, Neither agree nor disagree 31%, Agree 48%)	Not asked	45 %	48 %	42 %	53 %	63 %
I believe the promotion processes in my organisation are fair (Disagree 24%, Neither agree nor disagree 33%, Agree 39%, 4%)	Not asked	43 %	39 %	37 %	48 %	58 %

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

86% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

Survey question	Your results						

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
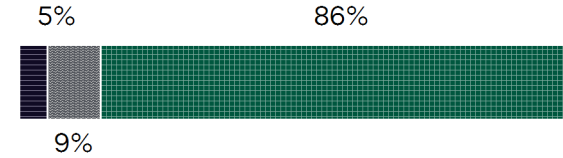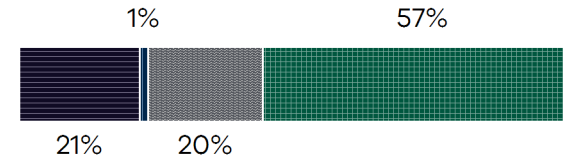
Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	5% / 9% / 86%	89 %	88 %	86 %	75 %	88 %	93 %
Workgroups across my organisation willingly share information with each other	21% / 1% / 20% / 57%	52 %	53 %	57 %	49 %	66 %	76 %

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

93% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
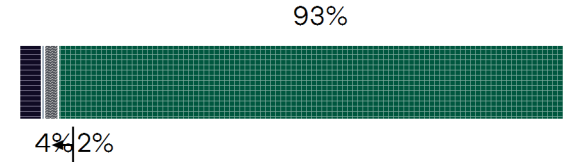
Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation provides a physically safe work environment	93% (4%, 2%)	96 %	96 %	93 %	78 %	93 %	99 %
Senior leaders consider the psychological health of employees to be as important as productivity	13%, 21%, 65%	67 %	60 %	65 %	51 %	67 %	78 %
In my workplace, there is good communication about psychological safety issues that affect me	10%, 26%, 63%	72 %	63 %	63 %	49 %	65 %	77 %
My organisation has effective procedures in place to support employees who may experience stress	14%, 9%, 19%, 57%	72 %	57 %	57 %	42 %	60 %	75 %
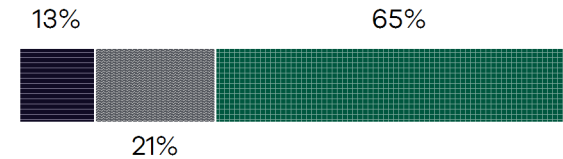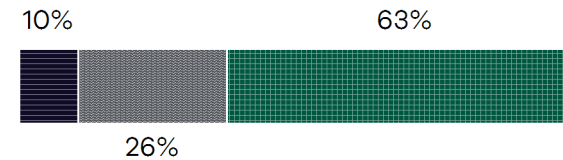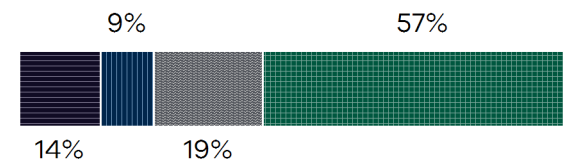
Organisational climate

What this is

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

Why this is important

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

How to read this

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

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

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

Example

51% of your staff who did the survey agreed or strongly agreed with 'All levels of my organisation are involved in the prevention of stress'.
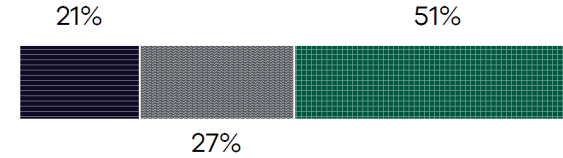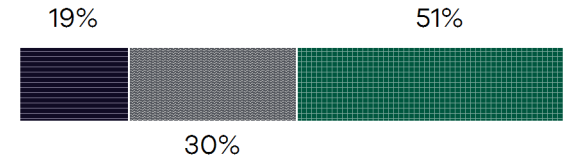
| Survey question | Your results | Benchmark agree results |

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

			You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
All levels of my organisation are involved in the prevention of stress	21% / 27% / 51%	52 %	49 %	51 %	37 %	56 %	68 %
Senior leaders show support for stress prevention through involvement and commitment	19% / 30% / 51%	50 %	42 %	51 %	42 %	59 %	73 %

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Topical questions

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

Demographics

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- Aboriginal and/or Torres Strait Islander
- Disability
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- Adjustments
- Caring
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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.
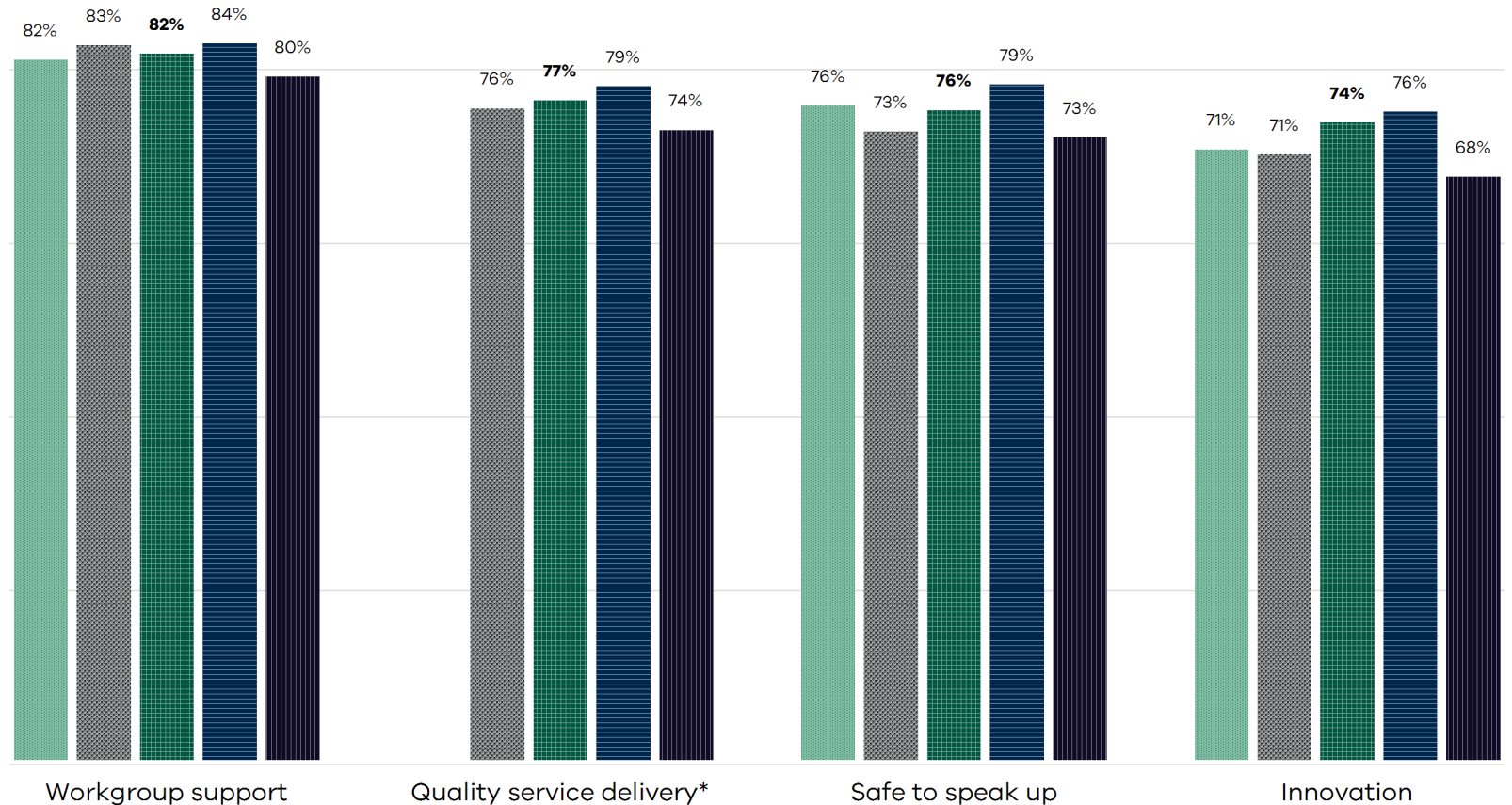
Example

In 2023:

- 82% of your staff who did the survey responded positively to questions about Workgroup support which is down from 83% in 2022.

Compared to:

- 84% of staff at your comparator and 80% of staff across the public sector.

	Workgroup support	Quality service delivery*	Safe to speak up	Innovation
You 2021	82%		76%	71%
You 2022	83%	76%	73%	71%
You 2023	82%	77%	76%	74%
Comparator 2023	84%	79%	79%	76%
Public sector 2023	80%	74%	73%	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.
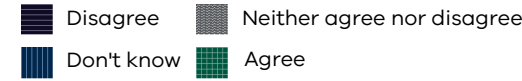
Example

88% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
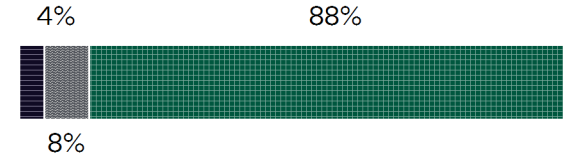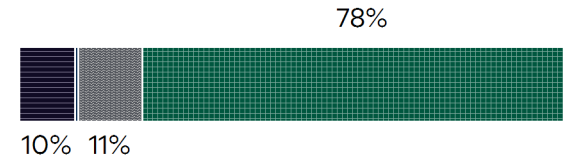
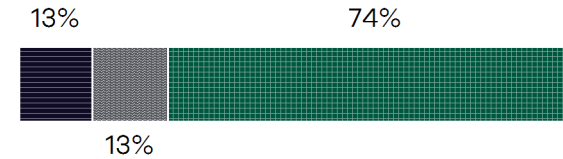| Survey question	Your results		You			Comparator		
		2021	2022	2023		Lowest	Average	Highest

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

Survey question	Your results	2021	2022	2023	Lowest	Average	Highest
My workgroup provides high quality advice and services	4% / 8% / 88%	Not asked	89 %	88 %	76 %	87 %	93 %
My workgroup acts fairly and without bias	10% / 11% / 78%	Not asked	81 %	78 %	61 %	80 %	88 %
My workgroup has clear lines of responsibility	13% / 13% / 74%	76 %	70 %	74 %	65 %	75 %	80 %
My workgroup uses its resources well	14% / 16% / 69%	Not asked	65 %	69 %	62 %	72 %	84 %

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

76% of your staff who did the survey agreed or strongly agreed with 'My workgroup is quick to respond to opportunities to do things better'.
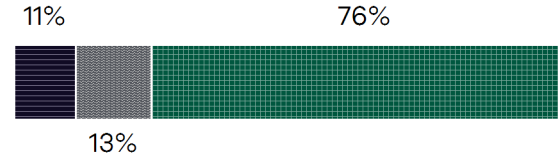
Survey question	Your results		Benchmark agree results					
				You			**Comparator**	
			2021	2022	2023	Lowest	Average	Highest

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

Survey question	Your results	2021	2022	2023	Lowest	Average	Highest
My workgroup is quick to respond to opportunities to do things better	11% / 13% / 76%	74 %	71 %	76 %	67 %	75 %	83 %
My workgroup learns from failures and mistakes	10% / 1% / 13% / 75%	74 %	73 %	75 %	65 %	77 %	87 %
My workgroup encourages employee creativity	11% / 1% / 15% / 73%	66 %	68 %	73 %	63 %	74 %	84 %
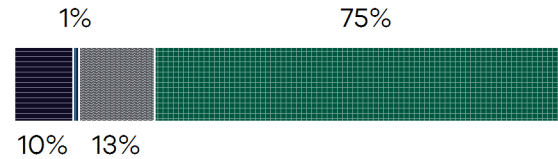
Workgroup climate

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

88% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question	Your results		You			Comparator		
		2021	2022	2023		Lowest	Average	Highest

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

Survey question	Your results (Agree)	2021	2022	2023	Lowest	Average	Highest
People in my workgroup treat each other with respect	88% (4%, 7%)	88 %	89 %	88 %	78 %	89 %	94 %
People in my workgroup work together effectively to get the job done	86% (6%, 8%)	87 %	85 %	86 %	80 %	86 %	91 %
People in my workgroup are politically impartial in their work	82% (4%, 2%, 11%)	74 %	81 %	82 %	72 %	82 %	89 %
People in my workgroup are honest, open and transparent in their dealings	81% (1%, 9%, 9%)	79 %	81 %	81 %	71 %	82 %	88 %
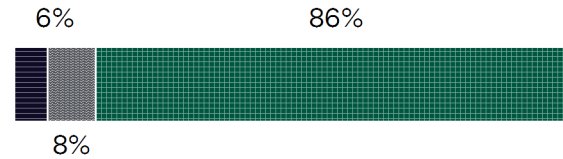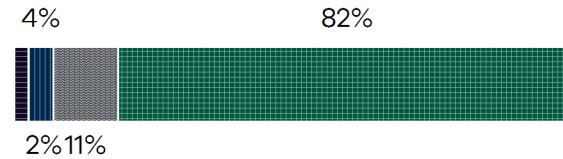
Victorian Public Sector Commission

VICTORIA State Government
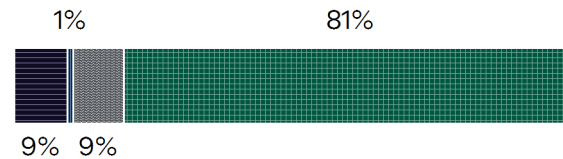
Workgroup climate

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

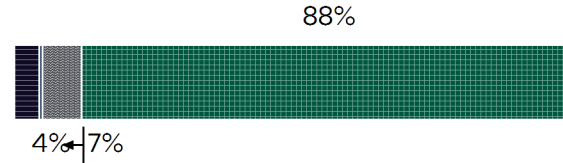76% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.

Survey question	Your results	Benchmark agree results

Your results legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
People in my workgroup appropriately manage conflicts of interest	3% / 76% / 7% / 13%	80 %	81 %	76 %	66 %	79 %	88 %
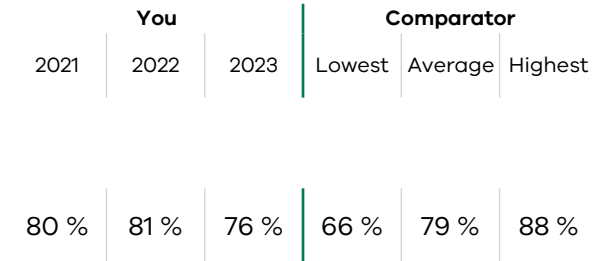
Workgroup climate

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.

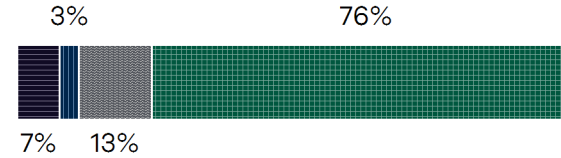Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

81% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup are able to bring up problems and tough issues'.

Survey question	Your results						

Legend: Disagree · Don't know · Neither agree nor disagree · Agree
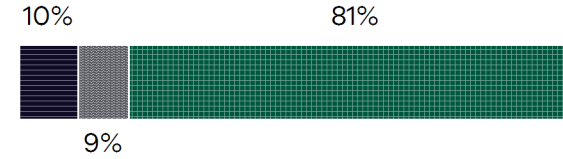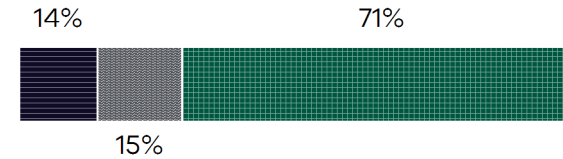
Survey question		You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are able to bring up problems and tough issues	10% / 9% / 81%	80 %	79 %	81 %	73 %	80 %	88 %
I feel safe to challenge inappropriate behaviour at work	14% / 15% / 71%	73 %	68 %	71 %	62 %	78 %	88 %

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People matter survey

2023

Have your say

Result summary

Report overview

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

People outcomes

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

- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

Key differences

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

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

Workgroup climate

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

Job and manager factors

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

Public sector values

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

Topical questions

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

Demographics

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

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:

- 93% of your staff who did the survey responded positively to questions about Meaningful work.

Compared to:

- 91% of staff at your comparator and 87% of staff across the public sector.
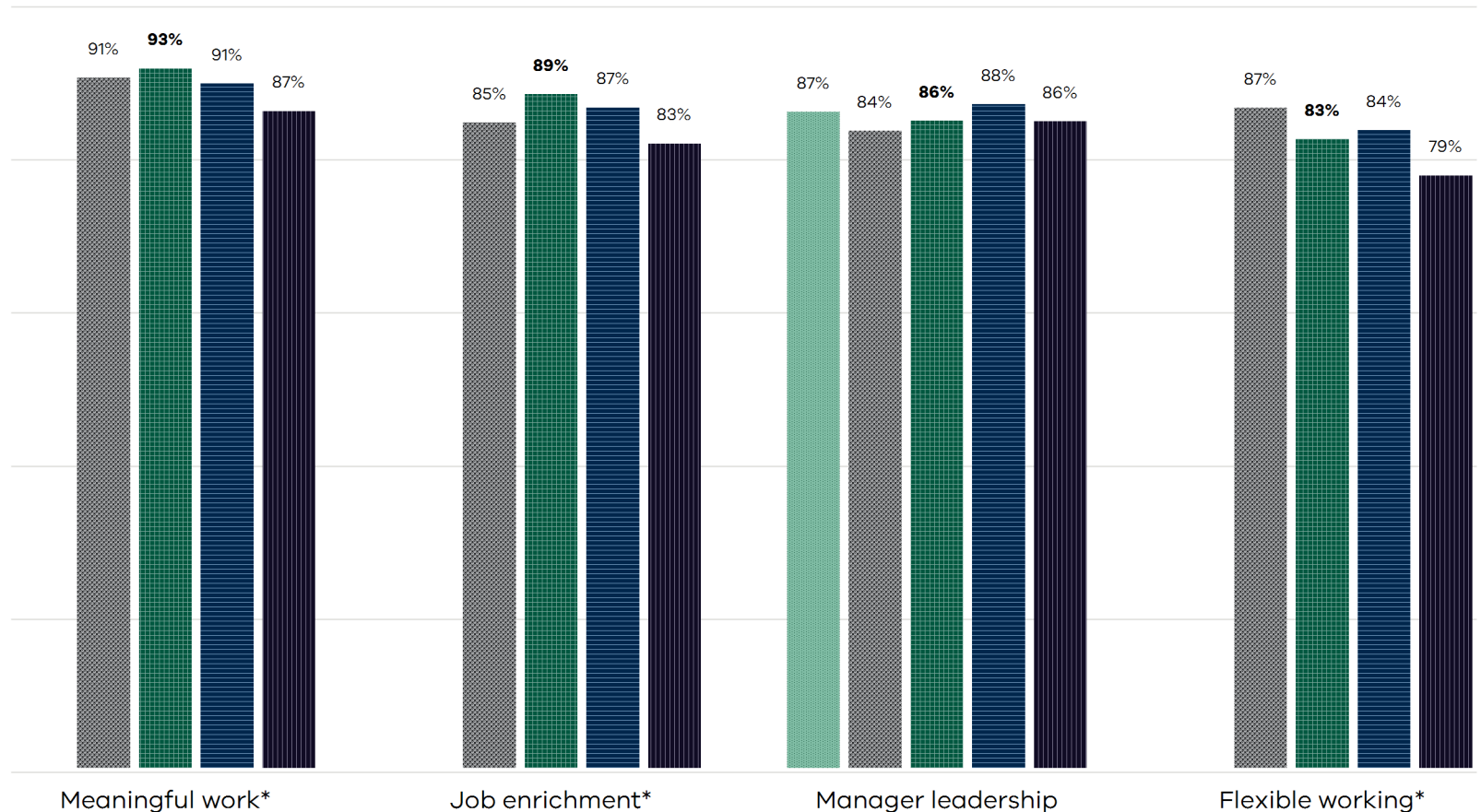
	Meaningful work*	Job enrichment*	Manager leadership	Flexible working*
You 2021			87%	
You 2022	91%	85%	84%	87%
You 2023	93%	89%	86%	83%
Comparator 2023	91%	87%	88%	84%
Public sector 2023	87%	83%	86%	79%

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

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:

- 79% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 80% of staff at your comparator and 77% of staff across the public sector.

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

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

	Manager support*	Learning and development*	Workload
You 2021			51%
You 2022	74%	58%	49%
You 2023	79%	59%	56%
Comparator 2023	80%	64%	61%
Public sector 2023	77%	58%	58%

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Job and manager factors

Manager leadership

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

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

How to read this

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

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

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

Example

88% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

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

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My manager treats employees with dignity and respect	6% / 88% / 6%	91 %	86 %	88 %	75 %	89 %	95 %
My manager demonstrates honesty and integrity	6% / 86% / 8%	86 %	83 %	86 %	74 %	88 %	94 %
My manager models my organisation's values	6% / 84% / 10%	84 %	84 %	84 %	76 %	87 %	94 %

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Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

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

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

How to read this

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

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

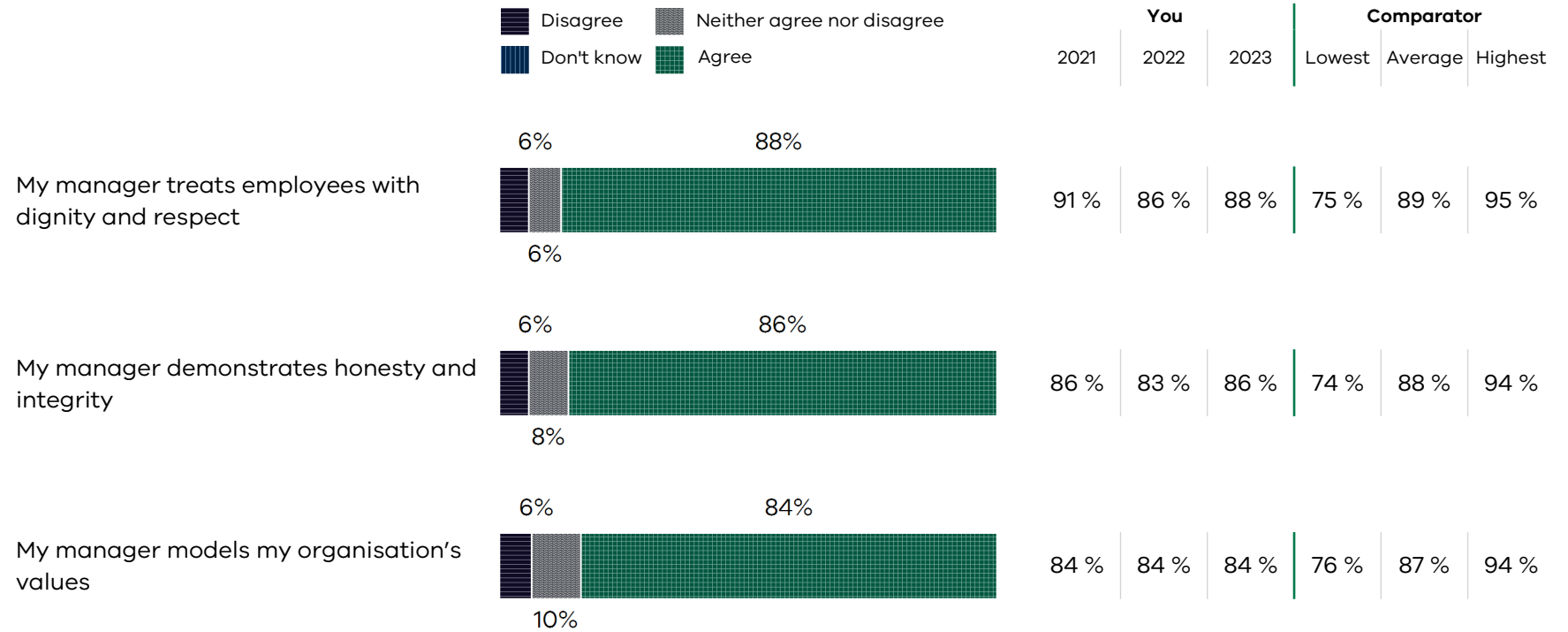Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

85% 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	You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
I can discuss problems or issues with my manager	7% / 8% / 85%	Not asked	81 %	85 %	79 %	85 %	91 %
My manager listens to what I have to say	6% / 10% / 84%	84 %	82 %	84 %	76 %	86 %	91 %
My manager provides me with enough support when I need it	7% / 10% / 83%	80 %	76 %	83 %	72 %	83 %	89 %
My manager gives me feedback that helps me improve my performance	12% / 12% / 75%	Not asked	71 %	75 %	63 %	77 %	83 %

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

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.

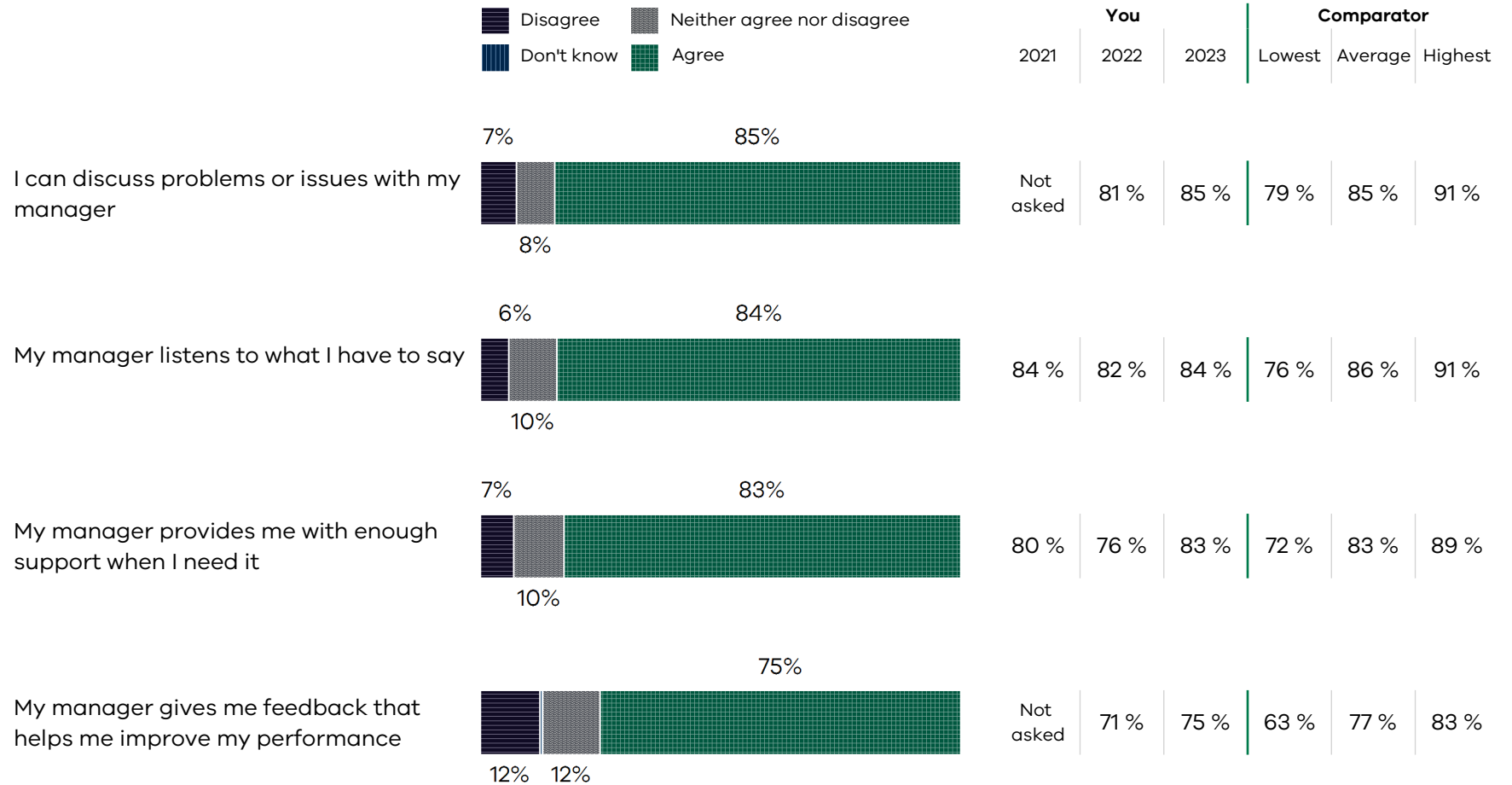Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

69% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.

Survey question

Your results

Benchmark agree results

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

I receive meaningful recognition when I do good work

12% | 19% | 69%

	You			Comparator		
2021	2022	2023		Lowest	Average	Highest
Not asked	58 %	69 %		56 %	68 %	79 %

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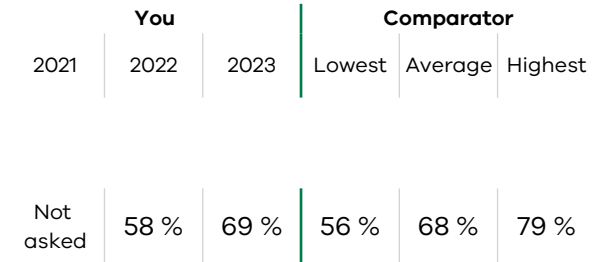
Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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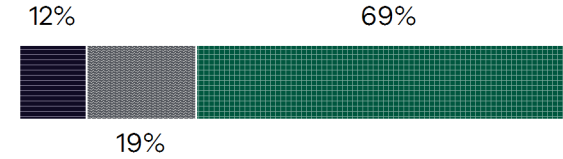
Example

61% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.

Survey question	Your results						

Legend:
- Disagree
- Neither agree nor disagree
- Agree

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	22% / 17% / 61%	55 %	51 %	61 %	51 %	64 %	76 %
I have enough time to do my job effectively	27% / 22% / 51%	47 %	46 %	51 %	43 %	59 %	70 %

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.
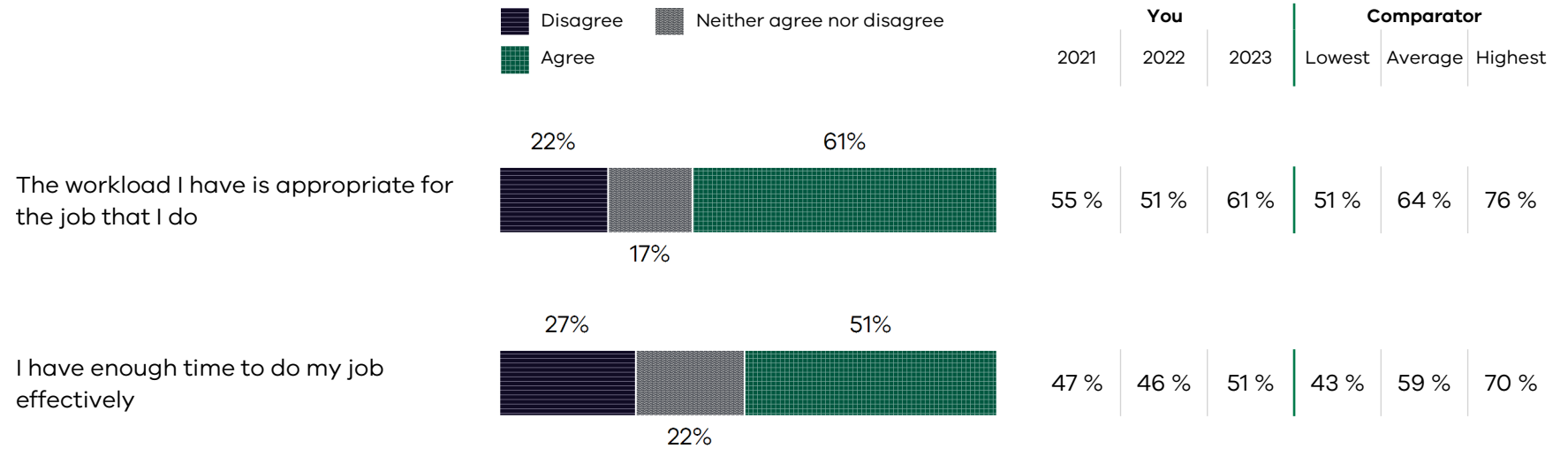
Example

77% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I am developing and learning in my role	9% / 13% / 77%	75 %	71 %	77 %	67 %	78 %	84 %
My organisation places a high priority on the learning and development of staff	16% / 27% / 57%	66 %	64 %	57 %	38 %	62 %	83 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	18% / 28% / 53%	56 %	52 %	53 %	43 %	62 %	74 %
I am satisfied with the opportunities to progress in my organisation	20% / 31% / 49%	Not asked	45 %	49 %	39 %	54 %	62 %

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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.
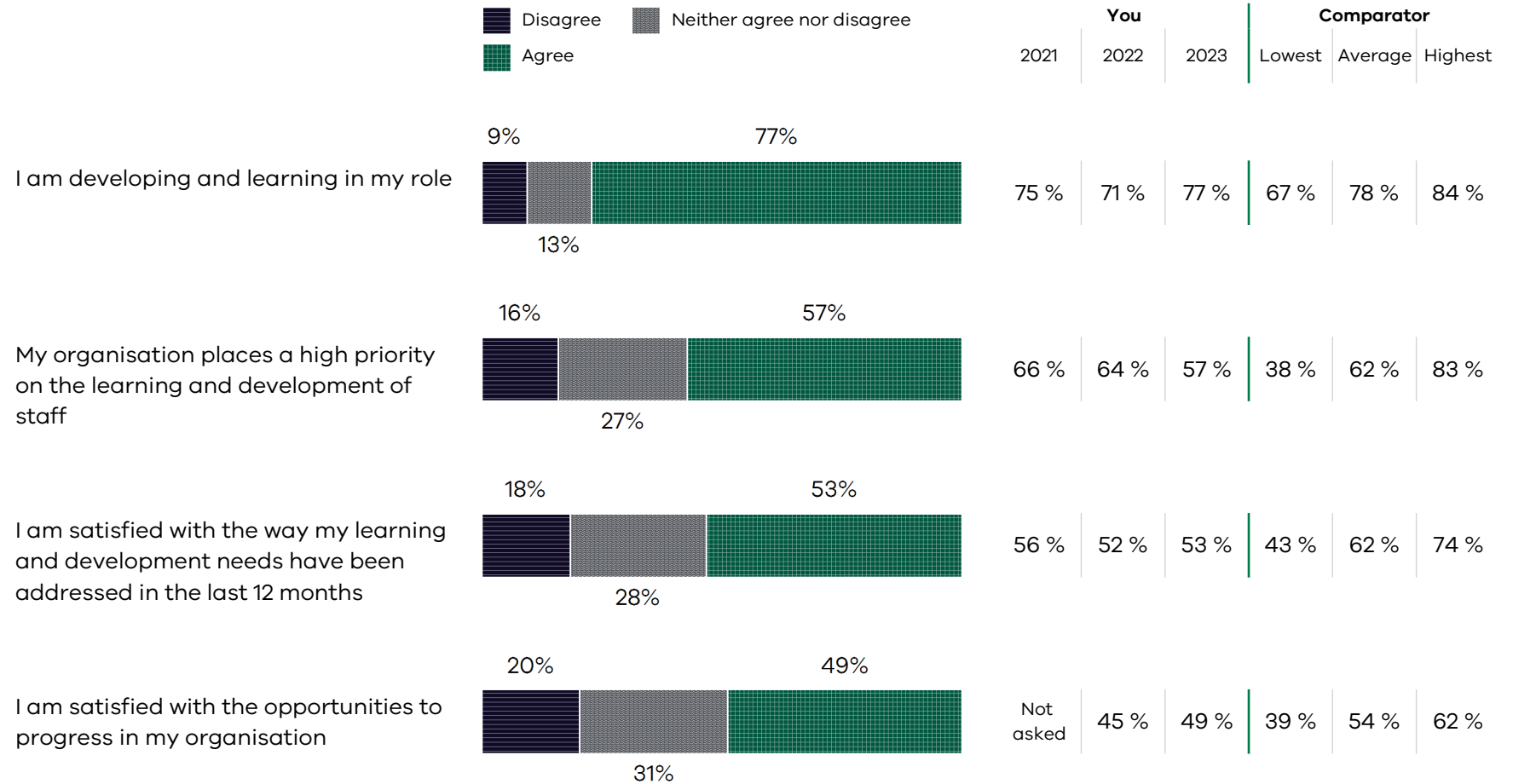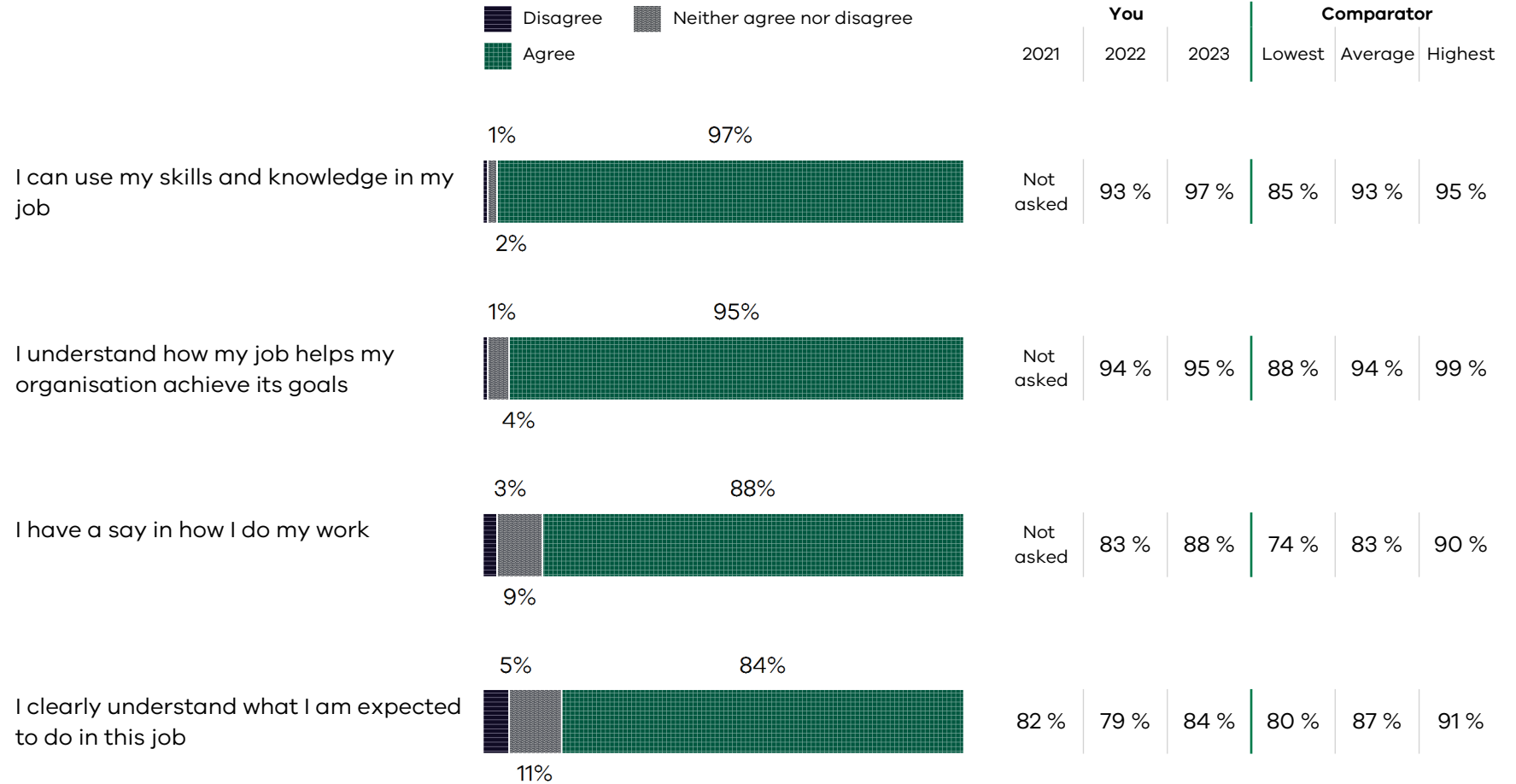
Example

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		You			Comparator		
		2021	2022	2023		Lowest	Average	Highest

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	Disagree	Neither	Agree	2021	2022	2023	Lowest	Average	Highest
I can use my skills and knowledge in my job	1%	2%	97%	Not asked	93 %	97 %	85 %	93 %	95 %
I understand how my job helps my organisation achieve its goals	1%	4%	95%	Not asked	94 %	95 %	88 %	94 %	99 %
I have a say in how I do my work	3%	9%	88%	Not asked	83 %	88 %	74 %	83 %	90 %
I clearly understand what I am expected to do in this job	5%	11%	84%	82 %	79 %	84 %	80 %	87 %	91 %

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Job and manager factors

Job enrichment 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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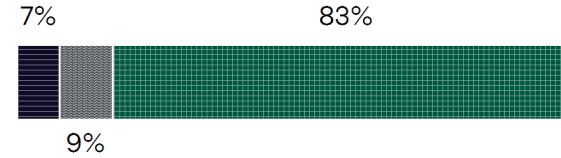
Example

83% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.

Survey question

Your results

Benchmark agree results

■ Disagree   ▨ Neither agree nor disagree
▨ Agree

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I have the authority to do my job effectively	80 %	78 %	83 %	68 %	81 %	87 %

Your results chart:
7% (Disagree) | 9% (Neither agree nor disagree) | 83% (Agree)
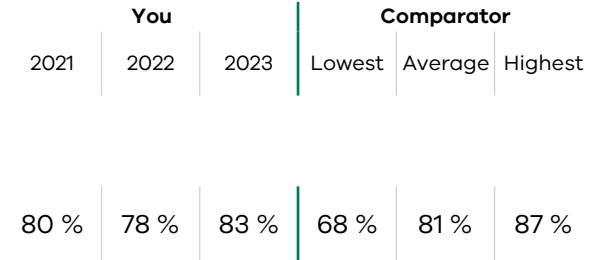
Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

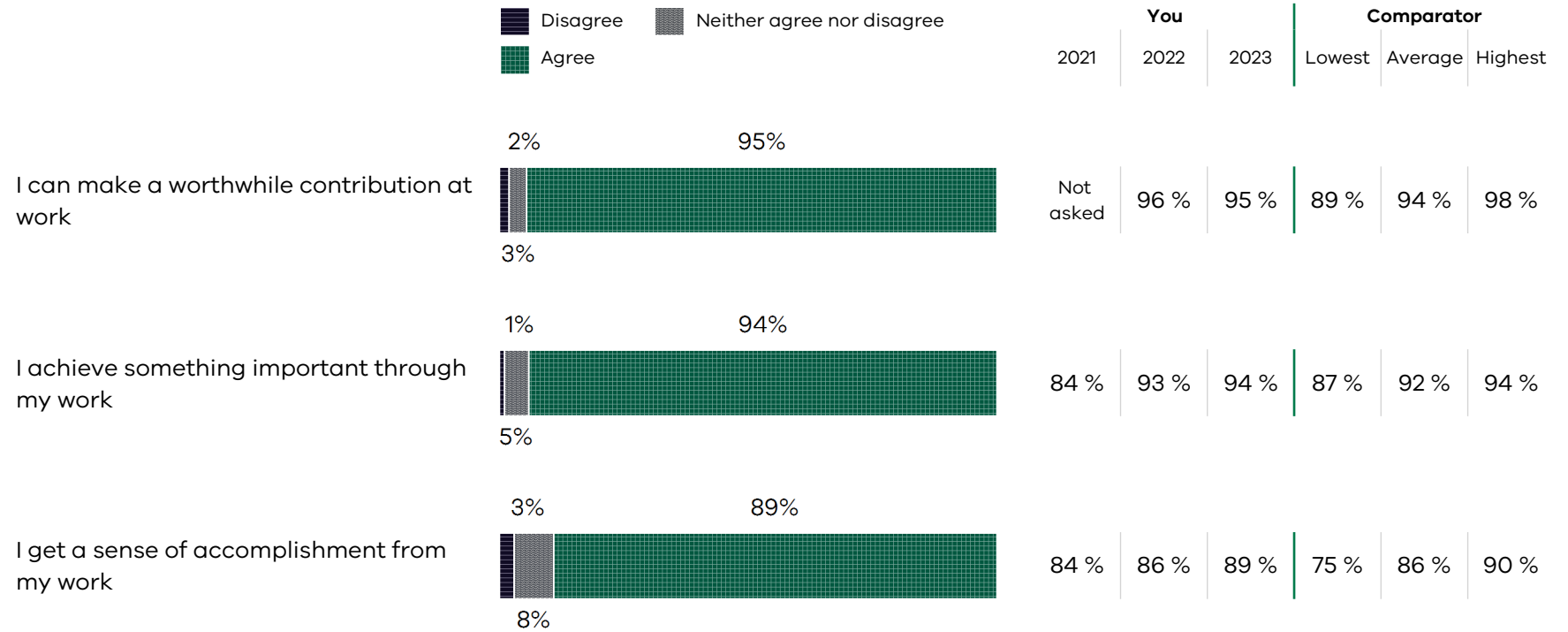95% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.

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

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

Survey question	Your results		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
I can make a worthwhile contribution at work	2% / 95% / 3%	Not asked	96 %	95 %	89 %	94 %	98 %
I achieve something important through my work	1% / 94% / 5%	84 %	93 %	94 %	87 %	92 %	94 %
I get a sense of accomplishment from my work	3% / 89% / 8%	84 %	86 %	89 %	75 %	86 %	90 %

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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.
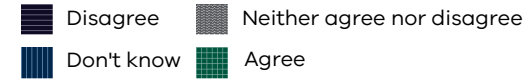
Example

87% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.
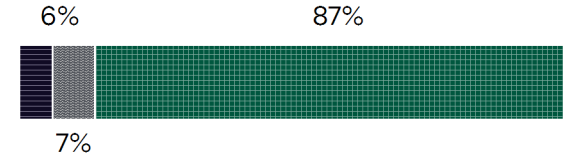
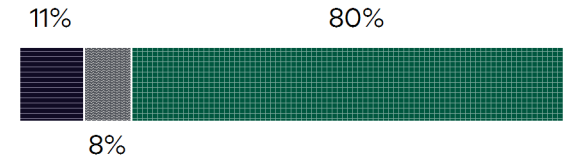Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager supports working flexibly	6% / 7% / 87%	Not asked	89 %	87 %	71 %	88 %	95 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	11% / 8% / 80%	88 %	86 %	80 %	58 %	81 %	95 %

People matter survey

2023

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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:

- 88% of your staff who did the survey responded positively to questions about Responsiveness , which is down 2% in 2022.

Compared to:

- 87% of staff at your comparator and 81% of staff across the public sector.

Responsiveness*: 89%, 88%, 87%, 81%
Respect: 87%, 86%, 84%, 86%, 81%
Human rights: 81%, 84%, 83%, 82%, 83%
Impartiality*: 81%, 80%, 81%, 78%

*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

Public sector values

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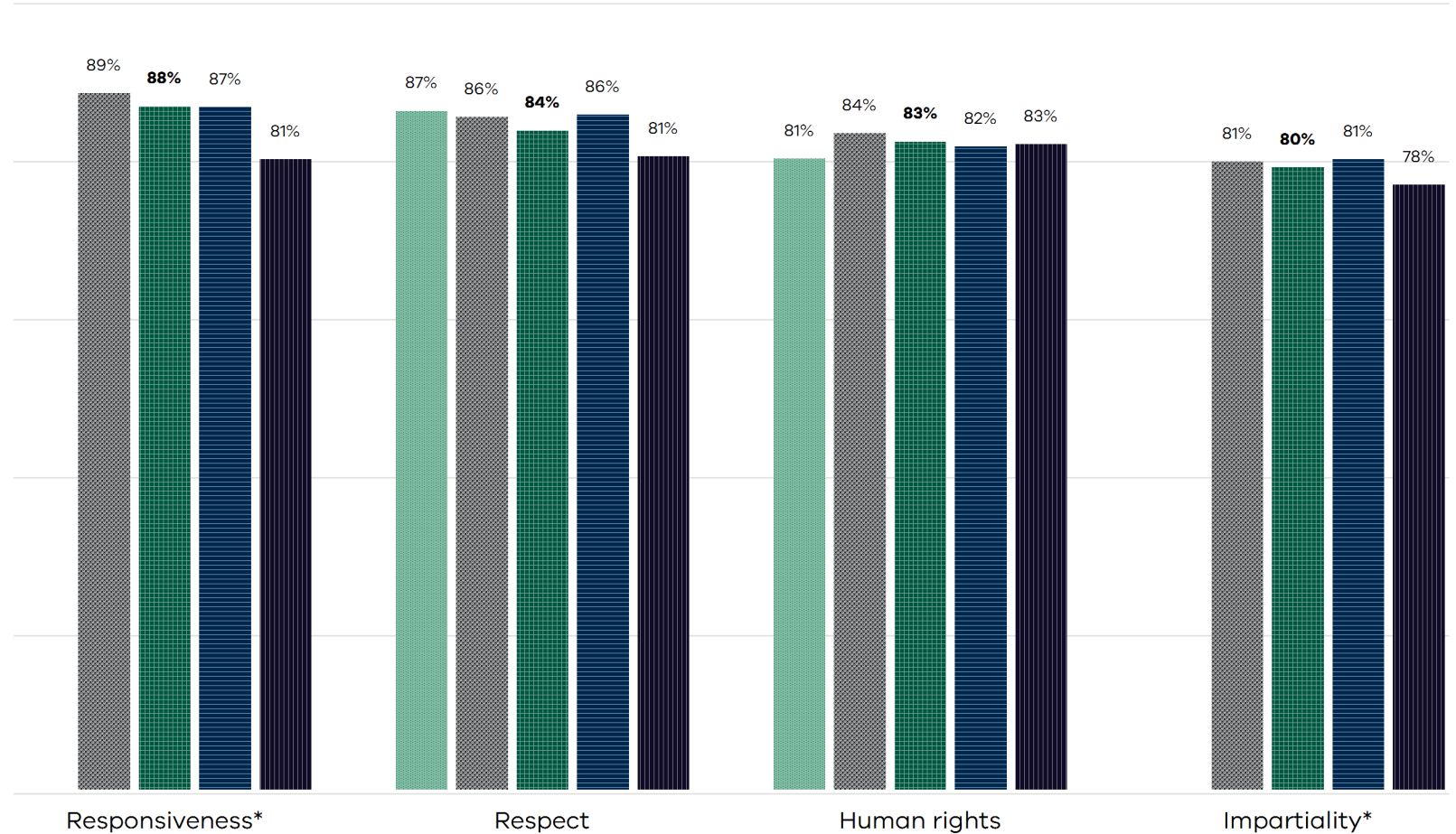
Example

In 2023:

- 78% of your staff who did the survey responded positively to questions about Integrity , which is up 0% in 2022.

Compared to:

- 81% of staff at your comparator and 75% of staff across the public sector.

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

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

Integrity: 78%, 78%, **78%**, 81%, 75%
Leadership: 77%, 73%, **77%**, 79%, 74%
Accountability*: 70%, **75%**, 79%, 74%

Victorian Public Sector Commission

VICTORIA State Government

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

88% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

Survey question

My workgroup provides high quality advice and services

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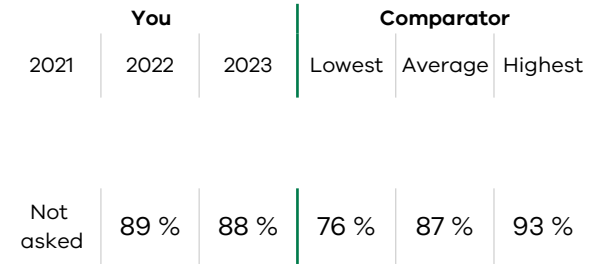
Legend:
- Disagree
- Neither agree nor disagree
- Don't know
- Agree

4%   88%

8%

Benchmark agree results

Survey question	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
My workgroup provides high quality advice and services	Not asked	89 %	88 %	76 %	87 %	93 %

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.
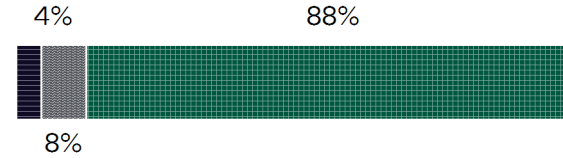
Example

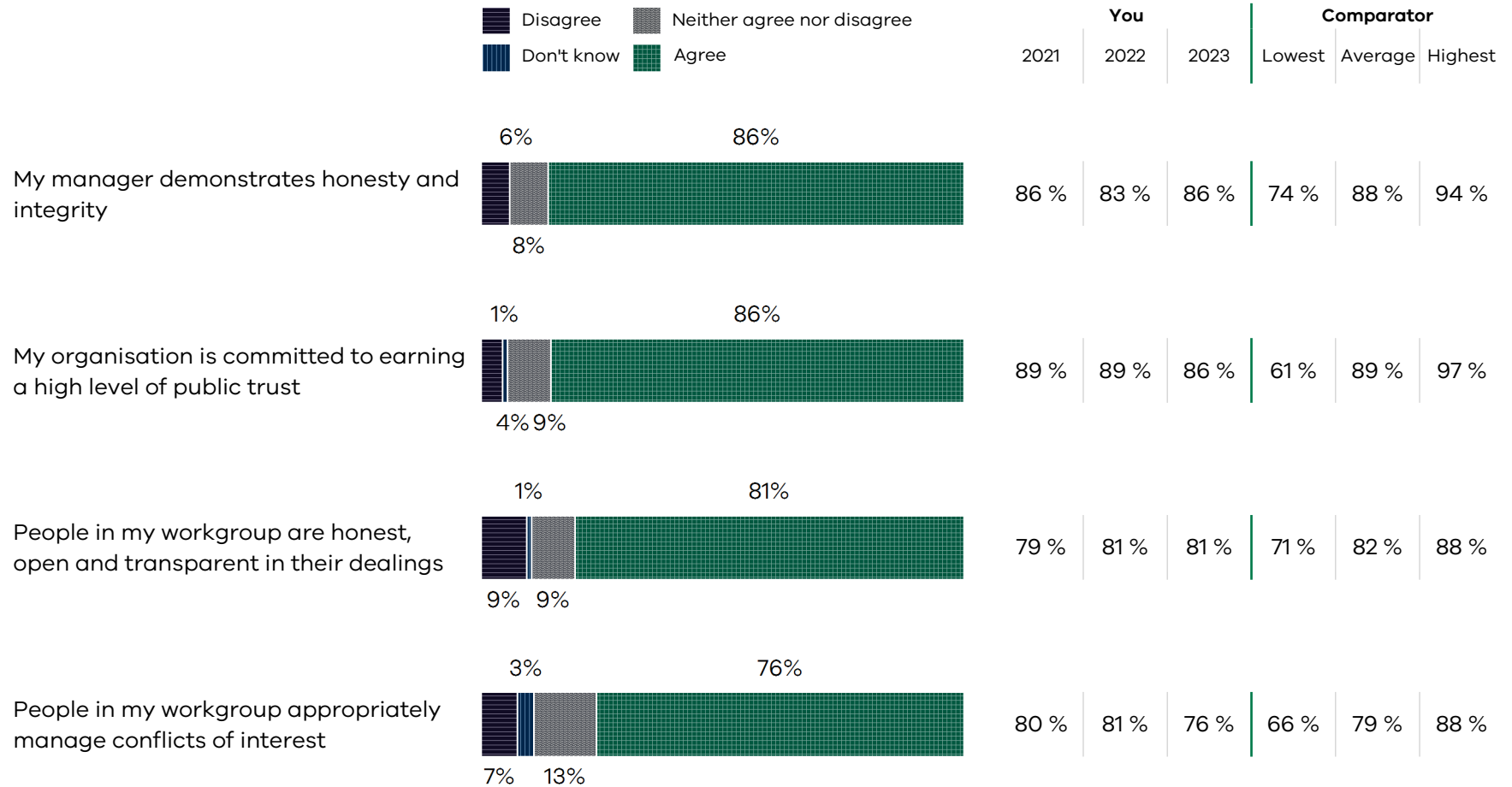86% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results		You			Comparator		
		2021	2022	2023		Lowest	Average	Highest

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

Survey question	Disagree	Neither	Agree	2021	2022	2023	Lowest	Average	Highest
My manager demonstrates honesty and integrity	6%	8%	86%	86 %	83 %	86 %	74 %	88 %	94 %
My organisation is committed to earning a high level of public trust	1%	4% 9%	86%	89 %	89 %	86 %	61 %	89 %	97 %
People in my workgroup are honest, open and transparent in their dealings	1% 9%	9%	81%	79 %	81 %	81 %	71 %	82 %	88 %
People in my workgroup appropriately manage conflicts of interest	3% 7%	13%	76%	80 %	81 %	76 %	66 %	79 %	88 %

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.
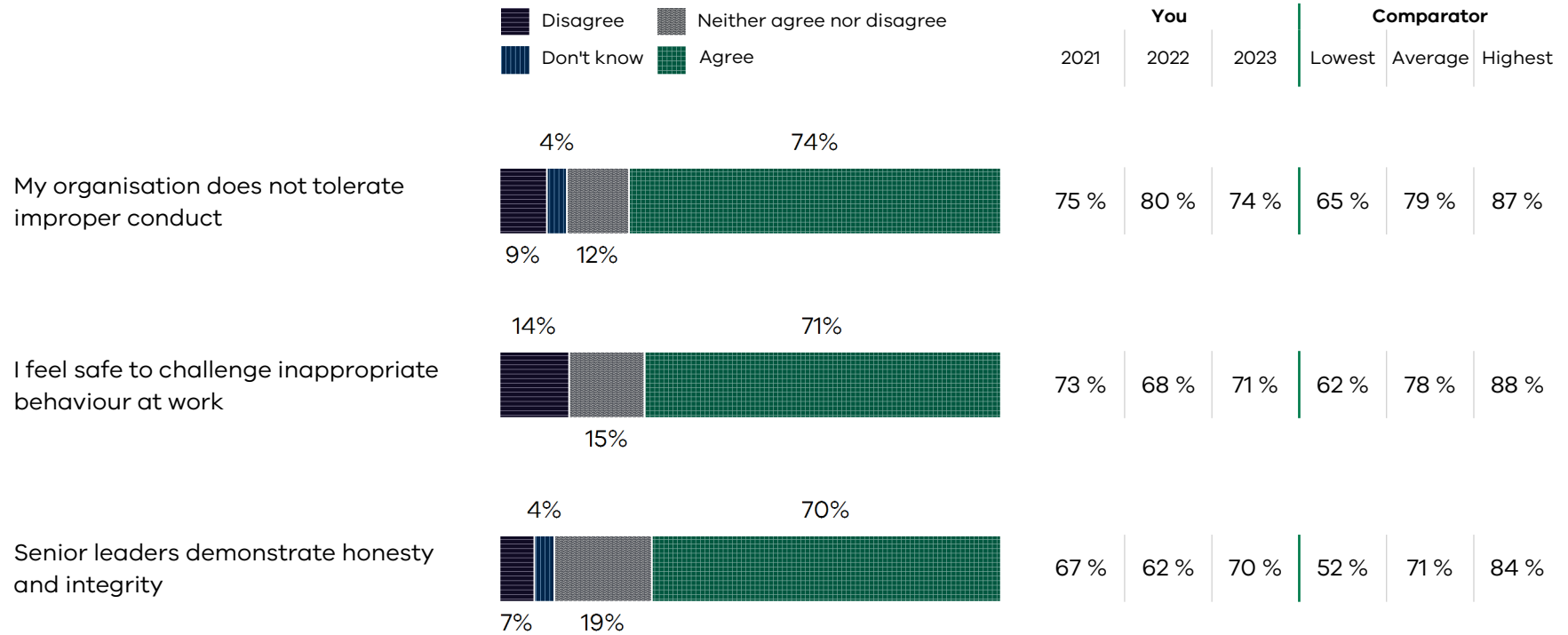
Example

74% of staff who did the survey agreed or strongly agreed with 'My organisation does not tolerate improper conduct'.

| Survey question | Your results | Benchmark agree results |

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

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation does not tolerate improper conduct	4% / 74% / 9% / 12%	75 %	80 %	74 %	65 %	79 %	87 %
I feel safe to challenge inappropriate behaviour at work	14% / 71% / 15%	73 %	68 %	71 %	62 %	78 %	88 %
Senior leaders demonstrate honesty and integrity	4% / 70% / 7% / 19%	67 %	62 %	70 %	52 %	71 %	84 %

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

82% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.
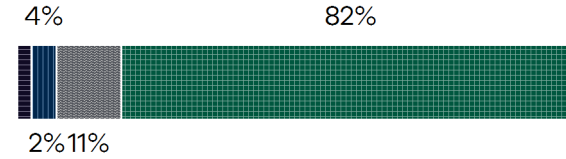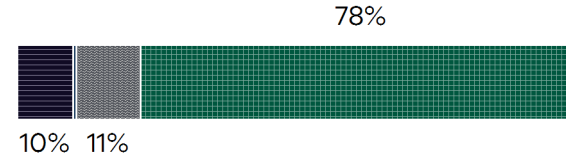
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
People in my workgroup are politically impartial in their work	4% / 2% / 11% / 82%	74 %	81 %	82 %	72 %	82 %	89 %
My workgroup acts fairly and without bias	10% / 11% / 78%	Not asked	81 %	78 %	61 %	80 %	88 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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

Example

95% of staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.
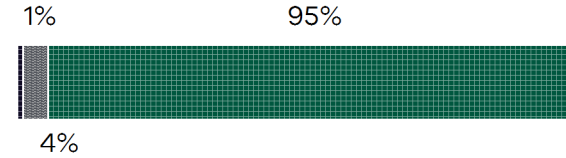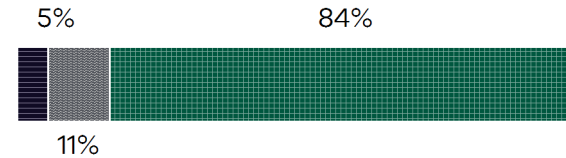
Survey question | Your results | Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
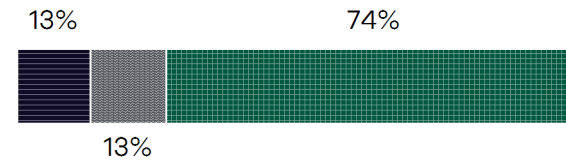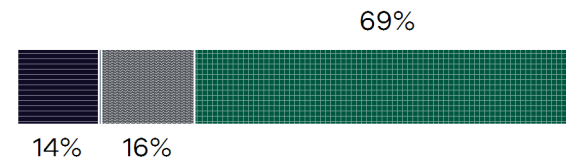
Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job helps my organisation achieve its goals (1% Disagree, 4% Neither, 95% Agree)	Not asked	94 %	95 %	88 %	94 %	99 %
I clearly understand what I am expected to do in this job (5% Disagree, 11% Neither, 84% Agree)	82 %	79 %	84 %	80 %	87 %	91 %
My workgroup has clear lines of responsibility (13% Disagree, 13% Neither, 74% Agree)	76 %	70 %	74 %	65 %	75 %	80 %
My workgroup uses its resources well (14% Disagree, 16% Neither, 69% Agree)	Not asked	65 %	69 %	62 %	72 %	84 %

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

55% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Senior leaders provide clear strategy and direction

Your results

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

1%
55%
17%
26%

Benchmark agree results

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
	47 %	43 %	55 %	36 %	67 %	83 %

Victorian Public Sector Commission

VICTORIA State Government
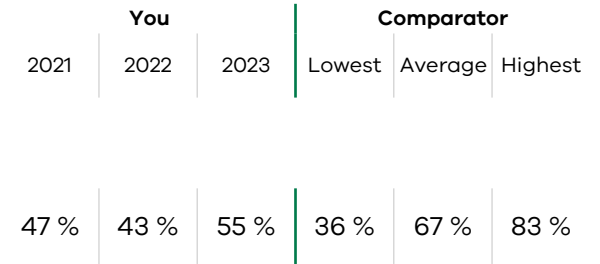
Public sector values

Respect 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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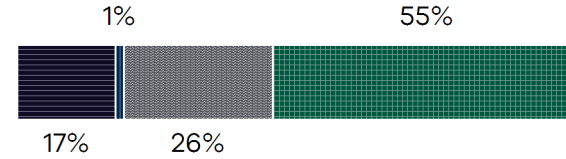
Example

88% of staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question	Your results						

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

		You			Comparator		
Survey question		2021	2022	2023	Lowest	Average	Highest
People in my workgroup treat each other with respect	88% (4% / 7%)	88 %	89 %	88 %	78 %	89 %	94 %
My manager treats employees with dignity and respect	88% (6% / 6%)	91 %	86 %	88 %	75 %	89 %	95 %
My organisation encourages respectful workplace behaviours	87% (4% / 8%)	91 %	91 %	87 %	75 %	90 %	97 %
My manager listens to what I have to say	84% (6% / 10%)	84 %	82 %	84 %	76 %	86 %	91 %

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.
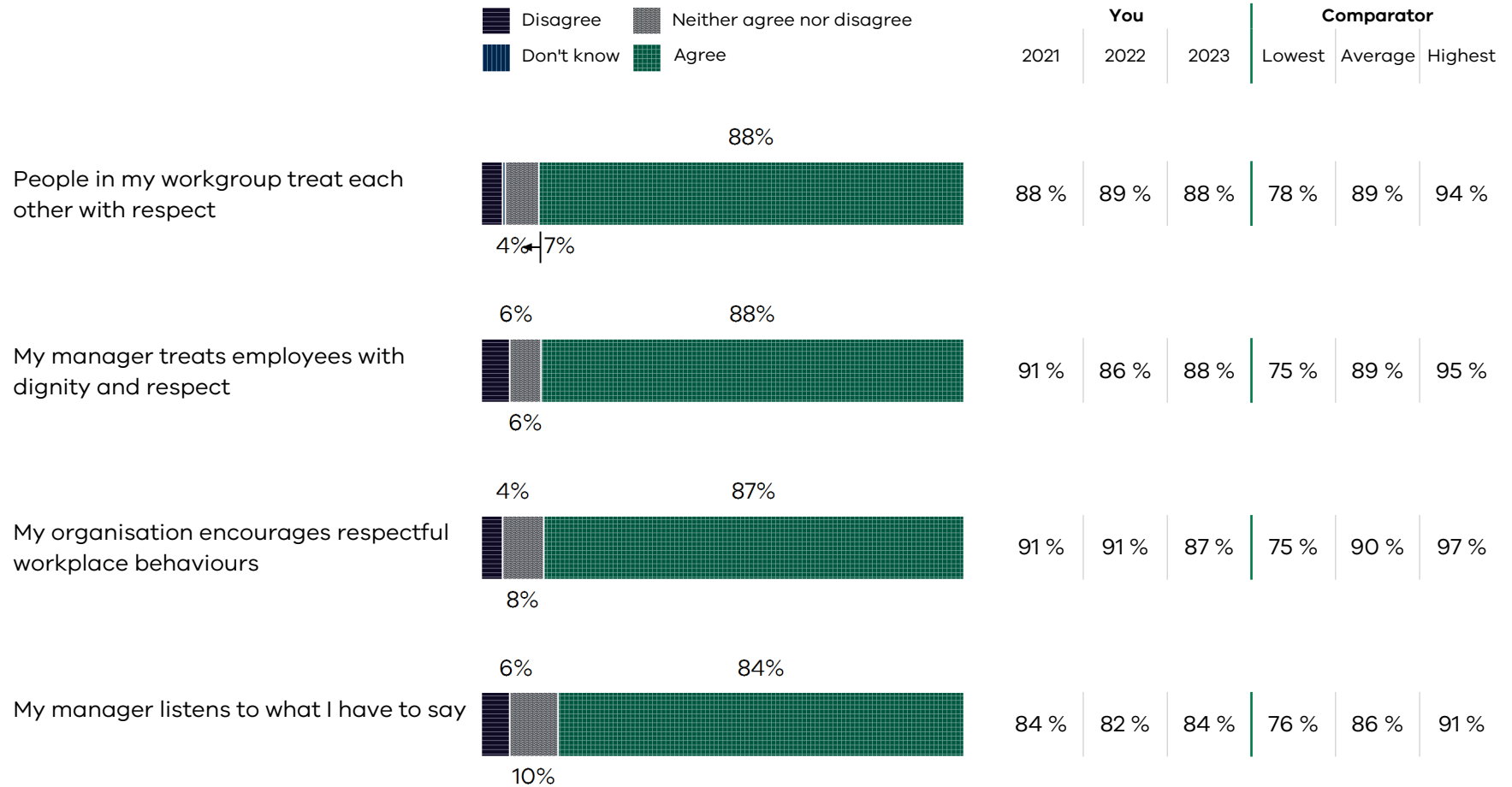
Example

76% of staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question	Your results	Benchmark agree results

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

				You			Comparator		
Survey question	Your results		2021	2022	2023	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	8%	2%	13%	76%	81 %	82 %	76 %	61 %	79 %	87 %
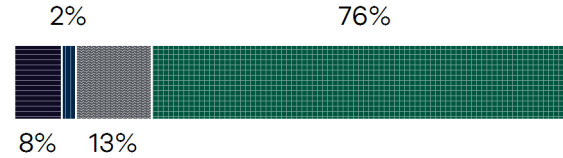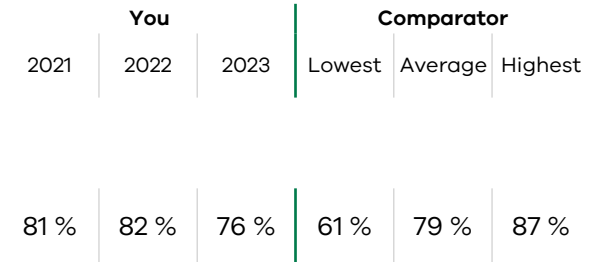
Public sector values

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

84% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question | Your results | Benchmark agree results

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

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My manager models my organisation's values	6% / 10% / 84%	84 %	84 %	84 %	76 %	87 %	94 %
Senior leaders model my organisation's values	7% / 3% / 19% / 70%	71 %	61 %	70 %	52 %	72 %	87 %

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.
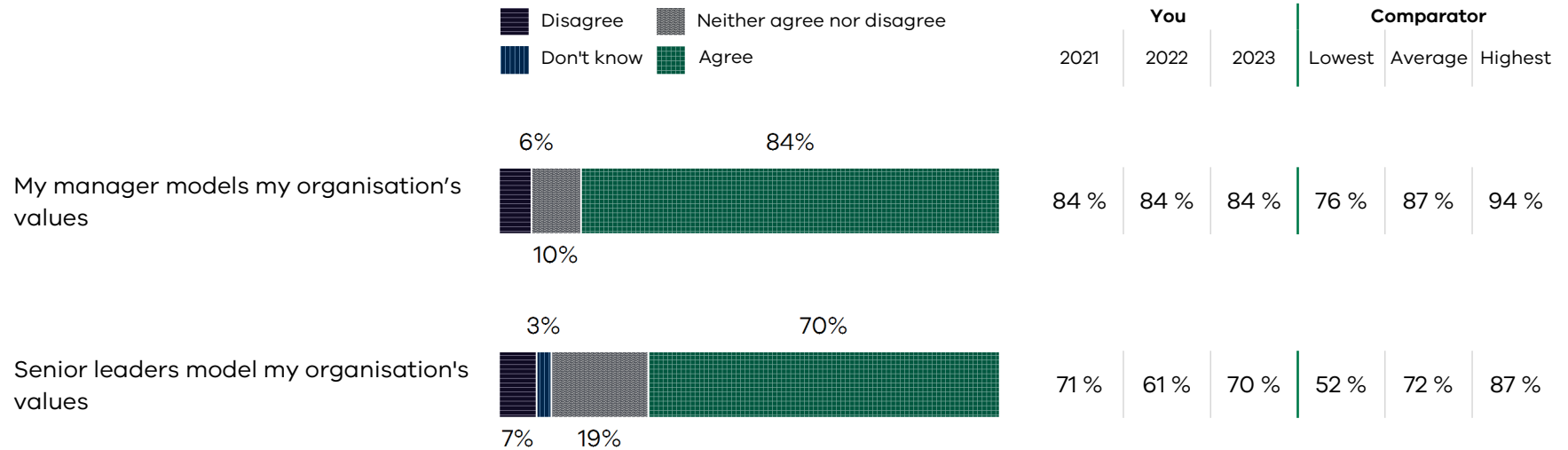
Example

87% 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'.
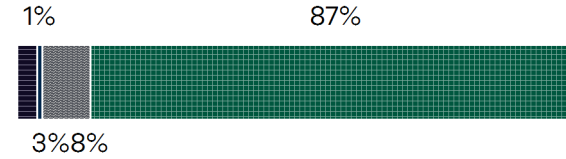
Survey question	Your results					

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

Survey question	Your results		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation encourages employees to act in ways that are consistent with human rights	1% / 87% / 3% / 8%	86 %	88 %	87 %	77 %	89 %	95 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	4% / 79% / 17%	76 %	80 %	79 %	61 %	76 %	89 %

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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- Age, gender, variations in sex characteristics and sexual orientation
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- Business units

Victorian Public Sector Commission

VICTORIA State Government

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

89% of your staff who did the survey agreed or strongly agreed with 'My organisation would support me if I needed to take family violence leave'.

Survey question	Your results						

Your results legend:
- Disagree (dark navy)
- Don't know (blue)
- Neither agree nor disagree (grey)
- Agree (green)

Benchmark agree results

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My organisation would support me if I needed to take family violence leave	Disagree 1% / Don't know / Neither 3% / Agree 89% (Disagree 6%)	89 %	Not asked	89 %	77 %	89 %	96 %
My organisation uses inclusive and respectful images and language	Disagree 2% / Neither 11% / Agree 85% (1%)	81 %	Not asked	85 %	72 %	88 %	94 %
In my workgroup work is allocated fairly, regardless of gender	Disagree 6% / Neither 10% / Agree 84%	78 %	Not asked	84 %	69 %	85 %	89 %

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.

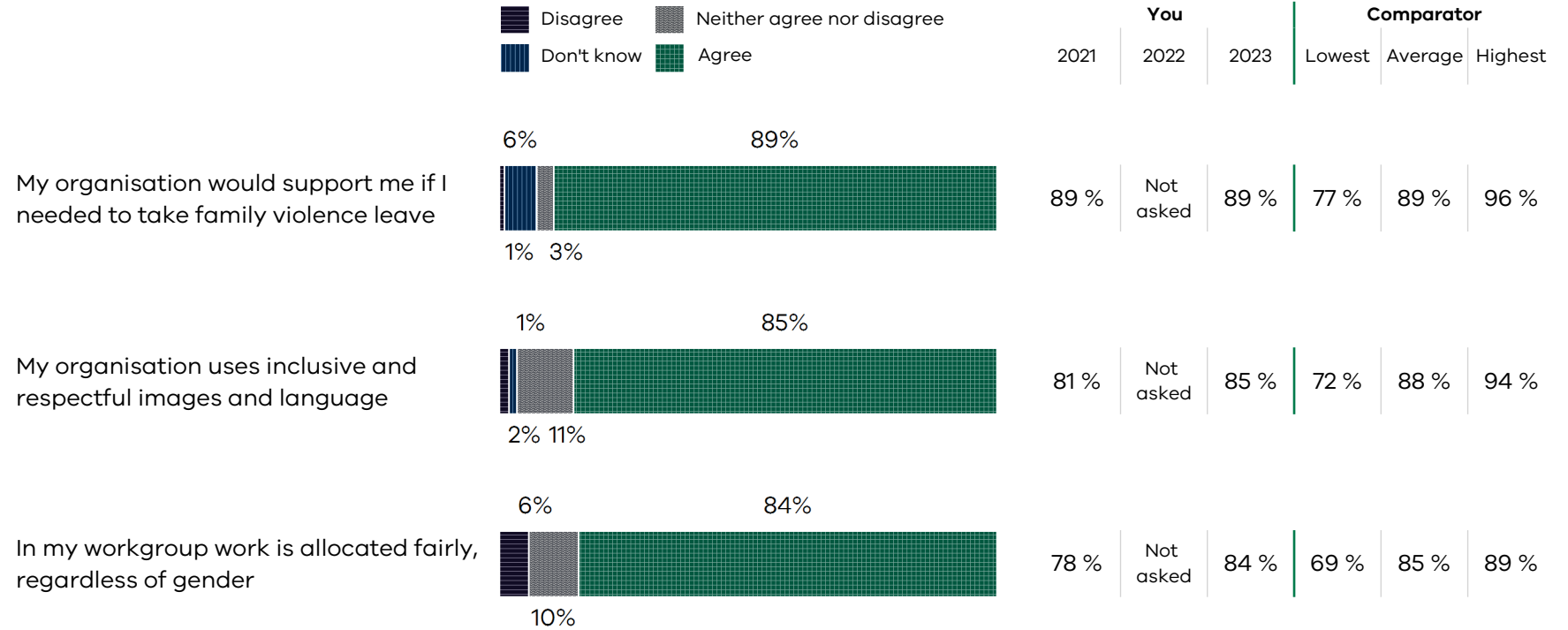Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

92% 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'.
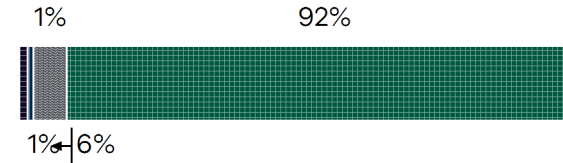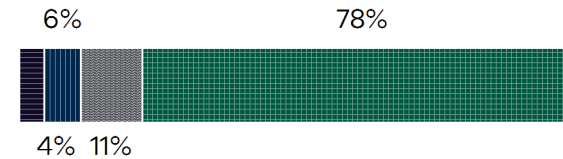
Survey question — Your results — Benchmark agree results

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

Survey question	Your results	2021	You 2022	2023	Comparator Lowest	Comparator Average	Comparator Highest
I understand how the Code of Conduct for Victorian public sector employees applies to my work	1% ... 92% / 1% 6%	Not asked	Not asked	92 %	73 %	82 %	95 %
I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	6% ... 78% / 4% 11%	Not asked	Not asked	78 %	60 %	72 %	87 %
My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	7% ... 50% / 12% 30%	Not asked	Not asked	50 %	43 %	54 %	62 %

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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

Demographics

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

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	34	17%
35-54 years	99	49%
55+ years	30	15%
Prefer not to say	38	19%

How would you describe your gender?	(n)	%
Man	89	44%
Woman	71	35%
Prefer not to say	36	18%
Non-binary and I use a different term	5	2%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	1	0%
No	172	86%
Prefer not to say	28	14%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	2	1%
No	163	81%
Don't know	10	5%
Prefer not to say	26	13%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	140	70%
Prefer not to say	35	17%
I use a different term	7	3%
Gay or lesbian	6	3%
Bisexual	5	2%
Asexual	4	2%
Pansexual	3	1%
Don't know	1	0%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

How we protect anonymity and privacy

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**4**	2%
Non Aboriginal and/or Torres Strait Islander	**172**	86%
Prefer not to say	**25**	12%

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

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Do you identify as a person with a disability?	(n)	%
Yes	**9**	4%
No	**170**	85%
Prefer not to say	**22**	11%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

Cultural diversity 1 of 2

What this is

These are the personal characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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Country of birth	(n)	%
Born in Australia	**164**	82%
Not born in Australia	**13**	6%
Prefer not to say	**24**	12%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Other	**7**	41%
Italian	**4**	24%
Spanish	**3**	18%
Arabic	**1**	6%
Hindi	**1**	6%
Sinhalese	**1**	6%
Tamil	**1**	6%

Language other than English spoken with family or community	(n)	%
Yes	**17**	8%
No	**159**	79%
Prefer not to say	**25**	12%

Demographics

Cultural diversity 2 of 2

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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Cultural identity	(n)	%
Australian	**154**	77%
Prefer not to say	**28**	14%
English, Irish, Scottish and/or Welsh	**17**	8%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**9**	4%
Aboriginal and/or Torres Strait Islander	**5**	2%
South Asian	**3**	1%
East and/or South-East Asian	**3**	1%
New Zealander	**2**	1%
Other	**2**	1%
Middle Eastern	**1**	0%
Central and/or South American	**1**	0%
Maori	**1**	0%

Religion	(n)	%
No religion	**108**	54%
Christianity	**48**	24%
Prefer not to say	**38**	19%
Other	**3**	1%
Hinduism	**2**	1%
Islam	**2**	1%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:
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Working arrangement	(n)	%
Full-Time	173	86%
Part-Time	28	14%

Gross base salary (ongoing/fixed term only)	(n)	%
Prefer not to say	27	14%
Below $80k	31	16%
$80k to $120k	95	48%
$120k to $160k	31	16%
$160k to $200k	6	3%
$200k or more	6	3%

Organisational tenure	(n)	%
<1 year	42	21%
1 to less than 2 years	21	10%
2 to less than 5 years	40	20%
5 to less than 10 years	37	18%
10 to less than 20 years	37	18%
More than 20 years	24	12%

Management responsibility	(n)	%
Non-manager	149	74%
Other manager	40	20%
Manager of other manager(s)	12	6%

Employment type	(n)	%
Ongoing and executive	162	81%
Fixed term	34	17%
Other	5	2%

Demographics

Employment characteristics 2 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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Primary workplace location over the last 3 months	(n)	%
Large regional city	185	92%
Rural	11	5%
Melbourne: Suburbs	2	1%
Other	2	1%
Melbourne CBD	1	0%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	153	76%
A frontline or service delivery location	39	19%
Home or private location	91	45%
A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.)	4	2%
Other	7	3%

Flexible work	(n)	%
Working from an alternative location (e.g. home, hub/shared work space)	97	48%
Flexible start and finish times	68	34%
No, I do not use any flexible work arrangements	57	28%
Part-time	22	11%
Working more hours over fewer days	15	7%
Using leave to work flexible hours	11	5%
Purchased leave	5	2%
Other	4	2%
Shift swap	3	1%
Job sharing	1	0%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

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

How to read this

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

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

How we protect anonymity and privacy

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	141	70%
Flexible working arrangements	46	23%
Physical modifications or improvements to the workplace	15	7%
Job redesign or role sharing	3	1%
Career development support strategies	3	1%
Accessible communications technologies	1	0%
Other	1	0%

Why did you make this request?	(n)	%
Work-life balance	27	45%
Caring responsibilities	25	42%
Family responsibilities	20	33%
Health	16	27%
Other	4	7%
Disability	1	2%
Study commitments	1	2%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	50	83%
The adjustments I needed were not made	7	12%
The adjustments I needed were made but the process was unsatisfactory	3	5%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

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

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

How we protect anonymity and privacy

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Caring responsibility	(n)	%
Primary school aged child(ren)	**59**	29%
None of the above	**55**	27%
Secondary school aged child(ren)	**41**	20%
Prefer not to say	**32**	16%
Child(ren) - younger than preschool age	**16**	8%
Preschool aged child(ren)	**16**	8%
Frail or aged person(s)	**15**	7%
Person(s) with a medical condition	**11**	5%
Person(s) with disability	**7**	3%
Person(s) with a mental illness	**6**	3%
Other	**6**	3%

Demographics

Business units

What is this

This shows the business unit in which your staff work.

Why this is important

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

How to read this

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

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

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Which of the following best describes the business unit in which you work	(n)	%
Sustainability	11	5%
Customer Service	29	14%
Assets	42	21%
Operations	47	23%
Corporate	72	36%

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