People matter survey 2023

Have your say

Coliban Region Water Corporation
2023 people matter survey results report

Victorian Public Sector Commission

VICTORIA State Government

People matter survey

2023

Have your say

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- Questions requested by your organisation

Demographics

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

About your report

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

Report contents

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

Comparing data in this report

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

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

Rounding of percentages

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

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

Survey questions and definitions

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

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Report overview

Privacy and anonymity

To protect you, we:

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

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

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

Why this is important

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

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

Our public sector values

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

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

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

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

Senior leadership
- 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

Central Highlands 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

83% (176)

Comparator	72%
Public Sector	42%

2023

70% (172)

Comparator	73%
Public Sector	57%

Victorian Public Sector Commission

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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	
67	
Comparator	70
Public Sector	68

2023	
74	
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 74.

Why this is important

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

How to read this

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

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

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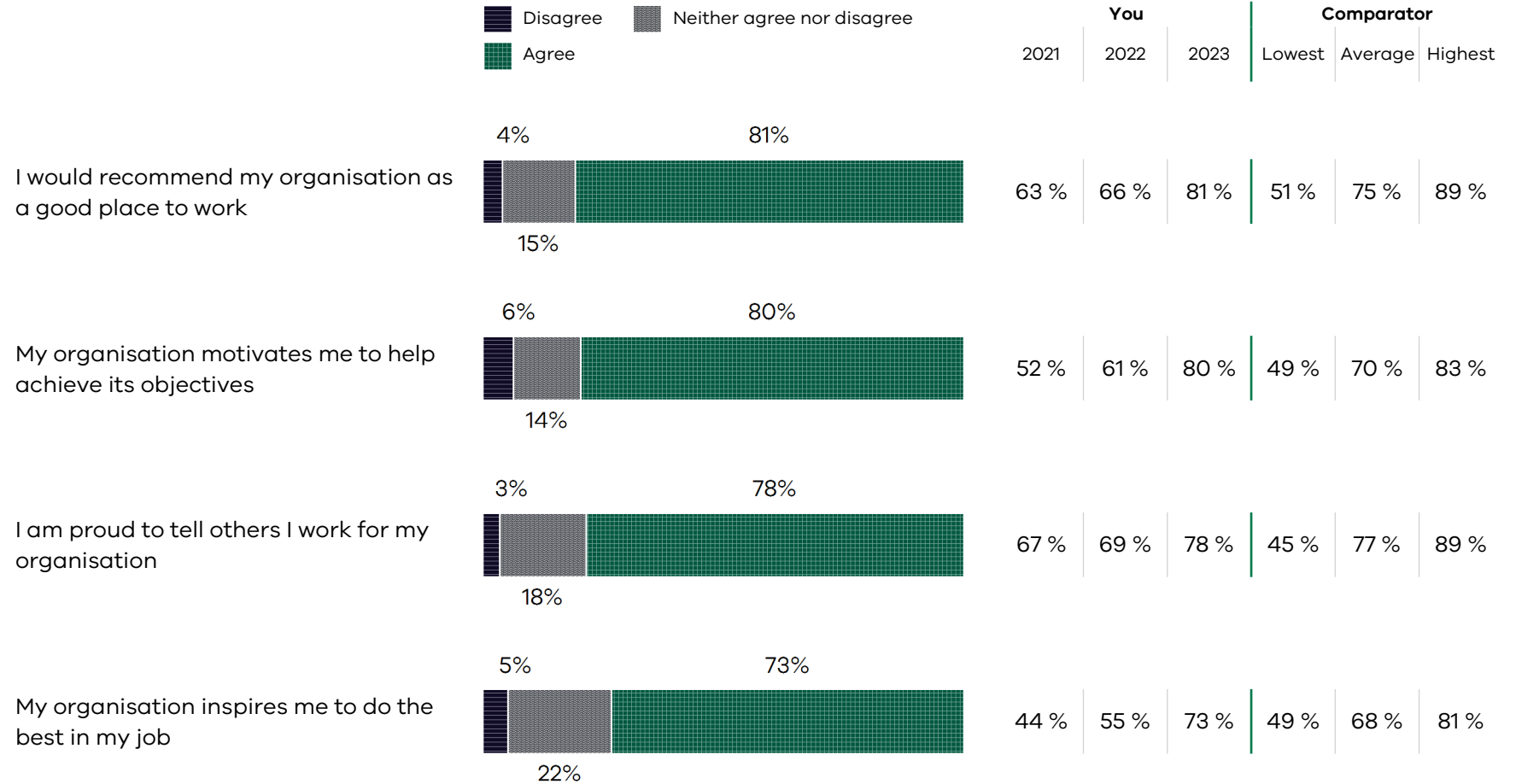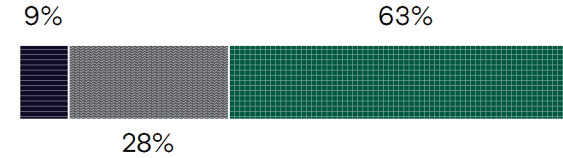
Example

81% of your staff who did the survey agreed or strongly agreed with 'I would recommend my organisation as a good place to work'.

Survey question	Your results		Benchmark agree results					
			You			**Comparator**		
			2021	2022	2023	Lowest	Average	Highest
I would recommend my organisation as a good place to work	Disagree 4%, Neither 15%, Agree 81%		63 %	66 %	81 %	51 %	75 %	89 %
My organisation motivates me to help achieve its objectives	Disagree 6%, Neither 14%, Agree 80%		52 %	61 %	80 %	49 %	70 %	83 %
I am proud to tell others I work for my organisation	Disagree 3%, Neither 18%, Agree 78%		67 %	69 %	78 %	45 %	77 %	89 %
My organisation inspires me to do the best in my job	Disagree 5%, Neither 22%, Agree 73%		44 %	55 %	73 %	49 %	68 %	81 %

Legend: ■ Disagree ▦ Neither agree nor disagree ▤ Agree

People outcomes

Engagement question results 2 of 2

What this is

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

Your organisation's engagement index

Your 2023 index is 74.

Why this is important

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

How to read this

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

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

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

Example

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						

Your results

- ■ Disagree ▦ Neither agree nor disagree
- ▦ Agree

	Benchmark agree results					
	You			**Comparator**		
	2021	2022	2023	Lowest	Average	Highest
I feel a strong personal attachment to my organisation	54 %	56 %	63 %	48 %	64 %	75 %

Your results bar: 9% Disagree, 28% Neither agree nor disagree, 63% Agree

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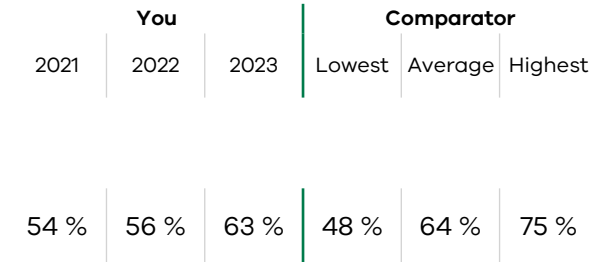
People outcomes

Scorecard: satisfaction, stress, intention to stay, inclusion

What this is

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

There are more people outcomes scorecards throughout this report.

Why this is important

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

How to read this

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

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

Example

In 2023:

- 87% of your staff who did the survey responded positively to questions about Inclusion which is up from 80% in 2022.

Compared to:

- 82% of staff at your comparator and 78% of staff across the public sector.
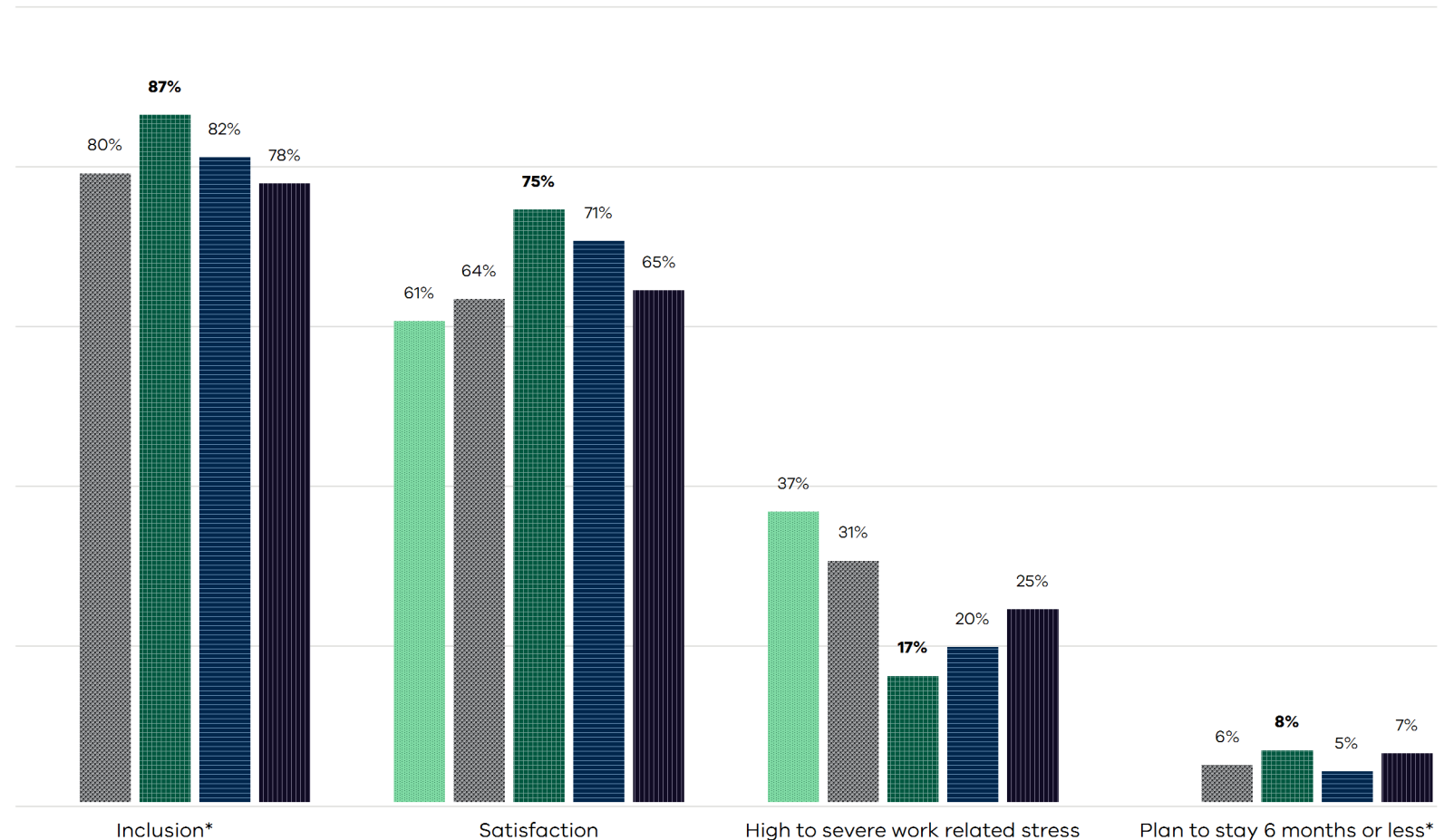
	Inclusion*	Satisfaction	High to severe work related stress	Plan to stay 6 months or less*
You 2021		61%	37%	
You 2022	80%	64%	31%	6%
You 2023	87%	75%	17%	8%
Comparator 2023	82%	71%	20%	5%
Public sector 2023	78%	65%	25%	7%

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

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

People outcomes

Satisfaction question results

What this is

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

Why this is important

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

How to read this

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

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

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

Example

81% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question | Your results | Benchmark satisfied results

Legend: ■ Dissatisfied ▨ Neither satisfied nor dissatisfied ▦ Satisfied

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
Considering everything, how satisfied are you with your current job	6% / 13% / 81%	63 %	69 %	81 %	65 %	77 %	85 %
How satisfied are you with the work/life balance in your current job	9% / 10% / 81%	70 %	66 %	81 %	63 %	76 %	91 %
How satisfied are you with your career development within your current organisation	6% / 30% / 64%	51 %	56 %	64 %	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

17% 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)

Category	Value
Nil	14%
Low / mild	33%
Moderate	36%
High	10%
Very high	6%
Severe	1%
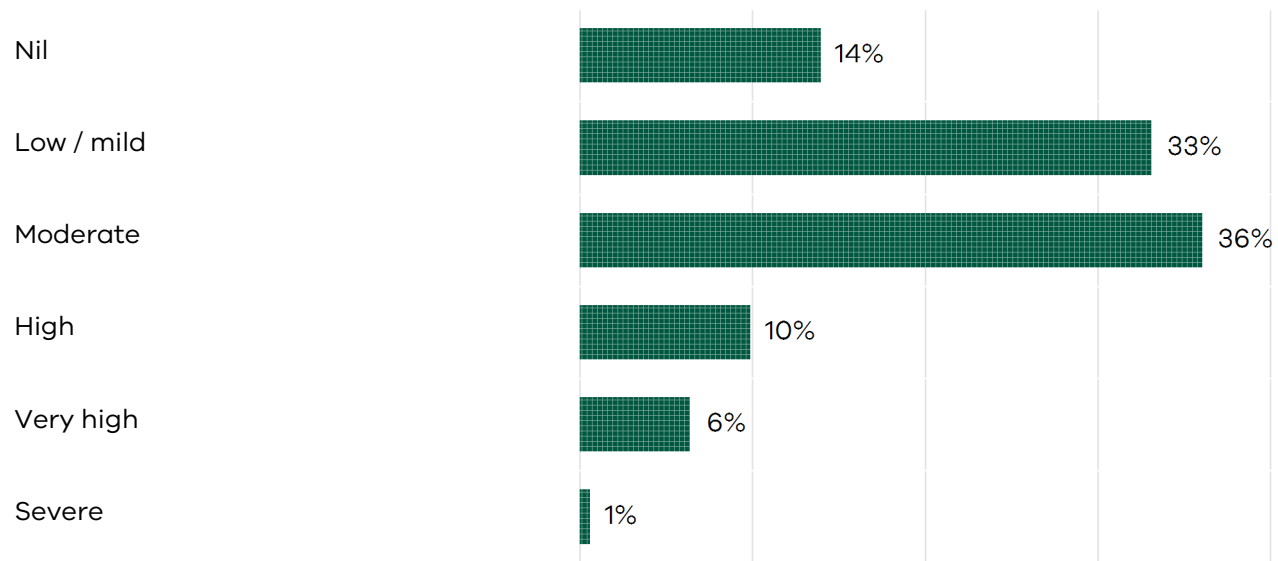
Reported levels of high to severe stress

2022	2023
31%	17%

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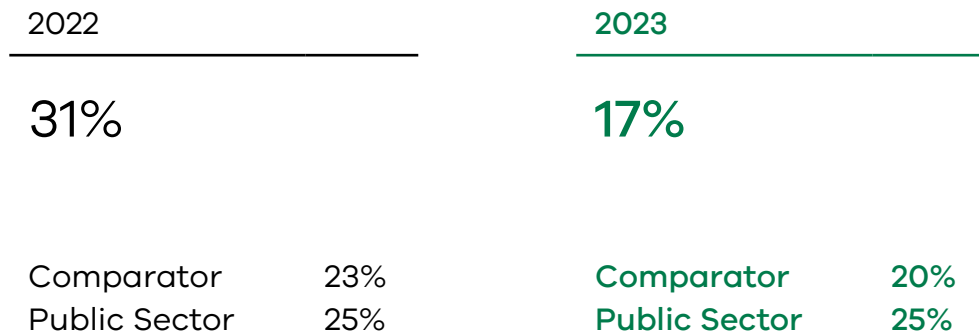
People outcomes

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

86% of your staff who did the survey said they experienced mild to severe stress.

Of that 86%, 47% said the top reason was 'Workload'.

	148	24
	86%	14%

■ Experienced some work-related stress   ▨ Did not experience some work-related stress
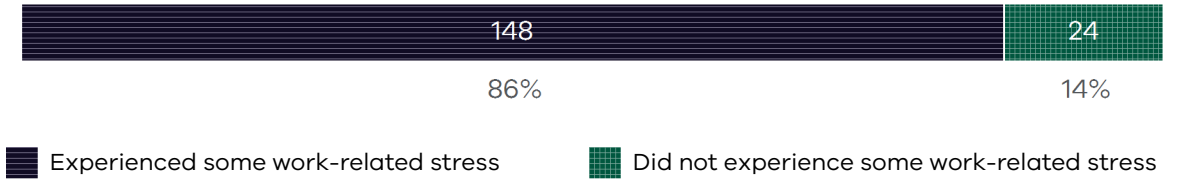
Of those that experienced work related stress it was from …	You 2022	You 2023	Comparator 2023	Public sector 2023
Workload	62%	47%	52%	49%
Time pressure	47%	33%	39%	41%
Organisation or workplace change	25%	22%	11%	12%
Competing home and work responsibilities	9%	16%	14%	14%
Unclear job expectations	13%	16%	12%	14%
Other	6%	16%	11%	12%
Content, variety, or difficulty of work	11%	14%	12%	11%
Dealing with clients, patients or stakeholders	17%	13%	15%	15%
Technology or equipment	0%	11%	11%	8%
Work that doesn't match my skills or experience	9%	7%	7%	7%

People outcomes

Intention to stay

What this is

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

Why this is important

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

How to read this

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

Example

6% 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	6%	8%	5%	7%
Over 6 months and up to 1 year	6%	6%	6%	10%
Over 1 year and up to 3 years	31%	24%	21%	24%
Over 3 years and up to 5 years	16%	16%	16%	15%
Over 5 years	41%	46%	52%	45%

Victorian Public Sector Commission

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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

91% 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

	You			Comparator		
2021	2022	2023	Lowest	Average	Highest

I can be myself at work — 6% / 3% / 91%

| Not asked | 81 % | 91 % | 73 % | 83 % | 90 % |

I feel culturally safe at work — 3% / 7% / 90%

| 83 % | 85 % | 90 % | 73 % | 85 % | 92 % |

I feel as if I belong at this organisation — 5% / 14% / 81%

| Not asked | 73 % | 81 % | 63 % | 77 % | 86 % |
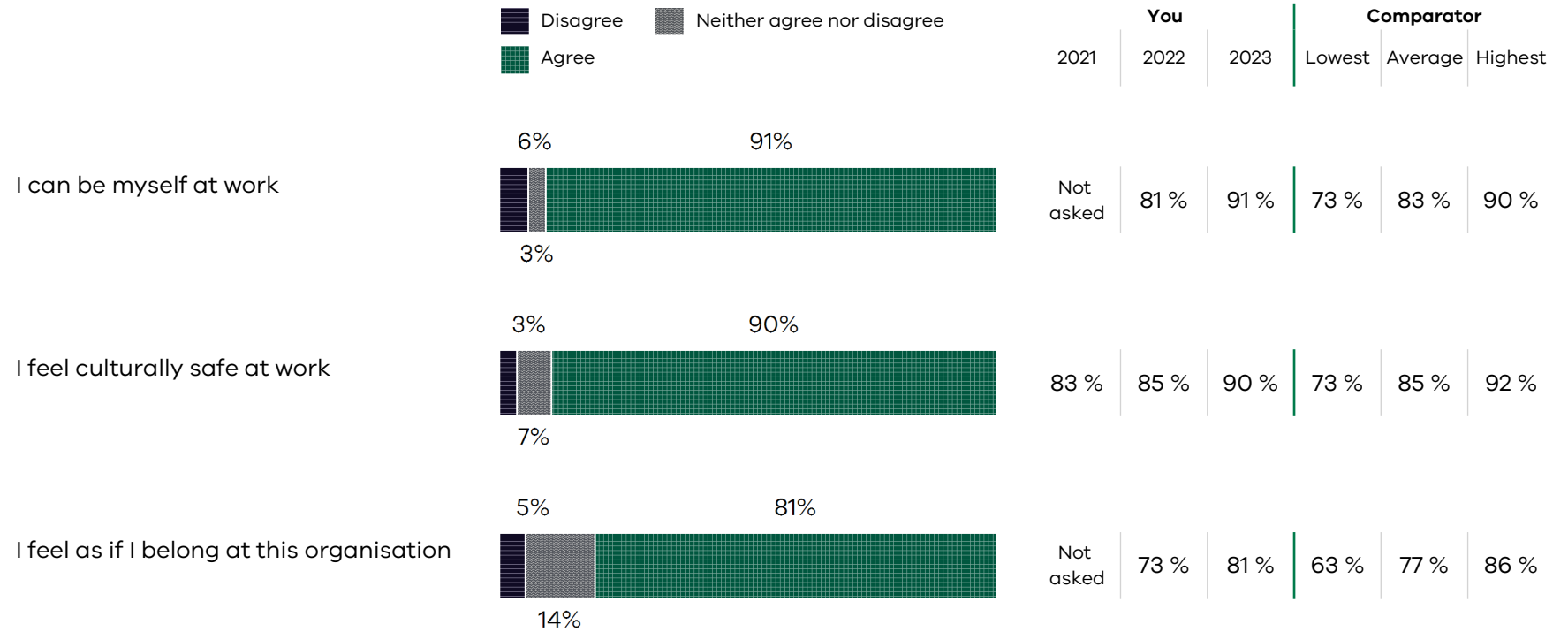
People outcomes

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

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

Staff who experienced one or more barriers to success at work

27	145
16%	84%

■ Experienced barriers listed   ▨ Did not experience any of the barriers listed
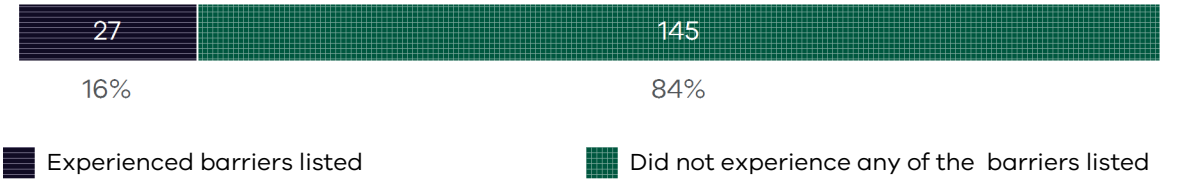
During the last 12 months, employees experienced barriers to their success due to ...	You 2022	You 2023	Comparator 2023	Public sector 2023
My mental health	13%	8%	6%	8%
My caring responsibilities	0%	6%	5%	7%

Victorian Public Sector Commission

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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

n 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 option.

Why there are no further details

Results for response options with fewer than 10 responses have been suppressed to protect participant anonymity.

No response option has 10 or more responses

Staff who witnessed one or more barriers to success at work

19	153
11%	89%

■ Witnessed barriers listed   ▦ Did not witness barriers listed
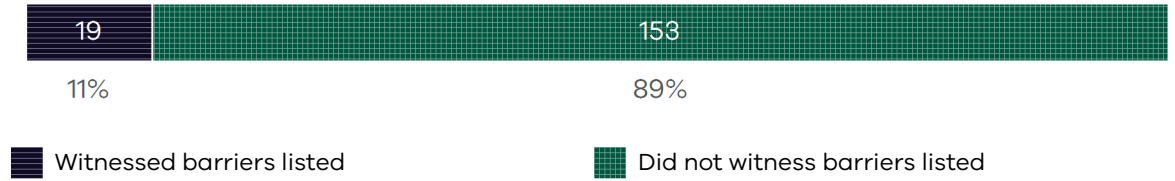
People outcomes

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:

- 58% 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: 24%, 47%, 58%, 56%, 52%
Enthusiastic: 28%, 45%, 53%, 51%, 48%
Worried: 44%, 33%, 22%, 26%, 31%
Miserable: 20%, 21%, 12%, 15%, 18%
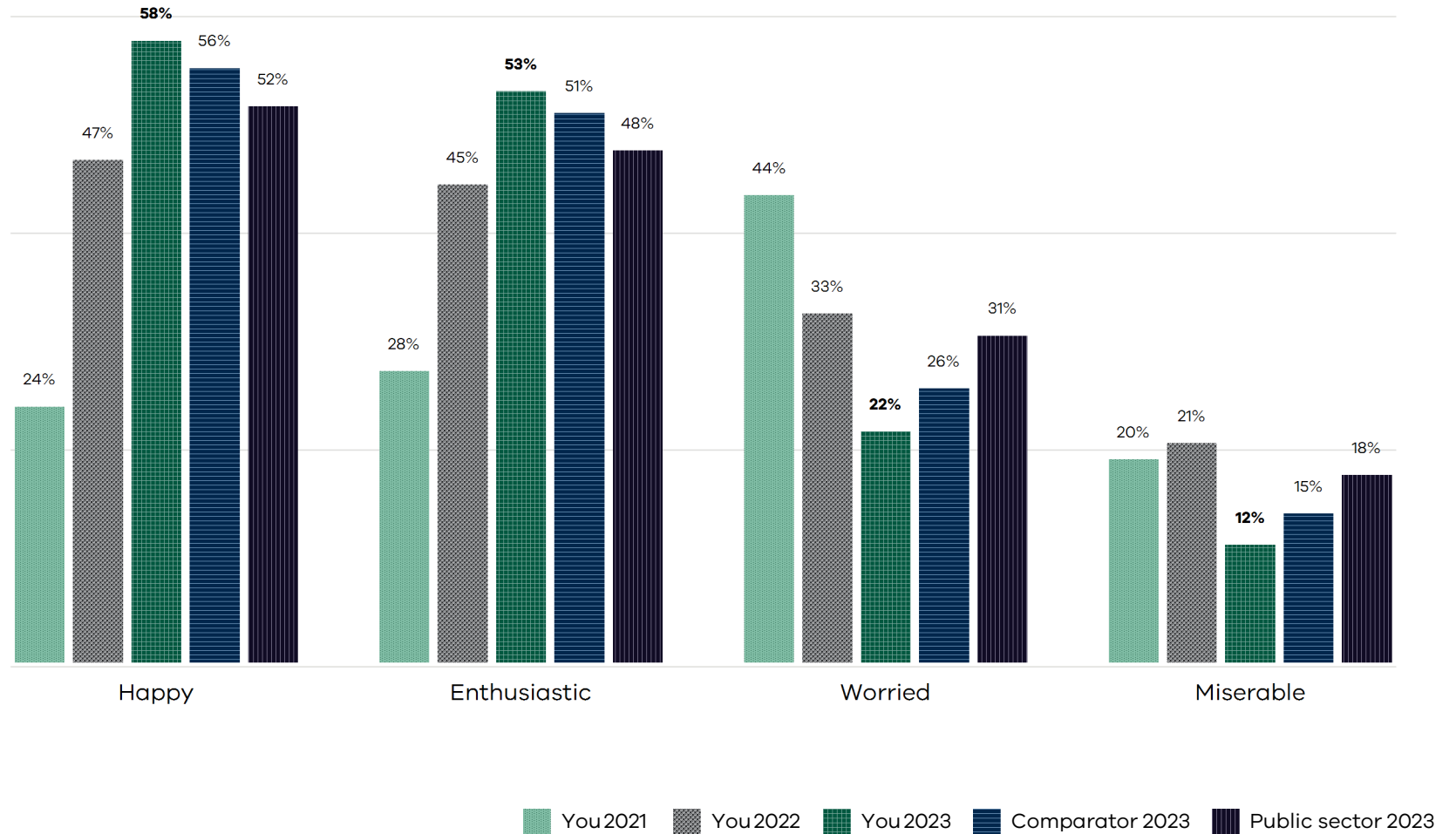
People outcomes

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:

- 4% of your staff who did the survey stated they experienced 'Violence or aggression' in the last 12 months which is up from 3% in 2022.

Compared to:

- 6% of staff at your comparator and 11% of staff across the public sector.

Chart: Negative behaviours by category

Violence or aggression: You 2021 6%, You 2022 3%, You 2023 4%, Comparator 2023 6%, Public sector 2023 11%

Bullying: You 2021 8%, You 2022 5%, You 2023 3%, Comparator 2023 7%, Public sector 2023 12%

Discrimination: You 2021 2%, You 2022 4%, You 2023 2%, Comparator 2023 4%, Public sector 2023 6%

Sexual harassment: You 2021 2%, You 2022 1%, You 2023 2%, Comparator 2023 3%, Public sector 2023 4%

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

People outcomes

Bullying

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

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.

People outcomes

Discrimination

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

People outcomes

Violence and aggression

What this is

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

Why this is important

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

Why there is no data here

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

We do this to protect the respondents.

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

6% of your staff who did the survey said they witnessed some negative behaviour at work.

94% 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?

10	162
6%	94%

- � Witnessed some negative behaviour
- ▪ Did not witness some negative behaviour
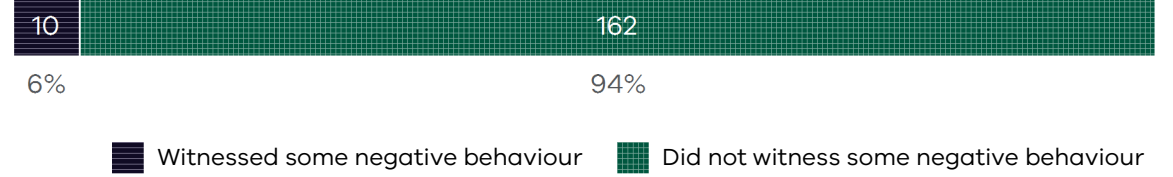
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	Comparator 2023	Public sector 2023
No, I have not witnessed any of the situations above	94%	87%	81%
Bullying of a colleague	3%	9%	13%
Discrimination against a colleague	3%	5%	7%
Violence or aggression against a colleague	1%	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

6% of your staff who did the survey witnessed negative behaviour, of which:

- 60% said the top action they took was 'Told a manager'.
- 10% took no action.

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

10	162
6%	94%

■ Witnessed some negative behaviour　　▦ Did not witness some negative behaviour
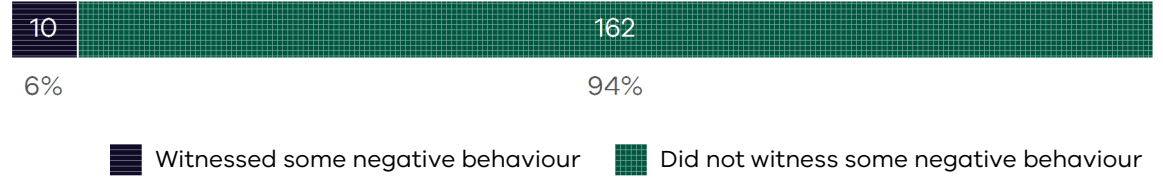
When you witnessed the above behaviour(s), did you do any of the following?	You 2023	Comparator 2023	Public sector 2023
Told a manager	60%	31%	38%
Spoke to the person who experienced the behaviour	40%	67%	69%
Spoke to the person who behaved in a negative way	30%	12%	17%
Submitted a formal complaint	10%	2%	5%
Told the person the behaviour was not OK	10%	17%	20%
Took no action	10%	9%	8%

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2023

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

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- Questions requested by your organisation

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- Age, gender, variations in sex characteristics and sexual orientation
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Victorian Public Sector Commission

VICTORIA State Government

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 'Meaningful work', the 'You 2023' column shows 97% of your staff agreed with 'I can make a worthwhile contribution at work'.
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
Meaningful work	I can make a worthwhile contribution at work	97%	+4%	94%
Job enrichment	I understand how my job helps my organisation achieve its goals	96%	+2%	94%
Manager leadership	My manager treats employees with dignity and respect	95%	+1%	89%
Flexible working	My manager supports working flexibly	95%	+3%	87%
Manager leadership	My manager demonstrates honesty and integrity	94%	+1%	88%
Manager leadership	My manager models my organisation's values	94%	+1%	86%
Organisational integrity	My organisation is committed to earning a high level of public trust	94%	+6%	89%
Safety climate	My organisation provides a physically safe work environment	94%	-2%	93%
Job enrichment	I can use my skills and knowledge in my job	93%	+3%	93%
Other questions	I understand how the Code of Conduct for Victorian public sector employees applies to my work	93%	Not asked in 2022	82%

Key differences

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 40% 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 0% decrease, which is a negative 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	40%	0%	37%
Organisational integrity	I believe the promotion processes in my organisation are fair	46%	+8%	48%
Learning and development	I am satisfied with the opportunities to progress in my organisation	53%	+10%	54%
Organisational integrity	I have an equal chance at promotion in my organisation	55%	+8%	53%
Collaboration	Workgroups across my organisation willingly share information with each other	61%	+4%	66%
Other questions	My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	62%	Not asked in 2022	53%
Learning and development	My organisation places a high priority on the learning and development of staff	62%	+20%	62%
Workload	I have enough time to do my job effectively	62%	+17%	58%
Safety climate	All levels of my organisation are involved in the prevention of stress	62%	+18%	56%
Engagement	I feel a strong personal attachment to my organisation	63%	+7%	64%

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 'Safety climate', the 'You 2023' column shows 70% of your staff agreed with 'Senior leaders consider the psychological health of employees to be as important as productivity'.
In the 'Increase from 2022' column, you have a 20% increase, which is a positive trend.

Question group	Most improved from last year	You 2023	Increase from 2022	Comparator 2023
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	70%	+20%	67%
Learning and development	My organisation places a high priority on the learning and development of staff	62%	+20%	62%
Engagement	My organisation inspires me to do the best in my job	73%	+19%	68%
Safety climate	All levels of my organisation are involved in the prevention of stress	62%	+18%	56%
Engagement	My organisation motivates me to help achieve its objectives	80%	+18%	70%
Senior leadership	Senior leaders model my organisation's values	79%	+18%	71%
Workload	I have enough time to do my job effectively	62%	+17%	58%
Manager support	I receive meaningful recognition when I do good work	79%	+17%	67%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	65%	+16%	58%
Workload	The workload I have is appropriate for the job that I do	67%	+15%	63%

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 'Organisational integrity', the 'You 2023' column shows 91% of your staff agreed with 'My organisation encourages employees to act in ways that are consistent with human rights'.
In the 'Decrease from 2022' column, you have a 3% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2023	Decrease from 2022	Comparator 2023
Organisational integrity	My organisation encourages employees to act in ways that are consistent with human rights	91%	-3%	89%
Safety climate	My organisation provides a physically safe work environment	94%	-2%	93%
Taking action	My organisation has made improvements based on the survey results from last year	40%	0%	37%
Manager support	I can discuss problems or issues with my manager	91%	0%	85%

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 87% of your staff agreed with 'I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration'.

The 'difference' column, shows that agreement for this question was 16 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 am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	87%	+16%	72%
Manager support	I receive meaningful recognition when I do good work	79%	+12%	67%
Other questions	I understand how the Code of Conduct for Victorian public sector employees applies to my work	93%	+11%	82%
Innovation	My workgroup encourages employee creativity	84%	+11%	74%
Organisational integrity	I believe the recruitment processes in my organisation are fair	73%	+10%	62%
Senior leadership	Senior leaders demonstrate honesty and integrity	80%	+10%	70%
Safe to speak up	I feel safe to challenge inappropriate behaviour at work	87%	+10%	77%
Workgroup support	People in my workgroup appropriately manage conflicts of interest	88%	+10%	78%
Taking action	I believe my organisation will make improvements based on the results of this survey	65%	+10%	56%
Engagement	My organisation motivates me to help achieve its objectives	80%	+9%	70%

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 'Collaboration', the 'You 2023' column shows 61% of your staff agreed with 'Workgroups across my organisation willingly share information with each other'.

The 'difference' column, shows that agreement for this question was 5 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2023	Difference	Comparator 2023
Collaboration	Workgroups across my organisation willingly share information with each other	61%	-5%	66%
Senior leadership	Senior leaders provide clear strategy and direction	64%	-2%	66%
Organisational integrity	I believe the promotion processes in my organisation are fair	46%	-2%	48%
Learning and development	I am satisfied with the opportunities to progress in my organisation	53%	-1%	54%
Engagement	I feel a strong personal attachment to my organisation	63%	-1%	64%
Workgroup support	People in my workgroup work together effectively to get the job done	86%	0%	86%
Collaboration	I am able to work effectively with others outside my immediate workgroup	87%	0%	87%
Job enrichment	I can use my skills and knowledge in my job	93%	0%	93%

People matter survey

2023

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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

65% 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'.

Legend: Disagree · Don't know · Neither agree nor disagree · Agree
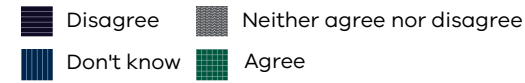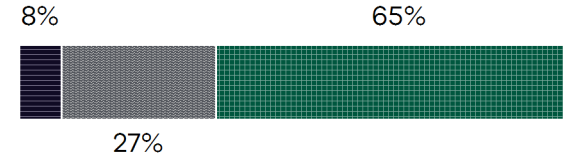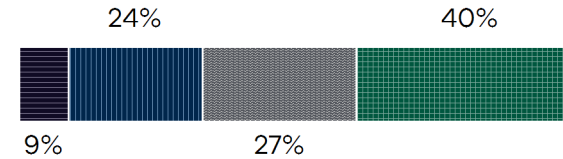
Survey question	Your results	2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I believe my organisation will make improvements based on the results of this survey	8% / 27% / 65%	Not asked	57 %	65 %	34 %	56 %	72 %
My organisation has made improvements based on the survey results from last year	9% / 24% / 27% / 40%	Not asked	40 %	40 %	23 %	37 %	55 %

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Victorian Public Sector Commission

VICTORIA State Government

Senior leadership

Senior leadership

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

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

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders demonstrate honesty and integrity	3% / 80% / 5% / 12%	69 %	66 %	80 %	52 %	70 %	84 %
Senior leaders model my organisation's values	2% / 79% / 6% / 13%	64 %	61 %	79 %	52 %	71 %	87 %
Senior leaders provide clear strategy and direction	1% / 64% / 10% / 25%	51 %	58 %	64 %	36 %	66 %	83 %

Victorian Public Sector Commission

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Organisational climate

Scorecard

What this is

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

Why this is important

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

How to read this

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

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

Example

In 2023:

- 76% of your staff who did the survey responded positively to questions about Organisational integrity which is up from 72% in 2022.

Compared to:

- 73% of staff at your comparator and 66% of staff across the public sector.

Organisational integrity*	**Collaboration**	**Safety climate**

Organisational integrity*: 72%, 76%, 73%, 66%
Collaboration: 72%, 71%, 74%, 77%, 72%
Safety climate: 50%, 58%, 71%, 66%, 57%

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

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

Victorian Public Sector Commission

VICTORIA State Government

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.
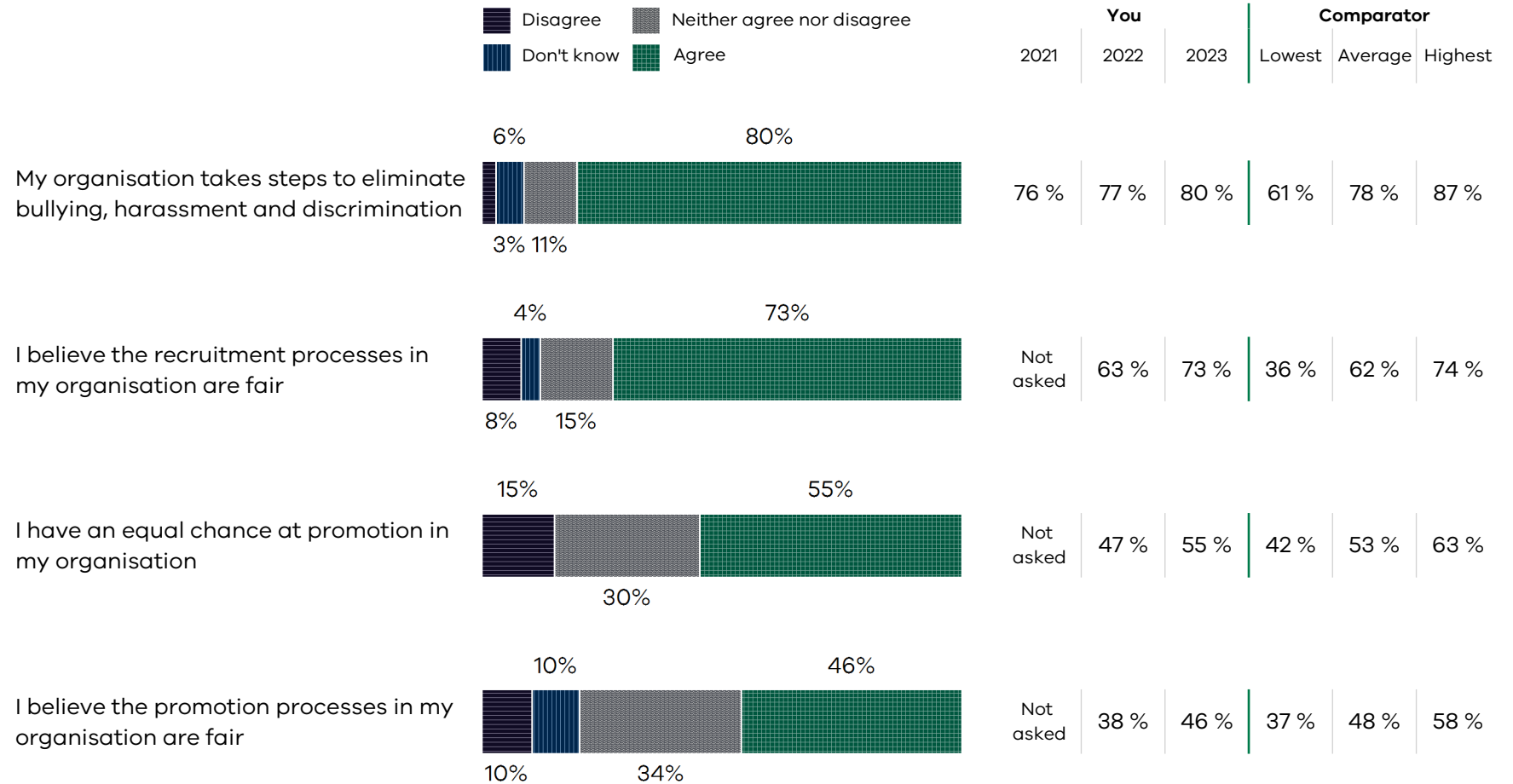
Example

94% of your staff who did the survey agreed or strongly agreed with 'My organisation is committed to earning a high level of public trust'.

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 is committed to earning a high level of public trust	1% / 94% / 2% / 4%	90 %	88 %	94 %	61 %	89 %	97 %
My organisation encourages employees to act in ways that are consistent with human rights	1% / 91% / 8%	88 %	94 %	91 %	77 %	89 %	95 %
My organisation encourages respectful workplace behaviours	2% / 90% / 8%	90 %	90 %	90 %	75 %	90 %	97 %
My organisation does not tolerate improper conduct	2% / 80% / 3% / 15%	74 %	80 %	80 %	65 %	79 %	87 %

Victorian Public Sector Commission

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Organisational climate

Organisational integrity 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

80% of your staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.

Survey question — Your results — Benchmark agree results

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

Survey question		You			Comparator		
	2021	2022	2023		Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination (6% / 3% / 11% / 80%)	76 %	77 %	80 %		61 %	78 %	87 %
I believe the recruitment processes in my organisation are fair (4% / 8% / 15% / 73%)	Not asked	63 %	73 %		36 %	62 %	74 %
I have an equal chance at promotion in my organisation (15% / 30% / 55%)	Not asked	47 %	55 %		42 %	53 %	63 %
I believe the promotion processes in my organisation are fair (10% / 10% / 34% / 46%)	Not asked	38 %	46 %		37 %	48 %	58 %

Victorian Public Sector Commission

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Organisational climate

Collaboration

What this is

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

Why this is important

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

How to read this

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

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

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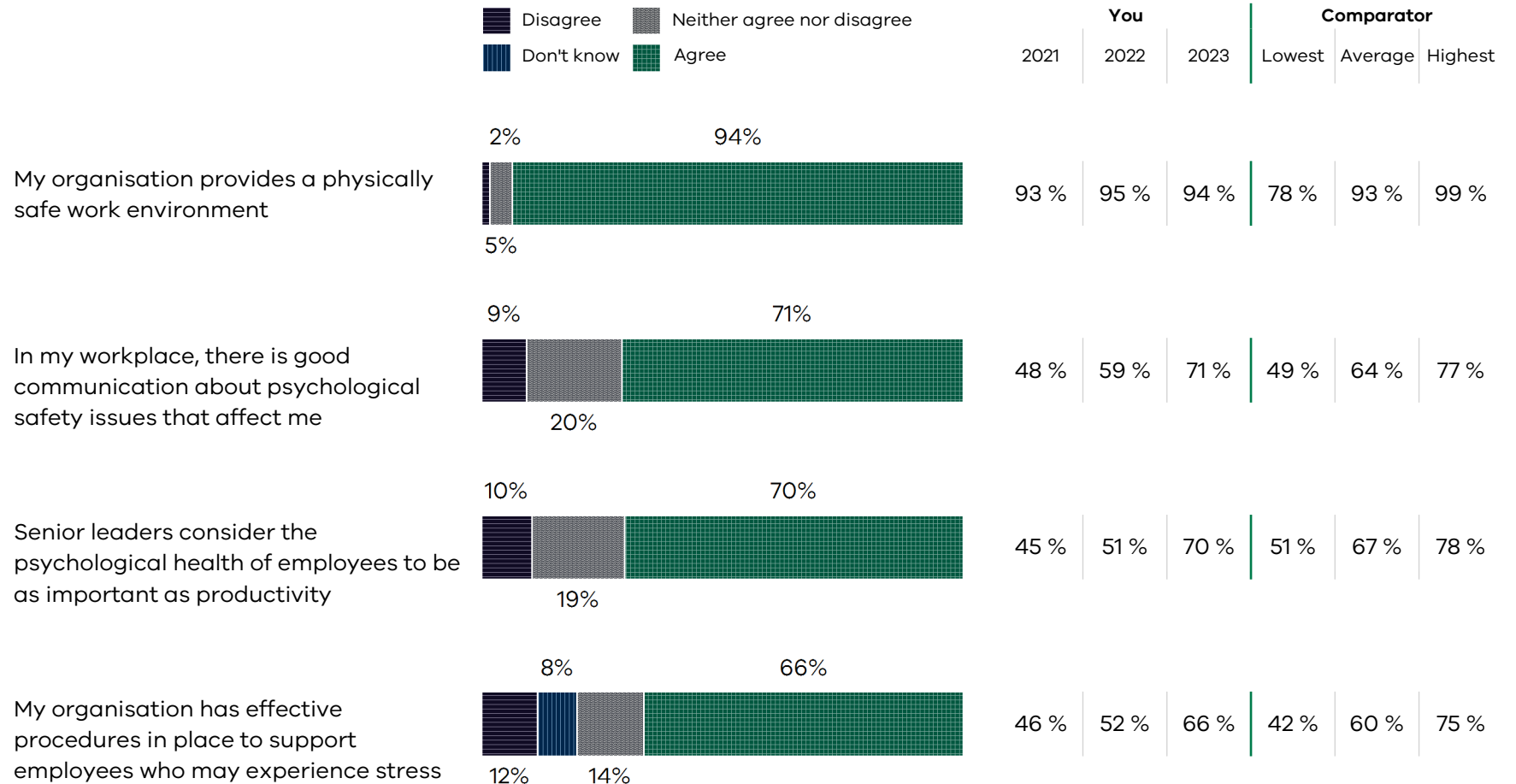
Example

87% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
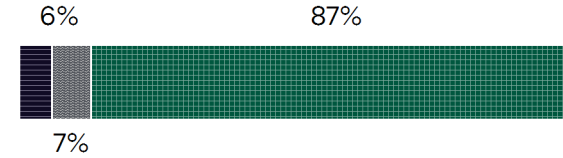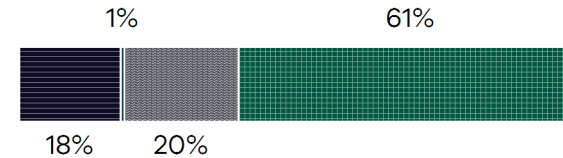
Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I am able to work effectively with others outside my immediate workgroup	6% / 7% / 87%	91 %	86 %	87 %	75 %	87 %	93 %
Workgroups across my organisation willingly share information with each other	18% / 1% / 20% / 61%	54 %	57 %	61 %	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

94% 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	2% Disagree, 94% Agree, 5% Neither	93 %	95 %	94 %	78 %	93 %	99 %
In my workplace, there is good communication about psychological safety issues that affect me	9% Disagree, 71% Agree, 20% Neither	48 %	59 %	71 %	49 %	64 %	77 %
Senior leaders consider the psychological health of employees to be as important as productivity	10% Disagree, 70% Agree, 19% Neither	45 %	51 %	70 %	51 %	67 %	78 %
My organisation has effective procedures in place to support employees who may experience stress	8% Disagree, 66% Agree, 12%, 14%	46 %	52 %	66 %	42 %	60 %	75 %

Organisational climate

Safety climate 2 of 2

What this is

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

Why this is important

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

How to read this

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

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

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

Example

65% of your staff who did the survey agreed or strongly agreed with 'Senior leaders show support for stress prevention through involvement and commitment'.

Survey question · Your results · Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
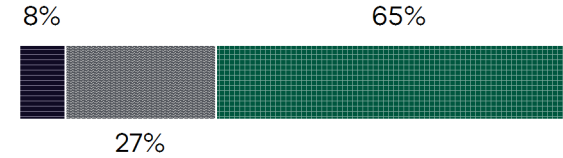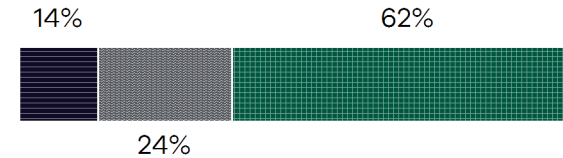
Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
Senior leaders show support for stress prevention through involvement and commitment	8% / 27% / 65%	40 %	49 %	65 %	42 %	58 %	73 %
All levels of my organisation are involved in the prevention of stress	14% / 24% / 62%	30 %	44 %	62 %	37 %	56 %	68 %

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

Demographics

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

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.

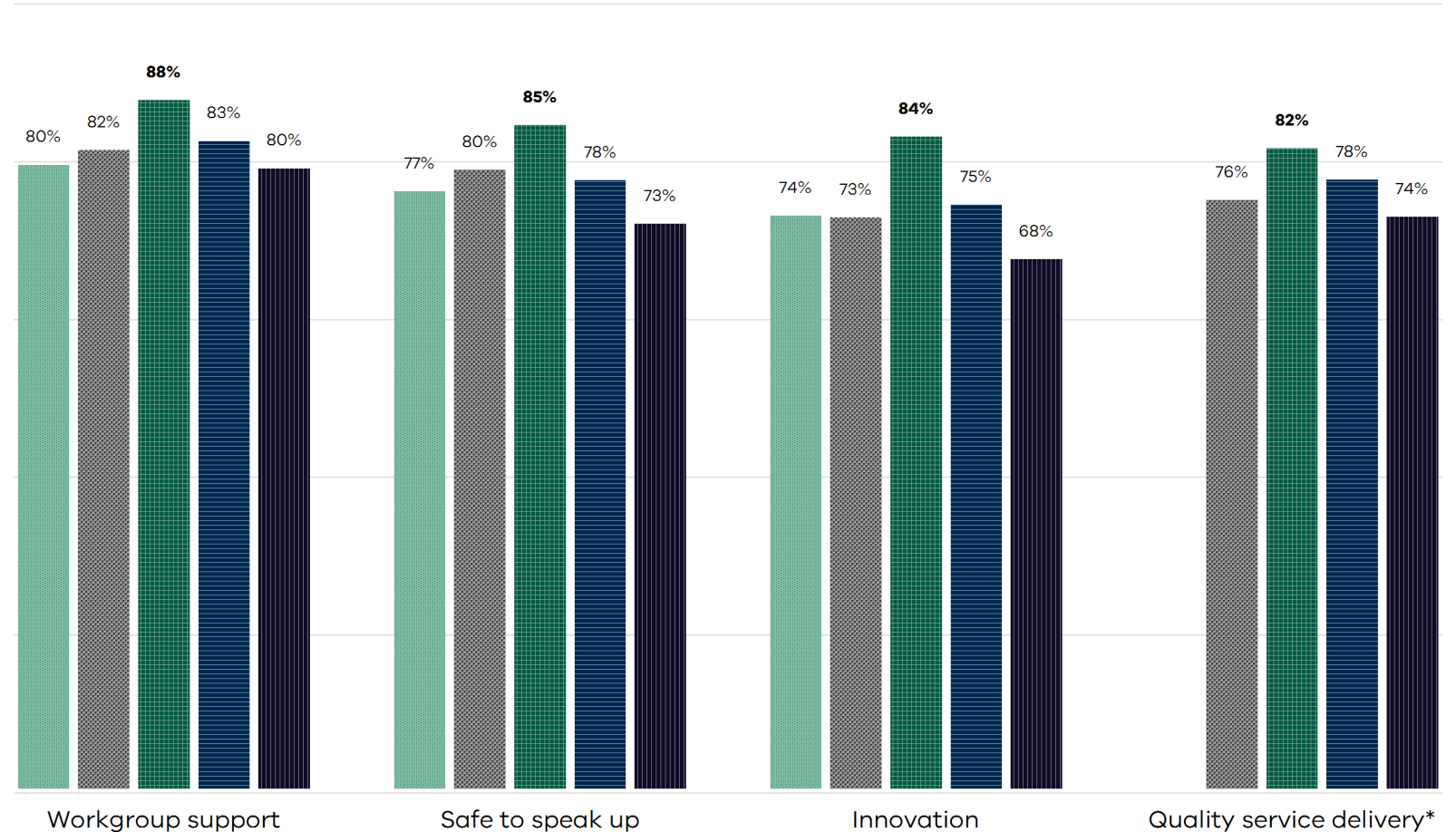Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2023:

- 88% of your staff who did the survey responded positively to questions about Workgroup support which is up from 82% in 2022.

Compared to:

- 83% of staff at your comparator and 80% of staff across the public sector.

Chart — Workgroup climate scorecard

	You 2021	You 2022	You 2023	Comparator 2023	Public sector 2023
Workgroup support	80%	82%	88%	83%	80%
Safe to speak up	77%	80%	85%	78%	73%
Innovation	74%	73%	84%	75%	68%
Quality service delivery*		76%	82%	78%	74%

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

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

Victorian Public Sector Commission

VICTORIA State Government

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

92% 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
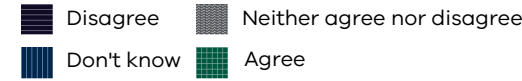
Legend: ■ Disagree ▨ Neither agree nor disagree ▮ Don't know ▨ Agree
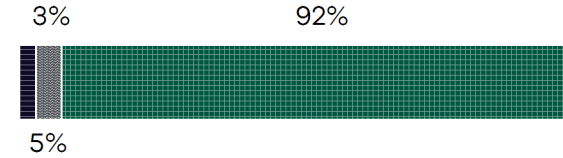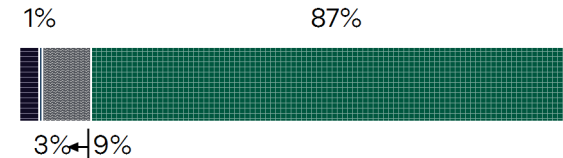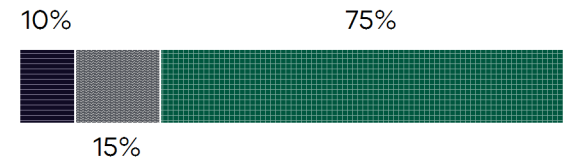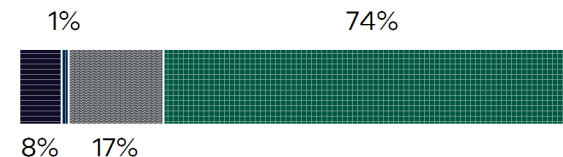
Survey question	Disagree	Neither	Agree	2021	2022	2023	Lowest	Average	Highest
My workgroup provides high quality advice and services	3%	5%	92%	Not asked	84 %	92 %	76 %	87 %	93 %
My workgroup acts fairly and without bias	1%	3%	87%	Not asked	82 %	87 %	61 %	80 %	88 %
My workgroup has clear lines of responsibility	10%	15%	75%	73 %	70 %	75 %	65 %	75 %	80 %
My workgroup uses its resources well	1% / 8%	17%	74%	Not asked	68 %	74 %	62 %	72 %	84 %

Victorian Public Sector Commission

VICTORIA State Government

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.
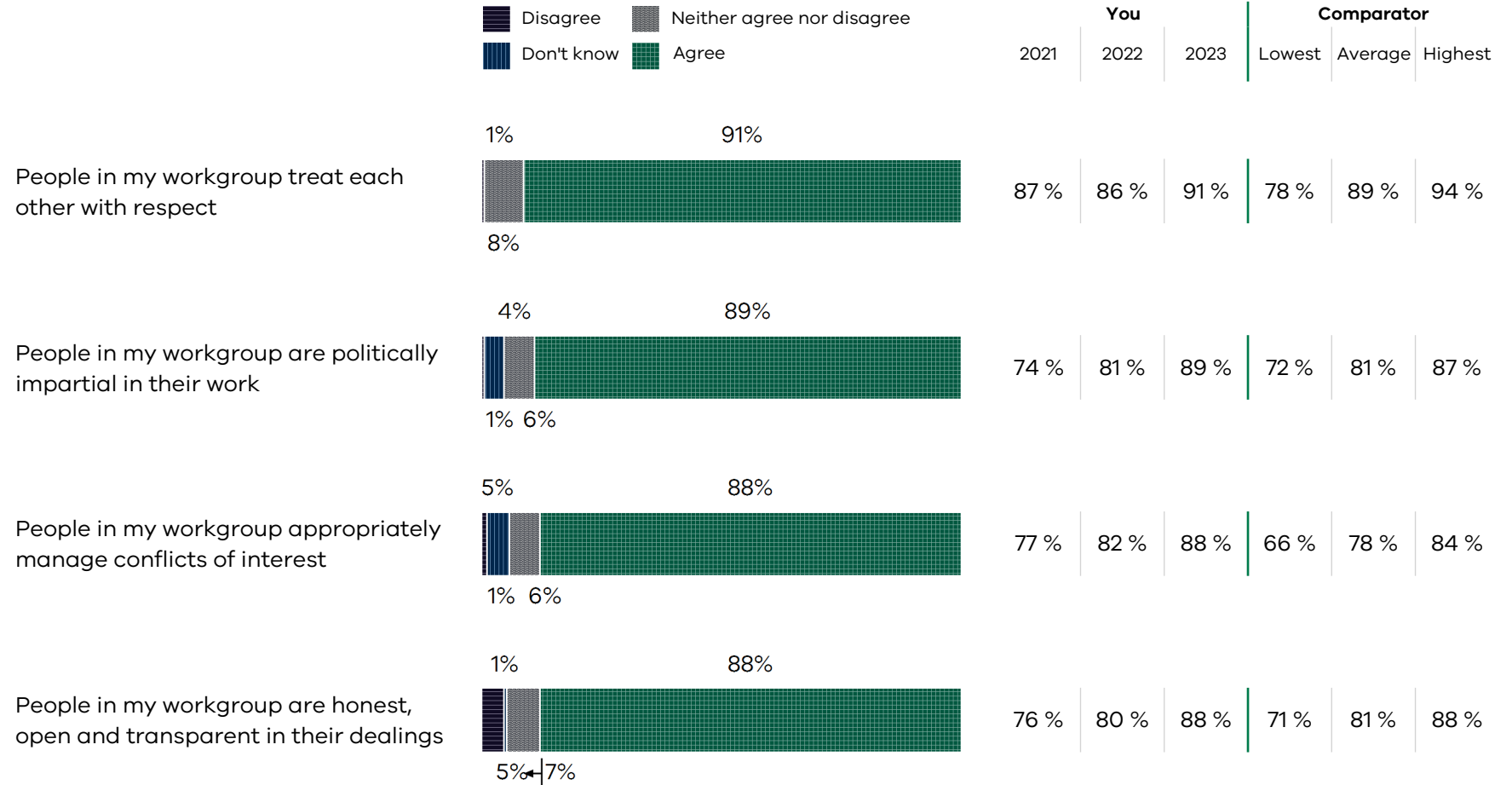
Example

85% of your staff who did the survey agreed or strongly agreed with 'My workgroup learns from failures and mistakes'.
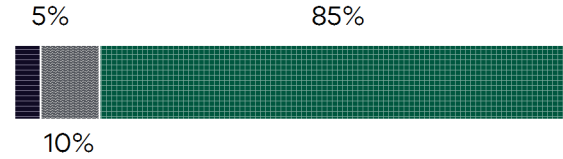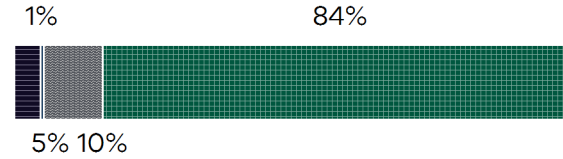
Survey question	Your results			You			Comparator		
			2021	2022	2023	Lowest	Average	Highest
My workgroup learns from failures and mistakes	5% / 85% / 10%		79 %	76 %	85 %	65 %	77 %	87 %
My workgroup encourages employee creativity	1% / 84% / 5% 10%		66 %	73 %	84 %	63 %	74 %	82 %
My workgroup is quick to respond to opportunities to do things better	6% / 82% / 12%		76 %	72 %	82 %	67 %	75 %	83 %

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

Workgroup climate

What this is

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

Why this is important

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

How to read this

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

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

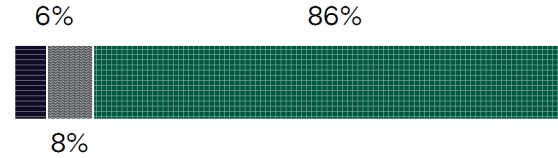Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

91% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.

Survey question	Your results							

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

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
People in my workgroup treat each other with respect	1% / 8% / 91%	87 %	86 %	91 %	78 %	89 %	94 %
People in my workgroup are politically impartial in their work	4% / 1% / 6% / 89%	74 %	81 %	89 %	72 %	81 %	87 %
People in my workgroup appropriately manage conflicts of interest	5% / 1% / 6% / 88%	77 %	82 %	88 %	66 %	78 %	84 %
People in my workgroup are honest, open and transparent in their dealings	1% / 5% / 7% / 88%	76 %	80 %	88 %	71 %	81 %	88 %

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

86% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup work together effectively to get the job done'.

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

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest

People in my workgroup work together effectively to get the job done

6%   86%
8%

| 86 % | 82 % | 86 % | 80 % | 86 % | 91 % |
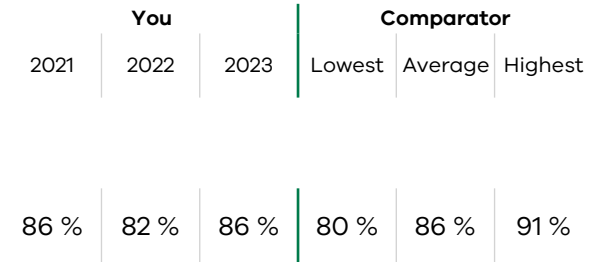
Workgroup climate

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

87% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.
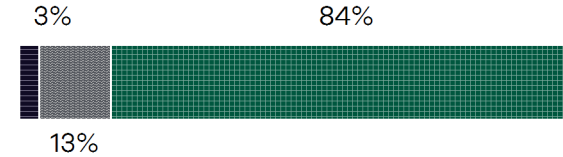
Survey question	Your results						

Legend: Disagree | Don't know | Neither agree nor disagree | Agree
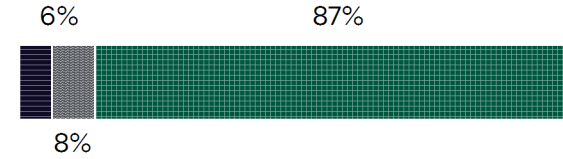
Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I feel safe to challenge inappropriate behaviour at work	6% / 8% / 87%	71 %	76 %	87 %	62 %	77 %	88 %
People in my workgroup are able to bring up problems and tough issues	3% / 13% / 84%	83 %	83 %	84 %	73 %	80 %	88 %

Victorian Public Sector Commission

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People matter survey

2023

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- Violence and aggression

Key differences

- Highest scoring
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- Biggest positive difference from comparator
- Biggest negative difference from comparator

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- Safe to speak up

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Public sector values

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- 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
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- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring
- Business units

Job and manager factors

Scorecard 1 of 2

What this is

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

Why this is important

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

How to read this

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

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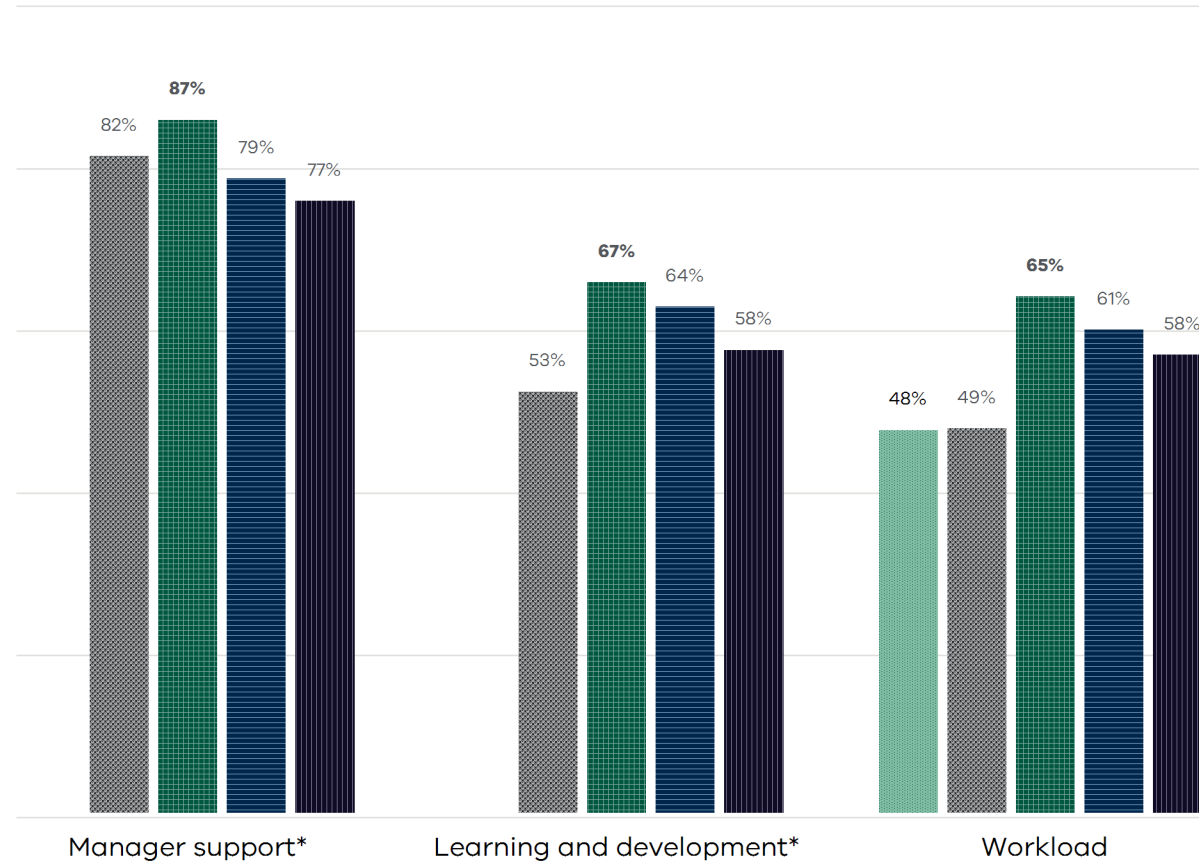
Example

In 2023:

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

Compared to:

- 87% of staff at your comparator and 86% of staff across the public sector.
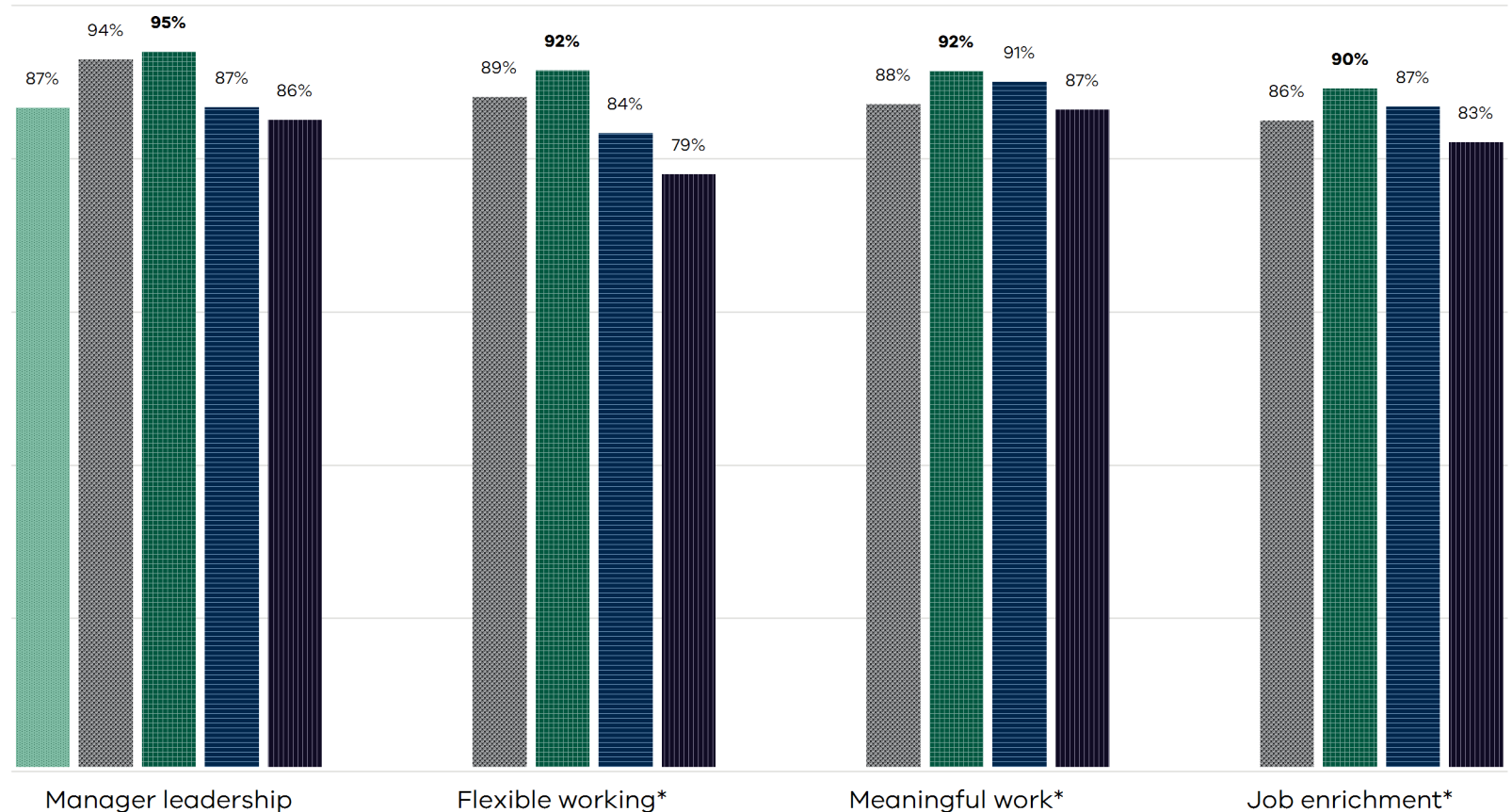
Manager leadership: You 2021 87%, You 2022 94%, You 2023 95%, Comparator 2023 87%, Public sector 2023 86%

Flexible working*: You 2022 89%, You 2023 92%, Comparator 2023 84%, Public sector 2023 79%

Meaningful work*: You 2022 88%, You 2023 92%, Comparator 2023 91%, Public sector 2023 87%

Job enrichment*: You 2022 86%, You 2023 90%, Comparator 2023 87%, Public sector 2023 83%

*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:

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

Compared to:

- 79% of staff at your comparator and 77% of staff across the public sector.

Chart data:

Manager support*
- You 2022: 82%
- You 2023: 87%
- Comparator 2023: 79%
- Public sector 2023: 77%

Learning and development*
- You 2022: 53%
- You 2023: 67%
- Comparator 2023: 64%
- Public sector 2023: 58%

Workload
- You 2021: 48%
- You 2022: 49%
- You 2023: 65%
- Comparator 2023: 61%
- Public sector 2023: 58%

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

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

Victorian Public Sector Commission

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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

95% of your staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.
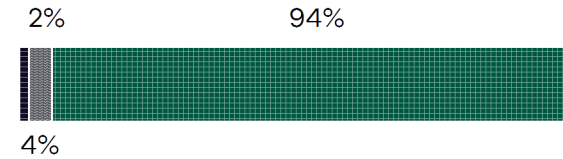
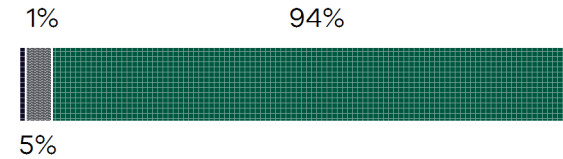| Survey question	Your results			Benchmark agree results		

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

Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My manager treats employees with dignity and respect — 1% / 95% / 3%	88 %	94 %	95 %	75 %	89 %	95 %
My manager demonstrates honesty and integrity — 2% / 94% / 4%	87 %	93 %	94 %	74 %	88 %	93 %
My manager models my organisation's values — 1% / 94% / 5%	87 %	93 %	94 %	76 %	86 %	92 %

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.

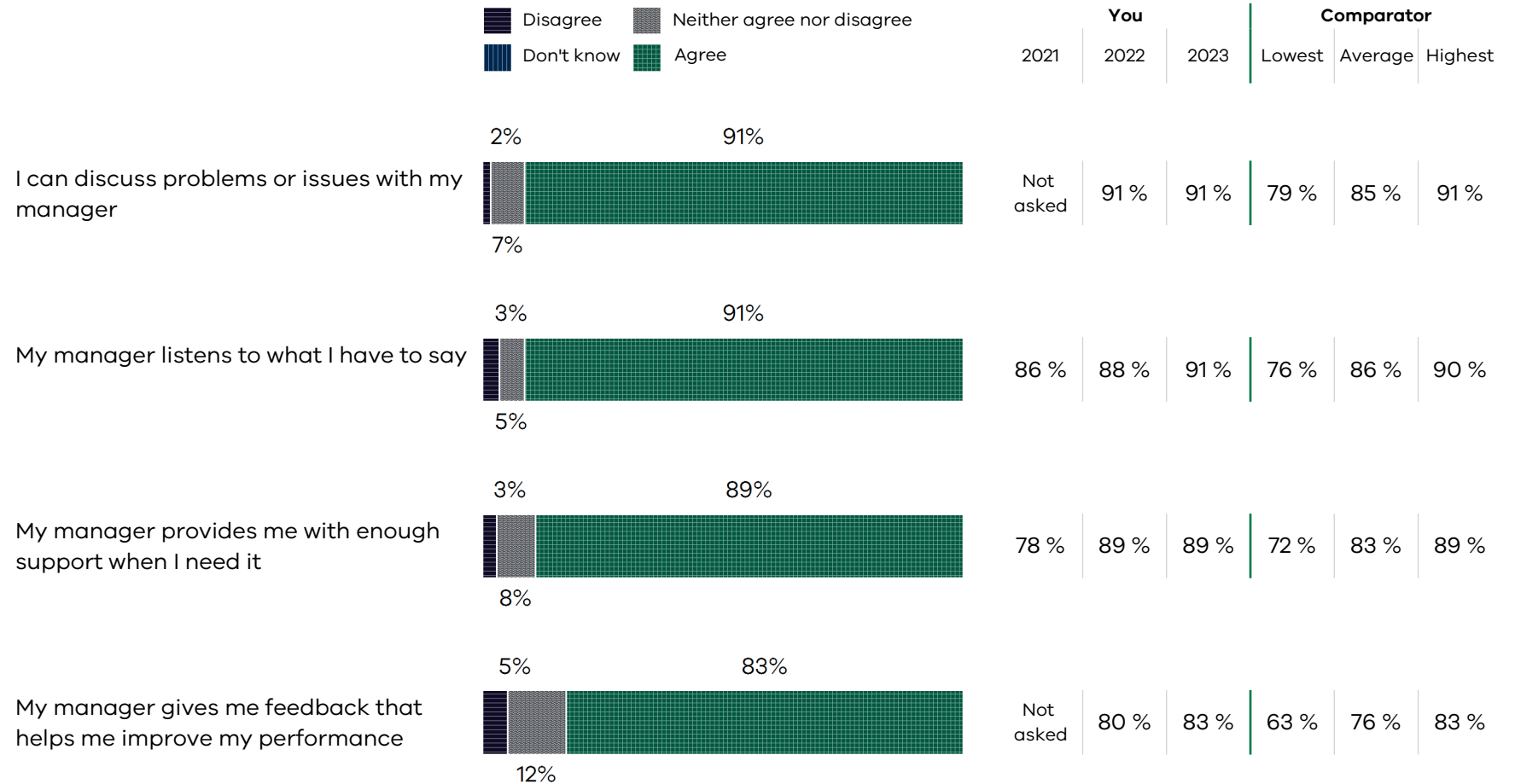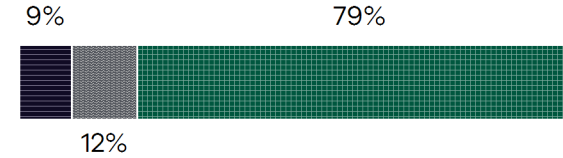Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

91% of your staff who did the survey agreed or strongly agreed with 'I can discuss problems or issues with my manager'.

Survey question | Your results | Benchmark agree results

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

Survey question	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I can discuss problems or issues with my manager (2% / 91% / 7%)	Not asked	91 %	91 %	79 %	85 %	91 %
My manager listens to what I have to say (3% / 91% / 5%)	86 %	88 %	91 %	76 %	86 %	90 %
My manager provides me with enough support when I need it (3% / 89% / 8%)	78 %	89 %	89 %	72 %	83 %	89 %
My manager gives me feedback that helps me improve my performance (5% / 83% / 12%)	Not asked	80 %	83 %	63 %	76 %	83 %

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

79% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.
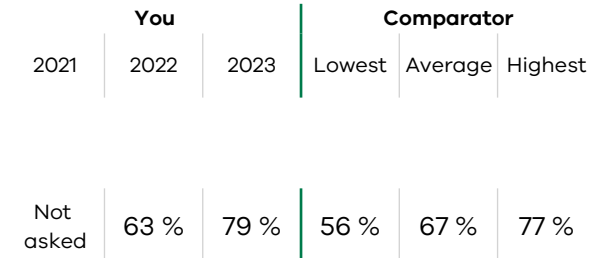
Survey question

Your results

Benchmark agree results

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

I receive meaningful recognition when I do good work

9%

12%

79%

	You			Comparator		
2021	2022	2023		Lowest	Average	Highest
Not asked	63 %	79 %		56 %	67 %	77 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

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

How to read this

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

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

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

Example

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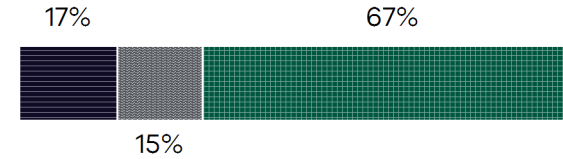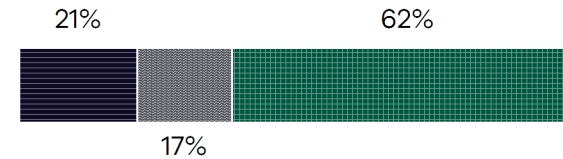
Survey question	Your results		Benchmark agree results

Legend: ■ Disagree ▨ Neither agree nor disagree ▧ Agree

		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
The workload I have is appropriate for the job that I do	17% / 15% / 67%	49 %	52 %	67 %	51 %	63 %	76 %
I have enough time to do my job effectively	21% / 17% / 62%	48 %	45 %	62 %	43 %	58 %	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.
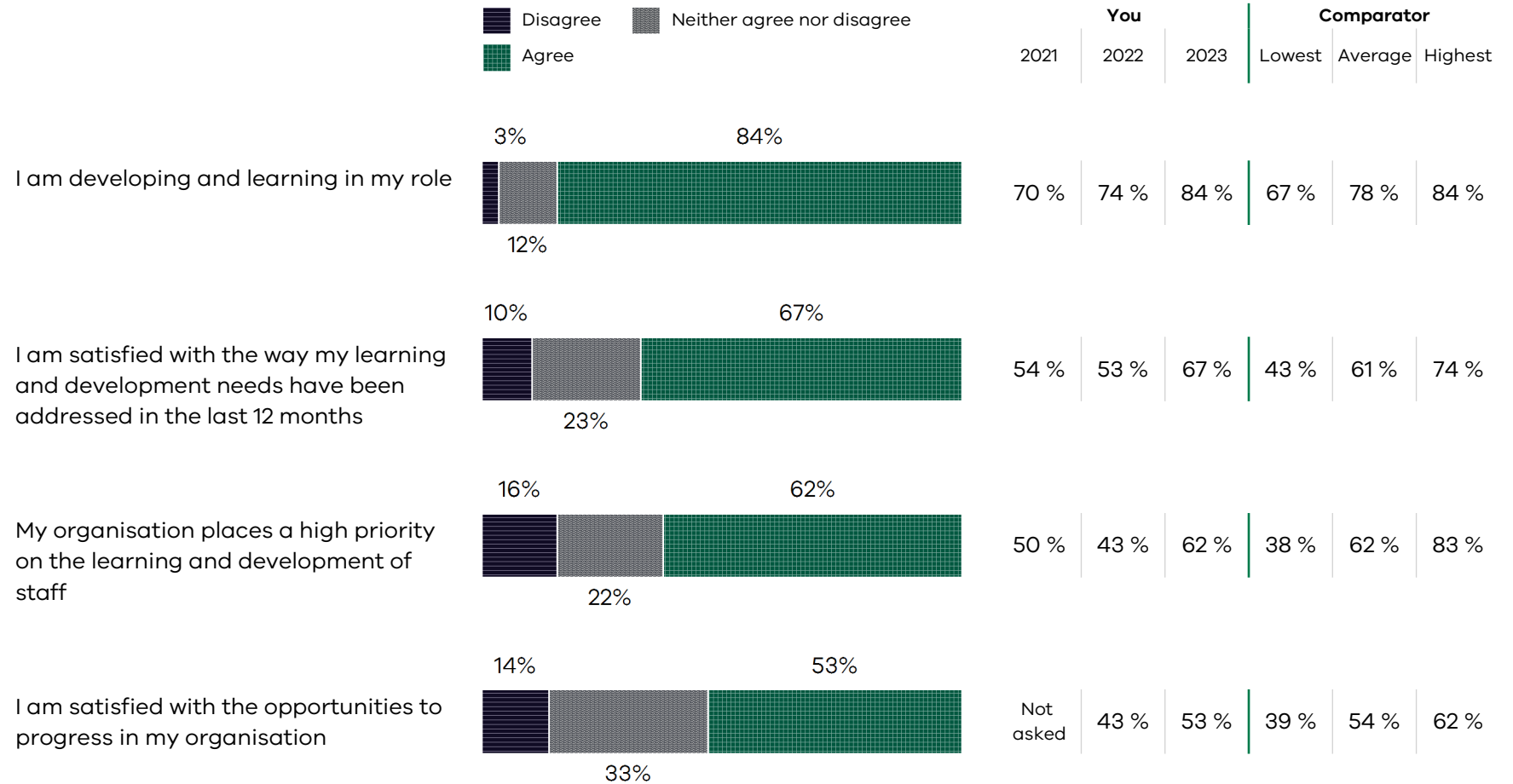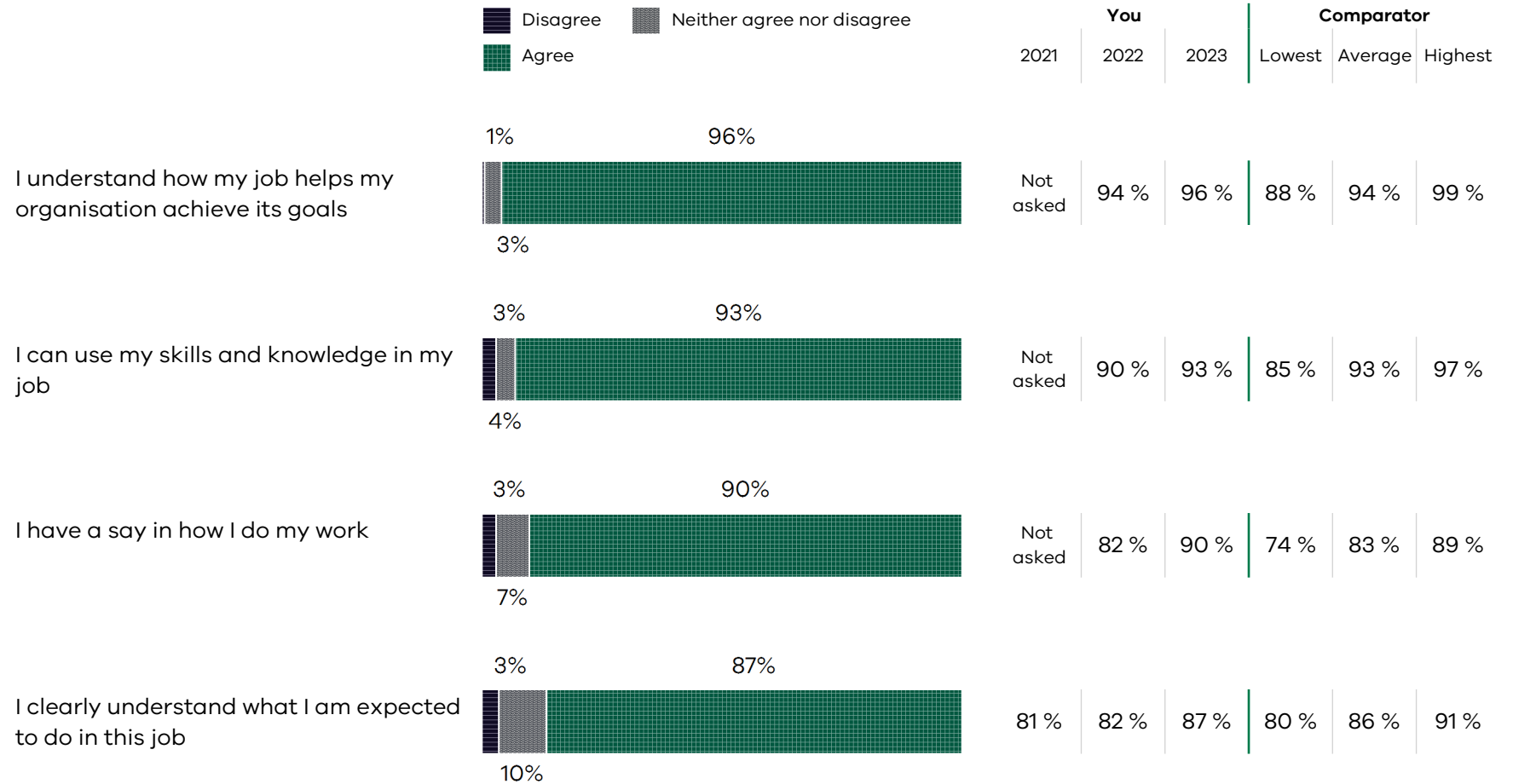
Example

84% 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	3% / 12% / 84%	70 %	74 %	84 %	67 %	78 %	84 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	10% / 23% / 67%	54 %	53 %	67 %	43 %	61 %	74 %
My organisation places a high priority on the learning and development of staff	16% / 22% / 62%	50 %	43 %	62 %	38 %	62 %	83 %
I am satisfied with the opportunities to progress in my organisation	14% / 33% / 53%	Not asked	43 %	53 %	39 %	54 %	62 %

Job and manager factors

Job enrichment 1 of 2

What this is

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

Why this is important

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

How to read this

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

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

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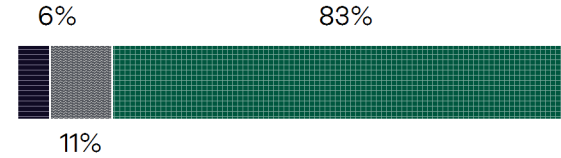
Example

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

Survey question | Your results | Benchmark agree results

■ Disagree　▨ Neither agree nor disagree
▨ Agree

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
I understand how my job helps my organisation achieve its goals	1% Disagree, 3% Neither, 96% Agree	Not asked	94 %	96 %	88 %	94 %	99 %
I can use my skills and knowledge in my job	3% Disagree, 4% Neither, 93% Agree	Not asked	90 %	93 %	85 %	93 %	97 %
I have a say in how I do my work	3% Disagree, 7% Neither, 90% Agree	Not asked	82 %	90 %	74 %	83 %	89 %
I clearly understand what I am expected to do in this job	3% Disagree, 10% Neither, 87% Agree	81 %	82 %	87 %	80 %	86 %	91 %

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.
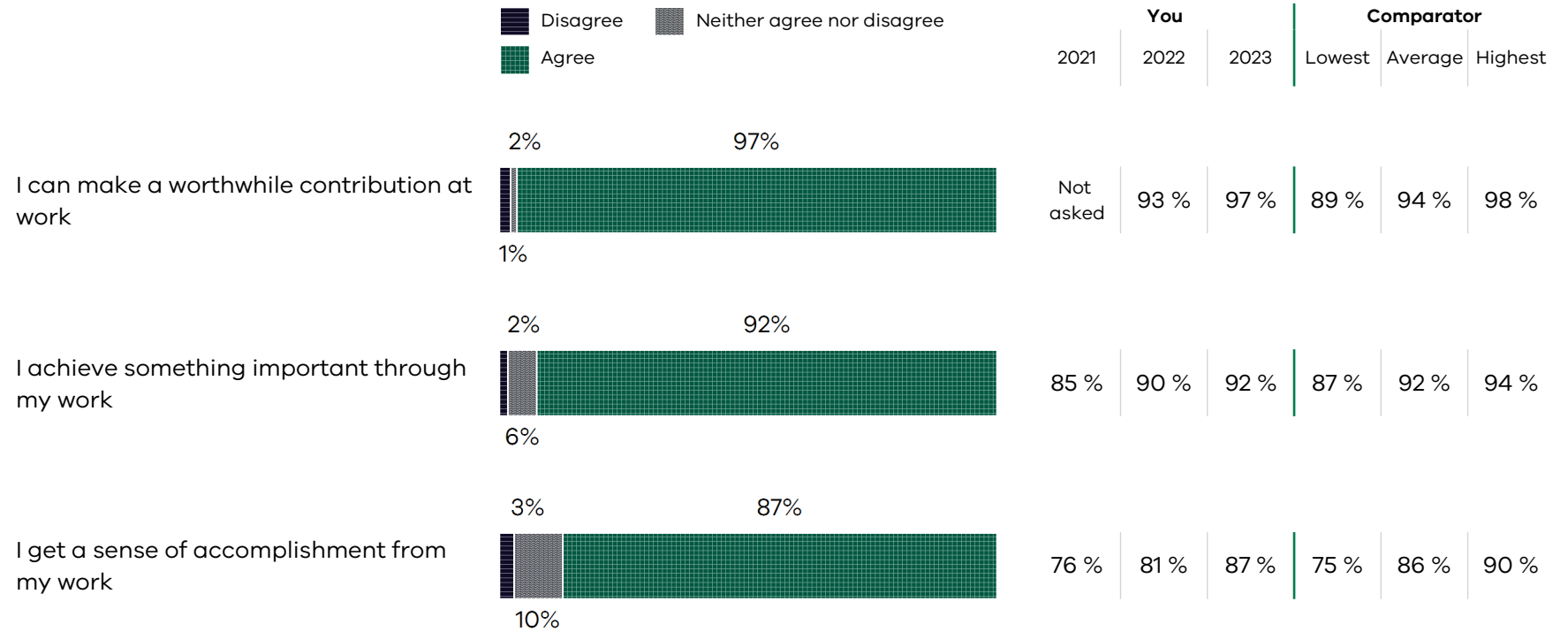
Example

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

■ Disagree   ▦ Neither agree nor disagree
▦ Agree

I have the authority to do my job effectively

6%   83%

11%

Benchmark agree results

	You			Comparator		
2021	2022	2023	Lowest	Average	Highest
77 %	80 %	83 %	68 %	81 %	87 %
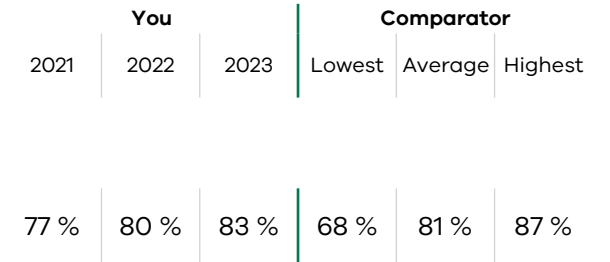
Job and manager factors

Meaningful work

What this is

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

Why this is important

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

How to read this

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

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

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

Example

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

Survey question

Your results

■ Disagree ▦ Neither agree nor disagree
▦ Agree

I can make a worthwhile contribution at work
2% / 97% / 1%

I achieve something important through my work
2% / 92% / 6%

I get a sense of accomplishment from my work
3% / 87% / 10%

Benchmark agree results

Survey question	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
I can make a worthwhile contribution at work	Not asked	93 %	97 %	89 %	94 %	98 %
I achieve something important through my work	85 %	90 %	92 %	87 %	92 %	94 %
I get a sense of accomplishment from my work	76 %	81 %	87 %	75 %	86 %	90 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Flexible working

What this is

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

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

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

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

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

Example

95% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.

Survey question	Your results					

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

Benchmark agree results
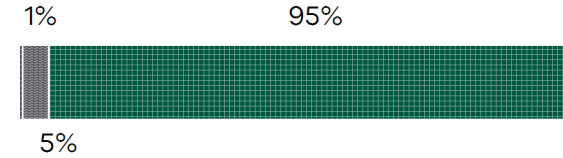
		You			Comparator		
Survey question		2021	2022	2023	Lowest	Average	Highest
My manager supports working flexibly	1% / 95% / 5%	Not asked	91 %	95 %	71 %	87 %	95 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration	5% / 90% / 6%	82 %	86 %	90 %	58 %	80 %	95 %

People matter survey

2023

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Public sector values

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- 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
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- Cultural diversity
- Employment
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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:

- 92% of your staff who did the survey responded positively to questions about Responsiveness , which is up 9% in 2022.

Compared to:

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

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

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

Responsiveness*: 84%, 92%, 87%, 81%
Respect: 86%, 87%, 90%, 86%, 81%
Impartiality*: 81%, 88%, 80%, 78%
Human rights: 84%, 89%, 88%, 82%, 83%

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:

- 87% of your staff who did the survey responded positively to questions about Integrity , which is up 7% in 2022.

Compared to:

- 80% of staff at your comparator and 75% of staff across the public sector.
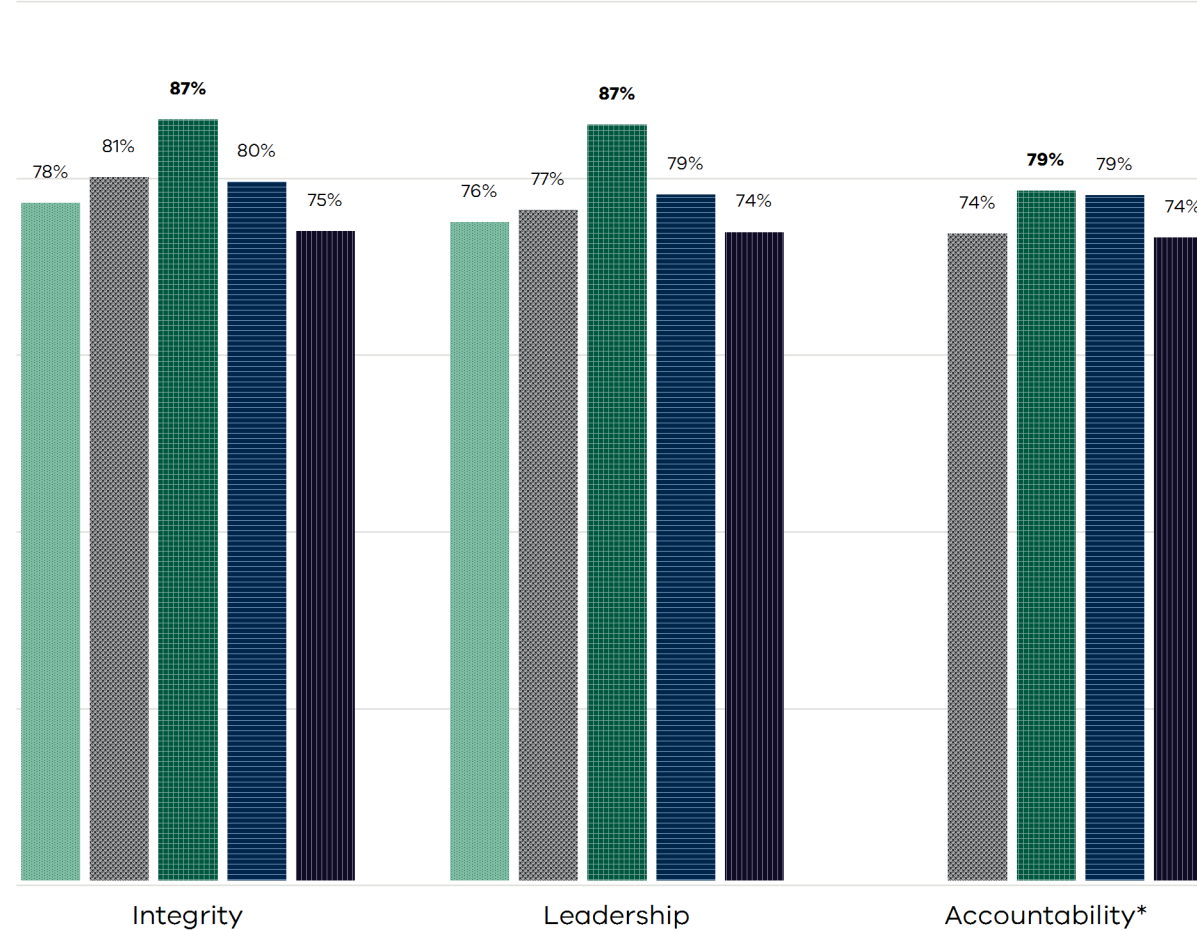
*We can't compare some data here because one or more questions were not asked in a previous survey

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

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.
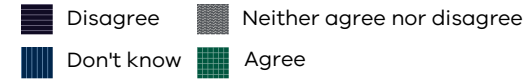
Example

92% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
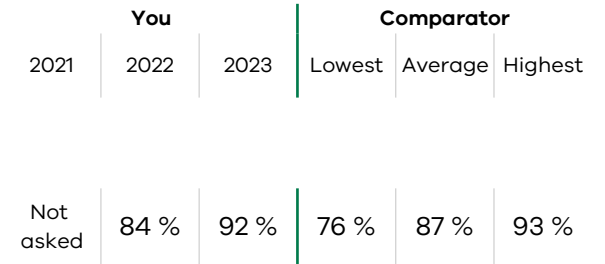
Legend	
▮ Disagree	▧ Neither agree nor disagree
▮ Don't know	▧ Agree

My workgroup provides high quality advice and services

3% 92%

5%

	You			Comparator		
2021	2022	2023		Lowest	Average	Highest
Not asked	84 %	92 %		76 %	87 %	93 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

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

Why this is important

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

How to read this

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

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

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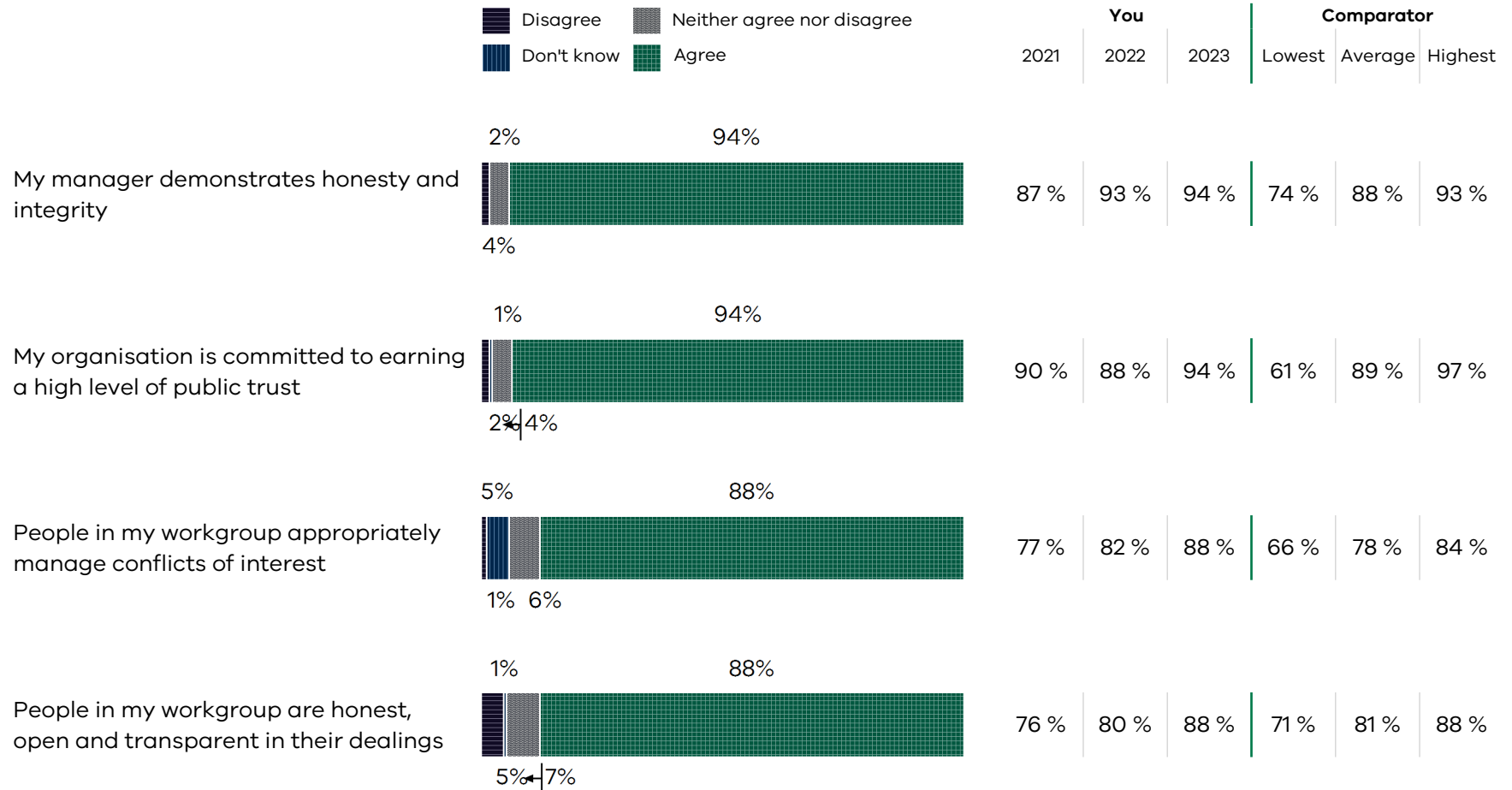
Example

94% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
	Disagree ▪ **Neither agree nor disagree** ▪ **Don't know** ▪ **Agree** ▪						
My manager demonstrates honesty and integrity	2% ... 94% ... 4%	87 %	93 %	94 %	74 %	88 %	93 %
My organisation is committed to earning a high level of public trust	1% ... 94% ... 2% 4%	90 %	88 %	94 %	61 %	89 %	97 %
People in my workgroup appropriately manage conflicts of interest	5% ... 88% ... 1% 6%	77 %	82 %	88 %	66 %	78 %	84 %
People in my workgroup are honest, open and transparent in their dealings	1% ... 88% ... 5% 7%	76 %	80 %	88 %	71 %	81 %	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

87% of staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.
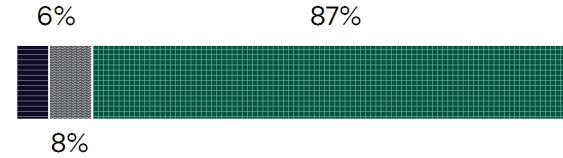
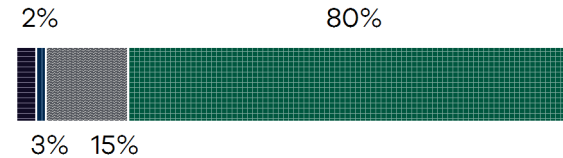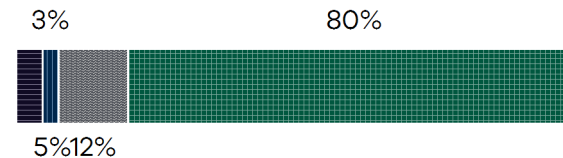| Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest

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

Survey question	6% / 87% / 8%	You 2021	You 2022	You 2023	Lowest	Average	Highest
I feel safe to challenge inappropriate behaviour at work	6% ... 87% (8%)	71 %	76 %	87 %	62 %	77 %	88 %
My organisation does not tolerate improper conduct	2% ... 80% (3% 15%)	74 %	80 %	80 %	65 %	79 %	87 %
Senior leaders demonstrate honesty and integrity	3% ... 80% (5% 12%)	69 %	66 %	80 %	52 %	70 %	84 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Impartiality

What this is

Impartiality is how your staff feel an organisation makes informed decisions and provides stable advice on merit, without bias, favouritism or self interest.

Why this is important

We all have an obligation to be impartial and make objective and fair decisions that are open to scrutiny.

How to read this

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

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

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

Example

89% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.
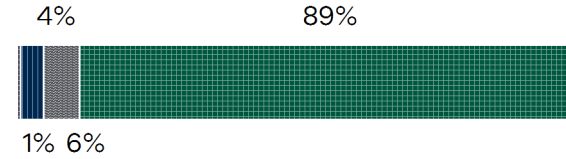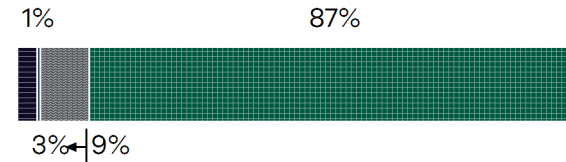
Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results		You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
People in my workgroup are politically impartial in their work	1% / 4% / 6%	89%	74 %	81 %	89 %	72 %	81 %	87 %
My workgroup acts fairly and without bias	1% / 3% / 9%	87%	Not asked	82 %	87 %	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

96% of staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.
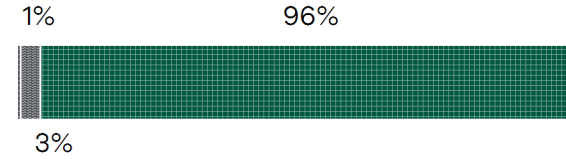
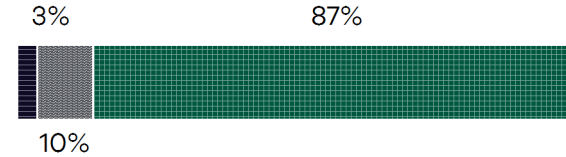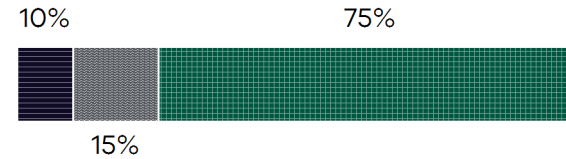| Survey question	Your results		You			Comparator		
		2021	2022	2023		Lowest	Average	Highest

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

Survey question	Your results	2021	2022	2023	Lowest	Average	Highest
I understand how my job helps my organisation achieve its goals	1% 96% / 3%	Not asked	94 %	96 %	88 %	94 %	99 %
I clearly understand what I am expected to do in this job	3% 87% / 10%	81 %	82 %	87 %	80 %	86 %	91 %
My workgroup has clear lines of responsibility	10% 75% / 15%	73 %	70 %	75 %	65 %	75 %	80 %
My workgroup uses its resources well	1% 74% / 8% 17%	Not asked	68 %	74 %	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

64% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.

Survey question

Your results

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

Senior leaders provide clear strategy and direction

1% ... 64%

10% ... 25%

Benchmark agree results

	You			Comparator		
2021	2022	2023	Lowest	Average	Highest
51 %	58 %	64 %	36 %	66 %	83 %

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.
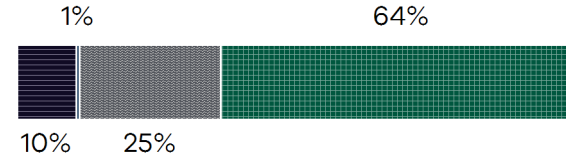
Example

95% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Survey question	Your results		Benchmark agree results					
			You			**Comparator**		
			2021	2022	2023	Lowest	Average	Highest
My manager treats employees with dignity and respect	1% / 95% / 3%		88 %	94 %	95 %	75 %	89 %	95 %
My manager listens to what I have to say	3% / 91% / 5%		86 %	88 %	91 %	76 %	86 %	90 %
People in my workgroup treat each other with respect	1% / 91% / 8%		87 %	86 %	91 %	78 %	89 %	94 %
My organisation encourages respectful workplace behaviours	2% / 90% / 8%		90 %	90 %	90 %	75 %	90 %	97 %

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

Victorian Public Sector Commission

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Public sector values

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

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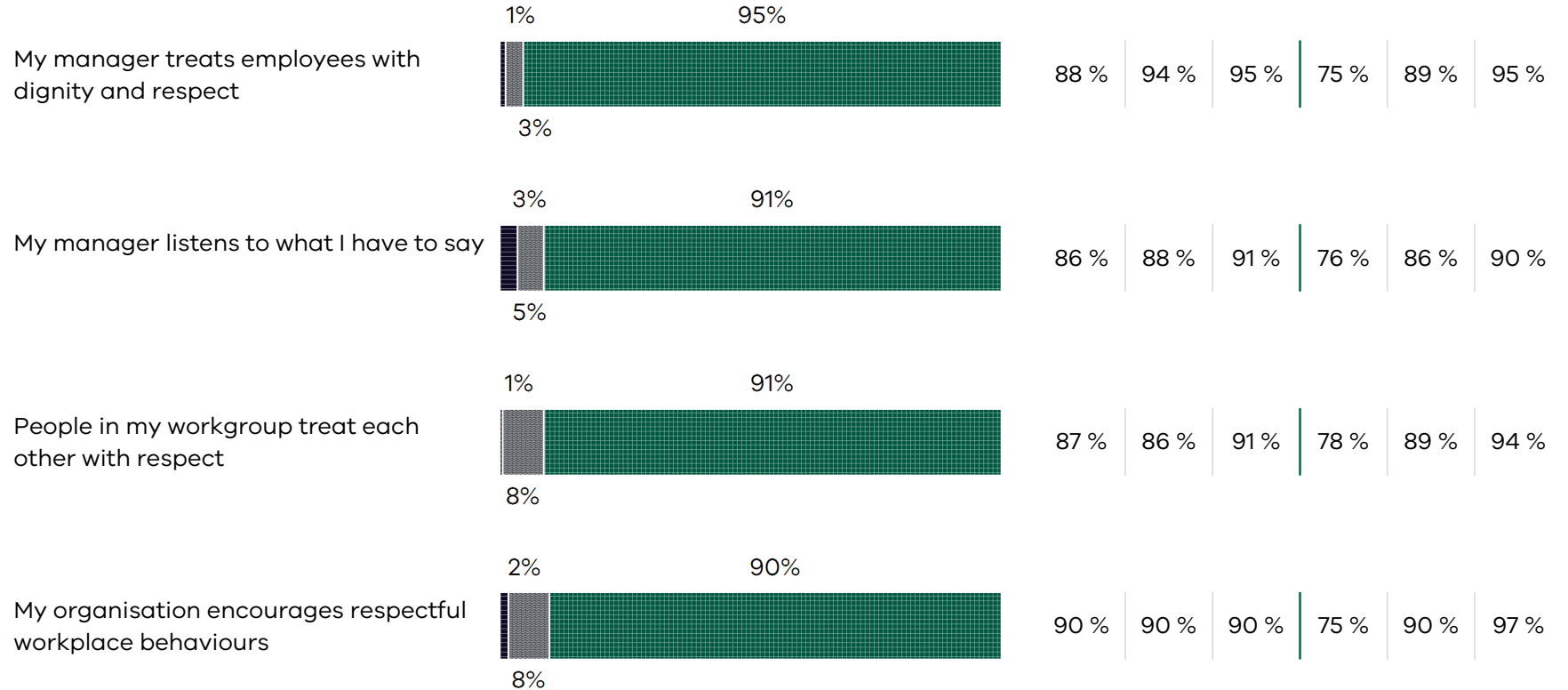
Example

80% 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, Don't know, Neither agree nor disagree, Agree

Survey question	Your results		You			Comparator		
		2021	2022	2023		Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	6% 3% 11% 80%	76 %	77 %	80 %		61 %	78 %	87 %
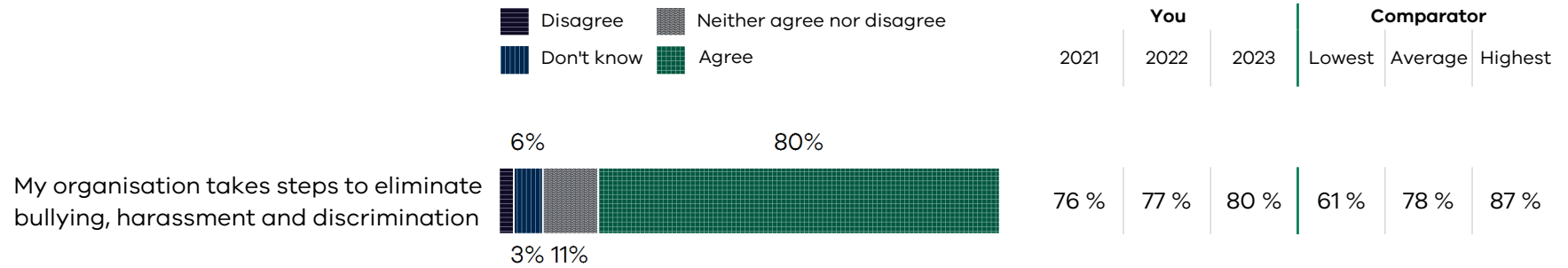
Public sector values

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.
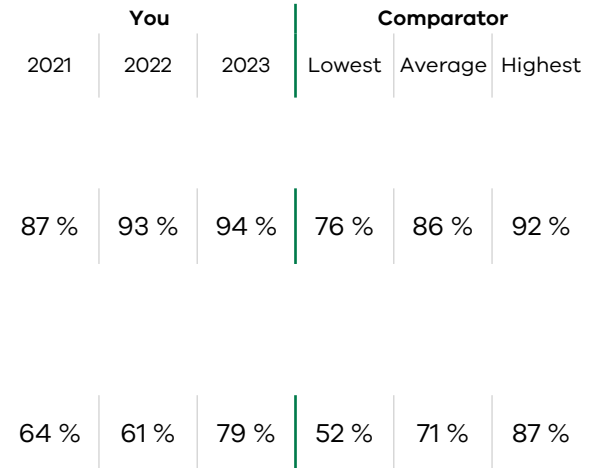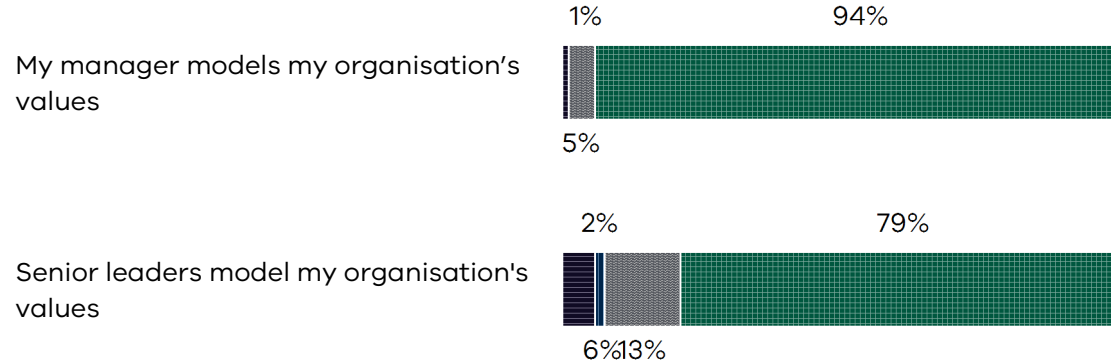
Example

94% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question	Your 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	1% / 94% / 5%	87 %	93 %	94 %	76 %	86 %	92 %
Senior leaders model my organisation's values	2% / 79% / 6% 13%	64 %	61 %	79 %	52 %	71 %	87 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Human rights

What this is

Human rights is how your staff feel their organisation upholds basic human rights.

Why this is important

Using the Victorian Charter of Human Rights, organisations must consider human rights in how they work and act.

How to read this

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

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

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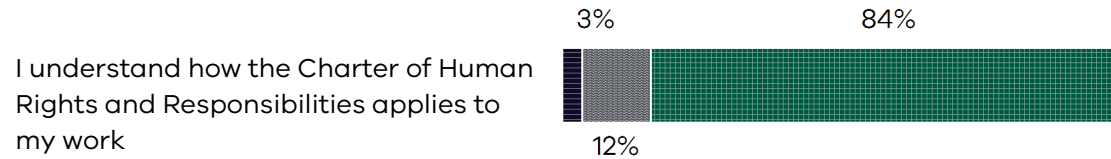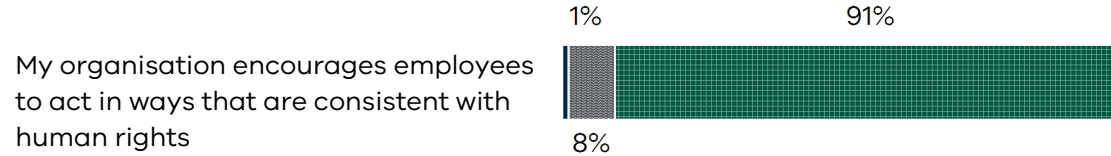
Example

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

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

Survey question	Your results		You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My organisation encourages employees to act in ways that are consistent with human rights	1% / 91% / 8%		88 %	94 %	91 %	77 %	89 %	95 %
I understand how the Charter of Human Rights and Responsibilities applies to my work	3% / 84% / 12%		80 %	84 %	84 %	61 %	76 %	89 %

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- Biggest positive difference from comparator
- Biggest negative difference from comparator

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- Taking action questions

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- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Topical questions

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

Custom questions

- Questions requested by your organisation

Demographics

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

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.
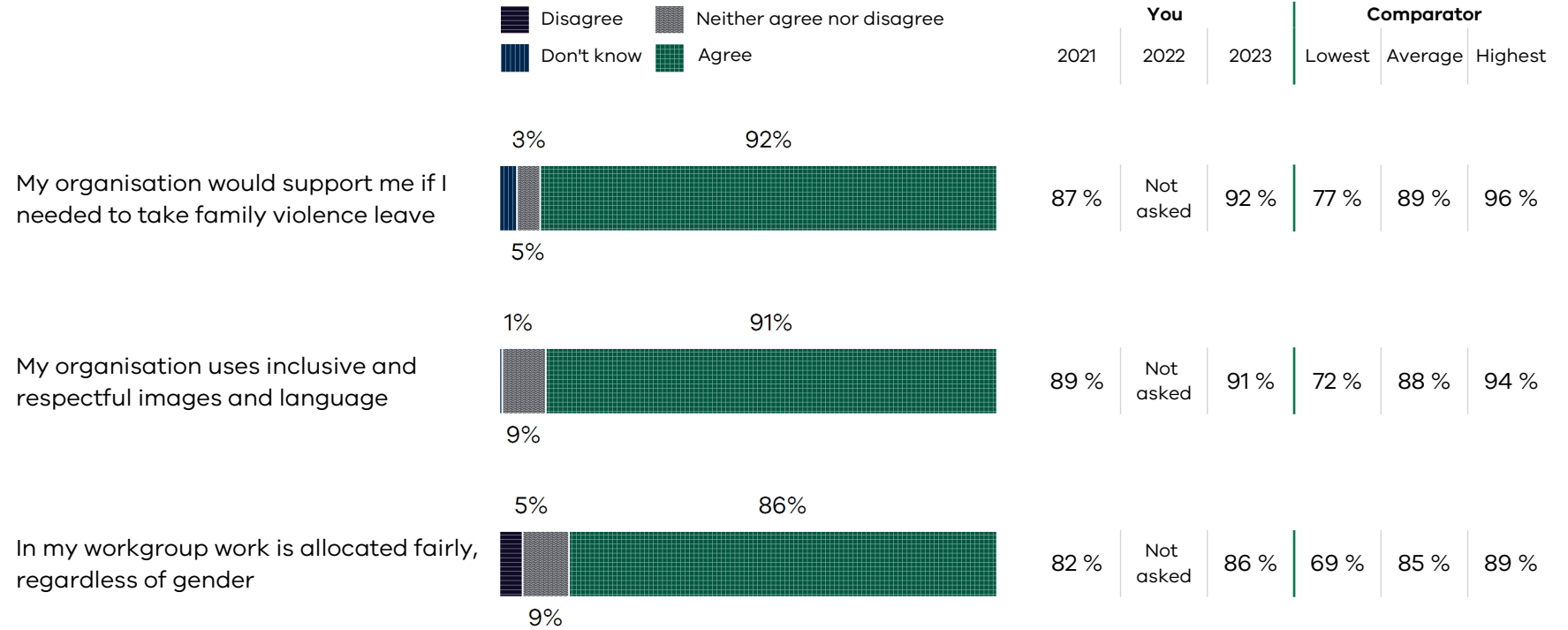
Example

92% 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	Benchmark agree results					

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

		You			**Comparator**		
		2021	2022	2023	Lowest	Average	Highest
My organisation would support me if I needed to take family violence leave	3% / 5% / 92%	87 %	Not asked	92 %	77 %	89 %	96 %
My organisation uses inclusive and respectful images and language	1% / 9% / 91%	89 %	Not asked	91 %	72 %	88 %	94 %
In my workgroup work is allocated fairly, regardless of gender	5% / 9% / 86%	82 %	Not asked	86 %	69 %	85 %	89 %

Victorian Public Sector Commission

VICTORIA State Government

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.
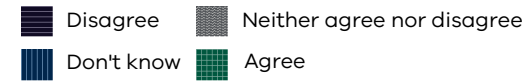
Example

93% 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'.
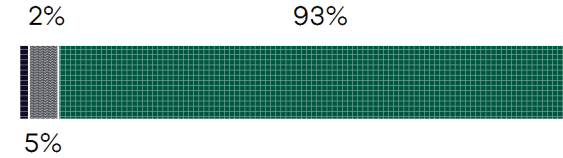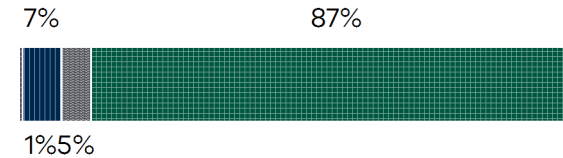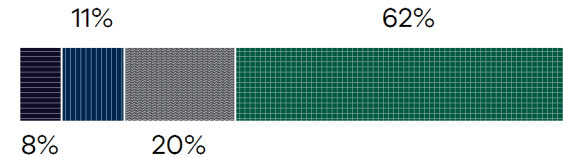
Survey question	Your results		You			Comparator		
		2021	2022	2023		Lowest	Average	Highest

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

Survey question	Your results	2021	2022	2023	Lowest	Average	Highest
I understand how the Code of Conduct for Victorian public sector employees applies to my work	2% / 93% / 5%	Not asked	Not asked	93 %	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	7% / 87% / 1% 5%	Not asked	Not asked	87 %	60 %	72 %	82 %
My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	11% / 62% / 8% / 20%	Not asked	Not asked	62 %	43 %	53 %	61 %

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

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
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Victorian Public Sector Commission

VICTORIA State Government

Custom questions

What this is

Your organisation asked 5 custom questions as part of the 2023 survey.

Why this is important

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

How to read this

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

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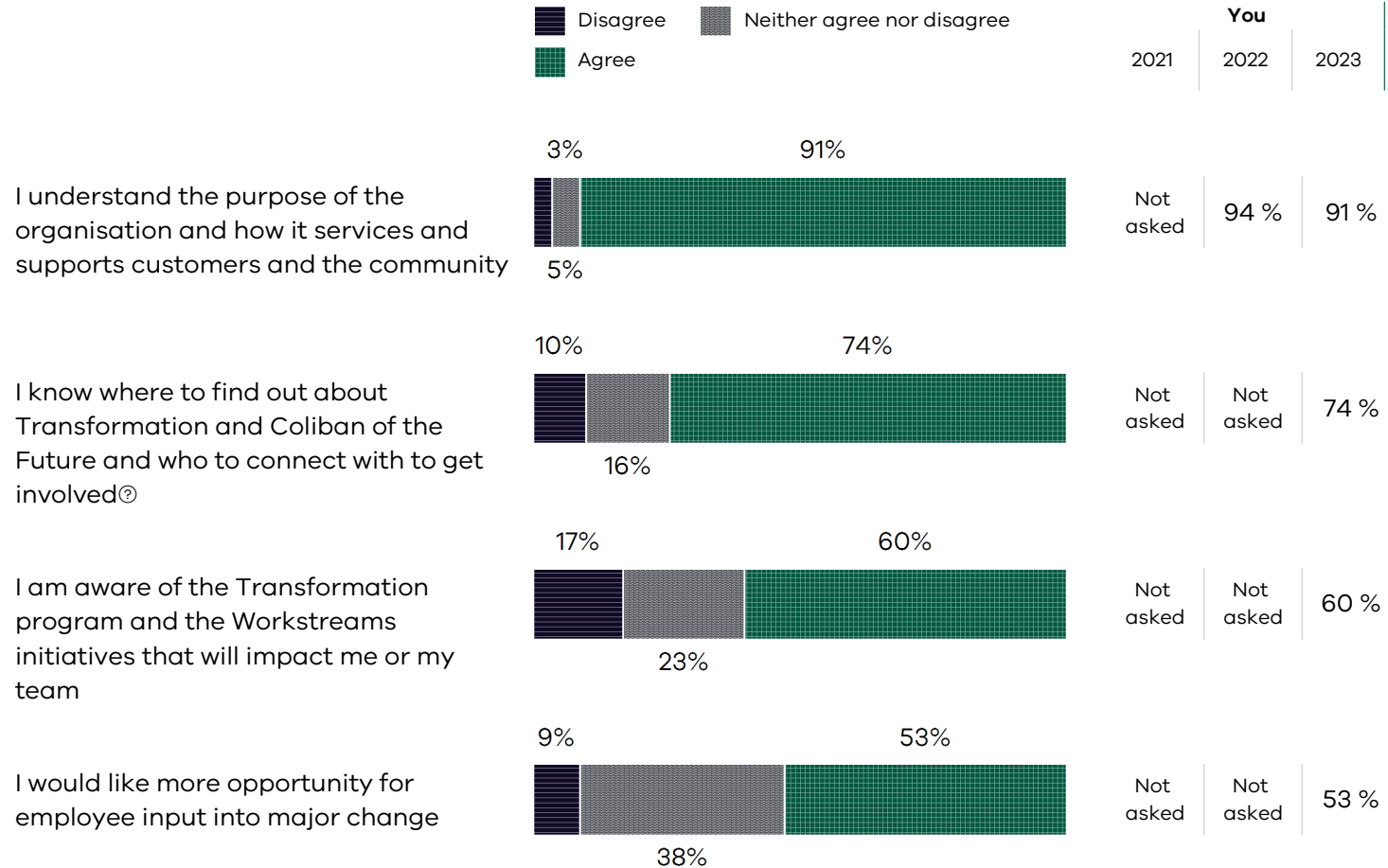
Example

91% of staff who did the survey agreed or strongly agreed with 'I understand the purpose of the organisation and how it services and supports customers and the community'.

Survey question	Your results	Benchmark results

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

	You		
	2021	2022	2023

I understand the purpose of the organisation and how it services and supports customers and the community
3% / 5% / 91%
Benchmark: Not asked | 94 % | 91 %

I know where to find out about Transformation and Coliban of the Future and who to connect with to get involved⊘
10% / 16% / 74%
Benchmark: Not asked | Not asked | 74 %

I am aware of the Transformation program and the Workstreams initiatives that will impact me or my team
17% / 23% / 60%
Benchmark: Not asked | Not asked | 60 %

I would like more opportunity for employee input into major change
9% / 38% / 53%
Benchmark: Not asked | Not asked | 53 %

Victorian Public Sector Commission

VICTORIA State Government

Custom questions

What this is

Your organisation asked 5 custom questions as part of the 2023 survey.

Why this is important

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

How to read this

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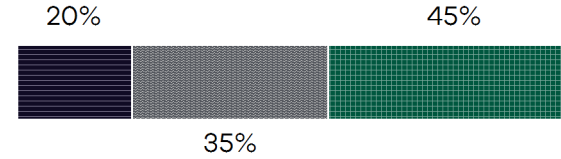
Example

45% of staff who did the survey agreed or strongly agreed with 'Major change initiatives are well managed and help us deliver our goals better'.

Survey question	Your results	Benchmark results

Legend: Disagree · Neither agree nor disagree · Agree

	You		
	2021	2022	2023

Survey question	Your results	2021	2022	2023
Major change initiatives are well managed and help us deliver our goals better	20% · 35% · 45%	Not asked	Not asked	45 %

People matter survey

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- Highest scoring
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Victorian Public Sector Commission

VICTORIA State Government

Demographics

Age, gender, variations in sex characteristics and sexual orientation

What this is

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

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

To protect you, we:
- de-identify all survey response data provided to your organisation
- don't release 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	32	19%
35-54 years	102	59%
55+ years	20	12%
Prefer not to say	18	10%

How would you describe your gender?	(n)	%
Woman	77	45%
Man	76	44%
Prefer not to say	18	10%
Non-binary and I use a different term	1	1%

Are you trans, non-binary or gender diverse?	(n)	%
No	153	89%
Prefer not to say	19	11%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	1	1%
No	150	87%
Don't know	5	3%
Prefer not to say	16	9%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	136	79%
Prefer not to say	25	15%
Bisexual	5	3%
I use a different term	2	1%
Don't know	2	1%
Asexual	1	1%
Gay or lesbian	1	1%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

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

Why this is important

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

How to read this

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

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**3**	2%
Non Aboriginal and/or Torres Strait Islander	**162**	94%
Prefer not to say	**7**	4%

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	**10**	6%
No	**153**	89%
Prefer not to say	**9**	5%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**4**	40%
No	**3**	30%
Prefer not to say	**3**	30%

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	**143**	83%
Not born in Australia	**19**	11%
Prefer not to say	**10**	6%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Other	**6**	43%
Hindi	**5**	36%
Punjabi	**2**	14%
Urdu	**2**	14%
Cantonese	**1**	7%
Gujarati	**1**	7%
Macedonian	**1**	7%
Mandarin	**1**	7%
Sinhalese	**1**	7%
Tamil	**1**	7%

Language other than English spoken with family or community	(n)	%
Yes	**14**	8%
No	**148**	86%
Prefer not to say	**10**	6%

Demographics

What this is

This is the cultural identity and religion of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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Cultural identity	(n)	%
Australian	**142**	83%
English, Irish, Scottish and/or Welsh	**13**	8%
Prefer not to say	**11**	6%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	**11**	6%
South Asian	**7**	4%
New Zealander	**3**	2%
Other	**3**	2%
Aboriginal and/or Torres Strait Islander	**2**	1%
East and/or South-East Asian	**2**	1%
Central Asian	**1**	1%

Religion	(n)	%
No religion	**104**	60%
Christianity	**38**	22%
Prefer not to say	**19**	11%
Hinduism	**5**	3%
Islam	**3**	2%
Buddhism	**2**	1%
Other	**1**	1%

Demographics

Employment characteristics 1 of 2

What this is

These are the employment characteristics of staff.

Why this is important

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

How to read this

Each table shows the breakdown of responses from your survey.

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

How we protect anonymity and privacy

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Working arrangement	(n)	%
Full-Time	**148**	86%
Part-Time	**24**	14%

Gross base salary (ongoing/fixed term only)	(n)	%
Prefer not to say	**19**	11%
Below $80k	**39**	23%
$80k to $120k	**64**	38%
$120k to $160k	**29**	17%
$160k to $200k	**10**	6%
$200k or more	**6**	4%

Organisational tenure	(n)	%
<1 year	**49**	28%
1 to less than 2 years	**23**	13%
2 to less than 5 years	**26**	15%
5 to less than 10 years	**26**	15%
10 to less than 20 years	**40**	23%
More than 20 years	**8**	5%

Management responsibility	(n)	%
Non-manager	**112**	65%
Other manager	**33**	19%
Manager of other manager(s)	**27**	16%

Employment type	(n)	%
Ongoing and executive	**150**	87%
Fixed term	**17**	10%
Other	**5**	3%

Victorian Public Sector Commission

VICTORIA State Government

Demographics

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Primary workplace location over the last 3 months

	(n)	%
Large regional city	**158**	92%
Rural	**9**	5%
Other	**3**	2%
Melbourne CBD	**1**	1%
Melbourne: Suburbs	**1**	1%

What have been your main places of work over the last 3-months?

	(n)	%
Your employer's office	**148**	86%
A frontline or service delivery location	**18**	10%
Home or private location	**63**	37%
Other	**5**	3%

Flexible work

	(n)	%
Working from an alternative location (e.g. home, hub/shared work space)	**108**	63%
Flexible start and finish times	**66**	38%
No, I do not use any flexible work arrangements	**34**	20%
Part-time	**19**	11%
Using leave to work flexible hours	**12**	7%
Purchased leave	**8**	5%
Other	**6**	3%
Working more hours over fewer days	**6**	3%
Study leave	**3**	2%

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	105	61%
Flexible working arrangements	57	33%
Physical modifications or improvements to the workplace	12	7%
Career development support strategies	2	1%
Job redesign or role sharing	1	1%
Accessible communications technologies	1	1%

Why did you make this request?	(n)	%
Work-life balance	36	54%
Family responsibilities	21	31%
Health	21	31%
Caring responsibilities	12	18%
Other	8	12%
Disability	2	3%
Study commitments	1	1%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	62	93%
The adjustments I needed were not made	3	4%
The adjustments I needed were made but the process was unsatisfactory	2	3%

Victorian Public Sector Commission

VICTORIA State Government

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

Caring responsibility	(n)	%
None of the above	**61**	35%
Primary school aged child(ren)	**52**	30%
Secondary school aged child(ren)	**30**	17%
Child(ren) - younger than preschool age	**20**	12%
Preschool aged child(ren)	**19**	11%
Prefer not to say	**14**	8%
Frail or aged person(s)	**12**	7%
Person(s) with a medical condition	**8**	5%
Person(s) with disability	**5**	3%
Person(s) with a mental illness	**5**	3%
Other	**4**	2%

Victorian Public Sector Commission

VICTORIA State Government

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

Which of the following best describes the business unit in which you work	(n)	%
Sustainability	7	4%
Customer Service	21	12%
Operations	28	16%
Assets	39	23%
Corporate	77	45%

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